



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

COOPERATION FUND PROGRAMME SUPPORT OFFICE

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## PROJECT BRIEF

### CF 127 – Harmonised User Satisfaction Survey

Version v1.0 – 31 October 2011

<b>Programme/Service</b>	OHIM COOPERATION FUND (ICLAD)		
<b>Status</b>	<b>FINAL</b>		
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## Revision History

Version	Date	Author	Description
V0.1	21/2/2011	CH	First draft
V0.2	23/2/2011	CH	Insert comments MR
v.0.3	28/2/2011	CH	Use correct template
v.0.4	01/03/2011	CH	Completing after project challenge meeting
v.0.5	07/03/2011	CH	Finalise profiles, planning, cost estimates
v.0.6	08/03/2011 + 09/03/2011	CVV	Format Risk Table, Input on Risk and overall Project Brief except 2.2 → 2.8 (to be completed once final figures), include figures on Approach and Building Blocks, Adapt profiles,
v.0.7	14-15/03/2011	CVV	Include comments CH cf. Approach, timing, cost + update and complete annexes, costs and time plan + bring rest of the document in line with updates.
V0.8	16/03/2011	CVV	Integration of CH comments + AG comments
V.0.9	18/03/2011	CVV	Scope specification (integration of possibility of sharing best practices on action plans with NO) and change translation costs + complete IT profiles
V.0.10	01/04/2011	SD	Insertion of final cost and effort estimates
V.0.11	02/04/2011	SW	Final edit for Gate 2
V.0.12	11/07/2011	SD	Updated cost and effort Annexes with Working Group data
V.1.0	31/10/2011	SD	Project Review

## 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 taken account of?

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## 1. Project Definition

### 1.1. Introduction

### 1.2. About this document

This document captures the scope, investment needed, dependencies on other projects and anticipated benefits so that the **Project** can be prioritised, funded and authorized. This brief (the "**Project Brief**") will provide the basis for the Cooperation Fund Management Board to take a decision on approval and launch.

### 1.3. Background

The Harmonised User Satisfaction Survey is a project of the Cooperation Fund. The OHIM Cooperation Fund ("**CF**") was established in February 2010 to support further harmonisation in trade marks ("**TMs**") and designs, modernise national offices and enhance user-experience Europe-wide.

The CF Management Board received many project suggestions from national offices and user associations. These were examined and used to establish a list of 23 projects. These projects are one-off activities delivering clear benefits, with concrete outputs and start and end dates.

Suggestions were called under four headings or fields:

- Harmonisation projects including existing projects like TMview and new projects like Designview, a common examiner support tool and a common tool for the classification of goods and services;
- A list of software packages to provide easier access to trade mark and design protection;
- Information services to help companies better understand the Community Trade Mark (CTM) and the Registered Community Design (RCD) systems;
- Activities to facilitate the enforcement of trade mark and design rights, helping the work of judges, and other relevant authorities.

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

<b>Harmonised User Satisfaction Survey on TM and designs</b>	
Programme ID:	CF1.2.7
Expected start:	1 Q 2011
Timeline	2011 – 2012
Principles	Best practice sharing and harmonisation of user satisfaction management tools
Description	This project aims to develop a harmonised user satisfaction survey in order to identify areas for improvement and enable offices to set appropriate priorities based on an enhanced understanding of overall satisfaction. If successful, the project may be extended to include initial implementation and analysis of results in a pilot phase.

OHIM launched user satisfaction surveys in 2006, 2007, 2008 and 2009. Details can be found at: <http://oami.europa.eu/ows/rw/pages/QPLUS/USS.en.do>

This Project will examine ways to gauge user satisfaction with a range of services. There is a link with another project in the Cooperation Fund, namely the CF 125 – Quality Standards, as a User Satisfaction Survey is a tool to measure the achievement and relevance of these quality standards.

#### **1.4. The Challenge**

A survey is a tool for measuring the satisfaction of the users with the services that are offered. By measuring the satisfaction with these services you can improve their quality. Currently several offices, including OHIM, run surveys, and a number of others do not. There is no harmonised approach and no harmonised methodology or process to measure, to launch, to run, to analyse, to calculate, or to report on user satisfaction.

To get to a harmonised approach to user satisfaction measurement a common methodology and process should be developed, which constitutes the challenge for this Project. We will face this challenge by:

- (1) Reaching agreement on a standard set of questions; and
- (2) In a second phase, developing a common tool.

#### **1.5. Objectives of the Project**

#### **1.6. Project objectives in relation to the CF goals**

The project objective is to develop, in a first stage (Stage 1), a clear methodology and process, an agreed repository of questions, and a tested harmonised survey built in a modular way, as reflected in the figure below.

