

# Innovation intermediaries: an international snapshot of current practices

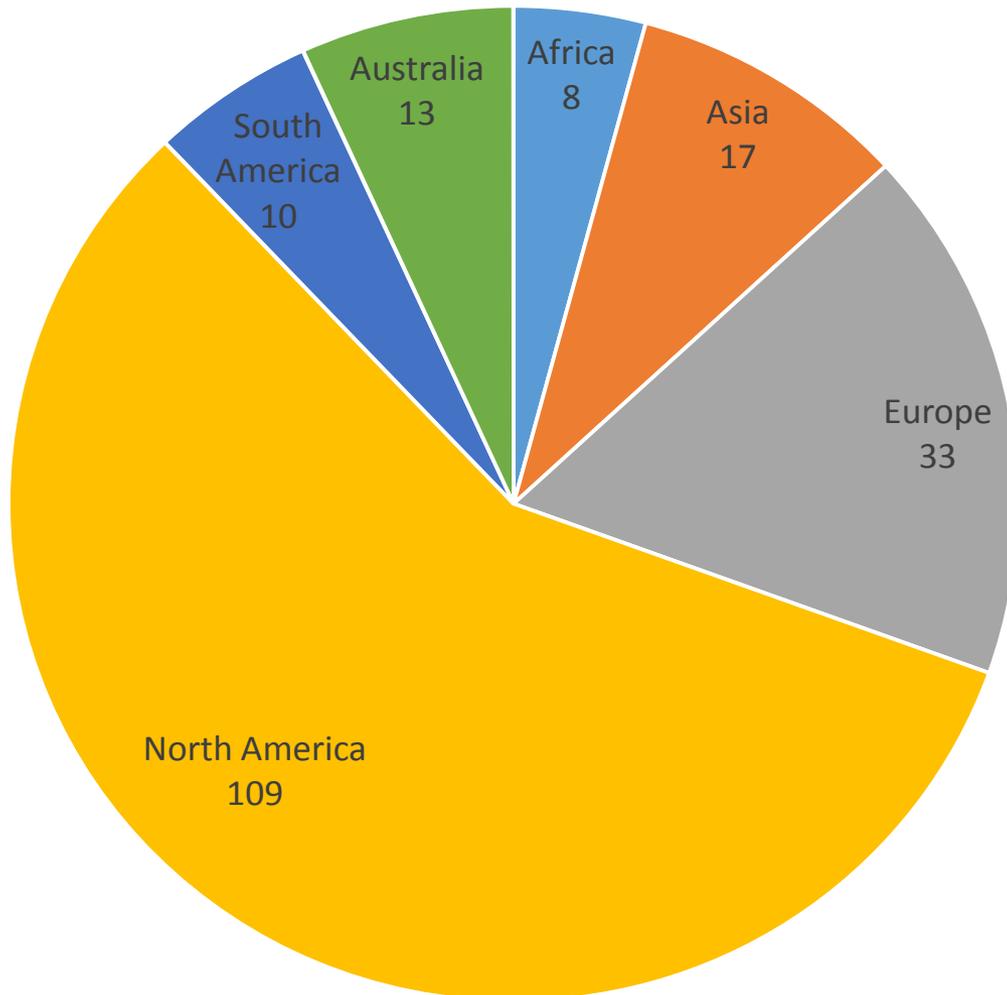
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# Response Rate and Region

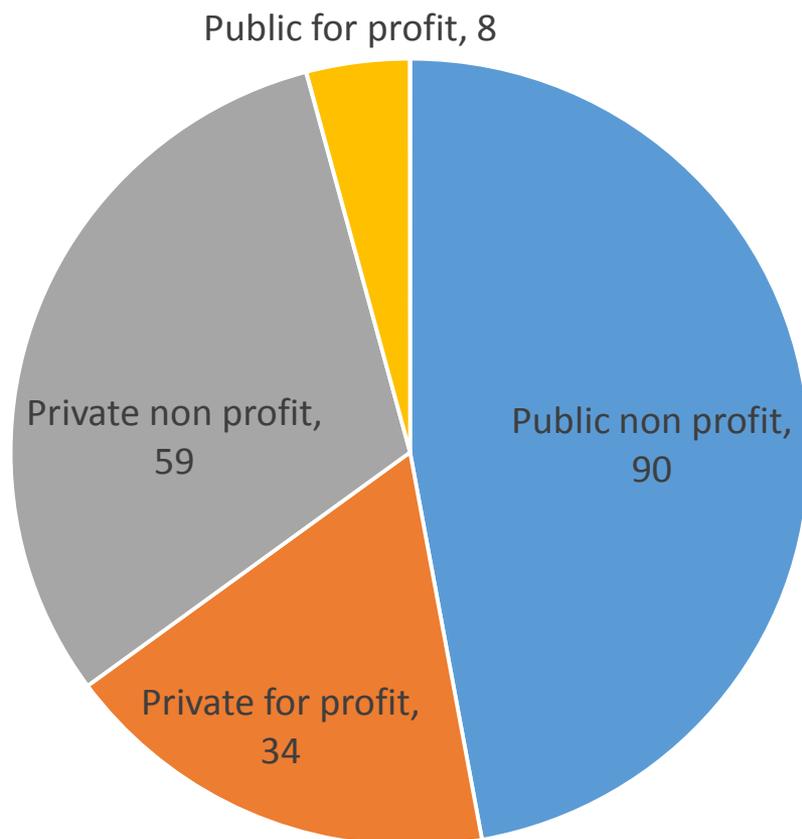


- o 12.5% response rate
- o 190 eligible respondents
- o 42 different countries
- o 6 continents

