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*A Call for the Bretton Woods
of the Knowledge Economy*



**3rd International Congress
and IFKAD
17-18 February 2009
Glasgow, UK**

**ENTOVATION
INTERNATIONAL**



Debra M. Amidon
Founder and CEO
ENTOVATION International Ltd.



Trapeze School New York (TSNY)



<http://video.about.com/adventuretravel/Trapeze-School.htm>

<http://www.newyork.trapezeschool.com>



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Photos by Bevin Murphy & Carol Hayes

Why the Trapeze Parable?



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Photo by Morozova Tatiana

Transformation of Fear



- “I know that I must let of the old trapeze completely and, for a moment, cross space before being able to grab onto the new one...”
- “..rise above the dark emptiness of ‘the past gone by, the future not yet come’.”
- “...the transition zone is the only real thing and trapezes are illusions that we create to avoid the emptiness in which real change, real growth occurs.”

Warriors of the Heart by Danaan Parry (1996)

<http://www.entovation.com/gkp/trapeze.htm>

Photo by Morozova Tatiana



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Outline



- *Metaphor and Roots*
- *The Concept*
- *Concept in-Practice - The KIZ World*
- *Measuring - The Triple Knowledge Lens*
- *Managing - The P⁷ KIZ Blueprint*
- *Innovating our Future...*



Bretton Woods – July 1944



***“Creation of a dynamic world community
in which the peoples of every nation
will be able to realise their potentialities for peace.”***

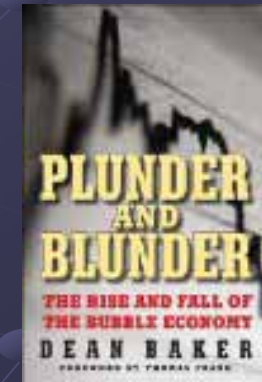
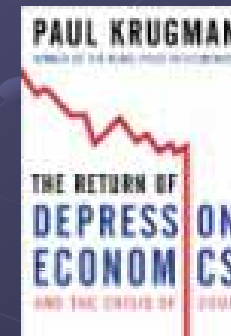
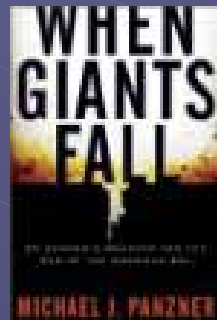
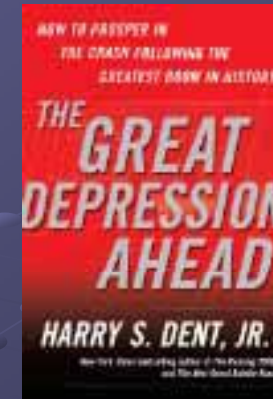
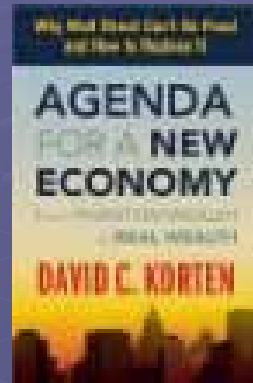
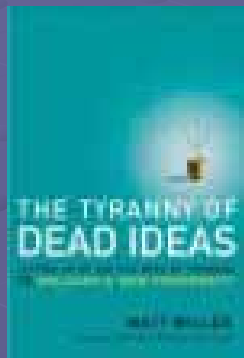
- Henry Morgenthau, Opening Address
Bretton Woods Conference





- The **Bretton Woods system of monetary management** established the rules for commercial and financial relations among the world's major industrial states in the mid 20th century.
- 730 delegates from all 44 allied nations.
- The Bretton Woods system was the first example of a fully negotiated monetary order intended to govern monetary relations among independent nation-states. Thus, it is their similarities rather than their differences that appear most striking.
- Created the International Monetary Fund.
- Established The World Bank.
- To ensure economic stability and political peace, states agreed to cooperate to regulate the international economic system.
- All the participating governments at Bretton Woods agreed that the monetary chaos of the interwar period [The Great Depression] had yielded several valuable lessons.

Today: New Economics Books – Any Good News?!





● “Today, we have ‘a common opportunity’ to build a stable new world order because the international economic system has to be rebuilt.”

– Dr. Henry Kissinger (2009)

China View: 2009-01-06 12:57:35



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Focus on
Focus on

Roots of a Journey



Definition #1: Knowledge-Based Economy:

An economy where organizations and people innovate* knowledge -- existing and new -- to enhance economic growth and collaborative advantage.

* Innovate = create, exchange, apply, commercialize



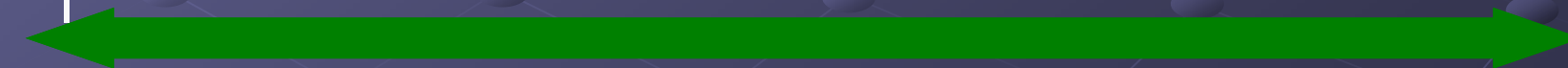
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Knowledge Economy Roots...



“Managing the Knowledge Assets into the 21st Century” (USA)

“If we can agree that the knowledge base of the United States is our most precious resource, then we can begin to manage it more effectively. This requires a re-thinking of how the **intellectual capital** of each sector – education, government and industry – should be developed and applied to the dual goals of the advancement of science and technology as well as the international competitiveness of our nation.” (1987)

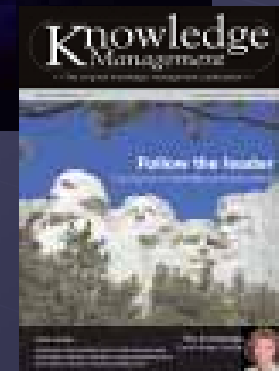


1987 1991 1994 1996 1997 1998 1999 2000 2001+



Kaleidoscopic Dynamics

- *Social entrepreneurship*
- *Trend complexity and velocity*
- *Web 2.0*
- *Competition between business models*
- *War for talent - Free agent nation*
- *Virtualization of creative and knowledge markets*
- *Globalization networks*
- *Open source movement*
- *Value of intangibles*
- *Industrial to digital economy*
- *Visualization technologies*
- *Emergence of Knowledge Zones*



NOTE: It's the *compounding effects*...



Sustaining Economic Viability...



Threats From Nature



Man Made Security Threats

Requires New Mindsets:

Intuition, Imagination, Innovation



Knowledge Economics: Tri-Volume Set

“These volumes will become definitive texts in the field of Knowledge Dynamics.”
- Dr Martin Curley, INTEL Director Innovation



31 authors from 17 countries
Tartu University Press

- **Volume I:** Principles and Standards
- **Volume II:** Practices
- **Volume III:** Policy, Governance and Standards

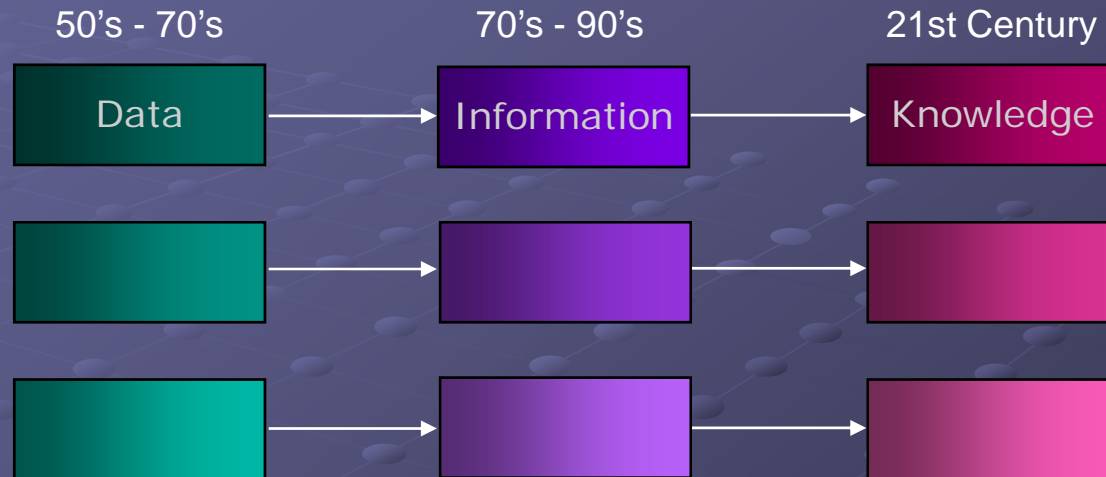


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1st Law of Knowledge Dynamics



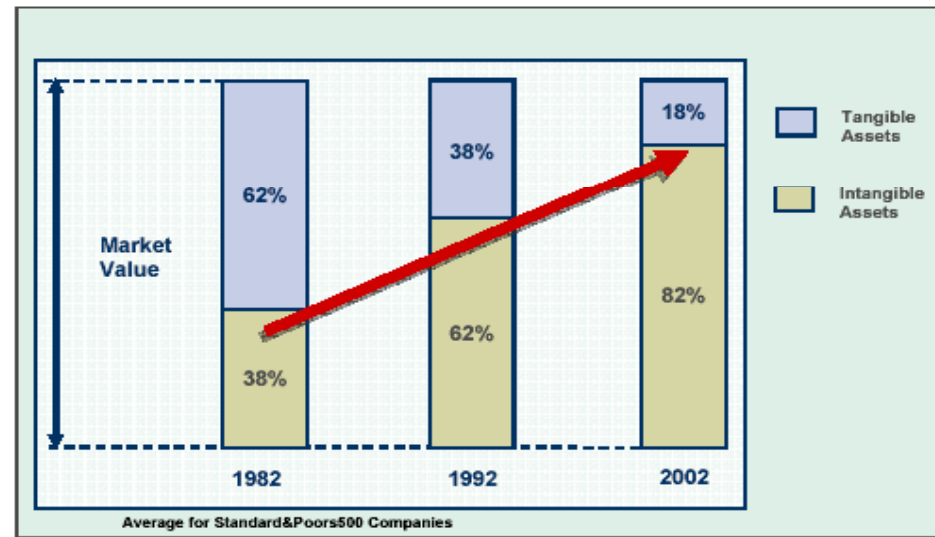
Knowledge Economics
(Amidon, Formica and Mercier-Laurent 2006)



1 **Knowledge** – in the form of Intellectual Capital (IC) -
is a multiplier of economic wealth.



The transformation of the asset basis of corporations



Energy + Industrial Assets

- Machinery & equipment
- Physical Infrastructure
- Inventory

Efficient Production

Knowledge + Intangible Assets

- Human + Intellectual Capital
- Innovation power / R&D pipeline
- Brands and Relationships

Intelligent Enterprise

- Juergen H. Daum (2003) "Intangible Assets and Value Creation". Figure 1.1: Development of the value of intangible assets as a percentage of total market value of S&P 500 companies between 1982 and 1999.



In the Mainstream...



