

Leading reinvention

Beyond the “Guggenheim effect”
Learning from Bilbao’s case

PwC EMEA Clients & Markets Conference

JON AZUA

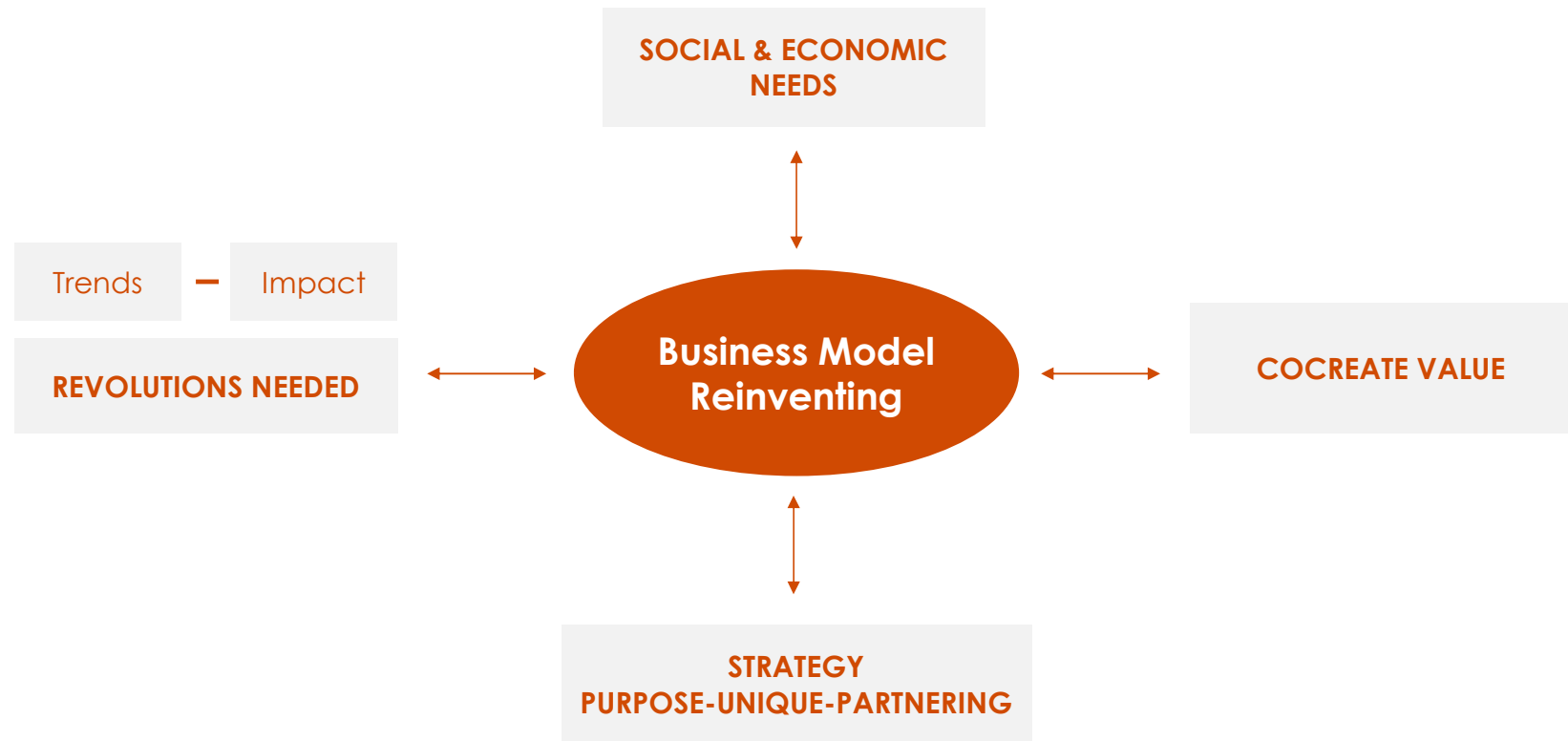
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IDEAS & ESTRATEGIA

