



# OECD Workshop on Measuring progress in regulatory reform – perception surveys

## The Burden-Hunter technique A user-centric approach to cutting red tape

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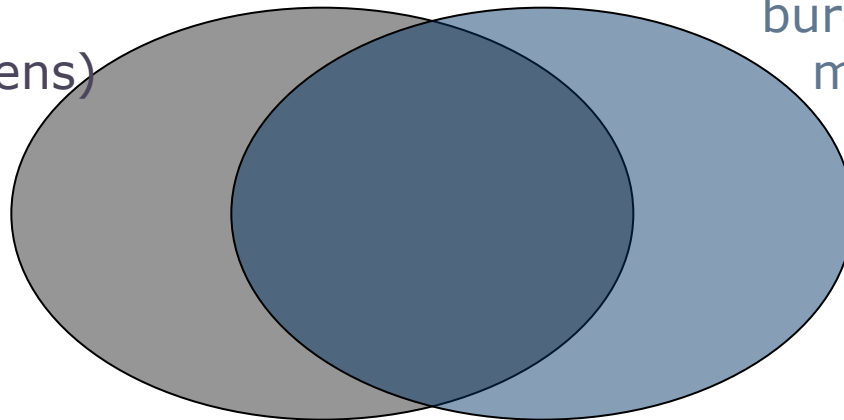
# Perception – or just public noise...?

Why a Burden-Hunter project?

- A reaction to criticism of the existing SCM-burden reduction exercise
- A reaction to business statements like 'we can't feel much difference'

Burden-Hunters  
(subjective –  
perceived burdens)

SCM (objective –  
burdens measured in  
monetary terms)





## The Burden-Hunter technique at a glance

- The Burden-Hunter technique is not a perception survey
- It's a qualitatively ethnographic-inspired approach and a potential powerful supplement to perception surveys and SCM measurements
- A cross-ministerial project where civil servants and external consultants carried out the collection and analysis of data



## Purpose of the project



- Getting a better understanding of what is driving business perception of government and regulation
- Experiment with user-centered methods for collecting data and developing solutions
- Allowing business to set the agenda and be heard
- Focus on cutting red tape that business experience as the most irritating
- Identify 10-15 specific initiatives which addresses burdens experienced by business



## Method – step by step

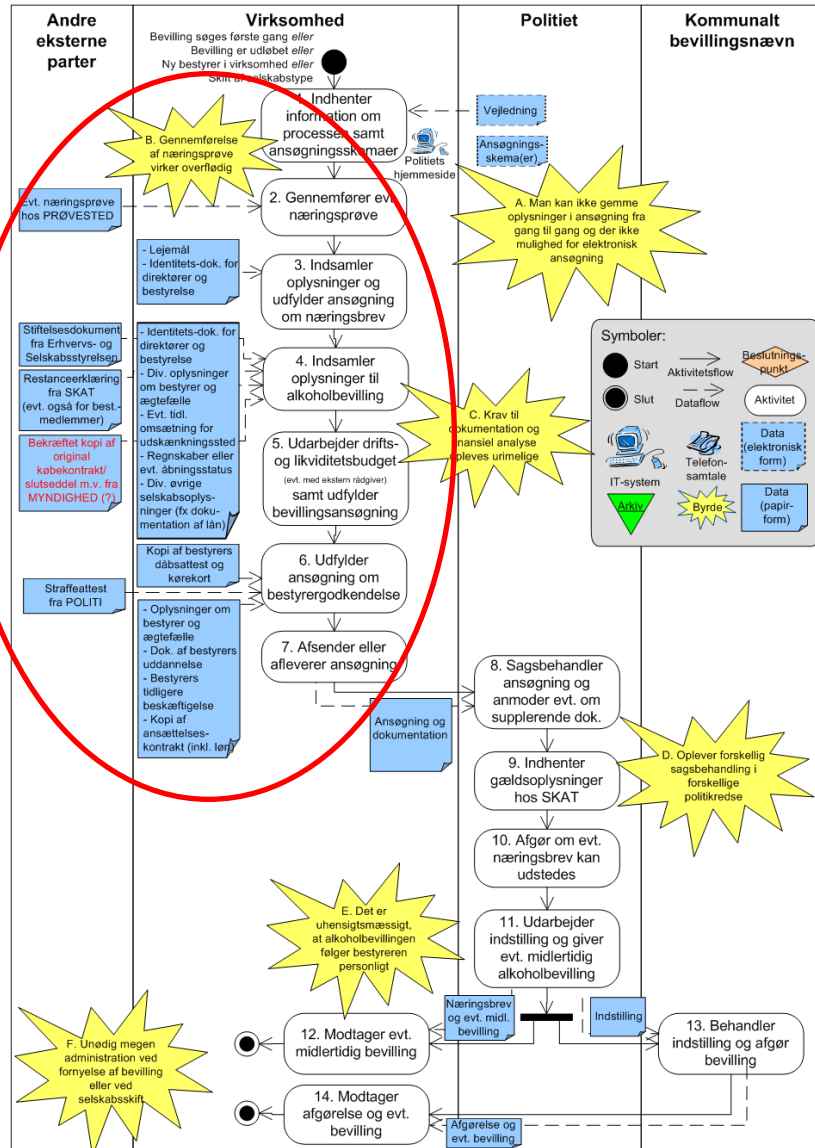
1. Desk research: Collection of existing knowledge about business irritations (e.g. statements from SCM measurements, business organisations, other business studies, etc.)
2. Preparation and selection of businesses
3. Visits in businesses (quotes/ photo / video) (24 half day visits completed)
  - Combination of observation and interview
  - Studies of business flows (Flows)
4. Data analysis experts (matrix of burdens, reason and experiences, tacking of data)
5. Selection of flows (LEAN studies)
6. Development of solutions/initiatives
  - Analysis of data in the project team – initiatives selected and developed
  - Workshops with businesses – user-centered innovation of solutions
7. Political process



