

# Defining Challenges

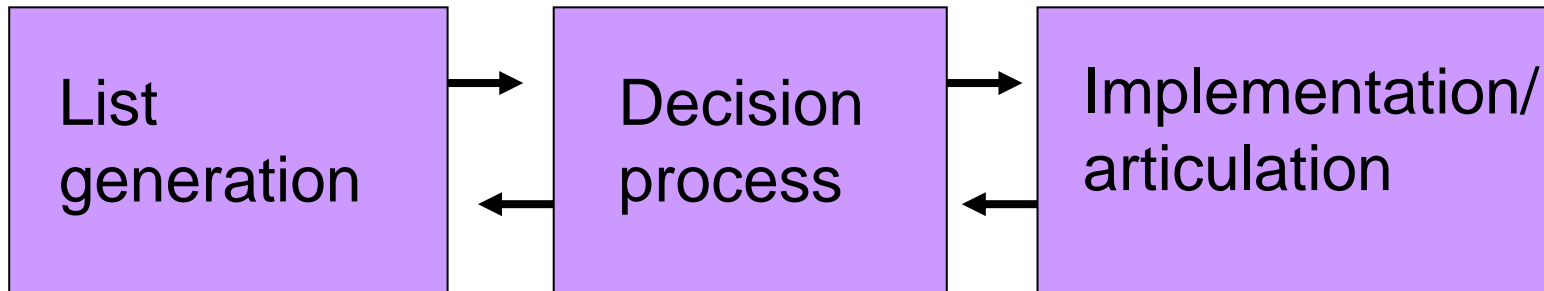
Luke Georghiou

# Priorities and Articulation

What is a priority?

- An activity preferred over another, normally in context of resource allocation
  - Thematic
  - Mission oriented
  - Functional
- Difficult to separate consideration from process of generation or process of implementation

# Rationalistic model



# List generation

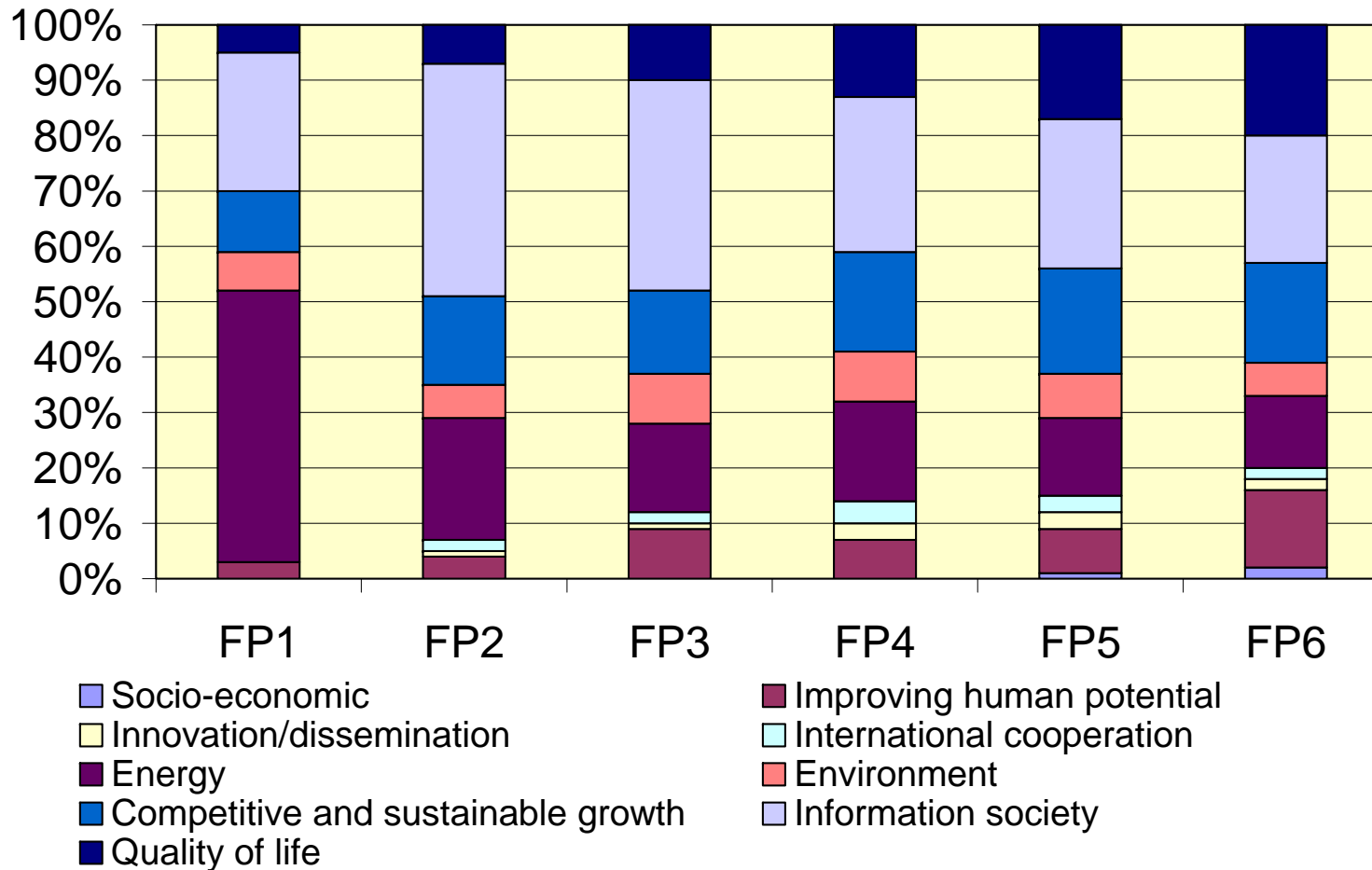
- What is the origin of list of topics to be prioritised
- Pre-existing eg current funding categories
- Result of process
  - Unstructured
    - lobbying
  - Foresight
    - Analysis of weak signals?
    - Systematic consideration of drivers?
    - Participation or consultation

## Issues around prioritisation

- Foresight can partially counter historical inertia and lobbying in generating initial list
- Trade-off in level of granularity
- Interdependence of priorities
- Link to implementation channels
- Scope of priorities
  - Whole budget, growth or top-slice?
  - Reliance on complementary assets

# Issues continued

- Resistance to posteriorities or negative priorities



## Building commitment

- Domain of foresight in the full sense
  - Stakeholder engagement
  - Broad-based participation

## Building robustness

- What is the range of scenarios?
- To what extent are they robust to wild card events?

## Building impact

- High-level commitment/stakeholder engagement
- Bottom-up engagement
  - Researchers and research institutions
- Overcoming foresight's own Valley of Death – the handover to implementation actors

## Challenges for Europe in the context of joint programming

- Initial identification of Grand Challenge is not necessarily led by those in the research system
- In each sector research is embedded differently in different Member States
  - Different industry/science balance
  - Different types of public institution
  - Different timescales and authority levels for committing resources
- Question – to what extent can foresight wire up this system?

# Proposition

- Foresight is likely to be more effective in new areas where institutional structures as well as research agendas are flexible