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**EFFECTIVENESS OF INNOVATION  
INTERMEDIARY ORGANIZATIONS**

How management of Hungarian innovation intermediaries can be  
developed?

**Thesis**

Supervisor: Dr. Tibor Dóry

Győr,  
June 2016

Széchenyi István University  
Doctoral School for Regional Economic Sciences

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## 1. Introduction, antecedents

The selection of the subject of the dissertation was influenced by scientific and personal reasons.

One of the scientific and professional was the developing role of innovation thus the increasing importance of the innovation intermediary organizations. In the last decade, due to globalization and the economic crisis, the role of innovation is increasing. The 2020 Strategy of the European Union and the aims of the Innovation Union concentrates of the development of innovation capacity and innovation systems to increase the effectiveness of innovation.

Besides, the selection of the subject was also influenced by the fact that – in the beginning of the research - only a few scientific resource about the management and operational effectiveness of intermediary organizations was available.

The subject of innovation intermediaries was also selected by personal reasons. From 2006 I participated in the establishment of the Technology Transfer Office (TTO) in the College of Dunaujvaros and now I am the leader of the TTO of Edutus College. During the establishment of the office in Dunaujvaros I had a chance to participate in several courses of innovation management run by foreign European experts and to study their best practices. On these courses the main questions and problems of the research of this dissertation were outlined; will the best practices and methods used in the developed EU countries have the same effectiveness in Hungary?

Since the founding of the TTOs in Hungary (since 2006-2007), the last decade offers enough time for exploring the management problems of the intermediaries. During these years, my experiences in the establishment and management of the TTOs cleared that the effectiveness of these organizations is hindered by several problems. The activities, management process, cooperation and communication methods are significant in the effectiveness of the offices.

According to the scientific and personal motivations and based on the available scientific resources, my research examined those factors and indicators which influence the management and

effectiveness of innovation intermediary organizations. I emphasized the inner and human factors affecting the management and also the communication activity of the organizations.

## **2. Goals of the research**

The main goal of the research is to examine the members, activities, services and management of Hungarian innovation intermediary organizations and to analyze their effectiveness. The analysis of the effectiveness was based on the followings:

1. the factors influencing the effectiveness of the organizations
2. the inner and human factors influencing the management of the organizations
3. the examination of the communication of intermediaries.

The examination of the effectiveness of the organization is based on the subjects like...

- the activities and tasks of organizations
- analysis of the target groups and the connection of services with of intermediaries with the target groups' needs
- examination of the cooperation of the organizations
- management problems of the intermediaries and hindering and promoting factors of innovation
- the importance of human factor in the management of the organizations
- communication of intermediaries

With a synopsis of the research results, I aimed to elaborate a model of measuring the effectiveness and to develop their effective management and communication. The model was based on my personal experiences regarding to the characteristics of the national innovation system and on the hindering inner and external problems of innovation intermediaries.

### 3. Research questions

Analyzing the above mentioned three factors of the effectiveness – mainly for the first factor – the national innovation system (NIS) and its actors need to be examined. This examination is based on the following questions.

- What kind of organizations participate in the Hungarian NIS?
- How does the Hungarian NIS promote the intermediaries?
- With which actors cooperate the intermediaries and how can this cooperation be described?
- How is the spatial distribution of the intermediaries?

The research of the activities and management effectiveness of the organization contained questions like the followings:

- What kind of services do the intermediaries offer?
- What are the target groups of the organizations? Which target groups are real the real targets and what groups are the communicated targets of the intermediaries? What kind of differences are between the real and communicated target groups?
- Regarding to the target groups and the services of the organizations, what is the position of the intermediaries in the innovation process?
- How are the services of the intermediaries adjusted to the needs of the target groups?
- What factors hinder and promote the activities of the organizations?
- How effective is the management of the intermediaries?

Inner and human factors of the management of intermediaries can be measured by answering the following questions:

- What motivates the target groups to innovate?
- What kind of cooperation are established by the intermediaries and how effective are these partnerships?
- What kind of human factors influence the management and the cooperation of the organizations?
- How can these factors influence the management effectiveness of intermediaries?

The analyzation of the third main subject – the communication – is based on the following research questions:

- What channels do the intermediaries use for communication and how can they reach their target groups?
- How the target groups know the organizations and how is the image of intermediaries?
- How can the development of communication influence the effectiveness of the organizations?

