

BASIC PROVISIONS OF THE CONCEPT OF EVALUATION AND MANAGEMENT OF COMMERCIALIZATION OF INTELLECTUAL CAPITAL

Study and analyze of theoretical-methodological methods of approach to evaluate and commercialization of intellectual capital, makes it possible to conclude that it is necessary to process integrated methodology of managing commercialization of intellectual capital. It shall include every stage of commercial usage of components of intellectual capital. Methodology of commercialization of intellectual capital of general kind shall reflect sequence of stages, given in the Fig. 1

Let us discuss these stages in more details. Processing of the strategy of commercialization of intellectual capital within the bounds of general corporative strategy precedes provision of analyzing internal and external environment.

Upon processing of the strategy of commercialization of intellectual capital at the initial stage, two strategic directions related with internal and external utilization of the elements of intellectual capital are distinguished.

Provision of marketing and patent studies conditions formation of request on distribution of specific intellectual asset and analogue processing, at the level of values, on the method and conditions of market, as well as at the optimal level of using of external utilization of intellectual capital.

Formation of capitalization plans of intellectual capital, looking for partners, suppliers and consumers provides real conditions to move to the market of intellectual products to transfer intellectual asset into knowledge consuming product.

In the process of management of commercialization of intellectual capital the dynamics of evaluation of commercial potential of the outcomes of intellectual work plays leading role in the process of creation of intellectual product. In this regard, let us discuss methodic of monitoring and assessment of commercial potential of the outcomes of intellectual activities at different stages of creation of intellectual products.

In the process of managing intellectual object conformity of expenditures of commercial potential at this stage is of great importance; essentially, bringing such conformity to every stage of creation of intellectual product means conformity of the attempts wasted on processing with the perspectives of attracting profit made

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from such processing. In case, when the expenditures overcome commercial perspectives of realizing processing, its continuance, in the first place, is not purposeful, or it needs specific correction.

Creation of knowledge-consuming products is a different process, which is significantly related not only with innovative and creative activity of the enterprise workers, but also with the quality of registering final achievements of other companies in the field of science and techniques. Commercialization of intellectual capital may consist of such decisive kinds of activities, as monitoring of changing commercial potential of intellectual asset. Data obtained through such observations may be taken into account in the process of making managerial decisions during selection of the forms of economical turnover of intellectual asset, at the tactic and operational levels of management, which makes it possible to reduce risks and rise verification of making such decisions.

On the basis of learning and analyzing diverse directions of studies, which touch upon assessment of the values of intellectual property and intellectual capital of various kinds, as well as assessment of the level of inventions,¹ the algorithm of assessment of commercial potential of intellectual asset is processed at various stages of creating intellectual products (at the example of the prototype of integral microcircuit). The mentioned algorithm is universal and may be used in knowledge consuming activities in the various fields of industry.

¹ **Bromberg G.V., Quinines V.YU., Lyyunik N.V.** The Recommendations on determination of the cf objects of industrial property. M. NPO Poiskb, 1993. pg.128; **Valdaicev S.V.** The Estimation of the business and investments. M.: Information-publishing house. "Eagle owl", 1997. pg 336; **Valdaicev S.V., Zaylin P.N., Mindeli L.E.** Non_ assets in science: estimation and usage. //bulletin VAK Russia, 1997. 2. pg. 42; **Sulli-van Patrick H.** Profiting From Intellectual Capital: Extracting Value from Innovation. John Willey & Sons, Inc, 1998. pg. 366; **Zambon S., Wyatt A., Abernethy M., Lev B.** Study on the Measurement of Intangible Assets and Associ-ated Reporting Practices. Brussels. Commision of the European Communities, Enterprise Directotate General, 2003.