# Type of Organization

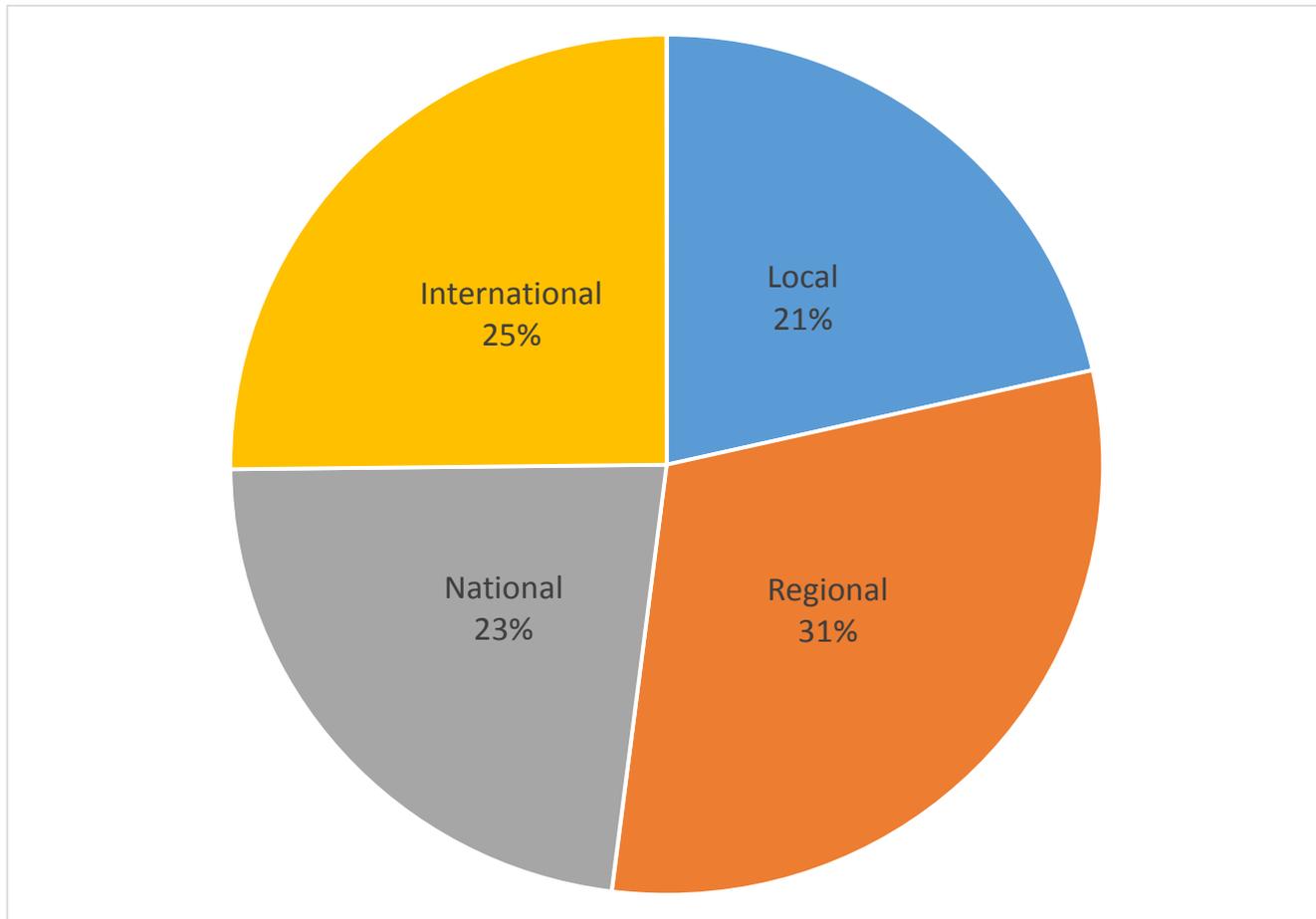
Organization Type	#	%
Accelerator	48	<b>25%</b>
TTO/Post-Secondary Institution	40	<b>21%</b>
Incubator	39	<b>21%</b>
Community Economic Development Organization	26	<b>14%</b>
Innovation Ecosystem Development Organization	11	<b>6%</b>
Research Park/Institute	10	<b>5%</b>
Inventor/Innovator Association	8	<b>4%</b>
Private Company	5	<b>3%</b>
Government	3	<b>2%</b>

# Organization Governance



- o Almost equal between public (98) and private (93)
- o Much greater number of non-profits (149) than for-profits (42)

