Actionable Strategies

Smart City Strategy and Roadmap: Approach and Deliverables

Smart Cities, Smart Communities

The concepts from Smart Cities are now more broadly applied to Smart Communities which include suburban and rural municipalities, campuses, distributed corporate locations, and managed real estate portfolios.

Component technologies have evolved and most deliver the promised benefits. The challenges are those faced by all complex initiatives that rely on many advanced technologies that integrate into existing organizations.

Our approach addresses these factors that can limit or inhibit success.

Project Approach

Realizable Vision

Actionable Strategy

Pragmatic Plan

Program Execution

Managed Adoption

Extended Aspirations

👁 Realizable Vision

Vision statements can be a defining path that provides lasting guidance. Actionable Strategies helps clients craft meaningful visions that will provide lasting guidance. This process reduces "execution drift" where project teams implement less beneficial or less important features.

integration can result. The value of data cannot be unlocked if it is trapped inside a silo.

Developing a realizable vision provides direction for years, even as technologies and stakeholder behavior continue to evolve. **Lack of clear goals and objectives is a major contributor to Smart City failures.**
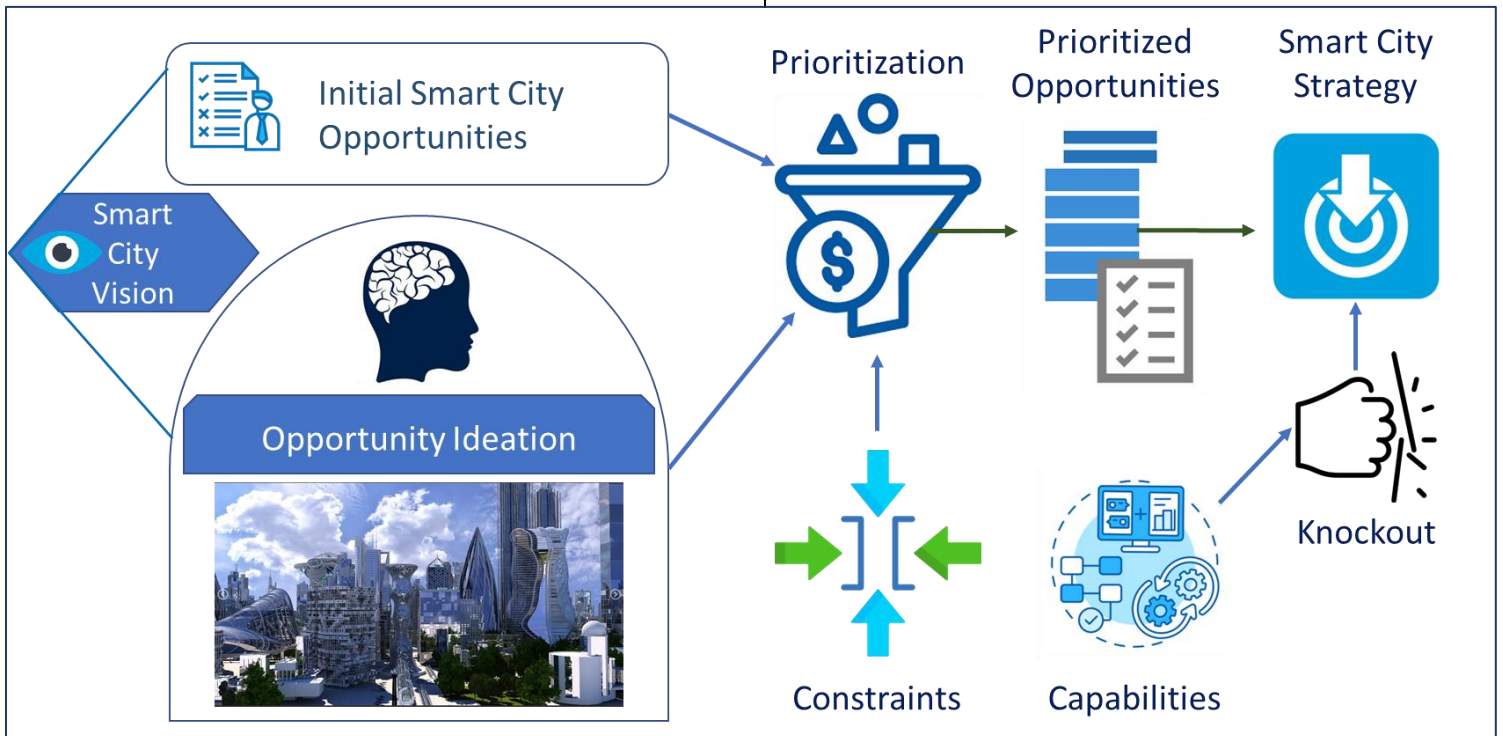
Other more significant future risks can be avoided by having a clear and specific vision. The vision and strategy should clearly articulate benefits for stakeholders. Vague visions can result in projects being completed without any benefits being realized.

