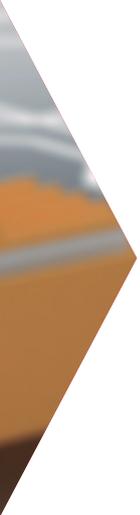


# Strategic Plan 2021-2024 Spanish Patent and Trademark Office

---





# Index

<b>Foreword</b>	<b>4</b>
<b>Introduction</b>	<b>7</b>
<b>Elaboration of the Strategic Plan</b>	<b>12</b>
<b>Strategic Framework</b>	<b>17</b>
<b>Structure of the Plan</b>	<b>23</b>
<b>General Goals</b>	<b>27</b>
<b>General Goal 1 Projects</b>	<b>30</b>

**General Goal 2 Projects** **36**

---

**General Goal 3 Projects** **40**

---

**General Goal 4 Projects** **43**

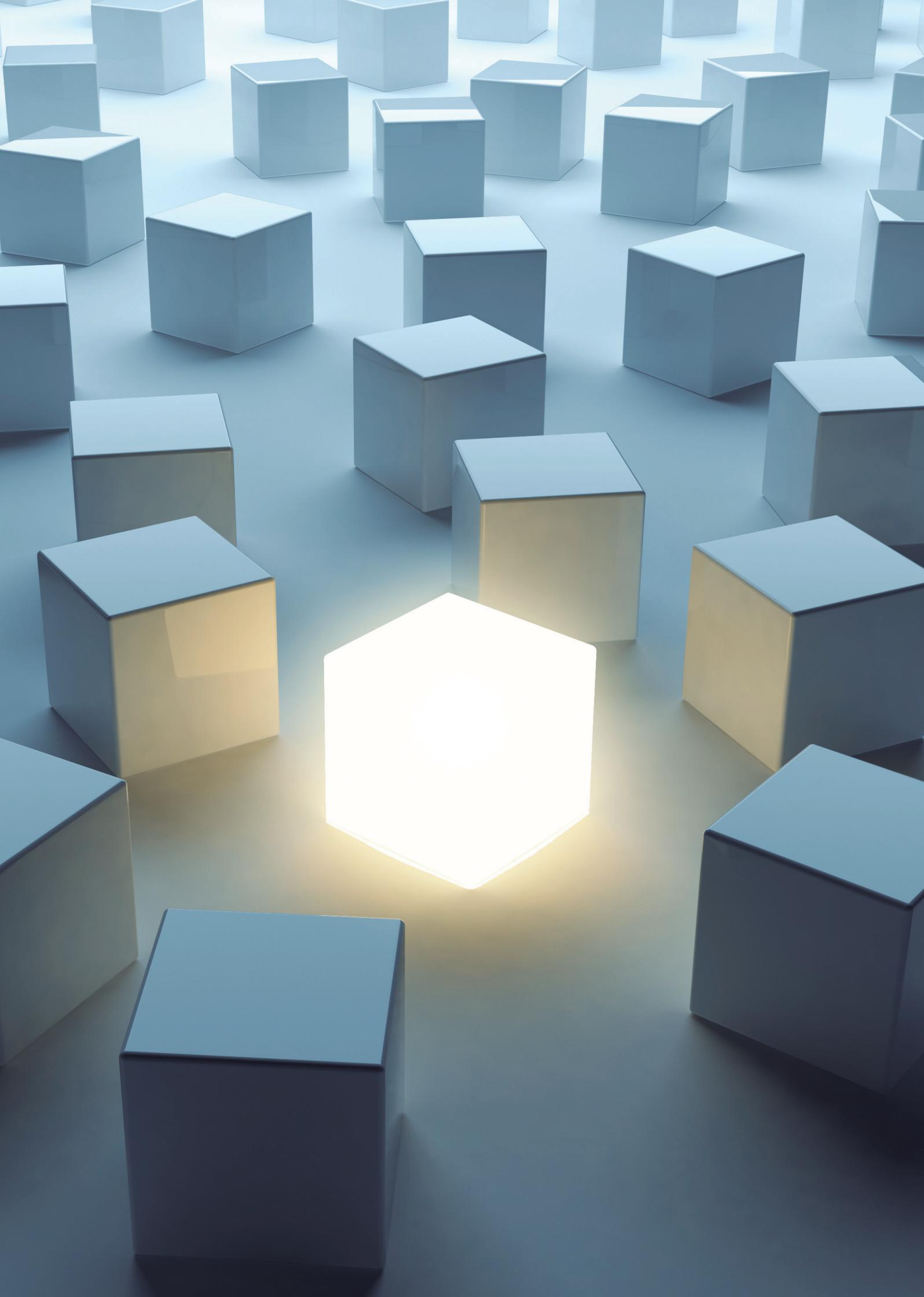
---

**General Goal 5 Projects** **47**

---

**Operational development, monitoring  
and evaluation of the Plan** **53**

---



# Foreword

---



As a result of an exhaustive analysis and a deep reflection, the Spanish Patent and Trademark Office (OEPM), that I am honoured to preside, has concluded the Strategic Plan that will guide its path during the next four years,

It is an innovative approach that emphasizes the importance of Industrial Property as an instrument at the service of socio-economic development, in line with the most advanced countries in the world. In fact, there is a clear correlation between the strengthening of the different fronts in which this public policy is deployed and the consolidation of economic models based on knowledge and innovation.

In line with this transformative approach, the Ministry of Industry, Trade and Tourism has been intensifying the increasing participation of Industrial Property in the performance of each of its functional areas. In the area of commerce, being aware of the impact of trademark policy on consumer protection and choices. Regarding industry, through the strengthening of the role played by patents in the development and promotion of technology. And in the area of tourism, through the association between accredited appellations and quality, which are part of a set of policies aimed to promote of our country and flagged by the *“Marca España”* beyond our borders.

Since the Spanish Patent and Trademark Office adopted its actual name in 1992, the acronym OEPM has become an indisputable reference point for innovation and quality in its public service. The profound digital transformation, the efficiency in administrative handling and the standardization of procedures for granting trademarks, patents and designs through the certification of its processes under ISO 9.001 and UNE-166.006 standards, have led the OEPM to become an International Searching and Preliminary Examining Authority. This appointment, granted in accordance with the Patent Cooperation Treaty, has been achieved only by 23 national or regional patent offices in the world.

The Strategic Plan 2021-2024 will contribute decisively to the impulse of all the aforementioned. Moreover, this Plan is the materialization of a long maturation process: over the own organization, its present and future contexts and the challenges it must face in the short and medium term. The conclusions reached after such a thorough analysis are translated into effective lines of action, which will be carried out through annual operational plans and will be subject to a solid model of accountability. In the end, this will allow a transparent evaluation of the actions defined in this document.

A Plan that seeks to achieve five general goals of high added value, both for the organization and the society to which the OEPM owes. First, to promote the strategic use of industrial property. Second, to foster research, development and technology transfer. Third, to contribute to the multilevel international governance of industrial property. Fourth, to promote the fight against counterfeiting and the infringement of rights. Fifth, to move towards a more people-centred, sustainable, digital, innovative, transparent and efficient organization.

In sum, a new strategy for a new situation, since the acceleration of changes and the globalization set increasingly demanding challenges to the public sector, when it comes to defending the general interests through an intelligent, realistic, effective, efficient, transparent and of the highest quality public governance, as formulated in this strategic plan.

**Pablo Garde Lobo**

*Undersecretary of the Ministry of Industry, Trade and Tourism and  
President of the Spanish Patent and Trademark Office*



operation 129 227  
operation 2289-99478

operation 122 334

52 390  
00x0xx0xx0



# Introduction

---



No organization, whatever its scope is, can function properly without a strategy. Such an organization might do well for a while, but in a changing and increasingly complex and interconnected environment it will, little by little, lose relevance. Its processes will deteriorate and the organization will be unable to respond to new problems, either gradually or all at once. Therefore, I believe that the work of managers must always have multiple dimensions, being one of them having thoughts about the future and the context. Such combination of context and future explains the need to plan adequately, in an ambitious but realistic way. Being this, applicable to any organization, is especially relevant when its tasks are public. Precisely, Public Administrations are, in times of uncertainty like

the ones we live in, an institutional guarantee of society. For this reason, Public Administrations need to combine the day-to-day management of affairs with the ability to have a far-sight and to know where they want to go. A short and firm step, but a further view.

This may sound abstract but it is made operational in specific ways. First, the organization must think on its strengths and weaknesses and connect them to the context in which they are inserted which, according to the well-known methodology, present threats and opportunities. A public organization, formed mainly by civil servants, undoubtedly has the analytical capacity to carry out this process of internal knowledge, and thus diagnose itself. This diagnosis is, and I would say it should be, the necessary starting point.

Subsequently, and without losing the perspective of the public purposes of the organization and the constitutional mandate of serving the general interest, the organization proceeds to clearly identify its mission and values, both of which connect it to the present moment. Its vision, i.e. how it wants to be perceived by the citizens and its users, is also defined at this point.

