IESE Business School Universidad de Navarra | Centro de Globalización y Estrategia

Cities in Motion Strategies

Research Projects

IESE Cities in Motion Strategies

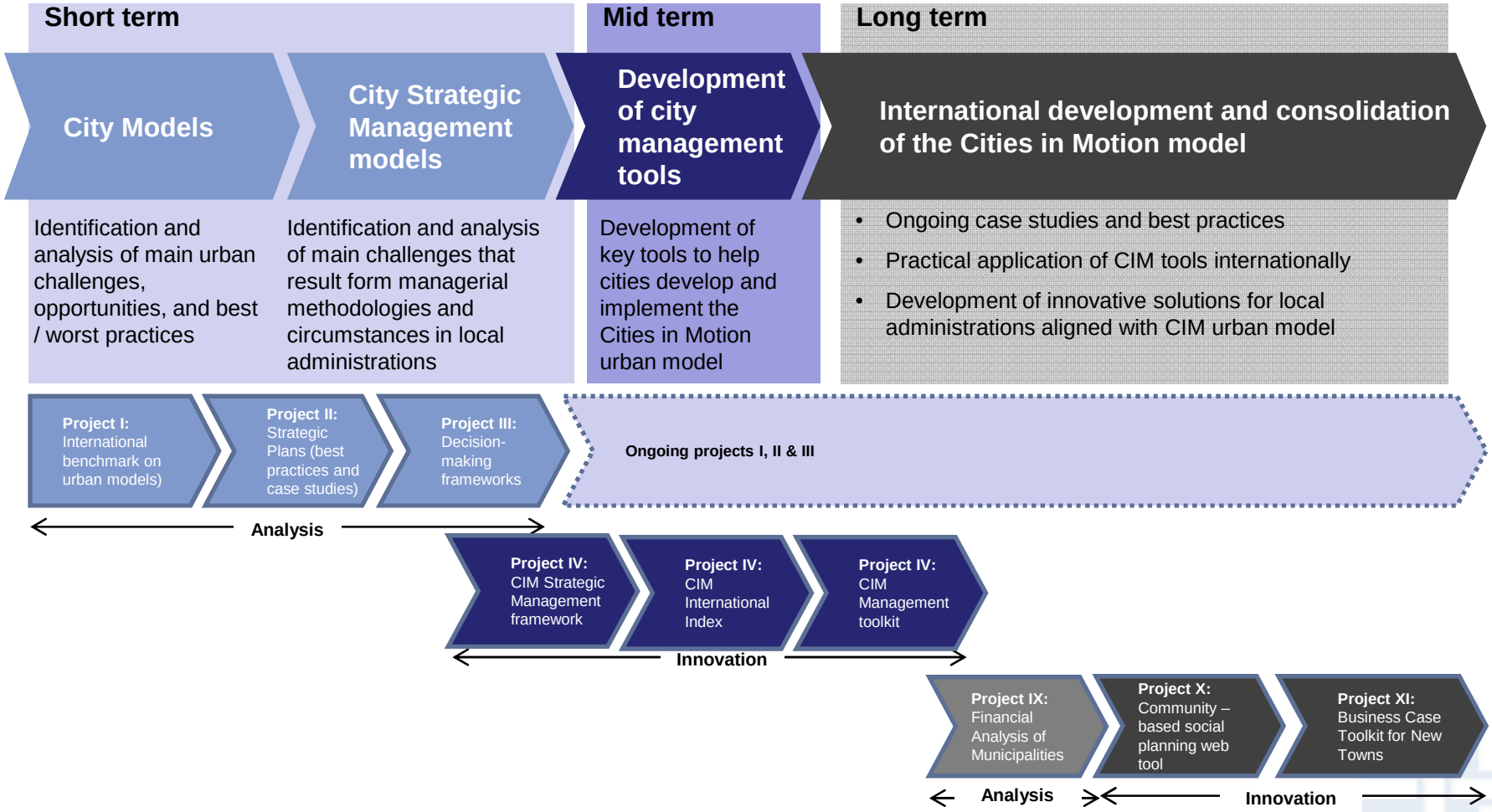
The long term

Cities in Motion, an internationally established knowledge center developing models for a sustainable, equitable, connected and innovative urban future.

IESE Cities in Motion Strategies

The long term (2)

Global development of the Cities in Motion urban model



Note: the specific calendar will depend on resources available for the IESE CIM Platform

Short term Action Plan

Research projects – Top priority projects

Analysis

1. **International Benchmark on urban models**: will allow us to respond to the question "*Which actions had the best results for cities internationally, in their search for sustainable, equitable, connected and innovative city models?*";

2. **Definition of Best practices and design of case studies on city strategic planning**: will allow us to categorize types of strategic plans, identify successes and failures, and understand the key success factors;

3. **Comparative analysis on strategic decision making frameworks in cities worldwide**: will allow us to understand how local administrations work today;

Innovation

4. **Design of an innovative Strategic Planning Framework:** will allow cities to improve their strategic planning and city management processes;

5. **Design of an international Cities in Motion Index**: will allow citizens to understand how their city is performing in terms of sustainability, innovation, connectivity and social cohesion.

6. **Design of a CIM Management toolkit:** will allow city managers to obtain a general idea and follow up on how they are performing, through a balance scorecard that will allow them to improve their decisions;

Note: this set of projects for 2012 represents a proposal to CIM partners, and an estimation of activities that will depend on final resources available

Short term Action Plan

Research projects – List of deliverables

Project 1: International best practices on urban model and solutions	• Historical analysis of city models • International benchmark of best practices (urban model and solutions)
Project 2: Best practices and case studies on strategic city planning	• International benchmark (best practices) on strategic city plans • Case studies of actual city strategic management
Project 3: Analysis of Decision-making frameworks	• Analysis of current state of theoretical knowledge on decision-making processes in cities • Comparative analysis on decision-making processes in local administrations • Identification of improvement opportunities
Project 4: CIM Strategic Management Framework	• Validation of conclusions on improvement opportunities of decision-making processes in city management • Strategic lines (workshops) • CIM Strategic Management Framework
Project 5: CIM International Index	• Analysis of International City Indexes • Strategic Lines (workshops) • CIM International City Index
Project 5: CIM Management Toolkit	• Analysis of balance scorecards in cities • Strategic lines (workshops) • CIM Management Toolkit

Short term Action Plan

Events & Networking – General Vision

- Content based on the platform's research on city governance and management
- Goal is to divulgate, showcase, share, and provide local administrations, city managers, and CIM Partners with practical and innovative information on urban solutions / tools
- Events will be separated into 2 categories:
  - 90 minutes quarterly **Forums** (exclusively for CIM partners and city managers)**;**
  - 2-days long annual **CIM Summits**

Sample

Forums 2012

1. **Creative Cities and innovative ecosystems:** will help city managers identify tactics to make their territory more attractive for innovative companies, organizations, entrepreneurs, workers and students.
2. **Use of web 2.0. applications in municipalities:** will allow city managers to understand first-hand how new technologies are currently allowing citizens all over the world to increase their access to public services and improve their perception with regards to the local administration
3. **Local climate change policies**: will help city managers understand the wide diversity of climate change-related challenges and solutions existing all over the world today, identify the most cost-efficient strategies, and filter those more applicable to their own city.

