

Toward a New Framework Model of Advanced Strategic Planning: An Experimental Application to the Case of City of Pavia

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Abstract

The methodology of strategic planning can be one decisive tool to guide the policy and to promote the integration of a local economic system in wider networks of innovation and production.

This paper tries to answer to some questions about the urban planning:

(1) How is it possible to build a new model of strategic plan and control?

(2) Can it be applied to the case of Pavia?

(3) How is possible to improve the process of strategic planning and control?

Based on the case of Pavia, this paper outlines the main characteristics of the process of implementing a strategic plan. It states that the strategic planning for Pavia can have an increasingly importance for the development of the city. The aim is to create a new framework model for the planning by highlighting the experiences of some excellent cases and by applying them to the specific case of the strategic planning of Pavia; it can be an opportunity also to try to improve the actual strategic planning process and the result.

1. Introduction

Several studies have shown how to apply the strategic planning of the territory. This paper tries to develop an original model of strategic planning and apply it to the specific case of the city of Pavia. A set of integrated methodologies to have an effective planning is studied in different papers and different scholars (Porter, 1985,1989,1991,1996; Covey 1999, Abel 1993; Pilotti 2005, 2011, 2017; Bryson et al. 1993; Camagni,1999; Grant 2013; Andrews, 1980), the strategic planning can be divided into several stages (Kaplan 1994; Hax and Majluf 1996) and system of control (Riva 2005, 2006, 2012; Kaplan and Norton 1992, 1996,1998, 2001, 2004a, 2004b).

This methodology of a strategic planning is related to the continuous improvement towards the implementation of the strategic vision. Using the case study of Pavia, the city in the north of Italy, the paper aims at exploring the following issues:

(1) How is it possible to build a new model of strategic plan and control?

(2) Can it be applied to the case of Pavia?

(3) How is possible to improve the process of Strategic planning and control?

This method is based on finding the best single methodology for the strategic planning and control to perform a set of specific tasks in order to achieve the best results. The outline of this paper proceeds as follows. The second section provides some theoretical background. The third section shows case city of Pavia, in the fourth section, there is a discussion and the last section concludes.

2.Theoretical background

We can define four main paradigms of research and some family of strategic planning (Mintzberg, 1994):

-*general strategic planning – focus and execution* (Covey 1999, Covey 2004, Porter, 1985; 1989; 1996);

-*scenario planning* (Bryson e al. 1993; 1999; Grant, 2013);

-*sector and longitudinal benchmarking* (Camp, 1989; Leibfried & Laudon,1992);

-*vision and system of control* (Kaplan & Norton, 1992,1996, 2003, 2004)

The key feature of analytical techniques based on scientific theories is the ability to solve complex problems and to select alternatives based on well-defined criteria. *The techniques of the strategic analysis are oriented towards the questions which must be answered to, in order to develop a strategy and to prepare a scheme to provide the best approach to the problem (see figure 1).*

