SCINNOPOLI :

Methodology

Results & Policy Recommendations

What's in it for YOU?

Highlights of RAP's

SCINNOPOLI Final Conference

8th November 2011

Györ

Annie Renders – Eric Sleeckx – Hans-Christian Jäger
& SCINNOPOLI Partners

SCINNOPOLI : the project

Capitalisation Project

financed by INTERREG IVC as Fast Track Project

SCINNOPOLI's overall objective :

continuously improve the effectiveness
and efficiency of the regional innovation policy
through an effective impact scan system.

SCINNOPOLI
SCANNING INNOVATION POLICY IMPACT

The regions & consortium

Amt der Niederösterreichischen Landesregierung / Lower Austria (AT)
www.noel.gv.at

IWT, agency for Innovation / Flanders (BE)
www.iwt.be

WTSH, Wirtschaftsförderung und Technologietransfer / Schleswig-Holstein (DE)
www.wtsh.de

WTRDA, Nyugat-dunántúli Regionális Fejlesztési Ügynökség Köshasznú
Nonprofit Kft / West Transdanubia (HU)
www.westpa.hu

 BDI, Bretagne Development Innovation/ Brittany (FR)
 www.bdi.fr

ARTI, Agenzia Regionale per la Tecnologia e l´Innovazione / Puglia (IT)
www.arti.puglia.it

MT, Méditerranée Technologies / PACA (FR)
www.mediterranee-technologies.com

Gobierno de Navarra (ES)
www.navarra.es

Fundacja Uniwersytetu im. A. Mickiewicza w Poznaniu / Wielkopolska (PL)
www.ppnt.poznan.pl

FAST TRACK NETWORK

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

Background & Methodology

IASMINE

IMPACTSCAN

Balanced Score Card of Third Technology Plan

The Barometer, Innovation INDEX, RIS SCOREBOARD

Training Sessions on Good Practices

Study Visits & Staff Exchanges

Transfer Workshops

- Evaluate the current monitor system in the host region
- Suggestions for improvement & contribution to RAP
- Review of current status of Regional Action Plans

Balanced Scorecard Economic Strategy, Large Scale Questionnaire, In Process Monitoring, Internal & External Ex-post Evaluation

Shared Indicator Set, Face to face interviews

Innovation Audit, Web based activity reporting, Additionality Studies

CRM-System, Strategic Controlling

Time to show some
RESULTS

Partner / Good Practices	Lower Austria	IWT Flanders	WTSH Schleswig-Holstein	WTRDA	Bretagne Innovation	ARTI Puglia	MT PACA	Navarra	PSTP Wielkopolska
ARISE	GP uploaded						GP uploaded		
EURO-COOP				GP uploaded					
IASMINE		E				GP uploaded	E	see ARTI	
IMPACTSCAN	GP uploaded	GP uploaded			IMPS; GP uploaded	SE 03.12.10 M	E		E
BSC (part of I-AM LA)	GP uploaded	SE 31.01 /01.02.11 M	E		SE 21.01. M	SE 01.12.10 M	SE 05.04.11 M		E
RIS NÖ large scale questionnaire (part of I-AM LA)	GP uploaded	E				E			
in process monitoring and ex post evaluation (part of I-AM LA)	GP uploaded	E			SE 21.01. M	SE 03.12.10 M			
external evaluation (innovation assistant) (part of I-AM LA)	GP uploaded								
Additionality studies (part of FL Monitor)	E	GP uploaded			E				
Effect measurement approach for Cooperative innovation networks (part of FL monitor)	SE 31.01/01.02.11 M	GP uploaded			SE 20.01.11 M	E			
Web based Activity reporting tool ('Rap') (part of FL monitor)	SE 31.01/01.02.11 M	GP uploaded	SE 07.02.11 M		SE 20.01.11 M		SE 07.04.11 M		
Innovation Audit (part of FL monitor)		GP uploaded			E				
Strategic Controlling SH			GP uploaded	E	E		SE 08.02.11		
CRM SH			GP uploaded		E		SE 08.02.11	SE 07.04.11 M	
SIS - Shared Indicator Set BI					GP uploaded	E			E
ORION PACA	SE 06.04.11 M	SE 7.02 - 8.02.11 M		SE 09.04.	SE 18.01.11 M	E	Kiel ppt	SE 06.04.11 M	SE 06.04.11
BSC Third Technology Plan Navarra	SE 26.09.11			SE 21.& 22.03. M	E			GP uploaded	E