2012 CIM Summit

4. **CIM Summit :** will help city managers to obtain a better idea of how important it is to design, in every city, a specific, comprehensive, and unique strategic planning framework that will work only for them. Will also show the results of the IESE CIM Strategies Platform research

- In the future, new kind of events will be open for networking, including:
  - Academic conferences
  - Continuity sessions
  - Collaboration with international congresses

A unique opportunity

Benefits for Partners

1.	Access to academic materials (scientific knowledge) generated by the IESE platform
2.	Network with the 15 founders and partners of the IESE Cities in Motion platform
3.	Network with other supporting institutions and private companies
4.	Network with international experts that will participate in research workshops and debates
5.	Connect with city majors key agents at international local administrations regional and national public sector institutions and multilateral organizations
6.	Marketing impacts at presentations of results and other events to be organized
7.	Media impacts resulting from regular communications from IESE Cities in Motion Strategies

Appendix: detailed Research projects and Events

Research Projects

1. Benchmark on urban models

1. International Benchmark on urban models

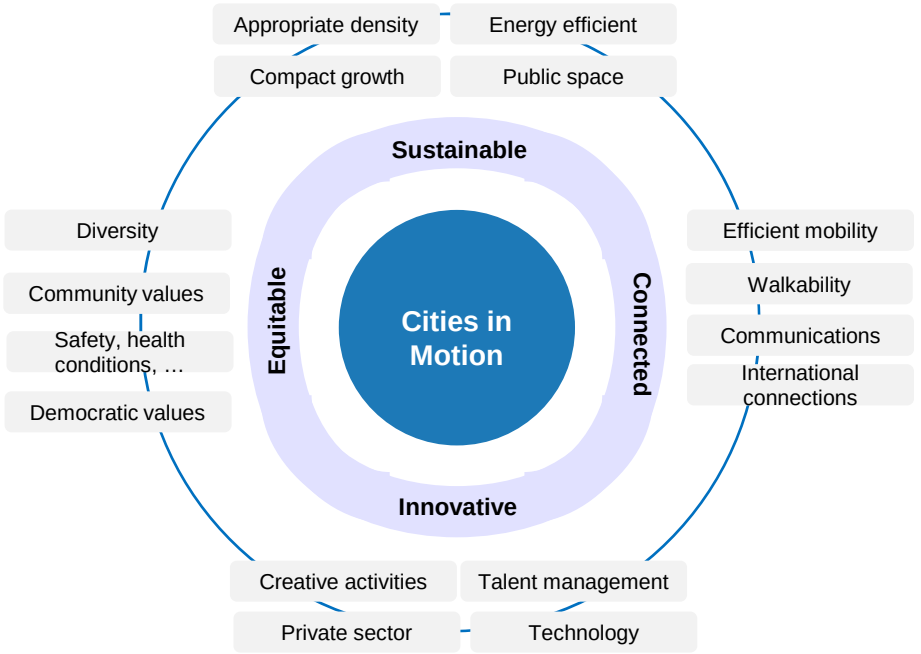
The planet is becoming urban, with more than 75% of worldwide population expected to live in cities by 2050.

Cities, over the past decades, have developed a series of solutions that have resulted into unexpected, negative, consequences, such as: gated communities, congestion, inefficient mobility, inequalities, pollution, and discontent.

With this context in mind, cities become an essential part of the policies to be undertaken in order to ensure a sustainable, equitable future.

By looking at urban challenges and solutions rising all over the world, we will be able to:

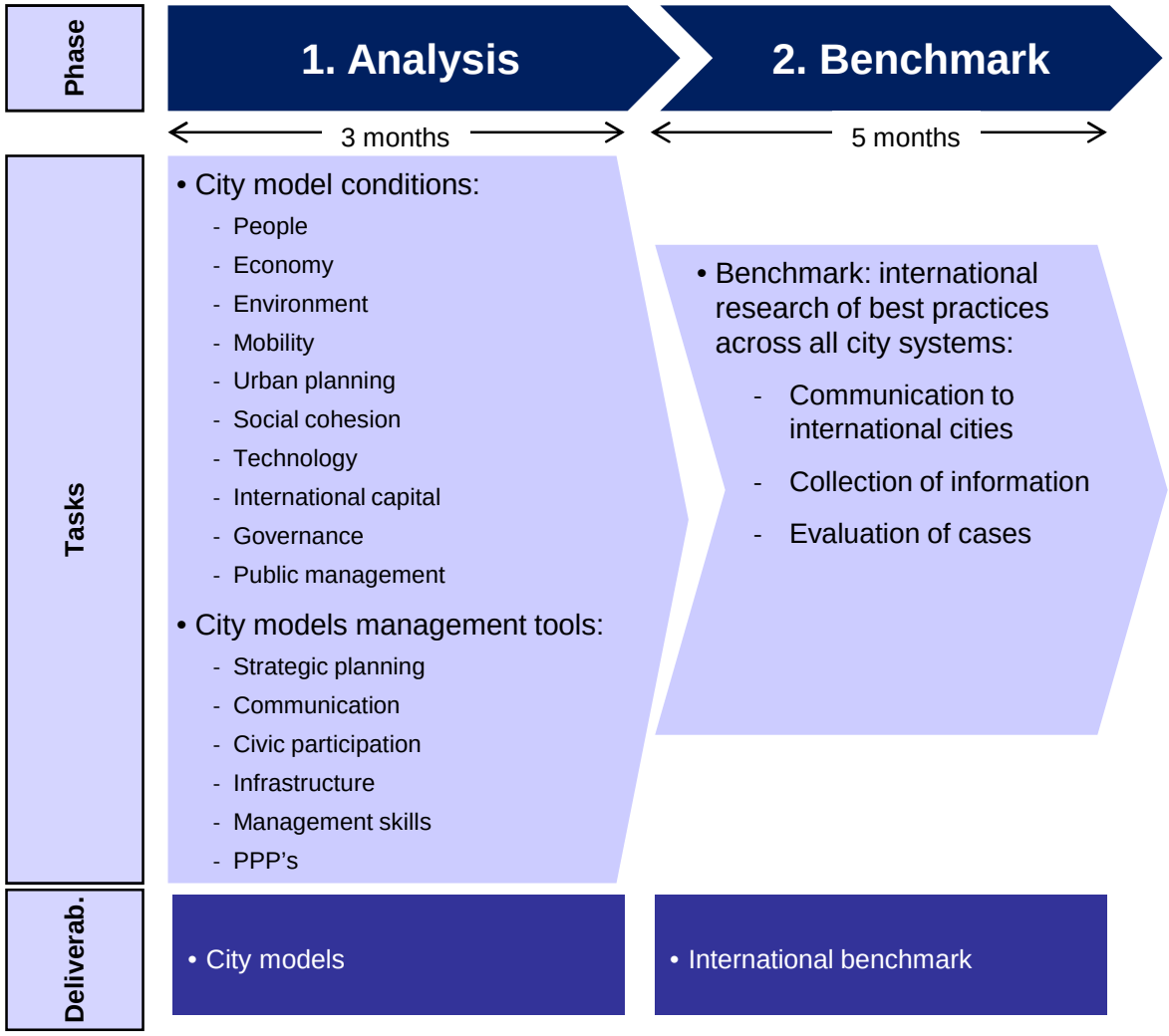
- Analyze and anticipate urban problems and challenges all over the world;
- Define a to-be urban model of the 21st century;
- Identify most innovative local administrations;
- Locate global best urban ideas and practices;
- Identify specific solutions for urban challenges;
- Provide solutions to specific local administrations that are in need of a change.



