Purpose & Value in DigiGlocal Spheres Management Matters!

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Agenda

1. Value & Space
2. Public Space(s) & Management
3. Space & Place
4. What is Value from a Place Perspective?
5. Spaces & Places in the Digital Era - Towards DigiGlocal Spheres
6. Managing DigiGlocal Spheres for Civic and Public Wealth Creation – The Role of Co-Production
7. An Open Agenda for Research, Practice, Education, Activism and Legacy

Where is Value from a Space Perspective?

Space as a Driver for Re-Embodying Value

SAN FRANCISCO, US

Public Spaces & Management -

- Combining management principles with public spaces involves applying the core functions of management—planning, organizing, leading, and controlling—to the design, development, maintenance, and enhancement of public spaces.
  - Planning - Strategic Vision and Goals; Design and Layout
  - Organizing – Resource Allocation; Infrastructure Development
  - Leading – Stakeholder involvement, Events, Staff motivation and Volunteer programs
  - Controlling – Monitoring, Evaluation, Feedback, Improvement

A. Lorenzetti: "The Allegory of Good Government and its effects in the city and in the countryside" (1338-1340), Siena, ITALY
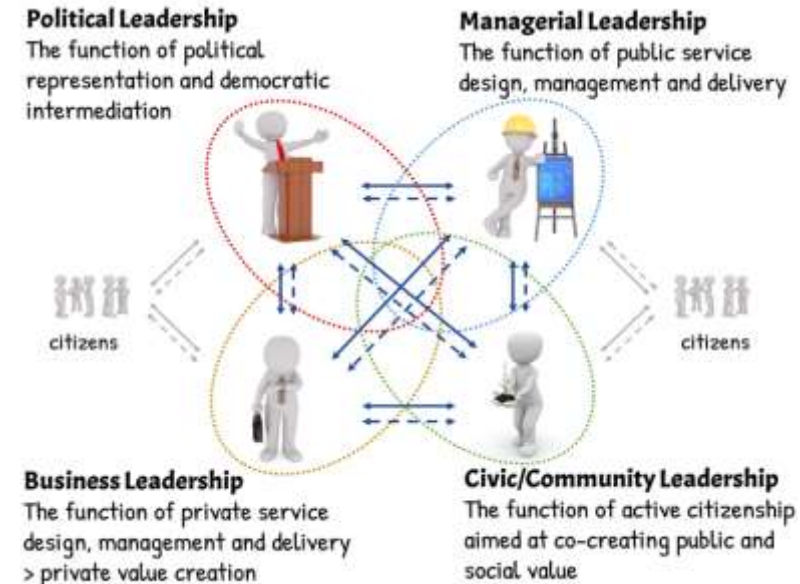
Space & Place

- The terms "space" and "place" are often used interchangeably in everyday language, but in fields such as geography, urban planning, sociology, and anthropology, they have distinct meanings and implications.

- Space generally refers to a physical location or a geometric area that is defined by coordinates and measurements. It is an abstract concept that is more about the physical dimensions and the environment.

- Place, on the other hand, refers to a space that has been given meaning or value through human experiences, emotions, interactions, and cultural or social processes.

Value from a Place based Followership Perspective – the Perspective of UK Citizens

- Qualitative thematic analysis (e.g. Braun and Clarke, 2014)

- *Crowdsourced* dataset of more than 1,000 case examples collected over a period of three years (2017-2019)

- Case examples classified based on Hambleton (2015) framework:
  - a) Civic leadership
  - b) Political leadership
  - c) Managerial leadership
  - d) Business leadership

Political Leadership
The function of political representation and democratic intermediation

citizens

Managerial Leadership
The function of public service design, management and delivery

citizens

Business Leadership
The function of private service design, management and delivery > private value creation

Civic/Community Leadership
The function of active citizenship aimed at co-creating public and social value

Drawing upon two frameworks: The New Civic Leadership Framework (Hambleton) and the City Leadership Framework (Budd & Sancino).

Findings: Value from Civic/Community Leadership

Second order coding	Examples
Supporting local enterprises and protecting local traditions with funds and volunteer work	Local pubs, local soccer team, supporting local food
Fundraising events to support social causes	"cash for kids"
Teaching young people to feel the sense of the community	Local sport groups; community grapes harvest
Integrating and supporting the marginalized populations	Soup kitchen for homeless, social opportunities for migrants, aid for disabled
Promoting the idea of a healthier lifestyle and awareness to mental health issues	Community of coaches
Neighborhoods patrolling with local police stations	Parking violations, speeding
Building public participation, transparency and democracy around topics of public concerns	Local associations fighting pollution, recycling champions, innovation forums

