



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



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ENTOVATION International, Ltd.



# Outline



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



Focus on  
*Focus on*

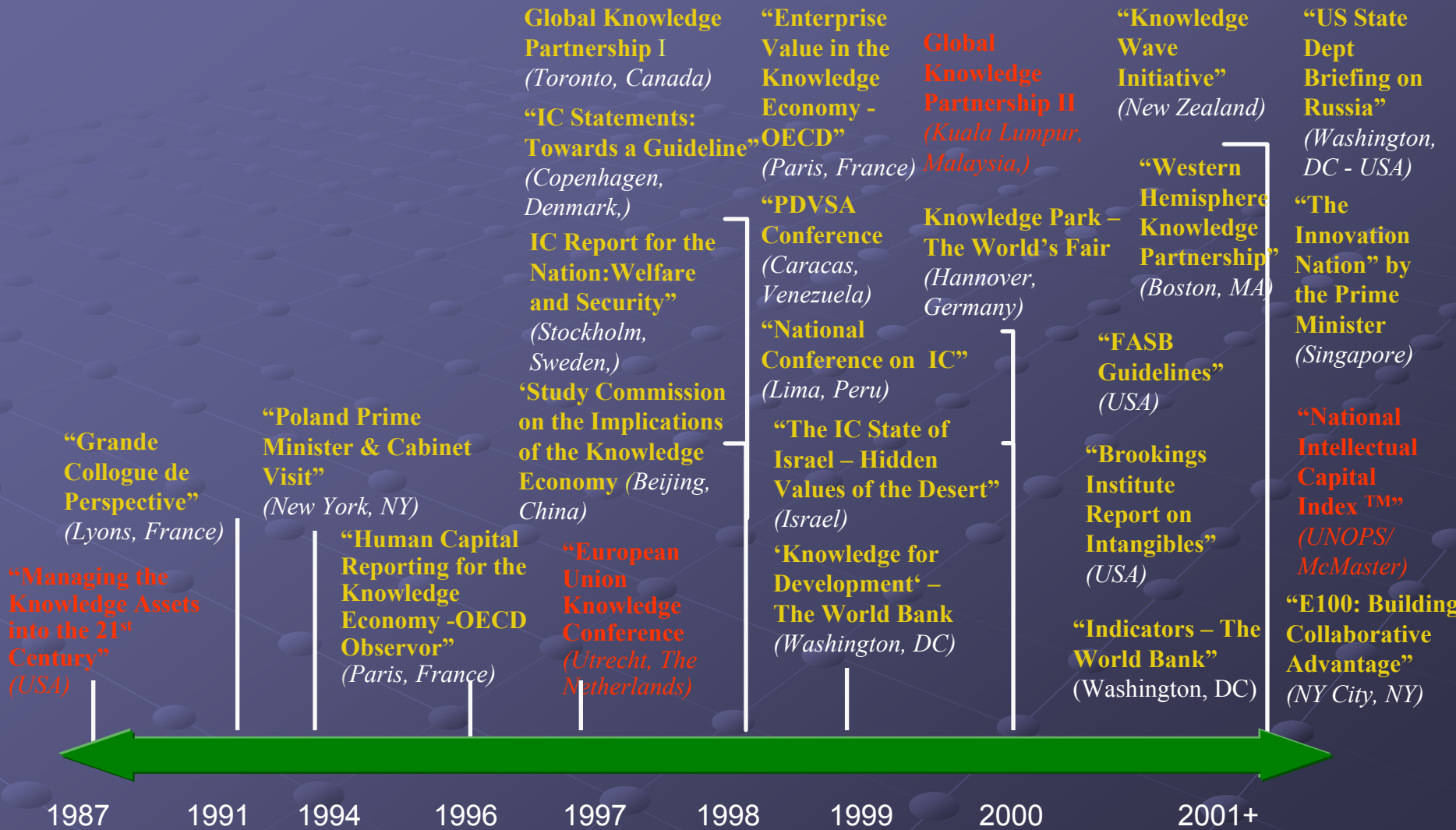
# **I. The Innovation Frontier**

*“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.”*

