

## Current challenges for the Basque Economy and Companies

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# Analytic Summary

**Altuna Erle, Rafael** (Mondragon Unib. (MU) Enpresagintza Fak. MIK. Ibarra Zelaia, 2. 20560 Oñati): **Inkulturazioa, lidergo eraldatzailea eta berringeniaritza aldaketa instituzionaletan. AMPO kasua** (Inculturation, transformational leadership and reengineering in institutional change. The case AMPO) (Orig. eu)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 13-30

Abstract: Institutional change that is destined to achieve organizations adaptation to market require necessarily technical and socio-cultural elements. The cooperative AMPO is an illustrative example of the proceedings from the year 2003, which begins a process of institutional change based on three key elements: inculturation, transformational leadership and reengineering.

Key Words: Institution. Cooperative. Change. Inculturation. Leadership. Reengineering.

**Arzadun, Paula** (Mondragon Unib. (MU). Fac. de Empresariales. MIK. Área de Estrategia y Modelos de Gestión. Ibarra Zelaia 2. 20560 Oñati): **Mondragon: globalización del proceso productivo e impacto socioeconómico** (Mondragon: productive process´s globalization and socioeconomic impact) (Orig. es)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 31-57

Abstract: As a consequence of market evolution, complexity and globalization, Mondragon has strived to adapt and respond to a scenario of expansion, which is one of the direct effects of its general economic globalisation and particularly of the dissemination of globalisation experiences in the established productive process (GPPE). This work establishes these facts, in order to finally develop a proposal for analysis.

Key Words: Globalisation of the established productive process. Economic globalisation. Social and economic impact. Mondragon. Cooperative social responsibility. Development agent.

**Cembrero Gómez, David** (Deusto Business School. Cátedra de Innovación BBVA. Avda. de las Universidades 24. 48007 Bilbao); **Sáenz Martínez, Josune** (Deusto Business School. Cátedra de Innovación BBVA. Camino de Mundaiz 50. 20012 Donostia): **Performance outcomes of interaction, balance and connectedness between exploration and exploitation in the technological innovation domain** (Orig. en)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 59-76

Abstract: A key point in previous research on ambidexterity is the operationalization of the ambidexterity concept. Usually, multiplicative interaction (i.e. showing high scores in exploration and exploitation) and balance are the two facets considered. We argue that a third facet should be added: connectedness, which refers to the extent to which exploration and exploitation are really interrelated and complement each other.

Key Words: Ambidexterity. Connectedness. Exploration. Exploitation. Firm performance. Technological innovation.

**Etxezarreta Etxarri, Enekoitz** (Euskal Herriko Unib. (UPV/EHU). Gasteizko Enpresa Ikasketen U.E. Ekonomia Aplikatua I Saila. Comandante Izarduy, 23. 01006 Vitoria-Gasteiz); **Bakaikoa Azurmendi, Baleren** (Euskal Herriko Unib. (UPV/EHU). Zuzenbide Fak. Ekonomia Aplikatua I Saila. Pº Manuel de Lardizábal, 2. 20018 Donostia); **Zurbano Irizar, Mikel** (Euskal Herriko Unib. (UPV/EHU). Ekonomia eta Enpresa Zientzien Fak. Ekonomia Aplikatua I Saila. Elcano, 21. 48008 Bilbo); **Hirugarren sektorea zaintzen krisiaren aurrean: pertsona nagusien alorra aztergai** (The third sector facing the care crisis: analysis on the elderly sector) (Orig. eu)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 77-102

Abstract: The paper presented below examines what place the third sector occupies in the sphere of care, and what future challenges it is facing. So the empirical analysis is based on a study of the social services sector geared towards elderly people in the Basque Autonomous Community and Gipuzkoa, and the approach is by means of quantitative and qualitative research methods. Even though the contribution traditionally made by third sector organisations has been significant in these spheres, these organisations find themselves in need of implementing far-reaching changes to adapt to new future challenges, by forming stronger business frameworks and following the social-economy reference.

Key Words: Care crisis. Social services geared towards the elderly. The third sector.

**González-Pernía, José L.** (Orkestra. Basque Institute of Competitiveness. Deusto Business School. Mundaiz, 50. 20012 Donostia): **Productivity differences among new firms involved in exporting** (Orig. en)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 103-119

Abstract: We examine productivity level differences between exporters and non-exporters from a sample of 83 new firms started up in the Basque Country. The results show that new firms entering export markets have higher productivity levels than those selling only to domestic markets. Our findings also reveal that early exporting new ventures have higher productivity levels than late exporting ones.

Key Words: Exporting. Productivity. Organisational Age. New Firms.

**Unzalu Troya, Heiko** (Univ. Deusto. Fac. Competitividad y Desarrollo Regional. Camino de Mundaiz, 50. 20012 Donostia): **Openness, internationalization and innovation effectiveness in regional innovation systems** (Orig. en)

In: *Azkoaga. Cuadernos de Ciencias Sociales y Económicas*, 15. 121-151

Abstract: Globalization, knowledge intensity of products and services, and Regional Innovation Systems (RIS) are three reinforcing concepts. Codified knowledge becomes globally available, assigning tacit knowledge a key role for gaining global competitiveness in the regions. The limited mobility of the latter is the main force for regional concentration of the economy, while the external role is determinant for both knowledge types, being internationalization and openness complementary aspects.

Key Words: Innovation. Internationalization. Openness. Tacit. Codified. Cognitive Distance. RIS.