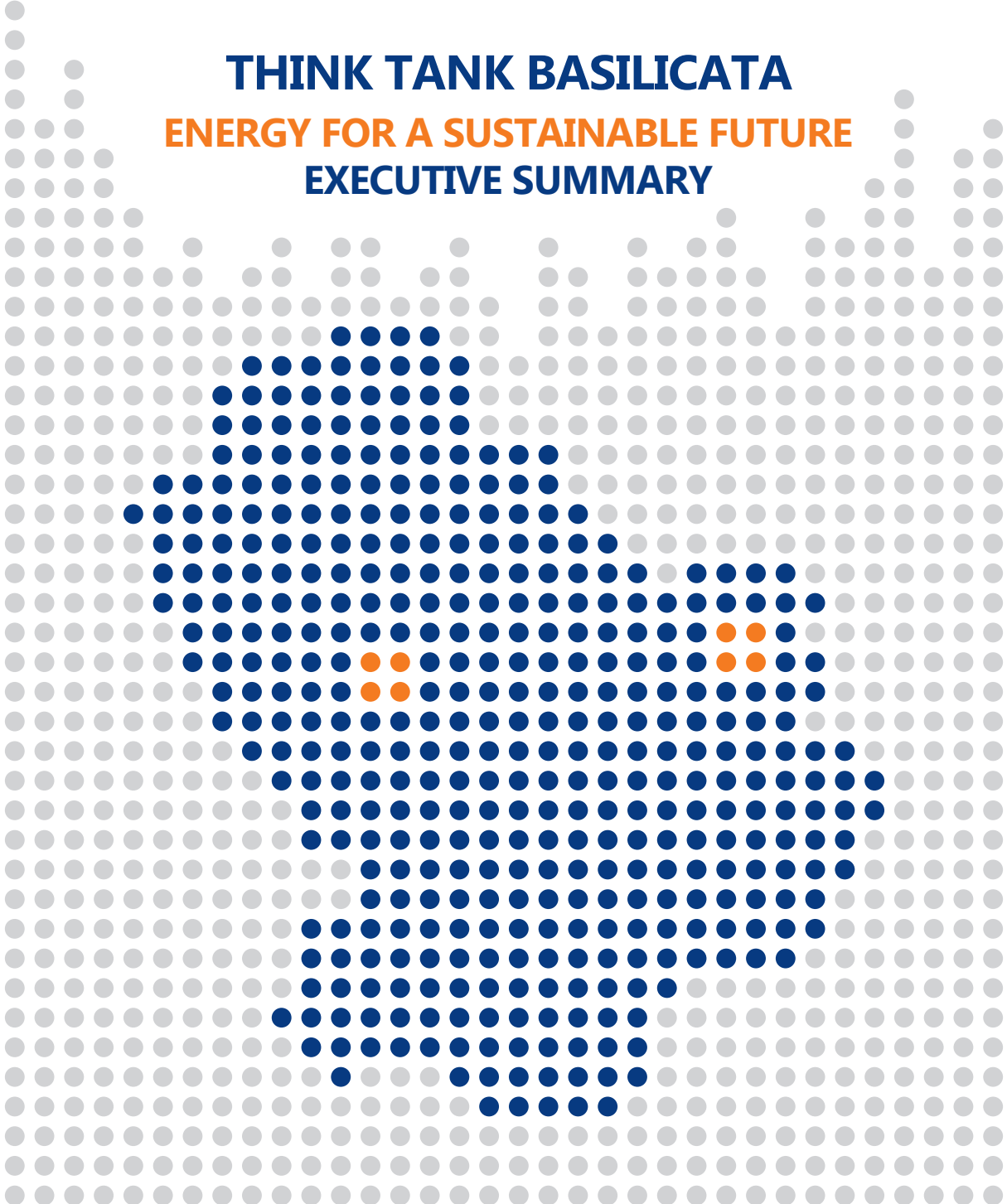
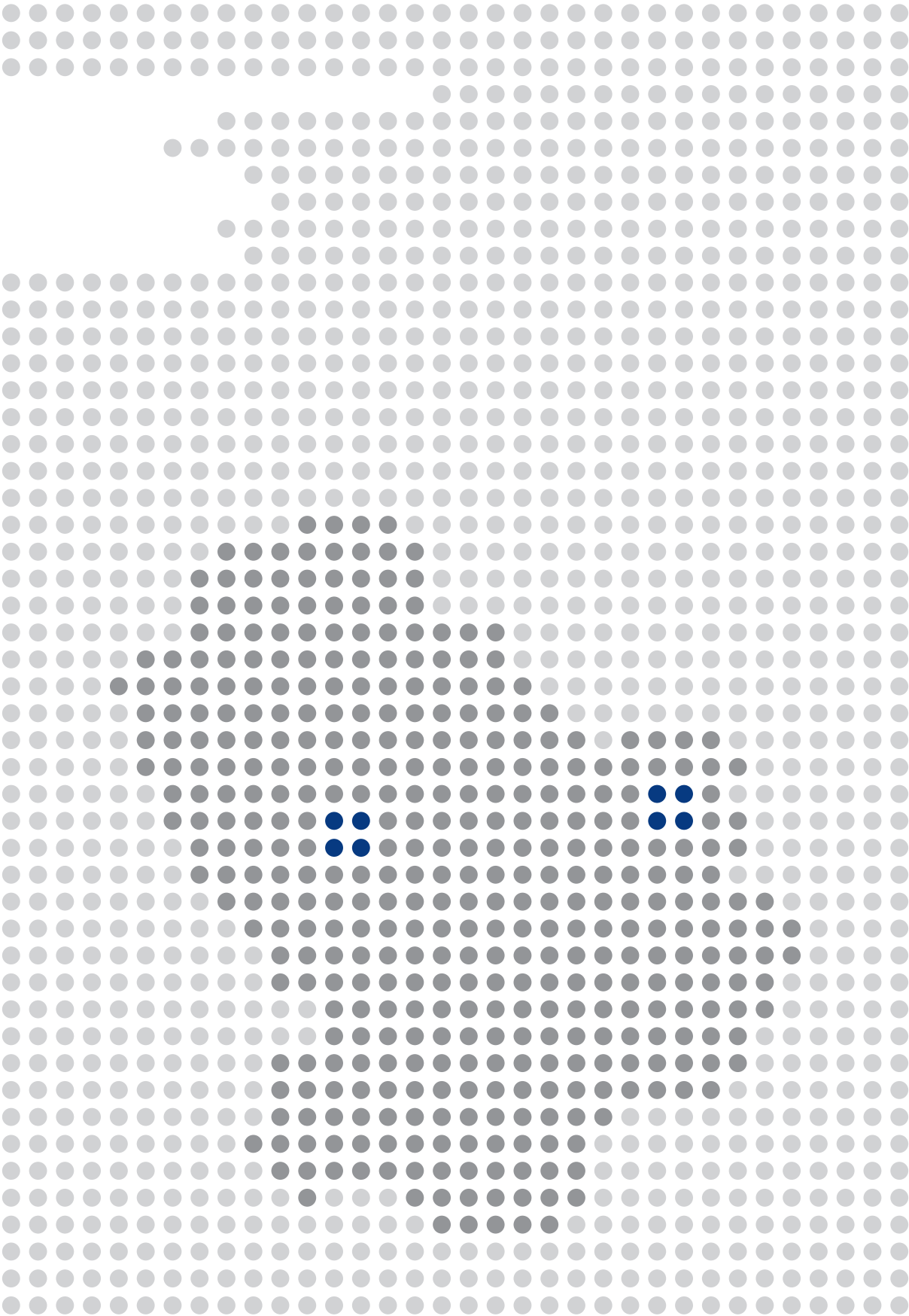
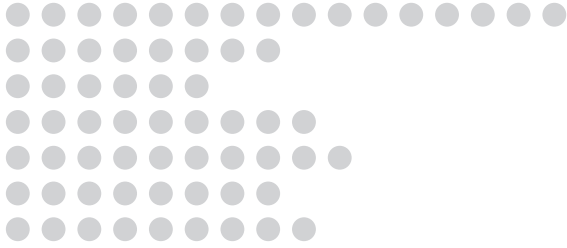


