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Angelo Riva, Luciano Pilotti

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How to Develop a Strategic Plan for Sustainability? The Case of Ferrari's City of Maranello

Angelo Riva

University of Milan (Italy) and
ODCEC

Luciano Pilotti

Professor, University of Milan,
Italy

Corresponding Author:

Angelo Riva

University of Milan
Via Festa del Perdono, 7
20122 Milano

angelo.riva1@studenti.unimi.it

ABSTRACT

Based on the experience of Ferrari's city of Maranello (near Bologna in Italy) this paper analyses the implementation of a set of methodologies of the process of strategic visioning and control for sustainability. The research is based on primary and secondary data. To our knowledge, before this work, in international literature, there is a lack of study on strategic vision and planning and control of Ferrari's city of Maranello, and the paper suggests a new practical framework for the strategic vision and implementation and control for sustainability can be applied also to other organization and cities.

Sulla base dell'esperienza della città di Maranello (vicino Bologna in Italia) in cui è presente l'impresa automobilistica Ferrari, si analizza l'implementazione di una serie di metodologie per la visione strategica e controllo per la sostenibilità. La ricerca si basa sia su dati primari sia secondari. A nostra conoscenza, prima di questo lavoro, nella letteratura internazionale, mancano studi sulla visione strategica, la pianificazione e il controllo della città di Maranello della Ferrari; la ricerca suggerisce che è possibile applicare un nuovo modello per la visione strategica, l'implementazione e il controllo per la sostenibilità applicabili anche ad altre organizzazioni e città.

Keywords: strategy, planning, strategic vision, sustainability, project management, stakeholder strategy

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1 – Introduction

This paper explores challenges and opportunities for strategic planning (Abel, 1993; Mintzberger, 1987,1994; Mintzberger *et al.*1998; Freeman *et al.* 2010, Pilotti, 2019; Riva, 2012; Mella, 2018) in the city of Maranello (near Modena and Bologna), where is present the leader company Ferrari. The strategy is not a regulation, a plan, a set of programmed instructions, but rather it is the unifying theme that directs and makes consistent decisions. Planning must take into account the possibility of satisfying all stakeholders in harmony with the environment (Porter, 1990a; Atkinson *et al.*, 1997; Suciú *et al.*, 2019). The strategy should be compatible with the resources (Slack *et al.*, 1992; Ames, 1999). The resource requirements of some strategy must be consistent and compatible with the availability of the firm. Although there is a broad range of

literature on the strategic planning of the firms (Grant, 2016) still few papers are written on the process to determine critical success factor in process of the strategic vision of a city (the topic is different from territorial marketing). With this in mind, this study intends to investigate this problem. Based on the experience of Ferrari's city of Maranello, this paper analyses the implementation of a set of methodologies of the process of strategic visioning (Senge, 1999; Bertalanffy, 1968).

The analytical techniques help to identify, classify, and understand the factors that influence planning decision. A strategy (Porter, 1990b, 2000; Riva and Pilotti, 2017a,b,e,f; Coda, 1986), is the pattern that coordinates the objectives, policies, guidelines leading an organization into a unified and coherent strategy (Coda, 1988; Mella, 2012; 2015a,b); it is important in the determination of long-term goals and implementation of policies for the allocation of resources (Grant, 1997) necessary to achieve the desired results (Campbell and Mintzberger, 1990). Given these premises, this paper reports the interesting case of the city of Maranello. To our knowledge, before this work, in international literature, there is a lack of study on strategic planning and control of Ferrari's city of Maranello. Using a case study of this city, where is present the leader car company Ferrari Spa (near Modena), the paper aims to explore the following issues:

1) *How is the strategy of strategic planning for the sustainability of Maranello?*

2) *Can the methodology of strategic proactive vision be used usefully in planning and control for the sustainability of a city?*

To answer the first question, we analyze in detail the conceptual framework of the strategic planning of Maranello (the City of Maranello, 2019a,b): the strategic planning process and the development of seven strategic lines and the correlated 32 projects. To answer the second question, we reflect on the experience of this city describe the importance of strategic planning and the objectives and methods used. The outline of this paper proceeds as follows. The second section provides some theoretical background and methodology. The third section shows the specific researches on planning in Maranello. The fourth section discusses the empirical findings and the last section concludes.

