

Transformación Digital de la DNPI

Evolución, Gobernanza y Resiliencia Institucional



Daniel Lavecchia - IT Manager DNPI



- **Initial paper-based model**
- Physical files
- In-person processing
- Over-the-counter payments
- Fragmented processes





Phase 0 – Traditional Model

Phase 1 – Controlled Digitalization

Phase 2 – Elimination of Manual Intake Desk

- Automatic assignment to technical workflows
- Automatic document intake
- System validations
- Automatic document generation
- Fully automated electronic notifications
- Fully electronic case files
- Real-time access to administrative procedures



Organizing the past was also part of the transformation

- Digital transformation was not only about moving forward; it also required organizing the past.
- Progressive digitization of historical archives
- Integration into electronic case files
- Unified access to information



Governance as an enabler of automation

Automation does not start with workflow programming.

It starts with defining clear rules.

Before eliminating the manual intake function:

- We standardized processes and documentation
- We formalized responsibilities
- We defined system controls
- We consolidated the electronic case file

Only then did automation become sustainable.



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**Digitalization stopped replicating
paper.
It started replacing it.**



Fully remote operation (August 2018)

- Fully integrated IP digital ecosystem
- No interruptions in processing
- No dependency on physical presence
- Full continuity of public service





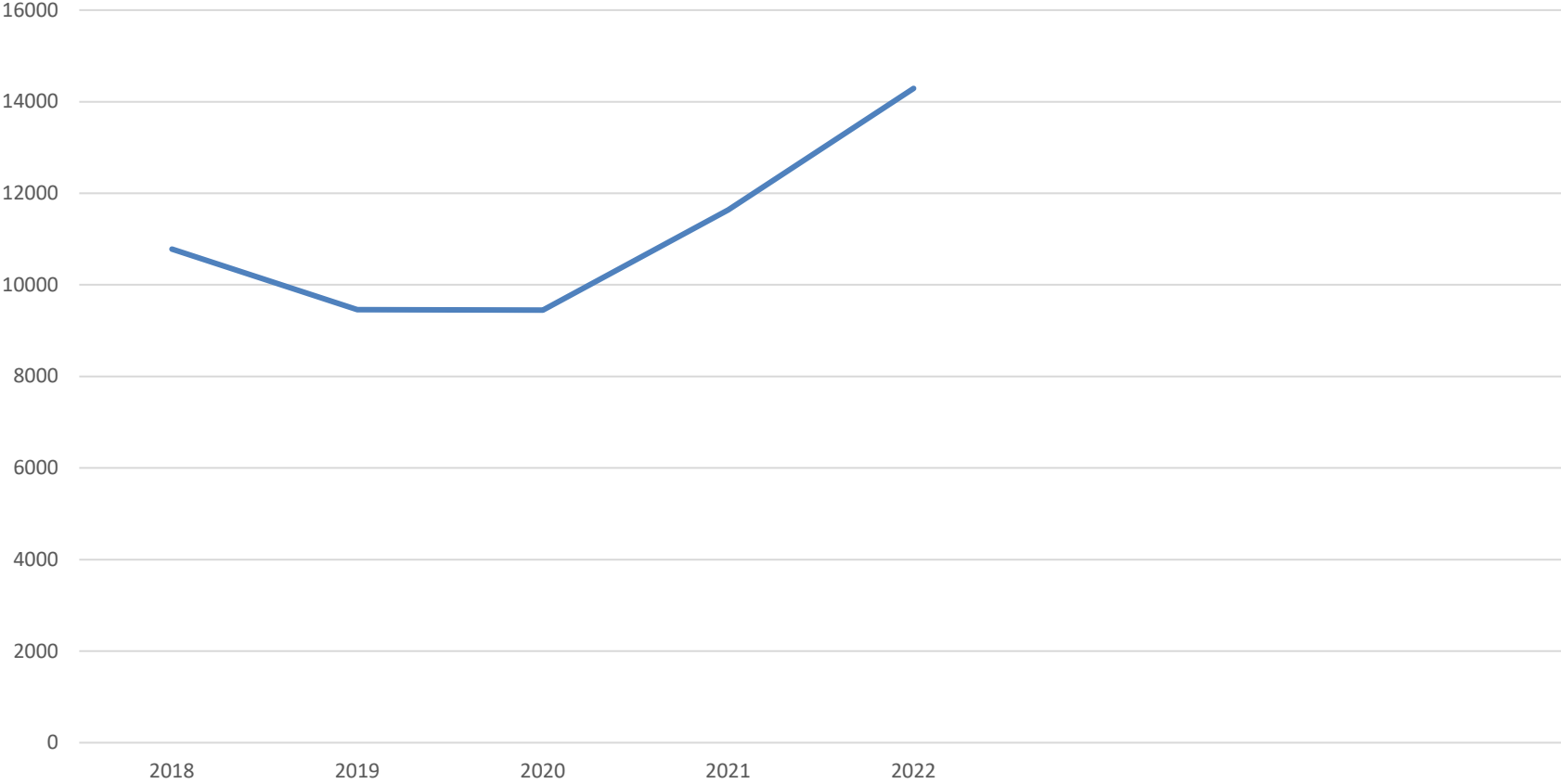
2020 – COVID-19

Digital transformation did not prepare
us for the pandemic.

It allowed us to go through it without
interrupting the service.

Trademark filings during the health emergency

Solicitudes de Marcas por año





Lessons learned

- Digital transformation is also about change management
- Involving staff strengthens projects
- Process standardization is key to automation
- Technology enables continuity, but people sustain the service



Cultural change is more complex than technology

- Governance precedes automation
- Standardization enables efficiency
- Transformation requires sustained leadership



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**Digitalization is not just a technical
matter.**



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**It is intelligence applied to processes,
people, and decisions.**



**Effective digitalization does not start
with tools.**

**It starts with understanding what
problem needs to be solved and in
what order.**

La tecnología fue la herramienta.
Pero la verdadera transformación
fue institucional.

Muchas gracias!

Un especial reconocimiento a todo el equipo que hizo posible este proceso.