

GOVERNMENT MEASURE

The global ambition of a human scale city

The international strategy of the Barcelona Green Deal agenda



Ajuntament de
Barcelona



TABLE OF CONTENTS

THE HUMAN CITY. GLOBAL AMBITION	4
Barcelona's post-pandemic economic recovery	4
International economic promotion and the creation of prosperity and employment	6
ACTION FRAMEWORK	8
Cities in Today's World	8
The world is becoming more urbanised and new challenges are emerging	8
Global economic activity is concentrated in urban areas	9
The tension between protectionism and free trade, an economic recovery scenario	10
A diagnosis of Barcelona and its economy	11
A "new global city", with its own personality	11
A privileged geographical location and a global connection node	11
A diversified economy with an industrial tradition	12
Successful foreign investment	12
Commitment to knowledge, science and innovation	14
Digital entrepreneurship and start-up centre	15
Quality of life in Barcelona as a key factor for attracting talent	16
THE STRATEGY	18
Mission	18
Values	18
Goals	19
Prioritisation and segmentation	19
Positive effects of coordination, collaboration and complicity	23
Working in a shared way	26
A blended international economic promotion	28
ACTION LINES AND MEASURES	30
LINE 1. The city's reputation and image: the Barcelona brand	30
1.1. Creating new promotional tools for the Barcelona brand	31
1.2. Promoting the new Barcelona narrative	32
1.3. Measuring, analysing and managing the brand	33
1.4. Joining forces and collaborating with other public and private city stakeholders	34
1.5. Safeguarding the brand's legal aspects	34

LINE 2. Economic promotion and diplomacy	35
2.1. Leading the Barcelona Week events	35
2.2. Promoting Barcelona Business Talk	36
2.3. Collaborating with Barcelona ReAct sessions	37
2.4. Activating Barcelona's itinerant installation	38
2.5. Promoting positioning activities through alumni networks	38
2.6. Taking part in city networks, in the area of economic promotion	38
2.7. Receiving international economic and business delegations	40
LINE 3. Promoting Barcelona as an intercontinental flight hub	41
3.1. Developing the new CDRA strategic plan for 2021-24, in order to recover intercontinental air travel	41
LINE 4. Sectorial international economic promotion	45
4.1. We will join forces with key stakeholders to reinforce Barcelona's presence in sectorial fairs and events with high added value	45
4.1.1. Technology and digital sector	46
4.1.2. Urban projects	47
4.1.3. Logistics	50
4.1.4. Scientific activity and innovation sector	50
4.1.5. Creative and design industries	51
LINE 5. International talent	52
5.1. Taking comprehensive care of international talent: 360° Plan	53
5.2. Attracting international talent	55
5.3. Welcoming international talent: Barcelona International Welcome	57
5.4. Dynamizing international talent	59
5.5. Fostering the loyalty of international talent	62
LINE 6. Management of projects with international impact and foreign investment	65
6.1. Providing support for projects with an international impact	65
6.2. Attracting foreign investment projects	65
BUDGET ALLOCATION	67
ORGANIZATION	67

THE HUMAN CITY. GLOBAL AMBITION

Barcelona's post-pandemic economic recovery

In recent decades, **cities** have become one of the **main stakeholders in the global economy**. Places with high concentrations of people, in communication with each other, acting as nodes in a prosperity and well-being production network. However, these cities, which compete with each other to attract investments and position themselves in this global environment, would have no relevance if it were not because they collaborate, exchange and complement each other.

In 2022, the world economy can be depicted through a widely-distributed ecosystem of cities. The time has passed when a few financial centres, such as New York, London and Tokyo were the big drivers of economic growth; there is now an extensive, complex network of over 100 cities that take part in the international flow of goods, services, talent and capital, making them drivers for progress and global transformations.

Barcelona is one of the exponents of this paradigm: **an open, welcoming city for knowledge-generation, well-being and prosperity**. And all thanks to the idea of global collaboration and commitment to people, but also to its constant search for a position of its own, to be relevant, because Barcelona is a unique place, and because we believe that, for many people, this is their place.

And suddenly, the unexpected. A **global pandemic** has brought into question the most fundamental aspects on which we have built our model of society. And especially the ideas on which we have built our cities. The economy brought to a sudden halt, people's well-being threatened, countries closing their borders, closing in on themselves, people seeming to lose what makes us people, contact, closeness. The challenges we are facing as a species have been starkly exposed: vulnerability to infectious diseases and climate change. In parallel, some dynamics have accelerated, such as digitalisation (teleworking, telemedicine, online training, e-commerce), the reinforcement of healthcare and public health systems, and the naturalisation of urban spaces (reconversion into pedestrian areas, more parks and less space for motorised traffic).

In light of this scenario, Barcelona has formulated its road map for recovery: the **Barcelona Green Deal**. A robust strategy, that goes beyond an economic agenda, in order to respond to the city's present and future challenges. **The government measure "The Global Ambition of a Human Scale City"** aims to complement this strategy in the field of International Economic Promotion, **thanks to the four external levers of foreign investment, international talent, intercontinental connectivity and the city's reputation**.

Barcelona's commitment is clear; The city must reinvent itself without losing its DNA:

- **A city that is open to anyone who wishes to develop their life project there**, a city where people are close to other people, while also being a city with an infinite number of dimensions. Barcelona is a city of neighbourhoods, close to the sea and the mountains. The city that has

everything: jobs, markets, schools, but also a metropolitan environment made up of various cities that offer a variety of urban proposals, and also a natural environment that extends from the Pyrenees to the Ebro Delta or the Costa Brava, all less than an hour away. And the world within reach, through an intercontinental airport with connections to every corner of Europe and the world's main air-travel hubs.

- **A city that has always been open to exchange, thanks to its Mediterranean character**, and which regards its open nature as a driver of progress. And all of this without forgetting the importance of local economic networks, which must be promoted as much as possible, so that, in the long term, the generation of prosperity and well-being is consolidated. In the difficult times we are experiencing, this will ensure the provisions we need to keep going.
- **A city that invests in the generation of knowledge**, that opts for the creation of value through investment, domestic and foreign, in strategic sectors, as well as in cutting-edge research and innovation. A city with a clear commitment to making Barcelona a place that attracts the cream of international talent.
- **A well connected city**, with the best technological infrastructures to serve its 21st century productive network, and with excellent international connectivity. The city that welcomes professionals from all over the world, people who can work anywhere, from home, from Barcelona.
- **A city with a metropolitan dimension**, with administrative and communication infrastructures (airport, port, rail, road and digital) which make it possible to take a leap forwards in scale and build a fairer, more balanced and competitive city.
- **A pro-European city**, able to optimally manage the European Union's new economic-recovery funds, and which will play a fundamental role in the process of community construction, thanks to its active participation in European city networks. A city that makes the best of its Mediterranean nature to turn its central position between North and South and East and West (between China and the USA) into value.
- **A city as a platform, rather than a city as a destination**, which has achieved the necessary conditions to develop locally-based projects that are globally connected, whether they involve entrepreneurship, culture, digitalisation, investment, combating climate change or reducing inequalities.
- **A blended city, (according to Professor Greg Clark)**, in which the real and virtual cities are juxtaposed. A kind of mixed city, which makes the best of all the new opportunities arising from the virtual world, while still enjoying the physical assets and attributes of a city, with all the in-person opportunities it offers us.

In other words, what this **government measure** proposes is for Barcelona to continue being as it is. In the context of a **global pandemic and reduced international mobility**, we aim to continue expounding our successful model and fostering the value of the Barcelona brand while using it to continue attracting talent, entrepreneurs and international companies that share the city's values and help us to continue creating well-being and prosperity for the city as a whole.

In conclusion, this government measure proposes a strategy for the international economic promotion of Barcelona, because this is vital for our territory's economic recovery and development, due to its impact on the creation of prosperity and employment.

6

The human
city.
Global
ambition

International economic promotion and the creation of prosperity and employment

The international economic promotion of a city aims to improve the **image and perception** it has abroad, in terms of economics and business, as this image or the way it is perceived directly affects the success or failure of its efforts to attract visitors, investors, students, professionals, events and projects.

In order to attract economic activity, **a territory not only needs to possess factors that make it competitive and interesting**, whether these be **traditional or hard factors** (good infrastructures, access to markets and connectivity, competitive costs, qualified human resources, etc.), or **more intangible or soft factors** (quality of life, lifestyle, a cohesive society, security, etc.). Furthermore, all of these characteristics must be known and recognised.

For this reason, many cities coordinate and foster **city branding and international economic promotion**. Having a good city brand is a big asset that opens doors, makes it possible to gain attention, generate trust and foster loyalty. Having a good city reputation is vital in order to differentiate ourselves in a globalised, interconnected world that is showing a trend towards sameness, which sometimes quashes a territory's personality.

The main objective is to revitalise the local economy, by attracting foreign economic activity, international talent and projects that have a **beneficial impact**, either by **increasing productivity** and **cultural diversity**, **fostering processes of innovation** or **creating employment**.

According to data from the Financial Times group's fDi Markets, in relation to an ACCIÓ study,¹ **in 2020, Catalonia received 140 investment projects worth a total of €2,392 million, which created 15,138 jobs**. A significant number of those 140 investment projects were in the technological sector (28% of the total), which led to the hiring of technological talent (17% of all jobs created).

¹- "Foreign investment in Catalonia 2020". ACCIÓ, Government of Catalonia. June 2021.

2020

YEAR



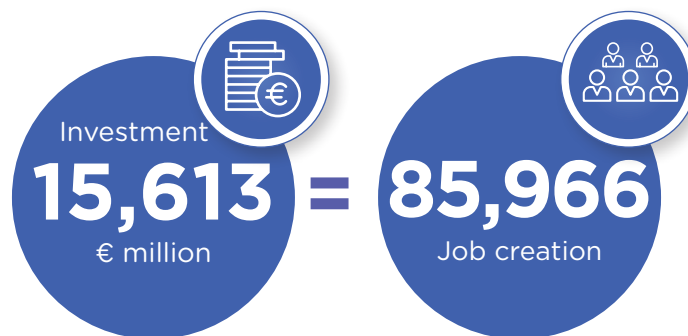
Because direct investments are sometimes volatile over time (and, for example, a big operation may produce distorting peaks in statistics), it is worth analysing a longer period of time. In the **five-year period from 2016 to 2020, Catalonia** attracted a totalling **€15,613 million, which led to the creation of 85,966 jobs** (an increase on the previous five-year period of 25% and 121%, respectively).

7

The human
city.
Global
ambition

2016 - 2020

YEAR



Barcelona is listed second in Western Europe in terms of the number of jobs created by foreign investment, only coming behind Dublin.

This data shows that Barcelona is an attractive place for investment and that these investments have a very beneficial impact on the territory. Therefore, this justifies carrying out international economic promotion actions and this government measure.

ACTION FRAMEWORK

Cities in Today's World

- The world is becoming more urbanised and new challenges are emerging

The population of the world currently stands at 7,710 million people, 4.3 billion of whom live in urban areas (55% of the total).

8

Action
framework

7,710
million people

World population

of whom
→



4,300
million

Live in urban areas

In recent decades, **cities have acted as powerful magnets for anyone seeking new opportunities.** Waves of people have therefore moved from the countryside to urban areas, causing a growth that is sometimes uncontrolled. We have yet to see what effect the Covid-19 pandemic has on this trend towards urbanisation, but it seems to be quite consolidated; it is estimated that 7 out of 10 people will live in cities by 2050.

Furthermore, **the cities of the world are growing in number and in size.** At the start of the 21st century, in 2000, there were 371 cities with a population of over one million people. By 2018, that number had increased to 548, and it is estimated that there will be 706 by 2030.

In this context, the world is rapidly becoming urbanised and it is facing major **challenges**, such as pandemics, pollution and ecological transition, the efficient management of mobility and other urban services, an increase in inequalities, ageing, gentrification, a lack of social housing, multicultural coexistence, new forms of employment, etc. Among them, **the climate challenge is the most important** due to **the environmental impact** that cities have and the role they must play in solving it and the **transition to a green economy.**

Global economic activity is concentrated in urban areas

According to the World Bank, **more than 80% of the world's GDP is concentrated in urban areas**; they therefore act as **the main drivers of the world's economy**.

Why are cities so attractive for economic and commercial activities? There are basically **two reasons**:

- **Agglomeration economies and economies of scale.** There is a concentration of knowledge and talent, and it is easy to contact and arrange meetings between people with a wide range of ideas, skills and abilities. This facilitates learning, the dissemination of ideas, creativity, the creation of clusters and the generation of synergies and collaboration. Market density and the existence of interactive networks reduce transport costs, there is a more sophisticated division of work, higher productivity and a favourable environment for innovation and scientific and technological advances. With the pandemic, human interaction, which forms the basis of these networks, may change format, but they will continue to be of vital importance, as will urban environments, in terms of facilitating these interactions.
- **Connectivity.** Cities are multicultural places, home to very cosmopolitan populations that have ties and relations with other places that are further away. They are also nodes for transport systems and they have connectivity infrastructures, including technological ones, which make connections and establishing complex networks possible. This facilitates economic activity, as well as the transfer and exchange of knowledge, technologies, innovation and social changes.

Thanks to these dynamics, **big global cities** have become **major hubs for generating and distributing prosperity, knowledge and innovation**.

Nowadays, economic activity is concentrated in cities, or rather **urban corridors** or **megaregions**. These are **polycentric agglomerations** that include various cities and metropolitan areas. In many cases they surpass the frontiers of countries and are therefore **transnational**.

It is calculated that **the 40 biggest urban megaregions account for 66% of global economic activity and 85% of technological and scientific innovation**. Notable examples include: the corridor formed by Washington, New York and Boston; the European megaregion of Paris; the Central European area formed by Amsterdam, Brussels, Paris and Munich; the one formed between Beijing and Shanghai and the one formed by Hong Kong, Shenzhen and Canton, among others.

Barcelona is located in a privileged location in Southern Europe, at one end of the **Iberian corridor** formed by Lisbon, Madrid and Barcelona. Our city is also a major feature of the **Mediterranean corridor**, which concentrates economic activity

from Algeciras, through Valencia and Barcelona, to the French cities of Marseille and Lyon.

Nowadays, metropolises are not only hubs for economic activity and talent, they are also developing new powers and responsibilities, based on the **principle of subsidiarity**, which is applied to everyday problems in the city and also to planetary challenges. One very clear example is the response to the **Covid-19** pandemic, in which the countries with the most robust responses were those where the central governments sought collaboration from regional and municipal governments. Faced with this challenge, cities have endeavoured to share solutions and good practices. Today, the world is a smaller place, thanks to new information and communication technologies, which have made it possible to strengthen the relationships between cities and facilitate **collaboration and cooperation**.

