AIPPI STRATEGIC PLAN

2027–2029



AIPPI

Building on Our Legacy.
Leading the Future of Intellectual Property.

Strategic Framework

1 Introduction

AIPPI enters the 2027–2029 period from a position of considerable strength.

For more than a century, AIPPI has brought together intellectual property professionals from different jurisdictions, legal traditions, professional backgrounds and industries to exchange knowledge, develop expert positions and contribute to the development and harmonisation of intellectual property law.

The Strategic Plans for 2021–2023 and 2024–2026 provided continuity and established a number of important priorities for the Association. The experience gained from their implementation provides a solid foundation for the next stage of AIPPI's development.

The 2027–2029 Strategic Plan builds on that legacy while looking further ahead.

It is not intended to replace what AIPPI does well. Rather, it seeks to strengthen the organisation's distinctive contribution, increase the impact of its work, deepen engagement across its global membership and enhance AIPPI's role in the international intellectual property community.

The strategy therefore represents an evolution from a focus primarily on activities and participation towards a greater emphasis on **impact, influence, engagement and long-term value**.

2 Our Strategic Vision

AIPPI as a global reference for the development and harmonisation of intellectual property law.

We seek to strengthen AIPPI's position as an independent, respected and forward-looking global voice on intellectual property whose work contributes meaningfully to the development and harmonisation of intellectual property law.

Our ambition for 2027–2029 is to move beyond delivering activities and towards creating greater measurable impact:

from participation to influence;
from events to engagement;
from communication to meaningful dialogue;
and from knowledge sharing to knowledge creation.

Looking towards 2030, AIPPI should be recognised not only for the quality of its expert work, but also for its ability to **anticipate developments, bring together different perspectives, build international consensus and translate that consensus into meaningful influence**.

3 AIPPI's Unique Contribution

AIPPI's distinctive strength lies in its people and in the way they are organised.

AIPPI is a global association of individual members, brought together through National Groups, Regional Groups and Independent Members. This structure gives the Association access to an exceptionally broad range of professional, geographical and legal perspectives.

Its members include private practitioners, in-house counsel, academics and other intellectual property professionals, allowing AIPPI to consider issues from different perspectives and across different industries and jurisdictions.

This network enables AIPPI to undertake a process that is central to its identity: **bringing together expertise, developing informed discussion and building independent international consensus on issues of intellectual property law**.

The Study Question and Resolution process is the clearest expression of this distinctive contribution, but the same strength extends to AIPPI's Standing Committees, events, educational activities, institutional engagement and professional network.

The 2027–2029 Strategy should therefore seek to reinforce the following strategic chain:

Expertise → Consensus → Knowledge → Engagement → Influence → Impact

Each element strengthens the next.

Our objective is not simply to increase the number of activities undertaken by AIPPI, but to ensure that those activities contribute to a stronger and more influential global IP organisation.

4 Our Strategic Pillars

Strategic Pillar I

Shape the Future of IP Law

Purpose

We will continue to reinforce AIPPI's traditional role as a leading organisation for the development and harmonisation of intellectual property law and policies.

The Study Questions, Resolutions and work of the Standing Committees will remain central to our identity. At the same time, we will seek to increase the relevance and practical impact of this work by continuing to anticipate emerging issues and ensuring that AIPPI's expertise reaches the policymakers, institutions and communities that can benefit from it.

Strategic priorities

- Continue to develop high-quality Study Questions and Resolutions addressing significant international IP issues.
- Continue to lead the development of policy on the impact of AI on IP.
- Identify emerging areas of intellectual property law where AIPPI can contribute meaningfully and at an early stage.
- Encourage greater participation from practitioners with different professional and geographical perspectives.
- Increase awareness and use of AIPPI Resolutions as reference points for legal and policy development.

Intended outcome

AIPPI is recognised not only for producing authoritative positions on existing IP issues, but also for **anticipating and helping shape the future development of IP law**.

4 Our Strategic Pillars

Strategic Pillar II

Strengthen AIPPI's Global Institutional Influence

Purpose

The 2024–2026 assessment identified institutional advocacy and external influence as an area with significant potential for further development.

