

Näkymätön näkyväksi:

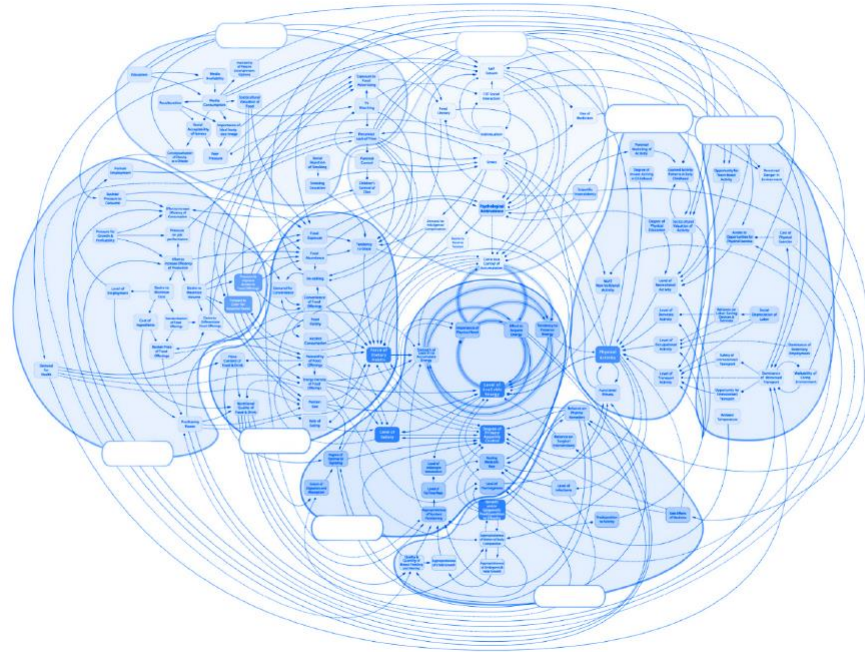
Monikriteeri-arviointi palvelujen
vaikuttavuuden arviointiin

23.5.2019

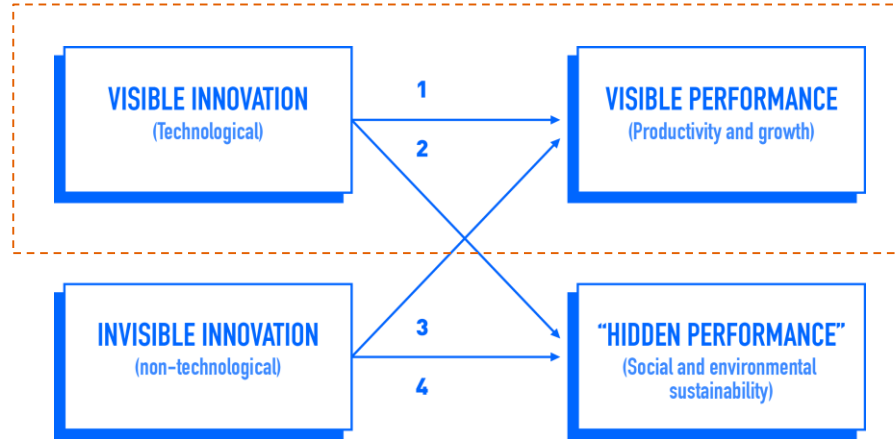
Kirsi Hyytinen, VTT Oy

Miksi tarvitaan uusia vaikuttavuuden arvioinnin mittareita?

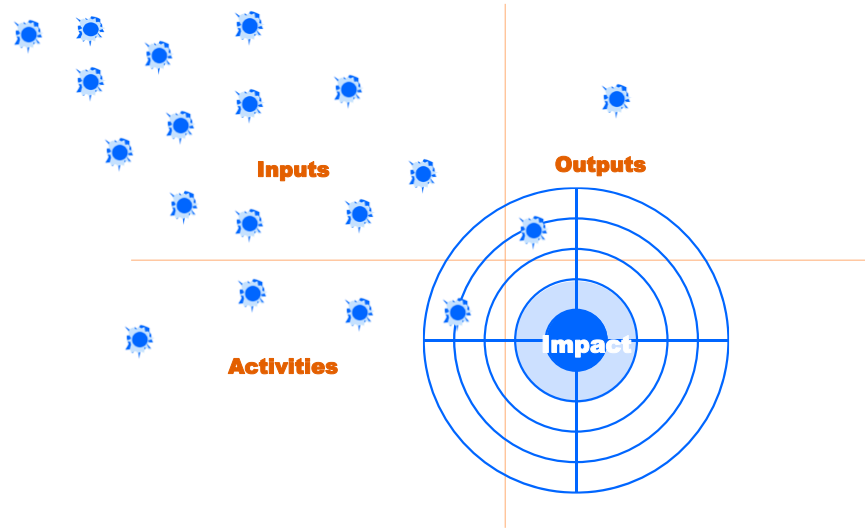
Yhteiskunnallisten haasteiden ja ratkaisujen luonne



