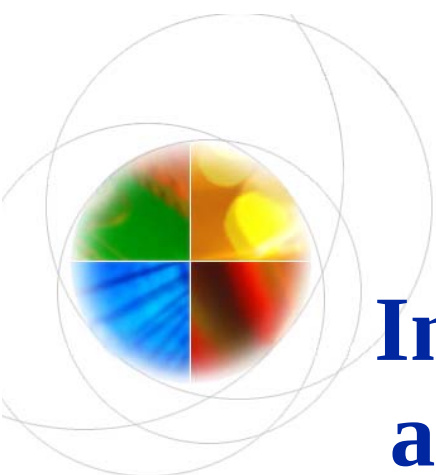


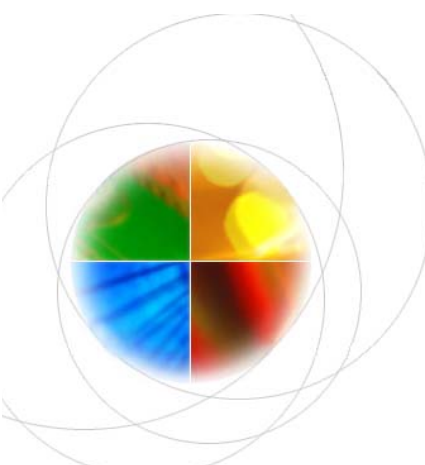


International Benchmarking and Evaluation of Outreach Activities of IP Offices

Guriqbal Singh Jaiya

Director, SMEs Division

World Intellectual Property Organization

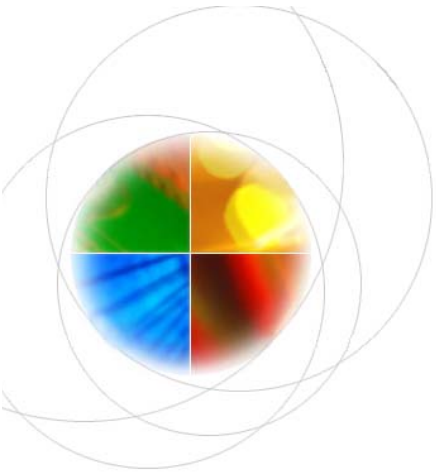


FOCUS

As the Cheshire Cat said to Alice: “If you don’t know where you’re going, any road will take you there.”

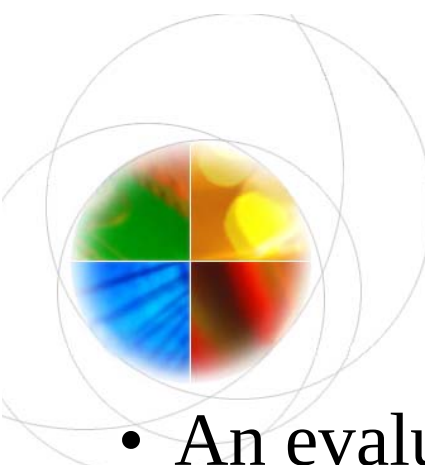
Alignment

Aligning Organizational and Individual Goals					
Vision	Skills	Incentives	Resources	Action Plan	Change
	Skills	Incentives	Resources	Action Plan	Confusion
Vision		Incentives	Resources	Action Plan	Anxiety
Vision	Skills		Resources	Action Plan	Slow change
Vision	Skills	Incentives		Action Plan	Frustration
Vision	Skills	Incentives	Resources		False starts



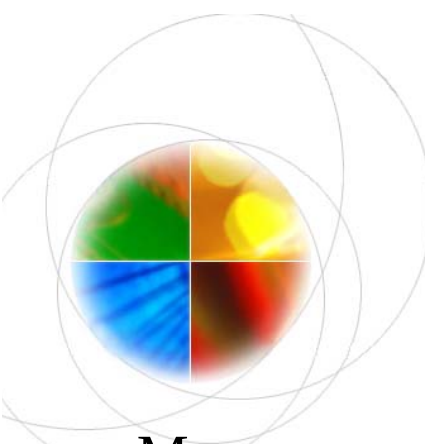
EVALUATION

Evaluation is the systematic collection and analysis of data needed to make decisions, a process in which most well-run programs engage from the outset.



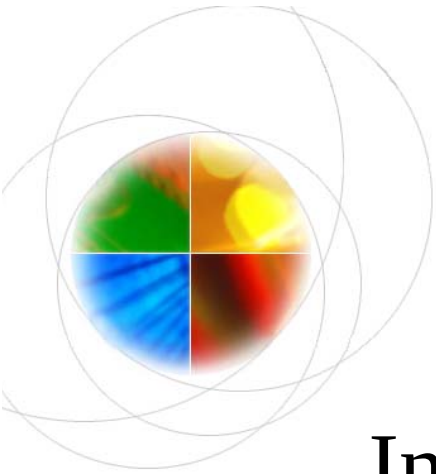
EVALUATION

- An evaluation can be an important tool in improving the quality of a program if it is integrated into the fabric of the program rather than added on after the fact.
- Program personnel are more likely to use the results of an evaluation when they play a role in deciding what to examine, conducting the evaluation, and interpreting the results.