Research Projects

1. Benchmark on urban models (2)

1. International Benchmark on urban models



2. Strategic City plans: best practices and case studies

a. Best practices

The Strategic Plan is not merely the definition of a plan of strategies for the development of the city, but also, and more importantly, the building of a process in which everyone assumes responsibilities for the achievement of specific goals for a territory.

We will check all main international best practices of city strategy definition and implementation.

b. Design of case studies

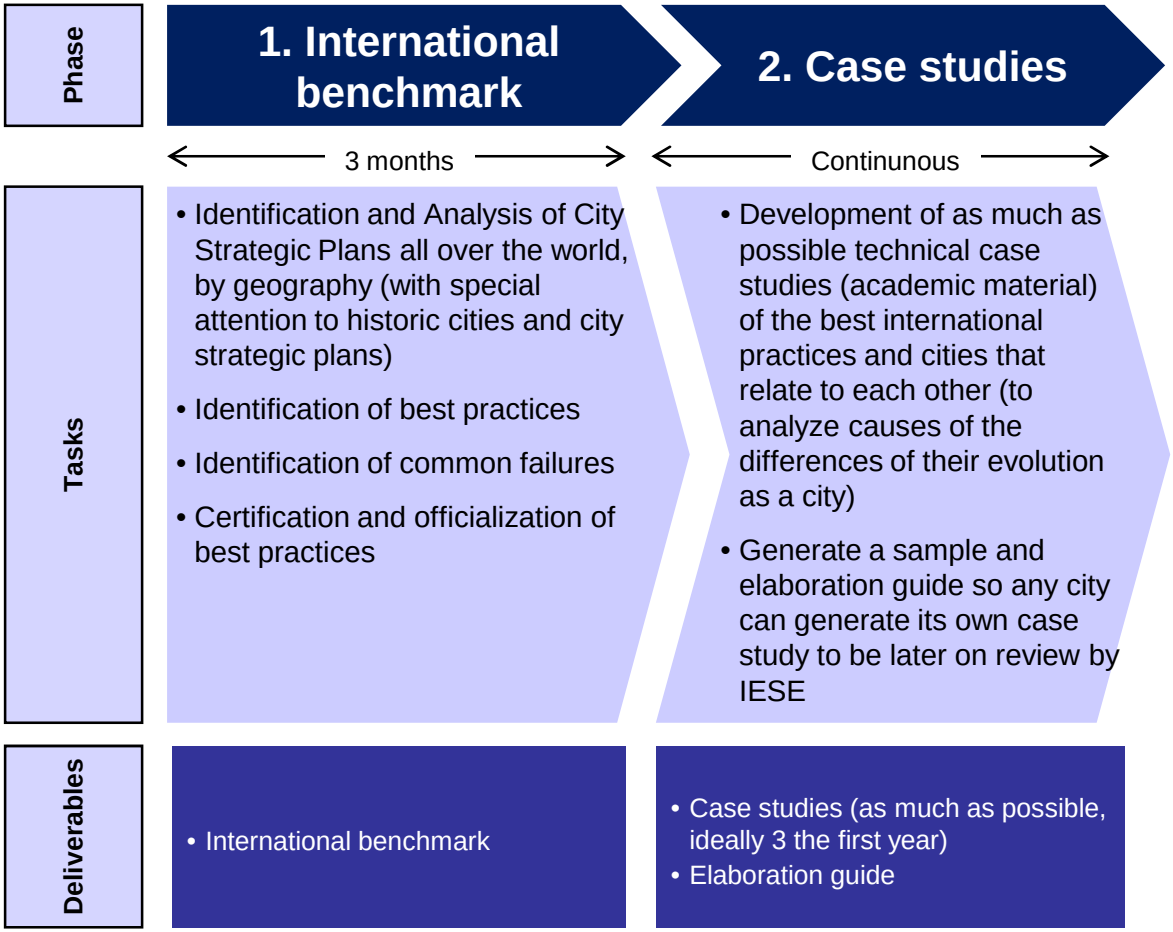
After looking at the international best practices, a number of questions will arise :

- Are all international contexts the same for cities?
- What do cities have to consider success?
- Based on which criteria do they define their strategies?
- What information do they use in order to analyze performance of strategy implementation?
- How are goals, actions and kpi's defined and followed-up?

Our case studies will try to respond to all these questions by analyzing and studying specific cases, specially historic cities, current urban hotspots, and cities to be watched in the future (developing countries mainly). The case studies will include teaching and technical notes aimed at improving the learning experience of all IESE stakeholders (students, institutions, professionals, and public administrations).