Necessarily, what happens next is a logical consequence of the above: the organization, knowing and deciding the point it wants to reach in a given horizon of years, shapes it into strategic goals, which are then broken down into smaller units that allow monitoring their degree of achievement. At this point we can talk about a strategic vision of the organization, which will seek its necessary development at the tactical and operational level, by assigning tasks and resources to the various units that make it up.

We have followed, at the Spanish Patent and Trademark Office, O.A. (OEPM) this methodology in order to design the Strategic Plan 2021-2024. It has proved to be successful in other organizations of the General Administration, which are legally, materially and functionally very different from each other. The action to be developed during this period revolves around 5 major strategic goals which, without ignoring the legal and regulatory mandates attributed to the Office, are set out in full awareness of the fact that the demands of public action have been and are being transformed at the dizzying pace of the current historical changes. These changes mean that we must now pay attention and seek solutions not only to problems for which there was previously no sufficient or adequate response, but also to new areas of action that we probably would not have expected a few years ago. Therefore, this Strategic Plan seeks not only to improve the performance and processes of the OEPM, but also to open up new fields of action that were previously only in our imagination. And the fact is, as both the Strategic Plan 2023 of the European Patent Office (EPO) and the Strategic Plan 2025 of the European Union Intellectual Property Office (EUIPO) show, that Industrial Property Rights are fundamental to understanding the economic prosperity and social stability of the States. There is a direct correlation between their intensive use by the private sector (and the public sector, to a lesser extent) and economic development, the creation of quality employment or their trade balance. That is the reason why these Offices, which are world leaders beyond their European functions, have shown that any strategic approach must combine such correlation with the challenges of our societies. The result of this process will allow us to determine which industrial property office we want in our future and in our country. In this sense, I am very much in agreement with what is set out in the report “The Intellectual Property Office (IPO) of the Future”, drawn up by a group of experts under the auspices of the International Trademark Association (INTA), while we were carrying out this Strategic Plan: the national offices, and therefore the OEPM too, must be at the forefront of technology and focused on the needs of users, whose demands in relation to the different types of industrial property rights are increasingly greater and more diverse. This necessarily requires an attitudinal change: the historical roots of our agencies as registers cannot be a burden for the actions that the future demands, and this fact must be combined with the need to take a proactive position towards our societies. That is to say, not only to be the place where applicants go (fortunately almost entirely electronically) to seek a guarantee of their rights, but also an organization that opens its doors and windows and approaches the main focuses of

technological and business innovation in our countries. This will allow to contribute actively to sustainable economic growth, while being facilitators of innovation by going wherever it may be, fighting against the infringement of Industrial Property rights and connecting Industrial Property with other public policies. Of all this, and other aspects, speaks the Strategic Plan.

The OEPM is an organization based on talent. This is clearly demonstrated by the fact that our final flagship product: the administrative decision by which an Industrial Property right, which was previously filed, is granted or denied, is in essence, the output of a procedure in which the fundamental thing is the detailed judgment of a group of people. Therefore, the main resource of the organization is its staff. A staff that, paraphrasing Luis Martín Rebollo, is the one that allows constitutional and legal mandates to become tangible realities. Therefore, the continuous improvement of the services and products of the OEPM cannot leave behind the employees that are an essential part of this Strategic Plan and also have been an essential part of its elaboration process. I would like to send a message of gratitude to all the civil servants of the OEPM, especially for their dedication to this task. Without their commitment, this document would be nothing more than a piece of paper.

Precisely because we believe that the Strategic Plan should be inclusive, it has been subjected to a public consultation process for the interested parties. The proposals, all of them constructive, have been analyzed and taken into account to enrich the final text. We have systematized and included them in such a way that all the participants can see themselves reflected in some aspects, since the coincidences and contributions have been many. Some of them have no place in the Strategic Plan due to their formulation and nature, but they will be taken into account in the field of operational planning through which this Plan will be deployed annually.

From the first moment, in which my collaborators in the OEPM heard me talking about the need to undertake a new strategic planning process in view of the completion of the previous Plan, they have heard the words “commitment” and “transparency”. Both describe very well what it means for the OEPM to have such a thorough plan: commitment to the tasks of the organization, to those of the present and to those of the future, as the main way to guarantee the sustainability, autonomy and administrative culture of a highly specialized organization. Transparency because it undresses us in the eyes of others. In that sense, the others are all those who are not ourselves, since the Strategic Plan allows internal control of the work of the Top Management and its direct collaborators, while allowing the management team of the Office to adequately monitor the activities carried out by the staff of the OEPM and their contribution to the fulfillment of the general goals. At the same time, by openly showing what our ambitions are and how we intend to achieve them, the Plan is an effective tool for those



people outside the OEPM that want to approach it. This document orders and structures each and every one of the activities of the Entity, showing how relevant it is to what we do and why we do it.

2020 has been a year of countless changes and challenges. Many of them have tested the seams of the OEPM, which, in my opinion, has responded more than adequately to very complex times, in complicated circumstances, in an uncertain context. We do not know what challenges the immediate future will bring, but I have no doubt that asking the right questions within the organization will lead us to the right answers or, by elimination, to those we firmly know are wrong. In order to elaborate the Strategic Plan, we have asked ourselves many questions, and this has been the final result: a road to travel in the midst of uncertainty, which gives us stability *ad intra* and *ad extra*.

**José A. Gil Celedonio**

*Director General of the Spanish Patent and Trademark Office*



8%



12.06.2017

1350

23.734

25.92.23.734



85%

002345

1255.3874  
55.345

145.3



23.735

0%

32%

75%

68%

25.92.23.734



20%

25.92.24.958



# Elaboration of the Strategic Plan

The new Strategic Plan 2021-2024 of the Spanish Patent and Trademark Office (OEPM) has been carried out in a collaborative manner. After a prior study of the Strategic Plans of other national and international Industrial Property offices, as well as a comparative study of the Strategic Plans of other public bodies and organisations in Spain, the process of drawing up the OEPM Strategic Plan 2021-2024 was based on a bottom-up perspective. It involved the participation of all the OEPM's Departments, in a structured manner, as well as internal contributions from the Office's staff, received through the channels set up for this purpose. In addition, between 24 November and 9 December 2020 a general public and stakeholders' consultation was carried out regarding the projects included in the first draft of the Plan.

Preparatory works consisted of two stages:

1. Definition and approval of the Strategic Framework.
2. Definition and approval of the Strategic Plan 2021-2024.

**In the first stage** the Strategic Framework was built and the Mission, Vision, Values and General Goals were defined. Pursuant to this, teams were set up in each department and support documentation was distributed. Meetings were held with all the teams, both to discuss and to analyse their specific proposals.

Finally, a definition of the Mission, Vision, Values and General Goals was established and agreed by all the departments. This Strategic Framework was published on 7 July 2020.

As part of the support documentation, it was very important to be aware of the national and international context. Therefore, reports analysing the strategies of similar institutions, both national and international, were sent to the different teams.

At the international level, the strategic plans of the most representative and similar to OEPM Industrial Property offices in the world were studied.

The main conclusions drawn from this comparison were:

- **Missions**: the main goal of Industrial Property organisations is to improve the economy by protecting excellent and reliable exclusive rights, while adapting to a digital environment.
- **Visions**: common denominators are leadership and excellence in the field of Industrial Property, aimed at contributing to innovation and creativity in its areas of influence. These institutions also pursued to adapt to the current world in order to offer useful and sustainable services, focused on the users' needs. All this bearing in mind the importance of having a motivated and engaged staff.
- **Values** are mostly grouped into categories:
  - Features of the work they perform: *excellent, quality, efficient, effective and punctual*;
  - Relationship with users: *trust, respect and kindness* towards them;
  - Ethical aspects: *transparency, responsibility, confidentiality, justice and accountability*.

The **Strategic Goals** analysed focus mainly on four areas:

1. **Quality of the Industrial Property system**: the different strategic plans include references to achieve an interconnected, efficient, reliable and strong Industrial Property system, with excellent and timely Industrial Property services. Quality improvement is a constant in all the strategic plans. Also, it is considered, the defence of Industrial Property Rights through the reduction of crime and Industrial Property infringement, increasing and strengthening the effectiveness and enforcement of the protection granted.
2. **Service improvement through Information Technology (IT)**: the organisations frequently refer to simplifying and modernizing their IT systems, by adapting them to the advances in digital and network technologies, as well as evolving with the digital era. These targets are established mainly for two reasons: first, because these offices want to provide comprehensive digital services. Second, because they aim at processing their data in a way that improves their services. Concepts such as artificial intelligence, machine learning and "Big Data" are widely and frequently mentioned.
3. **Workplace and work environment**: most of the offices have a common understanding on this topic. They show their interest in achieving a fully-committed organisation, with great knowledge and collaboration, innovative, sustainable and with a healthy environment and people. Continuous learning, talent attraction and development are also a concern. Offices put emphasis on promoting professional mobility and balance between private and working life, as well as improving communication and social dialogue.
4. **Education and dissemination in Industrial Property**: other offices seek to promote an Industrial Property culture in society through training, innovating in how Industrial

Property is publicized and taught, to raise awareness and improve Industrial Property skills of society as a whole.