THINK TANK BASILICATA
ENERGY FOR A SUSTAINABLE FUTURE
EXECUTIVE SUMMARY







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“Think Tank Basilicata” initiative

The current context in which we live - highly dynamic and increasingly based on both material and non-material factors as regards competition - assigns to local regions and areas a very important role in the ability to attract resources and talent.

This ability is tied to the **quality and sustainability of the development model and the capacity to exploit the resources of an area**: its distinctive assets and expertise. From this perspective, attractiveness is a function of “hard” (infrastructure, productive assets, etc.) and “soft” (human resources, knowledge, social fabric, etc.) aspects that characterize an area, and of the quality and efficiency of the relationships and organizational structures which connect these elements and allow them to function by feeding productive activity and generating economic and social growth. In Basilicata and all regions of Southern Italy, the Mezzogiorno, this positive cycle is still too weak.

In fact, the existing development model in Basilicata has both positive and negative aspects. On one hand, Basilicata needs to change course regarding many fundamental variables of its development that represent strategic needs for the area’s future. On the other hand, there are a number of positive elements that can be built upon to create a new “regional picture” aimed at highlighting the commitment, or “raison d’être” of the region within the Italian and European context.

In light of this, the **Basilicata Think Tank** initiative was created with the specific mission of developing a vision for the future of the Basilicata region based on new directions for development and actively involving leaders in business and government and the community at-large and, through the initiative’s ideas and proposals, triggering a concrete process of catalyzing the most positive energy and resources in Basilicata and southern Italy.

The initiative has been conceived as a tool to promote and support Basilicata’s competitiveness, with the goal of identifying the areas on which to concentrate, and the specific initiatives and projects to be launched to allow the full deployment of the region’s potential.

