

## Regional Action Plan for Lower Austria: Integrated monitoring of the Roll out of Balanced Scorecard (BSC) for the whole Economic and Innovation Strategy

### Current monitoring of Lower Austria's innovation policy

- BSC as tool for monitoring the policy implementation and its impact assessment, so far applied for the Regional Economic Strategy and some related programs
- Well established in-process monitoring and ex-post evaluation of regional state aid schemes for innovation
- CIS (Community innovation survey) and Austrian R&D inventory count (FuE Vollerhebung) with enlarged, representative sample of Lower Austrian firms
- Standardised innovation index and studies on macroeconomic impact of regional innovation policy
- Application of target and impact oriented "Plan-Do-Check-Act" cycle

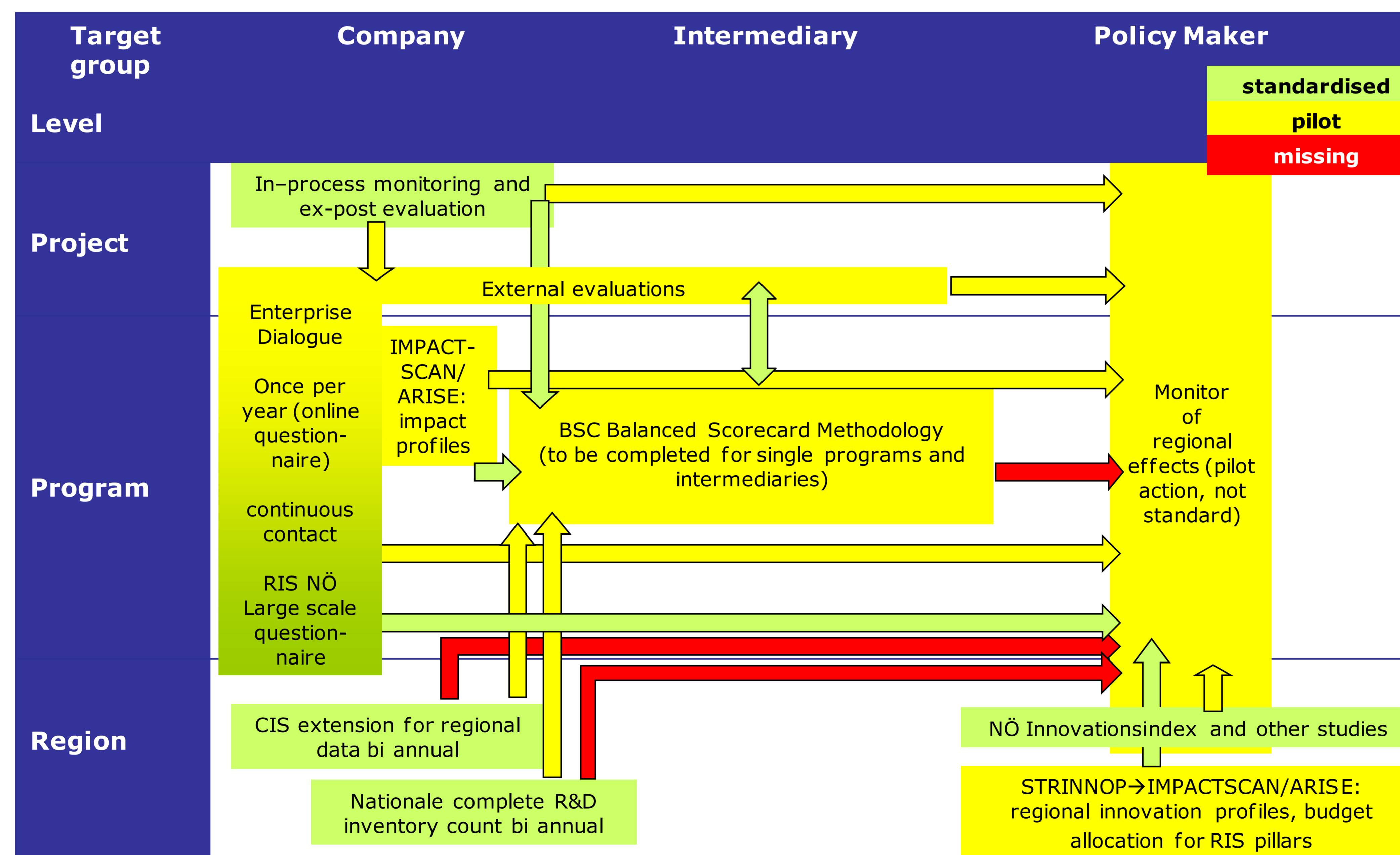
### Need for improvement

- Still fragmented regional monitoring system requires roll out of BSC to all programs of the Economic and Innovation Strategy
- Standardising of one-shot and pilot monitoring activities
- More focus on outcome/result indicators in the new Regional Operational Program 2014-2020

### RAP Concept and Import of Good Practices

- BSC introduction for WST3 and program "Internationalisation" inspired by Flanders' "Web based Result and Activity Reporting".
- Further elaboration of the indicators for the NÖ "Roof" BSC Economy: now more consistent and thus easier to monitor due to SCINNOPOLI Transfer Workshops and GPs from "Navarra BSC Third Technology Plan (RIS)" and "PACA ORION".

- BSC Cockpit: to follow the target achievements and the trends of the key performance indicators in a simple way. The cockpit will substitute the detailed reports of the past leading to a leaner and more meaningful monitoring and evaluation of the innovation programs and related services in Lower Austria.
- BSC roll out will have an impact on several measures of the current Regional Operational Program "Strengthening Regional Competitiveness of Lower Austria 2007-2013"
- Introduction of outcome/result indicators for single measures for the next Lower Austrian Regional Operational Program 2014-2020
- Monitor of regional effects: Improving the extrapolation of the impact of regional innovation policy on beneficiaries' performance and regional effects, triggered by Flanders' GP "Additionality Studies": integration of questions about the overall impact of the regional innovation policy in already existing RIS NÖ large scale questionnaire survey, next in 2013 as well as in the concept of an online questionnaire, which is planned for 2012.



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

## Regional Action Plan for Flanders : improved integration of innovation monitoring

### Current monitoring of Flanders' innovation policy

- well established continuous monitoring system
- data driven
- several levels are monitored (project to region and all intermediate levels)
- direct contacts between the agency and funded companies and intermediaries facilitate monitoring
- complemented with ad hoc studies

### Need for improvement in monitoring

- integration and aggregation of existing monitoring in policy design
- integration of existing monitoring efforts in continuous improvement of design of innovation support schemes
- need for targets and indicators on the level of the innovation agency for the governance contract