Making Connections

“As companies extend metrics into various aspects of operations, they are often eager to discover linkages between them. What use is an improved customer-satisfaction score, after all, if there is no indication that it drove more sales? This attempt to relate one or more metrics to others is often labeled “business analytics” or “data-driven decision making,” although the lines between these and similar terms are blurring.”

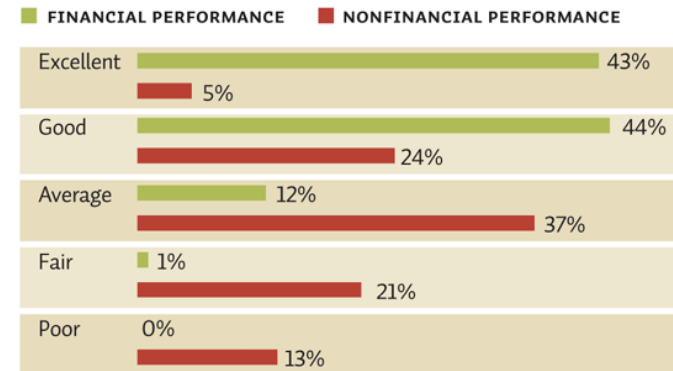
- CFO magazine June 2007



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NOT MEASURING UP

Executives are far more confident in their organization's ability to measure and monitor financial performance versus nonfinancial performance.



Source: Deloitte, 2007

WHERE METRICS MATTER

In what areas would senior management benefit from higher-quality information?*



Source: Deloitte, 2007

*Multiple answers permitted



<http://knowledge.insead.edu/home.cfm>

BusinessWeek

- Innovation Economics:

http://www.businessweek.com/magazine/content/08_38/b4100052741280.htm?link_position=link1

- Closing American's Innovation Gap:

http://www.businessweek.com/magazine/content/08_38/b4100052741280.htm?link_position=link1

- Innovate out of the Economic Downturn:

http://www.businessweek.com/magazine/content/08_38/b4100052741280.htm?link_position=link1



The Real Value of Intangibles

by Denise Caruso

(S+B – HBS, Booz & Co)

There is no accepted standard for appraising the worth of nonphysical assets like brands, human capital, and managerial expertise. Yet these are the essence of 21st-century business.



BusinessWeek

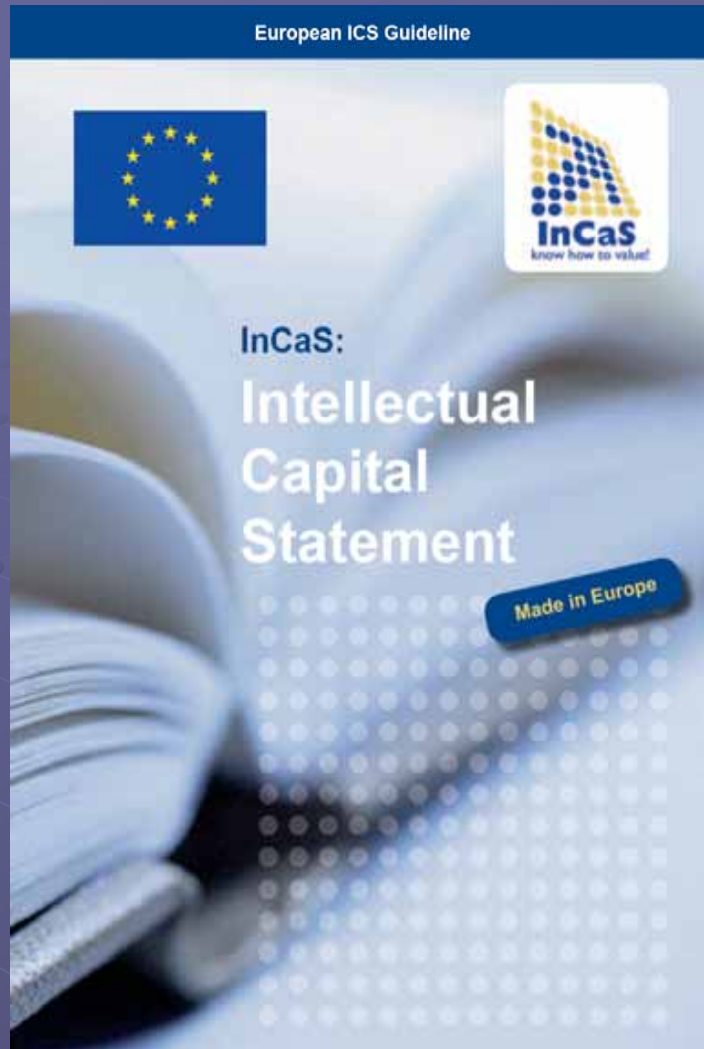
- “Yet beneath the gloom, economists and business leaders across the political spectrum are slowly coming to an agreement: Innovation is the best—and maybe the only—way to get out of its economic hole. New products, services, and ways of doing business can create enough growth to enable Americans to prosper over the long run.
- “But here's the conundrum: Money alone does not guarantee successful innovation.”
- “The new field of innovation economics addresses this gap between spending and results .”

– Michael Mandel, Chief Economist BusinessWeek (2008)

INFOCUS: September 11, 2008



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“Knowledge and Innovation have already become the major competitive advantages of many companies...

Intellectual capital (IC) forms the basis for high quality products and services as well as for organizational innovations.”

- *Strengthen the competitiveness and innovation potential of European organizations by systematically activating their IC.*
- *Establish IC Statement as an important and valuable management tool in a Knowledge-driven economy.*
- *Integrate and consolidate individual national approaches on ICaS on a European Level.*

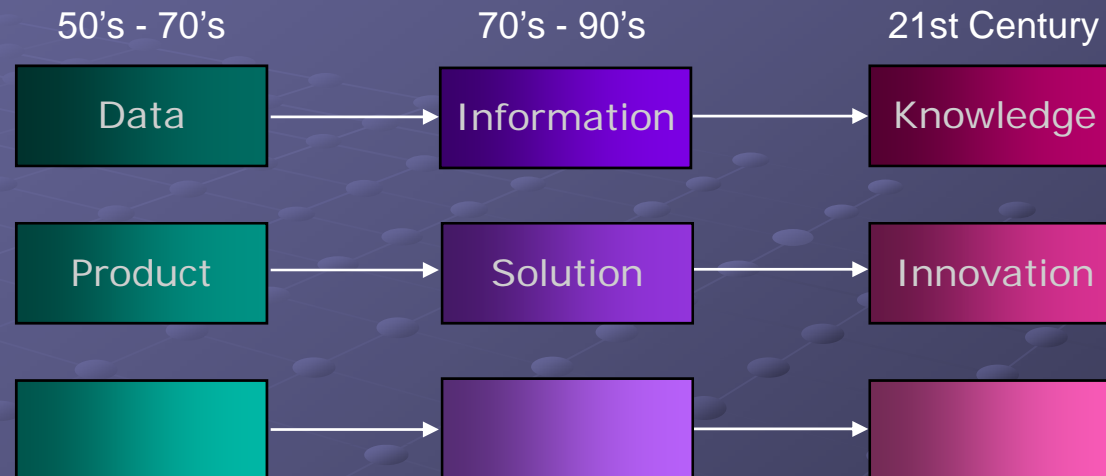
“Backbone of the European Economy”



2nd Law of Knowledge Dynamics



Knowledge Economics
(Amidon, Formica and Mercier-Laurent 2006)



- 1 Knowledge** – in the form of Intellectual Capital (IC) - is a multiplier of economic wealth.
- 2 Innovation Value** is created when knowledge moves from origin to the point of highest need or opportunity.



IBM - Institute for Business Value (IBV)



Delphi – Innovation Summit



INTEL – Innovation Value Institute (IVI)



INNOVATION VALUE INSTITUTE™
"managing IT for business value"

INTEL – UN Global ICT Alliance



Time to learn and prosper...together

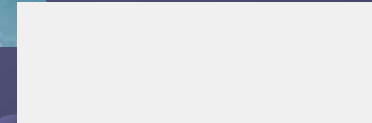
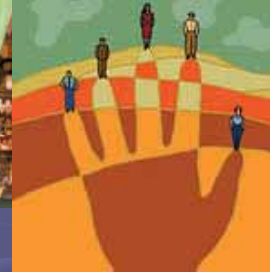
World Summit on Innovation and Entrepreneurship (WSIE)

How Would You Like To Know Where The World Is Heading?



- 80 speakers around the globe
- 58 countries
- 650 participants
- 6 themes
- 26 sponsors
- no presentations
- real-time voting
- detailed aspirations
- commitments to action
- focus on impact
- media highlights
- published report
- virtual dialogue





- “I believe that innovation and global integration are two sides of the same coin. Global integration is the new playing field, and innovation is how you win the game.”

– IBM's Sam Palmisano, [2009 Thoughtbook](http://www.kauffman.org/about-foundation/kauffman-thoughtbook-2009.aspx) of the Kaufmann Foundation

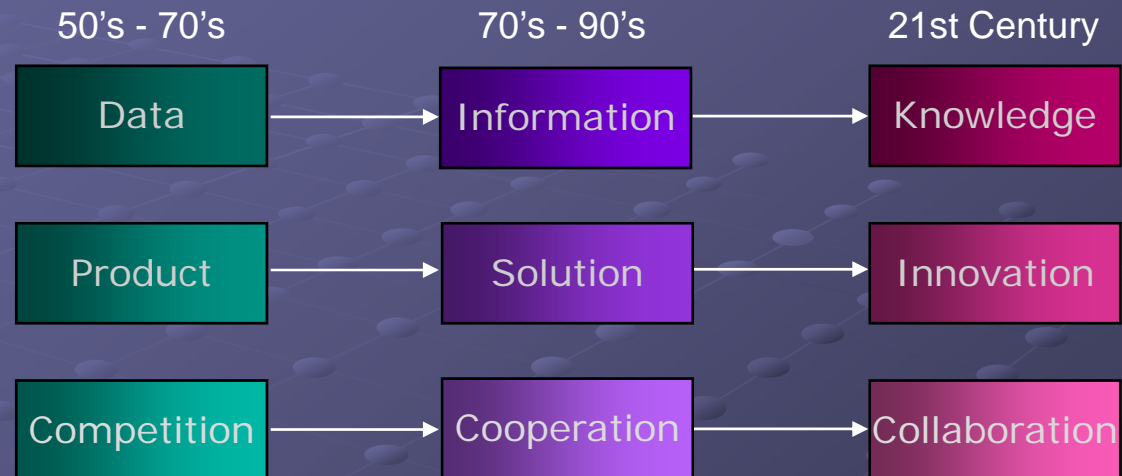
<http://www.kauffman.org/about-foundation/kauffman-thoughtbook-2009.aspx>



3rd Law of Knowledge Dynamics



Knowledge Economics
(Amidon, Formica and Mercier-Laurent 2006)



- 1 Knowledge** – in the form of Intellectual Capital (IC) - is a multiplier of economic wealth.
- 2 Innovation Value** is created when knowledge moves from origin to the point of highest need or opportunity.
- 3 Collaboration** for mutual leverage provides best utilization of tangible and intangible resources.





