



# DIGITAL CITIES CHALLENGE

## Digital Transformation Strategy for the province of Alicante

*DigitAlic*

July 2019



# Digital Cities Challenge

Digital Transformation Strategy for the  
province of Alicante: DigitAlic

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## Executive Summary: Alicante digital transformation

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### **Alicante as a central node in the Digital Cities Challenge network**

The Digital Cities Challenge an initiative of the European Commission helps to achieve sustainable economic growth in Alicante through the integration of advanced technologies. The initiative fosters complementarities and synergies between existing policies involving digital priorities (e.g. smart specialisation, smart province, innovation and industry 4.0, digital skills, digital infrastructure) and the newly planned policy actions supporting digital transformation.

The ambition is that Alicante will act as model for other Spanish and European cities and provinces. By developing and testing novel policy levers in a collaborative approach with the involvement of other cities and provinces as peers it will demonstrate how to reap the benefits offered by the transformative power of digitisation. It will showcase how to fill the gaps which are currently hindering Alicante to advance and capture the benefits of digital transformation.

### **The implementation of the digital transformation trajectory in the province of Alicante**

In Alicante, the Digital Cities Challenge was launched in November 18<sup>th</sup>, 2018 with a first study to the city on behalf of the expert team. In parallel, the city completed the Digital Cities Self-Assessment Tool, leading to the collection of 34 replies/contributions on behalf of the local community of stakeholders. On the basis of this information, the province team (i.e. province representatives supported by a team of external experts) developed the current digital transformation strategy. The process was carried out interactively, as the team organised three local stakeholder workshops aimed at validating findings and collectively building the strategy and identifying key priorities. In addition to this, province representatives participated in four Digital City Challenge academy seminars which brought together representatives from all other participating cities and provinces, in light of sharing experiences and exchanging thoughts on the results of the Challenge.

### **The digital transformation strategy for Alicante - *DigitAlic***

The definitive mission and vision for the province of Alicante was generated after several iterations and an open discussion process with a wide representation of local stakeholders participating in the vision and ambition workshop, aimed to identify what the province should target first among *people, infrastructure and industry*.

The strategy for the digital transformation of the economic sector and industry in the province of Alicante pursues to be aligned and serve as a prolongation of the recently created Digital Agenda Strategy, providing new reinforcing element for such private and business domain.

In this context, Alicante's aims at becoming a Smart Province with a whole area coverage, taking to a next level the interconnectivity and intelligence of the territory, minimising the digital divide and avoiding any provincial municipality to get detached from up-to-date technological advances.

In order to face such a digital transformation and achieve a consideration of reference point for digital innovation, Alicante designs a strategy strongly based on key elements like the potential of its infrastructure, the inclusive, open, creative and entrepreneurial spirit of the human capital, and the presence of an innovation ecosystem with stakeholders committed to digital economy.

On this basis, the province of Alicante has defined the following mission:

*To become a reference area on digital innovation by exploiting its infrastructure, climate and sociocultural conditions as an attraction pole and relying on local talent and open, creative and entrepreneurial human capital.*

In order to reach this goal, it will pursue the following ambitions:

1. To generate a dynamic network of digital municipalities pursuing to share know-how and jointly face common problems and solutions with a focus on key productive sectors for the provincial economy.
2. To create sectorial clusters for public-private cooperation where a culture for innovation, participation, collaboration and commitment to digital of all stakeholders may be fostered.
3. To raise awareness and promote digital upskilling and talent enhancing at all levels in the society and the business domain.
4. To leverage the province lifestyle as a tractor element for talent retention and investments attraction, building upon Alicante's traditional strengths.

The roll-out of this strategy will be guided by the implementation of 15 operational objectives:

- OO1.1: To create a virtual network gathering information on problems and potential solutions shaped by, among others, communication forums led by digital-wise referent municipalities/companies capable of sharing experiences and successful models on digital transformation

- OO1.2: To boost the development of common digital technologies with a reutilisation potential in different economic sectors and supported by platforms enabling the integration of the digital solutions
- OO1.3: To develop new e-services and app solutions or improve existing ones (waste, water, energy, lighting, security...) within public administrations and achieve a full provincial 5G coverage
- OO1.4: To design the framework and conditions capable of leveraging the access and management of open data mainly focusing on business purposes, as well as monitoring the economic impact generated
- OO2.1: To promote public-private investment in companies developing digital products and services, accompanied by new strategies for the further implementation of public procurement of digital technologies and innovation (CPI)
- OO2.2: To establish the basis and the business models supporting the provincial operation of a Digital Innovation Hub with a focus on the main economic sectors (textile, commerce, tourism...); providing capacitation, consultancy and access to technology experimentation
- OO2.3: To foster Universities to play a relevant role within sectorial clusters as key drivers of digital innovation and facilitate know-how transfer between such an actor and local companies
- OO2.4: To create an offer-demand oriented marketplace and ecosystem to connect providers and users of both professional services and products/technologies around digital, where all those local assets may be mapped
- OO2.5: To identify, consolidate and specialise emerging sectors and technology-based start-ups in Alicante province acting as digital enablers serving other sectors and local companies
- OO3.1: To develop new digital training plans and programs and improve existing ones based on real digital needs/gaps in the economic sectors, supported by online platforms
- OO3.2: To work on a digital culture creation by raising awareness on digitalisation and its benefits, breaking down barriers and contributing to target the lack of digital competences in specific fields (social and business)

- OO3.3: To foster the adoption and use of available local infrastructure and digital technologies and solutions in SMEs as a progressive transition to digital transformation
- OO4.1: To raise commitment and assist Alicante municipalities in taking part and positioning in European networks and initiatives around industry digitalisation and Smart Cities, under a potentially common digital strategy for all of them
- OO4.2: To analyse and place value on competitive advantages differentiating Alicante and establish mechanisms to retain and attract talent, foreign companies and investment
- OO4.3: To implement communication and marketing actions/campaigns addressing ICT national and international companies to set up in Alicante as an appropriate location for digital business based on elements such as infrastructure, human capital and economic conditions

### **The strategy roadmap for the province of Alicante**

The city has identified the list of activities to be implemented in the short, medium and long terms, in order to make its strategic mission and ambition a tangible reality. As such, a total of 18 specific activities have been identified, under the different operational objectives of the strategy. Examples of key activities to be implemented as part of the strategy include: *Digital Innovation Hub, Municipalities Network, Digital Virtual Space or Provincial Blockchain Network*. The *Digital District Talent Attraction, Open Data Portal for Tourism and Technology Products/Services Catalog* has been identified by the local working group as the pilot activity for immediate implementation, in order to launch the implementation phase of the digital transformation strategy and start generating immediate results.

