



James Leighton, Bretagne Innovation

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The Regional Innovation Strategy in Bretagne Monitoring, Evaluation, Best Practices

Background & Priorities

Solutions & Tools

Results & Conclusions



➤ Innovation Support in Bretagne, Background



- France: Historically centralised government
- Bretagne: Historically in the forefront of innovation support (Early 80's), CIT, Tech.parks...
- Progressive state “reorganisation” (1983, 2004)
- Today: A multitude of facilitators (>80), & financiers (>20).
 - Reg.gov. 38%, national 31%+11%+2%, Counties 8%, Cities 7%, Chambers of Commerce 4%,.....
- Prob. 1, Visibility, lisibility, clarity for SME's
- Prob. 2, Coherence, cooperation,
 - Competition for limited resources
- Prob.3, Effective evaluation for improvement
 - Of individual actors
 - Of Interfaces, collaboration, networking
 - Of the overall system (results for SME's)



Priorities & Solutions

- Regional innovation plan
 - Involving all facilitators and financers
 - Innovation strategy committee 50% civic entrepreneurs
 - Regional Innovation agency (Bretagne Innovation)
- Priorities:
 - Have a shared vision amongst financers
 - Ensure the full range of innovation support is available for companies (Oslo manual definition of innovation)
 - Evaluate to improve, Development of an “Evaluation culture”
- Difficulty to measure the effects of innovation support actions on regional development



Tools for evaluation

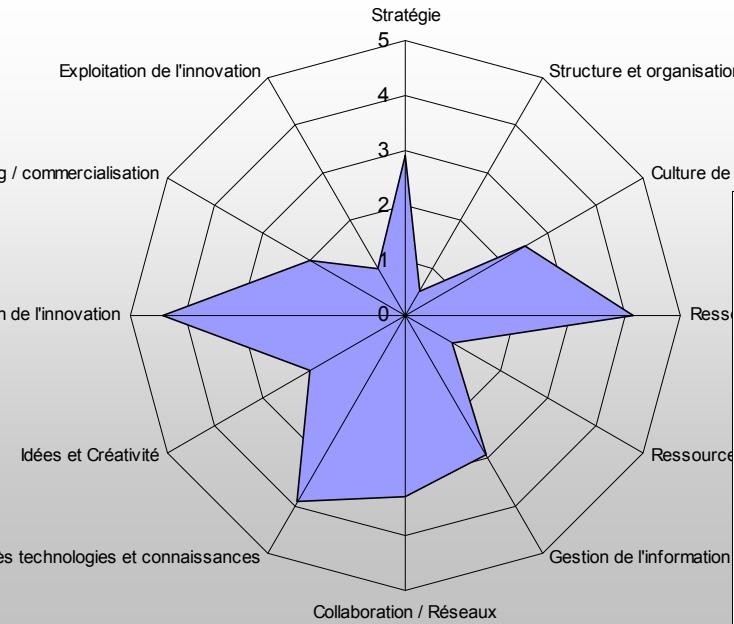
- **Creation network of experts from all facilitators**
 - Extranet, shared data amongst all actors
 - Difficulty of receiving regular qualitative data
- **Annual reports**
 - Agreed interpretation of indicators
 - Mostly quantitative data
 - Difficulty to aggregate qualitative information
- **Impact assessment, long and costly, very useful**
 - Company surveys (difficulty of representative sample)
 - Face to face interviews (Clients and suppliers)
 - Identify differences in perception



