

# 2018



Building the competitiveness of  
firms, clusters and territories

[www.orquestra.deusto.es](http://www.orquestra.deusto.es)

## Presentation

In an open world like today's, where competition is extremely fierce, courses such as the MOC Course, are more relevant than ever. Internationally, it is the most complete and trusted programme when it comes to understanding the multiple dimensions of competitiveness (business, sectorial, cluster and territorial) and developing strategies and actions that enable us to transform reality and be more competitive.

Orkestra-Basque Institute of Competitiveness, in collaboration with the Institute for Strategy and Competitiveness, of Harvard University, directed by Professor Michael E. Porter, and networking with around a hundred other prestigious educational institutions from the five continents, offers the MOC Course to senior decision-makers who need to analyse and transform the competitiveness of the organisation and the territory in which they are developing their activity. The course also forms part of the Master's Degree in Competitiveness and innovation at the DBS-University of Deusto.

## Course content and methodology

The course combines analysis and debate (approx. 1 hour per case) on seven real cases published by Harvard University, followed by three-hour teaching sessions, and the completion of a tutored group project throughout the course and its defence in the closing session.

The course, aimed at people with a university degree, is given entirely in English, and for each teaching hour it is estimated that participants will need to invest another four hours of personal study (for preparatory reading for each case subsequently to be covered in class and to develop the group project).

The scope of the 6 days that make up the course, the related cases and the calendar are detailed below.

## Target audience

The course is aimed at high-level representatives from the following types of institutions:

1. Companies (especially those involved in internationalisation processes, in business groups and cooperation processes, and social and territorial leaders)
2. Institutions for Collaboration (cluster and sectorial associations, business and trade union associations, local development agencies, incubators, technology parks, NGOs...)
3. Public Institutions (BG, provincial councils, town halls, public agencies, political parties...)
4. Knowledge Organisations (university researchers, technology centres, consultants...).

## Registration

Fill out the registration form (see webpage)

Pay by deposit in Kutxabank, current account nº ES54 2095 0292 96 1063037658, in the name of the Basque Institute of Competitiveness – Deusto Foundation, with the following reference: Registration MOC Course. There are two payment options:

Payment in full (100%)

Payment in instalments: 50% of the enrolment fee to be paid upon registration and the remaining 50% within 30 days (October 30) of course commencement.

The following must be sent by email to [moc@orquestra.deusto.es](mailto:moc@orquestra.deusto.es):

*Payment receipt*

*Motivation Letter (1 page maximum)*

*CV: summary format (2 pages maximum)*

*Photocopy of ID card*

*1 photograph*

Once all of the above is received, you will receive an email confirming your place in the course and we will send you the course material

## Cost

€2,500 (plus 21% VAT), which includes:

Registration

Teaching materiales

Copy of the Harvard cases

Cancellation of registration is possible before the course begins and 50% of the fee will be reimbursed. Once the course has begun, this is not refundable.

If you have any queries or need any further information, please contact:

The course coordination: [moc@orquestra.deusto.es](mailto:moc@orquestra.deusto.es)

The course director, by prior appointment.

Do not hesitate to make a personal appointment to help with your decision.

# Programme

| Topic  | Cases                         | Date       | Times       |
|--|-------------------------------|------------|-------------|
| DAY 1: GENERAL INTRODUCTION TO COMPETITIVENESS and TERRITORY COMPETITIVENESS |                               |            |             |
| Introduction and competitiveness context.                                    | Finlandia                     | 28/09/2018 | 09:00-12:00 |
| MOC Group Project Work. Introduction.  |                               |            | 12:00-13:00 |
| Territorial Competitiveness  | Costa Rica                    |            | 14:00-17:00 |
| DAY 2: CLUSTERS (i) and DATA SOURCES   |                               |            |             |
| Clusters   | Dutch Flowers                 | 11/10/2018 | 09:00-12:00 |
| MOC Group Project Work   |                               |            | 12:00-13:00 |
| Data Sources for Territorial, Cluster and Business Analysis.                 |                               |            | 14:00-17:00 |
| DAY 3: CLUSTERS (ii) and NATIONAL COMPETITIVENESS AND STRATEGIES             |                               |            |             |
| Cluster policies and Institutions for Collaborations                         | Acoplásticos Colombia<br>CSEM | 26/10/2018 | 09:00-12:00 |
| MOC Group Project Work. Collective Tutorial.                                 |                               |            | 12:00-13:00 |
| Territorial Strategies I: National strategies                                | Remaking Singapore            |            | 14:00-17:00 |
| DAY 4: REGIONAL and CITY COMPETITIVENESS AND STRATEGIES                      |                               |            |             |
| Territorial Strategies II: Regional strategies                               | Basque Country                | 16/11/2018 | 09:00-12:00 |
| MOC Group Project Work   |                               |            | 12:00-13:00 |
| Territorial Strategies III: City strategies                                  | New York                      |            | 14:00-17:00 |
| DAY 5: BUSINESS STRATEGY and SHARED VALUE                                    |                               |            |             |
| Business Strategy  | Intel                         | 30/11/2018 | 09:00-12:00 |
| MOC Group Project Work. Follow up and Collective Tutorial                    |                               |            | 12:00-13:00 |
| Creating Shared Value  | De Beers                      |            | 14:00-17:00 |
| DAY 6: CLUSTER-TERRITORY PROJECTS  |                               |            |             |
| Closing ceremony and presentation of projects                                |                               | 19/12/2018 | 15:00-20:00 |
|  |                               |            |             |
| MOC 2018 Programme Director: PhD. James Wilson                               |                               |            |             |