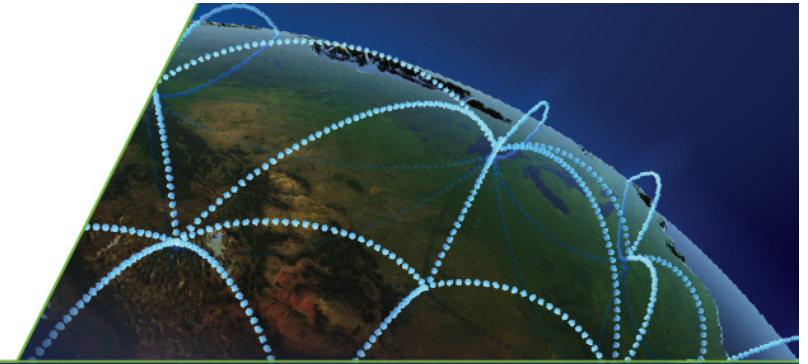


**THE EVIDENCE NETWORK**  
Measuring Innovation Impact  
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# Impact Assessment of Innovation Intermediaries



**Québec City, Québec, Canada**  
**12-15 December 2010**

## Framing the Presentation

- **Methodologies to assess the impact of innovation intermediaries have been slow to develop**
- **The Evidence Network has now developed such a methodology and reduced it to practice**

**Innovation intermediaries support the innovativeness of companies, enabling their improved market performance**

# Innovation Intermediaries - Ubiquitous Yet Overlooked

## Innovation Intermediary Types

- R&D Institutes
- Research Networks
- Research Consortia
  
- S&T Parks
- Business Parks
- Business Incubators
  
- University-Industry Liaison Offices
- Technology Transfer and Commercialization Organizations
  
- Economic Development Organizations
- Boards of Trade
- Chambers of Commerce
  
- Industry Associations
- Trade Associations
  
- Business Support and Financing Programs
- Government Funding Programs

- National, regional and sectoral studies of systems of innovation focus on universities, industries and governments (e.g. Triple Helix model)
- OSLO and Frascati manuals of the OECD are essentially silent on intermediaries
- Funders and economists have a strong interest in monetization, while intermediaries help to improve resources and capabilities of firms prior to market place transactions
- Impact assessment tools and techniques have treated innovation intermediation as a 'black box'