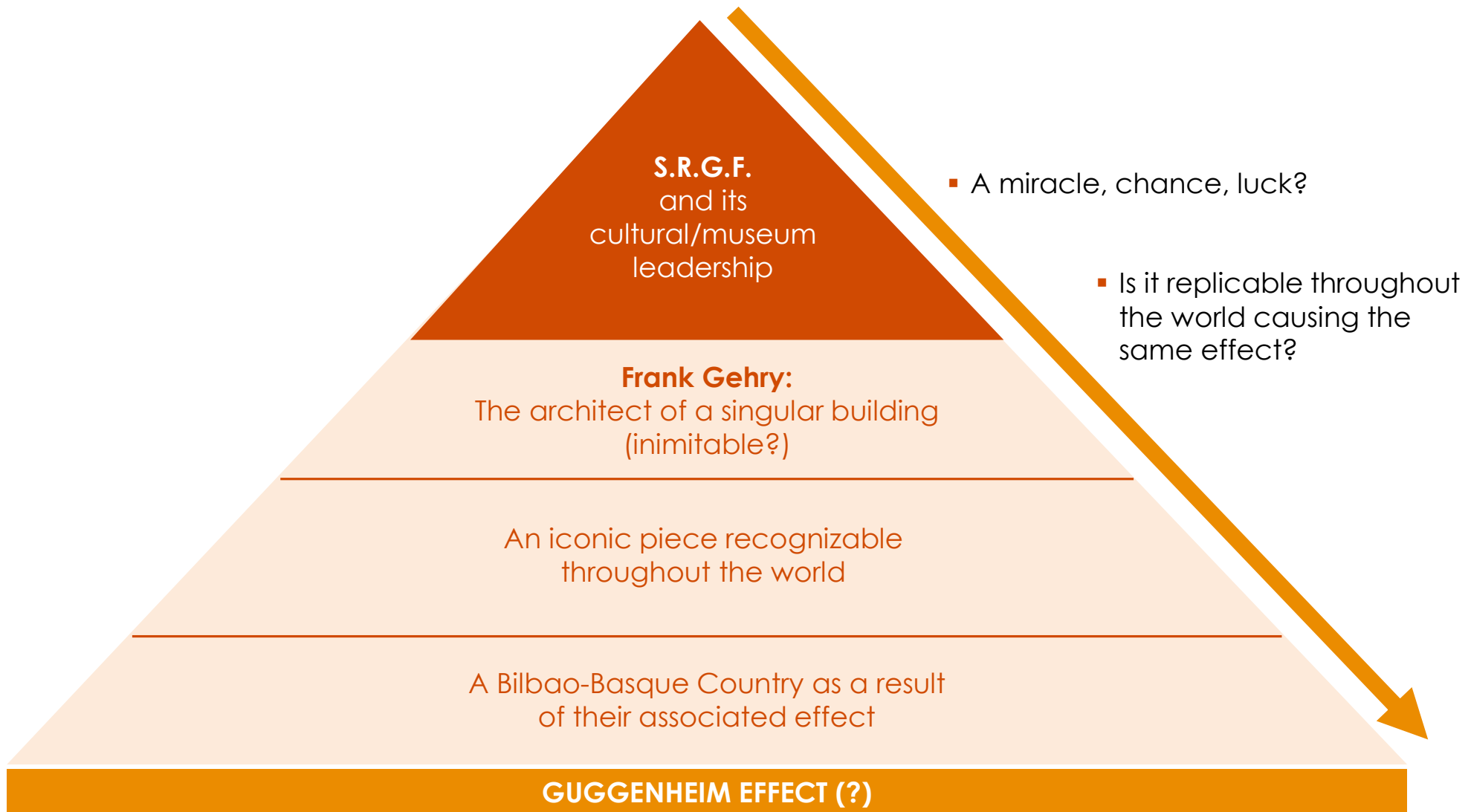
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Lead your own “Revolutions”. Reinvent your business models



Leading PROBLEMS-NEEDS as OPPORTUNITIES
Navigating your favorable waves!

- WELCOME: to **Guggenheim Bilbao Museoa**
to **Bilbao**
to **Euskadi** (Basque Country)
- I invite you to enjoy a moment of this wonderful and iconic Museum that very few believed could be designed, built, visited by more than 1,3 million foreigners a year, host the best art exhibitions in the world, generate new economic activities, promote a profound educational innovation through art, awake a hypothetical dream with universal recognition.
- A dream that allows, today, to observe a model city in urban rehabilitation, quality of leader, in a country that is proud of its state of well-being and prosperity and to enjoy an intimate satisfaction for its successful realization.
- **Is the Guggenheim Bilbao Museoa the cause of this innovative, transformative and an engine of wealth and well-being effect? Is it a miracle?**



