

**SUPSI**

# **Conceptualizing and Developing Enhanced Bottom-Up Strategies to Increase Competitiveness, Power and Influence in Alpine Regions**

## **Case-study: Gottardo Brand**

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## Agenda

- Background-Challenges
- Theoretical background
  - Place Branding
  - Bargaining Theory & Coalition Formation Theory
- Case study: PSG 2020 and Gottardo Brand
- Questions-Discussion

## Background - Challenges

- Center Vs. Periphery -tensions
- Brain drain
- Unemployment rate –potentially high (youth)
- Weak entrepreneurial spirit
- Low level of optimization of internal resources
- Inneficient communication systems and protocols
- Low bargaining power *vis-à-vis* urban areas
- Traditional sectors –tourism and agriculture are dominating

## Theoretical background 1-Place Branding

- Globalization-Regions/Places: Necessity of differentiating themselves in order to become more attractive and competitive (Koter et al, 1993; Morgan, Pritchard and Pride, eds, 2002; Ahholts, 2003)
- Politics of space (Ward & Jonas, 2004)
- Tourism (Morgan, Pritchard & Pride, 2004)
- Place Branding and Endogenous rural development (Dominguez et al, 2013)

## Theoretical Background 2- Design and Implementation Strategies

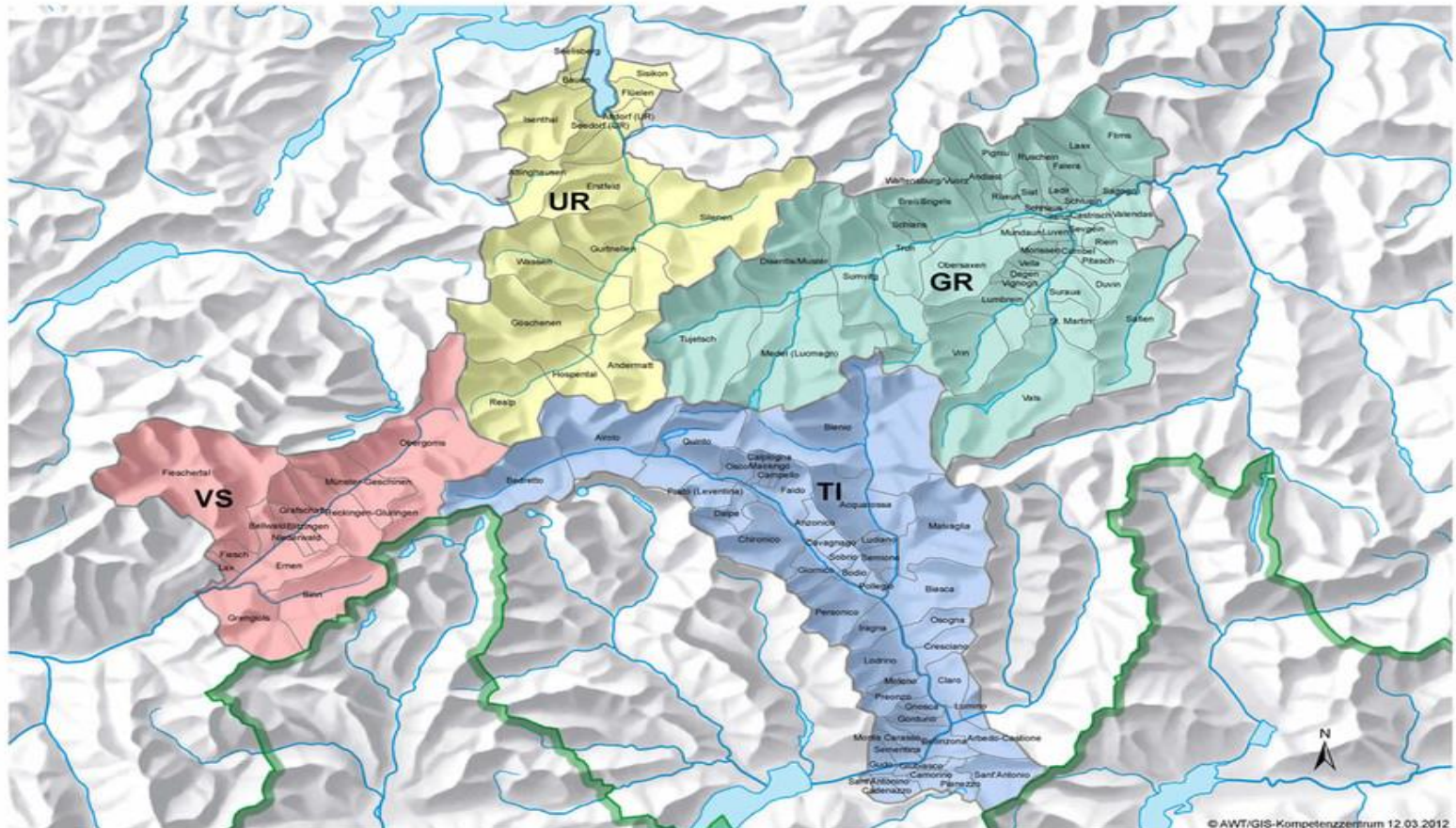
### 1 Bottom up Vs. Top Down

- Bottom-up approaches- Social Innovation (MacCallum, 2009; Moulaert, 2013) **Risk** inefficiency, improvisation and community disagreements
- Top-down approaches – **Risk** excess of institutionalization and regulation
- Top-Half and Bottom Half – (Fullan, 1994 &1998) **Risk** Who does what?
- Enhanced Bottom-Up approaches

### 2 Network Formation and Negotiation

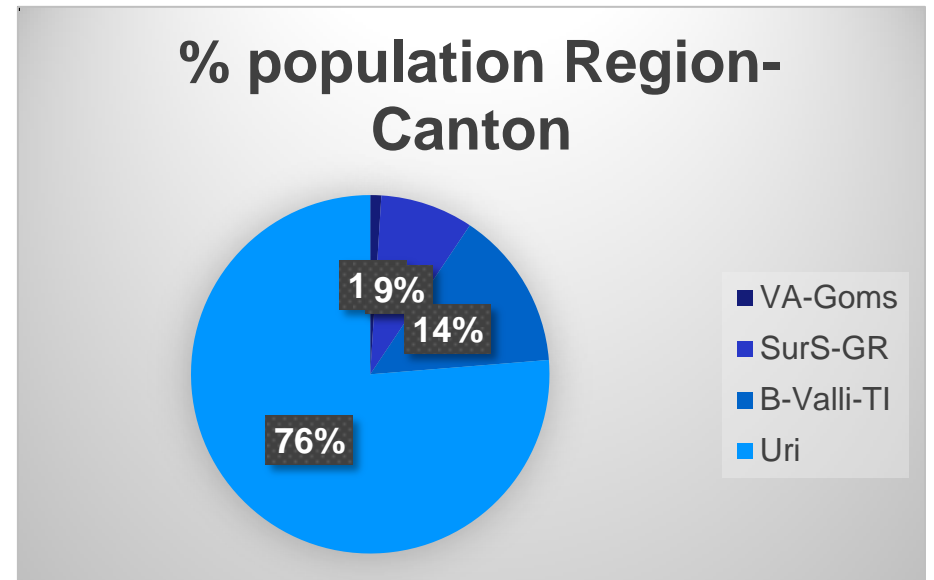
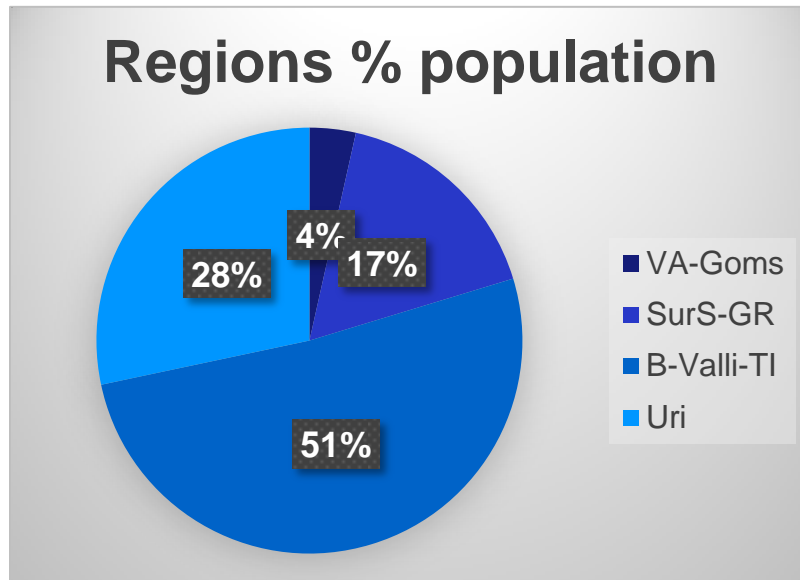
- Socio-Economic Network Formation (Skyrms & Permante, 2009; Jackson 2008 & 2014)
- Bargaining Theory (Bacharach & Samuel, 1981; Muthoo, 1999; Corominas-Bosch & Charness, 2007)