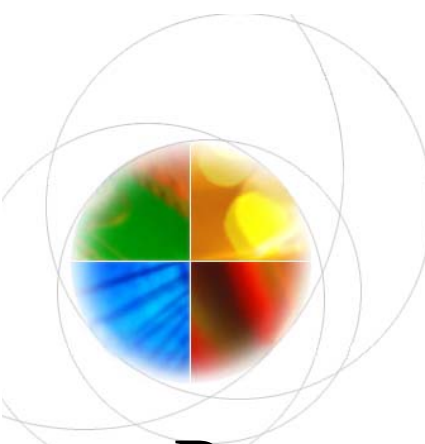
EVALUATION

- Many reasons to conduct evaluations, such as:
 - To determine the effectiveness of programs for participants;
 - To document that program objectives have been met;
 - To provide information about service delivery that will be useful to program staff and other audiences; and
 - To enable program staff to make changes that improve program effectiveness.



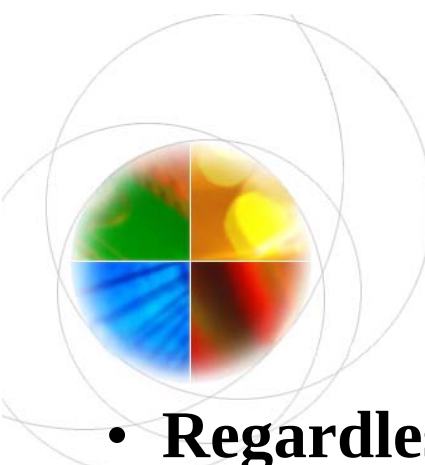
EVALUATION

In other words, evaluations help to foster **accountability**, determine whether programs **"make a difference,"** and give staff the information they need to **improve service delivery.**



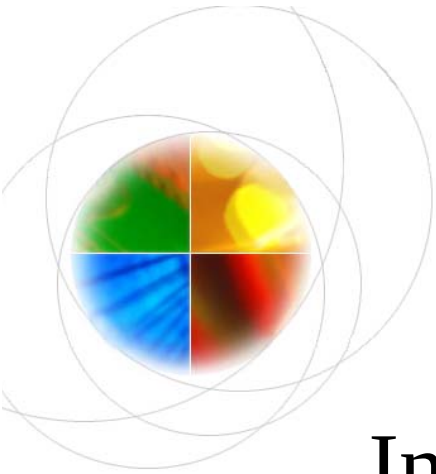
EVALUATION

- **Process Evaluations** describe and assess materials and activities
- **Outcome Evaluations** study the immediate or direct effects on beneficiaries
- **Impact Evaluations** look beyond the immediate results of policies, instruction, or services to identify longer-term as well as unintended effects



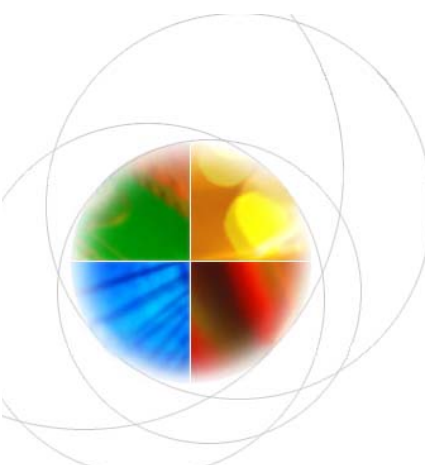
EVALUATION

- **Regardless of the kind of evaluation, all evaluations use data collected in a systematic manner. These data may be quantitative or qualitative.**
- **Successful evaluations often blend quantitative and qualitative data collection.**
- **The choice of which to use should be made with an understanding that there is usually more than one way to answer any given question.**



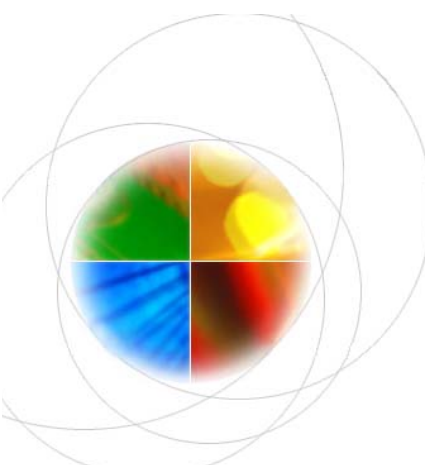
EVALUATION

In other words, evaluations help to foster **accountability**, determine whether programs **"make a difference,"** and give staff the information they need to **improve service delivery.**



