



INTELLECTUAL
PROPERTY OFFICE



FIVE YEAR

CORPORATE STRATEGY

THE PURPOSE OF THIS DOCUMENT

As an executive agency of the Department for Business, Innovation and Skills (BIS), the Intellectual Property Office (IPO) is required each year to provide a Corporate Plan that sets out, among other things, its strategic objectives. These objectives are signed off by the Secretary of State following agreement by the Minister for Intellectual Property.

The change of government has given us an opportunity to take stock of our current position and undertake a comprehensive review of our future priorities. This document presents the outcomes of that process. It sets out a strategic framework that will help guide our corporate planning for next year and in years to come.



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THE GOVERNMENT'S
PRIORITY IS TO RESTORE THE
UK ECONOMY TO **STRONG,**
SUSTAINABLE AND BALANCED
ECONOMIC GROWTH



■ CONTEXT

► The purpose of this document

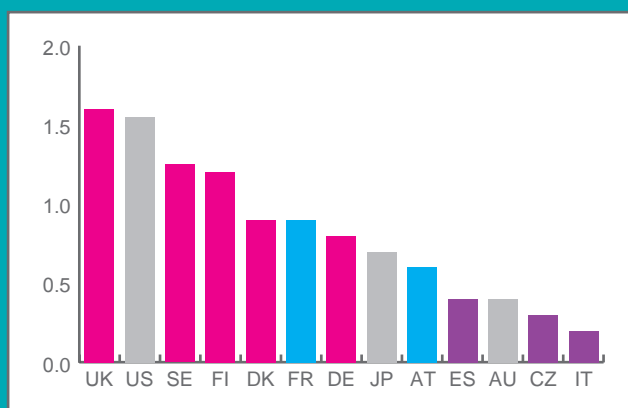
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The change of government has given us an opportunity to take stock of our current position and undertake a comprehensive review of our future priorities. This document presents the outcomes of that process. It sets out a strategic framework that will help guide our corporate planning for next year and in years to come.

► Intellectual property and growth

The Government's priority is to restore the UK economy to strong, sustainable and balanced economic growth, evenly shared across the country and between industries. BIS is the "Department for Growth", acting to deliver a more dynamic and balanced economy that is powered by innovation and entrepreneurship and puts the private sector first. As an executive agency of BIS, the IPO will have a crucial role to play in helping to deliver this agenda.

Intellectual property (IP) rights have grown in importance to the British economy over the last ten years. Between 2000 and 2007 intangible assets were responsible for 20% of UK labour productivity growth. We are a top innovating nation, where intangible assets make up the majority of firm investment, and help us compete internationally.



EU innovation scoreboard

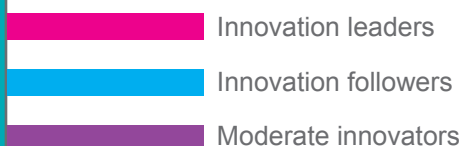


Figure 1: Intangible to tangible asset ratios

Intellectual property rights support economic growth by encouraging investment in new technology, brands, and the creative industries, and aiding commercialisation. Small firms that use intellectual property rights tend to have significantly better chances of survival and growth. The use of patents and trade marks is associated with better creation, transfer and use of knowledge, and higher firm productivity.

By targeting our efforts so they are more closely aligned with the growth agenda, we can make sure the benefits of the IP system are maximised and shared more widely, supporting economic growth and enriching society.

► The wider context

The British IP system is part of a larger international framework. Modern businesses have global ambitions and expect to be able to use and share intellectual property across borders.

During the period of this strategy, we expect the “emerging” economies will continue to grow, as will their importance to our businesses and economic success. Increased global trade will mean more businesses will want to use, license and trade IP across borders. Global demand for IP rights is likely to grow, and a boom in patent demand is likely to put patent offices under increasing strain.

Rapid technological change will continue to drive public perceptions and expectations of the IP system. Every day, people will experience at first hand the creative force of free-flowing information. People will expect an IP system that enables easy access to, and sharing of information, supporting innovative services and business models.

We recognise that many of the changes that confront us over the next five years will be outside our direct control. To achieve our goals we will need to take full advantage of the levers that are available to us. This means building our reputation, capability and influence, within the UK and globally. Our strategy needs to put us in the right position to be able to do this.

► Our vision

The full potential of ideas, knowledge and creativity is realised for the benefit of the economy and society

Our vision describes the future we will help create. Although the present IP system is our primary tool for delivery, we should not be limited by it. Instead, the IP system should be a seamless part of a healthy and dynamic economy that allows businesses to innovate and creativity to thrive for the benefit of all.