- Accelerated globalization.
- Constant technology advances.
- Intensified competition.
- 765 CEOs and thought leaders
- 21 industries around the world

Finding: 65% of CEOs expect to collaborate to radically change their enterprises over the next two years with an increased focus on operational and business model innovation as the key drivers of sustainable performance and change.

“The nature of innovation – the inherent definition of innovation – has changed today from what it was in the past. It is no longer individuals toiling in the laboratory, coming up with some great invention. It’s not a individual. It’s individuals. It’s multi-disciplinary. It’s global. It’s collaborative.”



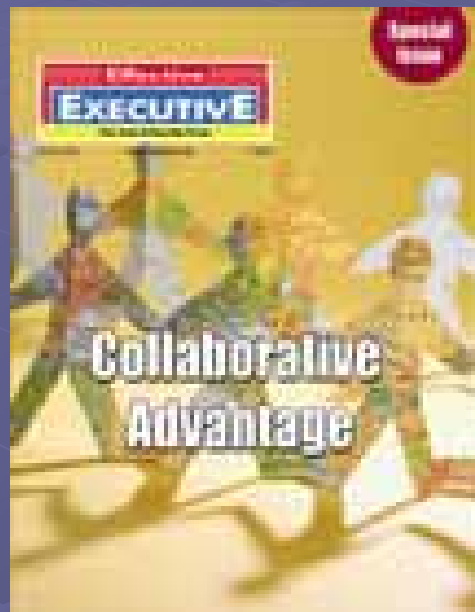
<http://www-935.ibm.com/services/uk/bcs/pdf/g510-6259-01-the-global-ceo-study-2006.pdf>



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Leadership: ICFAI, CII and TiE

<http://www.TiE.org/>



<http://www.iupindia.org/308/ee.asp>

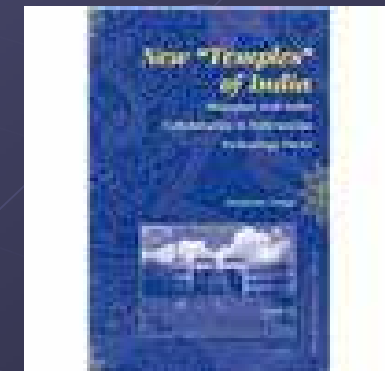
Collaborating for Innovation
From Concept to Zone Practice



Opportunities for India:

- Convert demographic dividend into a global leadership advantage
- Produce at least 30 Fortune 100 firms.
- Generate over 10% of world trade
- **Become the crucible for global innovations**
- Nurture a vibrant renaissance of world-class contemporary art, science, research and education
- Set the benchmark for a global model of harmony and prosperity through diversity

<http://indiaat75.in/>



*New Temples of India:
Singapore and India Collaboration
in Information Technology Parks*
- Yahya, Faizal Bin

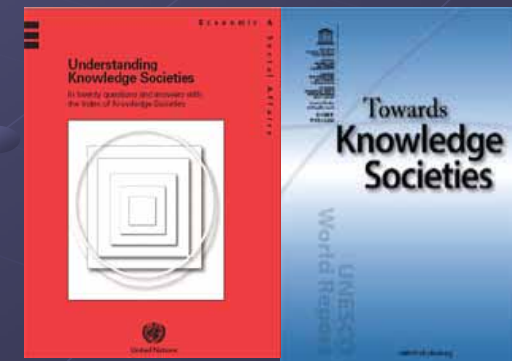


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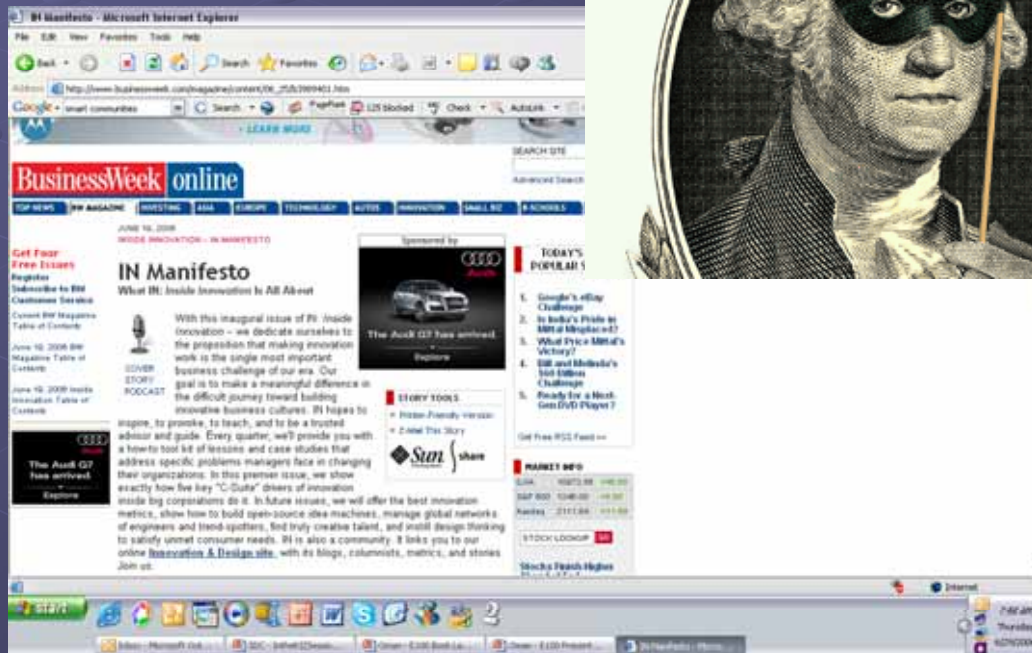
“The underlying truth is that the Knowledge Society is not only about rushing in with a diffusion of the Internet or the development of new technologies. Rather, it is about developing a society that maximizes the ability of all its members to participate in the process of knowledge production and diffusion. The Knowledge Society is not about technological innovations, but also about human beings.”

- “*Understanding Knowledge Societies*” (UN Division for Public Administration and Development Management) 3/11/2005

-*Knowledge Societies*
(UNESCO) 6/1/2005



In the Mainstream...



Focus on

The Concept

Definition #2: **Knowledge Innovation®**

The creation, evolution, exchange and application of new ideas into marketable goods and services for:

- the success of an **enterprise**
- the vitality of a **nation's economy**
- the advancement of **society.**”



Migration Opportunities

Business Planning

Innovation Strategy

Map

Facilitates the optimization of financial resources to maximize business goals; extrapolation of past performance, product/ marketing and benchmarking.

Facilitates the innovation of broadened goals - knowledge being a renewable resource; process is a bench-learning system for the creation, conversion and commercialization of ideas.

Measure

Appraisal based upon valuation with generally accepted financial principles; documents where you have been.

Appraisal based upon both financial and intellectual capital - managerial standards; points where you are going.

Compass

Based upon classifying costs - labor, material and overhead; has a direct impact on the efficiency of the business.

Based upon knowledge/learning indicators - organization memory, knowledge-sharing, partnering; has direct impact on performance and productive growth.



Knowledge Innovation - A Chinese cornerstone...

The screenshot shows the website of the Chinese Academy of Sciences (CAS) in English. The browser window title is "The Chinese Academy of Sciences - Microsoft Internet Explorer". The address bar shows the URL <http://english.cas.cn/eng2003/page/KIP.asp>. The website header includes the CAS logo and the text "Chinese Academy of Sciences". A navigation menu on the left lists various sections: About CAS, CAS News, Academic Divisions and Members, Management and Administration, CAS Institutes, Knowledge Innovation Program, Research Highlights, High-Tech Industry Development, International Cooperation, Join Us, Graduate Education, Publications, Resources and Links, and Home. The main content area is titled "Knowledge Innovation Program" and "Pilot Project of Knowledge Innovation Program". It features a photograph of three men in suits and a building. The text describes the program's history and goals. On the right side, there are two book covers: "知识经济的创新战略" (Innovation Strategy of Knowledge Economy) and "创新高速公路" (Innovation Expressway).



Knowledge Innovation®

in the mainstream of India...

NASSCOM™

National Association of Software and Service Companies

- ✓ Indian IT-ITES industry has grown at a CAGR of over 28 per cent since FY 1999-2000; industry's contribution to the national GDP has risen from 1.9 per cent in FY 1999-2000 to a projected 4.8 per cent in the current fiscal.
- ✓ IT-ITES exports from India grew from USD 13.3 billion in FY 2003-04 to USD 18.2 billion in FY 2004-05.
- ✓ India's stock of foreign exchange earnings risen from USD 5.8 billion in FY1990-91 to USD139 billion in January 2006.
- ✓ Americas and Europe remain the key markets, accounting for over 90 per cent of IT-ITES exports.



“To stay in lead and increase India's share in the global market, the Indian government and IT/BPO industry need to focus on moving up the value chain by cultivating deep and enduring innovation across three dimensions -

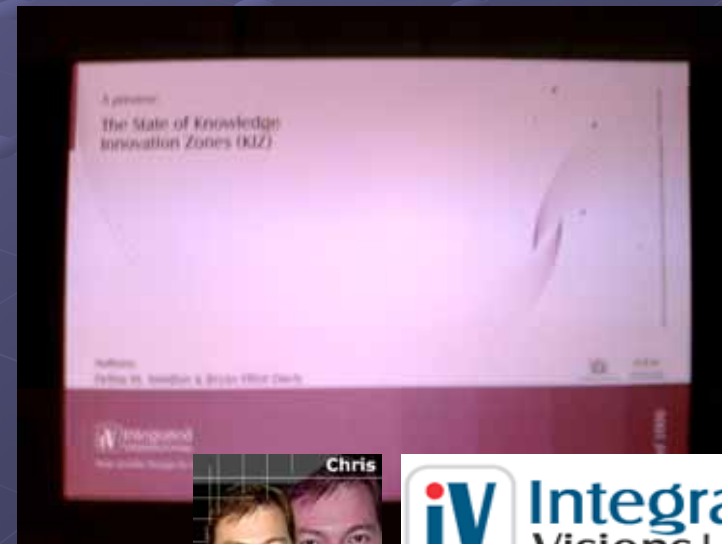
- a) Business model innovation;*
- b) Knowledge innovation; and*
- c) Ecosystem innovation.*





THE KNOWLEDGE INNOVATION ZONES RESEARCH PROJECT

www.inthekzone.com



Publication available upon request.