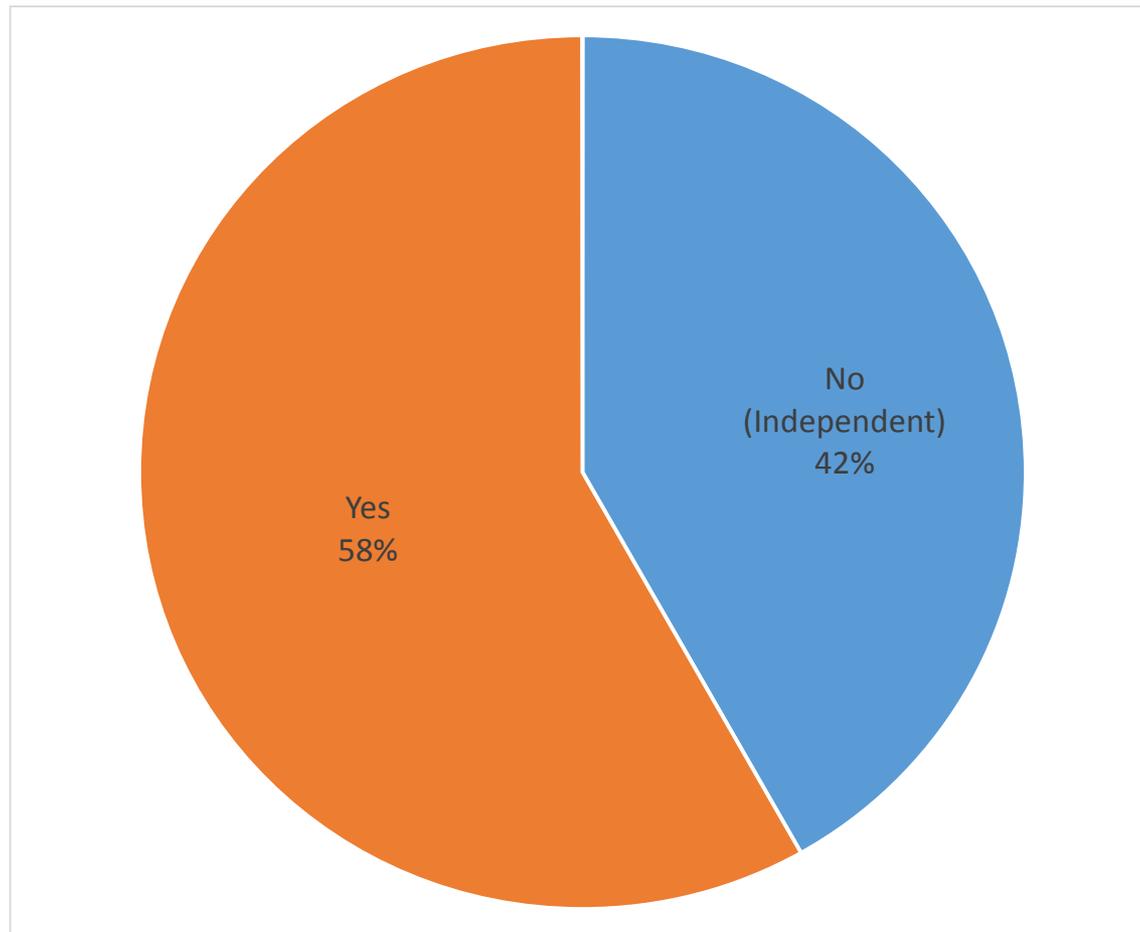
# Geographic Focus of Organization



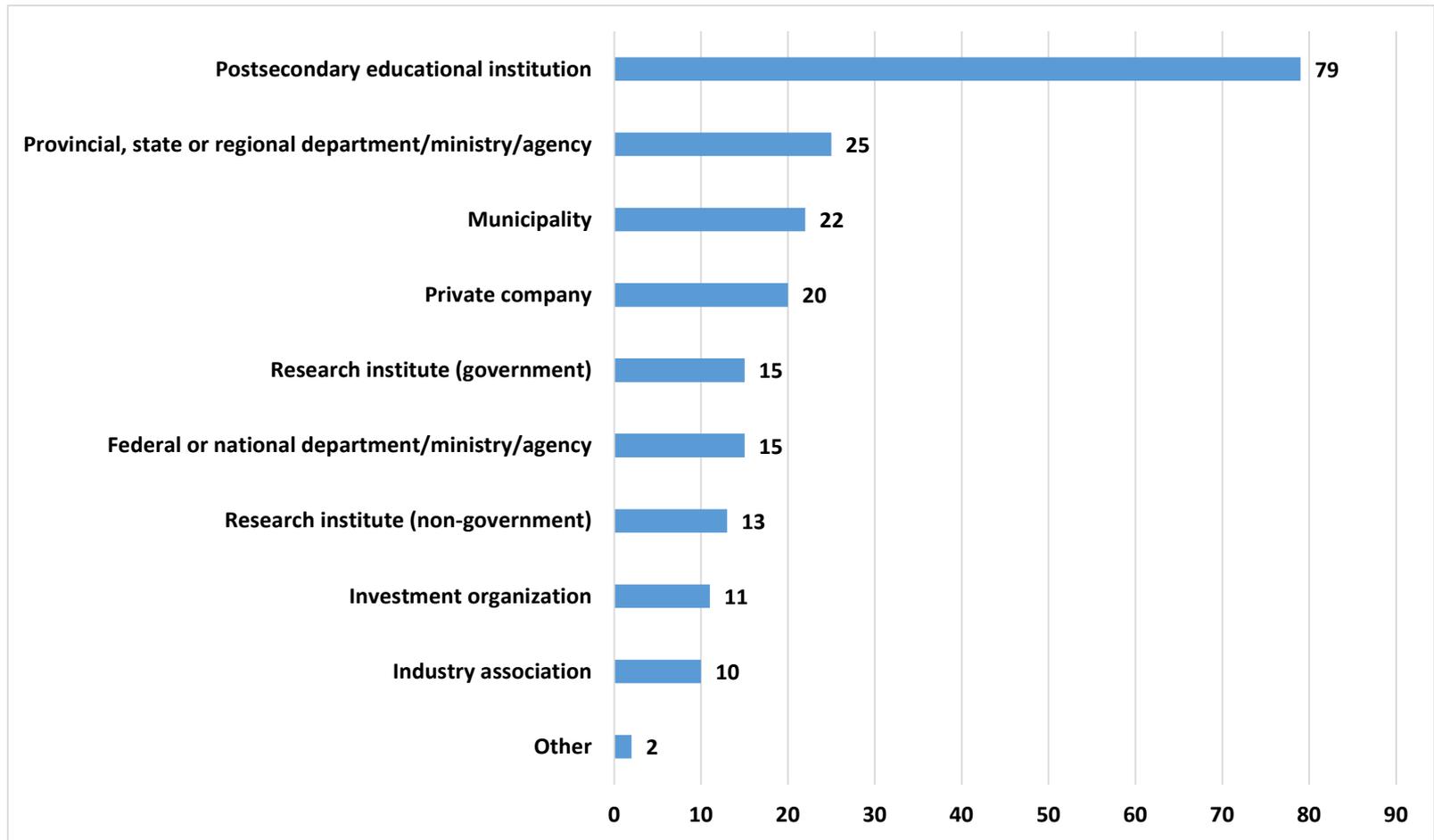
# Primary Sources of Funding

Source	#	%
Government	125	65.79%
Users/Clients	70	36.84%
Private Investors (firms, groups, individuals, etc.)	68	35.79%
Industry	50	26.32%
