Inthokyawladge Zopacz



In the Knowledge Zone: Knowledge Innovation Principles, Practices and Policies



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Outline

GLOBAL
FORUM
2 0 0 4
Shaping the Future

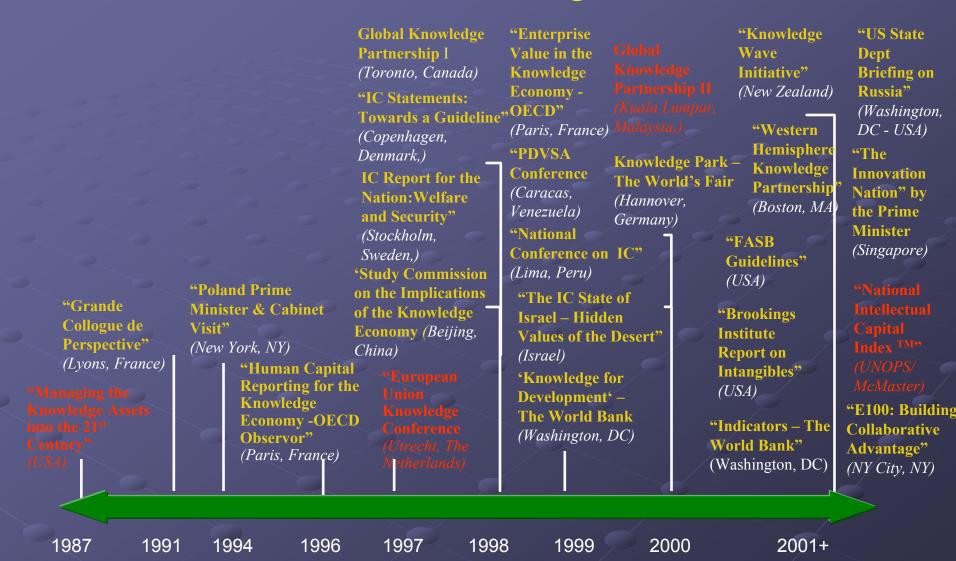
- I. The Innovation Frontier
- II. Architecting Your Future
- III. The Globe as a Network
- IV. Innovation Leadership
- V. A Millennium Vision

Focus on I. The Innovation Frontier

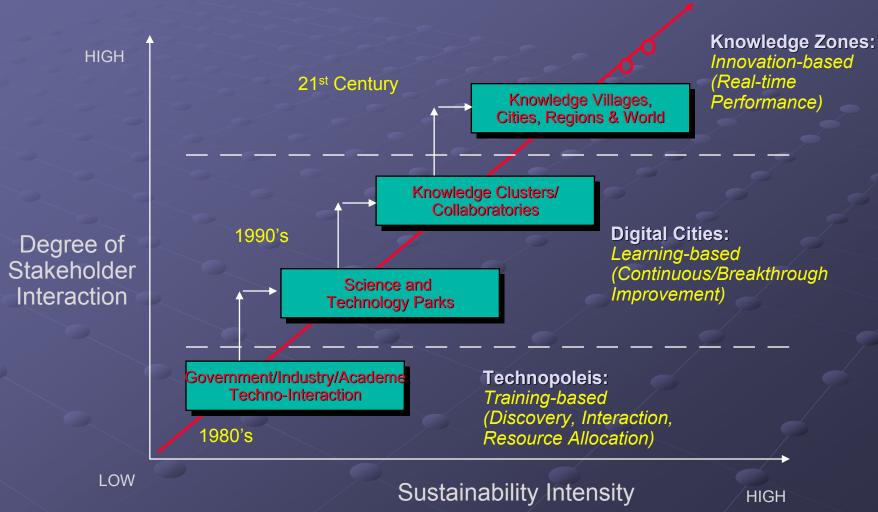
"Economic theory has a problem with knowledge: it seems to defy the basic economic principle of scarcity...the more you use it and pass it on, the more it proliferates...infinitely expansible... What is scarce in the new economy is the ability to understand and use knowledge."