5

Transfer tools …. a real FAST Track

- 20 Good Practices offered, and well documented – standard description,

- 21 Training Sessions on the provided Good Practices ,

- 12 Study Visits in the Scinnopoli partner regions,

- Help Desks, one for every GP, to provide information and advice for GP transfer,

- 9 Transfer Workshops on improvement of regional innovation policy monitoring following the Scinnopoli approach,

- Review Sessions on content and progress of the partners' Regional Action Plans

- 24 Staff exchanges organised, every exchange with at least 2 partners

- 12 Scinnopoli Policy Recommendations

- Disseminations activities (folder, press releases, publications, web site, ...)

- 12 twinning regions : transfer of results beyond the project consortium

- Final conference

- This was only possible due to an intensive project follow up

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

Regional action plans, with focus on ACTION, and prepared for SUCCESS!

- Embedding the regional action plan into the regional mainstream context
- Description of the regional system for scanning innovation policy
- SWOT of the monitoring system
- Definition of relevant area's for monitoring
- Selected Good Practices
- Concept for implementation
- Transfer and implementation team
- Political support
- Territorial involvement
- Implementation schedule
- Budget and resources
- Expected Impact

Without goals, and plans to reach them, you are like a ship that has set sail with no destination.
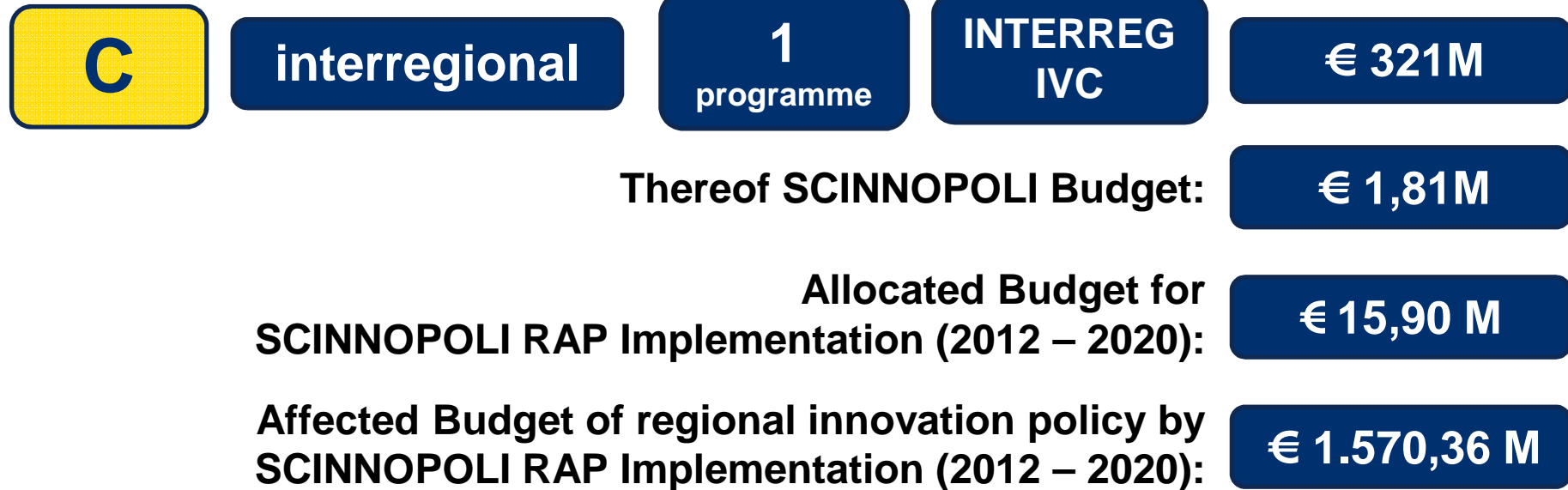
POLICY RECOMMENDATIONS

