



The Agency for Public Intangibles of France
accompanies public sector actors in
developing value from intangibles



MINISTÈRE
DE L'ÉCONOMIE, DES FINANCES
ET DE L'INDUSTRIE

MINISTÈRE DU BUDGET
DES COMPTES PUBLICS
ET DE LA RÉFORME DE L'ÉTAT

Public Intangibles and the Role of APIE

Public intangibles cover a broad spectrum of assets, such as public sector information, trade-marks, know-how, and the value of access to public spaces for private events. These assets can be powerful sources of social, cultural, and economic value for the benefit of citizens, companies, as well as the public sector.

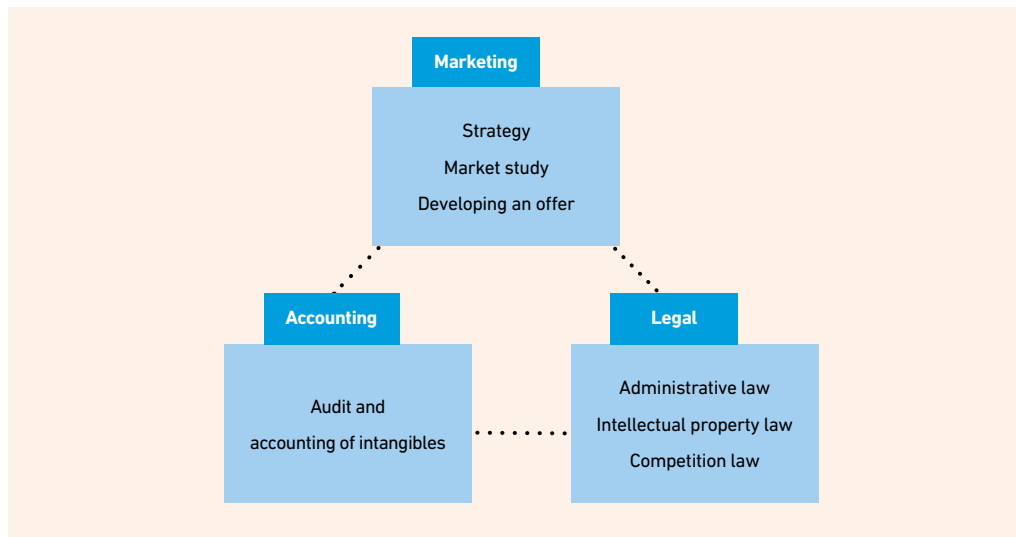
Developing value from public intangibles takes advantage of this potential in furtherance of the public interest and increases awareness of governmental institutions and their performance.

Since its creation in 2007, the Agency for Public Intangibles of France (APIE) has worked to develop value from intangible assets within all areas of the state. It advises and assists public sector entities in the various categories of initiatives set out below "Types of Assistance" while building coherent policies and sharing

best practices.

APIE develops methods and tools to enable governmental bodies to act in a secure and transparent legal framework and to protect the performance of their public service missions. It was also responsible for the regulation providing that when ministries take actions to leverage their intangible assets, they can keep the income generated by those actions, which they then utilize for purposes of modernizing public service.

APIE's actions are free of charge to the state entities it assists. Its three-fold expertise enables it to provide complete and efficient service:



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TYPES OF ASSISTANCE



Introducing intangibles into public sector strategy

APIE explains what intangibles are and how public employees can take advantage of them in managing public resources.

- We have a number of **publications** that can be downloaded from our website, providing practical information and guidance on specific topics.
- We organize bimonthly workshops and other **training and educational programs**.
- We carry out **customized actions** at the request of public sector bodies and establishments.



Identifying intangible assets

Prior to taking measures to develop value from intangibles, it is essential to determine what those assets are. APIE has developed innovative tools to assist in identifying intangibles, including:

- Carrying out a **flash audit** of major intangibles and making initial recommendations.
- Designing **dashboards** for managing intangibles.
- Identifying intangibles that can be included in the **balance sheet**.



Opening public spaces for film shoots

We assist public sector bodies in opening their buildings and other spaces to film and television producers in a manner that does not interfere with the performance of their public service responsibilities. Our approach is to:

- Help **define the objectives** and constraints.
- **Select the sites** that could be offered to producers.
- Carry out a study of the demand for the sites.
- Draw up the **offer** (including the contract, rates related services to be furnished).
- Promote the offer by means of an online **catalogue**.



Opening public spaces for private events

Similarly, APIE assists public sector bodies to meet the demand of events agencies and corporations seeking to organize major events in prestigious sites.



