Australian Government
Department of Industry and Science

Innovation Policy Report

September 2015

The Innovation Policy Report is produced by the Department of Industry and Science, and aims to highlight developments in the innovation policy area. It also includes reference to relevant innovation documents and events.

If you would like to subscribe to the Innovation Policy Report, please register your contact details.

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Australia - Government

Crowd Sourced Equity Funding

On 4 August 2015 the Australian Government released a discussion paper on the regulatory framework for small proprietary companies and crowd sourced equity funding (CSEF). The discussion paper seeks views on extending access to CSEF to proprietary companies as well as asking whether there are unnecessary compliance costs and fundraising constraints under the Corporations Act for proprietary companies.

The Government announced a commitment to establish a regulatory regime to facilitate CSEF as part of the 2014 Industry Innovation and Competitiveness Agenda.

The discussion paper sets out the Government's CSEF framework for public companies. This framework was developed following an extensive consultation process in late 2014 and early 2015. A key element of the feedback from the earlier consultation process was support among stakeholders for proprietary companies to be able to access CSEF. Current limitations on how proprietary companies are able to raise funds would make it difficult for these companies to access CSEF. The paper seeks views on extending access to CSEF to proprietary companies and if so, the best approach.

Consultation on CSEF for proprietary companies is being conducted alongside the examination of the broader regulatory framework for small proprietary companies given the important cross linkages between the issues.

Submissions closed on 31 August 2015. The Government will consider stakeholder feedback before making decisions on whether to proceed with CSEF for proprietary companies.

Australian IP Toolkit for Collaboration

The Australian IP Toolkit for Collaboration (IP Toolkit) has been launched. The IP Toolkit is a joint project between the Department of Industry and Science and IP Australia and is designed to facilitate, simplify and improve collaboration between researchers and industry.

The IP Toolkit is designed to be used for collaborations of around $100,000 or more. There is also a Mini IP Toolkit which can be used for lower value and/or less complex collaborations.

The IP Toolkit is hosted on business.gov.au/IPToolkit and contains guides and tools to help you use and manage intellectual property (IP) in collaboration. Any element of the IP Toolkit can be used independently. There are three parts:

- Guides
- Tools (consideration checklists, a model confidentiality agreement and a model term sheet)
- Contracts.

Other support material and Case Studies are also available.

National Innovation Map

The National Innovation Map is a Department of Industry and Science initiative to help understand innovation in Australia's regions. The map shows, in an interactive visualisation and for every region in Australia, details of:

- new business creation
- expenditure on research and development
- patenting activity
- trademarking activity.

For more information, visit the Australian Innovation System Report webpage and select 'National Innovation Map'.

Industry Growth Centres Initiative

The $225 million Industry Growth Centres Initiative is a sector based approach to industry policy which will drive growth, productivity and competitiveness by concentrating our investment on key growth sectors. Initially, five Growth Centres are being established in key growth sectors:

- Advanced Manufacturing
- Food and Agribusiness
- Medical Technologies and Pharmaceuticals
- Mining Equipment, Technology and Services
- Oil, Gas and Energy Resources.

Each Growth Centre will set a long-term strategy for its sector, which will describe how to lift the capability of the sector, boost productivity and skills, create jobs, reduce red tape and engage with international opportunities.

Each Growth Centre Chair has been tasked with consulting with their sector and developing a Growth Centre proposal. All five Growth Centre Chairs have now submitted their proposals for the government's consideration.

The Growth Centres are being rolled out in a staged approach:

- The Food and Agribusiness Growth Centre is now operating. The Food and Agribusiness Growth Centre is operated by Food Innovation Australia Limited. To find out more please visit Food Innovation Australia Ltd.
- The Advanced Manufacturing Growth Centre has been approved and will begin operating shortly
- The Government is assessing the proposals for the Medical Technologies and Pharmaceuticals Growth Centre, Mining Equipment, Technology and Services Growth Centre, and Oil, Gas and Energy Resources Growth Centre.

To find out more please visit the website.

Productivity Commission Inquiry into Intellectual Property Arrangements

The Australian Government has asked the Productivity Commission to undertake a 12 month public inquiry into Australia's intellectual property system.

In undertaking this inquiry, the Commission has been asked to consider whether current arrangements provide an appropriate balance between access to ideas and products, and encouraging innovation, investment and the production of creative works.

