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and tourism



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A knowledge management system for regional development

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Miedzyzdroje, 2-4th June 2008

Central issues

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- ➔ **The importance of knowledge and learning for regional development**
 - ➔ knowledge as a success factor for regions
- ➔ **The regional repository of knowledge**
 - ➔ regional stakeholders
 - ➔ missing awareness
 - ➔ knowledge supply and demand of regional stakeholders
- ➔ **Experiences from business management**
 - ➔ knowledge creation and knowledge management
- ➔ **Transferability for regional development**
 - ➔ knowledge management systems for regions

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The importance of knowledge and learning for regional development

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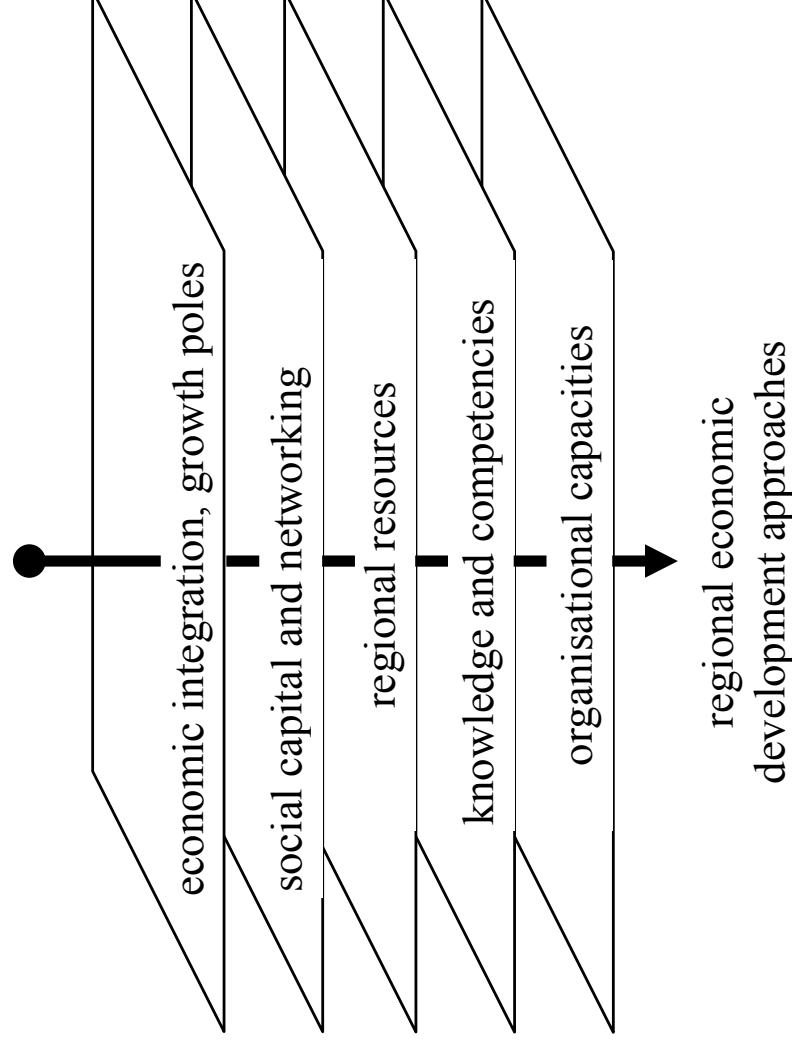
Current research status: basic approaches

- ➔ **Centring around growth poles:**
 - ➔ polarisation theories: various interconnections at a location set off a dynamic process of development which spreads also to neighbouring regions
- ➔ **Centring around networks and relationship between people:**
 - ➔ ,social capital approach': networks of contacts in a region can create commitment for public affairs and support regional economy
- ➔ **Centring around regional resources:**
 - ➔ endogenous regional development: returning to the idea of a regions' resources and capability to generate ideas and trigger development

Current research status: basic approaches

- ➔ Centring around the knowledge and competencies of the regional actors and institutions:
 - ➔ the learning region: underlines the importance of knowledge, qualification and the competences as the basis for regional development.
- ➔ Centring around regions' institutional and organisational capacities:
 - ➔ capacity building: social change is a complex process in which people attempt to make their living and working conditions efficient and effective.

Layer to analyse regional development processes



Knowledge and Regional Development

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- Knowledge and competencies are central success factors for the competitiveness of regions.
- Only „learning regions“ can survive in the future.
- regions must be defined by the same criteria and elements which comprise a knowledge-intensive firm
- To manage the existing knowledge and to create new knowledge are crucial challenges for regions

