Deloitte.

OFFICE FOR HARMONIZATION IN THE INTERNAL MARKET
(TRADE MARKS AND DESIGNS)

OHIM's Benefits-Impact Framework and Assessment for 2011-2015

February 2016

Contents

OHIM's Benefit Impact Analysis

Introduction

The Office for Harmonisation in the Internal Market ("OHIM") is the European Union Agency responsible for managing two important vehicles for the protection of Intellectual Property Rights: the Community Trade Mark (CTM) and the Registered Community Design (RCD). Specifically, the Office carries out examination, registration, opposition and cancellation procedures for CTMs, and examination, registration and invalidity procedures for RCDs. If any party to proceedings feels that a decision has affected them adversely, the decision can be appealed to the Boards of Appeal of the Office.

In order to support intellectual property (IP) right holders above and beyond this, the Office engages in a wide range of cooperation and convergence activities with other IP offices. Working in close partnership with National and Regional [1] IP Offices, user groups, the European Commission and other international organisations, OHIM has contributed to building a comprehensive and interoperable European Trade Mark and Design Network (ETMDN).

One of the most relevant programmes developed in close collaboration with the members of the network is the Cooperation Fund. This is a €50 million programme designed to provide a set of common tools to all EU IP offices. Since 2011, this programme has been complemented by the Convergence Programme, a set of projects which are designed to bring about convergence of practice and procedures among IP offices.

In addition, OHIM has taken on new competencies over the last five years.
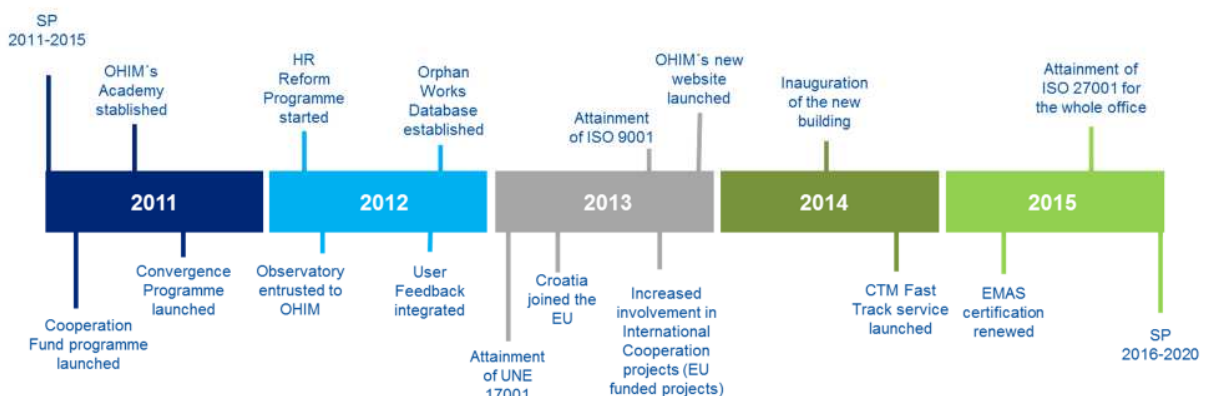
[1] EU Regional IP Office refers to Benelux IP Office (BOIP). It does not consider other sub-national offices.

OHIM's Benefit Impact Analysis

Since 2012, the Office has also covered matters related to the enforcement of IP rights, mainly through the European Observatory on Infringements of Intellectual Property Rights. This European platform is responsible for gathering, monitoring and reporting crucial information to assist policymakers and authorities in combating counterfeiting.

Since 2012 as well, OHIM has been responsible for the establishment and management of a publicly accessible online database of orphan works.

Finally, in 2013, OHIM became the EU Implementing Agency for EU-funded IP-related projects in a number of the EU's partner countries around the world. This is leading to some of the tools developed under the Cooperation Fund being adopted beyond the borders of the Internal Market.

During the period 2011-2015, OHIM implemented its first Strategic Plan (SP). This was built upon **two pillars** which aimed to achieve organisational excellence and promote international cooperation. These two pillars support **three main goals:**

- to build a strong, vibrant and creative organisation;

- to increase quality and optimise the timeliness of operations; and

- to promote convergence of practice.

Close to the end of the Strategic Plan, there is a need to evaluate the Office's achievements in the period 2011-2015. For this purpose, a Global Assessment Framework was designed (based on Deloitte's Global Impact Model). This has a structure that makes it possible to measure the benefits of OHIM's activities to its stakeholders.

OHIM's Global Assessment Framework: Overview

OHIM's Global Framework provides a conceptual scheme and a set of metrics to help visualise the contribution which OHIM makes to society from different perspectives and makes it possible to evaluate the benefits achieved during the 2011-2015 Strategic Plan.

OHIM's Global Framework is composed of eight main capitals/assets:

Organisational Capital relates OHIM's contribution to the generation of organisational assets, principles and professional practices, and its effect on external stakeholders' behaviour**.**

Technological Capital considers the design, development and implementation of innovative technological tools that can be used by OHIM's internal/external stakeholders.

OHIM's Benefit Impact Analysis

Knowledge Capital is OHIM's contribution to the generation and dissemination of knowledge.

Relational Capital is about the way in which OHIM builds alliances that bring value and attract new players.

Economic Capital refers to the generation of wealth and employment attributable to OHIM's activities.

Social Capital comprises all those OHIM initiatives which contribute to the development of social capabilities and sensitivity to key social questions.

Environmental Capital measures OHIM's impact on environmental sustainability.

Reputational Capital deals with enhancing OHIM's reputation, credibility, positioning and recognition.

OHIM's Benefit Impact Analysis
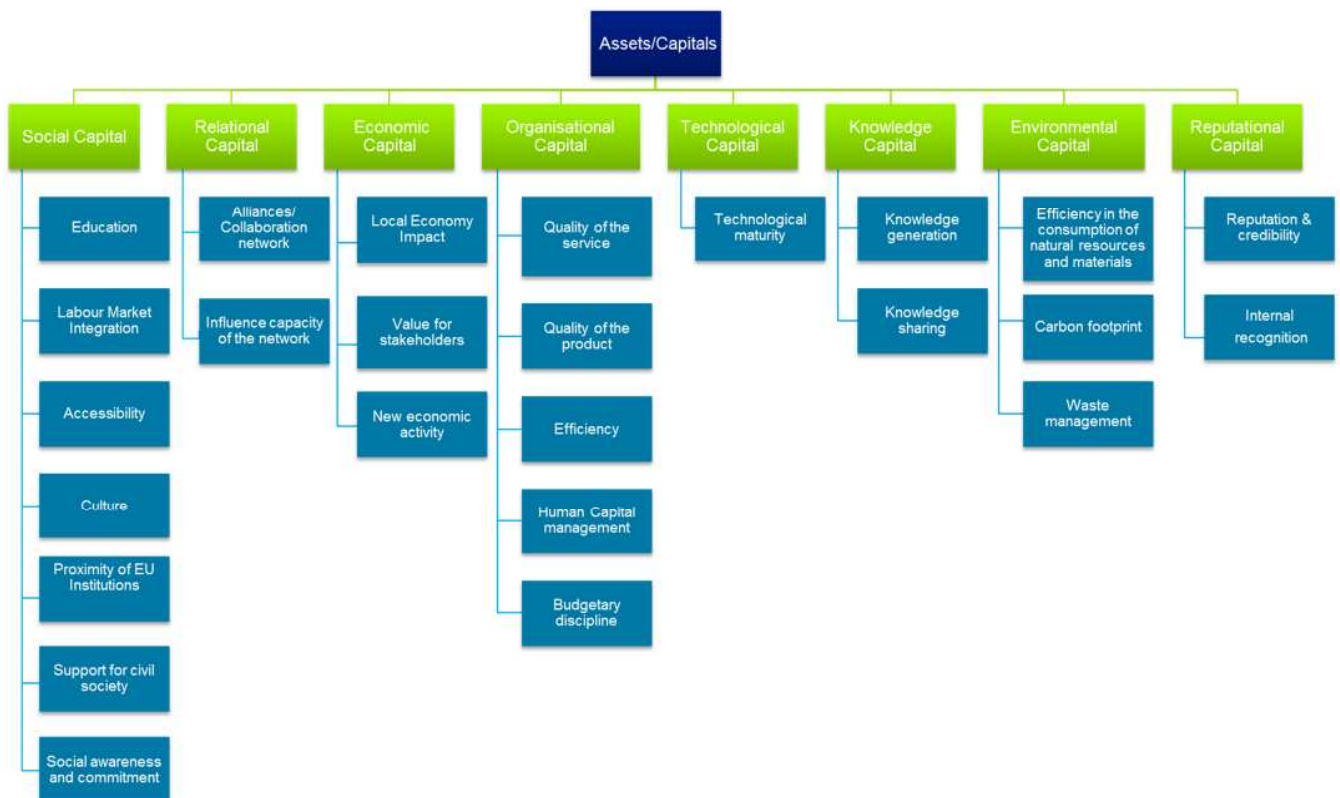
Methodology and data gathering

The assessment of OHIM's achievements during the Strategic Plan 2011-2015 was developed in close collaboration with OHIM's Management Team and Heads of Department.

Two key factors were crucial in obtaining successful outputs during the different phases of the project:

1. The availability of internal sources of information, reports and KPIs that made it possible to better assess the impact of OHIM's business in the different areas considered under the framework:

- OHIM annual reports;

- OHIM Strategic Plan 2011-2015;

- OHIM Strategic Plan 2020 (draft);

- Balanced Scorecard KPIs;

- Internal reports (departmental annual reports, internal assessments of OHIM initiatives and projects, etc.);

- Observatory reports;

- User Satisfaction Survey;

- Staff Opinion Survey;

- Environmental Sustainability Reports;

- OHIM Intranet;

- Data obtained from internal systems (Business Objects, Sharedox, others).

2. The creation of a wide project team at OHIM that was involved in the analysis of its activities, the evaluation of metrics and the provision of valuable inputs used to assess OHIM's Impact. Among the working structures that participated in the project, it is worth mentioning the following:

OHIM's Benefit Impact Analysis

- **Knowledge circle:** cross-departmental teams of experts who analyse case law, and consider feedback received from OHIM users and internal stakeholders. It was responsible for the validation of the contents and the identification of initiatives and internal information that could help assess OHIM's contribution.

- **Quality Performance and Risk Officers** (**QPROs)** were involved in the definition and validation of the global framework designed for OHIM.

Regular meetings were held during the data gathering and validation processes with more than **100 people** and involved more than **200 contacts**.

More than
200 contacts
made through meetings, conference calls and mailings

2
meetings with OHIM's **Presidency** to share the development of the report

More than
100 people
involved in the analysis and assessment of OHIM's activity

Assessment Overview

The challenges and objectives that OHIM defined in its first Strategic Plan have been a pillar to manage its activity better and improve its results year after year.

During the period 2011-2015 the Office **evolved visibly**, taking on new competences beyond its core business and broadening the impact of its activities on its stakeholders.

Technological Capital

Technology has been **a key driver of a digital transformation at OHIM**. The efforts made in software industrialisation, vendor management strategies, the website and tool development have helped to transform its business and improve user experience with multichannel services, while at the same time generating efficiency gains. The most remarkable results have been:

- **€9.8 million** in estimated **cost savings** between **2012-2015** due to IT simplification projects and the vendor management framework.

- **Improved user experience,** which in 2015 resulted in **an average rate of satisfaction** with OHIM's website and online tools on the part of external users of **84%** and in an **increase** of **25 percentage points** in

the percentage of **RCDs filed electronically,** compared with 2011.

Organisational Capital

From an internal perspective, OHIM has proved to be a performance-focused organisation, with a clear, well known and shared strategy among its staff: **the organisation is aligned with and works towards the fulfilment of the strategic objectives defined in the Strategic Plan 1** (SP1).

The initiatives implemented have been highly focused on achieving greater **efficiency** and improving the **quality** of the service. The results can be measured in terms of increased productivity and user satisfaction:

- In 2015 OHIM managed **19% more CTM** applications and **17 % more RCD applications** than in 2010, while **unit costs declined** by more than **10%.**

- In 2015 the **overall user satisfaction level was 91%** (6 percentage points higher than in 2011) and 92% of users would recommend OHIM´s services.

The impact achieved would not have been possible without the engagement and commitment of OHIM´s staff.

OHIM's Benefit Impact Analysis

Efforts have also been made to improve the quality of the product: the design of **guidelines**, together with ex-post quality checks, have allowed OHIM to improve the **consistency** of its decisions and have made it possible to evaluate trade marks and designs in a more systematic manner.

Despite the mechanisms implemented to achieve higher consistency rates, there is still room for improvement in this area: the General Court **confirmation rate** in 2015 was 80% , but the value falls to 64% and 77% when considering the Board of First Instance's confirmation rate in inter partes and ex parte proceedings respectively.

Knowledge Capital

The Office has been entrusted with new competences, thus broadening its impact on external stakeholders. By hosting the Observatory, OHIM has, on the one hand, increased its contribution to **knowledge generation** through reports and studies on IP matters that are considered works of reference, while, on the other, improving **knowledge sharing** among enforcement authorities (Europol, CEPOL), Judges (Eurojust), IP Offices and other stakeholders. Among the main results are:

- More than **20 reports** on IP matters, ranging from the role of IP in the European economy to the analysis of citizenship behaviour and attitudes towards IP infringement. These are all available through the Observatory website.

- More than **43,000 subscribers** to the Observatory´s newsletter, Alicante News and ETMDN News.

The contribution to knowledge sharing has been boosted through the Academy, which is responsible for the education programmes for both internal and external participants. For the latter group, **56,000** hours of training were delivered between 2014 and July 2015.

Relational Capital

Some initiatives developed by OHIM during SP1 have contributed to strengthening OHIM´s **Relational Capital.** Through initiatives focusing on knowledge sharing and convergence of practices OHIM has helped to increase harmonisation among IP Offices within the EU and beyond.

During the period 2011-2015 OHIM had a budget of more than **€86 million** to develop the Cooperation Fund and Convergence Programme in collaboration with the ETMDN members, the implementation of EU-funded programmes on IP matters or the initiatives taken under the International Cooperation Programme. The main results achieved through these initiatives have been:

- More than **350 implementations across the EU IP offices** of the **18 tools developed** under the Cooperation Fund, with an average **satisfaction** rate of **7.4 out of 10.**

- An average **participation rate of 88%** of EU IP offices in the 7 work packages developed and implemented under the **Convergence Programme**.

- More than 300 activities in non-EU countries in 2015 through international **Cooperation Programmes** to extend the use of tools, disseminate best practices and foster IP systems beyond the EU.

OHIM has enlarged its stakeholder group through the **Observatory Network,** which had **115** members in 2015, including representatives of the 28 Member States of the EU, 61 representatives of the private sector, 7 organisations representing civil

OHIM's Benefit Impact Analysis

society, 10 international organisations, and 10 MEPs designated by the European Parliament.

OHIM is also a founding **member of TM5**, a multilateral cooperation forum comprised of the five main trade mark offices in the world. This was set up in collaboration with the USP and JPO. OHIM and the rest of the TM5 members played a key role in fostering the creation of a similar forum at the end of 2015 to discuss IP matters relating to Designs, called **ID5**.

Economic Capital

OHIM has developed a wide range of initiatives clearly oriented to improving the value provided to its stakeholders, with a focus on users and EU IP Offices. These initiatives have had a clear economic benefit:

- **€16.8** million in estimated **economic benefit for users in** 2014 achieved through the Convergence of Practices.

- **€48.5** million in estimated **economic benefit for both** end users and National Offices delivered by the **Cooperation Fund** tools **in 2015, of which** it is anticipated that **€21 million** will be recurrent benefits generated on a yearly basis.

- **€140,000** in estimated costs saved by external **training activity** attendees in 2015.

- **€4 million** in estimated costs saved by users in 2015 through **website/e-business services.**

Apart from the economic benefit to its stakeholders, OHIM's headquarters makes an impact on the Valencia region: there was a **€323 million contribution to the GDP** of the Valencia community in 2013 and the

presence of OHIM **maintained more than 2,600 jobs** according to analysis by the Alicante Chamber of Commerce.

Other contributions

Among the **Social Capital** contributions identified**,** increased awareness of IP matters and the efforts made to foster the proximity of EU institutions to the local population are the most remarkable.

- *Ideas powered* is an **awareness action** plan targeting **youth** at an EU level. It was launched in 2014 and the specific website developed for it had had more than **13,200** visits from 40 different countries by 2015.

- More than **14,000 students** and **500 professors** had visited the Office by the end of 2013 thanks to the **School Liaison Programme**, and OHIM had organised more than **730 events** in Alicante.

OHIM has also built a positive **Reputational Capital.** Its professionalism and excellence-oriented performance are recognised by both the European Commission and the right holders: according to a survey run in 2015, 89% of participants perceived OHIM's overall image to be good or very good.

However, it is surprising that in a survey of OHIM's staff in 2013, 40% had no opinion on the reputation of the Office among other EU institutions. This suggests that in future it may be important to share and communicate OHIM's main achievements better.

OHIM's Benefit Impact Analysis

Technological Capital

OHIM has contributed to driving digital transformation both internally, by optimising business process efficiency, and externally, by offering innovative and effective IT solutions to end-users, ETMDN members and other institutions, thus enhancing the IP protection system.

During the period 2011-2015, OHIM made a significant effort to develop and implement modern and effective IT tools that have been essential in supporting the cultural renewal process and building a modern organisation with improvements in both the quality and timeliness of its services.

OHIM has evolved from an approach focused on IT operational efficiency to a model aiming to maximise the contribution of technology to the business. This contribution is a function of the level of maturity of the technology along a three-stage maturity path: technological transformation, business transformation and digital transformation.

OHIM's efforts have not only been internal, but also external. Technology has been a powerful means of enabling international cooperation, helping OHIM to provide different tools and to support its vision of a European Trade Mark and Design Network and at the same time connecting the Office to other institutions and users through its e-Business platforms.

This chapter describes, on the one hand, the evolution of OHIM along the maturity path through the implementation of technological solutions and, on the other, the benefits achieved by the organisation and external stakeholders.

Overview of Technological Capital components

Technological Capital

Technological maturity
- Evolution of an organisation along the maturity path through the development of IT initiatives for internal or external use aimed at run, grow or transform the business.
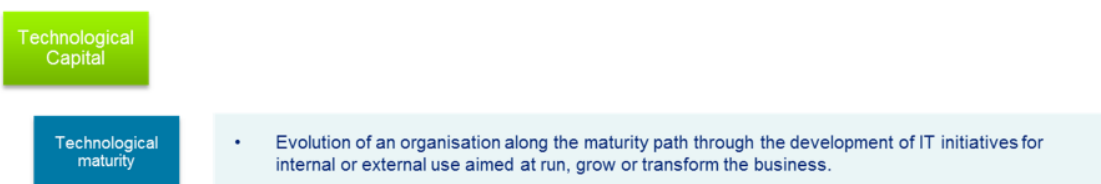
OHIM's Benefit Impact Analysis

The chapter is divided in three sections:

- **IT contribution to the business along the maturity path.** This contains an introduction to the evolving role of IT and its contribution to the business based on Deloitte's IT Maturity Model. It describes the different stages of an organisation's technology development, the type of initiatives that can be developed and the main benefits to be expected.

- **Contribution of technology to OHIM: maturity evolution**. This spells out the main IT initiatives undertaken during the period 2011-2015 and the benefits achieved both from an internal and external point of view. The projects and their contributions are described under the maturity stage within which they fall.

- **Synthetised view of the contribution of technology to efficiency.** This is an analysis of the evolution of the investment made in IT and of the unitary cost to OHIM of registering a CTM or RCD.

  In order to better assess OHIM's IT investment effort, IT spending is compared with the average for other sectors.

1. IT Contribution to the business along the maturity path

The ability of technology to contribute to the business depends on its maturity. There are three different phases in an organisation's technological maturity[2]. Each stage has specific features in terms of digital strategy, governance, IT applications and

infrastructure, and vendor management. These are summarised below.

Technological transformation stage. Organisations at an immature IT stage mainly focus on initiatives designed to reduce IT costs, improve IT infrastructure, and gain efficiency and agility in IT operations, with a low focus on the user.

At this stage, the CIO (Chief Information Officer) takes on a supplier role that will evolve in parallel to the maturity level.

Modernization of IT infrastructure is a priority in this stage and IT investment focuses on consolidation and virtualisation, thus achieving higher cost efficiency.

In terms of applications, Service Oriented Architecture (SOA) and the implementation of some Digital Platforms are common at this maturity stage.

Business transformation stage. Organisations with medium IT maturity are usually more oriented towards improving the user experience. The types of initiatives launched in this phase include multichannel development projects and business process reengineering.

At this stage, the applications evolve towards initiatives aimed at improving user experience, with higher impact on process reengineering. These typically include multichannel integration and service reengineering.

IT infrastructure steps up from consolidation to IaaS (Infrastructure as a Service), reducing investment in hardware and improving availability rates.

The role of the CIO evolves from the initial Supplier role to a Collaborator role as IT

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[2] The detail is provided for illustrative purpose only (not exhaustive). The development of initiatives in the advanced stages may require consolidation of the status of projects in the previous stage(s).

decisions begin to have an increasing impact on the business.

Digital transformation stage. Organisations with a mature IT level are normally involved in initiatives that transform the business and incorporate innovation, and are highly oriented to end-users.

The applications are designed to obtain information about users through advanced analytics, and cybersecurity projects are developed to increase protection against external threats. The projects developed in this stage are usually based in emerging technologies and require higher coordination among several business departments.

IT infrastructure consists not only of IaaS (Infrastructure as a Service) but also Saas – Paas (Service/Platform as a Service), reducing the cost of licenses for users and increasing accessibility from multiple devices.

At this stage, the role of the CIO evolves into a Partner role (Chief Digital Officer), who anticipates the needs of stakeholders and leads the digital transformation strategy.
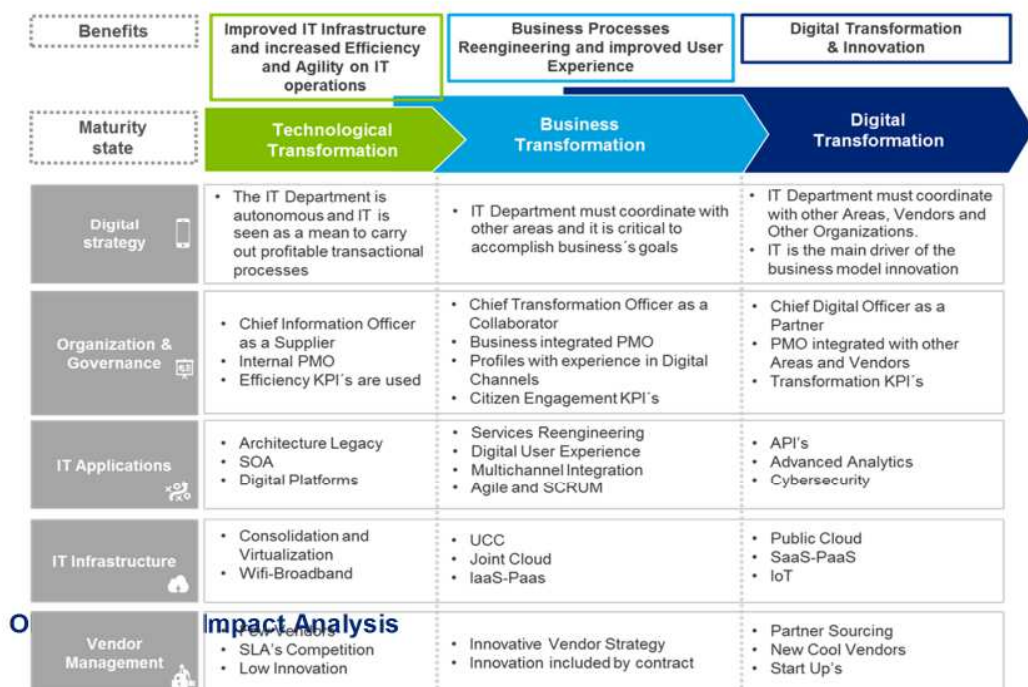
Thus, the capacity of an organization to achieve its strategic objectives heavily depends on its level of IT maturity and the importance an relevance IT has in the business and operations.

As a result, the **type of initiatives** developed range from internal projects with a greater focus on optimisation and efficiency (IT architecture, infrastructure and sourcing strategy) to IT projects with an emphasis on enhancing the user experience for both internal and external users through high value added solutions.

It is important to note that these stages are not silos. An organisation can develop in parallel initiatives or have some features that may fall under two different maturity stages. Although this is a flexible approach, it is normally necessary to have some technological basis that allows an organisation to develop projects in the advanced stages. As the organisation and technology evolve, it will be necessary to update or improve IT projects carried out at earlier stages of their IT maturity.

2. Contribution of technology to

IT contribution to Business

	Technological Transformation	Business Transformation	Digital Transformation
Benefits	Improved IT Infrastructure and increased Efficiency and Agility on IT operations	Business Processes Reengineering and improved User Experience	Digital Transformation & Innovation
Maturity state	Technological Transformation	Business Transformation	Digital Transformation
Digital strategy	• The IT Department is autonomous and IT is seen as a mean to carry out profitable transactional processes	• IT Department must coordinate with other areas and it is critical to accomplish business's goals	• IT Department must coordinate with other Areas, Vendors and Other Organizations. • IT is the main driver of the business model innovation
Organization & Governance	• Chief Information Officer as a Supplier • Internal PMO • Efficiency KPI's are used	• Chief Transformation Officer as a Collaborator • Business integrated PMO • Profiles with experience in Digital Channels • Citizen Engagement KPI's	• Chief Digital Officer as a Partner • PMO integrated with other Areas and Vendors • Transformation KPI's
IT Applications	• Architecture Legacy • SOA • Digital Platforms	• Services Reengineering • Digital User Experience • Multichannel Integration • Agile and SCRUM	• API's • Advanced Analytics • Cybersecurity
IT Infrastructure	• Consolidation and Virtualization • Wifi-Broadband	• UCC • Joint Cloud • IaaS-Paas	• Public Cloud • SaaS-PaaS • IoT
Vendor Management	• Few Vendors • SLA's Competition • Low Innovation	• Innovative Vendor Strategy • Innovation included by contract	• Partner Sourcing • New Cool Vendors • Start Up's

Source: IT maturity model by Deloitte, based on Gartner's Technology Towers

OHIM: maturity evolution

After five years of developing and implementing IT projects, OHIM has integrated technology in all aspects of its operations, supporting knowledge workers, and with accountability for end results, in an agile, secure, highly available and cost effective manner.

As a result, **OHIM´s technological maturity** level has evolved from an initial Technological Transformation phase in 2011, to a Business Transformation phase between 2011 and 2014 and towards a first approach to Digital Transformation during 2015. In other words, technology has gained in importance and is now regarded as a key driver of digital transformation.

This can be clearly appreciated from the following figure. It depicts the IT projects

according to the maturity stage they fall under and the **business objectives** that **these projects helped or are helping to achieve**. The top line of captions shows the **general benefits** of IT projects by maturity stage.

The figure shows how the different types of project have evolved throughout the three different phases: from operational IT cost optimisation projects to higher added value IT solutions, **achieving a greater level of maturity and increasing the value of the contribution of technology to the business objectives**.

Contribution of Technology to OHIM: maturity evolution
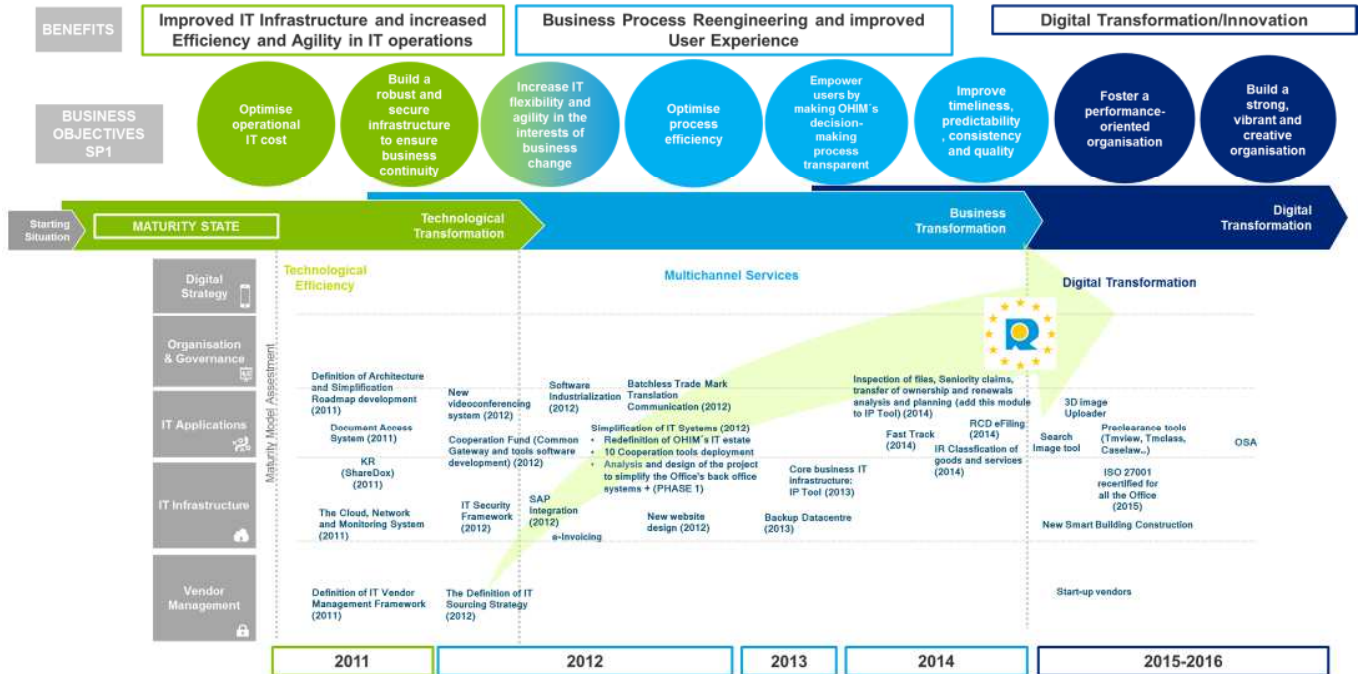
Based on Deloitte´s 2015 International survey on Digitisation in the Public Sector, OHIM could be regarded as being now really close to becoming part of the select 14% of organisations which are considered mature in digital terms.

OHIM's Benefit Impact Analysis

In order to better understand the way in which the level of OHIM´s technological maturity has evolved, it is necessary to describe the IT initiatives deployed during the period 2011-2015.

Prior to 2011, OHIM had neither a clear technology and digitisation strategy, nor a clear IT governance structure. Therefore, in 2011 the role of technology in OHIM and the strategy on that role were redefined and given new direction.

Since then, OHIM has developed a series of projects and initiatives designed to achieve its strategic goals and drive the Digital Transformation of the Office. This has been an evolutive process. Initiatives included in OHIM´s strategic plan set out to simplify and modernise the IT system and to offer end-users more efficient and user-friendly tools. In line with Deloitte's IT Maturity Model, the IT initiatives undertaken by OHIM initially aimed at internal efficiency gains and then evolved towards improved user-experience projects as time went by.

The initiatives undertaken and their benefits are described in detail below by maturity stage.

1. Technological transformation

Efficiency gains through IT

In early 2011 a series of management audits were conducted on OHIM's back office and infrastructure. One of the main findings was the high cost of maintaining OHIM's very complex IT landscape, with many bespoke applications. These also identified that significant areas of operations were still being handled manually.

As a result, a project for the **definition of an Architecture and Simplification Roadmap** was

developed in 2011 and several obsolete systems were later decommissioned, thus reducing the number of different technologies, applications and dependencies among them. This enabled the Office to reduce the number of databases from 90 to 64 — a major step towards simplification. At the same time, the number of servers decreased, saving some € **340,000 annually** in running costs.

With the same goal of cost reduction, an **IT vendor management framework** was defined in 2012. Contracts and vendor performance were followed up in a structured manner and Service Level Agreements were put in place. This achieved a further reduction in IT costs and an increase in productivity. A conservative interpretation of early results indicates annual IT purchasing savings of € 0.5 million in 2012, € 1.5 million in 2013, € 2.5 million in 2014 and € 4 million from 2015 onwards, and a total **estimated savings of € 8.5 million** during the period **2012-2015.**

IT Vendor management framework
Estimated annual savings
(million euros)

|	2012	2013	2014	2015
	0,5	1,5	2,5	4
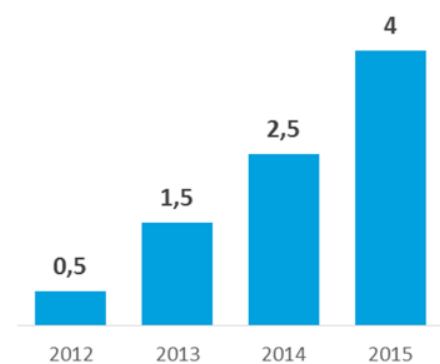
Source: OHIM

A clear **IT sourcing strategy** was put in place in 2012 to achieve greater agility and long-term sustainability by identifying the functions required and knowledge to be retained within OHIM. Different models were put in place for

the outsourced functions with strong governance to enable better commercial leverage vis-à-vis suppliers.