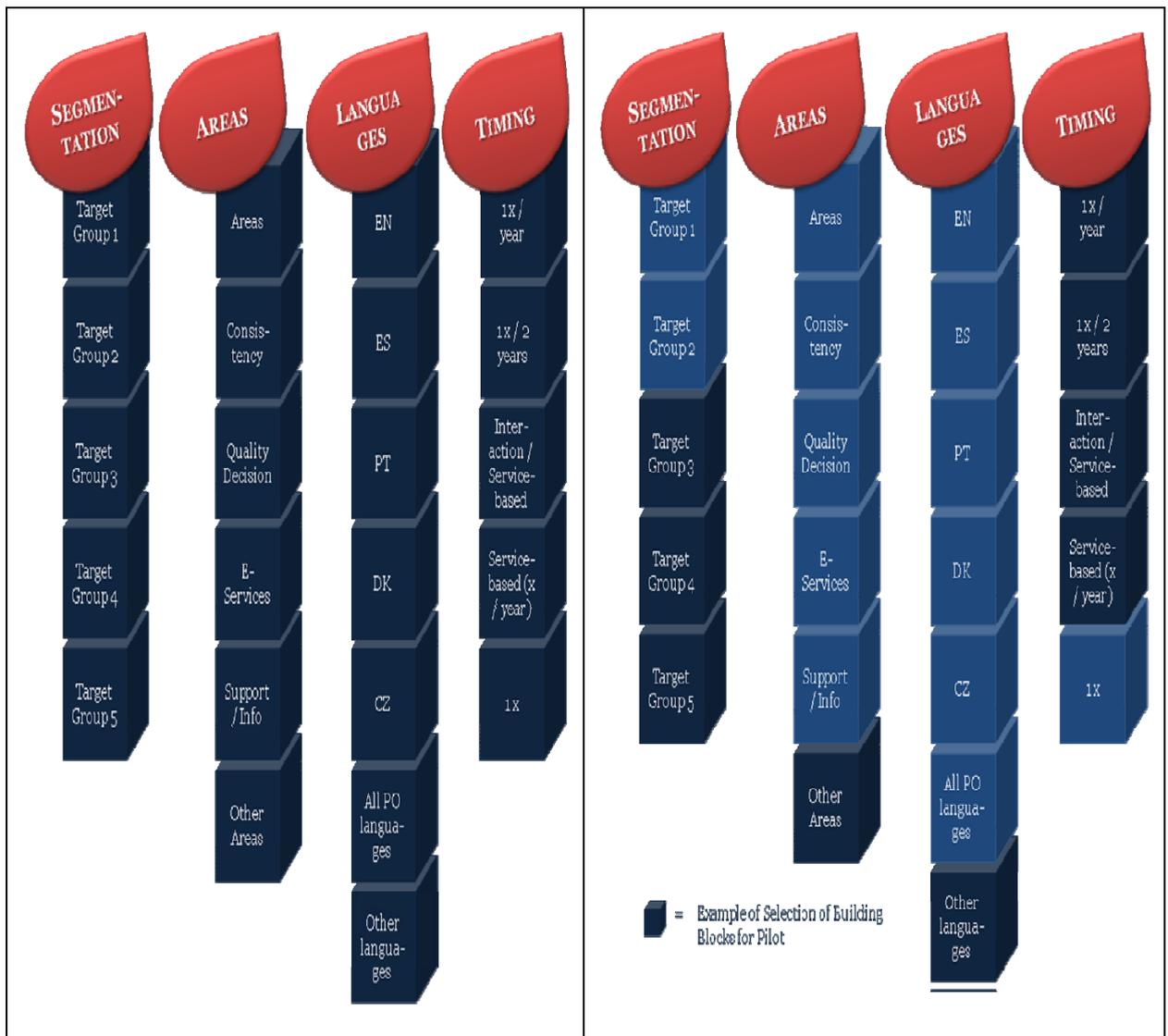


Figure 1 - User Satisfaction Survey built in a Modular Way

Services should be built in a modular way so that questions about certain services can be targeted to the right group, in the correct language and at the right moment. You can for example launch a survey only towards e-filers, at the end of an e-filing.

In a second stage (Stage 2), the aim would be to create a tool to support the methodology, questions, results, analysis and reporting.

The given project objective illustrates that the Harmonised User Satisfaction Survey is fully aligned with the 3 Cooperation Fund goals.

CF goals	Project alignment	Comments
Modernising and streamlining National Office systems along common lines to provide effective and efficient services	High	A survey is an excellent tool to measure the effectiveness of your services. Harmonising the survey will create possibilities to benchmark and learn from each other.
Encourage harmonisation and use of EU TM systems and practices across the EU	High	Benchmarking and sharing of best practices will encourage harmonisation and a common tool will provide the end user with a harmonised look & feel and service.
Assisting the competent authorities in the EU Member States to better promote and enforce trademark and design rights in their jurisdictions.	Medium	By measuring user satisfaction national offices will be able to identify their strengths and weaknesses.

## 1.7. Vision of the Project

In the short term the project aims to achieve agreement on a process, a methodology and a basic set of questions.

The medium term would be to have a common tool that facilitates and supports the use of this methodology and harmonized approach.

The long term vision is to create a group that continually shares best practices and improves the survey, based on the service standards that each office defines.

## 1.8. Expected benefits

In general, user satisfaction surveys offer an ideal gateway for service providers to identify user quality expectations and adapt their process and quality requirements accordingly, ultimately benefiting both users and policy makers.

The specific benefits this Project is expected to deliver are detailed below per stakeholder group.

- **Users:**
  - Time saving and increased use due to similar user experience throughout the EU;
  - Empowerment of users to assess, influence, change services which will lead to enhanced services (i.e. speed, availability, predictability) of national offices and OHIM;
  - Influence on Offices practices, priorities and policies;
  - Greater involvement: opportunity to contribute to a common IP culture.
  
- **POs, including OHIM:**
  - Better service provision:
    - improved surveys from working together, benchmarking and sharing of best practices;

- Continuous improvement (quality of the standards and the survey);
  - Better identification of strengths and weaknesses
  - Improve processes and policies
- Efficiency:
    - A harmonized survey also allows to reflect national particularities and peculiarities (incl. language);
    - Key information will be available online and the POs will be able to interact dynamically (e.g. tailor-made reports, work with certain dimensions...);
    - A common user satisfaction monitoring system becomes an essential component if all the Offices across EU are to be part of a European IP network;
    - Free tested set of questions, available in all languages;
    - Supporting the move toward quality culture within national offices.

## 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 project activities are bundled in a way to ensure that participating offices can benefit from a repository of questions – and later on a survey tool - as soon as possible, which they can use for upcoming surveys.

The approach is based on the following three work streams:

- **Analysis and methodology.** This work stream includes the benchmarking and analysis of current practices in the national offices, followed by the definition and agreement on the common objectives, process and methodology. Part of the work (preliminary analysis) can start before the working group kick-off meeting, in preparation thereof. After the working group kick-off meeting, a benchmarking study can be performed and the objectives (and modules), methodology and process can be defined and agreed upon. As a result, the outcome should be threefold: (i) agreed common objectives, (ii) an agreed process and (3) an agreed methodology.
- **Set of questions.** As soon as the Working Group is established, work can start on the definition and agreement of a basic set of survey questions, in parallel to the work being carried out under the analysis and methodology work stream. The questions and their outcomes have to be translated, pre-tested and adapted several times. The outcome should be an agreed and tested set of questions translated into all languages.
- **Tool.** This work stream starts with the analysis and selection of the tool. Once the tool has been chosen, the selection / contracting of a developer can start, followed by the development and testing of the tool. The outcome should be the delivery of the tool.

The first two work streams are to be completed under Stage 1 of the project, as explained above. The third work stream falls under Stage 2 of the project. A recommendation on whether to move forward with the second stage of the Project will be taken as early as possible, ideally before the end of 2011. This approach has been chosen so that each office can start using a set of questions quickly.

