STRATEGIC PLANNING FOR A SMART SUSTAINABLE CITY MODEL. THE IMPORTANCE OF PUBLIC ADMINISTRATION AND ENTERPRISES COOPERATION

Inmaculada Martín-Rojo

University of Málaga

Abstract

In contrast to economistic approaches concerned only with economic profit, a new economy is emerging, whose objective is sustainability - in a broad sense: economic, social, and environmental - and the improvement of people's lives based on collaborative methods, encompassing concepts such as the Economy of the Common Good, Collaborative Economy, Circular Economy, Green Economy, or Blue Economy.

This gives rise to new business models that internalize values related to sustainability and Corporate Social Responsibility, but it is not enough for private companies to include these aspects in their strategic approaches; it is also necessary for Public Administrations to act in a socially responsible manner, highlighting the importance of public-private cooperation to achieve sustainable cities.

To this we must add the rise of new technologies applied to cities, which gives rise to Smart cities.

In this sense, we should not talk about a successful city model, but rather we should first define what kind of city model we want, and then develop strategic planning.

In accordance with these approaches, the objective of this chapter is to identify, based on the case studies, the variables to be considered to carry out strategic planning for a Smart Sustainable City model, resilient to future changes and challenges, involving public and private agents.

Keywords: strategic planning, sustainability, Smart City, urban design

1. INTRODUCTION

The purely materialistic view of the company is now a thing of the past. Today, the medium and long-term survival of a company is linked to the concept of sustainability in a broad sense: environmental, economic, and social.

In this line, Corporate Social Responsibility (CSR) emerges as a voluntary response of companies and institutions in favor of sustainable development, which can be defined as that which "meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987). Corporate Social

Responsibility is the commitment of organizations to contribute to sustainable economic development by working with employees, their families, the local community, and society at large to improve their quality of life (World Business Council on Sustainable Development, 1998).

Following these approaches, organizations must generate added value for society through their activity, going beyond the restricted vision of achieving maximum economic profit, because even the achievement of maximum profit projected over an unlimited period of time implies guaranteeing the adaptation of the company to its environment, satisfying the expectations of stakeholders, not only in the economic sphere, but also in the social and environmental spheres. Thus, the results of companies should be measured considering three magnitudes: economic, social, and environmental, in order to offer a joint positive value.

If we add to all this the continuous changes in which today's society lives and the new economic movements, we find ourselves with a New Economy whose objective is sustainability and at the same time to improve people's lives with collaborative methods. This so-called New Economy encompasses among others the following aspects (Martín-Rojo, 2018, p.107-108):

- "Common Good Economy: it proposes new indicators of success for both private and public organizations at the municipal level, considering the importance of implementing tools to create a "Common Good Balance Sheet".
- Collaborative economy: it is based on new information and communication technologies that allow the creation of social networks and portals where people can interact on a massive scale, with or without monetary compensation.
- Circular Economy: it is the economy that is committed to recycling, moving from a linear economy that produces, uses, and throws away, to a circular model in which waste can be used again as raw material.
- Green Economy: aims to generate profitability from environmental protection and preservation.
- Blue Economy: proposed by Gunter Pauli, it goes a step further than the Green Economy, which is sometimes unsustainable from an economic point of view. It is based on the premise that basic needs must be met with the local resources available, creating multiple benefits, employment, and social capital, in short, offering more with less.
- Economics of Happiness: analyses the effect of macroeconomic fluctuations on people's happiness. This study involves social scientists (sociologists, psychologists, economists) who suggest that, once primary needs are met, policy measures should be oriented towards increasing people's satisfaction, and not just economic growth.

All this justifies and marks the interest of this work to analyze the strategic planning for a Sustainable Smart City model, considering public and private cooperation.

First, a review of the existing literature will be made, and the conceptual framework will be presented. Then, some city models will be analyzed, following the case study methodology. With this information, some guidelines will be given to define what kind of city model we want, to develop a strategic planning; and the variables to be considered in order to carry out a strategic planning for a sustainable city model will be identified. All of this in accordance with the United Nations Sustainable Development Goals for 2030.

