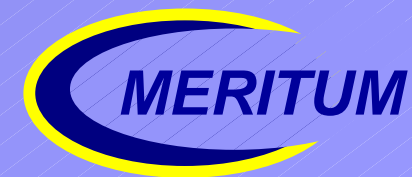




# MANAGING AND REPORTING ON INTANGIBLES THE MERITUM GUIDELINES

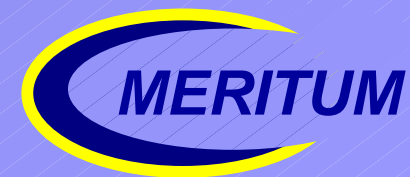
Cristina Chaminade  
MERITUM  
[cristina.chaminade@uam.es](mailto:cristina.chaminade@uam.es)



# Content

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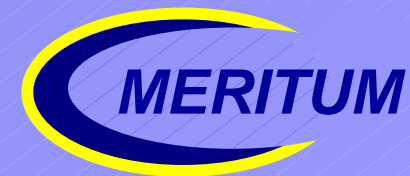
- **Do we need Guidelines?**
- **The MERITUM Guidelines**
  - **The context: The MERITUM project**
  - **What can be expected from the document?**
  - **Target audience**
  - **Process of development and validation**
  - **Content**
- **Future perspectives**



# Do we need Guidelines?

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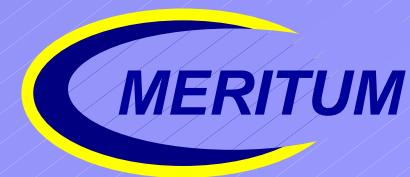
- **Do we need to manage and report on intangibles?**
  - Related to value creation
- **Why Guidelines as an answer?**
  - Process of identification
  - Help managers to integrate IC into the firm's management routines
  - Facilitate the disclosure of information in an uniform way



# Content

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- **Do we need Guidelines?**
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# The context: The MERITUM Project

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- **European project funded by TSER**
- **1998-2001 (April)**
- **Researchers from 6 countries**

