



SYMPOSIUM INTERNATIONAL

Évaluation et valorisation des actifs immatériels

6 et 7 octobre 2011 - Paris



ORGANISATEURS



PARTENAIRES

Intellectual capital: Lessons from DK



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Agenda

- The guideline
- The role of the guideline
- Developments in reporting of intangibles
- Policy implications

An IC Statement (The Guideline)

Writing an IC Statement – Movements between 4 items

- An account (narrative) of the usefulness of knowledge – Ambitions
- A set of challenges for managing knowledge resources – Hurdles
- List of efforts to develop knowledge resources – Actions/Investments
- Visualisation of size of, investments in, and effects of knowledge resources – Reports

Reading an IC Statement

- Analytical tool parallel to reading a financial statement
- Analysing assets -> analysing the portfolio of knowledge resources
- Analysing investments -> analysing the qualifying activities regarding knowledge resources
- Analysing profitability -> analysing the effects (competencies) of knowledge resources

The Danish Project as Organisation

• Collaboration between Government, firms, university institutions.

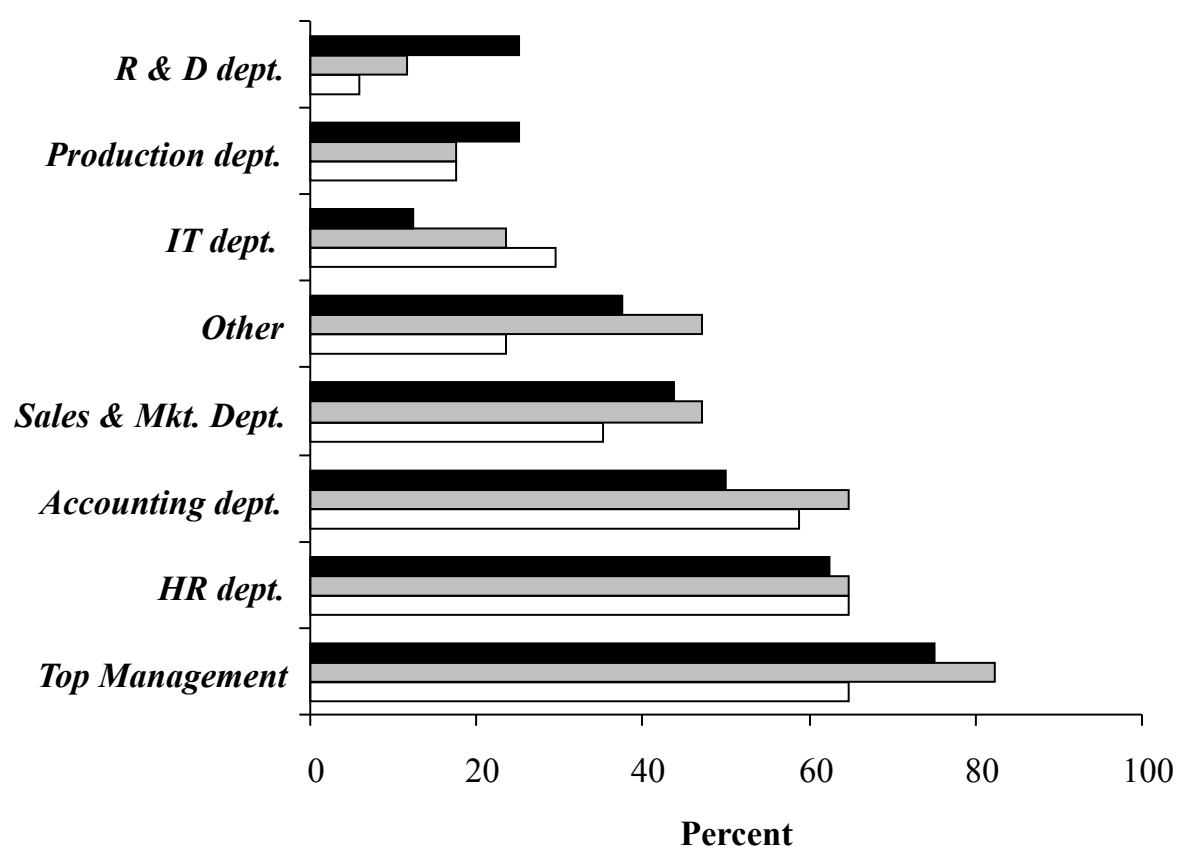
- Firms had to apply to be part of it (first 17, later 130)
- Firms had to produce things

• Seminar based

- Everybody was obliged to present artefacts 4 times per year
- Feed back from firms and researchers
- ‘Stolen with pride’
- Invitation guest speakers
- Assignments for next seminar
- Researchers present their research ideas!

• Interviews and annual questionnaire

Participants (three yrs)



The Process of Discovering Intellectual Capital



1, 2, 3, 4

?

Employees

Technology

Processes

Users

IC Statement

Knowledge Narrative
Management Challenges
Efforts

The Role of the Guideline

- Orientation of writing/communicating about knowledge resources
 - Awareness of knowledge as narrative – but often slipping into goals
 - Awareness that knowledge is a flow but numbers are about stocks; needs for translation
- Awareness of knowledge resources having to be reported and managed indirectly and long term
 - Knowledge has to ‘get out of’ the head to be visible, but the knowledge resulting from this is the container of knowledge rather than knowledge per se. Otherwise it cannot be increased or decreased.
 - Knowledge does not exist in the abstract – it is oriented towards a purpose.
 - Episodic/singular assets such as ‘patents’ have less influence on durable financial results than continuous assets such as organisationally built competencies.