2. Strategic City plans (2)

2. Strategic City plans: best practices and case studies



3. Decision making frameworks

3. Comparative analysis on decision making frameworks

City management is a process in which city managers make decisions based on current and future contexts and situations, in a number of varied different urban fields.

Decision-making frameworks must ensure all alternatives are modeled, recognized, evaluated, and then chosen by the appropriate agents.

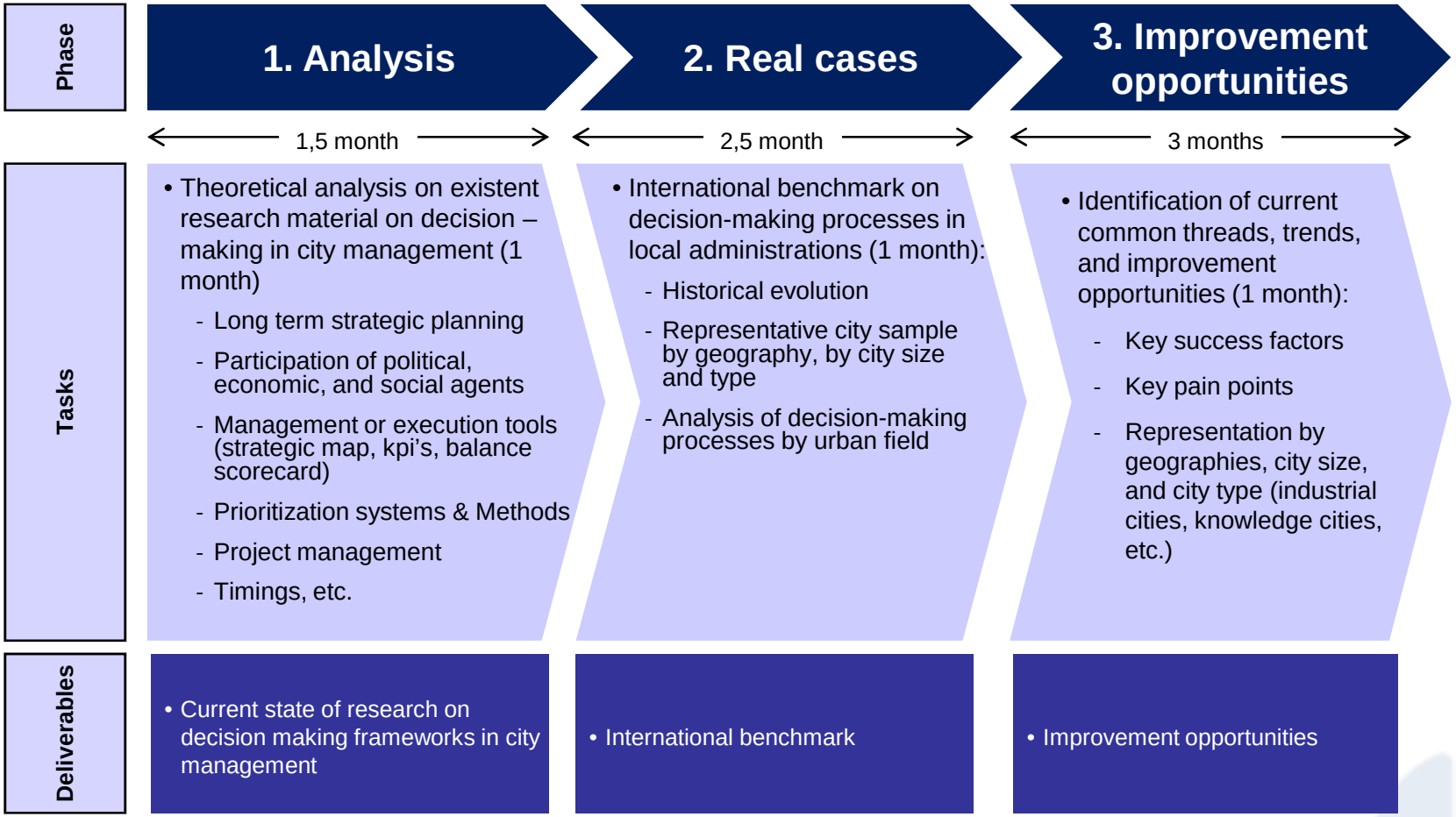
The IESE Cities in Motion Strategies will:

- Bring together global researchers and experts in a particular discipline, but seek to gain perspective and experience in other disciplines;
- Blend empirical, conceptual, and theoretical approaches across differing levels of organization (individuals, groups, institutions);
- Examine decision making in local administrations using managerial, neurobiological, and cognitive approaches; in a variety of contexts, and from the perspectives of how decision support systems might assist local administrations and city stakeholders reach better and more efficient decisions;
- Develop collaborative research with city governments.

GOALS	ACTIVITIES
Key urban issues	• Identification of key urban challenges and improvement opportunities • Data research & collection
Agents (economic, institutional, social, etc.)	• Identification and selection of entities, institutions • Definition of levels of responsibilities
Implication in the urban planning process	• Definition and implementation of organizational structure of the plan
Collect key agents' vision and perspectives	• Interviews • Matrix • Analysis
Participation mechanisms & tools	• Conduct meetings • Analysis techniques, problem-solving, group decisions
Manage conflicts	• Analysis of conflicts • Mediation techniques

3. Decision making frameworks (2)

3. Comparative analysis on decision making frameworks



4. CIM Strategic Planning Framework

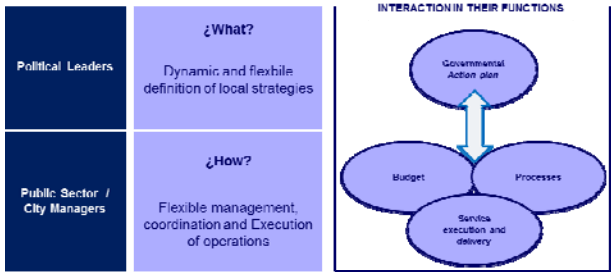
4. Design of CIM Strategic Planning Framework

After the identification of the to-be urban model and design of the 21st century and the best urban solutions arising all over the world today, the analysis of international decision – making frameworks, as well as the analysis best and worst practices of international strategic plans in cities, the IESE Cities in Motion Strategies Platform aims at developing a standard framework for strategic planning, aligned with the goals of the to-be urban model and the best practices in strategic management.