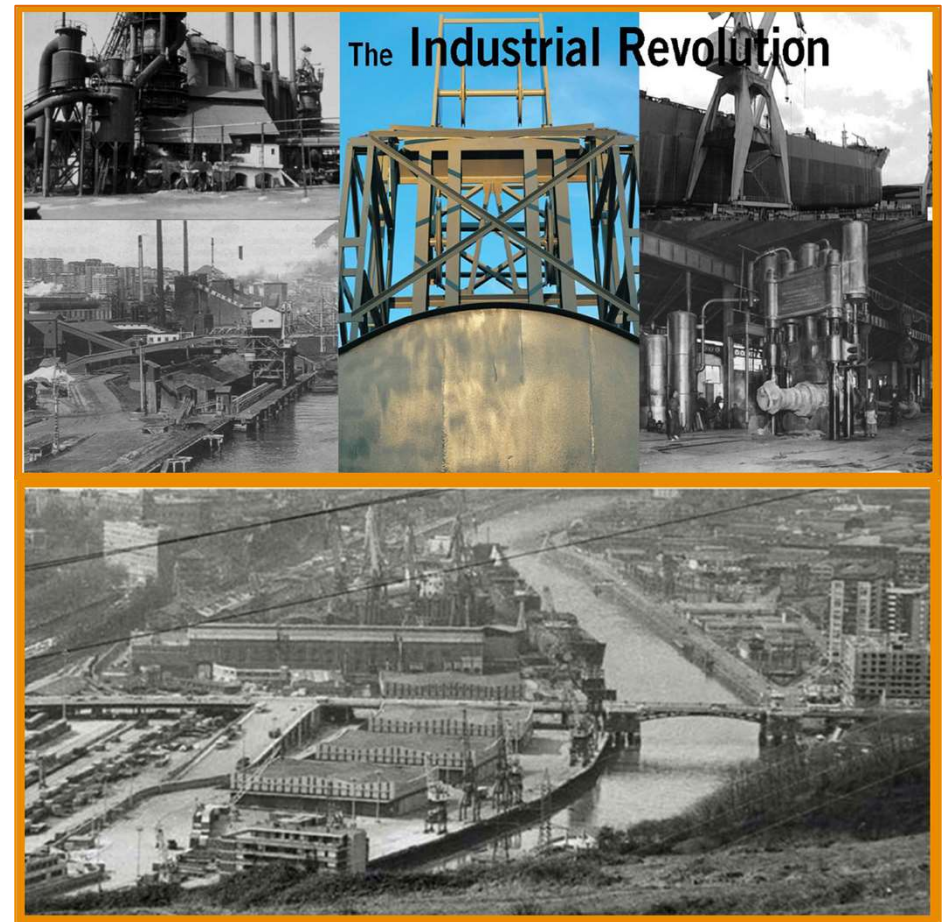


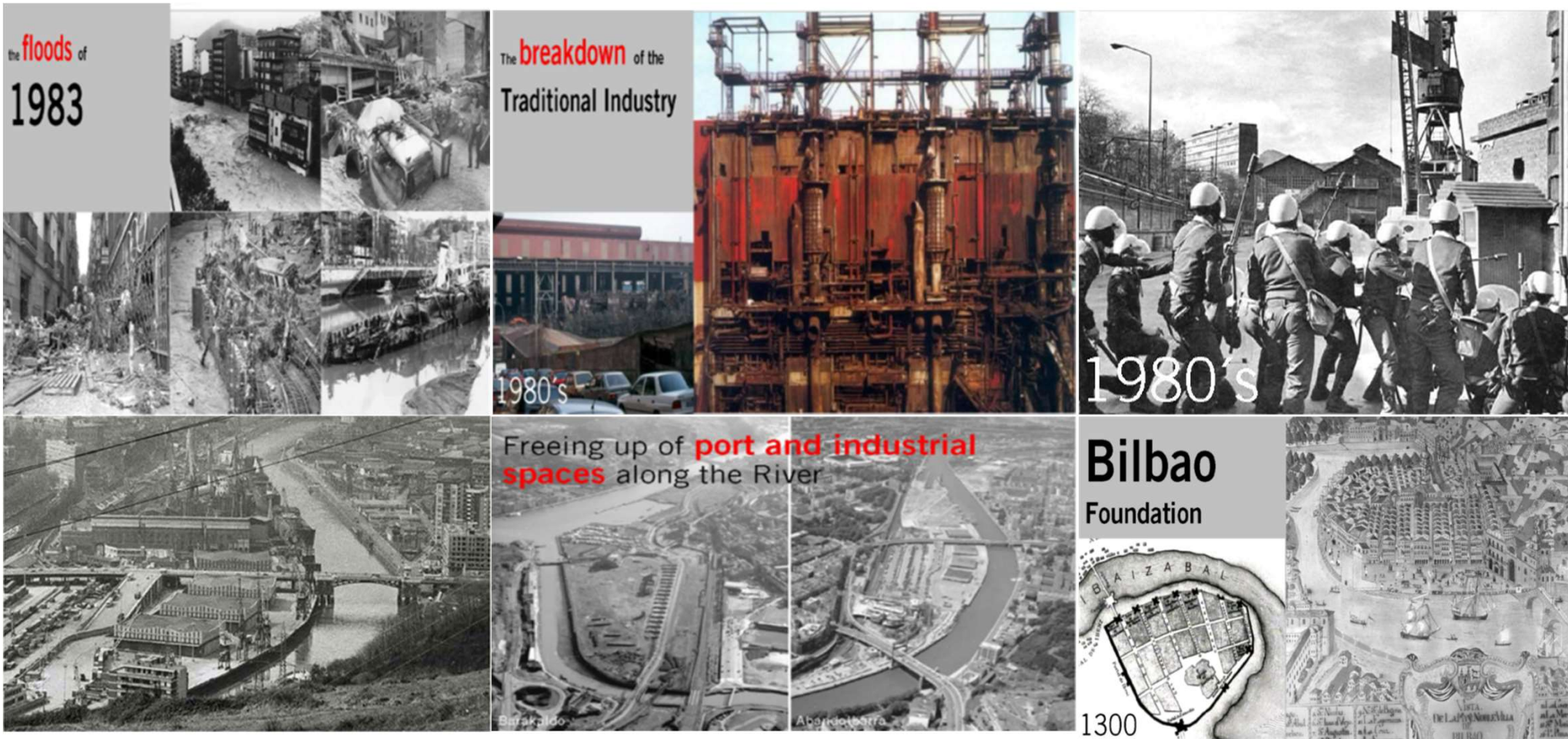
Dreaming an OVERALL STRATEGY “Reinventing within a Country-City Strategy”



