

---

## **Editorial: Trends in knowledge-based development of cities and regions**

---

### **Francisco Javier Carrillo**

Tecnológico de Monterrey,  
CETEC CT-524, Campus Monterrey,  
Eugenio Garza Sada 2501 Sur,  
Monterrey 64849, NL, Mexico  
and  
The World Capital Institute,  
Senda Caprichosa 4428,  
Monterrey 64890, NL, Mexico  
Email: [fjcarrillo@itesm.mx](mailto:fjcarrillo@itesm.mx)

**Biographical notes:** Francisco Javier Carrillo is a Professor of Knowledge Management and Chair of the Strategic Focus Research Group on Knowledge Societies at the Tecnológico de Monterrey. He is the President of the World Capital Institute. His current research interests are: capital systems, knowledge markets, knowledge-based development and new economic cultures.

---

This issue carries a set of papers that altogether convey a good perspective of the state-of-the-art in KBD at the level of analysis this journal is mostly concerned with: cities and regions. From a territorial standpoint, cities have become the main drivers for cultural and economic development. Given the frequent overflow of their former political boundaries and the geographical and functional interdependence with their surrounding areas, city-regions have in turn become epicentres of innovation. Thus, knowledge cities and knowledge city-regions remain at the centre stage of KBD.

The papers included in this regular issue illustrate current trends in urban KBD, from the macro to the micro, from the level of policy-making to the level of inter-organisational collaboration. I hope the reader finds these a valuable contribution both as conceptual and empirical research.

The paper by Ammirato, Felicetti and Della Gala shades new light on the development of tourist destinations by showing how these can be leveraged through tourism destination management. In particular, they look at the potential role of collaborative network organisational models as well as Web 2.0 and mobile technologies. The paper highlights that collaborative networks in the tourism sector, coupled with appropriate ICTs can, on the one hand, provide tourists the opportunity to benefit from attractive destinations, personalised offers and flexible tools for an augmented tourism experience; and on the other hand, provide local areas with a competitive and sustainable means for the participative management of tourism destinations. The main contribution of this study consists in integrating a number of perspectives in the literature to develop a framework to characterise forms of collaborative networked organisations in tourism, considering the leveraging potential of ICT in reengineering the sector.

Next, the study by Alfaro Navarro, López Ruiz and Nevado Peña provides a monetary measure of urban KBD based on an IC approach: a valuation system of

sustainable wealth as a multiplier effect of GDP per capita at a local level. Such system is based on a summary index of all sources of knowledge defined in terms of growth capacity. The objective of this study was to ascertain a monetary value for all the index components. This enabled city benchmarking as well as the possibility to establish the best policies for economic development based on sustainable wealth. This metric was applied to 158 European cities on the basis of Eurostat data. The main results of this study indicate that:

- a cities with more sustainable wealth are better positioned in terms of a potentially flexible and dynamic labour market
- b communications and accessibility for human capital, goods and services, are key factors for urban KBD
- c knowledge city development is founded on careful knowledge-based planning leading to accessibility, connectedness with other cities, as well as a flexible and dynamic labour market.

Furthermore, in consonance with the paper by Ammirato et al. in this issue, this study concludes that innovation in the tourism sector should be encouraged, since it plays an important role in the growth model of sustainable wealth.

In turn, the paper by Pancholi, Yigitcanlar and Guaralda explores place making as a major strategy to attract and retain the knowledge base for territorial innovation and development. Hence, this paper looks at the role of place making in the formation of successful knowledge and innovation spaces as well as at the key facilitators of effective place making in such contexts. Based on a literature review, the authors develop a conceptual framework for place making in knowledge and innovation spaces. Such framework is then applied into an empirical research analysing the European knowledge and innovation best practices to understand place making integration in each case study. The main findings suggest that knowledge and innovation spaces are moving from being techno-industrial complexes to modern urban mixed-use knowledge precincts. This is attributed to an adaptation to emerging economic, cultural and societal norms as well as to new knowledge workers' lifestyle preferences. Hence, most knowledge and innovation spaces are no longer secluded campuses. The emphasis on integration of creativity reflected in the physical layer is paired by a vibrant environment fostered by deliberate facilitators appealing to knowledge citizens. The authors conclude that knowledge and innovation spaces are becoming more people-oriented, diverse, open and collaborative.

The paper by Bettiol, Di Maria and Grandinetti deals with service customisation and standardisation, introducing the concept of combinatory knowledge-intensive business services. In doing so, this study proposes a new classification of knowledge-intensive business services into three types based on their degree of service customisation or standardisation. Then, the paper discusses studies on customisation and standardisation, specifically within knowledge-intensive business services, followed by an empirical analysis of approximately 500 Italian service firms. By including modular approaches and standardisation with limited customisation within the field of service standardisation, this study contributes to the literature on business services. Specifically, this paper discusses and empirically analyses several knowledge-intensive business services strategies that transcend the received view of customised services offered through interactive collaboration with customers. The paper introduces combinatory knowledge-intensive business services and explores how these perform compared to

traditional knowledge-intensive service typologies in the literature, particularly with reference to the dichotomy of standardisation-customisation approach.

Finally, and at the most molecular level of analysis within this set of papers, Bouhnik and Giat look at the effect of the ISO 9001 standard on knowledge management (KM) at the organisational level and its inter-organisational implications. The main objective of this paper was to find out whether a positive relationship exists between ISO 9001 implementation and KM and whether the work procedures of companies improve following the implementation of the standard, thus contributing to a more productive environment for KBD. The empirical study covered 101 companies that are ISO 9001 standard certified. Hence, a first research question examined the relationship between the level of the application of the standard and the level of measurement of KM management efficiency. A second research question looked exclusively at companies that measure KM efficiency and tested whether satisfaction with the application of the standard was correlated with KM efficiency. Whereas the results for the first question indicated a significant positive correlation between the two variables, the findings of the second question were mixed. These findings can contribute to enhancing KBD of business ecosystems insofar the ISO standard enables better communication between different organisations and government entities to the extent that systematic KM implementation prevails.

Before leaving readers the papers composing this issue, I want to thank all reviewers who contributed to the peer-review process.