# The Result - A Need for Legitimizing Assessment Methodologies and Measures

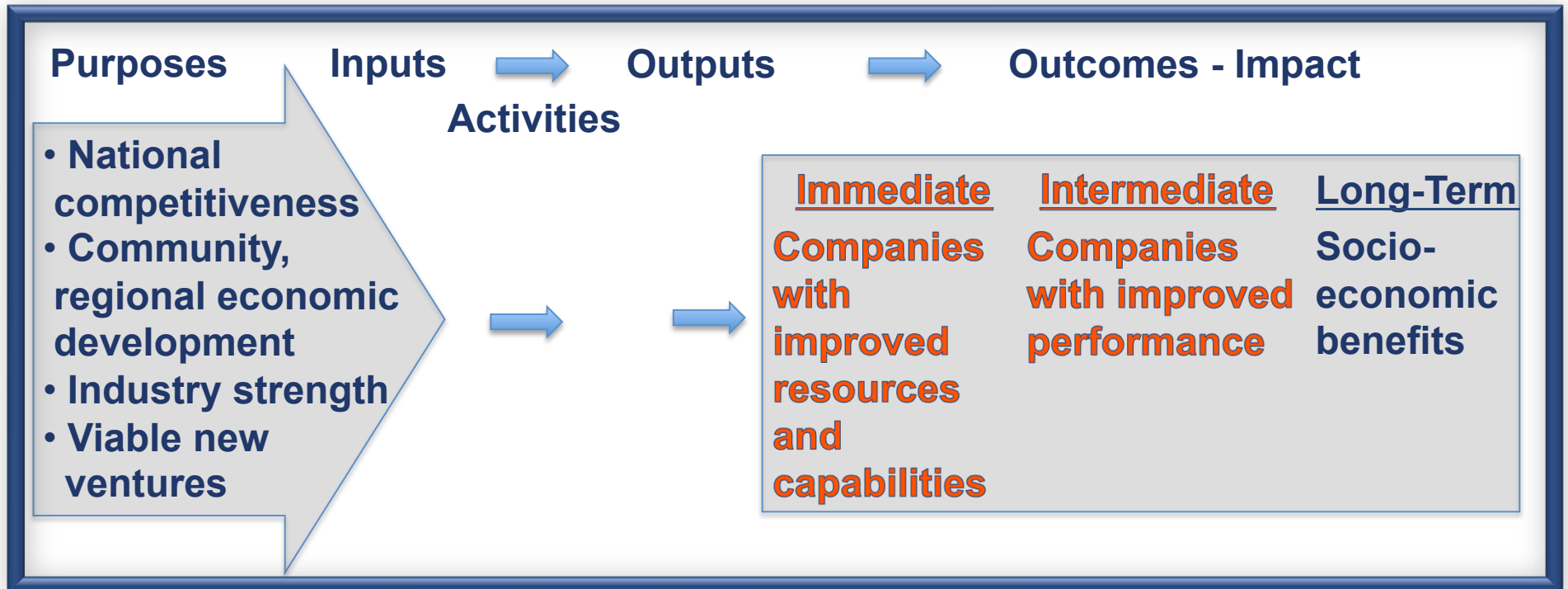
	<b>Research Community</b>	<b>Innovation Gap</b>	<b>Business Community</b>
<b>Focal Actors</b>	Universities	Innovation intermediaries	Companies
<b>Motivation</b>	Knowledge	Innovation	Profit
<b>Arbitrators of Success</b>	Peers	Varied stakeholders: clients, members, governments, etc.	The market
<b>Measures of Success</b>	Publications, patents, citations, etc.	Absence of impact measures – until now	Market cap, revenue, etc.

**The innovation gap is a measurement gap**

# Expectations of Impact Assessment Options

	Systematic standardized and reliable	Actionable, timely feedback	Quantifiable results that can be aggregated	Suitable for recurring assessments	In-depth assessment of processes
Success Stories					
Case Studies		✓			✓
Surveys and archived information - secondary data	✓		✓	✓	
Randomized or control group surveys	✓		✓	✓	
<b>The Evidence Network - primary survey data from companies</b>	✓	✓	✓	✓	✓

# TEN's Innovation Intermediary Logic Model



## The Evidence Network's Methodology :

- Applicable to all innovation intermediaries – generalizable
- Identifies companies as the impact target
- Focuses on immediate and intermediate impact
- Satisfies funders, Boards of Directors and management

# Select Assessment Dimensions based upon Intermediary Outputs and Expected Impact

## Immediate Impact Dimensions

### Knowledge Sharing:

- Information and advice
- Promotion and influence
- Business linkages
- Research linkages
- Community and consensus building