Thus, the main contribution of this paper is to identify the variables to be considered, to carry out sustainable and Smart city strategic planning, based on published city index and city case studies and developing some implications for researchers, business manager, and public managers.

2. CONCEPTUAL AND THEORETICAL BACKGROUND

Sustainability City, Smart City and Smart Sustainable City are unique terms, though they can be interrelated.

The concept of Sustainability Development has been applied to city planning since the early 1990s. Richardson defines sustainable urban development as "a process of change in the built environment which fosters economic development while conserving resources and promoting the health of the individual, the community, and the ecosystem" (1989, p.14). The strategic process of sustainable urban development seeks to create healthy, livable, and prosperous human environment with minimal demand on resources (water, energy, etc.) and minimal impact on the environment (pollution, toxic waste, etc.). According, a sustainable city strategy is one of many urban planning approaches worthy of implementation to ensure long-term city growth and development (Alshuwaikhat et al, 2022).

The rise of technologies sets up another concept: Smart City. There are many definitions of this term, but one of the most thorough is that a Smart City is "an innovative city that focuses on applying the next generation ICT to all walks of life, and hence performs in a forward-looking and participatory way in governance, economy, people, mobility, environment, and living on the basis of the intelligent combination of endowments and activities of independent and aware citizens, to ensure socio-economic development, quality of life, the intelligent management of natural resources, and the efficient operation of infrastructures and facilities"(Bibri, 2018a, p.766).

In Smart City models, smart sustainability includes concepts such as the use of renewable energies, sustainable resource management, circular economy, and environmental protection (Della Corte et al., 2017; Ribes & Baidal, 2018). Bulchand-Gidumal (2022) proposes a Smart Destination Wheel framework, and some of the pillars in this Wheel are entrepreneurship & innovation and productivity & employment, regarding enterprises, but not only governance, mobility, infrastructures, education or health & safe, which are aspects related to Public Administration. It justifies the importance of Public Administration and enterprises cooperation.

The concept of Smart Sustainable Cities has emerged as a result of three global trends: the importance of sustainability, the spread of urbanization, and the rise of Information and Communication Technologies -ICT-. It is a new term that has developed in the last decade, alongside the growth of technology, sustainability, and sustainable development concepts (Alshuwaikhat et al, 2022). As expressed by Höjer and Wangel (2015), the interconnection of the concepts: sustainability, urbanization, and ICT has converged under what is labeled "Smart Sustainable City". Accordingly, the term "Smart Sustainable City" is used to describe "a city that is supported by the pervasive presence and massive use of advanced ICT, in connection with various urban systems and domains and how these intricately interrelate and are coordinated to improve economic and societal outcomes" (Bibri, 2018b, p.4).

Smart Sustainable City is a new emerging concept that combines urban sustainability and smartness, “both aspects should be considered simultaneously. Its emergence can be seen both as: a) a response to the critics of such Smart city solutions that are contradictory to sustainability, and b) as an attempt to address the needs of the currently highly digitalized cities, more comprehensively than the traditional concept of sustainability” (Huovila et al, 2019, p.2)

The clarification of these terms will address the implementation challenges of Smart Sustainable Cities strategies.

A Smart Sustainable City is a complex system that must interrelate the built environment (land use, urban design, transport, human activities) with the pervasive computing. Therefore, the goals seeking to become a Smart Sustainable City are:

- The economic, societal, and environmental sustainability
- The destination accessibility
- The innovation and application of ICT

Nevertheless, although these goals co-exist in contemporary cities, as expressed by Bibri (2018b, p.7), "sustainable urban development as a long-range objective for achieving the aim of urban sustainability is worthy for urban planners, as they need a strategic process to achieve the status of sustainable cities, to increase the contribution of Smart cities to sustainability, and to spur the development of Smart sustainable cities". Hence the need of a strategic planning involving Public Administration, enterprises, and diverse stakeholders (research institutes, universities, local population, etc.). It justifies the importance of Public Administration and enterprises cooperation.

