



**IGE | IPI**

Eidgenössisches Institut  
für Geistiges Eigentum

# AI Transformation Strategy and Policy

## WIPO ICT Leadership Dialogue (WILD/2)

Swiss Federal Institute of Intellectual Property (IPI)

Juergen Horwath  
Geneva, 15.04.2026

**Wir sichern Innovation.**

# AI Transformation Strategy and Policy

The foundation for a successful AI transformation lies in human-centered digital transformation—specifically, the employees, the organization, and the ICT architecture.

AI is less a new topic—and more a **test of maturity for digitalization and for the organization.**

AI amplifies inefficiencies and forces organizations to pay off their digital debt.

# Current digitalization @ IPI

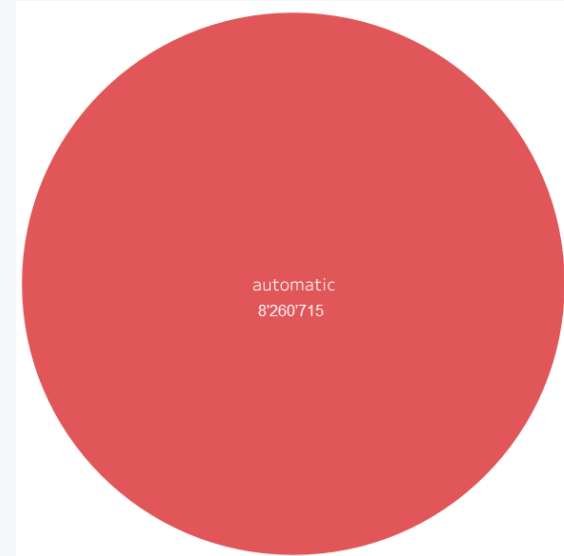
Around **20 millions of processes per year** with **10 business** areas from IP to suspected counterfeit

Until today at IPI digitalization had the **biggest impact** on

- administrative and B2B processes
- customer integration and eGov Services
- operations (Business and IT)

and less or at IPI even very little impact on the knowledge based work.

At IPI we have around **60 Patent Experts** and around **80 Trademark Examiners** that still mainly work with “documents”.

