

**Creating IP Vision for the World**

**I. Operation Policies and Action Plan for FY2022**

The recent events unfolding across the world with the military invasion of Ukraine by Russia have caused the global economic outlook to rapidly become unclear, with a dramatic progression of resource cost hikes and energy deficiency and the future of Japan's economy becoming murky due to the impact of the weak yen.

At the same time, the escalation of U.S.-China conflicts remains a concern. Japan has deep ties with the United States for our national security, but on the other hand, Japan's relationship with China is also essential from an economic perspective. We are faced with a difficult choice on how to oversee affairs in the future. There is also much focus on how intellectual property has become a factor in the U.S.-China trade friction.

Furthermore, the COVID-19 pandemic that started in FY2019 still shows no sign of ending, so we have entered the era in which we must co-exist with COVID-19. Although economic activity has gradually started to resume, it still remains limited in some areas in which human flow and logistics are sluggish due to lockdowns. For corporate activities, telecommuting and remote work have become commonplace in the past few years, creating a major change in people's lifestyles. These working styles are expected to stay even after the pandemic has ended, and we can say that the era of a "new normal" has truly arrived.

The arrival of this new normal era, triggered by the COVID-19 pandemic, also had a significant impact on the FY2020 and FY2021 activities of the Japan Intellectual Property Association (JIPA).

JIPA's regular activities consist of having committees, projects, departments, etc., make policy recommendations with the aim of improving domestic and international intellectual properties. The organization also conducts human resource development and public relations activities.

Within this environment, committees, projects, departments, etc., made policy recommendations mainly at remote meetings and discussions, but we have been putting our heads together and reviewing activities to produce ideas for conducting active discussions. Our activities also made full use of the extra time saved from physically traveling to meeting venues.

For human resource development, some courses were canceled or held remotely, but the Human Resource Development Committee's activities took all possible measures to meet

members' needs, such as enhancing online trainings by selecting the appropriate system, resulting in 11,598 participants for FY2021—a substantial increase of 182% when compared to the previous year.

Furthermore, within this new environment that limits physical contact, public relations stayed on schedule and ensured both quality and quantity, with the Publication and Public Affairs Committee actively incorporating remote meetings to issue "Chizai Kanri (Intellectual Property Management)" for intellectual property departments and "Jipa" for executives.

For projects, the following eight projects were established and promoted in FY2021:

- Global Anti-Counterfeiting Project: A project to combat counterfeit and piracy throughout the world
- Japan-China Corporate Cooperation: A project to maintain a human network with China, which is essential from an economic perspective, although it is at odds with the U.S. politically
- International Policy and WIPO: Projects to harmonize international patent systems and promote cooperation with leading agencies
- Next Generation Contents: A project that responds to content policies, which will become increasingly important as intellectual property in the future
- Fourth Industrial Revolution: A project that explores various issues and new forms that arise from major changes occurring in industries
- SDGs: A project to explore methods of contributing using intellectual properties, as members promote management and business based on SDGs to urgently address the deterioration of the global environment and climate change (environmental protection)
- JIPA IP Symposium: A project in which member companies delve into the real issues of relevant subjects through lectures and panel discussions on current topics

Furthermore, "Economic Security" and "AI Intellectual Property" study groups have been established under the direct supervision of the board chairperson. Up to this point, these projects and study groups have contributed in many ways to the IP activities of our members through their respective activities. However, from this fiscal year, we will identify members' needs for each project and study group and reevaluate whether they offer appropriate responses to the global changes mentioned above.

Additionally, as members' needs change with the arrival of the new normal, JIPA's regular activities of committees, projects, departments, etc., will also steer these activities in

line with changes.

In response to environmental and climate change, many companies have been promoting business and management based on SDGs, and activities promoting the investment and utilization of intangible assets, such as intellectual properties, as important management resources are also progressing as well. In this era of volatility, uncertainty, complexity, and ambiguity (VUCA), the need for corporate innovation is stronger, and intellectual property is becoming increasingly important.

In the midst of these changes in the environment, we will discuss the review of the significance and methods of our IP activities while also continuing discussions and activities on reconstructing the JIPA member system, acquiring new regional members, expanding JIPA operations, etc.

Furthermore, JIPA has plans to publish our 85-year history this fiscal year by reflecting back on the history of our activities up to this point.

JIPA's slogan for this fiscal year will continue to be "Creating IP Vision for the World." We hope that JIPA will continue to communicate its vision for intellectual property to the world.

In FY2022, JIPA would like to proceed with activities that are in line with the Basic Policy, based on the situation and environment stated above.