#### 4. Structure of the dissertation

The dissertation is based on the synthesis of the relevant literature. After the introductory chapters – describing the methods and basics of the research, research questions and hypothesis - the analysis of the innovation intermediary organization starts with the main definitions of innovation and innovation systems. I summarize the literature regarding to the NIS and the innovation intermediaries in the dissertation. The short version of this summary is the following:

**1. Table: Literature about the NIS**

References	Subject
Afuah, (2003), Llerna P. - Matt M. (2005)	• role of government in the innovation system
Arocena - Sutz J. (2002)	• role of NIS in national economy, elements of the NIS, the human side of the NIS • a NIR human oldala
Buzás (2007)	• government support for innovation, definition of innovation and NIS
Filippetti - Archibugia (2011)	• summary of research results about the NIS
Flanagan-Uyarra-Laranja (2011)	• supporting innovation with the assets of innovation policy
Freeman (1987)	• definition and actors of the NIS
Frinking- Hjelt- Essres- Luoma- Mahroum (2012)	• types of the NIS
Guana- Chenc (2012)	• cooperation of NIS actors
Hewitt-Dundasa-Roperb (2011), Cowan R. - G. van de Paal (ed.) (2000)	• role of regional innovation
Inzelt (1998) Török Á. (1996)	• definition of the NIS
Johnson- Lehmann (2006),	• role of intermediaries in the regional innovation

Lengyel (2010), Enyedi (1997.), Faragó (2007), Somlyódyiné (2003), Somlyódyiné (2008), Lengyel– Rechnitzer (2004), Ács-Varga (2000), Braczyk-Cooke-Heidenreich (eds.) (1998), Révész T. (2005)	system and their influence on regional innovation potential
Lundvall (1992), Rába A. (1996)	<ul style="list-style-type: none"> <li>• government support for innovation, basics of the NIS, innovation policy</li> </ul>
Freeman (1995), Nelson (Ed.) (1993), Fagerberg-Mowery-Nelson (2005), Metcalfe (2006)	<ul style="list-style-type: none"> <li>• definition of innovation, characteristics of the NIS, behaviour of the actors of the NIS</li> </ul>
Lundvall (Ed.) (1992), Porter (1995)	<ul style="list-style-type: none"> <li>• special local factors influencing innovation</li> </ul>
Molnár (2004)	<ul style="list-style-type: none"> <li>• actors of the NIS</li> </ul>
Nagaoka-Kondo-Flamm-Wessner (2009)	<ul style="list-style-type: none"> <li>• definition and characteristics of the NIS</li> </ul>
Oslo Manual (2005)	<ul style="list-style-type: none"> <li>• innovation and NIS</li> </ul>
Török (2006), Balázs-Török (1996), Borsi (2006), Borsi-Telcs (2004), Inzelt A., Goldperger I., - Szunyogh Zs. (2006), Lippényi T. - Imre J. - Peredy Zs. (2009), Nyíri L. (1996), Regós Zs. (1997), Román Z. (2002), Tamás P. (szerk.) (1995)	<ul style="list-style-type: none"> <li>• R&amp;D research results about effectiveness, Hungarian NIS</li> </ul>

*Resource: own edition<sup>1</sup>*

## **2. Table: Summary of literature about the innovation intermediaries**

<b>References</b>	<b>Subject</b>
Antikainen (2001)	<ul style="list-style-type: none"> <li>• influencing factors of the innovativity of companies</li> </ul>
Csizmadia-Grosz (2002), Csizmadia-Grosz (2008), Csizmadia-Grosz A. (2011), Grosz-Csizmadia-Szépvolgyi (2004), Szépvolgyi (2006)	<ul style="list-style-type: none"> <li>• innovation organizations of the Central-Transdanubean Region</li> </ul>
Dóry (1998), Dóry (2001), Dóry (1997), Dóry (2000), Kiss (1997), Bartke I. – Nemes Nagy J. (1992)	<ul style="list-style-type: none"> <li>• number of R&amp;D organizations, cooperation and innovativity of companies, measuring the innovation potential of companies</li> </ul>
Howlet (2011), Parag A.-Varga A. (2009), Roska T. (2007)	<ul style="list-style-type: none"> <li>• activities of intermediaries</li> </ul>
Inzelt-Szerb (2003)	<ul style="list-style-type: none"> <li>• innovative cooperation of companies in Baranya county</li> </ul>
Jain-Triandis-Weick (2010)	<ul style="list-style-type: none"> <li>• groups of innovation organizations</li> </ul>
Lokshina-Hagedoorna-Letterie	<ul style="list-style-type: none"> <li>• influencing factors of cooperation between</li> </ul>

<sup>1</sup> Full list of references is in the 1st appendix of the dissertation.

