



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

COOPERATION FUND PROGRAMME SUPPORT OFFICE

## PROJECT BRIEF

### CF1.1.4 – Creation and harmonization of seniority databases

Version 4.0 – 31/10/2011

#### Revision History

<b>Project/Service</b>	COOPERATION FUND – ICLAD – International Cooperation - Cooperation Programmes		
<b>Status</b>	DRAFT		
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Version	Date	Author	Description
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0.1	18/05/2010	SW	Gate 0 Initial Description
0.2	12/09/2010	JW	1 <sup>st</sup> Draft – Project Brief
1.5	21/09/2010	JW	Project brief completion of plan and scope
1.6	22/09/2010	SW	Revisions to cover scope and content
1.7	23/09/10	JW	Gate 1 draft
2.0	05/10/2010	MMR	Amendments to plan, activities and budget
2.1	10/10/2010	SW	Editing and amendments for release
2.2	02/12/2010	SD	Updated working group information
2.3	19/01/2010	JW	Small modification Project Brief
3.0	06/10/2011	JW/PT	Review Project Brief
3.1	24/10/2011	JW/PT	Review Project Brief
4.0	31/10/2011	KR	Project Brief Editing

### 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

This document covers the detailed approaches, risks and finance matters for *Management Stage One* and Stage Two of the Cooperation Fund CF1.1.4 project.

This document includes description of the overall project, covering its scope, goals and objectives as well as its authorisation, roles and responsibilities to an estimated completion date.

### 1.1. Introduction

The OHIM Cooperation Fund (CF) was established in February 2010 to support further harmonization in TMs and designs, modernise national offices, and enhance end-user experience Europe-wide.

The Fund's Management Board opened a period to receive project suggestions from NOs and user groups. These ideas were carefully examined and used as the basis for 23 projects. These projects are one-off activities delivering certain benefits, with concrete outputs and clear start and end dates.

Suggestions were called for under four headings:

- Harmonization projects.
- A suggested list of software packages (e-filing, e-opposition, e-cancellation, e-renewal and e-payment) to support NOs in providing electronic access to trade mark and design protection
- Information services comprising communication and training initiatives to help companies to better understand the CTM and RCD systems
- Activities to facilitate the enforcement of trade mark and design rights, helping the work of judges, customs and other relevant authorities.

All four having as common denominator the three principles of the CF:

- **Modernisation and user experience enhancement.** Modernising and streamlining National Office systems along common lines to provide effective and efficient e-services so that users experience a common feel and functionality.
- **Harmonization and user experience enhancement.** Identifying and supporting initiatives (especially where demonstrably collaborative) principally to encourage greater harmonization.
- **Enforcement.** Assisting the competent authorities in EU Member States to better promote and enforce trade mark and design rights.

A number of countries requested a seniority database, based on acceleration and broadening of ongoing efforts, with the ultimate objective of being able to deliver up-to-date seniority information to their users. Following the 18 May 2010, the Management Board issued the following mandate to the Project Manager:

Creation and harmonization of seniority databases	
Programme ID:	CF1.1.4
Expected start:	Underway
Timeline	2010 – 2012
Principles	Harmonization of information on seniority; strengthening implementation of seniority effects at national level
Description	<p>If applicants or proprietors of a Community Trade Mark already hold a prior identical national or international trade mark for identical goods and services, they may claim the seniority of that mark, preserving their prior rights.</p> <p>The effective implementation of seniority claims depends on reliable data in the national registries. Users have complained that the absence of this reliable data poses problems.</p> <p>The project aims to develop <i>either</i> a harmonised seniority database in each national office <i>or</i> a centralised solution, in order to enhance the effectiveness of users' rights to make seniority claims and support implementation of this part of the CTM Regulation.</p>

### 1.1.1. Seniority background

Article 34 and 35 of CTMR, and Rule 8 of CTMIR, provide a legal basis for seniority claims. Based on these provisions, applicants or proprietors of a Community Trade Mark (CTM) who already hold a prior identical registered national trade mark in one of the EU Member States for identical goods and services may claim the seniority of that mark. This allows them to preserve their prior rights even if they surrender their national trade mark or do not renew it. The right obtained by the national registration will continue to exist under the umbrella of the CTM.

The effective implementation of seniority claims depends on the existence and maintenance of reliable data in the databases of the relevant national offices, which are ultimately one of the key sources for the information that the end user receives. However, analysis of the current situation in the EU IP offices reveals that implementation of this requirement is not uniform.

## 1.2. The Challenge

In 2006 OHIM began cooperating with NOs for creating and maintaining accurate seniority databases in NOs using the instrument of the bilateral cooperation agreements. Between 2006 and 2009, seven offices at different times (BG, DE, HU, IE, PL, RO and SI) participated in seniority updates activities.

However, despite the effort devoted to seniority, there is room for improvement. Specific issues identified in terms of seniority claims include the following:

- **Legal compliance:** Only a minimum group of offices have updated their databases to include information regarding seniority. In fact, several national offices and other national administrations such as enforcement authorities often treat (earlier) trademarks as 'expired' or 'cancelled', even when seniority has been claimed under the CTMR for that mark. Article 14 of the Directive<sup>1</sup> says: "*Where the seniority of an earlier trade mark which has been surrendered*

<sup>1</sup> Directive 2008/95/EC of the European Parliament and of the Council of 22 October 2008 to approximate the laws of the Member States relating trade marks.

*or allowed to lapse is claimed for a Community trade mark, the invalidity or revocation of the earlier trade mark may be established a posteriori.”* From this article it can be inferred that NOs need to maintain records of national filings since otherwise this provision will be difficult to apply in practice.

- **Lack of harmonization, clarity and communication:** Among those offices that show information on seniority, approaches vary:
  - Sometimes the vocabulary and terminology used is ambiguous.
  - Sometimes it is necessary to search by the number of the CTM, rather than by that of the national mark
  - For those offices that show information on seniority, not all of them provide the option of visualising the information in English.
- **Consistency and accuracy:** For those offices that show information on seniority, the seniority number indicated in OHIM's database (CTM-ONLINE) does not always match with the same trade mark at national level.
- **User orientation:** At present some of the databases do not have a user-friendly search approach, making searching awkward and difficult.

The **Cooperation Fund** offers an opportunity to substantially advance this initial effort, enabling offices to harmonize seniority information, achieve compliance with legislation on seniority effects, and contribute to providing enhanced IP protection for their users at national level so that users have the same high-quality experience, regardless in which database they need to check the details of the seniority claim.

Several national offices have expressed an interest and possible commitment to the initiative in the project, of which some have also contributed to the specification of the project's scope and objectives. These national offices will herein be referred to as Participating Offices or POs. A summary of the input received from these NOs can be found in [Annex 3](#).

In addition to the interest from National Offices, the European Community Trademark Association ('ECTA'), one of the trademark user associations, has also expressed its interest in participating in the specification of the project. Their input has also been taken into account while drafting this Project Brief. ECTA agrees with defining what seniority details and how the details should be reflected online. They want one single point to retrieve the information, i.e. a link via eSearch Plus (or maybe TMview) that takes you with one click of the mouse to the seniority details of the national mark in the national database. Full details of the national mark should be maintained on the national database. This is important independently whether or not the national mark is renewed, abandoned, expired or cancelled. The OHIM should provide the update via CTM-Download on the seniority claim to the POs, not the user.

