

## Helping Corporations & Business Associations



### *Helping corporations and business associations make critical decisions*

Given the complexity and interconnectedness of issues in today's global economy, companies are required to integrate diverse sets of considerations and analyses in their strategic decision-making. As a premier research and consulting firm, SRI International is well positioned to equip companies with the insights they need to confidently navigate complex decisions. Clients have continuously engaged SRI to verify and challenge their own thinking on a variety of important economic, industry and policy questions. Such analysis is paramount to developing a solid response to industry and market changes that will create the most value for a corporation facing heightened competition and scarce resources. This analysis is also vital to making the right strategic and tactical decisions which ultimately shape long-term corporate competitiveness and growth prospects.

Having worked all over the world, and with Chinese, Hindi, Japanese, Korean, and Spanish language expertise, SRI's Center for Science, Technology and Economic Development (CSTED) has in-depth knowledge of local market conditions and industry strengths in emerging market countries, as well as industrialized countries.

CSTED brings to the table a number of tools that go beyond traditional research and analysis approaches:

- **Scenario Planning.** Scenarios synthesize information on issues that specifically affect a company's core business (regulatory conditions, competing technologies, changing industry structure), as well as on issues that are more tangential, but which could have a sizeable impact on the business environment in the future (changing demographics, changes in income and consumption levels internationally, socio-economic and political developments).



SRI develops scenarios that give managers the context to develop good strategy and action plans. Through a time-sensitive, SRI-moderated, interactive process, managers collectively rank the risks and rewards associated with alternative courses of action and are able to develop clarity and consensus on high-priority areas.

- **Global Market Research and Analysis.** SRI's in-depth knowledge of science and technology-based industries, coupled with its historical knowledge of business cycles and trends that have shaped these industries, sets it apart from its competitors. SRI's experienced team members are unrivalled in their research capabilities and have performed a range of market analyses for clients including the effect of emerging technologies on existing industries; forecasting of future high-growth niche market segments; and surveys of the domestic and international industry playing field.
- **Corporate Communications Support.** Competing headlines and a range of media outlets makes it critical that corporations present a clear message which gets to the right people, be they consumers or policymakers. As an independent and well-respected source of research and analysis, SRI has assessed the economic impact of companies regionally and nationally, presenting a fresh perspective on the important role that new or long-established companies play in the national economy. SRI is able to provide the target audience with tangible examples of this role, by quantifying the number of jobs and tax revenue generated for local economies and explaining less visible, indirect benefits, such as invigorating downstream supplier industries or reducing consumer cost.
- **Policy Analysis.** Public policies (government investment, regulation and workforce development) can play a key role in supporting industry competitiveness. Having advised communities, governments and business consortia across the United States and around the world, SRI is in a unique position to assist companies and industries in analyzing public policy issues and in making effective arguments to policymakers.
- **Economic Impact and Feasibility Analyses.** Before embarking on a new investment initiative, companies and industry associations often seek out independent assessments of the economic impacts, benefits and costs of the initiative. SRI teams have examined the economic feasibility and impacts of industrial parks, new resorts, high technology initiatives, and other activities. SRI

also has used innovative techniques to calculate the contributions of industries (e.g., the golf industry) and individual corporations (e.g., FedEx).

## SRI International

SRI International is one of the world's largest and most respected research and consulting organizations. Founded in 1946 as the Stanford Research Institute, SRI is an independent, nonprofit corporation serving business and government clients worldwide. The Institute boasts a staff of 1,400 professionals located in a worldwide network of offices. SRI International is a problem-solving organization that provides a broad spectrum of basic and applied research and consulting services to business and government clients throughout the world. The Institute was organized under the auspices of Stanford University to provide a West Coast center where research and consulting services could be performed for industry and the public sector. SRI formally separated from Stanford in 1970, but retained its nonprofit status. Further general information on SRI is available at the website: [www.sri.com](http://www.sri.com).

SRI is known worldwide for its scientific and business contributions, such as invention of the computer "mouse" and computer interface, development of electronic checking and clearing, innovative new market identification techniques, site selection for Disneyland, and creation of numerous anti-cancer drugs. Nearly two-thirds of our staff members have professional and technical expertise, including management consultants, economists, marketing consultants and researchers, computer scientists, psychologists, scientists, engineers, and other specialists. We are unique in our ability to draw from a variety of technical, marketing, and management groups to establish interdisciplinary consulting teams tailored to meet our clients' needs. SRI's clients include foundations, public/private partnerships, private corporations, associations, donor organizations and agencies of local, state, and federal governments.

Each year, SRI serves more than 2,000 clients around the world. At any given time, approximately 1,000 research and consulting projects may be under way. More than 75 percent of SRI's business comes from repeat clients. What sets SRI apart from most research and consulting organizations is our ability to harness a diversity of expertise to meet the needs of each project.

## Center for Science, Technology and Economic Development (CSTED)

SRI's Center for Science, Technology and Economic Development integrates two distinct disciplines—

economic development strategy and science and technology policy. We have discovered that the effective combination of these factors serves as the key driver of long-term economic growth.

### ***The Economics Practice***

The Economics Practice is the professional resource within SRI charged with providing top quality research, analysis, and strategic planning on economic development issues. The reputation of the Economics Practice is built upon years of experience providing comprehensive, individually tailored assessments of economic and workforce competitiveness issues. The Economics Practice staff have conducted in-country assignments in over 60 states and regions in the United States, and 115 countries throughout the world, acquiring recognition as respected authorities on policy concerns, as sought-after sources of objective analysis, and as "consultants of choice" for developing concrete solutions to a wide range of complex economic problems. These assignments have allowed us to develop a strong database on economic, political and business conditions. In recent years, Economics Practice clients have included, among others, many U.S. local and state governments, public/private partnerships, national governments, international banks and insurance companies, travel and entertainment companies, multinational business and manufacturing corporations, multilateral financial institutions such as the World Bank and the Asian Development Bank, and U.S. government agencies.