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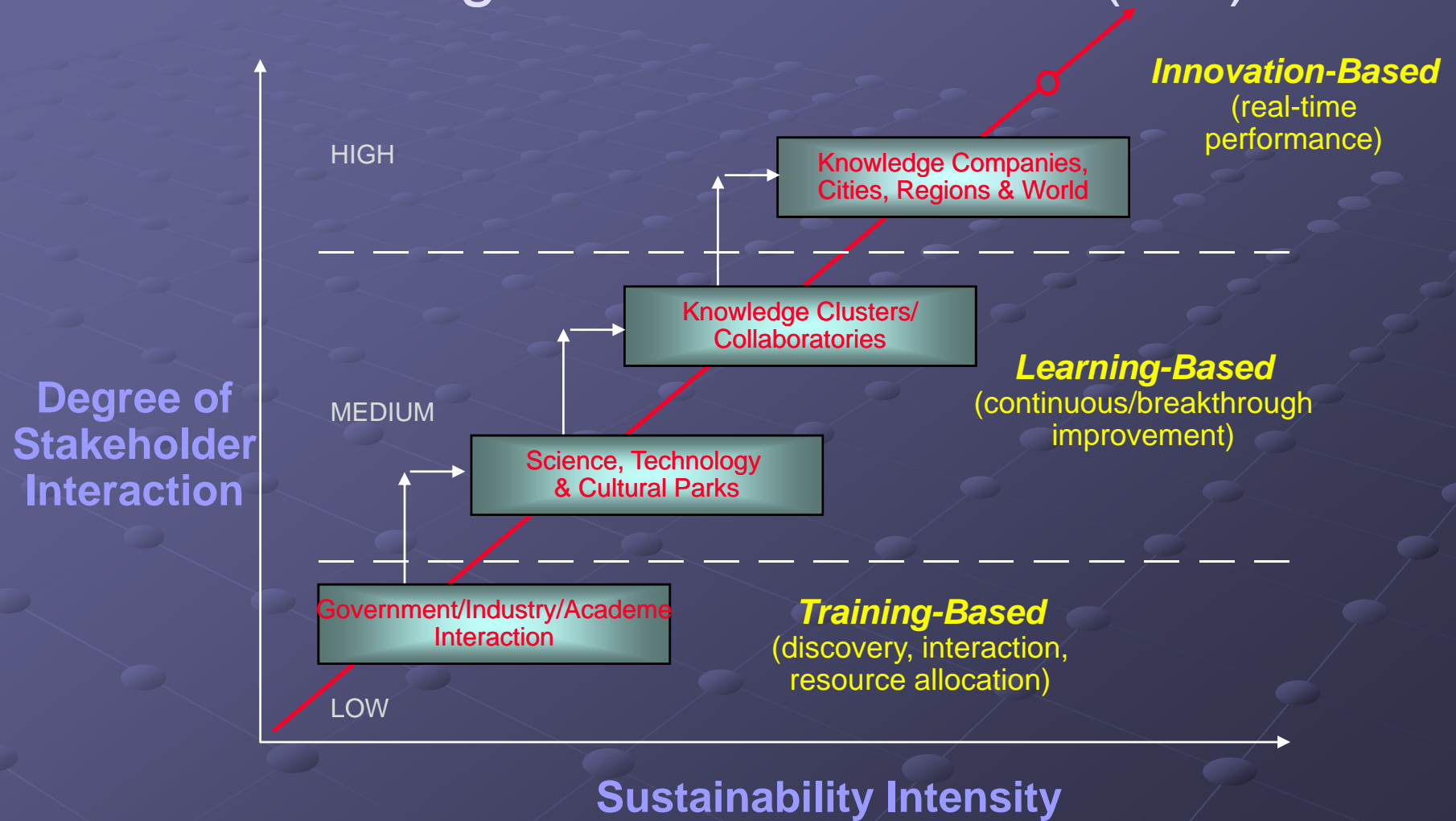
A Knowledge Innovation[®] Zone (KIZ)

A world-wide phenomenon

- **Physical Geography** –
Knowledge Park,
Region, Corridor,
Internet Village,
Innovation Nation...
- **Industry Geography** –
Companies, Clusters,
Collaboratories
- **Cyber Geography** –
Virtual Space



Formation of Knowledge Innovation Zones (KIZ)



KNOWLEDGE INNOVATION ZONES

A Sampler



BARCELONA, SPAIN



ALMERE, NETHERLANDS



PALMERSTON NORTH, NZ



TIANJIN, CHINA



DUBAI, UAE



CIUDAD DE SABER, PANAMA



CALGARY, CANADA



SILICONVALLEY, CALIFORNIA



MANCHESTER, UK



LEUVEN, BELGIUM



MELBOURNE, AUSTRALIA



JOBURG, SOUTH AFRICA



www.inthekzone.com


Knowledge Innovation Zone - Microsoft Internet Explorer

File Edit View Favorites Tools Help


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Google Go 1 blocked Check AutoLink AutoFill Send to Settings



In The Zone - Knowledge Innovation®





World Summit on INNOVATION & ENTREPRENEURSHIP
A BETTER GENERATION IN THE MAKING
APRIL 1-5, 2008 MUSCAT, SULTANATE OF OMAN




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KNOWLEDGE INNOVATION ZONE: "A geographic region, product/service/industry segment or community of practice in which knowledge flows from the point of origin to the point of need or opportunity." - Amidon 2003



BARCELONA, SPAIN



ALMERE, NETHERLANDS




PALMERSTON NORTH, NZ

- Global Knowledge Innovation Zone (KIZ) Map
- The KIZ Declaration
- The KIZ Principles
- The KIZ Triple Knowledge Lens
- The Global Knowledge Leadership Map
- KIZ-related Articles
- Recommended Books
- Conferences/Symposia
- Comparative Rankings
- EN2Polis
- E100 Alerts
- Archives

Free KI Assessment


Forward to a friend

 **KiKM**

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Made possible with generous support from:



iv Integrated Visions | Group

Done start Influx - Microsoft Out... MN - InKIZSession... IDD - InKIZSession... Knowledge Innovatio... Internet 7:32 AM



Feature: US



SAN JOSE IS THE WORLD'S MOST KNOWLEDGE COMPETITIVE ECONOMY™
World Knowledge Competitiveness Index (WKCI)
- published by Robert Huggins Associates

Research Technology Park



Austin, TX



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IDEAS Boston



[The Boston History Collaborative](#)

[The Innovation Odyssey - 400 Years](#)

[The Boston Foundation](#)

[The Boston Indicators Report](#)

- [Creativity and Innovation: Bridge to the Future](#)

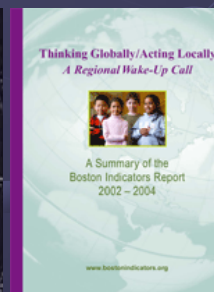
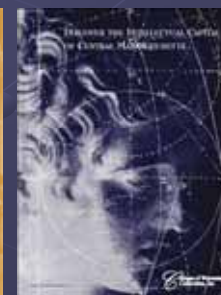
- [The Wisdom of our Choices Indicators of Progress, Change and Sustainability](#)

- [The Massachusetts Technology Collaborative 2003 Indicators](#)

[Metro Future](#)

[The Boston Historical Society 'Venture Philanthropy'](#)

[The Colleges of Worcester Consortium's Intellectual Capital Impact Study](#)

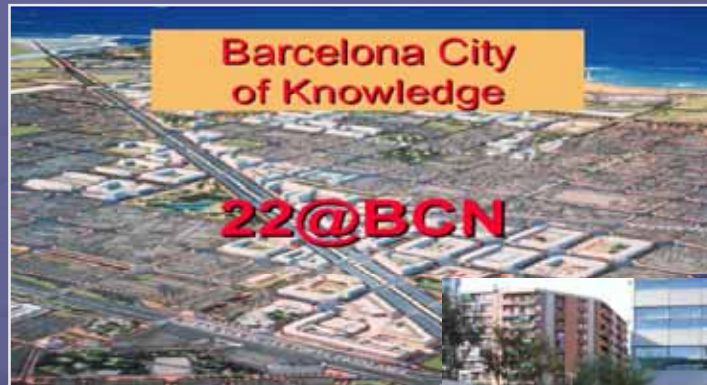


A journey...

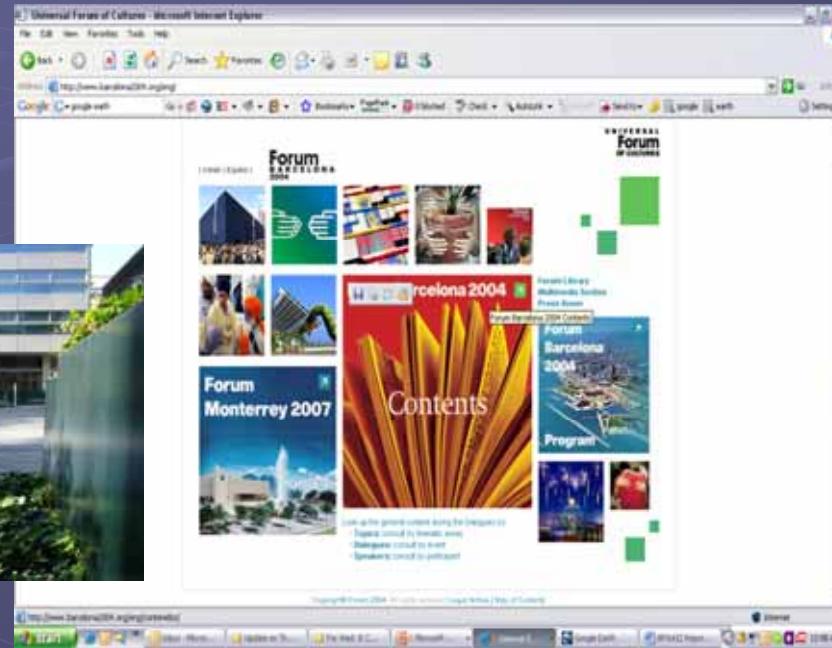


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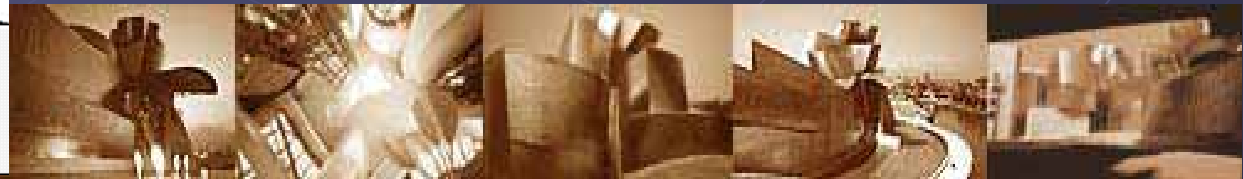
Feature: Europe



Barcelona Activa



Bilbao, Spain



Feature: Africa

“Progress through partnership. Progress through people.”



Knowledge economy initiatives – is South Africa on board?

“In today's knowledge-driven economy, countries can no longer depend on natural resources alone to be globally competitive. Rather, the knowledge and resourcefulness of its people and its rate of innovation as a fundamental source of economic growth is what sets a country apart.”



Mauritius



Scheduled to be the 1st wireless country in the world.



