

OFFICE FOR HARMONIZATION IN THE INTERNAL MARKET  
(TRADE MARKS AND DESIGNS)

COOPERATION FUND PROGRAMME SUPPORT OFFICE

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**PROJECT BRIEF**

**CF1.1.2 – TMview – Phase 3 - Integration of  
remaining EU Offices**

Version 0.4 – 11/07/2012

<b>Project/Service</b>	COOPERATION FUND – ICLAD – International Cooperation - Cooperation Programmes		
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<b>Approved by owner</b>	SW	Simon White	Programme Manager ICLAD
<b>Authors</b>	EC	Emmanuel Collin	Project Manager Cooperation Programmes
<b>Contributors</b>	JIP	José Izquierdo Peris	Head of Service – International Cooperation - Cooperation Programmes
	MB	Martin Beckman	Project Support Cooperation Programmes
	KR	Karolina Raclawska	PSO
	SW	Simon White	Programme Manager

**Revision History**

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0.1	26/01/2012	EC	Creation of the document
0.2	02/02/2012	EC	First draft
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0.4	11/07/2012	EC / MB / PSO	Revised budget and additional information on offices integration

**Quality Criteria (to be used by reviewers)**

Is the document clear and concise?

Is the scope of the project clearly defined?

Are the objectives of the project clearly identified?

Have the proposals of the interested Member States been accounted for?

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## 1. PROJECT DEFINITION

### 1.1. Introduction

#### 1.1.1. About this document

This document has been produced to capture a view of the scope, investment needed, dependencies on other projects and anticipated payback so that the constituent parts of the project, herein referred to as the “Project”, can be prioritised, funded and authorised. This Project Brief will provide the basis for the Programme Manager of the Cooperation Fund to present the Project to the Cooperation Fund Management Board to approve and launch the Project.

An overview of the definitions, acronyms and abbreviations used in this Project Brief can be found under **Annex 1**.

#### 1.1.2. Background

The extraordinary joint meeting of the AB/BC of 18-19 September 2008 agreed upon the creation of a Cooperation Fund (CF) to be used for projects closely related to harmonization and the protection, promotion and/or enforcement of trade marks and designs. The Fund’s ultimate aim is to contribute significantly to the optimisation of the functioning of trade mark and design systems across the European Union, modernising still further trade mark and design registration procedures and technology, and eliminating unnecessary differences in practices which affect users. The objective of the Fund will be to optimise the cooperation and synergies between the EU Member State national trade mark and design offices, including the Benelux Office for Intellectual Property (‘National Offices’) and the OHIM (collectively ‘EU Trade Mark & Design Offices’). This should improve the protection and user experience in the field of trade marks and designs, in particular modernising, harmonising and integrating national systems at a pan-European level.

To be able to select different projects, within the context of the Cooperation Fund, four broad fields have been identified as a base for future work. In the framework of the Field 1 – Harmonization Projects - TMview is a project that will allow participating National Offices (hereafter Participating Offices or POs) to provide a modern and uniform experience on searching trade mark information to end users and internal staff of the IP Offices, as well as enforcement authorities.

Following the 18 May 2010, the CF Management Board issued the following mandate to the Project Manager:

<b>TMview – Integration Phase 3</b>	
Programme ID:	CF1.1.2
Started on:	11 February 2011
Timeline	2011 – 2012
Principles	Integrating the remaining EU Offices into TMview.
Description	This project aims to integrate the remaining Offices into TMview, the common trade mark online search tool. This Phase 3 includes the IP offices of Austria, Cyprus, Germany, Greece, Finland, Hungary, Ireland, Lithuania, Latvia, Malta, Poland, Romania and

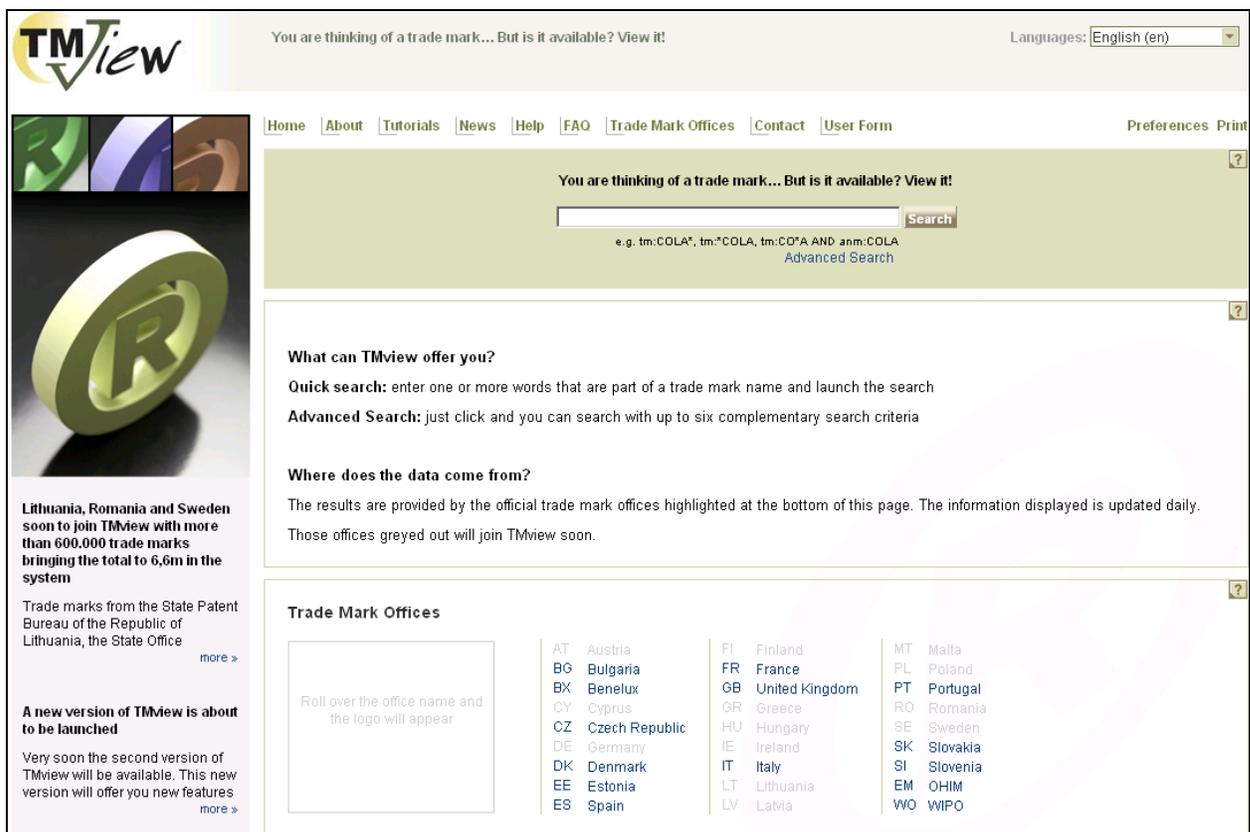
	<p>Sweden.</p> <p>TMview was launched in its first version on 13 April 2010, with the trade mark information from the IP offices of: Benelux, Czech Republic, Denmark, Italy, Portugal, UK, WIPO and OHIM (Phase 1).</p> <p>During the remainder of 2010 and beginning of 2011, the trade mark data from the offices of: Spain, Slovenia, Slovakia, Estonia, Bulgaria and France were also integrated in TMview in this order (Phase 2).</p>
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Table 1 - Project Mandate

## 1.2. The Challenge

TMview will not be a complete success until it includes the trade mark data of all national offices in the EU. This is why the integration of the remaining offices is a high priority for OHIM and the other participating offices. This cooperation will strengthen Europe and be for mutual benefit of our institutions and users.

According to the screenshot below of TMview v1, when completing phase 2, users could then already consult trade mark information from 14 trade mark offices and in 22 of the official languages of the EU. Full coverage should be achieved.



The screenshot shows the TMview website interface. At the top, there is a navigation menu with links: Home, About, Tutorials, News, Help, FAQ, Trade Mark Offices, Contact, User Form, and Preferences Print. The main content area features a search bar with the text "You are thinking of a trade mark... But is it available? View it!" and a "Search" button. Below the search bar, there is a list of trade mark offices, including AT (Austria), BG (Bulgaria), BX (Benelux), CY (Cyprus), CZ (Czech Republic), DE (Germany), DK (Denmark), EE (Estonia), ES (Spain), FI (Finland), FR (France), GB (United Kingdom), GR (Greece), HU (Hungary), IE (Ireland), IT (Italy), LT (Lithuania), LV (Latvia), MT (Malta), PL (Poland), PT (Portugal), RO (Romania), SE (Sweden), SK (Slovakia), SI (Slovenia), EM (OHIM), and WO (WIPO). The interface also includes a sidebar with news items and a footer with the TMview logo.

