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## A. PERSONAL RECORD

### Education

#### **University of Manchester (2002-2006)**

Manchester Business School (MBS)  
Policy Research in Engineering Science and Technology (PREST)  
Foresight and Prospective Studies Ph.D. Programme

#### **Istanbul Technical University (1998-2000)**

Institute of Science and Technology  
Project and Construction Management M.Sc. Programme

#### **Istanbul Technical University (1994-1998)**

Faculty of Architecture  
Department of Architecture B.A. Programme  
English Preparation Programme (1993-1994)

#### **Kabatas Erkek Lisesi (1990-1993)**

### Qualifications

**Ph.D., University of Manchester, Manchester Institute of Innovation Research (2006).** Entitled "Systems Thinking for Foresight", the thesis analysed current institutional Foresight practice with a systems thinking perspective and proposed the "Systemic Foresight Methodology - SFM". The SFM has been applied in a number of foresight programmes in the Renewable Energies, IT, Logistics, and Automotive sectors.

**M.Sc., Istanbul Technical University, The Institute of Science and Technology (2000).** M.Sc. thesis examined future skills in the construction industry and the relationship between skills development and employee turnover in construction firms.

**B.A., Istanbul Technical University, Architecture Faculty, The Department of Architecture (1998).** Ranked third upon graduation.

### Present Appointments

**Professor of Innovation and Strategy, National Research University, Higher School of Economics (HSE), Moscow (2012-present).** Leads the Strategic Technology Intelligence Group and advises on national and sectoral Foresight studies on Oil and Gas, ICTs and Nanotechnologies. Works with governmental departments and leading corporations including Gazprom, Aeroflot, Rusnano, and Nissan Motors Co. Coordinates and delivers the Foresight and Strategic Planning courses and supervises PhD and Masters researchers.

**Editor-in-chief (2009-present).** Edits of one of the top futures journals "*Foresight: The journal of future studies, strategic thinking and policy*" (<http://www.emeraldinsight.com/loi/fs>).

**Senior Research Fellow, Manchester Institute of Innovation Research (MIoIR), Manchester Business School (2003-2016).** Conducts research on Science, Technology and Innovation Policy with a particular focus on Foresight concepts and methods; leads and participates to international, national and industrial projects; organises international Foresight training programmes; and coordinates and delivers lectures on Innovation, Foresight,

Scenario Planning, Sustainability and Technology Management in Ph.D., MBA and M.Sc. programmes.

### **Previous Employments & Appointments Held**

**Consultant, United Nations Industrial Development Organisation (UNIDO)** (2006-2010). Designed and delivered Technology Foresight capacity building programmes for national and corporate policy and strategy makers. Provided input and drafted a business plan for the implementation of the 2006-2010 UNIDO TF Programme for CEE/NIS.

**Assistant Professor, Istanbul Technical University, The Department of Project and Construction Management** (1998-2007). Conducted research and presented lectures on Technology and Innovation Management, New Process, Product and Service Development, Market Analysis and Research, National and Regional Policy in the context of Built Environment.

**Intern, United Nations Industrial Development Organisation (UNIDO), Investment Promotion and Technology Branch, Vienna** (2004). Undertook Foresight related tasks including the initial works for the establishment of “Regional Virtual Centre for Technology Foresight” in Hungary; Edited course material for the Technology Foresight Course for Organisers in Turkey; Designed practical session activities for Foresight Seminar in Bashkortostan, Russian Federation. Produced a UNIDO Technology Paper entitled Modelling the structure of policy making for Science and Technology.

## **B. SCIENTIFIC / ACADEMIC PUBLICATIONS**

### **Publications**

#### **Academic Journal Papers**

1. Saritas, O., Dranev, Y. and Chulok, A. (2016). Development of a dynamic and adaptive scenario approach, **Foresight**, (in special issue: The Future of STI in Russia, Guest edited by L. Gokhberg and A. Sokolov), Article under first review.
2. Pambo-Juarez, L., Konnola, T., Miles, I., Saritas, O., Schartinger, D., Amanatidou, E., and Guisecke, S. (2016). Wiring up multi-layered innovation systems: Contemplations from Personal Health Systems Foresight, **Technological Forecasting & Social Change**, Article in press, available online.
3. Burmaoglu, S. and Saritas, O. (2016). Changing characteristics of warfare and the future of military R&D, **Technological Forecasting & Social Change**, Article in press, available online.
4. Cagnin, C., Loveridge, D., Saritas, O. and Giesecke, S. (2016). Bridging the ‘Policy’ and ‘Polity’ with Foresight to enable democratic participation in policy making, **Futures**, Article under first revision.
5. Burmaoglu, S., Saritas, O., Kidak, L., and Camuz, I. (2016). Evolution of connected health: a network perspective, **Journal of Health Informatics**, Article under second review.
6. Saritas, O. and Gokhberg, L. (2016). Russia 360: A panoramic view of Russia’s future development agenda, **Foresight** (in special issue: The Future of STI in Russia, Guest edited by L. Gokhberg and A. Sokolov), Article under first review.
7. Saritas, O., Gokhberg, L. and Bakhtin, P. (2016). Weak Signals on the future of mobile commerce in Russia, **Journal of World Business**, Article under first review.
8. Saritas, O., and Proskuryakova, L. (2016). Water resources – An analysis of trends, weak signals and wild cards with implications for Russia, **Foresight**, (in special issue: The Future of STI in Russia, Guest edited by L. Gokhberg and A. Sokolov), Article under second review.
9. Ena, O, Mikova, N., Saritas, O. and Sokolova, A. (2016). A technology trend monitoring methodology: the case of semantic technologies, **Scientometrics**, 103, 3, 1013-1041.

10. Amanatidou, E., Saritas, O. and Loveridge, D. (2016). Strategies for emerging research and innovation futures, **Foresight** (in special issue: Research and Innovation Futures, Guest edited by Matthias Weber), 18, 3, 253-275.
11. Saritas, O. and Burmaoglu, S. (2016). Future of sustainable military operations under emerging energy and security considerations, **Technological Forecasting & Social Change**, 102, 331-343.
12. Saritas, O. and Burmaoglu, S. (2015). The evolution of the use of Foresight methods – A scientometric analysis of global research output for cutting-edge FTA approaches, **Scientometrics**, 105, 1, 497-508.
13. Schartinger, D., Miles, I., Saritas, O., Amanatidou, E., Giesecke, S., Heller-Schuh, B., Pombo-Juarez, L., and Schreier, G. (2015). Personal Health Systems technologies: critical issues in service innovation and diffusion, **Technology Innovation Management Review**, 5, 2, 46-57.
14. Saritas, O. (2015). SPIEF2014: Science, Technology, Energy & Russia's future development agenda, **Foresight**, 17, 3, 233-239.
15. De Moor, K., Saritas, O., Schuurman, D., Claeys, L., and de Marez, L. (2014). Future TV experiences for/by users: a case study on innovation foresight, **Futures**, 59, 5, 39-49.
16. Cagnin, C., Havas, A. and Saritas, O. (2013). Future-oriented technology analysis: Its potential to address disruptive transformations, **Technological Forecasting & Social Change**, 80, 3, 379-385.
17. Saritas, O. (2013). Emerging technologies in Human Enhancement, (in Russian), **ФОРСАЙТ** (Russian Foresight journal), 7, 1, 6-13.
18. Saritas, O. and Miles, I. (2012). SCAN-4-LIGHT: A Horizon Scanning and Trend Monitoring Project for the Rockefeller Foundation, **Foresight**, 14, 6, 489-510.
19. Miles, I. and Saritas, O. (2012). The depth of the horizon: Searching, Scanning and Widening Horizons, **Foresight**, 14, 6, 530-545.
20. Loveridge, D. and Saritas, O. (2012). Ignorance and uncertainty: influences on Future-oriented technology analysis, **Technology Analysis & Strategic Management**, 24, 8, 753-767.
21. Amanatidou, E., Butter, M., Carabias, V., Konnola, T., Leis, M., Saritas, O. Schaper-Rinkel, P. and van Rij, V. (2012). On concepts and methods in horizon scanning: Lessons from initiating policy dialogues on emerging issues, **Science & Public Policy**, 39, 2, 208-221.
22. Saritas, O. and Nugroho, Y. (2012). Mapping issues and envisaging futures: An evolutionary scenario approach, **Technological Forecasting & Social Change**, 79, 3, 509-529.
23. Fikirkoca, A. and Saritas, O. (2012). Foresight for science parks: the case of Ankara University, **Technology Analysis & Strategic Management**, 24, 10, 1071-1085.
24. Saritas, O. and Smith, J. (2011). The Big Picture – Trends, Drivers, Wild Cards, Discontinuities and Weak Signals, **Futures**, 43, 3, 292-312.
25. Cagnin, C., Loveridge, D. and Saritas, O. (2011). FTA and equity: new approaches to governance, **Futures**, 43, 3, 279-291.
26. Smith, J. and Saritas, O. (2011). Science and technology foresight Baker's dozen: a pocket primer of comparative and combined foresight methods, **Foresight**, 13, 2, 79-96.
27. Elena, S., Saritas, O., Pook, K. and Warden, C. (2011). Ready for the future? Universities' capabilities to strategically manage their Intellectual Capital, **Foresight**, 13, 2, 31-48.
28. Saritas, O. and Nugroho, Y. (2011). Seeing the invisible and making sense of it: Scans, Networks and Scenarios (in Russian), **ФОРСАЙТ** (Russian Foresight journal), 3, 58-69.
29. Saritas, O. and Aylen, J. (2010). Using scenarios for roadmapping: The case of clean production, **Technological Forecasting & Social Change**, 77, 7, 1061-1075.
30. Loveridge, D., Keenan, M. and Saritas, O. (2010). Executive training in foresight: an essay on the Manchester experience: 1999-2009, **Journal of Future Studies**, 15, 1, 145-156.
31. Saritas, O. (2010). Towards a systemic foresight methodology (SFM), **Foresight**, 12, 1, 3-4.