### Import of Good Practices :

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

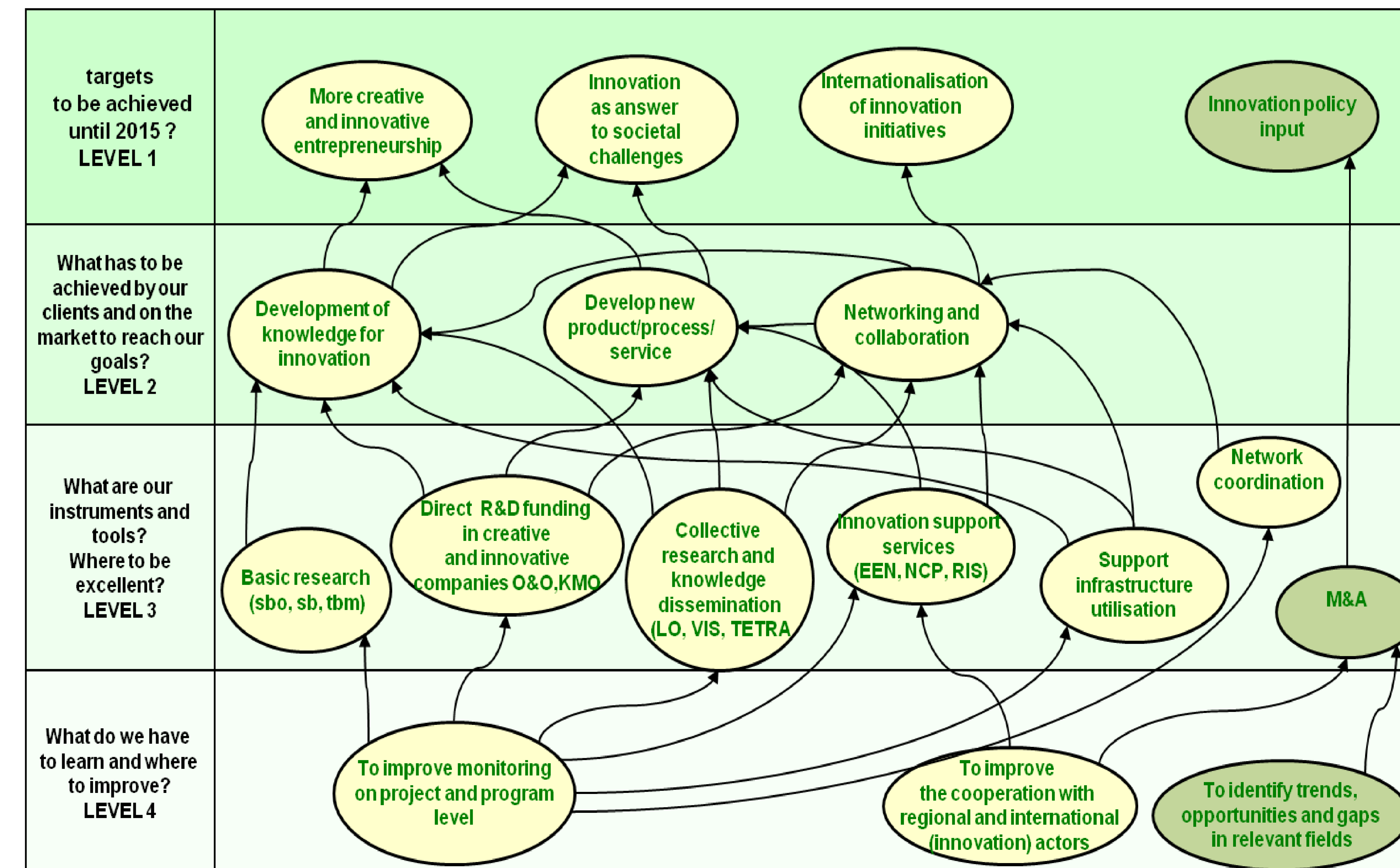
### Lessons learnt

- 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

Target group	Company	Intermediary	Policy maker
Level			
Project	In-process monitoring, ex-ante and ex-post evaluation, valorization reporting, additionality registration Customer satisfaction (of evaluation process)	Detailed activity and effect monitoring, ex-ante, mid-term and ex-post evaluation Follow up of project steering committee (occasional )	Regional Impact of Innovation Support (integrated approach missing)
Program	Additionality studies *	Effect measurement studies (typically after 4 years) * Intermediary Network Analysis *	
Client	Positioning study * Innovation profiles * Starters Longitudinal study * Innovation Audits * Post doc valorization survey* Annual meetings with bigger clients	Large clients follow up via IWT presence in board of client	
Region	Segmentation studies * CIS survey bi-annual R&D survey bi-annual	Various indicator books annual Flanders innovation index a.o. External Audit IWT instruments* Monitoring Flanders' Action plan 2020 Monitoring Governance contract IWT	
* : ad hoc activity    standardized    missing			

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## Regional Action Plan of Bretagne

### The current monitoring of innovation policy

#### Highlights of SWOT – **Strengths** :

Lively Dynamic of conception and implementation of the RIS follow-up system, with strong will and ambition from the public authorities (collaborative steering committees and technical work groups)

#### Highlights of SWOT – **Weaknesses** :

No standardized reporting / aggregation method should be developed  
A new culture of impact/result monitoring should be developed

#### macroscopic indicators : trends, features and benchmark

Bretagne Innovation Index

#### RIS actions follow-up

1. Follow-up of the RIS action plan
2. Ris action plan evaluation
3. Follow-up of the RIS budget

#### Innovation system monitoring

Monitoring of activity and result of single programmes and intermediaries

### Import of Good Practices

Bretagne will integrate the following Good Practices : Flanders Result and Activity Reporting (RAP) , Direct and Indirect Effect Monitoring (DIEM), the Flanders Additionaty studies (AS) , the Schleswig-Holstein's Strategic Controlling (SC), the Lower-Austria In Process and Ex-Post monitoring (IP&EP)

### Implementation Concept : two different ways

#### 1. GPs used as an inspiration on short term projects (during Scinnopoli) :

- 1.1 For the Bretagne **innovation index** : inspiration of the Flanders Economic Index and Innovation Index and the Lower-Austria Innovation Index
- 1.2 For the Bretagne **RIS follow-up** : inspiration of the PACA - SRI monitoring technique , Navarra's and Lower-Austria's Balanced Score Card

#### 2. GPs to be transferred on mid-term projects

- 2.1 Enhancing the evaluation of activities and **impact of Intermediaries** (transfer of Flanders' RAP and DIEM)
- 2.2 Enhancing the evaluation of the **impact of innovation funding schemes** through one-shot econometric studies (transfer of Flanders' AS, Schleswig-Holstein's SC and Lower-Austria's EP)
- 2.3 Enhancing the **in-process evaluation of funded projects** (transfer of the Lower-Austria's IP)

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## Regional Action Plan for Schleswig Holstein: improved monitoring of innovation services

### The current monitoring of innovation policy

The Zukunftsprogramm Wirtschaft (ZBW) of Schleswig-Holstein is the overall strategic program to improve the Schleswig-Holstein economy, financed by the European Union (EFRE), Germany (GA-fund) and the Land Schleswig-Holstein. The innovation support system of Schleswig-Holstein is integrated in the ZBW and the

Monitoring is well developed. Through SCINNOPOLI the monitoring of the WTSH offered innovation services was improved and integrated in the WTSH CRM system. Additionally concepts of integration of this indicator set to the overall strategic framework were developed.

Target group	Company	Intermediary	Policy maker
<b>Level</b>			
<b>Project</b>	<ul style="list-style-type: none"> <li>Pre-check economic situation of the company</li> <li>Indicators at application,</li> <li>In process monitoring during the project</li> <li>quantitative and qualitative milestone reports</li> <li>Ex-post reporting 2-5 years after the end of the project</li> </ul>	<ul style="list-style-type: none"> <li>Detailed activity and effect monitoring, ex-ante, mid-term and ex-post evaluation</li> </ul>	<p>Integrated approach of regional impact is missing</p>
<b>Program</b>	<ul style="list-style-type: none"> <li>Effect measurement studies (e.g. cluster evaluation by external consultants)</li> </ul>	<ul style="list-style-type: none"> <li>Effect measurement studies (by specialized external consultants)</li> </ul>	
<b>Client</b>	<ul style="list-style-type: none"> <li>Innovation audit</li> <li>Meetings with the regional innovation consultants</li> </ul>	<ul style="list-style-type: none"> <li>Indicator set of offered services (CRM based)</li> <li>Strategic controlling (direct link between activities and impact of a single firm)</li> </ul>	
<b>Region</b>	<ul style="list-style-type: none"> <li>DB-research</li> </ul>		<ul style="list-style-type: none"> <li>Statistisches Bundesamt</li> <li>Institut für Mittelstandsforschung</li> </ul>

