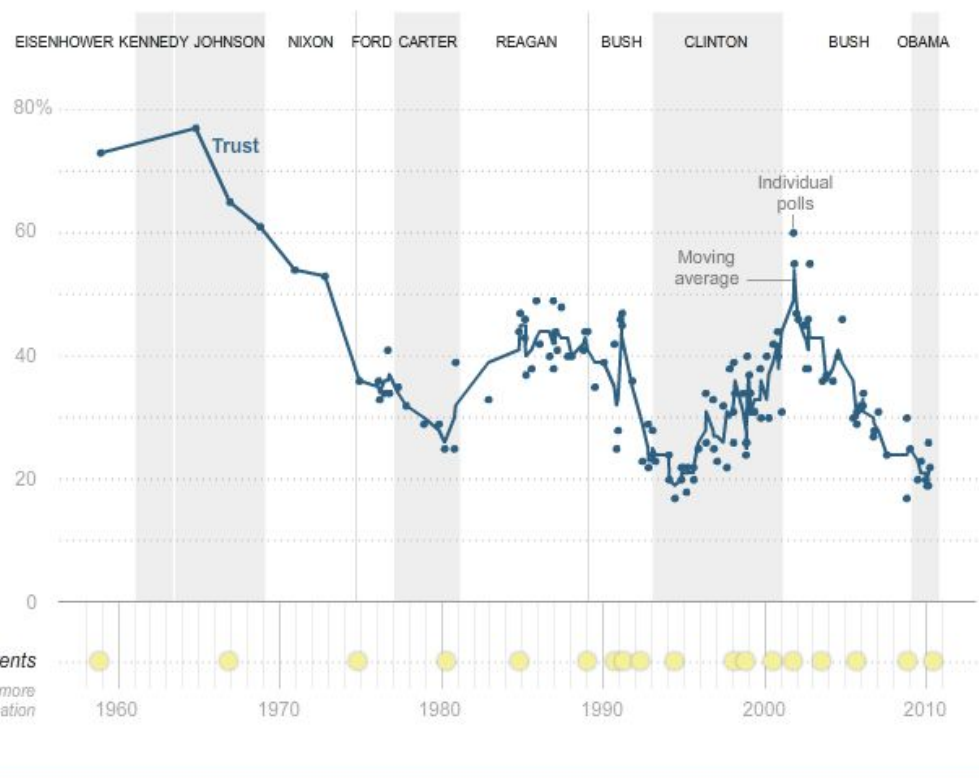


Building Intangible Assets in the Public Sector
An introduction
Preconference ICA Puerto Rico 2015 Public Sector
Communication



**VILMA LUOMA-AHO (U OF JYVÄSKYLÄ,
FINLAND)**

**MARÍA JOSÉ CANEL (U COMPLUTENSE
MADRID, SPAIN)**

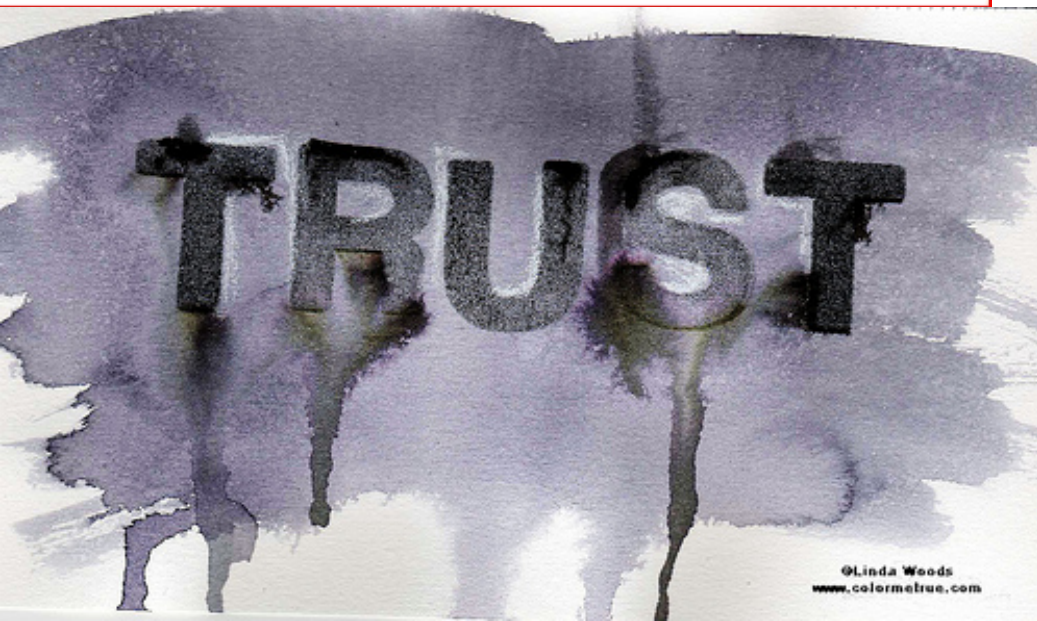


Public Trust in Government

How much of the time do you think you can trust government in Washington to do what is right: just about always, most of the time, or only some of the time?



