

Knowledge Ecology and New Organizational Practices: For Future IC Navigation

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Artificial intelligence and the next generation of competences :
How Digital – and Artificial Intelligence will impact jobs and competences profiles?

The World Conference on Intellectual Capital for Communities

UNESCO, 11 & 12 July 2019

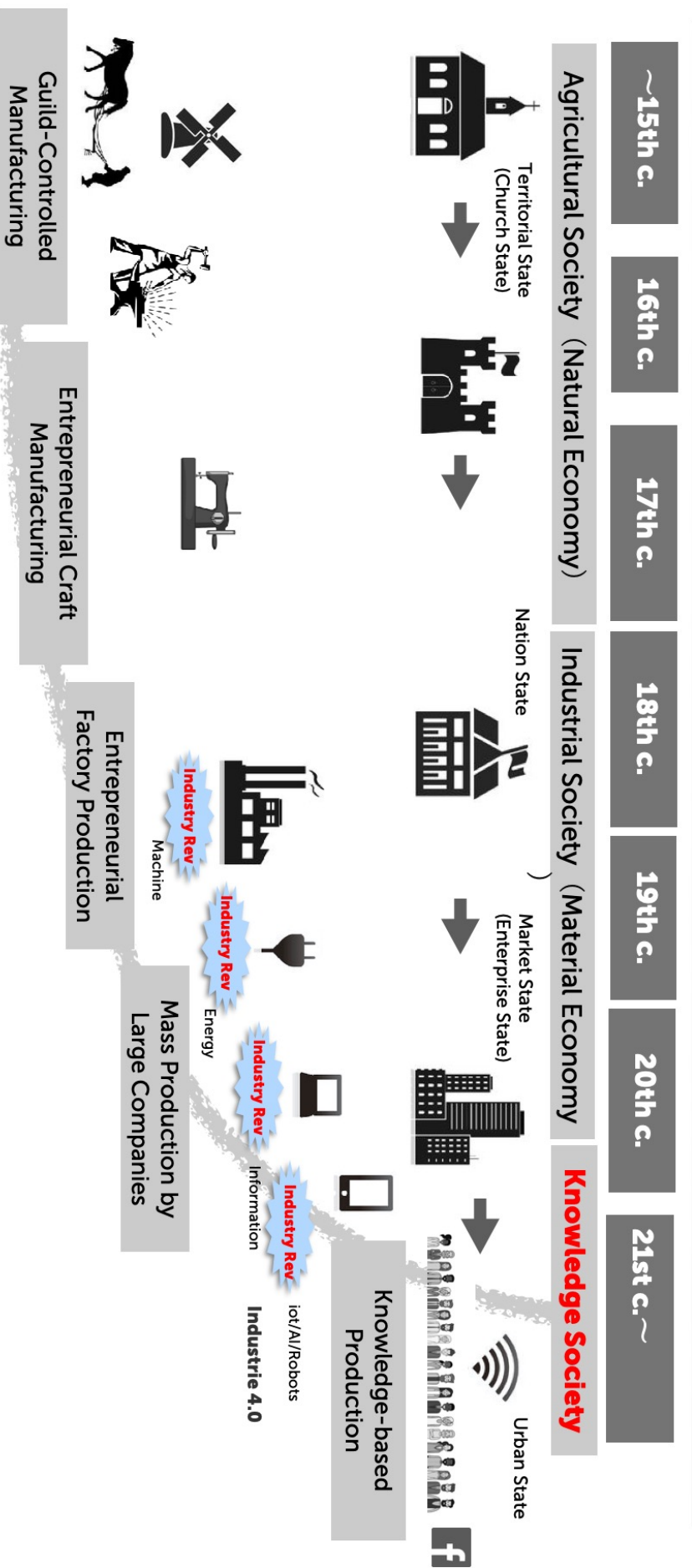
The Society of Organizations

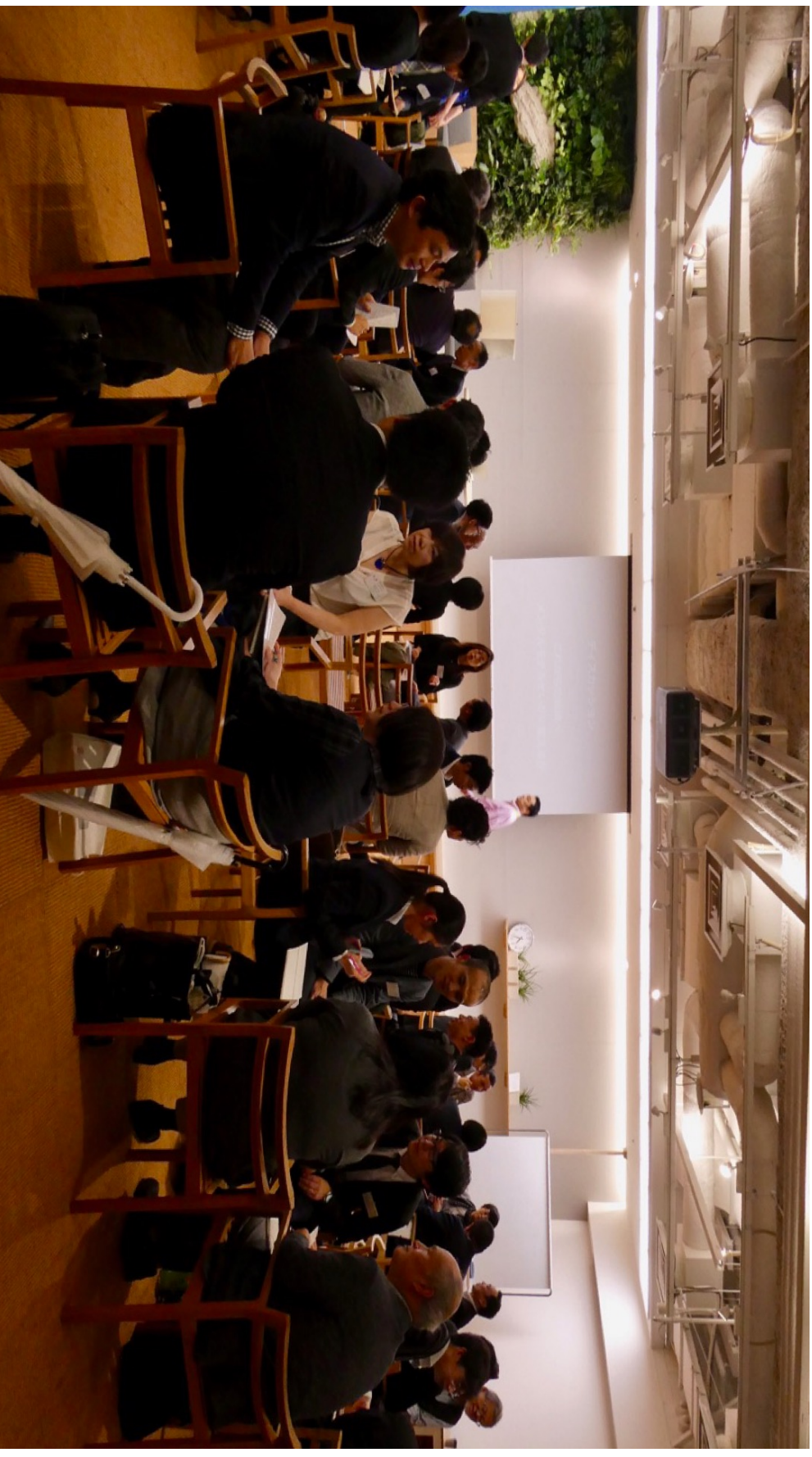


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Innovation in the Knowledge Society





