

Strategic Plan 2025 Consultation Report

TABLE OF CONTENTS

1. EUIPO STRATEGIC PLAN 2025 CONSULTATION PROCESS.....	3
1.1 SP2025 Consultation Framework	3
1.2 SP2025 Consultation Process	3
2. EUIPO STRATEGIC PLAN 2025 CONSULTATION RESULTS	5
3. CONCLUSIONS AND NEXT STEPS	7

1. EUIPO Strategic Plan 2025 Consultation Process

1.1 SP2025 Consultation Framework

Two Strategic Plan 2025 (SP2025) consultations ran from December 2018 to end of February 2019, and from 25 June to 17 September 2019 respectively.

During the first consultation, the staff and external stakeholders were invited to provide proposals, comments and ideas for the shaping of the Strategic Plan 2025, structured around three strategic drivers, while retaining the overarching vision of creating **IP value for businesses and citizens in Europe**. The second draft SP2025 public consultation welcomed feedback on the text itself.

Strategic Driver 1: Interconnected, Efficient and Reliable IP System for the Internal Market;

Strategic Driver 2: Advanced Customer-Centric Services;

Strategic Driver 3: Dynamic Organisational Skillsets and an Innovative Workplace of Choice.

Strategic Driver 1 (SD1) is related mainly to the external activities of the Office, its contributions to the European Union Intellectual Property Network, and to the European Union as a whole. The core of SD1 is sustaining and expanding the current networks that the Office has, and the cooperation and convergence of practices within those networks. This allows the Office to deliver an interconnected, effective and reliable IP system to EU businesses, citizens and other IP stakeholders both within the EU's internal market and in the global environment.

Strategic Driver 2 (SD2) ensures that the Office continues to keep users at the heart of its operations. The aim of SD2 is to ensure that the EUIPO delivers quality customer services reflecting the specific needs of different user segments (e.g. direct filers, Key Users, other professional representatives) and offers best-in-class products and services to all its stakeholders. Under SD2, the Office aims to offer intuitive support to applicants and right holders throughout the entire lifecycle of their IP rights.

Strategic Driver 3 (SD3) is designed to support ideas on how the Office can tackle emerging technological challenges and their expected impact. This includes areas related to skills, technology and knowledge required to achieve the goals set out under the previous two Strategic Drivers. Under SD3, the Office will ensure it keeps pace with the ever-changing technological landscape, and organisational changes, by developing the policies and tools staff need in order to "work smarter". In addition to the benefits it offers by itself, technology should always be used in a way that enables staff to further develop their skills and competences in order to achieve their full potential. Under this strategic driver, the Office will maintain its high standards with minimal environmental impact.

1.2 SP2025 Consultation Process

The EUIPO Strategic Plan 2025 consultation process was conducted in two parts: the first built around the Strategic Drivers, and the second on the Draft Strategic Plan.

The first consultation, between December 2018 and February 2019, sought to gather ideas, views and proposals to help plan for the challenges and opportunities that the Office will face up to 2025. In order to facilitate an effective consultation, a specific consultation form was developed, allowing the contributions to be structured around the three strategic

drivers presented in the previous section. The consultation form was published on the Office's internal website as well as on the external website and the social media channels of the Office.

The Office staff were also invited to participate in brainstorming workshops, organised by the various departments and designed to facilitate the generation of ideas for the new Strategic Plan. In total, over 60 brainstorming activities, including workshops and individual interviews, were organised, starting with a EUIPO management workshop on 19/12/2018. In total, over 580 staff members participated in workshops.

The draft SP2025 was developed on the basis of the input from the first consultation. In June 2019 it was presented to the EUIPO's governing bodies, whose comments were taken into account.

The public consultation on the draft of the SP2025 was held for a period of 12 weeks, in alignment with the European Commission's guidelines for better regulation, between 25 June 2019 and 17 September 2019. Thus, the Office's stakeholders and the general public were invited to comment on EUIPO's future direction.



framework for the upcoming strategic cycle.

