Sustaining value in innovation through effective communication

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The Research Questions

- What is Effective Communication?
- How can we ensure effective communication in the Valorisation project?
- Deploying modern ICTs?
- How can we sustain value in the project?

Outline

- The **VALO** project objectives
- The communication process
- Effective communication & value
- Modern communication technologies
- Achieving sustainability

The VALO project

The emphasis is on optimising the value of a project and on boosting its impact

The general aim of the project:

"To create a new certified **Valorisation Expert profession** adding to the 27 existing certifications in the European Certification and Qualification Association (ECQA)"

The VALO project

When there is innovation how do we get the best for the company?

How do people plan their communication in getting the best out of their innovations?

The communication process

- Semiotics – the study of signs
- Types of Signs
- The Semiotic Framework
- Relating Semiotics to Information Systems - VALO project

Why Semiotics?

- We know more about information technology than about information

"Our understanding of information technology has continued to outstrip our understanding of information" (R. Galliers, 1987)

- Signs are fundamental to information and communication

Signs as basis for communication

- What is a sign?

"Anything that signifies, or stands for or can be seen to stand for, something else" (J.C. Mingers, 1995)

- *Example: Words, numbers, gestures, footprints, ceremonies, natural phenomena etc*

Umberto Eco and signals

- Eco [1979] defines a ‘signal’ as a unit of information which may be transmitted from a source to a destination, and argues that a ‘signal’ may not necessarily be a communicational act.
- A ‘signal’ may be a stimulus to a particular response, but may not necessarily be intended to mean anything

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Human utterance as a sign

IMPORT – Importance of message

Connotation – based on agreed connotation rules

Utterance

Signification – what the utterance signifies

INTENT – what sender intends to convey

(J.C.Mingers, 1995)

Every Utterance can comprise of all four components/features

The Semiotic Framework

Physical World (Means & Form)	* Empirics: Sign transmission *(Communication engineering)* * Syntactics: Structures of signs *(Linguistics, logic and grammar)*
Social World (Content & Purpose)	* Semantics: Meaning of signs *(Relating the signifier and the signified)* * Pragmatics: Purpose and actual use of signs and systems of signs *(Relations between signs and behavior, Culture & Context)*

Culture

- The Social world levels (Semantics and Pragmatics) are significantly dependent on Culture, hence the need to be sensitive to cultural differences.

- The way a group/community of people relate to each other in terms of, for example, time, space, gender etc. can give insight into their culture and hence their communication norms.

Culture and Communication

High-context versus low-context communication.

“High-context communication does not require clear, explicit verbal articulation. It relies on presumptions shared by people, non-verbal signals (e.g., body movement), and the very situation in which the interaction occurs.

Low-context communication, on the other hand, involves intensively elaborate expressions that do not need much situational interpretation.

While it is doubtful that the communication norms of any society, or even individual, are totally high- or low-context, Asian pacific Islanders (API) cultures are more high-contextual, and Anglo American society is more low-contextual”.

(E. T. Hall, 1977; cited in Beyond Culture, Gary Huang, 1993)

What is value?

- "A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence." (Rokeach, M., 1973).

- Values are neither completely stable nor completely unstable i.e. **values are enduring and changing**.

Charles Morris on Value

- Three types of value
- Conceived
  - “Preferential behaviour directed by an anticipation or foresight of the outcome of such behaviour”.
- Operative
  - “The tendency or disposition of living beings to prefer one kind of object rather than another”
- Object
  - The main indicator of Object Value is the property of an object, which may or may not coincide with Conceived or Operative value.

Effective communication & value

- Effective communication must be perceived as useful by the recipient
- Characteristics of effective communication are the same as the desirable characteristics of Information Systems (Georgiadou, 1997) TRACE i.e.
  - **T**imeliness,
  - **R**elevance
  - **A**ccuracy
  - **C**ost-
  - **E**ffectiveness
- Additionally the recipient of a piece of communication expects understandability and usefulness
- Value is the benefit or perceived/expected benefit

Sustainability

(adapted from Bob Willard, 2010)

Conclusion

- Effective communication (these days using ICTs) maximises the opportunities for dissemination,
- exploitation and
- value gains emanating from innovation

Sustainability beyond the end of the project ?
-VALO is seeking the answer

Valorisation Project (VALO)

THANK YOU FOR YOUR ATTENTION!

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