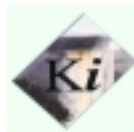
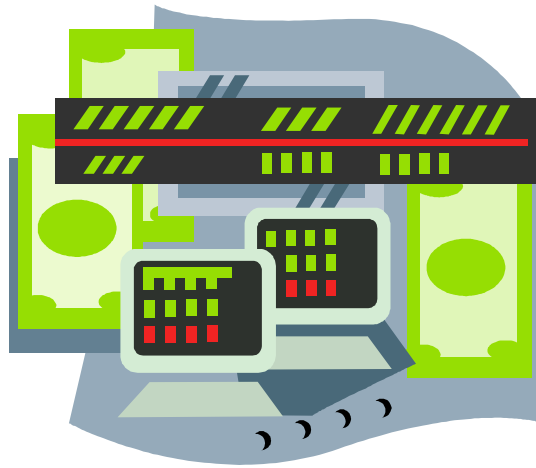


e-Knowledge Markets – The \$ Trillion Opportunity



➤ What Are e-Knowledge Marketplaces ?

e-Knowledge Marketplaces are ultimately on-line venues, where sellers of intellectual capital and intellectual property can be matched with potential buyers, of such assets. These are digital community contexts, where knowledge-seekers can find knowledge-providers. These could take the form of trading hubs where anyone, any time of day or night, 365 days a year can locate expertise, distilled into knowledge products or services, and/or link to a human expert.

What's new and distinct about this emergent formation, is that it did not exist, prior to now.

Question and Answer Exchanges where one can pose a question to an expert and get an answer, are one dramatic expression of this new rapidly evolving phenomena.

A market segment that did not exist on-line could in a few years become a \$ 6 billion market-space within the next few years.

(New York research firm Datamonitor (www.datamonitor.com) says the direct information exchanges will be a \$6 billion business by 2005 and will facilitate over \$50 billion of online purchases by that year.)

The driver for this, is that there are many people who simply have a technical need to know. Now there a medium, whereby one can get an expert answer on-line. One of the lessons we have learned from trying to search for knowledge on the web, is that automated solutions alone, frequently provide too much information. Amidst the returned answers to questions, is a lack of context, granularity, and customized precision.

A second lesson we have learned, from the growing discipline of knowledge management, is that knowledge has an *explicit* side and also a harder to articulate *tacit* dimension. An exchange whereby a knowledge seeker can make use of automation but also link to a human expert knowledge provider theoretically offers benefits, superior to a merely automated system. People would be willing to pay a fee to obtain more knowledgeable, timely, relevant and competent answers to their questions.

A similar situation is manifesting itself as applied to *e-Learning*. Individuals and companies are being challenged to continuously upgrade their knowledge bases, and to learn smarter ways of doing things. The idea of being able to access relevant knowledge resources on-line, anytime, anywhere, is increasingly proving to be technically feasible. There is a tremendous incentive for learners to seek out knowledge on-line. It can save time, reduce travel, lower acquisition costs, and be done on their terms (have their learning experience based on a paradigm where the learner is self-directed and in charge of the learning.) Given that the market for training and learning and education worldwide is estimated to be a \$ 700 billion market, there is a huge opportunity if even a small portion of this expenditure can be redirected via the world wide web. Moreover, many people who have expertise and content they could exchange with others, can now find a market outlet for their talent on-line. So now, not only does this opportunity pertain to the redirection of economic resources, it can also spawn fresh opportunities, to create new value on a global scale, that was not technically possible before.

Market Opportunity

The education and e-knowledge market is \$724 billion. K-12, post-secondary, and corporate training are all being reshaped by web technologies.

This e-knowledge industry has four vertical markets; content, technology enablers, online communities, and online services. Our goal is to become the leading vendor of affordable enablers for web-based learning. Our initial focus is the \$80 billion business e-learning marketplace.