10

Action
framework

The tension between protectionism and free trade, an economic recovery scenario

The **eruption of Covid-19 has shattered the supply chains of many essential goods**, especially healthcare products, and caused a fall in international trade and reduced global demand. **This has revealed the dependency of many economies on third countries**, especially China. We are undoubtedly facing a **temporary slowdown in the globalisation** of the world's economy.

In order to deal with this situation, a **lot of countries may introduce protectionist practices** aimed at relocating part of their production and recovering industrial muscle and manufacturing jobs. This may exacerbate the slowdown in trade, with especially serious effects for economies that are highly internationalised, like the Catalan economy.

In parallel, for a few years, the two global powers, **the United States and China**, seemed to **have exchanged roles in the international economic system**. While the United States had led the latest globalisation process, and while the previous American administration had moved towards protectionism, the new U.S. administration seems to be gradually moving back to the instruments and institutions of global regulation. Meanwhile, China seems determined to defend a new wave of globalisation and calls for multilateral mechanisms for governing international trade. In this context, while it sympathises with opening up markets and multilateral governance, **Europe has not yet taken a clear position** and is showing a lack of enthusiasm.

Aid packages, whether in the form of loans or subsidies, are making it possible to save part of the economic and industrial network of advanced economies. **The European Union has responded** much more quickly and with greater focus than during the last financial crisis, and has therefore gained legitimacy. It is necessary to reinforce mechanisms so that the European recovery package (Next Generation European Union) can benefit the city and facilitate structural changes that make its economy more competitive.

A diagnosis of Barcelona and its economy

From the perspective of international economic promotion, we will now review the key factors that explain Barcelona's attractiveness, what characterises today's city and its economy, as well as its most dynamic economic sectors, which offer the most opportunities.

A “new global city”, with its own personality

The world's main cities can be divided into three big groups.

First, there is a small club of “**established world cities**” unquestionably made up of cities such as **London, Paris, Tokyo** and **New York**, among others.

There is also another group of “**emerging world cities**” located in rapidly growing countries, with extensive populations and surface areas, which include **Beijing, Shanghai, Seoul, Mumbai, Bogotá, São Paulo**, etc.

And there is a third group of “**new world cities**”, which include **Barcelona** and other cities like Berlin, Stockholm, Amsterdam, Sydney, San Francisco, Tel Aviv and Santiago de Chile. This last group of cities are **flexible, agile and adaptive** and are characterised by their **human dimension, good connections and infrastructure, high quality of life, a tolerant and inclusive environment, attractive cultural and leisure opportunities, production specialisation and knowledge, research and innovation centres**.

Barcelona complies with these characteristics and it also has a **unique personality**, due to being a **cultural melting pot**, something that has enriched it throughout its history. Today, Barcelona is an attractive city in many ways, but as we explain below, we need to work on a **city-branding** strategy, in order to find a “definite narrative” that enshrines the **essence and identity of our city**, allowing us to differentiate, highlight and position ourselves in the world.

A privileged geographical location and a global connection node

Barcelona enjoys a **privileged geographical location** which makes it the **gateway to Europe from the south, the capital of the Western Mediterranean coast, a point of access to Africa from Northern Europe, and a pivot or springboard to connect Asia and Latin America**.

In a highly delimited area (5 linear kilometres) and quite near the city centre, there is an international port and airport, an international trade fair and a wide range of facilities for commercial distribution: Zona Franca and a logistics platform. And these connectivity infrastructures operate in an **integrated** way, in order to ensure **intermodality** and the best possible **connectivity**.

The city's location and existing infrastructures and connections, along with the territory's economic potential, make Barcelona a **major logistics hub**. Logistics is a very diverse sector that includes a number of advanced service companies, and

it increasingly requires technology and innovation, as well as a highly-qualified workforce. This is a vital sector for the competitiveness of the local economy, because it serves the powerful industrial and consumer market of our *hinterland*. Furthermore, the existence of a coordinated, efficient logistics sector is a necessary condition for attracting other economic activities.

A diversified economy with an industrial tradition

In Barcelona, the Industrial Revolution occurred at the end of the 19th century, and since then, it has been one of the major cornerstones of its economy. The city retains a **significant industrial base**, and the sector still employs around 14% of workers in the Metropolitan Area, with major clusters of car, pharmaceutical, agro-food, chemical, textile, electrical material, graphic art, and waste treatment companies. Advances are also being made in what is known as **Industry 4.0**, with the Internet of Things (IoT), robotics and 3D printing.

But as in most of the world's cities, the weight of economic activity in the area of Barcelona is concentrated in the **services sector**, which employs 90% of the city's salaried population.

On taking a closer look at this structure, we find that **the city's economy is very diversified, in comparison with other big metropolises** which heavily depend on one or two sub-sectors. In regard to the distribution of Gross Value Added (GVA) in Barcelona —according to a 2018 estimate—, **the sub-sectors that stand out are intensive knowledge activities**, such as services for companies (legal, accounting, auditing, fiscal, technical studies, advertising, etc., with 14.4% of the total), followed by commerce and repairs (12.8%), information and communication (8.7%), catering (8.2%), collective educational services (6.1%), healthcare and social services (5.6%).

The city aims to **maintain this specialisation in diversification**, avoiding monocultures, in order to ensure a balanced potential growth and because it helps to overcome recessive phases of the economic cycle under the best possible conditions.

Successful foreign investment

Historically, as a result of Barcelona's long commercial and industrial tradition, **many foreign companies** have decided to set up headquarters here to produce and serve the local market, or to act as a platform for entering the Mediterranean or European markets.

There are **8,908 subsidiaries of foreign companies** in Catalonia (data from ACCIÓ), of which 56% are in the City of Barcelona and 85% in the Barcelona area (Barcelonès, Vallès Occidental, Baix Llobregat and Vallès Oriental).

These 8,908 subsidiaries of foreign companies, present in Catalonia in 2019, come from 90 different countries. As shown in the following table, the weighting of subsidiaries from French, German, American, Italian and British companies stand out:

FOREIGN COMPANIES Country of origin of the capital	Number of subsidiaries	% of the total
1. France	1,163	13%
2. Germany	1,157	13%
3. United States	1,096	12%
4. Italy	808	9%
5. United Kingdom	779	9%
6. Netherlands	622	7%
7. Switzerland	421	5%
8. Luxembourg	350	4%
9. Denmark	291	3%
10. Japan	267	3%
Other countries	1,954	22%
TOTAL	8,908	100%

13

Action
framework

Source: Directory of foreign company subsidiaries in Catalonia. September 2020, produced by ACCIÓ.
NB: This includes subsidiaries with 50% or more foreign capital that have establishments in Catalonia, regardless of whether their head office is located somewhere else in Spain

When **received investment projects** are considered instead of companies, Barcelona comes 9th in the “Global Cities Investment Monitor 2020” world ranking, produced by KPMG. And if investment projects in the technological sector are taken into consideration, Barcelona comes 5th in Europe, according to the Tech Cities of the Future ranking, produced by fDi Intelligence and The Next Web (TNW). These figures show that Barcelona is an attractive place for business localisation and growth.

Commitment to knowledge, science and innovation

Barcelona and Catalonia stand out in various rankings and indicators for scientific, research and innovation activities:

- 4th European region for the number of European Research Council (ERC) grants received per million inhabitants; Catalonia attracts 3.1% of the financial aid awarded by the ERC, while its population is only 1.5% of the EU's population.
- 5th European region for academic scientific production in general, according to the Knowledge Cities Ranking 2019, produced by the UPC's Centre of Land Policy and Valuations, based on the Science Citation Index.

Barcelona has an extensive **network of research centres, universities and business schools, along with large scientific infrastructures**, such as **the ALBA Synchrotron, the Catalan Institute of Photonic Sciences (ICFO), the Barcelona Biomedical Research Park (PRBB)** and the **Barcelona Supercomputing Centre (BSC)**. After winning a European competition, this organisation was selected to host one of the three most powerful supercomputers in Europe (Exascale), the MareNostrum 5, which is scheduled to become operational in 2022. In this way, Europe intends to take a leading role in the worldwide supercomputing competition, in which the United States, Japan and China hold notable positions. Furthermore the MareNostrum 5 supercomputer includes an experimental platform dedicated to developing a new chip using open-source technology, in order to give impetus to the European industry and reduce its technological dependence. BSC will lead the creation of the first Quantum Computer in Spain.

All of these initiatives and projects generate and attract a large community of research and innovation professionals i.e. **scientific talent**, some of whom are leaders in their field and are internationally renowned. Some people were born here, others come from all over the world to develop research in areas like biomedical sciences, photonics and electronics, as well as smart cities.

It should also be noted that Barcelona is the first city with a public-private strategy for scientific diplomacy, thanks to the **SciTech DiploHub association**, of which Barcelona City Council is a founder member. And finally, we should mention the **Barcelona Science Plan**, which shows the city's commitment to, and prioritisation

of the promotion of scientific and knowledge activities. The plan, which has received backing from the private sector, is divided into three main lines of action: finding new ways of funding research and innovation projects promoted and developed in our territory, fostering urban projects that catalyse scientific activities, such as the **Ciudadella of Knowledge** project, and promoting affordable housing for research staff.

Digital entrepreneurship and start-up centre



1,908
Technological
start-ups

START-UP

15

Action
framework

A **vibrant technological and digital entrepreneurial ecosystem** has become established in Barcelona; it is well-organised and aligned. This is due to a tradition of supporting the creation of companies, in which **Barcelona Activa** has played a leading public role for more than thirty years. The organisation of world trade fairs, such as the **Mobile World Congress**, **4YFN** and the **Smart City Expo World Congress** are all platforms that position Barcelona as a technology capital.

A contribution is also made by private-sector initiatives, such as **Tech Barcelona** (new brand of Barcelona Tech City) and **Wayra**; the establishment of various **Innovation centres run by large corporations in the city; the emergence of a number of start-ups**, some of which unicorns (start-ups with a value over 1 billion dollars), and the existence of key stakeholders, such as incubators, accelerators, co-working spaces, prestigious universities and business schools, investors, venture-capital companies, business angels, as well as an intense calendar of networking events and exchange and interaction networks. And it should be remembered that the city has good digital infrastructures, including its optic-fibre network and its urban WiFi system².

All of this has led to the city being recognised as one of **Europe's five main technological hubs**³ and considered as **the third most preferred European city for founding a start-up**⁴.

2- Barcelona is listed as the 4th best European city for digital infrastructure, only coming behind Stockholm, Amsterdam and Copenhagen, and the 7th in the world, according to the McKinsey Global Institute's study report *Smart cities: digital solutions for a more liveable future*. June 2018.

3- Barcelona is the 5th most important start-up hub in Europe, after London, Berlin, Paris and Amsterdam (Ranking of EU biggest Startup hubs in 2020, produced by EU-Startups).

4- Start-up Heatmap Europe 2020

According to the Catalonia Trade & Investment's directory *Barcelona & Catalonia Startup Hub*, Barcelona is home to **1,908 technology start-ups**. In Barcelona, emerging companies have a strong presence in various sectors, including life sciences, mobile applications and software, 5G, the Internet of Things, e-commerce, artificial intelligence, video games, big data and blockchain, among others.

In recent years, **Barcelona has figured prominently on the radar of international investors specialising in start-ups** and it is now ranked 4th in Europe for the number of investment transactions carried out⁵.

According to Dealroom, and in absolute figures, **Barcelona start-ups raised over € 2,711 million between 2016 and 2020**, and around €277 million in 2020, a year that witnessed a general fall in the volume and number of operations, due to the pandemic. Although these figures are positive, we must continue to attract funding, so that companies can grow and scale-up their businesses worldwide. This positive trend is accelerating, in 2021 the local ecosystem managed to raise €1,500 million in investments (source: ACCIO)



Quality of life in Barcelona as a key factor for attracting talent

Quality of life is of vital importance in the current context of **an increasingly hyper-connected and hyper-digitalised world**. The pandemic has accelerated the trend towards many jobs being done virtually, by remote access or with other configurations, thereby changing work environments.

We are leaving behind **industrial societies**, in which workers go to places where there are factories or production centres and settle there to carry out specific jobs. Now, in **information, knowledge and innovation societies**, people no longer follow companies. It is the companies that search for people with the training, skills, experience and knowledge that they require.

It is becoming increasingly common for companies to establish themselves or open work centres in locations where it is easy to recruit and retain certain professionals. Some of them are highly mobile and they are people who adapt to a

⁵ - *The State of European Tech 2020, Atomico.*

changing work environment, with an innovative, creative and inquisitive spirit. These people are known as **digital nomads**, who choose to live in environments that enable them to have a good work-life balance, develop all of their potential, establish a rich network of contacts and continue being connected. This trend has grown during the pandemic with teleworking, which has enabled many of these people to see that it is clearly possible to disassociate their place of work and their place of residence.

Barcelona is **well positioned to attract** these knowledge nomads, as well as **talent in general**. It is made up of **neighbourhoods on a human scale**, where people can enjoy the **15-minute city**, while also **being big enough to attract large businesses**. Furthermore, its **Metropolitan Area** contains cities of varying sizes and personalities, as well as natural and agricultural areas of high ecological value. These characteristics mean that the Metropolitan Area **offers a wide range of urban densities to satisfy all tastes**, from housing in direct contact with nature only 45 minutes from the centre of Barcelona, to apartments in the middle of neighbourhoods where you can find everything you want in a 15-minute radius.

The BCG Consultancy firm's study "Decoding Global Talent 2020" ranks Barcelona as **the 9th most attractive city in the world for global talent to work in**, behind London, Amsterdam, Berlin, Tokyo, Singapore and New York.

For expat professionals, it is considered to be **one of the best cities in the world in terms of work-life balance**: it is ranked 13th in Europe ("Cities With the Best Work-Life Balance 2020", Kisi).



9th

Most attractive city in the world for global talent

THE STRATEGY

Mission

The mission of Barcelona's international economic promotion involves a series of actions carried out to **foster economic relations abroad and improve the city's international positioning**, with the aim of stimulating the local economy and attracting economic activity that **creates economic and social prosperity and employment in a sustainable way**.

Values

In order for the city's international economic promotion to be successful, it must be aligned with the **city model** it aspires to, in accordance with the priorities democratically determined by its population. It has to follow **values** that are in accordance with the city's essence.

In the case of Barcelona's economic agenda, **the Green Deal**, its reactivation is based on three values: **competitiveness, sustainability and equality**. In order to be congruent, the international economic promotion must aim **to contribute to the creation of prosperity that benefits all Barcelona residents**, whether they were born in the city or have adopted it, without marginalising any neighbourhood or urban area. Values such as **environmental sustainability, inclusion and social justice, productive diversification and competitiveness** must feature in the design of actions included in the international economic promotion of Barcelona.

