

---

# Smart Specialisation in practice – Top-down & Bottom-up Planning in Upper Austria

Dr. Christian Hartmann  
JOANNEUM RESEARCH – Centre for Economic  
and Innovation Research

# Overview

---

2

- The region at a glance
- A bit of history....
- Smart specialisation in practice
- Lessons learnt

# Overview

---

3

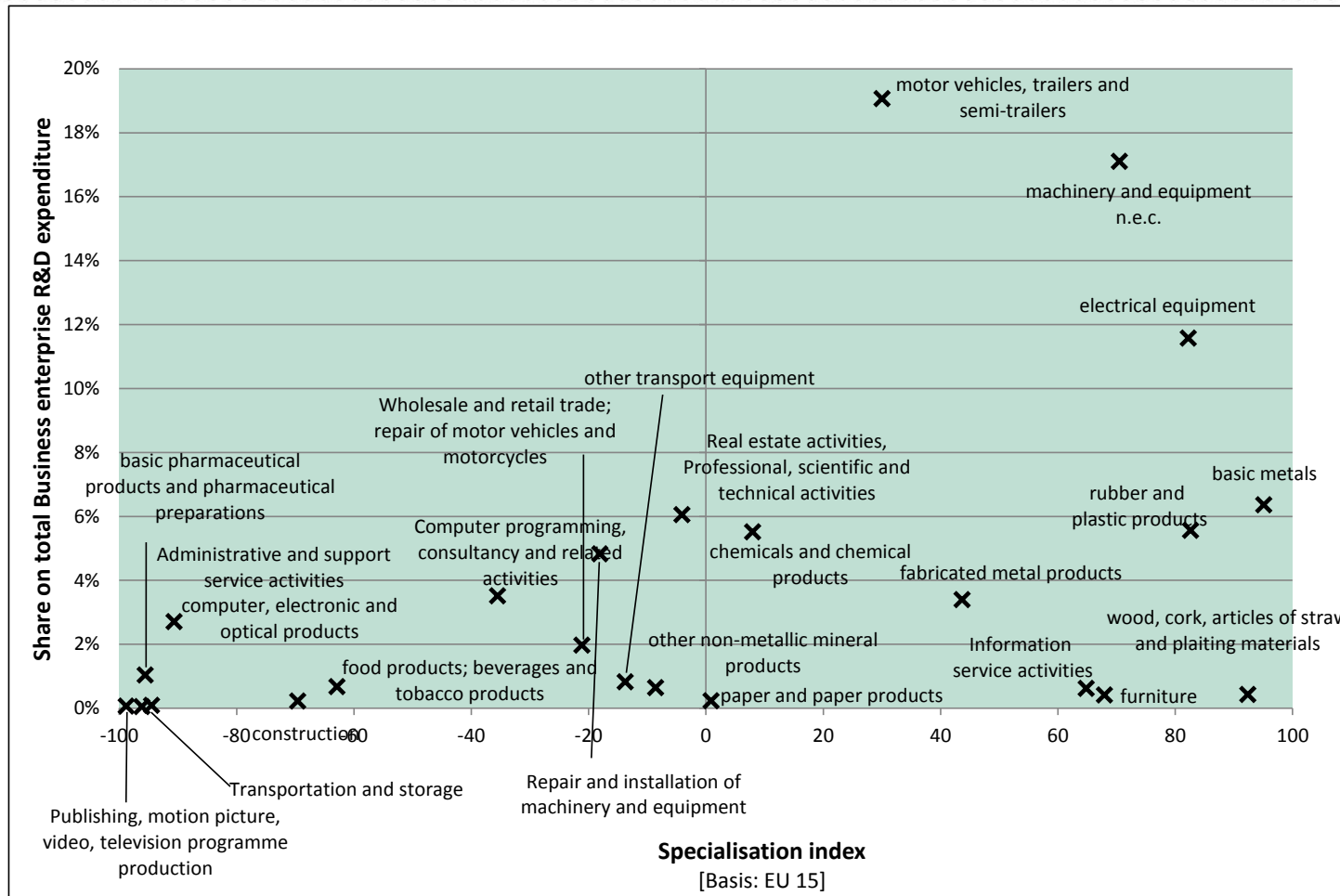
## ■ The region at a glance

# Basic information about Upper Austria



- 1,41 Mio. Inhabitants (2011)