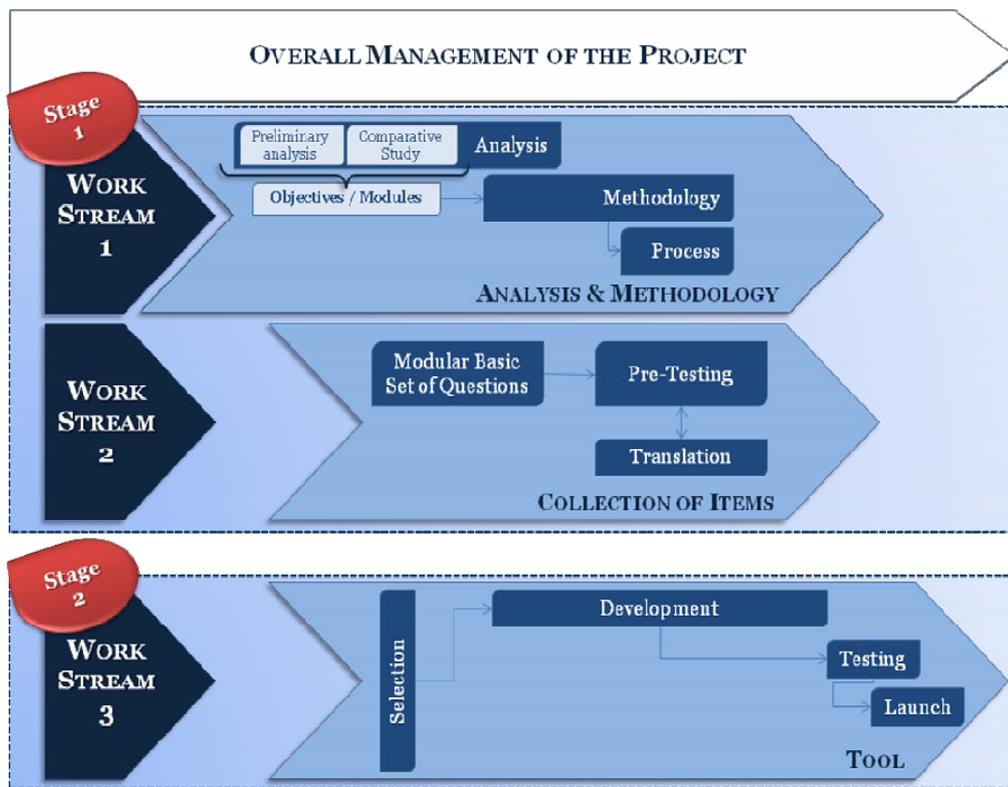


Figure 2 - Project Approach

### 2.1.2. Project scope and exclusions

The following tasks / activities are:

- **Stage 1:**
  - **Analysis and Methodology (Work Stream 1)**
    1. Common objectives for the user satisfaction survey (tool);
    2. Clear and agreed modules;
    3. Sound - tested - and agreed user satisfaction survey methodology;
    4. Clear and agreed user satisfaction survey process;
  - **Set of Questions (Work Stream 2)**
    5. Translated, pre-tested and approved basic set of questions, built in a modular way;
- **Stage 2:**
  - **Tool (Work Stream 3)**
    1. Tested and approved user satisfaction survey tool.



### 2.2.1. Roles and responsibilities

The 3 tables below summarise the **key roles** involved in the Project as well as their main responsibilities within OHIM, the Cooperation Fund, and the external provider, which will be contracted for the performance of certain tasks and activities under this Project.

Roles	Responsibilities
Project Manager (PM)	<p>The PM revises 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 revises plans, monitors and reports on the Project, and reports to the Programme Manager.</p> <p>The PM is authorised to lead the Project on day-to-day basis on behalf of the CF Management Board within the constraint laid down by the Board.</p> <p>The PM acts as a central point of communication.</p> <p>The PM is responsible for presenting the Project at the gate review process.</p>
NO / UA IP experts	<p>The National Office or User Association IP expert will provide general support and knowledge throughout the whole Project.</p> <p>The National Office or User Association IP expert is responsible for the requirements of the product to cover the needs of his National Office</p> <p>In addition the National Office or User Association IP expert is responsible for the validation of the questions in his/her language.</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>
Methodology lead	<p>The OHIM Methodology lead will provide general support and knowledge on the methodology to follow in all stages of the Project.</p> <p>In addition he will be responsible for the statistical soundness.</p>
Business lead	<p>The OHIM Business lead will provide general support and knowledge on the users in all stages of the Project.</p> <p>In addition he will be responsible for the usage of the outcome of this project in the OHIM.</p>
Technical Lead	<p>The OHIM Technical Lead is responsible for assisting the Project Lead in providing any technical clarifications.</p> <p>The OHIM Technical Lead is the bridge between the business requirements and the technical requirements, and is responsible for identifying any interdependency.</p>
(S)QC Coordinator	<p>The OHIM (S)QC Coordinator is responsible for coordinating the (Software) Quality Control of the Project.</p>

**Table 1 – 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:

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 Management Board 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 OHIM procurement 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 and the PSO in order to identify and register any new risk that could arise along the duration of the Project.</p>
CF Programme Communications Group	<p>The CF Programme Communications Group will include representatives from a cross-section of stakeholders and will meet on a regular basis to monitor and report on all communication channels, both on Programme and Project Level to ensure all stakeholders are duly kept informed.</p> <p>This group can also meet on an as-needed basis, at the request of any of its members, or on request of the Project Manager to the PSO.</p>
CF Programme Benefits Realisation Group	<p>The CF Programme Benefits Realisation Group will include representatives from a cross-section of stakeholders and will meet at least once after closure of the project to ensure that benefits are sustainable, objectives met, and lessons identified.</p> <p>In addition this group can meet on an as-needed basis, at the request of any of its members, or on request of the Project Manager to the PSO.</p>

**Table 2 - Roles and responsibilities within the Cooperation Fund**

Project tasks and activities will be outsourced to an external provider, which will need to provide the following **external resources** for the Project:

Roles	Responsibilities
Business Analyst	<p>The Business Analyst is externally recruited to support the Project Manager, throughout the lifetime of the Project, with the organisational and business aspects of the Project.</p> <p>The Business Analyst will, next to the Project Manager, be the central point of contact for the Project and be responsible for the:</p>

