

# Intellectual capital narratives for visualizing the effects of research infrastructures

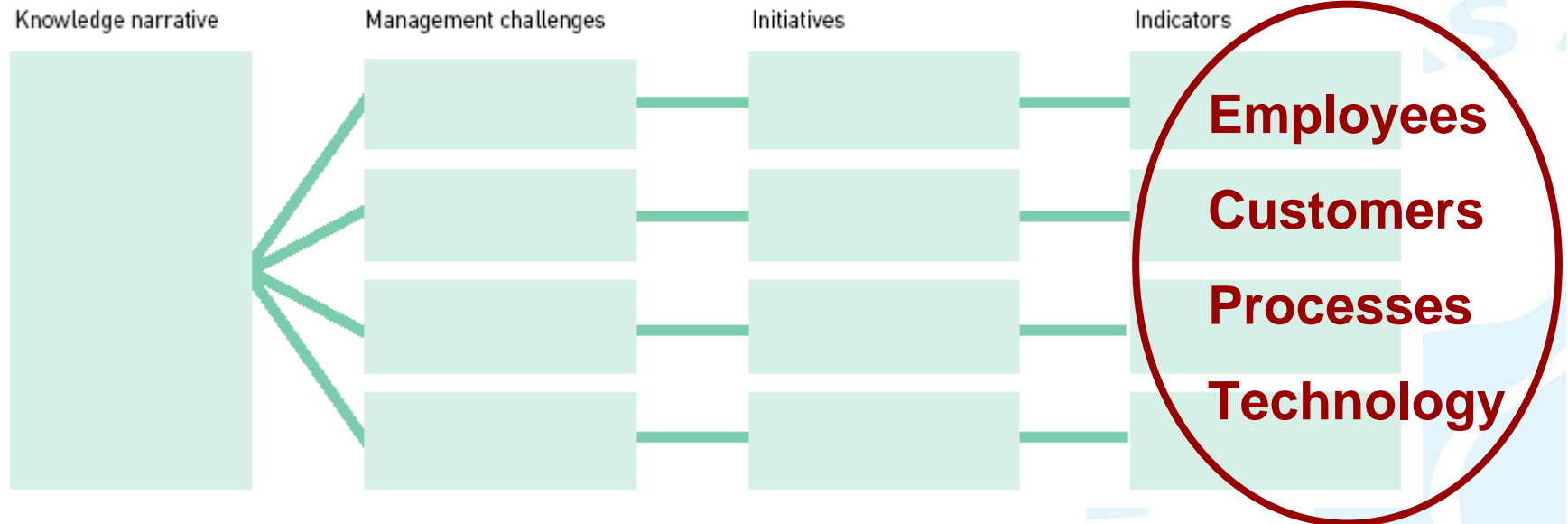
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# Accounting for Intellectual Capital (IC)

- Something seems to be missing in the balance sheet
  - Accounting for IC in monetary terms?
  - A new bottom line?
  - $MV = BV + IC$  ?
- Cause and effect is vague
- The plausibility of an additive approach?
  - $IC = \text{Human Capital} + \text{Organisational Capital} + \text{Customer Capital}$
- Intellectual Capital Accountability
  - Being accountable for use and development of intellectual capital
  - Structuring the past and planning the future
  - Organizing resources into one document
  - Narratives, pictures and performance measures

# Guideline for Intellectual Capital Statements



- Knowledge narrative
  - What makes a difference for the consumer?
  - What knowledge resources are necessary to be able to supply the product or service?
  - What is the relationship between value and knowledge resources?
- A strategy (story) for knowledge management

## The Knowledge Narrative - examples

- A health care knowledge narrative
  - Delivering quality of life by reducing the effects of a physical handicap
- Knowledge narrative for Odense Customs and Tax Region
  - Odense Customs and Tax Region supplies reliable and systematic tax assessments to businesses. Through tax assessments, the business world experiences that all businesses are treated equally, because unfair competition is avoided. To achieve this, Odense Customs and Tax Region must have access to motivated and skilled employees, have a well-developed tax issue database and have a very helpful culture. This should make it possible to share experiences gained and to add relevant competencies.

## A knowledge narrative of research infrastructures?

- Research infrastructures facilitate collaboration and networking between European researchers and research institutions in turn ensuring the long-term socio-economic sustainability of the Eurozone.
- This track is concerned with:
  - Ensuring long-term Sustainability of Research infrastructure in the Knowledge-Based Economy (thus ensuring sustainable socio-economic impacts)
- Impacts seem to suggest the necessity of some sort of measurements?
- How does this fit with narratives?

## Emphasizing the value creation story

- A narrative is a re-telling of a story
- The Intellectual Capital narrative is a story of how knowledge resources interact to form value creation
- A narrative has:
  - A starting point
  - A sequence of events
  - An ending
- Performance measurements
  - Resources (what is present)
  - Activities (what is done)
  - Effects (what happens)

## Measuring the knowledge narrative

- In the healthcare company:
  - Employee knowledge, research structures and processes
  - Input from the users and decision-makers
  - New products and quality
- And in research infrastructures:
  - No. of networks, researchers and institutions, collaboration across regions, funding
  - The extent of activities, collaboration etc.
  - Socio-economic impacts, e.g. output of research, innovations, regional development, graduates from programs, new businesses in specific niches pertaining to research infrastructures

# Classification of measures and initiatives

Evaluation criteria Knowledge resources	<b>Effects</b> What happens	<b>Activities</b> What is done	<b>Resources</b> What is created
Employees	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Customers	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Processes	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Technologies	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>