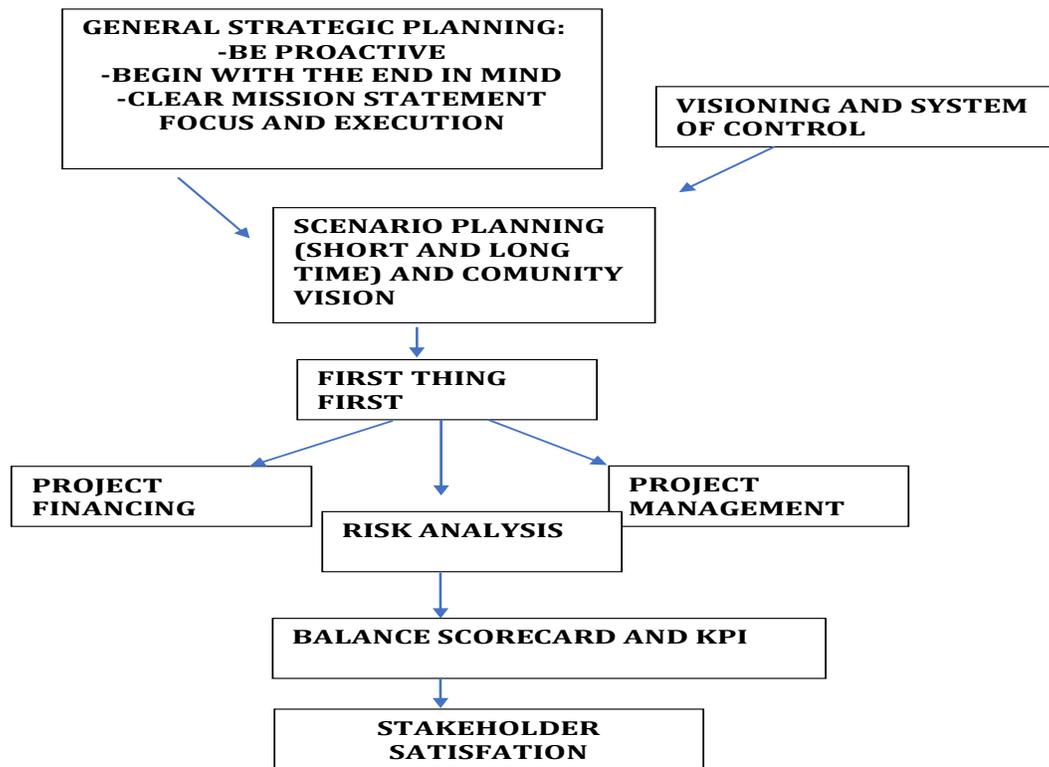


Figure 1 Conceptual framework

All use the methodology project management (Alchibard, 2009) that is very useful in the development of a planning, can be defined as an integrated system of techniques and methodologies in order to develop a project in the best ways that meets specific goals and standards. The methodologies to organize and manage the project are different. There are several project management techniques applicable to the development:

1. *Project financing*: a financing planning in which there is an agreement among the different actors (banks, lenders) to use the cash flows and earnings of the company to remunerate the capital risk;
2. *Risk analysis*: it is based on the identification of certain risk categories that can be identified with the use of check lists.
3. *WBS* (work break down structure); diagram of Gantt: a method that allows us to analyze the different activities to be performed during the project; Pert; method that analyzes the relationships between the individual activities (nodes) identifying a chronological relationship; diagram of time: analyze the results achieved compared to those obtained (chrono project); CPM (Critical path method) that analyzes the critical path done to get the expected result;
4. *Organization for processes*: identifying the key processes and their relationships; Systems of budget and target cost (Kaplan & Norton, 1992,1996, 2001, 2003, 2004); Analysis of benchmarking (Camp, 1989; Leibfried & Laudon,1992);
5. *Vision and system of control* (Covey 1999, 2004), Kaplan & Norton 1996): comparing the processes with some considered excellent;
6. *Project management* is a results-oriented management system, A project can be defined as a complex activity aimed at achieving specific results in due time (Grandoni et Soda, 1995). It has a life cycle that begins from the moment of the starting of the project until its completion. Through the creation of cross-functional teams, you can create an organization for projects (Grant, 1997)

The integration of different methods allows a better allocation of resources and the development of an enterprise-oriented learning and improvement in the results.

The development of a system of planning and control can be facilitated by the presence of a specific information system for project management.

3. The case of Pavia

Pavia is a little city near Milan in the north of Italy. Our hypotheses are that is possible to create a new framework model of strategic planning that integrates the different high-quality aspects of existing models for a city based on four following phases (see figure 2):

- a) *analyze phase*, There are several tools in this phase of general strategic planning. The main outputs of this phase are (Porter 1985, 1989): analyze of the contest (SWOT), mission, vision, maps of stakeholders; Also, we have some tool in sector and longitudinal benchmarking: gap analyze, position map;
- b) *planning phase* (Bryson, 1999) The main outputs of this phase are: conference and stakeholders, private and public partners:
- c) *actions phase* (Archibald, 1999) *The outputs in this phase are:* seven guidelines; specific set of project: action plan; general plan of development