The outlines of the governance of the digital transformation strategy have also been defined.

As the key element for the digital strategy governance structure, above the implementing agents there is a **steering committee/board** making the main strategic and operational decisions. This body will be led by the province of Alicante under the figure of the County Council (Diputación de Alicante), taking the overall responsibility not only for the implementation and monitoring of the digital strategy but the appointment and coordination of the steering committee/board.

The steering committee/board will be considered as an evolving open body whose members (persons) can change over time. Each of those members belong to a City Council representing an Alicante municipality with a limit of 25 municipalities being selected and attending each steering committee/board meeting. The selection approach will follow a turning or rotating

process among the total number of municipalities in the province. In addition, each City Council member will be requested to bring an accompanying member belonging to an organisation representing for the corresponding city any of the other three types of stakeholders (excepting public institutions) either directly affected or enabling the digital transformation process, that is, education, industry and research/innovation. Finally, members from organisations representing relevant stakeholders with not a city but provincial scope will be invited to take part as well.

Besides there will be a member of the steering committee/board responsible for the coordination and supervision of the different **agents implementing** the activities and monitoring progress and results under the scope of the digital transformation strategy of the Alicante province, which are thoroughly selected for that purpose. Such member will be a person appointed by the Alicante County Council (Diputación de Alicante) as the **digital strategy ownership body**, and normally associated to an ICT and economic growth-related department.

Last but not least, a performance framework for the strategy has also been designed in light of conducting regular monitoring and appraisal of strategy implementation.

# 1. Introduction to the Digital Cities Challenge

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According to recent data, 72% of the EU's population lives in cities, towns and suburbs, making them the engines of the continent's economy. Cities generate 85% of Europe's GDP, they also face multiple, interconnected challenges, including energy and climate change, employment, migration, social inequality, and water, air and soil pollution.

However, through advanced digital technologies, Europe has the opportunity to re-invent the way we manage our cities' development and respond to the big societal challenges, such as efficient health management, cleaner environment, green mobility, and offering great-value jobs. Due to their high density, cities are put in a very good position to create innovative ecosystems made up of a wide array of different stakeholders from government, industry, finance, academia, communitarian organisations, social partners, etc. Cities have the capacity to make policies become reality.

In this context arises the **Digital Cities Challenge**, an initiative of the European Commission with the main purpose to support the cities in their path to digital transformation. DCC offers policy advice and support to 15 cities in Europe, namely **Alcoy**, **Algeciras** and **Granada** in Spain, **Arad** and **Iasi** in Romania, **L'Aquila** in Italy, **Kavala**, **Patras** and **Thessaloniki** in Greece, **Sofia** in Bulgaria, **Ventspils** in Latvia, **Grand-Orly Seine Bièvre** in France, **Pori** in Finland, **Rijeka** in Croatia, and **Guimarães** in Portugal. The support to be offered will speed up the digital transformation and the industrial modernisation of cities in order for them to take full advantage of the 4th industrial revolution.



This initiative draws inspiration on the recommendations set out in the "Blueprint for cities as launch pads for digital transformation". In addition, it will reinforce the networking among model

cities, facilitate their participation in on-going European initiatives in similar policy fields, strengthen stakeholder collaboration, cross-regional partnerships and stimulate investments.

The selected Digital Cities received support in the form of field advisory services provided by a group of high-level experts and peer reviewers, and offered the possibility for city representatives to participate in a series of capacity building and networking seminars. These activities took place in four Academy seminars during which cities shared practices, took advantage of peer to peer learning and worked together and in thematic groups on the steps of their digital transformation trajectory.

The commitment of Mayors is key to the success of fostering economic growth, increasing prosperity as well as well-being across European cities. The engagement of political leadership will be of much value to achieving digital transformation in European cities, providing strategic orientations and ensuring that the process of developing and operationalising the strategy supporting digital transformation is translated into a portfolio of relevant actions supporting each other towards achieving a common goal and tailored to the local context. Such efforts need coordination to ensure that effort and dedication undertaken by the city administration is directed to best effect.

As a result of this, the Digital Cities Challenge has directly engaged with the Mayor of the supported cities. In December 2029, the on Mayors Conference was organised in Brussels to reflect upon the ongoing work and co-design the technological transformation trajectory of European cities.

This digital transformation strategy presented in this document has been developed in the framework of the field advisory services delivered in the province of Alicante. It represents the main output linked to the participation of the city in the Digital Cities Challenge. The strategy will be the main guiding document for the city to embark on its journey to unleash the power of digital transformation for growth and competitiveness.

## 2. Overview of the digital maturity assessment for Alicante

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A separate assessment report has been produced for the province of Alicante, as part of the Digital Cities Challenge.

The overall participation in the SAT (Self-Assessment Tool) accomplishes a total number of 34 respondents, distributed in the different stakeholders' profiles as follows: 3 education, 15 industry, 7 city, 9 utilities and 0 finance. Taking into consideration that depending on the specific profiles the number of questions to be answered is different, the degree of the analysis varies for each dimension of the study.

On the basis of the three levels proposed by the SAT (Digitally Less Advanced, Digitally Transforming and Digitally Mature) split into three grades each, Alicante shows a level of 4 (lowest within level 2 - Digitally Transforming). Even though the current digital condition of Alicante could be considered as low, relevant opportunities turn up based on digital-related initiatives being launched. It can be mentioned that Alicante is on the path to digital transformation and modernisation of industry, and utilising accelerators of digitalisation is expected impact such a progress.

The analysis of the 8 dimensions (Support Services, Governance and Leadership, Open Data, Infrastructure, Finance, Digital Skillset, Digital Competences of Companies and Community) proves some less mature dimensions like Open Data y Community, and others a bit more mature like Finance, Infrastructure, Support Services and Governance and Leadership, with special attention to the latest.

It is considered a strength the willingness of public authorities to coordinate and implement actions supporting the digital transformation in the business sector. Hence, it is worth mentioning the aim of Alicante to implement an open data platform during 2018 as well as an ongoing initiative to lobby technological companies in the province of Alicante, among others. Therefore, some weaker subdimensions related to the access and use of open data and real options for ecosystem networking and collaboration can end up providing the city with an opportunity to build an open and public data environment as a tool benefiting local companies and entrepreneurs in terms of business generation.

In what regards to the rest of the SAT dimensions, that is, Digital Skillset and Digital Competences of Companies, the analysis proves they stand between an intermediate and low maturity level, but showing subdimensions related to digital education conditions and competences of the companies to be considered in a digitally transforming state.

