



Indicators for Managing and Developing Innovation Projects

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Innovation

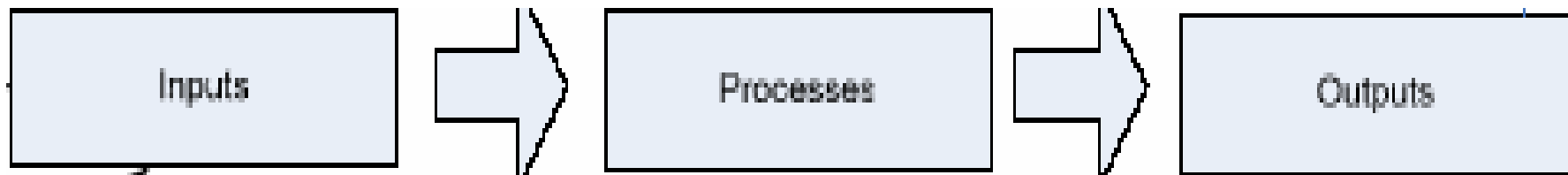
"Innovation . . . is generally understood as the introduction of a new thing or method . . .

Innovation is the embodiment, combination, or synthesis of knowledge in original, relevant, valued new product, processes, or services"

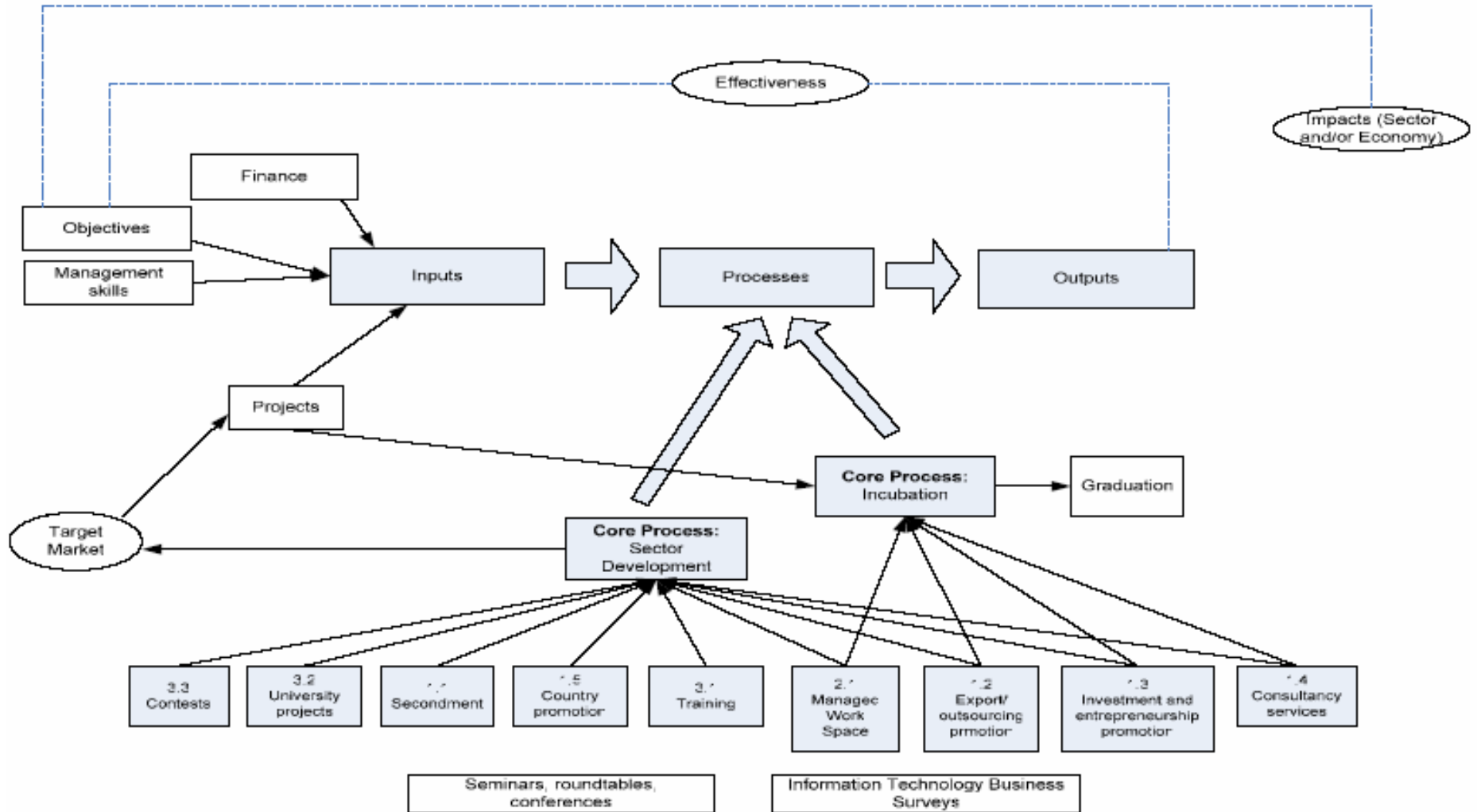
"Innovation, like many business functions, is a management process that requires specific tools, rules, and discipline."