At the national level, the main characteristics of the strategic, and in some cases, operational plans of different entities of the Public Administration were analysed.

In relation to the **Missions** of these plans, their definition often includes the competencies that the legal system attributes to the organization. However, when defining the mission focus must be placed on “what for” rather than on “what”. The special features of Public Administration may support a definition based on the competencies that are legally predetermined, but a more thorough approach must be made in order to produce an authentic transformation.

In the plans reviewed, the mission and vision are very close. On some occasions, they are not distinguished or exchanged. However, the **Vision** must answer to how the Mission is fulfilled; compatible with the organizational culture, the available resources and the values.

When it comes to the **Values**, those entities that make their values explicit in their plans, do so in two different ways: by incorporating the constitutional and regulatory principles that govern their actions (i.e. article 103 of the Spanish Constitution) or by formulating the values as criteria for action in the development of the plan. Nevertheless, the values will be defined taking into account both the constitutional principles and the way in which the organization relates to its users and employees, as well as the principles applied in conflict resolution.

In relation to the **Goals**, we can identify plans with a single goal or high-level objective that can be quantified, or plans with a series of strategic lines of action that, in some cases, present indicators directly associated with them or are formulated as “purposes” to which operational plans and projects are associated, which in turn, have defined indicators.

**The second stage of the elaboration of the Plan** was focused on the deployment of the aforementioned General Goals. During this phase, training was provided on how to define properly the strategies and the projects, which would enable OEPM to achieve the General Goals defined in the previous stage in line with the Strategic Framework.

Each department worked independently in order to produce an initial proposal of strategies and projects. All proposals were analysed, so synergies could be found and the number of projects reduced to those finally included in this Plan. An important effort was also made to define a specific objective for each project.

274 proposals were collected and reformulated into 54 projects with their own specific goals. After being reviewed by the Steering Committee, a draft with 51 projects was finally written down.

This draft underwent a public and stakeholders consultation process. A specific section was created in OEPM website for this purpose. In addition, the opinion of 636 experts and stakeholders was sought. The suggestions and contributions received in this process nurtured the draft of the Strategic Plan, which was finally approved on December 2020. The final document of the Strategic Plan 2021-2024 is presented here.



OFICINA ESPAÑOLA DE PATENTES Y MARCAS

CAFETERIA **City** RESTAURANTE

CAFETERIA **City** RESTAURANTE

# Strategic Framework

OEPM's Strategic Framework contains the definition of the Mission, Vision, Values and General Goals of the Strategic Plan 2021-2024.

## MISSION

TO PROMOTE INNOVATION AND SHARE ITS RESULTS AS VALUES AND ASSETS OF DIFFERENTIATION AND TECHNOLOGICAL DEVELOPMENT

We want to contribute to the sustainable economic development and the technological progress of Spanish society by promoting innovation, creativity and knowledge in the public and private sectors, through a strategic and intelligent use of Industrial Property.

Our Mission seeks to answer the question of **what the OEPM wants to achieve** in a long-term strategic perspective. It is made up of two parts:

TO PROMOTE INNOVATION AND SHARE ITS RESULTS  
AS VALUES AND ASSETS OF DIFFERENTIATION  
AND TECHNOLOGICAL DEVELOPMENT

**To promote innovation and share its value:** this represents what the OEPM wants to achieve. The direct contribution of the OEPM to innovation stems from the **impulse that the Industrial Property system provides to both innovation and technological knowledge**. Therefore, the OEPM is in a proactive position when it comes to dealing with innovation.

The OEPM also has the mission to **share** the results of innovation, which includes the activity of dissemination and, consequently, the desire to actively contribute to knowledge both in the private and public sectors. It also has the capacity to make innovation and knowledge grow

through the recognition of Industrial Property rights. Moreover, the **communication** of this information to the general public helps both researchers and investors.

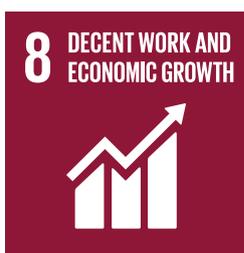
**As values and assets of differentiation and technological development:** this refers to the means or instruments provided by OEPM, that are specific tools to promote innovation.

Industrial Property rights provide their owners with economic value. In addition, these rights allow its holders to differentiate from their competitors in the market. They are also clear indicators of technological development.

We want to contribute to the **sustainable** economic development and the technological progress of Spanish society, by promoting innovation, creativity and knowledge in the public and private sectors, through the strategic and intelligent use of Industrial Property.

The OEPM contributes to generating economic profit and scientific and technological progress. The Mission also focuses on **sustainability**, because the OEPM promotes this kind of development but also, because of the contribution that science and technology can make to it.

Specifically, the Mission of the OEPM will have a significant impact on Sustainable Development Goals 8 and 9. **SDG 8: Decent work and economic growth; SDG 9 Industry, Innovation and Infrastructure.**



How OEPM is going to achieve this social impact is outlined in the second part of the explanation of the Mission: *“by promoting innovation, creativity and knowledge in the public and private sectors”*. According to the context in which OEPM operates, innovation is clearly identified with inventions while creativity is identified with trademarks and industrial designs. In fact, these concepts are the subject matter of Industrial Property Rights.

Finally, the Mission includes a final reference to the instruments that OEPM will use in order to fulfil its mission: *“through the strategic and intelligent use of Industrial Property”*. This is the essence of OEPM.

The OEPM will make this social impact by offering different types of Industrial Property rights: patents, utility models, semiconductor topographies, industrial designs and trademarks.

Industrial Property is an **asset** for its holders, as well as, a guarantee of legal certainty in the use and exploitation of a registered innovation. The OEPM aims to encourage, **public and private organisations**, to make **strategic and intelligent** use of this asset, enabling them to maximise its **value**, as a tool for differentiation and competitive advantage.

## VISION

A USEFUL AND PROACTIVE ORGANISATION, CLOSE TO THE USERS,  
WITH COMMITTED SPECIALISTS, EXCELLENT IN ITS OPERATION,  
AT THE FOREFRONT OF SERVICES  
AND TECHNOLOGY, OPEN TO COOPERATION AND  
INTERNATIONALLY RECOGNISED.

The Vision of OEPM not only reflects **how** the organisation wishes to be seen externally and internally, but it also expresses its will of “**becoming**” such an entity. In addition, this willingness is a specific **way** of carrying out the Mission and will henceforth correspond to how OEPM will carry out its activities to achieve its objectives.

A useful and proactive organisation, close to the users,  
with committed specialists,  
excellent in its operation,  
at the forefront of services and technology,  
open to cooperation and internationally recognised.

**A useful and proactive organisation, close to the users:** OEPM has a strong orientation towards the users and their needs. Hence, this feature is the first part of the Vision.

**Proactive and useful** means having a commitment with an open and accessible way of working and relating, being able to incorporate the capacity to work in a flexible, dynamic way and with versatility in the functions and processes carried. The nuance of being **close to the users**, adds up OEPM’s will to reach those who do not know the Industrial Property system or do not have means to access it.

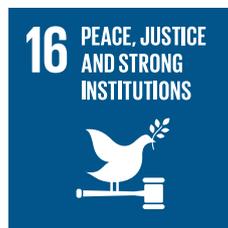
**With committed specialists:** The OEPM is proud, not only of the qualification of its professionals and its high level of preparation, as well as of their commitment towards our users. There is a general consensus about the differential value that our staff brings to the operation of the OEPM.

**Excellent in its operation:** quality, efficiency, user orientation and service vocation are also present in the Vision of OEPM. Excellence in operation includes a level of demand that encompasses them all.

**At the forefront of services and technology:** The OEPM aims to be an organisation at the forefront, both in the services it provides and in the use of technology to obtain excellent operation. It aims to produce the best results, backed up by good practices and standards. Its goal is to continue being a highly innovative office in the international context.

**Open to cooperation and internationally recognized:** the awareness of being part of broad national and international network, triggers OEPM to cooperate with other public administrations, users and enterprises. It is also part of OEPM ambition, the wish to maintain and improve the **international recognition** it already enjoys.

OEPM's Vision is mainly focused on the fulfilment of **SDG 16 Peace, Justice and Solid Institutions**.



## VALUES

**EXCELLENCE:** we work effectively to offer quality services and legal certainty to society, with professionalism, closeness, ethics and transparency, listening to its users to ease the use of our services.

**SUSTAINABILITY:** we are committed with the Sustainable Development Goals making an efficient use of resources, by promoting flexibility and resilience throughout the organisation, as a way of adapting to an ever-changing world.

**TALENT:** we are a highly qualified team in diverse areas and we are involved in improving society through our work. We value and encourage creativity, training and participation of all employees.

**INNOVATION:** we encourage and value new ideas and proposals of people, as well as, the opportunities of technology brings for the continuous improvement and to offer new services to researchers, innovators and entrepreneurs and to society as a whole.