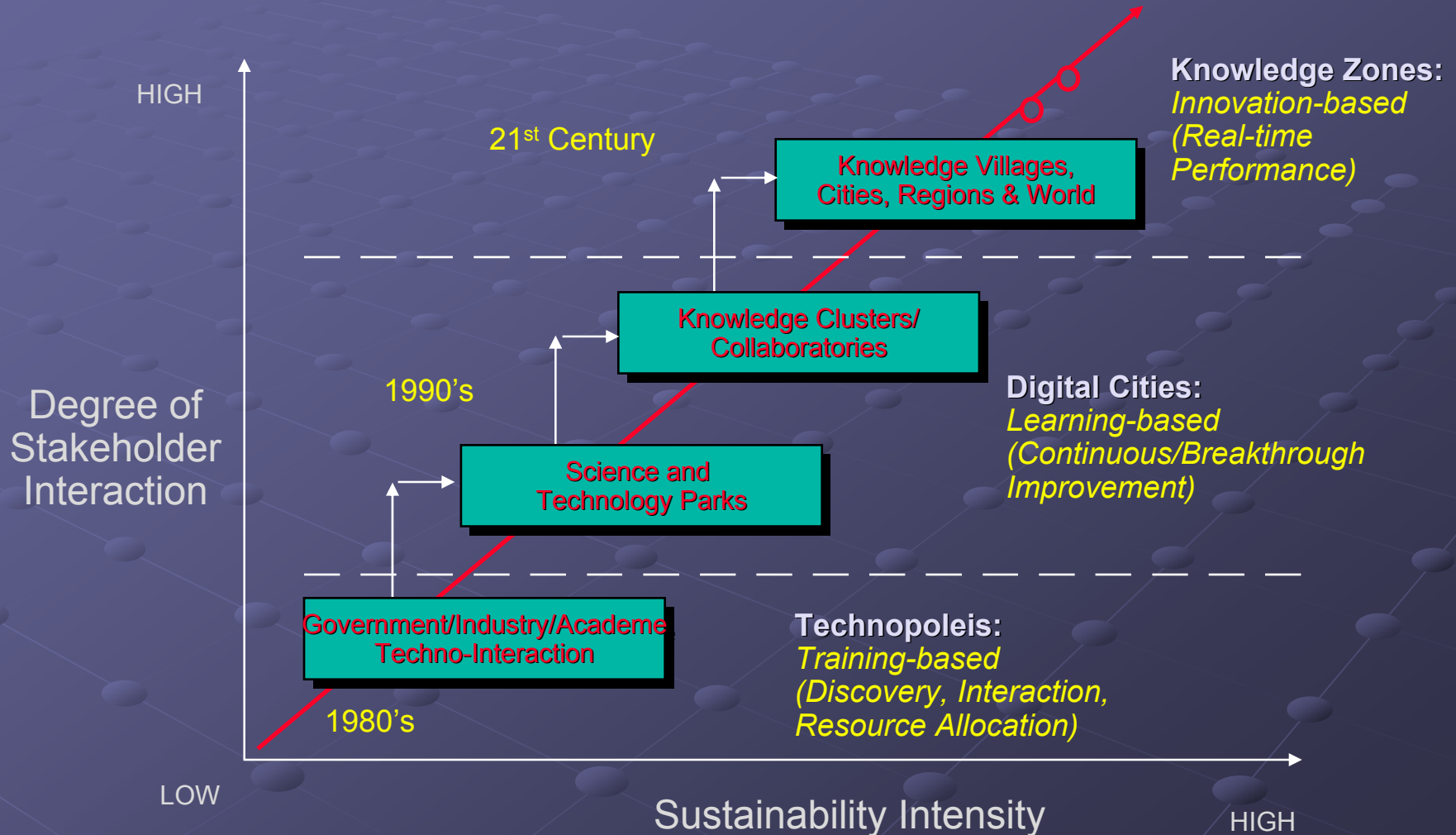
— World Economy Survey, *The Economist*, 1996



# 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

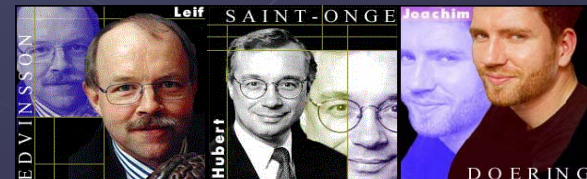
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Knowledge  
Innovation  
Network



*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.