- GDP per Capita (2009): € 33,536
- Unemployment rate (2011): 4,2 %
- R&D Intensity (GERD) in 2009: 2,6 %
- Share of Enterprises in R&D Investments (2009): 90 %

# Existing Specialisations in Upper Austria



Source: JR-Policies based upon Statistik Austria 2009, EUROSTAT Data EU15 (without Greece, Ireland, Luxemburg, Netherlands, Sweden)

# Overview

---

6

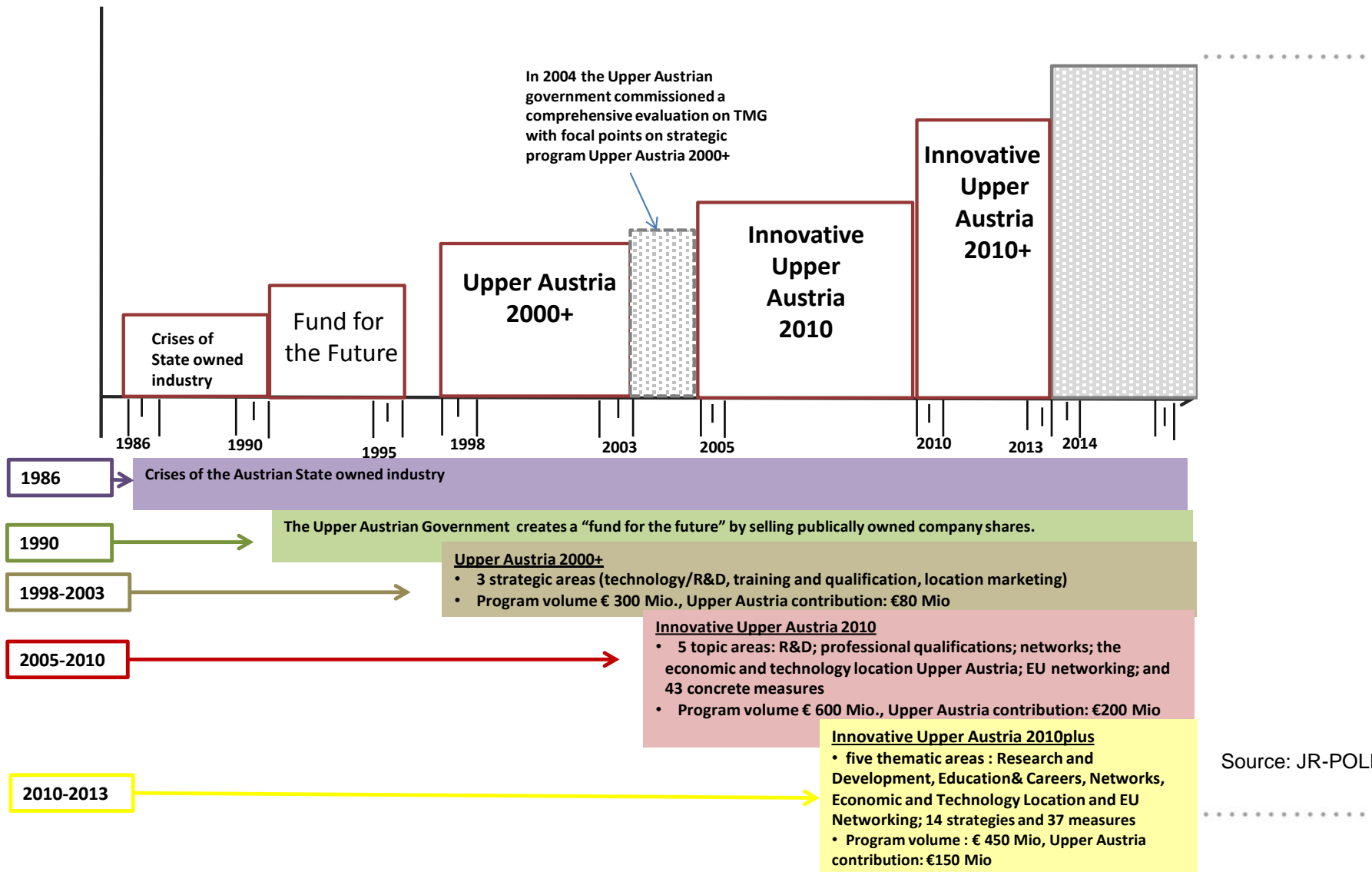
■ A bit of history....

