



K4DP

Knowledge for Development Partnership

Knowledge acquisition strategies for corporate and national competitiveness

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Knowledge is at the heart of sustainable development!

Agenda

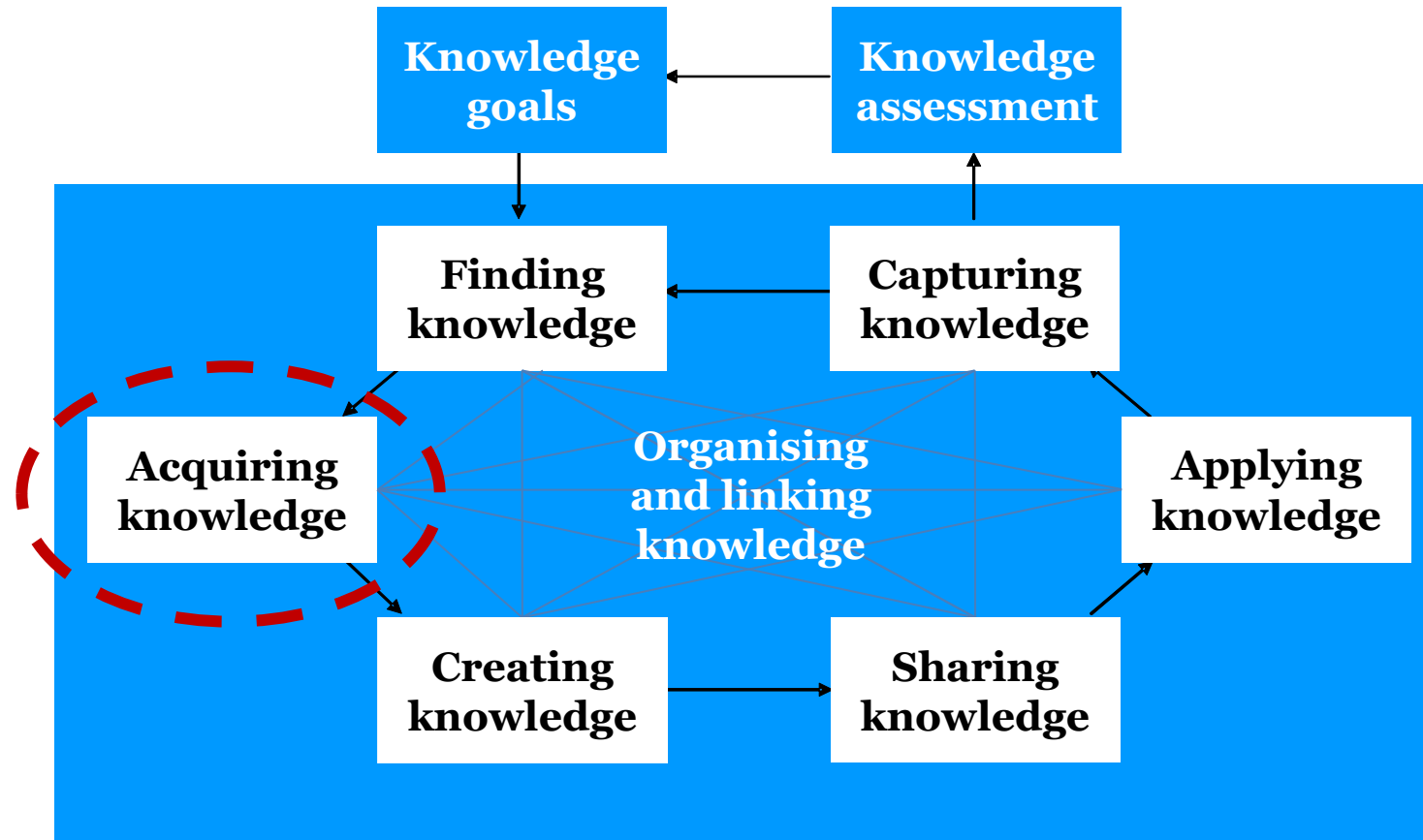


- Knowledge Acquisition
- Corporate knowledge acquisition strategies
- National knowledge acquisition strategies

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KNOWLEDGE ACQUISITION

Knowledge Management



Three categories of knowledge



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Knowledge is ..