Roles	Responsibilities
	<ul style="list-style-type: none"> <li>▪ collecting and analysing of organisational structures and business processes or the organisational aspects of deploying business processes, and reporting to the Project Team on findings;</li> <li>▪ benchmarking of current operational processes and practices in the national offices and reporting to Project Team on findings;</li> <li>▪ defining a proposal of methodology for the user satisfaction survey, based on the data collected</li> <li>▪ defining and, as the case may be, modifying of a proposed set of questions that could be included in the user satisfaction survey, based on the data collected;</li> <li>▪ assisting the Project Manager and other Project Team members from a business perspective with the development of the User Satisfaction Survey Tool, and the roll-out thereof, by providing expertise on integration into a business environment;</li> <li>▪ Conducting, throughout the Project, cost / benefit analyses and report to the Project (and Programme) Manager on findings.</li> </ul> <p>See Annex 3 for profiles.</p>
Survey Expert	<p>The Survey Expert is a senior profile with relevant expertise in creating and launching (user satisfaction) surveys.</p> <p>The Survey Expert is externally recruited to, upon request,:</p> <ul style="list-style-type: none"> <li>▪ consult, advice and assist the Project Manager and the Project Team on the Project's approach and the work done or planned;</li> <li>▪ provide expertise on developing and/or conducting (user satisfaction) surveys, and share best practices;</li> <li>▪ Train or give presentations to the Project Team on key aspects to be taken into account when developing or conducting (user satisfaction) surveys.</li> </ul>
Survey Service Provider	<p>The Survey Service Provider is externally recruited to assist the Project Manager and the Project Team with:</p> <ul style="list-style-type: none"> <li>▪ the launching of pre-tests and one or more pilots for the User Satisfaction Survey to be developed under this Project;</li> <li>▪ Develop, update and maintain the user database, and in particular with respect to the user contact details, the user segmentation and the analysis of and reporting on all findings.</li> </ul>
Survey Web Developer	<p>The Survey Web Developer will be externally recruited for the development of the User Satisfaction Web Tool, to the extent the Working Group has endorsed the decision to move forward with the development of such tool.</p> <p>The Survey Web Developer will assist the Project Manager and the Project Team with:</p> <ul style="list-style-type: none"> <li>▪ the development of the Survey Web Tool, based on the specifications set by the Project Manager in collaboration with the Working Group and other Project Team members;</li> <li>▪ the development of the integration services;</li> <li>▪ The writing, maintaining and testing of all programs which reflect the specifications based on the requirements.</li> </ul>

Roles	Responsibilities
(S)QC Provider	The (S)QC Provider is recruited externally and will ensure the quality control and testing of the Project, including, as the case may be the installation in test environment and the system and user acceptance testing of the Survey Tool.

Table 3 - Roles and responsibilities within the external provider

### 2.2.2. Assignments and commitment during the Project

Based on the information available, the expected commitment (in man days) during this Project's lifetime for each of the aforementioned roles is as follows:

Role	Who	Commitment in man days
Programme Support Office	Simon WHITE & PSO Team	21 man days
Project Manager	Caroline HETTERSCHIJT - OHIM Internal	90 man days
Business Lead	Nicolas VIGNERON - OHIM Internal	9 man days
Business Lead	Ingrid DESROIS	9 man days
Methodology Lead	Marc RICHTER - OHIM Internal	68 man days
Technical Lead	Diego EGUIDAZU or similar profile - OHIM Internal	68 man days
(S)QC Coordinator	Xavier Xheneumont - OHIM Internal	12 man days
Working Group Member	NO/UA representatives	230 man days
Business Analyst	External Provider	270 man days
Survey Expert	External Provider	40 man days
Survey Service Provider	External Provider	140 man days
(S)QC Provider	External Provider	20 man days
Survey Web Developer	External Provider	110 man days

Table 4 - Role Assignments and Commitment per role (in man days)

### 2.2.3. Recruitment

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

- **National Offices and User Associations**

Experts from National Offices and User Associations will be selected among those interested to participate, based on objective selection criteria including those set out in Annex 3.

- **External provider**

Different profiles of external experts will be required for this Project, including:

1. Business Analyst
2. Survey Expert

3. Survey Service Provider
4. Survey Web Developer
5. (S)QC Provider

See list of profiles in Annex 3.

## 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, followed by an overview of the main Project Deliverables and acceptance criteria.

### 2.3.1. Tasks and activities

A preliminary overview of the main tasks and activities follows below, together with a short description of each task or activity and followed by a table indicating the Project roles to be involved and the estimated man days per profile.

- **Start-Up** – In this phase, stakeholders are contacted and invited to participate in the specification of the Project. The terms and conditions are communicated (e.g. profiles required, degree of commitment and terms of participation) and working group participants are selected. This phase is closed by the kick-off meeting of the working group, an initial meeting during which the project approach is explained in detail covering topics like time plan, tasks, resources, communication strategies, deadlines and other possible constraints. In addition, the working group is consulted on the scope and approach of the Project i.e. whether or not to include the development and launch of a user satisfaction survey tool in the scope of the Project.
- **Analysis & Methodology** – During this phase, the national office systems and processes are analysed and benchmarked ('comparative study') in order to define, fine-tune and agree on the final common objectives of the Project, the user satisfaction survey methodology and process through an incremental and iterative process involving all team members. This phase starts with a preliminary (high-level) analysis in preparation of the working group kick-off meeting, to gather and analyse the necessary information to support the Project Manager -in consultation with the Working Group - in taking a decision on the inclusion or exclusion of a user satisfaction survey tool under the scope of the Project.
- **Set of Questions** – In parallel to the definition of the user satisfaction survey methodology, a modular set of questions is developed for the user satisfaction survey, taken into account the data gathered in the comparative study. The proposed basic set of questions is translated, submitted to several rounds of testing, including a pilot launch, and adapted accordingly.
- **Tool** – To the extent it has been decided to develop and launch of a tool in the scope of the Project, a selection procedure involving stakeholders and experts is initiated to find an adequate survey tool for the user satisfaction survey tool. As soon as the type of tool is selected, the required external provider can be contracted, who can then proceed with the development of the selected survey tool, followed by the testing and launching of the developed tool.
- **Close-Out** – In this final phase, all deliverables are duly handed over and any necessary knowledge transfer is taken care of. To ensure a maximum realisation and maintaining of benefits, a strategy is developed to

ensure continuous sharing of best practices, through a 'Benchmarking Group' to be set-up. These close-out activities are all duly described in final close-out report.

### 2.3.2. Major Deliverables and acceptance criteria

The following list shows the expected major deliverables for this Project:

- **Stage 1:**
  - **Analysis and Methodology (Work Stream 1)**
    1. Common objectives for the user satisfaction survey (tool);
    2. Clear and agreed modules;
    3. Sound and agreed user satisfaction survey methodology;
    4. Clear and agreed user satisfaction survey process;
  - **Set of Questions (Work Stream 2)**
    5. Translated, pre-tested and approved basic set of questions, built in a modular way;
- **Stage 2:**
  - **Tool (Work Stream 3)**
    1. Tested and approved user satisfaction survey tool.

The acceptance criteria of those major deliverables:

- **Stage 1:**
  - Available in all languages
  - Tested in languages where resources were available
- **Stage 2:**
  - User friendly
  - Easy
  - Supports methodology.
  - Includes tool for analysing and reporting.

## 2.4. Project planning tools

MS-Project and MS-Excel will be used as appropriate. As a minimum, the identified Project Tasks, Milestones and Resource estimations will be uploaded into Clarity, to ensure that at all times the Clarity tool includes the relevant Project information.

