



Turning input “monitoring” into impact “assessment” : Bretagne experience fostered by Scinnopoli

By Paul Valère & Sylvie Huguet

Bretagne Development Innovation

Győr / Hungary

8th November 2011

Scinnopoli : the right partnership, at the right time, in the right place !

1. General context in Bretagne and France in favor of “**culture of results**”

- Growing concern about the efficiency of public sector
- Several political signals : « General revision of public policies », new « organic law concerning public finances » in France - key words : performance and transparency

2. A **first Regional Innovation strategy** voted by the Regional Council with the support of the French state

B(D)I in the steering and operational committee, in charge of the RIS implementation

3. **Inspiration and extensive exchange with Scinnopoli partners**

acquisition of new working practices and getting of the right arguments

2 examples coming from Scinnopoli action plan in Bretagne

❑ Optimization of the “SIS process”

An harmonized activity reporting of more than 14 intermediaries

→ **result-based assessment grid**

→ **development of a IT tool for reporting (2013!)**

❑ Development of brand new processes to get insight into “result”/“impact” of innovation funding schemes

→ **econometric studies**

→ **qualitative survey/interviews on competitiveness and innovation capabilities**

2 examples coming from Scinnopoli action plan in Bretagne

❑ Optimization of the “SIS process”

An harmonized activity reporting of more than 14 intermediaries

➔ **result-based assessment grid**

➔ **development of a IT tool for reporting (2013!)**

❑ Development of brand new processes to get insight into “result”/“impact” of innovation funding schemes

➔ **econometric studies**

➔ **qualitative survey/interviews on competitiveness and innovation capabilities**

Project 1 « reporting of intermediaries » : state in 2006

Background :

- No way to vaporize and assess globally and regionally the activity of intermediaries - no standardized data nor common reporting process
- The activities carried out during the European project Impactscan (2005-2008) generated discussion over activity valorization and impact measurement in the main intermediary categories,

especially in the Technical and innovation centers (TCs) family ; willing to harmonized a “common indicator set”

- ➔ BDI took the technical lead on the project
- ➔ Six month of iterative work for designing a « **Shared (activity) Indicator Set** » and an « editorial guide »

➔ BDI strongly advocated for result indicators, unsuccessfully

Already a challenge to get same definition of activity indicator and write a glossary !

Project 1 : bringing the SIS to a new level

3 main operational « boosting » factors

- Deep analysis of activity reports of TCs by BDI + feedback on use of the SIS methodology

