Smart Management for Smart Cities

How to induce strategy building and implementation
Why a smart city strategy?

Today cities evolve faster than ever before and although each city has a unique setting, they face similar environmental, economic and social challenges such as climate adaption, economic disruptions by digitalisation, or population growth through global migration and urbanisation. Smart City is topically the favoured answer given to treat this complexity of transformation. The perception and meaning of a smart city in the international discussion and practice is mainly driven by a technological understanding of how to enhance city performance and optimised service delivery – mobility, housing, health care, governance etc. – by the use of the most innovative technologies.

Vienna’s Smart City Strategy (www.smartcity.wien.gv.at/site/en) relies beyond that on a more comprehensive and societal oriented approach, which moves sustainability and social inclusion into the heart of its smart city ambition. For Smart City Vienna smartness means in particular to achieve the best quality of life for all inhabitants of the city, while minimizing the consumption of resources.

An inclusive understanding of smart city, which is aware of the high complexity and multifunctionality of diverse political influences and commercial interactions, challenges public administrations in their existing management processes. An integrated, resilient smart city management approach will help to make processes more efficient and long-lasting by using new forms of collaboration within the local administration and with the business communities. So smart city itself becomes an ambition for new governance with high cross sectoral impacts. It builds upon already existing structures and transforms them consequently into up-to-date cooperation and innovation settings.
**How to become a smart city?**

**Innovation needs process needs management needs structure**

The development and implementation of an integrated smart city strategy follows in principle well known management cycles but is very much challenged by its holistic approach and the necessity to overcome cross sectoral barriers. A process is needed that splits the complex task of smart urban development and management in a durable step by step approach. It is a strategic management task to become a smart city and to manage all affiliated processes in time and successfully: starting from a status-quo inventory, leading to strategy development and capacity building, fostering public private alliances, setting up monitoring and evaluation, embedding various implementation steps, realising key projects, improving action plans and communicating the best cases and initiatives.

**Status review – to see what is already there**

To start a new strategic process, it is necessary to obtain a comprehensive understanding of, and insight into, the current situation and to analyse the present conditions of a city. The purpose is to create a stock of information that will serve as a base for setting priorities and targets and for monitoring the progress. This step may include:
• Stakeholder mapping and prioritisation within the city administration
• Interviews with key experts and decision makers, combined with desktop analysis
• Comparison of existing approaches, strategies and measures relevant for smart city goals
• Status of the thematic agenda setting regarding smart development in the city
• Analysis of strengths, weaknesses, opportunities and threats in terms of a smart city development
• Reflection of the involvement of the city in improvement processes at national and international level

**Strategy building – to develop a tailor-made strategic document**

A smart city strategy claims a mission and sets short and long-term targets and measures for agreed priorities. It is based on the status review of challenges, demands and interests of the city and on its evaluation to define goals and strategy. Developing a common vision in a participatory process will contribute to acceptance of a smart city approach among a wider audience. This step may include:

• Identification of a team of “the willing”: the drivers, influencers and leaders
• Creating a vision and formulating a mission statement
• Coordinating strategy development and target setting
• Draft of a roadmap and action plan
• City internal awareness building by means of participation and co-creation

**Political commitment – to lobby for strategic support and leadership**

It is important to create broad acceptance for a smart city strategy. If it is not accepted and supported by a wide range of politicians, the top management of the city and relevant partners from outside, the implementation process will lack momentum. It is essential to build resilient partnerships and ownership within the administration and with the business, research and media sectors to implement this complex transformation process successfully. Political commitment and leadership is substantial and will be the main driving force. Depending on the specific situation and constitutional frame of a city, this step may include:

• Study visits to cities with high level experience in smart city strategy implementation
• Intense policy advice and awareness building at the level of decision makers
• Presentation of smart city best practices at the city council
• Discussion, development and adoption of the smart city strategy
• Compilation of a technical and political argumentation for smart city

**Enhancement by projects – to stimulate the work on the ground**

Implementation of a smart city strategy is a demanding task in terms of organisation and coordination of all the parallel actions that will take place and so it is important to show case smart city realisation in form of key and lighthouse projects. Co-operation with and between various public and private stakeholders in these projects ensures that the various actors will be intergrated drivers of the implementation process. This step may include:

• Partnership and consortium building
• Joint project development
• Prototyping and testing
• Project and process management
**Monitoring and evaluation – to measure the progress**

Good management practices include regular monitoring on both a short- and a long-term basis. An effective monitoring process provides ongoing systematic information that strengthens project implementation and innovation. The evidence collected is used to evaluate both the results obtained and the way in which the management cycle is working. This step may include:

- Collaboratively developed monitoring design and implementation of the monitoring process
- Utilisation of evaluation results for strategic support and enhancements
- Benchmarking and reporting as inputs for technical and political debate
- Dissemination of highlight results of monitoring and evaluation to a broad public

**Governance and stakeholder management – to build alliances**

Smart city development understood as integrated development needs well structured and politically backed processes. Successful smart cities build on a system where actors know their responsibilities and where they work together towards common goals. It should incorporate and make use of the existing structures within the municipal administration without creating a lot of extra effort. Conversely, though, it needs strategic alliances with stakeholders from outside the city administration, such as partners in the national government and experts and institutions from business, university, media and civil society. The relevant stakeholders are defined in terms of their role in the entire process. The core parts of the organisational setup include formats such as a coordination and management team, a cross-departmental co-ordination board, a stakeholder advisory board, etc. This step may include:

