

The Trials and Tribulations of Developing a National Strategy for an Emerging Technology. Notes from Romania's Quantum Communication Strategy (QTSTRAT)

Octavian MOLDOVAN¹

Abstract

Strategies are already established instruments of development in Western Europe and the strategic approach is often ingrained in daily managerial actions and decisions. Countries from CEE, which previously went through negative experiences with the communist planning process, have also adopted the modern tools of strategic planning and management and often try to base public policies on strategies and plans, but their success varies considerably. The situation becomes even more complicated when strategies go beyond their classical focus (sustainable development, territorial strategies or strategies in different established fields – such as education, social security, defense, environment, etc.) and shift towards new technologies, activities or domains of public administration.

The current research presents Romania's undergoing attempt to develop a national strategy in an emerging technological domain, namely quantum communication (which is not considered to be a mature technology on the TRL scale). The paper reviews the methodological approach for developing the strategy and analyzes the main setbacks and difficulties encountered during this process, ranging from those related to the nature of the emerging technology to issues regarding stakeholder involvement or breakdowns in the quadruple innovation helix framework (university-industry-government-public-interactions).

Points for Practitioners

The paper includes recommendations for practitioners (decision-makers, policy advisors and consultants) on how to develop strategies for the development and adoption of new technologies. Special attention is provided to surmounting the main challenges which arise during the strategic planning process, in a context of high uncertainty.

Keywords: strategic planning and management, public sector innovation, technology adoption.

¹ Lecturer, Department of Public Administration and Management, Faculty of Political, Administrative and Communication Sciences, Babeş-Bolyai University, Cluj-Napoca, Romania.
Tel: 0040-744-891.466
E-mail: octavian.moldovan@fspac.ro.