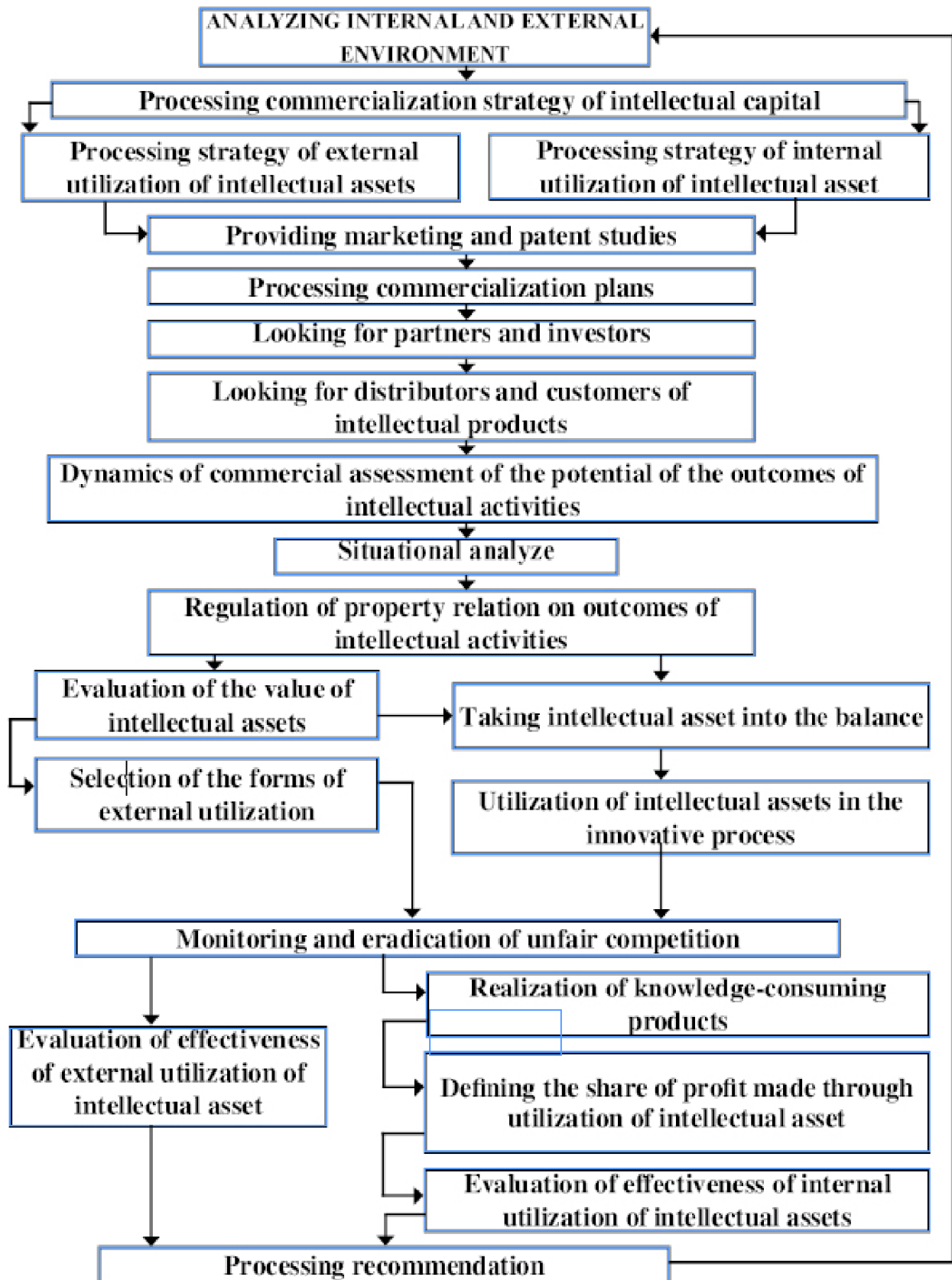


FIG.1. BASIC STAGES OF COMMERCIALIZATION OF INTELLECTUAL CAPITAL

Processed algorithm gives grounds to the intellectual asset through changing of commercial potential in relation with changing of expenditures made on creation of such assets. Such calculation at the separate stages of creating prototypes of integrated microcircuit in relation with expenditures of commercial potential of intellectual assets allows obtaining of information considering elasticity.

Herewith, this stipulates the necessity of making corrections to the management process freely, of course, through specific form of economical turnover of intellectual assets.

Offered algorithm of implementation of the methods of monitoring and assessment of commercial potential of intellectual asset is given in the Fig.2.

Let us discuss algorithm stages processed separately, concluding of three basic market blocks: selection of basic sample, assessment of commercial value of intellectual asset in comparison with basic sample and staged assessment of commercial potential of intellectual asset in relation with the wasted efforts. Progress of actions including first two blocks is completed with at the first stage of the process of creating prototype of integral microcircuit and the works of the third basic block – at every stage of the process.

The process of selecting basic samples (for comparison) means implementation of following works:

- 1 Provision of thematic patent searching;
- 1 Analyzing requests of patent describing towards production during last five years;
- 1 Comparing of requests on production with specific technical and economical indexes;
- 1 Comparing inventions according to the quality of its influence towards technical level of products;
- 1 Assessment of quantitative indexes of the value of inventions and final selection of market sample.

For provision of thematic patent searching they provide searching of patents through categories of international patent classification or copying complete description of existed inventions, which is directed towards improvement of products of given kind.² It is desirable to select only the patent, which was issued during last 5-7 years.

Analyze of patent description of requests towards production is provided on the basis of the materials of patent searching, namely, on the basis of sections of patent description. Here is the critic of defaults of identified technical decisions, objective or goal of invention and priorities related with this invention. Through this the list of technical requests set by the inventors to the products is given, which reflect requests of the consumers towards given production.

Request set towards production such way shall be

connected to specific technical-economical value or that of the products of given kind. The list of technical-economical indexes is concluded finally, where each technical and economical value is attached with the requests related with improvement of these values directly or indirectly. Obtained list of technical-economical values expresses important consumer features of the object.