Input – Output Model

Model defines co-relations between
Inputs, Processes and Outputs

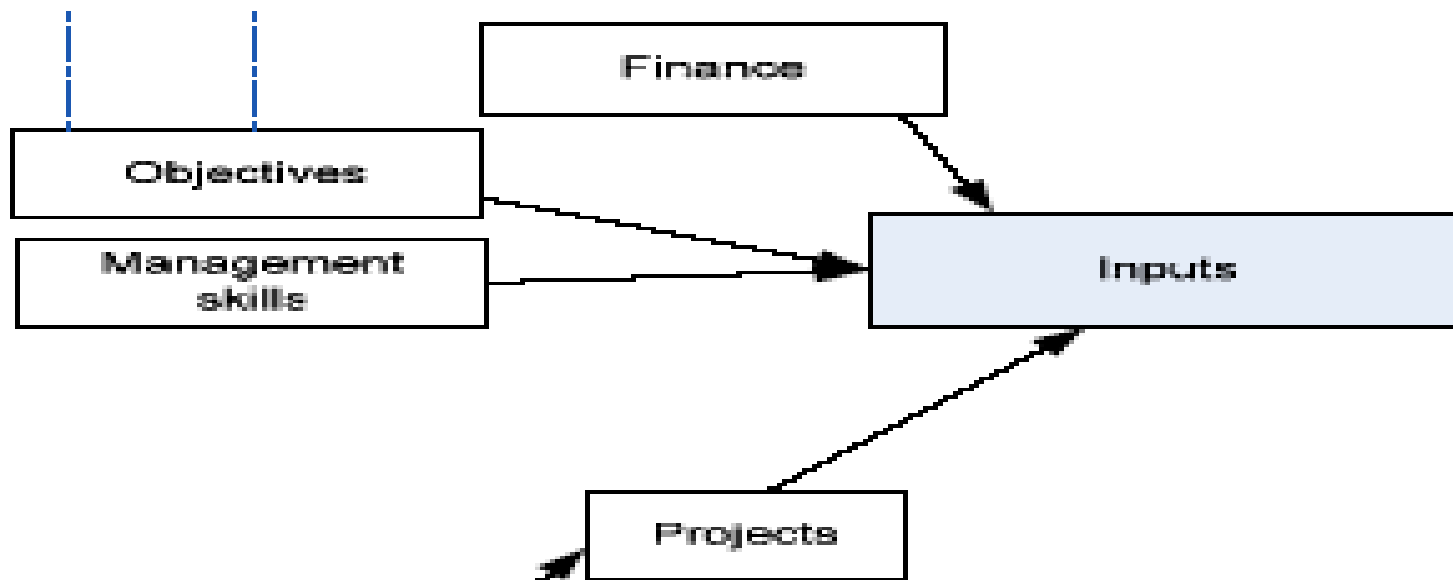


EIF Input – Output Model



INPUTS

consist of resources made by stakeholders, objectives of the Project, management skills of the staff, projects put by incubator tenants and/or start ups.





PROSESSES

a sequence of set of Activities needed to convert inputs into outputs.

