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Design Options Paper

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Authors:

Claudia Di Benedetto, Friuli Innovazione

Elena Piccinato, Friuli Innovazione

Tommaso Bernardini, Friuli Innovazione

Maria José Llaudes Llaudes, Aidimme

Luis Portolés Griñán, Aidimme

Cecilia Amo Cardona, Aidimme

Amparo Roca de Togores, Aidimme

Tomaž Lutman, Jožef Stefan Institute

Špelca Kompara, Jožef Stefan Institute

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Executive Summary

Intellectual Priority Rights (IPR) is a complex issues and the regulatory framework at Eu and National level entails several problems. Depending on the productive sector IPR issues may have different impact on companies strategy and competitiveness. INPRO partners agreed on focusing on a specific sector, i.e. Creative Industries (CIs) with application in the housing domain. In this sector, IP is a fundamental asset for enterprises and represents, or should represent, a significant tool to trade and an incentive for individual creativity and investment in creation. Despite it, smaller CIs often have limited knowledge on the importance of IP and Rights management. Therefore, a proper valuation and better exploitation of IP to ensure the sector's sustainability, as well as a better promotion of IP as the main incentive for creation and investment into CIs are required. The general objective is to peer review IPR support programmes for SMEs in order to improve SMEs knowledge and attitude towards IP/IPR matters as well as to transfer good practices into regional/national programmes for intellectual property management.

INPRO project will contribute to the qualitative improvement of **SMEs knowledge on Intellectual Property Rights** by improving the support that is available to them, functioning as a think-tank that identifies tests and prepares new directions within IPR innovation support. The project has been implemented by three Innovation agencies (Friuli Innovazione - Italy, AIDIMME – Spain and Jožef Stefan Institute – Slovenia). All of them can be considered KIBS (Knowledge Intensive Business Services) with similar background but with slightly different approach, which will ensure fruitful outcomes in the peer learning activity.

All the three partners have been successfully participating in several national and international level EU funded projects. Two of them (Friuli Innovazione and Jožef Stefan Institute) already cooperated in the topic of IP protection in the framework of IP4SMEs project, financed by Italia-Slovenia 2007-2013 cooperation programme, whose objective was to set up a Cross Border Cooperation in Managing IP as a Tool for Regional Competitiveness that involved.

IP4SMEs project produced a valuable analysis on the state of the art of IPR services in Europe and identified the best practices that served as the baseline knowledge to further explore the development of more targeted services to SMEs dealing with IP issues.

This **Design Options Paper (DOP)** is the result of a peer-review process realized by the three regional innovation agencies in the INPRO project about the following topic: **how to improve quality and effectiveness of IPR support services delivered to SMEs belonging to Cultural Industries that may gain competitiveness from proper use of IP system**. The document has been developed through the **Twinning Advanced Methodology** (Twinning+), which has the potential of bringing many benefits to the participants by giving them the opportunity to share problems, exchange knowledge and understand different viewpoints. In this way, the DOP identifies and documents the existing options, guidelines and implementation alternatives that INPRO partners have experienced and would recommend to other agencies interested in implementing the proposed best practice.

The present document is the result of extensive peer learning activities: at the beginning in the document, an overview of the best practices at EU level and specific support services delivered by INPRO project partners have been reported. Next, partners have designed a “Service Delivery System” including all the steps to be undertaken in order to provide an effective support to SMEs in dealing with IP issues (signposting, initial diagnosis, face-to-face assistance).

A range of services to be potentially delivered to SMEs have been listed and analysed, together with a list of target groups to be addressed. In order to be as much as possible effective and evidence based, a pilot action



has been delivered with the aim of testing a 1st line IP assistance with SMEs. Partners collected feedback and assessed how the services can fit with SMEs needs and requests: the results issued by the pilot action have been included in the DOP, stressing criticalities and strengths.

The document ends with a list of recommendations based on the findings of the peer learning and with the perspective of sharing knowledge and tools with other innovation agencies interested in implementing the proposed best practices.



1. INPRO Project

1.1. Introduction and objectives

INPRO is a project financed through the H2020-INNOSUP-5-call, whose general objective is to **peer review IPR (Intellectual Property Rights) support programmes for SMEs** in order to improve SMEs knowledge and attitude towards IP/IPR matters as well as to transfer good practices into regional/national programmes for intellectual property management.

Intellectual Property Rights is a complex issue and the regulatory framework at EU and National level entails several problems. Depending on the productive sector IPR issues may have different impact on companies' strategy and competitiveness. INPRO partners agreed on focussing on a specific sector, i.e. **Creative Industries (CIs) with application in the housing domain** (furniture, design, home automation, etc.). In this sector IP is a fundamental asset for enterprises and represents, or should represent, a significant tool to trade and an incentive for individual creativity and investment in creation. Despite it, smaller CIs often have limited knowledge on the importance of IP and IPR management. Therefore, a proper valuation and better exploitation of IP to ensure the sector's sustainability, as well as a better promotion of IP as the main incentive for creation and investment into CIs are required.

In the previous years, all three INPRO partners have been successfully participating in several national and international level EU funded projects, dealing with the elaboration of mid- and long-term strategies, specific policy recommendation papers concerning e.g. technology transfer services, funding R&D programmes/schemes for SMEs as well as designing and implementing regional level innovation support programmes for SMEs.

The call topic creates yet another important opportunity for the partners - in the frame of a mutual/peer learning activity - to share and compare their findings and exploit their project results in order to create possible synergies and improve the overall, and also individual, IPR support schemes for SMEs directly on their territories and indirectly by providing a Design Options Paper for other European innovation agencies.

Specific objectives of the project are the following:

- **Creation of the INPRO peer learning group:** the aim of the working group will be to strengthen the programme design capacities and IPR support services delivery through the application of the Twinning+ methodology. A **Memorandum of Understanding (MoU)** will be undersigned by the partners at the end of the project to engage in more frequent peer learning activities.
- **Evaluation of good practices** in IPR support programmes for SMEs: the partners' commitment is to identify the best IPR support practices and provide recommendations to the local/national policy makers and relevant stakeholders engaged in the definition of SMEs innovation support local/national programmes.
- **Test a newly developed first-line support on IP and IPR matters** dedicated in particular to Creative Industries in the housing domain. Pilot action will allow INPRO partners to fine tune the new service delivery to their own local situation.

1.2 Project partner profiles

PP1/Coordinator: Friuli Innovazione Research and Technology Transfer Center (Udine, Italy)

Friuli Innovazione Research and Technology Transfer Centre was set up in 1999 by the University of Udine and other local partners, both public and private, representing industry associations, public administrations and research institutions. In 2004 it was appointed by the Autonomous Region Friuli Venezia Giulia to manage



the Luigi Danieli Science and Technology Park of Udine, which hosted more than 60 tenants so far. Friuli Innovazione main areas of intervention are:

- technology transfer: to promote and facilitate the collaboration between enterprises and the scientific and technological research network;
- business financing: to inform, educate and support enterprises and researchers to identify the most appropriate finance instruments for their research projects and assist them in all the application procedures;
- business start-up: to support and assist the creation of high technology enterprises;
- hosting service for enterprises willing to establish their headquarter or the R&D department at the Science and Technology Park Luigi Danieli.

It is an innovation agency that acts to develop and implement at regional level a shared strategy and objectives in innovation and technology transfer and it is a mayor player of the cross border region between Italy, Slovenia, and Austria. Its mission is to support the creation of innovative businesses through its own incubator and to deliver support programmes to companies, in particular SMEs to gain competitiveness thanks to the introduction of product and/or process innovation. In 2011 Friuli Innovazione won an important 3 years long project called “FVG R2B” - funded by the Friuli Venezia Giulia region - to deliver services to companies for implementing research results or start R&D programmes. IPR resulted to be very relevant for enterprises in this process. Therefore many of the most recent activities undertaken by Friuli Innovazione have a strong focus on IPR management.

Furthermore, Friuli Innovazione is member of the National Agency for the Promotion of European Research in Italy (APRE – www.apre.it). APRE was created in 1989 as a joint initiative of the Italian Ministry of Education, University and Research (MIUR) and some public and private bodies in order to meet the growing demand for information on European research programmes. Friuli Innovazione is hosting and managing the APRE Udine help desk since year 2004.

PP2/Project partner Jožef Stefan Institute (Ljubljana, Slovenia)

The Jožef Stefan Institute (JSI) is the leading Slovenian scientific research institute, covering a broad spectrum of basic and applied research. The staff is composed of 960 experts in natural sciences, life sciences and engineering. The Center for Technology Transfer and Innovation (CTT) at JSI plays a role of Technology Transfer office. It offers services to the Institutes’ and other researchers (IP protection, IP valuation, IP assessment, IP marketing, licensing, EU projects support, contract & collaborative support, spinout creation support) as well as SMEs and larger enterprises in the areas of innovation management, IPR, internationalisation, technology uptake. In 2013 - 2014 we helped 38 SMEs and researchers with customized IPR advice.

The CTT owns an extensive database of Slovenian SMEs interested in IPR issues and already assisted in those matters. Furthermore, CTT is also coordinating the Enterprise Europe Network in Slovenia.

PP3/Project Partner: AIDIMME (Valencia, Spain)

AIDIMME is the Technology Institute on Furniture, Wood, Packaging and related industries. AIDIMME’s technical capacity and skills guarantees the companies development with one of the best



European Technology Institutes. Working more than 150.000 hours/year on its sectors of interest provides AIDIMME with new opportunities to set and propose new research lines, training plans and other activities to increase the companies' competitiveness.

AIDIMME has a solid base of knowledge, information and technology transfer skills given by its long experience in working on research and development activities on and for the wood, furniture and packaging industries. AIDIMME performs outstanding and high level research, technological development and innovation work coordinating and participating in national and European projects.

Its mission consists on increasing the competitiveness of the furniture, wood, packaging and transport industries, whereas the vision goes through the improvement of the management and business of the mentioned industries in aspects such as quality, technology innovation, training and coaching, information, safety and security, environment, design, production, commercialization, and export boosting.

Nowadays, AIDIMME is the scientific and technical umbrella organization for more than 600 associated companies throughout Spain. Most of them are SMEs, so AIDIMME can influence them significantly trying to improve their competitiveness.

Besides its condition of industry association, AIDIMME is a technology institute and among its competences, there is the knowledge transfer for most of the Spanish furniture-related companies.

