

## MEASURING AND EVALUATING PROCESS OF SUPPORT

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The entire process of supporting non-technological innovations, based on six step supporting tool, should be evaluated. This applies to both the support process itself and its effects. The assessment will be subjective, based on OM's perception of both the process and its effects. This subjective approach results from the fact that OM is its main recipient and beneficiary of the entire support process.

It was decided to implement the three part tool for measuring and evaluation:

- A. Part one for evaluating the process of support and performance of intermediaries;
- B. Part two for measuring the scope and degree of implementation of recommended specific organizational and marketing innovation actions;
- C. Part three which assesses the changes in OM's performance due implementation of actions.

### **Part one**

Part one, for evaluating the process is based a typical tool used to determine the quality of the process and the satisfaction of the enterprise with the support. It contains questions regarding the satisfaction with the process of providing support, the extent that the support was in line with OM's expectations, satisfaction with the recommended actions etc. Every of six step counselling tool should be evaluated separately – just after finishing it. It is not applied to the step first and second – which can be done together. The sequence of steps is not important. In case of skipping a certain step, the evaluation for it is not used.

The example of questions are below:

1. Are you satisfied with the support provided by the intermediary? (definitely so, rather, hard to say, rather no)?
2. Did the intermediary contact you (follow up calls, meetings) during the implementation of the NTI? (yes many times/ yes once / never)
3. Did the intermediary contact you (follow up calls, meetings) to assess the final outcome of the implementation of the NTI? (yes many times/ yes once / never)
4. Was the process of support clear (yes/no).
5. Did you agreed with the proposed actions (yes/no).
6. Did the intermediary ask you to fill the satisfaction questionnaire? (yes/ no)
7. To what extent has the support offered through the intermediary been in line with your expectations? (on a scale of 1 - 5; 1 - unsatisfactory; 5 - highly satisfactory)
8. Are you interested by further cooperation for the implementation of the NTI? (yes/no)

### **Part two**

Part two for measuring the scope and degree of implementation of recommended actions included the questions about types of implemented actions and the degree of implementation e.g. low, medium, high.

The example of questions are below:

1. Do you believe in the success of NTI implementation? (yes/no)
2. Are you satisfied with the results of the support? (definitely so, rather, hard to say, rather no, no)
3. What type of recommended actions were proposed? (enumerative list):

List of proposed actions	Implemented (Yes / No)	The implementation degree (none/ very low/ medium/ high/ very high)

4. What is the probable date of implementation of the innovation being the result of support? for half a year for another year, ... (please specify when?) the innovation has already been implemented.

### Part three

Part three should be used after some period of time, because it refers to the changes made by implementing the NTI and a longer period is needed to observe the effects of them. In this case, also the self-assessment method is recommended. Moreover we should remember that the innovation outcome can strongly depend on the length of the product's life cycle, and thus can take on very different values in particular industries.

Innovation studies and meta-analysis indicate the need to consider the indirect effects of innovation processes, because they can influence the achievement of innovative success long time before the tangible, financial effects appear.

The scale of OM's self-assessment of observed/predicted impact of recommended actions could be framed in 1 to 5 scale (1 no impact vs 5 very strong impact).

The example of questions are below:

1. What type of changes in the enterprise will the received support lead to?
  - a. increase in revenues and / or
  - b. employment;
  - c. new product / service;

- d. new structure / organization;
  - e. new markets;
2. What other changes are likely due to the support received?
- a. stronger relationship with clients;
  - b. improvement in the quality of client service;
  - c. cost reductions;
  - d. improved employee satisfaction and/or reduced rates of employee turnover;
  - e. extending the time horizon of planning and perspective thinking;
  - f. undertaking cooperation with external partners in implementing innovation;
3. When could you meet with an intermediary, so information for a success story could be collected?
- a. Immediately,
  - b. in couple of weeks,
  - c. in 3 months,
  - d. in half a year,

**A follow up meeting should be organized to gather information and material for a success story from OM, no later than half a year after the survey (maximum a year after the recommendation). This success story would be a good materials for the promotion of non-technological innovation among the potential users of the web site as well as the potential clients of intermediaries.**