The integration between Balanced Scorecard and intellectual capital

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Abstract

Purpose – The paper aims to discuss how to integrate the Balanced Scorecard (BSC) with intellectual capital (IC); and handle the issues of creation, formation, measurement, reporting and even management of strategic intellectual capital (SIC).

Design/methodology/approach – The paper adopts a case study to illustrate the integration between the BSC and IC, and to handle the significant issues related to SIC. The case company is a car dealership in Taiwan, which is one of the largest automobile dealerships in Taiwan. In addition, according to the firm’s management philosophy, the company treats customers as the bosses and employees as the precious assets to the company. The company also treats quality as one of its important competitive advantages, hence implementing ISO 9002 in 1999.

Findings – The main findings of this study are: BSC can lead the creation, formation and measurement of SIC and strengthen the reporting for SIC; BSC’s financial, customer, internal process, and growth and learning perspectives can strengthen the management of IC; and, all in all, how to integrate IC and BSC together for implementing a company’s strategy effectively and maximize the value of a company deserves further discussion.

Practical implications – Based on this study, companies need to integrate BSC to IC in order to strengthen the creation, formation, measurement, reporting and management of SIC. While BSC directs IC, then the value of SIC can be improved.

Originality/value – Based on the literature review, the authors note that BSC is an important tool to measure and manage IC. However, no research illustrates how BSC directs the creation, formation and management of IC. In this study the authors fill this gap and introduce a case to illustrate how BSC affects the creation, formation and measurement, and even reporting of IC.

Keywords Intellectual capital, Balanced scorecard, Human capital, Customers, Communication technologies, Taiwan

Paper type Case study

Introduction

The development of intellectual capital (IC) can be traced back to the nineteenth century. Lawrence R. Dicksee, a leading economic theorist, made a lecture about intangible assets in 1896. In the following years, its transcription was recorded in The Accountant, titled “Goodwill and its treatment in accounts” (Brief, 1980). However, over a long period of time, there was a measurement problem in IC (Cañibano et al., 2000; Caddy, 2002; Mouritsen, 2004).

In the fast-changing business environment nowadays, the only way to create a competitive advantage is by managing IC, which is commonly known as knowledge management (KM) (Arora 2002). Moore et al. (2001) designed the Balanced Scorecard (BSC) in a knowledge-based firm. They pointed out that the development of BSC incorporates both traditional and non-traditional performance measures within the strategic context of a knowledge-based organization. Arora (2002) discussed how to
use the BSC approach to implement KM effectively and concluded that organizations
that use BSC for strategy deployment, can effectively implement KM. After several
years of development, many organizations use BSC to help use resources effectively
based on the implementation of a strategy. Some companies, such as AT&T, BMW,
DUPONT, MELLON, and UPS, etc.[1], have shown excellent performance based on
BSC. BSC has been regarded as a powerful strategic management tool (Bontis et al.,
1999; Johanson et al., 2001a, b), and is complementary to IC (Bukh et al., 2002). In
addition, BSC is also deemed an important tool to solve the problem of IC measurement
(Andriessen, 2004).

Although the above literature has mentioned the importance of the relationship
between IC and BSC, few studies discuss about how to integrate BSC and IC. Kaplan
and Norton (2004a) emphasized how to align intangible assets to an enterprise’s
strategy. However, they only focused on the learning and growth perspective of BSC.
In this study, we will discuss how BSC integrates with IC, and adopt a case study to
illustrate how BSC affects the creation, formation, measurement, and even reporting of
strategic IC (SIC).

Based on the exploration of the integration between BSC and IC, this study
contributes to the field of IC in the following ways:

• Developing a framework to clarify how BSC directs the creation, formation,
  measurement, and reporting of IC and even strengthens the management of IC.

• Using a case study to illustrate how BSC solves the issues of SIC.

This study is begun by reviewing the literature about IC and BSC. Next, we discuss the
relationship between BSC and IC in two aspects:

(1) BSC directs the creation, formation, and measurement of IC.

(2) BSC strengthens the management of IC.

We then introduce a case study to examine how BSC affects the creation, formation,
measurement, and reporting of SIC.

Literature review
We classify the research studies about BSC and IC into three themes as follows.