After this, it is necessary to provide comparison of several inventions, which have pretences for selection in the form of basic sample through the quality of their influence on the technical level of the products. For this they evaluate improved technical-economical indexes on each invention. In such calculation greater importance is given to foreseeing technical effectiveness of the invention, given below.

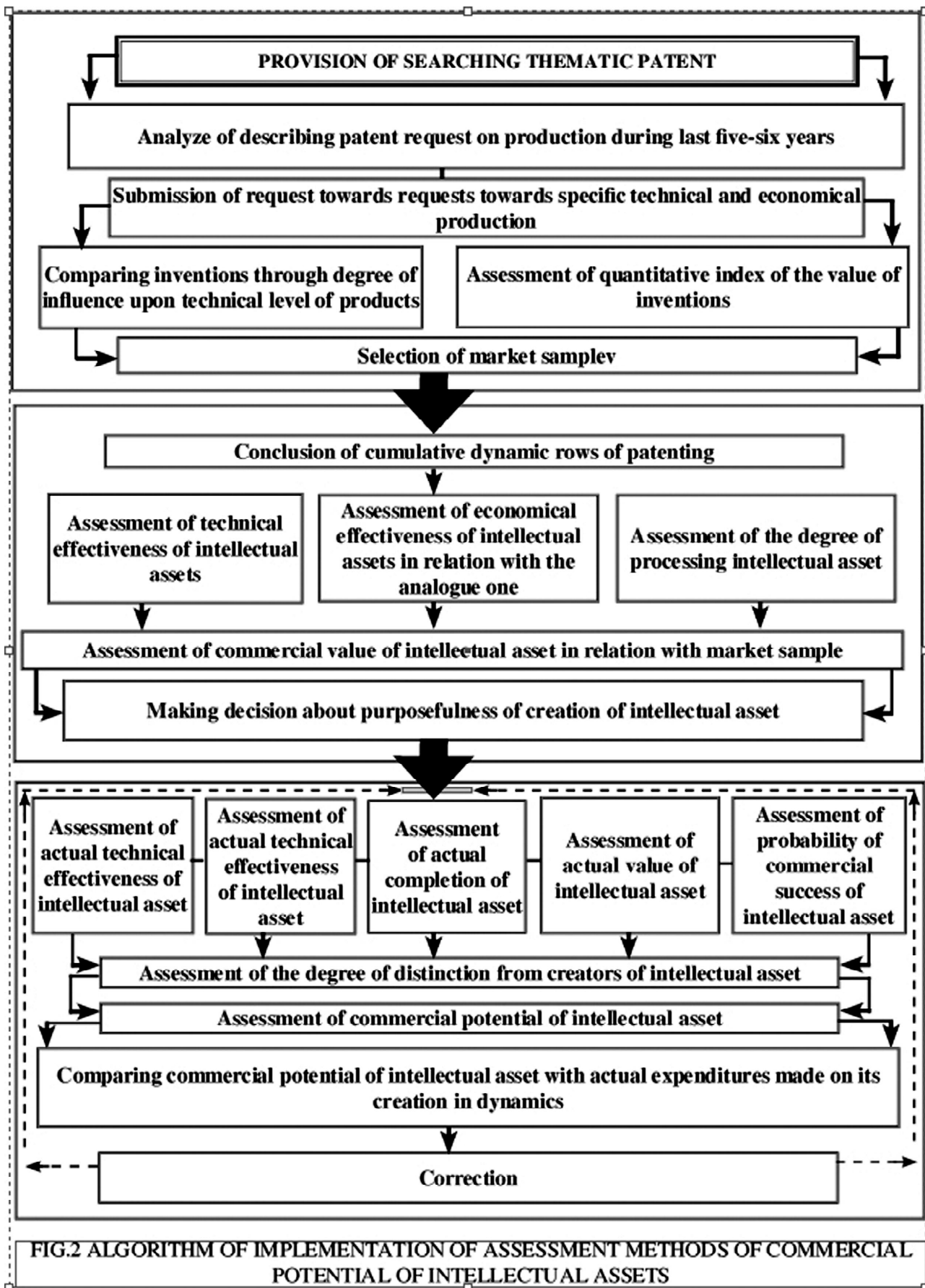
It is remarkable that every invention selected through given methods shall be truly valuable from the commercial point of view. For rising reliability of such studies it is needed to compare so-called patent-legal index. For this purpose they use formal indexes of the value of invention, which are taken from referral-bibliographic data of patents, description of the invention related with the patent, and drafts and formulas of the invention. In this regard following indexes may be used:

- 1 Number of paragraphs of patent formula (characterizes the quality of legal protection of invention);
- 1 Number of drafts of illustration of the essence of the invention (defines the degree of processing of the detail);
- 1 Name of patent states (characterizes range of legal protection of invention and its commercial value);
- 1 Number of indication on information carriers, foreseen in the process of expertise (it characterizes the level of information provision of the process of legal protection and creation of invention);
- 1 Quantity of classification category of searching fields (characterizes scientific value of invention);
- 1 All these values have quantitative expression and may be compared with each other.