Strategic alignment to a clear vision avoids fragmentation into disjointed silos. Without coordination and collaboration, functional teams can unwittingly introduce process seams that lead to a poor experience. Difficult and expensive system

🔺A Actionable Strategy

Developing an Actionable Strategy aligned to a Realizable Vision is essential to the long-term success of a Smart City initiative.

Our strategic planning framework uses proven techniques to increase the rate of success while mitigating risks. The accompanying diagram illustrates the top-level activities of the framework.

Ideation

Initial opportunities to deliver benefits are aligned to the Smart City Vision. Ideation sessions facilitated by Actionable Strategies are added to these initial concepts.

Broad stakeholder input is sought. Smart Cities include citizens, businesses, government entities, visitors, and the physical world in which they exist. *Lack of or limited stakeholder engagement is a key reason Smart City initiatives can fail.*

Constraint Analysis
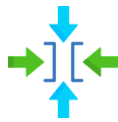
Constraints come from many sources such as cost, internal challenges, implementation challenges, technology immaturity, and operational capacity. One of the most important constraints considered is the set of regulatory, compliance and governance mandates for the entity and also stakeholders.

Where constraints jeopardize accomplishing major goals, they directly impact the prioritization activity. *Lack of funding and resources can cause Smart City initiatives to fail, even after successful pilot programs.*

Prioritization

After analyzing constraints, Actionable Strategies will guide the prioritization process to ensure the strategy can be reasonably implemented. Realistically, not every idea can be implemented. Actionable Strategies navigates competing interests, needs and individual priorities which often cannot be arbitrated internally.

Capabilities Review / Knockout

The Capabilities Review conducted by Actionable Strategies assesses the ability to implement the Smart City requirements as prioritized. Capabilities can include human capital, leadership, vendor partners, infrastructure, and technology.

A Knockout Workshop is then held to remove (knockout) requirements that are not very viable given the circumstances. *Overly ambitious commitments and timelines can disappoint stakeholders whose ongoing support and participation is critical to success.*

Pragmatic Plan

An Actionable Strategy can be implemented with demonstrable results. Developing a Pragmatic Plan is the next activity in the framework.

Roadmap

The Roadmap aligns strategic requirements to benefits realized over time. The Roadmap will also contain investments required in underlying foundational technologies and operations. Requirements are organized into major domains, broken down into sub-groups where possible.

Specific content includes:

- Benefits overlaid on the requirements
- Underlying foundation requirements (e.g., communications network buildout)
- Milestones
- Dependencies

The Smart City Roadmap serves multiple purposes:

- ► Communication of the overall plan in graphical and narrative form
- ► Support for obtaining financing from lenders and investors
- ► Basis for technical and financial planning
- ► Validation that all requirements will be satisfied

It is critical that the Roadmap demonstrate the efficacy of the plan so that Actionable Strategies can attract interest in financing for the client.