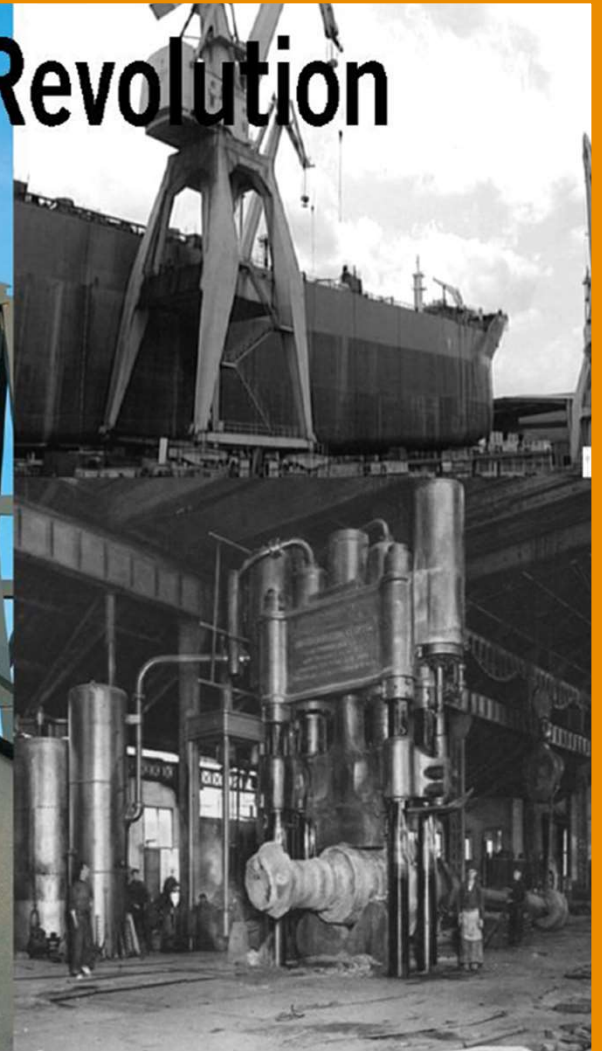
A Flashback to 1980-1990

- An ancient Country-City.
- That led the Industrial Revolution and enlightenment.
- Isolated in a long dark dictatorship.
- Lived a deep breakdown in all their key industries.
- 24% unemployment/SOCIAL CONFLICTS.
- Immersed in a "Crisis Chain".
- Economics (Negative DGP).
- Social (26% unemployment).
- Political (Lack of Institutional framework and their self-government avoided).
- Technological obsolesce.
- Energy & Environmental worldwide scarcity.
- Zero R+D Network.
- Lack of Infrastructures.
- In the Peni plural Europe to be build (out of the Prosperous Blue Banana")
- Terrorism ...and trying to be put of the "Dreameed Europe".