32. Saritas, O. (2010). Technology's promise: Expert knowledge on the transformation of business and society (Book Review), **Technological Analysis & Strategic Management**, 22, 1, 113-114.
33. Loveridge, D. and Saritas, O. (2009). Reducing the Democratic Deficit in Institutional Foresight Programmes: A Case for Critical Systems Thinking in Nanotechnology, **Technological Forecasting & Social Change**, 76, 9, 1208-1221.
34. Nugroho, Y. and Saritas, O. (2009). Incorporating network perspectives in Foresight: A methodological proposal, **Foresight**, 11, 6, 21-41.
35. Daim, T., Basoglu, N., Dursun, O., Saritas, O. and Pisek, G. (2009). A comprehensive review of Turkish Technology Foresight project, **Foresight**, 11, 1, 21-42.
36. Saritas, O., Cagnin, C., Havas, A. and Miles, I. (2009). Impacts and implications of future-oriented technology analysis for policy and decision making, **Technological Analysis & Strategic Management**, 21, 8, 915-917.
37. Saritas, O., Taymaz, E. and Tumer, T. (2007). Vision 2023: Turkish National Technology Foresight Programme – a contextualist analysis and discussion, **Technological Forecasting & Social Change**, 74, 8, 1374-1393.
38. Saritas, O. (2007). Gelecegi Uzgoru ile Yonetmek (Managing the future with Foresight), **Rekabet Postasi** (Competitiveness Forum Bulletin), 8, 3-10 (in Turkish).
39. Oner, M.A. and Saritas, O. (2005). A systems approach to policy analysis – The case of construction sector in the Turkish five-year development plans, **Technological Forecasting & Social Change**, 72, 7, 886-911.
40. Saritas, O. and Oner, M.A. (2004). Systemic analysis of UK foresight results: Joint application of integrated management model and roadmapping, **Technological Forecasting & Social Change**, 71, 1-2, 27-65.
41. Saritas, O. and Keenan, M. (2004). Broken promises and/or techno dreams? The future of health and social services in Europe, **Foresight**, 6, 5, 281-291.
42. Keenan, M., Saritas, O. and Kroener, I. (2004). A dying industry – or not? The future of the European textiles and clothing industry, **Foresight**, 6, 5, 313-322.
43. Saritas, O. (2001). Insaat endustrisinde musterinin rolu (The role of customers in the construction industry), **Insaat Dunyasi** (Construction World), 221, 98-104 (in Turkish).

## Books

1. Miles, I., Saritas, O. and Sokolov, A. (2016). **Foresight for Science, Technology and Innovation**, Springer Verlag, Berlin.
2. Daim, T.U., Chiavetta, D., Porter, A.L. and Saritas, O. (eds.) (2016). **Anticipating Future Innovation Pathways Through Large Data Analysis**, Springer Verlag, Berlin.

## Book Chapters

1. Bakhtin, P. and Saritas, O. (2016). Tech mining for emerging STI trends through dynamic term clustering and semantic analysis: The case of Photonics, eds. T.U. Daim, D. Chiavetta, A.L. Porter, and O. Saritas, **Anticipating Future Innovation Pathways through Large Data Analytics**, Springer Verlag, Berlin, 341-360.
2. Saritas, O. (2016). Integration of Trend Monitoring into STI Policy and Strategy, eds. L. Gokhberg, D. Meissner, and A. Sokolov, **Deploying Foresight for Policy and Strategy Makers: Turning Grand Challenges into Grand Opportunities through Science, Technology and Innovation**, Springer Verlag, Berlin, pp.11-32.
3. Burmaoglu, S., Sogut, Z. and Saritas, O. (2015). **Future-oriented Technology Analysis based on Data Mining: An Alternative Approach for Sectoral Strategy Making**, Yasam, Dusunce ve Inovasyon (in Turkish), Mulkiyeliler Birligi Yayini, Ankara, pp. 271-288.
4. Schreier, G., Amanatidou, E., Heller-Schuh, B., Giesecke, S., Miles, I., Pompo-Juarez, L., Saritas, O. and Schartinger, D. (2014). Personal health systems research – charting the European landscape, in **Studies in Health Technology and Informatics**, pp.179-81.
5. Saritas, O. (2013). Systemic Foresight Methodology, **Science, Technology and Innovation Policy for the Future: Potentials and Limits of Foresight Studies**, D. Meissner, L. Gokhberg, and A. Sokolov and eds. Springer Verlag, Berlin, pp.83-117.

6. Saritas, O. (2013). The analysis of the UK Technology Foresight from the dialogue, vision and dissemination perspectives, in **Participation and Interaction in Foresight: Dialogue, Dissemination and Visions**, eds. K. Borch, S.M. Dingli, and M.S. Jorgensen, Edward Elgar, Cheltenham, pp. 201-211.
7. Saritas, O., Pace, L.M. and Stalpers, S. (2013). Stakeholder participation and dialogue in Foresight, in **Participation and Interaction in Foresight: Dialogue, Dissemination and Visions**, eds. K. Borch, S.M. Dingli, and M.S. Jorgensen, Edward Elgar, Cheltenham, pp. 35-69.
8. Oner, M.A. and Saritas, O. (2013). Nanotechnology Citizens Conference in Madison – USA, in **Consumers and Nanotechnology: Deliberative Processes and Methodologies**, eds. P. Strandbakken, G. Scholl, and E. Sto, CRC Press, Taylor & Francis, FL., pp. 101-111.
9. Saritas, O. (2010). Systemic Foresight Methodology, in **The FOR-UNI Blueprint: A Blueprint for Organising Foresight in Universities**, A. Curaj (ed.), Executive Agency for Higher Education and Research Funding of Romania, The Publishing House of the Romanian Academy, Bucharest, pp. 21-31.
10. Loveridge, D. and Saritas, O. (2009). Appreciation and anticipation in the evolution of the nano-Field: A case for Systemic Foresight, in **Technoscience in Progress: Managing the Uncertainty of Nanotechnology**, eds: S. Arnaldi, A. Lorenzet, and F. Russo, IOS Press, Amsterdam, pp. 81-96.

## Official Reports

1. Barreneche, A., Keenan, M., Saritas, O. *et al.* (2016). **An OECD Horizon Scan of Megatrends and Technology Trends in the Context of Future Research Policy**, A report prepared by the OECD Directorate for Science, Technology and Innovation, commissioned by Danish Agency for Science, Technology and Innovation (DASTI), Copenhagen (Available at: <http://ufm.dk/en/publications/2016/files/an-oecd-horizon-scan-of-megatrends-and-technology-trends-in-the-context-of-future-research-policy.pdf>, accessed on: 13.04.2016).
2. Sokolova, A., Mikova, N., Saritas, O. *et al.* (2016). **Global Technology Trends**, eds. L. Gokhberg, O. Saritas, A. Sokolov, and A. Sokolova, A report published by National Research University, Higher School of Economics, Moscoa.
3. Vercruysse, N., Stahel, W.R., Saritas, O. *et al.* (2015). **The Junction of Health, Environment and the Bioeconomy: Foresight and Implications for European Research and Innovation Policies**, A report prepared for Directorate-General for Research and Innovation, European Commission, Brussels.
4. Saritas, O. (2013). **Human 2030**, A report produced for Turkish Businessmen and Industrialists' Association, Istanbul (69 pages).
5. Saritas, O. (2012). **Natural Resources Futures**, A report produced for the Ministry of Natural Resources and Environment, Russia (22 pages).
6. Saritas, O. (2012). **The Energy Sector: Trends, Scenarios and Breakthroughs**, A report produced for the Ministry of Energy, Russia (45 pages).
7. Saritas, O. (2011). **The Analysis of the ICT policies and policy instruments in BRICS**, A report produced for the Ministry of Information Technologies and Communication, Russia (30 pages).
8. Shapira, P. and Saritas, O. (2010). **Supporting the Upgrading of Small and Mid-Size Enterprises: International Experiences and Best Practices from Selected Countries**, A report submitted to the World Bank as part of a project on the Development of SMEs in Turkey, (44 pages).
9. Saritas, O. (2009). **COST Foresight 2030: Living the Digital Revolution**, A research note for the COST IT Foresight 2030 workshop, (3 pages).
10. Saritas, O. (2008). **UK Foresight Strategy**, A report produced for the Global Forum: Foresight and Future Strategy, Korean National Information Society Agency, Seoul, November 13, (15 pages).
11. Saritas, O. (2006). **Establishment of a Technology Foresight Regional Virtual Centre for CEE/NIS: A Business Plan**, UNIDO RVC Service Unit, Budapest, (32 pages).
12. Cameron H, Georghiou L, Keenan M, Miles I and Saritas, O. (2006). **Evaluation of the United Kingdom Foresight Programme**, UK Office of Science and Innovation, (92 pages).

