

SPOTLIGHT ON URBAN TECH IN EUROPE

The ultimate smart investment opportunities guide
for navigating Europe's urban tech development

EXPERT INSIGHTS JULY 2020

**URBAN
TECH**



EXPERT INSIGHTS



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GENERAL INTRODUCTION

See Intelligence and Forglobal have joined forces to uncover Europe's Urban Tech with support from our independent advisors: AMENA Trade and Investment, Creatives Loop and Emerging Europe.

We explore opportunities for smart investment in 30 European cities, when navigating Urban Tech developments. It is not a ranking, but a selection of the most promising European cities and an understanding of the businesses involved.

The impact of covid19 is on everyone's mind, but we will discuss how to overcome the obstacles, adapt and successfully approach the opportunities in terms of Smart Cities and Urban Tech in order to create value and develop a sustainable disruptive business model.

In this twelve-month online programme, you will explore what developments and solutions are in both Western and Eastern Europe and how to navigate them with monthly webinar discussions and expert insights.

You will have the opportunity to engage with potential clients, partners, experts and cities to strengthen your international network. Get direct access to company representatives, industry experts, senior city officials, academics, respondents, interviewees and sponsors.



SMART CITIES - URBAN TECH SOLUTIONS TO SHORTEN THE ROAD TO RECOVERY

To understand the smart city and urban tech ecosystem and the impact of the relationships to retain business, drive investment growth and innovation we based our discussions on the triple helix of city governments, businesses and academics. For this reason we operate a fixed format where we introduce the experience of city governments from Western and Eastern Europe, practical expertise from commercial businesses and the theoretical viewpoint of academics.

In July we discussed: How are modern cities equipped to cope with COVID-19 and what lessons can we learn from each other to future-proof? Has enough attention been paid to implementing solutions? How can innovation and technology help overcome obstacles to recovery?

The webinar is available to view on the website www.urbantech.world and this *Expert Insights* is designed to offer additional information and advice from our expert panel in order to expand on the original discussion.

In short, despite huge social, economic and health related challenges, we can conclude that there are also many silver linings when considering the future potential for growth. Cities have had to adapt their strategies and work with both academics and businesses to ensure quick and agile decision-making and problem solving for the short-term, and this can hopefully be carried forward in order to maintain stability, shorten the road to recovery and drive future growth.

You can learn from the experts' key takeaways and find more detailed answers to some of the questions discussed within the session.



KEY TAKEAWAYS

1 For cities' recovery and resilience it will be very important to invest in sustainable technologies, clean and smart cities, stabilizing supply chains and restoration of production. Cities need to further facilitate the creation and introduction of digital and innovative solutions and products, the implementation of smart cities projects, the use of open data, and last, but not least – support community building and collaboration at both national and international level. **Deeptech-related technologies in spheres such as Fintech, Cybersecurity, AI, Biotech and Digital Health, IoT among others will also be key to economic recovery in the coming months.**

2 Despite the obvious challenges we have faced, cities need to be able to hold on to the positives experienced throughout the pandemic – such as how they retain the collaborative spirit of the last few months to accelerate innovation and overcome challenges around things such as Information Governance. In the short term, people's lives have been bettered, but it also provides the long-term opportunity for commercial gain by exporting knowledge and experience to help develop other cities and locations, while also learning from those cities' experiences and implementing an localised solution in order to retain business opportunities and keep the door open for future investments.

3 Research from economic historians shows that improved health accounted for a third of the overall GDP-per-capita growth of developed economies in the past century. In the case of the COVID-19 pandemic, WHO reported that people with underlying health conditions are more impacted. **Focusing investments in the healthcare system can create a positive impact on the economy and be a societal and economic game changer.** Regarding healthcare there are some privacy, ethical and regulatory issues. Privacy vs health prevention. Technology vs sovereignty. Any technology adoption is about changing human behaviour. We may notice a rise of biotechnology, epidemic intelligence, modelling and prediction, artificial intelligence, data analysis, deep learning, etc. and also new remote services, digital currency, natural language answering robots, and innovative supply chains for food, medicines, and basic needs.

