



Agence du patrimoine immatériel de l'État

**Agency
for Public Intangibles of France**
*Agence
du patrimoine immatériel de l'État
(APIE)*

"Intangible wealth is the key to future growth."

The 2006 Report by the Commission on the Intangible Economy



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RÉPUBLIQUE FRANÇAISE

MINISTÈRE
DE L'ÉCONOMIE, DE L'INDUSTRIE
ET DE L'EMPLOI

MINISTÈRE
DU BUDGET, DES COMPTES PUBLICS
ET DE LA FONCTION PUBLIQUE

APIE: An instrument for creating wealth, a lever for modernizing the State

Intangibles: the key to wealth in the 21st century

Intangible assets are powerful growth drivers in today's economy. Many high-performance companies derive the bulk of their worth from their trademarks, patents, and proprietary knowledge. They devote considerable resources to promoting brand image and awareness and to upholding the reputation of their brand portfolio through high-visibility media events.

Public authorities, first and foremost the State, possess a good many assets of the same kind, as well as inherently public assets, such as radio frequencies and carbon allowances. These assets constitute a set of valuable resources whose use by third parties should be openly encouraged according to coherent rules. The nation as a whole stands to gain from the benefits to growth and employment that result from the productive use of its resources by business.

This potential wealth has been largely overlooked. And even when it has been identified, the competencies, the instruments, and the mindset needed to exploit it were lacking. In a word, the intangible assets in the public sector may be compared to fertile soil that has by and large been left untilled.

This point was made forcefully in 2006 by the Commission on the Intangible Economy, appointed by the Minister for the Economy, Finance and Industry, and chaired by Maurice Lévy and Jean-Pierre Jouyet. Their insights led to the creation of APIE, an agency designed to leverage the State's own intangible resources.

Leverage – a multi-faceted term

For APIE, the term «leverage» means:

- Identifying and measuring any intangible item that can contribute what is sometimes decisive value to the public heritage in the broadest sense.
- Building awareness of that value within the State itself, as well as among the companies and foreign governments that wish to benefit from it.
- Optimizing the impact of intangible assets on the entire economy.
- Obtaining adequate remuneration whenever such the use of these assets is sold or licensed.

Above all, leveraging assets builds recognition for what the public sector produces and for the skills of the people producing it. APIE promotes a vision of government focusing on the high-value activities it carries out rather than on the expenses it incurs.

APIE's work

APIE helps ministries develop projects for leveraging their resources and subsequently implement those projects, based on jointly agreed plans of action. It also participates actively in the development of new accounting standards for valuing intangible assets.



Reuse of public sector information

Public administrations, particularly the State itself, are major producers of information. Their reports, studies, statistics, indices, scales, maps, photographs, films, and other materials are publicly disseminated at no charge, in accordance with existing legislation.

Private actors wish to obtain information from the public sector both for their internal business activities and in order to reuse them commercially. Provided that certain

requirements are met, the State authorizes this reuse of public sector information to foster the creation of wealth and jobs.

Within certain limits, public administrations may charge fees for the private use of such information, particularly for commercial purposes.

To ensure that reuse of public sector information takes place within a coherent legal and financial framework, APIE develops tools, such as standard licenses and methodological guidelines. For example, APIE oversees interministerial efforts to design a single portal for online access to public sector data to make it easier for private sector organizations to find the information they need.

Branding strategies

The State possesses names that would be managed as brands in the business world. Our major public institutions receive partnership proposals and often respond favorably, because such partnerships enhance their image and increase their influence. But that should by no means prevent them from charging a fee for the tremendous boost they provide to brand license holders.

The use of a prestigious name immediately provides the benefit of the recognition earned by our leading institutions over the past decades and even centuries, both in France and abroad. That name recognition warrants compensation.

The partnership between the Louvre Museum and the Emirate of Abu Dhabi provides a striking example of the latent value of the brands of our public institutions, as new powers emerging on the international scene strive to attain high levels of excellence in culture, science, law, sports, and other areas of endeavor.

APIE helps government ministries to build their own branding strategies. Identifying, registering, managing, and leveraging brands is not part of the usual actions of a public administration. Such an approach therefore requires outside support, which APIE is equipped to provide.



Salon des ambassadeurs – Source MAEE / Claude Stefen

Leveraging know-how

The State has built up a vast store of know-how through the activities it carries out in the public interest. This know-how has generated interest among businesses and even foreign countries desirous of utilizing our nation's expertise as they build local institutions in areas such as higher education.

The State's capabilities in health, civil, and road security, as well as impact studies and other technical know-how can be transferred in ways that benefit all the parties involved. APIE helps administrations and public establishments with such transfers, both in France and abroad.

Public property leasing and film shooting locations

The State owns a large, varied range of properties, some of them unique. In addition to their architectural value, location, and interior decoration, they possess an intangible yet essential quality: the aura of prestige surrounding them, their image, their history, and the events that took place there.

A number of businesses – and in some cases individuals – desire to stage events in such places; they aim to link their own image to such intangible capital and entertain their guests in a unique venue. This raises the issue of whether State property should be leased. Such a policy is not objectionable provided that it is conducted in a consistent fashion and at appropriate rates. In this area, APIE can offer expert advice.