# Gottardo 2020 Program –Geography



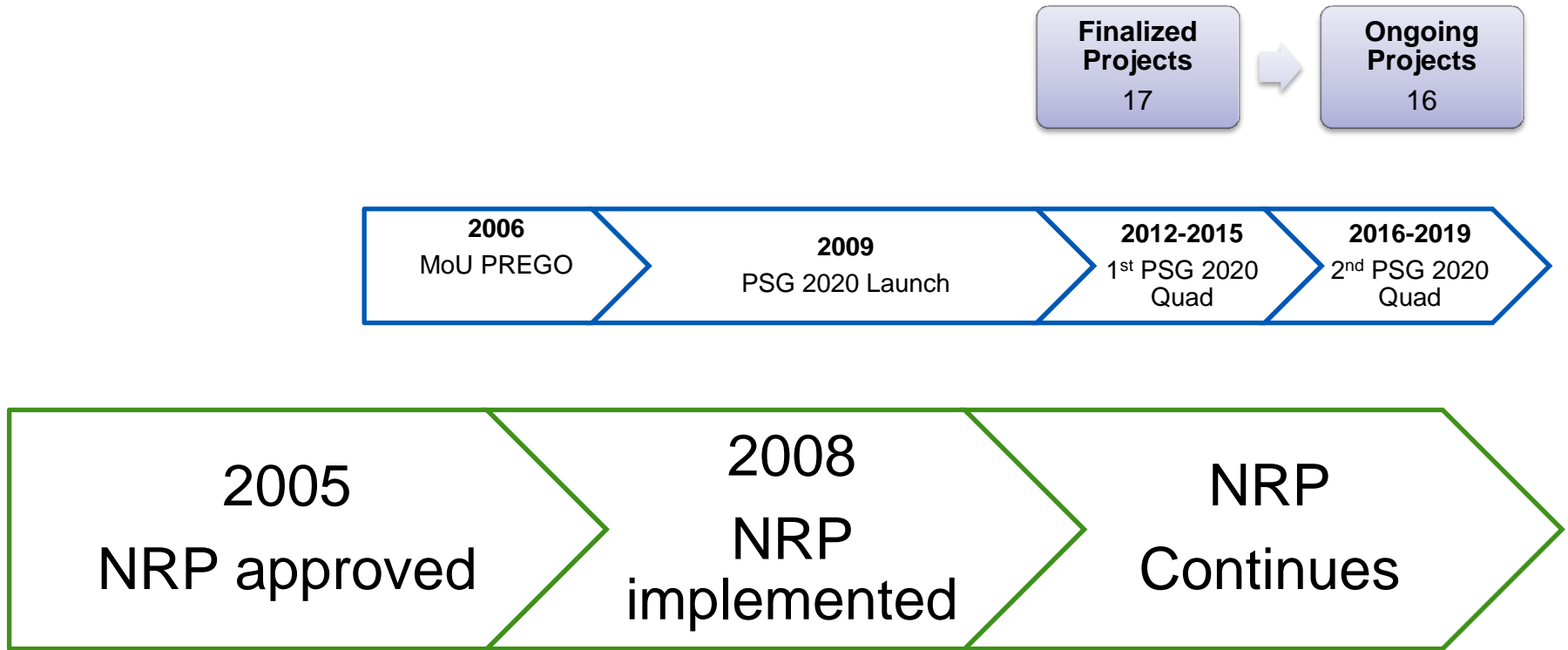
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## Gottardo 2020 - Demographics