# The Motivation for a regional strategic program

---

- 1985/1986: Downfall of major parts of Austrian state owned industry
- Almost quadruplication of the regional unemployment rate from 1980 (1,4%) to 1987 (4,7%)
- Strong need for regional restructuring of the industrial core
- Reorientation of the concepts and missions of public economic policy

# Evolution of the Strategic Programmes in Upper Austria





# Overview

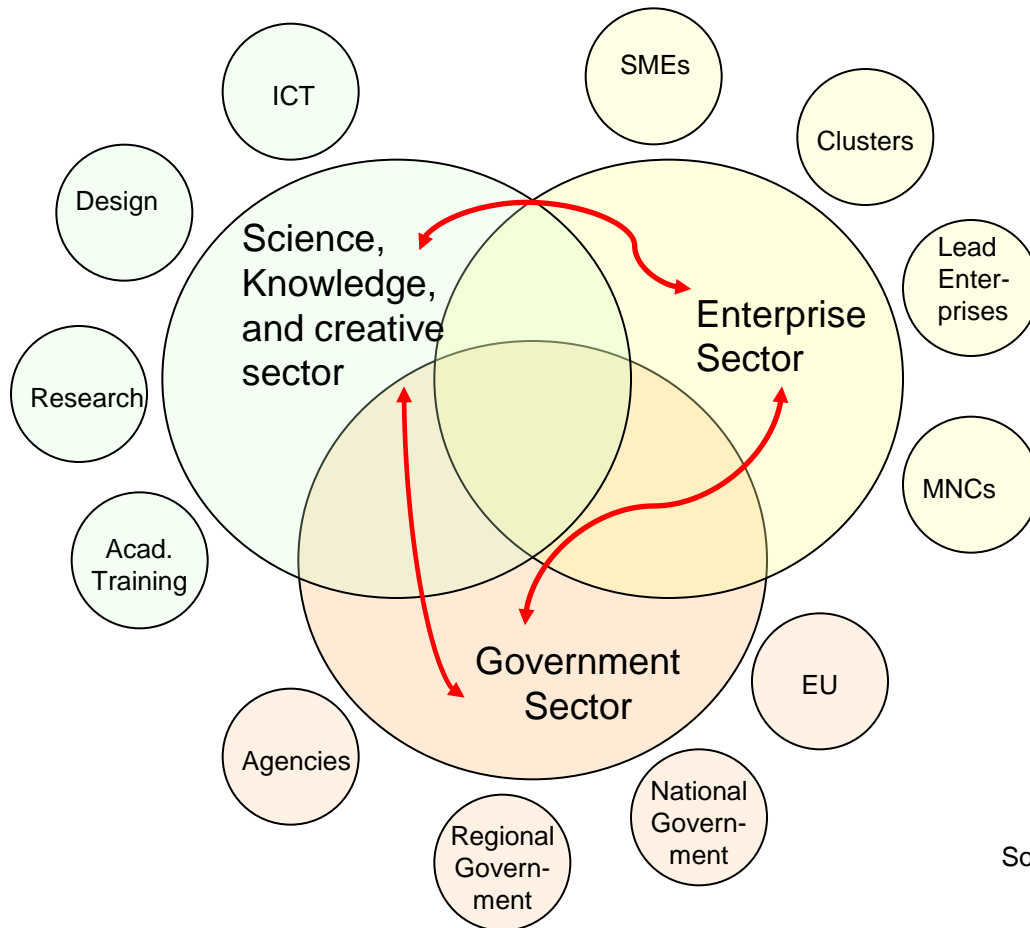
---

9

Smart specialisation in practice - the process  
of participatory strategy development in the  
framework of Innovative Upper Austria  
2010plus

# The Triple Helix as underlying conceptual framework

10



Source: JR-POLICIES

# Basic characteristics of innovative Upper Austria 2010plus

---

- Continuation approach that builds on the preceding strategy concepts
  - R&D calls for a sustainable policy and not leap frogging between various areas
- Bottom-up dynamic, which can be captured in the context of working groups
