

BSC · VALUE CHAIN MANAGEMENT

The Urban Knowledge Campus

A New Source of Value Chain Advantage — adapted from HBR

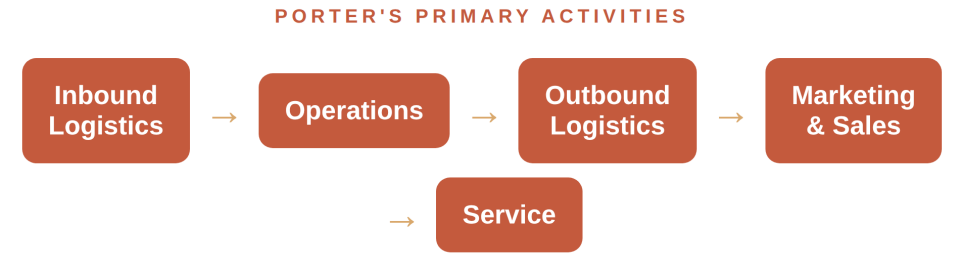
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WHERE WE START

Porter's primary activities

- ◆ Porter's value chain runs Inbound Logistics → Operations → Outbound Logistics → Marketing & Sales → Service.
- ◆ Each step adds value on the path from supplier to customer.
- ◆ For decades, strategy focused on optimising these five primary activities.



The classic chain of value-adding steps from supplier to customer.

UNDERNEATH THE CHAIN

Infrastructure becomes strategic

- ◆ Primary activities are supported by Human Resources, Technology, Procurement and Firm Infrastructure.
- ◆ MBA insight: the HBR article expands 'infrastructure' — the workplace itself is a strategic value-creating asset.
- ◆ The office is no longer an overhead cost; it is part of how value is made.

THE FOUR SUPPORT ACTIVITIES

Human Resources

Technology

Procurement

Firm Infrastructure — now a value creator

THE SHIFT

From cost centre to value creator

- ◆ Traditional view: Office = Cost Centre. Modern view: Knowledge Campus = Value Creator.
- ◆ Stop asking 'How much does our office cost?' — ask 'How much value does our workplace create?'
- ◆ The value shows up as faster innovation, better collaboration, wellbeing, faster decisions and better service.

TRADITIONAL VIEW

~~Office = Cost Centre~~

"How much does our office cost?"



MODERN VIEW

Knowledge Campus = Value Creator

"How much value does our workplace create?"

THE MECHANISM

Every activity gets stronger

- ◆ Procurement → faster supplier collaboration;
Operations → improved teamwork and problem-solving.
- ◆ Technology → more innovation in shared spaces; HR
→ easier attraction and retention of talent.
- ◆ Marketing & Service → stronger corporate image and
faster, cross-functional issue resolution.

VALUE CREATED ACROSS THE CHAIN

Procurement	Faster supplier collaboration & meetings
Operations	Improved teamwork & problem-solving
Technology	Greater innovation through shared spaces
HR Management	Easier attraction & retention of talent
Marketing & Sales	Better client experience & corporate image
Customer Service	Faster, cross-functional issue resolution

THE ENGINE

Knowledge sharing cuts waste

- ◆ It reduces delays, rework, miscommunication and decision-making time.
- ◆ That produces higher quality, faster innovation, lower operating cost and greater customer satisfaction.
- ◆ Proximity turns four sources of friction into four sources of advantage.

KNOWLEDGE SHARING REDUCES

Delays

Rework

Miscommunication

Decision-making time

WHICH LEADS TO

Higher quality

Faster innovation

Lower cost

Happier customers

THE LOGIC

How collaboration compounds

- ◆ Better Collaboration → Better Operations → Better Customer Value → Sustainable Competitive Advantage.
- ◆ Each link strengthens the next, so gains compound along the chain.
- ◆ The campus is the environment that makes the first link happen.

THE VALUE CHAIN FORMULA



CASE IN POINT

One campus, not silos

- ◆ Traditional HQ: departments work in isolation.
- ◆ Campus approach: Flight Operations, Customer Experience, Digital, Engineering, Marketing and Sustainability share integrated workspaces and innovation hubs.
- ◆ Value created: faster service improvements, better coordination, quicker responses and continuous innovation.

Emirates

ECOSYSTEM IN ACTION

An interconnected value chain

- ◆ Businesses, researchers, government entities and universities collaborate in one innovation ecosystem.
- ◆ Benefits: shared knowledge, joint innovation, faster technology adoption, stronger supplier partnerships and improved sustainability.
- ◆ Instead of isolated companies, Expo City creates an interconnected value chain.

