

Institutional provision of economic diplomacy in selected countries¹

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Abstract

In the context of globalization and the high degree of openness of most countries' economies, their prosperity is particularly dependent on their ability to advance their economic interests in the world. Economic diplomacy is adapted to this, dealing with the issues of the activities of state representatives at the bilateral level as well as at the multilateral level. The aim of this paper is to compare the management models of economic diplomacy and to describe the roles, functions and responsibilities of individual actors who are responsible for its performance. We focused on the description of the institutional provision of three models in selected countries, on the example of the Slovak Republic, Canada, the Czech Republic, Uzbekistan, Austria and the United Kingdom. The synthesis of the acquired knowledge and their comparison will evaluate the positive and negative aspects of the three models of economic diplomacy in the world.

Key words

economic diplomacy, foreign trade, management models

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Introduction

For democratic countries in the current 21st century, military force is no longer a relevant means of achieving their foreign policy goals. However, reducing the risk of using force to advance one's own geopolitical and trade interests does not mean that states stop competing with each other, quite the contrary. In conditions of interdependence and globalized markets, their competition is being transferred more to the economic sphere, and the original military adversaries are becoming more and more economic competitors. Given this, economic diplomacy can be considered one of the key components of the state's foreign policy. Constant changes in the global economic environment of international relations have resulted in a significant economization of international relations, which in turn has the effect on changing the priorities of individual countries' foreign policies. These are moving from the topics of classic diplomacy mainly to the areas of economic diplomacy. There are many reasons to pay attention to the process of international economic decision-making i.e., economic diplomacy. As J. Odell

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emphasized in his book *Negotiating the World Economy* (Odell 2000): "Where power relations are balanced, decision-making and negotiation can determine outcomes." The review of economic decision-making also sheds light on how governments are working to make their policies and economic diplomacy more effective. Economic, commercial or even trade diplomacy does not have a generally accepted uniform and exact definition; even in the long run, the economic aspect of diplomacy itself has not been discussed or given importance. However, the globalization of the world economy has severely affected all areas of economic and social life, and its effects have also had a significant impact on the development and functioning of international relations and foreign trade. It influenced the foreign policy of the states and thus also its executive component i.e., diplomacy itself.

The most significant recent publications on diplomacy (Barston, 2006) and (Berridge, 2015) mention economic diplomacy, although its definition and interpretation vary slightly. On the other hand, there are publications by specialists in trade diplomacy (Bayne-Woolcock, 2004) or (Naray, 2011) and (Ruël, 2012), whose works are supplemented at a high professional level by Slovak and Czech authors such as (Tóth, 2006) and (Štouračová, 2012).

In general, economic diplomacy can be considered as a part of diplomacy as a means to fulfil the aims and objectives of the economic dimension of foreign policy. It is also a tool for implementing the intentions of the foreign dimension of the state's internal economic policy, namely pro-export policy, policy associated with the inflow of foreign investment, investment support programs abroad and, last but not least, support programs for export activities of small and medium-sized companies. According to the OECD, economic diplomacy can be defined as a framework of support and services provided by the state to domestic entities in order to successfully establish itself on the foreign market. (OECD, 2017). In the 21st century, economic diplomacy is being confronted with new challenges, to which states must adapt to its activities. Russian diplomacy expert D.A. Degterev points out that economic diplomacy is currently multi-criteria and multilevel, and suggests that "macroeconomic diplomacy is inextricably linked to microeconomic diplomacy in such a way that the former creates international opportunities and scope for the latter" (D.A. Degterev, 2007). Globalization is forcing economic diplomacy to go deep into domestic decision-making to capture its international implications. It makes economic diplomacy much more complex, brings more problems and more actors.