4 Thanks to the value of the smart city we can connect IoT devices, which in turn will communicate with other IoT devices and with a centralised platform. With 5G coming this should create even more opportunities to innovate. **Not necessarily more, but "better" data is needed.** Minimum Viable Data that will inform us about the problem we want to solve. Data that needs to be shared for others to value it with their experience and expertise. We could call it "green data" i.e. useful data for all mankind. **We should not focus on storing more, but on sharing more.** Innovative applications should connect the dots between data from the different systems of the city to create an informed decision based on a systemic representation of the city (system of systems, domino effect).

5 City management today is happening in silos, and the needs for urban growth are no longer supported. **Cities require a new type of urban management supporting more cooperation and co-ordination between departments,** leveraging the latest ICT innovations ("smart" technology), and aligning incentives between departments in order to achieve a shared goal for the future of the sustainable city. The systemic management of the whole city is more efficient than the sum of the managements of its departments.



INTERVIEW with Tim Newns, Chief Executive MIDAS, Manchester, UK

1. How are cities equipped to cope with COVID-19?

o What has COVID-19 meant for cities?

o What can we learn from others to futureproof?

o Has enough attention been paid to implementing solutions?

“Pre-pandemic, there was a hugely positive dynamic in Manchester. Tech Nation announced it was the fastest growing tech city in Europe and in the same week, Manchester was ranked the UK’s Top Digital Tech City – thanks to the breadth and depth of its expertise across a wide range of digital technologies; strengths that have enabled the city to respond quickly and effectively implement solutions and accelerate recovery from the COVID-19 crisis.

“Early on in the pandemic, the Mayor of Greater Manchester – Andy Burnham, coined the phrase ‘Build Back Better’, which has evolved into a movement of people and organisations who want to explore the opportunity to set a new course for a society and economy that is stronger, cleaner, safer and fairer.

“As the cornerstone of future proofing, it is recognised that technology will be a key enabler in ‘Building Back Better’. Cities that are more often considered the most ‘future-proofed’ are those that are regarded as key technology centres – think San Francisco, Tokyo, London.

“During the 2003 SARS pandemic, China accelerated digital payments and eCommerce after the crisis forced a shift in behaviours. Alibaba launched its first B2C eCommerce website that year and soon after Alipay was created to solve payment and security issues with online shopping. Although we already have lots of these solutions and technologies in Manchester and the wider UK, COVID-19 has largely mirrored the 2003 situation, with sectors including eCommerce, cyber security and digital health experiencing rapid growth as a result of the pandemic, already building on a strong base, and we hope to continue to build momentum in these areas of specialism as part of our economic recovery.

“Although some companies within these industries have been performing incredibly well throughout the last few months of lockdown, on the whole small businesses have been impacted more severely by the pandemic than larger ones. Local and national government support (such as the furlough scheme and business loans) has gone some way to helping these companies, but the city region recognises the importance of tech innovation to help these businesses recover fully, whilst also providing alternative commercial opportunities in sectors such as health and low carbon, where digital transformation can accelerate performance.

2. Practical examples of tech solutions that have been introduced to help respond to the challenges caused by pandemics

o How can innovation and technology help overcome obstacles to recovery?

o How city governments responded

o What smart enabling technologies are Manchester currently investing in?

o The role of a city’s digital infrastructure in responding to pandemics and ensuring shorter recovery times

“Manchester has a reputation for radical innovation – being the birthplace of the Industrial Revolution and the world’s first computer as well as where the atom was split – and the city continues to pioneer today. In response to the COVID-19 pandemic, Manchester has accelerated projects to help manage the local health response.

“One example is the Greater Manchester (GM) Integrated Care Record (ICR), which saw rapid progression in a matter of weeks as a result of the city’s digital response plan and a collaborative effort from relevant organisations. The emergency situation enabled the city to overcome pre-COVID hurdles, in particular around the information governance and sharing of data between primary and secondary care, to develop a world-leading product that enables the safe storing and sharing of patient information that will hugely support the city’s ongoing track and trace effort as well as laying the foundations for a game-changing city-region wide digital health data platform.

INTERVIEW with Tim Newns, Chief Executive MIDAS, Manchester, UK

“The ICR collates patient information from across the full 3.3m city region population into one place, across primary, secondary and other forms of care such as mental health services amongst other. It also includes any COVID-19 diagnosis, whether the patient is self-isolating or has been hospitalised; making it easily accessible for health and care workers to inform direct care from across geographies and organisations. This ensures continuity of care across different care settings and alternatives such as digital support can be put in place.