OHIM has also gained **flexibility and agility** in delivering systems through specific actions. The timeliness and quality of software development and maintenance has been improved through **software industrialisation.** OHIM moved from a manual approach to automated deployment, ensuring high-cadence delivery of software, reducing both risk and overall cost. In 2012 the average development and deployment time for a high-priority fix to the systems took over 60 days, whereas by 2015 this time had been reduced to 18 days (i.e. by 70%). This has brought benefits from faster delivery, with first time products showing better overall quality and better cost planning, with project deviations within a 12.3% tolerance in 2015 (Q3). This represents an improvement of 6.7 percentage points compared with the year before and is 5 percentage points lower than in 2013.

Evolution of IT project delivery deviation

100% = no deviation
Source: OHIM
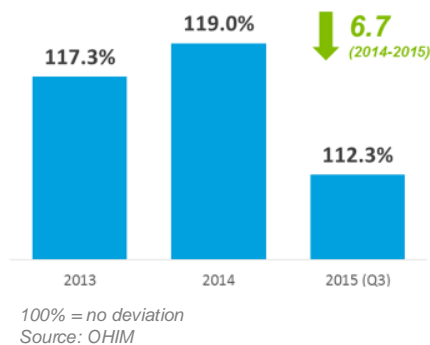
Moreover, 96.2% of requests related to IT (such as requests for new staff, requests to move staff, replacement of PCs, permissions to access information, requests and replacements for mobile phones) were delivered in accordance with business deadlines or requested delivery dates in 2015

OHIM's Benefit Impact Analysis

(Q3), twice the figure achieved in 2012 (47.9%).

Evolution of IT cost per head of staff
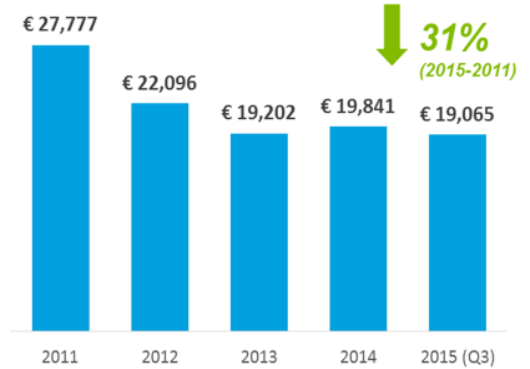
Source: OHIM. Cooperation Fund not considered

All these have improved internal efficiency while helped to **reduce sourcing and maintenance costs**. As a result, the ratio of IT costs per head of staff decreased by 31% in the period 2011-2015 (Q3), from € 27,777 in 2011 to € 19,065 in 2015 (Q3).

Interoperability, together with the use of **open source** software in combination with reusable architecture, has not only led to greater cost effectiveness, but has been an important cornerstone of OHIM's technology development.

Automated testing and new service models have led to better quality of service and on-time delivery of projects, which have underpinned all areas of improvement. The result of the remarkable pace at which lessons learned have been implemented has been zero defect products.

Improved IT Security

Cyber-security has taken on increasing importance for the Office and its users. During the period 2011-2015, significant steps were taken via the **IT Security Framework** (2012)

and **Backup Centre Project** (2013) towards building a secure and robust infrastructure, and improving the maturity of Information Security.

Even though OHIM has developed and integrated several new tools, thus increasing the complexity of IT systems, the number of IT Security Incidents has not only been contained, but decreased.

IT security awareness and monitoring have enabled continued compliance with international standards, such as **ISO 27001,** and thereby demonstrate the trustworthiness of the Office and its products to its partners and customers.

The overall level of **IT Security maturity** has increased with no detriment to the necessary rate of transformation. Mechanisms have been put in place to protect OHIM's information assets, to guarantee their integrity, availability and confidentiality, compliance with the regulatory framework and the relevant directives, specific policies and established procedures.

OHIM has not taken on this global threat in isolation, but together with other IP Offices and EU bodies. An IP Security Network was set up across the EU in 2012. It is a forum for sharing of best practice, practical examples and security policies. It has become a launch-pad for new ideas, discussions and common projects.

Improved **user authentication processes** have resulted in a solid and trustworthy online platform with dedicated user accounts. The **new website** was built to modern IT security standards, so that users can be confident that the solutions they are using are safe. In 2015 several security attacks were detected. They originated from more than 27 different domains and some 1.8 million computers throughout the world. These were contained

and responded to without any disruption to operations.

These initiatives have put the Office in a position to respond appropriately to **threats of fraud and the needs of data protection,** balancing OHIM's obligation to have a public register against the need to deter fraudulent usage.

The following KPIs summarise the impact of the initiatives developed by OHIM in terms of increased efficiency:

Technological transformation. Metrics evolution

Efficiency gains through IT

		Basis	2015*	Variation
€	IT costs per staff	€ 27,777 (2011)	€ 19,065,4	▼ 31.4%
⏰	IT projects delivery deviation	117.3% (2013)	112.3%	▼ 5 p.p.
⚙	Days between reported bugs and release in production	60 days (2012)	17.7 days	▼ 42.3 days
▤	BITD Services delivered within defined SLAs	73,6% (2013)	96.2%	▲ 22.6 p.p.

Source: OHIM
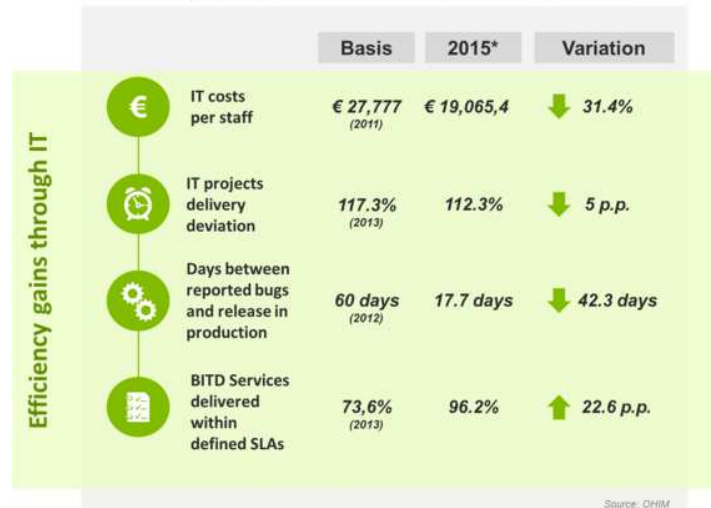
2. Business transformation

More and better web services 24/7

A **new data centre** was built in 2013. IT delivers the capability to operate OHIM services for users 24/7, thus exceeding the 99% availability mark. Most internal IT systems at OHIM also run in parallel thanks to this state-of-the-art infrastructure. This guarantees high availability with the potential to support future growth for OHIM and others. This is noteworthy, since in the years ahead OHIM may face the challenge of having to cope with increasing volumes of applications and being entrusted with new competences in an environment where

OHIM's Benefit Impact Analysis

European Institutions have to live with resource constraints.

IT back office systems and website availability have been consequently above 99 % in 2015, reflecting OHIM´s IT investment and commitment to accessibility.

The architecture leitmotiv has been to put **users of IP rights at the heart of OHIM´s systems.** The idea of a seamless digital interaction from A to Z has increased the quality of OHIM's services, accelerated its interactions and reduced its carbon footprint. As a result, as of October 2015:

- o **81.9%** of procedures could be initiated electronically, an increase of 9.9 percentage points over 2011;

- o **53.3%** of internal and external high level business processes were covered by electronic tools, 10.4 percentage points more than in 2013.

The **new OHIM website** has connected users and examiners, leading to higher degrees of **predictability** in OHIM's decisions. Today, approximately 98% of CTMs and 95% of RCDs are filed electronically, and oppositions and other procedures are increasingly carried out online. **eCommunication** has overtaken classic means of sending and receiving documents, and OHIM's trade mark, design and Case Law databases are consulted by thousands of users every day.
As part of its quest to become a fully-fledged e-organisation OHIM launched the **IP Tool Programmes,** simplifying several systems which today exist as separate different modules, into a new tool providing more IT coverage for all IP process from examination to appeals containing all inter partes and ex partes proceedings.
The vision requires that the whole business BackOffice is supported by IT tools in order to

enable knowledge sharing and team collaboration as well as enhance digitisation. The results will become available progressively over the period 2015-2020. When finalised a new back-office for the management of trade marks and designs will be ready to incorporate new IP rights.

Knowledge sharing and harmonisation through IT

Another area where the Office has invested time and effort to create IT solutions is **knowledge management.** Lack of institutional memory in the past has led to inefficiencies when looking for information and has hampered collaboration internally, and with users and partners. **Knowledge repositories** have been put in place in different areas for standalone usage or integrated in the examination workflow, leading to **efficiency gains and increased consistency and predictability of information**. Striving to make information available anywhere, any time and on any device, has challenged OHIM to look at **collaboration** with fresh eyes:

- ▪ The **Case Law** (2012) project brought about single-search one-click operations for more than 88,000 opposition decisions, 47,000 Boards of Appeal decisions, 57,000 General Court and Court of Justice cases and hundreds of national IPR Court decisions.

- ▪ The public **Orphan Works database** (2013) created by the **Observatory** is growing fast, with more than 1,400 records uploaded as of November 2015. This provides the public with information contained in the collections of publicly accessible libraries, educational establishments and museums, as well as archives, film or audio heritage institutions and public-service broadcasting

OHIM's Benefit Impact Analysis

organisations established in the Member States.

The transfer of the **European Observatory** on Infringements of Intellectual Property Rights to OHIM in 2012 created an opportunity to develop a set of **tools** (such as an Enforcement Database –EDB - and ACIST) to gather, analyse and report on the scope and scale of counterfeiting and piracy in the EU and exchange key information with other institutional players. This has been one of the fastest growing areas of activity, aggregating services from other stakeholders in a modern, interconnected way.

Finally, IT has been used as a means of collaborating and achieving greater harmonisation among IP offices. Eighteen tools were delivered and implemented across Europe and beyond through the **Cooperation Fund**. This programme began in 2010 as a means of streamlining working methods and modernising EU IP offices through up-to-date administrative solutions. OHIM invested €50 million during the period 2011-2015 to develop and implement different IT tools that can be classified in 5 different categories:

▪ *Search and Classification tools:* TMview and Designview tools enable users to search for trade marks or designs registered in the countries of the participating offices. TMclass contains the harmonised class headings for goods and services and Similarity provides seniority information for trade marks at European level.

▪ *Front office tools* (TM e-Filing, DS e-Filing, e-Services): these tools enable users to file CTMs and RCDs online and to take advantage of other services available online related to the registration process. In order to guarantee correct integration with internal systems, the BackOffice project

has been developed in some of the participating IP Offices.

▪ *Quality and internal support tools: this* covers tools such as the Common Gateway for applications, the Seniority database, the Forecasting tool or CESTO, which aim to help increase transparency and certainty for users, while at the same time standardising and modernising processes in the participating IP Offices.

▪ *IP Enforcement:* the ACIST and EDB tools mentioned previously were developed by the Observatory to support enforcement agencies and businesses in sharing information on IP infringements safely and securely, as well as raising IP awareness among small and medium sized enterprises.

▪ *Information and Awareness:* this takes into consideration tools developed to provide and gather information about IP matters, such as the User Satisfaction Survey that allows IP Offices to develop their own online pooling processes, the Quality standards site that makes it possible to compare performance KPIs among participating IP offices, or the e-learning site with valuable information related to IP rights and their protection across EU Member States.

Contribution of Technology to Relational Capital

With an average investment of **1.8M€** per IP Office, more than **350 implementations** of Cooperation Fund tools have been carried out along 27 national and regional IP offices

63% of National Offices now offer electronic services thanks to the implementation of CF tools

78% have systematised tasks that were previously carried out manually

92% of National Offices have improved their internal efficiency in the execution of tasks

Source: OHIM

OHIM's Benefit Impact Analysis

The sheer number of initiatives put in place is testimony to an organisation that has looked at technology from the perspective of anticipating the needs of its stakeholders, thus becoming a source of technological **innovation capital in the public sector.**

The evolution of the KPIs for Availability, Predictability, Process optimisation and Timeliness shows the transformational effect of the IT initiatives.

Business transformation: evolution of metrics

		Basis	2015*	Variation
Availability	Website Availability	99.3% (2014)	100%	⬆ 0.7 p.p.
	Back Office & Cooperation Fund Tools availability	99.6% (2014)	100%	⬆ 0.4 p.p.
Process efficiency optimization	Procedures that could be initiated electronically	72% (2011)	81.9%	⬆ 9.9 p.p.
	High level processes covered by electronic tools	42.9% (2013)	53.3%	⬆ 10.4 p.p.
	CTM — CTMs filed electronically	94% (2011)	97.5%	⬆ 3.5 p.p.
	RCD — RCDs filed electronically	70% (2011)	94.9%	⬆ 24.9 p.p.
	OPPO — Oppositions filed electronically	33% (2011)	78.99%	⬆ 45.99 p.p.
	% of CTMs not needing translation	36% (2011)	50.4%	⬆ 14.4 p.p.

*2015 Q3

		Basis	2015*	Variation
Timeliness	CTM — Time to register a CTM	178 days (2011)	135.8 days	⬇ 42.2 days
	RCD — Time to register a RCD	12 days (2011)	10 days	⬇ 2 days
	IR TM — Time to register an IR TM	20 days (2014)	13 days	⬇ 7 days

	Non-Fast Track	Fast Track 2015*
CTM Registration time	19.4 weeks	16 weeks
RCD Examination time	10 working days	2 working days

* Data available for Q3 2015

	Basis	2015*	Variation
Average time for payments (via e-invoicing)	10.35 days (2014)	10.06 days	⬇ 2.8%

⬇ days less than for non-e-invoice payments in 2015

		Basis	2015*	Variation
Predictability	Level of predictability as perceived by users	34.3% (2014)	40.8%	⬆ 6.5 p.p.

*2015 Q3

OHIM's Benefit Impact Analysis

19

3. Digital transformation

Although there is still considerable room for higher levels of maturity in terms of digitisation and innovation, by 2015 OHIM had already started to develop projects that would belong in this third stage of maturity. This is the case of OSA, a phonetic algorithm that helps the examiner in the decision-making process, 3D image uploader, an online tool that enables the user to register a design by uploading 3D images, or preclearance tools, that provide easier access and empowerment for SMEs and reduce the administrative burden.

In order to achieve a greater level of IT maturity level, OHIM will continue investing in cloud technology, cybersecurity, advanced analytics and search tools in order to make the online tools and databases more accessible, easier to use, transparent and secure. Moreover, in its next Strategic Plan covering the period 2016-2020, OHIM plans to focus on delivering its IT projects in a more cost- efficient way and to extend IT to those proceedings that still are not accessible electronically.

Due to its specific area of activity, it will be a priority to develop and/or search for innovations that may have an impact on OHIM's missions in the long term such as search algorithms for design, etc.

3. Synthetised view of contribution of technology to efficiency

The contributions of the technological initiatives developed by OHIM can be summarised by comparing the investment on IT with the evolution of the unit cost incurred by OHIM to register a CTM or RCD.
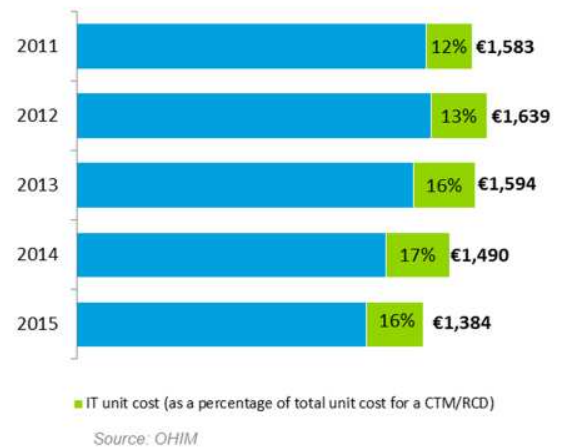
The figure on the right shows how these two variables have moved in opposite directions. During the period 2011-2015, IT unit cost increased by 21%, while the internal unit cost for registering a CTM or RCD decreased by -13%.

This does not mean that the improvement in the unit cost is only due to technological initiatives. Several projects aimed at optimisation and increased efficiency rates have also been developed at OHIM and have had an impact on this KPI. Nevertheless, as the bar graph shows, higher investment in IT has resulted in a gradual reduction in unit costs for CTM and RCD. Given the increased weight of IT in OHIM's operations during the period 2011-2015 and the benefits described, it can be assumed that technology was a key driver in achieving **higher efficiency rates**.

Evolution of Unit cost (CTM/RCD), IT Unit cost and OHIM staff numbers

Source: OHIM

Unit cost and percentage of IT cost evolution (€)

IT unit cost (as a percentage of total unit cost for a CTM/RCD)

Source: OHIM

OHIM's Benefit Impact Analysis

Due to its nature, the relevance and **significance of technology for OHIM** is much higher than for other public institutions. It runs the business in a way that is closer to the performance of a private company, and not so much that of a public institution. Private sector companies tend to be ahead of public sector institutions in their rate of digital transformation. Given OHIM's ambitions to be a leader in this area, it appears of interest to compare OHIM´s effort in terms of technological spending with private sector organisations.

As can be seen from the following table, OHIM obtains higher results in terms of spending than other **IT-intensive sectors,** such as banking or insurance.

This is a transitional situation derived from the major investments made in technology during OHIM's transformation stage, but the figure should be reduced and stabilised once the current modernisation process come to its end.

- Internal process optimisation has allowed OHIM to spread and improve its service portfolio, while guaranteeing a premium high quality service to both internal and external IP users at the same cost;

- OHIM has also played a key role in modernising and driving the digital transformation of the European IP Network. The Office has made significant efforts to provide other IP offices and ETMDN members with IT tools aimed at harmonising and supporting their business operations, such as shared databases and higher IT system availability and security rates.

IT development has taken OHIM to a more advanced maturity stage, thus **enabling** the organisation to **improve internal productivity and efficiency rates**.

Spending and investment on IT has fluctuated along OHIM´s technological maturity path and is a function of the strategic objectives. As a consequence, investment and spending on IT is not distributed evenly but varies depending on the needs of the organisation and the purpose of the projects implemented.

It is possible to identify three main areas of investment in IT within any organisation:

- **Run the business**. IT spending on the continuing operation of the business;

- **Grow the business**. IT spending on developing and enhancing IT systems to support business growth;

- **Transform the business**. IT spending on implementing technologies that enable the enterprise to enact new business models.

Main indicators on IT spending by sector

	BANKING	INSURANCE	SOFTWARE	ENERGY	TELCO	GOVERNMENT	OHIM
IT Spending as a % of Revenue 2011	6.5%	3.6%	7.6%	1.1%	4.1%	-	15.3%
IT Spending as a % of Revenue 2015	6.5%	2.9%	6.9%	1.1%	3.8%	-	18.3%

**19.1%** Average IT Spending as a % of Revenue 2011-2015

Source: Gartner IT Key Metrics Data 2011/2015 and OHIM

OHIM's Benefit Impact Analysis

The evolution of the IT Budget distribution at OHIM is shown in the following figure, where it is compared with private sector figures. While there were no business transformation initiatives in OHIM's 2011 IT spending (61% of the total IT budget was allocated to projects with a *Run the business* focus and 39% to the *Grow the business* segment), the distribution was significantly different in 2015. Then, OHIM allocated 51% of its IT budget to projects designed to *Run the business*, 45% to projects to *Grow the business* and 4% to projects to *Transform the business*.

**IT Budget Distribution: Run - Grow -Transform**
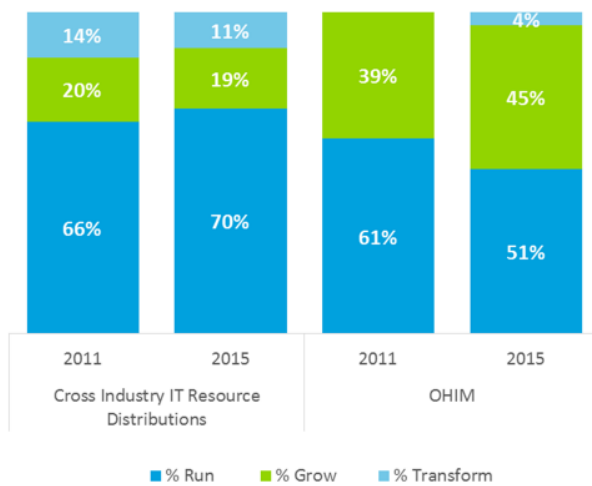
Source: Gartner IT Key Metrics Data 2011 and OHIM

Comparing **IT operational versus capital spend** helps to portray an organisation's IT investment profile in a given year. *IT Operational Expenditure (OPEX)* is defined as: total day-to-day operations and maintenance expenses for a given financial year that have not been capitalised, while *IT Capital Expenditure (CAPEX)* is defined as: total capitalised IT spend for the financial year. This includes investments in developing new applications and IT infrastructure.

On this basis, OHIM has higher relative levels of CAPEX spending (39% in 2011 and 49% in 2015) than the average for the industry which of 26-27%. Therefore, it can be assumed that OHIM has made a **bigger effort** to invest in the development of new applications and IT infrastructure than the private sector as a whole. This illustrates OHIM's approach towards Digital Transformation and higher IT maturity levels.

Operational vs. Capital IT Expenditure
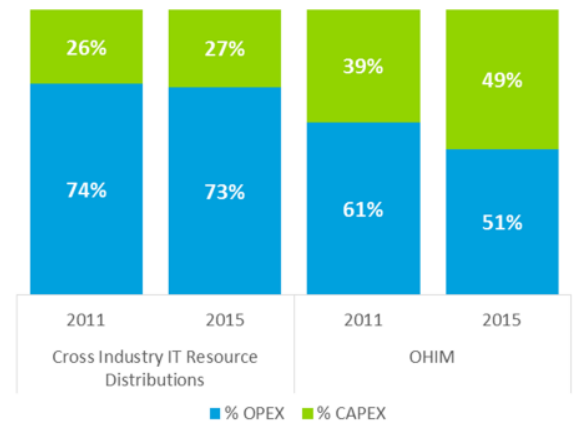
Source: Gartner IT Key Metrics Data 2011 and OHIM

Clearly, throughout the period 2011-2015 OHIM has invested heavily in time and effort to become a point of reference and driver European Agency in technology and digitisation is concerned and has developed the necessary skills and capabilities to accomplish this.

In summary, OHIM has carried out projects and initiatives aimed at building a robust and scalable IT infrastructure. OHIM has made efforts to develop a series of high value-added IT tools and make them available to the global IP network as part of a user-focused digital strategy. OHIM´s IT development has helped to improve the user experience across Europe and to accomplish the ambitious goals set in its 2011-2015 Strategic Plan.

OHIM's Benefit Impact Analysis

Technological Capital. Main benefits

Technological transformation

Efficiency gains through IT derived from architecture simplification projects, vendor management and improved flexibility and agility in software development achieved through software industrialisation, among others

€340,000 — Saved annually in running costs due to IT **simplification** (reduction in number of databases and servers)

€8.5 M — saved during the period 2012-2015 through the **IT vendor management framework**

-42 days — reduction in the average development and **deployment time for a high priority fix** to the systems between 2012 and 2015

96.2% — requests related to IT delivered **on time** in accordance with business deadlines or to requested delivery date in 2015

Improved **IT Security**, through mechanisms that were put in place to protect the OHIM information assets, to guarantee their integrity, availability and confidentiality, fulfilling the regulatory framework

ISO 27001 — demonstrates **compliance** with international standards thanks to OHIM's IT security awareness and monitoring

-2.8 — cecrease in the number of **IT Security Incidents** in 2015 compared to 2013

2012 — **IP Security Network across the EU** was **set up** to share best practices, practical examples and security policies regularly

Business transformation

Improved user experience with more and better **web services** accessible through the new website since 2013

84% — External average **satisfaction** with the **website** and **online tools** in 2015

100% — Availability rate for the website, back office and Cooperation Fund – CF – tools in 2015
    +0.7 p.p higher than in 2014 for the website
    +0.4 p.p. higher than in 2014 for back office and CF tools

+25 p.p. — RCDs filed electronically in 2015, compared with 2011 (95% v. 70%)

+3.5 p.p. — CTMs filed electronically in 2015, compared with 2011 (94% v. 97.5%)

Knowledge sharing and harmonisation through IT, with a clear **impact** on **process optimisation**

81.9% — Procedures that can be **initiated electronically** (2015), +10p.p higher than the year before

53.3% — High level processes covered by electronic tools

50.4% — CTMs not needing translation (+14.4 p.p. higher than in 2011)

18 — **tools delivered** and 350 implementations made across 27 EU IP offices to modernise, optimise and harmonise their practice

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OHIM's Benefit Impact Analysis

Organisational Capital

Organisational excellence has been a pillar of OHIM´s strategy. OHIM has aimed for operational excellence by building a vibrant and creative organisation that increases quality and optimises its operations.
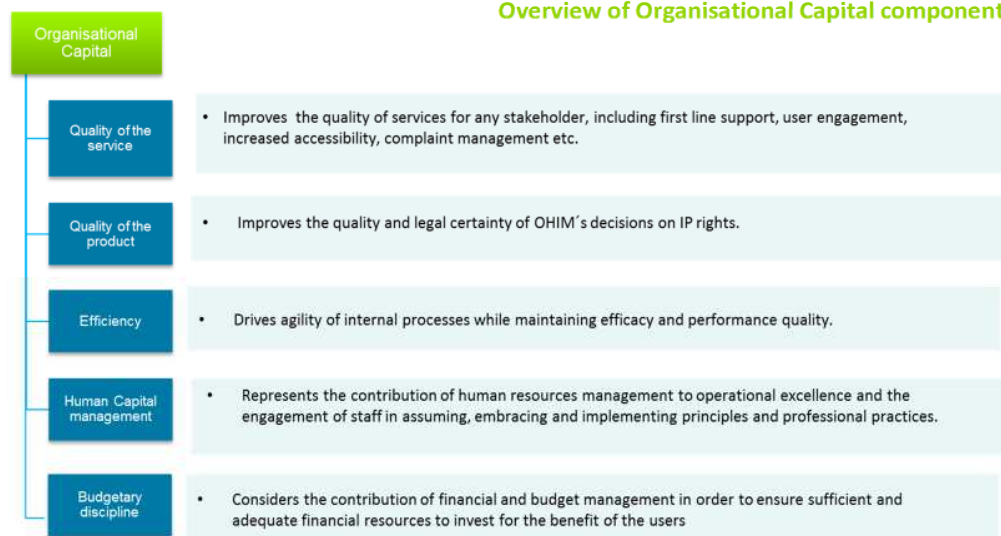
OHIM has made a significant effort and dedicated resources during this strategic period not only to improving its operational efficiency but also to measures which improve its ability to support its strategy and develop the capabilities needed to carry out new activities. These include redefining quality, reforming its human resources management function, simplifying its IT infrastructure and expanding and transforming its physical infrastructure.

The various initiatives put in place to this end have resulted in significant improvements in the quality of OHIM's service. The

consistency, predictability and quality of OHIM´s decisions has improved, efficiency has been optimised and internal resources have been managed effectively.

These changes would not have been possible without the help of all of OHIM´s staff. Staff performance and engagement is at the heart of OHIM's overall strategy. Staff commitment has been demonstrated by the improvements made in all the areas measured through the staff satisfaction survey.

Overview of Organisational Capital components

Organisational Capital

Quality of the service	• Improves the quality of services for any stakeholder, including first line support, user engagement, increased accessibility, complaint management etc.
Quality of the product	• Improves the quality and legal certainty of OHIM´s decisions on IP rights.
Efficiency	• Drives agility of internal processes while maintaining efficacy and performance quality.
Human Capital management	• Represents the contribution of human resources management to operational excellence and the engagement of staff in assuming, embracing and implementing principles and professional practices.
Budgetary discipline	• Considers the contribution of financial and budget management in order to ensure sufficient and adequate financial resources to invest for the benefit of the users

OHIM's Benefit Impact Analysis

Quality of the service

OHIM's service quality is primarily a function of the **timeliness** of the processes involved in the registration of trade marks and designs. Improving the **accessibility** of all OHIM services for its users is also a major element of service quality.

OHIM obtained ISO 9001 certification for all its processes in 2013. It is one of the world's largest IP offices for trade marks and designs to have attained this standard for all its activities.

The changes implemented to obtain the ISO 9001 certification have improved the processes in all areas of activity, and therefore have also had an impact on service quality.

OHIM has a clear commitment to its users. This is expressed in the Service Charter, which was drawn up after consultation with users and taking ISO 9001 audit recommendations into account.

The benefit to end-users thorough the continuous improvement in OHIM´s service quality has mainly come in the following areas:

1. Improved timeliness in the core business

2. Increased accessibility, availability and security

3. Lower deficiency rates

**4. Better first-line support**

5. Greater user engagement

1. **Improved timeliness in the core business**

Several projects and initiatives have contributed to improving the timeliness of all the procedures involved in the registration of trade marks and designs (including examination, opposition, registration and cancellation processes). These have included IT systems integration, process automation, common databases and repositories, and implementation of tools to support decision-making.

OHIM records the processing timelines for every stage in the registration process. For the purpose of this document, the overall improvements are the most relevant. The results are shown in the following Figures:

- **The time taken to register a CTM fell by 24%** between 2011 and 2015 (latest data available for September 2015) from 25 to 19 weeks;

Trademark registration process

Source: OHIM
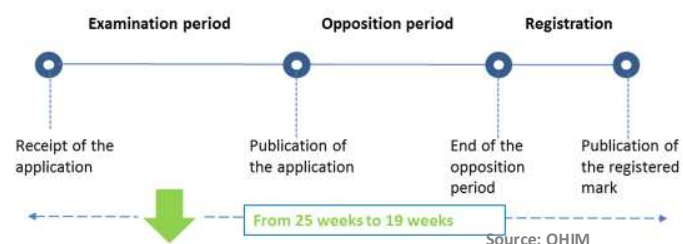
- **The time taken to register a Design fell by 17%** between 2011 and 2015, from 12 days to 10 days.

### Design registration process

Source: OHIM
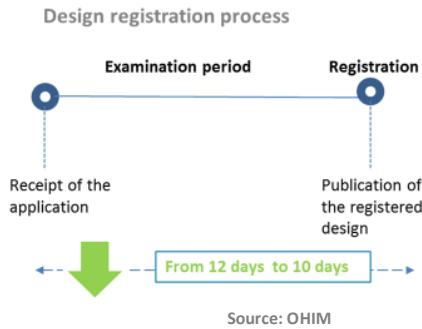
It is important to note that OHIM has developed a TM Fast Track service (available since 24 November 2014) for applications that comply with certain conditions. Re-engineering the registration process has meant that users' applications are published more quickly. As a result, under the Fast Track:

- **CTMs are being examined and published in 3 weeks.** This service has been used for more than 27% of applications;

CTM (Fast Track)
Time from reception to publication (99%)

Source: OHIM
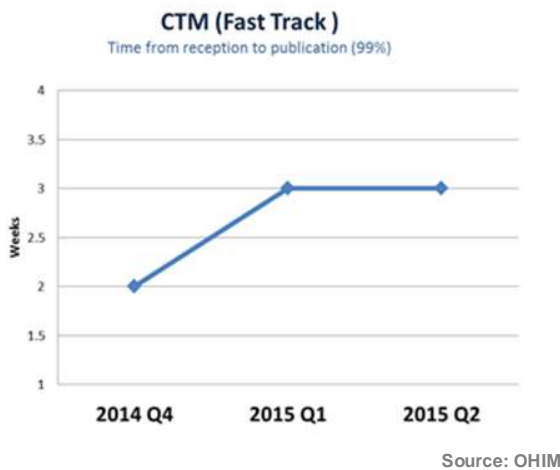
- **An increasing proportion of RCDs are being fast tracked.** 98% of RCDs are registered in less than 10 days, up from 41% in 2010.

RCD (Fast Track)
Time from reception to registration (99%)

Source: OHIM
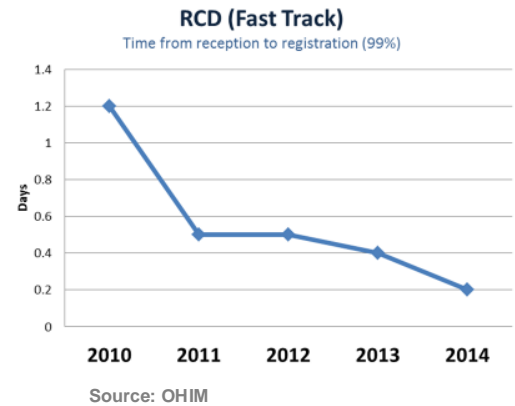
2. Increased accessibility, availability and security

For OHIM, accessibility means providing services through multiple channels (website, information centre, email), making them available (for example, the website is available 24/7h) and guaranteeing user security when logging in by applying authentication processes.

OHIM´s new website (launched in November 2013) has been decisive in increasing accessibility. The creation of the new website has made it possible to carry out different processes using different electronic tools. Improvements in the e-filing service (which is available to the general public) have made it easier than ever to carry out the registration processes:

- **Visits to OHIM's website increased by 56%** from 2012 to 2014 (from (504,000 to 785,000);
- **More than 80% of procedures can be initiated electronically;**
- **97% of CTMs were filed electronically in 2014 compared to 94% in 2011.** The most recent data available for 2015 (as of September 2015) shows that this percentage had increased to 98%;

OHIM´s Benefit Impact Analysis.

