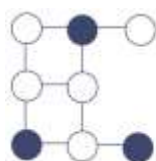


An Assessment of the Impact of UCLA's Global Access Program (GAP) on Finnish Companies supported by Tekes 2004-2009

Provided by
The Evidence Network
www.theevidencenetwork.com

30 November 2010



THE EVIDENCE NETWORK
Measuring Innovation Impact

The Evidence Network has conducted an in-depth examination of the impact of the Global Access Program (GAP) on its Finnish clients.

Four conclusions stand out:

1. On the importance of the GAP's offerings: Over three quarters of the companies surveyed judged the primary research, and the interpretation and analysis of research findings to be either very important or extremely important.
2. On the impact of the GAP: The GAP is achieving impact on the market performance of participating companies. On average, client companies report impact on their export sales and their ability to acquire new international customers.
3. On the predictors of the GAP impact: Immediate impact measures of strategic business information and advice, and information and advice on selling and operating in new markets showed a statistically significant relationship with the impact of the GAP on company performance.
4. On recommendations: Ninety-four percent of companies had recommended or planned to recommend the GAP to others.

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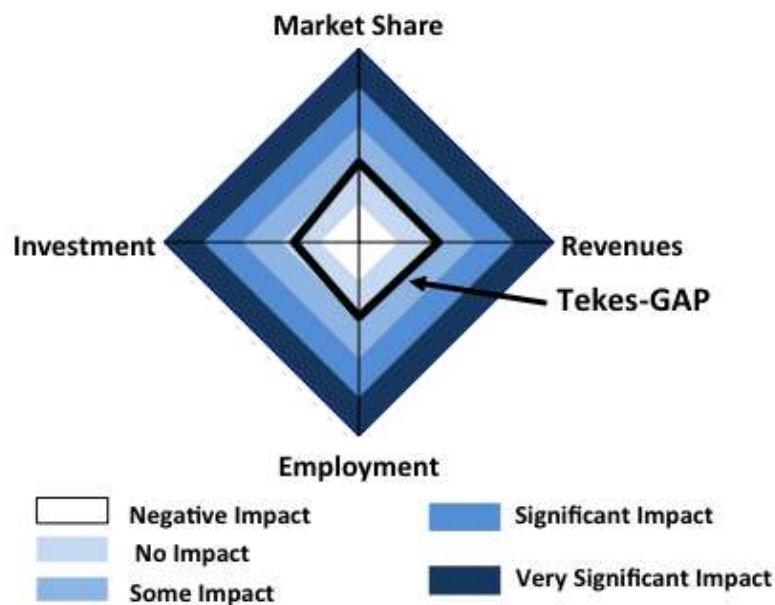
Executive Summary

In this document we provide an assessment of the performance of the Global Access Program (GAP) conducted by The Evidence Network (TEN), an independent, third-party company that specializes in measurement of the impact of innovation intermediaries.

TEN measures the immediate and intermediate impact of innovation intermediaries. By measuring immediate impact, TEN provides intermediary managers and boards of directors with knowledge of the impact of intermediary services on the resources or capabilities of their client or member companies. By measuring intermediate impact, TEN provides management, investors, and other stakeholders with evidence of the impact of intermediary services on company performance in terms of new products and services, employment, or revenues, etc.

During October-November 2010, 33 Finnish companies of the Global Access Program responded to a customized web-based survey. Our analysis of surveyed companies is summarized below:

1. ***Client Companies:*** The Global Access Program serves companies in the following sectors: information and communications technologies; biotechnology, health and medical; energy and environment; construction and manufacturing. The companies that responded to the survey are an average of 14 years old; 82% have annual revenues in excess of €1 million and 70% have less than 50 employees.
2. ***Importance of Offerings:*** Seventy-five percent of the companies found primary research, and 81% found interpretation or analysis of research findings to be either 'very important' or 'extremely important'.
3. ***Immediate Impact:*** The Global Access Program achieves immediate impact on participating companies. On average, GAP's strategic business information and advice, information and advice on selling into new markets, and business planning services either achieved or bordered on achieving 'significant' immediate impact; for these three measures, the percentage of companies that reported 'significant' or 'very significant' impact was 55%, 33% and 39%, respectively.
4. ***Intermediate Impact:*** The Global Access Program achieves longer-term impact on the market performance of participating companies. As shown in the figure below, GAP is achieving 'some impact' for all assessment dimensions, with the exception of investment. The top three average impact results are for the 'new international customers', 'change in annual revenues', and 'export sales' measures. For these three measures, the percentage of companies that reported 'some impact' or greater was 50%, 45%, and 53%, respectively.



Average Intermediate Impact of the Global Access Program

5. **Comparing Immediate and Intermediate Impact:** The immediate impact of the Global Access Program ranks higher than the intermediate impact. This is understandable because services provided by innovation intermediaries have a direct and immediate impact on the resources and capabilities of client companies, while intermediate impacts will take place in the longer term. In addition, intermediate impact in the longer term is more difficult to attribute to innovation intermediary activities that have become diluted as they are combined with other factors.

But in a companion document¹, we report a statistically significant relationship between immediate and intermediate impact. The immediate impact measures of strategic information and advice, and information and advice on selling and operating in new markets, showed a statistically significant relationship with the intermediate impact of the GAP on company performance. This finding is consistent with our logic model's *a priori* expectation that immediate impacts on company resources and capabilities will lead to subsequent impacts on company performance.

6. **Value of the GAP:** Fifty-eight percent of all the companies found value relative to cost to be high or very high. Ninety-four percent had recommended or planned to recommend the GAP to others.

Overall, our findings on the impacts being achieved by the GAP are encouraging. Not only do most respondents assess core program activities to be 'very important' or 'extremely important', but overall impact on the resources and capabilities of companies is being manifested in improved company performance in the marketplace. These results are impressive as the companies that participated in the GAP are established and successful prior to participation, requiring targeted and effective interventions to achieve performance improvements.

¹ Dalziel, M. and Parjanen, S. 2011. Measuring the Impact of Innovation Intermediaries: A Case Study of Tekes (forthcoming)

Introduction

In this document we provide an independent, third-party assessment of the impact of the Global Access Program (GAP) for the period 2004 through 2009. The GAP is offered to non-US firms by the Anderson School of Management at the University of California at Los Angeles (UCLA). The GAP program works with foreign organizations throughout the world to assist their technology companies in developing global strategies. With the help of Tekes funding, over 100 Finnish companies have participated in the GAP program since 1999. This assessment was conducted by The Evidence Network during October and November 2010 and is based on 33 responses to a survey of Finnish client companies that participated in the GAP since 2004.

The GAP of UCLA is designed to provide low cost management consulting services to non-US companies seeking strategic advice. The GAP is an educational program that matches a team of students from the Fully Employed MBA program with existing companies to develop business strategies that enable the companies to move to the next stage of their corporate development.

Tekes is the most important publicly funded organization that supports research, development and innovation in Finland. Every year, Tekes finances some 1,500 business-related research and development projects, and almost 600 public research projects at universities, research institutes and polytechnics. Research, development and innovation funding is targeted to projects that create the greatest long-term benefits for the economy and society.

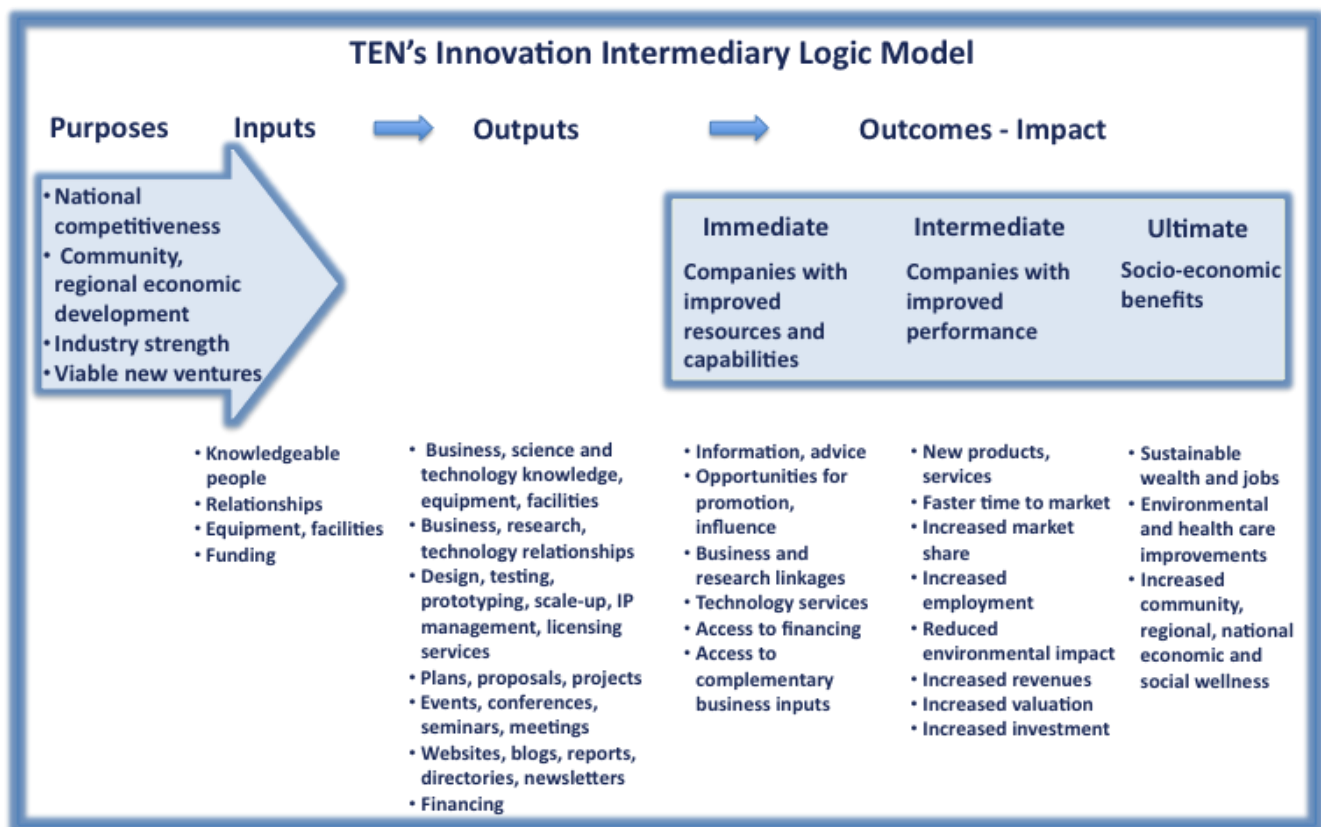
To assess the impact of the GAP, TEN developed a customized questionnaire based upon TEN's proprietary impact assessment methodology. On 25 October 2010, an email invitation to participate in the web-based survey was sent by Tekes's Senior Technology Advisor to 53 client companies. After 2 reminders, and follow-up telephone calls and personalized emails sent to companies that had not yet responded during the final week of the survey, 33 companies responded to the survey for a response rate of 62%. Further data on the response profile of the GAP clients is provided in Appendix A.

The next section of this report describes TEN's impact assessment methodology. We then provide information on the 33 client companies in the sample. In the three sections that follow, we provide analyses of the importance of the GAP service offerings, and the immediate and intermediate impacts. In the final section we conclude. Appendices provide details on the response profiles of companies, examples of questions, immediate and intermediate impacts, and information on TEN.

TEN's Impact Assessment Methodology

TEN's approach to measuring innovation impact is based on the premise that innovation intermediaries can be described as an overarching class of organizations whose members share common goals. Despite their diversity, innovation intermediaries, ranging from small economic development organizations to large and sophisticated research institutes, seek to make their member or client companies more innovative, in the interests of facilitating increases in their viability, profitability, or other manifestations of their success.

The logic model shown below illustrates how innovation intermediaries work to fulfill their missions, and how TEN measures their impact. As shown in blue at the top of the diagram, innovation intermediaries express their purpose in terms of national competitiveness, regional economic development, industry strength, or viable new ventures, and conduct activities to achieve immediate and intermediate impacts on the companies that are their members or clients, and long-term impacts in the form of socio-economic benefits. The immediate impacts of innovation intermediaries are improvements in the resources or capabilities of client or member companies, intermediate impacts are improvements in the performance of client or member companies, and long-term impacts affect communities, industries, economies, societies, and the environment.



Working backwards, from right to left, the logic model shows *how* different types of impact are achieved. The achievement of long-term impact depends on the achievement of intermediate impact, which in turn depends on the achievement of immediate impact. So, for example, an innovation intermediary that seeks to create economic growth in a region (its purpose and desired long-term impact) does so by facilitating improvements in the performance of local companies (its desired intermediate impact), either by facilitating company growth or the creation of new ventures, or by attracting new companies to the region. It facilitates company growth and the creation of new ventures by facilitating improvements in the resources and capabilities of local companies (its desired immediate impact). The fundamental logic is that innovation intermediaries achieve their desired intermediate and long-term impacts by affecting the resources and capabilities of the companies with which they work.

TEN measures the immediate and intermediate impact of innovation intermediaries. By measuring immediate impact TEN provides intermediary managers and boards of directors with knowledge of the effectiveness of intermediary services. Measuring immediate impact is important because it provides timely feedback on the suitability and effectiveness of intermediary services. Note that we measure immediate impact by asking about the *impact* of intermediary services on specific company resources and capabilities, not by asking about *satisfaction* with intermediary services, as a customer satisfaction survey would do. While clients may be satisfied with an intermediary's networking event, the event may or may not have had an impact on their ability to find, for example, new suppliers.

