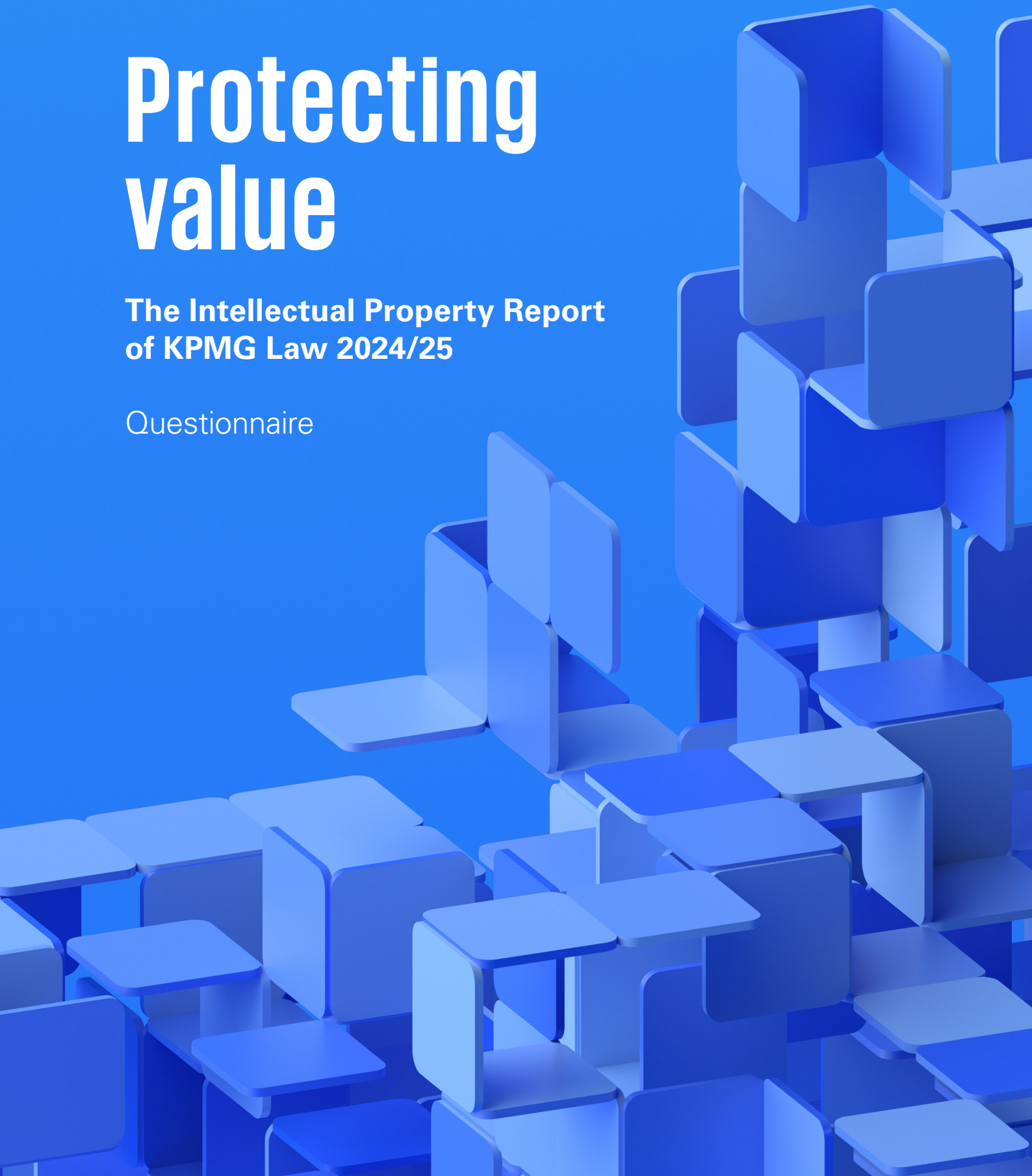




# Protecting value

**The Intellectual Property Report  
of KPMG Law 2024/25**

Questionnaire



# This is how to participate in the benchmark



**Dear reader,**

Since 2012 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 17 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**

Head of 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 email:** [de-law-ip-report@kpmg-law.com](mailto:de-law-ip-report@kpmg-law.com)

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



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KPMG Law collects and uses your personal data as specified in the survey in accordance with applicable data protection laws, e.g. the European General Data Protection Regulation (GDPR). Further information on data protection at KPMG Law according to Art. 13/14 GDPR can be accessed via the following link:

<https://kpmg-law.de/en/privacy-policy/>



# 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
- ☐ Licensing

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

- ☐ Entire group portfolio
- ☐ Business unit portfolio
- ☐ Regional portfolio
- ☐ Other (please specify): \_\_\_\_\_

**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 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 (CHRO)

☐ Chief Technical Officer (CTO)/Head of R&D

☐ Chief Legal Officer/General Counsel

☐ 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

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



☐ Central group IP department **only** (no decentral units present)

☐ Central group IP department with decentralized units, **without functional management**

☐ **“Dotted line”**: Central group IP department with **“functional”** management of decentralized IP units (only as related to content)

☐ **“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.)