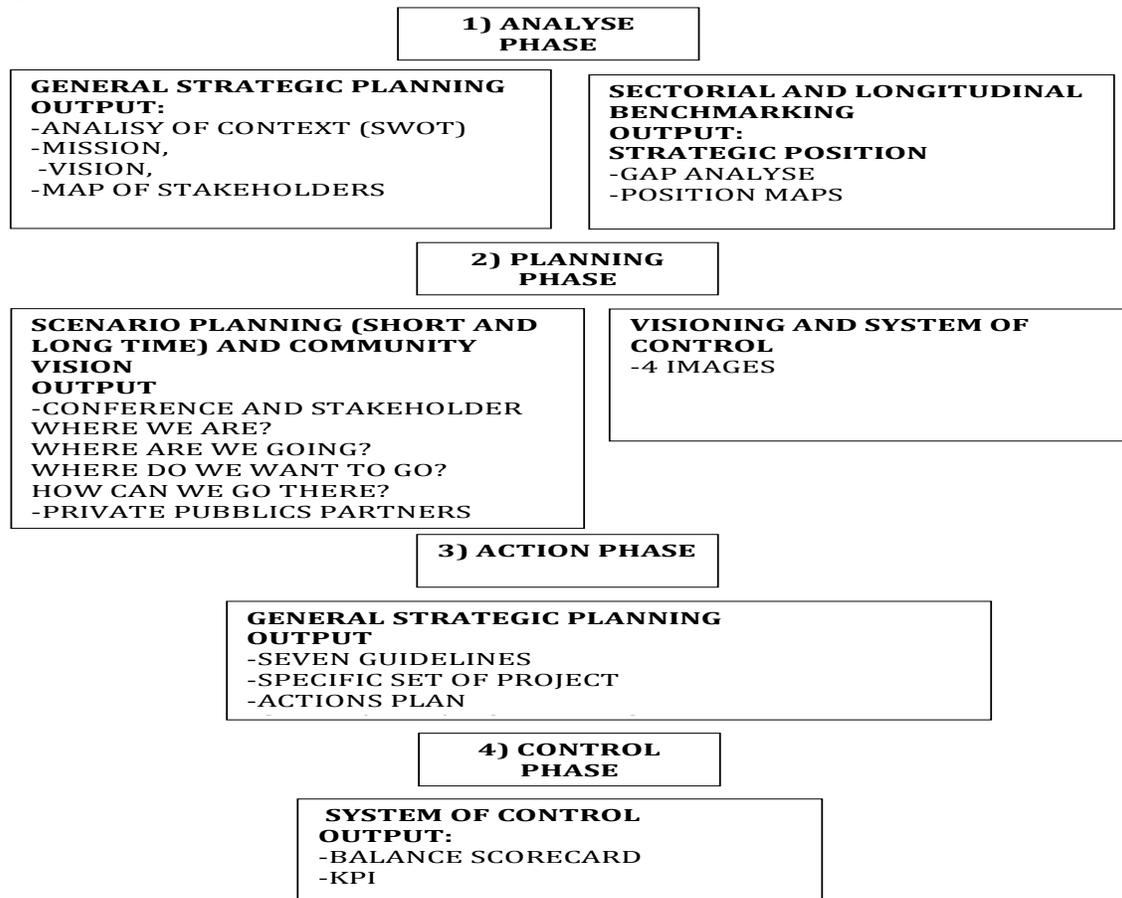


Figure 2 New framework for strategic planning

- d) *control phase* (Kaplan & Norton, 1992,1996, 2001, 2003, 2004). The outputs of the control phase are: *Kpi and Balance scorecard*.

In this part, we try to apply the new general framework model of strategic plan to the case of Pavia. The first analysis is *swot analysis* (Porter, 1985; Pilotti et al. 2006) where the strengths, weaknesses, opportunity, threats of Pavia are analyzed (De Lotto, 2008) (see table 1).

Strengths	Weaknesses	Opportunities	Threats
UNIVERSITY CITY	Many places of passed firms now no more in activity (Area Necca, area Fs, area SNIA, ..)	Well established position in the north of Italy with a well defined market niche	Problems to manage the peak of tourist for important events
EXPERTISE IN HEALTH CARE	Problem in viability in the center of the city	Identified market for touristic service	Degradation of quality of the life
ENVIRONMENT FOR SCIENTIFIC AND TECHNOLOGICAL FIRMS	Shortage of residences for tourist	Possibility to develop a framework for start-up company	Problems with parking
THE CITY IS NEAR THE FINANCIAL CENTER OF MILANO	Shortage of residences for students	Possibility to reorganization of the area of passed firms not in activity (Area Snia, Necca, Area Fs)	Problems to manage the service for the present of many old people
HISTORICAL ARCHITECTURAL CENTER	Shortage of social housing	Possibility to expand the university area	Problems to integrate the immigrants
INTERESTING NATURAL ENVIRONMENT (TICINO RIVER)	Shortage of service in peripheries	Possibility to integrate and collaborate with the nears cities	Problems to satisfaction of demand of social housing
NEAR ANOTHER TOURISTIC CITY LIKE BEREGUARDO)	Shortage of cycle paths	Possibility to use project financing to develop collaboration between private and public actors	Problems of viability
GOOD MOTORWAY AND HIGHWAY SYSTEM	Not good localization of the secondary school	Possibility of markets for services for culture, sport, leisure	Problem of pollution
GOOD RAILWAY LINK WITH NORTH - SOUTH AND EAST - WEST EUROPEAN	Shortage of area for parking in some part of the city	Possibility to build residents for student	Difficulty for the quantity of laws
GOOD SYSTEMS OF SERVICES FOR THE PERSONS	Shortage of services for culture, sport, leisure	Possibility to simplify the laws	Problems of controlling the river Ticino
GOOD AGRICULTURAL AREA NEAR THE CITY	High cost of service for students compared to others university cities	Possibility to improve the quality of farms	Problems in the development of cycle paths