Under a SAT user profile-based analysis, the “Industry” users express the thinking associated to the highest digital maturity whereas the “City”, “Education” and especially “Utilities” users express the lowest.

Analysing the information over the dimensions, the level of agreement among the different profiles is higher on Digital Competences of Companies (mentioning as an average that Alicante benefits from an intermediate/low level of maturity), on Financial (intermediate level of maturity) and on Infrastructure (intermediate/low level of maturity).

On the other hand, the level of agreement among the different profiles is lower on Digital Skillset, Governance and Leadership and Community, where in most cases the “Education”, “Industry” and “City” users express as an average an intermediate valuation level whereas “Utility” ones always decide on quite low.

It is to be mentioned that the uniformity raised in answers associated to the dimensions of Digital Competences of Companies and Finance (intermediate) is conditioned to the lack of participation of “Financial” and “Education” users in such dimensions.

We can even assign a certain degree of accuracy to the previous statements by focusing on the degree of variation in opinions from different respondents within each of the 5 SAT user profiles, as explained hereafter.

In the case of “City” profile the higher diversity in respondents’ opinions stand in subdimensions like attraction of IT talent, competencies of companies, shared vision of digital, support services in general and community as a whole. On the opposite side, for the “City” profile the lower diversity in respondents’ opinions and therefore higher degree of thinking uniformity is associated to subdimensions like training for employees, non-digital infrastructure and coordination and implementation/monitoring of digital strategies/initiatives.

In the case of “Industry” profile many of the subdimensions raise a high diversity in answers, excepting some ones like digital education conditions, competences of the companies, digital infrastructure and private finance, which show a lower diversity or higher uniformity degree in respondents’ opinions.

On the contrary to “Industry” profile, in “Utilities” profile most of the subdimensions raise a low diversity or high uniformity degree in answers, excepting some ones like usage of open data and competencies of companies, which show a higher diversity in respondents’ opinions.

Due to the low number of “Education” user responding the SAT, the analysis centred on this profile is not much senseless and therefore skipped. In addition, the analysis on the side of “Financial” users is set on standby since there is no SAT participation at the moment.

Hence, from this last analytical approach we can conclude that there are SAT dimensions like Finance and Infrastructure (especially the latter) for which the related statements included in this report section prove a higher degree of accuracy, based on a lower degree of variation in the SAT answers within most of the individual user profiles. On the other hand, we can also find dimensions like Open Data and Community where such degree of accuracy is supposed to be a bit lower because of higher degrees of variation in answers or opinions from most of the stakeholders. The rest of the dimensions stand in an intermediate position due to the existence of both previous cases depending on the individual user profile analysed.

## 3. Mission and Ambition statements

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### **Mission statement**

*To become a reference area on digital innovation by exploiting its infrastructure, climate and sociocultural conditions as an attraction pole and relying on local talent and open, creative and entrepreneurial human capital.*

### **Vision and ambition statements**

1. To generate a dynamic network of digital municipalities pursuing to share know-how and jointly face common problems and solutions with a focus on key productive sectors for the provincial economy.
2. To create sectorial clusters for public-private cooperation where a culture for innovation, participation, collaboration and commitment to digital of all stakeholders may be fostered.
3. To raise awareness and promote digital upskilling and talent enhancing at all levels in the society and the business domain.
4. To leverage the province lifestyle as a tractor element for talent retention and investments attraction, building upon Alicante's traditional strengths.

## 4. DigitAlic: the Digital Transformation Strategy for the province of Alicante

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### 4.1. Strategy orientation

The strategy for the digital transformation of the economic sector and industry in the province of Alicante pursues to be aligned and serve as a prolongation of the recently created Digital Agenda Strategy, providing new reinforcing element for such private and business domain.

In this context, Alicante's aims at becoming a Smart Province with a whole area coverage, taking to a next level the interconnectivity and intelligence of the territory, minimising the digital divide and avoiding any provincial municipality to get detached from up-to-date technological advances.

In order to face such a digital transformation and achieve a consideration of reference point for digital innovation, Alicante designs a strategy strongly based on key elements like the potential of its infrastructure, the inclusive, open, creative and entrepreneurial spirit of the human capital, and the presence of an innovation ecosystem with stakeholders committed to digital economy.

The strategy orientation for Alicante is built upon the following number of parallel approaches boosting economic development and growth based on digital in a collaborative manner that embraces all the municipalities of the province.

- Fulfilment of a digital strategy definition and implementation with the greatest engagement of cities in the province in terms of quality and quantity.
- Fostering of effective cooperation actions around digital and innovation where collaboration is understood under a multi-perspective: digital and non-digital, public and private, etc.
- Placing digital skills capacitation, digital culture creation and digital talent enhancement as the lever for triggering the emergence of other domains supporting digitalisation.
- Reinforcement of local human and technical resources and assets as a mean for attraction of external interest and investment bringing over business opportunities around digital.

Box 1 The links to other existing strategies at the province level

Based on this strategic orientation with a clear focus on economic development, growth and competitiveness of the productive sectors in Alicante, the digital transformation strategy is linked to other existing local strategies and policies as follows:

1. *Smart specialisation strategy*

Regional strategic plan for development based on the productive/business sectors of the Valencia region.

2. *Smart Province*

Strategy for municipalities less than 20.000 in population in order to break the digital divide.

3. *Innovation and industry 4.0 policies*

Regional strategy aiming to evolve the Valencia region's production model towards the concept of a new sustainable, intelligent and inclusive industry.

4. *Digital skills programmes*

Considering quality training as key for the success of the municipal policies of modernisation.

5. *Digital infrastructure*

Establishing the objectives and guidelines for regional planning and aiming to achieve a more competitive territory, more respectful with the environment and socially inclusive.

## 4.2. Operational objectives

Operational objectives reflect the means through which the province of Alicante will to achieve its ambition statements. They are called operational because they are of an actionable nature. They represent the 'how' behind the high-level strategic vision which has been developed by the local working group. As demonstrated in the following figure, operational objectives are linked to one or several ambition statements. The province of Alicante identified 15 operational objectives for its digital transformation strategy.

The following tables provides a more detailed presentation of each of the operational objectives, as well as the key performance indicators (KPIs) established for the follow-up of the Alicante vision and ambition statements.

