

## Technology-Based Economic Development Capabilities

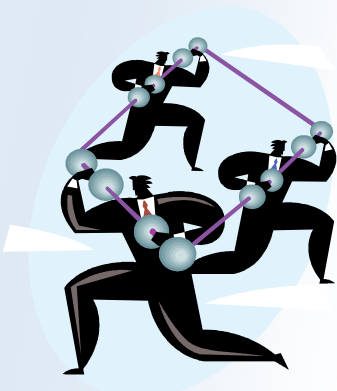


### *Harnessing technology and innovation for sustainable, competitive development*

Competitiveness is not a static concept. Operating under a dynamic environment with constant changes in technologies and market conditions, industries and businesses need to continuously redefine, discover and develop their competitive advantage in the market place. SRI International has developed a series of tools to assist clients to nurture technology-based industry clusters—combining innovation-generating technologies with sound economic practices. To help regions, states and industries foster this “innovation transition,” SRI can:

- Conduct a strategic audit of a region's economic base, identifying current and potential industry clusters, and analyzing their competitive dynamics;
- Assess the regional economic foundations important to continued cluster development; and
- Develop a shared vision of the future and specific public and private strategies for achieving that vision.
- Carry out tailored "benchmarking" assessments based on best practices.
- Assess the performance of and develop growth projections for industry sectors.
- Analyze the impact of industrial, economic and trade policies on industry competitiveness.
- Undertake "constraint analysis" to determine key factors which limit profitability and growth.

SRI works with public and private sector clients to develop strategies for enhancing the competitiveness of nations, regions, and localities. SRI has been at the forefront in developing new approaches to economic analysis, strategy development, and public-private collaboration that have been applied successfully in different economic and political environments. The practice is frequently asked to apply its broad expertise to develop strategies to address economic, technological, human resource, financial, and social issues.



Project work often includes formulating strategies for public-private collaboration, building new constituencies for community problem solving, designing new institutions, evaluating current policies, and providing technical assistance in implementing new strategies.

SRI stands apart from other economic development consulting groups in that SRI is itself a leading technology research organization. SRI therefore has intimate experience working in various technology industries at all stages of innovation, from basic research and university-industry collaboration to commercialization and start-up companies. This familiarity tackling actual research and development (R&D), supply-chain, marketing, and other business development challenges faced by industry greatly informs SRI's approach to its consulting. CSTED has worked in many important industries, including:

- Biotechnology
- Information and Communication Technologies
- Advanced Materials
- Finance
- Tourism and Travel
- Logistics and Transportation
- Agribusiness
- Light and Heavy Manufacturing

SRI partners with clients to translate recommendations into action. In each case, our staff engages in extensive on-site data collection, consensus building, and strategy development rather than relying on secondary sources and "cookie-cutter solutions."