2 – Theoretical background and methodological approach

2.1 – Theoretical background

In the international literature we can define main paradigms of research and some family of strategic planning (Dyson and Forster, 1993; Pilotti, 2005, 2011, 2019; Freeman, 1991; Ohmae, 1982; Mella, 2012, 20015) and vision and system of control (Kaplan and Norton, 1992, 1996, 2003, 2004; Covey, 2004, Porter, 1985, 1998; Mella, 2018) (see Fig. 1):

a) general strategic planning - focus and execution

Mintzberg (1994) describes the prospective is of planning is medium-long range. For this approach, every project of innovation is measured through the use of KPIs (key performance indicators) that can be correlated with the various areas of achievement. The purpose of the model is to measure KPIs and control. The phases of implementation of the method KPIs are based on the selection of the processes to be monitored: it is important to identify the processes most relevant and important. You can assign a scale to define the various processes. Identification of KPIs: they can be divided into four broad areas: general indicators, cost indicators, quality indicators, service indicators. After the definition of KPI is important to check the robustness and evaluate a number of indicators.

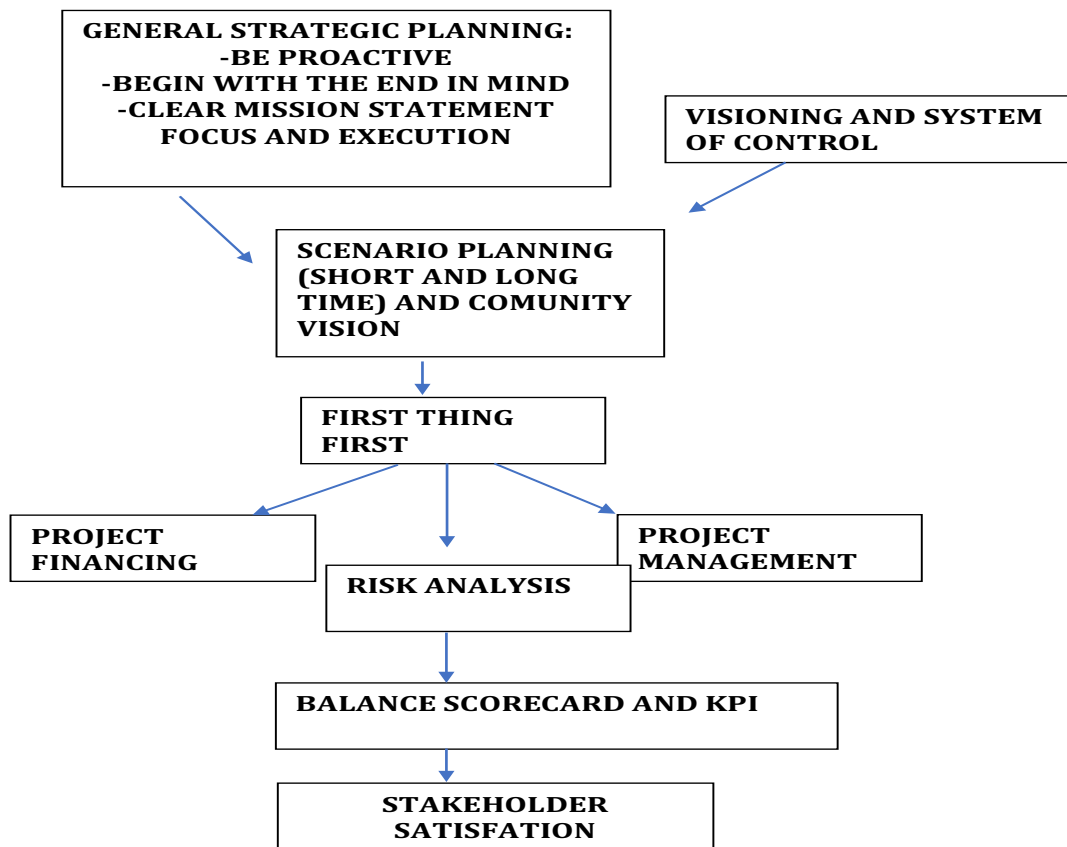


Fig. 1 – Conceptual framework (Source: our elaboration)

Freeman *et al.* (2010) analyze the variables more important that are service quality and the customer satisfaction of the citizen (Freeman *et al.*, 2010); the relationship with the community, relationships with suppliers (collaboration). It is possible to determine the level of business performance. relationships with suppliers (collaboration), measurable through the joint analysis of the projects, the level of vertical integration. Proponents of this model in part criticized the methodology of the balanced scorecard. Covey (2004) analyses the key issue is the role of proactivity and the strong culture. The real problem lies in the operational mechanisms of verification of the results and allocation of resources.

b) scenario planning;

