

Governance and processes for strategy development – the case of Austria

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Current strategies and their development

- Overall National RTI Strategy



- Sub-strategy „Beyond Europe“

Overall national RTI Strategy

- Main goal is to advance to the group of innovation leaders in Europe
- Areas of intervention
 - inspire talents and reforming the education system
 - strengthening the foundations of the knowledge society (universities, research organizations, research infrastructures)
 - activating the innovation potential (research in companies, academia-business co-operation, start-ups, risk-funding and venture capital and competition)
 - Governance (structures, focus areas, funding system, international position, science in society)
 - incentives and options for action

Overall national RTI Strategy / international aspects

- Concerted science, research and technology policy vis a vis third countries
- Contribution and active engagement for a European Knowledge Area
- Participation in and strategic use of the EU-Framework Programme and EU-Structural funds to further increase the financial returns
- Strategic global cooperation with innovation front-runners and emerging BRICs
- Deepening the collaboration with the countries of east and south-east Europe
- Specific measures proposed included: a standing working group for defining a common “external policy” in RTI, developing a “European Knowledge Area” action plan, developing a joint cooperation strategy for targeted countries

Sub-strategy „Beyond Europe“ - process

- Almost 1 1 / 2 year process, 4 ministries as key partners, scientific expert-team (ZSI, OIIP) responsible for the different analysis and coordination of the process
- Stakeholder involvement: definition of key stakeholders* that were invited to 5 Stakeholder workshops to contribute to the different phases of the project (situation analysis, international comparison, development of recommendations)
- Basis for developing the recommendations: situation analysis and stocktaking-exercise of ongoing activities with the main Austrian stakeholders, international expert workshop, analysis of co-publications, analysis of co-patents, analysis of international mobility in RTI, analysis of foreign trade relations, input from stakeholders.

* Representatives of the universities, universities of applied sciences, funding agencies, chamber of commerce, Austrian research council, Austrian institute of technology, ministry of finance = 11 in total

Sub-strategy „Beyond Europe“ – priorities & goals

- **3 categories of prioritisation for countries / regions** established
Priority 1: CHN, RUS, USA, IND
Priority 2: KOR, BRA, ZAF, ISR, TUR, CAN, SGP, MYS, AUS, JAP
Priority 3: Africa, Latin America, United Arab Emirates, South-East Asia
Special target region south east Europe mainly in the context of EU activities
- **Main goals defined in the strategy are:**
 - Excellence goal, Market goal, goal to optimize resources, grand challenges goal, science diplomacy goal
- **Other areas covered** are: set-up of strategic intelligence in the field, selection of priority countries/regions along 3 categories of prioritisation, financial, human and organizational resources needed

Sub-strategy „Beyond Europe“ – recommendations I

- Targeted measures for countries of priority 1 and 2:

Establishment and expansion of Austrian foreign representations in RTI through the establishment of OSTAs and posting of FTI attachés, Developing national mobility programs and (increasing) the use of relevant EU programs; Development of joint PhD and post-doctoral programs (Industrial PhD); Development and implementation of joint calls in the field of science and technology ; Examining the establishment of joint labs; Development / reissue of the innovation protection program, especially for SMEs; Targeted use of EU policies and programs; Intensify the cooperation of the Austrian RTI stakeholders with regard to the respective Destination country (development of topic clusters); Conclusion and continuation of bilateral agreements / MoUs on strategic cooperation Infrastructure technology areas ; Technology Transfer

Sub-strategy „Beyond Europe“ – recommendations II

- Measures for countries of all priorities

Establishment or expansion of alumni networks; Using the possibilities of joint international cooperation with others EU member states in SFIC; Participation in relevant EU macro-regional strategies and EU-third country dialogues; Promotion of bilateral RTI cooperation of companies (bottom-up); Strengthening the international aspects of the Front Runner program to expand strategic market positions.

- Organisational measures

Establishment of a stable governance structure for the coordination, implementation and monitoring of the Austrian foreign science and technology policy; Establishment of a regular internationalization roundtable with the FTI stakeholders; Expansion and provision of personnel resources in the departments / targeted training and further education.

Sub-strategy „Beyond Europe“ – recommendations III

- Strategic intelligence and monitoring

Opportunity screening; Continuous monitoring of national activities and strengths in the Austrian area RTI internationalization; increased use of SFIC ; Regular evaluation of FTI internationalization measures; Development of an accompanying indicator-based performance monitoring and impact controlling; Monitoring and analysis of global RTI trends and foresight activities for selected thematic Areas and countries.

- Communication

Development and operation of an Austrian internationalization FTI Internet portal incl. E-newsletter for the Austrian communities Development of a nation branding strategy; Use of the "Brand Austria" Informational material in English International FTI events (including promotion of Austrian showcases).

Beyond Europe Strategy – implementation I

- ✓ Specific Working Group on international cooperation in STI with the 4 involved ministries; work programme for each year which reflects the implementation measures in the different ministries
- ✓ New steering mechanism for the Offices of Science and Technology (OSTAs)
- ✓ A number of new activities (bilateral agreements, programmes, joint calls, tech-transfer) in the countries and regions prioritized
- ✓ Focus of ongoing activities along the priorities and positive effects due to the „legitimation“ of the priorities
- ✓ Beyond Europe Roundtable as a dialogue with stakeholders regarding ongoing or planned activities in different countries and regions.

Beyond Europe Strategy – implementation II

- ≠ No additional budget available for the implementation
- ≠ Coordination of activities beyond the ministries and partly agencies only marginal
- ≠ Initial focus on some countries could not be kept
- ≠ Goal of resources optimization was not followed (synergies development)
- ≠ AT is not perceived as a strategic partner in some countries/regions
- ≠ No change in the dynamic of cooperation in some countries/regions
- ≠ No coherent “external” communication strategy or presentation
- ≠ Monitoring of international cooperation is still only in it’s infancy

OECD Review of Austrias Innovation Policy 2018

- Recommendations: *Strengthening excellent research in universities, Improving the international visibility and attractiveness, Improving the steering of universities towards strategic goals, Steering the entire innovation system towards international excellence and high levels of impact, international competitive career perspectives....*
- **Take a strategic approach to co-operation in European and other international programmes and strengthen co-ordination at ministerial level in this regard.**
- **Consider strengthening, prioritising and co-ordinating national funds for transnational collaboration beyond Europe.**
- **Consider (re)introducing public co-funding of the costs of participating in EU programmes, especially SMEs, to counteract a declining trend in participation.**
- **Link with research on societal challenges beyond Europe.**

RTI Strategy 2030 – first steps

- Establishment of 5 working Groups (research infrastructures, human resources, internationalisation, EU missions and partnerships, applied research and impact on business and society) with representatives from different ministries;
- Within the BMBWF establishment of internal supervisory group
- Established mandates of the groups; Kick-off meeting of all the groups and the editorial team and contracted support team end of March 2019;
- Given structure (and volume (5 pages for each group) of the texts to be produced
- A few informal meetings of the AG3 co-chairs so far;

RTI Strategy 2030 – open issues

- Snap elections in September/October 2019 – unclear relevance of RTI in general and the priorities of a potential new government for RTI specifically;
- Uncertain timing for the strategy development process, especially with regard to any measures for the inclusion of external stakeholders (online-consultation, workshops etc.)
- Necessity to develop sub-strategies due to the general nature of the strategy?
- Vague perspective for implementation, especially also with view to the budgets available but also with view to the processes and concrete measures.
- From the MLE: foresight and future thinking, response to global social needs, global biosphere challenges, including partner countries in the strategy process, ethical issues, citizens involvement in the process

Thank you for your attention!

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