Through each patent they provide assessment of reduced rate and defining priorities of patents through each value. The patent obtaining maximal priority will be deemed to be discussed among patents. Outcomes of conducted analyze is compared with the quality of assessment outcomes of these patents through technical level of production, which is the ground to selection of basic sample for comparison.

Second basic block, which consists of commercial value of intellectual asset and assessment of procedures through comparison with basic sample, considers conclusion of following operations:

- Conclusion of cumulative dynamic row of patents;



- Assessment of technical effectiveness of intellectual asset compared to the analogue;
- Assessment of technical-economical effectiveness of intellectual asset compared to the analogue;
- Assessment of the degree of processing intellectual asset compared to the analogue;
- Assessment of commercial value of intellectual asset compared to the basic sample;
- Making decision considering purposefulness of creation of intellectual assets.

Conclusion of cumulative dynamic row of patents is provided through each technical-economical index and it makes increasing number of protection documents (applications). It is related with improvement of specific technical-economical value during specific period of time. Pursuant visual comparison of built curves of the dynamics of patents conclusions may be made considering what the efforts of inventions was mostly directed towards.

Assessment of technical effectiveness of intellectual asset compared to analogue means assessment of influence of the invention upon technical-economical index of the production, though which invention is used or it is intended to be used for. This means calculation of the speed of changing curves of dynamic rows of patenting through each technical-economical index during recent years, which is equivalent to the dynamic of industrial function of patenting or equivalent to the tangent of the corner of inclination:

$$S = P' = tg\alpha \quad (1.1)$$

Where S is the speed of amendment of patent activity through given technical-economical index;

P – function of dynamics of patent asset;

α – corner of inclination of the tangents crossing the curve of patent activity.

Low speed of changing patent dynamic proves that fact that given technical-economical value is relatively important from technical and economical point of view.

After this the ratio of weight of technical-economical index is calculated after this:

$$V_i = \frac{S_i}{\sum S_i} \quad (1.2)$$

Sum of the ratio of weight of every index of products shall equal to 1. Consequently technical effectiveness of invention is evaluated with the formula:

$$P_{ef} = 1 + \sum V_i \quad (1.3)$$

Herewith, if using invention in the production of given kind instead of basic sample makes it possible to change or improve one of the indexes of products, when the ratio of such index is included in the algebra sum of weight ration with the “+” sign; while in case of worsening of some indexes – with “-”. The ratio of technical effectiveness calculated this way characterizes positive useful outcome from using invention in relation with specific products, defines changing of technical level of products, related with changing of basic sample of invention.

In case when $P_{ef} > 1$, invention compared to the analogue provides rising technical level of products.

After this effectiveness of technical-economical effectiveness is provided with following formula:

$$P_{te} = \frac{P_{ef}}{C_c} \quad (1.4)$$

Where, P_{te} is technical-economical effectiveness of invention compared to the analogue;

C_c – dependence of expenditures needed for preparation of the unit of products with the expenditures needed for the unit of products through using analogue.

In case, if $P_{te} \geq 1$, profit made from realization of products made through using of invention overcomes that made earlier.³

² Measuring and Reporting Intellectual Capital: Experience, Issues and Prospects. Amsterdam: OECD. 2006; Chatrkel J. The collapse of enron and the role of intellectual capital. Journal of Intellectual Capital, 2003. 14(2): pg. 127-143.

³ Lukicheva L.I., Ushakova E.V. The Reserves of increasing in efficiency of scientifically based production. THE MAIZE, 2000. pg. 79-82.

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Assessment of commercial value of invention compared with the analogue is provided through the formula:

$$P_{com} = P_{te} \times F_f \quad (1.5)$$

Where P_{com} is commercial value of inventions;

F_f – dependence of commercial success of invention and the probability of analogue (calculated through expert way).

If $P_{com} \geq 0.75$, it is perspective from commercial point of view;

On the basis of brought calculations they make decision considering purposefulness of creating intellectual asset (final sample).

It shall be noted that speed of patent dynamic, is multi-factor size and its utilization for basic sample may be provided with specific reductions. Through such reductions patent information may be used, which is generated by foreign companies, as patent policy of western companies is more progressive compared with the positions of native production and, respectively, such information reflects real condition of knowledge-consuming fields and trends of their development.

Third block consists of conclusion of specific works at every stage of creating prototype of integral microcircuit. This list includes:

- Actual evaluation of technical effectiveness of intellectual asset;
- Assessment of actual completion of intellectual asset;
- Assessment of actual value of intellectual asset;
- Assessment of probability of commercial success of intellectual asset;
- Assessment of the degree of alienation of intellectual asset from the side of its creators;
- Assessment of commercial potential of intellectual asset;
- Assessment of actual expenditures on creation of intellectual asset;
- Assessment of comparing commercial asset with intellectual one from actual expenditures on its creation

in dynamics.