## **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.

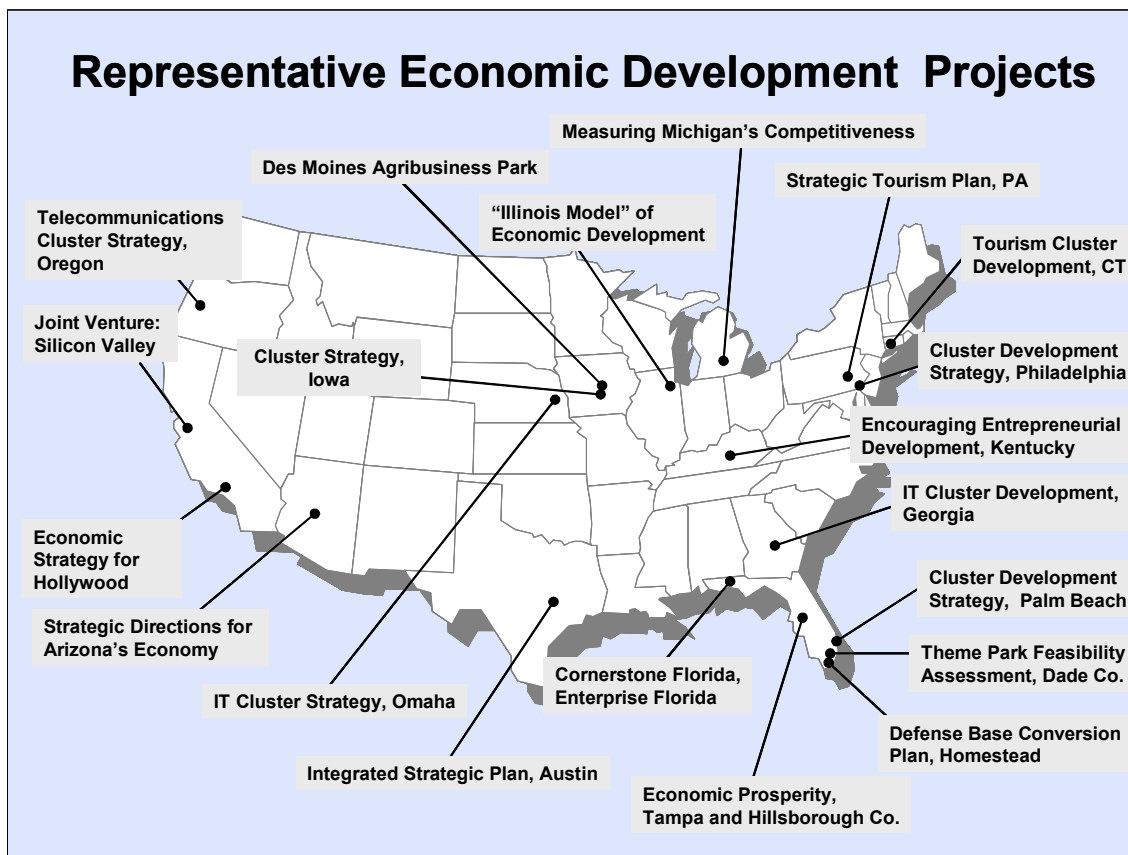
***Extensive Contacts.*** Our established reputation and extensive contacts in government circles and multilateral agencies provide us with inside track to the latest policy and economic developments, and access to the most up-to-date information.

### **Relevant Project Experience**

#### **State and Regional Economic Development Strategies**

**The "Illinois Model" of Technology-Driven Economic Development.** For the Department of Commerce and Community Affairs of the State of Illinois, SRI developed the "Illinois Model," a "technomic" economic development model based on the fusion of technological and economic forces. Working closely with Illinois private and public sector stakeholders, the SRI team applied its cluster methodology to analyze the industrial structure of the state, identify key industry clusters with growth potential, and analyze the effectiveness of current state programs and initiatives in encouraging technological and economic development. SRI also conducted a comprehensive benchmarking exercise to assess Illinois' technological and economic foundations and performance vis-à-vis other U.S. states.

**ICT Growth Strategy for the State of Georgia.** To support the development of Georgia's Yamacraw initiative to stimulate the state's information and communications technology sector, SRI prepared a detailed ICT industry cluster assessment, identifying both inputs and outputs of the state's ICT sector. In addition, SRI assessed five successful state/regional ICT cluster case studies, and drew lessons for application in Georgia.



**Medical Industry Development Initiative in Kobe, Japan.** On behalf of the City of Kobe, SRI prepared a comprehensive plan for the establishment of a biomedical industry park in the city. SRI determined high potential industry cluster segments, provided best practices of 10 successful U.S. regional biotechnology clusters, and crafted a detailed investment promotion and institutional plan. SRI also crafted a unique economic impact model to forecast the benefits (employment, tax revenue, local purchases, etc.) associated with the biomedical park under different growth scenarios.

**Palm Beach County Industry Cluster Development Strategy.** In 1997-1998, SRI International prepared an industry cluster development strategy for the Business Development Board (BDB) of Palm Beach County. Under the project, SRI identified the cluster industries driving the Palm Beach Economy – Medical & Pharmaceutical Cluster; Communications & Information Technology Cluster; Agribusiness Cluster; and Tourism, Recreation & Entertainment Cluster – and crafted competitiveness strategies for each industry cluster. In preparing the strategies, SRI organized cluster focus groups comprised of public and private sector stakeholders, and facilitated the creation of Cluster Working Groups to develop implementation steps with milestones to enhance cluster competitiveness. The SRI project provided

both an action plan and forward momentum to assure implementation to enhance Palm Beach County's global competitiveness.

**Target Industry Cluster Strategy for the State of Iowa.** SRI developed a cluster-based economic development plan for the State of Iowa. SRI identified high-growth, high-wage industries and industry segments, assessed regional competitiveness, and developed a technology-driven, cluster-based development plan for the state economy. The project team assessed the competitiveness of eight major industry groupings, and proposed public/private partnerships in areas such as research and development, business modernization, skills development, and supply chain management. SRI assisted in the formation of working groups, and facilitated sessions to craft action plans.

