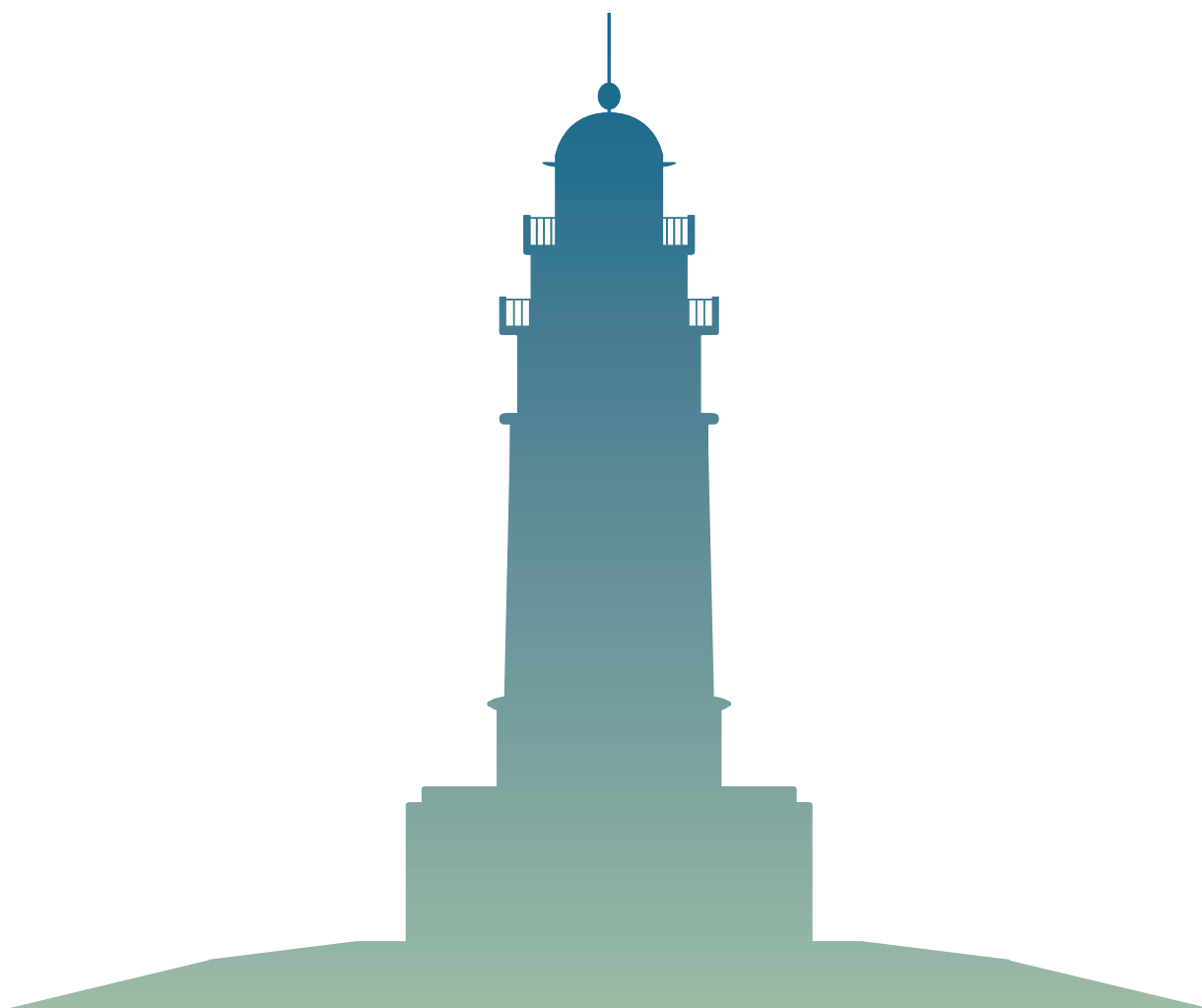




# ACTIVITY REPORT 2020





CANTABRIA MARITIME CLUSTER  
ANNUAL ACTIVITY REPORT  
**2020**

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*\*\*The impacts in the media correspond to Spanish media, so should you wish to see them, please read the Spanish version.*

# INTRODUCTION

We are closing a somewhat challenging year in all aspects: economic, social and family. It has been a year which we had to gradually adjust to when we realised this was not a temporary situation.

A cluster such as the maritime cluster in Cantabria is a group of companies and institutions associated in a particular field or sector, linked by common and external elements. The aim is to collaborate and cooperate, creating opportunities and synergies.

The relationship, communication and knowledge of the companies and institutions that make up the cluster are fundamental. This is precisely what Covid-19 made difficult initially and what we had to overcome to continue to add value to the association and thus fulfil its objectives.

I believe that we have successfully passed the test, and today we can conclude that we have increased our activity during the year to meet our objectives, albeit differently, by making more and better use of our presence on the internet and in the media.

Fortunately, companies in the maritime sector have not suffered from this crisis in the same way as other sectors. This sector grew three times the national average and, in addition, accounts for 20% of the region's R&D+I spending, so it has a solid foundation to better cope with the effects of a hurricane.

However, we also have to cite adverse effects such as BREXIT, which has entailed major adaptation and investment efforts for companies and institutions working with the UK.

The effect of Covid has also been detrimental to the tourism-related part of the maritime sector. Ferries and cruise ships have not operated due to the restrictions, but it is a solid and robust sector, ready to resume activity when the restrictions can be lifted with the vaccination process.

In difficult times the support of a collective with shared interests is most valuable. We see that together we are stronger and more effective, and therefore we need to continue to grow.

This year we have welcomed three new members: Caymo, Dynamic Fuels and Goodwinds, which are sure to bring new ideas to the table for everyone.

