



OECD Symposium  
Policy and Strategy Forum

*Measuring and Reporting  
Intellectual Capital  
Experience, Issues and Prospects*

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*First manage, then measure!*

*“Measuring Intellectual Capital  
will not become a major issue  
for years to come.”*

*First manage, then measure!*

*“Most companies have not even started to understand the basics of business-driven knowledge management.”*

*First manage, then measure!*

*“Why measure Intellectual Capital,  
if you can’t manage it.”*

*First manage, then measure!*

*“Traditional methods focus on the balance sheet, and therefore, draw unwanted and unnecessary attention of tax authorities.”*

*First manage, then measure!*

*“Traditional Intellectual Capital methods focus on the past, are static, and do not allow for managerial decision making.”*

*First manage, then measure!*

*“When Intellectual Capital methods allow for managerial decision making, companies will not want to make this kind of information public. It then becomes part of their strategy.”*

# Do we need knowledge management?

*...The only way to survive these days is to do some shit and see what happens...*

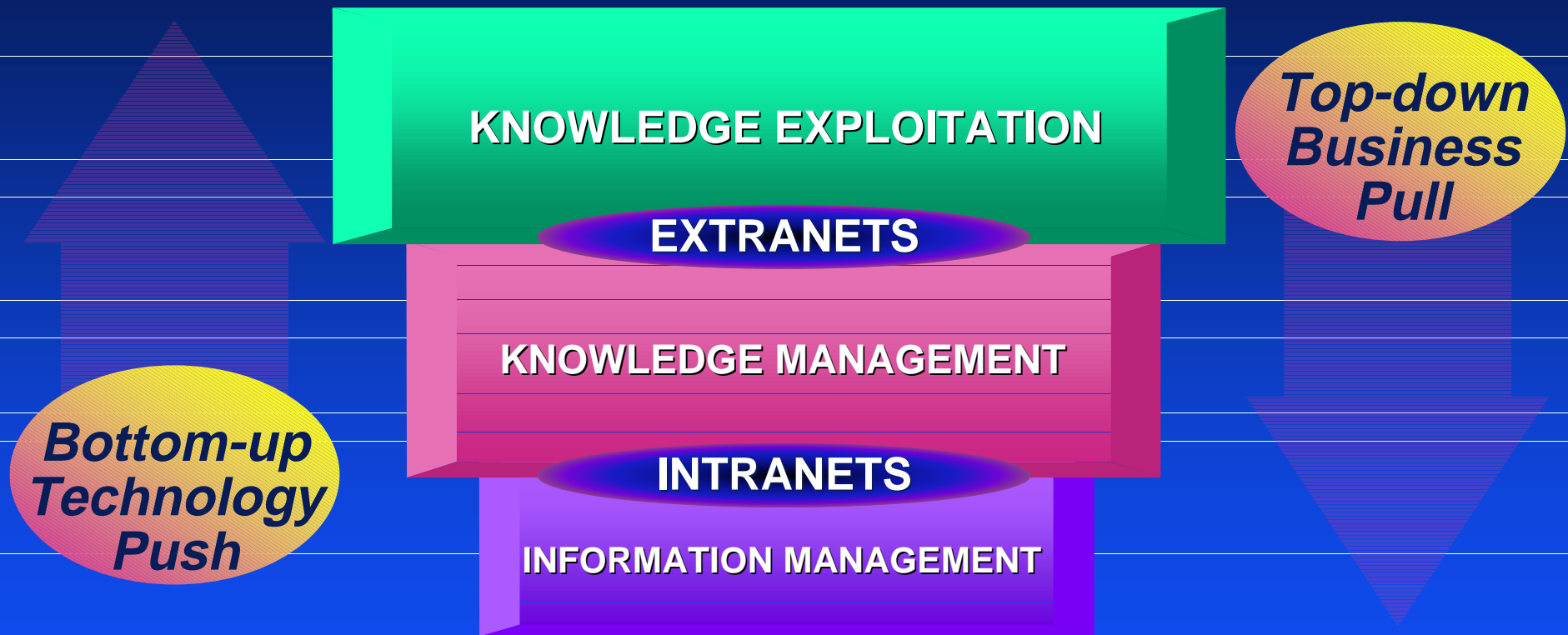
*...Every now and then you do shit that, for reasons that are completely unspecifiable, turns out to be big shit, as opposed to little shit.*

*...You just have to make sure there is enough shit going on that some big shit happens.*