During 2027–2029, we will seek to strengthen AIPPI's substantive presence with key intergovernmental institutions, regional organisations, national IP offices and governmental authorities.

The objective is not simply to increase the number of institutional contacts, but to transform representation into meaningful influence.

Strategic priorities

- Strengthen AIPPI's presence with WIPO, EPO, EUIPO and other relevant intergovernmental institutions.
- Develop closer engagement with key national IP offices, including major offices such as the USPTO, CNIPA, JPO and KIPO.
- Explore opportunities for greater engagement with European Union institutions and other regional governmental bodies.
- Continue to participate, where appropriate, in treaty negotiations and international policy initiatives.
- Expand the strategic use of amicus curiae submissions and other third-party interventions.
- Improve dissemination of AIPPI Resolutions and positions to institutional stakeholders.
- Establish a more systematic approach to monitoring opportunities for AIPPI advocacy.

Intended outcome

AIPPI becomes a more visible and influential institutional voice in international discussions concerning the development and harmonisation of intellectual property law.

Strategic Pillar III

Build a Stronger and More Diverse AIPPI Community

Purpose

AIPPI's influence depends ultimately on the strength, diversity and engagement of its members.

During the 2027-2029 cycle, we will seek to deepen engagement with existing members while expanding the participation of corporate practitioners, younger professionals and other groups that can contribute perspectives to AIPPI's work.

A particular opportunity exists in strengthening the contribution of the In-House Committee (IHC).

Corporate members should not be viewed only as a membership category. Their practical experience represents an important source of knowledge that can enrich AIPPI's substantive work.

Strategic priorities

- Deepen engagement among members, National Groups, Regional Groups and Independent Members, recognising the different roles each plays within AIPPI.
- Strengthen corporate membership and demonstrate its value to In-House IP professionals.
- Increase the participation of IHC members as speakers in AIPPI events and educational programmes.
- Encourage cooperation between IHC members and Standing Committees.
- Create opportunities for In-House members to contribute practical perspectives to Study Questions and other substantive work.
- Strengthen interaction between Young Members, National and Regional Groups and Standing Committees.
- Continue to develop mentoring and knowledge-sharing opportunities across generations and jurisdictions.
- Promote greater diversity of professional, geographical, sectorial and generational perspectives across AIPPI's activities and leadership.

Intended outcome

AIPPI becomes an increasingly connected and diverse professional community in which corporate, private practice, academic and other perspectives contribute actively to the Association's intellectual work.

4 Our Strategic Pillars

Strategic Pillar IV

Connect the Global IP Community

Purpose

AIPPI's international character is one of its greatest strengths.

The 2027–2029 Strategy should continue to expand AIPPI's global reach while adopting a more strategic and differentiated approach to regional engagement.

Our objective is not to limit AIPPI's geographical reach, but to ensure that regional initiatives are selected and designed according to their potential to strengthen membership, partnerships, institutional engagement and knowledge exchange.

Strategic priorities

- Continue to develop the Mid-Term Meeting format while establishing clearer criteria for selecting locations.
- Consider strategic factors—including regional relevance, membership potential, institutional opportunities, partnerships and accessibility—when selecting locations for major meetings.
- Maintain AIPPI's global reach while allowing for differentiated levels of engagement in regions where particular strategic opportunities exist.
- Continue regional outreach initiatives while identifying priority regional opportunities where more intensive engagement can create greater impact.
- Strengthen cooperation with National and Regional Groups and sister organisations.
- Continue to engage Independent Members and explore opportunities to strengthen local and regional connections where this can contribute to the future development of AIPPI's membership network.
- Develop partnerships with universities, academic institutions and research centres.
- Explore opportunities for joint programmes, research discussions and educational initiatives with the academic community.
- Continue to provide opportunities for members to connect between World Congresses through webinars, regional meetings and other formats.
- Ensure that regional activities complement rather than compete with the distinctive role of the World Congress.

Intended outcome

AIPPI remains a truly global organisation, with stronger regional connections, deeper partnerships and more continuous interaction among its members and the wider intellectual property community.