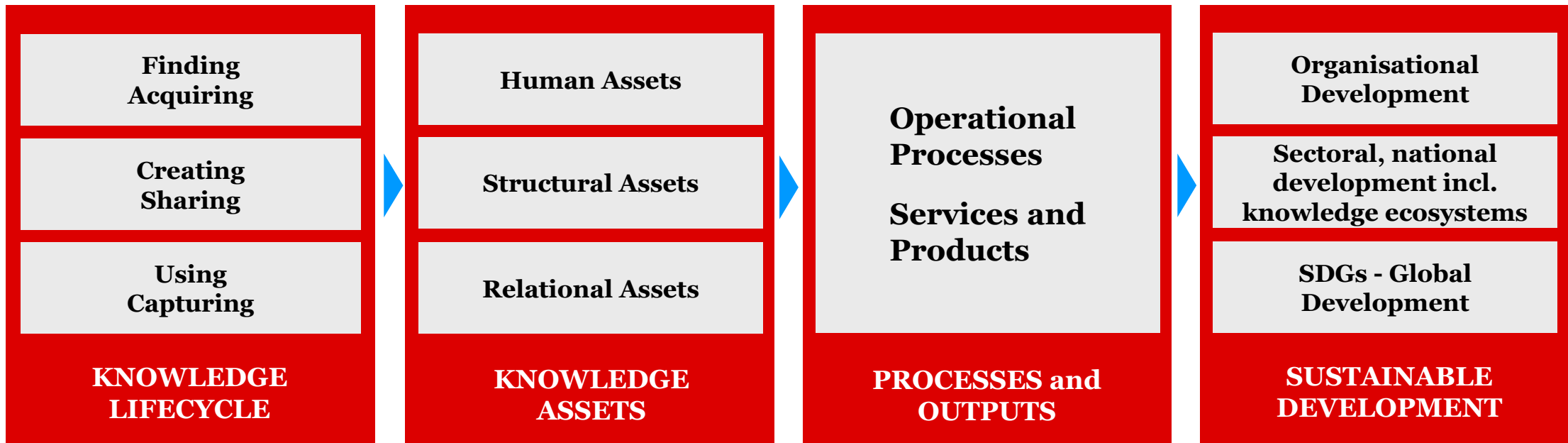
- **Human knowledge**
leaving the organization every evening
- **Codified knowledge**
remaining in the company when people leave
- **External knowledge**
staying outside but being relevant to operations

Knowledge Management for Development

KM4D Model



Knowledge Leadership and Governance



Monitoring and Learning

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KNOWLEDGE ACQUISITION ON ORGANISATIONAL LEVEL

ISO 9001:2015



7.1.6 Organizational knowledge

- The organization shall **determine** the knowledge necessary for the operation of its processes and to achieve conformity of products and services.
- This knowledge shall be **maintained**, and **made available** to the extent necessary.
- When addressing changing needs and trends, the organization shall **consider** its current knowledge and determine how to **acquire or access** the necessary additional knowledge.”
 - Note 1: Organizational knowledge can include information such as intellectual property and lessons learned.
 - Note 2: To obtain the knowledge required, the organization can consider:
 - internal sources (e.g. learning from failures and successful projects, capturing undocumented knowledge and experiences of topical experts within the organization);
 - external resources (e.g. standards, academia, conferences, gathering knowledge with customers or providers).

Three steps in knowledge acquisition



- Knowledge assessment
- Planning the knowledge acquisition process
- Implementing the plan

Knowledge categories include



Clients	Products	Services	Technologies
Topics	Functions	People	Market
Funding	Sectors	Marketing	...

Knowledge assessment along processes



Process steps:	Human Resources (Human Assets)	Codified Knowledge (Structure Assets)	External Knowledge (Relationship Assets)
Step 1			
Step 2			
Step 3			
Step 4			
Step 5			
...			

Knowledge resource matrix



Project steps: Example Consulting	Human Resources	Codified Knowledge	External Knowledge
Presales	Sales experts, market experts, product experts	Customer data, Sales kit, CRM-Tool, Presentations,..	Market intelligence, Business data
Make a proposal	Technical experts, calculation experts, legal experts, etc.	Proposal templates, legal documents, References, CVs, etc.	Legal advisors, partner companies, insurances, etc.
Staff the project	HR experts, Technical experts,..	Personal profiles, Assessment tools, Expert Networks,..	Expert networks, communities of practice,..
Define procedure	Technical experts, implementers, project managers,..	Processes, procedures, guidelines, checklists, lessons learned,..	Consultants, trainers, certification bodies,..
Solve problems	Supervisors, mediator, coaches, community of practice, etc.	Creativity techniques, mediation procedure, etc.	Coaches, external mediators, legal advisors,
Close down	Project managers, LL facilitators, Librarians, document managers,..	Project documentation procedure, Document Management System,..	Conferences, auditors, academic partners,..

