

WIPO ICT Leadership Dialogue (WILD)

Second Session
Geneva, April 14 to 16, 2026

SUMMARY OF DISCUSSIONS

prepared by the Secretariat

INTRODUCTION

1. The second session of the World Intellectual Property Organization (WIPO) ICT Leadership Dialogue (WILD) was held in a hybrid format at WIPO Headquarters in Geneva from April 14 to 16, 2026.

2. The following Member States of WIPO were represented at the session: Albania; Andorra; Angola; Argentina; Armenia; Australia; Azerbaijan; Botswana; Brazil; Bulgaria; Cambodia; Canada; Chile; China; Colombia; Côte d'Ivoire; Croatia; Czech Republic; Denmark; Dominican Republic; Ecuador; Egypt; Finland; France; Gambia (the); Germany; Ghana; Greece; Guatemala; Equatorial Guinea; Hungary; Iceland; India; Indonesia; Iran (Islamic Republic of); Ireland; Israel; Italy; Jamaica; Japan; Jordan; Kazakhstan; Kenya; Lao People's Democratic Republic; Latvia; Madagascar; Malaysia; Mexico; Mongolia; Netherlands; Niger; Norway; Pakistan; Paraguay; Peru; Philippines; Poland; Portugal; Republic of Korea; Republic of Moldova; Romania; Russian Federation; Saudi Arabia; Serbia; Sierra Leone; Singapore; Slovakia; Slovenia; South Africa; Spain; Sri Lanka; Switzerland; Togo; Trinidad and Tobago; Tunisia; Turkmenistan; Uganda; United Kingdom; United Republic of Tanzania; United States of America; Uruguay; Venezuela; and Zambia (83).

3. The following intergovernmental organizations and other international organizations also took part in the session: African Intellectual Property Organization (OAPI); African Regional Intellectual Property Organization (ARIPO); Benelux Organization for Intellectual Property (BOIP); Eurasian Patent Organization (EAPO); European Patent Organization (EPO); European Union (EU); European Union Intellectual Property Office (EUIPO); and the International Union for the Protection of New Varieties of Plants (UPOV) (8).

4. Two guest speakers from Perplexity and Info-Tech Research Group also contributed to the session.

5. The list of participants is available at:
https://www.wipo.int/meetings/en/details.jsp?meeting_id=90908

Opening of the session

6. The second session was opened by WIPO's Director General, Daren Tang, who emphasized that Artificial Intelligence (AI) has become an increasingly important driver of digital transformation across intellectual property (IP) offices and institutions. He stressed that AI is more than technology and is reshaping business operations and digital infrastructure, while raising important questions about how IP offices can improve service quality, efficiency and delivery while preserving trust, security and accountability. He underlined that technology adoption alone is not enough, and that successful transformation requires strong data foundations, good governance, robust cybersecurity, interoperability through standardization, and people and organizational cultures prepared for change. He recalled that WILD was established to foster exchange among ICT leaders and executive decision-makers across the global IP community and stressed that collaboration, rather than fragmentation, would be essential to accelerating progress.

Officers and documentation

7. Ms. Sian-Nia Davies (United Kingdom) acted as Chair. Mr. Young-Woo Yun (WIPO) acted as Secretary to WILD.

8. The session program, presentations and other related documents are available at:
https://www.wipo.int/meetings/en/details.jsp?meeting_id=90908.

DISCUSSIONS

9. AI transformation for IP offices was the main topic of the second session of WILD. Grouped under six themes, 33 presentations were delivered. In addition, the program included one keynote address, two industry guest speeches, four concurrent breakout sessions and two plenary panel discussions. The discussions focused on practical approaches to AI adoption in IP offices; the strategic role of data, including its quality, standardization and sharing; digital interoperability and harmonization; information security and resilience; modernization of digital architectures and APIs; institutional maturity and readiness; and the talent, skills and organizational conditions needed to sustain digital transformation.

10. The Secretariat reported the updates from the first session of WILD, which included the establishment of two focus groups: the CIO Network and the AI Tools Collaboration Group. The Secretariat also informed the participants that a dedicated WILD website made available at:
<https://www.wipo.int/en/web/wipo-ict-leadership-dialogue>.

Day 1: From AI strategy to practical implementation in IP offices

11. Discussions on the first day were based on presentations under Themes 1 and 2.

12. Across the first day, attention centered on how IP offices have been approaching AI not only as an emerging technology, but as a strategic and operational issue requiring clear policy direction, institutional readiness, practical use cases and sustained organizational adaptation.

13. Under Theme 1, participants discussed strategic and policy approaches to AI transformation. The discussions highlighted in particular:

- (a) the importance of aligning AI initiatives with institutional priorities and business needs;
- (b) the need for AI governance frameworks that address legal, ethical, operational and organizational considerations;
- (c) the value of business and IT collaboration in identifying relevant AI use cases and ensuring effective implementation;
- (d) the importance of phased and pragmatic AI adoption approaches, especially for IP offices with differing levels of digital maturity;
- (e) the need for leadership support, change management and internal awareness to build trust and readiness across the organization for AI transformation; and
- (f) the significance of human-centric approach to AI adoption, where tools are designed and implemented to support users, strengthen trust, and respond to institutional and operational needs.