## Publications in Conference Proceedings

1. Pambo-Juarez, L., Konnola, T., Saritas, O., Amanatidou, E., and Schartinger, D. (2014). **Personal Health Systems Foresight: Wiring up multi-layered innovation systems**, 5<sup>th</sup> Future-oriented Technology Analysis (FTA) Conference, European Commission, Brussels, November 27&28.  
Available at: <https://ec.europa.eu/jrc/en/event/site/fta2014/programme/panel-session/innovation-systems-contribution-inclusive-growth-competitiveness> (to be published in **Technological Forecasting and Social Change**).
2. Saritas, O., Burmaoglu, S. and Tabak, A. (2014). **The evolution of the use of Foresight methods – A scientometric analysis of global research output for cutting-edge FTA approaches**, 5<sup>th</sup> Future-oriented Technology Analysis (FTA) Conference, European Commission, Brussels, November 27&28.  
Available at: <https://ec.europa.eu/jrc/en/event/site/fta2014/programme/panel-session/cutting-edge-fta-approaches> (to be published in **Scientometrics**).
3. Saritas, O. and Burmaoglu, S. (2014). **Energy R&D and scenarios for sustainable military operations**, 4th Global Tech Mining Conference, Leiden, September 1.
4. Saritas, O. and Ravetz, J. (2011). **Customising Foresight: Application of the Systemic and Synergistic Approaches in a small country context**, Research Conference: Foresight and Science, Technology and Innovation Policies: Best Practices, October 12-14, Moscow.
5. Saritas, O. (2011). **Systemic Foresight Methodology: Principles and Practice**, YIRCoF '11 – Yeditepe International Research Conference on Foresight and Futures, August 24-26, Book of Abstracts, p. 28.
6. Gagliardi, D. Saritas, O., Klochickin, E. (2011). **Rethinking Technology Foresight for SMEs: Ways to facilitate predicting the future by a broader community**, YIRCoF '11 – Yeditepe International Research Conference on Foresight and Futures, August 24-26, Book of Abstracts, p. 64.
7. Loveridge, D. and Saritas, O. (2011). **Combining quantitative and qualitative in FTA: Rediscovery or something new?**, FTA '11 – The 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis, May 12-13. Nominated for the FTA Special Issue in *Technological Analysis and Strategic Management*.
8. De Moor, K., Saritas, O., Claeys, L and De Marez, L. (2011). **Exploring, imagining and creating future TV experiences for/by users: A case study on Innovation Foresight**, FTA '11 – The 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis, May 12-13. Nominated for the FTA Special Issue in *Futures*.
9. Amanatidou, E., Butter, M., Carabias, V., Konnola, T., Leis, M., Saritas, O. Schaper-Rinkel, P. and van Rij, V. (2011). **On concepts and methods in Horizon Scanning: Lessons from initiating policy dialogues on emerging issues**, FTA '11 – The 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis, May 12-13. Nominated for the FTA Special Issue in *Science and Public Policy*.
10. Hageman, K., Elena-Perez, S., Zubieta, A.F., and Saritas, O. (2011). **Current and future state of European universities: Mini scenarios for the internationalisation and openness of European universities**, FTA '11 – The 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis, May 12-13.
11. Saritas, O. (2011). **Systemic Foresight Methodology**, FTA '11 – The 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis, May 12-13. Nominated for the FTA Special Issue in *Futures*.
12. Saritas, O. and Nugroho, Y. (2010). **Mapping issues and envisaging futures: An evolutionary scenario approach**, The R&D Management Conference 2010, Manchester, June 30 – July 2. Abstract available at: [http://www.radma.ltd.uk/conference2010/papers\\_abstracts/Saritas%20and%20Nugroho\\_144.pdf](http://www.radma.ltd.uk/conference2010/papers_abstracts/Saritas%20and%20Nugroho_144.pdf) (Paper no. 144. Proceedings with full papers due for publication in autumn 2010).
13. De Moor, K., Saritas, O. and Schuurman, D. (2010). **Future-oriented user involvement in living labs drawing on innovation foresight**, The XXI ISPIM Conference on Dynamics of Innovation, Bilbao, June 6-9, Proceedings of the XXI ISPIM Conference (CD-ROM), K.r.E. Huizingh, S. Conn, M. Torkkeli, and I. Bitran eds. (11 pages).
14. Saritas, O. (2009). **Systemic Foresight Methodology for socially responsive nano artifacts**, Foresight, Roadmaps and Indicators for Nanoindustry session,

- Rusnano forum, Moscow, October 07, The Second International Nanotechnology Forum Abstracts, pp.552-553.
15. Fikirkoça, A. and Saritas, O. (2009). **Foresight for Science and Technology Parks: The case of Ankara University Technopole**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 39-40, Istanbul.
  16. Saritas, O. (2009). **Systemic Foresight Methodology**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 47-48, Istanbul.
  17. Becic, E. and Saritas, O. (2009). **Defining the Development Priorities of NUTS2 Regions in Croatia**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 79-95, Istanbul.
  18. De Moor, K. and Saritas, O. (2009). **Innovation Foresight for Living Labs**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 127-141, Istanbul.
  19. Nugroho, Y. and Saritas, O. (2009). **A Conceptual Model for Integrating Network Analysis in Foresight**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 153-178, Istanbul.
  20. Smith, J.E. and Saritas, O. (2009). **S&T Foresight Baker's Dozen – A Pocket Primer of Comparative and Combined Foresight Methods**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6. YIRCoF '09 Conference Proceedings, S. Gençler ed. pp. 243-266, Istanbul (2 citations).
  21. Pook, K., Saritas, O., Elena, S. and Warden, C. (2009). **Ready for the future: Universities' Capabilities to Strategically Manage Intangibles**, YIRCoF '09 – Yeditepe International Research Conference on Foresight, September 4-6, Istanbul.
  22. Elena, S., Pook, K., Warden, C. and Saritas, O. (2009). **Visualising the hidden value of Higher Education Institutions**, MSKE – Managing Services in the Knowledge Economy Conference 2009, Lisbon, July 15-17. MSKE Conference Proceedings, R. Silva and E. Tome eds. pp. 141-154, Vila Nova de Famalicão.
  23. Warden, C., Saritas, O., Pook, K. Elena, S. and Curaj, A. (2009). **Future-proofing HEROs: Moving from Theory to Practice**, ECIC – European Conference on Intellectual Capital 2009, Haarlem, April 28-29, Proceedings of ECIC, pp. 524-531, Academic Conferences Limited, Reading.
  24. Saritas, O. and Smith J. (2008) **Big Picture Trends, Drivers and Discontinuities**, The 3<sup>rd</sup> International Conference on Future-Oriented Technology Analysis (FTA): Impacts and implications for policy and decision making, Seville, October 16-17, X. Goenaga, P. Desruelle, T. Konnola, C. Cagnin, K. Haegeman eds. IPTS, Seville, pp.213 (full paper to be published in **Futures: FTA Special Issue**).
  25. Cagnin, C., Loveridge, D. and Saritas, O. (2008). **FTA and Equity: New Approaches to Governance**, The 3<sup>rd</sup> International Conference on Future-Oriented Technology Analysis (FTA): Impacts and implications for policy and decision making, Seville, October 16-17, X. Goenaga, P. Desruelle, T. Konnola, C. Cagnin, K. Haegeman eds. IPTS, Seville, pp.115-116 (full paper to be published in **Futures: FTA Special Issue**).
  26. Loveridge, D. and Saritas, O. (2008). **Reducing the Democratic Deficit in Institutional Foresight Programmes: A Case for Critical Systems Thinking in Nanotechnology**, The 3<sup>rd</sup> International Conference on Future-Oriented Technology Analysis (FTA): Impacts and implications for policy and decision making, Seville, October 16-17, X. Goenaga, P. Desruelle, T. Konnola, C. Cagnin, K. Haegeman eds. IPTS, Seville, pp.125-126 (full paper has been published in **Technological Forecasting & Social Change: FTA Special Issue**).
  27. Saritas, O. and Aylen, J. (2008). **Using Scenarios for Roadmapping: The case of clean production**, The R&D Management Conference, Ottawa, June 17-21 (full paper published in **Technological Forecasting & Social Change**).
  28. Loveridge, D. and Saritas, O. (2008). **Appreciation and Anticipation in the Evolution of the Nano-field – A Case for Systemic Foresight**, International Conference on Managing the Uncertainty of Nanotechnologies – Challenges to Law, Ethics and Policy Making, Rovigo, May 22-23 (full paper published as a book chapter

