



Copenhagen  
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# *The Horizontal Coordination of EU's Innovation Policy*

## What Problems, What Solutions?

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# *Three Messages*

- The high costs of non-coordination
- Away with silo-thinking, please!
- We need an ambitious coordination grid in the EU



# *Message nr 1: The high costs of non-coordination*

- What are the problems of lack of coordination in modern political systems?
  - Duplication
  - Contradictory effects
  - Inconsistencies
  - Gaps or lacunae



# *Why is this a problem?*

- Duplication =>
  - Sub-optimal use of national public resources & lack of synergy
- Contradictory effects =>
  - Legal uncertainty and pernicious individualized effects
- Inconsistencies =>
  - Goals and instruments pulling in different directions generate confusion and waste of resources
- Gaps =>
  - Real problems never actually addressed



# *Innovation policy...*

- Today's innovation policy focuses on:
  - Knowledge production, knowledge exploitation, knowledge diffusion, creativity, design, business creation, etc.
  - Science, research, technology, development, education, organisational aspects, broad social dimension, etc.
- Widening and deepening of innovation policies:
  - Widening: New areas of public action
  - Deepening: New policy instruments





## *... coordination costs in the EU*

- EU context:
  - Vertical (multi-level) and horizontal (cross-policy) governance system.
  - => Yet, most coordination issues are 'diagonal' (vertical & horizontal at once)
- The lack of coordination has high costs for innovation in Europe:
  - Costs of opportunity => individually & collectively
  - Real monetary costs for innovative firms

*Message nr. 2:  
Away with silo-thinking,  
please!*





## Single Market

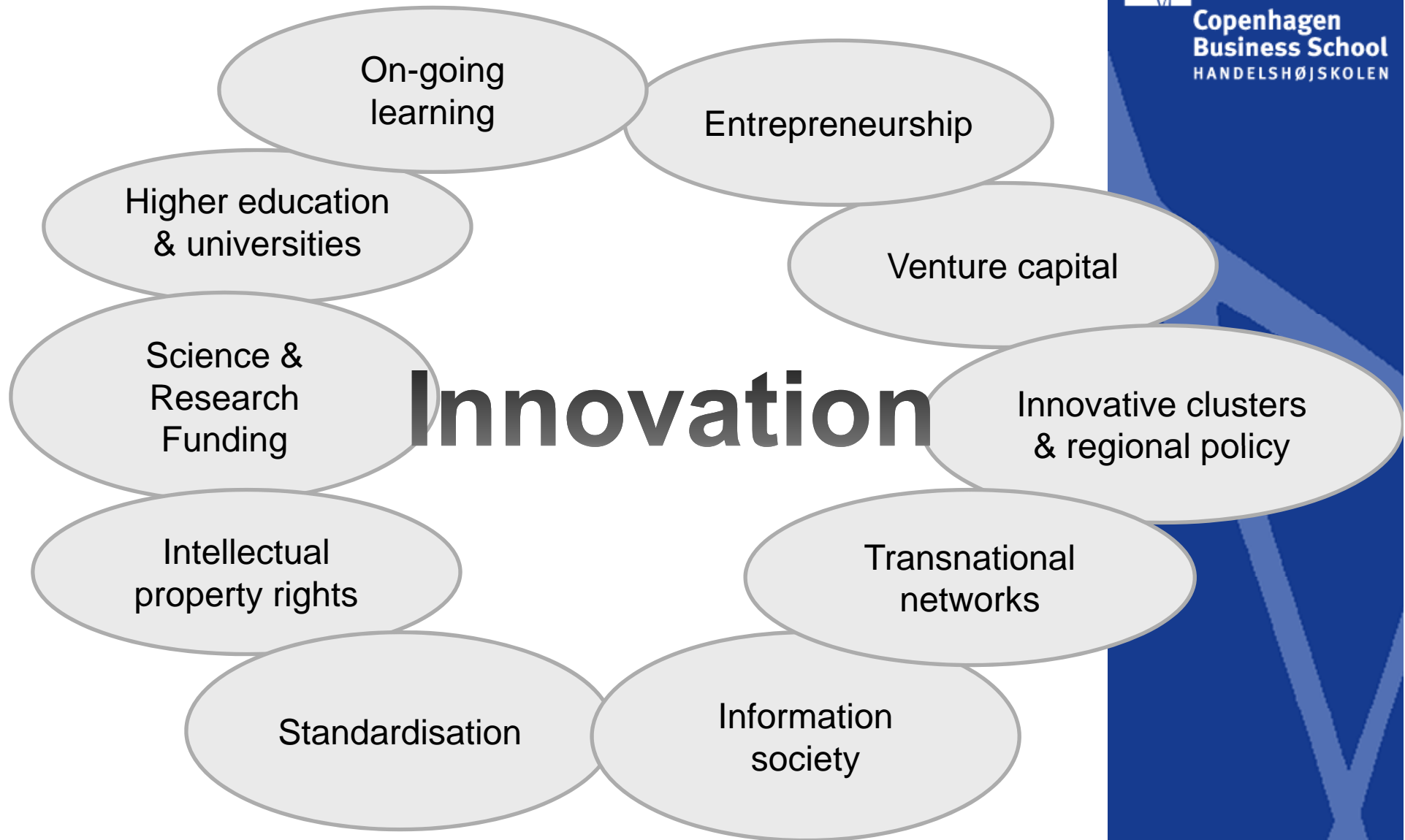
- Standardisation
- Intellectual Property Rights
- Competition policy
- Procurement

## Enterprise and industry

- Clusters
- Entrepreneurship
- Information society
- Green technologies

## European Research Area

- Framework Program
- Researchers' mobility
- ERC
- + Higher Education Area



*Message nr. 3:  
We need an ambitious  
coordination grid in the EU*

- Let a thousand flowers bloom...
- .... but keep them in a harmoniously growing garden



# *The post-2010 Lisbon policy mix* *How to coordinate?*

## (1) The European Research Area:

- Should be developed to the full
- Strongly intertwined with Higher Education Area
- Bring it closer to the Single Market: fifth freedom
- Maximize research-industry cross-cutting instruments': EIT and JTI's
- Develop Joint programming to its full potential
- Technological procurement & lead markets linked to ERA efforts



## (2) The Open Method of Coordination

- It should move up a gear:
  - Now: Some learning, no coordination
  - Future: Lots of learning, real coordination
- Extend OMC well beyond research policy
- Reconsider the 3 % target and use 'intelligent' benchmarking
- Clearer procedural mechanisms for transnational coordination
- Focus on capacity-building of public administrations

### (3) The future innovation plan

- The innovation related issues in the single market should be developed
- Regional and cluster policies should be closer linked to each other, and should be strongly streamlined to overall Lisbon strategy goals
- Venture capital & entrepreneurship: Cutting cross-border red tape and link to research & education efforts.
- Technological development, intellectual property and standardization go hand in hand in real life: Envisage policy solutions for coordination problems!



*Thank you !*

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