Bryson (1999) describes how there are several models to improve the outcomes in a strategic community vision in long-range planning. Senge (1990) describes the model of system dynamics is relevant to study the evolution during the period. It is essential that the public body enhances citizen-customer satisfaction with various methods and develop adequate procedures for will collect and use such information. Atkinson *et al.*, (1997) describe the role of the stakeholder approach is in direct connection with is a useful tool for the public authority to evaluate the results of policies. Sveiby (1998) analyses the business navigator considers a number of factors such as the financial aspect, as customers, of human resources, processes, renewal and innovation. The intangible asset

c) sector and longitudinal benchmarking

Kaplan and Norton (1992, 1998, 2001, 2003, 2004) describe the methodology of the balanced-scorecard, which is based on a set of prospects for the analysis of the results (Broccardo, 2010) (Fig.2). This methodology is applied successfully in some cities (such as the City of Charlotte in

the United States and the city of Brisbane in Australia). The use of strategy maps is useful to represent the relations of cause and effect between the various dimensions of analysis.

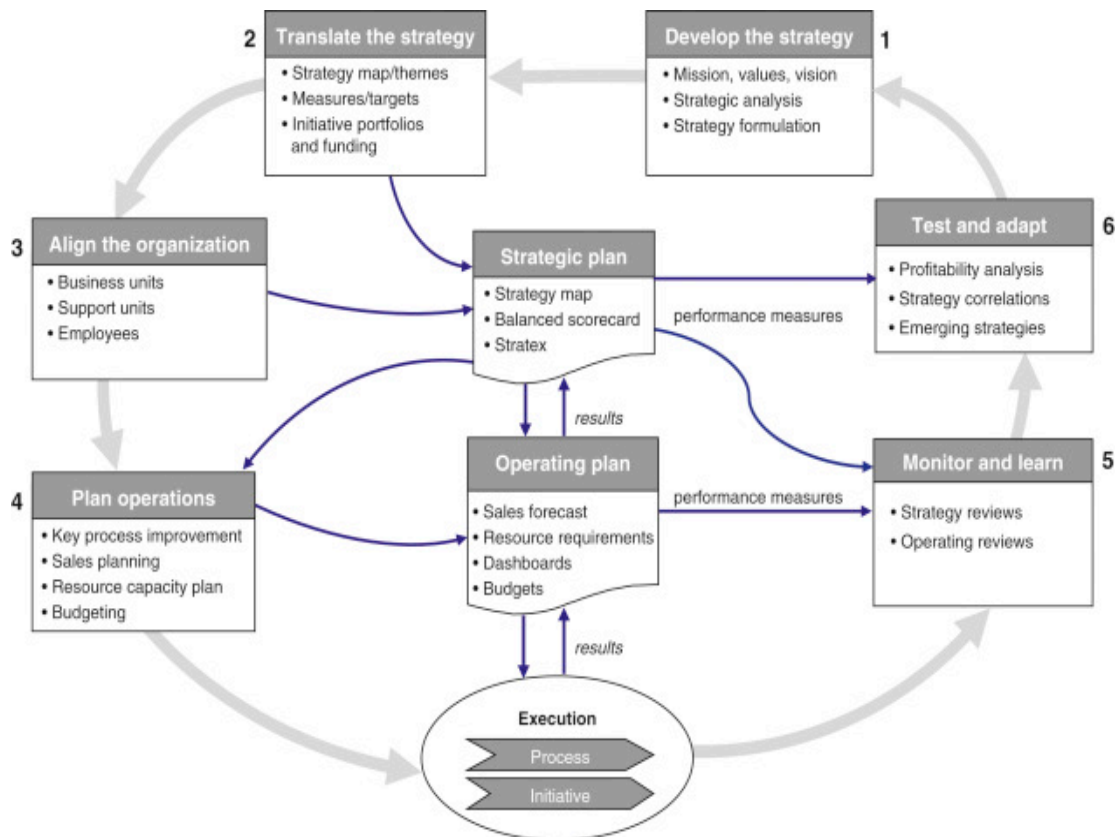


Fig. 2 – The methodology of the balanced-scorecard (Source: elaboration from Kaplan and Norton, 2004)

For Slack *et al.*, (1992) the strategy should be compatible with the resources. The resource requirements of some strategy must be consistent and compatible with the availability of the firm, relative to the amount and type of resources. Macomber (2013) describes how the data are analyzed to provide information about: a) satisfaction-dissatisfaction of the citizen-customer, b) compliance with the requirements. In each strategy element share common themes. Each strategy includes an overall goal and supporting objectives, guiding long-term policies, and a five-year action. Also, some methodology (Riva and Pilotti, 2017) can be used for planning:

a) *The methodology of project management* (Alchibard, 1999) is very useful in the development of planning; also vision and system of control: comparing the processes with some considered excellent; 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. It has a life cycle that begins from the moment of the starting of the project until its completion (Riva, 2005, 2007a, b, 2008, 2009). Through the creation of cross-functional teams, you can create an organization for projects.

b) *Risk analysis*: it is based on the identification of certain risk categories that can be identified with the use of checklists. Project financing: 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.