1.3 Proposed approach

According to the Horizon 2020 topic "Peer learning of innovation agencies" under which the INPRO project was financed, traditional methodologies for mutual policy learning and exchange of "good practices" among innovation agencies are not effective in enhancing existing/establishing new innovation support programmes for the benefit of SMEs. During the PRO-INNO Europe "INNO-Partnering Forum" (IPF, 2009-2012), new permanent learning mechanisms for SMEs innovation support agencies were defined, based on clear methodologies, agencies' needs (i.e. demand driven) and horizontal flow of information among participants.

One of these mechanisms is the **Twinning+ Methodology**, combining elements of traditional peer reviews and twinning in small learning groups of interested agencies.

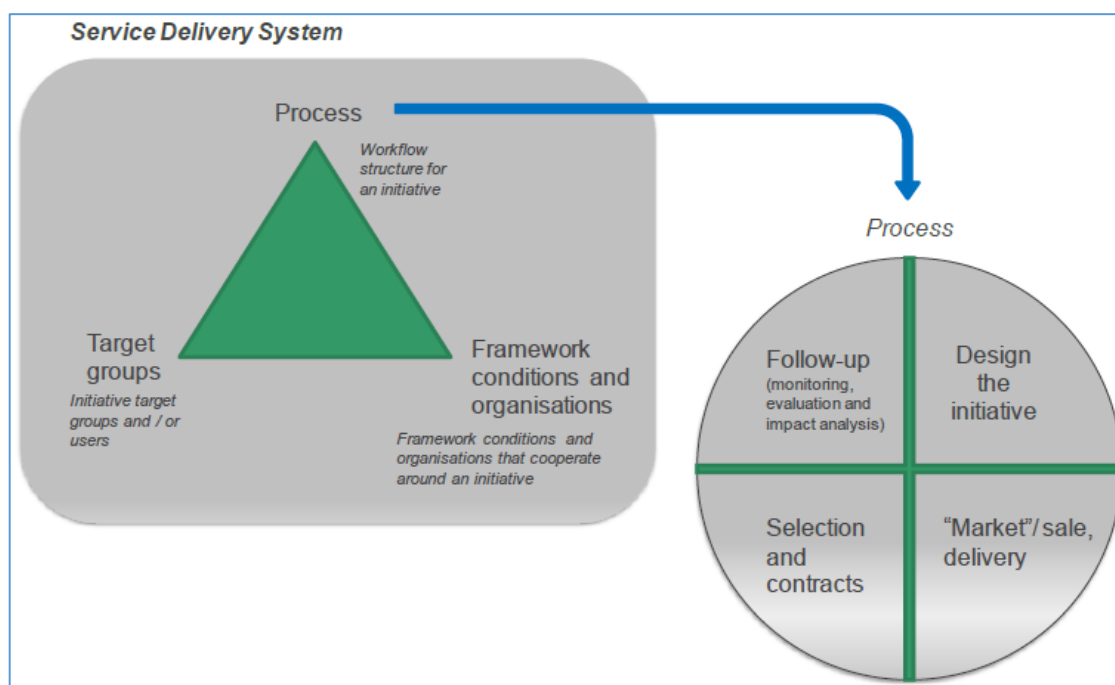
The traditional Twinning Methodology is a methodology taking place between two or more entities about a whole range of issues, which can bring many benefits to the participants by giving the opportunity to share problems, exchange views and understand different viewpoints. Twinning works better when it takes place between equals participants who collaborate in order to transfer good practices. This is done by designing a process in which peer-reviewing is used to identify, access and analyse good practices within a certain theme. The results of the peer-review process is the **Design Options Paper** (DOP), whose goal is to guide an implementing agency in making use of the good practices in designing the addressed programme/initiative.

But, first experiences about DOP suggested that it is not possible to just identify a good practice and transfer it, because contexts may differ greatly and there is a need for comprehensive analysis which give the basis for design options, adapting schemes to the specific national, regional, institutional environment. Moreover, the actual knowledge transfer is not a one way process, but an interactive process where all participants contribute and tune the leanings collected in the design options paper.



For these reasons a Twinning Advanced (Twinning+) Methodology has been recently developed. It is not limited to transferring good practices among agencies, but it provides opportunity to design and implement better practices about a common innovation support challenge.

By using their collective experience and knowledge, the identified challenge is addressed in a better way, developing and testing a new approach. The result of the effort is documented in the DOP that identifies and documents guidelines and implementation alternatives that the partners have experienced and would recommend to other agencies interested in implementing the proposed better practice. This methodology facilitates the establishment of project-based cooperation not for sharing experience, but for developing better approaches, addressing all elements of the “Service delivery system” of innovation support (see here below).



Source: EASME, Paper Twinning Advanced (Twinning+) Methodology¹

Thus, the DOP is intended as a guide or tool for innovation agencies or similar organisations for the development of an innovation support activity. It identifies and explores options to address the specific challenge, and shows which options have been precluded in the design phase. The DOP should as well serve as guide and source of inspiration for other agencies that later on become interested in the topic and did not participate in the initial Twinning+ project.

¹ <https://ec.europa.eu/easme/sites/easme-site/files/Paper-Twinning-advanced-methodology.pdf>

2. IP first-line support initiative

2.1 The challenge addressed

INPRO project will contribute to the qualitative improvement of **SMEs knowledge on Intellectual Property Rights (IPR)** by improving the support that is available to them, functioning as a think-tank that identifies tests and prepares new directions within IPR innovation support.

The sector chosen to test a first line service is the **Cultural Creative Industries (CCIs)**. This sector is increasingly at the intersection of art and technology where innovation is often a collective process that involves many heterogeneous actors whose objectives and needs differ.

Those actors often combine different types of IP rights, including copyright, patents and trademarks. Infringement of IP in the creative industries is a challenge, particularly since copying is easy and cheap in the digital era.

The Eu definition of “cultural and creative sectors” means *“all sectors whose activities are based on cultural values and/or artistic and other creative expressions, whether those activities are market- or non-market-oriented, whatever the type of structure that carries them out, and irrespective of how that structure is financed.”*²

Creative industries typically refer to the markets centered on the creation and exploitation of 'IP products', which may consist of truly 'original symbolic products', and usually incorporate diverse cultural and customary traditions from local communities. They cover a wide range of potential field of business (advertising, design, film, video and photography, fine art illustration, game development, handicraft phonogram industry, performing arts, and publishing; software, computer games and electronic publishing). Firms in creative industries also use more traditional IP strategies, open source and other creative commons types of licenses. Several factors challenge innovation activities of firms in these sectors, including enforcement of copyright on the Internet and the provision of adequate contexts to enable the innovative process in creative industries.

This sector shows a high potential for improvement at all involved partners' territories: the demand for patenting information and services in the involved Regions/Country is increasing in the past years in particular with reference to the housing domain. In order to boost the local and international performance of SMEs and to support them to acquire the adequate knowledge on Intellectual Property (IP) and Intellectual Property Rights (IPR), which is the ticket to innovation and competitiveness in Europe, as stated by the EU itself, according to the European IPR Helpdesk.

At EU level, the topic of how to combine competitiveness and IP rights is well known. More than years ago, a first Communication issued by EC identified IPR as a critical issue in a knowledge-based economy and proposed an Intellectual Property Rights and Counterfeiting Initiative as one of seven new cross-sectoral policy initiatives to be undertaken in response to the challenges of the relaunched Lisbon Strategy.

Awareness of the significance of IPR within this context had been growing for some time. As knowledge becomes a more and more significant factor in modern economies and as more and more wealth takes the form of often fragile intangible assets, establishing the ownership of such assets

² REGULATION (EU) No 1295/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 establishing the Creative Europe Programme (2014 to 2020) and repealing Decisions No 1718/2006/EC, No 1855/2006/EC and No 1041/2009/EC

and securing the rights to corresponding income flows becomes more important both to the individuals and companies concerned and to the economy more generally.

The Directive on the Enforcement of intellectual property rights ('the Enforcement Directive') was agreed in 2004. This places a general obligation on Member States to set up measures and procedures to ensure the enforcement of intellectual property rights. Within this, States must have structures to permit appropriate action to be taken against those responsible for counterfeiting and piracy. The Directive also brought in a series of provisions relating to the improvement of procedures for gathering and preserving evidence, for granting injunctions to halt further infringements against rights holders and for authorizing the precautionary seizure of the assets of alleged infringers. Through this, the Enforcement Directive has strengthened the protection that civil law offers to persons whose intellectual property rights have been infringed within Europe.

The strategy has been further reinforced by the Communication "An Industrial Property Rights Strategy for Europe" (2008) stating that Community Patent continues to be a key objective for Europe, as the solution which would be both the most affordable and legally secure answer to the challenges with which Europe is confronted in the field of patents and innovation. A central element in a more coordinated support provision for SMEs is the bringing together of specialist IP information and advice services into a common service. The organizations that now deliver these business support services were originally established to process registrations of intellectual property rights or to represent the interests of rights holders

For the above mentioned reason, project partners have decided to commonly address this challenge by **peer-learning practices** already put in place at regional level. During two dedicated Peer Learning Workshop, - held in Lubljana and Valencia - PPs have compared their "case studies" and IPR services, discussed on how to improve services to be delivered to companies and how to adapt them to the specific sector.

In this context, the present DOP aims at giving guidelines to innovation agencies and other institutions in designing and implementing support programmes and services enhancing SMEs to exploit the full potential of IPR for their business.

2.2 Overview of IPR service support best practices at EU level

During the Peer Learning Workshop held in Valencia, INPRO partners reviewed a number of good practices at European level for intellectual property support services and others have been searched and discovered after the workshop. EU and International framework concerning protection of IPR (information, diagnosis, awareness and services) sees a considerable number of actors that operates at different level and for different aims.

Actors

European IPR Helpdesk is a project funded by the European Commission under the current Horizon 2020 programme that supports cross-border SME and research activities to manage, disseminate and valorize technologies and other Intellectual Property (IP) Rights and IP assets at an EU level. Offering a broad range of informative material, a Helpline service for direct IP support and on-site and online training, the European IPR Helpdesk's main goal is to support IP capacity building along the full scale of IP practices: from awareness to strategic use and successful exploitation. This strengthening of IP competencies focuses on EU SMEs, participants and candidates in EU-funded projects, and EU innovation stakeholders for an increased translation of IP into the EU innovation ecosystem.