Source: www.socratease.com

illustrate the fact that we are witnessing the emergence of a powerful knowledge-based economy that's new, and represents a vast opportunity horizon. However we have decoded in our research 10 distinctive types of e-knowledge market-places that have similar high-velocity economic characteristics. These are identified in our *Meta Portal to e-Knowledge Marketplaces* which can be found on-line at <http://www.kikm.org>

The e-knowledge market-place type, with the greatest economic value attached to it, are the ones for trading *intellectual property*. By some estimates in 1998 over \$ 5 trillion in intellectual property was created globally. However, only 2 % of that was traded in any fashion. The current global market for technology licensing alone is estimated at \$ 100 billion. So this is a huge on-line e-knowledge market in the making. This is why major companies such as IBM, Arthur Andersen, and PriceWaterhouseCoopers, among others, have been moving aggressively to take up strategic positions in this space, beside new pathfinder start-ups such as Yet2.com and Pl-x.com .

It is important to realize, that this is also not merely a private sector phenomenon. The Dutch Government for example, realizes that while Holland is a world leader in the global market for flowers, other regions around the world can mount a challenge to their dominance. The point that's clear to the Dutch, is that it is their horticultural *knowledge* that will keep them pre-eminent. They have been nurturing pilot e-knowledge exchange market environments amongst centres of horticultural knowledge in Holland as a tool for the cultivation of social capital that can keep their market leadership strong. The FAO internationally is also examining ways of deploying a knowledge market-place environment, for multiple stakeholder benefit. The market for e-knowledge market trading technologies and services, to help *public sector* organizations apply these new engines of knowledge-based innovation in their move to **e-government**, has barely been scratched.

Rest assured, this is another huge *uncharted value frontier* waiting to be tapped. It has a huge upside and sustainable growth vector to it, well into the future.

What makes *e-knowledge marketplaces* unique, is the commodity traded in them - various forms of knowledge. *Knowledge* is a peculiar commodity. Previous economies that have been based on land, labour, and capital have had the constraint, that once these types of items are exchanged, they are either physically transferred, spent or alienated from the owner. However, what sets knowledge apart, is the fact that is *intangible*. One can exchange it and yet still possess it. Moreover, there are economic network effects, especially accruing to first movers in virgin markets, where the more knowledge is exchanged, the more its value can grow. Also *knowledge* is unique in that you use it to create endless recipes of how to do things. Congealed knowledge (for example in software) can be replicated at increasingly lower cost. Intangible values such as reputation and branding can also be a value layer riding the technology diffusion (eg Netscape; Hot Mail). It does not suffer the same diminishing returns that would be experienced with physical commodities. You cannot deplete a knowledge resource the same way you could a pool of oil. We have also an infinite capacity to use our imaginations to invent, to come up with new formulations. This is *the special power of knowledge*.

Knowledge as a wealth creating resource, is distinctive in that wealth can be created from merely a great idea. That's why Walter Wriston, former chairman of Citibank, a Banker, could observe that *intellectual capital* was becoming more valuable than mere capital. Knowledge is indeed a new form of currency. So, it's not surprising that we should be now inventing new specialized virtual on-line e-knowledge market-places, in which to globally trade and exchange ideas, brain-power, expertise, talent, professional services, know-how, intellectual property, learning, knowledge products and all forms of intellectual capital.

➤ The Various Types Of e-Knowledge Market-Places – A Taxonomy

We have identified through our research to-date **10** discrete types of e-knowledge markets. Our categorization of these is useful for making sense of a complex and dynamic landscape. There can be no doubt that there will be more categories, needed to describe newer knowledge business models, that represent true creative innovation, as they also emerge.

The **Taxonomy** we have formulated is as follows:-

- knowledge auctions
- knowledge stores or malls
- expert knowledge exchanges or question and answer exchanges
- intellectual property exchanges
- stock market or investment knowledge exchanges
- e-Education or e-learning exchanges
- community-oriented or social capital knowledge networks
- intellectual Capital exchanges for trading human capital, talent, work, projects, free agency, or professional services
- business-to-business knowledge exchanges

1. **Knowledge Auctions**

This type of exchange is designed to be a community site for trading intellectual capital assets. At the heart of the exchange is a dynamic pricing mechanism where sellers can ask, and buyers bid, on the knowledge items for sale. A example of this type of site would be Knexa.com

2. **Knowledge Stores Or Malls**

This type of market is a virtual store or mall where knowledge products especially, can be listed by sellers and purchased by buyers, usually for a fixed designated price. A classic example of this type of site would be Knowinc.com

3. **Expert Knowledge or Question & Answer Exchanges**

There are some sites in this group whose focus is mostly on aggregating a catalogue of experts in an expert directory, who can be contacted for technical advice.