  - working groups focus on specific regional issues and are organized by regional promoters from the business sector, the public sector, the social partners and by members of the Council for Research and Technology for Upper Austria

# Process model for the definition of R&D priorities and topics



Source: JR-POLICIES

# Main points of the chosen approach

---

- Upper Austria owes its wealth primarily to its strong technology based export industry
- The major overall goal of the strategy thus has been to increase the global competitiveness of Upper Austria's technology based export industry
- Active involvement of a large number of regional players and stakeholders.
- Relatively small influence of inputs from external experts and external analysis.
- Active incorporation (participation) of the “Upper Austrian Research and Technology Council” in the program design and implementation.

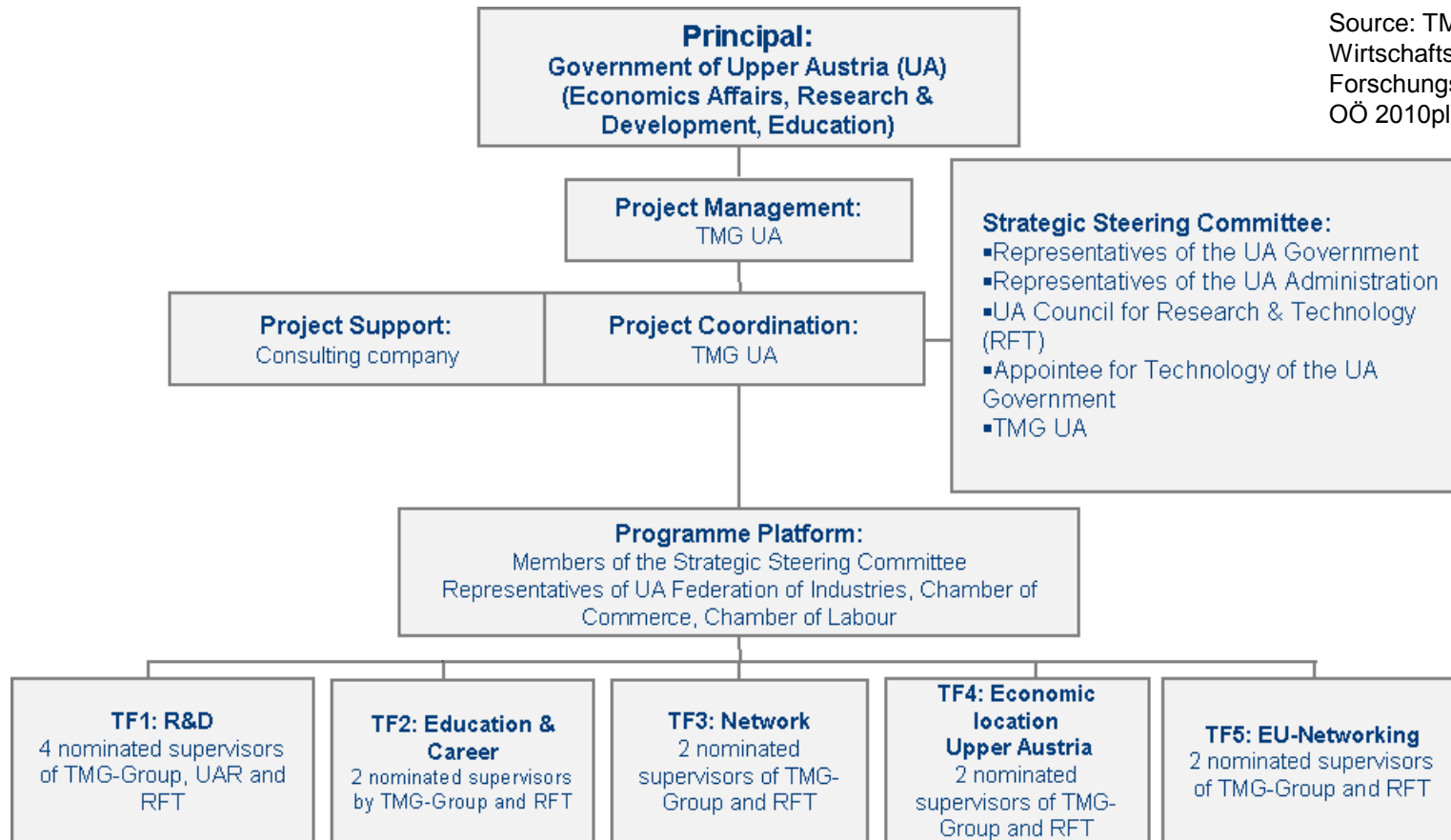
# Main points of the chosen approach ff.

