



eHIPOC

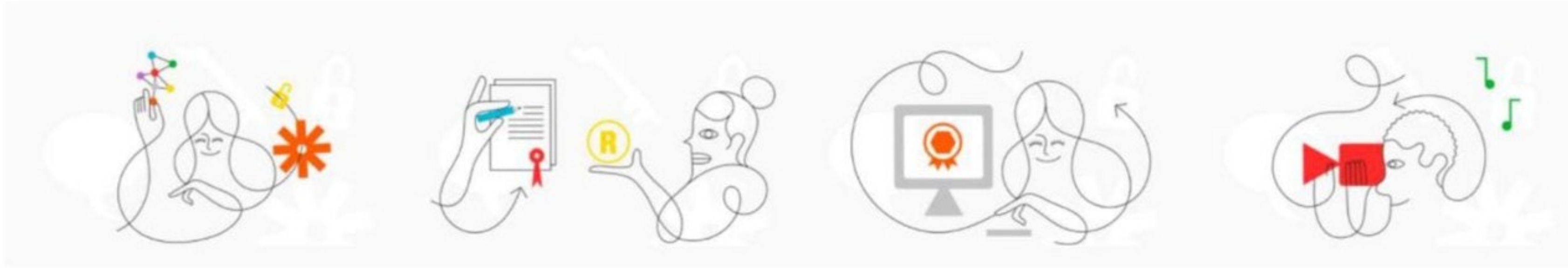
Virtual Meeting with IP offices in South Asia, Southeast Asia, Iran and Mongolia

Thank you for joining us. The meeting will start shortly.

- Please ensure that microphones are muted



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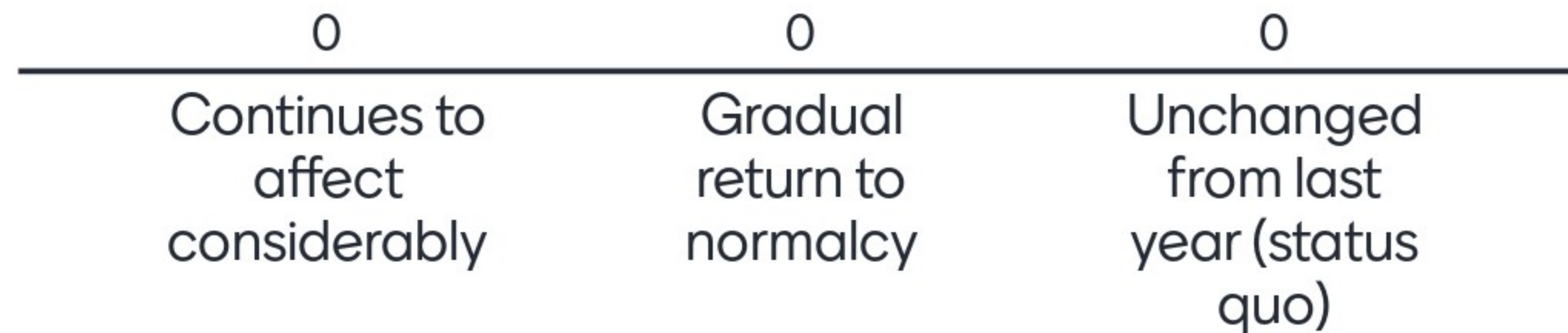
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Step 2: Enter the 6 digit code **17043861** (and that appears at the top of the presentation)

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How is COVID-19 currently affecting your office?



What are your expectations of today's master class on financial management of IP offices?



- To get a better understanding of current developments/challenges in this area
- To exchange views, experiences, practices
- To explore possible collaboration with WIPO in this area





eHIPOC

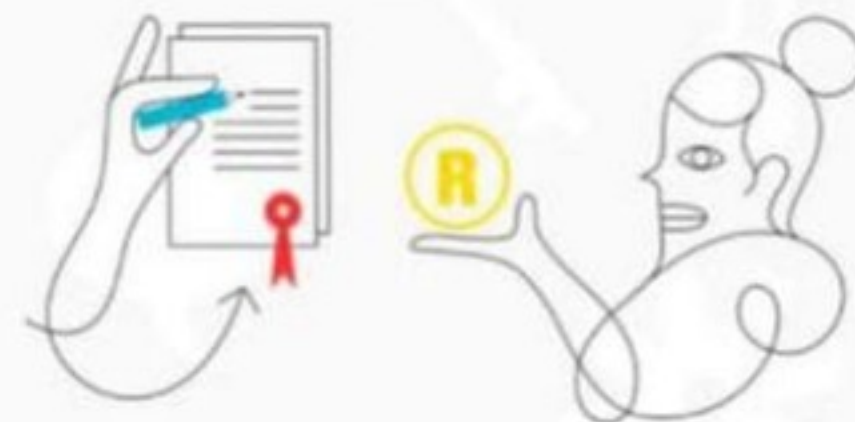
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Key Note Address on IP and Development under the Regional and National Development Sector

Mr. Hasan Kleib
Deputy Director General
Regional and National Development Sector, WIPO





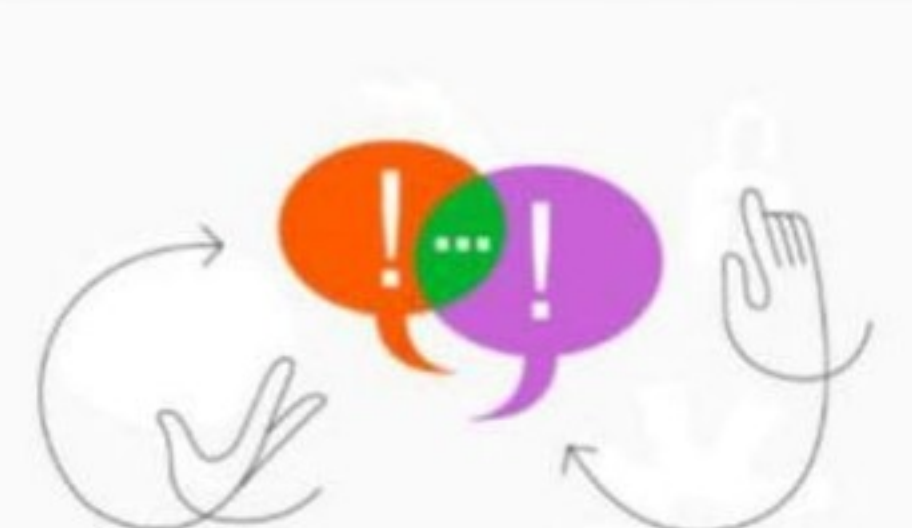
Segment 1

IP Office Management Master Class 1:

Financial Management of Intellectual Property Offices: *Key Challenges and Main Issues Related to Filing Projection and Financial Forecasting*

Presenter:

Mr. Ian Heath, IP Management Consultant, First Thoughts,
O'Connor Australia



Financial Management of IP Offices

Key Elements of Financial Management

- The four fundamental elements of financial management are *budgeting, accounting, reporting, and internal controls*
- However, good financial management is not just about sound accounting practices
- Good financial management should include using financial information to plan and implement strategic improvements to the operations of an organisation

Financial Management of IP Offices

National Financial Management

- At a national level, good financial management usually puts particular emphasis on two of the four elements - budgeting and reporting
- Most modern governments use some form of program- or outcome-based budgeting and reporting
- These approaches are designed to ensure national resources are being allocated according to current priorities (not just allocations based on past history of allocations and expenditure)

How should these approaches translate to the IP Office level?

Financial Management of IP Offices

Basic Elements of IP Office Financial Management

- The four fundamental elements of good financial management should be in place – budgeting, accounting, reporting, and internal controls
- Good financial planning and management at the IP Office level should also include two additional elements;
 - some form of activity- or product-based costing to provide detailed information about the costs of operations in the IP Office
 - Development and use of appropriate modelling to predict future workloads to provide essential information to support predictions about future financial needs and necessary allocations

What are the basic benefits of these additional elements of good financial management?



Financial Management of IP Offices

Activity- or Product-Based Costing in IP Offices

- Full costs of carrying out the receiving, processing and examination of each type of IP right should be clearly understood. Full costs for each type of IP right should include:
 - Direct staff costs for processing the right
 - Indirect overhead staff costs related to the right (HR, Finance, etc)
 - General administration costs directly related to the right (consumables, equipment, etc)
 - Costs associated with accommodation and related costs
- The key benefit of this level of understanding is to provide the ability to develop clear and comprehensive analysis of the costs and benefits of any proposals to improve the efficiency of processing operations
 - Changes to processes (or regulations) should not be made without understanding the full cost implications

Financial Management of IP Offices

Forecasting Models for IP offices

- It is very important for IP Offices to develop models to predict future workloads
- Such models should be regularly used to plan future staffing requirements and other budgetary needs such as accommodation, equipment, etc
- The key benefit of sound predictive modelling is that it allows planning to proceed over longer timeframes than annual budget cycles
 - This is especially necessary for IP Offices to enable planning for the recruitment and training of staff to undertake future examination work

What are the key challenges or impediments facing IP Offices to improve financial management?

Financial Management of IP Offices

Key Challenges for IP Offices to Improve Financial Management

- Based on recent projects in the Asia-Pacific region on Resource and Management Diagnostic of IP Offices, three challenges stand out

Challenge 1: Limited financial control at the IP Office level

- Finance areas are often in the main Ministry responsible for the IP Office
- Detailed central control over budgets, purchasing and expenditure
- Limited IP Office management involvement or autonomy in financial management of IP Office
- The consequences of this are:
 - Limited financial capability or responsibility within the IP Office
 - Limited access to necessary information to develop activity- or product-based costing models

Financial Management of IP Offices

Key Challenges for IP Offices to Improve Financial Management (cont)

Challenge 2: Restrictive government-wide staffing practices

- Numbers of public sector staff and the level of various positions are often centrally controlled and restricted
 - Central recruitment is common
 - Arbitrary staff ceilings are often set
 - Excessive numbers of levels all linked to different pay grades
- The consequences of these central and inflexible controls are:
 - Poor budget allocation processes at a national level which undermines attempts to implement program- or outcome-based budgeting
 - Inability of the IP Office to adjust staffing levels and skills to match changing actual or predicted workloads
 - Lack of flexibility in staffing management within the IP Office

Financial Management of IP Offices

Key Challenges for IP Offices to Improve Financial Management (cont)

Challenge 3: Limited capability within IP Offices to develop workload prediction models

- Future workload prediction is often limited to simple projections based on past year's filing
 - Lack of good data collection on local processing activities
 - Lack of good data on local and international trends in filing and innovation
- Limited commitment to improving workload prediction because of the limitations imposed by the first two challenges

Financial Management of IP Offices

Conclusion

- The presentations and discussions in today's Master Class sessions will explore these issues further
- Speakers will provide information and suggest tools which IP Offices can use to overcome some of these challenges and achieve improved financial management outcomes



Segment 2

Different Approaches and Tools for Filing Projection, Expenditure/Revenue Forecasting and Modelling, Activity-Based Costing, Cost Recovery and Fee Setting: Best Practices and Experiences

Presenters: **Ms. Adeline Chang**, Director of Finance, Intellectual Property Office of Singapore

Mr. Kieran Sloan, Deputy Chief Financial Officer and Assistant General Manager, IP Australia

Mr. Pedro Barradas, Financial Controller, European Union Intellectual Property Office

Mr. Hao Zhou, Director of Statistics, Statistics and Data Analytics Division, Department for Economics and Data Analytics, IP and Innovation Ecosystems Sector, WIPO



Scope

- Background
- Cost Recovery
- Filing Projection & Revenue Forecast
- Fee Setting
- Best Practices & Experiences



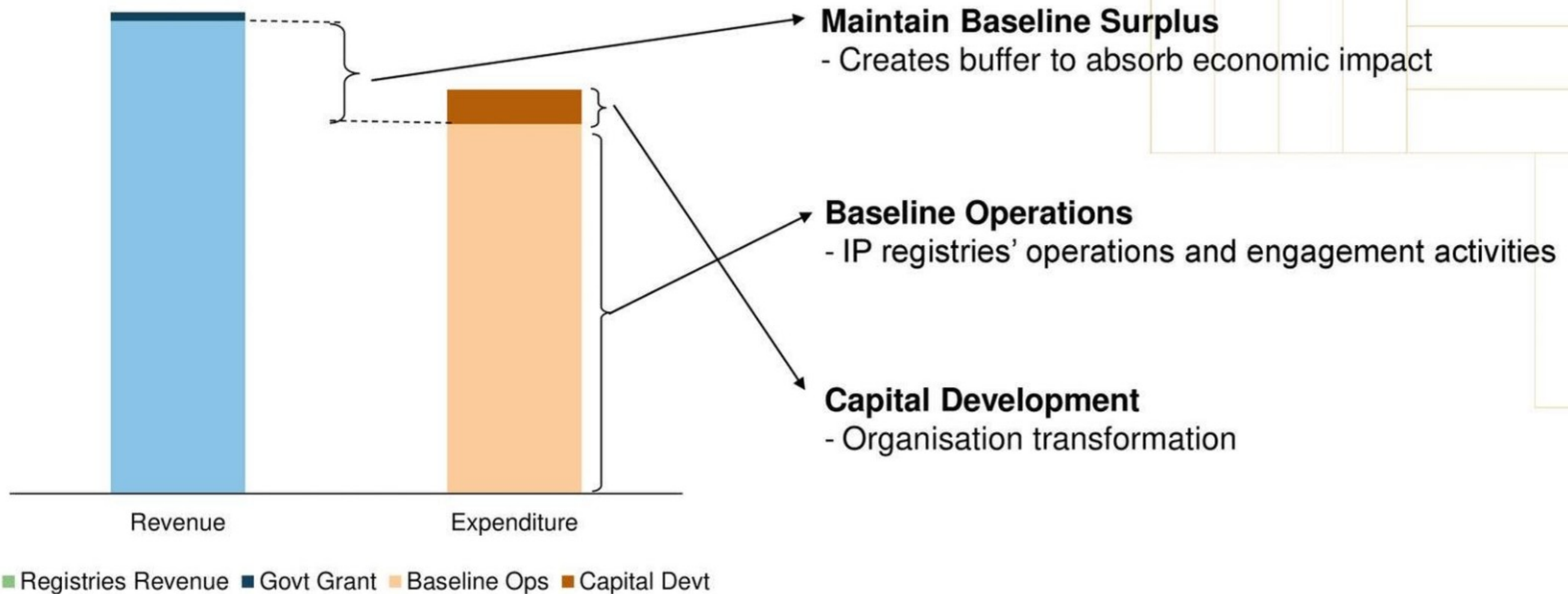
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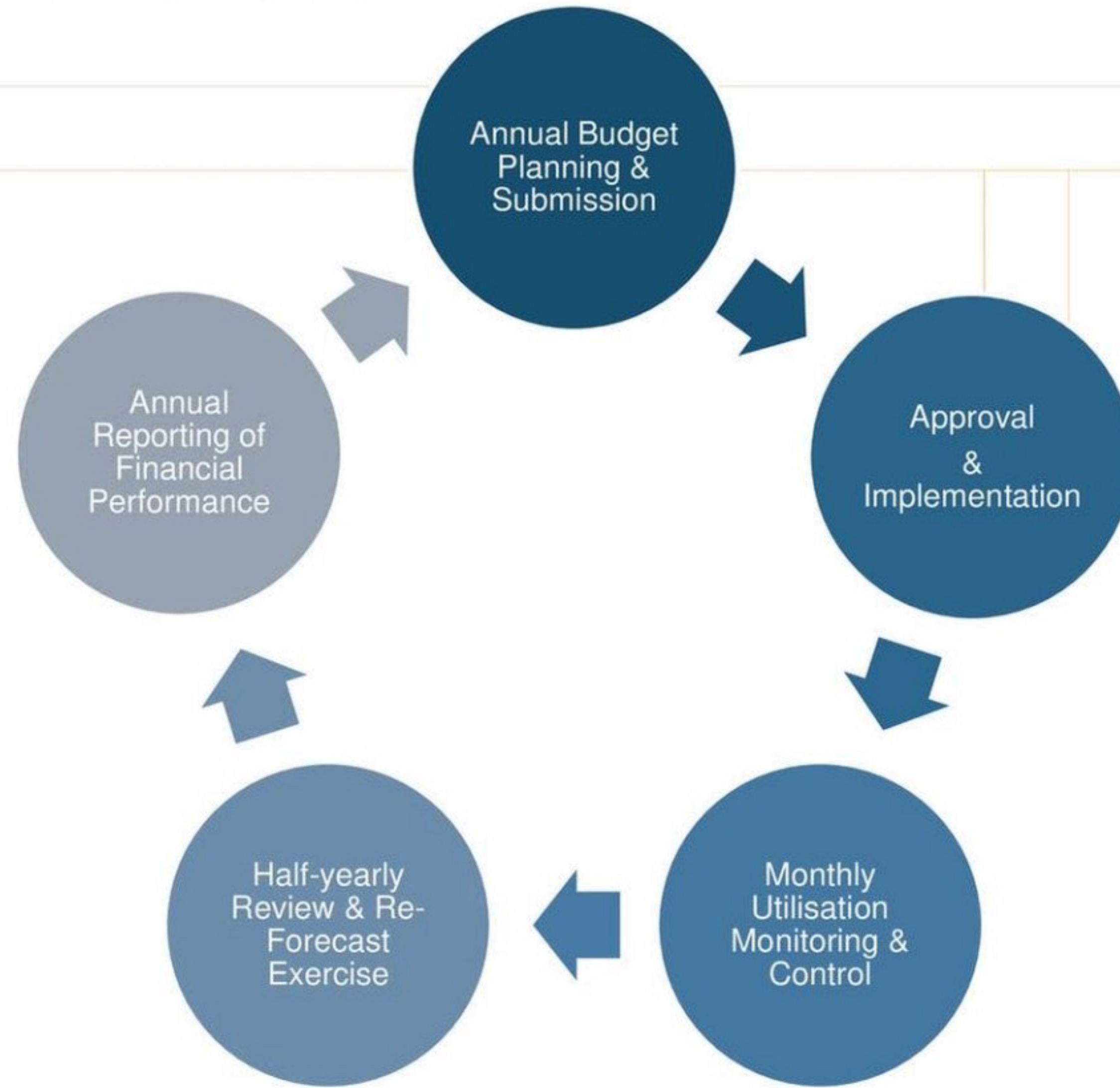
Background

Strong financial management system key to financial sustainability

IPOS is self-financing, it needs to operate within its revenue and ensure good surplus to prepare and invest for the future...