### 1.3.Objectives

Based on the project mandate issued by the CF Management Board and the input received from the different stakeholders, the objective of this project is to provide a **harmonised vocabulary**, and the **tools and resources** needed to update the NOs systems in order to correctly reflect and deliver the seniority information to the end user.

## 1.4.Expected benefits

- **Avoid unnecessary litigation.** By accurately reflecting the seniority claim under the CTM in the national database, long and sometimes undeserved proceedings like oppositions can be avoided for the trademark owner as well as delays within a Court case can be reduced. Indicative costs for end users are shown below:
  - Fixed costs opposition under CTMR: maximum EUR 650
  - Fixed costs cancellation under CTMR: maximum EUR 1100
  - Legal representation costs: average of EUR 200 per hour
- **Enhance end-user's experience.** Having consistency and harmony between the different search resources in terms of terminology, layout and results obtained, will provide the user with a better perception of the service received and a greater ease of use (high-quality experience).
- **More legal certainty for IP agreements.** Exploitation (license agreements and rights in rem) of a mark is an extra asset for a trademark owner. By accurately reflecting the seniority claim under the CTM in the national database will give more legal certainty for the licensee when invoking the rights resulting from such agreement against third parties.
- **Increase competitiveness particularly of SME's.** In most economies, more than 99% of companies are SMEs with limited access to resources. By accurately reflecting the seniority claim under the CTM in the national database, national trademark owners will be aware that they no longer need to renew the national trademark; this is already the case, but lack of clarity in databases means many are not aware of it. This frees up resources for other projects or more productive investments within the company.
- **Enhance decision making process and IP protection.** Users' rights can be better protected if POs reflect seniority claims on the national database. In that way POs become more user oriented, enhancing the service and protection they offer to IP holders (this is a central pillar of most IP offices' missions) and legal institutions like Courts, Customs or other enforcement authorities have better information available.
- **POs' compliance with CTM Regulation and compliance with Directive 2008/95/EC.** The project will help POs to follow CTM regulation under Article 34 and 35 CTMR and Rule 8 CTMIR and Article 14 of the Directive 2008/95/EC.

Therefore, overall a number of parties will benefit from having this project, namely:

- **IP owners and representatives:** The IP owner or its representative will be able to carry out a straightforward search for seniority information on the web, avoiding conflicts with older rights. This will also limit their risk of unnecessary litigation, together with the associated costs. For representatives, this means that they will be able to easily obtain more accurate information and hence offer an improved service to their clients.
- **POs:** They are the key-stakeholders for this project. It will allow them to:
  - Offer more accurate information and hence better services to their users (user friendliness) which results in a high-quality experience for the user
  - Using harmonised processes and vocabulary

- Avoid unfounded and lengthy legal proceedings
- Enhance legal certainty and IP protection for the users
- Improve the quality of their national database
- **Enforcement authorities:** Courts and Customs will be able to find reliable seniority information and make decisions based on correct information. In addition, unfounded legal proceedings can be avoided, enabling Courts to reduce overall Court case delays.

## 2. PROJECT PLAN

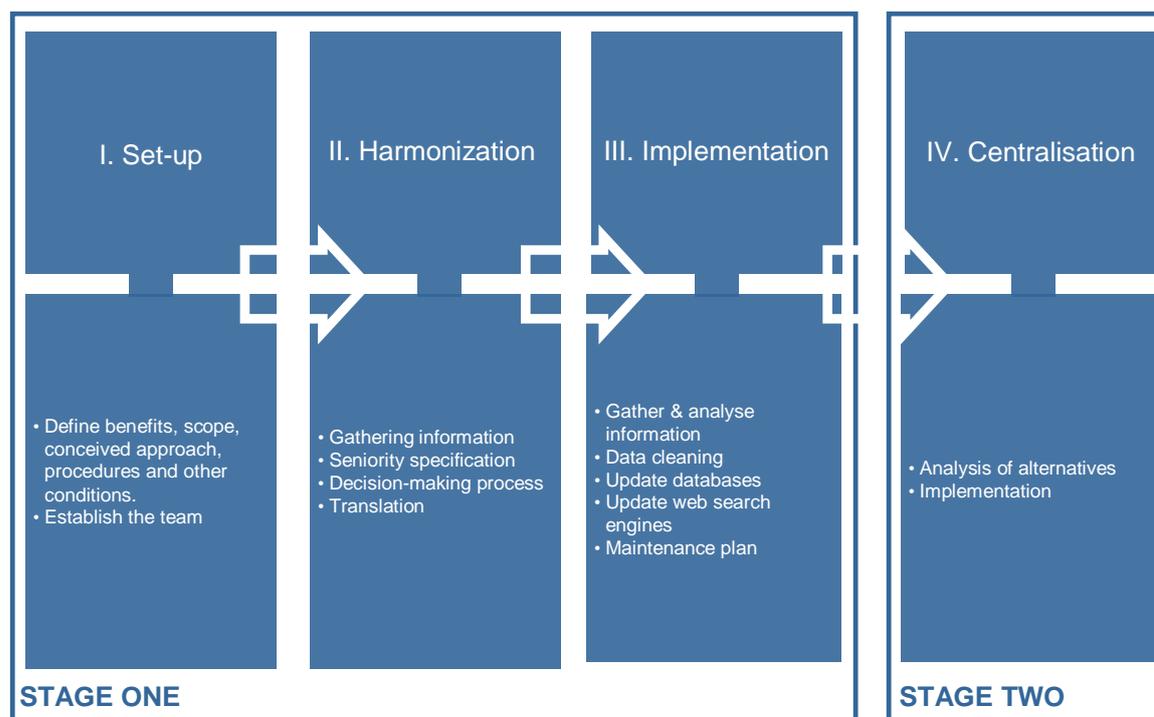
### 2.1. Project approach

#### 2.1.1. Overall approach

The proposal is to first start a process of seniority harmonization with a subsequent update of seniority details in each PO (**Stage One**). Then, in a second stage (**Stage Two**), the long-term vision is to have access to the information via a centralised platform such as eSearch Plus or TMview. To achieve the objectives under Stage One, this project considers the following main activities:

- Define and agree on **the seniority data to be reflected** and on a **common harmonised vocabulary** for dealing with seniority claims.
- Facilitate the **update of POs' databases via CTM-Download** to include seniority details in a harmonised way and **searchable online**.

So far, 11 offices (POs) have shown their interest and possible commitment to the initiative. Based on the selection criteria for the profile set out at [section 2.2.3](#), several of these offices will be invited to actively participate as a member of the *Seniority Working Group*. The second activity of Stage One of the project (i.e. updating / implementation) will remain open to welcome new offices that want to adhere to the harmonised terminology and vocabulary. The challenge is to have the seniority information properly harmonised across the 25 offices in the EU.



To achieve the objectives under Stage Two, this project considers the following main activities:

#### eSearch Plus:

- 1) Adding a link to each NOs database by clicking into the details of the national mark under the heading of seniority should be provided within eSearch Plus.
- 2) Adding a link in the NOs database to eSearch Plus by clicking into the details of the CTM number for which the seniority of the national mark is claimed.