There are some sites founded mostly on a Question & Answer paradigm.

Then some sites are represent a hybrid of these two approaches.

Some have a vertical flavor in that they may be focused on aggregating a community of experts in a particular field such as IT.

Some operate using a “free” business model, and others operate on a royalty model.

What they have in common, is the creation of a virtual on-line exchange for people with questions to be matched with experts who can supply answers.

Good examples would Experts-Exchange.com and Keen.com

Yahoo has just entered the fray with a new site at <http://experts.yahoo.com>

4. **Intellectual Property Exchanges**

Intellectual Property exchanges are targeted at the creation of an on-line market-place for the trade of intellectual property such as patents, trademarks, copyrights, software licenses. Such exchanges are unique environments requiring support services to help people with the packaging and description of the items for sale, and may require

anonymity, and may involve specialized protection and valuation challenges. Leading examples are Yet2.com, and Pl-x.com.

5. **Stock Market or Investment Knowledge Exchanges**

The investment community appreciates the fact that knowledge is indeed power. A number of sites have been pioneering a knowledge exchange model where people trade or invest knowledge with others and become rated as experts based on the community rating of their success. An example of this type of virtual market-space is iExchange.com

6. **e-Education or e-Learning**

These are sites that aggregate training courses, educational content, and learning resources whereby people can connect to the network and engage in e-learning on-line for a fee. A leading platform enabler is Saba.com. Fatbrain.com recently announced it would launch a “Learning marketplace”.

7. **Community Oriented or Social Capital Oriented e-Knowledge Markets**

They types of sites are community exchanges set up to foster economic development and the growth of society. They have an underlying shared purpose. Their logic is that all network members should be able to participate in the benefits of knowledge exchange. An example is the NARS Knowledge Marketplace that the FAO is planning to introduce. The FAO is a global organization with a mission to foster development in Food and Agriculture. By hosting and organizing a digital knowledge marketplace, it using similar principles to the other types of e-knowledge exchanges. However, the purpose in this case, would be more for broader stakeholder benefit.

8. **Intellectual Capital Exchanges**

These are digital market-places for trading talent, work, jobs, professional services, projects. In other words for matching the supply and demand for human capital.

This is a segment that is being driven by the war for talent particularly in technical fields. It is also an outgrowth of the e-lance and free-agent economy. There is quite a range, in terms of the foci and sophistication of these kinds of sites. Prime examples of such community exchanges would be Hello Brain.com, IQ4Hire.com, and the Monster Talent Market at www.talentmarket.monster.com. Another example is Earthweb.com and it's “IT Services Knowledge Market”.

9. **Vertical Knowledge Market-Places**

These are knowledge exchange sites with a particular industry focus such as Oil and Gas, Construction, Health Care and so on.