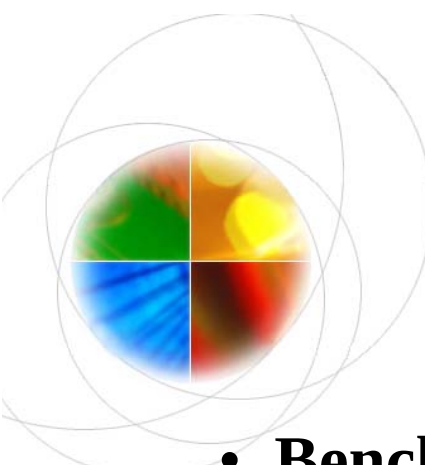
BENCH MARKING

- **Benchmarking** is the continuous search for relevant best practices that lead to superior performance and customer satisfaction, by measuring against and learning from other parts of same organization, competitors or companies recognized as leaders.



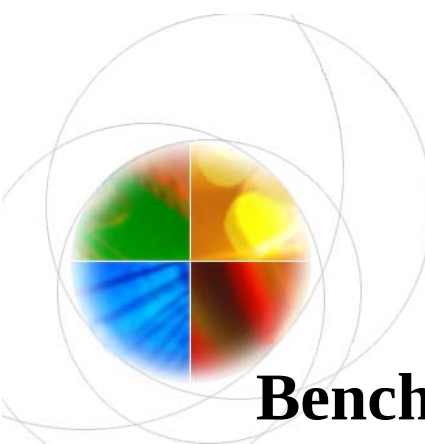
BENCH MARKING

- **Benchmarking** is the continuous search for relevant best practices that lead to superior performance and customer satisfaction, by measuring against and learning from other parts of same organization, competitors or companies recognized as leaders.



BENCH MARKING

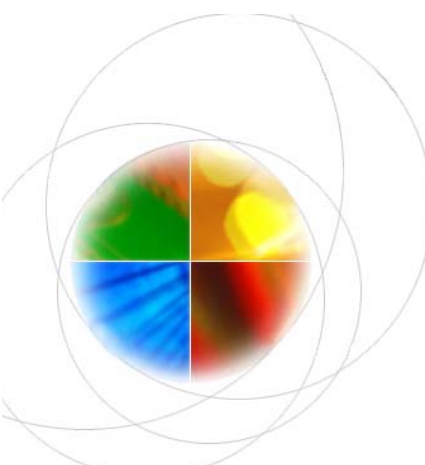
- **Benchmarking** is the process of measuring your operations against similar operations for the purpose of improving your business processes. The purpose of benchmarking is to improve products and processes to better meet customer needs. The linkage of the business process to customer needs is critical to effective benchmarking.



BENCH MARKING

Benchmarking is a powerful tool for driving continual improvement. It delivers 3 critical inputs to improving quality and productivity:

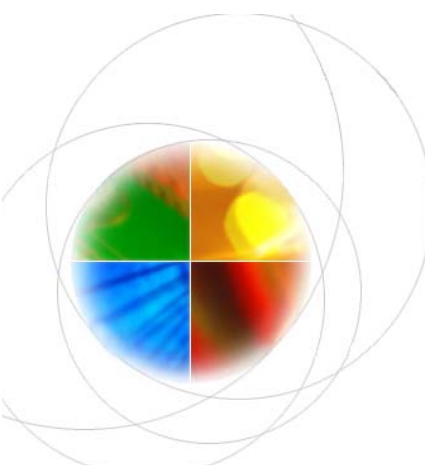
- **a comparison of business performance versus the competition and the world's "Best-in-Class"**
- **an understanding of how the "Best-in-Class" achieve superior performance levels**
- **answers to how gaps can be closed between the organization and the "Best-in-Class"**

A decorative graphic on the left side of the slide. It features a central sphere divided into four quadrants of different colors: green (top-left), yellow (top-right), blue (bottom-left), and red (bottom-right). This sphere is surrounded by several thin, overlapping circles of varying sizes, creating a complex, geometric pattern.