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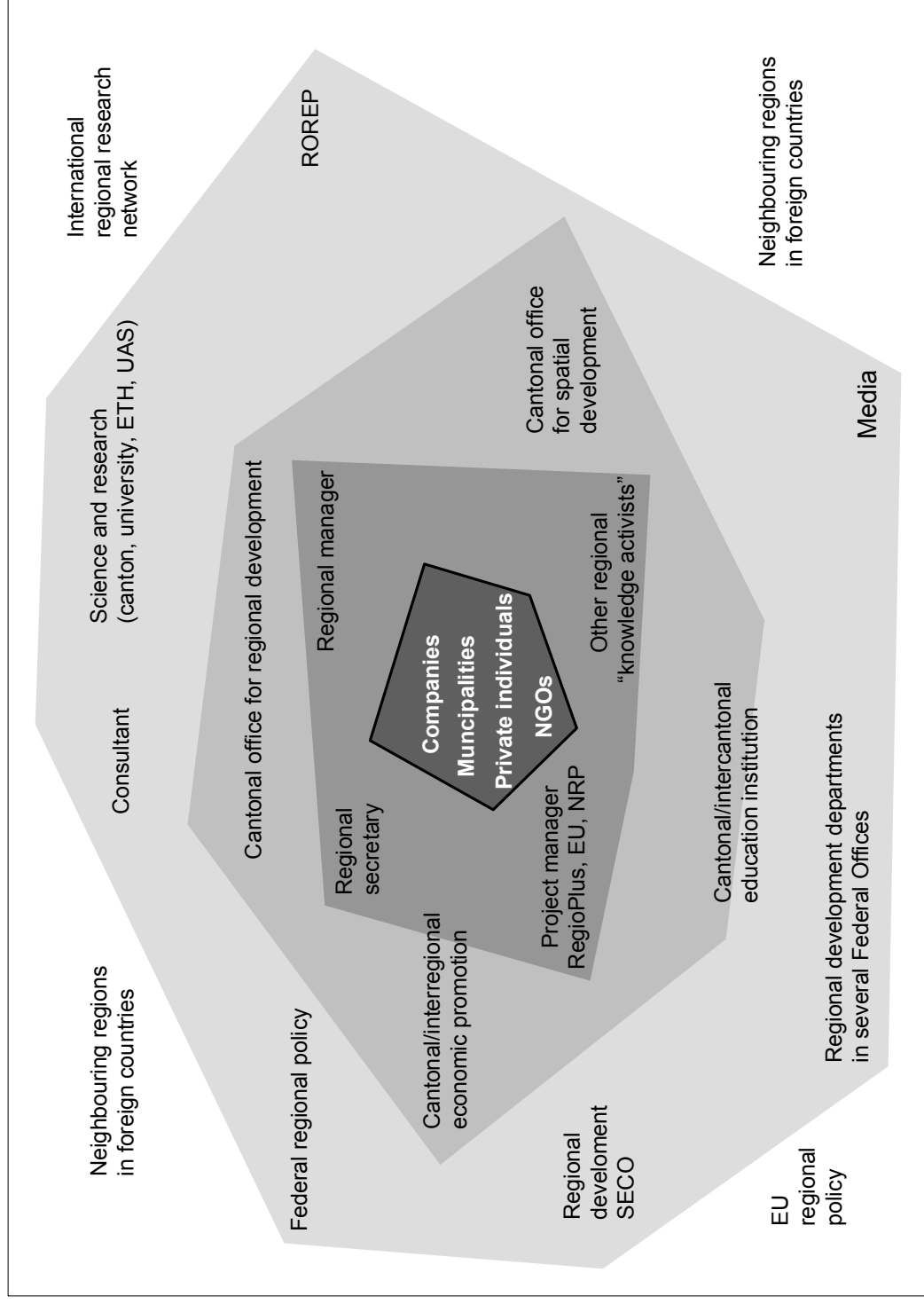
The regional repository of knowledge

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Regional repository of knowledge



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Barriers to use this repository effectively

➔ missing awareness about

- ➔ the complexity of the available regional knowledge (relevant stakeholders)
- ➔ how to require to existing knowledge
- ➔ how to create new knowledge
- ➔ how to use the existing knowledge to solve regional problems

