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Intellectual Capital for
Communities
In the Knowledge Economy

Managing Knowledge In Boundaryless Organizations

The World Conference on Intellectual Capital for Communities

10th Edition

Organised by
The European Chair on Intellectual Capital Management, the University Paris-Sud

With a Regional Focus :

BRAZIL



PRESENTATION

The central theme of the 10th Edition of the World Intellectual Capital (IC) Conference is **“Managing Knowledge in Boundless Organizations”**. The title of the conference highlights the need to assess progress in managing knowledge, in rapidly evolving organizational and institutional settings. Knowledge flow is a major issue for any organization’s sustainability and it is therefore important to review past achievements from a critical perspective. Dr. Jim Yong Kim, the President of the World Bank Group, recently indicated that according to a World Bank internal survey, one of the Bank’s technical teams was spending less than 1% of its time on support for other teams. This attests to the fact that the problem of managing knowledge flow still exists in many organizational settings. At the same time, new approaches have led to the design and implementation of boundless organizations in several contexts. Therefore, the evaluation of current progress and barriers needs to take a forward-looking approach, which includes emerging and foreseeable trends in organizational design and their relationship with the digital transformation of organizations, institutions and communities.

The *IC for Communities* conference series has discussed some of these issues in its earlier editions. However, they are the focus of IC 10, which looks at them from different angles: geographical (Asia, Europe, North and South America, and Africa), institutional (large companies, large international institutions, small firms) and professional (scholars, policy and private sector decision-makers).

We propose a set of themes that we consider to be highly relevant for decision-making:

- ***Accumulated knowledge versus leveraged knowledge.*** Ontologically, organizations are spaces for cumulative knowledge. Knowledge is created internally via interactions with clients and a targeted public/ communities. Two questions arise: how much knowledge is created by this cumulative effort (the stock dimension) and how much is disseminated and used to leverage projects, products, services and more generally, the value creation process. These very simple, but fundamental questions are rarely addressed together either in the literature, or, surprisingly by practitioners. They are clearly an issue for any institution, but especially the largest.
- ***Incentive systems in organizational designs.*** To a growing extent, the question of knowledge is related to the issue of organizational design. To date, knowledge creation and dissemination has primarily been addressed in terms of the intrinsic nature of knowledge. We argue that it is possible to go further and consider the issue of organizational design. How can employees be incentivized to contribute to and increase knowledge flow within the organization? The question of incentive systems is naturally related to both the social contract and idiosyncratic factors such as organizational and national culture. Over the past ten years, several frameworks have been proposed and tested in specific contexts (the Seci, Ba and Hau-Ba approaches, etc.). We therefore need to identify and assess possible new approaches that complement existing models and take into account new forms of organizing.
- ***Boundless spaces and knowledge flow.*** Boundless refers to the emergence of new socio-economic spaces such as markets, communities, and hybrid physical and virtual spaces (wikis, etc.). This multiplicity of spaces, which is accompanied by an increase

in the number of links between them, poses new problems for organizations that need to develop consistent strategies for managing knowledge flow. There is a need to develop topographies – that potentially include dynamic links – of boundless spaces and to identify their impact on knowledge flow.

- **Emerging practices.** Boundary spanning, collective bridges and more generally new experiments have recently appeared that aim to facilitate knowledge flow within and between organizations and networks. These new practices must be documented and their relevance established, taking into account the different types and purpose of knowledge, particularly in the context of innovation.
- **From “bureaucracies” to “knowledge platforms”.** As organizations become more distributed, top-down approaches to knowledge flow have been increasingly questioned. The multiplicity of spaces available for value creation and the “acceleration of everything”, poses a significant challenge for traditional vertical organizations in terms of how they manage their knowledge flow. We need to develop a better understanding of how organizations deal with such challenges in terms of technical infrastructure, incentive systems and organizational design.
- **Entrepreneurship in boundless organizations.** The distributed nature of organizations, the multiplicity of spaces for value creation, and short time frames for individual and collective action open up new opportunities for entrepreneurship that are based on knowledge and knowledge flow. Due to the profound transformation of socio-economic systems, developing entrepreneurship spaces is now on the agenda of policy-makers and executives in various institutional settings. *In this context, the issue of early-stage investment and securitization of intangibles appear as critical issues for policy action.*
- **How to take advantage of knowledge-based capital approaches in institutions and territories?** Over the past ten years, several programs have been put in place, supported by large international (the World Bank, the OECD, the European Commission) and national (the Korea Development Institute, the Brazilian Development Bank-BNDES, the European Investment Bank, Ministries of Economy and Industry, etc.) institutions. New approaches to knowledge-based capital have been developed and implemented at national, regional, city and microeconomic levels. The question that arises is how can institutions themselves take advantage of such approaches? This includes ways to measure, report, and monitor their intrinsic knowledge-based capital, and make it available to the greatest number of people.
- **Data as the new business landscape... and societal horizon?** The on-going digital revolution induces major changes in the way business and social links are established and organized. Instability in business models and the accelerating of everything induces new rules for value creation, where data play a critical role.