Feature: Asia

Yokohama: A City With Its Eyes on the Future



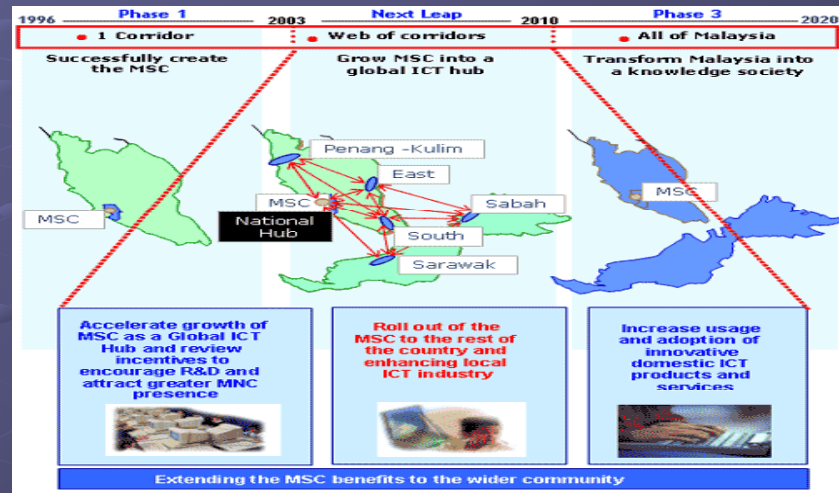
Yokohama has been one of Japan's most important international ports ever since it opened 140 years ago. Today, the city is using its convenient location in the Tokyo metropolitan area, its historical assets and its geographical advantages to aim for new commercial and cultural heights. Minato Mirai 21, the heart of this cosmopolitan business center, is taking a leading role as Yokohama proceeds toward the 21st century.



Island City - a model city of the future
 When it is completed, Island City will be a frontier city linking Fukuoka, Asia and rest of the world. As well as providing a superior living environment, it will facilitate the concentration of industries with high growth potential such as health care, medicine and welfare, and advanced IT. These industries will not only support future generations, but also existing industries. At Island City, solutions to the diverse challenges and trends being faced by Japanese and international society will be proposed, making the most of cutting-edge technologies and knowledge. Island City will offer a vibrant 21st century urban environment.

Island City –
 Fukuowa, Asia
 and the rest of the world

Malaysia Innovation Corridor

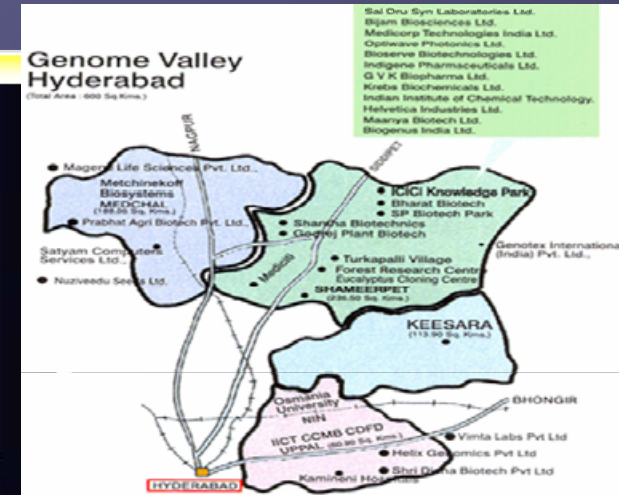
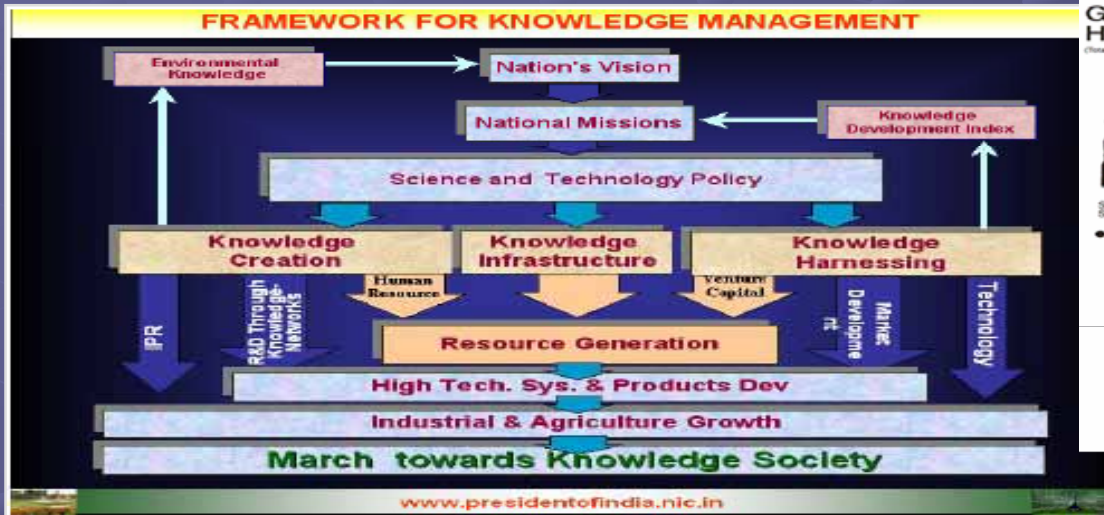


Incheon, South Korea – Virtual Models

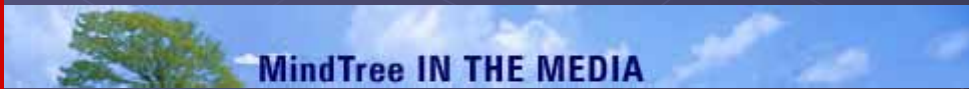
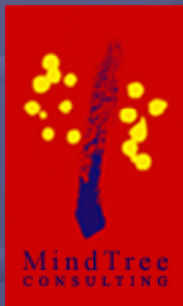


Feature: India

“The Commission will advise the Prime Minister on matters relating to institutions of knowledge production, knowledge use and knowledge dissemination. The mandate of the Commission is to *sharpen India's 'knowledge edge'*.”

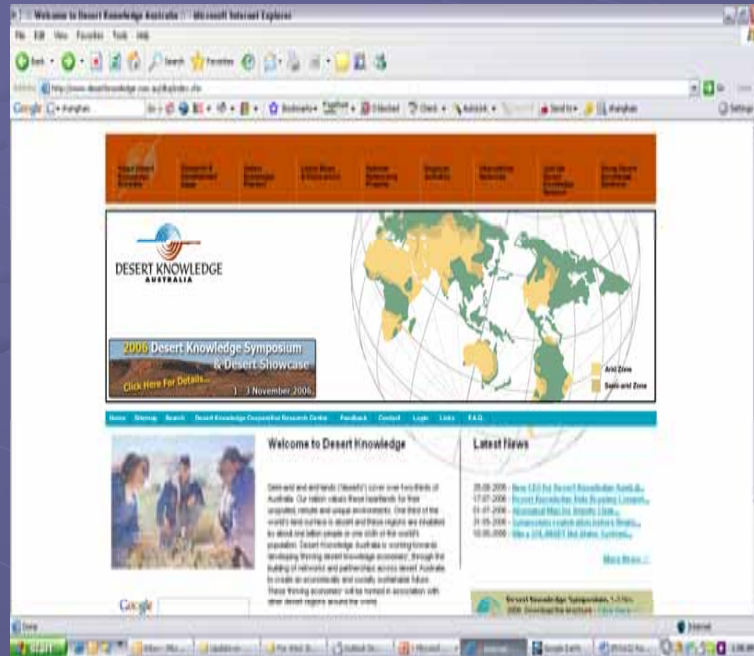


“Tomorrow’s societies will be knowledge societies. Tomorrow’s markets will be knowledge markets. Tomorrow’s wars will be fought not by the conventional weapons. They will be fought in the knowledge markets with the new weapons called information and knowledge.” - R. A. Mashelkar, *Economics of Knowledge*



Feature: Down Under

Desert Knowledge Australia



Building networks and partnerships across Australia to create an economic and socially sustainable future.

A national research network linking local and indigenous and local knowledge with science and education to improve desert livelihoods.



New Zealand: Catching the Knowledge Wave



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Feature: Middle East

Dubai Knowledge Village



Abu Dhabi - CERT



Knowledge Oasis Muscat (KOM) - Oman



KIZ – INTANGIBLE WEALTH

A PROFITABLE OPPORTUNITY IN THE MAKING

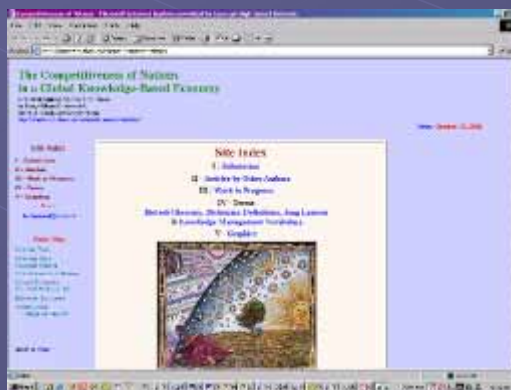
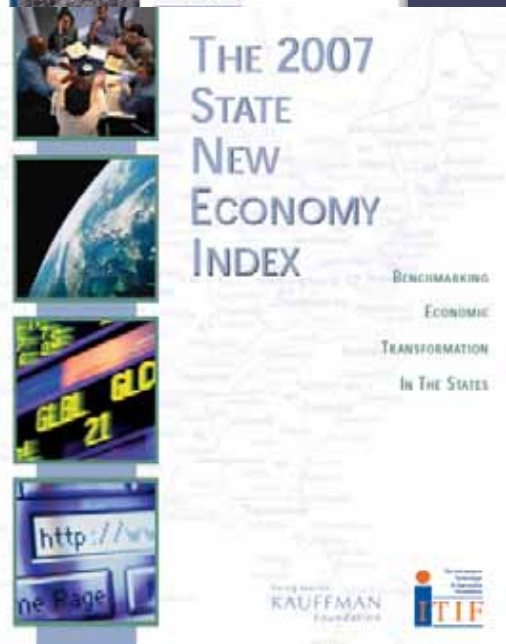
KNOWLEDGE INNOVATION ZONES – GLOBAL MARKET-SPACE <i>A PROFITABLE NEW OPPORTUNITY FRONTIER IN THE MAKING</i>											
KIZ Types		Models	Growth & Sustainability	Knowledge Value		Intangible Capital Drivers	Trends & Issues	Market Opportunities 2005 (Est. USD)			
<i>Taxonomy (Select Examples)</i>		BROWNFIELDS	The Triple Knowledge Lens Framework	INTELLECTUAL CAPITAL & INTANGIBLES	HUMAN CAPITAL	TALENT	<i>A New Lens On Markets & Value Creation</i>				
KNOWLEDGE ECONOMY CENTRIC	Knowledge City (e.g. Barcelona)						KNOWLEDGE ECONOMY & BUSINESS	REPUTATION CAPITAL	Creative Economy (Creative Industries & The Ideas Business)	\$ 1.5 – 2.2 Trillion	
	City Of Knowledge (e.g. Panama)							LEADERSHIP CAPITAL	Knowledge-Based Bio-Pharma Economy	\$ 35 billion	
	Knowledge Village (e.g. Dubai)							HYBRID	INNOVATION CAPITAL	War For Talent (Remote Services Market)	\$ 700 billion
	Knowledge Pearl (e.g. Louven, Belgium)									Education, Training, e-Learning	\$ 2 Trillion
	Knowledge Corridor (e.g. New England, USA)									RELATIONSHIP CAPITAL	TECHNIQUES
	Knowledge Capital (e.g. Manchester)	BRAND CAPITAL	Gaming & Simulation (Edutainment)		\$ 3.4 billion						
CREATIVE ECONOMY CENTRIC	Capital Of Culture (e.g. Liverpool)	GREENFIELDS	KNOWLEDGE SOCIETY, COMMUNITY, & CULTURE		CULTURAL CAPITAL	ICT	\$ 3 Trillion				
	City Of Culture (e.g. Norwich)						Knowledge Grids (Grid Technology)	\$ 100 million... (\$ 12 billion)			
	TECHNO (ICT) CENTRIC						Intelligent City (Songdo, South Korea)	ENTERPRISE	KNOWLEDGE INFRASTRUCTURE, ORGANIZATION, TECHNOLOGY, & ENVIRONMENT	ORGANIZATION CAPITAL	Technology Licensing
Smart City (e.g. Cyberjaya)		TECHNOLOGY CAPITAL	Innovation - R & D		\$ 300 billion +						
Biopolis (Singapore)		NETWORK CAPITAL	e-Gov		\$ 4-6 billion						
UTOPIAN FUTURE CITIES	Auroraville			Cultural & Knowledge Tourism	\$ 70 – 80 billion (of 6 trillion market)						
	City Of The Future (e.g. San Diego)				STRATEGIC CAPITAL	Investments in Real Estate Property Development, Design, Engineering, & Construction	\$ 1 Trillion ??				
VIRTUAL KNOWLEDGE CITIES	EN2POLIS	VIRTUAL		KNOWLEDGE CAPITAL				KIZ MARKET-SPACE 2006	\$ 2 – 4 Trillion		