## **II. Basic Policy**

### **1. Reviewing and reinforcing committee, project, and department activities**

(1) Activities in accordance with the new normal

- JIPA prioritizes the safety and security of members participating in our activities. According to the COVID-19 situation, Board of Directors, committees, projects, and departments will hold activities and operations online or through other methods that ensure social distancing. On the other hand, if there are no national/provincial restrictions, activities and operations incorporating hybrid methods or in-person gathering will be implemented according to the situation in member companies, with the highest priority placed on safety and security.

(2) Reviewing policy projects and study groups

- At Chairperson/Vice-chairperson meetings, the needs of member companies shall be

identified and reassessment shall be made as to whether projects and study groups offer appropriate responses towards the global changes stated above.

(3) Cross-functional activities

- Through cross-functional activities, relevant committees and projects will actively collaborate to solve IP issues involving industrial property rights that span various industries, such as AI, IoT, big data, and digital transformation (DX).

## **2. Continuing human resource development (training) and public relations activities related to intellectual properties**

- A special WG will be established within the Human Resource Development Committee to analyze the strengths and weaknesses of JIPA training and ensure the long-term stability of JIPA training management, and a conclusive report will be obtained.
- Training programs will be planned and reformed to develop human resources that can conduct IP activities in order to increase business competitiveness on a global scale.
- Online training (live training using computers/on-demand training) will be implemented in accordance with the new normal. Deliberations will be made to establish new courses in which regional members or members with only a small number of IP staff can participate with ease, making the most of the merits of online training.
- We will continue publishing "Chizai Kanri (Intellectual Property Management)" for intellectual property departments, "Jipa" for executives, and other issues, etc., that will be useful as materials for IP education.
- As telecommuting and remote working have taken root between member companies, we will construct systems, etc., over the next two years that will enable members to read publications such as "Chizai Kanri (Intellectual Property Management)" at home.

## **3. Implementing measures to boost member satisfaction**

- We will reconstruct the ten-year-old member system according to changes in IP activities in order to allow speedier and more efficient activities for member companies, committees, projects, departments, etc.

- For changes in IP activities (such as "Transition of IP Activities that Contribute to Management"), we will discuss and summarize content changes of past publications such as "Chizai Kanri (Intellectual Property Management)," with the cooperation of committees, etc., to deliberate the direction that members should take in the future.
- Along with the above, we will plan and publish our 85-year history.

### **III. Strategic Plan for 2022 to Enforce the Basic Policy**

#### **1. Committee and project activities for FY2022**

##### (1) Organization structure for committees and projects

- Special committees
- Human Resource Development Committee, and Publication and Public Affairs Committee
- Committees of experts (18 committees)  
First Patent, Second Patent, First International Affairs, Second International Affairs, Third International Affairs, Fourth International Affairs, Medicinal and Biotechnology, Software, Copyright, First IP Management, Second IP Management, IP Information System, IP Information Search, First License, Second License, Industrial Design, Trademark, and Fair Trade committees
- Policy projects (8 PJs)  
Global Anti-Counterfeiting, Japan-China Corporate Cooperation, International Policy, JIPA IP Symposium, WIPO, Next Generation Contents, Fourth Industrial Revolution, and SDGs

In order to enable relevant committees and projects to actively collaborate to solve IP issues involving industrial property rights that span various industries (e.g., AI, IoT, big data, and digital transformation (DX)) through cross-functional activities, we will continue to facilitate meetings for the chairperson and vice-chairperson, the Board of Directors, and committee chairs.

##### (2) Activities based on the new normal

- Although overseas dispatches had been actively conducted until FY2018, global conferences and other meetings are now conducted online or in other formats, such as online conferences, due to the risk of COVID-19 infection. As for future participation, the format of meetings will be confirmed each time and decisions made with the utmost

consideration for the overseas travel policies of member companies, including those from the perspective of safety.

- Support for participating committee members will be provided for the above online conferences with overseas parties, such as provision of domestic accommodation, while taking the differences in time zone into consideration.
- Projects and committee activities will continue to take COVID-19 measures into consideration in accordance with the policies and requirements laid out by the Tokyo government (for regional events such as in the Kansai region, requests from relevant public entities in the area will also be taken into consideration), Ministry of Health, Labour and Welfare, and KEIDANREN (Japan Business Federation), and will be implemented flexibly from the following three options, according to the number of participants and the scale of the event:
  - [1] Conferences that use online meeting systems
  - [2] Conferences with in-person participation
  - [3] Hybrid conferences that combine online and in-person participationNote that participants will be required to follow the "Committee and Project Operation Guidelines" during the COVID-19 pandemic, fill in a "Participation Form and Checklist for the Prevention of COVID-19 Infection" in advance, and retain this document for a certain period of time.
- However, as recent national/prefectural responses (quasi-emergency measures) are following those of Western countries (less strict restrictions), this will also be put into consideration when conducting hybrid or face-to-face activities and operations in accordance with the situation in each member company, with safety and security as the highest priority.