In recommending changes to the current system to improve the overall wellbeing of Australian society the Commission is to have regard to:

- incentives for innovation and investment, including freedom to build on existing innovation
- Australia's international trade obligations
- the relative contribution of intellectual property to the Australian economy
- the economy-wide and distributional consequences of recommendations, including their impacts on trade and competition
- ensuring the intellectual property system will be efficient and robust through time, in light of economic changes
- how proposed changes fit with, or may require changes to, other existing

regulation or forms of assistance

- the relevant findings and recommendations of recently completed reviews.

More detailed information can be found in the terms of reference.

Work Integrated Learning

On August 31 the Chief Scientist launched a new Occasional Paper on Work Integrated Learning. The paper combines findings from two commissioned reports investigating the extent to which Australian STEM undergraduates participate in industry placements or projects as part of their courses. It calls for a major shift in the culture of STEM education to equip graduates to thrive in an innovation-led economy.

The two reports are available through the website.

- Work integrated learning in STEM in Australian Universities (Australian Council for Educational Research)
- Work integrated learning in STEM disciplines: employer perspectives (National Centre for Vocational Education Research).

2015-16 Science, Research and Innovation (SRI) Budget Tables

The Department of Industry and Science has released the 2015-16 Science, Research and Innovation (SRI) Budget Tables on the department's website and on data.gov.au.

The SRI Budget Tables have been released annually since 1979-80 and provide a comprehensive picture of Australian Government expenditure on research and development (R&D).

In harmony with the government's commitment to provide expanded access to public sector data, the 2015-16 edition of the tables includes time series and other data for:

- major publicly funded research agencies, rural R&D programmes, economic sectors and socio-economic objectives (1978-79 to 2015-16)
- National Health and Medical Research Council programmes and expenditure sectors (1990-91 to 2015-16)
- Cooperative Research Centres (1991 to 2014)
- Research block grants (2001 to 2015).

The 2015-16 tables also include location details for a range of organisations that receive Australian Government research funding.

The time series data extending back to 1978-79 was compiled from past editions of the tables that were, until recently, only available in PDF format. These earlier editions have had their tabular data extracted and this data is also available as a collection of stand-alone spreadsheets from data.gov.au.

As a consequence of these changes, the SRI Budget Tables now enable users to answer a much wider range of questions and to generate a much more detailed collection of data visualisations than ever before. The tables also provide users with directions to other sources of information on the research system, enhanced notes that simplify interpretation of the data, and enhanced usability.

The Department of Industry and Science is constantly seeking to improve the tables and would appreciate feedback on the changes that have recently been made. Comments or suggestions can be sent to SRIBudgetTables@industry.gov.au.

Review of the National Survey of Research Commercialisation 2015 review report

The final report of the 2014-15 review of the National Survey of Research Commercialisation (NSRC) is now available on the department's website along with submissions to the NSRC review discussion paper.

A number of actions have been identified to improve the NSRC as a result of the review and will be progressively implemented by the Department. This includes revising the NSRC survey design, and developing a new collection instrument and instructions. The Department expects to administer the NSRC over September/October 2015 to collect 2014 research engagement and commercialisation data.

From early next year, NSRC data will be published electronically with data from external collections to establish a comprehensive repository of information on how the publicly funded research system is transferring knowledge to industry. A policy framework will also be published to explain the purpose, principles and benefits of the revised NSRC survey and the new data collection.

ARENA Investment Plan

The ARENA Investment Plan provides information on the focus areas for financial support provided by the Australian Renewable Energy Agency (ARENA), and also identifies ARENA's current investment priorities.

The Investment Plan is intended to inform investment decisions made by ARENA under its current legislation, act as a guide for funding applicants, and inform knowledge sharing activities.

New CSIRO Chairman of the Board

On 6 August 2015, Minister for Industry and Science, Ian Macfarlane, announced David Thodey would take up a five-year appointment as Chairman of the Board from 15 October 2015. Mr Thodey shares his thoughts about the role role on the CSIRO blog.

CSIRO Masterplan

CSIRO has released its masterplan to improve Australia's record in innovation and help the country respond to global changes and digital disruption. In its strategy for 2015 to 2020, Australia's Innovation Catalyst, CSIRO outlines how the organisation will become a global collaboration hub and help boost the country's innovation performance.

Part of the push for greater collaboration and co-ordination by CSIRO will be increased co-location with universities and other research organisations and a greater emphasis on international connections.