# 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](http://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)



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# 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*
- *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*



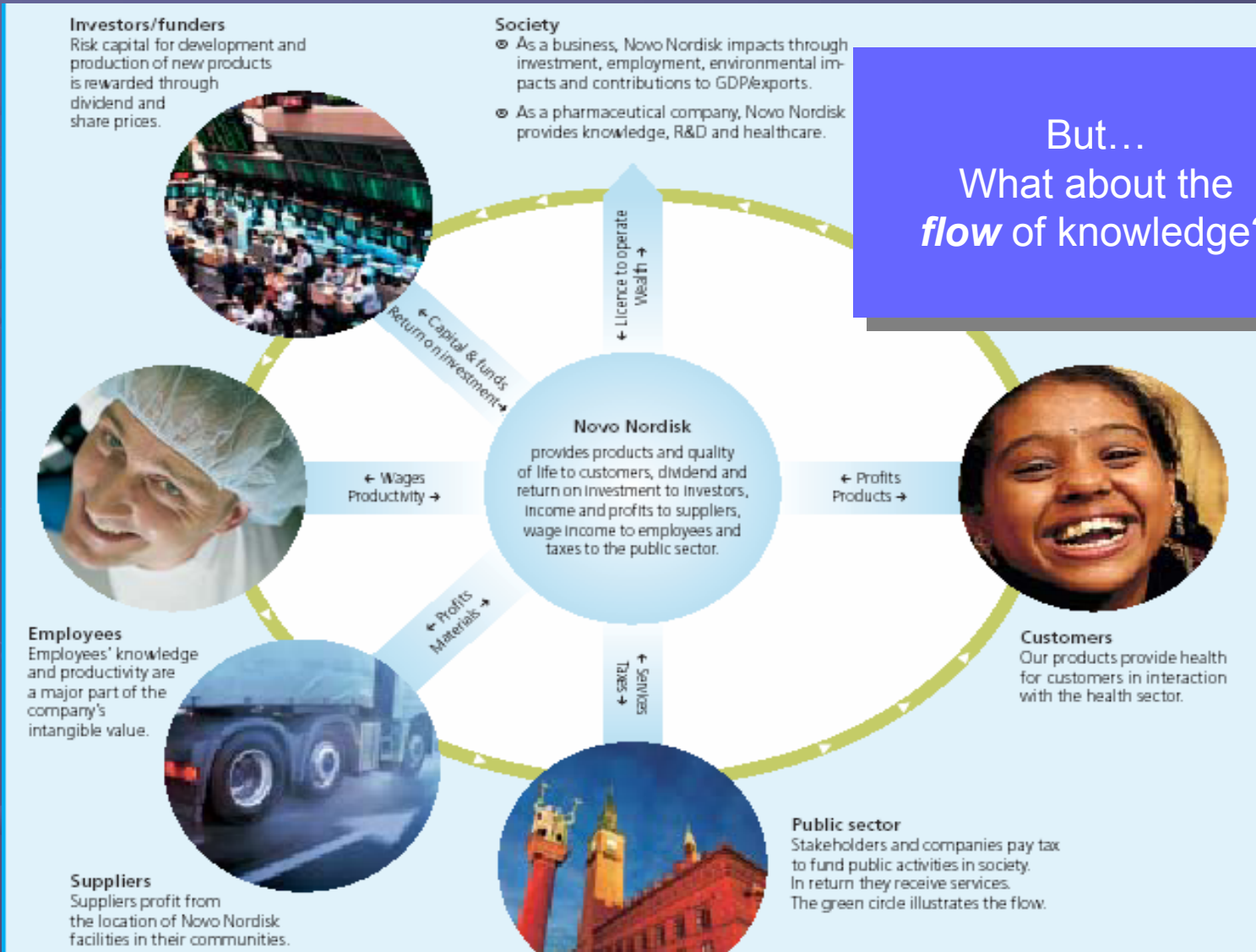
- Case study material in the  
Skrme/Amidon Report (1997)



