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# **In Search of Japanese-style Intellectual Capital Management**

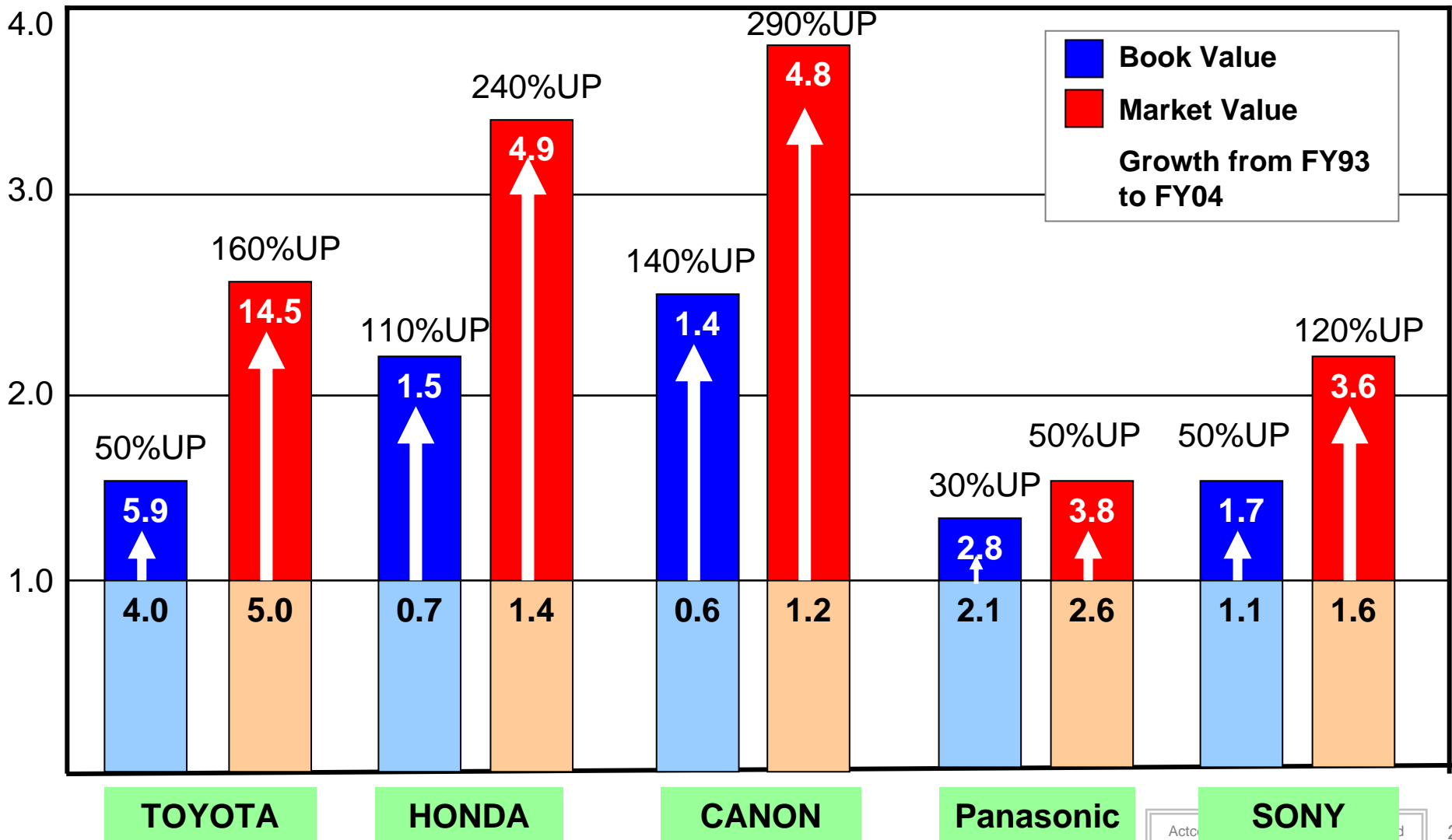
**Intellectual Capital for Communities  
in the Knowledge Economy, Nations, Regions and Cities**

