

OMPI/JPI/BUE/06/7

ORIGINAL: Español

FECHA: 23 de mayo de 2006



INSTITUTO NACIONAL DE LA  
PROPIEDAD INDUSTRIAL (INPI)  
DE ARGENTINA



ORGANIZACIÓN MUNDIAL  
DE LA PROPIEDAD INTELECTUAL



DIRECCIÓN NACIONAL  
DEL DERECHO DE AUTOR  
MINISTERIO DE JUSTICIA Y  
DERECHOS HUMANOS

## REUNIÓN REGIONAL DE DIRECTORES DE OFICINAS DE PROPIEDAD INDUSTRIAL Y DE OFICINAS DE DERECHO DE AUTOR DE AMÉRICA LATINA

organizada por  
la Organización Mundial de la Propiedad Intelectual (OMPI)  
en cooperación con  
el Instituto Nacional de la Propiedad Industrial (INPI) de Argentina  
y  
la Dirección Nacional de Derecho de Autor  
del Ministerio de Justicia y Derechos Humanos de Argentina

**Buenos Aires, 30 de mayo a 2 de junio de 2006**

IMPERATIVOS PARA EL FUNCIONAMIENTO DE OFICINAS DE PROPIEDAD  
INTELECTUAL: ESTABLECIMIENTO DE OBJETIVOS, FUNCIONES, RECURSOS  
SEGÚN LAS NECESIDADES Y POLÍTICAS NACIONALES. INDICADORES  
DE DESEMPEÑO. EXPERIENCIA INTERNACIONAL

*Documento preparado por el Sr. Douglas Kuntze, Director, Sección de Marcas,  
Oficina de Propiedad Intelectual de Canadá (CIPO) (Canadian  
Intellectual Property Office), Quebec, Canadá*

Diapositiva 1



 **Canadian Intellectual Property Office**  
An Agency of Industry Canada

 **Office de la propriété intellectuelle du Canada**  
Un organisme d'Industrie Canada

## **CIPO'S APPROACH TO STRATEGIC MANAGEMENT**

**Regional Meeting of Directors of Industrial Property Offices and Copyright Offices of Latin America**

Wednesday, May 31, 2006

**Doug Kuntze**  
Director, Trade-marks Branch

Diapositiva 2



### **CIPO – Who we are**

- Special Operating Agency of Industry Canada with approximately 925 employees.
- Budget of \$120 million
- We administer: patents, trade-marks, copyright, industrial designs, integrated circuit topographies
- Our clients: inventors, creators, users of IP, agents
- Fee for services



Diapositiva 3



### **CIPO'S Mission**

- To accelerate Canada's economic development by:
  - Fostering the use of intellectual property (IP) systems and the exploitation of IP information.
  - Encouraging invention, innovation and creativity in Canada
  - Administering the IP system in Canada
  - Promoting Canada's international IP interests



Diapositiva 4

### CIPO's Historical Snapshot

- 1992: Special Operating Agency Status
- 1994: Revolving Fund
- 1996 &
- 2000: Baldrige Quality Assessment

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Diapositiva 5

### BALDRIGE QUALITY ASSESSMENT

Are arrangements implemented effectively and suitable to achieve objectives?  
Do results comply with planned arrangements?

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graph LR; Leadership --> IA[Information & Analysis]; Leadership --> SP[Strategic Planning]; Leadership --> HR[HR Focus]; Leadership --> PM[Process Management]; IA --> OR[Organizational Results]; SP --> OR; HR --> OR; PM --> OR; OR --> CMF[Client & Market Focus]
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Canada

Diapositiva 6

### BALDRIGE QUALITY ASSESSMENT

- Emphasis on management by fact
- Emphasis on repeatable, systematic processes, not activities
- Proactive not reactive methodologies

