

# MANAGEMENT CONSULTANTS



## intangible capital: five things you should know

- 1 70% of the value of the average company is intangible** – Intangibles began growing in significance starting in the 1980's. It is an indicator of the shift from the industrial to the knowledge era. The future is already here.
- 2 Lack of information and understanding about intangibles drives a lot of today's consulting opportunities** – The 70% gap is essentially an information gap. Companies, by and large, cannot explain nor substantiate the intangible value in their operations. This means that they often need help just to “see” what's really going on in their organization.
- 3 But consultants will not profit by perpetuating the mystery of intangibles** – Intangibles will not go away. There is already a deep body of knowledge about how to identify, measure and leverage intangibles (including this book). So at some point in the near future, your business will be at risk if you have not connected the dots between what you do and the dynamics of intangibles in an organization.
- 4 You should aspire to being the consultant who introduces your clients to intangibles** – Instead of being pushed into the study of intangibles, why not be the advisor that helps introduce your clients to the field? Doing so will build your reputation as a thought leader.
- 5 You need to find the right balance between standardization and flexibility** – Teaching your clients about intangibles may disrupt some of your lower-level diagnostics business but it will enable you to retain (and probably grow) higher-end consulting where you can help your clients leverage their intangibles for results—the performance, value and innovation that are driven in today's organization by intangibles.

**Of Special Interest:** We recommend that you also read the Reader's Guides for the professional and/or management disciplines most closely related to your specific areas of expertise.

reader's guide: *intangible capital: putting knowledge to work in the 21<sup>st</sup> century organization*

[www.intangiblecapitalbook.com](http://www.intangiblecapitalbook.com)

© mary adams and michael oleksak