Findings: Value from the Political Leadership

Second order coding	Examples
Fostering volunteer activities through incentives	Virtual currency for cultural / sports events
Supporting employment for fragile categories	Working tax credits for maternity leave, in between jobs, sick pay
Co-creation of city strategy	City councils as *liaisons*
Nurturing local culture	"City of Culture" awards
Temporary / permanent merging for setting long term strategies	Aarau (Switzerland) merging 5 city councils
Training schemes for declining sectors	Oil and gas sector
City councils as social entrepreneurs	Acquisition of abandoned buildings and reconversion to refugees shelters;
Elected officials encouraging people to actively participate to political debate	Heathrow airport expansion; Brexit

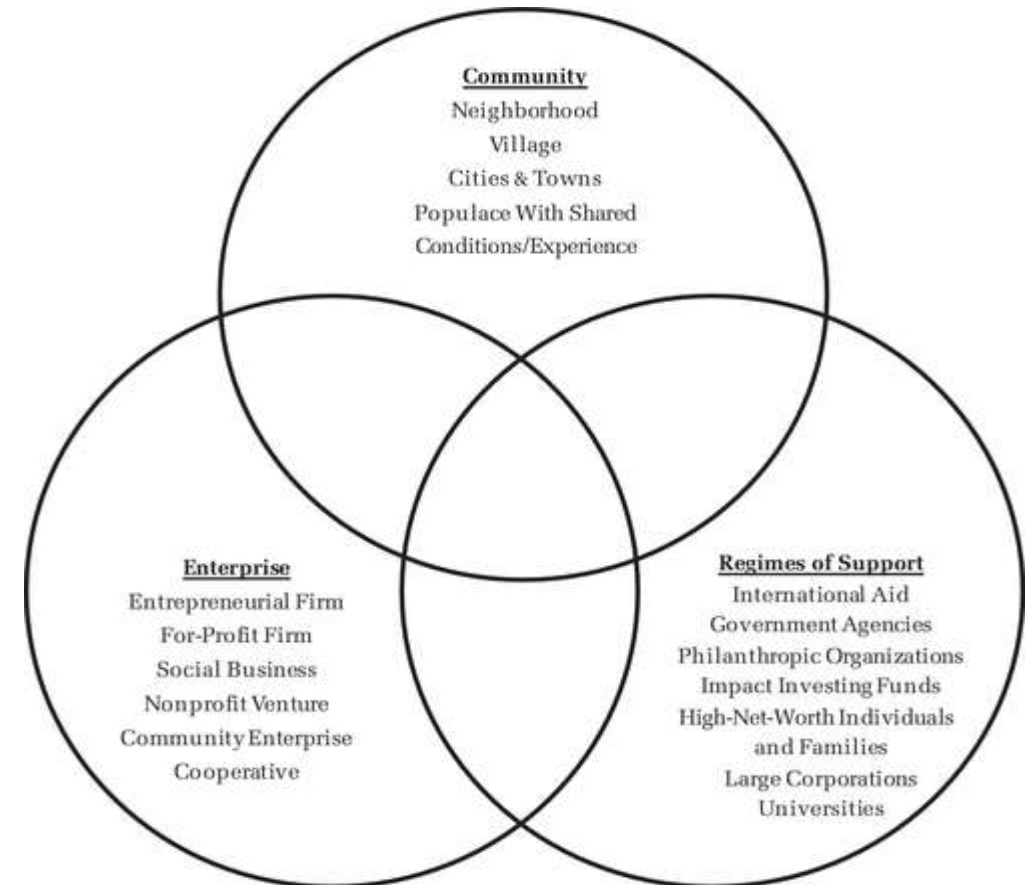# Findings: Value from Public Services Leadership (Managerial)

Second order coding	Examples
Involving citizens in improving environmental protection	Deposit-return schemes; car share community services; public schemes for solar panels installation
Co-production of waste management service	Network between waste collection services and individual neighbourhood councils
Nurturing and improving health	Sport and leisure centers;
Supporting equality for teens	Campaigns to re-use of old prom dresses
Adapting new technologies for better public services	Intelligent street lighting; digital experience for tourists; co-planning of road network for self-driving cars
Engaging citizens towards social issues	Local police and health service providers forums for discussing the issue of violence
Strategic frameworks for tackling grand challenges	Dublin flood protection plan

Findings: Value from Business Leadership

Second order coding	Examples
Professional soccer team pivot for regional development	Sport tourism; services to fans (e.g. gyms); fundraising local charities; youth development projects with schools
Sponsorships for local initiatives	Amateur sports teams; cultural events; food showcase for locally produced goods
Supporting local employment through generations	Anticipated retire schemes
Enhancing the volunteer activities	Benefits and rewards for volunteer hours
Supporting solidarity in local purchases	*"pay it forward"* scheme; apps for rewarding local shopping
Supporting solidarity within sectors	Offering food to unpaid federal employees during shutdowns
Supporting local culture	Trusts promoting local heritage

