

Comments should be submitted by Wednesday 14th December 2011.

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Type of Stakeholder (please tick one as appropriate)

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Key points:

The section "How is integrated reporting different" has aroused great interest at SKMF. There are key points listed, which have been part of knowledge management thinking since 1995. The three types of capital (social, intellectual and human), originally formulated by Leif Edvinsson for Skandia are today part of any basic knowledge management course - e.g. at Management Center of University of Applied Sciences in Bern. Furthermore trust and its counterpart transparency make a pair that is largely dependent of companies culture and has direct influence of the organizations capability to share knowledge. Knowledge sharing in turn has direct influence on capacity for innovation.

At SKMF we have concluded, that the initiative around integrated reporting brings the discipline of knowledge management into focus to play a new key role. Our board members are excited about the potential knowledge management can contribute.

Q1a:

Value creation in a company depends on the kind and speed how people collaborate and the quality how they share knowledge. These aspects have to be covered in reporting, because its a key asset. In the past the essence of this has escaped the reporting. Reported where just the artefacts like patents or new products or services.

Q1b:

The issue like the Kyoto protocoll. Unless it is binding on an international scale it will not work.

Q2:

The connectivity between the various elements of information currently reported in separate reporting strands is important. More important we find the aspect of integrated thinking. We find the greatest benefit of the definition in todays and future performance ability and especially in its future resilience.

Q3:

The main reason why SKMF is supporting the development of integrated reporting is the fact that it will bring broader explanation of performance than traditional reporting. This is like the missing link between the capability and capacity to perform and today's reporting.

Q4a:

Larger companies are obliged to follow more strict rules, especially if they are publicly traded. The pressure from the investors will help the endeavor.

Q4b:

Ultimately there is no difference, because in every organization similar processes of information and knowledge exchange happen. Their efficiency influences the performance and value of the organization independently of its size and sector. Therefore IR is equally applicable everywhere.

Q5:

Yes they are, but in the model there are some key elements still missing. The relationship and quality between the internal factors depend on the culture and leadership of an organization. They have a key influence on the knowledge management processes and thus on the value creation capability. Therefore they should become part of the business model.

Q6:

Yes this is a key concept from the discipline of knowledge management and plays there a key role. It should be retained. Especially the human, intellectual and social capital. The natural capital is a must under the light of environmental sustainability.

Q7:

From our perspective connectivity of information is not enough. We propose "connectivity of information and knowledge". It is the interaction amongs people that drive the value and this emphasise the knowledge component. Information alone can not fulfill this.

Capacity building is another guiding principle of future orientated successful organizations. Capacity building is also an integrated concept that might be worthwhile to explore. At SKMF we have made good experience to use it as a perspective on organizations or departments.

Q8:

We would like to see leadership culture, identity, and innovation capacity to be added to the content elements. In our view they largely influence how the other content elements can become effective.

Q9a:

Focus on innovation capability through introducing the various types of capital is a key benefit. Furthermore the development of a common language and better collaboration across different functions within an organization is very important. This has been also a key knowledge management topic.

Q9b:

The main point from Swiss Knowledge Management Forum perspective is how to address "Capacity building – Building knowledge and experience across the reporting system." To help to provide a discussion forum and expertise regarding this topic will be our key mission regarding the IR initiative.

We agree with the points because they point out things we have been talking about for the last 10 years at SKMF.

Q9c:

We agree and find it a key additional information source, because it closes a key gap in reporting.

Q10a:

To run a pilot program is key in our opinion. In this way the framework can become more robust and therefore be better communicated.

Q10b:

See above.

Q11:

This initiative has given us great confidence that knowledge management will play an increasingly important role in the future of IR. We plan an event to be devoted to this topic probably in 2013 with hopefully good results from some of the pilot projects.