Some KIZs are better than others. Some will fail...



www.inthekzone.com



See Handout for specific examples...



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Focus on

Measuring: Triple Knowledge Lens

“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





Towards Knowledge Era

No.	Business parameter	Industrial era - Single Bottom Line	Information era - Triple Bottom Line (TBL)	Knowledge era
1	Technology Focus	Data	Information	Knowledge
2	Partnerships	Subversion	Synergetic	Symbiotic
3	Governance	Exclusive	Inclusive	Strategic
4	Measures	Output	Outcome	Impact
5	Reporting	Control	Balance	Learn
6	Leadership	Administrate	Facilitate	Cultivate
7	Markets	Competition	Cooperation	Collaboration
8	Deliveries	Product	Solution	Innovation
9	Values	Hard	Soft	Blended
10	Transparency	Closed	Open	Relevant
11	Time	Wider	Longer	Future

Source: Evolved in 2004 by Debra M. Amidon with Novo Nordisk from *Cannibals with Forks* by John Elkington (1997)
 Slide no 6 • Mads Øvlisen, Novo Nordisk A/S, Denmark • 8 Nov 2005
 Copyright © Novo Nordisk A/S, Denmark



External Indicators Inventory

Figure #	Examples Of Available Statistical Sources	What They Measure	Knowledge Economy & Business	Knowledge Society, Community, & Culture	Knowledge Organization, Infrastructure, & Environment
Indicators			Where They Can Be Applied		
World Economic Forum	<ul style="list-style-type: none"> Global Competitiveness Report/Index Network Readiness Reports 		■	■	■
United Nations	<ul style="list-style-type: none"> Millennium Goals Statistical Databases 			■	
UNIDO	<ul style="list-style-type: none"> Competitive Industrial Performance (CIP) Index 	■			
World Bank	<ul style="list-style-type: none"> Knowledge Assessment Methodology (KAM) 	■	■		■
OECD	<ul style="list-style-type: none"> Science, Technology, & Industry Scoreboard 	■			■
UNESCO	<ul style="list-style-type: none"> Report On The Knowledge Society Cultural statistics 			■	
Millen Institute	<ul style="list-style-type: none"> Various Reports 	■			
Robert Higgins Associates	<ul style="list-style-type: none"> WCI -World Knowledge Competitiveness Index 	■			
Booz Allen Hamilton	<ul style="list-style-type: none"> Global Innovation 1,000 	■			■
Regional Indexes	<ul style="list-style-type: none"> eg. The Silicon Valley Index 	■			■
Country Statistical Agencies	<ul style="list-style-type: none"> eg. Statistics Canada 	■	■		■
City Annual Reports	<ul style="list-style-type: none"> eg. Boston Foundation Indicators Toronto Melbourne 	■	■		■
European Union	<ul style="list-style-type: none"> Trend Chart-Innovation Policy in Europe 	■	■		■
EUROSTAT	<ul style="list-style-type: none"> European Innovation Scoreboard Various Euro-Indicators 				
IMD Business School (Lausanne)	<ul style="list-style-type: none"> World Competitiveness Yearbook 	■			
WIPO - World Intellectual Property Organization	<ul style="list-style-type: none"> Industrial Property Statistics 	■			■
ISIQ	<ul style="list-style-type: none"> The Patent Scorecard 	■			■
The Economist	<ul style="list-style-type: none"> Innovation Awards 	■			■
- Intelligenza Unit	<ul style="list-style-type: none"> Quality Of Life Index 				

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External Indicators Inventory (cont'd)

Figure #	What They Measure	Knowledge Economy & Business	Knowledge Society, Community, & Culture	Knowledge Organization, Infrastructure, & Environment
Example Of Available Statistical Sources				
Indicators:		When They Can Be Applied		
Mercer Human Resource Consulting	◦ Global Quality Of Living Reports Survey	■	■	■
International Living	◦ Quality Of Life Ranking	■	■	■
Cultural Initiatives Silicon Valley	◦ Creative Community Index	■	■	■
Richard Florida	◦ Creativity Index	■	■	■
USA Center For Digital Government	◦ Digital Cities Survey			■
W2i	◦ W2i Wireless Communities Best Practices Awards			■
Intelligent Community Forum	◦ Intelligent Communities & Smart 2.0 Awards			■
Anholt-GMC	◦ Nation Brands Index	■		■
Global 100	◦ Top Most Sustainable Corporations In The World			
Competitiveness Councils	◦ Various Countries Reports	■		
New Economy Index	◦ The New Economy Index	■		
TNS-Global FORTUNE Roper	◦ Global Reputation Survey ◦ Corporate Reputation Index	■		
A.T. Kearney FDI Confidence Index	◦ FDI Confidence Index	■	■	■
The International Sustainability Indicators Network	◦ Sustainability Indicators	■	■	■
Global Reporting Initiative	◦ Sustainability Indicators			
Madar Research	◦ Report: On The Arab Knowledge Economy	■	■	■
ITU - International Telecommunications Union	◦ Statistics & Analysis			■
International Labour Organization (ILO)	◦ World Employment Report ◦ Global Employment Trends ◦ Labour Market Indicators	■	■	
World Trade Organization	◦ Annual International Trade statistics	■		
World Tourism Organization	◦ World Tourism statistics	■	■	■

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THE TRIPLE KNOWLEDGE LENS MODEL



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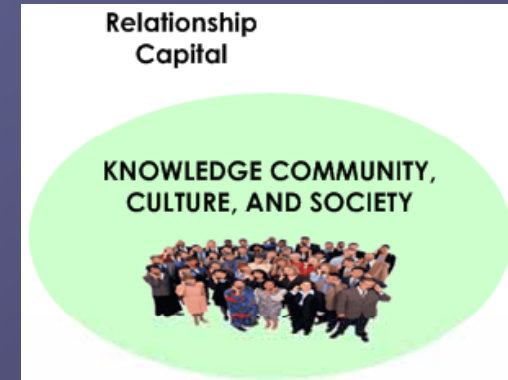
KIZ Findings: **Knowledge-Based ECONOMY**



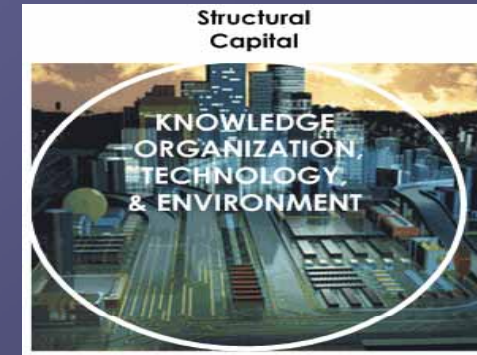
- The KIZ Phenomenon is growing rapidly
- A dynamic and fast-growing new market-space
- KIZ – company, country, and virtual - have the potential to deliver superior economic development and growth.
- KIZ should become a greater strategic priority now.
- Regions are becoming major KIZ hubs in the expanding global economy.
- There is a real need for performance measures.
- There exists a problematic understanding and leadership gap.
- There is a significant risk of failure to realize targeted KIZ goals.
- To be more successful, leaders and stakeholders must adopt the right KIZ mind-frame.

KIZ Findings: **Knowledge-Based SOCIETY**

- Explosion of KIZ – company and country – business development incubators and accelerators.
- Knowledge entrepreneurs need to know how to manage intangibles, knowledge-based design, business models, markets and IP.
- Real Estate-driven KIZ need a more balanced KIZ analysis and planning to be successful.
- Every business is now a knowledge-driven business
- KIZ clustering - talent, teams, and technology – have greater potential to spur economic growth.
- Creative arts and culture are now powerful economic drivers, not just a not-for-profit market niche.
- An abundant and infinite economy opens vast new spaces for value and wealth-creation.
- Present measuring indicators, accounting systems, heritage assets are in serious need of improvement.



KIZ Findings: **Knowledge-Based INFRASTRUCTURE**



- Web 2.0 – including widespread use of media and personal networks – exploded the use of intranets and extranets providing increased stakeholder interaction.
- There is a growing importance on place branding.
- ICT is a means, not an end; now intimately coupled with innovation.
- Open innovation has become the standard.
- Artfully re-creating our urban landscape has major economic benefits given the migration to cities.
- Sustainability reporting has had an impact on environmental initiatives and the wide acceptance thereof.
- Accelerated use of mobile communications has leveled the economic playing field.
- Social Network Analysis (SNA) has emerged as one of the most important tools of the Knowledge Economy for the public and private sectors.
- The era of the globalization of the individual has arrived.