NSW: Data Analytics Centre

On 3 August 2015, NSW Minister for Innovation and Better Regulation, the Hon Victor Dominello MP, announced the NSW Government's plans to establish a whole-of-government Data Analytics Centre (DAC).

The initiative will provide a data sharing platform between government agencies, providing greater interoperability and insight into the effectiveness of programs and policies. The DAC will be used to gain insights and reduce challenges in areas such as crime prevention, childhood obesity, pollution, and sustainable urban planning. The DAC will source expertise from research, industry and from NSW government agencies.

A committee of experts, including the NSW Chief Scientist and Engineer, the Information Commissioner, the Privacy Commissioner and the Customer Service Commissioner, has been established within the Department of Finance, Services and Innovation to plan the roll out of the DAC.

The Minister also announced public consultation on the next phase of ICT reform in NSW. More information is available on the website.

NSW: apps4nsw competition winners announced

The latest round of apps4nsw challenges will see Appiwork and Lakeba develop mobile applications for NSW Procurement and the State Library of NSW, respectively.

NSWSpend, being developed by Bathurst-based Appiwork, will provide a platform for accessing NSW government expense data. The data will be presented in graphs which users may modify to gain a better understanding of State procurement.

Manly-based Lakeba won the State Library of NSW challenge for its idea to create an interactive mobile app that uses State Library images. TriviaPicNSW will provide users with a fun and educational way to access and interact with State Library collections.

apps4nsw was the first state government apps competition in Australia. The objective of the competition is to capture innovative ideas which use public sector information and data.

Another round of apps4nsw challenges will be released later in 2015.

For more information, visit the NSW Open Data Portal.

NSW: Interactive NSW Research Map

The Office of the NSW Chief Scientist and Engineer has released an Interactive NSW Research Map that showcases the State's higher education, science, and research and development facilities in an easy-to-use geospatial format. Users may search the map for research centres or infrastructure by the type of organistion and/or field of research.

The Interactive NSW Research Map is expected to enhance the profile of the State's universities and research centres, and be used to develop collaborations between researchers and industry.

The Map, produced by Intersect Australia and jointly funded with StudyNSW, will also be used to attract international students to NSW universities.

Feedback on the Map may be provided to science.research@business.nsw.gov.au.

NSW: Premier's Prizes for Science & Engineering

The inaugural NSW Premier's Prizes for Science & Engineering will recognise excellence and reward cutting-edge work that has generated economic, environmental, health, social and technological benefits for NSW.

The Premier's Prizes, which replace the former annual NSW Science & Engineering Awards, reflect the NSW Government's strong enthusiasm and support for the State's R&D community.

Scientists, engineers, researchers and teachers working in NSW universities, research organisations, government agencies and primary and secondary schools were encouraged to submit a nomination for the relevant prize category.

A total prize pool of $100,000 is available in 2015 – including $55,000 for the NSW Scientist of the Year. In addition, trophies will be awarded in nine categories – the winners each receiving a $5000 cash prize:

- Excellence in Mathematics, Earth Sciences, Chemistry and Physics
- Excellence in Biological Sciences (ecology, environmental, agricultural and organismal)
- Excellence in Medical Biological Sciences (cell and molecular, medical, veterinary and genetics)
- Excellence in Engineering and Information and Communications Technology
- Energy Innovation in NSW
- NSW Early Career Researcher of the Year
- Leadership in Innovation in NSW
- Innovation in NSW Public Sector Science and Engineering
- Innovation in Science and Mathematics Education in NSW.

Nominations for the NSW Premier's Prizes for Science & Engineering closed on 11 September 2015. The winners will be announced in October 2015.

NSW: City of Sydney Tech Startups Action Plan

The new 10-year draft Tech Startups Action Plan outlines how the City of Sydney could be a meaningful part of the tech startup community. The City is seeking to work with industry and government partners to strengthen the ecosystem which enables entrepreneurs to start and grow successful global businesses. The plan is on public exhibition and open for comment until 10 November.

QLD: PwC Chair in Digital Economy

The Queensland government has partnered with Queensland University of Technology (QUT), PwC and Brisbane Marketing to create the PwC Chair in Digital Economy.

At the nexus of the real world and research, the PwC Chair in Digital Economy explores new opportunities for industry-academia relationships and drives digital business take up through research, education, services and industry advocacy.