(2011), Rost (2011)	intermediaries and companies
Nelson (Ed.) (1993), Okamurao-Katob-Honjod (2011), Rosenberg-Nelson (1994), Gulbrandsen-Mowery-Feldman (2011), Van Looy-Landonib-Callaerta-van Pottelsberghec-Sapsalisc-Debackerea (2011), Fontana-Geuna-Matt (2006), Acs-Audretsch-Feldman (1991), Bajmócy Z. (2006)	<ul style="list-style-type: none"> <li>• relationship of universities and industry</li> </ul>
Stamm (2003):	<ul style="list-style-type: none"> <li>• activities and management of intermediaries</li> </ul>
Dániel Molnár (2014), Mezei K. (2004), Perger É. (2010), Inzelt A. (1999), Mátyás B. (2002), Török A. (1997)	<ul style="list-style-type: none"> <li>• financing of innovation and intermediaries</li> </ul>

*Resource: own edition<sup>2</sup>*

In the third chapter of the dissertation, following the definitions, I examine the national innovation system and its effect on the management of intermediaries.

After describing the NIS, I describe, define and typify the innovation intermediary organizations.

In the next chapter I introduce the role of the intermediaries in the innovation process. The process is described as a special market in which researchers are in one side and companies are in the other side. Between them there are the intermediaries bridging the two main actors and solving their problems.

In the fifth chapter of the dissertation I examine the subject of effectiveness which is a regularly but differently used definition. Effectiveness regarding to intermediaries is also need to be cleared. In this chapter I also introduce a complex model for measuring the effectiveness of these organizations. The model is based on the definition of efficacy and efficiency which is the quotient of the inputs and outputs. Thus, I define the efficiency of intermediaries as the quotient of their inputs and outputs adding the inner and management factors to the model. The effectiveness is examined by three dimension: by input, output and inner factors. The three dimension can be measured by groups of

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<sup>2</sup> Full list of references is in the 1st appendix of the dissertation.

indicators. The dissertation contains suggestions for these indicator groups.

After describing the literature regarding to intermediaries, in the second main part of the dissertation, I introduce the results of the empirical research answering the three main hypothesis. I examine in details the factors influencing the effectiveness of the intermediaries, emphasizing the human management factors and the communication of the organizations.

In the chapter containing the examinations of the hypothesis, I introduce the services and activities of intermediaries. Based on the empirical researches I examine the hindering problems of the organizations, and how they need to change their management to become more effective.

In the final chapter of the dissertation I collect some suggestions according to assets, methods and activities for increasing the effectiveness of the intermediaries and I also summarize the future research subjects.

## 5. Hypothesis

The hypothesis are based on my pervious experiences and on the research results about intermediary organizations stated in the literature. During my research I examined the following three main hypothesis:

The *first* hypothesis reflects the effectiveness of the intermediaries in three sub-hypothesis:

**H1. The effectiveness of the Hungarian innovation intermediaries is low as....**

1. the **external** environment does not promote significantly their effective operations (external dimension, inputs)
2. there are **inner** strategic and management problems in the organizations (inner dimension)
3. the **outputs** of the organization do not effectively develop the innovation potential of region of the intermediaries (output dimension)

The *second* hypothesis is connected to the first one and highlights the human factors of the innovation.

**H2. The human side of the innovation – knowledge, skills, partnership – has a high priority in the management of the innovation intermediary organization and influences their effectiveness.**

The subject of the third hypothesis is the communication activity and its effectiveness of the intermediaries.

**H3. The two-way (feedback) communication of the intermediaries is imperfect (or missing) and nor effective.**

**H1.** In the *first hypothesis*, in all three dimensions, the main question is to define and measure the factors of the organizations and highlight their influence of the effectiveness of intermediaries.

1. During the examination of the external (input) dimension, I focus on the stability of the Hungarian innovation system, and analyze how the NIS is able to promote the management of its actors (e.g. through the institutional system or financial mechanisms). The analysis of the input dimension is based on the results of previous researches in the literature and statistic data – like R&D expenditure or number of researchers. In this research I also emphasize the financial support for the intermediaries.

2. There are only a few resources in the literature examining the inner dimension of the intermediaries. Regarding to the operation and management of the organization we can find some articles (Stamm 2003, Buzás 2007, Nagaoka et al. 2009), but these highlight only some separate factors and examine mainly the TTOs of the higher educational institutes emphasizing the knowledge and language skills of employees or the services of the TTOs. In my research regarding to the inner dimension I focus on three main questions; how the intermediaries define their segments and target groups, how do they adjust their services to the needs of the target groups and what is the position of the organizations and their services in the innovation process. These are the most emphasized parts of my study.

