Strategic Dialogue: Key Industries for Competitiveness and Decarbonization

Dialogue programme, participants and next steps

alinnea

Introduction

Against a backdrop of an accelerating energy transition, growing geopolitical competition and the reshaping of global value chains, Spanish industry faces a twofold challenge: strengthening its long-term competitiveness and making decisive progress on decarbonization.

This Strategic Dialogue*: Key Industries for Competitiveness and Decarbonization* aims to identify the industries that are key to Spain's economic future and to help place them at the centre of the public agenda. Through a data- and evidence-based approach—including analysis of inter-sectoral linkages, greenhouse gas emissions, energy intensity, employment, new technological trends, regulation and trade openness—the dialogue seeks to build a shared vision of where industrial policy, investment, regulatory and financing efforts should be focused in the coming years.

Ultimate objective of the dialogue: Analysis of the needs of Spanish industry to improve its competitiveness and advance towards climate neutrality within the framework of the new proposal for the European Union's Multiannual Financial Framework 2028-2034.

The meeting will bring together representatives of public administration, the private sector, the financial sector, social partners and civil society organizations, in order to structure a debate around the main strategic tensions: competitiveness versus decarbonization, strategic autonomy versus openness, and job creation and industrial transformation.

Beyond diagnosis, this dialogue aims to translate into concrete guidance for public action, identifying priority sectors, financing gaps and policy levers to accelerate an industrial transition that is competitive, resilient and aligned with European climate goals.

Event format

Overall narrative: Spain's industrial transition requires answering four questions in sequence:
Where are we? — What do the data tell us about value chains, emissions, dependencies and systemic risks?
What regulatory framework do we need? — How can regulation provide long-term certainty, streamline administrative procedures, ensure a level playing field and strengthen industrial competitiveness during the transition?
How do we finance it? — What financing instruments exist, where are the gaps and how do we align public and private capital?
How do we ensure a just transition? — Employment, skills, territories and social cohesion in industrial transformation

First session programme

Venue: Auditorium Aula Valentin Díez Morodo, C/María de Molina 11-13-15

Date: 22 September 2026 | 09:00 – 14:30

9:00 – 9:30 Participant registration

9:30 – 9:40 Welcome and presentation of the dialogue's objectives

- **Ana Belén Sánchez**, Director of **alinnea**

9:40 – 10:00 Keynote speaker: current context of industry in Spain

- **Nuria Aymerich Rocavert**, Special Commissioner for Industrial and SME Competitiveness, MINTUR
- **Miguel Rodrigo,** Director General of the Institute for Energy Diversification and Saving (IDAE), MITECO

10:00 – 11:30: Where are we? Key elements of competitiveness in the context of decarbonization

- **Juan Daniel Acuña**, alinnea collaborator – *Spain's Strategic Industries: Competitiveness and Decarbonization*
- **Elena Guede Vázquez**, Director General of OFICEMEN

Participant responses

11:30- 12: 00 Coffee break

12:00 – 13:30 Regulation and Competitiveness: regulation as an enabling lever

- **Gemma Bedia**, senior project manager, alinnea – *Regulatory Progress for Competitiveness and Decarbonization in Spain*
- **Marcos Escudero,** Deputy Assistant Director, Sub-Directorate General for Industrial Strategy and Ecosystems, Directorate General for Industrial and SME Strategy, Ministry of Industry and Tourism

Participant responses

13:30 – 13:45 Conclusion and close

13:45 – 14:30 Cocktail and networking

Second session programme

Venue: PABELLON DE PAPEL, C/Serrano, 99

Date: 8 October 2026 | 09:00 – 14:30

9:00 – 9:30 Participant registration

9:30 – 9:40 Welcome and presentation of the dialogue's objectives

- **Ana Belén Sánchez**, Director of **alinnea**

9:40 – 10:00 Keynote speaker: current context of industry in the European Union

- **Isabel Yglesias Julià,** Director of European Affairs, CEOE
- **Odysseas Konstantinakos,** Researcher at the IE Competitiveness Hub, IE University

10:00 – 11:30 How do we finance it? Barriers, investment needs and instrument design

- **Joaquín Catalá**, Deputy Director General for the Management and Implementation of Industrial, Innovation and Digitalization Programmes, Ministry of Industry and Tourism.
- **Bianca Dragomir**, Director of Cleantech for Iberia

Participant responses

11:30- 12: 00 Coffee break

12:00 – 13:30 How do we ensure a just transition? — Employment, skills, territories and social cohesion in industrial transformation

- **Francisco Tovar**, Deputy Director General for Strategy and Planning, Just Transition Institute, MITECO
- **Jesús Crespo**, Head of Energy and Coordinator of Raw Materials and Consumer Goods, CCOO Industry Federation
- **Ángel Rubio**, Coordinator of the Climate Action and Just Ecological Transition Area, UGT

Participant responses

13:30 – 13:45 Conclusion and close

13:45 – 14:30 Cocktail and networking

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