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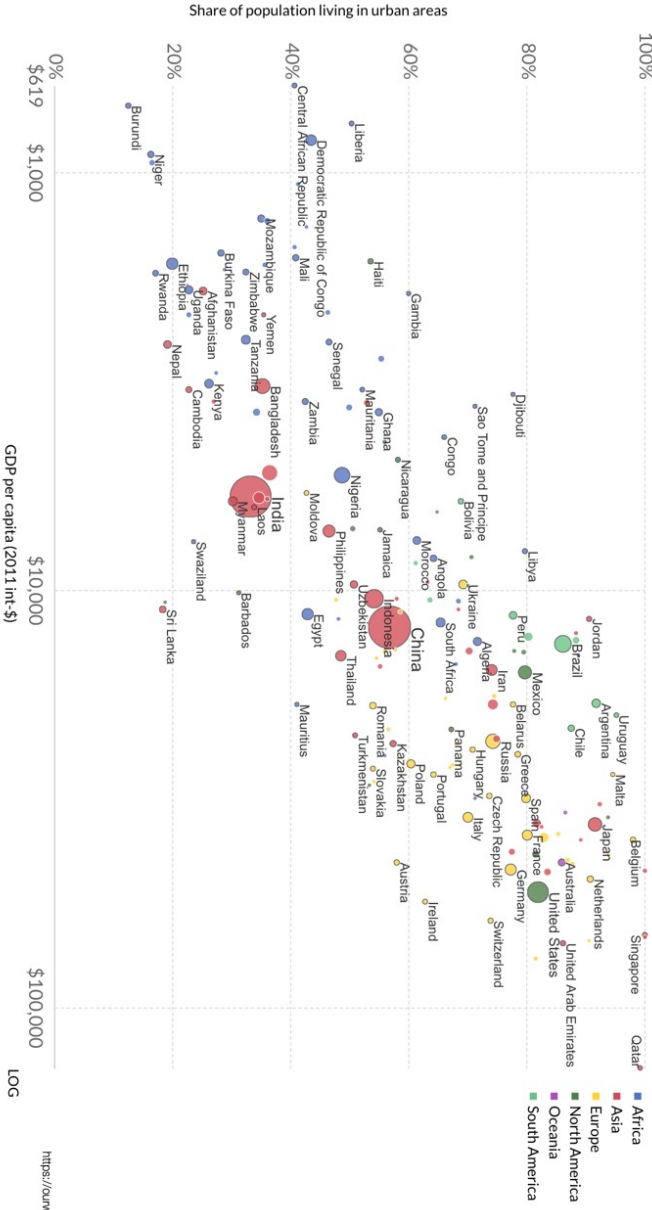
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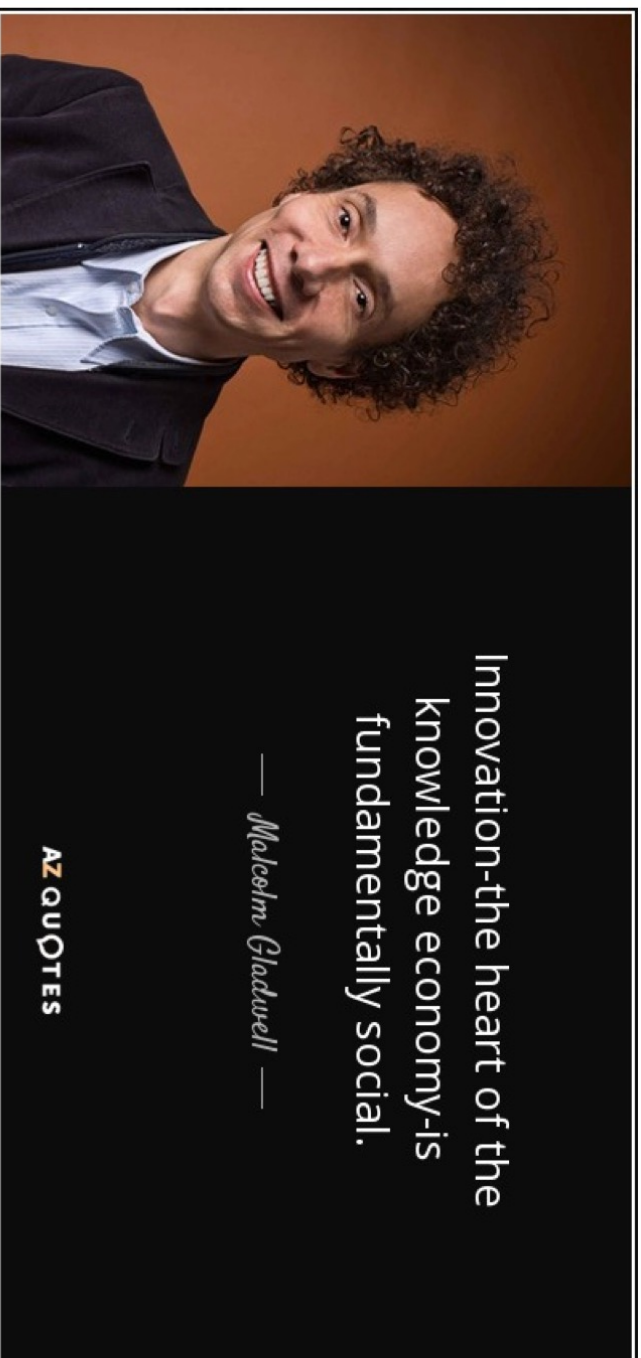
GLOBAL CITIES

Network of People of No Property (physical assets) is Powering Economy