Figure 1 - TMview - <http://www.tmview.europa.eu>

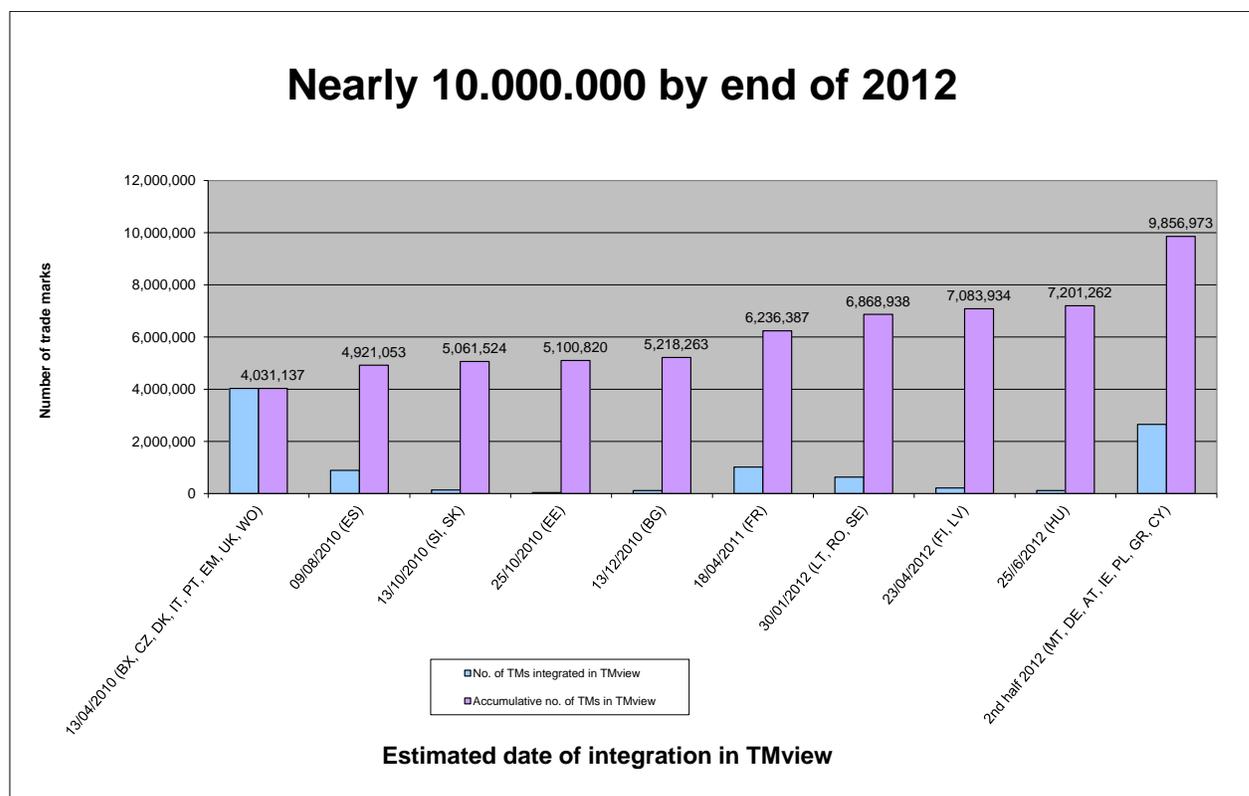
### 1.3. Objectives

Following the philosophy used in developing TMView, the phase 3 is a continuation of a harmonized unique repository of information on trade marks, which will allow users to search for trade marks in an effective and efficient manner.

This project aims to integrate the remaining Offices of the EU into TMview. This Phase 3 includes the IP offices of:

- Lithuania, Romania, Sweden, Finland, Latvia and Hungary in the first semester of 2012
- Malta, Austria, Germany, Cyprus, Greece, Ireland and Poland in the second semester of 2012.

The graphic below shows this objective in terms of schedule and number of trade marks, including phase 1 and phase 2 integrations into TMview, thus reaching a total number of nearly ten million trade marks:



**Figure 2 - Offices integration objectives**

To achieve this objective, the project will follow certain principles and premises already set into place by TMview:

- **Information on trade marks available online to the user.** This project constitutes an opportunity for participating offices to provide their trade mark information to the public in an electronic manner.
- **First hand information.** What distinguishes TMview from other search tools is that all information directly comes from the IP Offices, without intermediary.

- **Free information.** What also makes TMview different from other search tools is that it is free of charge.
- **Common, single repository for trade mark information.** The information is accessible to the user via a single trade mark search tool, which will allow online access to selected information about national, international, and community trade marks based on information provided by POs. The definition of the features has been done by a workgroup composed of different POs, which enrich and foster knowledge and best practice sharing.
- **Harmonize user experience.** A common search tool has a common and harmonized recording and searching approach (e.g. same basic and advanced search fields, same content displayed, same format, etc.). In addition, the usability aspect of the tool is an important aspect in order to provide a user-friendly environment through the provision of an ergonomic user interface.
- **Self-managed content.** The POs themselves will be responsible for providing the content from their own trade mark registry and maintaining it up to date.
- **Non-professional oriented.** TMview is targeted mainly at the non-professional User. This is reflected in the way the tool is presented as well as by the functionalities provided. This however does not preclude TMview from being a useful tool to the professional User.
- **Centralized index model.** In order to guarantee the best compromise between harmonised search results and data accuracy, this architecture will be the only one available for each integration of a new PO. With this architecture, the search is performed against a search index updated daily but the details of the trade mark are fetched from the PO's database. For this reason the only two POs, i.e. Italy and the UK, currently using a different architecture, namely the federated model, are both in the process of switching to the central index model.

The search tool is based on the data of the registers of the POs and OHIM: each PO provides the public parts of their data, as long as this does not go against their own national, legal or administrative constraints.

Other premises that come with future versions of TMview also support these objectives:

- **Scalable architecture.** In order to integrate smoothly new IP offices and a continuously growing number of trade marks, the version 2\* of TMview comes along with a redesigned technical architecture.
- **Improved search and filter criteria.** With so many trade marks integrated and foreseen, it is necessary to offer more search criteria and filters to limit the number of results expected by the user. These improvements also come together with the version 2 of TMview.
- **Future image recognition.** As a result of project CF1.1.1 Search image, the user will be able to make their own searches using the traditional search criteria, combined with the search image functionality.

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\* TMview version 2: Go live 30 January 2012.

## 1.4. Expected benefits

The following benefits can be derived from the realisation of this project:

- Full coverage: all EU offices integrated in a harmonised way.
- Visibility: each PO is ensured to be easily seen across the EU.
- Time saving: Users check only once and from a common platform the existing trade marks from the registers of the member states.
- Ease of use: Providing easy access to post-registration services in a harmonised way.
- Enforcement support: Tool for decision-makers (e.g. judges, customs...) in case of conflict between parties and anti-counterfeit actions.
- Examiner support: Tool for PO examiners.

## 2. Project plan

The project plan establishes the preliminary basis for managing the project, including the project approach, the project team and stakeholders, the work description, the deliverables, planning (tools), time and cost estimates and tolerances, the project risks and dependencies as well as reporting, quality, communications and close-out management strategies.

### 2.1. Project approach

#### 2.1.1. Overall approach

The integration of the remaining Offices of the EU into TMview should be a two-stage project, depending on the PO's reactivity and availability of resources:

- Lithuania, Romania, Sweden, Finland, Latvia and Hungary in the first semester of 2012
- Malta, Austria, Germany, Cyprus, Greece, Ireland and Poland in the second semester of 2012.

For each office to be integrated, the Project will have a three-step approach:

- **Preparation.** In this first step, the project and the participation conditions will be explained to POs and their initial commitment will be obtained. An agreement must be reached as regards the conditions of services expected and the reimbursement of the costs incurred.
- **Implementation:** In this second step the PO implements the web services and data integration, which will then be tested by the OHIM technical team to ensure a smooth integration into TMview before the official Go Live of the PO.
- **Maintenance:** After the integration has been made, a commitment needs to be made by the POs to ensure the sustainability and continuance of the initiative. Service level agreements (SLA), releases procedure, preventive/corrective/adaptive maintenance topics need to be dealt with at this stage.

