



Canadian
Intellectual Property
Office

An Agency of
Industry Canada

Office de la propriété
intellectuelle
du Canada

Un organisme
d'Industrie Canada

CIPO Outreach Program

Strategic Plan (2002-2006)

July 31, 2002

1.0. Situational Analysis

1.1. Background

Over the past year, the Information Branch (IB) of the Canadian Intellectual Property Office (CIPO) took a series of measures to better prepare itself for the delivery of CIPO's Strategic Priority #3, which is to deliver a sustainable outreach program that will increase awareness, knowledge and effective use of Intellectual Property (IP) by Canadians.

While a survey on international IP best practices and Outreach Framework were being developed, to serve as a basis for the development of this multi-year strategic plan, a thorough analysis of relevant documentation available within and outside the organization was also conducted. This exercise, which can be found in Appendix A, has been instrumental in determining the strategic approach, key messages and activities that are described in this plan, and are a fair reflection of CIPO's vision, mission, core values and strategic priorities.

This strategic plan is intended: to provide a vision and strategic direction for the development of a sustainable Outreach Program; act as a reference point against which needs will be assessed and activities delivered in response to particular gaps and opportunities; and serve as the initial basis for an ongoing, iterative strategic planning process that will facilitate communications and allow CIPO to address organizational issues, challenges and opportunities in a more integrated and responsive manner.

As suggested in the Outreach Framework, the Outreach Program will:

- build on lessons learned/best practices;
- develop new initiatives as pilots;
- leverage existing partnerships and develop new ones;
- ensure client self-sufficiency; and
- emphasize consultation amongst a vast array of stakeholders sharing the same goals and objectives.

Furthermore, it will build on the recommendations from the Baldrige Assessment conducted last year, which suggested that we should know our clients better, develop systematic procedures to identify clients' needs and measure the results of our efforts.

This strategic approach will continually allow IB to quickly review its activities and make the necessary adjustments; to adopt a more pro-active approach; to be in a better position to reach CIPO's vision and mission; and to be able to respond to clients' needs in a timely fashion while increasing credibility and visibility of CIPO products and services.

1.2. External Environment

CIPO can directly benefit from, or contribute to, current government-wide priorities such as the Innovation Agenda, which place high priority on reshaping the economy and investing in building an innovation culture. As stipulated in the Speech from the Throne, "The Government of Canada will focus on building a world-leading economy driven by innovation, ideas and talent."

Leaders in the industry sector have already identified the need for collaboration. This message from the Alliance of Canadian Manufacturers and Exporters, as stipulated in their Business Case for Innovation, is a vibrant example: "Businesses, governments, academic and research institutions, financial services, business associations, and individual companies all have a role to play in strengthening Canada's capacity for innovation by enhancing returns on investments in new or improved products, processes, skills, and technologies." This message is also reinforced by this statement from the Conference Board of Canada in its document entitled Call to Action: What if we improve our innovation performance: "There would be significant gains in Canada's innovation performance if we were to increase the level of collaboration of firms with their suppliers, customers and competitors, as well as with universities and government laboratories. About one-quarter of manufacturing firms have been involved in collaboration for innovation; this number could increase substantially."

CIPO can also benefit from the fact that the Intellectual Property Institute of Canada (IPIC) has identified, in its Strategic Plan, the need to work with CIPO to push forward its awareness agenda which is intended to show the importance of IP to business and to encourage use of the IP system.

Furthermore, as identified in the results of the survey of CIPO intermediary organizations conducted in January 2000, there is a general interest from the Canadian Business Service Centres and other organizations that have an information provider role in knowing more about IP to better advise their clients.

1.3 Challenges

While all segments of society recognize the benefits of collaboration and adhere to a national vision of building a culture of innovation, the following economic challenges and barriers need to be taken into account:

- fluctuations in the economy;
- innovation not a top priority for Canadians^{1};
- rapidly changing market conditions, strong competition; and
- demographic profile, different needs in Atlantic Canada for example than in Western Canada or greater Toronto area.

