

# Introduction of tools for better dialogues between company and investor

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**Information and Knowledge for All:  
*Towards an Inclusive Innovation***

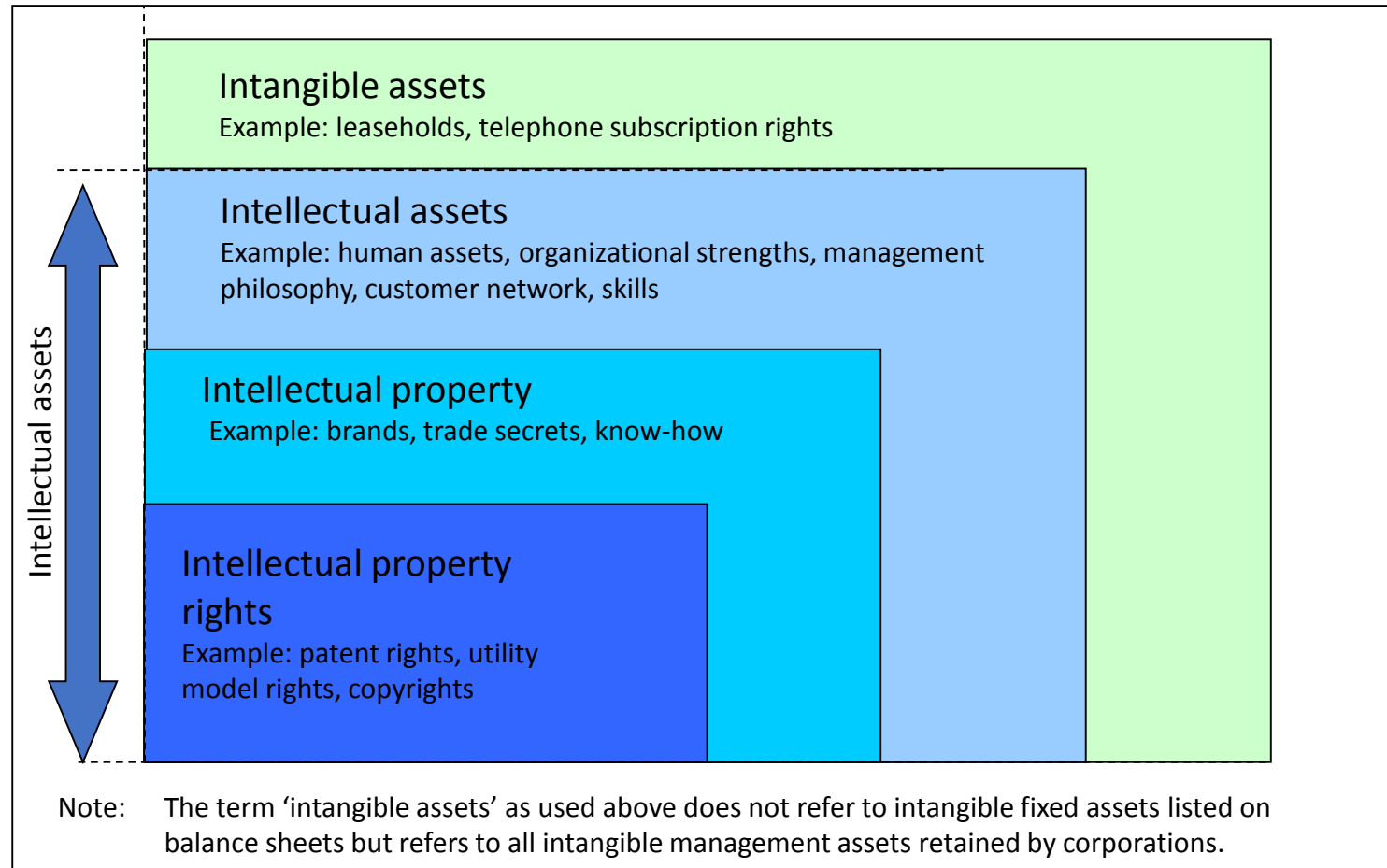
**The World Conference on Intellectual Capital for Communities**