Table 1 SWOT of Pavia

Also, the methodology of benchmarking is applied by the comparison with other relevant 6 cities and areas (Alessandria, Ferrara, Cremona, Novara, Piacenza, Polesine) (see Table 2).

Area	Pavia	Alessandria	Ferrara	Cremona	Novara	Piacenza	Polesine
ANALYSIS OF THE TERRITORY	yes	yes	yes	yes	yes	No	yes
FEASIBILITY ANALYSIS	no	no	yes	yes	yes	No	yes
ADVICE ON FUNDING	yes	yes	yes	yes	yes	no	yes
SUPPORT FOR BUSINESS CREATION	yes	yes	yes	no	no	no	no
TRAINING	yes	no	no	no	no	no	no
CENSUS AREAS	yes	no	yes	yes	yes	yes	No
MANAGEMENT AREAS	no	no	yes	yes	no	no	no
INCUBATOR	no	yes	no	no	no	no	no

Table 2 Longitudinal benchmarking for the process of territorial marketing

In longitudinal benchmarking the follow cities and areas are analyzed: Alexandria, Cremona, Ferrara, Novara, Piacenza, Polesine. The Best Practices are the experience drawn from the different cities:

- a) Turin: the deindustrialization attraction of investments
- b) Modena: the selective attraction of investments
- c) Treviso: relocation to the territorial communication
- d) Catania: towards new technologies
- e) Milan: the reuse of old industrial area and economic development of renewable
- f) the experiences of some foreign regions

The objective of benchmarking is the continuous improvement of the results, and how they can be reapplied in the public administration. This tool can be a very valuable tool to improve the management in the public sector in the public administration.

The strategic position map permits to understand the “gap” towards the best players and permits to determine the actions to get to the objective.

The most advanced formula of this tool is the analysis of the best current practices in the world.

4. A proactive approach to imagine and create the future (4 images)

Also, it is important the definition of the mission, vision, core values of the city of Pavia (Covey 1996, 2004, Drucker 1966; Freeman et al, 2010, Imai 1986, Coda 1988, Pilotti 2011). It is possible to organize the strategic territorial planning of Pavia in four images and seven guides lines with relative projects (*see figure 3*).

The four images for the city of Pavia can be:

- a) *an innovative and nice city for the system of university;*
- b) *an innovative district for the health care*
- c) *a cultural and historical city of art and tourism*
- d) *a city where the different past industrial areas are valorized*

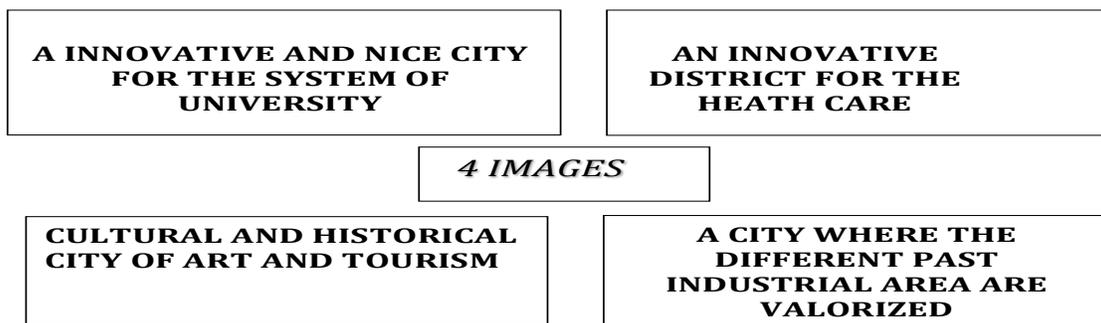


Figure 3 Four images for Pavia based of definition of vision and project, balance score cards and KPI