Intellectual Property Challenges

- Only about one-quarter of the population of manufacturing enterprises, both large and small, make use of at least one form of protection; only 7% specifically use patents^{2}.
- Smaller businesses are not aware of the benefits, financial and strategic value of IP.
- Due to a lack of resources and/or expertise, smaller firms don't always have the capacity to commercialize new products; they don't know where to turn to for help or strategic advice on how best to manage their IP.
- The IP system may seem too complex or costly for smaller firms.
- Canadians, especially innovators and creators, are not aware of all the types of IP and the benefits associated with each form of protection.
- Internet environment is changing the IP rules (e-business, client expectations for faster, better service; but at the same time, there is a low adoption rate of e-services by clients).
- Fear of cost of defending IP rights.
- Amongst the eight nations compared (Canada, US, UK, Japan, France, Sweden, Australia and Finland), Canada ranks only 7th or 8th in R&D intensity, industry-funded business R&D, Government outlays on R&D, Researchers per 1,000 labour force, national patent applications per 10,000 labour force, external patent applications per 10,000 labour force.^{3}

1.4. CIPO's Competitive Position

While CIPO holds a monopoly in Canada for the administration of IP rights, the organization competes in an information-driven economy for the remainder of its mission, which is to foster the use of IP systems and the exploitation of IP information, and encourage invention, innovation and creativity in Canada. Many national associations, provincial groups or organizations offer IP products, services and advice to the public, and have a tendency not to mention or clearly define CIPO's role in their literature or program activities. Whether this omission is intentional or not, it creates confusion amongst the Canadian population as to who is responsible for granting IP rights. This problem, along with the fact that CIPO is not always well positioned with broader government themes or strategic priorities, is becoming an ever increasing challenge for the organization. Furthermore, the low awareness level about what CIPO means and does, presses the organization to adopt a more pro-active and aggressive corporate communications strategy.

{1} Source: Listening to Canadians Survey, Communication Canada, January 2001. When ranked with health care, children, education, crime and justice, managing the economy, unemployment, environment, cost-effective operations, taxation and Aboriginal issues, innovation was the second to last, ahead of Aboriginal issues.

{2} Source: Statistics Canada, Catalogue 88-515-XPE, 1997

{3} Source: Conference Board of Canada 2000 Innovation Report

It should be noted that the primary focus of the Outreach Program will not attempt to address this issue in its entirety. Collaboration with CIPO's Corporate Strategies Branch will be required on an ongoing basis to better position the organization with Industry Canada's corporate activities, and roles and responsibilities will need to be clearly identified in order to avoid duplication of efforts and build synergies which will result in an harmonized CIPO strategic communications plan that will maximize reach and impact.

Two recent position papers^{4} developed for CIPO provided some major options for future strategic targets for the organization. The Outreach Program will make an attempt to build on a few key recommendations such as: making an effective use of new electronic communication means while at the same time making a strategic use of direct person-to-person contacts across the country; fostering a culture of innovation through partnerships to deliver seminars and workshops on IP combined with an enhanced use of the Internet; and examining the use of new service delivery capacities including web portals, on-line libraries, consultation forums and specific channels of information directed to independent inventors and SMEs.

1.5. Current Outreach Activities

1.5.1. Existing Material and Outreach Activities

CIPO has the responsibility to administer the IP system in Canada and to disseminate IP information to the Canadian public and business communities.