By measuring intermediate impact TEN provides management, investors, and other stakeholders with evidence of the effect of intermediary services on company performance in terms of new product and services, employment, or revenues, etc. Measuring intermediate impact is important because it corresponds to the missions of intermediaries and provides the hard evidence of results that stakeholders seek. But company performance depends on a number of factors and so to assess intermediate impact we consider both the change in company performance and the degree to which the change is attributable to the intermediary. For example, to determine the impact of a research institute on the revenues of client companies, we ask about both changes in revenues and the degree to which those changes are attributable to the services of the research institute.

Innovation intermediaries hope to have long-term impacts that correspond to their missions. But the measurement of long-term impact is difficult because changes in the economy, the environment, or society are brought about by the collective action of many players. So it is difficult to attribute such changes to the activities of a single organization. But as long-term impact is facilitated by the achievement of intermediate impact, evidence of intermediate impact is suggestive of possible long-term effects.

Details of how innovation intermediaries achieve their desired impact are shown in the lower part of the diagram. The activities in which innovation intermediaries engage are supported by knowledge-based and tangible inputs, and they lead to a wide range of outputs such as knowledge, relationships, events, publications, prototypes, equipment, and facilities. The outputs lead, in turn, to the immediate, intermediate, and long-term impacts described above.

The dimensions of immediate, intermediate, and long-term impact are listed in the three columns on the right hand side of the lower part of the diagram.

TEN measures an intermediary's immediate and intermediate impact using a customized survey instrument. We assess immediate and intermediate impact on an appropriate subset of dimensions selected from the logic model shown above. Details on our standardized question format are provided in Appendix B. Our impact assessment surveys are short and easy for member or client companies to complete. Assessments can focus on a single organization, can compare actual to targeted performance, or can compare the performance of multiple units, divisions or organizations.

Global Access Program: Client Companies

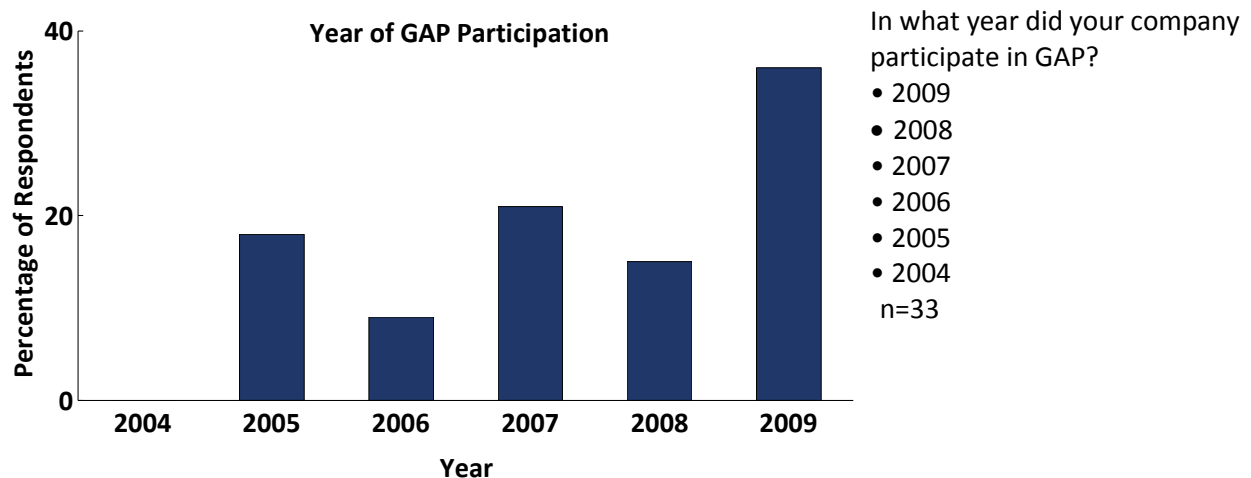
This section provides information on the 33 client companies of the Global Access Program that completed the impact assessment survey. It then describes their performance and their perspectives on the value of the Global Access Program.

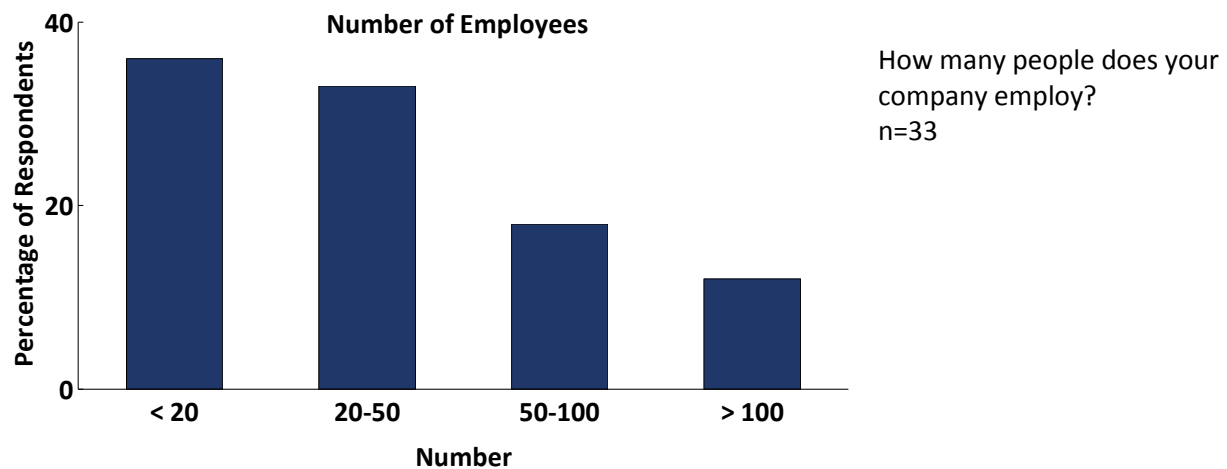
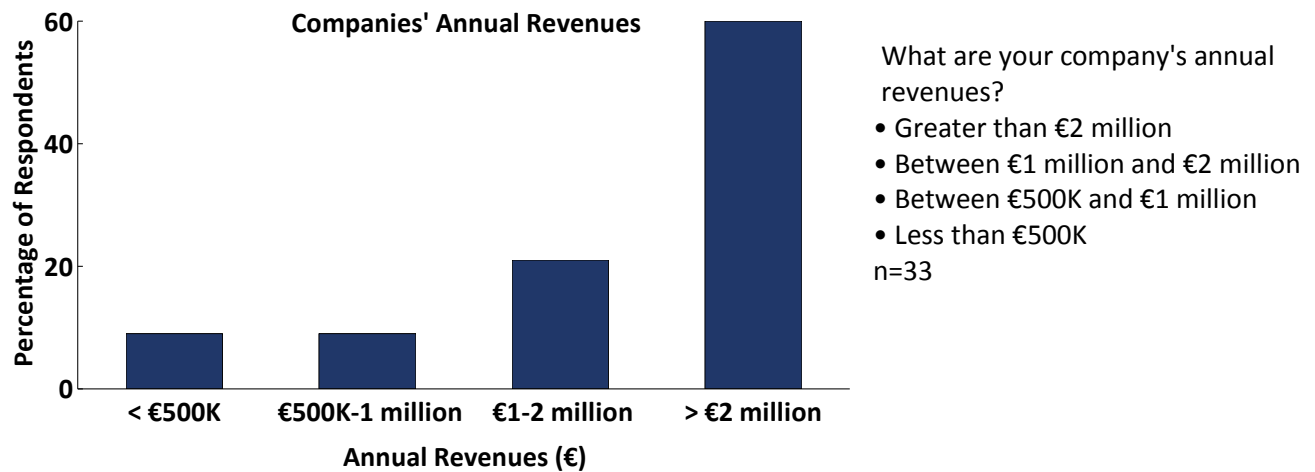
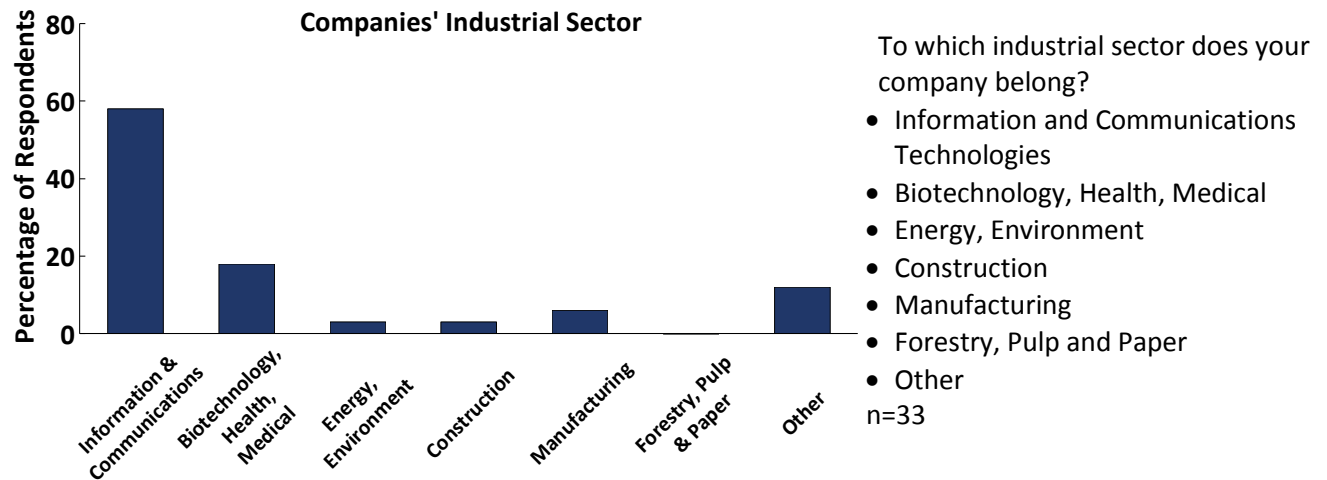
GAP's Client Companies

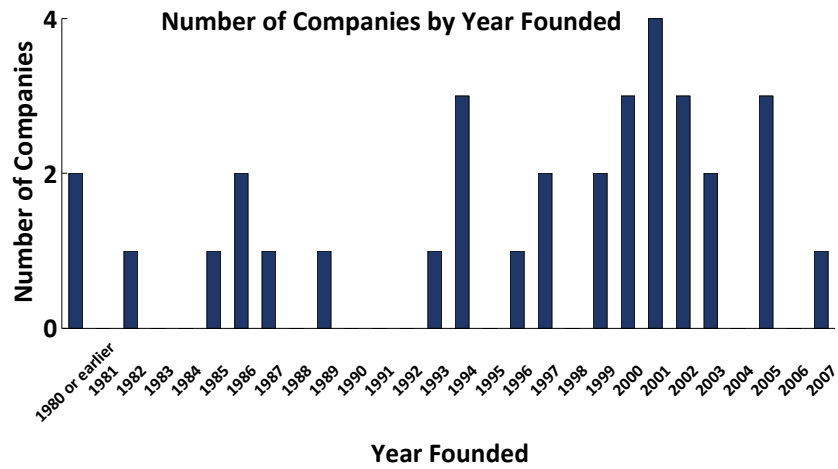
We begin by providing descriptions of the companies that received services from the GAP in terms of the year they participated in the program, industrial sector, annual revenues, number of employees, and year that the companies were founded:

- 36% of the companies responding to the survey participated in the GAP program in 2009; there were no respondents from the GAP's 2004 offering
- Over 76% of the companies responding to the survey identified themselves with the information and communications technologies sector, or the biotechnology, health and medical sectors.
- 82% of the companies have annual revenues in excess of €1 million
- 70% of the responding companies have less than 50 employees
- The present average age of companies that received services from the GAP is about 14 years (all companies founded in 1980 or earlier were considered to be founded in 1980), while about one-half of all respondents were formed since 2000.

Figures describing the surveyed companies follow, each accompanied by the corresponding survey question and the number of respondents (n).







When was your company founded?
n=33

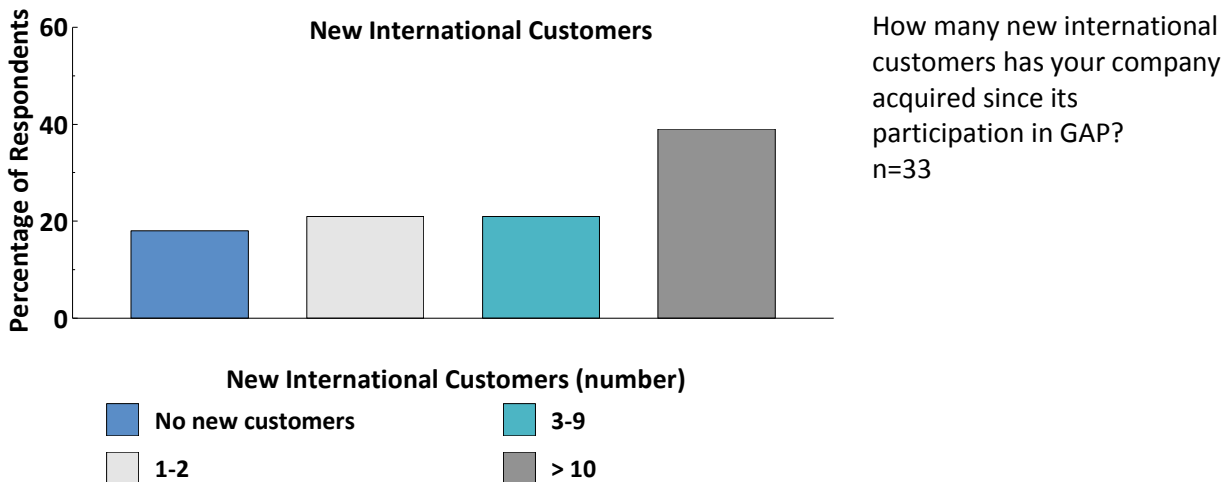
Company Performance

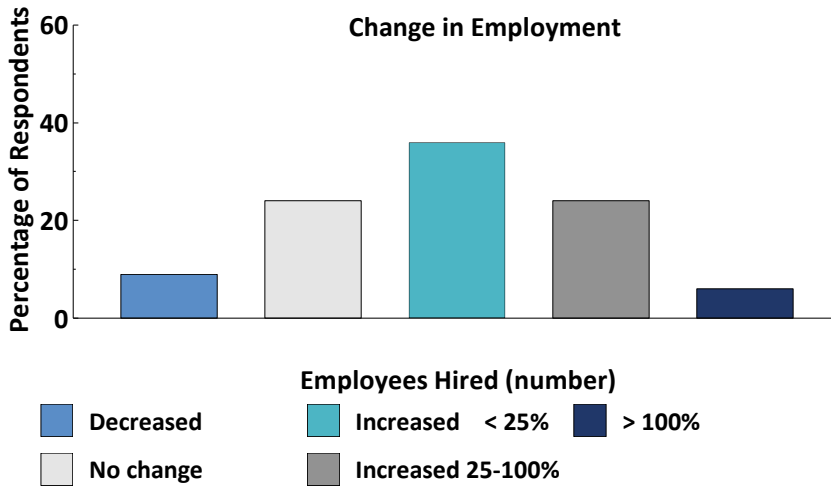
This section provides information on the performance of the surveyed companies. The measures include: new international customers, change in employment, change in annual revenues, export sales revenues, and financing received.