- **In 2014, 90% of RCDs were filed electronically**, an increase from 70% in 2011. The most recent data available as of September 2015 showed that this percentage has risen to 95%;
- There were **60,000 users** who had signed up for online accounts as of November 2015. Online accounts make it possible to provide a more customised service while at the same time facilitating traceability and thus helping to increase security for those interacting with the website;
- According to estimations for the end of 2015, **68% of name and address changes were being made directly online,** thanks to the improved e-services provided through the web;
- **The proportion of IP recordals being made directly online was 64%** as of the same date;
- **According to the 2014 User Satisfaction Survey,** awareness of the main website tools was already very high (99%), while **overall user satisfaction with the website was 71%. In the 2015 survey satisfaction with the website had increased to 84%. In 2015, the website was the platform most used to communicate with OHIM (selected by 87% of the users).**

Language is also a way of facilitating accessibility to the Office's information and services. OHIM provides its services in all 23 official EU languages.

OHIM's multilingual capabilities extend the accessibility of its services far beyond the EU's borders, and cover more than two thirds of the total world population.

The availability of services in many languages extends beyond information to technical issues, such as the classification of goods and services. This allows OHIM to engage not only with the end-users but also with the National and Regional IP Offices.

Continuous improvement in the translation service has resulted in a CTM error rate of 5.44% as of June 2015. The percentage of errors in language combinations is now 3.66% and the percentage of errors in individual expressions is only 0.64%.

The service OHIM provides is not only accessible[3] and available[4] but also secure. This means that all Office´s databases are protected against fraudsters accessing critical data. OHIM sets great store by security. A new IT security framework has been developed, which provides OHIM with intrusion detection, intrusion prevention and specific protection for the website.

This security aspect of the service is critical. Fraud causes pecuniary damage and client frustration. It can even result in loss of legal rights when certain types of fees (e.g. application or renewal fee) are not paid within the deadlines the Regulation.

OHIM has a **specific Anti-fraud strategy to help users** identify and prevent these fraudulent behaviours and also to collaborate and coordinate with other national and international IP actors. As a result:

[3] Multi-channel
[4] 24/7 in the case of the website

OHIM´s Benefit Impact Analysis.

- Information on fraud is available on OHIM´s website, which gives examples of misrepresentation. This page is clearly visible and accessible. It includes all relevant information about fraud and this is continuously updated. The types of information include black lists, information on how fraudsters operate and FAQs. There are also contact and advice channels;
- Users who interact with the Office through the website must create an online user account;
- Official letters and communications now include explicit and visible warnings and caveats;
- Legal action is taken to intensify the fight against fraudsters. This serves the dual purpose of enforcing the law against them and promoting the law as deterrent to others.
- Cooperation with other IP actors by fostering the creation of an Antifraud Network (in which **21** National Offices from within and beyond the EU, **6** other international IP bodies and **9** User Associations participate).

3. Lower deficiency rates

By providing information and tools, **OHIM has helped its users to file better applications**. The reduction in errors from the beginning of the process is a benefit not only for the final user, but also for the Office itself: the process is completed faster, and less interaction in needed between users and OHIM.

For example, the classification deficiency rate has decreased to below 15% and over 34% of the applications are classified automatically thanks to the applicant´s

use of the Goods and Service terms already in OHIM´s database.

The proportion of applications benefiting from automatic classification has increased significantly over the past two years, as depicted below.

% Applications Classified Automatically
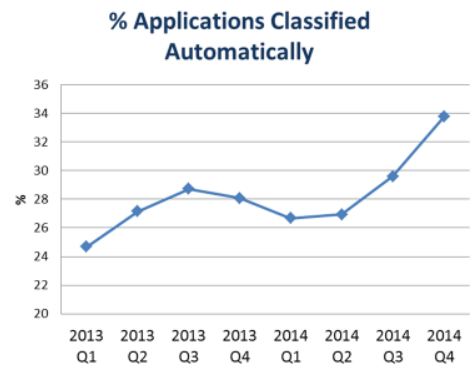
Source: OHIM.

4. Better first-line support

In its commitment to excellence, OHIM has deployed specialised teams to deal with the needs of its clients. These are segmented by interest group.

The adoption of the ISO 9001 standard has been a vehicle for evolving from a concept of users to one of customers. OHIM has followed the ISO 10002 standard for Customer Satisfaction and Complaints Handling since 2012.

In consequence, OHIM has become a more customer-focused organisation.

One of the most relevant changes adopted has been the implementation of **First-line support (Information Centre)** to provide rapid responses to clients' enquiries, and manage complaints and customer feedback.

As a result:

- **In 99% of cases the Information Centre answers emails within two to three days and answers phone calls within 15 seconds.**

- **91% of enquiries were resolved or successfully transferred for internal resolution** in 2014, **7 percentage points higher** than in 2012**.**

Evolution of inquiries solved or transferred successfully.

105,332   123,713   177,126

2012   2013   2014
Source: OHIM
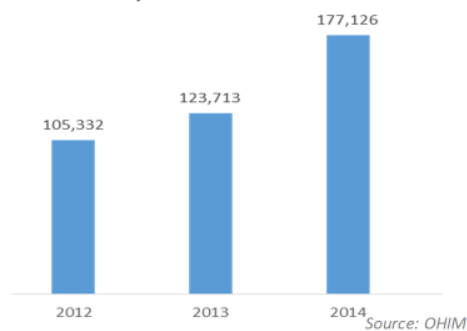
- The **time taken to deal with complaints** had dropped from 9 days in 2014 to 6.7 by Q3 2015 (latest data available), **an improvement of 2.3 days in less than a year.**

- The number of **potential new clients** who have contacted OHIM (before or during the filing process) **has increased by 73%,** from 29,023 in 2012 to 50,252 in 2014.

- In the 2015 User Satisfaction Survey, **88% of users said they were satisfied with OHIM's staff, and 92% said they were satisfied with the services provided by OHIM's different teams.**

- Specifically**, t**he **satisfaction level with the services offered by different support teams** (Information Centre, Technical Support and Examiners) **was 92% for each.**

5. **Greater user engagement**

With the goal of establishing complete reporting on OHIM´s interactions with users and setting set up efficient incident management, OHIM undertook the "**Integrate User Feedback"** project. This initiative has allowed the Office to engage constantly with final users by interacting with them and evaluating OHIM´s services in a systematic way.

As a result, the different mechanisms put in place to gather user feedback have meant that the Office is proving successful in paying special attention to the suggestions made by its customers. In particular, it has notably improved the number of suggestions studied and implemented. On average, during 2011-2014 OHIM implemented **more than 40% of the suggestions it received.**

The Office has monitored user satisfaction in order to obtain regular feedback on how to improve the quality of its services through the strategic period (2011-2015), conducting regular surveys of OHIM users.

These have demonstrated notable improvements in key areas:

- Overall, **85 % of users were satisfied or very satisfied** with OHIM in **2011; by 2015,** this was up 6 percentage points, to **91%:**

  - **Owners are the user segment where the improvement in the level of satisfaction was greatest, from 81% in 2011 to 89% in 2015.**

  - The level of satisfaction of **Key Users,** which was already at a very high level

OHIM´s Benefit Impact Analysis.

of 93% in 2014, **had reached 95% by 2015.**

- Whether users would recommend OHIM is a key question in assessing their perception of the service provided by the Office. **In 2015, 92% of the Office´s users said they would recommend the use of its services,** 4 percentage points higher than in 2011.

Source: OHIM
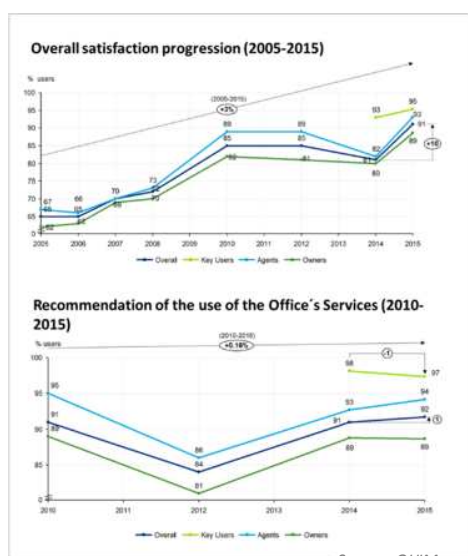
- 30% of the users had perceived a change in the Office´s services over the period of the 2011-2015 Strategic Plan[5]. **91% of these consider that this change has resulted in better or much better services.**

Quality of the product

As an EU Agency whose focus is the registration of Community trade marks and designs, the quality of OHIM´s product is a function of the predictability and consistency of the decisions it takes:

- *Predictability* of the Office's decisions is achieved by giving potential applicants all the tools and information they need, so that the outcome of the application can be reasonably predicted before it is submitted.
- *Consistency*: Quality decision-making is a function primarily of consistency between similar cases as well as between different instances of the Office (Examination, Opposition, Cancellation and Invalidity, Boards of Appeal). Ideally, consistency should also apply across OHIM, and EU National and Regional IP offices.

OHIM has worked ever since its creation in 1994 towards increasing the consistency and predictability of its IP decisions. It put special emphasis on this during the period 2011-2015. There are two types of initiative which have had a remarkable effect on the quality of OHIM's decisions:

1. The **development of tools and databases** that can be accessed by internal and external users and which **support the granting of IP Rights**, **and increase transparency, consistency and predictability.**

2. The development and improvement of the **guidelines on the grant of IP Rights** have, together with ex-post quality checks, allowed OHIM to **improve consistency**. At the same time the guidelines have made it possible to evaluate trade marks and designs in a **more systematic manner**.

   1. **The development of tools and databases to support IP Rights granting and increase transparency, consistency and predictability**

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[5] 56% of users were unable to make any comparison with the previous situation.

From an internal perspective, **common tools and databases for examiners** are key resources to facilitate their analysis and ensure that their conclusions are in accordance with previous cases and jurisprudence, among others. From an external perspective, flagship tools, such as TMview, Designview and TMClass facilitate interaction of all users (internal and external) with OHIM.

Developing common tools for examiners contributes to increasing the consistency of OHIM's decisions and also those taken by the IP Offices that have implemented these tools. The main tools that are:

- **Cesto,** the Common Examination Tool that provides a standardised and automated report for examiners in order to improve the quality and consistency of decisions and reduce the time taken for examination. As an example of its usage, in 2014 CESTO was accessed and used more than 895,000 times by users from 20 IP National Offices.
- **Seniority database**, which provides harmonised vocabulary, and the tools and resources needed to update the National and Regional IP offices' systems in order to correctly reflect and deliver the seniority information to the end-user.
- **Harmonised database:** This is a common harmonised database on classification of Goods and Services, which has helped harmonise practice amongst the participating Trade mark Offices. Harmonised Goods and Services are now a reality at OHIM with 94.9% of CTM applications using terms from the harmonised database.

- **Decision desktop**, which is a template-based tool that streamlines the examination process.
- **Case law database**, which makes available all case law related to OHIM decisions, National Offices´ decisions, and decisions of the EU Court of Justice and the General Court. It is accessible to both internal and external users. As a result, it is easier for examiners to collect information and take decisions where there is a precedent. The Case Law database recorded **more than 150,000 visits** in 2015 (up to October), 124% more than in 2014.

Expanding the use of **TMview and Designview** to other IP offices should enhance the benefit for the final user and provide higher levels of predictability when submitting an application for recordal.

These tools contain **information on trade marks and designs covering more than 40 countries.** As for November 2015, TMview has served more than 17.1 million searches from 151 different countries, with users from Germany, Spain, the UK and France among the most frequent visitors. In 2014, searches had almost doubled from roughly 5.8 million to 10.5 million searches in a single year. Designview has also grown since it was launched in November 2012. The tool has served more than 1.5 million searches from 141 different countries. In 2014, searches had almost tripled from roughly 306.000 to 835.000 searches in a single year. These usage figures underline the rapidly growing interest in these two flagship tools.

OHIM´s Benefit Impact Analysis.

In addition to the development of tools and databases, OHIM has also put in place other initiatives to help improve its predictability. One illustrative example is the "pick up the phone strategy" that aims to prevent deficiencies through proactive contact with applicants on the part of examiners.

As a result, the overall level of predictability as perceived by users improved by 6.4 percentage points between 2011 and 2013, when it was almost 41%.

Level of predictability as perceived by users

34.3%	34.3%	40.8%
2011	2012	2013

Source: OHIM
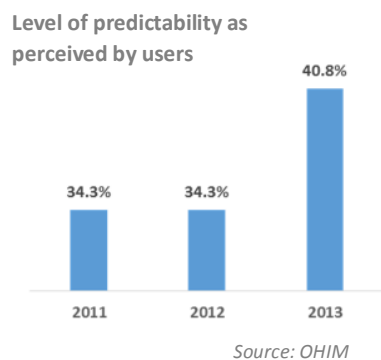
2. **The development and improvement of guidelines and ex-post quality checks contributing to increasing the consistency of the IP Rights granting process**

OHIM's Guidelines have helped to improve its decision-making process. These guidelines combine two pre-existing sources of reference for practice, the Manual and the Guidelines, and now represent the single document of reference for OHIM's practice. They have been available in all official EU languages since 2014. In addition to improving consistency, these Guidelines also improve the quality of draft decisions, making the

reasoning underlying these decisions clearer for the recipients. It is important to note that users have been involved in the definition of these Guidelines. OHIM meets with users twice a year in order to share the Guidelines.

According to the 2015 User Satisfaction Survey:
- **55% of all users are aware of the existence of the Guidelines**, and 74% say they consult them;
- Of **key users, 87% know the Guidelines** and 86% consult them;
- 91.82% of the users answering the survey consider correct application of the Guidelines as the most important factor contributing to their satisfaction.

Additionally, OHIM has collaborated with other National and Regional IP offices to develop common practice through the **Convergence Programme.** This has led to the creation of teams of experts who work together to arrive at greater clarity and legal certainty across the EU. This multi-Office convergence process has helped users along their IP decision path at international level.

In terms of user perception and according to the 2015 User Satisfaction Survey the main benefits achieved have been:

- 69% of users consider[6] that design practices are harmonised across IP offices in the European Union;

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[6] Entirely agree, mostly agree and agree.

OHIM´s Benefit Impact Analysis.

- 76% of users consider that trade mark practices are harmonised across IP offices in the European Union.

Additionally, in both its internal training catalogue and also in the external catalogue offered to stakeholders, OHIM offers courses designed to improve the delivery of decisions. The results achieved through training include a score of **75% of the staff who think that the training received is useful for their job.**

OHIM's focus on quality is also noticeable when analysing the efforts it makes through quality checks to **evaluate the trade mark and design decisions'** consistency with the guidelines.

Since 2010, the number of ex-post quality checks has increased sharply. **By the end of 2014, OHIM had expanded the scope of the monitoring from five business areas** (absolute grounds decisions, opposition decisions and opposition proceedings, classification and RCD publications), **to all the Office's business and business support operations.**

These ex-post quality checks have had two important benefits: first, they have contributed lessons learnt and new ideas to the Guidelines; second the checking process has been a good form of training for all the examiners.

Ex-post checks	2011	2012	2013	2014
1. Classification (enhanced during 2013 to cover the full ex parte proceedings before and after registration – formalities, classification, priorities, seniorities, withdrawals, surrenders, limitations and partial surrenders)	√			
2. Absolute ground decisions	√			
3. Opposition proceedings	√			
4. Opposition decisions	√			
5. RCD publication	√			
6. CTM translations		√		
7. Cancellation proceedings		√		
8. Cancellation decisions		√		
9. Front-office interactions (one-off exercise)			√	
10. Publications and certificates (trial)			√	
11. Administrative linguistic services (administrative translations and proofreading) (trial)			√	
12. RCD invalidity proceedings				√
13. RCD invalidity decisions				√
14. Recordals				√

Source: OHIM

Ex-post quality checks have been complemented during 2015 with the implementation of ex-ante quality checks. The aim is to detect and correct mistakes in decisions and proceedings before they are delivered to users, rather than ex-post.

Consistency can be assessed by analysing the evolution of the appeals each year and the confirmation rate of OHIM decisions by the Boards of Appeal and/or the General Court

The Boards of Appeal (BoA) are responsible for deciding on appeals against OHIM's first instance decisions in relation to Community trade marks and registered Community designs. The Board of Appeal is committed to providing effective dispute resolution, streamlined appeal processes and consistency of practice.

Between 2011 and 2015, only **1.95%** on average of the applications for designs and trade marks were appealed at the first instance (OHIM´s Board of Appeal). The

OHIM´s Benefit Impact Analysis.

proportion declined from 2.06% in 2011 to 1.69% in 2015.

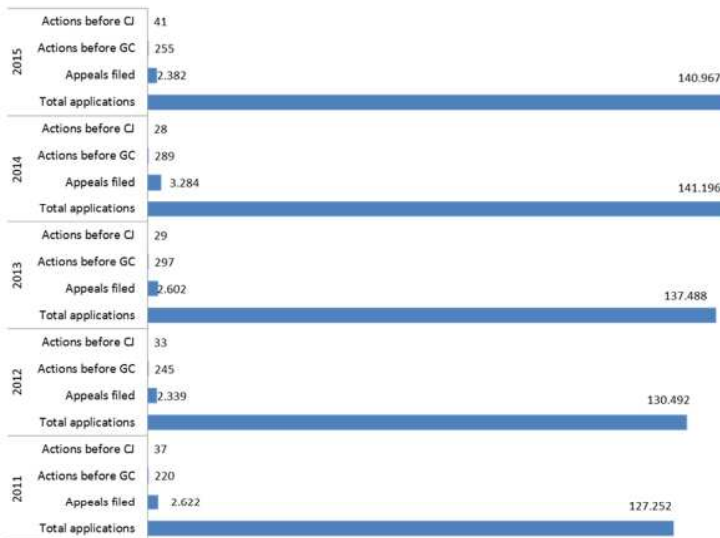The BoA confirmation rate for first instance decisions evolved as follows:

- The **appeals confirmation rate for ex parte decisions** increased from 79% in 2011 to 81% in 2014. The latest information available for 2015 (as of November) showed a slight decrease to a confirmation rate of 77%.
- The **appeals confirmation rate for inter partes decisions** decreased one percentage point, from 68% in 2011 to 67% in 2014. As of November 2015, this ratio was 64%.

The Boards' decisions are, in turn, liable to actions before the General Court, whose judgments are subject to a right of appeal to the Court of Justice of the European Union.

On average, between 2011 and 2015, almost **10%** of the Boards' appeal decisions resulted in actions before the General Court. The proportion increased from 8.39% in 2011 to 10.71% in 2015.

The General Court confirmed the decisions made by the BoA in 81% of the cases in 2014, four percentage points more than in 2011. As of November 2015, this ratio was 80.2%.

Total Applications, Appeals filed and Actions before General Court and Court of Justice (CJEU). Evolution 2011-2015 (Nov)

Year		Value
2015	Actions before CJ	41
	Actions before GC	255
	Appeals filed	2.382
	Total applications	140.967
2014	Actions before CJ	28
	Actions before GC	289
	Appeals filed	3.284
	Total applications	141.196
2013	Actions before CJ	29
	Actions before GC	297
	Appeals filed	2.602
	Total applications	137.488
2012	Actions before CJ	33
	Actions before GC	245
	Appeals filed	2.339
	Total applications	130.492
2011	Actions before CJ	37
	Actions before GC	220
	Appeals filed	2.622
	Total applications	127.252

Confirmation Rates. First Instance and General Court

Year	GC Conf.	Inter partes	Ex parte
2015	80%	64%	77%
2014	81%	67%	81%
2013	87%	66%	84%
2012	69%	65%	80%
2011	77%	68%	79%

General Court Confirmation Rate

Ratio of Confirmation by the Boards of first instance decisions: inter partes

Ratio of Confirmation by the Boards of first instance decisions: ex parte
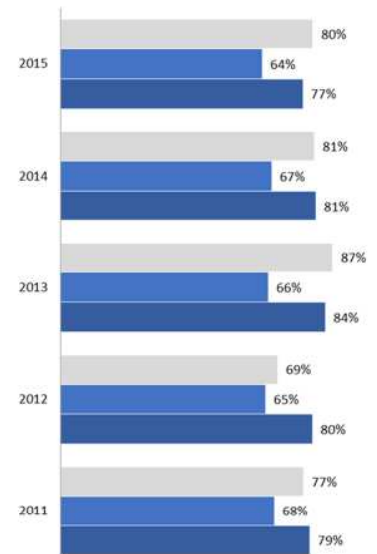
1.95% of applications were appealed at first instance (2011-2015)

9.96% of appeals resulted in actions before the General Court (2011-2015)

13.16% of actions before the General Court resulted in actions before the Court of Justice (2011-2015)

Source: OHIM

OHIM´s Benefit Impact Analysis.

Efficiency

In the last 5 years, OHIM made a significant effort to improve its operational efficiency while maintaining the quality standards that characterise it.

Achieving greater levels of efficiency underlies most of the initiatives developed under the Strategic Plan 2011-2015, and has been the key to maintaining OHIM´s activity and enabled it to face increasing demand and absorb new competencies, while improving its quality standards.

An overall view of the impact of all the changes in the working culture, procedures and tools show that they have led to improvements in **internal efficiency and therefore improved productivity**: OHIM now manages 19.2% more CTM applications and 16.6% more RCD applications per year than in 2010, while unit costs have declined by more than 10% in the same period.

Productivity Increase
CTM/RCD Volumes and Unit Cost Evolution
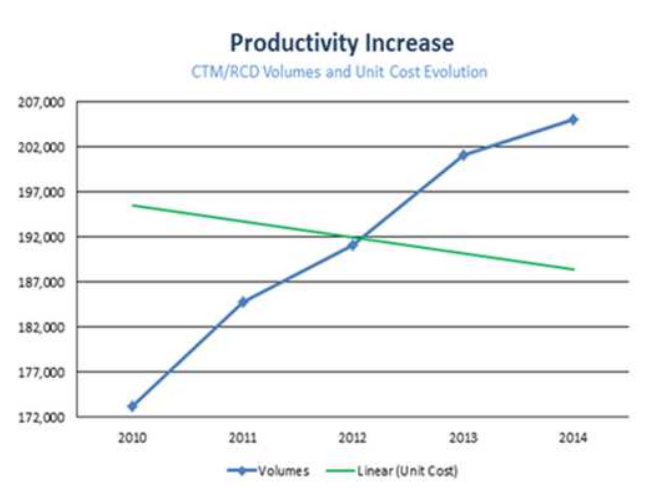
Source: OHIM

Although there is not a complete estimation of the efficiency gained in the Office thanks to all those initiatives, internal savings have been measured for a number of them, showing

specific benefits in efficiency the following areas:

1. **Efficiency through technology and process reengineering;**

2. **Efficiency through outsourcing policies;**

3. **Efficiency through buildings & facilities improvement.**

1. Efficiency through technology and process reengineering

Technology has been a key driver to increase OHIM´s operational efficiency, mainly by developing new tools and databases and simplifying the internal IT landscape. Process reengineering fostered both by technology and by business needs has been a driver for internal efficiency as well.

Relevant examples that can help understand the contribution that technology and process reengineering have made to the Office´s operational efficiency between 2011 and 2015 include:

Relevant Initiatives

Efficiency gains linked directly to Technological Solutions	Website Impact Assessment Fast Track Translation Tools
Efficiency gains through process reengineering	Key User Programme Payment practice Internal reorganization

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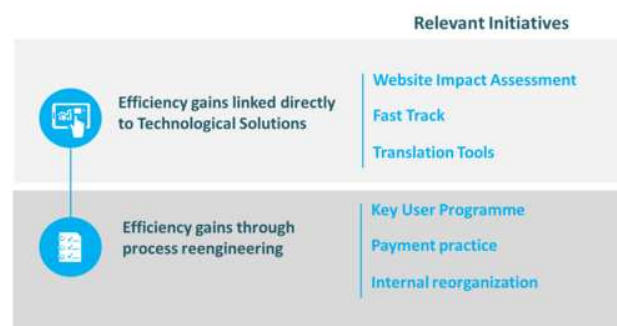
Efficiency gains linked directly to Technological Solutions

o **Improved communication with stakeholders** thanks mainly to the **development of the website**. The different processes developed so that users can access the web services, such as the authentication process, for example, have provided important information on who the different stakeholders are and how they behave. In addition, the new website has fostered electronic filings, helping to reduce the number of internal tasks and therefore increasing the Office´s efficiency.

Findings from a study conducted by OHIM in September 2015 to assess the internal impact of the new website[7] revealed the following efficiency gains:

- An estimated 36% increase in financial savings for 2015 compared with savings made in 2014 (compared to the situation prior to the introduction of the new website in November 2013.);

- An estimated 65% increase in savings on Full Time Equivalents in 2015 compared with savings made in 2014.

- An estimated 21% increase in 2015 in the overall gains per file in working days compared with 2014.

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[7] The Website Impact Assessment document only addresses gains achieved due to the increased usage of the services provided by the new website. Other initiatives, which run in parallel to further improve efficiency, timeliness and quality were not analysed for the purpose of the Website Impact Assessment document.

Internal efficiency gains due to the Website, compared with pre-website status (November 2013)
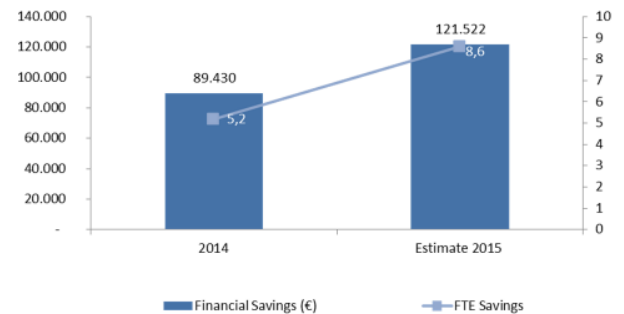
Source: OHIM

Overall gains (in working days) per file, compared with pre-website status
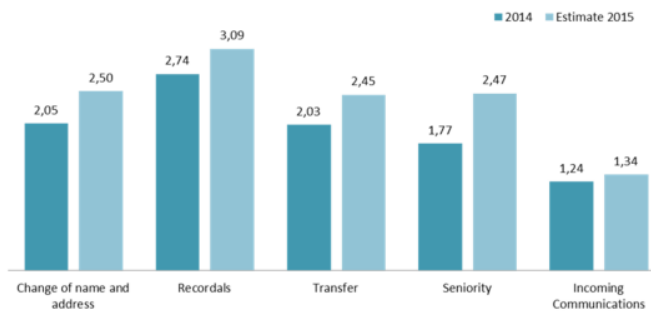
Source: OHIM

o The implementation of the Fast Track procedure for trade marks has had the following internal benefits:

- A direct positive impact on classification work. The requirement to limit the selection of goods and services to the terms contained in the Harmonised Database has significantly increased the number of expressions classified automatically by the system. **In 2015, 79.4% of expressions where auto-classified.**

- A reduction in the overall rate of deficiencies.

Although no calculation is available to quantify the efficiency gain, it is undeniable that Fast Track has had a

OHIM´s Benefit Impact Analysis.

clear impact on the Office's internal efficiency for the Office, by reducing the workload of examiners responsible for examination proceedings.

o   Because OHIM provides its services in all 23 official EU languages, translation is t a key activity for the Office and improvements in this area have therefore had relevant benefits.

According to OHIM´s internal calculations, the introduction of **XMarks** (a software capable of automatically finding fuzzy matches in Euronice[8]) and the use of the **CheckTranslation tool** (a check tool for parallel translations) the Office have saved **€19.3 million** in the last five years.

Efficiency gains through process reengineering

o   **The Key User Programme was** initiated in November 2013. It was designed to engage with the top 250 users of the Office in the use of electronic filing and electronic communication. These users represent approximately 50% of OHIM´s business.

The setting up and running of the Key User programme implied a set of investment and running costs which were looked at in an internal study carried out by OHIM in May 2015. These internal estimates considered

€2.1 million in investment between 2014 and 2018.

Thanks to this programme, key users have started to use e-filing and electronic tools, thus saving time for internal staff. The internal calculation for this programme forecast that a total amount of an estimated €445,878 would be recouped by OHIM in operational benefits in 2014-2015 together and that the ROI would be positive once the programme had been running for four years (i.e. in 2018, with a total amount recouped of €2.2 million between 2014 and2018).

In the last User Satisfaction Survey (2015) this programme was viewed positively by 93% of the respondents.

o   The Office decision of 24 November 2014 to start examination of trade mark applications once payment is received has resulted in a reduction in the number of tasks[9]. This means that OHIM only examines trade mark applications and processes any mail related to them after they are paid for. There is an efficiency gain from the fact that examiners no longer examine applications that may not be paid for.

According to internal calculations, this change in the payment procedure has led to a saving of almost 2 FTE, who have been freed to deliver added value tasks.

o   As of 1 January 2015, a new organisation of the operations department was in place. The new

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[8] Euronice: Office's translation memory which is used to translate automatically CTM expressions which have already been translated and stored in the database.

[9] Exceptions to this rule are Fast Track applications paid by bank transfer that are usually examined before the payment is received.

organisation in 16 operational teams, with several horizontal working groups and tasks, together with the effort made to expand expertise, has proven to be a very efficient organisation that is capable of absorbing an (as yet unevaluated) increment in the inflow of files in a flexible manner.

2. Efficiency through outsourcing policies

OHIM has traditionally outsourced different activities in order to focus on its core activities. This has served the goal of operational excellence by allowing OHIM to obtain the external skills and expertise when necessary, thus introducing the flexibility to respond to certain needs without overloading internal staff.

However, during this strategic period, OHIM has dedicated effort to reviewing its sourcing strategy in general and in particular in the IT area, in order to guarantee critical knowledge retention and the ability to respond to business demands.

OHIM has worked to define a clear sourcing strategy and frameworks, and adopted appropriate measures for its implementation. As a result:

- OHIM has **optimised its contracts portfolio.** OHIM had 17 contracts in its portfolio in 2015 as opposed to 70 in 2014. **It provided possible to simplify 76% of the contracts.**

- **Outsourcing contracts have also been reorganised,** so that OHIM was managing 7 contracts in 2015 as opposed to 30 in 2014. It proved

possible **to simplify 77% of the contracts.**

This reorganisation has helped the Office to make internal efficiency gains whilst maintaining the higher levels of service provided by external contractors.

3. Efficiency through buildings & facilities improvement

OHIM believes that the physical working environment of the Office has a direct and significant impact on a number of key attributes required to support organisational excellence.

Between 2011 and 2015, OHIM faced an important challenge in changing the fundamental architecture of its facilities to encourage the development of a more open and innovative culture[10].

As a result, OHIM's facilities have undergone several modifications in the last 5 years, including the refurbishment of the main building and its extension by constructing a new wing. This new office building offers 450 workplaces, a 450-seat auditorium, a new reception area connecting the old building with the new building, underground parking for 425 vehicles and a wide range of technical support areas.

The overall cost of this modification of the working environment was approximately €50 million. As a result:

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[10] In line with the results of an Infrastructure Audit in January 2011, OHIM re-oriented its accommodation policy in order to regroup all staff in a single location, while taking the projected growth in numbers into account.

OHIM´s Benefit Impact Analysis.

- OHIM has been able to stop paying rent on its existing building. **This saved €3.5 million per year (an estimated €17.7 million over a five year cycle).**

- **The payback period from the efficiency gains resulting from this investment will be only 16-17 years.**

- The 2013 Staff Satisfaction[11] Survey demonstrated **significant improvements in opinions on working conditions:** 77% of the staff were totally satisfied with their physical working conditions (8 percentage points higher than in 2009).

Human Capital Management

OHIM, in close collaboration with its Governing Bodies, has made a significant effort in resource management in order to achieve operational excellence and to be ready to face future challenges.

Much of the effort in the area of resource management has focused on capitalising on OHIM's most important asset, human capital. The Office has invested significantly in its human resources. The Office aims to attract and retain talent by providing stability combined with opportunities for career advancement and at the same time ensuring that the Office is an attractive place to work by providing good working conditions.

To achieve this, gains have been made at different moments in the HR management cycle:

1. Improvement in the recruitment processes, by providing transparent opportunities and designing them to select the best people to work at OHIM;

2. Improvement in the working environment and conditions with a view to improving wellbeing;

3. Staff empowerment;

4. Staff development and talent management;

5. Building a collaborative organisation;

6. Staff engagement.

1. **Improvement in the recruitment processes, by providing transparent opportunities and designing them to select the best people to work at OHIM**

A key initiative of the Office has been to **secure and nurture talent**. To achieve this, OHIM has worked to retain high quality staff through effective retention and recruitment strategies.

According to the staff satisfaction survey (2013), **30% of OHIM´s staff perceives that the Office is doing a good job in retaining the best people** (+22 percentage points than in 2009)

The Office organised **two EPSO (**European Personnel Selection Office**) competitions** in the period analysed (2011-2015), allowing OHIM to retain the expertise of a number of highly qualified staff:

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[11] Ongoing in 2015. The new building was finished in April 2015, so this ongoing survey will consider staff opinion once the new building has been inaugurated.

