Types of Intangible Capital

- **Human capital** – assets in the form of knowledge, skills, competences of the labour force
- **Organisational capital** – assets embodied in organisational structures, procedures and routines (cf Dell and eBay)
- **Relational capital** – assets in the form of relationships with suppliers, customers, communities
- **Intellectual property** – patents, trademarks, designs, copyright, brands, mastheads, etc., providing protection for the interests of the owner, supported by legal measures to prevent infringement of owners’ rights.
The Market for Preservation

Providers of material → Preservation Experts → Customers

Classes of material: e.g. journals, admin/financial records, research data

Internal
- What will they pay for this?

External
- Who are they?
- What will they pay?
Model Balanced Scorecard

- **Customer Perspective**
  - Goals
  - Measures

- **Financial Perspective**
  - Goals
  - Measures

- **Internal Business Perspective**
  - Goals
  - Measures

- **Innovation and Learning Perspective**
  - Goals
  - Measures

Source: Kaplan and Norton, 1992: 72
Scorecard for Digital Preservation

SATISFYING CUSTOMER AIMS
INTERNAL/EXTERNAL

STRATEGIC AIMS

OPERATIONAL EFFICIENCY

SATISFYING PROVIDER OBJECTIVES

FINANCE

LEARNING, INNOVATION DEVELOPM’T