QLD: Advance Queensland

Advance Queensland is a comprehensive suite of programs that aims to create jobs now and jobs for the future, drive productivity, and harness innovation. Through the Advance Queensland package, $180 million will be invested over the next four years. Advance Queensland programs launched as at 20 August 2015 include:

- The Advance Queensland Research Fellowships support innovative research that will have a positive impact on Queensland. The program launched on 5 August 2015 will assist in attracting and keeping the best and brightest research minds in Queensland. Up to $28.5million is available for these fellowships over three years
- The Advance Queensland PhD Scholarships program launched on 15 August 2015 supports undergraduates in gaining a research PhD degree. This lays the fundamental foundation for a future research career. Funding of up to $45,000 over the three years is available to support undergraduate researchers in gaining a PhD degree
- The Advance Queensland Women's Academic Fund launched on 16 August 2015 supports women in maintaining their research careers, and supports Queensland organisations in promoting the achievements of Queensland's female researchers. Funding is available for the following:
    - Up to $25,000 for maternity funding
    - Up to $1,000 for carer funding
    - Up to $2,000 for lecture funding.

More details on these programs, as well as future updates on new Advance Queensland programs, are and will be made available via the website.

SA: Regional Science Hubs

The South Australian Government has allocated $70,000 in funding to establish the first four regional science hubs to promote science and technology events in rural communities. The hubs are a key initiative of Inspiring South Australia, the joint state and national program for science engagement. The funding will allow each hub to run engagement activities to promote the role of science and technology and to highlight career pathways the industry offers.

SA: Alliance of South Australian Medical Device Manufacturers

The South Australian Government is investing $750,000 to form an alliance of South Australian medical device manufacturers to boost the state's presence in the globally growing sector. The MedDev Alliance will include manufacturers focussed on the development of medical devices, and is being led by market-leading companies such as Ellex and Austofix. The Alliance will work together to commercialise the state's medical device resources, and to find new international markets.

SA: Defence Internships

Ten South Australian university students have been awarded exclusive internships designed to pave the way to careers in the defence, science and technology sectors.

The Defence Honours Scholarship and Defence and STEM Internship Programs will enable students to gain valuable industry experience through structured work placements with local companies.

SA: Advanced Food Manufacturing Grant Program

The South Australian Government has provided $500,000 through the Advanced Food Manufacturing (AFM) program to support the development of new or improved food products or manufacturing processes through the commercialisation of research. The program has a strong emphasis on partnerships between food manufacturers and researchers and is aimed at developing stronger innovation capabilities for the food industry.

SA: Innovation and STEM Education Boston Delegation

The South Australian Minister for Science and Information Economy, Gail Gago, and Manufacturing and Innovation Minister, Kyam Maher, headed a delegation of policy officials and innovation leaders on a four-day visit to Boston focussing on Innovation and STEM education. The visit was coordinated by Microsoft and included visits to a number of collaborative innovation districts in Boston and Cambridge; the MIT Media Lab for research and technology; and a roundtable discussion on government's role in innovation.

Australia – Non-Government

LH Martin Institute partners with Australian Innovation Research Centre

The LH Martin Institute and the Australian Innovation Research Centre (AIRC), based at the University of Tasmania, have signed a partnership agreement aimed at furthering innovation across the Australian tertiary education sector. The agreement includes bringing the the AIRC's innovation knowledge into the Institute's set of

award programs, an annual innovation survey for the university sector that will become its benchmark and combining the AIRC's methodology for the public sector with the Institute's expertise on the university sector.

In addition, the two organisations will explore the possibilities of setting up a tertiary education innovation lab based on human-centred design thinking principles.

Telstra Innovation Lab

Telstra has opened its Gurrowa Innovation Lab in Melbourne. “There has been no other time in history where technology presents such raw ingredients for innovation. Advances in robotics, 3D printing, low-cost microcontrollers, and ubiquitous sensors are blanketing the real world in software. The global adoption of mobile connectivity, cloud computing and deep learning allows these breakthroughts to be combined in wonderful new experiences. The resources in Gurrowa will allow teams to build ideas in hardware and software, and deliver them through modern processes focussed on speed and iteration.”

International

Peru: Budget for Science, Technology and Innovation

“Peru’s Prime Minister Pedro Cateriano Bellido announced the Government of President Ollanta Humala has allocated S/.1.5 billion (about US$470 million) for the development of science, technology and innovation in the country, through competitive funding for the period 2012-2016.”