➔ short half-live period of knowledge

➔ sometimes missing experiences

➔ missing responsibility

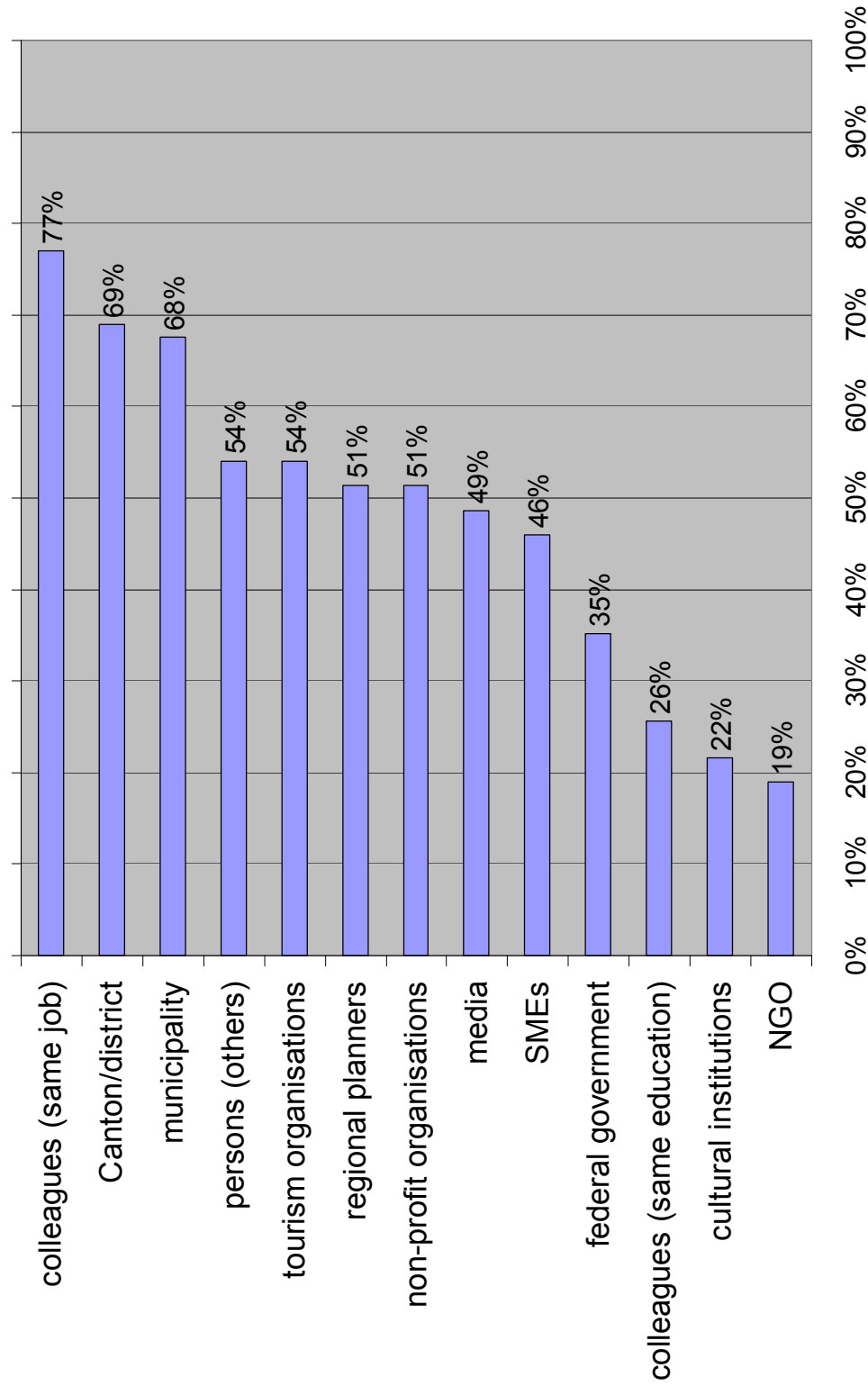
Regional demand for knowledge

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Demand for knowledge



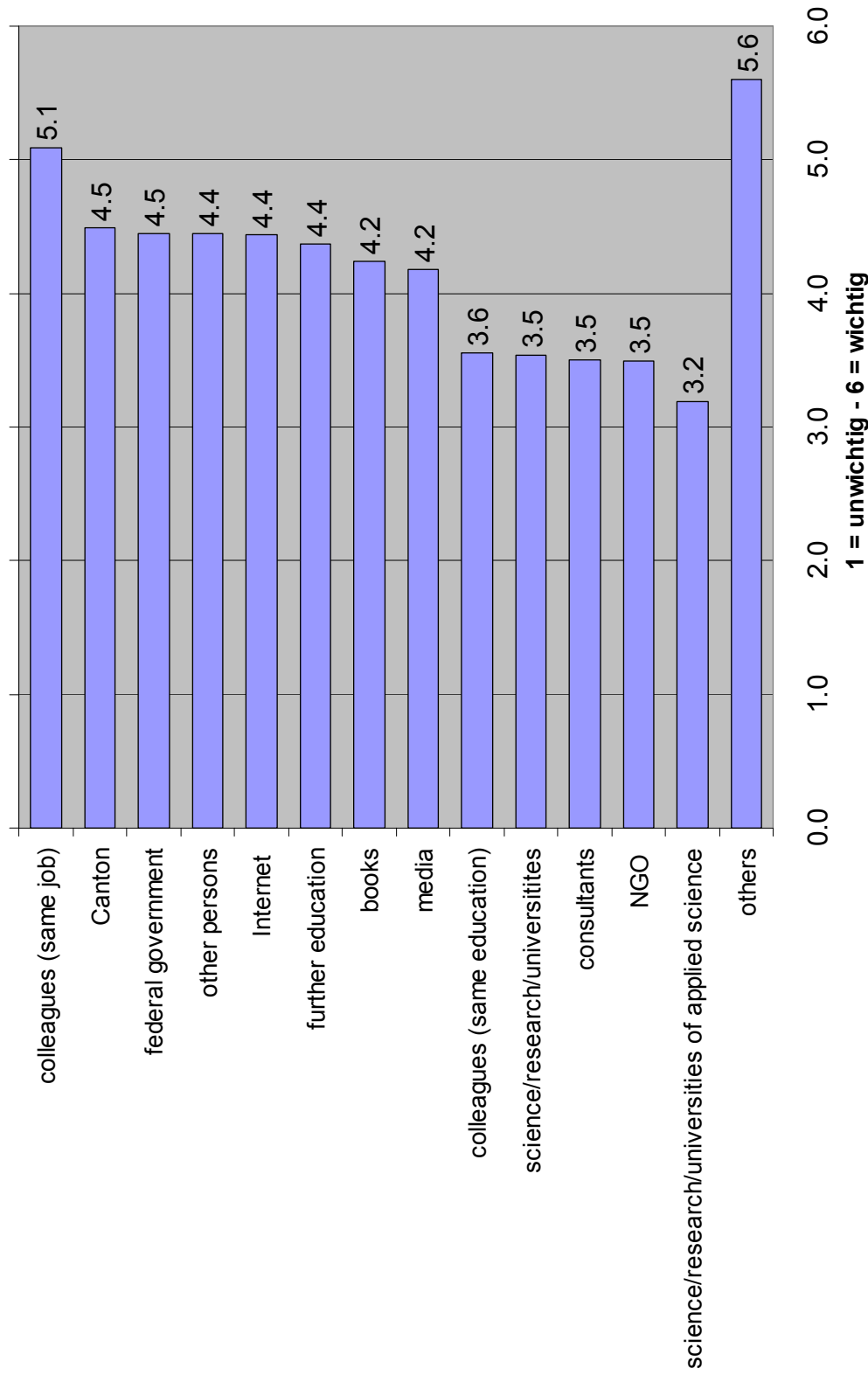
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source: Online-survey IDT, n=74

Suppliers of knowledge



source: Online-survey IDT, n=74

Kinds of knowledge and its future importance

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Kind of knowledge	Use today (in %)	future importance (1-6)
regional knowledge	92%	5.35
expert knowledge from regional sciences	91%	5.12
process know-how	81%	5.05
methodological know-how	72%	4.73
statistical data	88%	4.60
experience report	87%	4.58
administrative information	84%	4.39
expert knowledge business administration	73%	4.09