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# Intellectual Asset based Management

# Intellectual Property, Intellectual Property Rights, Intangible Assets and Intellectual Assets

[Conceptual classification diagram of intellectual property rights, intellectual property, intellectual assets and intangible assets]



# What does the term “Intellectual Assets based Management ” mean?

**Recognizing the intellectual assets of the company, utilizing them,  
and by doing so, improving their management**

**STEP 1** : Analyze their own strength of the company in the market (e.g. SWOT analysis)

**STEP 2** : Map out their strategy in the near future

**STEP 3** : Set a goal in the future based on their situation from the past to the present (e.g. KPI, KGI)

**Visualize**

「Intellectual Assets based  
Management Report」

「Management Report to Raise  
Business Value」

**Disclosure**

**These reports should be used effectively in order to  
communicate with stakeholders**  
(e.g. employee, customer, financial institutions)



These reports are often made with the help  
of others such as the following;  
① expert (e.g. Small and Medium  
Enterprise Management Consultant)  
② financial institutions

**It's really important for  
manager and employee to do  
the above steps proactively.**

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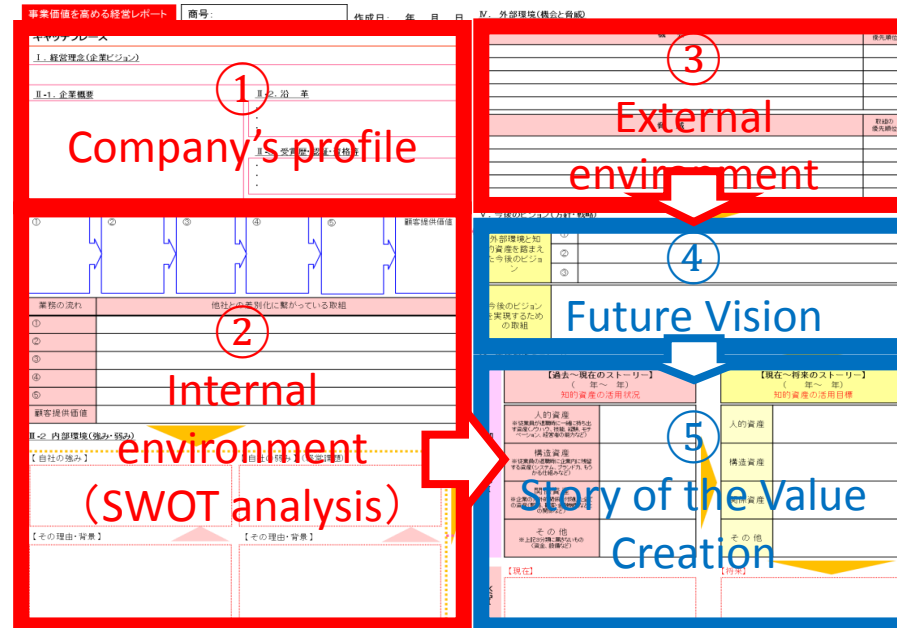
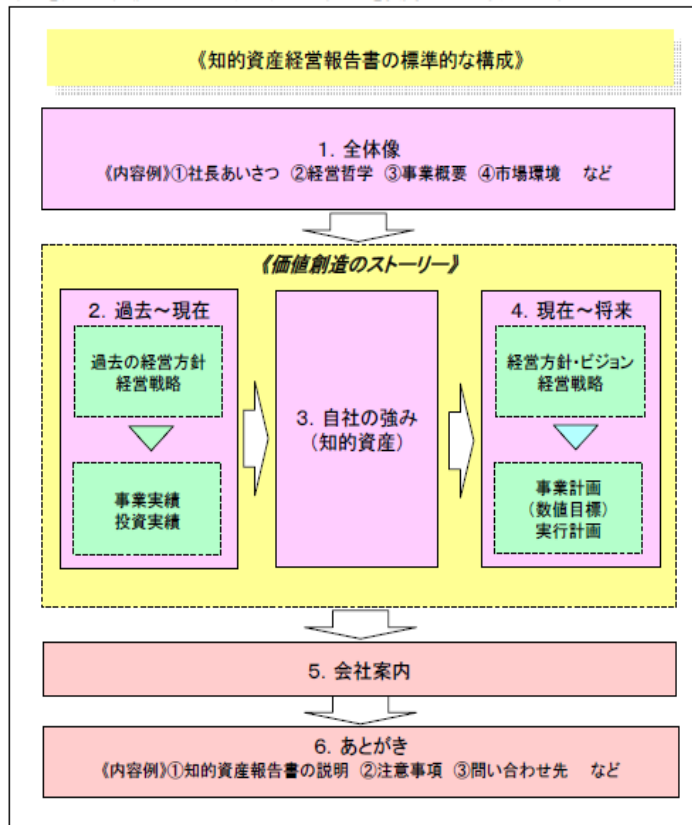
**Practicing the intellectual assets based management**