Post-Secondary Institution	12	6.32%
Revenue from Services/Equity	9	4.74%
Sponsors/Donations/Non-Government Grants	9	4.74%
International Organizations	5	2.63%
Other	3	1.58%

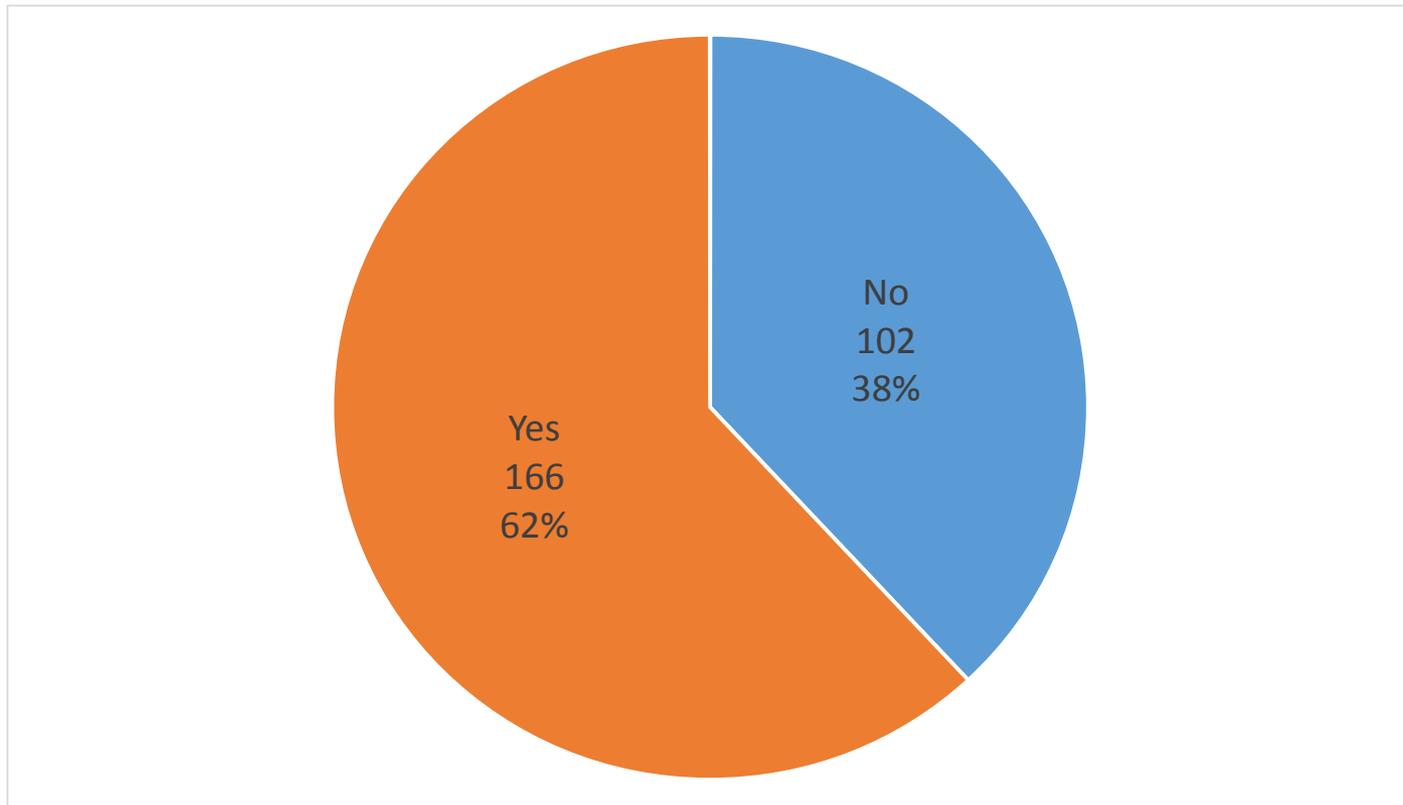
# Is your organization affiliated with another entity?