- in **Technoscience in Progress: Managing the Uncertainty of Nanotechnology**, eds: S. Arnaldi, A. Lorenzet, and F. Russo, IOS Press, Amsterdam).
29. Saritas, O. and Keenan, M. (2007). **Tool Transfer, Appropriate Adaptation? The Use of Delphi in National Science and Technology Foresight Exercises**, From Oracles to Dialogue; Exploring New Ways to Explore the Future, COST A22 Conference (CD: A065-T1), Athens, July 9-11.
  30. Saritas, O., Pace, L., and Stalpers, S. (2007). **Stakeholder Participation and Dialogue in Foresight**, From Oracles to Dialogue: Exploring New Ways to Explore the Future, COST A22 Conference (CD: P042-T4), Athens, July 9-11 (Key-note paper) (4 citations).
  31. Seidl da Fonseca, R. and Saritas, O. (2005). **Instruments for Strategy and Policy: Modelling the structure of the policy-making on Science and Technology**, 14th International Conference on Management of Technology, 22-25 May 2005, Vienna, Austria, UNIDO, Technology Paper Series, TPS 3/05.
  32. Saritas, O. (2004). **Systems thinking in Foresight: A systems analysis of British, Irish and Turkish Foresight Programmes**, EU-US Scientific Seminar on New Technology Foresight, Forecasting and Assessment Methods, EC, IPTS, IAIA, 13-14 May, Seville. Published in the Conference Proceedings: **New Horizons and Challenges for Future-Oriented Technology Analysis**, F. Scapolo and E. Cahill, eds. IPTS, Seville, pp.44-64. (2 citations).
  33. Saritas, O. (2004). **Foresight – A critical view from a systems thinking perspective**, Abstract, The Second International Conference on Organisational Foresight, University of Strathclyde Graduate School of Business, 26-28 August, Glasgow. <http://www.gsb.strath.ac.uk/worldclass/foresight/2004/abstracts.asp>
  34. Saritas, O., Tas, E. and Kudde, E. (2002). **Approaches to environmentally sensitive residence project in the post-earthquake reconstruction process at Degirmendere, Izmit**, Proceedings of XXXIAHS World Congress on Housing: Housing Construction – An Interdisciplinary Task, Volume 2: Environmental and Sustainable Construction, Porto, pp. 949-959.

#### Other Publications – Research

1. Saritas, O. (2011). **Combining Quantitative and Qualitative Foresight Methods**, A research paper produced for the Institute of Statistical Studies and Economics of Knowledge (ISSEK) - Higher School of Economics (HSE), Moscow.
2. Saritas, O. (2011). **Systemic Foresight Methodology: Selection of Methods, Their Combination, Consistency and Succession of Use**, A research paper produced for the Institute of Statistical Studies and Economics of Knowledge (ISSEK) - Higher School of Economics (HSE), Moscow.
3. Saritas, O. (2011). **Foresight Typology: The Evolution of the Foresight Practice and Styles**, A research paper produced for the Institute of Statistical Studies and Economics of Knowledge (ISSEK) - Higher School of Economics (HSE), Moscow.
4. Saritas, O. (2010). **Background paper on Cognitive Enhancement**, A working paper produced for the FP7 SESTI project.
5. Saritas, O. (2008). **Future Scenarios on the Renewable Energy Sector**, A report produced for the BEFORE project, available at <http://www.before-project.org>
6. Saritas, O. (2008). **Future Scenarios on the Automotive and Logistics Sectors**, A report produced for the BEFORE project, available at <http://www.before-project.org>
7. Saritas, O. (2008). **Future Scenarios on the Aeronautics Sector**, A report produced for the BEFORE project, available at <http://www.before-project.org>
8. Saritas, O. (2007). **The Renewable Energy Sector: Trends and Drivers**, A report produced for the BEFORE project, available at <http://www.before-project.org>
9. Saritas, O. (2007). **The Aeronautics Sector: Trends and Drivers**, A report produced for the BEFORE project, available at <http://www.before-project.org>
10. Saritas, O. (2007). **The Transport Sector: Trends and Drivers**, A report produced for the BEFORE project, available at <http://www.before-project.org>
11. Saritas, O. (2007). **The Effects of Training and Development Activities on Employee Turnover: The Case of Turkish Insulation Sector**, A research note for Yeditepe University, Management Application and Research Center, Istanbul [http://yuvam.yeditepe.edu.tr/marc\\_research\\_note\\_0702.pdf](http://yuvam.yeditepe.edu.tr/marc_research_note_0702.pdf)



12. Saritas, O. (2006). **Technology for Industry' Foresight: Kocaeli 2012**, Foresight Brief no.77, on <http://www.efmn.info/kb/efmn-brief77.pdf>, The European Foresight Monitoring Network.
13. Saritas, O. (2006). **Turkish S&T Vision 2023**, Foresight Brief no.39, on <http://www.efmn.info/kb/efmn-brief39.pdf>, The European Foresight Monitoring Network.
14. Miles, I. and Saritas, O. (2005). **Knowledge Intensive Business Services – What's up with KIBS Nowadays**, on [http://www.emcc.eurofound.eu.int/sector\\_futures.htm](http://www.emcc.eurofound.eu.int/sector_futures.htm), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
15. Miles, I. and Saritas, O. (2005). **Knowledge Intensive Business Services – KIBS' Stuff: Trends and Scenarios**, on [http://www.emcc.eurofound.eu.int/sector\\_futures.htm](http://www.emcc.eurofound.eu.int/sector_futures.htm), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
16. Miles, I. and Saritas, O. (2005). **Knowledge Intensive Business Services – Policies, Issues and the Future of KIBS**, on [http://www.emcc.eurofound.eu.int/sector\\_futures.htm](http://www.emcc.eurofound.eu.int/sector_futures.htm), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
17. Seidl da Fonseca, R. and Saritas, O. (2005). **Instruments for Strategy and Policy: Modelling the structure of the policy-making on Science and Technology**, 14th International Conference on Management of Technology, 22-25 May 2005, Vienna, Austria (UNIDO, Technology Paper Series, TPS 3/05).
18. Saritas, O. and Keenan, M. (2004). **Policies and Actions for a Healthy Europe**, on [www.emcc.eurofound.eu.int/publications/2004/ef041.pdf](http://www.emcc.eurofound.eu.int/publications/2004/ef041.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
19. Saritas, O. and Keenan, M. (2004). **Health and Social Services - Visions for the Future**, on [www.emcc.eurofound.eu.int/publications/2004/sf\\_hss\\_2.pdf](http://www.emcc.eurofound.eu.int/publications/2004/sf_hss_2.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
20. Saritas, O. and Keenan, M. (2004). **The Future of Health and Social Services in Europe**, on [www.emcc.eurofound.eu.int/publications/2003/sf\\_hss\\_1.pdf](http://www.emcc.eurofound.eu.int/publications/2003/sf_hss_1.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
21. Keenan, M. and Saritas, O. (2004). **Policy Responses to Post-2005 Challenges in Textiles and Clothing**, on [www.emcc.eurofound.eu.int/publications/2004/ef04132en.pdf](http://www.emcc.eurofound.eu.int/publications/2004/ef04132en.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
22. Keenan, M. and Saritas, O. (2004). **Textiles and Clothing: a dying industry - or not?**, on [www.emcc.eurofound.eu.int/publications/2004/ef04131en.pdf](http://www.emcc.eurofound.eu.int/publications/2004/ef04131en.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.
23. Keenan, M. and Saritas, O. (2004). **Textiles and Leather in Europe: the end of an era or a new beginning?**, on [www.emcc.eurofound.eu.int/publications/2004/sf\\_1t\\_1.pdf](http://www.emcc.eurofound.eu.int/publications/2004/sf_1t_1.pdf), European Monitoring Centre for Change, European Foundation for the Improvement of Living and Working Conditions.