Various publications and brochures (e.g. Guides to patents, trade-marks, copyrights, etc.) are available in the Client Service Centre and on the Web site. Web site upgrades and information enhancements are regularly conducted in order to meet clients' wants and needs. Information on CIPO's clients and their needs is gathered through Web site surveys and by analysing database usage statistics. These surveys, together with initiatives launched in partnership with Industry Canada help ensure that improvements are planned and implemented in response to changing requirements and preferences. Important priorities in this area include e-commerce, access to information via Web sites, Government On-Line, and the improvement of automated systems (e.g. TechSource, INTREPID, CREATIONS) that provide faster and more reliable information processing. CIPO also indirectly benefits from surveys that are conducted by Industry Canada, particularly those that relate to the use of Strategis, the Business Gateway and the Innovation Portal.

1.5.2. Intermediary Groups and Service Offering

For many years, CIPO benefited from a network of intermediary groups that had an "IP information provider role". The main incentive for these groups was to assist them with patent search requests. They are Innovation Centres, University Technology Transfer Offices, Business Information Centres, Research Institutes, Libraries and Government industry technology advisors. The role of these groups was to distribute CIPO material and provide IP information to their clients during lectures, workshops or trade shows.

With respect to patent search requests, CIPO has been providing patent technology information state-of-the-art search (TIS) services for clients of intermediary organizations and other federal and provincial government

{4} Excerpts from these two reports:
Campbell "Positioning CIPO for Service and Success in the Future"
Paquet and J. Roy "Serving, Learning and Value-Adding: CIPO as an Innovative Catalyst in the KBE"

departments and agencies since the early 1980s. The TIS service was discontinued in 1999. These searches have been intended to provide an overview of pertinent technology in various sectors in relation to a specific technical problem identified by a client. This service was implemented at a time when access to the patent literature was largely dependent on proximity to the paper files in Hull or to on-line database services available by subscription which charged substantial fees for access.

Since April 2000, CIPO has been somewhat active on the training front, with the creation of an IP Training Pilot Program, which was delivered mostly through IP workshops. Items for discussion included basic overview of IP and CIPO Web site, but no specific tools such as guides, tutorials or cd-roms were specifically developed to ensure self-sufficiency. This pilot project came about as a result of the Ekos survey in March of last year that indicated a need by Information Officers in provincial business service centres and other intermediaries for a better understanding of IP and training on how to effectively use CIPO's databases. After each workshop, participants were asked to fill in an assessment questionnaire to rate the usefulness of the various elements of the session.

1.5.3. Participation at Info-Fairs and Selected Conferences

Each year, IB personnel travels across Canada to participate in some 25 info-fairs sponsored by Industry Canada. The info-fairs promote and make entrepreneurs aware of existing federal programs and services that contribute to the creation and growth of small business. Aside from these fairs, CIPO participates each year to a few selected business-related or IP-oriented conferences and trade shows to promote all types of available protection. The selection criteria for participation in special events and activities will be reviewed to adopt a more pro-active, consistent and integrated approach within CIPO. One example must very well be the development of a CIPO-wide calendar of events and opportunities, which would combine program and corporate activities.

1.5.4. Regional Services and Media Relation Activities

CIPO's regional presence is covered by four Special Advisor positions in Montreal, Halifax, Toronto and Vancouver to represent CIPO to business, industry, academic and research groups; promote and explain IP and the use of CIPO's products and services for strategic purposes, and provide general advice to clients on how to use IP. Furthermore, there is an increasing demand by intermediary organizations to receive IP training sessions and consultations by regional advisors.

At the moment, the two active advisors in Halifax and Montreal are also responsible for participating in trade shows and info-fairs, taking part in seminars and training sessions, giving presentations, maintaining contacts with regional clients and providing IP advice to clients and conducting occasional patent search requests. They also have been responsible for handling sporadic local media interview requests.

2.0 Strategic Approach

2.1. Considerations

2.1.1. International Best Practices and Outreach Framework

As previously mentioned in this document, a survey of international best practices was conducted during the past year to benchmark CIPO's activities against other IP offices. Following these findings, where one of the

major conclusions was that programs tend to be more reactive and that results are not measured effectively, a proposed IP framework was developed and served as a basis for the development of this multi-year strategic plan. The strategic approach presented in this document is, as one would expect, a fair reflection of key recommendations arising from this report.

