

ŁAZEWSKI DEPO & PARTNERS

● www.lds-ip.pl



ŁAZEWSKI DEPO & PARTNERS

KPI's Reality in IP Services

Marek Lazewski, managing partner, European patent attorney

**HAVE YOU EVER USED ANY METRICS TO MEASURE
PERFORMANCE (KEY PERFORMANCE METRICS, KPI'S) OR YOUR
FIRM?**

IF YES PLEASE RAISE YOUR HAND.

Usage of metrics

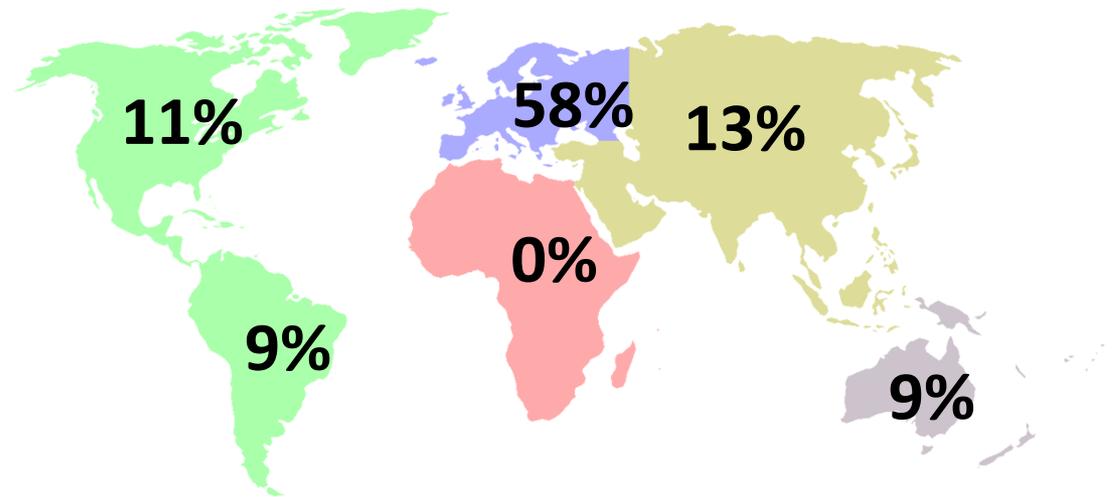


[This Photo](#) by Unknown Author is licensed under [CC BY](#)

76%

Sample description

46



[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)

IP Firms



[This Photo](#) by Unknown Author is licensed under [CC BY](#)

97%

Size/ Employees



[This Photo](#) by Unknown Author is licensed under [CC BY](#)

Up to 5: 7%

6-10: 15%

11-50: 39%

51-100: 17%

Over 100: 22%

Why not?

55%

Too small firm

46%

Lack of: time/
resources/ skills

18%

Complication of
remuneration
negotiations

18%

Fear of negative
climate

9%

Fear of data
leakage

Why yes?