The following schema depicts the high level process (context diagram) for the integration of an office into TMview:

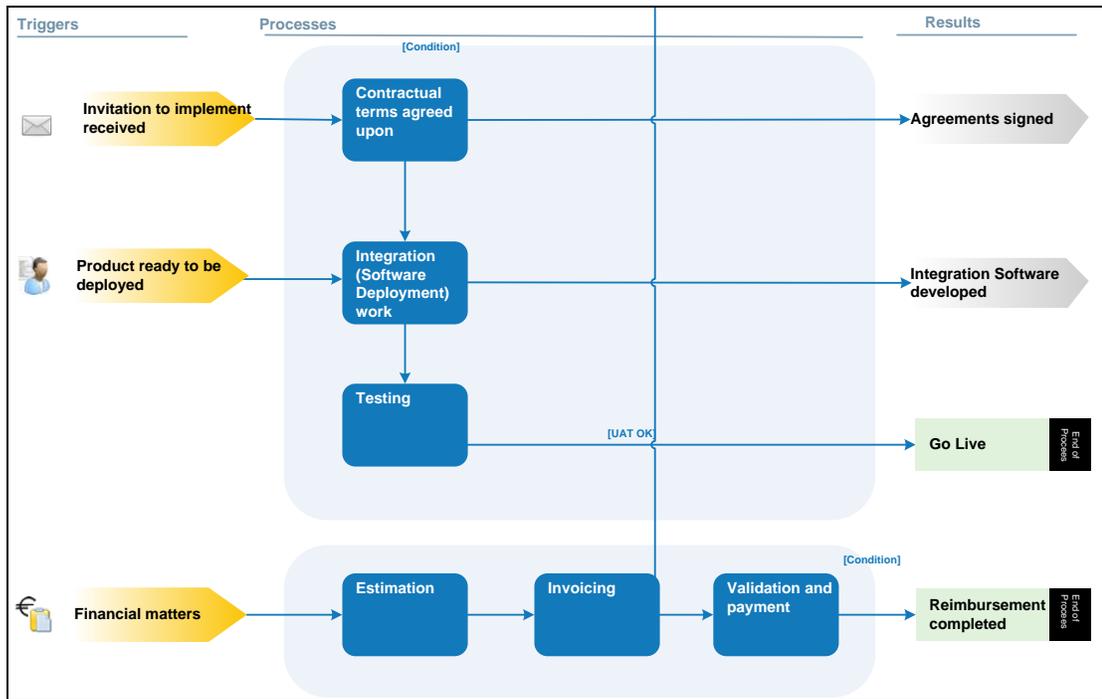


Figure 3 - High level context diagram

The following schema describes the step by step process for the **preparation phase** between the OHIM and each PO:

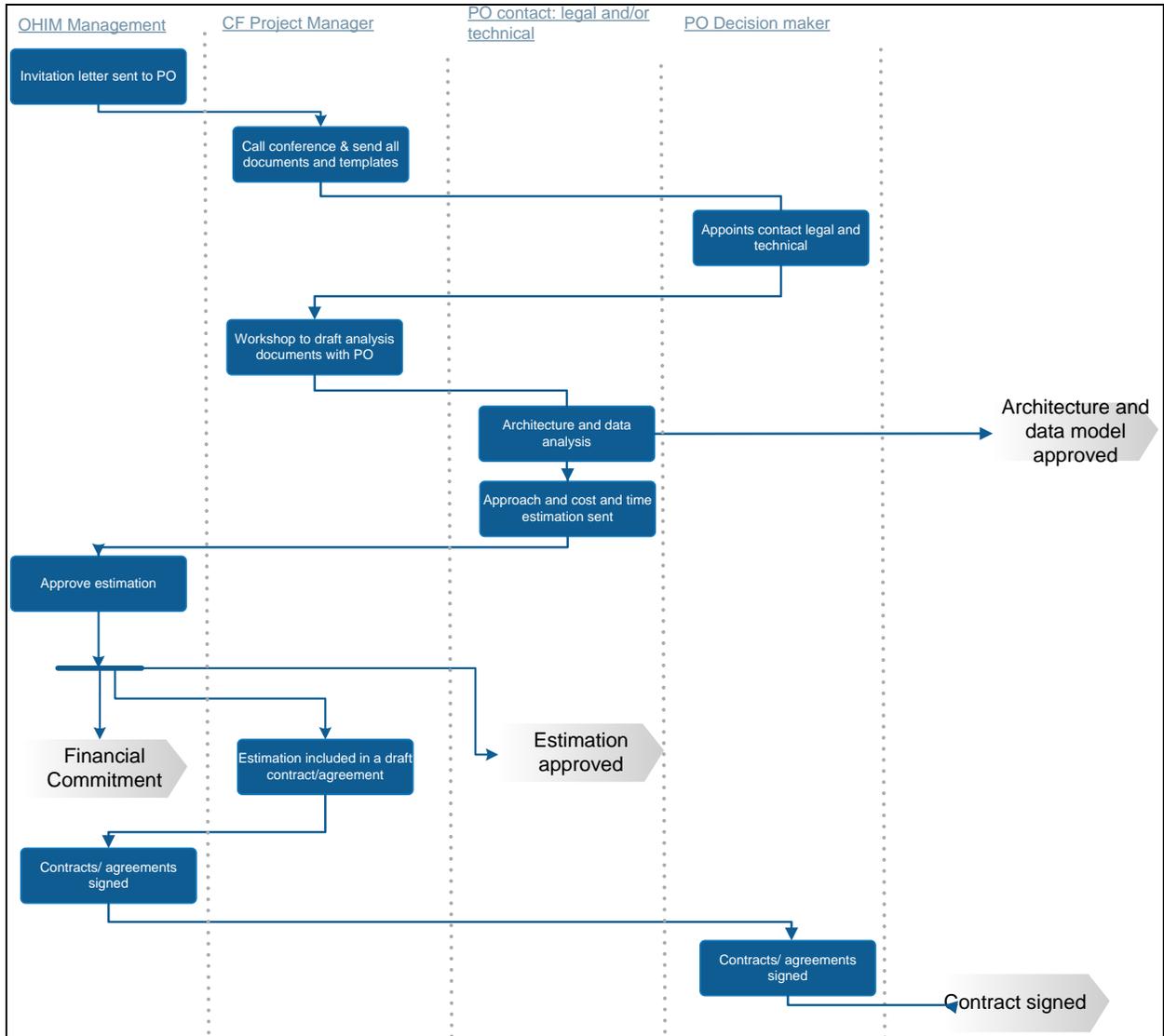


Figure 4 - Preparation phase process

The following schema describes the step by step process for the **implementation phase** between the OHIM and each PO:

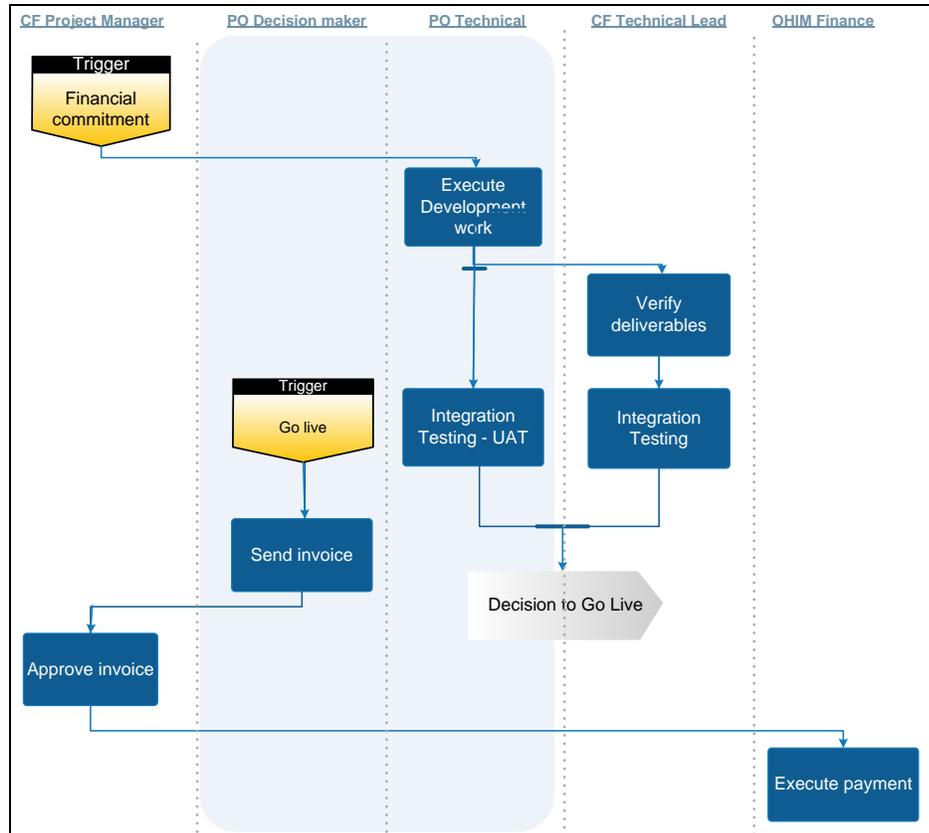


Figure 5 - Implementation phase process

### 2.1.2. Alternative approach

Each PO is responsible for the development and future maintenance of its integration with TMview. However in the case of Offices having resource or budget constraints and upon official request, the OHIM will provide the development resources. In these cases the global approach will still be followed with the main differences being that most of the setup costs would be directly supported by OHIM without the need for reimbursement, and an additional knowledge transfer would have to be performed to ensure that the PO is capable of maintaining its integration.