**COOPERATION:** we participate in and promote partnership at a national and international level, with all the actors in Industrial Property in order to strengthen the governance of the system.

These values are the principles that will guide OEPM in its day-to-day work, shaping its priorities and guiding decision-making. They represent those qualities or items that the organisation wishes to strengthen through all its actions, both in a systematic and transversal way.

These five values are also closely linked to the SDG. Excellence makes clear reference to **SDG 16 Peace, Justice and Strong Institutions**. Sustainability will contribute directly to **SDG 12 Responsible Production and Consumption** and to **SDG 13 Climate Action**. Talent is linked to **SDG 2 Quality Education**, Innovation to **SDG 8 Decent Work and Economic Growth** and **SDG 9 Industry Innovation and Infrastructure**. Cooperation will clearly impact on **SDG 17 Partnerships for the Goals**.

## GENERAL GOALS

1. **To promote a strategic use of Industrial Property.**
2. **To promote research, development and technology transfer.**
3. **To contribute to the international multilevel governance of Industrial Property.**
4. **To promote the fight against counterfeiting and the infringement of Industrial Property rights.**
5. **To move towards a more people-centred, sustainable, digital, innovative, transparent and efficient OEPM.**

The achievement of these goals will allow the fulfilment of the Mission. They have a strategic nature that results from a joint organisational effort, to define the **goals pursued** by the organisation. They are explained in detail in the following section

# Structure of the Plan

Following the general principles of strategic planning and management by objectives, this Plan is structured using a set of basic concepts. These concepts and their corresponding definitions are:

- **General Goals:** the general targets that the OEPM plans to achieve through this Strategic Plan 2021-2024.
- **Strategies:** the lines of action that the OEPM will follow to achieve the general goals established.
- **Projects:** coordinated sets of activities which aim to achieve a specific objective. Also, the specific objective contributes to the achievement of a general objective.

The Plan is structured in 5 general goals which are broken down into 14 strategies. These strategies include 51 projects.

- **General Goal 1** has 3 strategies and 13 projects.
- **General Goal 2** has 3 strategies and 8 projects.
- **General Goal 3** has 2 strategies and 7 projects.
- **General Goal 4** has 2 strategies and 8 projects.
- **General Goal 5** has 4 strategies and 15 projects.

The different activities that will make up each project, will be specified in the future Annual Operating Plans 2021, 2022, 2023 and 2024. These Plans will detail timescales and indicators that will make possible to measure the achievement of the specific goals, contributing to the achievement of the General Goals defined in this Strategic Plan.

## GENERAL GOAL

# 1

TO PROMOTE  
A STRATEGIC USE  
OF INDUSTRIAL  
PROPERTY

**STRATEGY 1.1.** Enhance the knowledge of Industrial Property as a strategic asset.

**STRATEGY 1.2.** Bring knowledge and use of Industrial Property closer to Society.

**STRATEGY 1.3.** Improve of Industrial Property regulation.

## GENERAL GOAL

# 2

TO PROMOTE  
RESEARCH,  
DEVELOPMENT  
AND TECHNOLOGY  
TRANSFER

**STRATEGY 2.1.** Promote the transfer of the results of R&D projects to the market.

**STRATEGY 2.2.** Expanding and improving the services for the business sector.

**STRATEGY 2.3.** Establish alliances with all the actors in the R+D+i system.

TO CONTRIBUTE  
TO THE  
INTERNATIONAL  
MULTILEVEL  
GOVERNANCE  
OF INDUSTRIAL  
PROPERTY

**STRATEGY 3.1.** Strengthening the participation of OEPM in the international Industrial Property system.

**STRATEGY 3.2.** Promote the presence of Spain and Spanish in areas of interest.

## GENERAL GOAL

# 3

## GENERAL GOAL

# 4

TO PROMOTE  
THE FIGHT AGAINST  
COUNTERFEITING AND  
THE INFRINGEMENT  
OF INDUSTRIAL  
PROPERTY RIGHTS

**STRATEGY 4.1.** Increase awareness and social consciousness in the field of counterfeiting and infringement of Industrial Property Rights

**STRATEGY 4.2.** Promotion of cooperation between OEPM and other relevant actors against Industrial Property Rights infringements.

## GENERAL GOAL

# 5

TO MOVE TOWARDS  
A MORE PEOPLE-  
CENTRED, SUSTAINABLE,  
DIGITAL, INNOVATIVE,  
TRANSPARENT  
AND EFFICIENT OEPM

**STRATEGY 5.1.** Increase professional satisfaction and collaborative work of OEPM staff.

**STRATEGY 5.2.** Adapting the facilities to the new OEPM strategy.

**STRATEGY 5.3.** Improve the efficiency of OEPM processes and service.

**STRATEGY 5.4.** Consolidate Strategic Planning, Quality Management and Project Methodologies in OEPM.



# General Goals

---

The OEPM has focused its Strategic Plan 2021-2024 on 5 general goals which are explained below.

## General Goal 1. To promote a strategic use of Industrial Property

---

This objective refers to the important role that Industrial Property plays in our economic system. Industrial Property rights are assets of great value. Industrial property titles are assets that have a great value, and as such, they are also strategic instruments for the company, which can be used to make investments profitable in R&D, marketing, company image, etc. Having this in mind, the OEPM aims to help users of Industrial Property to get the most out of their titles and to promote knowledge of this exclusive rights in its most strategic view. Furthermore, it also targets to bring Industrial Property and society together, as well as to improve its regulation in order to create a stable and secure framework.



Goal 1 is closely linked with **SDG 8 Decent Work and Economic Growth**.

## General Goal 2. To promote research, development and technology transfer

---

The OEPM is also responsible for sharing knowledge through the publication of the various titles of Industrial Property that have been requested. Through this publications, the OEPM, promotes research by informing about state of the art in specific areas of Science and Technology. As a consequence, the quality of the projects and the efficiency of R+D+i investment increases. Furthermore, the OEPM intends to take an active role in turning such innovation into products, by transferring the technology to the market. To this end, it will be

essential for the OEPM to establish partnerships with the different players in the innovation system.



Goal 2 has a direct impact on **SDG 9 Industry, Innovation and Infrastructure**.

### General Goal 3. To contribute to the international multilevel governance of Industrial Property

---

The OEPM wants to strengthen its presence and relevance in the international Industrial Property system. This target implies the following: improving cooperation with international Industrial Property organisations, increasing the number of Spanish employees, promoting the awareness of Spanish trademarks and fostering the use of Spanish as a language for the dissemination of Science and Technology. All of these goals are supported by the creation of a network of Industrial Property experts in Spanish.



Goal 3 is framed within **SDG 17 Partnerships for the goals**.

### General Goal 4. To promote the fight against counterfeiting and the infringement of Industrial Property rights

---

The OEPM aims to create awareness of the importance of avoiding the purchase of counterfeits and inform about how Industrial Property allows the fight against them. Moreover, this Office wants to strengthen cooperation with key players in the fight against the infringement of Industrial Property Rights. A specific Enforcement Unit will be set up within the OEPM in order to promote a National Plan, with the purpose of fighting against the sale of counterfeit products and enforcing Industrial Property Rights, as well as, supporting other relevant stakeholders in the fight against infringement.



This goal 4 has an effect on **SDG 8 Decent Work and Economic Growth**.

## General Goal 5. To move towards a more people-centred, sustainable, digital, innovative, transparent and efficient OEPM

---

This objective is mainly focused on improving the quality of OEPM's services. Our Office will carry out an internal process of improvement regarding its training plans, as well as, actions for attracting and retaining talent. In addition, OEPM will adapt its jobs descriptions, as well as its facilities to the requirements of the Strategic Plan. On an external level, it will improve the efficiency of processes and services, with information and communication technologies playing a leading role. Furthermore, through this Objective, the strategic and project management of OEPM and the recognition of the Quality actions that have been part of the operations of the organisation will be consolidated.