#### Other media – Research

1. Saritas, O. and Bredikhin, S. (2014). **Coherent catastrophism as a creative interface for FTA**, Poster presented at the 5<sup>th</sup> Future-oriented Technology Analysis (FTA) Conference: Engage Today to Shape Tomorrow, European Commission, Brussels, November 27&28.
2. Saritas, O. and Amanatidou, E. (2014). **New modes of governing Research and Innovation: Future scenarios and strategies**, Poster presented at the 5<sup>th</sup> Future-

- oriented Technology Analysis (FTA) Conference: Engage Today to Shape Tomorrow, European Commission, Brussels, November 27&28.
3. Saritas, O. and Burmaoglu, S. (2014). **Exploring trends, disruptions and opportunities for Horizon 2020**, Poster presented at the 5<sup>th</sup> Future-oriented Technology Analysis (FTA) Conference: Engage Today to Shape Tomorrow, European Commission, Brussels, November 27&28.
  4. Saritas, O. (2009). **Seeing the big picture: scans, networks and scenarios**, Futures Analysts' Network (FAN) Club October Newsletter, UK Government Horizon Scanning Centre, p.5.
  5. Loveridge, D. and Saritas, O. (2004). **Systems, Foresight and Law**, Poster presented at the EU-US Scientific Seminar on New Technology Foresight, Forecasting and Assessment Methods, EC, IPTS, IAIA, 13-14 May, Seville. [http://les.man.ac.uk/PREST/Download/Denis/systemsforesightlaw\\_wp42.pdf](http://les.man.ac.uk/PREST/Download/Denis/systemsforesightlaw_wp42.pdf)

#### Other media – Research equivalent

1. Saritas, O (2008). **Hrvatska treba ulagati u obnovljive izvore energije i biotehnologiju**, Nacional, no. 684, December 23 (In Croatian) Available at: <http://www.nacional.hr/clanak/50466/hrvatska-treba-ulagati-u-obnovljive-izvore-energije-i-biotehnologiju>
2. Saritas, O. **The use of Foresight for industrial development**, Kapital TV, Zagreb, December 17, 2008.
3. Saritas, O. **What is Foresight?**, HRT, Croatian National TV, Good Morning Croatia Programme, Zagreb, December 17, 2008.

## C. RESEARCH & PROFESSIONAL WORK

### Research grants awarded

#### *Ongoing projects*

1. **Russian S&T Foresight 2040**. A Foresight exercise to identify priority markets, products, technologies and R&D areas for 15 sectors in the Russian Federation (2015-ongoing).
2. **RENOVA – Future Scenarios and Strategies for the Energy Sector**. A Foresight study for Renova Holding (Russia) on new and renewable energies (2015-ongoing).
3. **European Commission. Horizon 2020: Foresight and Implications for European Research and Innovation Policies**. A Horizon Scanning exercise for the identification of research areas at the Junction of Health, Environment and Bio-economy (2014-ongoing).

#### *Completed projects*

1. **RENOVA - Future Strategies for Water Resources**. A Foresight study for Renova Holding (Russia) on sustainable use of water resources, water demand by household and industry, and new water services and products (2014-2015).
2. **Foresight Services for TEKES, Finland**. Identification of Weak Signals for Russia in the domains of Internet of Things, Mobile Commerce & Smart Cities (2014).
3. **EC - Anticipatory Governance** - Institutionalising Foresight at the European Level, European Commission, Directorate General Research and Innovation (2014).
4. **Rising Powers** - Emerging Technologies and Implications for Next Generation Innovation Systems Development in China and Russia. UK Economic and Social Research Council (ESRC) (2012-2014).
5. **PHS - Personal Health Systems Foresight**. European Commission, 7th Framework Programme (2012-2014).
6. **RIF 2030** - Research and Innovation Foresight for Europe 2030 (2011-2014). European Commission, 7<sup>th</sup> Framework Programme.
7. **NISSAN Hydrogen Futures** (2013-2014). A Socio-Technological Foresight and Roadmapping project for Nissan on the future of Fuel Cell Electric Vehicles.

8. **Smart Cities and Communities – European Innovation Partnership** (2012-2013). European Commission, DG-Energy.
9. **Manchester Energy Horizon Scan** (2011-2012). The University of Manchester EPSRC Knowledge Transfer Account.
10. **Manchester Security Horizon Scan** (2011-2012). The University of Manchester EPSRC Knowledge Transfer Account.
11. **SCAN-4-Light** – A Horizon Scanning and Trend monitoring project on developmental issues in Africa and Asia (2010-2012). A project for the Rockefeller Foundation.
12. **FibreSight 2020** - A foresight exercise for the future of Natural Fibres (2010-2012). International Natural Fibre Organization.
13. **COLLECTIVE** - Emerging Communities for Collective Innovation: IC Operational tool and supporting methodologies for SME Associations (2009-2012). European Commission, 7<sup>th</sup> Framework Programme.
14. **SESTI** - Scanning for Emerging Science and Technology Issues, (2008-2011) European Commission, 7<sup>th</sup> Framework Programme.
15. **SANDERA** - The Future Impact of Security and Defence Policies on the European Research Area (2008-2011). European Commission, 7<sup>th</sup> Framework Programme.
16. **PRI** - Analysis of Public Research Institutes in Europe in Selected S&T Fields: Historical Evolution and Future Scenarios European Commission (2009-2011). 7<sup>th</sup> Framework Programme.
17. **Workforce Planning for NHS** - A Horizon Scanning exercise on the future of Health Workforce (2010-2011). Centre for Workforce Intelligence, UK.
18. **Development of Small & Medium sized Enterprises in Turkey** (2010). World Bank.
19. **Science Park Foresight for Ankara University** (2010). Scoping exercise for the prioritisation future investment areas for a newly established science park.
20. **NANOPLAT** - Development of a Platform for Deliberative Processes on Nanotechnology in the European Consumer Market (2008-2009). European Commission, 7<sup>th</sup> Framework Programme.
21. **BEFORE** - Benchmarking and Foresight for Regions of Europe, Coherent Development of R&I Policies (2007-2008). European Commission, 6<sup>th</sup> Framework Programme.
22. **CLEANPROD** - Innovation on Sustainable Production (2010). European Commission, 6<sup>th</sup> Framework Programme.
23. **INFORMED** - Innovation Foresight for MEDA Partners in the European Research Area (2006-2008). European Commission, 6<sup>th</sup> Framework Programme.
24. **EFMN** - Monitoring Foresight Activities in Europe and Fostering their European Dimension (2005-2007). European Commission, 6<sup>th</sup> Framework Programme.
25. **COST Action 22** -European Network for Foresight Methodologies (2004-2007). COST, European Science Foundation.
26. **ERA-Net ForSociety** - Laying the Foundations for an ERA-Net on Foresight and Society (2004-2006). European Commission, 6<sup>th</sup> Framework Programme.
27. **Success for Social Science in the European Union 7<sup>th</sup> Framework Programme** (2004). European Commission.

### **Professional advisory or consultancy work**

1. **Global Technology Trend Monitoring:** Development of a Technology Trend Monitoring Methodology for Russia, Institute of Statistical Studies and Economics of Knowledge (ISSEK) - Higher School of Economics (HSE), Moscow (2011 – ongoing).
2. **National Foresight Programme for Kazakhstan**, National Centre of Science and Technology Evaluation (2012-ongoing).
3. **QLHE - Quality and Leadership in Romanian Higher Education System**, EU Structural Funds (2009-2012).
4. **NRFE** - National Research Foresight Exercise for Mauritius (2011-2012). The Government of Mauritius (PI).
5. **United Nations Industrial Development Organization (UNIDO) - Future of the Automotive Industry in a Post-Carbon Economy**, United Nations Industrial Development Organization (2009 - 2011).

6. **European Science Foundation (ESF), Forward Look study on Investigator-Driven Clinical Trials**, Methodological consultant (2008-2009).
7. **Foresight for Ankara University Science Park**, Foresight expert (2008-2009).
8. **FTA 2008 - Future-oriented Technology Assessment Seminar**, Acted as a member of the Scientific Committee for the organisation of the Conference at DG-JRC, Institute for Prospective Technologies (IPTS) (2007 – 2009).
9. **FORLEARN, Support to Foresight practice: assess, validate and complement the structuring of an Online Foresight Guide**, ESTO (European Science and Technology Observatory) Project (2005).
10. **Evaluation of the third cycle of the British Foresight Programme**, Office of Science and Technology, Department of Trade and Industry, UK (2005).
11. **EMCC Sectoral Futures**, for European Monitoring Centre of Change, European Foundation for the Improvement of Living and Working Conditions (2003 - 2005).