Managing intellectual property

Intellectual property is key to managing and leveraging intangible assets. APIE's role is to:

- Provide **advice in all aspects of intellectual property**: copyright; trademarks; rights in software, databases, know-how, and domain names; and issues relating to new technologies.
- Compile and share **best practices**.
- Evaluate and prevent **infringement risks**.



Developing value from public information

Public sector information represents a significant opportunity for society, economic actors, and public entities. APIE offers the following services to assist in optimizing the dissemination and re-use of PSI:

- Help **define the objectives**.
- Identify the applicable **legal context**.
- **Analyze** the information available and the **demand** already manifested by existing and potential re-users.
- Perform a **market study**.
- Analyze whether it is appropriate to charge for **re-use**.
- Define the content and services that will make up the **offer**, select the methods of **dissemination**, and determine the **pricing structure** if appropriate.



Managing public sector trademarks

Trademarks are a powerful instrument for strengthening the image of public sector entities. APIE's marketing and legal expertise enables it to:

- Perform an **audit and strategic review** of the potential value of a portfolio of trademarks.
- Assist with all aspects of **branding strategy**.



Providing collective management services for public sector trademarks

APIE provides the following services upon request:

- Analyze whether and **which marks should be registered**.
- Perform a **prior rights search**.
- **File** and **register** the mark.
- Carry out **renewal** formalities.
- **Monitor** filings of competing marks.
- Initiate timely **opposition proceedings**.



Leveraging public sector know-how

Public sector entities possess a wealth of know-how and expertise—technical, organizational, scientific—that can both meet needs of private actors and also enhance the visibility of the entity (for example by means of training programs or licenses). APIE's services include:

- Help **clarify the objectives** and determine how know-how can contribute to achieving these objectives.
- Identify the potential value (**audit, market study**).
- Develop a strategy and the terms and conditions of an **offer**.
- Help to **structure the offer** (content; preparing audiovisual materials; devising financial, technical, organizational, and employment conditions; legal security).
- Advise on promotion of the offer (**communication and marketing strategy**).



Re-use of audiovisual and photography archives

The state has numerous photographic and audiovisual records, some of which are digitized, some of which are organized and indexed in a multimedia library, and some of which are merely stored in paper form with no specific policy for disseminating them. These archives can hold great value for researchers and publishers. APIE can:

- Help **clarify the objective**.
- Perform an **audit of the existing records and the IP rights**.
- Estimate the potential value of the records (**market study and analysis of existing demand**).
- Perform a feasibility study (estimation of revenues, analysis of costs, choice between delegation or direct management).
- Propose a **dissemination policy** and, where appropriate, a pricing structure.



Advertising on the Internet and in public places

A large percentage of the population is in contact with physical or intangible public spaces. This exposure can generate advertising revenues which can be used to improve the quality of public service. APIE helps governmental bodies and public establishments to:

- Determine the potential value of the space.
- Analyze the relevant legal issues.



APIE's Publications and Resources

In order to help public sector managers develop value from their intangible assets, APIE produces and makes available a series of publications and other resources that can be found on its website, www.apiefrance.fr.

In particular, APIE publishes a series of guides in French:

- **Memos for understanding** (*Fiches pour comprendre*) explain the broad themes relating to identifying and leveraging intangible assets.
- **Memos for action** (*Fiches pour agir*) are guides to the operational methods and tools for leveraging and protecting intangibles and modernizing their management.
- **Practical guides** (*Cahiers pratiques*) provide public sector managers with operational solutions and concrete advice for developing value from the intangibles for which they are responsible.

Examples of our publications

Trademarks

- Memo for understanding: "Develop a brand strategy in furtherance of modernizing public service"
- Memo for action: "How to protect public sector trademarks"

Film shoots

- Memo for understanding: "Opening public spaces for film shoots"
- Memo for understanding: "Opening public spaces for events"
- Practical guide: "How to open public spaces for film shoots"

Intellectual property

- Memo for understanding: "The public sector and IP rights"
- Practical guide: "Public procurement and IP"
- Practical guide: "Internet sites and IP rights"
- Practical guide: "Protect and utilize a logo"

Public sector information

- Memo for action: "Licenses to encourage re-use of public sector information" (including model license agreements)
- Practical guide: "The right to re-use public sector information"

Accounting and intangibles

- Memo for understanding: "Accounting for intangible assets"
- Memo for action: "Accounting for R&D expenses"

Future topics

- Developing value from public sector know-how
- Developing value from photographic and video records
- Identifying and managing intangible assets