EoA: Extent of Availability indicator



- 0 = to an extent insufficient for the operation in the process
- 1 = to an extent sufficient for operation, but unsatisfying in time or cost or quality
- 2 = to an extent sufficient for operation on a satisfactory level
- 3 = to an extent as needed for excellent operations

Project steps: Example Consulting	Human Resources	EoA	Codified Knowledge	EoA	External Knowledge	EoA
Presales	Sales experts, market experts, product experts	2	Customer data, Sales kit, CRM-Tool, Presentations,..	2	Market intelligence, Business data	1
Make a proposal	Technical experts, calculation experts, legal experts, etc.	2	Proposal templates, legal documents, References, CVs, etc.		Legal advisors, partner companies, insurances, etc.	1
Staff the project	HR experts, Technical experts,..	2	Personal profiles, Assessment tools, Expert Networks,..	2	Expert networks, communities of practice,..	1
Define procedure	Technical experts, implementers, project managers,..	3	Processes, procedures, guidelines, checklists, lessons learned,..	3	Consultants, trainers, certification bodies,..	1
Solve problems	Supervisors, mediator, coaches, community of practice, etc.	1	Creativity techniques, mediation procedure, etc.	2	Coaches, external mediators, legal advisors,	1
Close down	Project managers, LL facilitators, Librarians, document managers,..	1	Project documentation procedure, Document Management System,..	2	Conferences, auditors, academic partners,..	2

Planning knowledge acquisition in corporations



- Knowledge transfer plan
- 3 knowledge domains
- Integrated strategies

K-Transfer plan



Critical knowledge	Measures to transfer	Who?	When?

Three domains for knowledge acquisition



Domains	Methods
Acquiring knowledge to strengthen Human Capital	Recruiting individuals or teams; exchange programmes with partner organisations; trainings, simulators; computer-/video-based training; on the job training; External experts can facilitate the learning process
Acquiring knowledge to strengthen Structure Capital	Acquire technologies, licences, patents (with guidance in application) Standards; documentation & procedures; checklists handbooks; guidance documents/videos, instructions, etc. External consultants can provide and adjust standards and processes
Acquiring knowledge to strengthen Relation Capital	Partnership management; knowledge partnerships and networks, Communities of Practice, contractual agreements with experts or organisations; alliances, joint ventures

Integrated approaches



- Organic growth: building on or adjusting existing processes in a systematic, integrated way. Slow, but stable, low risks.
- Partnership growth: Contractual arrangements, strategic alliances, joint ventures. Faster, but requiring excellent management and handling of many risks
- Acquisition growth: Selecting the best of two (or more) worlds and integrating them into one. Fastest, but the integration is challenging and can fail.

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KNOWLEDGE ACQUISITION ON NATIONAL LEVEL