WIPO: The World Intellectual Property Organization (WIPO) is a United Nations (UN) agency with 189 member states. The main concern of WIPO is to lead the development of a balanced and effective international intellectual property (IP) system that enables innovation and creativity for the benefit of all. WIPO also administers several international IP registration systems. Furthermore, WIPO produces good resources for IP awareness and information and presents good databases for IP rights, where interested parties can do searches. Some references to several of the documents available from the WIPO website have been included below.

EUIPO: Formerly known as OHIM, EUIPO is the European Union Intellectual Property Office responsible for managing the EU trademark and the registered community design. EUIPO manages EU trademark and community design systems.

European Patent Office (EPO): is an intergovernmental organization, set up based on the European Patent Convention (EPC) in 1977. Its Patent Office offers inventors a uniform application procedure, which enables them to seek patent protection in up to 40 European countries.

2.2.1 Documents

There are some public documents that the INPRO consortium found interesting to be distributed among those entrepreneurs, managers, creators, designers... belonging to the creative industries. These are:

Good practice report on the cultural and creative sectors' export and internationalization support strategies. http://ec.europa.eu/assets/eac/culture/library/reports/eac-omc-report-ccs-strategies_en.pdf

The document has been written and collated by the Open Method of Coordination (OMC) Working Group and builds on and complements the already rather extensive literature on the potential of cultural and creative sectors in the European Union. The report includes policy statements and a substantial number of good practices from different Member States. The objective of the report is to highlight the importance of exports and internationalization of Creative and Cultural Sectors and showcase good practices implemented by the different actors in the EU as a point of inspiration for policy makers.

The document shows interesting case studies and examples from both the EU and outside the EU.

Enabling Cross-Overs. Good practices in the creative industries. By Asia-Europe Foundation.

http://www.asef.org/images/ASEF_Publication_EnablingCrossovers.pdf

The Asia-Europe Foundation (ASEF) presented this compilation of good practices in the creative industries as an input to the 6th Culture Ministers' Meeting of the Asia-Europe Meeting (ASEM) that took place in October 2014 in Rotterdam. Creative Industries were considered as having positive implications for job and wealth creation as well as for promoting sustainable development, social inclusion and urban regeneration.

This compilation intends to serve as 'food for thought' for policymakers attending the Ministerial meeting as well as inspiration for networking and collaboration among cultural professionals. The book contains different sections (creative skills, creative entrepreneurs, creative cities – sustainability, creative cities – quality of life, and a final special focus on The Netherlands), each section includes an essay and different interesting case studies on the matter.

Managing Creative Enterprises. WIPO.

http://www.wipo.int/edocs/pubdocs/en/copyright/938/wipo_pub_938.pdf

This is a practical guide to the wide and complex subject of business management. It looks at how creative products, markets and networks combine to create value for individual creators and owners of creative businesses. It gives advice on how to nurture and enhance the skills of individuals, and how to bring them together in teams. Importantly, it describes the different kinds of finance available, and explains how to



establish which is most appropriate for your creative enterprise. It concludes with a look into the future, and considers the limitations, exceptions and technological innovations that affect the value of creative IP.

The book is divided in different chapters (The Relevance of Creative Enterprises, Creative Enterprises: Choosing a Development Strategy, Institutional Forms of Creative Enterprises, Choosing Products and Fixing Prices, Marketing Creative Products, Financing Creative Enterprises, Managing Creative Skills and Protecting Creative Products) with a recommendation at the end of each of them. Matters such as new distribution channels, training and hiring personnel policies are dealt with a practical view together with IP aspects.

Monetization of copyright assets by creative enterprises. WIPO.

http://www.wipo.int/edocs/pubdocs/en/copyright/955/wipo_pub_955.pdf

This booklet offers insights and gives practical advice on how to get the most from original contents. It introduces the concept of an “IP Audit” looking at the value of copyright over time and demonstrates a number of different approaches to valuing copyright assets. It also gives examples of a range of tools and agreements. Bringing “external” factors such as the value of a brand and the enforceability of any rights into the estimation of what creative content is worth, this is an essential reference document for individual creators and managers of this field of activity.

IPR ‘Best Practice’ Guidelines. Deliverable by EUROPEANA fashion project.

<http://cordis.europa.eu/docs/projects/cnect/7/297167/080/deliverables/001-EuropeanaFashionDeliverable44IPRBestPracticeGuidelines.pdf>

The Guidelines explore the challenges of seeking permissions to use a work, for example, when multiple layers of rights exist within one work; and how different works may be subject to different right types and duration of rights protection. In fact, these guidelines are a deliverable of the Europeana Fashion project, include the discoveries, and experience when feeding the big Europeana portal with fashion (part of the creative industries) products.

The Innovation Policy Platform.

<https://www.innovationpolicyplatform.org/content/ip-and-creative-industries>

As they state on their website, the Innovation Policy Platform (IPP), developed by the World Bank Group and the Organization for Economic Co-operation and Development (OECD), is a web-based interactive space that provides easy access to knowledge, learning resources, indicators and communities of practice on the design, implementation, and evaluation of innovation policies. The Platform helps users learn how innovation systems operate, identify good practices across different countries, conduct statistical benchmarking and devise and apply effective policy solutions. More broadly, it facilitates knowledge exchange and collaboration across countries and regions. The link provided goes directly to page referred to Creative Industries embedded in the part of the portal they have focused on IPR. The page includes references to interesting books on the matter as well as a right frame with links to other parts of the portal with relevant information on IP and innovation.

Manual de Buenas Prácticas para la persecución de los delitos contra la Propiedad Intelectual. Ministerio de Cultura. Gobierno de España.

http://www.mecd.gob.es/cultura-mecd/dms/mecd/cultura-mecd/areas-cultura/propiedadintelectual/mc/mbp/capitulos/Manual_Buenas_Practicas.pdf

The document is the result of the works made by the Ministry of Culture and the Ministry of Justice of Spain. It includes Good Practices to the prosecution of crimes against intellectual property and it is intended to be a guide on the phenomena and its consequences. Crimes, misdemeanors economic impact, main problems encountered and solutions proposed. All, in a wide and pragmatic way.



Good practice guide. 10 pragmatic recommendations for a better integration of IP in your business. Guía de buenas prácticas. 10 recomendaciones eficaces para integrar la Propiedad Intelectual en su empresa.

https://www.oepm.es/export/sites/oepm/comun/documentos_relacionados/Publicaciones/Folletos/Guia_Buenas_practicas.pdf

<https://www.patentsoffice.ie/en/About-Us/IP-for-Business/Good-Practice-Guide.pdf>

The document has been found in both English and Spanish and comes as a result of a project supported by the European commission and intends to increase awareness and knowledge on Industrial Property Issues and the patent-system by the creation of certain material focused and targeted to SMEs, in particular and rest of IP users in general. The guide includes 10 good practice recommendations for SMEs with the aim to highlight the importance of intellectual property to companies' business strategy. The recommendations are complemented by 5 case studies giving light to different situations related to IP rights usually found by SMEs.

Guía sobre protección de DPI en China para la Industria Creativa

http://www.china-iprhelpdesk.eu/sites/all/docs/publications/ES_Creative_Industries_May_2011.pdf

This is a quick guide (in Spanish) that tackle IPR aspects to which creative industries faces in China, mainly in architecture, product design, graphic design, trademarks, web pages design, photography, and publishing sectors. Those that more affect these type of industries are copyright, industrial designs and commercial secrets.

2.2.2. Best practices

Thanks to the work carried out under the project IP4SMEs implemented by PPs Friuli Innovazione and JSI, it was possible to identify some of the most significant good practices and models of existing services for IPR protection. The scope of this activity is to define the service to be delivered to SMEs. Among these, the following emerged:

FRANCE – Institut National de la Propriété Industrielle

Specifics: IP-Prédiagnosis

INPI offers service (usually free of charge, when the value is more than 1.500€, subsidised by INPI are provided) for the evaluation of the industrial property issues of SMEs. It springs from the fact that SMEs make a limited use of IPR due to the lack of knowledge on the matter and to the costs of the access to IP. Thanks to this service, SME will be interviewed by technical personnel in order to gather all necessary information on IP issues and assets. The results of the interview form part of a technical report presented to the company to plan the next steps for the enterprise. IP Experts involved belong to a national list with examination.

UNITED KINGDOM – SCOTLAND Intellectual Scottish Asset Center

Specifics: IA Audit – a tool for capturing and recording intellectual assets

The objective of the service is to enable organizations to start measuring and gaining value from their Intellectual Assets; it is vital to identify and pinpoint the key resources held by the organization that drive value creation. The tool consists of pre-defined forms to be filled in by SMEs in order allow SMEs to make an initial appraisal of the IA contained within the business.

HUNGARY – Hungarian Intellectual Patent Office

Specifics: IP Valuation Forum



The IP Valuation Forum is dedicated to raising awareness of IP asset valuation as a tool to assist R&D and business activity. The Forum is committed to advancing the issues surrounding the valuation of IP assets. The Forum aims at promoting the use of IP valuation to facilitate the utilisation of IP assets for the benefit of enterprises, industry and the economies of stakeholder.

GERMANY – German Patent and Trademark office (DPMA)

Specifics: DPMAregister (includes Online Search for Designs and Trademarks)

This service allows you to search for all officially binding publication data and the current legal/procedural status information of national IP rights. DPMA register includes the official register for the official data of all German IP rights as well as the official publications, required by law (data of the patent gazette (Patentblatt), trade mark journal (Markenblatt and designs gazette Geschmacksmusterblatt) as well as patent documents). The service includes both the Online Search for Designs and for Trademarks.

LUXEMBOURG – Public Research Center Henri Tudor

Specifics: Technology Trend - AIDA Light Questionnaire

New IP diagnosis based on the AIDA marketing approach aimed at evaluation and qualification of SMEs IP practices and use, firstly developed in the framework of IP Europe Aware project. AIDA is a concept, which was developed more than 100 years ago by marketing specialist. The present method is thought to be adapted to the topic of Intellectual Property, where AIDA level quantifies the maturity level of a SME, with respect to its IP practices and /or knowledge on IP.

The idea is to attach to each of the 4 AIDA levels one particular type of IP practice, as following:

A (Attention) – The SME is aware of IP

I (Interest) – The SME is protecting on a more or less regular or systematic basis

D (Desire) – The SME is possessing an IP-portfolio of a certain size and is managing its IP-rights

A (Action) – The SME is exploiting its IP-rights

Objective of the service:

- Evaluate a SME's practices and use of Intellectual Property
- Report the results to the SME (positioning, gaps)
- Define an action plan to improve the SME's practices and use of IP

AIDA LIGHT QUESTIONNAIRE: is the online questionnaire developed in the framework of AIDA methodology: it consists of 36 questions designed for enterprises to auto-evaluate their level in IP knowledge and practices. At the end of the questionnaire a bar graph will clearly show the position of the SMEs on the AIDA scale.