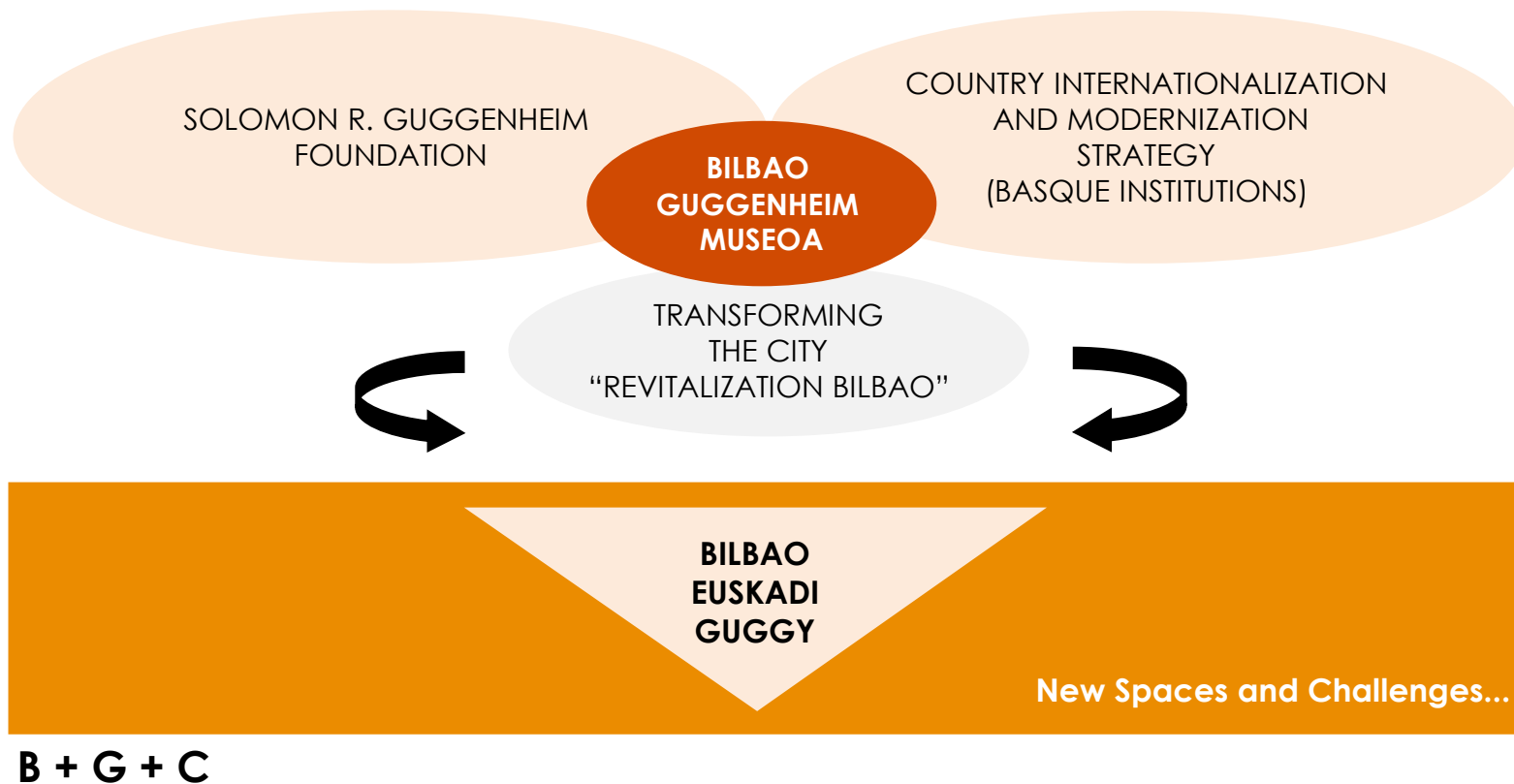




The Industrial Revolution



Development of convergent strategies: Internationalization, culture, revitalization