Optimizing work
flow

73%

Decision making

64%

Internal work
flow

59%

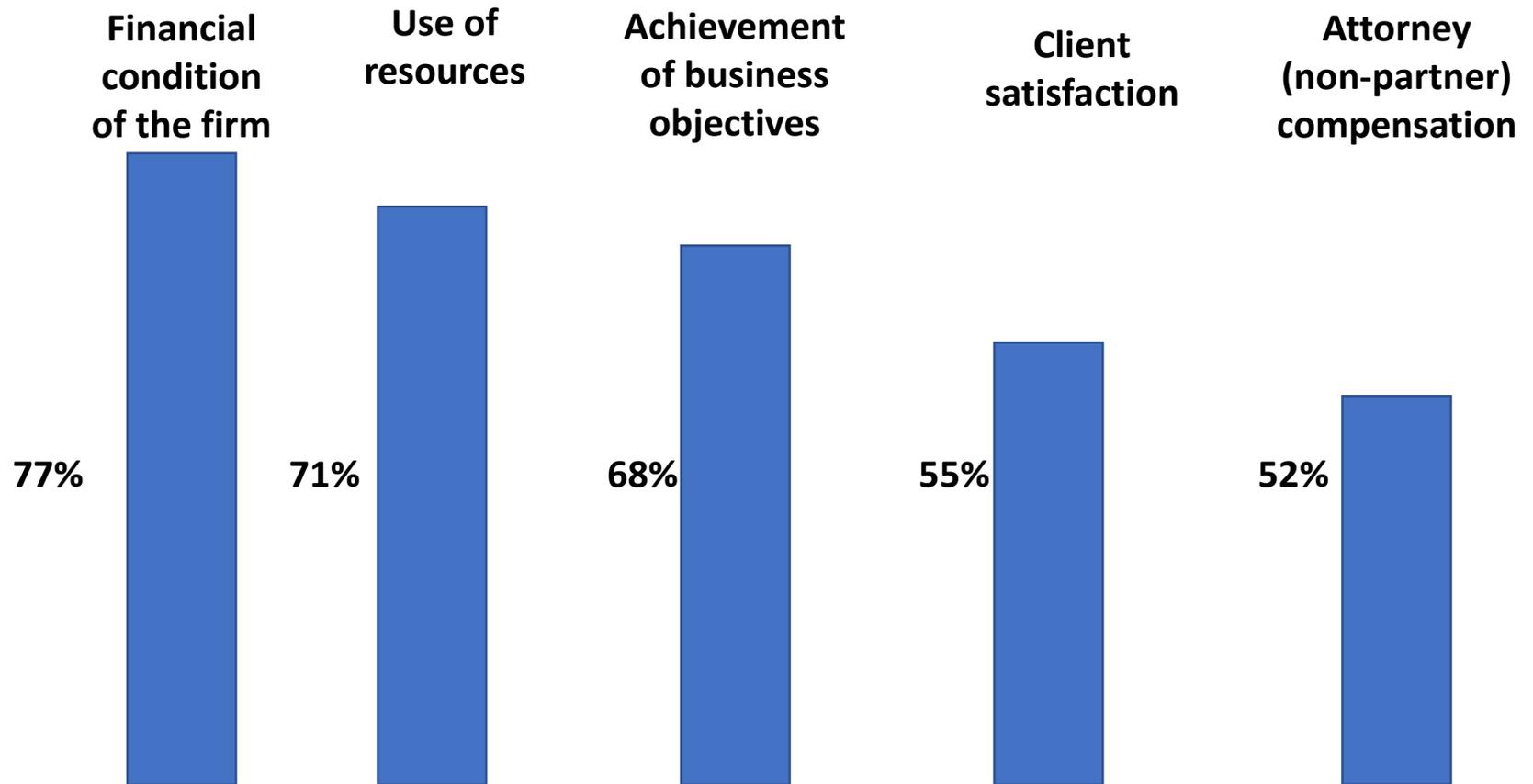
Allocation of
human resources

55%