In general, Clarity will be used by the Project Manager for broader Project management and reporting.

## 2.5. Project time plan

The total duration of the Project is estimated to 23 months.

Following schedule is an extract of the Project Plan on a high level:

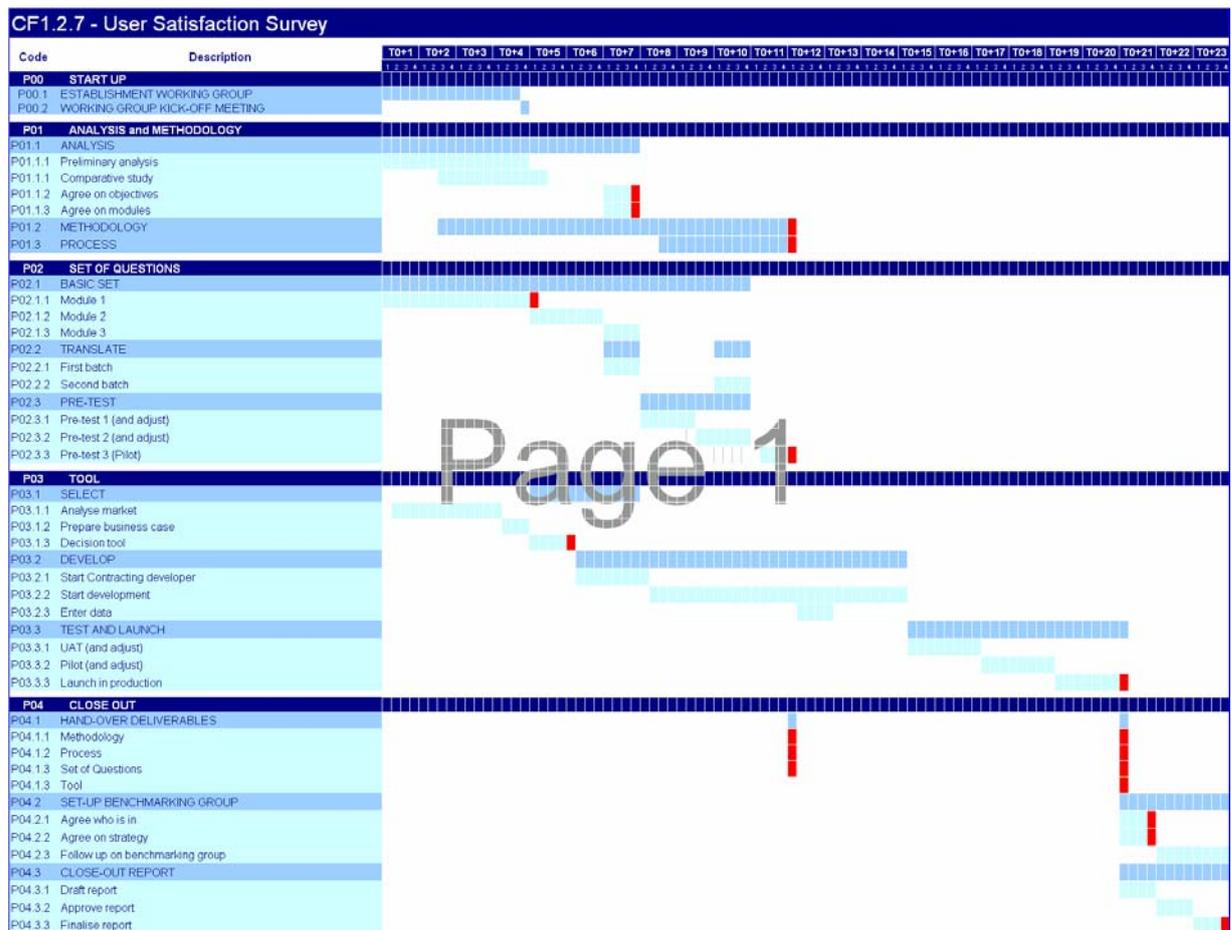


Figure 3 - Project Time Plan

## 2.6. Project cost estimates

The overall revised estimated cost for this project over 23 months is EUR 594.145.

COST CATEGORY	PROJECT BRIEF APR / JUL 2011	PROJECT BRIEF OCT 2011
IT Project Costs	110.000	120.000
Non-IT Project Costs	471.091	427.895
Management Reserve	58.705	46.250
<b>Grand Total</b>	<b>639.796</b>	<b>594.145</b>

COST CATEGORY	PROJECT BRIEF APR / JUL 2011	PROJECT BRIEF OCT 2011
<b>IT Project Costs</b>	<b>110.000</b>	<b>120.000</b>
<b>Development</b>	<b>55.000</b>	<b>55.000</b>
2012	55.000	55.000
<b>IT Services</b>	<b>10.000</b>	<b>20.000</b>
2012	10.000	20.000
<b>Hardware &amp; Software</b>	<b>45.000</b>	<b>45.000</b>
2011	25.000	
2012	20.000	45.000
<b>Non-IT Project Costs</b>	<b>471.091</b>	<b>427.895</b>
<b>Meetings</b>	<b>22.967</b>	<b>28.371</b>
2011	9.457	9.457
2012	13.510	18.914
<b>Studies &amp; Consulting</b>	<b>315.000</b>	<b>266.400</b>
2011	87.500	68.600
2012	227.500	197.800
<b>Translation</b>	<b>26.784</b>	<b>26.784</b>
2012	26.784	26.784
<b>Working Group</b>	<b>106.340</b>	<b>106.340</b>
2011	21.340	21.340
2012	85.000	85.000
<b>Management Reserve</b>	<b>58.705</b>	<b>46.250</b>
<b>Grand Total</b>	<b>639.796</b>	<b>594.145</b>

## IT Project Costs

### Development EUR 55.000

2012

Survey Web Developer to Develop, Test and Launch, 110 days.

### IT Services EUR 20.000

2012

Quality Control of the user satisfaction survey tool (Work Stream 3) 25 dayInstallation 20 days

### Hardware EUR 25.000

### Software EUR 20.000

## Non-IT Project Costs

### Studies & Consulting EUR

Non-IT Project Costs, including the definition of the common objectives, the analysis and the definition of the common objectives, the modules, the user satisfaction survey methodology and process as well as the pre-tested modular basic set of questions as well as the consultancy work to be performed for the development and launch of the survey tool (Work Stream 1, 2 and 3).

2011 Business Analyst 105 days

2012 Business Analyst 165 days

### Working Group EUR 106.340

7 participants were selected for the CF127 Working Group (5 NOs and 2 UAs).

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

For budgeting purposes, the Working Group effort is estimated at a daily rate of 500 EUR.