2.3 Regional context on IPR support services and programmes

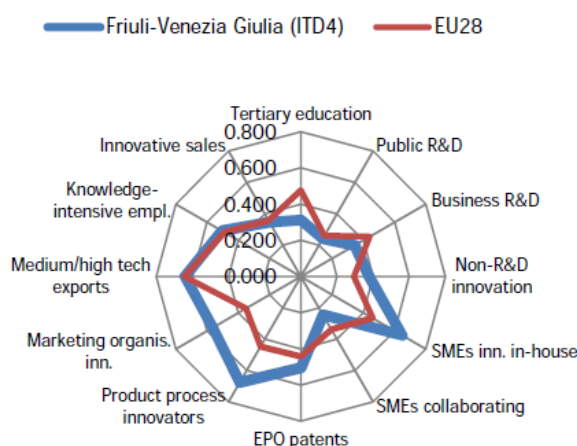
Friuli Venezia Giulia Autonomous Region

Friuli-Venezia Giulia is a Strong Innovator. The radar graph shows that relative strengths compared to the EU28 are in SMEs with marketing or organisational innovations, SMEs with product or process innovations, and SMEs innovating in-house.³

Friuli Venezia Giulia Autonomous Region is the most north-eastern Italian region. Thanks also to its geographical position the export represents the 31.9% of its GDP, higher than the national average (24,9%). In FVG there are about 87.000 enterprises – excluding the agriculture sector – of which 10.1% is manufacturing and 14.3% is construction industry. In general the 87.7% of the enterprises in Friuli Venezia Giulia have less than 10 employees. Eco-innovation of the industrial system is among the FVG priorities 2014-2020 (Smart Specialization Strategy) funded through the ERDF: e.g. the activity 5.1) will invest 36 million € to improve energy efficiency. Also the Regional Energy Plan (2015) aims at addressing the regional economy towards clean technologies and encouraging companies to create new jobs through green jobs, promoting new skills related to new professional figures. Furthermore, in 2016 FVG Region will implement a financial measure (300,000 Euro from national funds) supporting SMEs in realizing energy audits and implementing energy management systems in compliance with standard ISO 50001. As concerns research and innovation, in FVG R&D investments are a bit higher than the country average.

As regarding the subject of intellectual property the topic has been repeatedly explored by Friuli Innovation, together with local stakeholders. A survey conducted in 2009 together with the Chamber of Commerce highlighted the limited awareness of companies on these issues. The project highlights that SMEs have limited knowledge of industrial property, while having intangible resources and intangible assets to safeguard, and therefore highlights the ample space available for awareness raising and the growth of specific services in this scope.

The low propensity of companies to use protection instruments to protect the wealth of knowledge and defend themselves from counterfeiting seems to be linked to both cultural factors (poor accessibility of information, including public domain such as those relating to existing services on the territory of assistance and consultancy in the matter), as well as cost factors related to the filing procedures and eventual defense. In order to meet the needs of local businesses and stimulate greater attention, two initiatives have been launched:



³ Source: Regional Innovation Scoreboard 2016, Regional profiles - Italy

1. **Intellectual Property New Orientation Point:** it is an orientation service, aimed at directing enterprises and persons to general knowledge about the different opportunities regarding Industrial Property Protection (application procedures for inventions, utility models, designs and trade marks at national, international and European level; subsequent proceedings relating the transfer of ownership of industrial property rights, such as disposals and use licenses). This service is organized and managed by the Patent Office.
2. **Ufficio Studi PatLib:** The aim of Ufficio Studi Patlib activity is to help inventors and applicants in developing the consciousness of correct strength value of their IP rights, through the evaluation of possible existing obstacles due to previous registrations, the monitoring of market leaders' and competitors' IP policy, the control or technology innovation trends. The office has a complementary information and training activity for the increase of IP knowledge of researchers, entrepreneurs and university students.
3. **IP DESK 4 U** is a collaboration between Friuli Innovation and GLP, with the aim of promoting knowledge on the various opportunities for intellectual property protection in the area. The service is aimed at companies, researchers and, more generally, private individuals such as inventors and entrepreneurial groups who are interested in an in-depth study of the tools available to defend and exploit the solutions that are best developed.
4. **ICTDigitaLaw** is an information desk dedicated to the right of new technologies, created by a collaboration between Friuli Innovazione and the a local law firm, offering free access to first-rate guidance with law firm professionals on several issues and also on the protection of on-line IPR.
5. **Intellectual Property pre-diagnosis:** service promoted in 2009 by the Chamber of Commerce of Udine and Friuli Innovazione thanks to a regional project. During the project an IP pre-diagnosis methodology was developed in collaboration with the Patent and Trademark Italian Office and the Industrial Promotion Institution. The methodology was focused on the small and medium enterprises intangible assets in order to evaluate their IP exploitation potential and define an economic development strategy. The service consisted in a technology audit and an IP consultancy offered by a multidisciplinary team formed by the Chamber of Commerce of Udine, Friuli Innovazione and Industrial Property attorneys.

Valencian Community

The Valencian Community, which covers an area of 23.255 km², it is a vast region in comparison to the rest of autonomous communities of Spain. It's the fourth largest Community in Spain with a 4.934.993 population and a population density of 212/km², much higher than the rest of Spain's density. Its GDP is 105.077 million euros, making it the fourth economic strength in Spain. Regarding GDP per capita, which really denotes quality of life, the Valencian Community reached a 21.296 euros GDP in 2016 compared to Spain's 24.100 euros. It has around 337.000 enterprises located in different industrial areas. Research from 2015 has shown that its industrial production reaches 40.452.158 million euros.



National Accounts – Government		
GDP Mill. € [+]	2016	105.077 M.€
GDP per capita [+]	2016	21.296 €
Labour Market		
Unemployment rate	2nd Trim 2017	18,7%
Unemployed population	2nd Trim 2017	452 m.
Trade		
Exports [+]	2015	28.556,6 M.€
Exports % GDP [+]	2015	28,17%
Imports [+]	2015	23.778,2 M.€
Imports % GDP [+]	2015	23,46%
Trade balance [+]	2015	4.778,4 M.€
Trade balance % GDP [+]	2015	4,71%

Based on a recent BBVA Research the economy in the Valencian Community grew a 3,5% in 2016 and will still do it a 2,7% in 2017 and a 2,6% in 2018. 120.000 workplaces will be created during the biennium and it will be reached again the GDP per capita level prior to the crisis. The Valencian Community not only faces a challenging cyclical recovery but also **an improvement of the basis of its growth in a globalised world, which is also attached to an intense technological and digital transformation project.**

The IVACE (The Valencian Institute of Business Competitiveness) offers a service in the Valencian Community, which allows enterprises to obtain some exclusive rights of certain immaterial creations which are protected as real property services. Besides, the technological information of the patents is a key element in the business innovation process. The aim of this service is to offer a set of integrated benefits such as the technological information or the reception of applications. It is addressed to industrial and service enterprises, professional customers and private individuals, through a personalized attention and the use of a wide variety of materials, which can be found in ivace.es.

Offer of free services:

- Available in www.ivace.es; *Patentes y Marcas* section
- Information concerning the protection of industrial property rights in Spain
- Information concerning the international protection of industrial protection rights
- Access to the European IPR HelpDesk information and documentation (translated into Spanish)
- Documentation related to the industrial property issue: Procedures, Guides, Legislation



Manuals of the Spanish Patent and Trademark Office

- A list containing the Intellectual Property Agents in the Valencian Community

The Intellectual Property service offered by IVACE is part of the Ambassadors IPR centres network of the European Commission. It has signed several cooperation agreements with different national and international organisations such as SEIMED (enterprise Europe network), OEPM (Regional Centre of the Spanish Patent and Trademark Office), European IPR Helpdesk. It is also part of the network of centres PATLIB (European Patent Office).

On the other hand, it also exists a service offered by the Valencia Chamber of Commerce. It belongs to its internationalisation area (see the website: www.camaradevalencia.com/es-ES/internacional/servicios-juridicos/Paginas/registro-de-marcas-patentes-y-modelos-de-Utilidad.aspx)

The registration of Trademarks, patents or models enables the enterprise to spread to foreign markets, as well as the exclusive right to prevent third parties to commercialize its similar or even identical products.

The Chamber manages the registration of the trademark, patent or model at community level or internationally, everywhere in the world.

This service includes:

- Community Trademark: through OAMI.
- International Trademark: the Madrid System.
- Community Design: through OAMI.
- International Design: the Hague Agreement.
- European Patent: through OEPM.
- International Patent: through PCT.

Slovenia

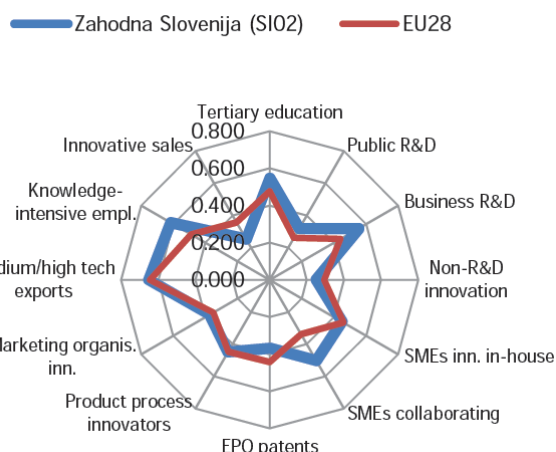
Slovenia is a Strong Innovator. Innovation performance has been steadily increasing with minor declines in 2013 and 2015. Slovenia's relative performance to the EU has improved from 90% in 2008 to 93% in 2015. Particular relative strengths are in International scientific co-publications, New doctorate graduates, and Public-private co-publications. Strong relative weaknesses are observed for Venture capital investments, License and patent revenues from abroad, and Non-EU doctorate students. The fastest growing dimension is Human resources (6.7%), followed by Open, excellent and attractive research systems (5.0%). The fastest growing indicators are License and patent revenues from abroad (20%) and New doctorate graduates (16%). A strong decline in performance is observed in Non-R&D innovation expenditures (-12%). **Zahodna Slovenija** (SI02) groups the **Central Slovenia (Ljubljana)**, Upper Carniola, Gorizia, and Coastal–Karst regions.