Budgeting Cycle & Process



Budget forms the basis for cost setting and fee recovery



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Cost Recovery

Cost Recovery – Concepts

Accounting for full costs

- ✓ Cash and non-cash costs, Direct and indirect costs, Taxes
- ✓ Fees for non-market goods and services to be set at full cost recovery

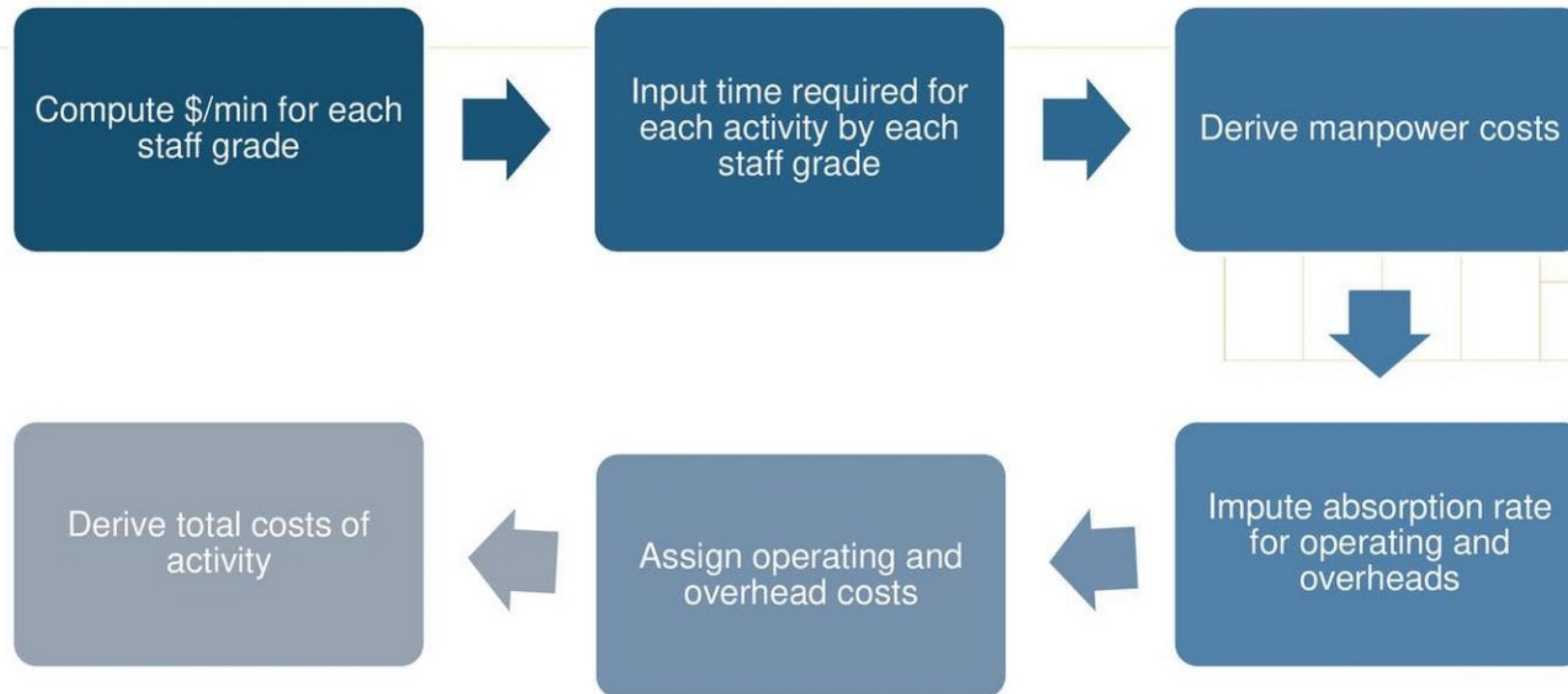
Keeping costs down

- ✓ Lowering increased costs through efficiency and productivity improvements

Compute & Measure Cost Recovery Ratio (CRR)

- ✓ Compute Target CRR: Ratio of proposed steady-state fee rate divided by full cost of provision
- ✓ Measure Actual CRR: Ratio of actual fee rate divided by full cost of provision in a given year

Activity-Based Costing to track costs and improve efficiency



Accurately account for costs at a product/service level and give information for improving efficiency of processes

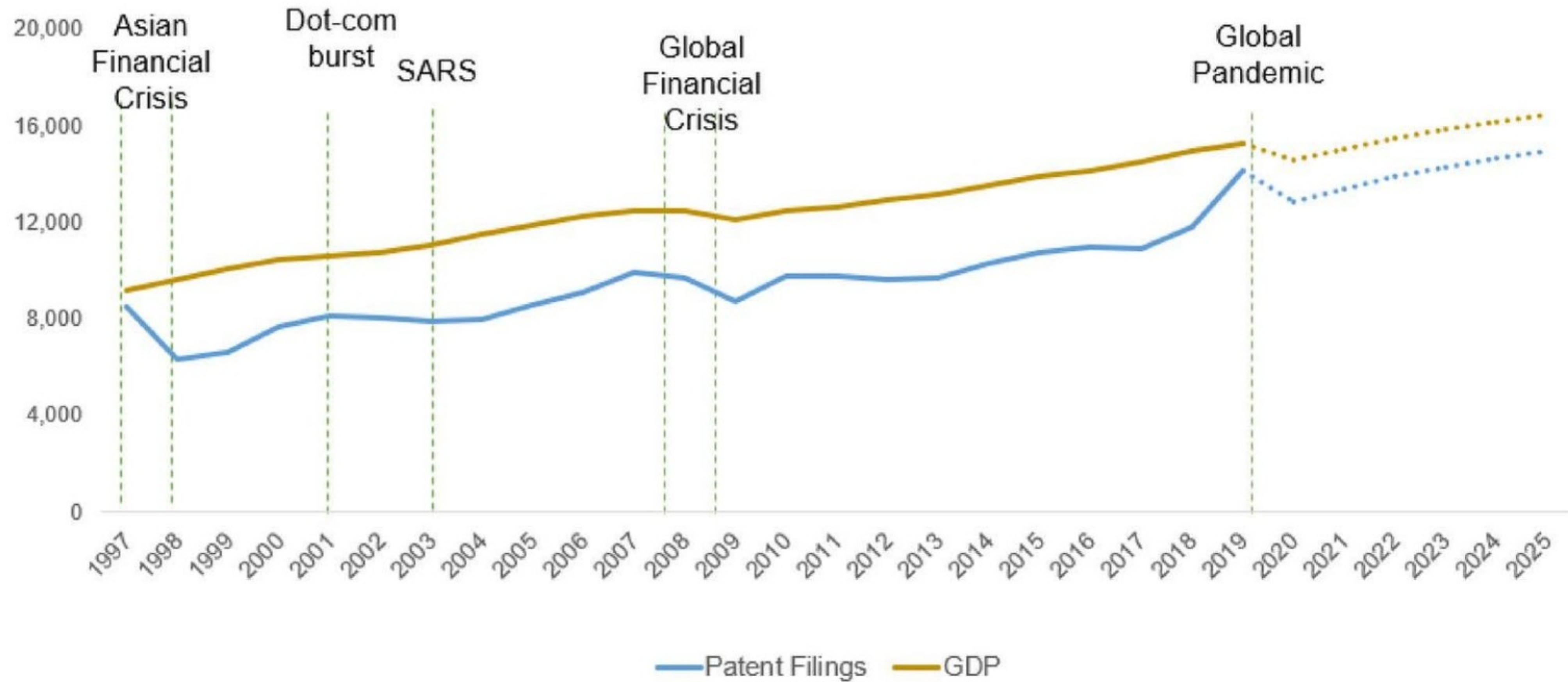


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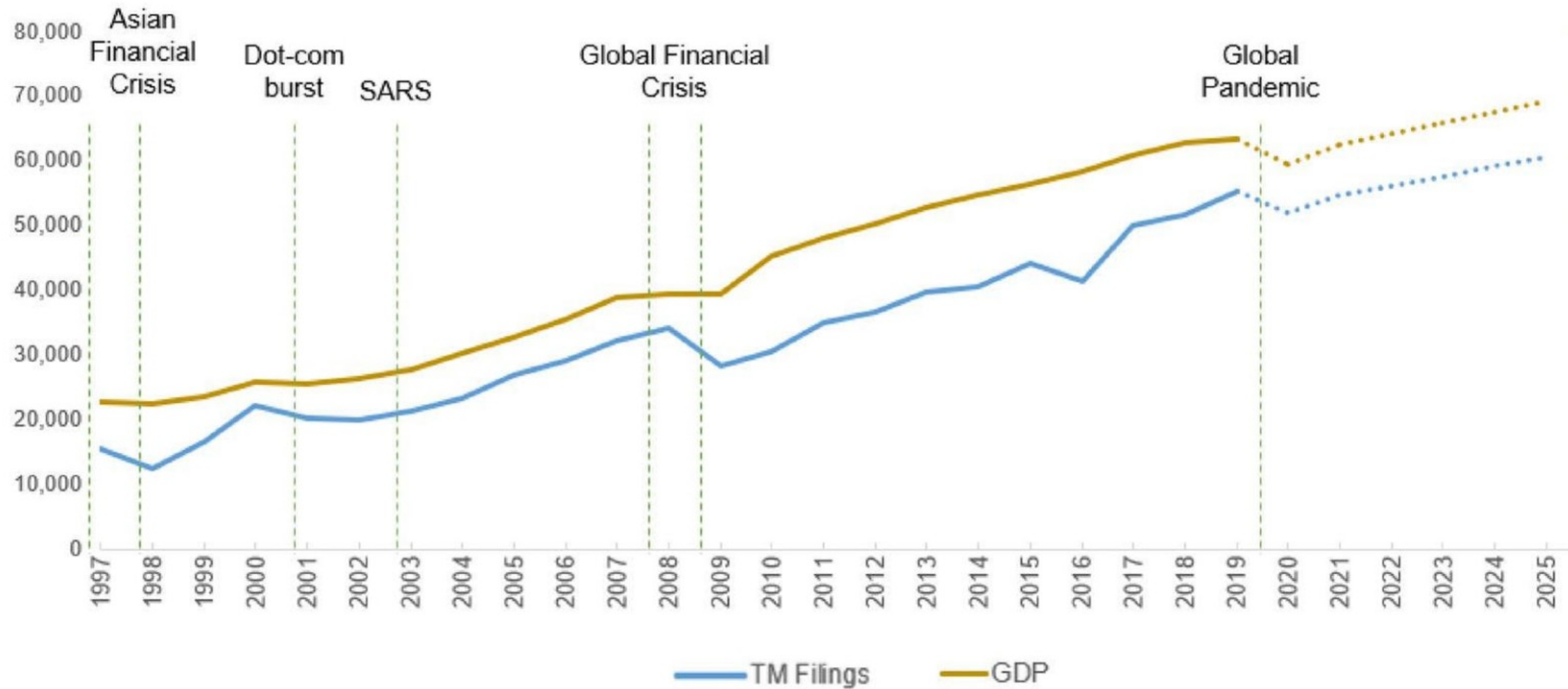


Filing Projection & Revenue Forecast

Filing Projection & Forecasting (Patents)



Filing Projection & Forecasting (Trademarks)





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Fee Setting

Fee Setting – Principles

Cost Recovery

✓ Consider how the ACRRs of fees compare to the TCRRs

Policy Imperatives

✓ Fees may be set above or below full cost of provision or the market rate if there are valid policy reasons

Market Competitiveness

✓ Fees to reflect cost efficiency and productivity gains



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Best Practices & Experiences

Ideas Today. Assets Tomorrow.

Best Practices

Evaluate service delivery process to streamline process and reduce cost

Regular review of fees and analysis of filing projections

Assess implications and manage public reaction to fee changes

Challenges

Enable financial sustainability of the IP office

Manage the impact of fee increases

Balance adoption of technological advances with re-skilling/re-deployment of manpower

Opportunities

Positioning for growth after recovery

- Machine-assisted capabilities in sense and decision-making

Maintaining investments in future IT architecture

- Next-Generation National IP Registration System



THANK YOU

ADELINE CHANG
Director Finance, IPOS
Adeline_Chang@ipos.gov.sg



Segment 2 cont..

Different Approaches and Tools for Filing Projection, Expenditure/Revenue Forecasting and Modelling, Activity-Based Costing, Cost Recovery and Fee Setting: Best Practices and Experiences

Presenter: Mr. Kieran Sloan, Deputy Chief Financial Officer and Assistant General Manager, IP Australia





Australian Government
IP Australia



IP Australia

eHIPOC – Wednesday April 28, 2021





Australian Government

IP Australia



IP Australia is the Australian Government entity responsible for administering intellectual property (IP) rights and legislation relating to patents, trade marks, designs and plant breeder's rights.

