Austria
Belgium
Bulgaria
Chile
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Iceland
Ireland
Israel
Italy
Latvia
Lithuania
Luxembourg
Malta
Netherlands
Norway
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Sweden
Switzerland
Turkey
United Kingdom

Building Technology Partnerships

Innovation Relay Centre Network

PERFORMANCE INDICATORS

Version 3 – July 2006

- CONCEPT
- OPERATIONAL PROCEDURE
- TTT DATABASE AND PERFORMANCE INDICATORS DATABASE





Table of content

Chapter 1. Scope of the document

The purpose of this document is to present the concept and the operational procedure for performance measurement.

The concept is the result of the document produced by the Performance Indicators Working Group, taking into account the feedback received during and following our Annual Conference in Vienna. The previous version of the document - January 2006 - has been reviewed and replaced by this version - July 2006 - following the experience gathered during the two years of functioning, some EC recommendations and conclusions taken by the Advisory Group 2. The AG-2 agreed on **an additional output data** and **updated performance indicators**. The IRC Secretariat (IRC-S) also **refined the definitions of terms** to allow consistency in understanding.

An update to version 3 (July 2006) is now necessary because of new TTT definitions and a new Performance indicator TTT assist/FTE.

The operational procedure explains how the information is collected and provided to the IRCs. The flow of information enables IRCs to comment – in their annual reports to the EC - on their performance against predefined criteria and / or network average.

Chapter 2. The concept of Performance measurement

2.1. The objective of Performance measurement

The ultimate aim of performance measurement is to contribute to the professionalisation of the network. The purpose is to foster the understanding by each IRC of its performance and impact compared to chosen references in the network. The implementation of Performance Indicators (PIs) is expected to stimulate a process of continuous network improvement.

2.2. IRC Criteria

The performance of an individual IRC compared with the network average enables conclusions to be drawn about the performance of that IRC. It is, however, more pertinent and therefore useful for an IRC Manager to draw conclusions from comparing its output data and performance with those of IRCs of a similar nature i.e. IRCs with similar characteristics and geographical area covered. For this reason, IRC criteria have been defined taking into account the characteristics of each IRC and the geographical area covered, as illustrated below:

Characteristics of the IRC and the geographical area covered

Criteria	Data used	Categories
Size of the IRC	# FTE (FP6 contract)	• 0 - 4.5 • 4.6 - 7 • 7.1 - 10 • Above 10
Density of SMEs	# SMEs in geographical area covered / Surface area of the IRC region (km^2)	• 0 - 2 • 2.1 - 6 • 6.1 - 10 • Above 10
Country	# Country name	Country
Maturity of IRC	# New IRC (< 4 years)	IRCs with contract started 2004
Wealth of a region	GDP per capita of the IRC region (€)	• 0 – 10.000 • 10.001 – 20.000 • 20.001 – 30.000 • Above 30.000

Every single IRC is associated to one category for each of the above criteria (taking into account the IRC criteria provided to the IRC-S between November 2004 and January 2005) and will receive output data and performance indicators for the average network and the relevant category for each criterion. The IRC Manager will choose the criteria against which he will compare the IRC performance in his annual report to the Commission.

