



Protecting value

**The Intellectual Property Report
of KPMG Law 2022 / 23**
Questionnaire



This is how to participate in the benchmark



Dear reader,

For the sixth time the survey at hand addresses globally operating companies active in the patent and trademark business. It will again deliver a valuable and profound insight to your daily challenges and measures for optimization. It will provide

trends, strategies and KPI – such as performance and cost-KPI – for the precise benchmarking of your IP department in an international framework.

The questionnaire has been developed in cooperation with an Advisory Board of 16 IP-experts of well-known

international companies in order to guarantee the relevance and accuracy of the results. Speaking for the entire Advisory Board, I would like to motivate and hereby personally encourage you to take part in the survey, in order to provide the Heads of IP a cross-border, well-founded factual orientation guide for the development of their IP departments.

I guarantee that this evaluation is fully confidential. As a participant, you will receive the comprehensive analysis as a complimentary copy.

Thank you very much in advance and best regards,

Andreas Bong

Cluster Lead Legal Operations and Technology Services

1 Fill out the questionnaire in this document or use the online tool

You can fill out the questionnaire online using the following QR code:



If you see this icon, further information about the question can be found in the glossary on the last page of the questionnaire. Completing the survey will take approximately 45–60 minutes.



2 Send in the questionnaire, including your contact details

By post: address is already printed on the back of questionnaire for your convenience

By fax: to +49 (0) 211 415559-7990

By email: to andreasbong@kpmg-law.com

3 Receive the comprehensive publication as a PDF, as well as a hardback copy by post

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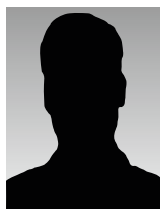
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kpmg-law.de/dataprotectioninformation

Before we start...

We would like to get an understanding how IP work is organized at your company:

- ☐ Patents, designs and trademarks fall under consistent overall management ("Head of IP")
- ☐ Patents, designs and trademarks do not have consistent overall management (Head of patent dept., Head of design dept. and Head of trademark dept. in separate areas)

If there is no consistent overall management, which department do you represent when filling out this questionnaire?

- ☐ Patents
- ☐ Designs
- ☐ Trademarks
- ☐ All of the above

Does your information represent your company's entire (patent and / or trademark) portfolio or only part of it?

- ☐ Entire portfolio
- ☐ Only a part, namely _____
(e.g.: crop only, automotive only, etc.)

When you enter costs, which currency is applicable?

- ☐ Euro
- ☐ Pounds
- ☐ Swiss Francs
- ☐ US Dollar
- ☐ Japanese Yen
- ☐ Chinese Yuan
- ☐ Other (please specify): _____

1. Organization of the IP work

1.1 To which organizational entity does your IP staff belong?

- ☐ Worldwide IP staff are part of the parent company/respective country subsidiaries
- ☐ IP staff is partially organized in an own IP legal entity (e.g. GmbH, PLC)
- ☐ IP staff is fully organized in its own legal entity (e.g. GmbH, PLC)

1.2 How would you evaluate the role of the IP department within the worldwide IP decision-making process (e.g. portfolio strategy)?

The IP department...

- ☐ ... acts on requests related to the business without being involved in the strategic decision-making process
- ☐ ... advises the business when requested to do so and is only partially involved in the strategic IP decision-making process
- ☐ ... is actively involved in the IP decision-making process, but with limited influence on strategic decisions
- ☐ ... is actively engaged in the IP decision-making process and has considerable influence on a targeted IP strategy
- ☐ ... manages and coordinates the IP strategic decision-making process between departments; business follows its assessment
- ☐ ... has veto power vis-a-vis the business and takes responsibility for the entire IP budget of the company

1.3 To whom does the Head of the IP department report? (alternatively the Head of Patent or Trademark Dept.)

- ☐ Separate IP executive board member (without additional responsibilities)
- ☐ No separate IP executive board member
 - ☐ Chairman of the Management Board/Chief Executive Officer (CEO)
 - ☐ Chief Financial Officer (CFO)
 - ☐ Chief Operations Officer (COO)
 - ☐ Chief Human Resources Officer (CHR)
 - ☐ Chief Technical Officer (CTO)
 - ☐ Chief Legal Officer/General Counsel
 - ☐ Head of R&D/Marketing Department
 - ☐ Other: _____

If "no separate IP board member": How many levels below the executive board does the head of IP rank (alternatively the head of patent or trademark Dept.)?