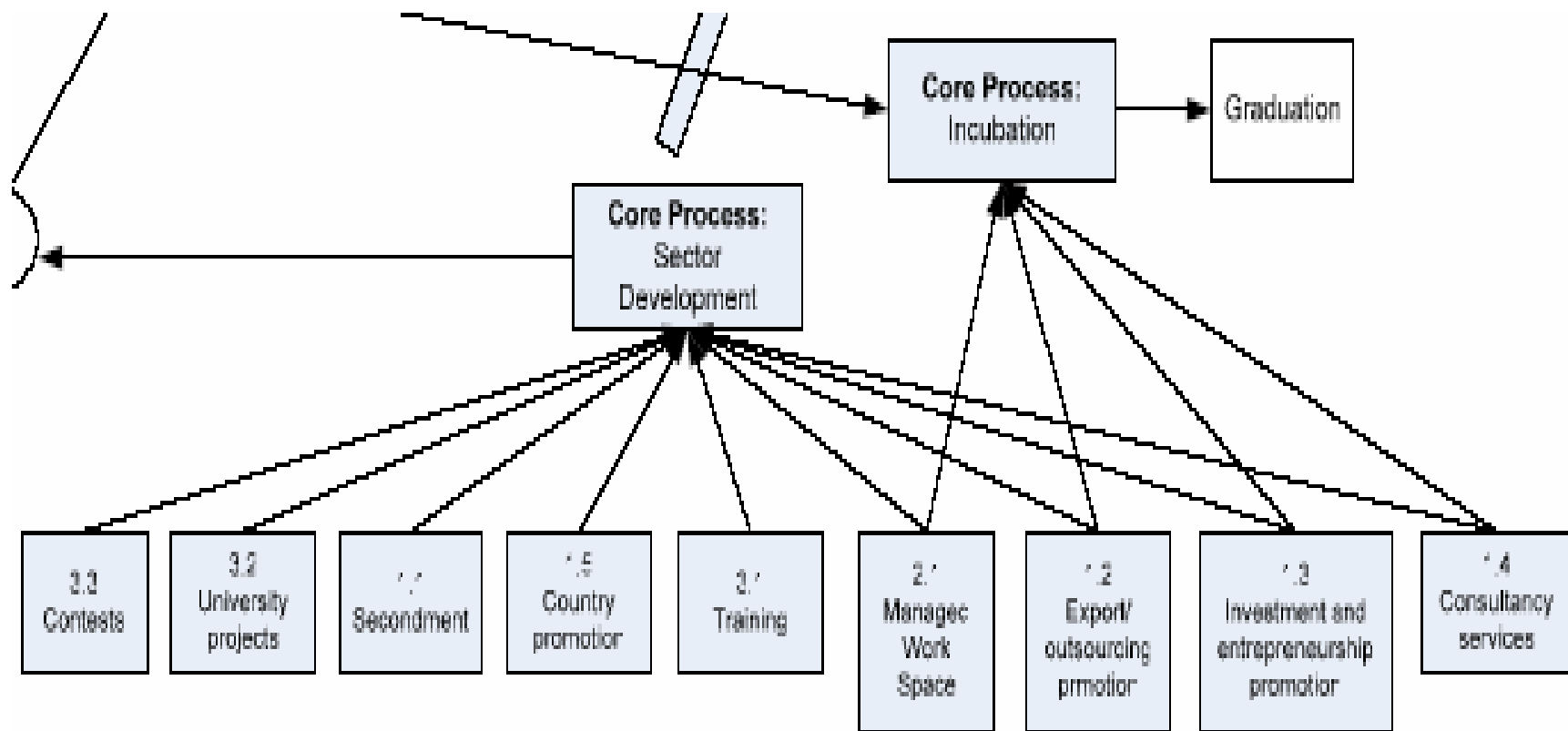
Processes are divided into:

- **Core Processes**
- **Sub-processes**

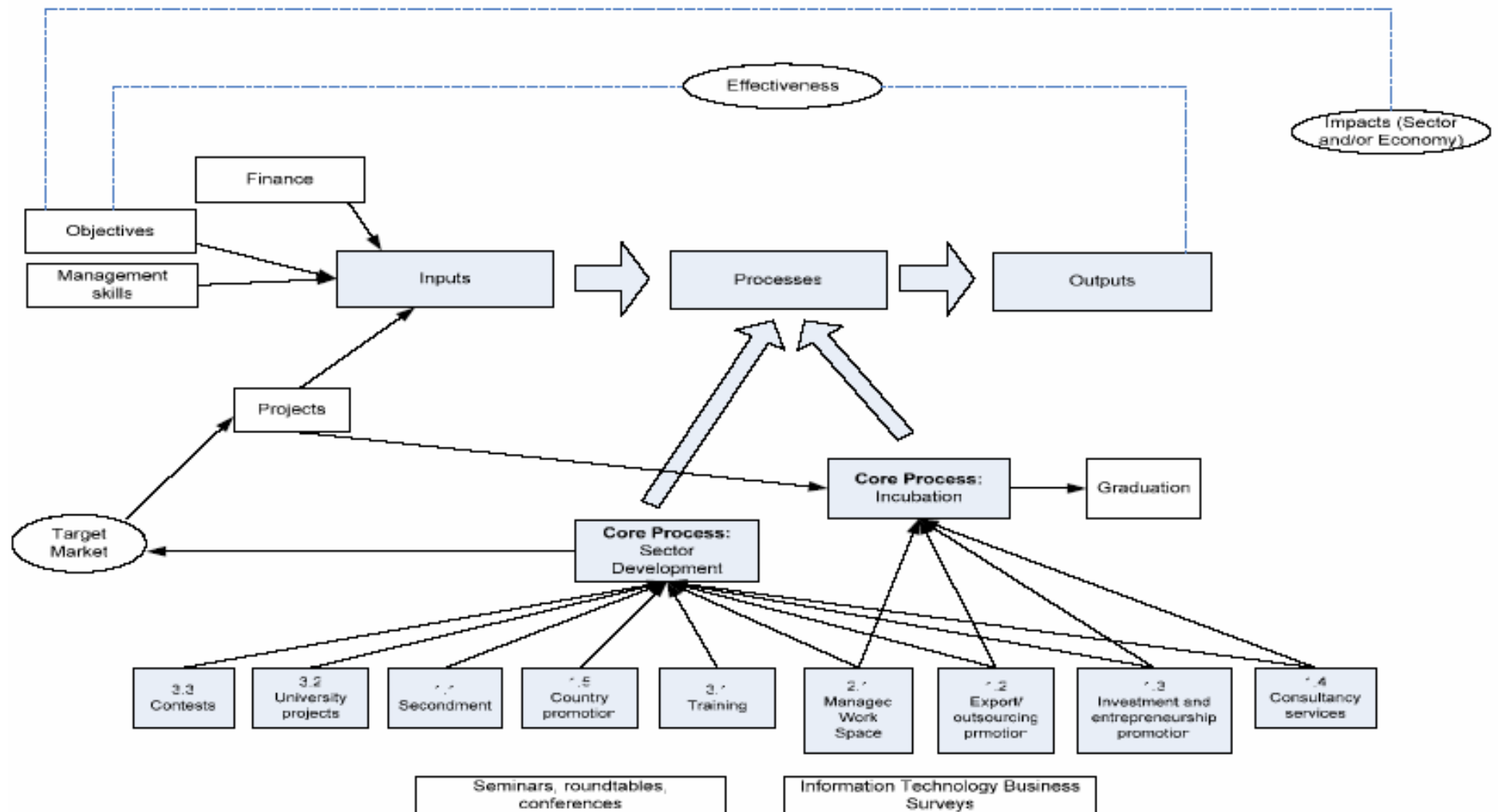
Core Processes are supported by **Sub-processes**.

Sub-process is a certain group of activities undertaken to produce a product and/or service and/or pursuit a common goal.

Core Processes for Enterprise Incubator Project



EIF Input – Output Model





Dimension to Assess the Performance

Effectiveness:

the extent to which the Project achieves its established outputs or other intended results

Impact:

the extent to which the actual outcomes of the Project promote broader development objectives, e.g. broader policy objectives of the stakeholders, sector positive impact, etc.



Assessment Approach

- Definition of Project Outcomes linked to main Project Objectives
- Definition of Output and Outcome Key Performance Indicators (KPIs) linked to Project Outcomes
- Development of Performance Monitoring Methodology