1 Methodology

The aim of this paper is to compare the models of economic diplomacy management and to describe the roles, functions and responsibilities of individual actors who are responsible for its performance. We focused on the description of the institutional provision of three models in selected countries, on the example of the Slovak Republic, Canada, the Czech Republic, Uzbekistan, Austria and the United Kingdom. To achieve our stated goal, selected research methods were used, namely the method of selection, analysis, induction, deduction and comparison. The paper used mainly secondary sources obtained from the publications of several domestic and foreign authors dealing with the issue of economic diplomacy, as well as information provided by recognized

international institutions. Due to the constant development of the world economy and international relations, in addition to the publications of leading economists, up-to-date Internet sources were used to examine the issue. As the scope of the researched issue is relatively extensive, the relevant information was first selected using the selection method to achieve the goal. In the first part, we described two examples of the functioning of a unified model of economic diplomacy management. The dual model in the second part and the third agency model in the third part. For each of these three models, we have given two examples of countries that apply the given model of economic diplomacy management. We have described in detail the responsible state administration bodies and other agencies that complete their institutional framework of economic diplomacy. The synthesis of these findings evaluates the positive and negative aspects of the compared models.

2 Results and Discussion

Each country, in pursuing its own international and economic interests in the process of development, has begun to apply the institutional model of economic diplomacy management that suits it best in terms of promoting its interests. In general, three specific and basic forms of organizational-competence model of economic diplomacy management are defined, namely:

– unified model

Within this model, all competencies associated with the provision and implementation of economic diplomacy at the government level are managed by one central state administration body, most often the Ministry of Foreign Affairs. Such model is applied in the Slovak Republic, but also in some Scandinavian countries e.g., in Denmark, Sweden, Finland, but also in Italy and Canada.

– dual model

Dual model is often referred to as the competitive model. The competencies of direct execution and management of economic diplomacy at the government level are divided into two state administration bodies, most often between the Ministry of Foreign Affairs and the Ministry of Foreign Trade, or the Ministry of Economy or the Ministry of Industry. Currently, this model is applied e.g., in Czech Republic, Hungary, or India and others.

– shared agency model - third agency model

In the model of a shared or third agency, the competencies of the Ministry of Foreign Affairs remain in the foreign economic agenda at the level of passive monitoring of the situation and, if necessary, foreign representations provide logistics and political support. The agency, most often established on the basis of a law or other decision of an initially authorized state body, covers not only trade diplomatic but also commercial activities through a network of its branches. The shared agency model is used e.g., in Austria, Germany, and Singapore.

2.1 Unified model of economic diplomacy management

Slovak Republic

The Slovak Republic is one of the examples of applying the unitary i.e., unified model of economic diplomacy management. For Slovak highly export oriented economy, good-quality economic diplomacy is extremely important. The organization of the economic diplomacy management has undergone many changes since the establishment of the Slovak Republic. Competencies between the key subjects of Slovak economic diplomacy, the Ministry of Foreign Affairs and the Ministry of Economy, have been repeatedly transferred. The first major change took place in 1997, when the integrated model replaced the dual model i.e., transferring of some competencies from the Ministry of Foreign Affairs to the Ministry of Economy. The Trade and Economic Departments (hereinafter OBEO) fell under the Ministry of Economy, but the political management belonged to the Ministry of Foreign Affairs. At that time, corporate delegates were also sent to OBEO as representatives of companies and delegates of the Foreign Trade Promotion Fund. Due to lack of funds, their activities were terminated. Competences passed to economic diplomats. Another important change occurred in 2011, when the integrated model of economic diplomacy management, which was applied in Slovakia in 1993-1997, was re-established. In the current model, the Ministry of Foreign and European Affairs of the Slovak Republic has a key position in the management of economic diplomats, while the Ministry of Economy of the Slovak Republic also participates in the performance of economic diplomacy, which sets professional criteria for selecting economic diplomats.

Due to the aforementioned transfer of competencies in the management of economic diplomacy in 2012, the most important actors concluded a memorandum of cooperation. This memorandum stipulates that economic diplomacy is part of the main political activity of the embassy, with the head of the mission being responsible for its performance. Professional and personnel management is in the hands of the Ministry of Foreign Affairs, based primarily on the concept of pro-export policy and the inflow of foreign direct investment managed by the Ministry of Economy.³ The priorities, focus and goals of the foreign trade policy of the Slovak Republic are contained in the document entitled Concept of External Economic Relations and Economic Diplomacy of the Slovak Republic. The latest concept, which should apply for the period 2021 - 2030 (hereinafter the "VEV and ED Concept"), is still in the process of preparation with the participation of all key central state administration bodies.

