



STRATEGIC PLAN

2022-2026



Madrid World Capital of
Construction, Engineering & Architecture

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Background

The 2022-2026 Strategic Plan (PE 22-26) has its origin in the Plan prepared by the Madrid City Council in 2019 and approved by the 23 entities that would later found MWCC.

This Plan was prepared thanks to the information collected in more than one hundred interviews with professionals and experts, as well as in different round tables, which allowed obtaining a comprehensive vision of the sector.

However, the growth in the number of entities and the continuous evolution of the sector make it necessary to update the Plan in order, through new actions and the redefinition of others, to gather the interests of all the entities and the adaptation to the circumstances of each moment.

This Strategic Plan has two major differences from the previous one:

1. The relevance given to sustainability as a central axis for the development of the sector in all its areas: infrastructures, construction, mobility and urban solutions.
 2. The changes produced by Covid 19, which have affected the entire planet in all areas of activity.
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Introduction

This MWCC Strategic Plan 2022-2026 aims to develop the different actions, plans and programs of the entity that allow taking advantage, in the field of construction, civil engineering and architecture, of the powerful business ecosystem existing in the world. Metropolitan Area of Madrid and its competitive advantages for the benefit of all sectoral agents.

Sustainability takes on greater relevance in the Plan when considering that it is the basis on which the sector must rely to continue its expansion in new markets and consolidate itself in those in which it is already established.

The characteristics of this Plan are the following:

- **Promoter.** The MWCC Board of Directors is the promoter of this initiative and its initial development.
- **Participated.** The draft is the result of a process of contrast and consensus between different experts as well as the study and analysis of different sectoral documents.
- **Temporal horizon.** Although the achievement of the strategic objectives can only be achieved in the long term and most of the actions are of a lasting nature, at this time it is not possible to specify beyond the next four years.
- **Structure.** The Document is structured in strategic objectives, strategic axes, goals, lines of action and actions.

Strategic objectives: They define the horizon towards which to look, that is, the general objectives that seek to establish the entity's long-term mission.

Strategic axes: These are strategic bets that define and determine the priority work areas for the entity. They are the paths chosen to travel towards the achievement of the goals and strategic objectives.

Goals: They establish the expected results at the end of the strategy, achieved after carrying out the actions.

Lines of action and actions: They indicate measures to be implemented during the execution of the strategy, defining specific actions to be carried out.

Introduction

Agents:

- Universities.
- Research centers.
- Professional and business associations of public and private law.
- Construction, engineering and architecture companies.
- Industrial business.
- Energy companies.
- Insurance companies
- Financial and insurance entities.
- Legal offices.
- Consulting companies.
- Certifying entities.
- Fair entities.
- Non-profit entities.
- Public administrations and public companies.

Scope

The scope of this Strategic Plan includes all the direct and indirect activities in which the MWCC brand participates, either with partners and collaborating entities of the association as well as with third party public and private agents not attached. It is a global, international, national, regional and local scope.



Objetives

The Plan includes nine objectives divided into three groups:

- **Objectives from the outside in.** Attracting students, professionals, companies and public and private entities to Madrid.
- **Objectives from the inside out.** Promote the presence of professionals, companies and public and private entities abroad.
- **Internal objectives (from inside to inside).** Promote the establishment and collaboration of professionals, companies and public and private entities in the City.



OBJECTIVE 1

Position the City as an international reference center in urban solutions, mobility and sustainability.



OBJECTIVE 2

Position the City as an international reference center in education, training and R+D+i, as well as in advice, design, construction, financing and project management.



OBJECTIVE 3

Position the City as an international arbitration center specialized in the sector.



OBJECTIVE 4

Position the City as a center of international reference in the organization of conferences, congresses and fairs.



OBJECTIVE 5

Consolidate the Spanish presence in the markets of developed countries and strengthen its position in those with less presence.

Objetives



OBJECTIVE 6

Strengthen the positioning of Spanish professionals as an international reference in engineering, architecture, construction, financing, sustainability, legal matters and good practices.



OBJECTIVE 7

Strengthen R&D and innovative solutions under sustainability criteria.



OBJECTIVE 8

Retain companies and talent located in Madrid and its metropolitan area.



OBJECTIVE 9

Achieve close collaboration between the different agents to promote training, R&D&i, business development and the promotion of Madrid and its metropolitan area.



OBJECTIVE 10

Promote other sectors related to infrastructure, engineering and architecture such as industry, computer services, simulators, drones, big data, cybersecurity,...

