Best practice IV PRISMA KPI analysis tool

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Description of good practice example

Within the European Commission-funded Science with and for Society project PRISMA about the instalment of Responsible Research and Innovation (RRI) in innovation practice in industrial companies, we studied how an RRI approach may improve innovation processes in companies, and their outcomes. We developed a quantitative method to score performance on both RRI and general innovation management-related key performance indicators (KPIs). The method builds upon an earlier tool, the ‘success factor based live innovation project scoring and evaluation’ tool (Flipse *et al.* 2014), which was expanded with specific RRI elements, and for tracking the development of criteria scores over time.

Aims and goals

This tool is meant to create a basis of discussion about RRI in corporate innovation contexts, and to explore the links between RRI and innovation management-related KPIs. It is recommended to also collect data in a qualitative manner, in conjunction with this approach, for projects at the

Figure IV.I Key performance indicator (KPI) performance of three projects. The six KPIs are shown on the left side of the graphs and the overall score on the right.

Figure IV.II (Left) Key performance indicator (KPI) scores for a project, at a given moment in time, as assessed by all users within that project team. (Right) Comparison of a project with 'MonitoringAllProjects', with one specific KPI selected (marketing and sales), showing different scores for various criteria within that one KPI.

beginning, middle and end of their runtime, in order to make sense of the scoring patterns.

Benefit for organizations

An open discussion with the information in this tool supports innovators in explicitly discussing RRI within their organization. Linking RRI to innovation management elements helps to ensure that such discussions are directly relevant to innovators' on-going research and development work.

The tool works in three steps:

1. *Identification of relevant KPIs.* In an earlier study, 92 possible success criteria (both RRI-related and innovation management-related) were identified. Companies are asked, in the form of a serious card game, to select (30–50) criteria relevant to their organization, sort these into (5–8) relevant KPIs and indicate their relative importance by distributing 100 points over these KPIs.
2. *Assessment of company projects.* Innovation project team members (and possibly also outsiders) score the selected criteria on a 1–7 Likert-type scale, to assess project performance at a certain moment, using the protected online tool, for which all users have login credentials. This results in an overview of KPI scores for projects at a given moment (Figure IV.I).
3. *Discussion of results.* The KPI scores for the innovation projects are analysed, and allow for guided discussion based on (well/poorly performing) aspects of RRI and innovation management. The tool allows for comparative analysis between projects and between people within the same project: best practices can be identified and mutual learning may be facilitated (Figure IV.II).

Reference

- Flipse, S.M., Van der Sanden, M.C.A., & Osseweijer, P. (2014) Improving industrial R&D practices with social and ethical aspects: Aligning key performance indicators with social and ethical aspects in food technology R&D. *Technological Forecasting & Social Change* 85: 185–197.