# Organization Affiliations



# Are organization's activities limited to certain industrial sectors or technological/research areas?



# Sector Focus

<b>Sector</b>	<b>#</b>	<b>%</b>
ICT	52	65%
Biotech/Biomed/Bioeng	37	46%
Digital Health	25	31%
Energy	24	30%
Engineering (automotive, aerospace)	21	26%
Chemistry/materials	17	21%
Agriculture/Food & Beverage/Nutrition	13	16%
Clean/Sustainable tech/Environment	11	14%
Service Industries	6	8%
Other (misc.)	5	6%
Health	4	5%
Other Tech	4	5%
Cultural Industries (Media/Entertainment/Fashion)	4	5%
Advanced Manufacturing/Industrial Design	3	4%
Social Innovation	2	3%

# Which of the following clients does your organization serve?

Clients Served	#	%
Startup firms	152	84%
Entrepreneurs	151	84%
Students	127	71%
Established SMEs	115	64%
Researchers	106	59%
University/College	101	56%
Faculty	90	50%
Large firms	81	45%
Angel investors	81	45%
Multinational firms	73	41%
VCs	64	36%
Private equity investors	44	24%
Hospital(s)	43	24%
Other	11	6%
Government/Government Agencies	4	2%
Inventors	2	1%

# Supports Offered

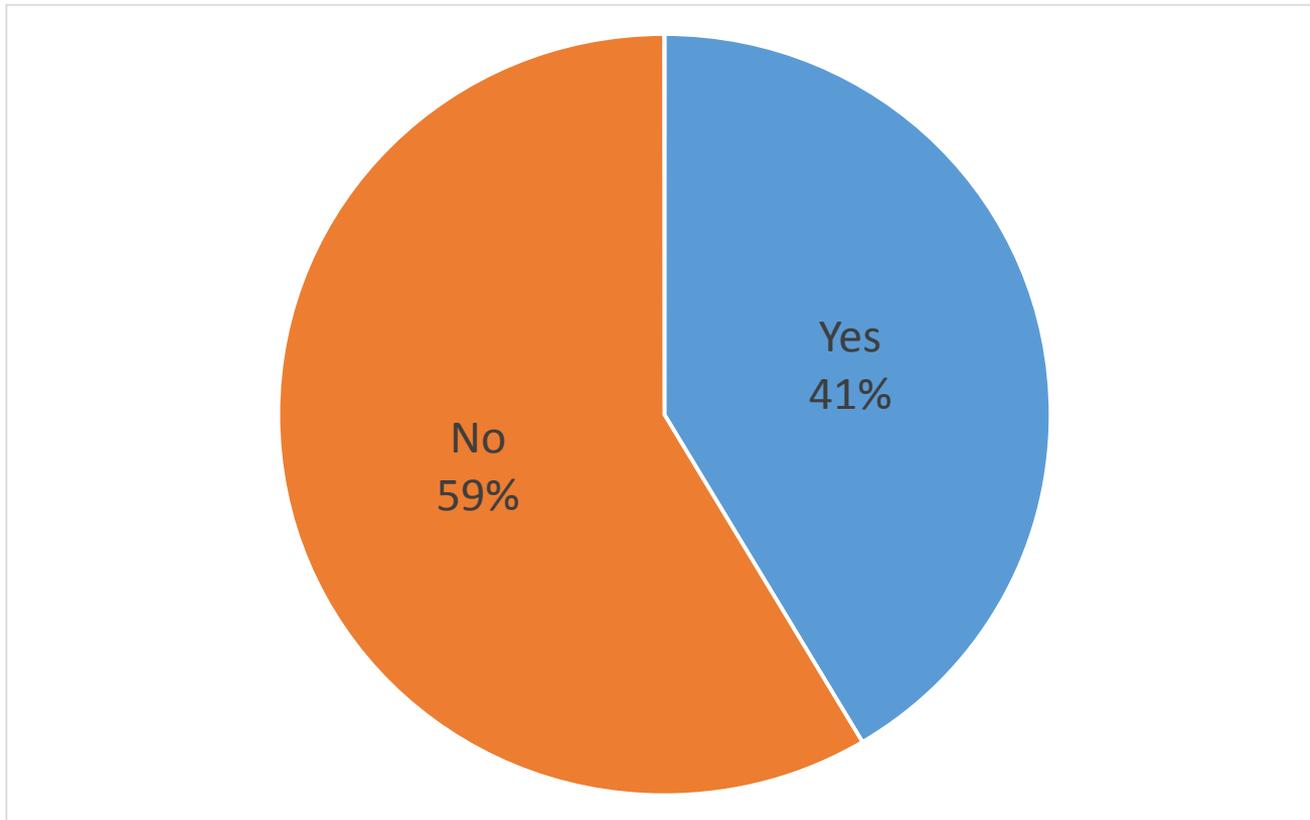
Supports Offered	#	%
Entrepreneurship training / Boot-camps	140	77.3%
Mentoring	140	77.3%
Pitch training / Opportunities	138	76.2%
Industry Liaison / Contact	132	72.9%
Peer-to-peer Networking	120	66.3%
Office / Lab space	115	63.5%
Intellectual / Industrial Property Management	108	59.7%
Market Intelligence	108	59.7%
International Connections / Contacts	104	57.5%
Funding	99	54.7%
Investment Opportunities	97	53.6%
Legal Support	94	51.9%

