1. Project overview

Ensuring a healthy, safe, productive, and financially secure future for citizens is Job 1 for city leaders but also their biggest challenge, as the rapid spread of the coronavirus across highly populated metro centers has shown. Indeed, the COVID-19 pandemic underscores the complexity of urban environments, where risks can cascade suddenly, and resources are often constrained. In this climate, bolstering urban resilience, sustainability, and citizen well-being requires the collaboration of business, government, and academia. It also calls for evidence-based analysis to identify the innovative technologies, solutions, and business models that will work best to meet the social, environmental, and economic needs of citizens.

To help cities prepare for the future, ESI ThoughtLab is launching a major research initiative called ***Smart City Solutions for a Riskier World: How innovation can drive urban resilience, sustainability, and citizen well-being.*** The program will explore how 150 cities worldwide—across population and income levels—use innovative technologies to become resilient, sustainable, and citizen-centric. It will show how harnessing smart solutions can help city leaders achieve their critical objectives. Details of the research and the analytical framework are described in the separate *Research Brief* for the program.

2. Key content deliverables

Smart City Solutions for a Riskier World will provide a rich set of program assets and analytical tools for engaging city and business leaders, including:

- **Rich searchable database** in the form of a Tableau workbook that will provide insights into the sustainability plans, practices, and performance metrics of 150 cities and their current and planned investment in a range of technologies and solutions to support the SDGs.
- **Thought-provoking eBook, infographics, and executive summary.** These materials will include actionable insights from interviews, best practice case studies, benchmarking tables, performance scorecards, and calls to action.
- **Citizen well-being survey** and a stream of related articles, blogs, and social media to build interest.
- **Valuable benchmarking tool** to enable cities to evaluate their own use of technology to achieve social, environmental, and economic objectives. The benchmarking tool will allow cities to compare their smart city investment and returns and identify opportunities and gaps.
- **Regular meetings of the advisory board.** Advisors include senior executives from corporate sponsors, and research partners from government, academia, and professional associations. We will use these meetings to guide the research and initiate a valuable dialogue on working together to address the SDGs.
- **Regularly updated microsite** containing our analysis, with related content and analysis provided by sponsors as well as links to sponsors' sites and gated materials for generating sales leads.

3. Marketing plan

ESI ThoughtLab will organize a marketing committee composed of executives and senior staff from sponsors and research advisors and their PR teams. This committee will periodically convene to develop, coordinate, and review our outreach efforts and marketing materials. During these virtual meetings, individual sponsor-led efforts will also be discussed.

Our campaign will include:

- **Sponsors' direct input into our marketing campaign.** The marketing committee will have the option to review program deliverables, develop marketing messages, and discuss media outreach tactics at regularly scheduled meetings. The committee will support the development of a central outreach plan on behalf of all sponsors.
- **Inclusion of quotes and thought leadership materials from sponsors and advisors.** Our aim is to include relevant quotes, blogs, social media and other content from sponsors and advisors in our content deliverables, including our regularly updated microsite and eBook.
- **Project-branded social media resources.** ESI ThoughtLab will develop social media tiles, messaging, and a project specific hashtag, all of which will be shared with the committee. These materials are for public consumption and will highlight our unified promotion of the project.
- **Print and online media support.** ESI ThoughtLab's team of urban experts and economists can be made available upon request for sponsor outreach to media targets. Our team can provide quotes, insights from the research, and more.
- **In-person and virtual event support.** ESI ThoughtLab's team of urban experts and economists also can be made available upon request for panel discussions, webinars, presentations, and other sponsor-driven events and campaign efforts when needed.
- **Presentation in Barcelona.** We plan to present and prominently highlight the research findings at the next Barcelona Smart City Expo.

4. How we will coordinate our outreach initiatives

As a multi-client initiative, this program is intended to be a collaborative group study that provides in-depth research and engaging deliverables for marketing purposes. By pooling resources, information, and media connections, the coalition and advisory board can ensure wide global exposure among media outlets and journalists, city and business leaders, industry experts, and opinion influencers.