green: standardized yellow: ad-hoc activity red: missing

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Strategic objectives of the ROP	Specific objectives of the ROP				
	Cooperation and networking between Science and industry (especially SMEs)	Empowering mission oriented research (especially SMEs)	Support of innovations, especially to save resources in SMEs	Saving and creating new jobs (esp. in R&D for SO1, esp. in cluster for SO3)	Support of regional development concepts or cooperations, also with an interregional focus
SO 1: Improving the acquisition of knowledge and knowledge transfer, primarily from universities and non-university research establishments in tandem with greater knowledge utilization to raise the innovative strength and speed of innovation in Schleswig-Holstein's economy					
SO 3: Consolidation of existing and development of further structure clusters and networks as the motors of dynamic economic development with the aim of boosting competitiveness.					
<b>WTSH innovation support indicators</b>					
Number of consultations	x	x	x	x	
Number of in-depth consultations	x	x	x	x	
Number of induced R&D subsidy projects			x	x	
Amount of induced R&D subsidy projects in €			x	x	
Number of organized events	x				x
Number of event participants	x				x
Number of audits	x	x	x	x	
Number of induced follow-up consultations (audit)	x	x	x	x	
Number of induced cooperations	x	x	x	x	
Number of induced partner matches	x	x	x	x	
Number of partner matching events	x	x	x	x	
Number of participants in the partner matching events	x	x	x	x	
Number of coached 'new settled firms/ or spin offs'			x	x	
Number of induced foreign market development projects				x	
Number of new cluster members	x	x	x	x	x
Number of mandates for patent searches			x		
Number of subsidy consultations		x	x	x	
Number of publications	x	x	x		

### Import of Good Practices

#### 1. Web based Activity reporting tool (RAP) – Flanders (IWT)

- definition of the indicator set
- bottom-up attempt for setting the indicators

#### 2. Balanced Scorecard tool - Lower Austria

- Strategic framework for every indicator and intermediary

### Implementation Concept

The Regional Action Plan of WTSH is focusing on the improvement of the monitoring of innovation services offering the Schleswig-Holstein firms. There are three main lines of improvement the RAP is focusing on:

- Adding or redefine the indicator set of innovation services. (implementation of parts of the RAP GP of Flanders)
- Setting the indicators in an innovation strategic aim framework (implementation of the Balanced-Scorecard model of Lower Austria)
- Automation of the monitoring of the innovation service (indicators) within the WTSH CRM system (this requires mainly a standardization of the reporting within the CRM, also insights of the GP web-reporting tool "RAP" of Flanders were imported).



## Regional Action Plan for the West Transdanubian Region

### The reshaping of innovation policy

Due to the nature of the Hungarian Innovation System, the regional and national levels are intertwined both on strategic and implementation levels. The fact that the regional and national STI strategies are being planned as parallel processes present a unique opportunity to initiate the establishment of a monitoring system that

- serves as the central function to the operation of the respective Innovation Systems
- better aligns the offer and the demand in the field of innovation services and funding
- tracks the efficiency of the strategy implementation and helps it focus on key areas in an effective manner
- provides a harmony between the national and regional systems in terms of data, methodology and overarching goals, while at the same time giving enough room to the regional level systems to tailor their respective strategies.
- consolidates the objectives and results from regional, national and mainstream EU innovation support funds
- produces meaningful in-depth and aggregate data and facilitates a better strategy implementation process through timely feedback
- is seen as a continuously improved tool, easily developed further along pre-defined lines and modules.

To achieve these goals WTRDA initiated a wide co-operation among the key actors, involving the Ministry of National Development, the Ministry of National Economy, the National Innovation Office and the Managing Authorities of the Regional and the Economic Development Ops from the national side, and a regional consensus represented by the Pannon Novum West Transdanubian Regional Innovation Agency.

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### Highlights of SWOT

Strengths	Weaknesses
Strong Intra-regional Co-operation	Fragmented competences among regional and national bodies
Opportunities	Threats
Parallel developed regional and national innovation strategies	Prolonged economic crisis may endanger proper implementation and rollout

### Import of Good Practices

The region sees potential in the adaptation of several good practices, and plans on their implementation in the medium to long term. The practices to be implemented during the next year have to fulfil four conditions:

- Comply with the prescriptions of both the new RIS and the New Széchenyi Plan
- Need to be applicable at a regional level, but be able to be rolled out nationally
- Establish the framework of the new system
- Establish a basis for efficient future improvements.

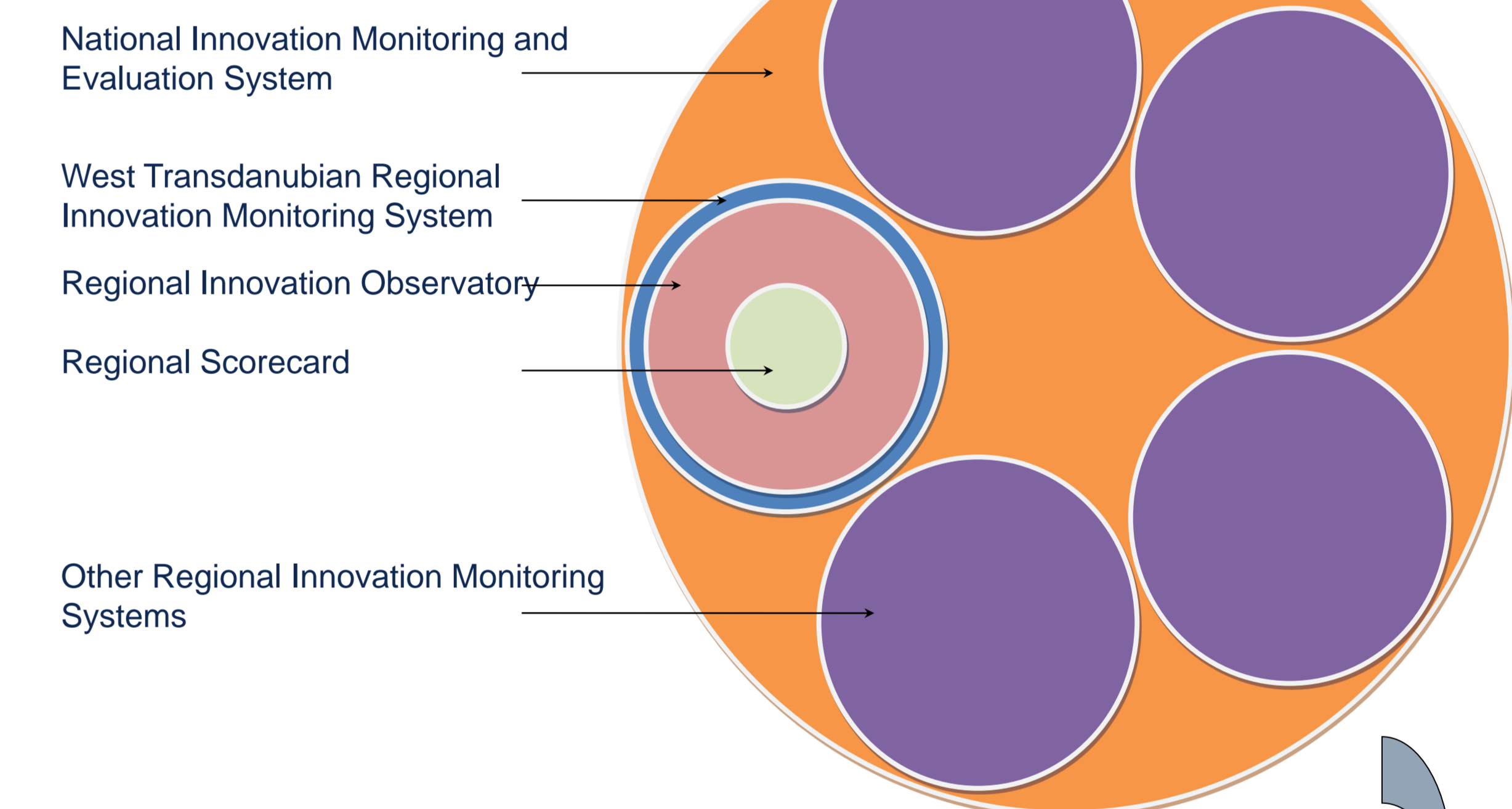
The Good Practices selected for implementation are the **ORION Observatory** (PACA) and the **Balanced Scorecard** tool (Navarra, Nieder-Österreich)