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: 12 days \* 5 NO participants = EUR 21.339,96

2012: 34 days \* 5 NO participants = EUR 85.000

### Meetings EUR 28.371

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.

### Working Group Meetings

Physical Working Group meetings with participants from National Offices and User Associations will take place at OHIM in Alicante and will be limited to 2 per Annual Work Plan.

CF127 Working Group 7 participants.

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

2012 : 2 \* 2-day meeting \* 7 participants = EUR 18.914

### Translation EUR 26.784

Translation for the modular set of questions

2012 : 12 pages \* (22 + 2 new languages) \* EUR 93 per page (CDT cost in 2011)

### Management Reserve

10% for cost from 2012 onwards = EUR 46.250.

## 2.7. 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":

Risk	Risk Symptoms	Area	P	I	P*I	Owner	Action
Working Group cannot agree on basic set of questions	Working Group gets stuck on particularities	Objectives	M	H	6	Project Manager	<b>Mitigate:</b> (1) Agree on objectives first, for example target group; (2) Propose methodological approach.
Delays and additional resource planning	If deadlines and gateways are delayed for projects the User Satisfaction Survey depends upon.	Interdependencies	M	M	4	Project Manager	<b>Mitigate:</b> Closely monitor dependencies and anticipate potential delays / additional resource planning by including time and cost estimates in the Project Plan, to the extent possible.
Misfit Project with other CF	High dependency between Project and	Interdependencies	M	M	4	Project Manager	<b>Mitigate:</b>

Risk	Risk Symptoms	Area	P	I	P*I	Owner	Action
deliverables the User Satisfaction Survey depends upon (CF1.2.5)	other CF deliverables (CF1.2.5).					and CF1.2.5 Project Manager	(1) Maintain regular contacts with CF1.2.5 Project Team (2) Cross-check Project Objectives and Project Plans to ensure maximum alignment and synergies between the Project and Project 1.2.5 (3) To the extent possible, share resources with Project CF1.2.5 to maximize alignment and synergies.
Key experts are not or no longer available	(1) Insufficient man days contracted for key experts to participate in Project (2) Termination or suspension of professional relationship with key team members / business or IT experts	Resource availability	M	H	6	Project Manager	<b>Watch</b>
Insufficient budget or man-days available for required Working Group Participants	(1) Participating Offices cannot dedicate their key experts to the Project Working Group for all the required man days; (2) Estimated CF estimates / rules do not allow the dedication of all requested profiles for the required man days.	Resource availability / Funding	M	M	4	Project Manager and Programme Manager	<b>Mitigate:</b> (1) Efficient planning and regular / effective planning monitoring and control. (2) Develop alternative resource dedication, in collaboration with Programme Manager.
Reluctance of Working Group to share information or reach consensus	Cultural, technical or operational differences between Working Group participants	Flexibility / Organizational Culture / Technical	M	M	3	Project Manager and Programme Manager	<b>Mitigate:</b> (1) Maintain spirit of teamwork, increase communication efforts, establish solid criteria, propose methodological approach;

Risk	Risk Symptoms	Area	P	I	P*I	Owner	Action
							(2) Communicate well and explain the long-term benefits that can be achieved by doing so.
<b>Low quality of deliverables</b>	Contracted providers do not deliver as expected.	Resource availability / Technical	M	H	6	Project Manager	<b>Mitigate:</b> Maintain close contact with providers from the beginning of the project, build in quality gates.
<b>Key experts are not in place in time</b>	If the service that is needed is not available in current framework contracts, and new (lengthy) procurement processes have to be initiated to find the necessary profiles.	Resource availability / Organizational Culture	H	H	9	Project Manager	<b>Mitigate:</b> Minimise delays by: (1) Choosing optimal procurement procedure; (2) Establishing strict deadlines for contractors to provide candidates ensure maximum availability to speed up the interview process, reinforce the procurement team with legal and technical advice from PSO and OHIM and monitor quality of specifications.

Table 5 - Project Risk Register

## 2.8. Key dependencies

A number of key dependencies can be identified with other projects under the Cooperation Fund or OHIM in general, i.e.:

- **CF1.2.5 Quality Standards.** If the questions in the survey want to measure the quality stands, the Harmonised User Satisfaction Survey depends on the time the Quality Standards project is delivering its outcomes. If the Quality Standards are available after developing the survey questions, the methodology and tool should support adding the questions on Quality Standard at a later stage.

## 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:

- A **risk register** and, if appropriate, the suggested contingency plans.
  - **Project plan** and **schedule** (including breakdown tasks, costs, time and resources). It will include tracking information (actual and planned) in a visual manner.
  - A **stakeholder engagement and communications plan**.
- The documents will be reported upon using a standard template (according to 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 **6-weekly meetings** with the Risk Management Group and, **when deemed necessary**, with the Tender Review Group and the Benefits Realisation Group 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.

Task	Recurrence	Assigned role	Responsibilities
Regular reporting	Monthly; updates weekly via Clarity tool	Project Lead	Monthly reporting to the PSO: Project plan, risk register and communications plan
Gate review management	Undefined	Project Manager / Project lead	Documentation for the Gate Review process
Reporting to Risk Management Group	Every 6 weeks	PSO	Update on the latest status and issues to discuss
Reporting to Tender Review Group	Regularly, in the event of a tender-related issue	PSO	Update on the latest status and issues to discuss
Reporting to Programme Steering Group	Monthly	Programme Manager	Update on the latest status and issues to discuss
Reporting to Benefits Realisation Group	At the end of the Project, and on as-needs-basis	Project Manager	Report on sustainability of benefits, meeting of objectives and lessons identified.

Table 6 - Reporting Task and Responsibility Matrix

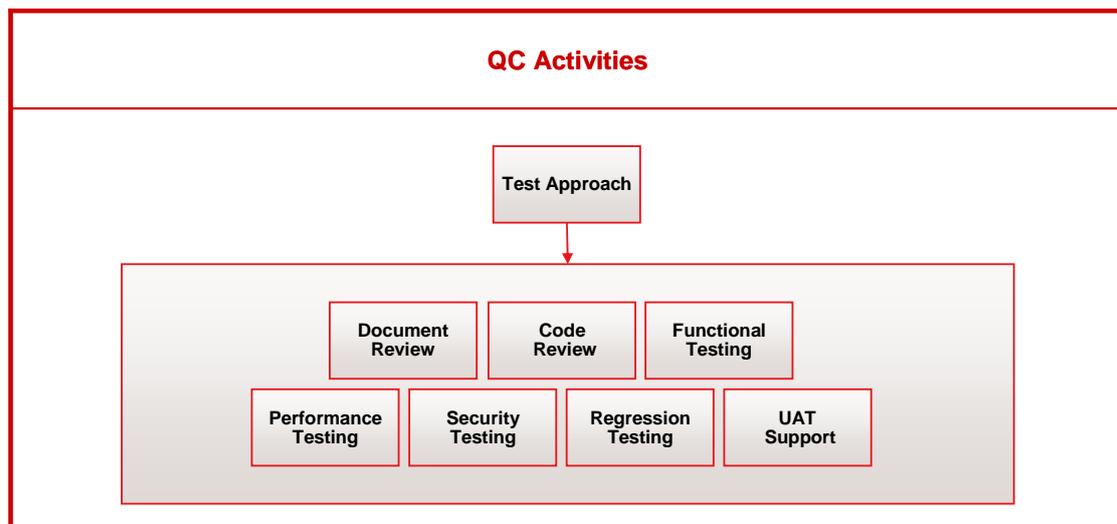
## 2.10. Quality Management and quality expectations