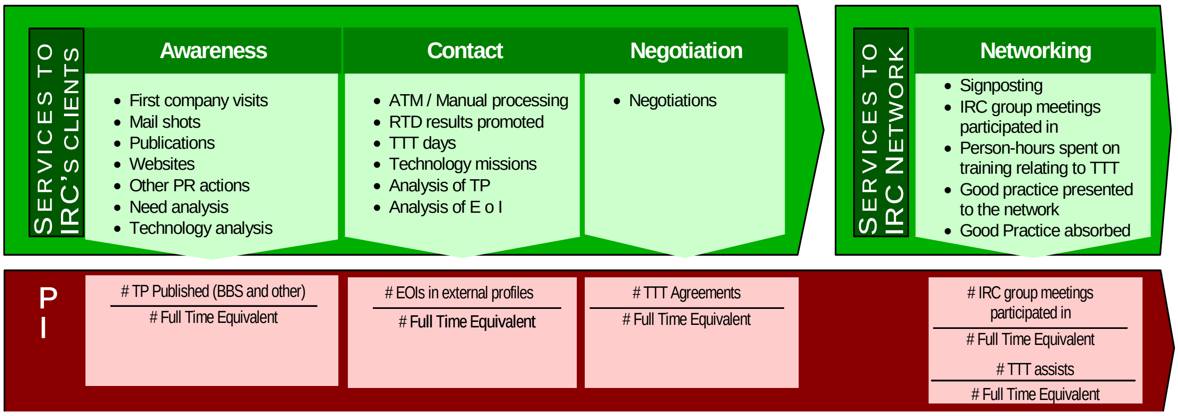
The above definition of criteria and the categories were presented to the Advisory Group and approved in December 2004. Some changes and modifications among criteria were inserted in July 2006. The chosen criteria have the advantage that they are simple to implement, as IRCs would only need to communicate to the IRC secretariat the number of FTE, the number of SMEs in the geographical area covered by the IRC, the surface of this area, and the GDP per capita of the IRC region.

2.2.1. Collecting the Data for the IRC characteristics

At the beginning of November 2004, the IRC Secretariat (IRC-S) has asked each individual IRC project manager to provide the characteristics of his/her IRC. The collection of this information is now done with a retention rate of 94% (Dec. 2004). Every single IRC Manager has still the possibility to check and modify the IRC criteria relevant to their IRC by sending the information to the IRC-S (r.broechler@innovationrelay.net).

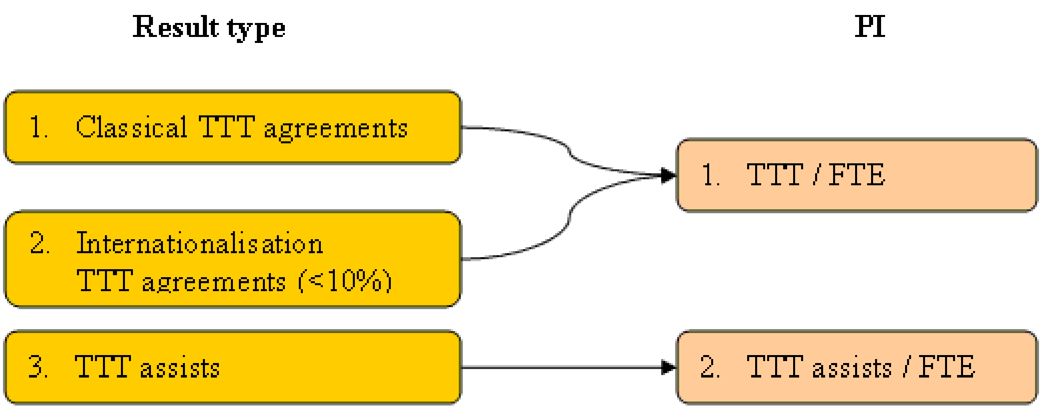
2.3. The TTT Process

The performance indicators reflect the cyclical nature of the IRC TTT process: awareness, contact, negotiation and networking (green arrow in the figure below). The end of each phase is symbolised by a performance indicator that illustrates an intermediate result (red arrow in the figure below).



The limited number of performance indicators and the simplified sequencing of the TTT process will help to create a light system for the collection and monitoring of PIs, leaving IRCs the flexibility to develop an approach and services that best suits the needs of their clients. As each IRC will have access to network and profile averages, they will be able to place their own performance in correct context and in so doing establish a process of continuous development.

The most remarkable change that can be noticed comparing to the last year' version includes the introduction of a TTT assist (see definition page 8). Moreover, an additional performance indicator has been introduced to measure the TTT assists / Full Time Equivalent. This new PI is significant for networking and professionalisation of the IRC network.