Important attributes of the responding companies are:

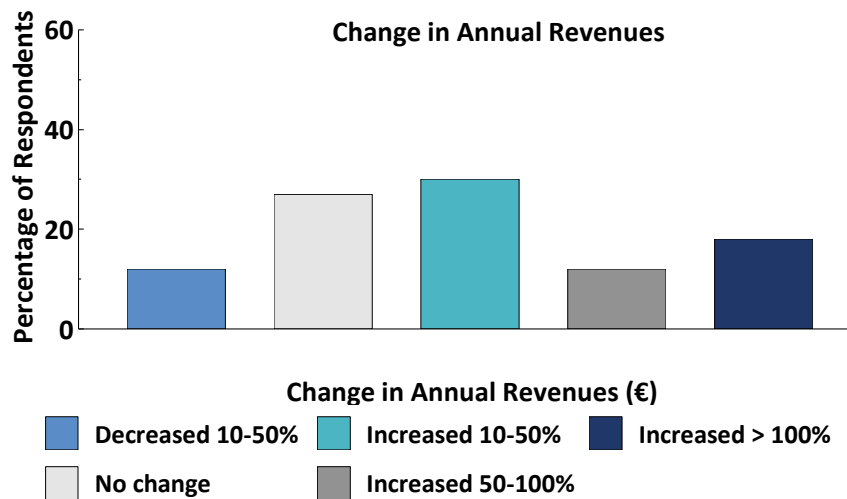
- 61% report having acquired more than three international customers since their participation in the GAP, while 39% report having acquired more than 10 new international customers.
- 67% report employee increases since their participation in the GAP; 30% of companies report employee increases greater than 25%.
- 61% report increases in annual revenues to be greater than 10% since their participation in the GAP, while 18% reported increases greater than 100%.
- 70% had export sales in excess of €500K; only 3% had no export sales since their participation in the GAP.
- 55% of the companies received financing since their participation in the GAP

Figures describing the surveyed companies follow, each accompanied by the corresponding survey question and the number of respondents (n).

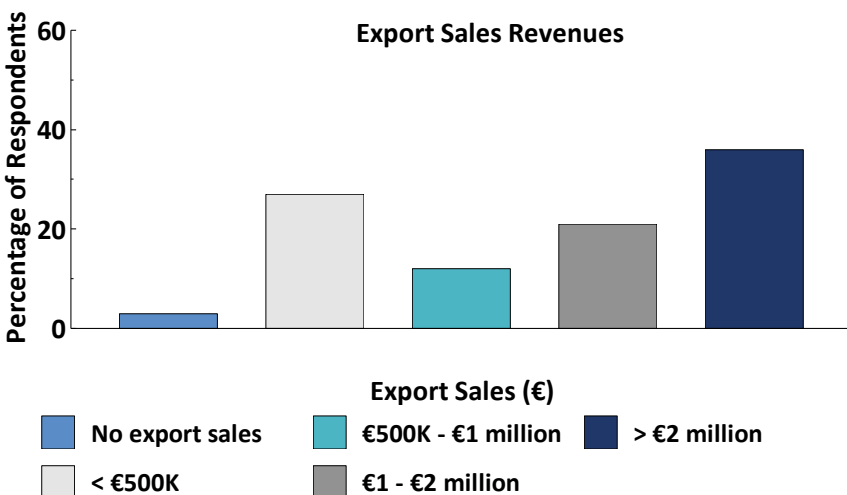




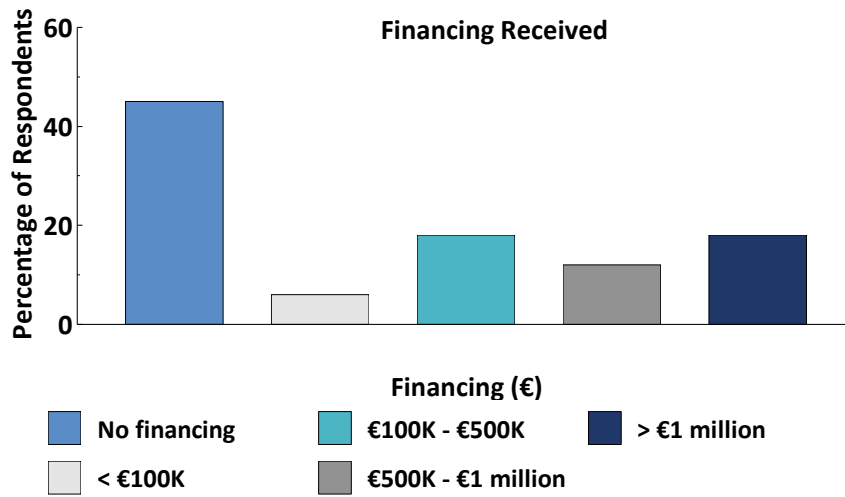
To what degree has employment at your company changed since its participation in GAP?
n=33



By how much have your company's annual revenues changed since its participation in GAP?
n=33



What are your company's total export sales revenues?
n=33



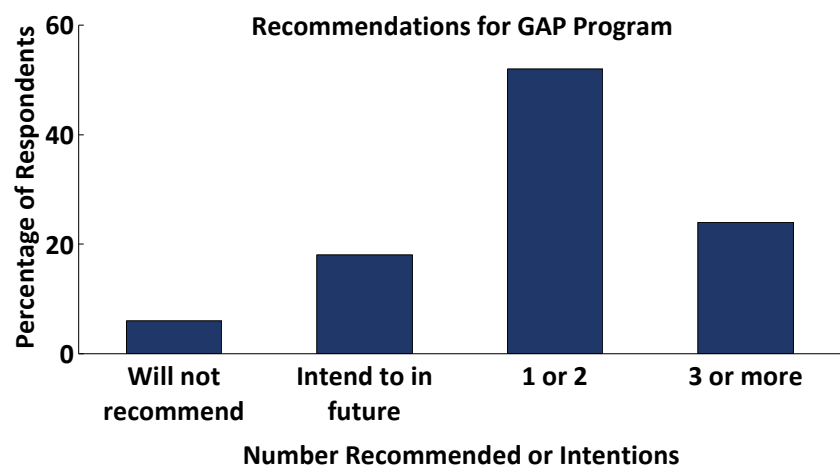
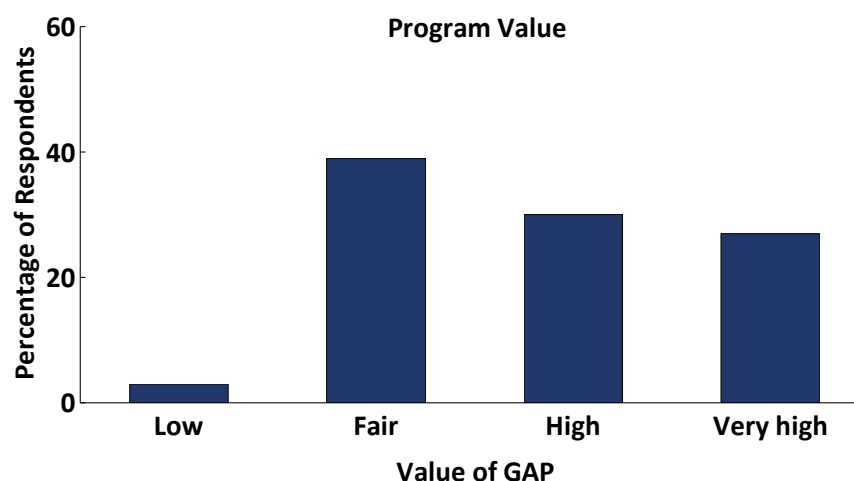
How much financing has your company received, from either private or public sources, since its participation in GAP?
n=33

Value of GAP

All companies that completed the survey were asked about the value of the GAP relative to its cost, as well as their willingness to recommend GAP to other companies.

The following diagram shows that 58% of all the companies found value relative to cost to be high or very high. Only 3% found the value of the GAP to be low.

Companies were also asked whether they had recommended the GAP to others. Ninety-four percent had recommended or planned to recommend the GAP to others, while only 6% did not plan to recommend the GAP.



Global Access Program: Outputs

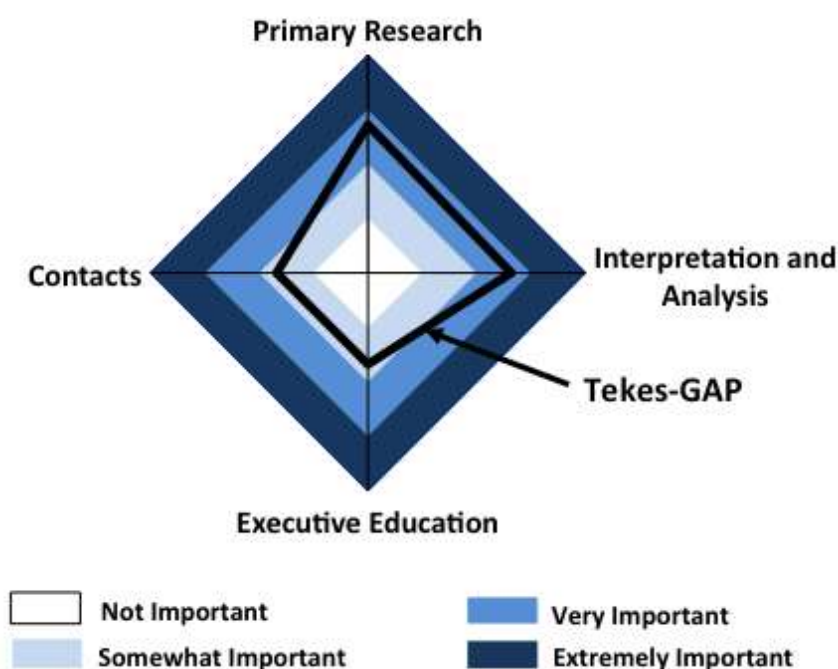
This section provides a summary of the importance of outputs (service offerings) of the GAP followed by detailed results.

Summary of Importance of Outputs

The following table shows the measures for the key outputs of GAP that were selected to assess the overall impact of the Global Access Program on the resources and capabilities of its client companies.

Output Measures
<ul style="list-style-type: none">• Primary research (100+ interviews)• Interpretation and analysis of research findings• Executive education• Business and consultancy contacts

The figure below summarizes the average importance of the Global Access Program outputs that impact client companies' resources and capabilities as assessed by the surveyed companies.



Average Importance of Outputs of the Global Access Program

Detailed Importance of Outputs Results

The average importance reported on each output dimension in the previous section is the average of all responses measured on a scale of 0 to 10 using the weights shown in the table below.

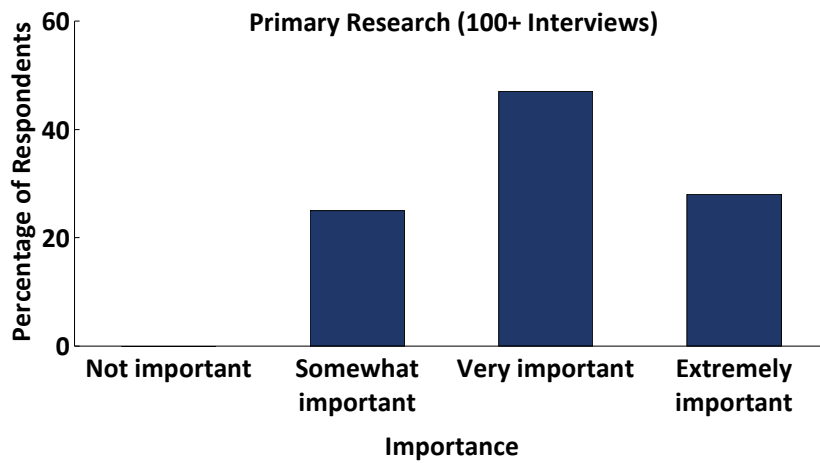
Importance of Output Responses	Weights
Not important	0
Somewhat important	3.33
Very important	6.67
Extremely important	10

The frequency distributions below show responses on importance of program outputs for all output measures, together with the corresponding survey questions, number of responses and average importance of output scores (out of 10). Details on our standardized question format are provided in Appendix B.

