The links between governance and urban competitiveness
Forms of conformation for emerging global cities

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Introduction
The global cities phenomenon has gained an unprecedented prominence after the development and implementation of the neo-liberal policies in most world economies. This role is in most cases a result of the need to identify and recognize the physical form of the well known term of "globalization".

However, the reasons within the urban development drifts into the phenomenon of global cities are mainly related to the set of various operations, which encompasses such areas as governance and competition, structuring the phenomenon of global cities.

The emerging global city is the latest phenomenon of globalization, and mainly represents the new world economies. However, the success of this urban phenomenon depends on the competition between economies and the objectives that the governance and political leadership have for the territory.

Throughout this article the phenomenon of global cities and the characteristics of the emerging global city will be explained, among with the causes of development for these kinds of cities, and the role that the economy and the political will of its leaders have in the development process of this phenomenon.

The emerging global cities and the Globalization framework
Since the late 90's the globalization phenomenon has been immersed into many different ways that have culminated in the current emerging global city phenomenon, in this article this scenario is delineated in three main currents, as:

- The top global city
- The global city
- The emerging global city

This last collects the idea of developing for the emerging economies and mainly represents the wealth that they generate compared to other cities in the country [1]. This is so representative that these cities are regarded as "urban-economies" and have become supranational economies by themselves. The true value and benefit of these cities for the global economy is becoming a nodal basis that will influence in
the economic exercises of the so called "global economy". However, the global concept is truly wide and within the context of the global city this comprises many aspects which, in turn, help to understand this process [2]. Within these aspects there are significant issues as the socials, the cultural, the geographical, etc. These aspects help to understand the huge magnitude of this phenomenon. However, the process of shaping the global city identifies three major trends, which in turn, determine the urban competitiveness and thus the shaping of it.

These three currents are: the governance, the urban-territorial planning and the economic planning.

The Governance and their linkages with the Strategic Planning

The governance role is significant for the final decisions that will address the different development politics on the global city phenomenon, and it's the governance that shaped the city as a competitive physical form. In most cases this politics will be a consequence of the previous studies that had identified and recognized the main aim, and at the same time, that could place to a city into a global context [3].

This final aim is related to the prospective and it is mainly represented by the four possible positions of the prospective scenarios shown in Figure 1.

![Figure 1: Prospective scenarios; Courney, Kirkland, Viguerie [4]](image)

The final goal, related to the emerging global city, is based through the addiction of the main political actions that every strategic process has. These processes may be oriented in three different directions as shown in Figure 2.
Both the study of the strategic scenario and the posture regarding the prospective delineate the strategic planning for the conformation of the emerging global city.

Methodological framework: Merging prospective and strategy

The strategic planning, according to the emerging global cities’ position and their competitiveness, is mainly addressed to two streams. These streams are the territorial planning and the economic planning, and they represent the main forces for the establishments and conformation of the emerging global city [5]. As shown in Figure 3, each of these streams has its own priority chain and, simultaneously its own implementation schedule. Arranging these schedules is the main problem in the strategic planning; every alteration has its influence in the conformation of the emerging global city and its final competitiveness [6].
These streams require a more in-depth process in order to understand the role of governance in this prospective process and the value that it represents for the correct implementation of the different politics, represented as a key aspect for the urban competitiveness.

As part of qualitative and quantitative nature of this process, these two main streams represent the main subject of the strategic planning for the emerging global cities; both represent a pathway to achieve the aims marked by the governance, and both represent a key for the competitiveness in the global city circuit.

The strategic planning embraces many aspects that represent the best and worst for the prospective process. During the strategic process the priority stream chain represents another framework where the governance should work according to the strengths and weaknesses of this competitiveness process [7].

In the emerging global city the main streams present a weakness in the implementation process. This weakness mainly appears because of the differences in the various aspects like the timing and behavior that every stream should have to achieve in order to reach the final goal. This issue is represented in figure 4.
Figure 4: Relations between the economic and territorial cycles

The strengths are basically represented by the figure of governance, as main responsible of the final goal and the process to get there. The governance represents a figure that includes numerous agents. These agents are not only related to the govern process itself, some of them are away from the govern authorities and they participate in the governance by other processes, as the leadership. Thanks to the diversity of agents that coexist within the processes of governance, the strategic planning is capable of archiving better results [8]. Mainly due to the wide range of experts that form the governance it is possible to review and redirect the process and the necessary objectives to achieve the ultimate goal.

Figure 5: Relations of linkage by the governance

Naturally, more in-deep analysis is needed in order to get direct result regarding concrete relationship between the different aspects of the economical and territorial planning streams that could warranty the success or failure in the emerging global city consolidation process. However, this abstract aim just to illustrate these relationships and so, these issues are far beyond its reach.

Conclusions

Based on the explained premises, this document tries to prove and explain the importance of the governance as a main tool for the implementation and control of those streams into the emerging global city context. These assumptions are tested
through the emerging global city scenario that is represented for the main cities of the brand new economies. The understanding of the governance during the strategic planning implementation is fundamental in order to archive the final goal and represent a better competitiveness position.

Two sets of findings are discernible from this paper: those regarding the need for improving the urban development’s policies and their models, and those that represents the opportunity and feasibility of reinforcing qualitative foresight tools for the strategic planning process.

The first group of findings relates the convenience of a more strategy-involved governance, especially as a link between the different streams that comprise the strategic planning, Figure 6.

![Figure 6: Position of the governance during the strategic planning implementation](image)

As it has been stated throughout the article, governance plays a key role in the shaping process of the global city. However, in order to success in this issue, it is mandatory to avoid discontinues on the different cycles that compound the strategic process.

![Figure 7: Ideal situation for the cycle overlapping](image)
The curves A and B shown in Figure 7, represent different actions the governance should take to avoid discontinuities and provide a continuous line to get the goal, as global city. However, the strategic planning also can and should serve different goals.

The second group includes the variety of situations that the foresight covers, especially the different streams that are established as part of management process to achieve the ultimate goal. Nevertheless it is the disparate and diverse nature of these streams what represents a real challenge and a concern for the foresight, especially to promote the competitiveness and to achieve more optimal results. For this, it is essential to facilitate the similarity between the different processes that comprise the stream’s flow.

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References