We have to mention our participation in virtual fairs such as MariMatch. We have organised webinars on the use of hydrogen and *deep learning*. We presented the II Blue Industry Award to Christophe Mathieu, who has done so much for the maritime sector in Cantabria. We have also paid tribute to Guarnizo as the cradle of Spanish shipbuilding on the 250<sup>th</sup> anniversary of the creation of the Corps of Marine Engineers.

A handwritten signature in blue ink, appearing to read 'Juan Luis Sánchez'.

**Juan Luis Sánchez**  
President of the Maritime Cluster of Cantabria

We end the year with enthusiasm, presenting a new strategic plan for the years 2021-2024, a plan based on the technological and ecological transformation opportunities presented to us, besides 10 strategic axes and 10 priority measures that will drive us forward over the next few years.

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
The MarCA Cluster • Executive summary

# THE MARCA CLUSTER



## EXECUTIVE SUMMARY

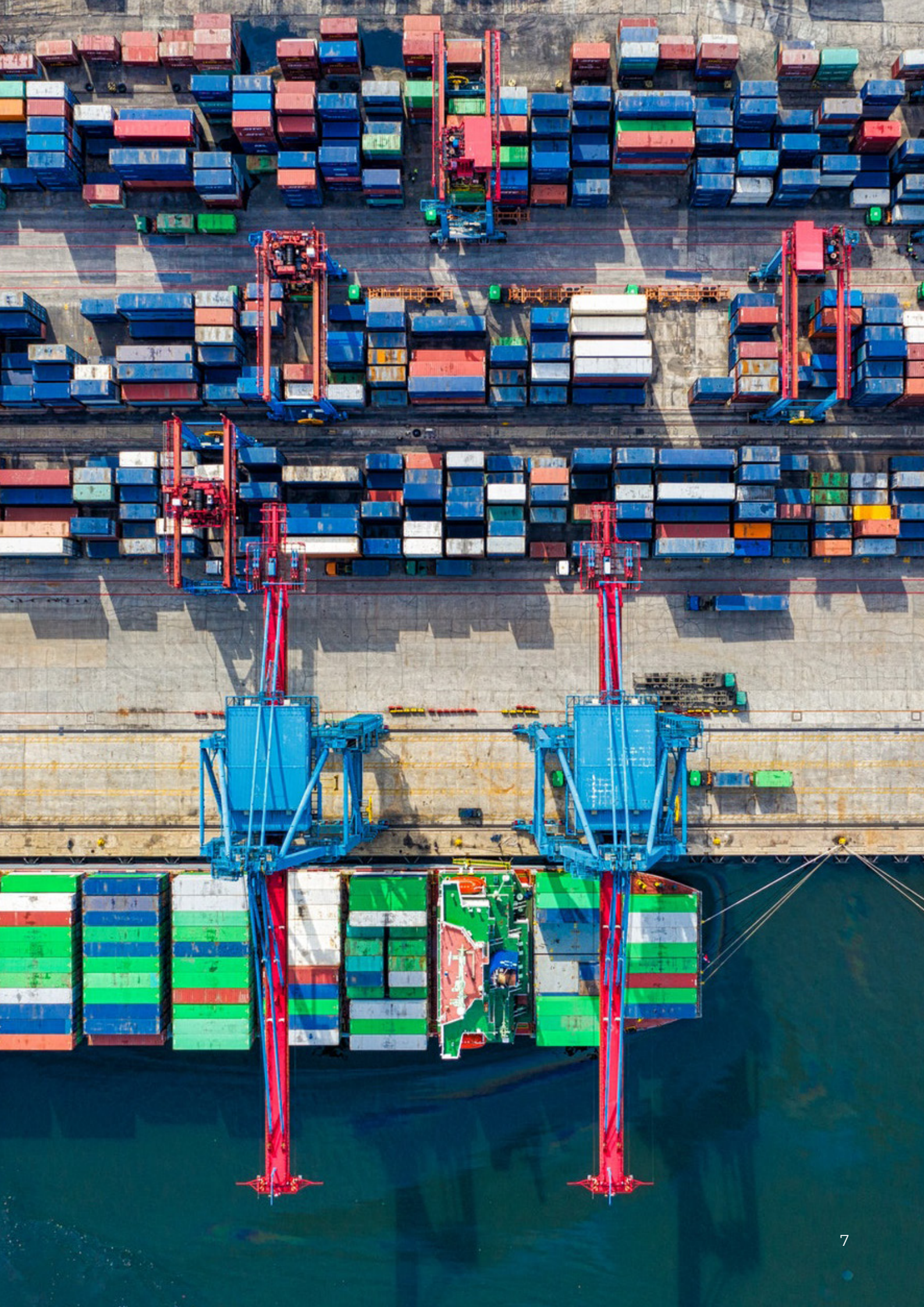
The Maritime Cluster of Cantabria - MarCA was born in 2017 to promote cooperation and commercial and technological development of maritime industries and activities in Cantabria, create opportunities and synergies that boost their competitiveness in national and international markets and generate high value and wealth for society. Since its foundation, the Cluster has maintained steady growth and in 2020 has continued to increase its leadership in the region's maritime sector, despite the challenges encountered along the way.

All maritime business sectors have been forced to make significant changes over the past year to meet the challenges posed by the Covid-19 pandemic. The MarCA cluster promoted continuing forward united, with responsibility and commitment, guidelines that the partners have maintained to carry out their work in a responsible way.

In this respect, the blue sector has best cushioned the impact of the crisis compared to others. The maritime industry started 2020 in an advantageous position due to its previously contracted portfolio, which, together with the companies' firm commitment to innovation and collaboration as the cornerstones of economic recovery, has enabled the sector to safeguard its situation.

Likewise, the Cantabria Maritime Cluster has also found the need to adapt its activity to health and social constraints. However, it has continued to nurture its relations with other strategic players within the sector and promote its lines of action, especially those related to the fields of R&D+I, new technologies and environmental sustainability, critical aspects in the new global landscape.