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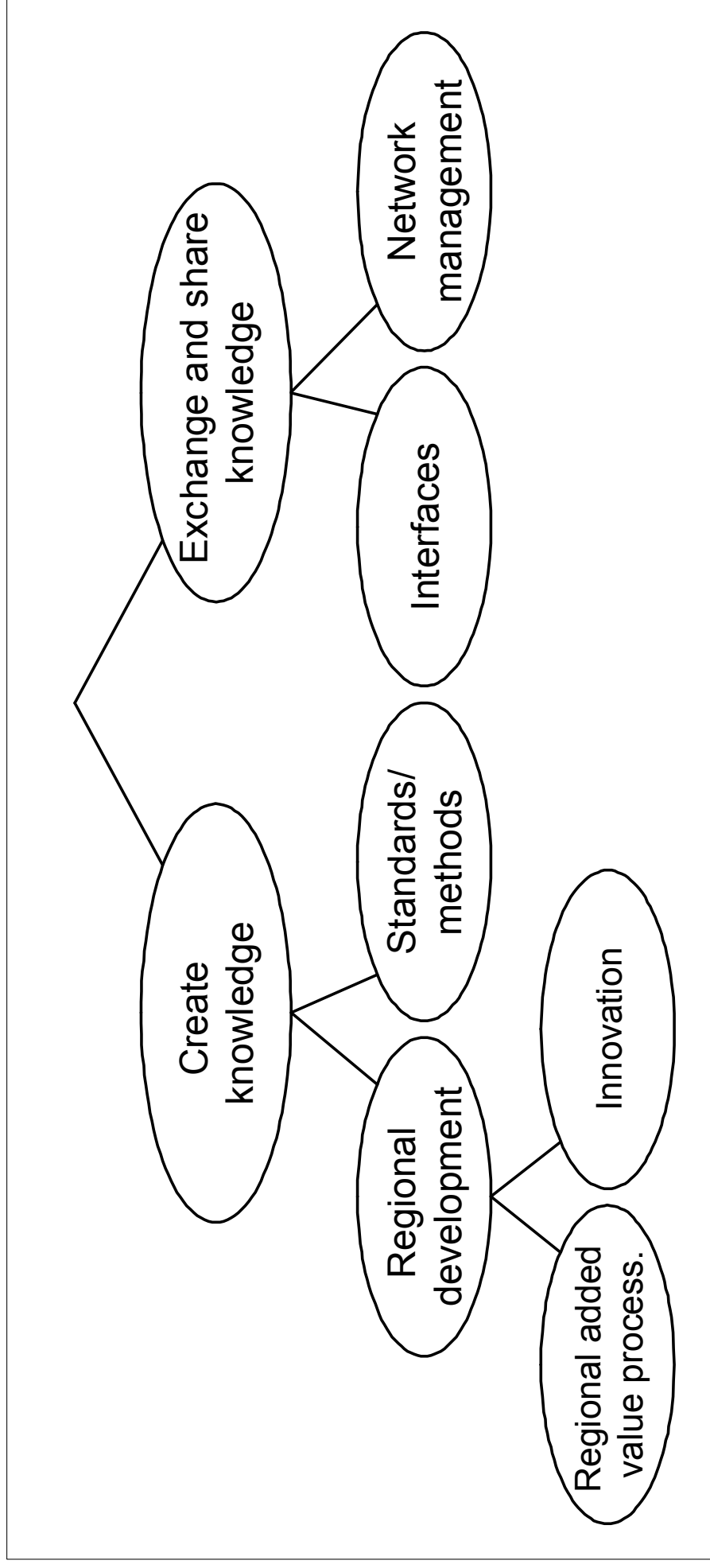
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source: Online-survey IDT, n=74

Importance of future knowledge factors

possible regional development paths	5.4
development with an influence on the region	5.1
improved networks within the region	5.1
improved networks between the regions	4.8
spatial observation	4.7
return of practical needs	4.6
improved knowledge management	4.5
transformation of new knowledge	4.5
individual consulting	3.9
supervision by colleagues	3.5