The integration of different methods allows a better allocation of resources and the development of 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. It is important that the objectives set by the management of the public are measurable and comparable and consistent with the quality policy and ensure continual improvement (Coda, 1988). The strategy must be consistent and compatible with the values and objectives and the vision (Ohmae, 1982).

2.2. Methodology

The empirical method of this analysis follows the logic of grounded theory (Glaser and Strauss, 1967) developing a case study methodology (Eisenhardt, 1989; Riva 2018; Strauss 1999). We base our study on the case of the city of Maranello (near Bologna in Italy). We analyze the case based on the previous literature using primary and secondary data. Regarding secondary data, we study important documents. (see Tab 1) (City of Maranello, 2009, 2014, 2019a,b; Ferrari Spa, 2018).

MAIN SECONDARY DATA	FOCUS
"PUMS Piano della Mobilità Sostenibile di Maranello (2019)" (source: City of Maranello)	focus sustainability
"Strumenti urbanistici PSC Piano Strutturale Comunale" (source: City of Maranello)	focus city strategy
Piano strategico Ferrari 2018-2022 (source: Ferrari SPA)	focus economy of main factory of Maranello
"Piano strategico delle città distretto (2014) (Sassuolo Maranello, Scandiano, Casalgrande Formigne)" (source: City of Maranello)	focus city strategy
"Piano strategico Maranello2 (2009- 2014)" (source: City of Maranello)	focus strategy

Tab. 1 – Maranello secondary data used in this research (Source: our elaboration)

About primary data, we collect data and information by contacts and interviews with the expert of the city (see Tab. 2) about the area of research (see Tab. 3). We also visit the " Museo of the city". It is an innovative city with cultural events and architecture (Maranello's new town library of Maffei and Isozaki, open in 2012).

About secondary data, we study also the public balance sheet of the city. We base our study on the case of Maranello (near Bologna in the north of Italy).

Expert about Maranello city case	8 interviews
Member of Museum Ferrari	1 interview
Member of Public administration	1 interview

Tab. 2 – Interviewees (Source: our elaboration)

In the museum of Ferrari, there is a description of the culture of innovation of the territory and economic development.

<p>1) <i>How is the strategy of strategic vision, for the sustainability of Maranello?</i></p>	<ul style="list-style-type: none"> -strategic planning process -strategic planning priorities <ul style="list-style-type: none"> - long and short-run -strategic guidelines -projects
<p>2) <i>Can the methodology of strategic proactive vision be used usefully in planning and control for the sustainability of a city?</i></p>	<ul style="list-style-type: none"> - the strategic planning permits and analysis of the strengths and weaknesses <ul style="list-style-type: none"> - strategic vision - a practical framework for the strategic planning

Tab. – 3 Main issues covering during the interviews (Source: our elaboration)

The method of case study is used because it permits to underline the strategy during the time of the city of Maranello.

3 – The Strategic Planning Process in the city of Maranello

Maranello is a little city near the important center of Bologna in the region of Emilia Romagna in Italy where is present the Ferrari's factory (see Fig. 3). In Maranello it is important a plan for defining the vision, mission, objective and the actions to reach the objectives; the scarcity of financial resources available make it a priority for the administration to adopt processes and strategic planning tools to set priorities and evaluate the opportunities and possible synergies. There is a need to help the local forces to improve the economic competitiveness of the territory.



Fig. 3 – Maranello and Ferrari Company (Source: Ferrari-Circuit)

It is important to study the organizing principle for sustainability and sustainable development, which includes the four interconnected domains: a) ecology, b) economics, c) politics and d) culture (City of Maranello, 2009, 2014, 2019a,b; Ferrari Spa, 2018). According to

studies on sustainable development, the three pillars of sustainability are environmental, society and economy. The determination of long-term goals, implementation of policies and allocation of resources is necessary to achieve those objectives. The strategic vision in Maranello (see Fig. 4) is based on the following priorities:

- 1) continue the work of modernization to support the economy, insisting on living, on safety, knowledge, on safeguards;
- 2) investing in knowledge and participation to support and verification of administrative policies;
- 3) continue to operate with a significant commitment to providing citizens efficiency, simplification, and transparency;
- 4) investing in the future of the younger generation guaranteeing the right to education and knowledge.