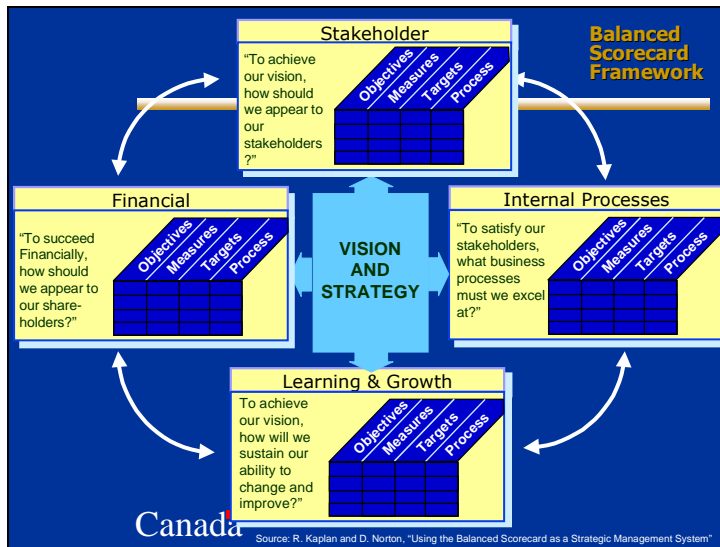
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Diapositiva 7



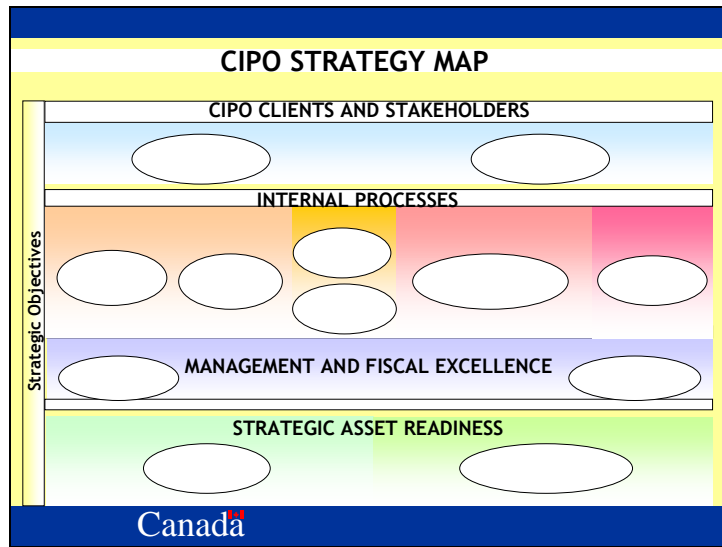
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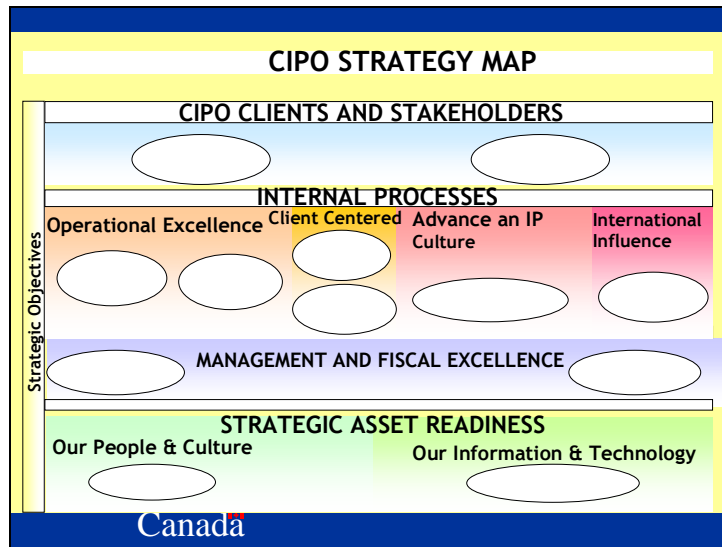
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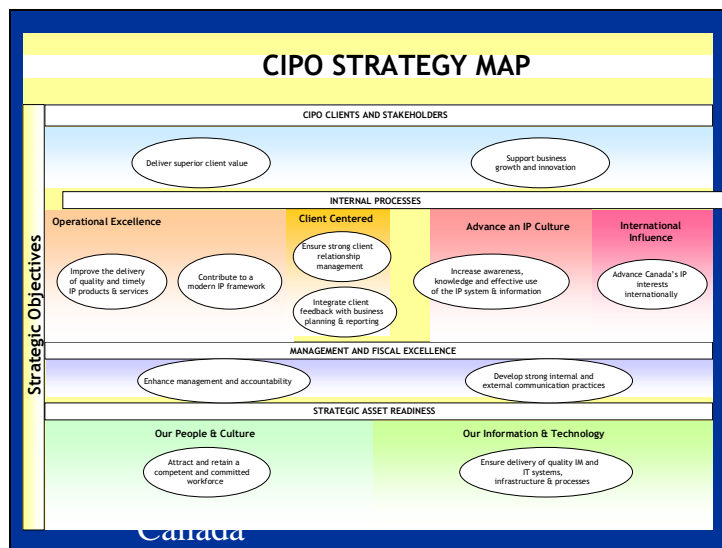
Diapositiva 10