3. The research about the outputs of the intermediaries and their influence on the region is based on the innovation potential of the regions as a successful intermediary is able to positively affect the region to reach its innovation political goals and to gain advantages in regional competitiveness (Hewitt-Dundas–Roperb 2011, Lengyel-Leydesdorff 2008, Grosz-Rechnitzer 2005). Gaining and keeping these advantages ensures the long term and sustainable development of the regions. The success of the regions and cities also depends on local, specific and non-renewable factors (Enyedi, 1997). The services – like the knowledge transfer, the promotion of the innovative milieu or the influence on local investments - of innovation intermediaries are closely connected to these factors. In the research I examine how the innovation intermediaries are able to influence the innovation potential of their region and analyze the effectiveness of the cooperation between the organizations and their target groups.

**H2.** According to my experiences innovation intermediaries, during their establishment and operation, do not emphasize the importance of human factors – like the knowledge and skills of the employees, the trust based partnership, the role of relationship or personal communication. These factors are essential for the effectiveness of the organizations. Innovation intermediaries are serving organizations and mainly operate in nonprofit bases thus human factors are crucial in their management.

**H3.** Regarding to my personal experiences, effective communication of intermediaries is hindered by several problems like the different motivations of the actors of the innovation process (highlighted in the literature) or the false or missing definition of these motivations by the intermediaries. Csizmadia and Grosz (2011) highlight the role, the differences and difficulties of communication in the innovation process in Hungary. In my research I examine the operation of the intermediaries and focus on their communication problems and possibilities which influence the effectiveness and success of these organizations.

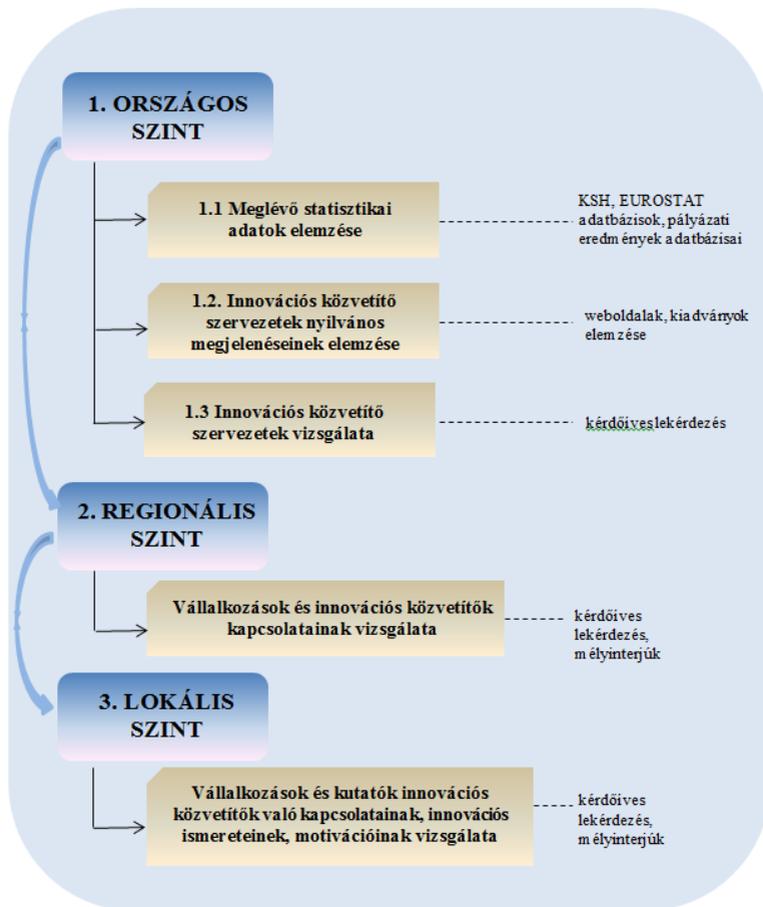


#### **4. Research methods**

The research using two main methods for examining and collecting data: seconder and primer methods – questionnaires and interweaves as primer methods.

The empirical primer research was made in three levels: national, regional and local levels. The levels and methods of the research is summarized in Figure 1·

##### **1. Figure: Research methods and levels**



*Resource: own edition*

## National level research

### **1.1. Analyzing statistical data**

The first part of the national level research focuses on the available statistical data about innovation, innovation system and innovation intermediaries. The source of the data was the database of the Hungarian Statistical Office and the EUROSTAT. Supplementing the statistical data, the research contains the analysis of the available financial support for intermediaries from national and EU resources. In the survey of the support I examined only those which promoted the establishment, operation and services of innovation intermediaries. The support was researched regarding to the subject of calls and their regional distribution.