- ☐ Executive level -1
- ☐ Executive level -2
- ☐ Executive level -3

1. Organization of the IP work

1.4 How is the IP department (respectively, patent / trademark department) organized at your company?



- ☐ Central group IP department only (no decentral units present)
- ☐ **"Solid line"**: Central group IP department with **"functional and disciplinary"** management of decentralized IP units (with veto for decisions regarding succession management, promotions, compensation, etc.)
- ☐ **"Dotted line"**: Central group IP department with **"functional"** management of decentralized IP units (only as related to content)
- ☐ Central group IP department with decentralized units, **no functional management**
- ☐ **Mixed form**: Decentralized units with functional management as well as decentralized units with functional and disciplinary management

1.5 How many employees have been working at the IP department in 2021?



The following FTE figures are based on _____ hours per week.

Of which based in (if possible)

	Total	Home country	EMEA (without home country)	APAC (without home country)	Americas (without home country)
Patents Total	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Patent professionals (including manager)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Information professionals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support functions (including paralegal, administrations, IT related to IP department)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Trademarks Total	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Professionals (including manager)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Information professionals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support functions	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Designs Total	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Professionals (including manager)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Information professionals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support functions (including paralegal, administration)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assistants/secretaries	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

1. Organization of the IP work

1.6 Are there patent coordinators located outside the IP department that are formally part of the business organization?

- ☐ Yes, approximately _____ FTE or _____ headcount
- ☐ No

1.7 How many direct reports does the head of IP (alternatively the head of patent / trademark department) have?

_____ direct reports worldwide

1.8 How many management layers exist between the entry level for professionals and the head of IP (alternatively the head of patent / trademark department) according to the organizational structure?

- ☐ 1 layer (rookie reports directly to Head of IP) ☐ 3 layers
- ☐ 2 layers ☐ 4 and more layers

1.9 Please anticipate the trend for the following resources in the years 2022 / 23.

(Please use "+" for increase, "0" for neutral and "-" for decrease)

	Total		
	+	0	-
Patents Total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patent professionals (including manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support functions (including paralegal, administrations, IT related to IP department)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistants/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trademarks Total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionals (including manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistants/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs Total	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionals (including manager)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support functions (including paralegal, administration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistants/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Activities within the IP department

2.1 Please provide insight into the patent activities during 2021.

(If you are answering the questionnaire as a representative of the "trademark department" only, please proceed to question 2.5)



	Total	Of which filed in		
		EMEA	APAC	Americas
Total number of patent families (patents, utility models)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total number of granted patents / utility models	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of pending patent applications (Patents, utility models)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total number of designs patents	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total number of designs patent families	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Invention disclosures in 2021	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
First filings in 2021 of which	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Via national	<input type="text"/>			
Via PCT	<input type="text"/>			
Via EPO	<input type="text"/>			
Subsequent filings in 2021, of which	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Via national	<input type="text"/>			
Via PCT	<input type="text"/>			
Via EPO	<input type="text"/>			

2.2 What is the ratio of active inventors in relation to the absolute number of inventors?



_____ active inventors

_____ absolute number of inventors

2.3 What is the average time from...

...complete signed invention disclosure to patent filing: _____ days

...patent filing to patent grant (public date): _____ days

2. Activities within the IP department

2.4 How were the following patent tasks allocated in 2021?



	% of internal daily working time for		If outsourced, to which percentage? (0 = internal only)	Costs for the outsourcing
	Professionals	Support / Admin		
Processing of invention disclosures (until decision)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Drafting of first filing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Prosecution (proceeding for first filings, subsequent filing (PCT, EPO, national), office actions/search report)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Portfolio management/strategy	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
IP analytics	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
IP risk management (participation in patent pooling, FTO, patent and product clearing)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Litigation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
IP infringement detection and management	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Managing trade secrets	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
IP contract work	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Other counseling of business such as M&A, licensing, etc.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Other support related work (e.g. training, Outside Counsel Management, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Total	= 100 %	= 100 %		

2. Activities within the IP department

2.5 Please provide insight into the trademark activities during 2021.



Of which filed in

	Total	EMEA	APAC	Americas
Number of existing and submitted trademark families	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of existing trademarks in 2021, of which	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
national	<input type="text"/>			
IR (by country)	<input type="text"/>			
EU	<input type="text"/>			
Number of submitted trademarks in 2021, of which	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
national	<input type="text"/>			
IR (by country)	<input type="text"/>			
EU	<input type="text"/>			
Number of oppositions filed	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of nullity or cancellation actions filed	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of court actions for infringement, filed and pending	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of clearances in commercial databases	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Number of border watch applications, existing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. Activities within the IP department