Through outcomes of concluded monitoring correction of managerial activities is provided as well as making decision about planned forms of economical circulation of intellectual asset.

Definition of technical effectiveness of intellectual asset is provided similar to the previous stages. It may be changed from stage to stage in the process of creating prototype of integral microcircuit, which is related with technical-economical values with improvement or worsening of mentioned values.

Assessment of the level of actual processing is provided through dependence on the degree of readiness on using intellectual asset.

There are following values of actual completion of intellectual asset (Table 1).

Table 1.

VALUES OF ACTUAL COMPLETION OF INTELLECTUAL ASSET

PROCESS STAGE OF CREATION OF THE PROTOTYPE OF INTEGRATED MICROCIRCUIT	INDEX OF COMPLETION OF INTELLECTUAL ASSET
<i>Processed electronic scheme</i>	<i>0.1</i>
<i>Processed typology</i>	<i>0.2</i>
<i>Processed with respective order and technological files</i>	<i>0.3</i>
<i>Means of measurement and control of integral microcircuits are processed</i>	<i>0.5</i>
<i>Processed integral microcircuits</i>	<i>0.7</i>
<i>Prepared experimental samples</i>	<i>0.8</i>
<i>Obtaining technical part of realized project</i>	<i>0.9</i>

Assessment of actual value of intellectual asset is provided through calculation of ration of achieved results, as well as technical task of solving the value of complexity and ratio of innovation.

$$V_f = K_r \times K_\alpha \times K_n \quad (1.6.)$$

Where V_f – actual coefficient of intellectual assets;

K_r – coefficient of achieved outcome;

K_α – coefficient of complexity of solving technical task;

K_n – coefficient of innovation.

Using values of given coefficients may be provided in various times (Tables 2, 3, 4, 5, 6).

Table 2.

COEFFICIENT OF ACHIEVED RESULTS

DEGREE OF PLANNED TECHNICAL INDEXES	COEFFICIENT OF ACHIEVED OUTCOME
Actual achievement of secondary technical indexes, which are not conclusive for the given products (for technological processes)	0.2
Actual achievement of technical values, which is certified in documents (in acts, drafts and etc)	0.3
Actual achievement of technical values, which are defining for specific products (technological processes) certified in documents.	0.4
Actual achievement of qualitatively new basic technical indexes (technological processes) certified in documents.	0.6
Actual obtaining of new products (technological process) characterized with high basic technical indexes among analogues of famous kinds.	0.8
Actual mastering of new products (technological process), which is mastered in production for the first time and owns qualitatively new indexes.	0.9

Table 3.

COEFFICIENTS OF COMPLEXITY OF CONCLUSIVE TECHNICAL TASK

VERSION OF SOLVING TECHNICAL TASK	COEFFICIENT OF COMPLEXITY OF SOLVING TECHNICAL TASK
Technical task is solved through constructive implementation of fulfillment of one simple standard element, one operation of the process.	0.1
Technical task is solved through comparing simple processes of complex elements through constructive implementation of operation of technological process or uncertified parameters.	0.2
Technical task is solved through solution of constructive solution of several non-basic element or process.	0.4
Technical task is solved through constructive solution of every element and process.	0.7
Technical task is solved through constructive implementation of the processes of accompanying systems and complex technologic systems.	0.8
Technical task is solved through constructive implementation of technical processes, which basically belong to new divisions of science and technique.	0.9

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Table 4.

INDEX OF INNOVATION

DEGREE OF INNOVATION OF TECHNICAL SOLUTION	INDEX OF INNOVATION
The task is solved through invention, which exists in using well-known devises for new purpose (when formula of invention is started with the word "It is used in...")	0.2
The task is implemented by using invention, innovative totality of well-known solutions, which provides given technical outcome, i.e. when different part of the formula of invention includes indications considering other progress of operation on new connections of well-known elements and so on.	0.3
The task is solved though inventions, which has the prototype and conforms to the greater part of basic signs of new solutions.	0.5
The task is solved through inventions, which has the prototype, and conforms to the basic signs of new solutions through small number.	0.8
The task is solved through invention, which are characterized with totality of existed distinctions and has no prototype, i.e. when the invention solves new or well-known task with principally new way.	0.9

Assessment of probability of commercial success is provided in accordance with the assumption that the faster project is realized, the more is the assumption of success. Processed information system makes it possible to reduce time of operation on gaining and processing information considering intellectual assets, and thus, in its turn, it supports reduction of the term of realizing the project.

Calculation of probability of commercial success is provided through following formula:

$$P_{suc} = \frac{T_{pr}}{T_{fact}} \quad (1.7.)$$

Where P_{suc} is probability of commercial success of intellectual asset;

T_{fact} is actual time wasted on processing intellectual assets till the achieved stage;

T_{pr} – term of implementation of the project till given stage, which is included in the plan of creating intellectual object.