14. Under Theme 2, participants exchanged practical experiences on AI-powered solutions for IP businesses and on the conditions required to implement them effectively. The discussions highlighted in particular:

- (a) the growing use of AI tools to support activities such as classification, search, translation, analytics and workflow support;
- (b) the importance of selecting use cases that respond to concrete operational needs and can demonstrate practical value;
- (c) the dependence of effective AI deployment on high-quality, structured and interoperable data;
- (d) the need to manage costs, infrastructure choices, procurement approaches and supplier relationships carefully; and
- (e) the continuing importance of human oversight, explainability and institutional accountability in the use of AI-enabled systems.

15. Across both themes, participants underlined that successful AI transformation depends not only on tools and technology, but also on human-centric policy, data strategy, AI governance, leadership engagement, institutional culture, change management, and the willingness to build trust through its practical implementation. Participants also stressed that responsible AI, explainability, accountability, and human oversight should be included as key areas for future collaboration on the use of AI.

Day 2: Strengthening the data, security and architectural foundations of digital transformation

16. Discussions on the second day were based on presentations under Theme 3, a guest speaker presentation, four parallel breakout sessions and Panel 1 discussion on the outcomes of the breakout sessions.

17. Across the second day, discussions centered on the institutional, technical and governance foundations needed to support digital transformation, AI adoption and practical collaboration among IP offices. Attention was given to data as a strategic asset, the conditions required for interoperability and digital harmonization, and the organizational and technical measures needed to support secure, sustainable and scalable modernization.

18. Under Theme 3, participants discussed data policy and data sharing. The discussions highlighted in particular:

- (a) the growing importance of data as a strategic asset for IP offices and as a foundation for digital services, analytics and AI-enabled tools;
- (b) the need for clear governance, ownership and accountability models for data across institutions;
- (c) the importance of structured, machine-readable and interoperable data in supporting service modernization and cross-office collaboration and AI transformation;
- (d) the challenges posed by fragmented systems, inconsistent semantics and uneven data quality;
- (e) the need to balance openness, sharing and reuse with legal, privacy, security and operational considerations; and
- (f) the importance of strong data readiness, interoperability and institutional capability as enabling conditions for effective and sustainable AI transformation.

19. The industry guest speaker presented an industry perspective on the rapid development of AI and information systems, helping to frame the broader technological context within which IP offices are pursuing digital transformation and adoption of emerging technologies.

Breakout Sessions

20. Four breakout sessions were run in parallel: Information Security, Digital Solution Architecture, Application Programming Interfaces (APIs), and Data Quality Management.

21. The breakout session on Information Security focused on governance, risk management and resilience. Participants emphasized that information security is not only a technical issue affecting continuity of operations and the protection of sensitive data, but also a broader matter of institutional trust and integrity. The discussion underlined the need for proportionate security governance, business continuity mechanisms, stronger monitoring and risk classification, and improved preparedness in relation to cybersecurity, data security, personal information protection and AI system security.

22. The breakout session on Digital Solution Architecture addressed the modernization of fragmented and legacy environments, reuse of technology components across product lines, API-based integration, business-process alignment and the importance of common architecture principles. It also highlighted sourcing models, including the balance between internal capability, external suppliers and long-term institutional control.

23. The breakout session on APIs examined the role of APIs in internal integration, external services and broader interoperability. Examples were shared relating to application filing, data exchange, machine translation, IP document classification and system integration. The discussion highlighted common challenges relating to ownership, discoverability, documentation, maintainability, security, rate management, versioning and alignment with standards such as WIPO Standard ST.90.

24. The breakout session on Data Quality Management considered data quality at source, machine-readable input, governance models, structured data, legacy data cleanup and readiness for AI and advanced digital tools. The discussion emphasized that data quality is both an organizational and a technical issue and that sustainable improvement depends on clear ownership, process design, common semantics and practical commitment within offices.

25. In Panel 1, the moderators of breakout sessions reported the outcomes of the breakout sessions, and Panel identified several common conclusions. They underlined the importance of practical exchange among IP offices on security, architecture, APIs and data quality; the need to align technical decisions with business needs and governance models; the continuing value of standards and shared approaches; and the role of practical cooperation in helping IP offices address common implementation challenges.

Day 3: Advancing institutional readiness, harmonization and practical collaboration

26. Discussions on the third day were based on a guest speaker session, presentations under Themes 4, 5 and 6, and Panel 2 on digital collaboration and key actions for IP offices and WIPO.

27. Across the third day, discussions centered on how IP offices can strengthen their institutional foundations, advance digital harmonization, and work closely together in support of sustainable digital transformation. Emphasis was placed on understanding current capabilities, reducing fragmentation, promoting more consistent approaches, and building the human and organizational capacities needed for long-term success.