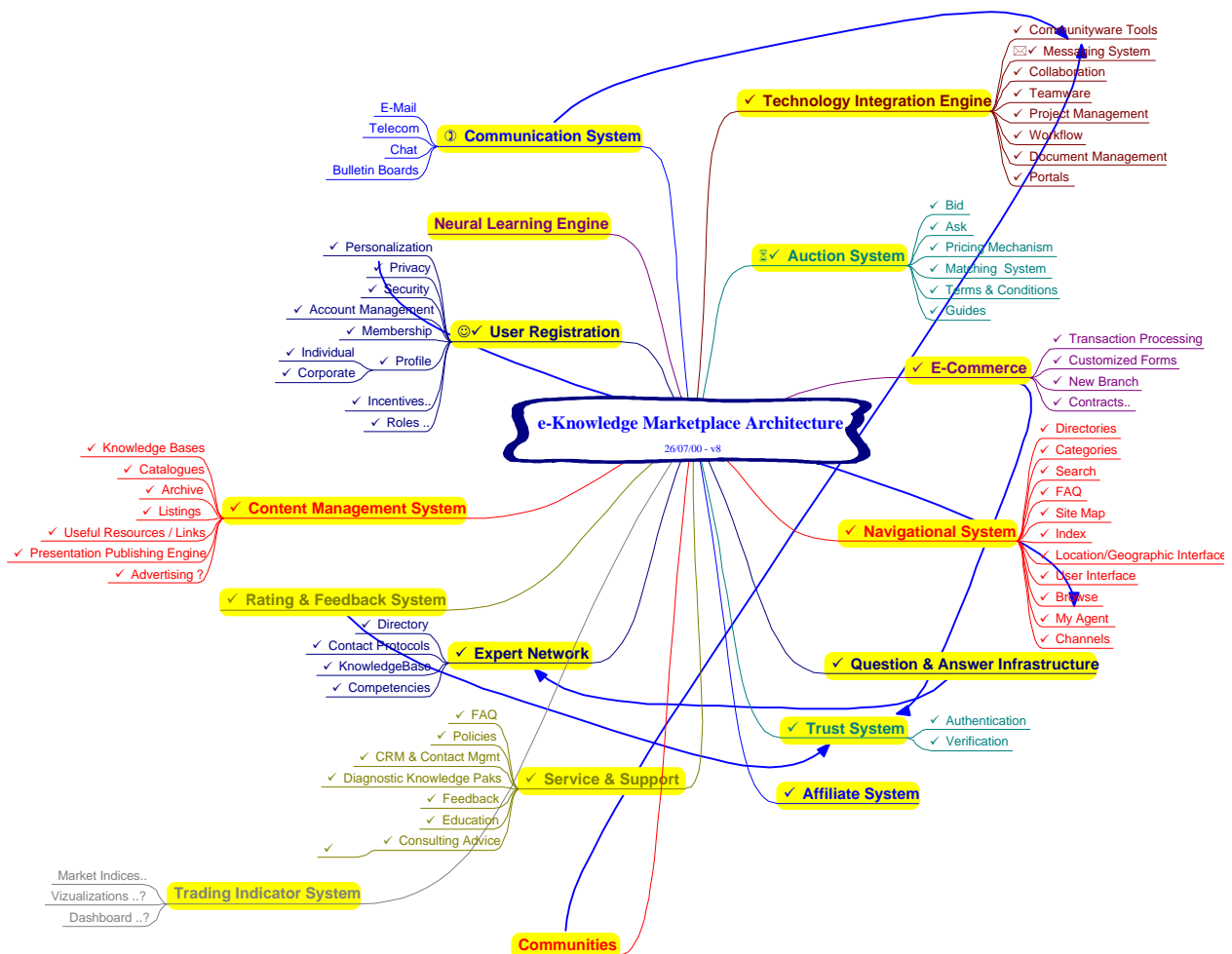
10. **B2B Knowledge Markets**

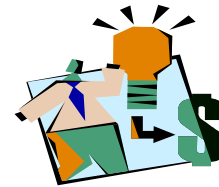
These are e-knowledge exchanges designed to process knowledge transfer between corporations. The B2B revolution is streamlining supply chains in such dimensions as logistics, and procurement. In a parallel fashion, B2B e-Knowledge markets rationalize

communication and knowledge supply chains within a specialized community context. An example is eBrainx.com.

➤ The Architecture Of An e-Knowledge Market-Place.

Through our research we have already developed a generic architecture model of what features and functions a highly developed e-knowledge market-place would contain. The diagram below illustrates a high level overview of the components we have identified. This gives us a powerful tool with which to evaluate the relative maturity of individual e-knowledge exchanges.