Urban population vs. GDP per capita, 2016
Share of the total population living in urban areas versus gross domestic product (GDP) per capita, measured in 2011 international \$.



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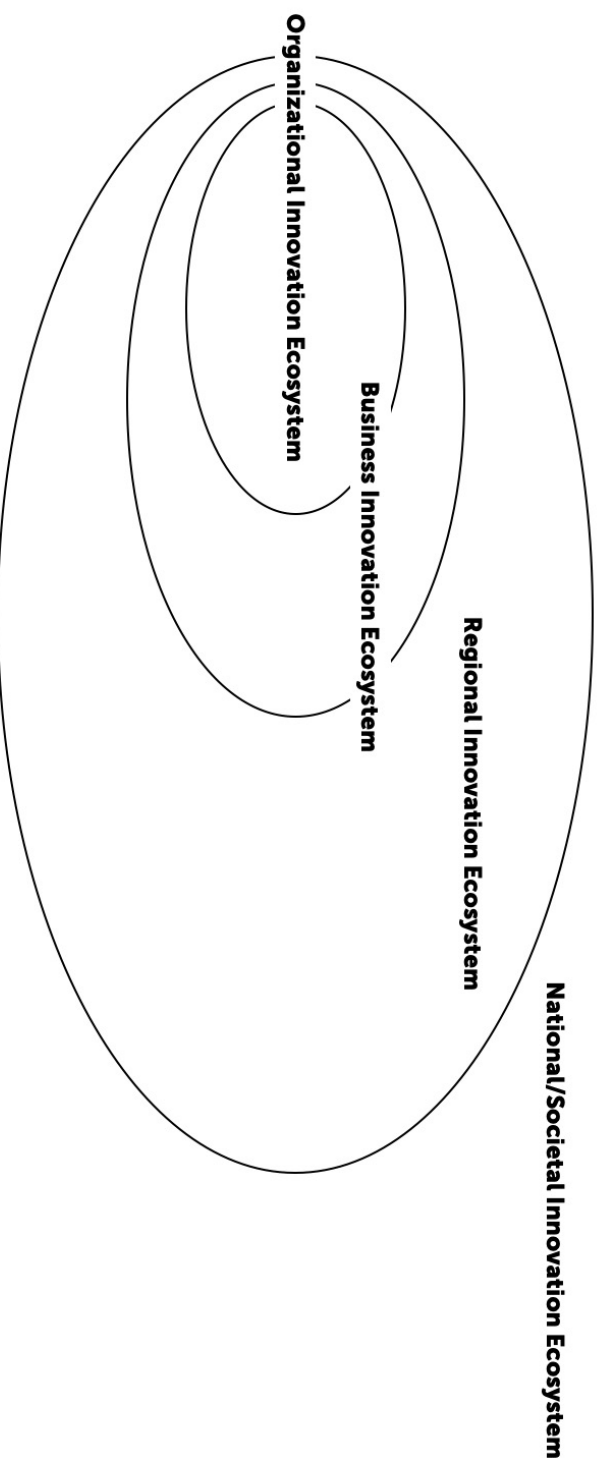