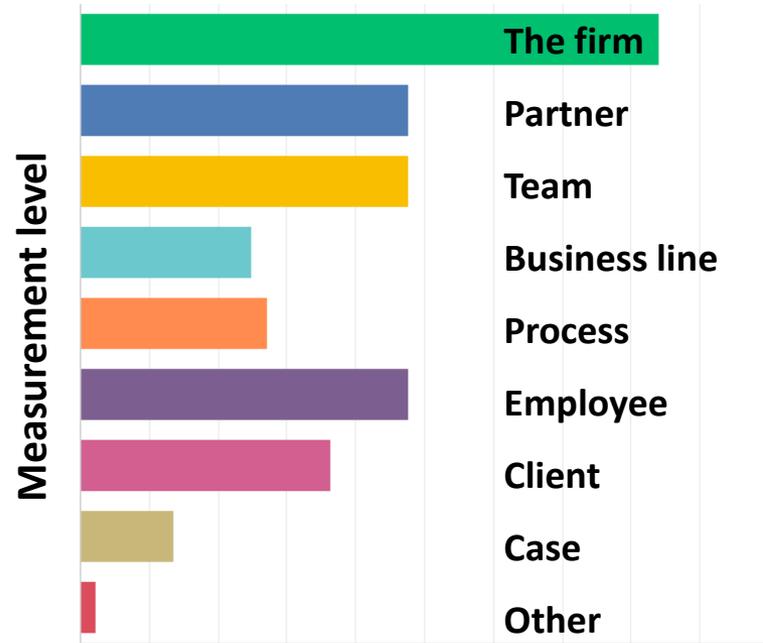
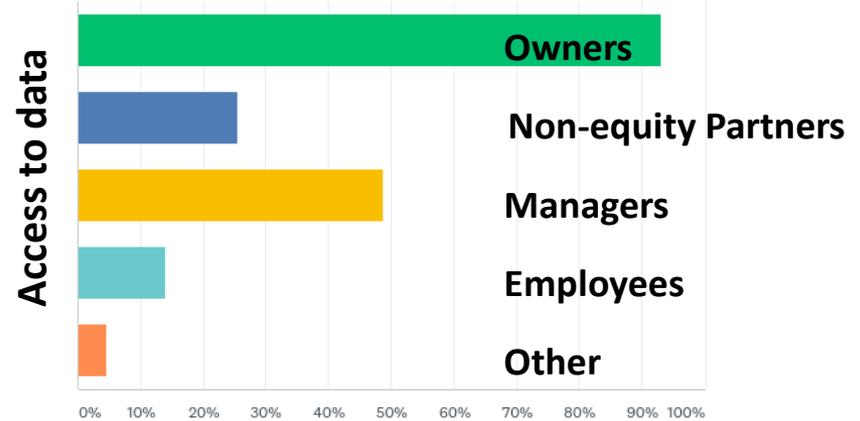
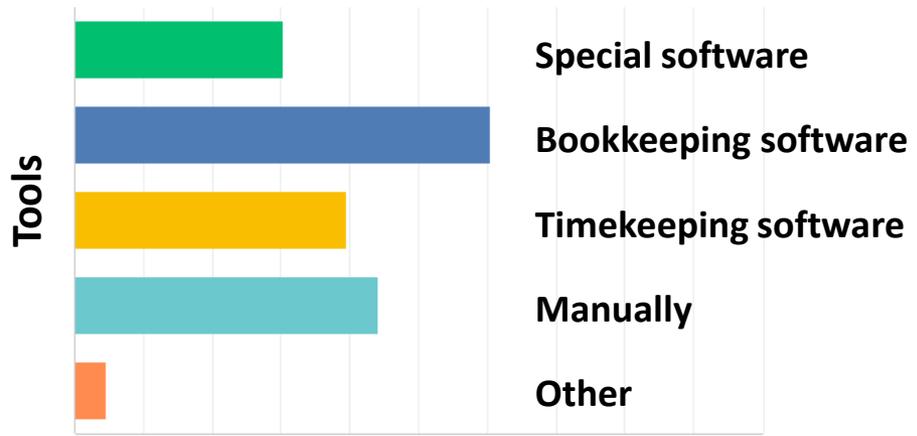
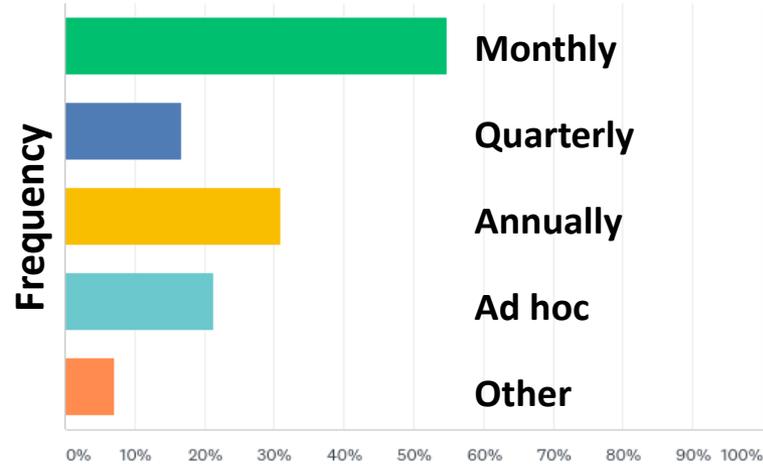
Profit sharing