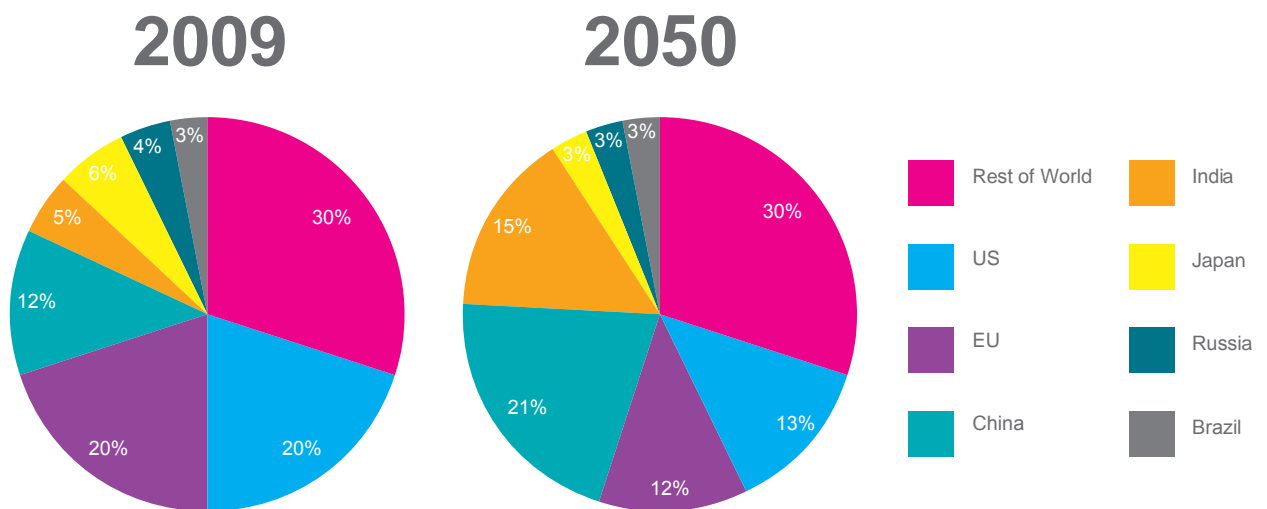
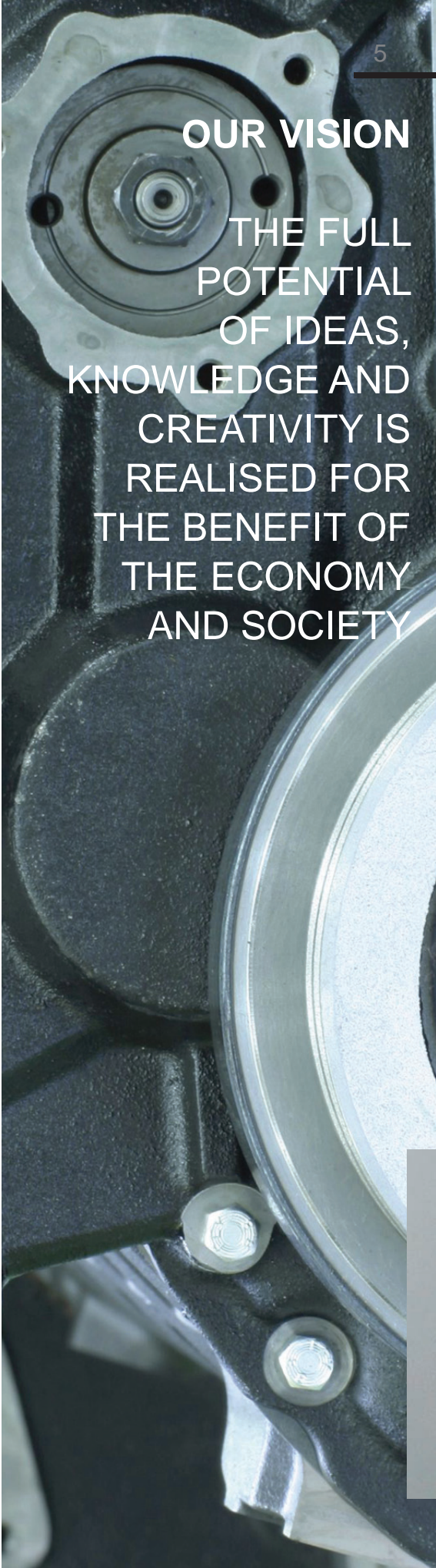


Figure 2: Projected World GDP distribution¹

¹ Source World Bank/ PwC projection; PPP, \$bn



OUR VISION

THE FULL POTENTIAL OF IDEAS, KNOWLEDGE AND CREATIVITY IS REALISED FOR THE BENEFIT OF THE ECONOMY AND SOCIETY

► Our purpose

We promote innovation by providing a clear, accessible and widely understood IP system, which enables the economy and society to benefit from knowledge and ideas

Our purpose is to provide an IP system that supports our vision and wider government objectives. We have a duty to do this in a way that is understandable and accessible to all, for maximum public benefit.

► Our strategic goals

Our strategy sets out three goals that we must achieve to realise our vision. The goals represent the impact we want to have in the spheres of IP policy, rights granting, and IP service delivery. To achieve our vision, we need to deliver:

- **Global and national IP policy that promotes UK competitiveness and growth, and meets the needs of consumers and society**
- **World class IP rights, with a reputation for expertise, customer focus, and innovation in rights delivery that inspires global change**
- **A portfolio of IP products and services targeted to meet latest customer and market needs and help businesses start and grow**

To do this, we will need to address a number of critical challenges. These include:

- Shaping and targeting the IP system so that it is better able to support economic growth and dynamic markets, and having the capability to do this.
- Developing the capability to be a more customer-centred organisation, so that the customer's needs are embedded in our design of all our services.
- Modernising our services for greater efficiency, enhanced customer service, and supporting world-class standards
- Capitalising on our reputation, expertise, and analytical capability, for greater influence in the UK and worldwide

► How we will do it

The following pages show how our strategic goals fit together and contribute toward our vision. They describe in further detail the specific outcomes we need to achieve in order to meet them, and key activities we will focus on to get there.

They also set out goals for the enabling corporate resources and behaviours we will need to draw upon in order to deliver.

Our 2011/12 Corporate Plan and subsequent plans will be based around these strategic goals and enablers, and will set out in detail the steps that we need to take in order to deliver them.

► The Improve Programme

In 2009 the IPO commissioned two “Value for Money Reviews” of its activities. They found that the office was perceived externally as successful, but that there was, nonetheless, a need for significant improvement. We concluded that the following were key areas for improvement:

- governance of the organisation;
- leadership and change management;
- people strategy;
- e-delivery of services;
- understanding of our applicants and customers;
- broader stakeholder engagement;
- productivity and efficiency;

- enhancing our policy capability;
- provision and use of management information;
- corporate and individual performance management;
- use of our buildings; and
- reform of our finance directorate.

The degree of change needed constitutes a major effort for the office, and has considerable complexity, interdependency and risk. Some of the improvement that might be needed is also as yet unbounded. We therefore decided to launch a Programme to be more certain of successful delivery of the change desired. Those improvements that are not being taken forward in the programme are being progressed as “business as usual” work.

The resulting Improve programme that the IPO has since launched is designed to do three things: i) to improve our capability in some key areas (e.g. to deliver policy development and understand our customers and stakeholders); ii) to improve some parts of our organisational infrastructure (e.g. accommodation and management information); and iii) to improve value for money across the office.

VISION, PURPOSE AND GOALS

Our Vision

The full potential of ideas, knowledge and creativity is realised for the benefit of the economy and society

Our Purpose

We promote innovation by providing a clear, accessible and widely understood IP system, which enables the economy and society to benefit from knowledge and ideas

Global and national IP policy that promotes UK competitiveness and growth, and meets the needs of consumers and society

- IPO will have a reputation in the UK and globally for high quality, informed and influential IP policy
- The UK will be a more attractive place for creators and users of IP, including businesses and consumers
- The European IP system will support innovation and creativity and allow the single market to work better as a home market for UK business
- IP systems around the world will be accessible to and supportive of UK businesses that create and use IP; developing countries will be able to use IP more effectively

World class IP rights, with a reputation for expertise, customer focus, and innovation in rights delivery that inspires global change

- All patents, trade marks and registered designs will be processed in a fully electronic environment
- Businesses will be able to innovate with greater certainty due to the high quality of our patents, trade marks and registered designs, which will rank among the best in our class
- Our patent, trade mark and registered design processing will be engineered for optimum efficiency, putting us at the forefront of efficient and responsive rights delivery
- As a result of our efforts, innovative businesses will benefit from increased global worksharing and reduced pendency times in the UK and worldwide

A portfolio of IP products and services targeted to meet latest customer and market needs and help businesses start and grow