But are today's urban, working and living spaces designed for Knowledge Society?
Or do we have to form WisePlace® ?

IC of Ecosystem and “Ba”(semantic place) as Minimum Unit

Innovation and Ecosystem

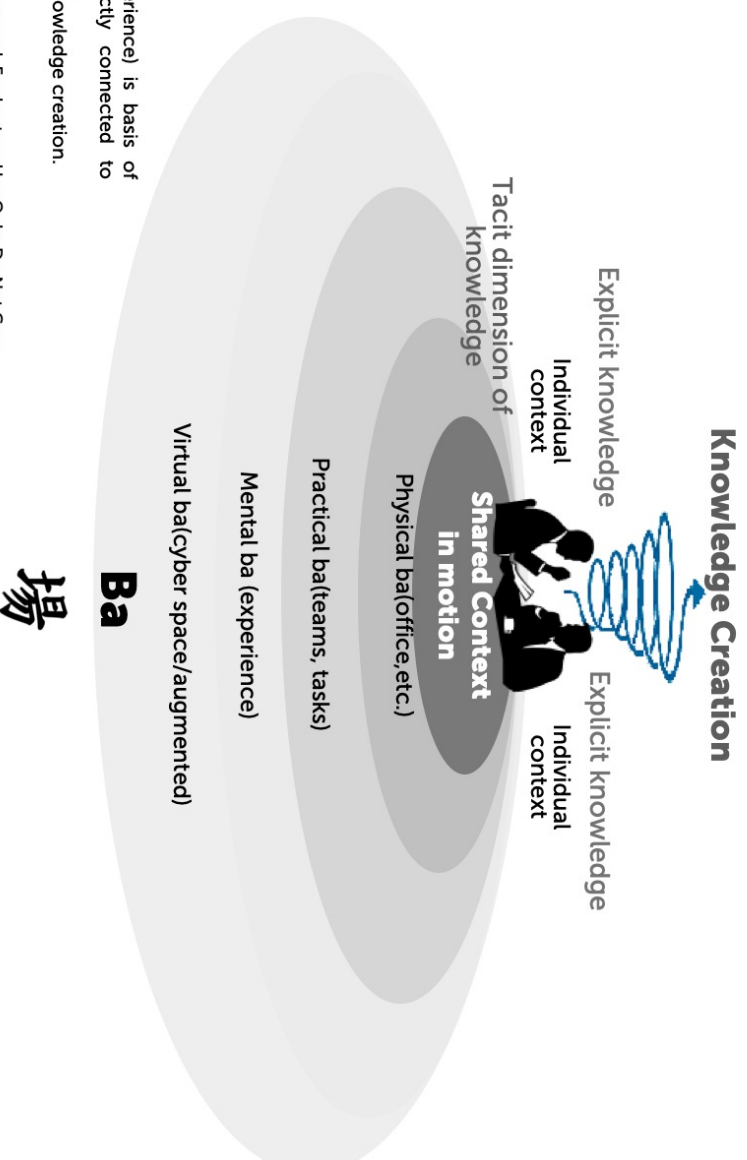
- Transition from a linear value chain model that produces and sells goods to earn a profit to a social-economic ecosystem perspective for realizing human (customer) value
- Build a coexisting relationship between the ecosystem based on an individual company and the ecosystem based on society



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The Concept of “Ba” (place)