Ultimately, Barcelona is committed to the **2030 Agenda**, the result of a wide-ranging agreement reached in the United Nations, which sets out seventeen **Sustainable Development Goals** (SDGs) that affect environmental, social, economic and institutional matters. These are goals that humanity must pursue in order to govern economic globalisation from a perspective of peace, justice and sustainability, through transformative policies that make it possible for cities and human settlements to be inclusive, safe, resilient and sustainable.

For this reason, **the international economic promotion of Barcelona** will be carried out under the inspiration and ultimate aim of complying with the **2030 Agenda's Sustainable Development Goals**. More specifically, the focus will be on compliance with **Goal N° 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"**.

Goals

The **objectives** of Barcelona's international economic promotion are:

- To promote Barcelona's international reputation and positioning (Barcelona brand)
- To promote the economy and strategic economic sectors, as well as attracting foreign economic activity, accompanying investment projects
- To improve the intercontinental connectivity of Barcelona Airport
- To attract, welcome, stimulate and foster the loyalty of international talent

19

The strategy

Prioritisation and segmentation

In order to carry out proper economic promotion, we need to **really focus** on achieving the established qualitative goals. As resources are scarce, **we have to prioritise and segment in order to achieve greater effectiveness and efficiency.**

Which recipients? **Target population**

City Promotion's actions are aimed at the following stakeholders:

- **People who make decisions** in companies in leading and future sectors.
- **Representatives of international economic institutions**, bodies or organisations of interest.
- **Opinion multipliers, prescribers and stakeholders**, as well as institutional and cities networks that could cooperate in the strategy for improving Barcelona's reputation.
- **Foreign entrepreneurs** who create innovative companies, jobs, start-ups and scale-ups.
- **Students, research and investigation personnel and** qualified professionals.
- **Executives of airline companies** who can establish international flights which depart from and arrive at Barcelona airport.

Within our target population, there is a wide-ranging heterogeneous group of people who can be listed under the concept of “international talent”.

What markets? **Geographic target**

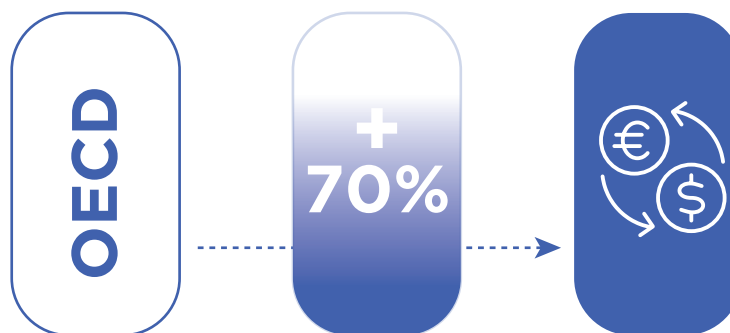
The **priority markets** are selected by taking into account the various objectives to be achieved, their geographic proximity and any existing commercial, investment and business relations between these locations and Barcelona. There are **two main groups**:

- **Markets in which we are well-positioned economically, due to commercial exchanges and investments. In these markets, it is necessary to continue promotion actions in order to retain existing investments and improve Barcelona’s positioning as a business environment.**

20

The strategy

These **countries are members of the OECD and, traditionally, the main sources of our direct foreign investment**; over 70% of our external trade flow and economic relations are with them. They include various countries in Western Europe, North America, and some from Asia, including: **the United Kingdom, Germany, France, Netherlands, Italy, Switzerland, Austria, Denmark**, as well as **the United States, Canada and Japan**.



- **Markets where we must improve our economic positioning, reinforce the reputation of our city brand and promote relations in order to attract investment and business.**

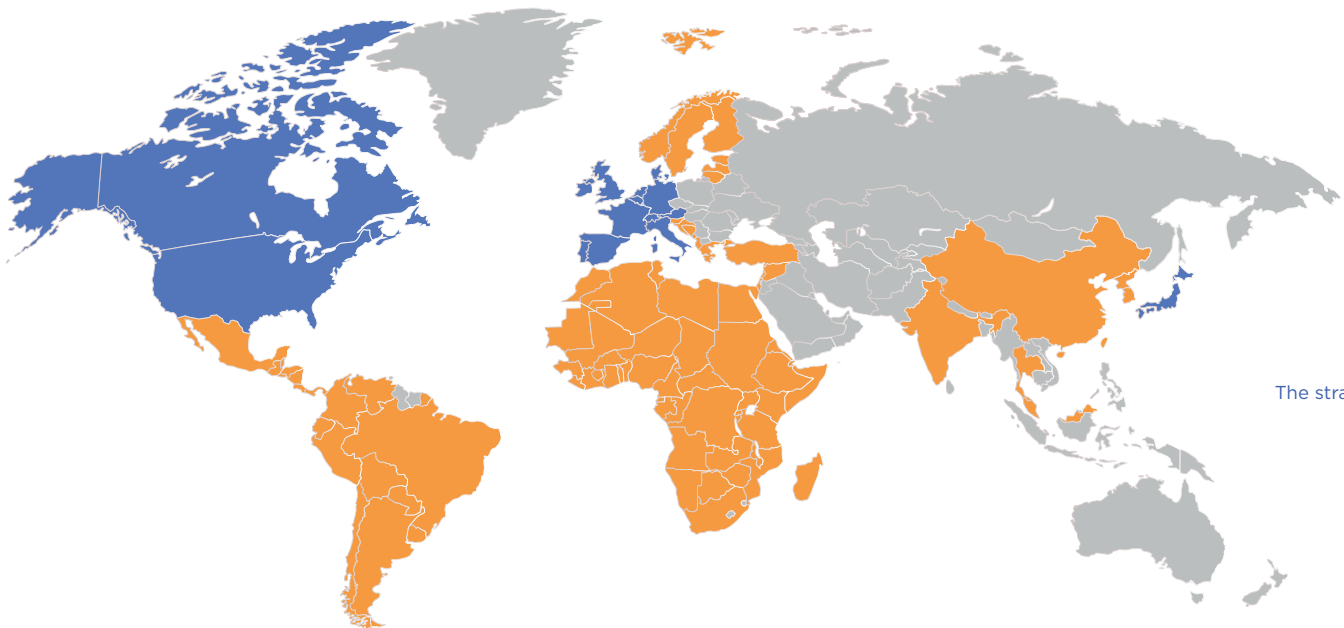
In this group the main target market is **China**, the undisputed power in the Asia-Pacific area, which for decades has had new worldwide companies that have internationalised and undertaken large-scale investments outside their market of origin. For a number of years, City Promotion has had a **China Desk service** with in-house staff, who are familiar with the language and business culture, to cater for the Chinese market. As a result of continual effort, Barcelona has obtained a good positioning in two of the main economic capitals in China: **Shanghai and Shenzhen**. However, it is true that it is impossible for the City of Barcelona to cover all of the huge Chinese market through economic promotion actions with any real chance of achieving significant impacts. Therefore, the idea is to consolidate and improve



Markets in which we have a good economic position



Markets where we must improve our economic positioning



21

The strategy

the city's current positioning and approach **second-level Chinese cities**, such as **Hangzhou, Chengdu, Liuzhou, Nanning** and **Nanquín**, whose economies are not as mature and could offer good opportunities for a middle-sized city like Barcelona.

Within the Asia-Pacific area, which is the most dynamic market in the world, there are also other Asian economies that are of interest to Barcelona, **such as South Korea, India and Singapore.**

In Europe, we need to work on Barcelona's positioning and reputation in the area of influence of **Scandinavia and the Baltic States.** This includes countries such as **Sweden, Norway, Denmark and Finland**, which have very mature economies and great investment capacity, as well as Estonia, which has a strong tradition of innovation. All of them have very dynamic entrepreneurial environments while also acting as a connection for economic relations farther to the east.

Latin America has historically been a receiver of foreign direct investment. The explosion of the phenomenon of **"Multilatinas"** in this century has given rise to **a type of company with a global vocation** and an **interest in investing abroad.** Barcelona's historical and cultural bonds with these countries and the knowing of the city as a gateway to the European market are two excellent reasons to build a privileged economic relationship.

It is also necessary to work on our economic positioning, by making good use of all opportunities, in the **Maghreb** and **the Mediterranean region** where Barcelona enjoys a certain amount of leadership, thanks to its geographical proximity and the economic and business ties cultivated for centuries.

Target markets can not only **be worked** separately but also **in a cross-cutting way**. Barcelona can propose **strategies for triangulating geographical targets**, where the city can act as a **bridge between two markets that are very distant** physically or **culturally**. Two geographical areas where tot try these strategies would be **Latin America and Asia**.

Which economic sectors? **Sectorial target**

It is also necessary to determine which economic activities we wish to attract, foster and promote. Segmentation will occur naturally by selecting activities that provide most benefits and potential to the local economy, or rather, because Barcelona presents competitive advantages in comparison to other cities, and they are sectors with major multiplying effects and endogenous development capacity. The sectors of strategic interest to Barcelona are:

22

The strategy

- **Digital**, including mobile and 5G technologies, artificial intelligence, big data, the Internet of Things (IoT), blockchain, robotics, quantum networks, etc.
- **Smart cities or technologies applied to cities**, a cross-cutting sector that includes such diverse activities as mobility, clean and sustainable energy, urban planning, waste management, social services, etc.
- **Scientific activity and innovation**: with special emphasis on life sciences.
- **Cultural and creative industries**: design, fashion, the media, audiovisuals and copyright-based content.
- **The circular, green and blue economy**.
- **Health and Bio, along with its derivatives Bio Tech, Health Tech and Med Tech**.
- **Other traditional sectors that are being modernised as a result of the digital revolution, such as sport, logistics, industry 4.0, agrofood and others**.

Which activities or functions? **Functional target**

Apart from the economic sector, Barcelona wishes to attract certain **functions or operations with high added value, that create high-quality jobs and require trained human resources**. We are referring to functions that are normally carried out by **shared services** or **international competence centres**, with the aim of achieving the maximum possible efficiency and effectiveness in each process. These are functions that are prioritised according to the added value they generate, such as design centres, research, development and innovation (R+D+I) centres, logistics and distribution activities, human resources management, internal training, accounting and financial control, customer service, legal services, administrative management and the maintenance of information technologies and software development.

Where in the city? Territorial target

The new economic agenda for Barcelona fosters the development of new economic-activity nodes which will create synergies with existing companies and facilities, while leading to the implementation of other private or public-private initiatives, in order to consolidate city clusters linked to strategic sectors. These areas of economic development are as follows:

- The **city centre**, where the aim is to diversify its economy by occupying buildings that are obsolete or underused, in order to create jobs linked to the digital economy or other sectors in the knowledge economy. Other initiatives concerning the revitalisation of local commerce and the sustainable renovation of housing are also being promoted in the city centre.
- **Montjuïc**, where the aim is to foster sports culture and economy, by creating a Sports Tech Hub. La Fira will be reinvented, so that it continues to promote Barcelona as a city of exhibitions, and in order to revitalise its surrounding neighbourhoods.
- **District 22@**, which is progressing as a driver of innovation and creativity. The new urban planning strategy has already been approved through a modification of the General Metropolitan Plan to promote 22@ Nord, with a combination of uses and more affordable housing and quality of life.
- The El **Besòs industrial estates**, which are home to neo-industrial activities, last-mile sustainable urban mobility, repairs and initiatives linked to the green and circular economy.
- The **Zona Franca**, a strategic area located between the port of Barcelona and the airport, dedicated to logistics and neo-industrial activities.

23

The strategy

Positive effects of coordination, collaboration and complicity

It is necessary to introduce a more collaborative and shared way of working, with the aim of becoming more efficient, saving resources and multiplying results, designing mechanisms for coordination and finding synergies, collaborating to achieve shared goals. The areas where these ways of working should be explored are as follows:

City residents

Barcelona residents help to promote the city and can act as real ambassadors if they are satisfied with, committed to, and involved in their city. City residents must perceive and understand the benefits of international economic promotion, especially the employment generated by attracting investments and the positive impact involved in increasing productivity and their multiple effects on the local economy.

The private sector and civil society

The private sector is also working on, and is a key stakeholder that contributes to international promotion. The public sector can also foster the establishment of **partnerships, sponsorships** and other **public-private collaboration formulas**. This includes **Barcelona Global**, a private non-profit association formed by companies, research centres, entrepreneurs, schools and other cultural and academic institutions that are working to improve the city and make it a world leader for talent and economic activity; **22@Network**, the association bringing together the companies and institutions established in the innovation district, and **Tech Barcelona**, the organisation containing a large proportion of the start-up ecosystem.

With the **leadership of the public sector**, programmes or actions will be designed where everyone wins (win-win strategy), guaranteeing the public interest and also the legitimate interest for profit of companies. Barcelona has tradition in this area and it could be very beneficial in various projects, such as the city-branding strategies and **promotional activities at international fairs and congresses**, as set out in the section on lines of action. One example of this collaboration is the agreement with Barcelona Football Club, which will enable both the city and the sports club to organise international economic promotion activities abroad (see measure 2.2).

Other public institutions and bodies

Barcelona has a number of **public bodies and institutions** which, broadly speaking, are involved in the international economic promotion of the Catalan capital's area of influence. These include the **Port of Barcelona**, the **Fira de Barcelona** trade fair, **the Zona Franca Consortium (CZF)**, **the Barcelona Metropolitan Area (AMB)**, the **Chamber of Commerce, Barcelona Tourism, ACCIÓ**, the agency for company competitiveness, **Prodeca**, the agency for promoting agrofood exports —both of which belong to the **Government of Catalonia**—, the **Committee for the Development of Air Routes (CDRA)**, **Casa Àsia**, etc. Given the variety of organisations, there must be, as far as possible, common-sense **inter-institutional coordination** in order to join forces, identify common interests and synergies and plan joint actions, or at least coordinated actions, to avoid duplication, overlapping or counter-programmes.

Metropolitan municipalities

From an international perspective, we have to be big and strong enough to deal with our economic challenges, and Barcelona can only achieve **critical mass** if it can include the municipalities under its influence in its international economic promotion. **Barcelona is much more than its 100 km² and 1.6 million inhabitants**. The 2,464 km² and almost **5 million inhabitants of the metropolitan region** must be taken into account, because this enables the city to have a diversified, powerful, qualified and competitive offer.