Gap Analysis

Based upon the Requirements finalized in the previous task, Actionable Strategies will provide a Gap Analysis.
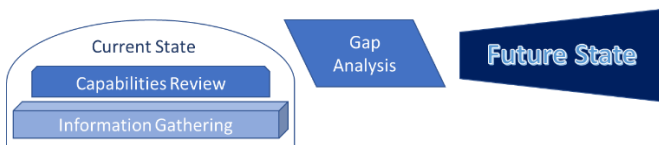

The Gap Analysis serves as an input into implementation planning and budgeting. It also provides a final readiness check.

Blueprints

The Conceptual Business and Technology Blueprints outline the implementation approach for the final Smart City Roadmap. In both sets of blueprints, existing capabilities and gaps are considered. The blueprints highlight:

- ► Capabilities to be incorporated into the solution
- ► New capabilities required based on the Gap Analysis
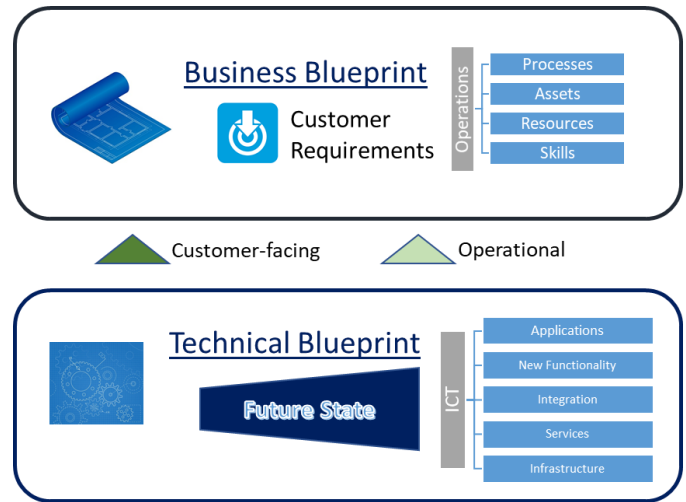
Implementation Financing

Blueprints drive financial modeling, implementation planning, and identification of potential suppliers. These deliverables are essential to taking down financing for procurement and implementation.

The Pragmatic Plan includes a Smart City program plan which is a set of interconnected project plans to deliver all of the Actionable Strategy results. Each project plan may have numerous sub-projects, all of which are risk managed as is the program as a whole.

Program Execution

Actionable Strategies collaborates with Smart City clients to implement the many projects and sub-projects. Ensuring program governance and ongoing risk management are established is essential.

Managed Adoption

One of the key activities from the Pragmatic Plan is Managed Adoption. As Smart City functionality is ready to be introduced, adoption must be actively managed. Utilizing our experience in marketing, sales

automation, and customer service, we help maximize benefits across the customer lifecycle.

Delivering messaging for awareness and anticipated benefits is the origin of adoption. Ensuring ongoing use and benefits realization is an operational imperative. "Upselling and cross-selling" of additional Smart City capabilities to existing users must also be continuous. Identifying at-risk users and understanding reasons for lack of adoption or abandonment drive ongoing decision making.

Actionable Strategies includes technologies for customer lifecycle management in the plan. This is one example of process automation and data analytics that form the foundation in the Roadmap.

Extended Aspirations

Based on the data provided about adoption and benefits realized, additional aspirations for the Smart City can be developed. As milestones on the Roadmap are achieved, additional goals can be added.

The Strategy can be recalibrated with another ideation and prioritization exercise. The time and effort to repeat the strategic planning and roadmapping processes is greatly reduced in subsequent iterations.

Keys to Success

Smart City investments can be substantial and operating costs can also be significant. Due to the broad stakeholder base and resulting complexity, strategic planning and risk management are essential.

The benefits can be impactful for many different stakeholders with dramatic results. Making a city more livable, a better place to work, efficiently governed, well-managed, and sustainable are all possible.