

SAT

Demonstration kit

**How to facilitate the transfer of
innovative projects having
already scored success
between regions?**

**Using SAT V1.0
(Computer-aided project transfer
system)**

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1. Introduction

The fast development of the Information and Communication Technologies (ICT) has enhanced various useful and innovative projects initiated by the regions dealing with e-tourism, e-government, e-procurement, e-health, e-learning, and so on.

IRIS France and IRIS Europe projects gather in database the descriptions of such projects using common methodologies in order to share information between regions, what is necessary to transfer projects from one region to another. However, the sharing of good practices is not sufficient and, very often due to a different context from one region to another, the success met in one area by one project is not necessarily met in another area after its transfer. The reasons for such transfer failure are very often predictable.

Those evidences led us to suggest the following approach: to analyse the reasons of a successful project first, and the implementation of a transfer scenario meeting similar conditions for the innovative project then. This approach eventually led to the creation of the Self-Assessment Tool (SAT).

The SAT is an online application, available on our website (www.iris-europe.eu), designed to facilitate the transfer of innovative projects from one region to another. It was especially designed to transfer projects integrating the New Information and Communication Technologies (NICT) in various areas, such as e-tourism, e-learning, e-administration, etc. It gives the opportunity to identify the main factors explaining the success of a project implemented in one area. Then, with a view to transfer the project to another area, it enables to assess various transfer scenario in order to reduce the risks of failure.

The objective of the SAT is to aid regional and local authorities in the implementation of ICT projects (decision, deployment, evaluation, re-engineering); it enables policy makers to assess the ICT projects and to evaluate the impacts of ICT on a regional sustainable development. The purpose of the SAT is to identify the key factors that explain the success of a project implemented in one region, and evaluate, in regards to its previous key success factors, the relevance of different transfer scenario of this project in another region, in order to reduce the risks of failure linked to the transfer process. Hence, the SAT complements and provides interactivity to the best practices transfer process developed by national and European networks - such as IRIS and IRIS Europe. The SAT provides an in-depth analysis of the various environmental, organisational and political factors that were rarely taken into account during former transfer processes. Then, it is possible to better anticipate the difficulties and risks that come from every project transfer process between two different territories. Generally speaking, its aim is to encourage the assessment of projects at their different stages, to accelerate the decisions of policy makers and to reduce the risk of failure.

The purpose of this case study is to serve as a demonstration kit i.e. to show through a concrete case how to proceed in a first time to analyze in detail the key success factors for the project having already scored success. Then, in a second time, how to design a scenario for transferring the same kind of project in another region, a scenario matching with each of these key success factors.

2. The TIM P@SS project

1.1. The Nord Pas de Calais project achievement

TIMP@SS is an e-inclusion project addressing people coping with difficulties (economic, geographic, and cultural). It provides a complete solution to gain the basic competences to use ICT (including Passport, way of payment, distance training package, certificate, follow-up tool, management of the entire system, etc.)

The TIMP@SS project has been designed and launched by the Nord Pas de Calais Region along with two other kinds of partners: vocational training organisations based in the region and a network of corner ITC centres.

The project milestones were the following:

- 2003: the project was launched,
- 2005: a pilot of the project was experimented,
- 2006: the project was implemented.

Today the project is a regional success:

- 350 corner ICT centers in the region provide TIMP@SS facilities,
- 10 to 15,000 passports are issued every year

1.2. The TIMP@SS project transfer to Ile de France Region

The Ile de France region has similar needs as the Nord Pas de Calais Region. By using ARTESI Ile-de-France's knowledge - its ICT agency - the region wanted to use a proved solution like TIMP@SS to save time and money. The targeted population size was nevertheless different (NPC = 4millions, IdF=11 millions)

ARTESI Ile-de-France has been charged of designing the project and supporting the Ile de France region organization (in charge of the project implementation) during the first steps.

By chance, one of the ARTESI Ile-de-France's staff members was previously employed by the Nord Pas de Calais region and had worked for a while on the TIMP@SS project.

The project transfer milestones were the following:

- 2006: a first budget was allocated for the year by the IdF region,
- 2007: the IdF Region became responsible for the project

3. How the SAT was used

ARTESI Ile-de-France has used the SAT web based application to assess the scenario developed to transfer the Nord Pas de Calais region TIMP@SS project to the Ile de France region.

The person previously involved in the Nord Pas de Calais TIMP@SS management team (Marie-Hélène Ferron - MHF) and also in charge of the project transfer in the Ile de France region has been our main information source to do this assessment.

To assess the transfer scenario, a consultant (Alain Keravel - AK) has worked in two different phases.