**Spain (UAM)**

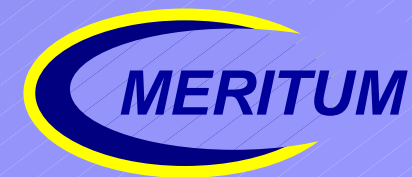
**France (HEC)**

**Denmark (CBS-ABS)**

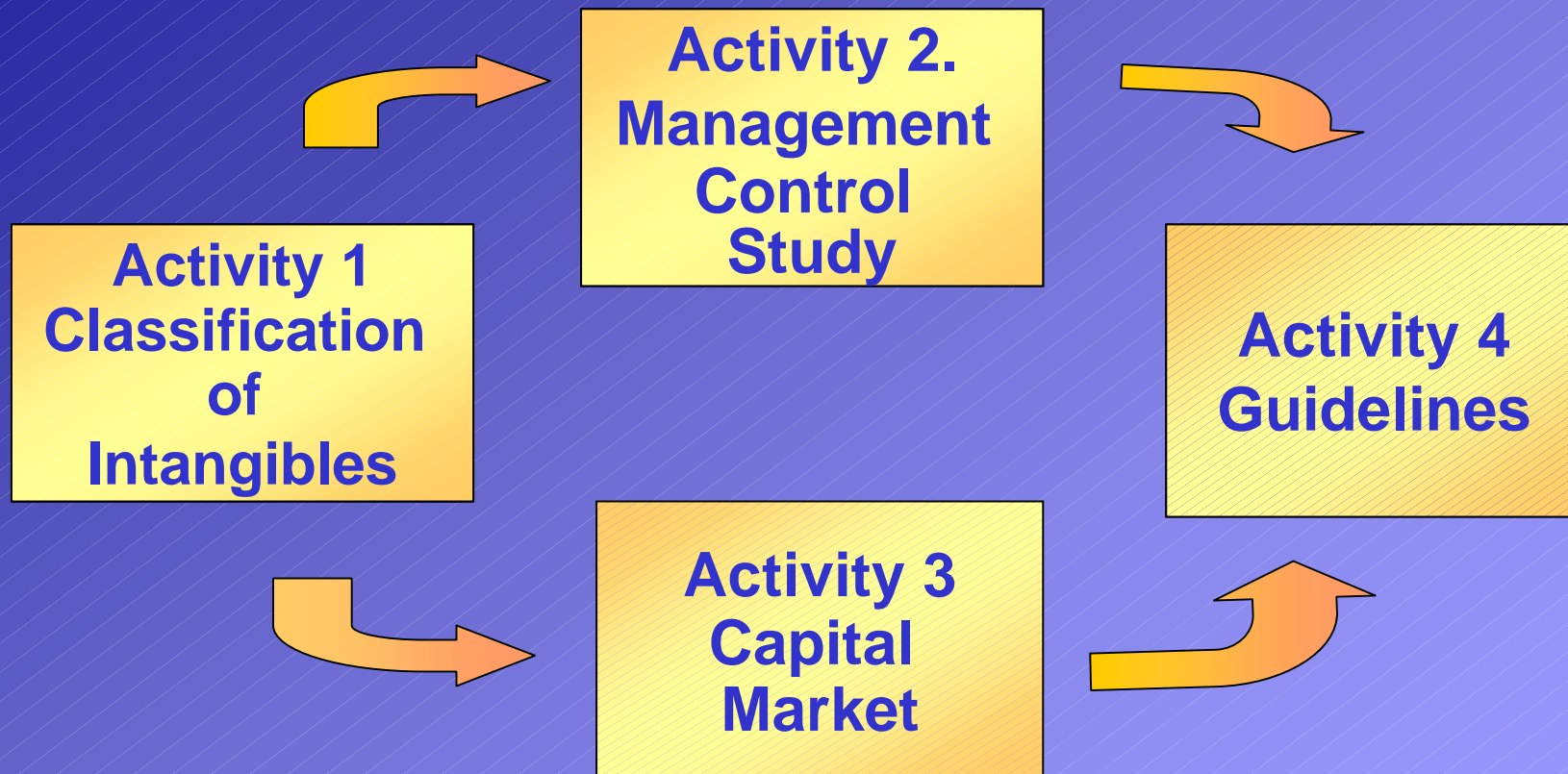
**Finland (ETLA-SHH)**

**Norway (NSM)**

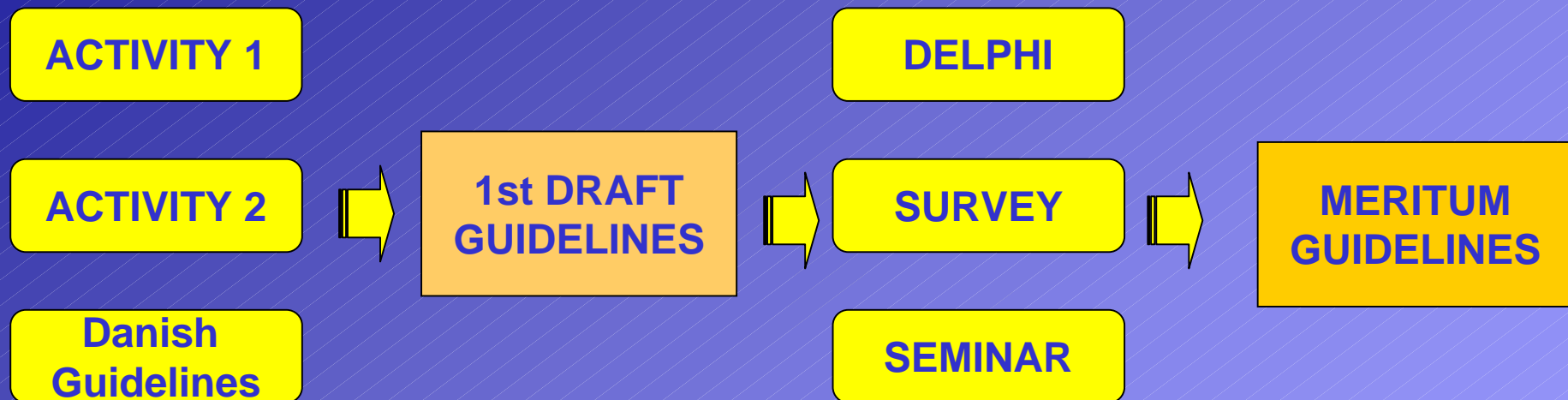
**Sweden (SU-IPF)**



# The context: The MERITUM Project



# Process



# Content

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- **Do we need Guidelines?**
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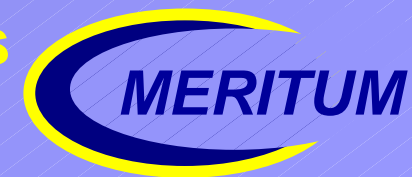
# What can be expected from the document?

## ■ What they are NOT:

- A Manual (detailed Guide)
- A selection of indicators

## ■ What they are:

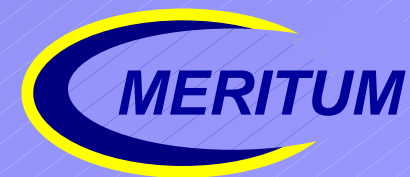
- A “roadmap”
- Reflects what we have learned throughout the project:
  - How firms manage intangibles
  - How can they report on intangibles



# Target audience

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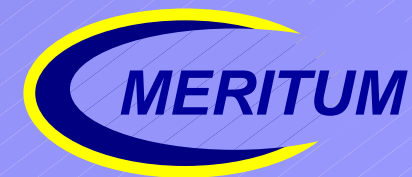
- **Non-experienced firms who want to start managing their IC**  
(Spain, France, Norway)