37%

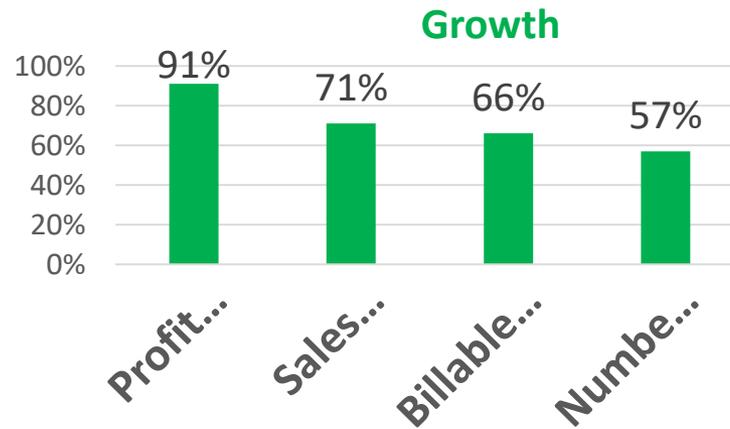
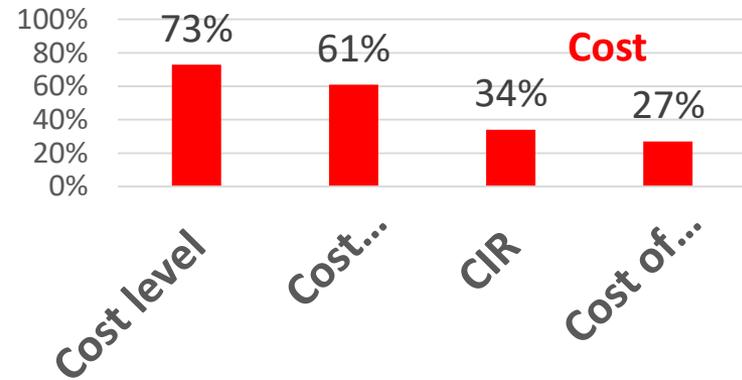
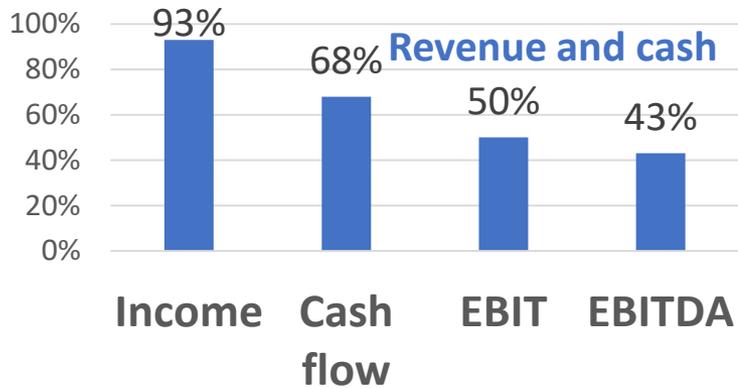
What is evaluated?



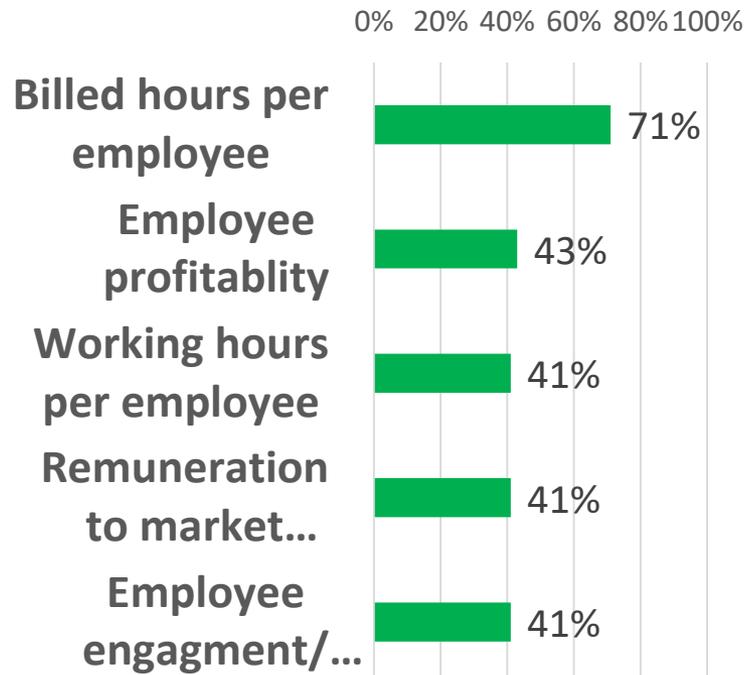
How?