Diapositiva 11




Diapositiva 12



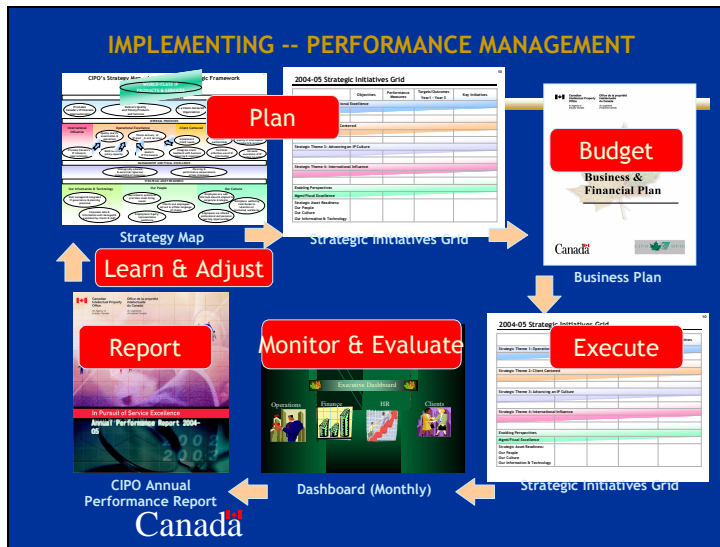
Diapositiva 13

	Objectives	Performance Measures	Targets/Outcomes Year1 - Year 3	Key Initiatives
<b>Strategic Theme 1: Operational Excellence</b>				
<b>Strategic Theme 2: Client Centered</b>				
<b>Strategic Theme 3: Advancing an IP Culture</b>				
<b>Strategic Theme 4: International Influence</b>				
<b>Enabling Perspectives</b>				
Mgmt/Fiscal Excellence				
Strategic Asset Readiness:				
Our People				
Our Culture				
Our Information & Technology				