Supports Offered	#	%
Technology Assessments	92	50.8%
Sales / Marketing Support	87	48.1%
Commercial Assessments	87	48.1%
Product Development	84	46.4%
Fundraising	83	45.9%
Research & Development	83	45.9%
Team Building	72	39.8%
Customer Intelligence	72	39.8%
Evaluations	70	38.7%
Accounting Support	61	33.7%
Executives in Residence	53	29.3%
Valuations	53	29.3%
Other	17	9.4%

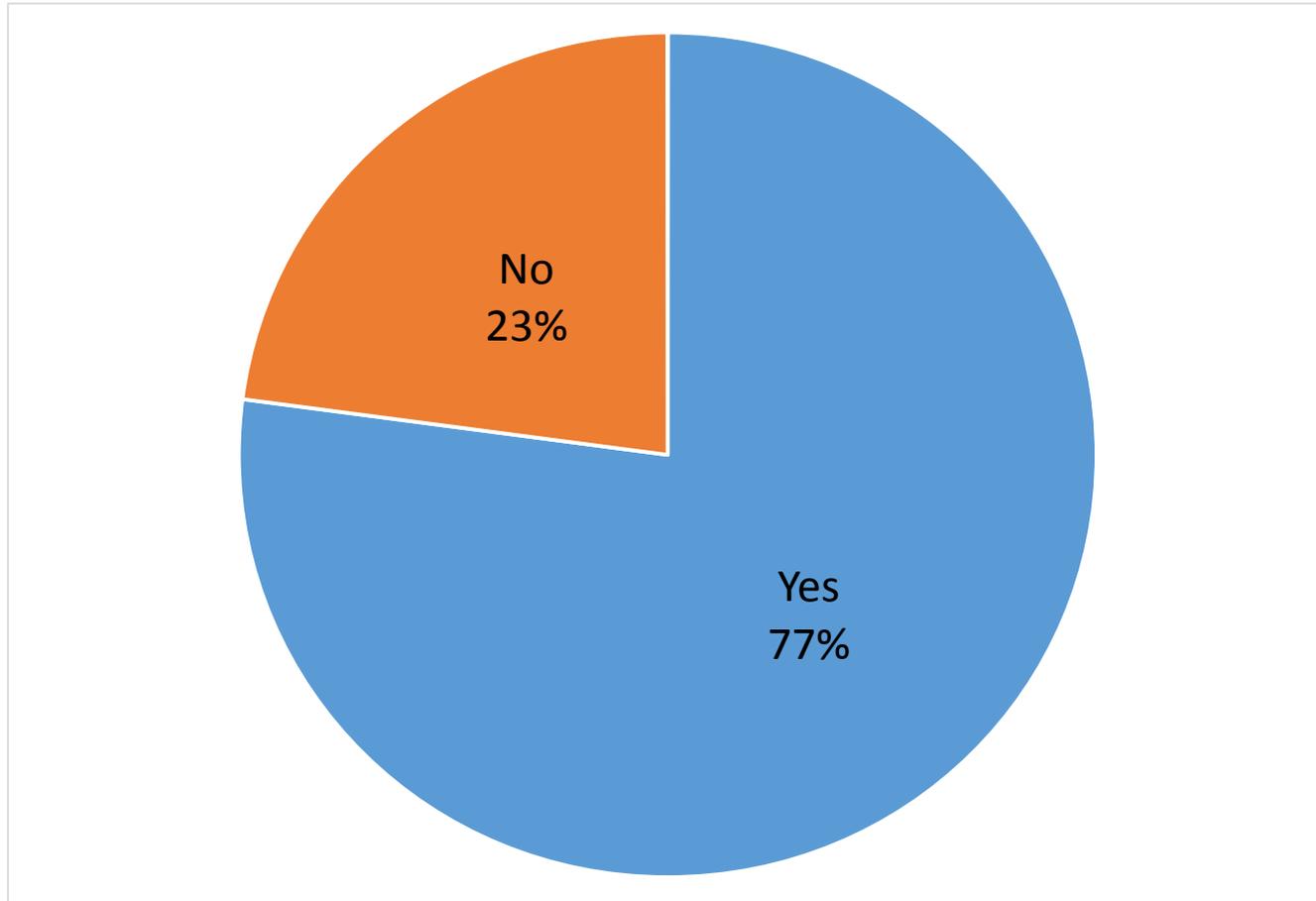
# Focus of Activity

	1	2	3	4	5	6	N/A
<b>Innovation support</b>	27.42%	25.27%	29.03%	6.99%	5.91%	1.08%	4.30%
	51	47	54	13	11	2	8
<b>Commercialization of publicly-funded research</b>	9.14%	16.67%	8.06%	10.22%	15.59%	8.60%	31.72%
	17	31	15	19	29	16	59
<b>Commercialization of private research</b>	4.84%	8.06%	9.14%	18.28%	11.29%	12.37%	36.02%
	9	15	17	34	21	23	67
<b>Technology transfer from public research institution(s)</b>	10.75%	9.68%	10.75%	19.89%	11.83%	11.83%	25.27%
	20	18	20	37	22	22	47
<b>Support of firm growth</b>	17.74%	14.52%	22.04%	10.22%	11.83%	7.53%	16.13%
	33	27	41	19	22	14	30
<b>Support/training/mentoring entrepreneurs</b>	29.57%	23.66%	15.05%	16.13%	6.45%	3.23%	5.91%
	55	44	28	30	12	6	11

# Has your service model been restructured or refocused in the past?



# Does your organization have any evaluation systems for assessing whether it has met its objectives?



# Defining Success

**Organizational Growth:** Benefits to the organization (e.g. # of clients served, revenue generated for organization as opposed to clients, etc.)