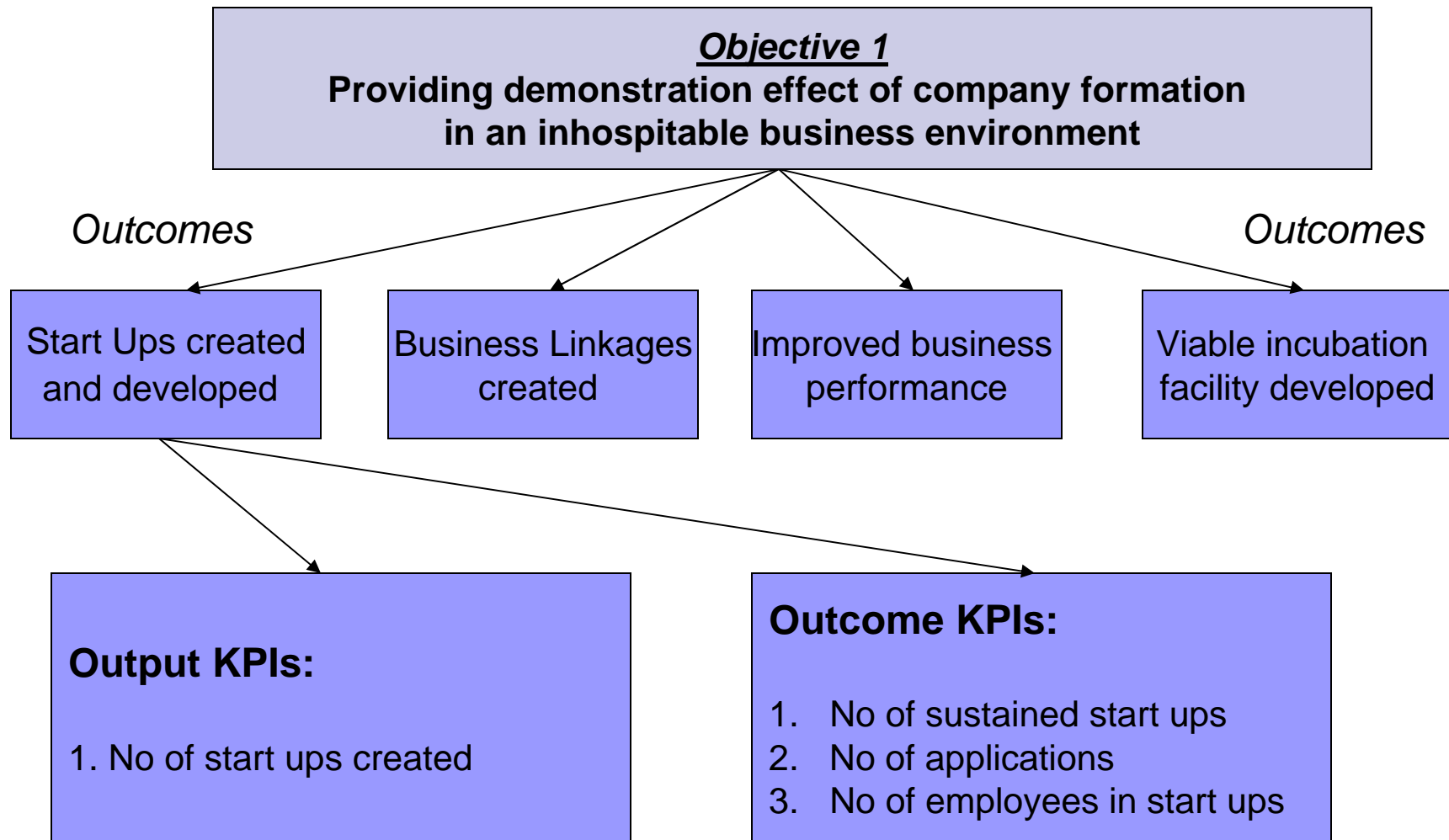
Outcomes: project goals which are expected to be reached by achieving a defined set of outputs

Output indicators show the fact *of implementation* of the Project in accordance with the plan.

Outcome indicators measure *the indirect impact of Project activities*.

Definition of Outcomes and KPIs

Example





Performance Assessment Methodology

1. Identification of measurement base for KPIs:

- Benchmark data (target number for each reporting period)
- Source and specification of data required
 - measurement data
 - source of data
 - validation

2. Development of Project Performance Rating Scale

3. Defining Monitoring Periods



Monitoring Process

- Information gathering (data collection) and data validation for each KPI
- Measurement (actual vs target)
- Analysis and assessment as per Rating Scale
- Reporting
- Corrective Actions



Overall Sector Impact Indicators

**/completed based on the results of annual
sector surveys/**

- Annual percentage increase in industry revenue
- Annual percentage increase in export of IT companies
- Annual percentage growth of IT companies
- Annual percentage growth of IT workforce
- Increase of tax receipts from existing enterprises



Sector Growth Model

- Quantitative assessment through building econometric model and analytical tools
- Development of growth scenarios in mid term perspective
- Empirical revenue generation model for software and services sector
- Assessment of impact of major cross-cutting factors

THANK YOU

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