### Direct Services:

- Technology services
- Financial services
- Business services

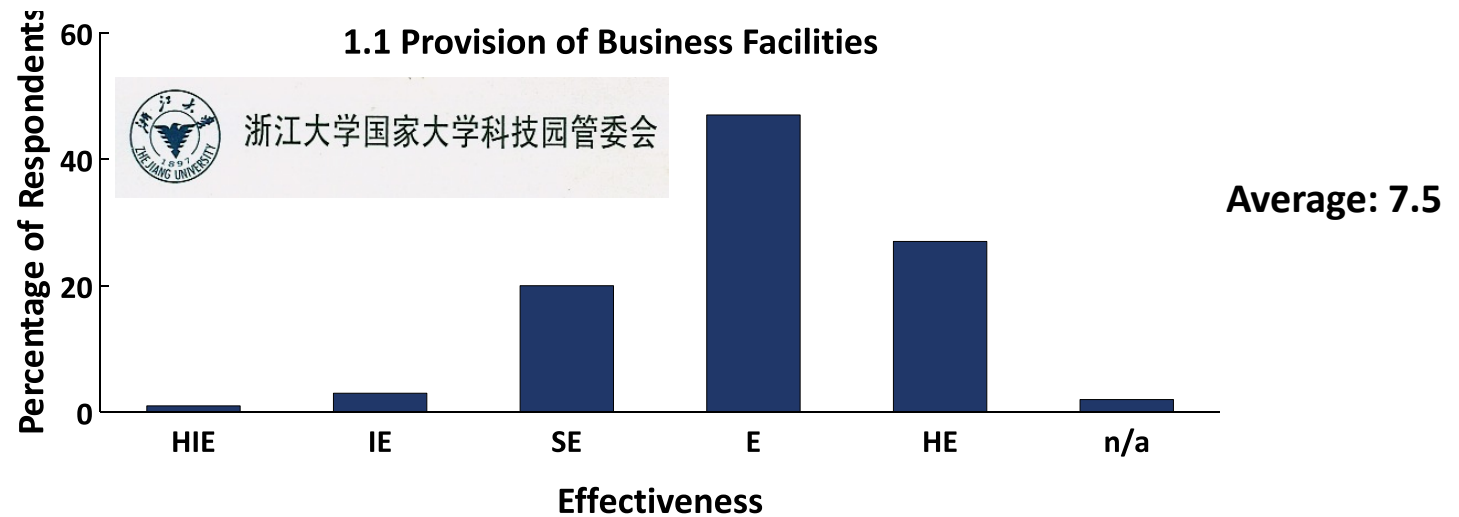
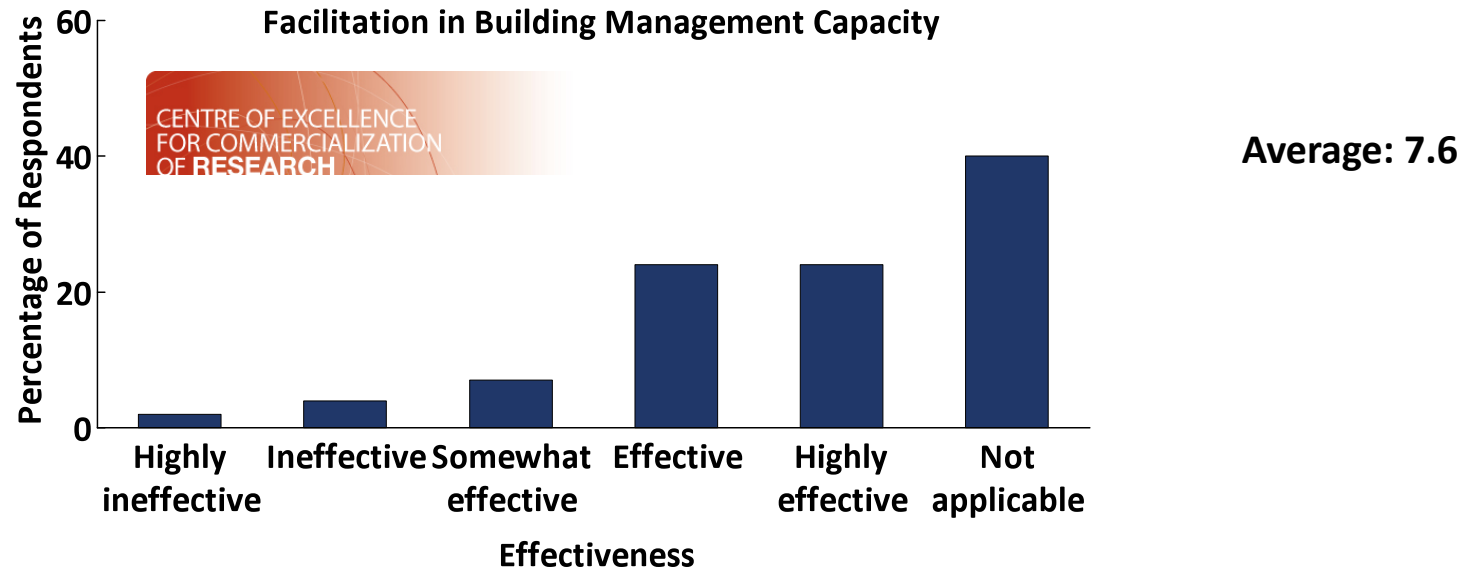
## Intermediate Impact Dimensions