Näkymättömästä näkyväksi



Painopiste panostuksista vaikuttavuuteen



Arviointikulttuurin laajentaminen

Where are we coming from?



Backward-looking

Traditional evaluation is backward-looking: it does not work as a guiding instrument in a continuously changing environment.



Techno-economic

The primary focus in the traditional evaluation is on technological and financial achievements. As the roles of VTT are multi-faceted by nature, traditional techno-economic indicators alone do not capture the variety of our activities and impacts.

PROBLEM → FIX

Linear

Traditional evaluation is based on a so-called input-output-outcome logic, which does not fit the modern view about how innovations and impact emerge.



Legitimation-driven

Traditional evaluation has primarily focused on legitimizing our existence – not as a tool to promote collective learning.

Where are we going?



Future-oriented

To be an adaptive organisation we need to focus more on real-time and future-oriented indicators. We learn from the past and orient towards the future.



Societal

To provide a balanced and comprehensive picture of our impacts we need to move towards a multicriteria approach in evaluation. The aim is to create a balance between techno-economic and societal impacts.



Systemic

We need to gain a more comprehensive understanding of VTT's role as part of a larger system. This requires a broad range of different data sources: e.g. enriching quantitative metrics with qualitative ones, such as systems maps and storytelling.



Learning-oriented

We want to support organizational learning through continuous evaluation and self-reflection at every level of the organisation.