**Des Moines Agribusiness Park: Strategic Elements for Successful Development.** SRI worked with the City of Des Moines to create a cluster-based development strategy for the Des Moines Agribusiness Park, a new technology/industrial park being developed on a brownfields site by the City of Des Moines and public/private stakeholders. This strategy drew on lessons learned from successful technology parks and agribusiness clusters around the United States, and integrated the results attained from

SRI's earlier industry cluster analysis carried out for the State of Iowa. Inputs from park stakeholders were also incorporated to create a strategy that focused on creating a value-added physical environment, offering critical park services and amenities, using effective marketing and investment attraction techniques, and developing an appropriate mix of target industries for the park.

**Defense Conversion Plan for Homestead Air Force Base, Florida.** SRI developed a strategy for the reintegration of the Homestead Air Force Base into the local economy. SRI assessed the site's competitiveness assets and liabilities, developed and assessed a list of alternative reuses based on successful past base closures as well as an analysis of site characteristics, and recommended a cluster of reuses.

**Creating an Opportunity Economy: Integrated Strategic Plan for Austin, Texas.** The Austin Chamber of Commerce asked SRI to assist in evaluating the city's long-term prospects for high-technology economic development and diversification. SRI benchmarked the Austin economy, identified issues of local concern, and formulated a long-range strategic plan containing recommendations on key economic, technology, infrastructure, and quality of life issues for the city. The final report served as a key part of Austin's successful economic development approach for more than five years.

**Small Business Development Strategies.** SRI examined innovative ways for communities to address problems confronting small businesses by redefining traditional policy relationships between local governments and the private sector. The study focused on local government policies and on redefining public-private relationships in the community to change the behaviors of the marketplace, institutions, and individuals to enhance growth opportunities for small business and the local economy. The project resulted in development of a guidebook for local communities on small business development options and collaboration with Bank of America to produce a report and edit a collection of essays on small business.

**Making Philadelphia the Leading Metropolitan Region on the East Coast.** For Greater Philadelphia First, SRI assisted community leaders in their efforts to define a technology-based strategic economic development strategy for the Philadelphia metropolitan area. SRI benchmarked Philadelphia with competitors, and helped GPF define a long-term economic vision and goals for the region, as well as specific business plans for relevant initiatives.

**Strategy to Position Omaha as a Midwestern Leader in Information Technology.** Working with Omaha business and community leaders, SRI defined an industrial development strategy to facilitate expansion and attraction of information-intensive businesses that are the core of the Omaha regional economy. SRI developed an integrated economic and technology plan, assisted in fund-raising, and participated in the implementation of the Nebraska Applied Information Management Institute which integrates programs in college and university curriculum development, continuing education programs, and applied research in financial information management.

**Regional Adaptation within Statewide Collaboration: Centralization/Decentralization Optimization for Strategic Planning.** SRI developed a conceptual model for optimizing the degree of centralization and decentralization of strategic planning at the state level. The model is built on a series of variables including the stage of product development in the life cycle, standardization of mission, and characteristics of baseline position. The model was useful in stimulating informed discussion as to the optimal level of centralization of strategic planning for economic development in the State of Connecticut.

#### [International Economic Development Projects](#)

**Biotechnology Strategy for the International Finance Corporation.** On behalf of the IFC of the World Bank Group, SRI prepared a comprehensive strategy for the IFC to inaugurate an international biotechnology investment program. SRI assessed the current status and future growth prospects of biotechnology activities, explored the sources of growth in this sector, and mapped out regions and subsectors for IFC involvement.

**Developing an Integrated Technology Strategy for the Optoelectronics Cluster of the Jena Region of Germany.** SRI catalyzed the participation of the German government and industry leaders to design and assist in the implementation of a technology strategy to restructure Jena's optical and precision-instruments industry and diversify the economy. SRI benchmarked Jena's technical and industrial capabilities and identified new business opportunities and industry/government investment needs. SRI drafted an overall economic development plan integrated with a technology strategy, and a marketing program to attract foreign investment to the region.

**Industry Cluster-Based Economic Strategy for Chihuahau, Mexico.** SRI worked with government and private sector leaders in the state of Chihuahua,

Mexico to craft a cluster-based economic development plan. The SRI team assessed the state's economic foundations, identified high potential industry clusters, and designed a series of growth-oriented initiatives to stimulate economic activities in Chihuahua.