Although CIPO is essentially in line with International Outreach Organizations, the Outreach Program must adopt a more pro-active and client-centric approach; develop standard performance measurements to determine success of outreach activities; initiate activities through pilot projects and partnerships; meet the needs of existing and potential new customers; and emphasize collaboration and sharing of information amongst a vast array of stakeholders sharing the same goals and objectives.

2.1.2. Key Lessons Learned and Internal Best Practices

CIPO's past experience with respect to communications and marketing activities tends to be more reactive. Numerous factors can be attributed to this:

- lack of information concerning clients' wants and needs;
- lack of focus, strategic approach: tried to be all things to all people;
- lack of internal communications: duplication of efforts, lack of planning;
- lack of measurement tools and information management practices;
- lack of tools to disseminate IP information; and
- varying levels of support, buy-in from upper management with respect to outreach activities.

To build on these lessons learned, CIPO took a number of steps to learn more about their clients and to identify gaps and opportunities for improvement. Amongst those steps were the Baldrige Assessment, the Ekos survey on intermediaries' needs, the Web site survey, the CRM focus group results, and the satisfaction survey of existing CIPO clients. The results were enlightening. Although the satisfaction level among CIPO clients is high (80 %):

- about half of all clients are not familiar with CIPO's products and services;
- clients want CIPO to take a lead role in promoting IP;
- information and tools provided need to relate more closely to the type of client served and their current level of IP awareness;
- clients want ongoing consultations with CIPO, as well as personal and timely support (regional knowledge and presence);
- users want electronic and traditional service delivery, but the Internet has become the preferred means for getting IP information;
- clients want processes and on-line services that are seamless and user-friendly;
- clients generally want greater harmonization of IP rules and processes across jurisdictions;
- users need guidance throughout their whole learning process and access to IP experts to learn how to make more effective use of IP products and services; and
- SMEs and organizations that have an IP information provider role have identified the need to be better educated in the strategic use of IP and in the use of IP databases.

2.2. Outreach Priorities

The Outreach Program will:

- add value or complement CIPO's priorities and activities (i.e. turn-around times, CIPO Communications Strategy);
- deliver activities for each of the three levels identified in SP #3: awareness, knowledge and effective use;
- develop pilot programs or initiatives with key partners;
- include performance measurement tools; and
- enhance relationships with foreign IP offices to apply best practices and share products and services.

2.3. Delivery Strategies

- Develop strategic alliances or other forms of partnerships^{5} to engage in cross-promotions and educational activities, and to maximize reach and impact.
- Collect, store and share client data in a systematic way.
- Deliver Outreach products and services through traditional and electronic means.
- Create an Outreach Program Strategic Planning Committee within CIPO.
- Push and/or pull clients to e-services and to use IP professionals where appropriate.
- Promote the necessary information and tools at the right time, the right place and in the most appropriate format.

3.0. Outreach Program Components

In order to build a strong, sustainable Outreach Program, internal and external consultations and collaboration are of utmost importance. Key players must adhere to a national vision and share the same goals and objectives. This proposed strategy will continually be realigned with CIPO's short-range and long-range plans, objectives, strategies and priorities; and will evolve as further consultations and partnership agreements emerge.

3.1. Vision and Goals of the Outreach Program

In line with CIPO's Strategic Priority #3, CIPO is committed to delivering a sustainable outreach program that will increase awareness, knowledge and effective use of Intellectual Property (IP) by Canadians. Therefore, the vision for the Outreach Program is that:

A large proportion of Canadian small- and medium-sized businesses, innovators and creators will understand intellectual property and use it effectively to enhance their innovation capabilities and provide competitive advantage in the marketplace.

