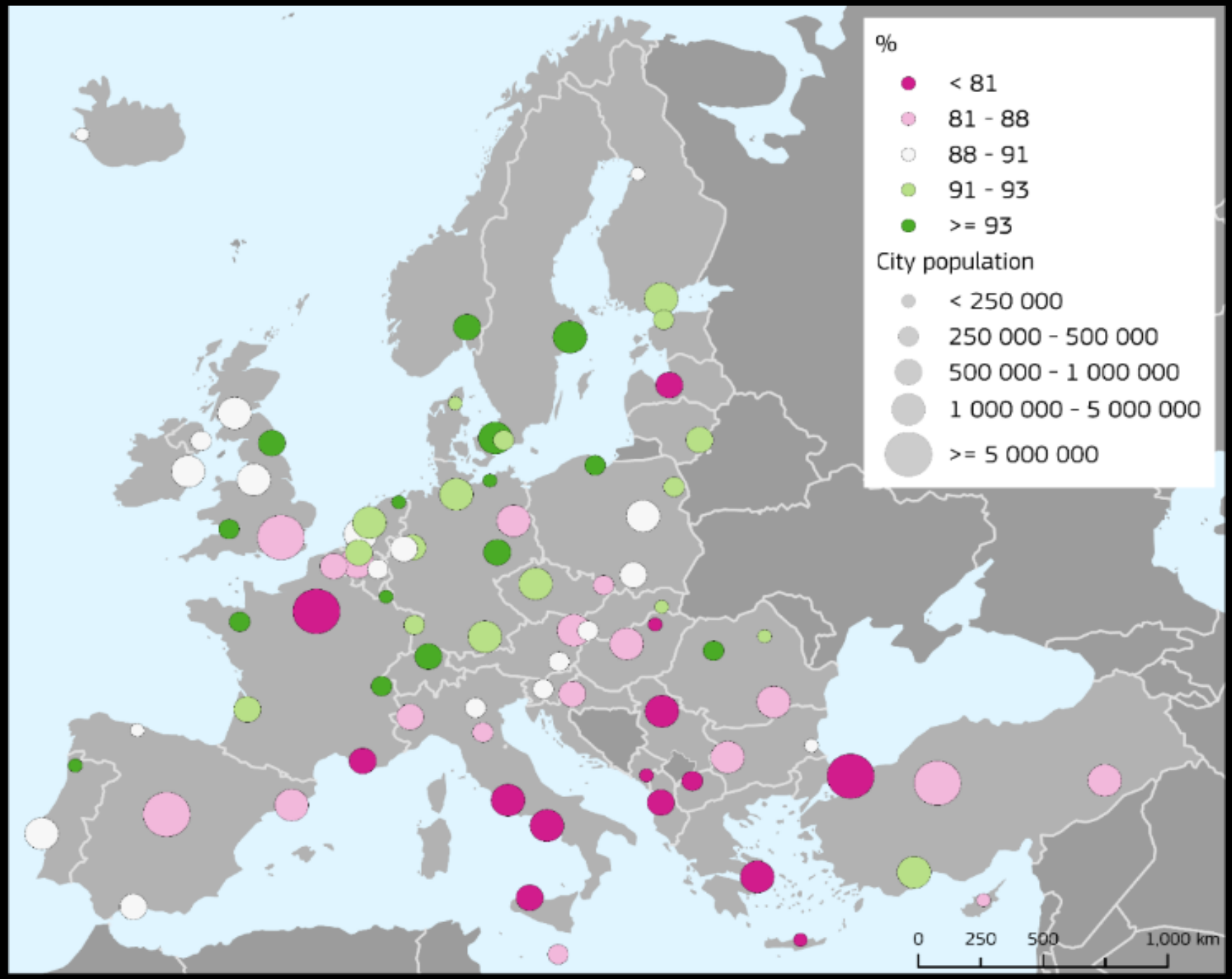
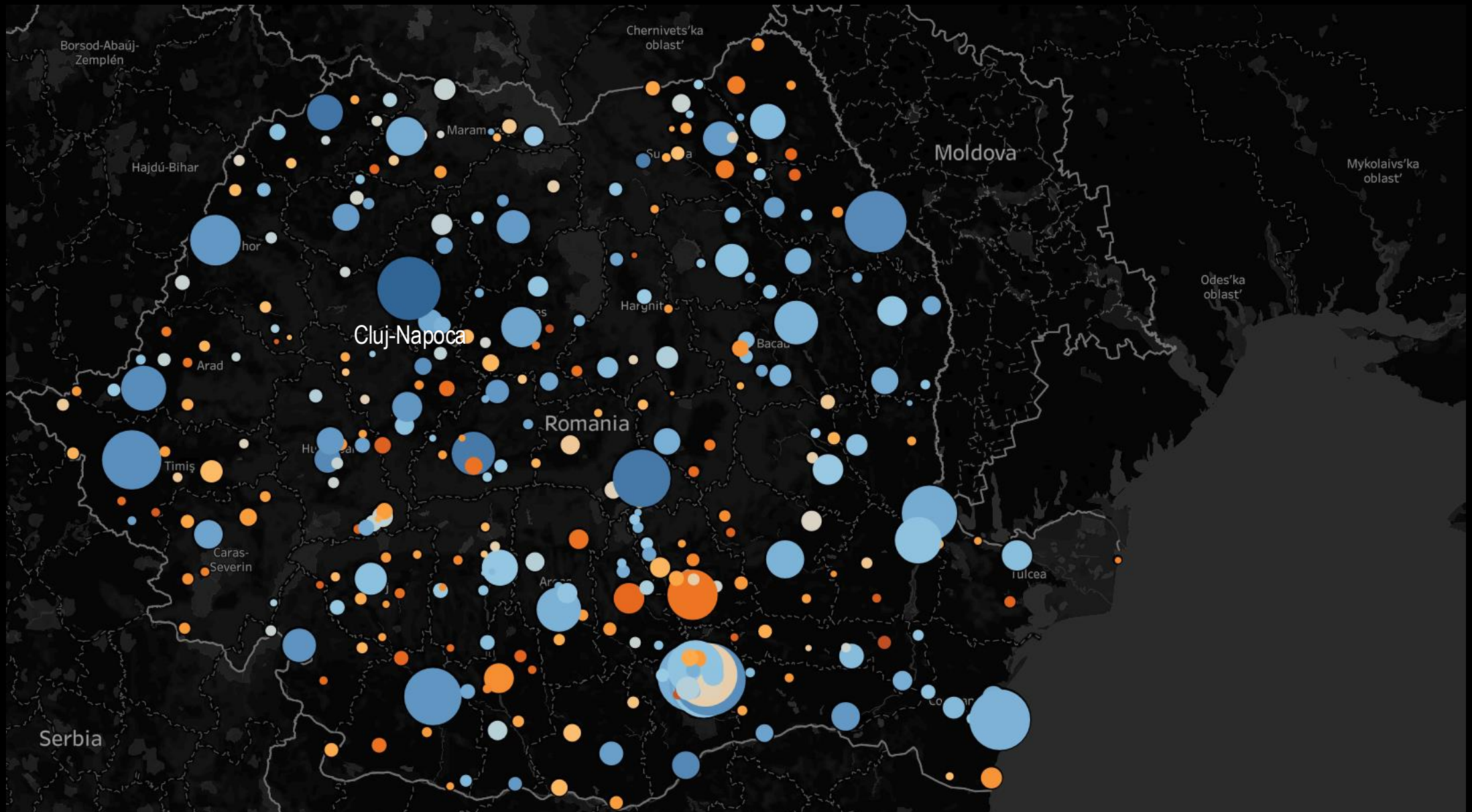
Digital transformation challenges in Romanian cities: it is not about technology