## DIGITAL CITIES CHALLENGE – Digital Transformation Strategy

Table 1 Presentation of the operational objectives of the Digital Transformation Strategy for the Province of Alicante

Operational objectives and description	Link to ambition statements and key city challenges and opportunities	Key Success Factors
OO1.1: To create a virtual network gathering information on problems and potential solutions shaped by, among others, communication forums led by digital-wise referent municipalities/companies capable of sharing experiences and successful models on digital transformation	Linked to ambition statement 1	TBD
OO1.2: To boost the development of common digital technologies with a reutilisation potential in different economic sectors and supported by platforms enabling the integration of the digital solutions	Linked to ambition statement 1	TBD
OO1.3: To develop new e-services and app solutions or improve existing ones (waste, water, energy, lighting, security...) within public administrations and achieve a full provincial 5G coverage	Linked to ambition statement 1	TBD
OO1.4: To design the framework and conditions capable of leveraging the access and management of open data mainly focusing on business purposes, as well as monitoring the economic impact generated	Linked to ambition statement 1 (primary) and 3 (secondary)	TBD
OO2.1: To promote public-private investment in companies developing digital products and services, accompanied by new strategies for the further implementation of public procurement of digital technologies and innovation (CPI)	Linked to ambition statement 2	TBD
OO2.2: To establish the basis and the business models supporting the provincial operation of a Digital Innovation Hub with a focus on the main economic sectors (textile, commerce, tourism...); providing capacitation, consultancy and access to technology experimentation	Linked to ambition statement 2 (primary) and 1, 3 (secondary)	TBD

Operational objectives and description	Link to ambition statements and key city challenges and opportunities	Key Success Factors
OO2.3: To foster Universities to play a relevant role within sectorial clusters as key drivers of digital innovation and facilitate know-how transfer between such an actor and local companies	Linked to ambition statement 2	TBD
OO2.4: To create an offer-demand oriented marketplace and ecosystem to connect providers and users of both professional services and products/technologies around digital, where all those local assets may be mapped	Linked to ambition statement 2	TBD
OO2.5: To identify, consolidate and specialise emerging sectors and technology-based start-ups in Alicante province acting as digital enablers serving other sectors and local companies	Linked to ambition statement 2 (primary) and 1, 4 (secondary)	TBD
OO3.1: To develop new digital training plans and programs and improve existing ones based on real digitals needs/gaps in the economic sectors, supported by online platforms	Linked to ambition statement 3	TBD
OO3.2: To work on a digital culture creation by raising awareness on digitalisation and its benefits, breaking down barriers and contributing to target the lack of digital competences in specific fields (social and business)	Linked to ambition statement 3	TBD
OO3.3: To foster the adoption and use of available local infrastructure and digital technologies and solutions in SMEs as a progressive transition to digital transformation	Linked to ambition statement 3 (primary) and 2 (secondary)	TBD
OO4.1: To raise commitment and assist Alicante municipalities in taking part and positioning in European networks and initiatives around industry digitalisation and Smart Cities, under a potentially common digital strategy for all of them	Linked to ambition statement 4 (primary) and 1 (secondary)	TBD

<b>Operational objectives and description</b>	<b>Link to ambition statements and key city challenges and opportunities</b>	<b>Key Success Factors</b>
OO4.2: To analyse and place value on competitive advantages differentiating Alicante and establish mechanisms to retain and attract talent, foreign companies and investment	Linked to ambition statement 4	TBD
OO4.3: To implement communication and marketing actions/campaigns addressing ICT national and international companies to set up in Alicante as an appropriate location for digital business based on elements such as infrastructure, human capital and economic conditions	Linked to ambition statement 4	TBD

## 5. Digital strategy roadmap and planned activities

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The roadmap is the component of the digital transformation strategy that describes the practical implementation of the strategy, including priority activities and governance. Priority activities refer to the specific actions through which the strategy will be implemented. An activity can be described as a tangible and concrete action, which has a beginning and an end, accompanied by a specific objective and resources for its implementation. The results of activities (**i.e. outputs**) are meant to contribute to reaching the operational objectives identified in the previous section.

### 5.1. Overview of proposed activities

The digital transformation strategy for the province of Alicante will be implemented through a group of activities, identified in the framework of the Digital Cities Challenge. Activities are meant to contribute to reaching the operational objectives defined in the framework of the strategy, which in turn will contribute to the province's ambition and mission. The list of priority activities may be expanded with time. For now, the province has decided to implement 18 activities, as described in the following table:

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

Activity name	Link to Operational Objectives	Main implementing partner (i.e. owner of the activity)	Brief description and goals
<b>Activity 4.2.1: Digital District Talent Attraction (ongoing)</b>	4.2	AlicanTEC	The objective is to attract talent to the province not only from international University workers original from other countries but also from Spanish graduates working in such Universities abroad and potentially interested in setting in Alicante. The project aims at offering specialised employment vacancies in local companies belonging to AlicanTEC, that could be increased with vacancies from newcomer companies in the Digital District and those in technological parks. Some ongoing contacts already with Universities in Finland, Austria and China.
<b>Activity 2.3.1: Sectorial Problem-Solving Platform (ongoing)</b>	2.3 (primary) and 2.4, 2.5, 1.2 (secondary)	Alicante University and Telefónica	The objective is the creation of a Hub focused on identifying technological/digital problems in a sectorial base and launching a call addressing companies capable of providing solutions to those problems. The project is based on Global Platform owned by the telecommunications operator Telefónica.
<b>Activity 2.2.1: Digital Innovation Hub</b>	2.2	Hidraqua and Alicante County Council	The objective is the establishment of a Digital Innovation Hub with a provincial scope, providing capacitation, consultancy and access to technology experimentation services. The first phase of the activity would embrace the development of the Hub business model, the engagement of participating stakeholders and the creation of a service portfolio to initiate operations in the market.
<b>Activity 2.5.1: Digital Maturity Sectorial Study</b>	2.5 (primary) and 1.1 (secondary)	Alicante County Council	The objective is to carry out a study assessing the maturity and uptake grade of digital technologies and digitalisation in general in a sectorial base. Nevertheless, the analysis would be made under a threefold perspective/level for the whole province: city, company and citizen.