- **Experienced firms who want to start reporting in an uniform way**  
(Sweden, Denmark, Finland)



# Content

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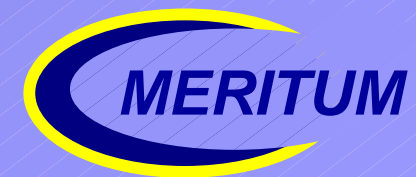
# Content



**CONCEPTUAL FRAMEWORK**

**MANAGEMENT OF  
INTANGIBLES**

**INTELLECTUAL CAPITAL  
REPORT**



# Content



**CONCEPTUAL FRAMEWORK**

**MANAGEMENT OF  
INTANGIBLES**

**INTELLECTUAL CAPITAL  
REPORT**



# The MERITUM Guidelines

## PART 1. Conceptual framework

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### Intangible Resources

- Stocks
- Measured on a given moment
- Ex: Intell. Prop. Rights, Skills, Employees' satisfaction

### Intangible Activities

- Dynamic sense
- Activities affecting the level of intangible resources:  
Acquiring, Producing, Managing, Measuring
- Ex: Training, Reward systems



# The MERITUM Guidelines

## PART 1. Conceptual framework

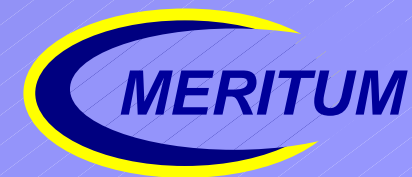
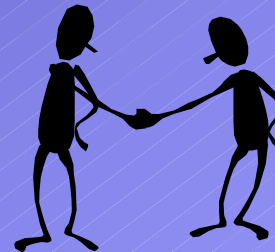
### ■ Human Capital