— World Economy Survey, *The Economist*, 1996

Evolution of *Knowledge Economies*



Evolution of *Purpose/Strategy*



Working Premise

The original definition of the NII (that became the GII):

"Facilities and services that enable the efficient creation and diffusion of meaningful information"

Meaningful Information =
Creation and Diffusion =
Facilities and Services =

= Knowledge

Innovation

Network

Therefore,

- 1. The NII/GII was NOT about information as much as knowledge.
- 2. The NII/GII was about the process of innovation the creation of knowledge and the movement to the point of business opportunity and/or the point of need, such as resolving societal problems.
- 3. The NII/GII was NOT about technology as much as networks and networking both human and technical.



DEBRA M. AMIDON

Focus on

II. Architecting Your Future

Every organization - not just businesses - needs one core competence: innovation.

And every organization needs a way to record and appraise its innovative performance."

— Peter F. Drucker, HBR (Jan-Feb, 1995)









Definition: Trade Zones for Knowledge



www.inthekzone.com

- "A Knowledge Innovation Zone is
- (1) a geographic region,
- (2) product/service/industry segment, or
- (3) segment or community of practice in which knowledge flows from the point of origin to the point of need or opportunity."

- "In the Knowledge Zone", Knowledge Management magazine (October 2004)



Drivers for Knowledge Strategy

- Dispersion
- Change / restructuring
- Complexity / interdependencies
- Improving business performance
- Customer relationships
- Need for innovation
- Better enabling technology
- Minimizing uncertainty and risk
- Regulation



 Case study material in the Skyrme/Amidon Report (1997)

- Networks
- Change
- The internet
- Competition between business models
- Free agent nation War for talent
- Virtualization of markets
- Globalization
- Open source movement
- Value of intangibles
- Industrial to digital economy
- Visualization technologies
- Emergence of Knowledge Zones



Davis/Amidon article
 Knowledge Management (2004)

Example: Novo Nordisk Stakeholder Flow

Investors/funders

Risk capital for development and production of new products is rewarded through dividend and share prices.



Society

- As a business, Novo Nordisk impacts through investment, employment, environmental impacts and contributions to GDP/exports.
- As a pharmaceutical company, Novo Nordisk provides knowledge, R&D and healthcare.

Licence to operate

But...
What about the **flow** of knowledge?



← Wages

Productivity →

Novo Nordisk

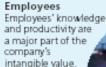
provides products and quality of life to customers, dividend and return on investment to investors, income and profits to suppliers, wage income to employees and taxes to the public sector.





Customers

Our products provide health for customers in interaction with the health sector.





Suppliers

Suppliers profit from the location of Novo Nordisk facilities in their communities



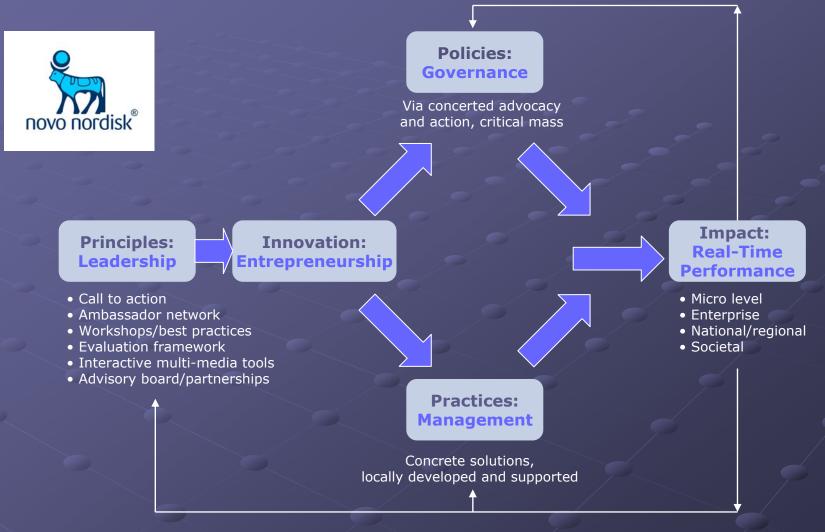


Public sector

Stakeholders and companies pay tax to fund public activities in society. In return they receive services. The green circle illustrates the flow.