2.6 How were the following trademark tasks allocated in 2021?



	% of internal daily working time for		If outsourced, to which percentage? (0 = internal only)	Costs for the outsourcing
	Professionals	Support / Admin		
Clearance (advising marketing for trademark projects, creation of trademark names, counseling of internal customers, research)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Prosecution (application of trademarks, replying to office actions (abs. and rel. grounds))	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Conflict management (opposition proceedings and contested disputes on the market)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Portfolio maintenance (e.g. the renewal of trademark/declaration of use, advising management on strategic questions such as filing policy etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Anti-counterfeiting (e.g. customs/internet monitoring)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Managing domains, domain disputes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Copyright-related work	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Conflicts (e.g. evaluation of watch notes, court actions)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Others (assignment of trademarks, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
Total	= 100 %	= 100 %		

3. Costs of the IP work

3.1 How much was the internal total expenditure for the IP department in the business year 2021?

(according to actual budget, not including: court costs, external costs, fees, costs for licensing)

Please include all costs, including those that have been transferred to business units.



	Of which			
	Total	EMEA	APAC	Americas
Total internal costs for patent department (please provide actual figures)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thereof personnel costs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total internal costs for trademark (as actual numbers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thereof personnel costs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total internal costs for designs (as actual numbers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thereof personnel costs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3.2 How much were the annual patent fees in 2021?



	Of which			
	Total	EMEA	APAC	Americas
Application costs for patents	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Annual patent fees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3.3 How much were the annual trademark fees in 2021?



	Of which			
	Total	EMEA	APAC	Americas
Application costs for trademarks	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Renewal fees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3.4 How much were the annual designs fees in 2021?



	Of which			
	Total	EMEA	APAC	Americas
Application costs for designs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Renewal fees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3. Costs of the IP work

3.5 How much was the further external cost expenditure for 2021? (i.e. other external costs, such as for services provided by law firms, alternative service providers etc.) Please ensure all costs are excluding service fees for patents / trademark applications or annual fees, etc.



	Of which			
	Total	EMEA	APAC	Americas
External costs for patents	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Of which litigation/disputes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
External costs for trademarks	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Of which litigation/disputes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
External costs for designs	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Of which litigation/disputes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3.6 What budget changes do you expect for the business year 2022 compared to 2021? (excluding litigation costs)

- ☐ > 10% increase
- ☐ 0–10% increase
- ☐ Neutral
- ☐ 10–0% decrease
- ☐ > 10% decrease

4. Automation and digitization

4.1 Which IT solutions are in use, planned or under consideration in your IP department?

	In use	Introduction planned	Under consideration	Not planned
Spend management, eBilling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matter management and associated workflow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Robotic Process Automation (RPA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document mgmt. application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-service tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP management tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Litigation mgmt. application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring of legal changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chatbot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contract Lifecycle Management (CLM)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP database research tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automated patent proofing drafting, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP analysis tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brand protection tool/web crawler	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rights management (DRM)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IP risk management tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Automation and digitization

4.2 What are the strongest drivers for your technology investments within the IP department?

- ☐ Lowering costs
- ☐ Lowering risks
- ☐ Increasing quality
- ☐ Optimizing resourcing
- ☐ Enabling business to self-serve
- ☐ Providing inhouse-knowledge
- ☐ Keeping up to date with changes in regulation
- ☐ Increasing the value delivered to the business
- ☐ Being part of the corporate digital strategy
- ☐ Other (please specify): _____

4.3 Have you been able to achieve a cost reduction through automation?

- ☐ Yes
- ☐ No

If yes, how high as the approximate reduction of the total budget in %: _____ %

If yes, approximately how much faster are your processes in %: _____ %

4.4 Is there a dedicated budget for purchasing IP/legal tech applications in your company?

- ☐ Yes, dedicated budget for IP/legal tech budget present
 - If a dedicated IP/legal tech budget is available, what is the total amount? _____
 - What percentage relative to the total IP budget? _____
- ☐ Budget part of larger IT budget and available upon request/business case
- ☐ No budget for IP/legal tech available

5. Collaboration with external service providers

5.1 Do you believe the engagement of external service providers will more likely increase or decrease at your company in 2022? (without litigation)

- ☐ > 10% increase
- ☐ 0–10% increase
- ☐ Neutral
- ☐ 10–0% decrease
- ☐ > 10% decrease

5.2 With how many IP service providers (domestic representatives) does your company's IP Department cooperate with?

(Please include the law firms with master agreement only once)

	<10	10–30	30–60	60–100	>100
Patents					
Home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trademarks					
Home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3 Why does your company engage external service providers?