Also, the scenario planning is based on trying to answer to a series of questions (*see Table 3*):

- 1) *where are we?*
- 2) *where are we going?*
- 3) *where do we want to go?*
- 4) *how to get there?*

For answering to the first question it is possible to use SWOT, longitudinal and sector benchmarking, map of stakeholders. Instead, for the second question it is possible to analyze the actual mission, vision, activity and projects. To understand where we want to go (third question) it is possible to analyze the intentional mission, vision, strategic guidelines and the set of four images. For the last question (fourth question) it is good to analyze the portfolio of projects and use the KPI and the Balance Scorecard to control if we are moving into the right directions.

QUESTIONS	TOOLS
WHERE WE ARE?	SWOT, LONGITUDINAL AND SECTOR BENCHMARKING, MAP OF STAKEHOLDERS
WHERE ARE WE GOING?	ANALYSE THE ACTUAL MISSION, VISION, STRATEGIC GUIDELINES ACTIVITY AND PROJECTS.
WHERE DO WE WANT TO GO?	INTENTIONAL MISSION, VISION, STRATEGIC GUIDELINES THE SET OF FOUR IMAGES.
HOW TO GET THERE?	ANALYSE THE PORTFOLIO OF PROJECTS AN USE THE KPI AND THE BALANCE SCORECARD TO CONTROL TO MOVE IN THE RIGHT DIRECTIONS.

Table 3 Strategic vision for Pavia

5. Discussion

The main stakeholders can collaborate (Hamdouch et Maman, 1995) to evolution of Pavia: small and medium firms, financial institutions, system of university, systems of actors in health sectors, public institutions at different levels (provinces, regions, municipalities, etc.), non-profit organizations, voluntary associations, environmental, farmers, small traders. Instead the seven strategic guide lines are important tools to desalinate the mission, the visions and images (Abel 1993, Hamel et Prahalad, 1994). In summary, the use of modern project management methodologies allows to obtain and facilitate the process of design and construction the seven strategic guidelines for Pavia are:

- 1) develop the system and district of university;
- 2) develop the system and district of health care;
- 3) provide effective and sustainable health and public safety;
- 4) enhance economic development;
- 5) plan for and implement financial sustainability;
- 6) improve the valorization of service for touristic attraction: architecture and valorization of the relation with near city (Bereguardo);
- 7) requalification of main ex industrial area (Snia Area FS)

After the strategic guideline (Hamel & Phrahald, 1994) it is possible to develop a portfolio of projects. Among the most effective means of evaluation of the project are:

- *value analysis*: definition and identification of possible alternatives (Senge 1990, Simon 1995, 2000) and the selection of the most advantageous economically solutions
- *tools for the review*, verification and validation of the design,
- *tools for the government of the quality* of process and product.

The development of a catalog of best practices can facilitate the development of projects (Imai 1986, Itami et Roehl 1993). It is important also to control the main KPI as a set of indicators to evaluate the performance of the activity and a balanced scorecard. It is possible to use the global ranking (Mercer Consulting Method), grouped in 10 categories (see Table 4).

Area	Kpis
1) political and social environment	(political stability, crime, law enforcement)
2) economic environment	(currency exchange regulations, banking services)
3) socio-cultural environment	(censorship, limitations on personal freedom)
4) health and sanitation	(medical supplies and services, infectious diseases, pollution)
5) schools and education	(standard and availability of international schools)
6) public services and transportation	(electricity, water, public transport, traffic congestion)
7) recreation	(restaurants, theatres, cinemas, sports and leisure)
8) consumer goods	(availability of food/daily consumption items, cars)
9) housing	(housing, household appliances, furniture, maintenance services)
10) natural environment	(climate, record of natural disasters)

Table 4 System of control KPI methodology

For having a clear organization of KPI in four categories, it is possible to create a balance scorecard of Pavia (Kaplan 1998) (see Table 5).

