Creating intelligent, citizen-centric communities in the experience economy
What differentiates successful projects in the smart cities space from less effective ones? Today, it is common knowledge that successful projects are set up to move beyond siloed approaches and technology. They focus on transforming end-to-end services and delivering value to citizens at scale. But how can this be achieved? A good way to start is by asking this question: Will this new project and new intelligent technology tangibly impact the way people live, work, and play?

The path forward is challenging. Geographical, political, demographic, economic, fiscal, and cultural characteristics all mingle to create the unique blend of issues with which every city must work. Each city has to distinctively solve the dilemma between economic growth and livability. The way to do this is by becoming more intelligent.

Creative city leaders have already started their journey. They are designing innovation strategies that address the desired outcomes for their citizens: transparent governance, integrated mobility, clean and sustainable urban infrastructure, economic prosperity, and healthy and safe communities. What’s more, they are implementing governance models that engage key ecosystem stakeholders because achieving these outcomes is not a stand-alone activity of the municipal government but the result of involving businesses and citizens.

On their journey to become intelligent cities, leaders are embracing a technology road map that goes beyond siloed applications and fragmented data. Cities need flexible processes with integration between front-end and back-end systems to drive agile service innovation; a deep stack of capabilities that can ingest, orchestrate, and analyze data from multiple sources; and the ability to use data insights to automate processes and make better decisions.

But there is an additional element. Intelligent cities must also go beyond operational data and KPIs by including experience data. Operational data (O-data) comes from city applications such as finance, traffic management, and emergency response systems. It gives you important information to operationally manage a city. Experience data (X-data), on the other hand, is fundamentally different from O-data. X-data is the human-factor data: the beliefs, emotions, and intentions that tell you why things are happening and what to do about it. X-data comes from things such as citizen feedback, visitor sentiment, tourism reviews, and citizen engagement. Where O-data tells you what’s happening, X-data gives more context about why it’s happening. The combination of X- and O-data can help your organization know the “what” and the “why” and can help you take action to achieve better outcomes.

Today, cities need the ability to digest and interpret massive amounts of X-data. But they also need to understand how it connects to their O-data – city operations, people, and processes inside the city. Preferring to interact and transact using self-service Web sites and mobile apps, citizens are looking for continuous engagement opportunities that facilitate greater involvement in decision-making to improve the city processes and policy affecting them and their communities. These may include personalized communications about services that are relevant to specific citizen groups, as well as opportunities to provide feedback. To enable this, leading city managers, in collaboration with the city’s ecosystem (transportation, utility companies, and other commercial vendors who serve citizens), are switching to an improved and harmonized digital service delivery paradigm that boosts citizen satisfaction scores while generating savings for the public purse.

SAP empowers the intelligent city of the future to solve tough challenges more quickly by enabling them to garner insights, understand what to do and how it will impact the city and its stakeholders, and then – most important – drive action on the things that deliver breakthrough results.

Cities of the future will bring together both livability and prosperity by focusing on four strategic priorities that will keep city ecosystems moving forward:

▪ Digital city management
▪ Data-driven city
▪ Operational excellence and innovation
▪ Citizen experience

This paper takes a deep dive into the trends shaping our cities over the next five years and the path to innovation. We explore each of the four priorities that will drive transformation, along with the tools that will make it possible.

Sincerely yours,

Martin Klein
Global Vice President
Public Sector and Smart Cities
SAP SE
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While there is no one-size-fits-all solution for the transformation of cities, there is a set of common challenges that they all must overcome. Principally, government and the companies that serve the city’s citizens must undergo their own changes to keep up with rising expectations for service, convenience, and data protection.

All cities around the globe are looking at technology innovation as the key lever to combine economic growth and quality of life, with digital technologies being the most cost-effective means to bring together livability and prosperity.

Megatransformations fueled by digital technologies are requiring cities and their ecosystem partners to reimagine business models for:

• **Sustainable energy**: Cities must transition to a carbon-free world and deliver innovative business models that create new opportunities.

• **Integrated mobility**: An individual’s need for safe, sustainable, and convenient mobility requires an integrated approach across modes of transportation.