The following schema describes the alternative step by step process for the **implementation phase** between the OHIM and each PO in case the OHIM provides development resources:

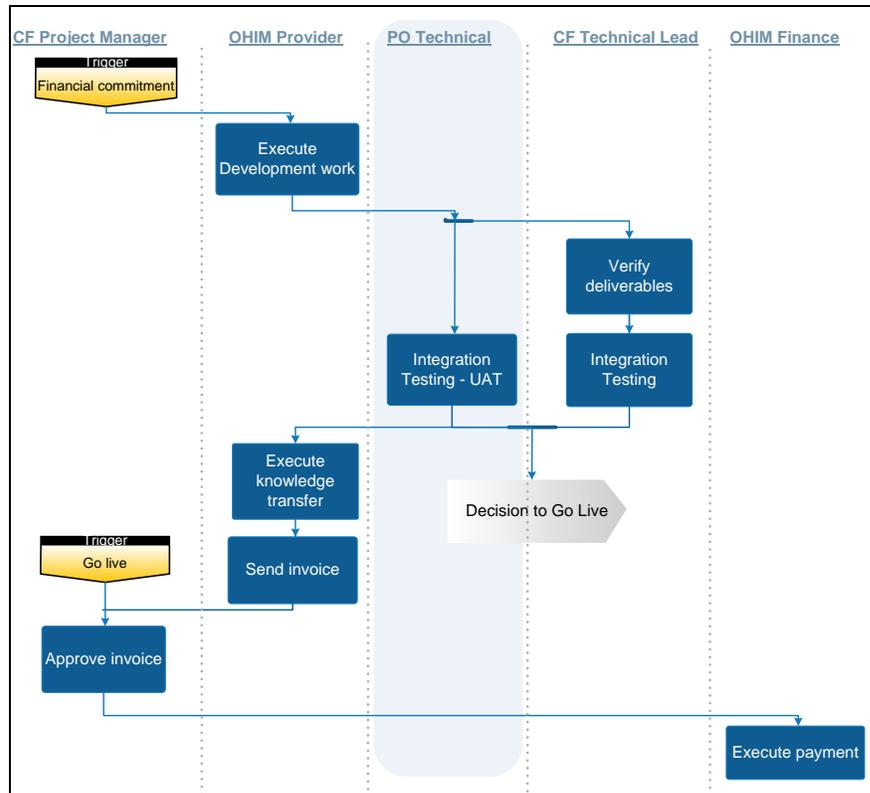


Figure 6 - Alternative process for the implementation phase

### 2.1.3. Scope and exclusions

#### Are in scope:

- Analysis and first draft of the TM-XML schemas.
- Support during all phases of the integration.
- Validation of the set up cost estimation, the technical and legal documents.
- Setup of the services needed to integrate the PO's systems with TMview (e.g. data extraction, web services, web server, additional hardware during the implementation): reimbursement of setup costs or work performed directly by OHIM technical team.
- Test of the web services by the PO and the data integration interfaces.
- Revisions of the translations of the user interface provided by the CDT (labels, static files).

#### Are out of scope:

- Development of the PO's systems (database, back office).
- Training.
- Digitalisation of trade mark information that may exist in paper.
- The maintenance of the integration: to be performed by the PO; however it is covered by the running costs granted to the PO depending on the SLA.

#### 2.1.4. Constraints

The Project will be facing a number of constraints, as detailed below:

- **Time restrictions:** In principle there are no hard time constraints, as there are no legal obligations involved under the project.
- **Resources restrictions:** Success of the project is directly dependent upon the resources that are made available. In particular the resources of POs will be key to the success of this Project.
- **Legal restrictions:** National data protection legislation may prevent some Offices from displaying certain trade mark information to the general public.
- **Technical restrictions:** In order to join the project the PO must have an operational electronic database containing its trade mark information.

#### 2.2. Project team and stakeholders organisation

In order to carry out these activities, intensive interaction and coordination with POs is needed to gather different ideas, approaches, experiences, requirements, constraints and preferences. Besides the intensive participation of POs, the project will also involve the participation of a project manager, the PSO and the OHIM's IT department.

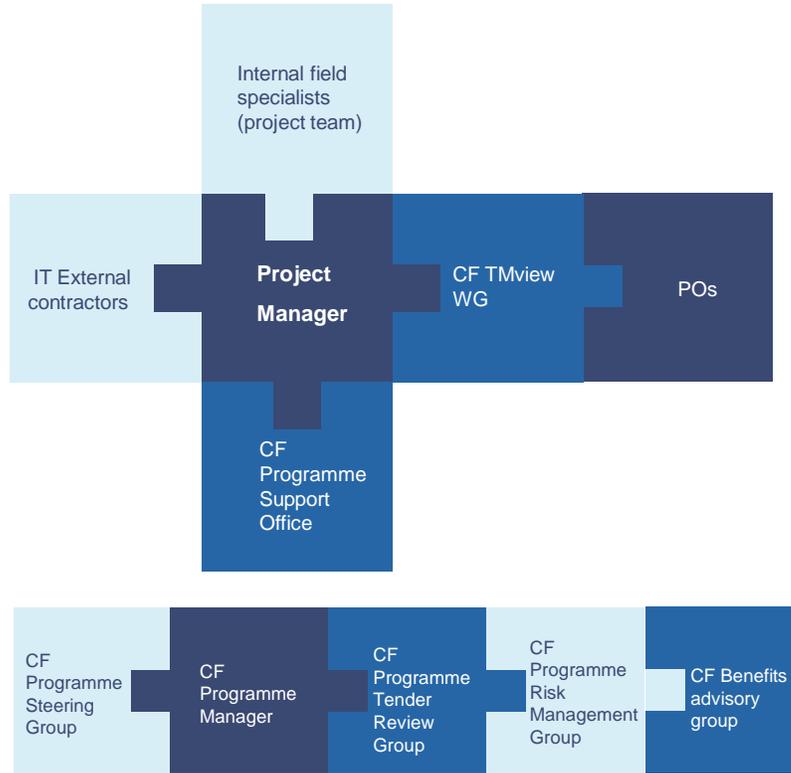


Figure 7 - Overview of the project team and stakeholders

2.2.1. Roles and responsibilities

This table summarises the **key roles** involved in the project as well as their main responsibilities:

Roles	Responsibilities
<p>Project Manager (PM)</p>	<p>The PM is appointed by OHIM.</p> <p>The PM is authorised to lead the project on a day-to-day basis on behalf of the CF Management Board within the constraints laid down by the Board.</p> <p>The PM is responsible for the management of the lifecycle of the project and the quality of its products delivered within the specified constraints of time and cost.</p> <p>The PM plans, monitors and reports on the project to the Programme Manager.</p> <p>The PM produces project management documentation.</p> <p>The PM is responsible for presenting the project at the gate review process.</p> <p>The PM acts as a central point of communication.</p>

TMview Project Team	The OHIM TMview Project team will provide general support and knowledge, especially during the initial and final stages of the project. It will be composed of OHIM field specialists.
TMview Working Group	This group of maximum 4-5 members will guarantee the overall alignment with the Cooperation Fund and the POs. It will be composed of representatives from POs, with membership based on technical and business competence.
CF Programme Support Office (PSO)	The PSO supports the Programme Manager and Project Managers. It aids those involved in the project by provision of technical and administrative capacity, and quality assurance.
IT – External contractor	This group will be in charge of the technical development of the application by integrating the various data bases of the POs,
Participating Offices (POs)	POs will provide requirements, sample data and existing databases and practices. At a later stage they will evaluate and eventually adopt the TMview application, and support information dissemination.

**Table 2 - Roles and responsibilities within OHIM**

Apart from the main roles in the project, there will also be **other parties and stakeholders** involved in the project:

<b>Roles</b>	<b>Responsibilities</b>
CF Programme Steering Group	Ensuring that all internal OHIM issues are addressed by the Programme Manager.
CF Programme Manager	The Programme Manager is responsible to the CF Steering Group for the operations of the CF, overall planning, and leading the development and implementation of the project portfolio.
CF Programme Tender Review Group	Supporting the call for tender team, they will assure that tendering procedures across the CF are carried out efficiently, consistently and in accordance with best practices.
CF Programme Risk Management Group	Established to: <ul style="list-style-type: none"> <li>▪ recognise possible risk factors and identify related risks</li> <li>▪ assess the potential impact of these risks for the programme</li> <li>▪ select the adequate risk response and implement action plans</li> <li>▪ monitor the status of the risks and keep stakeholders informed</li> </ul> They will be in close contact with the Project Manager and the PSO in order to identify and register any new risk that could arise along the duration of the project.
CF Programme Benefits Advisory	Established to determine the relevant sustainability requirements and appropriate close-out strategies to ensure that any benefits created under the CF Programme are sustained in a

Group	consistent manner.
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Table 3 - Roles and responsibilities within the CF

### 2.2.2. Assignments

Role	Who	Committed
Project Manager	François Magendie → Emmanuel Collin	261 man days
Programme Support Office	Karolina Raclawska, Clare Anthony	25 man days
TMview Project Team	Martin Beckman, Project Support of TMView and Search Image Antonio Grau, IT integration Specialist in TM-XML, web services and trade mark applications	580 man days <ul style="list-style-type: none"> <li>• Project support: 360 days</li> <li>• Integration: 220 days</li> </ul>
TMview Working Group	1 OHIM member and up to 5 members from POs in the working group.	195 man days
POs	Representatives of POs (estimates for 13 offices)	1300 man days
External contractors	<ul style="list-style-type: none"> <li>• Software Quality Control (SQC)</li> <li>• IT providers for development (includes developers, SQC, Project Lead)</li> </ul>	<ul style="list-style-type: none"> <li>• 75 man days</li> <li>• 648 man days</li> </ul>

Table 4 - Overview commitment in mandays per profile

### 2.2.3. Recruitment

Recruitment of additional resources will be required on the following levels:

#### National offices

Experts from NOs will be selected among those interested in participating, based on objective selection criteria.