**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
The MarCA Cluster • Goals

# THE MARCA CLUSTER



## GOALS

The main objective of the Maritime Cluster of Cantabria - MarCA is to promote and stimulate cooperation between economic activities in the marine environment or use its resources in their processes to obtain a higher level of competitiveness of the entire maritime sector in Cantabria.

This purpose includes all the entities that form the value chain of the blue sector: product, equipment and components manufacturers and importers, and service providers, the shipping industry and the industry in general, which requires maritime services. It, therefore, lays the foundations to ensure a transversal adaptation to technological changes and market challenges.

In short, the Maritime Cluster aims to become a common element that facilitates the general defence of the interests of the maritime industries in Cantabria.

This general goal is complemented by several more specific objectives, as set out below:

- **Consolidate** the naval maritime sector in Cantabria and act as a benchmark for other players of the sector and represent both the interests of the sector and the associates of the naval industry before the public administrations and any other decision-making bodies.
- **Increase** the competitiveness and the business opportunities of the companies or entities in the naval maritime market, combining synergies that facilitate access to the most important projects in Spain and abroad.



- **Position** the maritime industry of Cantabria in its maximum exponent of development to lead areas of specialisation in strategic international markets.
- **Promote** the presence and international recognition of the Cantabria maritime sector.
- **Involve** the companies, associated entities, bodies, universities, technological, research and training centres, both public and private, in research and knowledge transfer processes to obtain advantages and benefits derived from the execution of innovative projects in the naval maritime sector.
- **Communicate and disseminate** the importance of the sector to our society and economy.
- **Promote** and facilitate the training of professionals in the naval maritime sector with a state-of-the-art technical qualification also valid for other sectors and markets.
- **Create** qualified employment from vocational training to engineering.
- **Promote** the implementation of the key technologies of the future in manufacturing and services according to the digital model.
- **Monitor** the national and international maritime and naval market to identify the challenges, trends and perspectives of the sector and raise awareness of the short and medium-term movements among the Cluster participants to define the joint strategy of action.
- **Encourage and foster** communication and knowledge exchange between partners and different sectors and activities of the Cluster to promote and encourage debate, cooperation and collaboration on projects and the generation of synergies.
- **Identify** the general and cross-sectional interests of the maritime sectors and cluster members and the value creation levers and actions to respond to the challenges of the sector, promoting and defending these interests in the different regional, national and international forums, both public and private, without detriment to the particular interests of the different members.

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
The MarCA Cluster • Strategic axes

# THE MARCA CLUSTER



## STRATEGIC AXES

The strategic axes form the backbone of the Maritime Cluster of Cantabria and represent the main lines of action to fulfil the objectives stated above. The priorities of the MarCA Cluster Strategic Plan until 2020 are as follows:

**1.**  
Competitiveness

**2.**  
Innovation and  
technology

**3.**  
Internationalisation

Thanks to the close cooperation of the cluster members and the promotion of the identified strategic axes, the members are expected to contribute and receive different value proposals based on each member's capabilities and specific knowledge.

The desired benefits are technological development and innovation, the achievement of new market products of interest to the naval sector, increase of the market share, access to new commercial activities both national and international, the execution of R&D+i projects related to naval transformations and other benefits related to internationalisation, the competitiveness of the sector, social relevance or environmental sustainability.



#### 4.

Talent

#### 5.

Communication  
and Society

#### 6.

Sustainable  
development and  
protection of the  
marine  
environment

#### 7.

Digitisation

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
The MarCA Cluster • Members

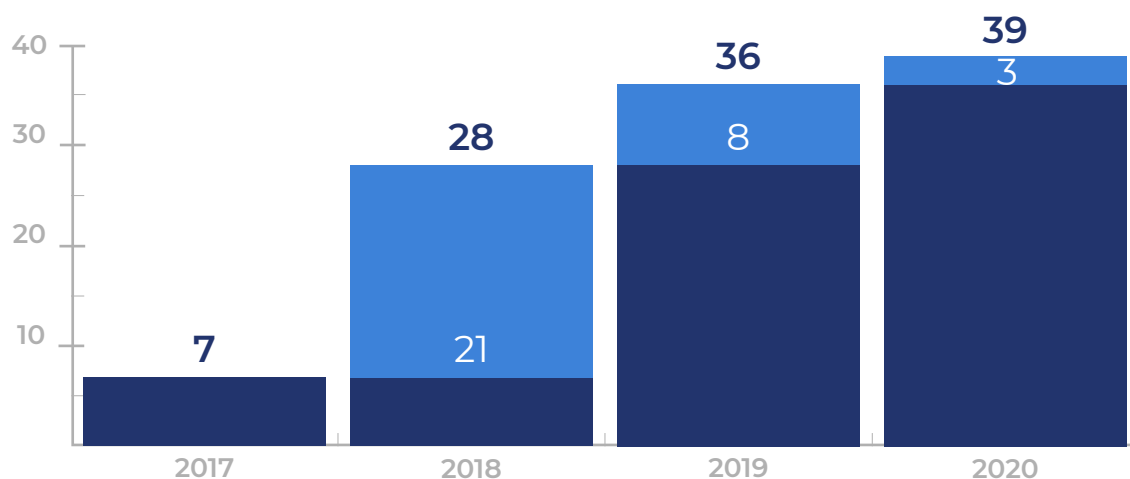
# THE MARCA CLUSTER



## MEMBERS

Despite the difficulties faced by the industry last year, the Cantabria Maritime Cluster welcomed three new members during 2020, increasing from 36 to 39 companies, entities and integrated centres.

The constant increase of critical mass related to the blue economy identifies MarCA as a leading spokesperson in pursuing the sector's interests. The incorporation of Caymo, Dynamic Fuels and Goodwinds allow the Cantabrian cluster to advance in new business possibilities and to represent, with increasing accuracy, the maritime sector activities carried out in Cantabria.