BENCH MARKING

Benchmarking looks at best practices:

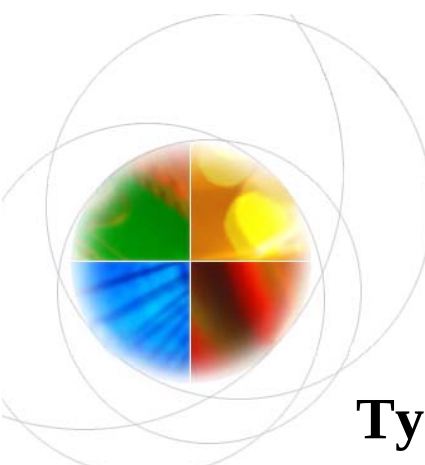
- **Internally among divisions;**
- **Within the industry; and**
- **Outside the industry - “out-of-box”.**



BENCH MARKING

Types of Benchmarking

- **Industry Group Measurements**
- **"Best Practice" studies**
- **Cooperative Benchmarking**
- **Competitive Benchmarking**



BENCH MARKING

Types of Benchmarks:

- **Internal**: a comparison of internal operations and processes.
- **External/Competitive**: direct comparison of company operations to other organizations to determine areas for improvement.
- **Functional/Industry/Non-competitive**: comparison of functions across the same, broad industry, or comparison of similar functions within unrelated industries to identify trends and innovations.



BENCH MARKING

Change Management

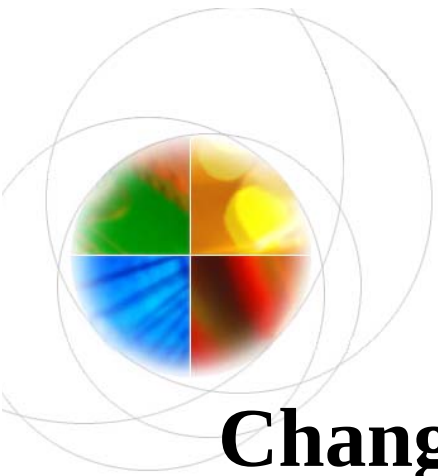
Requires Project management skills as well as understanding the behavioral aspects of change. The overall process usually requires three different teams (different charters, not necessarily different people)



BENCH MARKING

Change Management

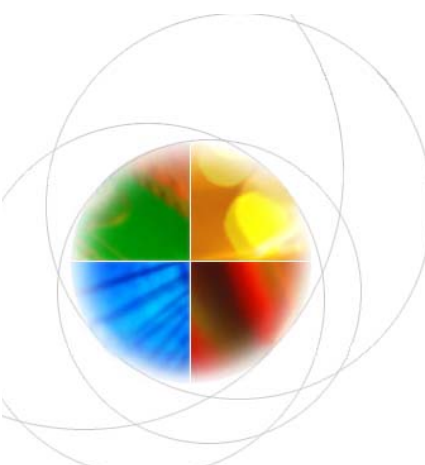
1. A **Needs Assessment Team** to identify key customer needs and their status:
 - **Needs that are not being met (cost, quality, timeliness, etc.)**
 - **Needs that are met better by the competition (hiring consultants)**
 - **Needs that are being met but can be improved.**



BENCH MARKING

Change Management

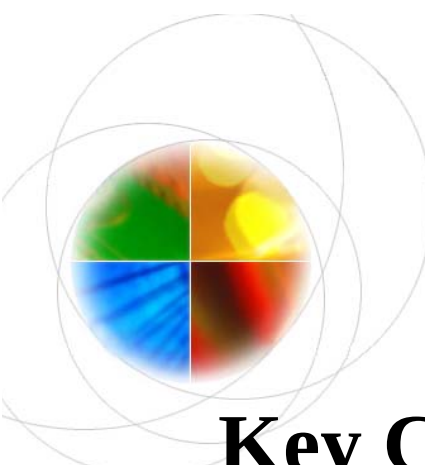
2. The **Benchmarking Team** takes the Needs Assessment results to design the required benchmarking project.



BENCH MARKING

Change Management

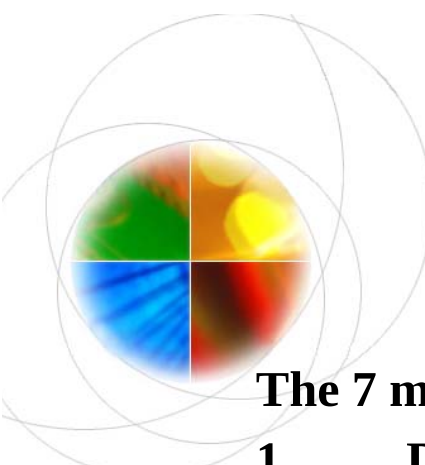
3. A Problem Solving Team to take the action required to change the audit process identified by the Benchmark Team. The Problem Solving Team also helps to identify new customer issues for a continuous change management loop.



