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FINAL REPORT ON THE INFORMATION TECHNOLOGY MODERNIZATION PROGRAM (MADRID INTERNATIONAL REGISTRATION SYSTEM)

prepared by the International Bureau

INTRODUCTION

1.	The purpose of this document is to outline progress on the Information Technology (IT) Modernization Program (hereafter referred to as "the Program") since the last Assembly of the Madrid Union (hereinafter referred to as "the Assembly") in September 2014. On this occasion, the document also serves as the final report to update members of the Assembly on the implementation of the Program.

2.	Document MM/A/48/1 contains the previous Program Progress Report.

3.	It is recalled that the Program is to be undertaken in three phases: Phase I, Phase II and Phase III. Phase I consists of sub-projects aimed to produce immediate positive results or to lay down the technical foundations for Phase II. Phase II is the actual one-to-one technical conversion from the current IT legacy system, supporting both the Madrid and Hague international registration procedures, to a modern technology that will ensure Madrid and Hague System stakeholders benefit in the years to come from an industry standard technical platform. Phase III is an optional phase to be undertaken by the International Bureau to cater for any necessary stabilization activities of the new system, together with any ergonomic adjustments that are necessary after the official go-live date.

4.   Document MM/A/48/1 reported the completion of all activities under Phase I, together with the reporting of the reception and installation for system and user testing, of the major deliverable of Phase II of the Program, namely the Madrid International Registration Information System (MIRIS) Beta 1 version, which had at that time, been subjected to a series of system test procedures.

PROGRAM IMPLEMENTATION STATUS

5.   Document MM/A/48/1 also reported that the challenges to the Madrid Registry when the IT Modernization Program began in 2008 are fundamentally different to the challenges of today. Given the very dynamic and fluid nature of Madrid international trademark registration procedures, it is extremely important that the MIRIS System is able to address the original, as well as any newly identified challenges.

6.   In order to mitigate any associated risks, document MM/A/48/1 also reported that an external review of the IT Modernization Program has been initiated late in the second quarter of 2014, whilst also noting that, following an internal audit of the Brands and Designs Sector revenue processes, there is a recommendation that a post IT Modernization Phase II implementation review, should be undertaken. The terms of reference of the review includes overall approach, system functionality, system performance, user and system testing processes, and commissioning strategies. Such a review would allow the International Bureau to more accurately determine the scheduled MIRIS go-live date.

7.   The review, known as the Independent Validation and Verification (IVV) exercise, was concluded in November 2014. The IVV confirmed the overall approach and system functionality, whilst raising issues relating to user and system testing processes, and commissioning strategies. Its most important recommendations included the appointments to two newly identified roles, firstly that of Operations Manager in the Madrid Registry as well as that of a Transformation Manager in the Registries Support Division. Each of these new roles is designed to assist in raising the operational maturity levels of the ICT service delivery processes in the Brands and Designs Sector. Following a competition, the Transformation Manager commenced duties within the Registries Support Division in May 2015, at which time, a competition for an Operations and Support Manager had been initiated. Annex I lists the remainder of the IVV recommendations, which will be progressively implemented during the remainder of 2015 and beyond.

8.   The internal processes and procedures governing the reception of new MIRIS System versions from the external supplier, together with the technical activities related to the deployment of new MIRIS versions into a technical environment where system and user testing can take place, have been proven through the reception and deployment of a number of MIRIS versions for testing purposes. These established processes and procedures are repeatable for all of the future versions of MIRIS.

9.   With the delivery of the major Phase II deliverable (MIRIS Beta I), together with the repeatable processes and procedures for the reception and deployment of versions of MIRIS, the Program has been deemed to have been completed. All remaining activity related to the technical deployment into production of subsequent MIRIS versions, following user testing and acceptance, shall be undertaken by internal staff. The remaining funds in the Program have been earmarked for the delivery and deployment of such subsequent MIRIS versions. Annex II presents a list of Program deliverables.

