

BUILDING INTELLECTUAL CAPITAL

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The top of the world's stock - market - value
in 1997 :

A consortium : WINTEL

USD 220 BILLION

Compare :

GENERAL ELECTRIC = USD 170 BILLION

AT&T = USD 94 BILLION

WINTEL

A Virtual Consortium of
MICROSOFT's WINDOWS and INTEL

MICROSOFT = USD 100 BILLION

and

INTEL = USD 120 BILLION

WEALTH CREATION IS A MENTAL GAME

MICROSOFT's stock trades at **ten times** bookvalue, which means that **90 percent** of its value is intangible.

It is software code, brand name, and marketing strategy - all three of which come straight from the **brains of people**

“ The worth of an INTEL or
MICROSOFT and MANY OTHER
GOOD COMPANIES lie not in bricks
and mortar, or even inventory, but in
another, intangible kind of asset :
“INTELLECTUAL CAPITAL.”

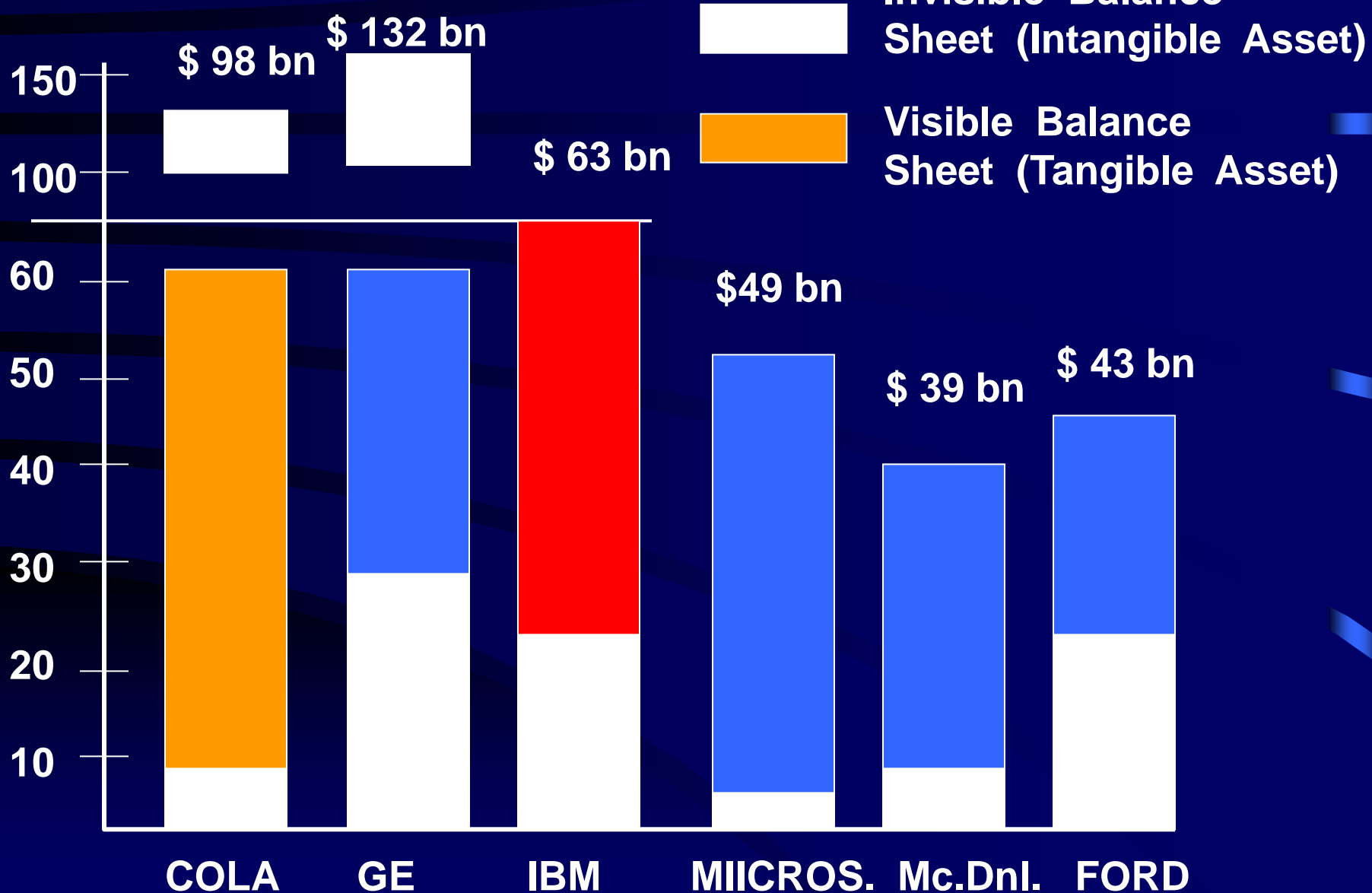
VALUE CREATION

“ Indeed, the new source of wealth is not material, it is

information, knowledge applied to work to create value.”