Source: Cantonal statistics TI-VA-GR and UR

## The Path towards PSG 2020 and Gottardo Brand



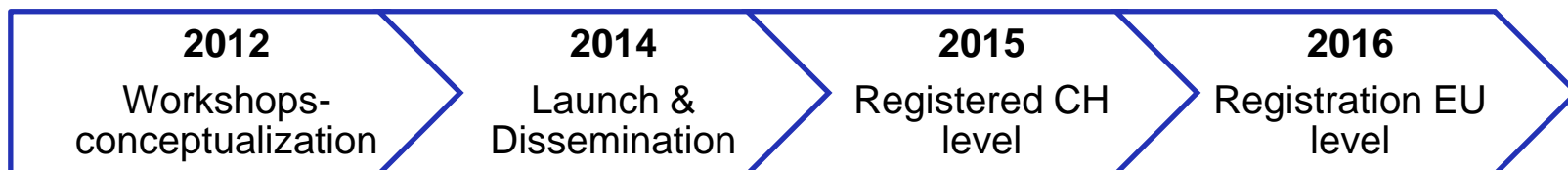


## Gottardo Brand



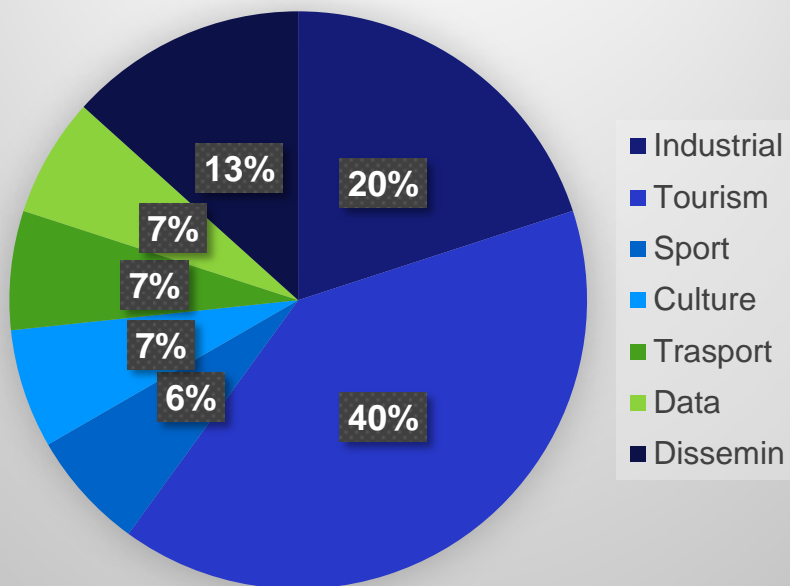
### Mission Statement

*“The St. Gotthard brand as a **regional brand**, strengthens the **competitive capacity** of the region. The brand contributes to improving the perception of the region at supra-regional level. It also provides the **bases for boosting regional growth and development**. The brand serves the purposes of a **collective strategy** for linking commercial instruments and the need of better sell –from a **touristic** point of view- the St. Gotthard region”*

