



Benchlearning National Innovation Systems
DYNAMIC POSITIONING
for
INDUSTRIALIZED, DEVELOPING AND EMERGING ECONOMIES

by

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From Azerbaijan to Zimbabwe, there is hardly a country (and/or region) which has not crafted a National Innovation Strategy to invigorate their innovation and entrepreneurial capability. Since all nations are mobilizing to position their unique history and technology prowess, savvy leaders have launched trans-border initiatives to leap-frog competitors on this new level playing field. Fundamental is an understanding of the innovation ecosystem—how it functions and prospers. The interaction and influence of the Baltics Dynamics as a ‘Zone of Innovation’ is one prime example, and will be contrasted with Boston, Massachusetts, which ranks as the #1 Innovation Region in the world—ahead of Finland, Sweden, Singapore, Denmark, Japan, and South Korea.

Introduction

In the July 1944 opening Bretton Woods address by Henry Morgenthau, the intent was clear: *“To create a dynamic world community in which the peoples of every nation will be able to realise their potentialities for peace.”*¹ It was at this conference that world leaders left behind the gold standard and created The World Bank and the IMF to move financial capital around the world.

Today, we are witnessing kaleidoscopic dynamics providing unprecedented global interaction for companies to thrive and nations to prosper. It is well recognized that we have entered a new frontier in which knowledge—in the form of Intellectual Capital—has become the new currency. Innovation—the process by which knowledge is created and leveraged—can be defined *as preserving the best of the past and realigning the rest to take advantage of the future.*

In an era of Big Data, we are challenged to identify signals of progress. Complexity and change are the norm; classical financial indicators are no longer sufficient. Intangible or intellectual value parameters—where knowledge, innovation and collaboration are integral—must be considered and monitored over time. Today’s volatile marketplace demands symbiotic learning networks—both electronic and human—from day-to-day operations to business strategy formulation. We need cross-boundary strategies and unique tools for social and organizational networking analysis to provide insight, with a picture for strategic planning and economic development.

National Innovation Strategies

Scanning invention/innovation timelines², we can find timelines dating back to 3000BC when Babylonian astrologer-astronomers began to make methodical observations of the skies. For centuries and even more recently, the focus was on technological innovation—Benoît Godin³

¹ Closing address by Secretary of the Treasury Henry Morgenthau, July 22, 1944. Pamphlet No. 4, PILLARS OF PEACE - Documents Pertaining To American Interest In Establishing A Lasting World Peace: January 1941-February 1946 ; Published by the Book Department, Army Information School, Carlisle Barracks, Pa., May 1946

² http://inventors.about.com/od/timelines/Timelines_of_Invention_and_Technology.htm

³ <http://www.csiic.ca/PDF/IntellectualNo1.pdf>

published a detailed intellectual history and many have performed academic reviews of trends and implications.

But in the late 1980s, significant events occurred in the US, Europe and Japan⁴ which track the evolution of the *Knowledge Innovation Timeline: Hindsight, Insight, and Foresight*, setting the stage for a new way of interacting among peers and nations. Customers and stakeholders became more important; and systems thinking pervaded every aspect of management. Most importantly, the fundamental question of what is measured—innovation performance measures—became both integral and an enigma to leadership. Intellectual Capital was recognized as the new source of wealth for companies and countries; but traditional metrics do not seem to apply.

For example, the OECD produced a series of reports that have provided both leadership and direction on the topics of human capital, learning and society, national systems of innovation, and the knowledge-based economy. As early as April/May 1995⁵, Riel Miller and Gregory Wurzburg described how the contribution of human capital goes largely unreflected on the balance sheets because no one knows how to define and evaluate it. They describe how national accounts and economic analysis treat labor as a homogeneous input, in spite of the fact that the differentiated skills and expertise of workers are even more important as countries move away from goods toward services and other knowledge- and information-intensive outputs.

It was Michael Porter and Scott Stern who published an article outlining *National Innovative Capacity*⁶ across some 75 countries, complete with indices. And after an Emirates-Aspen Innovation Summit, experts like Azeem Ibrahimare blogged on the Huffington Post⁷ about the need for every country to have a *National Innovation Strategy*. Today, most innovation leaders await the annual release of the *Global Innovation Index*⁸ at the World Economic Forum in Davos to calibrate relative positioning.