➤ **Who Is Already Involved In e-Knowledge Markets ?**

For every new dot com play in this space, there exists a business plan, and a business model. Behind the scenes are intelligent investors who have carefully assessed the risks and advantages, and made thoughtful decisions, about electing to participate. That becomes important information for us to take into account. It can enhance our confidence as to whether the market-space is real. It can help to guide our own decisions about getting into the game.

In a new emerging market-space, this becomes for us, a most important *leading indicator*. What is absolutely clear from our initial research, is the caliber and pedigree of the types of individual entrepreneurs, angel investors, venture capital companies, and major corporations involved in e-knowledge marketplaces is extremely impressive and compelling.

Here then, is a quick summary (representative sampling only) of some of our findings :

➤ **Individual Entrepreneurs**

Sabir Bhatia (co-founder of Hot Mail)	- Arzoo.com
Bill Gross (founder Of Idealab) & David Eisner	- iExchange.com

➤ **Angel Investors**

David Duffield, CEO Peoplesoft	- IQ4Hire.com
Ray Lane, Former President & COO, Oracle	- IQ4Hire
Steve Berrard, former CEO Blockbuster	- Hungry Minds.com
Stephen Levy, former Chairman & CEO of BBN of About.com)	- Expert Central.com (a subsidiary
Kevin Clark, former CEO Modem Media Poppe Tyson	- Expert Central.com
Esther Dyson, Chairman Edventure Holdings	- Infomarkets.com
Joe Kraus, Founder Excite@ Home	- Infomarkets.com
Dan Lufkin, a founder of the investment banking firm of Donaldson, Lufkin & Jenrette	- IPNetwork.com
Reed Hundt, former Federal Communications Commission (FCC) Chairman	- IP Network.com
Craig McCaw, the wireless telecommunications pioneer	- IP Network.com
Stephen A. Schwarzman, President, CEO and co-founder of The Blackstone Group	- IP Network.com
Gerald Tsai, Jr., former chairman of Primerica Corporation and Manhattan Fund founder	- IP Network.com
Jon Moulton, founder and managing partner of the UK's Alchemy Partners	- IP Network.com

➤ **Venture Capital Firms**

Kleiner Perkins Caufield & Byers	-iExchange.com
Wit Capital	- Expertcity.com
Bulldog Capital Management	- Infomarkets.com
Caryle Venture Partners	- Inforocket.com
Draper Fisher Jurvetson	- Inforocket.com
	- Workexchange.com
Prospect Street Ventures	- Inforocket.com
Benchmark Capital	- Keen.com
Vulcan Ventures Inc (ie <i>Paul Allen</i>)	- Keen.com
Softbank Corporation	- Pl-x.com
Bessemer Ventures	- Exp.com
@Ventures (a CMGI affiliate)	- Exp.com
Accel Partners	- HelloBrain.com
Brentwood Venture Capital	- HelloBrain.com
Knowledge Universe (<i>Michael Milken</i>)	- eMind.com

➤ **Major Corporations**

AOL	- Infomarkets.com
IBM (with partner Internet Capital Group)	- Delphion Intellectual Property Network
Microsoft	- Keen.com
Andersen Consulting	- Ventius.com
JP Morgan	- Experts-exchange.com
Sun Microsystems	- Expertcity.com
Bertelsmann	- Expertcity.com
ZDNet	- Expertcity.com
New York Times (New York Times Digital)	- Abuzz.com
eBay	- Keen.com
The Proctor & Gamble Company	- Yet2.com
Honeywell International	- Yet2.com
Go2Net (= Disney)	- Askme.com
Oracle	- Exp.com
Information Holdings Inc	- Patex.com
The Motley Fool	- Soapbox.com
Intel	- HelloBrain.com
Price Waterhouse Coopers	- IPEX.net
Pearson PLC	- Ftknowledge.com
Columbia U; LSE; Cambridge U;	- Fathom.com
British Library; Smithsonian;	
NY Public Library;	
American Film Institute	
Rand; Woods Hole Oceanographic Institution	

Notable Remarks

"Keen.com has a first mover advantage in one of biggest markets in the world," said Roger McNamee, co-founder of Integral Capital Partners. "According to IDATE, the world-wide market for voice communications is \$807 billion, and using the Internet as a vehicle to set up calls adds huge value to both sides of every conversation. Keen.com's management team and business model are exceptional. This is why we led the deal and valued the company so highly."