- Davis/Amidon article  
Knowledge Management (2004)

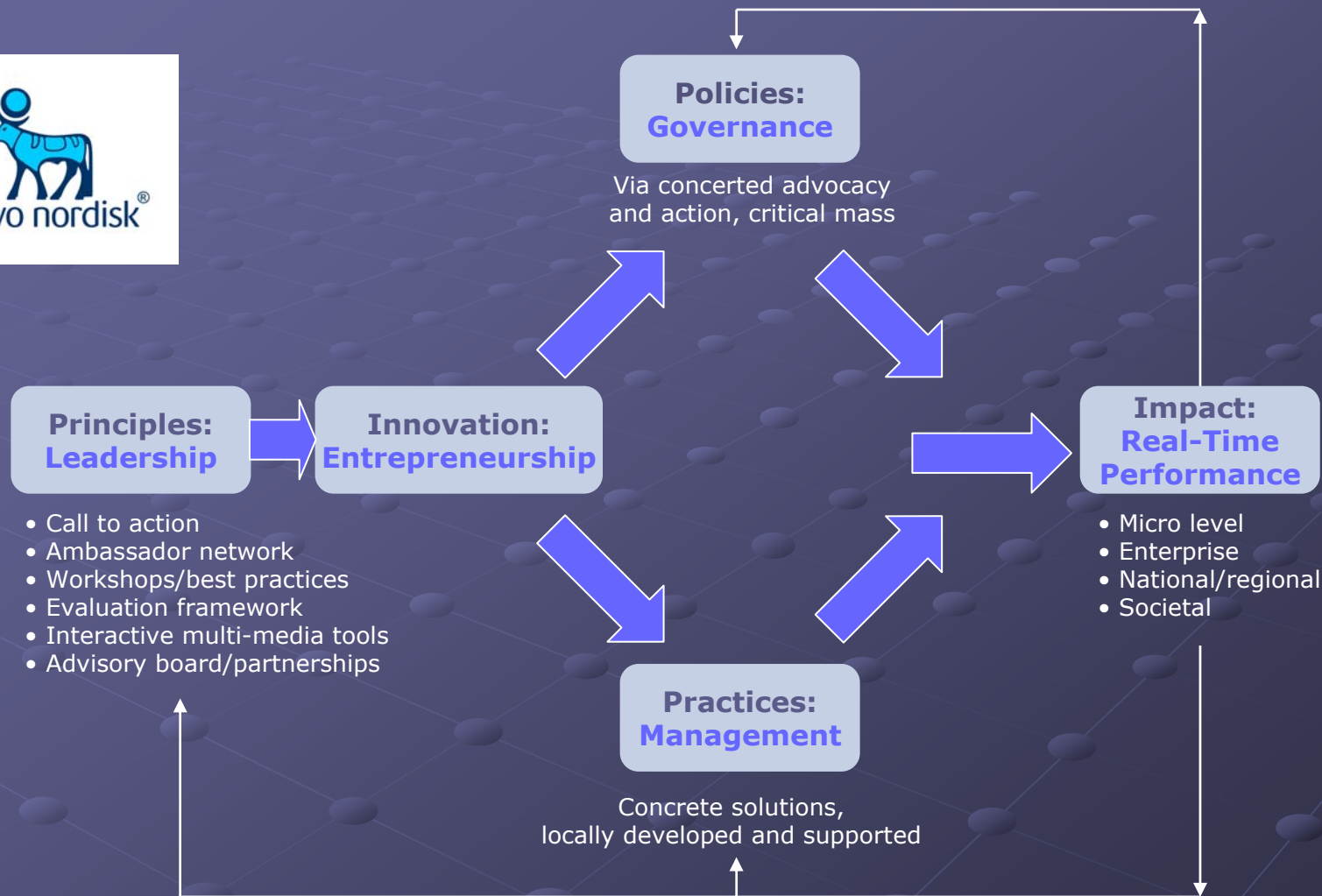


# Example: Novo Nordisk Stakeholder Flow



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

# Example: DAWN Knowledge Innovation® Process



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*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](http://www.inthekzone.com)

