

SMART CITY IS MORE THAN JUST TECHNOLOGY

Smart Cities are currently a hot topic. Digital technologies are leading to new, groundbreaking opportunities to ensure civic welfare, preserve the environment and provide the business sector with better growth conditions. But how can we facilitate Smart City projects that realise this huge potential?

In a world facing such challenges as urbanisation, resource scarcity and climate change, the need for sustainable urban development and planning is growing ever greater. Ramboll believes Smart Cities are a key means of changing the way citizens and businesses use cities and towns and thus of advancing the green agenda.

Although not facing challenges on the same scale as many of the world's largest cities, Danish cities and towns nonetheless have problems to solve – but also the general conditions needed to make Smart Cities a success. In Denmark, the Smart City concept has attracted much attention and figures in state, regional and local authority strategies and plans. The Digital Economy and Social Index 2017 has identified Denmark as Europe's most digitally progressive country, and the World Bank's 'Doing business 2017' has described it as the easiest place to establish and run a business. INSEAD and Adecco's 'The Global Talent Competitiveness Index' (GTCI) has also named Copenhagen the most attractive European city for international talent. All this combines to make Denmark an appealing market for Danish and foreign companies alike.

Ramboll recommends that Smart City initiatives consistently focus on involving citizens to the extent that potential future solutions will impact their lives. Input from the public is important to ensure that urban planners and developers take citizen needs and wishes into account.

Ramboll believes urban decision-

makers should consider a range of critical steps on the road to successful Smart Cities. Any organisation that wants to work with Smart City solutions must unequivocally base its efforts on its organisational strategy. This will ensure that the desired benefits are anchored in and contribute to a strategic objective. A focus on a well-defined problem area is also essential to Smart City projects. The problem area in such projects will span various spheres of responsibility, necessitating the establishment of cross-organisational public partnerships. Against this background, several potential initiatives can be formulated in cooperation with other public sector players involved in the initiative.

Organisations aiming to launch a Smart City project often start by formulating potential initiatives without first considering strategy, problems and areas of responsibility. In some cases, this can be a highly risky approach, leading, for example, to projects that fail to create value because they lack an underlying strategy. Ramboll recommends that organisations that favour potential Smart City initiatives, or have already started formulating such projects, ensure that they subsequently identify the public sector players involved, define problem areas and assess the strategic anchoring.

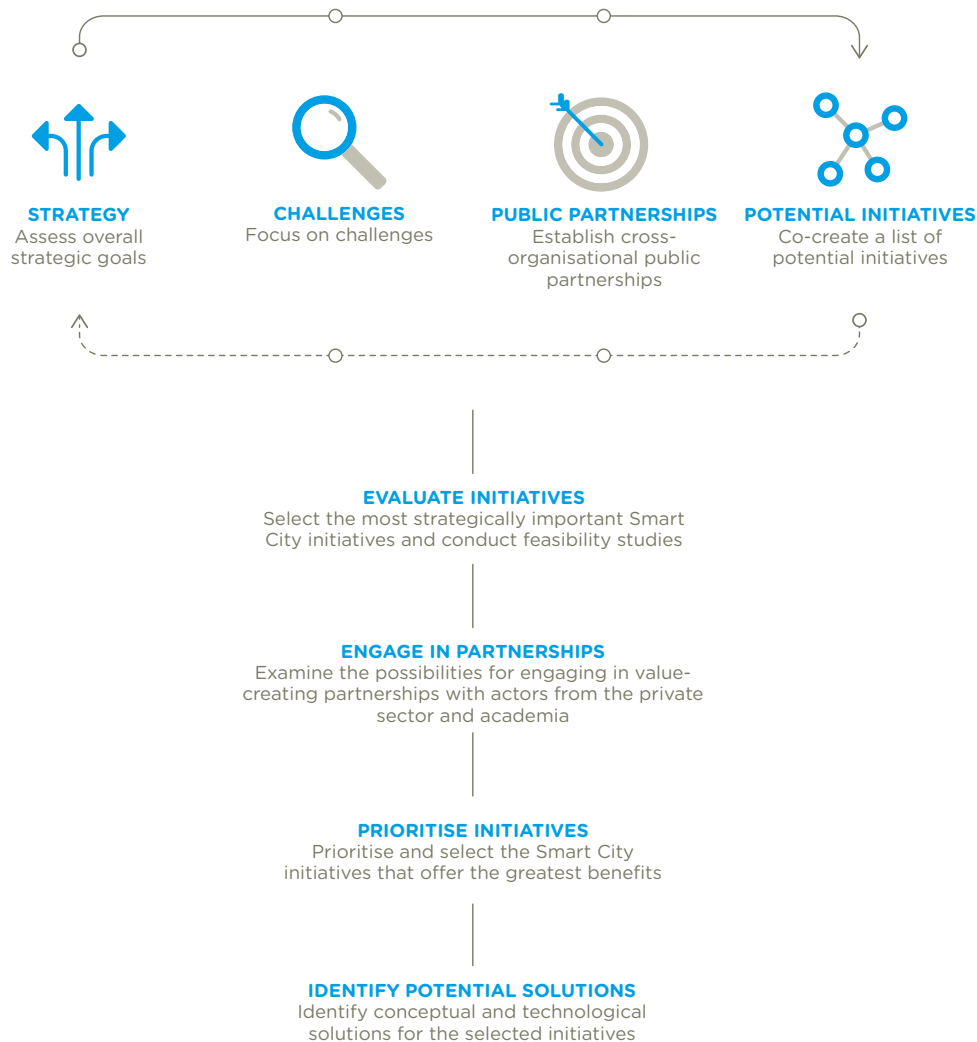
On the basis of the initiatives identified through the cross-organisational public partnerships, those considered of greatest strategic importance are selected to undergo a feasibility study. The aim of the study

is to examine the socio-economic effects each initiative is expected to achieve. Relevant partnerships with players from the private sector and academia are identified and established to ensure value-creating synergies are exploited. Such partnerships can provide knowledge and experience, and may also concern the financing, operation and maintenance of the end-product of a Smart City initiative. As the last step on the road to a successful Smart City, all the partners involved will use business cases, among other things, to evaluate and identify conceptual and technological solutions. The evaluation may include qualitative, socio-economic benefits as well as quantitative, operational benefits. The best Smart City initiatives are selected and prioritised, after which the development, pilot testing and implementation stages can commence, with clear parameters set for which benefits they will strive or expect to realise.

Ramboll's approach to organisations' work with Smart City initiatives aims to ensure that they involve citizens in a process driven by strategic embedment. Partnerships are created to encourage collaboration between the players involved, and are required in Smart City initiatives that operate across sectors and public organisations. Socio-economic feasibility studies and thorough business cases provide a basis for identifying potential technological solutions driven by well-defined, realisable benefits.

RAMBOLL'S SMART CITY APPROACH

Ramboll's recommended Smart City approach focuses on creating an underlying strategy for problem-driven, cross-organisational public initiatives, the aim being to identify and assess benefits before technologies and solutions are selected



ACTION ITEMS

- ✓ Define strategically anchored challenges
- ✓ Establish cross-organisational public partnerships and identify potential initiatives
- ✓ Conduct feasibility studies of potential initiatives and establish partnerships with players from the private sector and academia
- ✓ Select initiatives that offer the greatest potential benefits and prepare business cases for possible solutions