

THE MANAGEMENT OF INTANGIBLE RESOURCES

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1. Introduction

Problem analysis and efficient use of resources is one of the main issues of enterprise economics. Thanks to more efficient use of all resources, the company can achieve its objectives, including maximizing profits.

In the historical development of the productive forces, there were changes in their composition and structure. Leading positions among other resources occupied by raw material, logistical, financial and labor.

Recently, more and more important as a part of the resources acquired intangible components of the company. It is because of the latest technology, commercial designation, human capital, goodwill and other intangible components, companies are able to take advantage in the competition. In the leading economies of the world intangible resources of the companies in value have exceeded the material

Some domestic scholars believe that the lagging economy of Ukraine economically developed countries due to low level of intangible resources enterprises of Ukraine and ineffective use, which confirms the high relevance of research topic.

2. The main material research

The most common terms in the literature are often identified or replaced, are “intangible capital”, “intangible property”, “intangible assets” and “intangible resources”. These concepts all have significant differences despite the similarity that unites them as it is the absence material form. These concepts are endowed with different characteristics and are used in various fields, but assigning object to one of these categories does not preclude classifying them to the other one.

Turning to the past experience, namely analyze the dynamics of growth of interest in the study subjects, there will be no doubts about the relevance of the problem. Fig. 1 and Fig. 2 shows a graphic study of these categories using the service Google Ngram Viewer [1], which identifies the certain user phrase for the more than 5.2 million books from 1800 to 2009.

It should be noted that the Ukrainian request could not be done because it is not present in the database. The very same base consists of book resources registered by system Google Books. Undoubtedly, this data is hardly accurate because not all the books in the world are available on Google Books. But the graphics are more than revealing.

As expected, the dynamics of interest issues of intellectual capital and intangible asset among Russian specialists lower than in English. A significant increase in scientific publications is observed just at the beginning of the 90s of XX century. This period is the emergence of the formation of the modern concept of the intangibles.

J. Daum believes that the transformation of the global economy observed since the early 1980s, is the result of three unique forces which form the foundation of the “new economy”: knowledge-based products that are characterized by increasing returns; intensified business competition that is the result of globalization of trade and of the deregulation of key economic sectors (e.g.

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telecommunications, electricity, financial services and capital markets in general); and the development of information and communication technologies, most recently exemplified by the Internet, that enforce the effects of the two other forces [2, p.107].



Fig. 1. Diagram frequency of use of intellectual assets and intellectual capital in English literature in the period of 1800–2009 years
(Compiled by the author on materials [1])



Fig. 2. Diagram frequency of use of intellectual assets and intellectual capital in Russian literature in the period of 1800–2009 years
(Compiled by the author on materials [1])

B. Lev considers that two fundamental developments – one economic and political, the other technological – have dramatically changed the structure of corporations and have catapulted intangibles into the role of the major value driver of businesses in developed economies [3, p.9].

Thus, most scientists in the same opinion on the importance of intangible resources and factors that led to significant changes in the economy and provide impetus to the rapid growth of importance of intangible resources. However, unfortunately, there is no single view of the essence of the concept of intangible resources. Moreover, the nature of intangibles increasingly become more uncertain due to the rapid increase in the number of scientific works of authors who represent different sectors of the economy.

Management of intangible resources – a decision-making process aimed at efficient use of intangible resources by identifying them in the company, determining the value and useful life, increase their level of development and their introduction into commercial turnover given the state of the environment and compliance with the strategic objectives of the company. This definition of managing intangible resources used basic stages of their control [4, pp.409–410; 5, pp.505–507; 6, pp.86–87].

According to the analysis of modern approaches to the formation of company’s intangible resources management, it was suggested author’s mechanism of control intangible resources of enterprises which is represented in Fig. 3.

