Two events will be held back-to-back. The first event is a small, high-level forum with 30-40 participants on the topic of managing university/industry relationships: the role of knowledge management will be discussed, the 15th October 2001. The emphasis of the forum, like earlier and other forthcoming ones, will be to blend conceptual/policy issues with concrete case-study experiences based on an open dialog and discussion. The second event is a large conference with
over 200 participants on the topic Leadership in the Knowledge-Creating Society with the participation of Japanese universities and industries, the 16th October 2001 (please see the separate programme for this event).

These events will provide an important input to the CERI/OECD project on “The Economics and Management of Knowledge”. This project consists of three main pillars: 1) several high-level fora on exploring knowledge management in practice in public and private sectors; 2) national statistical surveys on knowledge management practices in the private sector in a selected number of OECD countries; and 3) an OECD high-level Study Group on the economies of knowledge.

MANAGING UNIVERSITY/INDUSTRY RELATIONSHIPS: THE ROLE OF KNOWLEDGE MANAGEMENT

Every OECD country is seeking to strengthen and improving the relationship between universities and public research institutes on the one hand and private enterprises on the other hand. Mutual benefits for the two partners can be achieved in closer collaboration; the key issue is how to make it happen. Industry can help scientists by bringing ideas to the marketplace and providing expertise in marketing, manufacturing, engineering and service. At the same time, industry can benefit from: 1) access to graduates; 2) access to new ideas; and 3) access to research laboratories and databases.

Despite these mutual benefits, which each partner is looking for, the co-operation between industry and university is not always smooth and without conflicts. Researchers in universities and private companies have different incentives and working cultures and both partners must understand these differences, if partnerships are going to be successful. To put it in a very simplified and rather “linear” way: universities are creating, administrating and disseminating knowledge and private companies are also creating knowledge but also applying and marketing knowledge; they are thus managing their knowledge in very different ways and with different purposes and expectations. The key issue is thus how can excellence in research and education be balanced with commercial objectives? What knowledge management approaches can help to reconcile these two objectives?

MONDAY 15 OCTOBER 2001 10:00–13:15

Moderator and welcome: Counsellor Jarl Bengtsson, OECD/CERI.

Welcome and introduction by:

Deputy Director General Toichi Sakata, research Promotion Bureau, MEXT; Introduction of the OECD/CERI issue paper: Professor Jean-Michel Saussois, Ecole Supérieure de Commerce, Paris and consultant at OECD/CERI.
Session 1: First key note address by world industrial leader. (10:10-10:30)
Chairman of the Board Yotaro Kobayshi, Fuji Xerox, on “Knowledge Management and the role of university/industry collaboration in promoting innovation – a view from an industry leader”

Two world expert leaders in knowledge management will reflect on what are the main knowledge management issues when industry and university collaborate. (10:30-11:00)

Professor Ikujiro Nonaka, Graduate School of International Corporate Strategy, Hitotsubashi University; Xerox Distinguished Professor in Knowledge, Haas School of Business, UC Berkeley; Executive Director Larry Prusak, IBM Institute for Knowledge.

Key issues:

- The key words of university/industry collaboration seem to be “interactions”, “alliances”, “co-operation”, “networks”. Universities are no longer seen as a “reservoir” for fishing ideas and new knowledge. What are the challenges for knowledge management in such collaborations?

- What components in the management of knowledge are essential to make university/industry collaboration successful seen both from a private company’s and a public research institution’s perspective?

- Many global firms have redefined their “R&D Management” and “Innovation Management” across business units, across areas of expertise as well as across geographical locations. What new forms of knowledge management are being required?

- How much of the difficulties in university/industry collaboration related to the “nature” of knowledge and different approaches to knowledge management?

- What major differences exist between the “West” and the “East” in knowledge management and what are the possible implications of these differences on university/industry collaboration in the two “worlds”?

Discussion. (11:00-11:45)

Coffee 11:45-12:00

Session 2: What are the key issues of knowledge management in university/industry collaboration? The university perspective. (12:00-13:15)

Moderator: Professor Katsuya Tamai, research Centre for Advanced Science and Technology, Tokyo University.

Executive Director Shimizu Isamu, The Circle for the Promotion of Science and Engineering; Vice Chancellor André Oosterlinck, Catholic University of Leuven, Belgium.
Key issues:

- In which way can knowledge management improve research collaboration between universities and private companies (building networks, mobility of researchers between universities and private companies, creating start-up companies in collaboration etc.)?

- What rules ought to guide knowledge management in a world of open collaboration of firms and research organisations where the key actors are problem identifiers, problem solvers and problem brokers? Do more traditional forms of knowledge management as for example protection of intellectual property rights counteract these flexible forms of collaboration?

- How can universities and public research manage their knowledge base to meet various expectations, like meeting the demand for economic benefits from public research on the one hand and address research issues of public concern like food safety, environmental degradation etc.?

Discussion. (12:30-13:15)

LUNCH 13:15-14:30

MONDAY 15 OCTOBER 2001 14:30–17:30

The afternoon’s discussion will focus on cases with highlights knowledge management issues in university/industry collaboration and on the policy implications hereof with a number of distinguish speakers.

Session 3: Lessons learnt: Knowledge Management applied to industry/university relationships (14:30-15:45)

Moderator: Principal Administrator Kurt Larsen, OECD/CERI.

Professor Hans Schuetze, British Columbia University on “A comparative study of industry-university relationships in North America, Japan and Europe”;

Japanese speaker from industry.

- Can we identify examples where research management and practice in university/industry collaboration exist in an effective, symbiotic relationship that optimises investment in knowledge creation and effective decision making?
• It is argued that companies and universities are changing, becoming more networked, flexible and interactive. What does this imply in terms of the skills and competences of researchers both in private and public research?

• Is there a role for “intermediaries” both in the form of individuals and organisations to promote knowledge management and interaction between private companies and public research institutions?

• Are there differences in country approaches of how knowledge management is applied to university/industry collaboration?

Discussion (15:00-15:45)

Coffee 15:45-16:00

Session 4: Panel on what is the policy implications (16:00-17:15)

Moderator: Principal Administrator Kurt Larsen, OECD/CERI.

Director General Teiichi Sato, Japan Society for the Promotion of Science; Vice Chancellor André Oosterlinck, Catholic University of Leuven, Belgium; President Toshiaki Ikoma, Texas Instruments Japan.

• What are the policy implications that can be drawn from the previous discussion about the role of knowledge management in promoting university/industry collaboration?

• Is there a role for governments (especially Ministries of Education) in promoting knowledge management issues in university/industry research collaboration?

• How can universities strengthen their management of knowledge in their research collaboration with private companies?

• How can private companies strengthen their management of knowledge in their research collaboration with universities?

• How do issues of identity, power, regulations and incentives affect: the making of knowledge public, the sharing of knowledge and the adoption of new forms of knowledge and knowledge-based practise?

Concluding remarks: Counsellor Jarl Bengtsson, CERI/OECD (17:15-17:30).

Reception (17:40 – 18:40).
Speeches: Representative from MEXT: Director General Teiichi Sato, Japan Society for the Promotion of Science.