⁴ Knowledge Innovation Timeline: <http://www.entovation.com/timeline/timeline.htm>

⁵ Miller, Riel and Gregory Wurzburg, "Investing in Human Capital", OECD Observer No. 193 [April/May 1995]

⁶ Porter, Michael E. and Scott Stern, "National Innovative Capacity", Harvard Business School [2000]
http://www.isc.hbs.edu/Innov_9211.pdf

⁷ http://www.huffingtonpost.com/azeem-ibrahim/every-country-must-have-a_b_753255.html

⁸ <http://www.globalinnovationindex.org/content.aspx?page=GII-Home>

Innovation is clearly the next frontier, so what might we conclude?

- Most nations—industrialized, developing and emerging—have developed some form of National Innovation Strategy tracking indicators from available information.
- Many have elevated the importance of having a *National Innovation Strategy* Executive Secretariat level in the form of a *Minister of Innovation*, coupled with Economic Affairs, Education, Commerce and/or Economic Development.
- Larger countries have developed regional or State approaches as sub-communities of the National Strategy, many in the form of *Zones of Innovation*.
- Regions have likewise developed strategies across countries, e.g., the European Union, ASEAN, Middle East, Latin America, the African Union, et al.
- Many countries/regions have developed innovation strategies linking the capabilities in a variety of transatlantic, Pacific Rim partnerships and collaborations.
- New performance indicators are under development in the OECD, the EU, The World Bank, and the UN, as well as inside many technology and innovation consultancies.
- A plethora of competitive innovation reports have been released with geographic, company/industry and even virtual communities, e.g., Sister Cities, Transdisciplinary Innovation Consortium, Investing Across Borders, etc.
- Universities are rethinking their IP policies with a focus on building the flow of knowledge among stakeholders in the innovation ecosystem.
- A new field of Knowledge (or Innovation) Economics⁹—learning to measure intangible value—has emerged.

Knowledge has leveled the playing field as was expected. Most are familiar with the EU Horizon 2020 and even US White House initiatives to establish Offices of Innovation within the Department of Commerce, the US State Department, and the Office of Science & Technology Policy. Fewer are aware of the European Bank's turnaround focus on *Bridging Innovation in*

⁹ Amidon, Debra, Piero Formica and Eunika Mercier-Laurent, *Knowledge Economics: Principles, Practices and Policies*, Tartu University Press [2006].

*Azerbaijani Enterprises*¹⁰ or the *Review of the Innovating System in Azerbaijan*¹¹—you will even find a 26-page outline for *Azerbaijan – 2020: The Vision of the Future*¹², produced by the UNDP. Almost every country in the world has similar plans.

Perhaps it is time to look back in order to project into the innovation future. Most lead authorities now recognize that *innovation is a function of the flow of knowledge from the point of origin to the greatest use or opportunity*. It is a matter of cultivating an innovation culture more than monitoring the flow of technology or funds per se. If we look at the history of trade, we might adopt some of the trading culture that pervaded trade in the ancient world. What were the characteristics and what was then valued?

Ambassador's Road (series of connected roads that crisscross over main-land China to the Eastcoast and all the way to Burma) ▪ *Appian Way and the Great East Road* (sea and land routes) ▪ *Incense Routes* (used for religious purpose trade and aromatherapy from Africa, Saudi Arabia and India) ▪ *Silk Road* (Chinese used silk) ▪ *Roman and Indian Trade* (sailing with favorable winds) ▪ *Aboriginal Communities* (North and South America) ▪ *Views from early traders, pioneers, settlers...Marco Polo being ONE example.*

In a cursory exploration of current country strategy documents, announcement of innovation commissions, appointments of *Ministers of Innovation* and *Chief Innovation Officers* (even in academia), little appears distinctive. So if everyone is seeking the same vision and measures according to the same (dare I say) *traditional* innovation metrics, then where are the distinctive competencies to leverage? Where might be the Global symbiosis, i.e., building upon one another's strengths in the inevitable evolution of the *World Trade of Ideas*? What has really changed in this new interdependent, globally-networked world?

¹⁰ http://www.ebrd.com/pages/project/case/eastern/azerbaijan_azvirt.shtml

¹¹ http://rp7.ffg.at/upload/medialibrary/09_Hasanov.pdf

¹²

http://www.undp.org/content/dam/azerbaijan/docs/sustain_development/AZ_Vision2020_government_draft_en.pdf

Today, trade routes have become trade *nodes*, which we call *Knowledge Innovation Zones (KIZ)*. These *Knowledge Innovation Zones* are geographic, industrial and even virtual. The movement of goods and ideas has become instantaneous. Market share seems to have little meaning and even the experts are beginning to suggest that recent revisions in the way the GDP is calculated could promote innovation.