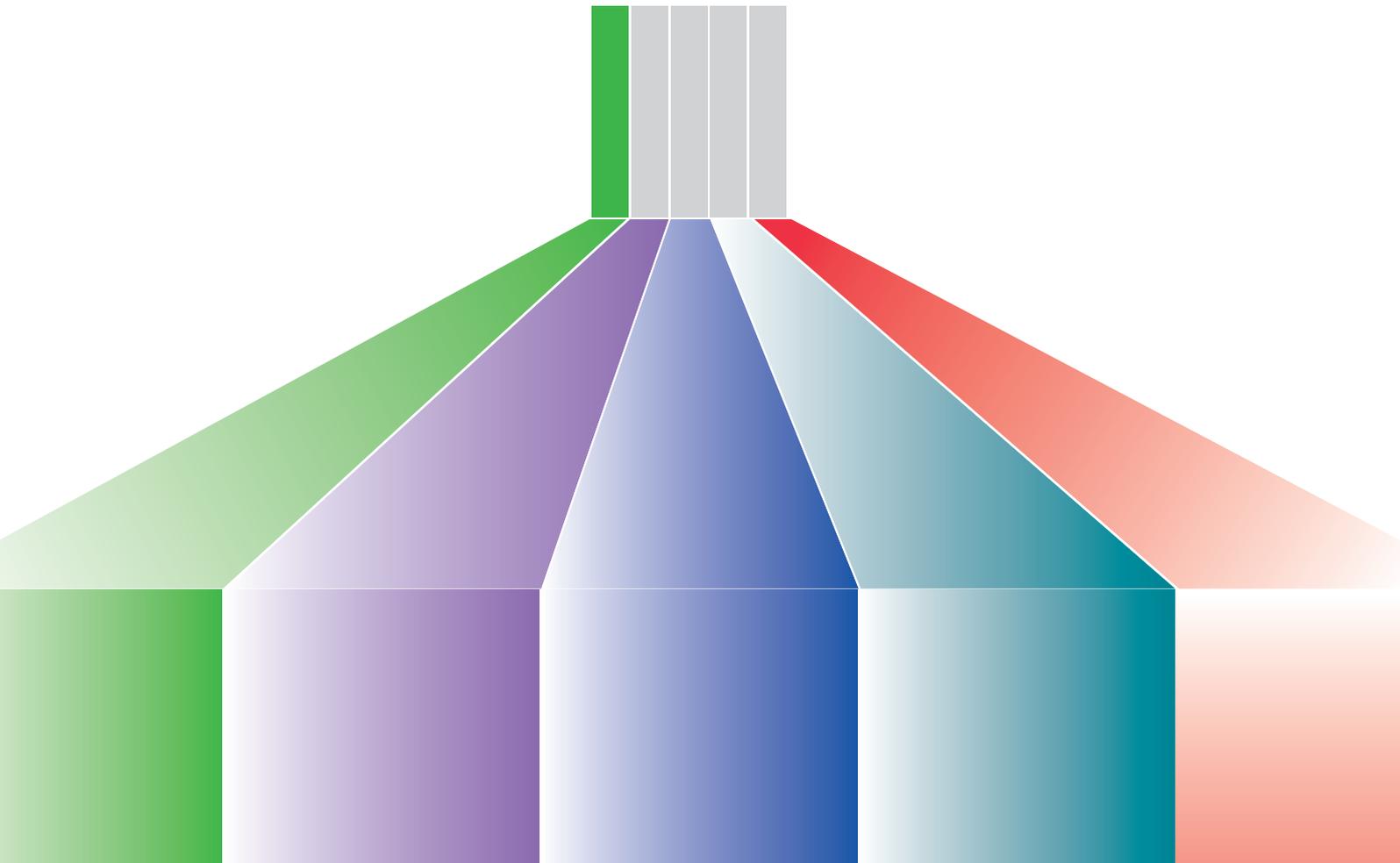
Goal 5 is aligned with **SDG 16 Peace, justice and strong institutions.**

**GENERAL GOAL 1  
PROJECTS.**

**TO PROMOTE**

A STRATEGIC USE OF  
INDUSTRIAL PROPERTY

---



## STRATEGY 1.1.

### Enhance the knowledge of Industrial Property as a strategic asset

---

#### PROJECT 1.1.1.

Design and implementation of awareness actions to strengthen Industrial Property directed to the Spanish Public Administration, including the profitability of the registered assets.

**Specific Goal:** promote the use and the benefits of Industrial Property Rights among the entities of the Public Administration.

#### PROJECT 1.1.2.

Design and implementation of awareness actions to strengthen Industrial Property directed to companies, SMEs and entrepreneurs.

**Specific Goal:** promote the use and the benefits of Industrial Property directed to the Spanish private sector, including the profitability of registered assets.

#### PROJECT 1.1.3.

Analysis, design and implementation of actions to promote Industrial Property in different stages of formal education.

**Specific Goal:** to disseminate the use and advantages of Industrial Property by its incorporation in the curricula of different educational levels.

#### PROJECT 1.1.4.

Implementation of an Industrial Property Rights Diagnostic Service at OEPM.

**Specific Goal:** help companies to understand and effectively manage Industrial Property Rights.

### PROJECT 1.1.5.

Improvement of OEPM's website and associated portals.

**Specific Goal:** facilitate access to Industrial Property and OEPM information in a self-sufficient manner by non-specialized users.

### PROJECT 1.1.6.

Cooperation with other public and private operators, in the field of registered Appellations of Origin and Geographical Indications.

**Specific Goal:** strengthen the skills of the public and private operators, in the field of registered Appellations of Origin and Geographical Indications.



## STRATEGY 1.2.

### Bring knowledge and use of Industrial Property closer to Society

#### PROJECT 1.2.1.

Creation of OEPM Industrial Property Academy.

**Specific Goal:** centralize the management of training programs and its resources.

#### PROJECT 1.2.2.

Update and modernization of OEPM training/information contents and its formats.

**Specific Goal:** increase the general knowledge of the users about Industrial Property.



### PROJECT 1.2.3.

Promotion of OEPM activities and Industrial Property protection tools available for the users.

**Specific Goal:** raise society awareness on the adequate use of the services available at OEPM.

### PROJECT 1.2.4.

Increase of the added value and strategic importance of Technological Information.

**Specific Goal:** increase the usefulness and demand of OEPM's Technological Information Services.

### PROJECT 1.2.5.

Design and implementation of activities to increase the use of Industrial Property jurisprudence.

**Specific Goal:** improve accessibility to Industrial Property jurisprudence.

## STRATEGY 1.3. Improve Industrial Property regulation

### PROJECT 1.3.1.

Update of Industrial Property laws.

**Specific Goal:** improve Industrial Property regulation and organisation.

### PROJECT 1.3.2.

Definition and implementation of a methodology to update and monitor Industrial Property regulations.

**Specific Goal:** improve and verify the adequacy of the regulations on Industrial Property.

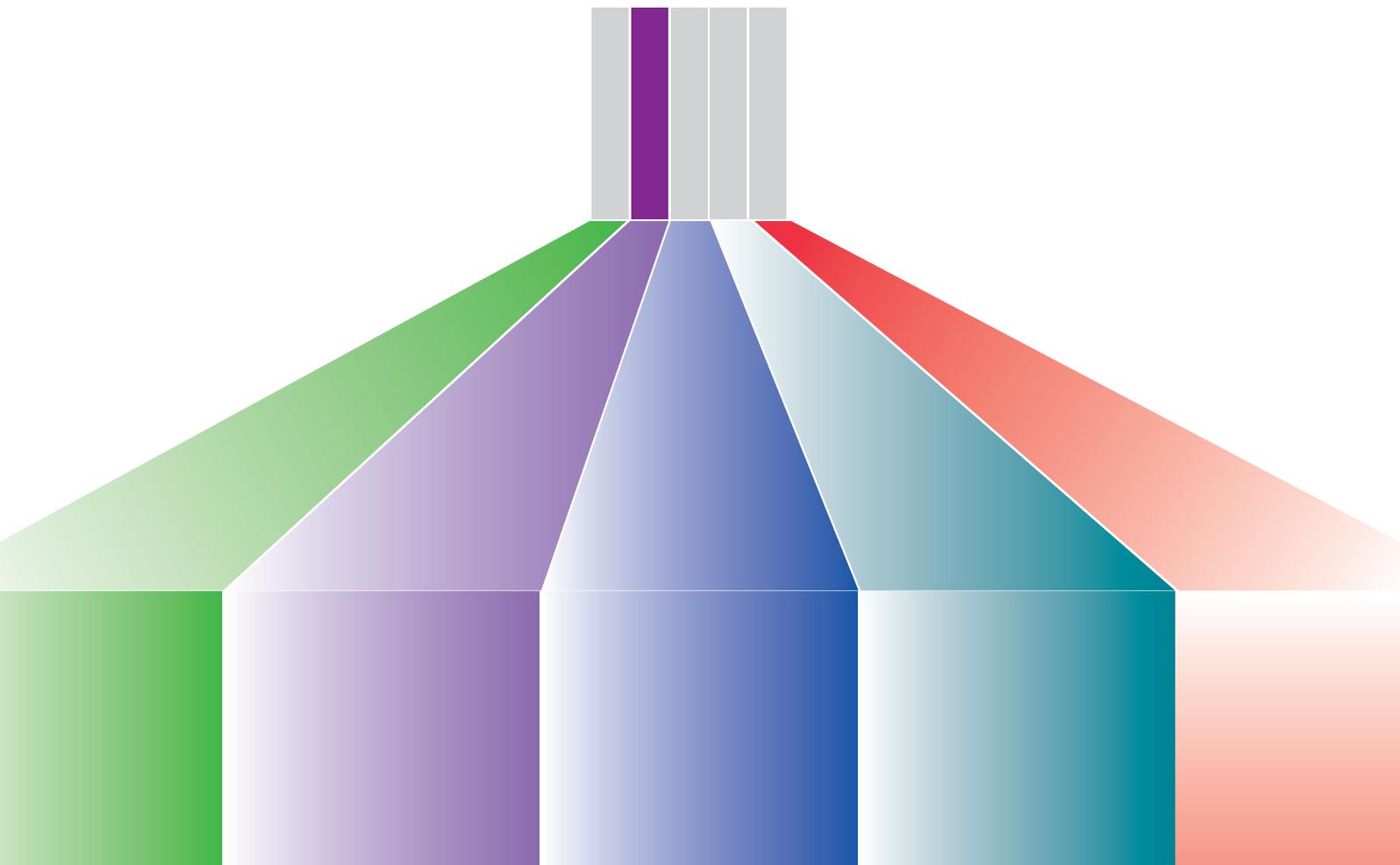


**GENERAL GOAL 2  
PROJECTS.**

**TO PROMOTE**

RESEARCH,  
DEVELOPMENT  
AND TECHNOLOGY  
TRANSFER

---



## STRATEGY 2.1.

### Promote the transfer of the results of R&D projects to the market

#### PROJECT 2.1.1.

Development and implementation of Industrial Property information and training activities for professionals.