Regional knowledge demand



Experiences from business management

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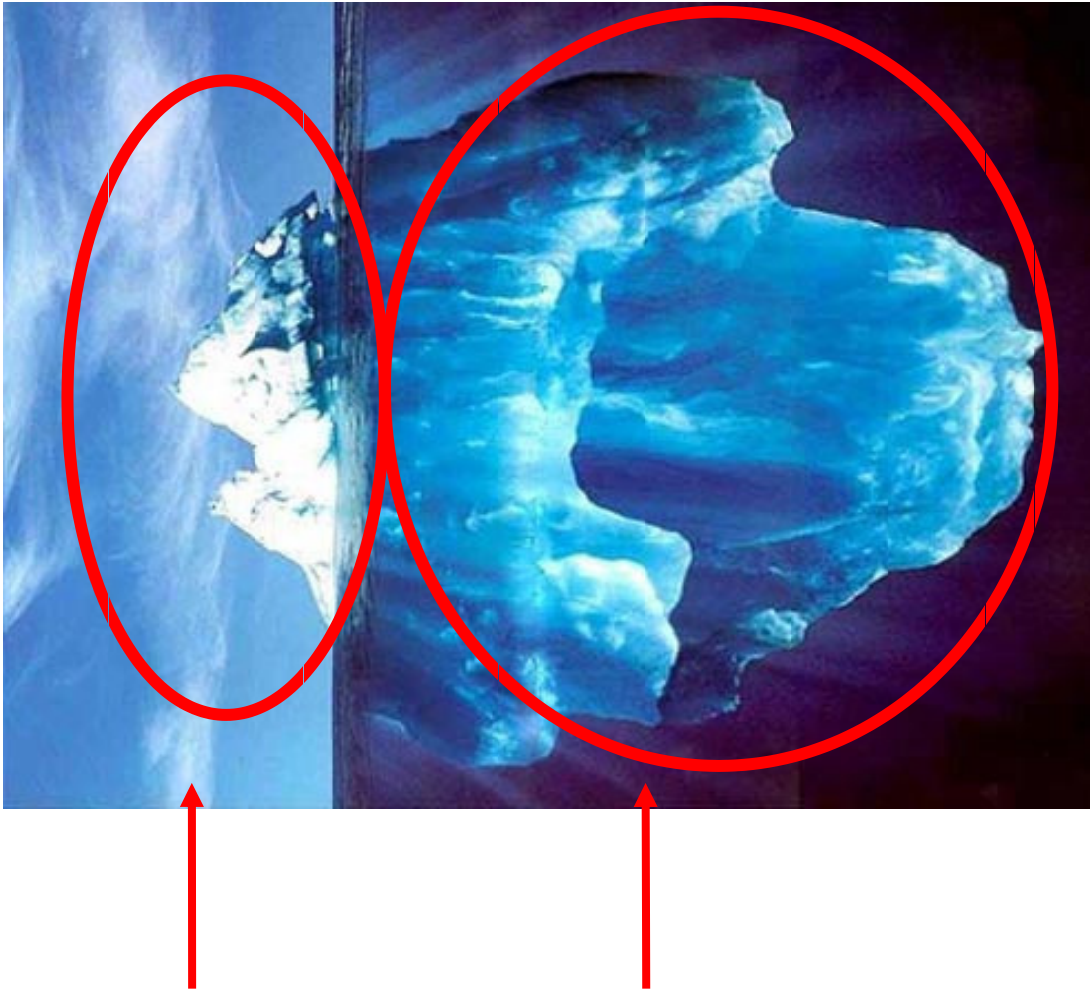


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Different kinds of knowledge

→ **Explicit knowledge,**
→ contained in manuals and procedures and

→ **Tacit knowledge,**
→ learned only by experience, and communicated only indirectly, through metaphor and analogy



Source: Nonaka, Takeuchi 1997

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Characteristics of explicit and tacit knowledge

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	Explicit knowledge	Tacit knowledge
Context	Connected with intellectual experiences	Connected with sensory experiences
Transfer	Communication of knowledge	Common application of knowledge
Explicitation	Documentation in words, numbers, pictures	Complex process of externalisation
Adoption	By common learning	By common experience

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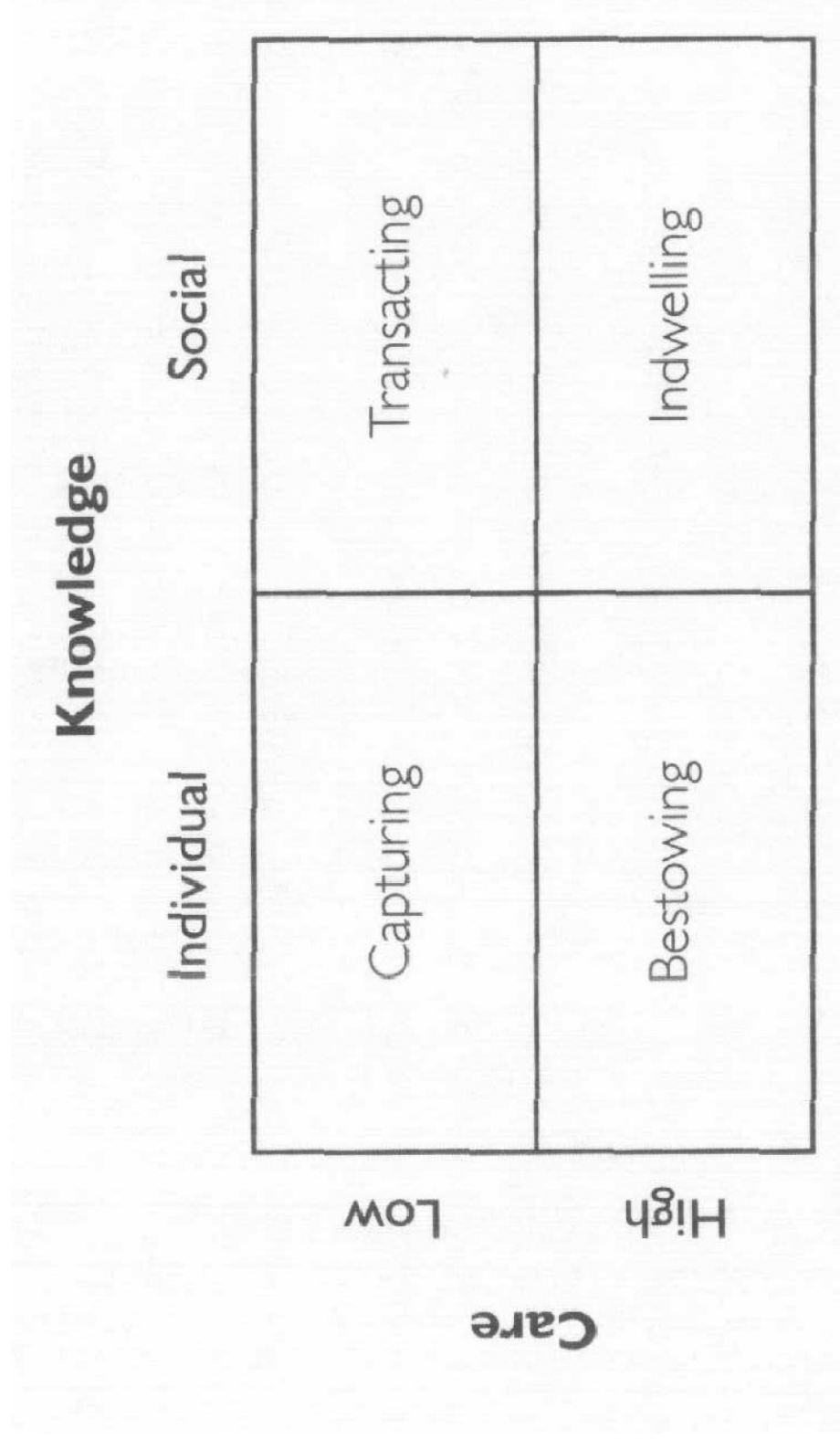