*DIGITAL CITIES CHALLENGE – Digital Transformation Strategy*

Activity name	Link to Operational Objectives	Main implementing partner (i.e. owner of the activity)	Brief description and goals
<b>Activity 1.1.1: Municipalities Network</b>	1.1	Alicante County Council	The objective is to create digitalisation-wise network for the connection of all the municipalities within the province of Alicante. The first phase of the project will search for municipalities interested in joining the network as well as identify more digitally advanced cities to act as flagships.
<b>Activity 1.1.2: Digital Virtual Space</b>	1.1 (primary) and 1.2, 3.2 (secondary)	Alicante County Council	The objective is to set up a platform providing access to different resources and knowledge around digitalisation. The platform is understood as a virtual collaborative space fed by projects and activities generated by the participating municipalities.
<b>Activity 1.2.1: Financing Digital Solutions Providers (ongoing)</b>	1.2	IVACE (Regional Government)	The objective is to finance, through a call, individual projects proposed by regional companies and specially SME promoting the development of technological/digital solutions potentially reusable and segmented by economic sectors.
<b>Activity 1.3.1: Provincial Blockchain Network</b>	1.3	Alicante and Miguel Hernández Universities	The objective is the establishment of a blockchain network whose nodes are the City Councils of the Alicante province, as an invigorating element to put together all the parties involved in the value chain: producers, intermediaries, end user/consumer and administration. The blockchain network would be publicly owned as a common infrastructure (inclusive, low cost and low energy use) for the administration (shared with local companies) being complementary with IA and IoT in order to increase the performance in simulation, macro-data analysis, automatic learning and visualisation tasks.
<b>Activity 4.1.1: Open Data Portal for Tourism (ongoing)</b>	4.1 (primary) and 1.4 (secondary)	Alicante County Council and main touristic municipalities	The objective is to implement an open data portal working with a variety of datasets within the framework of an ongoing project financed by the national agency Red.es, named Smart Tourism

DIGITAL CITIES CHALLENGE – Digital Transformation Strategy

Activity name	Link to Operational Objectives	Main implementing partner (i.e. owner of the activity)	Brief description and goals
			Destinations, and involving some of the main touristic cities in the Alicante province.
<b>Activity 1.3.2: Public Administration BIM</b>	1.3	GEONET and CYPE	The objective is the implementation of BIM technology in public administrations supported by a platform for the validation of architecture projects in front of municipal urban legislation.
<b>Activity 3.2.1: Digital Transformation Information and Advising</b>	3.2 (primary) and 3.3 (secondary)	Industrial Engineers College	The objective is to launch a new service offered by entities such as professional colleges or business associations addressing local SME. The goal is threefold: inform on digitalisation and access to available funds for SME, advice on digital transformation projects, and permit the supported SME to share the costs of the services received.
<b>Activity 2.1.1: Public Procurement for Innovation (ongoing)</b>	2.1	AVI (Regional Government)	The objective is enhancing different information-oriented processes around public procurement for innovation (CPI) through means like the production of CPI implementation guides and the organisation of dissemination forums.
<b>Activity 3.3.1: Smart Industrial Parks (pilots ongoing)</b>	3.3	AVI (Regional Government)	The objective is to achieve smart industrial parks by digitalising specific areas within the park where a group of companies can take specific benefits. Some pilots are already running, for instance related to <i>traffic control to avoid collapses in the park entrance</i> .
<b>Activity 3.1.1: Digital Transformation Training Resources Platform</b>	3.1	Alicante County Council	The objective is the creation of a platform addressing companies, unemployed people and stakeholders in general, in which different types of resources for training on digital transformation can be centralised and managed. The platform could serve as a mean for unification of information from different sources such as SERVEF (Valencian Service for Employment and Training).

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Activity name	Link to Operational Objectives	Main implementing partner (i.e. owner of the activity)	Brief description and goals
<b>Activity 1.4.1: Big Data and Data Analysis National Association (ongoing)</b>	1.4 (primary) and 3.2 (secondary)	ANBAN	The objective is to promote, design and implement specific digital projects through ANBAN (Big Data and Data Analysis National Association), taking advantage of the headquarter located in Alicante. ANBAN is created as a space for knowledge sharing in an altruistic manner.
<b>Activity 4.3.1: Alicante as Technology Hub (ongoing)</b>	4.3	AlicanTEC	The objective is to launch marketing campaigns selling the suitability of Alicante as technological hub at a regional and national level. It is foreseen the reinforcement of this type of activity with the consolidation of the Digital District.
<b>Activity 3.2.2: Sectorial Leading Companies Mapping</b>	3.2 (primary) and 3.3, 2.5 (secondary)	Alicante County Council, AlicanTEC and business associations	The objective is to carry out a mapping of leading companies for each economic sector that could act as a tractor element and best practices promoter for the rest of the companies normally lagging behind in terms of digitalisation and technology uptake.
<b>Activity 2.4.1: Technology Products/Services Catalog</b>	2.4 (primary) and 2.2, 2.5 (secondary)	AlicanTEC	The objective is the production and promotion of a catalog/portfolio of digital solutions and services offered by technology-based companies located in the Alicante province in order to facilitate mainly to SME the finding and access to local digitalisation resources and expertise. The products and services offer could be segmented by sectors and implemented in a web platform. The catalog and offer could be also enriched with the addition of information about the University Scientific Parks available in the province as a relevant supporting resource.

## 5.2. The pilot activities

In order to begin the implementation of the strategy, the province of Alicante has decided to carry out 3 pilot activities: Digital District Talent Attraction, Open Data Portal for Tourism, Technology Products/Services Catalog.

### ***Pilot 1. Digital District Talent Attraction***

The objective of the pilot activity is to attract talent to the province not only from international University workers original from other countries but also from Spanish graduates working in such Universities abroad and potentially interested in setting in Alicante. The pilot aims at offering specialised employment vacancies in local companies belonging to AlicanTEC, that could be increased with vacancies from newcomer companies in the Digital District and those in technological parks. There are some contacts already made with Universities in Finland, Austria and China. The organisation in charge of development, implementation and delivery is AlicanTEC and the pilot project is already underway.

### ***Pilot 2. Open Data Portal for Tourism***

The objective of the pilot activity is to implement an open data portal working with a variety of datasets within the framework of an ongoing project financed by the national agency Red.es, named Smart Tourism Destinations, and involving some of the main touristic cities in the Alicante province. The organisations in charge of development, implementation and delivery are Alicante County Council and the City Councils of the main touristic municipalities and the pilot project is already underway.

### ***Pilot 3. Technology Products/Services Catalogue***

The objective of the pilot activity is the production and promotion of a catalogue/portfolio of digital solutions and services offered by technology-based companies located in the Alicante province in order to facilitate mainly to SME the finding and access to local digitalisation resources and expertise. The products and services offer could be segmented by sectors and implemented in a web platform. The catalogue and offer could be also enriched with the addition of information about the University Scientific Parks available in the province as a relevant supporting resource. The organisation in charge of development, implementation and delivery is AlicanTEC and the pilot project is already underway.