1.3. Consulting process led with the responsible of the achieved project

The first step of the process has consisted of an interview of MHF (as member of the TIMP@SS management team) about the project, guided by the SAT web application. The main questions addressed were the following:

- What has been the context at the TIMP@SS launching time?

- What were the intrinsic values of this project?
- How the project has been managed?

The second step of the process has consisted of an open discussion between the consultant (AK) and MHF about the key success factors explaining TIMP@SS project results, in order to build a reference profile for the project.

The interview was based on a graphical report giving a synthetic feedback of the answers given by MHF during the previous interview. The expected result of this discussion was to weight each factors (for example the context at the launching time is very important to explain TIMP@SS success, as a consequence the weight given to this factor was very high; on the contrary, the management of the project was usual and did not explain significantly its success, as a consequence the management factor get a lower weight). These weights given to each factors have allowed building what can be called a reference profile. That reference profile has served as a basis to assess the transfer scenario.

1.4. Consulting process led with the persons in charge of transferring the project

The first step of the process has consisted of an interview of MHF (as responsible of the transfer toward the Ile de France region) about the scenario, guided by the SAT web application. The main questions addressed were very similar to the ones used to build the reference profile:

- What is the context at the launching time of the transfer scenario?
- What are the intrinsic values of the project in this scenario for the Ile de France region?
- How the project will be managed?

The second step of the process has consisted on an open discussion between the consultant and MHF based on a graphical report comparing each factor with the Nord Pas de Calais reference profile. The expected results are to get aware of some issues and build alternative scenario.

4. The Nord Pas de Calais TIMP@SS project assessment

This section will describe the content of the questionnaire directed to MHF and the result of the discussion between AK and MHF about TIMP@SS key success factors.

1.5. The interview guide

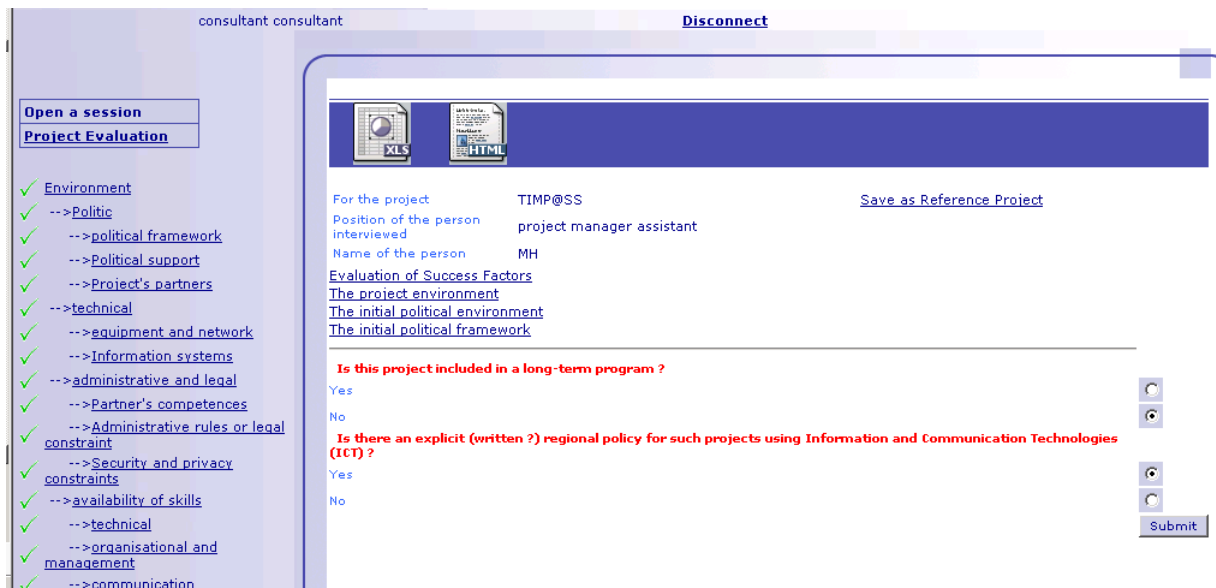


Figure 1 : SAT V1.0 – Guiding interview

As you can see on figure 1, the SAT web application provides on the left hand side a hierarchical structure which give access to questions and answers on the right hand side

The hierarchical structure is the following:

- **1. Context at the project launching time**
 - **The initial environment:** political, technical and regulatory environment of the project (Theme 1 : Environment)
 - **The initial situation:** partnerships, infrastructure availability, former achievements, etc. (Theme 2 : the starting situation)
 - **The position of the project with regard to the organisation:** degree of integration and differentiation of the project in relation to the organisation's ones. (Theme 3: positioning and organisation)
- **2. The intrinsic value of the project**
 - **The intrinsic values of the project :** The potential benefits for the users, the region, its permanence, etc. (Theme 4 : Benefits for the Region)
- **3. The Project management**
 - **The way the project was managed** (Theme 5 : Project management)
 - **The way the human and financial resources were used** (Theme 6 : Project resources)

