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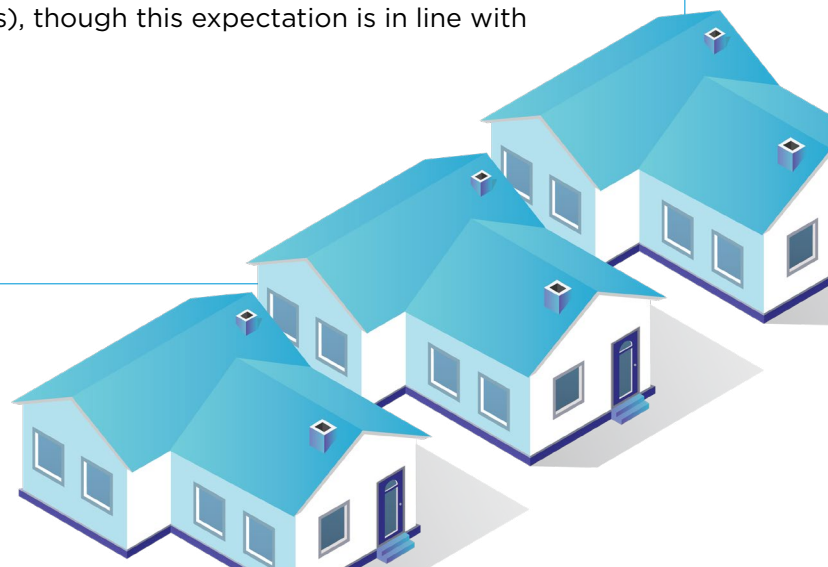
The
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Stockholm: A Model of Success and a Missed Opportunity

Stockholm, the capital of Sweden and the national center for policy making and public administration, is widely known as a prosperous, “smart” city. It won the [World Smart City Award](#) in 2019 for its leading role in the European smart cities project, [GrowSmarter](#). It was also ranked 13th in the IESE Cities in Motion Index, among 174 cities worldwide.

Despite being recognized as a global leader of smart city development, however, its citizens and business executives are among the least enthusiastic about the benefits of smart city initiatives as compared to cities both regionally and globally. This relatively subdued attitude toward the benefits of smart city projects most likely derives from a combination of factors. Stockholm has long been an economically and technologically advanced city, and its citizens and executives may feel they already enjoy many advantages of technological innovation. Notably, however, both citizens and business executives report being among the least informed about and involved in their city’s current smart city projects of all the cities surveyed. This standing could be driven partly by the fact that nearly half of Stockholm’s respondents live in a suburban, rather than urban, environment, by far the most of any surveyed city.

Although Stockholm is considered a [very safe city](#), the benefit that Stockholm’s citizens most hope to gain from smart city initiatives is greater personal safety (significantly more so than regional and global averages) and environmental sustainability. Business executives share a belief that smart cities can deliver greater personal safety, both for themselves and their employees. Most of all, though, executives hope that smart cities will provide more affordable operations (understood as rent, taxes, fees--nearly 20 points higher than the regional and global averages). They also are seeking greater efficiency and reliability of services (such as transport and utilities), though this expectation is in line with regional and global averages.



Citizens Priorities: Personal Safety and Environmental Sustainability.

62%

As mentioned above, Stockholm's citizens cited personal safety as what they most hope to improve from smart city initiatives. Moreover, a whopping 62% cited improving the crime fighting capabilities of police as the key priority--double that of regional and global averages. The next priority--improving air and water quality--scored a mere 21%.



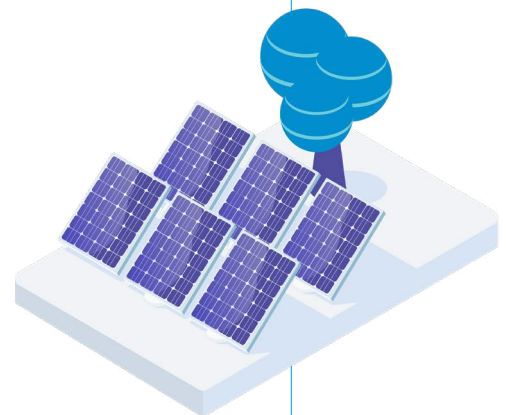
35%

Regarding environmental sustainability, nearly half of Stockholm citizens considered improving the efficiency of public transport (such as buses and trains) as a key priority, and 35% cited expanding the availability of renewable energy sources (such as wind and solar power).



51%

Stockholm's citizens closely align to the role of smart city development in **making the city more affordable** to issues of environmental sustainability. 51% believe initiatives should encourage the growth of low cost transport options, while 40% want projects to improve the energy efficiency of buildings.



Business Priorities: Partnerships, Affordability, and Safety

Business executives believe that a top priority for smart city development should be greater research collaboration and partnerships among universities, businesses, and large technology companies.

50%

In terms of improving Stockholm's innovation environment, 50% of executives cite facilitating greater research and development collaboration between universities and businesses as a key priority--the highest of all cities surveyed.

44%

44% of executives also believe that partnering with large technology companies in the city should be a top priority for improving market opportunities--the third highest of all cities surveyed. The next highest priority in this regard--36%--is partnering with universities or research institutes in the city.



36%

As mentioned earlier, business executives consider reducing crime a key priority, which they believe will be a significant factor in improving the availability of talent for their organizations--second only to London in Europe. They also hope that smart city initiatives can expand the availability of housing for workers (36%).

Executives consider the city's affordability a key concern and that smart city initiatives can use dynamic pricing to help improve this challenge.

46%

46% consider improving the ability of transportation to vary fares according to demand or time of day a top priority--the highest in Europe, second only to Hong Kong globally.

34%

34% cite improving the ability of energy and water utilities to vary pricing according to usage or time of day.

Trade Offs: Business Executives and Citizens Less Willing to Make Trade Offs for Benefits

As noted above, both citizens and executives feel not only less enthusiastic about the benefits of smart city initiatives, but they also feel among the least informed or included in their city's projects.

1 in 5

Less than 1 in 5 of Stockholm's citizens feel that their city provides sufficient information to the public about its smart-city initiatives--the lowest level of agreement of all cities surveyed.

38%

Only 38% of executives believe that Stockholm has taken a proactive role in including the business community in the development of its smart city initiatives--far below regional and global averages.

It comes as no surprise, then, that Stockholm's citizens and executives are among the least willing to make tradeoffs to achieve the benefits of smart city initiatives.

18%

A mere 18% of business executives would be willing to pay higher taxes (compared to 52% global average) and only 30% would be willing to pay higher service fees--half of the global average.

44%

Finally, Stockholm's executives are by far the most unwilling of all cities surveyed to share more of their organization's data to get the benefits of smart city initiatives--44% compared to a global average of 14%.

Key Takeaway: Given the remarkable success of Stockholm's smart city initiatives, there seems to be a real lost opportunity to secure buy-in from its citizens and business executives. Improved communication and engagement among the city and its citizens and business executives seems likely to yield positive results--indeed, 78% of business executives agreed that innovations spearheaded by the private sector are essential to the success of smart city initiatives.