Reasons for engagement	Scope in the business year 2021 (by contract value)
Local representation is needed for prosecution/litigation	<input type="text"/> %
The (qualitative) specialist know-how is lacking in the IP department	<input type="text"/> %
Shortage of (quantitative) capacity: internal resources are not available	<input type="text"/> %
Time/speed: The processing is considerably quicker externally (internal know-how would be present)	<input type="text"/> %
The task represents routine work that can be completed more efficiently/cheaper by outsourcing	<input type="text"/> %
The task requires an additional independent perspective	<input type="text"/> %
Internal client requests the external processing	<input type="text"/> %
Other (please specify): _____	<input type="text"/> %
Total	= 100 %

6. Development / trends

6.1 What priority do you attribute to the organizational and strategic challenges of your IP department for the years 2022 / 23?

Topic	A Very High	B High	C Medium	D Low	E No priority	F Already completed
Internal clients						
Improving the advising and management of clients (R&D department / marketing department)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of cooperation with management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of proactive advising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flow of information to and from clients (transparency)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs and budget						
Budget restrictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Predictability of costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost optimization / cost reduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value created from IP (ROI)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work processes and organization						
Optimization/reorganization of the IP department and of work processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handling an increased workload with the same staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dealing with European unitary patent (registration & opt-out strategy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with decentralized IP departments within the corporate group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration of patent attorneys into contract negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing the use of patents and monetization of IP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Portfolio management (acquisition, sales, maintenance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dealing with IP risks (measurement, mitigation, accountability)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Development / trends

Topic	A Very High	B High	C Medium	D Low	E No priority	F Already completed
IT						
Implementation of a digital strategy for the IP department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase efficiency of IP creation and -analysis, drafting and prosecution by use of automation and AI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase AI and digital competencies of IP staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources						
Acquisition of employees/ "war for talents"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources development/ Internal advanced training of lawyers/paralegals/assistants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration with law firms						
Reducing the number of engaged law firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving the cost transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of hourly rates/ optimization of the remuneration models	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of internal quality control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of invoice controlling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External effects						
Association work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability requirements/ considerations (UN SDGs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental protection requirements/considerations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Information about your company / demographic data

7.1 Please enter the following details:

First name: _____

Surname: _____

Company name: _____

Email address: _____

In case you would like to receive a physical copy of the report, please fill in your contact information below

Telephone: _____

Address: _____

Postal code: _____

City: _____

Country: _____

7.2 Please indicate your organization's primary industry:

- | | |
|--|---|
| <input type="checkbox"/> Aerospace & defense | <input type="checkbox"/> Infrastructure and construction |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Manufacturing |
| <input type="checkbox"/> Automotive manufacturers and suppliers | <input type="checkbox"/> Media and entertainment |
| <input type="checkbox"/> Banking and financial services | <input type="checkbox"/> Medical devices |
| <input type="checkbox"/> Chemical manufacturing and processing | <input type="checkbox"/> Mining, metals and natural resources |
| <input type="checkbox"/> Electrical engineering and electronics assembly | <input type="checkbox"/> Private equity |
| <input type="checkbox"/> Energy, power & utilities, oil & gas | <input type="checkbox"/> Real estate |
| <input type="checkbox"/> Retail and consumer products | <input type="checkbox"/> Technology and telecommunications |
| <input type="checkbox"/> Government and public sector | <input type="checkbox"/> Trade, transport & tourism |
| <input type="checkbox"/> Healthcare, life sciences & pharmaceuticals | <input type="checkbox"/> Other (please specify): |
| <input type="checkbox"/> Insurance | _____ |

7. Information about your company / demographic data

7.3 Please enter the following details:

(If your data represents only a part of the company's patent or trademark portfolio, please adjust the company figures accordingly)

What was your company's turnover in 2021? _____ million

How many employees worked for the group in 2021? _____ employees

How many employees worked for the R&D department in 2021? _____ employees

How much were the R&D costs in 2021? _____ million

How many employees worked for the marketing department in 2021? _____ employees

How much were the marketing expenses in 2021? _____ million



7.4 What is your job title?

☐ General Counsel

☐ Head of IP

☐ Director IP

☐ IP Operations Officer

☐ IP Attorney

☐ Other (please specify): _____

7.5 Please confirm we may contact you in the event we need to clarify your responses for the survey.

☐ Yes

☐ No

7.6 Is your organization listed on a public stock exchange or on any external public filings?

☐ Yes

☐ No

Glossary (guide through the survey)



For questions inquiring about values in 2021, please take 31.12.2021 as the reference date.