2.4. Reported data and Performance Indicators

		Contract Data	
		# FTE # Person(s) who inserted timesheets during the period	
		Output data	**Performance Indicators**
Awareness		# Companies contacted # External TTT profiles processed # Clients # New clients # Company visits, audits, technology/needs assessment	# TTT profiles produced (BBS + BEs + Missions) / # FTE
Contact and Partnership Building	**Analyse of offer and demand**	# Local TTT profiles produced on BBS # Local TTT profiles produced for Events and Missions (BEs+Missions) # EOIs in local TTT profiles published # EOIs in external TTT profiles processed	# EOIs in external profiles / # FTE
	Events	# TTT Events organised # TTT Events participated in # Clients participating in TTT Events # Transnational meetings at all TTT Events	
Negotiation		# Negotiations started # TTT agreements	# TTT agreements / # FTE
Network Support & Professionalism		# TTT assists # Signpostings # IRC group meetings participated in # Person-hours spent on training relating to TTT (Staff exchanges, good practice workshops, etc) # Good practice presented to the network # Good Practice absorbed	**# TTT assists / # FTE** # IRC group meetings participated in (AG, WG, TG Chairperson) / # FTE

= Number of

2.5. Definitions of Terms

Contract Data	
FTE (Full Time Equivalent)	The number of person-days spent on the IRC contract, divided by the length of the working year in your IRC e.g. from 205 to 220.days depending on the country or region of Europe the IRC is based in.
Person(s) who inserted timesheets during the period	The number of person(s) who is working for your IRC regardless the time they are charging in your contract.
Awareness	
COMPANIES CONTACTED	The number of companies the IRC has been in contact with during the reporting period. This goes from the action of sending a mailshot to providing the deepest assistance.
EXTERNAL TTT PROFILES PROCESSED	A TTT profile produced by another IRC, or by that IRC's client and that has been sent out directly to clients and companies in your region via the AMT, email, fax, or indirectly via a newsletter, newspaper, or on a public website.
CLIENT	A Client is defined as a company that has received direct support from the IRC during FP6 period (for FP6 Year 1, clients are companies that have also been served during the FP5 period). This support corresponds to a minimum of **4 hours consultancy time**, to help that company to take advantage of the TTT services offered by the IRC network. For example this could include a company visit with follow-up work on a TTT profile. **Without this minimum period of time spent with a company, the company cannot be defined as a client. If a company is in contact with an IRC but then does not use the TTT services, once again it cannot be defined as a client.** . **A client is not a company that just received an unsolicited newsletter or a mailshot from an IRC.**
NEW CLIENT	A company that became a client (see definition above) in the reporting period. E.g. a new client FP6 Year 1 is a client who has not been served during the FP 5 reporting period; a new client FP6 Year 2 is a client who has not been served during FP6 Year 1.
COMPANY VISITS, TECHNOLOGY AUDIT, NEEDS OR TECHNOLOGY ASSESSMENT	Any face-to-face contact with a company to evaluate its technologies, assess its suitability to absorb technology and its ability to use the services being offered by the IRC network achieved during the reporting period.