1.6. The TIMP@SS KSF graphical report and the interview led

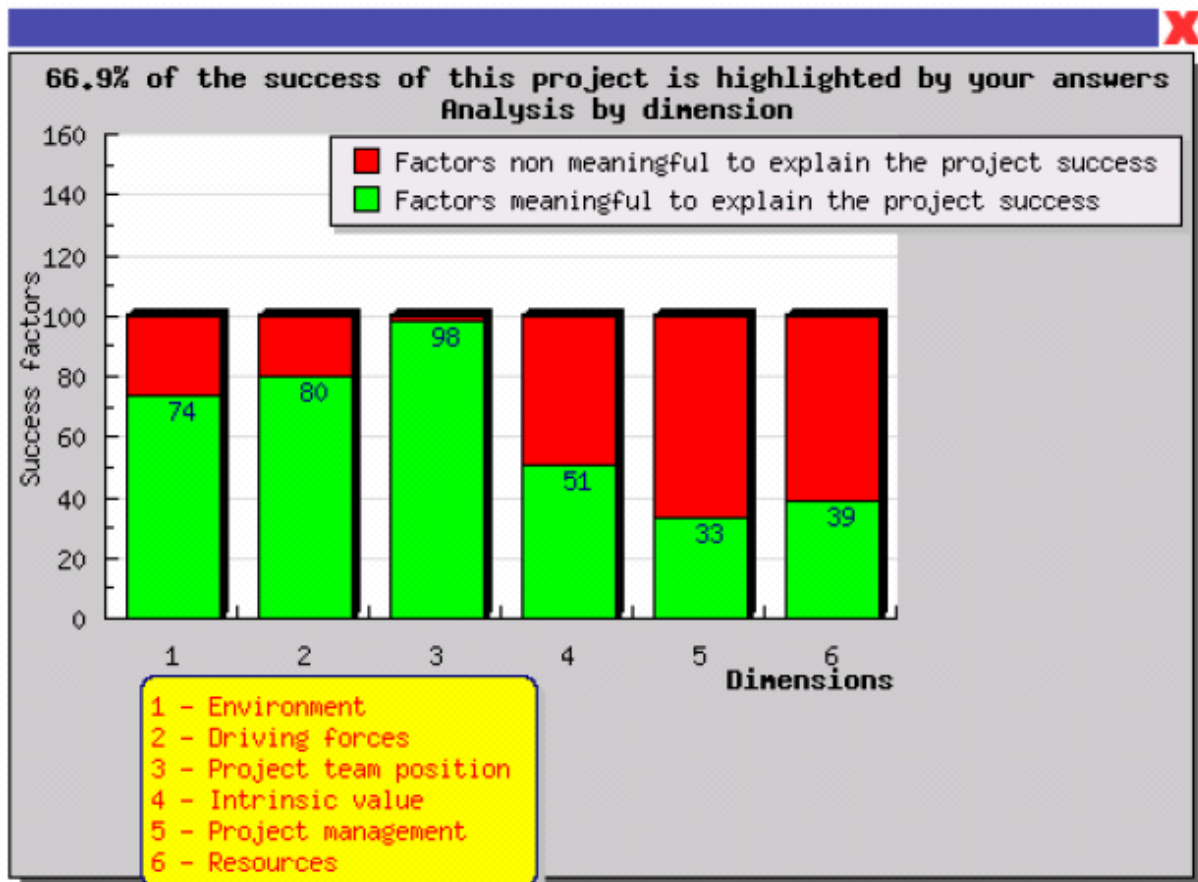


Figure 2: SAT V1.0 – Graphical report of the results (1)

The context at the launching time

As shown on figure 2, the context at the launching time involving the first 3 factors (the first 3 bars on figure 2) is the following: the environment (74%), the driving forces (82%), the project team position (98%) have a strong contribution to the project's success.

The project environment:

- At a political level, support to the project was unailing. Indeed, an elected person and the manager of the regional vocational training department gave their support to it. In the mind of the manager, this project appeared as a new area in the department activities and presented some complementarities with the others. The vocational training organisations partners of the project had to change their practices concerning the participant's recruitment for these training operations.
- Concerning the technical issues, there were few difficulties.
- Concerning the legal and administrative environment at the launching time there were no obstacles, what would change a bit in 2006.

