

# STRATEGIC PLAN 2021 - 2024

## Executive summary

April 2021

CIC  
**energigUNE**

MEMBER OF BASQUE RESEARCH  
& TECHNOLOGY ALLIANCE

## > CIC ENERGIGUNE STRATEGIC PLAN

### MISSION



## Mission

**Contribute to improving the competitiveness of industry and sustainable development, from a leading position in energy research, generating disruptive knowledge in high-tech materials and solutions.**



**Based on the conclusions reached in Phase 1, the key strategic concepts for success during the period 2021-2024 have been updated (1/4)**

## > CIC ENERGIGUNE STRATEGIC PLAN

### VALUES



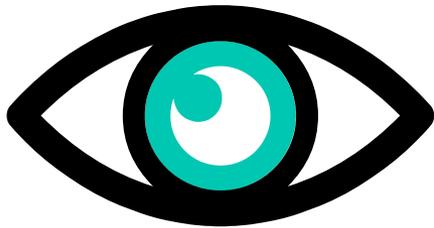
## Values

- We promote excellence
- We are results-oriented and leaders in knowledge
  - We prioritize personal development, equality, and diversity
- We encourage cooperation
- We are committed to the development of our industry

**Based on the conclusions reached in Phase 1, the key strategic concepts for success during the period 2021-2024 have been updated (2/4)**

## > CIC ENERGIGUNE STRATEGIC PLAN

### VISION



**VISION 2024**  
DESIRED OUTCOMES

**To be recognized as an international benchmark in generating disruptive knowledge in energy, adding value to the industry**

**Based on the conclusions reached in Phase 1, the key strategic concepts for success during the period 2021-2024 have been updated (3/4)**

# > CIC ENERGIGUNE STRATEGIC PLAN

## ASSOCIATED STRATEGIC LEVERS

Based on these levers, strategic projects are being identified that will enable the application of these identified strategic levers



### STRATEGIC LEVERS

"Five strategic levers have been identified that must be developed in order to implement the defined mission, values, and vision"

1

#### DEVELOPING USEFUL AND AGILE DISRUPTIVE RESEARCH

*"We are committed to boldly exploring the future"*

2

#### ADDING VALUE TO BUSINESSES

*"We apply our knowledge to the business"*

3

#### IMPROVING THE IMPACT OF EXTERNAL COMMUNICATION

*"Highlighting our value proposition"*

4

#### ATTRACT, ENRICH, HIGHLIGHT, AND RETAIN TALENT. ADVANCE CULTURE, MANAGEMENT MODEL, AND ORGANIZATION

*"Our team and culture make the difference"*

5

#### PROMOTING POSITIONING AND HIGH ADDED-VALUE COLLABORATIONS FOR CIC energigUNE

*"We choose our travel companions"*

Based on the conclusions reached in Phase 1, the key strategic concepts for success during the period 2021-2024 have been updated (4/4)

# > CIC ENERGIGUNE STRATEGIC PLAN

## ASSOCIATED STRATEGIC LEVERS

Key ideas that support each defined strategic lever and the associated strategic projects to be developed

1º

*Strategic  
 Lever*

***DEVELOPING USEFUL AND AGILE DISRUPTIVE RESEARCH***  
***"We are committed to boldly exploring the future"***



*Key ideas*

***What are we looking for?***

- Disruption of our research, associated with societal challenges and maintaining a global vision; storage is a central focus of research, but we want to go further
- New areas of research: Clear opportunity around hydrogen
- Making an impact with our research
- Creating balance: between research and business, seeking diversity while avoiding dispersion, and between the resources dedicated to different areas
- Improving agility, being quicker in decisions to open and close lines of research
- Improving our systematic benchmarking and holistic monitoring capabilities, allowing us to know "where we are and where we can be"

**Each of these levers is supported by a series of key ideas that summarize the goals pursued with the development of each one (1/5)**

# > CIC ENERGIGUNE STRATEGIC PLAN

## ASSOCIATED STRATEGIC LEVERS

Key ideas that support each defined strategic lever and the associated strategic projects to be developed

2º

*Strategic  
 Lever*

### *ADDING VALUE TO BUSINESSES*

***"We apply our knowledge to the business"***



*Key ideas*

#### *What are we looking for?*

- Recurring and stable relationships with companies (long-term and high-quality).
- Highlighting the value of our researchers and experts (being top of mind for companies).
- Maintaining regular, systematic, and efficient communication with companies: always making our value proposition clear.
- Have an impact on local industry, attracting investment and generating wealth... without forgetting the Center's international vision.
- Support Basque SMEs in all actions required by BRTA. Generate "spin-offs" where industrial partners can serve as a "lever" for the success of projects.