- **1,860 people participated** in the competitions;
- **5.8 %** of those were **laureates** (108), comprising the reserve list to meet OHIM's future needs;
- **60% of these** (65) had been **recruited as officials** as of November 2014. As of December 2014, there were 462 officials in the workforce, so new hires accounted for **14% of the official staff;**
- These professionals were already employed by OHIM as temporary agents, so OHIM retained this talent, and this therefore also contributed to the internalisation of knowledge;
- These recruits have also had a beneficial knock-on effect on succession planning, **reducing the average age of staff by two years.**

The EPSO competitions covered the IP field, but further measures have also been taken to recruit people with non-IP profiles (in areas such as administration, finance, IT and other support functions). These have included transfers from other institutions and recruitment from existing EPSO reserve lists.

OHIM has also worked on a pilot project with EPSO to establish its own CAST[12] (Contract Agent Selection Procedures) list for contract agents. **A database with 13 different profiles has been created and a total of 4,741 candidates had been registered by 2014.**

Additionally, the Office has made intensive efforts to review internal processes: more than 50 processes were reviewed in 20 workshops/meetings. The results have included:

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[12] Contract staff (CAST) are recruited to carry out manual or administrative support-service tasks or to provide additional capacity in specialised fields where there are not enough officials with the requisite skills.

- **A decrease of 32% in the average time from the date of publication of the vacancy to when the reserve list is established** from 118 days in 2012 to 80 in 2014;
- The **time taken to recruit from the existing reserve list has remained constant** at 75 days.

These processes are subject to regulated time frames so the scope to cut the time taken is limited.

The time taken to recruit will improve substantially in the future, thanks to innovative solutions, such as the **e-recruitment project**. The first release of the e-recruitment solution was implemented successfully in 2015. This project will not only generate efficiency gains in the recruitment workflows but will also provide a better user experience for candidates through the **simplification and modernisation** of the recruitment process.

2. **Improvement of the working environment and conditions with a view to wellbeing**

Improvements in working conditions can have a big impact on retaining talented employees. With this in mind, OHIM has made great efforts to improve the wellbeing of its staff and introduce policies that allow them to better balance their professional and personal lives.

In 2011, the Spanish authorities signed a **Seat Agreement** with OHIM, providing OHIM staff with benefits such as access to the Spanish regional public health system, purchase and registration of cars tax –free and other similar benefits of employees of other EU agencies and international organisations based in Spain.

OHIM´s Benefit Impact Analysis.

OHIM's modified its policy on **temporary agent contracts** in 2013. Previously, it offered 3-year contracts with the possibility of a 2-year extension; now it offers 5-year contracts with the possibility of an extension for 5 more years, depending on OHIM's needs and the performance of the temporary agent.

This represents a substantial **improvement in contractual stability** for the staff and **potentially grants them access to an EU pension.** As of December 2014, 259 members of staff were temporary.

The Office has put specific initiatives in place to help staff-manage better their professional life, looking for gains in efficiency but also for improvements in their work/life balance. One of the most relevant initiatives has been the definition of a clear framework for **teleworking**[13]**.** Members of staff can telework for 50% or 100% of the time, as well as on an occasional basis: as of December 2014, some **250 members of staff** were benefiting from either regular or occasional **teleworking. This was 32% of all members of staff.** 121 are occasional teleworkers.

OHIM has also defined measures to ensure that teleworkers **retain their connection with the Office**, including regular meeting attendance and a requirement to return to the Office for a period of 6 months every 3 years.

Seeking to ensure a good working environment, 8 mediators have been trained and are accessible to every OHIM employee who may need his/her help for internal conflict resolution.

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[13] Permanent teleworkers are expected to be more productive, reflecting the time savings realised in terms of commuting and the flexibility of organising their time optimally. As a result, teleworker's objectives are 5% higher than those for on-site workers.

OHIM staff can also benefit from a **Social Mediation** Service. Established in 2013, the aim of this service is to assist in reconciling professional and private life. The basic concept is to secure the most favourable personal conditions for each individual in order to develop their utmost potential.

Also 64 Seconded National Experts (SNEs) and 8 International Experts were working at the Office in 2015. SNEs come mainly from EU IP offices and **the number increased by 300% between 2011 and 2015**). The SNEs make a valuable contribution to the pool of human resources at the Office by contributing knowledge and experience from their offices of origin. At the same time, their presence at the Office reinforces the cooperation and complementarity within the European Trade Mark and Design Network.

3. Staff empowerment

Empowerment is based on creating a favourable environment in which people are encouraged to grow (in skills, responsibilities, etc.) It can be achieved by giving employees the tools and knowledge they need to make and act upon their own decisions and gain autonomy to manage in their day to day work.

OHIM has worked to build an empowering environment through the development of several initiatives. These include establishing a clear HR framework, improving internal communication and workflows, and increasing automation in internal processes.

According to the Staff Satisfaction Survey[14], performance has improved in all the items assessed in terms of empowerment:

- **80%** of respondents agreed totally in response to the question as to whether

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[14] 2013.Ongoing for 2015

OHIM´s Benefit Impact Analysis.

they **have sufficient authority to do the job well.**

- **90%** of respondents agreed totally in response to the question as to whether they **have a clear idea of each job's responsibilities.**
- **17% more than in 2009** gave totally favourable responses about **management trusting the staff's judgements.**
- **75%** of respondents were in total agreement that they are **provided with opportunities to take on new challenges.**

The renewal of the HR IT platform has helped to improve empowerment not only for the staff in general but for managers in particular. This has had a significant impact on efficiency gains in terms of managing their teams.

A particularly valuable self-management tool that employees can access is "**Ask HR".** This makes it possible for OHIM staff to **initiate more than 50 types of action on-line** by OHIM´s staff:

- In 2014 the number of questions rose by 36% compared to 2013 to more than 3,000. **Each staff member initiated 3.2 questions on average in 2014.**

  The **top ten** questions represented **78%** of the total in 2014. The topics were the same as in the in 2013 list, but with slight differences in the rankings.

Top 10 Ask HR 2014

Organizational assignments 2
1 Time management
3 Deliverance of Certificates
Other subjects
4 5 Personal data
6 Salary
7 8 Appraisal
School allowances
10 9 Health insurance
Seat agreement

4. Staff development and talent management

One of the biggest challenges that all organisations face is to manage and retain talent in an increasingly competitive and changing business environment.

Talented people are the basis for achieving organisational excellence. There is a close relationship between talent management and corporate prosperity. Growth and success require HR policies designed to stimulate, reward and encourage skilled employees and which offer interesting career development opportunities

OHIM acknowledges the importance of recognising and developing the potential and unique talent of its people. Since 2011, the Office has laid the foundations for strategic job alignment through the implementation of a staff development framework consisting of the **job mapping, competency framework** and **learning curricula**.

The main benefits of this important project lie in **providing staff with a clear career path and learning framework. The Office has defined 81 job profiles covering 100% of its staff**.

OHIM´s Benefit Impact Analysis.

Learning Curricula are associated to each job profile, facilitating the acquisition of skills or specific knowledge to establish a career path for staff.

Moreover**, increased transparency has been achieved**. HR processes such as selection, internal mobility and performance appraisal have become more transparent and consistent through the use of the staff development framework. A communication campaign has also been carried out covering all departments in order to promote the framework within the organisation.

5. Building a collaborative organisation

OHIM´s organisational structure has been redefined to enable internal collaboration and promote a team-based Environment.

This has made it possible to create internal **collaborative networks** among staff, such as forums for Quality, Risk and Performance officers, HR correspondents, Communication correspondents and Administrative and Financial officers focused on and the corresponding technical issues.

Knowledge Circles (KC) have been a key initiative to foster internal collaboration. The creation of KC aimed to involve the relevant departments from an early stage in the development of the Office´s practice on Trade Marks and Designs and legal interpretation in major fields of their work. The number and types of areas organised into KC may grow over time, as they are intended to reflect current needs and priorities. KC's have been proved to be a useful method to step out OHIM´s silos, as all departments concerned are working together to debate and cultivate collective solutions.

All these networks involve different departments, including the Boards of Appeal.

Altogether, almost 200 staff members participate in one or more of the networks (26% of total staff as at December 2014) and act as project managers within the matrix organisation of OHIM.

The way in which staff policy has developed is a clear example of the collaborative approach existing within OHIM: the efforts made to improve it were carried out in systematic consultation and close collaboration with the Staff Committee.

According to the 2013 staff satisfaction survey results, staff perceptions of improvements in collaboration have increased:

- **62% of the staff think that OHIM encourages teamwork** (29 percentage points more than in 2009)
- **68% of staff think that their department and other departments work well together** (17 percentage points more than in 2009).

The collaborative approach is also visible in the infrastructure itself. The completion of the new headquarters in 2014 provided the Office with a state-of-the-art physical working environment. The new **facilities** include **collaborative work and meeting spaces**, modern and varied sports facilities, and quality restaurant services. Furthermore, all staff are united under one roof.

6. Staff engagement

OHIM staff has a deep process understanding as well as considerable knowledge of the functioning of the Community trade mark and design systems and the legal frameworks behind them.

OHIM´s staff policy has been at the heart of its overall strategy. Between 2011 and 2015, as noted elsewhere, internal policies were put in

place to improve working conditions, facilitate professional career paths and improve internal communication. These initiatives have contributed to increasing staff engagement.

As a result, better performance and enjoyment at work has had an impact on OHIM's organisational excellence. According to a survey carried out in 2013, **overall engagement** at OHIM was up **by 26** percentage points compared with 2009.

Engagement is measured based on three different perspectives:

Think (T): considers whether OHIM staff understand the organisation's strategic goals and values, and their place in this, by measuring four specific items. The results obtained in 2013 showed an average **increase of 29% of totally favourable** responses on OHIM values and strategic goals, with **78% of staff believing strongly** in these, taking the average across all four items.

There has been a major leap forward in the number of participants affirming that they believe strongly in OHIM's goals and

objectives (+43% compared with the results obtained in 2009).

Feel (F): evaluates the participants' emotional attachment to OHIM through their sense of loyalty and pride, and the extent to which they would recommend it to others as a workplace.

This category (two items measured) scored the highest values in 2013, with **an average of 79% of totally favorable responses** (+29% compared with 2009).

8 out of 10 employees would recommend OHIM as a good place to work (11% did not respond).

Act (A): assesses employees' motivation as measured by their commitment to staying at OHIM and willingness to make a discretionary effort above and beyond the requirements of their job. This category (two items measured) scored an average of **72% of totally favorable responses**. It is remarkable that **78% of respondents were willing to work beyond what is required** in their job to help OHIM succeed (+16percentage points compared with 2009).

OHIM´s Staff Opinion Survey. Engagement main results (2013)

Deployment of engagement items.

Overall satisfaction: 77%

Δ 2013 - 2009

	Total Favourable	No response	Total Unfavourable	Δ 2013 - 2009
I believe strongly in the goals and objectives of the EU (T)	88%	8%	4%	+26%
I believe strongly in the products and services OHIM provides (T)	83%	10%	6%	+5%
I recommend OHIM as a good place to work (F)	80%	11%	9%	+29%
I am willing to work beyond what is required in my job to help OHIM succeed (A)	78%	12%	10%	+31%
I am proud to be associated with OHIM (F)	78%	16%	6%	+14%
I believe strongly in the goals and objectives of OHIM (T)	72%	17%	11%	+27%
I fully support the values for which OHIM stands (T)	69%	22%	9%	+43%
It would take a lot to make me look for another employer, outside OHIM (A)	66%	17%	17%	+39%

■ Total Favourable   No response   ■ Total Unfavourable

OHIM´s Benefit Impact Analysis.

OHIM's budgetary discipline

Between 2011 and 2015, the Office managed to accomplish its mission despite increased numbers of CTM and RCD applications and absorbing new competences and entrustments. **It did this in complete autonomy as it was self-sufficient in this period.**

At the same time, the financial needs derived from Strategic Plan 2011-2015 were covered by investing a substantial part of OHIM's surplus. The total cost of the plan, including the refurbishment and expansion of the facilities, the modernisation of the IT environment, the Cooperation Fund and the Convergence Programme, and the new responsibilities assumed by the Office, such as the Observatory, the Orphan Works database and the implementation of EU-funded projects in third countries, was approximately €198 million during this period.

Slightly more than two-thirds of these investments were financed from OHIM's operations (generated each year by the Office's current activities, within the existing fees framework). The remaining one third was financed from the accumulated surplus.

The financial consequence of this investment was a reduction in the accumulated surplus from almost €260 million in 2011 to €130 million in 2015.
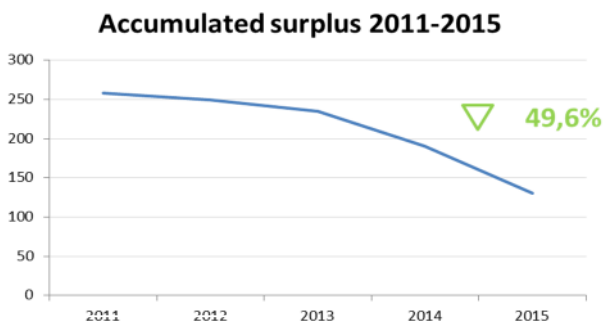
The activities undertaken in the Strategic Plan have generated significant benefits for the users as well as productivity gains for the Office. **OHIMs achievements have put the Office in a position to re-invest for the benefit of users and the IP System.** There have been four clear beneficiaries of these set of strategic initiatives:

- **Final users**, as OHIM has reinvested a significant part of its surplus on projects designed to improve its services and product;
- The **IP System**, for the same reasons as for the final users.
- The **European Union itself**, as the Agency has not needed external support;
- **European taxpayers** because there was no need to place any burden on them in order to sustain OHIM's activity;

In addition, following the agreement of 2 December 2013 between the European Parliament, the Council and the Commission on an Interinstitutional Agreement on budgetary discipline, the Administrative Board and the Budget Committee[15] endorsed the Office's strategy for implementation of a gradual 5% reduction in OHIM's Establishment Plan. This means that all increases in volume of workload should be absorbed through internal productivity improvements. **The main figures to date (December 2015) show that OHIM has strived to maintain the levels of quality and timeliness contained in its Service Charter whilst improving internal cost and hence increasing its efficiency.**

Accumulated surplus 2011-2015

▽ **49,6%**

Source: OHIM

OHIM's Benefit Impact Analysis.

	2011-2015
CTM Applications #	4%
RCD Applications #	4%
Avg time to register straighforward CTM (days)	-4%
Manpower Unit Cost €/unit	-24%

Source: OHIM

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[15] OHIM's Governing Bodies

Organisational Capital. Main benefits

Quality of the service

Improve timelines in the core business

- 24% — *Time needed to register a CTM*
- *178 days (2011)* → *135.8 days (Q3 2015)* — *- 42.2 days*

-17% — *Time needed to register a RCD*
- *12 days (2011)* → *10 days (Q3 2015)* — *- 2 days*

fast track — *Reduces significantly the time needed to register a CTM / RCD*

Increase accessibility, availability and security

98% — *CTMs filed electronically*

95% — *RCDs filed electronically*

84% — *Overall satisfaction with the website in 2015, 13 percentage points higher than in 2014*

92% — *Overall satisfaction with the Information Centre, Technical support and examiners*

23 — *Official languages in which OHIM provides its services*

Anti Fraud — *Strategy to help users identify and prevent fraudulent behaviours*

Lower deficiency rates

15% — *Classification deficiency rate in 2015*

34% — *Applications are classified automatically*

Greater user engagement

+ 40% — *Suggestions by users Implemented*

91% — *Overall User´s satisfaction in 2015, +6 percentage points higher than in 2011*

95% — *Key User´s satisfaction*

89% — *Owner´s satisfaction*

92% — *Of Users would recommend OHIM´s services*

30% — *Of Users have perceived a change in the Office´s services over the strategic period*

91% — *Consider the change better / much better*

Better first line support

91% — *Enquires solved successfully in 2014, 7 percentage points higher than in 2012*

-2.3 — *Days less needed to deal with complaints in 2015 compared to 2014 (6.7 days in 2015 vs. 9 days in 2014)*

92% — *User expressed high satisfaction with the services provided by OHIM´s different teams*

Quality of the product

Common tools for examiners

- CESTO
- SENIORITY DATABASE
- HARMONISED DATABASE
- DECISION DESKTOP
- CASE LAW DATABASE

Tools and databases which support the granting of IP Rights, and increase transparency, consistency and predictability.

+ 40 countries — TMview and Design View contain information of trademark and designs covering more than forty countries

41% — Level of predictability as perceived by users in 2014: + 6.4 percentage points higher than 2011.

Increase in harmonisation across IP Offices in the EU

- 55% Users are aware of the existence of the Guidelines
- 74% Users consult the Guidelines
- 86% Key Users consult the Guidelines

Guidelines, together with ex-post quality checks, have, allowed OHIM to improve consistency and have made it possible to evaluate trademarks and designs in a more systematic manner.

- 64% Users consider that Design practices are harmonised
- 76% Users consider that Trade Mark practices are harmonised

100% — of the Office's business and business support operations are monitored by ex-post quality checks

80% — General Court of Confirmation Rate

Efficiency

Website
- 36% Increase in financial savings (+ €120,000).
- 65% Increase in FTE savings (9 FTE).

Fast Track
- 79% Expressions auto-classified, avoiding further revision by examiners.

Translation tools
- €19 M Saved thanks to the introduction of new translation software.

Key User Programme
- €2.2 M Recouped by OHIM in operational benefits until 2018.
- 93% Users who viewed this programme positively.

Advance payment policy
- 2 FTE Freed to deliver added value tasks.

Efficiency through technology and process reengineering

OHIM now manages **19% more CTM applications and 17 % more RCD applications** per year than in 2010, while **unit costs have declined by more than 10%**

Efficiency through buildings & facilities improvement

- €17.7 M Saved because there is no longer rent to pay on the previous building.
- 77% Staff totally satisfied with their physical working conditions.

Efficiency through outsourcing policies

- 76% Contract portfolio simplified in one year: 70 contracts (2014), 17 contracts (2015)
- 77% Outsourcing contracts simplified: 13 contracts (2014), 7 contracts (2015)

Human Capital Management

2 EPSO competitions
- ● 1,860 — People participated
- ● 5.8% — Laureates
- ● -2 years — Reduction in the average age of staff

-32% — Decrease in the average time from the date of publication of a vacancy to when the reserve list is established

E recruitment ongoing

- ● Seat Agreement
- **5+5** Extension of the Temporary agent contract
- ● 32% staff teleworking
- ● 8 mediators
- ● 64 SNE
- ● 8 International Experts

80% — Staff who agreed totally in relation to whether they have sufficient authority to do the job well.

90% — Staff who agreed totally about having a clear idea about each job's responsibilities.

Circle: Human Capital Management

- Improvement in the recruitment processes to **select the best people to work at OHIM**
- Improvement in the working environment and conditions with a view to **improving wellbeing**
- **Staff empowerment**
- **Staff development and talent management**
- **Building a collaborative organisation**
- **Staff engagement**

78% Staff who believe strongly in OHIM's values and strategic goals.

79% Staff who have a significant sense of loyalty and pride.

72% Staff who are willing to invest discretionary effort in their jobs.

62% Staff who think that OHIM encourages teamwork (29 percentage points more than in 2009).

68% Staff who think that their department and other departments work well together (17 percentage points more than in 2009).

Job mapping, competency framework and learning curricula projects implemented:

The Office has defined 81 job profiles covering 100% of its staff.

Budgetary Discipline

€198 M — Total cost of Strategic Plan 2011-2015

- ● 2/3 — financed from OHIM's operations (generated each year by the Office's current activities, within the existing fee framework).
- ● 1/3 — financed from the accumulated surplus.

-49.6% — Reduction in the surplus

Circle: Budgetary Discipline

- Strategic Plan financial needs covered by OHIM's surplus
- Reinvested for the benefit of users and the IP system

Final users, as OHIM has reinvested a significant part of its surplus in projects designed to improve its services and product.

The IP System for the same reasons as for the final users.

The European Union itself, as the Agency has not needed external support.

European taxpayers because there was no need to place any burden on them in order to sustain OHIM's activity.

Knowledge Capital

By promoting and supporting the value of intellectual property, OHIM has contributed to the generation and dissemination of knowledge.

OHIM's Observatory and the Academy nurture the Knowledge Capital contributions identified here. The benefits from these activities are structured in two main sub-assets: the first relates to the generation of knowledge in the main areas of interest of OHIM and its stakeholders and to making the knowledge accessible in a general and broad manner; the second deals with how OHIM shares the knowledge generated in a more structured way by providing specific training courses both internally and externally.

The Observatory and the Academy work closely with all the members of their networks, such as IP offices, universities, professional networks or members of user organisations involved in the generation and sharing of knowledge on IP matters.

Overview of Knowledge Capital components

OHIM's Benefit Impact Analysis.
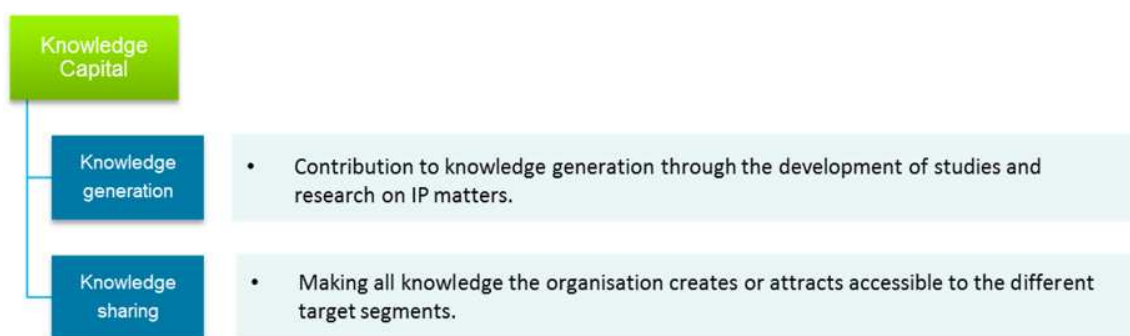
Knowledge generation

For OHIM, knowledge underpins its business strategy. It uses its knowledge, e.g. from research studies and tools developed ad hoc, to nurture an understanding of the main elements of the IP system, by making that knowledge accessible to its stakeholders.

The generation of knowledge lies mainly with the **Observatory**. In 2012, the Observatory was fully entrusted to OHIM as the European Observatory on Infringements of Intellectual Property Rights. It is responsible for a wide range of tasks relating to research, communication, spread of best practice, and enforcement of all types of intellectual property rights.

The Observatory started life in 2009 as the European Commission's Internal Market and Services Directorate-General as the European Observatory on Counterfeiting and Piracy, with the following goals:

- Provide facts and evidence for use in the formulation of effective IP policies by policymakers;
- Create tools and resources to sharpen the fight against IP infringement;
- Raise awareness of IP and of the negative effects of counterfeiting and piracy.

Generation of knowledge must therefore be assessed relative to the new content created and the extent to which it has been made accessible to OHIM's stakeholders.

In the period analysed, new knowledge has been created in the following areas:

1. The role of Intellectual Property Rights in the European economy;
2. The Intellectual Property protection and enforcement system beyond Europe;
3. Models and practices used for IP Rights infringement and economic consequences in the EU;
4. Practices, tools and databases for enforcement;
5. Regulation and jurisprudence;
6. Citizenship behaviour and attitudes to IP matters.

1. The role of Intellectual Property Rights in the European economy

This knowledge is industry-oriented and has contributed to:

- Understanding the contribution of IP to economic performance (within the EU):
  - **Two specific studies** were developed during this period (one of them jointly **with the EPO**) with the aim of quantifying the contribution to the European economy of sectors that use IP rights intensively and of assessing the relationship between the ownership of IP rights and the economic performance of individual companies, with a particular focus on SMEs.

    These studies are available online. The overall satisfaction rating was 77% (high or very high) according to the opinion of users who took part in the user satisfaction survey carried out by OHIM in 2014. Eight of ten participating users also considered that the dissemination of these studies was sufficiently broad.

OHIM's Benefit Impact Analysis.

- Comprehending the needs and barriers of SMEs when protecting IP rights:
  - **An SME scoreboard** has been designed which takes into account industry sectors and company size. It is being used to gather knowledge on SME awareness of IP Rights. It will help in the development of activities designed to assist SMEs with protecting their IP rights.
- Understanding the usage of trade secrets by EU companies
  - A **study** on the economic importance of trade secrets was carried out in 2015.
- Examining the increase in creative works that are based on works in the public domain
  - **A pilot study** on the film industry has been carried out to examine to what extent successful films are based on works in the public domain.

2. Intellectual Property protection and enforcement systems beyond Europe

The Observatory has developed a set of guides on different countries outside Europe. These contain background information on the country, the legal framework and the weak points in IP protection and enforcement, and include the details of useful contacts.

As a result:

- **Six country reports and technical cooperation guides** have been developed for the following countries: Brazil, China, India, Russia, Turkey and Ukraine.
- These guides are available online and have been downloaded **55 times since 2013.**

The Observatory has also designed and implemented in collaboration with DG TRADE an intelligence database that allows EU companies to report information about IPR infringements in a structured format. It also allows the authorities in countries outside the European Union to follow up on infringements **(Anti-Counterfeiting Rapid Intelligence System - ACRIS).**

3. Models and practices used for IP Rights infringement and economic consequences in the EU

Counterfeiting and piracy are complex phenomena and are continually evolving. The Observatory conducted several studies that have helped identify models and practices in the area of IPR infringements with particular emphasis on counterfeiting within the EU.

- **Quantification of infringements**: The scope, scale and impact of Intellectual Property Rights infringements are being assessed in a set of studies that have already analysed 7 economic sectors, and it is planned to consider 8–10 more. These studies aim to assess the magnitude of counterfeiting and piracy within the EU and are being carried out in collaboration with the OECD and the European Commission's Joint Research Centre (JRC), and through OHIM's own efforts.
- **Identification of business models used in online infringement in the area of copyright,** with particular emphasis on the legal aspects of digital copyright content.
- **Development of the Anti-Counterfeiting Intelligence Support Tool (ACIST)** that helps analyse and create reports on the scope and scale of counterfeiting and piracy within and across EU borders based on data on seizures. As of the time of writing this

report, **14 countries** had uploaded information on seizures of counterfeit goods.

- Design, development and maintenance **of a repository of statistics with facts and figures for the 28 Member States.**
- A **study**, developed in conjunction with EUROPOL, which describes the situation of counterfeiting in the EU.

4. Practices, tools and databases for enforcement

IP protection needs to be enforced to be effective. The Observatory's efforts to help enforcers have achieved the following results in terms of knowledge generation, mainly focused on the identification of best practices in enforcement:

- **Supply and distribution chain** of products infringing IP
- **A set of tactics** developed by EU enforcement authorities to counteract the problem
- **Voluntary Cooperation Practices**: In 2014, members of the Observatory's IP in the Digital World Working Group, as well as OHIM's TM5 partners[1], were asked for help in identifying any voluntary cooperation practices between private operators (for example, content owners and Internet service providers) in their respective countries designed to combat online Intellectual Property Rights infringement. Some 20 such practices were identified as a result of this process.
  In the second phase of the study, six practices have been selected by the Working Group for a very thorough analysis of their legal framework and efficacy.
- **Two reports in the area of costs:** One is an update of an earlier study on national practices in the area of costs

and damages that provides a high-level analysis of Intellectual Property Rights damages awards in the Member States, in particular with respect to the compensation of right holders, the recovery of costs, and the financial gain for infringers of the various benefits of infringement.

Data on the storage and destruction of counterfeit goods in each Member State has made it possible to update knowledge about the situation in different countries on the responsibility for the costs of destruction of infringing goods (by the infringer or the IPR holder), the practical applications of the principle of proportionality and in determining when the secondary use of infringing goods should be allowed.

Both studies are available online.

- A **report** on **inter-agency cooperation** in the enforcement of Intellectual Property Rights
- A **Copyright Analysis report**.

5. Regulation and jurisprudence

Intellectual Property Rights are legislated for under a wide legal framework. In order to enhance transparency and make the related jurisprudence more accessible, the Observatory has developed a case law tool for all EU jurisprudence:

- The Observatory had collected 348 **key judgments** by the end of 2014 in collaboration with eight national IP offices (Denmark, France, Lithuania, Romania, Slovenia, Spain, Sweden and UK) and the Community Plant Variety Office. These covered both civil and criminal jurisprudence.

- This tool is available online and recorded more than **12,600 visits** in 2015. This is an increase of **76%** over the previous year).

6. Citizenship behaviour and attitudes to IP matters

Understanding of the value that derives from intellectual property in their day-to-day lives, and their perceptions in relation to infringements are key determinants of citizenship behaviour. The Observatory has developed a thorough knowledge of these subjects. The main studies conducted during the period 2011-2015 were the *IP perception study* (2013), looking at what citizens know, think and perceive about IP, and the subsequent *IP education study* (2015), which aimed to map and understand how children are exposed to IP, IPR and associated subjects in primary and secondary schools. Both reports have helped **the design and implementation of new initiatives to increase awareness of IP issues and** targeting specific groups (such as youth)[16].

A **Youth Scoreboard** is being drawn up on an annual basis, starting in 2015. For this purpose, the Observatory is targeting young people between 15 and 24 years old on a qualitative and quantitative basis in the 28 EU Member States. This study has been complemented by online sentiment analysis, monitoring the perceptions and views of young people in real time. This allows OHIM to better take the pulse of what young people think, expect, and react to and thus gain a continuously updated picture.

Knowledge sharing

OHIM's website is one of the most useful means of sharing the knowledge and the different contents that are accessible to the public.

In addition, OHIM has developed a rich network of stakeholders who interact continuously, sharing knowledge among themselves. They do this mainly through the Observatory and Academy networks. In this area, the Observatory and the Academy collaborate closely on externally focused activities which serve as OHIM's knowledge and information dissemination hub.

These activities are carried out in collaboration with other IP organisations. These include *inter alia* the EPO, WIPO, European Commission services, and other public and private organisations.

OHIM's knowledge sharing can be assessed through the analysis of four main areas:

1. The communication and dissemination of knowledge through the Observatory website and OHIM newsletters
2. The development of training content and its use by external stakeholders
3. The overall satisfaction levels of participants and their evaluation of the increase in their competences and the qualifications they achieved
4. High level events

The achievements in each area of knowledge sharing are described in detail below:

1. Communication and dissemination of knowledge through the Observatory website and OHIM newsletters

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[16] More detail can be found in the Social Capital Chapter

A **specialised website focusing on IP matters** was launched in 2013 with the goal of enhancing accessibility to all the knowledge generated. This website helps businesses, consumers, enforcers and policymakers to access up-to-date information, reports and studies on a wide range of related subjects and issues.

In order to asses OHIM's impact on knowledge sharing it is necessary to evaluate the capacity that the Office has to capture a significant number of knowledge users. This can be measured by how many people view, download, share and use the website contents. The figures that best describe this impact are:

- In 2015, the website **registered 293,350 page views** between 1 January 1 and 12 November. This was **71% more** than in 2014 (171,436).

- **Spain, Germany and United Kingdom** are the most common countries of origin of web users and content downloads.

- There were more than **7,300 content downloads** (between 1 January and 12 November, 2015), most of them from the *research and studies* sub-site (5,576 downloads). This represents 76% of all content downloaded.

Observatory website
Distribution of content downloads by source
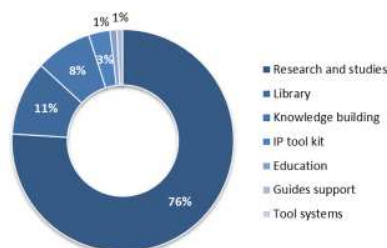
Source: OHIM

- The Observatory had published **six** quarterly **e-newsletters as of November 2015** and had **1,900 subscribers.** The newsletters contain information on its latest activities and enforcement tools, as well as news about stakeholders from all around Europe.

- Additionally, OHIM periodically provides its local stakeholders with the latest IP news through the e-newsletter *Alicante News*, which has **40,000 subscribers.**

- **European TMDN News** goes out monthly to the **more than 1,000** members of the Trade Market and Design Network (TMDN)**.**

2. The development of training content and its usage by external stakeholders

Training activities are mainly based on a global catalogue that has been designed to cover all the training needs identified for external users. In total, in 2014 and up to July 2015 almost **56,000 hours of training** were delivered to external stakeholders.

The catalogue is configured to increase its accessibility to external users by making the content available online, without the restrictions of attending a physical class, but face-to face courses are also provided.

The main training areas are:
- Intellectual Property: IP law and Case law, Trade marks and Designs, Patents, OHIM IT tools, Proceedings and other IP rights
- General skills: Soft skills, quality, management, marketing and communication, finance, human resources and languages.

OHIM's Benefit Impact Analysis.

According to the User Satisfaction Survey run by OHIM in 2015, 11% were aware of the **Academy**, and of those **85% consider** it **contributes to enhancing knowledge** and competence in intellectual property.

Details of the e-learning and face-to-face courses are:

- E-learning courses began in 2013 when the Academy created the OALP (OHIM Academy Learning Platform). This offers an extensive and continually updated e-learning training catalogue in order to increase the training and the competences of the network, enhance the expertise level of its stakeholders and support training on IP matters.

  When the e-learning platform was launched in 2013, only the staff could access its courses. Since 2014 the contents have been accessible to the public. In 2014, 145 **e-learning courses** were offered and **4,034 hours** of training were delivered to **1,018 people,** i.e. **almost 4 hours of training per person.** As of July 2015, the number of courses was **200**, an increase of 38% over end-2014.

  In 2014 **18 webinar courses** were offered to external users and 11,041 hours of training were delivered to **4,073 people: more than 2.7 hours of training per person.**

  As of November 2015, **47 webinars** had been offered. Alm**ost 6,500 people** participated in these. This represented a 60% increase in the number of attendees compared to the full year between 2014 and- November 2015.