The comparison between IC and BSC
In comparing IC and BSC, Bontis et al. (1999) indicated that BSC has a clear
relationship between non-financial indicators and financial performance, but the
disadvantage is that BSC is static. IC is a flexible and dynamic model, but is still at its
early stages. Allee (1999) also had similar conclusions. All of them argued that BSC is
based on a “balance” model, while the IC model is based on the dynamic flow of capital
accumulation in customer capital, structure capital, etc. Bukh et al. (2002) used a
software company as the case to discuss the differences and complementarities
between IC and BSC. That research concluded that BSC and IC are complementary to
each other.

The relationship between BSC and IC: the measurement and management issues
It is widely suggested that the measurement and management of IC are quite important
(Bontis, 1999; Carroll and Tansey, 2000; Petty and Guthrie, 2000; Caddy, 2002; Choo
and Bontis, 2002; Mouritsen, 2004). However, Marr et al. (2003) found that most of the research in the IC measurement is at the theory-building stage, and little measurement theory has yet to be examined. Andriessen (2004) also pointed out that researchers have paid little attention to valuation or measurement issues of IC.

Several studies have suggested that BSC is an important tool to measure and manage IC (Businessline, 2002; Andriessen 2004; Kaplan and Norton 2004a, b). Businessline (2002) discussed how to manage IC and showed that Skandia links IC indicators with its financial results by means of BSC. Andriessen (2004) also suggested that BSC can solve the measurement problem of IC. Using various company examples, Kaplan and Norton (2004a) showed how to create customized strategy maps that allow organizations to align investments in people, technology, and organizational capital. They also indicated that the measurement and management of IC play an important role in the transformation of non-financial performances into financial performances of organizations. BSC forces organizations to face the measurement challenge (Kaplan and Norton, 2004b). Nevertheless, Marr et al. (2004) emphasized the shortcomings in the strategy map approach and introduced the value creation map that extends the strategy map approach by utilizing both direct and indirect dependencies of value creation. The key foundation of value creation is the “measurement” of value drivers.

Using BSC to measure the performance of IC

There are two studies that discuss how to use BSC to measure human capital. Walker and MacDonald (2001) designed and implemented a human resource (HR) scorecard, which is based on the BSC model, as a strategic management system. The results suggested that the HR scorecard provides the methods to monitor workforce indicators, analyze workforce statistics, diagnose workforce issues, calculate the negative financial impact, prescribe solutions, and track the improvements of HR. Hagood and Friedman (2002) discussed how to use the BSC to measure the performance of a company’s human resources information system (HRIS). They developed BSC-based performance measurement system for HRIS to justify costs and effectiveness of the system. In addition, they also used the BSC framework to identify and align the organization’s goals, objectives, and measures.

Based on the above literature, we notice that BSC is an important tool to measure and manage IC. However, no research illustrates how BSC directs the creation, formation, and measurement of IC. Although Kaplan and Norton (2004a, b) have emphasized how to align IC to enterprise strategy, they only focus on the linkage of learning and growth perspective with human, information, and organization capital. In this study we fill this gap and introduce a case to illustrate how BSC affects the creation, formation, measurement, and even reporting of IC.

Table I summarizes the literature about the relationship between BSC and IC. Except for a few case studies, most of the studies are descriptive.

BSC directs SIC

Figure 1 shows the relationship between BSC and IC. We can clearly understand that firms’ strategies can be implemented by BSC, and the strategic objectives of BSC not only lead the creation and formation of SIC (including customer capital, process capital,
innovation capital, human capital, IT capital, and organization capital), but also affect the content of measurement, valuation, management, and reporting of SIC, and eventually create the maximized value for companies.

Based on the above description, we can divide IC into two types:

(1) general capital; and
(2) strategic capital.

General IC is basic requirement and SIC is directed by BSC. The content is shown in Figure 2. In this study, we focus our analysis on SIC, because we think that BSC has the deep relationship with SIC.
BSC strengthens the management of IC
We can use the framework of BSC to strengthen the management of IC (see Table II). The four perspectives of BSC strengthen the financial and customers’ benefits, the management of the value chain, and the future development and direction for each IC.

Based on the above discussion, we can use BSC to investigate how to manage an individual IC in effective and efficient ways in order to improve the value of IC.