Triple Knowledge Lens:

Individual IC Assets Inventory



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"DRAFT"

Calibrating the Performance of Your Intangible Assets

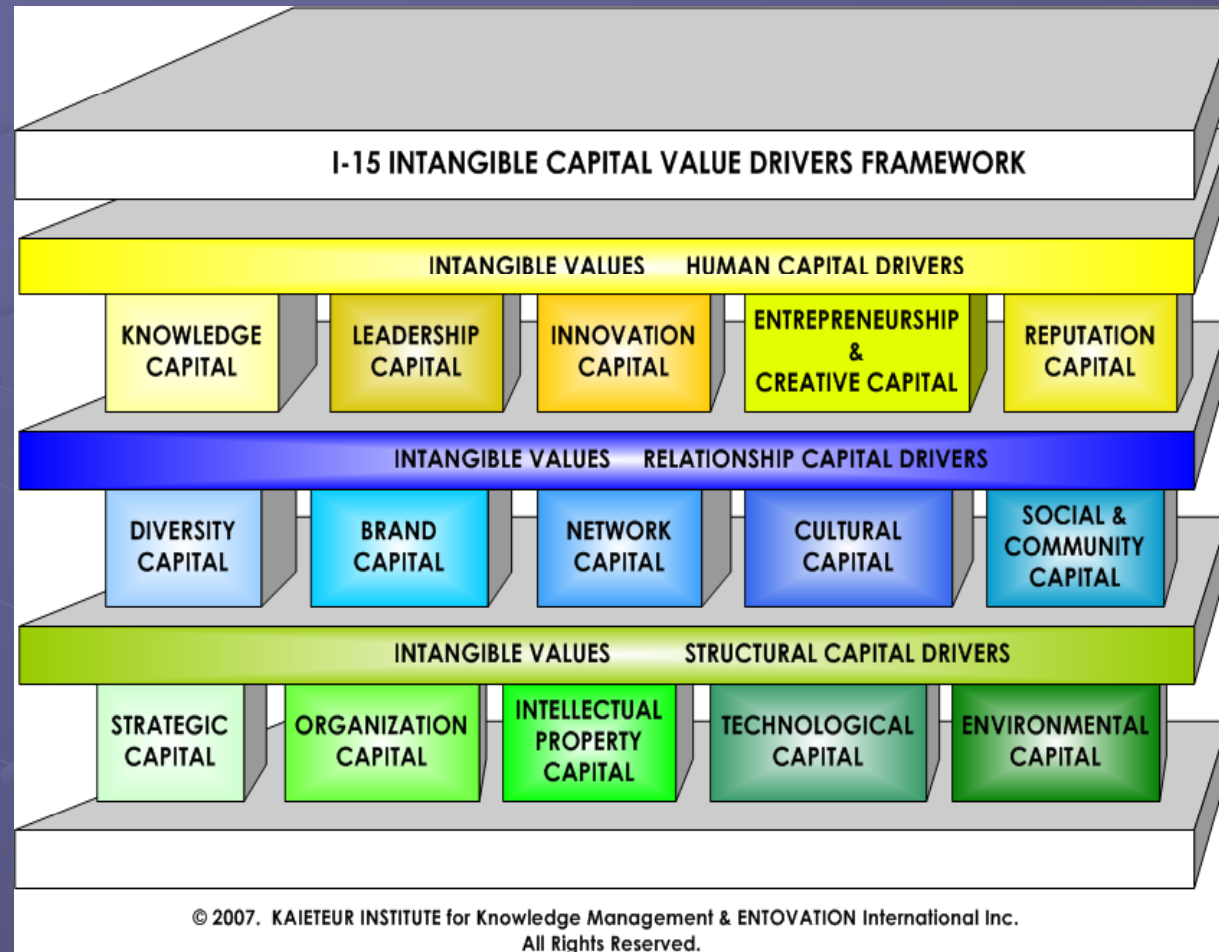


Personal Intangible Portfolio – Quick Self-Assessment

1

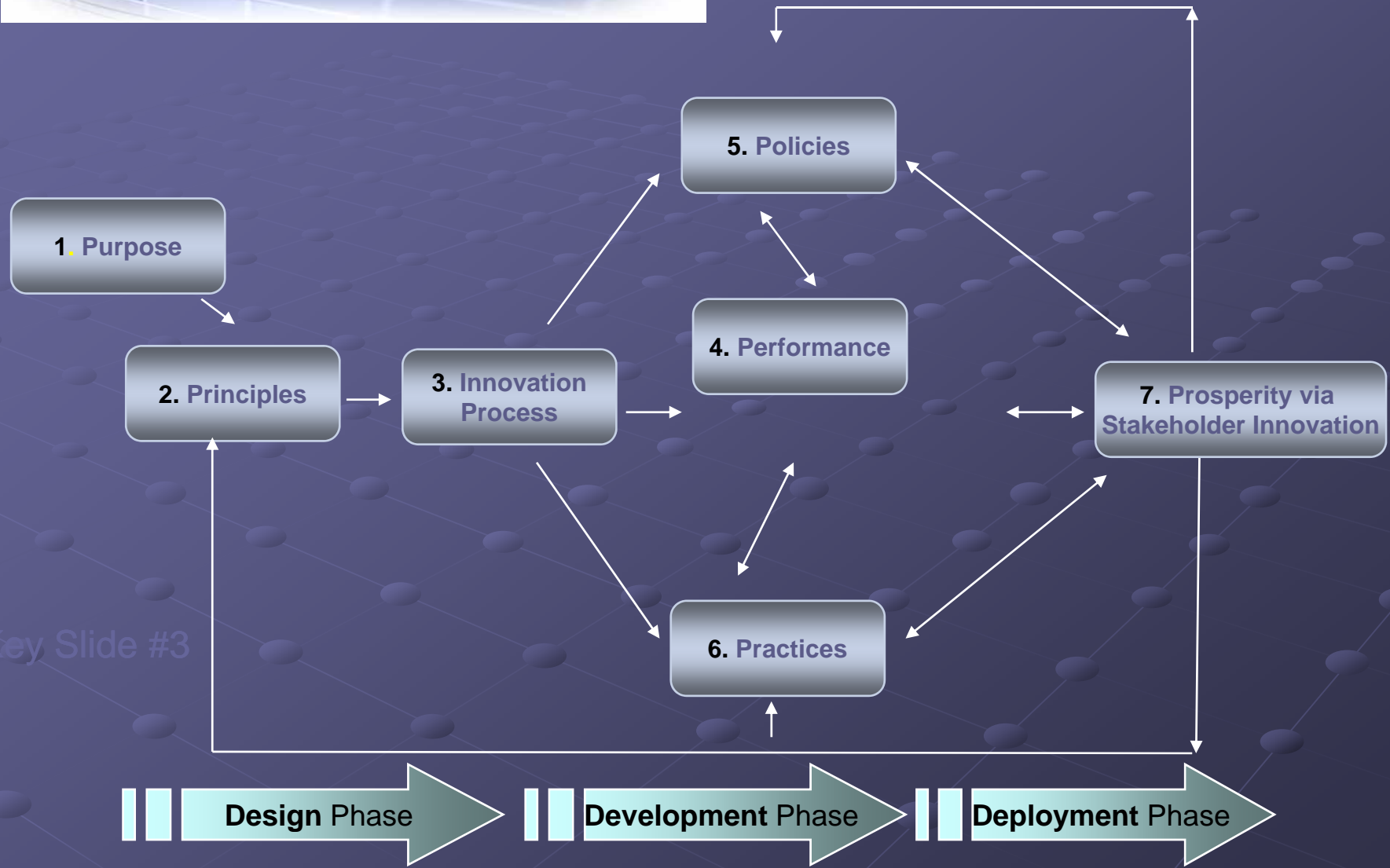
The KAIETEUR Institute for Knowledge Management and ENTOVATION International Ltd.
Tel: 416-631-1837 E-Mail: info@ikm.org Internet: <http://www.intoes2008.com> 1 Nov 2007

KIZ P⁷ Blueprint: Performance



Intent: To gain an understanding of which drivers and influencing variables are most germane and - if established - would yield expected standards of results, and to put the plan in motion.





Key Slide #3



KIZ *Proof of Concept* - Egypt

120 high potentials in 8 cohorts generated:

32 group Knowledge Innovation® projects

160 innovative and viable ideas

320 small projects

15 Knowledge Innovation® trained high potentials developed:

5 viable Knowledge Innovation® Strategy funding proposals

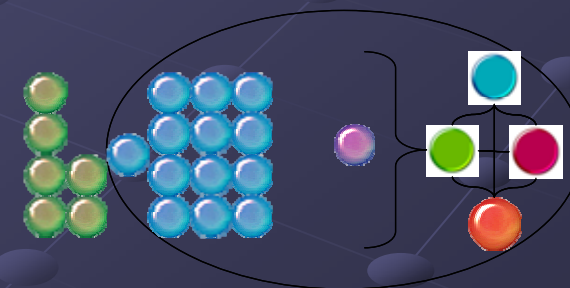
and are moving them into incubation...



Article available upon request.

Sample Projects:

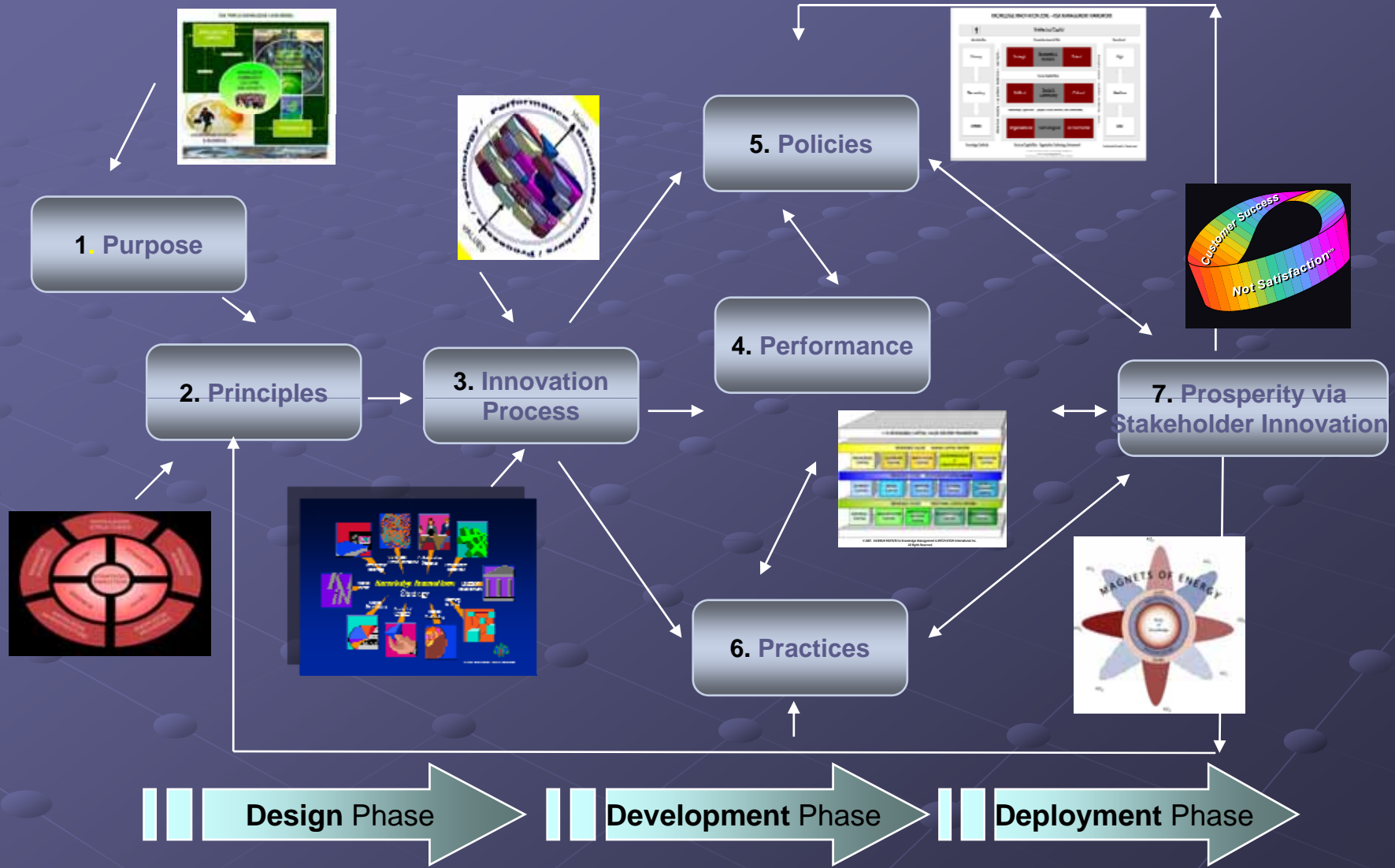
- National Knowledge Innovation Network
- Capital Markets Knowledge Diffusion
- EGAS into the Knowledge Innovation Era
- Investors Guide
- NRC Commercialization