**Creating a New Economy for Maribor and Eastern Slovenia.** SRI was asked by the Slovenian government to identify a set of industries where Maribor and Slovenia would have competitive economic advantages, and define an economic development program to support growth of these industries. SRI analyzed each of the existing industry clusters in the city and the city's economic foundations, and identified six industries in which the city had competitive strengths and growth potential. SRI laid out a long-term development program, helped the city organize an economic development organization, and assisted in applications for aid from European and international economic funding agencies.

**Economic Development Strategy for Dominican Republic.** For the Dominican Republic Investment Promotion Council, SRI developed an investment and export-led economic development strategy for this Caribbean nation. SRI first assessed the nation's competitive advantages, and then identified industry subsectors likely to be attracted by the country's economic attributes. SRI marketed the nation's industrial sites to U.S., Japanese, European, and Latin American investors, developing a database of over 2000 qualified investment leads, attracting \$112.2 million in foreign investment, and generated over 30,000 jobs (an average of 150 jobs/week over a period of four years).

**Investment and Trade Strategy for Australia.** For the Australian Trade Commission, SRI prepared a comprehensive national strategy for Australia to promote investment and trade in three sectors: Food processing, minerals processing, and automotive components. SRI conducted an assessment of Australia's strengths and weaknesses in relation to competitor countries, and developed detailed policy, regulatory, and program modifications to enhance competitiveness.

**Tianjin in Transition: Toward a More Market-Oriented Economy.** Assisted Tianjin municipality and the provinces of Sichuan, Hubei, and Shandong in developing strategies to improve their economies. Through a process of education and consultation, SRI staff guided regional leaders as they undertook a two-year analytic and strategic planning process. The team's work included analyzing key industries and their economic infrastructure needs, and determining how a partially planned economy might encourage

the growth of dynamic economic clusters. SRI assisted with the implementation of its recommendations by serving as a bridge between regional and central governments.

**Building Prosperity: A Five-Part Economic Strategy for Hong Kong's Future.** SRI assessed the status of Hong Kong's economy and how it is likely to develop as it moves toward 1997. SRI examined key elements of the territory's economic infrastructure to determine what investments and policy changes are required to position Hong Kong for economic success in a changing environment. SRI specifically analyzed the key issues involved in the increasing interface between Hong Kong and China. SRI issued a major report outlining an economic strategy for the future. After extensive consultation with the Hong Kong business community and government, and Chinese leaders, SRI later prepared a detailed implementation report, which has had a significant influence on business and government.

**Building on Strength: A Vision and Strategy for Achieving "Quality Queensland."** SRI analyzed the status and prospects for Queensland, Australia's economy in the 1990s and beyond. Detailed studies were undertaken of five sectors of the state's economy: agriculture, mining, manufacturing, tourism, and services. Additional studies were made of Queensland's economic infrastructure. After gathering input from stakeholders in both the public and private sectors, a comprehensive economic development strategy was formulated to guide decisions and allocate resources toward a vision of the state termed "Quality Queensland."

**Technology Assessment, Development, and Management Project: Malaysia.** SRI examined Sabah's changing comparative advantage and recommended measures to enrich the state's economic infrastructure and improve its overall economic competitiveness. SRI's report reviewed the Malaysian state's economic infrastructure, partly in light of the U.S. experience, and identified new policy and program directions. SRI's findings provided the basis for a new economic policy promulgated by Sabah. State officials are using the report as a guide to help develop an economy able to add more value to Sabah's commodity products.

**Strategic Planning for High-Technology Economic Development in Thailand.** SRI was asked by Thailand's Board of Investment to develop a strategic and organization plan to promote high-technology investment. SRI benchmarked Thailand with competitors and developed detailed, pragmatic recommendations to enhance the role of technology in economic development.

## Benchmarking, Metrics, and Best Practices

**Next Michigan Benchmarks: Measuring Michigan's Competitiveness.** A team of economists from SRI International recently assisted the Michigan Economic Development Corporation to benchmark the state against its competitive peers. The study covered more than 150 indicators that benchmark Michigan in seven categories: human investment, financial resources, innovation resources, infrastructure, business costs, globalization and business vitality, and quality of life. This study was designed to provide a solid foundation for developing a public-private collaborative strategy to position Michigan for a takeoff in innovative, technology-driven growth. The benchmarking results were presented at the Michigan Competitiveness Conference in May 2002, and assisted in developing a consensus in the public and private sectors for the next round of competitiveness enhancement efforts in Michigan.