Analysis of the information presented in these figures shows that the GAP outputs are ‘very important’ or ‘extremely important’ for:

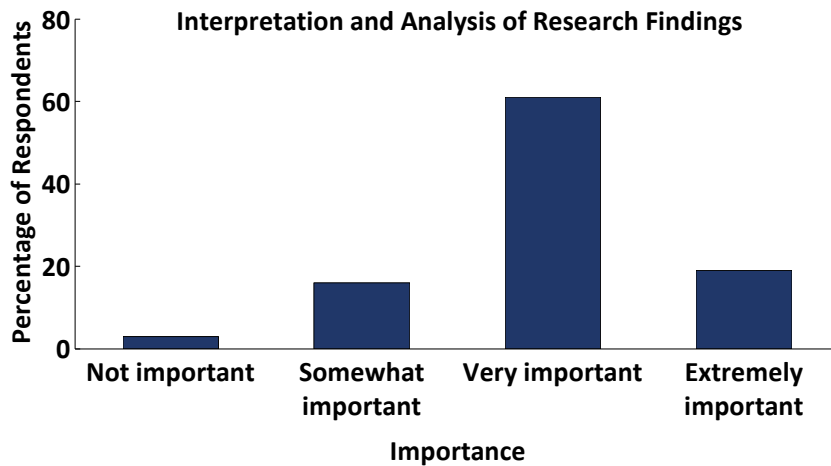
1. 75% of companies when the output is ‘primary research’
2. 81% of companies when the output is ‘interpretation and analysis of research findings’
3. 34% of companies when the output is ‘executive education’
4. 35% of companies when the output is ‘business or consultancy contacts’

We tested for significant differences among the measures and found that the average importance for ‘primary research’ and ‘interpretation and analysis of research findings’ measures were significantly higher than ‘executive education’ and ‘business and consultancy contacts’ measures (significant at the 99% confidence level).

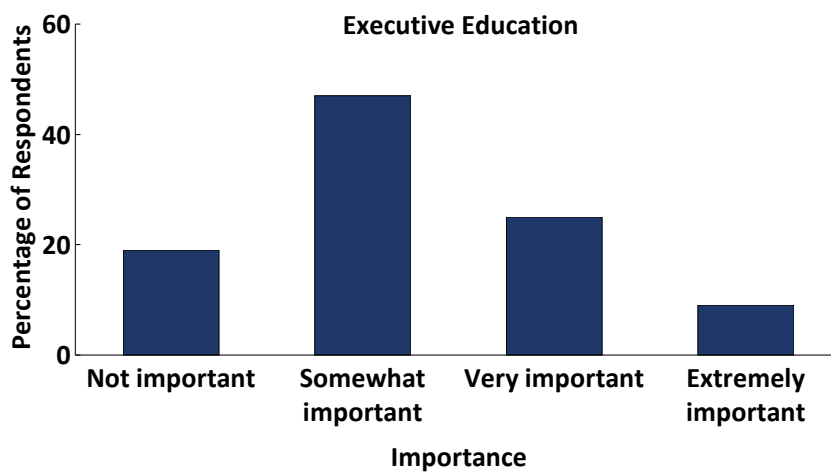


Please assess the importance of each of the following GAP offerings:

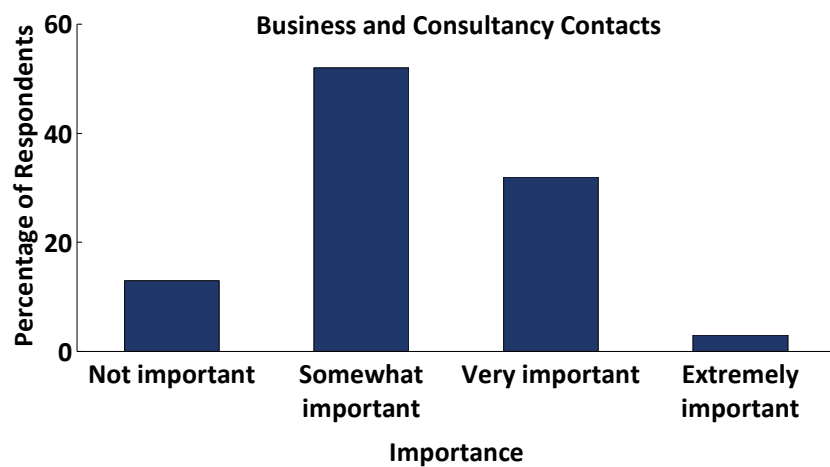
Primary research (100+ interviews)
n=32; Average=6.8



Interpretation and analysis of research findings
n=31; Average=6.6



Executive education
n=32; Average=4.2



Business and consultancy
contacts
n=31; Average=4.2

Global Access Program: Immediate Impact

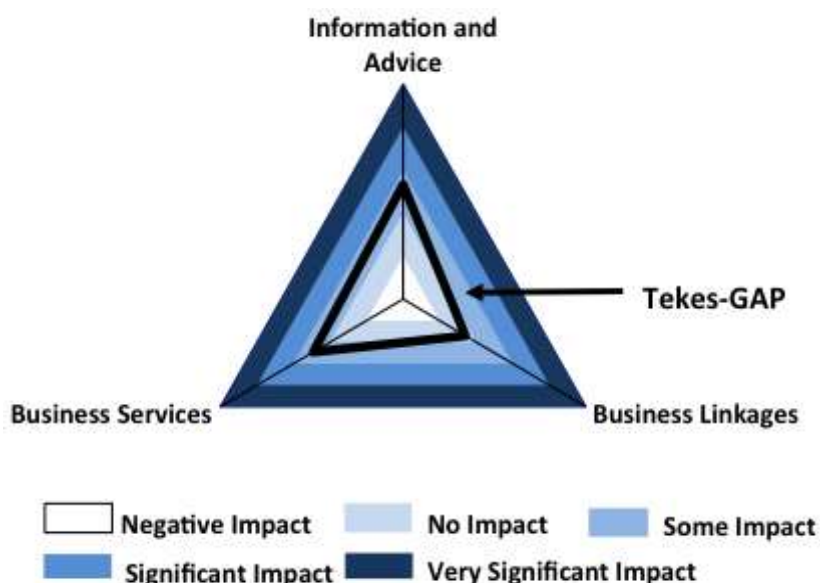
This section provides a summary of the immediate impact of the GAP followed by detailed immediate impact results.

Summary of Immediate Impact

The following table shows the three immediate impact dimensions that were selected to assess the impact of the Global Access Program on the resources and capabilities of its client companies.

Selected Immediate Impact Dimensions	
•	Information and advice
•	Promotion and influence (not selected)
•	Business linkages
•	Research linkages (not selected)
•	Technology services (not selected)
•	Access to financing (not selected)
•	Access to complementary business services

The figure below summarizes average impact of the Global Access Program reflecting its impact on client companies' resources and capabilities as assessed by the surveyed companies. This figure shows that the Global Access Program scores in the middle of the 'some impact' range for the information and advice, and business service dimensions, and at the top end of the 'no impact range' for business linkages ('no impact' may mean 'not applicable').



Average Immediate Impact of the Global Access Program

Detailed Immediate Impact Results

The impact reported on each immediate impact dimension in the previous section is the average of one or more immediate impact measures. The mapping between immediate impact dimensions and immediate impact measures is shown in the table below.

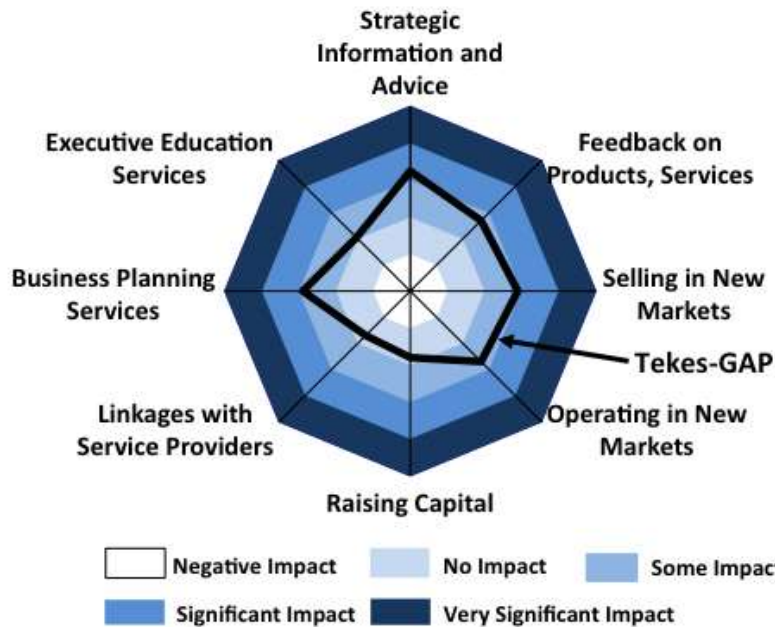
Mapping of Immediate Impact Dimensions to Immediate Impact Measures

Immediate Impact Dimensions	Immediate Impact Measure(s)
Information and advice	<ul style="list-style-type: none">• Strategic business information or advice• Feedback on products or services• Selling into new markets• Operating in new markets• Raising capital
Business Linkages	<ul style="list-style-type: none">• Facilitation of linkages with service providers
Business Services	<ul style="list-style-type: none">• Business planning services• Executive education services

Immediate impact is measured on a scale of 0 to 10 using the weights shown in the table below.

Immediate Impact Responses	Weights
Negative impact	0
No impact	2.5
Some impact	5.0
Significant impact	7.5
Very significant impact	10

The figure below shows average immediate impact for all measures. The strategic business information and advice, information and advice on selling into new markets, and business planning services either achieved or bordered on achieving 'significant' average immediate impact on participating firms. Information and advice on raising capital and the provision of linkages with service providers had the least impact.



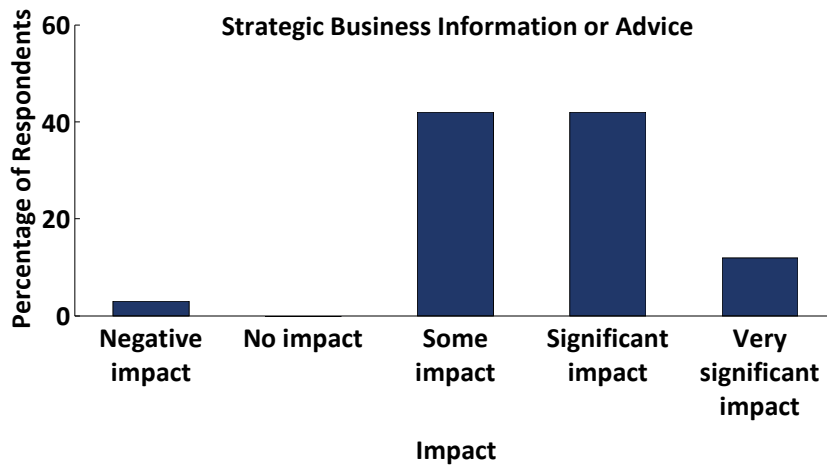
Average Immediate Impact of the Global Access Program (all measures)

The frequency distributions below show immediate impact responses for all 8 immediate impact measures, together with the corresponding survey questions, number of responses and average immediate impact scores (out of 10). Details on our standardized question format are provided in Appendix B.

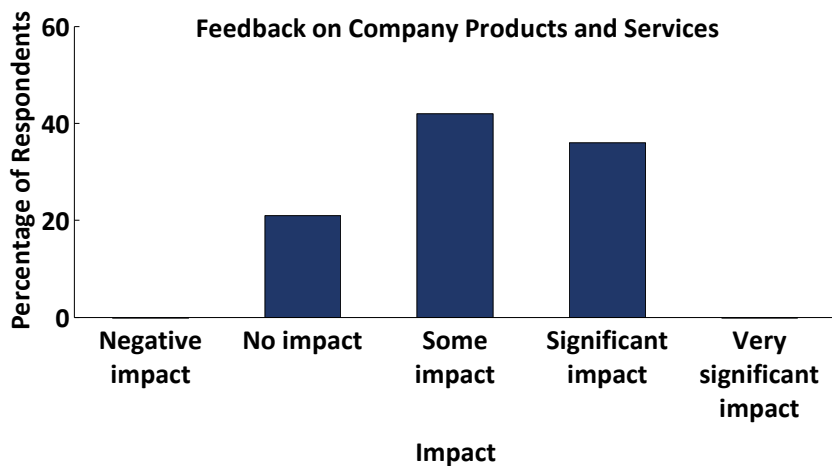
Analysis of the information presented in these figures shows that the GAP achieves 'significant' or 'very significant' impact for:

- 55% of companies for 'strategic business information or advice'
- 33% of companies for 'information or advice on selling into new markets'
- 39% of companies for 'business planning services'.

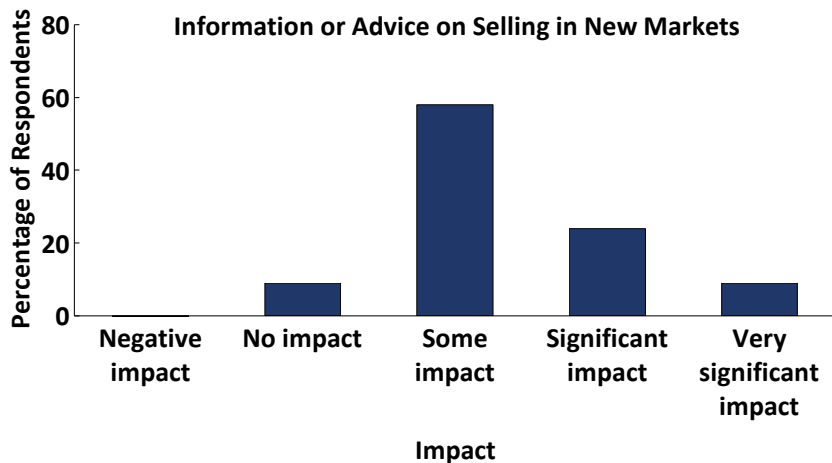
We tested for significant differences among the measures and found that the average impact for 'linkages with service providers' and 'information or advice on raising capital' were significantly lower than all other measures (significant at the 99% confidence level), except for the 'executive education' measure.



