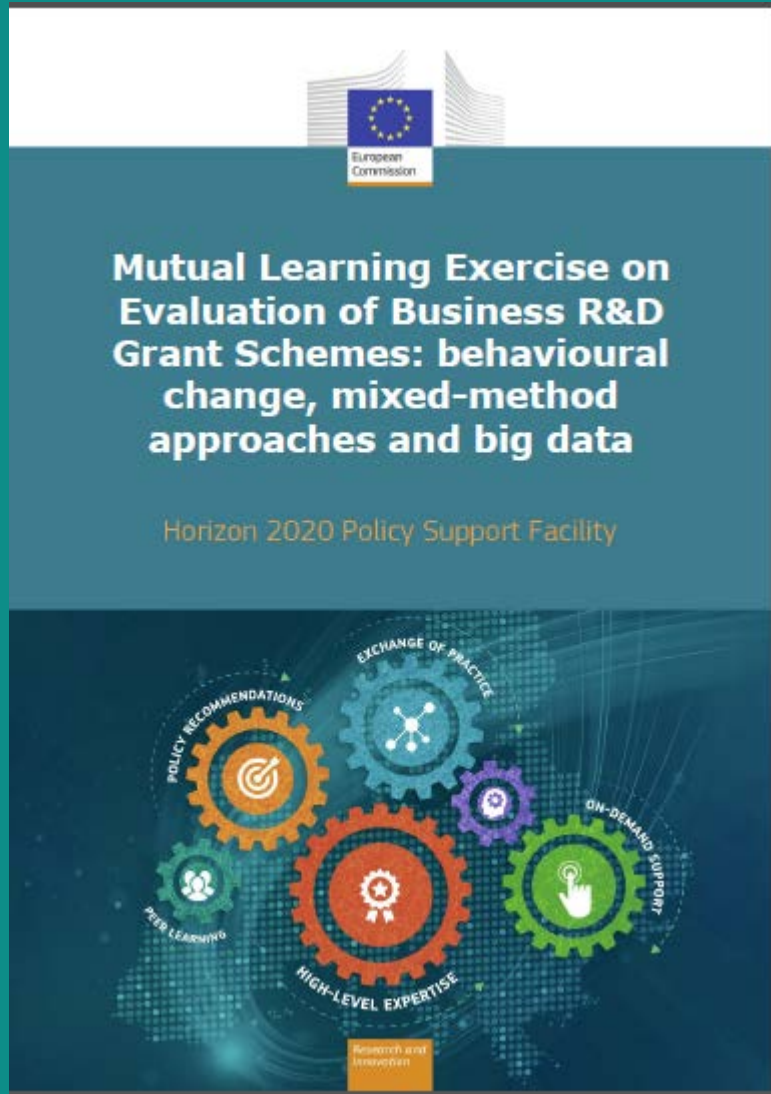


# Lessons learned in evaluating Business R&D Grants...

KJELL HÅKAN NÄRFELT  
CHEIF STRATEGY ADVISOR

**VINNOVA**  
Sveriges innovationsmyndighet

# Our view on the MLE workshops and report

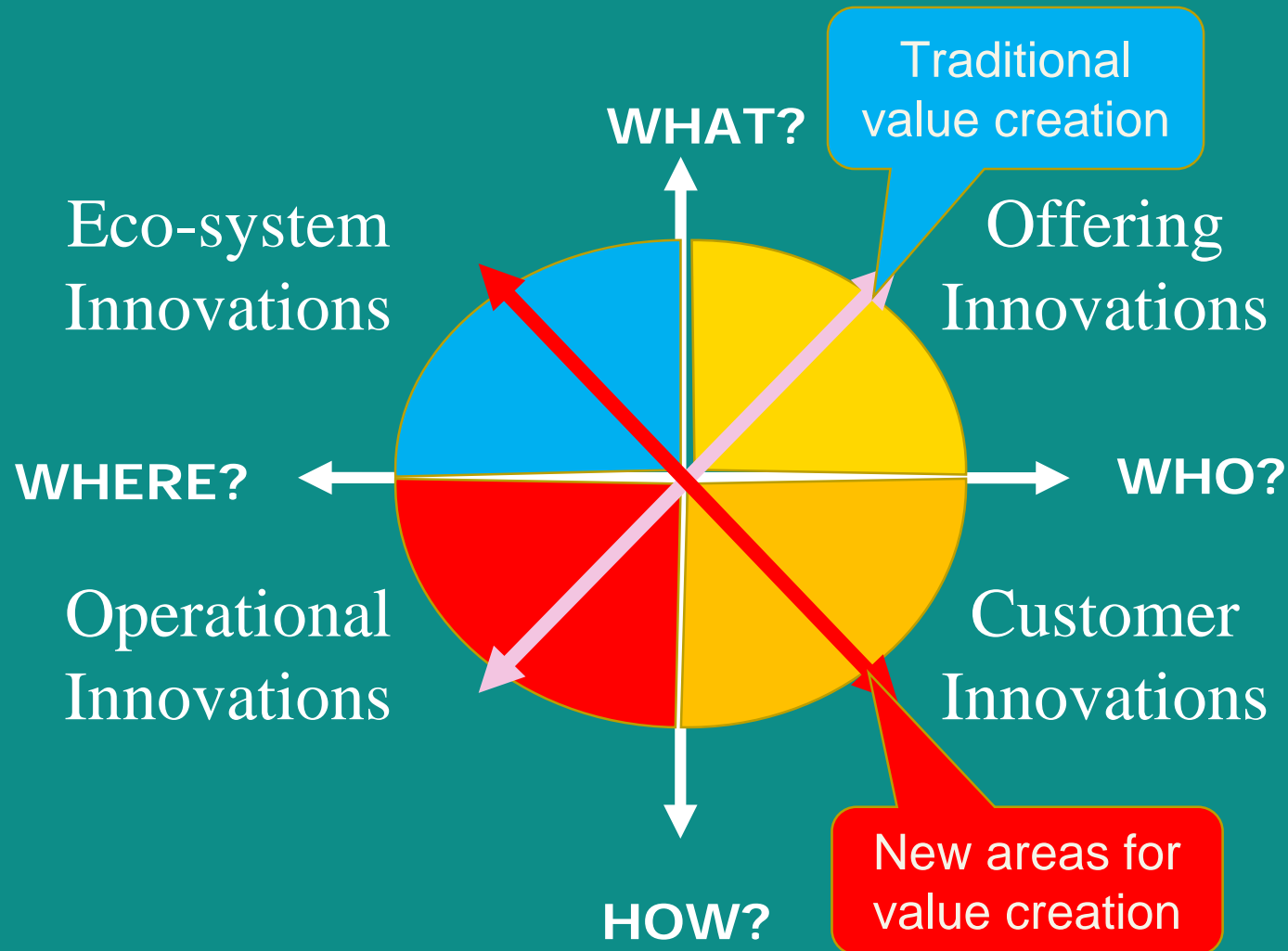


- Positive exercise – we support continuation of MLE on evaluation
- Site visits important for the MLE