Source: American National Election Studies



©Linda Woods
www.colormetrue.com

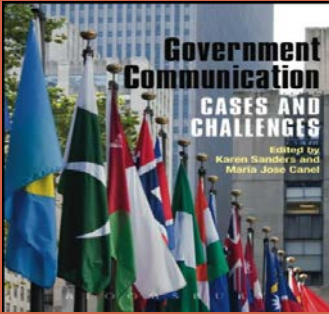
Starting
point

Starting point



Can communication help closing this gap?

Global Issues



Governments
are being
challenged
worldwide

- by **digital media** developments
- to provide knowledge and skills for successful **interaction** with citizens
- to go beyond a craft approach to a **strategic management** function
- to include in communication management other functions such as reputation/relation/planning
- to empower government communicators to be oriented to transparency, openness, participation and **trust building**.



To work on the intangibility of the public sector to create values for the publics

Building intangible assets to close gaps



DIFFERENCE

- *Private sector: **increasing awareness*** and active discourse about the economic role and consequences of intangible assets (Lev & Daum, 2004)
- *Public sector: **apprehensive*** about intangible assets (Cinca et al., 2003)-

PARADOX

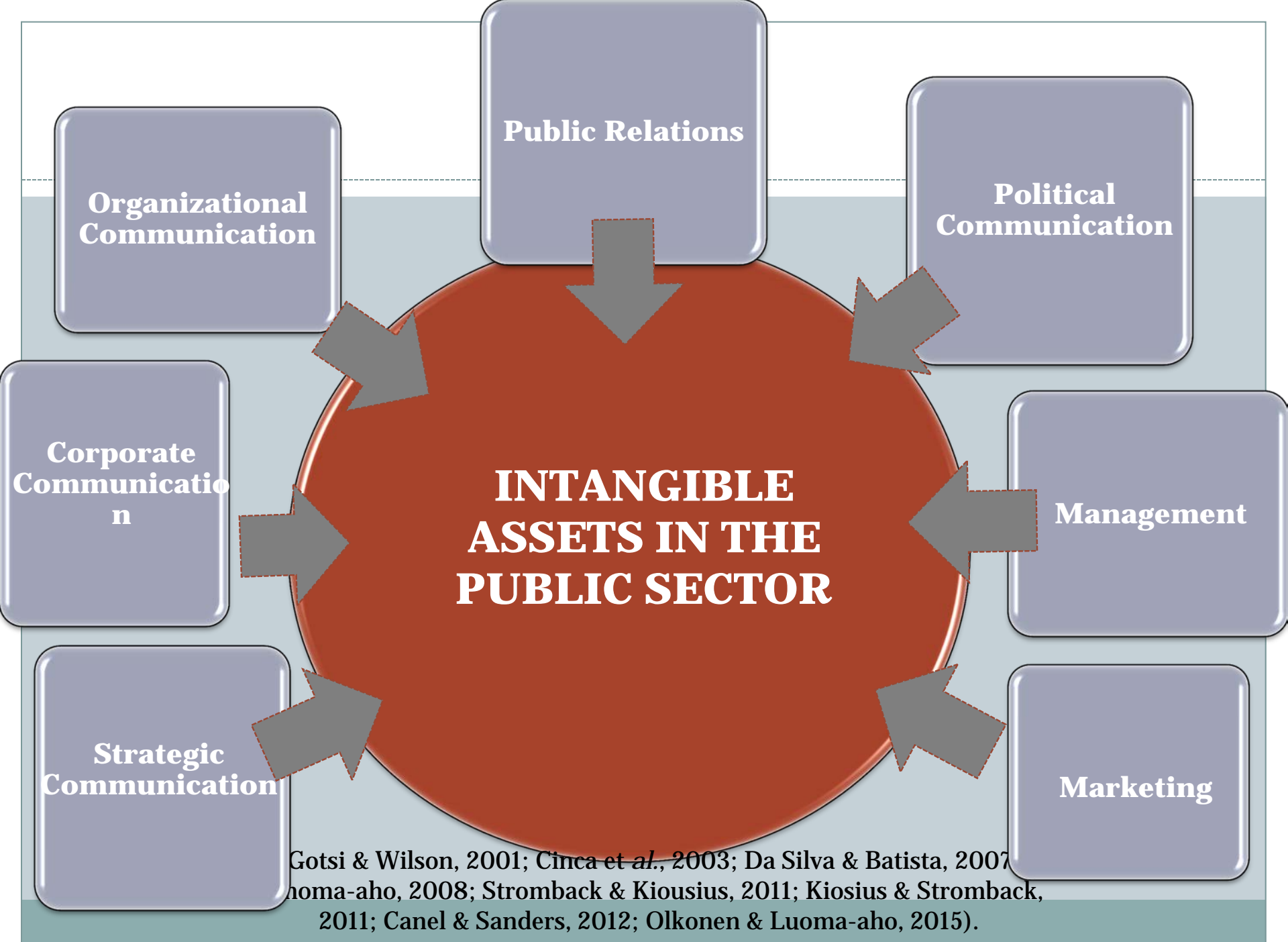
- Intangibility is even more important in public than in profit-making organizations (Cinca *et al.*, 2003; Bossi, Fuertes & Serrano, 2005):
 - non-monetary aims;
 - intangible resources (knowledge and human resources);
 - intangible outcomes: public services