The logo for Expo City Dubai, featuring the words "Expo City" in a bold, gold-colored serif font, with "DUBAI" in a smaller, teal-colored sans-serif font directly beneath it.

Expo City
DUBAI

PROXIMITY PAYS

Microsoft · Oracle · IBM · Cisco · Google

- ◆ Home to global technology leaders and numerous startups in one hub.
- ◆ Benefits: knowledge spillovers, talent mobility, shared expertise and innovation partnerships.
- ◆ It reduces time to develop new products and services — proximity accelerates value creation.



ORACLE

IBM



+ startups

SCALE CASE

Engineers to planners, side by side

- ◆ Campuses bring together software engineers, supply-chain planners, procurement, data scientists and customer-service specialists.
- ◆ Working closely enables faster decisions, improved forecasting and better inventory management.
- ◆ More efficient logistics and an enhanced customer experience — every improvement strengthens the value chain.



NEW INPUT

Knowledge joins materials and capital

- ◆ Traditional chain: Materials → Factory → Warehouse → Customer.
- ◆ Modern knowledge chain: People → Ideas → Innovation → Better Processes → Better Products → Customer Value.
- ◆ Knowledge has become a critical value-chain input, alongside materials and capital.

THE HUMAN VALUE CHAIN

Traditional value chain



Modern knowledge value chain



WELLBEING = PERFORMANCE

People power the chain

- ◆ The article distinguishes Work Productivity from Life Productivity.
- ◆ For value-chain managers both shape engagement, operational efficiency, error reduction, innovation speed and customer responsiveness.
- ◆ Better employee wellbeing often leads to better value-chain performance.

WORK PRODUCTIVITY

- ◆ Employee engagement
- ◆ Operational efficiency
- ◆ Error reduction



LIFE PRODUCTIVITY

- ◆ Innovation speed
- ◆ Customer responsiveness
- ◆ Employee wellbeing

MEASURE WHAT MATTERS

Beyond cost per employee

- ◆ Traditional KPI: office cost per employee. Modern KPI: Return on Place.
- ◆ ROP measures innovation generated, collaboration frequency, speed of decision-making and talent retention.
- ◆ It also tracks customer impact and operational improvements — the workplace becomes an investment in advantage.



WHERE IT FITS

Technology + humanity together

- ◆ Industry 4.0 focused on automation, AI, robotics and digitalisation.
- ◆ Industry 5.0 adds human creativity, collaboration, employee wellbeing and sustainable innovation.
- ◆ The Urban Knowledge Campus is a practical example of Industry 5.0 in action.

INDUSTRY 4.0

- ◆ Automation
- ◆ AI
- ◆ Robotics
- ◆ Digitalisation



INDUSTRY 5.0 ADDS

- ◆ Human creativity
- ◆ Collaboration
- ◆ Employee wellbeing
- ◆ Sustainable innovation

YOUR TURN

Design a new Dubai HQ

- ◆ Imagine DP World is planning a new Dubai headquarters. As value-chain managers, which departments should be co-located?
- ◆ How could the campus improve logistics operations and supplier collaboration?
- ◆ What customer benefits might result — and which KPIs would demonstrate the value?

DP WORLD

DEBATE

Defend your position

- ◆ Q1 (LO1): How can an Urban Knowledge Campus improve each stage of Porter's value chain?
- ◆ Q2 (LO2): Which UAE firm benefits most — Emirates, DP World, ADNOC or Careem? Explain your choice.
- ◆ Q3 (LO3): As a Dubai manufacturing CEO, would you invest AED 2 billion in a knowledge campus? Justify it.

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DP WORLD

ADNOC

careem

WHY IT MATTERS HERE

9 of 12 Learning Outcomes align

- ◆ Nine of your twelve LOs align directly or strongly with this article.
- ◆ Strongest fits: value networks and ecosystems, collaboration across organisations, and emerging global value-chain trends.
- ◆ It also connects to digital transformation, smart cities and Industry 5.0 thinking.

CURRICULUM FIT

9 / 12



Nine of your twelve Learning Outcomes align directly or strongly with this article — value networks, ecosystems, collaboration, digital transformation and Industry 5.0.

THE BIGGER MAP

One connected strategic framework

- ◆ Expo City Dubai, Dubai Internet City, DIFC and Masdar City act as connected knowledge campuses.
- ◆ Emirates, DP World and ADNOC anchor the country's value chains across aviation, logistics and energy.
- ◆ Together they turn Porter's value chain, Industry 5.0 and knowledge management into a single UAE framework.