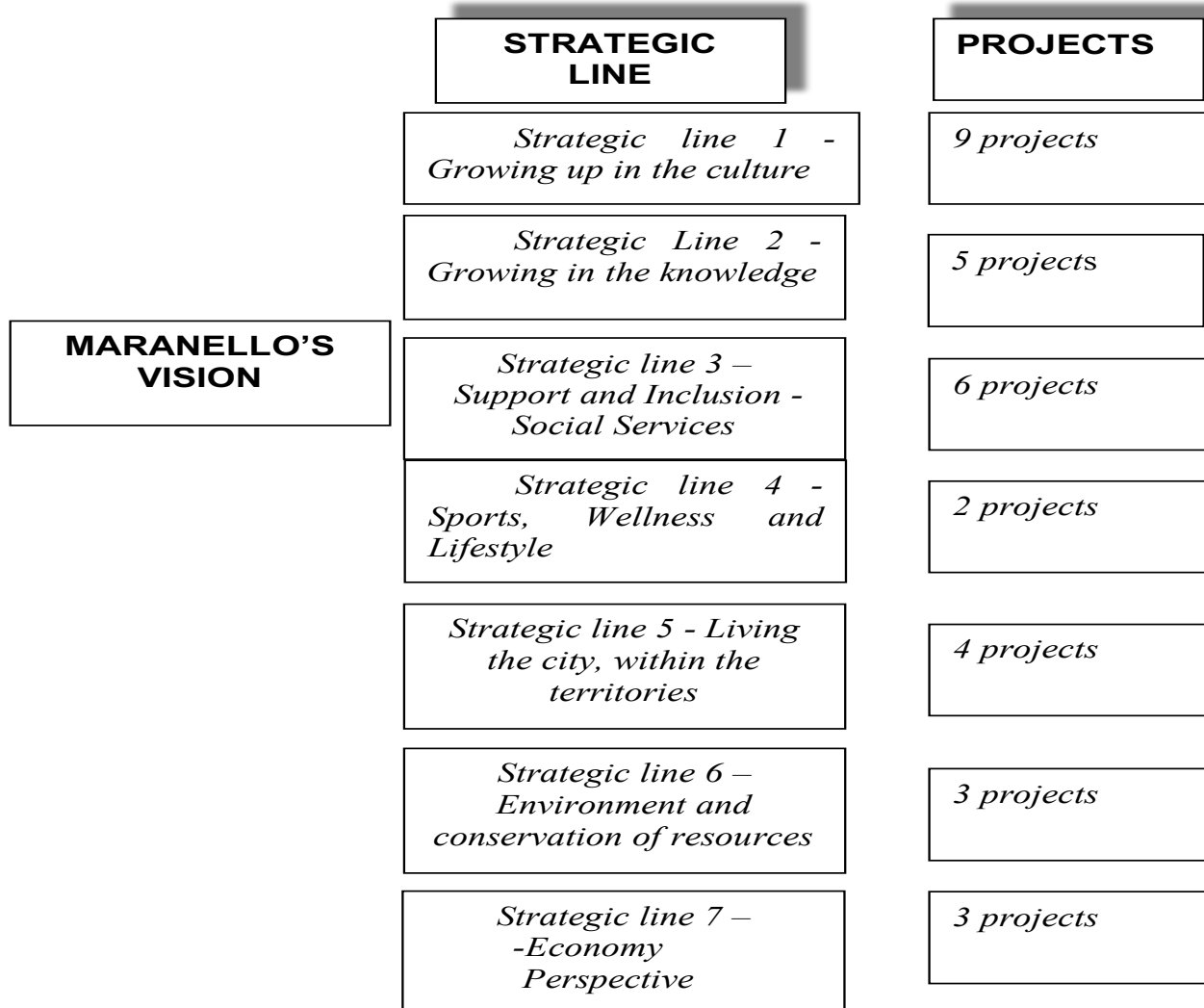


Fig. 4 – The strategic planning (strategic 7 strategic lines and the correlated 32 projects) process in Maranello (Source: Our elaboration)

The strategic plan is the document by which the administration describes the strategic vision. From an organizational point, the preparation of the strategic plan follows the process of development.

- a) analysis of context (the socio-economic and territorial, analysis of the organizational, analysis of financial and legislative constraints);
- b) defining the mission, vision, the stakeholders;
- c) action plan (translate the legislative program in the program guidelines, connect the planning guidelines for projects, define the actions);
- d) general plan of development.

The case of Maranello shows the sequential phases in order to collect and process all available quantitative and qualitative information directly or indirectly in the local context. The strategy is the foundation of objective, including policies and programs aimed at achieving these goals. Determination of long-term goals and the implementation of policies and allocation of resources is necessary to achieve those objectives (Riva and Pilotti, 2019). Currently, an increasing strategic importance is taking on the role of collaboration between different actors for development. The external and internal analysis permits to understand the situation and the problems.