Scorecard for city of PAVIA KPI is based on:

- Customer perspective
 - Financial perspective:
 - Internal process perspective:
 - Learning and growth perspective:
- Sample list of Strategic Initiatives

STRATEGIC AREA	STRATEGIC OBJECTIVE TREND RESPONSIBILITY MEASUREMENT	TARGET KPI
-CUSTOMER PERSPECTIVE	facilitate economic opportunity, pursue beneficial alliances, strengthen sense of community, provide sufficient infrastructure, provide well maintained community, provide a safe community, enhance service and program delivery.	
-FINANCIAL PERSPECTIVE:	balanced development yields positive net tax growths, maintain/improve bond rating, diversification of revenue sources, maximize external funding sources, administer fiscal plan, and maximize benefit/cost.	
-INTERNAL PROCESS PERSPECTIVE:	promote positive customer/constituent relationships, optimize resources, simplify customer/constituent processes, and facilitate community-based problem-solving involvement.	
-LEARNING AND GROWTH PERSPECTIVE:	analyze and enhance the management of information/technology/processes, foster employee skills and development, promote a positive and motivated work environment.	

Table 5 System of control KPI methodology

Using this framework based on a *Balance Scorecard Framework* (Kaplan and Norton 1996, 2001, 2004a, 2004b) is possible to analyze the impact of the set of projects of the seven strategic guides lines to the four area of balance scorecard (see Table 6a, 6b).

Strategic guidelines	I) develop the system and district university			II) develop the system and district of health care			III) provide effective and sustainable health public safety			IV) enhance economic development			V) plan for and implement financial sustainability			VI) improve the valorization of service for touristic attraction			VII) requalification of main ex industrial area (snia, necca, area fs,...)		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
CUSTOMER PERSPECTIVE:																					
facilitate economic opportunity,	A	A	A	A	A	B	D	D	D	A	A	B	A	B	A	A	A	A	A	A	
pursue beneficial alliances,	E	A	A	A	A	A	E	E	D	A	A	A	A	A	A	B	B	B	C	C	
strengthen sense of community,	C	C	C	C	C	D	E	E	D	C	C	C	D	D	D	C	C	C	D	D	
provide sufficient infrastructure.	A	B	C	A	B	B	D	C	C	B	B	B	D	D	D	B	B	B	B	B	
provide well maintained community	B	A	C	B	B	B	A	A	A	B	B	B	C	C	C	B	B	B	C	C	
provide a safe community,	C	B	D	D	B	B	A	A	A	C	C	C	C	C	C	B	B	B	C	C	
enhance service and program delivery.	C	B	B	B	C	B	D	D	D	C	C	C	C	C	C	B	B	B	C	C	
Score	24	30	25	28	27	27	18	18	21	27	27	26	20	16	23	28	28	28	24	24	
FINANCIAL PERSPECTIVE:																					
balanced development yields positive net tax growths,	D	D	B	C	C	B	E	E	E	C	C	C	B	B	B	B	B	B	A	A	
maintain/improve bond rating,	E	E	E	E	E	E	D	D	D	D	D	E	A	A	A	C	C	C	D	D	
diversification of revenue sources,	D	D	C	D	D	C	D	E	D	C	C	C	A	A	A	B	B	B	C	C	
maximize external funding	D	E	B	D	C	D	E	E	D	D	D	D	A	A	A	B	B	B	B	B	
administer fiscal plan,	C	E	D	C	D	D	E	E	E	D	D	D	A	A	A	B	B	B	C	C	
maximize benefit/cost.	C	C	C	D	C	E	C	C	C	C	C	C	B	B	B	A	A	A	B	B	
Score	13	11	20	13	14	13	12	9	12	15	15	14	28	28	28	24	24	24	21	21	

Table 6a The impact of portfolio of projects on the balance score card From A to E (A = maximum E= minimum)