1. SMART
2. INFLUENCE
3. FEEDBACK-LOOPS
4. PROCESS ORIENTATION
5. CONSENSUS
6. COMMUNICATION
7. POLICY TOOL
8. EMBED
9. WIN-WIN
10. RESOURCES
11. LONG TERM
12. COHERENCE

The Leverage Effect of SCINNOPOLI

| C | interregional | 1 programme | INTERREG IVC | € 321M |

Thereof SCINNOPOLI Budget: **€ 1,81M**

Allocated Budget for SCINNOPOLI RAP Implementation (2012 – 2020): **€ 15,90 M**

Affected Budget of regional innovation policy by SCINNOPOLI RAP Implementation (2012 – 2020): **€ 1.570,36 M**

SCINNOPOLI has a leverage factor* of 939!

* Leverage factor for affected budget in relation to SCINNOPOLI budget

What's in it for YOU?

- 20 Good Practice descriptions (CHECK POSTERS for examples!)

- Contact information → Fastest way to get detailed information

- A set of Policy recommendations to setup your own monitoring system

- A tool to guide you through the GPs (demo!)

- www.scinnopoli.eu

DEMO of the Tool
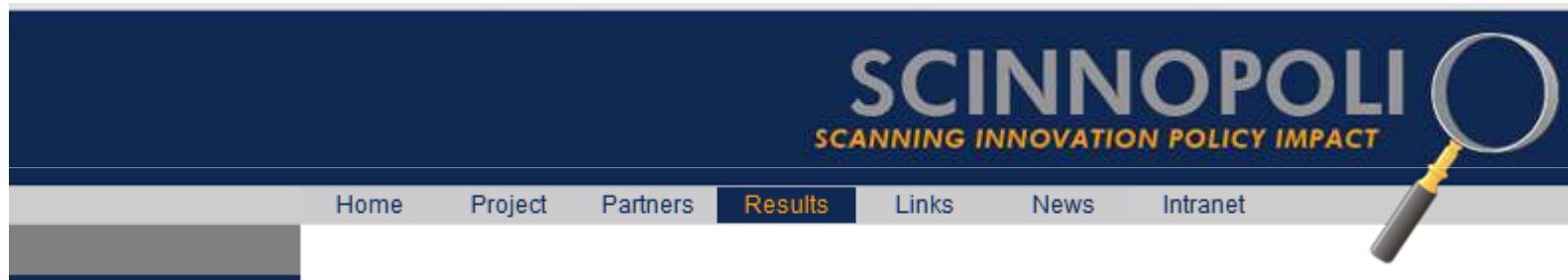
Highlights of

RAP

Individual Partners