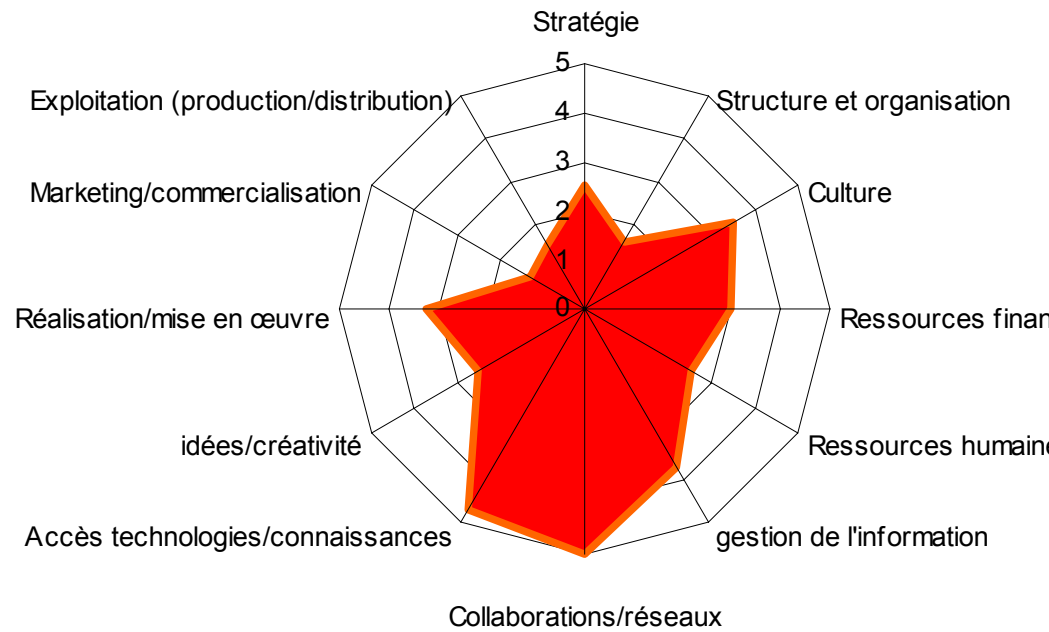
Perception Technology Transfer Centres



Critt + Breizpack



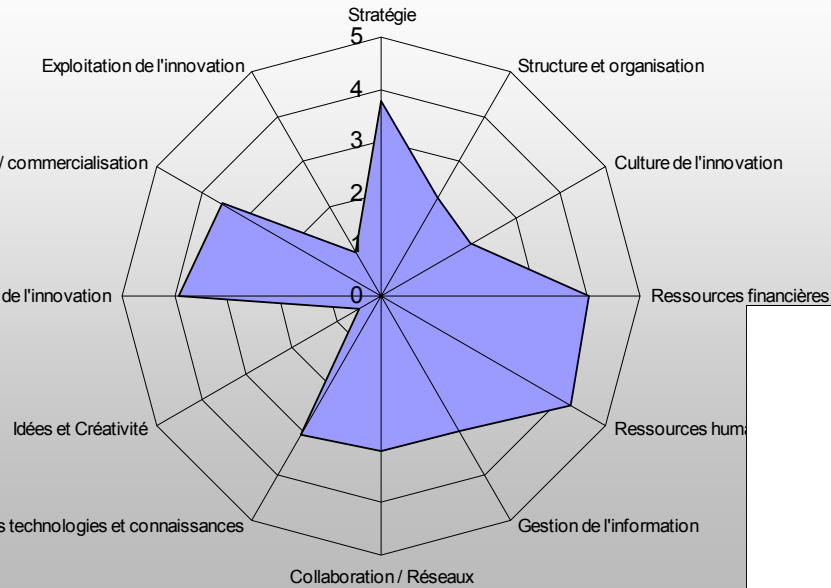
Perception des CRITT + Breizpack + Meito sur leur impact