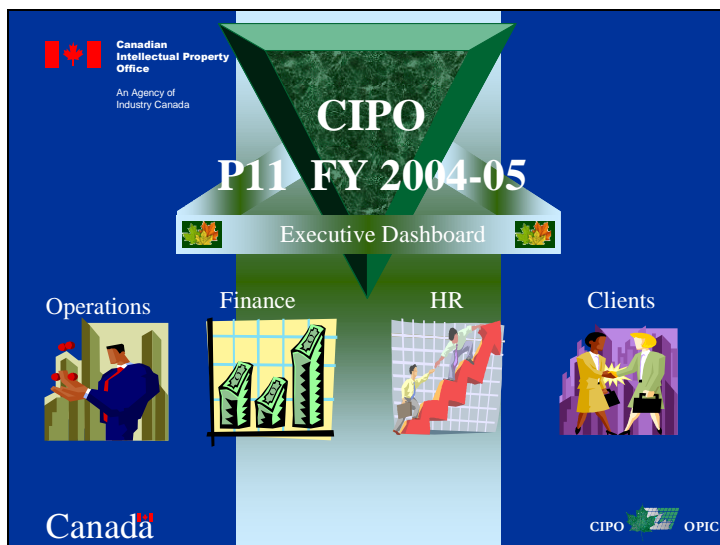
**Strategic Initiatives Grid**



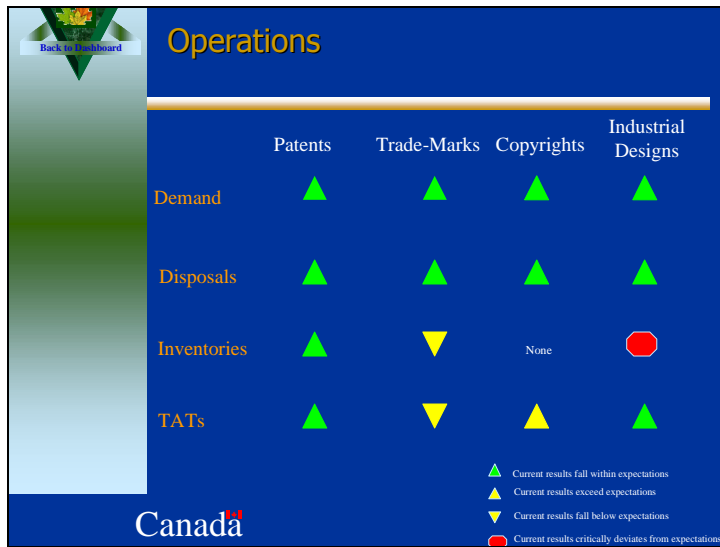
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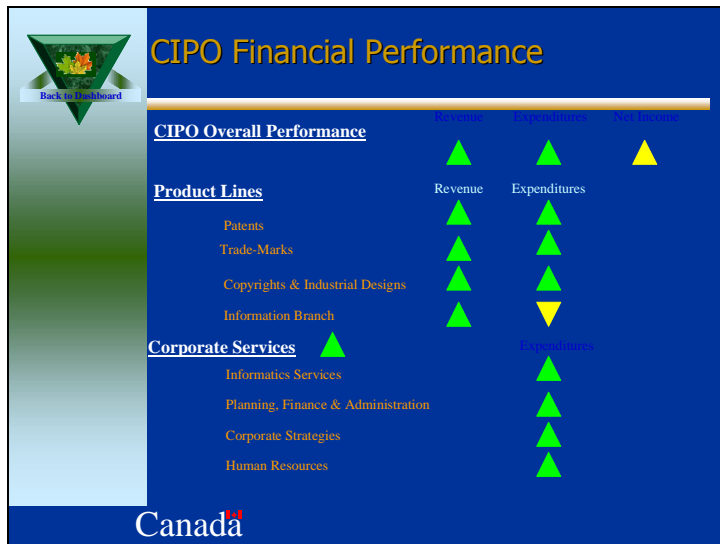
Diapositiva 15



Diapositiva 16



Diapositiva 17



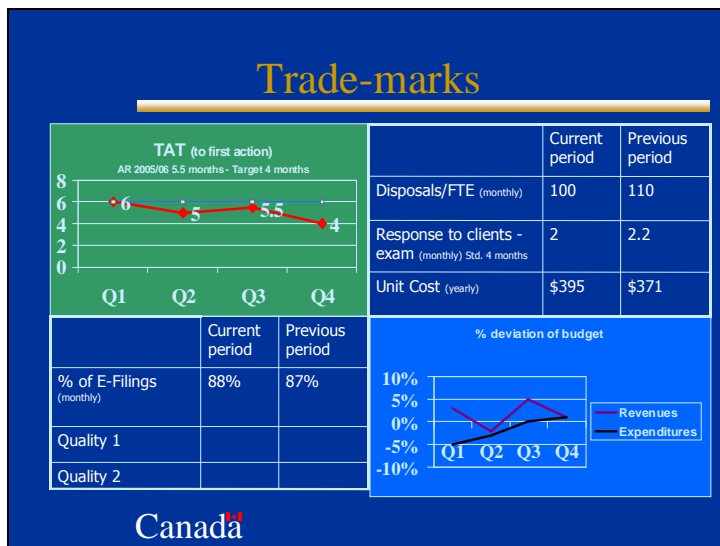
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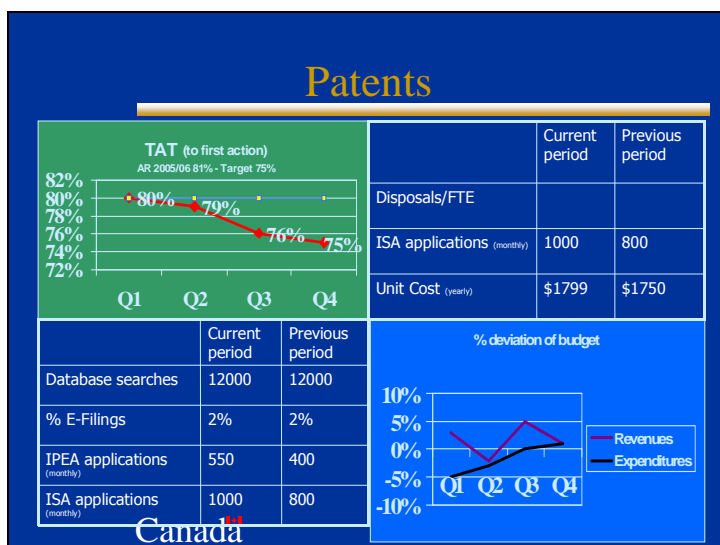
Diapositiva 19