- All members must have a good level of oral and written English.
- Members will need to comply with one of the following profiles;
  - Trade mark specialist: 5 years experience in the field, with experience in projects related to user needs.
  - IT specialist on web services, databases, wikis etc: 3 years experience
  - E-business, communication or information officer: 3 years experience

#### External provider

Four different profiles of external experts will be required for this Project:

- Developers
- SQC

- Project Analyst
- Installation Expert

## 2.3. Work description

Under this chapter the work to be done under the project is first broken down into high-level tasks and activities. A comprehensive list of deliverables is also detailed, together with the profiles and effort required per deliverable. This information will be the basis for the cost estimates calculated under [Chapter 2.6](#)

### 2.3.1. Tasks and activities

Following the approach stated above, a preliminary list of planned tasks and procedures - for each office to be integrated - during this project has been planned as follows:

- **Preparation:**
  - **TM-XML.** The format of data exchange must be agreed; an initial draft is established by OHIM's technical team and then refined until reaching validation with each PO.
  - **Set up costs & planning estimations.** The OHIM and the PO agree on the architecture, the activities to be performed during the development and the costs that can be covered by the OHIM's Cooperation Fund.
  - **Jumbo or bilateral agreement.** An agreement will be signed to legally set the terms of the cooperation between the OHIM and the PO.
- **Implementation:**
  - **Development.** The PO is responsible for the implementation the web services and data exchanges to integrate with TMview. The actual development may be performed directly by the PO (internal staff or subcontractor) or by resources provided by the OHIM.
  - **Knowledge transfer:** in the cases where the OHIM provides development resources, a knowledge transfer must be performed to ensure that the PO will be able to maintain the integration with TMview and thus respect the SLA in the future.
  - **Tests.** The OHIM tests the services, checks that the data can be uploaded correctly and revise the technical documentation. The PO checks that its data appears correctly in TMview's pre-production environment (UAT).
  - **Go live.** The PO's trade mark data is officially available from TMview.
- **Maintenance:** After the project has been developed, a commitment needs to be made by the POs to ensure the sustainability and continuance of the initiative. Service level agreements, releases procedure, preventive/corrective/adaptive maintenance topics need to be dealt with at this stage.
  - After go live, payment of the initial setup costs based on the **execution report**
  - Payment of the **yearly running costs** based on the criteria of the SLA. The SLA ensures the quality of the service and that the data are kept synchronised.

The following Gantt chart depicts the schedule template for generic office integration, from the first contact to the go live and the approval of the execution report:

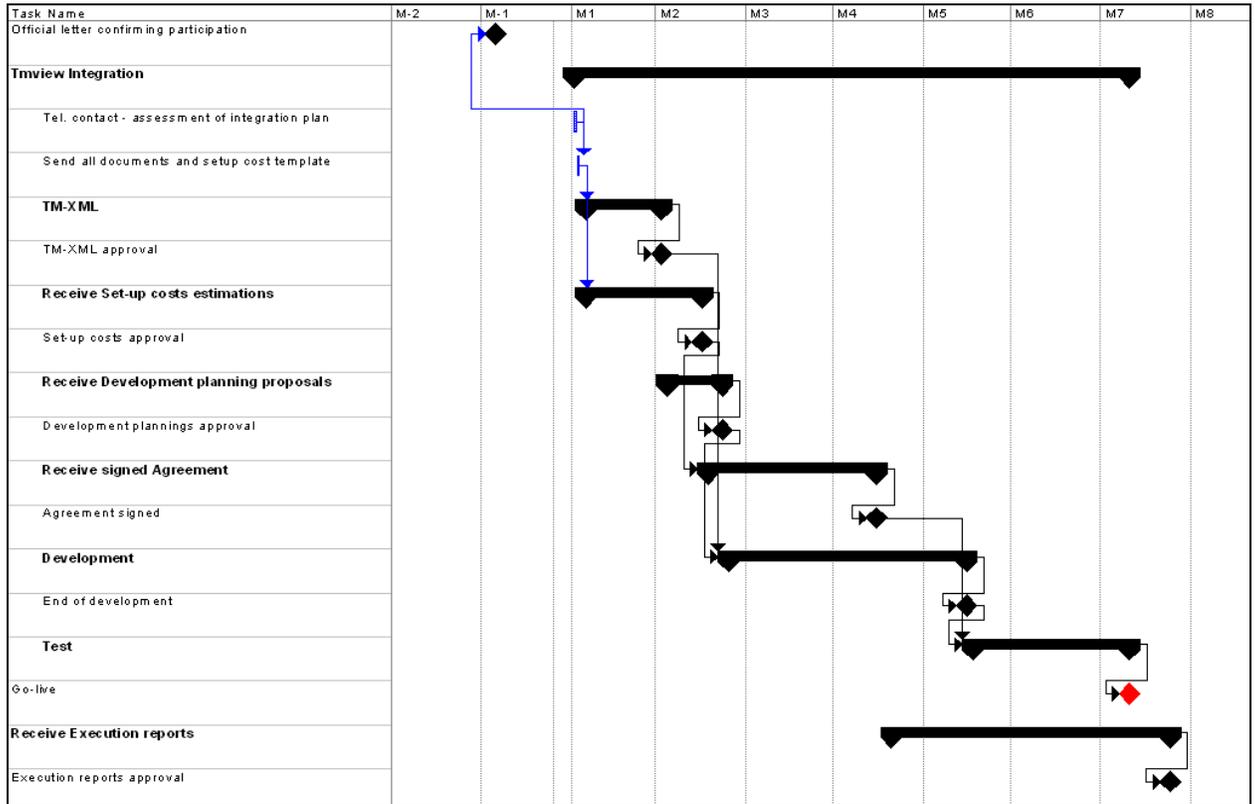


Figure 8 – Generic schedule for integrating an office

### 2.3.2. Major deliverables and acceptance criteria

Deliverable	Acceptance Criteria	Responsibility	Estimated date
TM-XML	The schemas must describe, in the TM-XML format, the data to be synchronised between the PO's database and the TMview Central Index.	OHIM: Draft and validation PO: completion	T0+2 months
Setup cost estimation	The OHIM provides a template that must be filled for all sections with the expected information	PO: Redaction OHIM: Template + validation	T0+2 months
Planning for development	The main milestones (start / end of development, end of testing from PO side) must appear with dates.	PO: Redaction OHIM: Validation	T0+2 months
Agreement	The agreement must be signed by both parties.	PO: Signature OHIM: Draft + validation	T0+4 months
Web Services	The web services developed must respect the interface provided by OHIM. The source code must be commented in English.	OHIM: Interface PO: Development, unit testing and documentation	T0+6 months
Tests performed and approved	The web services developed must pass the quality control (testing) by OHIM.	OHIM: Validation (integration testing)	T0+8 months
Web Services and data synchronisation up and running	A 6 months grace period is given before the SLA must be respected.	PO: Maintenance of the services and data synchronisation OHIM: Maintenance of the TMview platform	T0+8 months
Execution Report	All documents required by OHIM must be provided and all invoices justified..	PO: Redaction OHIM: Validation	T0+9 months

**Table 5 - Project deliverables for each PO integrated**

### 2.3.3. Milestones

Phase	Deliverables	Milestone reached	Activity triggered
Preparation	Intent to implement.	<b>M0</b>	Prepare kick-off
	Kick Off meeting, Official start date to integrate PO	<b>M1</b>	Start setup estimation & data analysis
	1st draft of setup documents: - Architecture - Data survey & TM-XML schemas - Setup cost estimation - Planning	<b>M2</b>	Approve setup
	Approved setup documents	<b>M3</b>	Start development
Development	First examples of development received: - Central Index (CI) data exchange - 5 Web services to access TM details	<b>M4</b>	Start unit testing
	Ready to configure integration environment: - Full upload of CI data - Incremental updates of CI data - Access to 5 web services - Access to TM Office page	<b>M5</b>	Start integration testing
Test	Ready to configure pre-prod environment: - CI data ok (full upload & incremental) - 5 web services fully functional - Office data	<b>M6</b>	Start UAT
	Ready to configure in production environment: - UAT OK - Go Live date OK	<b>M7</b>	<b>Go Live</b>
Maintenance	Execution report	<b>M8</b>	Reimbursement of setup costs
	End of 6 months "grace period"	<b>M9</b>	SLA activation

Table 6 - Project Milestones for each PO integrated

### 2.4. Project planning tools

MS-Project and MS-Excel will be used as appropriate. For broader project management and reporting, the Project Manager will make use of the Clarity tool.

