Knowledge Futures
Methods, Markets and Management

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Knowledge Management - 3yrs on

**KM '96**
- Few conferences, books and articles
- Value Chain
- Best Practices, sharing
- Tacit Knowledge
- Learning
- Intellectual Capital
  - Skanida, Dow, Anglian, Glaxo-W, E&Y, H-P, ICL, Tetrapak, Buckman

**KM '98**
- 100+ conferences, books, 10 journals
- Performance, value
- Communities
- Customers, Employee
- Ideas and Innovation
- Trading
  - Royal Mail, World Bank, Motorola, Jaguar, NatWest
**Life Cycle of a Fad**

- **Continues - embedded ... e.g. TQM**
- **Continues - new style/name e.g. BPR → process management**
- **Changes substantially - subsumed MBO → Performance Appraisal**
- **Abandoned (or lingering death) e.g. managerial grid, matrix mgmt**

**Where From, Where To?**

- **Socio-Economic**
- **Technology**
- **Management**

**Cultures / ‘Knowledges’**

- **Hard**
  - New Measures
    - IC, GKP, KVA
  - New Markets
    - Knowledge Trading
  - New Methods
    - Sensing
  - New Tools
    - Intelligent Agents
  - New Perspectives
    - Knowledge Ethics

- **Soft**

**Academic Tradition**

- Epistemology, Ontologies

**Knowledge Management**

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**INTELLIGENCE ■ INSIGHT ■ INNOVATION**

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New Markets

- Electronic markets - cars, auctions etc.
- Meta-information/knowledge - portal power?
- ‘Know-who’ markets - communities, expertnets
- IC markets - trading in intellectual capital
- Knowledge Futures Markets - needed? desirable?
- The 10x opportunity factor - cost, time, scope
- Collaborative markets e.g. human genome

10 Key Trends

- A New Dimension → Recognized Discipline
- Strategic Initiative → Routine Practice
- Best Practices → Breakthrough (10x) Practices
- Inward Focus on Sharing → External Focus on Value
- Knowledge Processes → Knowledge Objects

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10 Key Trends (cont.)

- Intellectual Capital → Tradeable Knowledge
- Knowledge Maps → Knowledge Navigators/Agents
- Knowledge Centres → Knowledge Hubs & Networks
- Knowledge Communities → Knowledge Markets
- Knowledge Management → Knowledge Innovation

Key Questions

- Future of the fad?
- Knowledge careers - what future for CKOs?
- Do the technologists (‘wild agents’) need taming?
- What markets will emerge?
- How can they be stimulated?
- What regulation will be needed?
- What can we learn from financial markets?