Long-Term Goals

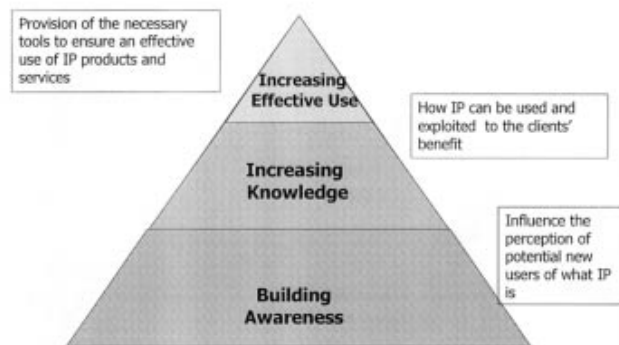
Awareness: Create awareness of the use and benefits of the IP system and information available.

Knowledge: Give existing and potential users access to the necessary tools and information to increase their knowledge of IP and make a strategic use of IP information.

Effective Use: Guide the users, including IP practitioners, in the effective use of CIPO's products and services, and direct them to other appropriate sources of IP-related information.

3.2. Target Audience Segmentation

A thorough analysis of innovation reports, studies, focus-group results, survey results and international best practices allowed us to conclude that the key target clients are:



- CIPO's current clients who could make a more strategic use of CIPO's products and services (e.g. unrepresented applicants, IP practitioners).
- Small- and medium-sized businesses who could benefit from a greater awareness of what IP is and how it can be used and exploited to their benefit.
- Innovators and creators who are predisposed to becoming a CIPO client and/or exploiter of IP information: engineers, researchers, scientists, writers, musicians, designers, students or young entrepreneurs seeking advice.

3.2.1. Levels of IP Learning

The pyramid clearly shows that we need to target our various audiences at different stages of their learning process with tailored messages and activity programs. As previously mentioned, the Outreach Program will rely heavily on partnerships to deliver on these three levels of identified IP learning. Reaching out to this broad base of end users would require extensive financial and human resources. As IP professionals and business advisors are key players in the provision of IP advice and services, emphasis will be put on enabling this group to offer consistent advice and information to clients as they increasingly become advocates for CIPO. These potential collaborators and partners are: Industry Canada and Industry Portfolio Offices, other departments and agencies, national associations and organizations, provincial/regional/local groups or institutions, foreign IP offices (see detailed list in Appendix B).

3.3. Performance Indicators to Measure Overall Success of Outreach Program

The Outreach team is committed to measure its performance in all areas, including partnerships, educational activities and promotions. To strengthen this commitment, the Outreach team formulated, in CIPO's 1, 3 and 5-year objectives, that it will conduct a program evaluation in year 5 to measure its impact on awareness, knowledge and effective use of IP by

{5} The use of the term "partnership" has no legal meaning.

Canadians.

In the first year of the Program, the Outreach team will develop a performance measurement plan, which will outline Outreach Program outcomes, intermediate outcomes and outputs, as well as the related key performance indicators and data sources. The Outreach team is expected to work closely with Information Management (IM) and Client Relationship Management (CRM) teams to attain its performance measurement goals.

4.0. Activity Program: Building Awareness

4.1. Goal

Create awareness of the use and benefits of the IP system and information available.

4.2. Long-Term Program Objectives

- 1) Develop well-targeted messages as a starting point to raise awareness.
- 2) Explore and develop strategic alliances with key partners in order to develop new awareness building activities or tap in to well-established initiatives.
- 3) Explore and develop new information products and services (in collaboration with product lines).

4.3. Target Audience

Small- and medium-sized businesses
Innovators and creators

4.4. Proposed Key Messages^{6}

- CIPO grants patents and registers trade-marks, copyrights, industrial designs and integrated circuit topographies; and disseminates IP information to Canadians.
- IP is part of our daily lives, whether we are a consumer, a marketer, an engineer, a musician, an author, an accountant or a business person.
- CIPO puts at your disposal, through traditional and electronic channels, a vast array of information products and services that can help you demystify IP.
- There are great benefits in pursuing creative endeavours and learning about IP.