## **5.3. Timetable for implementation**

It is foreseen the strategy will be implemented for the eight years. For the case of the pilot activities, they will be implemented on the basis of the following indicative timetable.

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Table 2 Timetable for the implementation of the digital transformation strategy for the Province city of Alicante

<b>Activity</b>	<b>Jan-Jun 2019</b>	<b>Jul-Dec 2019</b>	<b>Jan-Jun 2020</b>	<b>Jul-Dec 2020</b>	<b>Jan-Jun 2021</b>	<b>Jul-Dec 2021</b>
Activity 4.2.1: Digital District Talent Attraction						
Activity 4.1.1: Open Data Portal for Tourism						
Activity 2.4.1: Technology Products/Services Catalogue						

## 6. Strategy governance

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As the key element for the digital strategy governance structure, above the implementing agents there is a **steering committee/board** making the main strategic and operational decisions. This body will be led by the province of Alicante under the figure of the County Council (Diputacion de Alicante), taking the overall responsibility not only for the implementation and monitoring of the digital strategy but the appointment and coordination of the steering committee/board. The steering committee/board will be considered as an evolving open body whose members (persons) can change over time. The overall structure is following a clear and well-configured framework facilitating both the involvement of new members and the withdrawal of existing ones.

Each of those members belong to a City Council representing an Alicante municipality with a limit of 25 municipalities being selected and attending each steering committee/board meeting. The selection approach will follow a turning or rotating process among the total number of municipalities in the province. In addition, each City Council member will be requested to bring an accompanying member belonging to an organisation representing for the corresponding city any of the other three types of stakeholders (excepting public institutions) either directly affected or enabling the digital transformation process, that is, education, industry and research/innovation. Finally, members from organisations representing relevant stakeholders with not a city but provincial scope will be invited to take part as well.

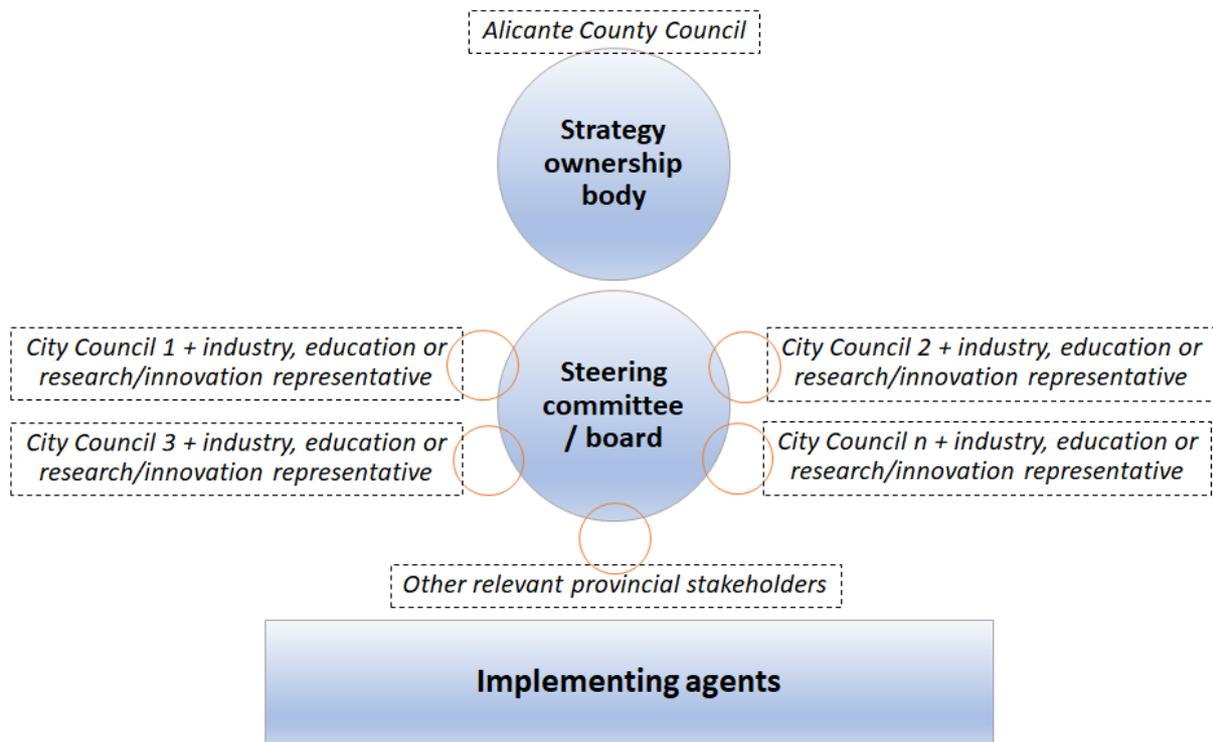
In principle all the members will be part of the steering committee/board for a period of 1 year. Every 12 months a new steering committee/board will be constituted where new members (from new Alicante City Councils and new city or provincial stakeholders) will be selected. At the same time the members will vote a president for the steering committee/board every year.

The primary responsibility of the steering committee/board is the implementation and monitoring of the digital strategy. Whilst input should be taken from as many internal and external sources as possible and cities and stakeholders should have a thorough understanding of the direction of the province in general and the digital transformation strategy in particular, the steering committee/board must provide leadership and input into all steps in the process. The steering committee/board will meet 4 times a year. Hence, the most critical

decisions are taken in the steering committee/board where every member has one vote. In the event of a tied vote, the elected president shall have the casting vote.

Besides there will be a member of the steering committee/board responsible for the coordination and supervision of the different **agents implementing** the activities and monitoring progress and results under the scope of the digital transformation strategy of the Alicante province, which are thoroughly selected for that purpose. Such member will be a person appointed by the Alicante County Council (Diputación de Alicante) as the **digital strategy ownership body**, and normally associated to an ICT and economic growth-related department.

Figure 1 Governance Scheme for the Digital Strategy of the Province of Alicante



## 7. Monitoring and evaluation of the Digital Transformation Strategy

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In order to monitor and assess progress achieved as part of the digital transformation strategy, a performance assessment framework has been developed by the city team. In addition, the team has outlined preliminary evaluation plans and resources as part of an early evaluation plan.