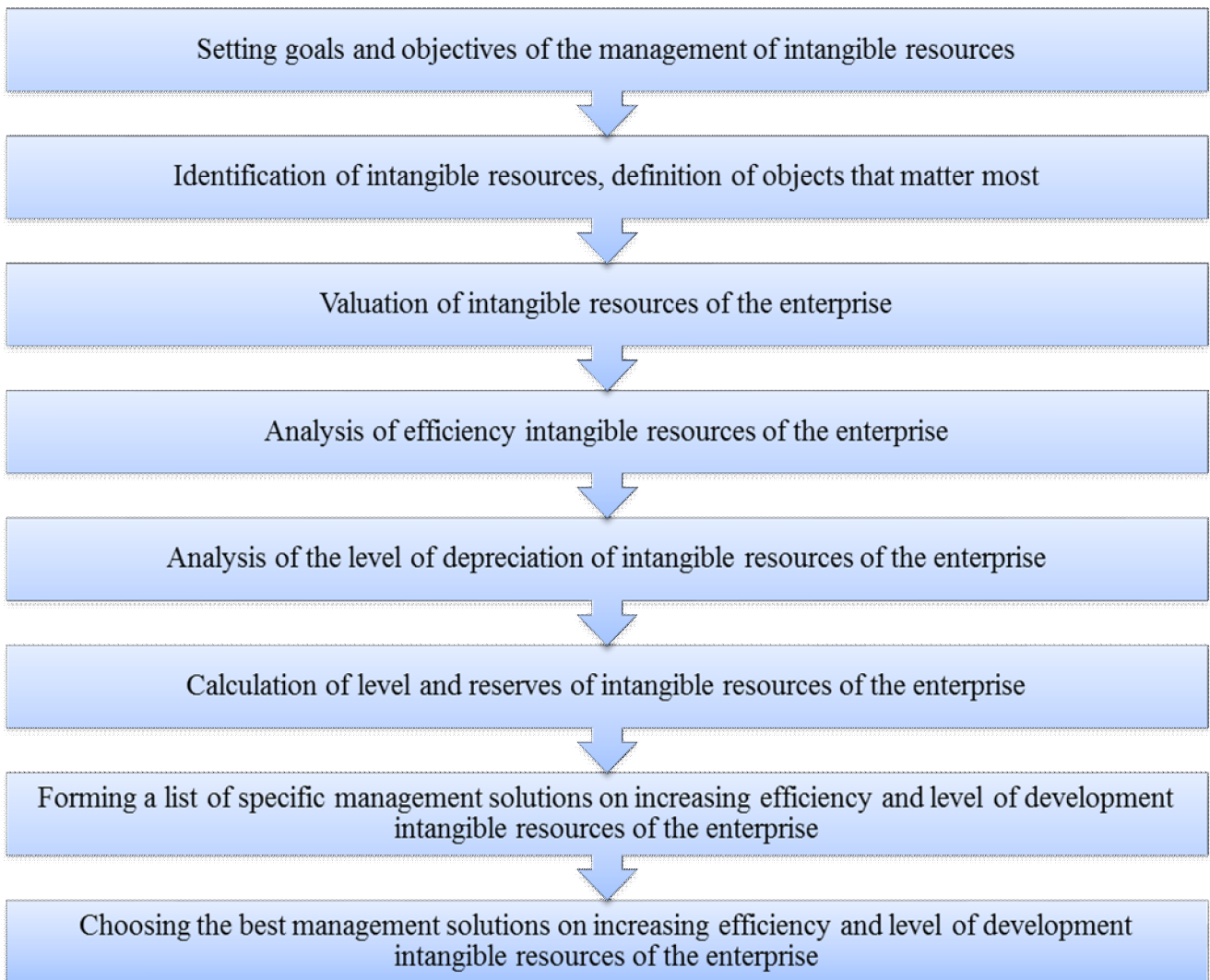


Fig. 3. The scheme implementation of management measures for the effective use of intangible resources (developed by the author)

The mechanism consists of eight stages. Consider in more details each of the proposed stages of managing intangible resources of the company.

1. Setting goals and objectives of the management of intangible resources.

A detailed and methodical work of presenting the goals that aim to achieve the company through control the process of intangibles is to be held in the first phase. As you know, the main subjective objective of the company is profit. But taking into account the strengths and weaknesses of the enterprise certain actions in relation to the intangible assets will be able greatly expand and help implement priority intentions. It seems unjustified to use intangibles and spend time and money and then not get the desired results due to the fact that the

goals and objectives of management does not meet the objectives of the enterprise in the long run.

2. Identification of intangible resources, definition of objects that matter most.

At this stage there is a need for an inventory and analysis of the composition and dynamics of intangible resources of the company. An accurate register of all existing intangible resources must be made; discovered and identifying all the hidden features of the company.

3. Valuation of intangible resources of the enterprise.

In order to determine the level of intangible resource efficiency it is necessary to evaluate their value. There are a variety number of methods to assess intangible resources of an enterprise.

4. Analysis of efficiency intangible resources of the enterprise.

It is logical that the use of intangibles should improve the position of the company. Based on the results of previous studies, it is suggested to isolate the effect of the use of intangible resources of the company to calculate the system performance indicators of intangible resources. The results of calculation efficiency of intangible resources that will be received by the specified method will allow the company to decide on the appropriateness the use or development of certain intangible resources.

5. Analysis of the level of depreciation of intangible resources of the enterprise.

At this stage the assessment of obsolescence of intangible resources is realized. Intangible resources obsolescence describing how an intangible object lose their consumer qualities under the influence of scientific and technological progress. Obsolescence involves reducing the socially necessary cost of reproduction of intangible resources, as well as the emergence of new, more useful objects. It is necessary to calculate the degree wear and tear and suitability intangible resources of the company.

6. Calculation of level and reserves of intangible resources of the enterprise.

At this stage the analysis of a level of development intangible resources of the company carried first. This analysis is disclosed using calculation system of aggregated and partial indicators and intangible resources level development indicators as well. These calculations are proposed to implement by the author methodological developments using the theory of fuzzy sets. After assessing a level of development intangible resources reserves of their increasing are estimated, which are the output information for drawing up a list of practical actions for improving the use of intangible resources of the company.

7. Forming a list of specific management solutions on increasing efficiency and level of development intangible resources of the enterprise.

The result of this phase is the development system of measures concerning efficiency improves of intangible resources of the company.

8. Choosing the best management solutions on increasing efficiency and level of development intangible resources of the enterprise.

At this stage, the selection optimal criteria measures to improve efficiency of use and the development of intangible resources are carried out. Based on the selected criteria those measures are taken which is the biggest degree satisfy him. Exactly these selected measures are the result of intangible resources management activities of the enterprise and should be implemented during the planning period.

The main difference between the proposed sequence of stages of the management of intangible resources is a complex intangible resources analysis before making appropriate management decisions that include evaluation, efficiency analysis and levels of depreciation and development.

Another difference in proposed scheme of making management decisions concerning the efficient use of intangible resources of enterprises is entering the stage of choosing optimal action from a wide range of potentially possible.

In summary the evolutionary process in modern economics has created the mass changes that caused global market change. To the similar changes must be referred the increasing role of immaterial resources being a part of economic entities. Now you can witness the creation of competitive advantages of company via immaterial resources and intellectual capital. Effective and efficient intangible assets management aimed to increase value of a company makes an essential problem to be solved.

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Summary

The article discusses the main aspects of intangible resources management of the enterprise. Relevance and necessity of intangible resources managing was highlighted.

Trends in the understanding of the topic as well as popularity of intangibles in different countries were presented. Author's control system, which consists of 8 stages was proposed.

Keywords: intangible resources; intangible assets; intellectual capital; managing system; new economy.

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