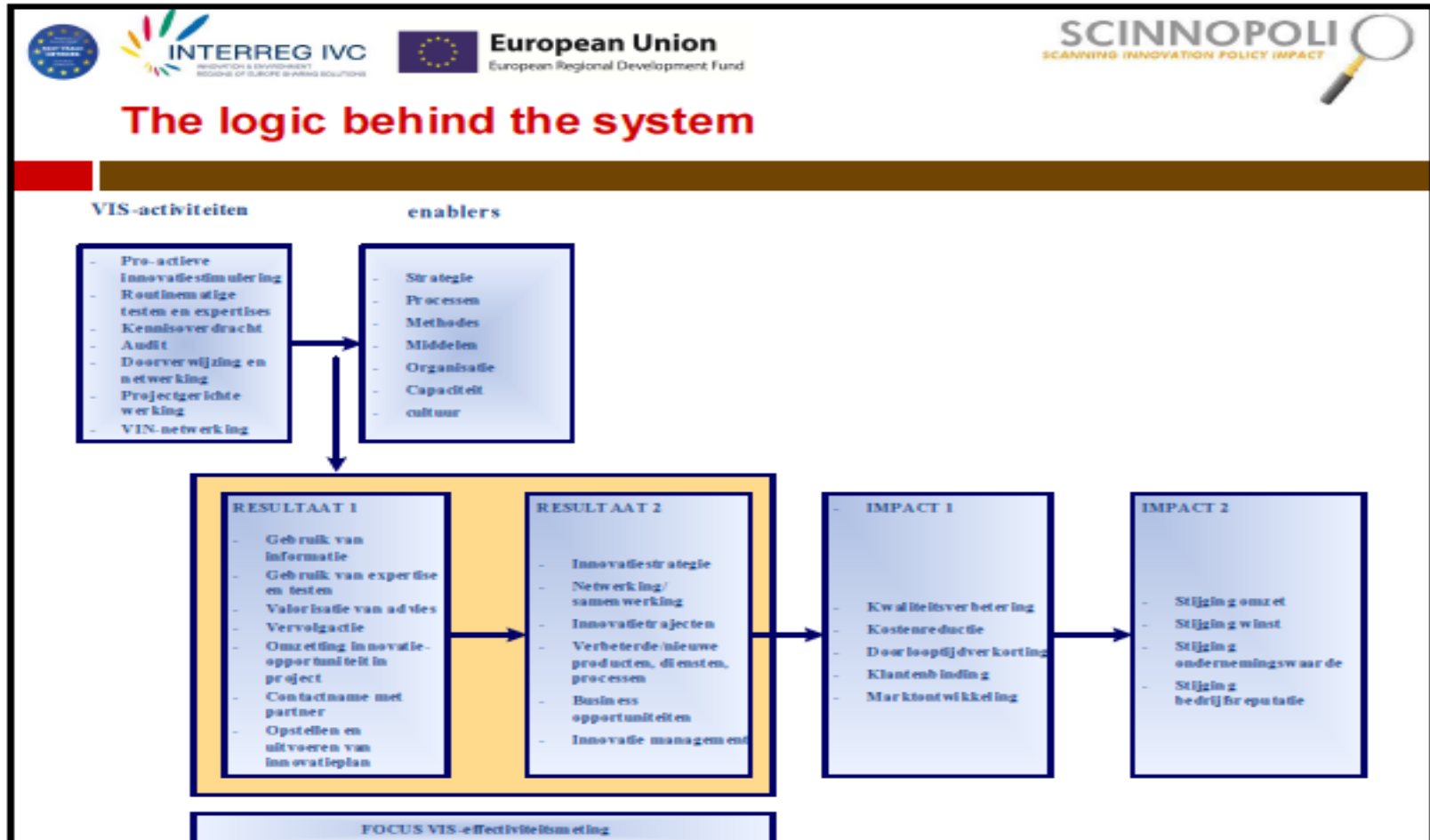
Improvement proposals : simplification and integration of result-based indicators

➔ Trigger discussion and willingness to go ahead from the TCS and the regional government

- Requirements of the RIS assessment system planned
 - BDI's Knowledge of experimented good practices thanks to Scinnopoli partnership
 - Direct and Indirect effect system (Flanders)
- also Balanced Scorecard philosophy (Lower Austria, Navarra)



Project 1 : IWT system = key element of influence



2 examples coming from Scinnopoli action plan in Bretagne

❑ Optimization of the “SIS process”

An harmonized activity reporting of more than 14 intermediaries

➔ **result-based assessment grid**

➔ **development of a IT tool for reporting (2013!)**

❑ Development of brand new processes to get insight into “result”/“impact” of innovation funding schemes

➔ **econometric studies**

➔ **qualitative survey/interviews on competitiveness and innovation capabilities**

Projet 2 on funding schemes : state in 2010

- ❑ “Econometric study” staid an unknown technique in the Economic development department of the Regional government
- ❑ Usual :
 - monitoring of money engaged, spent and used + trends in numbers of beneficiary
 - Project final report (often feeling that planned targets are not achieved, few elements on results)
 - Some “ex-post” questionnaires, not systematic

Seen as time-consuming for small operational team = not a priority

- Some view of beneficiary profile each year but no consolidated analysis over years
- no refined analysis of profile, no analysis of the economic trajectory of beneficiary

Project 2 on funding schemes : Advocating the “econometric study”

- **proving feasibility and identifying legitimate technical resources with appropriate expertise**

Showing references of Scinnopoli partners (IWT, WTSH)

Studies performed by OECD and legitimate French researchers

Experience of other French regions with the regional delegations of the National Statistics Office