Example: DAWN Knowledge Innovation® Process



Knowledge Innovation® System is a registered trademark of Entovation Int'l, Boston, USA



Focus on III. The Globe as a Network

"Information at the speed of light. Instant communication.

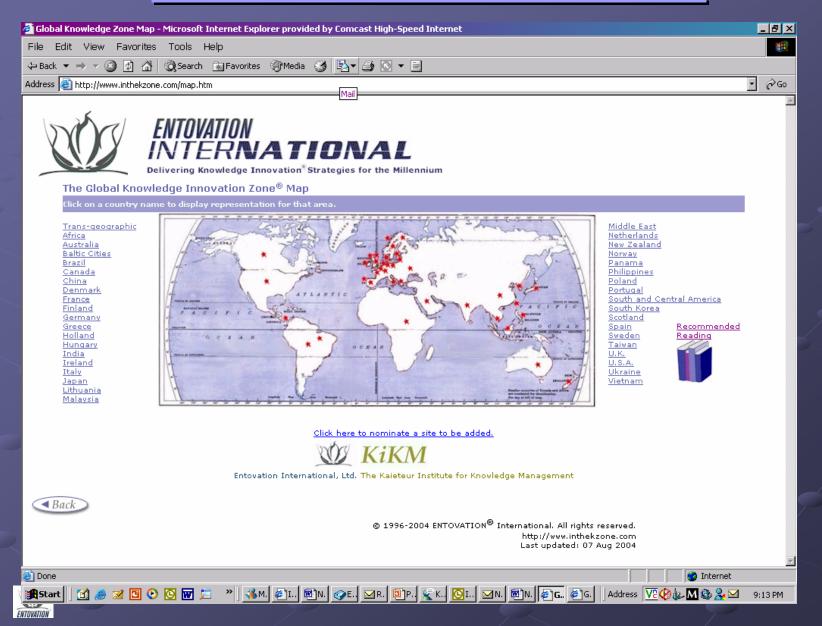
Our planet is ringed with data that practically circles the globe, binding one continent to another.

We have become a global village, where a sneeze in the Tundra can be heard in Antarctica"

- The World Development Report 1999



www.inthekzone.com



Example: Melbourne (Australia)

- ✓ A **state economy** with sufficient critical mass to support world competitive specialization
- ✓ Dependable **regulatory institutions**
- ✓ Responsive and creative **bureaucracies**
- ✓ High quality of life to attract and retain knowledge workers
- ✓ Skills, and research excellence
- ✓ Competitive & collaborative **business culture**
- ✓ Connective infrastructure
- ✓ *Networks* of commercial influence
- ✓ Market access & awareness
- ✓ An inclusive, **open and tolerant society**
- ✓ A collaborative model for implementation



- Source: http://www.businessmelbourne.com.au/

Example: Barcelona (Spain)

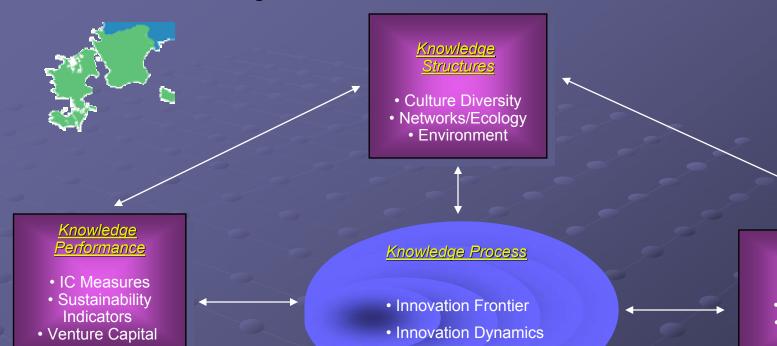
- ✓ A city that has instruments to make **knowledge accessible** to citizens.
- \checkmark A **network of public libraries** that is compatible with the European standards.
- ✓ Access to the new **communication technologies** for all citizens.
- ✓ All cultural facilities and services with a central educational strategy.
- ✓ A city that has **a newspaper- and book-reading level** that is similar to the average European level.
- ✓ A city that has a network of schools connected with artistic instruction throughout its territory.
- ✓ A city that is respectful of the diversity of cultural practices of its citizens.
- \checkmark A city that places the streets at the service of **culture**.
- ✓ A city that simplifies, through the provision of spaces and resources, the **cultural activity** of the community collectivities and associations.
- ✓ A city with **civic centres** that are open to diversity and that foster face-to-face relations.
- ✓ A city that makes available to citizens from other territories all the tools required for them to **express** themselves.