**June 20th, 2005**

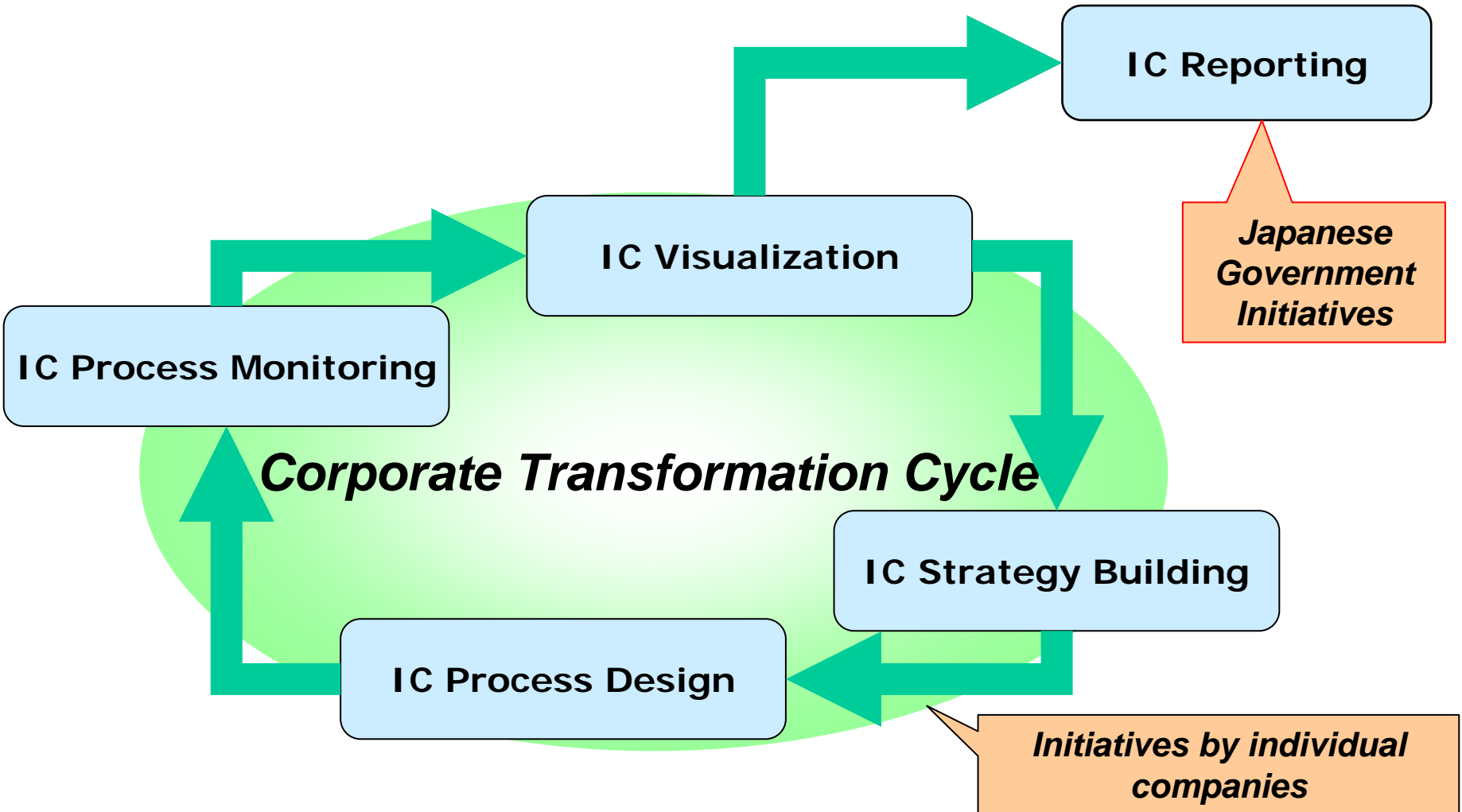
**Actcell Corporation**

# Increasing Attention towards IC Management

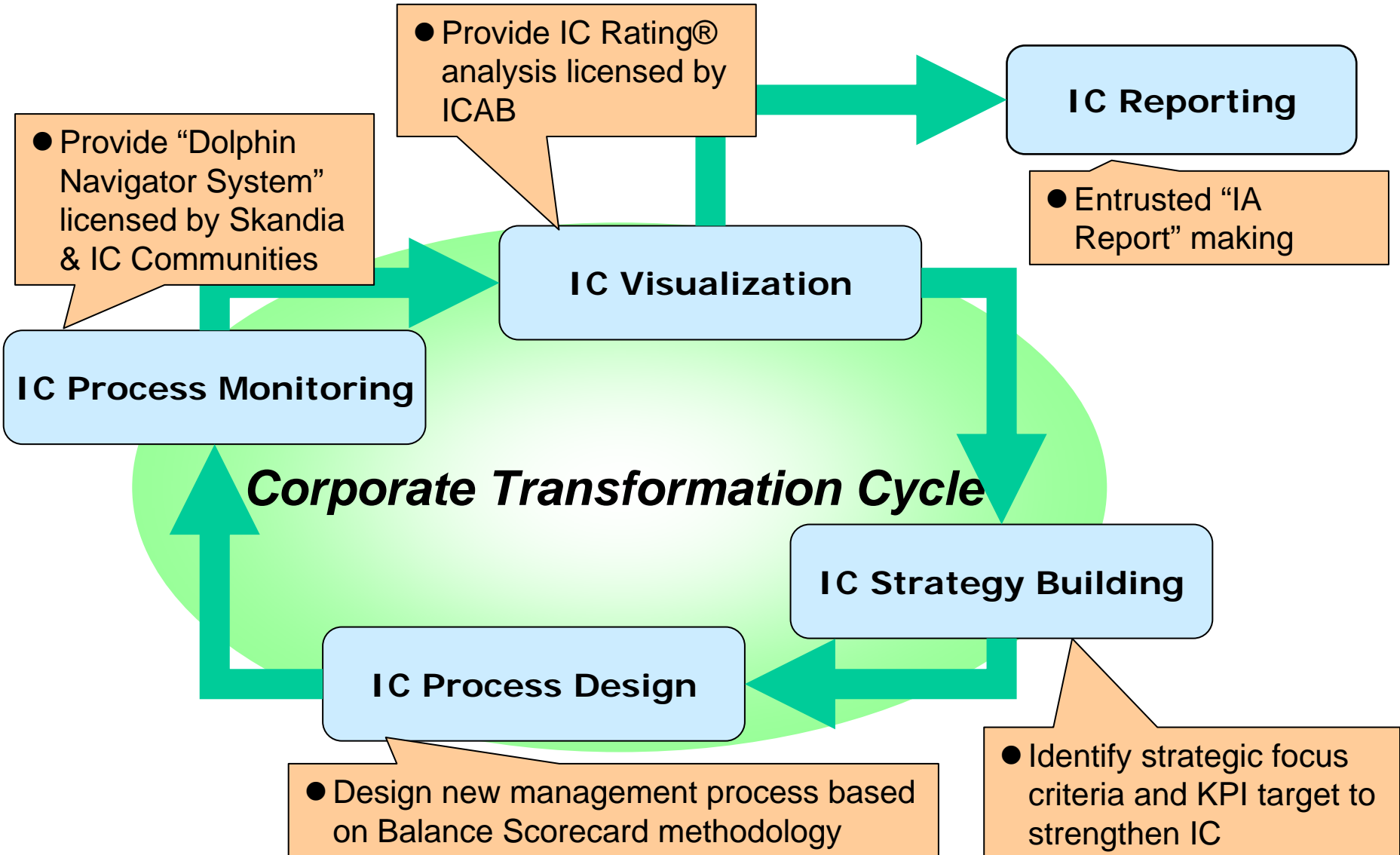
(Trillion Yen)



# IC Management Framework



# Actcell 's IC Management Service



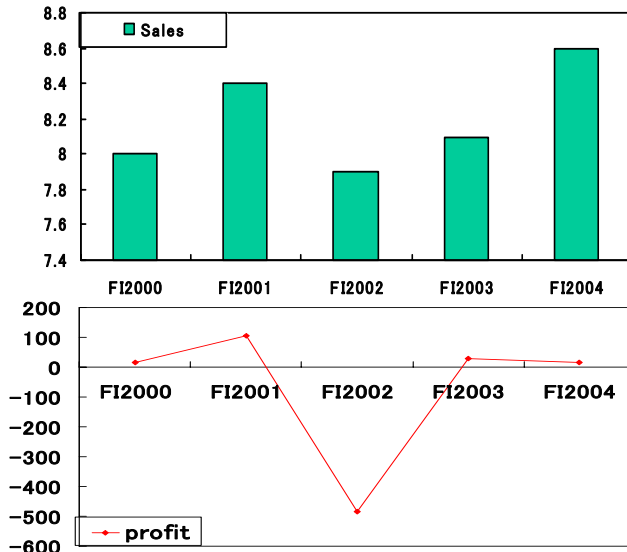
# HITACHI: Revitalization through IC Management

## ➤ HITACHI Group

- **Subsidiary** 1,100 Companies
- **Sales** 5 Trillion Euro
- **Employee** 300,000

## ➤ Past Performance

- **Market value decreased 20% during FY93 and Fy04**



## ➤ HITACHI E-Project II

- **Started in 2003**
- **Objectives**
  - Management Process Transformation
  - Work-style Innovation
  - Business Process Transformation
- **Power of IC Visualization**
- **Integration of IC Management and Balanced Scorecard**
  - Give awakening and motivate to change
- **Implementation of IC-based Plan-Do-Check-Action Cycle from 2006**
  - Balanced Scorecard 's proceeding indicators should be IC indicators