

Report on Research Study on Methods of Utilizing Intellectual Property that Contributes to Creating Customer Value and Strengthening Competitiveness

In recent years, in Europe and the U.S., intangible assets¹ have become a more important source of competitiveness as they account for a very large share of a company's market value.

On the other hand, investment in tangible assets remains more important than investment in intangible assets in Japan. In order to survive the fierce international competition in the future, it is necessary to encourage Japanese companies to invest in intangible assets and to utilize intangible assets.

In addition, the Tokyo Stock Exchange's Corporate Governance Code was revised in June 2021, and listed companies are now required to disclose their IP investments and have effective supervision by their boards of directors.

Thus, although the importance of investment in intangible assets, their utilization, and information disclosure is increasing, it can be inferred from previous research studies that there are a considerable number of companies with the following issues.

- (1) Insufficient coordination between the IP division and management or other multiple divisions, and
- (2) Insufficient explanation to management, investors, and stakeholders on how intangible assets are contributing to competitiveness enhancement.
- (3) The IP strategy has not been developed from the viewpoint of how IP can contribute to the creation of future corporate value.

Therefore, with the aim of finding ways to utilize intellectual property to create customer value and increase corporate competitiveness, this study will investigate the following aspects in particular

- (1) To grasp the effects of protecting and utilizing intellectual property in a complex and organic manner. In doing so, we will take into account the

¹ For the purposes of this study, "intangible assets" are defined as intellectual property rights, human assets, management philosophy, brand, know-how, data, etc.

perspective of how intellectual property contributes to management and business.

(2) Collect examples of successful cases where products and services have been differentiated and customer value has been created through the use of intellectual property. In doing so, we will take into account the perspective of how the IP division and other divisions cooperate with each other.

In addition, we will conduct interview surveys focusing on specific businesses of the companies, and compile the results into a collection of case studies and a report.

We hope that this study will encourage domestic companies to utilize IP more effectively and contribute to strengthening the international competitiveness of the industry.