- Source: http://www.barcelona2004.org/eng/



Key Elements of a KIZ



Knowledge Technology

- Inter/Intranets
- Collaborative
- Multi-media

<u>Knowledge</u> <u>Workers</u>

Innovation Strategy

- Entrepreneurs
 - Leadership
- Millennium Generation



http://www.oresund.com



Focus on

IV. Innovation Leadership

"...the most successful companies in the future will be those that learn how to exploit knowledge - knowledge about customer behavior, markets, economies, technology - faster and more effectively than their competitors."

— Lou Gerstner , Former Chairman and CEO, IBM

http://www.entovation.com/kleadmap/index.htm

GLOBAL KNOWLEDGE LEADERSHIP MAP CHARLES ARMSTRONG On tario, Canada CHRISTOPHER BART Hamilton, ON Canada MARCUS SPEH BIRKENKRAHE London
LEIF EDVINSSON ROD SUTHERLAND - Ireland MICHAEL KELLEHER, Wales HUBERT SAINT-ONGE Waterloo, ON Canada Vaxholm, Sweden LARS LARSSON Stockholm, Sweden CLAUDIA LOEBBECKE Denmark DARIUS MAHDJOUBI Toronto, ON Canada NICK BONTIS, Conodo ESKO KILPI LARS KOLIND, Denmark YVONNE BUMA. Netherlands BRYAN DAVIS, Canada BLAINE KENNEDY Nepean, ON Canada. Espoo, Finland KONSTANTIN GOLUBEV Kiev, Ukraine LILLY EVANS, Surrey, England JANIS STABULNIEKS, Latvia CINDY GORDON Toronto Canada -JAN WYLLE, U. . PIETER M. RIBBERS, Tilburg. The Netherlands BOB WELE Collingwood, ON Canada CHARLES GOLDFINGER, Belgium OLIVER SCHWABE, Germany WILFRIED SIHN, Stuttgart, Germany JOERG STAEHELI, SWITZERLand DOUG MACNAMARA Banff, Alta. Canada DAVID SKYRME \ KEITH JONES, Canada KAREN SPEERSTRA Mass CHRISTIAN KURTZKE, Munich, Germany SALLY MOORE, Switzerland New bury, England DEBRA AMIDON Wilmington, MA U.S.A. PHILIP MACIEJEWSKI, Poland JOACHIM DOERING, Munich, Germany STEFAN FAZEKAS, Wien, Austria JEAN MARC LEDUC XENIA STANFORD Alla Canadas FRANK-JUERGEN RICHTER, Switzerland Bihoral, Rouen, France CLINT C. ACKERMAN MANFRED BORNEMANN, Graz, Austria ANTE PULIC Croatia EUNIKA MERCIER-LAUREN TOTAL Woburn, MA U.S.A. STONEY ISHIKA WA ROLF GRUETTER, St. Gallen, Switzerland JOON-SOO YOUN CHARLES SAVAGE, Framingham, MA U.S.A. Drezery, France Tokyo, Japan Kayaku TLU, Istanbul, Turkey Seoul, Körea 💂 GEORGE KOZMETSKY KARL WIIG ANTONIO HIDALGO PIERO FORMICA KENNETH PREISS, Beer Sheva, Israel Arlington, Texas Austin, Texas, U.S.A. IKUJIRO NONAKA Madrid, Spain EDNA PASHER, Herzilya, Israel HOU SHICHANG, China Tokyo, Japan JERRY ASH Florida U.S.A. JOSE GASALLA Bologna, Italy PRODROMOS MONASTIRIDIS, Greece LARRY TODD WILSON AVERYLON SIMONS Madrid, Spain JIN ZHOUYING Birmingham, Alabama FRANCES TSAKONAS, Athens Greece Hamilton, Bermuda Beijing, China FERDINANDO CHIAROMONTE GERARD O CALDER ON RICARD O MONTERO MARTINEZ Rome, Italy ABDULLA M. AL SUBYANI KEVIN MEYER, CA. USA Havana, Cuba PARRY NORLING, U.S.A. SHERIDAN TATSUNO LYNNE Dammam, Saudi Arabia SCHNEIDER JAM ALEJANDRO FERNANDEZ PEDRO DAS NEVES, Lisboa, Portuga LA VAN NGUYEN, Vietnam CA. USA PHAN DUNG BARUCH LEV. New York Caracas, Venezuela VIKAS NATH, New Deli, India MAHMODUL HASAN, Bangladesh Vietnam SERAFIN TALISAYON TOM MALONE, N.C. USA LUIS OVIDIO GALVIS CARO VIDYARATHA KISSOON The Philippines BOB FRANCO, USA CHIN HOON LAU Medellin, Colombia George town, Guyana, South America GERALD A. YEARSLEY DAVID COLEMAN, USA Johor Bahru, Malaysia ELANA GRANELLERA MIRO WAHRAFTIG, Curitiba, Brazil LARRAINE SEGIL. USA J.O. AKINBOYE, Nigeria Singapore Caracas JOHN HIBBS, USA **NEILA CUNHA** PARTHASARATHI BANERJEE OLIMPIA SALAS, Caracas Venezuelas Viamao, Brazil New Dehli, India LUIS E. MALPARTIDA, Peru GEORGE POR, MANUEL M. BENITEZ CODAS MARCOS LUIS BRUNO Ben Lomond, California Asuncion, Paraguay Sao Paulo, Brazil ANTONIO HOLGADO RAVI PALEPU. KARL-ERIK SVEIL WALDEMAR DE GREGORI Zimbabwe F. JAVIER Santiago, Chile Brisbane, Australia Brazilia, Brazil CARRILLO GAMBOA, Mexico SANTE DELLE VERGINI, Melboume, Australia DELFIN RABINOVICH TEBOHO MOJA STUART & BRIAN HENSHALL Buenos Aires, Argentina South Africa Auckland, New Zealand Matieland, South Africa KEN JOHNSON, Alice Springs, Australia