- Our customers will benefit from new and innovative ways to access the UK IP system, tailored to meet the needs of their businesses and the markets in which they operate
- Businesses that could be more successful through better use of IP will be able to access informed advice and support that enables them to use, manage, and enforce their IP to its fullest potential
- Businesses will benefit from being able to access, use and enhance our data and information, including new value-added information services that build on the IPO's expertise and authority
- Innovators and entrepreneurs of the future will understand how IP can help them create value from their ideas
- It will be easier to tackle counterfeiting and piracy in the UK due to a better informed and coordinated response by law enforcement agencies and businesses

Our strategic goals

OUR ENABLING GOALS

An embedded culture of value for money, accountability and transparency

- The Intellectual Property Office will deliver its services with demonstrably increasing efficiency and effectiveness.
- IPO people will take personal responsibility for delivering value for money, with leaders at Board level and throughout the organisation setting positive examples.
- Internal customers will be supported and encouraged to develop innovative ways to deliver

Well-led and engaged staff with the right skills, who live our values and work together to achieve our goals

- We will have leaders at Board level and throughout the organisation who set and communicate a clear sense of purpose and who demonstrate our values and inspire them in others
- We will have an agile, capable workforce, able to respond to the changing demands of our customers and stakeholders, that sets itself a high standard of performance and is valued and recognised
- Our people will say that the IPO is a good place to work. They will be able to explain the organisation's priorities and purpose and will want to contribute to achieving its goals

Modern, innovative and sustainable systems, processes and ways of working

- IPO customers and stakeholders will use our information systems with confidence and trust.
- IT systems will be cheaper to run, greener and have the flexibility to adapt quickly to changing business requirements and customer needs.
- Information will be easy to store, access and share appropriately
- We will have an efficient and sustainable working environment that enables our people to deliver our goals more effectively

An ability to shape our work for maximum benefit by understanding IP's economic and social impact, our customers, markets and stakeholders

- Our ability to segment our customer markets, recognise changing trends, and focus our stakeholder engagement will be improved because we will better understand how different groups of customers and stakeholders use and are affected by IP rights
- Our policy making will be better informed by a deeper understanding of the economic impacts of intellectual property rights on creators and users of IP, and how this translates to wider benefits in the economy
- Our excellence in IP research will enhance our reputation as a respected authority on intellectual property

OUR STRATEGIC GOALS



GLOBAL AND NATIONAL IP POLICY THAT PROMOTES UK COMPETITIVENESS AND GROWTH, AND MEETS THE NEEDS OF CONSUMERS AND SOCIETY

▶ THE OUTCOMES WE WILL DELIVER

- The IPO will have a reputation in the UK and globally for high quality, informed and influential IP policy
- The UK will be a more attractive place for creators and users of IP, including businesses and consumers
- The European IP system will support innovation and creativity and allow the single market to work better as a home market for UK business
- IP systems around the world will be accessible to and supportive of UK businesses that create and use IP, and developing countries will be able to use IP more effectively

▶ A reputation in the UK and globally for high quality, informed and influential IP policy

The intellectual property framework is global, and just one part of the wider business and innovation ecosystem. It is contested and controlled by many different actors, and is relevant to many areas outside the IPO's direct responsibility. To deliver our policy goals we will need the skills, resources and reputation to work with and influence others.

A robust and objective evidence base will help us design better policy and engage in policy debate more effectively. We aim to have the best economics capability among our peers, and foster wider UK-based economic research. To capitalise on this we will need to better embed economic evidence in policy design and communication, and use it to shape and lead international debate.

Strong policy skills will enable us to negotiate and design IP policy that delivers the greatest public benefit, and to command the respect of our peers in government and worldwide. We need to invest in improving our policy capability and skills, building on current policy capability initiatives.

A more strategic approach to engagement will help us direct our resources more efficiently and make a greater impact on IP policy. Internationally, we need to prioritise engagement better and form stronger, more productive relationships with international partners. Domestically, we need to improve stakeholder management, to make dialogue more productive and less resource hungry.

IP is relevant to issues involving many other government departments and agencies, including innovation, health, justice and tax. To ensure that informed IP policy is part of the government mainstream, we will need to build our reputation with public sector partners, so they seek us out for informed and trusted input on IP issues.

▶ Making the UK a more attractive place for creators and users of IP

The government's ambition for the economy is to create the right conditions for sustainable economic growth - led by the private sector, fostered by dynamic markets, and driven by a culture of innovation and entrepreneurship.

The Hargreaves Review of IP and Growth will identify barriers to growth within the IP system, and examine how it can better support entrepreneurship, economic growth, and social and commercial innovation, particularly in view of new technologies and business models.

Much of our domestic IP policy over the coming years is likely to be guided by the findings of this review, and implementing policy adopted following the Review will be our priority, as we focus on removing barriers to growth in the IP system.

The Hargreaves Review will report at the beginning of the period covered by our strategy. We will need to ensure that any momentum generated by the Review is not lost, and that our long-term approach remains focussed on supporting sustainable growth, in addition to any specific new policies adopted following the Review.

► **Supporting innovation and creativity in Europe**

500 million consumers live in the EU, which accounts for over half the UK's trade in goods and services. A deeper single market will support economic growth in the UK and Europe, and is central to government policy on Europe.

To support this, we will need to focus on removing barriers to obtaining, licensing and using IP across European borders. This will include working with EU partners to deliver an EU patent that provides real benefits over the status quo; an EU copyright system that allows easier pan-European licensing and identification of orphan works; and an EU trade mark system that is simpler and more accessible.

While seeking to remove barriers to European IP protection and use, we should ensure European laws are balanced, proportionate and fair to rights owners and third parties alike, systems are accessible to businesses of all sizes and sectors, and institutions are effective and meet customer needs.

For example, a simpler, more accessible EU trade mark system should include measures to improve access to national marks and de-clutter the European register, so businesses of every size and ambition benefit; robust enforcement of IP rights in Europe should be achieved without disproportionate criminal sanctions; and the governance and finances of the European Patent Office (EPO) should be reformed so that it can better and more efficiently serve its customers.

► **Making IP systems around the world accessible to UK businesses**

Removing trade barriers benefits businesses around the world, allowing them to access larger markets and new opportunities. Open markets encourage innovation and help spread technology by providing greater competition and larger rewards.

The UK has comparative advantage in knowledge-intensive sectors such as the life sciences, ICT, and creative industries, which rely on IP rights to underpin their business models. We need to ensure these companies can easily access and use IP systems in other countries securely and fairly.

GLOBAL AND NATIONAL IP POLICY THAT PROMOTES UK COMPETITIVENESS AND GROWTH, AND MEETS THE NEEDS OF CONSUMERS AND SOCIETY

HOW WE WILL MEET THE CHALLENGES



Achieving this will mean strengthening our voice in the EU, so that it acts as an advocate for UK interests, and working closely with others who share our vision for the IP system, such as the United States – a strong advocate for patent worksharing and better IP enforcement.