### **1.2. Survey on the public appearance – web pages – of the intermediaries**

This survey is focusing on the webpages, public appearance and communication of the organizations. The main goal of the research about public communication is to define the communicated target group and services of the intermediaries to strengthen the results of the survey about the positioning strategy of the organization. The survey on the webpages was based on previously defined aspects.

### **1.3. National level research of the innovation intermediary organizations**

The main goal of the survey was to define and examine the innovation intermediary organization in Hungary. The group of organization involved into the research was designated by the available statistical data and the data in the literature (Howlet 2011, Buzás 2007, Dőry 2005, Csizmadia-Grosz 2004). Collection of data was made by questionnaires. The characteristics of respondents of the survey are the followings:

- Number of involved organizations: 163
- Groups of involved organizations:
  - TTOs of higher educational institutes

- industrial and commerce chambers
- regional innovation and development agencies
- industrial parks with innovation services
- company development foundations
- members of the Hungarian Innovation Association

- Number of respondents: 129

Supplementing the data of the questionnaires, I organized three personal interviews with the representatives of the intermediaries. The results of the research were elaborated with SPSS software.

## Regional level research

The research group of the Hungarian Academy of Science in Szekesfeharvar made an overall research in 2012 in the Central-Transdanubean Region on the cooperation of the companies. The questions of the survey contained the innovation intermediary organizations as partners of the companies. Therefore this research served as a control research for my research as the respondent companies are the target groups of intermediaries. The research reached 300 companies in the regions with questionnaires and interviews. Questionnaires focused on the main factors (like sectorial differences, size of companies, differences by owners), content (like technology-transfer, sharing of technology, innovation partnership), actors (actors of the innovation system) and direction (one direction, dependent, networking) of cooperation. Structured interviews (30) were made by the dominant actors of the innovation process and contained questions about their partnership (factors, content, and direction). The research group of the Hungarian Academy of Science shared the database with me and I filtered and elaborated the information directly connected with the innovation intermediary organizations. The data was elaborated by SPSS software, using frequencies, crosstabs, correlation and regression.

## Local level research

Two local organizations<sup>3</sup> in 2011 made an innovation research in the sub region of Dunaujvaros. I participated in the project as the leader of the research. The problem revealing goal of the survey was to examine the knowledge about innovation, motivations and communication of the target groups – financing organizations, researchers and companies. The last two target group respondent 131 questionnaires en total. From 60 researchers working in the sub region 53 (88%) participated in the survey, and the representation of companies also reflected the distribution of local companies by sectors, size and activities. The elaboration of the results was made by SPSS software with frequencies, correlation, regression and crosstabs.

### 5. Evaluation of the hypothesis

The following table contains the summarized evaluation of the hypothesis of the dissertation:

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<sup>3</sup> *M8-DUNAHÍD Közhasznú Nonprofit Kft., and the Innovation Management Office of the College of Dunaújváros*

Hypothesis	Confirmed/ rejected
<b>H1. The effectiveness of the Hungarian innovation intermediaries is low as....</b>	
1. the <b>external</b> environment does not promote significantly their effective operations (external dimension, inputs)	<b>Confirmed</b>
2. there are <b>inner</b> strategic and management problems in the organizations (inner dimension)	<b>Confirmed</b>
3. the <b>outputs</b> of the organization do not effectively develop the innovation potential of region of the intermediaries (output dimension)	<i>Partially</i> <b>Confirmed</b>
<b>H2. The human side of the innovation – knowledge, skills, partnership – has a high priority in the management of the innovation intermediary organization and influences their effectiveness.</b>	<b>Confirmed</b>
<b>H3. The two-way (feedback) communication of the intermediaries is imperfect (or missing) and nor effective.</b>	<b>Confirmed</b>

### Evaluation of the 1<sup>st</sup> part of the H1. hypothesis (external factors, input dimension)

To evaluate the first part of the H1. hypothesis during the research I examined how the Hungarian NIS promotes the management of the intermediaries through institutional system and financial mechanisms. The research highlighted the hindering problems of the activities of intermediaries of the NIS. During the national level research the establishment, activities and national and EU support of intermediaries was examined. Regarding to the research results the hypothesis was confirmed. In spite of the establishment and operation of the legal and institutional framework of the Hungarian NIS and the significant financial support of the R&D and R&D organizations, operation of innovation intermediaries is not effective and sometimes hindered

by the NIS. Innovation intermediaries struggle with continuous financial and management problems. The decision making and institutional system usually changes which hinders the definition of strategic goals of the organizations. More effective allocation of resources, stable finance and financing of the management process of intermediaries would decrease the financial problem of the organizations and increase the effectiveness of their services. Thus the innovation potential of the actors of the NIS and the Hungarian regions would also be increased.