Strategic city planning can be defined as a systematic, creative, and participatory process that lays the foundations for long-term integrated action, defines the future model of development, formulates strategies and courses of action to achieve this model, establishes a continuous system of decision-making and involves local actors throughout the process (Slack et al, 2018). There are several urban change factors: economic change factors, societal change factors, technological change factors, urban planning change factors, governance change factors, and environmental change factors. To deal with the complexity, diversity, and uncertainty of contemporary cities and at the same time interpret

their growing challenges, the city must be conceptualized as an evolving functional ecosystem (Fernandez-Güell et al., 2016). Thus, the municipal strategic planning must be elaborated in terms of the stakeholders, type of projects developed and the global trends they were addressing (Fernandez-Anez et al., 2018). Therefore, in this process Public Administration and private companies must be involved, since this cooperation is needed to achieve smart cities that are also sustainable.

3.METHODOLOGY

The 2030 Agenda of the United Nations is committed to sustainable development in a broad sense: environmental, economic, and social. Along these lines, the model of cities for 2030 must be created, in accordance with sustainable development, creating wealth and employment, but preserving the natural and cultural heritage of the regions and in a socially responsible manner.

In addition, there are other social trends and demands, such as:

- Accessibility, which is necessary for people with permanent or temporary disabilities or older people.
- The use of new information and communication technologies -ICTs-.
- Health and hygiene safety, which has become a priority in the wake of the Covid19 pandemic.
- The search for health and well-being in a stressful society.
- Contact with nature, especially for those living in big cities.

This paper aims to identify the variables to be considered to carry out sustainable and smart city strategic planning.

There is a large variety of indicator frameworks and tools to assess either urban sustainability or smartness. Huovila et al (2019) identify following indicator standards on Smart Sustainable Cities:

- ISO 37120:2018 sustainable development of communities – indicators for city services and quality of life.

- ISO/DIS 37122:2018 sustainable development in communities – indicators for Smart Cities.

- ETSI TS 463 key performance indicators for sustainable digital multiservice cities.

- ITU – T Y.4901/I.1601 key performance indicators related to the use of information and communication technology in Smart Sustainable Cities.

- ITU-T-Y.4902/I.1602 key performance indicators related to the sustainability impacts of information and communication technology in Smart Sustainable Cities.

- ITU – Y.4903/I.1603 key performance indicators for Smart Sustainable Cities to assess the achievement of sustainable development goals.

According to these indicators, the triple bottom line of sustainability can be analyzed: people (social sustainability), planet (environmental sustainability) and prosperity (economic sustainability). And, as expressed by Huovila et al (2019), two urban smartnesses can be distinguished: hard smartness related to tangible assets, such as technology or physical infrastructure (transport water, energy…) and soft smartness related to social, cultural and human capital (knowledge, governance, innovation, economy, inclusion an equity…).

Other authors as Akande et al (2019) make use of indicators suggested by the United Nations Economic Commission for Europe (UNECE) and the International Telecommunications Union (ITU) to rank European capital cities based on how Smart and Sustainable they are, and show this visual representation of the UNECE-ITU Smart Sustainable Cities Framework:

Figure 1. Visual representation of the UNECE-ITU Smart Sustainable Cities Framework

Considering these indicators and the research of these authors, two indexes have been selected to identify the variables in carrying out sustainable and smart city strategic planning: the Cities in Motion Index (IESE Business School, 2022) and the Arcadis Cities Index (Batten, 2022). Finally, this research has been completed with case studies from cities such as New York -USA-(Alshuwaikhat et al, 2022; Balsas, 2022), Rotterdam-Netherlands- (Moraci et al, 2018), Gothenburg -Sweden-(Bibri, E.B., 2018b), Singapore (Alshuwaikhat et al, 2022), Riyadh -Saudi Arabia-(Alshuwaikhat et al, 2022; Klingmann, 2022), and Malaga (Spain); these cities have been selected because they are in different continents (American, Asian and European continents) and they are also really diverse from each other, although they are in the indexes analyzed in prominent positions, in certain dimensions.