The driving forces:

- At the launching time, a concentrated network of corner ICT centres existed as well as a well identified network of vocational training organisations. The links between the vocational training organisations and the region were well established at this time and the corner ICT centres were well equipped with computers and linked to Internet networks.

The project team position:

- The TIMP@SS project's team was integrated in the regional vocational training department which controlled all the operations requested by the TIMP@SS system.

The project intrinsic value

As shown on figure 2, the project intrinsic value has contributed to the project success for only 51%. The interview explained these results in the following ways: when the project assessment took place, the TIMP@SS experimentation phase was ending and the communication one was starting. As a consequence, the growth of the number of passport was moderate and the return on investment was not that obvious, but the various surveys showed a strong citizen and professional interest to the system. At this time, the future of the project was not well defined.

The project management

As shown on figure 2, the project management involving the last 2 factors (the last 2 bars of figure 2) the project management by itself (33%) and the resources management (39%) have had a weak contribution to the project success.

The interview revealed that the project management was not that different for the person in charge of TIM@SS, member of the region vocational training department, than the other projects he/she had already led previously. As a consequence, that factor in his/her view was not very meaningful as a key success factor. It was almost the same situation for the project human and financial resources: the complete integration between the project team and the region organisation was facilitated by the access to the region resources already planned in the voted region budget.

Additional SAT facilities

To support deeper analysis the SAT tool gives access to various graphical reports. As an example, figure 3 shows some additional graphical report you can get by clicking into the first bar of figure 2 : details about the political, technical, administrative or legal environment and the availabilities of competences (graph on the left), then by clicking the bar 1 of this graph you can get politics details concerning political framework, political support, project partners (graph on the right).

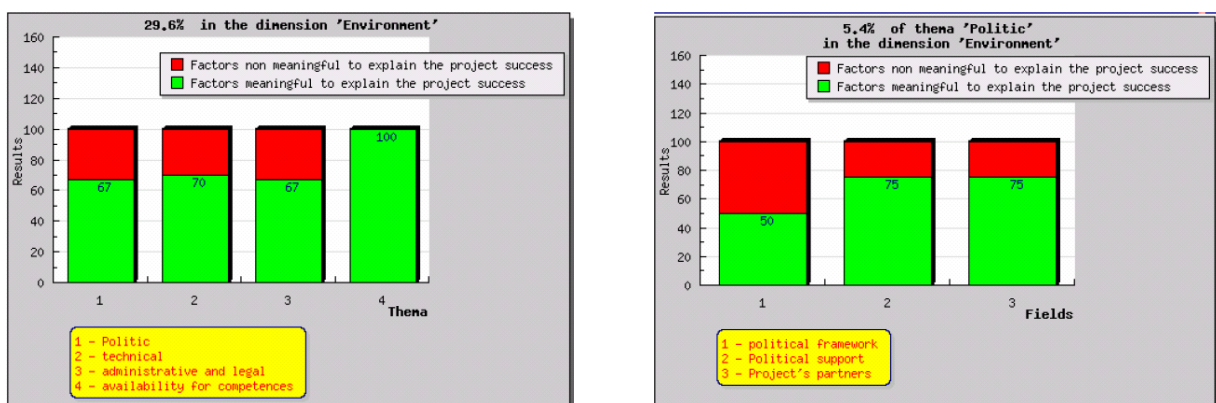


Figure 3: SAT V1.0 – Graphical report of the results (2)

Building a reference profile

In fact, TIMP@SS was a successful project. The discussion about each factor has highlighted the reasons why some factors were more meaningful than others. The last step

of this interview between the consultant and MHF served to build a reference profile giving a weight to each factor (or dimension).

Figure 4 shows a graphical representation of this profile which could be used as a reference to compare with the scenario used to implement in a different context the same project.



66,1% of the success is explained by the weights chosen

Figure 4: SAT V1.0 – Building a reference profile

As shown on figure 4, only 66 % of the project success is explained by the weights chosen. Obviously, it is better to have higher weights on the first 3 factors and lower weights on factors 5 and 6 with adjustments on factor 4. The objective is to provide a profile explaining 80% (or more) of the project's success.

5. Assessment of the transfer of the TIMP@SS project to Ile de France region

This section will describe the results of the interview between the consultant and the person from ARTESI Ile-de-France in charge of designing the scenario for the transfer of the TIMP@SS project to Ile de France region. That interview was based on the graphical results (figure 5) of an interview asking almost the same questions about the transfer scenario to the person from ARTESI than these asked to the TIMP@SS project manager. Each factors used the reference profile set for the TIMP@SS project.