☐ **Mixed form**: Decentralized units with functional management as well as decentralized units with functional and disciplinary management

### 1.3 How many employees have been working at the IP department in 2023?



The following FTE figures are based on \_\_\_\_\_ hours per week.

	Total	Of which based in (if possible)			
		Home country	EMEA (without home country)	APAC (without home country)	Americas (without home country)
<b>Patents Total</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Patent professionals (incl. manager and patent engineers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Information professionals (incl. contracting and licensing staff)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Support functions (including paralegals and 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"/>
<b>Trademarks Total</b>	<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"/>
<b>Designs Total</b>	<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 paralegals and 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"/>
<b>IP Operations and technology</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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

- ☐ Yes, approximately \_\_\_\_\_ FTE or \_\_\_\_\_ headcount
- ☐ No

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

\_\_\_\_\_ direct reports worldwide

**1.6 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

**1.7 Please anticipate the trend for the following resources in the years 2024/25.**

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

**Total**

	Total		
	+	0	-
<b>Patents Total</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patent professionals (incl. manager and patent engineers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information professionals (incl. contracting and licensing staff)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support functions (including paralegals and administration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistants/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Trademarks Total</b>	<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"/>
Assistant/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Designs Total</b>	<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 paralegals and administration)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistants/secretaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>IP Operations and technology</b>	<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 2023.

(If you are answering the questionnaire as a representative of the „trademark department“ only, please proceed to question 2.4)



	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 design patents	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total number of design patent families	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Invention disclosures in 2023	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
First filings in 2023 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 2023, 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 average time from...

...complete signed invention disclosure to patent filing: \_\_\_\_\_ days

...patent filing to patent grant (public date): \_\_\_\_\_ days

## 2.3 How were the following patent tasks allocated in 2023?



	% of internal daily working time for			
	Professionals (incl. information professionals)	Support	If outsourced, to which percentage? (0 = internal only)	Costs for outsourcing
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
<b>Total</b>	<b>= 100%</b>	<b>= 100%</b>		

## 2.4 Please provide insight into the trademark activities during 2023.



		Of which filed in		
	Total	EMEA	APAC	Americas
<b>Number of existing and submitted trademark families</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Number of existing trademarks in 2023, of which</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
via national	<input type="text"/>			
via IR (by country)	<input type="text"/>			
via EU	<input type="text"/>			
<b>Number of submitted trademarks in 2023, of which</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
via national	<input type="text"/>			
via IR (by country)	<input type="text"/>			
via EU	<input type="text"/>			
<b>Number of oppositions filed</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Number of nullity or cancellation actions filed</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Number of court actions for infringement, filed and pending</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Number of clearances in commercial databases</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Number of border watch applications, existing</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

## 2.5 How were the following trademark tasks allocated in 2023?



	% of internal daily working time for			
	Professionals (incl. information professionals)	Support	If outsourced, to which percentage? (0 = internal only)	Costs for outsourcing
<b>Clearance</b> (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
<b>Prosecution</b> (application of trademarks, replying to office actions (abs. and rel. grounds))	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Conflict management</b> (opposition proceedings and contested disputes on the market)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Portfolio maintenance</b> (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
<b>Anti-counterfeiting</b> (e.g. customs/internet monitoring)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Managing domains, domain disputes</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Copyright-related work</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Conflicts</b> (e.g. evaluation of watch notes, court actions)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Others</b> (assignment of trademarks, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> tsd
<b>Total</b>	<b>= 100%</b>	<b>= 100%</b>		



# 3. Monetization of IP

## 3.1 Does your overall strategy include plans for leveraging the value of its intellectual property?

- ☐ Yes, it is taken into account holistically for the entire portfolio
- ☐ Yes, it is partially considered for selected property rights
- ☐ Not yet, but planned
- ☐ No, and not planned

## 3.2 How do you leverage the value of its intellectual property?

- ☐ Licensing
- ☐ Joint Ventures: Develop and commercialize new products
- ☐ Spin-offs: Assign subsidiaries that focus on commercializing the group's IP
- ☐ Strategic Partnerships: Jointly develop and market products or services
- ☐ Branding: Building of brand identity
- ☐ Investment: Attract investments from interested parties
- ☐ Other (please specify): \_\_\_\_\_

## 3.3 How does your department measure the success of leveraging the value of its IP?

- ☐ Tracking of revenue generated from initiatives that incorporate IP
- ☐ Tracking of market share in the industries, where IP is being leveraged
- ☐ Tracking the level of brand recognition and customer loyalty
- ☐ Tracking of litigation outcomes
- ☐ Tracking of ROI for investors who have invested in the company based on the potential of its IP
- ☐ Tracking of innovation and new product development driven by IP
- ☐ Other (please specify): \_\_\_\_\_

# 4. Costs of the IP work

## 4.1 How much was the internal total expenditure for the IP department in the business year 2023?



(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
<b>Total internal costs for patent department (please provide actual figures)</b>	<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"/>
<b>Total internal costs for trademark (as actual numbers)</b>	<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"/>
<b>Total internal costs for designs (as actual numbers)</b>	<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"/>

