

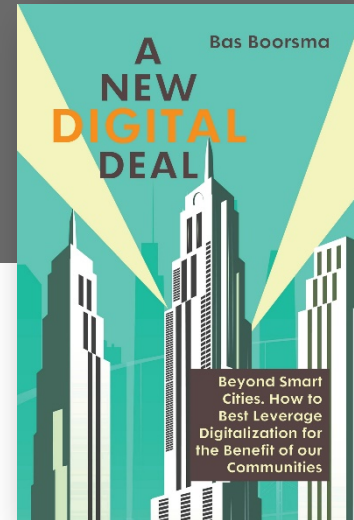
De-Risking Investment in the Digital Transition

Moderated by Dorte Nielsen and Bas Boorsma

Introductions



- 16 years in 'smart cities'
- CEO of TASC, the academy for smarter communities
- Rainmaking Innovations
- Adjunct Professor, Arizona State University
- 11 years at Cisco, Digitization Lead, Northern Europe (2015-17)
- Author of *A New Digital Deal*
- Born in the Year 29 BG



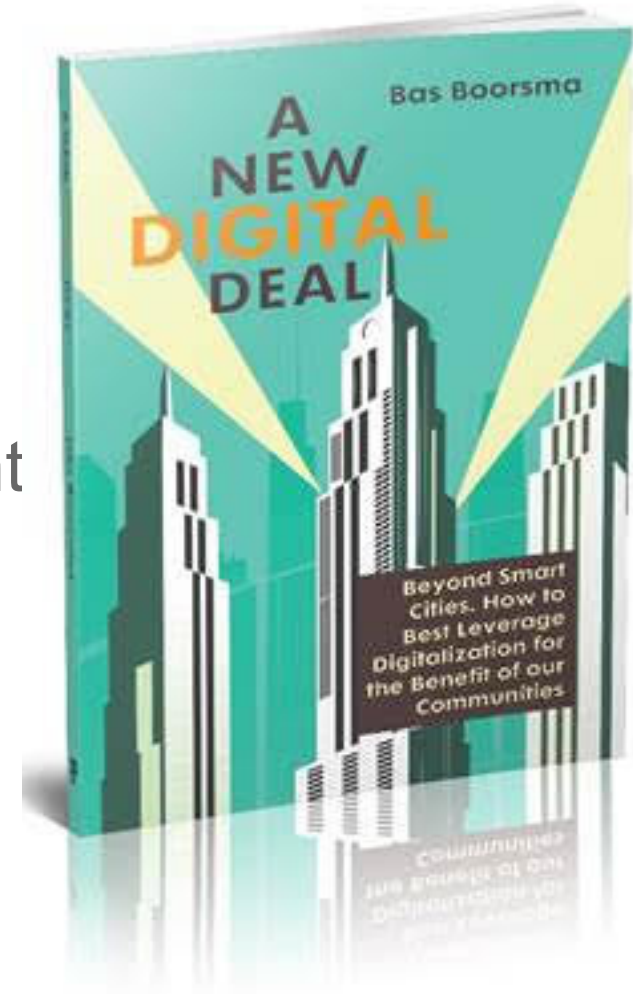
Badly paraphrasing John Lennon...



Smart Cities is what happens while you are making other plans....

15 Smart City Stumbling Blocks

1. The Game of the Name
2. Technology Extravaganzas & Solutionism
3. Lack of Clear Objectives
4. No market / municipality as sole buying cent
5. Stuck in Silos
6. No plan to replicate or scale
7. Lack of Technology Understanding
8. New Digital Divides



15 Smart City Stumbling Blocks

9. Legacy IT, sub-optimal networks, systems & software
10. The religious war of 'top-down' vs. 'bottom up' approaches
11. Closed architectures and Proprietary solutions
12. The Big City Club
13. Lack of Regional Collaboration
14. Lack of Effective Leadership
15. Open Data-Without-A-Plan

- What purpose?
- What assets?
- What Returns?
- What scalability?
- What partner & procurement model?
- How future proof?
- Who is managing?
- Do the investors understand what they are investing in?
- Do those that manage understand?