The 5 Core Concepts

Rapid advancements in technology and an increasingly networked world define a management landscape which is complex and continuously evolving. The kaleidoscopic effect—compounding trends and global learning—demands a new mindset and modern management techniques. We seem suspended between the old, outdated traditional financial measures of the past and the new foundations for sustainable development that are in the process of being laid. Old rules do not apply, but the new rules do not yet exist.

In the same way the Bretton Woods Conference established the rules for the flow of money, we now need to address the *Flow of Knowledge*. This era of management uncertainty requires agility, imagination, experimentation and responsible risk-taking. Commonly used metrics are not enough and the new ones are poorly understood.

Since I first introduced *Intellectual Capital* into corporate management¹³, (at least) five core trends are impacting this new management landscape:

TREND #1: Strategic Planning to *Innovation Strategy*

An organization must have effective time, quality and cost strategies to even be in the market, but business planning—even with the best efforts—may not guarantee leadership positioning. There are pitfalls— planning and freedom, commitment versus calculation, inflexibility of plans, the politics of planning, and the obsession with control, for example. In an uncertain, dynamic economy, planning can actually stifle creativity. By its very nature, planning defines and preserves categories. Creativity, by its very nature, creates categories or rearranges established ones. Being creative does not ensure you are

¹³ Amidon, Debra M and Dan Dimancescu, 'Managing Knowledge Assets into the 21st Century', Cambridge, MA: Technology Strategy Group [April 1987]

innovative. Innovation is not just an idea; it is an idea operationalized ... commercialized to generate wealth. And just being innovative does not necessarily guarantee you have an enterprise-wide innovation strategy that capitalizes upon intangible assets.

TREND #2: Triple Bottom Line to *Triple Knowledge Lens*

With sustainability reporting came new ways to document and integrate the social and environmental factors of management. Originating in Denmark with Novo Nordisk and John Elkington¹⁴, this movement has penetrated every corner of the globe (including developing nations) as the way to manage with environmental consciousness and social responsibility. There are now global efforts toward Integrated Reporting (IR). While representative members are beginning to include intangible variables and operational considerations, they do not see innovation as the organizing principle. Once again, with the practice being institutionalized, having Triple Bottom Line (TBL) metrics alone may not lead to leadership positioning. Most societal organizations—The World Bank, the European Union, the OECD, the UN et al—have embraced new performance measures. After years of research and together with Bryan Elliott Davis, ENTOVATION has developed the *Triple Knowledge Lens* (TKL)¹⁵: The triangulation of the Knowledge-based ECONOMY—Markets, Business & Commerce; the Knowledge-based SOCIETY—Networks, Communities & Culture; and the Knowledge-based INFRASTRUCTURE—Organization, Environment & Technology.

TREND #3: Knowledge Management to a *Knowledge Innovation System*

Good Knowledge Management (KM) systems are already moving toward a collaborative technology platform for innovation strategy. KM emerged as a discipline when executives realized that management could not longer be left to serendipity. There was an explosion of Chief Knowledge/KM Officers. Since innovation is now recognized as the function of enterprise-wide business strategy, most successful companies have a *Chief Innovation Officer* (CInO) to monitor the knowledge flow or how ideas become products and services to benefit a constituency. This CInO practice has expanded to government

¹⁴ Elkington, John, *Cannibals with Forks: Triple Bottom Line of 21st Century Business*, Capstone Publishing Ltd [September 1, 1999]

¹⁵ Amidon, Debra M. and Bryan Elliott Davis, *Triple Knowledge Lens*, Spain: IC Magazine [February 2006]

agencies and academic institutions. An innovation culture, language and process can be defined and incentivized. Now executives can integrate the focus of Knowledge and Innovation into the rubric of a *Knowledge Innovation System* (KIS) to create the conversations, capture the learnings and feed them forward into the innovation strategy of the company. If well-architected, the system will cultivate a common language and shared vision forward.

TREND #4: Specialized Economic Zones to *Knowledge Innovation Zones*

Thirty years ago, 80 *Special Economic Zones* (SEZ) in 30 countries generated barely \$6 billion in exports and employed about 1 million people. Today, 3,000 SEZs operate in 120 countries and account for \$600+ billion in exports and 50 million direct jobs¹⁶. There are at least 25 countries that have some form of SEZs. Most of these have been funded and developed with outdated economic development strategies— they do not take advantage of decades of learning derived from building science and technology parks, collaboratories or industry clusters, or from knowledge-based development. With a grant from Saudi Arabia, we have researched hundreds of examples of what we call *Knowledge Innovation Zones* (KIZ)¹⁷ from 40+ countries. Now is the time to evolve SEZs into vibrant *Zones of Innovation*, aka *Knowledge Innovation Zones*, by using some of the concepts above ... by using modern performance variables of intangible wealth and connecting leadership on a collaborative technology platform in the form of a *Knowledge Innovation System*.