Strategic guidelines	I) develop the system and district of university			II) develop the system and district of health care			III) provide effective and sustainable health and public safety			IV) enhance economic development			V) plan for and implement financial sustainability			VI) improve the valorization of service for touristic attraction			VII) requalification of main ex industrial area (snia, necca, area fs,...)		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
INTERNAL PROCESS PERSPECTIVE:																					
promote positive customer/ relationship	A	B	B	B	B	B	B	B	C	B	B	B	A	A	A	A	A	A	C	C	
optimize resources	B	B	B	B	B	B	C	C	C	B	B	B	A	A	A	A	A	A	B	B	
simplify customer/constituent processes	D	C	C	B	B	C	C	C	C	C	C	C	C	C	C	B	B	B	A	A	
facilitate community-based problem-solving	A	B	B	A	B	B	C	C	C	B	B	B	A	A	A	B	B	B	B	B	
Score	16	15	15	17	14	15	13	13	12	15	15	15	18	18	18	18	18	18	16	16	
LEARNING AND GROWTH PERSPECTIVE:																					
analyze and enhance the management information	C	B	B	C	C	C	D	D	D	B	B	B	C	C	C	B	B	B	C	C	
foster employee skills and development	A	B	A	A	A	A	D	D	D	A	A	A	A	A	A	A	A	A	B	B	
promote a positive and motivated work environment	A	B	A	A	A	A	D	D	D	A	A	A	A	A	A	B	B	B	C	C	
Score	13	12	14	13	13	13	6	6	6	14	14	14	13	13	13	13	13	13	10	10	
TOTAL SCORE	66	67	74	71	68	68	49	47	51	71	71	69	69	75	82	83	83	83	71	71	

Table 6b The impact of portfolio of projects on the balance score card From A to E (A = maximum E= minimum)

The valuation of the impact of 21 project (see Table 7) of the seven strategic guidelines by the KPI of Balance Scorecard permits to understand the impact and the importance of each project for the:

- a) customer perspective;
- b) financial perspective;
- c) internal process prospective;
- d) learning and growth prospective.

The rating of the projects is important to fix the priority.

Rating	PROJECTS	AREA	SCORE
1	FAVORITES THE MARKET OF TOURISM WITH EVENTS	valorization	83
2	PROMOTE THE ARCHITECTURE OF THE PLACE	alorization	83
3	PROMOTE THE DISTRICT OF TURISM WITH SPECIFIC AREA	valorization	83
4	SET A STRATEGIC SET OF FINANCIAL TARGET (SPENDING REVIEW)	financial	82
5	DEVELOPMENT OF NEW LABORATORY FOR RESEARCH	university	82
6	DEVELOP COLLABORATION WITH FINANTIAL ISTITUTION (PROJECT FINANCING)	economic	75
7	CREATE A SCIENTIFIC PARK	Health	71
8	IMPROVE THE COLLABORATION PUBBLIC PRIVATE UNIVERTITY - NEW FIRMS	economic	71
9	SPECIFICS ACTION FOR THE QUALIFICATION IN EACH TYPE OF SCHOOL	economic	71
10	REQUALIFICATION OF AREA SNIA	Requalification	71
11	REQUALIFICATION OF AREA NECCA	Requalification	71
12	REQUALIFICATION OF AREA FS	Requalification	71
13	ANALYSE THE COLLABORATION PUBBLIC -PRIVATE TO ANALYSE OPPORTUNITY	financial	69
14	DEVELOP A GROUP (PRIVATE-PUBBLIC)	financial	69
15	BUILD A CITY OF SCIENCE	Health	68
16	REUSE OF INDUSTRIAL AREA FOR START UP	health	68
17	DEVELOPMENT A NEW CONGRESS CENTER	university	67
18	DEVELOPMENT NEW STUDENT'S RESIDENCES	university	66
19	IMPROVE THE PUBLIC SAFETY	green	51
20	IMPROVE THE QUALITY OF AIR	green	49
21	IMPROVE THE QUALITY OF GREEN AREA	green	47

Table 7 Ranking of the projects based on KPI of the Balance Scorecard

The analyze the actual planning of Pavia (2012) (see the score and the comparison by the application of strategic tools) permits to give some a-The main lessons for improving the strategic planning (Lorange et al. 1986; Lynch et al. 1991; Macomber 2013; Mintzberg 1994) are:

- a) the necessity of a set of organized projects for a clear strategic guideline;
- b) the opportunity to develop a set of KPI (Berenschot, 2003) and a balance scorecard for control the development of the strategy of the projects;
- c) the importance to develop a strategic vision in the short term (3-5) years but also in long term (10-25 years);
- d) the possibility to use more activity of longitudinal and sectorial benchmarking for develop the projects (Grandoni et Soda 1995);
- e) the opportunity to give a rating of the projects and using the tools of projects management to follow the evolution during the time.

6. Conclusion

This paper contributes to the discussion about strategic planning and control based on case of the city of Pavia.

For what concern the *first question (How is it possible to build a new model of strategic plan and control?)* we discover the possibility to develop a new framework for strategic and control planning.