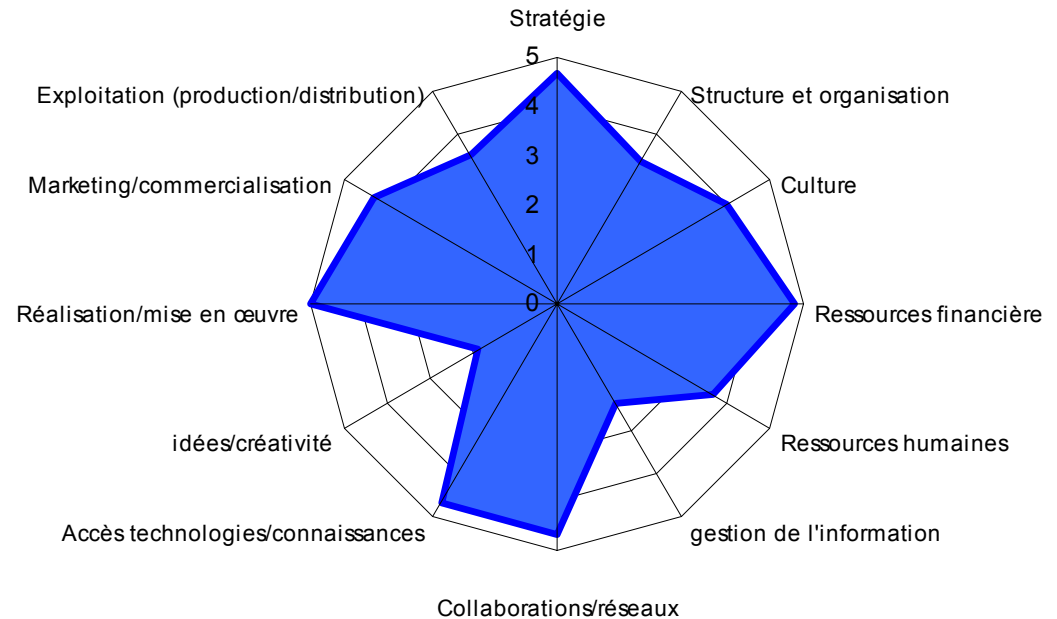
↘ Perception of Technology Parks



Technopoles



Perception des Technopoles sur leur impact

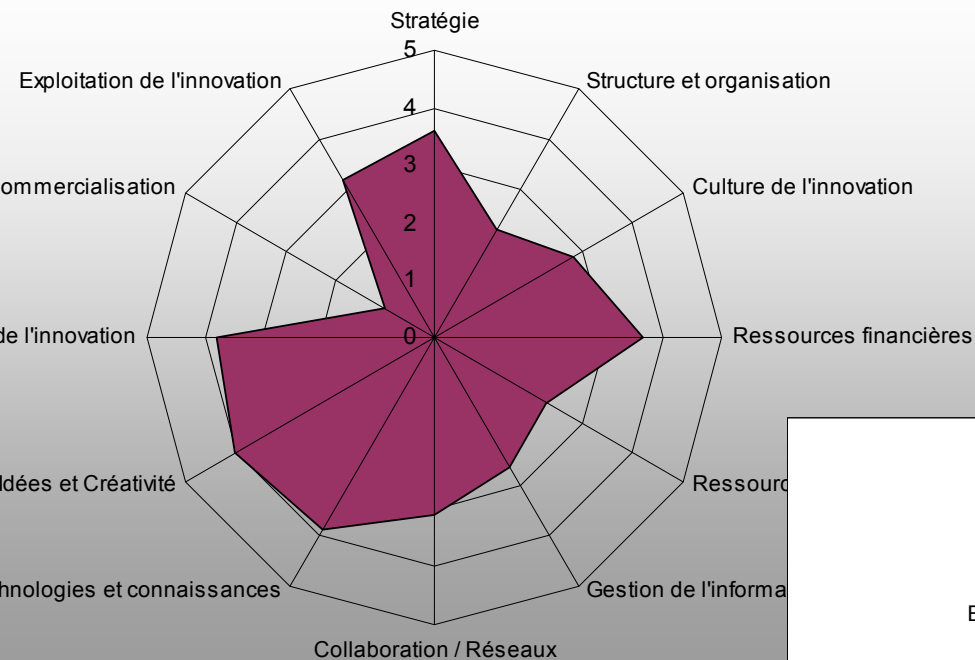




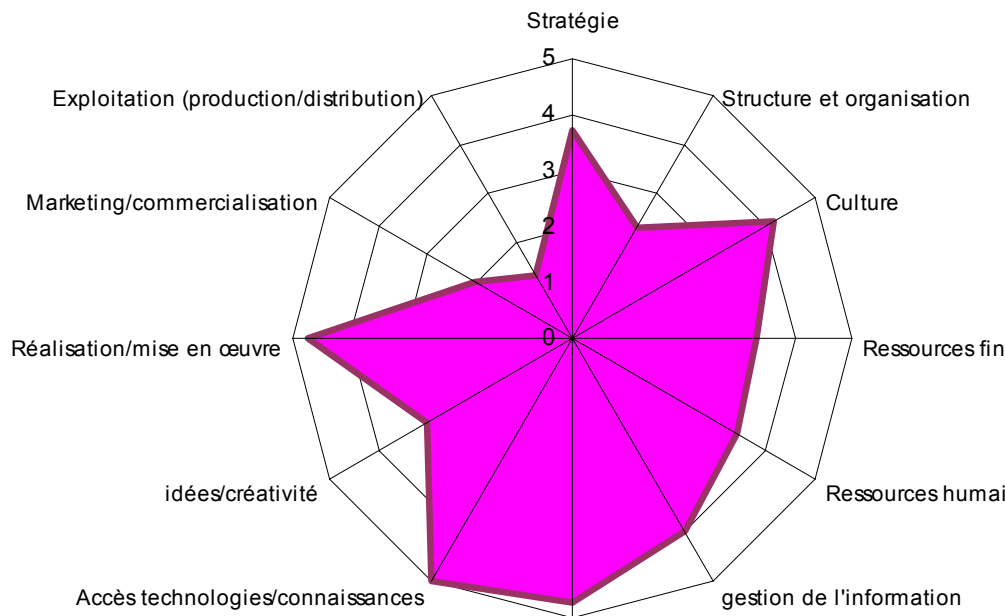
Perception of Technological Centers



Centres techniques



Perception des Centres techniques sur leur impact





Results of impact assessment, 2005 - 06

- Strong on technological support
- 80% of companies satisfied
- Improvements needed in
 - Marketing support, Access to information, Industrialisation / project management, Human resource management, Financial support , Commercialisation of innovative products/services
- Evolution of facilitators skills (training)
- 2007/08: Action training in project management
- 1/01/09; Identification of innovation actors
 - Training in PM, I.P., Economic intelligence, marketing
 - Keep in contact, Innovation clubs, continuous training



Evaluation at 3 levels

- Evaluation of “Innovation Strategy”
 - Outside consultant
 - Once every 3 years
- Evaluation of implementation
 - Results compared to priorities
 - Compilation annual data
 - Benchmarking other regions
 - Evaluation of impact every 2 years (company surveys, interviews...)
 - Feedback for continuous improvement
- Evaluate the effects of our actions on regional development

➤ Evaluation of innovation potential and effects on regional development

- Difficulty to measure the effects of innovation support actions on regional development
- Creation matrixes (Impactscan);