TREND #5: Competitive to *Collaborative Advantage*

We have reached the law of diminishing returns in competitive strategy. The new art¹⁸ is in how best to collaborate—to access and leverage knowledge within and across all stakeholders in an organization—faster than one’s competitor. *Collaborative Advantage*

¹⁶ Find Comparative Analysis: <http://www.ic2.utexas.edu/images/fellows2009/amidon%20-%20kiz%20report%20-%20comparison%20sez%20vs%20kiz%20v%201%202august%202006.pdf>

¹⁷ Knowledge Innovation Zone Website: www.inthekzone.com

¹⁸ Amidon, Debra M., There’s a New Game in Town, AAAS Policy Forum, Washington, D.C. published in InnovationDAILY [June 2011] <http://www.innovationamerica.us/index.php/innovation-daily/13621-aaas-forum-theres-a-new-game-in-town>

is a leadership strategy where one collaborates to compete. The idea is to be to market quicker with better products and services and, in the process, to become an enterprise-to-emulate. The blurring of boundaries—cross-functional, cross-sector, cross-industry and cross-geography—affords us new ways to interact and leads to strengthening economies worldwide. Competitors become collaborators when there is mutual ground to be gained. We have many instruments to measure competition, but few, if any, to measure the quality of collaboration.

It seems trivial to suggest that what worked in the past is not likely to prevail in the future, but that is the case. Enterprises—even start-up firms—will need to find newer, smarter ways of interacting. There is a new intimacy with customers to innovate. There are new stakeholder relationships, including with competitors. Our challenge in this emerging Knowledge Economy is to figure out how to tap into others' knowledge and mainline it into a successful strategy.

One Case in Point: Boston, Massachusetts

Regardless of competitive analysis reports, what makes one country ranking better than another? The answer lies in what gets counted and what data is even available to count. Additionally, the fundamental assumption of the reports' segmentation of the data is usually on a country-by-country basis. The Atlantic Century II¹⁹ Report effectively illustrates the importance of that unit of measurement. For example, out of the 44 countries ranked, the United States appears as 43rd and Italy as 44th. However, if each State within the United States is considered a country and ranked as such—a better comparative indicator for many calculations—Massachusetts ranks first in the world.

¹⁹ Atkinson, Rob. The Atlantic Century Report II, published by the Information Technology and Innovation Foundation, Washington. D.C. [July 2011]

We have initiated two major attempts to understand why: (1) The Boston Innovation Tour and (2) applying NetworkPredictor²⁰ diagnostics.

The Boston Innovation Tour

Recently, Boston was the destination venue for a week-long innovation study mission with 52 CEOs from four regions of Northern Italy. As preparation, a Massachusetts *Knowledge Innovation Zone* (MA-KIZ) ChoiceBoard was compiled as exemplars of the local region's innovation leadership. The program, sponsored by CONFINDUSTRIA—the Entrepreneur Association of Italy—was organized as six case stories with CEOs and ten modules: MIT; Boston Innovation District; Harvard University; Kendall Square; Babson College/Olin College of Engineering; IBM/Consulates; Legal Sea Foods Quality Control Center; MOITI; Collaboration Gene; and the Best of Boston.

The program was intended to survey the Local innovation branding, activities of start-up companies, and the changing roles of executive managers from the perspective of the City of Boston, the Commonwealth of Massachusetts, and the New England Region.

Care was taken to position all in a global context and future management challenges. Over 65 local experts participated. Details of the planning are available in an E100 Alert²¹, including a video²² created by the participants.