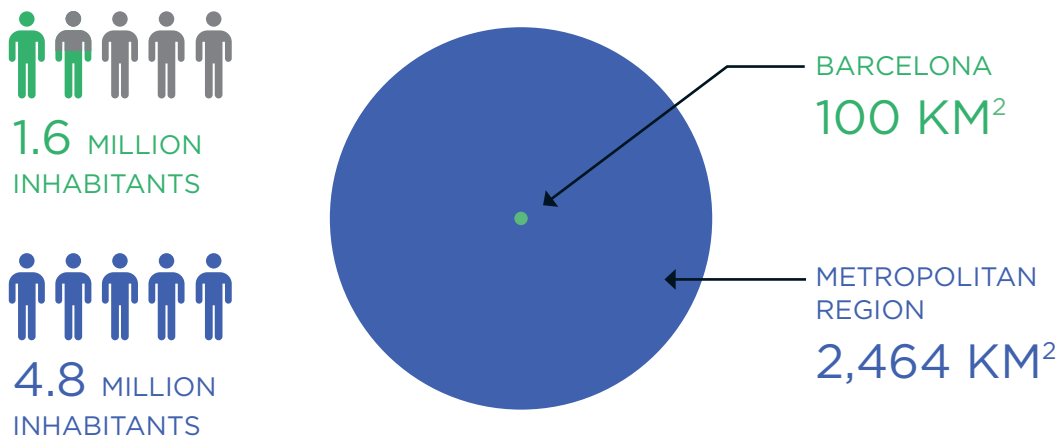
The international profiles of cities such as **Amsterdam, London, Paris, New York, Medellín, Los Angeles, Brussels, Bordeaux, Lyon, Manchester**, etc., include a

metropolitan dimension. It is important to point out that these territories use the brand of the most renowned city as the brand for all of them, without any inhibitions.

In our case, for promotion abroad, there is no doubt that Barcelona should be the positioning brand for our territory. And it must be so, **because a territory's international projection cannot be conditioned by administrative frontiers** between municipalities. This can be seen clearly in processes for attracting international investments which seek logistic or industrial sites, as well as in foreign companies that are already established in the territory. When a foreign company considers Barcelona as a possible location, it does not take into account only the **administrative city**. **Barcelona's image** surpasses its geographical limits, and what people perceive as Barcelona includes a larger area. In the end, the company may set up shop in L'Hospitalet, Sant Cugat del Vallès or another city within the Catalan capital's area of influence.

25

The strategy



Cities around the world

As an effect of **growing globalisation and digital transformation**, cities see themselves as entities that compete worldwide, and even within states themselves. Nevertheless, **cooperation between cities may also be a very powerful stimulus for their development and improvement.** Metropolises all have to face similar problems and challenges, and solutions can therefore be shared.

In the past, and more notably since the 1992 Olympic Games, Barcelona has looked further afield and fostered relationships with cities around the world, by means of participation in **continental and international networks, through the transnationality of European projects** and **participation in multinational bodies and institutions.**

In regard to international economic promotion, Barcelona must continue to **cultivate and promote cooperation and collaborative work by networking with other cities** in its surrounding area or those which have similar interests and challenges.

Working in a shared way

Barcelona's strategy of international economic promotion can clearly benefit from, and be improved by, establishing various mechanisms that favour collaboration, coordination and agreed actions. Here are some examples:

The Foreign Economic Coordination Committee

With the aim of coordinating the actions of all the stakeholders involved in Barcelona's international economic promotion, the **Barcelona Foreign Economic Coordination Committee** was created. This involves regular **work meetings** for people with **technical responsibilities**, which are held **to share an agenda of promotional actions in foreign markets**.

These meetings have been held since 2012, two or three times a year, and various city stakeholders have gradually been incorporated. Currently, the Committee's **participants** include ACCIÓ, the Port of Barcelona, the Fira de Barcelona trade fair, the Government of Catalonia's Department of Foreign Action, the Chamber of Commerce, Casa Àsia, the Zona Franca Consortium, Prodeca, Incasòl, the Committee for the Development of Air Routes, the Barcelona Metropolitan Area, Catalan Tourism Board, Barcelona Tourism, Foment del Treball (job promotion), Barcelona Provincial Council, Barcelona City Council's Department of International Relations and City Promotion.



The Committee's **stable coordination framework** has made it possible to create a framework of collaboration and trust, share an agenda of promotional activities abroad and prevent the duplication of missions to the same destination within a short period of time. It has also been possible to schedule some actions with some members, making good use of synergies between the various organisations. Therefore, this good example of inter-institutional coordination is a clear win in terms of the **efficient application of public resources** for international economic promotion among various administrations and institutions.

One exercise that has been carried out regularly is the **annual planning of actions abroad concerning the economy**, in the shape of a joint working document that makes it possible to share projects and facilitate joint actions.

We are now aiming to go one step further, by jointly planning and executing an international economic promotional action abroad. Due to its cross-cutting nature, the type of action that is best suited to the project would be the organisation of a **Barcelona Week** (see measure 2.1).

Collaboration for sectorial international promotion

It is essential to promote Barcelona's strategic sectors internationally, and experience has shown us that this is always more successful and has more impact if it is done jointly with other city stakeholders and, if possible, with the participation of local companies.

This is a clear example of **public-private collaboration**, with a lot of effort applied to coordination, a lot of generosity and a great amount of flexibility in order to achieve an effective work methodology, despite the differences between the various stakeholders.

City alliance for the Barcelona brand

As explained in more detail in Line of Action 1, in order to manage the image and reputation of the City of Barcelona, constant coordinated and highly participative work is required. In this regard, the involvement of city stakeholders is fundamental. For this reason, ways of creating synergies, complicity, are sought, through the signing of a **memorandum of understanding for Barcelona's identity and reputation**, by a core group of stakeholders that are very committed to the brand, forming a **brand team**.

Sponsorship for welcoming and gaining the loyalty of international talent

Another area of **public-private collaboration** involves the organisation of the **Barcelona International Community Day** (BICD), a project which, from the outset, has received **sponsorship** and **collaboration** from various companies and organisations. The support received from these organisations reinforces Barcelona's commitment to international talent and establishes it as a connected, friendly and welcoming city.

A blended international economic promotion

Given the **situation caused by Covid-19, international mobility has been drastically reduced** and economies have been seriously affected. **Barcelona must continue with its international economic promotion**, and it has adapted to the circumstances created by the pandemic.

Immediately after the lifting of the conditions that limit international mobility, **we will restart in-person promotional activities**. And **while this is not possible, we will invent new ways of doing things, using digital media or seeking collaboration in strategic markets that can work remotely for us**. This will be a **blended promotion**, featuring **in-person and online actions**, using various instruments, collaborators and platforms. We will open up new opportunities for getting the maximum benefit from all of our actions, in order to achieve the established goals.

ACTION LINES AND MEASURES

LINE 1. The city's reputation and image: the Barcelona brand

Aware of the importance of **reputation as a factor in competitiveness**, world cities are developing **city branding plans**, in a more or less organised and strategic way. This involves a series of initiatives, strategies, programmes and actions aimed at **managing, promoting and projecting a city's image**, at home and abroad, in an effort to make themselves known and reinforce or modify existing perceptions, associations and attitudes, so that people want to visit, invest, study, work and live there, etc.

In short, if the **city enjoys a good reputation and a strong image**, it is beneficial and positive for increasing its competitiveness and facilitating its economic, cultural and social development, as well as helping to improve the employment and quality of life of its residents.

In recent years, **Barcelona has not been idle, and it has fostered its own city branding strategy**, in order to differentiate and project itself in an increasingly globalised world. From 2017 to 2019, work was carried out on **defining Barcelona's identity**, through a process that was clearly participative in nature, in order to identify a mutually agreed city narrative that had continuity over time.

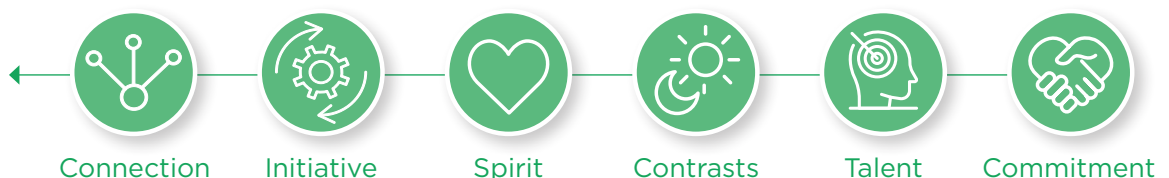
53 individual interviews were held with representatives from the Administration, institutions, business and citizen groups. 39 workshops were also held, with over 250 representatives from all activity sectors, municipalities from the Metropolitan Area and Region, Barcelona City Council and city residents of varying ages and from different city neighbourhoods.

The study "**Barcelona in the eyes of the world, 2018**" was also produced, in order to discover people's perception of the city in North America, Europe and Asia, along with other **surveys** to collate the opinions of international professionals and journalists, city-branding specialists from around the world and international professionals who visit our city for congresses or other professional activities during the year. This study was compared with the previous one from 2011, revealing how the perception of our city has improved during these years.

30

Action
lines and
measures

An Idea
for the
brand
6 cornerstones



Based on this participative process, the aim is to present and project **Barcelona's new choral narrative** to the world, which is enshrined in a **purpose** (a model of progress that makes personal and professional growth and enjoying a full life in all senses possible), **an idea for the brand** (Barcelona, the city of life projects), **six cornerstones** that demonstrate this (connection, initiative, spirit, contrasts, talent and commitment) and a new **signature**.

With this new narrative, it is necessary to implement the **Barcelona brand activation plan**, for leading the management of Barcelona's reputation and communicating the new narrative among local and international audiences in the future. The following initiatives will be carried out as part of this plan:

1.1. Creating new promotional tools for the Barcelona brand

We will create physical or digital supports that help to transmit the Barcelona brand's differential value and identity to its various international audiences and markets. These supports will be promotional tools for the brand, used to:

- Reflect the strategic focus and meanings of the Barcelona brand in visual and verbal content.
 - Motivate and mobilise the target audiences.
 - Make it easier to recognise and identify.
 - Disseminate the Barcelona-brand narrative in an optimal way, through own and third-party management resources.
- **“Barcelona in the world” installation.** We will foster the creation of an interactive installation that explains Barcelona to the world, making “stopovers” in various strategic international locations in order to attract more business, investment and talent to our city. This roadshow will also be presented in Barcelona, alternating with international presentations. We have a committee of independent experts for the process of selecting the most appropriate creative proposal for projecting the city.

The objectives of this installation are as follows:

- To give the world a taste of the best of Barcelona, explaining it to the general public and economic, cultural, scientific and tourism stakeholders.
- To showcase the city-brand narrative, with the brand's purpose and cornerstones, through explanatory facts and success stories (projects, companies and initiatives concerning the city's key subjects that are known worldwide).
- Under the current circumstances arising from the Covid-19 crisis, we will make special mention of the city's attractions that will stimulate its post-shock economic recovery, with emphasis on explaining the opportunities that Barcelona offers to international talent and investment, citing the city's openness, resilience, safety and initiative as key factors.

- **Video of the Barcelona brand.** We will produce a Barcelona-brand video clip that transmits the Barcelona-brand narrative in an audiovisual and cinematographic format, contained in the brand book “Barcelona’s Identity and Positioning. A choral narrative”, resulting from the joint-creation process for Barcelona’s new narrative, with over 300 local and international stakeholders. The aim of the video is to position Barcelona as the city of life projects, a model of progress that enables the personal and professional growth of the people who live in the city. The video will exemplify the Barcelona-brand’s cornerstones, through city testimonies that are locally and internationally relevant, embodying Barcelona’s way of being and doing things through their professional activities and civic commitment.
- **Unified presence at international fairs.** Uniform language and design, through the creation of a toolbox with graphical identity, materials and explanatory philosophy, which make the Barcelona-brand narrative explicit at all international fairs and congresses attended by the City Council’s economic-promotion sector, helping us to multiply the Barcelona message, based on the brand narrative and the city’s assets.
- Ultimately, we will produce a series of **useful tools** for the dissemination of the new Barcelona-brand narrative, making them available to all the stakeholders involved, through a **web platform**.

1.2. Promoting the new Barcelona narrative



We will make the new Barcelona-brand narrative known internationally, working through various media and communication channels, physical spaces (to live the brand experience) as well as digital and offline spaces. In order to do this, we will

be deploying a series of actions such as **advertising campaigns (including a specific one for the Mobile World Congress), engagement and loyalty actions, etc.**

We will encourage the international dissemination of good news items about Barcelona, reinforcing the city narrative and showcasing Barcelona's economic activity (both in relation to Barcelona City Council and the various city sectors and stakeholders). We will disseminate press releases aimed at international media, create a new database of international media and journalists, respond to requests from international journalists and carry out actions to transform the city's activities into news items, with a continual generation of content.

1.3. Measuring, analysing and managing the brand

33

Action
lines and
measures

We will monitor **the city-brand's resilience using a pioneering type of barometer.** This is a new analysis model that measures the strength and resilience projected by the city at an international level and monitors its evolution, based on external impacts that may cause that image to vary. In this way, we can identify, in good time, changes in people's perception of Barcelona as a consequence of external or internal factors (whether positive or negative), which will help us to make changes to promotional actions based on the results. The aim of this tool is to fully compile how the brand is perceived among active professionals who reside in other countries and have an interest in global current affairs, in order to know how visible the Barcelona brand is and how volatile people's opinion of it is. All of this is aimed at identifying changes in perception and why it is being influenced, making it possible to implement specific actions that minimise the impact on behaviour and attitudes. The result will be useful for compiling lessons learned and categorising events in such a way as to establish the relative weighting of events that have occurred and objectivise their ability to influence future city-brand strategies.

We will also have access to **active listening tools focusing on any mention of the City of Barcelona on social media and local or international digital media** during the year.

In addition to the barometer, we will establish a **table of reputation indicators for Barcelona (KPI, key performance indicators)** to measure, analyse and, where necessary, correct current actions.

1.4. Joining forces and collaborating with other city stakeholders public and private

Managing the City of Barcelona's image and reputation involves constant, coordinated work with the various stakeholders: city residents, institutions, companies of Barcelona and its Metropolitan Area and Region, as well as international stakeholders.

In order to do so, we will step up our collaboration with stakeholders who took part in the joint creation of our new city narrative, and especially the small number of stakeholders that participated closely and actively and who also signed a **memorandum of understanding** to showcase this collaboration on the coordinated management and projection of the Barcelona brand. This group is initially formed by the following organisations:



The City Council will coordinate the execution of the brand's activation plan, promoting dissemination actions in collaboration with local, metropolitan and international stakeholders.

1.5. Safeguarding the brand's legal aspects

We will also be working internally, together with Barcelona City Council's General Secretariat, on **legal aspects of the "Barcelona"** denomination, monitoring the register of the City Council's 1,000 city brands and the management and revitalisation of the *.barcelona* internet domain.

LINE 2. Economic promotion and diplomacy

Barcelona has a **good international image** and **good positioning compared to other cities**, as is shown by its favourable results in rankings and indicators produced by independent agencies and consultancies⁶. While having a **good, proven, solid and prestigious reputation** has many positive effects and **is a necessary feature, it is not enough on its own**. If we wish to turn positioning into economic and business opportunities for the city, it must have continuity in the promotional functions that help to establish and showcase these opportunities, which are especially useful for:

- Generating favourable perceptions in decision-making processes concerning the introduction of economic activities in our territory.
- Helping to attract conventions, trade fairs and other business, cultural and sports events.
- Fostering the attraction of international talent.
- Encouraging companies that set up shop in Metropolitan Barcelona to establish ties in the territory and promote local development.
- Giving support to local companies for their internationalisation.
- Reinforcing the dynamics of the city's internal stimulation: creating a sense of belonging among Barcelona residents.