4 – Discussion

We discover that Maranello's five years program is based on 9 strategic lines and 32 projects (See Fig. 1) (City of Maranello ,2009, 2014, 2019a,b). In this process, it is important for mapping the role of stakeholders (all the subjects that have an interest in an organization). The external and internal analysis permits to understand the situation and the problems (Riva, 2007, 2010; Mella, 2018). In the literature, there are some authors that believe the predominant internal analysis while others prefer the external analysis (Grant ,2016).

Also, the key issue is the role of the strong culture of the public (Covey, 2004). The real problem lies in the operational mechanisms of verification of the results and allocation of resources for sustainable development. The implementation of a strategy requires an appropriate organizational structure and management systems; changes in strategy may also require changes in the organizational structure and management systems. It is important that the strategic planning process is based on long-run vision (Prahalad and Hamel, 1994).

The starting point of any strategic planning process (see Fig. 5) is the identification and communication omission based on the four main determinants of local life:

- a) autonomy to govern the community in continuing the work of modernization of our country to support the economy, safety, knowledge, the protections;
- b) ensure a system of services that will ensure every citizen an adequate quality of life and to encourage the relations and social comparison, civil and political concepts of participation, responsible citizenship;
- c) enhance and support the family, recognizing it the social role of the nucleus and basic structure the community tends to be stable and secure,
- d) respect the principle of the subsidiary in relation to public and private entities, promoting forms of collaboration and cooperation.

The strategic planning process in Maranello involves the following steps (City of Maranello, 2009, 2014, 2019a,b):

- I) identification of the vision and long-term orientation and the overall objectives of economic (Porter, 1998, 1990a,b) and social development, environmental protection of the territory;
- II) formation of a cognitive framework based on a systemic vision and network;

III) determination of the actions and operational programs suitable for the realization of the vision and objectives based on seven strategic lines;

IV) analyzing key trends of the results found;

V) monitoring and assessment of its trend over various time periods in particular for the definition of the prospects for future development

Starting from the identification of the stakeholders the institution is able, in the first phase of planning and then in the reporting phase, to determine the programs, actions, targets. The conceptual framework of strategic planning is the definition of gap (actual situation and long-term vision); this is the main topic of Maranello's master plan.

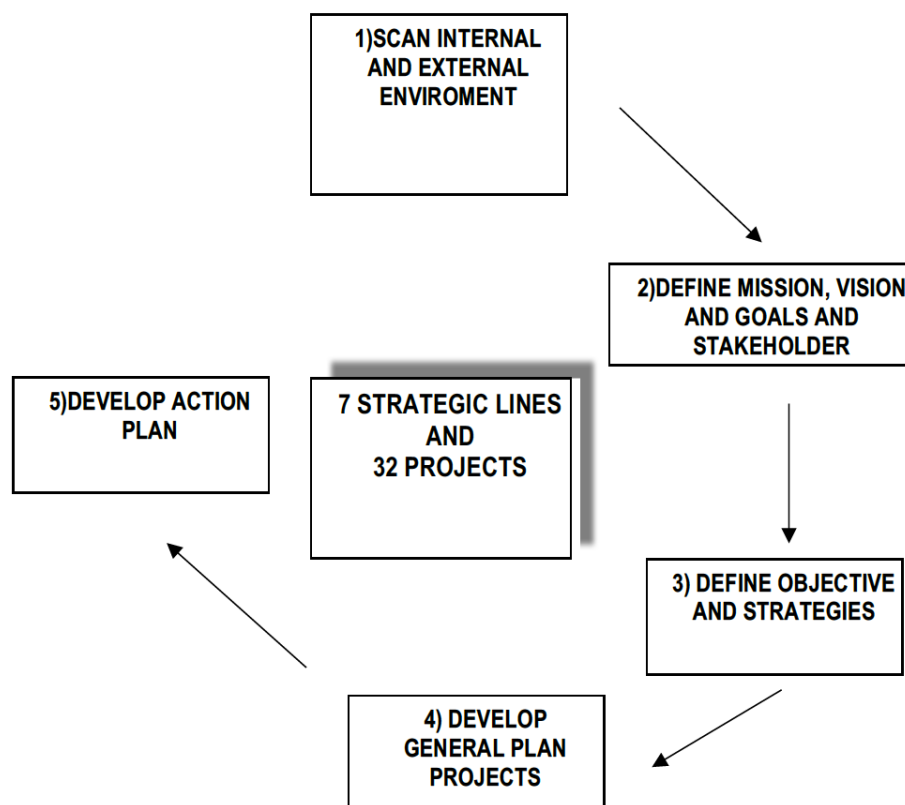


Fig 5 – The strategic planning process in Maranello (Source: Our elaboration)

5 – Conclusion

The strategic plan permits a great advantage to have a proactive vision of the desired outcome (City of Maranello, 2009, 2014, 2019a,b). The strategy is the unifying theme that directs the decisions for the satisfaction of all stakeholders (Freeman and Strand, 2015) With reference to the first question (*How is the strategy of strategic planning for sustainability of Maranello?*), we discover that:

First, Maranello's experience strategic planning (see Fig. 6) is based on a clear organized vision, the selection of some priorities and some gaps (Mintzberger, 1994, 1998; Covey, 2004; Stack *et al.*, 1992; Aledda, 2019) and action plans on a five years plan for sustainable development.