- Relevant focus areas for renewal of evaluation practices:
  - Measuring behavioral outcomes
  - Usage of mixed-methods
  - Opportunities in big data/data analytics
- Continuation should take new challenges and premises into consideration

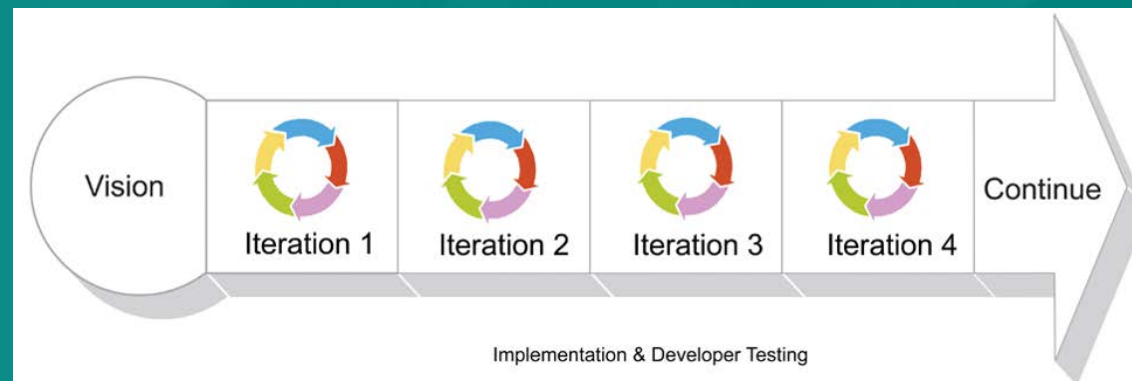
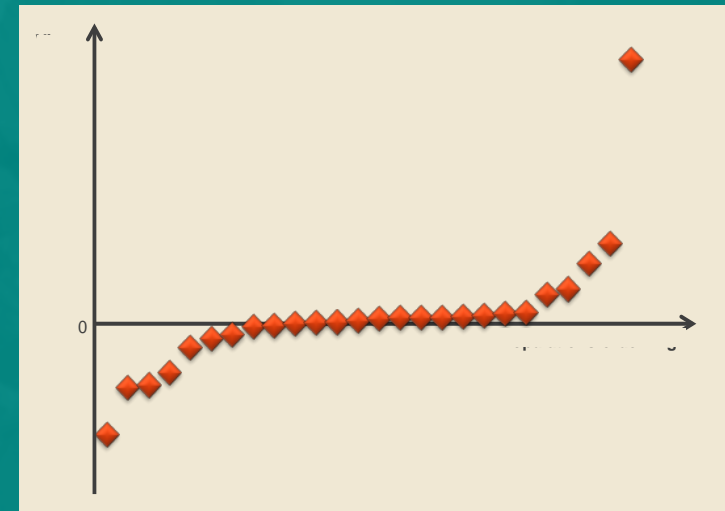
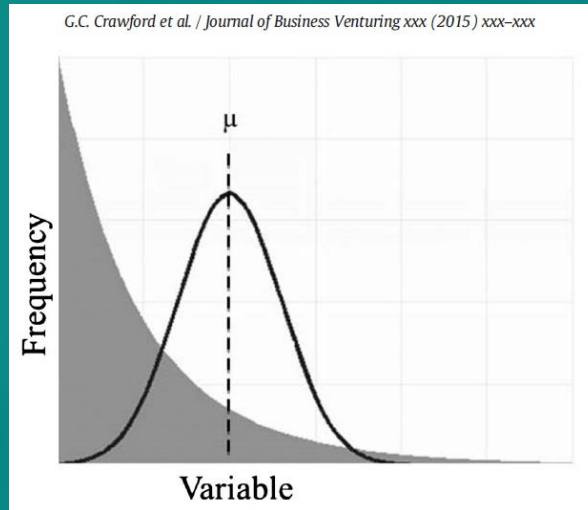
# Our reality moving forward is about more than R&D...