### **Research Scholarships**

1. **British Government Overseas Research Scholarship (ORS)** (2003-2006)
2. **Turkish Higher Education Council Scholarship** (2002-2006)

## D. LECTURING, SUPERVISION & OTHER ACADEMIC WORK

### Lectures and conference activity

1. Saritas, O. and Bakhtin, P. (2015). **Technology Trendspotting: Monitoring Global Technology Trends**, 5th annual international academic conference 'Foresight and STI Policy', November 19-20.
2. Bakhtin, P. and Saritas, O. (2015). **Technology mining for emerging S&T trends and developments: Dynamic term clustering and semantic analysis**, Global TechMining Conference, GeorgiaTech, Atlanta, September 16 (Paper available at: <http://www.gtmconference.org/abstracts/2015/Paper13.pdf>, last visited on 07.01.2016).
3. Burmaoglu, S. and Saritas, O. (2014). **Savasin Degisen Karakteristigi ve Gelecegin Askeri Teknolojileri** (In Turkish), SAVTEK – 7. Savunma Teknolojileri Kongresi, Middle-East Technical University, Ankara, June 25-27.
4. Saritas, O. (2014). **The future of security in the informatic world**, Information Security in Business Informatics Conference, HSE, Moscow, June 3-4.
5. Saritas, O. (2013). **Big Data Analysis for futures studies**, Workshop on Quantitative Methods for Futures Studies, Higher School of Economics, Moscow, November 28.
6. Saritas, O. (2012). **Grand Challenges for Strategic Policy Intelligence**, S&T and innovation policy course at the Faculty of Public Management, National Research University, Higher School of Economics, Moscow, November 02.
7. Saritas, O. (2012). **Foresight Methodology**, Futurism MSc Programme, Kadir Has University, Istanbul, March 02.
8. Saritas, O. (2011). **Systemic Foresight Methodology**, Lecture at the Centre for Enterprise, Innovation and Entrepreneurship (CENTIENT) Bristol Business School, University of the West of England, Bristol, November 9.
9. Saritas, O. (2011). **The use of Network Analysis in Foresight**, Lecture given for the graduate students and academic members of the Institute for Statistical Studies and Economics of Knowledge (ISSEK), Higher School of Economics, Moscow, October 18.
10. Saritas, O. (2011). **New Approaches in Foresight Methodology**, Lecture given for the graduate students and academic members of the Institute for Statistical Studies and Economics of Knowledge (ISSEK), Higher School of Economics, Moscow, July, 20.
11. Saritas, O. (2010). **Foresight for Higher Education Institutions**, Lecture given for the academic members of the Institute for Statistical Studies and Economics of Knowledge (ISSEK), Higher School of Economics, Moscow, December 03.
12. Saritas, O. (2010). **Scans, Networks and Scenarios: Application of Network Analysis and Foresight for STI policies**, XI International Academic Conference on Economic and Social Development: Best Practices in Science, Technology and Innovation policies, Moscow, April 7-8.
13. Elena, S., Pook, K., Saritas, O. and Warden, C. (2008). **Sustainable HEROs: Intangible Approaches to Sustainable Futures for Higher Education and Research Organisations (HEROs)**, 4<sup>th</sup> Workshop on Visualising, Measuring and Managing Intangibles and Intellectual Capital, Hasselt, October 22-24 (1 citation).
14. Saritas, O. (2007). **What is Foresight?**, University of Economics, Bratislava, 4 December.
15. Saritas, O. (2006). **The evolution of Foresight practice in the world & in Turkey**, PICMET 2006 Conference, Istanbul, 8-13 July.
16. Seidl da Fonseca, R. and Saritas, O. (2005). **Modelling the role of Foresight in the structure of policy-making in national innovation systems**, 5<sup>th</sup> Triple Helix Conference, 18-21 May, Turin.

### Conference Organisation

1. **Scientific Committee Member of FTA 2014**: The 4th Conference on Future-Oriented Technology Analysis (FTA): Impacts and Implications for Decision Making,

- Seville, November 2014. Co-chaired the session of Cutting-edge FTA Approaches (<https://ec.europa.eu/jrc/en/event/site/fta2014/about>).
2. **Organisation Committee Member of Higher School of Economics Foresight Conference**, Moscow, 2013-present.
  3. **Organisation Committee Member of IM2012: International Conference on Innovative Methods for Innovation Management and Policy**, Beijing, May 21-24, 2012.
  4. **Conference Co-Chair of YIRCoF '11: Yeditepe International Research Conference on Foresight: Theory Building in Foresight and Futures Studies**, Management Application and Research Centre (MARC), Yeditepe University, Istanbul, August 24-26, 2011.
  5. **Conference Co-Chair of YIRCoF '09: Yeditepe International Research Conference on Foresight: Methodological Issues in Foresight Studies**, Management Application and Research Centre (MARC), Yeditepe University, Istanbul, September 4-6, 2009.
  6. **Scientific Committee Member of FTA 2008: The 3<sup>rd</sup> Seville Conference on Future-Oriented Technology Analysis (FTA): Impacts and Implications for Decision Making**, Seville, October 16-17, 2008.
  7. **Organisational Committee Member of PICMET 2006: Portland International Conference on Management of Engineering and Technology: Technology Management for the Global Future**, Istanbul, July 8-13, 2006.

### **Major academic visits and collaborations in the UK and abroad**

1. **Innovation CO-LAB: A strategic partnership among Beijing Institute of Technology (BIT), Georgia Institute of Technology (GT), and the University of Manchester (UNIMAN) to build an 'Innovation Co-Laboratory' (2011-2013).**
2. **Technology Foresight: Developing long-term planning, future building and visioning skills**, MSc Special Course for the Institute for Statistical Studies and Economics of Knowledge (ISSEK), Higher School of Economics, Moscow, May 25&27, 2010.
3. **Foresight Methods and Concepts: Foresight and Futures Pathways**, On-line collaboration to run a semester long M.Sc. course with the Finland Futures Academy using web-based tools (2008).

### **Editorships – Journal**

1. **Editor-in-chief**, Foresight: The journal of future studies, strategic thinking and policy (2009-present).
2. **Editorial Council Member**, Foresight and STI Governance journal (2012-present).
3. **Guest Editor**, Edited a special issue of **Technological Forecasting & Social Change** on the FTA 2011 - 4<sup>th</sup> International Seville Conference on Future-Oriented Technology Analysis: FTA and Grand Societal Challenges shaping and driving structural and systemic transformations (2011).
4. **Guest Editor**, Edited a special issue of **Technology Analysis & Strategic Management** on the FTA 2008 – 3<sup>rd</sup> International Seville Conference on Future-Oriented Technology Analysis: Impacts and implications for policy and decision making (2009).
5. **Co-Editor**, United Nations Industrial Development Organisation (UNIDO), Technology Foresight Manual, 2<sup>nd</sup> Edition (2008-2009).
6. **Member of the Editorial Team** to adapt ARUP's "Drivers of Change" card deck to Turkey (2007).

### **School teaching duties** (undergraduate and postgraduate)

1. **Foresight and Strategic Planning**, Masters course at the Governance of Science, Technology and Innovation Programme, ISSEK, HSE (2015-present).
2. **Scientific Research Methodology**, Masters course at the Governance of Science, Technology and Innovation Programme, ISSEK, HSE (2015-present).
3. **Innovation and Business in Information Technologies**, Faculty of Business Informatics, Department of Innovation and Business, undergraduate programme (2014-present).

4. **Foresight in Information and Communication Technologies**, Faculty of Business Informatics, Department of Innovation and Business, undergraduate programme (2013-present).
5. **Innovation Management and Strategic Planning**, Faculty of Business Informatics, Department of Innovation and Business, undergraduate programme (2012-present).
6. **Scenario Methods for Research**, Manchester Business School Ph.D. Programme (2008 to present).
7. **Innovation in a Low Carbon Economy**, M.Sc. Innovation Management and Entrepreneurship (2010).
8. **Sustainable Technology Management**, M.Sc. Management of Science, Technology and Innovation Programme (2009).
9. **Foresight Methods and Concepts**, M.Sc. Management of Science, Technology and Innovation Programme (2008).
10. **Strategic Foresight for Organisations**, Manchester Business School MBA Programme (2008).

### Other teaching

1. Saritas, O. (2010). An M.Sc. course on “**Technology Foresight: developing long-term planning, future building and visioning skills**” National Research University, Higher School of Economics - Institute of Statistical Research and Knowledge Economics, Moscow.
2. Saritas, O. (2005-2006). A B.A. course on “**Construction Management and Economics**”, Architecture Programme, Faculty of Architecture, Istanbul Technical University.

### Supervision of research students

1. **Daiane Heinzen, Ph.D, Thesis**. “Future Scenarios on the Brazilian Higher Education Institutions”, Instituto Federal De Santa Catarina, Brazil (2013-ongoing).
2. **Assanbay Jumabekov, Ph.D. Thesis** on the “Application of Systems Thinking in Technology Foresight”, Higher School of Economics and Business, Al-Farabi Kazakh National University (2011-ongoing).
3. **Goran Radonic, Ph.D. Thesis** on the “Croatian National Foresight Programme: Priorities and Evaluation” (2010-ongoing).
4. **Masha Pozolotina, M.Sc. Thesis**. Research focuses on the future of social networking, Faculty of Business Informatics, Higher School of Economics (2013).
5. **Serhat Burmaoglu, Visiting postdoctoral researcher**. Conducted research on the future of military affairs (2013).
6. **Byung Yong Hwang, Visiting postdoctoral researcher**. Conducts research on government-funded research institutes (2011-2012).
7. **Mihaela Ghisa, Visiting doctoral researcher**. Conducts research on the evaluation of Foresight (2011).
8. **Saad Khalid, M.Sc. Thesis** on The Future of the Automotive Industry: The use of Autonomous Cars (2010 - 2011).
9. **Kerem Kaptangil, Visiting postdoctoral researcher**. Conducts research on Innovation Foresight and University-Industry Research Links (2010 – 2011).
10. **Lisa Pace, Ph.D. Thesis** on the Transition to a Green Economy (2009 - 2010).
11. **Jumi Park, M.Sc. Thesis** on Foresight in the ICT Industry: A Shift Towards Green ICT (2008).
12. **Marek Jemala, Visiting doctoral researcher**. His Ph.D. thesis examined the evaluation of Foresight practice in the global historical context (2008).