Public buildings are also favorite locations for cinema and television productions. Police stations, courthouses, hospitals, and schools are particularly popular settings. It is important for government departments to be able to receive and handle requests from film makers. Private sector organizations understand that they must compensate the State for the resulting administrative costs, if the amount is reasonable and set in advance, and if a single point of contact spares them the disruption of applying for multiple administrative permits.

Promoting the State as a consistent, reliable partner

While the State fulfils its public duties in a consistent and reliable manner, it lacks the necessary guidelines to carry out the actions promoted by APIE. By holding focused interministerial workshops, sharing best practices, and making a variety of tools available to all, APIE fosters the emergence of a homogeneous approach by all State bodies that cuts across their considerable diversity.

This homogeneous approach enhances the State's credibility. When they turn to the State, individuals and businesses wish to deal with a small number of

responsive, highly professional persons with adequate mastery of the operational instruments involved, rather than having to navigate a maze of authorities with overlapping competence.

The State has an especially strong obligation to operate within a reliable legal framework, with an unwavering commitment to its vital public service functions. At the same time, when the State enters the competitive playing field, it must abide by the rules and price structures that apply in the relevant sectors.

Interministerial work processes

APIE works with ministries and any interested public sector entities, particularly public establishments, to identify opportunities for developing value from intangible assets. Joint plans of action are then established to exploit such opportunities.

Because it fosters approaches that are unusual in the public sector, APIE makes its multidisciplinary capabilities available to its "clients," in particular through its marketing department and the support it enlists among outside professionals.

APIE organizes thematic seminars with a network of correspondents appointed by the ministries and major State bodies. These seminars address major themes, share best practices, and collectively develop tools for managing the State's intangible assets. APIE's correspondents have access to an extranet website that provides numerous tools as well as a press review.

The network contributes to a greater awareness of the potential value of State assets. Building such awareness and encouraging an evolution of the traditional outlook of the public sector are vital to the success of this undertaking.



Encouraging initiative

According to specific regulations, ministries that leverage their intangible assets receive the entirety of resulting financial revenues. These receipts are not offset against their budgetary allotments, but rather take the form of supplementary resources, as is the case for financially autonomous public entities.

APIE

APIE was established in 2007 as part of the Ministry of Economy and the Ministry of Budget to promote branding of the intangible assets held by the French State and by public entities.

APIE provides all government ministries with guidance and assistance, while encouraging them to coordinate their programs. To that end, APIE strives to develop consistent policies, share best practices, and propose legislative, regulatory, and administrative reforms.

APIE provides services to ministries and the public establishments under their control at no charge. Local and regional government authorities and the bodies they oversee may also draw on APIE's expertise if they so wish.

APIE's Steering Committee meets quarterly, in particular to determine APIE's program of activities. The Steering Committee consists of members appointed by the Minister of the Economy and representatives of the ministries most directly involved: Foreign Affairs, Culture, Defense, Education and Research, and Justice. The Director of the French Patent Office also sits on the Committee as a qualified expert.

A diversified team

To provide first-class services over the entire spectrum of its mandate, APIE has a team of approximately thirty persons with a variety of educational backgrounds and professional experiences.

Two thirds of APIE's professionals come from the private sector. Lawyers from private practice; intellectual property, international law and public law specialists; marketing experts; and business executives combine their skills with those of experienced civil servants in charge of areas such as interministerial networks, competition and consumer law, and the functioning of public sector bodies.



A Word from the Chief Executive



The mandate of APIE (Agency for Public Intangibles of France) is to help the nation meet the challenge of an economy in which wealth lies increasingly in intangible assets. In today's world, image and reputation; knowledge and know-how; statistical, legal, and geographic data, and research have become scarce and coveted resources.

In these areas, the State possesses considerable capital of which it is, in many cases, largely unaware. By identifying and leveraging that capital, we can build greater appreciation for the State's intangible heritage, modernize public administration, and spawn new areas of economic activity that generate wealth and employment.

To achieve this goal, we must learn to recognize, measure, and harness our latent wealth, using tools that for the most part have yet to be invented.

Although our ministries' public service mandates remain their highest priority, they can also adjust proactively to changing times by identifying new resources and engaging in effective, coherent dialogue with the private sector for the benefit of the entire economy.

The public interest is no longer the realm of the State alone. It emerges from a complex process involving a wide variety of input from the public and private sectors. When specialized points of contact in the government provide businesses with swift, professional, thoughtful, and relevant responses to their needs, they foster a more positive view of government, including higher esteem for civil servants and the understanding that services rendered should be adequately rewarded.

APIE views itself as a laboratory for State modernization. A team of trailblazers have taken up a new challenge: making the intangible the key component of value creation, uncovering and building recognition for talent, while loyally upholding the primary values that underpin public policy.

Claude Rubinowicz

Inspecteur Général des Finances



Agence du patrimoine immatériel de l'État
139, rue de Bercy
75572 Paris Cedex 12

<https://www.apiefrance.com>