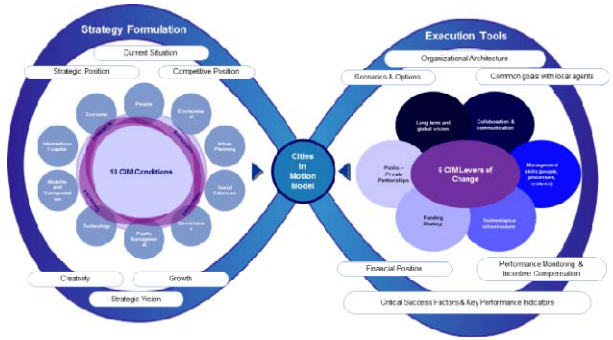
Goals:

- To design a decision-making framework adapted to the to-be CIM urban model of the 21st century
- To Define a Strategic management Framework designed to achieve success of cities all over the world;
- Establish a model that covers potential failures of strategy formulation and strategy execution;
- Design a development plan that coordinates long and short term implementation

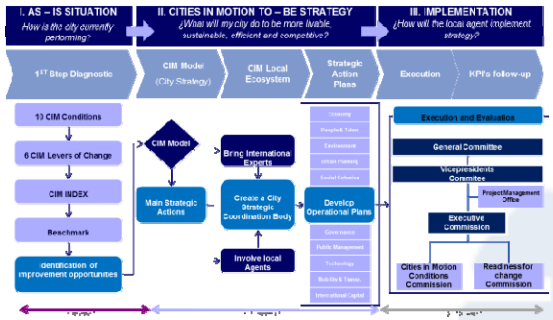
Decision-making



Strategic Framework

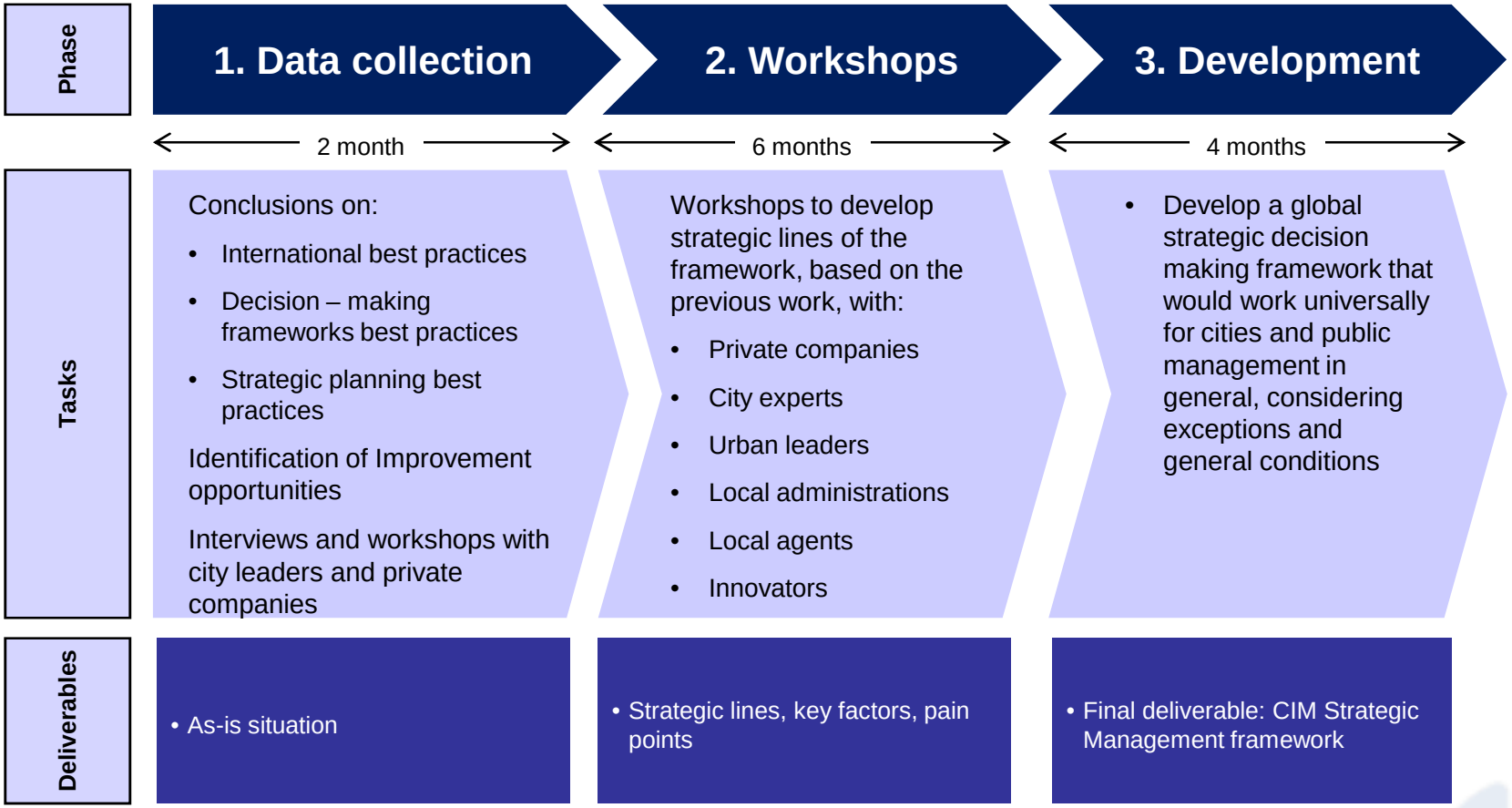


Implementation framework



4. CIM Strategic Planning Framework (2)

4. Design of CIM Strategic Planning Framework



5. Cities in Motion International Index

5. Cities in Motion International Index

- Current international trend: rapid growth of interest in city performance, and increase in the number of global indices that unsuccessfully seek to illuminate it.
- Goals of this research project:
  - To compare the different approaches to indexing city performance;
  - To provide an accessible digest of what the indices say overall;
  - To design a global index that may be capable to summarize and include all the best of the previous indices being used internationally
  - To create a platform for cities and stakeholders to review their performance;
  - To promote easy to use references to the data and indices;
  - To provoke debate and discussion.
- What indicators are a must to promote innovation, social cohesion, connectivity, and sustainability of any territory? What indicators are not biased by any point of view? Which are universally *right, measurable, and understandable* by everyone?
- The IESE Cities in Motion Strategies Platform will develop the Cities in Motion Index in order citizens and stakeholders can always know, at any time, how their city is evolving within specific periods of time, and considering the to-be, sustainable, CIM urban model of the future.
- Some main tasks will include:
  - Identification and filtration of international urban and city kpi's
  - Workshops with local administrations and international experts within each of the 10 CIM Conditions and the 6 Levers of Change

