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## Editorial

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**Biographical notes:** Kostas Metaxiotis is an Assistant Professor at the University of Piraeus. Since 2004, he has been undertaking a Senior Advisor role at the Secretary for the Information Society, Greek Ministry of Economy and Finance. He has extensive experience in the fields of knowledge management, artificial intelligence, enterprise information systems, and e-government. Since 1996, he has been participating in numerous European Commission-funded projects as the Senior Information and Communication Technology Consultant and Manager. He is an Associate Editor of the *International Journal of Knowledge-Based Development*, an annual special issue Co-Editor of the *Journal of Knowledge Management*, and the Chair of the 'World Capital Institute Publication Program'.

Kostas Ergazakis is an Electrical and Computer Engineer, NTUA and also holds a PhD in Knowledge Management and Decision Support Systems. He has a long professional experience as a Consultant/Project Manager for projects funded by EU and Greek National Bodies in different fields: formulation of digital/knowledge cities strategies, e-participation, e-organisation techniques, monitoring and evaluation, design and development of management information systems, business development activities. He has published extensively in scientific journals and presented his research outcomes in international conferences. He is an Associate Editor of the *International Journal of Knowledge-Based Development*.

Tan Yigitcanlar holds a Senior Academic position at the School of Urban Development, Queensland University of Technology, Brisbane, Australia, the main foci of his research are advocating and promoting knowledge-based urban development and sustainable urban, infrastructure and transport development in city-regions. He is one of the leading researchers in the field of 'knowledge-based and sustainable urban development', and he has been responsible for research, teaching, training and capacity building programmes on urban and regional planning, transport modelling, environmental science, policy analysis and information and communication technologies in respected Turkish, Japanese and Australian universities. He is the Editor-in-Chief of the *International Journal of Knowledge-Based Development*, an annual special issue Co-Editor of the *Journal of Knowledge Management*, the Chair of the 'World Capital Institute Events Program' and the Chair of the 'Knowledge Cities World Summit Executive Board'.

Francisco Javier Carrillo is an International Consultant and a Professor of Knowledge Management at Tecnológico de Monterrey, where he founded the Center for Knowledge Systems in 1992. He developed the capital systems model which has been applied in consultancy projects in several countries and is basis of an extensive knowledge management graduate curriculum. He is the President of the World Capital Institute as well as of Mexico's ADIAT Knowledge Management Commission, founding member of the New Club of Paris, and seats on the editorial boards of several international journals and knowledge management-related professional organisations. He is an Associate Editor of the *International Journal of Knowledge-Based Development*, and an annual special issue Co-Editor of the *Journal of Knowledge Management*.

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Today's global economic context is characterised by the need to fully overcome the financial crisis on the one side and by the increasing importance of intellectual capital and knowledge-based activities in the operation of companies and organisations on the other side. It is more than clear that companies and organisations have now realised the real added-value of the knowledge assets and their efficient management and, in this respect, are struggling to compete in the knowledge economy arena, to respond to all challenges and to offer innovative services, by taking into account in parallel the need to be socially responsible.

The innovation process is a critical key to the above challenges. Knowledge is a cornerstone element in this process, in the context of knowledge-economy. In this framework, last years' literature and research is much focused to the innovation ecosystem and service innovation concepts, which help to clarify and understand the interdependencies and flows between different involved stakeholders, i.e., private companies, public organisations, universities and research institutes, citizens, etc. It is now well understood and accepted by the researchers' and practitioners' communities

that innovation is a challenge which, except from private companies, also concerns central governments, cities, local authorities, etc.

Moreover, many local development efforts and respective strategies and action plans have the vision to transform cities and their local economies into places of vibrant innovation eco-systems, where knowledge-based activities are taking place (Ergazakis and Metaxiotis, 2011). A strategic factor in this transformation process is the design and implementation of policies and plans for the attraction and retaining of highly educated and productive people, the so called 'knowledge-workers'.

In this respect, the first paper of this issue 'Integrating corporate social responsibility and intellectual capital report: a small sample research', by S. Veltri and M.T. Nardo is based on a sample of Italian companies so as to examine the effects of how the experiences of the companies following a strong interaction between corporate social responsibility reports and intellectual capital reports can contribute to the modelling of the development of a territory. The main finding is that integrating intangibles' disclosure in a single document offers advantages for companies and for the context within which companies operate.

The second paper 'Moving Esfahan toward knowledge-based urban development: the role of knowledge workers' needs', by M. Farhangi, surveys the potentials and constraints of Esfahan, Iran, to become a knowledge city, through a methodological process that includes a comprehensive investigation and searched for useful ideas for formulating better urban planning theory in the knowledge era. The paper also discusses the role of urban planning for providing a suitable urban space in cities for attracting knowledge workers.

The third paper by H. Jalonen 'The knowledge-innovation nexus in the welfare service ecosystem', deals with knowledge-intensity of the innovation process, the service innovation orientation and the need for innovation in public welfare services. It identifies and elaborates on the current knowledge problems in the welfare services' innovation ecosystem (such as uncertainty, complexity and ambiguity). The author proposes and discusses the managerial implications these problems pose for stakeholders involved in innovating welfare services.

The fourth paper 'Managing regional development: a knowledge perspective', by Antti Lönnqvist and Harri Laihonen, focuses on the knowledge aspects of the management of regional development. The authors examine the applicability of four interrelated disciplines of knowledge-based management – information management, business intelligence, knowledge management and intellectual capital management – in relation to the practical managerial needs of regional planning and development. Thus, the conceptual part of the paper synthesises the KM research field and provides an interpretation of its potential contribution to the regional development context. The paper continues with the empirical section which mirrors the conceptual discussion to the practical regional development needs of Tampere region, Finland.

The fifth paper by Y. Khadir-Poggi and M. Keating, 'Understanding knowledge-intensive organisations within knowledge-based economies: biases and challenges', considers the existing approaches on knowledge-intensity in organisations and investigates the organisational and methodological foundations on which the current stated of related knowledge is established, by also envisaging possible implications on concepts such as intellectual capital and knowledge-based economies. The paper offers a critical perspective on knowledge-intensive organisations, questioning the organisational

and philosophical foundations on which the current state of knowledge pertaining to this field is established.

The sixth paper: ‘Innovative cities: in search of their disruptive characteristics’, by C. Scheel and A. Rivera, firstly analyses the findings of a previous research work regarding the search for innovation breakthroughs, or the enabling drivers such as visionaries, research centres, public policies, effective innovation chains, etc. The study has as purpose to identify and describe cities’ inflection points, where they made great transformations and transitions in terms of world-class performances. The findings of this research give an idea of the importance and, at the same time, the difficult-to-replicate breakthrough innovations in cities without pre-existing special conditions.

The final paper of this issue is a review by T. Yigitcanlar of the book: *Planning Asian Cities: Risks and Resilience*. This book aims to provide an overview of the significant Asian metropolises and their planning processes, with a particular focus on the critical issues of risk and resilience.

## Reference

- Ergazakis, K. and Metaxiotis, K. (2011) ‘The knowledge-based development agenda: a perspective for 2010–2020’, *VINE: The Journal of Information and Knowledge Management Systems*, Vol. 41, No. 3, pp.277–358.