The Ratio of Intangible to Tangible Asset

Market Value \$ bn



MICROSOFT's secret - Bill Gates :

1. "We win because we hire **smartest people.**"
2. "We improve products based on feedback, until they are the best."
3. We have retreats each year where we think about where the world is heading."

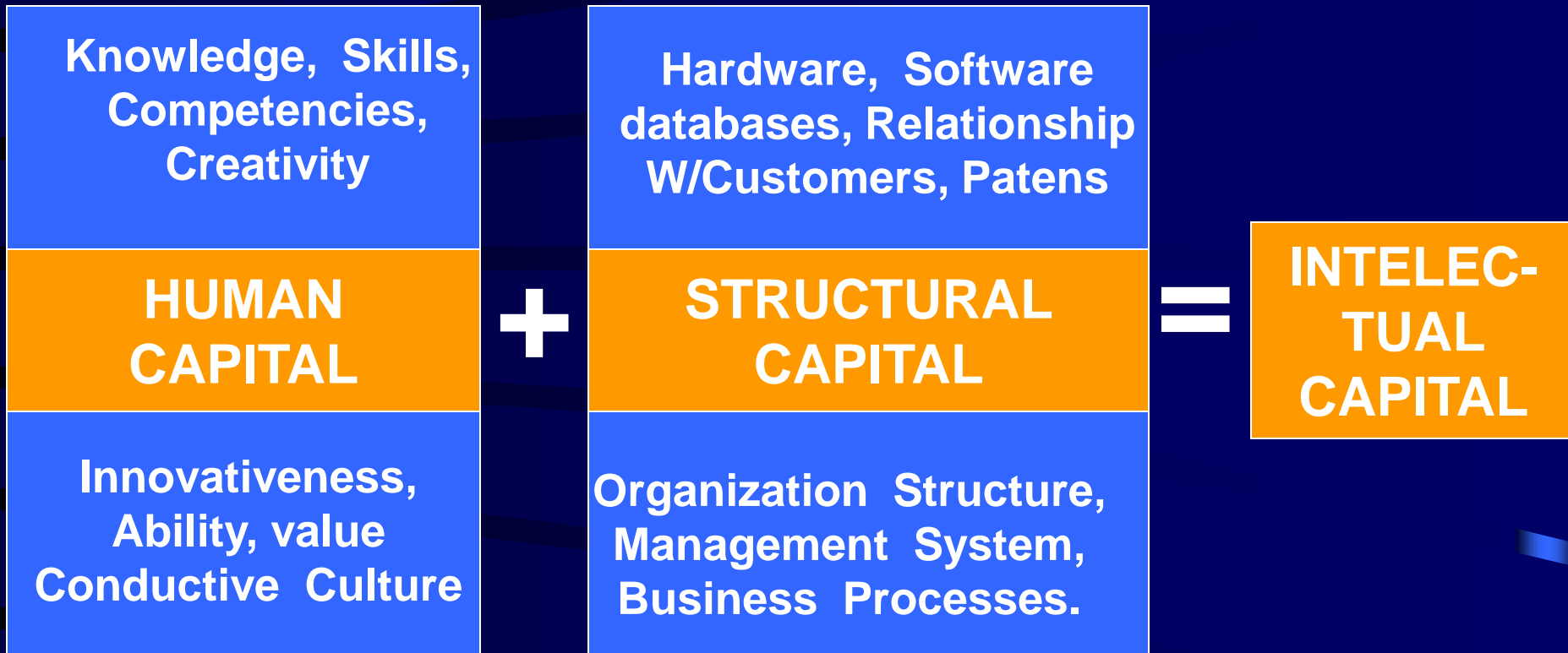
Gates continually works to increase
MICROSOFT's INTELLECTUAL CAPITAL

“SUCCESS will be reserved for those who best identify, nurture, and deploy their intellectual capital. And unless you understand your intellectual capital strength and weaknesses, you cannot know where your company best belongs.”