Diplomats representing the Slovak Republic to the WTO, who are financed and managed by the Ministry of Economy of the Slovak Republic, have a special position. Several analysts point to the aspect of covert dual management and consider it to be one of the main problems in the development of Slovak economic diplomacy. It is for this reason that there is a covert battle between the mentioned ministries. The institutional framework of economic diplomacy is a network of 89 foreign missions (of which 64 embassies, 7 missions to international organizations, 8 consulates general, 1 liaison office, 1 Slovak Economic and Cultural Office and 8 Slovak institutes), whose task is to implement the concept of VEV and ED abroad. The number of economic diplomats has

³ Memorandum of Cooperation between the Ministry of Economy of the Slovak Republic and the Ministry of Foreign Affairs of the Slovak Republic in fulfilling the tasks of economic diplomacy in the activities of the foreign service of the Slovak Republic.

been declining since 2011, which only confirms the critical condition of Slovak economic diplomacy. In 2021, the Slovak Republic is represented abroad by almost 40 economic diplomats, if we do not take into account the combined exercise of function with consular and political agenda. In comparison, the Czech Republic has up to 118 economic diplomats abroad, Hungary approximately 140, Denmark 105. Embassies, consulates general and a network of economic diplomats, together with honorary consuls, are also important players in the management system of Slovak economic diplomacy. Complementary actors are the Ministry of Transport and Construction of the Slovak Republic, which is also responsible for tourism promotion, the Ministry of Agriculture and Rural Development of the Slovak Republic, responsible for supporting exports in the agricultural sector and the Ministry of Finance, which is responsible for financial diplomacy. Departmental organizations such as the Slovak Investment and Trade Development Agency (SARIO) and the Slovak Business Agency (SBA), which focus on supporting small and medium-sized enterprises, also play an important role. The role of SARIO is to provide services to Slovak companies and entrepreneurs in order to find suitable markets for their products abroad, and at the same time to help potential foreign investors in Slovakia. Its mission is to accelerate the investment, export and innovative potential of Slovakia with the intention of increasing the country's attractiveness for foreign investors and potential business partners. As complementary actors we also include the Slovak Chamber of Commerce and Industry (SOPK) and EXIMBANKA SR, which are important financial institutions for export support. The inclusion of EXIMBANKA SR among the main actors of ED SR is based on the Strategy of External Economic Relations, which defines EXIMBANKA SR as one of the institutions whose central task is the implementation of the state's pro-export policy. EXIMBANKA SR is an export-credit institution and the only direct state instrument used to support exports. It enables Slovak exporters to enter into trade and investment relations, where the commercial financial sector shows less interest in taking the risk.

Despite the fact that the Slovak Republic is currently applying a unified model of economic diplomacy under the responsibility of the Ministry of Foreign Affairs of the Slovak Republic, there is still competition with the Ministry of Economy of the Slovak Republic. Several analysts point to the aspect of so-called hidden dual management and consider it one of the main problems in the development of Slovak economic diplomacy. Another problem is the undersizing of the number of economic diplomats and the cumulation of their functions with the political or consular agenda. As foreign trade is crucial for the Slovak Republic and its economy, this situation is alarming, all the more so if the activities of economic diplomacy can bring real results and support to domestic companies, which is subsequently reflected in the revenue component of the state. The territorial focus of economic diplomacy is based on export, investment, research and innovation priorities and goals, and last but not least, it must reflect the real possibilities of economic diplomacy to influence the export efforts of Slovak companies.

Canada

As in the case of the Slovak Republic, the Canadian model of economic diplomacy management is unified i.e., an integrated model is applied. The Department of Foreign Affairs, Trade and Development (DFATD) has played a key role, having undergone several structural changes since its inception. It is currently a strong pillar of the Global Affairs Canada (GAC).

