

1 · Key Partners

- Technology and solution providers
- Academic institutions, NGOs
- Funding institutions (EU, national funds)

In addition to suppliers, key partners include academic institutions, civic initiatives, and other cities participating in European programs such as Horizon Europe.

Smart City perspective: *The city’s role is shifting from that of a customer to that of an “orchestrator” of a network of stakeholders.*

2 · Key Activities

- Planning and Development Strategy
- Infrastructure and Services Management
- Legislative and Regulatory Activities

The key activity is “orchestrating” collaboration among stakeholders—innovation challenges, regulatory sandboxes, and impact monitoring using KPIs.

Smart City perspective: *Set up a combination of funding sources; don’t try to do everything on your own.*

7 · Key Resources

- Urban infrastructure (utilities, transportation, buildings)
- The agency's budget and human resources

In addition to physical infrastructure, key resources also include political will, leadership continuity, and the capacity of public officials.

Smart City perspective: *“Soft” factors are just as crucial as physical infrastructure.*

3 · Value Proposition

- Quality of life for residents
- Competitiveness and attractiveness to investors
- Environmental and social resilience

A city's value is three-dimensional—economic competitiveness, quality of life, and both environmental and social resilience.

Smart City perspective: *It’s not about selling a product, but about co-creating public value.*



4 · Relations with Residents

- Information and Communication
- Participatory Processes
- Citizen Panels and Living Labs

The relationship with citizens is shifting from a one-way delivery of services to a participatory approach to co-creating solutions.

Smart City perspective: *Living labs, participatory budgeting, and two-way communication increase both legitimacy and adoption.*

6 · Distribution Channels

- Official communications
- Digital portals and applications
- Public workshops and hackathons

In addition to the technical delivery of the service, the communication channels used to reach the public—such as the media, websites, and workshops—play a crucial role.

Smart City perspective: *Communication itself is a key factor in adoption and trust.*

5 · Beneficiaries

- Residents and citizens
- Local businesses and investors
- Vulnerable groups, visitors

Beneficiaries include residents, local businesses, vulnerable groups, and the city itself through operational savings.

Smart City perspective: *Explicitly distinguish the needs of individual groups.*

8 · Cost Structure / Budget

- Capital expenditures (CAPEX)
- Operating expenses (OPEX)

The budget should combine direct costs with the value captured across the entire network of stakeholders, not just the organization’s own expenditures.

Smart City perspective: *Seek combined financing (EU grants, PPPs, tax incentives).*

9 · Sources of Value (Revenue)

- Taxes and fees
- Operating savings
- Subsidies and grants

A city’s “revenue” is a broader concept than money, because it also includes non-monetary value: savings, growth in the tax base, avoided costs, new residents, better air quality, and so on.

Smart City perspective: *Value isn’t just financial! Quality of life consists of many aspects that need to be defined and measured.*