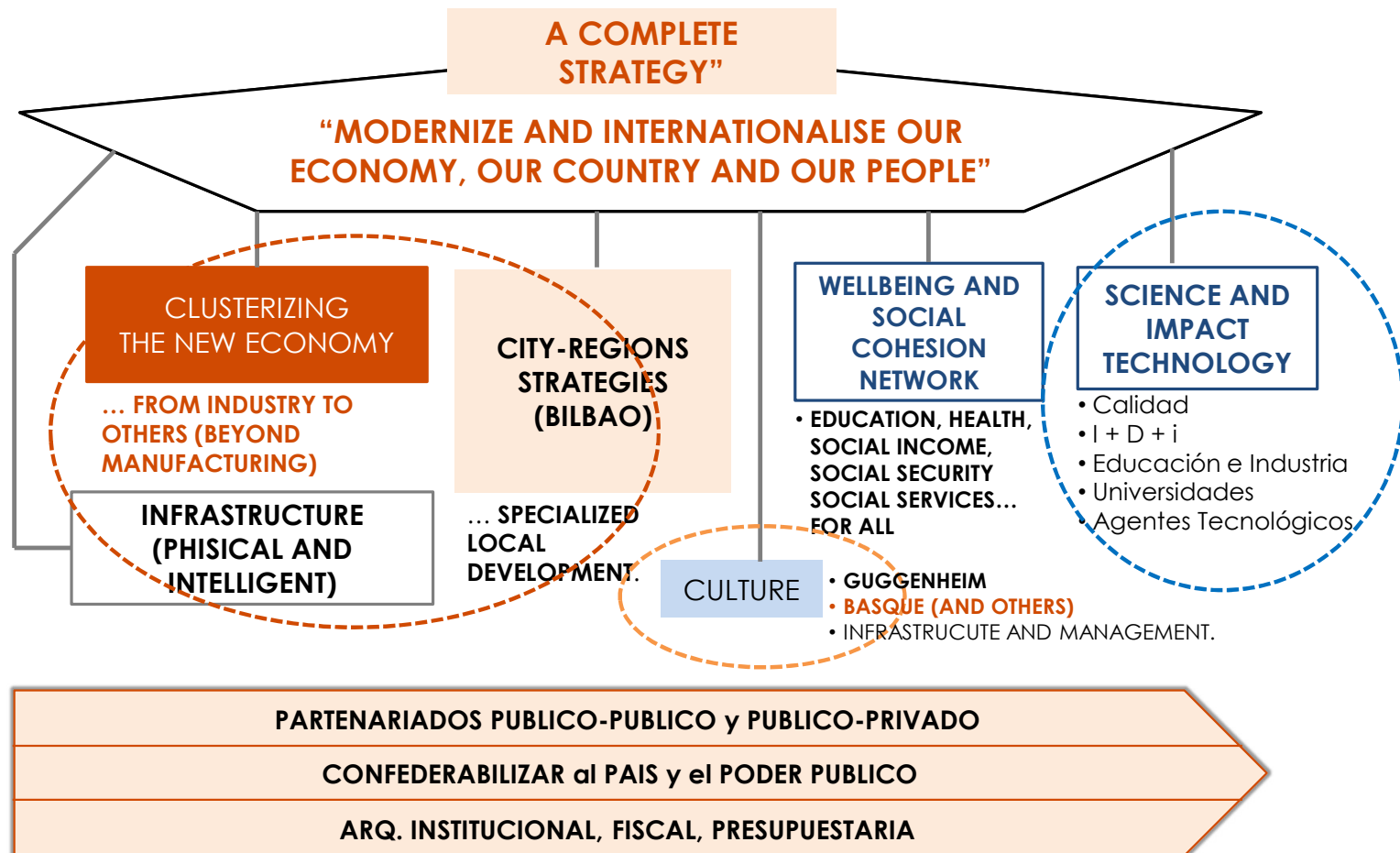


A comprehensive strategical intent: Beyond a museum



JON AZUA. Guggenheim's Iceberg Strategy

A Complete and Comprehensive Strategy



BILBAO

"The reinvention of a
CITY-REGION"

- An economic vector on which to build a new City Region.
- Port-City Space, Disconnections, decentralized "metropolization".
- "Clean up/sanitize the Estuary".
- Strategic Opportunity Areas (7).
- "Strategic" Urbanism.
- 700+
- International Architecture Tractor (local professionals, Country Companies).
- Public-private instruments:
 - Bi R-2000
 - Bi M-30Special Plan Office
- **Institutional Leadership**

GUGGENHEIM BILBAO

"Art – Culture – Economy -
Territory"

- Strategic Convergence:
 - SRGF NY
 - BGM
 - BIO-PARÍS
- Beyond a Museum.
- Tractor effect.
- Internationalization and modernization of economy and country.
- City-Country Icon.
- Cultural Revitalization/Training.
- Cultural Management and Infrastructures.
- Innovative Excellence.
- Art-Culture-Territory Cluster
- **Institutional Leadership**

Basque Country (EUSKADI)