IP Australia performs 3 main functions on behalf of the Australian Government:

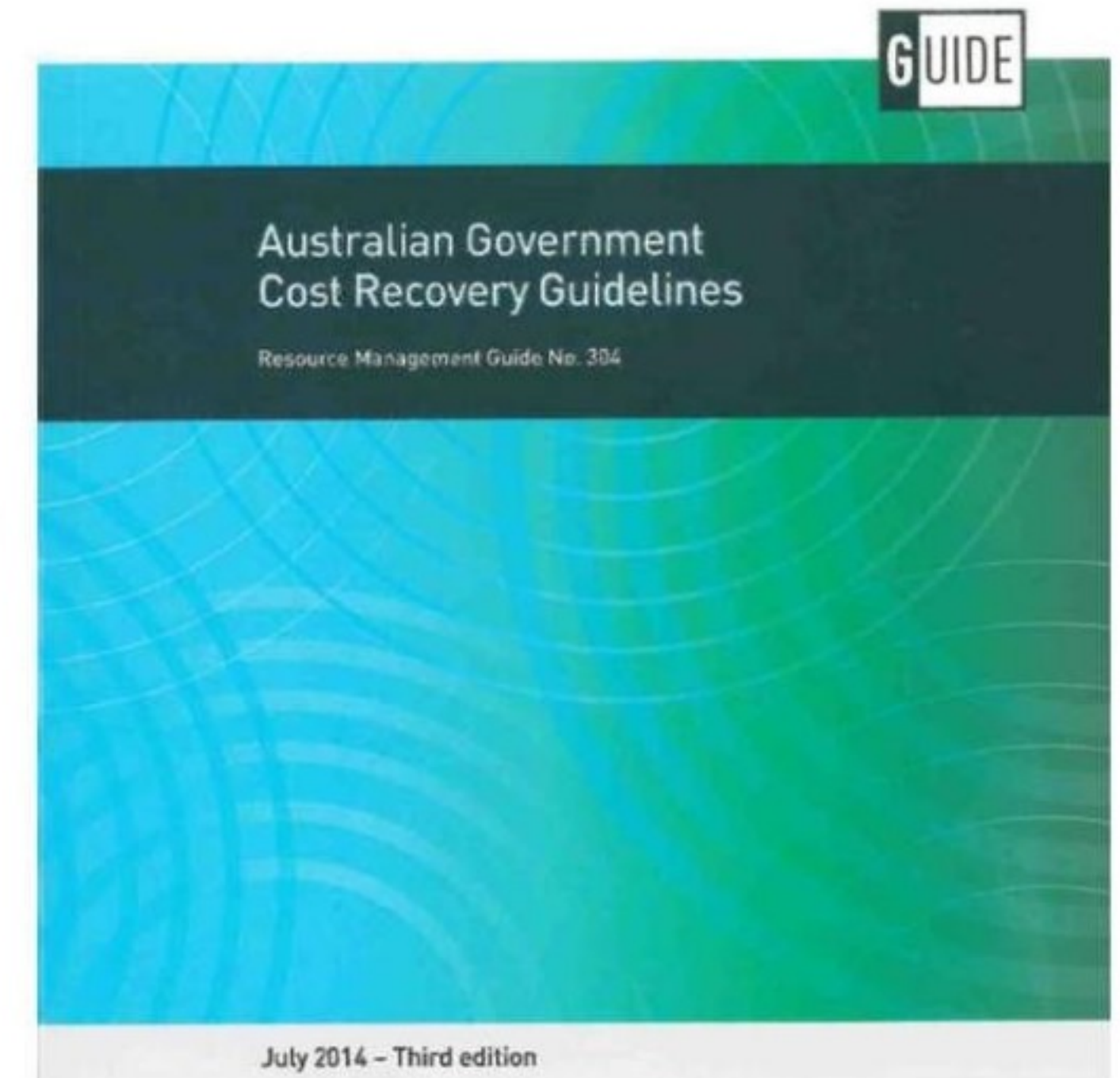
- IP Rights Administration and Professional Registration
- Awareness and Education
- Advice to Government and International Engagement

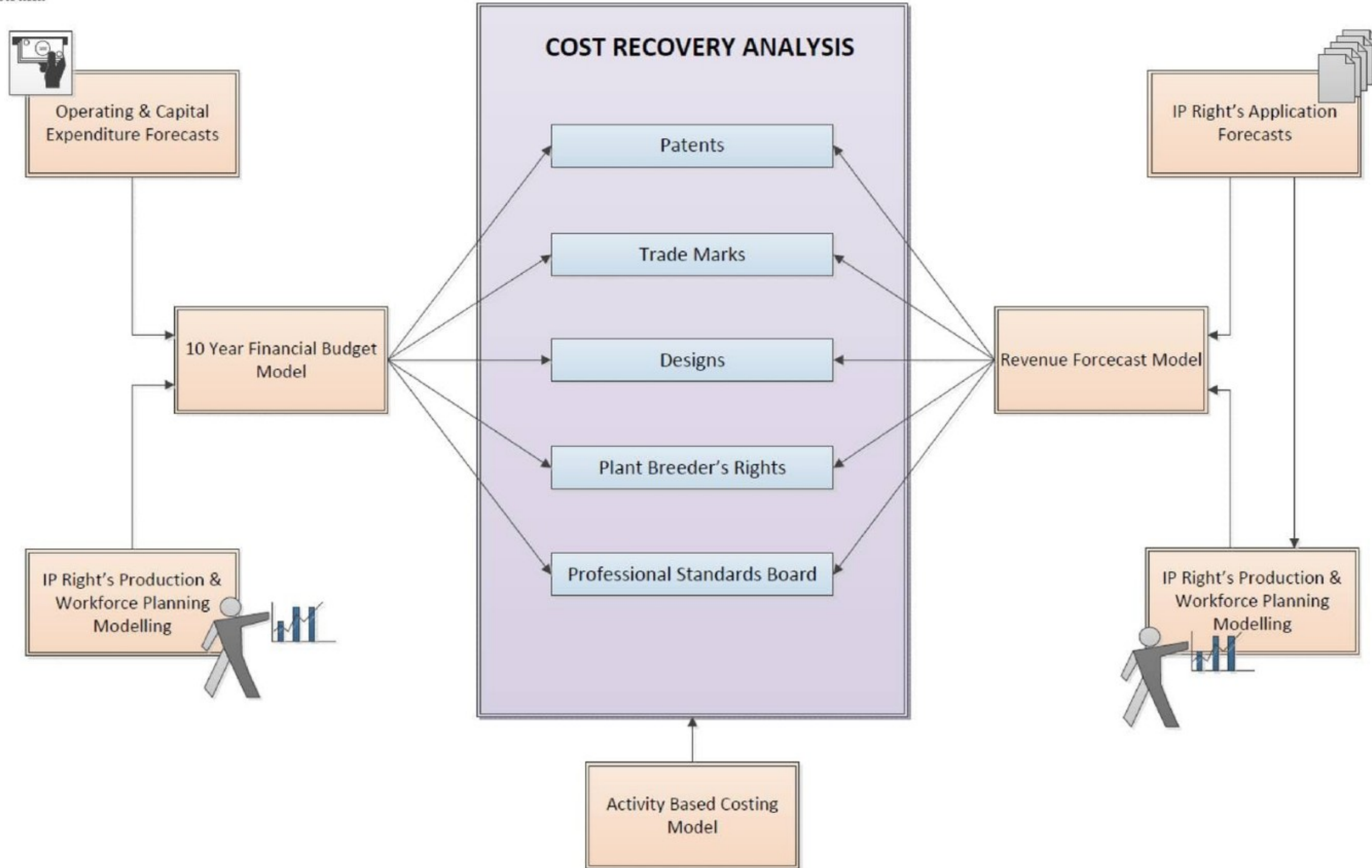




IP Australia is over 99% cost recovered, through fees charged across the following five activities:

- Patents
- Plant Breeder's Rights
- Trade Marks
- Designs
- Trans-Tasman IP Attorney System





Filing & Demand Forecasting

Time Series Analysis – based on historic monthly demand filings

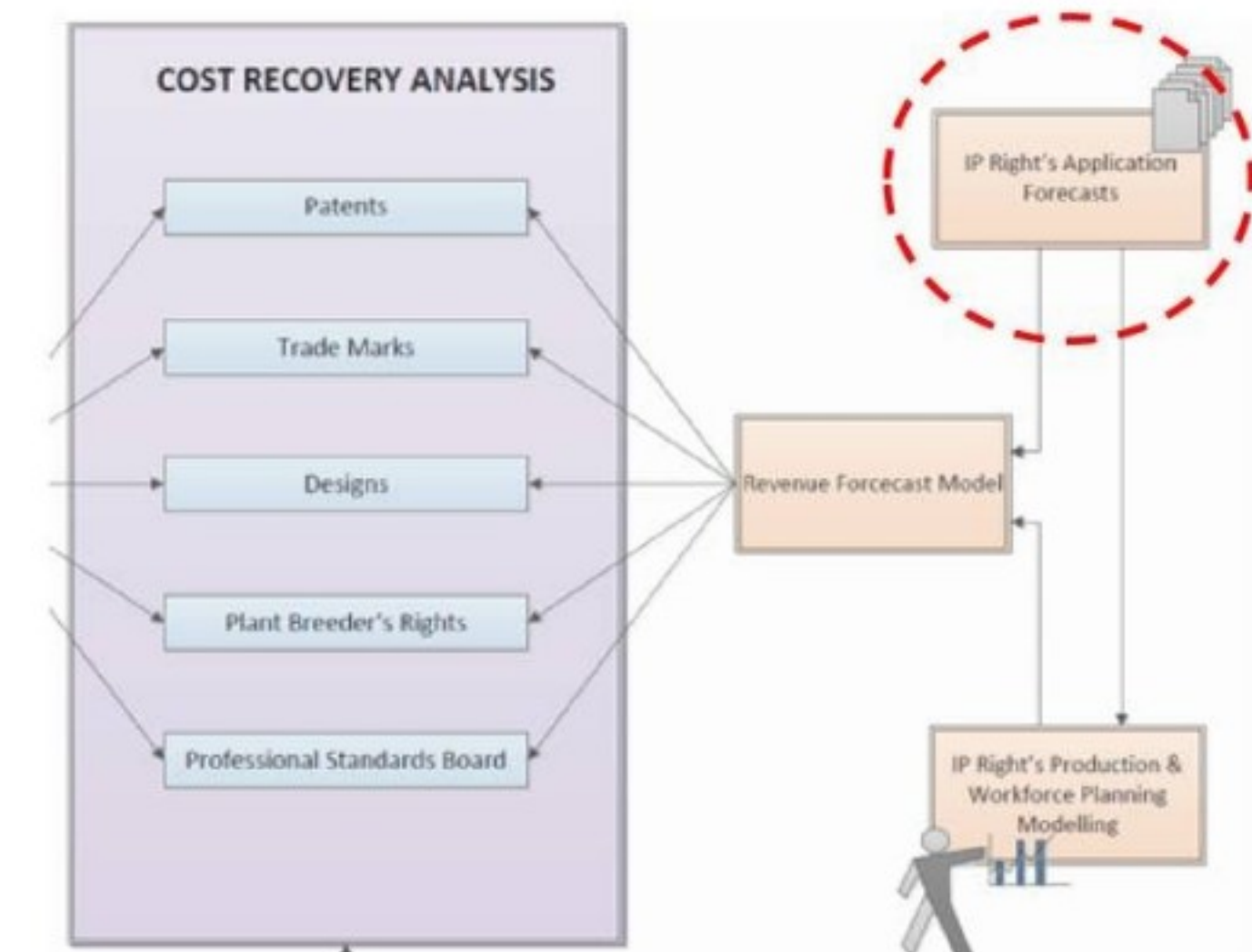
- Linear Regression
- Exponential Smoothing
- Auto Regressive Moving Average

Comparative Analysis – based on historic monthly demand filings

- Year to date volume as percentage of full year; against 5 year average
- Compare year on year growth; short-term changes
- Compare WIPO filings to percentage entering national phase
- Compare country of origin growth trends

Qualitative Analysis

- Information provided by the IP Rights Groups
- Potential change of legislation impacts



Revenue Forecasting & Modelling

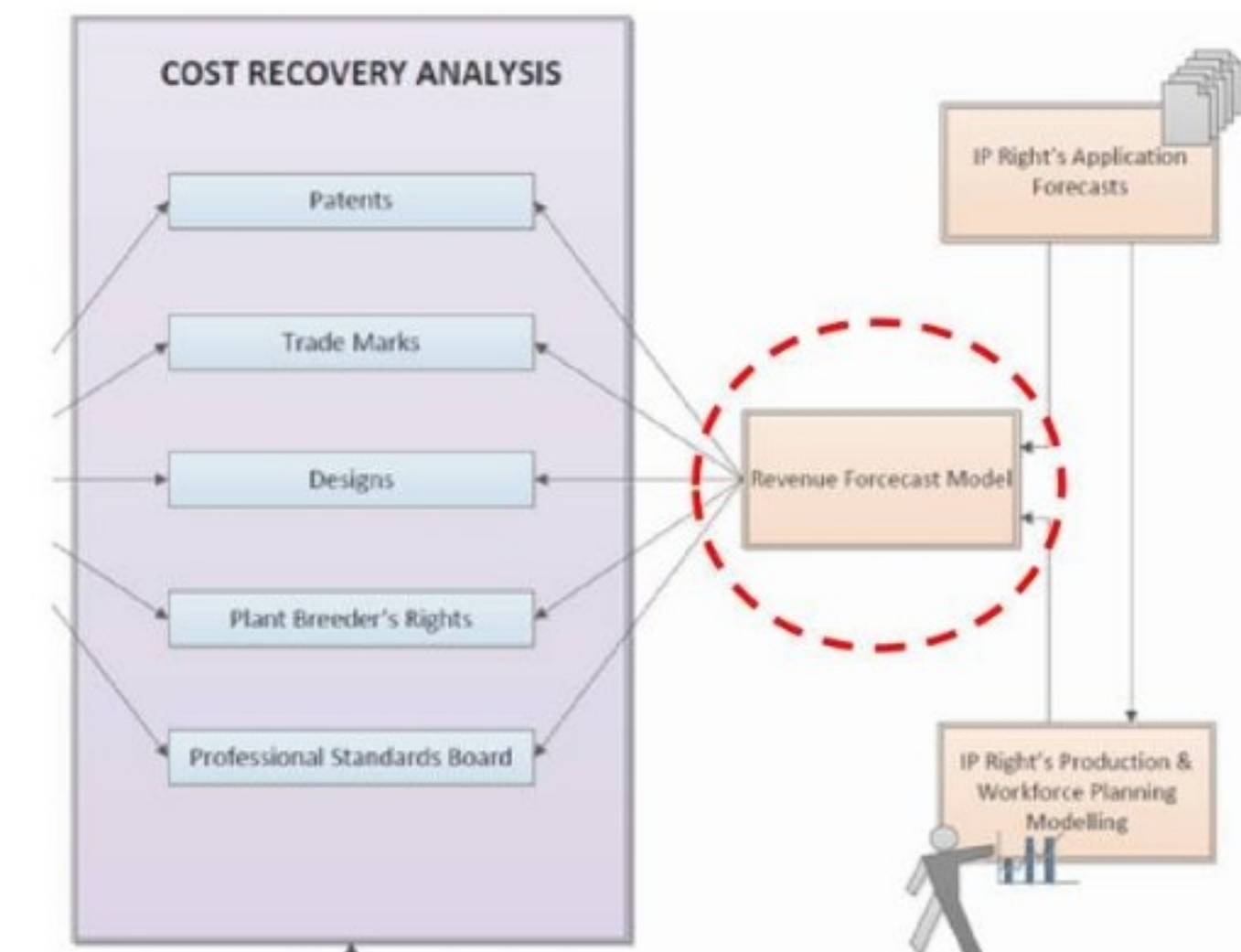
IP Australia's Revenue Forecast Model (RFM) helps monitor and forecast fee volumes and revenue projections over a 20-year horizon.

Renewal Revenue Forecasting

- Patent renewal volumes are modelled based on long-term average drop-off rates. Of all standard applications filed approximately 36% drop-out before making a 4th year renewal with a further 9% dropping out each year after.
- Trade Mark renewal volumes are modelled for the first 3 renewal periods (30 years) with 70% of applications dropping out before 10 years, and an additional 9% dropping out for the 2nd and 3rd renewals.

Other IP Rights Revenue Forecasting

- Revenue derived from examination is based on exam volumes provided by our IP Rights production modelling.
- Acceptance and excess claims revenues are calculated based on historic rates of first reports that get accepted, and the historic number of excess claims per acceptance.
- Extensions of time, sale of documents, hearings and other smaller revenue items tend to hold relatively flat.



IP Rights Production Modelling

The production models are used to manage the stockpiles of IP Rights, and identify the examination staff required to meet demand projections and the commitments as provided by IP Australia's customer service charter.

