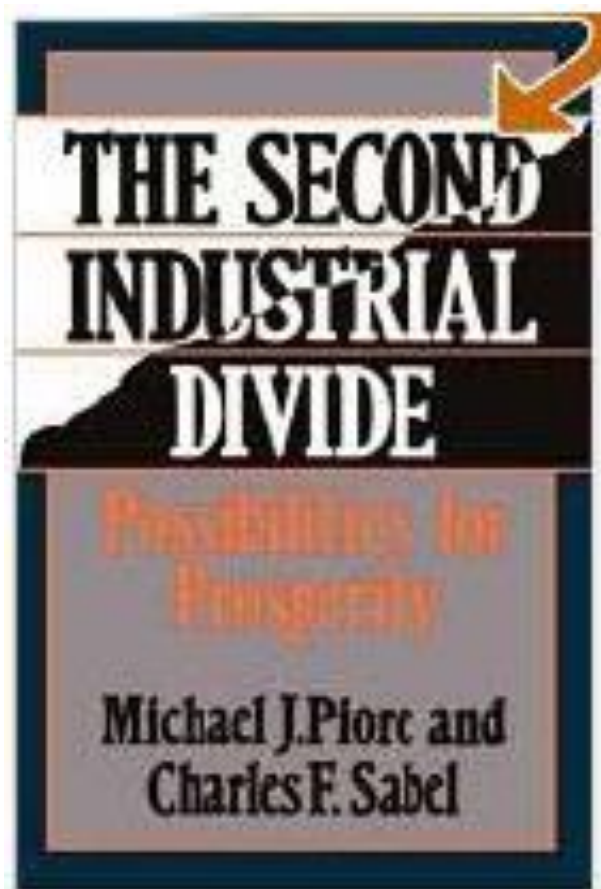


# Entrepreneurship & The Strategic Management of Place

David Audretsch



# Flexible Specialization in Emilia Romagna



# Giacomo Beccatini – Marshallian Districts

- *Invito a una rilettura di Marshall*, Milano, ISEDI, 1975



# “What’s Good for General Motors.....”



circa 1961  
Chrysler photo  
at allpar.com

**Detroit Plymouth  
Assembly Plant  
final inspection  
area at the end  
of 16,775 feet  
of assembly line**

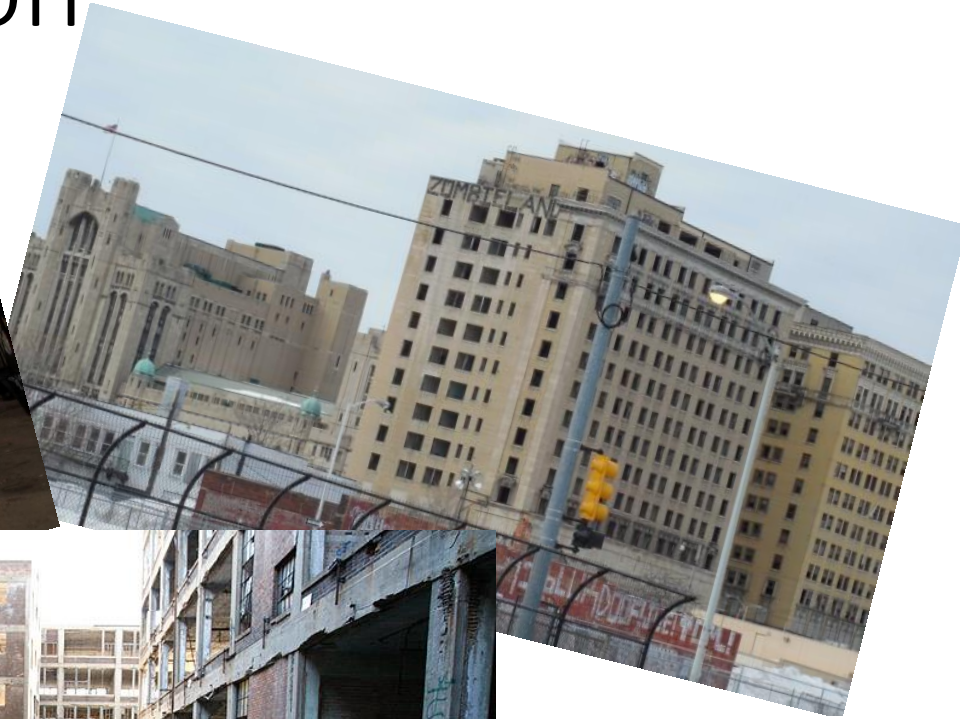
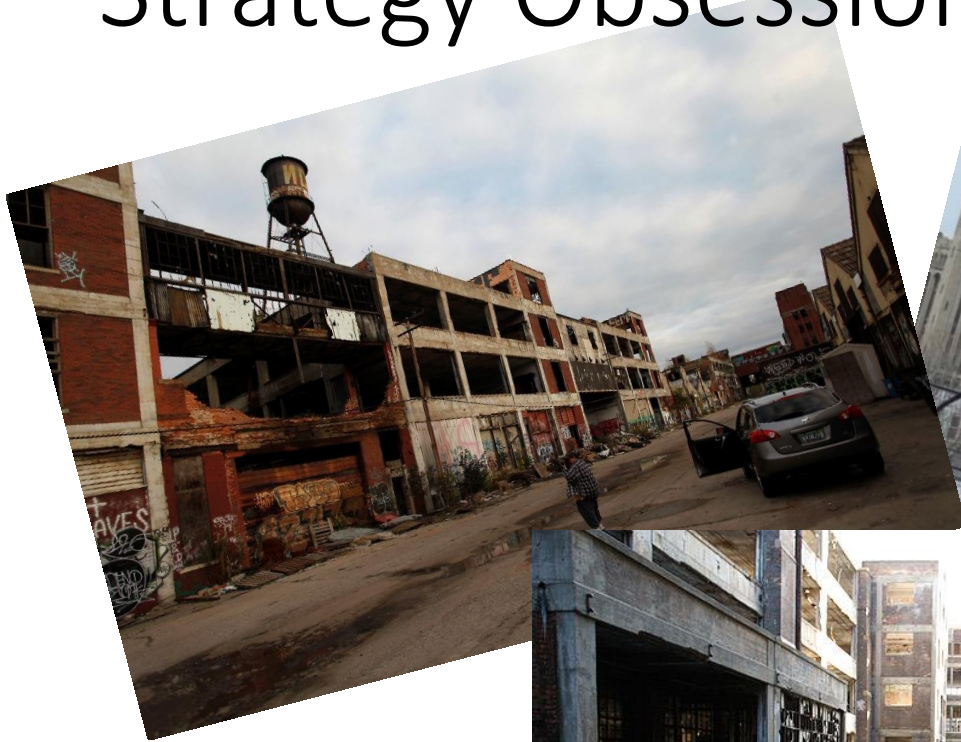
# Paolo Sylos-Labini

- *Oligopolio e progresso tecnico.*  
Milano, 1956 (*Oligopoly and Technical Progress*, Harvard University Press, 1965)





# The Demise of the Singular Strategy Obsession



# Factors & Resources

- Physical Capital (Robert Solow, Sylos Labini)
- Natural Resources (David Riccardo)
- Unskilled Labor
- Skilled Labor
- Human Capital (Gary Becker; Robert Lucas)
- Creative Class (Richard Florida)
- Knowledge (Paul Romer)



# Spatial Structure & Organization

- Clusters (Michael Porter, *The Competitive Advantage of Nations*, Harvard University Press, 1994; Beccatini, )
- Specialization (Ken Arrow)
- Diversification (Jane Jacobs)
- Market Power (Alfred Chandler; Sylos-Labini)
- (Localized) Competition (Ed Glaeser)
- Entrepreneurship
- Global Linkages

# Human Dimension

- Networks, linkages & interactions – social capital (AnnaLee Saxenien, *Regional Advantage*, Harvard University Press, 1994)
- Leadership (Al Link, *A Generosity of Spirit*, Duke University Press, 1995)
- Identity & Image (Albert O. Hirschman, *Exit, Voice and Loyalty*, Harvard University Press, 1970)

# Policy

- Institutions
- Absorptive capacity mechanisms
- Capabilities
- Global benchmarking