### Evaluation of the 2<sup>nd</sup> part of the H1. hypothesis (inner dimension)

The results of the research examining the inner dimension measuring the effectiveness of the innovation intermediaries based on three aspects;

- a survey about how the organizations define and reach their **target groups**, what problems occur regarding to this definition and the differences between communicated real target groups,
- examining whether the intermediaries build their services onto the **needs of their target groups**, and
- examining the problems of positioning of intermediary services regarding to their place in the innovation process.

The research highlighted several problems in all three aspects therefore the hypothesis is **confirmed**. There is a difference between the real and communicated target groups of the intermediaries – e.g. in the case of clusters. The research revealed several problems as the services of the intermediaries is not based on the target groups' needs. These problems are hindering the management and effectiveness of the organizations. Intermediaries e.g. offer the service of establishment of partnership to the companies while firms need to receive information about resources and R&D capacities. The second target group of the intermediaries, the researchers would like to

receive information about local research possibilities but intermediaries offer them services regarding to patenting and involvement of partners. Intermediaries have to position their services more effectively to increase the effectiveness of their management. During the research I compared the services to the stages of the innovation process and this reflected some management problems of the organizations. No any type of the intermediaries is specialized to one stage of the process as the all organizations serve more stages in one time. Most of the intermediaries offer services in the first stages – the beginning -of the process. Besides, many intermediaries offer services like writing applications, project management or involvement of resources but these are not closely connected to one stage of innovation process and cannot be positioned to a stage.

### **Evaluation of the 3<sup>rd</sup> part of the H1. hypothesis (output dimension)**

The third part of the first hypothesis focuses on the regional role of the intermediaries. The result of the national level research examined the intermediaries by Hungarian regions. Examining the regional distribution and comparing this with the innovation potential of the region indicated the regional role of the intermediaries. Regarding to the results of the research the H1.3<sup>rd</sup> hypothesis is **partly confirmed**. There is **no significant relationship** between the number of organizations and the regional innovation potential. E.g. the innovation potential is the highest in the Southern Great Plain Region (between the convergence regions) while the number of organizations is not the highest here. In the Northern Hungarian Region the number of intermediaries is the highest while the innovation potential is low.

## Evaluation of the hypothesis H2. – the human side of innovation

The second hypothesis examines whether the human side of innovation – knowledge, skills and relationship - is significant in the management and effectiveness of the innovation intermediary organizations. To evaluate the hypothesis I examined the cooperation, relationship of the intermediaries emphasizing the human factors. The results **confirmed** the hypothesis. The cooperation of intermediaries and the intention for partnership of their target groups is influenced by the human factors of innovation. The target groups' intention to cooperate with the intermediaries is low which is related to human factors hindering partnership – like the lack of information, lack of development ideas, lack of trust, motivation problems or difficulties in finding partners.

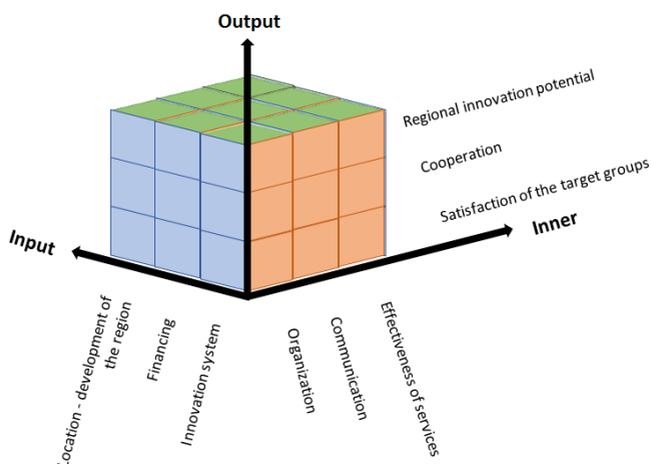
## Evaluation of hypothesis H3. - communication of the intermediaries

The third hypothesis questions the effectiveness of the communication of intermediaries. Regarding to research results, the two-way communication of intermediaries is not effective which was **confirmed** by the answers stating the low image of the organizations. Several problems were highlighted during the research according to the communication of intermediaries – like the shortage of the online pages of the organizations, the differences between the communication channels of the intermediaries and their target groups or the low effectiveness of personal communication.

## 6. Summary of the new scientific results of the dissertation

Based on the literature summarized in the dissertation and on the results of the research I elaborated a model for measuring the effectiveness of the innovation intermediary organizations. The model is based on the definition of the effectiveness which is the quotient of the inputs and outputs. The model also includes the inner, management factors of the organizations. According to the model of Csiszer (2016) I elaborated a three dimension model measuring the effectiveness of the organizations and the dimensions contain groups of indicators.