It will also include focussing on rapidly-growing emerging markets, such as China, India and Brazil, which offer new opportunities for business growth and global innovation. We will need to work to address the challenges facing UK businesses in these markets, raising legal standards, improving enforcement, and aiding understanding.

► Enabling developing countries to use IP more effectively

The global IP system was designed for the developed world, and may benefit countries with high or growing industrial capacity more than those without. Enabling all countries to benefit means taking an intelligent approach towards developing countries, which recognises their diverse economies and societies. The high standards of IP protection and enforcement that we would advocate for the strongest developing economies may be inappropriate for the weakest. We will show flexibility and support to the least developed economies to ensure they benefit from, and are not harmed by, the global IP framework.

More also needs to be done to identify how the international IP framework can be harnessed to address public health concerns in developing countries, and support technological innovation to address global challenges such as climate change.

► KEY INITIATIVES

- Building policy capability
- Embedding economic evidence in policy design, communication and influencing
- Taking a more strategic approach to international and domestic engagement
- Doing more to remove barriers to access to IP systems, particularly by SMEs.

► KEY CHALLENGES

- Implementing new government policy following the Hargreaves Review
- Improving our ability to influence the global agenda for the long term

WORLD CLASS IP RIGHTS, AND A REPUTATION FOR EXPERTISE, CUSTOMER FOCUS, AND INNOVATION IN RIGHTS DELIVERY THAT INSPIRES GLOBAL CHANGE

► Introducing a fully electronic environment

The IPO has risen to the challenges of rapidly-changing technology, new innovation models, and mushrooming global demand for IP rights. Our productivity and efficiency are among the best in our class, but we must continue to strive to do better.

The growth in small businesses using our services makes the need to simplify our services more pressing. Modern customers expect personalised, intuitive e-services that are as easy to use as those of Amazon or eBay.

Our current electronic systems constrain our ability to deliver the service our customers expect and to further improve productivity. Designed for the last century, they are a far cry from the next-generation systems planned by other IP offices.

Staying ahead will require a transformation of our business processes, electronic systems and services. Over the next five years, we will aim for a revolution in electronic delivery that positions the IPO in the vanguard of next-generation e-service providers.

A patents modernisation programme will transform the patents business process and IT systems, making the patenting process easier for patent examiners and customers alike. We will reform all of our trade mark and design processes and interfaces, allowing easy and intuitive self-service registration starting with the introduction of electronic trade mark files in 2012. Our tribunal will be modernised to support electronic case handling and correspondence.

With this investment, we hope to deliver a step-change in productivity and customer service that other IP offices will aspire to.

► THE OUTCOMES WE WILL DELIVER

- All patents, trade marks and registered designs will be processed in a fully electronic environment
- Businesses will be able to innovate with greater certainty due to the high quality of our patents, trade marks and registered designs, which will rank among the best in our class
- Our patent, trade mark and registered design processing will be engineered for optimum efficiency, putting us at the forefront of efficient and responsive rights delivery
- As a result of our efforts, innovative businesses will benefit from increased global work sharing and reduced pendency times in the UK and worldwide

► Delivering high quality rights that rank among the best in class

The IPO has a record of granting IP rights with a high presumption of validity, which is central to businesses' trust and confidence in the IP system. We aspire to the very best quality levels and we will work to achieve them, and to raise quality levels in the wider IP framework.

We will embed benchmarking with other IP offices in our quality assessment frameworks. We will improve our performance with respect to international benchmarks, and make it easier for the public to judge our performance objectively.

We will support efforts to fully integrate benchmarking of performance on trade marks within the EU. We will actively participate in the OHIM cooperation fund harmonisation project on quality, and the proposed OHIM Trade Mark Academy.

► Engineering processes for optimum efficiency

In recent years our rights-granting processes, particularly trade marks, have made significant gains in efficiency and productivity. We will seek to continue to make efficiency gains, so that our customers get the best value for money.

Improve - our change programme - and our IT transformation projects will help us to identify and make new efficiency savings. Better management information will give us a much more informed cost consciousness, and allow us to identify greater efficiencies. A review of our designs system will look at how it can operate more efficiently and effectively given changing filing patterns.

► Supporting increased global work sharing and reduced pendency times in the UK and worldwide

As globalisation increases and new markets emerge, the worldwide demand for patents continues to grow. In 2008, approximately 1.91 million new patent applications were filed worldwide.² Global growth in patent demand, centred on the “IP5” offices,³ has created an estimated 5.9 million pending applications worldwide. Growth in backlogs is expected to continue with average delays worldwide rising toward 48 months.⁴