An emerging research area

(Garnett, 1992; Grunig, 1997; Garnett et al., 2008; Glenny, 2008; Luoma-aho, 2008; Geldes & Ihlen, 2010; Stromback and Kiouisis, 2011; Canel & Sanders, 2012; Waeraas & Byrkjeflot, 2012; Valentini, 2013; Sanders & Canel, 2013; Luoma-aho and Makikangas, 2013).



Intangible assets in the public sector



Exploring the concept



- **Non-monetary-asset;**
- **Associated to past events;**
- **It implies research development;**
- **Its management transforms structural and procedural features of the organization;**
- **Entails profit;**
- **It is measurable.**

(Egginton, 1990; Hall, 1992; Lev & Daum, 2004; Canel & Luoma-aho, 2015)

What is so special about the PS?

-
- The environment is political
 - Public sector structures are more complex
 - Less open to market competition
 - More legal constraints
 - More diverse publics and stakeholders/Multiplicity of roles
- resources, personnel and goals
 - objectives and decision-making criteria
 - less incentives for efficacy and efficiency
 - more subject to public scrutiny and accountability
 - Not easy to measure

(Luoma-aho, 2007; Luoma-aho, 2008; Canel & Sanders 2013; Virmani & Dash, 2013; Waeraas & Byrkjeflot, 2012; Canel & Luoma-aho, 2015)

What profit in the public sector?

An IA entails profit; it generates a resource from which future economic benefits are expected to flow

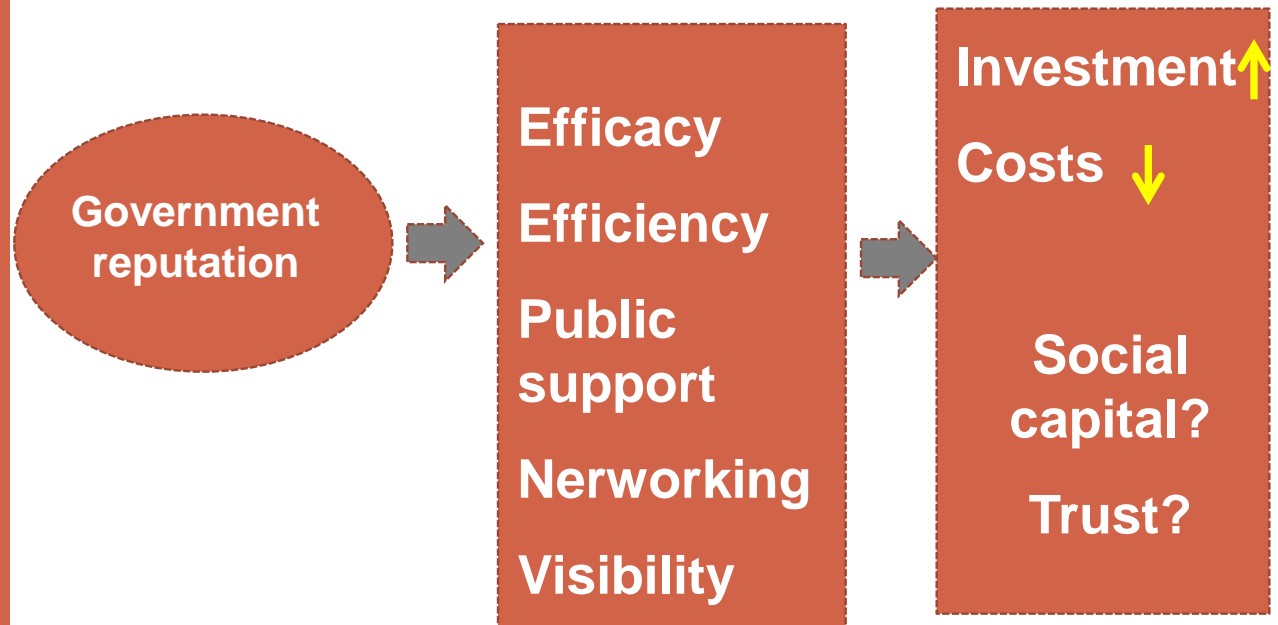
MONETARY VALUE

SOCIAL VALUE

(Bond & Dent, 1998;
Pradas, 1991)



In the public sector?





**What
intangibility?
What value?
What
BENEFIT?**



- **What is a good public service?**
- **What do intangible assets offer?**

Critical issues for reserach



- 1) Which intangible assets are applicable to the public sector?
- 2) What shapes stakeholder judgments about intangible asset?
- 3) How are specific intangible assets to be defined in the public sector?
- 4) How are they to be measured?