### 2. Figure: Effectiveness model of innovation intermediary organization



*Resource: own edition by Csiszér (2016)*

In the dissertation I list the groups of indicators by dimensions and also suggest some measurable indicators of these groups. The

number and content of indicators can be modified regarding to future researches and the content and depths of the research.

The goal of researches introduces in the dissertation – besides the implementation of the model – was to elaborate suggestions for the development of the effectiveness of intermediaries. Regarding the research result I formulated the following suggestions for solving the revealed problems:

- Continuous, reliable and plannable – not project based and not activity centered – financial support.
- Improving the positioning of the intermediaries, specialization of the organizations.
- Segmenting the services of the organizations and adjusting them to the needs of the target groups.
- Emphasizing the human side of innovation in the cooperation and partnership of the intermediaries.
- Improving the marketing and communication of the intermediaries.

## **7. Publications and conference presentations of the author in this subject**

### **Publications:**

- Dóry T.-Gajzágó É. (2015): Vállalkozások és innovációs közreműködő szervezetek együttműködései a Közép-Dunántúlon [Cooperation of companies and innovation intermediaries in Central-Transdanubea], *Vezetéstudomány* 46. évf.:(2. szám) pp. 47-56. (2015)
- Gajzágó É. (2013): Az innovációs közvetítő szervezetek tevékenységéről, hatékonyságáról és regionális szerepéről [About the activities, effectiveness and regional role of innovation intermediaries], *Dunakavics* 1:(1) pp. 13-30.
- Bakos O. - Gajzágó É. - Kővágó Gy. (2007): Civil szervezetek a dunaujvárosi kistérségben [Civil organizations in the Dunaujvaros sub region], *Civil Szemle* 4:(2) pp. 107-122. (2007)

### Conference printed publications:

- Gajzágó Éva -Gajzágó Gergő (2015): *Az innovációs közvetítő szervezetek tevékenységét támogató pályázati források* [Grants supporting the activities of the innovation intermediary organizations], In: Berkes Judit, Kecskés Petra (szerk.) „Távol és közel, az elmúlt 25 év területi folyamatai, szerkezetei, intézményei, ahogy az új generáció látja”: A IX. Fiatal Regionalisták Konferenciájának előadásai. 292 p., (ISBN:978-615-5391-41-5)
- Gajzágó Éva (2015): *Serving innovation, Services of innovation intermediary organizations*, 12 th Annual International Conference on Economics and Business, Challenges in the Carpathian Basin, elektronikus konferenciakötet
- Gajzágó Éva (2014): *Innovation intermediary organizations*, In: Global Business: Opportunities and Challenges in a Changing World. Konferencia helye, ideje: Enschede, Hollandia, 2014.03.19 Paper W138.
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- Gajzágó Éva (2013): *Role of regional intermediary institutions in innovation* – 2013. Conference entrepreneurship Development „Bring innovations to the market”, Enschede, Hollandia, elektronikus kötet
- Gajzágó Éva (2012): *Motiváció – kommunikáció – innováció* [Motivation-communication-innovation] – 2012., KHEOPS konferencia (társszerzőként) Mór: KHEOPS, 2012. pp. 174-184., (ISBN:978-963-87553-9-1)
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- Gajzágó Éva (2011): *Innováció és (Dunaúj)város* [Innovation and (Danube new) city] – 2011. A regionális versenyképesség innovációs tényezői az európai unióban, elektronikus kötet
- Gajzágó Éva (2011): *Innovációs közvetítő szervezetek a felsőoktatásban* [Innovation intermediary organizations in higher education] – 2011. Fiatal Regionalisták VII. Konferenciája, Győr, elektronikus kötet
- Gajzágó Éva (2011): *Innovációs közvetítő szervezetek a felsőoktatásban* [Innovation intermediary organizations in higher education] – 2011., „Összhang. Tudomány a gazdaságban és a társadalomban”, Dunaújváros, elektronikus kötet
- Gajzágó Éva (2010): *Az innováció és a tudásmenedzsment kapcsolata* [Relation of innovation and knowledge management] - „TANULÁS – TUDÁS – GAZDASÁGI SIKEREK”, 2010. Győr, elektronikus kötet
- Gajzágó Éva (2010): *Az innováció emberi oldala* [Human side of innovation] - "Határok nélküli tudomány. Kihívások és lehetőségek a tudományterületek határán", 2010. Dunaújváros, elektronikus kötet