Specifically, the Basilicata Think Tank initiative has set for itself a series of specific goals to be used in guiding its operation and activities:

- establish an overview of the risks and opportunities in Basilicata and a convincing development perspective for medium-term strategic planning; ;

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- in conjunction with the previous point, create a plan for initiatives and projects for the areas of excellence in the Basilicata region, within the more general context of southern Italy and the nation as a whole;
- demonstrate to all local and national players (government and institutions, business, the community, etc.) Basilicata's role as a strategic area for Italy's growth;
- outline a number of system-oriented initiatives required to maximize and concretize the region's potential contribution to the nation;
- maximize the visibility and ranking of the region, including on an international level.

The work of the Basilicata Think Tank consisted in a series of interconnected activities using a multi-level approach that included opportunities for listening, discussing and comprehending, as well as analyses and proposal generation in order to bring together the various components of the region's political and social-economic framework.

Specifically, its work involved:

- creation of an **Advisory Board** to identify strategic and operational approaches to capitalize on the region's competitive assets from an inclusive and sustainable perspective;
- organization of three **Working Groups** designed as in-depth meetings with a number of local players (the business community, government and institutions, associations, research network and opinion leaders) to gather points of view and suggestions regarding the development path;
- development of a **strategic-competitive reference scenario** to identify the region's structural needs by undertaking surveys of Basilicata and its economy using the most recent data available to offer an up-to-date picture of the reference context, highlight current trends and bring to the fore new aspects in the changes in social-economic dynamics;
- examination of **case studies and international benchmarks** to identify and analyze a number of examples tied to models, instruments and solutions utilized in other countries;
- development of a **proposed vision for the region** and accompanying guidelines for its implementation, including within the broader contexts of the Mezzogiorno and of Italy as a whole;
- organization of an **internationally-oriented public forum** to present the project results and proposals that would involve local and national political and business leaders, as well as leading foreign players.

This approach draws on the local competitiveness model developed by The European House – Ambrosetti in use for over 25 years in more than 100 international and national projects to measure the attractiveness of regional and local areas and aid local decision-makers in drawing up policies in support of the vision developed.



Figure 1. Structure and activities of “Think Tank Basilicata”.
Source: The European House – Ambrosetti, 2019.

Think Tank Basilicata is a joint initiative of The European House – Ambrosetti in collaboration with Total Italia. It involved the creation of an Advisory Board which provided a unique contribution. Members of the Scientific Committee of the Advisory Board were:

- Michel Bouquier (*Senior Advisor, Monaco Ministry of Economy and Finance*);
- Massimiliano Cesare (*President, F2I SGR*);
- Enrico Giovannini (*Professor of Economic Statistics, University of Rome “Tor Vergata”;*
Founder and Spokesman of the Alleanza Italiana per lo Sviluppo Sostenibile – Italian Alliance for Sustainable Development, ASviS);
- Gianni Riotta (*Pirelli Visiting Professor, Princeton University; Executive Vice President, Council for the United States and Italy; Permanent Member, Council on Foreign Relations; columnist, La Stampa*).

In addition to the Scientific Committee, also attending the Advisory Board meetings were:

- Valerio De Molli (*Managing Partner and CEO, The European House – Ambrosetti*);
- François Rafin (*Total E&P*);
- Carsten Sonne-Schmidt (*Country Chair, Total Italia; CEO, Total E&P*);
- Daniele Novello (*Legal Vice President for Italy, Total E&P*).

The operational aspects of the project are overseen by The European House – Ambrosetti Working Group, comprised of:

- Cetti Lauteta (*Project Leader and Head of Southern Italy Scenario*);
- Nevia Andrisani (*Project Coordinator, Scenarios and Intelligence Area*);
- Rossana Bubbico (*Project Coordinator, Scenarios and Intelligence Area*);
- Arianna Landi (*Analyst, Scenarios and Intelligence Area*);
- Andrea Merli (*Analyst, Scenarios and Intelligence Area*);
- Simone Ginesi (*Area Leader, Lazio, Molise, Southern Italy and the Islands*);
- Emanuela Verger (*Senior Consultant, Events Area*);
- Lorenzo Marchi (*Consultant, Events Area*);
- Alice Vertemati (*Secretary, Events Area*);
- Rina Percio (*Project Secretary*).



Strategic needs of the Basilicata region

Basilicata, a small region in southern Italy surrounded by the Apulia, Campania and Calabria regions, has long found itself **lagging economically and socially behind** the rest of Italy. The population of Basilicata is quite small, similar to that of a medium-sized Italian city and for years has suffered from **on-going depopulation** which has increased during the recent economic and financial crisis.

		Notes
GDP	€ 11.8 billion	Only region to have exceeded pre-crisis GDP levels (+1.5% between 2008 and 2016 compared with -9.0% in the Mezzogiorno)
Per capita GDP	€ 20,696	no. 2 region in the Mezzogiorno for per capita GDP
Population	567,118 inhabitants	6.5% decrease since 1997, against the trend in the Mezzogiorno (+0.1%) and Italy (+6.3%)
Percentage of over-65s	22.3%	Average age of the population (45.2) higher than the Italian (44.9) and Mezzogiorno (43.7) averages
Number of Municipalities	131	Third highest level of isolation in Italy (1.3 municipalities every 100 km ²). Excluding Potenza and Matera, average population is 3,407 inhabitants per municipality
Unemployment rate	12.8%	+1.6 percentage points compared with Italy
Youth unemployment rate	38.1%	+3.4 percentage points compared with Italy

Figure 2. The social-economic context of Basilicata.
Source: The European House – Ambrosetti elaboration of ISTAT data, 2019.

