

The EffNet program focused on developing radically new energy and resource efficient web production technologies and reengineering the product concept of fiber based products. EffNet research program was part of the 5-year resource efficiency research theme started in June 2008.

## CASE STUDY

### OPTIMIZING PROGRAM EVALUATION VIA VISUAL AND ANALYTICAL EVALUATION PROCESS AND TOOLS

“The interface of the evaluation tool was very descriptive and visual. It was essential that we managed to evaluate all these good projects analytically and via systematic way to find the best of the best.” Member of the EffNet Program management group.

The goal was to improve the competitiveness of the whole value chain. The EffNet research program consists of 10 projects that were focused on 1) development of new products and processes based on nanocellulose, 2) design of lean, environmentally sound and radically new production concepts and products for commodity markets of printing and packaging applications and end use, and 3) piloting the most attractive production concepts. Budget of the three year program is around € 15 million.

### CHALLENGE

EffNet research program’s management group highlighted the need to utilize transparent and systematic approach on program evaluation. The challenge was to create the evaluation approach that could reach all the pre-set goals for the evaluation process (i.e. highly analytical and descriptive, standardized and easy to use for the senior executives).

### SOLUTION

Standardized evaluation process was used created by InTo tool including the following key steps:

- 🔗 Project ratings. Evaluators rated the importance of each project against the criteria.
- 🔗 Scenarios. A number of scenarios were composed by using scoring model with different combinations criteria weights
- 🔗 Analysis. The projects were analyzed by calculating core indexes with different constraint parameters (narrow or broad).
- 🔗 Final results. Results visualizes and simulates the impact of the changes and the critical variables to actions in strengthening the future projects.

### BENEFITS

The EffNet program’s management group used the evaluation process that was created in OP3N project that provided several concrete benefits for the program’s management group such as:

- 🔗 Visual, analytical and systematic evaluation process.
- 🔗 Transparent and efficient way to identify the best projects in the project portfolio.
- 🔗 Easy to use with the multiple evaluators.
- 🔗 Enable to utilize all the decision-making criteria and all the possible decision-making criteria combinations (weights) at the same time (core values).
- 🔗 It indicates the critical variables for which additional information may be obtained. The executive could directly consider actions that helps to optimize the future projects.