Zahodna Slovenija is a Strong Innovator. Innovation performance has increased (+2%) compared to two years ago. The radar graph shows that relative strengths compared to the EU28 are in Innovative SMEs collaborating with others, Business R&D expenditures, and Employment in knowledge-intensive industries.

The Jozef Stefan Institute is the leading Slovenian scientific research institute, covering a broad spectrum of basic and applied research. The staff of more than 960 specializes in natural sciences, life sciences and engineering. The subjects concern production and control technologies, communication and computer technologies, knowledge technologies, biotechnologies, new materials, environmental technologies, nanotechnologies, and nuclear engineering. The mission of the institute is the accumulation and dissemination of knowledge.

The Centre for Technology Transfer and Innovation (CTT) at JSI plays a role of technology transfer office. It offers services to the institutes' and other researchers (IP protection, IP valuation, IP assessment, IP marketing, licensing, EU projects support, contract & collaborative support, spin-out creation support) as well as SMEs and larger enterprises in the areas of innovation management, IPR, internationalisation, technology uptake. CTT has an extensive database of Slovenian SMEs that are interested, and were already assisted, in the IPR issues.



3. Pilot action

3.1 Designing a new first-line support service programme: INPI best practice rationale and the new service proposed

The three KIBS partners based the overall concept underpinning INPRO project on the need to further improve innovation support to SMEs. Knowledge Intensive Business Services (KIBS) should be able to provide an SME with initial information and orientation on IPR and IPR enforcement, including an initial diagnosis of problems, wherever possible, on a 'one-stop-shop' basis. Similarly, they should be in a position to refer clients to appropriate specialists, either in-house or in other agencies or service providers. Sometimes this might take the form of a dedicated helpdesk. This type of service should be widespread and easily accessible by any SME. The service provided by KIBS should include:

- initial information & orientation;
- provision of guides and brochures;
- initial diagnosis of problems;
- signposting and reference to appropriate specialists;
- an IPR Helpdesk;
- a Hotline facility, dedicated to providing rapid responses;
- An E-mail facility for raising questions and receiving initial advice.

3.2 Target groups

Project target groups have been defined in three sub-groups: primary, secondary and third group, defined as follows:

- Primary group is made by representatives of the private sector: SMEs and start-ups, entrepreneurs (including inventors), industrial associations and professionals (designers, architects, etc.) operating in the CI sector.
- Secondary group: universities, public/private research organisations
- Third group: other stakeholders for the creative industries domain (incl. enforcement authorities, policy makers, etc.)

3.3 Scope

The issue of IPR protection is quite complex and its implications as well as the tools for defining a service package are highly dependent on the type of sector, framework conditions and policy-legislation at local level, as well as on the companies awareness concerning benefits and risk related.

The experiences gained by the partners and the lessons learned from the good practices gathered during the project, have allowed to identify a package of services for businesses in the cultural and creative industries. The definition of first line assistance is therefore the result of the partnership-wide interaction and is based on the characteristics of the cultural and creative industry.

According to the analysis of the weaknesses and main issues related to IP delivered during the project activities, some inputs emerged from partners perspective and after a cross check with the experts involved in peer-learning activities. These have been summarized as follows:

- ✓Unawareness of IPR importance to companies
- ✓Difficulty to manage large quantity of search results in the “Freedom to operate - FTO” regime
- ✓Time misalignment between filling patent and commercialization
- ✓The need to identify IPR when a new company is created
- ✓Coordinating IP strategy and business strategy
- ✓Lots of competences needed in this field: IPR knowledge, communication skills and negotiation capabilities
- ✓Educating SMEs: development from idea to FTO

A newly developed 1st-line assistance on IP for the CIs sector has been therefore designed to offer companies a wide range of services to improve their knowledge of IP topics, raising their awareness of the opportunity deriving from a proper protection of IP rights, as well to improve the quality of services to be delivered by Innovation companies. The main objective of this methodology is to raise entrepreneurs’ awareness on how to leverage on IPR in order to successfully perform the company strategy. IP Pre-diagnosis can be defined as the global analysis of an SME, taking into account all of its industrial and intellectual property resources: its patents and also its trademarks and designs together with its contracts and documentary research. In IP Pre-diagnosis, the idea is to have an interview with the company to get its strategy and view well-known. In a second moment, a report is produced with the interview description, results and conclusions. Basic recommendation on how to better exploit IPR - in line with the company strategy - is also given.

Partners first identified the objectives to be achieved according to SMEs needs and then listed the type of services to be offered to companies. The activities include:



- *Signposting*: this activity should provide a first assessment of the type of service requested by the company. Help Desk should evaluate if the company's question is out of scope or if the questions go beyond the standardized 1st line assistance.
- *Initial diagnosis*: once made the first step, the Service should focus on the problem/needs expressed by the company. After that a signposting can be offered or proceeding to the next step.
- *Initial assessment*. An overall/no deep assessment of the case
- *Raising awareness* of the relevance of good IP management for the CI sector: this activity is somehow ancillary to the others as far as it's aimed to collecting 'bad' practices & communicating them to the target groups, specially SMEs; using Social Media in addition to regular channels)

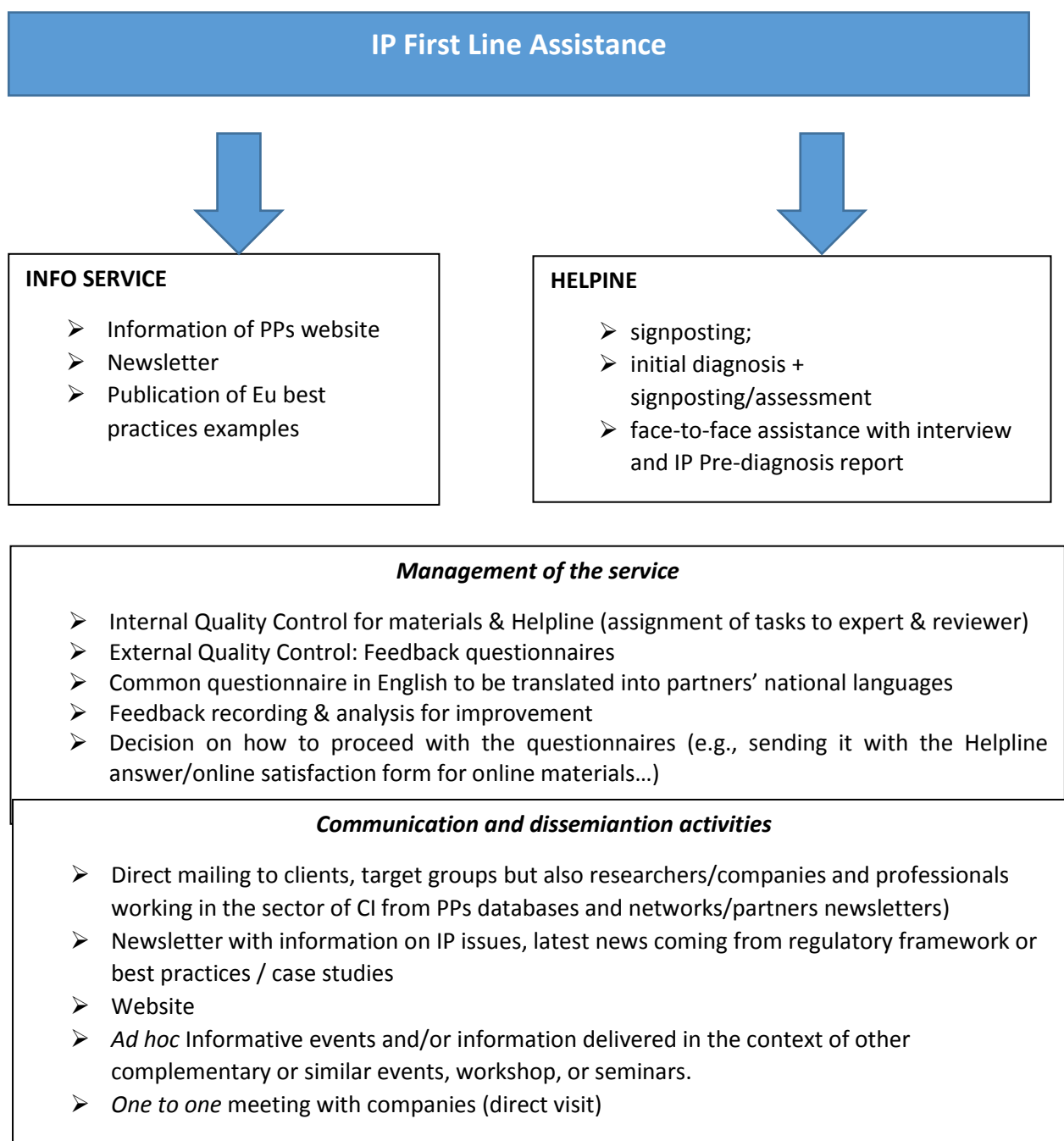


3.4 The service delivery system

Throughout the second Peer Learning Workshop, partners designed the service delivery system. The services has been structured into *two main blocks*: Info service and Helpline.

The first one represents a kind of generalist toolkit of information that cover the function of providing a first outlook to companies interested to the topics but still not completely aware of their needs or about the kind of services to be requested.

The second one is the core part of the First Line IP service, is structured according to the scheme *signposting – diagnosis-assessment-feedback*, and can be visualized as follows.



Info-service details

First block of the delivery system is represented by web-based informative activities, mainly by the means of Partners' website and newsletter. Each PP has published on the institutional website information on IPR topics, including EU best practices, examples (see above chapter 2.2), and where PPs posted news on the opportunity offered by the Pilot Action and published the INPRO newsletter dedicated to the Pilot Activity.

Info services phase has been supported by mailing addressed to the target group (researchers/companies and professionals working in the sector of CI from PPs databases and networks/partners newsletters) and Presentation of the Pilot Action during local meetings (also informal one-to-one meetings) and events. To access to the Info service no registration is needed.

Helpline assistance details

Help-line assistance is delivered in two ways:

A first part of the service is basically email based and includes signposting (simple questions asked by the companies), initial diagnosis *and* signposting, than can be supported by an assessment in case of more complex questions. For more complex questions, it has been decided to answer via e-mail offering the beneficiary an initial diagnosis on the issue raised. For example, in the case of a furniture manufacturing company that designs chairs and wants to understand if there is a possibility to protect its IPR, the IPR service provider may suggest different options – like registering a trademark or an industrial design – and then signpost to the proper IPR office/private consultant.