As the so-called integrated ministry manages Canadian diplomatic relations, provides consular services to the citizen, promotes the country's international trade, and coordinates international development and humanitarian assistance. It is also responsible for maintaining Canadian government offices abroad with diplomatic and consular status on behalf of all government departments. The GAC includes four ministries, the Ministry of Foreign Affairs, the Ministry of International Trade Diversification, the Ministry of International Development and the Ministry of Tourism, Official Languages and Francophonie. The department has undergone many changes and reorganizations since its foundation in 1909. Originally established as the Ministry of Foreign Affairs, the department was also known as Foreign Affairs, Trade and Development Canada and Foreign Affairs and International Trade Canada. The department's name was subsequently changed in 1993 to the Department of Foreign Affairs and International Trade (DFAIT) formalized by a law of parliament in 1995, about 60 years after Canada gained control of its foreign policy (1931). In December 2003, two separate departments were established, named Foreign Affairs Canada (FAC) and International Trade Canada (ITCan). In early 2006, under Prime Minister Stephen Harper's new government, Foreign Affairs Canada and International Trade Canada were reunited to re-create a single department - Foreign Affairs and International Trade Canada. In 2013, the Act on the implementation of certain provisions of the budget submitted to Parliament proposing other measures was included in the comprehensive draft law on the budget of the Conservative Government. This specifically concerned a section that formed the Canadian International Development Agency by merging it into a department, creating the Department of Foreign Affairs, Trade and Development (DFATD). On November 4, 2015, the new Liberal government of Prime Minister Justin Trudeau changed the name of the ministry again. While the legal name of the department remains the Department of Foreign Affairs, Trade and Development, its public designation under the Federal Program is Global Affairs Canada. (Government of Canada, 2021).

The Department of Foreign Affairs and International Trade continues its agenda under the name of the Department of Foreign Affairs, Trade and Development. Canada's foreign affairs and international trade mandate is to manage Canada's diplomatic and consular relations and to promote the country's international trade. Under Global Affairs Canada, there are several bodies that facilitate Canada's international trade system, including: Trade Controls Bureau, Export Development Canada, Canadian Commercial Corporation, Trade Commissioner Service.

The Trade Controls Bureau is responsible for administering the Export and Import Permits Act. While the economic benefits of free trade are one of Canada's biggest assets, the role of the Trade Controls Bureau is primarily to: regulate trade in military and strategic goods inside and out and prevent the proliferation of weapons of mass destruction, as well as obligations under the bilateral agreement and protection of the vulnerable Canadian industries.

Export Development Canada is a Canadian export credit agency and state-owned enterprise wholly owned by the Canadian government. Its mandate is to promote and develop trade between Canada and other countries and to help Canada compete in the international market. EDC's products and services include trade credit insurance, export financing for Canadian companies and their foreign customers, international market expertise, and information on opportunities in international markets.

The Canadian Commercial Corporation is a Canadian federal crown company tasked with facilitating international trade on behalf of Canadian industry, particularly with foreign governments. The CCC supports the growth of international trade by helping Canadian exporters gain access to foreign government procurement markets. Through a contractual approach between governments and governments, the CCC qualifies Canadian exporters to win international contracts with governments abroad while significantly reducing the risks associated with foreign procurement.

The Trade Commissioner Service (TCS) is part of Global Affairs Canada and has a network of more than 1,000 trade professionals working at Canadian embassies, senior positions and consulates in 161 cities around the world and with offices across Canada. Other organizations that assist Canada's international trade and foreign investment include, for example: the Canada Border Services Agency, Invest in Canada (formerly the Foreign Investment Review Agency), and the Canadian International Tribunal; which is an independent more or less judicial body. Since 2006, economic diplomacy has been a key priority for the Canadian government for economic growth, which underpins everything from domestic immigration and job creation policies to the expansion of duty-free ports and an ambitious trade agenda. The government's Global Markets Action Plan, launched in late 2013, aims to ensure that all diplomatic assets support Canadian business. In this regard, the Canadian government has a very strong representation of institutions and agencies for the successful regulation of international trade in economic diplomacy activities.

2.2 Dual model of economic diplomacy management

Czech Republic

According to the organization of its management system and the implementation of the economic diplomacy, the Czech Republic belongs to the second mentioned group – the dual model. Two key ministries have a decisive and priority role in fulfilling the Czech Republic's economic diplomacy: the Ministry of Foreign Affairs of the Czech Republic and the Ministry of Industry and Trade of the Czech Republic. The definition of their competence in the performance of tasks is regulated by the so-called Competence Act⁴ and the rules of mutual cooperation are regulated by two agreements⁵ between the

⁴ Act no. 2/1969 Collection of Laws of the Czech Republic, on the establishment of ministries and other central state administrative bodies, as amended.