### ■ Structural Capital



### ■ Relational Capital

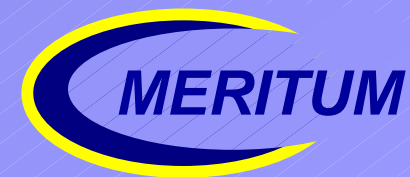


# Content

**CONCEPTUAL FRAMEWORK**

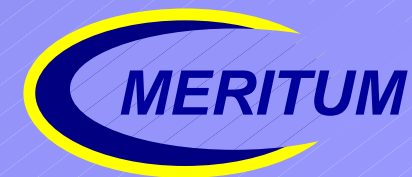
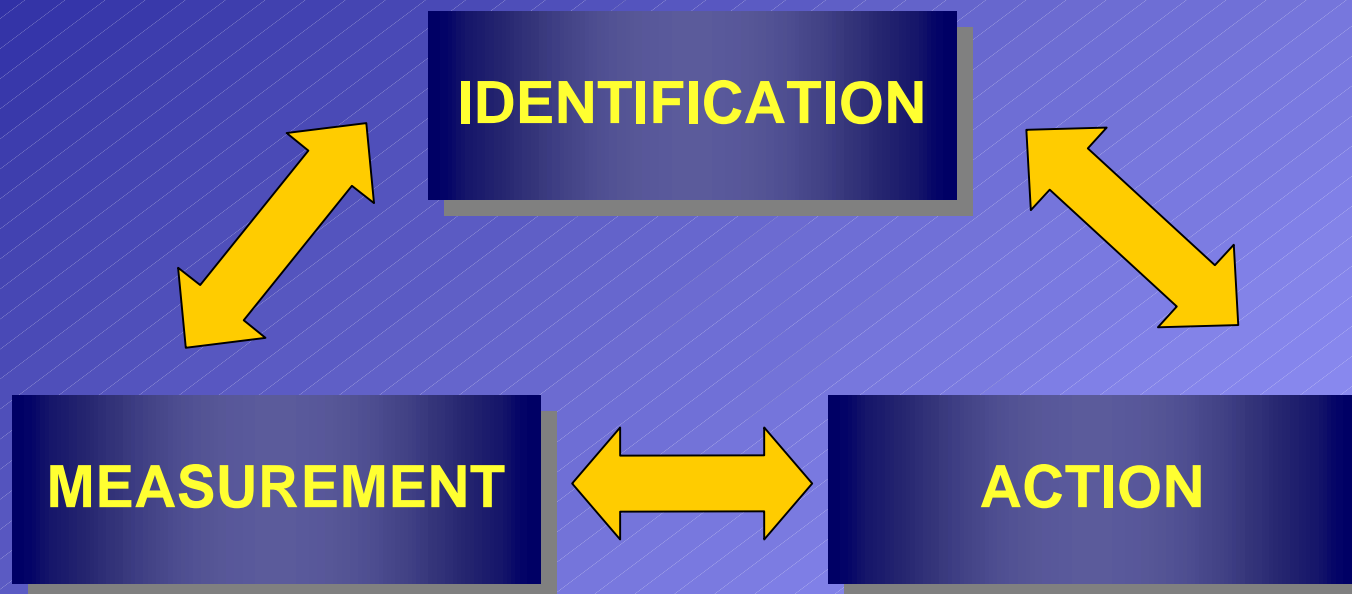
**MANAGEMENT OF  
INTANGIBLES**