### Implementation Concept

The primary Good Practice to be implemented is the Observatory, which serves both as philosophical paradigm and operational framework for the future system. However at the core of the Observatories a comprehensive and versatile indicator set is needed, which is to be provided in a continuously developed scorecard concept. A 2-step implementation process is foreseen:

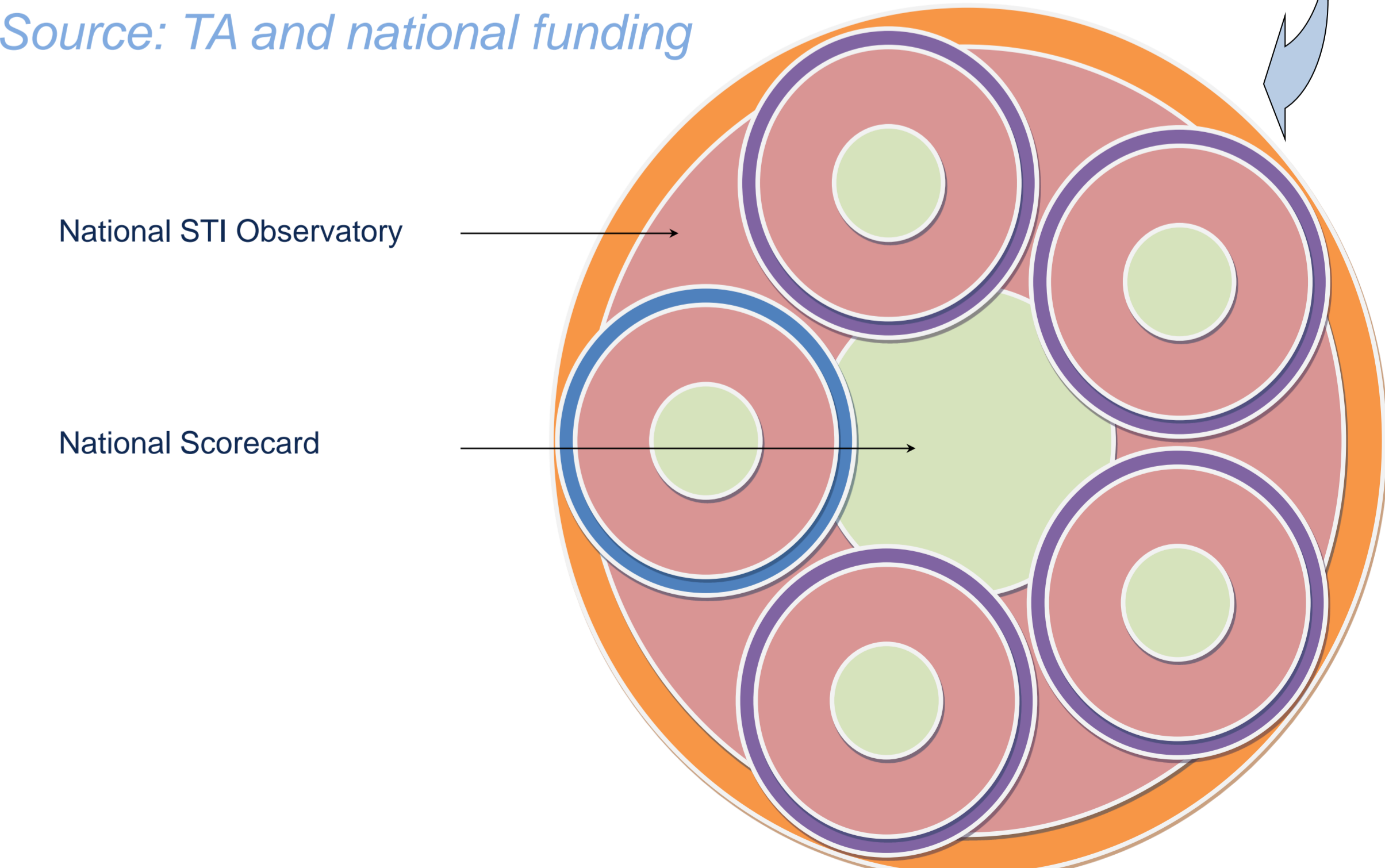
#### STEP 1 (2012-2013): West Transdanubian Innovation Observatory (Pilot)

Source: WTROP Experimentation Action



#### STEP 2 (2013): Hungarian STI Observatory (Rollout)

Source: TA and national funding

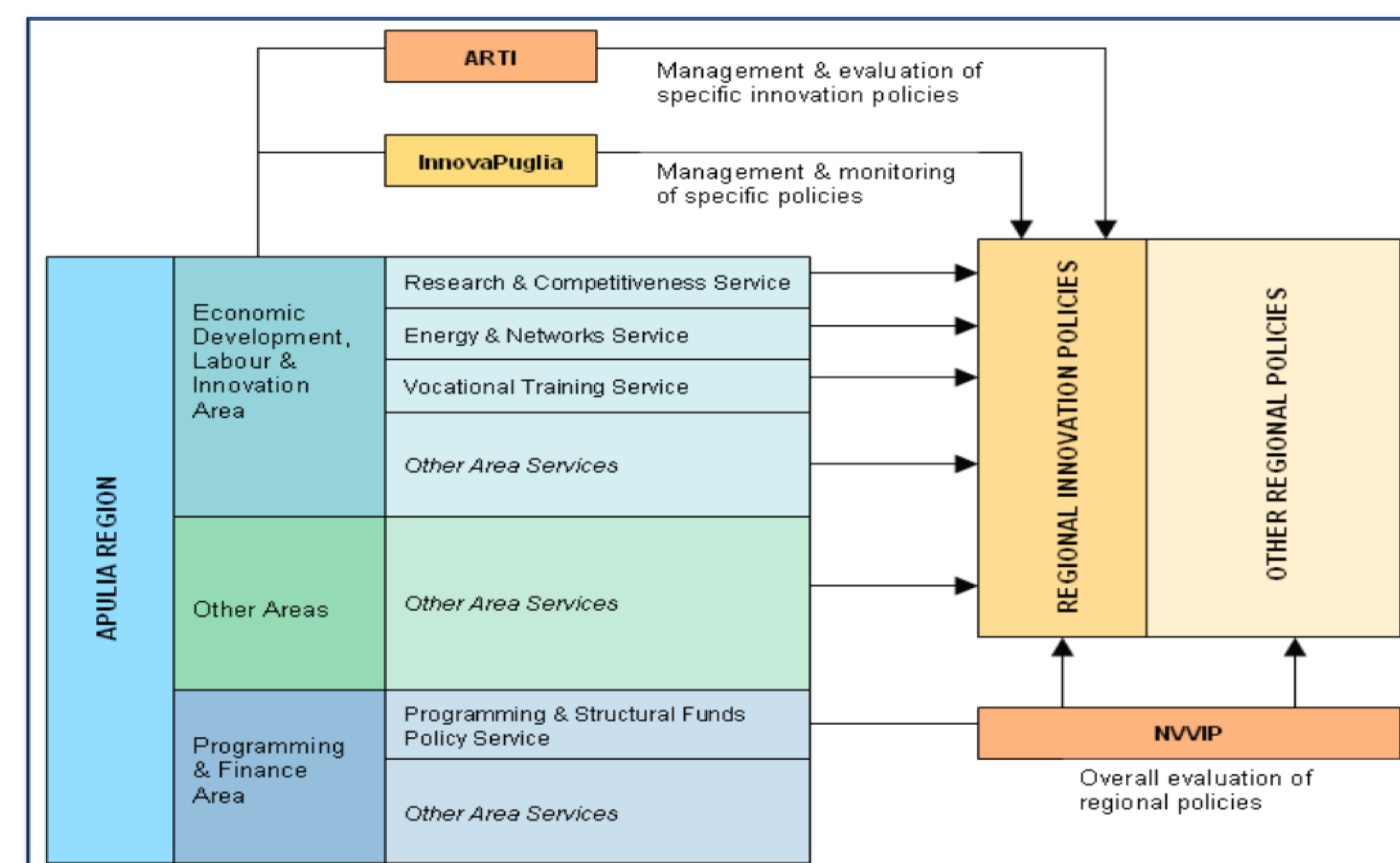




## Regional Action Plan for Apulia Region

### The current monitoring of innovation policy

The Regional Strategy for R&I (2009) aims at making Apulia a competitive region in the global knowledge economy, through policies based on innovation and on the intensive use of knowledge in the socio-economic context. Priority sectors identified are: Biotechnologies and Life Sciences, Agro-Food, Technology for Energy and Environment, Aerospace, Mechanics and Mechatronics, New Materials and Nanotechnologies, ICT, Logistics.