10.   As indicated in earlier IT Modernization Program Progress Reports, and only if needed, the International Bureau will propose to enter into the execution of Phase III of the Program to accommodate post-go-live activities, such as bug-fixes, performance improvements as well as the ergonomic transformation of the end-user interface and possible process reengineering. Since the need for a possible Phase III can only be evaluated after Phase II deployment, the details of a possible Phase III will be elaborated in due course, as part of standard system life cycle maintenance activities, and will be funded through the regular budget.

PHASE II DEPLOYMENT PLAN

11.   Since the technical build of the MIRIS System is complete, the focus of the deployment project is on business testing and acceptance, which will be carried out in a managed, formal manner according to software industry best practices.

12.   Between June and July 2015, test planning and design will take place and a "production-ready" MIRIS test suite will be configured, containing real data and fully connected to all required external and ancillary systems. At the same time the processes and resources required to record and resolve any encountered testing issues will be established.

13.   From August to December 2015, a core business testing team will manage a variety of business specialists through exhaustive testing of their respective functional areas within MIRIS. This will be followed, in the first two months of 2016, by extensive system and integration testing and a final, formal User Acceptance Test, which will be the first part of a managed operational transition to full business usage of MIRIS from April 2016.

14.   In the interests of business continuity, MIRIS has been constructed to be as close as is possible in function and appearance to the Madrid and Protocol System (MAPS), however the deployment schedule allows for and assumes the inclusion of essential changes to MIRIS so that it is fully up to date when it goes "live", without the need for further, short-term amendment. Included in the applied changes will be rule changes (including those to take effect from April 1, 2016), all changes applied to MAPS since the "code freeze" applied for MIRIS, and any other changes essential to the operation of the registry that become known before MIRIS goes into the final stages of testing.

15.   Initial usage of MIRIS will be monitored closely and additional technical and business support will be available in order to ensure a trouble-free transition with no interruption to normal business.
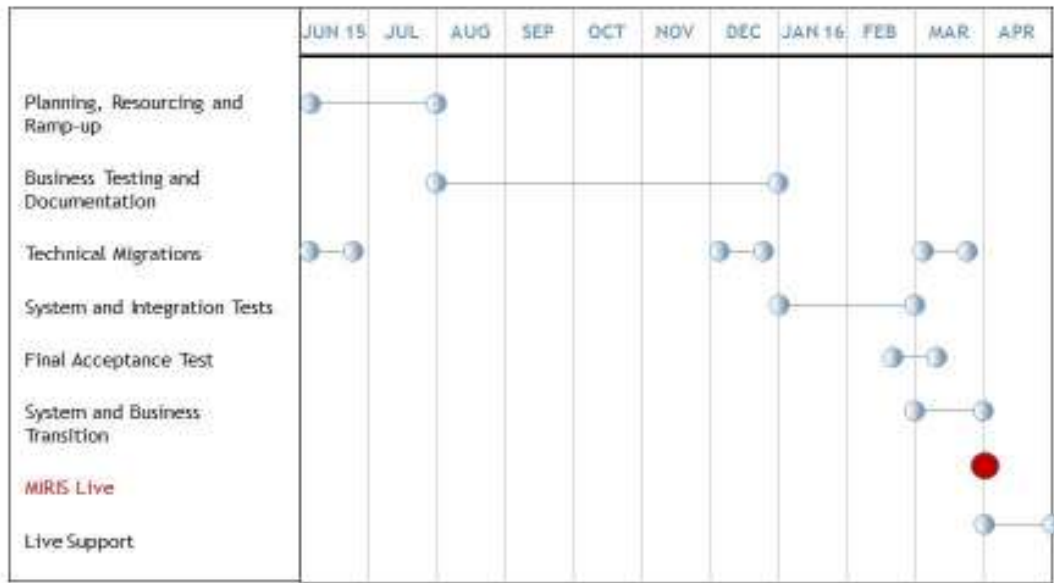
MIRIS Deployment Schedule

Figure 1- Phase II High Level Project Plan for MIRIS Testing and Deployment

BUDGET UTILIZATION

16.   A total resource envelope of 13.804 million Swiss francs was approved for the project (10.804 million Swiss francs by the Assembly of the Madrid Union and 3 million Swiss francs by the Assembly of the Hague Union). To date, actual expenditure on the project amounts to 13.527 million Swiss francs, or 98 per cent of the project budget.