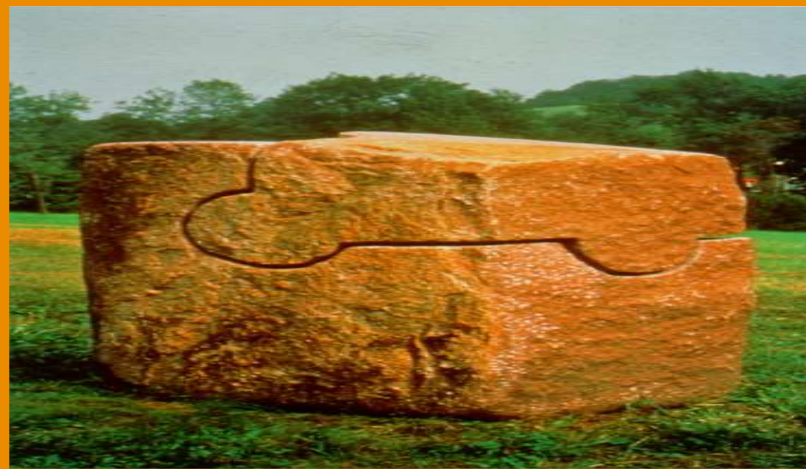
"Strategical Framework"

- Save/Reinvent the "Manufacturing-Culture Base"
- Reimagine an Innovative "New Industry" as an Integrated full/complete strategical VECTOR (not a simple driver).
- Social + Economic goals + Policies at the same time.
- Reinvent the HOME BASE: Glokal approach connected to all innovative & Knowledge spaces along the world.
- COMPETITIVENESS in HUMAN SOLIDARITY.
- Rethink Governance
- "OWN" OUR FUTURE!

Reinventing the HOME BASE and KEY INNOVATIVE DRIVERS...

1. **Rehabilitation of the Historic Centre.**
2. Enlargement of the Port. The "Abra Exterior" (The Mouth of the Estuary).
3. Freeing up of port and industrial spaces along the River.
4. Development of Bilbao Ría 2000. The Public-Public Partnership.
5. The drainage of the River. The great environmental operation.
6. Bilbao faces the River. The River of renovation and innovation.
7. Old and new bridges connect the city.
8. Bilbao's underground system. Metropolitan connectivity.
9. The Airport. Node of external connectivity.
10. The **Guggenheim Museum**. The symbol of the transformation process.
11. Museum and Art Institutions (Museum of Fine Arts, Bilbao Art...).
12. Abandoibarra.
13. Transformations in the "Ensanche".
14. The elimination of railway barriers.
15. The new tram.
16. Large Equipments: Euskalduna, BEC, Alhóndiga, Cruise Terminal.
17. New Hotels.
18. The Zamudio Tecno-Park.
19. Micro-spaces for social integration. Improving life in the neighborhoods.
20. Bilbao La Vieja.
21. The recovery of Traditional
22. Bilbao's New Architecture.
23. Art in the City.
24. International Recognitions.
25. **Dreaming up the Future.**

Technology, Culture, Identity



Art in the City



Art in the City

The map shows the following artists and their locations:

- Louise Bourgeois
- Casto Solano
- Eduardo Chillida
- Jorge Oteiza
- Markus Lüpertz
- Jeff Koons
- Vazquez Ganonico
- Eduardo Chillida
- Juan Luis Moraza
- Francisco Durrio
- Ángel Galarza
- Salvador Dalkar
- Salvador Dalí
- Manolo Valdés
- Vicente Larrea
- Koldo Miranda
- Miquel Navarro
- Vicente Larrea







Leading the Revolution: Gary Hamel

An Open Market for Talent...



“Employees have to believe that the best way to win big is to be part of building something new”

GUGGENHEIM BILBAO. STRATEGY BEYOND CULTURE.