The "Piano Unitario di Valutazione - Regione Puglia 2007-2013" (PUV) covers all the evaluation activities concerning the whole regional policy programming for the period 2007-2013 and has been elaborated following some national rules and recommendations. For the implementation of the Plan, the constitution of specific Steering and Advisory Groups and the direct support of the "Public Investments Verification and Evaluation Board" (NVVIP) are envisaged.

Specific evaluations activities are performed by some regional agencies, like ARTI, Innovapuglia and PugliaSviluppo, which play a role as technical bodies engaged to assist the Economic Development Labour and Innovation Area of Apulia Region in specific activities, especially by managing the life-cycle of programmes and measures/actions dealing with Research, Development and Innovation.

### Highlights of SWOT

Strengths	Weaknesses
Increasing awareness of Policy Makers towards policy evaluation and impact assessment	No long experience of Regional Government in evaluation of Research and Innovation policies

### Import of Good Practices

A pragmatic "bottom-up" approach in the identification of GPs to import within Scinnopoli Project has been followed, considering the "integration" concept as something linked to the introduction of feasible and adaptable changes and improvements in the current monitoring and evaluation system, also taking into account its own specificities.

Following this kind of approach, the following Good Practices will be imported and implemented in the regional mainstream: **IMPACTSCAN**, **Additionality Studies** (Flanders) and **SIS – Shared Indicator Set** (Bretagne).

### Implementation Concept

*Analysis of the additionality effects (in terms of increasing inputs such as expenditure on R&D and number of researchers and outputs such as introduced innovations and patents) developed by specific Regional Aid Schemes.*

#### Schedule :

- ✓ Identification of regional aid schemes to evaluate
- ✓ Elaboration of ex-ante and ex-post questionnaires
- ✓ Administration of questionnaires and data collecting
- ✓ Data processing

*Impact evaluation of services provided by intermediaries on a set of "innovation enablers" of their users, by the adaptation of IMPACTSCAN tools.*

#### Schedule :

- ✓ Identification and classification of policy objectives
- ✓ Identification and classification of services provided by intermediaries
- ✓ Elaboration of a questionnaire for the users
- ✓ Questionnaire administering and data collecting
- ✓ Data processing
- ✓ Building of a structure made up of 3 matrices
- ✓ Indicators set-up

*Monitoring of activities carried out by intermediaries in terms of inputs, outcomes and performances by using a standardized model of reporting*

#### Schedule:

- ✓ Intermediaries activities recognition and classification
- ✓ Result, outputs and impact indicators identification
- ✓ Elaboration of model of reporting
- ✓ Contents sharing and consensus building
- ✓ Methodology launching

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## Regional Action Plan for PACA

### The current monitoring system

With the adoption of the Regional Innovation Strategy in October 2009, the decision was taken to set up a Regional Innovation Observatory, which is currently under construction. The observatory is :

### 3 types of "clients":

- Policy makers**, providing data to support decision-making;
- Intermediaries**, providing data to orient their services supply to better respond to companies' needs;
- Enterprises**, providing context information and analysis allowing them to have a better understanding of the environment in which they operate, and the performances of innovation support system.

### 2 main focuses:

1. The RIS impact and performance assessment, performed through the setting up of the PACA innovation scoreboard

2. The innovation system monitoring through biannual publications :

- a) The **PACA Innovation Index** (collecting macroscopic innovation related indicators)



Gabriella Fiori – Emille Calmes  
Transfer Workshop Provence-Alpes-Côte d'Azur

- Update and trends of main quantitative indicators used for the Regional Innovation Diagnosis:
1. Demographic and macroeconomic data
  2. Economic context
  3. Enterprises' profile
  4. Innovation in the region
  5. Human Capital and Education
  6. Investments in R&D
  7. Patents

- b) The **Barometer** on innovating companies, that take the temperature of innovation support needs among regional SMEs,
- c) And **punctual studies** or survey, e.g. the analysis of economic performances of incubated companies...

### Import of Good Practices

The choice of the good practices to import has been made on the base of the observatory goals and targets, i.e. the creation of a consistent scoreboard to assess innovation policies results and impact:

1. NOE Balanced Scorecard to nourish the thinking on the design of the global architecture and the links between the different layers of innovation actors involved
2. ARTI to learn how to implement, ex ante, in progress and ex post evaluation processes to follow RIS actions.
3. IWT intermediaries' activities follow-up system to define the data collection technical requirements
4. WTSH strategic controlling to measure the impact of PACA Services portfolio

### Implementation concept:

Lessons learnt from NOE, IWT and ARTI led to the launch of a project aimed at improving PACA RIS scoreboard in the perspective of setting a global balanced scorecard, and at creating an ex ante, in progress and ex post evaluation system.

The project also includes the creation of an IT platform to collect data feeding the indicators composing the scoreboard.