Four steps in knowledge acquisition



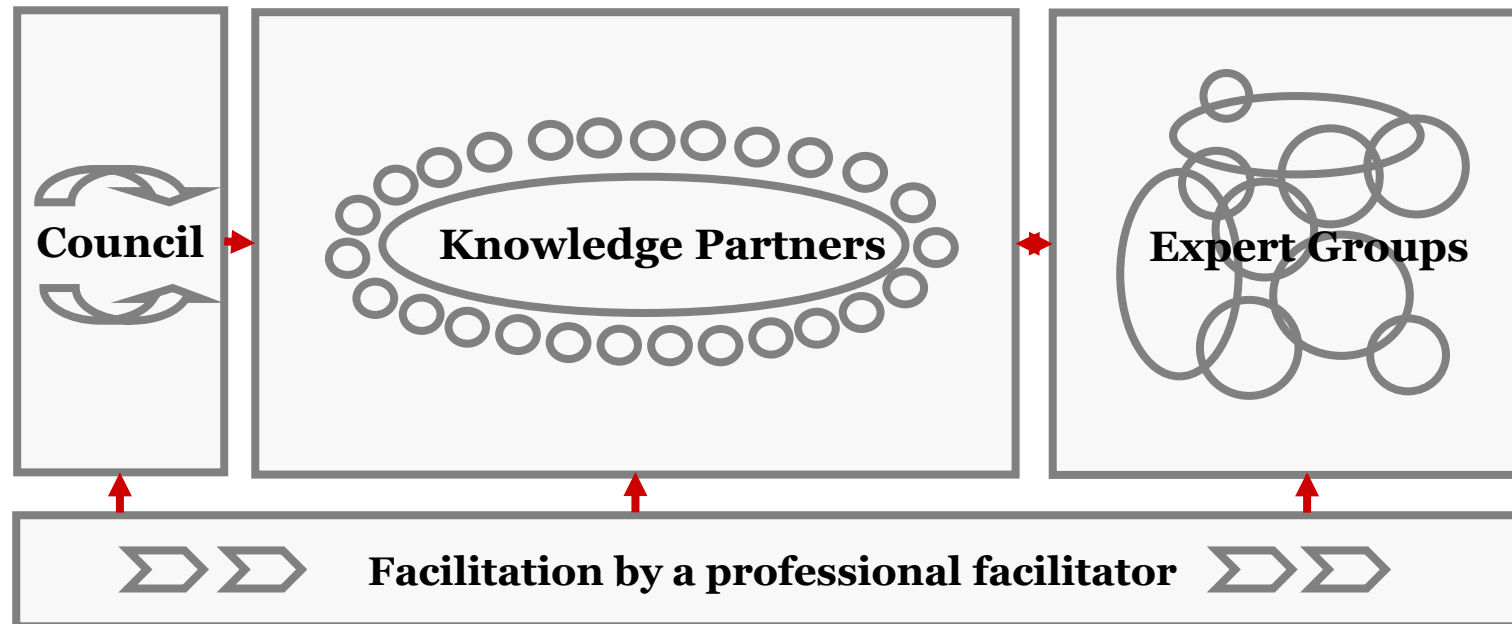
- Forming a knowledge partnership
- Knowledge assessment within market value chains
- Planning the knowledge acquisition process
- Implementing the plan

Knowledge partnerships



- On the market/sectoral/national/regional level, many stakeholders are involved. Only through communication and collaboration, a successful knowledge acquisition strategy can be developed.
- Mapping of market participants, enablers, and supporters helps to involve the right organisations and experts.
- Objectives, governance, structures, processes, need to be defined. Professional facilitation is the key to success.