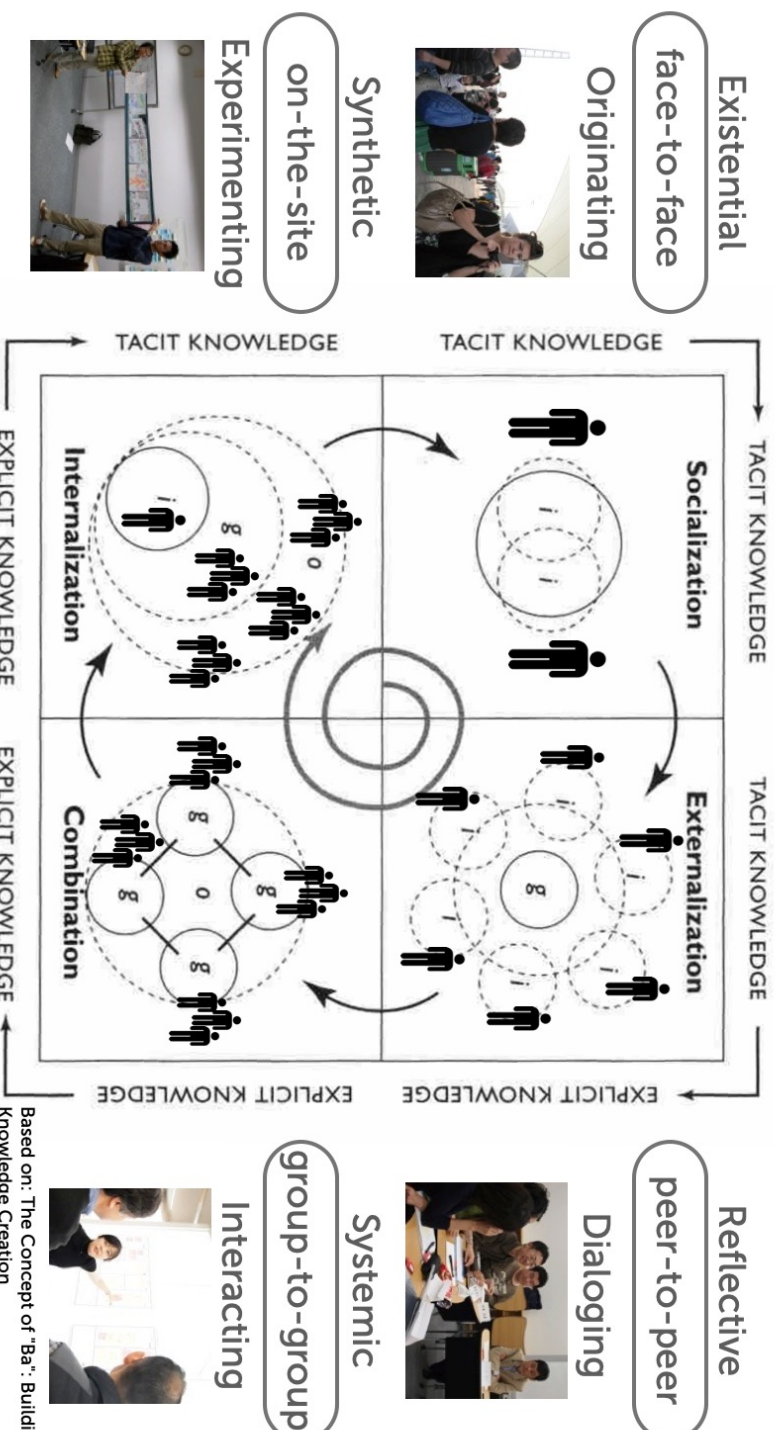
Ba=Shared context-in-motion, dynamic meaning space (topos).



Tacit knowledge (physical, experience) is basis of knowledge, because it is directly connected to place/space/physical relationship.
Sharing context (Ba) is origin of knowledge creation.

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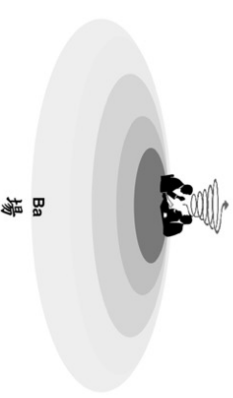
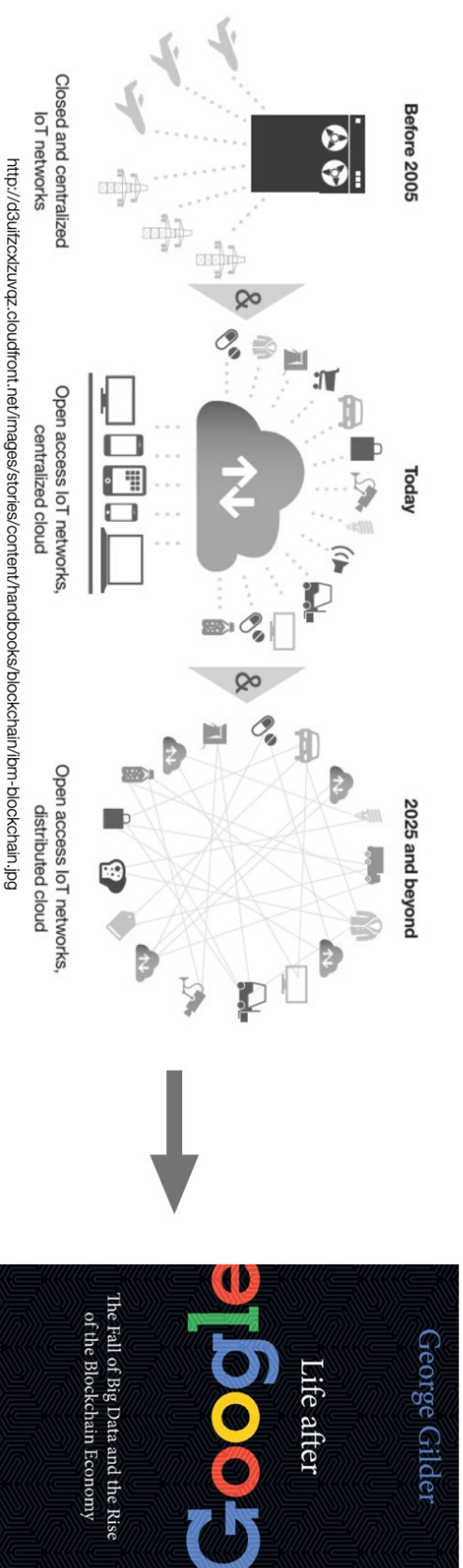
Different Types of “Ba” for Knowledge Creation Process