The insights from Maranello's experience contributes to a better understanding of the strategic plan for a city by stress the importance of some elements:

a) to integrate and reformulate the idea of strategy with the idea of sustainable ecology and ethics (Gazzola *et al.*, 2019, 2020);

b) the importance of integrating and improving the paradigm of control with a model of self-organization control. The self-organization control model integrates many paradigms: i) collective behavior; ii) network; iii) evolution and adaption; iv) pattern formation; v) systems theory; vi) nonlinear dynamics; vii) game theory.

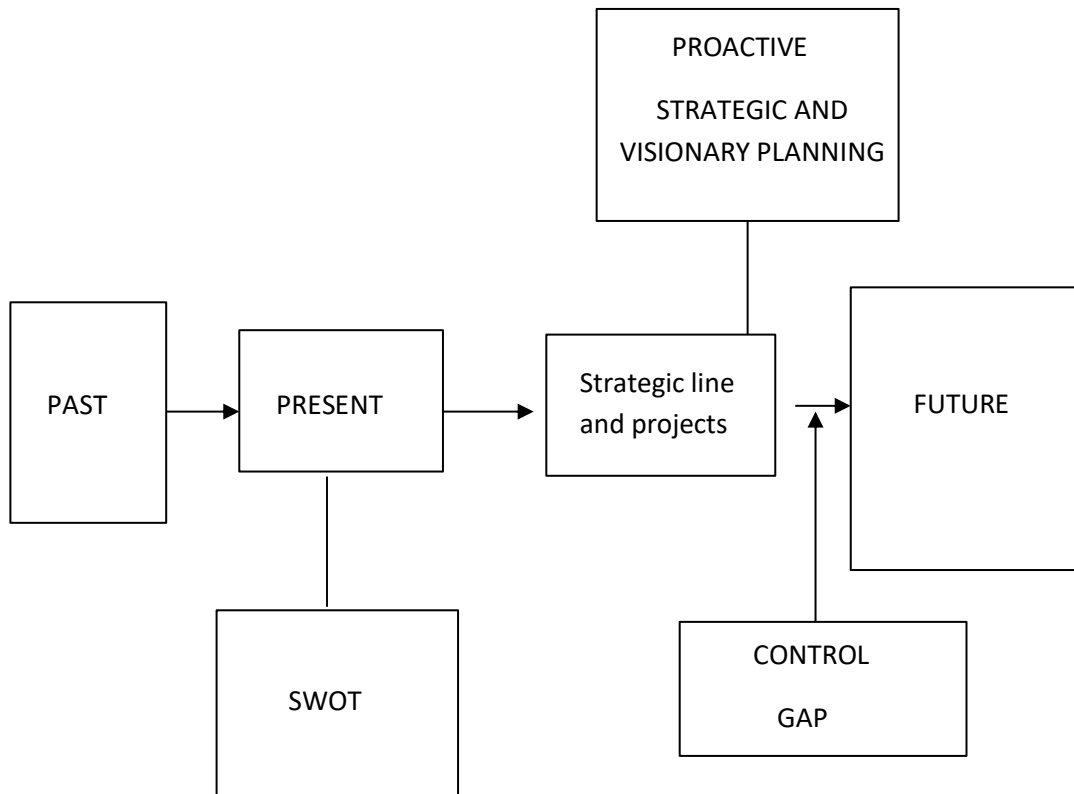


Fig. 6 – Conceptual framework of a strategic plan in the city of Maranello (Source: our elaboration)

Second, there is an organized strategy based on a mix of economic, social, and environmental objectives based on seven strategic lines (culture, knowledge, social, wellness, quality of living, environment, economy) and correlated 25 projects.

The identification of stakeholders (City of Maranello, 2009, 2014, 2019a,b) in the strategic planning process allows the administration to define the strategy and relative actions. In Maranello the strategic lines are:

- I) Growing up in the culture (9 projects);
- II) Growing in the knowledge (5 projects);
- III) Support and Inclusion - Social Services (6 projects);
- IV) Sports, Wellness and Lifestyle (2 projects);
- V) Living the city, within the territories (4 projects);
- VI) Environment and conservation of resources (3 projects);
- VII) Economy Perspective (3 projects).