- **showing outcomes**

- **adapting specifications to Regional government interests**

Economical elements + competitiveness-related aspects

- **Underlining straightforward correlation with the RIS assessment system**

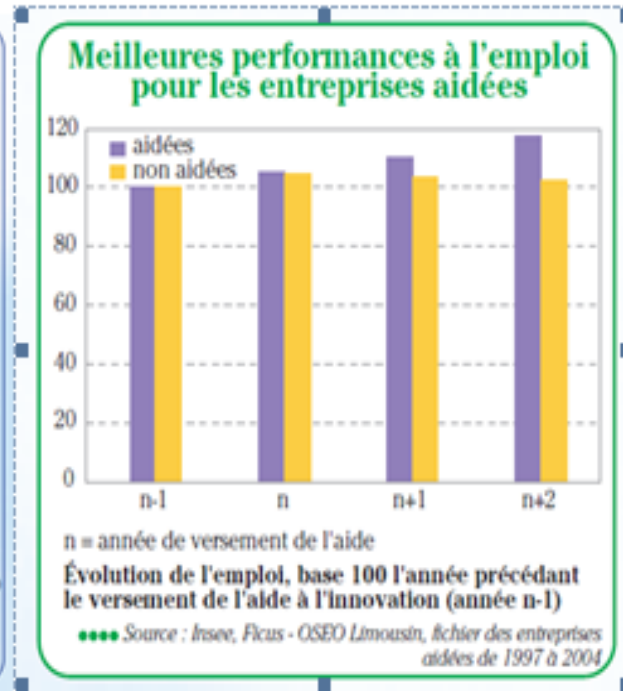
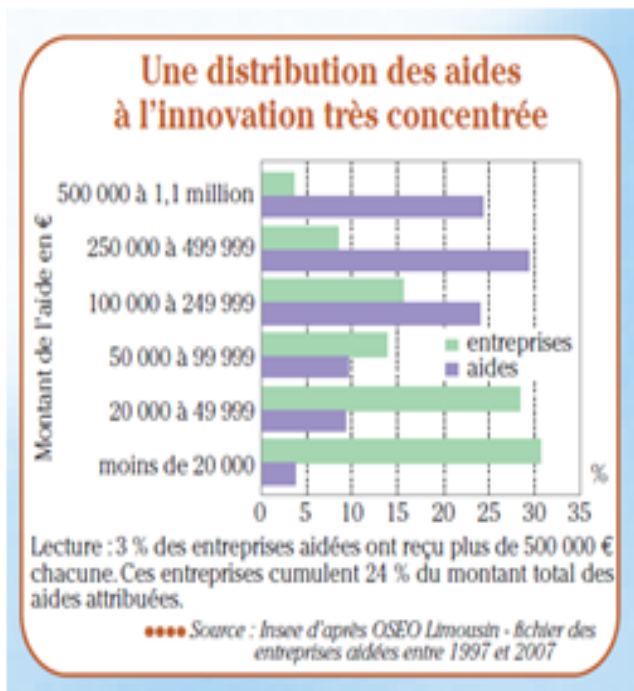
= **direct use** : We need such studies to get looked-for key indicators



Results

Instrument	Employees	p-value	Carry-over	Turnover	p-value	Carry-over
Innovation consultancy	X	1,25%	100%	X	14,1%	100%
Trade fairs	X	11,1%	100%	X		
R&D grants (100 T€)	X	13,4%	100%	X	14,6%	100%
Innovation assistant (10 T€)	X	0,4%	100% (1 y. lagged)	X	12,0%	50%
SH Business Center	X	0,4%	100%	X	4,5%	100% (1 y. lagged)
R²	78,6%			84,1%		

Example of Result indicator of the national statistics office



Projet 2 on funding schemes : Advocating in addition “qualitative ex-post tools”

Objectives : to go beyond economic data-related trajectory (job, turnover)