4.5. Potential Activities^{7}

- Develop success stories, fact sheets, useful tips to be included on the Web site and in a booklet format. (e.g. Australia model: IP guides, cd-roms, videos, tutorials, etc.).
- Advertise or place articles in selected publications (can be done in collaboration with key partners to reduce costs and maximize visibility).

{6} This is not an exhaustive list of key messages. These will be refined and developed further in collaboration with each Product Line.

{7} It should be noted that research and analysis will be required to evaluate the feasibility of each of these activities. Only "acceptable" activities will be added to FY Action Plans.

- Tap in to well-established partner initiatives, events and activities (i.e. Small Business Week, International IP Day, etc.).
- Make IP information, products and services available in libraries, public institutions, government offices, etc. (using CIPO and partner networks to disseminate information).
- Direct mail campaigns.
- On-line marketing push to promote CIPO Web site (articles posted on list servers, on-line newsletters, creation of hyperlinks, etc.).
- Participation at targeted conferences, trade shows, info-fairs, partner events, etc.
- Product launches, IP awareness activities, seminars, conferences.
- Develop speakers program (i.e. innovators in the schools and libraries) (Possible pilot project).

5.0. Activity Program: Increasing Knowledge

5.1. Goal

Give existing and potential users access to the necessary tools and information to increase their understanding of IP and adapt it to their needs.

5.2. Long-Term Program Objectives

- 1) Create/enhance relationships with IP professionals and business advisors to increase their knowledge of IP so that they can better advise SMEs and others about IP options.
- 2) Establish training program by seeking partnership opportunities with key organizations (based on current CIPO training activities and consultation results).

5.3. Target Audience

SMEs
IP professionals and business advisors
CIPO's current clients

5.4. Proposed Key Messages^{8}

- IP rights are granted in exchange of information likely to increase other Canadians' capacity to innovate.
- IP should be an important component of any business plan, an integral part of a business start-up process.
- CIPO strives to deliver leading-edge information and services in a cost-effective and efficient manner.
- Successful exploitation of IP may lead to additional profits and new job opportunities.
- Good IP management allows businesses to respond to changes.
- Strategic use of IP information may lead to financial benefits; it can help you monitor your market and know the latest trends, facilitate technology transfer.
- More than one type of IP protection may apply to your situation.

{8} This is not an exhaustive list of key messages. These will be refined and developed further in collaboration with each Product Line.

5.5. Potential Activities^{9}

- Emphasized consultations (traditional focus-groups and on-line forums) in order to receive public and stakeholder's input.
- Develop helpful "How-to's" on the Web, cd-roms, videos, tutorials, success stories, tips, etc.
- Develop training on how to do Web transactions, e-filing, managing IP protection, protecting corporate knowledge, etc.
- Provide access to a network of experts.
- Make IP News System available to clients.
- Develop electronic newsletter containing tips, success stories of the month, contacts (opportunity to feature our partners in the newsletter).
- Add calendar of events re: training opportunities on the Web site.
- Add professional advice section on the Web, a resource section.
- Develop success stories, fact sheets, useful tips to be included on the Web site and in a booklet format (e.g. Australia model: IP guides, cd-roms, videos, tutorials, etc.).
- Tap in to well-established partner initiatives, events and activities.
- Attend partner events, seminars.
- Advertise in specialized publications or partners' publications.
- CIPO representatives to visit regional information centres.
- Develop speakers program (database of experts, speakers available across the country to make presentations), provide advice to local groups, businesses, etc. Make the database available to partners and clients.

6.0. Activity Program: Increasing Effective Use of CIPO Products and Services

6.1. Goal

Guide the users in the effective use of CIPO's products and services, and direct them to other appropriate sources of IP-related information.