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Knowledge Innovation Zone Key (KIZ) *Principles*

- Knowledge Purpose
- Knowledge Commerce
- Abundant Economy
- Knowledge Fusion
- Boundaryless Intellectual Capital
- Knowledge Governance
- Knowledge Enabling Grid





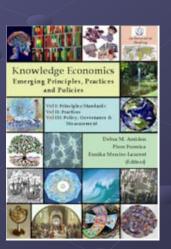
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Developing KIZs: Methods/Tools

- Methodology/Software KIS
- Knowledge Cities Manifesto
- Books: Individual and Collaborative
- Training Courses Gyroscope
- Collaborative Technology CoLayer









SNA Analysis and more...

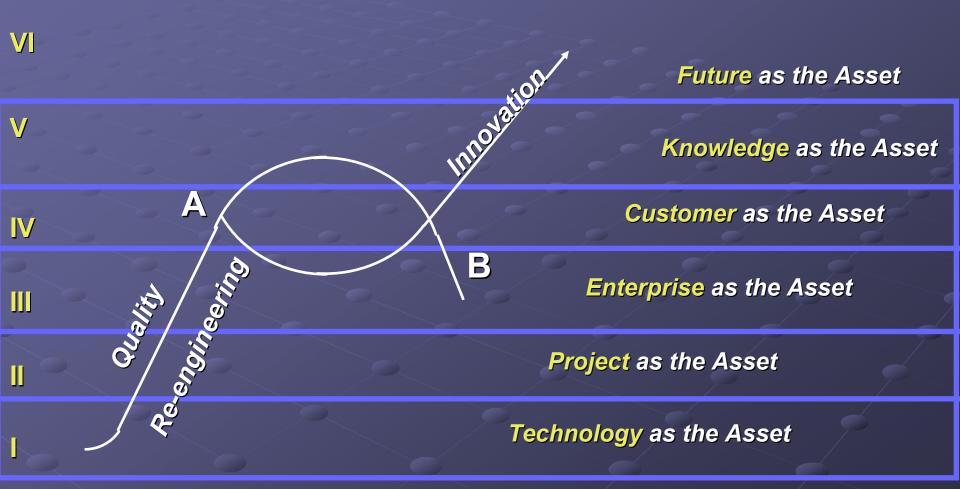


Focus on V. A Millennium Vision

"Less than 2% is spent on the future perspective. Some companies are even lower than 1%! Although the urgent business of everyday life is important, it is not as important as the future."