35

Action
lines and
measures

The following initiatives will be implemented in this area:

2.1. Leading the Barcelona Week events

We will organise what is known as **Barcelona Weeks**, which are **big economic and business missions** with **strong official representation of a wide scope and great impact**. They last for about a week and are held in **world cities in strategic markets**, where we need to promote Barcelona and further its economic positioning, focusing on those activity sectors that have been specifically identified for their potential.

The project will include a **wide-ranging programme** of business and economic stimulation, investment workshops, networking activities, get-togethers of MBA alumni, etc. This promotional activity **will be led by municipal political representatives**, who **will involve companies and other city organisations and institutions** that are related to the market or sector.

The presence of these stakeholders, both institutional and business, public and private, conveys **solidity and an image of coordination and strength**, which helps with the impact and the goals of promoting Barcelona, in order to attract

⁶- The Barcelona Observatory publishes a study that lists the City of Barcelona's positioning in international rankings. It is available at www.observatoribarcelona.org

investment and favour the internationalisation of companies in the Barcelona area that are interested in the target destination.

This **initiative is open to the entire city**, and the involvement of other municipal areas is vital. The idea is to include as many areas as possible in the international promotion, in order to show a coordinated offer with the maximum number of synergies, increasing the promotional impact and improving the results. In this regard, a **Barcelona Week** will be organised to take advantage of an event of a commemorative, cultural or sporting nature.

Taking into account considerations concerning these strategic markets, we will consider cities in the **United States**, such as **New York**, some European cities, like **London or Paris** and the Chinese cities of **Shanghai or Shenzhen**, in addition to other **Asian cities**.

36

Action
lines and
measures

2.2. Promoting Barcelona Business Talks

Barcelona Business Talks are events that **promote Barcelona economically** and are associated with other events showcasing the city's attributes, such as **culture, art** and **sport**.

The idea is to take advantage of **high-impact events linked to the city** that are being held in other international cities of strategic interest, in order to improve the city's economic positioning in these destinations.

Examples of these events include **Sónar** festivals held in other locations around the world, **Barça's** football matches played in foreign stadiums and big exhibitions or artistic performances linked to Barcelona that are held at major international museums or venues. In the area of art, one example could be Picasso or Miró.



Barcelona Business Talks are organised to coincide with the event in question and, using its pulling power, **they consist of a presentation and debate in front of a very select audience from the target destination**, during which Barcelona's **economic messages are explained**, linking them to **values associated with art, sport and culture**. Previous editions of Barcelona Business Talks had been held in Copenhagen, Istanbul, Buenos Aires, Santiago de Chile, Hong Kong, Tokyo, Kobe and Mexico City.

This action can be organised as a **business get-together**, with a presentation and a participative, directed debate. The programme is rounded off with a guided visit to an art exhibition, participation as spectators in a sports event or attending a concert or musical performance. In this way, Barcelona's image in the area of economics is reinforced by these other complementary values.

The **selection of the target audience** is crucial for identifying people with power of influence, opinion multipliers and creators, people with the ability to make decisions and prescribers in the economic area. Other people would include potential investors, journalists and representatives from relevant institutions or organisations.

In order to ensure the **participation of the most relevant people**, it is important to organise a very attractive programme featuring an exclusive, original or exceptional element, such as a meeting with musicians or artists, giving away the official shirt of a sports team or obtaining the best located seats in an auditorium.

Forging links with these people is an investment that will provide a medium and long-term return for the city, as it will make it possible to establish a direct relationship and facilitate potential projects or initiatives with our city.

37

Action
lines and
measures

2.3. Collaborating with Barcelona ReAct sessions

These economic-promotion sessions aim to **reactivate Barcelona's economy** by seeking a **balance between the social, citizen, academic and economy-business aspects involved in the world of culture and ecological sensitivity**. Its first edition was held in April 2021, with notable success in terms of participation, conclusions and communications, making it possible to align the energy and efforts of a large proportion of the city's key stakeholders.

The idea is to organise annual Barcelona ReAct sessions and establish them as a forum for meeting, debate and coordinated action. City Promotion will continue to guarantee the programme's international aspect and its establishment as an international economic promotion event.

2.4. Activating Barcelona's itinerant installation

Once the **itinerant installation** to explain the **City of Barcelona's opportunities, assets and values** has been built, we will define the cities or events where the exhibition is deployed, in accordance with the selection of **target markets and destinations**. At the same time, we will configure an **activation programme** for the installation, involving local stakeholders and institutions, with the aim of optimising Barcelona's **international economic promotion and attracting investment** that may be linked to it.

2.5. Promoting positioning activities through alumni networks

Barcelona has two of the best business schools in Europe. Many of their former students are international and in executive positions in companies; they make excellent ambassadors for the city. We will therefore organise a programme of webinars promoting Barcelona, featuring former students from the **IESE** and **ESADE** business schools.

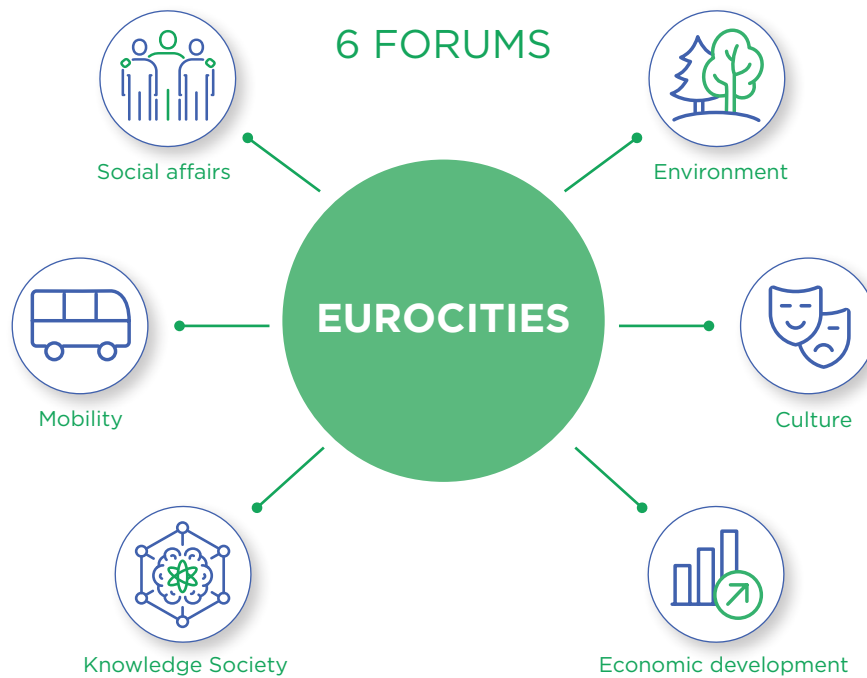
These agreements could be extended to other business schools, civil-society organisations such as **Barcelona Global**, or benefit from the new agreement with **SciTech DiploHub**, with the participation in the Barcelona Alumni Get-together, bringing together scientific and technological personnel who are innovation experts and trained in Barcelona.

2.6. Taking part in city networks, in the area of economic promotion

The challenges facing cities today are not exclusive and the solutions are not unique. One of the main advantages of taking part in city networks is the exchange of good practices and the cooperation in search of shared solutions, as well as positioning ourselves as a benchmark city.

From the perspective of economic promotion, **Barcelona has to forge relations with comparable cities in terms of size and international positioning**. These cities are undoubtedly our competitors and, while in some cases they are not in Europe's area of influence, they are still ideal candidates for establishing **collaborative networks**.

Barcelona will continue to actively participate in **Eurocities** (of which our city is a founding member), a network of European cities founded in 1986 to strengthen the role of cities in the UE, foster the exchange of knowledge, experience and good practices between cities and expand urban solutions to tackle common challenges.



The **Eurocities network is based on six forums** (Economic Development, Social Affairs, Culture, The Environment, the Knowledge Society and Mobility), and in turn, each forum is divided into various working groups. Currently, Barcelona City Council's City Promotion Directorate holds the vice-presidency **of the City Brand and International Economic Relations working group**, within the Economic Development forum. This group shares experiences and good practices in matters relating to city brands and the impact they have on defining international economic-promotion policies. This network, with 140 of the most important cities in Europe from 40 different countries, is of great interest, because it keeps abreast of initiatives in other European cities and represents a great opportunity for explaining and projecting our work while positioning the city.

Barcelona is a member of the **World Innovative Cities Cooperation Organization (WICCO)**, led by the municipal government of Shenzhen, a new initiative focusing on collaboration between innovative cities, in the area of economics. Barcelona is one of nearly 40 international cities invited, together with Helsinki, Tel Aviv, Seoul, Singapore and Dubai, among others.

Furthermore, it is necessary to explore **economic collaboration agreements** signed with world cities, which could become a privileged vehicle for agreeing activities of mutual interest in the areas of economic development, economic promotion, attracting talent, the cross-landing of companies and start-ups and the exchange of experiences and professionals.

2.7. Receiving international economic and business delegations

Throughout the year, Barcelona attracts a **number of delegations formed by representatives from economic, business and professional institutions and organisations**. This is work of **vital importance** for the projection of the city, its economy and its businesses. Without having to travel to foreign markets or assume high economic costs, we have the chance to make contact with very interesting people, show them the city and convey key messages about Barcelona.

With the pandemic, the demand from international delegations has been reduced to almost zero. The Barcelona Meets You programme has been adapted to current circumstances in order to receive them in an online format. The aim is not solely one way, explaining Barcelona City Council's policies and services, but rather involves mutual exchange and learning in order to deal with the circumstances that all city councils all over the world are facing. We will inform all the delegations that have visited us in the past about this programme, and assess whether it should carry on depending on the pandemic situation.

Once international mobility limitations have been lifted, we will once again receive economic and business delegations, with our present **goals**:

- **To promote Barcelona's economic aspects** and to position the city narrative.
- **To detect possible investments or projects of interest** which are beneficial to the local economy and to our companies.

The **reasons why** these groups travel to the city are often diverse: they could be prospective trips, or for exploring business opportunities, commercial missions, attending congresses or trade fairs, etc. On many occasions, they were conducted in collaboration with stakeholders such as **foreign chambers of commerce, commercial offices and consulates**, which are bodies that often manage delegations from their countries on trade-fair trips to Barcelona, such as the **Mobile World Congress (MWC)** and the **4YFN**, the **Alimentaria** food fair and the **Smart City Expo World Congress (SCEWC)**. Since 2021, the city is also hosting **Integrated System Europe (ISE)**, the main professional event for audio and video systems, which also attracts many international delegations.

LINE 3. Promoting Barcelona as an intercontinental flight hub

The Josep Tarradellas Barcelona-El Prat airport is a key infrastructure for the economic development of our territory. It is essential for the territory to be well connected, not only with Europe, but also with all other destinations of interest, establishing non-stop international flights. This is important, because various studies have shown that establishing long-haul flight routes has a significant impact on **creating direct and indirect employment**, and it is also a **prerequisite for attracting global companies** that wish to establish themselves in the territory.

In 2005, with the aim of ensuring our airport's competitiveness, Barcelona's **Air Route Development Committee (CDRA in Catalan)** was created. It is formed by Barcelona City Council, the Chamber of Commerce, the Government of Catalonia and AENA. The establishment of the CDRA was a pioneering initiative in Spain and since then it has made it possible to position Barcelona on the world map of long-haul air routes, **with an increase from ten intercontinental routes in 2005 to 47 at the beginning of 2020**.

Unfortunately, the **Covid-19** crisis has affected air travel worldwide and that includes Barcelona airport, with a **drop in the number of intercontinental flights to 32, 27 recovered and 5 new ones**, at the end of 2021. This context modifies the basis on which the CDRA's strategy must be planned and the goals that must be set.

3.1. Developing the new CDRA strategic plan for 2021-24, in order to recover intercontinental air travel

It was planned to update the CDRA's strategic plan in 2020. This is normally done every two years, in this case, for the years 2021 and 2022. Due to the impact of the pandemic and a **volatile global context for air travel**, the CDRA decided to wait until the beginning of 2021. The aim was to enjoy a relatively more stable context that made it possible to renew its forecasts and fine-tune its strategic analysis. This is the basic reason why, for the first time, the new strategic plan covers a period of four years.

The climate crisis is also a key factor for the production of the next strategic plan. The whole experience of flying, from airport to airport, including the aeroplanes, the fuels and routes that are followed must be re-examined, and this will have a significant impact on the recovery of air travel.



The main objectives of this new **2021-2024 CDRA Strategic Plan** are as follows:

- **To recover priority connectivity for 2021-22:** we are talking about **HIGH IMPACT connectivity, consisting of around fourteen destinations with similar frequencies in the four regions: America (North and South), Asia, the Middle East and Africa.** These destinations are key world centres for economic and cultural reasons. They are big sources of tourism and business, they have a high social impact and are big knowledge centres. **Priority destinations: North America:** Miami, New York, Atlanta, Mexico City, San Francisco, Los Angeles i Toronto; **South America:** Lima, São Paulo; **Asia:** Beijing, Shanghai, Hong Kong, Seoul.



- **To recover additional connectivity in 2022-23:** referring to remaining **historical connectivity that we enjoyed before the pandemic.** Detecting new market opportunities for operators that have disappeared from the route or new companies or company mergers. **During this period the aim is to recover the following destinations:** Montreal, Boston, Washington, Santiago de Chile and Amman.
- **To achieve new intercontinental connectivity by 2024:** these are **priority routes never before used, such as Delhi, Tokyo, Dallas/Houston** and to work towards achieving and recovering the rest of the connectivity we had before 2020.


















In the new strategic plan, **leading companies in the market** in certain intercontinental regions **with financial capacity, which may serve as direct destinations for Barcelona** and which also **have a powerful indirect connectivity hub will be a priority for the CDRA**. Furthermore, during the next cycle, **air cargo** will become very important as an essential factor in making the routes more profitable, either by volume or because of the value of the goods.

Opportunities to promote Josep Tarradellas Barcelona-El Prat Airport will be exploited as much as possible, such as:

- The **World Routes Development Forum** events, which attract the most important airports, airlines and territorial promotion agencies in the world. This is where future new international routes are negotiated between airline executives and airports, along with the cities which are the possible recipients of these routes.
- The **IATA** events to showcase Barcelona as an airport hub, especially the **IATA Slot Conference**, a worldwide benchmark event for flight-scheduling executives from the biggest airlines in the world.
- The online event **Barcelona Air Route Meeting Week**, created because of the pandemic, consists of a series of meetings between all the airlines that have run routes to Barcelona and local stakeholders, who explain the city's economic-recovery strategies and how the airlines can benefit from them in order to resume flights (Government of Catalonia, Barcelona City Council, the airport, tourism institutions, the port, and the business community). It has already been held twice (September 2020 and April 2021) and its third edition will be held in April 2021, focusing on the Asian and Middle East markets.