**Specific Goal:** increase the use of Industrial Property services, providing specialized theoretical and practical knowledge about Industrial Property and OEPM services, to researchers, entrepreneurs and Industrial Property professionals.

#### PROJECT 2.1.2.

Development of a program to disseminate the cases of business success resulting from the use of Industrial Property Rights.

**Specific Goal:** publicize the benefits of Industrial Property in business strategy and its contribution to progress.



## STRATEGY 2.2.

### Expanding and improving the services for the business sector

---

#### PROJECT 2.2.1.

Redesign and increase of the number of services of OEPM eOffice.

**Specific Goal:** provide services that facilitate the autonomy of the users.

#### PROJECT 2.2.2.

New program of subsidies managed by OEPM.

**Specific Goal:** increase access to grants and improve their impact.

#### PROJECT 2.2.3.

Creation of a service for alternative dispute resolution related to Industrial Property Rights.

**Specific Goal:** assist the parties in the elaboration of agreements to solve disputes related to Industrial Property, while protecting the respective interests of the parties.

## STRATEGY 2.3.

### Establish alliances with all the actors in the R+D+i system

---

#### PROJECT 2.3.1.

Elaboration and usage of specific models of collaboration agreements with Public Research Organizations (PROs), Universities, business associations, business accelerators and public administrations.

**Specific Goal:** increase the use and impact of Industrial Property in the R+D+i system and in all the organizations it comprises.

#### PROJECT 2.3.2.

Achievement of agreements with universities, Public Research Organizations and public administrations in order to include the technological information of patents, especially the Technological Reports of Patents, in the procedures of management of projects and of concession of subsidies to the Spanish R+D+i.

**Specific Goal:** use the technological information of patents to improve the quality of the projects and the efficiency of the public investment on R+D+i.

#### PROJECT 2.3.3.

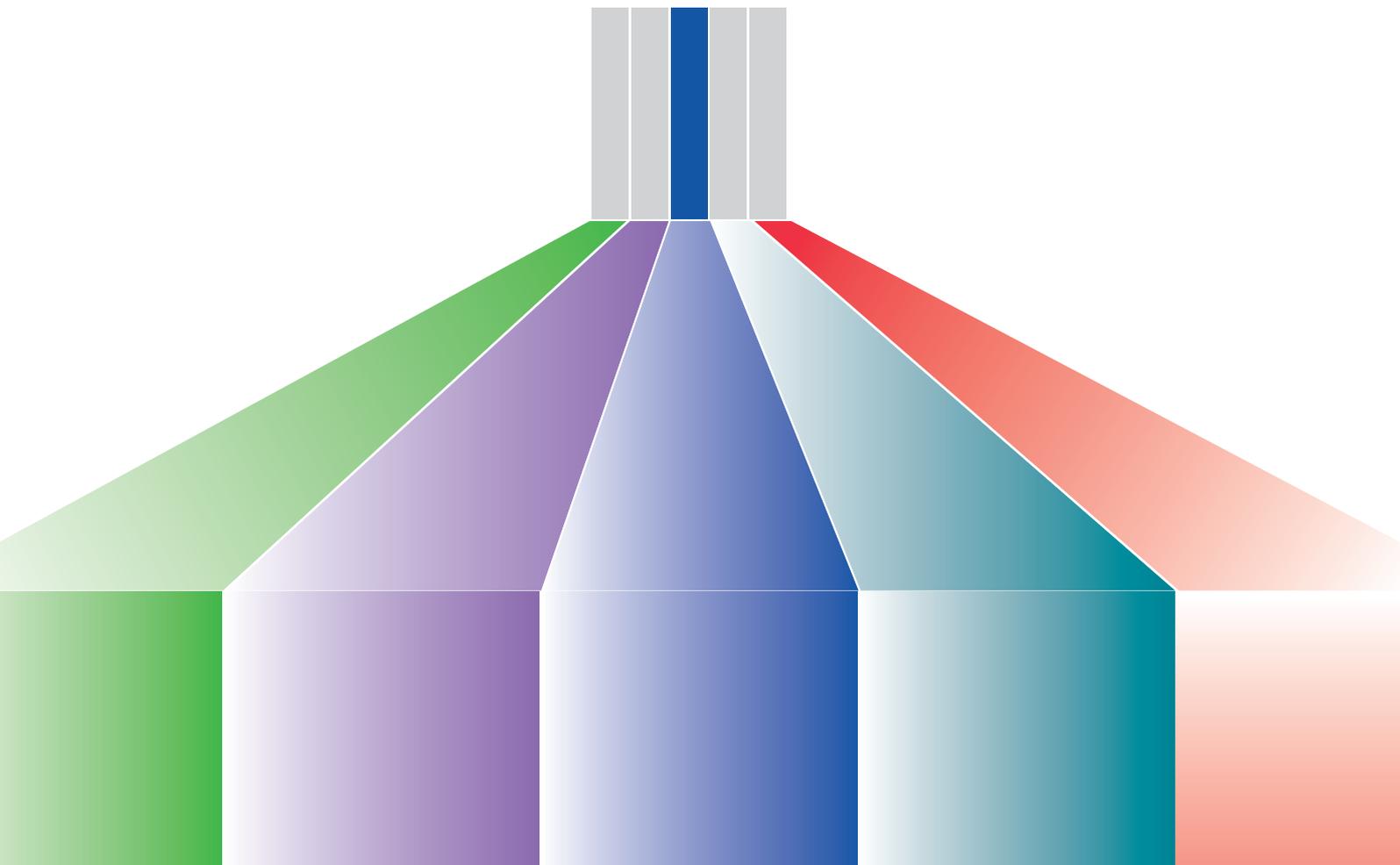
Promotion of collaboration with Industrial Property Agents.

**Specific Goal:** enhance the use of OEPM services by Industrial Property Agents.

**GENERAL GOAL 3  
PROJECTS.**

**TO CONTRIBUTE** TO  
THE INTERNATIONAL  
MULTILEVEL  
GOVERNANCE OF  
INDUSTRIAL PROPERTY

---



## STRATEGY 3.1.

### Strengthen the participation of OEPM in the international Industrial Property system

---

#### PROJECT 3.1.1.

Design and implementation of activities on international cooperation with Industrial Property International Organizations.

**Specific Goal:** update the strategy of active participation of OEPM in activities and cooperation projects of the international Industrial Property system.

#### PROJECT 3.1.2.

Creation of a Working Group for international projects.

**Specific Goal:** increase the quantity and quality of OEPM participation in international projects.

#### PROJECT 3.1.3.

Stimulation of Spanish candidatures in International Organizations.

**Specific Goal:** increase Spanish presence in International Organizations.



## STRATEGY 3.2.

### Promote the presence of Spain and Spanish in areas of interest

---

#### PROJECT 3.2.1.

Development of a dissemination plan for Spanish contributions to the international Industrial Property system.

**Specific Goal:** increase the knowledge on contributions of Spain and OEPM to the functioning of the Industrial Property system.

#### PROJECT 3.2.2.

Availability of Industrial Property tools to the Spanish-speaking community.

**Specific Goal:** provide internationally recognized Industrial Property tools to Spanish language users.

#### PROJECT 3.2.3.

Creation of a network of Industrial Property experts in Spanish.

**Specific Goal:** promote the use of Spanish in training activities in the field of Industrial Property in order to foster Spanish as a technological language.

#### PROJECT 3.2.4.

Promotion of the visibility of Spanish trademarks on a national and international level.