ESI ThoughtLab will prepare a centrally led, consolidated media outreach plan on behalf of all sponsors. This plan will cover two key areas: media targets and event plans. Sponsors will contribute the following input to our plans:

- **Preferred media targets** that you would like to reach out to on behalf of the full group or that you would like to see included in the central outreach handled by ESI ThoughtLab. Our marketing team

will collate the lists from sponsors and combine them with its own lists. It will also coordinate the outreach and PR program.

- **In-person and virtual events** that sponsors plan to hold to present the study results, as well as any participation required from ESI ThoughtLab. We have set up an arrangement with CityAge, a professional webinar developer, which can organize high-level virtual events, including the recruitment of speakers and attendees on a sponsor's behalf (on a fee basis).

Once the program is finished, and the final deliverables are circulated, sponsors are free to develop their own branded content deliverable, such as white papers, articles, and press releases. Sponsors can use any of the data and analysis from the program for internal and external purposes. The only proprietary asset is the Tableau city database, which should not be put in its entirety into the public demand.

5. Project plan and timetable

The program will be conducted in accordance with the following preliminary schedule:

May – June 2020

Finalize sponsor coalition	June 10
Conduct initial one-on-one meetings with sponsors & advisors	May 11 – June 10
Establish research agenda	June 10 – June 30

Key tasks: We will discuss our research approach and analytical framework, and get feedback on specific goals from sponsors. We will develop the draft survey tool. We will collect standard materials such as logos, boilerplate, press release pre-authorization, and contact data for advisory board participants.

July 2020

Share list of cities and survey draft with advisory board	July 6
Hold first advisory board meeting to review agenda and survey design	**July 8**
Hold first marketing committee meeting	**July 15**
Prepare and issue first press release	July 16

Key tasks: We will develop marketing materials such as initial social media tiles, graphics, and promotional content. In addition, at the first marketing meeting we will review strategic objectives.

August – September 2020

Field survey	August 3
Set up and conduct interviews for case studies	August – September 11

Key tasks: The survey will be in the field for approximately eight weeks. During this time, we will schedule in-depth interviews with city leaders to develop unique case studies.

September 2020

Fielding of survey concludes	September 11
Prepare Tableau database of survey results	September 16

Key tasks: After completing the survey we will prepare and circulate the Tableau database, and we will develop the framework for the benchmarking tool and index.

October – November 2020

Send key findings presentation, case studies, final Tableau to sponsors	October 2
Hold second advisory board meeting	**October 7**
Hold second marketing committee meeting	**October 8**
Send draft eBook and benchmarking tool to sponsors	November 13

Key tasks: We will present the key research findings and circulate case studies and Tableau database. to sponsors. We will reconvene the committee to develop a content-rich plan to disseminate the findings. We will circulate an initial draft of the eBook and the benchmarking tool to get feedback from sponsors.

December – January 2021

Circulate final deliverables sponsors	December 7
Hold final advisory board meeting	**December 16**
Hold final marketing committee meeting	**December 17**
Release deliverables and final press release	January 14

Key tasks: We will finalize the deliverables and press release and refine the marketing and communications plan. We will develop additional materials such as blog posts and social media tiles and messaging. After incorporating final sponsor feedback, we will launch the campaign and release the eBook, benchmarking tool, and other deliverables to the public.

6. Key contacts

Should you require any assistance or have any questions regarding the *Smart City Solutions for a Riskier World* program, please contact one or more of the key contacts below.

Name & Title	Project Role	Phone Number	Email Address
Lou Celi, Founder & CEO	Program Director	(917) 459-4614	Lceli@esithoughtlab.com
Anna Szterenfeld	Project Manager	(201) 803-1789	Aszterenfeld@esithoughtlab.com
Daniel Miles	Research Director	(215) 717-2777	Dmiles@esithoughtlab.com
Steve Wray	Relationship Director	(215) 717-2777	Swray@esithoughtlab.com
Mike Daly	Marketing Director	(215) 717-2777	Mdaly@esithoughtlab.com
Caroline Lindholm	Coordinator	(215) 717-2777	Clindholm@esithoughtlab.com