“Innovative companies in Manchester are also developing independent products, such as cyber firm VST Enterprises, which has built a ‘digital health passport’. A passport holder can present their assigned VCode® using their smart phone, fob or lanyard printout which can be scanned outside of the two-metre safe distancing zone. This can present extended information to verified health care officials or a high level, GDPR compliant screen to members of the public to confirm and authenticate their current health status visualised by a traffic light system. VST Enterprises have since signed a deal to help supply 50 million COVI-PASS Digital Health Passports to 15 countries.

Key takeaways- Vision versus reality: How to plan a post-pandemic-resistant city. Obstacles versus opportunities. Health versus economic recovery:

“Despite the obvious challenges we have faced, I want cities to be able to hold on to the positives we have experienced – such as how we retain the collaborative spirit of the last few months to accelerate innovation and overcome challenges around things such as Information Governance for example.

“The GM Integrated Care Record is just one example of how COVID-19 has forced an issue that has resulted in organisations coming together to build a solution in a matter of weeks. If cities were able to apply that same level of acceleration across a range of digital and smart city products, the cities themselves would be able to accelerate at a much greater pace.

“In the short term, people’s lives are bettered but it also provides the long-term opportunity for commercial gain by exporting knowledge and experience to help develop other cities and locations, while also learning from those cities’ experiences of implementing change. This will undoubtedly be more difficult as COVID-19 slows down but it is certainly something that I want to be at the forefront of Manchester’s ongoing recovery.

INTERVIEW with Nadia Soultanova, Head of Digitalisation, Innovation and Investments Unit at Innovative Sofia, Bulgaria

Central governments in Europe plan to invest significant amounts of money to kickstart their economies and make better & greener cities. Which urban tech sectors for developing smart cities can make best use of these investments?

Among current EU priorities are the circular economy, AI and Data strategy, strategies, supporting a strong SMEs sector, the social economy and the Skills agenda. Tech sectors that are quick, adaptable and able to answer city specific needs have the biggest potential to benefit from public recovery tools.

Our principles of work in Innovative Sofia reflect that – we have need-based vs technology-based, people-centred and holistic approach and we aim to turn Sofia into a market for locally developed digital and innovative solutions. Another crucial prerequisite for efficient uptake of new technologies is the ability of public organisations to foster a vibrant private-public ecosystem and openness of businesses for synergies. City administrations should be seen more as partners and less as clients by the technology companies.

Smart cities are all about technology, data and people. Collecting and using data has become even more vital. Dr. Bouvier states we need to collect and share more data. What changes in terms of data storage, access to it and new applications do you foresee for both private companies and public use?

Data is the new petrol. Data supports evidence-based policy making for public use and stimulates innovation and development of new solutions by private companies. We, at Innovative Sofia – Sofia Municipality's Digitalization, Innovation and Economic Development department – currently work on building Sofia's open data platform. Cities worldwide, and Sofia is no exception, are increasingly turning to open source and technology agnostic platforms. We are looking for scalability, adaptability, interoperability and avoidance of vendor lock-in.

Are there technologies that will be key to economic recovery in the coming months, if so which?

The cities will continue to invest in solutions that answer their specific challenges, such as mobility, urban infrastructure and environment. However, we can foresee an uptake in technologies that meet the needs of the sectors, which were most strongly affected by the COVID-19 crisis. Other technologies with strong potential in the long-term are those targeted at building resilient cities. We believe that deeptech-related technologies in spheres such as Fintech, Cybersecurity, AI, Biotech and Digital Health, IoT among others will also be key to economic recovery in the coming months.

Key take home from the session:

Businesses are already experiencing difficulties and the feeling of insecurity is increasingly present in daily business life. Despite this, the COVID-19 pandemic can also become an opportunity for increased international collaboration and growth of many digital and high-added value sectors. It has already triggered accelerated digitalization and introduction of innovative and digital solutions in many industries, e.g.: healthcare, trade, education, tourism, and even in more "conservative" sectors, e.g. banking and finance, real estate, etc.

For cities' recovery and resilience it will be very important to invest in sustainable technologies, clean and smart cities, stabilizing supply chains and restoration of production. As a growing number of businesses are looking at nearshoring as a strategy to alleviate the negative impact of the crisis, Sofia has the potential to position itself as an attractive nearshoring investment location. Building a strong brand of the city as digital, smart and innovative would further contribute to attract talent and investment.