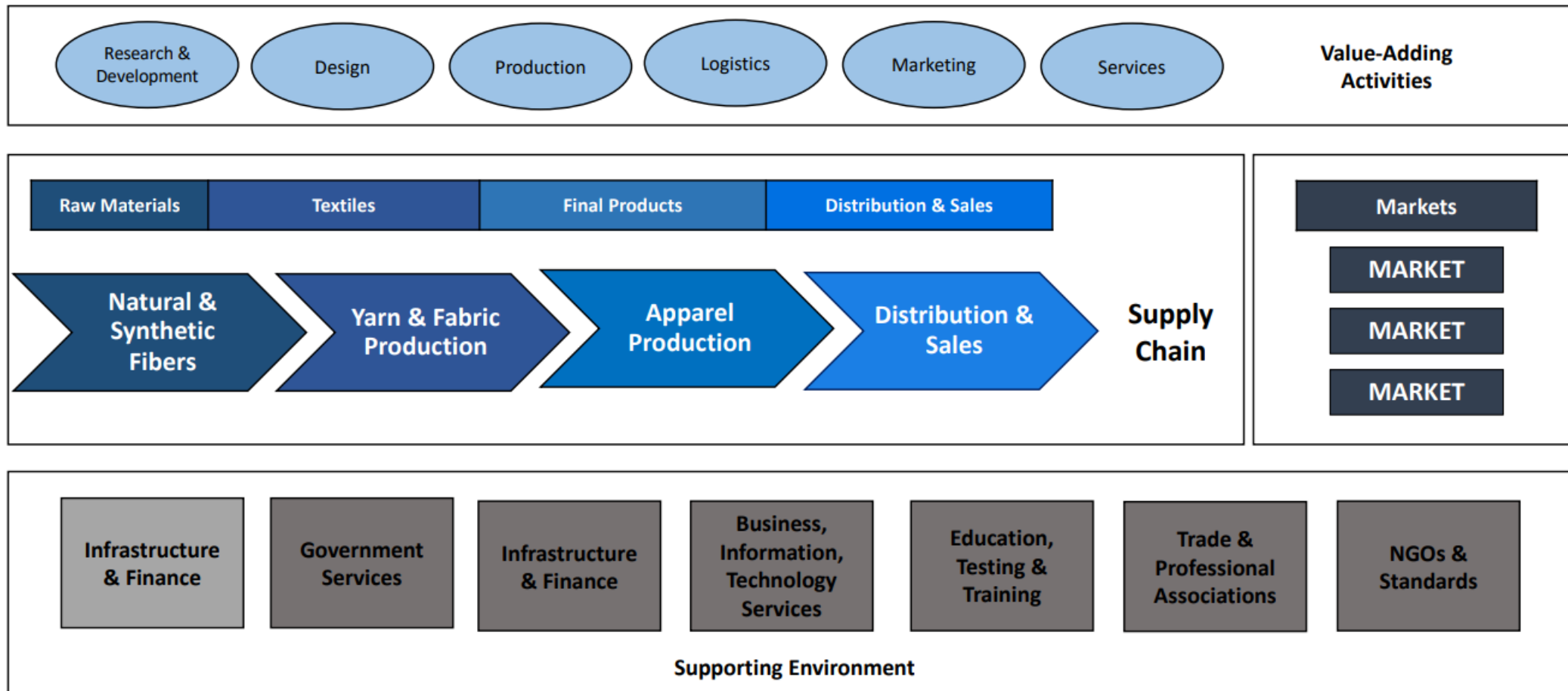
Structure of a Knowledge Partnership



Knowledge partnership process



Value chain example: Textiles and apparel



Three domains for knowledge acquisition



Domains	Methods
Acquiring knowledge to strengthen Human Capital	Recruiting and localization of knowledge; Partnerships with educational institutions, eg international universities; Exchange programmes with partner countries (academic, business,..); Incentives for expats to work/stay in the country – quality of living; facilitate home-based work for international experts; Establishing an open, international culture; language challenges; diaspora knowledge management; Incentives for international companies to hire local people
Acquiring knowledge to strengthen Structure Capital	National investments in technology acquisition and innovation Incentives for companies to fill gaps in the value chains or national investments; Infrastructure investments; knowledge transfer as an obligation in national procurements; national acquisition of companies
Acquiring knowledge to strengthen Relation Capital	Regional, global economic partnerships and knowledge networks; joint research and development programmes; diplomacy; diaspora; safe and welcoming environment for international partners and investors; travel and tourism

Integrated approaches



- Organic growth: Developing technologies and solutions within the country by learning from outside. Slow, low competitiveness because delayed innovation, low dependancies.
- Partnership growth: Contractual arrangements, strategic alliances, joint ventures with specific partners. Faster, requiring excellent management and handling of risks and dependencies.
- Global market integration: Open culture of international cooperation and diversity; global trade rules; attractiveness for investors and their staff. High international dependancies

Challenges in the implementation



- Money cannot buy knowledge
- Ability to learn/absorb knowledge within existing processes
- Willingness to transfer knowledge and to learn
- Cultural, contextual differences
- Local/traditional/indigenous knowledge
- Finally, ALL knowledge resources need to work together to perform a process and to deliver services or products and to create functional market value chains!

UNDP: Global Knowledge Index (1)










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UNDP: Global Knowledge Index (2)



SECTORAL INDICES

	RANK	VALUE
 PRE-UNIVERSITY EDUCATION	98	57.2
 TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING	54	55.2
 HIGHER EDUCATION	137	33.1
 RESEARCH, DEVELOPMENT AND INNOVATION	56	33.1
 INFORMATION AND COMMUNICATIONS TECHNOLOGY	89	39
 ECONOMY	125	42.5
 ENABLING ENVIRONMENT	147	34.1