### 7.1. Performance assessment framework

Strategy implementation and results monitoring will be conducted by the Alicante County Council on the basis of the performance assessment framework presented in Appendix II. Three levels of monitoring indicators and targets have been defined:

- **Outcome indicators** have been established at the level of the Ambition Statements
- **Intermediate outcome** indicators have been established at the level of operational objectives
- **Output indicators** have been established at the level of activities

The County Council will be in charge of collecting data on all strategy monitoring indicators. However, it's expected that activity implementing partners will also play a key role in generating, collecting and sharing performance data. This information will be used for internal monitoring and reporting purposes. As such it will be communicated to the steering committee/board on a regular basis.

The performance assessment framework will surely evolve as the province enters the full strategy implementation phase. The regularity and depth of monitoring will also be further specified by the steering bodies.

### 7.2. Strategy evaluation plan

In addition to monitoring the progress of strategy implementation, the Digital Transformation Strategy for Alicante will undergo an internal (external is also an option) evaluation within the next 4 years (overlapping the political group governing the County Council). The objective of the evaluation mainly be to verify the extent to which expected strategy results have been achieved, review the relevance of selected strategy priorities and objectives, and review the

efficiency of strategy implementation and governance schemes. The evaluation questions guiding the evaluation will be defined by the County Council (external consultancy body is also an option) with the support of the steering committee/board. Considering a four years' timeframe, there will be a mid-term and a long-term evaluation within the next two and four years of the strategy implementation respectively. The evaluations are foreseen to follow a project/activity-centred approach.

An additional impact evaluation may be conducted after six years of strategy implementation. The impact evaluation will be mainly focused on assessing strategy outcomes and likelihood of impact.

When relevant, individual activity managers will be encouraged to conduct activity-specific evaluations and assessments. The information drawn from activity evaluations and assessment will feed into the general strategy evaluations.

## 8. Results achieved and next steps

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The most relevant key results achieved within the framework of the DCC, thanks to the advisory services provided, can be summarised as follows:

- To successfully assign to the Alicante County Council the leadership on the provincial digital transformation.
- To create a collaboration environment among a large range of stakeholders taking part in the DCC local workshops.
- To enrich the digitalisation proposal of the Alicante County Council thanks to the sharing of knowledge and practices coming from other cities participating in the Academy Seminars.
- To redirect some ongoing digital projects and initiatives based on the new strategy orientation defined in DCC.

Building upon this, the following are some steps to be taken upon the completion of the digital transformation trajectory in a short-term basis:

- To consolidate a collaborative structure with the municipalities and provincial stakeholders in general
- To allocate enough human and economic resources permitting not only to carry out the implementation of the group of activities defined but also to ensure their sustainability over time.

To focus on different emerging initiatives capable of getting integrated in order to be part of the digital transformation strategy for the province of Alicante.

# **Appendix I: Detailed presentation of activities**

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## Appendix II: Performance assessment framework

### 1. Strategy outcomes

	Expected result	Monitoring indicator	Baseline	Target	Timeframe	Means of verification
<b>Ambition statement 1</b>	To generate a dynamic network of digital municipalities pursuing to share know-how and jointly face common problems and solutions with a focus on key productive sectors for the provincial economy	1.1 Number of digital projects/initiatives where several provincial cities participate	<i>TBD</i>	Increase by 50%	2019-2024	<i>TBD</i>
<b>Ambition statement 2</b>	To create sectorial clusters for public-private cooperation where a culture for innovation, participation, collaboration and commitment to digital of all stakeholders may be fostered	2.1 Number of economic sectors where clustering happens actively	<i>TBD</i>	Increase by 30%	2019-2026	<i>TBD</i>
<b>Ambition statement 3</b>	To raise awareness and promote digital upskilling and talent enhancing at all levels in the society and the business domain	3.1 Increase in the number of digital job vacancies in companies and public entities	<i>TBD</i>	Increase by 60%	2019-2024	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Ambition statement 4</b>	To leverage the province lifestyle as a tractor element for talent retention and investments attraction, building upon Alicante's traditional strengths	Employment created by external ICT companies setting up in the province	<i>TBD</i>	Increase by 30%	2019-2024	<i>TBD</i>

## 2. Strategy intermediate outcomes

	Expected result	Monitoring indicator	Baseline	Target	Timeframe	Means of verification
<b>Operational objective 1.1</b>	To create a virtual network gathering information on problems and potential solutions shaped by, among others, communication forums led by digital-wise referent municipalities/companies capable of sharing experiences and successful models on digital transformation	1.1.1 Number of participants actively involved in the network	<i>TBD</i>	Increase by 20% every year	2019-2024	<i>TBD</i>
<b>Operational objective 1.2</b>	To boost the development of common digital technologies with a reutilisation potential in different economic sectors and supported by platforms enabling the integration of the digital solutions	1.2.1 Number of digital solutions proposed vs implemented	<i>TBD</i>	Increase by 50%	2019-2023	<i>TBD</i>
<b>Operational objective 1.3</b>	To develop new e-services and app solutions or improve existing ones (waste, water, energy, lighting, security...) within public administrations and achieve a full provincial 5G coverage	1.3.1 Increase in the number of e-services offered by provincial administrations	<i>TBD</i>	Increase by 50%	2019-2023	<i>TBD</i>
<b>Operational objective 1.4</b>	To design the framework and conditions capable of leveraging the access and management of open	1.4.1 Number of open data platforms launched	<i>TBD</i>	Increase by 30%	2019-2024	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
	data mainly focusing on business purposes, as well as monitoring the economic impact generated					
<b>Operational objective 2.1</b>	To promote public-private investment in companies developing digital products and services, accompanied by new strategies for the further implementation of public procurement of digital technologies and innovation (CPI)	2.1.1 Increase in the number of public-private cooperation projects/initiatives	<i>TBD</i>	Increase by 40%	2019-2024	<i>TBD</i>
<b>Operational objective 2.2</b>	To establish the basis and the business models supporting the provincial operation of a Digital Innovation Hub with a focus on the main economic sectors (textile, commerce, tourism...); providing capacitation, consultancy and access to technology experimentation	2.2.1 Number of cooperation agreements among stakeholders (education, public institutions, business representatives...) under the DIH framework	<i>TBD</i>	Increase by 20% every year	2019-2024	<i>TBD</i>
<b>Operational objective 2.3</b>	To foster Universities to play a relevant role within sectorial clusters as key drivers of digital innovation and facilitate know-how transfer between such an actor and local companies	2.3.1 Number of I+D projects/initiatives launched within clusters where companies and Universities collaborate	<i>TBD</i>	Increase by 30%	2019-2022	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Operational objective 2.4</b>	To create an offer-demand oriented marketplace and ecosystem to connect providers and users of both professional services and products/technologies around digital, where all those local assets may be mapped	2.4.1 Number of contracts/agreements among digital and non-digital companies	<i>TBD</i>	Increase by 40%	2019-2024	<i>TBD</i>
<b>Operational objective 2.5</b>	To identify, consolidate and specialise emerging sectors and technology-based startups in Alicante province acting as digital enablers serving other sectors and local companies	2.5.1 Increase in the number of ICT startups created and maintained	<i>TBD</i>	Increase by 30%	2019-2023	<i>TBD</i>
<b>Operational objective 3.1</b>	To develop new digital training plans and programs and improve existing ones based on real digital needs/gaps in the economic sectors, supported by online platforms	3.1.1 Number of companies/entities with internal digital training programs	<i>TBD</i>	Increase by 20%	2019-2024	<i>TBD</i>
<b>Operational objective 3.2</b>	To work on a digital culture creation by raising awareness on digitalisation and its benefits, breaking down barriers and contributing to target the lack of digital competences in specific fields (social and business)	3.2.1 Increase in the number of persons accessing to digital capacitation offers	<i>TBD</i>	Increase by 40%	2019-2022	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
		3.2.2 Number of University degrees/masters or vocational centers with digital capacitation offers	<i>TBD</i>	Increase by 30%	2019-2024	<i>TBD</i>
<b>Operational objective 3.3</b>	To foster the adoption and use of available local infrastructure and digital technologies and solutions in SMEs as a progressive transition to digital transformation	3.3.1 Increase in the number of companies offering/using e-services in the province	<i>TBD</i>	Increase by 40%	2019-2023	<i>TBD</i>
<b>Operational objective 4.1</b>	To raise commitment and assist Alicante municipalities in taking part and positioning in European networks and initiatives around industry digitalisation and Smart Cities, under a potentially common digital strategy for all of them	4.1.1 Number of digitalisation-oriented cooperation agreements between Alicante and European cities	<i>TBD</i>	Increase by 15% every year	2019-2024	<i>TBD</i>
<b>Operational objective 4.2</b>	To analyse and place value on competitive advantages differentiating Alicante and establish mechanisms to retain and attract talent, foreign companies and investment	4.2.1 Investment attracted by local ICT companies	<i>TBD</i>	Increase by 40%	2019-2024	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Operational objective 4.3</b>	To implement communication and marketing actions/campaigns addressing ICT national and international companies to set up in Alicante as an appropriate location for digital business based on elements such as infrastructure, human capital and economic conditions	4.3.1 Number of contracts between (digital with non-digital) local and external companies	<i>TBD</i>	Increase by 30%	2019-2024	<i>TBD</i>