The analysis of the social-economic context of the region made it possible to identify **10 strategic needs**, outlined below, which must be acted upon if the current problematic areas are to be overcome and for Basilicata to realize its full potential.

10 strategic needs of the Basilicata region	1	Strengthen and promote industrial competitiveness in the sectors strategic to the region
	2	Promote agrifood and tourism as local, national and international “attractors”
	3	Need to “ hybridize ” traditional sectors (and those of the public administration) through innovation and technology
	4	Create training hubs and/or centers of innovation and research excellence
	5	Contrast the migration of young people from the region
	6	Renew urban centers and natural and environmental heritage as a way of sustaining the region’s tourist appeal
	7	Create projects to contrast the drop in spirit and optimism
	8	Improve governance processes and have more teamwork , including with neighboring regions
	9	Optimize the allocation and management of public funding for development
	10	Upgrade the infrastructure network

Figure 3. 10 strategic needs of the Basilicata region.
Source: The European House – Ambrosetti, 2019.

2.1 Strengthen and promote industrial competitiveness in the sectors strategic to the region

In Basilicata, out of a total €10.6 billion in value added generated by economic sectors, **industry accounts for 32.8%**, higher than the average in the Mezzogiorno (17.5%) and Italy as a whole (23.9%), primarily thanks to the contribution of the automotive pole—created around the FCA plant in Melfi—and the extractive pole formed around the ENI and Total concessions located, respectively, in Val d’Agri and Tempa Rossa.

The region could capitalize on this position by exploiting and consolidating the **industrial and technological base**, actions preparatory to strengthening growth in the nation overall through an efficacious interchange between businesses and the region and, at the same time, promoting a “light” and efficient public administration.

2.2 Promote the agrifood and tourism as local, national and international “attractors”

In addition to industry, Basilicata has a strong **agrifood tradition** both thanks to its geographical configuration (which allows for the production of numerous specialty products) and its ability to attract Italy’s leading agrifood companies. Thanks to this aspect, Basilicata is the **region in which the agrifood sector makes the highest contribution to the regional value added (7.5% in 2016)**. Nonetheless, there is significant fragmentation both in terms of the average company size and sector governance that could represent an obstacle to development and growth.

The capacity for conservation of the territory - essential to high-quality farming—also impacts on the region’s attractiveness for tourism, making it an ideal destination for all those looking for **culture, an unspoiled environment and gourmet wine and food specialties**. These are two chains that can positively benefit each other and incentive should be provided for their development, keeping clearly in mind that because of its size and characteristics, Basilicata is the ideal destination for niche tourism interested in sustainability and environmental conservation.

2.3 Need to “hybridize” traditional sectors and the public administration through innovation and technology

Basilicata currently struggles to realize its full economic and social potential, also due to the fact that the region is behind in making use of new technologies. In fact, Basilicata is **the last among Italian regions in terms of R&D expenditure as a percentage of GDP**, only 0.6%, three times lower than that of Piedmont, the no. 1 region in Italy.

The weakness of the research system impacts on the operation of businesses and the public administration, which struggle to reach and satisfy their key stakeholders (clients, the public, institutions, etc.).

This situation becomes a significant obstacle to fully realize the region’s economic and social potential and, therefore, it is a question that must be taken on and solved in the short term to bring Basilicata back into line with the best-performer regions in Italy.

2.4 Create training hubs and/or centers of innovation and research excellence

Two of the region’s major problem areas are the limited presence in the labor force of individuals with a scientific/technological background (ranked fifth from the bottom in Italy with only 15.6%) and the lack of opportunities for young people who are forced to move elsewhere (the level of migration of young people with a college degree or equivalent is -27.9—along with Calabria, in last place in Italy).

Given this situation, it is essential that **training hubs and centers of excellence** be created to keep young talent in the region and at the same time attract talent from other regions, while, in the medium term, also attract talent from abroad in areas in which the region enjoys a **competitive advantage**.

2.5 Contrast the migration of young people from the region

One need that must be answered and faced through coordinated action is **combating the migration of young people** from Basilicata. Over the last 20 years the region has suffered major depopulation (-6% of the population), especially involving young people.

Exacerbating this situation is the fact that the outgoing flow has not been compensated by an incoming flow. Basilicata does not seem to be attractive to the younger generation, especially for those with a higher education. This is due in large part to the low level of competitiveness of the local universities which are not able to keep the most talented young people.

To combat and attempt to invert this trend, an ecosystem should be created which, in general, is **attractive from a 360° perspective** by fostering the establishment of initiatives connected to the strategic expertise of the region and capable of attracting investment and promoting international agreements.

