

STRATEGIC PLAN 2025 CONSULTATION

The overall objective of the EUIPO Strategic Plan 2025 (SP2025) is to ensure that the Office delivers Added Value and Growth by making IP protection more relevant, accessible and enforceable for legitimate businesses, especially SMEs, in line with the EU's priorities.

Consulting IP stakeholders, including staff and the general public, is an essential part of the plan's preparation. Your input, views, ideas and experience will not only help shape SP2025, but implement effective European Union (EU) policies.

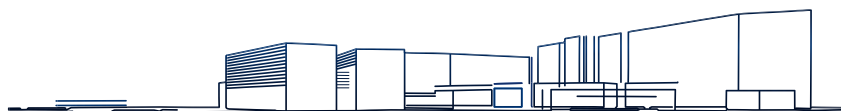
Based on the achievements of the Office's first two strategic plans, and, in particular, following the successful creation of the European Union Intellectual Property Network (EUIPN), we need to ensure this network is both sustainable and able to respond to the globalisation of the marketplace, the rise of e-commerce, and the threat of IP infringements, which frequently has a cross-border dimension.

An important aim of SP2025 will be to help companies to gain full benefit from their innovation and creativity, whether in Europe or the global marketplace, having regard to technological advances shaping business models. Overall, the Office needs to ensure it is an attractive and reliable entry point to IP protection covering a broad range of IP rights. It should develop into an IP excellence hub providing high quality public service making European businesses more competitive in an ever more global and digital environment.

We have identified a number of strategic drivers asking how we can put our networks to good use for a more joined up IP system in a globalised economy; how we can further improve the services we provide to our users; and finally how we can tackle the upcoming technological challenges and their expected impact.

This consultation period is open until 28 February 2019.

Your ideas and opinions are highly valued so please take advantage of this opportunity to contribute to the first draft of SP2025 and shape the direction of the Office for the coming years.



Strategic Driver 1: Interconnected, Effective and Reliable IP System

EU businesses, citizens and other IP stakeholders need an interconnected, effective and reliable IP system both within the EU's internal market and in the global environment in which they increasingly operate.

In response, the Office has developed networks with partners including the national and regional IP offices, other national authorities, user associations, intermediaries, businesses, the European Patent Office (EPO), the World Intellectual Property Organization (WIPO), the European Commission and EU agencies as well as other international and global players. This active cooperation is resulting in the convergence of tools and practices, while it also facilitates IP enforcement and the commercial exploitation of IP rights.

Advances in technology, the expansion of e-commerce and newly emerging business models are rapidly reshaping the economic and social environment in which IP rights operate. This may call for many aspects of obtaining, exploiting and enforcing IP rights to be adapted and a widening cooperation network to include new stakeholders and partners. It may also require a re-evaluation of the role of IP rights by stakeholders and the relevant authorities.

In parallel, the awareness and behaviour of consumers need to be addressed in order to minimise the negative impact of counterfeiting and piracy and highlight the role of IP rights in the EU's economic and social well-being.

Please provide ideas, suggestions and comments for SP2025, focusing in particular on how the Office can sustain and extend the harmonisation of tools and practices that has been achieved via the EUIPN and better address the needs of EU businesses. Proposals on how the Office can make further progress on expanding the benefits of this harmonisation globally are also welcome. You should also take the opportunity to make suggestions regarding any other strategic action the Office could take in order to support an interconnected, effective and reliable IP system. Some sample questions are given below.

- How can we make the IP system simpler and more accessible?
- What can the EUIPN do to improve user experience within the EU's internal market?
- What should the EUIPN priority areas be for collaboration and convergence of practice?
- What are the areas where synergies should be sought by enhanced coordination with National Offices, the EPO, WIPO and other competent International organisations for the benefit of IP offices and users?
- How can we reinforce the value of IP rights and make them more meaningful and competitive, given the rise in importance of e-commerce?
- How can we further increase the understanding of IP by citizens and policymakers?
- How can the role of IP rights be further enhanced to promote sustainable economic and social development?
- What more should we be doing to increase the efficiency of IP enforcement across Europe and to cooperate with IP Offices and other national authorities in coordinating our efforts to that end?
- Have you any other suggestions regarding this Strategic Driver?

Insert here your comments about Strategic Driver 1

Strategic Driver 2: Customer Centric IP Services

The EUIPO delivers quality customer services to entrepreneurs who bring ideas, products and services to the market and who need to maximise the value of their IP rights.

The Office is already changing how it interacts with users by taking greater account of what they are seeking from a high quality IP system, but more should be done to reflect the needs of different user segments.

For some businesses, especially SMEs, the IP system needs to be more accessible in order to contribute to the creation of jobs, economic growth and exports. There is evidence that smaller firms need help with enforcement and IP commercialisation in order to make better use of their innovation and creativity as well as their IP assets.