Contact and partnership building	
TTT PROFILES	Technology Offers (TOs); Technology Request (TRs)
LOCAL TTT PROFILES PRODUCED ON BBS	A profile produced by your client and published **for the first time** through the BBS. The profile may be published several times during the reporting period but it will count one time only because it has been produced once.
LOCAL TTT PROFILES PRODUCED FOR EVENTS AND MISSIONS (BEs+ MISSIONS)	A profile produced by your client and published **for the first time** in a catalogue for a TTT event (BE or Mission) The profile may be published several times during the reporting period but it will count one time only because it has been produced once.
EOI (Expression of interest) in local TTT profiles published	EOI = When a company or client has requested **further, more detailed information** on a TTT profile during the reporting period, including company contact details or a wish to meet at an event. Consequently, the number of "Transnational meetings at all TTT events" is also EOIs. Local TTT profiles published = See above.
EOI (Expression of interest) in external TTT profiles processed	EOIs = see above External TTT profiles processed = See above.
TTT EVENT	A TTT match-making event with international participants, e.g. brokerage event, company mission, etc. with transnational technology transfer as the main objective and that took place during the reporting period. Please note that sending a portfolio of local profiles to an IRC colleague to prepare for a mission is also equivalent of publishing these profiles in an event catalogue. However, seminar or information day is not considered as a TTT event.
TRANSNATIONAL MEETING	A face-to-face transnational meeting between companies and/or IRC staff representing companies, at an event to discuss a particular technology, know-how or TTT profile that took place during the reporting period.
Formal discussions and negotiation	
NEGOTIATION STARTED	Initiation of direct discussions during the reporting period between external and local clients (developer and recipient) **on the terms and structure of a TTT agreement** (e.g. a first draft of a contract or sending a quotation) as a prelude to signing a TTT agreement, started during the period of reference. A first talk at the occasion of a Brokerage Event is not a "negotiation started".
TTT AGREEMENT	Transnational Technology Transfer (TTT) agreement of know-how, technology, or expertise transferred from the developer to the recipient. The agreement has been **fully recorded** with a TTT statement letter and client's signature. *(See further document "TTT Definitions Version 5 – Valid from 1st April 2006*"). The TTT agreement between the two companies must have been signed during the reporting period.
NETWORKING ACTIVITIES and others	
STRATEGIC ACTIVITIES & PROFESSIONALISM	
TTT ASSIST	If an IRC **organises or co-organises a brokerage event or an SME mission** at which one or more TTT agreements are reached, then that IRC **can be named as a contributor** – and thus claim a TTT assist - only if neither of the parties to the agreement are from their own region. If several IRCs organise one brokerage event, only the main organiser can be claimed for one TTT produced. The second case of eligibility regards the forwarding of expressions of interest received by one IRC from a company outside its own region to the appropriate IRC. This situation may arise for example if an IRC promotes the entire BBS database via its website. The TTT assist claiming IRC should demonstrate that the TTT could not have been achieved without its contribution. In this case the IRC claiming the TTT assist (like before).
Signposting	Referring a client to **another network**, e.g. EIC, BIC, NCP, ESA, EUREKA, G2G, ProTon Europe, EBAN, IPR Helpdesk, IRE
IRC GROUP MEETINGS PARTCIPATED IN	The number of meetings where you physically participated in. An IRC group is a group that meets on a regular basis (at least twice a year), with the objective of improving the performance of the network, e.g. an IRC working group, thematic groups etc
GOOD PRACTICE PRESENTED	A tool or methodology **developed by your IRC** that is validated by the IRC-S and presented to the network via the IRC intranet or a Good Practice Workshop during the reporting period.
GOOD PRACTICE ABSORBED	A good practice developed by an IRC, validated by the IRC-S, which is then successfully **implemented in and used by your IRC during the reporting period.**

Chapter 3. Collecting the data

3.1. Overview

The IRC-S has established in 2005 two databases for the collection of the input data required to produce the performance indicators for the network. The first database is for the collection of the information on TTT agreements and the second - for the output data highlighted later in the document. Both databases are available on line. Once all the necessary information has been inserted into the databases each IRC receives their PIs in a downloadable excel format that can be imported directly into the annual reports produced for the EC, thereby streamlining the reporting process.

3.2. Processing Performance Indicators

The output data for the PIs is recorded in a web-based database. This database allows IRCs to upload the data related to their performance and in return it provides each IRC with a statistical report on their performance. The system guarantees the confidentiality of the information provided via two level of access:

1. Output data and PI for the global Network and for each IRC category:
This data is of interest to all Network actors and it is available on the Intranet.