The integration between BSC and IC: a case study
The case company background
H Company is a car dealership in Taiwan. In 2001 the company had 1,248 sales representatives and 87 sales outlets located all over Taiwan and in some areas of mainland China. We chose this dealership, because the company is one of the largest automobile dealerships in Taiwan, and has had nearly 18 percent market share over
the past five years. In addition, according to the firm’s management philosophy, the company deems customers as the bosses and employees as the precious assets to the company. The company also treats quality as one of its important competitive advantages, so the company implemented ISO 9002 in 1999. In fact, the company puts a lot of efforts into committing to customer, employees, and quality focuses.

Taiwan became an official World Trade Organization (WTO) member in January 2002. With the global trend of liberalization and internationalization, Taiwan’s car industry faces greater competition and challenges. For example, the car tariff will be reduced from 30 percent before joining WTO to 17.5 percent by 2010. Because of keen external competition, H Company began to implement BSC in 2001 and is one of the benchmarks for BSC in Taiwan. Also, in recent years H Company has devoted a lot of effort to developing IC for increasing the whole value of the company.

**H Company’s BSC: strategy map**

H Company’s vision is “the number one car dealership in Taiwan and mainland China”. Its mission is “the most valuable company for customers, employees, and stockholders”. To fulfill its vision and mission, H Company uses strategy formation techniques, including five force analysis, strengths, weaknesses, opportunities, threats (SWOT) analysis, and brainstorming committees, to develop its headquarters’ strategies. After the company forms a strategy, BSC begins to play a significant role. For example, “as a total solution service provider for providing customer-oriented completed service” is one of the main strategies of H Company. In order to achieve this strategy, H Company directs and forms the strategy theme of customer perspective: “total solution service leadership”. The formation of strategy themes needs internal communication and many discussions. According to that strategy theme, H Company

<table>
<thead>
<tr>
<th>BSC</th>
<th>Human capital management</th>
<th>IC Organization capital management</th>
<th>Customer capital management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial perceptive: financial benefits</td>
<td>What are the benefits of human capital on corporate financial performance?</td>
<td>What are the benefits of organization capital for corporate financial performance?</td>
<td>What are the benefits of customer capital for corporate financial performance?</td>
</tr>
<tr>
<td>Customer perceptive: customer benefits</td>
<td>What are the benefits of human capital on internal and external customers?</td>
<td>What are the benefits of organization capital for internal and external customers?</td>
<td>What are the benefits of customer capital for internal and external customers?</td>
</tr>
<tr>
<td>Internal process perceptive: value chain management</td>
<td>What is the value chain management of human capital?</td>
<td>What is the value chain management of organization capital?</td>
<td>What is the value chain management of customer capital?</td>
</tr>
<tr>
<td>Learning and growth perceptive: future development and direction</td>
<td>What are the future development and directions of human capital?</td>
<td>What are the future development and directions of organization capital?</td>
<td>What are the future development and directions of customer capital?</td>
</tr>
</tbody>
</table>

*Source: Wu (2004, p. 100)*

| Table II. The framework of BSC to strengthen the management of IC |
|---------------------------------------------------------------|-----------------|-----------------|------------------|
| Financial perceptive: financial benefits                     | What are the benefits of human capital on corporate financial performance? | What are the benefits of organization capital for corporate financial performance? | What are the benefits of customer capital for corporate financial performance? |
| Customer perceptive: customer benefits                       | What are the benefits of human capital on internal and external customers? | What are the benefits of organization capital for internal and external customers? | What are the benefits of customer capital for internal and external customers? |
| Internal process perceptive: value chain management           | What is the value chain management of human capital? | What is the value chain management of organization capital? | What is the value chain management of customer capital? |
| Learning and growth perceptive: future development and direction | What are the future development and directions of human capital? | What are the future development and directions of organization capital? | What are the future development and directions of customer capital? |

*Source: Wu (2004, p. 100)*
creates the strategy objective: “total solution and relationship maintenance”. The strategy objectives also need a lot of brainstorming to take place.