**INTELLECTUAL CAPITAL  
REPORT**



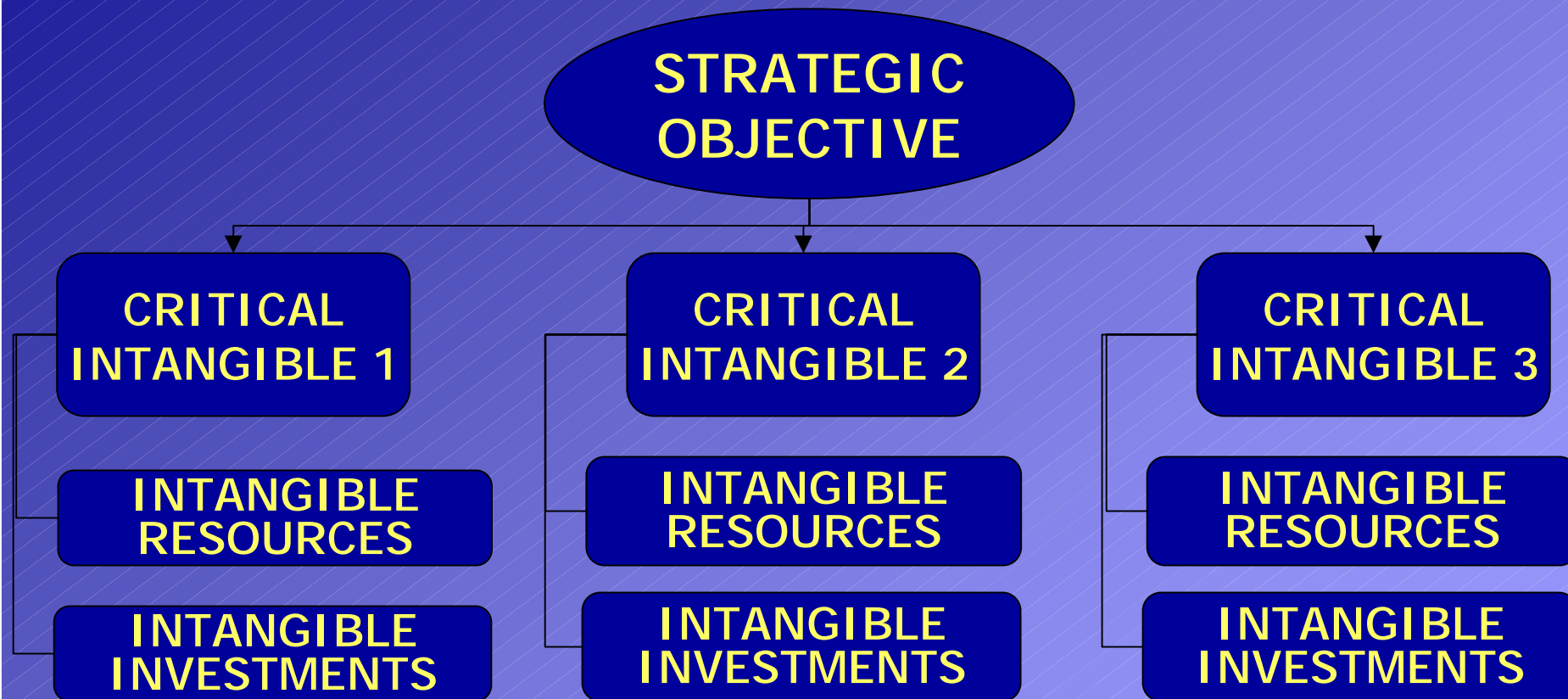
# The MERITUM Guidelines

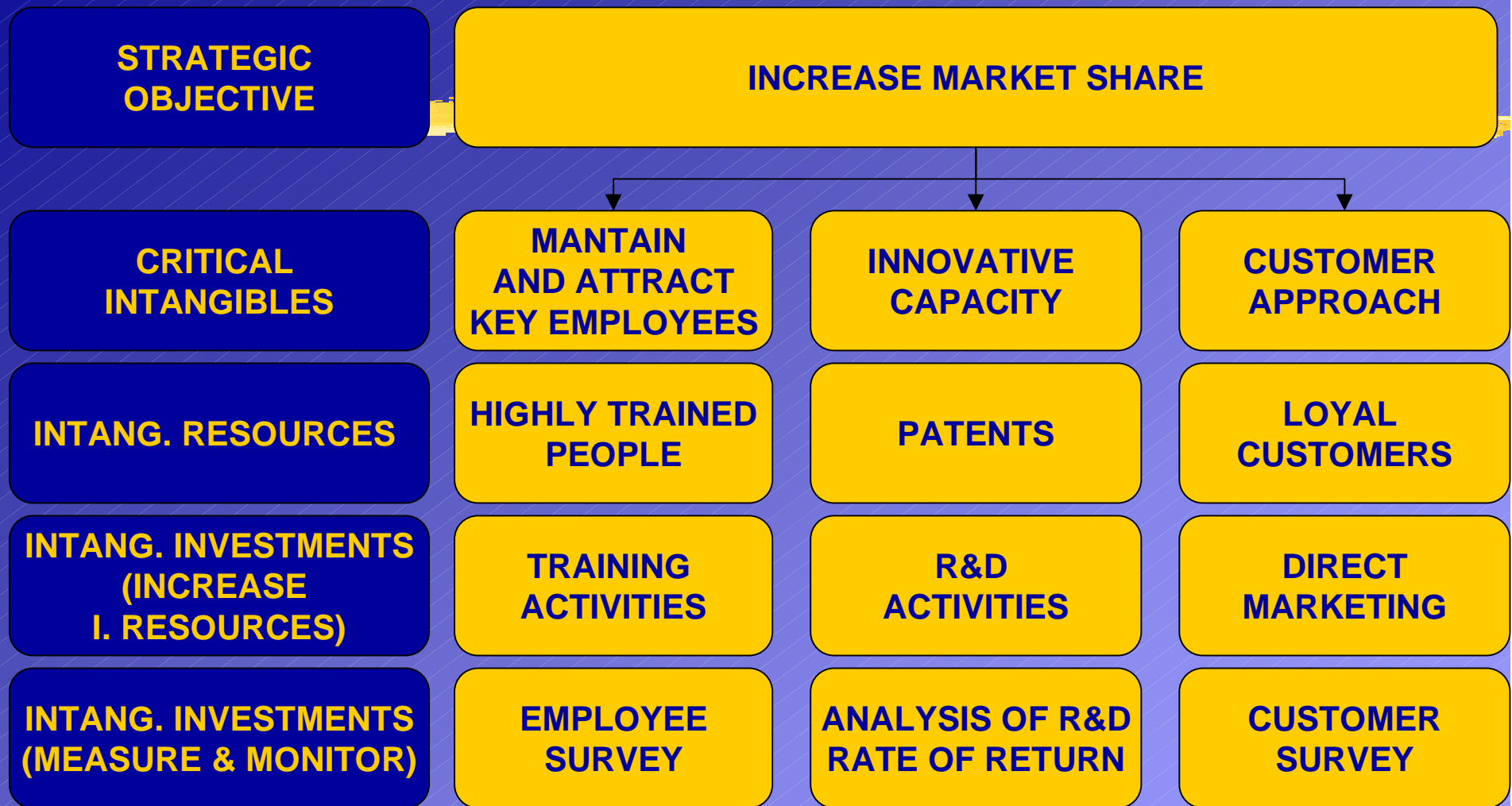
## PART 2. Management of Intangibles



# The MERITUM Guidelines

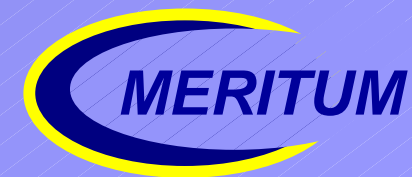