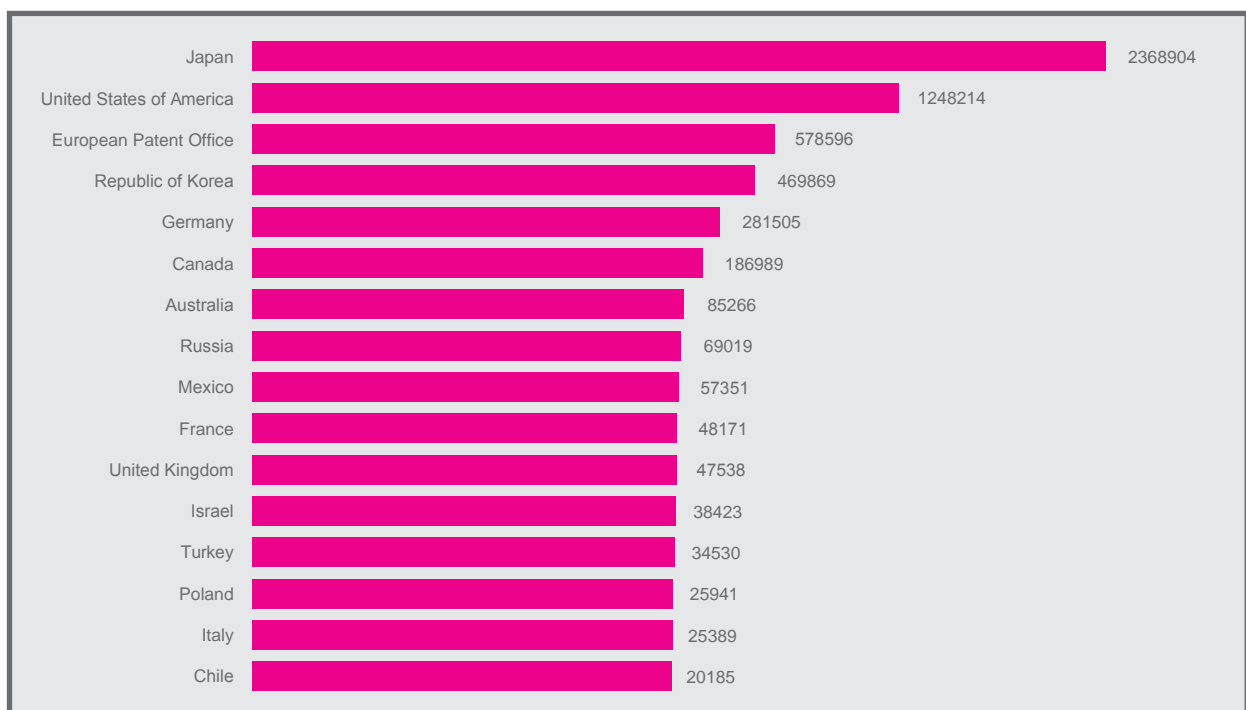


Figure 3: Potentially pending patent applications in 2008²

² World Intellectual Property Office Indicators 2010 (World Intellectual Property Office)

³ The United States, Japan, China, Korea and the European Patent Office

⁴ “Patent Backlogs and Mutual Recognition”, London Economics, January 2010

WORLD CLASS IP RIGHTS, AND A REPUTATION FOR EXPERTISE, CUSTOMER FOCUS, AND INNOVATION IN RIGHTS DELIVERY THAT INSPIRES GLOBAL CHANGE

HOW WE WILL MEET THE CHALLENGES

Uncertainty caused by delays to patent grant can make it difficult for businesses to access finance, delay innovation by competitors so limiting consumer choice, and encourage litigation. Impacts are felt most strongly in fast-developing high-technology areas, where backlogs are often longer than product lifetimes. The overall economic cost of each year of additional delay at the major IP offices has been estimated as £7.6bn.⁴

We aim to stay at the forefront of efforts to tackle patent backlogs, by doing everything we can to support greater sharing of work between offices - forging new worksharing agreements, simplifying and improving existing ones, and extending them to cover more countries and types of work.

We will examine whether greater cooperation with other trade mark offices in Europe can save costs and improve quality, helping national trade marks to stay a viable option alongside EU-wide marks for businesses with a national focus.

► KEY CHALLENGES

- Realising our ambition for e-services
- Working with others to address the problem of global patent backlogs

Achieving our ambition for e-services is likely to be challenging and resource intensive. Work to scope a variety of e-services projects is planned for 2011-2012. These will help us to understand the resources required, and how we can deliver effectively, including the potential for cooperation with other offices. We will also need to develop mechanisms that closely involve customers in the design and execution of new services to help ensure they are customer-friendly.

Addressing the issue of backlogs is also likely to be difficult and resource hungry, and will rely upon our ability to work with and influence international partners.



► KEY INITIATIVES

- A strategic IT-enabled modernisation programme for patents
- Modernisation of trade marks and designs IT
- Modernisation of our tribunal services
- Working toward more worksharing agreements, and reform of existing worksharing mechanisms
- Greater cooperation with national trade mark authorities
- Participation in OHIM cooperation fund quality projects
- A comprehensive review of the UK registered designs system

A PORTFOLIO OF IP PRODUCTS AND SERVICES TARGETED TO MEET LATEST CUSTOMER AND MARKET NEEDS AND HELP BUSINESSES START AND GROW

▶ THE OUTCOMES WE WILL DELIVER

- Businesses that could be more successful through better use of IP will be able to access informed advice and support that enables them to use, manage, and enforce their IP to its fullest potential
- Our customers will benefit from new and innovative ways to access the UK IP system, tailored to meet the needs of their businesses and the markets in which they operate
- Businesses will benefit from being able to access, use and enhance our data and information, including new value-added information services that build on the IPO's expertise and authority
- Innovators and entrepreneurs of the future will understand how IP can help them create value from their ideas
- It will be easier to tackle counterfeiting and piracy in the UK due to a better informed and coordinated response by law enforcement agencies and businesses

▶ Enabling businesses to make better use of IP

The government wants to create an environment that allows new companies and innovations to flourish, and enables people who aspire to be entrepreneurs to develop the skills to succeed. Research suggests a small number of high growth companies drive economic prosperity in the UK. Innovative firms grow twice as fast as others. But many small and medium sized enterprises miss out on opportunities to commercialise their innovation due to poor IP management.

BIS is focussing its business support on these high growth potential firms. We need to make IP support an integral part of this, working with partners including the new Business Coaching for Growth and Innovation Centres, to identify those businesses for which better IP use will make a real difference and the best way that we can help them.

We also need to work with UKTI to better target support to businesses seeking to access overseas markets, and with partners in the UK and Europe to streamline enforcement support and training.

▶ New ways to access the IP system

The IP system can be opaque and confusing to businesses unfamiliar with it, failing to support the diverse needs of individual companies and discouraging new market entrants.