#### 2.1.2. Scope and exclusions

Regarding scope and exclusions it is important to highlight the following points:

- **Stage Two.** The move towards Stage Two will be dependent upon successful completion of Stage One and Management Board authorisation based on the actual updated version of this brief. Stage Two is now within the scope of this phase and an outline of the long term vision can be found in **Annex 5**.
- Also within the scope of the project are the changes necessary to our systems EM, EM++ and MPS. These systems have to enforce certain rules for the key-in of seniority data to ensure that the reference card for the examiners can be properly used. These system developments will help the examiner's work.
- **Electronic database as a prerequisite.** Those offices with no electronic database (paper-based), will not be eligible to participate in the implementation phase of the project. A separate assessment and discussion will need to take place in these cases, and no budget is foreseen for these activities within this project.

- **Maintenance costs.** Seniority data changes every day so it requires continuous maintenance. This project will not fund ongoing maintenance costs. A maintenance plan defining the future strategy and service level agreements will be developed before the project comes to its end.

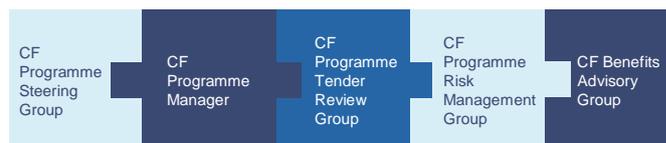
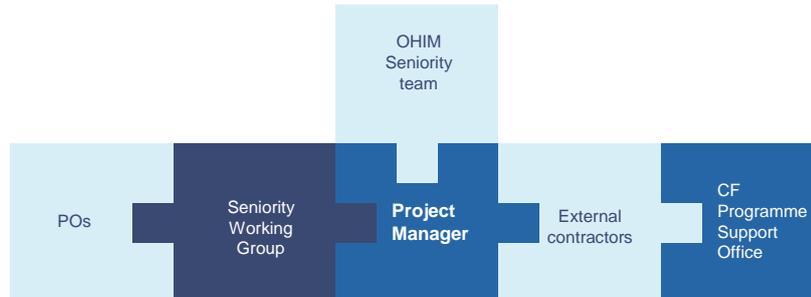
### 2.1.3. Constraints

At this stage the following possible constraints for the success of the project have been identified:

- **Consensus.** The implementation phase will take place on the condition that the harmonised phase delivers a common terminology on seniority. Therefore, consensus is required among participants in the Seniority Working Group.
- **Legal.** It may happen that the implementation part of the project cannot be carried out in some of the 25 countries because of legal reasons that at this stage are uncertain.
- **Technical.** For the project to succeed it is essential that a univocal relationship between the CTM and the National trademark can be established. Format or content errors in CTM-download database may become an important barrier if the proportion of these errors is substantial.

## 2.2. Project team and stakeholders' organisation

Intensive interaction and coordination with both internal (OHIM) and external resources (POs) will be required to gather and compare different ideas, approaches, experiences, requirements, constraints and preferences while carrying out the aforementioned project activities.



## 2.3. Work description

### 2.3.1. Tasks and activities

#### 2.3.1.1. STAGE ONE – Start up and Seniority harmonization

For the first activity in Stage One a common harmonised vocabulary for reflecting seniority claims will be defined and agreed. We will standardise **which details** have to be reflected and **how** seniority information is to be reflected in POs' electronic databases.

The following approach will be taken:

- **Create the Seniority Working group.** The Project Manager will invite POs to participate in a working group, which will in joint collaboration define the seniority details to be reflected on the seniority database and how these will be reflected.
- **Kick-off meeting.** This initial meeting of the Seniority Working Group will enable its members to discuss and define the project approach in detail, including time plan, tasks, resources, communication strategies, deadlines and other possible constraints as well as the decision making process. Thus, the group will work as much as possible making use of IT technologies such as videoconferences. It also enables an initial networking session to enforce buy-in among participants of POs.
- **Gathering information.** In this phase the Seniority Working Group will contact POs to collect and structure PO's information on seniority processes and procedures, that is, how and which seniority information is currently communicated to users.
- **Seniority vocabulary specification.** The Seniority Working Group will analyse the collected information and work on a proposal on terminology, i.e. specific vocabulary, naming conventions, numbering etc. A limited set of proposals will be prepared and discussed both internally in the Seniority Working Group and externally by interacting with the rest of NOs.
- **Seniority Working Group final decision meeting.** A final meeting will take place where a set of qualifying terms (e.g. words, sentences, etc.) will be presented and agreed upon.
- **Request translation of the vocabulary** and of the details of the seniority claim in all 22<sup>2</sup> languages of the EU.

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<sup>2</sup> 22 languages since Irish is subject to a Council temporary Derogation.



### 2.3.1.2. STAGE ONE - Implementation

For the second activity in Stage One, the electronic databases of POs will be updated following the agreed terminology standard to reflect the seniority claim.

The following approach is suggested:

#### – Gathering data via CTM-DOWNLOAD.

**CTM-Download** enables online access to data concerning Community trade marks. It contains all the CTMs on which the owner has claimed seniority of a national trademark under the CTM. It's an incremental XML-based database (once the underlying database has been created) containing any changes with regard to trade marks in the EUROMARC system (more information on CTM-Download can be found at **Annex 4**).

Currently two situations may exist at POs:

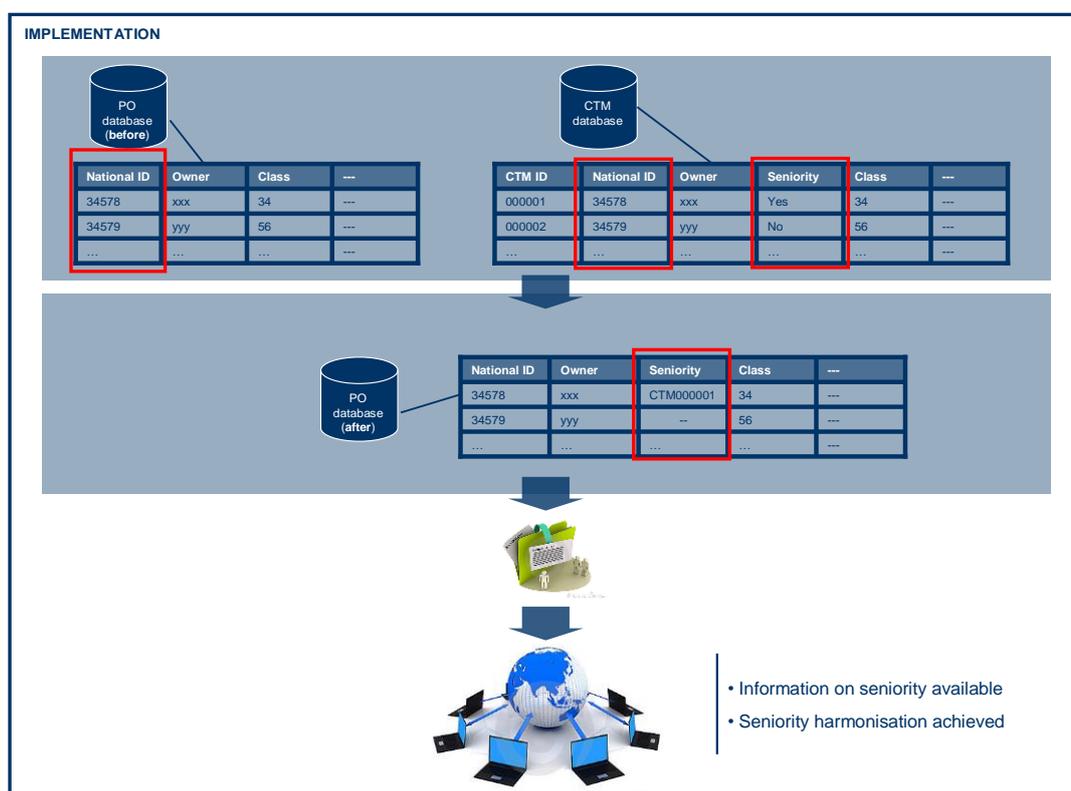
- **POs with access to CTM-Download.** They will have direct access to up-to-date data.
  - **POs that do not have CTM-Download access.** POs will have to sign first a licence agreement with OHIM in order to receive the CTM-Download data.
- **Data cleaning.** Since there can be inconsistencies between the data at National level and the data at Community level, the data will pass through a cleaning process. At this stage there have been identified two main possible types of discrepancies between national file number and the number indicated in CTM-ONLINE, namely:
- Naming convention format (e.g. 0123456 VS 123456; XR-123456 VS XR123456)
  - Content (errors in the characters due to key-in at OHIM or to IP owner error in the CTM application)