Inputs

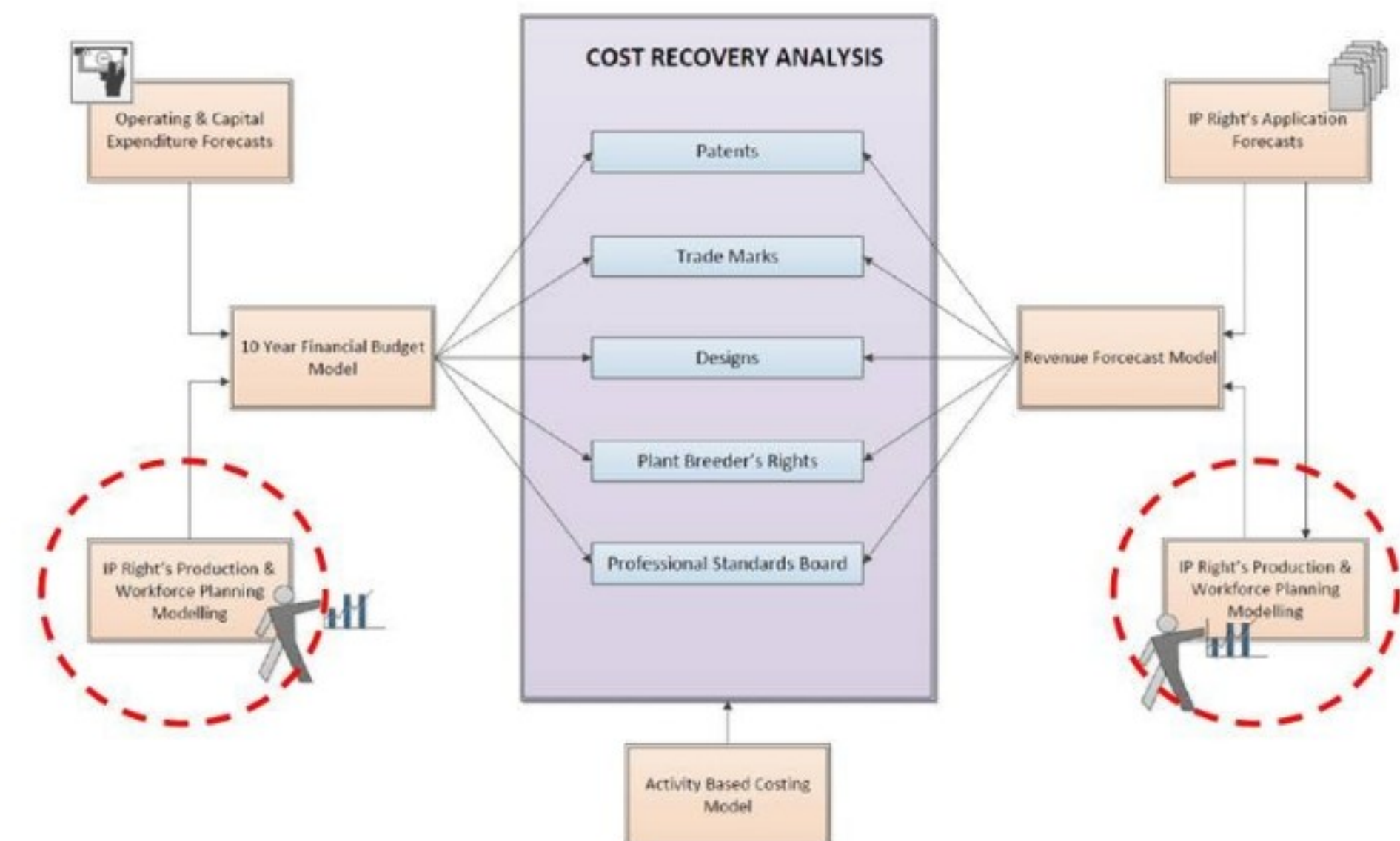
- Demand forecasts
- Staff profile – how many examiners in each section

Modelling Assumptions

- Attrition (separation) rates
- Estimated times to examine the various IP products
- Number of staff on temporary transfers and leave

Outputs

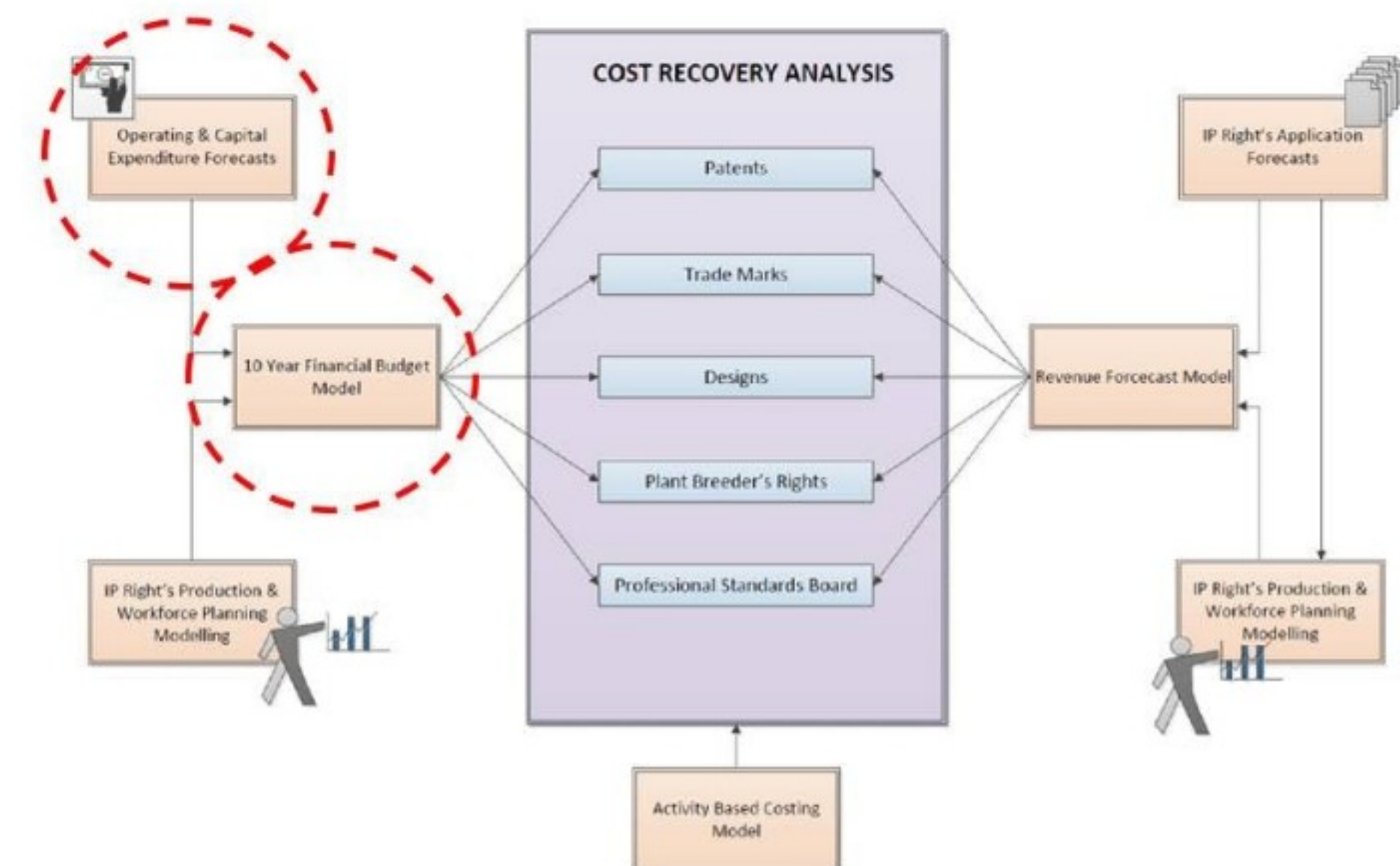
- Number of examination staff required in IP Rights
- The timing and number of new examiner recruits
- Planned production outputs
- Overtime requirements
- Changes to stockpiles



Expenditure Forecasting & Modelling

IP Australia's 10-Year Budget Model identifies the total staffing and financial position of the organisation over a 10 year horizon.

- The model identifies and forecasts all operating and capital expenditure.
- Identifies changes to staffing levels and budgets for each section of the business.
- Takes into account CPI growth rates, wage growth, and other known cost pressures.
- Captures benefits and savings from the release of new technologies and other identified efficiencies.
- Forecasts the level of annual cash reserves.

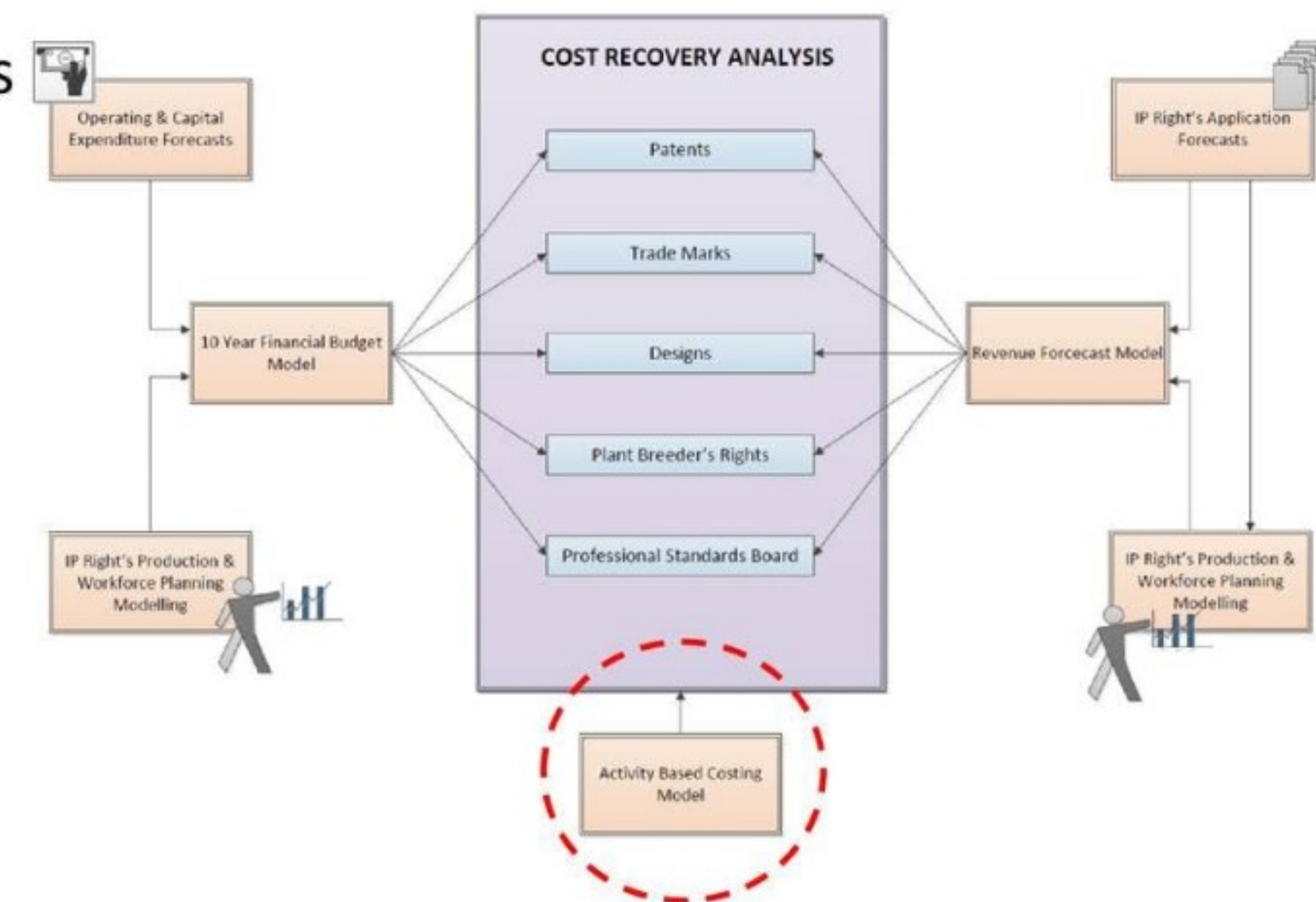


Activity Based Costing (ABC)

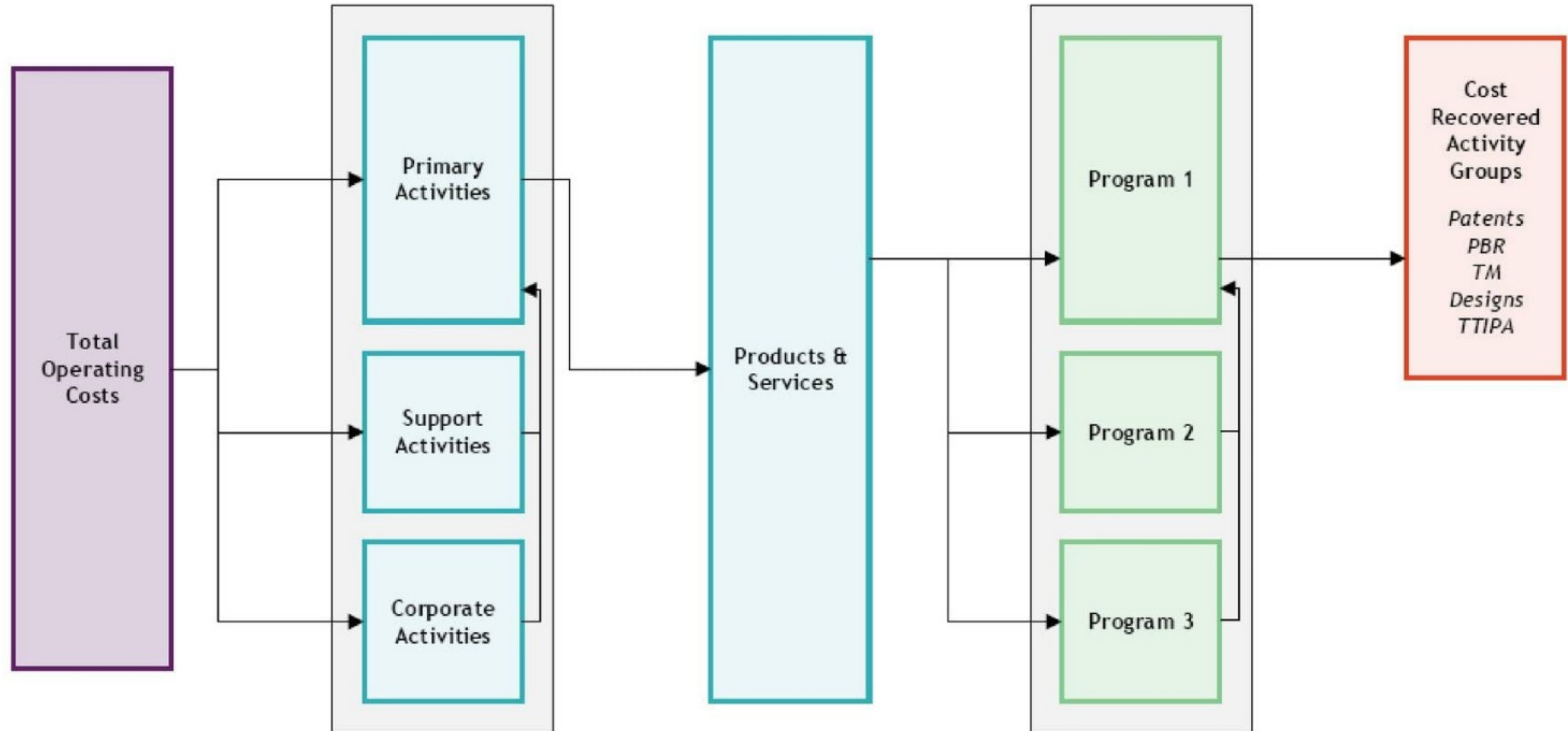
IP Australia utilises SAP PCM costing software to support the organisations reporting and decision making.