Civic Wealth Creation & Public Value(s)

- **Civic wealth creation as 'the generation of social, economic, and communal endowments that benefit local communities.' (Lumpkin & Bacq, 2019, p. 384)**

- Civic wealth creation, or CWC, is a term used to describe what occurs when diverse stakeholders and regular citizens collaborate, participate, negotiate and coalesce around place-based actions to improve their well-being and vitality through cooperation, kinship, and commerce (Lumpkin & Bacq, 2019)

Community
Neighborhood
Village
Cities & Towns
Populace With Shared
Conditions/Experience

Enterprise
Entrepreneurial Firm
For-Profit Firm
Social Business
Nonprofit Venture
Community Enterprise
Cooperative

Regimes of Support
International Aid
Government Agencies
Philanthropic Organizations
Impact Investing Funds
High-Net-Worth Individuals
and Families
Large Corporations
Universities

Civic Wealth Creation & Public Value(s)

- A civic level of analysis may illuminate the path forward, transcending organizational silos and reshaping our understanding of wealth. This paradigmatic shift challenges prevailing economic norms, inspiring collective action that could potentially improve our future. The path towards civic wealth creation can change the game in, of, and for management, but this requires genuine discussions and perhaps even struggles as we foster and enable a full legitimation and transition towards a civic wealth creation perspective to be adopted by as many organizations as possible.

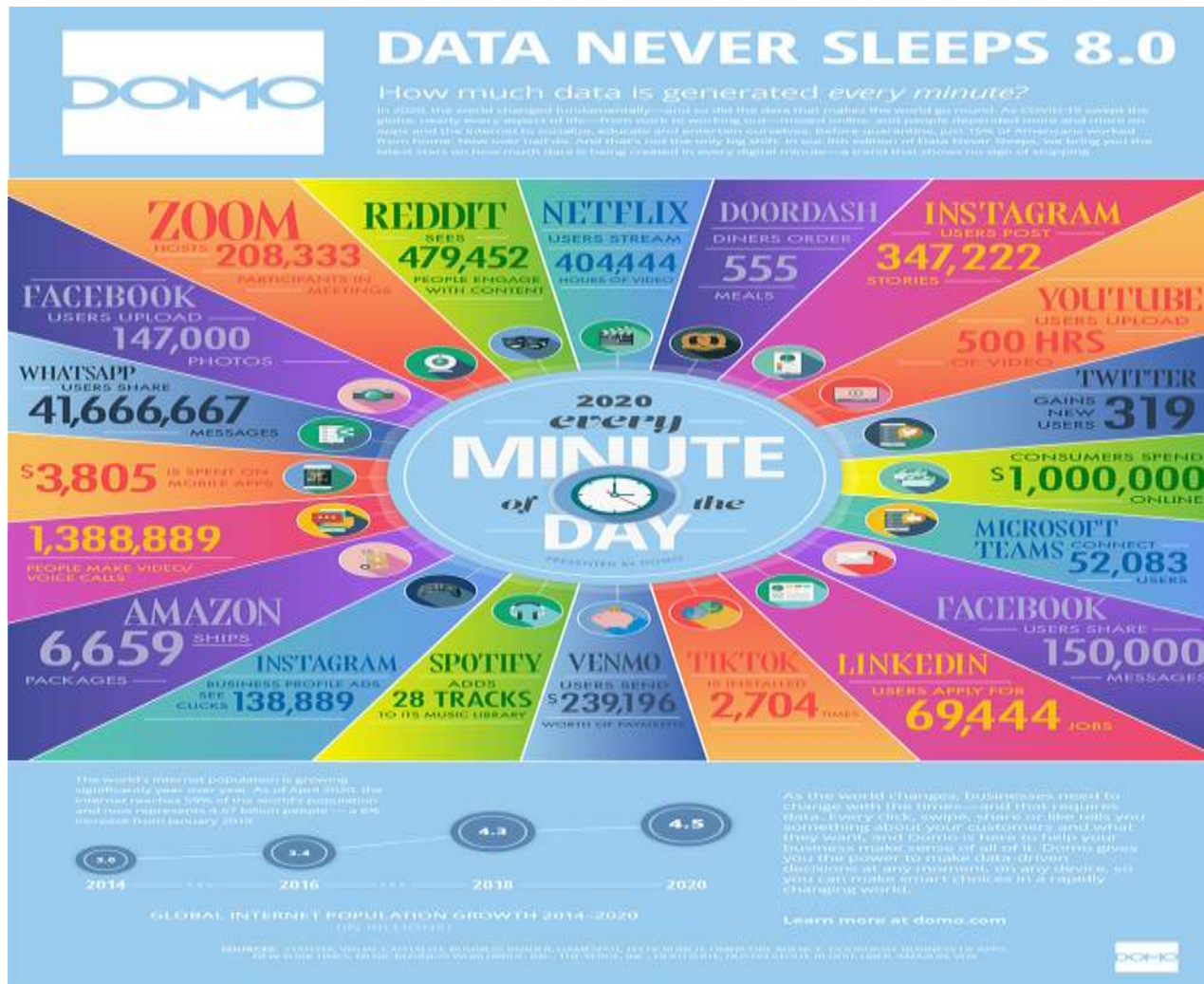# Spaces – Between Human and Post-Human?