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Source: Wilke 1997

The Process of Knowledge Creation

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Source: von Krogh 1998

Characteristics of Knowledge Creation

Process	Level	Characteristics
Capturing	Individual	• Individual search for "maximum grip" • No interest/attempt to share knowledge • Limited feedback from others • Isolation of individual
Transacting	Social	• "Experts" transacting their knowledge • Minimizing risk of conveying non-legitimate knowledge • Sharing based on expected returns • Knowledge shared is the end result of a "maximum grip" learning process
Bestowing	Individual	• Knowledge created in a supportive environment ("maximum leverage") • Strong intent to share knowledge on the future • Feedback from others • Integration of individuals into the team
Indwelling	Social	• "Equals" creating knowledge • Questioning and changing the basis for legitimate knowledge • Sharing to help the team grow • Attempts to "look with" not "look at" other teammembers

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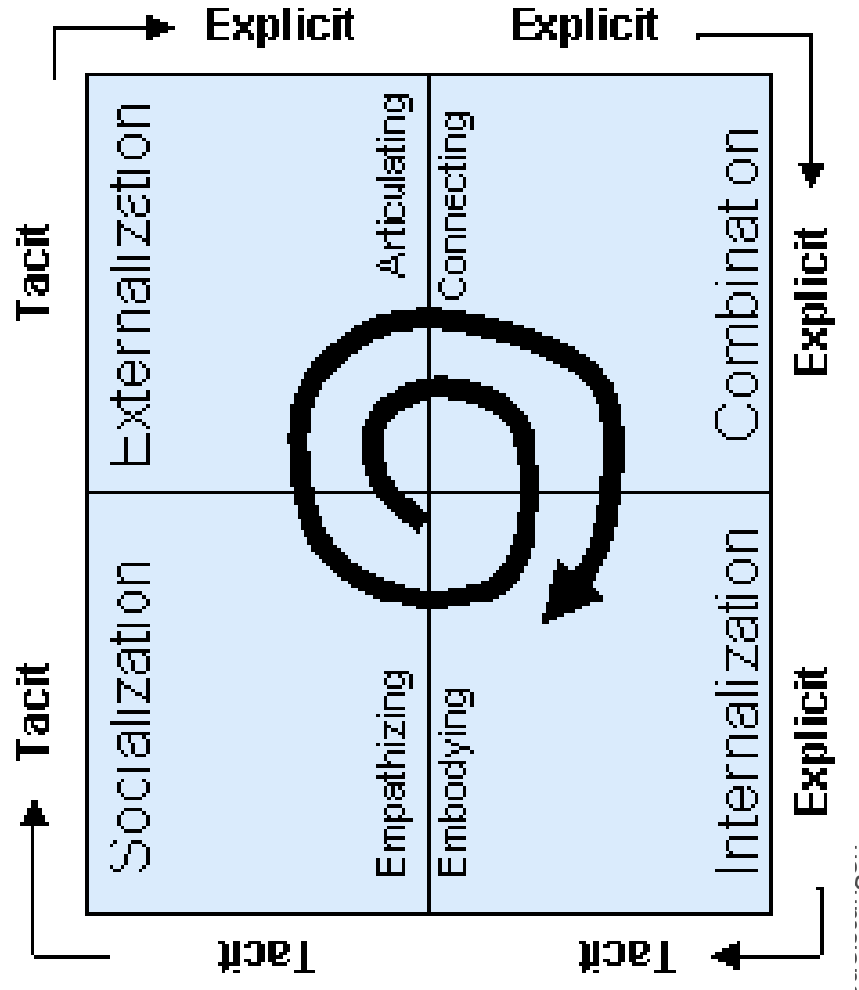
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Source: von Krogh 1998

The SECI-Model

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The SECI model (Nonaka and Takeuchi)



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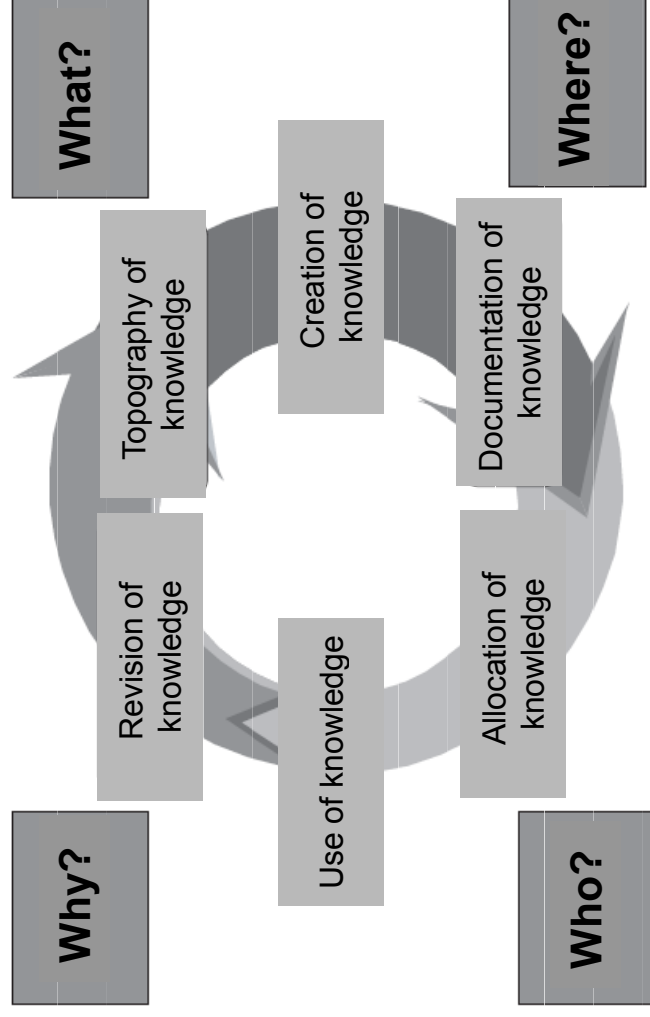
Definition of knowledge management