Cities need to further facilitate the creation and introduction of digital and innovative solutions and products, the implementation of smart cities projects, the use of open data, and last but not least – support community building and collaboration on both national and international level.

INTERVIEW with Paul Grover, Director Avison Young

Central governments in Europe plan to invest significant amounts of money to kickstart their economies and make better & greener cities. Which urban tech sectors for developing smart cities can make best use of these investments?

My answer from a real estate position is, “The need to minimise real estate costs and conserve cash will persist for most businesses during the potentially lengthy period of normalising and economic recovery. Yet the health crisis is creating inflationary pressure e.g. workplace social distancing measures, lower occupancy densities, higher standards of cleaning and air filtration. For the majority of organisations, costs need to be at least contained if not cut and we believe that this should not necessarily lead to a reduction in service quality. In fact, it can go hand-in-hand with performance improvement and business and carbon benefits. It is paramount that such measures are sustainable and support longer-term business vitality. At Avison Young we have identified a number of areas and practical tips where business should focus to contain if not drive down costs and generate business benefits. We are currently helping clients rapidly assess the opportunities for cash savings across all areas and identifying prioritised savings plans.

Are there technologies that will be key to economic recovery in the coming months, if so which?

At Avison Young we are adapting smart technologies to support our clients in the safe reopening their workplaces. By gathering information on floorplans, building maintenance schedules we can create virtual walk throughs of office space to identify the measures that will be needed to keep people and visitors safe and reduce risk. More information on this can be found at: <https://avison-young.foleon.com/covid-19/occupancy-planning/reopening-your-workplace/>

Smart cities are all about technology, data and people. Collecting and using data has become even more vital. What changes in terms of data storage, access to it and new applications do you foresee for both private companies and public use?

Data access, storage and application of it will be key to ensure sustainable recovery and future proof cities with properly integrated technology. The main issue will come not only with data privacy, but actually compliance by the general public in order to implement it effectively.

Key take home from the session

‘Foster an environment of collaboration – where businesses and academic institutions can come together to pool their combined knowledge, experience and practical application that can be applied to cities. Through collaboration and open data sharing smart cities will truly be able to learn from one another and adapt quickly to the changing business, economic and climate environment that we all operate within’

INTERVIEW with Dr Philippe Bouvier, President INREGU

With such advanced technology, what went wrong in the current pandemic?

There is a misalignment between "our expertise and monitoring of pandemics" (we are monitoring all viruses in bats, birds, camels...and the SARS-Cov-2 virus was identified in the bats and categorised in 2019) and "our response to the COVID-19" (it was like a new virus appeared and the cities were not ready). This situation is neither unprecedented nor unpredictable, and even investors were waiting or ready for it. The information was there but we were not able to evaluate the threat and revise the risk. What happened? Information got lost, the risk of pandemic was underestimated, and our model of city could not help to respond efficiently to the situation.

How disruptive is COVID-19 for real estate and urban developments?

Some potential changes can be foreseen in real estate and particularly in the design of private living spaces. Workspace has invaded the places where people live. The home environment needs to become transformable and adaptable. In addition, some healthcare systems could be installed at home for blood pressure, temperature, and other types of non-invasive analysis. Thanks to high speed networks, any remote services can be provided, from telemedicine to home schooling. At the same time there may be a reduced demand for corporate real estate, co-working or co-living spaces, shared spaces, dormitories, and maybe universities.

The urban environment will also have to adapt to new social interactions. People in cities are creating community networks. Modern urban planners structure the cities around separated functions like residential, business and shopping areas (i.e. conventional autonomy). But in situations where transportation must be reduced (like during lockdown), we can understand that it can be easier to quarantine a self-sustained area in a city structured around local access to resources (i.e. functional autonomy) and segmented into districts (like in Paris). The concept of the "hour city" could be more appropriate during or post a pandemic where the supply chain for essentials (food, medicine) has been adapted and planned.

What is the link between health and the economy?

Research from economic historians shows that improved health accounted for a third of the overall GDP-per-capita growth of developed economies in the past century. In the case of the COVID-19 pandemic, WHO reported that people with underlying health conditions are more impacted. Focussing investments in the healthcare system can create a positive impact on the economy and be a societal and economic game changer.