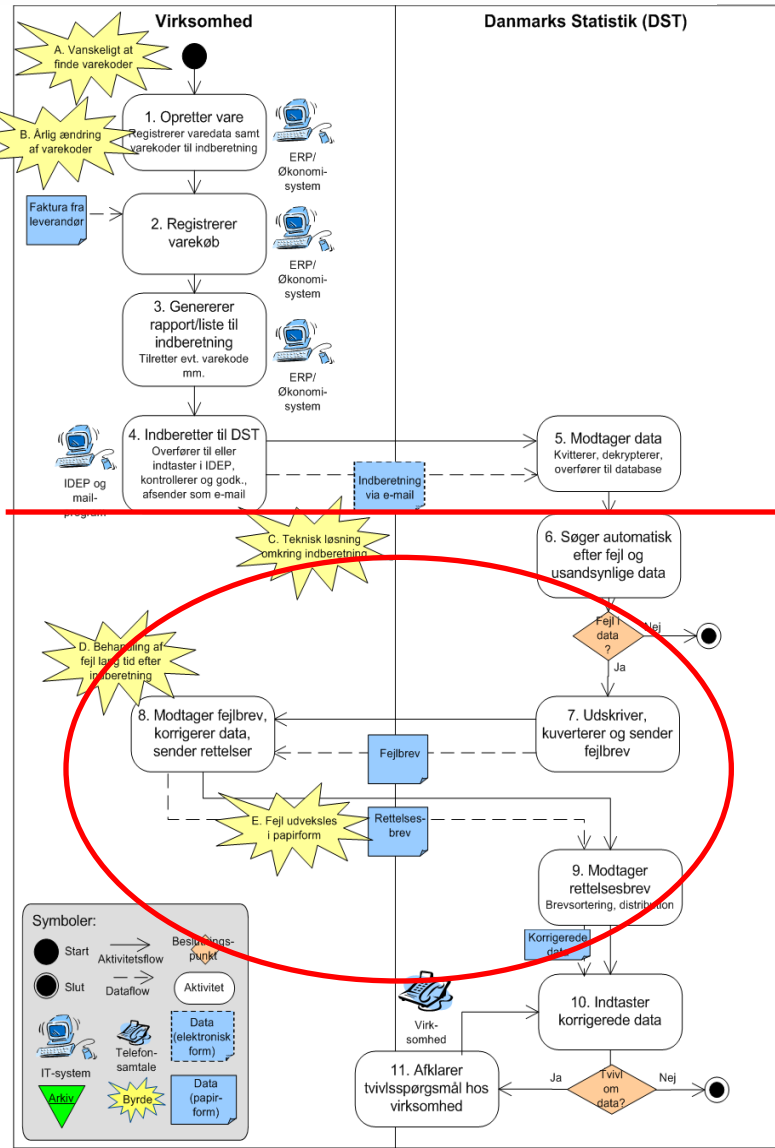
# Development of solutions/initiatives



Proces: Alkoholbevilling



Proces: Indberet oplysninger til Intrastat





## A business statement

”We ask The Occupational Safety Agency what we should do if we wanted to build a table with drawers for beer and soda. Then we asked for some advice about how to do it. No, we couldn` t get any advice, but we could build the table and then he would return to us and throw it out if it wasn` t up to the Government standard”

**Small business, Service**





## Drivers of (negative) perception

1. Inflexibility
2. Lack of mutual obligation
3. Unfairness
4. Uncertainty and unpredictability
5. Pointlessness
6. Lack of respect from the public authorities for the fact that "this is my enterprise and these are my enterprise's day-to-day activities"
7. Lack of confidence in "my good intentions and acknowledgement of my knowledge and experience in operating a company today"
8. Complexity
9. Powerlessness and lack of clarity in authorities' roles





## Lessons learned - methodology

- When working with better regulation for businesses it's beneficial to supplement the focus on the **cost** of regulation with a focus on the business **perception** of regulation
- Method of identifying burdens that are **experienced** by businesses as irritating
- Development of solutions is a separate and key activity which takes time
- Cross-ministerial initiatives are very time-consuming but make a substantial difference for companies



## Lessons learned - knowledge



- Very positive immediate response from business – Dialogue - listen and learn. But continued support depend on the actual developed solutions
- Publicity – good coverage
- Build knowledge about whether regulation works – reality check
- Input to create efficient and less burdensome regulation/initiatives (also workshops)
- Knowledge about business behavior



# Challenges



- Working across ministries – plant and harvest challenge – who gets the benefits – manpower and money?
- Resistance towards the methodological approach, validity of data , questioning the validity of business perception
- Public sector culture with great reluctance to involve businesses in developing new initiatives
- Disappointing businesses – rarely quick fixes - it takes time before we see the final result



- Read more about the Burden-Hunter technique here:  
<http://www.mind-lab.dk/en/cases/byrdejagt-i-danske-virksomheder>