  10% of the users that took part in the survey mentioned previously are aware

of the Office's Academy Learning Portal, and of those **71% consider** the training **relevant**.

- Face-to-face training is the most traditional learning format. It enables students to engage in face-to-face interaction with instructors and other students in a traditional classroom setting.

  In 2014, **1,660 external stakeholder**s participated in face-to-face courses. This was more than 24,000 hours of training and is an **average of 14.5 hours per participant.**

Disaggregation of the training hours delivered to main external stakeholders (2014):

- IP offices
- Judges ("face to face")
- Users ("face to face")
- Universities/Others ("face to face")
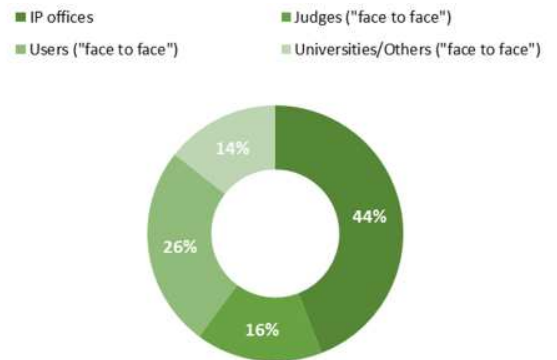
Source: OHIM

Main external stakeholders attending face to face courses (2014):

- IP offices
- Judges ("face to face")
- Users ("face to face")
- Universities/Others ("face to face")
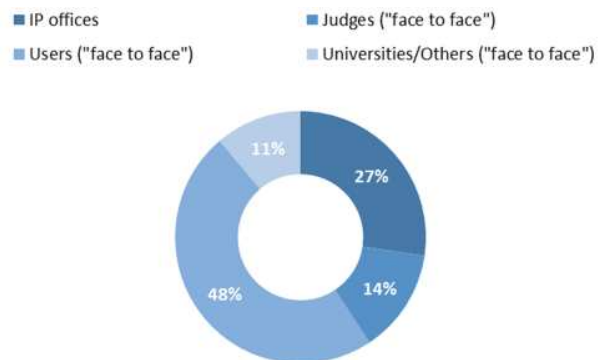
Source: OHIM

OHIM's Benefit Impact Analysis.

More than 1,300 external stakeholders attended face to face courses between January and July 2015.

3. Increase in competence and qualifications and overall satisfaction

The final benefits of the knowledge sharing capital can be measured by the extent to which external trainees can certify the acquisition of knowledge, competences or skills and the level of satisfaction with the training received. For the latter, the overall satisfaction of the users in 2014: **93.4%** of trainees reported **high or very high levels of satisfaction** with the training received.

4. High level events

The Observatory offers training events for enforcers in order to foster knowledge sharing on IP matters. These events aim to ensure that policymakers, communicators and decision makers are fully aware of the relevant issues surrounding IP.

The events organised by the Observatory can be broken down as follows:

- **Knowledge-building events**, which were first run in 2012 and are organised in cooperation with partners such as Europol, Eurojust and CEPOL, as well as the EPO. These events aim to bridge the gap between the world of IP and enforcement officials, and share knowledge about specific sectors, such us medicines, sports goods, pesticides or the internet, among others.

  More than 600 enforcers have attended these events.

- **Regional Seminars** aimed at building knowledge among law enforcement practitioners, such as police, customs and prosecutors, in the area of intellectual property rights infringements. These seminars are organised in different geographic regions for EU Member States and neighbouring countries. Between 2013 and 2015, five Regional Seminars were held, in Denmark (2), Hungary, Italy and Romania.

- **IP Enforcement events:** the Observatory is also involved in high-level events to ensure policymakers, communicators and decision takers are fully aware of relevant IP issues. The first International **IP Enforcement Summit** was organised by the UK IP Office, OHIM and the European Commission and was held in London on 11-12 June **2014**. It was the first event of its kind, bringing together key European and international decision makers, enforcement agencies, multinational companies and other stakeholders to discuss the growing impact of intellectual property rights infringements and the challenges facing enforcement and society. The Summit provided an effective forum for discussion and debate on crucial international IP enforcement matters. It served to increase engagement between national and international partners in combating counterfeiting and piracy. It supported interaction and sharing of successful examples of international best practice strategies and techniques. There were **307 participants**, **70 speakers** and **13 exhibitors** at the

OHIM's Benefit Impact Analysis.

event. A further **2,831 people** participated in the event **via** live **streaming**. These viewers came from **58 countries**. There was extensive media coverage, especially in the five countries that were targeted (France, Germany, Italy, Spain, UK).

- **Judges Seminars** have been organised since 2008 and have established a body of practice among **senior EU judges and prosecutors** who regularly deal with intellectual property and enforcement issues. The network comprises over 800 judges and prosecutors from all EU Member States and beyond, including all types and levels of jurisdiction: civil, commercial, administrative and criminal. Attendance at the seminar is by invitation, and in order to allow a free exchange of views, discussions are not public. The participants in the OHIM Judges' Network regularly communicate with each other after the seminars finish and relay judgments and other information on their national practices back to OHIM, continuing and enriching the practice. These seminars take place several times a year.

- **CEPOL-OHIM Joint training course:** In September 2015 OHIM held a hands-on training course for police, customs, prosecution services and market inspection services on the subject of infringements of intellectual property rights.

This training event, which was organised jointly by the Observatory and CEPOL (the European Police College), dealt specifically with both offline and online counterfeiting, featured case studies on specific forms of counterfeiting and modules focused on digital investigation techniques and on the use of EU/international cooperation instruments.

- The **European Intellectual Property Prosecutors Network** (EIPPN) met for the first time in June 2015 in Alicante. The objective of the EIPPN, which covers EU Member States, with involvement of Norway and the USA, is to share knowledge and expertise to reinforce the collective investigating and prosecuting capacity to address cross-border violations of IPR. Creating this network paves the way for a strategic cooperation agreement between Eurojust (The European Union's Judicial Cooperation Unit) and OHIM to expand existing collaboration in support of European prosecutors working with cases involving violations of intellectual property rights.

The events organised by the Observatory are a key instrument to get closer to its **stakeholders**. In total, **89.3%** of them participated **in Observatory activities** during **2014**.

Knowledge Generation

2 Reports that have helped the design and implementation of new initiatives to increase awareness of IP issues and targeting specific groups (such as youth)

1 Youth scoreboard, to better take the pulse of what young people think, expect, and react to and thus gain a continuously updated picture.

CASE LAW tool Including all EU Jurisprudence and available online:

350 Key judgements collected by the end of 2014 in collaboration with eight national IP offices

12,600 + Visits in 2015

4 Reports that contribute to:
- Update knowledge about the situation in different countries on the responsibility for the costs of destruction of infringing goods
- Understand inter-agency cooperation in the enforcement of Intellectual Property Rights
- Update knowledge on copyright enforcement

20 Voluntary Cooperation Practices between private operators (for example, content owners and Internet service providers) in their respective countries designed to combat online Intellectual Property Rights infringement.

4 Reports that contribute to:
- Understanding the contribution of IP to economic performance (within the EU)
- Understanding the usage of trade secrets by EU companies
- Examining the increase in creative works that are based on works in the public domain

1 SME scoreboard, to comprehend the needs and barriers of SMEs when protecting IP rights

6 Country reports and technical cooperation guides developed

ACRIS Intelligence database that allows EU companies to report information about IPR infringements

7 Economic sectors have been analysed to understand scope, scale and impact of Intellectual Property Rights infringements

ACIST Database helps analyse and create reports on the scope and scale of counterfeiting and piracy within and across EU borders based on data on seizures.

1 Report, developed in conjunction with EUROPOL, which describes the situation of counterfeiting in the EU

Diagram labels (Knowledge Generation):
- Citizenship behaviour and attitudes to IP matters
- The role of Intellectual Property Rights in the European economy
- The Intellectual Property protection and enforcement system beyond Europe
- Regulation and Jurisprudence
- Models and practices used for IP Rights infringement and economic consequences in the EU
- Practices, tools and databases for enforcement

Knowledge Sharing

89.3% of the Observatory's stakeholders participate in Observatory activities

93.4% of trainees reported high or very high levels of satisfaction with the training received.

293,000 + Page views of Observatory's website in 2015

7,300 + Contents downloads in 2015

43,000 + Subscribers of the Observatory's newsletter, the Alicante News and the European TMDN News

56,000 + Hours of training delivered to external stakeholders between 2014-July 2015

4 Hours of e-learning (courses) per person in 2014

2.7 Hours of e-learning (webinar) per person in 2014

14.5 Hours of face to face training per person in 2014

Diagram labels (Knowledge Sharing):
- High level events
- Communication and dissemination of knowledge through the website and newsletter
- Development of training content and its use by external stakeholders
- Increase in competences and qualifications (by the participants in training)

Relational Capital

OHIM works closely with many stakeholders inside and outside EU to achieve the most important goal, which is building a comprehensive and interoperable European Trade Mark and Design Network together with the EU national and regional intellectual property offices.

There are three fundamental initiatives that help OHIM and its partners from the EU IP offices to realise the vision of a comprehensive and interoperable Trade Mark and Design Network:

- Building and using common tools;

- Fostering harmonisation of practices; and

- Further harmonising trade mark laws and procedures, as part of the legislative review being undertaken by the European Commission.

All are being developed with a highly collaborative approach, working in partnership with national and regional EU IP offices, user groups, the European Commission and other international organisations that are part of OHIM's stakeholder map.

Source: OHIM

OHIM's Benefit Impact Analysis.
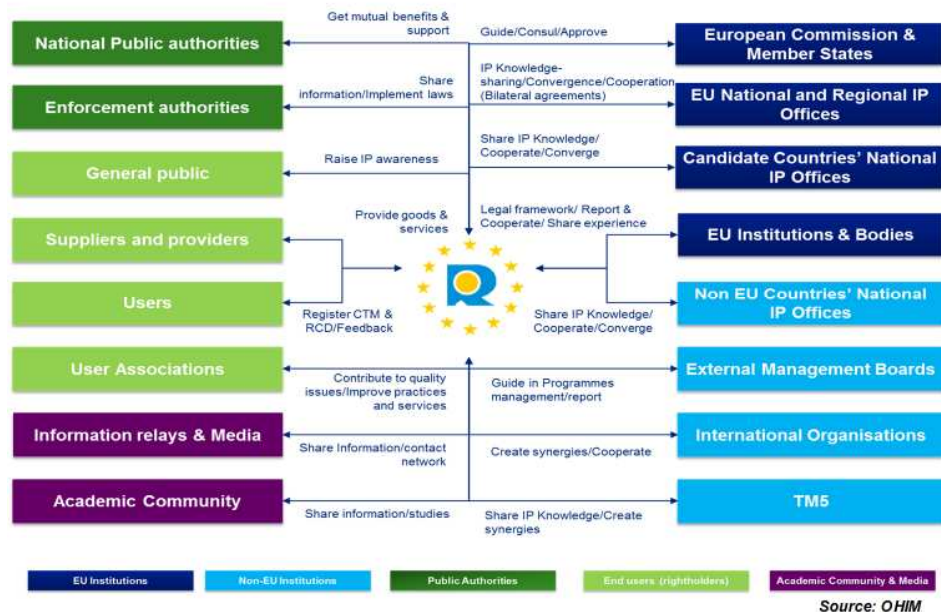
The contribution of OHIM to the relational capital is then considered from two perspectives:

- The capacity to create collaboration and cooperation networks;

- The capability to be influential among the network partners and beyond, broadening their influence with multiple players.

Overview of Relational Capital components

Relational Capital

Alliances/ Collaboration network
- Contribution to the creation of a valuable network in terms of collaboration and cooperation to achieve the organisation's goals.

Influence capacity of the network
- Related to the capability of the network to influence broader partners.

OHIM's Benefit Impact Analysis.
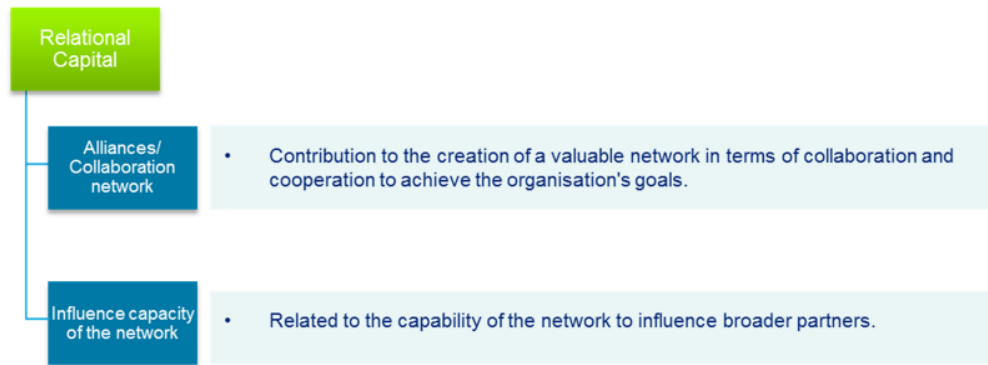
Alliances/Collaboration Network

Over the last 20 years OHIM has participated in and fostered several collaboration networks that have helped the Office to achieve its aims and objectives.

OHIM's involvement and responsibilities may vary from one network to another. But without a doubt, the alliances established with different stakeholders have been a key element in OHIM's success. Among the most relevant alliances are:

- **European Trade Mark and Design Network** (ETMDN), made up of EU national and regional IP Offices, user associations and international organisations (e.g. the EPO).

- The **Observatory Network** composed of the main players in infringement at all levels: public sector, private sector, organisations representing civil society, international organisations, MEPs designated by the European Parliament and representatives of the 28 Member States of the EU.

- Close **collaboration with User Associations**, involving them both as part of the ETMDN and inviting them to attend meetings organised by OHIM's governing bodies.

1. European Trade Mark and Design Network

Since its origins, OHIM has been aware of the importance of providing an IP system that offers certainty and reliability to final users when registering their goods and services.

OHIM, together with the European Union's intellectual property offices, international organisations and user groups, works towards minimising differences in how IP offices examine and evaluate trade marks and designs through a comprehensive European Trade Mark and Design Network (ETMDN).

The Network began to take shape in 2010, bringing IP offices and user associations together to work closely on identifying the key areas to focus on and address the most significant barriers and complexities affecting users across Europe.

Through the **European Trade Mark and Design Network** (ETMDN), OHIM is increasingly achieving a higher level of harmonisation of practices and tools within the European Union and beyond. The ultimate goal of the Network is to provide a high-quality experience for users of the IP system by providing up-to-date electronic services, facilitating access to information and convergent practices in how IP offices examine and evaluate trade marks and designs.

To this end, OHIM has developed two complementary activities based on working collaboratively with its stakeholders:

- The creation of common IT tools through the **Cooperation Fund**

- The convergence of practice among IP offices through the **Convergence Programme.**

The **Cooperation Fund (CF)** was established in February 2010 to streamline working methods and modernise EU IP offices through up-to-date administrative solutions. There are **27**[17] **National and Regional IP Offices** involved in the Cooperation Fund Programme.

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[17] There is one National Office for each Member State, except for Greece (which has one for TM and another for DS); there is a Regional Office for Belgium, the Netherlands and Luxembourg, the Benelux Office for Intellectual Property (BOIP).

The Cooperation Fund works to remove institutional barriers to communication and services among IP offices, users and public authorities. It consists of **19 tools** built collaboratively and with a high level of uptake across the EU. This had translated into more than **350 implementations** in IP Offices by the end of 2015.

All EU IP Offices have implemented at least 4 tools, while **93%** of them have **implemented at least 9 tools.**

The Cooperation Fund tools range from search and classification tools (TMview, DesignView, TMclass) to modern electronic services for users. There are also tools for internal operations (examination and processing software), or enforcement tools deployed through the Observatory (EDB, ACIST).

OHIM and the ETMDN have made a great effort to design and roll out the CF tools across the EU. This has involved an **investment of €50 million** and more than **100,000 man days,** including staff from the EU

IP offices, user organisations and OHIM. **The average satisfaction** level of the National and regional IP Offices with the tools implemented is quite high as they are rated **7.4/10.**

The **flagship tools** are those designed for search and classification: **TMview, DesignView** and **TMclass.** They have been implemented in all **28 EU Member States** and in **30 non-EU economies**.

Cooperation Fund

TMview
Implemented in all **27 EU offices** and **14** non-EU economies

>5 million searches per year

DesignView
Implemented in **21 EU offices** and **12** non-EU economies

>830,000 searches per year

94.9% of OHIM's CTM applications using terms from the **Harmonised Database** for goods and Services

Source: OHIM

Cooperation Fund
Tools implemented per EU IP Office (%)

Country	%
Malta	100%
Bulgaria	94%
Latvia	94%
Romania	94%
Estonia	89%
Greece	89%
Lithuania	89%
Slovenia	89%
Slovakia	89%
Poland	83%
Portugal	78%
Spain	72%
Sweden	72%
Cyprus	67%
Denmark	67%
Finland	67%
Hungary	67%
Benelux	61%
France	61%
Ireland	61%
Italy	61%
Czech Republic	56%
Croatia	56%
Greece OBI	50%
United Kingdom	50%
Austria	44%
Germany	22%

7.4 average satisfaction level regarding the implemented tools

- **Ireland** and **Bulgaria** have the **highest levels** of satisfaction with the tools implemented and in use (average score of 9.2 and 9 points)

- **Designview, TMview** and e-Filing are the top rated tools in terms of internal satisfaction at the National Offices (> 8 points/10)

Source: OHIM

OHIM's Benefit Impact Analysis.

Convergence Programme

The convergence of practice between IP offices through the **Convergence Programme** was launched in 2011. It links OHIM with national offices and user organisations to try to reach common ground in areas where IP offices have different practices.

The Convergence Programme is achieving a number of specific breakthroughs in IP practice, using closely coordinated teams of experts to try to achieve convergence in practices, in order to arrive at greater clarity and legal certainty across the EU in relation to IP. The Programme focuses on topics ranging from absolute grounds examination to the scope of protection. It has established a forum for ongoing discussion among IP experts in order to improve the IP system. **Seven work packages** have been **implemented** under the Convergence Programme so far.

The **commitment** of the EU IP Offices to the Convergence Programme is very high. All 27 National and Regional IP Offices have taken part in the work **packages.**

International IP organisations have also been involved: **WIPO** plays an important role in the Convergence Programme by participating in some of its projects and acting as a mediator in the Goods and Services Harmonised Workflow launched in 2014.

The programme has registered a high level of active participation on the part of the National Offices. The **average rate of participation is 88% of the Offices** and a minimum of 78%. **At least 85% of the Offices take part** in 5 of the 7 work packages.

As a result, the National and Regional Offices participating actively in convergence working groups since 2012 had put in more than **6,900 person days** of effort as of November 2015. This was an **average of 12 days per year for each participating office**.

Other initiatives also developed with the members of the network deal with the harmonisation of legislation on trade marks and designs or specific projects designed to improve the management of relations with OHIM's stakeholders.

Convergence programme
Active participation rate and total effort

88% average active participation rate

Active participation rate in Convergence Programme projects

Project	Active participation
Convergence Maintenance (Central Team)	96%
CP1. Harmonisation of classification of G&S	96%
CP2. Convergence of Class headings	85%
CP3. Absolute Grounds - Figurative Marks	93%
CP4. Scope of Protection B&W marks	78%
CP5. Relative grounds - Likelihood of Confusion	89%
CP6. Convergence on graphic representations of a design	85%
CP7. Harmonisation of product indications	85%

■ Active participation   ■ Passive participation

Total effort in man-days per Convergence Programme project (2012-15*)

Project	Man-days
Convergence Maintenance (Central Team)	2.129
CP7. Harmonisation of product indications	949
CP2. Convergence of Class headings	846
CP1. Harmonisation of classification of G&S	754
CP3. Absolute Grounds - Figurative Marks	742
CP5. Relative grounds - Likelihood of Confusion	621
CP6. Convergence on graphic representations of a design	516
CP4. Scope of Protection B&W marks	389

* Estimated figures for 2015

Source: OHIM

OHIM's Benefit Impact Analysis.

Convergence programme
Total effort in man-days per National Office

Total effort in man-days per National Office:

National Office	Man-days
Hungary	414
Germany	396
Denmark	365
Spain	357
Poland	342
Slovakia	338
Lithuania	336
Benelux	334
Bulgaria	305
Portugal	304
Estonia	302
Ireland	279
France	267
Slovenia	267
Average	257
Czech Rep.	255
Sweden	244
United Kingdom	240
Italy	234
Croatia	202
Latvia	200
Greece	192
Romania	189
Cyprus	186
Malta	151
Finland	93
Austria	86
Greece OBI	72

National and Regional IP Offices	Convergence Maintenance (Central Team)	CP1. Harmonisation of classification of G&S	CP2. Convergence of Class headings	CP3. Absolute Grounds - Figurative Marks	CP4. Scope of Protection B&W marks	CP5. Relative grounds - Likelihood of Confusion	CP6. Convergence on graphic representations of a design	CP7. Harmonisation of product indications
Austria								
Benelux								
Bulgaria								
Croatia								
Cyprus								
Czech Rep.								
Denmark								
Estonia								
Finland								
France								
Germany								
Greece								
Hungary								
Ireland								
Italy								
Latvia								
Lithuania								
Malta								
Greece OBI								
Poland								
Portugal								
Romania								
Slovakia								
Slovenia								
Spain								
Sweden								
United Kingdom								
TOTAL (man-days)	2.129	754	846	742	389	621	516	949

Legend: >100 | 50-100 | <50

Source: OHIM

The strength of the network is measured by the level of commitment. There are 14 national offices with a high level of effort measured in terms of dedicated person days (i.e. above the average of 257 man days) but 12 national offices are below those rates.

2. European Observatory Network

The European Observatory on Infringements of Intellectual Property Rights had **115 members by 2015**, after welcoming 5 new members from the private sector during the year.

This Network is made up of participants from the 28 EU Member States and it includes **61** representatives from the **private sector**, **7** organisations representing **civil society**, **10 international organisations**, as well as 10 MEPs designated by the European Parliament.

Private sector representatives include a broad and balanced range of EU and national bodies representing the various **economic sectors**, (including creative industries) that are the most involved or experienced in the fight against infringements of Intellectual Property Rights. Consumer organisations, small- and medium-sized enterprises, authors and other creators are also represented.

Apart from the core network of Observatory members, other specific networks have been fostered within the Observatory initiatives:

- **EU Delegations Network.** The Observatory supports a broad range of **cooperation activities** carried out in the context of OHIM's status as the implementing agency for EU-funded programmes on IP matters in third countries. The highlights during 2014 included the creation of an **EU**

Source: OHIM

OHIM's Benefit Impact Analysis.

Delegations Network with two main aims:

- To increase the effectiveness with which Delegations deal with IP matters and help EU companies protect their IP assets in third countries

- To build awareness and increase knowledge of IP and how it fits into the global framework.

The membership is made of EU Delegations in countries that the European Commission considers a priority, such as China, Brazil, Russia, and Turkey. The inaugural meeting of the Network took place in Alicante in March 2014 and was also attended by the European Commission Directorates-General dealing with Trade, Taxation and Customs, and Enterprise (including SMEs).

- A **European Intellectual Property Prosecutors' Network** was being set up as of late 2015. It will be composed of prosecutors from across all Member States in order to identify and deploy effective action to support judicial authorities involved in large scale counterfeiting cases, and to share knowledge and best practice.

In the period 2011-2015, the most relevant User Associations in the field of IP have taken part in OHIM's governing bodies as observers, participating in the meetings of the Administrative Board and Budget Committee (ABBC). This initiative was proposed by OHIM with the aim of making its governance more transparent and enhancing the interaction between all stakeholders.

- In December 2008, the Administrative Board launched a pilot exercise granting observer status in its meetings to five larger NGOs among all User Associations (AIM, BUSINESSEUROPE, ECTA, INTA and MARQUES), based on a set of eligibility criteria established in 2008 and reviewed in 2010.

- In November 2009 the Budget Committee decided to invite the same User Associations to participate in the Budget Committee sessions as of 2010, including during discussions on matters not considered to be confidential.

The five permanent associations have demonstrated a profound knowledge of OHIM's activities and have contributed positively to the meetings. In response to the increasing demand, two new observer seats were added in 2010. These are rotated among NGOs that are eligible. This provides a means of obtaining a balanced diversity of viewpoints.

3. Close collaboration with User Associations

User Associations have been assuming an increasingly important role in the definition of OHIM's activities. As representatives of end-users and right holders all over Europe, they are a key component in helping to identify areas for improvement and specific concerns that may affect the future decisions of the Office.

OHIM's Benefit Impact Analysis.

Influence capacity of the network

Economic globalisation impacts directly on intellectual property right holders. When planning to enter a new market, businesses must consider, among other strategic matters, what the view of the protection of their intellectual property rights will be in the destination countries. This is not always an easy question and companies face several difficulties that may even cast doubt on the internationalisation process as such.

OHIM´s main concern is to enhance the Intellectual Property protection network in order to provide a strong and credible Intellectual Protection system in Europe, based on legal certainty. But OHIM is also aware of the problems companies face when trying to become global. This, along with the specific mandates OHIM receives from the European Commission, leads to OHIM operating beyond the EU's borders as well, mainly through two programmes:

- **International Cooperation Programme**: bilateral agreements between OHIM and non-EU countries that establish the conditions for extending the deployment of tools, for disseminating best practices and for contributing to the implementation of EU IP-related priorities in non-EU countries;

- **EU-Funded projects**: four initiatives developed in ASEAN countries, India, China and Russia aim to promote better access to IP rights information in these countries by encouraging the integration of IP rights into a free, open online facility based on existing tools.

International Cooperation Programme

Over the period 2011-2014, OHIM restructured its international cooperation programme around two key initiaves aimed at extending the reach of its tools, disseminating best practice, improving those based on other countries' experiences, and contributing to the implementation of EU IP-related priorities in non-EU countries:

- One relates to assist EU **candidate and potential candidate countries** (Iceland[18], Balkans, Croatia[19]- prior to accession - and Turkey) in their transition to becoming full players in the European Network when they accede to the Union.

  This initiative has concentrated mainly on integrating these countries' Offices into three "flagship" cooperation tools, namely TMview, DesignView and TMclass and on implementing "traditional" cooperation activities, such as training, exchange of information, legal support, promotion and dissemination. In 2015, there were **more than 70 activities** targeting candidate countries. Among these were high level seminars with senior staff from the IP offices concerned, preparation of TM and Designs guidelines, and training activities for examiners through the IP Academy.

- The second involves engaging in **cooperation activities outside the EU**. This makes sense because harmonisation of working methods, procedures and practices among IP offices worldwide would be of great benefit to applicants. This cooperation strategy has covered the following countries or regions: **BRIC-alike**, extended towards some EAGLE (Brazil, Russia, China, Mexico) and other emerging or growing countries, as well as Norway and other EFTA countries, Canada, Japan and the USA, South Korea, and the Maghreb countries **Over 70 activities** were organised with these countries during 2015. These focused on integration of the National Offices and IP Organisations into the common platforms (TMview,

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[18] Iceland is no longer a candidate country
19 Croatia became an EU Member State in 2013

DesignView, TMclass) and capacity-building activities (exchange of Seconded National Experts and training activities).

Both initiatives are being developed in close collaboration with WIPO and EPO. Between 2013 and 2015, OHIM invested **€6.7 million in international cooperation programmes.** All of them have served to establish a model for international cooperation activities based on increasing the level of harmonisation and convergence of practice.

EU-Funded projects

In 2015, the Office also carried out more **than 190 activities, events and integration actions** as an implementing agency for **EU-funded programmes in third countries**, with the aim of pursuing the objectives and developing the external dimensions of the European Trade Mark and Design Network in **ASEAN countries, China, Russia and India**. Each of these actions differs in scope:

- **ASEAN countries: ECAP III** aims to further facilitate the integration of the ASEAN countries into the global economy by supporting the modernisation and upgrading of their IP systems in line with international standards. One of the main achievements in this area was the launch of ASEAN TMview, ASEAN DesignView and ASEAN TMclass for the 10 ASEAN member states. ASEAN common trade mark examination guidelines were endorsed at the end of 2014 and a second draft of common guidelines for industrial design examination and registration was under final review by ASEAN IP Office in 2015.

- **The IP Key Initiative** developed in China aims to support the interests of European innovators and rights holders trading with or investing in China, contributing to a level playing field for European companies operating there. It is also designed to contribute to greater transparency in and

fair implementation of the Chinese IPR protection and enforcement system. Among the main achievements so far, the integration of Chinese data into DesignView and TMclass, and the contributions to the revision of the Chinese trade mark, patent and copyrights laws and implementing regulations are particularly noteworthy.

- The overall objective In **Russia (P4M-IP)** is to facilitate the modernisation of specific areas of the intellectual property sector in Russia and to increase IP integration processes to help overcome the territoriality of IPRs. One of the main achievements was the integration of the Russian data into TMview, DesignView and TMclass. A first Draft of the DS Guidelines was released in 2015.

- **EU-India Intellectual Property Cooperation** is the newest of the EU-funded projects. Its goal is to strengthen the Indian IP administration and IP's contribution to economic development via brand creation. In its shortlived history, this cooperation has already lead to remarkable achivements, such as India´s integration in TMclass.

Source: OHIM
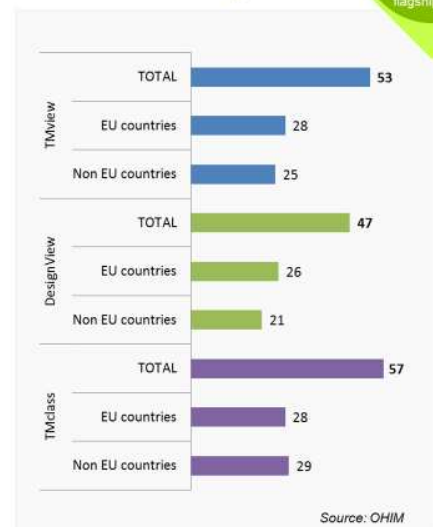
OHIM's Benefit Impact Analysis.

International Cooperation Programme and **EU-Funded projects** have helped to increase the **quality and accessibility of trade mark and design systems** through the integration of non-EU countries in TMview, DesignView and TMclass. As a result of the efforts made by OHIM, **60 IP offices** in total are now using these tools and **30** of them **are non-EU IP offices** that have adopted **TMview, DesignView and/or TMclass** since 2011.

Apart from the specific training activities developed by OHIM beyond EU borders, the OHIM Academy also makes efforts to share specific knowledge on IP matters with third countries through training activites. In 2014, **227 participants from 38 non-EU countries** took part in training activities provided by the Office.

Participants in training activities 2014

Country	Participants
Turkey	44
Switzerland	40
Serbia	17
China	12
Russia	12
Macedonia	11
Norway	8
United States	8
Bosnia & Her	7
Iceland	6
Japan	4
Vietnam	4
Albania	3
Brasil	3
India	3
Others	45

227 participants in training activities from 38 non EU countries

Source: OHIM
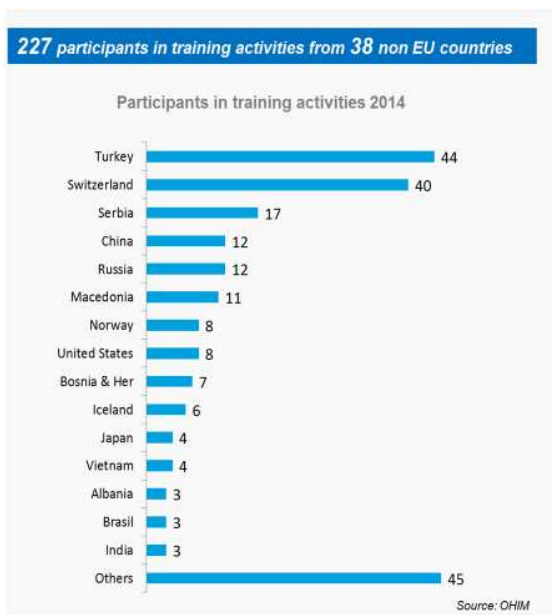
Finally, OHIM is a founding **member of TM5**[20], a multilateral cooperation forum comprised of the five main trade mark offices in the world. The TM5 is a fundamental route to achieving the aims of enhancing transparency and convergence outside the EU and for OHIM to be relevant at international sphere. In this forum, OHIM proposes and leads different IP protection projects. **In 2015, OHIM was leading 4 of 12 ongoing TM5 initiatives (i.e; one third).**

Over the last few years, OHIM and the other TM5 members have fostered the creation of a similar forum to discuss IP matters relating to Designs. This new forum called **ID5** began its activity by the end of 2015.

By working with its TM5 and ID5 partners OHIM has broadened the coverage of its flagship tools such as TMview and DesignView. In these efforts, the Office is strongly committed to the TM5 and ID5 partnerships, promoting the creation of common tools and databases and convergence of practice for the benefit of users across the globe.

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[20] The TM5 forum was created by three principal international IP Offices, namely, the Japan Patent Office ("JPO"), the Office for Harmonization in the Internal Market ("OHIM") and the United States Patent and Trademark Office ("USPTO"), originally named "Trademark Trilateral" (2001 – 2011). The Korean Intellectual Property Office ("KIPO") became a member in 2011 and the new membership of the State Administration for Industry and Commerce of China ("SAIC") of the forum in 2012 led the name to change to TM5.