⁵ Agreement on cooperation between the Ministry of Foreign Affairs and the Ministry of Industry and Trade in matters related to foreign trade policy, foreign trade and export promotion in the Czech Republic's foreign service, signed at ministerial level in 1998 and amended in 2000. Agreement between the Ministry of Foreign Affairs and the Ministry of Industry and Trade on the coordination of the activities of subordinate contributory organizations whose actions affect foreign economic activity, signed at ministerial level in 1999.

mentioned ministries, which also include the coordination of the activities of their subordinate contributory organizations engaged in foreign economic activities.

The Ministry of Foreign Affairs of the Czech Republic is the central state administrative body for foreign policy, within which it creates the concept and coordinates external economic relations. Embassies are the main implementation site of all segments of the Ministry's foreign policy. Their key tasks include increased attention to the economic dimension of bilateral relations and the practical implementation of economic diplomacy through the work of economic diplomats.

The Ministry of Industry and Trade of the Czech Republic is the central state administrative body for trade policy in the context of the European Union's single market and pro-export policy. The position of the Ministry of Industry and Trade of the Czech Republic is important in terms of the application of economic diplomacy. It systematically manages economic diplomacy within the framework of the government's pro-export policy measures, and ultimately bears full responsibility for its implementation. The definition of their competence in the performance of tasks regulates both the so-called Competence Act and the rules of mutual cooperation, regulated by two agreements between the mentioned ministries, which also include the coordination of the activities of their subordinate contributory organizations engaged in foreign economic activities. State agencies play an important role in the process of implementing economic diplomacy, not only through their foreign offices, but also thanks to the rich offer of services in the Czech Republic. It is important to mention CzechTrade first. It is a pro-export agency of the Ministry of Industry and Trade of the Czech Republic. It is an important element of the current model of economic diplomacy in the Czech Republic. An important fact is that the agency's operating model creates space for a functional bond between the workplaces of the economic diplomatic service abroad (embassies and their commercial and economic sections) on the one hand and the Czech business and export public on the other. Another is CzechInvest, a state-subsidized organization for business and investment support, and it is subordinated to the Ministry of Industry and Trade of the Czech Republic. CzechInvest strives to ensure that the Czech Republic is perceived abroad as a suitable location for foreign investments. Unlike the CzechTrade agency, the CzechInvest agency is governed directly by law. The contributory organization of the Ministry of Foreign Affairs of the Czech Republic is the Administration of Czech Centers. Its activities are concentrated into four main areas: public diplomacy - culture, education, science, research and innovation, the promotion of external economic relations and tourism and the protection of human rights, the transition to democracy. Currently, there are a total of 26 branches abroad on 3 continents - in addition to the Czech Centers, they also manage the Czech House in Moscow, Jerusalem and Bratislava. Among the financial structures supporting exports in the Czech Republic, it is important to mention the Export Guarantee and Insurance Company (EGAP) in this context. It is a credit insurance company focused on market-insurable political and commercial risks associated with financing the export of goods, services and investments from the Czech Republic. And the Czech Export Bank (CEB), whose mission is to provide financial services related to exports, to support Czech exports regardless of the size of the contract, to build awareness of the Czech Republic in the world, and thus strengthen its competitiveness.

The so-called trade and economic sections (OEU) are established at individual embassies, which represent specialized bodies for foreign trade relations. The institutional framework of economic diplomacy is represented by a network of 109 embassies with a

wide representation of economic diplomats in the number of 118 economic diplomats, 6 agricultural, 3 economic diplomats for scientific and technical cooperation, 1 diplomat for defense cooperation and 59 foreign offices, respectively, representations of integrated agencies CzechTrade and CzechInvest. The number of Czech economic diplomats is thus significantly higher than in the Slovak Republic.