Esimerkkejä vaikuttavuuden laaja-alaisesta arvioinnista

Monikriteerimalli palvelujen arviointiin



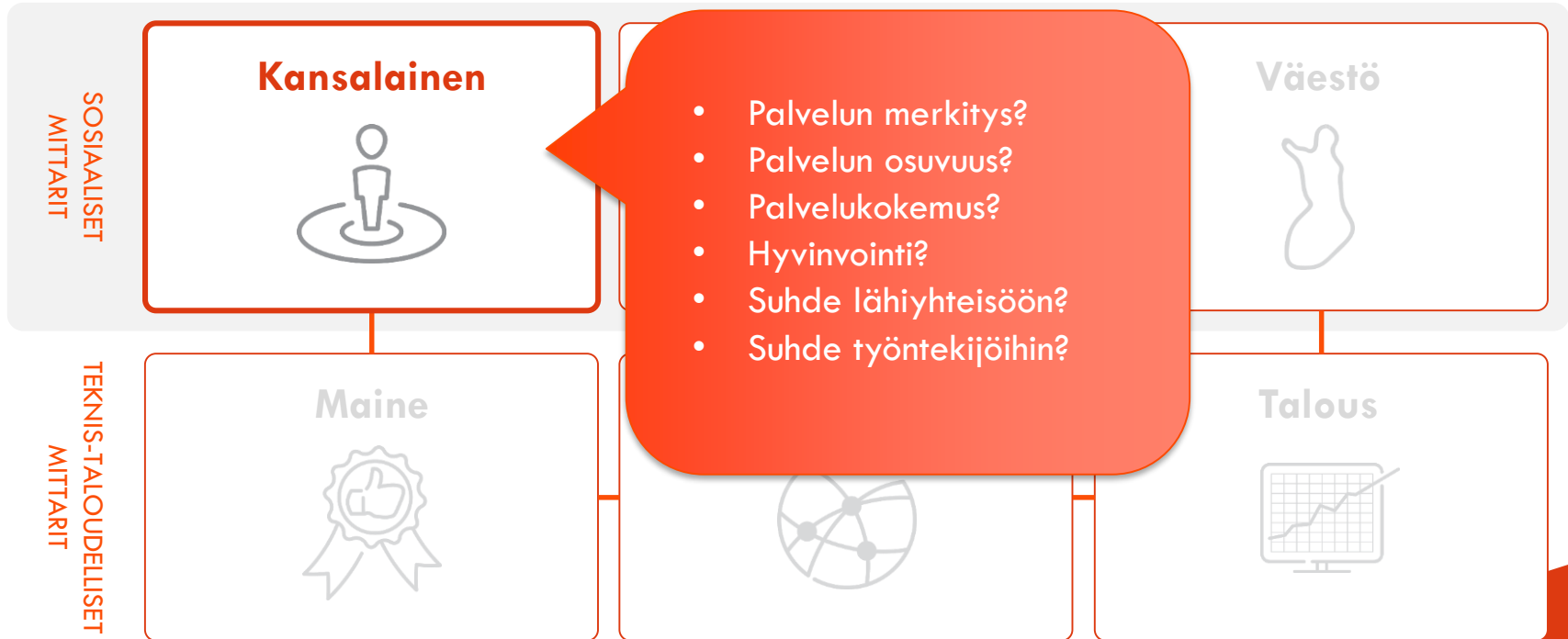


Arviointiprosessi

**Arviointiakvaario
perustuu aktiiviseen
kuuntelemiseen
kehittäjien ja ratkaisun
vauhdittajien kesken**

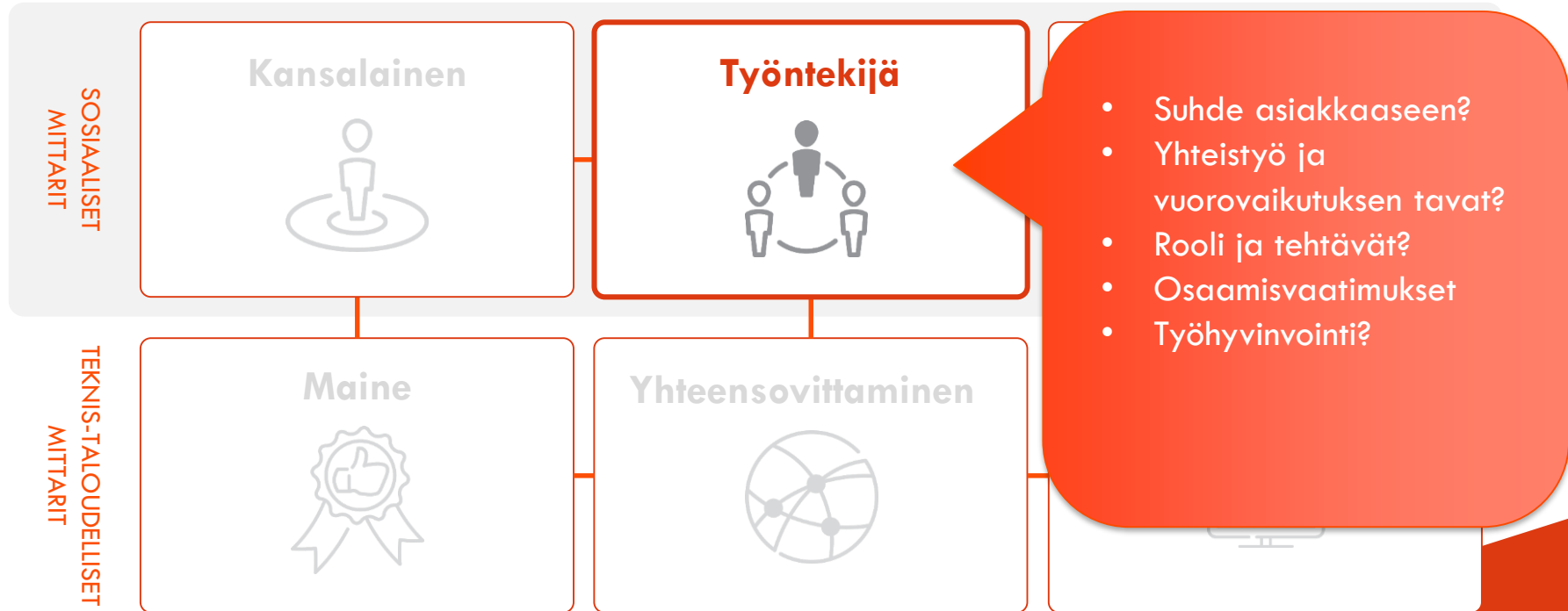


Mittariesimerkkejä arviointimallissa



- Palvelun merkitys?
- Palvelun osuvuus?
- Palvelukokemus?
- Hyvinvointi?
- Suhde lähiyhteisöön?
- Suhde työntekijöihin?