What are some of the obstacles to recovery?

We are observing the civic capital of some people and their lack of discipline.

How can innovation and technology help overcome obstacles to recovery?

With the COVID-19 crisis, an innovation momentum has been sparked. We need to be better (not necessarily more) informed. This means we need new data. To get new data we need to create new sensors (from both hardware and software): there is an opportunity to innovate to solve new current challenges. Thanks to the value of the smart city we can connect IoT devices in the city, which in turn will communicate with other IoT devices and with a centralised platform. With 5G coming this should create even more opportunities to innovate.

Regarding healthcare there are some privacy, ethical and regulatory issues. Privacy vs health prevention. Technology vs sovereignty. Any technology adoption is about changing human behaviour. We may notice a rise of biotechnology, epidemic intelligence, modelling and prediction, artificial intelligence, data analysis, deep learning, etc. and also new remote services, digital currency, natural language answering robots, and innovative supply chains for food, medicines, and basic needs.

INTERVIEW with Dr Philippe Bouvier, President INREGU

How to plan a post-pandemic-resistant city?

In 2007, the EU Leipzig Charter was requesting to reinvent the governance of our cities. Demographic, environmental, economic, political, epidemic, and socio-cultural changes demand that cities be managed more efficiently and sustainably. City management today is happening in silos, and needs for urban growth are no longer supported. Cities require a new type of urban management supporting more cooperation and co-ordination between departments, leveraging the latest ICT innovations (“smart” technology), and aligning incentives between departments in order to achieve a shared goal for the future of the sustainable city. The systemic management of the whole city is more efficient than the sum of the managements of its departments. Even if each department has done its best, it can still achieve a better service if it gets more information from all departments, if it collaborates with them, if it co-ordinates its operations with them. The benefit is for “the city as a whole” and its citizens.

Central governments in Europe plan to invest significant amounts of money to kickstart their economies and make better and greener cities. Which urban tech sectors for developing smart cities can make best use of these investments?

This pandemic has strengthened an existing trend (e.g. the concern of the environment and the climate change, with the election of many green parties mayors in France in June 2020) and added a new one (e.g. the importance of public healthcare from prevention to response).

Cities should define the use cases they want to manage from short to long terms and present them to the tech community. Innovative IoT sensors, services and platforms should make good use of investments.

Smart cities are all about technology, data and people. Collecting and using data has become even more vital. We need to collect and share more data.

What changes in terms of data storage, access to it and new applications do you foresee for both private companies and public use?

Not necessarily more, but “better” data. Minimum Viable Data that will inform us about the problem we want to solve. Data that needs to be shared for others to value them with their experience and expertise. We could call them “green data” i.e. useful data for all mankind. We should not focus on storing more but on sharing more. Innovative applications should connect dots between data from the different systems of the city to create an informed decision based on a systemic representation of the city (system of systems, domino effect).

Key Takeaway - Should technology be used to have a personalization of the citizens to mitigate any impacts on humanity?

This pandemic has increased the awareness of the systemic environment of the city. It has shown once again that the management of our cities is not efficient. The governance of our future cities must change to include more collaboration and co-ordination between all the stakeholders of the city.

This may be an opportunity to ask the question about the role of the city. Centuries ago cities were designed to protect its inhabitants from invaders. Should future cities be designed to protect their citizens from new types of invaders (pandemics)?

UPCOMING WEBINARS



How collaboration between cities drives urban tech development

📅 10th Sep 2020 15:00 - 15:45 BST / 16:00 - 16:45 CEST

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[Register now](#) and don't miss out on our next webinar in the series. Each expert panel will include a representative from an Eastern and Western European City as well as a business and academic in order to better understand the full picture of opportunities for urban tech solutions.

WHY SUBSCRIBE

Becoming part of the '[Spotlight on Urban Tech in Europe](#)' community will give you a head start on a number of fronts. It is an outstanding lead generation and profile-raising platform and also helps to enhance your organisation's leadership when prospecting for new opportunities.

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NEXT STEPS

Contact us today to discuss your business goals and identify together a partnership format tailored around your needs.



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ABOUT US

See Intelligence and Forglobal have joined forces to uncover Europe's Urban Tech with support from our independent advisors. To view more information visit our website www.urbantech.world



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Forglobal supports international entrepreneurs expanding into new markets. The Forglobal platform is a web-based solution already in use by the investment promotion agencies of 40+ major world cities. The organisation believes that international business connects people across borders and strengthens local economies.