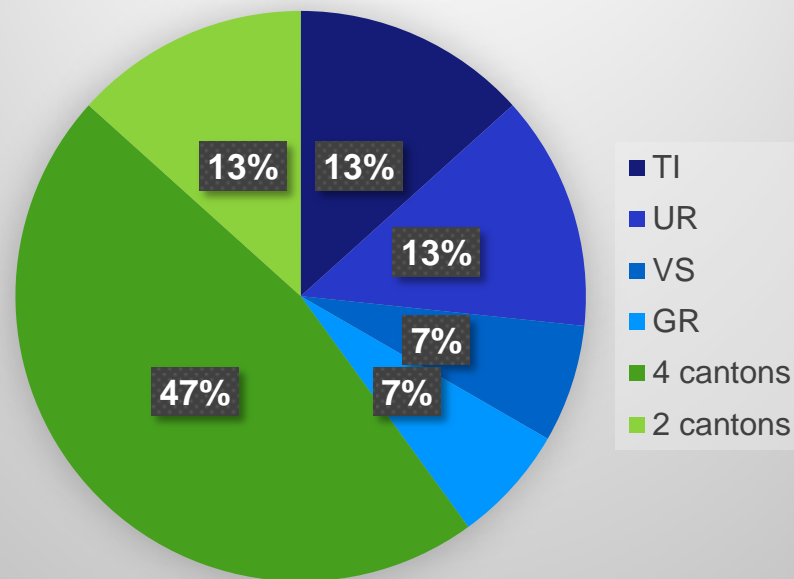


## Gottardo Brand- Membership Analysis

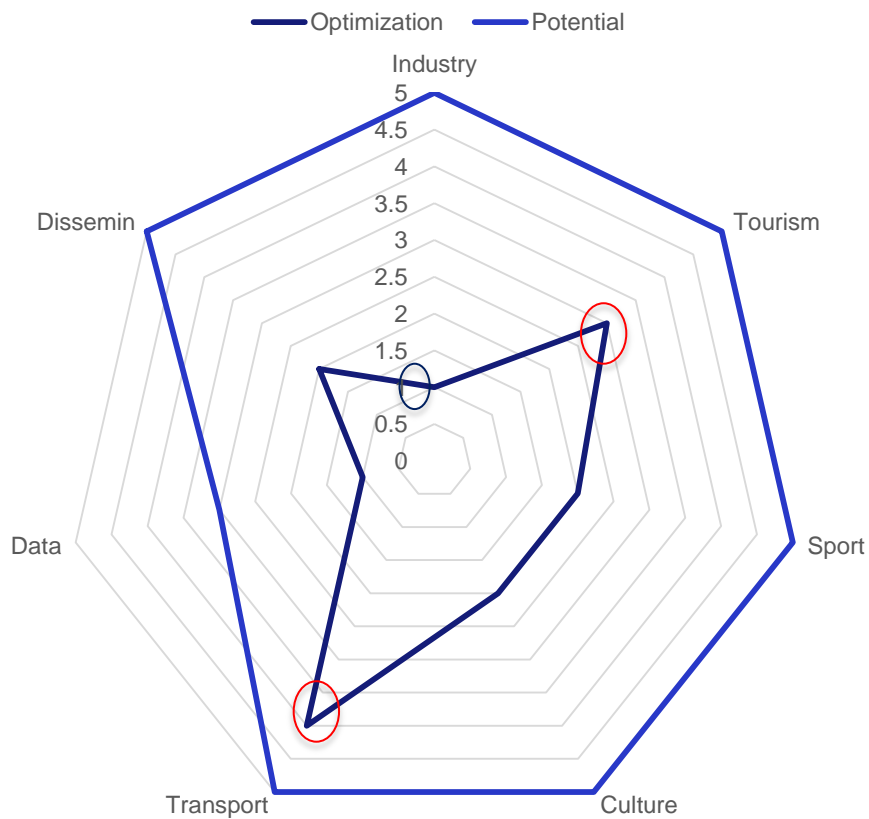
### Sectors, influence



### Cooperation



# Optimization of existing resources Vs. potential benefits with higher optimization



Source: Elaborate by the author, 2016

## Questions

- How to increase the propensity to join initiatives from stronger stakeholders?
- How is it possible to increase the bargaining power of weaker stakeholders *vis-à-vis stronger actors*?
- How to develop cooperation among private stakeholders from and across cantons?
- Which communication mechanisms and instruments should be developed to disseminate the idea of a regional entrepreneurship spirit based on cooperation and exchange
- How to integrate other sectors of the civil society? E.g. youth or people from “abroad”?
- To what extent an excess of regulation and public initiatives may inhibit local bottom-up initiatives?