A further step is the face-to-face assistance providing initial assessment for the company through an interview followed by the provision of a light written final report. The evaluation and comparison of best practices has led to the decision of adopting the Pre-diagnosis methodology developed by French National IPR Office (INPI), recognized as an EU best practice. The “face-to-face” phase is deployed through direct interviews delivered by PPs directly to SMEs premises, supported by a checklist.

The access to Helpline requires a previous registration and is delivered in national language, is based on confidentiality and should be delivered in a period of 3-5 days starting from the first request to be effective and provide SMEs with a fast reaction.

The best option seems to be something like the helpdesk webpage, in which there is the possibility to “ask a question”, this option will give the final user the chance to get the info they need related to their business and IPR assessment. Anyway in the Web a clear statement has to be written saying that the response will just cover a 1st line assessment level. It will not generate false expectations and a FAQs operation could be also managed once could be done gathering experience in a middle term.

Management issues

In order to set up this kind of service some management issues have to be taken in consideration. First, all a service of this type should be delivered by people with adequate background on IPR issues (not necessarily with a specific education, but preferably) and required a significant investment in terms of human resources both has in-house and out-sourced.



The management system should start with the creation of an e-mail box; an automatic sentence informing about confidentiality should be prepared as well. The registration mechanism is up to each partners, depending of internal rules/use (the choice is between an online based or downloadable form/Google form); Once registered the client should fill a template through which out of scope questions may be identified: the mailbox should be managed in a centralized way: the administrator redirects to the relevant expert reviewer within the organisation for QC.

Being a “first-line” the service should be free of charge. Other additional or personalized services that may be provided under specific request by the client should be negotiated directly. For instance, an additional service that may be offered is the legal assistance by a professional lawyer on IP issues.

3.5 Pilot Action

To test the Service designed the Project partner launched a call addressed to CCI SMEs. The aim was to deliver a pilot action to verify with SMEs the consistency and assess the effectiveness of the services proposed with company needs. By this way, companies of each region had the opportunity to know more about the initiative. The call for applicants aimed at selecting **15 beneficiaries from the three participating Regions**, to be involved in the project pilot action have been therefore published in the website.

In order to be eligible for the INPRO Pilot Action and, companies should fulfill all the following requirements:

- be a professional designer and creative, a researcher or a Micro or Small&Medium Enterprise (SME) according to the definition of the EU recommendation 2003/361 ;
- be established in one of the Regions/Countries involved in the project: Friuli Venezia Giulia (Italy), Slovenia and Spain;
- operate in the sector of CI with particular focus on offering services and products related to the housing domain: house building, smart houses, home automation, furniture and decoration, etc. – preferred criteria.

Each Partner selected up to 5 beneficiaries (including companies of CI sector, professionals, researchers) in their region, for a total of 15 that took part to the Pilot Action. They all belong to the creatives’ paragraph and respond to the project’s requirements.

Once selected companies have been invited to provide information on their activities, market sector and needs: the aim was to better identify in advance the “profile” of the company, better targeted the service and delivery the interview.

The document list prepared includes:

- Contact form for involving beneficiaries in the "Initial Assessment"
- A meeting attendance sheet
- The internal checklist to be used by PPs during the interviews

Once completed the interview with the companies a Pre-diagnosis IP Initial Assessment Report is elaborated that includes:

- An **INPRO Project presentation**
- A **description of the activities carried out by the beneficiary** (internal and external context), as well as information about any new product.



- A **brief written report** that should be the output of the "Initial Assessment" including general IP suggestions and recommendations
- The **KPI template** helping to **estimate the level of influence of the improved 1st line service on IP & IPR matters** (IP Initial Assessment) on the value of the IP policy of the final beneficiary (target group) and on benefits of the IP taking into consideration the future prospects of the company. The Indicators will also help us define if the “customers” were satisfied with the final report and implementation of IP Initial Assessment.



The table below shows main findings and information on the companies that took part to the Pilot Action:

Short description	Sector & Activity	N°Employees	Comments and Recommendations
The company produces one of the most natural and renowned cleaning systems worldwide. This unique air purifying system captures dust and dirt in the water.	Air and Room Cleaning Systems	20-49	Recommendation 1: The main result can be seen in the fact that the Company received focused information on the problems they encounter in their work. More details about the company issues that were discussed cannot be mentioned because of the NDA. The most important difference to ad-hoc service is the fact that the company was prechosen on the basis of their activities, a suitable expert was chosen for them and that the topic to be addressed was very well defined. This enabled that the answers and the services given were also well defined, which was very satisfactory for the company and the NDA was signed. Recommendation 2: CTT proposed and settle to prepare NDA (Non-disclosure agreement) between the company and the JSI.
The company deals with production and sales of various writing boards, school equipment and school furniture production.	Writing boards, school equipment and school furniture production	5-9	Recommendation 1: The expert of CTT made thorough research about the certification, since the JSI is not Notified conformity assessment body. After a thorough overview of the various documents and legislation on both the EU and Slovenian legislation from the affected area, the expert find out, that the product does not fall under the product category defined by European directives and for which an certification is required by a notified body to obtain the CE marking. The expert give provided the company with the list of official Slovenian notified bodies and European directives. The expert also explained that the company itself could also make the testing and provide them with info how to do it.



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			Recommendation 2: In the case of obtaining a TÜV certificate, where in any case it is necessary to test products to obtain certificate, the expert provided the company with the data of local TÜV branch and advised, in order to avoid duplication of certain costs and time, to contact the TÜV, for obtaining a certificate and the necessary documentation for the use of the CE mark on their product. Giving the company advices and proposals where they can turn to for testing and certification to obtain CE mark, provide the company with suitable Slovenian and European legislation and directives for their issue
The research activities conducted within the Department are associated with vacuum science, technology and applications.	wood-processing company, medical devices industry	20	Recommendation 1: CTT promoted three technology offers of the department. Based on the promotion of technologies, NDA and a Material transfer agreement with a Swiss company were prepared. Recommendation 2: CTT promoted the expertise of the department and assisted the initial communication with interested Slovenian companies. Draft of cooperation agreement was prepared.
Department research in reactor physics is oriented mostly into new methods for power and research reactor calculations, where special attention is given to the calibration and benchmarking of nuclear data and computational methods.	Nuclear	24	Recommendation 1: JSI recommended to them to register know how only, since the content of the patents would become available to other TRIGA Nuclear reactors in the world for research purposes and their collaborations with other R&D organizations would have been threatened. Recommendation 2: JSI helped them to negotiate and harmonize the license agreement between PRO and Company. Recommendation 3: Slovenian company developed a product with the use of technology from Slovenian PRO, and our Tech transfer office helped them to prepare an English draft of distribution agreement for their products.



Co-funded by the Horizon 2020 programme of the European Union



Jožef Stefan Institute



The Department for Nanostructured Materials brings together scientists, experts and young researchers from various complementary fields of science: chemistry, technology, physics, materials science and mineralogy. The basic and applied research in the department includes ceramic materials, intermetallic alloys and minerals. The research encompasses conventional processing as well as the development of new technologies and methods for preparing new materials with novel properties.	Engineering and bio ceramic materials	41	Recommendation 1: JSI suggested to researcher to conduct an R&D agreement with company within which the background IP of both parties will be carefully described. It was also carefully written in the agreement that any foreground IP will belong to both, Company and PRO. New product and technology for producing the product were developed in the framework of collaboration between the Company and research institution. It was possible to produce the product in satisfying quantities inside the research labs and with the equipment of PRO. The Company and researchers decided to establish new company for the purpose of producing and selling of new products. Recommendation 2: JSI suggested to researchers to establish SpinOut company in accordance with PRO's internal rules company that will be renting the PRO's laboratories and equipment, to lower down Spinout's initial investment into the production line.
This company is a SME's of recent creation their aims are the commercialization of equipment 3D printing of concrete construction. The product in question is currently in fully functional pre-competitive prototype status. The company is currently trying to develop such equipment on an industrial scale.	Concrete construction	4	Problems encountered: Some problems have been detected in this company regarding the trustworthy level when dealing with an IPR process, due to the low investment volume that has to be done with these activities. Recommendation 1: The company is advised by AIDIMME about IP according to the strategy applied when expanding to European trademarks. The brand of the European Union deploys its effects on the whole of the territory of the European Union. The EU has a unitary character; It can only be requested and, if appropriate, awarded for the entire territory of the European Union. The brand of the European Union shall be granted for a period of 10 years counted from the date of application. The registration may be renewed indefinitely for successive periods of 10 years.

			Recommendation 2: On the other hand, the company is advised to previously provide an art market survey and it is informed about the difference. To do this, the company is reported with the differences between a retrospective search, a patents' technology report and a freedom to operate report (FTO).
They create electronic devices that gather and communicate information through the integration of sensors and wireless technologies with reduced energy consumption. • Internet Of Things • Augmented Reality • SmartCities • Wearables • Energy Harvesting	Wireless technology	2	Problems encountered: The company has a low current trustworthy level about IP, since it has faced the following issues: • It doesn't know how to proceed with a trademark which has received an opposition • The patents' technology report hasn't provided the company with valuable information • The company shows mistrust on the possibility to defend its IP rights against third parties, due to the limited investment capacity SMEs hold. Recommendation 1: The company is recommended to turn the national trademarks into community ones, taking into account the desired European impact. The brand of the European Union deploys its effects on the whole of the territory of the European Union. The EU has a unitary character; It can only be requested and, if appropriate, awarded for the entire territory of the European Union. The brand of the European Union shall be granted for a period of 10 years counted from the date of application. The registration may be renewed indefinitely for successive periods of 10 years.
Develop of automations and provide tailor-made engineering services for all the needs of the clients, from design consultancies and small equipment to large lines. All this to satisfy the productive, ergonomic and safety requirements required by customers and regulations. Develop of customized	Automation engineering	30 regular staff and 2 freelance	Recommendation 1: Once all the information have been collected, it is recommended to protect the trademark guaranteeing a unique solution is identified. Taking into account new business projection that you want to achieve with the placing on the market of a new product based on the interactive media management system, and in order to maintain a competitive advantage of the solution with respect to potential threats competitors is recommended, on the one hand protect the mark indicating that the solution identifies the unmistakable way, on the other hand to study the possibility of protecting the product by means of a patent or of a utility model.



