



Athena Alliance

Exploring the promise and pitfalls of the global information economy

2013 Annual Report

Introduction

Athena Alliance is a Washington, D.C.-based 501(c)(3) nonprofit in the vanguard of identifying, understanding, analyzing, and educating on the information, intangibles, and innovation economy—that is, the I-Cubed (I³) economy.

Intangible assets—worker skills and know-how, informal relationships that feed creativity and new ideas, high-performance work organizations, formal intellectual property, and brand names—are the new keys to competitive advantage. Information and intangibles—a combination of formal research and informal creativity—drive innovation. These combined elements lead to the productivity and improvement gains needed to maintain prosperity.

Although the economic rules have changed, public policy has not caught up. Government leaders struggle with how to utilize information, foster development of intangibles, promote innovation and competitiveness, and frame policy questions to reflect and address the realities of the changing economic situation.

Athena Alliance undertakes outreach activities to help members of Congress, the administration, constituency groups, and the media better understand these issues and craft informed policies and programs. The Athena Alliance mission is threefold:

- **Reshaping the Debate.** Developing and utilizing information, managing intangibles, and fostering innovation underpin discussions on a variety of subjects, such as intellectual property rights, education and training policy, economic development, and technology and trade policy. Creating new public policies in these areas requires infusing a better understanding of intangibles and the information economy into the public debate.
- **Crafting Strategies, Policies, and Tools.** Global economic shifts call for different ways of thinking about economic activity, different means of promoting and organizing economic opportunities and activities, and different economic policies and programs. We must enlarge the repertoire of strategies, mechanisms, tools, and capabilities that individuals, firms, and communities can use to shape positive economic futures, with special attention to those in danger of being left behind. All Americans must be able to participate—economically and socially—in the emerging information economy. Athena Alliance undertakes practical policy research aimed at creating new solutions to these new sets of problems.
- **Building Partnerships and Sharing Knowledge.** We are not alone in seeking to understand the challenges of the global information economy and the need for new

solutions to confront them. We engage in academic and scholarly research; corporate policy, research, and strategic activities; and practical, on-the-ground efforts with community activists and economic development practitioners to advance the public debate about the information economy. We do this through conferences, workshops, research activities, publications and reports, and public education.

As noted in our 2012 Annual Report, because of funding issues has Athena Alliance dramatically scaled back activities starting in the second half of that year. However, the organization has continued with a number of activities during 2013 to advance our three-pronged mission, including speaking at conferences; publishing articles (including blog articles); and conducting outreach to businesses, government leaders, and others.

Activities

Reports/Articles

In April 2013, Athena Alliance published *Federal Investments in Intangibles: A Look at the President's FY 2014 Budget*, Working Paper #9. The report, authored by Dr. Jarboe, found that almost a quarter of the discretionary part of the federal budget is devoted to investments in intangibles. That rises to a third for nondefense discretionary spending. While the overwhelming intangible investments are in education and R&D, many of the more modest investments are of great importance. However, it appears that there is little systematic attention to these assets as assets. As a result, the federal government does not know what intangible assets it has nor does it have in place policies for effectively managing those assets.

The November/December issue of *IAM Magazine* published an article by Dr. Jarboe on "From IP to IC: why intangible capital matters." The article describes why traditional intellectual property (IP - patent, copyright and trademarks) must be placed in the context of the broader concept of intangible capital (IC) and describes a proto-tool that can be used to assess whether an organization's IC is capable of fully utilizing its IP.

Presentations/Panel Discussions/Roundtables

On June 11, Dr. Jarboe organized and moderated a panel at the Intellectual Property Business Congress in Boston on "Using Your IC to Enhance Your IP." That panel served as the basis for the IAM Magazine article listed above.

On August 1, Dr. Jarboe gave a presentation "Additive Manufacturing as a Disruptive Technology" to a workshop of the Defense Materials Manufacturing and Infrastructure standing committee of the National Academies in Washington DC. The workshop proceeding will be published in 2014.

On October 18, Dr. Jarboe participated on a panel and gave a presentation on "Alternative funding

instruments for start-ups and SMEs" at the 4th Annual GW Global Entrepreneurship Research and Policy Conference, sponsored by The George Washington University (GWU), the International Council for Small Business (ICSB), The World Bank Group, the U.S. Small Business Administration (SBA), and the Organization for Economic Co-operation and Development (OECD).

On November 14, Dr. Jarboe participated on a panel and gave a presentation on "Monetizing Your Intangible Capital: A primer for consulting companies" (developed jointly with Mary Adams of Smarter-Companies) at the annual business meeting of the Institute of Management Consultants' National Capital Region chapter (IMC NCR).

On November 21, Dr. Jarboe gave a presentation on "Strategies to Leverage Intellectual Property Assets" at the Global Entrepreneurship Week conference at sponsored by The George Washington University, the U.S. Department of State and the U.S. Patent and Trademark Office.

Outreach

The Athena Alliance blog, [The Intangible Economy](#), remained a vital communications and outreach tool. Articles were posted that highlighted new research reports and analyzed public policy issues affecting the intangible economy. We also continued posting our monthly analysis of U.S.–international trade in intangibles. Dr. Jarboe also continues to post comments and informational links via Tweeter at @IntangibleEcon.

In 2013, Dr. Jarboe continued his activities with the Tuesday Innovation Workshop at the Woodrow Wilson Center, the Intangible Asset Finance Society and the Intellectual Capital Practitioners Network. He also continued to serve on International Integrated Reporting Council (IIRC) Capitals Steering Committee as an advisor to the development of their corporate reporting framework. Throughout the year, Dr. Jarboe held discussions on intangible economic issues with various policymakers and attended numerous other meetings, conferences, presentations, and events.

Organizational Activities

Sister organization

As noted in the 2012 Annual Report, a spin off activity was undertaken independent from Athena Alliance, to establish a separate entity—the Alliance for Intangible Capital. The Alliance for Intangible Capital was chartered in 2013 but subsequently disbanded.

Athena Alliance Officers

- Richard Cohon —Chairman
- Kenan Patrick Jarboe, Ph.D.—President
- Joan L. Wills—Secretary/Treasurer
- Jonathan Low—Board Member
- Peter Harter—Board Member

Contact

Athena Alliance
911 East Capitol St., SE
Washington, DC 20003
Email: info@athenaalliance.org
Web: www.athenaalliance.org