



Intellectual Capital for Communities
in the Knowledge Economy

Intellectual Capital for Communities in the Knowledge Economy Nations, Regions, Cities and Emerging Communities

Dr Cathy Garner Manchester: Knowledge Capital



WORLD BANK INSTITUTE

Promoting knowledge and learning for a better world

World Conference on Intellectual Capital for Communities
- Sixth Edition -

The Manchester Model (1)

- **The Original Modern City:**
- **Transformation 1: market town to industrial world city (1700-1900)**
 - 1729 First trading exchange for cotton
 - 1763- 1885 – become and inland port through canal development (first PPP)
 - 1801-1851- population increased 4 fold
 - *Value 1 – public sector models for UK*
 - 1819 Peterloo Massacre
 - *Value 2 – free trade*
 - Support abolition of slavery despite cotton trade
 - *Value 3 – equity and fairness*
 - 1823 The Royal Manchester Institution (Art Gallery)
 - *Value 4 – art and industry side by side*
 - 1851 - Owens College – University of Manchester
 - 1868 – first TUC meeting
 - 1888 – first professional football League
 - *Value 5 – social inclusion*



The Manchester Model (2)

- **The Original Modern City:**
- **Transformation 2: de-industrial city to knowledge capital (1900 -2015)**
 - 1950 evident industrial decline
 - 1951-1981 inner city lost 50% inhabitants
 - 1961-1983 lost 150,000 manufacturing job
 - 1990 – unemployment at 17.5%
 - 1992 - Hulme Regeneration (PPP)
 - 1994 – City Pride Prospectus
 - 1995 – Successful Commonwealth Games Bid
 - 1996 – IRA Bomb devastated city centre
 - 1990's
 - New East Manchester
 - Spinningfields
 - Cultural Strategy
 - Hacienda Club and Factory Records
 - 2002 – Commonwealth Games – Sportcity
 - 2003 – Knowledge Capital Prospectus launched
 - 2005 – Science City
 - 2007 – Manchester Innovation Investment Fund
 - 2009 – Pilot City Region

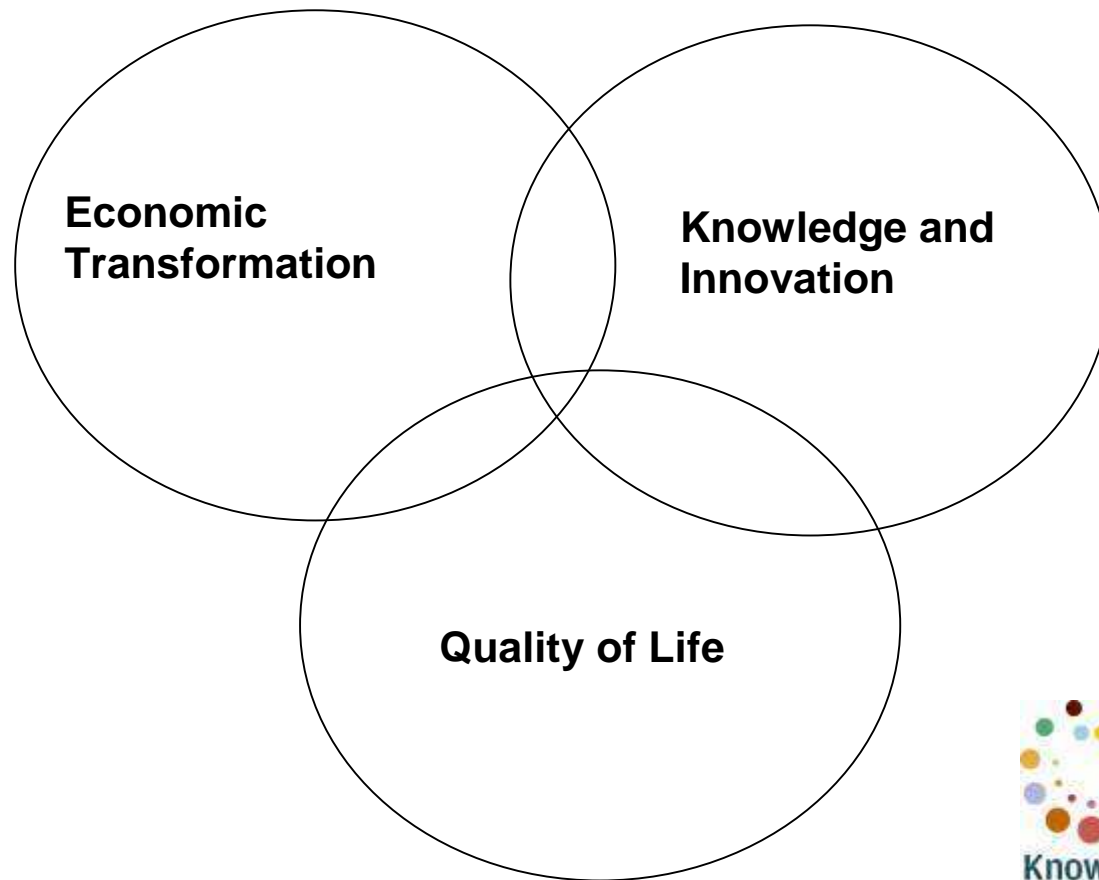


Intellectual Capital for a City – Manchester's Pillars

- **Values**
 - Self - help
 - Enterprise
 - Equity and Fairness
 - Social Inclusion
- **Social Capital**
 - Partnerships
 - Balancing the bonding and the bridging capital
 - Long term leadership
- **Path Dependency**
 - Historical economics
 - The original modern city
- **Renewal**
 - Regeneration
 - Future vision
 - Continuous renewal