### 3. Strategy outputs

	Expected result	Monitoring indicator	Target	Timeframe	Means of verification
<b>Activity 1.1.1</b>	Municipalities Network	1.1.1.1 Number of flagship cities leading the network	8	2019-2020	TBD
<b>Activity 1.1.2</b>	Digital Virtual Space	1.1.2.1 Number of participants actively involved in the platform	15	2019-2021	TBD
<b>Activity 1.2.1</b>	Financing Digital Solutions Providers (ongoing)	1.2.1.1 Number of providers financed to develop digital solutions	10	2019-2020	TBD
		1.2.1.2 Increase in the number of sectors addressed with digital solutions	5	2019-2020	TBD
<b>Activity 1.3.1</b>	Provincial Blockchain Network	1.3.1.1 Number of nodes incorporated to the network	15	2019-2021	TBD
<b>Activity 1.3.2</b>	Public Administration BIM	1.3.2.1 Number of public administrations implementing BIM technology	20	2019-2021	TBD

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Activity 1.4.1</b>	Big Data and Data Analysis National Association (ongoing)	1.4.1.1 Number of provincial stakeholders joining the Association	12	2019-2020	<i>TBD</i>
<b>Activity 2.1.1</b>	Public Procurement for Innovation (ongoing)	2.1.1.1 Increase in the number of companies applying to CPI	<i>TBD</i>	2019-2020	<i>TBD</i>
<b>Activity 2.2.1</b>	Digital Innovation Hub	2.2.1.1 Number of types of services provided annually	7	2019-2020	<i>TBD</i>
		2.2.1.2 Number of events/workshops organised annually	6	2019-2020	<i>TBD</i>
<b>Activity 2.3.1</b>	Sectorial Problem-Solving Platform (ongoing)	2.3.1.1 Number of active participants in the platform	<i>TBD</i>	2019-2021	<i>TBD</i>
<b>Activity 2.4.1</b>	Technology Products/Services Catalog	2.4.1.1 Increase in the number of digital solutions/services acquired by industries and commerce companies	<i>TBD</i>	2019-2021	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Activity 2.5.1</b>	Digital Maturity Sectorial Study	2.5.1.1 Number of economic sectors assessed	<i>TBD</i>	2019-2020	<i>TBD</i>
<b>Activity 3.1.1</b>	Digital Transformation Training Resources Platform	3.1.1.1 Increase in the number of persons accessing to digital capacitation offers	<i>TBD</i>	2019-2021	<i>TBD</i>
<b>Activity 3.2.1</b>	Digital Transformation Information and Advising	3.2.1.1 Increase in the number of employees covering digital positions in companies and public entities	<i>TBD</i>	2019-2021	<i>TBD</i>
<b>Activity 3.2.2</b>	Sectorial Leading Companies Mapping	3.2.2.1 Number of actions/events oriented to best practices sharing	8	2019-2021	<i>TBD</i>
<b>Activity 3.3.1</b>	Smart Industrial Parks (pilots ongoing)	3.3.1.1 Number of IoT projects implemented in industrial parks	<i>TBD</i>	2019-2021	<i>TBD</i>
<b>Activity 4.1.1</b>	Open Data Portal for Tourism (ongoing)	4.1.1.1 Number of datasets available in the open data portal	15	2019-2021	<i>TBD</i>

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	<b>Expected result</b>	<b>Monitoring indicator</b>	<b>Target</b>	<b>Timeframe</b>	<b>Means of verification</b>
<b>Activity 4.2.1</b>	Digital District Talent Attraction (ongoing)	4.2.1.1 Increase in the number of digital skilled persons attracted and employed in the province	<i>TBD</i>	2019-2021	<i>TBD</i>
<b>Activity 4.3.1</b>	Alicante as Technology Hub (ongoing)	4.3.1.1 Increase in the number of external ICT companies setting up in the province	<i>TBD</i>	2019-2021	<i>TBD</i>

## **Appendix III: Relevant Good practices**

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## **Appendix IV: Bibliography**

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## **Appendix V: Stakeholders consulted**

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