It is determinant for each project to identifier the stakeholders. In this way, the stakeholders of the institution become an active part in the management of the institution; they are put in a position to understand what the objectives and influence future programming decisions are.

The answers at the first question are consistent with past studies (Freeman, 2010, Freeman and Strand, 2015; Prahalad and Hamel, 1994; Covey, 2004, Minzberger, 1994; Pilotti, 2011; Riva and Pilotti, 2017e,f)

For what concerns the second question (*Can the methodology of strategic proactive vision be used usefully in planning and control for the sustainability of a city?*), we discover that:

First, strategic planning permits the analysis of the strengths and weaknesses based on a number of assumptions and it is important for mapping the role of all stakeholders (Freeman, 2010) and understand their contributions about the strategic lines and relative projects.

Second, the strategic vision should be linked to the culture and value system (Porter, 1992; Mintberger, 1987; Camagni, 1996; Coda, 1988) based on a system of self-organization and adaptation (see Fig. 7).

It is important (City of Maranello, 2009, 2014, 2019 a,b) to understand the main functions and objectives for improving the quality of life and health, promoting the orderly development of the area, ensuring the safety and protection of the physical and cultural identity of the territory, promoting the improvement of environmental quality and social architecture of urban land (Riva, 2009). The insights from Maranello's experience might contribute to a better understanding of the correct process of the strategic plan for a city.

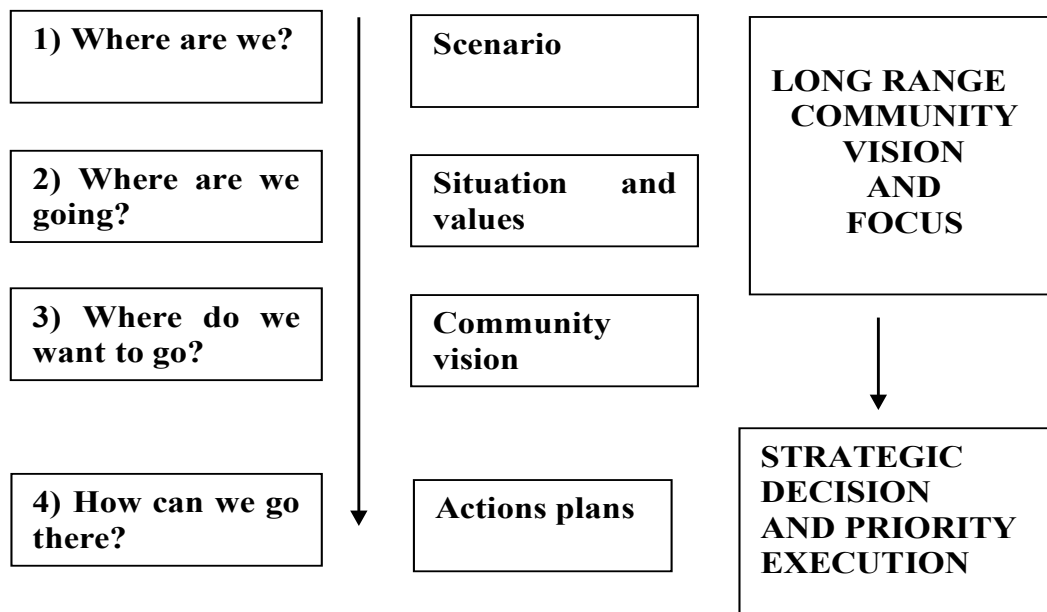


Fig. 7 – Conceptual framework of strategic planning(Source: our elaboration)

The answers at the second question are consistent with some relevant theory (Abel, 1993; Porter, 1992, 1998, 2000; Camagni, 1996; Farneti, 1995; Pilotti, 2011; Collins, 2001; Riva and Pilotti, 2017a,b,c,d,e,f; Coda, 1986,1988; Macomber 2013; Riva 2010). The results confirm the usefulness of strategic proactive vision in planning for sustainability.

The original contribution of this paper and the production of new knowledge in the field are:

a) *the original description and analysis of the strategy of strategic vision and implementation and control of the Ferrari's city of Maranello.*

b) *to give a new practical framework for the strategic vision, implementation, and control can be applied also to other organizations.*

The limit of this study is to analyze only a single case study. Future research can study the relation between strategic vision and collective implementation. In summary, it possible to formulate the consideration that strategic planning, also in the public sector, is an efficient tool to mobilize political support to implement the strategic vision for improving the quality of life.

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