2.6 Renew urban centers and natural and environmental heritage as a way of sustaining the region’s tourist appeal

The region’s tourist appeal is based on a combination of a **high-level architectural and cultural patrimony and museums, as well as a varied and unspoiled natural environment**.

Two macro areas of action are necessary to preserve the existing patrimony and improve its quality. On one hand, urban renewal involving a series of initiatives aimed at preserving and restoring places of artistic interest and entire historic centers. On the other, conservation and promotion of the environment and natural resources so that they become an opportunity for local growth.

In both cases, the initiatives involve projects with the potential to become the cores of business ecosystems able to generate economic and social benefits.

2.7 Create projects to contest the drop in spirit and optimism

As is seen in many of the BES indicators, in Basilicata there is a **low level of public satisfaction with the PA and the quality of its services**, as well as in the educational and training system and employment opportunities. It is clear, therefore, that one of the most important consequences encountered was a low level of enthusiasm, especially among the younger generations, regarding the quality of life in Basilicata.

This would suggest the urgent need for coordinated action in creating projects to combat the drop in spirit and optimism.

2.8 Improve governance processes and have more teamwork, including with neighboring regions

Basilicata is **fourth from the bottom in the regional rankings in terms of the quality of its public administration**, also because of payment times which are among the slowest in Italy, and the quality of the judicial system with the courts of Matera and Potenza among the 20-worst in Italy.

One of the reasons behind this situation could be due, in part, to the highly-fragmented geography of the region. Therefore, a higher level of coordination among the different levels of government and the administrations of the various municipalities would be especially useful. This implies that—compared with other issues raised—the reference area could involve a number of neighboring regions who share interests and, therefore, are able to develop synergies with a multiplier effect for the potential of their respective areas.

2.9 Optimize the allocation and management of public funding for development

A further need, somewhat connected to the previous one, involves the need to optimize the allocation and management of public funding for development, given that the region has **major problems in making use of these resources**. Compared with both the other Mezzogiorno regions and those in Europe, Basilicata's performance is among the worst.

Expenditure problems in the public administration lie in the lack of ability to formulate and submit projects that meet the criteria set by the issuing entities. This obstacle could be overcome through support to businesses from local and regional government and, first-and-foremost, by the contact of the Basilicata Region with the European institutions, the Brussels Antenna. This could limit financing of micro-projects while aiming towards funding of major projects with broad impact on the entire region, for example, infrastructure.

2.10 Upgrade infrastructure

Basilicata occupies a strategic position geographically because it is the crossroads for three other important regions in the Mezzogiorno: Apulia, Campania and Calabria. However, its **low level of infrastructure** prevents it from taking advantage of this position and actually makes it an obstacle in the exchange of goods, services and people.

From this standpoint, it is important that emphasis be placed on creating intra-regional synergies to allow residents of Basilicata to use the infrastructure found in adjacent regions, thus providing access to infrastructure that is of a higher standard and lowering operating costs for infrastructure in the region itself at the same time. For this solution to be applied fully, Basilicata must develop the necessary road and rail connections to allow access to transport hubs.



Strategic competencies of the Basilicata region

The development vision of a region must be **based on the local strategic competencies** which are defined as the specific ability of the area in terms of industry, services, education and research. The analyses undertaken in this report focused on 3 strategic areas on which to plan the region's development over the coming years and which deserve to be properly exploited:

1. The strategic role of medium-large companies and capital-intensive supply chains;
2. Agriculture and agrifood as opportunities for the Basilicata region;
3. The region as a hub for tourism and the arts and culture industry.

3.1 The strategic role of medium-large companies and capital-intensive supply chains

Analysis of the composition of the value added generated in the region indicates the important role of industry, especially in the vehicle manufacture and extractive industry sectors, which alone generate **nearly 50% of the total value added**.

Also thanks to the contribution of the Melfi plant, whose turnover represents 84% of the turnover of the entire motor vehicle, trailer and semi-trailer manufacturing sector, the region is the leader in Italy. In fact, it is **no. 1 in terms of the impact of value added generated by the motor vehicle sector on the economy as a whole** (8.8%), ahead of Piedmont (3.6%).

Between 1991 and 2017, cumulative exports of motor vehicles accounted for **61.5% of Basilicata's total exports**, allowing the region's balance of payments to remain positive on a regular basis.

Alongside the automotive sector, the extractive industry also plays a strategic role. Industrial exploitation of Basilicata's reserves began in the 1990s, but it was in 2001, with the opening of the Centro Olio Val d'Agri pole (Eni), that production reached a significant value for the nation as a whole. In 2002, production of crude oil in Basilicata was **2.6 million metric tons**, while only ten years before it had been 74,634 metric tons (+3,383%).

Starting in 2002, for over 15 years, each year Basilicata contributed **over 60% of the national production of crude oil extracted from the ground**, with a maximum of 86% in 2007.