---

- Focus the strategy on “Upper Austria’s Double-Strongpoint-Fields”
- Bet on global Technological and Innovation Leadership in Niches rather than on (copying) Mega Trend Technologies (which are pursued by everybody on the globe with no chance at all for a comparatively small region like Upper Austria to assume global leadership)

# The governance of Innovative Upper Austria 2010plus

15



Source: TMG. Strategisches Wirtschafts- und Forschungsprogramm "Innovatives OÖ 2010plus"

# Overview

---

16

## Lessons learnt



# Advantages of the participatory approach

---

- Strong co-ordination and communication with regional players and stakeholders as well as the acceptance (and commitment) by the relevant regional bodies.
- The quick response (by division of labour) to very different political themes (structured according to a few thematic fields as well as according to the relevant working groups)

# Caveats of the participatory approach

---

- Finding an adequate balance between unlocking / using the endogenous tacit knowledge of stakeholders and independent external expertise
- Priority setting and aggregation of the program can be in conflict with the (unpredictable) dynamics of a broad and participative bottom up process
- Division of competences as well as the final control of implementation and success of the program, since the participatory approach is suitable for strategy development but not for the governance of its implementation

# In the future Upper Austria needs to

---

- Create for the next planning period fresh empirical evidence as a basis for thematic priority setting
- Take into account emerging technologies, by means of regional foresight activities (i.e. Delphi Method)
- Develop adequate structures and processes for the delivery of regional strategic policy intelligence through the whole policy cycle
  - i.e. ex-ante-, mid-term, and ex-post-evaluations with a complementary monitoring system

# Thank you for your attention

---

Dr. Christian Hartmann  
JOANNEUM RESEARCH  
Forschungsgesellschaft mbH  
POLICIES – Centre for Economic and  
Innovation Research  
Leonhardstraße 59, 8010 Graz  
+43 316 876-1487  
Christian.hartmann@joanneum.at  
[www.joanneum.at](http://www.joanneum.at)