The IC 10 conference addresses these issues and outlines their policy implications. As with previous IC conferences, we start by reviewing ongoing country programs related to intellectual capital.

This year, following the success of IC8 (South Korea) and IC9 (the Mediterranean), we focus on an emerging country: **Brazil**.

Brazil has been a pioneer in intangibles and intellectual capital. This is notably due to the Brazilian Development Bank’s –BNDES– program, initiated several years ago, but also to several projects carried with the support of the World Bank on the measurement of

intangibles at macro and sectoral levels. It will be interesting, particularly for developing countries, to learn about the Brazilian experience and hear some first-hand accounts of monitoring knowledge-based capital.

As at former IC conferences, these questions are addressed at various levels: countries, regions, cities, firms and networks. Similarly, as before the conference alternates plenary sessions with keynote speeches and parallel workshops. This structure allows time for more detailed discussions on the various topics of interest to the different IC communities.

Day 1 – Thursday June 5, 2014
Introduction :
Session 1: THE INTANGIBLES' INTERNATIONAL POLICY AGENDA : AN UPDATE 9.00 - 11.00 <ul style="list-style-type: none">• The OECD agenda on knowledge-Based capital, OECD representative (tbc)• The US programme, Stephen A. Merrill, Executive Director Science, Technology, and Economic Policy , The National Academies• The EU programme, Marianne Paasi, DG Research• The Japanese programme, Yoshiaki Tojo, Program Adviser, New Energy & Industrial Technology Development Organization (NEDO), Director, Ministry of Economy, Trade and Industry (METI)• The UK programme, Tony Clayton, Chief Economist, IPO• The French programme, DGCIS, Ministère du redressement productif
Cafe Break - Networking 11.00 – 11.30
Session 2: MEASURING INTANGIBLES : ON-GOING RESEARCH INITIATIVES 11.30-13.00 <ul style="list-style-type: none">• Public sector intangibles, Matilde Mas, Professor, University of Valencia• Measuring innovation practices in the public sector, University of Urbino (a representative, tbc)• Do Management Practices Support R&D Activities?, Tsutomu Miyagawa, Professor, Gakushuin University• Measuring Organisational capital, Steven Dhondt, Senior Research Scientist TNO and Visiting Professor, University of Leuven• National Intellectual Capital valuation –NIC, Pirjo Ståhle, Carol Lin, Leif Edvinsson
Lunch : 13.00 – 14.15

Session 3:

THE KNOWLEDGE –BASED ECONOMY AGENDA IN BRAZIL

(PART I)

14.15-15.45

- « Innovation capabilities and internalisation of Brazilian economy », Carlos A. Primo Braga, Professor, International Political Economy, IMD
- “The BNDES experience and perspectives” , Helena Tenório Veiga de Almeida, , Flavia Kickingger, head of innovation department , BNDES , Brazil
- “The Brazilian knowledge-based capital”, Mark Dutz, The World Bank,
- Mariano Laplane, CGEE
- Embraer (a representative to be confirmed)

15.45-16.00

Coffee-Break, Networking

Session 4

THE KNOWLEDGE –BASED ECONOMY AGENDA IN BRAZIL (PART II)

16.00-18.00

- “Knowledge flows and bases in emerging economy innovation systems: Brazilian research 2005–2009”, Hannes Toivanen, Principal Scientist VTT, Finland
- “Organizational learning and knowledge creation with arts in companies in Brazil, Ariane Berthoin Antal, Social Science Research Center Berlin (WZB) and Audencia Nantes School of Management , André Sobczak, Audencia Nantes School of Management
- Leveraging local knowledge for innovation , Saulo F Barreto, IPTI, Brazil

Session 5

RATING PATENTS: DISCUSSING RELEVANCE, DISSECTING THE BUSINESS SIDE

16.00-18.00

Moderated by Frederic Caillaud L’Oréal

Participants:

Emmanuelle Fortune, INPI , Air Liquide (Thierry Sueur or representative)Frédéric Caillaud, L’Oréal, Fabirama Niang, Director, IP, Total, Sacha Wunsch-Vincent, Wipo, Dominique Guellec, OECD, Jacques Darcy, EIF, Tony Clayton, IPO, Jeremy West, OECD,

(invited first list to be confirmed)

Session 6

ON INTANGIBLES REPORTING: ACHIEVEMENTS, RELEVANCE AND NEXT STEPS

18.00-19.00

- WICI initiative: an update , Yasuhito Hanado, professor, Waseda University, Mr Nishiyima, METI, Stefano Zambon, Professor, University of Ferrara
- The Global dynamic reporting initiative, Ahmed Bounfour, University Paris-Sud, Tadanori Yosano, Kobe University, Inge Wulf, Clausthal TU, Marcos Cavalcanti, Federal University of Rio Janeiro, Susanne Dust, University of Lichtenstein, Pierreluigi Catalfo, University of Catania
- Thomas J. Housel, A New Theory of Value: The New "Silent Hand of Altruism.", Naval Postgraduate School, NPS, Monterey, CA

19.00-20.15 : Cocktail buffet

Day 2 - Friday June 6, 2014

Session 7

MANAGING KNOWLEDGE OF TERRITORIES

9.00-11.00

- “The agglomeration of R&D Labs”. Gerald Carlino, Senior Economic Advisor and Economist, Research Department, Federal Reserve Bank of Philadelphia
- “Relational economics in practice”, Johannes Glueckler, University of Heidelberg
- “Human capital and mobility of knowledge” Luisa Gagliardi, Riccardo Crescenzi, LSE
- The Emergence of Novel Science-Related Fields: Regional or Technological Patterns? Exploration and Exploitation in UK Nanotechnology, Martin Meyer, University of Kent

Cafe Break - Networking

11.00 - 11.30

Session 8

MANAGING KNOWLEDGE IN INTERNATIONAL INSTITUTIONS

11.30 – 13.00

- Managing innovation policy knowledge : the OECD innovation platform , Dominique Guellec , OECD
- Managing knowledge at the European Commission: the DG Connect perspective, Cristina Martinez, DG Connect
- Managing knowledge at the World Bank, Justine White, The World Bank
- Managing knowledge at ESA, the European Space Agency (speaker tbc)
- Managing knowledge at UNESCO (speaker tbc)

Lunch Break

13.00 – 14.15

Session 9

14.15 – 15.45

MANAGING KNOWLEDGE IN BOUNDARYLESS ORGANISATIONS :

- “On the status of knowledge in organisations”, Jan Mouritsen, Copenhagen Business School
- “Managing knowledge in learning communities”, Kai Raimers, Aachen University
- “Beyond boundary spanners: The ‘collective bridge’ as an efficient interunit structure for transferring collective knowledge”, Jane Zhao, University of Kansas
- “A typology of knowledge markets”, Francisco Javier Carrillo, TEC Monterrey
- “Knowledge management in high performance teams”, Peter Pawlowsky, Chemnitz University

Cafe Break - Networking

15.45 – 16.00

<p>SESSION 11</p> <p>MARKET FAILURE AND KNOWLEDGE TRANSFER</p> <p>16.00-17.30</p> <ul style="list-style-type: none"> • Public to knowledge transfer and platforms , Jacques Darcy, European Investment Fund • An evaluation of the success rates of startups backed by university-oriented seed funds, Federico Munari, University of Bologna • New approaches to securitisation of intangibles, Martin Brassell, Chief Executive, Inngot • Public support to early-stage investment, an overview of practices, Ahmed Bounfour 	<p>SESSION 12</p> <p>ARTS, CULTURE AND SUSTAINABILITY</p> <p>16.00-17.30</p> <ul style="list-style-type: none"> • Sustainability of communities into practice, Satoshi Funahasi, ICMG • Arts and management of organisations, Giovanni Schiuma, University of Arts, London • The LEGEND project: Leveraging knowledge for sustainable innovation and growth in Eastern Europe. Mart Kivikas, Günter Koch • Arts and cities sustainability, A latin American perspective, Raphael Bidault Waddington • Philosophy and Art - an extension to the knowledge paradigm" by Leo Hemetsberger and Günter Koch
<p>17. 30. Conclusion, End of the conference</p>	

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