Thomas Andersson • Martin G. Curley Piero Formica

Knowledge-Driven Entrepreneurship

The Key to Social and Economic Transformation



Contents

Se	ries Foreword	V			
Pr	Preface				
In	Introduction				
Pa	rt I Knowledge				
1	Scenario Setting	3			
	Enabling the Knowledge Economy	15			
	The Value of the Network	16			
	Entrepreneurship	17			
	Notes	18			
2	Foundation Laws of Knowledge Dynamics	19			
	Knowledge is a Multiplier Asset to be Managed and Leveraged	19			
	Innovation is the Process that Converts Knowledge into Action	21			
	Value Creation-Through Knowledge Innovation-as				
	a Collaborative, Open Process	22			
	Notes	27			
3	The Knowledge Value Chain	29			
	Knowledge Creation	30			
	Communities of Knowledge Practice	32			
	Cross-Boundaries and Cross-Rival Communities				
	of Knowledge Practice: Their Evolution into Superior Forms	37			
	Organisational Knowledge Creation	39			
	Knowledge Transfer	40			
	Knowledge Transfer: Interaction Between Academia and Industry	43			
	Impediments to Knowledge Transfer	45			
	Routes to Knowledge Transfer	46			

xii Contents

	Knowledge Integration Process	46 47
	Traineeships/Internships	47
	Continuing Professional Development	48
	Collaborative Research	48
	Knowledge Communication	48
	Knowledge Commercialisation	49
	Incubation of Research-Based Start-Ups	49
	Notes	51
4	Industry and Knowledge Clusters	53
	Industry Clusters	58
	Industry Clusters in the Web Age	62
	From Physical to Conceptual Marketspaces	63
	Knowledge Clusters	65
	The Knowledge Management Cluster®	66
	Notes	69
5	Embracing Business Ecosystems to Enable Sustainable	
	and Accelerated Innovation	71
	Quickly Developing a Product Is Only Part of the Journey	72
	Business Ecosystem Velocity	73
	Pacing the Product Ecosystem	74
	Designing an Effective Ecosystem	75
	When Speed Kills	77
	Information Technology(IT): A Critical Factor	78
	,	
6	Corporate Management of Knowledge	79
U		
	The Role of Chief Knowledge Officer	79
	The CKO as a Seeker Rather than a Knower	82
	The CKO Designs Conceptual Maps to Discern Creativity	
	in the Corporate Environment	83
	"Sparring" Is a Key Method of Knowledge Disclosure	
	and Discovery	83
	The CKO as a Cross-Pollinator for New Initiative Processes	84
	From Subjective Behaviors to Quantifiable Results	84
	Monetary and Subjective Measures	85
	Cost-, Market-, and Income-Based Approaches to Evaluation	86
	The CKO Operates in a World of Plausibility	86

Contents xiii

7	Knowledge-Relevant Economic Policy: Analyzing Knowledge Policymaking in Managed and Free-Market Economies	87
	Corporatism Takes Centre Stage	90
	Springboards for Corporatist Policymaking	93
	Knowledge Policy in the Public Interest: Plenty of Room	9.0
	for Policymakers?	95
	Corporatist Policy vs. Growth-Promoting Reforms	93 97
	Subsidy-Based Negotiated Corporatism vs. Open-Ended	91
		00
	Market Guidance	98
	Top-Down Corporatist Groups vs. Bottom-Up Communities	00
	of Free Agents	99
	Dissociated Corporatist Consensus vs. Unitary Community	100
	Consensus	100
	Standardization vs. Creative Ideas	101
	Knowledge Stock vs. Knowledge Flow	102
	Knowledge Recycling and Diversion vs. Knowledge Creation	104
	International Knowledge Policy: Corporatist	
	Partnership vs. Cooperative Partnership	105
	A Road Map to the Knowledge Economy	107
	Notes	107
8	Global Advance of the Knowledge Economy	109
	Key Features	110
	East Asia and the Pacific	111
	Eastern Europe and Central Asia	115
	Latin America and the Caribbean	116
	Middle East and North Africa	118
	South Asia	119
	Sub-Saharan Africa	120
	Notes	122
Pa	rt II Entrepreneurship	
9	The Entrepreneurial Revolution	125
	Leaders, Entrepreneurs, and Managers	127
	Notes	129
10	Types of Entrepreneurs	121
10	**	131
	Entrepreneurial Opportunity and Capacity	132
	Entrepreneurship in the Knowledge Domain	133
	Creative Entrepreneurship	136

	Creative Entrepreneurs: Technology Entrepreneurs, Knowledge Entrepreneurs, Entrepreneurial Scholars, and High-Expectation	
		1.40
	Entrepreneurs	140
	Technology Entrepreneurs or Technopreneurs	140
	Knowledge Entrepreneurs	143
	The Knowledge Entrepreneurs Network YEAM:	
	Young European Avant-garde Minds	145
	Entrepreneurial Scholars	145
	High-Expectation Entrepreneurs	146
	Preparing the Innovating Entrepreneurs of the Future	149
11	Entrepreneurial and Corporate Universities	153
	Traditional University	153
	Entrepreneurial University	154
	Corporate University	155
	Cultural Roots of the Entrepreneurial University	158
	A Worldwide Network	159
	What Is the Policy Response?	160
	Note	161
	Note	101
12	Small Business and Entrepreneurial Growth Companies	163
	Small Business Ventures	164
	Entrepreneurial Growth Companies	165
13	Native and International Entrepreneurship	169
	International Start-Ups	171
	Cultural Integration and Cultural Diversity	174
	Tapping into a Global Talent Pool: The Student Mobility	
	Dimension of International Entrepreneurship	177
	International Entrepreneurship Across Ethnic Boundaries	183
	Governance Frameworks	184
	Governance Modes 1 and 2	186
	Cost Implications of Modes 1 and 2	186
	Institutional Steps	186
	Policy Implications	187
	Notes	189
14	Laboratory Experiments as a Tool in Empirical Economic	
	Analysis of High-Expectation Entrepreneurship	191
	Experiments, Simulations, and Clinical Treatments	192
	Experiments	192
	Cincilations	10

Clinical Treatments	194
Entrepreneurial Experimentation	195
Exposure Modes	195
Experiments in Collaboration: Agent-Based Experiments	
on the Nature and Perspective of International Start-Ups	196
"Periodic Table" of Experimental Elements	199
Appendix 1	201
Appendix 2	203
Appendix 3	207
Appendix 4	211
Appendix 5	213
Appendix 6	215
Appendix 7	221
Appendix 8	229
Appendix 9	231
Appendix 10	233
References	239
About the Authors	249
Inday	253