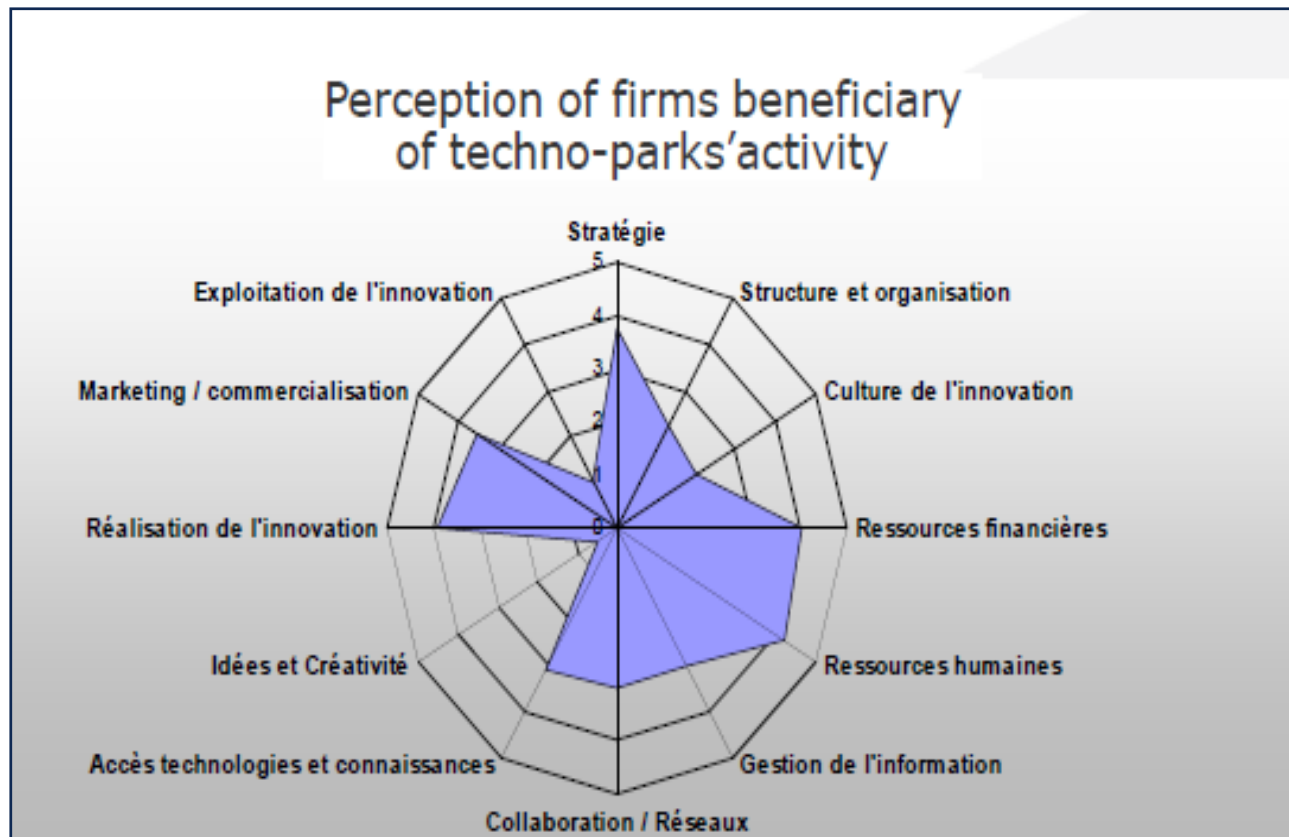
→ **get insight on “result”/”impact” of aid on « competitiveness » and innovation capacities of beneficiary firms**

Kind of data only available through surveys or interviews = to get qualitative feedbacks perceived by beneficiaries of aid result on intangible internal items

Two main inspirations

- Systematic - Ex-post surveys developed in Lower Austria
- Every 2 or 3 years - Large scale survey and semi-directive interviews on « innovation enablers » : tools developed during Impactscan project in Bretagne

12 “innovation enablers”



Condition of success for result-oriented assessment system of policy

- To fix and share with people in charge a common understanding of « **expected effect / result** » of policy measures (funding scheme or support to intermediary's mission)
- **Make feedbacks** of monitoring process to original data providers
- **Market** results
- **Use data** and explain concrete exploitation for policy mix optimization