6.2. Long-Term Program Objectives

- 1) Create/enhance relationships with IP professional community, and involve them in our marketing efforts.
- 2) Explore and develop new information products and services.
- 3) Explore and develop strategic alliances with key organizations.
- 4) Provide access to internal and external IP resources to learn about specific issues, opportunities, professional development, guidance, etc.

6.3. Target Audience

SMEs
IP professionals
CIPO's current clients

6.4. Proposed Key Messages^{10}

{9} It should be noted that research and analysis will be required to evaluate the feasibility of each of these activities. Only "acceptable" activities will be added to FY Action Plans.

{10} This is not an exhaustive list of key messages. These will be refined and developed further in collaboration with each Product Line.

- Professional advice, training and support is available to help Canadian SMEs, innovators and creators increase their knowledge in the management and successful exploitation of the IP system and information available.
- IP commercialization strategies and successful exploitation of IP information can help your business grow.
- IP information is a significant asset that can have a direct and positive impact on your life and day-to-day activities.
- CIPO can help you find IP strategies that suit your needs and guide you to appropriate sources of IP or business-related information.

6.5. Potential Activities^{11}

- Extensive relationship marketing program where IP professionals receive a product (brochure, guide or cd-rom) which will assist them in becoming more effective users of IP and in providing consistent advice to their clients on a range of IP matters.
- E-mail marketing campaign to IP professionals.
- Provide access to a network of partners, IP experts (i.e. development of IP portal or network of IP professionals with key partners).
- Advertise in specialized publications.
- Provide training material to partner organizations for use in their facilities.
- Develop on-line training modules: tutorials, on-line courses, seminars, etc.;
- offer on-line help service.
- Develop speakers program.
- Develop success stories, fact sheets, useful tips to be included on the Web site and in a booklet format (e.g. Australia model: IP guides, cd-roms, videos, tutorials, etc.).
- Tap in to well-established partner initiatives, events and activities.
- Attend partner events, seminars;
- Advertise in specialized publications or partners' publications; and
- CIPO representatives to visit regional information centres.

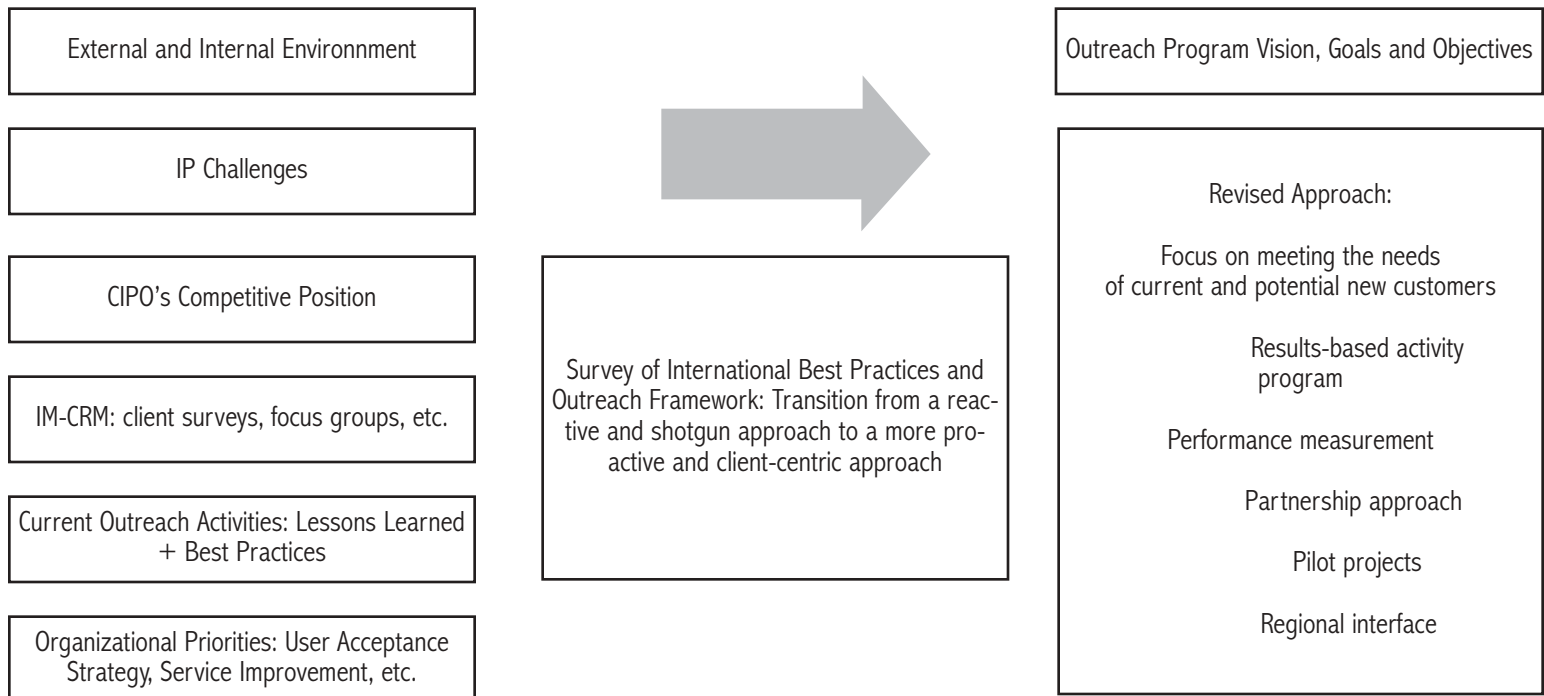
{11} It should be noted that research and analysis will be required to evaluate the feasibility of each of these activities. Only "acceptable" activities will be added to FY Action Plans.