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Based on: The Concept of “Ba”: Building a Foundation for Knowledge Creation
Article in California Management Review 40(3) · April 1998

The Internet x.0 is Individual and Ubiquitous



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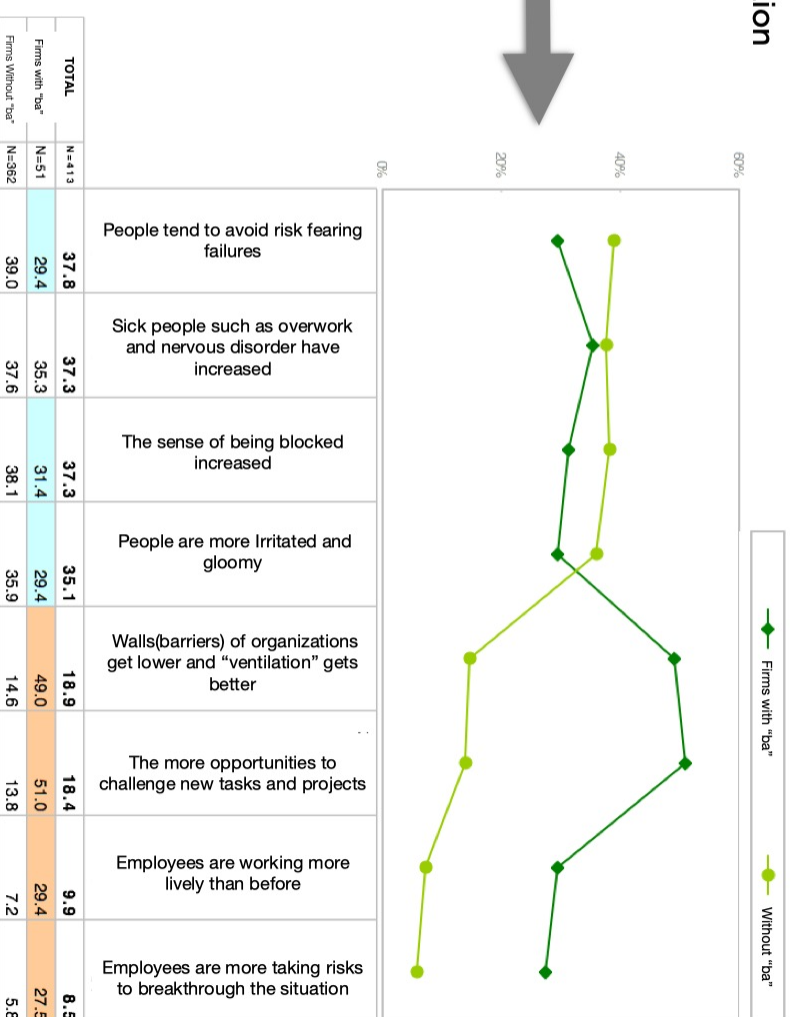
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Firms with "ba" tend to experience tangible changes

"Ba" or internal ecosystem to enable innovation

1. There are various opportunities within the firm to interact with diverse groups and individuals globally
2. There are various opportunities to interact with groups and individuals in the community
3. There are systems to check and evaluate new ideas along present businesses
4. There are systems to check and evaluate new ideas beyond present businesses
5. There are opportunities that top management can listen directly to new ideas beyond present businesses
6. There are communities or meetings where everyone can join and generate ideas beyond kaizen
7. When evaluating new business ideas external assessors participate
8. People usually talk about new business ideas around here
9. At sites and projects, people discuss wholeheartedly beyond roles and ages
10. When we promote projects, we put importance on dreams and wills of members