PIAZZA

SCHOOL

MOUNTAINS

ONLINE FORUMS

METAVERSE

Where is Value in Our Digital & Data Economy?

DigiGlocal Spheres

- **"Spheres"** to suggest a comprehensive, encompassing space which implies a physical area filled with social and cultural meanings.

- **"DigiGlocal"** to describe the current era characterized by the intersection of digitalization, globalization, and localization
  - Dig (Digitalization) - reflects the pervasive impact of digital technology on all aspects of life, from communication to commerce to culture.
  - Glocal (Globalization and Localization) - combines "global" and "local," capturing the simultaneous trend of global interconnectedness and local specificity. This acknowledges how global forces shape local realities and vice versa.
  - Spheres - Implies multiple realms or domains, suggesting that these processes operate in various contexts (economic, social, cultural, etc.) and influence different aspects of life

Defining Coproduction: The "WHAT" in a sample of activities from the literature

- Garbage collection and waste recycling (Alford 2009)
- Parents' participation in provision of childcare services (Pestoff 2006)
- Fire services and public housing (Alford 2014)
- Mentoring and community reintegration services (Surva, Tõnurist, & Lember 2016)
- Patients' peer support groups, citizens taking part in budgeting decisions for publicly funded projects, befriending and time banks (Office of the Chief Social Policy Advisor 2015)
- Integration services for new immigrants (Jakobsen 2013; Tu 2016)
- Filing taxes and writing zip or postal codes on mail (Alford 2009)

- Using residential security measures, crime prevention education; neighborhood watches; witness assistance and auxiliary police programs (Layne 1989)
- Parentally organized school activities (Bifulco & Ladd 2006)
- Environmental and health planning (Van Damme, Caluwaerts, & Brans 2016)
- Neighborhood governance (Tuurnas 2016)
- Participatory budgeting (Barbera, Sicilia & Stecolini 2016)
- Adopt-a-Park and neighborhood cleanup programs (Brudney & England 1983)
- Food safety inspections (van Kleef & van Eijk 2016)

Co-Production of Public Services

	Co-Commissioning	Co-Designing	Co-Delivery	Co-Assessment
Individual	A doctor and patient identify and prioritize health problems and needs.	A doctor and patient develop a strategy for meeting health needs.	A doctor and patient implement dietary, exercise, or other activities to meet health needs.	The care facility at which the doctor works asks the patient to evaluate the physician's performance.
Group	School administrators and parents of special needs children identify challenges and opportunities in education services.	School administrators and parents of special needs children design educational activities based on parental experience and best-practice.	School administrators and parents of special needs children provide in-class and extra-curricular educational activities.	School administrators and parents of special needs children evaluate the provision of services.
Collective	The Department of Parks convenes citizens to identify and discuss desired recreational opportunities.	The Department of Parks convenes citizens to design bicycle trails.	The Department of Parks convenes citizens to construct bicycle trails.	A local Department of Parks convenes citizens to assess the safety and quality of bicycle trails.

"an umbrella concept that captures a wide variety of activities that can occur in any phase of the public service cycle and in which state actors and lay actors work together to produce benefits."
(Nabatchi, Sancino, Sicilia, 2017, p. 769)

Key Conclusions – Towards a New Field of Research, Practice, Education, Activism & Legacy?

1. **Central role of Local Government Management first and then other actors place based focused**

2. **Priority on Public Value & Civic Wealth Creation**

3. **Focus on Social Innovation (Co-Production, Co-Creation, Social Entrepreneurship, Digital/Smart, Cosmolocalism - DigiGlocal Spheres)**

Shall we build it together?

A Field requires i) professionals, ii) key ideas/principles/concepts/languages, and iii) rituals/practices

Management matters!!!

Thank you very much for your attention

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