### 2.5. Project time plan

The total duration of the project is estimated to **23 months**. A high-level extract of major project tasks follows:

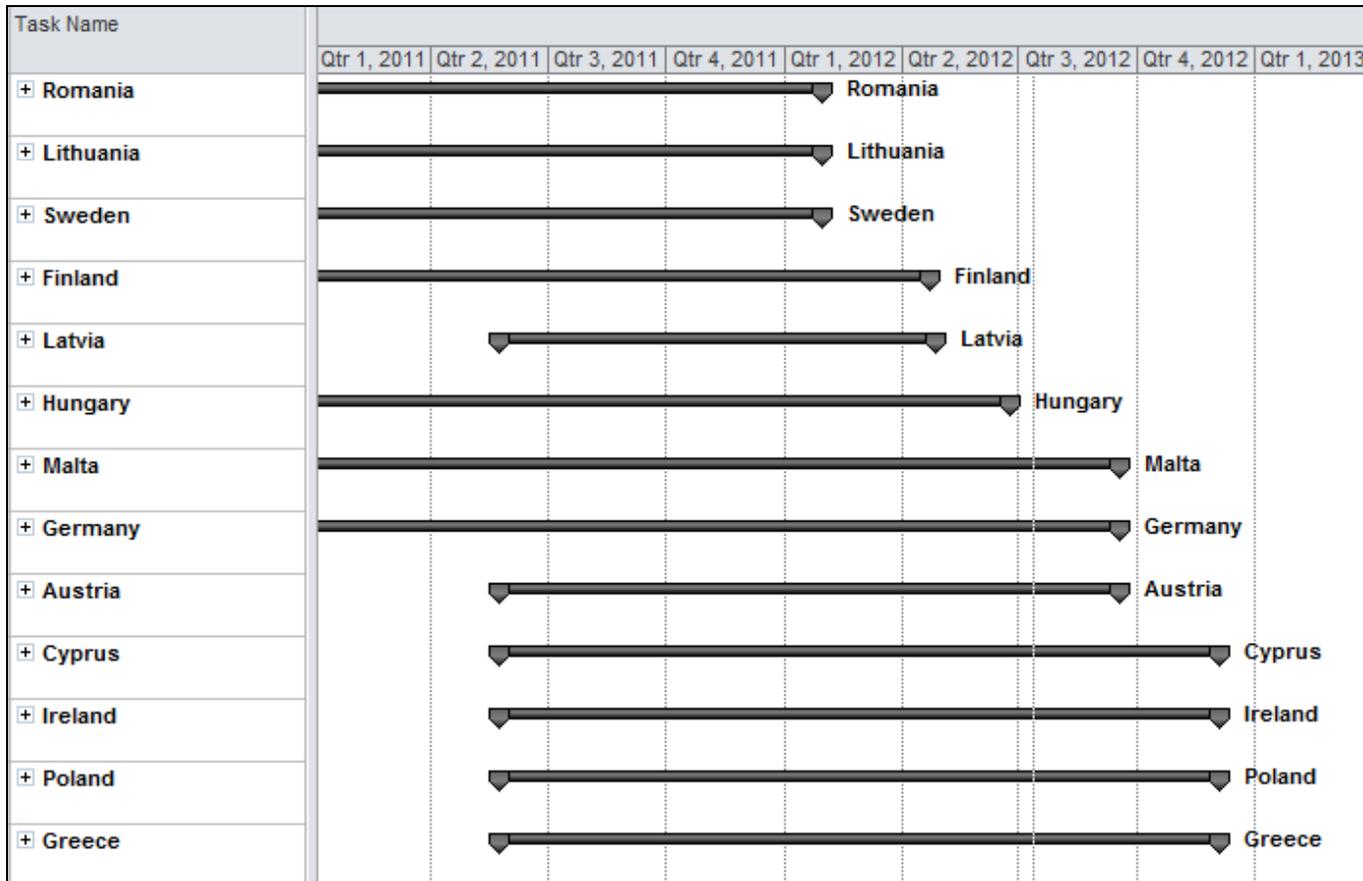


Figure 9 – High level project plan



Historically several offices were contacted before the start of the phase 3 that appears in the above schedule. As a matter of facts the initial estimations and agreement preparation were launched during the previous phases as these activities are little time consuming but may involve long decision-making processes for a PO.

Within this document the start date that we are using is the date when all official invitations were sent by OHIM to the offices grouped in phase 3: 11 February 2011.

The historical background is summarised in the following table:

Office	Background (before 11/02/2011) and status in 2012
France	France has been integrated within the phase 2 so it does not appear in this document apart from budgetary purposes as it was originally foreseen to be integrated in 2010.
Romania	Romania (RO) announced on 19 April 2008 the interest in joining TMview as part of phase 2. However due to resource availability reasons it was decided to move it to phase 3. Obviously many activities were therefore initiated as part of phase 2. For instance the set-up cost template and bilateral agreement were forwarded to RO already on 30 October 2008 and a first kick off telephone conference took place on 25 November 2008. RO was finally integrated in TMview on 30 January 2012.
Lithuania	Even though Lithuania (LT) has been part of phase 3 since the launch of the TMview project, preparatory work for making LT's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template was forwarded to LT already on 25 May 2009 and a first kick off telephone conference took place on 11 August 2009. LT was finally integrated in TMview on 30 January 2012.
Sweden	Sweden (SE) announced in July 2008 the interest in joining TMview as part of phase 2. However due to resource availability reasons it was decided to move it to phase 3. Obviously many activities were therefore initiated as part of phase 2. For instance the set-up cost template and bilateral agreement were forwarded to SE already on 30 October 2008. SE was finally integrated in TMview on 30 January 2012.
Finland	Finland (FI) announced on 07 March 2008 the interest in joining TMview as part of phase 2. However due to resource availability reasons it was decided to move it to phase 3. Obviously many activities were therefore initiated as part of phase 2. For instance the set-up cost template and bilateral agreement were forwarded to FI already on 30 October 2008 and a first kick off telephone conference took place on 21 November 2008. FI was finally integrated in TMview on 23 April 2012.
Latvia	Even though Latvia (LV) has been part of phase 3 since the launch of the TMview project, preparatory work for making LV's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template was forwarded to LV already on 25 May 2009 and again on 05 February 2010 and a third time on 30 June 2010. However, first by the end of November 2010 LV informs that it could probably join TMview from September 2011. The kick off telephone conference took place on 07 April 2011. LV finally went live on 23 April 2012.

Hungary	<p>Hungary (HU) has been part of phase 3 since the launch of the TMview project. However, preparatory work for making HU's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template was forwarded to HU already on 25 May 2009. Several factors then delayed the integration of HU (e.g. fee issue, limited human and financial resources in the IT field).</p> <p>However, on 01 March 2011 HU requested information in relation to TMview in order to examine the possibilities of how the cooperation in the field of the TMview project could be reopened in 2011. On the same day the set-up cost template and bilateral agreement were sent to HU. The kick off telephone conference took place on 26 May 2011. HU finally went live on 25 June 2012.</p>
Malta	<p>Even though Malta (MT) has been part of phase 3 since the launch of the TMview project, preparatory work for making MT's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template was forwarded to MT already on 25 May 2009 and again on 04 February 2010. On 16 February 2010 MT informed that it would be able to start with the project around mid-March 2010. MT's integration is almost complete and expected to go live after summer 2012.</p>
Germany	<p>Germany (DE) has been part of phase 3 since the launch of the TMview project. However, preparatory work for making DE's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template and bilateral agreement were forwarded to DE as early as 08 July 2008. Several telephone conferences took place (on 29 July 2010 and 09 November 2010) for the purpose of overcoming preparatory issues such as choice of architecture. However several factors then delayed the integration of DE (e.g. other priorities, lack of resources). The bilateral agreement and its annexes were forwarded to DE again on 18 January 2011. Work on the set-up cost estimation began on 10 February 2011 and was completed on 05 September 2011. The TM-XML schemas were also finalised and agreed on 25 August 2011. DE approves the content of the bilateral agreement and annexes on 19 December 2011 and finally signs it 25 May 2012. Development started and go live is expected after summer 2012.</p>
Austria	<p>Austria (AT) has been part of phase 3 since the launch of the TMview project. However, preparatory work for making AT's trade mark data accessible in TMview started on an early stage. For instance, the set-up cost template was forwarded to AT already on 25 May 2009. A new attempt to open for preparatory work with AT was done on 05 February 2010 and AT replied on 16 March 2010 that it would have to be postponed until 2012 due to an on-going project developing a new IT system. The actual kick off took place 02 February 2012. Setup was approved and development started in May 2012. Go live is expected after summer 2012.</p>
Greece	<p>Greece (GR) announced on 07 March 2008 the interest in joining TMview as part of phase 2. However due to lack of resources, an old database not being up to date and with many trade marks existing as paper files only it was decided to move to phase 3 in order for an external company to undertake a database upgrade. Obviously many activities were therefore initiated as part of phase 2. For instance the set-up cost template and bilateral agreement were forwarded to GR already on 30 October 2008 and a first kick off telephone conference took place on 19 November 2008. Since the deployment of a project manager to</p>