LOil drilling represents a major resource for local areas because of the **royalties** oil companies must pay to exploit a public good for commercial ends. Over the decade 2008 to 2017, the royalties received by Basilicata amounted to over **€1.2 billion**, from Eni and Shell alone for their activity in the Centro Olio Val d'Agri.

Royalties represent an important and invaluable resource for the region. They may be used both for initiatives that lessen the environmental impact directly tied to oil drilling, as well as longer-term initiatives to support public investment to provide incentive for the creation and development of new economic activities that will strengthen Basilicata's economy and employment once hydrocarbon reserves in the ground have been depleted, thus creating positive spin-offs for the entire community and safeguarding the future development of the region.

3.2 Agriculture and agrifood as opportunities for the Basilicata region

Like other regions in southern Italy, Basilicata has a strong tradition in the primary sector, in particular, agriculture. Agriculture here is more significant than it is for the Mezzogiorno or for Italy as a whole: 4.9% of the region's value added and 10,9% of those employed are connected to agriculture, forestry and fishing, compared with the Mezzogiorno at 3.6% and 7.6%, respectively, or Italy, 2.1% and 3.7%, respectively. In addition, Basilicata is in **first place in Italy for agricultural density**, with 88.4 hectares of farmland for every 100 inhabitants, and **for the number of active businesses in the agrifood sector** out of the total number of businesses (60.2%).

The agrifood sector, if promoted and developed respecting the rules of long-term sustainability, in coherence and within the bounds of the region's capacity to sustain growth, could play an even greater role than it currently does, taking on primary importance in terms of value added and employment for the region.

3.3 The region as a hub for tourism and the arts and culture industry

The tourism sector in Basilicata has enjoyed a particularly positive trend in recent years. The selection of **Matera as the European Capital of Culture 2019** has given it global visibility, resulting in an increase in the number of both national and international tourists. In fact, Basilicata is the region with the largest percentage increase between 2010 and 2016 in tourist arrivals, both Italian and foreign, +39% and 95%, respectively.

Matera is the no. 1 Italian province by increase in tourist arrivals for the period 2010-2016 (+72.4%), most of which (+39%) occurring in the period immediately following the confirmation of its designation as the European Capital of Culture. Tourist spending has also increased significantly: +42% between 2015 and 2016.

In Basilicata, tourists are offered a highly-diversified experience. Alongside its natural resources (parks and reserves occupy approximately 20% of the entire regional surface area, around 200,000 hectares), the region also has a wealth of museums and archaeological sites. Its traditional specialties—20 products with DOC, DOCG, DOP, IGT and Slow Food designation, and 43 traditional agrifood products—have allowed for the development of wine and food tourism.

Alongside tourism, Basilicata's arts and culture are also unique given the major presence of film productions which, over the years, have utilized the region and its landscape as film sets. In the wake of this trend, numerous initiatives have been conceived around the idea of creating in Basilicata an economy—or, more specifically, an economic niche with high value added—centered around Italian and international film making.



The development vision for Basilicata

Following analysis of the region's characteristics, its productive system and social and cultural context (and integrating the aspects which emerged during discussions with players in the Basilicata Think Tank project), we have developed the following proposed development vision for Basilicata:

"BASILICATA: ENERGY FOR A SUSTAINABLE FUTURE"

"Become one of the most sustainable regions in Italy and Europe, with an on-going commitment to building an inclusive society, safeguarding the environment and promoting the agriculture, food and tourism chains by capitalizing on its natural and cultural resources and the contributions of young people and industry to attractiveness, innovation and growth."

This vision:

- is based on **3 strategic competencies found in the region;**
- capitalizes on the **assets the region possesses;**
- takes into account the **region's multiple areas of specialization;**
- benefits from the **proximity** of the port of Taranto and Bari airport and Basilicata's presence in a major area of the country (southern Italy) that has before it untapped opportunities for development;
- intends promoting Basilicata as a **place of opportunity and also experimentation** in good practices for environmental protection, attracting highly-qualified young people and building of a business and life environment that is innovative, inclusive and growth-oriented.

At the center of this vision is the **concept of sustainability** and, more specifically, the promotion and safeguarding of individuals and the region.

However, the key and strategically-significant element of this vision is not only environmental protection in a strict sense (absolutely necessary in today's world), but also the definition of a growth strategy aimed at **capitalizing on all aspects of development and the "hidden wealth" in the Basilicata region**, which is also seen in the contribution of agriculture, the agrifood industry and the arts and culture.