Strategic Pillar V

Communicate AIPPI's Value and Impact

Purpose

AIPPI's activities and expertise have greater potential impact when they are effectively communicated to members and external stakeholders.

During 2027-2029 our communications should increasingly move beyond reporting what the organisation does to explaining **why its work matters and what impact it creates**.

A more structured Communication and Influence Strategy should support all other strategic pillars.

Strategic priorities

- Develop a more structured and coordinated communication strategy.
- Strengthen the use of social media and digital communication.
- Improve communication with IPOs, governmental authorities, intergovernmental organisations and other institutional stakeholders.
- Increase dissemination of AIPPI Resolutions, policy positions and expert contributions.
- Develop communication specifically targeted at corporate and academic audiences.
- Explore appropriate opportunities for engagement with the media and other external communication channels.
- Strengthen AIPPI's thought leadership and visibility on emerging IP issues.
- Ensure greater consistency in messaging across the General Secretariat, Standing Committees, National and Regional Groups and major events.
- Communicate impact, not only activity, demonstrating how AIPPI's expertise, consensus and engagement contribute to developments in intellectual property law and policy.

Intended outcome

AIPPI's expertise, positions and activities are more visible, accessible and influential among members, institutions, governments, businesses, academia and the broader intellectual property community.

5 A Cross-Cutting Principle

From Activities to Impact

The five strategic pillars are interconnected.

AIPPI should increasingly evaluate its strategic initiatives not only by whether an activity was completed, but by what value and impact it generated.

The following progression provides a useful framework:

Reach → Engagement → Knowledge → Influence → Impact

This approach should guide the development of objectives, initiatives and indicators throughout the 2027–2029 period.

6 Strategic Measurement

The Bureau intends to develop a limited number of meaningful Key Performance Indicators for each strategic pillar.

The purpose of KPIs will not be to create an administrative burden, but to enable the organisation to understand whether its strategic investments are producing the intended results.

7 Shared Ownership and Collective Implementation

The Strategic Plan is promoted and strategically led by the Bureau of AIPPI. Its implementation, however, is a collective endeavour involving the different components of the Association.

AIPPI's National Groups, Regional Groups, Independent Members, Standing Committees, Young Members, In-house Members and other members and structures all have an important role to play in translating the Strategy into meaningful action.

In particular, National and Regional Groups constitute a fundamental part of AIPPI's global network. They connect the Association with local and regional intellectual property communities, provide valuable perspectives on developments within their jurisdictions and create opportunities for engagement with professionals, businesses, academics, IP offices and governments.

The success of the 2027–2029 Strategic Plan will therefore depend not only on initiatives undertaken at the international level, but also on the active engagement and ownership of AIPPI's National and Regional Groups.

The Strategic Plan is intended to provide a common direction and a framework within which each National and Regional Group can identify opportunities to contribute according to its own circumstances, priorities and capabilities.

We encourage all National and Regional Groups, Standing Committees and members of the Association to consider how they can contribute to the implementation of the Strategy and to make it their own, so that its ambitions can be translated into tangible results across the AIPPI community.

This should be understood as a **two-way process**.

The international organisation provides strategic direction, coordination, support and opportunities for global engagement. National and Regional Groups and other components of AIPPI bring the Strategy into their communities, while their experience, perspectives and initiatives should in turn inform and strengthen AIPPI's international work.

8 Looking Towards 2030

From Global Strategy to Local Engagement - and from Local Engagement back to Global Impact.

The 2027–2029 Strategic Plan should be viewed as an important step towards AIPPI's longer-term development.

By 2030, we should aim for AIPPI to be recognised as:

A leading global source of independent, expert and consensus-based thinking on the future of intellectual property law.

Achieving this ambition does not require AIPPI to become a different organisation.

Our global membership, our technical expertise, our Study Questions and Resolutions, our Standing Committees and our international network provide a unique foundation.

The strategic opportunity for 2027–2029 is to connect these assets more effectively and translate them into greater knowledge, stronger relationships and greater institutional influence.

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