The *new model of strategic plan and control* the following phases:

I) Analyze phase. The main outputs of this phase are:

- a. analyze of contest (SWOT) (Porter, 1985; Bryson et al. 1989);
- b. longitudinal benchmarking (Camp, 1898)
- c. gap analyze (Mc Donald, 2011),
- d. position map (Grant 2013)
- e. sector benchmarking (Cook 1995)
- f. mission (Grant 2013);
- g. vision (Covey 1999,2004; Abel 1993);
- h. core values (Coda 1989, Covey 1999);
- i. map of stakeholder (Freeman et al.2010);

II) Planning phase (Hamel et Prahalad 1994; Hax et Majluf 1996) The main results of this phase are:

- a. scenario planning (4 questions) (Abel 1993, Riva 2012)
- b.4 strategic images (Hamel et Prahalad,1994);
- c.-even guidelines (Bertalanffy, 1968);

III) Actions phase. The main outputs of this phase are:

- a. specific set of project for each guideline (Hax Majluf, 1996).
- b. organized portfolio of project (Archibald 1999)

IV) Control phase. The main results of this phase are: a. set of KPI (Imai, 1986, Riva 2006);

- b. balance scorecard (Kaplan & Norton, 2004a, 2004b, Kaplan 1998);
- c. impact of portfolio of project for KPI (Cross et al. 1994);
- d. rating the project (Hax & Majluf 1996).

The answer at the first question are consistent with some studies (Abel 1993, Hamel et Prahalad, 1994, Imai 1986, Itami et Roehl 1993, Riva 2009, Pilotti 2011)

For what concerns the *second question (Is it possible to apply the new strategic planning model to the case of Pavia?)* we discover that possibility to apply at the case of Pavia. The new framework strategic model applied to a strategic planning of the city of Pavia, (after a SWOT analysis a longitudinal benchmarking with the definition of mission, vision, a set of values) permits to organize a clear portfolio of 21 projects organized in seven category strategic guidelines (De Lotto, 2008). Each project is the control on a set of KPI with the balance scorecards (Kaplan & Norton 1992, 1996, 1998, 2001).

The valuation of the impact of each project (rating) on the KPI of Balance Scorecard (Kaplan 2003) permits to understand the impact (customer perspective, financial perspective, internal process prospective, learning and growth prospective) (Covey 1999) and the importance of each project in the contest of seven strategic guidelines. The answer at the second question are consistent with past studies (De Lotto 2008, Kaplan et Norton 2004a, 2004b, Riva 2006, Lynch and Cross 1991).

For the third question (*How is possible to improve the process of strategic planning and control?*) we discover *how the process and the output of actual plan of Pavia* (De Lotto, 2008) compared to our new framework model based on some “good practices” (Ducker 1998; Demarest 1997, Quintas et al. 1997) of strategic planning permits to give some advices for improving the strategic planning of Pavia:

- a) *the necessity of a set of organized projects* for a clear strategic guideline (Archibald, 1999; Bertalanffy, 1968; Covey 1999);
- b) *the opportunity to develop a set of KPI and a balance scorecard for controlling the development of the strategy of the projects* (Kaplan & Norton 1992, 1996, 1998, 2001, 2004a, 2004b).;
- c) *the importance to develop a strategic vision in the short term (3-5) years but also in long term (10-25 years)* (Hamel & Prahalad ,1994);
- d) *the possibility to use more activity of longitudinal and sectorial benchmarking for develop the projects* (Camp 1898, Cook 1995);

- e) *the opportunity to give a rating of the projects and using the tools of projects management to follow the evolution during the time* (Hax Majluf, 1996; Fustfeld 1985).

The answer at the third question are in part consistent with past research (De Lotto 2008, Riva 2009, Pilotti 2011, Lynch and Cross 1991, Imai 1986, Itami). Also, it can be an opportunity, applying the new model of strategic planning to the specific case of the of Pavia, for improving the actual strategic planning process and the output (Bertalanffy, 1968). It states that the strategic planning for Pavia can have an increasingly importance for the development of the city (Atkinson et al. 1997) in the long range. The limit of this study is to analyze only a case of Pavia. Future research can study other cases of success and the impact in different contests. The case of Pavia Commerce is an innovative example of the application of system of strategic planning and control for improving (Freeman et al. 2010) and to have a proactivity approach forward the future.

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