The following colors in figure 5 have the same meaning as the ones used in the reference profile (figure 3) to explain the success of the project, dimension by dimension.

- In green = the meaningful factors
- In red = the non meaningful factors

The differences between the transfer scenario and the reference profile are illustrated by the following colors:

- In yellow = the success improvement
- In black = the failure improvement

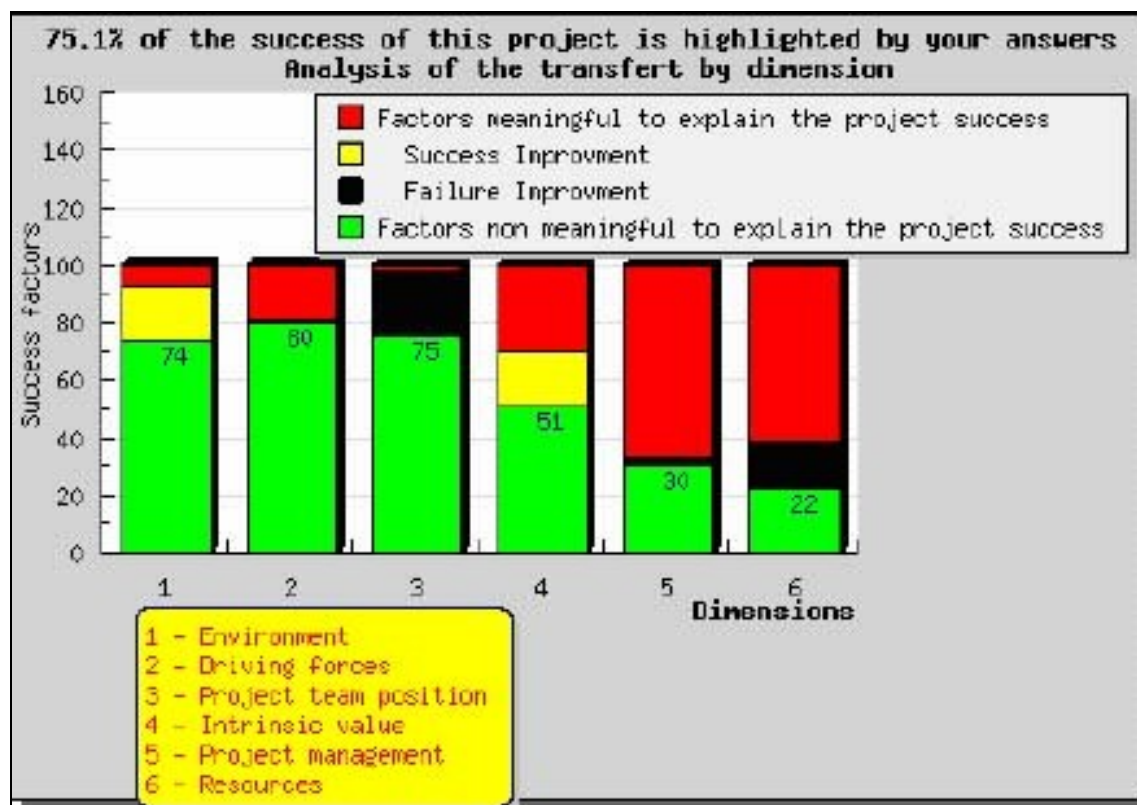


Figure 5: SAT V1.0- Graphical report about a scenario transfer

The context at the launching time

When considering the 1st bar of figure 5 in the transfer scenario, we can see that the environment key success factors are improved significantly. A first explanation, linked to the political environment, comes from the previous experimentation in the Nord Pas de Calais region which facilitated a political support and the partnership making. In the Ile de France region, the technical environment was also very good, like in the Nord Pas de Calais region.

Nevertheless, concerning the driving forces, the link between the corner ICT centres network with the Ile de France region was less strong than in the Nord Pas de Calais region. The administrative rules and law evolution, at the scenario building time, made the direct transposition of the TIMP@SS project to Ile de France region more difficult too.

The project team position factor was significantly decreasing. ARTESI Ile-de-France, in charge of the transfer study, is not part of the region staff and the Ile de France vocational training department, in charge of the implementation was not very involved in this project at this time. The actual scenario has to evolve regarding this point.

The project intrinsic value

There are few differences concerning this factor. The project value and the return expected by the region are similar.

The project management

Regarding the project and resources management, the situation into the 2 regions is almost the same, as the region administration is in charge of its implementation too

6. TIM P@SS case study conclusion

About the achievements of the TIM P@SS transfer

The SAT tool has helped to identify the main problematic transfer issues:

- the team project definition and
- the forthcoming change about administrative rules.

As a consequence the project is not launched yet.