

The logo for IDLAB, featuring the text "IDLAB" in a bold, blue, sans-serif font, followed by a blue icon of a fan or shell with multiple segments radiating from a central point.

**IDLAB**

NATIONAL RESEARCH UNIVERSITY  
HIGHER SCHOOL OF ECONOMICS

**ID LAB journey to the future...**

## Aim

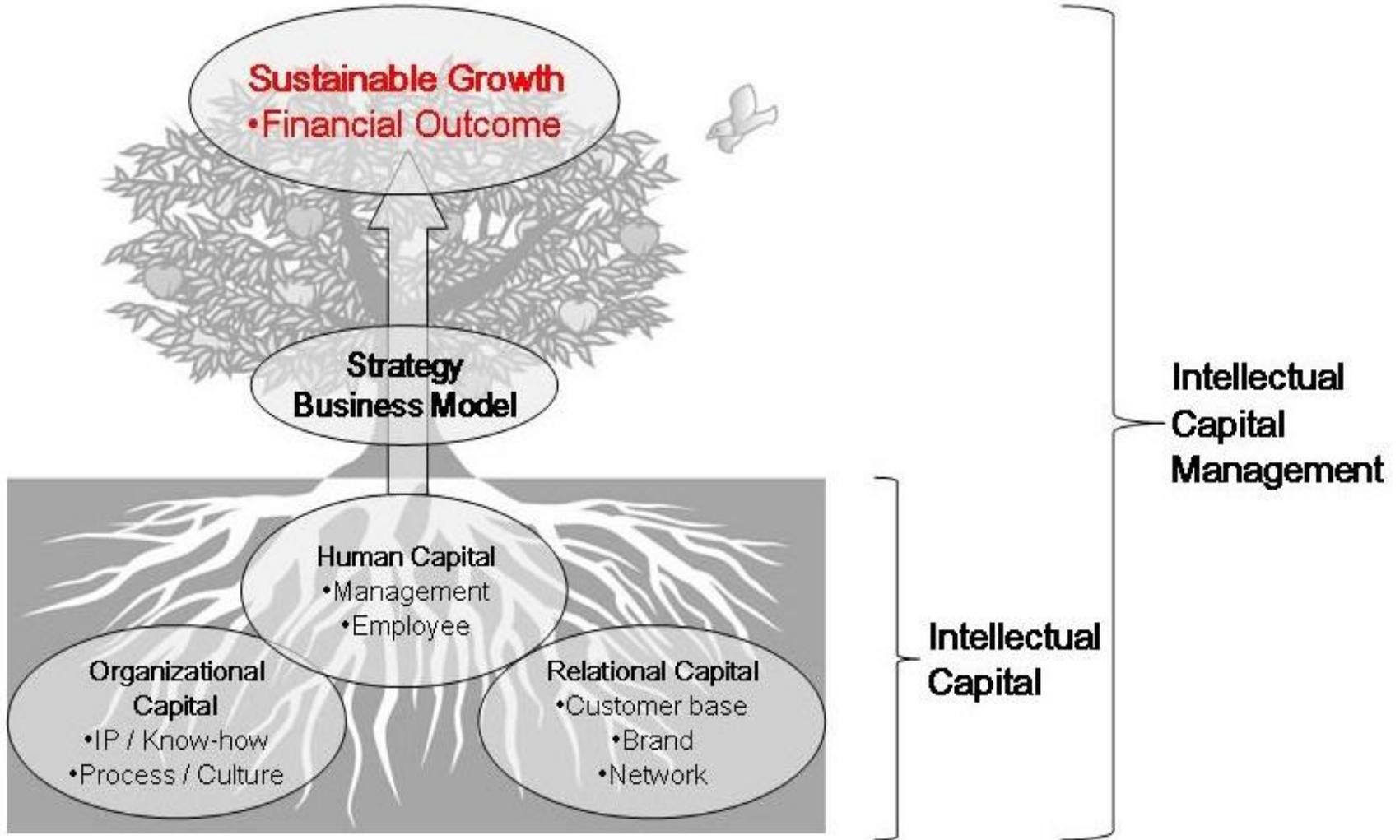
- Getting together

## Core message

- Intangible resources create value, are heterogeneous and interrelated

## Core outcome

- IC Model for ID LAB

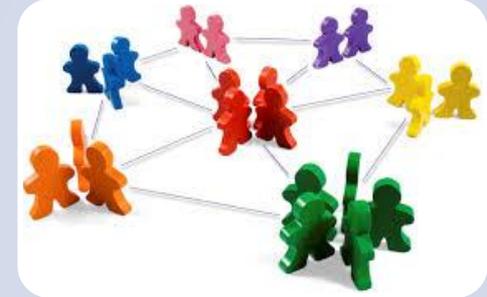


Kristandl, G. and Bontis, N. (2007), “Constructing a definition for intangibles using resourced based view of the firm”, *Management Decision*, Vol. 45, No. 9, pp. 1510-1524.