Uzbekistan

To compare the individual models, we have chosen Uzbekistan as another country that also belongs to the dual model through the implementation of the economic diplomacy. The basic institutions governing Uzbekistan's economic diplomacy are the Ministry of Foreign Affairs of the Republic of Uzbekistan and the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan and its subordinate agencies. These include: The Investment Project Development Center, the Export Promotion Agency and the Investment Promotion Agency under the Ministry of Investment and Foreign Trade of the Republic of Uzbekistan. Uzbekistan pursues an open, mutually beneficial and constructive foreign policy based on the country's national interests. Uzbekistan's current foreign policy is taking into account the dynamic changes in the world and the region, as well as the country's extensive reforms.

The Ministry of Foreign Affairs of the Republic of Uzbekistan is part of the system of the Cabinet of Ministers of the Republic of Uzbekistan, which implements the foreign policy of the Republic of Uzbekistan in accordance with the principles established by the Constitution of the Republic of Uzbekistan and international legal norms. The Ministry operates under the direct supervision of the President of the Republic of Uzbekistan. The basic role of the Ministry is to promote the principles of state sovereignty and the actual implementation of the foreign policy of the Republic of Uzbekistan, the protection of state interests and the rights of the citizens of Uzbekistan in relations with foreign countries and international and regional organizations. On the basis of the above-mentioned agenda, the Ministry further develops proposals in matters of foreign policy strategy, protection and promotion of foreign policy interests as well as general issues of Uzbekistan's international activities; coordinates the work of ministries, institutions in the development of international relations with foreign partners and assists in the development of foreign economic relations, establishing and expanding contacts with international financial, economic and other organizations and others.

The Ministry is the relevant state body responsible for the implementation of a unified state investment policy, management of foreign investments, especially direct investments, cooperation with international financial institutions and international financial organizations, as well as the formation and management of a unified state policy in foreign trade and international economic cooperation. The Ministry of Investment and Foreign Trade of the Republic of Uzbekistan performs mainly these main strategic tasks and functions, such as implementing a unified state investment policy, ensuring development management and the effective implementation of state development programs and investment programs, including sectoral and regional investment programs; management of initiatives to attract foreign investment, implementation of effective interaction with international economic and financial institutions, foreign government financial organizations at bilateral and multilateral level or management of activities of public authorities and organizations, permanent representatives of the Republic of Uzbekistan

in international and foreign financial and economic institutions, as well as in cooperation with the Ministry of Foreign Affairs representatives of foreign economic activity in foreign institutions of the Republic of Uzbekistan.

Uzbekistan is open to dialogue and seeks to expand cooperation with all partners in the name of peace, progress and prosperity, based on the following basic principles: sovereign equality of states, non-use of force or threat, inviolability of borders, interference in the internal affairs of other states; fulfillment of international obligations in good faith, respect for and protection of human rights and other generally recognized principles and standards of international law.

2.3 Third agency model

Austria

Austria, like the Slovak Republic, is one of the small pro-export countries, where exports of goods and services account for about 50% of GDP. The management of economic diplomacy in Austria is built on a decentralized basis. The competences of the state in the field of economic diplomacy are largely transferred primarily to government agencies or other non-governmental entities. In the case of Austria's economic diplomacy system, chambers of commerce play an important role. As in the United Kingdom, Austria applies a third agency model that is specific.

The main body responsible for carrying out Austria's economic diplomacy at government level is the Federal Ministry of Economics, the Family and Youth. The government is fully aware of the important role of exports in the Austrian economy, which is why in 2004 it presented a joint initiative of the Federal Ministry of Economics and the Austrian Chamber of Commerce - Go international. It is a strategy designed to support Austria's internationalization. The internationalization offensive supports Austrian exporters and investors, even under difficult conditions of international competition. It does not limit itself to securing existing markets or entirely new markets, but seeks to build on the strengths and weaknesses of the Austrian foreign sector in order to create a sustainable basis for dynamic and globally oriented foreign trade.