# Tools supporting for intellectual assets based management

## ① 「Intellectual Assets based Management Report」



## ② 「Management Report to Raise Business Value」



# Benchmarks for Local Companies ("Local Benchmark")

# Outline of Benchmarks for Local Companies

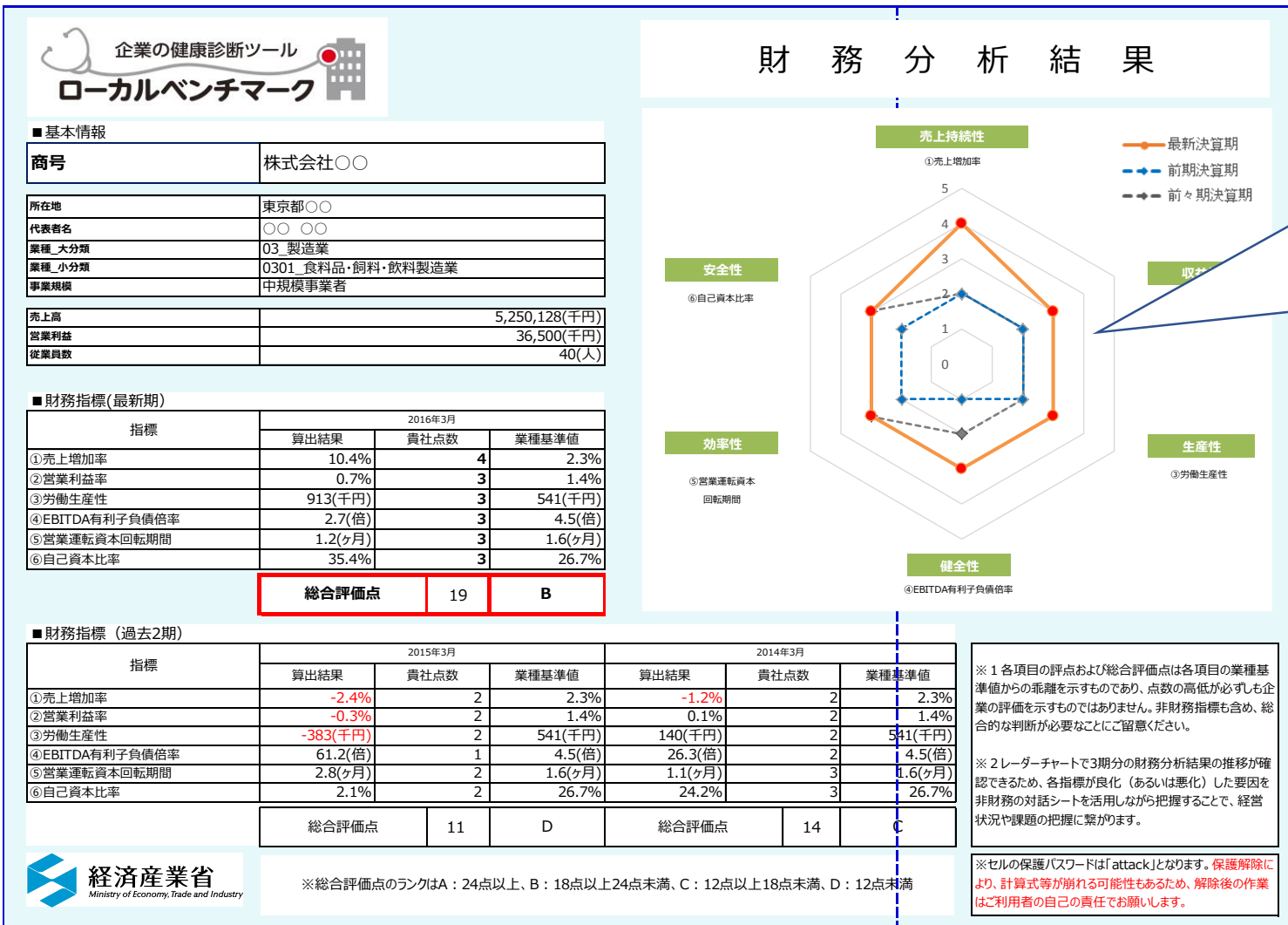
On March 4th, 2016, METI has formulated Benchmarks for Local Companies (“Local Benchmark”), which leaders including company managers and entities including financial institutions and supporting organizations can utilize as a tool for conducting business diagnoses, in other words, a tool for understanding the financial conditions of companies.