BENCH MARKING

Key Components

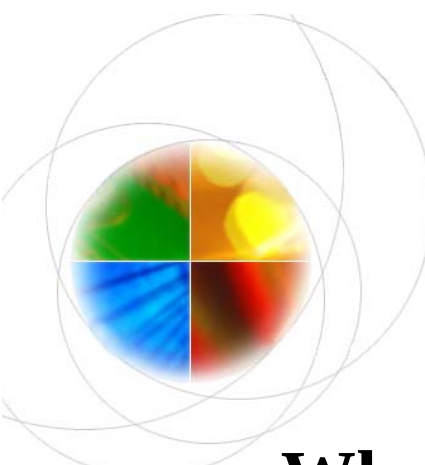
- **Data gathering through detailed surveys of measures and processes;**
- **Identification of best performers;**
and
- **Site visits to the best performers**



BENCH MARKING

The 7 main steps of a benchmarking study are:

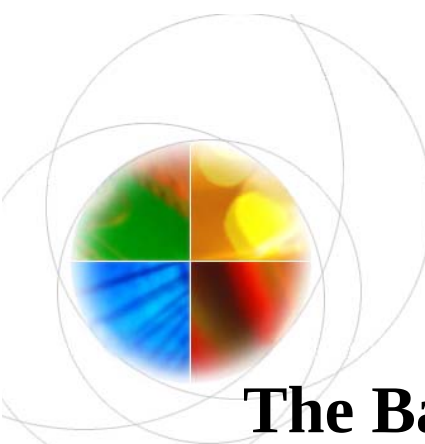
- 1. Determining which functions to benchmark,**
 - 2. Identifying the key performance variables to (critical success factors) for the business,**
 - 3. Identifying “BEST IN CLASS” in those fields, assessing and comparing their performance,**
 - 4. Identifying reasons for performance**
 - 5. Measuring your own business performance,**
 - 6. Specifying programs and actions to close the**
 - 7. Implementing and monitoring results.**
- measure**
- differences,**
- gap, and**



BENCH MARKING

What is Process Benchmarking?

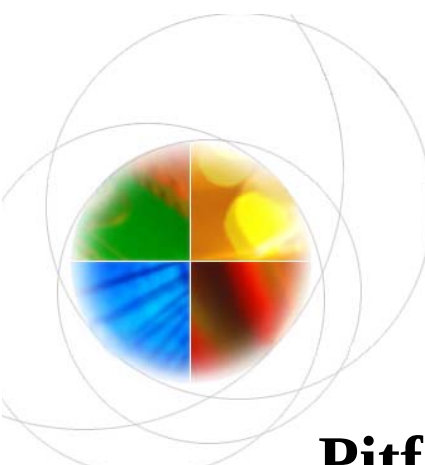
A process which analyzes and evaluates the manner in which an organization performs its functions and activities, compares these processes to internal and/or external processes, identifies and then incorporates best practices to improve performance to gain a competitive advantage.



BENCH MARKING

The Basic Benchmarking Process

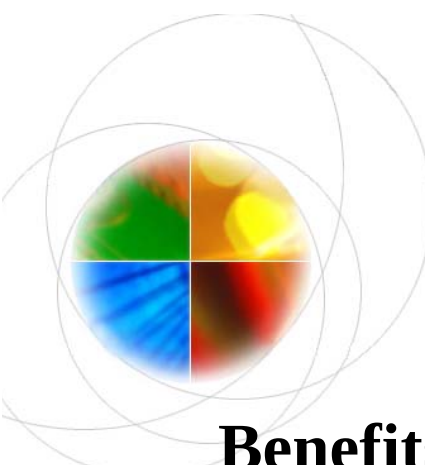
- **Plan:** Identify and understand your processes; identify benchmark process and indicator
- **Analyze:** compare your organization to the benchmark indicator to identify performance gaps
- **Develop:** develop goals and performance levels; develop clear action plan
- **Action:** implement action plan
- **Review:** monitor results and adjust steps accordingly



BENCH MARKING

Pitfalls of Process Benchmarking:

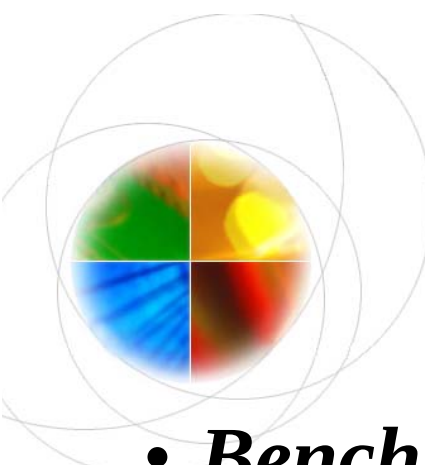
- Must prepare to perform benchmarking
- 70% of all process improvement initiatives fail due to: lack of relevance, leadership, perseverance and planning.
- Typical blocks to success: no buy-in from management, no champion, wrong people involved, failure to consider customer, too long or costly.