## Shipbuilding:

**ASTANDER**

ASTANDER

## Technical offices, inspection and certification:

**EUROCONTROL**

**AENOR**



**DNV GL**

EUROCONTROL

AENOR

BUREAU VERITAS

DNV GL

## Transport:

**ALFINTER**  
FORWARDING

**Brittany Ferries**

**BERGÉ**  
Moved by Logistics

**ERHARDT**

ALFINTER  
FORDWARDING

BRITTANY  
FERRIES

BERGÉ  
MARITIME

ERHARDT

## Training and R&D:

CENTRO  
TECNOLÓGICO **CTC**

**IHcantabria**  
INSTITUTO DE HIDRÁULICA AMBIENTAL  
UNIVERSIDAD DE CANTABRIA

**UC**  
UNIVERSIDAD  
DE CANTABRIA

CTC

IH FOUNDATION

UNIVERSITY OF  
CANTABRIA

## 2020

### CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT The MarCA Cluster • Members

#### Institutions:

			
SODERCAN	PORT AUTHORITY	CICCP	COIN

#### Ancillary Industry:

			
FERNÁNDEZ JOVÉ GROUP	FAED	SETELSA	GOMUR GROUP

			
ENWESA	CASUSO PROPELLERS	MINDASA	DEGIMA

			
ECOL	SAJA INDYNA	SILECMAR	GAMESA ELECTRIC

**ERZIA**

**sidenor**  
**FORGINGS  
& CASTINGS**

*Velasco & Co.*  
*Abogados / Lawyers*

**NVN3**  
**NAVINSNORT3 S.A.**

**ERZIA**

**SIDENOR**

**VELASCO & CO  
ABOGADOS**

**NAVINSNORT3**

**Estudio de  
Fluidos, S.L.**  
Oleohidráulica • Instrumentación • Neumática

**DEMOLICIONES  
SUBMARINAS**

**mademan**  
INDUSTRIAL SERVICES GROUP

**UNITOR**

**FLUID STUDIES**

**UNDERWATER  
DEMOLITIONS**

**MADEMAN**

**FCT**

**CAYMO**

**Dynamic  
Fuels**

**GOODWINDS**  
MARINE SERVICES

**CAYMO**

**DYNAMIC FUELS**

**GOODWINDS**

**2020**

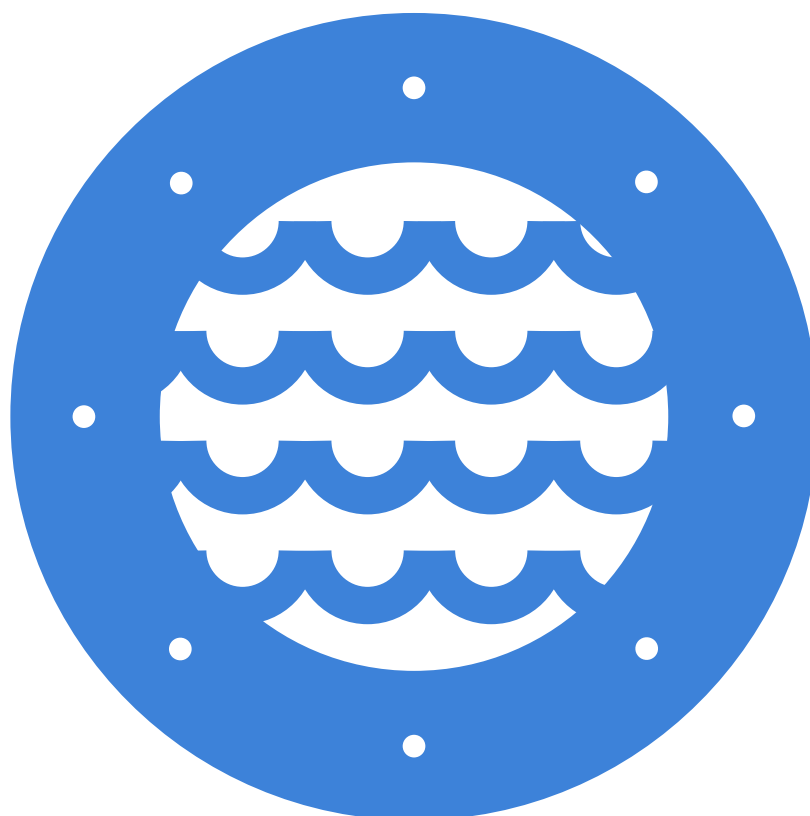
CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT

The MarCA Cluster • Internal audit

# THE MARCA CLUSTER



## INTERNAL AUDIT





# 2020

<b>January</b>	<ul style="list-style-type: none"><li>• Meeting with the Santander Navy</li></ul>
<b>February</b>	<ul style="list-style-type: none"><li>• MarCA visit to Santander Teleport</li><li>• Meeting with the SOERMAR Foundation and Technology Centre</li><li>• Meeting with the National Association of Nautical Companies</li><li>• Meeting with the Eduka Group</li></ul>
<b>April</b>	<ul style="list-style-type: none"><li>• Meeting with the Regional Ministry of Innovation, Industry, Transport and Trade of the Government of Cantabria</li></ul>
<b>May</b>	<ul style="list-style-type: none"><li>• Meeting with SODERCAN and the Regional Ministry of Innovation, Industry, Transport and Trade of the Government of Cantabria</li></ul>
<b>June</b>	<ul style="list-style-type: none"><li>• Cantabria Intercluster Meeting with SODERCAN and the Government of Cantabria</li></ul>
<b>July</b>	<ul style="list-style-type: none"><li>• Collaboration with the Professional Union of Cantabria to draw up the ten commandments of recovery</li></ul>
<b>September</b>	<ul style="list-style-type: none"><li>• MarCA Extraordinary Assembly</li><li>• Joining the Digital Hub of Cantabria</li></ul>
<b>October</b>	<ul style="list-style-type: none"><li>• Executive Committee of MarCA</li><li>• Meeting of the Jury of the II Blue Industry Award</li></ul>
<b>November</b>	<ul style="list-style-type: none"><li>• Executive Committee of MarCA</li><li>• Executive Committee of MarCA</li></ul>
<b>December</b>	<ul style="list-style-type: none"><li>• Ordinary General Assembly MarCA</li></ul>

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT

Activities • Introduction

# ACTIVITIES



## INTRODUCTION

The MarCA Cluster started 2020 with a full agenda of exciting activities to share with its various target audiences. In February, it organised the visit of its members to the Santander Teleport -belonging to the member company Erzia Group- and in March, it made public a tribute to the women who form part of the maritime sector in the region in a press report. From then on, however, the pandemic, health prevention measures and capacity control meant that specific planned actions had to be limited, and the route had to be recalculated.

