



MODELLO
CENTRO
RESEARCH
E INNOVATION

MIK

STRATEGIC RESEARCH PROGRAMME

- Modelling the Knowledge Based Digital Extended Enterprise - **(CON)^{ex}**

KM Summer School 2003
San Sebastian

Ainhoa Unamuno - Researcher

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Vision & General Information



CON^{ex} will work in the creation of a new business model that will facilitate companies to adapt and co-evolve in a better and friendly approach

-  **First Strategic Research Project in the “Management” field**
-  **3 year project from 2002 to 2004**
-  **Funded by the Basque Government**
-  **Budget: 2.114.737 €**
-  **About 45 researches from different disciplines**

Modelling the Knowledge-based Digital Extended Enterprise

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Partners



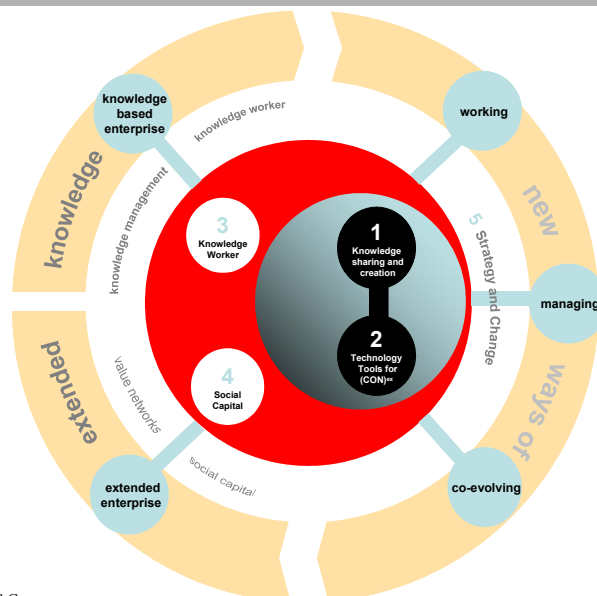
- **MIK Mondragon Innovation and Knowledge**
www.mik.es
- **IKERLAN Technologic Centre**
www.ikerlan.es
- **University of Mondragon (MU)**
www.mondragon.edu
- **University of Deusto**
www.deusto.es
- **TEKNIKER Technologic Centre**
www.tekniker.es
- **TECNUN University of Navarre**
www.tecnun.es

About to be
Extended

To integrate all
the Research
Centres and
Universities of
the Basque
Country

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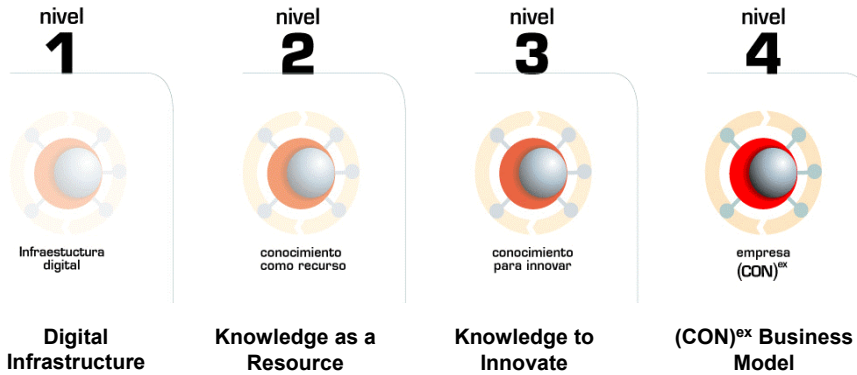
Framework of the Research Project



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Evolving Organisational Model



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Knowledge Sharing and Creation

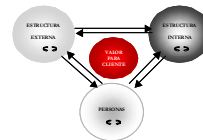


Based on Sveiby conception of an organization as a relational Structure.

human capital

structural capital

relational capital



Working in the recognition and evaluation of knowledge transference within the 3 structures in 9 kind of relational activities.

- Relevance
- Extension

The objective is to understand the nature of these relational acts and the transfer of knowledge behind them.

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Technologies

1. Security
2. Interoperability
3. Human-Machine Interfaces/ Ambient Intelligence



Applied Technologies

1. Processes
2. Groupware
3. Knowledge Discovery
4. Ontologies & Semantic Webs
5. Ubiquity/ Mobility/ Context aware

Knowledge Worker



Analysis of the State-of-the-Art about the Worker, Knowledge and Knowledge Worker (KW):

- Integral
- Co-operant
- Self-managed Worker



Build an Evolutionary Level Model about the KW. This Evolutionary Level Model is the reference for transforming the organizations and the people inside them from one level to another one, going from down to up level



Create a Diagnosis Tool for the KW:

- Personal areas (6 items)
- Organisational areas (9 items)



Create a Intervention Tool for the KW

- ✦ Analysis & Understanding of the relationships that the enterprise establishes with its environment (socio-economic agents, institutions, etc) in terms of:
 - ❑ Nature (Why, How and What for?)
 - ❑ Value created through the interactions – QUALITY
 - ❑ Degree of collaboration and integration in Networks
- ✦ Establish a set of indicators to measure & evaluate Social Capital
- ✦ New mechanism & methods to create new Social Capital
- ✦ Definition of new mechanism of interaction that provides value to the company

- ✦ Look for specific ways to facilitate the migration and change to a new organizational model.
- ✦ Help companies to co-evolve in a complex environment.
- ✦ Based on the Mintzberg's strategy management schools classifications, we work in:
 - Our own classification and state of art of strategy management.
 - Defining 4 evolution levels of management in companies.
 - Creating a tool to identify this 4 levels and a methodology to evolve to one level to another.