Table of Contents	X
Abbreviations	
List of figures	XIV
List of tables	XVI
1 Introduction	1
	2
2 Intangibles, relevance and categorization	
2.1 Relevance of intangibles for the value of a company	
2.2 Definition and categorization of intangibles	10
3 Intangibles in the context of management control systems	13
3.1 General management control systems	
3.1.1 Traditional view of management control systems	13
3.1.2 Functions and processes of management control systems.	14
3.1.3 Major attributes of operational and strategic management	t control
systems	16
3.1.4 The elements of a management control system	17
3.2 Intangibles in the management control system	20
3.2.1 Different layers of management control systems of intang	ibles 20
3.2.2 Key tasks of management control of intangibles	21
3.2.3 Necessity of considering intangibles in management contr	rol 22
3.3 Organizational aspects of implementing management control sy	stems of
intangibles	28
3.3.1 Functional allocation to accounting and/or controlling fu	nctions 28
3.3.2 Basis of management control systems: data-providing syste	ems for
financial accounting and management reporting	29
3.3.3 Management control systems in a company's organization	and
hierarchy	31
4 Measurement and valuation of intangibles	36
4.1 Challenges for measurement and valuation	
4.2 Generic alternatives for the measurement of intangibles	
4.3 Overview on measurement methods	
4.3.1 Mono-indicator approaches	
4.3.1.1 Market, income, and cost method	
4.3.1.2 Multiple methods	



		4.3.1.3 Real options method	50
		4.3.1.4 Knowledge capital scoreboard	55
		4.3.1.5 Other mono-indicator approaches	
		4.3.2 Multi-indicator approaches	
		4.3.3 Comparison of measurement and valuation approaches	
5	Incorn	porating intangibles in management control systems	70
_	_	Source and exploitation of intangibles in management control	
		State of the art of instruments for the management and control of intan-	
		gibles	73
		5.2.1 Intellectual capital audit	
		5.2.2 Balanced scorecard/strategy map	
		5.2.3 Skandia navigator	
		5.2.4 Intangibles balance sheet ("Wissensbilanz")	
		5.2.5 Intangibles as a value enhancer	
		5.2.6 Stakeholder dependence of intangibles	
	5.3	Performance management systems for intangibles	
		5.3.1 State of the art of performance management systems	
		5.3.2 Performance management framework for intangibles	92
		5.3.3 Context of intangibles	
		5.3.4 Capturing intangibles	95
		5.3.5 Coupling of intangibles	
		5.3.6 Control and communication of intangibles	
		5.3.7 Compensation linked to intangibles	
	5.4	Transfer into business	
6	Mana	gement control of intangibles in business cases	103
		Management control of brands at Henkel	
		6.1.1 Brands as an integral part of strategic priorities at Henkel	
		6.1.2 Framework and constraints of brand management	
		6.1.2.1 Business responsibilities	
		6.1.2.2 Cross-business initiatives	
		6.1.2.3 Mismatch of accounting rules and the demand of full-	
		scope brand management	107
		6.1.3 Strategic brand management – brand equity leadership	
		6.1.3.1 Complexity reduction	
		6.1.3.2 Elements of brand management: brand clustering and align	
		ment, innovation leverage, and harmonized communication	
		6.1.3.3 Marketing metrics	

	6.1.4 Operational brand management	114
	6.1.4.1 Launch Monitoring	114
	6.1.4.2 Valuation of brand assets	115
	6.1.4.3 Monitoring of capitalized brand values	116
	6.1.5 Summary and conclusion	117
6.2	The Metro-HCROI – an approach to evaluate the Metro Group's hur	nan
	capital management	118
	6.2.1 The concept of "human capital return on investment"	
	(HCROI) and its application at the Metro Group	118
	6.2.2 Applying the HCROI approach – an example	123
	6.2.3 Practical significance for the Metro Group and integration	
	in a "performance management system"	128
	6.2.3.1 Capture	128
	6.2.3.2 Communicate	130
	6.2.3.3 Couple	130
	6.2.3.4 Control	133
	6.2.4 Summary	135
6.3	Measurement and control of corporate culture at Bertelsmann	137
	6.3.1 Introduction	137
	6.3.2 Corporate culture at Bertelsmann	137
	6.3.3 Framing the case – a brief history of approaches to measuring	
	and reporting on corporate culture at Bertelsmann	139
	6.3.3.1 Learning and Reporting System on Corporate Culture	140
	6.3.3.2 Corporate Culture Analysis Project	143
	6.3.3.3 Corporate Culture Balance Sheet	147
	6.3.3.4 Corporate Culture Value Chain	149
	6.3.4 Discussion and conclusion	151
6.4	Monitoring sustainability at SAP	153
	6.4.1 Sustainability at SAP	153
	6.4.2 Sustainability performance management framework	156
	6.4.3 Monitoring results of sustainability-related activities at SAP	158
	6.4.4 Sustainability-related incentives at SAP	158
	6.4.5 Reporting of sustainability issues at SAP	
	6.4.5.1 Internal communication: SAP dashboards	
	6.4.5.2 External communication: SAP sustainability report	163
	6.4.6 Outlook and improvements	167

6.5 Carbon management control at Deutsche Post DHL16	8	
6.5.1 Carbon efficiency management embedded in corporate strategy 16	8	
6.5.1.1 Corporate strategy: Deutsche Post DHL concentrating on		
intangibles16	8	
6.5.1.2 Carbon efficiency management as part of "Living Responsibility" 16	9	
6.5.1.2.1 The need for carbon efficiency management16	9	
6.5.1.2.2 Seven levers for green management and green customer		
solutions16	9	
6.5.1.3 Carbon management control in DPDHL Group organization . 17	0	
6.5.1.3.1 Introducing the "Carbon Accounting and Controlling"		
program17	0	
6.5.1.3.2 Organizational set-up of the CAC program17	1	
6.5.2 The DPDHL carbon management control solution	3	
6.5.2.1 The DPDHL blueprint	3	
6.5.2.2 Carbon accounting and reporting	5	
6.5.2.2.1 A framework for carbon accounting17	5	
6.5.2.2.2 Capturing own emissions (Scope 1 and 2)17	6	
6.5.2.2.3 The special challenge: the emissions of subcontractors		
(Scope 3)17	8	
6.5.2.2.4 Reporting17	9	
6.5.2.3 Analysis: defining meaningful top-level KPIs17	9	
6.5.2.4 Planning and forecasting18	0	
6.5.2.5 Consulting and support18	1	
6.5.3 Summary and outlook18	1	
7 Summary	3	
References	0	
Index		