

# **5th European Conference on Intellectual Capital 2013**

**Bilbao, Spain  
11 – 12 April 2013**

**Editors:**

**Lidia Garcia  
Arturo Rodriguez-Castellanos  
Jon Barrutia-Guenaga**

**ISBN: 978-1-62276-677-2  
ISSN: 2049-0933**

**Printed from e-media with permission by:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571



**Some format issues inherent in the e-media version may also appear in this print version.**

Copyright© The Authors, (2013). All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

Printed by Curran Associates, Inc. (2013)

Published by Academic Conferences Ltd.  
Curtis Farm Kidmore End  
Reading RG4 9AY UK

Phone: 441 189 724 148

Fax: 441 189 724 691

[info@academic-conferences.org](mailto:info@academic-conferences.org)

**Additional copies of this publication are available from:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571 USA  
Phone: 845-758-0400  
Fax: 845-758-2634  
Email: [curran@proceedings.com](mailto:curran@proceedings.com)  
Web: [www.proceedings.com](http://www.proceedings.com)

## Contents

Paper Title	Author(s)	Page No.
Preface		
Committee		
Biographies		
The Effect of Transformational Leadership on Product and Process Innovation in Higher Education: An Empirical Study in Iraq	Sawasn Al-Husseini, Ibrahim Elbeltagi and Talib Dosa	1
From Taxonomic to Networked Models of Intellectual Capital and its Development	Eckhard Ammann	11
Structural Capital, Innovation Capability, and Company Performance in Technology-Based Colombian Firms	Nekane Aramburu, Josune Sáenz and Carlos Blanco	20
A Structural Model for Organizational Justice in Universities Based on Intellectual Capital	Azizi Balvand, Fattah Nazem, Alireza Chenar and Omalbanin Sadeghi	30
What Makes an Enterprise Sustainable? Or: is “Green” Really “Green”?	Dina Barbian	38
Creating Virtual Mentoring Programs for Developing Intellectual Capital	Bob Barrett	47
The Impact of Intangibles on Value Creation: Comparative Analysis of the Gu&Lev Methodology for the United States Software and Hardware Sector	Leonardo Basso, Herbert Kimura, Juliana Saliba and Erica Braune <sup>1</sup>	54
The Existence and Disclosure of Intangibles versus Corporate Financial Performance in France	Leonardo Fernando Cruz Basso, Evelyn Seligmann-Feitosa, Diógenes Bido and Herbert Kimura	63
The Influence of the Process of Measuring IC on Performance	Donley Carrington	74
The Distinctiveness of Knowledge Sharing Processes Within Multinational Companies	Vincenzo Cavaliere and Sara Lombardi	82
The Influence of Relational Capital on Product Innovation Performance at Innovative SMEs	Pedro Figueroa Dorrego, Ricardo Costa and Carlos Fernández-Jardon Fernández	91
The Role of ISO 14001 in Sustainable Enterprise Excellence	Tijana Durdevic, Cory Searcy and Stanislav Karapetrovic	99
Measuring the Impact of Services Innovation: What do we Know?	Susanne Durst and Anne-Laure Mention	108
Socio-Ecological Innovation: Strategic Integration of Innovation for Sustainability and Sustainable Innovation	Rick Edgeman and Jacob Eskildsen	114
Sustainable Enterprise Excellence: The Springboard Model and Assessment	Rick Edgeman and Jacob Eskildsen	123
Coupling with Standardisation and Diversity: Intellectual Capital Reporting Guidelines for European Universities	Susana Elena and Karl-Heinz Leitner	132
IC Management in Universities: Where is Teaching?	Susana Elena and Katja Pook	142

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No.</b>
The Role of Human Capital and Customer Capital in Supporting Product Innovation	Ahmed Elsetouhi and Ibrahim Elbeltagi	154
Effect of Investments on Training and Advertising on the Market Value Relevance of Intangibles	Lidia Garcia-Zambrano, Arturo Rodriguez-Castellanos and Jose Domingo Garcia-Merino	164
Intellectual Capital: An Accounting Change Perspective	Marco Giuliani	174
The Five Cs of Intellectual Capital: Two Additional Dimensions of Assessment	Uma Gupta and Joseph Azzopardi	182
Developing & Measuring Intellectual Capital: A Conceptual Model for High Technology Companies	Harold Harlow	187
The Impact of Gender and age on Knowledge Absorption: An Empirical Study on NGO Beneficiaries in Bangladesh	Sheikh Shamim Hasnain	195
Intellectual Capital in Developing Micro-States: The Case of Caribbean SMEs	Lennox Henry and David Watkins	204
Towards a Model for Measuring University Sustainability	Raine Isaksson, Mikael Johnson and Rickard Garvare	213
Architecting the Dynamics of Innovation	Ton Jörg and Stephanie Akkaoui Hughes	222
The Identification of Polish Banks Intangibles' Significance and Efficiency	Monika Klimontowicz and Janina Harasim	231
A Structural Model for Social Capital in Banks based on Quality of Work Life	Anahita Madankar and Fattah Nazem	241
The Effect of Intellectual Assets and Intellectual Liabilities Disclosure on Financial Performance: An Empirical Analysis of Publicly Listed Companies in the United Arab Emirates	George Majdalany and Jeffrey Henderson	248
Intellectual Capital Development in Business Schools: The Role of "Soft Skills" in Italian Business Schools	Maurizio Massaro, Roland Bardy, Maria Teresa Lepeley and Francesca Dal Mas	259
Intellectual Capital Management: From Theoretical Model to a Practice Model	Florinda Matos	266
What is Intellectual Capital Management Accreditation?	Florinda Matos, Albino Lopes and Nuno Matos	279
Intellectual Capital and the System of Organisational Management	Ludmila Mládková	290
Validation Scale for Measuring Social Capital in Higher Education Institutions	Fattah Nazem and Madankar Anahita	297
Intellectual Capital's Leverage on Shareholder Value Growth: A Lesson for Developing Economies	Bongani Ngwenya	303
Managing Intellectual Capital in the Information and Communication Industry: The Spanish Case	Maria Obeso, Maria Jesus Luengo and Maria Angeles Intxausti	314
Towards Corporate Sustainability – a Small and Medium-Sized Enterprise Perspective	Ronald Orth and Holger Kohl	323
Intellectual Capital Growth Model: Using IC Measurement Logic on AK Endogenous Model	Stevo Pucar	333