### Implementation stages:

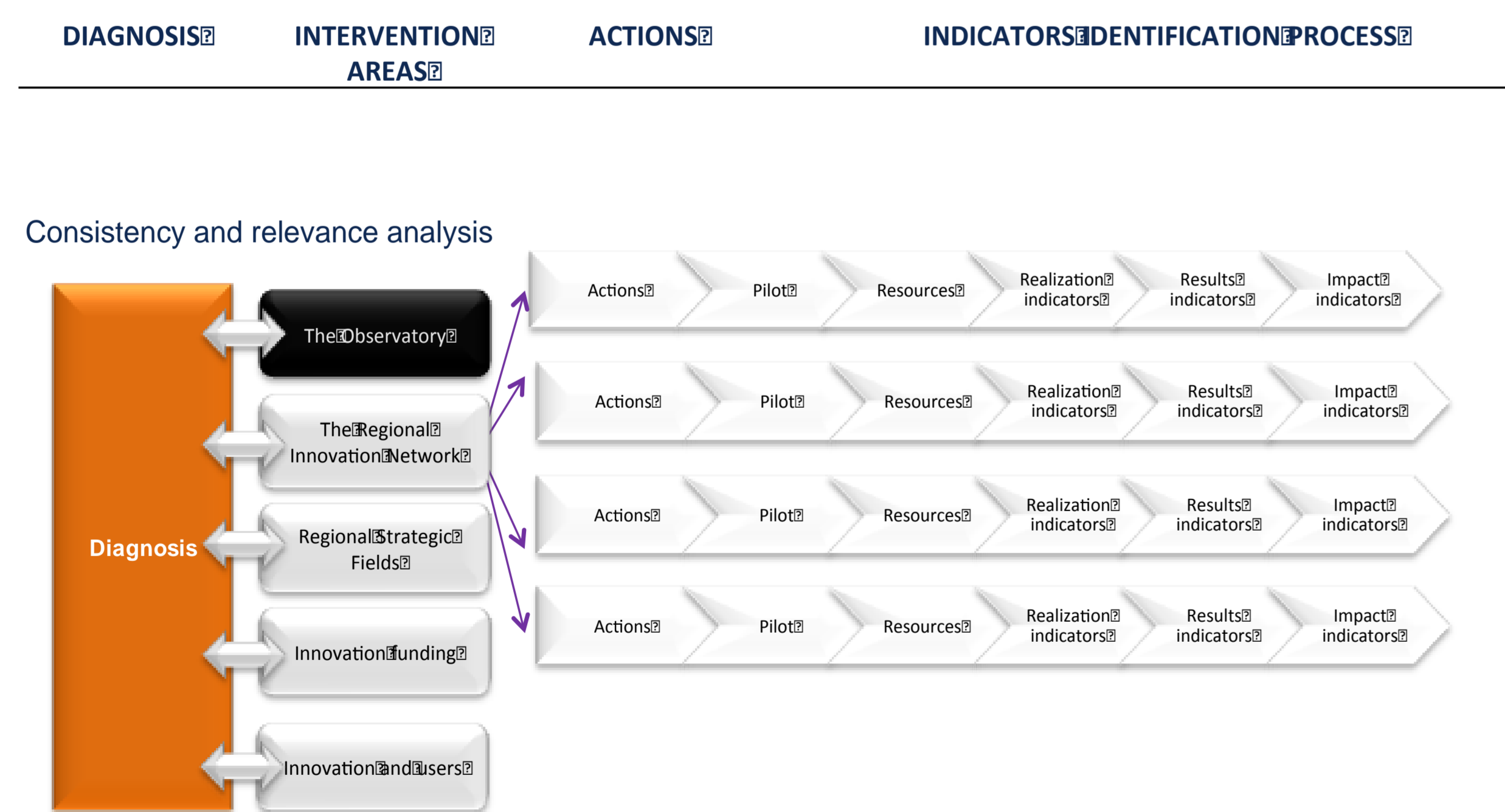
- Good practices import feasibility analysis
- Awareness rising among policy makers
- Launch of the platform project

### Schedule:

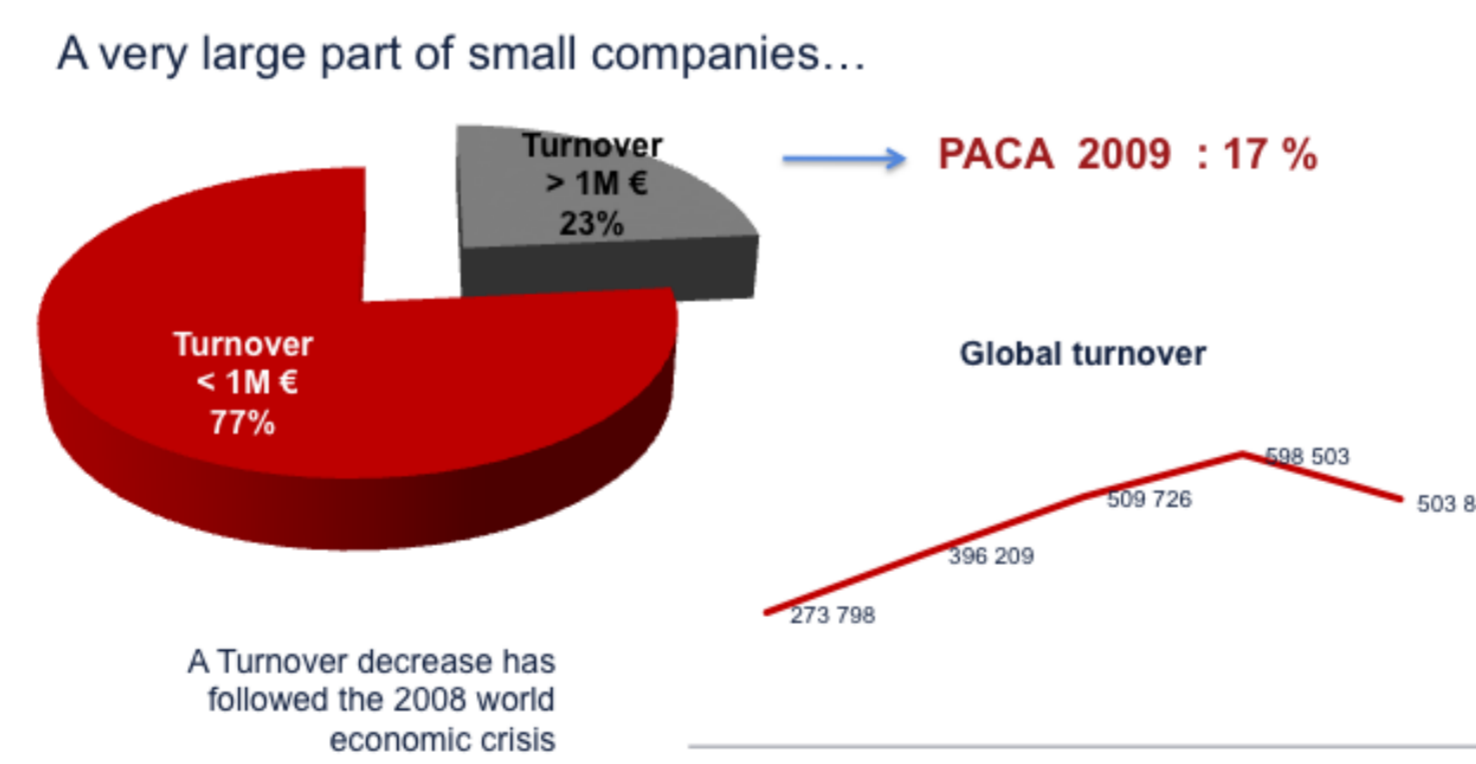
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### Monitoring Regional Innovation Strategy in PACA