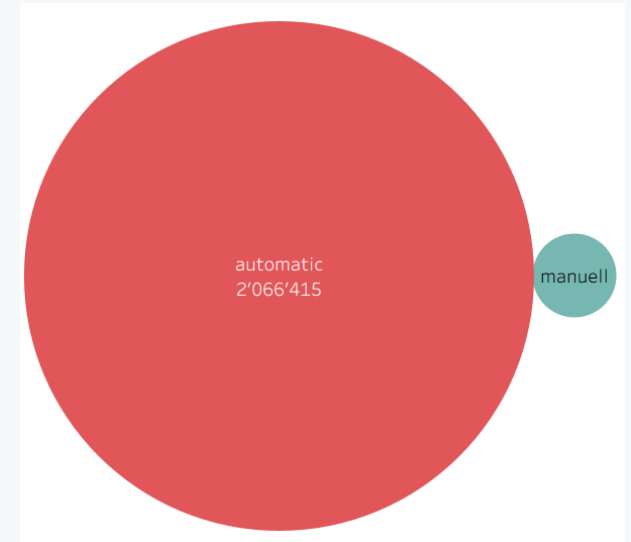


## Patent Services

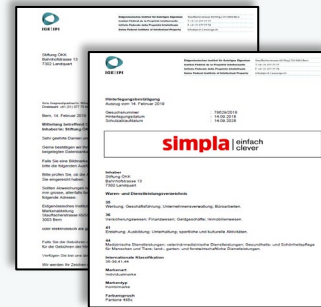
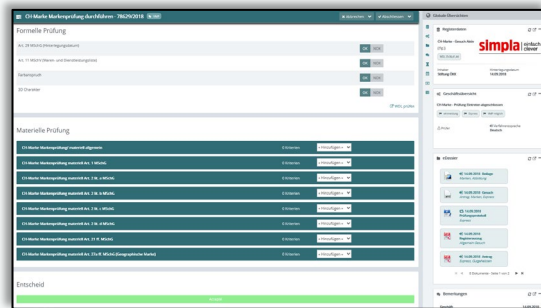
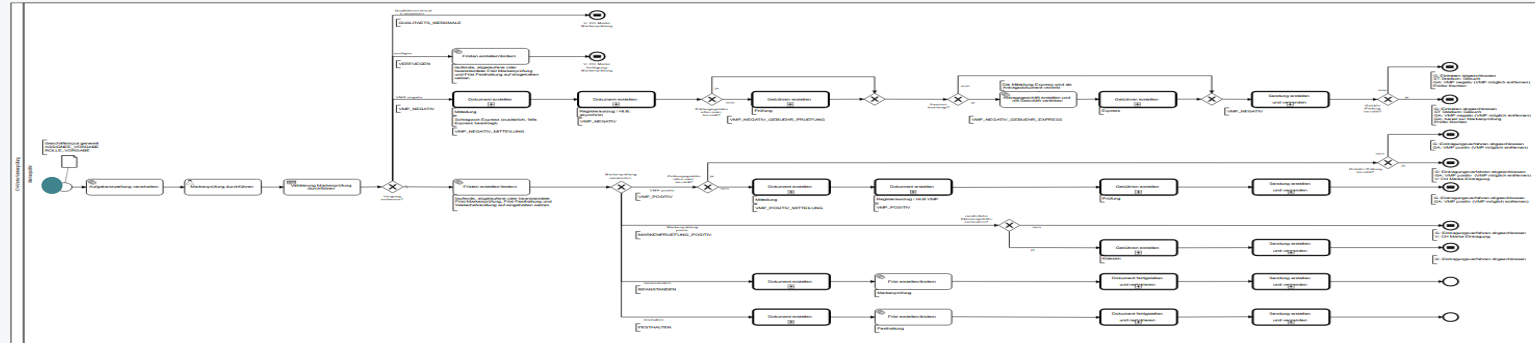
Number of digital Processes 2025

## Trademark Services

Number of digital Processes 2025



# Digitalization of proceedings @ IPI



- **Automation Scope** – only runtime and legal data used
- **Process Payload** – primarily PDF documents
- **Human Work** – majority of effort remains in knowledge-based tasks
- **Data Management**
  - Digital process & business data: centralized (Data Lake / IPI archive)
  - Knowledge data: unstructured, document-centric, decentralized
- **Organizational Core** – IPI examination units remained unchanged

# AI strategic dimensions @ IPI

- Business Strategy (Board of Directors)
- AI Initiatives (cross department AI-Board)
- Technology & Data Strategy (IT)
- AI Governance & Risk (Legal)
- **People / HR Strategy (HR)**



AI generated picture with <https://chatgpt.com/>

# HR Strategy

**AI requires a shift in how humans work.** It demands agility, continuous learning, and a willingness to trust algorithmic outputs.

→ **We newly introduced a strategic HR business unit.** Goal is to support the organization to adapt and to create a positive culture for the upcoming changes.

**AI strategy is 20% technology and 80% people.**

# Business Strategy – Experimental High-Value Use Case Alignment

We strongly believe a winning strategy is **problem-first**. "tech-first" thinking will not lead to a sustainable AI Solution.

→ **experimental approach**: we identify specific Areas where AI can reduce costs, drive quality or simply maintain IPI's employer attractiveness.

**AI Initiatives experimentally** evaluate AI potentials based on **feasibility** versus **business impact**.

# Governance

AI introduces **risks regarding bias, data protection, ethics, copyright, ...** and creates a new dimension of **external dependencies** or requirements regarding human oversight.

→ We started a cooperation with one of the best know lawyers in Switzerland for data protection.