THE UAE INNOVATION ECOSYSTEM

Expo City
DUBAI

DIFC

Dubai Int'l Financial Centre

masdar
city

Emirates

DP WORLD

ADNOC

REMEMBER THIS

Compete through knowledge flow

- ◆ The workplace has evolved from a cost centre into a strategic value-creating asset.
- ◆ Knowledge sharing and collaboration strengthen every stage of the value chain, lifting efficiency, innovation and customer value.
- ◆ Advantage increasingly comes from the flow of knowledge as much as the flow of materials.

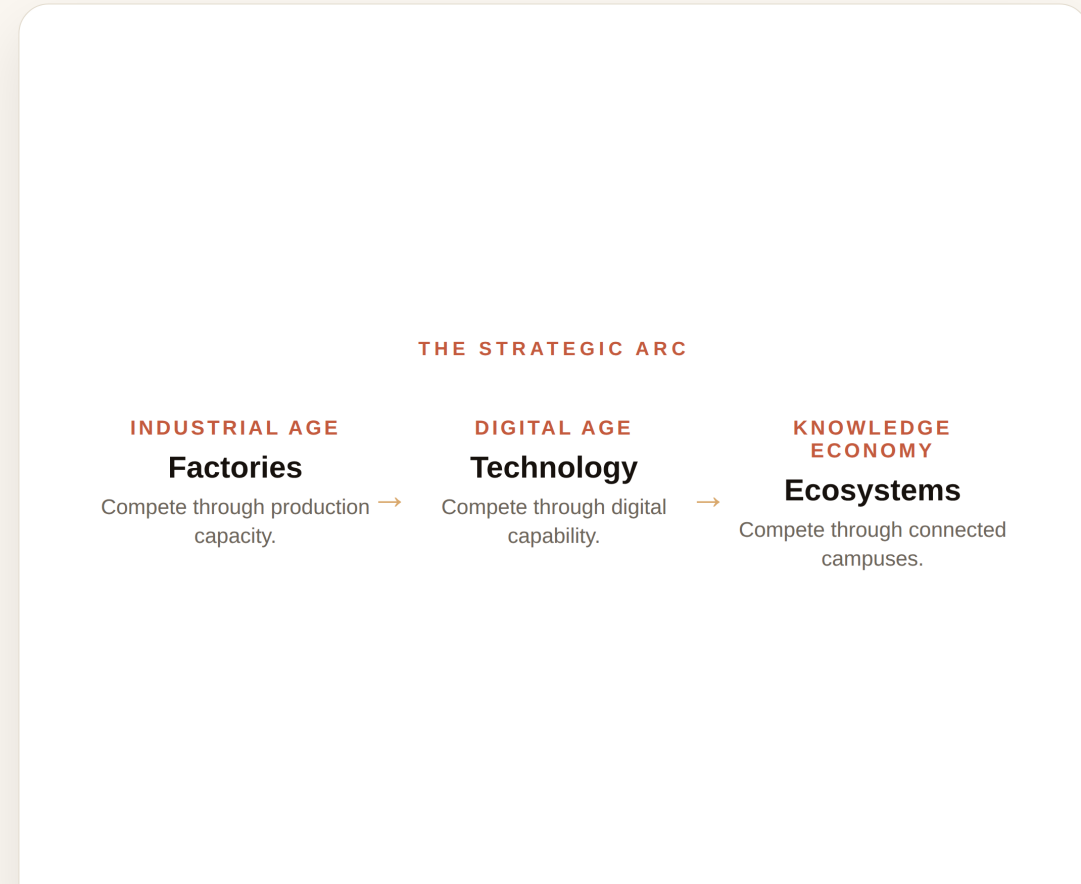
KEY TAKEAWAYS

- 1 Workplace: from cost centre to strategic value-creating asset.
- 2 Collaboration strengthens every stage of the value chain.
- 3 Campuses lift efficiency, innovation and customer value.
- 4 Wellbeing & connected ecosystems build long-term competitiveness.
- 5 Advantage flows from knowledge as much as from materials.

CONCLUSION

Factories → Technology → Ecosystems

- ◆ Industrial Age: companies competed through factories.
Digital Age: through technology.
- ◆ Knowledge Economy: they compete through ecosystems.
- ◆ The Urban Knowledge Campus is where people, technology, partners and ideas create superior value together.



In the Industrial Age we competed through factories; in the Digital Age through technology; in the Knowledge Economy we compete through ecosystems. The Urban Knowledge Campus brings people, technology, partners and ideas together to create superior value across the entire value chain.