

**11. Draft 18/9/2000**

**High-Level Forum**

*On*

**KNOWLEDGE MANAGEMENT: THE NEW CHALLENGE FOR FIRMS  
AND ORGANISATIONS**

*Organised by*

CENTRE FOR EDUCATIONAL RESEARCH AND INNOVATION/  
ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT  
(CERI/OECD)

in co-operation with

STATISTICS CANADA (STC)  
INDUSTRY CANADA (IC)  
HUMAN RESOURCES DEVELOPMENT CANADA (HRDC)  
NATIONAL RESEARCH COUNCIL (NRC)  
NATURAL SCIENCE AND ENGINEERING RESEARCH COUNCIL (NSERC)  
SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL (SSHRC)

and with additional support from

TREASURY BOARD SECRETARIAT CANADA  
DEPARTMENT OF NATIONAL DEFENCE CANADA  
HEALTH CANADA

**21 and 22 September 2000**

**at Courtyard by Marriott Hotel, 350 Dalhousie Street, Ottawa, Canada**

PROGRAMME OUTLINE

The OECD publication “Knowledge Management in the Learning Society” has shown that the transmission and application of knowledge in public sectors, such as education, are generally poor in contrast to high tech sectors where the rate, quality and success in knowledge creation, mediation and use are highest. The aims of the seminar are to advance our understanding of knowledge management at organisation and enterprise levels across sectors in the emerging

knowledge economy and to develop a framework identifying good practices of knowledge management in enterprises and organisations across sectors. One of the key features of this work will be to analyse and compare how knowledge management is performed in different organisations of the private sector as well as in public services and administrations.

The seminar will bring together 30-40 high-level participants from the private sector (knowledge managers); academia (in the fields of business management, economy, education); and policy-makers.

**THURSDAY 21 SEPTEMBER 9:00-11:00**

## **Session 1: The knowledge-based economy and knowledge management: from macro to micro**

Welcome by Canadian representative, Dawn Nicholson-O'Brien, Executive Director, Treasury Board of Canada Secretariat, Corporate Renewal and Knowledge Management Office, and Counsellor and Head of CERI, Jarl Bengtsson, OECD.

*The aim of this session is to identify the general trends in the emerging knowledge-based economy, which set the framework for knowledge management in organisations and firms. In other words, the focus will be on the interactions between the micro and macro levels in the knowledge-based economy. Two speakers are invited to address these fundamental issues.*

### **Key issues:**

- Can we identify those generic trends in the knowledge-based economy that define the knowledge environment in which organisations and firms have to operate? What are the opportunities and the threats for firms and organisations learning to work in a “knowledge environment economy”?
- The competitive advantage of firms will even more rely on their ability to apply new knowledge to new products and processes. However, knowledge (tacit) is often embedded in firms and persons and cannot easily be transferred to other firms or organisations. Are we moving towards global markets for knowledge as we have global markets for information and products?
- Who are the key players working in the emerging global market for knowledge and what are their specific roles?
- What are the characteristics of the new knowledge workers?

**Chair:** Marie Tobin, Director General, Innovation Policy, Industry Canada

### **Key speakers:**

Secretary General Michael Gibbons on “*How can firms and organisations use mode1/mode2 knowledge production*”, Association of Commonwealth Universities, UK;

Professor Bengt-Aake Lundvall on “*Innovation policy and knowledge management – the interplay between firm strategies and national systems of competence building*”, Aalborg University, Denmark.

Discussion.

Coffee break at 10:45.

**THURSDAY 21 SEPTEMBER 11:00–16:00**

## **Session 2: Knowledge management strategies: conceptual frameworks and case studies**

*The aim of this session is to have a close look at how firms and organisations are concretely managing their knowledge and how it varies across sectors. Two speakers are invited to analyse the below-mentioned key issues and questions in general, and five speakers will explore case studies of knowledge management from very different sectors. Each presenter of a case study will be invited to reflect on a number of issues in their presentation. Please see Dominique Foray’s paper “Towards a framework for identifying good practices in knowledge management”, which is done in collaboration with the OECD Secretariat. This discussion will be taken up again in the 5<sup>th</sup> session on “Good practices of knowledge management in enterprises and organisations”.*

### **Key issues:**

- What kind of new resources and competencies do firms and organisations have to create in order to succeed in the knowledge-based economy?
- The management of competencies within firms and organisations: identifying and supporting learning processes; establishing networks; implementing linkages and feedbacks.
- The management of external relations: how to identify and absorb relevant external knowledge?
- What are the difficulties faced by the organisation or firm in order to build up a collective competence or organisational capabilities?
- How can new technology and software help companies to have more efficient practices of knowledge management?
- What are the cost issues and incentives for developing knowledge of individuals and promoting learning organisations?

- Can we identify a framework for how different knowledge management strategies differ in firms and organisations according to for example their age, size, technology, sector, competitive environment, and national culture?

**Chair:** Principal Administrator Kurt Larsen, OECD/CERI.

**Key speakers:**

Director Larry Prusak on “*Review of good practices of knowledge management in firms and organisations*”, IBM, USA;

Professor Dominique Foray on “*Towards a framework for identifying good knowledge management strategies and practices*”, Dauphine University, France.

**Review of case studies:**

Göran Carstedt, Managing Director Global Network Society for Organizational Learning (SOL) and former president of IKEA Europe and IKEA North America, Volvo sales and marketing operations in France and Sweden, Sweden;

President Bill Collins, Ottawa Centre for Research and Innovation (OCRI), Canada;

Assistant Vice President Harry Brantz, Holderbank, Cement Company, Switzerland;

Corporate Knowledge Lancer Kazue Kikawada, Knowledge Design Initiative, Fuji Xerox, Japan;

Program Director Knowledge Management Stephen M. Denning, World Bank.