OHIM's Benefit Impact Analysis.

Relational capital. Main benefits

Alliances/Collaboration Network

Higher level of **harmonisation** achieved **through the European Trade Mark and Design Network**

Observatory Network fostered to support the **protection of IP** rights and combat **infringement**

Close collaboration with **User Associations** aimed at **improving services** and **transparency**

Influence capacity of the network

International Cooperation programme to extend tools, disseminate best practices and foster IP system beyond EU countries

Cooperation Fund

€50M — *Invested to develop 19 Cooperation Fund **tools and** to **implement them in 27** National and Regional **IP Offices***

350+ — *implementations in IP offices by 2015.*

93% — *of IP offices have implemented at least 9 tools (50% of the tools developed).*

7.4/10 — *average **satisfaction level of** National and Regional **IP Offices with the tools implemented** .*

Convergence Programme

100% — *National and regional European IP offices **have taken part in the 7 work packages** developed and implemented under the **Convergence Programme**.*

88% — *average rate of participating countries, with a minimum score of 78% of offices involved.*

12 — ***man-day effort per year** by each participating office average.*

115 — *members in 2015, including representatives of the **28 Member States , 61** representatives from the **private sector, 7** organisations representing **civil society, 10 international organisations**, and **10 MEPs designated by the European Parliament**.*

2 — ***Specific networks** created and fostered by the Observatory:*
- *EU Delegations Network*
- *European Intellectual Property Prosecutors' Network*

5 — *most relevant **User Associations** in the IP field have taken part in **OHIM's governing bodies** as permanent **observers**, (ABBC meetings) during the period 2011-2015.*

2 — ***new observer seats** were added in 2010 granting **rotating** observer status to eligible NGOs and providing a **balanced diversity of viewpoints**.*

€20M+ — ***Invested** in **International cooperation** programmes since 2013 (EU-funded projects, bilateral cooperation and TM5/ID5 included).*

300+ — *activities **in non EU countries** developed in 2015*
- *190 as an implementing agency for **EU-funded** programmes in third countries*
- *70 in **BRIC-alike** countries*
- *70 in **EU candidate** countries*

60 — *IP offices have adopted TMview, DesignView and/or TMclass since 2011: **30 non EU-IP offices are** now using these tools*

33% — *Of the TM5 initiatives led by OHIM in 2015. (4 out of 12 ongoing initiatives of the TM5)*

OHIM´s Benefit Impact Analysis.

Economic Capital

By adding value for its stakeholders through its core business and the initiatives it has adopted to facilitate intellectual property protection in Europe, OHIM has contributed to the generation of wealth and employment.

OHIM has developed a wide range of initiatives clearly oriented to improving the value provided to its stakeholders, with a clear economic benefit for them.

Rights holders and other users, National and Regional Offices and user associations, among others, have benefited from the improved services OHIM has offered during the period 2011-2015.

The scope of OHIM's economic contribution goes beyond the EU's borders. The Office has made a significant effort to promote international cooperation aiming at protecting IP right holders to develop their business outside Europe.

The location of OHIM's headquarters in Alicante has an important local effect that can be measured in terms of maintenance of employment and generation of gross domestic product (GDP).

This chapter on Economic Capital focuses on the achievements of the Office in the three areas mentioned above and considers the economic value of the benefits when information is available.

Overview of Economic Capital components

OHIM's Benefit Impact Analysis.

Local Economy Impact

The presence of OHIM in the Alicante Province has clearly generated wealth and employment in the Valencia region.

In the course of its ordinary activity, OHIM acquires goods and services in the region, both directly and downstream from its purchases elsewhere. This leads to an increase in demand in the relevant economic sectors. It generates a knock-on effect in the local – and indeed wider - supply chains of local businesses.

Thus, through operational expenses and investment, OHIM has an impact on the local economy by generating gross domestic product and creating and maintaining jobs in different economic sectors.

Additionally, other external agents have also contributed to the economic impact by participating in different events or initiatives adopted by or generated by OHIM:
- People attending the different events, seminars and forums held by the Office travel from their countries/regions of origin to Alicante, resulting in travel, food and accommodation expenditure.
- Professionals in law firms specialising in IP, whose activity is largely attributable to the presence of OHIM.
- The purpose of the European Schools is to ensure the smooth running of the EU institutions by providing local schooling for the children of European institution officials. Accordingly, the existence of OHIM in Alicante was crucial to the decision to open a European School in Alicante in 2002.
- OHIM's location in Alicante was also a determining factor in the Trade Mark Court's decision to establish its head office in Alicante.

A specific study conducted by the Chamber of Commerce in Alicante in 2013 assessed the main benefits for the Valencian Community. It identified the following benefits (expressed in values related to 2013):
- A total contribution to the generation of GDP in 2013 of €322.6 million.

Contribution to GDP per type of organisation in the Valencian Community

€322.6 mill. € contribution to GDP in the region

€298.4 mill. contribution from OHIM

€14.5 mill. contribution from the European School

€7.6 mill. contribution from the IP Protection Intermediates

€1.8 mill. contribution from event attendees

€0.4 mill. contribution from the Community Trade Mark Court

Source: Estudio de la Cámara de Comercio de Alicante. Determinación del Impacto económico y social de la OAMI en la Comunidad Valenciana en 2013

OHIM´s Benefit Impact Analysis.

- the contribution to the maintenance of 2,676 jobs in 2013.

According to the Alicante Chamber of Commerce study, in 2013, OHIM itself generated **0.35% of total employment in the Valencian Community.**

This impact has evolved positively thanks to new investments and the increase in direct employment. According to the study, OHIM increased its contribution to local GDP by 24.5% between 2009 and 2013. The number of jobs attributable to OHIM also increased by 16.3% in the same period.

Contribution to maintaining jobs by type of organisation in the Valencian Community

2,676 jobs maintained in the region

2,011 jobs maintained by OHIM

412 jobs maintained by IP Protection Intermediates

276 jobs maintained by the European School

21 jobs maintained by event attendees

6 jobs maintained by the Community Trade Mark Court

Source: Estudio de la Cámara de Comercio de Alicante. Determinación del Impacto económico y social de la OAMI en la Comunidad Valenciana en 2013

+ 24.5% GDP 2009-2013

+ 16.3% jobs 2009-2013

OHIM's Benefit Impact Analysis.

Value for stakeholders

Since the launch of the Strategic Plan in 2011, OHIM has developed and implemented different initiatives designed to improve the services provided to its stakeholders.

As a result, additional value has been created for IP rights holders and other users, as well as National and Regional IP offices. These have benefited from both time and cost savings thanks to the efforts made through different programmes and activities.

The following graph shows four different sources of value creation that have been identified:

1. Convergence of practices

As described in the chapter on Relational Capital, the OHIM Convergence Programme developed in cooperation with National and Regional Offices and user organisations aims to achieve common ground on issues in which different practices have been identified.

OHIM's Benefit Impact Analysis.

This programme's first work packages were related to the *classification of goods and services* and the *convergence of class heading*s. OHIM undertook a study designed to measure the economic value of these work packages. It looked in particular at the implementation of the taxonomy. To this end, a series of benefits were identified for both OHIM's filers and National Office filers:

- Cost savings due to the reduction in the number of **classification deficiency notifications**.
- **Cost savings related to oppositions based on class heading:** it was forecast that the number of oppositions would fall as a consequence of the taxonomy.
- Lower translation costs, as fewer expressions need to be translated.
- Fewer training hours devoted to classification, with a slight impact in terms of cost savings on training.

As a result of the increased convergence in taxonomy, both OHIM and National and Regional Office filers (right holders, SMEs, large companies and their representatives) have made substantial savings, amounting to an **estimated €16.8 million of economic benefit for users in 2014**. According to the study, the resulting economic benefit has a recurring character and is expected to generate yearly amounts of a similar magnitude.

2. Tools and databases with external impact

The tools developed under the **Cooperation Fund as well as other relevant tools and databases** have had an important impact. They have increased the efficiency of both the European IP Offices which have implemented them and the users who benefit from a better service that can be assessed in terms of time and cost savings.

As a result of the specific analysis carried out by OHIM, it has been estimated that Cooperation Fund tools delivered an estimated economic benefit of **€18.6 million** to **end users** and €**29.8 million** to **National and Regional Offices** in 2015.

Out of the total amount of estimated benefits of €48.5 million, €21 million are recurrent and

expected to be generated on a yearly basis.

The most important contributions identified when assessing the Cooperation Fund are those attributable to TMview and DesignView searches, as well as to the availability in National and Regional Offices of electronic filing and services which were previously completely paper based.

The **TMview and DesignView** search tools allow users to check for similar trade marks and designs before filing an application. When these tools were launched, they became the first alternative available free of charge.

Together, these databases held more than **40 million records** as of November 2015, 86% more than in 2013.

According to OHIM's estimates[21], in **2015** the cost savings attributable to these tools amounted to €**8.7 million.**
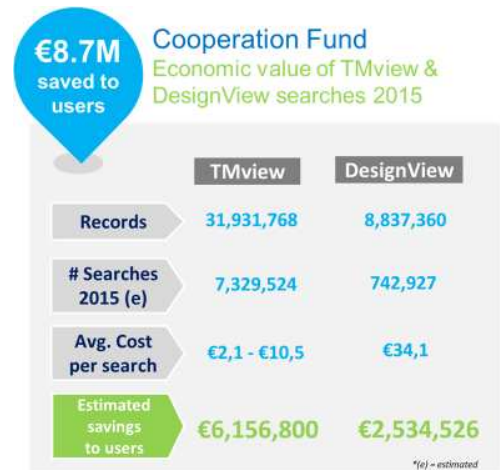
Source: OHIM. Measuring, defining and delivering benefits within the Cooperation Fund report.

As for November 2015, TMview has served more than 17.1 million searches from 151 different countries, with users from Germany, Spain, the UK and France among the most frequent visitors. In 2014, searches had almost doubled from roughly 5.8 million to 10.5 million searches in a single year. DesignView has also grown since it was

[21] Following a conservative approach, it is assumed that 10% of free search users would have used a similar commercial tool

OHIM's Benefit Impact Analysis.

launched in November 2012. The tool has served more than 1.5 million searches from 141 different countries. In 2014, searches had almost tripled from roughly 306.000 to 835.000 searches in a single year. These usage figures underline the rapidly growing interest in these two flagship tools.

Another powerful tool developed by OHIM to support IP rights is the **Enforcement Database (EDB).** This tool connects IP Right Holders with enforcement authorities, making it easier for the latter to identify and seize counterfeit goods. EDB is available in 23 EU languages and more than **269 companies** had accessed the tool by October 2015.

There are **31 enforcement authorities** (police and customs officials of the 28 Member States) which can access EDB to view information and product details. Based on OHIM assumptions, the EDB generates for each enforcement authority costs savings of 1 FTE (full time equivalent) annually.

The tool also enables rights holders to automatically generate a prefilled customs Application for Action (AFA), making it even easier for companies to assert their IP rights. In 2015 **15 AFAs or pre-AFAs were created** and as of late 2015, two had already been granted by the customs authorities. In future, this tool will bring even more detection of counterfeiting, which may constitute major economic benefit for right holders where intervention is successful.

OHIM has also developed other tools and databases aimed at facilitating interaction with its stakeholders. The economic benefits of these tools are difficult to be measured, but qualitative benefits have been identified, as detailed below.

-   **e-search case law database**. This tool, which is accessible through OHIM's

website, enables users to search for past judgements, Community Trade Marks and Registered Community Designs. The tool has had a clear impact on the increased predictability and consistency of practice. A new version of the search engine was launched at the end of 2013. The efficiency gain for users is clear according to the statistics available: as of late 2015, the average time per view was 1.06 min, 44 seconds fewer than the average in 2013. Globally, the new tool has saved users 21 hours. This translates into an **average of 8 minutes saved for each end-user in 2015.**

-   **The e-invoicing procedure** implemented by the Office has added value to OHIM´s suppliers by improving the invoice payment process. These invoices were paid faster — 4 days faster in 2014 and 3 days in 2015— compared with no eInvoices, with a subsequent financial benefit for the suppliers.

Average payment period
eInvoices VS no eInvoices

-4 days		-3 days	
14.4	10.4	13.1	10.1
2014		2015	

■ Avg. Payment NO eInvoices (Days)

■ Avg. Payment eInvoices (Days)
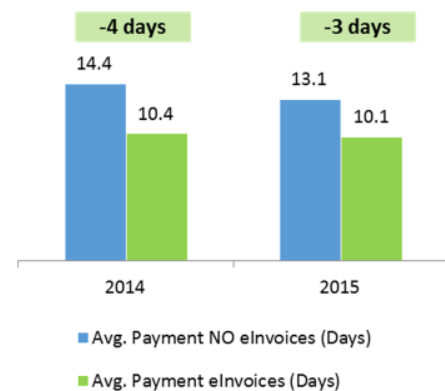
OHIM's Benefit Impact Analysis.

3. Training activities

Through the Academy, OHIM has offered a complete set of courses free of charge to different stakeholders. This means that external attendees have saved the equivalent of the average market value for a training course with similar features. A benchmark[22] on IP courses shows that the **average cost** for **face-to-face** courses is **€31/hour**, whilst the price for online courses or webinars is approximately **€2/hour.**

Based on the number of hours of training delivered to external stakeholders in 2014, and assuming that **25%** of the **attendees** at **face-to-face** courses and **50%** of those **connected to webinars** would have paid for the training[23], the **estimated cost saved by the** attendees in 2014 was €95,000. In **2015,** when there were more participants, especially in online training (webinars), the **estimated cost saved** was **€140,000,** an increase of 48% over 2014.
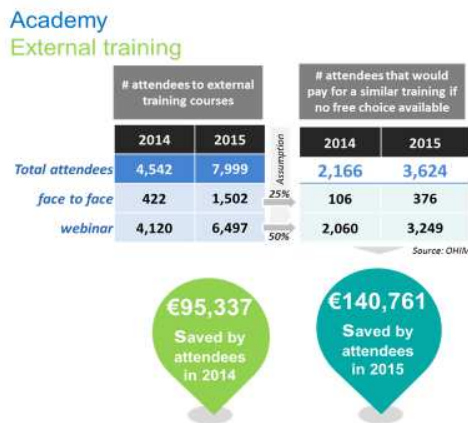

Academy
External training

	# attendees to external training courses			# attendees that would pay for a similar training if no free choice available	
	2014	2015		2014	2015
Total attendees	4,542	7,999		2,166	3,624
face to face	422	1,502	25%	106	376
webinar	4,120	6,497	50%	2,060	3,249

Source: OHIM

€95,337 Saved by attendees in 2014

€140,761 Saved by attendees in 2015

In addition to the external training provided through the Academy, the e-learning tool has helped users to save **€336,000 in 2015**, according to OHIM's calculations.

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[22] Benchmark developed by Deloitte (based on a sample of 40 courses on IP matters)
[23] Assumption: percentage of attendees that would pay for similar training if no free alternative were available. Conservative assumption validated by OHIM.

Training also contributes to making users more informed on how to use the electronic services and tools offered through OHIM's website and therefore to be more efficient in their relation with OHIM.

4. Website/e-business

OHIM launched a completely new website in December 2013. This website aimed to provide users with a **full electronic experience** covering 100% of OHIM's processes. According to a User Satisfaction Survey carried out among OHIM users in 2014, 99% of them were aware of the website.

Today, most of the Community Trade Mark and Registered Community Design filings are electronic, and oppositions and other procedures are increasingly conducted on-line. The following economic benefits from the improved services provided through the website have been identified:

- **Cost savings in TM registration fees:** as an incentive for e-filing OHIM offers a discount of €150 in the registration fee. Since 2011, the number of users who have taken advantage of this saving has increased as shown in the following graph and in November 2015 was close to 100%.

Level of TM efiling

Increase in TM e-filing each year 2012-2015 relative to 2011 (in percentage points)

2011	2012	2013	2014	2015
97.2%	+0.5% 97.7%	+0.3% 97.5%	+0.9% 98.1%	+1.6% 98.8%

OHIM's Benefit Impact Analysis.
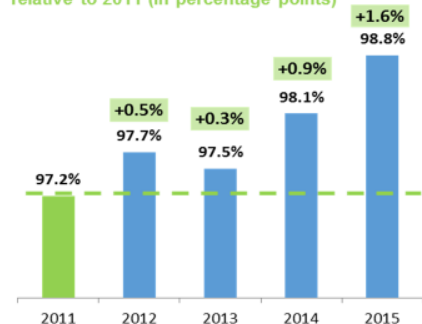
The total **amount saved** by users during the period **2011-2015** (as of November) as a consequence of more intensive usage of e-filing services was **€565,000.**

- **New online Services — Inspection e-filing:** Prior to 2015, all applications for inspection of files incurred a fee. The new website offers users the possibility of downloading a digital copy of documents related to their IP rights. As a result, in the first ten months of 2015 almost **7,000 filings** were downloaded. Assuming that 50% of them would have been paid for in the past[24], the estimated cost savings for users in 2015 was **€32,000.**
  Since this service was relatively new in 2015, it is likely that its usage will increase over time, thus generating growing recurrent annual benefits.

Inspection e-filing
Downloads 2015

CTM Application	1,000
CTM Registration	727
CTM Extracts from the Database	214
CTM Extracts from the Register	478
CTM Docs from the file	1,126
RCD Application	1,712
RCD Registration	1,232
RCD Extracts from the Register	455

Source: OHIM

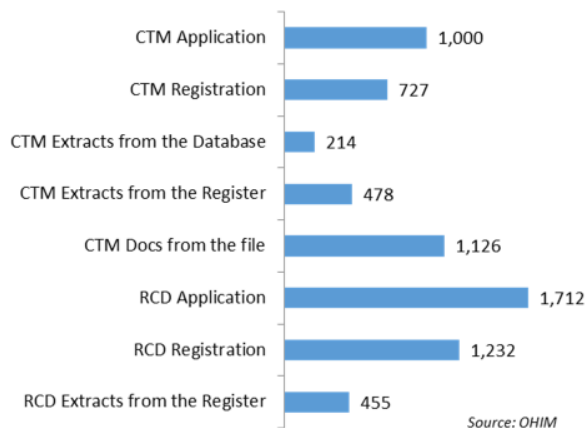- **Increased efficiency due to improved and more complete e-filing services:** The use of e-filing services also implies cost savings for users resulting from the reduction in time spent on proceedings and/or digitisation costs.

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[24] Considering a minimum fee of €10 applying to uncertified copies

Assuming an external cost saving on keying in costs of one euro for each e-service operation[25], the total amount saved by users in 2014 was €**112,000**. The estimated amount saved during 2015 was around **€114,000.**

Level of e-filing
Evolution 2013-2015

Source: OHIM   *(e) = estimated
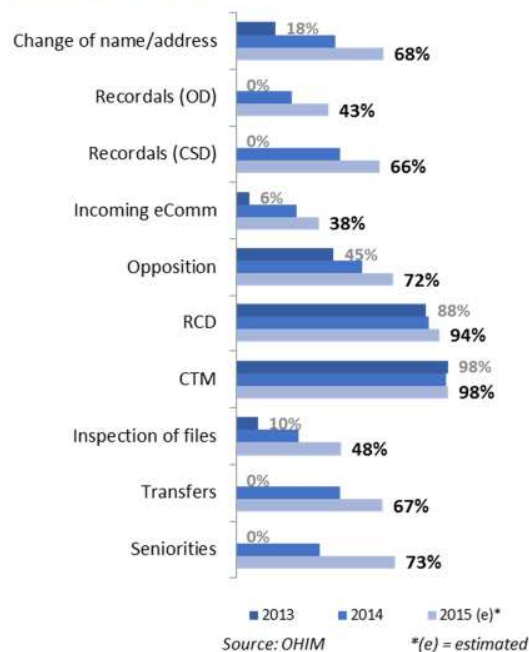
- **Cost savings to users from OHIM's website User Area:** when the new website was launched at the end of 2013 OHIM started providing a new web-service that enables users to manage their account, edit personal details, access information about trade marks, designs and oppositions, and receive notifications of status changes.

  By December 2015, there were approximately 60,000 accounts registered in the User Area. Of these, 30,000

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[25] Based on the key-in cost assumed by OHIM in a conservative scenario. No digitisation cost savings were considered in the analysis due to the lack of information.

OHIM's Benefit Impact Analysis.

belonged to active users. OHIM estimates that this is an annual benefit to users of more than €1.6 million, based on an assumption of 5% of active users paying for a similar private service[26].

- **Savings in intermediation costs:** TM filings through representatives fell from 90.7% in 2012 to 86.1% in 2015. Assuming[27] an intermediation cost of €500 per file, the estimated cost saved by users was **€2.14 million** in 2015.

right holders has been the **Key Users Programme**. This specific programme was launched in 2013 to increase the engagement of OHIM's top 250 users in the use of e-filing and e-communication. OHIM allocated a range of resources to this programme, including the identification of ten Key User Managers, the organisation of an Annual Key User Event and approximately fifty missions every year.
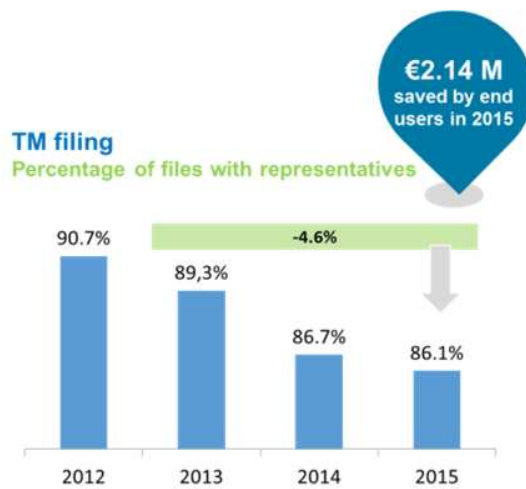
Other economic benefits attributable to OHIM's web services have been identified, but still cannot be measured with the information available. **Fast Track** is a case in point. This project has brought down the average registration time from an average of 8 to 11 weeks to 3 to 4 weeks. This has been combined with a notable increase in agility and reduced burdens during the filing process as a result of simplification of the process.

Among the initiatives that have helped to extend the usage of website services among

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[26] OHIM's estimates are based on a conservative scenario that takes half the market value of an alternative tool with similar functionalities (USD 2,000 per year full price, USD 1,000 considered in the analysis), and applies it to 5% of active users.
[27] Assumption validated with OHIM

OHIM's Benefit Impact Analysis.

New economic activity

In accomplishing its aim of managing the Community Trade Mark (CTM) and Registered Community Design (RCD), OHIM is also contributing to the development of an economy based on knowledge and innovation, the generation of new economic activity and an increase in business internationalisation.

One of OHIM's achievements during the period 2011-2015 was its contribution to generating new economic activity through IP protection. OHIM introduced several initiatives with this in mind:

- Specific efforts to help SMEs understand the importance of IP protection for their businesses by providing information and knowledge to help them gain confidence and overcome the obstacles and fears they may have about their IP protection (in their domestic markets or abroad).

  In this way, the Office is encouraging these enterprises to protect themselves as a way of maintaining the competitive advantages they have in their traditional markets and as a way of preparing them to compete in a wider market.

- OHIM has focused on providing information for businesses who are considering expansion strategies; in that connection it has developed **six country guides[28] for: Brazil, China, India, Russia, Turkey and Ukraine, which are available online.**

- OHIM has extended the approaches pioneered within the ETMDN on to the global stage by carrying out **more than 190 interventions as an implementing agency for EU-funded programmes** in

third countries, including in Southeast Asia, China, Russia and India. The scope of these measures has been broadened through bilateral international cooperation agreements with non-EU countries and regions, including Brazil, Canada, Japan, Mexico, South Korea, the US or Africa.

As part of this activity, OHIM has successfully **expanded** to those regions **some** of the **tools** developed under the Cooperation Fund in order to benefit European companies doing business there. TMview now includes trade marks from **Russia**, and an **ASEAN** version of TMview has been launched (which includes registered trade marks from 9 ASEAN member countries).

The joint efforts of OHIM and the ASEAN IP Offices for the launch of ASEAN TMview, ASEAN DesignView and ASEAN TMclass were given public recognition by the ASEAN Economic Ministers (AEM) at their meeting in Kuala Lumpur, Malaysia in August 2015.

The **initiatives** developed **in China** under the **IP Key Programme** have been acknowledged by the European Union Chamber of Commerce in China. EU-China IPR cooperation takes place through different activities, such as annual meetings, the IPR Dialogue between officials on both sides (in Beijing and Brussels) and through the bi-annual EU-China IPR Working Group meetings in Beijing in the presence of European industry representatives such as the European Union Chamber of Commerce in China.

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[28] Further detail available in Knowledge Capital

OHIM's Benefit Impact Analysis.

Since 2014, follow-up meetings have allowed for more in-depth discussions on such as the Inclusive Development Theory initiated by the Secretariat of the Pacific Community (SPC) in 2010. The **success and usefulness of these meetings** has led both sides to upgrade the dialogue to the level of vice minister in order to give it more weight.

certain topics of particular importance,

The main benefit for European companies, including SMEs, is the increased protection of their IP rights when developing their business in China.

Overview of Economic Capital Components

Local Economy Impact

Generation of **wealth and employment in the region** attributable to the presence of OHIM

€323 M contribution to GDP in Valencia n Community in 2013, 24.5% higher than in 2009

2,600+ jobs maintained in Valencia region in 2013, 16.3% more than the estimated jobs maintained for 2009

0.35% of total employment in Valencia region generated by OHIM itself

Value for stakeholders

Value created through the **Convergence of Practices**

Value created through the offering of **tools and databases with external impact**

Value provided through **training activities** for external stakeholders

Generated by providing users with a full electronic experience through the **Website/e-business**

€16.8 M of economic benefit for users in 2014, of which:

€5.4M saved by **OHIM Filers** due to reduced oppositions based on class headings, avoided deficiency notifications and reduced training costs

€11.4M saved by **EU IP office Filers** due to reduced oppositions based on class headings, avoided deficiency notifications,, avoided translation cost and reduced training costs

€48.5M estimated **economic benefit** delivered by the Cooperation Fund tools **in 2015**. **21 million are** recurrent benefits and expected to be generated on a yearly basis

€29.8M economic benefit for **National and Regional Offices** (out of which 2.3 million are recurrent)

€18.6M economic benefit for **users** (100% recurrent)

€140,000 estimated **cost saved** by **attendees** to **external training** activities in 2015

€565,000 cost saved by users during the period 2011-2015 due to a more intensive usage of **TM e-filing services**

€32,000 cost saved by users in 2015 by downloading digital copy of documents related to IP rights through the **insepction e-filing service**

€114,000 estimated cost saved by users in 2015 due to improved and more complete e-filing services

€ 1.6M estimated cost saved by users in 2015 due to **User Area**

€ 2.14M estimated cost saved by users in 2015 due to reduced intermediation costs

OHIM's Benefit Impact Analysis.

Social Capital

OHIM has made a contribution to attaining social goals and developing sensitivity to key social issues while focusing on its core business.

OHIM´s core business is the registration of trade marks and designs. However, its activity covers other areas which bring together a wide range of stakeholders to work on IP matters. As a result, the Office is aware of the main concerns of today's society in relation to IP and pays special attention to linking initiatives that may make a contribution to the attainment of social goals and to developing sensitivity to key questions through its main activity.

The Social Capital measures how OHIM contributes to the generation of social benefits. It breaks down into seven sub-assets that are explained below.

Overview of Social Capital components

Social Capital	
Education	• Contribution to education through the provision of material and support to increase general knowledge and raise awareness of the importance of IP among students and graduates.
Labour Market Integration	• Initiatives designed to increase labour market opportunities for certain segments of society by working on their employability through facilitating access to high-level traineeships.
Accessibility	• Contribution of the organisation to making all services and products more accessible to all segments of society (specifically to those with special needs/disabilities).
Culture	• Initiatives which contribute to facilitating or improving access to culture for society in general or for specific targets in particular, such as the segment of digital culture users.
Proximity of EU Institutions	• Initiatives designed to make EU institutions more visible to citizens.
Support for civil society	• Contribution of the organisation to collaborative projects with non-profit organisations (NGOs, foundations, associations, other non-profit organisations, etc.).
Social awareness and commitment	• Creation of social awareness related to the issues the organisation works on, with a view to increasing the commitment of the segments of society targeted.

Education

Education is of great social importance, especially in modern, complex and globalised societies. Its function goes far beyond the transmission of pure knowledge and skills; it includes the transformation of attitudes, especially among young people; it is a channel for sharing values and is a force for integration. It not only prepares students for their future careers, and therefore has a direct impact on the employability of young people, but also prepares them to take their place in society and rise to its challenges.

OHIM has two different initiatives that promote the dissemination of knowledge about IP and provide Europe's graduates of tomorrow with a better understanding of IP:

- The **Pan-European Seal Programme**

- The **Scholarship Programme**

- The **Pan-European Seal Programme (PESP)**[29]. Promoted in partnership with the EPO, it is a collaboration with universities that covers many academic areas. From October 2014 to October 2015, the Pan-European Seal developed a pilot phase with five member Universities. The official launch of the programme took place in October 2015 with a group of **19 Universities taking part in this programme.**

Through its cooperation with strategic universities, the Pan-European Seal Programme provides a training plan for the trainees and promotes among its member Universities and their students the training catalogue available on the OALP[30] (OHIM Academy Learning Platform).

- The **Scholarship Programme** focuses on local school students aged 15 and over. It aims to raise this target group's awareness of IP matters. By providing them with the opportunity to learn about OHIM and its activity, they acquire basic knowledge about the main IP concepts and gain an understanding of the importance of IP.

OHIM also collaborates with other educational institutions on a more ad hoc basis by responding to requests from universities from Europe and beyond to become involved in different activities that will share its knowledge with their students. These are mainly training courses, conferences and seminars.

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[29] Prior to the PESP, OHIM had established a knowledge-sharing oriented University Network in 2008. Students were offered the possibility of discussing and presenting a topic from their master´s thesis with OHIM, benefiting from the support of senior OHIM staff members. In 2014 this network was subsumed into the Pan-European Seal Professional Traineeship Programme.

[30] IP training catalogue contained 36 training elements on IP and 81 knowledge dissemination elements as of November 2015.

OHIM has made a clear contribution to education. This has mainly been through the provision of teaching materials and support to raising awareness of and respect for IP in Europe among young people. As a result, OHIM has achieved the following benefits:

1. **A range of educational institutions have included IP in their curricula or have enhanced the opportunities for their students to engage with IP through collaboration with OHIM.**

   - OHIM collaborates with **12 educational institutions** which offer IP as a specialisation (graduate and postgraduate programmes focused mainly or exclusively on IP). This is 63% of the 19 universities participating in the Pan-European Seal Programme.

The first collaboration was with the University of Alicante and dates back to the setting up of OHIM. In order to reinforce the university's engagement with IP, the Magister Lvcentinvs master's was created.

OHIM plays an important role in the teaching activities of this course and in other courses and seminars organised around it. Between 2011 and 2015 alone, OHIM´s professionals participated in more than 10 courses, seminars and conferences with attendance of over 440.

Currently, this type of collaboration exists with all the Universities under the Pan-European Seal Programme.

OHIM´s Benefit Impact Analysis.

- OHIM receives **invitations from different universities** to take part in their activities: **more than 100 requests were received in 2011-2015, mainly for** seminars/conferences (41% of all requests) and taking part in training activities (21%)

Requets for participation from Universities 2011-2015

■ Training   ■ Lectures   ■ Seminar/Conference   ■ Other
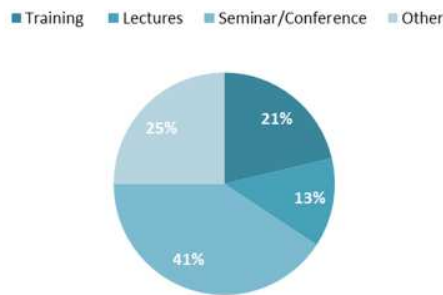
Source: OHIM

- The **OHIM Academy organises different activities in which educational institutions take part.**

  In the last two years, **11** educational institutions have taken part in **20** activities organised by the OHIM Academy. More than **650** participants have attended these activities at OHIM.

  In 2015, the satisfaction rating from attendees coming from Pan-European Seal institutions was 85%. It was 95% for those coming from other institutions.

2. **Young students and graduates have taken advantage of these educational activities**

- **At university level**, at least 6,000 **students** have participated in the specialised training courses/ seminars and other educational activities which OHIM[31] has taken part in but not organised.

- **At school level**, OHIM currently collaborates with three schools in Alicante (the European School of Alicante, the British School of Alicante and the Lycée Français d'Alicante).

  This is a scholarship programme which every year welcomes between 5 and 10 young people for an internship of between 3-10 days as part of their school course.

  During this internship, the students gain work experience and learn what IP is about.