*Visit to Santander Teleport*





Despite the challenges, the Cluster has not stood still and has adapted many of its commitments to continue to give visibility and cohesion to the region's maritime industry. Thus, for the second year running, MarCA has awarded the Cantabria Blue Industry Award, of vital importance as a seal of identity of the organisation. An award born in 2019 as an additional instrument to promote the regional maritime sector nationally. In a limited event, Christophe Mathieu, CEO of Brittany Ferries, commemorated his involvement with the Cantabrian blue sector by choosing Santander as the French shipping company's base of operations.

Another of last year's major milestones was the publication and presentation of the 2021-2024 'Lighthouse' Strategic Plan, a document that defines the strategic axes and actions of the MarCA Cluster to boost the growth of the maritime sector and help industries improve their competitiveness. An extremely ambitious plan for the MarCA cluster, as it defines the actions to be implemented in the period of economic recovery experienced in the coming months and for which it highlights the potential of Cantabria's blue economy.

The MarCA Cluster has also continued the path of the specialised conferences so successful in recent years, adapting them to a virtual format to continue offering knowledge on aspects that concern or interest the Cluster's member companies. In this sense, the entity's board of directors designed events on strategic issues for the sector, beneficial for boosting the competitiveness, innovation and development of the industries that make up the sector.

The Cluster also has participated electronically in various events organised internationally related to the maritime sector. The group's presence at trade fairs and presentations helps strengthen the relationship of the Cantabrian maritime industry with other companies and associations of reference and show the value of the region's blue economy.

*Tribute to the women of the maritime sector*



**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
Activities • Technical Seminars and Attendance at Trade Fairs

# ACTIVITIES



## TECHNICAL SEMINARS AND ATTENDANCE AT TRADE FAIRS

**29**  
**SEP**

**Seminar**

**'Hydrogen as the fuel of the future. Challenges and Opportunities'**

*(29 September)*

The Maritime Cluster of Cantabria - MarCA organised this technical conference in virtual format to present the technological challenges and business opportunities that hydrogen offers as a fuel for all types of vessels. Although still at an early stage of development, this energy source is one of the future solutions for eliminating greenhouse gas emissions and the decarbonisation of maritime transport thanks to using an unlimited and sustainable resource.

Juan Luis Sánchez, president of the MarCA Cluster, hosted the event, which included speeches by Óscar Fernández, product manager at Siemens and Jorge Dahl, business development manager at DNV GL España, a partner company of the Cluster.

The speakers shared valuable information on the advantages of using hydrogen as an alternative energy source which, besides being a step towards a cleaner and more sustainable future, will create great employment and industrial opportunities throughout the value chain of the maritime sector.



**14  
OCT**

**Seminar**  
**'Deep Learning: An opportunity for industry'**  
*(14 October)*

The Maritime Cluster of Cantabria also organised, in collaboration with the Foundation and Technological Centre of Medium and Small Shipyards SOERMAR, the virtual technical conference 'Deep Learning: An opportunity for industry'. The webinar highlighted the endless possibilities this Artificial Intelligence (AI) technology brings to the blue sector.

The seminar was opened by Juan Luis Sánchez and Alfonso Carneros, technical director of SOERMAR, who expressed their conviction that digitalisation has become an essential way for companies to maintain their competitiveness and reach new markets.

Solver Intelligence Analytics, a company specialising in developing advanced analytical models for logistics, energy, industry and finance, presented the most technical part of the day. Pablo Negre, CEO of the company and Xavier Esteve, Machine Learning design engineer, highlighted the growth opportunities that applying Deep Learning technologies represents for companies in the maritime sector.

**2-4  
SEP**

**MARIMATCH 2020**  
*(2 – 4 September)*

The Maritime Cluster of Cantabria attended the sectoral event MariMatch 2020, held for the first time online. Despite the limitations due to its electronic nature, this global fair was a magnificent opportunity to further Cantabria's maritime industry's internationalisation.

The partners of the MarCA Cluster who attended the virtual meetings and online sessions organised during the event could learn first-hand about the innovative and value-added actions that several sectoral companies are implementing. The presence of the Cluster also opened the door to enhancing the international networking of its members.

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
Activities • 2<sup>nd</sup> Cantabria Blue Industry Award

# ACTIVITIES



## 2<sup>nd</sup> CANTABRIA BLUE INDUSTRY AWARD



## Spirit of the Prize

The Maritime Cluster of Cantabria - MarCA announced the 2<sup>nd</sup> edition of the Cantabria Blue Industry Award as an instrument to promote the region's maritime sector at a national level. This annual award is part of the Cluster's Communication and Society strategy and was created in 2019 to become a benchmark within the blue sector business sphere.

The Cantabria Blue Industry Award is intended as a lever to promote future strategic alliances, which will contribute to the growth and expansion of the Cantabrian industry beyond the regional borders. Likewise, it intends to raise awareness of society of Cantabria of the relevance of the maritime industry and value it through the award winners.

