

NOT ONLY "DARK CLOUDS" IN THE SKY FOR REGIONAL DEVELOPMENT

APULIA, "GOLDEN SPOTS" STRATEGIES TO FIGHT DEVOLUTION

"We need to deploy our strengths synergically"

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It is more and more evident that Apulia needs to work at operating as an integrated regional "system" with an organic strategic vision, even through the multitude of interventions occurring daily. For these seem more the luck of the draw than the outcome of an articulated organization with aims and objectives previously established by priority. All social and economic issues and their related daily requirements should therefore be investigated, coordinated and acted upon in the light of guidelines deriving from the coherent specifications of a preliminary comprehensive design. This feels even more of a topical question when considering our current national devolution scenario which also affects regional authorities, causing startling sector crises which then affect regional operations, triggering a widespread hotbed of emergencies which in turn tend to determine a real decline.

Decline: a beloved word for Mario Deaglio who used it to define the widespread malaise in the Italian economic progress, while still finding in the Italian sky "a black cloud with a few golden spots", as stated in his tenth Report on global and Italian economy titled "The sun rises at East", published by Guerine on behalf of Centro Einaudi and Lazard & Co. (Milan, 2005). Deaglio claims that "Italy is aware of being weak in global competition and of keeping losing strengths". It's for this very awareness that Regional Authorities, being the national Government's operational poles, should react with more determination and implement strategic plans to organise synergies of the few or many "golden spots" of the Italian economy. To this purpose, there are plenty of activities which could allow a return to economic success if properly coordinated and managed. To this respect, I am delighted to mention the significant experience of

Francesco D'Aprile from Bari, Chair of APCO (Italian Association of Management Consultants), who has recently organised an international meeting in Shanghai, the World Management Forum (in connection with the fourth China Management Consulting Summit), with the aim of creating real foundations for an effective and doable collaboration between Oriental markets and European Countries. These are the very tesseras we need to gather and turn into a wider mosaic design to impact on regional economic trends. New objectives need to be established to optimise the use of our poorer and poorer resources and to consistently aim for our Country's development. Strategies need to combine mid- and long-term goals in short-timed actions to regain efficiency in control operations while also providing a tangible feedback to rely on for adjusting actions according to results. Such enhancements seem even

more useful and necessary when considering the turbulent conditions Regional Authorities are currently in: constantly and rapidly changing conditions making rigid planning almost impossible, and therefore requiring flexible tools and very-short-timed actions, still within an organic mid- and long-term frame of action. In order to draw a proper new plan, we need to take into account what has already been accomplished so far, re-examining our results though a constructive (political but not polemical) and serene critical analysis. So daily decisions will hold their own natural coherence according to the strategic guidelines previously established. Doing so, we won't eventually need to hope for a lucky draw and will regain our future to plan it as we wish, will still facing our daily reality and its emergencies, trying to limit damage and avoiding ex post blaming only on back luck!

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