Diapositiva 20

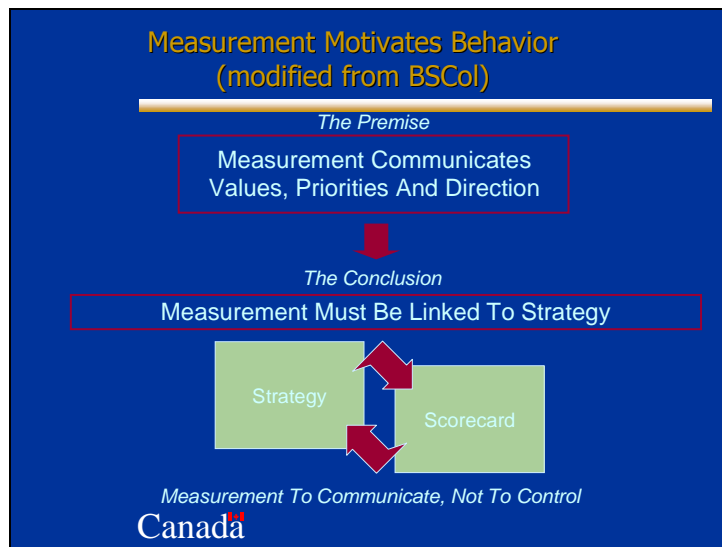


Diapositiva 21





Diapositiva 22



Diapositiva 23

**The Performance Story**

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- Were the expected results accomplished?
- Were they accomplished within budget and in the most efficient manner?
- Were there undue, unintended consequences?
- Are we learning and improving?

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Diapositiva 24

**Ongoing Performance  
 Measurement and Evaluation**

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Ongoing Performance Measurement		Evaluation
<ul style="list-style-type: none"> <li>• Focus on Outputs</li> <li>• Quite operational but with a strategic view</li> <li>• Exception reporting across the “bubbles” in the Strategy Map</li> <li>• Volumetrics and efficiency type measures</li> <li>• Monthly to quarterly reporting frequency</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on Immediate Outcomes and some Intermediate Outcomes</li> <li>• Effectiveness type measures, including quality</li> <li>• Measures tied to each “bubble”</li> <li>• Annual reporting frequency</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on Intermediate and Final Outcomes</li> <li>• Mandate type questions</li> <li>• Effectiveness type questions</li> <li>• Questions tied to each “bubble”</li> <li>• Reporting follows evaluation cycle</li> <li>• Could be special studies</li> </ul>

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Diapositiva 25

### Performance Measurement

Performance Measurement (PM) is all about answering the following questions:

- **Why** does the Program exist?
- **What** do we want to accomplish over the life of the Program?
- **How** are we going to deliver the Program?
- **How** will we know how well we are doing?
- **What initiatives** do we need to undertake to deliver the Program better?

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### Performance Reporting

- **What** are the right indicators to judge performance?
- **Where** will we find the data to report on performance?
- **Who** will be responsible for gathering, analyzing and reporting on this data in an informative way?
- **How** will the performance information be presented and commented on?
- **When** will the performance information be presented and commented on?

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Diapositiva 27



Diapositiva 28



Diapositiva 29

The slide, titled "INFORMATION", provides contact information for CIPO. It features a blue background with white text. The text includes: "For more information on CIPO", a bullet point "➤ Visit [www.cipo.gc.ca](http://www.cipo.gc.ca)", "For IP related news", and another bullet point "➤ Subscribe to [www.cipo.gc.ca/newsupdates](http://www.cipo.gc.ca/newsupdates)". The "Canada" logo is positioned at the bottom left of the slide.

Diapositiva 30