LINE 4. Sectorial international economic promotion

4.1. We will join forces with key stakeholders to reinforce Barcelona's presence in sectorial fairs and events with high added value

Activities and economic sectors promoted	Public and private partners
Technology and digital	  
Urban projects and property investments	    
Logistics	 
Shared services and centres of excellence	
Scientific and innovation activities	 
Cultural and design industries	   
Airport lines	   
Talent	         

45

Action lines and measures

Barcelona must be present at all the main **international fairs, congresses and events** in the economic sectors with the greatest potential for attracting investment projects, or those which may be most useful for the internationalisation of local companies.

International sectorial promotion activities will be carried out in **conjunction and in coordination with other city stakeholders** and, wherever possible, with the participation of **local companies**.

This **successful formula based on inter-institutional technical collaboration, and with the involvement of the private sector**, is not easy to coordinate. Fluid internal communication needs to be ensured within the organising group, which is heterogeneous and made up of people from various organisations with different cultures and work methods. It is therefore essential to forge complicity and trust, along with a desire to achieve common objectives.

The previous table shows the **main institutional and private partners** involved in each sector. It should be taken into account that, in many cases, there are **companies** taking part (big firms, SMEs and start-ups), which, thanks to sectorial promotion activities, have access to a platform that helps them to internationalise and explore new markets, under the umbrella of the Barcelona brand.

Here are the main actions, projects and initiatives for each sector:

4.1.1. Technology and digital sector

We are working to **maintain and improve Barcelona's positioning as a digital capital** and as a centre for start-ups in ecosystems of interest around the world, while also providing support for local technology companies so that they can internationalise and enter the global market, or access investment in order to scale up their business.

In the next few years, we will strive to prepare a **winning candidacy to ensure that Barcelona retains the headquarters of the Mobile World Congress beyond 2024**, which is when the current contract with GSMA, the organisation that owns this great fair, expires.

We will also promote Barcelona as a leading voice in the debate on **humanistic technology or technoethics**, through the Digital Future Society initiative, led by the Mobile World Capital Foundation. This is an open forum which aims to ensure that technological advances are at the service of people and, for example, works on how to protect the privacy of personal data, tackle the challenges posed by artificial intelligence and the automation of our economy and society, and analyse how to prevent the digital gap, which may create new inequalities. These are far-reaching debates that need to incorporate various complex emerging trends, which the health emergency has exposed still further.

In this regard, the city enjoys a favourable starting position and conditions for leading this challenge. We will need international promotion to help achieve this

positioning and reinforce the city, not only as a dynamic, powerful entrepreneurial ecosystem, but also as a **digital capital with ethics and with its residents** as guarantors of the favourable progress and positive impact of the technological transition.

In the technology sector, we will continue to work in collaboration with the **Mobile World Capital Foundation, ACCIÓ** and the public-owned company **Red.es**, run by the Spanish Ministry of Economic Affairs and Digital Transition, in order to organise actions for the **Mobile World Congress (MWC)** events carried out in Asia and America. We will therefore organise **business missions** with the participation of local companies in the MWCs in **Shanghai** and **Los Angeles**. Barcelona will have a promotional stand as an innovative city and a world leader in technological matters, with opportunities for local and foreign companies, professionals and workers.

We will also explore new trade fairs and congresses in this sector, establishing a calendar of actions in three specific markets: Europe, Asia and the United States. Some of the trade fairs and congresses we are considering include **Slush, The Next Web** and **The Web Summit**.

47

Action
lines and
measures

4.1.2. Urban projects

A new city narrative will be organised based on the **Barcelona Green Deal**, Barcelona's urban planning and economic agenda that presents the city's economic plan for the next ten years. The aim of this new agenda is to regain ambition and harness the full potential of the cities, of retaining and training talent, facilitating economic activity and attracting more and better investments. The pivotal vectors for this agenda are the **economic rebalancing of the city centre, the green reindustrialisation of the metropolis, further exploring the city model at 22@ Nord, the recovery of key infrastructures, including the La Sagrera station, and a sustainable city for people, with projects such as superblocks or housing renovations.** *(see attached map)*

We will continue to work within the framework of the **Barcelona-Catalonia** initiative, which focuses on the promotion of large-scale urban-development projects in the city and its metropolitan area, in order to attract property investments. This initiative is a clear example of inter-institutional collaboration between the City Council, the Government of Catalonia (**Incasòl**), since 2009, and the **Barcelona Metropolitan Area** (AMB), since 2017.

Under the Barcelona-Catalonia umbrella, we will jointly take part in the main European property fairs: the **MIPIM** in Cannes (France) and the **EXPO REAL** in Munich (Germany), optimising costs and generating a greater impact. Furthermore, we will make it possible for **Catalan operators in the sector**, especially SMEs, to actively take part in a **joint stand** and the business revitalisation and contacts programme.

There will be a **new metropolitan scale model** which, thanks to **innovative solutions**, makes it possible **to simultaneously show the geographic reality of the territory and explain the areas under development, large-scale flagship projects and key areas.**

Zona Franca

Logistics
and neo-industry

Montjuïc

Connectivity,
Sports and Culture



Can Batlló
Centre for the
Promotion of
Cooperative Economy

Fira de Barcelona
Gran Via

Marina

Fira de Barcelona
Montjuïc

Olympic Ring
Sports Palace
Sports Tech Hub

Three Chim
Par

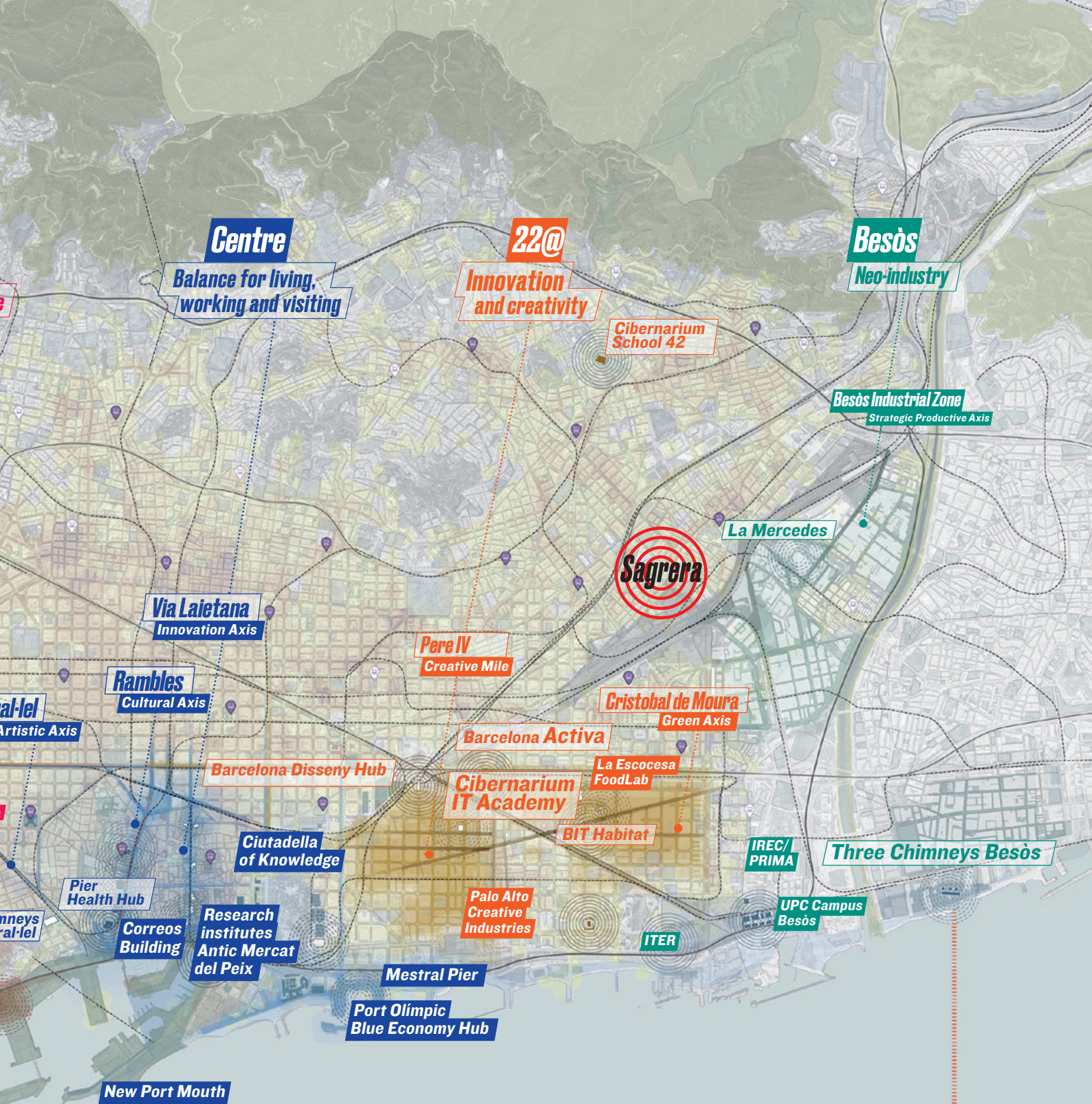


MercaBarna

A Street
Industrial Axis

DFactory
Industry 4.0





Barcelona Green Deal 2030

Areas of Transformation and
Poles of Economic Activity

4.1.3. Logistics

We will foster the **Barceloc project**, jointly run by the **Port of Barcelona, ACCIÓ** and **Barcelona City Council**, with the aim of consolidating Barcelona as a commercial and logistics centre, especially for the **Chinese market**.

The focus is therefore placed on international companies, and especially the Chinese, who wish to gain access to European and North African markets, or who aim to use Barcelona as a springboard for operations with South America.

We will jointly produce **promotional materials** designed to present and explain the advantages of our area for transport and logistics businesses, as well as industrial companies.

We will be taking part in **sectorial transport and logistics fairs** with our own stand, we will organise get-togethers or seminars with companies and carry out various actions to identify companies potentially interested in establishing distribution centres in our territory. We are also offering a bespoke service to attract investment projects and support these companies during the process of setting up here. In this regard, a delegation from Barcelona is considering taking part in the **China Import International Expo (CIIE) in Shanghai**, a recently-created event directly promoted by the Chinese government, which will make it possible to position the city as a logistics hub for Chinese importers.

4.1.4 Scientific activity and innovation sector

Given Barcelona's importance as a centre for scientific, technological and innovation activities, we intend to carry out international promotion actions, in collaboration with other local stakeholders, and particularly in association with the recently-created **SciTech Diplo Hub** (Barcelona Science & Technology Diplomacy Hub), in order to foster an international public diplomacy strategy based on science and technology.

Barcelona's annual international economic-promotion plans for science, technology and innovation will be coordinated, making full use of the collaboration framework resulting from the agreement with **SciTech Diplo Hub**, which lasts until 2023. One of the promotional activities is the **Barcelona Innovation Day**, held in cities of interest that have strong research ecosystems. So far it has been held in Boston, Shanghai, and London, and it is planned for Berlin, Paris, San Francisco, Mexico City and Tokyo. These actions can help to identify collaboration projects between top-class international research centres and Barcelona's centres, as well as attracting investment projects.

4.1.5. Creative and design industries

Barcelona stands out in various disciplines within cultural industries, such as design, architecture, fashion and audiovisuals, as well as others that include music, theatre, dance and cinema, etc. It is necessary to project all of this prosperity internationally, because it has a direct affect on attracting investment, business and economic activity.

In particular, the **design** sector is very important, due to the **impetus to competitiveness and innovation** and because of its cross-cutting application in products, organisations and services, in order to **improve the quality of people's lives**. This eventually results in the design sector having a relatively much higher capacity for prosperity and job creation. In Barcelona, design has a **long tradition and it enjoys broad recognition**.

In collaboration with the Directorate of Creative Industries of Barcelona Activa, we will carry out promotional activities abroad, at international **trade fairs and congresses** where, for example, participation under the Barcelona brand is organised, bringing together not only the city, but also some local companies interested in the design sector or specialising in attracting foreign talent. Some of the **design weeks** we are considering include **Milan**, Mexico and Miami.

Another great opportunity for the city, and more especially for the audiovisual sector, is **Integrated Systems Europe (ISE)**, which Barcelona hosted for the first time in June 2021, following its move from Amsterdam. This means that **two big world events, the ISE and the Mobile World Congress, will be held in the city each February, within a short space of time**. We will work to serve and support everyone attending these two events and make the best use of the positive synergies resulting from their being held in the same month.

LINE 5. International talent

Thanks to its privileged location on the shores of the Western Mediterranean, Barcelona has always been an **open city**, permeable to contact and outside influences, a land that welcomes people, ideas, innovations, customs and projects. And at the same time, Barcelona's population has always had the desire to **project themselves abroad, an international vocation, a need to explain themselves to the world and establish relations with other places.**

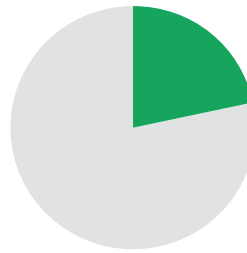
Today, it is a cosmopolitan city that is **home to over 371,527 foreign nationals**, making up 22.4% of the resident population. This figure is a record in the city's recent history.

An analysis of the resident **foreign national population** in the city reveals a great diversity, **with a total of 179 foreign nationalities.** Some of these nationalities have large populations with a long tradition of living in the city, due to their geographical proximity in Europe, including the Italians, the French, the British and the Germans. The presence of Pakistani and Chinese nationals (from Asia) is also notable, along with people from Morocco and Latin America.

52

Action
lines and
measures

Home to over
371,527
foreign nationals



Making up
22.4%
resident population



Total of
179
foreign
nationalities

This large and dynamic international community has all the potential **to enrich** our society and economy, and from the perspective of economic promotion, all of these different nationalities are **extremely valuable** because:

- **They generate prosperity** with their talent, their work, their investments, companies, professional projects and economic or commercial activities.

- **They further improve competitiveness and productivity** by contributing new ideas, techniques and innovations.
- **They facilitate the arrival of foreign investment and talent**, as they are the first to receive new investors, entrepreneurs and professionals from their countries of origin; they help to take the investment decision and help new talent get established in the city.
- **They act as economic “ambassadors” for Barcelona** in their countries of origin.

Taking such a positive contribution into account, it is important to take care of this international community, while from the perspective of international economic promotion, it is necessary to place a special focus on **international talent**.