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IKLS/FCAJ 2012 Tokyo

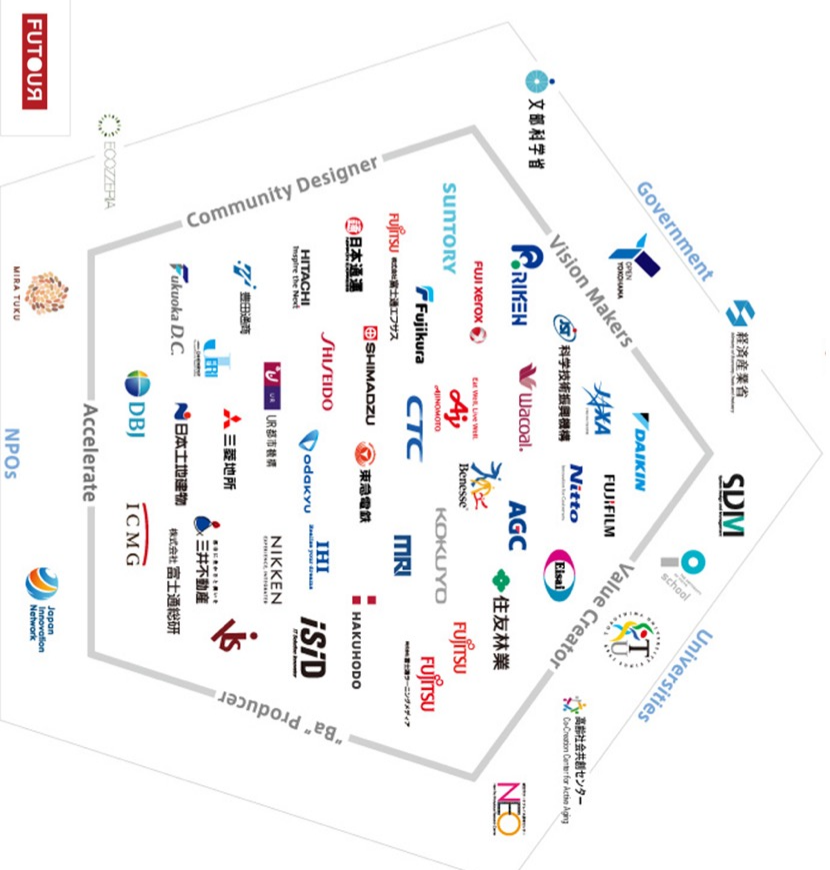
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About Future Center Alliance Japan(FCAJ)

FCAJ is an **Alliance/Platform** for corporations, government ministries/municipalities, universities, NPOs, etc. to generate and accelerate open innovation/societal innovation, pre-competitive collaboration, utilizing “ba”(place) for innovation: **Future Centers, Innovation Centers, Living Labs.**



Three Aspects of Wiseplace("ba"): "Open & Social" Innovation Ecosystem

Future Centers

Discovering viewpoints, co-creating and sharing hypothesis among players, users and citizens



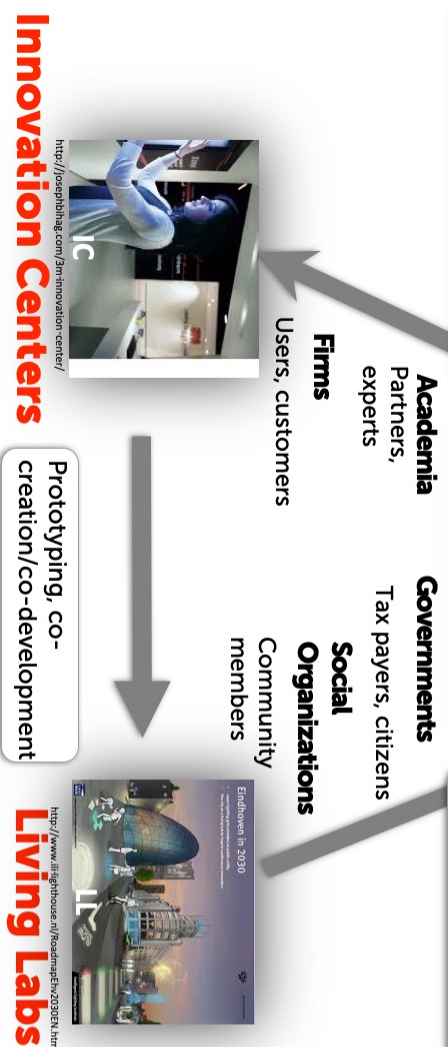
www.dialoguehouse.nl/

Co-experimenting, observations, scanning the futures, exploring issues, feedbacks

[Future Center x Innovation Center x Living Labs]

Not independent "ba" : three aspects of "ba" synchronize in the society/city

- Future centers are not workshop space but knowledge creating, open innovation hub for players and users: sharing insights, discovering viewpoints, building Purposes: hypothesis
- Innovation Centers are for connecting knowledge around the concepts and viewpoints: Prototyping
- Living Labs are public space for social co-creation and co-development: Practice

