



VIII GIORNATA DI STUDIO “OLTRE LA GLOBALIZZAZIONE” Società di Studi Geografici

Novara, 7 dicembre 2018
Università del Piemonte Orientale

Modulo per la presentazione di proposte di *abstract*

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Sessione di riferimento	Sessione 9 – Internationalisation of the Italian economy and strategic public management for SME competitiveness
Titolo dell'abstract	STRATEGIC PLANS OF LOCAL GOVERNMENTS IN TIMES OF CRISIS
Testo (max 250 parole)	<p>Introduction</p> <p>In relatively recent times, the approaches, processes and tools of strategic planning (Mintzberg, 2000; Meola & Antonelli, 2006) have begun to spread beyond the classic boundary of the business realities of the private sector to meet the needs of typical actors of the Public Administration as regions, provinces, municipalities, metropolitan cities and local governments (Cavenago, 2004, Donna, 2010). In fact, it should be remembered that the reforms of the 1980s had only given prominence to programming activities and in an eminently financial key, although programming should be understood as a set of decisions and actions capable of actively influencing the dynamics of a complex system orienting it towards certain ends (Borgonovi, 2005: 311).</p> <p>The purpose of this implementation is to arrive at the consideration of the civic territory as a space in which the different actors (belonging to private sector, Public Administration and Third Sector) interact, and whose systemic dialogue – and not isolated and self-referential – can trigger virtuous mechanisms aimed at:</p> <ul style="list-style-type: none"> a) To choose the mission and, therefore, define one's own characteristic and peculiar identity; b) To determine its capacity to create public value; c) To define conscious and coherent public policies. <p>In this perspective, therefore, the aforementioned strategic planning should be combined with network logics (Araujo & Easton, 1996; Oliver & Ebers, 1998; Gulati, Nohria & Zaheer, 2000) in which the territorial strategic plan represents a formal document that summarizes the results concerning the involvement of a variety of</p>

	<p>both internal (mayor, council, general management and various levels of the organizational structure) and external actors (stakeholder) in the decision-making process of the administration (Mazzara, 2006: 471).</p> <p>From a legislative point of view, the Italian legislator had foreseen the mandatory drafting of a GDP-General Development Plan (PGS-Piano Generale di Sviluppo, in Italian), through the art. 165, par. 7, of the D.Lgs. no. 267/2000. However, the profound reform made by Legislative Decree no. 118/2011 (in turn amended by Legislative Decree No. 126/2014) although it has repealed the aforementioned document, has simultaneously introduced the SPP-Single Programming Document (DUP-Documento Unico di Programmazione, in Italian) which, constituting the necessary presupposition of all the other programming documents (Article 8, Annex 4/1, Legislative Decree 118/2011), has replaced the GDP as a tool that allows the strategic and operational guidance of local governments and it allows to face in a permanent, systemic and unitary way the environmental and organizational discontinuities (Civetta, 2015: 11-12).</p> <p>Research question</p> <p>Notwithstanding the foregoing, very often, strategic plans have been used with little potential. A traditional example in this sense is linked to the access of local governments to financing mechanisms and significant structural investments without considering the inevitable dynamics connected to their management and maintainability and, therefore, to their sustainability in the future (Ricci, 2006). Their dialogical, systemic enhancement was very poor and limited in relation to networks logics and to the dynamics of production or co-production of public value, especially in times of crisis.</p> <p>In this sense, this research tries to answer the following research question:</p> <p style="padding-left: 40px;">RQ: What is, or what should be the correct consideration and the necessary theoretical framework of territorial strategic plans in the current context of absence or, at least, lack of resources?</p> <p>The research question we have just highlighted allows us to shift our attention from “how” to “what”: some authors have pointed out that public programming must be understood as that nucleus of activities constituting a system, that is a set of parts and rationally coordinated sub-systems, aimed at identifying the needs and motivations of the community, defining the goals able to provide lasting satisfaction to the aforementioned needs, and the translation and formalization of the priorities that are intended to be assigned to the objectives identified in the use of related resources (Ricci, 2006: 7-8). In this sense:</p> <p><i>‘Planning is more than ‘what planners do’ (Thorpe, 2017: 566).</i></p> <p>From this derives a sort of methodological tripartition, on the basis of which the strategic plan could be framed in virtue of:</p> <ol style="list-style-type: none"> a) A mere normative perspective; b) A financial approach; c) An identity view. <p>Looking beyond the first two traditional frameworks, the identity view allows the strategic plan to be interpreted as a form of advanced planning that does not depend on the ability of local governments to dispose or attract financial resources or investments of private or public origin and that, on the contrary, it focuses on concrete virtuous dynamics of generating public value.</p> <p>Methodology</p> <p>Based on the above, this research work involves the succession of the following main phases:</p> <ol style="list-style-type: none"> 1) Theoretical-normative framework of strategic plans in local governments; 2) National and international bibliographic analysis; 3) Definition of reciprocal relationships between local strategic planning and public value; 4) Analysis of national and international experiences for the definition of a renewed theoretical and conceptual framework.
Parole chiave (max 3)	Strategic Plan; Strategic Identity; Local Governments.

Bibliografia (max 4 riferimenti)	<ul style="list-style-type: none"> • Borgonovi, E. (2005). <i>Principi e sistemi aziendali per le amministrazioni pubbliche</i>, Milano, Egea. • Mintzberg, H. (2000). <i>The rise and fall of strategic planning</i>. Pearson Education. • Ricci, P. (2006). <i>Metodologie e strumenti per la riduzione della spesa nelle amministrazioni pubbliche: teoria e prassi</i>, FrancoAngeli. • Thorpe, A. (2017). <i>Rethinking Participation, Rethinking Planning</i>, <i>Planning Theory & Practice</i>, 18(4), 566-582. 	
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