

National Knowledge & Intellectual Property Management Taskforce

Key Corporate Capabilities

The Corporate Capabilities analysis is done by Bob Shearer and Dr. Bruce Stuckman and represents (1) the analysis of the corporate performance behaviors found in the article, (2) supplemented by the Taskforce Subject Matter Experts (See Acknowledgements for list of SMEs) over the course of related discussions and work sessions. This analysis page offers an advanced insight into the Taskforce work to help organizations define and develop the capabilities to compete in the knowledge economy.

Capabilities	Proficiency Levels
1) Stand responsible under Sarbanes-Oxley rules for accountability on IP related matters	1) Talks to CFO when changes are obvious 2) Works with CFO to define IP affects on financial reports 3) Routinely monitors and measures affect of IP on corporate performance
2) Provides valuation guidance on M&A due diligence to cover potential future impairment charges (FAS 141 & 142)	1) Reacts to the Controller's assessment of value 2) Applies a rigorous review of the accounting of IP and good will 3) Plans for impairment contingencies and prevents write downs or charges against corporate value
3) Provide input and counsel in all IP value determinations for M&A due diligence	1) Calls on consultants to define portfolio value estimates 2) Provides in house IP measurement & valuation process 3) Integrates IP with financial analyses to define IP impact on value
4) Provide innovation vitality index for each business unit	1) Asks CTO and VP Marketing about features and functions in order to impute financial IP impact - no metrics 2) Develops corporate IP landscape to determine IP impact 3) Coordinates IP value determinations by integrating C Level inputs
5) Provide strategic assessments of licensing in vs. investment in R&D	1) Surveys IP landscape to identify licensors to determine make or buy decision 2) Utilizes IP resources to provide cross licensing cost savings 3) Looks to next generation derivative IP to assess make buy decisions
6) Provide market share analysis to support IP strategic decisions	1) Market share is approached in a purely defensive mode 2) Market share is viewed as a vehicle to gain more IP assets to create competitive advantage 3) Market share is the product of a dynamic among IP, technology and law that tolerates no infringements - globally
7) Provide cost - benefit analyses on assertion	1) Imputes value based on experience 2) Performs disciplined cost & risk assessment (quantitative terms) 3) Performs breakdown of costs, risk & benefits in qualitative & quantitative terms that have been developed with the CFO
8) Provide cost- benefit analyses for defense	1) Imputes value based on experience 2) Performs disciplined cost & risk assessment (quantitative terms) 3) Performs breakdown of costs, risk & benefits in qualitative & quantitative terms that have been developed with the CFO
9) Provide IP related competitive analyses to support opportunity identification for market share growth	1) Reacts to ideas of convergent value propositions 2) Knows licensing and IP landscape to be able to react to opportunities 3) Systematically covers the IP landscape of IP and prospective users to create initiatives for convergent business operations

Taskforce Proposed Value Rating Scale: Capabilities Statements (1-3) are used to rate (scale) the company's capability. Generally speaking, the capabilities statements above:

- (1) *Statements that signify early stages of capability development*
- (2) *Statements that signify where most competitive companies function*
- (3) *Statements that signify advanced competitive capability*