

**THE INTELLECTUAL CAPITAL AS A MAIN FACTOR OF ENTERPRISE
EFFECTIVE COMPETITIVE DEVELOPMENT IN THE "KNOWLEDGE
ECONOMY" FORMATION**

Intellectual capital (IC) is increasingly acknowledged as a dominant strategic asset and a major source of competitive advantage for organizations. So, intellectual capital and its components can be regarded as the source for a company's organic growth to maintain sustainable development.

The main goal of this research is to evaluate the influence of particular components of intellectual capital on the intellectual value of organization and its competitiveness in modern society.

Інтелектуальний капітал (ІК) отримує усе ширше визнання як домінуючий стратегічний актив і основне джерело конкурентних переваг для організацій. Таким чином, інтелектуальний капітал і його компоненти можна розглядати як джерело органічного зростання компанії.

Основною метою статті є оцінка впливу окремих компонентів інтелектуального капіталу на її конкурентоспроможність в сучасному суспільстві.

Интеллектуальный капитал (ИК) получает все более широкое признание в качестве доминирующего стратегического актива и основного источника конкурентных преимуществ для организаций. Таким образом, интеллектуальный капитал и его компоненты можно рассматривать как источник органического роста компании.

Основной целью данной статьи является оценка влияния отдельных компонентов интеллектуального капитала на ее конкурентоспособность в современном обществе.

The key words: the intellectual capital, "knowledge economy", innovation, economic development, competitiveness.

In the beginning of the 21st century, in the world economy the process of transition to information economy (or "knowledge economy") has intensified rapidly.

This period is distinguished not only for sufficiently large value of material resources, but also for significantly increasing of the human resources, intellectual and human innovation role, that creates a new form of intellectual capital-which became the main factor of current socio-economic development.

The effective formation of intellectual capital at the micro-level can create more competitive advantages for enterprises at the market, provide additional information for comprehensive assessment of the market value, promote the innovation processes.

Nowadays, in global market, hardly anybody would dispute the essential role of information and skills in producing goods and services effectively and efficiently. Consistently increasing information progress has taken the knowledge-based workforce into a superior position. Modern companies base their operations upon information and relevant technologies. For example, in 1990s, the proportion of intellectual capital in the total asset of manufacturing of Japan, US and Germany gradually ascended, and the proportion of intellectual capital of Japan had ascended from 10.5% in 1990 to 14.5% in 2001, and this number of US had ascended from 30.6% to 46.9%, and this number of Germany had ascended from 15% to 30.7% at the same term. In addition, some literatures recoded the intellectual capital of many American high-technology enterprises had exceeded

70% of their total assets [1, p.213].

Therefore, so as to evaluate performances of them, new valuation techniques are continued to be sought. It is commonly agreed that there is a lack of appropriate method of valuation, particularly in monitoring and intellectual capital managing.

To begin with we have a great variety of the intellectual capital meaning and have not global understanding of its contents.

The first recorded use of the term 'intellectual capital' comes from the correspondence between two outstanding economists of the 20th century, John Kenneth Galbraith and Michal Kalecki from 1969. Galbraith wrote in a letter to Prof. Kalecki the following words: "I wonder if you realize how much those of us in the world around here owe to the intellectual capital you have provided over these past decades" [2]

Among the founders of the intellectual capital theory and the "knowledge economy" formation, it is worth to mention such foreign scientists as A. Brooking, K.-E. Sveiby, R. Kaplan, D. Norton, L. Edvinsson, P. Drucker, I. Nonaka, T. Stuart, L. Prusak, Sullivan, A. Toffler, D. Skyrme etc.

The research interest on intellectual capital has been growing fast in later years, especially in firms where benefits derive majority from innovation and knowledge intensive services. The literature considers that firms with superior intellectual resources have better market position than others, knew how to explore, deploy, combine and configure resources and capacities on a distinct way, that gives to clients more values.

The aim of this article is to determine the intellectual capital role in the enterprises competitive development formation, to define the advantages of the intellectual management system building.

Currently, the literature delivers wide range of intellectual capital definitions. For example, intellectual capital was described by Stewart as a "brand new tennis ball—fuzzy, but with a lot of bounce" [3, p.268]. Klein and Prusak define intellectual capital as the intellectual material that has been formalized, captured and leveraged to produce a higher-valued asset [4, p.67]. A. Brooking sees intellectual capital as "combined intangible assets which enable the company to function" [5].

Nevertheless, one of the best known notions of intellectual capital is the framework presented by Leif Edvinsson. According to Edvinsson market value of the company is determined by both its financial and intellectual capital. Intellectual capital is represented by human capital and structural capital (that consist of client capital and organizational capital) [6, p.43].

Moreover, the modern literature on intellectual capital sphere has deployed a variety of different classification schemes.

There are widely accepted, three-category classification, which divides intellectual capital into codified knowledge about an organization's systems and

operations (systems capital); knowledge about customers, markets, and distribution (customer capital); and knowledge acquired from people skills and expertise (human capital) [7, p.186].