- **Valuable.** Firm resources need to be able to create sustainable value for a company
- **Rare.** Resources need to be heterogeneously distributed across firms, and not easily accessible to competitors; possessed by a low number of firms.
- **Inimitable.** (or low imitable) resources in order to protect them from being copied by competitors
- **Non-substitutable** (non-transferable) Competitors must not have equivalent resources in order to substitute an otherwise inimitable resource.

# Intellectual capital -

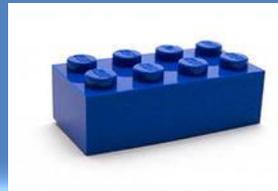
is a portfolio of strategic firm resources that enable an organization to create sustainable value



**HUMAN  
CAPITAL**



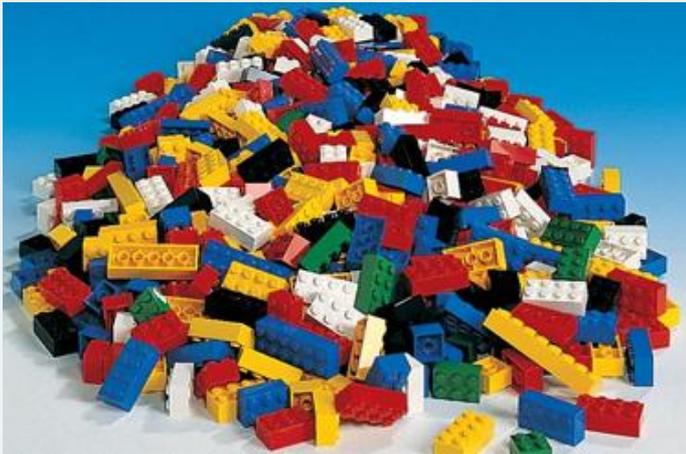
**STRUCTURAL  
CAPITAL**



**RELATIONAL  
CAPITAL**



# Every company has IC

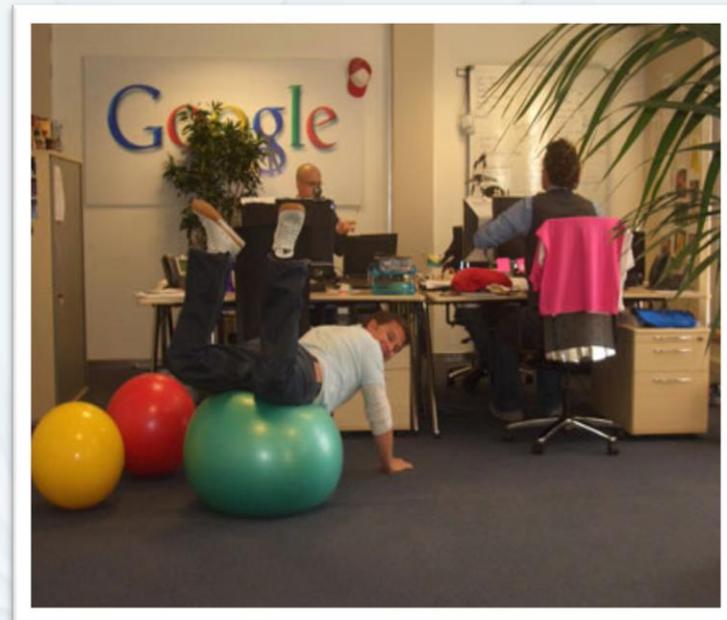


...but not every manages it.



**High loyalty of employees**

**Freedom and creativity**





**Unique  
business  
process**

**Inimitable  
processes**





# Strong brands, crowdsourcing



# HUMAN CAPITAL

## Definition

- What the single employee brings into the value-adding processes

## Examples of indicators

- Revenue generated per employee, training spent per employee, staff turnover, educational level of staff, new ideas generated by staff, value added per employee

## Management Focus

- Employee's professional and social competence management, leadership, incentive system

## STRUCTURAL CAPITAL

### Definition

- What happens between people, how people are connected within the company, and what remains when the employee leaves the company

### Examples of indicators

- R&D expenses, individual computer links to database, number of times database has been consulted, upgrades of database, contributions to database, number of patents, number of new products