ADVISORS



PANELLIST INFORMATION



Tim has been Chief Executive of MIDAS, Manchester's Inward Investment Agency, since 2011, having originally joined MIDAS as Business Development Manager in 2005. Over the 15 years Tim has been at MIDAS, Manchester has become the most invested in city in the UK outside London, with record results over the last year.

Previous to MIDAS Tim worked in business development in the UK and then as a journalist with the Cape Argus newspaper in Cape Town and the Daily Times in Lahore, Pakistan before going on to work for the Commercial Department of the Foreign Office in India.

Tim studied Engineering and Business at the University of Newcastle and is a huge sports fan.



MIDAS is Manchester's inward investment agency, with a strategic aim to secure significant levels of new investment and employment for the city region. This is achieved through the global business marketing of Manchester, targeting key markets and sectors, and the provision of an extensive, free and confidential package of advice and assistance for location consultants and potential investors.

MIDAS' services are available to national and international companies that wish to relocate to – or expand within – Greater Manchester. Working in partnership with the ten local authorities, MIDAS provides services such as relocation support, assistance in finding property solutions and advice on recruitment and training.



Nadia Soultanova is Head of Digitalisation, Innovation and Investments unit at Innovative Sofia – Sofia Municipality's Digitalisation, Innovation and Economic Development department. Before that Nadia was Head of Investment and Business Development at Invest Sofia – the investment promotion and business development agency of the City of Sofia for three years.

Nadia graduated with a BA in Business in the USA and holds an MBA from the American University in Bulgaria. Before joining the public sector, Nadia worked in sales in a Fortune 500 company and as a project manager for an energy start-up in Sofia.



The 'Digitalization, Innovation and Economic Development' department of Sofia Municipality (Innovative Sofia) was established in 2020 to support Sofia's development as a smart, digital, innovative, and tech city.

The goal of the new department and the new Deputy Mayor for Digitalization, Innovation and Economic Development is to be a leader and engine of the digital transformation of Sofia – to initiate and coordinate digital transformation policies along the verticals of urban governance, to reduce the administrative burden, to develop and implement more and better e-services for the citizens and businesses in Sofia, to implement open data platforms and smart city projects.

PANELLIST INFORMATION



Paul Kallee-Grover is a Director in Avison Young's Liverpool office where he advises on all aspects of commercial development and urban regeneration. Paul is a regular speaker on inward investment and exporting goods and services in his role as a Department for International Trade (DIT) Northern Powerhouse Exporting Champion. He is also a previous holder of a Board of Trade Award, presented in recognition of his role of supporting export growth into Asia. Since September 2019 Paul has also been the chair of the Liverpool China Partnership, an organisation that represents of the public, private and higher education sectors in fostering trade and cultural relationships between the UK and China.

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Dr. Philippe Bouvier is the President of INREGU, Institut National de Recherche En Gestion Urbaine, the French national institute of research in urban management located in Lyon, France. He is also Non-Executive Chairman of the International UREKA Education Group, located in London, UK. He holds a PhD with Honours from Paris 7 University and an Executive MBA from INSEAD Singapore. His PhD is in urban studies (urbanism and city management) and the title of his thesis is "From segmented management in modern cities to systemic governance in sustainable cities". He is a professor in urban studies, urban digital transformation, urban strategy, urban investment, urban tech innovation, a keynote and TEDx speaker, and the author of numerous articles. He is a recognised expert at the European Commission in Security Risk Management.



INREGU, Institut National de Recherche En Gestion Urbaine, is the French national institute of research in urban management located in Lyon, France. The institute focusses on research, executive education, and innovative product development for the urban environment.

Research focus is on urban data analysis, deep learning and conceptual designs of future urban management systems including coordination and collaboration centres, systemic governance, business models, and virtual cities. Executive workshops are organized for professionals in charge of urban departments (security, transportation, energy, etc.), urban planners, and smart city product developers

Urban Tech innovations are invented in the lab and implemented as pilots in the urban environment. We produce innovative hardware sensors and urban management platforms to create new value in the city of the future. We are currently developing a smart city platform based on a systemic approach and deep learning to improve collaboration and co-ordination between departments of a city while supporting the vision of the mayor.