• **Health**: A growing and aging population needs affordable and accessible healthcare to ensure more years with a high quality of life.

• **Education and work**: Innovative city and business leaders need the right workforce to turn digital innovation into better outcomes for the whole city ecosystem. Robotics and machine learning are making an increasing number of jobs obsolete, requiring cities to rethink the future of work.

• **Circular economy**: Resource consumption continues to rise due to population growth. Governments, NGOs, companies, and citizens need to work together to find intelligent solutions for sustainability.

• **Trust, safety, and security**: Natural and manmade disasters threaten the livability and prosperity of cities. Cyberattacks and misinformation are eroding trust, safety, and security.

• **Global supply chains**: Future cities need solutions to reduce the costs of freight transport, which are increasing due to the growth of online sales.

People are experiencing innovative, personalized, and speedy digital business models such as Amazon and Uber and expect the same experience no matter with whom they work. At the same time, the need for sustainable solutions is exacerbated by the pressure of more and more citizens moving to cities.

Success requires building an internal culture of collaboration across organizational boundaries. It requires shifting the paradigm to a customer-first mind-set and enhancing the digital experience with personalized interactions and insights. It also calls for using insights from data to reimagine end-to-end business processes and services to lift both livability and prosperity.

Digital strategies are disruptive and changing the rules of future cities.

The **City of Antibes** in France developed a system that monitors the water distribution infrastructure through sensors, securely transmits the mountains of data collected to SAP® Cloud Platform, and analyzes it using the SAP Leonardo® Internet of Things solution. The results include improved constituent services with water infrastructure breakdowns avoided, maintenance schedules optimized, and costs saved.

**STIB-MIVB**, Brussel’s public transport company, optimized its Smart Transport Network with SAP Analytics solutions. **Auckland City Council** consolidated seven city and district councils and a territorial authority by implementing an array of SAP solutions. It now has top-notch digital citizen services and a single view of the customer across all offerings.

**The City of Heidelberg** optimizes waste collection business processes with the SAP Leonardo Internet of Things solution and SAP Analytics solutions.
By 2025, we believe cities will realize meaningful accomplishments in bringing together livability and economic prosperity to reach their highest potential.

Leading up to 2025, cities will proactively take steps to transform the five key domains of city life by embracing new thinking and using intelligent technologies with a focus on improving livability for all (see Figure 1).

**City governance** will be responsive, efficient, and accountable to citizens. Data-driven innovation will empower transparent and cost-effective resource allocation.

**Mobility** will be connected, autonomous, shared, and electric. Moving people and goods around the city will be seamless, safe, easy, clean, inclusive, and sustainable.

**Citizen-centric** cities will optimize civic participation, public innovation, and social inclusion. People and nonprofit organizations will be more engaged with governments and the communities in which they live. These future cities will fuse X-data with O-data to listen, understand, and take action to create a better citizen experience.

The **urban environment** will be resilient, clean, and enjoyable. Citizens will be prosumers who become active contributors to energy sustainability. Businesses and communities will nurture a circular economy that makes cities greener.

The **city economy** will be innovative and participatory. Businesses will collaborate with academia, government, and local communities to drive new strategies for prosperity.

The government and companies that serve citizens and deliver the best experiences will reap the rewards - increased trust and better livability for all.

**Figure 1: Livability and Prosperity Through Intelligent Technologies**

- **Governance**
- **Mobility**
- **Citizen and livability**
- **Environment and infrastructure**
- **Economy**

Connected and orchestrated through SAP® Future Cities software and intelligent digital solutions from SAP

Paving the Way for Better Livability and Prosperity

150 million

People worldwide will have a blockchain-based digital identity tied to their mobile devices by 2022 – offering access to government, healthcare, and financial services.¹

65%

Of power, gas, and water companies will have invested in edge analytics and computing by 2020, as they strive for operational excellence and the best optimization of their assets.²
FOUR PRIORITIES FOR SUCCESS

We have identified four strategic priorities necessary for the future city’s ecosystem to harness the power of digital transformation:

- Digital city management
- Data-driven city
- Operational excellence and innovation
- Citizen experience
By 2025, city officials will automate and orchestrate service delivery across the city ecosystem using digital technologies such as artificial intelligence (see Figure 2). Transparent, real-time access to data will allow cities to excel at allocating scarce resources to the most impactful programs and improve city management.