The IESE Cities in Motion Index compared 183 cities to determine the world's smartest and more sustainable cities for 2022; it presents a ranking of cities according to the following dimensions:

- Economy
- Human capital
- Social cohesion
- Environment

- Urban planning
- International profile
- Technology
- Mobility and transportation
- Governance

The Arcadis Sustainable Cities Index 2022 ranks 100 of the world's cities based on three pillars of sustainability: planet, people, and profit. The indicator details are:

- Planet pillar: air pollution, bicycle infrastructure, energy consumption and renewable energy share, green spaces, greenhouse gas emissions, public policy, sustainable transport incentives, waste management.
- People pillar: quality of public transport infrastructure, cost of broadband, crime (homicide and theft rates), education, health, income inequality, WI-FI availability and work-life balance.
- Profit pillar: Access to reliable electricity, affordability, connectivity, ease of making business, economic development, employment, green finance, job quality and commercial transport infrastructure.

Figure 2: Comparison between IESE Cities in Motion Index and Arcadis Sustainable Cities Index

ARCADIS SUSTAINABLE CITIES INDEX	IESE CITIES IN MOTION INDEX
Planet Pillar	Environment, Urban planning
People Pillar	Social cohesion, Mobility and transportation, Governance
Profit pillar	Economy, International profile, Human capital, Technology

Both indexes consider aspects related to Public Administration -social cohesion, mobility and transportation, governance, urban planning- and others to private companies -economy, technology, human capital-, this is the reason why the cooperation between Public Administration and enterprises is so important, to achieve a balanced city on an environmental, social, and economic level.

The study of these indexes has been completed and the results have been compared with the aforementioned research on cities such as New York, Rotterdam, Gothenburg, Singapore, Riyadh and Malaga. Specifically in the case of Malaga, we have participated in the process of developing the Strategy for Malaga 2020 and the Strategy for Malaga 2030, which aims to design a Smart Sustainable City.

With all this information, the aim is to formulate a strategic planning model for Smart Sustainable Cities.

4.CASE STUDY RESULTS. SPECIAL REFERENCE TO THE CASE OF MALAGA

According to the ***IESE Cities in Motion Index 2022 (Instituto de Estudios Superiores de Empresa -IESE-)***, considering all the dimensions, the top ten cities are:

1. London (United Kingdom)
2. New York (USA)
3. Paris (France)
4. Tokyo (Japan)
5. Berlin (Germany)
6. Washington (USA)
7. Singapore (Singapore)
8. Amsterdam (Netherlands)
9. Oslo (Norway)
10. Copenhagen (Denmark)

However, not all of them are in the top positions in dimensions such as environment, social cohesion, or urban planning, as presented in table 1:

Table 1: Ranking by dimension

City	Economy	Human capital	Social cohesion	Environment	Governance	Urban planning	Intern. profile	Technology	Mobility and transportation
London	7	1	25	17	2	1	1	18	4
New York	1	3	121	105	10	2	3	6	1
Paris	9	5	67	49	17	34	2	27	3
Tokyo	2	10	41	25	9	112	6	9	62
Berlin	94	7	40	21	3	5	14	39	7
Washington	11	4	73	131	8	9	41	7	37
Singapore	20	40	31	78	24	26	4	4	58
Amsterdam	38	35	48	14	40	13	18	10	20
Oslo	25	18	21	2	11	33	18	10	20
Copenhagen	46	45	4	3	20	23	25	22	31

Source: IESE Cities in Motion Index 2022

London tops the overall ranking thanks to its performance in the dimensions of human capital (rank 1), international profile (rank 1), urban planning (rank 1), governance (rank 2), and mobility and transportation (rank 4); but does not perform as well in the dimensions of social cohesion (rank 25) and environment (rank 17).

New York ranks second due to its performance in the dimensions of economy (rank 1), mobility and transportation (rank 1), urban planning (rank 2), human capital (rank 3), and international profile (rank 3); but it performs poorly in social cohesion (rank 121) and environment (rank 105).

Therefore, though these are the top ten cities of this ranking, not all of them are Smart and Sustainable Cities. In fact, only one of them: Copenhagen, has a top position in the dimension of social cohesion (rank 4), and only two of them perform very well in environment: Oslo (rank 2) and Copenhagen (rank 3).

Nonetheless, it is interesting to study other cities such as Rotterdam, which is not among the top ten of the ranking, but performs very well in the dimension of urban planning (rank 4).