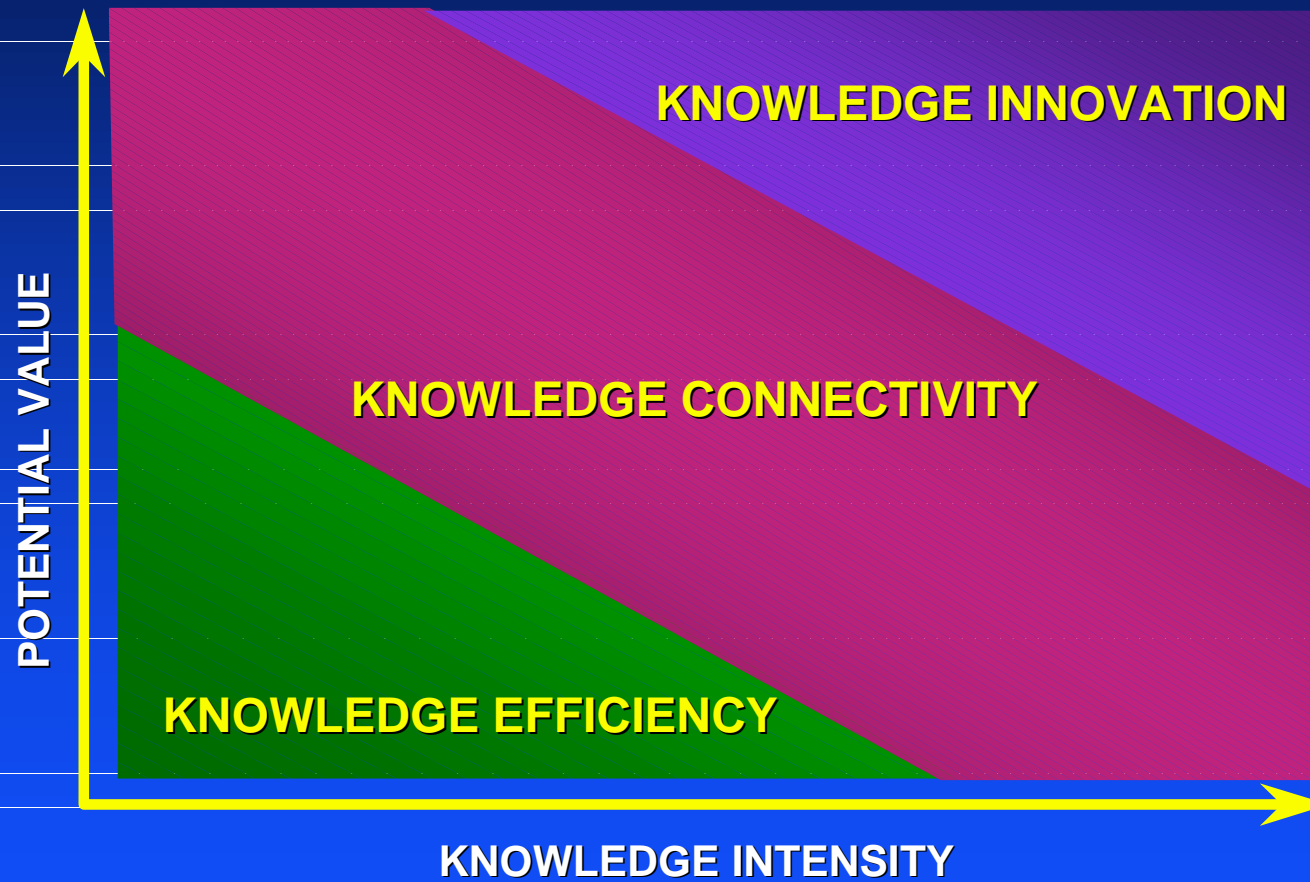
SOURCE: Kevin Kelly  
Executive Editor  
Wired Magazine

**KPMG**

# *Two different ways of managing knowledge, which need to be combined*



# *Knowledge Management improves efficiency and accelerates innovation*



# *Combining the perspectives adds true value*

## KNOWLEDGE EFFICIENCY

- KNOWLEDGE AT WORK
- WHO KNOWS WHAT, AND WHERE TO FIND IT
- EASY TO ACCESS AND USE
- PREVENTS RE-INVENTING THE WHEEL
- EXPLOITS AVAILABLE KNOWLEDGE

**“CLICKABLE  
KNOWLEDGE”**

## KNOWLEDGE CONNECTIVITY

- BENEFITS THE WHOLE
- CROSS-UNIT KNOWLEDGE
- $(\text{KNOWLEDGE})^2 = \text{SHARING POWER}$
- DEVELOPS “ONE-FIRM” POTENTIAL
- ADDS VALUE THROUGH IDENTIFYING COMPANY BEST PRACTICES

**“COLLABORATIVE  
KNOWLEDGE”**

## KNOWLEDGE INNOVATION

- PROVIDES FUTURE VALUE
- THE WHY, WHAT AND WHEN OF KNOWLEDGE
- INSPIRES AND CONNECTS PEOPLE
- DEVELOPS NEW COMBINATIONS
- REINVENTS EXISTING KNOWLEDGE

**“MOVING  
KNOWLEDGE”**

# *The rise of Knowledge Management*