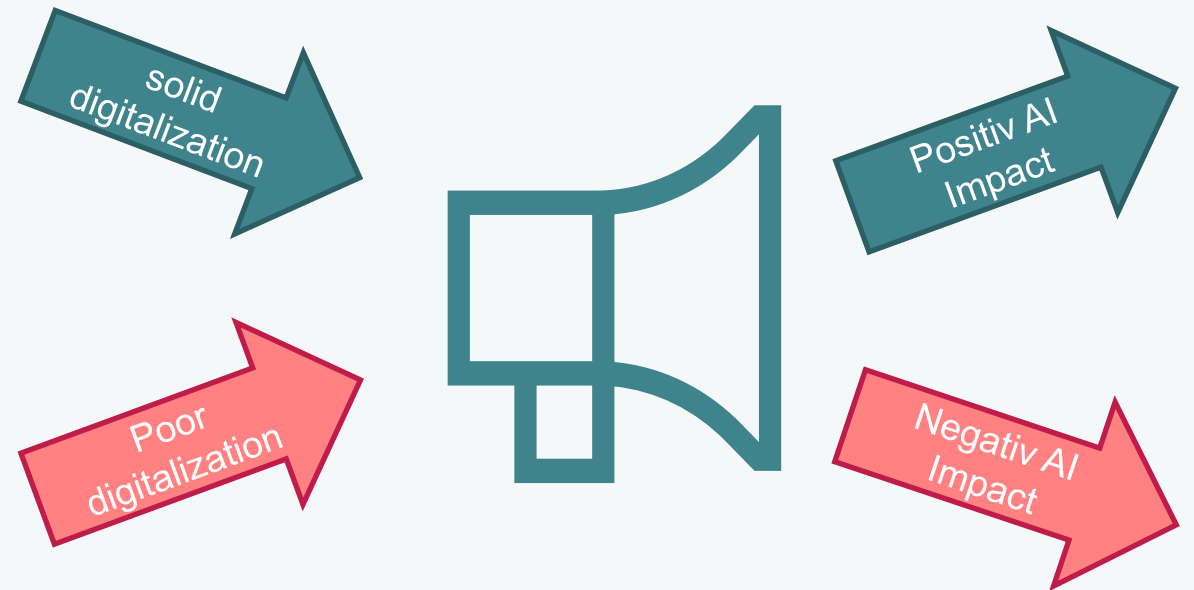
**An ethical framework to manage a "black box" technology is key for a successful AI strategy.**

# The Maturity Test for Digitalization

If you apply AI to badly designed processes or a poor Information architecture you just get **"faster chaos."** Maturity means having

- streamlined, digital processes that AI can actually plug into.
- The data architecture designed as the core of Digitalization.

Ultimately, AI does not add something new; it **exposes what was already missing.**



# Digitalization Lifecycle - Evolutionary development after 10+ years in production

**Step-by-step replacement** of our central platform with harmonized processes into distributed platform using autonomous self contained systems (SCS).

Within the **regular lifecycle** we migrate IP Rights to use the autonomous SCS.