To accomplish total service leadership, H Company directs the strategy theme of internal process: “management of total solution service”. To meet this strategy theme, H Company needs to achieve the following strategy objectives: “product application sales”, “complete product database management”, and “the integrated service management of applied formulas and techniques”. In order to support the “management of total solution service”, H Company directs the following strategy theme of learning and growth perspective: “the ability of total solution service”. To meet this strategy theme, H Company creates the following strategy objectives: “sales engineer training”, “the combination ability of product application”, “integration and application of technical knowledge of strategic partners”, and “the cooperation with external technical consultant and teamwork”. By focusing on the “management of total solution service”, H Company may be able to satisfy their customers’ needs, and hence meet financial “revenue growth”.

Figure 3 is the strategy map of H Company, including the strategic themes and strategic objectives for “financial perspective”, “customer perspective”, “internal process perspective”, and “learning and growth perspective”.

The integration between learning and growth perspective of BSC and SICs

“The learning and growth perspective” of BSC can be integrated with “human capital”, “IT capital”, and “organization capital” by strategic jobs, strategic IT portfolios, and organizational culture (see Figure 4).

The strategic objective of “the learning and growth perspective” of BSC can lead to the creation and formation of strategic human capital and then direct the measurement of human capital. In Figure 5, for example, the strategic objective, “training sales engineer”, can direct the strategic human capital’s creation and formation called “sales engineers” and then direct the measurement of that capital called “number of sales engineers”.

In H Company, information technology (IT) infrastructure is classified into two categories: “basic infrastructure”; and “strategic infrastructure”. Figure 6 shows that the basic infrastructure contains enterprise resource planning (ERP), e-service, KM and a warning system, and the strategic infrastructure contains “the collective mechanism of market information”, and an “international professional marketing website”.

The strategic objective of “the learning and growth perspective” of BSC can lead to the formation of strategic IT capital and then form the measurement of IT capital. From Figure 7, we can find the information on the direction of BSC on IT capital. For example, the strategic objective, “the collective mechanism of market information”, can direct the strategic IT capital’s creation and formation called “the mechanism of market information” and then direct the measurement of that capital called “the rate of accomplishment on the mechanism of market information”.

We can similarly clearly know that BSC directs the strategic organization capital (see Figure 8). For example, the strategic objective, “creating an honest, innovative, and speedy enterprise culture”, can direct the strategic organization capital’s creation and formation, “honesty, innovation, and speed culture”, and then direct the measurement of that capital called “the degree of dissemination of the organization culture”.

The integration between BSC and IC 273
Figure 3. Strategy map: H company

- **Financial Perspective**
  - Strategic objective: The export of new products
  - Strategic objective: Achieving the objectives of sales volume
  - Strategic objective: Promoting the revenue of new products

- **Customer Perspective**
  - Total Solution Service Leadership
    - Management of Total Solution Service
    - The Ability of Total Solution Service
  - Channel Leadership
    - Channel and Customer Management
    - The Ability of Channel Management
  - Product Leadership
    - Product Management
    - The Ability of International Cooperation
  - Risk Cost Reduction
    - The efficiency and quality of logistic operation
  - Operation Excellence
    - Excellent Operation Management
    - The ability of introducing overseas professionals

- **Internal Process Perspective**
  - Product mix management
  - Joint venture and technological cooperation with overseas professional firms to introduce manufacturing techniques

- **Learning and Growth Perspective**
  - Training sales engineer
  - The combination ability of product application

- **Basic IT**
  - ERP, E-service, KM, Warning System

- **Organizational Culture**
  - Honesty, Innovation, Speed
  - For the customers/Win Win/Team Work/ Self-Advance/ Just do it
The integration between the internal perspective of BSC and IC

The “internal process perspective” of BSC can direct “process capital” and “innovation capital”. The content is illustrated in Figure 9. For example, the internal process can direct the process capital, “integrated service management processes of applied formulas and techniques” and so on. The internal process also can direct the innovation capital called “joint venture and technological cooperation for new manufacturing techniques”.

Figure 10 shows that BSC directs the creation, formation, and measurement of strategic process capital. For example, the strategic objective, “integrating service management of applied formulas and techniques”, can direct the strategic process capital’s creation and formation in “integrated service management processes of applied formulas and techniques” and then direct the measurement of that capital called “the integrated degree of applied formulae and techniques”.

