

**STRATEGIC MANAGEMENT IN LOCAL GOVERNMENTS.  
AN EMPIRICAL STUDY.**

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### **ABSTRACT**

The past two decades have witnessed an influx of new initiatives in the field of public management in OECD countries which have led governments to make major changes. Anglo-American, Nordic and European Continental countries have come under increasing pressure to improve their efficiency, while maintaining the quality, accountability and transparency. This paper seeks to acquire a deeper understanding of how some of these new ideas have worked in practice by examining the implementation of strategic management in twelve pioneer local governments in Australia, Spain, Sweden and the USA, countries from different public administration styles. The goal is to identify both the factors that affect the implementation of strategic management and its impact. For this purpose, experts' views on the implementation of strategic management systems in local governments have been analyzed, applying the Delphi method. The results will allow a deeper knowledge of the implementation and the expected benefits which strategic management could entail.