

Workshop

“Stimulating Knowledge Transfer:  
Challenges and Policy Responses”

Panel 4

Knowledge Transfer to ‘non high-  
tech’ industry and services

Contribution by

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# Preliminary Remarks (1)

- ❖ Knowledge transfer or **Knowledge sharing**?
- ❖ What can be transferred is the knowledge support (or conveyor), not the knowledge itself
- ❖ “I can explain it to you... but I cannot understand it for you” (Anonymous): Knowledge sharing requires the recipient to assign relevant meanings to the message received
- ❖ Relevance of ‘bridging’ instruments

# Preliminary remarks (2)

- ❖ Two types of knowledge to be combined (Pavitt, 1998)
- ❖ **Body of Understanding**: Know-Why
- ❖ **Body of Practice**: Know-How
- ❖ Such combination requires a common language, 'bridging' parties, and dialogue

# Responding the Questions

- ❖ I will address Q1 and Q2 only
- ❖ I assume that other members of the Panel are better able to respond Q3

# Q1: How to initiate a virtuous circle between the demand for innovation and the offer of innovative solutions in a context of low absorptive capacity?

- ❖ Increase SMEs' capacities: people, people, people...
- ❖ Understand (latent) demand
- ❖ Speak the SMEs' language and avoid a 'superiority complex'
- ❖ Focus on 'bridging'
- ❖ The role of region- or industry-based company associations: the case of footwear
- ❖ The role of value chains: the case of the automotive industry

# Q 2: How can public support trigger such virtuous circle?

## ❖ Stimulating Demand

- ✓ **Injecting new blood:** Recruitment of Skilled People
- ✓ **Improving Managerial Capabilities:** On-the-job training
- ✓ **Promoting scale:** Aggregating demand (Company Associations)
- ✓ **Fostering imitation and emulation:** Making good practice visible
- ✓ **Encouraging linkages:** Vouchers, suppliers' clubs, regional clubs...

## ❖ Promoting Management and Technology Support

- ✓ **Promoting effective intermediaries:** Implement and improve *CIT*
- ✓ **Rethinking public (and public-private) extension services**
- ✓ **Developing support Apps**

**Thank you very much for the  
attention!!!**

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