Figure 4.
The integration of learning and growth perceptive and intellectual capital: H Company
Figure 11 is the relationship between BSC and strategic innovation capital. For example, the strategic objective, “joint venture and technical cooperation with overseas professional firms to introduce manufacturing techniques”, can direct the strategic innovation capital’s creation and formation in “innovative manufacturing techniques” and then direct the measurement of that capital called “the number of new manufacturing techniques”.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic Human Capital: Creation and Formation</th>
<th>Strategic Human Capital: Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Training sales engineer</td>
<td>Sales engineers</td>
<td>Number of sales engineers</td>
</tr>
<tr>
<td>2. Channel management ability training</td>
<td>Channel managers</td>
<td>Number of channel managers</td>
</tr>
<tr>
<td>3. International cooperation professionals training</td>
<td>International cooperation professionals</td>
<td>Number of professionals</td>
</tr>
<tr>
<td>4. The management ability of vendor development</td>
<td>Vendor development managers</td>
<td>Number of vendor development managers</td>
</tr>
</tbody>
</table>

**Figure 5.** The direction of BSC on the creation, formation, and measurement of human capital: H Company

**Figure 6.** Components of IT infrastructure: H Company

<table>
<thead>
<tr>
<th>IT Infrastructure</th>
<th>Basic Infrastructure</th>
<th>Strategic Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. ERP</td>
<td>1. The Collective Mechanism of Market Information</td>
</tr>
<tr>
<td></td>
<td>2. E-service</td>
<td>2. International Professional Marketing Website</td>
</tr>
<tr>
<td></td>
<td>3. KM</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Warning System</td>
<td></td>
</tr>
</tbody>
</table>

JIC

6.2

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### Learning and Growth Perspective:

**Strategic Themes**
1. The Ability of Total Solution Service
2. The Ability of Channel Management
3. The Ability of International Cooperation
4. The Ability of Vendor Management

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic IT Capital: Creation and Formation</th>
<th>Strategic IT Capital: Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The collective mechanism of market information</td>
<td>The mechanism of market information</td>
<td>The rate of accomplishment on the mechanism of market information</td>
</tr>
<tr>
<td>2. Establishing and maintaining the professional &amp; international marketing website</td>
<td>International professional marketing website</td>
<td>The rate of accomplishment on an international marketing website</td>
</tr>
<tr>
<td>3. Basic established ability of IT</td>
<td>Basic IT infrastructure</td>
<td>The rate of accomplishment on IT infrastructure</td>
</tr>
</tbody>
</table>

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### Learning and Growth Perspective:

**Strategic Theme**
1. Organizational Culture

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic Organization Capital: Creation and Formation</th>
<th>Strategic Organization Capital: Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creating an honest, innovative, and speedy enterprise culture</td>
<td>Honesty, innovation, and speed culture</td>
<td>The degree of dissemination of the organization culture</td>
</tr>
<tr>
<td>2. Cultivating the teamwork culture</td>
<td>Teamwork culture</td>
<td>The percentage of team sharing</td>
</tr>
</tbody>
</table>

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**Figure 7.**
The direction of BSC on the creation, formation, and measurement of IT capital: H Company

**Figure 8.**
The direction of BSC on the creation, formation, and measurement of organization capital: H Company
Figure 9. The integration of an internal process perspective and intellectual capital: H Company
The integration between the customer perspective of BSC and IC

The customer perspective of BSC can lead to the formation of “customer capital” (see Figure 12). For example, the customer perspective can direct the customer capital: target customers, marketing network by industries, and brand image.
Figure 12: The integration of customer perspective and IC: H Company

<table>
<thead>
<tr>
<th>Strategic Objective Theme</th>
<th>Total Solution/ Service Leadership</th>
<th>Channel Leadership</th>
<th>Product Leadership</th>
<th>Operation Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Perspective</td>
<td>Achieving total solution and relationship maintenance</td>
<td>Cultivating objective customers</td>
<td>Expanding the marketing network by industries</td>
<td>Promoting brand image</td>
</tr>
</tbody>
</table>

Strategic Customer Capital

- Customer Capital
  1. Target customers
  2. Marketing network by industries
  3. Brand image (company/product)
Figure 13 shows the direction of BSC on the significant issues of strategic customer capital. For example, the strategic objective, "cultivating objective customers", can direct the strategic customer capital's creation and formation in "target customers" and then direct the measurement of that capital called "the number of target customers".

