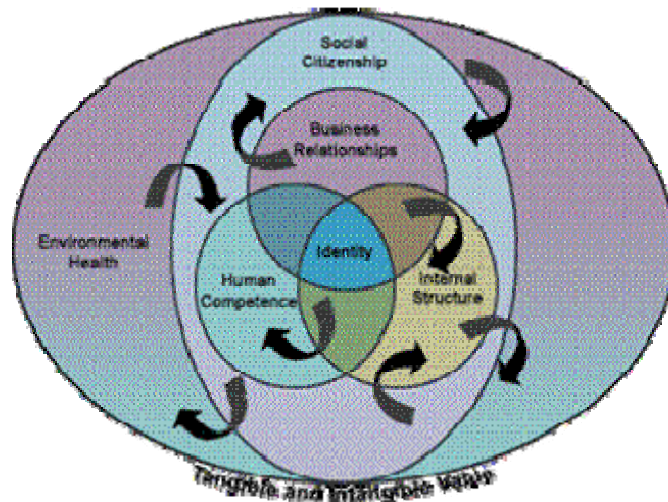


Intangible Value Domains

Many efforts are underway to redefine wealth and value from a whole-system perspective. These efforts include Balanced Scorecards, Intellectual Capital, and Triple-Bottom-Line approaches. We also now understand that exchanges of knowledge are key to building these intangible assets. The emergence of these perspectives suggests that full understanding of value, at both the enterprise and macroeconomic levels, must include all these value domains:



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Business Relationships

Alliances and business relationships with customers, strategic partners, suppliers, investors, regulatory bodies, and government groups.

Internal Structures

Systems and work processes that leverage competitiveness — including IT, communication technologies, systems and software, databases, documents, images, concepts and models of how the business operates, patents, copyrights, and other codified knowledge.

Human Competence

Individual capabilities, knowledge, skills, experience, and problem-solving abilities that reside in people.

Social Citizenship

The quality and value of relationships enjoyed with larger society through the exercise of corporate citizenship as a member of local, regional, and global communities.

Environmental Health

The value of one's relationship with the earth and its resources — as understood through calculation of the true costs of resources consumed by an enterprise or economy, and determination of equitable exchange or contribution to the health and sustainability of the environment.

Corporate Identity

The value of one's vision, purpose, values, ethical stance, and leadership as it contributes to brand equity and economic success in business and employee relationships.

From "The Value Evolution: Addressing the larger implications of an intellectual capital and intangibles perspective," Verna Allee, *Journal of Intellectual Capital*, May 2000. PDF available at <http://www.vernaallee.com> Library.