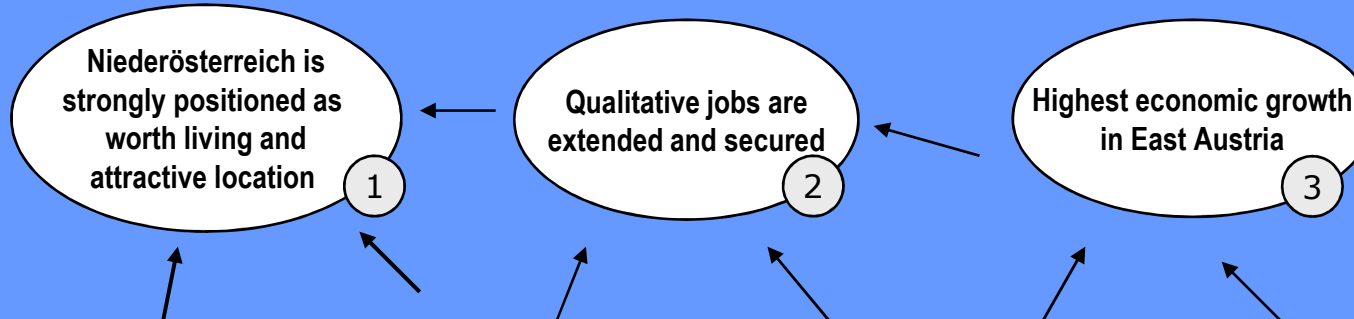
Flanders: Action Lines of the RAP & Budget

- RAP strongly linked with the implementation of the Governance Contract of IWT (2010-2014)

- Import of Good Practices :
  - Balanced Score Card tool– Lower Austria
    - facilitates the structuring of all innovation support schemes into an integrated framework, helps to identify areas for improvement
  - Monitoring system – ORION PACA
    - positioning of monitoring as crucial to evaluate and improve innovation support modalities

- Lessons learnt
  - most difficult part is to get consensus on priorities
  - monitoring by itself may not influence the results of projects/programmes – applicants might mis-interpret the reason why numbers need to be provided

- Estimated Implementation Budget for 2013 till 2020:   approx. 5,7 m.€

- Affected Budget of economic/innovation policy: approx. 970 m.€

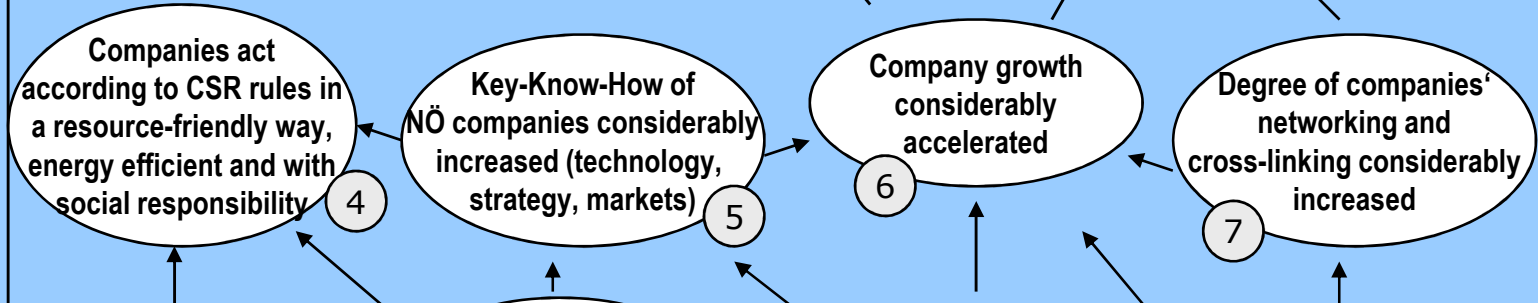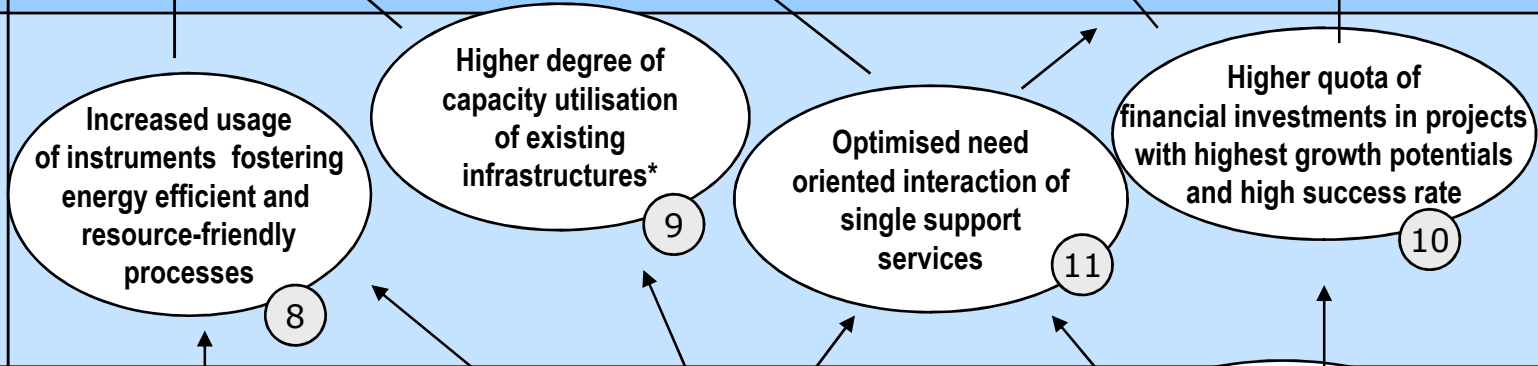- Leverage Effect with a multiplier   higher than 170!