SUN Microsystems, Inc.

Scott McNealy, Chairman and CEO

"Sun has long been a proponent of supporting innovative companies that are developing and building the next generation of Internet-based services and solutions. With its immediate, person-to-person, expert-assisted help and learning services, Expertcity.com is well positioned to capitalize on the expanding demand for online member support."

➤ Partnerships

Many of these companies have also alliances with significant partners and or sponsors.

To take one example, *Yet2.com* has a very solid roster of major corporations who have signed on. This indicates that this site for trading Intellectual Property, is a digital exchange, intended for doing serious business :-

Leading technology companies that have joined *yet2.com*'s marketplace include 3M, Agfa-Gevaert Group, Arthur D. Little, Asahi Glass Company, BASF, Battelle, Bayer The Boeing Company, Bosch, British Telecommunications, Ciba Specialty Chemicals, Denso Corporation, Dow Chemical, DuPont, EPRI, Ford Global Technologies, Fuji Photo Film Company, Honeywell, Kansai Research Institute, Kao Corporation, Mitsubishi Chemical Corporation, Mitsubishi Heavy Industries, Mitsui Chemicals, Monsanto, NEC Corporation, Nippon Steel Corporation, NTT Advanced Technology Corporation, Osaka Gas, Royal Philips Electronics, Pitney Bowes, Polaroid Corporation, Porsche, Procter & Gamble, Rockwell, SAIC, Sandia National Laboratories, Shell Global Solutions, Siemens, Sumitomo Chemical, Sumitomo Electric Industries, Takeda Chemical Industries, Toray Industries, Toshiba Corporation, Toyoda Automatic Loom Works, Toyota Motor Corporation, TRW and the University of Michigan

➤ Think Tools.com – A Profile of the pedigree of their Investors

Think Tools boasts some **heavyweight shareholders**. They include Thomas Schmidheiny, Swiss billionaire and chairman of the world's biggest cement producer, Holderbank Financiere Glarus AG; Klaus Schwab, founder of the World Economic Forum; Flavio Cotti, a former president of Switzerland; and Swiss risk capitalist Peter Friedli. Mr. Friedli's investment company, New Venturetec AG, invested 9.7 million francs in Think Tools a year ago. The investment is now valued at about 157 million francs

➤ **Sample Media Commentary**

(see other media references at the Kaiteur Institute Meta Portal at www.kikm.org)

BUSINESS WEEK E.BIZ -- MANAGEMENT
DECEMBER 13, 1999 ISSUE

Using the Net for Brainstorming

Smart companies are exploiting cyberspace to spark innovation
BUSINESS WEEK E.BIZ -- MANAGEMENT

Knowledge Markets

Companies are creating so-called knowledge markets--small groups inside big companies that are armed with seed money to attract and develop new ideas. Here's a sampling:

NORTEL

Nortel allocates "phantom stock" to those who volunteer for special high-risk innovative projects. Nortel "buys" the stock, as if it were an internal IPO. Staffers get paid twice--once when a product is finished and again after it has been on the market for about a year. Nortel now has 17 products under development in this program.

PROCTER & GAMBLE

P&G has created a group called Corporate New Ventures, an autonomous idea lab. Its mission: to encourage new ideas for products and put them into speedy production by funding the best ideas. P&G has 33 new products under CNV development. Seven have already gone to market, in half the time of previous new products.

ROYAL DUTCH/SHELL

Holds weekly "GameChanger" sessions to brainstorm for new ideas. So far, more than 300 new-product and process-improvement ideas have surfaced, including four of the company's five most crucial initiatives this year.

