



To:  
COMPANY  
Address

City, Date

## Invitation to be a Corporate Stakeholder in Knowledge Federation

*We invite you to be a Corporate Stakeholder in Knowledge Federation – a role in which you will benefit from insights of our members who are leading international researchers and designers of collaborative media, while being part of a technical development with manifold business opportunities.*

### BACKGROUND

New technologies are often initially used to facilitate ways of working that have been developed based on old technology. Internet is not an exception. A well-known study by Tim O'Reilly and his team revealed that the companies that survived the 2000-2002 Dot-Com Crash were the ones that used the Internet in a *new way* – to 'harness collective intelligence.'

The conveyor belt is a textbook reminder that it is often not a new technology that opens up groundbreaking business opportunities, but a new *organizational model* that facilitates the deployment of new technology.

### KNOWLEDGE FEDERATION

A knowledge federation is a new organizational model for knowledge work. You may think of it as an Information Age counterpart to the conveyor belt (without the negative connotations), or better still as a knowledge work counterpart to the value chain model in modern business. In an academic context, the knowledge federation may be understood as 'post-discipline' – an organizational form that brings together insights and creative actors from a variety of disciplinary backgrounds in order to accomplish a specific task. A goal of this new way of organizing knowledge work is to:

- ▶ Enable manifold improvements in quality and efficiency of knowledge work in traditional areas such as journalism, science and education that have recently been made possible by a spectrum of new technologies.
- ▶ Facilitate re-organization and re-focusing of human and other resources to new problem domains such as 'global issues.'

The Knowledge Federation is the first knowledge federation. Its goal is to develop this new organizational form for knowledge work and to put it into practice.

### OUR VALUE PROPOSITION

The book and its ancestors and derivatives have determined how knowledge has been created, organized and shared for several millennia. Knowledge federation is a way of creating, organizing and sharing knowledge that takes advantage of new technology and caters to contemporary needs. We submit that the development and deployment of knowledge federations will:

- ▶ Enable large-scale deployment of new technology. Think, for example, about the Topic Maps or the Semantic Web technology: While those technologies in principle enable large improvements in knowledge organization, their large-scale deployment depends upon the existence of new forms of social organization of knowledge work that are using them. As



long as we in practice follow old routines, as we now do in journalism, science and education, such technologies will not have their intended impact.

- ▶ Facilitate deployment of groundbreaking business models in publishing, journalism and education, and indeed in all areas of 'knowledge economy'.

Habitually, we imagine an invention as a gadget that we may put on our desk or into our pocket. It is because of this habit that the possibility for this much larger invention – of a complete social organization model for knowledge work – has evaded our attention, even though this sort of invention is likely to be a building block in manifold Information Age developments, exactly as the conveyor belt was during the Industrial Era. The offer we extend to you here is to be part of this invention.

#### OUR STRATEGY

Aiming to develop knowledge federation as a new template of social organization of knowledge work, and to put it into practice, our strategy is, to use Doug Engelbart's insightful term, 'bootstrapping' – the Knowledge Federation creates this new organizational model by creating itself. To this end a team of about twenty international experts, representing a suitable combination of backgrounds and expertise, will gather in Dubrovnik, Croatia, October 3-6 2010 to initiate this group creative process.

During the three working days of our workshop we will develop initial prototypes for three organizational models, including both social organization and enabling technology, in three application areas: journalism/public informing, academic research and education. Considered together, those organizational models will be components of a single solution for Knowledge Federation.

The morning of Day Two (the first working day) of our workshop, Paddy Coulter, Director of Oxford Global Media and Oxford University Fellow, will introduce us to current problems and desirable developments in journalism. His keynote speech will be followed by brief proposals by Tanja Aitamurto (recipient of best article award at recent Innovation Journalism Conference at Stanford University) and several other researchers. In the afternoon our research team will develop solutions for journalism, first in small groups, and then in plenum.

Days Three and Four we will proceed in a similar way to develop models for academic research and for education.

One of the well-known pitfalls in knowledge work is that results of research too often remain confined to the community that produced them. In knowledge federation we recognize that information becomes knowledge only when it is shared; and that media action and commercial use are often needed to make an idea alive. During our workshop the journalists and other media artists in our team will create media reports to be distributed to the media. In that way they will pave the way for practical and commercial deployment of knowledge federation.

Similar effects will be achieved by the Knowledge Federation course, which will be offered for lifelong learning, as well as a university course to graduate students in leading universities globally, beginning in Autumn, 2012.

#### OUR TEAM

The astuteness of our goals has enabled us to attract a group of leading international experts to our project. Included are veteran researchers and developers of collaborative media such as Yuzuru Tanaka of University of Hokkaido and George Pór of the University of Amsterdam, as well as younger yet already reputed researchers such as Marco Quaggiotto of Politecnico di



Milano and Jukka Huhtamäki of Tampere University of Technology, Finland. The full list of participants and other details are available at our website, <http://KnowledgeFederation.org>.

#### OUR CORPORATE STAKEHOLDERS

It is notorious that the exigencies of competitive business force business leaders to focus on short-term goals, although it is the ability to take a bold new direction that brings lasting success. This is especially the case during sweeping technology and market changes.

As a Corporate Stakeholder in Knowledge Federation you will not only have the advantage of watching new trends as they develop; you will take part in creating them. Or think about having your own laboratory of expert innovators, whose quality would be difficult to match, without having to bear the costs.

Within the knowledge federation as post-discipline, Corporate Stakeholders are an alternative or supplement to conventional funding through government agencies. A purpose of this alternative is to enable the human and other resources to be refocused on themes of contemporary interest.

The exact details of the Corporate Stakeholder role, on both of its ends, remain to be developed as part of our project. As a Corporate Stakeholder you are encouraged to send a representative to our workshop. Alternatively, your company may benefit from membership in Knowledge Federation through direct information exchange, or use it as part of its corporate identity (we submit that the development of a 'self-organizing collective mind,' which is the title theme of our workshop, may prove to be a key step towards resolving urgent contemporary issues).