Applying NetworkPredictor²³ Diagnostics

In 1994, W. Edwards Deming highlighted management as all about being able to predict what will happen and then making those decisions to bring an organization the greatest benefit.²⁴ Knowledge is growing at a geometric rate; we may be approaching the singularity²⁵ of which Ray Kurzweil writes and we should not expect that acceleration to

²⁰ View: www.networkpredictor.com

²¹ E100 Alert, En Route to Boston - A Global Innovation Landscape [July 26 2012]
<http://www.entovation.com/ mailing/E100-En-Route-to-Boston-A-Global-Innovation-Landscape.htm>

²² View Boston Tour video – Management of Change 2011: <http://www.entovation.com/Video/video.html>

²³ View: www.networkpredictor.com

²⁴ W. Edwards Deming, *The New Economics* [Cambridge, MA: The MIT Press 1994, Pg. 101]

²⁵ Kurzweil, Ray. *The Singularity is Near: When Humans Transcend Biology*[NY: Penguin Books 2006]

slow down soon. In the research report, *Creating the Knowledge-Based Company*²⁶, *Measurement* of the gap between management expectations and achievement was determined to be the area in this new knowledge field. Measurement of intangible value (perhaps an oxymoron) is the least understood and, at the same time, the most critical activity for success.

In March 2013, the article, *Visualizing Action: A Recipe for Boston Innovation Success*²⁷, was produced with Dr. Oliver Schwabe to make sense out of this new reality of *Innovation Ecosystems*, the new *modus operandi*. How can we reliably predict how to cultivate organizations for sustainable value in our digitized, networked, knowledge-focused, innovation-driven and complex era? Maps of 15 Boston enterprises²⁸ were selected for diagnostic maps according to the 15 value drivers of Intellectual Capital.

Learnings from these two initiatives, in addition to understanding the history and scope of the Baltics Dynamics (BD), lead one to conclude that a similar application of these diagnostics and innovation strategy methodologies could be readily applied within and across the three countries—Estonia, Latvia and Lithuania—to generate significant innovation positioning of the region. Indeed, a *BD Knowledge Innovation Zone* (BD-KIZ) might be just the strategy for collaborative advantage.

Aspirations Forward

Based upon decades of research and examining innovation strategies around the world, there are (at least) five areas of focus likely to demand attention.

FOCUS AREA #1: National/Regional/Global Innovation Commonwealth

Clearly countries need to operate as *holonomies* or a *nesting of networks*. Policies need to cultivate the flow of knowledge within the nation and promote alliances and partnerships

²⁶ Skyrme, David J. and Debra M. Amidon, *Creating the Knowledge-Based Business* [UK: Business Intelligence 1997]

²⁷ Amidon, Debra M. and Oliver Schwabe, *Visualizing Action: A Recipe for Boston Innovation Success*, InnovationDAILY [March 2013] <http://www.entovation.com/whatsnew/pdfs/Article-Visualizing-Action-InnovationDAILY.pdf>

²⁸ View the MA-15 Diagnostic Maps: http://www.innovationamerica.us/images/stories/ppt/MA-15_Overview.ppt

within the region and around the globe. Each country needs to assess its uniqueness and contribution to the world.

FOCUS AREA #2: Embassy/Consulate Infrastructure

In the United States, consulates have begun to shift diplomatic responsibilities to Washington, D.C. Local/regional activities have assumed a far more entrepreneurial environment for those building bridges to their home country and visiting innovation tours. Taken as a whole, this emerging innovation infrastructure affords unprecedented prospects for economic growth.

FOCUS AREA #3: World Knowledge Collaboration Index

We have a plethora of competitive ranking reports and, in some cases, they can be useful in determining strategies for developing and emerging economies. But connectivity—human and electronic—is the linchpin for effective national Innovation Strategies. While we know well how to compete, we do not know how to collaborate well, let alone measure its value.

FOCUS AREA #4: Innovation Intelligence Situation Room

We now have a critical mass of innovation leadership globally—and it's not limited to industrialized nations. A collective vision and common language appears to be emerging, even if the core concepts are somewhat new. We have an explosion of new indices, comprehensive reports, books, journals, articles, and degree programs. There is a need to create the *Reuters of Innovation*. Several attempts have been made, but there is no agreement as to how and where the clearinghouse of decision-central might exist. Regrettably, most attempts seem to be competitive- rather than collaboration-based.

FOCUS AREA #5: The Millennium IC Bretton Woods

This could be the most imminent of all. Already there have been discussions at the G8. One organization has already held a conference at Bretton Woods. Follow-on events have even included discussions on innovation. The two questions begging to be asked are: (1) Are the right players at the table? (2) Are the pioneers, though-leaders and lead practitioners who fundamentally understand intangible value and collaborative strategy present? It's time for this new *Intellectual Capital* profession to address the potential to enable the vision of Morgenthau and others in the 21st Century world.