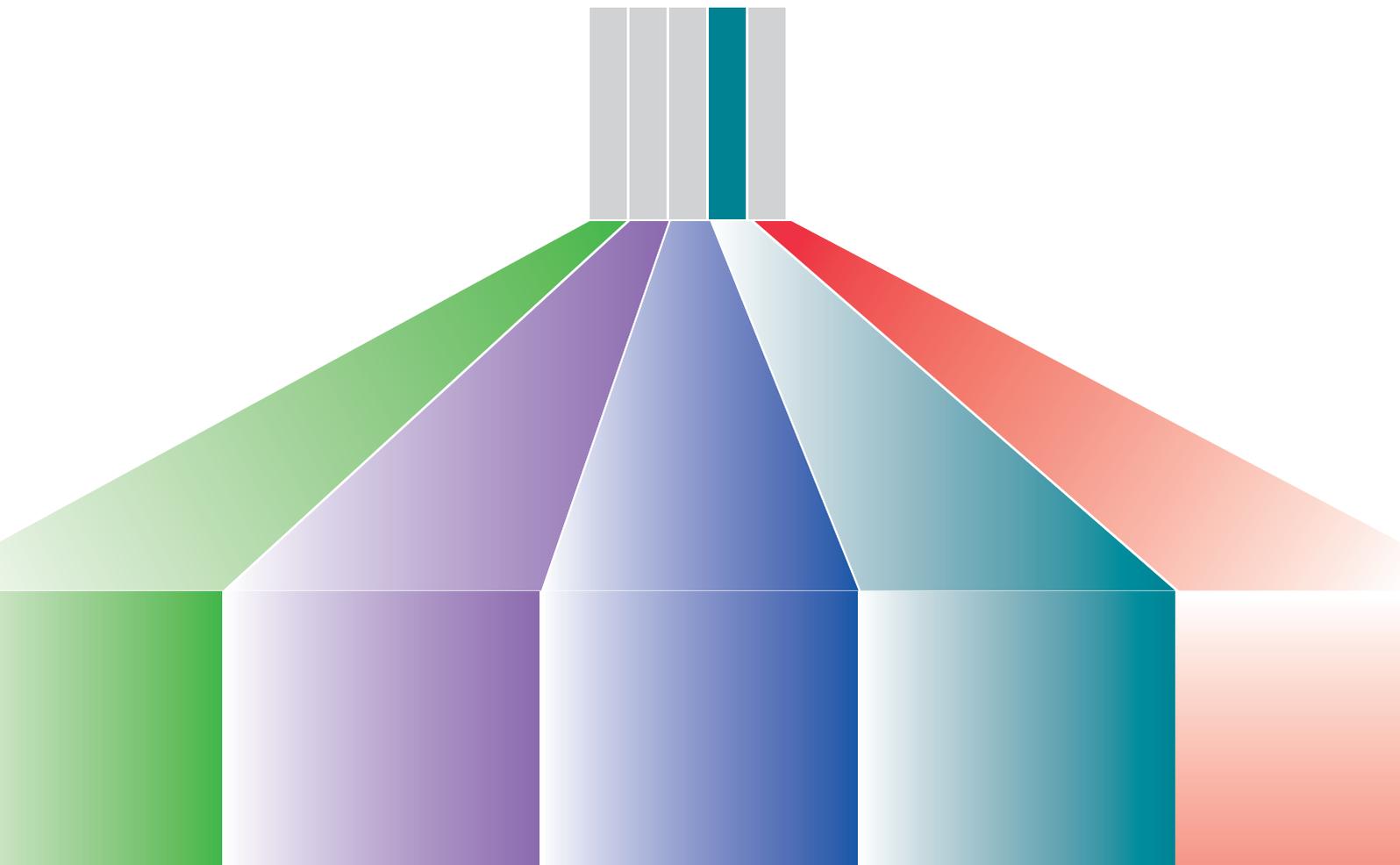
**Specific objective:** promote the knowledge and internationalization of Spanish trademarks.

**GENERAL GOAL 4  
PROJECTS.**

**TO PROMOTE**

THE FIGHT AGAINST  
COUNTERFEITING AND  
THE INFRINGEMENT  
OF INDUSTRIAL  
PROPERTY RIGHTS

---



## STRATEGY 4.1.

### Increase awareness and social consciousness in the field of counterfeiting and infringement of Industrial Property Rights

#### PROJECT 4.1.1.

Development of awareness campaigns on counterfeiting.

**Project specific objective:** minimize the impact of counterfeit sales on the economy, employment and innovation, as well as the risk to the health and safety of the user.

#### PROJECT 4.1.2.

Preparation and implementation of a plan for the dissemination of knowledge about Industrial Property as a tool for fighting counterfeiting.

**Specific Goal:** promote the importance of the defence of the Industrial Property Rights as a tool to fight against counterfeiting.



## STRATEGY 4.2.

### Promotion of cooperation between OEPM and other relevant actors against Industrial Property Rights infringement

---

#### PROJECT 4.2.1.

Promotion of a National Plan to combat the sale of counterfeit products and for the enforcement of Industrial Property Rights.

**Specific Goal:** improve inter-ministerial coordination in the fight against counterfeiting.

#### PROJECT 4.2.2.

Improvement and dissemination of the tools used to combat the infringement of Industrial Property Rights.

**Specific Goal:** strengthen the fight against the infringement of Industrial Property Rights.

#### PROJECT 4.2.3.

Implementation of a support plan for the continuous training and the exchange of experiences with relevant actors in the fight against the infringement of Industrial Property Rights.

**Specific Goal:** provide knowledge to strengthen actions against counterfeiting and infringement of Industrial Property Rights.

#### PROJECT 4.2.4.

Preparation of reports with proposals to strengthen the prosecution of crimes against Industrial Property.

**Specific Goal:** improve the effectiveness of the existing instruments in the fight against counterfeiting and infringement of Industrial Property Rights.

#### PROJECT 4.2.5.

Establishment of communication channels and coordination activities of OEPM with associations and public and private entities involved in the fight against counterfeiting.

**Specific Goal:** improve coordination with other actors in the field of enforcement of Industrial Property Rights.

#### PROJECT 4.2.6.

Creation of an Intellectual Property Rights Enforcement Unit at OEPM.

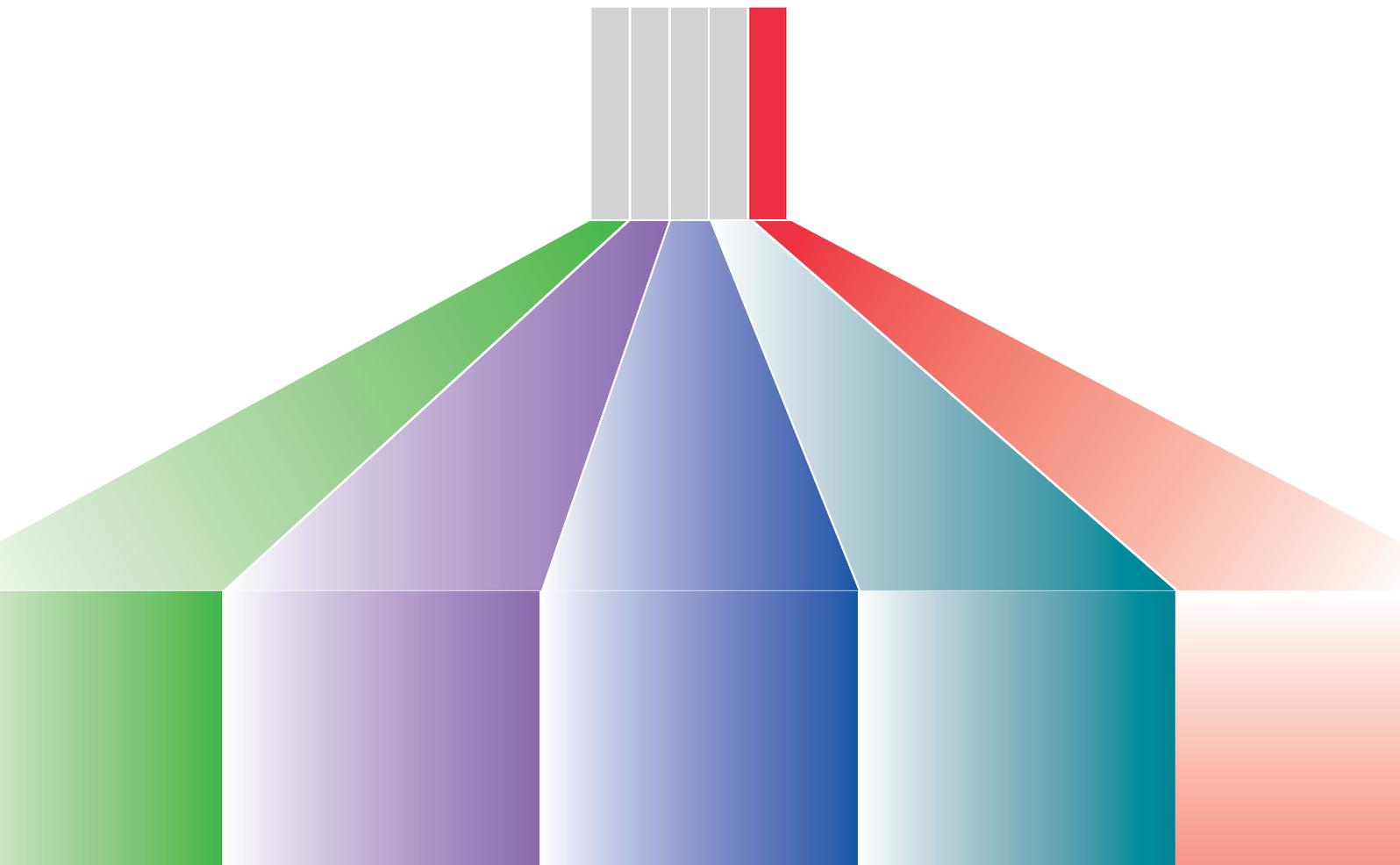
**Specific Goal:** provide OEPM with a structure focused on the fight against the infringement of Industrial Property Rights.