(3) Policy projects and special committees

- Chairperson/Vice-chairperson meetings shall identify further needs of member companies for projects and study groups before reassessing whether they are sufficient and capable of responding to global changes.  
These assessments shall be implemented for the time being, mainly through the following activities:
- The SDGs project, which was newly established last year, shall actively provide information related to WIPO GREEN and SDGs to support the activities in each member

company.

Furthermore, it shall also develop and hold international symposiums related to WIPO GREEN as needed, and plan similar types of activities.

- As with the last fiscal year, the Asia Project (the WG for IP right infringement) for IP right infringement measures in the Asian region shall expand globally to include South America and become the Global Anti-Counterfeiting Project.
- For the Fourth Industrial Revolution PJ, the Open Innovation Subcommittee ended last October, and the project now constitutes two subcommittees—the Standards Subcommittee and the Society and Legal System Subcommittee. The Standards Subcommittee will collaborate with Counselor Bekku, who is a member of the National Mirror Committee of ISO/TC279, which deals with ISO 56005, and ensure compliance with ISO 22386.
- Initiatives to acquire new members in regional areas shall also be implemented mainly by special committees.

#### (4) Stepping up to challenges for future-oriented organizational activities

- We will be taking on future-oriented organizational activities while discussing content that is relevant to the new digital age, which includes the Fourth Industrial Revolution Project (Standards Subcommittee and Social and Legal System Subcommittee) and Society 5.0, while pushing for new IP values and proposals so that the output will contribute to member companies' activities.
- Furthermore, there is a possibility of establishing new subcommittees according to social needs, so deliberations shall be made as necessary at Chairperson/Vice-chairperson meetings.

#### (5) Promotion of global activities

For this fiscal year as well, we shall share opinions and establish systems that are in line with our members' needs by participating in various global meetings and conferences while incorporating online formats with the cooperation of related projects and committees of experts.

#### [1] International policy activities to harmonize patent systems

- We will continue to hold the Trilateral Users Conference and present concrete proposals to the trilateral IP offices (JPO, USPTO, and EPO) and to conduct activities to promote patent system harmonization in a manner that is beneficial to

user companies in cooperation with five IP offices, including users and the patent offices of China and South Korea (SIPO and KIPO).

- We will state opinions of Trilateral Users, including JIPA, for each issue that is in dispute for the discussion on patent system harmonization within the framework of Group B+ before reviewing the discussion status, etc., on the agency side in order to determine JIPA's participation method in main discussions going forward.
- We will continue to monitor the status of WIPO's Standing Committee on the Law of Patents (SCP) and offer opinions on patent system harmonization from a broad and strategic perspective.
- We will request improvements regarding system operation by sharing our opinions on the establishment and reform of domestic systems in Asian and emerging countries, and provide feedback to member companies on the latest local business information (local companies, market information, etc.).

#### [2] Other global activities

- Japan-China Corporate Cooperation Conference  
China has been rapidly increasing its IP activities. Taking into account the trade friction between the U.S. and China, we will utilize the information-sharing infrastructure with Chinese companies to obtain accurate IP-related information about China and try to build an environment where member companies can smoothly conduct business in the Chinese market.  
Due to the COVID-19 pandemic, last year's Japan-China Corporate Cooperation Conference was mainly held online. This year, we will assess the merits and demerits of online and conventional face-to-face meetings to deliberate the operation of the Japan-China Corporate Cooperation Conference and support the needs of our members.

#### [3] Cooperation with WIPO on the globalization of IP systems

- During the last fiscal year, discussions were held with industrial and academic sectors on how the IP system should be reformed in response to the changes caused by the Fourth Industrial Revolution, and discussions have been started to present JIPA's proposals to WIPO on IP issues that need to be debated under AI environments. This fiscal year will see us continuing discussions with WIPO in the same manner.

## **2. Council and department activities for FY2022**



(1) COVID-19 measures and activities after the pandemic ends

- Industry departments, regional departments, regional councils, IP issues study groups, small-scale IP study groups, etc., will implement activities according to the COVID-19 policies and requirements laid out by the Tokyo government (for regional events such as in the Kansai region, requests from relevant public entities in the area will also be taken into consideration), Ministry of Health, Labour and Welfare, and KEIDANREN (Japan Business Federation). Although there will be three meeting formats according to the number of participants, we believe that sharing opinions and information face-to-face or holding in-person gatherings in which participants can connect may be important in some cases, so we will explore flexible methods for meetings as necessary with the cooperation of the JIPA Secretariat. However, policies of relevant member companies regarding travel and meeting participation shall receive the highest priority within these activities.