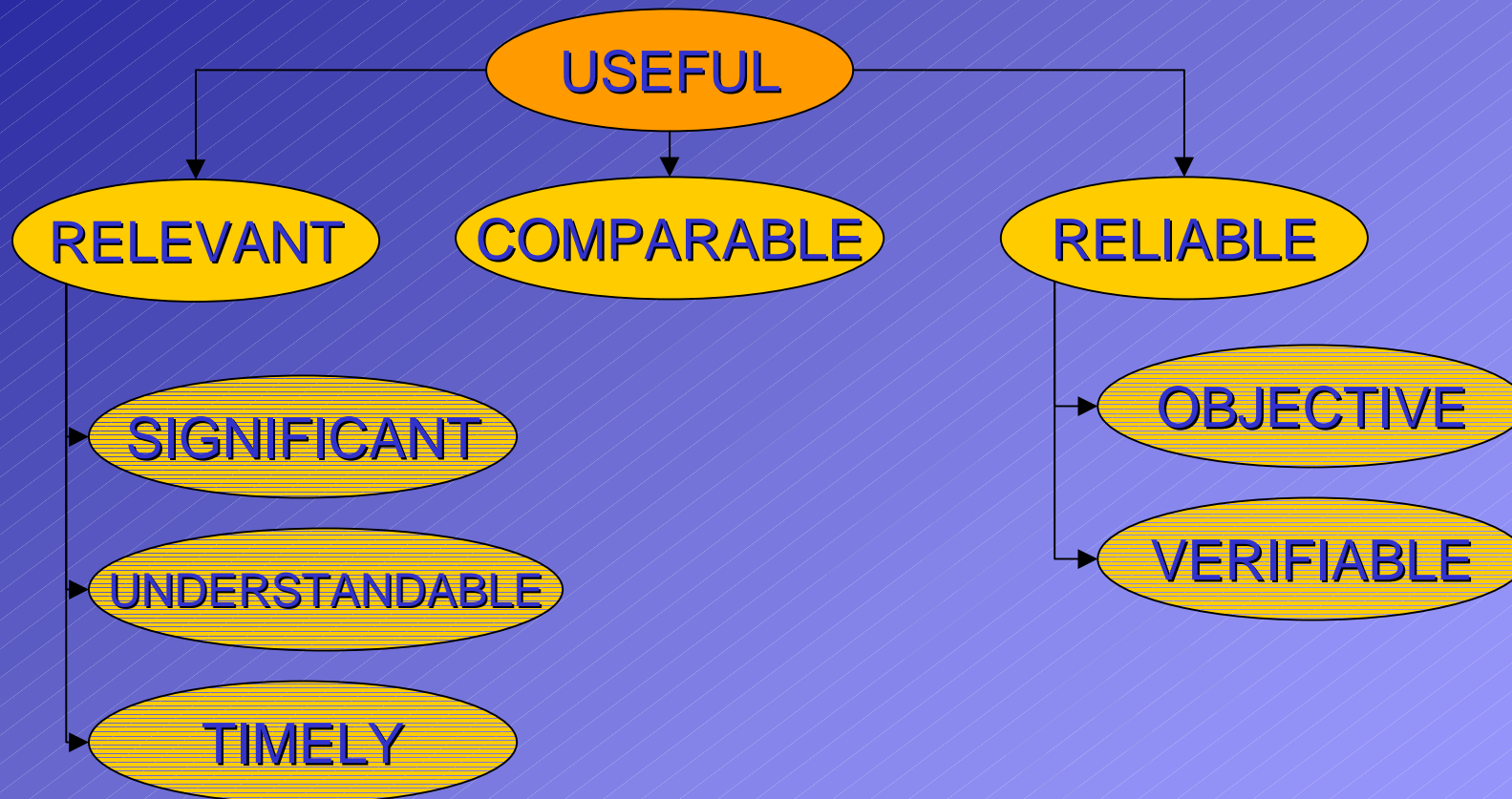
## PART 2. Management of Intangibles





# The MERITUM Guidelines

## PART 2. Management of Intangibles



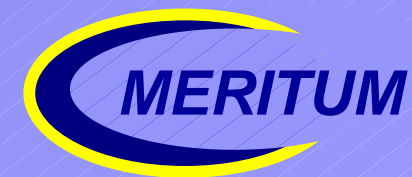
# The MERITUM Guidelines

## PART 2. Management of Intangibles

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### Supporting processes are a must

- Recognition and measurement routines
- Reporting routines
- Evaluation routines
- Attention routines
- Motivation routines
- Marketing routines