Regarding the ***Arcadis Sustainable Cities Index 2022***, the top ten cities considering all the positions and their rank in each pillar -planet pillar, people pillar, and profit pillar- are presented in table 2:

Table 2: Top ten cities of the Arcadis Sustainable Cities Index 2022

OVERALL SUSTAINABLE CITIES INDEX	PLANET	PEOPLE	PROFIT
1. Oslo	1.Oslo	1. Glasgow	1.Seattle
2. Stockholm	2.Paris	2. Zurich	2. Atlanta
3. Tokyo	3.Stockholm	3.Copenhagen	3. Boston
4. Copenhagen	4.Copenhagen	4.Seoul	4.SanFrancisco
5. Berlin	5.Berlin	5.Singapore	5.Pittsburgh
6. London	6.London	6.Vienna	6.Tampa
7. Seattle	7.Tokyo	7.Tokyo	7.Dallas
8. Paris	8.Antwerp	8.Rotterdam	8.Chicago
9. San Francisco	9.Zurich	9.Madrid	9.Baltimore
10. Amsterdam	10.Rotterdam	10.Amsterdam	10.Miami

Source: The Arcadis Sustainable Cities Index 2022. www.arcadis.com

According to this index, the top ten cities of the profit pillar are in USA, but none of them are in the top ten ranking in planet pillar and people pillar. However, there are cities, such as Rotterdam, which are not in the top ten position in the overall index, but perform very well in planet pillar (rank 10) and people pillar (rank 8). Thus, it was interesting to compare these indexes with case studies of some cities.

In the ***case study of Rotterdam***, though it is not in the top ten ranking of these indexes in overall dimensions or pillars, it is a great example of adaptation to climate change and ranks 4 in urban planning (IESE Cities in Motion Index 2022). The theme of urban resilience has been under the attention of the municipality in the last twenty years. The Rotterdam Adaptation Strategy (City of Rotterdam, 2013) charts the course by which Rotterdam has planned to adapt to the consequences of climate change and shows how residents, businesses and the city can gain maximum benefit from it. Rotterdam practice, in its adaptation strategy, focuses on anticipating climate change (Moraci et al, 2018).

In the ***case study of Gothenburg***, it is neither in the top ranking of these indexes in overall dimensions nor pillars, but ranks 4 in environment (IESE Cities in Motion Index 2022). The Project Gothemburg 2050 aims to draw up and develop long-term visions for the Sustainable City in Sweden, which, as part of a sustainable society, could motivate a faster development towards sustainability. The Project specifies energy and environment targets as part of a sustainable society with the

principle of equity (Bibri, 2018b). To this aim, different stakeholders are involved in cooperation: universities, energy companies, city governments, Public Administration, and research councils.

On the other hand, the ***case study of New York*** shows that though this city ranks second on all dimensions (IESE Cities in Motion Index, 2022), it performs poorly in social cohesion (rank 121) and environment (rank 105). New York is a smart city, in fact advanced technology and innovation have become essential for the city's development (Alshuwaikhat et al; 2022); but it is not a social and environmental sustainable city, though the city leaders are working to improve it by 2050, and there are studies on how to plan it, especially in the district of Hudson Yard (Balsas, 2022).

The ***case study of Singapore*** is similar, it is among the top ten cities of IESE Cities in Motion Index 2022 because it ranks 4 in technology and international profile, but must improve in environment, governance, urban planning, and social cohesion. There are studies that recommend strategies for covering housing, health, education, and emigration (Alshuwaikhat et al; 2022).

These case studies show that a balanced city is not only a smart one, but a smart and sustainable one. As expressed by Bibri (2021), the data-driven technologies and solutions offered by Smart Cities as an approach to urban development are to be applied in the operational management and development planning of sustainable cities in ways that enable them to continually make and monitor their progress towards achieving the goals of sustainability. As a result, in the last years there has been research about strategies to design Smart Sustainable Cities, considering social and environmental sustainability, some of them applied to Chinese cities with a technology development, but also a social and environmental sustainable development (Liu et al, 2021).