- Revenues
- Valuation
- Investment
- Employment
- New products
- Time to market
- Market share
- Environmental impact

# Examples

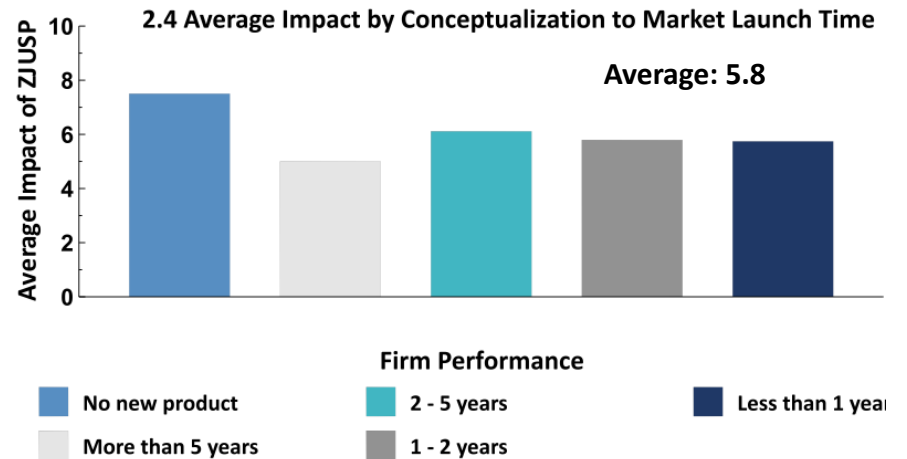
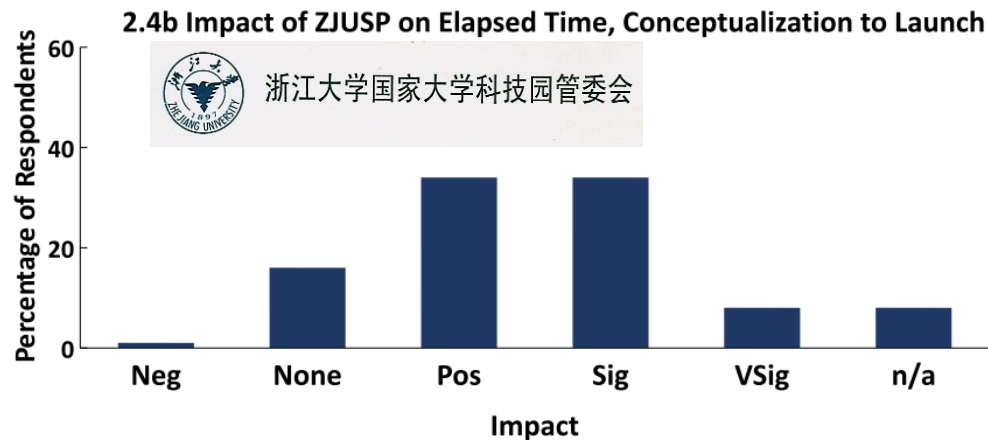
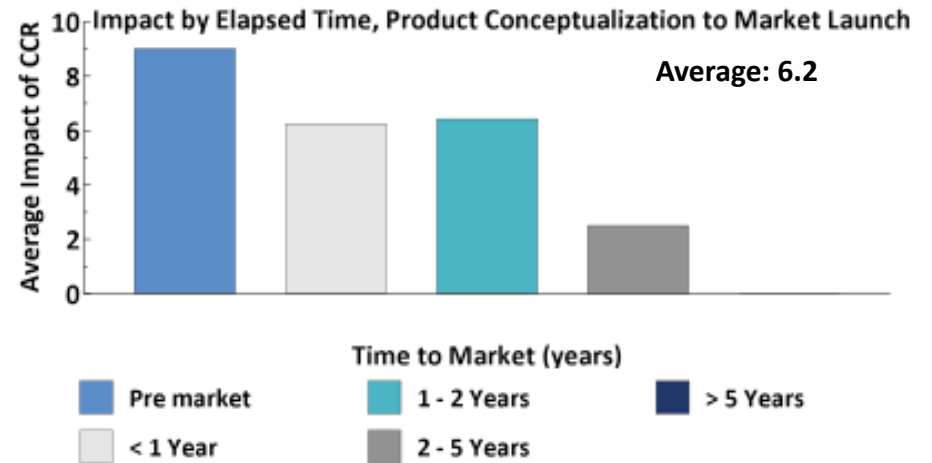
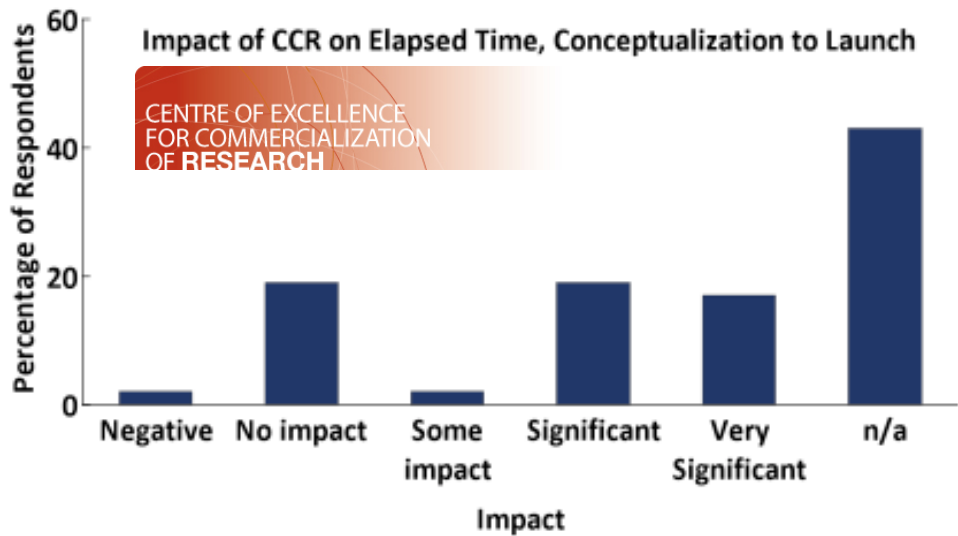
	Immediate Impact	Intermediate Impact
Measure	Information or advice on building management capacity	Change in Revenues
Survey Question Approach	To what degree did information and advice on building management capacity..... impact your company? (include example)	<ol style="list-style-type: none"> <li>1. Company change in revenue performance</li> <li>2. Attribution to Innovation Enabler</li> </ol>
Impact Attribution	Negative impact To Very Significant Impact	<ol style="list-style-type: none"> <li>1. £, €, \$, etc.</li> <li>2. Quantitative, or Negative impact to Very Significant Impact</li> </ol>

