



# Knowledge valuation analysis

## Applications for organizational intellectual capital

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544

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### Abstract

**Purpose** – The purpose of this paper is to provide a review of an analytic methodology (knowledge valuation analysis, i.e. KVA), based on complexity and information theory, that is capable of quantifying value creation by corporate intellectual capital. It aims to use a real-world case to demonstrate this methodology within a consulting context.

**Design/methodology/approach** – The fundamental assumptions and theoretical constructs underlying KVA are summarized. The history of the concept, a case application, limitations, and implications for the methodology are presented.

**Findings** – Although well-known financial analytic tools were used to justify IT investment proposals, none provided a satisfying result because none offered an unambiguous way to tie IT performance to value creation. KVA provided a means to count the amount of corporate knowledge, in equivalent units, required to produce the outputs of client core processes. This enabled stakeholders to assign revenue streams to IT, develop IT ROIs, and decide with clarity where to invest.

**Practical implications** – When stakeholders can assign revenue streams to sub-corporate processes, they have a new context for making IC investment decisions. “Cost centers” and decisions based on cost containment can be replaced. Concepts such as a knowledge market, the knowledge asset pricing model, k-betas, and a sub-corporate equities market can be developed and applied. Some of the limitations related to real options analysis can be resolved.

**Originality/value** – This paper introduces an approach to measuring corporate intellectual capital that solves some long-standing IC valuation problems.

**Keywords** Intellectual capital, Knowledge management, Measurement

**Paper type** General review

### Introduction

The fundamental building material and engine of wealth of the modern corporation is the creation and utilization of knowledge. The real challenge in the Information Age is to understand how to accelerate the conversion of knowledge into money through understanding how to measure knowledge assets (Kanevsky and Housel, 1998, p. 1). According to King and Zeithaml (2003, pp.1-2), current knowledge resource identification and measurement tools (such as patent or citation counts) are “crude and often inadequate.” Yet, knowledge resources are a source of competitive advantage, i.e. valuable, rare, inimitable, and lacking substitutes (Barney, 1991). A knowledge based theory of the firm requires knowledge to be “defined precisely enough to let us see which firm has the more significant knowledge and explain how that leads to competitive advantage” (Spender, 1996a, p. 49).



# Analysis Of Knowledge Valuation

**Sebastian Brünink**



## **Analysis Of Knowledge Valuation:**

## Enjoying the Tune of Appearance: An Psychological Symphony within **Analysis Of Knowledge Valuation**

In a world eaten by displays and the ceaseless chatter of immediate communication, the melodic splendor and emotional symphony produced by the written term usually disappear in to the background, eclipsed by the constant sound and disturbances that permeate our lives. Nevertheless, nestled within the pages of **Analysis Of Knowledge Valuation** a wonderful literary value brimming with fresh feelings, lies an immersive symphony waiting to be embraced. Constructed by a wonderful musician of language, this captivating masterpiece conducts readers on a psychological trip, skillfully unraveling the concealed melodies and profound affect resonating within each carefully crafted phrase. Within the depths of the poignant evaluation, we can explore the book is central harmonies, analyze its enthralling writing type, and surrender ourselves to the profound resonance that echoes in the depths of readers souls.

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### **Table of Contents Analysis Of Knowledge Valuation**

1. Understanding the eBook Analysis Of Knowledge Valuation
  - The Rise of Digital Reading Analysis Of Knowledge Valuation
  - Advantages of eBooks Over Traditional Books
2. Identifying Analysis Of Knowledge Valuation
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Analysis Of Knowledge Valuation
  - User-Friendly Interface
4. Exploring eBook Recommendations from Analysis Of Knowledge Valuation

- Personalized Recommendations
- Analysis Of Knowledge Valuation User Reviews and Ratings
- Analysis Of Knowledge Valuation and Bestseller Lists
- 5. Accessing Analysis Of Knowledge Valuation Free and Paid eBooks
  - Analysis Of Knowledge Valuation Public Domain eBooks
  - Analysis Of Knowledge Valuation eBook Subscription Services
  - Analysis Of Knowledge Valuation Budget-Friendly Options
- 6. Navigating Analysis Of Knowledge Valuation eBook Formats
  - ePub, PDF, MOBI, and More
  - Analysis Of Knowledge Valuation Compatibility with Devices
  - Analysis Of Knowledge Valuation Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Analysis Of Knowledge Valuation
  - Highlighting and Note-Taking Analysis Of Knowledge Valuation
  - Interactive Elements Analysis Of Knowledge Valuation
- 8. Staying Engaged with Analysis Of Knowledge Valuation
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Analysis Of Knowledge Valuation
- 9. Balancing eBooks and Physical Books Analysis Of Knowledge Valuation
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Analysis Of Knowledge Valuation
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Analysis Of Knowledge Valuation
  - Setting Reading Goals Analysis Of Knowledge Valuation
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Analysis Of Knowledge Valuation

- Fact-Checking eBook Content of Analysis Of Knowledge Valuation
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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