Annie Renders, Eric Sleeckx: Highlights of RAP Flanders

BSC Levels - the Core of the RAP

SCINNOPOLI
SCANNING INNOVATION POLICY IMPACT

Which economic targets do we want to achieve until 2015?
LEVEL 1

Niederösterreich is strongly positioned as worth living and attractive location (1)

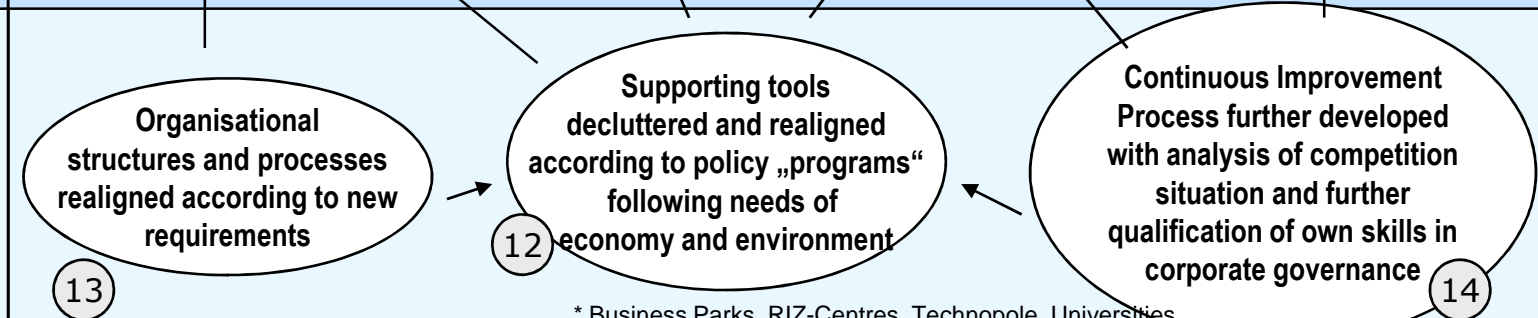Qualitative jobs are extended and secured (2)

Highest economic growth in East Austria (3)

What has to be achieved by our companies (= clients) and on the market to meet the economic targets?
LEVEL 2

Companies act according to CSR rules in a resource-friendly way, energy efficient and with social responsibility (4)

Key-Know-How of NÖ companies considerably increased (technology, strategy, markets) (5)

Company growth considerably accelerated (6)

Degree of companies' networking and cross-linking considerably increased (7)

Which instruments and processes have to be excellent in order to support our companies in an optimised way?
LEVEL 3

Increased usage of instruments fostering energy efficient and resource-friendly processes (8)