The Office's goal is to offer intuitive guidance throughout the full lifecycle of the IP rights, including before, during and after registration. In this context, the EUIPO needs to offer best-in-class products and services to all our stakeholders, including both professional representatives and the direct filers who are often smaller companies. An effective and reliable IP system also means safeguarding the use of the IP rights by providing a swift and efficient answer to disputes, including dispute resolution services.

In general, the EUIPO will take full advantage of new technologies to further enhance the efficiency of our processes and offer more customer-centred services, including self-service solutions, to enable IP protection, management and enforcement, while continuously improving quality, consistency and predictability.

Please provide ideas, suggestions and comments for SP2025, focusing in particular on how the Office can encourage SMEs to enhance their competitiveness through better use of IP rights. You are also welcome to make suggestions regarding any other strategic action the Office could take in order to support customer centric services. Some sample questions are given below.

- What services do you think EUIPO can provide to make IP protection more accessible and attractive for SMEs?
- How can the Office make our users feel more valued while also fulfilling our duty to deliver impartial and objective decisions?
- Are there any new tasks or services that the Office could undertake to increase its added value to the EU and its citizens?
- How can the Office use technological developments to improve user experience, efficiency and the quality of our services to them?
- Have you any other suggestions regarding this Strategic Driver?

Insert here your comments about Strategic Driver 2

Strategic Driver 3: Dynamic Organisational Skillsets and Effective Support to Services

The technological revolution and organisational changes that entail stronger team work and extended skill-sets have the potential to empower staff to 'work smarter', while also maintaining a good work-life balance.

To achieve this, the Office needs not only to maintain a high quality physical environment, but also to operate a modern and consistent staff policy that provides the Office with the tools it needs and its staff with additional career opportunities as well as a variety of flexible working models.

At the same time, we must recognise that the future of work is going to present new challenges for the Office, our staff and stakeholders alike. In order to meet them with confidence we need to identify and tackle emerging skills gaps while holding firmly to the principles of accountability, transparency, ethical behaviour, responsibility, team work and collaboration.

The Office is already making the transition towards a modern and team-oriented work culture with the rise of interactive collaborative examination and the increasing introduction of helper tools based on big data and artificial intelligence. In order to meet the needs of an interconnected and interdependent IP system, staff will increasingly have to become partners in the wider networks created by the Office. This means that we need to build on the current comprehensive approach towards supporting learning, knowledge sharing and staff development.

The future is likely to include increased automation; green and best value procurement; and the delivery of tools that are more 'intelligent', predictable and efficient. These changes will make the work of our staff even more important as they can potentially free them to concentrate on higher level tasks that can only be delivered by human beings.

This transition needs to be managed carefully in order to ensure that we take advantage of the full potential of technological and organisational advances, wherever they deliver added value, while continuing to keep our staff at the centre of everything we do.

Ultimately, this will enable the Office to deliver a better, higher quality service to users and also increase the sense of achievement and personal satisfaction of our staff. There is a need for a sustainable, efficient and effective staff policy, supporting an organisation that is agile and responsive enough to meet the demands of a changing, interconnected and complex world.

Please provide ideas, suggestions and comments for SP2025 focusing in particular on how new technology will affect the future of work and how the Office should respond to this. You are also welcome to make suggestions regarding any other strategic action the Office could take in order to support dynamic organisational skillsets and effective support to operations. Some sample questions are given below.

- In what areas can technological or organisation changes help EUIPO staff to 'work smarter'?
- What support does the EUIPO staff need to face the future with confidence as the working world changes in response to new technology?
- What specific issues do we need to take into account given the likely changes to the way in which stakeholders will organise their interactions with the Office?
- How can the Office further increase staff engagement and develop and retain knowledge?
- How can new technologies help to make the EUIPO even more sustainable, transparent and accountable?
- Have you any other suggestions regarding this Strategic Driver?

Insert here your comments about Strategic Driver 3

Please use this space if you wish to make more comments on the previous strategic drivers, or have any other ideas or links that you find relevant. You can also attach documents to this form.

Name of your organisation (optional)

Your name (optional):

By ticking this box you agree to make the name of the organisation, your name and comments public. They will be published by the Office as part of our consultation response. In case this box is not ticked, your comments will be taken into account by the Office, but will not be made public.

Data protection

Participation is voluntary, please refrain from providing any personal data with the exception of your name and organisation. Any personal data shall be processed solely for the purposes of this survey and pursuant to Regulation (EU) 2018/1725 of the European Parliament and of the Council on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. The privacy statement explaining the processing of your personal data can be found here ([Privacy Statement](#)).