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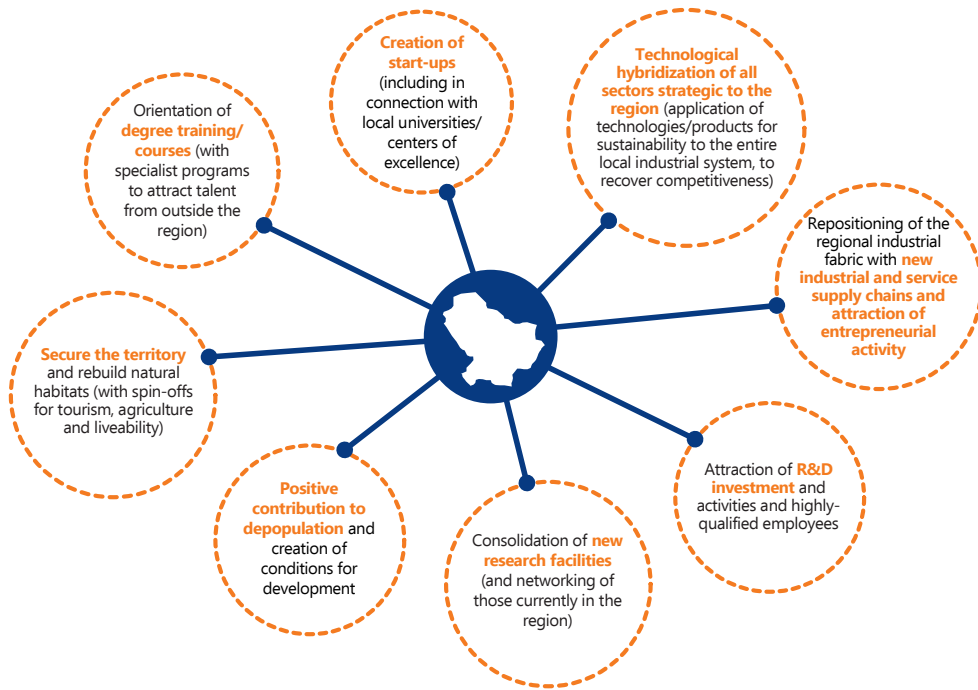


Figure 4. Main areas in which this vision fertilizes the entire Basilicata region and its economy.
Source: The European House - Ambrosetti data elaboration, 2019.

In this sense, the vision “fertilizes” the region and its economy by launching a positive, across-the-board cyclical process as outlined below.

To maintain a pragmatic and pro-active approach to the stimuli offered by representatives of government and institutions, business and the community in the project, we have developed a number of strategic guidelines aimed at reinforcing Basilicata’s attractiveness and its development model.

These guidelines include **one or more specific initiatives** for implementing the vision. They do not include all possible choices, but they do represent initial concrete suggestions for experimentation to regional government and institutions, the business community and other stakeholders involved in Basilicata’s economic and social life.

On the basis of the strategic needs identified, to redirect Basilicata’s development model and promote medium/long-term growth, action is required on three levels:

- A. Reinforce those factors enabling development to reduce the gap with competitors (“**hygienic factors**”).
- B. Implement a number of strategic guidelines and initiatives in support of the vision to gain competitive advantage over other regions (“**keys to success**”).
- C. Involve the region in the new development path (“**communication**”).

A. REINFORCE THOSE FACTORS ENABLING DEVELOPMENT TO REDUCE THE GAP WITH COMPETITORS (“HYGIENIC FACTORS”)

A1. Improve business retention and attract investment and entrepreneurial activity

To **attract greater investment in the region**, it is fundamental that:

- growth of medium- and small-sized companies (normally at a disadvantage in their relations with government and institutions) be supported, and increased internationalization be promoted;
- the time required for the granting of permits for new production facilities in the region be accelerated, and red tape for private individuals and businesses be reduced;
- tax breaks for investment by companies connected with the areas in the vision be granted, as well as for companies in the high-tech sector and start-ups.

A2. Update the regional tourist experience

Updating the regional tourist experience requires a major **project for quality and excellence in tourist facilities** which must have the goal of defining instruments for getting to know in detail the history and heritage found throughout the region, starting with its natural resources and local food products. In addition, **a number of different aspects require innovation**: including tourist facilities, technologies, business and organizational models, professional profiles, marketing, communications, pricing, and the quality of products and services offered.

Making the region truly attractive requires a **system-wide initiative** involving back-up throughout the tourism supply chain (from hotels to employees with foreign language competence, international certification of facilities, etc.).

A3. Improve university programs and upgrade the research system

Basilicata must **intensify relations with other Italian regions and foreign ecosystems** to attract teaching staff, researchers and foreign students, in particular in those academic areas connected with the region’s competencies and assets, such as departments related to engineering and energy. Regarding this, educational opportunities in Basilicata, which today are broad and varied, could be more effectively articulated through promoting the creation of **structured theme-based poles** around the region’s strong points.

A4. Launch a plan to upgrade infrastructure and mobility

The new planning model for the Basilicata region must aim at:

- limiting the incidence of building without planning permission while promoting **renovation of existing structures** in accordance with the new ways of working and producing of the knowledge-based economy;
- reinstating functions in the region through renewed ties between city centers and their suburbs, recovery of abandoned spaces and improvement in services in the suburbs and inland areas;

- stimulate a number of economic and employment sectors key in upgrading the environment (such as construction and infrastructure) by relaunching the **regional infrastructure agenda and increasing investment in some key areas** (mobility, water system and waste recycling, reclaiming and promotion of nature itineraries, etc.).