Mission, vision and values

MISSION

Contribute to the integral and sustainable development of the engineering, construction and architecture sector in Spain, making it possible to improve its reputation, competitiveness, international influence and the ability to attract talent and investment, as well as its sense of belonging.

Take advantage of Madrid's ecosystem, unique in the world, to position the City as an international reference center for the Sector for its promotion, development and adaptation to the demands that society, at a Global level, requires at all times.

VISION

Position MWCC as the reference entity at a global level for its work and its commitment to the sector and to society as a whole that allows improving its quality of life in its social, economic and environmental aspects.

Develop a project on urban solutions capable of benefiting all citizens of Spain. Position Madrid as an international capital for engineering, construction and architecture contracts. Position Spain as an international benchmark in training and in design, development, financing, management and conflict resolution. Business and investment attraction.

VALUES



Excellence



Sustainability



Innovation



Accessibility



Mobility



Security



Creativity



Commitment



Loyalty

Situation analysis

WEAKNESSES

1. Limited own resources that:
 - o They restrict the execution of more studies
 - o They make it difficult to attend international forums
 - o They limit the hiring of personnel to undertake different activities of the Association
 - o They force a certain dependence on subsidies from public administrations, with which the activities carried out and the independence of the Association are not consolidated.
2. Little participation. It has not been possible to arouse enough interest so that more entities propose issues that concern/concern them and increase their degree of involvement
3. Some of the proposed activities overlap to a certain extent with those that some entities are already developing, so that, on occasions, complementarity or their demarcation is not easy.
4. Lack of access to senior managers of some of the companies, which makes it difficult for them to attend MWCC events.
5. Being a recently created entity, consolidate its activity and positioning.
6. The operation of the Working Groups, derived from point 2, is not consolidated.

THREATS

1. Mediocrity. Although the objectives and actions are clear based on the founding objectives, the risk of the Association being considered as "one more in the sector" can be run.
2. Scarcity of people involved. Most of the activities depend on the personal effort of a small group of people, so the total or partial withdrawal of some of these people for whatever reason could jeopardize the level of activity required by the Association.
3. Not responding to all the expectations created.
4. Inability to develop all actions due to lack of means.
5. Loss of activity of the Working Groups

Situation analysis

STRENGTHS

1. Number and transversality of the entities. Very high number of associated and collaborating companies attached in a very short time both from the core sectors of the association and transversal
2. Sector contacts. Availability of contacts at the highest level in the public and private spheres at the national level
3. Media contacts. Availability of contacts in the media and great presence in the media and RR.SS., which is contributing notably to the knowledge of the Association
4. Publication of studies and presence in events. Development of activities in very varied fields that favor the good image and commitment of the Association: from actions with young people or CSR to structural activities of the Association of a technical, training nature, etc. and all this very well publicized in national media
5. Organizational capacity. Demonstrated ability to hold acts and events of both a technical and other nature: interns for associates, awards, etc.
6. Consolidation of working groups (GTs) such as sustainability, materials, training or communication
7. Human team. Great human team and very committed to the development of tasks of various kinds: communication, CSR, techniques, etc.
8. Image. Entity committed to the sector and to society without political affiliation.
9. MWCC has become an international reference entity in urban solutions with the creation of a unique business ecosystem.
10. Access fee. Very low annual fee for members, so there is room for increase to increase the budget while maintaining a very accessible fee.
11. Magnificent relations with public administrations, companies and high-level entities, whether or not they are attached to the Association, which facilitates partnership with them for the organization of events, preparation of reports, studies, training courses, etc.
12. Organization of events. The high transversality of the affiliated entities favors the celebration of acts/events that promote networking between them and with external ones.
13. Integrity and acting responsibly and ethically.

Análisis de situación

OPPORTUNITIES

1. Access fee. Very low annual fee for members, so there is room for increase to increase the budget while maintaining a very accessible fee. In addition, the figure of collaborator is available for those entities that could not bear that cost.
2. Space in the international arena. Whenever intense work is done on the national positioning of the Association, there is a great international journey, a fundamental objective of the Association
3. Image. Continue to improve the good image of the Association transmitted to both public administrations and companies thanks to the activities carried out
4. Visibility. Derived from the above, high-level national public and private contacts can be used to replicate them on an international scale, giving the Association greater visibility.
5. Grants. Increase the subsidies obtained from different Administrations since, currently, they only come from one administration and it is not high in relation to the size of that administration.
6. Capacity for the preparation of studies with a high cross-cutting nature due to the high qualification of the human team, both internal and that of the entities that make up the Association
7. Positioning as a reference Association at a national, European and world level.
8. Alliances with other entities, both from the sector and from outside, to develop actions.
9. Sustainability. Position ourselves as an entity that promotes a sector committed to sustainability, giving special importance to Water.