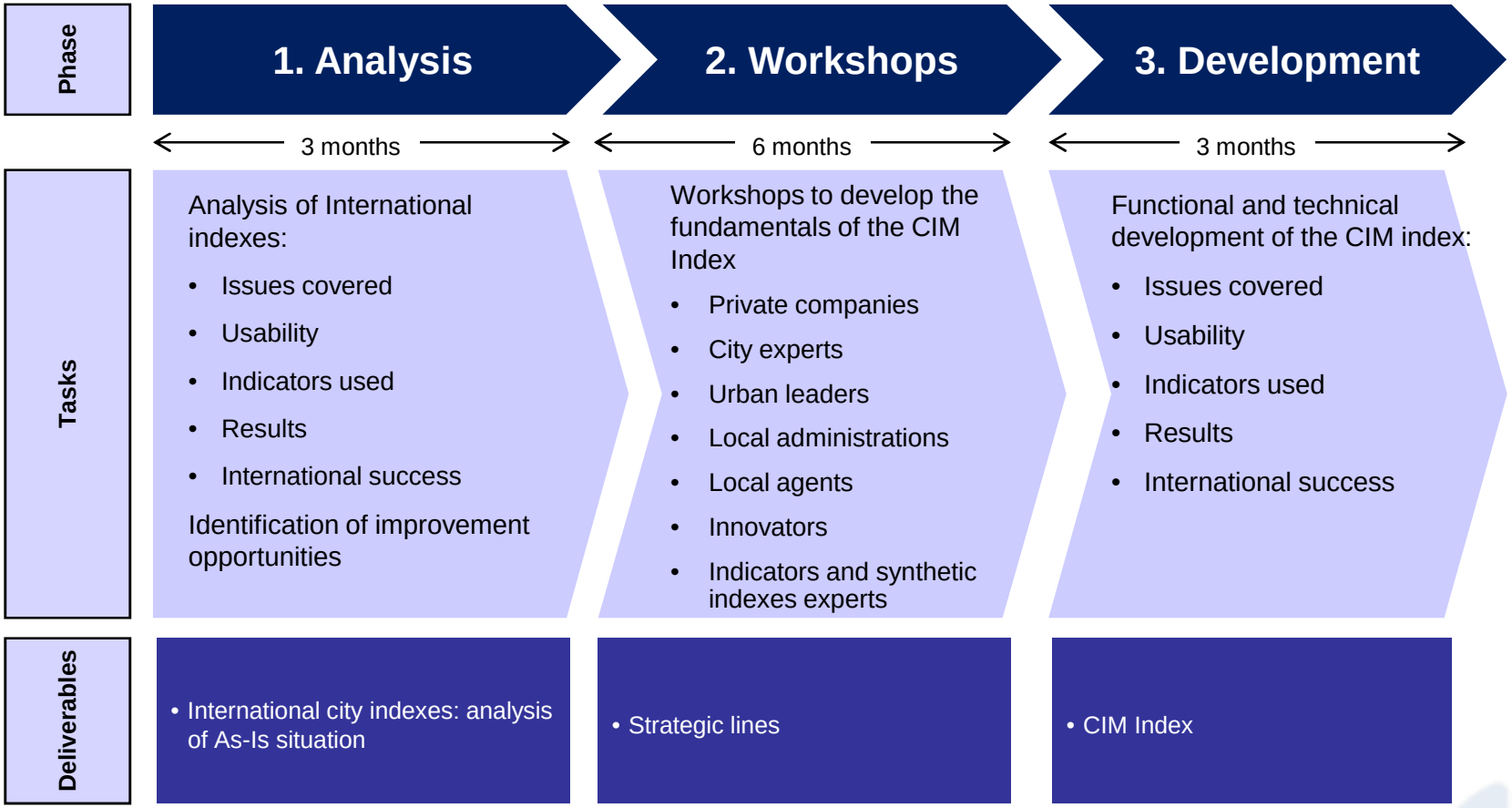
forum for the future
action for a sustainable world
Sustainable Cities Index

MERCER
Mercer's 2011 Quality of Living ranking highlights - Global

MONOCLE
THE WORLD'S TOP 25 MOST LIVEABLE CITIES —2009

5. Cities in Motion International Index (2)

5. Cities in Motion International Index



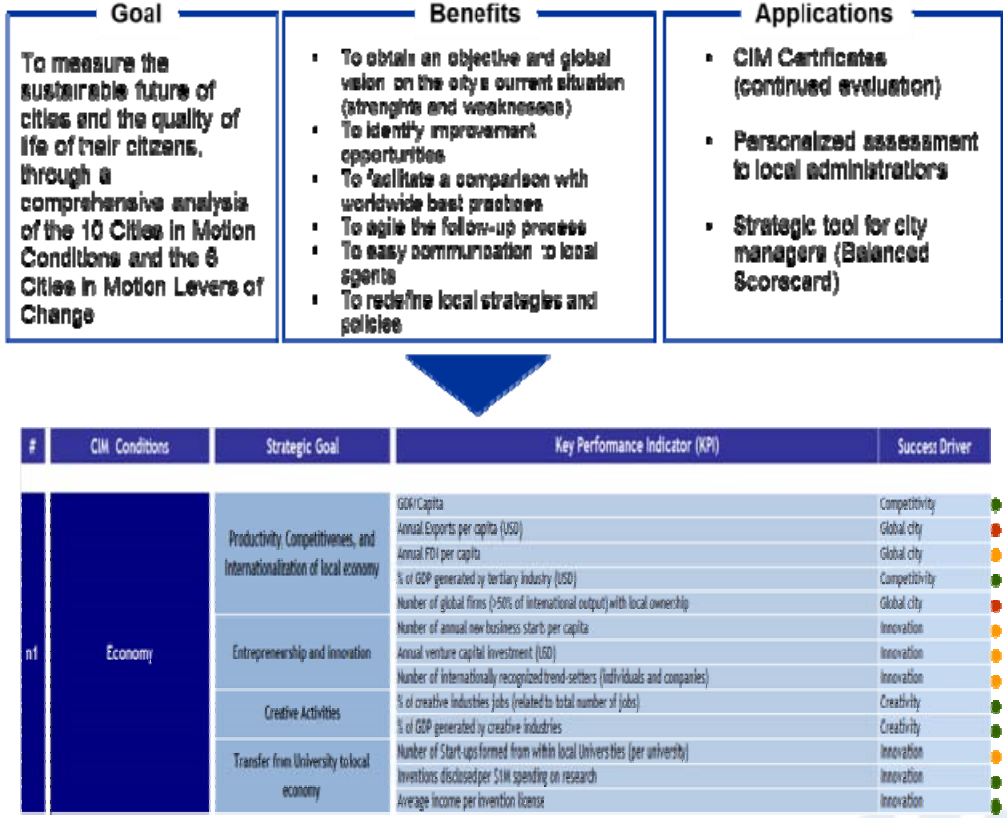
6. Cities in Motion Management Toolkit

6. Cities in Motion Management Toolkit

This research project is aimed at providing local administrations all over the world with a management toolkit to follow-up and improve performance.