The User Satisfaction Survey will always be available on the Internet for any interested party. This means the application should be of high quality and strict compliant to the requirements. This should be especially the case with the requirements for the anonymous user /administrator interface as usability tests will be done exactly in order to make sure it is made user friendly.

The collaborative, peer-review nature of this part of the Project makes the achievement of quality relatively straightforward; use of wiki-based tools enables errors to be quickly detected by other users, and corrections made by one to be seen by all. Verification of quality is carried out by periodic requests for review to the national offices, and ultimately by the validation process at Participating Offices.

## 2.11. Quality Activities in the development lifecycle

The quality activities of the development of the software will follow a standard approach by a specialized contractor, independent of the contractor employed to implement the software. The overall process is illustrated here:



The basic test approach is defined at the beginning of the Project and it consists of the production of a software test approach, where the specific scope of the software quality control activities will be defined. For the definition of this scope, stakeholders are consulted and ultimately, the Project Manager will receive a "Test Approach Document" specific for the Project.

The following activities will always be present in every Project, and executed by the specialised contractor:

- Document review of the requirements in order to establish acceptance criteria before starting the implementation phase;
- Elaboration of a test plan and test design;

- Validation of key Project documents: The purpose of the document verification for an application is early detection of errors in documentation, in order to increase the quality of the product in the next phases of development;
- Check of continuous build and automatic deployment;
- Static and Dynamic testing;
- Use of incidents tracking tool;
- Code review: The aim of the code review is to determine the quality of the software developed, and to compare the quality between different applications;
- Stress and performance analysis: The aim of performance testing is to verify that the applications going to production operate according to their defined response times, and are able to handle the load they are required to handle;
- Security testing: The aim of security testing is to verify that the applications going to production operate according to its security requirements and to any security standards set for the software.

The following are also needed, but may be carried out by users instead of a specialised team:

- **UAT support (User Acceptance Testing)**

The objective of UAT support is to provide technical and functional support to acceptance testing.

- **Functional testing**

The aim of functional testing is to verify that the applications going to Production operate according to its functional requirements.

In order to improve the transparency, the specialised software quality control provider will report findings both to the Project Manager and OHIM's Head of Quality Assurance Sector in the IT Department.

## 2.12. Communications and knowledge management

### 2.12.1. National office interactions

The communication and interactions between the Project members and the national offices will take place through:

- **Periodic meetings** (telephone, video, in person, etc.) are expected between all involved Project members. Regular Project updates will be sent to Working Group members and other offices with intent to implement the Project.
- **Continuous contacts**, by the use of various tools described in the chapter below.

### 2.12.2. Tools

Apart from using general **e-mail** for 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, different types of tools will be used during the Project, namely:

- **E-mail:** will be used in initial communications during the Project and in formal communications to keep all the national offices updated (even if they do not actively participate), and in reporting to the Cooperation Fund PSO.
- **Clarity:** will be used as an internal project management and reporting tool, including all relevant Project information like tasks, activities, milestones, risks and issues as well as time and cost estimates and actuals. This information will also be used to baseline and check the Project's status and track any progress made. Internal participants will also be asked to submit timesheets through Clarity.
- **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 the Cooperation Fund wiki. 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.
- **Videoconference:** can be used as an easy tool to hold conferences with different parties whenever it is needed or beneficiary to have a close contact, as if all participants were physically present in the same room.

### 2.13. Closing-out strategy

Once the main deliverables have been completed and accepted, 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.

Once the deliverables (methodology, process, set of questions, tool) have been handed over, a benchmarking group should be set up to continue working on benchmarking, sharing of best practices and continuous updating of the questions. A close-out report should be drafting that gives guidelines to this benchmarking group.

### 3. ANNEXES

#### 3.1. ANNEX 1 - Definitions, Acronyms and Abbreviations Table

Definition / Acronym / Abbreviation	Description
Methodology	<p>With methodology the following is referred to:</p> <p><b>Factor analysis is:</b></p> <p>A statistical approach that can be used to analyze interrelationships among a large number of variables and to explain these variables in terms of their common underlying dimensions (factors). The statistical approach involving finding a way of condensing the information contained in a number of original variables into a smaller set of dimensions (factors) with a minimum loss of information (Hair et al., 1992).</p> <p>Factor analysis could be used to verify your conceptualization of a construct of interest. For example, in many studies, the construct of "leadership" has been observed to be composed of "task skills" and "people skills." Let's say that, for some reason, you are developing a new questionnaire about leadership and you create 20 items. You think 10 will reflect "task" elements and 10 "people" elements, but since your items are new, you want to test your conceptualization.</p> <p>Before you use the questionnaire on your sample, you decide to pretest it (always wise!) on a group of people who are like those who will be completing your survey. When you analyze your data, you do a factor analysis to see if there are really two factors, and if those factors represent the dimensions of task and people skills. If they do, you will be able to create two separate scales, by summing the items on each dimension. If they don't, well it's back to the drawing board.</p> <p>[...]</p> <p><b>Types of factor analysis: Two main types:</b></p> <ul style="list-style-type: none"> <li>• <b>Principal component analysis</b> -- this method provides a <i>unique solution</i>, so that the original data can be reconstructed from the results. It looks at the total variance among the variables, so the solution generated will include as many factors as there are variables, although it is unlikely that they will all meet the criteria for retention. There is only one method for completing a principal components analysis; this is not true of any of the other multidimensional methods described here.</li> <li>• <b>Common factor analysis</b> -- this is what people generally mean when they say "factor analysis." This family of techniques uses an estimate of common variance among the original variables to generate the factor solution. Because of this, the number of factors will always be less than the number of original variables. So, choosing the number of factors to keep for further analysis is more problematic using common factor analysis than in principle components.</li> </ul> <p><b>Steps in conducting a factor analysis</b></p> <p>There are four basic factor analysis steps:</p>