### Publications related to teaching

1. Loveridge, D., Keenan, M. and Saritas, O. (2010). Executive training in foresight: an essay on the Manchester experience: 1999-2009, **Journal of Future Studies**, volume 15, issue 1, pp. 145-156.

### **Innovative work and contributions to curriculum reform and development**

1. **Co-Director** of the Masters Programme on “Governance of Science, Technology and Innovation”, Higher School of Economics, Moscow.
2. Designed and implemented first ‘**Academic Foresight**’ exercises in PREST (now Manchester Institute of Innovation Research, MIOIR) (2006) and in two academic departments in Istanbul Technical University (2003-2005) with the aim of:
  - a. Identifying new R&D areas
  - b. New Ph.D. and M.Sc. research topics
  - c. New courses, teaching methods and media

### **Examination responsibilities**

1. **PhD examiner**, “Increasing Flexibility by Environmental Scanning of the Early Signs of Change in Complex Environments” by Leena Ilmola-Sheppard, Aalto University, Helsinki.
2. Involved in the **Examination Committee** of the Sustainable Technology Development course (BAMN61069).
3. **Marked** MSc theses supervised and exam papers of the courses coordinated.
4. Acted as an **External Examiner** of M.Sc. theses.

### **Appointments held as Course Director or Tutor**

1. **Scenario Methods for Research** (2008-ongoing) Elective research methods course. Class no. 29570 (Course Co-Director).
2. **Personal Tutor** (2010-2013) for 20 undergraduate students from Manchester Business School.
3. **Innovation in a Low Carbon Economy** (2010) Innovation Management and Entrepreneurship (Course Co-Director).
4. **Sustainable Technology Management** (2009) – BAMN61069 M.Sc. Management of Science, Technology and Innovation Programme (Course Co-Director).
5. **Foresight Methods and Concepts** (2008) – BMAN71452 M.Sc. Management of Science, Technology and Innovation Programme (Course Director).
6. **M.Sc. MOSTI Personal Tutor** (2008).

## **E. ACADEMIC ENTERPRISE & KNOWLEDGE TRANSFER**

### **Invitations received to present external lectures and other contributions to professional conferences and other public events, where the primary audience is not academic, but policy-makers**

1. Saritas, O. (2015). **Foresight and possibilities of its applications for regions and clusters**, 15<sup>th</sup> Russian and 10<sup>th</sup> Kazan Venture Fair, April 23-24, Kazan.
2. Saritas, O. (2015). **The Geopolitics of Energy Futures: implications and lessons for Africa, Wits Business School**, March 24, Johannesburg.
3. Saritas, O. (2015). **Global futures issues & trends, Foresight for Development Roundtable**, March 23, Johannesburg.
4. Saritas, O. (2015). **Foresight experience from the UK and Russia & future prospects**, The 6<sup>th</sup> NISTEP International Conference on Foresight: Foresight – its impacts and contribution for policy making, March 3, National Graduate Institute for Policy Studies (GRIPS), Tokyo.
5. Saritas, O. (2014). **Strategic Foresight for post-2015 development agenda**, UNCTAD - CSTD 2014-2015 Inter-sessional Panel, Geneva, November 26.
6. Saritas, O. (2014). **Will technology hollow out the global middle class?** A panel discussant at the St. Petersburg International Economic Forum (SPIEF) 2014, St. Petersburg, May 22-24.
7. Saritas, O. (2014). **Monitoring Technological Trends: A sectoral case**, HSE XV International April Conference on Economic and Social Development, Moscow, April 1-3.



8. Saritas, O. (2014). **The use of Delphi Method for Research and Innovation**, European Commission Foresight workshop at the Directorate-General RTD, Brussels, February 25.
9. Saritas, O. (2014). **The UK Foresight experience**, ERA.Net RUS Foresight workshop on Impact assessment of Foresight exercises in the EU and Russia, January 30.
10. Saritas, O. (2013). **Monitoring Technological Trends: The case of Military Energy R&D**. Higher School of Economics Annual April Conference, Moscow, April 2-4.
11. Saritas, O. (2013). **Big Data Analysis for future studies**, HSE Annual Conference on Foresight and STI Policy, Higher School of Economics, Moscow, October 30-31.
12. Saritas, O. (2013). **Research and Innovation Futures 2030: Exploring new ways of doing research**, Manchester International Seminar Series, Manchester Business School, May 08.
13. Saritas, O. (2013). **Foresight methodology: practice, trends and challenges**, Scientific and Technological Seminar Series for Policy Makers, Higher School of Economics, Moscow, April 25.
14. Saritas, O. (2012). **Scanning Global Technology Trends, OECD-HSE International Research Conference on Foresight for Innovative Responses to Grand Challenges**, Moscow, October 19.
15. Saritas, O. (2012). **Challenges for Foresight to enable prosperity of cities**, Future of Cities Conference, Ljubljana, September 21.
16. Saritas, O. (2011). **Introduction to the Scientific & Technological Planning and Forecasting: Foresight – 40 years of development**, Innovation Forum in honour of the 20th Anniversary of Independence of the Republic of Kazakhstan, Astana, December 05.
17. Saritas, O. (2011). **Technological Futures over 20 years**, Futurologists panel, Innovation Forum in honour of the 20th Anniversary of Independence of the Republic of Kazakhstan, Astana, December 06.
18. Saritas, O. (2011). **Customising Foresight: Systemic and Synergistic Foresight Approaches in a Small Country Context**, Research Workshop on Foresight and Science, Technology and Innovation Policy: Best Practices, Moscow, October 13-14.
19. Saritas, O. (2011). **Futures Studies and Foresight: Methodology, Tools and Techniques**, Animal Health and Veterinary Laboratories Agency (AHVLA) International Conference on Animal Diseases 2011, Royal Holloway, University of London, September 13-15.
20. Saritas, O. (2011). **Rationales and Objectives for Transnational Foresight: Building Knowledge Pipelines in the Black Sea Region**, Transnational Foresight for a 'Black Sea Higher Education Area, Bucharest, September 1-2.
21. Saritas, O. (2011). **Foresight for Innovation and Competitiveness**, International Foresight, Science and Industrial Innovations, INNOPROM 2011 – The Ural International Exhibition and Forum of Industry and Innovations, Ekaterinburg, July 14.
22. Saritas, O. (2011). **Seeing the invisible and making sense of it**, Horizon Scanning for Business Intelligence, Innovation Centre, University of Exeter, July 8.
23. Saritas, O. (2011). **Innovation Foresight for Foresightful Innovation**, Ohrid, Austrian Science and Research Liaison Office side event on Social Innovation Research and Management in South East Europe, 4<sup>th</sup> International Conference for Entrepreneurship, Innovation and Regional Development, Ohrid – Macedonia, May 4.
24. Saritas, O. (2011). **Western Balkan Futures**, 12<sup>th</sup> Bled Forum on Governance of Fear and Prosperity, Bled – Slovenia, March 3.
25. Saritas, O. (2010). **Technology Platforms in Turkey**, European Technology Platforms: Shaping and Performance. Prospects of Best Practice Dissemination in Russia, International Workshop. National Research University, Higher School of Economics, Moscow, December 02.
26. Saritas, O. (2010). **Western Balkan 2020 Project**, First Innovation Dialogues of the Western Balkan Countries Innovation Cooperation Network, Budva – Montenegro, November 08.
27. Saritas, O. (2010). **Institutional Foresight as the essence of Innovation**, Prospecta Peru 2010: VIII. Foresight & Future Studies Congress, CONCYTEC – The National Science, Technology and Technological Innovation Council of Peru, Arequipa, September 16-17.