It starts with optimizing existing processes by applying intelligence at the business-process level to predict outcomes and maximize operational efficiency. City governments should focus on improving business processes through end-to-end integration to better manage outcomes across bureaucratic silos.

With this level of automation in place, organizations can apply predictive insights at the business-process level to create new services that better meet constituent expectations. They can also use machine learning to initiate nondisruptive preventive measures to enable closed-loop maintenance and service processes.

Cities can then leverage automation and real-time data management to explore new business models including outcome-based contracting, mobility as a service, and intelligent revenue collections.

To better understand why things happen and the thoughts and emotions of the people involved, cities can offer citizens and employees the chance to give experiential feedback to further refine processes, policy, and programs. Combining insights from X-data with O-data will help ensure government employees can spend more time doing what they do best.
DIGITAL CITY MANAGEMENT

Continual and Integrated Engagement

City governments are now able to revolutionize business processes with intelligent automation – supported by artificial intelligence, robotic process automation, and conversational interfaces. They can make better decisions more quickly with embedded analytics that can radically simplify processes for employees, the citizen, and business partners (see Figure 3). City governments that deliver the best experiences will reap the rewards – increased trust and better, more efficient policy outcomes.

Figure 3: Future City Procurement Process to Increase Spend Visibility and Predict Risk

TRADITIONAL SCENARIO

Different and unconnected systems for procurement across all agencies

Disparate data silos for financial transactions, purchase transactions, grants, and contracts

Manual process of analyzing sample data across agencies to run audits

Lack of visibility to make strategic decisions

A NEW WORLD WITH SAP

Automatically consolidated data from all relevant sources with SAP® Data Hub

Use of machine learning to identify potentially risky spend

Spend visibility and automated compliance process for grants and contracts

TOP VALUE DRIVERS

Identification of potentially risky spend

Increased spend visibility

Increased compliance

Source: SAP Performance Benchmarking
We predict that by 2025, groups working in the city ecosystem will be able to share data between organizational silos that currently bottle up information. They will be able to use this more holistic data combined with predictive and simulation technologies to improve strategic planning for urban sustainability, economic growth, and a myriad of other use cases.

Success in 2025 will be dependent on creating innovative processes based on a 360-degree view of experience and operational data. To meet this vision, organizations need to seamlessly collect data from multiple data sources (data at the edge, social media, O-data, X-data) to extract real-time insights that can be turned into action (see Figure 4). They need to understand what data you need to have and what data you need to get to reach the goals and mission.

As a prerequisite, data privacy and security need to be at the forefront. Citizens own the data, and the administration owns the process. The data needs to be correct and fit for reuse based on the rules of data sovereignty. The data must not only be protected but be used in the interest of the owner.

With this in place, you should establish a single source of truth that enables data exchange with city ecosystem partners to improve decisions while also protecting privacy. Enhance collaboration with your partners by making quality data available and developing a governance model for sharing information with them.

Figure 4: Next-Generation Business Models Based on Data-Driven Innovation and Real-Time Insights

- New governance
  - Evidence-based policy making
  - Community budgeting
  - Workforce of the future
  - Outcome-based contracting
  - Data that pays for service
  - Preventive maintenance

- New mobility
  - Multimodal mobility as a service
  - E-mobility
  - Ride hailing and sharing
  - Demand-based transit
  - Network logistic hubs

- New citizen and livability
  - Digital citizens
  - Digital nudge
  - Government as a service
  - Experience management
  - Predictive public safety

- New environment
  - Green bonds for environmental projects
  - Swarm network intelligence
  - Digital prosumer
  - Circular economy

- New economy
  - Public-private partnership
  - City data for economic development
  - Job marketplaces
  - Intelligent revenue collection

Instant, trusted, actionable insights

Advanced data management, analytics, and machine learning capabilities
DATA-DRIVEN CITY

Integrate Data From Across the Organization

At the heart of an intelligent enterprise is a new approach to data management. It requires the ability to do three things.