BENCH MARKING

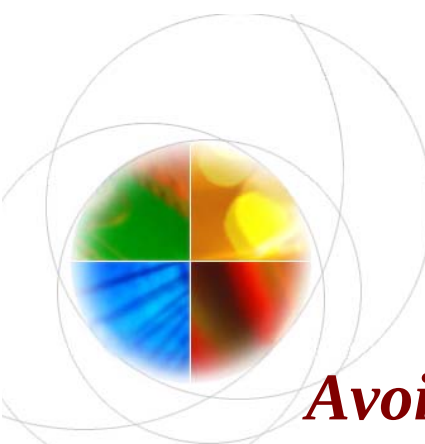
Benefits of Process Benchmarking:

- Creates better understanding of current processes and (potentially) improves those processes
- A precise way to measure gaps in performance
- Sets realistic performance goals and action plans
- Brings innovative ideas and accelerates change
- Team building tool



BENCH MARKING

- ***Benchmarking*** is usually part of a larger effort, usually a Process Re-engineering or Quality Improvement initiative
- ***Benchmarking*** is a tool to help you improve your business processes. ***Any business process can be benchmarked.***



BENCH MARKING

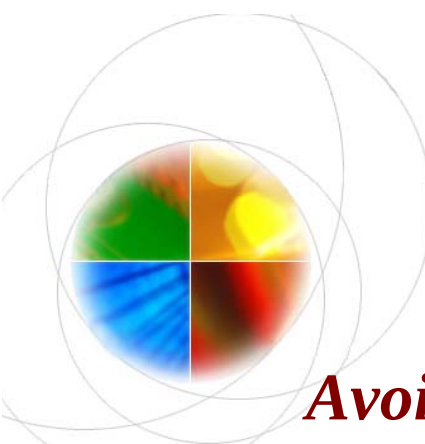
Avoid these ten benchmarking mistakes

Mistake #1. Confusing benchmarking with participating in a survey.

Mistake #2. Thinking there are pre-existing "benchmarks" to be found.

Mistake #3. Forgetting about service delivery and customer satisfaction.

- **Mistake #4. The process is too large and complex to be manageable.**



BENCH MARKING

Avoid these ten benchmarking mistakes

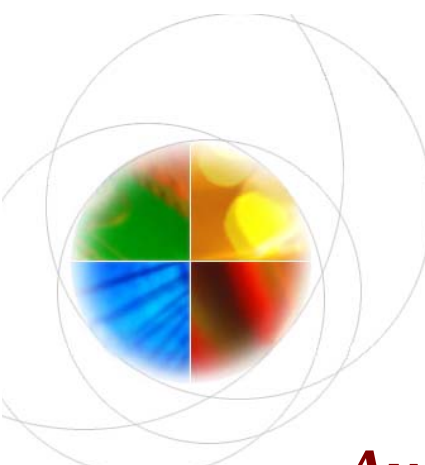
Mistake #5. Confusing benchmarking with research.

Mistake #6. Misalignment.

Mistake #7. Picking a topic that is too intangible and difficult to measure.

Mistake #8. Not establishing the baseline.

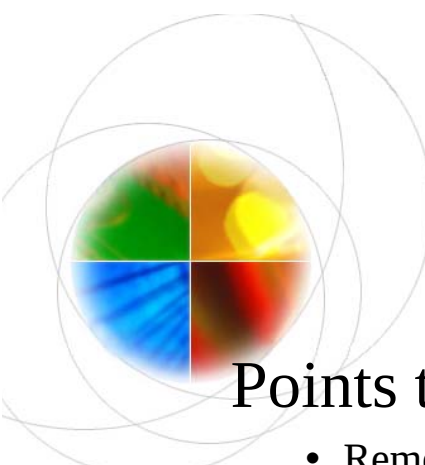
Mistake #9. Not researching benchmarking partners thoroughly.



BENCH MARKING

Avoid these ten benchmarking mistakes

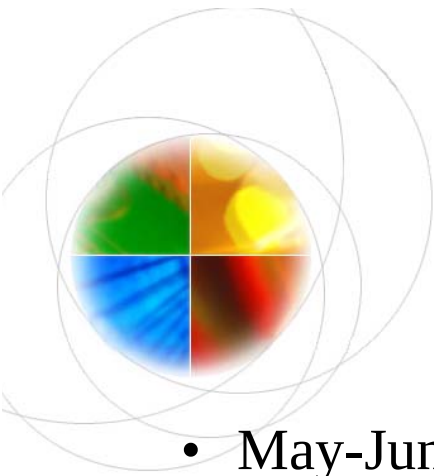
Mistake #10. Not having a code of ethics and contract agreed with partners. Your partners should be clear about what you are seeking to learn from them, how that information will be treated, who will have access to it and for what purposes it will be used. Ideally, this should be formally agreed.