Mittariesimerkkejä arviointimallissa

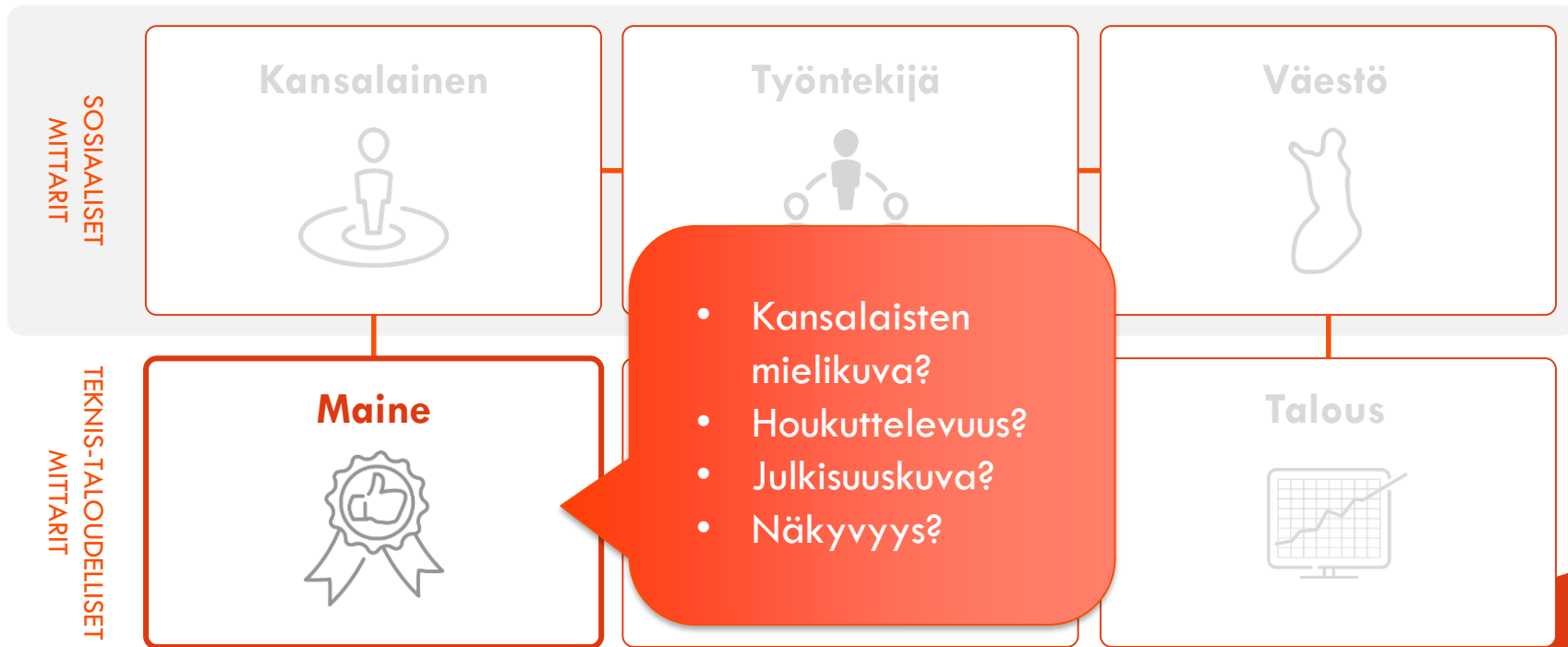


- Suhde asiakkaaseen?
- Yhteistyö ja vuorovaikutuksen tavat?
- Rooli ja tehtävät?
- Osaamisvaatimukset
- Työhyvinvointi?