Singapore: GovLab Singapore

Deloitte has partnered with the Singapore Economic Development Board to launch GovLab Singapore, a Centre of Excellence that focuses on research, collaboration and innovation to nurture bold ideas in the public sector.

US: President Obama Hosts Demo Day

On Tuesday, August 4, the White House hosted a Demo Day where the wide-ranging talents of innovators from across the US were showcased. Unlike a private-sector Demo Day, where entrepreneurs “pitch” their ideas to funders, innovators from around the country joined President Obama to “demo” their individual success stories and to show the need to give all Amercians the opportunity to pursue their ideas.

US: Presidential Innovation Fellows Program Made Permanent

President Obama signed an executive order that makes the Presidential Innovation Fellows Program a permanent part of the Federal government going forward. The program brings executives, entrepreneurs, technologists, and other innovators into

government, and teams them up with Federal employees to improve programs that serve more than 150 million Americans.

The Program is built on four principles:

- Recruit the best the nation has to offer
- Partner with innovators inside government
- Deploy proven private sector strategies
- Focus on some of the Nation’s biggest and most pressing challenges.

Assessment of Innovation Performance

Review of the R&D Tax Incentive

The Australian Government is currently reviewing the R&D Tax Incentive in the context of the Tax White Paper.

Views on the R&D Tax Incentive have been captured through submissions to the Tax White Paper discussion paper, *Re:think – Better tax, better Australia*, and these will inform the Review.

The Centre for International Economics (CIE) has been engaged to provide independent advice to the Review of the R&D Tax Incentive. CIE are a Canberra-based private economic research agency that provides analysis of international and domestic events and policies.

Further information on the Review, including the Terms of Reference, is available on the business.gov.au website.

Events and Conferences

Upcoming

Service Improvement and Innovation in Universitites

The 2015 Service Improvement and Innovation Conference draws on internal and external leaders in the field to provide insights into how to drive service improvements and innovation within universities. The conference is presented by universities for universities to further collective understanding and ability to lift performance across the sector. It will be held from 15-16 October 2015.

European Institute for Public Administration: Social Innovation

"Social Innovation: Improving Effectiveness and Efficiency in Public Service Delivery through Co-design and Co-creation" is a seminar of particular interest to public sector innovators and change agents involved in or aiming at public sector innovation and social innovation. This includes public officials from central, regional and local administrations engaged in public service delivery, as well as project managers and project developers who want to improve their knowledge and practical skills in relation to social innovation methodologies. The seminar will run from 28-29 October 2015.

Past

ARENA Parliamentary Showcase: Tomorrow's Energy Solutions

A showcase featuring ground-breaking Australian renewable energy projects that are helping to improve the affordability and supply of renewable energy in Australia was held on 18 August 2015.

At this showcase attendees had the opportunity to learn about a variety of exciting renewable energy project developments occurring around Australia, many in rural and regoional locations, including solar PV, solar thermal, wave and storage. These projects provide a glimpse of the potential of renewable energy in Australia and ARENA's role in building tomorrow's energy infrastructure.

South Australian Science Excellence Awards

The South Australian Science Excellence Awards were held on 13 August and was attended by over three hundred people. The awards which have been running since 2005, have celebrated and recognised over 70 individuals who have made outstanding scientific contributions to the advancement of science in South Australia. Five awards were presented including South Australian Scientist of the Year which was awarded to Flinders University's Professor Craig Simmons for his work as Director of the National Centre for Groundwater Research and Training.

NSW: Boao Forum for Asia Sydney Conference

NSW's strong and growing links with Asia and its position as Australia's economic powerhouse were reinforced during the Boao Forum for Asia Sydney Conference held on 30-31 July 2015.

More than 280 delegates, 40 media outlets and some of the Asia-Pacific's most senior and influential government and industry leaders attended the prestigious international conference to promote Asian economic integration and cooperation.

Delegates heard from a host of eminent speakers including Australian and international leaders, headed by Prime Minister Tony Abbott, NSW Premier Mike Baird and Boao Forum for Asia Chairman, and former Prime Minister of Japan, Yasuo Fukuda.

International experts provided insight into issues including infrastructure financing, feeding a growing global population and managing the benefits and risks of rapid technology changes.

Delegtes were welcomed to the Conference by 90-second video promoting the NSW economy. The video may be viewed online.