Pursuant to the meaning of probability of commercial success the coefficient of commercial success is defined (Table 5).

Table 5

COEFFICIENT OF COMMERCIAL SUCCESS

INTERRELATION OF PLANNED AND ACTUAL TERMS OF PROJECT IMPLEMENTATION TILL GIVEN STAGE	COEFFICIENT OF COMMERCIAL SUCCESS
$P_{suc} < 1$	0.1
$P_{suc} = 1$	0.3
$1 < P_{suc} < 1.5$	0.6
$P_{suc} > 1.5$	0.9

Degree of alienation of intellectual asset from the side of its creators is provides in accordance with the degree of actual separation of given asset from the individual or group of individuals (Table 6).

Table 6

INDEXES OF THE DEGREE OF DISTINCTION OF INTELLECTUAL ASSET FROM ITS CREATORS

DEGREE OF DISTINCTION OF INTELLECTUAL ASSET FROM ITS CREATORS	INDEX OF THE DEGREE OF ALIENATION FROM INTELLECTUAL ASSET
Zero (At the level of the idea of one person)	0.1
At the level of two or more specialists	0.3
Black documentation (drafts, manuscripts)	0.4
Certified technical task	0.5
Certified complex of construction documentation	0.75
Experimental sample	0.8
Report on outcomes of testing	0.9

Assessment of commercial potential of intellectual asset is provided on the basis of building multiple models:

$$CPia = P_{ef} \times P_{fin} \times V_{fc} \times K_{suc} \times P_o \quad (1.8)$$

After this comparing the dynamics of commercial potential of intellectual asset takes place with the dynamics of increasing expenditures on making assets.

Monitoring of conclusion of such procedure of the dynamics of commercial potential exists in the fact that at every stage of the process of creating prototype they may determine if the outcome conforms with the efforts wasted on it; is it possible or not to make decision about using planned form of economical circulation of intellectual potential. In case of detecting inconformity the reasons of it may be established and analyzed, which will definitely give rise to processing of recommendations and correction of managerial activities. This gives rise to the reduction of probability of the rules of processing managerial decisions and rising effectiveness.

Through conclusion and evaluation of monitoring of commercial potential, as well as through conclusion of situational analyze, selection of the forms of economical circulation of intellectual capital is provided.

Following stage is regulation of property relation on the outcomes of intellectual property and intellectual activities, as it is impossible to commercialize successfully exact separation of legal domain of intellectual capital.

For today, assessment of the value of the outcomes made through intellectual activities is more problematic aspects.

As we have said above, tens of methods of evaluation of intellectual property and intellectual activity by native and foreign specialists. They differ from each other for the purpose of assessment, through typology of intellectual capital, methodological approaches empiric verification and many other factors. Part of the methods is developed in the form of practical usage, for example, Scandia Navigator "First Processing" – when

others exist through abstract provisions and indications.

Unfortunately, notwithstanding publications and interest towards the issue, there is no integrated method of approach towards intellectual capital. Most part of publications of the authors in this domain is dedicated to the intellectual property, its protection, evaluation, management and so on. These works are mostly of legal-normative nature. Such status is clear for the economy of modern post-communistic states. They are characterized with low level of protection of intellectual property, undeveloped legal base, and existence of qualified specialists. That is why the issues of protecting intellectual property are of great interest. **Economical and not legal aspects of managing intellectual property shall be emphasized, totally upon intellectual capital**

It is remarkable, that great number of alternative methods of assessment of intellectual capital was not recognized and for today none of the methods are recognized by specialists in the basic or universal role. In this regard there were attempts to conduct empiric studies, to evaluate corporative practice of intellectual capital with accompanying financial outcomes, though they couldn't find needed actual support.

Moreover, if basic part of the methods of assessment of intellectual capital was submitted mostly in 1997-2003, during last years number of such works was reduced and specific regress may be fixed in this domain. Today the specialists speak about the fact that the concept of intellectual capital has wide range of abstract theories. They need additional, including, empiric verification, while the field of study itself requests large structuring and unification of cognitive body.

Such status is important factor and it emphasizes necessity of additional analyze and study. This is a kind of challenge towards intellectual capital

The Concept itself was formed as interdisciplinary structural component, basic reason of which was immaterial and increasing role of invisible forms, as well as in creation of economical values.

It is important to review general economical context, which supported the concept of intellectual capital and formation of the theory. Rise of interest towards the theory of intellectual capital at the stock-exchange markets of the developed states of 2000s was provoked by the importance of high-technological companies. In those times significant existence of intellectual capital in the companies having “new economy” was used at the stock-exchange markets to explain economical outcomes of capitalization, which finally gave rise to bankruptcy of great number of small and number of large companies. Rates of growth on technological companies, assessment of market value approached traditional sector, which means that the investors shall evaluate the perspectives of the companies with New Economy more effectively.