DAIMLERCHRYSLER

Creates so-called outposts of small teams to scout around for new trends and products. Example: A Silicon Valley outpost is doing consumer research on electric cars and is helping designers in the early stages of Net-equipped automobiles.

http://www.businessweek.com/1999/99_50/b3659021.htm

➤ **Research Into Next Generation Intelligent Agents – “Know Bots”.**

The Defense Advanced Research Projects Agency (DARPA) has recognized that this problem is the chief obstacle to the next stage of distributed computing. The agency has launched a major program, Cooperative Agent-Based Planning Systems (CoABS), to advance the technology to the next level.

.. When these agents become conceptually aligned, each will know the capabilities of the other and will be able to negotiate "common ground" for communication. Agents broadcasting their needs and capabilities will someday form a "knowledge exchange," trading knowledge and responsibilities to gain the efficiencies of an open knowledge market.

Source : <http://www.e-cyc.com/broker.html>

Community Ware Is Next

Despite her devotion to bots and to launching a shopping revolution, Dr. Maes confesses that she's quickly bored. Consequently, her next project, something known as Community Ware, will take her away from hard products in the business-to-consumer and B2B environments and bring her closer to a more esoteric commodity — information. Dr. Maes foresees an "electronic market for knowledge," in which software agents match up students and experts and make deals for on-the-fly assistance.

*As she describes it, to participate in this **knowledge marketplace**, a person can send out a selling agent that knows his or her expertise, availability, and rates. Someone looking for an expert would, in turn, create a buying agent that knows what information or background is being sought and when it is needed — in the next three minutes, in three days, etc. The buyer's agent might have a comparison shopping bot built into it to judge price, reputation, level of expertise, and availability.*

Dr Patti Maes from MIT, is a world authority on Intelligent Agents

Source: *For more discussion on bots and software agents, visit the [strategy+business Idea Exchange](http://www.strategy-business.com/ideaexchange/) at www.strategy-business.com/ideaexchange/*

➤ **Global Development Agenda – eg. The World Bank**

*Capacity building through knowledge sharing is another key strategic thrust to help achieve poverty reduction. Knowledge sharing increases the potential reach of the Bank's expertise and the potential for people in the poorest countries to help themselves. **The Bank is advancing this agenda through efforts on several fronts.** One example is technology, whose role in bank assistance is growing. An increasing number of projects, many in Africa and Latin America, have Information Technology components. Other support is provided by infoDev, a public-private program helping countries build information and communications technology capability. One application of technology that could advance knowledge sharing vastly is the Global Development Gateway, currently in concept stage.*

WORLD BANK ANNUAL REPORT

Read the Annual Report online at:

<http://www.worldbank.org/html/extpb/annrep/>

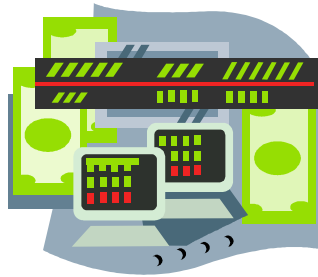
➤ **The Migration Of Leading Knowledge Management Experts To e-Knowledge Markets**

Some of the world's leading authorities in the Knowledge Management field are also now migrating to practical involvement in the e-knowledge markets space.

A Few Examples :

- Leif Edvinsson - formerly IC guru at Scandia is now VP of Intellectual Capital with *Knexa.com*
- Nick Bontis - a Professor of IC at McMaster University is also Chief Knowledge Officer of *Knexa.com*
- Patrick Sullivan - President Of ICM. His company is now partnering with Arthur Andersen in *Ventius.com*
- Kevin Rivette - Co-founder and Chairman of Aurigin Systems. His company is a leading software provider for Intellectual Property management, and is partnered with *Yet2.com* among others. (co-author of Rembrandts In The Attic : Unlocking The Hidden Value Of Patents Harvard Business School Press. 2000.
- Alan Ginsberg - formerly of Andersen Consulting and a key driver behind their implementation of their global knowledge network called Knowledge Space is now behind the start-up eBrainx.com
- Brooke Manville - formerly the foremost Knowledge Management expert at McKinsey is now a VP-Learning with *Saba.com*

e-KNOWLEDGE MARKETS MULTI-CLIENT ADVANCED RESEARCH WORKING GROUP



➤ **e-Knowledge Markets Multi-Client Advanced Research Working Group**

A consortium focused on studying the rapidly developing
\$ trillion market-space for e-knowledge trading exchanges