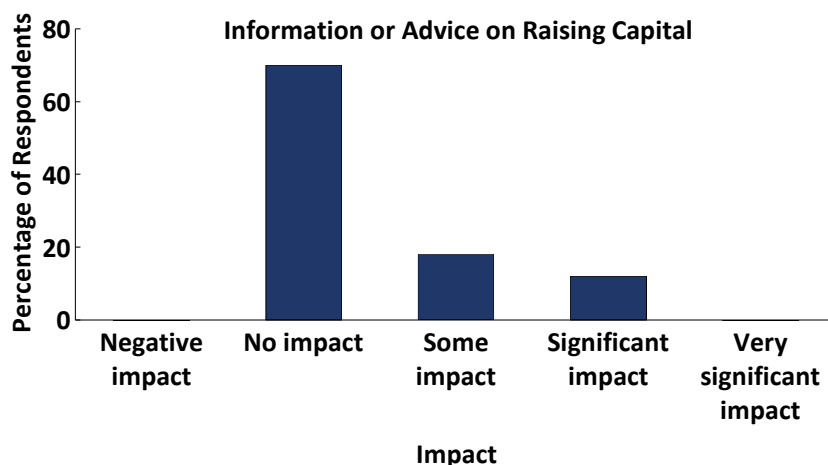
To what degree did strategic business information or advice provided by GAP impact your company?
n=33; Average=6.5



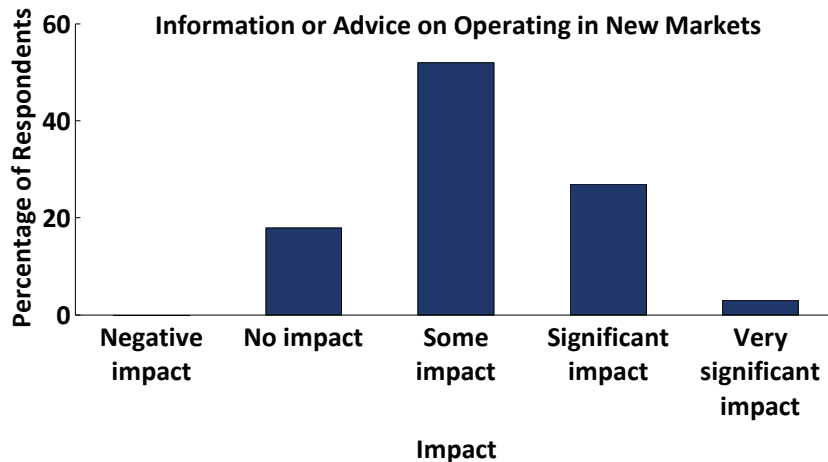
To what degree did feedback on your company's products or services provide by GAP impact your company?
n=33; Average=5.4



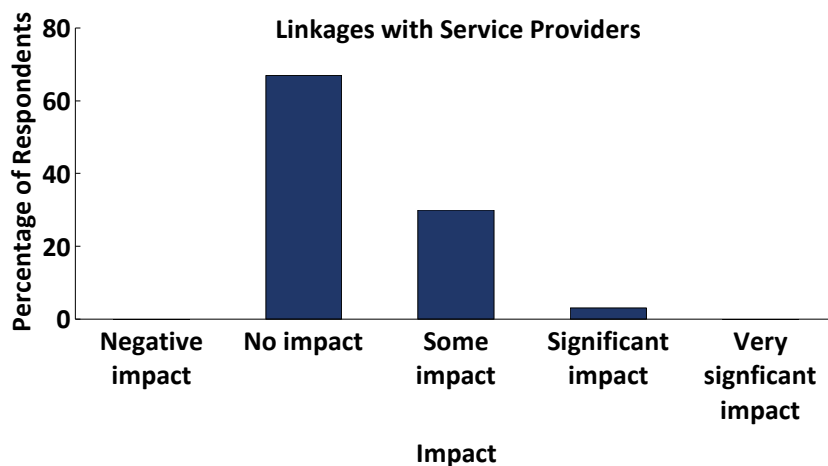
To what degree did information or advice on selling into new markets provided by GAP impact your company?
n=33; Average=5.8



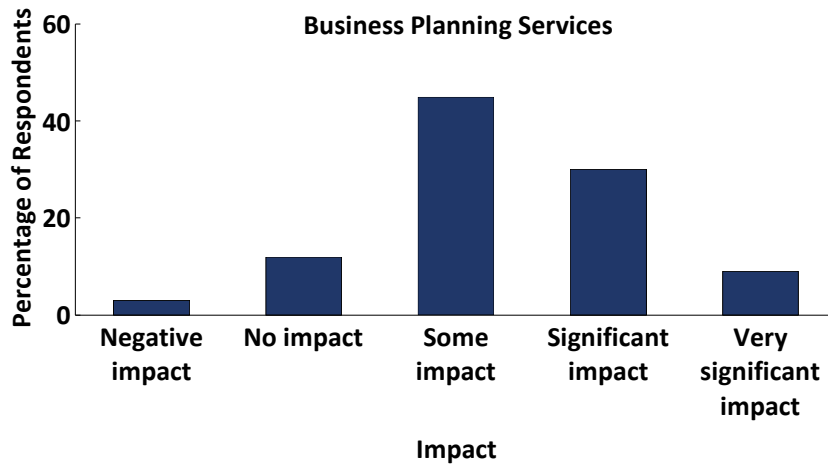
To what degree did information or advice on raising capital provided by GAP impact your company?
n=33; Average=3.6



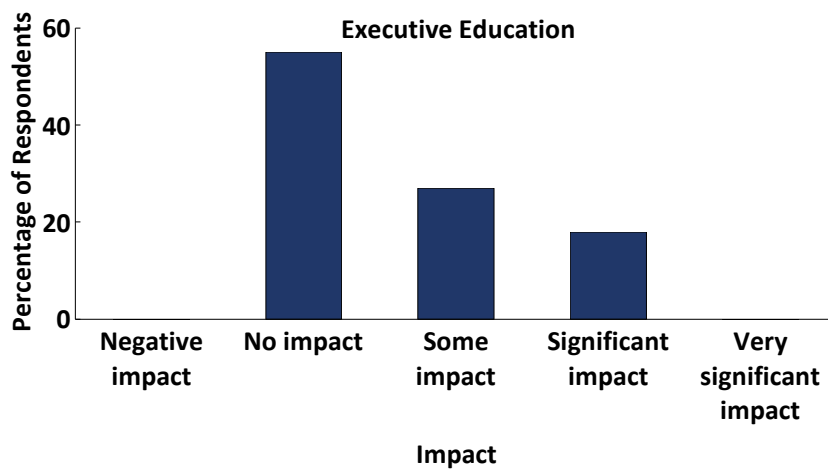
To what degree did information or advice on operating in new markets provided by GAP impact your company?
n=33; Average=5.4



To what degree did linkages with service providers facilitated by GAP impact your company?
n=33; Average=3.4



To what degree did the business planning services provided or facilitated by GAP impact your company?
n=33; Average=5.8



To what degree did executive education services provided by GAP impact your company?
n=33; Average=4.1

Appendix C shows detailed information for all immediate impact measures segmented according to year of company formation, industrial sector, annual revenues, number of employees, year of participation in GAP, GAP program value, and recommendations of the GAP program. Appendix C also shows average immediate impact scores segmented according to the outputs (service offerings) of the GAP.

From the segmented information, we find that:

- Companies founded between 2001 and 2007 attributed higher average immediate impacts to the GAP compared to companies founded between 1990 and 2000 (significant at the 95% confidence level).
- Consistent with the above, most of the biotechnology, health and medical sector companies responding to the survey were founded between 2001 and 2007, and scored slightly higher impact averages than the information and communications technology companies that comprised 75% of the respondents for companies formed in the 1990's.
- While there were few companies from the manufacturing and construction sectors, their impacts reported were the highest and lowest, respectively, compared to all other sectors.
- The average immediate impact reported by companies increased uniformly with increases in the respondents' attribution of program value to the GAP (statistically significant at 99% confidence level).
- The average immediate impact reported by companies increased uniformly with the provision of recommendations, or intentions to provide recommendations of the GAP, to other companies. Those companies that recommended the GAP to 3 or more companies reported much higher average immediate impacts than those that did not plan to recommend the GAP (significant at the 95% confidence level and greater).
- The average immediate impacts reported by companies increased uniformly with the importance attributed to each of the outputs (service offerings). As an example, the average immediate impact for companies that scored primary research extremely important was higher than companies that scored primary research somewhat important (significant at the 95% confidence level). For companies that scored business and consultancy contacts very important or extremely important, the average immediate impacts were higher than companies that scored not important or somewhat important (significant at the 99% confidence level).

Global Access Program: Intermediate Impact

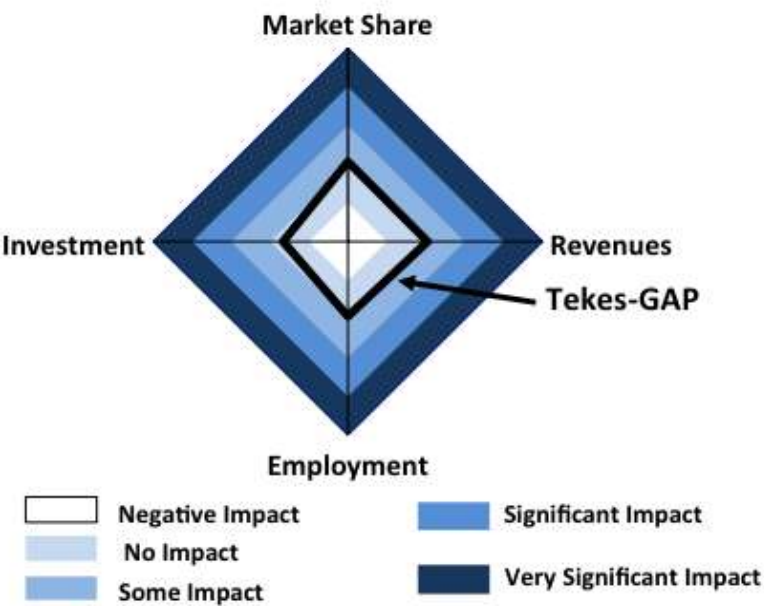
This section provides a summary of the intermediate impact of the GAP, followed by detailed intermediate impact results.

Summary of Intermediate Impact

The following table shows the four intermediate impact dimensions that were selected using TEN’s methodology to assess the Global Access Program’s impact on companies:

Selected Intermediate Impact Dimensions	
•	New products, services (not selected)
•	Faster time to market (not selected)
•	Increased market share
•	Increased employment
•	Reduced environmental impact (not selected)
•	Increased revenues
•	Increased valuation (not selected)
•	Increased investment

The figure below summarizes the average impact of the Global Access Program on its clients’ performance for each of the selected impact dimensions. It shows that GAP is achieving impact on all dimensions with the exception of investment.



Average Intermediate Impact of the Global Access Program

Detailed Intermediate Impact Results

The impact reported on each intermediate impact dimension in the previous section is the average of one or more intermediate impact measures. The mapping between intermediate impact dimensions and intermediate impact measures is shown in the following table.

Mapping of Intermediate Impact Dimensions to Intermediate Impact Measures

Intermediate Impact Dimensions	Intermediate Impact Measure(s)
Market share	<ul style="list-style-type: none">• Impact on acquiring new international customers
Employment	<ul style="list-style-type: none">• Impact on change in employment
Revenues	<ul style="list-style-type: none">• Impact on change in revenues• Impact on export sales revenues
Investment	<ul style="list-style-type: none">• Impact on financing received

Impact is measured on a scale of 0 to 10 using the weights shown in the table below.

Intermediate Impact Responses	Weights
Negative impact	0
No impact	2.5
Some impact	5.0
Significant impact	7.5
Very significant impact	10

The figure below shows average intermediate impact for all measures. On average, companies report that participation in the GAP program had ‘some impact’ on their change in revenues, export sales, and number of new international customers.



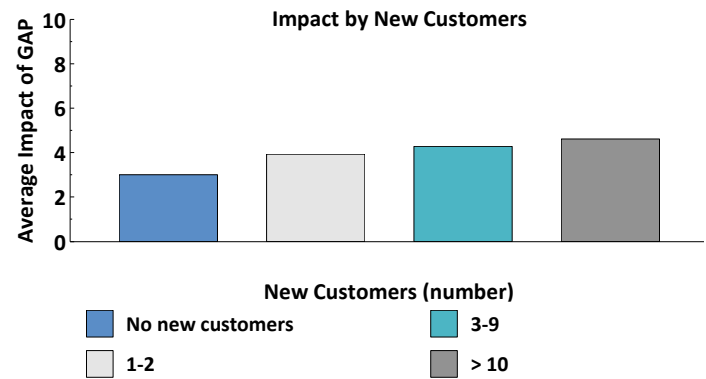
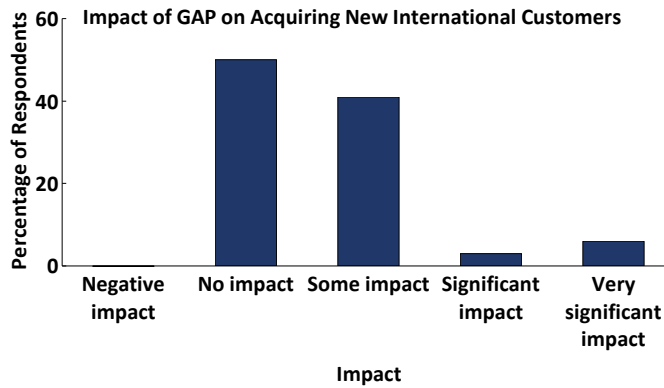
Average Intermediate Impact of the Global Access Program (all measures)

The following figures (on the left) give each intermediate impact question, number of respondents (n), and average score for that measure (out of 10), followed by a figure that shows the distribution of responses. Details on question format are provided in Appendix B. The figures on the right show the average impact scores (out of 10) segmented according to company performance results.