Cluj-Napoca

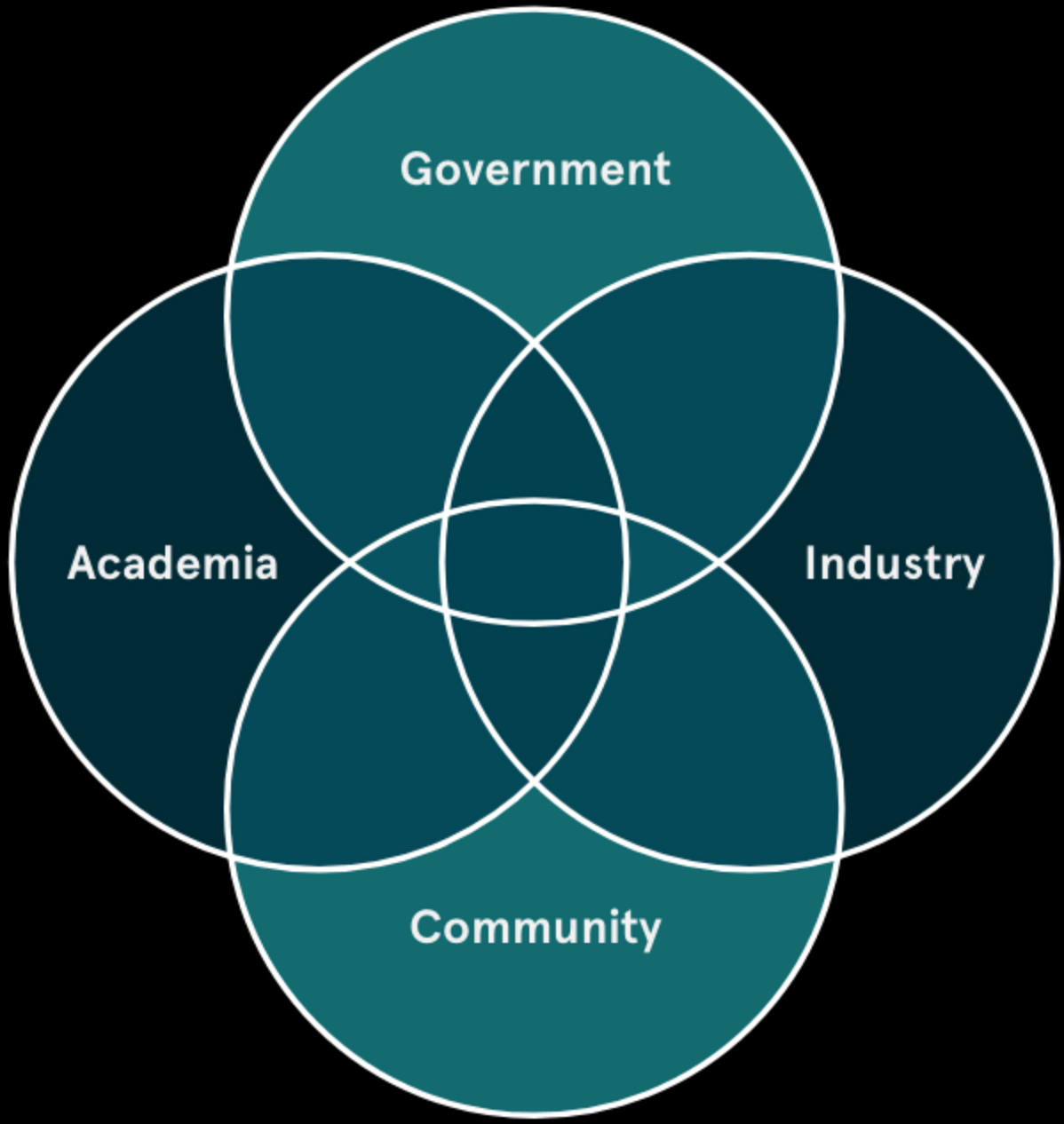
- Second largest city in Romania (~450.000 inhabitants)
- The economy grew by 450% between 2000-2019
- The rise was planned
- Among the best cities to live in (10th place, European Commission Quality of life in cities index, 2023)


%
< 81
81 - 88
88 - 91
91 - 93
>= 93
City population
< 250 000
250 000 - 500 000
500 000 - 1 000 000
1 000 000 - 5 000 000
>= 5 000 000
0
250
500
1,000 km

Front Office digital services index



Quadruple helix



City Hall (Government)

- Acting as a facilitator of digitalization
- Efforts to digitalize the institution started in 2004
- Achievements:
  - Hundreds of digital forms
  - All documents go through DMS
  - Digital signatures
- Challenges
  - Slow moving changes
  - Interoperability
  - Central support

ICT Companies (Industry)

- ~ 10% of the City's workforce
- Consultative Council of Entrepreneurship and Innovation in IT (CCEIIT) from 2011
- Achievements:
  - Very succesful sector
  - Both Romanian and multinational companies
  - Community involved
- Challenges
  - Technological change
  - Move from outsourcing to IP
  - Different ways of doing things

Universities (Academia)

- 6 state, 4 private universities
- 90.000 students (1 in 5 inhabitants)
- Achievements:
  - Among the best in Romania
  - Seen as a trusted actor
  - Collaborative tradition
- Challenges
  - Technological and societal change
  - Student expectations
  - Decreasing trust in experts and education

Civil society (Community)