  More than 80 pupils benefited from these internships between 2011 and 2015.
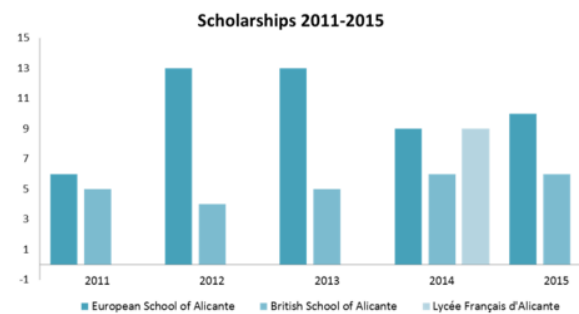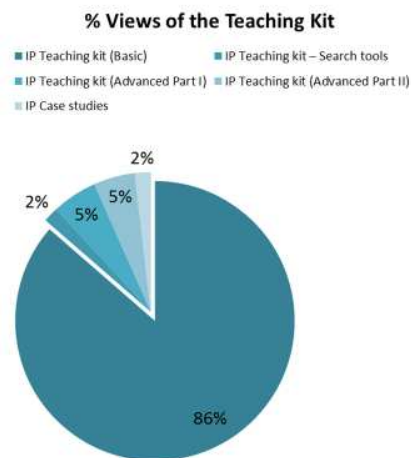
Source: OHIM

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[31] Attendees to the educational activities in which OHIM has participated but not organised in Universities in EU

The number of **young people participating in this programme increased by 45%** between 2011 and 2015.

3. Teachers can make use of dedicated materials

- In conjunction with the EPO, OHIM has developed an online IP Teaching Kit for university teachers whose students have little or no knowledge of intellectual property. This aims to provide a basic yet comprehensive introduction to different IP rights and the concept of IP as a whole.

  To date (November 2015), there have been **more than 13,600 page views, most of them from the European Intellectual Property Teachers´ Network.**

% Views of the Teaching Kit

- IP Teaching kit (Basic)
- IP Teaching kit – Search tools
- IP Teaching kit (Advanced Part I)
- IP Teaching kit (Advanced Part II)
- IP Case studies

Source: OHIM

4. The general public can access OHIM´s thesis and publications database

Free access is provided to a thesis database. This contains not only theses developed by doctorates working at OHIM, but also to master's theses and other articles written by trainees.

The **database contains 45 documents** covering all the fields related to IP. This database has been **accessed more than 14,000 times.**

Labour Market Integration Opportunities

OHIM is a people-centred organisation and also cares about their futures. On the one hand, it has developed different initiatives to make it easier for young people[32] to be employed in IP-related positions by offering a range of traineeships. On the other, it has a range of initiatives to ensure diversity among its staff.

These initiatives complement OHIM´s cooperation with different universities described under the sub-asset through which it provides professional input into the academic education as another route for identifying talent and bridge academia and the IP labour market**.**

OHIM's successful traineeship programme gives young graduates and professionals a chance to experience working at OHIM, be part of a multi-cultural team and gain practical experience.

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[32] IP young graduates, IP professionals, university students

The different types of traineeship[33] available between 2011 and 2014 were:

- **Pan-European Seal Professional Traineeship Programme:** PESP aims to provide young university graduates with a unique and first-hand experience of the EU in general and the Office in particular, whilst enabling them to put into practice the knowledge acquired during their studies, and helping them to understand the Community trade marks and design objectives and procedures as well as IP infringement and enforcement matters.

  Within the framework of the PESP, each University provides OHIM with a short list of the five best young graduates of each academic year.

- **Traineeships for young professionals:** This also aims to provide young people with practical experience, giving young professionals first-hand experience of the work carried out by the European Union (EU) and the chance to participate in intellectual property administration.

  Any young professional meeting the eligibility requirements can apply online.

- **Traineeships for junior IP employees:** These traineeships are intended for employees from National and International Industrial Property Offices and other public bodies that contribute to the strengthening of the IP system in

Europe work with trade marks and designs.

- **Unpaid traineeships:** These are intended for young university graduates who in the course of their studies have already gained some initial experience in OHIM's field of work.

The main benefits achieved have been:

1. **Starting off a professional career in a highly attractive working environment**

- There were more **than 9,000 applications** for to OHIM´s traineeships between 2011 and 2015: This means that, on average, **42 applications were received per place available,** thus proving that OHIM is as an attractive place for young graduates to begin their professional career.

- There were **315 trainees** across all forms of traineeships between 2011 and 2014.

Evolution in number of trainees

	2011	2012	2013	2014	2015
Pan European Seal	-	1	1	15	61
Young Professionals	30	44	59	66	14
Junior IP employees	1	0	0	4	4
Unpaid traineeships	3	2	5	5	0
Total Number of students (traineeships)	*34*	*47*	*65*	*90*	*79*
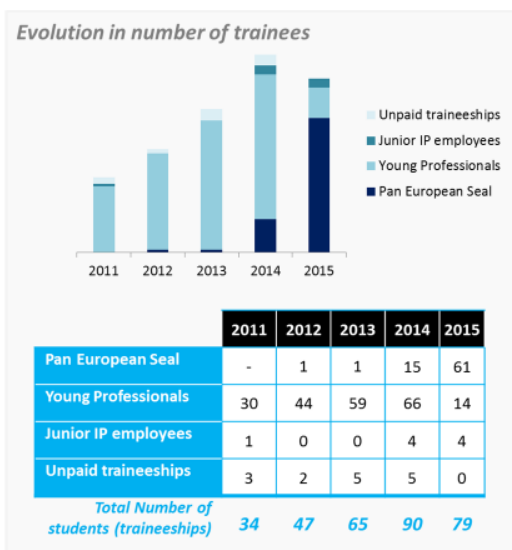
Source: OHIM

[33] The current length is 12 months (extended from 5 months with a possible 2 month extension)

OHIM's Benefit Impact Analysis.

access to employment/further studies was 69%.

- **Nine out of ten trainees found a job within 6 months** of the traineeship: 1 in 2 in less than a month.

- The proportion **of the trainees who continued working at OHIM** once they finished their traineeships **was 43%**.

- Those who **continued their career in the IP field in the private sector** after their traineeship **amounted to 28%.**

3. Providing equal opportunities

As an Agency of the European Union, OHIM recruits people based on objective eligibility criteria related to knowledge, capacities, skills and experience. However, OHIM is an organisation committed with the equality of rights and opportunities of all people independently of their capacities. It promotes and protects labour opportunities for people with disabilities, recognising the rights of people with disabilities to work.

OHIM's medical service ran a study in 2013 to identify employees with disabilities in order to take specific actions, if necessary, to guarantee optimal working conditions.

This survey found that OHIM had **48 employees with disabilities**. This was **6.2% of the statutory staff.**

48 disabled people work at OHIM

Physical disability	31%
Sensory disability	52%
Mental disability	17%

Source: OHIM

Accessibility

OHIM has made major efforts to try to make not only its facilities but also its services and products more accessible to all segments of society, specifically to those with special needs/disabilities. Accessibility is an important step towards independence for people with disabilities and a means for OHIM to reach out to this important group.

OHIM complies with Spanish standards organisation AENOR' accessibility standard for people with reduced mobility: UNE 170001.[34] This standard guarantees to all people, regardless of age or disability, the

+11.4% points improvement
(Very Satisfied and Satisfied)

+10.7% points improvement
(Very Satisfied and Satisfied)

74,50%   63,15%   60,23%   49,51%

Accessibility and signage   Accessibility for the disabled

■2014 ■2013

Source: OHIM

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[34] OHIM was certified in 2013

same access to any part of the built environment and the use and enjoyment of the services they rendered, with the greatest possible autonomy in their use. Complying with UNE 170.001-2 means a social commitment from the organisation in terms of equal rights and opportunities to all people irrespective of their skills.

This UNE standard is based on Movement, Reach, Location and Communication, four parameters that summarise the tasks that people perform in their everyday interaction with their surroundings.[35]

The Office invested €146,000 in accessibility measures between 2011 and 2015. The refurbishment of its headquarters and the construction of a new building were an opportunity to ensure that physical infrastructure and facilities met the best accessibility standards.

Of the people visiting the **Office** for different purposes (to attend events, meetings, training sessions, etc.) in 2014 **74.5% expressed general satisfaction with the facilities in terms of accessibility and signage, 11.4 percentage points more than in 2013.**

However, accessibility goes far beyond physical infrastructure and into the virtual world. Web accessibility aims to enable all users to have equal access to information and functionalities on the web: web accessibility means that all people can perceive, understand, navigate, and interact with, the web.

As of January 2010, all new webpages of European institutions must be created in

compliance with the Web Content Accessibility Guidelines (WCAG) 2.0, level AA.

OHIM´s new website fully complies with this requirement, and has been constantly adapted to make it easier for internet users to overcome the problems they may experience when using the web.

Culture

Digital cultural content may be copyright protected (for example literature, dramatic, musical, artistic and photographic works), but the protection does not always extend to downloading, streaming and e-purchasing. This restricts access.

OHIM has developed different initiatives which **contribute to facilitating or improving access to this protected cultural content for society in general or for specific targets in particular, such as digital culture consumers**:

- In many cases, the right holders of works, such as books, films, newspaper articles and other creative materials, cannot be identified or located, i.e. they are orphan

Orphan Works registered by Type and by Country

Source: OHIM

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[35] In practical terms this affects areas such as lifts, corridor widths, stairs, signposting, information channels and much more.
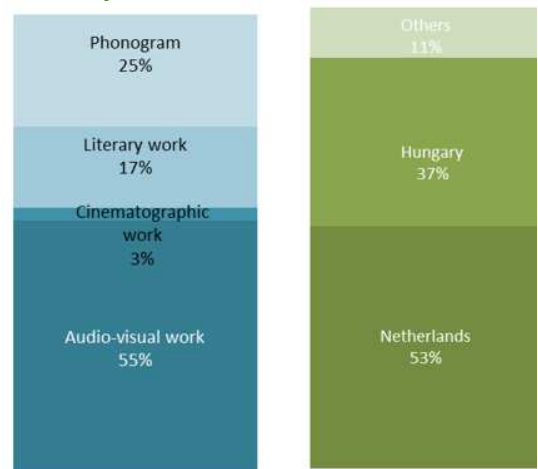
works (the British Library estimates that 40 per cent of its copyrighted collections – 150 million works in total – are orphan works). Under EU Directive 2012/28/EU such works may be used by public institutions, providing a diligent search has been carried out before they are designated as orphan works.

OHIM has developed an Orphan Works Database that aims to collect information about orphan works which are part of the collections currently held at national level by public libraries, museums, archives, film and audio heritage institutions and public service broadcasting organisations.

The database provides free access to information about orphan works across the 28 EU Member States and EEA countries. The inclusion of a work in the register enables cultural institutions to use orphan works. If a right holder sees that their work has been included in the database, they can request that the orphan work status is rescinded. This guarantees that they have easy access to protection while the public has ready access to orphan works.

This database went live at the end of 2014, and more than **1,400 orphan works had been registered** as of November 2015**,** of which more than 50% were audio-visual works**.** Twelve countries had registered orphan works. Of these, two – Hungary and the Netherlands – together accounted for 90.

Creation of the database had benefited:

- o **more than 3,200 visitors;**

- o **61 beneficiary organisations** (in 20 countries) who have

registered with the database, of whom 36% have recorded orphan works.

Proximity of EU Institutions

OHIM is aware of that as an Agency of the EU it has a role in the dissemination of information on European policies and values among citizens.

OHIM works actively on being closer to society in general and to local citizens in particular by developing different activities, such as:

- **School Liaison Programme:** This targets students aged 2-8 and 14-18. This programme is designed to create awareness of IP protection and infringements, and also to increase knowledge about the European Union and the values it promotes. The programme aims in this way to increase a sense of European citizenship.

- **Events organised in Alicante: A**nother powerful way of being closer to citizens is through organising local conferences and events.

The main benefits of these activities have been[36]:

School Liaison Programme:

- **14,000 students** and **500 teachers** have taken part in the **School Liaison Programme** (*aggregated as of 2013).*

- Of the students reached by the School Liaison Programme **79%** of those surveyed stated that after

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[36] According to the Alicante Chamber of Commerce´s report "Determinación del Impacto económico y social de la OAMI en la Comunidad Valenciana."

visiting OHIM they **felt closer to the European Union.**

- **Forty-eight percent** of visitors **feel prouder of being European** after visiting OHIM.

Events organised in Alicante:

- **Of the events organised by OHIM, 42% are held in Alicante** (730 events), with more than **21.000 attendees in 2011-2015.**

- **The number of events OHIM has organised in Alicante** increased by **65% in the period 2011-2015.**

- Of the population of Alicante **52% has heard of OHIM** and **12% has** specific knowledge.[37]
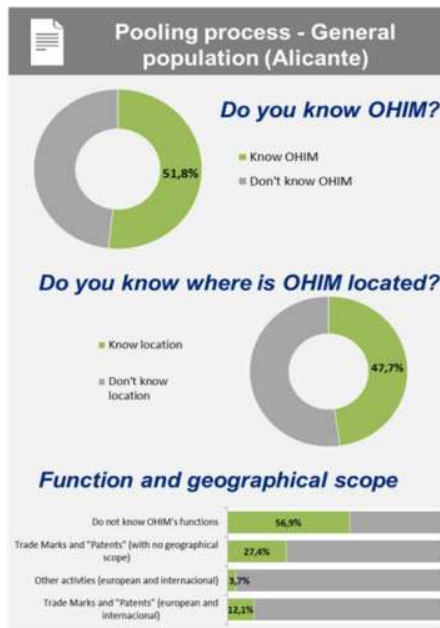
Source: Determinación del Impacto económico y social de la OAMI en la Comunidad Valenciana. 2013.

Support for civil society

As an Agency of the European Union, OHIM's budget must be spent in accordance with its mission. This has not prevented OHIM from recognising its social responsibility. OHIM organises activities outside of working hours to support both regional and international non-profit organisations. It encourages its workforce to collaborate with the third sector (NGOs, foundations, associations, other non-profit organisations, etc.)

OHIM's social contribution is made through the Solidarity Circle (SOLCIR) which was constituted in April 2010. SOLCIR's mission is to be a platform for any solidarity initiative as well as to organise events to build awareness or provide resources for solidarity projects.

The Circle, which functions as a club. The increase in the members between 2011, when there were 114 and 2013, when there were 127 was 11%.

SOLCIR (Solidarity Circle) members

Source: SOLCIR
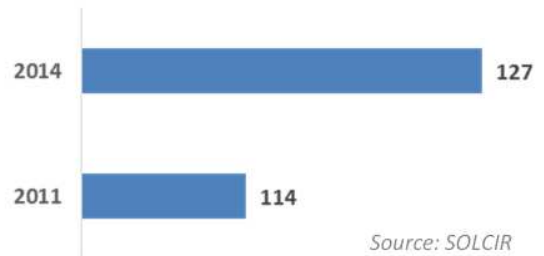
Those participating in SOLCIR as **committee members** of this association have spent **180 hours per year** (an average of 45 hours per person) involved in the activities organised by the club.

The main benefits achieved thanks to SOLCIR's activities have been:

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[37] They mentioned the two main features related to OHIM: European institution and trade mark registration

OHIM's Benefit Impact Analysis.
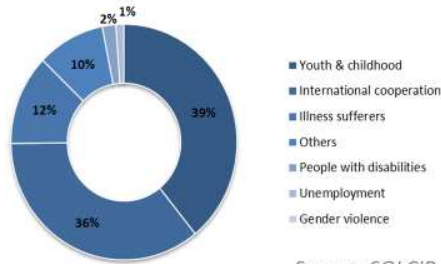
- **Twenty-six** non-profit **organisations** have **benefited** from the activities developed by SOLCIR.

Type of non-profit organisations supported by SOLCIR.

- Youth & childhood
- International cooperation
- Illness sufferers
- Others
- People with disabilities
- Unemployment
- Gender violence

Source: SOLCIR

These NGOs have strengthened their role in social and labour integration, educational and welfare projects, among others.

The majority of organisations involved in collaboration projects with SOLCIR are focused on youth and childhood **(39%).**

- SOLCIR organised **23 activities** in 2014

- Of the **€10,000 collected** from SOLCIR activities in 2014, **100% was given to charity** projects.

Social awareness and commitment

Creativity and innovation are the basis for today's economy. However, society in general, and individuals in particular, are not always aware of the consequences for business and global competitiveness of non-compliance with the IP rights that protect creativity and innovation and must therefore be preserved and respected.

OHIM, through the European Observatory on Infringements of Intellectual Property Rights, aims *(inter alia)* to raise awareness of IP and the negative effects of counterfeiting and piracy, and therefore increase the commitment of society to the principles and the underlying laws.

To that end, the Observatory carries out different research studies, of which *'European Citizens and Intellectual Property: Perception, Awareness and Behaviour'* [38] has been the most directly relevant in this area.

As a result of this research study, different initiatives have been developed and have achieved the following benefits:

- An awareness action plan targeting youth at an EU level was launched in 2014. A specific website was developed (www.ideaspowered.eu):

  - **This website had received 13,200 visits as of end -October 2015. They came from 40 countries,** mainly Romania, Bulgaria, Lithuania, Croatia, Spain, Cyprus, Hungary, Portugal, Italy, Latvia, UK, Slovakia, Poland and Germany.

  - **Social media –** Ideas Powered.

    - Facebook (friends, likes): More than **20,500** as of the end-October 2015.

    - **Twitter**: More than **8,000** as of end-October 2015.

  - **Presence in the media** (linked to Observatory´s activities):

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[38] Published in 2013

- More than **600 articles** published either in print, online, radio and/or TV in 5 countries, essentially in 2015. This is an Advertising Value Equivalency (AVE) of almost €3 million.

- **Observatory website** visits: More than **170,000** page views in 2014.

- **OAMITubes** (You Tube): Almost 30 videos with **more than 5,700** views. Of these, 75% were of four videos:

  - *OHIM Corporate Video*: 33% of total views;

  - *The making of our new building*: 16%;

  - *Alicante, city of OHIM:* 15%;

  - *Annual Report 2014*: 10%.

- The **School Liaison Programme** (see previous sub-asset), among other things aims to teach children and youngsters the importance of IP protection:

  - More **than 14,000 pupils** have been involved in the programme in the past four years.

- OHIM also participates in external initiatives fostered by third parties, such as Think Big Telefonica. This is a social project for young entrepreneurs supporting young people between the ages of **15 and 26** and offering them different tools they may need in order to make a **positive change to society**.

  As part of this project, teenagers visit OHIM in order to know what its goals are and understand what IP is.

Social Capital. Main benefits.

Education

Educational Institutions have reinforced their engagement with IP related educational matters

63% Of the **universities** in the Pan-European Seal Programme **include IP matters in their educational offer**

100 + Invitations to OHIM by Universities to take part in **teaching activities, conferences and seminars**

20 + **Activities organised by OHIM** with educational institutions taking part

Young students and graduates benefit

6,000 + **University students participating** in educational activities to which OHIM is invited

100 Pupils have gained a learning experience at in OHIM thanks to the Scholarship programme

University teachers have access to teaching materials

13,600 + Visits to the on-line University IP Teaching Kit, by European Intellectual Property Teachers' Network & others

The public can access OHIM's thesis & publications database

45 Master and Doctorate Theses and articles

4,000 + Visits

Labour Market Integration Opportunities

OHIM as an attractive place to begin a professional career

9,000 + Applicants for OHIM's traineeships

42 Applications per available traineeship

315 Trainees

97% Trainees who would recommend the traineeship

Improvement of **young graduate's employability**

9 out of **10** trainees have found a **job in less than 6 months**

1 in **2** trainees have found a **job in less than 1 month**

OHIM as a **place for all**

6.2% Of the statutory staff with disabilities

Accessibility

Facilities' Accessibility

74.5% Of the people visiting the Office express general satisfaction with the accessibility of the facilities and signage

UNE 170001 The Office holds AENOR's accessibility standard certification for people with reduced mobility

On-line Accessibility

WCAG2.0 Level AAA OHIM's website has been developed according to the Web Content Accessibility Guidelines

OHIM's Benefit Impact Analysis.

Culture

🔒 Facilitating access to **protected cultural contents**

1,300 Orphan Works registered

3,200 + Visits to Orphan Works Database available on-line since 2014

61 Beneficiary Organisations in **20** countries

Proximity of EU Institutions

OHIM **closer to society**

14,000 + students and **500+** teachers have visited the Office (as of 2013)

730 + events organised by OHIM in Alicante, with more than **21,000** attendees

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Support for civil society

Provide support and resources for **solidarity projects**

26 NGOs supported through **23** activities (as of 2014)

40% Of NGOs suppored are focused on Youth & Childhood

€10,000 Collected during 2014 for charity projects

Social awareness & commitment

🔊 **Increase social awareness**

13,200 Visits received from **40** countries to www.ideaspowered.eu

f **+ 20,000**

t **+ 8,000**

600 + articles published in media in 2015 with an EVA of **€3 M**

30 videos in You Tube with more than **5,700 views**

OHIM´s Benefit Impact Analysis.

Environmental Capital

By achieving higher efficiency in its use of natural resources, OHIM has minimised the environmental impact of its activities.

OHIM is committed to developing its core activity and other complementary activities with the least environmental impact possible. This behaviour comes not only from its own conviction but also in response to the growing pressure to preserve and improve the environment from an increasingly aware and concerned society.

OHIM has been EMAS-certified since 2007 (Eco-Management and Audit Scheme). This scheme is taken into consideration when developing strategic projects, in particular in those with a greater environmental impact,

resulting in sustainable management of its infrastructure with the active participation of staff.

OHIM carried out three interrelated projects in 2011-2015 which have made an important contribution to achieving higher efficiency in the use of natural resources. They also positioned the Office to achieve higher levels of efficiency in the future.

The projects were to *extend the main building by constructing a new wing, refurbish the Headquarters and create an OHIM Campus.*

Overview of Environmental Capital components
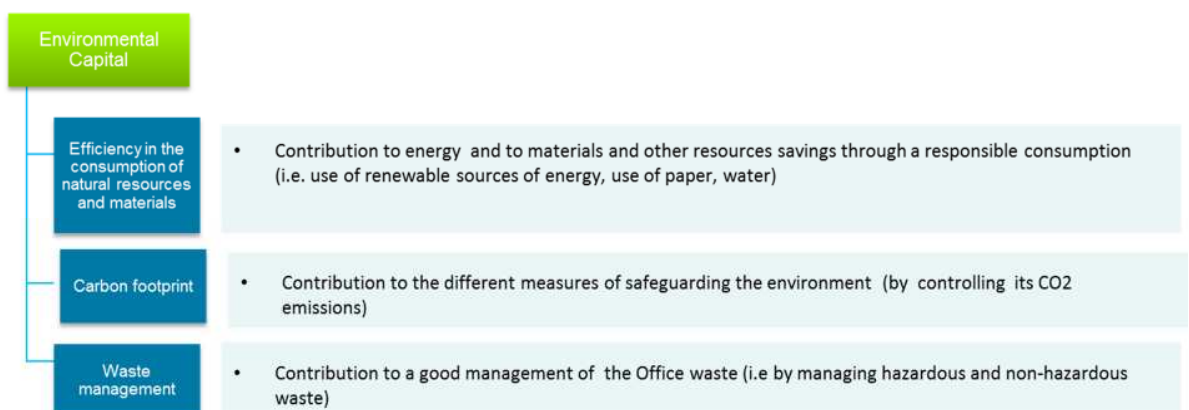
OHIM´s Benefit Impact Analysis.

Efficiency in the consumption of natural resources and materials

The effort to improve energy efficiency is made not just to reduce costs, but also a key responsibility for more and more organisations that are concerned by their environmental impact and that are developing different strategies and initiatives in order to be more energy efficient.

OHIM's achievements between 2011-2015 in terms of efficiency in the use of energy and other natural resources included:

1. Attaining environmental certification (recognition of OHIM's efforts in energy sustainability)
2. Reducing OHIM's energy consumption
3. Increasing the use of renewable energy sources
4. More responsible consumption of natural resources and materials.

1. Attaining **environmental certification** that recognises OHIM's commitment to energy sustainability

In 2012, a **Building Energy Evaluation** was carried out and OHIM obtained the maximum **energy rating (A)**[39]. In 2013, OHIM again carried out an energy assessment, and obtained the maximum Energy Rating (A).

In 2014, the certifying body of **BREEAM**[40] announced that the project for the new building (design stage) met BREEAM ES standards with a **level A** on the energy ratings

scale. It is noteworthy that OHIM obtained a rating of *exceptional* from the adviser (a score of 85.36%). This is one of the top categories at national and international levels. Post-construction BREEAM certification has also been confirmed.

2. Reducing the **Office´s energy consumption**

Energy sources used by the Office are mainly electricity, natural gas, diesel and petrol. **The total energy** (electricity, natural gas, diesel fuel and petrol) **consumed by the Office decreased by 9.4% between 2012 and 2014.**

Electricity Consumption

-49% (MWh/active position) 2014-2011

Absolute electricity consumption (MWh)

Year	MWh
2014	6,642.69
2013	6,658.21
2012	6,806.03
2011	6,909.55

Relative electricity consumption (MWh/active position)

Year	MWh/active position
2014	6.54
2013	7.22
2012	8.60
2011	12.79

Source: OHIM

Absolute electricity consumption[41] **fell by 4% from 2011 to 2014, while in relative terms, the decline was 49%.**
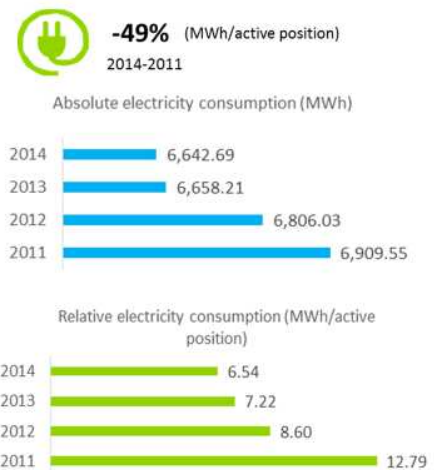
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[39] Under CALENER programme. The CALENER Software is a tool promoted by Spain's Ministry of Industry, Tourism and Trade and the Ministry of Housing, which helps to determine the level of Energy Efficiency in a building. In 2012, both the old and new chillers and only old boilers were taken into account. In 2013, the rating was C=0.29 (new chillers, new boilers and modelling of the heat recovery system of the Climaveneta chillers).
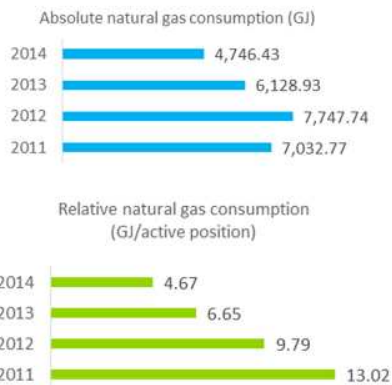40 Building Research Establishment Environmental Assessment Method

[41] Methodology used by OHIM: Active positions (540 in 2011, 791 in 2012, 922 in 2013 and 1.016 in 2014) of the headquarter building have been used for the calculation of water, electricity, gas, and waste consumption indicators.

OHIM´s Benefit Impact Analysis.

This decrease was mainly due to the implementation of measures to improve energy efficiency, such as the refurbishment of several floors, installing daylight and occupancy sensors, and the new chiller installed in 2013.

Natural Gas Consumption

-64% (GJ/active position)
2014-2011

Absolute natural gas consumption (GJ)

Year	GJ
2014	4,746.43
2013	6,128.93
2012	7,747.74
2011	7,032.77

Relative natural gas consumption (GJ/active position)

Year	GJ
2014	4.67
2013	6.65
2012	9.79
2011	13.02

Source: OHIM

Absolute natural gas consumption decreased by 33% in 2014 compared to 2011, while relative consumption decreased even further, by 64%.
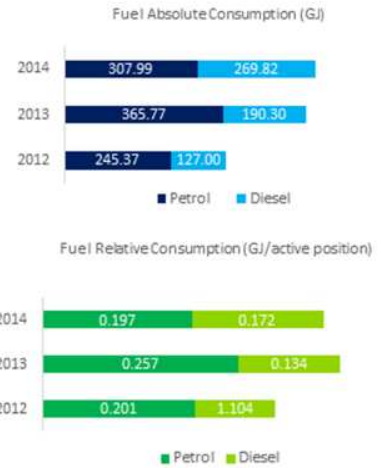
Replacement of three boilers in 2013 by new, more efficient ones contributed to this. They were replaced by four general boilers and two water heating boilers. All six run on natural gas.

Fuel Consumption

-5.6% (GJ/active position)
2014-2013

Fuel Absolute Consumption (GJ)

Year	Petrol	Diesel
2014	307.99	269.82
2013	365.77	190.30
2012	245.37	127.00

■ Petrol ■ Diesel

Fuel Relative Consumption (GJ/active position)

Year	Petrol	Diesel
2014	0.197	0.172
2013	0.257	0.134
2012	0.201	1.104

■ Petrol ■ Diesel

Source: OHIM'

The total amount of diesel and petrol consumed was 55% higher in 2014 than in 2012[42], while relative consumption rose by 21%.

The increase is due to the fact that OHIM increased its car fleet and also its use in the past five years.

3. Increasing the use of **renewable energy sources**

100% of electricity supply comes from renewable energy sources

The electricity consumed at Headquarters comes from the following sources:
- **Electricity network:** the electricity is supplied by a company that guarantees that 100% of the supply comes from renewable energy sources.

An active position is a permanent working position occupied by people who work in OHIM´s premises.

[42] To calculate OHIM vehicles' fuel usage, the OHIM methodology takes the total number of active positions (1,184 in 2011, 1,220 in 2012, 1,422 in 2013 and 1,566 in 2014) at Headquarters and at the AC5 building.

OHIM´s Benefit Impact Analysis.

- **Solar cells:** 20 solar panels were installed on the roof in 2008 to supply hot water to the kitchen.
- **Photovoltaic panels**: in 2012, 60 photovoltaic panels located in the garden began to generate electricity. The energy produced is used to power the lighting in the underground office space. This represents 0.44% of the total annual consumption.

In addition, the new wing has also been equipped with other systems for self-generation of renewable energy:

- **Wind Turbines:** Four Energy Ball V200 turbines which together are capable of producing up to 9 kW and are used directly for the general consumption of the new wing. Based on historical wind data, this equipment could produce 4000 kWh/year. This is approximately 1% of the electricity demand.
- **Geothermal energy installations:** The geothermal installations meet 16% of the building's heating requirements and 39%, of the demand for cooling.

These sources of renewable energy provide the new building with 13% of its total energy needs.[43]

4. Increasing **responsible consumption** of other natural and material resources

In addition to energy, OHIM consumes other natural resources (mainly water) and materials (paper and toner). Their consumption is managed and controlled in the most sustainable manner possible.

As a result **OHIM has reduced and/or capped its consumption of natural and material resources.**

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[43] Source: Annual Report 2014
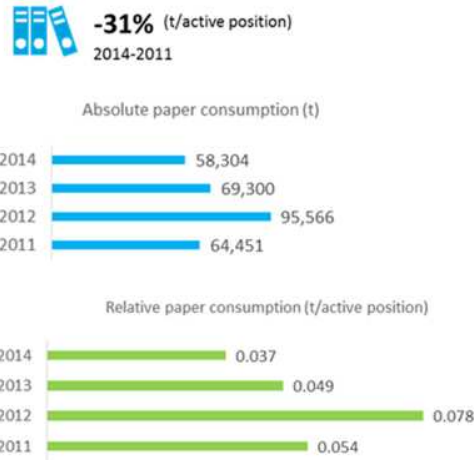
Water Consumption
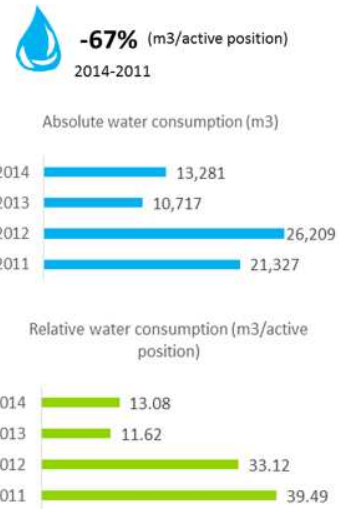
Source: OHIM

OHIM reduced its absolute water consumption by 38% between 2011 and 2014. In relative terms the reduction was even higher, 67%.

This has been a particularly remarkable achievement given that over these four years, it has completed the refurbishment, the new building and campus and new facilities have been opened (i.e. the gym and sports courts). This explains the increases from 2011 to 2012, and from 2013 to 2014.

The sharp decrease in consumption in 2013 compared to 2012 is attributable to the removal of the cooling towers and the installation of the new chiller, which have reduced water consumption.

OHIM´s Benefit Impact Analysis.

Paper Consumption

-31% (t/active position)
2014-2011

Absolute paper consumption (t)

Year	Value
2014	58,304
2013	69,300
2012	95,566
2011	64,451

Relative paper consumption (t/active position)

Year	Value
2014	0.037
2013	0.049
2012	0.078
2011	0.054

Source: OHIM

Toner Consumption

Absolute toner consumption (t)

Year	Value
2014	0.526
2013	0.453
2012	0.312
2011	0.355

Relative toner consumption (t/active position)

Year	Value
2014	0.00034
2013	0.00032
2012	0.00026
2011	0,00030

Source: OHIM

Absolute paper consumption had decreased by 10% by 2014 compared to 2011. In relative terms, the decrease was even greater, 31%.

This is mainly due to the increase in e-filing and e-communication.

OHIM has developed and promoted an active digital strategy, fostered by the implementation of an e-business model (e-Filing, e-Invoicing, the new website, e-communications, etc.), which has resulted in more users carrying out their transactions via OHIM's new website, rather than through traditional channels. In 2014, it was possible to initiate 81.9% of procedures electronically, a figure 10 percentage points higher than that of 2011.