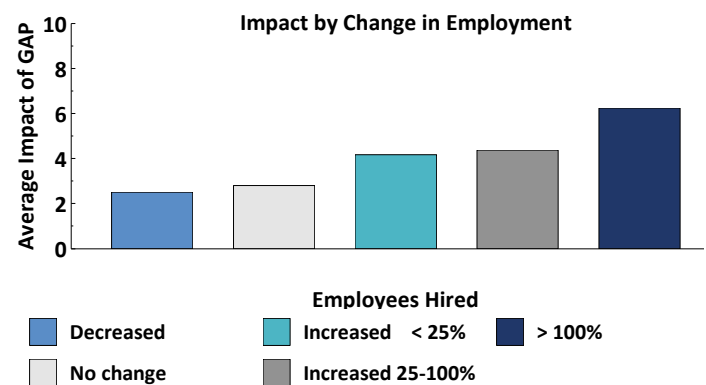
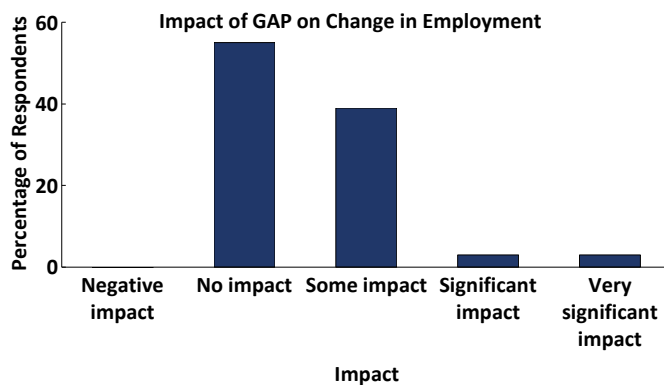
We found that the top three average impact results are for the 'new international customers', 'change in annual revenues', and 'export sales' measures. For these three measures, the percentage of companies that reported 'some impact' or greater was 50%, 45%, and 53%, respectively.

Inspection of the figures on the right reveals a trend towards higher impact scores for higher levels of company performance for all measures.

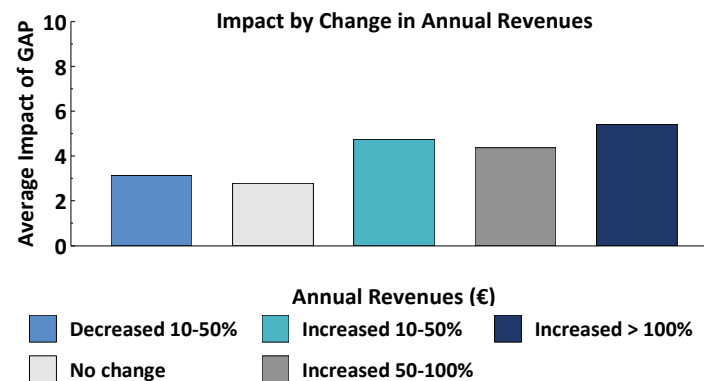
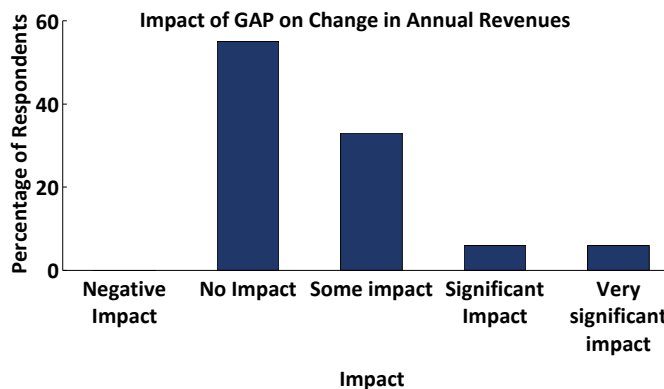
To what degree has GAP impacted the number of new international customers since its participation in GAP?
n=32; Average=4.1



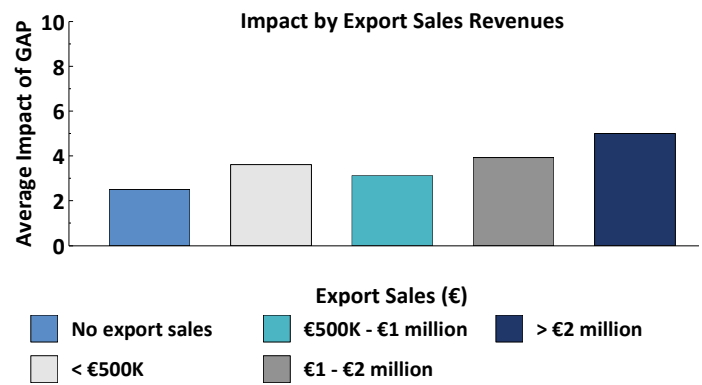
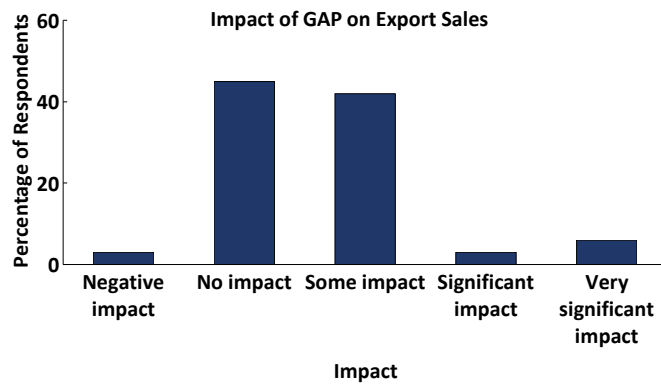
To what degree has employment at your company changed since its participation in GAP?
n=33; Average=3.9



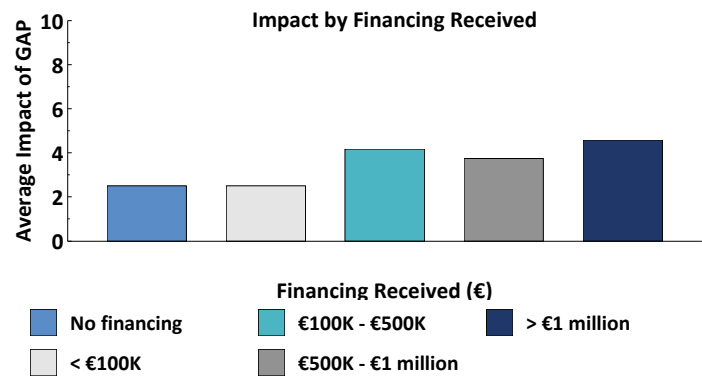
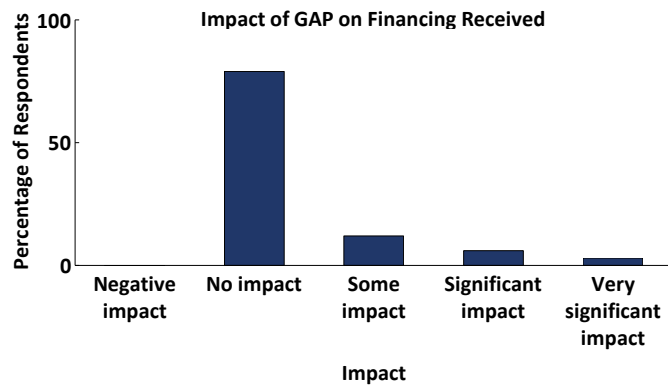
To what degree has GAP impacted your company's change in annual revenues since its participation in GAP?
n=33; Average=4.1



To what degree has GAP impacted your company's total export sales revenues since its participation in GAP?
n=33; Average=4.1



To what degree has GAP impacted your company's financing received since its participation in GAP?
n=33; Average=3.3



Appendix D shows detailed information for all intermediate impact measures segmented according to year of company formation, industrial sector, annual revenues, number of employees, year of participation in GAP, GAP program value, and recommendations of the GAP program. Appendix D also shows average intermediate impact scores segmented according to the outputs (service offerings) of the GAP.

From the segmented intermediate impact information, we find:

- While there were few companies from the manufacturing and construction sectors, their impacts reported were the highest and lowest, respectively, compared to all other sectors.
- Companies with annual revenues greater than €2 million reported more impact than those with annual revenues less than €1 million (significant at the 95% confidence level).
- Companies with less than 20 employees reported less impact than those with more employees (significant at the 95% confidence level and greater).
- Impacts reported by companies that participated in the GAP in 2008 were much higher than in all other years (significant at the 99% confidence level).
- The average immediate impact reported by companies increased uniformly with increases in the respondents' attribution of program value to the GAP (statistically significant at the 95% confidence level and greater).
- The average intermediate impacts reported by companies typically increased uniformly with the importance attributed to each of the outputs (service offerings).
- Those companies that did not plan to recommend the GAP reported lower impacts than all others (significant at the 95% confidence level and greater).

Conclusions

The Evidence Network's assessment of the performance of the Global Access Program enables the following conclusions about its impact on client companies:

1. ***Client Companies:*** The Global Access Program serves companies in the following sectors: information and communications technologies; biotechnology, health and medical; energy and environment; construction and manufacturing. The companies that responded to the survey are an average of 14 years old; 82% have annual revenues in excess of €1 million and 70% have less than 50 employees.
2. ***Importance of Offerings:*** Seventy-five percent of the companies found primary research, and 81% found interpretation or analysis of research findings to be either 'very important' or 'extremely important'.
3. ***Immediate Impact:*** The Global Access Program achieves immediate impact on participating companies. On average, GAP's strategic business information and advice, information and advice on selling into new markets, and business planning services either achieved or bordered on achieving 'significant' immediate impact; for these three measures, the percentage of companies that reported 'significant' or 'very significant' impact was 55%, 33% and 39%, respectively.
4. ***Intermediate Impact:*** The Global Access Program achieves longer-term impact on the market performance of participating companies. The GAP is achieving 'some impact' for all assessment dimensions, with the exception of investment. The top three average impact results are for the 'new international customers', 'change in annual revenues', and 'export sales' measures. For these three measures, the percentage of companies that reported 'some impact' or greater was 50%, 45%, and 53%, respectively.
7. ***Comparing Immediate and Intermediate Impact:*** The immediate impact of the Global Access Program ranks higher than the intermediate impact. This is understandable because services provided by innovation intermediaries have a direct and immediate impact on the resources and capabilities of client companies, while intermediate impacts will take place in the longer term. In addition, intermediate impact in the longer term is more difficult to attribute to innovation intermediary activities that have become diluted as they are combined with other factors.

But in a companion document², we report a statistically significant relationship between immediate and intermediate impact. The immediate impact measures of strategic

² Dalziel, M. and Parjanen, S. 2011. Measuring the Impact of Innovation Intermediaries: A Case Study of Tekes (forthcoming)

information and advice, and information and advice on selling and operating in new markets, showed a statistically significant relationship with the intermediate impact of the GAP on company performance. This finding is consistent with our logic model's *a priori* expectation that immediate impacts on company resources and capabilities will lead to subsequent impacts on company performance.

8. ***Value of the GAP:*** Fifty-eight percent of all the companies found value relative to cost to be high or very high. Ninety-four percent had recommended or planned to recommend the GAP to others.

Overall, our findings on the impacts being achieved by the GAP are encouraging. Not only are core program activities assessed to be 'very important' or 'extremely important' by most of the respondents, but overall impact on the resources and capabilities of the companies is being manifested in improved company performance in the marketplace.

These results are impressive as the companies that participated in the GAP are established and successful prior to participation, requiring targeted and effective interventions to achieve performance improvements.

The Evidence Network trusts that the information provided in this report will facilitate discussions among Tekes and the Global Access Program management, client companies, and other stakeholders to ensure the GAP offers a set of continually improving services, and that those services continue to positively impact the GAP's client companies.

Using The Evidence Network's methodology, the results in this report can be used to set performance targets for future impact assessments or for comparisons to peer organizations. The Evidence Network looks forward to an ongoing relationship with Tekes and the Global Access Program in support of their innovation and commercialization initiatives.

Appendix A: Description of Sample

The following table provides information on the relationship between the number of invitations sent to potential respondent companies and the number of companies that actually responded to the survey.

Survey Response Profile of GAP Clients	
Number of Invitations sent to GAP clients	53
Number of e-mail reminders	2
Number of GAP clients that entered the survey website	34
Number of clients that completed the survey	33
Response Rate	62%

To increase the response rate, all non-respondents were either telephoned or sent a personalized email reminder during the final week of the survey.

Respondents to the survey took, on average, 7.5 minutes to complete the questionnaire. This average does not include 5-outliers who evidently interrupted their response taking between 17.5 minutes and 220 hours to complete the survey.

Appendix B: Examples of Questions

Examples of questions used by The Evidence Network to illicit importance of outputs, immediate and intermediate impact are shown below.

Importance of Outputs

This example pertains to the 'Assessment of the Importance of the GAP offerings' measure.

The question focuses on the importance of key offerings of the GAP. Incremental ratings were as follows: not important; somewhat important; very important and extremely important.

Please assess the importance of each of the following GAP offerings:

- *Primary research (100+ interviews)*
- *Interpretation and analysis of research findings*
- *Executive education*
- *Business and consultancy contacts*

Immediate Impact

This example pertains to the 'Information or Advice' measure.

It provides the question, example of the service referred to, and the scales that were used to elicit immediate impact, together with a brief phrase explaining each selection. The examples and explanatory phrases are particularly important to ensure respondents provide actual impact responses related to the service being described and that all respondents have the same understanding of the scale.

To what degree did strategic business information or advice provided by GAP impact your company?