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No.</b>
How to Build Innovative Knowledge High-Tech Companies: An Exploratory Analysis of 22@ Companies	Maria Pujol-Jover and Enric Serradell-Lopez	344
The Impact of Corporate Governance Indicators on Intellectual Capital Disclosure: An Empirical Analysis From the Banking Sector in the United Arab Emirates	Muhieddine Ramadan and George Majdalany	351
Knowledge Management Practices as the Basis of Innovation: An Integrated Perspective	Maria João Nicolau Santos and Raky Martins Wane	362
Product Innovation Building, the Relevance of Human Capital: A Case Study	Helena Santos-Rodrigues, Luis Lousinha and Desireé Cranfield	371
Intellectual Capital and Innovation: A Hospital Case Study	Helena Santos-Rodrigues, João Faria' Carminda Morais and Desireé Cranfield	376
Human Capital and Financial Results: A Case Study	Helena Santos-Rodrigues, Guiomar Pereira-Rodrigues and Desireé Cranfield	384
Measurement of Intellectual Capital for Innovation	Sabina Scarpellini' Miguel Marco, Alfonso Aranda and Estrella Bernal	389
Intellectual Capital Formation in EU Cross Border Regions: Theory and Application	Klaus Bruno Schebesch and Eduardo Tomé	398
Intellectual Capital Factors as the Basis for a Brazilian Competitive Intelligence System	Camilo Augusto Sequeira, Markus Will, Eloi Fernández y Fernández, Holger Kohl and Adeline Du Toit	409
Disclosing Intellectual Capital in Tertiary Education: From Necessity to Reality	Marta-Christina Suciú, Luciana Picioruş and Cosmin Ionuţ Imbrişcă	419
Specificity of Corporate Value Creation in Different Types of Companies	Grigorii Teplykh	428
Millionaires and Intellectual Capital: An Empirical Study	Eduardo Tomé, Luliia Naidenova and Marina Oskolkova	436
ICBS Intellectual Capital Benchmarking System: A Practical Methodology for Successful Strategy Formulation in the Knowledge Economy	José Viedma Marti and Maria do Rosário Cabrita	445
Intellectual Capital (IC) in Social Media Companies: Its Positive and Negative Outcomes	Piotr Wiśniewski	455
Revived Brands as Intangible Assets: Two Qualitative Case Studies	Aleksandra Zaleśna	464
Building Intellectual Capital by Using Computer Technology for Vernacular Creativity and Well Being in Nursing Home Residents: An Action Learning Approach	John Zanetich	471
Human Capital Intangibles in Family Firms: Identification and Measurement	Patrocinio Zaragoza-Sáez, Enrique Claver-Cortés and Hipólito Molina-Manchón	477
<b>PHD Papers</b>		485
Does National Culture Affect Intercultural Knowledge Transfer?	Dolores Bengoa	487
Intellectual Capital in the Higher Education Institutions of Latvia in the Context of International Trade	Airita Brenča and Rasma Garleja	495

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No.</b>
The Impact of Customer Knowledge Management Process on Service Recovery Performance	Nehal El-Helaly, Ahmad Ebeid and Azza El-Menbawey	506
Questioning Prevailing Methodologies on IC, Knowledge-Intensity and Knowledge Creation	Yasmina Khadir-Poggi and Mary Keating	516
Innovation and Earnings for SMEs	José Manuel López Fernández, Francisco Manuel Somohano Rodríguez and Francisco Javier Martínez García	523
The Quality of Information in Project Management	Jana Malá, Ľubica Černá and Dagmar Rusková	532
Relational Capital: The Role of Sustainability in Developing Corporate Reputation	Patricia Martínez García de Leaniz and Ignacio Rodríguez del Bosque	539
Adopting a Trust-Based Framework to Generate Social Capital: Espousing Social Learning and Social Capital for Enhanced Innovation, Improved Performance and Competitive Advantage	Athar Mahmood Ahmed Qureshi and Nina Evans	548
Intellectual Capital Evaluation: Return on Assets Methods Versus Market Capitalization Methods	Agne Ramanauskaite and Kristina Rudzioniene	557
University Missions: Compatible and Complementary? Theory and Empirical Analysis Through Indicators	Mabel Sánchez-Barrioluengo	564
A Conceptualization Linking Intellectual Capital, Dynamic Capabilities and Performance of Knowledge-Intensive Service Firms	Corentin Vermeulen	573
Intellectual Capital Information in Organizations - Prevalence and Correlations With Organizational Performance	Janet Wee and Alton Chua	581
<b>WIP papers</b>		591
Particular Aspects in the Intellectual Capital Management of the Romanian SMEs	Roxana Mironescu, Andreea Feraru and Catalin Drob	593
The Role of Intellectual Capital in the Entrepreneurial Firm Innovation	Helena Santos-Rodrigues and Liliana Alves	597
<b>Non Academic</b>		601
The Aleatoric leadership role - The choreography of intellectual capital in the NGO (non-profit organization)	<i>Paulina Świącańska</i>	603