## The Three Pillars of an SCS

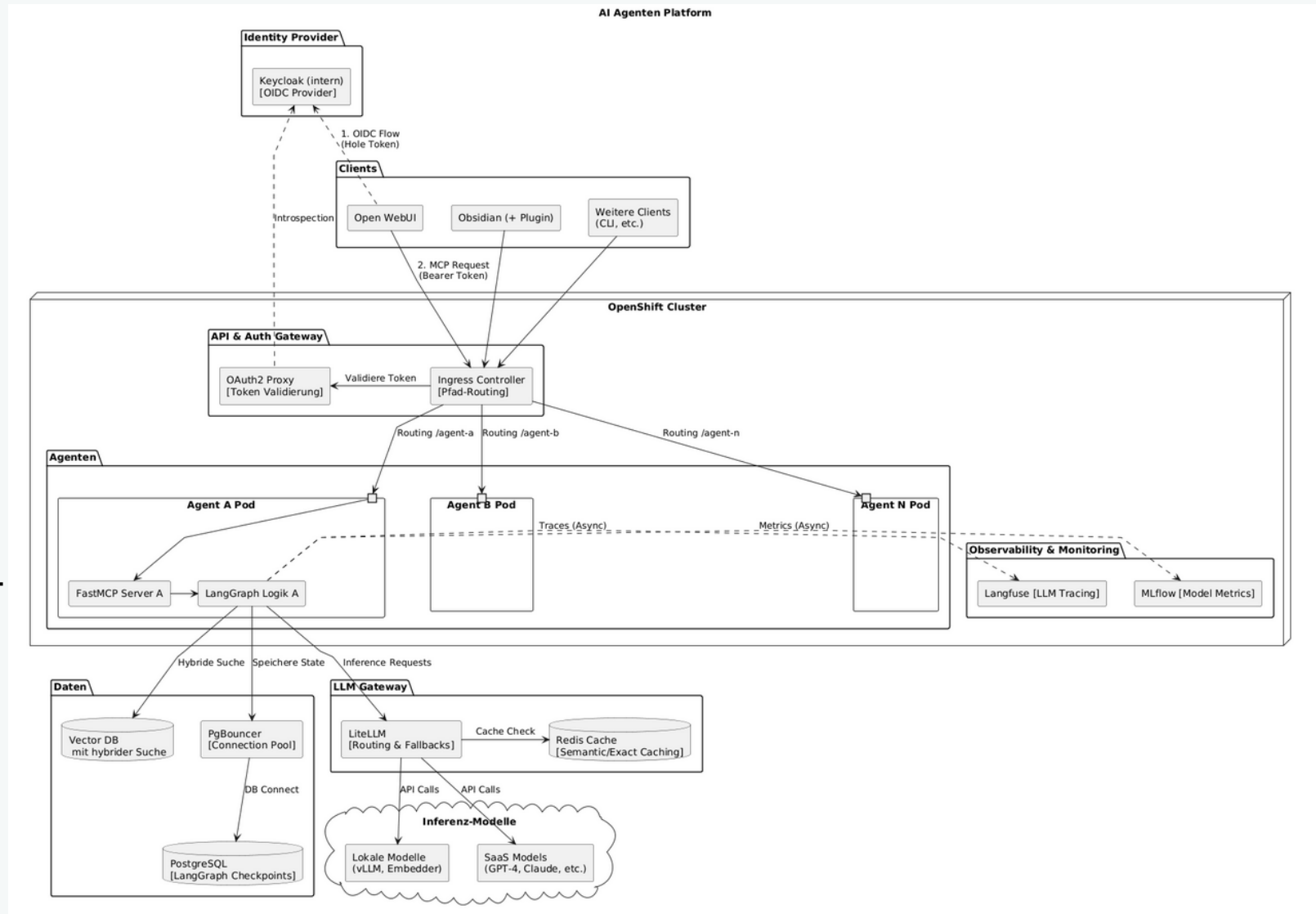
1. Own User Interface
2. Own Business Logic
3. Own Persistence



Source: <https://scs-architecture.org/>

# Experiment: Agentic AI Platform

- **Operational Efficiency:** Automating complex knowledge work
- **New Internal Capability:** development, operation, and optimization of AI Agents.
- **Scalable Deployment:** Rapid rollout and independent scaling
- **Reusable Assets:** enable cross IP utilization with LangGraph & MCP .
- **Advanced Search:** Hybrid-search for high-quality retrieval of internal knowledge.



# Experiment: Secure Microsoft Office AI Integration

Red Ink is Swiss made **add-in** for Microsoft Office that allows you to directly access your preferred large language model (LLM).

- **Data protection:** allows full control about data flow and used LLM.
- **Efficiency:** supporting daily work and generally gaining efficiency.
- **Avoiding dependencies:** keep core functionality and knowledge internal.