In order to clean as much as possible the data by eliminating these discrepancies, it is recommended to do a “*one of cleaning*” of the existing data in CTM-Download. For this purpose a cleaning program has to be created or a manual check has to be performed by OHIM. This project will reserve a contingency of EUR 20.000 to perform the cleaning.

Recordals: The cleaning of seniority data that has to be done manually triggers a recordal process in OSD.

- **Update national database and search tool.** The last activities under this sub-phase include the actual implementation of changes in order to reflect the seniority details with the new harmonised terminology. After the data cleaning process, every record on the CTM-Download file will allow to establish the univocal relationship (e.g. ID) between the national record and its corresponding record at Community level. This will enable POs to adjust their national databases. After the adjustment of databases has taken place, POs will then start by updating their searching engines so the end users can have the details accessible and searchable on the web.

*NB: depending on each POs situation these activities may call for different technical requirements, costs and development within the project of those offices. Therefore, for project management purposes and sharing of knowledge POs will be required to provide a description of the selected approach for the adjustment of their database and the corresponding project plan.*



*NB: NOs wishing to participate in the implementation part will need to have their IP information in some form of electronic database. NOs that do not have an electronic database available, are excluded for the update of the electronic database (Stage One – second activity and Stage Two), but they still can participate in the first activity under Stage One, namely the harmonization of vocabulary.*

### 2.3.2. Roles and responsibilities

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

Roles	Responsibilities
Project Manager (PM)	<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>
CF Programme Support Office	<p>The PSO supports the Programme Manager and Project Managers.</p> <p>It aids those involved in the project by provision of technical and administrative capacity, and quality assurance.</p>
Seniority Working group	<p>This group (maximum 5 POs) will validate the global deliveries, interact with other NOs, discuss on better alternatives and make final decisions on behalf of other members.</p> <p>It will be composed of representatives from interested PO and User Associations, with membership based on technical and business competence.</p>
The OHIM Seniority team	<p>The OHIM Seniority team (Project team: Sophia Bonne (IP Expert), Thierry Granet (ID), Nicolas Vigneron (ICLAD), Carolyne van de Vorst, PSO) will provide general support and knowledge, especially during the initial and final stages of the project.</p>
External contractors	<p>This group will carry out quality control activities to ensure successful implementation of data as well as cleaning data activities. In addition, they may collaborate in writing specific reports or other documents required along the project. The first estimate is that there would be two different profiles to perform this work: a business analyst for the quality control and an IT specialist for the data cleaning.</p> <p>The required profiles are detailed in <b>Annex 2</b>.</p> <p>The group will be led by the Project Manager.</p>
POs	<p>Participating Offices will provide information required by the Seniority Working Group. The contribution of each PO would be required: during the <i>initial phase</i> providing documentation or specific input needed; and in the <i>final stage</i>, with their feedback and adoption.</p>

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

Roles	Responsibilities
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 practice.
CF Programme Risk Management Group	<p>Established to:</p> <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> <p>They will be in close contact with the Project Manager, the CF Programme Manager and the CF PSO in order to identify and register any new risk that could arise along the duration of the project.</p>

### 2.3.3. Assignments

Role		Commitment
Project Manager	Jacqueline Winkelmolen	45 man days in 2011 and 22 man days 2012
Programme Support Office	Miguel Moro Carolyne Vande Vorst Sofie Declercq	15 man days
The Seniority Working Group	Maximum 5 PO or UA representatives	32 man days per member
POs	25 PO	44 man days per PO
External contractors	1 Business analyst: Pedro Tavares	40 man days in 2011 and 24 man days in 2012
The OHIM team	Nicolas Vigneron (technical assistant, Sophia Bonne (legal lead) Thierry Granet (IT lead, data cleaner)	5 man days per member on average 45 man days in 2011 and 45 man days in 2012

### 2.3.4. Recruitment

The project foresees the support from external resources for specific activities throughout the project, both for quality control (check the correct implementation of seniority) and for data cleaning (if finally required). A comprehensive description of these profiles can be found in **Annex 2**. The approach to recruit them will consist of the following steps:

- Identify the OHIM's framework contract that covers the set of activities that it will carry out.
- Create the work-order which includes the formal request to the provider to submit its candidates' Curriculum Vitae.
- After careful examination of the CVs, interviews will take place to select the appropriate person. In addition, an English test will be organised for non-English natives to ensure a proficiency level of written and spoken English.
- A final selection of candidates will be made.

On the other hand, the project will require people from the offices for the working group. The profiles required will basically consist of people complying with the following requirements:

- Legal knowledge on Community Trademark Regulation and National Trademark Law in particular on seniority (minimum five years experience).
- IT-expertise in databases is preferable
- Proficiency in English

The project manager will follow a similar procedure to that of the external contractors: POs candidates' CVs will be requested, studied and selected based on the established criteria.