The post of Special Representative for Strategic Foreign Trade has been created, who has his own working apparatus at his disposal within the Federal Ministry of Economy. The tasks assigned to this unit include "opening the door" to new markets and deepening emerging contacts, defending and promoting the interests of the Austrian business sector. One of the main tasks of the Special Representative is the concept and creation of the aforementioned "Go international" strategy. The program is organized according to the three basic areas of the country's involvement in international economic relations, namely: export of goods, services and foreign direct investment by foreign entities in Austria and domestic entrepreneurs abroad. The program also includes a system of state co-financing of export and investment projects. The interests of the business community at the national and international level are represented by the Austrian Chamber of Commerce (Wirtschaftskammer Österreich, WKÖ). Within the system of economic diplomacy, this organization functions as a national organization for 9 regional chambers (in each of the federal regions of Austria) and 110 trade associations for various industries. Membership in the chamber is mandatory. Its members are all active

Austrian companies. Although WKÖ is established as a public body, its activities are managed on a commercial basis. An important activity of the WKÖ is the support of the foreign economy. This is provided by the specialized department of the Außenwirtschaft Österreich (AWÖ). AWÖ has created an international network of economic centers around the world and a network of specialized experts in all regional chambers. The WKÖ/AWÖ foreign centers act as trade and economic departments of embassies and consulates, giving them the character of diplomatic and economic bodies.

The so-called third economic diplomacy agency in Austria is the WKÖ/AWÖ, which defines the objectives and is also responsible for their implementation. WKÖ/AWÖ's foreign offices serve as economic departments of embassies and consulates and comprehensively cover Austria's economic diplomacy. In the case of Austria, the Ministry of Economy (BMWFJ) and the Ministry of Foreign Affairs (BMeiA) do not actively participate in economic diplomacy, but provide logistics and political support, namely BMeiA through links to the embassy network. The Austrian Economic Service, the Austrian Development Agency and the Austrian Control Bank also play an important role in the institutional system for managing economic diplomacy in Austria.

The Austrian Economic Service (AWS) is a development bank that helps Austrian entrepreneurs, especially small and medium-sized enterprises. AWS supports companies with its advantageous ERP loans, grants and company guarantees in financing their projects. AWS also provides consulting, know-how or service support and can offer support services from the start of business to international projects.

The Austrian Development Agency (ADA) is the Austrian development cooperation agency and is responsible for the implementation of bilateral programs and projects in partner countries with an estimated budget. The main department of ADA is the department of international programs and projects. Experts at home and abroad are in direct contact with partner countries and ensure a consistent and effective course of Austrian development cooperation.

The Austrian Control Bank (OeKB) is the central body providing financial and information services for foreign trade and the capital market. It provides services for export and foreign investment, such as risk insurance and refinancing of exports and foreign investment. OeKB is owned by several Austrian commercial banks and, as a result, carries out export promotion activities under a mandate agreement on behalf of the state. Both exporters and foreign investors, and thus the Republic of Austria, benefit from its services. It seeks to mitigate risks for exporters and foreign investors, which is why the Austrian Credit Agency ECA has been set up to minimize political and commercial risks for exports.

The model applied in Austria is very specific and unique in Europe. Export support in Austria is much more concerned with the private sector than state institutions.

United Kingdom

A well-developed model of economic diplomacy management with clearly defined competencies and responsibilities is the model of the United Kingdom, which we classify in the third mentioned group, but it also has several elements from the previous dual model.

Export and investment support in the United Kingdom is provided by the organization UK Trade & Investment (UKTI), which reports to two parent ministries, the Foreign and Commonwealth Office (FCO) and the Department for Business, Innovation & Skills (BIS). It is interesting that the staff of UKTI consists only of current employees of the two departments. It is a government professional agency that manages the business and economic divisions of the British embassies. The agency's domestic operations are also covered by the activities of 320 international trade advisers, who provide direct support mainly to small and medium-sized enterprises in 9 English regions. UKTI's main responsibilities include two main sections, namely promotion of export and foreign direct investment inflows. The individual services provided by the agency include product promotion, support in entering foreign markets, support for development in the given market and expansion to other markets in the region. The UKTI section informs headquarters in London regarding the services provided, significant assistance and business opportunities. The results of success in a given country are monitored mainly depending on the criterion of the so-called Business wins. Following the acquisition of a contract with significant UKTI assistance, the client (i.e., the company that actually obtained the brokered contract) is asked to quantify the value it has obtained through cooperation with UKTI. The figures are added up for the UKTI section in each country and the result is compared annually with the commitment made by the section and accepted by the UKTI headquarters. It is a really well-established support mechanism in order to be as effective as possible.