**Benchmarking the New York State Centers for Advanced Technology Program.** SRI assessed the relationship between the CAT program and the state's economic development objectives, as well as the structure, administration, and achievements of the program and each of the state's ten centers for advanced technology. SRI developed appropriate metrics to assess desired results. Results of this study were used to support continuation of the program into a second decade.

**Assessment and Strategic Planning for Alberta Technology Centers.** SRI evaluated three provincial research centers -- in telecommunications, microelectronics, and advanced manufacturing. SRI reviewed the centers' objectives, strategies, organization, and accomplishments in supporting industry growth. One recommendation to redirect investment saved the province nearly \$20 million.

**Global Benchmarking of Government Support for Technology-Based Industry.** SRI evaluated the technology and industry support programs of two Asian nations, ten U.S. states, and four European countries. Included in the evaluation were venture capital programs, business incubators, university-industry research programs, technology-based industry parks, and technology education and awareness programs

**Assessment of High Technology Industry Assistance.** SRI identified and quantified government support programs for high technology industries in Japan, Europe, and the United States. SRI surveyed support in defense, aerospace, biotechnology, information technology, advanced

industrial materials, and advanced manufacturing technology.

**Global Assessment of Technology Infrastructure.** SRI has applied computer modeling of scientific-literature databases to S&T policy assessments of the development of indicators related to S&T/economic development linkages; analysis of research activity in developing countries; NSF cooperative science programs in Italy and India; the identification of strong research activity in German science; the identification of European centers of materials research activity; the examination of scientific mobility in biotechnology, especially between universities and industry; and the generation of profiles describing private and governmental organizations' research.

**Benchmarking National R&D Expenditures and Research Systems.** SRI maintains databases on France, India, Japan, Latin America, the United Kingdom, Germany, Sweden, Italy, and the former Soviet Union. SRI has also assessed international, bilateral cooperative S&T programs between the United States and Brazil, Israel, Italy, Japan, Australia, Saudi Arabia, and the former Soviet Union.

## Institutionalizing Technology-Based Economic Development

**Roles of Technology Parks, Research Centers, and Incubators in Economic Development.** For an agency of the Italian Government, SRI researched the use of technology parks, research centers, and incubators by regional and national governments in North America, Japan, and Europe. Based on case studies from each region, SRI identified a set of success factors that explain why some technology parks and related facilities and activities are successful in starting, attracting, and supporting technology-based companies, while other initiatives have been costly failures. The results of the study have been applied in several other SRI studies, and have been used in designing new parks and centers in northern Italy.

**New Directions for U.S.-Latin America Cooperation in Science and Technology.** This study, mandated by the U.S. Congress, analyzes S&T capabilities in Latin America, focusing on five fields (astronomy, physics, geosciences, biological sciences, and engineering) in five of the most scientifically active Latin American countries (Argentina, Brazil, Chile, Mexico, and Venezuela). Possibilities for joint scientific initiatives of mutual benefit to Latin America and the United States are explored in detail, along with options for effective mechanisms to implement these initiatives.

**Multimedia Industry Cluster Development in Hollywood, CA.** SRI identified business opportunities in multimedia entertainment and edutainment for Cluster Working Groups in Hollywood, CA. SRI found that presenting industry-specific business opportunities along with detailed benchmarking on industry-specific economic foundations engendered significant interest in the Cluster Working Groups. SRI was able to catalyze private sector commitment to the cluster process by serving as the "research arm" of the Working Groups.

**Joint Venture: Silicon Valley.** SRI mobilized and managed this public/private partnership dedicated to revitalize Silicon Valley's major industries. Working groups were organized to concentrate on eight industry clusters and six economic foundation areas. SRI coordinated the design of specific strategic initiatives in telecommunications, education, regulation, and other critical issues. SRI's work in stimulating and institutionalizing technology-based economic development in Silicon Valley has served as a prime example and benchmark for countless development efforts around the United States.

**Catalyzing Next-Generation Cluster Implementation.** SRI was invited by The World Bank to present a workshop at an international conference on "Cluster Implementation for Practitioners." SRI presented recent research on identifying emerging clusters, attracting foreign direct investment to targeted gaps in clusters, and generating public/private support for cluster implementation.

**Enhancing Technology's Impact on Economic Development.** SRI administered a major three-year project designed to assist the U.S. Agency for International Development to enhance the economic development impact of technology. SRI undertook both basic and applied research, including work on intellectual property rights and transfers of environmental technology.