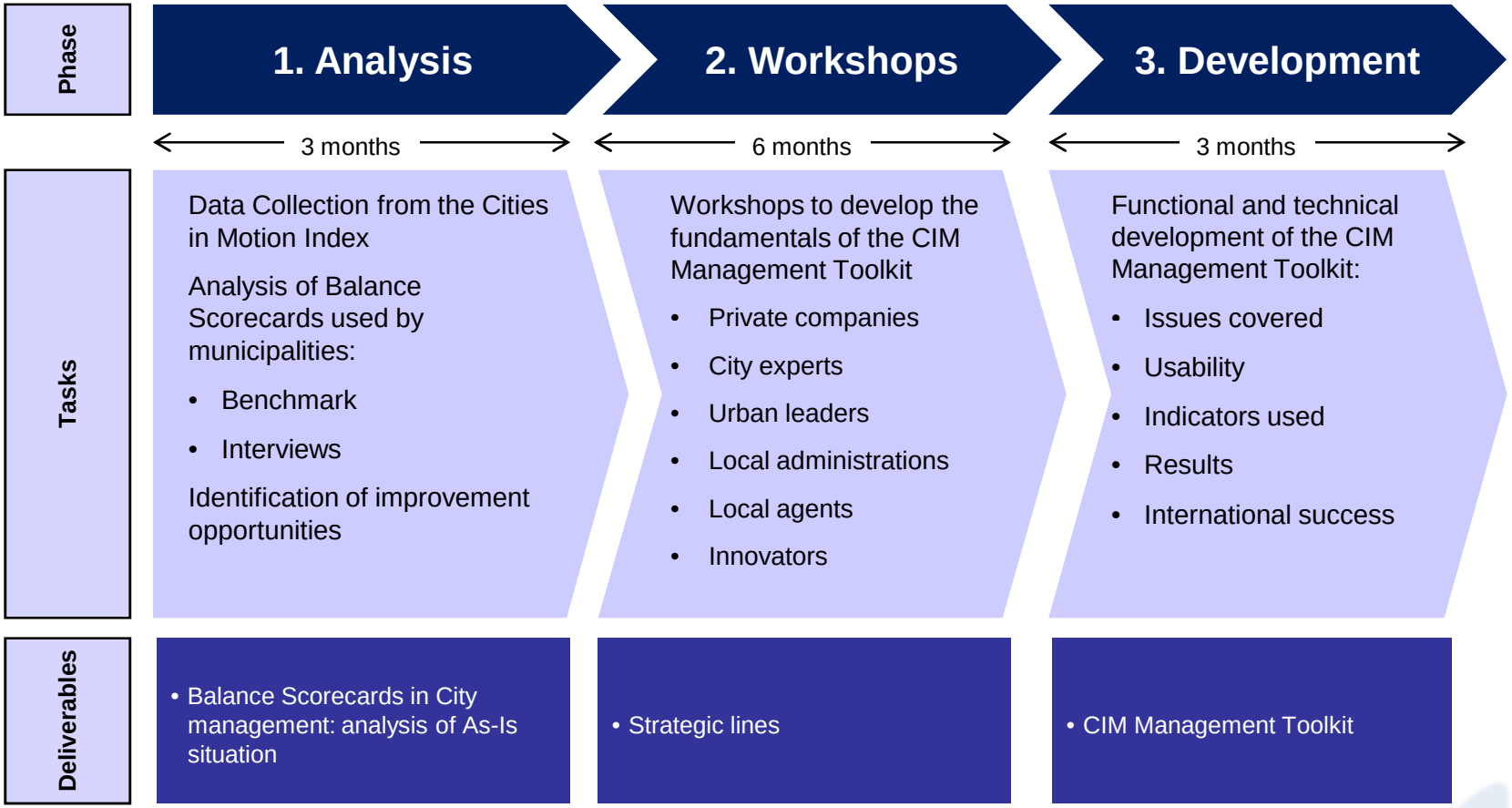
The CIM management toolkit will be based on the 10 CIM Conditions (Economy, People, Governance, Mobility & Transportation, Technology, Environment, Urban Planning, Social Cohesion, Public Management and International Asset) and the 6 CIM Levers of Change (Strategic planning, communication, infrastructure, PPP's, civic participation, and management skills).

The CIM Management Toolkit will include:
- Kpi's
- Technical support
- Guide



6. Cities in Motion Management Toolkit (2)

6. Cities in Motion Management Toolkit



1. Creative cities and innovative ecosystems

Sample

1. Creative Cities and innovative ecosystems

Creative cities and innovative ecosystems policies create a large impact in terms of progress within cities: they help create jobs and increase GDP, and attract talent and companies (economic development); they also create new companies and increase number of patents (innovation);

Through a showcase of some of the best international practices of the application of innovation strategies, city managers will understand and be capable to respond to a number of strategic issues, such as:

- How is our territory competing in a **global economy based on ideas** instead of manufacturing capacity?
- Which are our **most innovative businesses and sectors**?
- How are they performing in the global economy
- How are they **generating innovation and vitality within our area**?
- Which are our innovative assets' strong/weak points ?
- What do we **need to do to improve them**?
- Where are our **failures in terms of innovation** (individually and collectively)?
- Is our **culture** helping or limiting the creation of new ideas and business sectors?
- How are we doing in terms of innovations, compared to other cities / **competitors**?