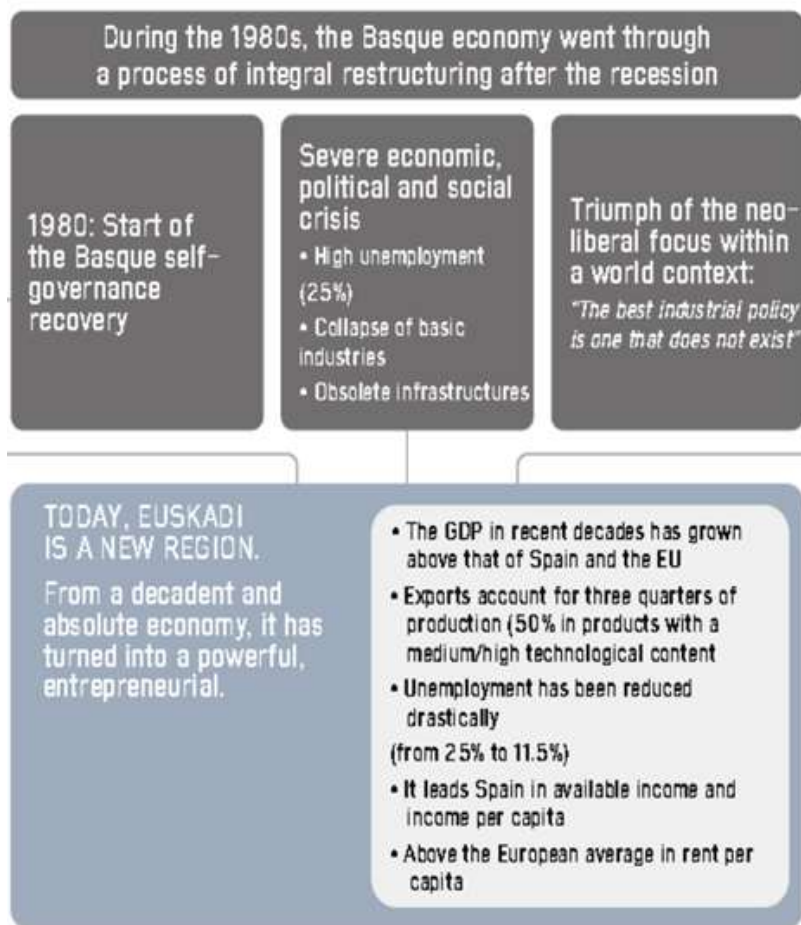
Recognizing the Key Elements that had made it possible, represented in this “Guggenheim Effect”:

- Need to **change**.
- Dream & Work: **IMAGINE UN IMAGINABLE, AND MAKE THEM FEASIBLE**
- **Trust, risk, commitment**.
- **Go for it**. Do not wait.
- A complete **strategy** & the “**Magic of Process**”.
- **Partnering** with key allies. Assume responsible roles.
- **Think big**, speed, allocate resources and bring a unique future.

The Innovative Reinvention to be done...

- Leading a “Magic of Process”, **navigating favorable waves**, reducing risks and optimizing opportunities.
- Rethink and redesign, **reimagine “YOUR transformation MAPS”**
- Building **networks, strategic collaborative alliances**.
- **Generate** (or attract & retain) **the TALENT needed**, **MOTIVATE**, **COMMIT** by a credible, gaining **PURPOSE**.
- **Reconceive Governance**, **Commitment**, **shared goals**.
- **Rethink your BUSINESS MODELS**, **cocreating VALUE**.
- Be part, promote, build, contribute **Reinvented spaces** along “your world”.

Rethink, Reinvent, Reimagine your OWN future and make it possible!



LEADING PIONEER INITIATIVES

“TO SAVE OUR INDUSTRY AND REBUILD A NEW FUTURE”

- SPRI, Industrialdeak, ZUR-ZID, PTZ, SOFAD, Basque Export, SAGZDE, Industrial Technology, 3E, EITE, Promotion and Economic Development Department, Reconversión Industrial, FSE, FEDER, Social Economy and Cooperativism...
- General framework Employment

NEW INDUSTRY AS ESSENTIAL VECTOR

“A STRATEGY TO SAVE THE INDUSTRIAL LANDMARK, THE COUNTRY AND OUR PEOPLE’S QUALITY OF LIFE”

- Industrial Policy Framework.
 - 3 previous questions
 - Steel
 - 3R
 - FIE
 - 10 areas/ integrated hubs
 - New Instruments: SOCADE, SORTU, EZTEN, 3-E, Foreign Development Institutes, Euskalit, Tractor companies.
 - Clustering and Competitiveness.
- Public-Private Cooperation, tractor initiatives.

TOWARDS A COMPREHENSIVE, INCLUSIVE STRATEGY

“COMPETITIVENESS IN SOLIDARITY”

- Complete Strategy.
- Industrial Core.
- Financial and fiscal Policy.
- EUSKADI EUROPA 93
- Plaza Financiera
- “Extraordinary Social Spending”
- Budget/Health
- **Social Policies**

INNOVATE TO DREAM AND ACHIEVE THE FUTURE

“INDUSTRIAL TRANSFORMATION”

- Basque Science-Technology Network.
- Innovation Agency.
- Organizational Innovation.
- Transforming Entity-Programs.
- Technological-Industrial Renaissance (“Titanium Technology and Industry”).
- Differential ecosystems and platforms.

**PARLIAMENT BACK STRATEGING + COMMON FINANCE+NEW AD HOC INSTRUMENTS
PUBLIC-PUBLIC AND PUBLIC-PRIVATE PARTNERING**



**LEAD
YOUR OWN
REVOLUTIONS.**

**REINVENT YOUR
BUSINESS MODELS.**