In addition, the experience of these cities analyzed helps to elaborate strategies to become a Smart Sustainable City, for instance ***the case of Riyadh -Saudi Arabia-***(Alshuwaikhat et al, 2022; Klingmann, 2022).

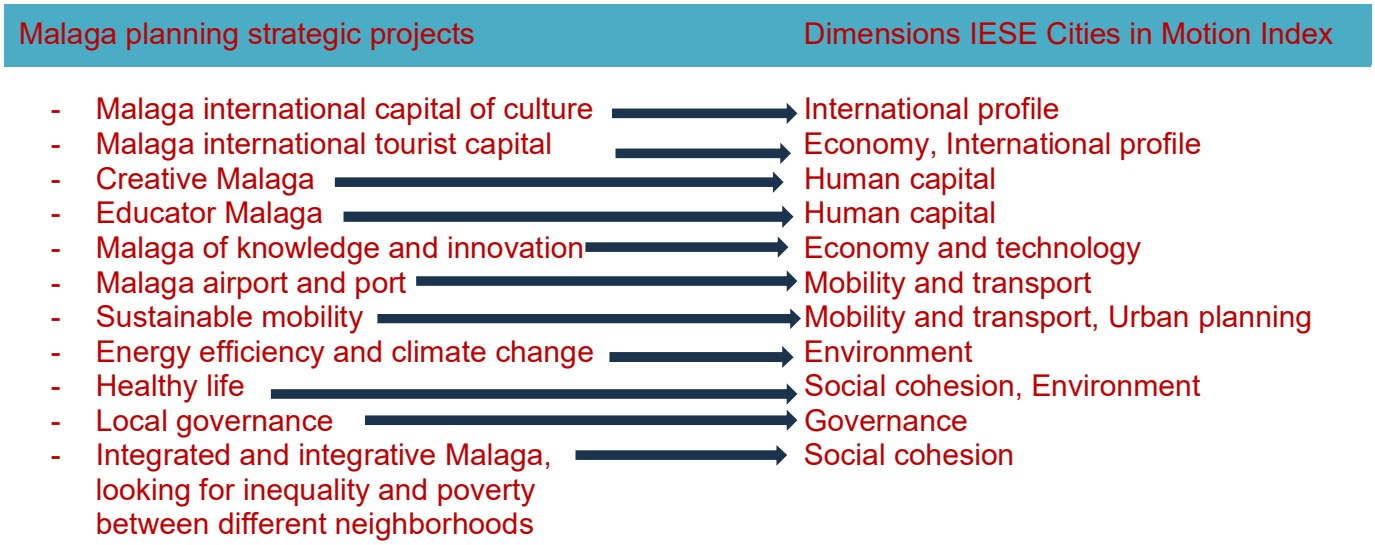
Finally, ***the case of Malaga (Spain)***, a city that has changed a lot in the last 30 years, has been analyzed***.*** The I Strategic Plan of the city of Malaga (1992-1996) started with the elaboration of a diagnosis based on an analysis of weakness, opportunities, threats, and strengths -WOTS-. The II Strategic Plan considered aspects such as globalization, governance, sustainability, and people as the center of all activity. Later, Strategy Malaga 2020 was suggested as an integrated sustainability development strategy. These strategic plans of the city of Malaga have been evolving with the social changes that have taken place, to adapt the city to them. Nowadays, Malaga is a Smart City, but the Strategy Malaga 2030 is being designed according to the Sustainable Development 2030 goals of the United Nations; the priorities are to achieve a smart, sustainable, and inclusive growth, and to get it, strategic projects in different areas have been planned:

- Malaga International Capital of Culture.
- Malaga International Tourist Capital.
- Creative Malaga.
- Educator Malaga.
- Malaga of Knowledge and Innovation.
- Malaga Airport and Port.
- Sustainable Mobility.

- Energy Efficiency and Climate Change.
- Healthy Life.
- Local Governance.
- Integrated and Integrative Malaga, looking for inequality and poverty between different neighborhoods.