#### **Economic Development Policy Research Projects**

**Outcomes and Impacts of the State/Industry-University Cooperative Research Centers (S/IUCRC) Program.** The National Science Foundation contracted with SRI International to study the outcomes and impacts of the State/Industry University Cooperative Research Centers (S/IUCRC) Program. The objectives of the proposed research were to document the outcomes and impacts on industry of S/IUCRC activities, to document the outcomes and impacts of the S/IUCRC activities on the local (state) economy, and to report lessons learned for program improvement and future

planning. As part of the project SRI developed measures of the effects of S/IUCRC program activities on Center outcomes as perceived by member companies, the economic impact of these outcomes on member companies, and the economic impact of Center activities and outcomes on the local economy.

**The Impact on Industry of Interactions with Engineering Research Centers.** In this project, SRI examined the patterns of interaction that emerged between academic engineering and industry as a consequence of NSF's Engineering Research Center's (ERC) program. More specifically, the objective of the project was to identify the results of those interactions in terms of the types of impact that they have on industry, as well as assess the value of these impacts.

**Obtaining Industry Views on Experiences in Collaboration with Federal Laboratories under CRADAs.** The U.S. Department of Commerce, through the National Science Foundation, contracted with SRI to conduct a study to update the Department's current state of knowledge about the experience of private sector firms that have entered into Cooperative Research and Development Agreements (CRADAs) with one or more federal laboratories. This was accomplished through conversations with a number of targeted companies that have entered into CRADAs with Federal laboratories. Subsequently, SRI integrated the results of the interviews into a presentation to the Industrial Research Institute's External Research Director's Network Meeting in Washington.

**The Role of NSF's Support of Engineering in Enabling Technological Innovation.** In 1995, the National Science Foundation contracted with SRI International to conduct a major 4-year study of how NSF support for engineering research has contributed to the development and commercialization of twelve significant recent innovations, which were selected at the inception of the project by an advisory panel. The six innovations studied were the Internet, magnetic resonance imaging (MNR); high performance polymer matrix composites, computer-aided design applied to electronic circuits; optical fiber for telecommunications; and, the cellular phone.

**Forecasting Malaysia's Science and Technology Human Resources and Research and Development Investment Needs Leading to the Year 2020.** For the Malaysian Ministry of Science, Technology, and the Environment and funded by the United Nations Development Program, SRI conducted a multidimensional study involving an assessment of Malaysia's current status with respect to its human resources in science and technology, as well as

ongoing investment in R&D. A large-scale survey of Malaysian industry was undertaken, an econometric model was developed, the country's overall S&T infrastructure was assessed, and a forecast of requirements for various occupational categories was carried out to determine the country's needs.

**Government Support for Technology-Based Industry.** For the ministry of Industry, Science, and Technology of Canada, SRI evaluated the technology and industry support programs of ten U.S. states, four European countries, and two Asian countries, that have had active technology-based economic development programs for over ten years. Included in the evaluation were venture capital programs, business incubators, university-industry research programs, technology-based industry parks, and technology education and awareness programs. SRI concluded that such initiatives can be effective in promoting regional development if they target specific industries for support, complement other regional resources, and include industry managers in direction and planning of the initiatives.

**Community Support for New Enterprise Development.** SRI undertook a unique technical assistance demonstration project in the state of Illinois to help communities support new enterprise by strategically developing public-private infrastructure that responds to the needs of new firms. The project took five demonstration communities in Illinois through a process by which they could identify potential entrepreneurs and market opportunities, evaluate how well existing providers met the needs of new firms, and design strategies to fill the unmet needs of new firms. The project led to the publication of the guide *Community Support for New Enterprise Development*, which is currently in use to assist other communities. A national conference was held to review the findings of this demonstration project.

**Agenda for a Dynamic Economy: State Strategies for Innovation and Change.** In a project for the Department of Commerce's Economic Development Administration, SRI worked with the Council of State Planning Agencies (CSPA) to assist public and private leaders at the state level in understanding changing economic realities and developing more appropriate economic development strategies. This project produced practical guidance materials on such important development strategies as applying emerging technologies to mature industry, promoting entrepreneurship, targeting new technology development, and linking economic and human-capital development strategies.

**Promotion of State and Local Community and Economic Development Partnerships.** In a national project for the U.S. Department of Housing and Urban Development (HUD), SRI directed a major effort to promote the creation of public-private partnerships in six representative urban areas across the country. SRI developed a series of widely used guidebooks for both corporate and local government leaders on their respective roles in such partnerships and worked closely with leaders from six communities to organize partnerships of their own.

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