applications for all areas of the company. Production processes are optimized through greater control, more efficient management and real-time supervision. Specialized in acquisition of plant data and in the visualization of states and results on any device (Monitors-IP, PCs, Tablets or Smartphone).			Recommendation 2: On the other hand, it is also recommended to consider the possibility of protecting the product with a patent or utility model. Information about different trademark registrations depending on the geographical area is provided (concept of trademark, differences at EU and international level) With respect to the brand, the possibility of not only the name check (mark on denominative type) but with the distinctive sign (brand type combined with denomination and distinctive sign). There is different coverage of rights depending on the geographical area where you wish to operate. It was provided to them information about different registrations of marks by geographical area.
SME engaged in the manufacture and distribution of benches and accessories for piano. In recent years it has incorporated an innovative technological solution which has restated the strategy of the company in the field of PI. Such is the case of the sidewalk "Hydraulic-Tech" that incorporates a silent regulation from the curb height automatically and effortlessly.	Manufacture of piano benches	18	Recommendation 1: It is evident that the company has identified the international geographical area in which it operates, and to this end has coverage of the granted patent rights. However, it has registered the brand in the Asian market, particularly in Japan. Japan represents an attractive market for this type of products, therefore, it is recommended to register the trademark in this country. The registration of the mark in Japan can be done through an IP. The following link from the "Japan Patent Office (JPO)" with information related to the process, fees, legislation and regulation is provided for ease of reference
SME dedicated to the distribution of wood panels (chipboard, MDF, melamine, plywood, laminated floors, etc.) and services of cutting, edging	Wood panels	28	Recommendation 1: AIDIMME informed the company that certainly any Industrial property right does not exempt that a third party can act against such rights, and that the defense thereof must be made using the corresponding legal procedure. It is a matter of the company assess whether the possible offender generates a volume of business that really causes a detriment to the company. In this case, rating



and CNC machining. This type of product is aimed at specifiers such as architects, interior designers.			bias with respect to the investment in the legal procedure. In any case, the protection of the right contributes to reinforce the image of the company towards the market projecting a philosophy, policy and business strategy that the market should be recognized. Recommendation 2: Occasionally, it may be convenient, arrangements that manning the use of these rights for the manufacture and/or marketing of products or use of the marks. These agreements are referred to as exploitation agreements and should be prepared by experts in the field. For ease of reference is provided a few links of interest (in English) with information generated by the International Office of intellectual property (WIPO).
The company is active in the field of architecture and traditional building. In more than 10 years the companies has consolidated its position becoming the brand whose constructions comply with the principles of bioarchitecture and bioconstruction. After acquiring the techniques and technological know-how of top German companies operating in the sector of wood constructions. The company rapidly started up its own independent and pioneering activity aimed at developing technologies, processes and services specifically studied for the local market and the requirements of Italian clients.	Architecture and buildings	6	Recommendations 1: Friuli Innovazione suggested to deliver a trademark search with PATLib office or other databases available on trademarks (as WIPO etc); the trademark should be registered in the name of the company rather than the shareholder. Recommendations 2: The protection of the creations by design. Friuli Innovazione suggested to the company to evaluate the specific characteristic of the product. In general terms, it is emphasized that in order to obtain the registration of a model or industrial design, the latter must be new and possess an individual characteristic. The procedure to get the registration has been explained to the company that was not aware enough about the design protection systems and tools. Recommendations 3: Financing opportunities for leveraging on IPR assets thanks to regional financing schemes foreseen by the Regional OP ERDF 2014-2020.



The company, which has been active for over 125 years, sells, designs and manufactures home furnishing accessories mainly for home and contract world. Established as a furniture retailer, the company is today a company that offers a personalized design of solutions and furnishing spaces, as well as the sale of brand and third-party accessories. In particular, the company realizes: - Turnkey services; -Sale of complements of furniture; -Design and development of products and relative production thanks to collaborations with artisans of the territory	Trade to the detail of pieces of furniture for the house	8	Recommendation 1: Registration and validation of the trademark and possibly some of the trademarks. Recommendation 2: Protection of the creations by design. Friuli Innovazione suggested to the company trying to evaluate what is the specific characteristic of the product, as it is obviously never new. In general terms, it is emphasized that in order to obtain the registration of a model or industrial design, the latter must be new and possess an individual characteristic. The procedure to get the registration has been explained to the company that was not aware enough about the design protection systems and tools. Recommendation 3: Protection of industrial know-how industrial property tools should not be considered as alternatives to each other, but rather as complementary and capable of producing synergies between them. Therefore, it is always advisable to take advantage of professionalism capable of analyzing issues related to "all-round" industrial property with respect to business prospects and peculiarities.
Individual firm that has been active for 30 years in the field of active security, building automation and industrial automation offering various business solutions, private and public bodies. Among the leading home automation products or industrial automation the company also develops systems that protect property and people against intrusions, thefts, and more	Installation of electronic systems	6	Recommendation 1: The registration and enhancement of the company logo and possibly some brand names. This action is important to protect the wealth of relationship developed by the companies and moreover to ensure the customer loyalty. To deliver this result it's recommended to deliver a) a trademark search on the distinctive companies signs; b) Activities of monitoring and possible opposition to attempts to forgery Recommendation 2: The protection of technological innovations; the aim is the maximum appropriation of the value of the company's innovative products: to achieve this result it's recommended to - Use of banks patent - Registration systematic knowhow Corporate - Choice patent / secret industrial

threats, designed to be managed in a simple way and able to report them any intrusions.			-Clauses of confidentiality in the contracts with employees, customers and providers
A project born in 2007 by three young architects who wanted to put together the skills and experiences gained in different areas such as restoration, landscape, architecture and interior design. Activities delivered are: - Design of buildings and indoor and outdoor environments - Artistic business consultancy and in particular the niche of companies for the design and construction of prefabricated wooden houses, from the design of furnishing and interior solutions - Graphic and design activities	Architecture; professional consultants	3	Recommendation 1: Friuli Innovazione recommended the protection of creations by professionals by design or model; Implementing the market approach with a brand policy effectively integrated with the company's promotional strategy could provide greater commercial strength and superior protection against any counterfeiting. Recommendation 2: The protection of company know-how is an important element that the company must take into account in order to protect its relational capital and obtain the maximum appropriation of the value of its intangible assets. Recommendation 3: The copyright to the protection of works and architectural projects.
A family business that has been active for almost a century in the processing of Wood and in the manufacture of parquet and in which the third and fourth generations currently operate.	Manufacture of parquet floors Assemble; Flooring of floors and walls	11	Recommendation 1: The registration of some trademarks is essential to: 1) protect the trademark company as an element that characterizes the enterprise on the market; 2) protect the wealth of relationship and loyalty of the clients; 3) appropriation of the value of intangible assets. To deliver this result it's recommended to deliver a) a trademark search on the distinctive companies signs; b) Activities of monitoring and possible opposition to attempts to forgery. Recommendation 2: Protecting Creations of Professionals by Design or model through a trademark registration.