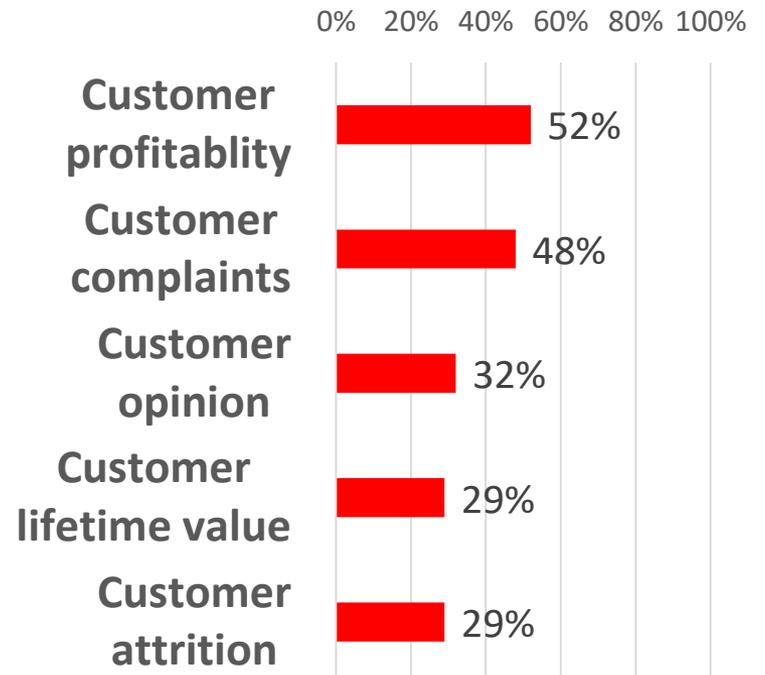
Which matrix?