## 2.4. Major deliverables and acceptance criteria

Deliverable	Acceptance Criteria	Responsibility	Man days	Estimated Date
Seniority vocabulary + list of which data should appear in national database	Validated by the SWG, it will contain all the terminology required to show the seniority information and how to show in any offices' interface accessible by the users (e.g. website search sections, TMView...)	Project manager and SWG	EC*: 5 SWG*: 110	T0*+5 months
Data cleaned	Validated by POs and the SWG	Project Manager, SWG and POs	EC: 40 PO*: 50	T0+6 months
Test plan document to test whether Stage One has been performed satisfactory	It would be signed-off by the Project Manager  Test cases for each office should be included as agreed.	Project manager	EC: 2	T0+7 months
POs databases updated with seniority info	Quality control accepted and validated by Project Manager	Project Manager and POs	SWG: 25 PO: 500	T0+7 months
POs public web searches showing seniority info	Quality control accepted and validated by Project Manager	Project Manager and POs	EC: 28 SWG: 25	T0+12 months

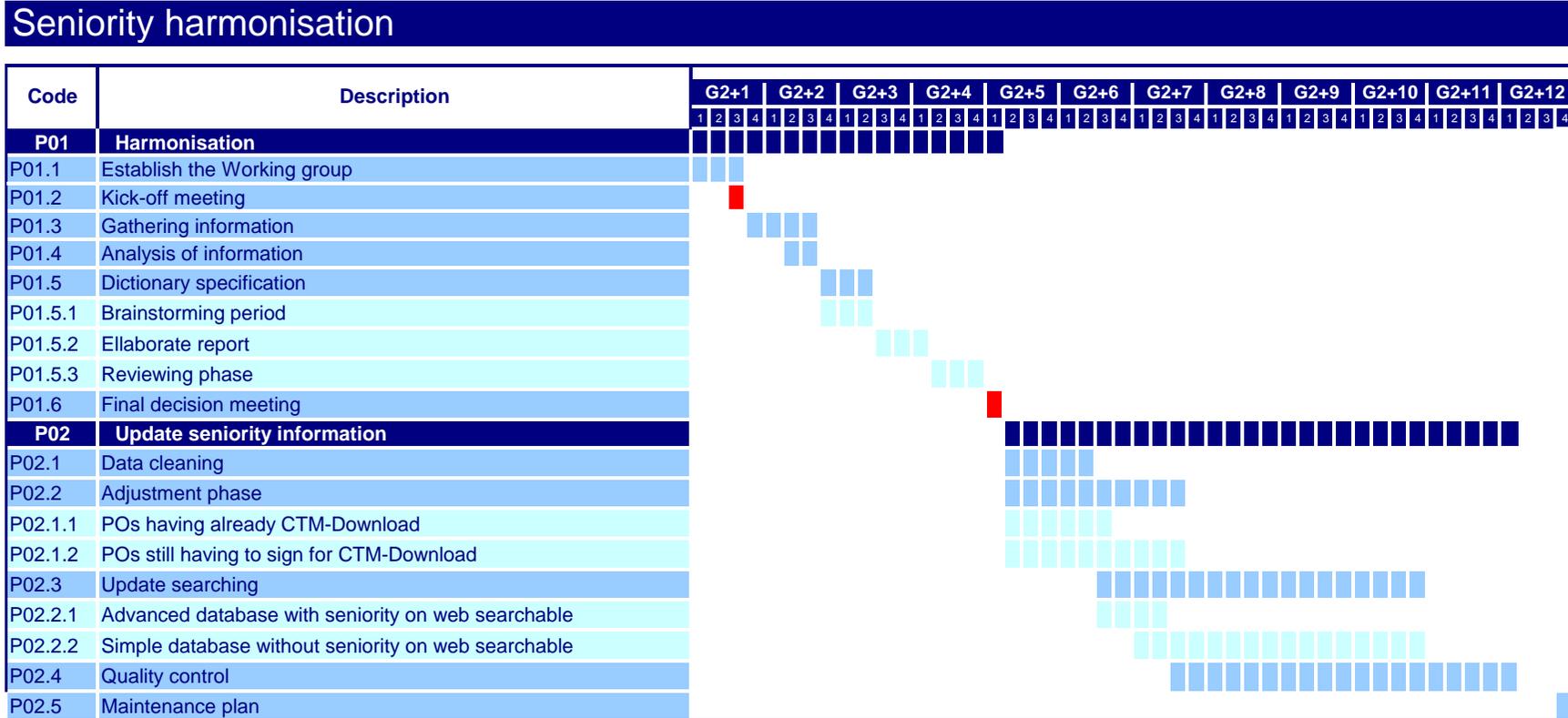
Deliverable	Acceptance Criteria	Responsibility	Man days	Estimated Date
			PO: 550	
Service Level Agreements	Validated by POs and the SWG	SWG and POs	EC: 5 SWG: 10	T0+12 months

\* T0: Start-Date | SWG: Seniority Working Group | PO: Participating Offices | EC: External contractor

## 2.5. 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.

## 2.6. Project time plan



\* Assuming 5 offices in the Seniority Working Group (excluding OHIM)

\*\*\* Assuming up to 2 resources for the External Contractors group

\*\*\* Assuming that all 25 offices join the project in a year time.

## 2.7. Project costs and effort estimates

### 2.7.1. Project costs estimates

The overall revised estimated cost for this project over 24 months is **EUR 780,933**.

COST CATEGORY	PROJ REVIEW OCT/DEC 2010	PROJECT REVIEW OCT 2011	PROJECT REVIEW APR 2012
Integration	220,000	465,153	465,153
IT Project Costs	20,000	59,000	56,600
Non-IT Project Costs	79,929.04	183,462	199,975
Management Reserve	65,706	63,149	59,205
<b>Grand Total</b>	<b>385,635</b>	<b>770,764</b>	<b>780,933</b>

COST CATEGORY	PROJ REVIEW OCT/DEC 2010	PROJECT REVIEW OCT 2011	PROJECT REVIEW APR 2012
<b>Integration</b>	<b>220,000</b>	<b>465,153</b>	<b>465,153</b>
<b>Set-up Costs</b>	<b>220,000</b>	<b>465,153</b>	<b>465,153</b>
2011	80,000	45,153	45,153
2012	140,000	140,000	177,216
2013		280,000	242,784
<b>IT Project Costs</b>	<b>20,000</b>	<b>59,000</b>	<b>56,600</b>
<b>Development</b>	<b>20,000</b>	<b>24,000</b>	<b>24,000</b>
2011	20,000		
2012		24,000	24,000
<b>Hardware &amp; Software</b>		<b>25,000</b>	<b>25,000</b>
2012		25,000	25,000
<b>IT Services</b>		<b>10,000</b>	<b>7,600</b>
2012		10,000	7,600
<b>Non-IT Project Costs</b>	<b>79,929</b>	<b>183,462</b>	<b>199,975</b>
<b>Meetings</b>	<b>18,914</b>	<b>37,807</b>	<b>37,807</b>
2011	18,914	9,457	9,457
2012		28,350	28,350
<b>OHIM Temp</b>		<b>80,000</b>	<b>108,000</b>
2011		80,000	
2012			108,000
<b>Studies &amp; Consulting</b>	<b>28,000</b>	<b>32,640</b>	<b>36,720</b>
2011	28,000	20,400	20,400
2012		12,240	16,320
<b>Translation</b>	<b>2,040</b>	<b>2,040</b>	<b>2,040</b>
2011	2,040	2,040	2,040
<b>Working Group</b>	<b>30,975</b>	<b>30,975</b>	<b>15,408</b>
2011	30,975	30,975	15,408

<b>Management Reserve</b>	<b>65,706</b>	<b>63,149</b>	<b>59,205</b>
<b>Grand Total</b>	<b>385,635</b>	<b>770,764</b>	<b>780,933</b>

## Integration

### **Set-up costs EUR 465,153**

The project envisages that POs do a certain part of the work themselves (e.g. adjustment of database, searching implementation...). An average estimate of EUR 20.000 per office has been used unless NO states differently

Revised budget

2011: 4 offices implemented (CZ, IE, HU, PT) EUR 45.153

2012: 11 offices implementing EUR 177,216 (according to intent to implement expressed by NO in Nov 2011). The costs break down as follows:

BG – EUR 3,080

BX – EUR 20,000

EE – EUR 8990

FR – EUR 20,000

GR GGE – EUR 20,000

LT – EUR 15,146

RO – EUR 10,000

SE – EUR 20,000

SI – EUR 20,000

SK – EUR 20,000

UK – EUR 20,000

2013: budget for remaining offices implementing = remainder of original estimations EUR 242,784

## IT Project Costs

### **Development EUR 24.000**

Update of EM, EM++ and MPS to support the examiners task for the key-in of seniority data 60 days.