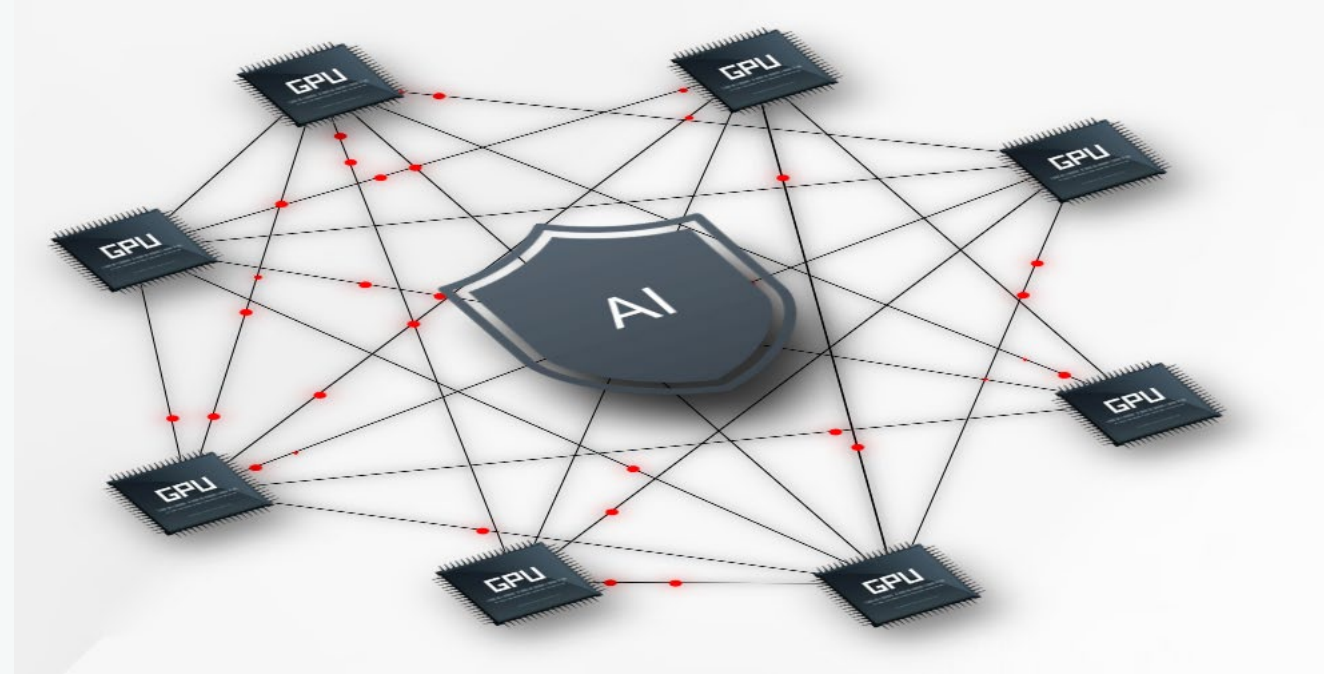
Source: <https://redink.ai/about-red-ink>

# Experiment: Maintaining Independence with an On-Prem AI Platform

We run a prove of concept with the EPFL (Technical University of Lausanne) for a **distributed AI Platform combining cost efficient GPU's.**

Anyway coordinates and combines GPU's into an optimized on-premise cluster.

Goal is to maintain operational capabilities and a minimum of independence.