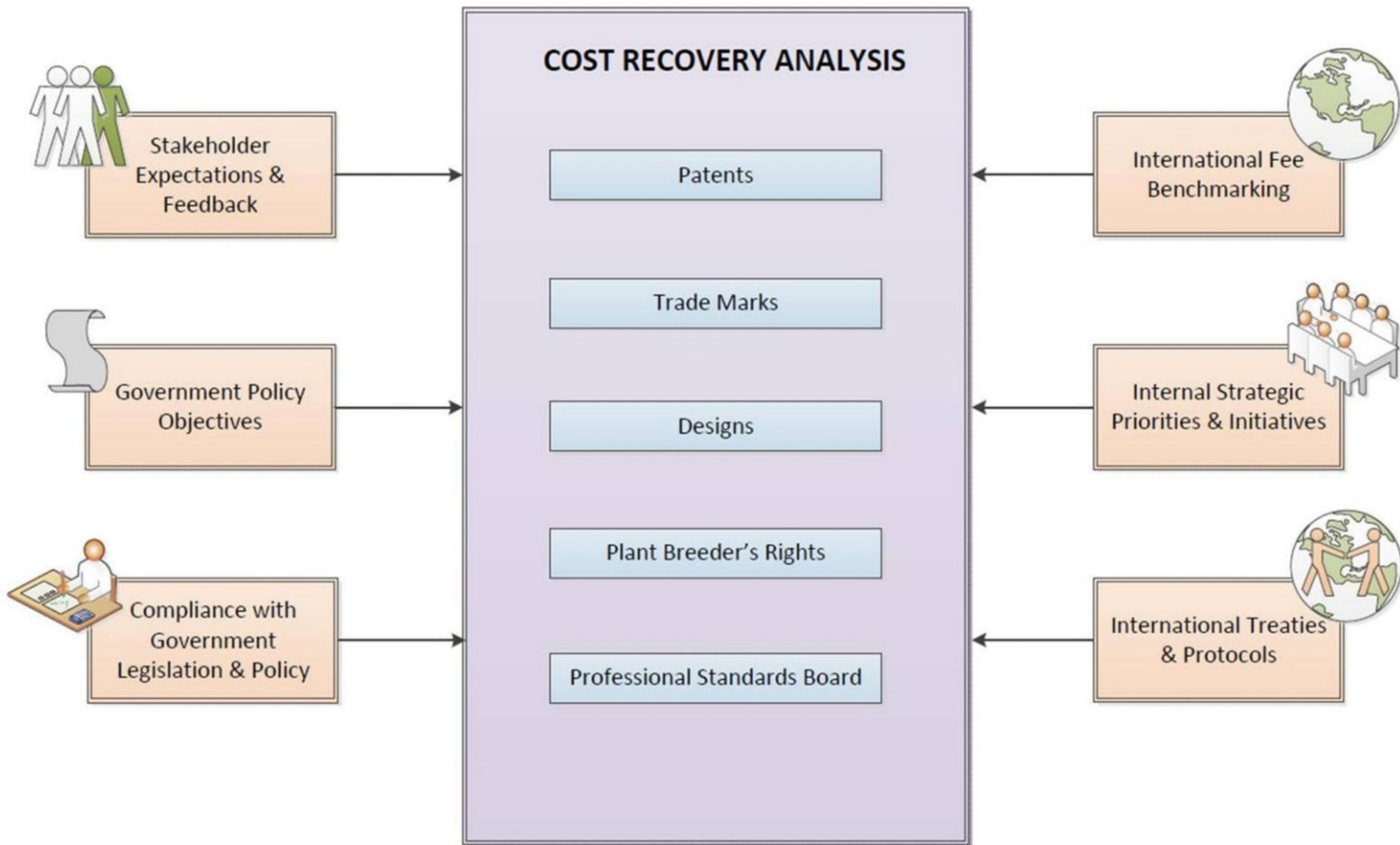
The ABC model helps to:

- Identify the cost of IP Australia's products and services
- Provide cost information for external reporting obligations
- Support fee reviews and explain changes to fees
- Provide information for internal costing exercises
- Support international benchmarking activities



IP Australia - Activity Based Costing Model Diagram





Model Development & Implementation – Lessons learned

1. Understand the purpose and reason for developing the model
2. Ensure management support
3. Clear communication
4. Access to reliable information and data sources
5. Identify and define the key elements and dimensions of the various models
6. Seek subject matter expertise
7. Ensure all business rules, procedures and assumptions within the models are well documented
8. Model inputs and outputs linked where possible
9. Allow sufficient time to design and build the model
10. Continual monitoring and review of models once implemented



Australian Government
IP Australia

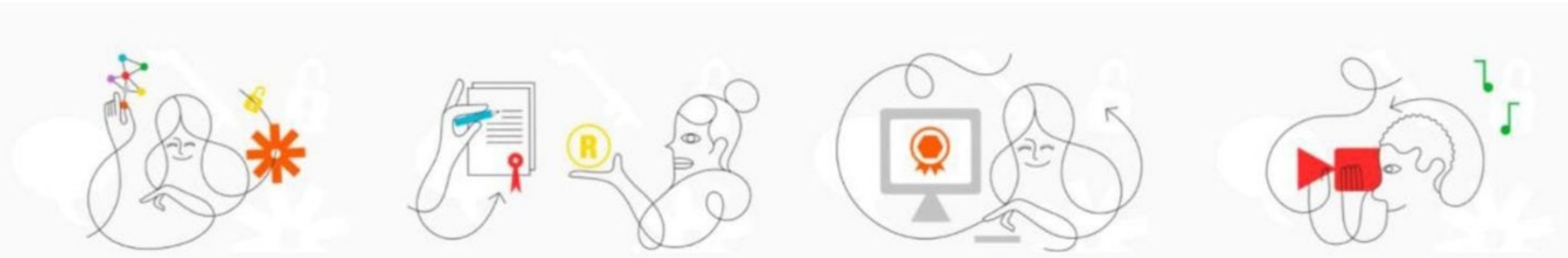


Mr. Kieran Sloan

Deputy Chief Financial Officer and Assistant General Manager
Finance & People Services Group
IP Australia

Phone: 61 2 6283 2715 | Email: kieran.sloan@ipaaustralia.gov.au





Segment 2 cont..

Different Approaches and Tools for Filing Projection, Expenditure/Revenue Forecasting and Modelling, Activity-Based Costing, Cost Recovery and Fee Setting: Best Practices and Experiences

Presenter: Mr. Pedro Barradas, Financial Controller, European Union Intellectual Property Office



EUIPO

European Union Intellectual Property Office



Agency of the European Union responsible for:

- **Managing the EU trade mark and the registered Community design,**
- **European and international cooperation** in the field of intellectual property
- **European Observatory on Infringements of Intellectual Property Rights.”**

Has legal, administrative, technical and financial autonomy, and is **entirely self-financed** through the fees charged for the services it provides.

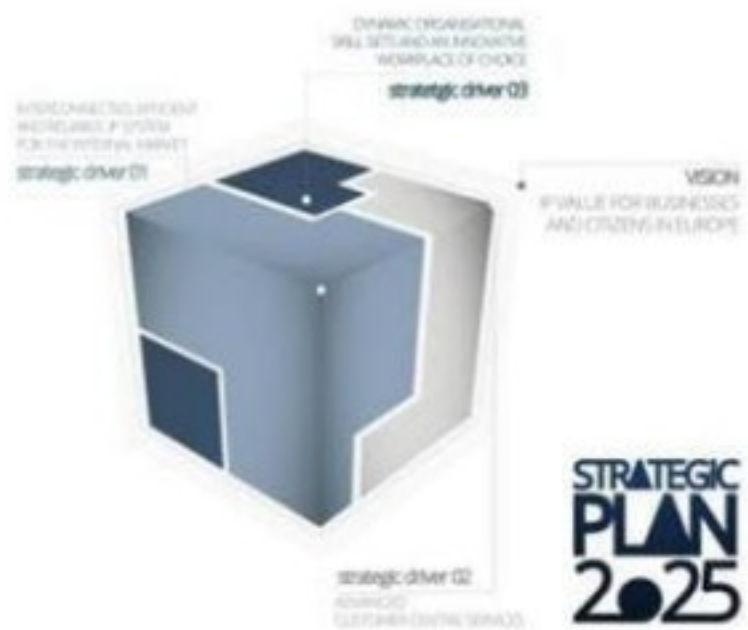
Governed by a Management Board and Budget committee

MULTIANNUAL PROGRAMMING

European Union Intellectual Property Office

In November 2019, the Office’s Management Board approved the Strategic Plan 2025, built on a vision of delivering IP value for business and citizens in Europe.

“Core activities”



- strategic driver 01
- INTERCONNECTED, EFFICIENT AND RELIABLE IP SYSTEM FOR THE INTERNAL MARKET
- GOAL 1.1 MATCHING TOOLS AND PRACTICES WITH USERS’ NEEDS
 - GOAL 1.2 STEPPING UP IP ENFORCEMENT IN DEFENCE OF RIGHTS HOLDERS AND SOCIETY
 - GOAL 1.3 DEVELOPING AN IP KNOWLEDGE HUB



- strategic driver 03
- DYNAMIC ORGANISATIONAL SKILL SETS AND AN INNOVATIVE WORKPLACE OF CHOICE
- GOAL 3.1 CONTINUOUS LEARNING AND SUSTAINABLE STAFF ENGAGEMENT
 - GOAL 3.2 EVOLVING WITH THE DIGITAL ERA
 - GOAL 3.3 TOWARDS THE FUTURE SUSTAINABLE WORKPLACE



- strategic driver 02
- ADVANCED CUSTOMER-CENTRIC SERVICES
- GOAL 2.1 IMPROVE USER EXPERIENCE, QUALITY AND EFFICIENCY
 - GOAL 2.2 NEW SERVICES TO INCREASE ADDED VALUE TO BUSINESSES
 - GOAL 2.3 IP SERVICES FOR SMEs

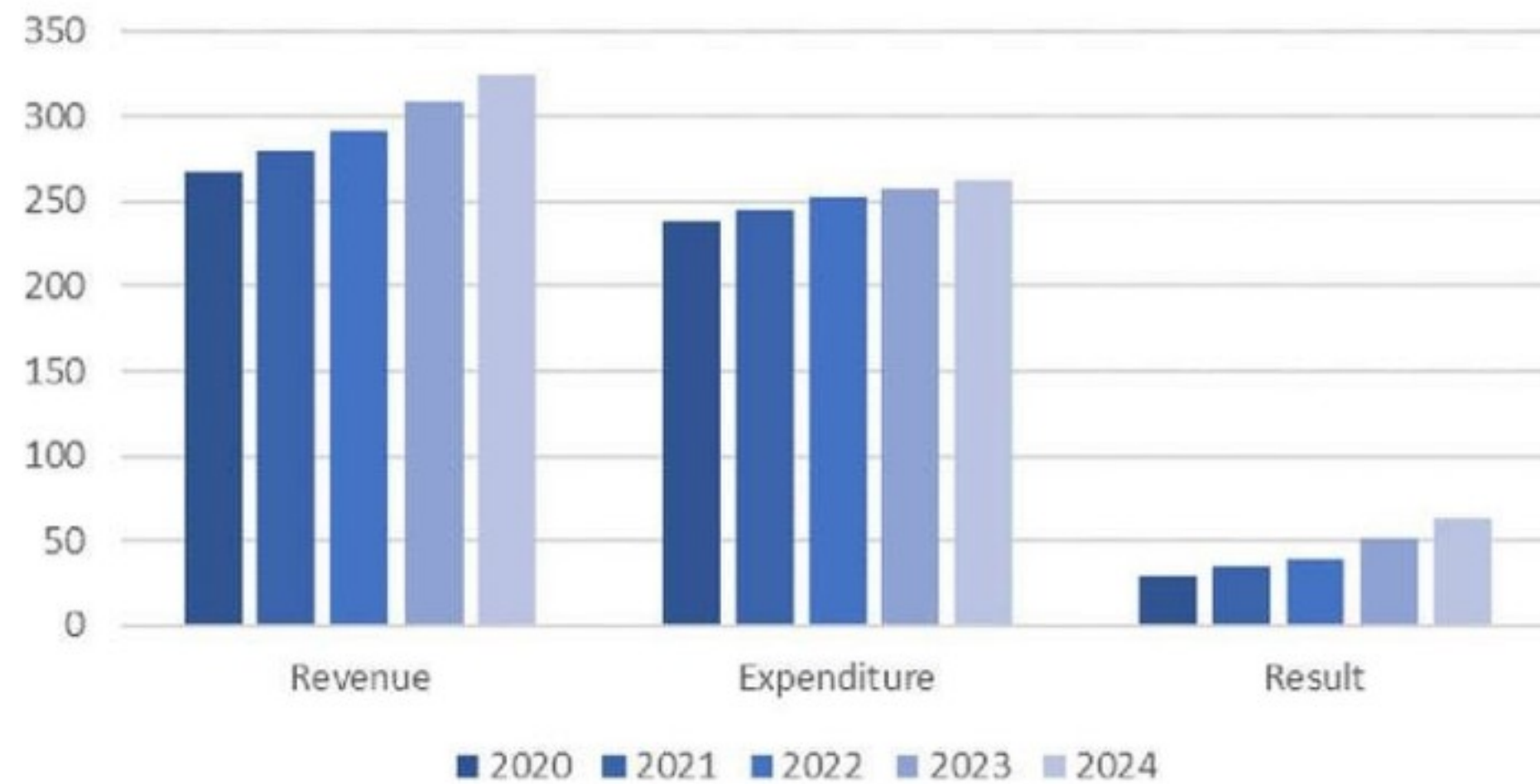
“Support activities”

“Core production”

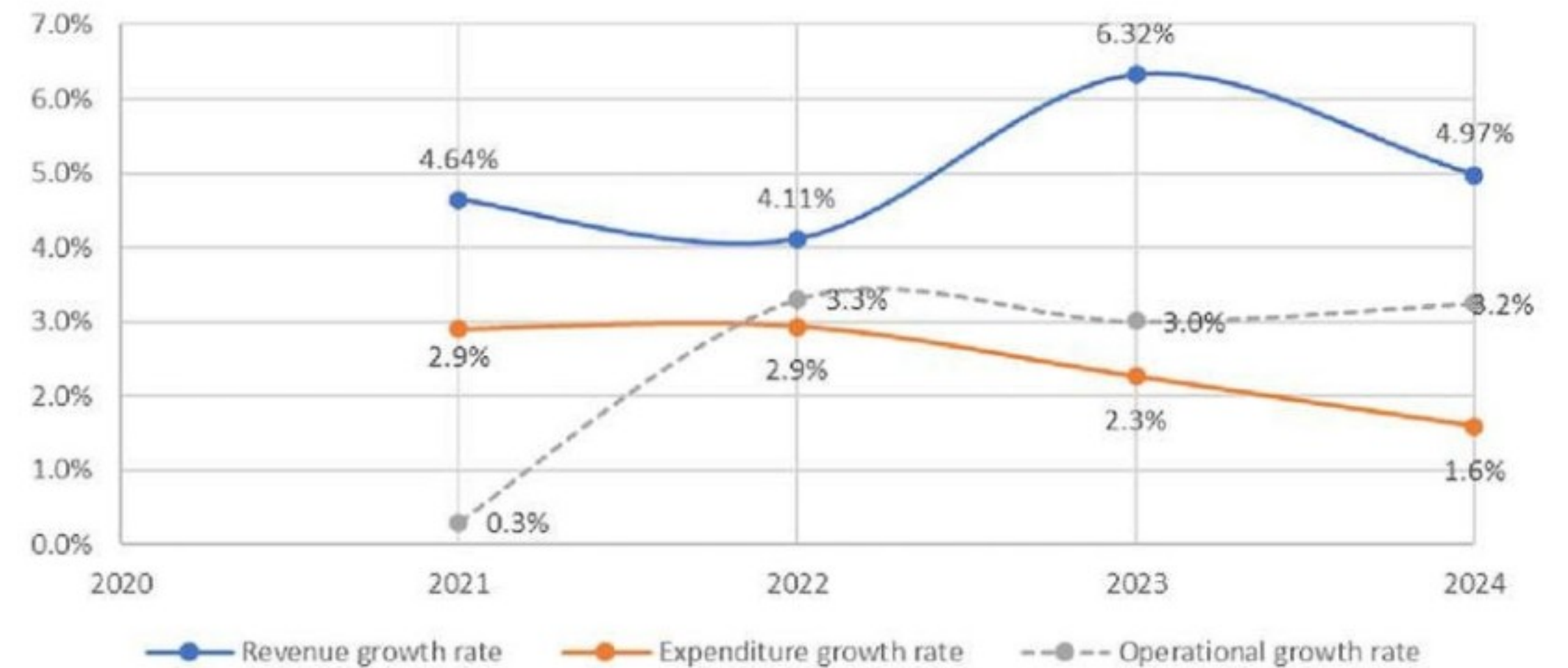
MULTIANNUAL PROGRAMMING FINANCIAL OUTLOOK 2020 - 2024

European Union Intellectual Property Office

Revenues / Expenditures evolution



Revenue / Expenditure evolution



Long-term financial planning

- Sustainability
- Strategic financial planning

REVENUES FORECASTING

FORECASTING TOOLS

ARIMA - AutoRegressive Integrated Moving Average

(Dummy variable: "Brexit")

Artificial intelligence forecasting algorithms,

Support Vector Machine

- Sequential minimal optimization regression (SMOReg)