Aimed at recognising an individual's contribution to developing the maritime industry in Cantabria, the award values attitudes such as determination, effort and confidence to consolidate the regional sector and boost its competitiveness, visibility and expansion. Any professional or representative of the maritime sector, without being from Cantabria, may be awarded this distinction. The cluster members themselves will submit the nominations they consider most appropriate for the award each year, and the executive committee will send the jury a maximum of five candidates from among all those proposed.

The Cluster will present the winner with an honorary title and a commemorative gift, personalised for each annual edition of the awards. It will be a "trophy" in the shape of a lighthouse, the corporate image of the Cluster.

Juan Luis Sanchez (left),  
President of the Cantabria  
Maritime Cluster, awarding  
Christophe Mathieu (right),  
CEO of Brittany Ferries, on  
the deck of the ship Galicia

## Delivery ceremony

The 2<sup>nd</sup> Cantabria Blue Industry Award was given to Christophe Mathieu, CEO of Brittany Ferries, in recognition of his work over many years for the maritime sector in Cantabria. The trophy was presented on 30 November 2020 in a simple ceremony held on the deck of the Galicia, the latest ship to join the company's fleet. During his speech of thanks, Mathieu expressed Brittany Ferries' firm commitment to Cantabria as a base both for logistical operations and for carrying out repairs and transformations within its fleet, and extended his gratitude to *"all those who have given life to our latest ship"*.

During the award ceremony, Juan Luis Sánchez, president of the Cantabria Maritime Cluster, highlighted Mathieu's perseverance in getting the company's ships to operate from the Cantabrian city. *"In addition to contributing to the creation of stable jobs, their efforts to consolidate the activity of Brittany Ferries in Santander has made our city one of the top gateways for English tourism,"* explained Sánchez, who also thanked the company for continuing to support the Cantabrian maritime industry in a year as complicated as 2020.

**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
Activities • 2<sup>nd</sup> Cantabria Blue Industry Award

The event, the capacity of which was reduced to the bare minimum for health reasons, was attended by Francisco Martín, then Minister for Innovation, Industry, Transport and Trade of the Government of Cantabria, Gema Igual, Mayoress of Santander and Santiago Díaz, Director of the Port of Santander.

*"It is not easy to be loyal to each other for more than 40 years,"* Martín said of Brittany Ferries' relationship with Cantabria. *"Not only as a stopover for their goods and passengers but also for the repair of their ships in Astander".* Thanks to this commitment, Santander is the stopover with the most passengers in northern Spain. *"Loyalty to Brittany Ferries is fundamental for us,"* underlined Gema Igual. *"That is why an award like the one awarded by the MarCA Cluster is so important and so right".*

*From left to right: Beatriz Sancristóbal, secretary of the Maritime Cluster of Cantabria, Francisco Martín, then Minister for Innovation, Industry, Transport and Trade of the Government of Cantabria, Juan Luis Sanchez, president of the Cantabria Maritime Cluster President of the Maritime Cluster, Christophe Mathieu, CEO of Brittany Ferries, Gema Igual, Mayoress of Santander, and Santiago Díaz, Director of the Port of Santander on the deck of the ship Galicia during the presentation of the Cantabria Blue Industry Award.*





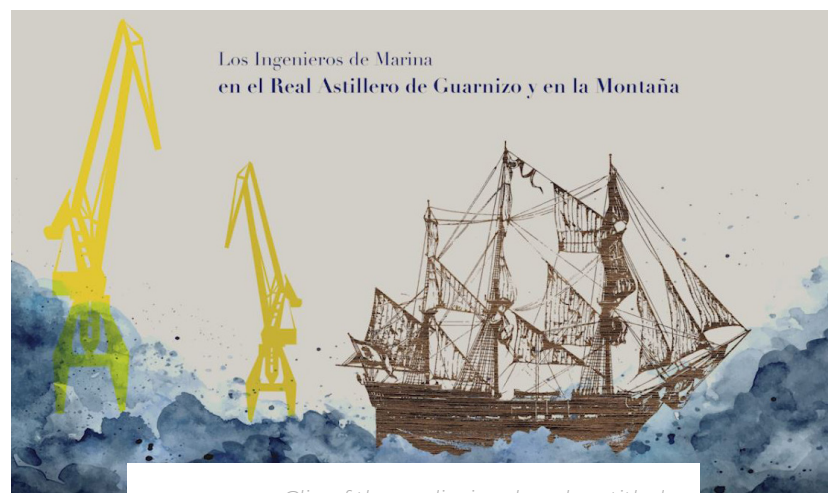
# ACTIVITIES



## 250<sup>TH</sup> ANNIVERSARY OF THE MARINE ENGINEER CORPS

In November, the Maritime Cluster of Cantabria commemorated the 250<sup>th</sup> anniversary of the creation of the Marine Engineer Corps. One of the organisation's priority objectives is to raise awareness of Cantabria's naval heritage, so, as an alternative to the scheduled on-site celebration, an audiovisual work was produced about the moment that marked the beginning of the naval engineering profession in Spain and its relevance in the region at the time.

For this purpose, Javier Arruza Arriarán, spokesman of the Spanish Royal Naval League; Manuel Antonio Martínez-Ruiz, vice-admiral and director of Engineering and Naval Constructions of the Spanish Navy; and José de Lara, dean of the Official College of Naval and Oceanic Engineers and president of the Spanish Association of Naval and Oceanic Engineers, were invited to speak about this important fragment of naval history; along with the mayor of El Astillero, Javier Fernández Soberón and the president of the MarCA cluster and director of Astander, Juan Luis Sánchez. Likewise, the audiovisual work presented the book 'Los Ingenieros de Marina en el Real Astillero de Guarnizo y en la Montaña', signed by Alberto García Monar, which dates and explains how the Real Astillero de Guarnizo was the great naval technological centre of the 16th century.