**Identify and integrate your diverse data sources.** Data is the currency of digital transformation. Yet within most organizations, data is scattered among multiple applications, files, data warehouses, data lakes, and public and private clouds. You must identify all the disparate sources.

**Integrate your diverse data and simplify your data landscape.** Your data comes to you structured, semistructured, and unstructured. It may be spatial, chart, numeric, geographic, time series, relational, or experience data, for example. Integrating these different types of data is complex. A prerequisite to obtain one source of truth is to use common standards to exchange information across city units and between the city and ecosystem partners.

**Create data-sharing networks with your city ecosystem partners and citizens to enable new business models and services for citizens.**

Use a federated platform to integrate and simplify access to data so stakeholders at all levels can participate with data specialists in the development of creative initiatives and solutions.

Use data as an asset to transform the way you address employee concerns, solve societal issues, improve urban sustainability and economic prosperity, attract and retain top talent, and provide better constituent services.

Figure 5 illustrates the data management process of a data-driven city and the associated benefits.

---

**Figure 5: Data Management for the Data-Driven City**

**TRADITIONAL SCENARIO**

Departments use only their own historical data to develop policies.

Policies are made on gut feelings and stale, incomplete data.

Data in other departments is not combined with internal data to improve insights.

New policies are difficult to embed into real-time business processes.

**NEW-WORLD SCENARIO**

The data-driven platform makes real-time data from all departments available for policy design and decision-making.

Decisions are evidence based, leveraging multi-agency and external data processed with machine learning and predictive algorithms.

Progress, outcomes, and predictions can be reported in real time to make adjustments.

Citizen and customer outcomes improve, and the new data that’s collected feeds the organization’s ability to optimize operations and policy.

---

**POTENTIAL BENEFITS**

**Improved** outcomes – healthier, safer, and more prosperous citizens

**Increased** citizen and customer trust
By 2025, organizations across the city ecosystem will redefine core processes and service delivery models (see Figure 6). They will focus on transforming legacy systems and lay the foundation for digitalized management and operations.

As a big first step, automate customer-facing services (for example, billing, ticketing, permitting, and licensing). This will enable you to respond faster, reduce costs, free up employee time to handle exceptions, and enable constituents 24x7 access to consumer-grade experiences.

Next, apply predictive insights at the business-process level to create new services that better meet constituent expectations. Use innovative technologies such as machine learning to personalize processes based on a 360-degree view of data.

Organizations can then focus on transforming end-to-end business processes, further incorporating new intelligent technologies such as artificial intelligence and advanced analytics to reach new levels of agility and effectiveness. They can also leverage blockchain to secure transactional processes between the network of nongovernment and government ecosystem providers.

**Figure 6: Reimagined Business Processes and Models to Drive Operational Excellence**
OPERATIONAL EXCELLENCE AND INNOVATION

Automation: Key to Streamlining Processes

Organizations typically use disparate applications that do not allow for an agile response to citizen, customer, and operational demands and may provide inconsistent information across channels. Silos and manual, disconnected processes force stakeholders into bureaucratic service flows.

To put your citizen or customer at the center, use an integrated platform that enables your organization to plug and play new services easily and efficiently. Connected data enables 360-degree operational insight. Seamless omnichannel access, process automation, and conversational AI can improve personalized and convenient experiences for employees and customers (see Figure 7).

Figure 7: Optimized Maintenance Process of the Future City

TRADITIONAL SCENARIO

- Time-based inspection planning
- Manual inspection
- Work order created
- Inspection-triggered maintenance

NEW-WORLD SCENARIO

- Asset health monitor
- Maintenance strategies based on anomaly detection, predictive forecasting, and optimization of maintenance strategies

POTENTIAL BENEFITS

| Reduction in asset service and maintenance cost | Reduction in unplanned asset downtime |

Source: SAP Performance Benchmarking
By 2025, we expect city governments and companies who serve citizens to improve the customer experience for their citizens by simplifying complicated processes and providing more personalized, self-managed services on all channels. Intelligent technologies with conversational user interfaces will be employed for better delivery of services. Future cities will become service orchestrators and information brokers and will deliver end-to-end customer journeys to improve the overall experience for the citizen and help bring together livability and prosperity.