SUKSES HANYA AKAN MENJADI MILIK MEREKA YANG MAMPU MENGIDENTIFIKASI, MEMELIHARA DAN MENGEMBANGKAN ‘INTELLEGTUAL CAPITAL’ DAN KALAU ANDA TIDAK MEMAHAMI KEKUATAN DAN KELEMAHAN ‘INTELLECTUAL CAPITAL’ DENGAN BAIK, ANDA AKAN TAHU DIMANA KEKUATAN PERUSAHAAN ANDA TERLETAK.”

$$IC = MV - BV$$





**People Dependence
Cannot be owned by
the company.
Go with the
employess.**

**People Independence.
Can be owned by the
company.
Stay at the office.**

INTELLECTUAL CAPITAL

STRUCTURAL CAPITAL

HUMAN CAPITAL

LEADERSHIP

CULTURE &
VALUES

KNOWLEDGE - **B**ASED
CAPITAL

COMPETENCE - **B**ASED
CAPITAL

COMPANY	CORE COMPETENCE	BENEFITS
SONY	MINIATURIZATION	POCKETABILITY
FEDERAL EXPRESS	LOGISTIC MANAGEMENT	ON TIME DELIVERY
WALMART	LOGISTIC MANAGEMENT	AVAILABILITY, CHOICE, VALUE
EDS	SYSTEM INTEGRATION	SEAMLESS INFORMATION FLOW
MOTOROLA	WIRELESS COMMUNICATION	ENDLESS AND EXTENDED COMMUNICATION

FEDERAL EXPRESS

**Logistic management,
package routing and
delivery**

**An integration of bar
code technology,
wireless communications,
network management, and
linier programming**

MOTOROLA

**Fast cycle-time
production**

**A combination of
underlying skills, including
design disciplines, flexible
manufacturing,
sophisticated order-entry
systems, inventory
management, and supply
management.**

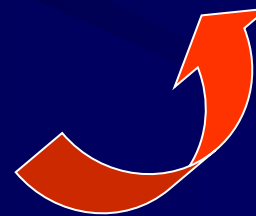
DEMANDS OF CUSTOMERS



**MONEY and
CASH
PHYSICAL
ASSETS**

+

**NEW COMPE-
TENCIES
INTELLECTUAL
CAPITAL**



CHALLENGES OF COMPETITORS

UNCONSCIOUS COMPETENCE

CONSCIOUS COMPETENCE

CONSCIOUS INCOMPETENCE

UNCONSCIOUS INCOMPETENCE

(FUNDAMENTAL & BASIC) COMPETENCE includes :

TECHNICAL COMPETENCE	CONCEPTUAL COMPETENCE	INTERDEPENDENT COMPETENCE
<p>The knowledges and skills needed to achieve the desired results</p>	<p>The ability to see the big picture, the ability to examine assumptions, and the ability to shift perspectives</p>	<p>The ability to interact and cooperate effectively with others and produce synergy</p>
<p>Management Skill. Special Technical Skill. Problem Solving Decision Making</p>	<p>Paradigm Shift. Resiliency. Open-mindedness</p>	<p>Effective listening Effective Communicating Win-win dealing 3 Alternatives Seeking</p>

KOMPETENSI INDIVIDU

Pengetahuan, Ketrampilan, Kemampuan dan Pengalaman yang dimiliki oleh individu agar mampu berkarya

'Human Capital'

KOMPETENSI PERUSAHAAN

Jalinan atau gabungan Disiplin, Sistem dan Teknologi yang dikembangkan, dimiliki dan menjadi andalan perusahaan untuk memenangkan persaingan

'Structural Capital'

KOMPETENSI (baik individu maupun perusahaan) harus selalu diperbarui atau ditingkatkan karena bisa ditiru atau bisa 'kadaluarsa' atau sudah tidak efektif lagi

Pengembangan **KOMPETENSI** selalu mengacu kepada atau mendukung terciptanya atau demi masa depan individu atau perusahaan.

CHARACTER includes

INTEGRITY

The ability to walk the talk

MATURITY

The balance of courage and consideration

ABUNDANCE MENTALITY

The paradigm that life is ever expanding, and that there are an infinite number of third alternatives

EXAMPLES OF GOOD CHARACTERS :

INTEGRITY, HUMILITY, RESILIENCY, COURAGE, CONSIDERATION, JUSTICE, PATIENCE, MODESTY, PROACTIVITY OPEN-MINDEDNESS, COMMITMENT, TRUST, TRUSTWORTHY CREDIBILITY.

Emporium Pluit Mall



Sudirman Park



Kalibata City



Senayan City



Mandurah Perth Australia



Amanjiwo



Amankila



Volkswagen



Lamborghini



Volkswagen + Lamborghini



Mercedes Benz



Chrysler



Mercedes + Chrysler Maybach



TERIMA KASIH

See You Next Week