	GR in April 2012, the new DB should finally materialise and TMview integration could start in parallel. Go-live foreseen at the end of 2012.
Ireland	Even though Ireland (IE) has been part of phase 3 since the launch of the TMview project, preparatory work for making IE's trade mark data accessible in TMview started on an early stage. For example, the set-up cost template was forwarded to IE already on 25 May 2009 and a first kick off telephone conference took place in the beginning of August 2009. IE foresaw at this moment that they could join TMview around September 2010. In February 2010 IE expressed concerns on the lack of technical resources available. In June 2011, IE requested formally OHIM's assistance for the implementation of four CF projects, including TMview, due to the lack of technical resources. As a result a deployed project manager has been in place in the IE office since March 2012 to help finalising the preparatory documentation for OHIM to undertake the development. IE should be integrated in TMview by the end of 2012.
Poland	Poland (PL) has been part of phase 3 since the launch of the TMview project. The preparatory work for integrating PL's trade mark data accessible in TMview started already on 25 May 2009 where the set-up cost template was forwarded to PL. In February 2010, PL renewed its interest in joining TMview, but the old system for registering trade marks and designs would have to be replaced. On 02 March 2011 PL informed that they would like OHIM to undertake development. As a result IT staff from OHIM visited PL office at the end of April 2011. On 29 June 2011 PL informed OHIM that the solution for TMview will be developed by their internal staff and some work will be distributed to their external provider. The TM-XML were finalised and agreed in 2011. However, the rest of the documentation and integration was postponed to 2012. In May 2012 a deployed project manager is in place in the PL office to help finalising the remaining preparatory documentation. PL should be integrated in TMview by the end of 2012.
Cyprus	Cyprus (CY) has been part of phase 3 since the launch of the TMview project. CY announced as earlier as 27 October 2006 that they did not have any database and on-line search tool. In August 2009 CY expressed their reluctance to join due to the fact that their online search tool was only open to the public for inspection upon a payment of a fee; they would consult the competent authority to have the authorization to proceed with the amendment of their national regulations. On 10 April 2012 CY informs OHIM that it is time to join TMview. They also inform us that the legal issue is still not solved, but all the necessary actions are being done by the CY office. A kick off telephone conference took place on 18 April 2012 followed up by three other workshop to help the CY office with completing the required documentation before development can start. CY should be integrated in TMview by the end of 2012.

**Table 7 – Historical background before the official start of the phase 3**

## 2.6. Project costs estimates

### 2.6.1. Project costs estimates

The overall estimated cost for this project is EUR 2,004,756.

COST CATEGORY	PROJECT REVIEW APR 2012
Integration	1,197,540
IT Project Costs	367,584
Non-IT Project Costs	398,632
Management Reserve	41,000
<b>Grand Total</b>	<b>2,004,756</b>

COST CATEGORY	PROJECT REVIEW APR 2012
<b>Integration</b>	<b>1,197,540</b>
<b>Set-up Costs</b>	<b>1,197,540</b>
2011	58,873
2012	1,138,667
<b>IT Project Costs</b>	<b>367,584</b>
<b>Development</b>	<b>330,084</b>
2011	324,084
2012	6,000
<b>IT Services</b>	<b>37,500</b>
2011	37,500
<b>Non-IT Project Costs</b>	<b>398,632</b>
<b>Meetings</b>	<b>129,072</b>
2011	120,000
2012	9,072
<b>Studies &amp; Consulting</b>	<b>169,560</b>
2011	87,720
2012	81,840
<b>Translation</b>	<b>100,000</b>
2011	100,000
<b>Management Reserve</b>	<b>41,000</b>
<b>Grand Total</b>	<b>2,004,756</b>

### Integration

**Set-up costs EUR 1,197,540**

**Set-up costs in 2011** – EUR 58,873, based on actual costs by NOs that implemented TMview (**FR**). The French office was part of phase 2 but has been integrated in 2011 so the budget has been transferred to the phase 3 integrations.

**Set-up costs in 2012** – EUR 1,138,667

Based on actual costs provided by 3 countries; **SE** – EUR 91,097, **RO** – EUR 53,807, **LT** – EUR 18,715

Based on estimations provided by 7 countries; **UK** - EUR 115,145, **IT** - EUR 50,000, **MT** – EUR 79,480, **DE** – 172,659, **FI** – EUR 98,501, **HU** – EUR 41,852, **LV** – EUR 57,411. Note that UK and IT were already integrated with TMview as part of phase 1; these setup costs represent the change to switch from the federated architecture to the central index architecture, change which was foreseen in the bilateral agreement with these offices.

5 remaining NOs (**AT**, **CY**, **PL**, GR GGE, IE) – no set-up costs provided by the time of the project brief review therefore estimated on average as EUR 72,000 per office.

### IT Project Costs

#### **Development: EUR 330,084**

2011 Adaptive Maintenance            648 days

2012 Project Support                    25 days

#### **IT Services: EUR 37,500**

2011 SQC Provider                    75 days

### Non-IT Project Costs

#### **Studies & Consulting: EUR 169,560**

Project lead

2011    129 days

2012    132 days

#### **Meetings: EUR 129,072**

Meetings: 2011 EUR 20,000

2012 EUR 9,072

In line with Decision of the President ADM – 09-33 rev 2, travel reimbursement costs have been estimated as follows:

- Travel EUR 700

- Accommodation flat rate EUR 125 / night
- Allowance EUR 92 EUR for full day, EUR 46 for half-day (when travelling to and from meeting destination)

Estimated cost for a 2-day meeting 1,351 EUR per participant.

Estimated cost for a 1-day meeting 1,134 EUR per participant.

TMview meeting planned for 1 day in 2012 \* 8 participants \* EUR 1,134 = EUR 9,072

Steering Group: Event took place in 2011, EUR 100,000

**Translation: EUR 100,000**

### **Management Reserve**

A 10% reserve where estimates used EUR 41,000

### **2.6.2. Project effort estimates**

OHIM internal staff effort is estimated at 513 man days of which 360 days for the Project Support Officer over the 2 year duration of the project, 220 days for the IT integration specialist.

Total effort for the external provider amounts to 361 man days including the Project Manager, the PSO and the external Software Quality Control expert.

A total of 50 man days are planned for each PO in the working group over the duration of the project.

As for IT development (version 2 in 2011) not related with the integration of offices, the total effort for the external provider amounts to 648 man days including the IT Project Leader, the developers, the tester and the installation team.

### **2.7. Risk analysis**

This preliminary risk matrix is specific to the project and lists possible areas of risks.

In the following table:

- P is the **probability** of the risk occurring, rated: 1 (low), 2 (medium) or 3 (high).
- I is the **impact** of the risk on the project, rated: 1 (low), 2 (medium) or 3 (high).
- P\*I product measures **how a given risk can affect the project**, rated according to the table below:

<b>P \ I</b>	1 (Low)	2 (Medium)	3 (High)
1 (Low)	1	2	3
2 (Medium)	2	4	6
3 (High)	3	6	9

Risk	P	I	P*I	Owner	Action
PO cannot develop integration due to lack of resources or budget constraints	M	H	6	Project Manager + PSO + PSG	Official request from PO and approval from PSG → OHIM deploys a project manager in the PO.
PO cannot coordinate integration due to lack of resources	M	H	6	Project Manager + PSO + PSG	Official request from PO and approval from PSG → OHIM takes care of the development under the PO's responsibility.
TMview Project team Unavailability OHIM resources	M	H	6	Project Manager + PSO + PSG	Obtain approval from line manager + PSG
No commitment POs due to lack of finance clarity	M	H	6	Project Team + PSG	Set financial rules for CF
POs and/or working group low commitment	L	M	2	Project Manager + WG	Sustain team spirit align team members and maintain focus on the project goals
POs cannot participate because of electronic database requirement	L	L	1	Project Manager + POs	Close monitoring process
Difficult language communication with POs	L	M	2	Project Manager	Set EN as communication language

## 2.8. Key dependencies

The TMview project has dependencies and synergies with other projects of the Cooperation Fund. They may be summarized as follows: As shown in the table, dependencies for Project ID CF 1.2.8. exist with:

Project	Type			Impact	Description
	D	S	O		
Project ID CF1.1.1 Search image functionality in		Y		High	Possible future search criteria

Project	Type			Impact	Description
	D	S	O		
TMView					
Project ID 2.13 TM-XML standard extension and architecture definition	Y			High	Definition of the standards of the web services
Project ID CF4.22 Multi-modular database supporting customs action		Y		Low	Within the Cooperation Fund, TMview may later form part of another project in the future: a multi-modular database (TM, Design and Owners data), assisting European Customs authorities, to support the initiation and handling of enforcement activities
Project ID CF4.23 Harmonised counterfeiting data collection standard		Y		Low	TMview can help to identify which indicators can be relevant in the establishment of the standard

## 2.9. Project plan and schedule reporting procedure

As set out in the Programme Operating Rules agreed by all internal parties involved in the CF:

- The Project Manager will report to the PSO
- Project managers create, maintain and update the following minimal documents for their projects:
  - **Project plan** and **schedule** (including breakdown tasks, costs, time and resources). It will include tracking information (actual and planned) in a visual manner.
  - A **risk register** and, if appropriate, the suggested contingency plans.
  - A **stakeholder engagement and communications plan**
- The documents will be reported upon using a standard template (see Programme Operating Rules)
- The documents shall be kept as light as possible but the PM retains the authority to define their content and set the reporting schedule. Initially a meeting with the PSO will be set up on a fortnightly basis.
- Project Managers are responsible for preparing the content for a Gate Review. PSO will support them in the process.