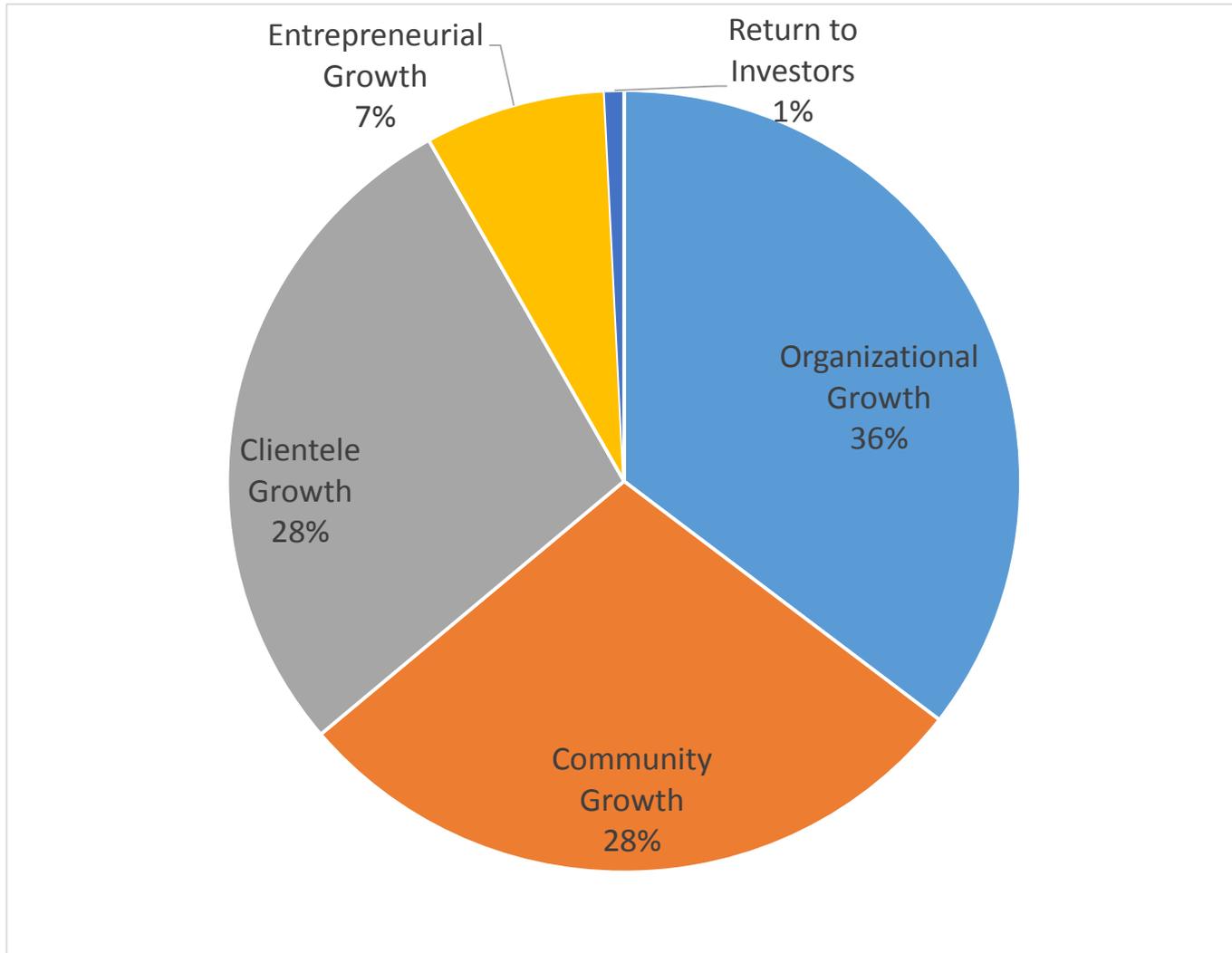
**Clientele Growth:** Benefits to the client (e.g. amount of revenue generated for the client company, successful exit for a company, etc.)

**Community Growth:** Benefits to the community connected to the organization at a local, national or global level (e.g. contributing to the strength of clusters, # of local jobs created, etc.)