(2) Supporting the IP activities of regional and small-scale members

- We will continue to promote the activities of the Tokai Region Council as well as the Chugoku, Shikoku, and Kyushu Region Councils established for JIPA members in regional areas, along with the JIPA IP Forum Kansai, in order to provide further support to regional IP activities.  
Furthermore, with the increase of small-scale IP members that have joined the association, we have enhanced activity support with special committees for the IP activities of these members in the Kanto region, in addition to boosting conventional, small-scale activities in the Kansai and Tokai areas.

(3) Acquisition of new members

- We will expand the scope of JIPA members to incorporate a wider range of industry members, such as start-up and venture companies, IT-related companies, and primary industries (agricultural forestry industries and fisheries).
- We will examine and support IP issues faced by rural and small-to-medium enterprises that have been taking measures against COVID-19.

### **3. Development of human resources (training) and public relations activities for FY2022**

(1) Development of human resources

- The strengths and weaknesses of JIPA training will be analyzed and a special WG established within the Human Resource Development Committee for a conclusive report,

in order to ensure long-term and stable JIPA training operations.

- Focus will be put on planning and revising training programs to develop human resources that can conduct IP activities in order to increase business competitiveness on a global scale.
- Now that training is mainly held online, we will review regular courses, unify and revise the training content for Western and Eastern Japan, and verify the training. We will also consider converting ad hoc training courses into regular courses.
- We will identify the needs of regional members and members with few IP personnel, and consider organizing courses that will be easy for them to join by taking advantage of the merits of online training.
- We will plan and provide new training content that meets members' needs in a timely manner, along with improving special courses and courses for engineers.
- Although live training with computers will be the main method for online training, hybrid and on-demand training will also be deliberated as necessary.

## (2) Enhancing public relations activities

- We will reconsider the structure of information communication and strive to enhance public relations activities. For instance, in light of the spread of telecommuting and remote work, we will construct systems, etc., in the next two years to allow members to view publications such as "Chizai Kanri (Intellectual Property Management)" at home, while also deliberating further digitalization of provided media content (reduction of printed media), because there are members who prefer to view information while telecommuting or working remotely.
- Since April 2017, we have been releasing a quarterly journal titled "Jipa." This journal is not a technical publication, but offers information on JIPA activities and current IP practices that is easy for executives in corporate management to understand. The publication is intended to evoke interest in IP for corporations of all sizes, regardless of whether they are members of our association, and get them to visit us. Five years have passed since its initial publication, and we will continue developing it in line with the current environment, such as conducting interviews remotely.

- We will continue to issue our online newsletter in English and update our English website to distribute information to other countries.
- We will continue to actively exchange opinions and information this fiscal year with the Japan Patent Office, courts, and various Japanese and overseas organizations while disseminating useful information through JIPA's "Chizai Kanri (Intellectual Property Management)," JIPA's website, and so on.
- For this year's 22nd JIPA IP Symposium, we will deliberate how we should hold the event after discussing the roles of symposiums, based on the pros and cons of having online symposiums from FY2020.

#### **4. Implementation of measures, etc., to improve JIPA member satisfaction (enhancement of operation infrastructures)**

- In response to changes in IP activities, we will restructure the member system, which has already been running for ten years, to support efficient and speedy activities for member companies, committees, projects, departments, etc.
- We will continue to establish and improve cooperative systems with external experts, such as lawyers and industrial physicians who are well-versed in labor management, as a means to strengthen the capacity of the JIPA Secretariat and the secretariat support system.
- To secure human resources that can respond to diverse and global issues while supporting the organization, we have clarified the missions of such global human resources (networking with overseas IP government agencies and various private organizations, managing logistics, supporting the formation of opinions in policy projects, etc.) and will continue to build a system to accept competent human resources from both member companies and non-member companies.
- As from the year before last, this year's budget has also been planned on the assumption that organizational activities will be reexamined over time, because it is difficult to foresee the year ahead as of May due to the COVID-19 situation.  
Of the two pillars of our revenue, membership dues have not shown a dramatic decrease, and training revenue has seen the number of participants making a V-shaped turnaround from last year. This is a significant improvement compared to the year before last, when

seen from a direct cost perspective, and is a result of the increase in online trainings. As for expenditures, as with last year, we have canceled the regular general meeting that was to be held at Hotel Chinzanso Tokyo. Furthermore, although overseas dispatches, symposiums, and activities for regional departments, committees, projects, and industry departments are scheduled to take place online for the time being, due to the COVID-19 situation, even if we can see the end of the pandemic with the progress of vaccination and other factors, it is not clear at this point when and how meetings that incur venue fees will resume. Dispatch expenses have been included in the budget for overseas dispatches, because the impact of COVID-19 is expected to ease from the second half of this fiscal year. We ask for the understanding and cooperation of each member company regarding budget planning.