Global Knowledge Zone Map - Microsoft Internet Explorer provided by Comcast High-Speed Internet

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Address <http://www.inthekzone.com/map.htm>

## ENTOVIATION INTERNATIONAL

Delivering Knowledge Innovation® Strategies for the Millennium

### The Global Knowledge Innovation Zone® Map

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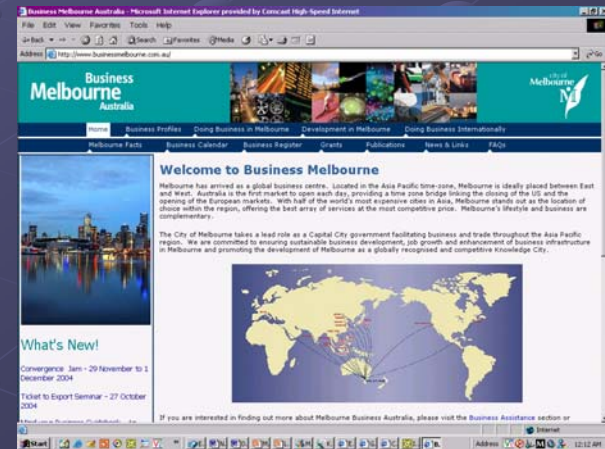
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# Example: *Melbourne (Australia)*

- ✓ *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)*

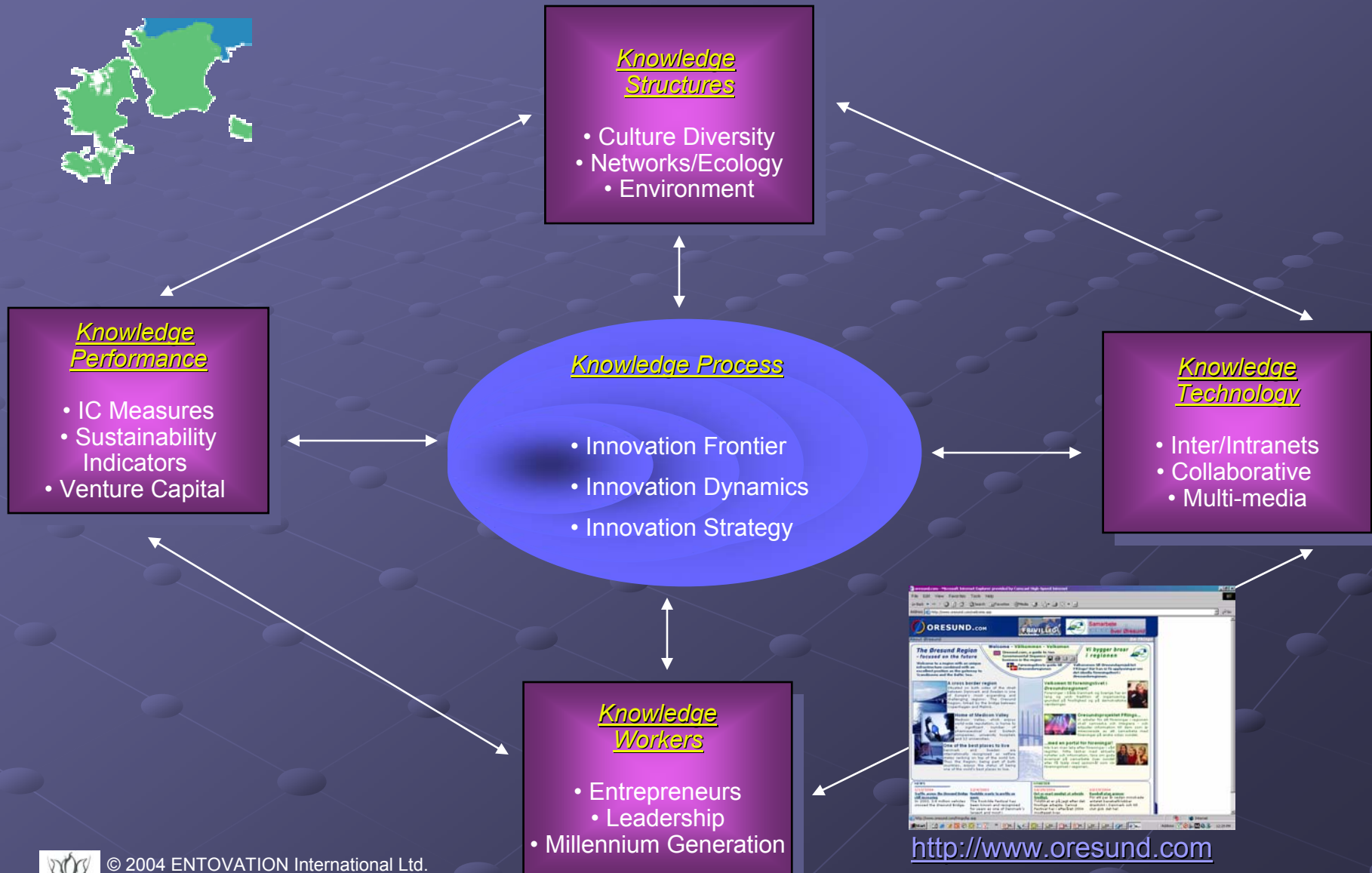
- ✓ *A city that has instruments to make **knowledge** accessible to citizens.*
- ✓ *A **network of public libraries** that is compatible with the European standards.*
- ✓ *Access to the new **communication technologies** for all citizens.*
- ✓ *All cultural facilities and services with a **central educational 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.*
- ✓ *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