➤ **Dates**

Starts Nov 1, 2000 and Ends Feb 28, 2001

➤ **Types Of Participants**

- funding sponsor partners
- technology partners
- knowledge partners

➤ **Statement Of Purpose**

To carry out a joint study of this emerging market-space in order
to produce actionable knowledge strategies that stakeholders
can put to effective and profitable use.

➤ **Deliverables**

- map the “DNA” of e-knowledge market-spaces
- decode and grow understanding of the best e-knowledge markets
business models in P2P, B2C, B2B, Private & Corporate domains
- isolate, codify and study the main e-knowledge profit patterns

- evaluate the available e-knowledge trading technology enablers
- identify stakeholder investment opportunities and leverage points
- enhance knowledge of e-knowledge exchange operational, application, and implementation critical success factors
- understand risk management factors
- incubate a powerful knowledge community and expert network, for shared learning acceleration and market leadership
- final report containing our findings and conclusions
- advantageous market positioning through automatic founding membership in Knowledge Markets.Org a new global association for the advancement of meta-knowledge about e-knowledge trading environments
- Free subscription to Knowledge Market News, 2 free passes to a planned Conference on e-knowledge markets, and continuous research insight from the Kaiteur Institute for one full year.

➤ Value Proposition

Benefits to Participation include :-

- ***Clarity, Connections, Collaboration, Community, Context, & e-Knowledge Commerce Intelligence***
- rapid knowledge acquisition – **improved time-to-knowledge**
- achieve actionable cutting-edge **insight**
- higher **awareness** of market forces, trends, and opportunities
- gain a distinct **competitive advantage**
- **membership** in an advanced knowledge Consortium and Brain-Trust
- exclusive **access** to a privileged global knowledge Network
- achieve clear pre-emptive **first mover advantage** in your line of business critical to achieving increasing returns in a knowledge-based economy
- **profit** from fast emerging new e-knowledge business opportunities
- grow your company's Knowledge base
- **learn** how to wield and exploit this new enabling Technology
- close knowledge gaps, **manage risk**, avoid being blind-sided by new developments
- be able to formulate and make effective **strategy decisions** in this field with greater intelligence and confidence
- hire and deploy a whole “**Research Department**” for less than the cost of one competent analyst



- **Train** several people in your organization to operate at a high level in the e-knowledge market-space through knowledge transfer and immersion in the advanced working group e-knowledge lab activity (ie. covering both explicit and *tacit* knowledge dimensions)

➤ **A Unique & Exclusive Opportunity**

It is a rare historic moment to have the opportunity to gain a truly significant, strategic, and competitive advantage in an emerging new \$ trillion market-space that is now in rapid formation.

Participation is ultimately *by invitation*.

Participating organizations will be *invited* who reflect the diversity of the target research field of vision, and who are in a position to profitably act on the knowledge generated within the consortium. They will reflect investment, financial services, several other vertical sectors, enabling technology organizations, and e-knowledge exchange dot coms (eg. Knexa.com and eBrainx.com)

The Kaieteur Institute For Knowledge Management through it's advanced research methodologies and its Meta Portal to e-knowledge market-places, has demonstrated strategic anticipation, foresight, and leadership in this field. It operates in a close partnership with Crucible Management Services Inc.

Bryan Davis, President Of The Kaieteur Institute was also recently invited to join the Board Of Advisors for Knexa.com

➤ **Fees**

- *Requesting* Major Funding Sponsors contribute \$ 24K Cdn
- Small & Medium Sized Corporations (SME's) \$ 12 K Cdn
- Associations & Non-Profit Organizations \$ 6 K Cdn

Contact :-

Bryan Davis
President
The Kaieteur Institute For Knowledge Management