Mittariesimerkkejä arviointimallissa

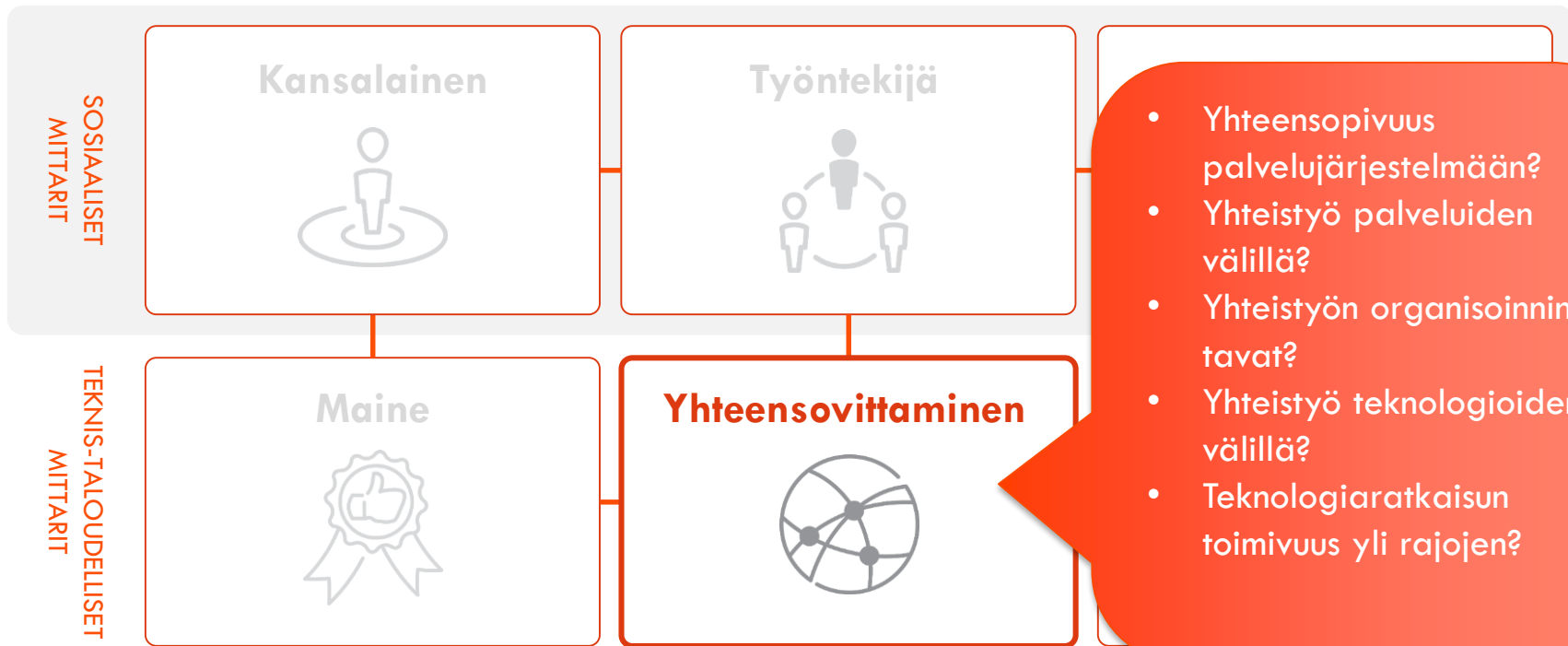


Mittariesimerkkejä arviointimallissa



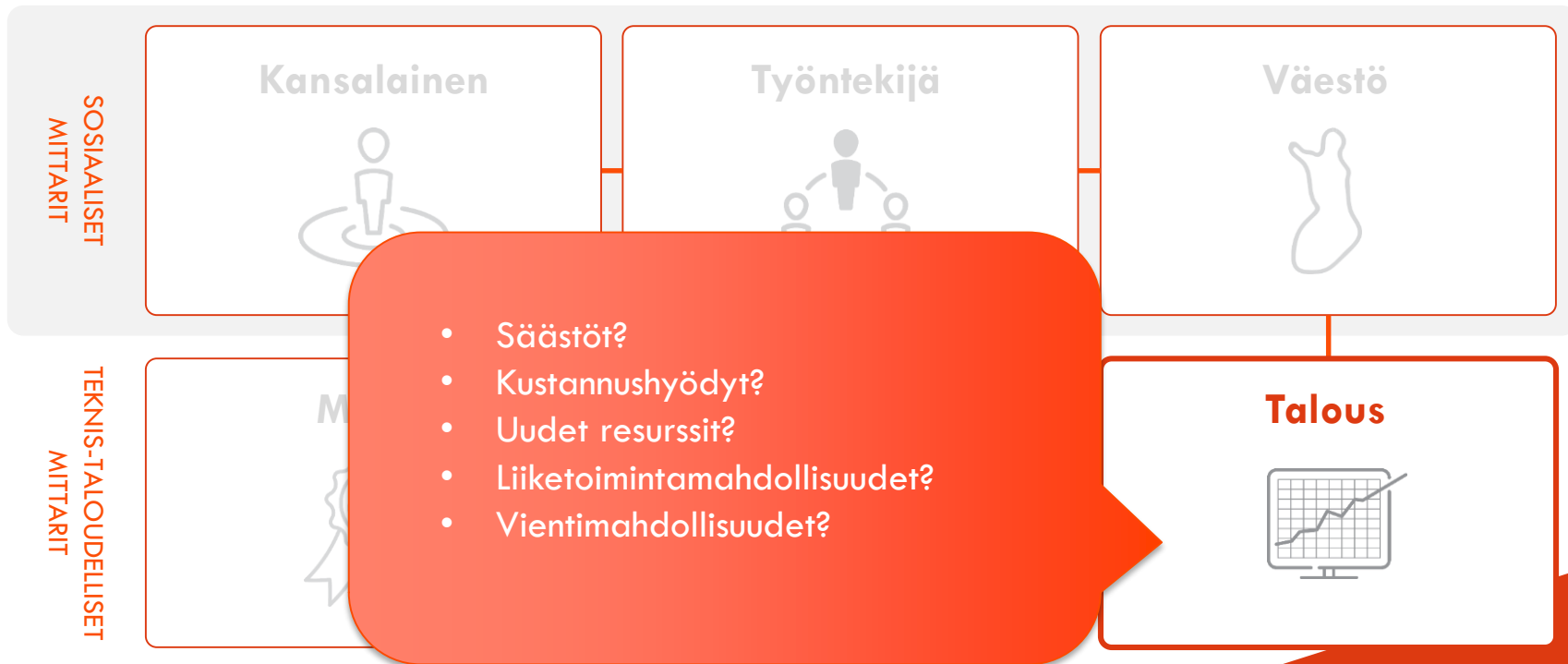
- Kansalaisten mielikuva?
- Houkuttelevuus?
- Julkisuuskuva?
- Näkyvyys?