Artificial Neural Networks

- Multilayer Perceptron

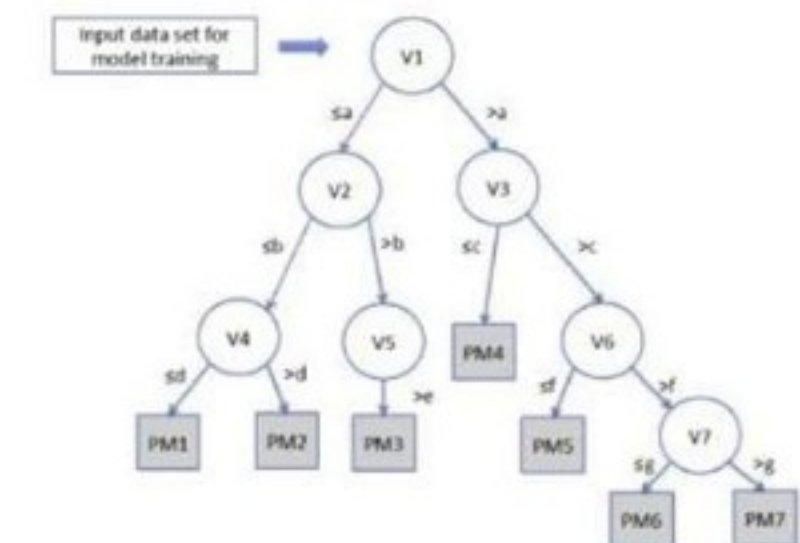
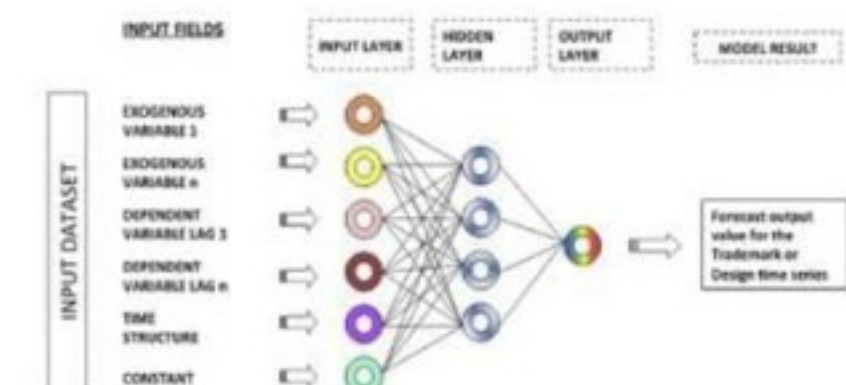
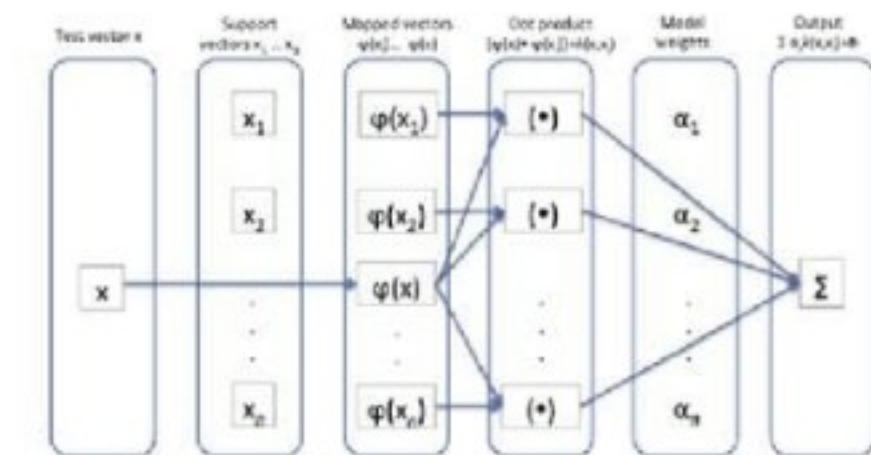
Linear regression trees

Exogenous variables: GDP, Private consumption growth, Unemployment rate

Dummy variable: "Brexit"

$$\left(1 - \sum_{i=1}^p \varphi_i L^i\right) (1 - L)^d X_t = \delta + \left(1 + \sum_{i=1}^q \theta_i L^i\right) \varepsilon_t.$$

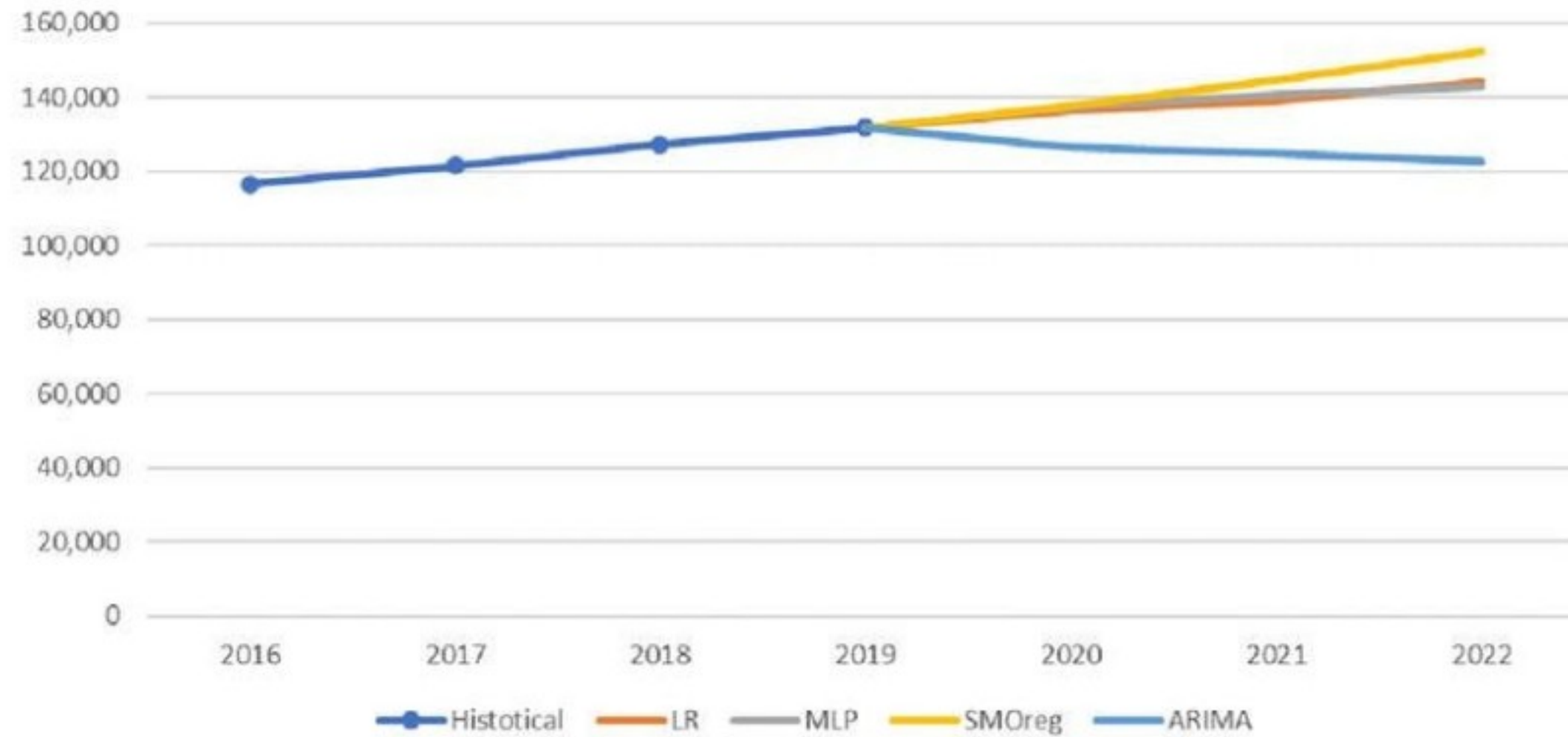
This defines an ARIMA(p,d,q) process with drift $\frac{\delta}{1 - \sum \varphi_i}$.



REVENUES FORECASTING

FORECASTING TOOLS

Forecasting results



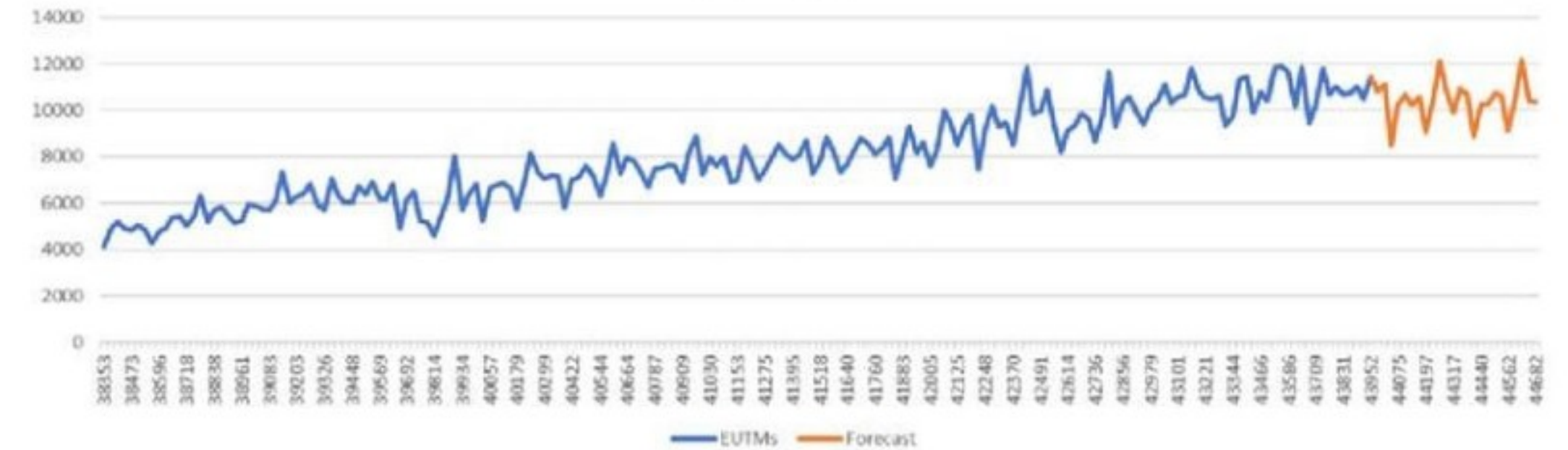
AI models are showing increase

- pre pandemic (annual basis)

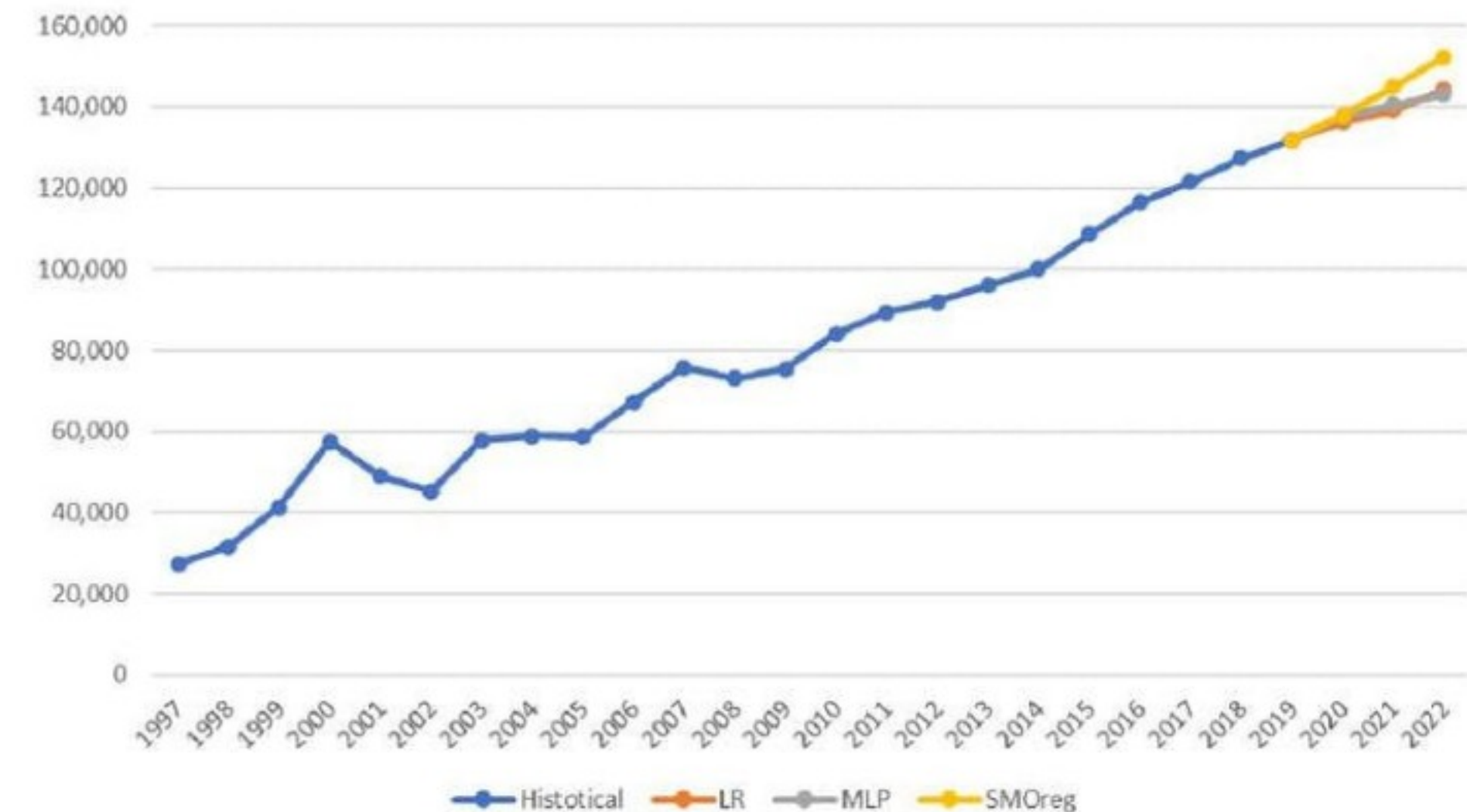
Arima is showing decrease

- pre pandemic (monthly basis)

Arima model



Artificial Intelligence models

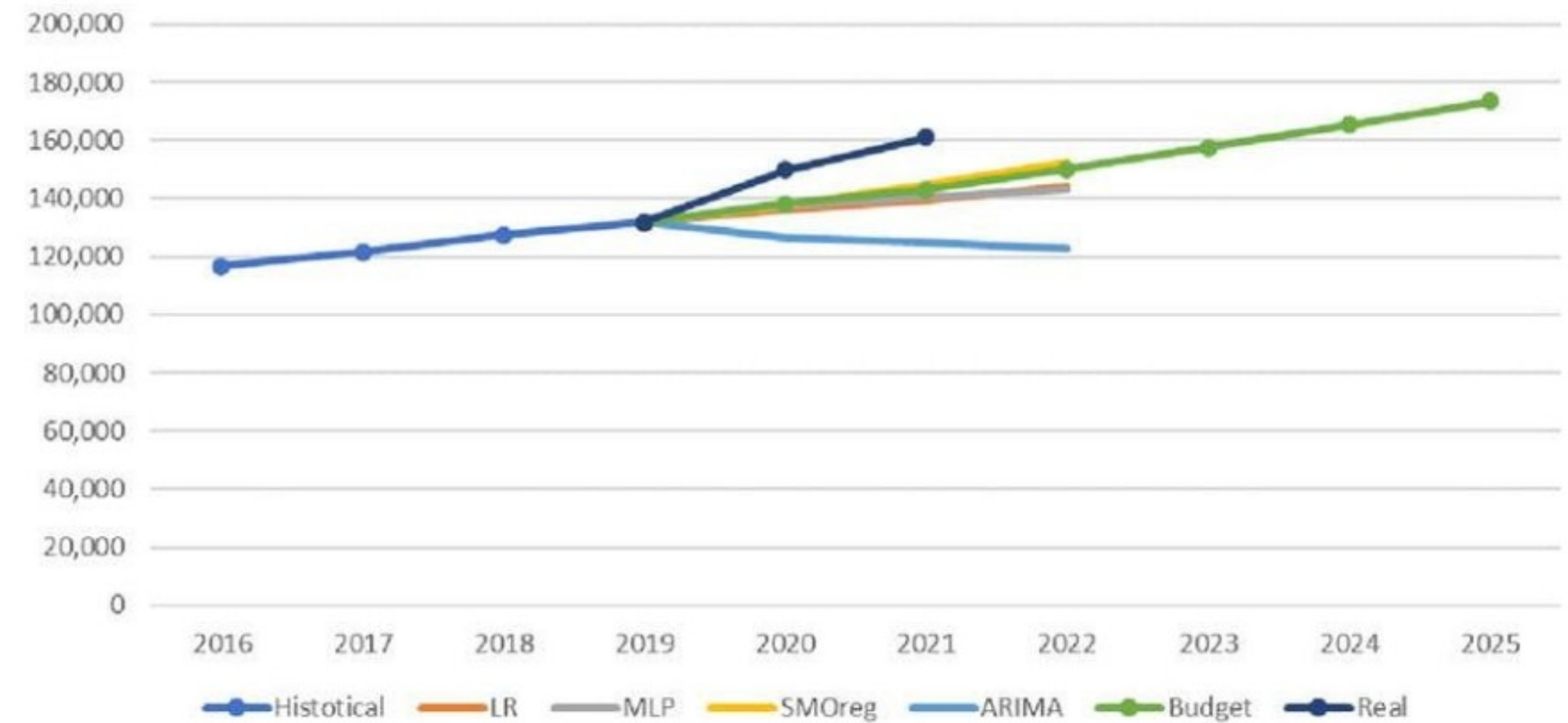


REVENUES FORECASTING

Budgetary Process

- Forecast results
- Historical information, trends and population changes/impacts
- Prudent approach
- Pandemic crisis