# Immediate Impact on Company Resources and Capabilities



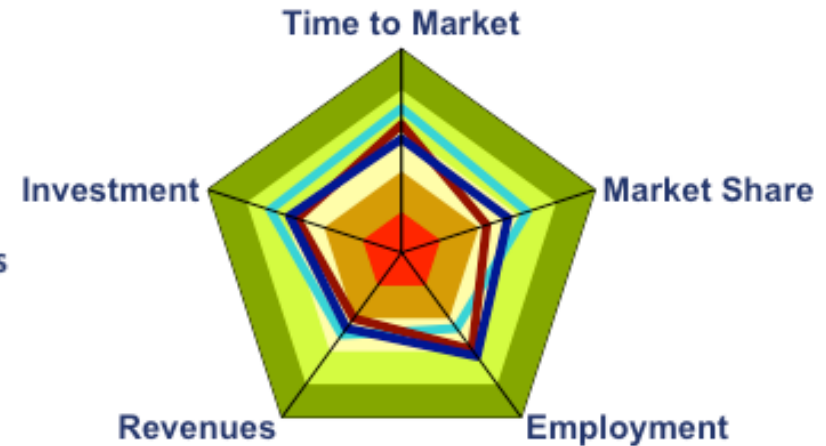


# Intermediate Impact on Company Performance



# Intermediate Impact Segmented by Type of Support

	Mean	Support Received from CCR	
		A. Funding	B. Non-financial
<b>Mean</b>	<b>5.4</b>	<b>7.2</b> -B	<b>4.0</b> A-
Impact of CCR on Elapsed Time, Conceptualization to Launch	6.3	8.5 -B	4.7 A-
Impact of CCR on Follow-on Financing	5.8	7.2 -B	4.5 A-
Impact of CCR on Hiring Employees with University Degrees	5.7	6.5 -b	4.1 a-
Impact of CCR on Acquiring New Customers	5.2	7.3 -B	4.0 A-
Impact of CCR on Change in Annual Revenues	4.8	6.8 -B	3.1 A-
Impact of CCR on Export Sales	3.9	5.7 -B	2.8 A-



■ 2009-2010    ■ 2007-2008    ■ 2006 or earlier

■ Highly Ineffective    ■ Effective  
■ Ineffective            ■ Highly Effective  
■ Somewhat Effective

■ 2009-2010    ■ 2007-2008    ■ 2006 or earlier

■ Negative Impact                      ■ Significant Impact  
■ No Impact                                ■ Very Significant Impact  
■ Some Impact

### Immediate Impact

### Intermediate Impact

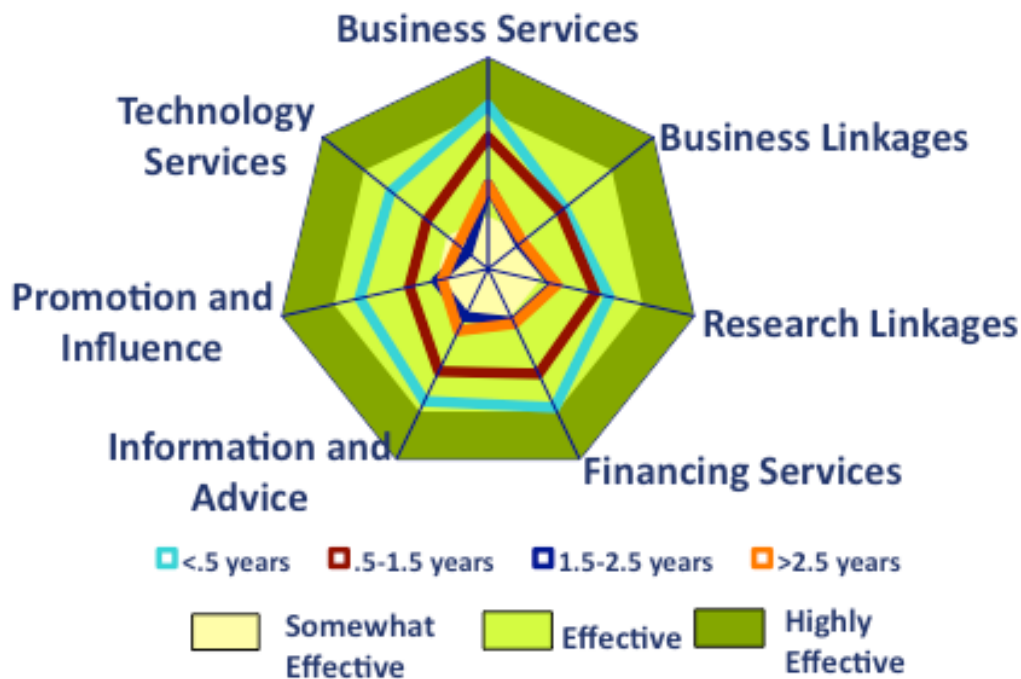
Impact results elegantly aggregate for non-specialists and are suitable for comparisons of organizations, over time, or for comparisons of actual to targeted impacts