**Each of these levers is supported by a series of key ideas that summarize the goals pursued with the development of each one (2/5)**

## > CIC ENERGIGUNE STRATEGIC PLAN

### ASSOCIATED STRATEGIC LEVERS

Key ideas that support each defined strategic lever and the associated strategic projects to be developed

3<sup>o</sup>

*Strategic  
 Lever*

***IMPROVING THE IMPACT OF EXTERNAL COMMUNICATION***  
***"Highlighting our value proposition"***



*Key ideas*

***What are we looking for?***

- CIC brand awareness: its international positioning and references.
- Greater visibility on channels such as social media, forums, conferences, etc. of the Center's successes and its researchers/experts.
- Promote publications in high-impact journals.
- Commit to powerful international recognition and also to transfer with impact and visibility.
- Add value from the CIC energigUNE brand to the BRTA brand.

**Each of these levers is supported by a series of key ideas that summarize the goals pursued with the development of each one (3/5)**

## > CIC ENERGIGUNE STRATEGIC PLAN

### ASSOCIATED STRATEGIC LEVERS

Key ideas that support each defined strategic lever and the associated strategic projects to be developed

4<sup>o</sup>

Strategic  
Lever

**ATTRACT, ENRICH, HIGHLIGHT, AND RETAIN TALENT. ADVANCE CULTURE, MANAGEMENT MODEL, AND ORGANIZATION.**

***"Our team and culture make the difference"***



Key ideas

#### ***What are we looking for?***

- Generate a "CIC culture".
- Give visibility to the capabilities of the team ("empower their knowledge and promote their recognition").
- Advance in the development of appropriate mechanisms for attracting and retaining the best talent.
- Ensure infrastructure is up to date, as this is a talent attractor.
- Strengthen synergies and leverage the wealth and diversity of knowledge ("collaborate more and better").
- Enrich teams through senior talent.
- Improve internal communication to enhance mutual understanding.

**Each of these levers is supported by a series of key ideas that summarize the goals pursued with the development of each one (4/5)**

# > CIC ENERGIGUNE STRATEGIC PLAN

## ASSOCIATED STRATEGIC LEVERS

Key ideas that support each defined strategic lever and the associated strategic projects to be developed

5<sup>o</sup>

*Strategic  
 Lever*

***PROMOTING POSITIONING AND HIGH ADDED-VALUE COLLABORATIONS FOR CIC***

***"We choose our travel companions"***



*Key ideas*

***What are we looking for?***

- Have a holistic vision aligned with stakeholders. Have a positioning strategy that allows us to be on key platforms and alliances and reinforces our international positioning.
- Open up avenues for collaboration with key countries (e.g., the US and Japan with student exchanges).
- Choose the best places "to be": Committees where we contribute and receive value.
- Intensify collaboration with BRTA agents.
- Take advantage of Power Our Future and other forums/conferences.

**Each of these levers is supported by a series of key ideas that summarize the goals pursued with the development of each one (5/5)**

## > CIC ENERGIGUNE STRATEGIC PLAN

### DEFINITION AND PRIORITIZATION OF STRATEGIC PROJECTS

These projects are distributed across the five identified levers and will enable the deployment of high-impact actions throughout the 2021-2024 period

#	Code	Title	
1	1.1	Have a system of scientific roadmaps that are always up to date in line with collaboration/competitor strategies, calls for proposals, and the external and internal situation.	
		2 1.2	Launch of the new research area associated with hydrogen technologies, including the incorporation of the new profiles and resources necessary for its development.
		3 1.3	Identification and monitoring of flagship projects and technology demonstrators.
		4 1.4	Roadmap and flagship project tracking system.
2	2.1	Segmentation plan: key customer strategy and KAM.	
		6 2.2	Plan for attracting new customers.
		7 2.3	Technology valuation strategy.
3	3.1	Development of the 2021-2024 communication and marketing plan.	
4	4.1	Work on and develop the "CIC energigUNE" culture.	
5	5.1	Definition of the international and national positioning strategy.	
		11 5.2	Review of procedures and methodology in collaborations to be developed.

In the short term, priority has been given to the development of the first 11 projects to be undertaken during the strategic period

Note: Details of the projects are included in the annexes to the document

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GRACIAS · THANK YOU · ESKERRIK ASKO

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MEMBER OF BASQUE RESEARCH  
& TECHNOLOGY ALLIANCE

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Parque Tecnológico · c/Albert Einstein 48  
01510 Vitoria-Gasteiz · (Álava) SPAIN  
+34 945 29 71 08

*Making sustainability real*



cicenergigune.com