*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*



## GLOBAL KNOWLEDGE LEADERSHIP MAP



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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



<http://www.inthekzone.com>

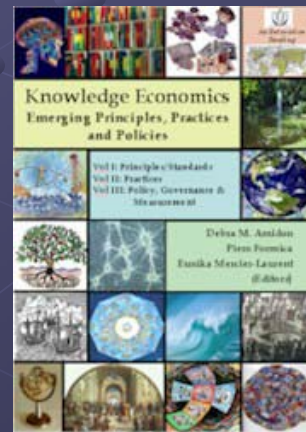


**KiKM**

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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...*



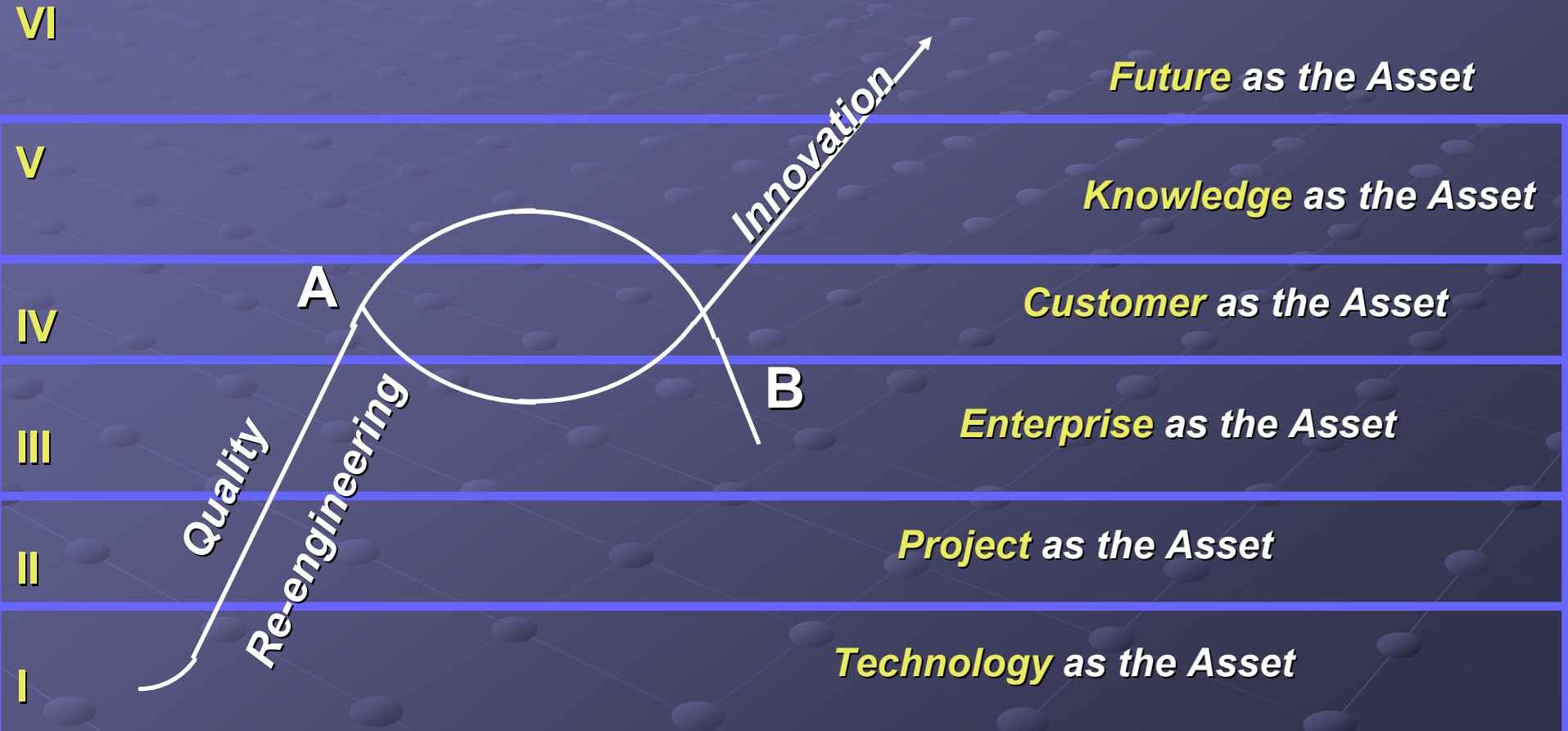
# *Focus on* **V. A Millennium Vision**

*“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 , Österreich



# Emerging Wave of 6<sup>th</sup> 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:

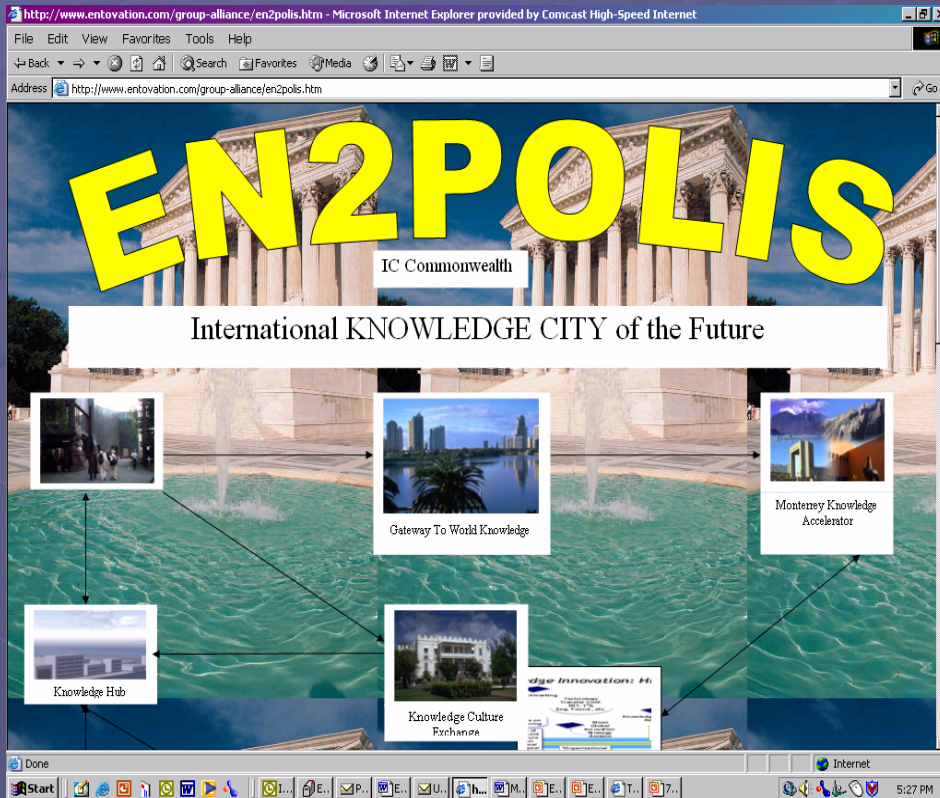
## *Primary Indicators*



- **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...