## Conference presentations:

Conference and section	Venue and date	Title of presentation
ISPIM Conference (co-author)	Porto, 2016. 06.19-22.	Dóry T.-Gajzágó É. (2016): How effectively serve intermediary organizations innovation in Hungary?
Fiatall Regionalisták IX. Konferenciájára. „Távol és közel, az elmúlt 25 év területi folyamatai, szerkezetei, intézményei, ahogy az új generáció látja.” Az EU hatása a területi folyamatokra	Győr 2015. 06. 19-20.	Az innovációs közvetítő szervezetek tevékenységét támogató pályázati források [Grants supporting the activities of the innovation intermediary organizations]
12 th Annual International Conference on Economics and Business, Challenges in the Carpathian Basin Regional development and politics	Csíkszereda, Románia 2015. 06. 5-6	Serving innovation, Services of innovation intermediary organizations
1st RIEC – Regional Innovation & Entrepreneurship Conference Regional Innovation Policy: measuring the performance of European regions	Enschede, Hollandia 2014. 03.19.	Regional and local impact of innovation intermediaries
Conference entrepreneurship Development „Bring innovations to the market” Regional innovation	Enschede, Hollandia 2013. 03.13.	Role of regional intermediary institutions in innovation
KHEOPS conference (co-author)	Mór 2012. 05.16.	Motiváció – kommunikáció – innováció [Motivation-communication-innovation]
ERSA, Regions in Motion I. Knowledge, Economy and Innovation	Pozsony 2012. 08.21-25.	Changing tasks of innovation intermediary organizations
III. Duna Térségi Kohézió: III. Interregionális Nemzetközi Tudományos Konferencia	Dunaújváros 2012. 09.05-06.	Meg kell változtatni az innovációs közvetítő szervezetek feladatait?: [Do we need to change the tasks of innovation intermediaries?] (egy dunaújvárosi empirikus kutatás eredményei)
THE 5th INTERNATIONAL CONFERENCE REGIONAL DISPARITIES: TYPOLOGY, IMPACT, MANAGEMENT National and Regional Disparities	Kolozsvár 2012. 10.20-21.	Regional and Local Impact of Innovation Intermediary Organizations
"Felfedező tudomány" téma jegyében zajló Magyar Tudomány Napja - interdiszciplináris tudományos konferenciasorozat	Dunaújváros 2012. 11.12-17.	Innovációs közvetítő szervezetek Dunaújvárosban [Innovation intermediary organizations in

Közgazdasági és Menedzsment Konferencia		Dunaujvaros]
GENERÁCIÓK DISKURZUSA A REGIONÁLIS TUDOMÁNYRÓL A regionális innováció rendszerei	Győr 2012.11.23.	Milyen szerepük van az innovációs közvetítő – intermediér – szervezeteknek a regionális innovációs rendszerben? [What is the role of innovation intermediary organizations in the regional innovation system?]
INNOVÁCIÓS RENDSZEREK ELMÉLET, POLITIKÁK ÉS MIKROSZEREPLŐK Technológia- és tudástranszfer	Szeged 2012. 11.29-30.	Meg kell változtatni az innovációs közvetítő szervezetek feladatait? [Do we need to change the tasks of innovation intermediaries?] (Egy dunaujvárosi innovációs kutatás eredményei)
A regionális versenyképesség innovációs tényezői az európai unióban 2. szekció	Veszprém 2011.06.10.	Innováció és (Dunaúj)város [Innovation and (Danube new) city]
Fiatalkorúak VII. Konferenciája 6. A területi tőke	Győr 2011. 10. 14-15.	Innovációs közvetítő szervezetek a felsőoktatásban [Innovation intermediary organizations in higher education]
„Összhang. Tudomány a gazdaságban és a társadalomban” interdiszciplináris tudományos konferenciasorozat Közgazdasági, pénzügyi és területfejlesztési szekció	Dunaújváros 2011. 11.10.	Innovációs közvetítő szervezetek a felsőoktatásban [Innovation intermediary organizations in higher education]
„TANULÁS – TUDÁS – GAZDASÁGI SIKEREK”, avagy a tudásmenedzsment szerepe a gazdaság eredményességében menedzsment szekció	Győr 2010.04.14.	Az innováció és a tudásmenedzsment kapcsolata [Relation of innovation and knowledge management]
"Határok nélküli tudomány. Kihívások és lehetőségek a tudományterületek határán", interdiszciplináris tudományos konferenciasorozat Közgazdaságtudományi, Vezetés- és Vállalkozástudományi Konferencia	Dunaújváros 2010.11.11.	Az innováció emberi oldala [Human side of innovation]