- ➔ „Knowledge management is defined as the process of continuously creating new knowledge, disseminating it widely through the organization, and embodying it quickly in new products/services, technologies and systems,”
(Nonaka / Takeuchi 2004)

From managing to enabling knowledge creation

Knowledge-creation steps						
Knowledge enablers	Sharing tacit knowledge	Creating a concept	Justifying a concept	Building a prototype	Cross-leveling knowledge	
Instill a vision		✓	✓✓	✓	✓✓	
Manage conversation	✓✓	✓✓	✓✓	✓✓	✓✓	
Mobilise activists		✓	✓	✓	✓✓	
Create the right context	v	✓	✓✓	✓	✓✓	
Globalise local knowledge					✓✓	

Basic structure for developing a knowledge management system



Successfactors for knowledge management

- ➔ **Solutions by technik**
 - ➔ IT solutions to exchange and transfer knowledge
- ➔ **Solutions by individuals**
 - ➔ exchange of implicit knowledge by experts
- ➔ **Communities of practice (CoP)**
 - ➔ A Community of Practice defines itself along three dimensions:
 - ➔ first the joint enterprise as understood and continually renegotiated by its members,
 - ➔ second the relationships of mutual engagement that bind members together into a social entity,
 - ➔ third the shared repertoire of communal resources (routines, sensibilities, artefacts, vocabulary, styles etc.) that members have developed over time
- ➔ **Communities of interest (CoI)**
 - ➔ defined by their collective concern with the resolution of a problem
 - ➔ bring together stakeholders from different communities of practice (CoP)

Knowledge management for regions: Example of Switzerland

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Regional knowledge management

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- Regional knowledge management is not (only) a management of knowledge but the management of common perspectives, visions, targets and projects which are worth creating new knowledge.
- Knowledge management itself is not enough.
- The aim of knowledge management is to trigger innovation and actions to achieve sustainable and successful regional development.

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Strenghts and weaknesses of the current regional knowledge management system in Switzerland

→ Knowledge and knowledge demand

- there is much knowledge available (used by federal govermnet, regions, municipalities, etc.) generated in common projects
- But: knowledge is linked with existing networks (inner circles), the exchange of knowledge has to be improved

→ structures

- basic structure exists, experts exchange their knowledge flexibel and pragmatically
- But: besides these expert networks the structures for knowledge transfer is often unclear und less formal

→ supply of knowledge exchange

- some good further educations for regional managers exist
- But: the range of further educations is not linked und they have different aims, there are not very well accepted

Aim of a regional knowledge management system

- Support for all responsible persons who contribute to the adaptability and learning aptitude as well as to the innovation of a region
- Enable regions to use their available knowledge to strengthen entrepreneurship and innovation
- A regional knowledge management system is an open, social system, whose members are functionally connected in a network
- A regional knowledge management system is defined by the knowledge-exchange relationship between its members.
- A knowledge system comprises various persons and institutions who are carriers of knowledge relating to a specific