### ***Science and Technology Policy Program***

Since 1980, SRI's Science and Technology Policy Program has provided decision makers with interdisciplinary research and analysis of major national and international scientific and technological issues. Commissioned studies are designed to produce a range of future policy options together with objective evaluations of past policies and programs. Areas of research have included assessments and analyses of national and regional S&T policies, programs, research systems, and capabilities, both in public and private sectors; assessments of state technology programs; and surveys of U.S. scientists and engineers involved in S&T programs. The Center uses a multidimensional research approach, integrating the analysis of S&T policy formation, R&D infrastructure, resources and outputs, together with evaluation by technical experts in the field under consideration. STPP staff members have considerable experience in metrics of technology transfer, technology commercialization, and technical assistance.

## **What Distinguishes Us from Other Consulting Firms**

***Reputation and Objectivity.*** SRI has developed a strong reputation as the "consultant of choice" on business and economic issues. This reputation for objective, in-depth analysis has given SRI a high degree of credibility among government leaders and business executives.

***Extensive National and Global Experience.*** Having worked with business and government leaders throughout the United States and in over a hundred countries throughout the world, we have broad experience and databases on international best practices.

***Versatility.*** The wide range of skills available in SRI's CSTED, supplemented by SRI's industry, engineering, and technical experts, allow us to assemble the optimal team of professional talent to solve complex, multidisciplinary problems for business and government clients.

***Depth.*** SRI has acquired recognition as respected authorities on economic policies, and as sought-after sources of objective analysis on economic development, investment site selection and risk analysis, policy assessments, market studies and industry/sector growth strategies.

***Extensive Contacts.*** Our established reputation and extensive contacts in government circles and multilateral agencies provide us with inside track to the latest policy and economic developments, and access to the most up-to-date information.

## **Relevant Project Experience**

***21<sup>st</sup> Century Business Strategy for Samsung Corporation.*** SRI led a team of business consultants and economists in the development of a growth-oriented business strategy for Samsung Corporation for the 21<sup>st</sup> century. The SRI team began by identifying key economic, technological, consumer behavior and competitiveness drivers. This was followed by a scenario planning exercise to determine likely outcomes in business areas critical to Samsung. SRI then analyzed and laid out the relative growth prospects for five industries of major interest to Samsung, and assessed the strengths and weaknesses of competitor Fortune 500 firms in these industries. Finally, SRI recommended new corporate management practices and investment strategies, which were adopted by the Samsung Corporation in its corporate strategic planning.

***IFC Life Sciences Opportunities and Challenges Assessment.*** SRI assisted the International Finance Corporation (IFC), the private investment arm of the World Bank, in creating its Life Sciences Investment Program. The team first identified the particular life sciences/biotech market segments in which member countries have a comparative advantage. SRI then provided the IFC with investment guidelines, recommending business models and methods of financing most appropriate for this sector. In a follow-on project based on SRI's recommended joint-venture model, the team surveyed North American, European and Japanese life science companies to identify potential partners for the IFC and to arrange meetings.

***Global Impact of FedEx on the New Economy.*** For FedEx Corporation, SRI economists conducted a comprehensive study to assess FedEx's impact on the U.S. economy over the past 20 years. The assessment covered four impact areas: end-user businesses, consumer cost savings, the overall transportation/logistics industry, and macroeconomic benefits. While including traditional yardstick measurements for measuring corporate economic impact (e.g., shareholder value, profits, employment, and tax contributions), the study went beyond this utilizing an innovative conceptual framework to provide a comprehensive look at both New Economy and Old Economy influences and benefits generated by FedEx. A number of overriding New Economy themes were addressed in detail, including "just-in-time" inventory management, productivity growth, customer fulfillment and the power of information technology in transportation and logistics management.

***Medical Industry Park in Kobe, Japan.*** SRI provided a team of economists and industry specialists in the planning of a biomedical park in Kobe, Japan. The team identified biomedical industry

trends, opportunities, and market niches that fit with Kobe's research, workforce and industry strengths. The Economics Program devised a strategic development and investment attraction plan that involved major stakeholders, including the city government, business leaders, a consortium of Japanese universities, private and public-funded research facilities, potential venture capital providers, the airport development authority and the port authority. A major piece of this study was the preparation of a detailed economic impact assessment.

***The Golf Economy—The Game's Impact on the U.S. Economy.*** SRI assessed the impact of golf on the U.S. economy for the World Golf Foundation, conducting one of the first comprehensive studies of golf's total economic contribution at the national level. The study looked beyond golf's recreational value to the sport's role as the nucleus of a major industry cluster that generates jobs, commerce, economic development and tax revenues for communities throughout the country. The analysis included such important, but often ignored segments as golf tourism and golf-related real-estate development.

***Economic Impact of a Golf-Based Resort on the Curaçao Economy.*** On behalf of the Central Bank of the Netherlands Antilles, SRI conducted a comprehensive economic impact study to determine the effects and benefits of a proposed tourism resort, to include a Pete Dye-designed, 18-hole golf course. SRI developed a tailored economic model, and calculated the micro, sectoral and macro impacts of this resort, which could serve as a catalyst to accelerating tourism growth on Curaçao.

**Matty Mathieson**  
**Center for Science, Technology &**  
**Economic Development**  
**SRI International**  
**1100 Wilson Blvd Suite 2800,**  
**Arlington, VA 22209, USA**  
**Tel: 703-247-8444, Fax: 703-247-8410**

<http://www.sri.com/policy/csted/>