To achieve the 2025 vision, future cities must become obsessively customer-focused (see Figure 8). Today’s mobile-first, digitally connected consumers expect to be able to access digital services whenever and wherever they want. They expect this same level of customer service from their government.

Future cities must combine experience data from customers with operational data to continually improve responsiveness and quality of service.

They must adopt machine learning, conversational user interfaces, and natural-language processing to simplify their processes and start providing personalized service.

Future cities must embrace an “only tell it once” approach, allowing customers to own their own data and eliminating the need to provide the same data again and again. Future cities’ customers will have full transparency and control over how their personal data is used in providing personalized and predictive services without compromising privacy. This will build trust in government.

This trust, combined with automation and personalization of core services, will free government employees from mundane tasks and allow them to focus on the more complex service needs of citizens – thus improving livability.

**Figure 8: Customer-Centered Strategy for the Future City**

- Understanding their needs
- Empowering personnel
- Supporting a customer-focused culture
- Enabling accountability and transparency
- Creating a customer-centered policy
CITIZEN EXPERIENCE

Delivering Excellent Citizen and Customer Experiences

To keep the promises you make, it is vital to understand what your customer experience is. It is virtually impossible to manage customer experiences with disparate content management, contact centers, customer relationship management, and mobile apps that do not allow an agile response to constituent demands and may provide inconsistent information across channels. Silos of data and disconnected processes force citizens and workers into bureaucratic service flows and operational processes.

Deliver engaging and trusted experiences by bringing together customer data, experiential and operational data, and the power of intelligent technologies across sales, marketing, commerce, and services (see Figure 9). Use a unified data model and cross-platform integrations to help break down silos between various systems and combine consumer data and operational data. Apply advanced business intelligence to fuel experiences that are consistent, relevant, and based on customers’ permissions and preferences.

Figure 9: Unified Data Model and Integrated Platform to Enable Exceptional Customer Experiences

**TRADITIONAL SCENARIO**
Inconsistent citizen experience due to disconnected silos of information

**NEW-WORLD SCENARIO**
Better experience

**POTENTIAL BENEFITS**
- Improved constituent experience and satisfaction
- Reduced service costs
- Personalized services

Reach out > Discover > Apply > File > Renew > Pay

Better outcomes
Artificial Intelligence and Machine Learning
Companies and governments alike can use machine learning to eliminate repetitive manual tasks for inspections, licenses, fees, and applications by automatically determining classifications, routing, and responses. Machine learning can also identify fraud, waste, and abuse using historical and real-time data to uncover previously unseen correlations. Organizations can apply machine learning to historical data to streamline the quotation process for configurable services.

The Internet of Things
Connectivity, coupled with machine learning, can analyze data to manage and evaluate infrastructure, assets, traffic, and the environment. Remote condition monitoring provides real-time data from public and private infrastructure to predict maintenance needs. Data from sensors can help utility companies to monitor assets or transportation organizations to maintain trains, tracks, and buses.

Advanced Analytics
Embedded analytics can provide real-time visibility into changing environments, simulate the impact to solve policy issues, and maximize the benefit of scarce funds for everything from emergency response, transportation, crime prevention, and water and waste management to cybersecurity, emergency response, and public infrastructure.

Blockchain
Blockchain is based on distributed ledger technology, which securely records information across a peer-to-peer network. It creates a chain of unalterable transactional data that can secure almost anything of value, including land titles, constituent payments, voting records, business licenses, and customs manifests. In addition, blockchain can detect data tampering for specific transactions. An attacker will not be able to piece together the transaction, because it is dispersed among multiple ledgers and is encrypted. The blockchain model of trust, through distributed digital consensus, could reshape supply chains and commerce, including digitalizing the trade of energy and automating cross-company collaboration in microgrids.