BENCH MARKING

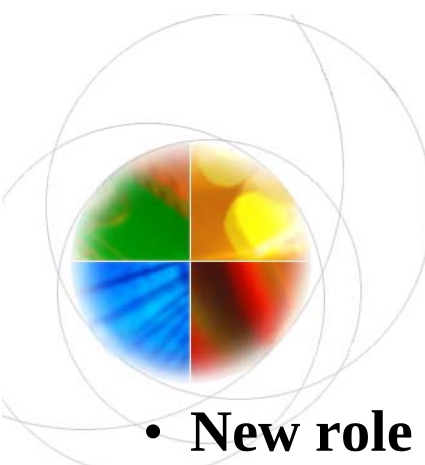
Points to watch:

- Remember that the most important issues may change with time.
- Don't try to benchmark too many things to begin with. Begin with the two or three highest priorities, then gradually add others as the first batch becomes part of your normal activities.
- Don't waste time benchmarking things that are 'just nice to know'. Every benchmark should be aimed at improving performance in an area that contributes to profits or customer satisfaction.
- The more precisely you define what you want to measure, the more useful the information you gather will be.
- Before you start comparing with other companies, test the benchmarks within your own organization, to make sure they really work. If you are measuring the wrong thing, or can't get the information you need inside the company, you will be wasting your time going outside.



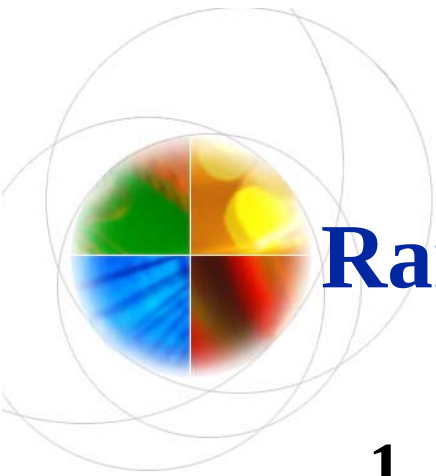
Information Collection

- May-June 2001: A questionnaire was sent to all IP offices, SME focal points, and a number of additional national institutions.
- On the basis of replies some experiences were compiled and published on SMEs web site.
- **Not a proper benchmarking exercise**, rather a compilation of **experiences or "best practices"** of a number of institutions
- **"best practices"** are documented strategies and tactics employed by highly admired institutions.



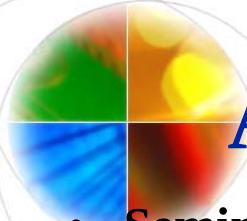
General Trends and Conclusions

- **New role of IP Offices (beyond the registration function)**
- **Government SME support institutions are beginning to include IP in some of their activities and services to SMEs**
- **Cooperation between various SME support institutions, chambers of commerce and industry, IP offices, SME associations, incubators, R&D Centers, universities**
- **Use of new technologies for the provision of services and information to SMEs**



Range of activities mentioned

- 1. Awareness-raising and Training Activities**
- 2. Technological Information Services**
- 3. Financial Assistance**
- 4. Customised Advisory Services**
- 5. Assistance on IP Exploitation
Commercialisation and/or
Technology Transfer**



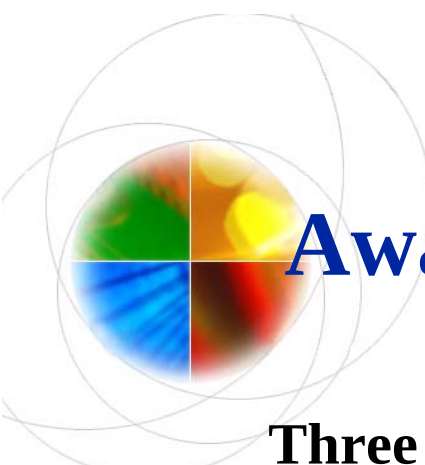
Awareness-raising and Training

- **Seminars, conferences and campaigns for entrepreneurs, researchers, inventors and students in areas of technical expertise;**
- **IP guides, brochures and other information material;**
- **Web sites with practical information on IP issues for entrepreneurs;**
- **Collection and dissemination of case studies on use of IP by SMEs;**
- **Customized training manuals for enterprises operating in specific sectors (e.g. biotechnology, etc.);**
- **Basic helpdesk functions of IP offices or chambers of commerce**
- **Multi-media products**



Awareness-raising and Training

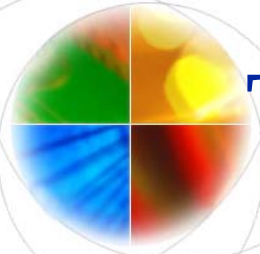
- **Radio and/or television programs on issues relating to IP and innovation;**
- **Integrating IP issues in entrepreneur training programs;**
- **E-learning programs for entrepreneurs and business advisers/consultants;**
- **Proactive visits to SMEs.**
- **Participation in business fairs, contribution to business magazines and other promotional activities for the benefit of SMEs**