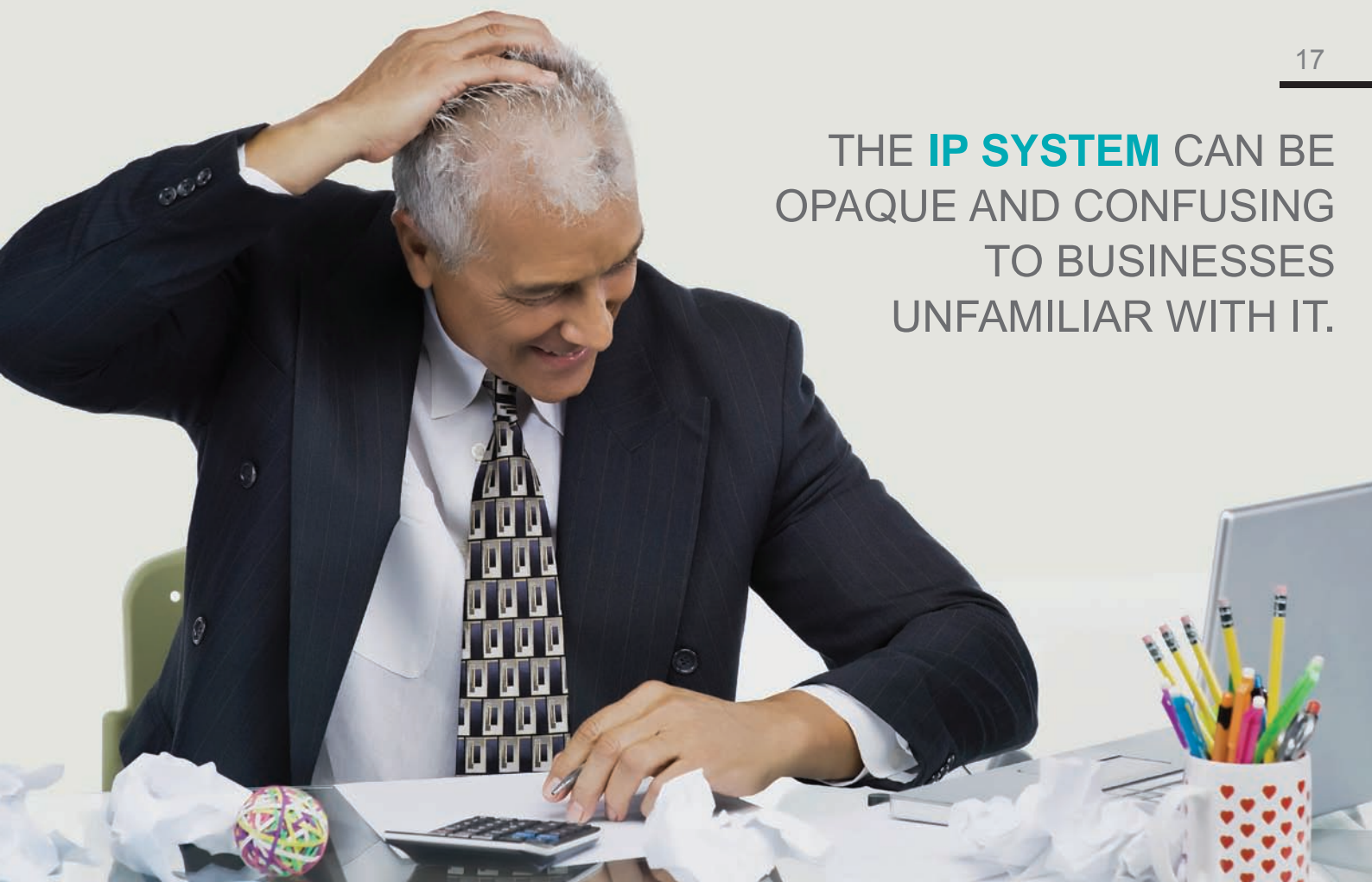
In recent years we have developed tailored services that meet the diverse needs of our customers. Our green patent fast-track service supports early investment in and commercialisation of low carbon technology. Our “right start” trade mark service offers tailored advice to businesses that need help to decide whether trade mark protection is worth pursuing, and particularly benefits small businesses.

We will build on the success of these services to further improve access to the IP system. This will include assessing whether we can do more to help unrepresented businesses and individuals make the right choices when applying for IP rights; exploring how to support easier licensing of IP rights, through facilities such as web-based markets, and model licence agreements; and examining how to make it easier to identify copyright owners and license works.

▶ New ways to access IP data

The importance of making available information on IP rights has long been recognised. In exchange for patent protection, an inventor agrees to make the details of their invention public so that others can learn from it and develop follow-up innovation. IP data can also help policymakers and businesses understand innovation trends, enabling better policy design and more informed investment.

THE IP SYSTEM CAN BE OPAQUE AND CONFUSING TO BUSINESSES UNFAMILIAR WITH IT.



The government's commitment to make public data public reinforces our belief that IP data should be shared. We want to make as much of our data as possible easily accessible to the public. Examples of such services include our planned introduction of online document inspection for patents, which will make it much easier to access patent information, and our informatics services, which provides deep analysis of patent data and trends.

We will develop a more strategic and proactive approach to information sharing, making as much data available as possible while protecting sensitive data. We will also look to add value through new information-based services, for example, by examining whether our informatics services can be expanded to analyse trade mark trends or include new products.

► Supporting future innovators and entrepreneurs

A strong enterprise culture is central to creating a dynamic and innovative economy. Gaining the ability to access a new market through innovation can be one of the tipping points of business growth. We need to improve understanding of the benefits of IP among future innovators and entrepreneurs, so they can generate value from ideas and enter new markets.

We will work with government partners and education providers to ensure IP awareness is embedded in enterprise education and training.

► Tackling counterfeiting and piracy

The global trade in counterfeit and pirated goods is estimated to be worth over \$200 billion per year. Fakes are often poor quality and can be dangerous.

A PORTFOLIO OF IP PRODUCTS
AND SERVICES TARGETED TO MEET
LATEST CUSTOMER AND MARKET
NEEDS AND HELP BUSINESSES
START AND GROW

HOW WE WILL MEET THE CHALLENGES



► KEY INITIATIVES

- Integrating IP advice within the government's business support framework and targeting for maximum benefit.
- Exploring potential for enhanced advice for unrepresented users of the IP system, enabling informed choices on IP protection.
- Developing tools for easier access to and licensing of IPR, and identification of owners.
- Opening up more data and information for use and reuse, and developing value-added information products
- Developing new ways to inform and educate people in higher education about IP
- Continuing to develop our intelligence hub

Our intelligence hub provides crucial coordination and support for public and private sector bodies tackling IP crime, helping them become better informed and coordinated, and allowing them to focus on priority issues for better resource use.

We will build on this approach in a long-term strategy for our intelligence hub and utilise new intelligence resources that enable us to take more incisive action on IP crime. We will also develop new training resources for enforcement agencies.

► KEY CHALLENGES

- Identifying those businesses that will benefit most from our services, and focussing our service provision on them, and how to tailor to individual customer needs.
- Clarifying when and how to design and implement new services - when to deliver ourselves, with others, or through others,
- Taking a more coherent and proactive approach to sharing information and data

To deliver effective services, to the right people, through the most appropriate channels, we need to develop new metrics that help us identify when and how to provide new services and – just as importantly – when to stop providing existing ones.

This means developing metrics to identify the businesses for which better IP use will significantly boost growth potential. It means better understanding the needs of customers, and closer involvement of customers in service design. It will mean delivering in cooperation with others - only providing services ourselves when our authority and expertise makes us best placed to do so, and the private sector cannot meet the same need.

We will also need to develop a more strategic and proactive approach to making data publicly available, and embed this approach in service design and delivery.



ENABLING GOALS

AN EMBEDDED CULTURE OF VALUE FOR MONEY, ACCOUNTABILITY AND TRANSPARENCY

▶ THE OUTCOMES WE WILL DELIVER

- The Intellectual Property Office will deliver its services with demonstrably increasing efficiency and effectiveness.
- IPO people will take personal responsibility for delivering value for money, with leaders at Board level and throughout the organisation setting positive examples.
- Internal customers will be supported and encouraged to develop innovative ways to deliver.

▶ Delivering services with demonstrably increasing efficiency and effectiveness

Government has a responsibility to ensure that public money is spent well. At a time when budgets are being cut to reduce the public deficit and support economic recovery, it is even more important that we focus on delivering better services for less.

Value for money also benefits the IPO in the long term. Many of the new initiatives proposed in this document will be impossible to introduce without spending wisely on them and saving elsewhere.