UKTI's activities focus exclusively on energy, infrastructure, retail, financial services and the natural sciences. This professional agency does not operate outside these areas. Other segments are covered by the British Chamber of Commerce, which operates in these countries. The Foreign and Commonwealth Office (FCO) cooperates with the UKTI in the field of economic diplomacy, but presents itself abroad as autonomous. UKTI sections operate in 102 UK embassies with a number of economic representatives.

An important part of the UK's and Northern Ireland's economic diplomacy apparatus and export promotion partner is the Export Credit Guarantee Department (ECGD), an export guarantee and credit agency that provides typical financial services to British exporters and investors. Another important element of the British concept of economic diplomacy is the Department of International Development (DFID). Due to its status as a government agency and establishment, it is the most important element of state development aid, which is part of the concept of economic diplomacy in the United Kingdom, operating in 150 countries around the world.

Conclusion

Each of these three models of institutional provision of economic diplomacy management is unique. The nature and concept of the model is based on the size and nature of the economies of these countries. Each of the models relies on a permanent dialogue with the business community, which is an important aspect and basis for the success of the implementation of economic diplomacy abroad. Based on the observed, we can conclude that the key institution in all observed models is the Ministry of Foreign Affairs. This ministry delegates powers and competencies between other important ministries,

and other governmental and third agencies to support the country's exports, investments, development cooperation and promotion.

In the conditions of the Slovak Republic, return to the integrated model in practice eliminated significant problems that in the conditions of the dual model negatively affected the effectiveness of economic and diplomatic activities of commercial attachés who are directly subordinate to the head of the foreign mission and as a result their scope for autonomous operation vanished. The administrative burden associated with keeping separate accounts has also been removed. We still cannot talk about a perfectly set up model. The problem is the insufficient budget for economic diplomacy and the still low level of expertise of diplomats. Their choice is influenced by political pressure, and their professional readiness to hold the post fade into the background. In practice, we often encounter examples where their function cumulates with the consular or political function. The integrated model seems to be a suitable solution, but this system should be reworked and there should be a clear awareness of the key role of economic diplomacy for the highly open pro-export-oriented economy of the Slovak Republic. Canada also applies a unified model, but its model is far better developed with clear institutional competencies. The basic institution that governs economic diplomacy in Canada is the government institution Global Affairs Canada. The main department of the institution for economic affairs is the Department of Foreign Affairs, Trade and Development. In this regard, the Canadian government has a very strong representation of institutions and agencies for the successful regulation of international trade in economic diplomacy activities.

An important finding is the fact that there is no room for institutionally unclear competence tasks of individual actors of economic diplomacy of a given country abroad in any of the models. And this is the most common problem we have seen. Especially in the currently set conditions of the system in the Czech Republic. We are talking about the so-called dual tracks of Czech economic diplomacy. Despite the existence of the so-called competence act and subsequent agreements between the ministries, there are problems with the institutional provisions. There is a double subordination of economic diplomats who are employees of the Ministry of Foreign Affairs, but professional and methodological management is provided by the Ministry of Industry and Trade. The problem is the asymmetry in the assignment and evaluation of tasks, as well as the disagreement of opinions in defining trade and economic priorities in the activities of embassies, where there are often differing views between the ambassador and the head of commercial and economic sections.

The last model shared, the third agency model, has clearly set competencies, such as rights and obligations for individual actors in the institutional provision of economic diplomacy. Ultimately, a strong government agency provides the necessary processes to support exports and the inflow of foreign investment. In order for this model to work flawlessly, it is necessary to ensure the primary precondition for its functioning, namely the high performance of the government administration, which the aforementioned United Kingdom meets with the given model. This is also the case in Austria. However, the model applied in Austria is very specific and unique in Europe. Export support is much more concerned with the private sector than state institutions. The main pillar is the Go International Initiative, which creates a strong motivation for exports.

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