**Return to Investors:** Financial returns to investors either in the organization or the client companies

**Entrepreneur Growth:** Benefits to individual entrepreneurs (as opposed to a focus on the company e.g. entrepreneur learned about business plans, entrepreneur had good networking and mentoring opportunities)

# Defining Success

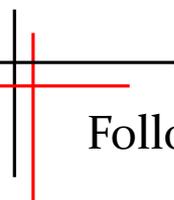


# Organization Type w/ Success Metrics

Organization Type	Organizational Growth		Clientele Growth		Community Growth		Return to Investor		Entrepreneur Growth	
	#	%	#	%	#	%	#	%	#	%
Accelerators	19	40%	23	49%	20	43%	2	4%	5	11%
Incubators	16	46%	17	49%	16	46%	0	0%	7	20%
TTO/Post-Secondary Institution	33	87%	3	8%	11	29%	0	0%	2	5%
Community Economic Development Organization	9	41%	9	41%	9	41%	0	0%	3	14%
Innovation Ecosystem Development Organization	5	45%	5	45%	8	73%	0	0%	2	18%
Private Company	2	50%	2	50%	0	0%	0	0%	0	0%
Research Park/Institute	6	67%	3	33%	4	44%	0	0%	0	0%
Government	1	33%	2	67%	2	67%	0	0%	0	0%
Inventor/Innovator Association	0	0%	6	75%	2	25%	0	0%	0	0%
<b>OVERALL AVERAGES FOR COMPARISON</b>	91	51%	70	40%	72	41%	2	1%	19	11%

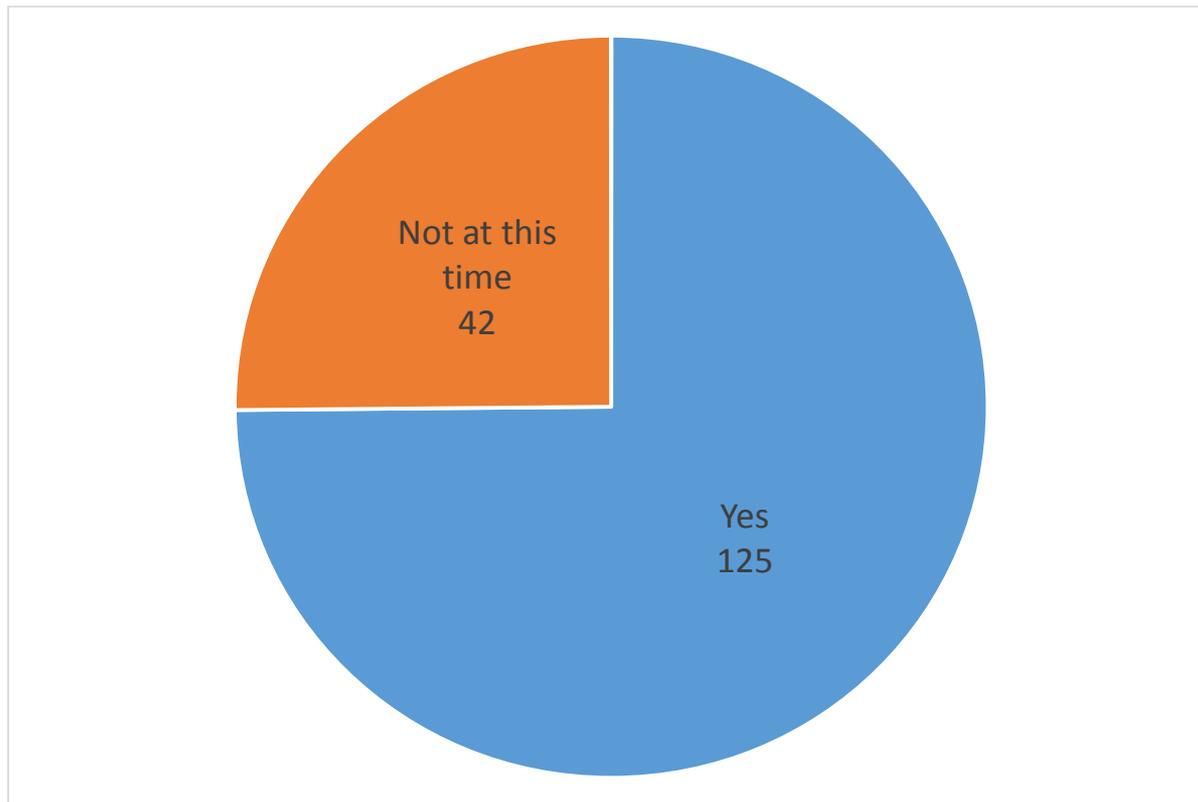
## Funding Source w/Success Metrics

	Organizational Growth		Clientele Growth		Community Growth		Total
	#	%	#	%	#	%	
<b>Government Funding</b>	67	54%	41	33%	57	46%	124
<b>No Government Funding</b>	24	36%	31	47%	16	24%	66



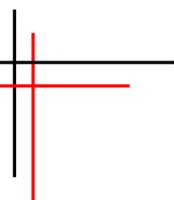
## Follow Up/Interest in Collaboration

**Would your organization be willing to participate in a pilot project involving 6-10 organizations in different countries to provide support to firms from the other countries who are seeking business, contacts or partners in your region?**



## My organization could provide the following support:

Support	#	%
Connections to research partners/collaborators	105	<b>88.24%</b>
Connections to industry partners/collaboration	104	<b>87.39%</b>
“Soft landing” facilities and support	83	<b>69.75%</b>
Access to potential investors	58	<b>48.74%</b>



# Next Steps

- o Complete analysis of ICA survey
- o In-depth study - role of Canadian accelerators in global innovation networks
  - o CAIP recipients (16)
  - o Comparator accelerators (Accelerator Festival, July 2016, Montreal)
  - o Interviews with managers, firms, investors, government