Projects

The plan is structured around five strongly correlated axes. For this reason, the lines of action of one axis can influence the achievement of the goals of the rest.

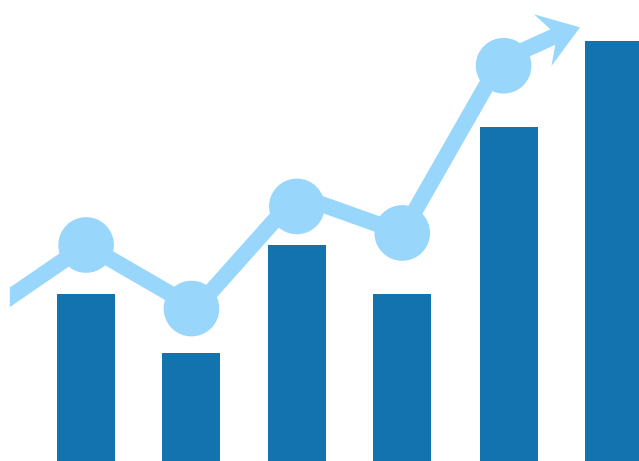
The last of the five axes has a transversal character with respect to the other four, so its goals and lines of action are inserted in the previous ones.

The five axes collected are the following:

- **AXIS 1.** Education, training and R+D+i.
- **AXIS 2.** Business development and strengthening.
- **AXIS 3.** Promotion.
- **AXIS 4.** Sustainability

Transversal strategic axis:

- **AXIS 5.** Collaboration between agents.



Projects

AXIS 1. TRAINING, TRAINING AND R+D+i



The training of Spanish professionals has become one of the main factors of success and expansion of Spanish construction, engineering and architecture companies.

The experts consulted have conveyed the need to maintain the academic requirement in order to guarantee high technical training and professional prestige that benefits the entire sector.

Spanish professionals maintain a position of leadership at the world level that could be used to promote the attraction of international students to Spanish universities. The access of these students should be encouraged, as it is a way to extend the prestige of the universities and, on the other hand, to create ties between Spain and future professionals.

The adaptation of the study plans to the new demands of the market is essential to strengthen the position of future Spanish professionals. Likewise, the training should be aimed at teamwork with people who come from different disciplines and different countries.

The development of R&D&i is strongly correlated with training, whose technical training is one of the determining factors of the results.

R+D+i is the factor that allows us to offer better technical and innovative solutions and distinguish ourselves from our competitors. It is a determining factor in international tenders for large projects and works, thus influencing business development.

Collaboration between the university, companies, administrations and research centers is essential in this axis.

Projects

AXIS 2. BUSINESS DEVELOPMENT AND STRENGTHENING



Companies are the key factor in the sector; their dynamism and ability to offer innovative solutions, both technical and managerial, have allowed them to position themselves and lead the world market.

Its relationship with the anterior axis is unquestionable. The training of Spanish professionals has been one of the keys on which its prestige has been based and one of the pillars of international expansion.

Along with training, the sector's success abroad has been based on a strong development of infrastructures in Spain, which allowed them to acquire experience and provide themselves with a portfolio of works that have served as endorsement in international competitions.

The national market must be the object of attention in order to continue to have a state-of-the-art infrastructure, strengthen the image abroad and anchor the companies and talent already located in the City.

The processes of internationalization of companies, mainly SMEs, and the opening of new markets that allow continued expansion and better resistance to regional crises must be part of the priority actions.

Finally, the rooting of companies in Madrid should be promoted to consolidate the location of established entities and avoid the transfer of their headquarters or business operating centers.

Collaboration between the companies in the sector as well as with the administration is essential in this area. Collaboration with other sectors related to the provision of goods or services must be taken into account for the development of this axis.

Projects

AXIS 3. PROMOTION



Image and promotion campaigns, as well as the organization of international congresses and fairs, have been one of the main requests or suggestions transmitted by the MWCC entities, as the experts consulted during its creation process already did.

