



# BEARING FACT SHEET

## Place Excellence



### Place Excellence

Place Excellence is what can be achieved when the forces of place management, place development and place branding are working together in coordination toward the same, jointly accepted goals.

This fact sheet presents this paradigm, and why in our view, achieving Place Excellence is the key to successful positioning and development, beyond oversimplified and previous models.

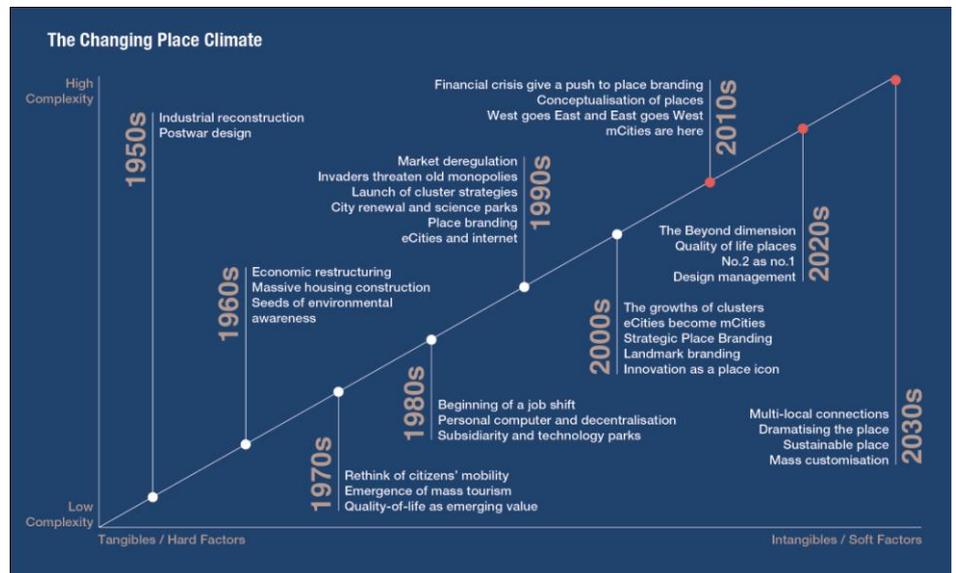
## The history of place management

Successful Place Management is a cornerstone of the process to achieve place excellence. Place Management has developed during the last decades away from simple quantifiable elements into complex attraction development. This means that besides hard factors, a number of subtle soft factors have gained in importance.

The consequences for the place manager is that you need to have basic competence in business intelligence, an understanding of new trends, an understanding of new disruptive technologies and their implications and a number of personal competencies such as negotiation skills. Also, good leadership skills to create collaborative environments are crucial. How the changing place climate is developing and setting the arena for place management is illustrated below.

The macro development that has changed the place climate during the past 50 years is fourfold.

1. The first macro influence is that national borders have eroded. They appear on maps, but are less and less felt elsewhere.
2. The impact of subsidiarity is the second macro influence. Subsidiarity is the concept for a strategy where matters should be decided as much as possible at the local or regional levels. National governments have simultaneously passed authority upwards to the European Union and downwards to regions and places.
3. The third strong driver is the macro influence of commerce, advances in information technologies and how deregulation has allowed both to flourish and with them places.
4. Lastly, the enlargement of Europe to the East has added new place opportunities and a refreshing dynamic to the old continent.



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## Triple-Helix and other old models



Triple helix spiral stairs from the cathedral in Santiago de Compostela, they all start on the ground floor and lead to different places.

Triple-Helix is a model which describes the crossing of three worlds; academia, business and government. The model was developed in the mid-1990s and has often been used to explain the inner workings of regional innovation systems and clusters. However, the construction of Triple-Helix comes from the vocabulary and models of central planning and institutional and traditional patterns, which no longer works.

The world in the 21<sup>st</sup> century is dynamic and is in continuous flux, due to globalisation and hyper competition. These are trends which will not be reversed. The traditional Triple-Helix model does consider entrepreneurs and place managers, irrespective of their sectors. The consequence is that individual resourceful persons and brilliance of ideas are not addressed.

Other models which are often used are SWOT (Strength, Weakness, Opportunity, Threat) analysis, which are often static and in the place context no longer so useful, as it does not consider dynamic development, does not consider quick imperfections in the market and foresee individual capacities.

In contrast, the dynamic model below which we use when we work with place management is adapted for the challenges of the modern world. Place Excellence is a new paradigm, focusing on strong individuals participating and cooperating as place managers.

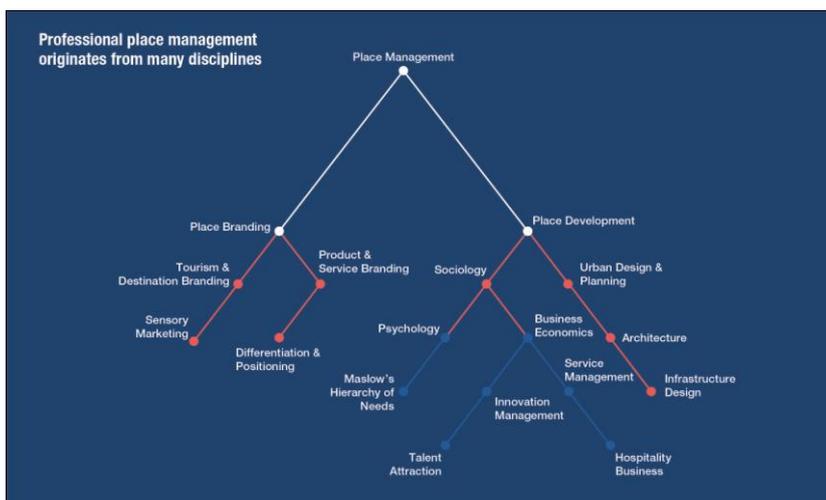
## How to get it right

The city of Sant Cugat in Catalonia is an example of a European municipality which has been awarded for its Place Excellence. The reorientation of its administration received an important prize in the “**Leadership & Management for Change**” category of the 2009 European Public Sector Award (EPSA) from the European Institute of Public Administration. The traditional culture of wasteful spending of many places was transformed in Sant Cugat into a cost-conscious culture by introducing contracts between politicians and top public managers.



The proud Sant Cugat team, led by the mayor Lluís Recorder with the prize for best European Community in his hand. The deputy mayor, Jordi Joly, is on his right side. Today, Lluís Recorder is appointed Catalan minister and Jordi Joly is CEO of the Economy Finance Business and Employment organization of the city of Barcelona. Thus, recognised results can be appreciated on the place management arena within a short time.

For further reading, we recommend the book **Place Management**, published by Bearing Consulting in October 2011, which describes the concepts presented in this fact sheet in detail, with good examples from numerous European municipalities.



We have a holistic view of place management, which is the overarching concept encompassing numerous existing disciplines. Some of the main links are indicated in the illustration.

### Contact

If you are interested to know more about Place Excellence, the forces in play and how excellence can be achieved, contact us on [connect@bearing-consulting.com](mailto:connect@bearing-consulting.com) or call +46-8-411 8710.



“Vision without action is merely a dream.

Action without vision merely passes the time.

Vision with action can change the world.”

Joel Barker