As well as the Project Manager-PSO interactions, the PSO will also hold independent **monthly meetings** with the Risk Group, the Tender Review Group and the PSG respectively. In each meeting the PSO will report them on the

status of the project and will bring up any topic under their fieldwork that needs either further discussion or their validation.

## 2.10. Quality Management

### 2.10.1. Project delivery

Once the project starts and the requirements are being further specified by the working group and the POs, the *quality plan* will be prepared by the Project Manager. This will set out the standards relevant for the project, as well as the different quality activities to be carried out during the project. This will include a short description of each quality activity, its type, timing, relevant responsible persons and other relevant information. An example entry is shown as follows:

Activity	Quality type	Approach	Review time	Sign-off responsible	Acceptance criteria
Check issue management process	QA	Check Clarity, check Alfresco and issue log	15/12/2012	XXX	Up to date relevant data should be stored

Figure 10 - Sample of quality activity in the quality plan

The quality plan will cover both *quality assurance* and *quality control*. That is, the quality of both the processes followed (e.g. System Life Cycle development) and the quality of the deliverables (e.g. functional design) will be verified against applicable standards.

In order to minimise bureaucracy, the project will apply the existing quality procedures followed by the Office. As this project has a significant IT focus, this means the comprehensive quality control procedures established by *OHIM-Quality Control group*. This entails verification of software development processes and outputs along the whole life cycle at certain specific checkpoints.

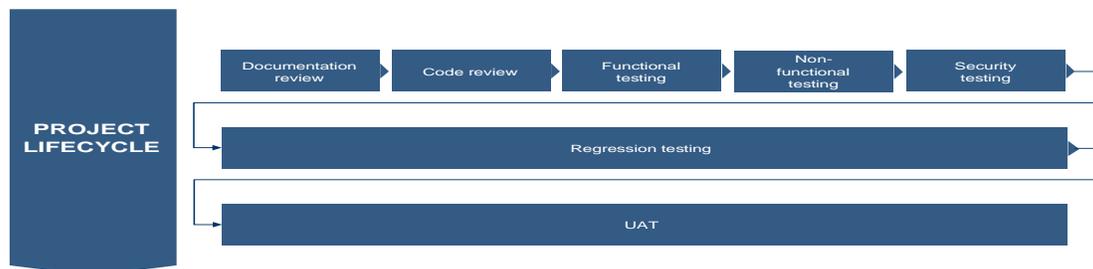


Figure 11 - Quality assurance and quality control activities in a software development process

Project work-breakdown structure and time-plan ([2.5 Project time plan](#)) has been designed to consider the participation OHIM-Quality Control group at specific points throughout the project life cycle.

However, non-software deliverables (e.g. studies, reports or other documentation) will have to comply with the acceptance criteria established in the deliverables section (**2.3.2. Major deliverables and acceptance criteria**). The acceptance criteria for each deliverable have been described at the *process* level. This is because the lack of detailed requirements at this stage (in fact requirements will be fully detailed in the gathering requirements phase) make it difficult to describe the acceptance criteria at the *detail* level. The *process* level specifies high level criteria as well as the formal approval process that the deliverable should follow for its validation and sign-off. The project manager will ensure that the approval process is followed for each deliverable of the project. Moreover, the internal *OHIM-Audit team* could at any time provide additional QA measures (e.g. repeating the QC procedures, checking the qualifications of staff involved, checking procedures for project file maintenance, reviewing organizational functions and knowledge of procedures...).

During the closeout phase of the project, a formal process will take place in which the benefits realisation plan of the project will be reviewed taking into account the quality expectations defined in the quality plan.

These three perspectives for dealing with quality (quality assurance, quality control and benefits realisation) will maximize the chances of success for the project.

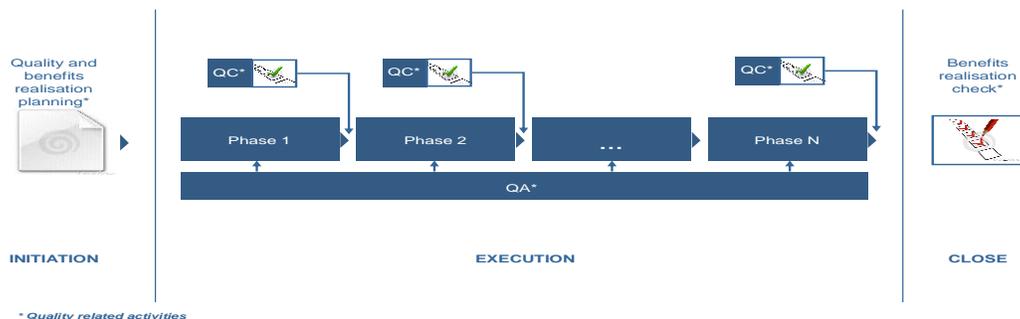


Figure 12 - Three perspectives on quality: QC, QA and benefits realisation

### 2.10.2. Project management

Apart from having a quality approach to deal with project deliverables, the project will also follow certain rules with regard to project-management related processes and deliverables.

Namely, the project will follow all the processes defined and established by the CF-PSO to handle project-management *activities* (e.g. issue management, change management, risk management, reporting...). Moreover, the content and format of each project-management *deliverable* (e.g. issue log, quality log...) will be in compliance with CF-PSO templates and rules.

## 2.11. Communications and knowledge management

### 2.11.1. Interactions

- Between the TMview Working Group and the TMview Project Team.
- Between the TMview Working Group and the POs.
- Between the TMview Project Team and the Programme Steering Group.
- Between the TMview Project Team and the External Contractor.

### 2.11.2. Tools

Apart from using general **e-mail** official communications, **collaborative tools** have proven very successful in past OHIM projects involving significant coordination of effort among Participating Offices. A quick assessment of the available and most widely extended collaborative tools in the market (e.g. Google Docs, wiki software...) reveals MediaWiki to be among the most powerful and appropriate tools for this type of project. MediaWiki's simplicity, web-based operation and free-of-charge approach, allows participants in different locations to easily exchange ideas in an organised and efficient way.

To sum up, the following tools will be used during the project:

- **E-mail:** Will be used in initial communications during the project (e.g. invitations sent to POs during the establishment of the architecture group, asking POs for resources...), in formal communications to keep all the POs updated (even if they do not actively participate as members of the working group), and in reporting to the Cooperation Fund PSO.
- **MediaWiki:** Once the project has been launched, all the participants involved in the project should, as far as possible, keep all the communications and documentation inside a wiki. To the extent possible this must be ShareIPwiki. This will help to maintain all the information related to the project stored in a unique and central repository and fully accessible by every participant in the project.
- **Video conferences:** to be used as much as possible as work method of the TMview working group.
- **Meetings:** to be convened if the "video conferences" become not feasible.

## 2.12. Closing-out strategy

As the main deliverables of this project are expected to have a beneficial impact for the lifetime of the products of the Fund (at least a decade longer than the Fund itself), provision - including appropriate funding - will need to be made within OHIM for their absorption and transfer into the business as usual environment.

However, this project has not reserved any budget component to fund maintenance costs, that is, supporting activities to users, corrective and/or adaptive maintenance tasks or hosting, are not foreseen as part of this project. For this purpose, a maintenance plan defining the future strategy and service level agreements will be developed and negotiated before the project finishes. This plan will establish the basis that will allow for the sustainability of seniority data across EU.

To some extent the workgroups established during this project are expected to be useful beyond the scope of the project. The outputs created here will become key points of reference in order to ensure long-term consistency.

The Benefits Advisory Group, consisting of the Programme Manager, Project Manager and Key Benefits Manager, will therefore meet at least three months before the end of the project to determine medium-term sustainability requirements and appropriate actions.

Once the main deliverables have been completed, all relevant payments made, and the sustainability requirements identified, the Project Manager will present the project's results to the Management Board, which will identify main lessons learned at the programme level, direct the Programme Manager accordingly and close out the project.

### 3. ANNEXES

#### 3.1. Annex 1: Definitions, Acronyms and Abbreviations

The table holds definitions, acronyms and abbreviations used within the document.

Definition	Description
CF	Cooperation Fund
PO	Participating Offices
PSG	Programme Steering Group
SQC	Software Quality Control Team
EC	External Contractor
PSO	Programme Support Office

#### 3.2. Annex 3: working group

<b>BX</b>	<b>JMP:</b> Jean-Marie PUTZ; <b>FTH:</b> Frank TENHULSEN.
<b>DK</b>	<b>ABH:</b> Anja M. BECH HORNECKER; <b>LF:</b> Lone FROSH.
<b>IT</b>	<b>CdC:</b> Cristiano Di CARLO; <b>GP:</b> Giuseppe PANTANETTI.
<b>PT</b>	<b>MG:</b> Miguel GUSMÃO; <b>RL:</b> Rui LOURENÇO.
<b>WIPO</b>	<b>MB:</b> Maurice BOUSSELAIN.
<b>OHIM</b>	<b>Jl:</b> Jose IZQUIERDO; <b>SW:</b> Simon WHITE.

More information on: [http://www.euroregisterwiki.org/wiki/TMView\\_Main\\_Page](http://www.euroregisterwiki.org/wiki/TMView_Main_Page)