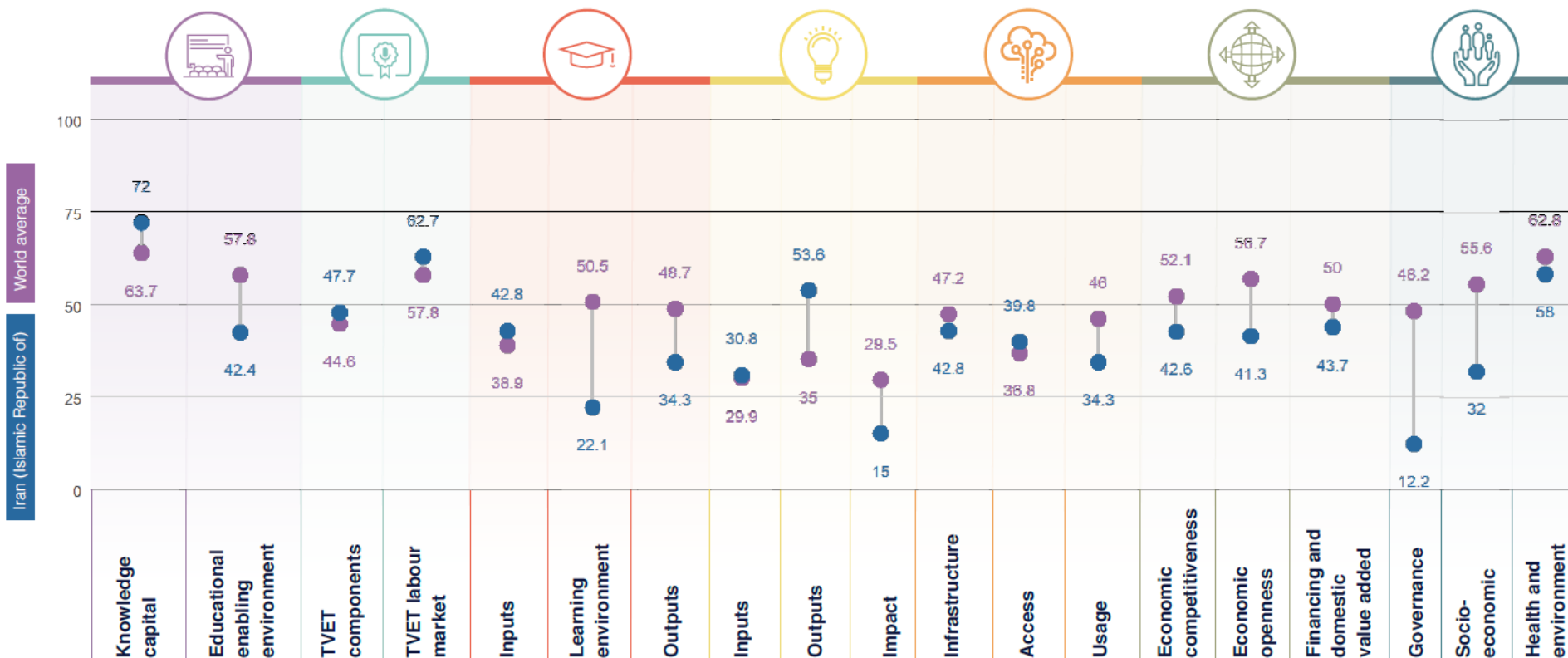


UNDP: Global Knowledge Index (3)



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GKI PILLARS



Outlook: Knowledge export



- Iran has a high level of knowledge in many domains.
- Developing and emerging countries need such knowledge and seek partnerships.
- Many emerging and developing countries are among the fastest growing markets globally.
- African and Asian markets are around the corner.
- Digitalization helps export of knowledge services and build international relations.
- Knowledge export is an attractive instrument of global partnership management and a sustainable entry point into fast growing markets.

Q&A - discussion



Contact



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My background



- Founder, owner, Managing Director of KMA Knowledge Management Associates and KM Academy
- Managing Director, Knowledge Management Austria
- Executive Director, Knowledge for Development Partnership (www.k4dp.org)
- Managing Director, Knowledge City (Vienna, Kampala, Nairobi, Lomé, Lagos, Lusaka, Berlin, Accra, Gaborone)
- Core team member, km4dev Community (km4dev.org); Member of The New Club of Paris and GfWM
- Director, Knowledge for Development Centre, Makerere University Business School, Uganda
- Adjunct Professor at Makerere University Business School in Kampala, Uganda
- Director, Joint Centre for Knowledge Sciences, International University of Management, Namibia
- Headquartered in Vienna/Austria, acting globally