2. Output data and PI for Individual IRCs:
This data is treated confidentially. Each IRC is able to export his own data in a Microsoft Excel format for inclusion in their annual report to the Commission.

3.2.1. Collection of Yearly PIs

In the previous contract (FP5) the majority of the information on the network's annual activities (number of company visits, negotiations etc.) did not reach the IRC Central Unit until at least 6-10 months after the end of each year. As a result the IRC-CU was forced to use network wide statistics from the previous year when assessing individual IRC performances. Essentially the IRC performance from 2001-2 was measured against network statistics from 2000-1.

Under the new contract the IRC-Secretariat is seeking to compare IRC figures against averages and statistics collected from the **same year**. To achieve this, the Secretariat gives the Network **3 weeks** from the first day of the year n+1 to submit the output data to produce the network and profile statistics. If at the end of this period **64 or more** IRCs have supplied the raw data then IRC performance will be compared against the same year averages. If however the figure of 64 is not reached the IRC's performance will be compared against the previous year's averages. It is important to foresee such back up mechanism. By taking into account the revised definitions of terms and the fact that there is one additional output data, the IRCs have to correct and update the information for **FP6 Year 2**, and also to insert the information for **FPY Year 3**, **deadline being for both 21st April 2007.** All the deadlines given below in this manual are meant to be effective at the end of the working day.

Reminder

Task	Deadline
Inserting Output Data FP6 Year 3	**21 April 2007**

3.3. TTT database

Until 2005, Transnational Technology Transfer agreements were collected and stored in a paper format, with all the information contained in the TTT agreement report being manually transferred to a database. In an effort to streamline this process, web based database has been established allowing the IRC network **to complete the TTT reports online, inserting all relevant information directly into database**. The IRC-Secretariat will continue in its role of validating the TTT agreements and producing and analysing network and individual IRC statistics, without being required to input data into the database. A section has been added to the dropdown menu on the IRC intranet called Network Results and this provides a link to the database.

3.3.1. Format of TTT database

The online TTT form is divided in two parts:

- **Part 1**: This section contains information that is common to all IRCs that are involved in the TTT Agreement. For example the names of the IRCs involved, the type of agreement concluded, the technology that was transferred and how it was transferred, the innovation and the year of the agreement. Only the IRC that first claims the agreement has to complete this section.

- **Part 2:** This section contains information that is specific to each IRC, for example information on the IRC's client, what services were provided by the IRC to the client to help conclude the agreement etc. Each IRC involved in the agreement will complete this section.

- **TTT Statement**: As always, each IRC will still be required to provide a TTT statement letter signed by their company. Until this is received by the IS the agreement will not be validated. In case when 2 IRCs are involved TTT Agreement it will be validated only if both IRCs provide TTT Statement Letter for their companies. It means that 2 TTT Statement Letters are needed to have an agreement validated.

3.3.2. Processing the TTT Agreements

The steps for claiming a TTT are the following:

1) The IRC starts filling in a **TTT form** via the online **TTT database** (www.ircnet.lu/src/ttt). In the **first section** of the form she/he described all aspects of the TTT, except the assistance provided by the second IRC for achieving the TTT agreement. While filling the form, the IRC demonstrates that the agreement fulfils the definition described in Chapter 1 and 2 of this document. The IRC identifies the other IRC involved, when relevant.
2) When 2 IRCs are involved the second IRC, identified in step 1 fills in the second section of the form that describes its involvement.
3) The database then enables both IRCs to print the **TTT form**, which must be sent to each IRC customer together with the official template of **TTT statement letter**. (http://www.ircnet.lu/docs/library/RB_NEW_TTT_statement_letter_final.doc.)
4) If only one IRC is involved, a signed TTT Statement letter from the party that was supported by the IRC must be obtained. When two IRCs are involved, one will obtain the signature from the developer and the other from the recipient.
5) The IRC then **uploads a scanned version** of the signed TTT statement letters to the TTT database. IRCs are responsible for keeping the original signed TTT statement letters in their records.
6) The IRC Secretariat assesses the TTT form and validates it when it is proved that the TTT definition is respected. This involves that:

- the developer and recipient are properly identified and located in valid countries,
- the object of the TTT and the kind of agreement are indicated,
- the innovative character and the economic impact of the object are clearly explained,
- the involvement of the IRCS is demonstrated

Statement letter from the recipient and the developer have to be both provided to the IRC-S before to be validated.
The agreement is then automatically counted within the performance indicators database of the respective IRCs, as an international or intra-network TTT.

3.3.3. Validating TTT Agreements

The agreement must be validated by the developer and/or the recipient. This is done through the submission of a signed TTT statement letter, including **both parties' names and the signature** of the IRC's client(s). If two IRCs are involved, one should obtain the letter from the recipient and the other from the developer. When only one IRC is involved, **one letter should be obtained, from the party that was supported by the IRC.** When this TTT will be validated, the number of TTTs achieved will increase for the period related to the **date of signature of the contract**.

Ex: If the TTT has been signed between the companies during FP6-Y1 and is submitted to the IRC-S during FP6-Y2, this TTT will anyway belong to FP6-Y1.

If a client claims confidentiality, the information disclosed to the IRC Secretariat is treated as confidential. Nevertheless, to claim a TTT agreement IRCs must submit the signed TTT statement letter(s).

- **Submitting FP6 Year 2 Agreements**: The deadline for the submitting of 3^{rd} Year TTT agreements, with a signed TTT statement letters, will be **31^{st} March 2007**. Any profiles submitted after this date will be validated by the IRC-S but they **will not** be included in the PIs for the IRC in question.

- **Second Part Agreements:** For a period of time after the end of the 3^{rd} Year any IRCs cited in the agreements submitted on the 31^{st} March will have an opportunity to complete their part of the TTT form. The final deadline for completing the second part of the form and submitting the relevant signed TTT statement letter will be**, 10 working days** after the end of the 3^{rd} year period, **16^{th} April 2007**. Any second part profiles for the 3^{rd} year submitted after this date will be validated by the IRC-S but they **will not** be included in the PIs for the IRC in question.

- **Final Validation**: The IRC-S will be validating TTT agreements and if necessary asking for additional information. This processing of agreements by the IRC-S will continue until **15 working days** after the end of the 3^{rd} year, **23^{rd} April 2007.**

- **PIs**: The IRC network will begin to receive their PIs **20 working days** after the end the 3^{rd} year, **30^{th} April 2007.**

- **Missed Deadlines**: Concerning those agreements that are not submitted within the deadlines; they **will be** processed by the IRC-S but **they will not** be included in the PIs used for the 3^{rd} year report to the EC and they **will not** be carried over to be included in report for the following year. However, this does not mean that agreements reported after the deadline will not feature in the overall calculation of PIs. For example, if IRC A reports 10 agreements by the deadline but then submits 2 after the deadline, the 2^{nd} year PI figures used in the report to the EC will only contain 10 agreements. However, by the 3^{rd} year report to the EC the number of agreements for the 2^{nd} year will be 12 to allow an accurate comparison between the 2^{nd} and 3^{rd} years.

- **Agreements involving 2 or more IRCs**: If an agreement involves **more than 1 IRC it is necessary for both IRCs to claim it to be valid**. For example, if IRC A completes its form and sends the TTT statement letter within the deadline but IRC B does not, then the agreement still counts for IRC A and will be included within the PIs for that IRC. If IRC A cites IRC B in an agreement, but IRC B refuses to claim it, as long as the agreement is still valid, IRC A will still be able to claim the agreement and if it is submitted within the given deadlines it will be included in the PIs for that IRC.