53

Action
lines and
measures

5.1. Taking comprehensive care of international talent: 360° Plan

We have a **360° or comprehensive plan** to look after international talent in Barcelona, because:

It covers the various profiles that make up the international talent in the city:

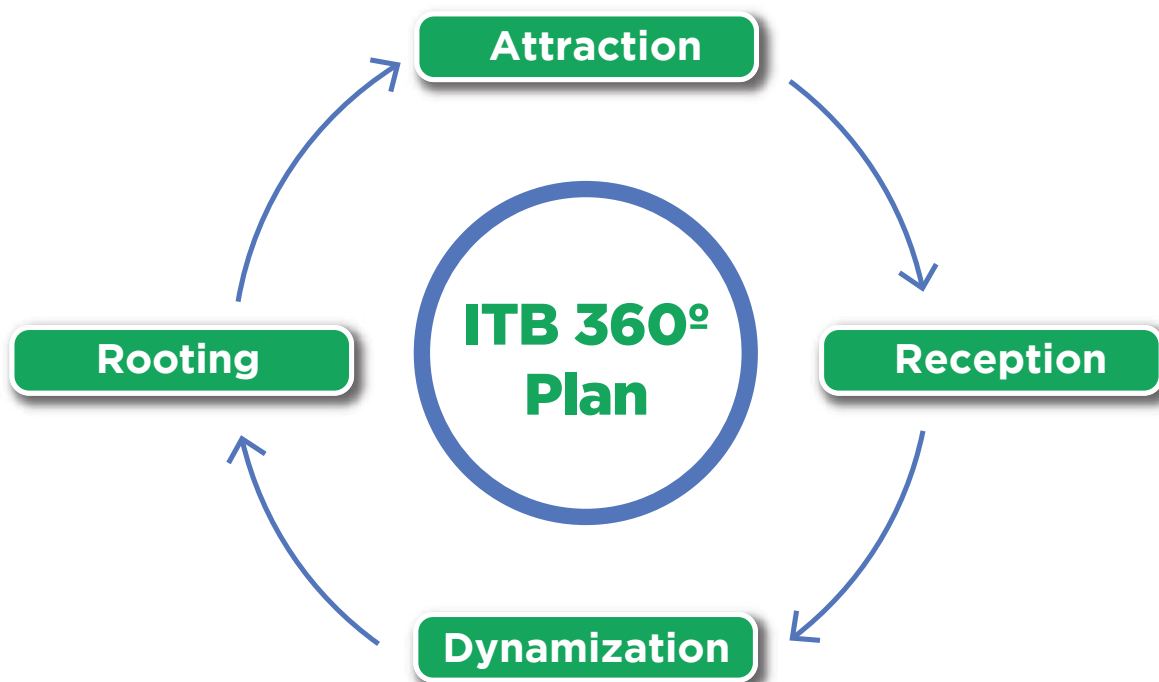
- Representatives from consulates, chambers, commercial offices and other economic institutions and organisations
- Foreign business people, executives, entrepreneurs and professionals
- Researchers and investigators
- Undergraduate, post-graduate and MBA students
- Families with a business profile that have school-age children
- Other expats and international talent

It is implemented throughout the year.

It includes a wide range of activities and services.

It covers all the phases: attraction, reception, stimulation and fostering loyalty.

The International Talent Barcelona (ITB), 360° plan's virtuous circle: In order for Barcelona to become a leading city for international talent, we need a strategy designed to include various phases that nurture each other:



54

Action
lines and
measures

- » **Attraction:** we need to explain the opportunities that the city can offer international talent, providing high-quality information that affects the decision of people seeking the ideal place to carry out their professional or business projects.
- » **Reception:** it is vitally important to facilitate their arrival and first steps in Barcelona, in terms of completing the initial paperwork and covering their priority needs.
- » **Dynamization:** once these talented people have become established, they must be offered a range of activities they can enjoy, so they can realise all of their potential in the city, as well as connecting with local people and creating synergies and positive impacts.
- » **Rooting:** our international talent needs to forge ties with our city and become Barcelona residents who are proud of their newly adopted city. This is the only way for them to promote the city and attract new talent.

5.2. Attracting international talent

The European Commission's forecasts for the **Eurozone job market** indicate that **structural unemployment** will remain at a high level and that this situation will coincide with the fact that European companies will continue to encounter **difficulties in finding qualified people** to cover certain jobs. In other words, there will be a short-term **imbalance in the job market between supply and demand for people with skills and qualifications**.

It is forecast that 80% of newly created jobs in the European Union will require a high level of qualifications, while only 36% of people will be highly-qualified by 2030.

In reality, this European trend is also a **global trend**, due to far-reaching changes that are occurring in the job market as a consequence of automation, the application of artificial intelligence, digitalisation and other technological and social transformations.

Many of today's workers will have to retrain in order to qualify for the new jobs that will be created, as many others will disappear. And in this context, there will be a lack of **qualified talent**, and especially **digital** talent. The competition for attracting these people will be worldwide. A city's ability to become an attractive place for talent will be a determining factor.

Like all other European cities, Barcelona has to deal with the **lack of talent** (highly-qualified and highly-skilled professionals) in general, and particularly those with a technological profile, as this is a worldwide trend that is expected to increase and become more acute.

Leading cities in Europe and around the world have established programmes to **attract and root international talent**, with various programmes, incentives, support services, etc. Barcelona must attract and look after this group of people in order to become established as an open, cosmopolitan and welcoming city.

Given the beneficial impact brought about by the arrival of **people who are highly skilled, highly trained and highly able, coupled with a lack of people with certain profiles** detected in the city, we will take action to promote the city and attract international talent.

● Participating in trade fairs to attract international talent

We will therefore identify **specialist trade fairs** or set up **ad hoc actions** in order to promote Barcelona and offer practical information to explain the city's attractions and what it offers, as well as its personal welcoming services and the support it provides for creating companies or for fostering an economic or investment activity.

Some of the trade fairs that have been explored in recent years include: **EmigratieBeurs / Emigration Expo** in Utrecht (Netherlands), **Forum Expat** in Paris (France) and **Working Abroad and Going Global** in London (United Kingdom).

Similarly, we will explore all of Barcelona's potential as a destination for international talent who come to our universities and business schools or work in our research centres. It is estimated that **10% of Barcelona's university population are foreign nationals**. In addition to the direct economic impact that these people have during their stay and what they spend on activities, attracting this international talent could be of great interest if we manage to root them, so that they produce knowledge and economic value in the local economy. If they cannot be retained and some students return to their own countries or move to other cities, it is still important to foster their loyalty and form bonds, in order to make them "economic ambassadors" for our city and our economy.

● Actions to attract and retain technological talent

Due to the fact that Barcelona is currently suffering from a **clear lack of technological and digital profiles**, **Barcelona Digital Talent** has been created. This is an alliance which aims to promote Barcelona as a capital for digital talent. Barcelona City Council is a member, along with other public and private stakeholders in the city's digital ecosystem, such as the Mobile World Capital Foundation, CTecno, Tech Barcelona, the Government of Catalonia and Foment del Treball [Job Promotion], among others.

Barcelona Digital Talent works on two fronts. Firstly, it fosters **science, technology, engineering and mathematics vocations** (known as **STEM** subjects) in order to increase the number of people who decide to study them. Teaching, training and reskilling actions are also promoted through a number of courses held at the **Cibernàrium** and **Barcelona Activa's IT Academy**. Secondly, due to the shortfall and the needs of the various profiles, we implement actions to **attract foreign digital talent**.

In this area, and in collaboration with Barcelona Digital Talent, we will work on an **international promotion strategy** to attract specific professional profiles that are not being covered here, identifying the main markets that are producing this digital talent. And we will be organising online talent-attraction actions mainly aimed at countries within the **Schengen Area**, which facilitates the mobility of professionals inside the European Union, and we will explore as well actions to retain international students that have come to Barcelona to undertake masters and advanced studies in the area of technology, for them to take on positions required by local enterprises.

● Collaborating with alumni networks for attracting talent

The alumni associations of the **IESE** and **ESADE** business schools have territorial groups, or chapters, in cities in the world's major economies. We will reach agreements with the business schools to involve their alumni chapter networks in international economic-promotion activities abroad.

Moreover, the Barcelona Science and Technology Diplomacy Hub association (**SciTech DiploHub**) has also recently created **Barcelona Alumni**, as a worldwide network of scientists, technical personnel, executives and other professionals who

have trained or done research in Barcelona's universities or research centres. City Promotion aims to collaborate with this initiative so that these people forge links with our territory and act as allies in our international promotion.

5.3. Welcoming international talent: Barcelona International Welcome

Even immigrants with the most favourable profiles can encounter difficulties and many of them need help when they arrive in Barcelona: queries about how our system works, running into problems when doing paperwork, practical information about how to settle in, and also ways to get to know the local population and create their own networks of contacts and friends.

In order to meet these needs and to help make Barcelona a friendly, welcoming city, we will do the following:

- **Improve and maintain the *Barcelona International Welcome* website**



The (BIW) barcelona.cat/internationalwelcome, website has been up and running since 2019. It is available in three languages (English, Spanish and Catalan) and it includes everything that recent arrivals from abroad may need in Barcelona:

- What do you need? Practical information on everyday matters: housing, education, healthcare, transport, employment, social life, etc.
- Procedures: a selection of the most relevant procedures that need to be done when you arrive in the city, such as visas, registering as a city resident, NIE residency card and a healthcare card.
- Activities: an agenda of regular activities for getting to know everything that Barcelona has to offer and for making contacts and putting down roots in the city.
- Community: Information to get to know and connect with Barcelona's international community.
- Documents and news items of interest.

The procedures that need to be carried out when arriving in a new destination can cause a lot of anxiety and frustration, and this is one of the aspects that most concerns international talent. This is confirmed by the **large number of visits to the procedures section of the BIW website**. Before this website appeared, there was no accurate, practical information in English concerning the procedures that need to be carried out to settle in the city.

We will ensure that the **content concerning bureaucratic procedures is always kept up-to-date**, not only for municipal procedures but also for the paperwork needed by other administrations.

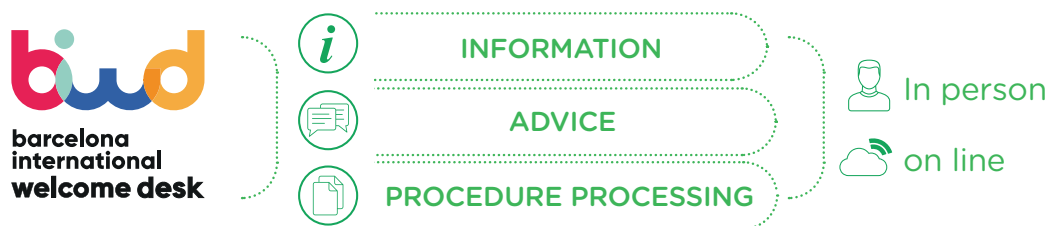
And we will **coordinate and work together with those administrations** to make it easier to access and complete the highest-priority procedures. It should be taken into account that the section on **procedures for foreign nationals** (visas, work and residency permits) involves two recent pieces of legislation that aim to foster the arrival of international talent in Spain⁷.

● **A new office to support international talent**

The **Barcelona International Welcome Desk** is a new and personalized service for the international talent who have just moved to the city and those deciding to reside in Barcelona.

58

Action lines and measures



This public initiative is to address the Spanish Law 14/2013 (Entrepreneurs Law) - aimed at attracting foreign talent to Spain: investors, entrepreneurs with projects of strategic interest, researchers, professionals and highly qualified students.

This office acts as a powerful one-stop shop offering all international professionals arriving in Barcelona with: practical information to relocate and settle in the city, specialized advice and handling of key administrative procedures upon arrival and other priorities.

Individual attention is offered, by appointment, in English or local languages. You are able to opt for a face-to-face appointment, or through a video conference. Therefore, it is possible to serve people who have already arrived in the city, and those who are planning their relocation.

The **Barcelona International Welcome Desk** has been initially located in the MediaTIC building, in the heart of the 22 @ district. Later, it has been planned to move to the Post Office building on Via Laietana, a new area designated for innovation and dynamic activities in the City Centre.

The Welcome Desk service is the result of the joint effort of the City Promotion Department, the Information Services and Citizen Attention Department of the Barcelona City Council and Barcelona Activa.

⁷- Act 14/2013, of 27 September, known as the Entrepreneur Act, and Royal Decree 11/2018, heading III (transposing the European Directive 2016/801 to Spanish law).

- **Offering a welcome pack**

We will have **welcome materials and support for both individual and professional international talents landing in Barcelona**. The aim is to ensure that these foreign talents have practical information, advice and suggestions of services available to enjoy and get the most out of their new life in Barcelona.

The welcome pack has a **paper version**, with a folder containing printed materials, and also a **digital version**, with PDF materials to be downloaded as a whole or separately.

This welcome pack contains practical guides and documents published by the Barcelona City Council's City Promotion Department, as well as those from other collaborating public entities with information on services, activities or advice about different areas of local living. Examples of such are the local library network, municipal sports centres, fresh markets in different districts, museums and cultural facilities, excursions and leisure visits around the city and within the Province of Barcelona, as well as public transportation commuting resources, etc.

59

Action
lines and
measures

- **Barcelona University Centre Project (BCU)**

From the perspective of economic promotion, we will integrate the service for welcoming students, teaching staff and researchers who arrive in the city to study and do research. We will provide support for publishing the *Barcelona Talent Guide* magazine and we will organise promotional activities aimed at rooting international students, by means of presentations on professional opportunities and connections with the business ecosystem.

5.4. Dynamizing international talent

Once the international talent has arrived in Barcelona, they need **activities** that offer information of interest, so they can get the most out of their new lives, make new friends and contacts while exploring the professional and business opportunities available in the city. Ultimately, we need to make it easy for these people to become new Barcelona residents.