Higher degree of capacity utilisation of existing infrastructures* (9)

Optimised need oriented interaction of single support services (11)

Higher quota of financial investments in projects with highest growth potentials and high success rate (10)

What do we have to learn and where to improve in order to run the instruments and processes effectively?
LEVEL 4

Organisational structures and processes realigned according to new requirements (13)

Supporting tools decluttered and realigned according to policy „programs" following needs of economy and environment (12)

Continuous Improvement Process further developed with analysis of competition situation and further qualification of own skills in corporate governance (14)

* Business Parks, RIZ-Centres, Technopole, Universities

Lower Austria : Action Lines of the RAP & Budget

- Further roll-out of the **Balanced Scorecard (BSC)** for Lower Austria's Economic / Innovation Strategy 2015 and all concerned intermediaries.

- Setting up the **BSC Cockpit** as simple tool to follow the BSC key indicators

- **Harmonizing** of the ex-post questionnaires for regional funding schemes

- Introduction of **result indicators** (for single measures) for the next Lower Austrian Regional Operational Program 2014-2020:
  internal Discussion has already started.

- Improving the **extrapolation of the impact of regional innovation policy** on clients' performance and regional effects.

- Estimated **Implementation Budget** for 2013 till 2020:   approx. 3,82 m.€

- **Affected Budget** of economic/innovation policy: approx. 234 m.€

- **Leverage Effect** with a multiplier   higher than 61!

M. Ebner, I.Priedl: Highlights of the RAP Lower Austria

Regione Puglia: Highlights of Regional Action Plan

Political Commitment

- A strong involvement of policy makers and regional stakeholders (ROP MA, Industrial Research and Technological Innovation Office of Apulia Region and Innovapuglia) has allowed to define a shared implementation strategy

Development phase

- A pragmatic "bottom-up" approach in the identification of GPs to import in the regional monitoring and evaluation system, also taking into account the regional specificities.
- Focus on specific regional programmes, measures and/or actions within regional innovation policies
- Pilot actions and feasibility checks performed

Concept of implementation

- Areas of intervention identified:
  → Regional Direct Aid Schemes supporting Reseach and Development of firms
  → Impact and performance evaluation of regional intermediaries in charge of innovation

- GPs to import into regional mainstream monitoring and impact evaluation system:
  → IMPACTSCAN
  → IWT Additionality studies
  → SIS- Shared Indicators Set

Lessons learnt from SCINNOPOLI
WTSH GmbH (Schleswig-Holstein)

➢ **clear (new) definition** of performance indicators (innovation services)

- implementation in the Costumer-Relationship Mananagemt database
- *Source:* many inputs from the straight-forward intranet solution of IWT

➢ **strategic framework** for offered innovation services

- setting all innovation services in a strategic innovation policy framework
- *Source*: inspiration of Balanced-Scorecard Model from Lower Austria
- closer cooperation between WTSH and Managing Authority for the 2014-2020 period, higher awareness by the MA, import many inspirations for next period

Bretagne RAP - highlights

→ 2 main transfer projects for 2012 – 2013, signed by the reg. Government

- <u>Enhancing intermediary reporting and monitoring</u>
- Optimization of activity reporting + **integration of result indicators** + development of an **IT tool** for data collection and processing

- <u>Developing impact assessment of regional funding schemes</u>
- Setting-up of econometric statistical studies
- Setting-up and improvement of ex-post tools (qualitative feedbacks from beneficiary – impact on innovation capacity and competitiveness)

→ Inputs to develop faster and more efficiently current short-term projects
- <u>Setting-up a Regional Innovation Index</u>
- <u>Designing the monitoring system of the first "Regional Innovation Action Plan"</u> in Bretagne (RIS)

Gÿor / Hungary
8th November 2011

Bretagne RAP - highlights

❑ **Some lessons learnt from Scinnopoli exchange**

▪ As first step, have a clear vision of « **expected effect** / **result** » of
   policy measures (funding scheme or support to intermediary's mission)
   - fixed and validated by policy-makers
   - shared with operational people to develop a common understanding