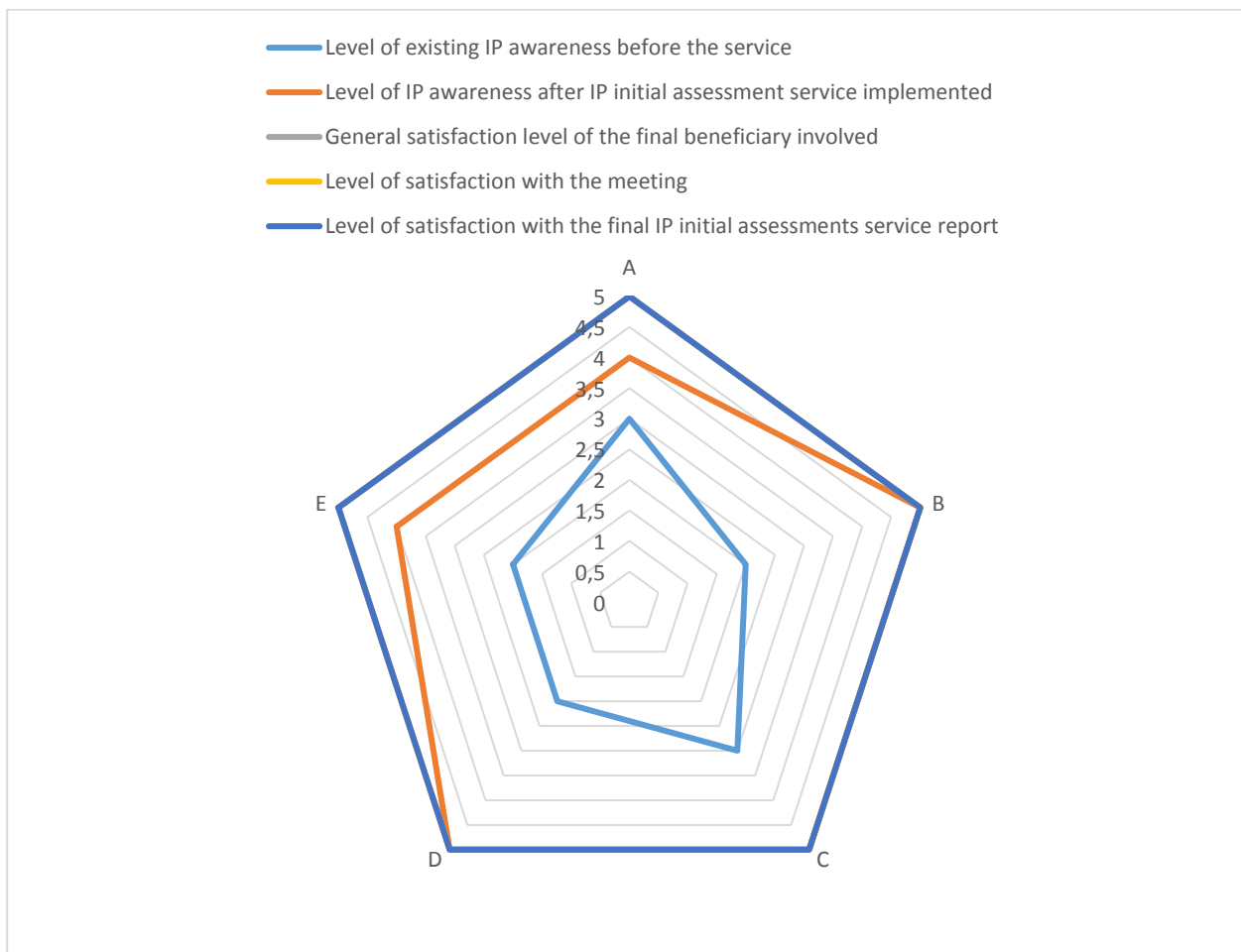
			Recommendation 3: The protection of company know-how through confidentiality agreements. The aim is to protect intangible assets. An external legal assistance may be required.
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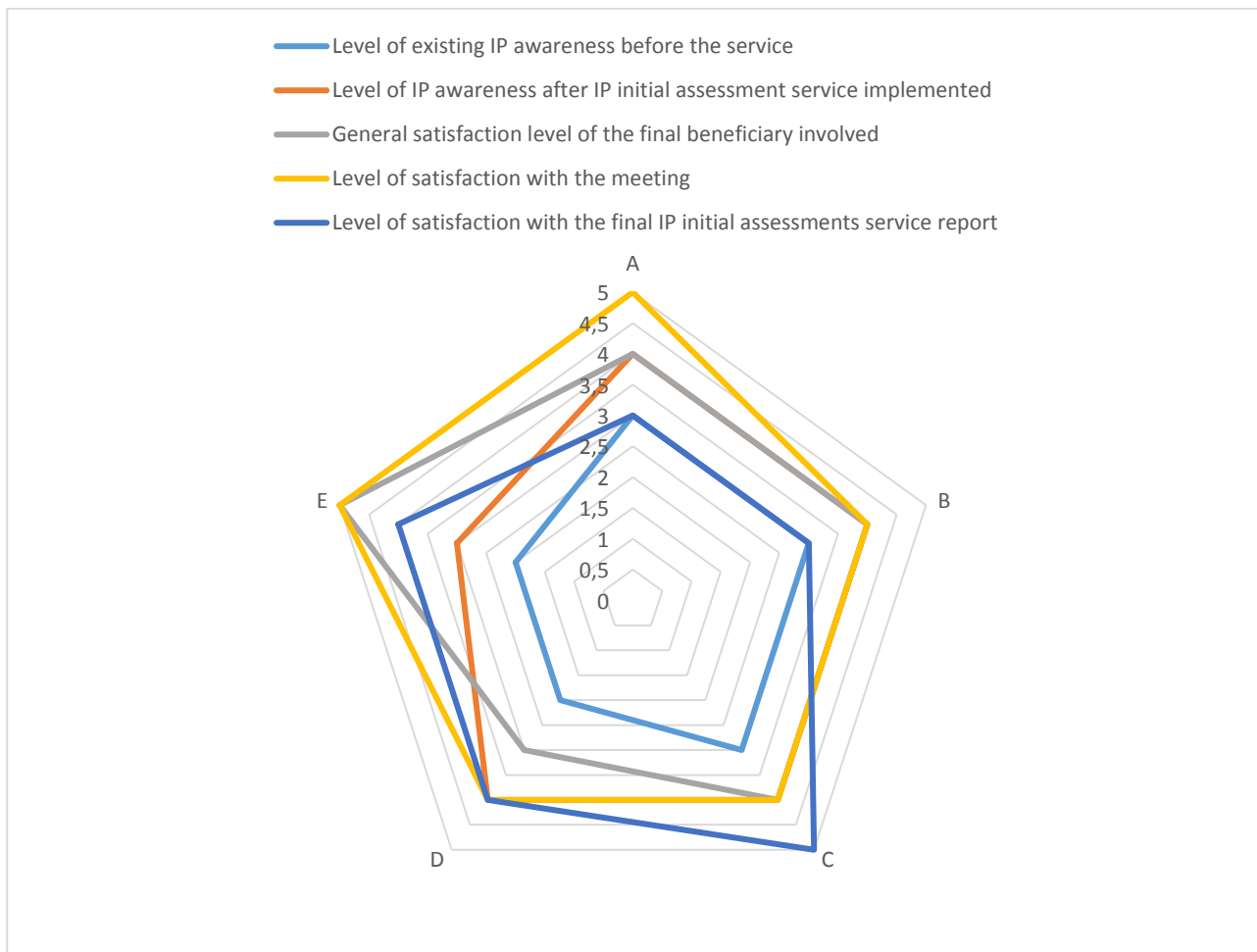
3.5.1 AIDIMME (Spain)



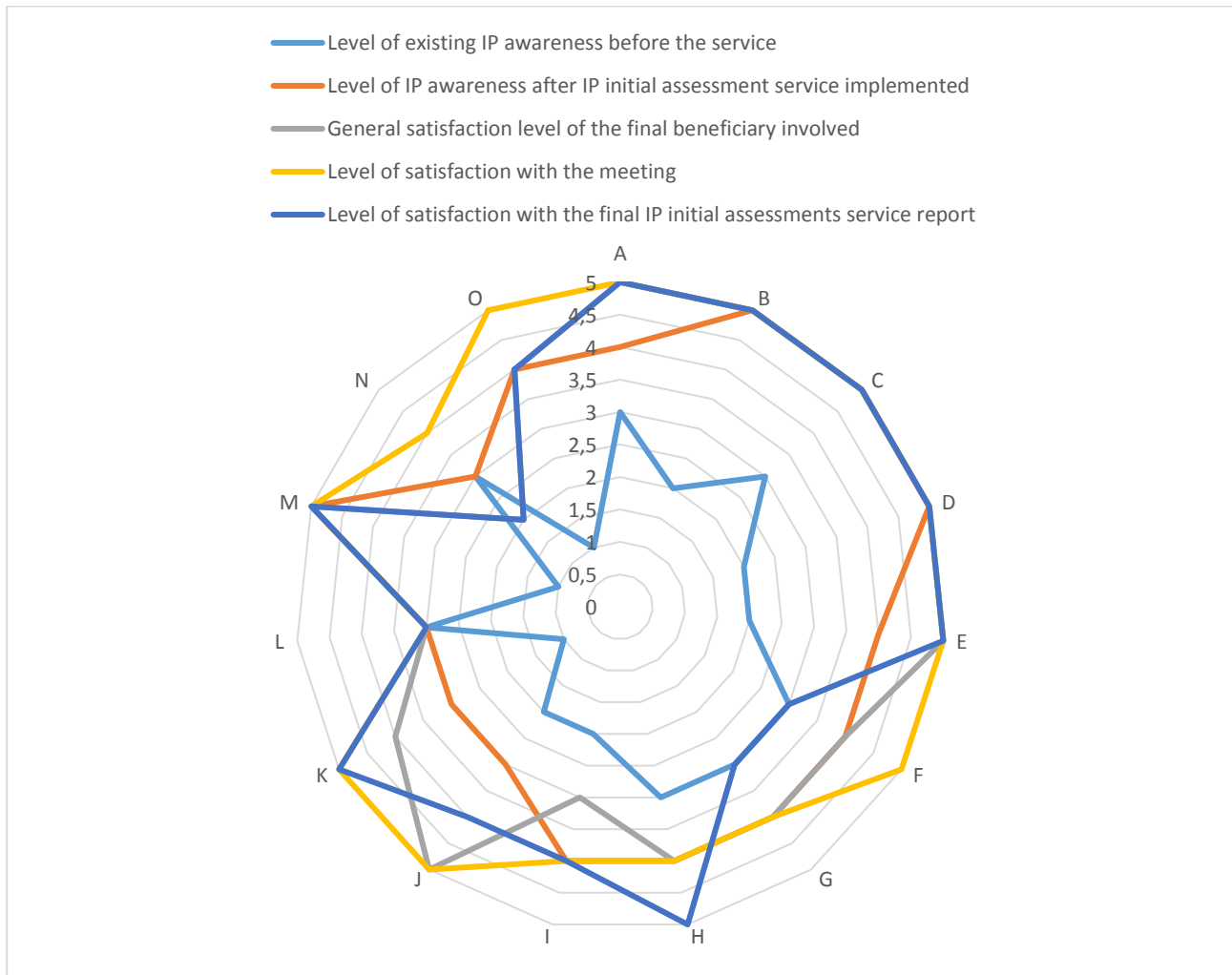
3.5.2 Jozef Stefan Institute (Slovenia)



3.5.3 Friuli Innovazione (Italy, FVG Region)



3.5.4 Overview for all INPRO partners



4. Conclusions-suggestions

The analysis carried out under the INPRO project have shown how **companies still lack of the adequate knowledge of the IPR system** with a direct impact on their competitiveness. Various surveys have shown that SMEs make **little use of the industrial property system**. Both internal and external barriers have been identified: industrial property is perceived by managers as being too expensive and too complicated. Moreover, SMEs are not still completely aware of the benefits that may come from a proper use of IPRs system. As a result, over the years, an increasing number of national IP offices have initiated or improved their outreach and support services for the potential users of the IP system, including entrepreneurs and SMEs.

At the same time, **industrial property** appears more and more as a **key factor in business success**: promoting it as a major issue for encouraging innovation is essential for SME competitiveness.

The industry that has been taken into account in the project is particularly sensitive as it is based on creativity. The concrete risk is to lose market position and competitiveness when it comes to counterfeiting products or piracy of ideas. On the other hand, it is true that devoting time, resources and skills to the protection of trademarks and patents requires a certain extent of investments that, in particular small businesses are not ready to deal with. KIBS may play a relevant role in terms of raising awareness, providing knowledge on IPR as well as in providing different level of services to companies.

Compared to National patents offices established in different EU countries, **KIBS are best positioned to provide targeted services to its customers** while at the same time perceiving business needs and offering a wider vision of technology and market scenarios. In addition, KIBS can overcome the barrier of mistrust that is put on by SMEs thanks to the daily contacts and relationship they have with businesses. The setting up of a First-line IP Support Service requires, however, an investment in skills, resources and the definition of the organizational aspects concerning the delivery of the service.

The service should be organized according to different levels and intensity, modulated on the actual demands of the companies. You can therefore go from a purely informational basic service to specialized and individualized assistance depending on the complexity of the request. What is important, however, is to provide a so-called **IP 1st line Support Service**, easily accessible and with quick reaction times. However, you cannot get a real impact if the service stops exclusively at a first level of information and providing some kind of “generic” assistance. For this reason, it is highly recommended that KIBS also provide a package of additional services, if needed by relying on external consultants or outsourcing resources as sector experts, while keeping track of the services delivered with a quality control system to improve service on customer feedback.