### **IT Services EUR 7,600**

- Software Quality Control (more or less 15% of Development Effort) 9 days
- Installation 10 days

### **Hardware EUR 25.000**

## Non-IT Project Costs

### **Studies & Consulting EUR 36,720**

- Business Analyst

Original budget: 40 days

Oct 2011 budget: 64 days

Revised budget: 72 days

2011: 40 days

2012: 32 days

### **OHIM Temps EUR 80.000**

- Data Cleaning

EUR 20.000 had been budgeted for cleaning CTM data for 75.000 seniority claims from 11 POs. After the project brief review in Oct 2011 the scope is extended to clean approximately 300.000 seniority claims of all 25 NOs and WIPO, therefore, the budget for cleaning and processing the Recordals that are triggered by this cleaning is budgeted at EUR 80,000.

The budget has been increased to EUR 108,000

### **Working Group EUR 15,408.05**

7 participants were selected for the Seniority Working Group (5 NOs and 2 UAs).

Participants from the same NO share the maximum number of working days.

Effective daily rates and maximum number of working days per participant are outlined in the CF Agreements with each NO and project budget is adjusted accordingly.

2011: days worked by 5 NOs = 67 at a total cost of EUR 15,408.05

### **Meetings EUR 37.807**

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 EUR 1.351 per participant.

Estimated cost for a 1-day meeting EUR 1.134 per participant.

- **Working Group Meetings EUR 9.457**

Seniority Working Group 7 participants.

Original budget included

2011 : 2 \* 2-day meeting \* 7 participants = EUR 18.914

Revised budget includes

2011 : 1 \* 2-day meeting \* 7 participants = EUR 9.457

- **Conference EUR 28.350**

One day meeting planned in 2012 for all implementing offices preferably during another OHIM event such as Liaison Meeting.

Estimated costs for 25 POs and one person per PO.

### **Translation EUR 2.040**

Translation of vocabulary and list of details that POs have to use in database for reflecting seniority claim. This cost is minor within the project. Based on the translation of one sentence (approximately. 40 characters) and a list of seniority labels (details on seniority claim) in 24 languages of EU.

### **Management Reserve**

10% for cost from 2012 onwards = EUR 59,206

#### **2.7.2. Project effort estimates**

OHIM internal staff effort is estimated at 186 man days of which 67 days for the Project Manager over the 2 year duration of the project, 11 days for a Quality Coordinator and 100 days for the Seniority Project Team (10 days for technical assistant and legal lead and 90 days for IT lead).

32 man days are planned for each PO in the working group. If there are 5 POs in the working group this represents a total of 160 man days. The work of this group will be completed in 2011.

90 man days are planned for the CTM data cleaning activity.

13 man days are planned for the CF Programme Management Support Team.

## **2.8. Project tolerances**

The time and cost tolerances for the Cooperation Fund projects will be set by the Cooperation Fund Programme Support Office in collaboration with the Programme Steering Group as soon as the respective projects have been approved and will be the same for all Cooperation Fund Projects.

## **2.9. Risk analysis**

This preliminary risk matrix is specific to the project and lists possible areas of risks. It is complementary to the "Cooperation Fund Programme Risk Matrix":

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>P*I</b>	<b>Owner</b>	<b>Mitigation action</b>
Too many PO candidates for the workgroup	Low	Medium	Low	Project Manager	Use the defined selection criteria and explain clearly the reasons to those not selected.
Not enough PO candidates for the workgroup	Medium	Low	Low	Project Manager	Communicate well the benefits of participating in the project as member of the working group.
No active participation of members of the Working Group	High	Low	Medium	Programme Owner	Clarify the procedures, rules and corrective actions since the very beginning in the start-up phase. Maintain spirit of teamwork, get diplomatic support from ICLAD, express discontent openly, establish clear responsibilities
POs delays in sending	High	Medium	Medium	Project manager	Ensure that the contact person is the right one. Send clear communications always including deadlines.

Risk	Impact	Probability	P*I	Owner	Mitigation action
information					Offer high level of flexibility to adapt to their schedules
NOs' fear of losing renewal fees of national trademarks	High	High	High	Programme and project manager	Decision to renew national trademark depends on other factors as well. Make a pedagogical communication exercise explaining this adequately, for example indicating that factors like geographical scope issues to overcome this fear
Difficulties in reaching consensus	High	Medium	Medium	Project manager	Maintain spirit of teamwork, increase communication efforts, establish solid criteria, propose methodological approach
Working group with unaligned objectives	High	Low	Low	Project manager	Communicate well and try to assess the different opinions against the CF principles when in doubt.
POs ask for more financial resources	High	Low	Low	Programme owner	Ensure that the effort is well communicated since the beginning and that proper bilateral agreements are clear and signed.
More man-days from offices (POs or WG) needed	Medium	Medium	Medium	Project manager	Regular and effective planning monitoring and control to be performed by the project manager. When not in track, report to the Programme Manager.
NO first has to develop electronic database on their own in order to participate in project	High	Low	Medium	Programme Manager	Encourage them to transform their office into the electronic world.
Errors in the correspondence between CTMs and National TMs	High	High	High	Project Manager	Analyse the nature of mistakes: <ul style="list-style-type: none"> <li>• format</li> <li>• key-in</li> <li>• by owner national mark</li> </ul> And propose alternatives to the working group in order to make decisions and generate rules.
Delays because not all 25 NOs join at the planned date	High	High	High	Project Manager	Increase communication efforts, communicate well the benefits
POs not in the working group later demanding changes to the agreed harmonized terminology as a condition to implement it.	High	Medium	Medium	Project Manager	Ensure that SWG polls POs opinion before making a decision on the common vocabulary. Communicate clearly to POs the conditions for joining the project. Assess the impact of the changes and propose to the working group for decision making.

## 2.10. Key dependencies

Project	Type			Impact	Description
	D	S	O		

Project	Type			Impact	Description
	D	S	O		
Project ID CF1.1.2 Integration of new offices in TMView		•		Low	Preparing the offices databases to include seniority info will prepare the road for the TMView team when it comes to show new useful info for the users.
Development eSearch Plus		•			It is foreseen to provide a link via eSearch Plus from national mark indicated under seniority heading to national database (via TMview).

## 2.11. 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 Project Manager 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.

## 2.12. Quality Management

The following sections describe the quality management activities planned for the different work streams. In all cases, the Programme Manager reserves the right to request a quality check on delivered results, using PSO resources distinct from the project budget.