Movements in reporting of intangibles

IC reports -> Annual reporting

- Reduce production cost; increase 'seriousness'
- Assume that the readership knows how to understand the intangible resource

IC reporting -> CSR reporting

- New social obligations
- Differences in reporting styles

Annual reports -> IC reports

§99 of the Accounting Law: If you have important intangibles, then you have to report them; if you don't know how, then seek inspiration in the Guideline

Auditors created a 'standard' for verification of IC.

IC interest (two yrs after Guideline)

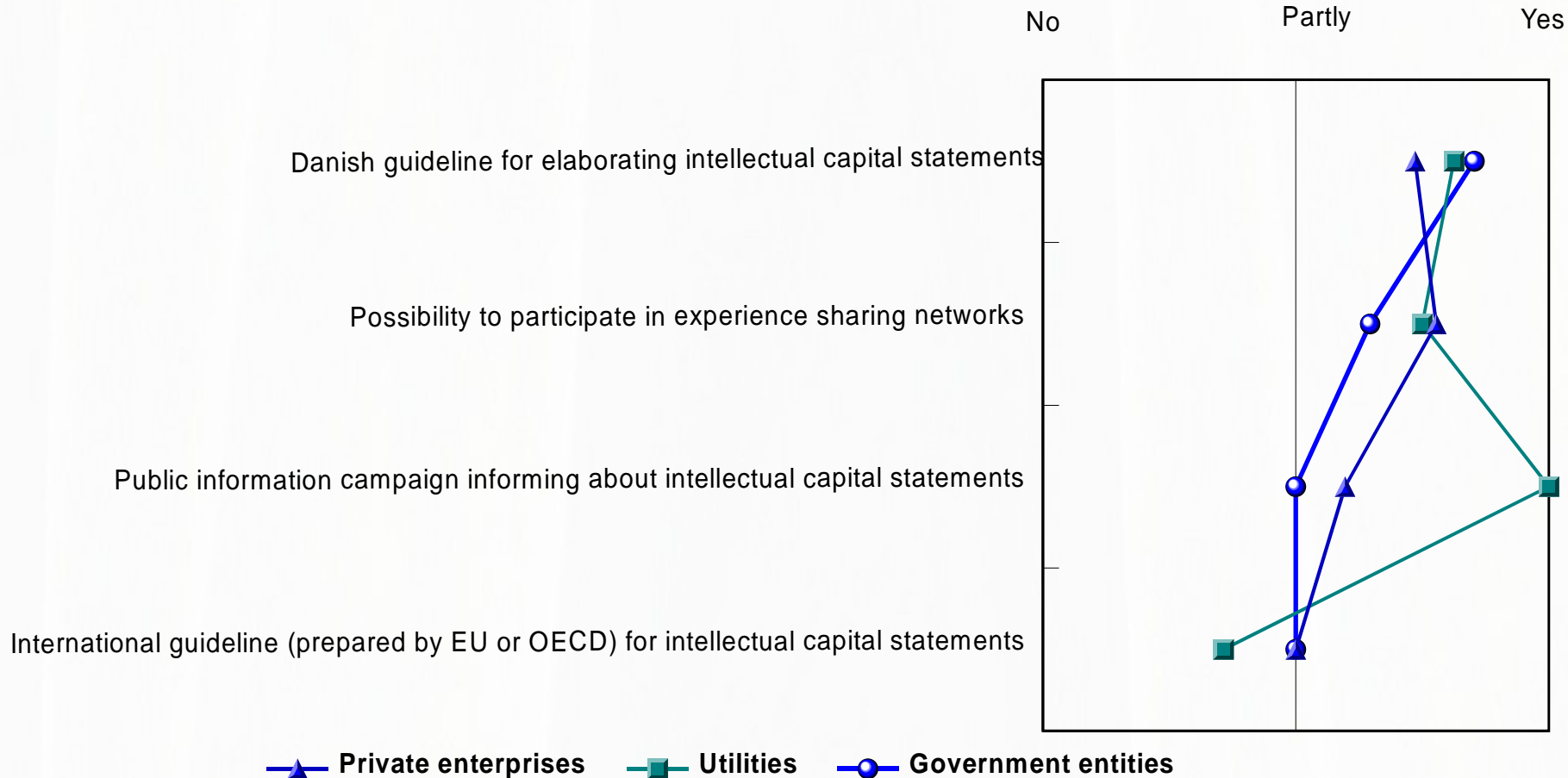
	Knowledge management is important for the company	Measure knowledge	Prepare intellectual capital statements	Publish measurement of knowledge	Publish Intellectual capital statement
	Yes or partly	Yes or partly	Yes or partly	Yes	Yes
Total	96%	40%	6%	11%	7%
21 - 100 employees	94%	29%	2%	4%	4%
101 - 500 employees	100%	55%	8%	19%	3%
501 - 1000 employees	100%	81%	19%	31%	14%
Over 1000 employees	100%	62%	33%	29%	13%

Expected Repeat Use (2 yrs after Guideline)

Will your organization prepare an intellectual capital statement again?

	No	Partly	Yes	Do not know
Total	27%	13%	49%	11%
Private sector enterprises	15%	19%	54%	12%
Utilities sector	14%	0%	86%	0%
Government entities	58%	8%	17%	17%

The Role of Public Initiatives (Policy): What helps?



Conclusions – Danish experiences

- A guideline matters
- Companies use it even if over time with more confidence and therefore with less strict adherence
- Places for experiments have been a welcome resource