Publications and Articles

Innovation, Agricultural Productivity and Sustainability in Brazil

OECD publication *Innovation, Agricultural Productivity and Sustainability in Brazil*. "Agriculture and the agro-processing sector in Brazil have shown impressive growth over the past two decades. This has largely been driven by productivity improvements and structural adjustment resulting from broad economic reforms, as well as new technologies developed by agricultural science. Government policy and industry initiatives are increasingly focused on the sustainability of agricultural development."

Innovation, Agricultural Productivity and Sustainability in Canada

OECD publication *Innovation, Agricultural Productivity and Sustainability in Canada*. "The Canadian food and agriculture sector is for the most part competitive and export-oriented: although challenges and opportunities vary significantly between regions, primary agriculture benefits from an abundance of natural resources and faces limited environmental constraints. Negative environmental impacts of agriculture relate mainly to local water pollution by agricultural nutrients. Productivity growth, resulting from innovation and structural change, has driven production and income growth without significantly increasing pressure on resource use. Nonetheless, the capacity to innovate is crucial to take advantage of the growing and changing demand for food and agricultural products at the global level."

Policy Lessons from Financing Innovative Firms

OECD publication *Policy Lessons from Financing Innovative Firms*. "There has been increasing global concern from policy makers over the lack of access to finance for young innovative firms. As a result, governments in many OECD countries have sought to address the financing gap and perceived market failures by supporting the seed and early stage market. This paper seeks to summarise the lessons learned in seed and early stage finance based on OECD work focused on policies related to financing high growth firms, including angel investment and venture capital. Growth in seed and early stage finance policies highlights the role that financial development and other policies play in firm dynamics and job creation."

Identifying and inducing breakthrough inventions

OECD publication *Identifying and inducing breakthrough inventions*. "Most of the projections of the cost of meeting climate change mitigation targets hinge crucially upon assumptions made about the cost and timing of the development of breakthrough technologies. However, very little is known about the conditions which are likely to give rise to breakthrough technologies. This paper seeks to uncover attributes of inventions – as reflected in patent data – which serve as "leading

indicators" of subsequent technological and market development in climate change mitigation technologies. The role of industrial generality emerges as being robustly correlated with subsequent technological diffusion, whether measured as subsequent patent counts, commercial applicability, or attractiveness to risk finance. The indicator of closeness to science shows also a positive association with later technological diffusion. Originality and radicalness have more ambiguous results. This work can be seen as a foundation for the future development of a methodology providing guidance to policymakers in the choices made with respect to public support for different technological fields."

8 ways to make innovation the norm in a UNDP Country Office

This blog post looks at what the United Nations Development Programme country office in Armenia has learnt about making innovation the norm, including about working spaces, ownership, comfort zones, and collaboration. "On creating change: In order to change an organisation, different levels need to be considered: the individual, the team, the organisation as such and the wider society it is embedded in. Change only happens if the entire system is considered."

People Offer Better Ideas When They Can't See What Others Suggest

This article looks at the tendency towards social convergence in brainstorming and how new tools and software can help avoid that.

"If you gather consumers together to generate ideas, you'll usually get more participation and more creativity than if you asked those same people individually to put ideas in a suggestion box. But these gatherings quickly find their creativity limited because of social convergence: The participants all see the same ideas, with the result that people pick up on each other's suggestions rather than offer fresh insights. Other participants keep quiet, either because they worry that their ideas might be ridiculed or because a few talkative people dominate the conversations.

Fortunately for open innovation, the online environment makes it easy to overcome this problem."

What works in innovation policy? The quest for rigorous evidence continues

This blog post looks at what works in innovation policy and the discussion at a recent roundtable event about the What Works Centre for Local Economic Growth's latest evidence review focusing on Innovation Policy.

"Four things we learned from the evidence review

- Validating the previous theoretical literature, the evaluations indicate that R&D

subsidies have a stronger impact on SMEs than on large firms.

- It looks like these programmes have more of an effect on employment than on productivity. This could mean that more spend goes towards hiring new employees rather than funding innovative activities.
- Surprisingly, the evidence suggests targeted programmes might not be as effective as general measures.
- Despite popular belief, public funding doesn't seem to be crowding out private investment - but the findings are still a bit mixed."

You Need an Innovation Strategy

This article argues that organisations need to have an innovation strategy. "Why is it so hard to build and maintain the capacity to innovate? The reasons go much deeper than the commonly cited cause: a failure to execute. The problem with innovation improvement efforts is rooted in the lack of an *innovation strategy*."