Promotion campaigns would have a dual purpose:

- Show the know-how, works, solutions and services provided by Spanish companies, as well as their leadership position in international markets.
- Change the image that part of the sector has been able to transmit to society, but that does not reflect the reality of the whole or the benefits in terms of employment, GDP and well-being that it provides.

Likewise, the organization of an international fair that brings together all the agents of the sector in a single space and moment must be one of the strategic tools aimed at promoting it.

This promotion should serve to open markets, attract companies and strengthen the existing ecosystem.

The membership of the companies in the cluster must be recognized internationally as a symbol of prestige and quality.

Projects

AXIS 4. SUSTAINABILITY



Sustainable development seeks to meet the needs of current generations without compromising the ability of future generations to meet their own.

The definition of this concept and its universal defense has led to the introduction of progressive changes in the policies of all the countries of the world, causing the approval of agreements, documents and measures for compliance that, although in some cases it has been limited to a mere intention, there are more and more that involve specific actions.

Why is it of interest to the infrastructure sector to learn about the main agreements and commitments regarding sustainability?

There are three reasons:

- A technique: it is estimated that infrastructures are present in 92% of the Sustainable Development Goals (SDG) included in the United Nations 2030 Agenda.
- Other ethics and morals, such as leaving the best possible inheritance to the generations that come after.
- And another economic one, since the projects and tenders are increasingly demanding with the fulfillment of sustainable criteria.

For MWCC, Sustainability is the fundamental factor on which the sector will develop in the coming decades. Spain, given its international leadership, should lead the sector on this path and thus strengthen the positioning and presence of Spanish companies in international markets.

Projects

CROSS-CUTTING STRATEGIC AXIS

AXIS 5. COLLABORATION BETWEEN AGENTS



Having an extensive network of contacts is one of the factors that we consider most relevant and most outstanding in MWCC.

Taking advantage of the enormous potential of each of the different agents and uniting them in concrete actions to achieve the strategic objectives is the ultimate goal of the cluster. To achieve this, the collaboration of all the agents involved is necessary.

Proposed collaborations include:

- University-company in formation.
- University-company-public institutions in R+D+i.
- Company-public institutions in the development of works, promotion of innovative solutions in Spain and the opening of new markets.
- Companies-companies in the development of projects, management models and alliances.
- Public agents-private agents in the promotion of the sector.

Project mobilization mechanisms

MWCC develops two types of project mobilization mechanisms:

1. **Projects whose origin is the different working groups.** The dynamics of the working groups that are developed and coordinated in MWCC enable the design and development of projects between the different public and private entities that participate in the working groups. In the 2021 financial year, an example of the execution of this type of project was presented: West closure of Madrid Calle 30. This constitutes a success story in the collaboration between the different participating entities as well as in the use of the synergies developed by the company itself. working group dynamics
2. **Ad hoc projects requested by different member entities of MWCC.** Since the birth of MWCC, a spectacular growth of partners has been verified, so much so that it constitutes a case of associative success. In just two years, the entity has gone from having 23 members to more than 150.

Most of the entities, through the MWCC Coordination or presidency, request collaboration for the development of different innovative, sustainable and urban projects.

From the MWCC Coordination, the projects are analyzed and studied and they are conferred a viability that allows their execution. It is, without a doubt, a positive and particular lever for growth, which allows us to efficiently and effectively take advantage of the synergies between entities.

Regardless of the project development modality, we consider that between the two we cover the spectrum of potential demands that may be required by our partners or collaborating entities.

Planning

As we have mentioned, MWCC was born on March 4, 2020, without financial resources and only depending on the membership fees.

The fees set for members amount to 600 euros per year, which is a source of income that forces us to work on an economy of scale and to create a business ecosystem that has urban solutions as a common denominator.

In the current financial year 2022, the promoter of MWCC has approved a grant of 50,000 euros, which will allow us, together with the quotas mentioned above, to continue developing key actions and projects for the development of the city and its metropolitan area.

In addition to these actions, an agreement has been reached with the Metr poli Foundation, which has allowed us to integrate Town Councils such as M laga, Alicante, Tres Cantos, Lanzarote, Alcal  de Henares, Alcobendas. This allows us to develop pilot projects in each of the cities mentioned.

The technical planning of the project responds to the previous point in relation to the control and support mechanisms of the projects developed directly or indirectly by MWCC. In accordance with the statutes, MWCC has temporary plans of four years, which correspond to the development of the mandate of the Board of Directors.



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