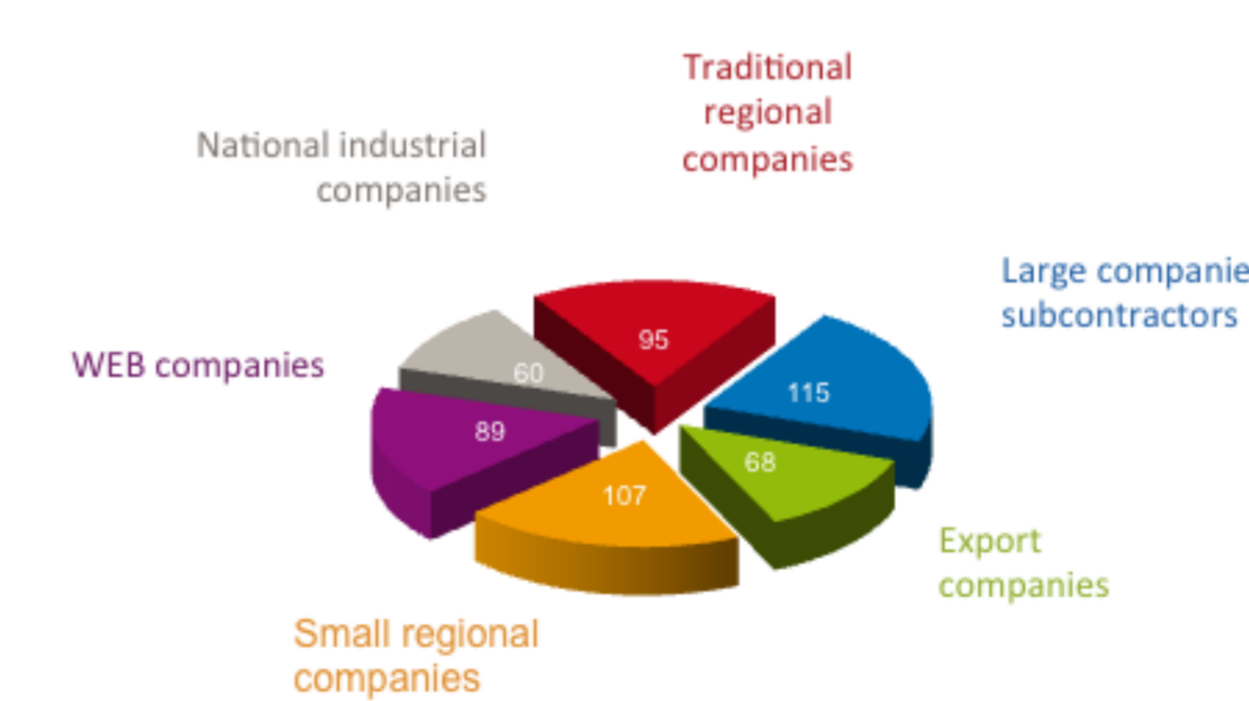
The process



### Turn over in companies supported in the creation stages



### Innovative companies profiles



### Highlights of SWOT

Strengths	Weaknesses
Increasing awareness of Policy Makers on policy assessment	Lack of experience Some lack of consistency between RIS goals and intermediaries' action plans
Opportunities	Threats
The creation and reinforcement of the regional Innovation network PACAInnovation	Ressources diminution Political changes



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**European Union**  
European Regional Development Fund





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)

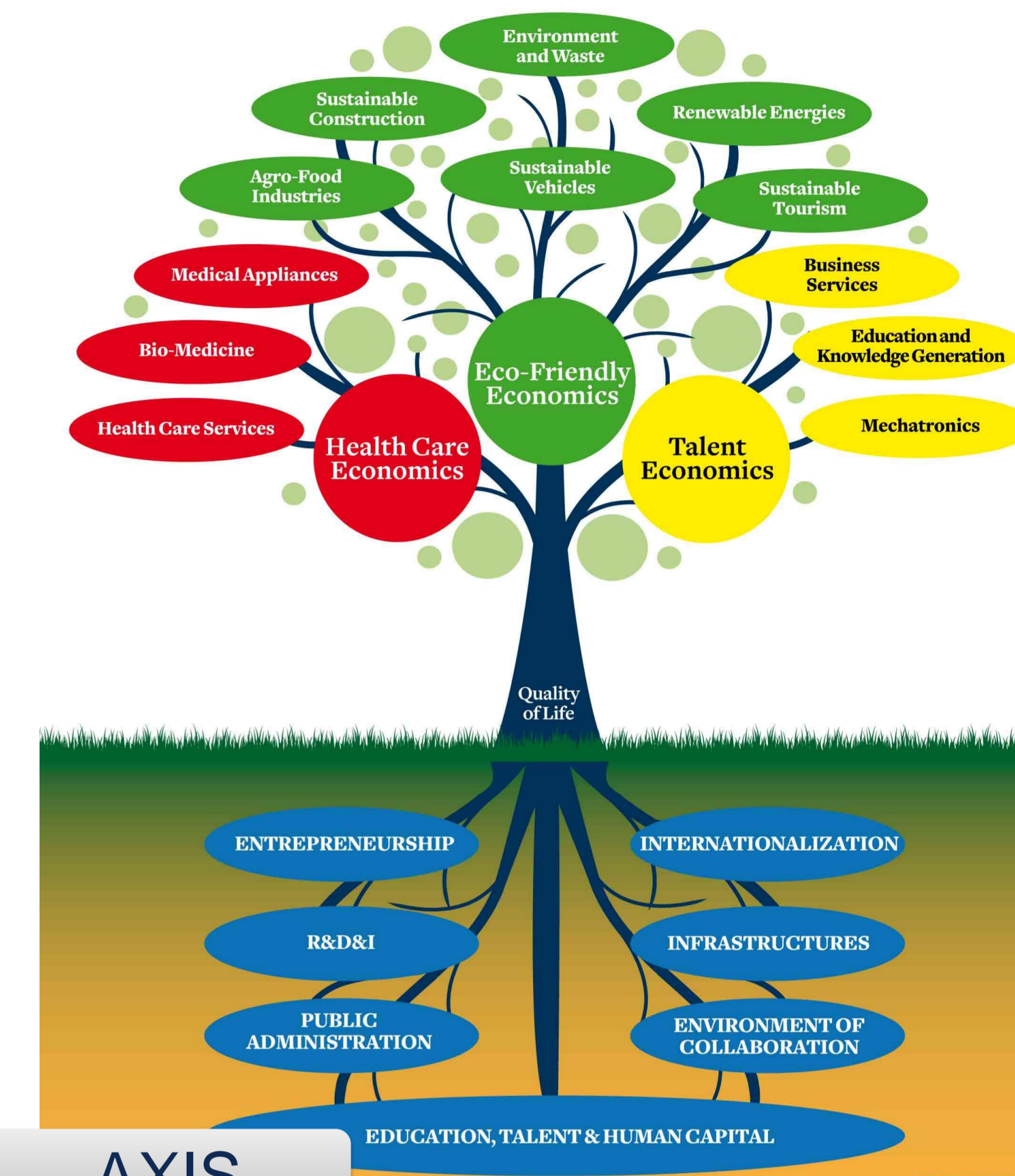
Additionality Studies (IWT)

Macroregional innovation Scoreboard ( Bretagne)

Orion ( PACA)



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



## EXPECTED IMPACT

- New Impact Assessment System** for the RIS , that will be continuously improved from the 4<sup>th</sup> 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)

Further information:

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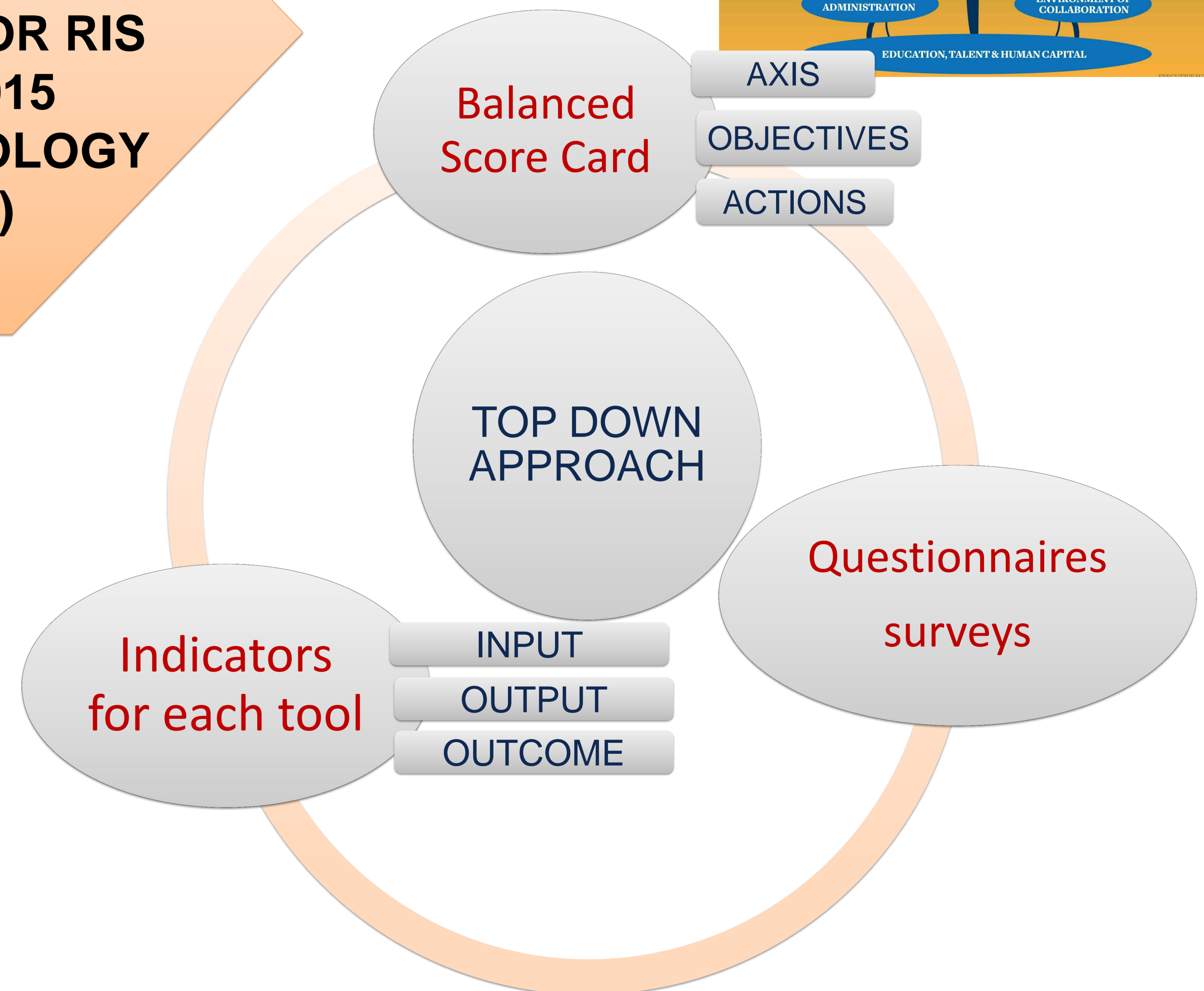
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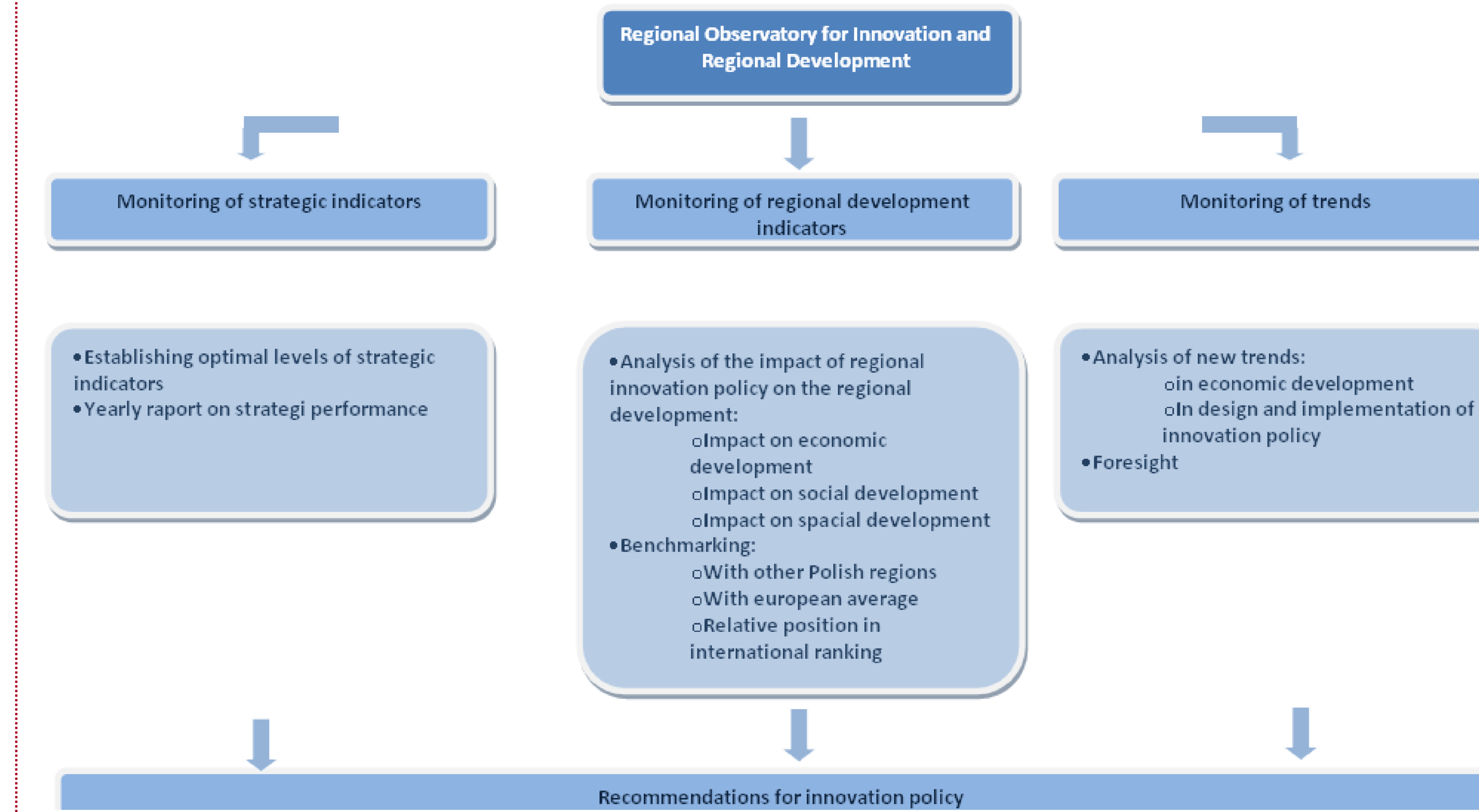
## Cross-fertilising process

Update of Regional Innovation Strategy for Wielkopolska 2010-2011

Participation of Wielkopolska in SCINNOPOLI 2009-2011

Experience from first RIS process in Wielkopolska 2002-2008

## Implementation Concept



## Import of Good Practices and Implementation Concept

Creation of the Regional Observatory of Innovation and Regional Development as a part of the Innovation Management Institute whose goal is to launch the cycle of innovation policy: actions taken depending on the results of monitoring and evaluation of implementation of the Regional Innovation Strategy. The concept was inspired by following SCINNOPOLI GPs: ORION from PACA (institutional set-up), IMPACTSCAN from Flanders (methodological approach), cluster monitoring from Lower Austria (cluster specific issues), context indicators in all Partner Regions.

## Implementation Plan

Activities/timing	2012				2013			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
1 Monitoring indicators of the regional development								
1.1 Development of Wielkopolska Innovation Index								
1.2 Data collection for the Index								
1.3 Benchmarking								
1.4 Annual summary reports								
2 Monitoring the implementation of the Strategy and monitoring of the Regional Innovation System								
2.1 Monitoring of existing innovation activities implemented by the Regional Authorities								
2.1.1 Up-date of the tool developed within SCINNOPOLI								
2.1.2 Data collection								
2.1.3 Analysis of existing innovation activities implemented by the Regional Authorities								
2.1.4 Coordination of the activities taken by Regional Authority								
2.2 Monitoring of existing innovation activities of the regional innovation system actors								
2.2.1 Development of methodology to monitor ROP beneficiaries in the context of implementation of RIS								
2.2.2 Data collection								
2.2.3 Analysis of existing innovation activities of the regional innovation system actors								
2.2.4 Development of procedures for amending the ROP based on the results of RIS monitoring								
2.2.5 Amending the ROP based on the results of RIS monitoring								
2.3 Monitoring of cluster initiatives								
2.3.1 Development of the tool								
2.3.2 Data collection								
2.3.3 Analysis of cluster initiatives								
2.3.4 Amending cluster support measures according to results of the monitoring								
2.4 Monitoring of strategic indicators								
2.4.1 Determination of baseline strategic indicators								
2.4.2 Setting up the target and intermediate level of achievement of strategic indicators								
2.5 Introducing electronic data collection tool for monitoring of RIS								
3 Monitoring of trends								
3.1 Additional research and analysis (ad hoc)								
3.2 Development of procedures for adopting the innovation policy based on the results of monitoring of trends								
3.3 Adopting the innovation policy based on the results of monitoring of trends								

**Budget = 1210 th. PLN**

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