A relationship is detected between these planning strategic projects and the dimensions considered in the IESE Cities in Motion Index, as shown in figure 3:

Figure 3: Relationship between Malaga planning strategic projects and the dimensions considered in the IESE Cities in Motion Index



In addition, these strategic plans have been elaborated according to the opinion of stakeholders -university, local government, private companies, labor unions and professionals-, in an attempt to cooperate between the Public Administration and private enterprises. Thus, the contributions of sixteen working groups, made up of professionals and experts from the city government, universities, private companies, and trade unions, were considered, as well as the ideas of citizens who responded to surveys.

Five strategic lines are contemplated:

- Malaga, Education and Citizenship.

- Malaga, Global and Inclusive

- Innovative and Digital Malaga

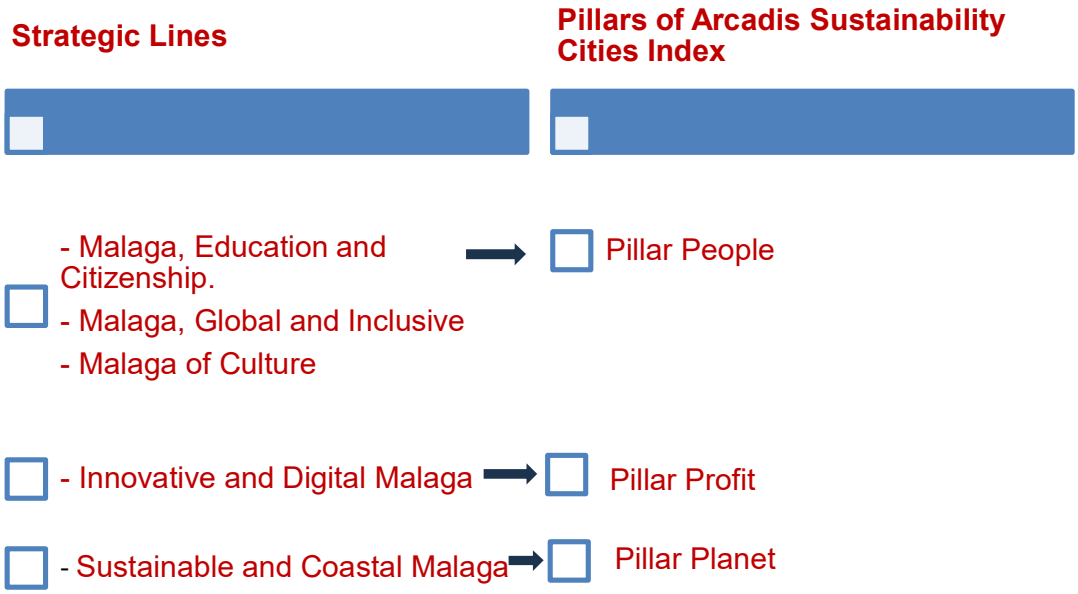
- Sustainable and Coastal Malaga

- Malaga of Culture

- Sustainable and Coastal Malaga

The relationship between these strategic lines and the three pillars of sustainability of the Arcadis Sustainable Cities Index is shown in figure 4:

Figure 4: Relationship between Strategy Malaga 2030 strategic lines and the three pillars of sustainability of the Arcadis Sustainable Cities Index



Each line develops a series of strategic objectives, in turn collected in eighty-two projects, among which are projects related to Circular Economy, Green Economy and Blue Economy, to address problems such as climate change. The aim is to make Malaga a smart, sustainable, and resilient city.

5. DISCUSSION

The urban and demographic growth of destinations justifies the need for sustainable management not only by private companies, but also by the Public Administrations that govern these municipalities. Likewise, the urban space must be a well-connected territory, with internal and external accessibility, allowing the coexistence of the daily life of its residents.

Considering the new trends that are giving way to a New Economy, it should be noted that the new information and communication technologies have favored the development of collaborative economies, with or without monetary consideration.

With regard to the Green and Blue Economies, although their development is the responsibility of private enterprises, Public Administration can act as catalysts for

them, with programs to support the development of businesses that are committed to the use of locally available resources and by implementing environmental protection and preservation measures in the municipalities.

Furthermore, economic movements such as the Economy of the Common Good or the Economy of Happiness are based on the assumption that in areas where basic needs are already covered, Public Administration should adopt policies focused on satisfying the local population and improving their quality of life.