Source: <https://anyway.dev>

# Experiment: Data pipelines and a Data Lakehouse platform

## Decoupled Storage & Compute

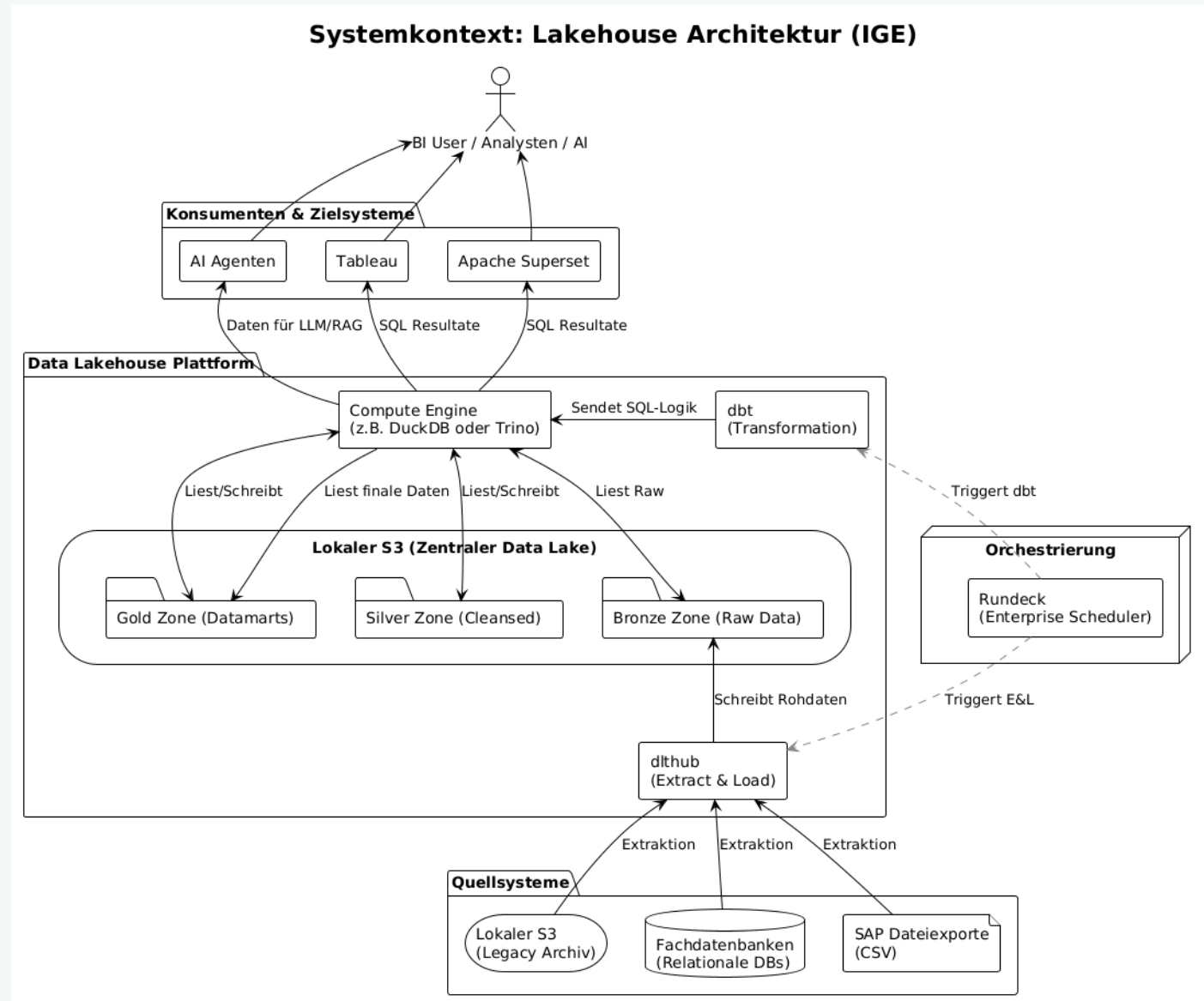
- Central S3 Layer: Single source for all data.
- Plug-and-Play Compute.
- Direct processing without proprietary database silos.

## Open Data Formats

- Standardized and Zero Lock-in
- Universal Access: Ready for BI, Python, and **AI Agents**.

## Operational efficiency

- No separate relational DB needed.
- Reduced maintenance and infrastructure costs.



## Thank you for your attention

It's the **employees representing the invisible foundation that holds everything together.**

Most AI projects fail by over-focusing on technology while neglecting business value, processes, and **people.**

That's why we choose a business driven **experimental approach with a positive failure culture.**