



# FROM STANDARDS TO STREET- LEVEL TRUST

## Orchestrating Ticketing, Identity and Communication in Crisis- Ready Cities

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# The real challenge is rarely technical

- Ticketing systems increasingly follow open standards
- Yet service failures still occur

# Services fail where systems meet

- Systems integrate faster than organisations align
- Passengers experience services where systems meet

# Perfectly designed systems



Standards  $\neq$  orchestration

# Cities need operational orchestration

- Shared operational truth across systems
- Clear decision rights during disruption

# Trust emerges from system behaviour

- Rules, operations and communication must align
- Reliability under pressure builds trust

# Principles for crisis-ready services

- Governance precedes technology
- Expectation management is a design constraint