In short, this New Economy that we mentioned in the introduction to this chapter favors the existence of Smart Sustainable Cities.

In the case-studies analyzed we see that there are Smart Cities that are not socially and environmentally sustainable; and there are other cases of cities that are more socially and environmentally sustainable, but less economically sustainable. There really must be a balance in the city model to achieve a Smart Sustainable City.

Malaga is one of the most balanced cases. Malaga's strategic planning is based on:

- Public-private cooperation.
- It takes into account the opinion and demands of stakeholders.
- It develops projects according to their corresponding Sustainable Development Goals 2030.
- These projects relate to the Economy of Common Good and Happiness (for instance Integrated and integrative Malaga, looking for inequality and poverty between different neighborhoods, Local governance, Healthy life, Creative Malaga, Educator Malaga); Blue Economy and Green Economy (for example Sustainable mobility, Energy efficiency and climate change); Collaborative Economy (for instance Malaga International Capital of Culture, Malaga International Tourist Capital, Malaga of Knowledge and Innovation, Malaga Airport and Port).

According to the “VI Business Climate Barometer. Foreign investment in Malaga” (2023b) elaborated by the Area of Innovation and Urban Digitalization and Promotion of Technological and Business Investment and Attracting Investment of Malaga City Council, in recent years there has been an increase in foreign investment in Malaga. Among the most important assets that have contributed to this are the quality of life and infrastructure, the support of the Public Administration to make Malaga a city that invests in technology and innovation, and legal stability and security.

In short, Malaga has been reformulating its strategies over the last 30 years and is currently orienting its strategies towards 2030 based on 4 axes: ecological transition, digitalization, training and employment, and social and territorial cohesion, in an attempt to become a Smart Sustainable City.

Although the case of Malaga seems to be an example to follow, there is no single model of a city, as it is necessary to consider the climatological, geographical,

demographic, economic, etc. conditions of each place, as has been shown in other cases such as Gothenburg, with excellent urban planning and adapting to climate change.

Considering all the cases analyzed, we conclude that there is no single model of success, but that it is necessary to define what type of city we want to develop. However, according to the parameters of the New Economy and the dimensions analyzed in the Arcadis Sustainable Cities Index 2022 and IESE Cities in Motion Index 2022, the most sustainable cities are those that are committed to Social Cohesion, Environment, Urban Planning and Mobility and Transportation, boosting local economies, and if we add Technological Development to achieve these objectives, we will have achieved a Smart Sustainable City.

6. CONCLUSIONS

The strategic planning of a city must start from an analysis of the evolution of the city and its environment to identify weaknesses and strengths of the city and threats and opportunities of its environment -SWOT-. But strategic management also implies having a vision of the future, defining what kind of city model we want, following the SWOT analysis, in order to design specific projects. Furthermore, it is necessary to carry out a process of continuous adaptation of strategic planning, given the continuous changes (new technologies, pandemics such as covid19, etc.).

In line with the Europe 2020 Strategy's key priorities of smart growth, sustainable growth and inclusive growth, the UN's 2030 Sustainable Development Goals, and the changing environment in the wake of the Covid19 pandemic, cities need to plan strategically to achieve a balance between economic development, social justice, environmental friendliness, and urban governance, relying on new technologies. This is the only way to achieve Smart Sustainable Cities.

However, there is no single model for a successful city, as each city has different strengths and weaknesses and an environment with different opportunities and threats, although all strategic planning should be focused on making cities more digital, sustainable, and resilient to the changes and challenges of the future. It will only be achieved with the cooperation of Public Administration and private enterprise, considering the demands of stakeholders.

From this study we can draw implications for researchers, business managers and public managers. Researchers must analyze the strengths, opportunities, threats, and weaknesses of a destination to develop a strategic city plan. To implement this plan, it is necessary that business managers develop smart and sustainable actions in their companies, related to the Collaborative Economy, Circular Economy, Green Economy, Blue Economy, etc. In addition, public managers will oversee carrying out actions related to urban planning, social cohesion, mobility and transportation, governance, or international profile.

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