2. Use of web 2.0. apps in municipalities

Sample

2. Use of web 2.0. applications in municipalities

Web 2.0. apps, when applied in municipalities, can be a driver of internal connectivity (by increasing communication), social cohesion (by increasing access of residents to local services), sustainability (be reducing waste and costs) and economic development (by supporting entrepreneurial activities)

Through a showcase of some of the best international practices of the use of web 2.0. in municipalities, city managers will understand which of those tools may be applied in their city and what results they can expect, apart from responding to a number of strategic issues, such as:

- Are we aware of the influence that relationships between **digital-born people** and local administrations can have to shape the city of the future?
- Do we know what are the preferred **communication channels** for these people? Are we ready to develop them?
- Do we know what **2.0. applications** best adapt to our local government, our citizens, and the services we provide as a local administration to our citizens?
- What will be the **impact** in urban management?
- How will the local administration, as an organization, improve its operations by using this kind of tools?
- What can be the practical **benefits** for our city and citizens?

Il·lustrative examples:

Values	User as producer, Collective intelligence, Perpetual beta, Extreme ease of use
Applications	Blog, Wiki, Podcast, RSS feeds, Tagging, Social networks, Search engine, MPOGames
Technologies	Ajax, XML, Open API, Microformats, Flash/Flex,

3. Local Climate Change policies

Sample

3. Climate change policies

Climate change policies are the main driver to sustainability within urban areas, as long as they are able to tackle energy issues (reduce ghg emissions, any kind of contamination, make waste management more efficient), mobility issues (public transportation, compact city), and urban planning issues (i.e., green architecture, sustainable edification).

Through a showcase of some of the best international practices of the application of climate change policies within cities, city managers will understand and be capable to respond to a number of strategic issues, such as:

- Are we conscious of the **economic and social opportunities that sustainable policies** can bring to our cities?
- How is our territory **performing** in terms of **climate change / sustainability policies**? Do we know how to evaluate it?
- Do we know which are the main **climate change risks** we are facing as a city**,** and how they can affect our urban area **economically, socially, culturally, ecologically, naturally**?
- What is the cost of not acting against climate change?
- How do we **prioritize** sustainability actions?
- Have we identified the **least environment-friendly economic sectors** within our territory?
- Do we know what **measures** can be undertaken by our local administration to reduce gas emissions
- Can we **avoid improvised costs** provoked by climate change?

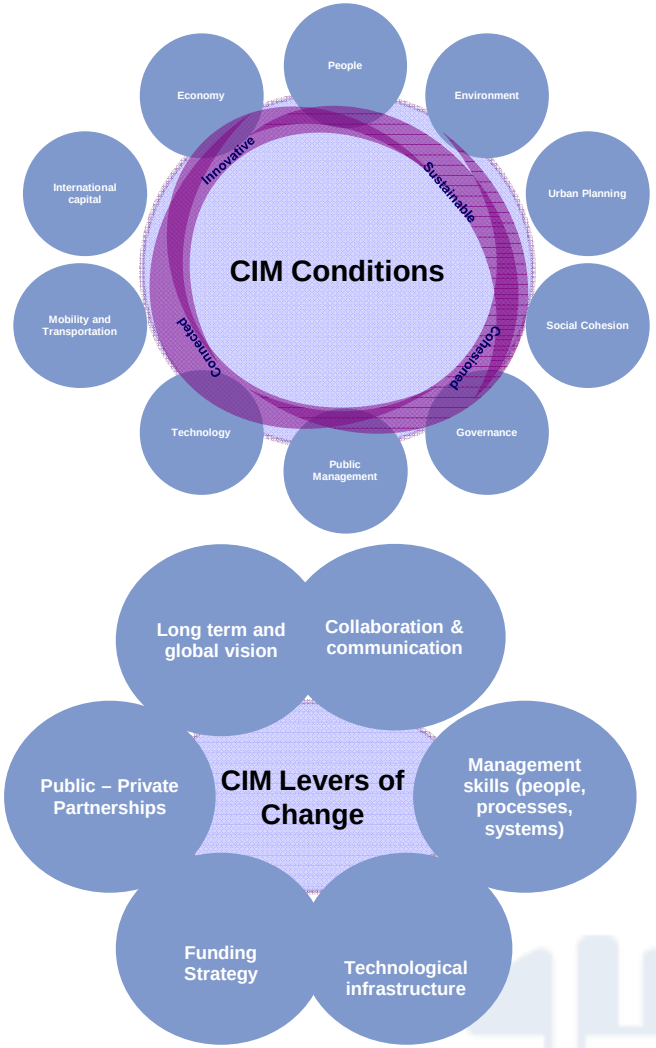
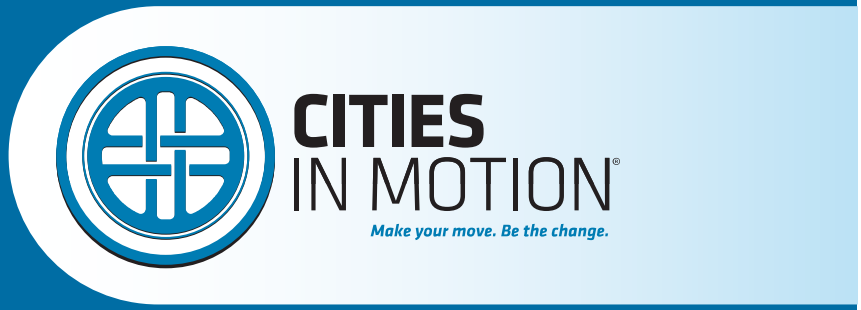
4. CIM Summit

4. CIM Summit

Without strategy there is no direction, no plan, no consensus, no participation, common goals. Without smart strategic frameworks, there is no prioritization, no coordination, no follow-up, no progress.

Through a showcase of some of the best city strategic decision making case studies and strategic planning models, city managers will be able to understand what methodological frameworks can be applied in order to design and implement comprehensive strategies for their cities, and they will also be more capable to respond to a number of strategic urban issues, such as:

- Do we know the **risks of not defining a strategy**, of “not acting”?
- What challenges does the city need to address urgently?
- How will we manage a city or urban area without previously carrying a **rigorous analysis of the current situation** and identifying improvement opportunities and strategic goals?
- And what is the best way to identify those most urgent matters?
- Can we manage a city without a **consensus** with key urban stakeholders about the future city model? How do we integrate them into the strategic planning process?
- How will we be **affected by changes** in the environment?
- Do we know how to **revitalize a city that is based on obsolete and non-competitive assets**
- Based on which **criteria** will we invest in new projects?



www.ciminitiative.com