Awareness-raising and Training

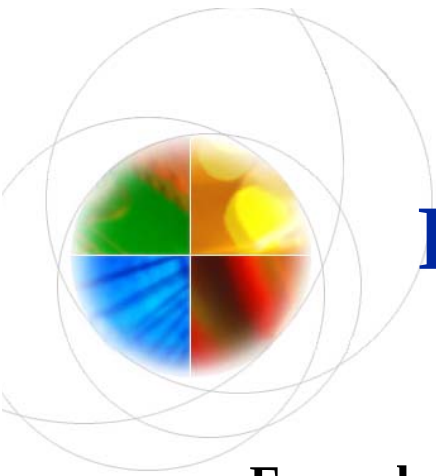
Three stages that will need to be taken consecutively have been identified if public awareness is to be improved:

- a bench-marking exercise to assess current levels of awareness and understanding of intellectual property and to provide a baseline from which the effectiveness of any awareness campaign can be assessed;
- an awareness campaign targeted at any groups specifically identified by the benchmarking exercise; and
- an exercise to assess the effectiveness of any campaign.



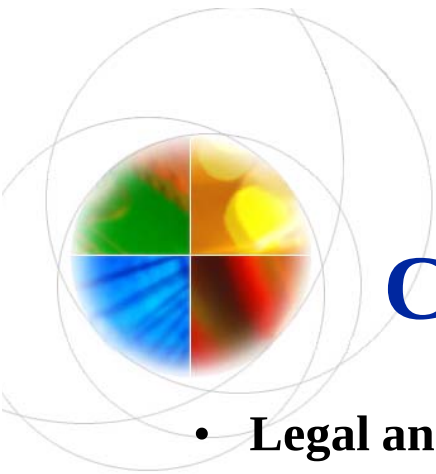
Technological Information Services

- **Practical workshops for entrepreneurs on how to use patent databases;**
- **Free access to IP databases (on-line or in given locations);**
- **Provision of a range of value-added technological information services, often at discount rate for SMEs;**
- **Establishment of patent libraries with specialized staff within universities, technology parks, business incubators, research centers and chambers of commerce;**
- **Regular provision of information on recent patents in a given technical field and/or patent maps;**
- **Development of multilingual IP databases; and**



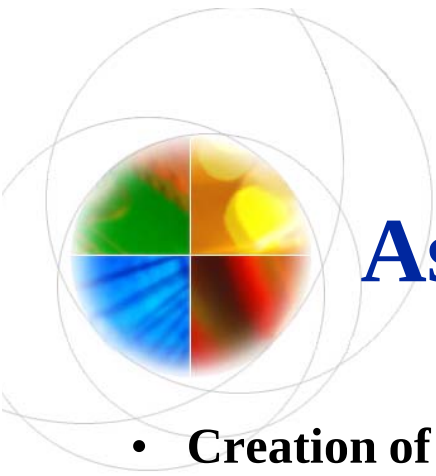
Financial Assistance

- **Fee reductions for SMEs applying for IP rights;**
- **Financial assistance to SMEs applying for IP rights domestically or abroad (either in the form of grants, subsidies or favorable loans); often as part of broader program (e.g. export promotion program)**
- **Partnership between IP office and association of patent attorneys for providing legal advice to SMEs, either free or at an affordable (lower) price.**



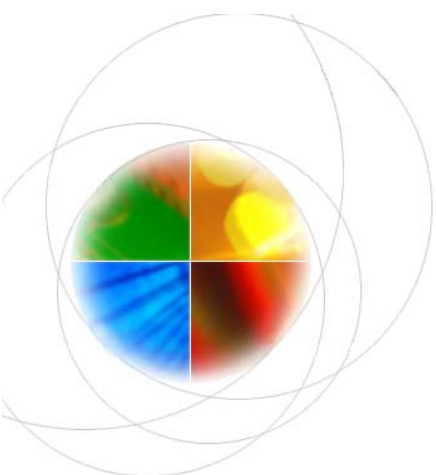
Customised IP Advice

- **Legal and/or commercial assistance to enterprises on how to manage their IP assets and how to develop an IP strategy;**
- **Promotion of, and legal assistance on, the use of collective marks, certification marks and GIs by SMEs;**
- **Pilot projects on IP management with a selected group of enterprises;**
- **Trademark searches and/or assistance in the creation of trademarks or other distinctive signs (e.g. collective marks;**
- **IP audits (free-of-charge or at discounted rate);**
- **Assistance with IP clearance assessments (i.e. freedom-to-operate);**



Assistance on IP Exploitation

- **Creation of databases on licensable technologies (e.g. virtual marketplaces for IP);**
- **Tools and/or assistance for the valuation of IP assets;**
- **Business fairs of licensable technologies where potential licensees and licensors may meet;**
- **Advice for licensing negotiations;**
- **Programs to facilitate and create incentives for technology transfer; and**
- **Establishment of technology licensing offices (TLOs) within universities and public sector research centers.**



THANK YOU