# Context Matters

- *Mittelstand* in Schwanau, Baden-Württemberg
  - Herrenknecht, mfg. tunnel boring machines
  - Long-Term Orientation, Apprentice System,
  - Regional Banks, Family Ownership
- Berlin Entrepreneurship
  - “*Berlin is the coolest place in the world. Especially for people in the community of Internet startups*”
  - Caitlin Winner, Co-Founder, Amen Berlin

# Twin Approaches to Local & Regional Economic Performance of Place

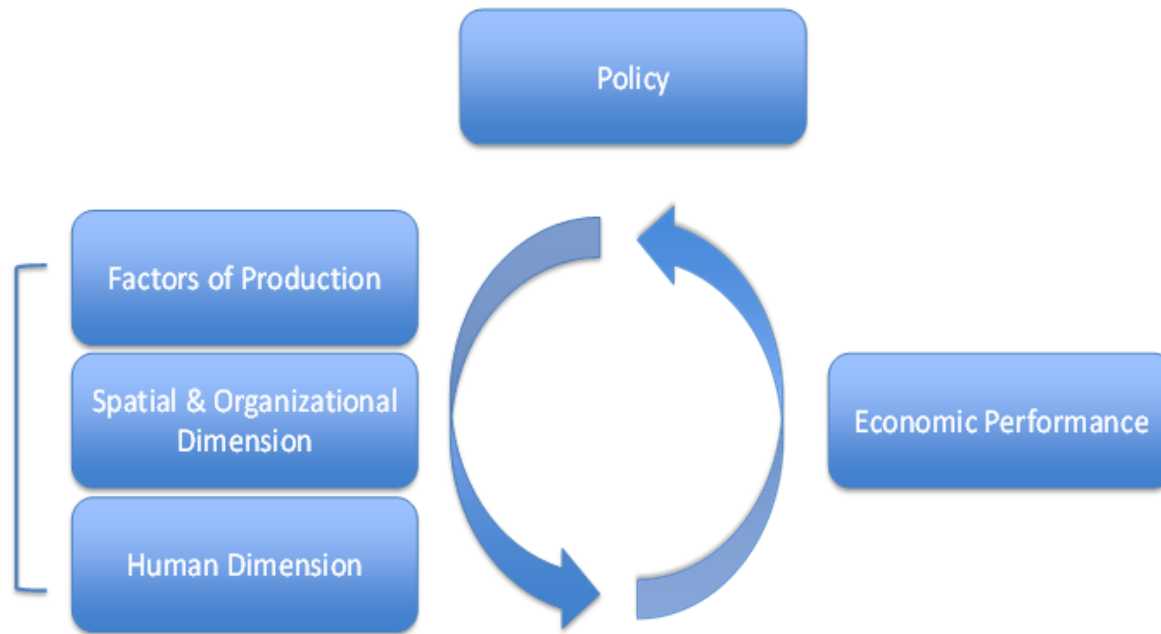
- All Boats Lifted by a Rising Tide: *The U.S. Employment Act of 1946*
- “The Congress hereby declares that it is the continuing policy and responsibility of the Federal Government to use all practicable means consistent with its needs and obligations and other essential considerations of national policy, with the assistance and cooperation of industry, agriculture, labor, and State and local governments, ... for the purpose of creating and maintaining, in a manner calculated to foster and promote free competitive enterprise and the general welfare, conditions under which there will be afforded useful employment opportunities, including self-employment, for those able, willing, and seeking to work, and to promote maximum employment, production, and purchasing power.”



# Strategic Management of Place

- *Standortpolitik*
- Strategies Conceived & Implemented to Enhance Economic Performance of a Place

# Entrepreneurship & Strategic Management of Place



# Conclusions

- Entrepreneurship Key Strategy in Policy Arsenal for the Strategic Management of Place
- Role, Priority & Configuration Specific to Particular Place
- Instruments Creating & Sustaining Entrepreneurship Place Specific & Embedded in Strategic Management of Place



EVERYTHING IN ITS PLACE

ENTREPRENEURSHIP  
AND THE STRATEGIC  
MANAGEMENT OF CITIES,  
REGIONS, AND STATES

DAVID B. AUDRETSCH

*Everything in Its Place* seeks to fill this intellectual void, explaining the underlying economic and social factors and the broad spectrum of policies and instruments that can actually influence and enhance economic performance in places.