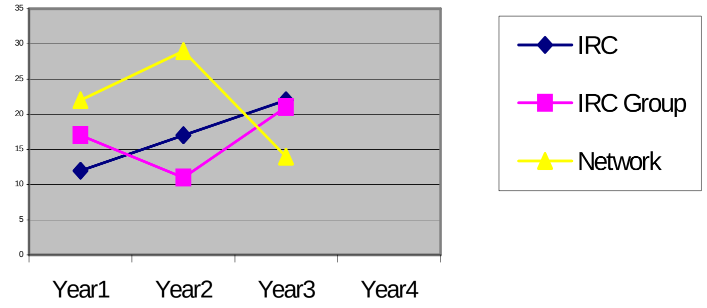
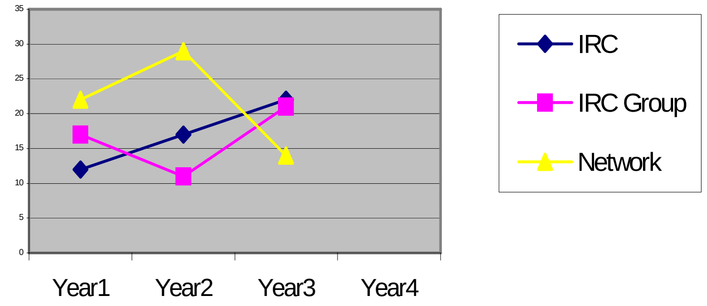
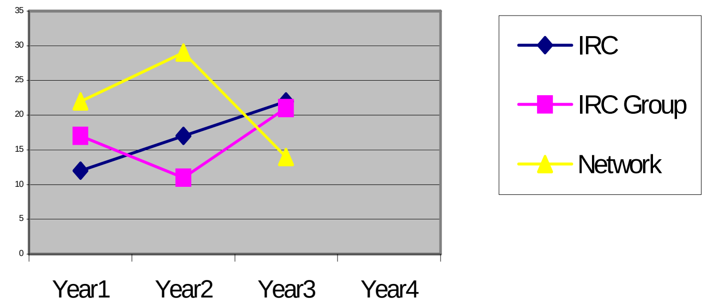
Reminder

Task	Deadline
Providing FP6 Year 3 TTT Agreements 1st Part (IRCs)	**31 March 2007**
Providing FP6 Year 3 TTT Agreements 2nd Part (IRCs)	**16 April 2007**
Final validation of TTT Agreements (IRC-S)	**23 April 2007**
IRCs will receive their PIs	**30 April 2007**

3.3.4. Results report and statistics

The following table is an example of the document to be provided to the IRC after they have uploaded their PI input data.

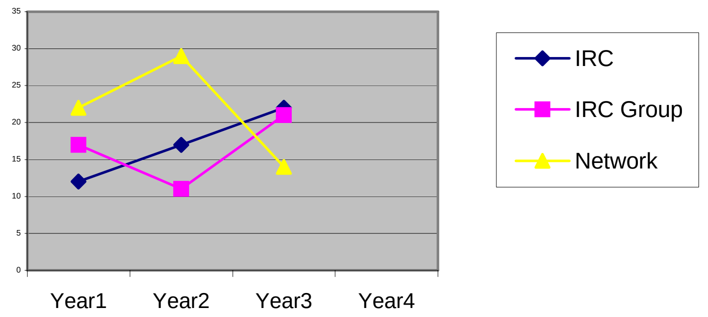
Part 2: IRC Performances

P.I.	Year	PI	Overall Network		IRC Category (X)		Graph
			Average	Rank	Average	Rank	
$= \frac{\text{\# TTT profiles published (BBS or events)}}{\text{\# FTE}}$	Year 1						
	Year 2						
	Year 3						
	Year 4						
$= \frac{\text{\# TTT assists}}{\text{\# FTE}}$	Year 1						
	Year 2						
	Year 3						
	Year 4						
$= \frac{\text{\# TTT agreements}}{\text{\# FTE}}$	Year 1						
	Year 2						
	Year 3						
	Year 4						
	Year 2						
	Year 3						
	Year 4						