Paper reduction has also been achieved through awareness campaigns for employees, the implementation of good operational practices and the digitisation of internal processes.
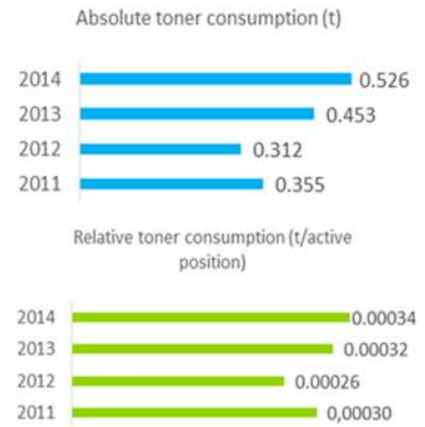
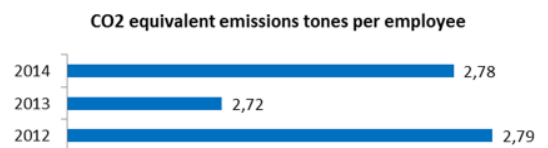**Absolute toner consumption, however, was up by 48% in 2014 compared to 2011. However, in relative terms, the increase was significantly lower, 13%.**

In 2013 printers providing better quality outputs were installed. Even though the amount of printing has decreased (as evidenced by lower paper consumption), the need for better quality printing, together with an increase in publishing better quality materials for users (news bulletins, and user manuals and leaflets) has led to an increase in toner consumption.

Carbon footprint and emissions

OHIM has several active initiatives to control and retain its environmental footprint. As a result, **CO_2 emissions per employee have been kept in check, with 2014 values (2.78) just below those of 2012 (2.79).**

CO_2 equivalent emissions tones per employee

Year	Value
2014	2,78
2013	2,72
2012	2,79

Source: OHIM

OHIM´s Benefit Impact Analysis.

Since 2010 OHIM has calculated its tonnes of CO2 emitted as an organisation and offsets such emissions.

The three main sources of emissions are air travel, employees commuting to work, and gas consumption. This last has decreased as there has been a total decrease in gas consumption at OHIM.

Thanks to the purchase of green power, **the Office avoided the emission of 4,670.52 tonnes in the period** 2011-2014.

tCO2 emissions avoided
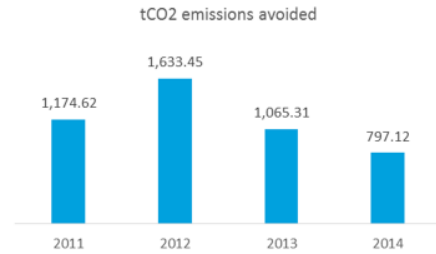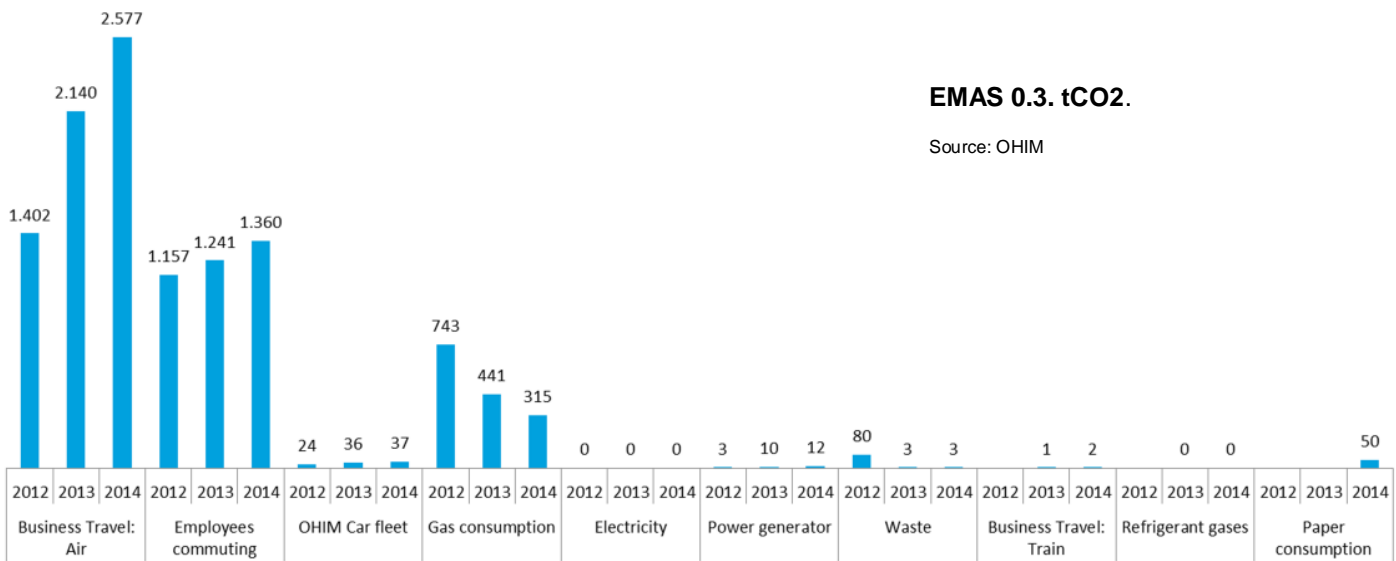
Source: OHIM

EMAS 0.3. tCO2.

Source: OHIM

OHIM has also developed other initiatives that have helped control its carbon footprint and therefore the CO2 emissions.

- In 2012 three new **video conferencing systems** were installed in order to reduce travel and therefore emissions. According to data for 2014, the use of videoconference rooms increased by 64% in that year.
- In 2013 **ecological public procurement** criteria were included in at least 50% of the contracts issued for the infrastructure and buildings. In 2013, these accounted

for 78.5% of all OHIM contracts. This initiative was extended to 2014 and 2015.
- Development of the **Sustainable Mobility Plan for OHIM's** Alicante workplace in 2013 and 2014, including: the installation of eight charging points for electric cars and six for electric motorcycles, the implementation of a pilot high occupancy vehicle parking test, acquisition of an electric car and the launch of a pilot bus service for employees.
- In 2014 OHIM undertook a review of the current status of implementation of the **Environmental Footprint Organisation**

OHIM´s Benefit Impact Analysis.

(EFO) methodology in the calculation of the carbon footprint.

- Between 2012 and 2013 **OHIM offset its CO2 emissions to a total value of €148,000. This was allocated to charitable projects:**

  - *Efficient Fuel Woods for Nigeria: Fuel Wood Consumption is one of the main drivers of deforestation in Northern Nigeria, and the project aims to provide the population with highly efficient wood stoves which save up to 80% of the firewood available.*
  - *Amazon region conservation in Madre de Dios, Peru: the aim of the project is to avoid deforestation by increasing surveillance of the forest, and to bring benefits to local communities.*

Waste management

OHIM has a strict waste management policy. OHIM is firmly committed to the environment in which it is located and tries to minimise as much as possible the negative impact of its waste.

The waste generated at OHIM falls into two categories

1. Non-hazardous waste

Non-hazardous waste is stored in accordance with current legislation and removed by the authorised manager. Unclassified urban solid waste is collected and managed by the municipal consortium responsible.
OHIM generated 216 tonnes of non-hazardous waste in 2014, representing a decrease of 18% in absolute terms compared to 2013.
However, because of the construction and refurbishment projects the amount of non-hazardous waste produced doubled in

absolute terms between 2011 and 2014. However, in relative terms the increase was 3.5%.

2. Hazardous waste

Source: OHIM

OHIM generates various types of hazardous waste associated with maintaining its facilities and general services. These hazardous wastes are collected in properly labelled containers and removed by an authorised agent.

In addition, OHIM takes responsibility for the management of hazardous waste generated by subcontractors who carry out activities on its premises.

The amount of hazardous waste generated by in 2014 was 9,496 tonnes, representing a decrease of approximately 6% in absolute terms compared to 2013.
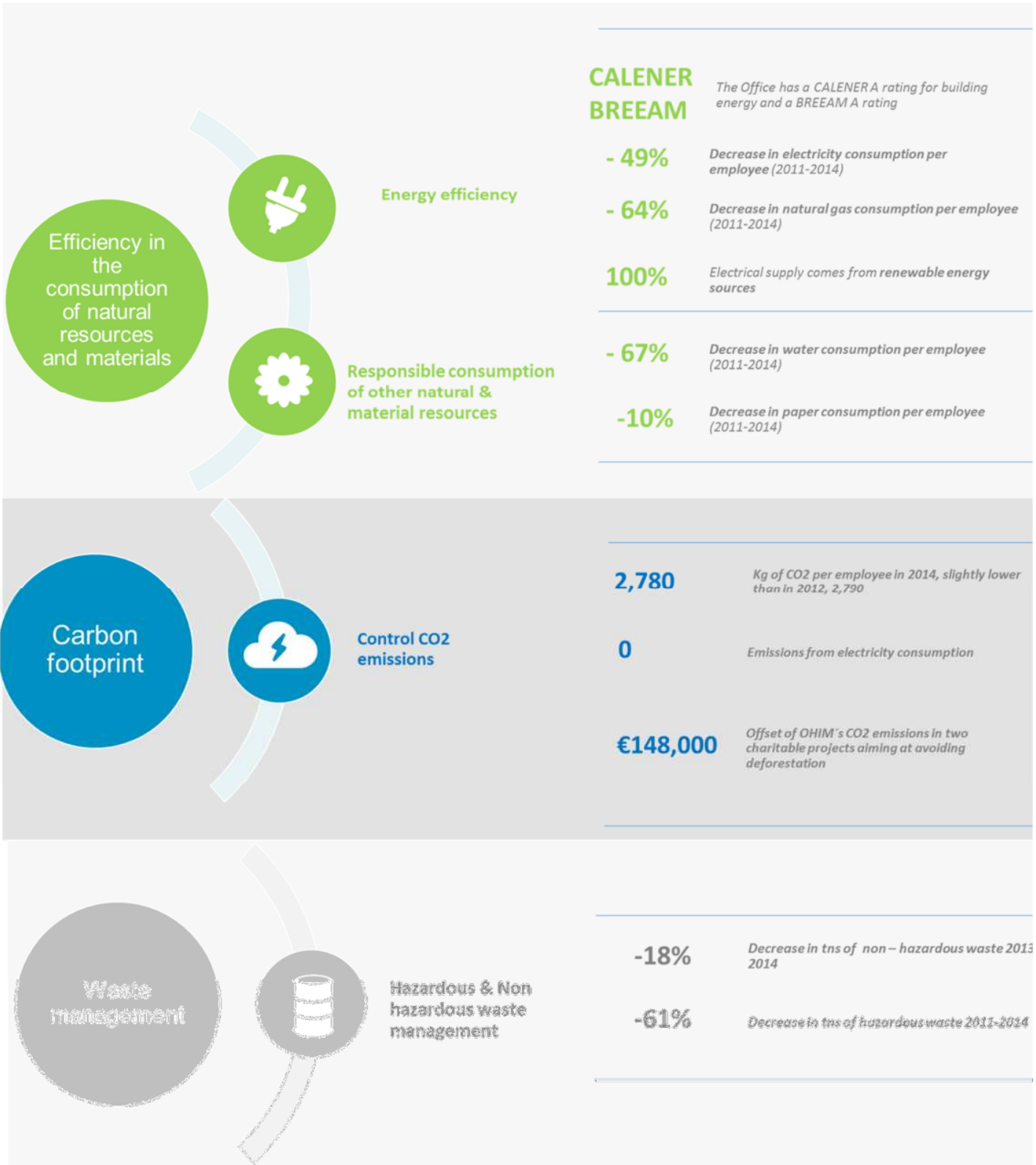
From 2011 to 2014 the amount of hazardous waste decreased 61% in absolute terms. In relative terms the decrease was higher, some 80%.

Source: OHIM

Environmental Capital. Main benefits.

Efficiency in the consumption of natural resources and materials

Energy efficiency

CALENER BREEAM
The Office has a CALENER A rating for building energy and a BREEAM A rating

- 49% Decrease in electricity consumption per employee (2011-2014)

- 64% Decrease in natural gas consumption per employee (2011-2014)

100% Electrical supply comes from renewable energy sources

Responsible consumption of other natural & material resources

- 67% Decrease in water consumption per employee (2011-2014)

-10% Decrease in paper consumption per employee (2011-2014)

Carbon footprint

Control CO2 emissions

2,780 Kg of CO2 per employee in 2014, slightly lower than in 2012, 2,790

0 Emissions from electricity consumption

€148,000 Offset of OHIM´s CO2 emissions in two charitable projects aiming at avoiding deforestation

Waste management

Hazardous & Non hazardous waste management

-18% Decrease in tns of non – hazardous waste 2013 2014

-61% Decrease in tns of hazardous waste 2011-2014

OHIM´s Benefit Impact Analysis.

Reputational Capital

20 years after it was set up, OHIM is considered one of the most important IP agencies in the world. There is widespread recognition for its performance in strengthening the European IP system, and for the quality standards which underpin this and give it credibility.

OHIM is a highly regarded institution. Over the two decades since it was set up, OHIM has built a strong image through the activity it has developed in collaboration with multiple stakeholders. These include the European Commission, national and regional IP offices, enforcement authorities and right holders, among others. It is recognised for its professionalism, agility and efficiency.

Its work is often used as a basis to support policy making.

OHIM also has visibility and credibility in the academic community through its participation in lectures, seminars, conferences and other events on IP matters.

OHIM's reputational capital is analysed here from two different perspectives:

- The external image and reputation, as perceived by users and other stakeholders;

- The internal image and the perception of its external image of OHIM staff.

Overview of Reputational Capital components

- Reputational Capital
  - Reputation & credibility
    - Contribution of all initiatives to an enhanced image, reputation and credibility (external perspective).
  - Internal recognition
    - Contribution of all initiatives to positive internal image and recognition of staff (internal perspective).

OHIM´s Benefit Impact Analysis.

Reputation and credibility

OHIM is considered a point of reference on IP matters by the EU, the academic community and the wider world of IP. Its professionalism and excellence-oriented performance are recognised not only by right holders but also by other institutions OHIM works with to develop its activity. This is not just a function of knowledge and experience but also because of OHIM's high quality standards.

As a result, in recent years the Office has been **entrusted with new responsibilities** by the EU:

- Since June 2012, OHIM has housed the **European Observatory on Infringements of Intellectual Property Rights**, which is responsible for a wide range of tasks relating to research, communication, spread of best practice, and enforcement of all types of intellectual property rights.

- Later that year, Directive 2012/28/EU made OHIM responsible for setting up and managing a single publicly accessible online database on **orphan works** in order to make Europe's cultural heritage more accessible.

- In 2013, OHIM became the EU **Implementing Agency for EU-funded projects on IP matters in Southeast Asia**, **China**, **Russia** and more recently India. In this framework, OHIM has successfully expanded some of the tools developed under the Cooperation Fund to those regions in order to benefit European companies doing business there.

OHIM's many years of successful performance lend it credibility with stakeholders, including policymakers. The European Commission in 2015 adopted a new Single Market Strategy that took into account figures from three different studies performed by OHIM. This fact shows the relevance and usefulness of OHIM's work in **support of policy making.**

OHIM's specific knowledge on IP matters is also recognised in the **international academic community.** Between 2011 and 2015 OHIM took part in **58 lectures and seminars/conferences** organised by universities all over the world. There were more than **4,200 attendees**.

The organisers of these events include both international institutions ranked among top 100[44] best Universities (such as the University of Pittsburgh School of Law and the University of Strasbourg) but also reference institutions at national level, such as the Istanbul Commerce University, the Universidade Federal do Rio de Janeiro and the Universidade de Lisboa.

OHIM is also a point of reference within the IP system. Apart from its involvement in events organised by the academic community, the Office received more than **1,500 invitations** to participate in **external events between 2011 and 2015** (more than 300 invitations per year), including annual conferences and forums, meetings with user associations, and collaboration with the most relevant IP institutions:

- OHIM participates on average **41 times a year** in events organised by **WIPO, EPO and the TM5 group** of leading international IP offices. This means that on average **OHIM attends high level** events on IP matters **every 9 days**.

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[44] According to the 2015 Academic Ranking of World Universities (ARWU), released by the Center for World-Class Universities at Shanghai Jiao Tong University

OHIM´s Benefit Impact Analysis.

The opinion of the **rights holders and users** is highly influential in determining **OHIM's external image,** as these are the direct beneficiaries of its activity in registering Community trade marks and designs.

According to a survey run in 2015, 89% of respondents perceived OHIM's overall image to be good or very good. This result was 7 percentage points higher than the one obtained in 2014. This percentage increased to 94% when considering the opinion of Key Users, whose score was the same in 2014 and 2015.

Professionalism, Accessibility/availability and Efficiency were the most common (representing 39% altogether).

Only 16% of the attributes listed were considered negative, with Bureaucratic and Difficult/Confusing as the most mentioned (4% and 3% respectively).

% of users that perceive OHIM's overall image as good or very good (2015)

Attributes that best describe OHIM's image 2015 (%)

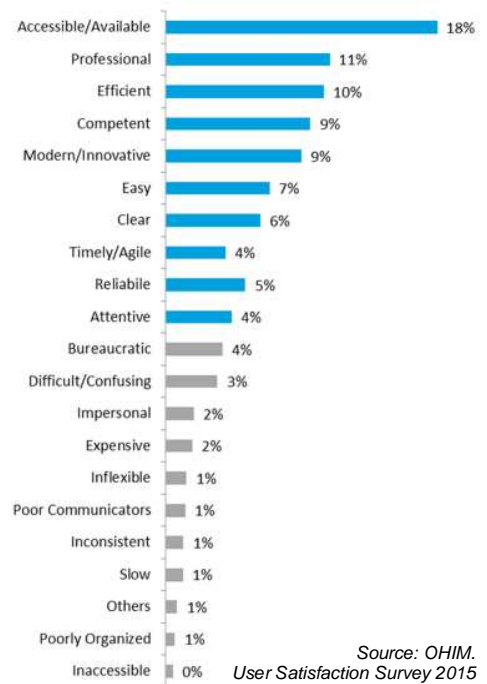*Source: OHIM. User Satisfaction Survey 2015*

OHIM's positioning was also mainly positive when users were asked to list three **attributes** that best describe OHIM's image. Of the attributes mentioned, **83% were positive**.

Attributes that best describe OHIM's image 2015

83.5% positive attributes

16.5% negative attributes

Source: OHIM. User Satisfaction Survey 2015
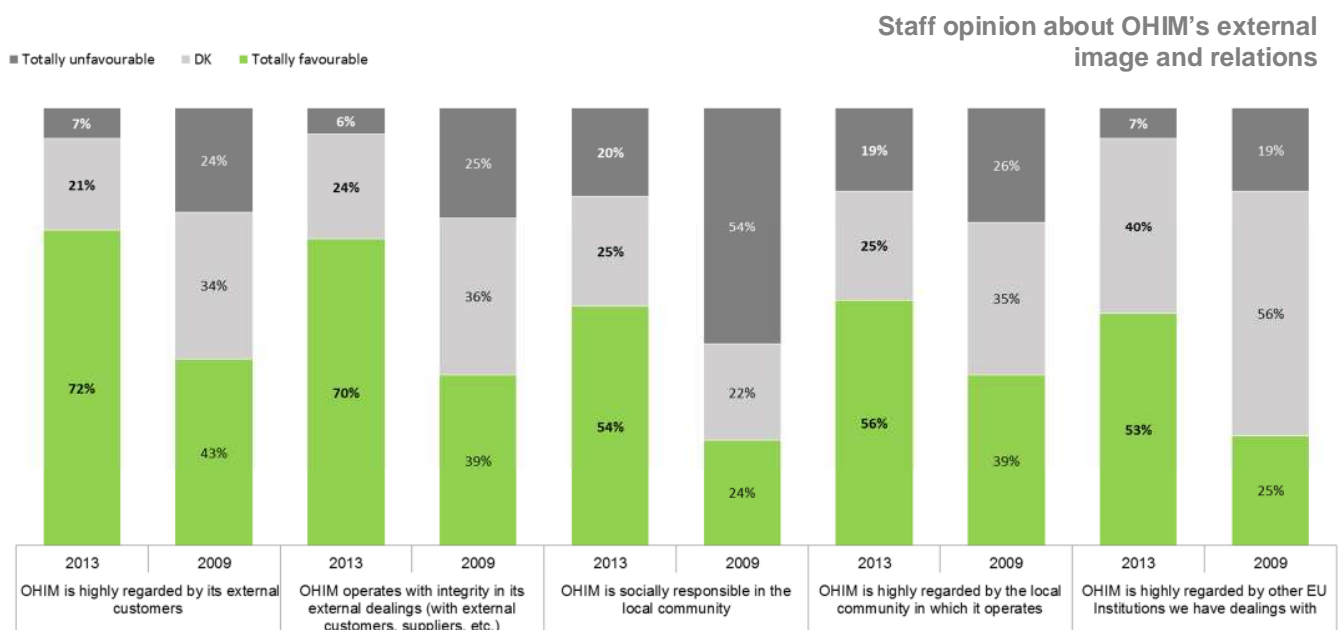
OHIM´s Benefit Impact Analysis.

Internal recognition

OHIM has also built up a positive **internal image** among its staff members in recent years.

The staff's opinion of OHIM's image and external relations has improved dramatically since 2009. According to a Staff Opinion Survey carried out in 2013, 61% of the staff had a favourable view of OHIM's external image and relations with customers and others. This represented a significant improvement (+27 percentage points) to the survey run in 2009.
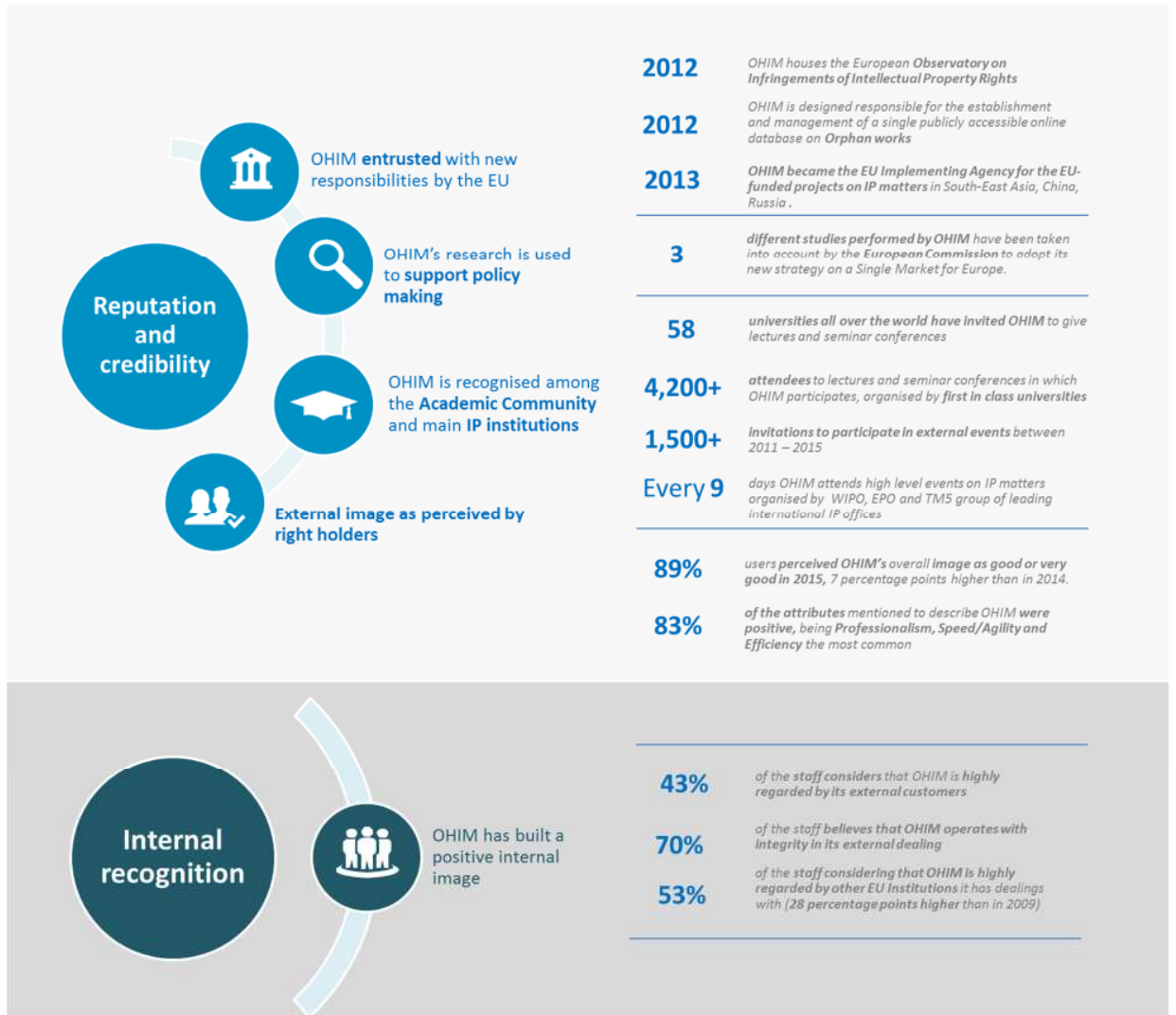
- In 2009 **43%** of the staff considered that **OHIM was highly regarded by its external customers.** In **2013** this score increased **73%** (with 21% Don't Knows and only 7% totally unfavourable).

- In 2013, **70%** of the staff believed that **OHIM operates with integrity** in its external dealings (with external customers, suppliers, etc.). This was 31 percentage points higher than in 2009 (with 24% Don't Knows and only 6% totally unfavourable).

- The most recent survey showed that **54%** of the staff members considered that **OHIM is socially responsible** in the local community (25% responded Don't Know and 20% expressly disagreed) with an increase of 30 percentage points compared with the opinion recorded in 2009.

- The staff's view of **OHIM's external image among other EU institutions** with which it has dealings improved from **25%** (2009) **to 53%** (with a surprising 40% not having a clear view - Don't Know - and only 7% expressly disagreeing).

Staff opinion about OHIM's external image and relations

■ Totally unfavourable   ■ DK   ■ Totally favourable

	2013	2009	2013	2009	2013	2009	2013	2009	2013	2009
Totally unfavourable	7%	24%	6%	25%	20%	54%	19%	26%	7%	19%
DK	21%	34%	24%	36%	25%	22%	25%	35%	40%	56%
Totally favourable	72%	43%	70%	39%	54%	24%	56%	39%	53%	25%

OHIM is highly regarded by its external customers	OHIM operates with integrity in its external dealings (with external customers, suppliers, etc.)	OHIM is socially responsible in the local community	OHIM is highly regarded by the local community in which it operates	OHIM is highly regarded by other EU institutions we have dealings with

Source: OHIM. Staff Opinion Survey 2013

OHIM´s Benefit Impact Analysis.

Reputational Capital. Main benefits

2012	OHIM houses the European *Observatory on Infringements of Intellectual Property Rights*
2012	OHIM is designed responsible for the establishment and management of a single publicly accessible online database on *Orphan works*
2013	*OHIM became the EU Implementing Agency for the EU-funded projects on IP matters* in South-East Asia, China, Russia .
3	*different studies performed by OHIM* have been taken into account by the *European Commission* to adopt its new strategy on a Single Market for Europe.
58	universities all over the world have invited *OHIM to give lectures and seminar conferences*
4,200+	attendees to lectures and seminar conferences in which OHIM participates, organised by *first in class universities*
1,500+	*invitations to participate in external events* between 2011 – 2015
Every 9	days OHIM attends high level events on IP matters organised by WIPO, EPO and TM5 group of leading international IP offices
89%	users *perceived OHIM's overall image as good or very good in 2015*, 7 percentage points higher than in 2014.
83%	of the attributes mentioned to describe OHIM were positive, being *Professionalism, Speed/Agility and Efficiency* the most common
43%	of the staff considers that OHIM is *highly regarded by its external customers*
70%	of the staff *believes that OHIM operates with integrity in its external dealing*
53%	of the *staff considering that OHIM is highly regarded by other EU Institutions* it has dealings with (28 percentage points higher than in 2009)

OHIM´s Benefit Impact Analysis.

Appendix

OHIM's Global Impact Model

The Global Impact Model aims to assess the significance of an organisation to society, as well as its contribution to the main assets of the territory in which it operates.

OHIM's Global Impact Model is composed of eight main capitals/assets. The analysis of its activity carried out during the period 2011-2015 shows that the Office contributed to all the capitals considered under the framework.

The framework considers the impact made by OHIM through its activity in the sub-assets that make up each of the capitals.

Social Capital

OHIM has made a contribution to attaining social goals and developing sensitivity to key social issues while focusing on its core business. The impact in the area of Social Capital was measured for the following **sub-assets:**

- Education: Contribution to education through the provision of material and support to increasing general knowledge and raising awareness of the importance of IP among students and graduates.

- Labour market integration: Initiatives designed to increase labour market opportunities for certain segments of society by working on their employability by facilitating access to high-level traineeships.

- Accessibility: OHIM's contribution to making all services and products more accessible to all segments of society (specifically to those with special needs/disabilities).

- Culture: Initiatives which contribute to facilitating or improving access to culture for society in general or for specific targets in particular, such as the segment of digital culture users.

- Proximity of EU Institutions: Initiatives oriented towards making EU institutions more visible to citizens.

- Support for civil society: Contribution of the organisation to collaborative projects with non-profit organisations (NGOs, foundations, associations, other non-profit organisations, etc.)

- Social awareness and commitment: Creation of social awareness related to the issues the organisation works on, with a view to increasing the commitment of the segments of society targeted.

Relational Capital

By working closely with many stakeholders inside and outside the EU, OHIM has contributed to achieving its most important goal, which is building a comprehensive and interoperable European Trade Mark and Design Network together with the EU National and Regional intellectual property offices. The

OHIM´s Benefit Impact Analysis.

impact in Relational Capital was measured for the following **sub-assets:**

- Alliances/collaboration network: Contribution to the creation of a valuable network in terms of collaboration and cooperation to achieve the organisation's goals.

- Influence capacity of the network: Related to the capability of the network to influence a broader range of partners.

Economic Capital

By adding value for its stakeholders through its core business and the initiatives it has adopted to facilitate intellectual property protection in Europe, OHIM has contributed to the generation of wealth and employment. The impact in Economic Capital was measured for the following **sub-assets:**

- Local economy impact: Contribution to the generation of GDP and employment in the Valencia region.

- Value for stakeholders: The value that clients and other stakeholders receive from the organisation (i.e. in terms of reduced administrative burdens, improved service provided, facilitated access to new tools, etc.)

- New economic activity: Contribution to boosting new economic activity in different economic sectors and different geographic areas, supporting European companies (e.g. SMEs) in developing their business within and beyond Europe.

Organisational Capital

Organisational excellence has been a pillar of OHIM´s strategy. OHIM has aimed for operational excellence by building a vibrant and creative organisation that increases quality and optimises its operations. The impact in Organisational Capital was measured for the following **sub-assets:**

- Quality of services: Improves the quality of services for any stakeholder, including first-line support, user engagement, increased accessibility, complaint management etc.

- Quality of the product: Improves the quality and legal certainty of OHIM´s decisions on IP rights.

- Efficiency: Drives agility of internal processes while maintaining efficacy and performance quality.

- Human capital management: Represents the contribution of human resources management to operational excellence and the engagement of staff in assuming, embracing and implementing principles and professional practices.

- Budgetary discipline: Considers the contribution of financial and budget management in order to ensure sufficient and adequate financial resources to invest for the benefit of users.

Technological Capital

Technological Capital considers the design, development and go-live of innovative technological tools that can be used by OHIM's internal/external stakeholders. The impact in Technological Capital was measured for the following **sub-assets:**

OHIM's Benefit Impact Analysis

- **Technological maturity:** Evolution of an organisation along the maturity path through the development of IT initiatives for internal or external use in order to run, grow or transform the business.

Knowledge Capital

By promoting and supporting the value of intellectual property, OHIM has contributed to the generation and dissemination of knowledge. The impact in Knowledge Capital was measured for the following **sub-assets:**

- **Knowledge generation:** Contribution to knowledge generation through the development of studies and research on IP matters.

- **Knowledge sharing:** Making all knowledge the organisation creates or attracts accessible to the different target segments.

Environmental Capital

By achieving higher efficiency in its use of natural resources, OHIM has minimised the environmental impact of its activities. The impact in Environmental Capital was measured for the following **sub-assets:**

- **Efficiency in the consumption of natural resources and materials:** Contribution to saving energy, materials and other resources through responsible consumption (e.g. renewable sources of energy, responsible use of paper, water).

- **Carbon footprint,** Contribution to different measures for safeguarding the environment (by keeping CO_2 emissions in check).

- **Waste management:** Contribution to good management of waste (i.e. by managing hazardous and non-hazardous waste responsibly).

Reputational Capital

In developing the quality standards which inter alia have led to it being one of the world's most important and credible IP agencies, OHIM has contributed to strengthening the European IP system. The impact in Reputational Capital was measured for the following **sub-assets:**

- **Reputation and credibility:** Contribution of all initiatives to an enhanced image, reputation and credibility (external perspective).

- **Internal recognition – proud of belonging:** Contribution of all initiatives to a positive internal image and recognition on the part of staff (internal perspective).