Virtual and Augmented Reality
Already in use to help workers with utilities and transportation activities and to train emergency management personnel, virtual and augmented reality will help future cities to improve transportation planning and utilities services.

Conversational AI
Voice interfaces will be the go-to technology for the next generation of applications. Virtual agents could help constituents and customers with inquiries about water or utility consumption, taxes, licenses, and public transportation needs, as well as public safety and infrastructure issues.

Data Platform to Manage Experiences
Experience management platforms enable enterprises to understand what citizens feel, think, and do every time they interact with a government organization or company that serves citizens. This technology allows organizations to combine performance O-data from their systems with X-data from citizens and employees to get an accurate picture of each customer’s experience.

~50%
Of new mobile apps use voice as a primary interface, and 50% of the consumer-facing G2000 will use biometric sensors to personalize experiences by 2020.1

50%
Of servers will encrypt data at rest and in motion by 2022. Over 50% of security alerts will be handled by AI-powered automation, and 150 million people will have blockchain-based digital identities.4

$1.1 trillion
Internet-of-Things (IoT) spending in 20235

40%
Of digital transformation initiatives will use AI services by 2019.6
GETTING THERE: A PHASED APPROACH

The harmonious combination of intelligent digital solutions and innovative, orchestrated business models across the city ecosystem will drive our next communities and economy along three distinct tracks as future cities evolve their strategic priorities. They will:

- **Optimize** by implementing a stable and scalable digital core to make processes more transparent and integrated
- **Extend** current processes by using new technologies such as the Internet of Things, machine learning, analytics, blockchain, and Big Data
- **Transform** the organization using a constant stream of data, enabling new service-driven business models (see Figure 10)

**Figure 10: Strategic Priorities of the Future City**

- **Optimize**
  - Simplify workforce onboarding, crossboarding, and offboarding processes with workflow automation tools.
- **Extend**
  - Use machine learning and artificial intelligence to provide world-class service to citizens.
- **Transform**
  - Automate conversational interaction through chatbot interfaces.

**Meet the Mission Through Tailor-Made Solutions Delivered at Scale and As a Service**

- **Digital City Management**
  - More informed, better decisions
  - Better outcomes
  - Citizen and customer trust and support

- **Data-Driven City**
  - Employee time freed up for higher-value tasks
  - Individualized and more proactive services
  - Secure processes

- **Operational Excellence and Innovation**
  - Employee time freed up for higher-value tasks
  - Individualized and more proactive services
  - Secure processes

- **Citizen Experience**
  - Consumer-grade experiences
  - Improved citizen satisfaction
  - Protected, private data

- **Operational Excellence and Innovation**
  - Create personalized citizen and customer experiences across every channel using machine learning and conversational UIs.
  - Deliver services proactively without compromising privacy and permission.
  - Enable customers to “only tell it once,” and allow them to own their own data.
Most organizations understand what is happening in their business, but they may not always know why. They know what’s happening because they have systems that capture operational data—about their customer transactions, services, operations, spending, and the activities of their workforce. They can see that data through reports and dashboards. They can see trends and predict what will happen next.

But to influence what happens next, organizations need data about the interactions people have with their business. Experience data captures beliefs, emotions, opinions, and perceptions—the “why” something is happening. And when organizations know why something is happening, they can make an informed decision about the best way to respond.

To win in this experience economy, intelligent enterprises connect experiences with operations. They use both X-data and O-data to guide their business decisions. Intelligent enterprises collect insights from customers, employees, and brands at every touch point. They use powerful technologies to automate and integrate their data, processes, and applications, enabling them to sense risks, trends, and opportunities. And they act on this intelligence across every part of their business (see Figure 11).

SAP has the strategy, expertise, and solutions to deliver on this vision, enabling intelligent enterprises to turn insight into action.

**Figure 11: SAP® Intelligent Enterprise Framework**
HOW TO PLAN YOUR PATH TO THE INTELLIGENT ENTERPRISE

In the digital economy, intelligent technologies and integrated business processes are now driving digital transformation.