The SP2025 consultation communication campaigns resulted in more than 6100 page views for both the internal and external website.

All proposals received have been carefully assessed, processed, and considered for the creation of the new Strategic Plan. Although most of the proposals were presented under a specific strategic driver, many of them were in fact related to all three strategic drivers. Indeed, all three Strategic Drivers are designed to support and complement each other in the creation of a comprehensive, interlinked strategic

2. EUIPO Strategic Plan 2025 Consultation Results

In response to the consultations, the Office received many different proposals, varying from suggestions for small changes or updates to current practices and tools to very detailed initiatives and project descriptions.

The consultation was open to all interested stakeholders. External stakeholders that have submitted proposals included in particular the IP Offices of EU/EEA Member States, EU institutions and agencies. In addition, User Associations, other NGOs, private entities, businesses and citizens from the EU and beyond also contributed.

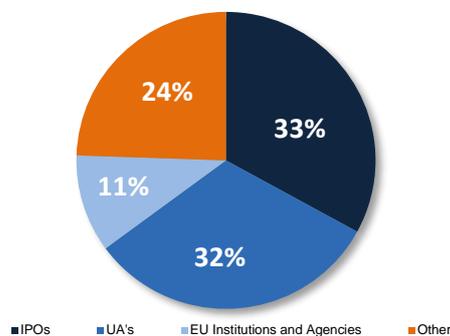


Figure 1 SP2025 Contributions from external stakeholders

A total of 90 contribution forms were received during both the SP2025 consultations:

- Contributions from IP Offices, among which following European IP Offices: the Austrian Patent Office, the MBBC Delegations of Belgium, Luxembourg and Netherlands, the Benelux Office for Intellectual Property, the Danish Patent and Trademark Office, the Estonian Patent Office, the Finnish Patent and Registration Office, the Ministry of Economy & Development (Greece), the General Secretariat of Commerce & Consumer Protection, Directorate of Trademarks, the

Hungarian Intellectual Property Office, the Industrial Property Office of the Czech Republic, the Industrial Property Office of the Slovak Republic, the Patent Office of the Republic of Poland, the German Patent and Trade Mark Office, the State Patent Bureau of the Republic of Lithuania, the Portuguese Institute of Industrial Property and non-EU: the Norwegian Industrial Property Office and the Icelandic Intellectual Property Office.

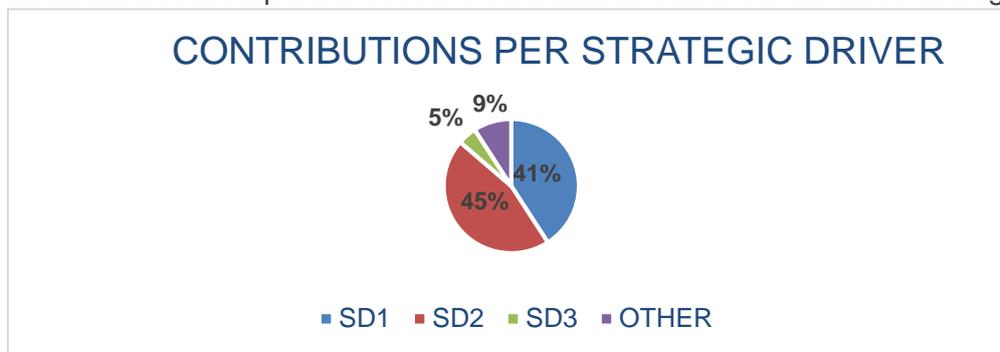
- Contributions from User Associations (UAs), among which: all 5 permanent observers to the MBBC (International Trademark Association – INTA, BusinessEurope, The European Association of Trade Mark Owners – Marques, European Brands Association – AIM, European Communities Trade Mark Association – ECTA). From the 10 UAs with a rotational seat at the MBBC as observers, 3 provided contributions: Association of Trade Mark and Design Law Practitioners – APRAM, the International Association for the Protection of Intellectual Property – AIPPI, Committee of National Institutes of Intellectual Property Attorneys – CNIPA;
- Contributions from EU Agencies, among which the European Union Aviation Safety Agency – EASA, the European Asylum Support Office – EASO and the European Union Agency for Law Enforcement Training – CEPOL.
- Contributions from International Organisations, among which the European Patent Office – EPO.
- Contributions from staff, including the Staff Committee;
- Contributions from other stakeholders, including: Deloitte Consulting SLU, BLANES CLIMENT Miguel Ángel, Europeana Foundation, Gabaly Analytics SL, Gallafents Ltd., UKEDOCU UTE, University of Alicante, VON SPRECKELSEN Bernhardt.