Improve, our change programme, will support these aims, and is central to our delivery of better value for money, identifying and introducing more efficient ways of working, and helping us to benchmark our performance against others.

Better management information will help identify where greater efficiency savings can be made. We need to do more to collect such information and embed its use in the organisation.

Partnership delivery will also be a key aspect of delivering greater efficiency. We will need to engage with the BIS commercial strategy to ensure wider government policy delivers the right outcomes for the IPO, and enables us to deliver our objectives more effectively and efficiently.

▶ Taking personal responsibility for value for money

Our Finance Directorate will help to embed a culture of value for money through proactive business partnering, and by developing financial management skills in staff.

Embedding financial responsibility also requires commitment from leaders throughout the organisation, in business plans, personal objectives, and day to day.

▶ Supporting internal customers to deliver

Implementing the change initiatives required to deliver our strategy will require good management and planning. We will establish a new controlled investment process, so that all initiatives are actively managed, prioritised, and aligned with corporate goals.

We will implement an innovation fund that supports a climate of risk-taking and innovation within the IPO. Staff will be able to bid for money and support to develop and implement new ideas that allow us to deliver corporate goals in more efficient and innovative ways.

CHALLENGES AND NEXT STEPS

▶ KEY CHALLENGES

- Achieving the culture change for greater individual financial responsibility and controlled investment
- Developing and using management information to drive value for money
- Working with government partners to deliver the BIS commercial strategy

▶ KEY INITIATIVES

- Successful delivery of Improve
- A new controlled investment process
- Implementing an innovation fund
- Embedding a culture of responsibility for value for money at every level
- Implementing a new procurement strategy

WELL-LED AND ENGAGED STAFF WITH THE RIGHT SKILLS WHO LIVE OUR VALUES AND WORK TOGETHER TO ACHIEVE OUR GOALS

▶ THE OUTCOMES WE WILL DELIVER

- We will have leaders at Board level and throughout the organisation who set and communicate a clear sense of purpose and who demonstrate our values and inspire them in others
- We will have an agile, capable workforce, able to respond to the changing demands of our customers and stakeholders, that sets itself a high standard of performance and is valued and recognised
- Our people will say that the IPO is a good place to work. They will be able to explain the organisation's priorities and purpose and will want to contribute to achieving its goals

▶ Improving our leadership

Implementing the corporate strategy and plan, and dealing with significant change through Improve, will require IPO staff to lead, manage and perform well. At the same time, our HR function will become smaller and more streamlined. A People Strategy will set out how we will do this, and will address the following issues.

For better leadership and change management, we will need to better understand the gaps in our skills and knowledge, and develop activities to help address them. We will also need to evaluate and develop management capability, embedding a culture of self-service HR, supported by greater use of coaching and mentoring.

▶ Improving our performance and developing a more agile workforce

Delivering our corporate goals will require new skills and capability. We will need to identify and address skills gaps, and improve our moves and succession planning for a more flexible and strategically placed workforce.

We will need to identify how best to improve performance management to deliver our objectives, aligning performance management at individual, team and corporate levels, and reappraising performance management systems.

▶ Engaging our people and making IPO a good place to work

Recent people survey results show we have some way to go to improve staff engagement with our vision, goals and values.

We will need to ensure that we work together across the organisation and that our people embody the appropriate values to successfully deliver our goals in this strategy.

We will achieve this by strengthening cross-organisational working, refreshing our organisation's values, aligning corporate goals with team and individual objectives, and helping leaders build the skills they need to engage and empower their staff.

CHALLENGES AND NEXT STEPS

▶ KEY CHALLENGES

- Working as one organisation, across teams and directorates, to deliver our goals
- Building the skills and capability that allow us to succeed
- Embedding greater individual responsibility for leadership, management and HR service

▶ KEY INITIATIVES

- Empowering leaders and managers
- Improving staff engagement
- Strengthening our shared corporate values
- Aligning behaviour and performance with corporate goals
- Implementing self-service HR delivery

MODERN, INNOVATIVE AND SUSTAINABLE SYSTEMS, PROCESSES AND WAYS OF WORKING

▶ THE OUTCOMES WE WILL DELIVER

- IT systems will be cheaper to run, greener and have the flexibility to adapt quickly to changing business requirements and customer needs.
- We will have an efficient and sustainable working environment that enables our people to deliver our goals more effectively
- Information will be easy to store, access and share within the IPO
- IPO customers and stakeholders will use our information systems with confidence and trust.

▶ Providing more flexible, adaptable, efficient IT

We will need to have the right systems, processes and resources in place to deliver the high volume of desired IT projects, such as those proposed for patents, trade marks and designs delivery. In particular, it will be necessary to support the relevant business areas and customers well and plan and coordinate effectively. Implementing a controlled investment process could help us do this.

A critical challenge to our IT infrastructure is our ageing mainframe, which is becoming increasingly difficult and expensive to maintain. We will need to identify how to address this, and how to maintain business as usual IT support in the context of competing projects.

▶ Creating an efficient and sustainable working environment

The IPO's accommodation costs are relatively low, but our use of space can be improved. A new estates strategy will help us to reduce the size and cost of our estate, while improving the working environment for staff. New IT developments enabling greater flexible working such as cloud computing will support these aims.

▶ Sharing and accessing information more easily

New IT systems need to be integrated and remove the need for duplicate data input. They should use the latest international standards and be developed alongside international partners, allowing us to gain through synergies with them.

We need to make internal information and records should more easy to share, access and locate, to meet business needs and legal obligations, and support more efficient working.

▶ Providing trusted information systems

There is a need for ongoing work to maintain and refresh awareness of information security and embed compliance with security standards, to ensure customer data remains safe.

We will also need to ensure that our IT systems make it easy to identify and authenticate our customers, for their security and benefit through tailored services.

CHALLENGES AND NEXT STEPS



▶ KEY CHALLENGES

- Planning and implementing a programme of investment in new IT-enabled services for patents, trade mark and design delivery
- Implementation of our IT strategy
- Significantly improving our use of space
- Developing a roadmap for our mainframe
- Increased use of flexible, cloud-based IT solutions

▶ KEY INITIATIVES

- Delivering new IT-enabled services will require cross-office planning, prioritisation, coordination, external resources, and needs to be (internal and external) customer led.
- Making the most efficient use of our estate, while improving our working environment

AN UNDERSTANDING OF IP'S ECONOMIC AND SOCIAL IMPACT, OUR CUSTOMERS, MARKETS AND STAKEHOLDERS, THAT ENABLES US TO SHAPE OUR WORK FOR MAXIMUM IMPACT

▶ THE OUTCOMES WE WILL DELIVER

- Our ability to segment our customer markets, recognise changing trends, and focus our stakeholder engagement will be improved because we will better understand how different groups of customers and stakeholders use and are affected by IP rights
- Our policy making will be better informed by a deeper understanding of the economic impacts of intellectual property rights on creators and users of IP, and how this translates to wider benefits in the economy
- Our excellence in IP research will enhance our reputation as a respected authority on intellectual property

▶ Segmenting customer markets, recognising trends, focussing engagement

Our strategy aims to make us a much more customer-centred organisation. One that aspires to the same standards of customer focus and online service that modern consumers expect from companies such as John Lewis or Google. One that tailors services to customers' needs, and involves customers in their design.