13

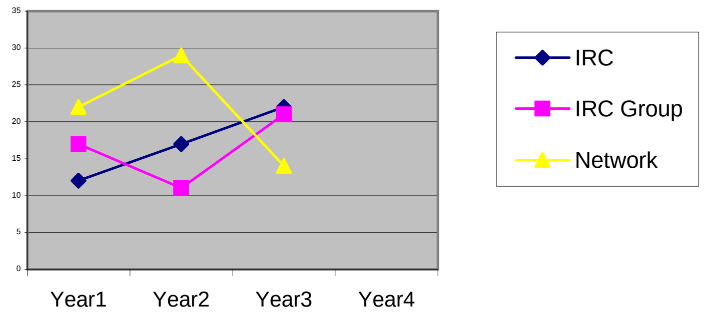
= $\dfrac{\text{·\# EOIs in external profiles}}{\text{\# FTE}}$

Year 1					
Year 2					
Year 3					
Year 4					



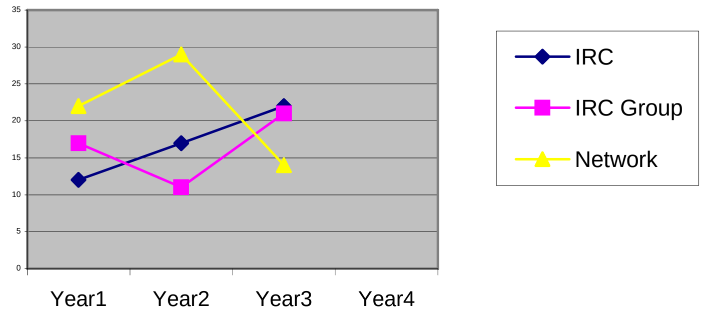
= $\dfrac{\text{\# TTT agreements}}{\text{\# FTE}}$

Year 1					
Year 2					
Year 3					
Year 4					



= $\dfrac{\text{\# IRC group meetings participated in (AG, WG, TG Chairperson)}}{\text{\# FTE}}$

Year 1					
Year 2					
Year 3					
Year 4					



Part 3 IRC Output data versus IRC Profile and overall network					
Data	IRC FP6	Average Network	IRC criteria 1 category high	IRC criteria 2 category X	IRC criteria X category Y
# Full Time Equivalent during the period (Average)					
# Person(s) who inserted timesheets during the period (Average)					
# of Companies Contacted (Total of)					
# External Techology profiles processed (Total of)					
# Clients (Maximum)					
# New clients (Total of)					
# Company visits, audits, technology/needs assessment (not in the BBS) (Total of)					
# Local Technology profiles published on BBS. (Total of)					
# Local TTT profiles produced for Events and Missions (BEs+Missions) (Total of)					
# EOIs in local Technology profiles published (Total of)					
# EOIs in external Techology profiles processed (Total of)					
# TTT Events organised (Total of)					
# TTT Events participated in (Total of)					
# Clients participating in TTT event (Total of)					
# Transnational meetings at all TTT event (Total of)					
# Negotiations started (Total of)					
# TTT agreements (Total of)					
# Signposting (Total of)					
# IRC group meetings participated in (Total of)					
# Person-hours spent on training relating to TTT (Staff exchanges, good practice workshops, etc) (Total of)					
# Good practice presented to the network (Total of)					
# Good Practice absorbed (Total of)					
# of Companies Contacted (Total of)					
# TTT Assists					

Chapter 4. Statistics to the Network

The combination of the data collected in the TTT database and the PI database will allow the system to provide necessary statistics on the IRC's performance. The statistics will take 3 forms:

1. Generally network statistics

2. An individual IRC's performance against the network

3. An individual IRC's performance against its IRC profile

- If necessary the Secretariat will use additional statistics to further analyse individual IRC performance to help better target services and support.