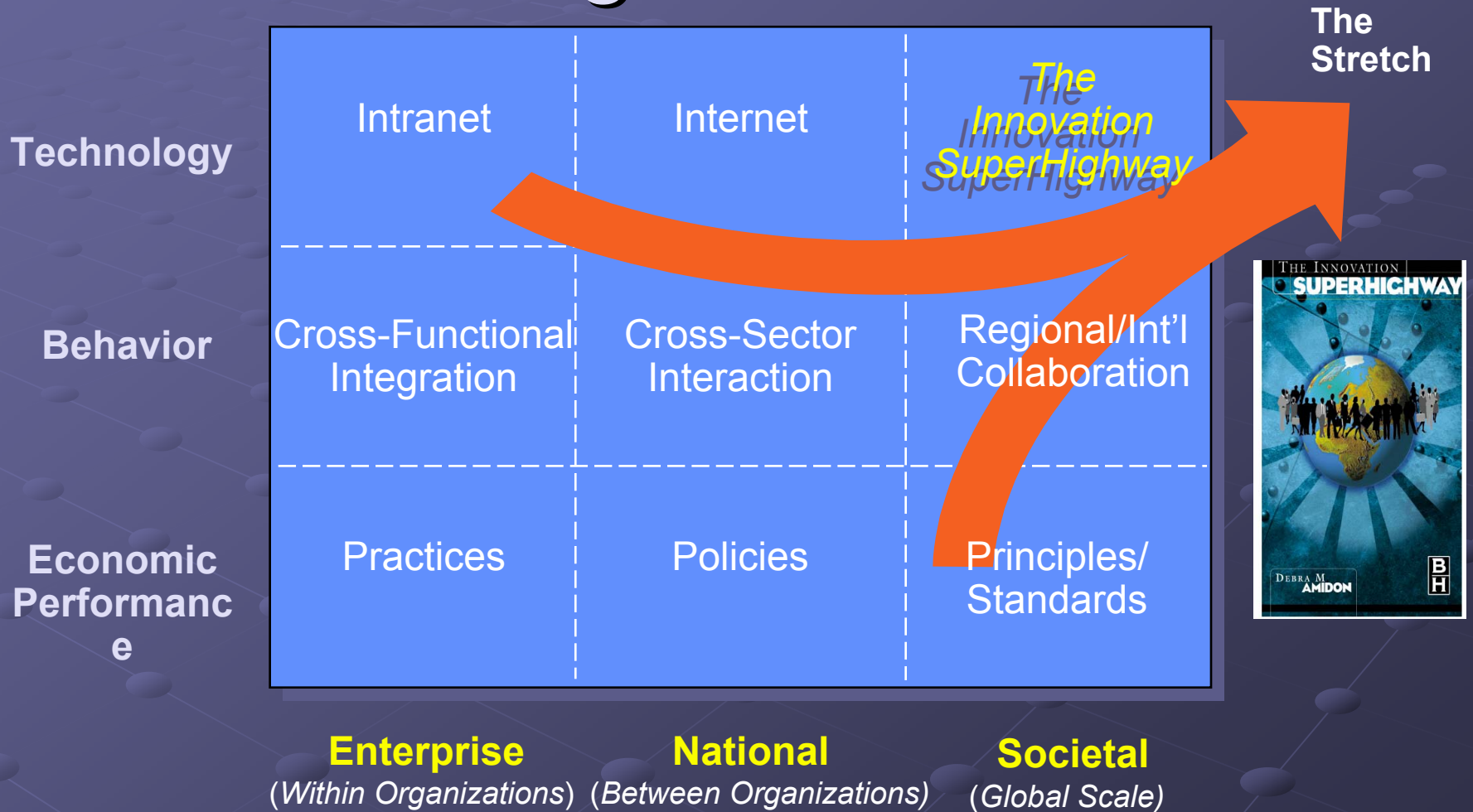
# In the Knowledge Zone: *EN2Polis Sample Revenue Units*



- *I<sup>4</sup>C 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 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