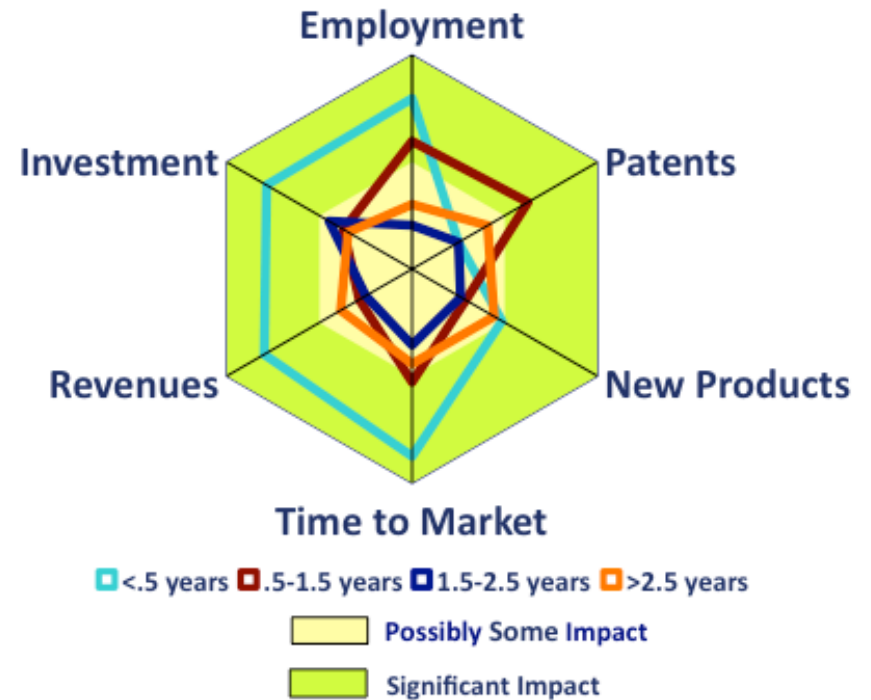
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## Immediate Impact



## Intermediate Impact

## Summary

- **Assessment methodologies for innovation intermediaries have been slow to develop**
- **We provide a novel methodology for systematic and standardized assessments using primary data**
- **Quantitative immediate and intermediate impacts attributed by companies can be presented at different levels of abstraction depending upon the user's needs**
- **Methodology enables comparisons over time, with other organizations, or actuals against targets**
- **Companies, funding agents, Boards of Directors and management benefit**

### Contact

**Brian Barge Ph.D.**

**President and CEO**

**The Evidence Network**

**172 Greenfield Ave.**

**Ottawa, Ontario**

**Canada K1S 0Y1**

**[barge@theevidencenetwork.com](mailto:barge@theevidencenetwork.com)**

**1.613.695.1981**

**[www.theevidencenetwork.com](http://www.theevidencenetwork.com)**