Discussion.

**LUNCH 12:00-13:00**

*Coffee break at 15:45.*

**THURSDAY 21 SEPTEMBER 16:00-18:00**

**Session 3: Knowledge management in education: conceptual frameworks and case studies**

*The OECD report on “Knowledge Management in the Learning Society” shows that most education institutions pay little attention to knowledge management and many cannot realistically be described as learning organisations. The aim of this session is to explore how education institutions could respond to the development in economy and society outlined in sessions 1-3. The pressure on education institutions will most likely increase with the new possibilities for using information technologies to deliver education services in a number of innovative ways, the latest being through the Internet.*

- In what ways might preparation for the world of work in educational institutions need to change?

- How will the characteristics of the new knowledge workers affect the curriculum, the culture and the outcomes of educational institutions?
- How might the relations between business and education be changed in a knowledge economy?
- Will the knowledge economy affect how educational institutions are led and managed?

**Chair:** Director General Ned Ellis, Social Sciences and Humanities Research Council, Canada

**Key speaker:**

Professor and Director Sir David Watson on “*Managing Knowledge Management: the Role of Universities*”, Brighton University, UK.

**Review of case studies:**

Executive Director Dale Shuttleworth on “*What works in school management in 9 countries*”, Training Renewal Foundation, Canada;

Vice-President Heather Munroe-Blum on “*Universities and Good Practices for Knowledge Management*”, University of Toronto, Canada;

Professor Hans Schuetze on “*Knowledge management in North American and European universities*”, University of British Columbia, Canada.

Discussion.

**19 : 00 - 21 : 30**

**DINNER : COURTYARD RESTAURANT, 21 George Street, Ottawa**

**FRIDAY 22 SEPTEMBER 2000 , 9:00-11:00**

**Session 4: Management of knowledge and intellectual property rights issues**

*The aim of this session is focus on an important element of the management of knowledge, namely the intellectual property rights. Two speakers are invited to elaborate on the below mentioned issues.*

**Key issues:**

- Why an effective organisational strategy in terms of intellectual property rights should require knowledge management capacities. The importance of interactions between IP management

and knowledge management. Finding a balance between protection of ideas and circulation of ideas.

- Private companies and universities: issues of intellectual property and knowledge transfer.
- New ICT's and new digital rights: how to manage your knowledge on the WWW?

**Chair:** Riel Miller, Advisory Unit on Multidisciplinary Issues, OECD.

**Key speakers:**

Professor David Mowery on “*Intellectual property as a strategic tool for firms and the consequences for university/industry relationships*”, University of California, Berkeley, USA;  
Senior Advisor Pierre Fortier on “*Commercialisation of university research: a comparison between the USA and Canada*”, Innovitech Inc., Canada.

Discussion.

*Coffee break at 10:45.*

**FRIDAY, 22 SEPTEMBER 2000, 11:00-15:00**

**Session 5: Good practices of knowledge management in firms and organisations**

*The aim of this session is to identify good practices of knowledge management. It will be based on the discussions in especially session 2 where the focus is on establishing a framework on how knowledge management strategies differ in firms and organisations according for example to their age, size, technology, sector, competitive environment, and national culture. The presenters of the case studies in session 2 will be invited to reflect on how their firm or organisation is identifying good knowledge management practices.*

- What are the existing work and criteria for identifying good practices of knowledge management for example through learning-by-comparing or benchmarking? Can they be applied across firms and organisation within private sectors and public services and administrations?
- Can we identify a framework or a set of criteria to determinate good practices of knowledge management in firms and organisations across sectors?
- How would this framework or set of criteria to determinate good practices for example vary according to age, size, technology, sector, competitive environment, and national culture?

**Chair:** Dawn Nicholson-O'Brien, Executive Director, Treasury Board of Canada Secretariat, Corporate Renewal and Knowledge Management Office

**Key speakers:**

Professor Thomas Davenport on "*What kind of new resources and competencies do firms and organisations have to create and acquire in order to success in the knowledge-based economy*", Andersen Consulting, Institute for Strategic Change, Boston University, USA;

Dr. Senior Research Officer Martin Brooks and Jack Smith on "*Navigating by Context: Knowledge and Networking Strategies for the NRC*", National Research Council, Canada;

Professor Karl Erik Sveiby on "*Progress made in developing valid and reliable tools for measuring knowledge-based assets*", Sveiby Knowledge Management and Macquarie Graduate School of Management, Australia.

Discussion.

**LUNCH 12:00-13:00**

*Coffee break at 14:45 – 15:00.*

**FRIDAY, 22 SEPTEMBER 2000, 15:00-17:00**

**Session 6: Sum up: Policy implications and lessons from the previous sessions?**

*The aim of the final session is to focus on the policy implications of the discussions in the previous sessions and to discuss the lessons and perspectives for further OECD work on knowledge management.*

**Key issues:**

- What is the role for the public sector in facilitating and promoting good practices in knowledge management in private firms and organisations?
- What could be the next steps for the OECD work on knowledge management in the learning society.

**Chair:** Counsellor and Head of CERI, Jarl Bengtsson, OECD.

**Key speakers:**

Permanent Secretary Jørgen Rosted on *“The role of the public sector in facilitating and promoting good practices in knowledge management in private firms and organisations”*, Ministry of Industry and Trade, Denmark;

Professor Jean-Michel Saussois on *“Lessons and perspectives for CERI work on these knowledge management issues”*, Ecole Supérieure de Commerce de Paris, France.

Discussion.

Concluding remarks from the Canadian authorities by Director Fred Gault, Science, Innovation and Electronic Information Division Statistics Canada on the Canadian perspectives and conclusions from the seminar; and from the OECD Secretariat.