### 2.12.1. 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

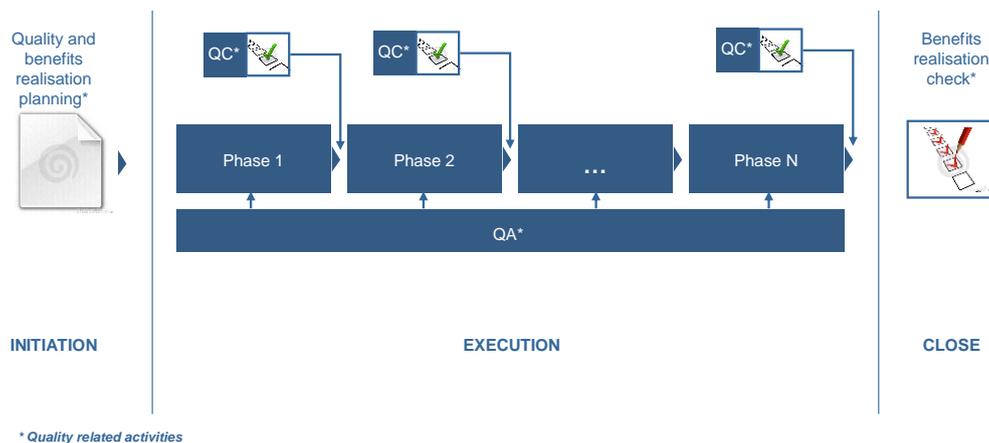
The quality plan will cover both *quality assurance* and *quality control*. That is, the quality of both the processes followed (e.g. System Life Cycle development) and the quality of the deliverables (e.g. functional design) will be verified against applicable standards.

In order to minimise bureaucracy, the project will apply the existing quality procedures followed by the Office.

As for this project, deliverables will have to comply with the acceptance criteria established in the deliverables section (**2.3 Major deliverables**). 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) makes 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.



Three perspectives on quality: QC, QA and benefits realisation

### 2.12.2. 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.

### 2.13. Communications and knowledge management

Apart from using general **email** for official communications, **collaborative tools** have proven very successful in past OHIM projects involving significant coordination of effort among POs. 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:

- **Email:** 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.
- **Tele/video-conferences:** Exchange of information and ideas over the phone with POs
- **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.

## **2.14. Closing-out strategy**

Seniority claims are usually filed daily, so the photo taken in a specific day does not necessarily match with that of the following day. Therefore, seniority details are an ongoing process that requires continuous maintenance.

This project will provide a powerful impetus, delivering the first and most demanding update. Moreover, this project will enable the offices to update not only their databases, but also their public web searching engines, so they can offer all the information on seniority to their users.

However, this project has not reserved any budget component to fund maintenance costs, that is, future seniority data updates. 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.

### 3. ANNEXES

#### Annex 1: definitions, acronyms and abbreviations

Definition	Description
CF	Cooperation Fund
IP Owner	Trademark or Design Owner
ICLAD	OHIM International Cooperation and Legal Affairs Department
NO	National Office
PO	Participating National Office or User Association
PSO	Cooperation Fund Programme Support Office
OSD	Operations Support Department
ECTA	European Community Trademark Association
TMview	TM search tool covering data from all the Pos free of charge
CTM-Download	Incremental database with CTM data in XML format
eSearch Plus	OHIM's search tool for CTM, RCD, owners, representatives and related case-law

**Table 3-1: Definitions, Acronyms and Abbreviations**

## Annex 2: profiles required for the project

### Project analyst

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Nature of the tasks	<ul style="list-style-type: none"><li>▪ Business process analysis and definition.</li><li>▪ Experience in writing and executing test plans.</li><li>▪ Analysis of organisational structures</li><li>▪ Cost / benefit analysis</li><li>▪ Development of business architecture</li><li>▪ Assistance in implementing the architecture</li><li>▪ Provide expertise on integration into the business environment.</li><li>▪ Give presentations on findings of the analysis.</li></ul>
Knowledge and skills	<ul style="list-style-type: none"><li>▪ In depth knowledge in IT technical consulting matters</li><li>▪ Ability to speak, write and read fluently in English.</li><li>▪ Strong capacity in preparing and writing analysis documents.</li><li>▪ Strong capacity to give high level presentations.</li><li>▪ Ability to apply high quality standards</li><li>▪ Ability to participate in multi-lingual meetings.</li><li>▪ Excellent communicator at all levels.</li><li>▪ Capability of working in an international/ multicultural environment</li></ul>
Education and Experience	<ul style="list-style-type: none"><li>▪ University degree, in a relevant subject.</li><li>▪ Minimum 2 years with quality and testing procedures.</li><li>▪ Proven experience in business analysis.</li></ul>

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IT specialist

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Nature of the tasks	<ul style="list-style-type: none"><li>▪ Business process analysis and definition.</li><li>▪ Experience in writing and executing test plans.</li><li>▪ Analysis of organisational structures</li><li>▪ Cost / benefit analysis</li><li>▪ Development of business architecture</li><li>▪ Assistance in implementing the architecture</li><li>▪ Provide expertise on integration into the business environment.</li><li>▪ Give presentations on findings of the analysis.</li></ul>
Knowledge and skills	<ul style="list-style-type: none"><li>▪ In depth knowledge in IT technical consulting matters</li><li>▪ Ability to speak, write and read fluently in English.</li><li>▪ Strong capacity in preparing and writing analysis documents.</li><li>▪ Strong capacity to give high level presentations.</li><li>▪ Ability to apply high quality standards</li><li>▪ Ability to participate in multi-lingual meetings.</li><li>▪ Excellent communicator at all levels.</li><li>▪ Capability of working in an international/ multicultural environment</li></ul>
Education and Experience	<ul style="list-style-type: none"><li>▪ University degree, in a relevant subject.</li><li>▪ Minimum 2 years with quality and testing procedures.</li><li>▪ Proven experience in business analysis.</li></ul>

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### Annex 3: POs expression of interest

National Office	Input received
Bulgaria	Field 1 is priority (especially 1.1). Has already started work on some of Field 1 Projects (YES bi-lateral)
Czech Republic	Interested and explicitly confirms its will to participate in the project
Estonia	Interested but scarce resources
France	Interest in participation. Proposal sent. Have asked for a.s.a.p. response by OHIM on this proposal
Hungary	Confirmed their commitment and stated that they support the development of harmonised databases in NOs (YES bi-lateral)
Ireland	Indicated interest but no written reply (YES bi-lateral contract)
Italy	Interest – high priority. Want information on technical aspects of new implementation
Lithuania	4 <sup>th</sup> Priority. Ready to participate but subject to finance conditions
Romania	Keep trace in back-office (Common Software) and publish on seniority on web site. Wants to receive further input on timeline for project. (YES bi-lateral)
Slovenia	Second priority. Already involved, now reshaping to accommodate multiple entries. (YES bi-lateral)
United Kingdom	Priority
ECTA	Interested to participate in specification of project

**Table 3-3: Input from NOs**

## Annex 4: CTM download

CTM-DOWNLOAD is a service which has been offered by the OHIM since February 1999, providing the possibility to download updates to the OHIM Community trademark database on a daily basis.

This product is not intended for the general public since it does not include interrogation software. The format used is XML (Extensible Markup Language).

CTM-DOWNLOAD is targeted at:

- National offices, to enable them to meet their obligations as regards the provision of information
- Companies interested in writing the necessary computer programs for exploiting this data.