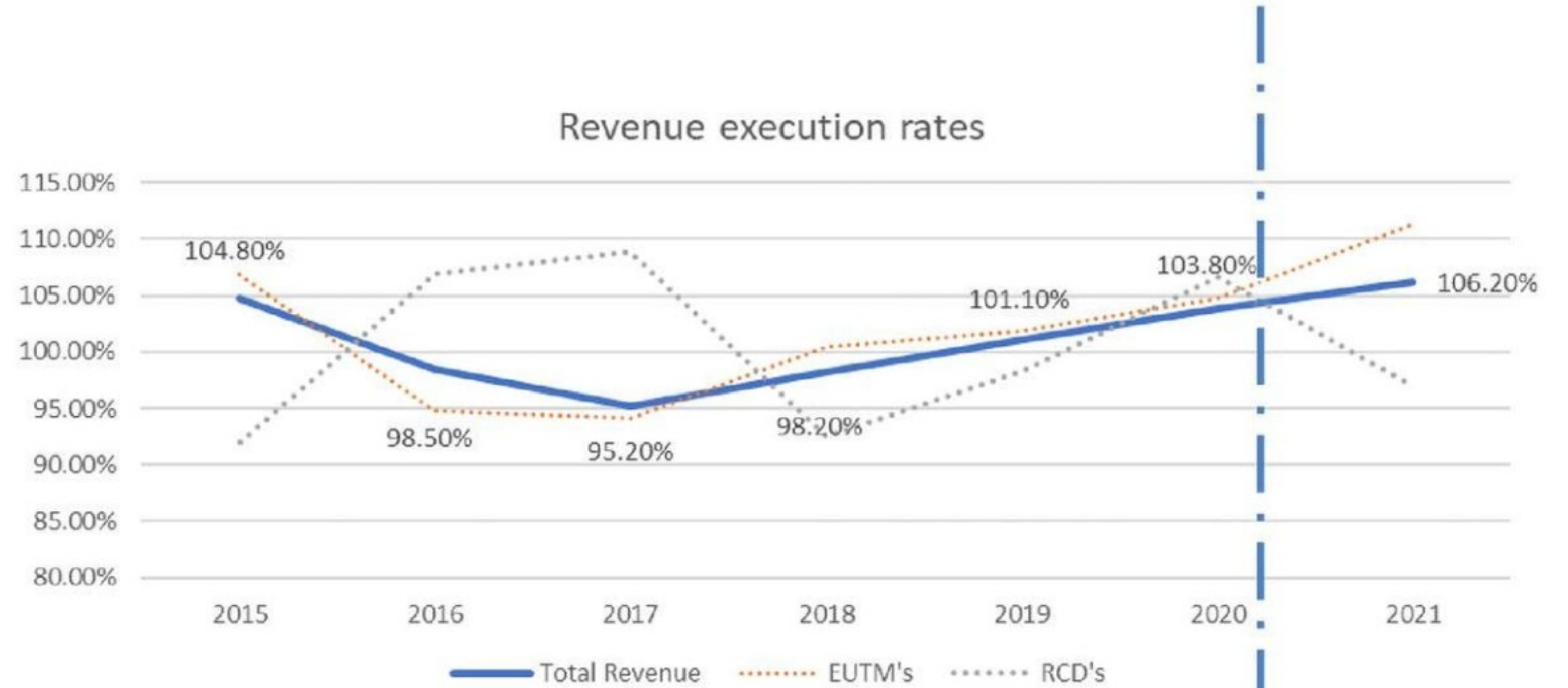
Forecasting results



REVENUES FORECASTING

Budgetary Results

- 95% - 110% Compliance
- 97% - 105% Excellence
- Amending Budget



Q1 2021
Estimates

BUDGETARY STRUCTURE

Expenditure structure

- Budget is constructed, simultaneously, in different layers
- Several layers of information (information cube)
 - Strategic Driver (3)
 - Financial envelopes (4)
 - Activities (77)
 - Natures (4 titles and 76 budget lines)
 - Cost concepts (420)
 - Departmental layer
- Incremental or zero budgeting technics depending on the case

ACTIVITY BASED BUDGET

STRATEGIC DRIVERS	BUDGET 2021 (million EUR)
SD1 - Interconnected, efficient and reliable IP system for the Internal Market	57.0
SD2 - Advanced customer-centric services	93.6
SD3 - Dynamic organisational skill sets and an innovative workplace of choice	97.2
TOTAL	247.9
Contribution to EU policies	32.6

COST HEADING - FINANCIAL RESOURCES	BUDGET 2021 (million EUR)
Operational Activities	186.7
Observatory Activities	10.8
EU Cooperation (Article 152 EUTMR)	34.5
Strategic Plan 2025 projects	15.9
TOTAL	247.9
Contribution to EU policies	32.6



STRATEGIC DRIVERS	BUDGET 2021 (million EUR)
SD1 - Interconnected, efficient and reliable IP system for the Internal Market	57.0
EU Agencies Network	0.4
International Cooperation and Relations	2.2

STRATEGIC DRIVERS	BUDGET 2021 (million EUR)
SD2 - Advanced customer-centric services	93.6
Management of IP operations	44.2
Management of IP litigations	3.0
Management of IP appeals	14.1
Customer management	24.0
Customer support management	0.5
SP2025 Projects	4.3
SP2025 Projects - Existing Staff	3.6

STRATEGIC DRIVERS	BUDGET 2021 (million EUR)
SD3 - Dynamic organisational skill sets and an innovative workplace of choice	97.2
Management of Human Resources	7.8
Infrastructure and logistics management	20.7
Academy activities	6.6
Communication activities	3.6
Financial Management	8.7
Corporate Governance	3.0
Data Protection	0.5
Internal Audit	0.5
Non-IP legal advice & litigations	2.1
General IT services	30.3
SP2025 Projects	9.1
SP2025 Projects - Existing Staff	4.1

ACTIVITY BASED MANAGEMENT AND KEY PERFORMANCE INDICATORS

Advantages

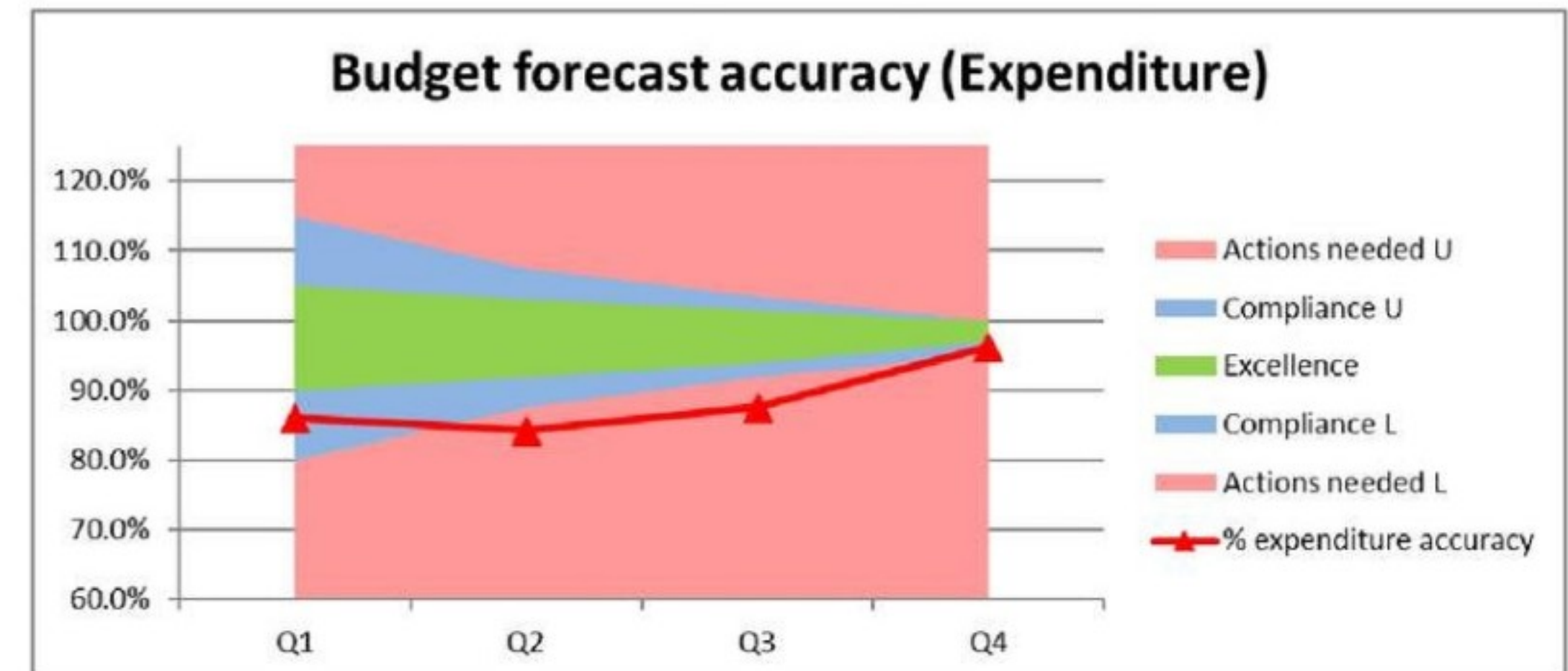
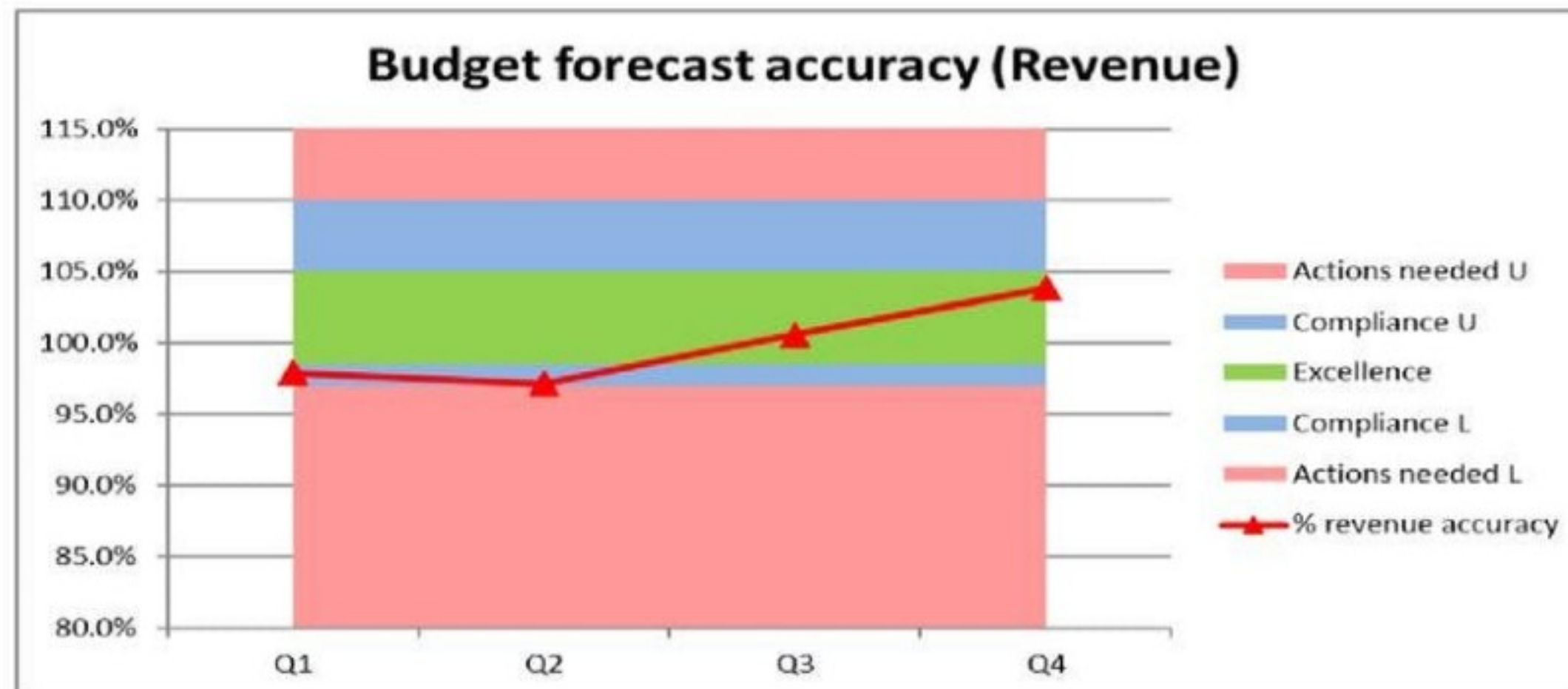
- Clear and transparent measurement structure (allocation of cost)
- Clear accountability matrix
- Transparent decision making
- Efficient control (identify and measure deviations)
- Less time of response (corrective actions) and more precision
- Flexible and tailor-made reporting (powerBI)

“If You Can’t Measure It,
You Can’t Improve It”
Peter Drucker

ACTIVITY BASED MANAGEMENT AND KEY PERFORMANCE INDICATORS

Control methodology

- Quarterly revision process (Budget Execution Report)
- KPI's and Product Costs



ACTIVITY BASED MANAGEMENT AND KEY PERFORMANCE INDICATORS

Product Costs

- Global unit costs
- Products and services unit costs
 - Full direct allocation
 - Direct and Indirect contribution of activities
 - Output

Unit Cost	Budget 2020 (EUR)	Execution 2020 ⁽¹⁾ (EUR)	Variation
Global Product Unit Cost	1 506	1 354	-10.1%
Manpower Global Product Unit Cost	725	659	-9.1%

⁽¹⁾ Based on revenue recorded and payments.

Services costs	Budget 2020 (million EUR)	Execution 2020 ⁽¹⁾ (million EUR)	Variation
EU Cooperation Projects	40.5	39.1	-3.6%
EU Funded Projects	8.0	7.7	-4.4%
Legislative Reform	0.0	0.0	-3.0%
SP2020 Projects	11.1	10.5	-5.6%
SP2025 Projects	9.5	10.2	7.5%
Cooperation Translation Centre	1.8	1.5	-15.5%
EU network management	2.1	2.2	5.0%
non-EU Cooperation	5.4	4.7	-12.8%
Enforcement	6.3	5.2	-17.3%
IP in the Digital World	2.5	1.8	-26.8%
IP strengthening	5.2	4.5	-13.2%
Public Awareness	3.6	3.5	-3.2%
Contribution to EU policies	0.0	0.2	

Product costs	Budget 2020 (EUR)	Execution 2020 ⁽¹⁾ (EUR)	Variation
Litigations	12 749	10 400	-18.4%
IP appeals	9 450	9 885	4.6%
EUTM Application	320	280	-12.3%
EUTM Cancellation	5 010	4 713	-5.9%
EUTM Opposition	2 276	2 398	5.4%
EUTM Recordal	115	119	3.5%
EUTM Renewal	10	5	-50.1%
RCD	61	56	-8.8%
RCD Invalidity	3 758	3 386	-9.9%
RCD Recordal	171	170	-0.3%
RCD Renewal	3	3	25.2%

⁽¹⁾ Based on revenue recorded and commitments.



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Segment 2 cont..