Appendix A

**Logical Sequence
Strategic Plan for Outreach Program**

CIPO's Strategic Priority # 3: Deliver a sustainable Outreach Program that will increase awareness, knowledge and effective use of IP by Canadians.

Key Influences and Drivers of Change



Appendix B**Proposed Collaborators and Partners List
Outreach Program****Industry Canada**

CBSC National Secretariat
 Industry Sector
 Operations Sector: FedNor
 Policy Sector: Small Business Policy Branch, Corporate Governance
 Branch (Intellectual Property Policy Directorate and Special Projects
 Directorate)
 Communications Branch

Industry Portfolio

Atlantic Canada Opportunities Agency
 Business Development Bank of Canada
 Canada Economic Development for Quebec Region
 Western Economic Diversification
 National Research Council Canada (IPSO, CISTI, FPTT, IRAP)
 Natural Sciences and Engineering Research Council of Canada

Other Departments and Agencies

Department of Foreign Affairs and International Trade
 Communication Canada
 Canada Customs and Revenue Agency
 National Library of Canada
 Agriculture and Agri-Food Canada
 Provincial Governments

National Associations and Organizations

Intellectual Property Institute of Canada
 Canadian Chamber of Commerce
 Canadian Federation of Independent Business
 Canadian Library Association
 Alliance of Manufacturers and Exporters Canada
 Canadian Council of Professional Engineers
 Association of Consulting Engineers Canada
 Canadian Council of Technicians and Technologists
 Engineering Institute of Canada
 Canadian Advanced Technology Alliance (CATA)
 Canadian Bar Association
 Canadian Marketing Association
 Canadian Association of Business Incubators
 Canadian Youth Business Foundation (CYBF)

Provincial/regional/local groups or institutions

Educational institutions and libraries
 Provincial library associations
 Research institutions
 Regional service centres
 Federal/provincial/municipal Business Centres across Canada
 Employment centres in educational institutions or in the community
 Professional firms: consultants, lawyers, accountants, trade-mark or
 patent agents
 Financial institutions
 Professional associations
 Economic Development Centres
 Students' Associations

Community Access Centres
 Foreign IP Offices