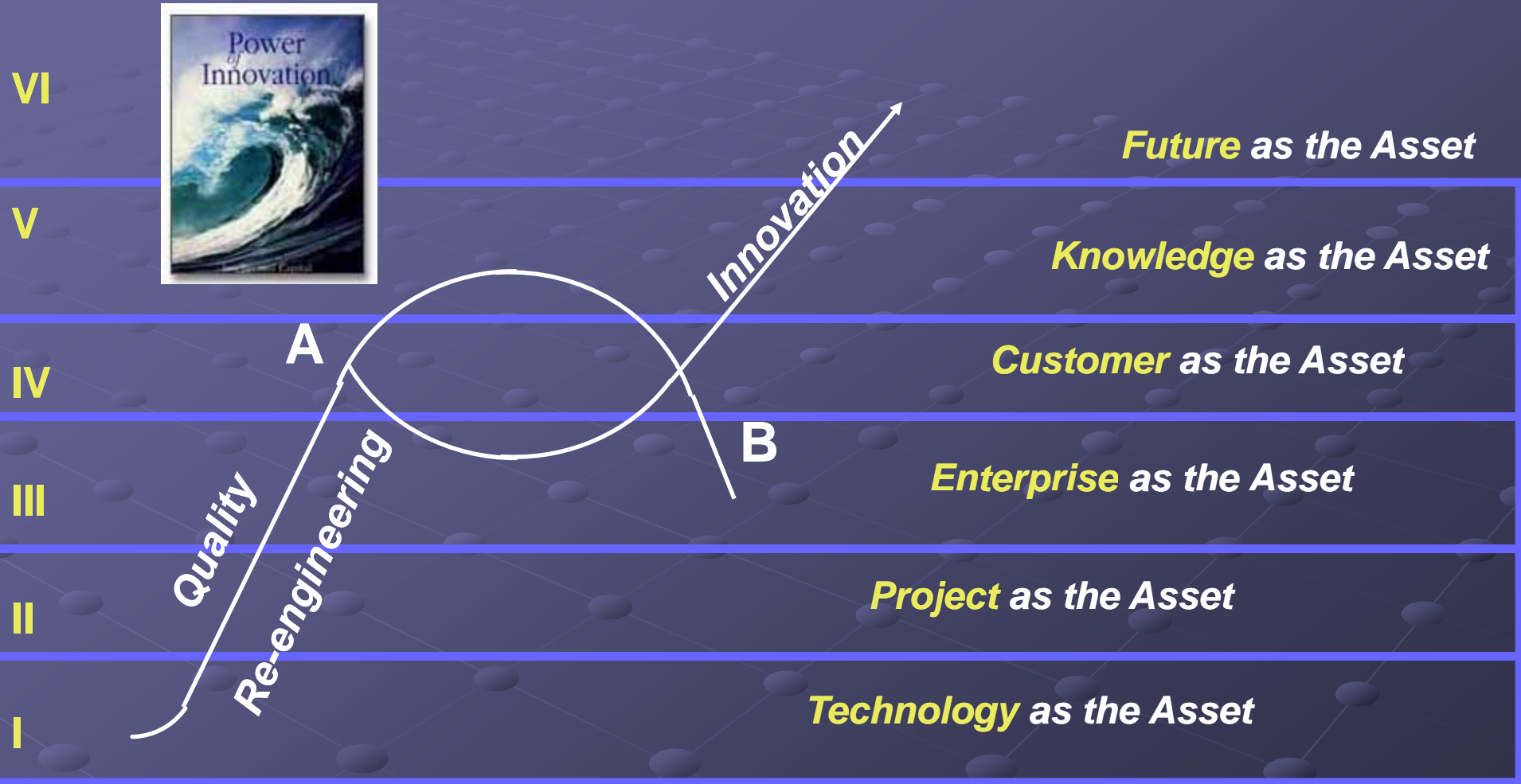
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<http://www.mastering-echange.com/KEN-RITSEC/RITSEC-Masterfile-Web.htm>

KIZ P⁷ Blueprint



Emerging Wave of 6th Generation



Adapted from Charles Handy's Sigmoid Curve with Leif Edvinsson



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Future of Innovation: E100 Alert

[E100 Alert] – Kaleidoscope of IC Possibilities - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.entovation.com/mailling/E100-Alert-2009-Kaleidoscope.htm> Go Links Google Search Sign In

Then, along come two professors – Bettina VON STAMM (UK) and Anna TRIFILOVA (Russia) – providing us each individually an opportunity to articulate our view of the **Future of Innovation**. Over 35 E100 took advantage and offered their 500-word capsule. I've taken a sentence or two from each below to provide a glimpse into the diverse facets of our Network and, in some instances, the commonalities of themes.

Bettina von Stamm **Anna Trifilova**

From **Jordan...** *"The ultimate objective is to enhance living standards and to catch up with the developed world at the income and technological frontier through innovation and entrepreneurship. Increases in labor productivity, well-functioning market economy, institutional development and necessary government actions are the key to achieving sustained long-run growth in living standards."*

From **Malaysia...** *"The future of innovation is tightly coupled to its ability to enable the future in the way aspired by humanity. Humanity is very often felt through innovation. Humanity shines brighter as innovation find ways to more and bigger purposes. Humanity is where innovation triumphs and its future assured."*

From **Venezuela...** *"Innovation is the catalyst element for peace - helping activism and work leaders to achieve innovative ways to dialogue and agreements to align commercial and social interest...knowledge and innovation wealth providing for more prosperity on earth, transforming societies with reduction of poverty, social exclusion, extremism and conflicts."*

From **The Philippines...** *"Mankind has demonstrated that its ability to technologically innovate is greater than its ability to anticipate, learn and solve the negative social consequences. We are forced into a common journey of learning how to live together and creatively convert our ethnic, religious and political diversity from a disadvantage to an advantage."*

From **Sweden...** *"The 21st century is the century of intellectual venture capitalists, those who make geo-economic changes and move to new places by acquiring a sense of discontinuity...knowledge entrepreneurs who are willing to undertake risks - that is, they have the ability and the potential to transform knowledge and intangible assets into wealth-creating resources."*

Done Start InnovationFuture - Micro... [E100 Alert] - Kaleido... Top 25 Careers to Pursu... Microsoft PowerPoint - [...]

Internet 1:55 AM



Future of Innovation: ISPIM Website



KIZ Phase II: Prototyping Arena

Collaborate to build capabilities for knowledge innovation worldwide, thus improving the ROI generated by the confluence of economy, society and infrastructure.

- Expanding KIZ market-space(s).
- Next generation metrics and indicators
- Risk-reducing collaboration
- Novel business model innovation
- Innovation culture with a new mindset
- Systems of enterprise-wide innovation
- Testing ground for blockbuster ideas and entrepreneurial growth



The Vision...

*“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



3

Slides...the heart of innovation

How to *Measure*...

Focus on
II. The Triple Knowledge Lens

"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 expandible... What is scarce in the new economy is the ability to understand and use knowledge."

Key Slide #1

How to *Manage*...

Migration Opportunities

	Business Planning	Innovation Strategy
Map	Facilitates the optimization of financial resources to maximize business goals; extrapolation of past performance, product/ marketing and benchmarking.	Facilitates the innovation of broadened goals - knowledge being a renewable resource; process is a bench-learning system for the creation, conversion and commercialization of ideas.
Measure	Appraisal based upon valuation with generally accepted financial principles; documents where you have been.	Appraisal based upon both financial and intellectual capital - managerial standards; points where you are going.
Compass	Based upon classifying costs - labor/material and overhead; has a direct impact on the efficiency of the business.	Based upon knowledge/learning indicators - organization memory, knowledge-learning, partnering; has direct impact on performance and productive growth.

Key Slide #2

How to *Create Value*...



Action details available upon request.





**Why Here?
Why Now?**

ASSUMPTION:

***We come with aligned values,
complementary competencies,
a common language and
shared vision –
to innovate our future...together.***



A Knowledge Economy Call...

- Call it the economic tsunami, the financial crisis of our lifetime, the global meltdown...it's real.
- We ARE suspended – between the old financial system that does not work and the new rules which have yet to be innovated.
- We need to convert the current fiscal and political threats to opportunities.
- Remember: The 'transition zone' is where REAL change, REAL growth occurs.
- We have the answers to some of the questions (finally) being asked.
- We need a Bretton Woods for the Knowledge Economy purposed to create a global innovation platform for peace and the 'World Trade of Ideas'.

Who, When and How?!



An Interdependent World



- Informal meetings of Bretton Woods II
- French President Nicolas Sarkozy, currently also the President of the European Union, said, "We must rethink the financial system from scratch, as at Bretton Woods." (September 26, 2008)
- British Prime Minister Gordon Brown said world leaders must meet to agree to a new economic system. "We must have a new Bretton Woods, building a new international financial architecture for the years ahead." (October 13, 2008)
- The G20 - Summit on Financial Markets and the World Economy (November 2008)



Are you ready...



To innovate our world...together?



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Just begun

The Trapeze Parable:

*A Call for the Bretton Woods
of the Knowledge Economy*



**3rd International Congress
and IFKAD
17-18 February 2009
Glasgow, UK**

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