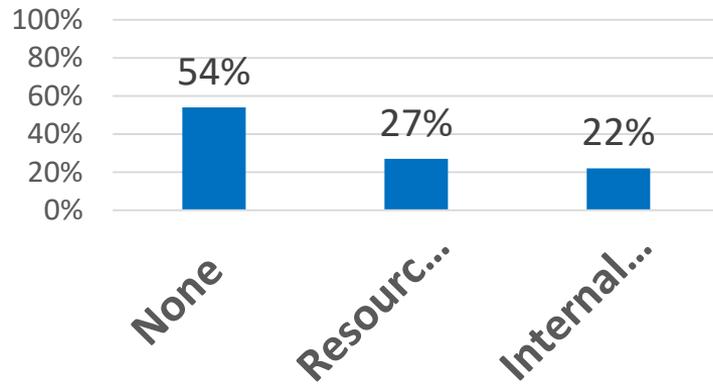
Human capital



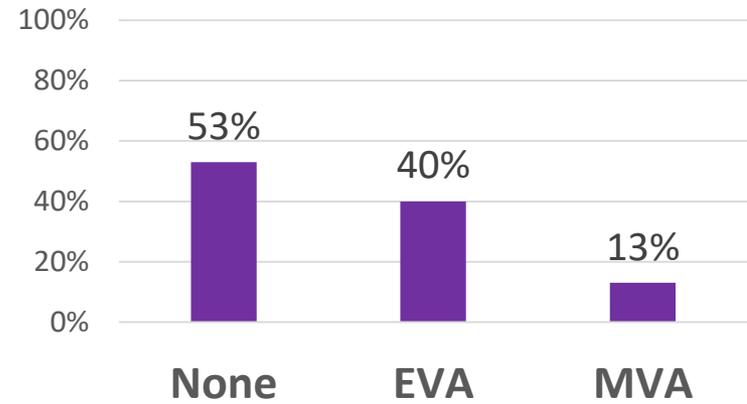
Customers



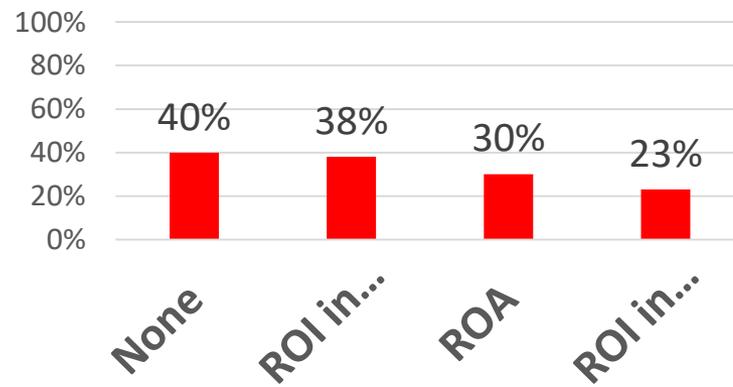
Process effectiveness



Value for owners



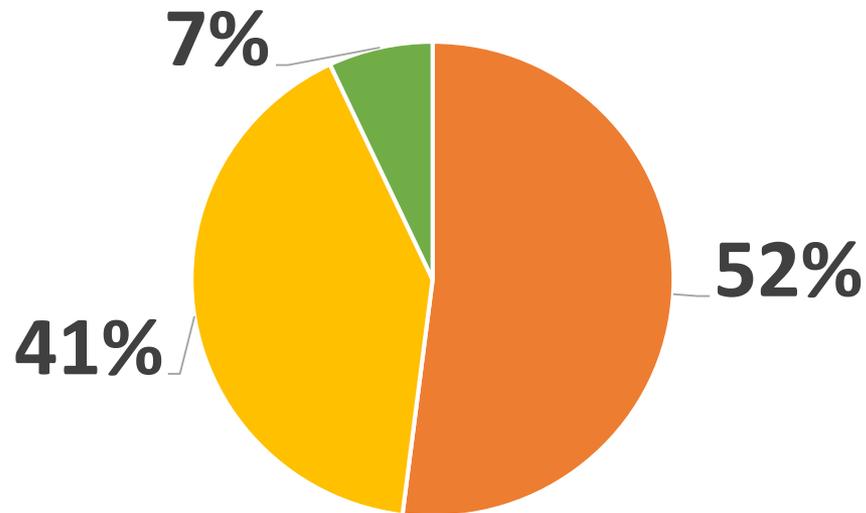
Return



**DO YOU THINK COLLECTING KPIS HAS IMPROVED THE WORKING
CLIMATE IN YOUR FIRM?**

IF YES PLEASE RAISE YOUR HAND.

DO YOU THINK COLLECTING KPIS HAS **IMPROVED THE WORKING CLIMATE** IN YOUR FIRM?



Agree

Neither agree nor disagree

Disagree

Conclusions

Business model

- Dominates traditional business model with limited orientation on processes and work effectiveness

Goal

- Ongoing monitoring of business performance
- Control of employee time utilization

Data availability

- Data is shared with owners and managers

Method

- Monthly analyses
- Manually combined data from bookkeeping and timekeeping softwares

Matrix

- Income, profit, cost
- Billed hours per employee



Management by results -
like driving a car by
looking in rear view
mirror.

W. Edwards Deming

source: quotes.deming.org/4978

Directions of development

Predictions

- Developing models based on historical data to facilitate decision-making process
- Support of intuition with facts – even in small businesses

Processes

- Going beyond the simple time utilization
- Evaluation of time efficiency
- Identification of tasks with potential for automation and specialization

Clients

- Segmentation of customers based on their behavior as determined by the data



[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)