- Development of a governance and management structure
- Building strategic and operative alliances at various levels (local, regional, national, international, public-private etc.) and of different types (for projects, promotion, research, etc.)
- Managing manifold stakeholder dialogues and fostering public participation

**Communication – to create powerful messages**

A crucial prerequisite for a successful smart city is a solid communication and involvement approach aligned with the organisational and management setup as described above. An integrated, innovative and forward-thinking smart city development can be successfully established on the base of broad acceptance and commitment, understanding, interest, awareness and the recognition of benefits and responsibilities among various actors. To achieve this, an effective communication strategy is needed. This step may include:

- Adoption of a short- and long-term cross-media communication strategies
- Website operation, social media presence, offline events, advertising etc.
- PR and media coaching for experts at all relevant and leading units
- Event and participation management
Our consultancy offer

It would be a great pleasure for us to share our thoughts with you in more detail. We would be very much honoured to have the opportunity to discuss with decision makers and experts from your city your ambition regarding the smart city agenda. We are interested and would be ready to support you in developing and implementing smart management in your city. In a first meeting we may jointly identify your needs and interests and how we can contribute towards these goals. This would provide a basis for offering you a tailor-made consultancy package in line with the specificities of your urban development situation – either involving a full examination of the smart city management cycle or focusing on certain particular needs within the specific management steps. Our offer will be customised to meet the demands of the client and in relation to required working days of our experts involved.

The People behind Urban Innovation Vienna

A team of our experts, composed adequately to your needs, will assist you and guide you through the process. Depending on the depth and specificities of the consultancy tasks we may also work together with further specialists of our co-operation partners. The consultancy team may include for instance:

- Eugen Antalovsky, Managing Director
- Dominic Weiss, Head of Smart City Agency
- Waltraud Schmid, Head of Energy Center
- Johannes Lutter, Head of Future Cities
- Other experts of our team and co-operation partners, depending on topics and specificities of the consultancy agenda

The USP of Urban Innovation Vienna consultants

- Interdisciplinary experts with deep local and international experiences e.g. in the fields of energy transition, climate adaption, affordable housing, smart urban mobility, migration and diversity management, metropolitan governance, urban development and city tourism.
- Long-standing consultancy and strategic process management on behalf of the City of Vienna and its partners in Vienna and beyond; with a focus on the interface of politics, administration, business and citizens – e.g. leader and advisor in strategy processes for urban development, energy planning, digital city, integration policy, European spatial development.
- Broad management experience gathered with numerous European projects, e.g. Smarter together, Eurocities housing group, crossborder co-operation centrope.
- Tailor-made, demand oriented and case-based consultancy for innovation and integration.

Contact

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Our purpose and profile

Urban Innovation Vienna is the city’s leading thought incubator for analysing and consulting in contemporary and upcoming urban issues. Our purpose is to act as process provider and adviser for advanced urban development and smart city excellence. We strive to best support the City of Vienna and its companies as well as other cities facing critical urban challenges in a competitive global environment. Therefor we design customised approaches and collaborate intensely with decision makers of city administrations as well as with partners from science and the business sector.

Urban Innovation Vienna comprises an interdisciplinary team of experienced experts. Our performance builds on years of research and analysis, strategic advice, policy-oriented services and advocacy as well as involvement in international experts-network. Always open for new and innovative ideas we collaborate with specialists from various disciplines to generate new solutions. Thus we are well known as a professional urban knowledge broker and solution provider at the interface of different stakeholders, institutions and the urban society.

Our portfolio of services at a glance

Urban think-tank. As an urban think-tank we seek out international trends, initiatives and models, we analyse current metropolitan developments, we publish on various urban issues and hold events. Insights gained through our work contribute to open discourses with local experts and help to shape tailor-made consultancy on urban challenges.

Consulting & Service. In our role as consultants and facilitators we design and organise strategic processes, advisory boards, dialogue forums, technical workshops and international conferences. We also make current and future issues concerning urban development accessible to an interested public in a comprehensible and low-threshold manner to raise public awareness for urban opportunities and challenges.

Positioning & Marketing. Via our expertise and corporate affiliation to the City of Vienna we act as a city ambassador and we support the government and administration in influencing the European and international debate on urban issues. In city to city and international co-operation we promote Vienna’s and our own competences and advocate for a fair global urban development, while at the same time we enrich and improve our insights into international urban innovations.
Our departments

Energy Center
The energy transition towards a low-carbon energy supply is one of the complex tasks that politics, business and society have to master together. The Energy Center operates as an independent competence center that supports the City of Vienna and its enterprises in achieving their ambitious energy and climate protection goals. At the same time, the Energy Center acts as a regional energy agency likewise to other cities and provinces of Austria and Europe.

Future Cities
How prosperous and inclusive a city will be in the future depends to a large degree on the anticipation of hidden challenges and opportunities and therefor on the capability to deal with disruptive developments and to integrate them into the governance of a metropolitan area. Future Cities brings planning management, international migration, social housing, urban economy, and political participation and more into the focus of research, consultancy and communication.

Smart City Agency
The Smart City Agency coordinates various activities of public and private stakeholders in the field of the Smart City Vienna framework strategy and the Digital City Vienna Initiative. Manifold communication – both offline and online – on themes within the broad spectrum of smart and digital cities is at the core of its activities. Beyond that the agency supports the City of Vienna in her international engagement in networks and co-operations with relevant stakeholders.

www.urbaninnovation.at