Examples of strategic information or advice include information or advice related to the acceleration, adoption, postponement, or abandonment of corporate strategies such as those related to expansion of the scale of operations; diversification into new product lines, industrial or geographic markets; consolidation of scale, product lines, markets or operations; outsourcing; or the alignment of strategy and operations.

Please choose one of the following responses:

- *Very significant impact, the information or advice had a very significant impact on our company*
- *Significant impact, the information or advice had a significant impact on our company*
- *Some impact, the information or advice had some impact on our company*

- *No impact, the information or advice had no impact on our company*
- *Negative impact, the information or advice had a negative impact on our company*

Intermediate Impact

This example below pertains to the 'Revenues' measure.

Intermediate impact is assessed using a question pair. The first question elicits information on company performance.

The second question elicits attribution of impact. In the second question, each impact response has an explanatory phrase to ensure other interpretations, perceptions and opinions related to the impact responses are minimized.

Question 1: Company Performance

By how much have your company's annual revenues changed since its participation in GAP?

- *Increased by more than 100%*
- *Increased between 50% and 100%*
- *Increased between 10% and 50%*
- *Little change in annual revenues*
- *Decreased between 10% and 50%*
- *Decreased between 50% and 100%*
- *Decreased by more than 100%*

Question 2: Impact Attribution

To what degree has GAP impacted your company's change in annual revenues since its participation in GAP?

Please choose one of the following responses:

- *Very significant impact, without GAP our annual revenues would have increased much less or decreased much more*
- *Significant impact, without GAP our annual revenues would have increased somewhat less or decreased somewhat more*
- *Some impact, without GAP our annual revenues would have increased marginally less or decreased marginally more*
- *No impact, GAP had no impact on our company's change in annual revenues*
- *Negative impact, GAP diminished our company's ability to increase annual revenues*

Appendix C: Segmented Immediate Impact Scores

In the tables below we show average immediate impact scores (out of 10) for each measure segmented according to year of company formation, industrial sector, annual revenues, number of employees, year of participation in GAP, program value and recommendations. These tables are followed by tables that show average immediate impact scores segmented according to the outputs (service offerings) of the GAP.

We tested the segmented data to determine if there were significant differences between sub-samples. For all immediate impact measure scores and for the means of the immediate impact scores across all measures, significant differences between groups at the 99% confidence level are indicated by the 'A's, 'B's, 'C's and 'D's, while differences at the 95% confidence level are indicated by the 'a's, 'b's, 'c's, and 'd's.

For example, in the table that follows, the mean of the impact score for Year Company Founded, A. 2001-2007, is statistically different from the mean of the impact score for B. 1991-2000, at the 95% confidence level. Scores without corresponding letters below do not exhibit significant differences at or above the 95% confidence level.

Immediate Impact Scores of the GAP Segmented by Year Company Founded

		Year Company Founded		
		A. 2001-2007	B. 1991-2000	C. 1990 or earlier
	Mean			
Mean	5.0	5.2 -b-	4.6 a--	5.2 ---
Strategic Business Information or Advice	6.5	6.9 ---	5.6 ---	7.2 ---
Information or Advice on Selling in New Markets	5.8	6.2 ---	5.4 ---	5.9 ---
Business Planning Services	5.8	6.2 ---	5.2 ---	5.9 ---
Feedback on Company Products and Services	5.4	5.6 ---	5.0 ---	5.6 ---
Information or Advice on Operating in New Markets	5.4	5.8 ---	4.6 ---	5.9 ---
Executive Education	4.1	4.0 ---	4.0 ---	4.4 ---
Information or Advice on Raising Capital	3.6	3.7 ---	4.0 ---	2.8 ---
Linkages with Service Providers	3.4	3.5 ---	3.1 ---	3.8 ---

Immediate Impact Scores of the GAP Segmented by Industrial Sector

	Mean	Companies' Industrial Sector					
		A. Information and Communications Technol...	B. Biotechnology, Health, Medical	C. Energy, Environment	D. Construction	E. Manufacturing	F. Other
Mean	5.0	5.0 ---D--	5.3 -----	4.7 -----	3.8 A---e-	6.1 ---d-f	4.4 ---e-
Strategic Business Information or Advice	6.5	6.3 -----	7.1 -----	5.0 ---D--	5.0 ---C--	8.8 -----	6.3 -----
Information or Advice on Selling in New Markets	5.8	5.7 ---e-	6.7 -----	5.0 ---D--	5.0 ---C--	8.8 a---f	4.4 ---e-
Business Planning Services	5.8	5.9 -----	6.7 ---d--	5.0 ---D--	2.5 -bC--	5.0 -----	5.0 -----
Feedback on Company Products and Services	5.4	5.4 -----	5.8 -----	5.0 ---D--	5.0 ---C--	5.0 -----	5.0 -----
Information or Advice on Operating in New Markets	5.4	4.7 ---e-	6.3 -----	7.5 ---D--	5.0 ---C--	7.5 a----	5.6 -----
Executive Education	4.1	4.5 -----	3.8 -----	5.0 ---D-F	2.5 ---C--	5.0 -----	2.5 ---C--
Information or Advice on Raising Capital	3.6	3.9 -----	2.9 -----	2.5 ---D--	2.5 ---C--	3.8 -----	3.1 -----
Linkages with Service Providers	3.4	3.6 -----	2.9 ---e-	2.5 ---D--	2.5 ---C--	5.0 -b---	3.1 -----

Note: No companies identified themselves with the forestry, pulp and paper sector. Other sectors identified are:

- Education
- Investment services
- Professional services
- Construction and ICT

Immediate Impact Scores of the GAP Segmented by Companies' Annual Revenues

	Mean	Companies' Annual Revenues			
		A. < €500K	B. €500K-1 million	C. €1-2 million	D. > €2 million
Mean	5.0	5.2 -b-	4.1 a-Cd	5.8 -B-D	4.8 -bC-
Strategic Business Information or Advice	6.5	5.8 ---	5.0 -c-	7.5 -b-	6.5 ---
Information or Advice on Selling in New Markets	5.8	5.8 ---	4.2 -c-	6.4 -b-	5.9 ---
Business Planning Services	5.8	5.8 ---	4.2 -c-	7.5 -b-d	5.4 -c-
Feedback on Company Products and Services	5.4	5.8 ---	4.2 ---	6.4 ---	5.1 ---
Information or Advice on Operating in New Markets	5.4	5.8 ---	4.2 ---	6.4 ---	5.1 ---
Executive Education	4.1	5.0 ---	3.3 ---	5.0 ---	3.8 ---
Information or Advice on Raising Capital	3.6	4.2 ---	4.2 ---	3.6 ---	3.4 ---
Linkages with Service Providers	3.4	3.3 ---	3.3 ---	3.6 ---	3.4 ---

Immediate Impact Scores of the GAP Segmented by Number of Employees

		Number of Employees			
		A. < 20	B. 20-50	C. 50-100	D. > 100
	Mean				
Mean	5.0	5.2 ---	4.9 ---	5.0 ---	4.8 ---
Strategic Business Information or Advice	6.5	6.3 ---	6.6 ---	6.7 ---	6.9 ---
Information or Advice on Selling in New Markets	5.8	5.4 ---	6.6 ---	5.4 ---	5.6 ---
Business Planning Services	5.8	6.3 ---	4.8 ---	7.1 ---	5.0 ---
Feedback on Company Products and Services	5.4	5.8 ---	5.2 ---	5.4 ---	4.4 ---
Information or Advice on Operating in New Markets	5.4	5.8 ---	5.0 ---	4.6 ---	6.3 ---
Executive Education	4.1	4.4 ---	3.9 ---	3.8 ---	4.4 ---
Information or Advice on Raising Capital	3.6	4.0 ---	3.6 ---	3.3 ---	2.5 ---
Linkages with Service Providers	3.4	3.3 ---	3.4 ---	3.8 ---	3.1 ---

Immediate Impact Scores of the GAP Segmented by Year of GAP Participation

	Mean	Year of GAP Participation				
		A. 2005	B. 2006	C. 2007	D. 2008	E. 2009
Mean	5.0	4.6 -b---	5.7 a---	4.6 ----	5.5 ----	5.0 ----
Strategic Business Information or Advice	6.5	6.3 ----	6.7 ----	5.7 ----	8.5 ---E	6.3 ---D-
Information or Advice on Selling in New Markets	5.8	5.8 ----	6.7 ----	5.7 ----	6.0 ----	5.6 ----
Business Planning Services	5.8	5.0 ----	5.8 ----	4.6 ----	7.0 ----	6.3 ----
Feedback on Company Products and Services	5.4	4.6 ----	5.8 ----	5.0 ----	6.0 ----	5.6 ----
Information or Advice on Operating in New Markets	5.4	5.0 ----	6.7 ----	5.0 ----	6.5 ----	5.0 ----
Executive Education	4.1	4.6 ----	5.0 ----	3.9 ----	3.0 ----	4.2 ----
Information or Advice on Raising Capital	3.6	2.5 -B---	5.0 A--d-	3.6 ----	3.0 -b---	4.0 ----
Linkages with Service Providers	3.4	3.3 ----	4.2 ----	3.6 ----	4.0 ----	2.9 ----

No companies that participated in the GAP in 2004 responded to the survey.

Immediate Impact Scores of the GAP Segmented by Program Value

	Mean	Program Value			
		A. Low	B. Fair	C. High	D. Very high
Mean	5.0	2.2 -BCD	4.6 A--D	5.0 A--d	5.9 ABc-
Strategic Business Information or Advice	6.5	0.0 -BCD	5.8 A--D	6.5 A--d	8.3 ABc-
Information or Advice on Selling in New Markets	5.8	5.0 ---	5.6 ---	5.0 ---d	7.2 --c-
Business Planning Services	5.8	0.0 -bcd	4.8 a--D	6.3 A---	7.2 AB--
Feedback on Company Products and Services	5.4	2.5 ---d	5.0 ---	5.5 ---	6.1 a---
Information or Advice on Operating in New Markets	5.4	2.5 ---	5.2 ---	5.3 ---	6.1 ---
Executive Education	4.1	2.5 ---	3.7 ---	4.5 ---	4.4 ---
Information or Advice on Raising Capital	3.6	2.5 ---	3.5 ---	4.0 ---	3.3 ---
Linkages with Service Providers	3.4	2.5 ---	3.1 ---	3.3 ---	4.2 ---

Immediate Impact Scores of the GAP Segmented by Recommendations

	Mean	Recommendations			
		A. Will not recommend	B. Intend to in future	C. 1 or 2	D. 3 or more
Mean	5.0	2.7 -BCD	4.7 A--d	5.0 A--d	5.8 Abc-
Strategic Business Information or Advice	6.5	2.5 --cd	6.3 ---	6.6 a--	7.5 a--
Information or Advice on Selling in New Markets	5.8	3.8 ---	5.4 ---	5.9 ---	6.6 ---
Business Planning Services	5.8	1.3 -bCd	5.4 a--	5.9 A--	6.9 a--
Feedback on Company Products and Services	5.4	2.5 --D	5.8 ---	5.0 --d	6.6 A-c-
Information or Advice on Operating in New Markets	5.4	3.8 ---	4.6 ---	5.3 ---	6.6 ---
Executive Education	4.1	2.5 ---	3.3 ---	4.0 ---	5.3 ---
Information or Advice on Raising Capital	3.6	2.5 ---	4.2 ---	3.5 ---	3.4 ---
Linkages with Service Providers	3.4	2.5 ---	2.9 ---	3.5 ---	3.8 ---

Immediate Impact Scores of the GAP Segmented by Primary Research

	Mean	Primary research (100+ interviews)			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	5.0	- ---	4.6 ---d	5.0 ---	5.5 -b-
Strategic Business Information or Advice	6.6	- ---	5.9 ---	6.2 ---d	7.8 -c-
Information or Advice on Selling in New Markets	5.9	- ---	5.9 ---	5.7 ---	6.1 ---
Business Planning Services	5.8	- ---	5.3 ---	5.5 ---	6.7 ---
Feedback on Company Products and Services	5.5	- ---	5.0 ---	5.3 ---	6.1 ---
Information or Advice on Operating in New Markets	5.5	- ---	4.4 ---	6.0 ---	5.6 ---
Executive Education	4.1	- ---	3.8 ---	4.7 ---	3.6 ---
Information or Advice on Raising Capital	3.6	- ---	2.8 ---	3.7 ---	4.2 ---
Linkages with Service Providers	3.4	- ---	3.4 ---	3.2 ---	3.9 ---

Immediate Impact Scores of the GAP Segmented by
Interpretation and Analysis of Research Findings

	Mean	Interpretation and analysis of research findings			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	5.0	2.2 -BCD	5.1 A---	5.1 A---	5.4 A---
Strategic Business Information or Advice	6.5	0.0 --Cd	6.5 ---	6.8 A---	6.7 a---
Information or Advice on Selling in New Markets	5.8	5.0 ---	5.5 ---	5.8 ---	6.3 ---
Business Planning Services	5.8	0.0 --Cd	5.5 ---	6.1 A---	6.3 a---
Feedback on Company Products and Services	5.5	2.5 ---	5.5 ---	5.5 ---	5.8 ---
Information or Advice on Operating in New Markets	5.3	2.5 --d	6.0 ---	5.3 ---	5.4 a---
Executive Education	4.2	2.5 ---	5.0 ---	3.6 --D	5.8 --C-
Information or Advice on Raising Capital	3.6	2.5 ---	3.0 ---	4.1 ---	2.9 ---
Linkages with Service Providers	3.5	2.5 ---	3.5 ---	3.4 ---	3.8 ---