WHAT SHOULD A MUTUAL LEARNING EXERCISE ON  
EVALUATION FOCUS ON?

# Premise 1: We focus on innovation...



# Premise 2: We live on outliers embedded in complex system dynamics



Complex "innovation journeys" for an SME or SME-group

# Premise 3: We aim for system transformation towards a sustainable society



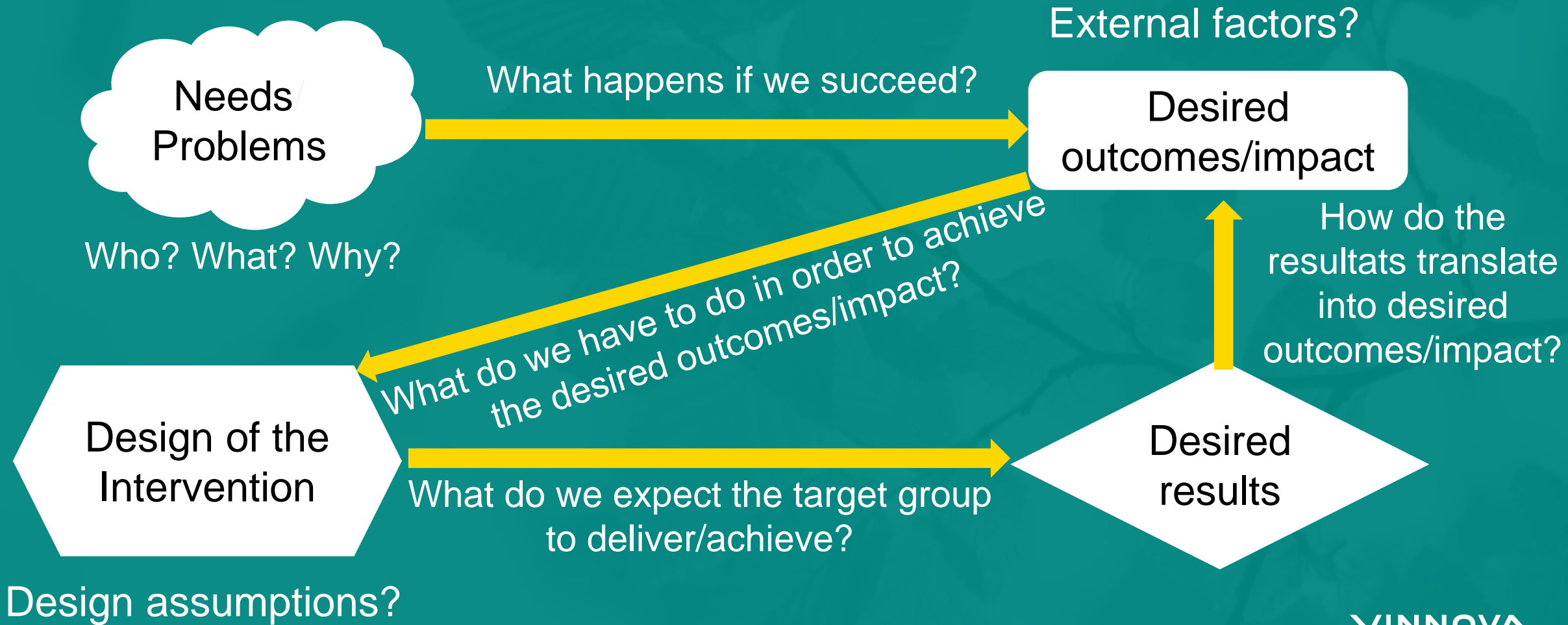


# Some key issues...



- Is innovation an output, outcome or impact of an intervention?
- How to embrace the experimental nature of innovation driven markets and industries?
- How to cope with the complex non-predictive nature of outcomes of innovation and system transformations?
- Evaluation is guided by our view on governmental interventions - will mission-orientation and active governmental roles in system transformation change evaluation metaphors and practices?
- We need evaluation guided learning processes – how?

# Design and evaluation are only two sides of the same story...





# Thanks!

**VINNOVA**

Sveriges innovationsmyndighet



Vinnova.se



Vinnova



@Vinnovase



fb.com/Vinnovase