Mittariesimerkkejä arviointimallissa



- Yhteensopivuus palvelujärjestelmään?
- Yhteistyö palveluiden välillä?
- Yhteistyön organisoinnin tavat?
- Yhteistyö teknologioiden välillä?
- Teknologiaratkaisun toimivuus yli rajojen?





Mittariesimerkkejä arviointimallissa



VTT:n vaikuttavuuden arvioinnin viitekehys

IMPACT	 BENEFIT FOR THE SOCIETY	<p>We create benefit for sustainable growth and enhance industrial renewal via new technologies, service and innovations that are sources of new markets, and the well-being of our society</p>	New Products, Services and Technologies	Economic Renewal and Growth	Sustainable Development and Wellbeing
	 BENEFIT FOR OUR CUSTOMERS	<p>We help our customers to succeed and grow by developing customers' capabilities, helping them to meet their objectives and enabling them to access global networks</p>	Customer Capabilities	Customer Objectives	Customer Networks
EXCELLENCE	 EXCELLENCE IN EVERYTHING WE DO	<p>We are an agile and forerunning organization which enhances innovativeness through high quality research, continuous capability development and excellent organizational culture</p>	Quality in Science and Technology	Innovation Capabilities	Organizational Culture
	 SUFFICIENCY OF FINANCIAL RESOURCES	<p>We ensure economic viability in the long-term by revenue generation, profitability, development of the order book and efficient use of resources</p>	Revenue and Profit	Orders, Proposals and Offers	Resource Management

VTT:n menestyksen mittarit

IMPACT	 BENEFIT FOR THE SOCIETY	New Products, Services and Technologies KPI 1 Significance in commercialising innovations in Finland	Economic Renewal and Growth KPI 2 Participation and role in significant growth initiatives, new market opportunities	Sustainable Development and Wellbeing KPI 3 Role and significance as value-promoter
	 BENEFIT FOR OUR CUSTOMERS	Customer Capabilities KPI 4 Customer experience on capability development	Customer Objectives KPI 5 Customer performance vs control group	Customer Networks KPI 6 Enabling Finnish companies access to international networks
EXCELLENCE	 EXCELLENCE IN EVERYTHING WE DO	Quality in Science and Technology KPI 7 Excellence index (quality of publications, education level, IP)	Innovation Capabilities KPI 8 Internal collaboration	Organizational Culture KPI 9 Organizational Culture Index (engagement, excellence, management and wellbeing)
	 SUFFICIENCY OF FINANCIAL RESOURCES	Revenue and Profit KPI 10 Revenue per person year	Orders, Proposals and Offers KPI 11 Sales activity	Resource Management KPI 12 Utilization of research facilities

Kiitos!

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