28. An industry guest speaker presented an industry perspective on ICT maturity and digital capability-building, helping to frame how IP offices can assess their current level of digital development and define practical pathways for improvement. The speaker highlighted how a digital maturity index for IP offices could be developed by drawing on existing industry models and recognized frameworks, while being adapted to the specific needs of IP offices as a tool for self-assessment, benchmarking, strategic planning, and capacity building.

29. Under Theme 4, participants considered the possible use of an ICT maturity index for IP offices. The discussions highlighted in particular:

- (a) the potential value of a common framework for assessing digital maturity, identifying gaps and supporting strategic planning;
- (b) the importance of linking any maturity framework to business capabilities and institutional priorities, rather than technology in isolation;
- (c) the need for an approach tailored to the realities of IP offices and practical enough to be used by IP offices with different levels of capacity and digital development; and
- (d) the possible role of such a framework in supporting benchmarking, self-assessment, matchmaking between IP offices and collaboration among IP offices.

30. Under Theme 5, participants discussed digital harmonization and collaboration. The discussions highlighted in particular:

- (a) the role of WIPO Standards, structured data and interoperable digital systems in reducing fragmentation and enabling practical cooperation;
- (b) the importance of designing systems and services in ways that support reuse, openness and future interoperability;

- (c) the value of continued collaboration on common digital services, exchange mechanisms and harmonized approaches to information sharing; and
- (d) the potential benefits of practical initiatives, including those aimed at simplifying cross-office processes while respecting different legal and procedural environments.

31. Under Theme 6, participants focused on digital talent and capability-building for AI. The discussions highlighted in particular:

- (a) that digital transformation and AI adoption are not only technological processes but also organizational, cultural and human ones;
- (b) the importance of upskilling and reskilling staff members, rather than relying only on new recruitment;
- (c) the need to strengthen critical thinking, AI awareness and practical digital competencies across institutions;
- (d) the importance of trust, explainability and human oversight in the use of AI tools; and
- (e) the role of leadership support, change management and interdisciplinary collaboration in making digital transformation sustainable.

32. Panel 2 focused on how WIPO and IP offices could strengthen practical digital collaboration following the second session of WILD. Participants emphasized the importance of moving beyond exchange of views toward more actionable and practical cooperation, including through knowledge-sharing, collaborative groups, demonstrations of tools and solutions, shared resources and other mechanisms to support offices in addressing common digital transformation challenges. Among the practical follow-up ideas discussed were a “Show and Tell” segment at future WILD sessions, collaboration on AI-enabled search practices and prompt strategies, and possible guidance for heads of IP offices on digital transformation and ICT matters.

Actionable Outcomes

33. In the light of the discussions held over the three days of the second session of WILD, participants discussed how WILD could evolve further as a platform for strategic and practical collaboration among IP offices and WIPO.

34. Participants emphasized that practical outcomes and sustained engagement between WILD sessions would be important to the continued success of WILD. They underlined that active participation and mutual contribution would be essential if WILD supports not only exchange of views, but also concrete collaboration and operational progress.

35. Participants identified the following actionable outcomes and areas:

- (a) strengthening collaboration on the development and use of a digital maturity index for IP offices, including as a tool to support benchmarking, self-assessment, and more targeted and impactful collaboration among offices with similar levels of maturity, shared priorities or complementary strengths;
- (b) investigating a practical “show and tell” event for future WILD sessions, to facilitate the sharing of concrete digital tools, solutions, architectures and implementation experiences, and possible opportunities for follow-up collaboration;

- (c) exploring opportunities for collaboration on AI-enabled search practices, including prompt strategies, practical exchanges regarding emerging AI use cases, and methods to capture, share, and integrate the expertise and knowledge of examiners and specialists into AI-enabled tools to support collective learning and capacity building;
- (d) facilitating the exchange of experiences and best practices in AI governance, including organizational preparedness, leadership involvement, change management, responsible AI, explainability, accountability, and human oversight, all underpinned by robust data readiness, interoperability, and institutional capability;
- (e) considering the development of recommendations for heads of IP offices on digital transformation with a view to supporting strategic decision-making;
- (f) encouraging active participation by IP offices in the CIO Network and the AI Tools Collaboration Group to support practical and concrete follow-up between WILD sessions;
- (g) supporting digital capacity building and continuing cooperation on common challenges for digital transformation, particularly in APIs, data quality, and information security; and
- (h) promoting exchange on digital solution architectures with a view of developing a possible reference architecture for IP offices.

36. Participants also noted that those areas could build on or complement the mechanisms already identified following the first session of WILD, including the CIO Network and the AI Tools Collaboration Group. For example, the CIO Network will explore the Digital Maturity Index and technology stack catalog; and the AI Tools Collaboration Group will collate AI tools that IP offices currently use and organize knowledge-sharing workshops or training sessions. The Secretariat also highlighted the importance of IP offices playing an active role in those collaborative mechanisms.

37. The meeting concluded with a reminder that digital transformation remains an ongoing journey requiring strategic planning, experimentation, institutional learning and international cooperation. Participants were encouraged to continue exchanging knowledge and strengthening collaboration to support a more connected, resilient and digitally capable global IP ecosystem.

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