	<ul style="list-style-type: none"> <li>• data collection and generation of the correlation matrix</li> <li>• extraction of initial factor solution</li> <li>• rotation and interpretation</li> <li>• construction of scales or factor scores to use in further analyses</li> </ul> <p>from <a href="http://www.socialresearchmethods.net/tutorial/Flynn/factor.htm">http://www.socialresearchmethods.net/tutorial/Flynn/factor.htm</a>:</p>
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### 3.2. ANNEX 2 – Project team overview (internal and external)

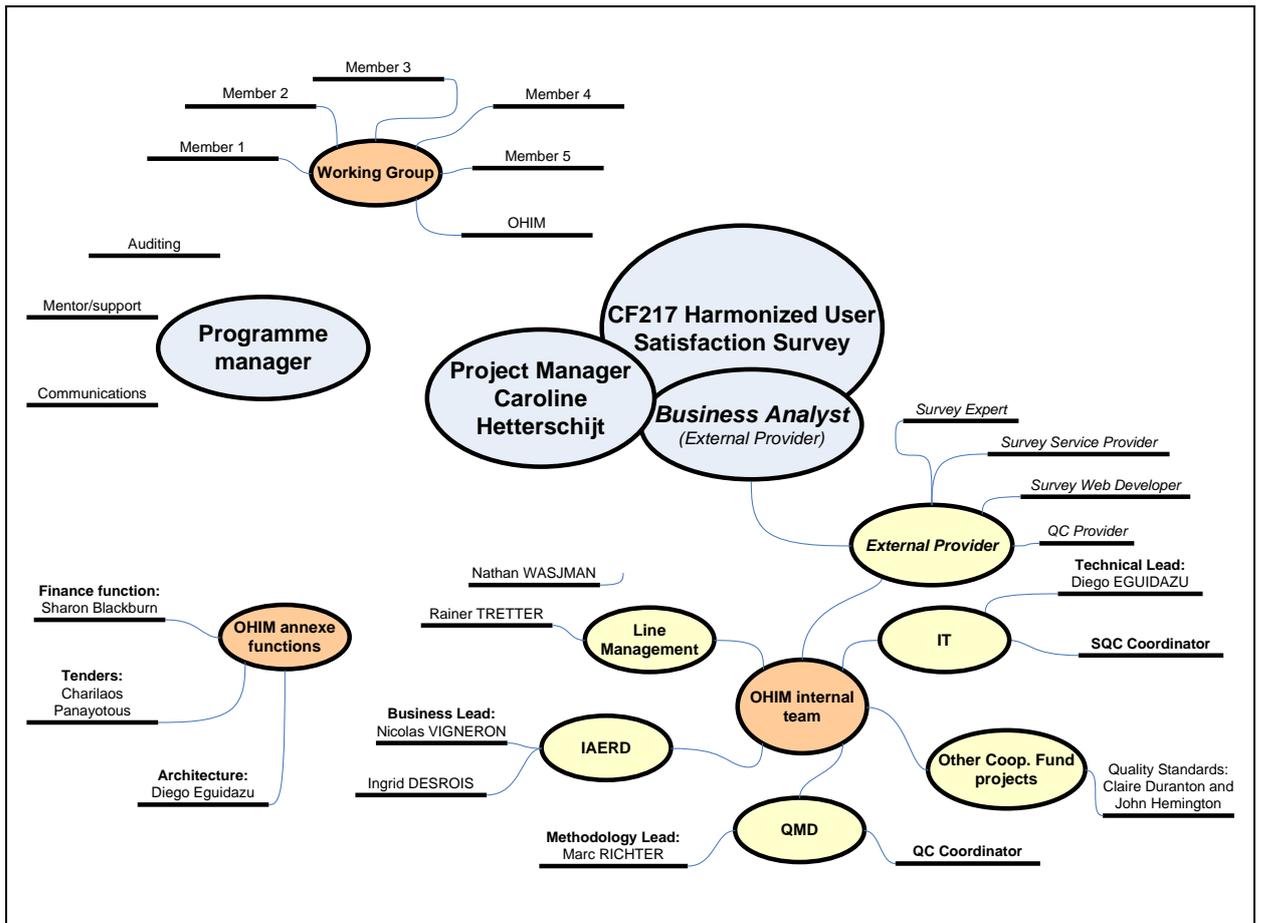


Figure 4 - Project Team

### 3.3. ANNEX 3 – Profiles

#### A. National Offices and User Associations

- Ability to speak, write and read fluently in English
- Excellent communicator at all levels
- Project management skills and experience
- Relevant experience with (user satisfaction) surveys and/or survey tools

#### B. External Provider

##### (a) *Survey Expert – Senior Profile*

- **Knowledge and skills**
  - Ability to speak, write and read fluently in English
  - Strong capacity in preparing and writing consultancy documents
  - Strong capacity to give high level presentations
  - Ability to apply high quality standards
  - Ability to participate in multi-lingual meetings
  - Excellent communicator at all levels
  - Capability of working in an international / multicultural environment
- **Education and Experience**
  - University degree, in a relevant subject
  - Minimum 10 years experience in the relevant subject
  - Minimum 2 years experience in consulting in the relevant subject
  - Proven experience with quality procedures

##### (b) *Business Analyst – Junior Profile*

- **Knowledge and skills**
  - Experience with creating and conducting surveys
  - Ability to speak, write and read fluently in English
  - Strong capacity in preparing and writing analysis documents
  - Strong capacity to give high level presentations
  - Ability to apply high quality standards
  - Ability to participate in multi-lingual meetings
  - Excellent communicator at all levels
  - Capability of working in an international/ multicultural environment
  - Open and analytical mind with a “can do” mentality
- **Education and Experience**
  - University degree, in a relevant subject
  - Minimum 5 years experience in business analysis

**(c) Survey Service Provider****▪ Knowledge and skills**

- Excellent English writing skills
- Feeling with sensitivity users and data
- Knowledge of preparation and definition of the customer sample base on the basis of existing statistics and data

**▪ Education and Experience**

- Experience with segmentation of users
- Expertise in launching big international surveys
- Experience with survey procedures

**(d) Survey Web Developer****▪ Knowledge and skills**

- Open Source
- Flexible and team player
- Thorough knowledge of English (at least B2 in CEFR)
- Web development
- Extensive knowledge of relevant library and software

**▪ Education and Experience**

- a) ICT Degree (or similar) or (b) an equivalent qualification acquired through hands-on development work
- At least five years of total hands-on web development experience (ten years in case of b) above)