## 4.2 How much were the annual patent fees in 2023?



		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"/>

## 4.3 How much were the annual trademark fees in 2023?



		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"/>

## 4.4 How much were the annual designs fees in 2023?



		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"/>



**4.5 How much was the further external cost expenditure for 2023? (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.**

	Total	Of which		
		EMEA	APAC	Americas
<b>External costs for patents</b>	<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"/>
<b>External costs for trademarks</b>	<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"/>
<b>External costs for designs</b>	<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"/>

**4.6 What budget changes do you expect for the business year 2024 compared to 2023? (excluding litigation costs)**

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

# 5. Automation and digitization

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

	In use	Introduction planned	Under considerations	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"/>



## 5.2 Do you use (Gen)AI in your IP department?

- ☐ Yes
- ☐ No, but introduction planned
- ☐ No, and no planned introduction

**If yes, what do you use it for? Please rate the suitability for your work.**

(Please use “++” as very suitable, “0” as neutral and “--” as not suitable)

	Total				
	--	-	0	+	++
<b>Patent drafting</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Prior searches for relevant information</b> (e.g., prior art searches)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Patent portfolio analysis</b> (e.g., identification of potentials for improvement or expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Patent prosecution</b> (e.g., identification of potential issues or objections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Competitor monitoring</b> (e.g., identification of potential infringements)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Patent valuation</b> (e.g., analysis for market trends and potentials)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Task automation</b> (e.g., document review, data entry, or administrative tasks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other (please specify)</b> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 6. Collaboration with external service providers

## 6.1 Do you believe the engagement of external service providers will more likely increase or decrease at your company in 2024? (without litigation)

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

## 6.2 Which fee arrangements do you use when assigning law firms?

- ☐ Hourly rates
- ☐ Fixed/flat fee
- ☐ Contingent/success fee
- ☐ Task or unit-based billing
- ☐ Percentage fee
- ☐ Retrospective fee based on value
- ☐ Statutory or other scheduled fee systems
- ☐ Blended hourly rate
- ☐ Fee collars
- ☐ Mixed models
- ☐ Other (please specify) \_\_\_\_\_

## 6.3 Why does your company engage external service providers?

Reasons for engagement	Scope in the business year 2023 (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"/> %
<b>Total</b>	<b>= 100%</b>

# 7. Development/trends

## 7.1 What priority do you attribute to the organizational and strategic challenges of your IP department for the year 2024/25?

Topic	A Very High	B High	C Medium	D Low	E No priority	F Already completed
<b>Internal clients</b>						
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"/>
<b>Costs and budget</b>						
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"/>
<b>Work processes and organization</b>						
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"/>

Topic	A Very High	B High	C Medium	D Low	E No priority	F Already completed
<b>IT</b>						
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"/>
<b>Human resources</b>						
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"/>
<b>Collaboration with law firms</b>						
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"/>
<b>External effects</b>						
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"/>



# 8. Information about your company/ demographic data

## 8.1 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: \_\_\_\_\_

## 8.2 Please indicate your organization's primary industry:

☐ Aerospace & defense

☐ Agriculture

☐ Automotive manufacturers and suppliers

☐ Banking and financial services

☐ Chemical manufacturing and processing

☐ Electrical engineering and electronics assembly

☐ Energy, power & utilities, oil & gas

☐ Government and public sector

☐ Healthcare, life sciences & pharmaceuticals

☐ Infrastructure and construction

☐ Insurance

☐ Manufacturing

☐ Media and entertainment

☐ Medical devices

☐ Mining, metals and natural resources

☐ Private equity

☐ Real estate

☐ Retail and consumer products

☐ Technology and telecommunications

☐ Trade, transport & tourism

☐ Other (please specify):

\_\_\_\_\_

### 8.3 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 2023? \_\_\_\_\_ million

How many employees worked for the group in 2023? \_\_\_\_\_ employees

How many employees worked for the R&D department in 2023? \_\_\_\_\_ employees

How much were the R&D costs in 2023? \_\_\_\_\_ million

How many employees worked for the marketing department in 2023? \_\_\_\_\_ employees

How much were the marketing expenses in 2023? \_\_\_\_\_ million



### 8.4 What is your job title?

☐ General Counsel

☐ Head of IP

☐ Director IP

☐ IP Operations Officer

☐ IP Attorney

☐ Other (please specify): \_\_\_\_\_

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

☐ Yes

☐ No

### 8.6 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 2023, please take 31.12.2023 as the reference date.**

## Question 1.2:

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 1.3:

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, (patent) attorneys, (patent) engineers, (contract) lawyer

**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.

**IP Operations and technology staff:** Please list here all team members responsible for managing and supporting IP Operations and the use of technology within the IP department

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 headquarter.

## 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 2023.

**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 2.3/2.5:

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 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%.

# Glossary (guide through the survey)



**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 that are not professionals.

## Question 2.4:

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 4.1:

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 4.2/4.3/4.4:

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 4.5:

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 8.3:

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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