*Clip of the audiovisual work entitled  
'Los Ingenieros de Marina en el Real Astillero de  
Guarnizo y en la Montaña'*

# ACTIVITIES



## STRATEGIC PLAN 2021 - 2024

The Cantabria Maritime Cluster presented its Strategic Plan 2021 - 2024 on 18 December 2020, a key document for the entity that places the sustainable blue economy at the centre of the recovery strategy. Juan Luis Sánchez and Beatriz Sancristóbal, president and secretary of the MarCA Cluster, detailed the contents in a presentation limited by health measures.

The message *“Light in the Storm, a reference in the growth”* underpins the structure of a document that includes six areas of action, five lines of work and ten strategic axes. The 70-page document identifies the ecological transition, decarbonisation and digitalisation as the main opportunities for growth in the maritime sector in Cantabria.

Likewise, among the priority measures in the 21-24 Strategic Plan, the MarCA Cluster will create a Seal of Excellence with which it intends to highlight the prestige, reputation and value that the maritime industry contributes to the economic development of the Cantabrian region. The new recognition will be structured around a series of economic, technical and social criteria and aims to become a differential value concerning the competition and a confidence-building measure. Juan Luis Sánchez stated that *“it is more than just a seal of quality. It means acquiring a social commitment and values we want to transmit from the maritime sector”*.

Besides promoting recognition as a development lever for the regional economy and boosting business growth, the 21-24 Strategic Plan lays the foundations for the whole maritime sector industry to have harmonised strategies. *“If we are all guided by the light of the same lighthouse, we will reach our destination sooner,”* Sánchez said.





*Juan Luis Sánchez (left), President of the Maritime Cluster of Cantabria, and Beatriz Sancristóbal (right), secretary of the cluster, presenting the Strategic Plan.*

# COMMUNICATION



## EXECUTIVE SUMMARY

The MarCA cluster has made great efforts to adapt its communication work to the socio-health situation that has arisen. The consolidated digital and social media presence and the reputation gained among media, business and institutional players have turned what initially seemed a challenge into a great opportunity.

One of the most notable changes has been digitising the cluster's conferences scheduled during the year, typically held in person, accompanied by the always enriching *networking* sessions afterwards. Since late summer, due to health restrictions and a strong sense of responsibility, MarCA migrated its assemblies and internal meetings, including its technical conferences 'Hydrogen as the Fuel of the Future' and '*Deep Learning*: An Opportunity for the Maritime Sector', to a professional videoconference platform.

The cluster's presidency did its best to facilitate the access of members and guest speakers to these virtual meetings, stimulating their participation and confidence in the new formats. There was no drop in participation in the web version of the seminars. Members of the blue industry from outside Cantabria, who otherwise would not have participated, attended the sessions, for which over fifty people registered. There was an incredibly positive response from attendees and collaborators.

One of the biggest challenges has been how to pay tribute to a milestone such as the 250<sup>th</sup> anniversary of the creation of the Marine Engineer Corps. Thanks to the collaboration of Alberto García Monar, author of the book 'Los Ingenieros de Marina en el Real Astillero de Guarnizo y en la Montaña'; of Astander; and representatives of the Royal Spanish Naval League, the Spanish Navy, the Official Association of Naval and Ocean Engineers and the

Town Council of El Astillero, an audiovisual work was produced reviewing the naval heritage of Cantabria and highlighting the importance of the Cantabrian industry - with Guarnizo, La Cavada and its craftsmen - in the creation of this corps. The report was shared on various digital channels and had over 600 views on the cluster's LinkedIn.

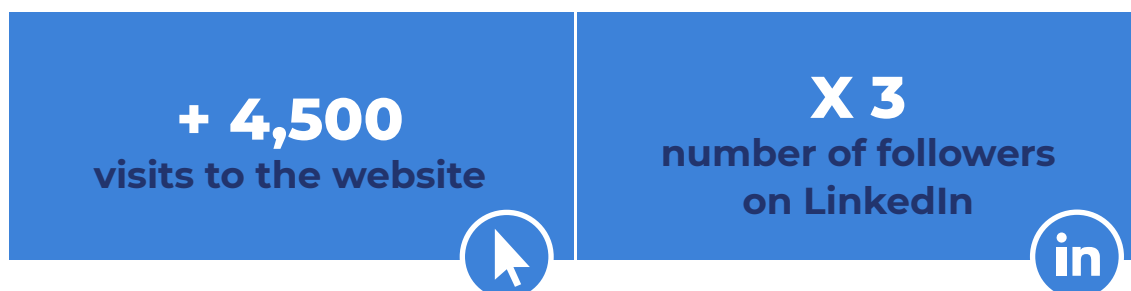
Another clear example of adaptation was the mixed format of the 2<sup>nd</sup> Cantabria Blue Industry Award ceremony, an event to which the cluster wanted to give special relevance. To this end, the members of the Executive Committee met with the honouree, Christophe Mathieu, CEO of Brittany Ferries, on the deck of the French company's new ship Galicia with only the invited authorities present in a simple ceremony, which the press office publicised by producing a video summary and sending materials to the media.

Throughout the year, the cluster's press releases have been well received by the media, continuing the trend of 2019. The news agencies Europa Press and EFE and newspapers such as El Diario Montañés, Alerta, El Faradio, Eldiario.es, La Vanguardia, 20 Minutos, Cantabria Económica and Cantabria Negocios have reported on its activities. Also maritime magazines and publications such as Rotación, Naucher, Spanish Ports, InnovaSpain, Canal Marítimo y Logístico, Europa Azul, Ingeniería Naval and the news channel of the Spanish Maritime Cluster, among others.

MarCA considers it a success of their communication efforts. They have been asked more and more frequently to participate as benchmark agents in news programmes on Cadena SER, Ondacero and Radio Nacional de España. The same is true of the fact that, for the second year running, the president of the cluster, Juan Luis Sánchez, has been asked to write an article for the Spanish Maritime Yearbook, a publication that brings together the strategic agents of the national blue economy to make an X-ray of the current state of the sector.