Characteristics	CTM-DOWNLOAD
<b>Objectives</b>	The objectives are to provide an on-line service permitting daily updates and the provision of reliable and detailed information on the status of trade marks
<b>Launch date</b>	23 February 1999
<b>Medium</b>	On-line uploading via the Internet
<b>Format</b>	XML (Extensible Markup Language)
<b>Updates</b>	Daily
<b>Database content</b>	An incremental database (once the underlying database has been created) containing any changes with regard to trade marks in the EUROMARC system
<b>Price</b>	EURO 0
<b>Contractual terms and conditions</b>	Under licence

For further information contact: [information@oami.europa.eu](mailto:information@oami.europa.eu)

## **Annex 5: Stage 2 – Long term vision**

After Stage Two the long term vision could provide users with one single platform (TMview) to find full details of a seniority claim:

### TMview:

- 1) The reflection of these details via a direct link in common platform TMview to the PO database.
- 2) The reflection of these details in the common platform TMview by adding an extra column in TMview with an indication of seniority claim yes or no.

## Annex 6 – Changes in the document

Page number	Project Brief 2.2	Project Brief 3.0
Page 1, 25	ICLAD - SCP	ICLAD – International Cooperation - Cooperation Programmes
Page 5	Management Stage One	Management Stage One and Stage Two
Page 5	A further, updated brief will be elaborated before proceeding to a second stage (Management Stage Two). This second stage will depend on results and lessons learned during stage one.	Removed from the brief
Page 7,9, 21, 25	CTM - Online	eSearch Plus
Page 10		To achieve the objectives under Stage Two, this project considers the following main activities:  eSearch Plus:  1) Adding a link to each NOs database by clicking into the details of the national mark under the heading of seniority should be provided within eSearch Plus.  2) Adding a link in the NOs database to eSearch Plus by clicking into the details of the CTM number for which the seniority of the national mark is claimed.
Page 10	Stage Two is out of the scope	Stage Two is now within the scope
Page 10		Our systems (EM, EM++ and MPS) have to enforce certain rules for the key-in of seniority data to ensure that the reference card for the examiners can be properly used. These system developments will help the examiner's work.
Page 13	Countries	POs
Page 13		Recordals: The cleaning of seniority data that has to be done manually triggers a recordal process in OSD.
Page 13	A data cleaning has been foreseen within the scope of another OHIM project (COPLA) probably in the course of 2011. To avoid duplication, it is possible that the COPLA project will perform the "one of cleaning".	Removed from the brief
Page 15	Project Manager 100 man days	Project Manager 45 man days in 2011 and 22 man days 2012
Page 16	The Seniority Working Group 34 man days OHIM member	The Seniority Working Group 32 man days

Page 16	The OHIM team: 2 OHIM members 5 man days per member on average	The OHIM team:  Nicolas Vigneron (technical assistant, Sophia Bonne (legal lead) Thierry Granet (IT lead, data cleaner) 5 man days per member on average (Nicolas Vigneron + Sophia Bonne) 45 man days in 2011 and 45 man days in 2012 (Thierry Granet)
Page 19	<ul style="list-style-type: none"> <li>EUR 20.000 have been budgeted for cleaning CTM data, in case this task is not yet undertaken under the COPLA project.</li> </ul>	EUR 20.000 have been budgeted for cleaning CTM data from 75.000 seniority claims from 11 POs, Now, the scope will be extended to clean the approximately 300.000 seniority claims of all 25 NOs and WIPO, therefore, the budget for cleaning and processing the Records that are triggered by this cleaning is budgeted on EUR 80.000
Page 19	<p>External resources:</p> <ul style="list-style-type: none"> <li>40 days have been planned for a Business Analyst at the estimated daily rate of EUR 700 based on the rates OHIM currently pays for similar technical profiles, totalling EUR 28.000.</li> </ul>	<p>External resources:</p> <ul style="list-style-type: none"> <li>64 days have been planned (2011 and 2012) for a Business Analyst EUR 32.640.</li> </ul>
Page 19	<p><b>Meeting expenses:</b> expenses have been calculated in accordance with current OHIM rules in force - Decision of the President ADM – 09-33 rev 2. Estimated total cost for up to 2 representatives from maximum 5 POs in the Seniority Working Group totals EUR 27.020.</p>	<p><b>Meeting expenses:</b></p> <p>Working Group Meetings EUR 9.457 Seniority Working Group 7 participants.</p> <p>Original budget included 2011 : 2 * 2-day meeting * 7 participants = EUR 18.914</p> <p>Revised budget includes 2011 : 1 * 2-day meeting * 7 participants = EUR 9.457 Conference EUR 28.350 One day meeting planned in 2012 for all implementing offices preferably during another OHIM event such as Liaison Meeting. Estimated costs for 25 POs and one person per PO.</p>
Page 20	The overall estimated cost for the Seniority project over 24 months is EUR 665.635	The overall estimated cost for the Seniority project over 24 months is EUR 770.764.  Update of EM, EM++ and MPS to support the examiners task for the key-in of seniority data 60 days, EUR 24.000
Page 21	OHIM internal staff effort is estimated at 186 man days of which 160 days for the Project Manager over the 2 year duration of the project, 11 days for a Quality Coordinator and 15 days for the Seniority Project Team.  32 man days are planned for each PO in the working	OHIM internal staff effort is estimated at 186 man days of which 67 days for the Project Manager over the 2 year duration of the project, 11 days for a Quality Coordinator and 100 days for the Seniority Project Team (10 days for technical assistant and legal lead and 90 days for IT lead).

	<p>group. If 5 POs in the working group, this represents a total of 160 man days<sup>7</sup>. The work of this group will be completed in 2011.</p> <p>40 man days are planned for the CTM data cleaning activity.</p>	<p>32 man days are planned for each PO in the working group. If 5 POs in the working group, this represents a total of 160 man days. The work of this group will be completed in 2011.</p> <p>90 man days are planned for the CTM data cleaning activity.</p>
Page 31	<p>Annex 5: Stage Two will provide users with one single platform to find full details of a seniority claim. This may include the following possibilities:</p> <p>CTM-ONLINE:</p> <ol style="list-style-type: none"> <li>1) Adding a link to each NOs database by clicking into the details of the national mark under the heading of seniority should be provided within CTM-ONLINE. This development is in the pipeline and foreseen for first half of 2011 (short term solution).</li> <li>2) Adding a link in the NOs database to CTM-ONLINE by clicking into the details of the CTM number for which the seniority of the national mark is claimed.</li> </ol> <p>TMview:</p> <ol style="list-style-type: none"> <li>1) The reflection of these details via a direct link in common platform TMview to the PO database. The link in CTM-ONLINE will lead to the NOs database via TMview (short term solution).</li> <li>2) The reflection of these details in the common platform TMview by adding an extra column in TMview with an indication of seniority claim yes or no (long term solution).</li> </ol>	<p>Annex 5: After Stage Two the long term vision could provide users with one single platform (TMview) to find full details of a seniority claim:</p> <p><u>TMview:</u></p> <ol style="list-style-type: none"> <li>1) The reflection of these details via a direct link in common platform TMview to the PO database.</li> <li>2) The reflection of these details in the common platform TMview by adding an extra column in TMview with an indication of seniority claim yes or no.</li> </ol>
Page 35		Annex 7 – Bubble chart

**Table 3-4: Changes in the project brief**