Table 1 - Financing Status (in thousands of Swiss francs)

MAPS Modernization									
(in thousands of Swiss francs)							**As at June 2, 2015**		
	Project Budgets			**Expenditure**[2]				**Remaining Balance**		**Project Utilization in %**
	Initial Budgets	**Revisions**[1]	**Revised Budgets**	**Expenditure up to end 2013**	**Expenditure 2014**	**Expenditure 2015**	**Total Expenditure**	**Amount**	**%**	
Phase I	3,569	(292)	3,277	3,277	-	-	3,277	-	0%	100%
Phase II and III (merged)	10,235	292	10,527	6,573	2,805	872	10,250	277	3%	97%
GRAND TOTAL, MAPS Modernization	**13,804**	**-**	**13,804**	**9,850**	**2,805**	**872**	**13,527**	**277**	**2%**	**98%**

[1] *Revisions reflect the rollover of the the balance of Phase I funds to Phase II, as per Document MM/A/48/1, page 2.*

[2] *Expenditure includes pre-encumbrances or encumbrances.*

17.   *The Assembly is invited to take note of the "Final Report on the Information Technology Modernization Program (Madrid International Registration System)" (document MM/A/49/1).*

[Annexes follow]

RELEVANT RECOMMENDATIONS OF THE INDEPENDENT VERIFICATION AND VALIDATION REPORT OF THE IT MODERNIZATION PROGRAM

1. Define all current and expected projects to acceptable standard.

2. Implement project and program measurement and progress reporting.

3. Introduce project accounting discipline.

4. Transfer control of portfolio budget to Reform Program Board / Task Force.

5. Re-visit and verify Project Initiation Document for MIRIS.

6. Review and verify MIRIS deployment plan.

7. Mobilize new project for complete, end-to-end requirements analysis of all business under the remit of the Reform Program.

8. Establish cross-functional processes to handle enhancement requests and essential fixes.

9. Revise risk and issue recording and management.

10. Assign data ownership appropriately between users, support and system administration.

11. Define roles for Technical Manager, Release Manager and Change Control Manager.

12. Define effort levels for the three roles mentioned in item 11, distinct levels of technical and user support.

13. Implement cross-functional process around Operations Team's Continuous Improvement Program and Registries Support Division's change control process.

14. Establish in-house Project Library.

15. Implement practical standard for project documents.

16. Assign a Training Manager to Program and Project Boards.

17. Add training impact assessment to change process.

18. Document business processes and data.

19. Add performance requirements / constraints to MIRIS project definition.

20. Implement "arm's length" interface management process between the Registries Support Division and AIMS Support.

21. Include external dependencies in project planning.

22. Re-plan and design testing based on outputs of business requirements and data documentation exercise.

23. Implement processes for Business Change Management.

[Annex II follows]

IT MODERNIZATION PROGRAM ACHIEVEMENTS

1.   Migration of legacy system operating in a mainframe environment to a UNIX environment.

2.   New IT infrastructure Proof of Concept.

3.   New IT infrastructure Office Pilot – Madrid eFiling.

4.   Hague eRenewal.

5.   Hague eFiling revision.

6.   Hague eFiling Portfolio Manager.

7.   Deployment of SDL WorldServer translation tool for all Madrid and Hague translations.

8.   Deployment of TAPTA machine translation tool.

9.   Madrid Portfolio Manager (MPM).

10.   Madrid Electronic Alert (MEA).

11.   Madrid Real-time Status (MRS).

12.   Madrid Office Portal (MOP).

13.   Intelligent web forms for Madrid (MM4, MM5, MM6, MM7, MM8, MM9, MM10, MM12).

14.   Madrid and Hague Publication and Notification system revision.

[End of Annex II and of document]