A media impact that has managed not to lose pace during the pandemic, magnifying its reach thanks to the community that the cluster is steadily creating through its own communication channels, which in 2020 had 4,595 visitors to the website and tripled the number of followers on LinkedIn, exceeding 1,100 people.

## Online visibility



**2020**

CANTABRIA MARITIME CLUSTER - ANNUAL ACTIVITY REPORT  
Communication • List of news clips

# COMMUNICATION



## LIST OF NEW CLIPS

- 12.02** The MarCA Cluster highlights Santander Teleport as an exclusive complement to enrich the service offering of the maritime industry in Cantabria
- 8.03** “The modernisation of Cantabria’s maritime industry requires the full integration of women”
- 17.03** Facing the Covid-19 crisis: responsibility and solidarity (communicated to partners during the lockdown stage)
- 17.04** The MarCA Cluster proposes to the Government of Cantabria the need to promote the blue economy as an engine for job creation
- 27.05** Astander, first Spanish company to be certified in infection risk management with the My Care seal
- 22.06** “It is impossible to talk about the maritime sector in Cantabria without considering the fishing sector” (report in the magazine Ruta Pesquera)



- 6.07** The Cantabrian clusters send their demand for qualified personnel to the Industry
- 2.09** Cantabria Maritime Cluster strengthens its international position at MariMatch 2020
- 28.09** “Hydrogen will create job and industrial opportunities for the entire value chain of the maritime sector” (‘Hydrogen as the Fuel of the Future’ Day)
- 29.09** The Cantabria Maritime Cluster brings the industry closer to the possibilities of hydrogen as a natural, efficient and sustainable fuel
- 13.10** The maritime industry in Cantabria is committed to digitalisation to increase its competitiveness in the medium term (‘Deep Learning: An Opportunity for the Maritime Sector’)
- 14.10** “Artificial intelligence solutions are not pipe dreams, but respond to the technological challenges posed by the maritime industry”
- 30.10** Cantabria’s maritime industry shows determination, commitment and unity to face the challenges of 2020 (article by Juan Luis Sánchez for the Spanish Maritime Yearbook 2020)
- 30.11** The MarCA Cluster rewards Christophe Mathieu’s determination to cement the growth of Brittany Ferries from Santander (2nd Cantabria Blue Industry Award Ceremony)
- 4.12** Astander participates in a feasibility study to implement an innovative electricity generation system powered by green hydrogen
- 18.12** The MarCa Cluster will create a Seal of Excellence to recognise the quality and value of the work carried out by the maritime sector (presentation of the Strategic Plan 2021-2024)



# 2021

# MILESTONES

2021 is the year to start the recovery. The funds provided by the European Union and the state and regional plans that will implement them must transform our economy. But more than a mere recovery, we must see this opportunity as a transformation. The evidence of resilience has already been amply demonstrated.

The master axes of digitalisation and sustainability are crystal clear, and the Blue Economy will undoubtedly be one of the sectors most prepared to bring about a change in the industrial model by taking advantage of these coveted funds. The strategic and driving power of the maritime sector in Europe is unquestionable, and Cantabria must participate in this.

As evidenced throughout this report, 2020 has proved to be a year of resilience, solidarity and great adaptation for the maritime industry in our community. Fortunately, an extraordinary year from which we can see how our companies are returning to normality, convinced this would be a preliminary step towards a new growth stage, as we enjoyed a year ago.

A good example of the development and growth of the maritime sector has been the birth of the S80, the first purely Spanish submarine; national knowledge and technology that have also counted with the participation of Cantabrian companies associated with our cluster. We see this milestone as a confirmation that the work and collaboration of companies make great projects possible. This example should encourage Cantabrian

companies in the maritime sector to continue creating synergies and to move steadily forward on the path towards the green, digital and technological economy we all want to achieve.

We have a clear roadmap for this. A new Strategic Plan for the next four years comes into force in 2021. We have been demanding-and have set ourselves-new challenges to establish the fundamental actions that will boost the growth of the Cantabrian maritime sector. We want to lead and engage the whole industry to create harmonised strategies. This Plan will be implemented cross-cuttingly through the six areas of action, five lines of work and ten strategic axes that articulate the document.

1. Competitiveness, resilience and growth
2. Public-private partnerships & strategic sectors
3. New models and customer experience
4. Global markets and alliances
5. Funding and sustainability
6. Digitisation
7. Talent
8. Innovation and technology
9. Communication, Culture and Social Responsibility
10. Ecological transition and protection of the marine environment

Blue Economy is more than the shipping and maritime industry. This is why the cluster will continue to grow by approaching sub-sectors of this large activity area to better integrate our region's economic potential. Participation and cooperation between the partners will continue to be the basis for the cluster's progress. In the future, we will refine our own activity through working groups articulated in the lines of action mentioned above, and we will evolve towards greater visibility and a better capacity to articulate joint projects among the group members. We have a lighthouse to guide us and a trail to follow.

**2020**

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2021 Milestones



The following is a list of actions planned for 2021.

1. Develop a new Communication Plan 2021-2024 adapted to the economic recovery and transformation process. Recognition of Cantabria's maritime sector as a strategic sector for the regional economy
2. Presentation and creation of the group of companies to develop the Cantabria Green Hydrogen project. Generation of electricity from renewable sources.
3. Blue Economy Council of Cantabria. Creation of a forum for cooperation, dialogue, reflection and debate to strengthen communication and public-private collaboration in the maritime sector in Cantabria.
4. Public-private partnership consortium. Promote investment and public-private collaboration as a driver for the recovery and sustainability of cluster companies.
5. Set up a project office. Establishment of a partner support office to drive transformation and leverage European recovery funds.
6. Cantabria's Blue Economy Strategic Agenda
7. Strengthen the internal communication network and working groups
8. Campaign to approach the recreational boating sector to establish a new development model for this type of activity.
9. Cantabria Blue Industry Award
10. Visits to companies
11. Training, information and awareness-raising days
12. Agreements and collaborations
13. Fairs

**2020**

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