**GENERAL GOAL 5  
PROJECTS.**

**TO MOVE** TOWARDS A  
MORE PEOPLE-CENTRED,  
SUSTAINABLE, DIGITAL,  
INNOVATIVE,  
TRANSPARENT  
AND EFFICIENT OEPM

---



## STRATEGY 5.1.

### Increase professional satisfaction and collaborative work of OEPM staff

---

#### PROJECT 5.1.1.

Knowledge management Program.

**Specific Goal:** promote collaborative work and documentation maintenance.

#### PROJECT 5.1.2.

Design and implementation of a new internal raining Plan based on competences.

**Specific Goal:** strengthen the knowledge of OEPM through a new learning framework based on the identification of needs and competences.

#### PROJECT 5.1.3.

Design and implementation of a loyalty and talent attraction plan.

**Specific Goal:** promote the permanence of OEPM staff by increasing their job satisfaction as well as attract new staff with the appropriate qualifications.

#### PROJECT 5.1.4.

Adequacy of the Job Profiles in accordance with the competence of the staff and the strategy of OEPM.

**Specific Goal:** promote the professional development of employees and the deployment of OEPM strategy.

## STRATEGY 5.2.

### Adapting the facilities to the new strategy of OEPM

#### PROJECT 5.2.1.

Reconfiguration of the space at OEPM.

**Specific Goal:** adapt OEPM facilities by aligning them with the Sustainable Development Goals.

#### PROJECT 5.2.2.

Implementation of actions for the improvement and dissemination of OEPM Archive.

**Specific Goal:** improve the accessibility and management of the information contained in OEPM archives.



## STRATEGY 5.3.

### Improve the efficiency of OEPM's processes and services

---

#### PROJECT 5.3.1.

Program for simplification and improvement of OEPM processes.

**Specific Goal:** implement a system for detecting areas of organizational and procedural improvement.

#### PROJECT 5.3.2.

Introduction of automation and artificial intelligence in OEPM processes.

**Specific Goal:** study and implement automation solutions in the processes of OEPM.

#### PROJECT 5.3.3.

Implementation of a Technological improvement and sustainability plan.

**Specific Goal:** reduce the dispersion and technological obsolescence as well as know the quality and productivity of the new developments.

#### PROJECT 5.3.4.

Improvement and execution of the Cybersecurity Plan.

**Specific Goal:** modernize the tools that support operations of OEPM by strengthening their security and ensuring their resilience and sustainability.

### PROJECT 5.3.5.

Implementation of invalidity and revocation procedure on Trademarks.

**Specific Goal:** comply with the new legal competences assigned to OEPM by 2018 reform of the Trademark Law 17/2001.

### PROJECT 5.3.6.

Design and implementation of a Plan for integral attention to users and citizens.

**Specific Goal:** offer personalized and centralized information to the user.

### PROJECT 5.3.7.

Deployment of actions aimed at the perfection of the content, forma and processes involved in OEPM Decisions.

**Specific Goal:** facilitate the understanding and effectiveness of OEPM Decisions.



## STRATEGY 5.4.

### Consolidate Strategic Planning, Quality Management and Project Methodologies in OEPM

#### PROJECT 5.4.1.

Development and approval of a new OEPM Quality Plan.

**Specific Goal:** improve the performance of OEPM through the strengthening of its Quality program.

#### PROJECT 5.4.2.

Strengthen strategic planning and management by objectives in OEPM.

**Specific Goal:** systematize the management and monitoring of the Strategic Plan and consolidate the management by objectives.



# Operational development, monitoring and evaluation of the Plan

OEPM Strategic Plan 2021-2024 is deployed through Annual Operational Plans (AOP). Every year, the AOP will include the projects that are going to be implemented, the activities that make up each project and the specific results or effects that are expected to be achieved with them. It will also define the deadlines for carrying out the projects and the coordinating units for them.

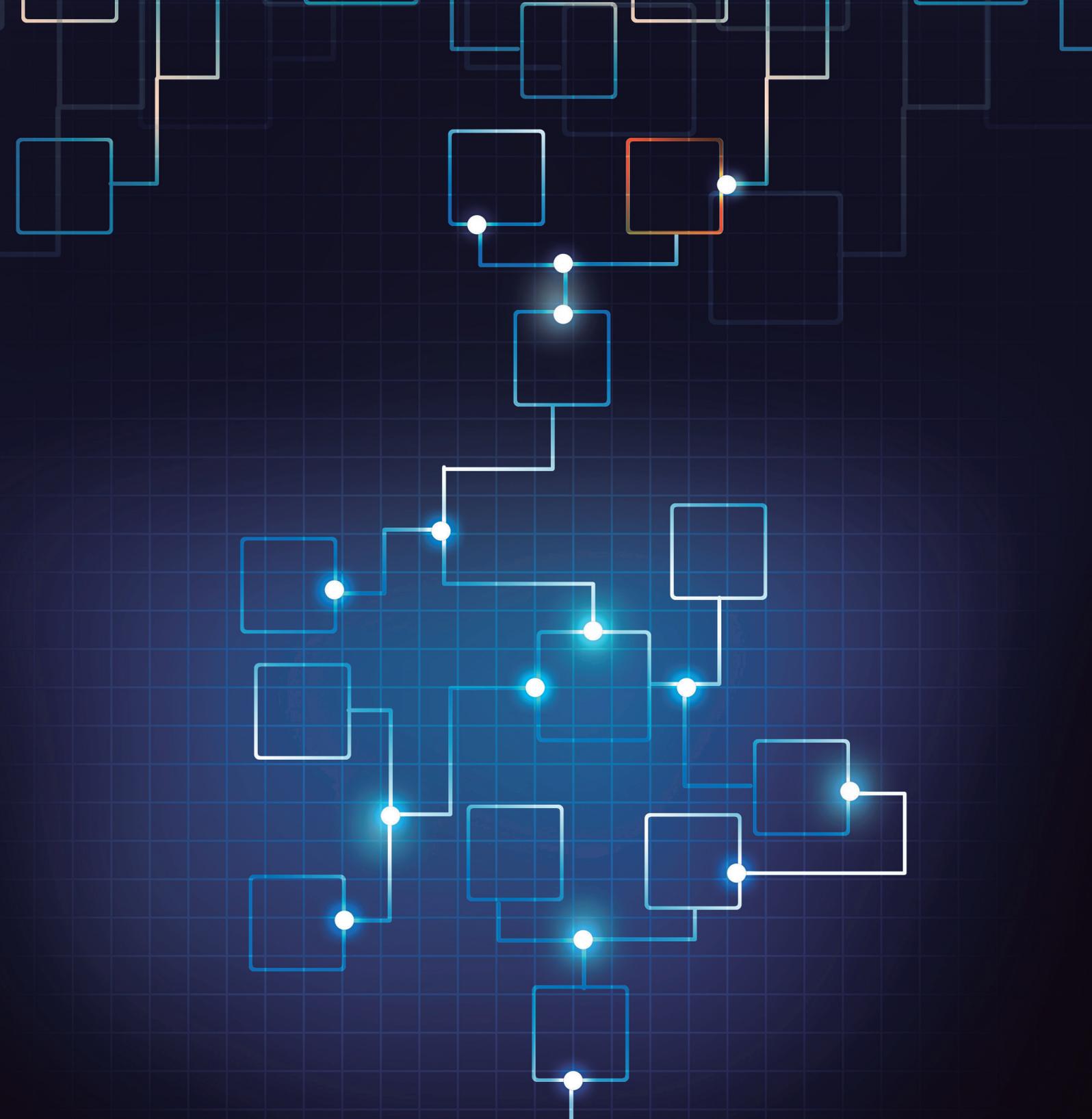
Each project will have a series of indicators which will make possible to measure the evolution and results of the project. The OEPM has also created a Project Support Office (PSO) to help monitor the deployment of the Strategic Plan.

The output of the regular monitoring of the projects, will be consolidated by the PSO in an Indicator's Dashboard with key information on the status of the projects, in order to follow up the performance of the Annual Plans.

As a final result, an Annual Report will be prepared with the general status of the projects of the Strategic Plan and those in the AOP for the current year, including their progress, possible deviations and lessons learned, among other aspects.







Paseo de la Castellana, 75,  
28046 Madrid

[www.oepm.es](http://www.oepm.es)