Forecasting IP applications for financial management

Presenter: Mr. Hao Zhou, Director of Statistics, Statistics and Data Analytics Division, Department for Economics and Data Analytics, IP and Innovation Ecosystems Sector, WIPO



WIPO Financial Management

Department of Program Planning and Finance

Program and Budget

Expenditure

Income

Department of Economics and Data Analytics

Filing & income forecasting

WIPO IP Filing Forecasting

Filing & income forecasting – providing important information for:

Operational planning

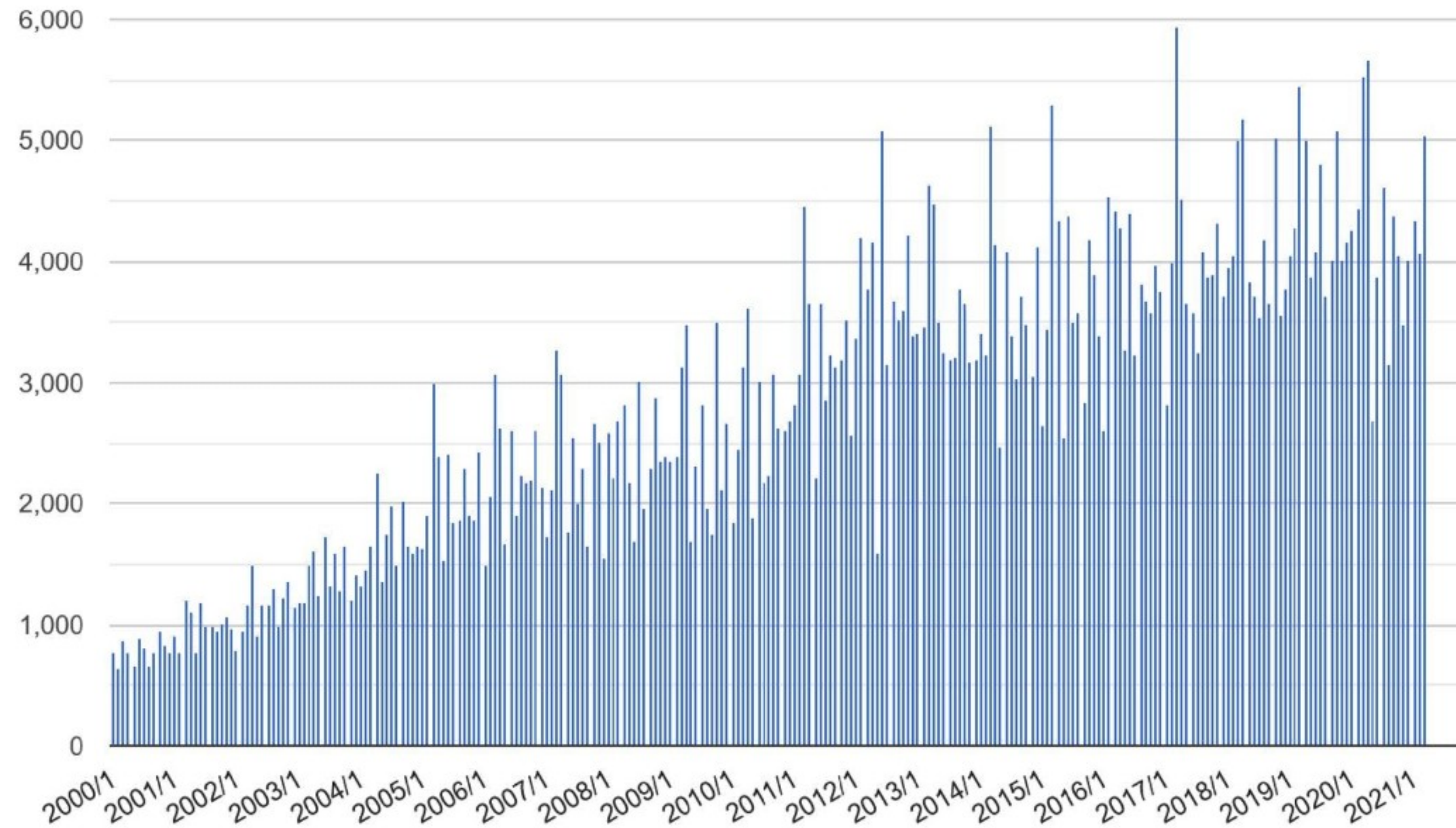
Financial planning

Income forecasting – applying fee structure to application volumes

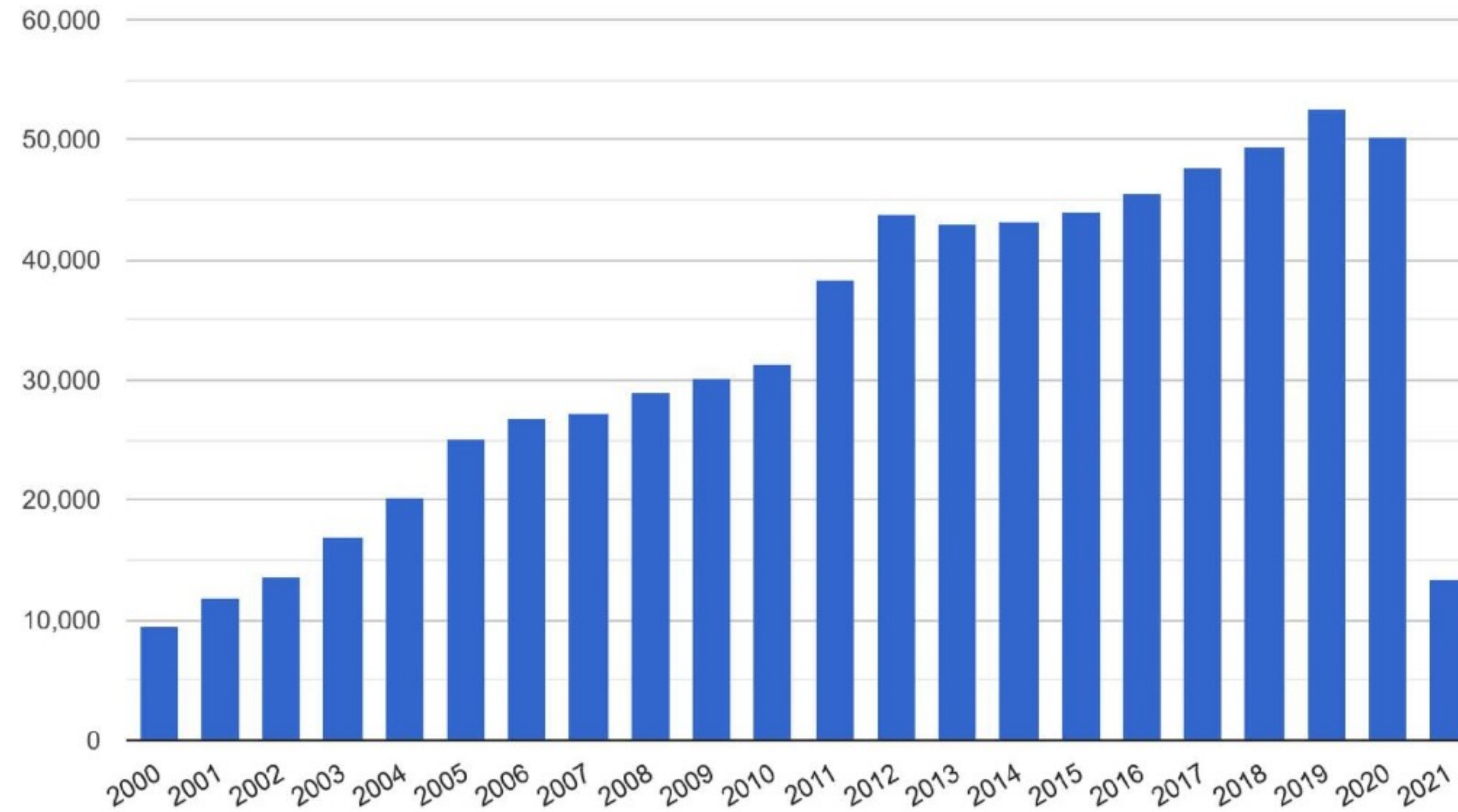
Basics of Forecasting

- Based on historical trends
 - Monthly vs Yearly time series
 - Uncertainty & data volatility
 - Unpredictable events
 - Understand forecasting errors
 - Forecasting range: $e_h = \pm c * e\sqrt{h}$
c=1.96 (95%); h=1,2,3...; e=standard error
 - Consider external variables
 - Adjust method in case of structural break
-

Basics of Forecasting – Data example



Basics of Forecasting – Data example

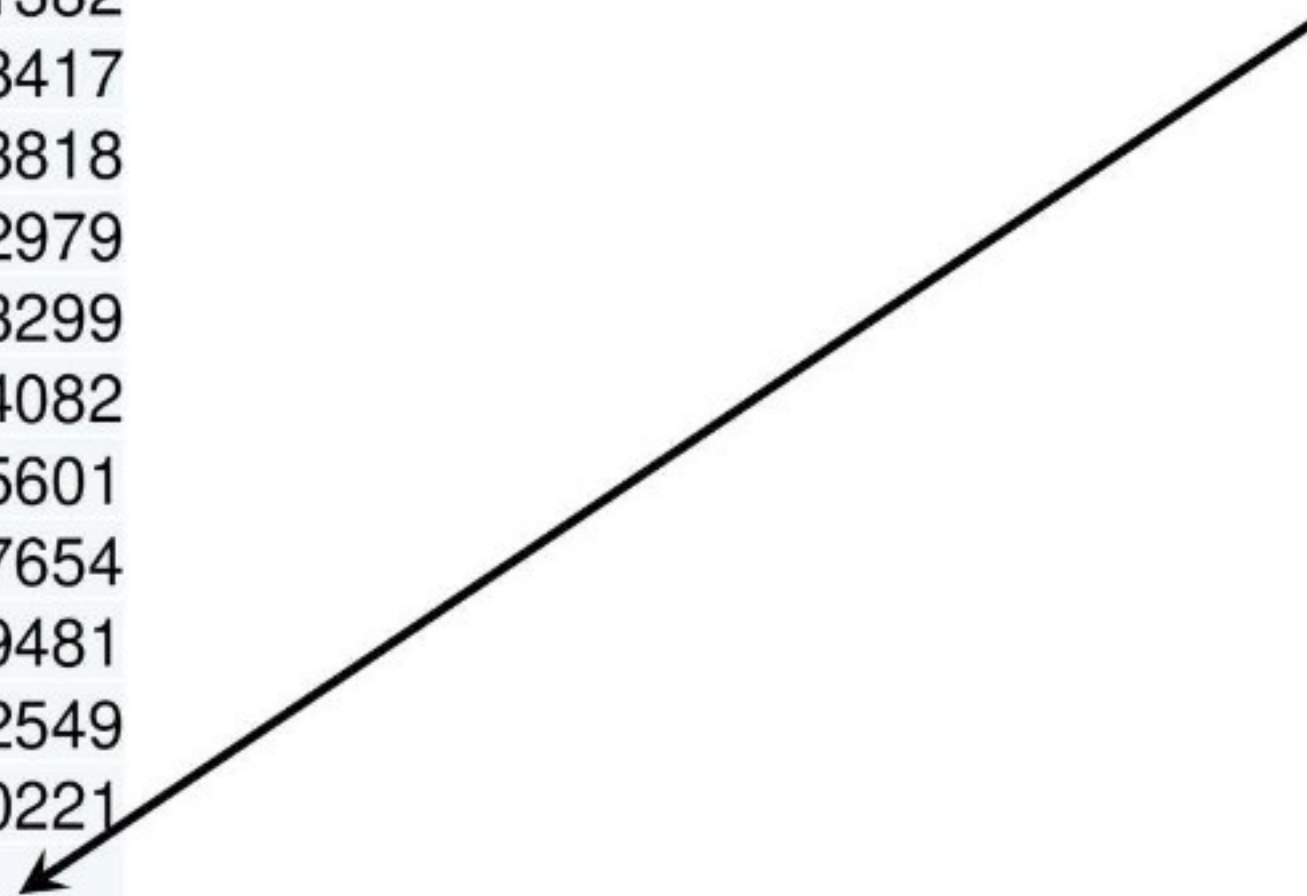


Basics of Forecasting – Tools: Excel

2000	9467
2001	11977
2002	13712
2003	16991
2004	20279
2005	25115
2006	26861
2007	27192
2008	29122
2009	30230
2010	31382
2011	38417
2012	43818
2013	42979
2014	43299
2015	44082
2016	45601
2017	47654
2018	49481
2019	52549
2020	50221
2021	

Microsoft Excel function

`=FORECAST.LINEAR(A22,B1:B21,A1:A21)`



Basics of Forecasting – Tools: STATA

```

17-user stata network perpetual license:
    Serial number: 301506278440
    Licensed to: WIPO

Notes:
    1. Unicode is supported; see help unicode\_advice.
    2. New update available; type -update all-

. insheet using c:/d/test.csv, clear
(2 vars, 22 obs)

. tsset year
    time variable: year, 2000 to 2021
    delta: 1 unit

. regress filings year

```

Source	SS	df	MS	Number of obs	=	22
Model	4.1699e+09	1	4.1699e+09	F(1, 20)	=	725.93
Residual	114884002	20	5744200.09	Prob > F	=	0.0000
				R-squared	=	0.9732
Total	4.2848e+09	21	204038067	Adj R-squared	=	0.9718
				Root MSE	=	2396.7

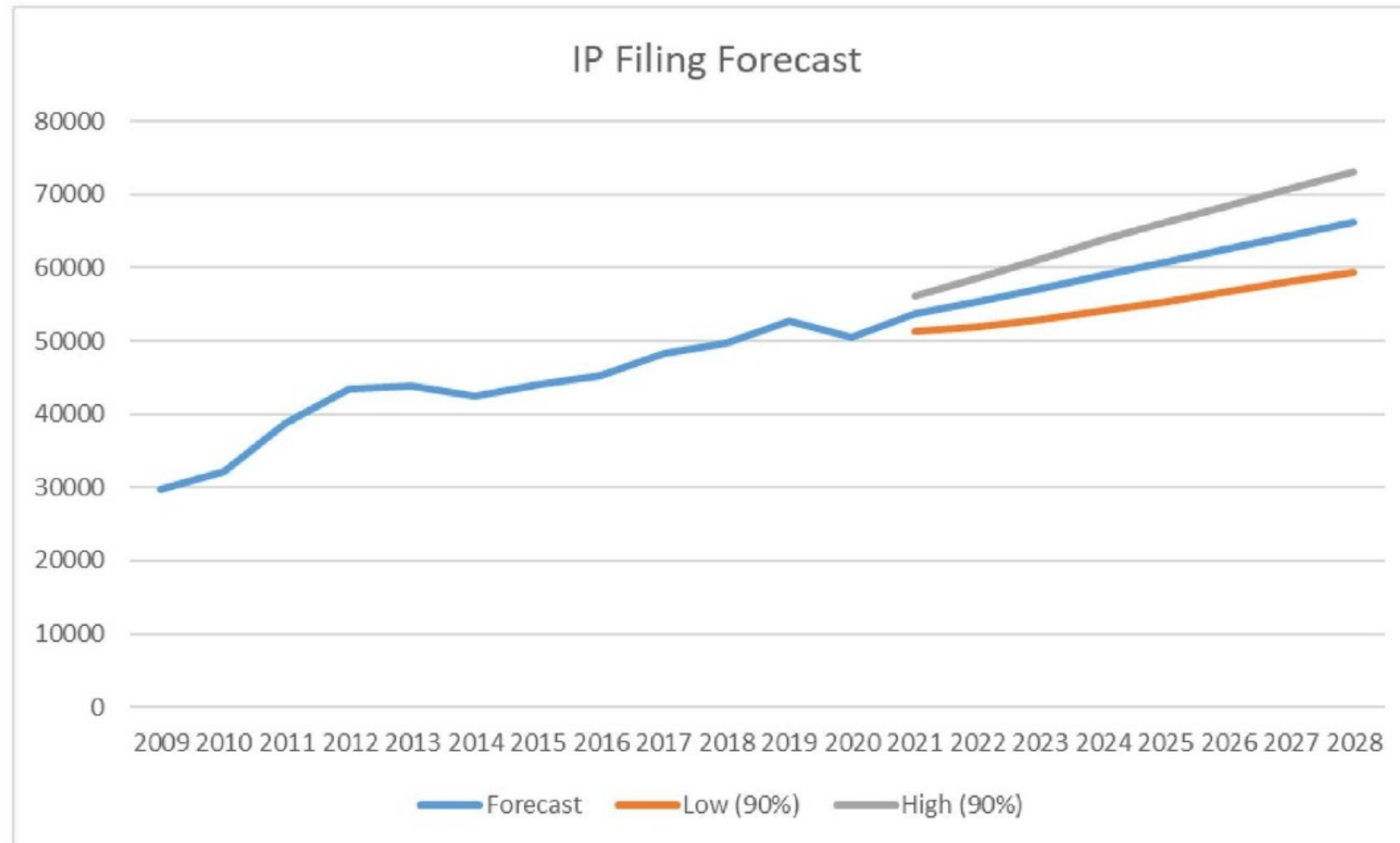
filings	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
year	2170.048	80.54165	26.94	0.000	2002.041 2338.055
_cons	-4328443	161929.8	-26.73	0.000	-4666222 -3990663

```

.

```


Basics of Forecasting – Output



Use of Forecasting

- Assess how important the IP filing volume is to your office:
 - Funding channel
 - Impact factor
 - Recognize/Accept errors
 - Risk-averse adjustment
-

Thank you.

Contact: ipstats.mail@wipo.int



Open Forum

You can ask questions/share thoughts and comments using:

- [menti.com](https://www.menti.com) using the code: **1704 3861** ; or
- GoToMeeting chat box; or
- Request the floor in the GoToMeeting room

Please ensure that microphones are muted



You may ask questions/share thoughts and comments..

0 questions

0 upvotes



Synthesis and Closing Remarks for Day 1 and 2 of eHIPOC

Presenter:

Mr. Andrew Michael Ong, Director, Division for Asia and the Pacific,
Regional and National Development Sector, WIPO





Thank you for joining us today!

We look forward to seeing you again soon!