Declaration of Interdependence²⁹

Knowledge Innovation Zones are emerging in the quest for sustainable growth and economic development for cities, regions, countries, enterprises and global virtual communities. We acknowledge that:

- A global knowledge commonwealth is replacing the world of nations and blurring geographic boundaries.
- Our future is increasingly dependent upon the knowledge and success of others.
- Knowledge is valuable, and innovation is the fundamental platform for progress.
- Knowledge creates an economy based upon abundance, not material scarcity.
- Intangible knowledge assets are more valuable than tangible assets and require new indicators of performance.

These factors provide a foundation for unprecedented global innovation in what are characterized as *Zones of Activity*. As the knowledge-based economy expands, KIZs will become pathways to a prosperous and sustainable future. For example, Knowledge Cities, when developed intelligently and in harmony with the natural environment, will create prosperity, safety and a high quality of life for citizens. KIZs create cross-boundary magnets of interaction that lead to a deeper understanding of value across disciplines, technologies and nations. This global networked competence creates a greater respect for diversity of individuals, committees, institutions and cultures. Each KIZ is defined by patterns of relationships among its elements—principles, policies, practice, performance, and the innovation process. The new economy is based upon an unlimited supply of intangible value. Through networking and symbiotic partnering, we impact the wealth of successive generations.

Thus, a new economic world order is emerging—one that is based increasingly on knowledge, innovation and international collaboration. Technology has connected humans across time and space. Our new destiny is to innovate our future *together* in ways that are both human and humane.

²⁹ <http://www.inthekzone.com/KIZone-declaration.shtml>

Innovation, the Instrument for World Peace

Ours is a future to innovate. *Knowledge Societies*—more a function of human beings than technological innovation—should unleash the capabilities of imagination, insight and interaction. We need to convert current fiscal and political threats to opportunities, but how?

Leadership in the *Knowledge Economy* is different from leadership in the industrial or, even, information economies. The *Knowledge Economy* is an economy in which the innovation capacity of every human being, enterprise and nation is fully engaged. It is an economy in which culture and heritage are respected, commonalities are more important than differences, and aspirations can be shared. It requires a fundamental new mindset and common language to harness capabilities across a global, networked world.

Until the past century, distance and communication made the movement of goods and knowledge arduous. Knowledge moved along trade routes—from the Appian Way to the Silk Road. Today, trade routes morph into trade *nodes* or *Zones of Innovation*. Nurturing and managing the instantaneous flow of knowledge in these market spaces—Digital Cities, Internet Villages and Knowledge Corridors—require *Innovation Strategy* to replace traditional business planning practices.

BusinessWeek's chief economist writes about *Innovation Economics*; and G8 has expanded to G20. Economists and business leaders globally are coming to agreement—innovation is the best way to build a future in which we all thrive. After centuries of war punctuated by uneasy peace, Europeans formed the European Union—a mechanism to erase old differences. They established a common currency and ushered in the dawn of collaborative advantage. The Middle East is doing the same.

The United Nations was created to maintain political stability around the world. The World Bank and IMF were created after World War II to ensure the movement of financial capital. Today we need similar infrastructure for the worldwide flow of Intellectual Capital. With the recent collapse of old structures, we should architect new rule-sets to guide our collaborative

innovation. We need a Bretton Woods for the Knowledge Economy³⁰, purposed to create a global innovation platform for peace and the World Trade of Ideas³¹.

Conclusion

The recent economic meltdown exposed flaws in our financial architecture, magnified our deepening interdependence and made obvious the imperative for action. Changing times and technologies demand a fundamental rethinking of how we participate and interact in our global networked society. At stake is how humankind develops its full potential, enterprises are cultivated, and nations prosper without eyeing the resources of their neighbours.

We are at a historical crossroads—a defining moment—in determining the kind of world our children’s children will inherit. If we make choices based on the models of our Industrial Age past, we will miss the true opportunities before us. Ours is a future to innovate what is economically equitable, socially responsible and environmentally sustainable. In this *Knowledge Economy*, human development depends not on *having* more but by *being* more. This document is a statement of our collective intent to innovate our future ... *together*. The Millennium IC Bretton Woods would be a good start. History will document our success.

³⁰ Amidon, Debra M., Regulating Knowledge, Brussels: Science\Business [7 September 2009]
<http://www.entovation.com/whatsnew/ScienceBusiness%20Regulating%20Knowledge.htm>

³¹ Amidon, Debra M., The Innovation SuperHighway: Harnessing Intellectual Capital for Sustainable Collaborative Advantage, Chapter 17, UK: Butterworth-Heinemann, an imprint of Elsevier Science [2003]



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