## Outline of the “Local Benchmark”

“Local Benchmark” is tool for conducting business diagnoses and serve as a basic framework for leaders, including company managers, and external entities such as financial institutions, as well as supporting organizations, to understand the financial conditions of companies and to hold dialogues based on common standards. Also, these Benchmarks are expected to be utilized as a gateway to business viability assessments.

Specifically, company managers and external entities can understand the business conditions of companies and find out changes in these conditions at an earlier stage by inputting data on financial information (six indexes) and data on non-financial information (four perspectives) into a reference tool (refer to the next page)

# Example of Local Benchmark (financial information)



Score Diagram based on following items;

- rate of increase in sales
- operating profit margin
- labor productivity
- ratio of EBITDA
- working capital turnover period
- capital adequacy ratio



# Example of Local Benchmark (non-financial information)



商号	株式会社〇〇
売上高	5,250,128(千円)
営業利益	36,500(千円)
従業員数	40(人)

① 経営者	経営理念・ビジョン 経営哲学・考え・方針等	
	経営意欲 ※成長志向・現状維持など	
	後継者の有無 後継者の育成状況 承継のタイミング・関係	
② 事業	企業及び事業沿革 ※ターニングポイントの把握	
	強み 技術力・販売力等	
	弱み 技術力・販売力等	
	ITに関する投資、活用の状況 1時間当たり付加価値（生産性） 向上に向けた取り組み	
③ 企業を取り巻く環境・関係者	市場動向・規模・シェアの把握 競合他社との比較	
	顧客リピート率・新規開拓率 主な取引先企業の推移 顧客からのフィードバックの有無	
	従業員定着率 勤続年数・平均給与	
	取引金融機関数・推移 メインバンクとの関係	
④ 内部管理体制	組織体制 品質管理・情報管理体制	
	事業計画・経営計画の有無 従業員との共有状況 社内会議の実施状況	
	研究開発・商品開発の体制 知的財産権の保有・活用状況	
	人材育成の取り組み状況 人材育成の仕組み	

Survey form for  
evaluation of non-financial  
information based on Four  
perspectives;

- managers
- parties concerned
- Business
- internal control systems

対話内容の総括	
現状認識	将来目標
現状と目標のギャップ	
課題	対応策

# Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues

# Outline of Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues

On May 29, 2017, METI compiled a guide that may assist corporate managers in holding dialogues with investors or in disclosing management strategies, non-financial information and other elements. It may also assist investors' evaluation of companies' performance and management therefor improving corporate value.