IC Indicators





Manchester's Modern Innovation Journey

- **2005 - Science City – Innovation ecosystem**
- **2007 - Manchester Innovation Investment Fund**
 - **Understanding Innovation**
 - **Inspiring Innovation**
 - **Ideas to Investment**
 - **Embedding Innovation**
 - **Community of Innovators**
- **2008- Manchester Independent Economic Review**
 - **Six major independent research studies on the economic base**
- **2008 - Manchester Innovation Established**
 - **Supporting Innovation network development**
- **2010 – City Region Status**

Exploring new directions

Creating ideas and strategies - inspirations, negotiation

Learning by discovery – exploratory search

Pluralistic leadership- Encouraging and balancing diverse views

Building relationships and porous networks

Creating collective advantage – running in packs

Divergent Behaviour

Convergent Behaviour

Exploiting an agreed direction

Implementing ideas and strategies – push ideas into currency

Learning by testing – trial and error

Unitary leadership – encouraging unity and goal consensus

Executing relationships in established networks

Operating for competitive advantage

Constraining Factors

Enabling Factors

INNOVATION JOURNEY CYCLE

Figure 1

Adapted from Van De Ven et al. Figure 7.1. p185



Innovation Manchester

Innovation Teams and Innovation Boardroom – explores new directions

Creating ideas and strategies - inspirations, negotiation

Learning by discovery – exploratory projects

Pluralistic leadership- Private, academic and public

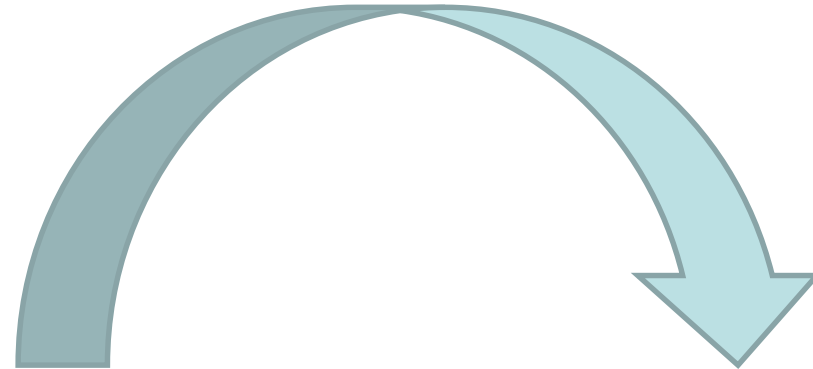
Building relationships and porous networks

Creating collective advantage – running in packs

Entrepreneurial Networks

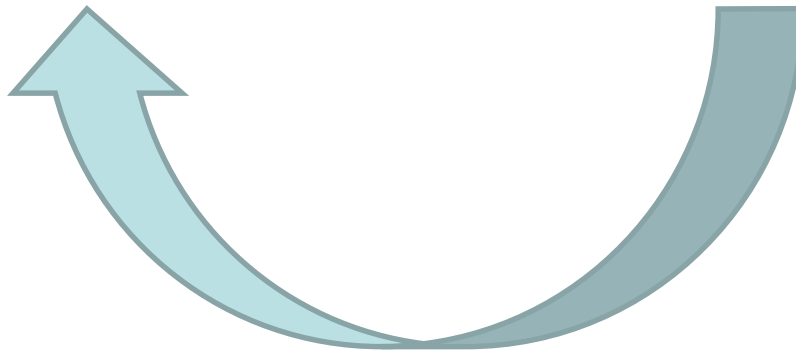
Constraining Factors External

Rules and mandates



Divergent Behaviour

Convergent Behaviour



Enabling Factors
Resource Investments



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Research Informs priorities

Feeds into GM Strategy – implementation

Pilot programmes

AGMA leadership through Commissions and institutions

Public Sector and Policy Driven

Executing relationships in established networks

Operating for competitive advantage of city

Performance management framework

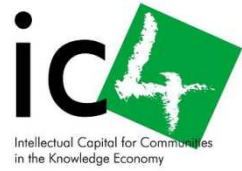
MANCHESTER'S INNOVATION JOURNEY Figure 2

Adapted from Van De Ven et al. Figure 7.1. p185

Summary Initiatives

- **Manchester Independent Economic Review**
 - City region status
 - GM Strategy
- **Manchester Innovation**
 - 250 Innovators across the city (unusual suspects)
 - Innovation Boardroom
 - Innovation Manchester Network – social media support
 - Range of innovative pilots (such as):
 - MIMIT
 - Manchester Masters
 - Fab Lab
 - Innovate with Confidence





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