In some regard, this granted intellectual capital academic concept, which started development more deeply and not spatially. Amendment of massive cognition could not be reflected at scientific discipline, which is the apologue of new economy. The reflex was born in literature towards fundamental provisions of the theory of intellectual capital, which were formed by classic authors and it was considered by the specialists without needed critics; for example: the first number of the magazine with scientific profile: “Journal of Intellectual Capital” was totally dedicated to critical description of the concept of intellectual capital, its basic provision, theoretical achievements and practical outcomes.

We may come to conclusion considering studies dedicated to the problems of intellectual capital, are required:

- 1 More detailed comprehension of intangible value and creation of additional study of dynamics;
- 1 Obtaining complexity and “ignorance”;
- 1 Receiving indefiniteness and risk;
- 1 Additional study of the issues of property right with the deep meaning of this concept, especially in relation with the relation “Intellectual Capital – worker”.

Creation and verification of new methodological approach shall be based on critical understanding of existed methods and overcoming their limiting bounds.

The issue of purposes is of essential importance, i.e. the issue about the fact which shall be based on assessment of this or that methods. Generally, such purposes may be separated in two groups: 1) submission of additional information on intellectual capital for external users that is disclosure of information; submission of additional information for internal utilization, in the first place for the managers of upper range of management.

Notwithstanding the fact that these objectives in some cases may be crossed and fill each other, methodical approaches towards general purposes shall be dif-

ferent. The first objective has the context of clearly expressed image, though theoretically it may gain economical expression in reduction of the capital of the company. Notwithstanding the fact that some companies of the developed countries do not hide information considering intellectual capital, this practice couldn't gain respective distribution.

In the modern economy, in which the number of open companies is reduced, institutional environment is weak, corporative law is weakly developed, massive openness of information considering intellectual capital by the issuers is less expected, that is why creation of taxonomy for external users of information considering intellectual capital shall not be deemed to be respectively certifies. And more, the ability of submitting information considering intellectual capital to the users is too doubtful. The Company may submit additional non-financial information, which goes beyond legal meaning, though it pay not provide external users with respective complete information considering intangible assets, which forms intellectual capital, knowledge-consuming company, for example, is able to notify others about patents belonging to it, though their value, utilization of protective functions, forming competitive analogues may not be represented within the bounds of universal quantitative construct.

Another objective of creating the method of assessment of the value of intellectual capital shall be certified and it has practical perspectives. In the given case they foresee assessment of the value of intellectual capital and not of some abstract one. Most part of existed methods, essentially, provide logical connection of financial and nonfinancial indicators, which include internal connections, as well as influence upon economical outcomes, is not transparent.

Basic argument, which is against this approach, is the fact that it is impossible to separate the reason from the result; that is not clear if changing nonfinancial index gives rise to the amendment of economical outcomes or vice versa. Ordinarily, they consider the first version, though at the level of hypotheses another version is quite possible. That is why, notwithstanding attractively of these methods of approach, which gained quite wide spread in the system of assessment of effectiveness of the company activities, its utilization has no quite analytical reason. And more, connection in similar systems is exploitative among indicators, pursuant to their creators, due to some natural logical assumption. They do not often have specific practical justification.

In this regard, it is necessary to use nonfinancial indexes upon assessment of operative activities of the company, quantitative assessment of intellectual capital is necessary upon solution of strategic objectives.

We shall touch upon connection between tasks of management and intellectual capital. General recognized justification of this connection is certified with “what can not be assessed may not be managed”, though such explanation is based on negative formation and it doesn’t remove the essence of internal connection between assessment of intellectual capital and its management. It is necessary to divide distinction between assessments of ordinary material assets and evaluation of immaterial assets, as similar to the aestivation towards material assets, intangible assets are unprofitable.

In this regard, under the meaning of basic market of intellectual capital they mean assessment of available basic possibilities, which gives to the company effectiveness in using. Valued size of intellectual capital is an abstract value, which is recognized by the company management as justified measurement of existed possibilities. Such practice of assessment of assessment of the value of intellectual capital doesn’t oppose to the traditional objective of increasing the value of whole organization. At the same time as the role of basic factor of realizing necessity is played by intellectual capital, **let us form basic provisions of assessment concept of dynamic models of intellectual capital:**

1. Comparing expenditures and benefit. Complete registration of expenditures made on creation of stipulated elements of intellectual capital shall take place. In the most part of existed models of evaluation of intellectual capital, they use different principle approaches towards assessment of intellectual capital. Expenditure methods are based on innovative principles of rationality (rational investor under the conditions of effective market doesn’t pay for goods more than in the goods of similar quality). In its turn, method of income upon assessment is based on the principle of economical effectiveness, through which current brought value of the asset is the size of whole future cash flows related with its utilization. Herewith, it is necessary to remember that upon theoretical allowance absolutely reliable outcomes of assessment of the asset value upon using various approaches will be different from in relation with the brought size. Essentially, these two methods of approach considering the nature of the asset value reflect fundamentally different figure. In the following process of strategic management the evaluation shall be based on the integration of both methods of approach and their connection in the process of making investment decision.