In our paper we will use the same classification but with the small changes (see the figure 1.):

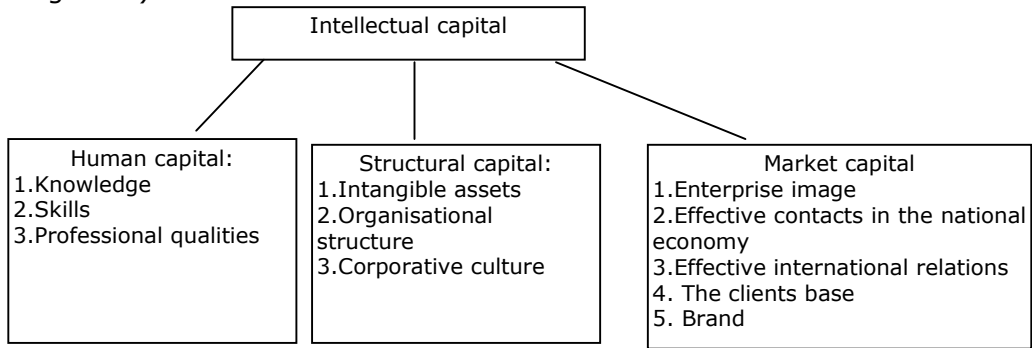


Fig. 1. The structure elements of the intellectual capital

We need to mention that the main differences in the intellectual capital structure and entity appear from differences between the intellectual and physical capital.

But what are this differences?

We can try to underline such differences at the following way (see table 1):

Table 1

The main differences between the physical and intellectual capital

Physical capital	Intellectual capital
Material nature	Nonmaterial nature
The results of the past activities	Activity estimation in future
Estimation according to the spending	Estimation according to the value
Additive	Nonadditive
Financial estimation (usually)	A set of financial and non-financial assessments
Organization is the owner of the capital	The company owns only a part of the capital

According to the this differences, we have a lot of distinguishing features between intellectual capital management and traditional conceptions (knowledge management, information management, asset management etc.). For example, in the following aspects:

1. Asset management. The object of intellectual capital management is the intangible assets of enterprise. In the day when the knowledge asset is more and more important, the intellectual capital management is more and more practical (and depends on business differences).

2. Knowledge management. The knowledge management is to mange knowledge, but the intellectual capital is to manage the knowledge that has been converted to capitals. Knowledge management is the base of intellectual capital management. For the organization such as enterprise, if knowledge could not been converted into the resources which cannot been invested in production

(capitals), the actual meaning of management will be lost.

3. Information management. Except for managing the explicit knowledge in the enterprise knowledge resource, the intellectual capital management is mainly to manage the implicit knowledge of enterprise, and stimulate employees to contribute and share their accumulated implicit knowledge, which is the key for the enterprise development in the time of knowledge economy.

The intellectual capital management will bring a lot of benefits to enterprise, such as saving costs and investments, recycling structure capital and organization capital, and producing more values because of the mutual functions improvement, and creating new values by new association and new combination.

If we try to group all the main advantages of the intellectual capital system managing, we will receive:

1. The business-process became more efficiently;
2. Optimal use of enterprise capacity;
3. Increasing of market value;
4. Improvement of the communication;
5. Increasing of the innovation creation opportunity;
6. Employees motivation.

Nowadays, hardly anybody would dispute the role of the intellectual capital in the economic development and growth. Rightly constructed, intellectual capital management system will allow to receive additional competitive advantages for the enterprises in the global market.

But, according to information above, we can mention the main current problems of the enterprises intellectual capital effective managing model:

1. Difficulties with the intellectual capital and its elements determination, according to the industry specifics. Different enterprises have various elements at the intellectual capital structure. For example, if we say about service sector than the human and clients capital have the main role. If we take the industrial factory than the biggest role will play the organizational capital (which include intellectual rights, know-how, technologies etc.).

2. Problems with financial estimation. Nowadays, business has not complex methodology in the intellectual capital estimation. Moreover, we must change accounting standards, if we like to take into account, the role of the intellectual capital in the enterprises growth and development.

3. Problems in the sphere of the intellectual rights defense.

4. Problems with the intellectual capital provident role perception among managers behavior and thoughts.

How can we build an effective intellectual management system? First of all, we need to provide such main steps:

1. Detach responsible for the enterprise intellectual capital management system;
2. Conduct a number of trainings for the personal (about the definition of the

"intellectual capital", the role and the intellectual capital benefits for enterprise management system etc.)

3. Form the human capital development system (system of the permanent trainings, reeducation, internships).

4. The data bases formation, IT- retooling;

5. Intellectual property rights system defense composition/improvement;

6. Conduct the feed-back system between clients/customers and the enterprise management;

7. Form the complex system of the intellectual capital estimation;

8. Provide the intellectual capital report in the business internal reporting.

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