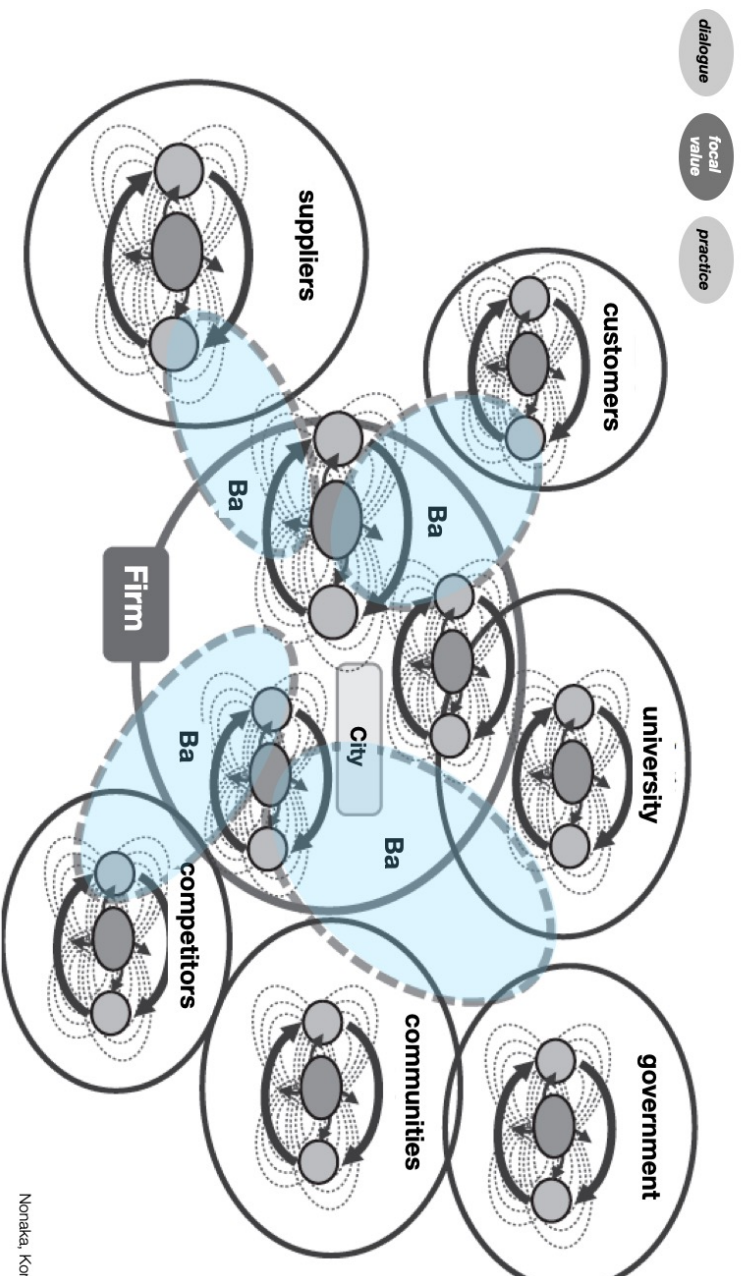


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City as Knowledge Ecosystem: Multi-layered “Ba”



Noraka, Kono(2012)

Navigating the Futures with Purposes



**"If one does not know to which port
one is sailing, no wind is favorable"**

– Lucius Annaeus Seneca ([Roman](#) - [Statesman](#) 5 BC - 65 AD)

Fulfilling the Problems is Not Enough?



"Where Should We Invest in the Futures?"

25 Impact Issues Extracted from Advisors' Opinions (tentative)

1. Scramble to Restore the Global Environment
2. Human-space Development
3. New Economic and Social Model for R&D
4. Pulling-out of "STI-Growth" Model
5. Countermeasures to Populism and Fundamentalism
6. Solving "Men and Women" Problem as Crisis of Liberal Democracy
7. Encouragement of Public Debate on New Technologies
8. Private-public Collaboration for Technical Practices for Society
9. Grassroots Innovation Ecosystem for Society
10. Interdisciplinary Exploration of Methodology for Foresight and Insight
11. Maintaining Societal Human Diversity
12. Investing on Narrative Activities for Cross-cultural understanding
13. Countermeasures for the Vulnerability of the Existing Old Generation Society
14. Developing Next-generation Entrepreneurs /Investors
15. Means to Support "Impact of Powerlessness" of Youths (Generation Z)
16. Creating a Place for Intergenerational Dialogue
17. Augmentation of Human Wisdom
18. Reviewing the Existential Base of Corporate
19. Understanding the Trade-offs of SDGs and Reflecting on Corporate Strategy
20. Exploring Curriculum for Sustainable Skills
21. Shift of Medical Policy: from 'illness-body' model to 'Health-mind' model
22. Study of "Emergence" Theory in Social Knowledge Creation
23. Design for the Creative Society
24. Founding Platform of Decentralized Society by Blockchain
25. Exploring New Socio-economic Ethics

Evaluate by
importance,
urgency,
impact, and
return on
investment

21) Shift of Medical Policy: from 'illness-body'
model to 'Health-mind' model



8) Private-public Collaboration for Technical
Practices for Society



<https://www.atrihospital.jp/en/about-us/wat-wa-do/brain-report-2017>

3) New Economic and Social Model for R&D



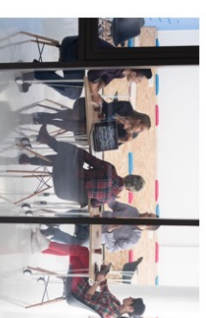
12) Investing on Narrative Activities for Cross-
cultural understanding



17) Augmentation of Human Wisdom



14) Developing Next-generation Entrepreneurs
/Investors



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“Ba” and Purpose Engineering for Futures (Example)