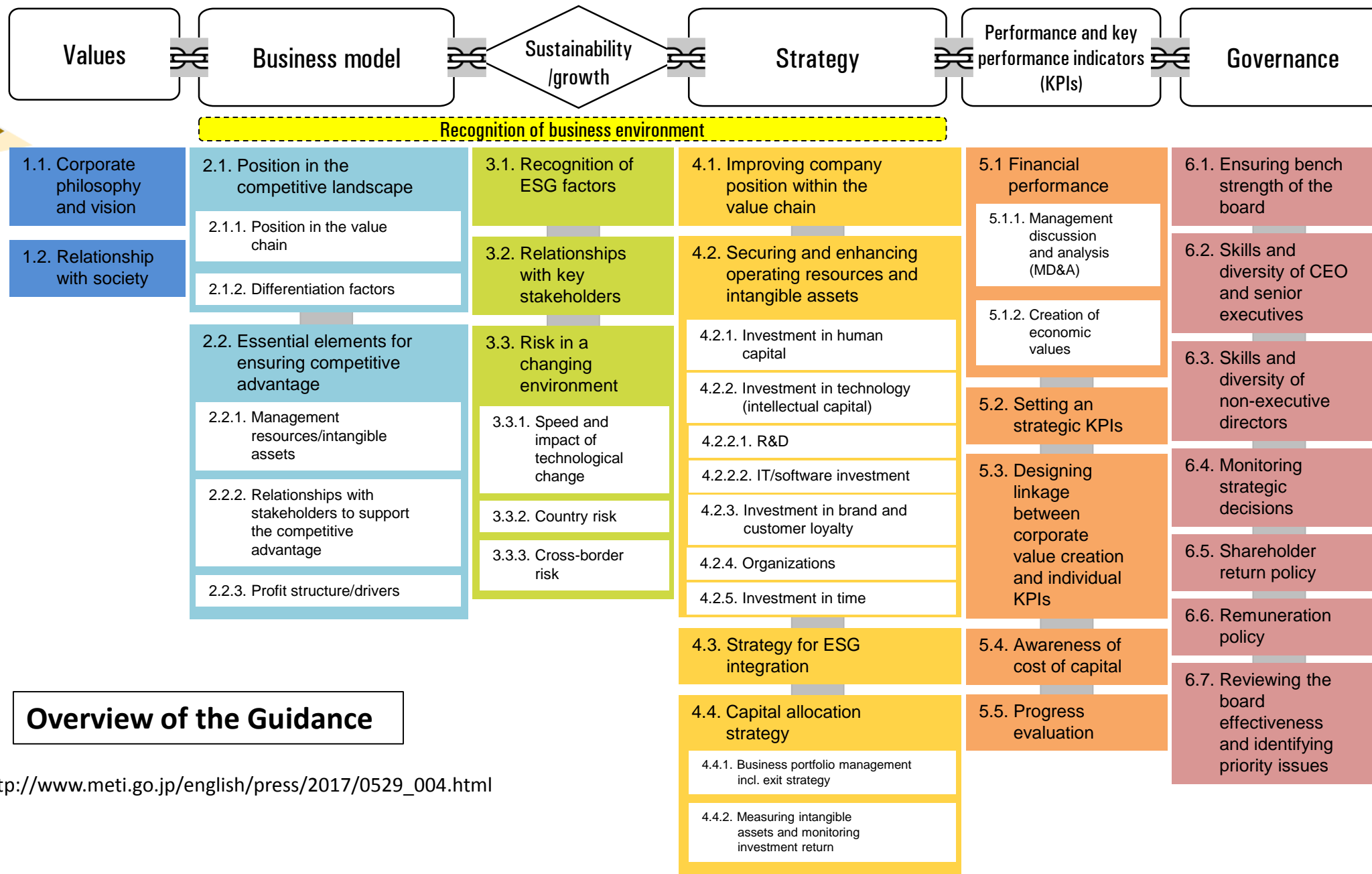
## Purpose of the guidance

The guidance aims to contribute to deepening mutual understanding between companies and investors through information disclosure and dialogues and to encourage companies and investors to cooperatively create value.

## Outline of the guidance

The guidance provides a basic framework consisting of the following items. Guidelines described in each item are to be utilized by companies according to their strategies and goals.

(1)Value, (2)Business models, (3)Sustainability/growth, (4)Strategies, (5)Performance and KPIs (6)Governance



Thank you all very much for  
your attention!