To this end, the following actions will be taken during the year:

- **An annual programme of activities aimed at international talent**

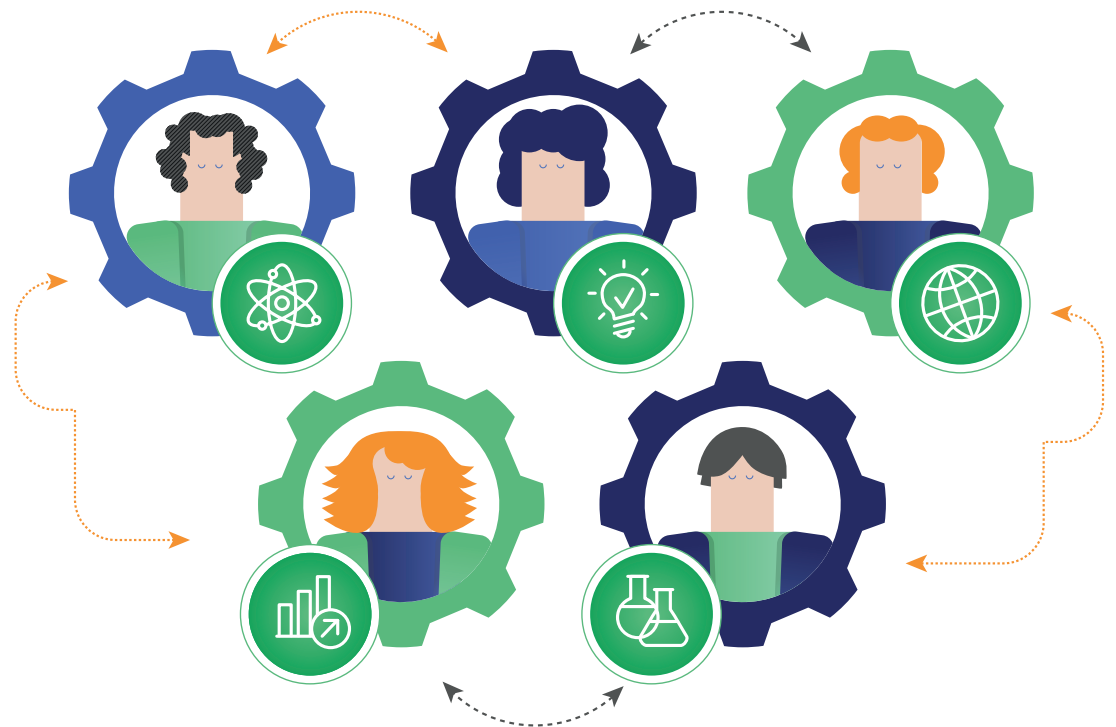
Activities are expected to be streamed online and, once the health situation allows for it, in-person activities will be brought back. Some examples are:

- Expat breakfasts or afterwork, with a round table of experts
- Guided visits Discover Barcelona Business Tour and Networking

- “Welcome to Barcelona!” sessions
- Practical workshops (how to be an entrepreneur, how to look for a job, how to access healthcare, how to pre-register at schools, etc.)

60

Action lines and measures



● **Big annual get-together for the international community**

The annual programme of activities culminates in a big get-together for Barcelona’s international community.

The **Barcelona International Community Day** (BICD) was first organised in October 2014 (under the name “I’m Barcelonian, Expat Day”) at the Barcelona Maritime Museum. It was then held every year on the third Saturday of October, until 2019. In 2020, due to the Covid-19 situation, an ambitious new project was carried out: the Barcelona Expat Week, mostly held online.

From 2021 onwards, we aim to maintain this big annual get-together for Barcelona’s international community, an event that the community looks forward to every autumn. The pandemic permitting, the fair was once again held in-person, but without completely abandoning the digital side, to reach more people and even bring together talent that is thinking of coming to Barcelona, new arrivals and people who have been here for some time.

The aim was to organise a **large blended event**, a mixture of an in-person fair and an online event, with:

- exhibitors: companies, public and private organisations and expat associations, all with physical and virtual stands
- conferences, workshops and networking, in-person and online
- Cultural, family and leisure activities

The fair brings together over **80 exhibitors** (organisations, companies and associations or bodies) which have resources, products and services that focus on the international community. The BICD therefore functions as a **meeting place for the city's expat ecosystem**. Furthermore, the project has sponsors and collaborating companies and organisations. In 2021, the sponsors included:

61

Action
lines and
measures

PREMIUM SPONSORS

 **Sabadell**

SPONSORS



MEDIA PARTNER

LA VANGUARDIA

MEDIA COLLABORATOR



● Virtual community of international talent in Barcelona

The Barcelona Expat Week of October 2020 was organised with the support of the local start-up Copernic, a web platform with various functionalities that makes it possible to create a space for digital interaction. We wish to maintain this virtual community, and so we are working to consolidate it by maintaining the web platform, which we have renamed Barcelona International Community.

The future aim is to revitalise this virtual community with community-management tasks such as creating blogs, moderating conversations in forums, chats and interest groups, launching challenges, prizes, announcements of activities or promotions, sharing documents and files of interest, etc.

62

Action
lines and
measures

● Promoting social networks aimed at international talent

We will continue to create content and provide information of interest to Barcelona's international talent, through the following tools:

- [Newsletter](https://comunica.barcelona.cat/newsletters/internationalwelcome/en): with varied news items, a proposed agenda and highlights concerning international economic promotion.
- [Instagram](https://www.instagram.com/welcome_barcelona) channel: for city content that is more about culture or leisure.
- [LinkedIn](https://www.linkedin.com/company/barcelona-international-welcome/) channel: content of a more business and economic nature
- [YouTube](https://www.youtube.com/channel/UCv1aBcn/international-welcome) distribution list: with a repository of videos of testimonies, events, etc.

In order to provide attractive content, we will create short videos featuring interviews with and testimonies from expats and experts in business or professional matters, or others showing city locations or agenda suggestions.

5.5. Fostering the loyalty of international talent

Barcelona's **ecosystem of international talent** is not only populated by **people**, but also **many related organisations and bodies**.

We have to be concerned not only with people, but also consulates; chambers of commerce and foreign commercial offices; international schools; expat associations, clubs and meet-ups; companies with foreign capital or management



63

Action
lines and
measures

partnerships; research centres that recruit a lot of foreign nationals; organising companies and personnel that provide services to the international community, etc.

For this reason, we also carry out activities to foster loyalty, such as:

- **Barcelona Updates with foreign consulates, commercial offices and chambers of commerce**

We organise regular meetings and work sessions with the new consuls that are assigned to the city, and with the board and representatives of chambers of commerce, commercial offices and embassies with economic departments, etc. The aim is to provide information about the City Council and Barcelona Activa's economic services and programmes, find synergies and collaborate on providing support for their nationals who arrive in Barcelona to invest, create companies or do business.

- **Fostering loyalty in foreign companies**

In Catalonia, there are **8,908 subsidiaries of foreign companies** (data from ACCIÓ, 2020). Although foreign companies only represent 3.2% of all the companies in Catalonia, they have a highly significant impact in terms of employment, exports and research and development activities. Furthermore, a considerable number of these companies have been operating in our territory for over ten years, which indicates their **satisfaction and commitment**.

We will cultivate relations with foreign companies established in the Barcelona area, in order to create a **climate of trust**, especially with those companies that have more social responsibility and commitment to the territory.

We will promote **after-care** measures to consolidate the presence of foreign capital companies, in order to foster their loyalty and ensure they don't choose to leave or relocate in the future.

To this end, we will organise **business meetings for foreign business people** to find out about the challenges facing their multinationals and companies, with the support of foreign chambers of commerce and commercial offices present in the city.

We will also offer them our services and work with them in order to help them realise **projects involving reinvestment or the expansion of new lines of business in established companies**.

Similarly, we will offer support for introducing **international competence centres** run by multinational companies, which bring together various operational or functional tasks to deal with Europe, the Mediterranean region or the world. In these cases, it is normal for a **multinational's various sub-offices** to "fight" amongst themselves in order to obtain these centres, as the decision is normally taken by choosing a city from among a number of candidates. Barcelona's candidacy is reinforced with presentations concerning the city, promotional materials, official data for decision-making and even a welcome services plan for the future professionals that move here.

- **Taking part in activities run by organisations in the talent ecosystem**

It is necessary to take part in events organised during the year by other members of the city's talent ecosystem. For example, foreign consulates or other bodies that are present in Barcelona sometimes organise events to celebrate national days, or networking events of an economic, social or cultural nature. It is necessary to take part in these events, in order to establish collaboration and trust.

LINE 6. Management of projects with international impact and foreign investment

6.1. Providing support for projects with an international impact

We are participating in the **deployment of the city's new economic agenda, the Barcelona Green Deal**, with the aim of fostering Barcelona's **economic recovery**, focusing on **urban areas that need to regenerate in order to become more dynamic and sustainable**.

Priority will be given to flagship public-initiative projects that generate synergies with other private or public-private initiatives to expand their positive effects throughout the city.

The first of these projects aims to **rebalance the economy of the city centre**. Ciutat Vella is one of the city districts that has been hit the hardest by the Covid-19 crisis, and the project will be developed in the **Correus (Post Office)** building, located in a strategic location at the junction of Via Laietana and Passeig de Colom. This is an underused building and the project aims to turn it into an innovation hub for talent linked to the digital sector. When the project is completed, the International Talent Support Office will be moved into the facility, along with other services and activities.

The second project is based on the **reindustrialisation of Barcelona's productive hubs, the Besòs and Zona Franca industrial estates**, in order to optimise their potential and connect their development with other productive areas in the city. These areas provide ideal places for industrial and logistic activities that cannot be housed in other city districts. Furthermore, they are in a privileged location, linked to large-scale infrastructures that are due to be transformed in coming years (Ronda del Litoral, La Sagrera station).

For both the Post Office and El Besòs - Zona Franca projects, the idea is **to foster blended initiatives** where global and local economies connect, community and economic perspectives are combined and public initiative and private investment collaborate.

In order to promote these high-impact projects, we will collaborate with **Barcelona Regional**, a Barcelona City Council and Barcelona Metropolitan Area agency that has the expert human and material resources needed to carry out the tasks relating to the territorial and urban aspect of these economic activities. Barcelona Regional will make it possible to create maps, databases and all kinds of graphic representations that can provide support for the city narrative, which must be explained internationally.

6.2. Attracting foreign investment projects

Barcelona still maintains its attractiveness for foreign investment. This is shown by the fact that, in **2021**, although the city was immersed in the consequences of the pandemic, municipal services were able to attract **13 investments** for a total value of **over €100 million**, which led to the creation of **885 jobs**. For this reason,

we continue to work towards attracting and signing foreign investment projects, prioritising support for investment projects which create economic activity that is of interest to Barcelona's economy and society. It must be taken into account that business dynamics are based on **very diverse reasoning** and that **decisions concerning investments are long, complex processes**. It is difficult to estimate the time required by each company or investment stakeholder.

This complexity increases in cases of attracting European or inter-governmental agencies or institutions. We will continue working towards formalising these cases, as we have done with the European Medicines Agency and the European Centre for Medium-Range Weather Forecasts (ECMWF), which although unsuccessful, obtained the highest technical evaluation.

Given this complexity, it is necessary to acquire tools that help us to enrich and complete the City of Barcelona's offer of services, in order to attract and land investment projects. For this reason, the **Barcelona City Council** and **Barcelona Global** have been the promoters of the public-private agency **Barcelona & Partners**. In this regard, **the protocols for collaboration** between the various **stakeholders involved in this task must be profiled**, including **Barcelona Activa's foreign company arrival service and the Government of Catalonia's Investment Projects Unit (ACCIÓ)**.

66

Action
lines and
measures
**Barcelona
& Partners®**

Another tool that will be available is the **new Oficina 22@**, which will take on the functions of the former municipal company 22@Barcelona and **integrate municipal capacities in urban planning and economic promotion matters** concerning the innovation district. Some of the activities of this new unit will be related to attracting, securing and welcoming investment projects, and it will therefore be imperative to organise and coordinate the services so that foreign companies who wish to establish themselves here have an effective and satisfactory experience.

A large proportion of the capacity to detect *leads* (a company's initial interest in establishing itself) and investment projects (confirmed interest from the company) is linked to international economic promotion at trade fairs, congresses and events held in target markets. **Given that the number of large-scale in-person events being held has fallen dramatically**, we will open up **new channels in order to promote Barcelona internationally**, increasing participation in **digital meeting points**, or **directly generating investment leads through specialist agencies**. Efforts will be focused on the main markets that issue direct foreign investment: the United States, Europe and China. Although the pandemic may be transitory, it is possible that a significant part of trade fair and congress activity will be seriously affected, so it is of **strategic importance** to explore and **consolidate new channels** for attracting investment projects.

BUDGET ALLOCATION

In order to develop this measure and execute the planned actions, there is a total budget allocation of **€7.5 million**:

- For current expenditure on international economic promotion actions

€ 4.1 million

- For contributions to collaborating stakeholders (agreements)

€ 3.4 milion

This amount represents an **increase of 59%** as compared to that from the previous mandate.

67

Budget allocation. Organization

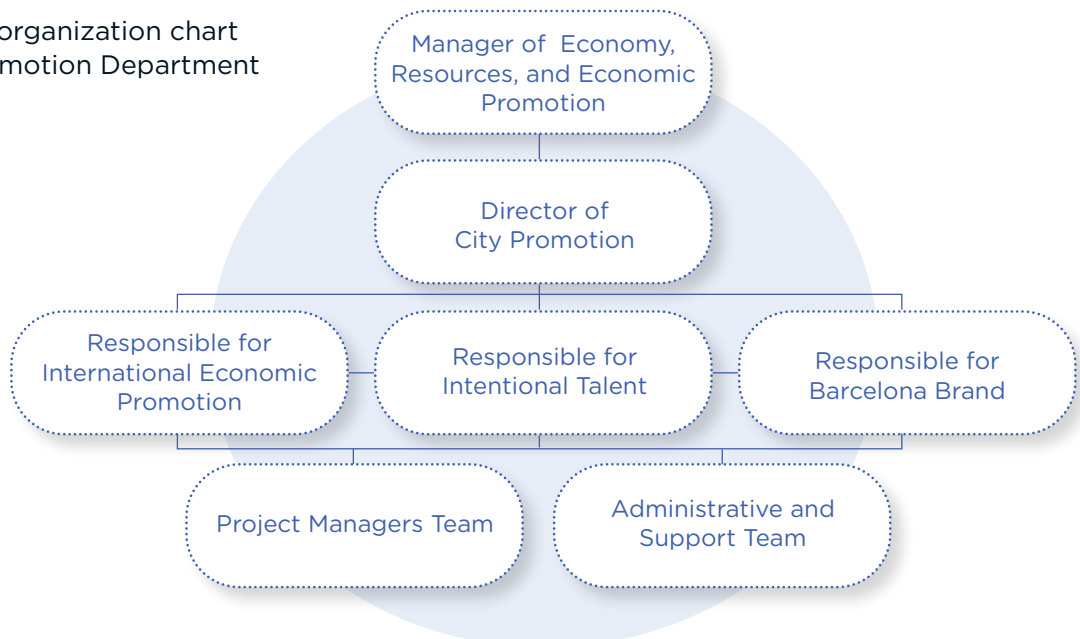
ORGANIZATION

The City Promotion Department is under the First Deputy Mayor, the political organization chart is as follow:



The City Promotion Department has a team of 14 people working along with a close collaboration of services and facilities from Barcelona Activa to carry out the activities provided for this Government Measure.

The executive organization chart of the City Promotion Department is as follow:



Government Measure

**The global ambition of
a human scale city**

The international strategy
of the Barcelona
Green Deal agenda

March 2022