— Comments at 1999 ALPBACH by Albert Hochleitner, Director General, Siemens, Österrich

Emerging Wave of 6th Generation



The Knowledge Millennium Generation

Organizations 1. Sharing knowledge and practice>
Sharing meaning and goals 2. Private knowledge sold by experts>>Public Knowledge shared to increase social responsibility 3. Organizations based on structures of roles and tasks>>>Organisations based on cultures of relationships
4. Individual points of view>>> Group perspectives

Values 5.From arrogant certainty>Humble doubt 6.Value based on money>>Value based on wisdom

Purposes 7.Progress based on novelty>Sustainability based on experience 8.Environmentally destructive knowledge exploitation>>Environmentally sustaining knowledge contribution 9.Digital technology as a knowledge delivery mechanism>>Digital technology as a knowledge creation tool



In the Knowledge Zone:

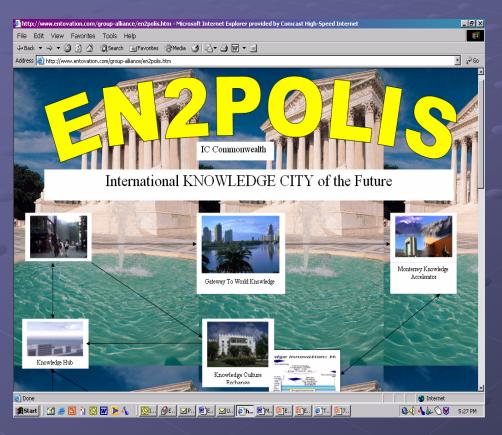
<u>Primary</u> Indicators

- Human Capital High education levels and deep pools of talent...artists, scientists
- Intellectual Capital Advanced mental models, mindsets, values, IC metrics, IP, Patents, Licensing activity, Reputation capital; Diversity & Respect for others; Adaptability....
- Infrastructure Capital Directories and maps to knowledge repositories, resources, expertise, networks, and communities of interest and practice; Networks of Institutions Of Higher learning Libraries, Universities, R & D labs, Institutes, Think Tanks, Art Schools
- Social Capital Shared culture and spirit of creativity, innovation...Collective respect for indigenous and local knowledge and customs
- Relationship & Network Capital Extensive Knowledge oriented alliances and partnerships...



In the Knowledge Zone:

EN2Polis Sample Revenue Units



- · I⁴C Institute
- · Future Centre
- Knowledge Exchange
- Knowledge Adventure Tourism
- · Cyber U Gyroscope
- Knowledge Community Hub CoLayer
- · Knowledge Millennium Olympiad
- · Knowledge Culture Exchange
- · Club Know
- · World Knowledge Bank
- · Reflective Learning Centre knowledge & values
- · Innovation IC Olympics
- · Knowledge Accelerator Incubator

Blueprint for 21st Century Knowledge Innovation

The Stretch

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Technology

Cross-Functional

Integration

Intranet

Cross-Sector Interaction

Internet

Regional/Int'l Collaboration

Behavior

Economic Performanc e

Practices

Policies

Principles/ Standards

Enterprise

National

Societal (Global Scale)

(Within Organizations) (Between Organizations)



The Vision...

In the knowledge-based economy, human development depends not on having more but by being more - becoming a co-creator of the future of humanity.



"We are creating a new economic world order based upon the flow of knowledge, (not technology), innovation (not solutions), value-systems (not chains), stakeholder success, (not satisfaction), and international collaboration (not competition)."

"Global Momentum of Knowledge Strategy" 1999



Asky Obninself Ask yourself -Are you ready to innovate our future...together?



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