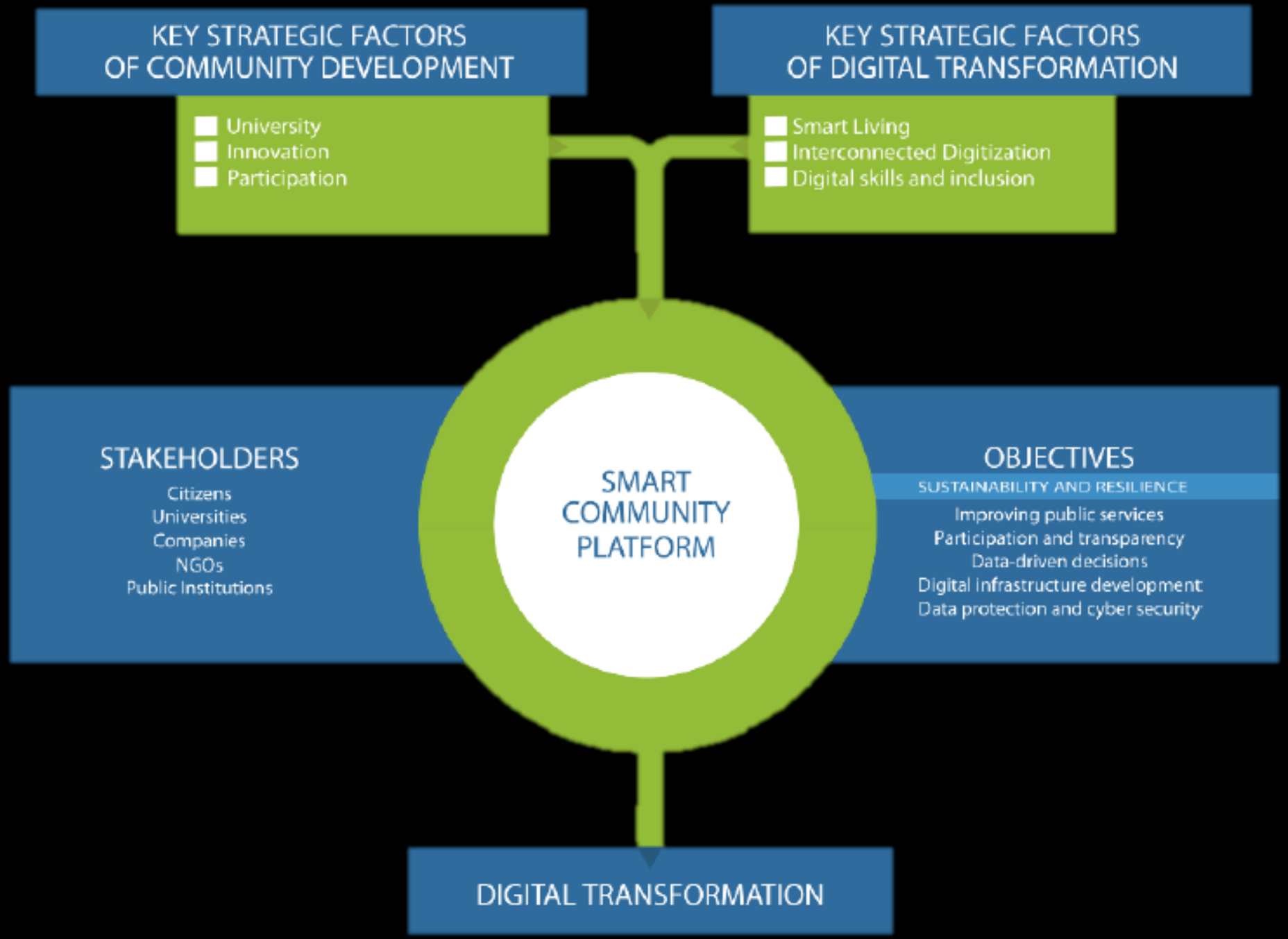
- Most civically active city in Romania
- Many clusters and pressure groups
- Achievements:
  - Between 5 an 10% of people take part in participatory budgeting
  - Increasing use of participatory tools
  - Trust between actors (relative)
- Challenges
  - Society atomization and competing interests
  - COVID-19 hiatus
  - Digital divide

Colaborative examples

- Strategy formulation (all actors)
- Digital service design (City Hall-Companies)
- Digital training (Companies-City Hall)
- Digitalization events (Civil Society-Universities-Companies)
- Experts in government (Companies-City Hall)

Succes factors

- Functioning ecosystem
- Leadership
- Clear vision and ambitious strategy
- Openness and adaptation
- Trust
- Universities


KEY STRATEGIC FACTORS
OF COMMUNITY DEVELOPMENT
University
Innovation
Participation
KEY STRATEGIC FACTORS
OF DIGITAL TRANSFORMATION
Smart Living
Interconnected Digitization
Digital skills and inclusion
STAKEHOLDERS
Citizens
Universities
Companies
NGOs
Public Institutions
SMART
COMMUNITY
PLATFORM
OBJECTIVES
SUSTAINABILITY AND RESILIENCE
Improving public services
Participation and transparency
Data-driven decisions
Digital infrastructure development
Data protection and cyber security
DIGITAL TRANSFORMATION

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