Immediate Impact Scores of the GAP Segmented by Executive Education

	Mean	Executive education			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	5.0	3.8 -BCD	5.1 A--D	5.4 A--d	6.5 ABc-
Strategic Business Information or Advice	6.6	5.0 ---d	6.8 ---d	6.3 ---d	9.2 abc-
Information or Advice on Selling in New Markets	5.9	4.6 ---	6.2 ---	5.9 ---	6.7 ---
Business Planning Services	5.8	3.8 -b-D	5.7 a--D	6.3 ---	9.2 AB--
Feedback on Company Products and Services	5.5	4.2 ---d	5.7 ---	5.3 ---d	7.5 a-c-
Information or Advice on Operating in New Markets	5.5	5.0 ---	5.3 ---	5.9 ---	5.8 ---
Executive Education	4.1	2.5 --Cd	3.8 ---	5.3 A---	5.8 a---
Information or Advice on Raising Capital	3.6	2.5 ---	3.7 ---	4.4 ---	3.3 ---
Linkages with Service Providers	3.4	2.9 ---	3.3 ---	3.8 ---	4.2 ---

Immediate Impact Scores of the GAP Segmented by Business and Consultancy Contacts

	Mean	Business and consultancy contacts			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	5.1	3.7 -BCD	4.8 A-CD	5.8 AB--	6.9 AB--
Strategic Business Information or Advice	6.6	4.4 ----	6.7 ----	7.3 ----	7.5 ----
Information or Advice on Selling in New Markets	5.9	3.8 -bc-	6.1 a--	6.3 a--	7.5 ----
Business Planning Services	5.8	3.8 ----	5.5 --d	6.8 ----	10.0 -b--
Feedback on Company Products and Services	5.5	5.0 ----	5.3 ----	5.8 ----	7.5 ----
Information or Advice on Operating in New Markets	5.4	3.1 -bC-	5.5 a--	6.3 A--	5.0 ----
Executive Education	4.1	3.1 ----	3.4 --cd	5.3 -b--	7.5 -b--
Information or Advice on Raising Capital	3.6	3.8 ----	3.3 ----	4.0 ----	5.0 ----
Linkages with Service Providers	3.5	2.5 --CD	2.8 --Cd	4.8 AB--	5.0 Ab--

Appendix D: Segmented Intermediate Impact Scores

In the tables below we show average intermediate impact scores (out of 10) for each measure segmented according to year of company formation, industrial sector, annual revenues, number of employees, year of participation in GAP, program value and recommendations. These tables are followed by tables that show average intermediate impact scores segmented according to the outputs (service offerings) of the GAP.

Intermediate Impact Scores of the GAP Segmented by Year Company Founded

	Mean	Year Company Founded		
		A. 2001-2007	B. 1991-2000	C. 1990 or earlier
Mean	3.9	4.2 ---	3.7 ---	3.7 ---
Impact of GAP on Acquiring New International Customers	4.1	4.8 ---	3.3 ---	4.3 ---
Impact of GAP on Change in Annual Revenues	4.1	4.2 ---	4.2 ---	3.8 ---
Impact of GAP on Export Sales	4.1	4.4 ---	4.0 ---	3.8 ---
Impact of GAP on Change in Employment	3.9	4.0 ---	4.0 ---	3.4 ---
Impact of GAP on Financing Received	3.3	3.7 ---	3.1 ---	3.1 ---

Intermediate Impact Scores of the GAP Segmented by Industrial Sector

	Mean	Companies' Industrial Sector					
		A. Information and Communications Technol...	B. Biotechnology, Health, Medical	C. Energy, Environment	D. Construction	E. Manufacturing	F. Other
Mean	3.9	3.8 ---Ef	3.8 ---E-	4.5 ---DeF	2.5 ---C-E-	7.5 ABcD-F	3.0 a-C-E-
Impact of GAP on Acquiring New International Customers	4.1	3.9 ---e-	4.6 -----	5.0 ---D--	2.5 ---C---	7.5 a----	3.1 -----
Impact of GAP on Change in Annual Revenues	4.1	3.8 ---E-	4.6 -----	5.0 ---D--	2.5 ---C---	7.5 A----	3.1 -----
Impact of GAP on Export Sales	4.1	3.8 ---E-	4.6 -----	5.0 ---D--	2.5 ---C---	7.5 A----	3.1 -----
Impact of GAP on Change in Employment	3.9	3.9 ---e-	2.9 ---e-	5.0 ---D--	2.5 ---C---	7.5 ab---	3.1 -----
Impact of GAP on Financing Received	3.3	3.4 ---E-	2.5 ---E-	2.5 ---D--	2.5 ---C---	7.5 AB---f	2.5 ---e-

Note: No companies identified themselves with the forestry, pulp and paper sector. Other sectors identified are:

- Education
- Investment services
- Professional services
- Construction and ICT

Intermediate Impact Scores of the GAP Segmented by Companies' Annual Revenues

	Mean	Companies' Annual Revenues			
		A. < €500K	B. €500K-1 million	C. €1-2 million	D. > €2 million
Mean	3.9	3.0 ---d	3.0 ---d	3.7 ---	4.2 ab--
Impact of GAP on Acquiring New International Customers	4.1	3.3 ---	2.5 ---	3.6 ---	4.7 ---
Impact of GAP on Change in Annual Revenues	4.1	3.3 ---	3.3 ---	3.9 ---	4.4 ---
Impact of GAP on Export Sales	4.1	3.3 ---	3.3 ---	3.9 ---	4.4 ---
Impact of GAP on Change in Employment	3.9	2.5 ---	3.3 ---	3.9 ---	4.1 ---
Impact of GAP on Financing Received	3.3	2.5 ---	2.5 ---	3.2 ---	3.6 ---

Intermediate Impact Scores of the GAP Segmented by Number of Employees

	Mean	Number of Employees			
		A. < 20	B. 20-50	C. 50-100	D. > 100
Mean	3.9	3.3 -Bcd	4.3 A---	4.2 a---	4.4 a---
Impact of GAP on Acquiring New International Customers	4.1	3.1 -b--	4.8 a---	4.6 ---	5.0 ---
Impact of GAP on Change in Annual Revenues	4.1	3.5 ---	4.3 ---	4.2 ---	5.0 ---
Impact of GAP on Export Sales	4.1	3.5 ---	4.3 ---	4.2 ---	5.0 ---
Impact of GAP on Change in Employment	3.9	3.3 ---	4.3 ---	4.2 ---	3.8 ---
Impact of GAP on Financing Received	3.3	2.9 ---	3.6 ---	3.8 ---	3.1 ---

Intermediate Impact Scores of the GAP Segmented by Year of GAP Participation

	Mean	Year of GAP Participation				
		A. 2005	B. 2006	C. 2007	D. 2008	E. 2009
Mean	3.9	3.5 ---D-	3.7 ---D-	3.1 ---D-	6.5 ABC-E	3.5 ---D-
Impact of GAP on Acquiring New International Customers	4.1	3.3 ---d-	5.0 ----	3.3 ---d-	7.0 a-c-E	3.5 ---D-
Impact of GAP on Change in Annual Revenues	4.1	3.8 ---D-	4.2 ---d-	3.2 ---D-	8.0 AbC-E	3.1 ---D-
Impact of GAP on Export Sales	4.1	3.8 ---d-	4.2 ----	2.9 ---D-	7.5 a-C-E	3.5 ---D-
Impact of GAP on Change in Employment	3.9	3.8 ----	2.5 ----	3.2 ----	5.5 ----	4.0 ----
Impact of GAP on Financing Received	3.3	2.9 ----	2.5 ----	2.9 ----	4.5 ----	3.5 ----

None of the companies that participated in the GAP in 2004 responded to the survey.

Intermediate Impact Scores of the GAP Segmented by Program Value

	Mean	Program Value			
		A. Low	B. Fair	C. High	D. Very high
Mean	3.9	2.0 -bCd	3.2 a-CD	4.0 AB-d	5.1 aBc-
Impact of GAP on Acquiring New International Customers	4.1	2.5 ---	3.5 --d	3.8 ---	5.9 -b--
Impact of GAP on Change in Annual Revenues	4.1	2.5 ---	3.3 --d	4.0 ---	5.6 -b--
Impact of GAP on Export Sales	4.1	0.0 -bc-	3.5 a--d	4.0 a--	5.6 -b--
Impact of GAP on Change in Employment	3.9	2.5 ---	3.3 ---	4.3 ---	4.4 ---
Impact of GAP on Financing Received	3.3	2.5 ---	2.5 -c-	4.0 -b--	3.9 ---

Intermediate Impact Scores of the GAP Segmented by Recommendations

	Mean	Recommendations			
		A. Will not recommend	B. Intend to in future	C. 1 or 2	D. 3 or more
Mean	3.9	2.3 -bcD	3.3 a--D	3.9 a--d	4.8 ABc-
Impact of GAP on Acquiring New International Customers	4.1	2.5 ---	3.3 ---	4.1 ---	5.3 ---
Impact of GAP on Change in Annual Revenues	4.1	2.5 ---	3.8 ---	3.7 --d	5.6 -c-
Impact of GAP on Export Sales	4.1	1.3 --d	3.3 --d	4.0 ---	5.6 ab--
Impact of GAP on Change in Employment	3.9	2.5 ---	3.3 ---	4.1 ---	4.1 ---
Impact of GAP on Financing Received	3.3	2.5 ---	2.5 ---	3.8 ---	3.1 ---

Intermediate Impact Scores of the GAP Segmented by Primary Research

	Mean	Primary research (100+ interviews)			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	3.9	- ---	3.3 ---D	3.5 ---D	5.1 -BC-
Impact of GAP on Acquiring New International Customers	4.2	- ---	3.4 ---	3.8 ---	5.6 ---
Impact of GAP on Change in Annual Revenues	4.1	- ---	3.8 ---	3.7 ---	5.0 ---
Impact of GAP on Export Sales	4.1	- ---	3.1 ---	4.0 ---	5.0 ---
Impact of GAP on Change in Employment	3.8	- ---	3.4 ---	3.3 ---d	5.0 ---c-
Impact of GAP on Financing Received	3.4	- -B--	2.5 A--d	3.0 ---d	4.7 -bc-

Intermediate Impact Scores of the GAP Segmented by Interpretation and Analysis of Research Findings

	Mean	Interpretation and analysis of research findings			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	3.9	2.0 -Bcd	3.7 A---	4.1 a--d	3.4 a-c-
Impact of GAP on Acquiring New International Customers	4.2	2.5 ---	4.0 ---	4.3 ---	4.0 ---
Impact of GAP on Change in Annual Revenues	4.0	2.5 ---	4.0 ---	4.2 ---	3.3 ---
Impact of GAP on Export Sales	4.0	0.0 ---	4.0 ---	4.2 ---	3.8 ---
Impact of GAP on Change in Employment	3.9	2.5 ---	4.0 ---	4.1 ---	3.3 ---
Impact of GAP on Financing Received	3.4	2.5 ---	2.5 ---	3.8 ---	2.9 ---

Intermediate Impact Scores of the GAP Segmented by Executive Education

	Mean	Executive education			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	3.9	3.3 ---D	3.9 ---d	3.9 ---d	5.3 Abc-
Impact of GAP on Acquiring New International Customers	4.2	3.3 ---d	4.1 ---	4.1 ---	6.7 a---
Impact of GAP on Change in Annual Revenues	4.1	3.8 ---	3.8 ---	3.8 ---d	6.7 --c-
Impact of GAP on Export Sales	4.1	3.3 ---	4.0 ---	3.8 ---d	6.7 --c-
Impact of GAP on Change in Employment	3.8	2.9 ---	3.8 ---	4.4 ---	4.2 ---
Impact of GAP on Financing Received	3.4	2.9 ---	3.5 ---	3.8 ---	2.5 ---

Intermediate Impact Scores of the GAP Segmented by Business and Consultancy Contacts

	Mean	Business and consultancy contacts			
		A. Not important	B. Somewhat important	C. Very important	D. Extremely important
Mean	3.9	3.3 --c-	3.6 --c-	4.5 ab--	4.0 ---
Impact of GAP on Acquiring New International Customers	4.2	2.5 ---D	4.0 ---	5.0 ---	5.0 A---
Impact of GAP on Change in Annual Revenues	4.0	4.4 ---	3.8 ---	4.3 ---	5.0 ---
Impact of GAP on Export Sales	4.0	3.1 ---	3.9 ---	4.5 ---	5.0 ---
Impact of GAP on Change in Employment	3.8	3.8 ---	3.4 ---	4.5 ---	2.5 ---
Impact of GAP on Financing Received	3.4	2.5 ---	3.1 ---	4.3 ---	2.5 ---

Appendix E: The Evidence Network Principals

Brian Barge, President & CEO, The Evidence Network

Brian Barge is co-founder, President and CEO of The Evidence Network. Brian brings significant executive experience and practical knowledge of innovation intermediaries to the company. He has served as President & CEO of three leading innovation intermediaries in Canada: CMC Microsystems (2000-2007), the Ottawa Economic Development Corporation (1996-2000), and the Alberta Research Council (1991-1996). Brian began his career as a scientist with the ARC and focused on linking scientific and technological developments to commercial practice, often in a global context. Over his 35-year career in research management and economic development, Brian has forged numerous innovative initiatives among universities, industries and governments that have stimulated the formation and growth of countless technology-intensive companies. He has served on the Board of Directors of over 15 innovation-enabling organizations. Brian has degrees in physics (BA, University of Saskatchewan) and meteorology (McGill, MSc & PhD).

Margaret Dalziel, VP Research, The Evidence Network

Margaret Dalziel is co-founder and VP Research of The Evidence Network, and an Associate Professor of the Telfer School of Management at the University of Ottawa. Margaret conducts research in innovation and entrepreneurship and has published or presented over 60 articles, including over 25 articles related to innovation intermediaries. Margaret has 15 years experience in technology development and research management prior to becoming an academic and has degrees in computer science (BSc, McGill), and business (MBA, McGill; PhD, UQAM).