B. GAIN COMPETITIVE ADVANTAGE (“KEYS TO SUCCESS”)

B1. Create a public fund for centralized management of royalties to benefit the goals of sustainable development

The royalties connected to oil drilling activity in Basilicata, the cumulative value of which could exceed €3 billion by 2030 according to The European House – Ambrosetti estimates, could be **allocated to broad-based regional development projects**, including from the standpoint of enhanced sustainability for the environment and further incentives for renewable energy sources, for which Basilicata already possesses acknowledged competencies.

The municipalities themselves involved in the oil concessions could create a “permanent working group” with the goal of **allocating the royalty revenues towards joint development programs** which could have a more widespread impact on the region. This also involves identifying expenditure verification measures that are objective, systematic and frequent and which can be communicated clearly and simply to the general public.

B2. Create an innovation and research hub focused on the energy sector and areas of sustainable development

The “*Basilicata: Energy for a Sustainable Future*” vision is focused on **specializing the regional innovation ecosystem** around the general areas of technology applied to those sectors key to Basilicata (energy, industry, tourism and the arts and culture) which:

- provides an impulse for the **efficient use of the “deposits” of resources that currently exist** (human, know-how, financial, tangible and intangible capital), as well as those made available from extractive industry royalties;
- **“...t...t...æ...øøø...p...tø...ø...D...t...É...É...pøD...V...ÉV...øD...t...t...t...p...øææ...tDø...t...É...æ...É...t...t...æ...t...Éø...ø...V...pV...tp...t...Vt...tp...øø...tariamente.**

B3. Attract venture capital funding in support of broad-based entrepreneurial activity

The presence of a **solid venture capital fund could be an essential additional element for the growth and development of sectors**, in particular if the following characteristics are present:

- a time frame of at least 10 years given the characteristics of many of the areas identified (for example, biotech);

- equal involvement of both the public and private sectors (a sum of around €200 million is suggested, to be equally divided), focused in Italian companies (although projects could originate from international research);
- in terms of governance, composed of two managing partners with the task of selecting ideas in which to invest (one with scientific expertise and the other with financial experience) and 1 or 2 junior partners.

B4. Create a professional program in public administration

Basilicata could follow the example of other countries, such as Denmark, Finland, Switzerland and the United Kingdom, which invest heavily in the **creation of training programs for local public administration**. Denmark, in particular, has a highly-decentralized public sector system and, because of this, the Ministry of Finance, responsible for managing Danish public sector employees, has very extensive coordination and orientation functions.

The goal of a PA training program should be to guarantee greater efficiency in the use of European funding, in collaboration with companies, which are often in weak in Euro-planning.

C. INVOLVE THE REGION IN THE NEW DEVELOPMENT PATH ("COMMUNICATION")

C1. Create co-planning platforms among regional players and government and institutions to implement the regional vision and planning

It is hoped that high-quality models to evaluate policies will be developed that involve public and private research bodies, associations and companies to reinforce the ability to carry out and communicate evaluations of the long-term impact of political decisions, both before and after.

In addition, the creation of a **web portal dedicated to the "Basilicata: Energy for a Sustainable Future" vision** and/or the use of innovative techniques in the field of co-planning and conflict mediation could be useful engagement tools for all issues tied to sustainability.

Finally, we believe the drawing up and implementation of a **comprehensive, on-going information campaign** is indispensable, to be accompanied by the launching of an educational campaign involving sustainable development issues that would spread in a broad-based and easily comprehensible manner the contents of the regional planning initiative in all 131 Basilicata municipalities.

C2. Activate a viral marketing campaign on a regional, national and international scale which makes it possible to attract businesses, people and research centers

The definition of a new development vision for the region involves the launching of a **structured international communications initiative regarding Basilicata's image and reputation**. This should include:

- creating international media campaigns;
- activating social media strategies with a "viral" effect;

- upgrading/improving Basilicata's "access/contact points" abroad.

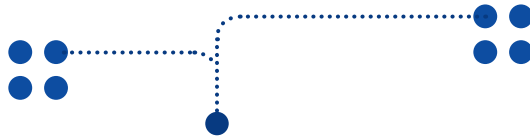
C3. Include the vision in the regional statute and open declaration of local government and institutions to implement Agenda 2030

Formally including the vision in the regional statute would give the regional strategy a **medium/long-term time frame** which would defuse the risk that the achievement of the growth and development goals would be compromised by political and administrative changes and modifications, and would guarantee that the goals of Agenda 2030 could be pursued independently of which party is in power.

C4. Found the strategically-oriented "Unified Conference of Italian Regions for the Sustainable Development Agenda"

To catalyze greater national attention, the Basilicata region should commit itself to intense advertising activity that makes the territory the home of major, high-level international trade fairs on all issues connected with **sustainable development**, starting with the "Unified Conference of Italian Regions for the Sustainable Development Agenda".

The strategic guidelines outlined above would contribute to implementing a broad-based development approach that looks to the future with hope and capitalizes on the special characteristics of the region while at the same time providing impetus to the pool of resources that already exist (first and foremost its energy resources) in a view to transforming them into long-term, sustainable value for future generations. It is a challenge which involves business, government and institutions, but also society as a whole.



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