 - Assess Strategic Objectives / Facilitators, plus
 - Facilitators / Support Actions
 - Calculate relationship Support Actions /Strategic Objectives
 - Assess Support Actions / innovation enablers
 - Calculate Innovation enablers to Strategic Objectives
- Impossible to translate individual impact into regional development, too many variables
- Creation innovation index



Construction innovation index



- **Inputs; Innovation Potential; people, education, research,...:**
 - Number of researchers
 - Continual training (Co. expenditure)
 - No. private consultants
 - Secondary and higher education results
 - Participation in European R&D projects
- **Innovation Output; Quality jobs, standard of living.....;**
 - Companies in hi-tech industries
 - % new products, exports
 - Value of fiscal incentives, No. JEIs (Young innovative cos.)
 - Patents
 - No. graduates/doctorates staying in the region
 - % national grants distributed in the region
 - Company creations



Conclusions



- Evaluation of innovation support needs to be carried out at a regional level, we need the right information to evolve.
- A shared and coordinated regional approach is vital
 - the result can be considerably greater, or considerably less, than the sum of the individual parts
- Shared methodology enables comparison, even with different regional profiles
- Impact assessment is costly but essential
- An “Evaluation culture” can help to reduce resistance to change
- Ideas come from identifying differences :
 - In priorities
 - In actions
 - In perceptions