A user strategic session took place within the User Group's extraordinary meeting, on 13

September 2019. The participants were presented in detail, and exchanged views on, the content of the Strategic Plan, including examples of projects and activities to be developed in the following year. The users' strategic session included a workshop to discuss and gather users' views on the benefits sought by the office when implementing the Strategic Plan. A proposed list of related impact and results indicators were discussed as well.

The outcome of this users' strategic session both on the SP2025 and on the proposed approach regarding the European Cooperation Projects was presented and discussed with representatives from IP Offices and Users Associations during the joint session of the 22nd Liaison Meeting on Trade Marks and 18th Liaison Meeting on Designs, in October 2019.

For the purposes of the processing, the input received was broken down into individual proposals assigned under the three strategic drivers. The below graph shows the distribution of the input from second consultation session to the three strategic drivers.

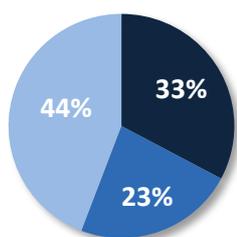


Over the two consultation periods, the number of contributions amounted to over 2100 ideas, edits and proposals, and together with the ideas gathered through the brainstorming workshops during the first consultation, a total of more than 3600 ideas have been put forward as contributions from internal and external stakeholders for developing the EUIPO's SP2025 and as comments on the SP2025 text during the second public consultation.

As it can be seen from the below graphs, the contributions from both consultations exercises are distributed across the three strategic drivers in line with the expected focus by external stakeholders on SD1 and by the Office's staff on SD3. All ideas and proposals

Distribution of contributions from staff

■ SD 1 ■ SD 2 ■ SD 3



Distribution of contributions from external stakeholders

■ SD 1 ■ SD 2 ■ SD 3

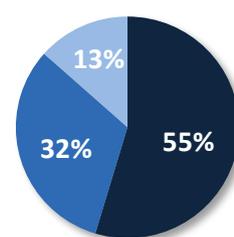


Figure 2 SP2025 Breakdown of proposals per SD from the Office's staff (left side) and External Stakeholders (right side)

received have been duly considered for the development of SP2025 and will also be taken into account for the development of subsequent Annual Work Programmes of the Office during the implementation of the SP2025.

The Executive Director also presented the draft SP2025 to the JURI Committee of the European Parliament on 14 October 2019 for an exchange of views, and the European Commission expressed an opinion on the SP2025 on 18 October 2019, according to the provisions of the EUTMR. As a result of the public consultation, the Office consolidated the final draft of SP2025.

3. Conclusions

The Office adopted a transparent and inclusive approach for developing SP2025, starting with a staff and stakeholders consultation that ran from December 2018 until the end of February 2019 and continuing with a second public consultation that ran from June 2019 until mid-September 2019.

Globally, more than 3800 proposals were received through the more than 90 contributions that were submitted in conjunction with a number of brainstorming workshops. Ideas received were proportionally split among the three strategic drivers, as well as some regarding the vision and mission of the Office presented in the Draft. The external dimension of the EUIPO (SD1 and SD2) constituted the focal point for the majority of the external stakeholders, while the staff made major contributions to SD3. Overall, it can be concluded that the EUIPO SP2025 consultation exercise has met its objective of gathering wide feedback on the Office's next strategic path.