# Content

**CONCEPTUAL FRAMEWORK**

**MANAGEMENT OF  
INTANGIBLES**

**INTELLECTUAL CAPITAL  
REPORT**



# The MERITUM Guidelines

## PART 3. Intellectual Capital report

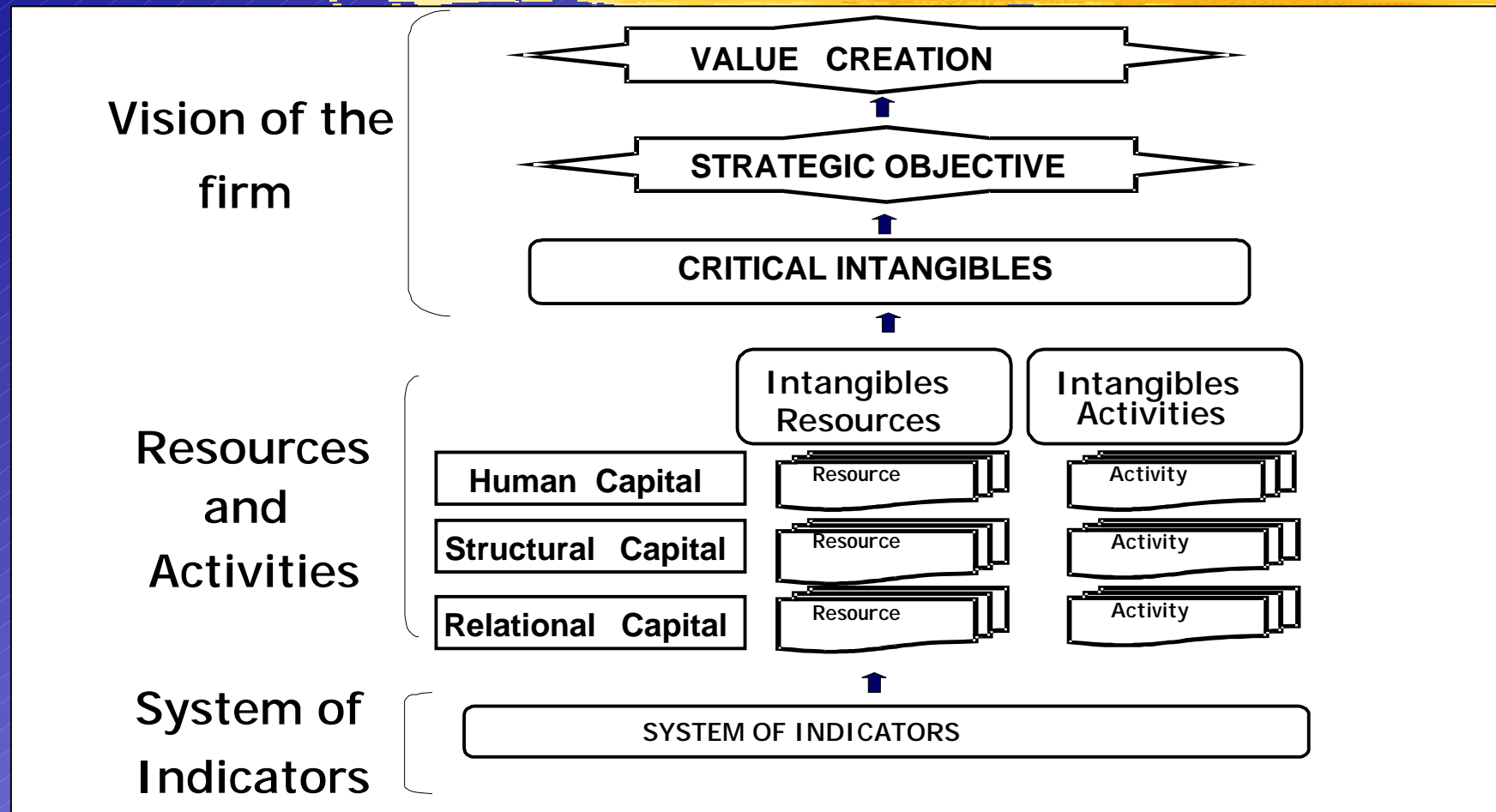
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- **Vision of the firm**
  - **Strategic objectives**
  - **Critical intangibles**
- **Summary of intangible resources and activities**
- **System of indicators**



# The MERITUM Guidelines

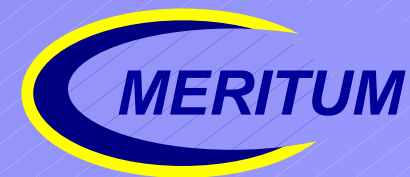
## PART 3. Intellectual Capital report



# Content

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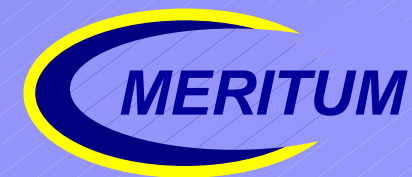
# Future Perspectives

## ■ More research needed

*E\*KNOW-NET*

(Oct 01-Oct 03)

- Network excellence centres & users
- Put Guidelines into practice...a manual?
- Discuss policy implications
  - New Research Agenda
  - Future Training Needs
- Slow changes taking place (FASB, IASB, SEC)



More information



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[meritum@uam.es](mailto:meritum@uam.es)