2. Upon assessment through incomes of intellectual potential they use methodology of real options, as the most part of the elements of intellectual potential, generally are made of real options.

3. Dynamic method of approach considers iterative usage of the method, when external data of the

first cycle of operation make key data of correction of whole system of evaluation.

4. The system of assessment of intellectual capital shall be directed, in the first place, towards its management and not upon any other reason.

Thus, evaluation of intellectual capital and all its components are important stage outcomes of which define further development of commercialization of intellectual capital greatly.

During internal utilization of intellectual asset they provide its putting into books in compliance with the requirements of principles of accounting. As we have already said the allowed circle of putting intellectual assets to the book essentially reduce possibilities of its capitalization. That is why native production often lack possibility of taking outcomes of intellectual activities into books and thus they are late in implementation of this stage.

At the following stage the enterprise shall necessarily provide monitoring of eradication of unfair competition in the process of processing and realization of knowledge consuming products.

Upon internal usage problematic field of managing commercialization of intellectual capital is definition of the share of profit made upon utilization of intellectual asset. Comprehensive accounting of intellectual assets of the enterprise, as well as transfer of the system of identification reduce significantly processing and realization of methods.

Evaluation of effectiveness of internal usage of intellectual assets is comparison of expenditures made by the company, in the process of creation and utilization of intellectual asset with the profit made from realization of knowledge-consuming production. This task may be solved through creation of integral database and management of intellectual asset, through processing of the method of accounting.

Through outcomes of assessment of effectiveness of internal usage of intellectual asset they provide processing of recommendations and management of intellectual capital, taking into account the influence of external and internal surrounding of factors.

Upon making decisions considering internal utilization of intellectual asset they provide selection of the forms of economical turnover of intellectual assets and its inclusion in economical circulation, as well as permanent monitoring and overcoming unfair competitiveness.

Consequently they provide assessment of effectiveness of internal utilization of intellectual assets, processing recommendations and correction of the strategy of managing intellectual capital through influence of the factors of external and internal factors.

Methodology of managing commercialization of intellectual capital consists of utilization of commercial capital of internal and external utilization, which conditions utilization of various managerial instruments and methods for each one.

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ინტელექტუალური კაპიტალის კომერციალიზაციის შეფასების და მართვის კონცეფციის ძირითადი დებულებები

ლამარა ქოქიაშვილი
სტუ-ის სრული პროფესორი,
ეკონომიკის მეცნიერებათა დოქტორი

სტატიაში დასაბუთებულია ინტელექტუალური კაპიტალის კომერციალიზაციის მართვის ინტეგრირებული მეთოდოლოგიის შემუშავების აუცილებლობის საკითხი. იგი თანმიმდევრულად მოიცავს ინტელექტუალური კაპიტალის შემადგენელი კომპონენტების კომერციული გამოყენების ყველა ეტაპს. ინტელექტუალური კაპიტალის კომერციალიზაციის სტრატეგიის შემუშავებას საერთო კორპორატიული სტრატეგიის ჩარჩოებში წინ უსწრებს შიდა და გარე გარემოს ანალიზის ჩატარება.

თავდაპირველად ინტელექტუალური კაპიტალის კომერციალიზაციის სტრატეგიის შემუშავებისას გამოიყოფა ინტელექტუალური შემადგენელი ელემენტების შიდა და გარე გამოყენებასთან დაკავშირებული ორი სტრატეგიული მიმართულება.

მარკეტინგული და საპატენტო კვლევების ჩატარება განაპირობებს მოთხოვნის წარმოქმნას კონკრეტულ ინტელექტუალურ აქტივსა და ანალოგი დამუშავების მიწოდებაზე, ფასების დონეზე, ბაზრის წესსა და პირობებზე, ასევე ინტელექტუალური კაპიტალის გარე გამოყენების ოპტიმალურ დროზე.

ინტელექტუალური კაპიტალის კომერციალიზაციის გეგმების ფორმირება, პარტნიორების, მიმწოდებლისა და მომხმარებლების ძიება უზრუნველყოფს ინტელექტუალური პროდუქტებით ბაზარზე გასვლისათვის რეალურ პირობებს ინტელექტუალური აქტივის მეცნიერებატევად პროდუქტად გარდასაქმნელად.

ინტელექტუალური კაპიტალის კომერციალიზაციის მართვის პროცესში წამყვან როლს ასრულებს ინტელექტუალური საქმიანობის შედეგების კომერციული პოტენციალის შეფასების დინამიკა ინტელექტუალური პროდუქტის შექმნის პროცესში. ამასთან დაკავშირებით განხილულია მონიტორინგის მეთოდიკა და ინტელექტუალური საქმიანობის შედეგების კომერციული პოტენციალის შეფასება ინტელექტუალური პროდუქტის შექმნის სხვადასხვა სტადიაზე.