Question 1.4:

Even if the employee has a local contract, disciplinary in this case means that the Head of IP (head of patent/trademarks) has the de facto veto in the decision-making process regarding worldwide succession management, promotions, bonuses, etc.

Question 1.5:

Please only include the FTE for patents and trademarks, not for licenses!

Please enter hours per week according to a standard employee contract at the top of the box. This will allow us to apply a common hourly basis per week for all participants when benchmarking the set-up.

Please do not include any externally hired support in this section (covered in the external costs section).

Patent professionals: Please list here all qualified patent attorneys and engineers

Information professionals: Please list here all team members responsible for all typical tasks related to searches for novelty, validity, infringement, FTO, prior art, etc.

Support functions: Please list here team members to assist with administrative support, such as paralegals, IT support, ... (i.e. no advanced understanding of IP law or technical understanding required)

Assistants / secretaries: Please indicate here the support with classic assistance or secretarial tasks, such as correspondence, appointments, etc.

For the distribution across the different regions, please account those FTE to the region where they have their official seat. Please take as home country the country where the group has its head quarter.

Question 2.1:

Total number of patent families (patents, utility models): Please include only patent families where there is at least one living IP right in 2021.

Total number of granted patents / utility models: Please include your existing local patent + PCT/EPO filing + each nationalization following out of these filings (i.e. where costs are incurred for the maintenance and renewal of these patents)

Total number of design patents: Please follow the same logic as indicated above – please indicate each national design patent

Subsequent filings: Please only count subsequent filings that would be brought forward in the previous year and not the total portfolio

Question 2.2

Active inventors: Please only include inventors present within your company, not from cooperations or funded university studies, who established an invention disclosure in the previous year

Absolute number of inventors: Please only include still present inventors in the previous year within your company (i.e. not already retired inventors etc.)

Question 2.4/2.6:

How much time per day do your internal professionals and admin staff spend on this particular process step?

If this process step is partially outsourced, please give us the number of outsourced tasks based on the quantity of work in % – if possible, allocate the external costs to this process step as well. Example for "Invention

Glossary (guide through the survey)



disclosures”: Professionals: 25 %, Admin: 5 %, Outsourced: 10 %, costs for outsourcing: kEUR 49.

Please make sure that the vertical sum of the first two columns is 100 %.

IP data analytics: Analysis of available intellectual property information in order to discover trends, correlations, and patterns which can support in decision making.

Support / Admin: Please include here the resource allocation for all patent/TM FTE which are not patent professionals

Question 2.5:

Please follow the same logic regarding national filings as for question 2.1.

Please count trademarks that are registered in different countries as one family if they use the same spelling. If the spelling differs, please count it as a new trademark family.

Question 3.1:

The total patent and trademark costs should include all personnel and non-personnel costs according to full budget, including:

- Labor costs for all personnel without retirement agreements
- Office rent
- Other staff based operating expenses (such as kitchen/services, travel costs, office equipment, advanced training, IT costs)
- Other non-staff based operating expenses (such as rent/lease)
- for equipment, external advisors other than legal, advertising/PR)
- Contributions
- Project costs

They should not include:

- Court costs, external costs, fees, costs for licensing

If possible, please state the personnel costs separately as well.

Question 3.2/3.3/3.4:

This question includes all fees charged by patent offices for the application/extension/renewal of patents/trademarks as well as the service fees charged by law firms supporting this particular process. If you cannot differentiate between official office fees and service fees for law firms, please provide an estimate.

Question 3.5:

The expenditures for services provided by law firms include all external costs, excluding

- application costs
- service fees
- annual/renewal fees

They could include the drafting of first filings for dedicated products or consulting on IP strategy, for example.

Question 7.3:

We consider marketing employees to be employees solely dedicated to marketing topics nationally and internationally – this includes product development/product design and product promotion, for example.

Please include sales employees as well.

Contact

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