We need to do more to gain an understanding of our customer base, establish what it is like to use our services from the perspective of different customers, and have the information and knowledge that allows us to identify and cater for diverse customer needs.

To do this we will need to begin with a gap analysis that identifies gaps in our customer understanding and customer information, and the work that needs to be done to address them – for example, customer journey mapping, and data linking and analysis. We will also need to identify the new resources and skills required to take forward.

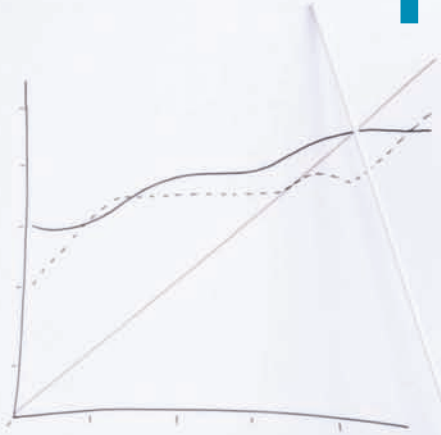
▶ Economic understanding for more informed policy

We will take forward our programme of economics work, identifying gaps going forward and building our evidence base so that it is rich in quality and content and readily available for use by others.

▶ Building excellence in IP research

We will need to build strong relations with others in the UK and globally to develop and take forward our research programme, and to share the benefits of our knowledge. We will aim to build our reputation during the period of the strategy to the point that we are sought out for our knowledge, respected for our research output, and seen as active players on the international stage.

CHALLENGES AND NEXT STEPS



▶ KEY CHALLENGES

- Developing our customer focus will require planning, new skills and resources, as well as a culture change throughout the IPO

▶ KEY INITIATIVES

- Developing our internal capacity to become a more customer-centred organisation
- Building on our research programme to improve the evidence base on the economic value of IP

ANNEX A-C

ANNEX A

To assess progress toward our vision, we need to look beyond activities and outputs and measure the outcomes we deliver. Measurement of outcomes will help the public judge whether our policies are effective and money is being well spent. To give a full picture we will publish a range of indicators, including changes in the wider environment we seek to influence, and direct measures of performance outcomes. Various types of indicator that we will use are outlined below, and will be developed further during corporate planning. We will make use of existing measures as much as possible, but in some circumstances further data analysis or surveys may be required.

ANNEX B

Strategic links

ANNEX C

The Corporate Strategy is the first stage in our corporate planning cycle. It sets out our high level five year priorities and strategic approach. Our Corporate Plan and Directorate business plans will be structured around the strategic goals and outcomes, and budgets and team objectives justified against them. The strategy will be reviewed and refreshed on a yearly basis.



ANNEX A-C

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INDICATOR TYPE \ GOAL	Global and national IP policy that promotes UK competitiveness and growth, and meets the needs of consumers and society	World class IP rights, and a reputation for expertise, customer focus, and innovation in rights delivery that inspires global change	A portfolio of IP products and services targeted to meet latest customer and market needs and help businesses start and grow
Strategic impact indicators – measure changes in the wider environment that we seek to influence in line with our vision and purpose.	Level of UK investment in IP related knowledge capital Trade value of knowledge-based services within the EU Value of foreign direct investment in knowledge-based industries across EU Exports of knowledge-based and high-tech services from UK to rest of world IP use by firms in developing countries Consumer attitudes to, and use of, IP	Measures of patent backlogs/global pendency	Market-based metrics based on enterprise behaviour Number of young innovative firms using IP Measures of effective compliance with IP system Investment in knowledge assets by UK based firms using IP Level of income generated from IP rights
Strategic outcome indicators – measure the outcomes of corporate actions and outputs that deliver this strategy.	Reputation measures from established user surveys Success in persuading others to follow UK policy objectives. Successful implementation of new policy following the Hargreaves Review Progress on EU initiatives to remove barriers to cross-border trade and use of IP.	Reputation measures from established surveys Metrics on percentage of electronic transactions Metrics on quality, benchmarked against peers Metrics on speed and cost of processing IP rights, benchmarked against peers New work sharing agreements	Impact of IPO services on high-growth potential firms Number and percentage of UK firms who are satisfied with advice / support Metrics on innovation to meet customer needs in specific areas (types of firms/rights) Number of firms / individuals accessing IPO data and information services Metrics of range and quality of data / information / expert services IPO offers Success rates for IP enforcement hub Effectiveness of enforcement systems in linking up data across government

ANNEX B

Strategic links

LINK \ GOAL	Global and national IP policy that promotes UK competitiveness and growth, and meets the needs of consumers and society	World class IP rights, and a reputation for expertise, customer focus, and innovation in rights delivery that inspires global change	A portfolio of IP products and services targeted to meet latest customer and market needs and help businesses start and grow
IPO/Improve	Policy capability project Stakeholder project	Benchmarking project TM10 Efficiency project	
UK government	Hargreaves Review on IP and growth BIS Growth White Paper BIS Trade White Paper	Hargreaves Review on IP and growth	Hargreaves Review on IP and growth New BIS business support infrastructure
International	EU Single Market Act; Europe 2020; Digital Agenda; Innovation Union; Review of EU Enforcement Directive; EU Trade blueprint.	Reform of the Patent Cooperation Treaty Worksharing initiatives International benchmarking OHIM fund projects	Cooperation with UKTI Work with EU Counterfeiting observatory

LINK \ GOAL	Well-led, engaged staff with the right skills, who live our values and work together to achieve our goals	An embedded culture of value for money, accountability and transparency	Modern, innovative and sustainable systems, processes and ways of working	An ability to shape our work for maximum benefit by understanding IP's economic and social impact, our customers, markets and stakeholders
Improve and other IPO initiatives	People strategy	Efficiency Project Management Information Project Finance Fit	Working Beyond Walls IT Strategy	
UK government initiatives		BIS Commercial Strategy		

ANNEX C

The Corporate Strategy is the first stage in our corporate planning cycle. It sets out our high level five year priorities and strategic approach. Our Corporate Plan and Directorate business plans will be structured around the strategic goals and outcomes, and budgets and team objectives justified against them. The strategy will be reviewed and refreshed on a yearly basis.



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