### Management Focus

- Process engineering, organizational culture, innovation and technology, organizational knowledge creation and transfer

# RELATIONAL CAPITAL

## Definition

- The relations of the company to external stakeholders

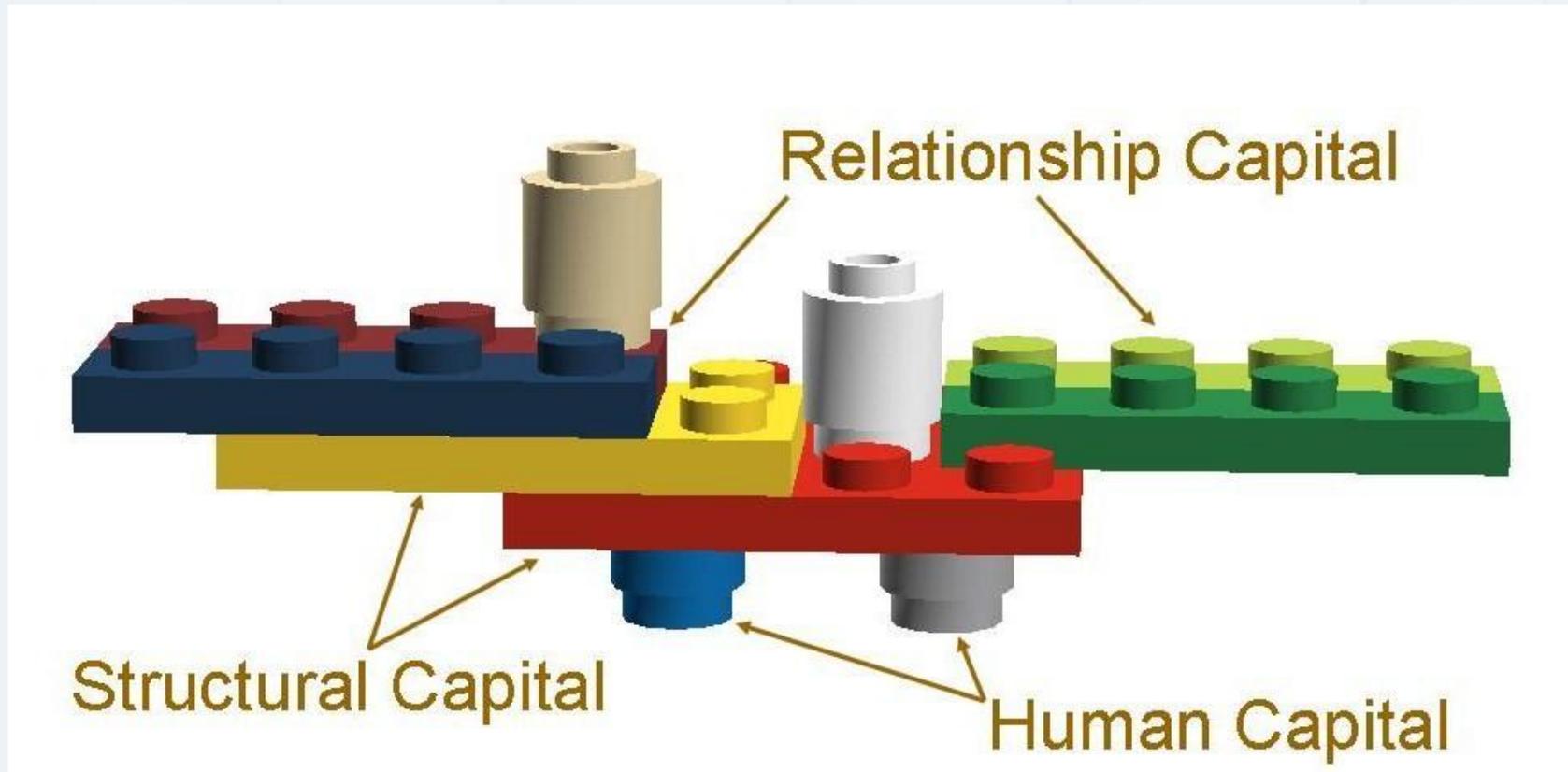
## Examples of indicators

- Growth in sales volume, revenues per customer, brand loyalty, customer satisfaction, complaints, advertising expenditures

## Management focus

- Communication and cooperation with customers, suppliers, investors, partners and competitors

- GOOGLE COMPANY –
- <http://www.youtube.com/watch?v=brBwWqiSg8g>





*Task for teamwork:*

*Design an intellectual  
capital model for  
particular company.*