▪ **Give feedbacks** of monitoring results to original data providers

▪ **Market** results

▪ **Use data** and explain concrete exploitation for policy mix optimization

▪ Legitimate entity in charge of data centralization and processing

Gÿor / Hungary
8th November 2011

# Wielkopolska
RAP - highlights

LEVEL	TYPE OF INDICATOR	WHAT WILL BE MEASURED
REGION	CONTEXT INDICATORS	PUBLIC STATISTICS ON INNOVATIVENESS AND COMPETITIVENESS
STRATEGY	STRATEGIC INDICATORS	LEVEL OF IMPLEMENTATION
ROP	STRATEGIC INDICATORS	COORDINATION AND ADJUSTMENT
ACTORS	IMPACT INDICATORS	CHANGES IN THE BEHAVIOUR OF INTERMEDIARIES AND ENTREPRISES/CLUSTERS
TRENDS	PROGNOSES AND FORESIGHT	SOCIETAL AND ECONOMIC CHANGES INFLUENCING INNOVATION POLICY
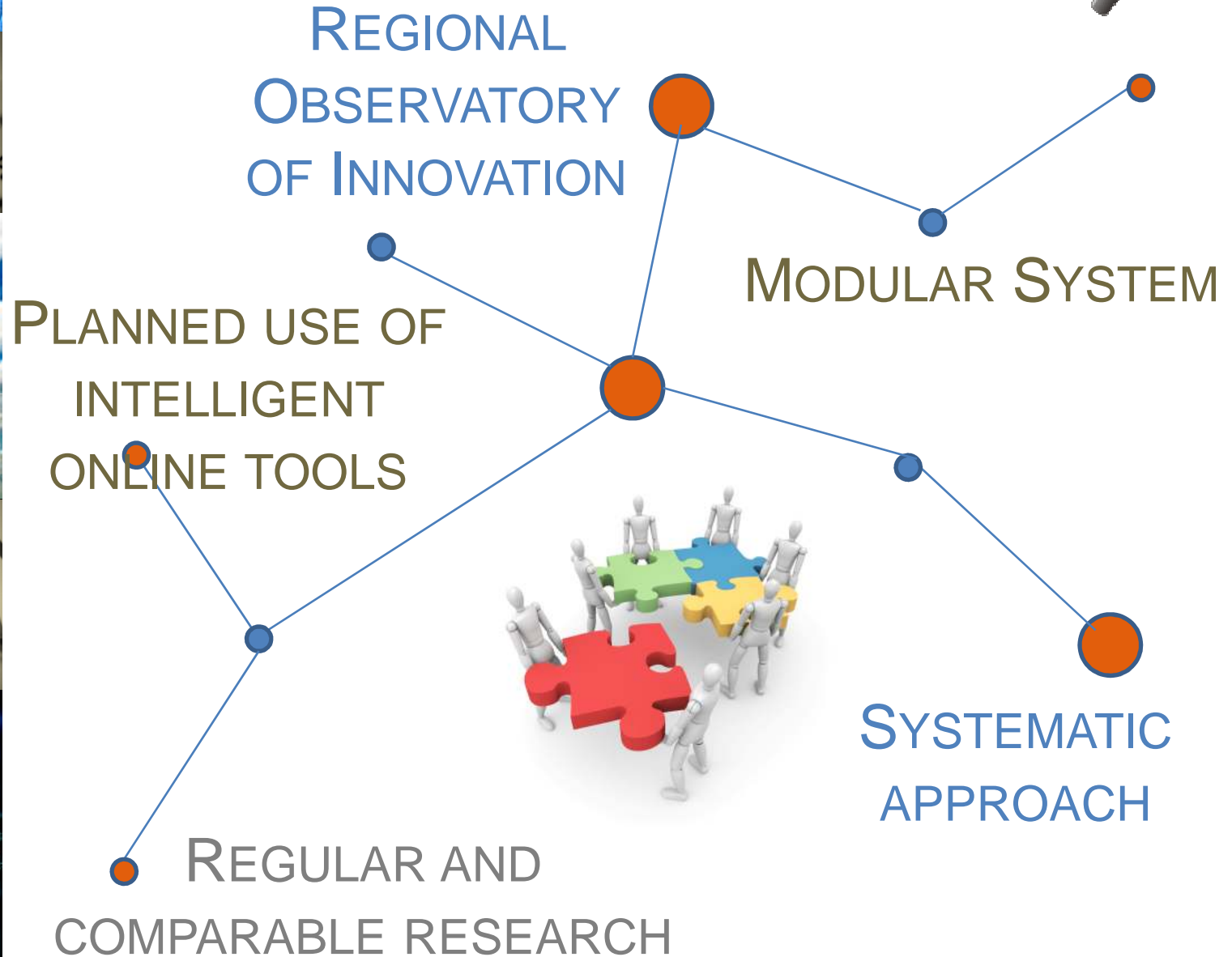
Provence-Alpes-Côte d'Azur
RAP highlights