28. Saritas, O. (2010). **Practising Foresight for Innovation**, International Foresight Advanced Seminar, CONCYTEC – The National Science, Technology and Technological Innovation Council of Peru, Arequipa, September 16.
29. Saritas, O. (2010). **Foresight Initiatives and Outputs in Asia, Africa and OIC countries**, Malaysian National Foresight Programme: Strategic Navigation Towards a Sustainable Future, Malaysian Industry-Government Group for High Technology (MIGHT), Putrajaya, July, 29-30.
30. Saritas, O. (2010). **Seeing the invisible and making sense of it: Scans, Networks & Scenarios**, National Horizon Scanning Workshop, National Policing Improvement Agency (NPIA), Ryton-on-Dunsmore, April 26-27.
31. Saritas, O. (2010). **Western Balkan Futures 2020**, 11<sup>th</sup> Bled Forum on Europe: The Future of Information Society and Challenges for Good Governance, Bled, March 11-12.
32. Saritas, O. (2009). **Systemic Foresight Methodology: An application in the nano-field**, Nanotechnology for Podlaskie 2020 Conference, Bialystok, November 25.
33. Saritas, O. (2009). **Seeing the big picture: scans, networks and scenarios**, UK Horizon Scanning Centre, Futures Analysts' Network (FAN) Club workshop, Didcot, October 14.
34. Saritas, O. (2009). **Foresight for Smart Globalization: Accelerating and Enhancing Pro-Poor Development Opportunities Workshop**, Rockefeller Foundation, Bellagio, March 16-20.
35. Saritas, O. (2008) **Foresight as a policy tool: Evolution and practice**, International Conference on Foresight in Croatia, Zagreb, December 17.
36. Saritas, O. (2008). **UK Foresight Strategy**, Global Forum: Foresight and Future Strategy, Korean National Information Society Agency, Seoul, November 13.
37. Saritas, O. (2008) **Horizon Scanning in the UK**, Korea Institute of Science and Technology Evaluation & Planning (KISTEP), Seoul, November 12.
38. Saritas, O. (2008) **New Approaches to Foresight, Systemic Foresight Methodology**, Science and Technology Policy Institute (STEPI), Seoul, November 11.
39. Saritas, O. (2008). **Futures studies for Business**, Panellist, 4<sup>th</sup> Competitiveness Congress on Global Expectations: The Management of Future Scenarios for the Turkish Business World, November 6.
40. Saritas, O. (2008). **Roadmapping and Foresight**, Lifting the Lid event, Daresbury Science Park, October 02.
41. Saritas, O. (2008). **Technology Roadmapping**, Innovation Foresight for MEDA Partners in the European Research Areas, Tunis, Tunisia, June 26.
42. Saritas, O. (2008). **Foresight and the case of Manchester Science Park Scenario Planning Exercise**, Kick-off meeting for the Ankara University TechnoPark, Ilgaz, May 24-25.
43. Saritas, O. (2007). **Introduction to Foresight**, Inno-Venture 2007 Brokerage Event, Ege University, EBILTEM - Science and Technology Research and Application Centre, Izmir, 13-14 December.

## **Involvement in executive education or continuing professional development**

### **MloIR Executive Education courses**

1. **PREST/MloIR Foresight Course for Organisers, Sponsors and Practitioners.** Acts as a Course Co-Director, and gives presentations on Theoretical and Practical aspects of Foresight and Commonly used tools and techniques (2003-present).
2. **Science, Technology and Innovation Policy (STIP): Trends and challenges.** Gives presentations on Policy toolbox, evaluation, foresight and indicators (2008).

## **United Nations Industrial Development Organisation (UNIDO) Executive Education courses**

1. **UNIDO Foresight Workshop on the future of the Automotive industry in the CEE region**, Gebze. Designed and implemented the workshop, and facilitated practical sessions (2010).
2. **UNIDO Technology Foresight Course for CEE/NIS Region, Module 1: Technology Foresight for Organisers**, Gebze. Designed and implemented the course and facilitated practical sessions (2003-2009).
3. **UNIDO Technology Foresight Course for CEE/NIS Region, Module 4: Technology Foresight for Corporate Managers**, Bratislava. Gave presentations on Corporate Foresight and facilitated practical sessions (2006).

## **Other Executive Education courses**

1. **National Science Foundation of Sri Lanka – Training Course on Foresight Analysis**, sponsored by International Council for Science, Colombo (2011).
2. **MOSTA – Lithuanian Science and Studies Monitoring and Analysis Centre, Foresight course for the policy makers and practitioners of the Lithuanian Higher Education Foresight exercise**, Delivered presentations on the use of survey techniques in Foresight (2010).
3. **COMSTECH – Committee on Scientific and Technological Cooperation Foresight Course for Organisation of Islamic Countries**, Islamabad, Designed and delivered the training course online (2008-2010).
4. **BLED Executive Education Course on Foresight Methods and Approaches for Western Balkans**, 11th Bled Forum Preparatory Workshop on “Western Balkan Futures: Foresight 2020 Project”, Bled, Designed and delivered the training course. Sponsored by the United Nations Development Programme - UNDP (2009-2010).
5. **SEEP – Science Education European Platform, Foresight and Blended Learning Foresight Training Course**, Rome, Designed and delivered the training course (2009).
6. **ESF – European Science Foundation, Research Foresight Short Course**, Designed and delivered the training course (2008).
7. **DG-JRC, IPTS, Foresight Training for New Member States and Candidate Countries**, Designed and delivered the training course (2006).

## **Involvement in public policy advice / service in a professional capacity (e.g. service by invitation as an expert on advisory international, national, regional or local bodies**

1. **Foresight expert**, delivered a Foresight training course, “Foresight essentials” to the members of the Directorate-General Research and Innovation (DG-RTD) of the European Commission (2014).
2. **Advisor** for Mauritius National Research Foresight Exercise (2011-2012).
3. **International Advisory Board member** of the Higher School of Economics Foresight Centre, Moscow (2010-present).
4. **Scientific Committee Member** of the Romanian Quality and Leadership in Higher Education Foresight Programme (2008-present).
5. **Member of the Arbitration Committee** for FORwiki electronic Foresight platform (2010-present).

## **Examples of leadership in academic enterprise (new academic enterprise process designed, initiated and managed)**

1. Currently designing a Deck of Foresight methods cards for the use of Foresight practitioners in policy making bodies and corporations with the aim of promoting long term thinking with the use of Foresight tools and techniques. Each card will be sponsored by a company. The sponsorship income will be used to cover time and expenses for the production and distribution of cards.

### **Examples of raising capital in support of new business projects**

1. Worked with University of Manchester Innovation Centre (UNIC) for the commercialisation of Energy research and innovation in the University of Manchester.
2. Drafted a business plan for the UNIDO Regional Virtual Centre to support new business initiatives in Central and Eastern Europe and Newly Independent States as part of UNIDO's Technology Foresight Programme (2006).

## **F. SERVICE & LEADERSHIP**

### **General responsibility for an area of Discipline, School or Faculty academic activity**

1. Works as an editor of one of the most well-known journals of the field, *Foresight: The journal of futures studies, strategic thinking and policy*. Edited journal issues with high quality papers from the well-known scholars of the Foresight, as well as encouraged existing and emerging researchers to improve their publications through good quality feedback in peer-reviewing processes. This gave the readers of the journal excellent opportunities to stay up-to-date with the most recent topical and methodological developments in the field.
2. Develops Foresight approaches and methods, which have been used extensively by policy-makers across the world for various purposes including planning the future of Higher Education in Romania in collaboration with Executive Agency for Higher Education and Research Funding of Romania; and contributing to the establishment of first Technology Platforms in Russian Federation.
3. Compiled reading lists for the "Emerald Reference" project on Sustainable Technology Management, Global Warming and Risk Management topics. The list aims to help academics in Science, Technology and Innovation Management field with the teaching element of their role by (i) providing a workflow aid which will enable them to save time when preparing lectures; and (ii) providing additional teaching/learning resources.

### **Service as an official at Discipline, School, Faculty or University level, and service on Discipline, School, Faculty or University Committees**

1. **Organisation Committee Member** of the Herbert Simon Conference, Manchester Business School (2009).
2. **Rapporteur** of the Departmental Board meetings, Department of Architecture, Istanbul Technical University (2007).
3. **Member of the Committee** for the lateral transfer of undergraduate students, Istanbul Technical University (2007).
4. **Member of an Examination Committee** for the selection of M.Sc. Students for the Construction and Project Management Programme, Institute of Science and Technology, Istanbul Technical University (2006-2007).
5. **Head of the Faculty Web Commission**, Architecture Faculty, Istanbul Technical University (2007).

### **Service on external bodies as a University representative, and on local, national or international committees of learned and professional societies in a personal capacity**

1. Member of the International Advisory Board of the Foresight Centre, Institute for Statistical Studies and Economics of Knowledge, National Research University, Higher School of Economics.
2. The Millennium Project: Global Futures Studies and Research, UK and Turkish nodes member.
3. UK Foresight, Futures Analysts' Network (FAN) Club member.

**Service as an external examiner or as a referee (e.g. for a book publisher or for a research proposal)**

1. **Evaluator** of research proposals on innovation, National Centre of Science and Technology Evaluation, Ministry of Education and Science, Kazakhstan (2011).
2. **Evaluator** for the FP7 project proposals in response to “ENV.2010.4.3.3-1: Foresight to enhance behavioural and societal changes enabling the transition towards sustainable paths in Europe” call (2010).

**G. OTHER SKILLS & ACTIVITIES**

<b>Language Skills:</b>	Turkish (Mother tongue), English (Full competence), Russian (Intermediate).
<b>Computer Skills:</b>	Microsoft Office Applications; The Vantage Point for Scientometrics; SPSS for statistical analysis; iTHINK for system dynamics and simulation; PAJEK for Social Network Analysis; Text Analyst for text analysis; Front Page and Dream Viewer for web site design.
<b>Sports Skills:</b>	Running (Completed 2009 Istanbul Eurasia Marathon in 04:19:08), Cycling and Swimming.
<b>Citizenships:</b>	Citizens of the United Kingdom, and Turkish Republic.