



***Boards of Appeal Action Plan 2021-2026***  
***Blueprint***



## The BoA Action Plan

The Boards of Appeal (BoA) Action Plan is an internal roadmap aiming at establishing the direction the BoA are heading in the next five years by identifying how they will tackle the challenges that lie ahead and above all, how they will contribute to the strategic objectives of the EUIPO, as defined in the SP2025.

### Goals

Over the next years, through the implementation of the Action Plan and its different initiatives, the BoA will address these challenges ahead while pursuing the following Goals:

#### • GOAL 1

Optimise operational efficiency and effectiveness towards organisational excellence

#### • GOAL 2

Enhance the value of Dispute Resolution by expanding quality and transparency, increasing consistency, coherence and predictability, and developing Alternative Dispute Resolution

#### • GOAL 3

Enable cooperation with external stakeholders

## Focus Areas and Key Initiatives

The Action Plan is structured around **5 Focus Areas and 19 interconnected Key Initiatives** for actions which are being implemented in close cooperation with internal and external partners:



### FOCUS AREA 1

**OPTIMISE  
OPERATIONAL  
EFFICIENCY AND  
EFFECTIVENESS  
TOWARDS  
ORGANISATIONAL  
EXCELLENCE**

Under **Focus Area 1**, the BoA aim at upgrading the existing IT tools and taking advantage of the new technologies to develop new ones; enhancing the functionalities of the eSearch Case Law database; modernising and simplifying working methods at decision level; becoming a knowledge based organisation; and building together an attractive workplace. To attain these objectives, the following Key Initiatives are being implemented:

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**Key Initiative 1:** Upgrade the existing BoA IT tools and take advantage of new technologies to develop new tools.

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**Key Initiative 2:** Enhance timeliness of all proceedings and enable a proactive management of cases.

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**Key Initiative 3:** Enhancing the functionalities of the e-Search Case Law database.

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**Key Initiative 4:** Modernise working methods by simplifying and harmonising processes and procedures.

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**Key Initiative 5:** Create an expert knowledge hub by improving knowledge acquisition, management and sharing.


**FOCUS AREA 2**

**IMPROVE QUALITY  
BY PROMOTING A  
MORE CONSISTENT  
AND COHERENT  
DECISIONAL  
PRACTICE, ENHANCING  
ALIGNMENT,  
LEGAL CERTAINTY  
AND GREATER  
PREDICTABILITY  
FOR INTERNAL AND  
EXTERNAL USERS**

Under **Focus Area 2**, the BoA will aim to develop a consistent and coherent decisional practice aligned with the case law of the GC/CJEU; increase the predictability of their work; provide clear guidance to the first instance, improve alignment of first instance decisions with BoA decision-making; increase predictability and legal certainty of the work of the EUIPO for external users and create a collaborative and team culture at the BoA. In order to attain these goals, the BoA has launched the following Key Initiatives:

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**Key Initiative 6:** Develop a collaborative approach to consistency.

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**Key Initiative 7:** Optimise the role and functioning of the Grand Board as an agent to promote consistency and coherence of BoA practice.

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**Key Initiative 8:** Enhance the level of legal debate across the whole BoA.

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**Key Initiative 9:** Establish an Enhanced Quality Reading (EQR) system.


**FOCUS AREA 3**

**INCREASE  
TRANSPARENCY  
AND ENSURE  
ACCOUNTABILITY AND  
SCRUTINY OF THE  
WORK OF THE BOA**

Under **Focus Area 3**, the BoA aim to expand transparency; ensure accountability and scrutiny; improve the quality of their services as perceived by users; empower the stakeholders of the trade mark and design system and involve stakeholders in the process of reviewing the BoA practice. In order to attain these goals, the BoA have launched the following Key Initiatives:

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**Key Initiative 10:** Further the transparency of the quality model of the BoA to individual appeals.

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**Key Initiative 11:** Establish systematic and clear communication channels with the public at large.

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**Key Initiative 12:** Involve the stakeholders in regular and structured discussions on relevant case-law matters.


**FOCUS AREA 4**

**EXPAND AND  
BROADEN THE USE  
OF ALTERNATIVE  
DISPUTE RESOLUTION  
AT THE EUIPO BY  
ESTABLISHING THE  
EUIPO MEDIATION  
CENTRE**

Under **Focus Area 4**, the BoA aim at offering parties, from an early stage of the proceedings, suitable mechanisms and tools to find expert and swift solutions to their conflicts; increase the use of ADR at the level of the BoA, expand the scope of ADR to all instances of the EUIPO; and create the EUIPO Mediation Centre. In order to attain these goals, the BoA have launched the following Key Initiatives:

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**Key Initiative 13:** Establish the EUIPO Mediation Centre.

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**Key Initiative 14:** Make the ADR service effective by ensuring timeliness and streamlined management.

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**Key Initiative 15:** Stakeholder engagement and communication strategy.

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**Key Initiative 16:** Optimal and tailored environment for ADR.


**FOCUS AREA 5**

**ENABLE NETWORK  
ENGAGEMENT**

Under **Focus Area 5**, the BoA aim at supporting and strengthening cooperative networks for greater convergence, consolidating cooperation with Appeal Bodies of National EU Offices and Appeal Bodies of non-EU Offices, particularly TM5/ID5 Offices, establishing systematic cooperation with National and European IP Courts, contributing to the development and shaping of European trade mark and design practices, contributing to the implementation of collaborative services in the area of appeals, reinforcing cooperation with Appeal Bodies of EU Agencies and International Organisations, and cooperating with Appeal Bodies in third countries. In order to attain these objectives, the BoA have launched the following initiatives:

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**Key Initiative 17:** Support and strengthen EU cooperative networks for greater convergence.

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**Key Initiative 18:** Establish cooperation with International Organisations.

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**Key Initiative 19:** Consolidate cooperation with Appeal Bodies of non-EU Intellectual Property Offices.

## Working Together

Successful implementation of the BoA Action Plan and its specific initiatives requires an all-inclusive approach, built upon the core values of respect, transparency, integrity, accountability, sustainable development, and service quality.

It is also requiring the active contribution and full commitment and dedication of all staff working at the BoA; regular and systematic input from the users of the IP systems; close collaboration with the Executive Director and all the Departments of the EUIPO; and the supervision of the Management Board.

Finally, in view of its long-term nature, the Action Plan and its initiatives are subject to changes and/or adjustments during the five-year period, motivated by eventual upcoming internal or external events and should therefore be understood as something **not written in stone**.