Our objectives

1. To ensure a global consistency to the overall system from strategy to actions and intermediaries
2. To move from theory to practice, building tools and methods

Which meant , learning from:

GP import

1. NOE : Balanced scorecard
2. IWT RAP: platform
3. ARTI : ex ante and ex post evaluation process
4. WTSH : strategic controlling

Schedule

GP import started in 2011 to be continued up to 2013

Regional Action Plan for Navarra

SCINNOPOLI
SCANNING INNOVATION POLICY IMPACT

INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

CURRENT SYSTEM OF MONITORING

Balanced Score Card of the Third Technology Plan

GP

- Large Scale questionnaires (Lower austria)
- IMPACTSCAN (Lower Austria)
- Balanced Scorecard (Lower Austria)
- Additionnality Studies (IWT)
- Macroregional innovation Scoreboard (Bretagne)
- Orion (PACA)

EXPECTED IMPACT

- ❑ **New Impact Assessment System** for the RIS , that will be continuously improved from the 4th TP onwards
- ❑ Building-up a **"monitoring mindset"** amongst the actors of the RIS
- ❑ Learning on the functioning of our **regional black box** (the Regional Innovation Ecosystem)

Plan Tecnológico de Navarra

DESIGN OF A NEW IMPACT ASSESSMENT SYSTEM FOR RIS 2012-2015 (IV TECHNOLOGY PLAN)

MODERNA

Balanced Score Card
- AXIS
- OBJECTIVES
- ACTIONS

TOP DOWN APPROACH

Questionnaires surveys

Indicators for each tool
- INPUT
- OUTPUT
- OUTCOME

Gobierno de Navarra

European Union
European Regional Development Fund

INTERREG IVC

West Transdanubian RAP: An exercise in co-operation

➢ Context:
  - ➢ Intertwined systems dominated by national level decisions;
  - ➢ most funding from ERDF/ESF through sectoral OPs, little national/regional funds;
  - ➢ Monitoring/evaluation strong at programme level, weak everywhere else – fragmented information;
  - ➢ Demand for efficiency and fact-based decision-making.

➢ Unique opportunity – All levels of innovation strategy rethought in 2011
➢ SCINNOPOLI – Very specific practices/tools usable at several levels

➔ Common interest in setting up a consistent and efficient monitoring system as a regional pilot, later to be rolled out to a nationwide two-level system.

➢ **Observatory** philosophy – diagnosis-intervention cycles, focus on key areas, strategic emphasis on foresight
➢ **Balanced Scorecard** – versatile, fact-conscious approach, possibility to implement in a very crude form if needed, easy to expand and improve

… some more questions…