To do this effectively requires an end-to-end plan for becoming an intelligent enterprise (see Figure 12). This includes creating an intelligent enterprise road map and implementation plan with proven best practices and deployment options that optimize for continuous innovation with a focus on intelligent outcomes.

Figure 12: The End-to-End Journey to Becoming an Intelligent Enterprise

Plan well to manage expectations

Simplify and innovate
- Reimagined business models, business processes, and work
- SAP Intelligent Enterprise Framework methodology as a guide for digital transformation
- Value-based innovation road maps

Build and launch with proven best practices

Standardize and innovate
- Design thinking and rapid, tangible prototypes
- Coengineered industry innovations delivered with agility

Run all deployment models

Run with one global support
- One global, consistent experience
- End-to-end support – on premise, in the cloud, or with a hybrid approach

Optimize for continuous innovation

Optimize to realize value
- Continuously capture and realize benefits of digital transformation

To move forward with speed and agility, it helps to focus on live digital data and to combine solution know-how and industry-specific process expertise with data analytics so that the right digital reference architecture is defined and delivered.
COMPREHENSIVE SAP ECOSYSTEM
ORCHESTRATING THE PARTNER ECOSYSTEM TO DELIVER VALUE FASTER

Our comprehensive ecosystem for future cities offers:

- The Intelligent Enterprise as the overarching strategy to meet future requirements, providing:
  - SAP S/4HANA co-development programs for customers and partners
  - Industry co-innovation programs for industry-specific use cases
  - Delivery of enterprise-to-enterprise industry clouds
  - Thought leadership, evangelism, and enablement by industry through events, councils, and regular customer exchange
- Integration into a wide range of business services (OEMs, suppliers, key vendors, and more)
- Open architecture, with a choice of hardware and software specifically designed to meet requirements
- Complementary and innovative third-party solutions to provide leading-edge and state-of-the-art technology

Our partner ecosystem includes, among others:

- Accenture
- Atos
- Capgemini
- Celonis
- Clariba
- Deloitte
- DXC Technology
- ESRI
- Gartner
- HIgher Logic
- Hitachi
- IBM
- Intelligen
c- NTT Data
- OpenText
- PwC
- Signify
- Vesta
- Wipro
SAP IS COMMITTED TO INNOVATION

10-Year Innovation Vision
SAP delivers fully intelligent business solutions and networks that span across organizational boundaries. These solutions will be the most empathic symbiosis between machine intelligence and human ingenuity.

- Our digital platform combines operational and experience data management capabilities to deliver real-time access to information across the city’s ecosystem.
- Our intelligent applications and technologies embed data-driven innovation into the city’s end-to-end business processes.

Comprehensive Industry Coverage
SAP enables comprehensive coverage of the end-to-end business scenarios across the enterprise. With its clear industry road map, SAP is the partner of choice for the future city.

- More than 3,500 customers serving urban communities that are innovating with SAP solutions
- More than 40 years of global cross-industry expertise to deliver digital solutions to the entire city’s ecosystem
- Support for all lines of business on a single platform
- Experience management platform to help improve the customer experience, strengthen constituent trust, and increase employee engagement

Proven Services Offering
By bringing together world-class innovators, industry and emerging technology expertise, proven use cases, and design thinking methods, we help the future city’s ecosystem develop innovations that deliver impact at scale.

- Proven methodologies to drive innovation, from reimagining customer and citizen experiences to enhancing operations
- Innovation that is fueled through a managed innovation ecosystem from SAP
- Ability to build your own innovation capability and culture

SAP supports organizations across the city ecosystem in becoming intelligent enterprises – providing integrated business applications that use intelligent technologies and can be extended on SAP Cloud Platform to deliver breakthrough business value.

Learn more
- SAP for Future Cities
- SAP Services and Support

Getting There
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Outlined below is external research that was used as supporting material for this paper.


**Note:** All sources cited as “SAP” or “SAP Performance Benchmarking” are based on our research with customers through our benchmarking program and other direct interactions with customers.