system

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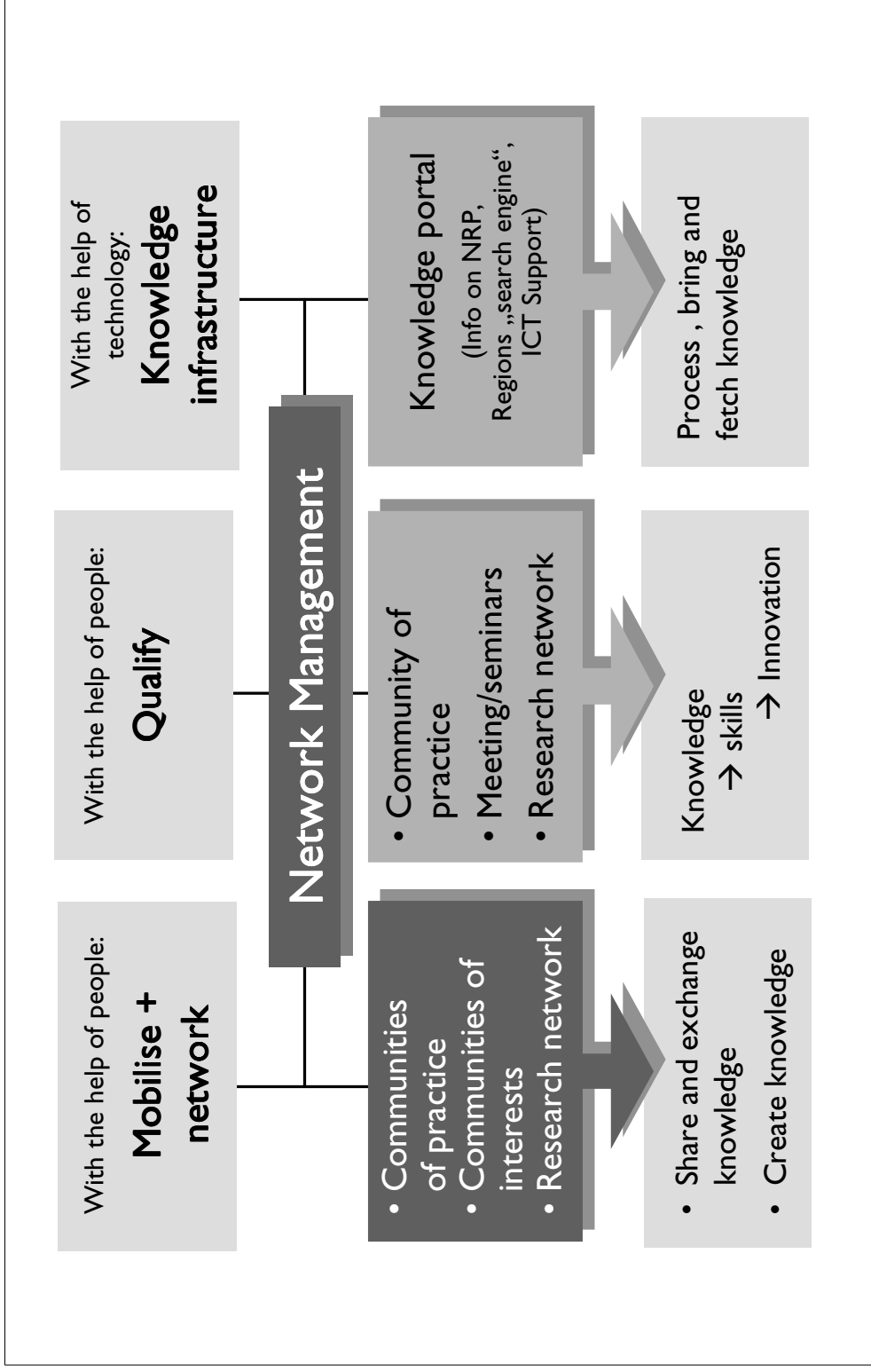


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Strategies for regional knowledge management

- ➔ mobilisation and networking
 - ➔ exchange and share of knowledge (especially implicit knowledge)
 - ➔ sensitise for knowledge management
- ➔ qualification
 - ➔ create skills and competences for innovative actions
 - ➔ further education
- ➔ knowledge infrastructure
 - ➔ exchange of tacit knowledge by technical infrastructure

Elements of the Swiss regional knowledge management system



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regiosuisse

Netzwerkstelle Regionalentwicklung
Centre du réseau de développement régional
Centro della rete di sviluppo regionale



Eine Initiative von
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Eidgenössisches Volkswirtschaftsdepartement EVD
Staatssekretariat für Wirtschaft SECO

Adressen News/Termine Über uns Weiterbildung

Willkommen

regiosuisse - Netzwerkstelle
Regionalentwicklung

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Startseite



regiosuisse veranstaltet am 27. Juni 2008 in St. Gallen beziehungsweise am 2. Juli 2008 in Schwyz zwei regionale Informationsveranstaltungen zum Wissensmanagement der Neuen Regionalpolitik (NRP) für die deutschsprachigen Landestelle.

regiosuisse Auftaktveranstaltungen

regiosuisse unterstützt die Regionalentwicklungspraxis durch den Aufbau strategischer und thematischer Wissensgemeinschaften. Diese fördern die Erarbeitung gemeinsamer Entwicklungsstrategien sowie den Erfahrungs- und Wissensaustausch.

Im Rahmen von Auftaktveranstaltungen in Neuchâtel, St. Gallen, Schwyz und im Tessin bietet regiosuisse Aktuerinnen und Akteuren der Regionalentwicklung Gelegenheit, sich einen Überblick über die Aufgaben und Angebote der Netzwerkstelle Regionalentwicklung zu verschaffen und mit Vertretern der Netzwerkstelle die Bedürfnisse zum Wissensmanagement zu diskutieren.

Referenten sind:

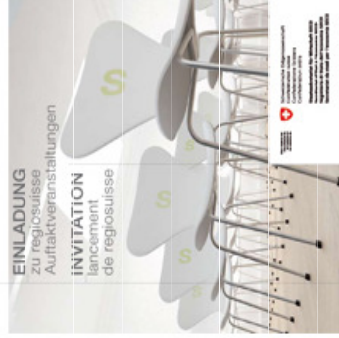
■ Martin Stokar, Leiter Wissenssystem Neue Regionalpolitik, seon

Website durchsuchen

Suche

Veranstaltungen regiosuisse
Veranstaltungen (alle)

19.06. Neuchâtel
27.06. St. Gallen
02.07. Schwyz
regiosuisse



Termine

Auftaktveranstaltung regiosuisse

19.06.2008 von 10:00 bis 16:00
regiosuisse | Neuchâtel (CH)

[+ Mehr Infos](#)

Auftaktveranstaltung regiosuisse

27.06.2008 von 10:00 bis 16:00
regiosuisse | St. Gallen (CH)

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[> Weitere Termine](#)

Conclusion

- Establishing a regional knowledge management system means learning and improving the learning aptitude of a region.
- Informal learning and the exchange of implicit knowledge are important characteristics of a regional knowledge management system.
- A regional knowledge management system has to have an aim and has to lead to action and to innovative solutions
- Regional stakeholders are crucial actors and they have to give strong support
- The efficient management of the available regional knowledge and the ability to create new knowledge are important success factors for the development of a region.