**The reporting of SIC**

Figure 14 shows the linkage among strategic objectives of BSC, SIC, and the measurement of SIC. Based on the figure, we know the whole situation of the measurement of SIC. We can use the figure to report to internal managers for directing the future development of SIC.

**Conclusion**

In the knowledge economy age, the creation, formation, and utilization of IC have become the key issues for companies to keep their competitive advantages. More and more researchers are focusing their efforts on IC research; however, there are some related important concepts of IC that lack a consensus (Canibano et al., 2000). Therefore, the important issues of IC, such as creation, formation, measurement, valuation, and reporting, are still at an early stage. In general, the IC community is still in a new and developing phase.

In this study, we have provided a framework to discuss how BSC integrates with IC, and have adopted a case study to show how to integrate IC with BSC. Based on the framework, we suggest that BSC can lead the creation, formation, measurement of SIC, and strengthen the reporting for SIC. We also suggest that BSC's financial, customer, internal process, and growth and learning perspectives can strengthen the management of IC. All in all, how to integrate IC and BSC together for implementing a company’s strategy effectively and maximize the value of a company deserves more further discussions.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic Customer Capital: Creation and Formation</th>
<th>Strategic Customer Capital: Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cultivating objective customers</td>
<td>Target customers</td>
<td>The number of target customers</td>
</tr>
<tr>
<td>2. Expanding the marketing network by industries</td>
<td>Marketing network</td>
<td>The number of points of sales</td>
</tr>
<tr>
<td>3. Promoting brand image</td>
<td>Brand image (company/product)</td>
<td>Brand awareness</td>
</tr>
</tbody>
</table>
**Figure 14.**
The reporting of strategic intellectual capital: H Company

<table>
<thead>
<tr>
<th>BSC: Strategic Objectives</th>
<th>SIC</th>
<th>SIC: Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cultivating objective customers</td>
<td>1. Customer Capital</td>
<td>The number of target customers</td>
</tr>
<tr>
<td>2. Expanding the marketing network by industries</td>
<td></td>
<td>The number of points of sales</td>
</tr>
<tr>
<td>3. Promoting brand image</td>
<td></td>
<td>Brand awareness</td>
</tr>
<tr>
<td>1. Integrating service management of applied formulas and techniques</td>
<td>2. Process Capital</td>
<td>The integrated degree of applied formulae and techniques</td>
</tr>
<tr>
<td>2. Establishing REP network</td>
<td></td>
<td>The achievement rate of REP of the objective area</td>
</tr>
<tr>
<td>3. Brand management</td>
<td></td>
<td>The brand recognition rate</td>
</tr>
<tr>
<td>4. Product mix management</td>
<td></td>
<td>The integrated degree of products</td>
</tr>
<tr>
<td>5. Inventory management</td>
<td></td>
<td>The reduction rate of inventory space</td>
</tr>
<tr>
<td>Joint venture and technical cooperation with overseas professional firms to introduce manufacturing techniques</td>
<td>3. Innovation Capital</td>
<td>The number of new manufacturing techniques</td>
</tr>
<tr>
<td>1. Training sales engineer</td>
<td>4. Human Capital</td>
<td>Number of sales engineers</td>
</tr>
<tr>
<td>2. Channel management ability training</td>
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<td>Number of vendor development managers</td>
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<tr>
<td>1. The collective mechanism of market information</td>
<td>5. IT Capital</td>
<td>The rate of accomplishment on the mechanism of market information</td>
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<td>The rate of accomplishment on an international marketing website</td>
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<tr>
<td>3. Basic established ability of IT</td>
<td></td>
<td>The rate of accomplishment on IT infrastructure</td>
</tr>
<tr>
<td>1. Creating an honest, innovative, and speedy enterprise culture</td>
<td>6. Organization Capital</td>
<td>The degree of dissemination of the organization culture</td>
</tr>
<tr>
<td>2. Cultivating the teamwork culture</td>
<td></td>
<td>The percentage of team sharing</td>
</tr>
</tbody>
</table>
Note
1. Those companies are the members of BSC’s Hall of Fame awarded by BSC Collaborative, Inc.

References


**Further reading**
