



# ANNUAL REPORT







We are a global association of brand owners and professionals dedicated to supporting trademarks and related intellectual property (IP) to foster consumer trust, economic growth, and innovation.

## A MESSAGE FROM Our Leadership



**Ayala Deutsch**  
2020 President



**Etienne Sanz de Acedo**  
CEO



**Tiki Dare**  
2021 President

We began 2020 at the half-way point in our 2018–2021 Strategic Plan. We were proud of our progress in achieving our strategic objectives and of our momentum as we entered a new year and the second half of our four-year cycle.

Then the world was turned upside-down. The global COVID-19 pandemic abruptly and severely disturbed every aspect of our personal and professional lives.

Our Association faced unprecedented challenges. INTA is a community, and the opportunities we provide for networking and business development are some of our most important member benefits.

By the time we witnessed the serious spread of the pandemic, registration for the 2020 Annual Meeting in Singapore had begun. Registrants were booking flights and hotels and were excitedly anticipating gathering in Singapore for the Meeting.

**We confronted the reality** of the situation head-on. We had to act quickly and decisively, not only to keep the organization on track but, more importantly, to keep our community whole. Rather than slow down, we innovated—regarding our events, our initiatives, and our operations. We made difficult decisions early, pivoted, and kept moving.

**We responded effectively and proved resilient.** We accelerated our digital transformation to keep our members engaged and connected. We also assumed greater social responsibility, supported the COVID-19 response efforts, took a stand on other critical issues, and began working to effect change in our industry and beyond.

**We rose up and projected ourselves into the future.** We adjusted how we work and pursued our mission. We hosted a historic and fully virtual Annual Meeting. We conducted numerous studies, convened a Presidential Task Force on Becoming an Intellectual Property Allstar, and gave serious thought to how the industry will look in the years ahead. Most importantly, we stayed together.

It is evident that brands globally need to identify the long-term challenges and opportunities presented by the pandemic. This is true for our Association. And, while we think of INTA as an evolving organization, COVID-19 underscored why we can't stay the same, why we must embrace innovation and change, and why we must continually be forward-looking and forward-thinking.

We did this in 2020. We rethought how we serve our members and bring them added value, and we reinvented ourselves to adapt to a new environment. This is why our community remains as strong as ever, and this is how we are moving confidently into the future.

As we reflect on 2020, we can be even prouder than we were at the start of the year.

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INTA ANNUAL REPORT

# Confronting Reality

KEEPING OUR COMMUNITY WHOLE





# Confronting Reality

The COVID-19 pandemic, and the resulting virtual work environment and economic uncertainty, had a huge impact on organizations worldwide in 2020. Many pursued innovative ways to support the response to COVID-19, but almost all had to innovate to remain in operation. This was the case for INTA. As an organization, as a membership association, and as a community, we faced an unparalleled set of circumstances.

Confronting this reality meant acknowledging early in the pandemic that difficult decisions needed to be made, that the crisis was continually evolving with no clear end in sight, that we had to anticipate and plan for multiple scenarios, and that the health and safety of our community must be our highest priority and North Star. Being agile and flexible was our new reality.

Throughout, we stayed true to our mission and 2018–2021 Strategic Plan. Immediately, INTA staff and volunteers began working tirelessly to make necessary adjustments to events and programming, to provide COVID-19–related assistance, and to keep members informed and engaged where they were now spending much more of their time: online.

Despite the external reality, internally, INTA volunteers and staff kept on task. Despite most staying home 24/7 during the global health crisis, productivity remained high—if not higher. For INTA itself, there was business continuity within 24 hours of closing our physical offices around the world.

Our new INSIDE INTA video series reflects this. To provide the global intellectual property (IP) community with regular updates from Association insiders, early into the pandemic, we introduced this series of short videos that demonstrate the breadth and volume of our deliverables. In 2020, staff and volunteers recorded more than 40 short videos from their homes, which we posted on INTA's social platforms (Facebook, Instagram, LinkedIn, Twitter, and YouTube).

Members of our Board, 35 committees, and various project teams, together with our staff, forged ahead, their

work mirroring INTA's long-standing key policy issues—the value of trademarks and brands, harmonization, brand restrictions, counterfeiting, and Internet governance and domain name systems.

The year was also defined by societal issues, namely the focus on racial injustice and a wave of protests around the world following the killing of George Floyd in the United States on May 25. Brands could not keep quiet. INTA could not keep quiet.

## Membership Year-end 2020

<b>Africa</b>	<b>242</b>
<b>Asia-Pacific</b>	<b>843</b>
<b>China</b>	<b>254</b>
<b>Europe</b>	<b>1,731</b>
<b>India</b>	<b>171</b>
<b>Latin America and the Caribbean</b>	<b>662</b>
<b>Middle East</b>	<b>227</b>
<b>North America</b>	<b>2,154</b>

Denotes organizations—Corporate Members and Associate Members only, as of December 30, 2020

# Confronting Reality

Our communications channels, including the *INTA Bulletin* and *Brand & New* podcast, addressed these issues in a way that linked to our areas of focus. For example, *Brand & New* entered its second season in 2020, and its theme of IP and change became more relevant given the world around us. Episodes featured prominent professors who discussed “Acting with Purpose: Brands and Social Justice,” and “Disparaging Trademarks in a Time of Social and Racial Injustice.” Further installments highlighted experts and

visionaries on crisis management, business strategies and pivoting, and other topics related to the times.

All we did very much reflected a learning exercise—one that would propel us forward for years to come.

In so many ways, 2020 was a catalyst moment for INTA and our community. Promptly and directly confronting the reality of a global pandemic accelerated—and in many cases set in motion—several innovative changes that will benefit the Association far into the future.

2020  
YEAR IN  
REVIEW

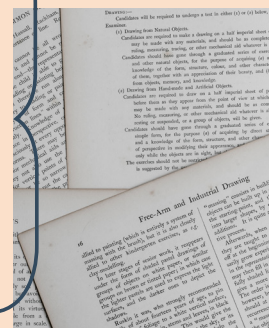
ANTICOUNTERFEITING



14

policy dialogues  
with intermediaries  
on online  
counterfeiting  
policies

18



submissions on  
anticounterfeiting  
enforcement  
legislative  
consultations

global policy  
dialogues with  
enforcement  
officials and  
policy makers

16



5

regional customs  
trainings

2



Anticounterfeiting  
Workshops at  
INTA's Annual Meeting





## Marina Perraki: Achieving Goals

Marina Perraki, a partner at Tsibanoulis & Partners (Greece), was busier than ever in 2020 in her role as chair of the Europe Subcommittee of the International Amicus Committee. Working as a team, the Subcommittee submitted four amicus briefs in just one year.

### What prompted a higher-than-usual number of amicus submissions in Europe in 2020?

It was a combination of factors, including the determination and perseverance of the Subcommittee to achieve this goal. We had coordinated actions from day one, starting from raising awareness and engaging in new procedures to monitor possible cases, to effectively working on the drafting of briefs under very tight deadlines. All this was made possible due to the aspiration of our members, their brilliant legal minds, and excellent teamwork.

### INTA submitted briefs for the first time to the Grand Board of Appeal of the European Intellectual Property Office (EUIPO); how does this new channel advance the Association's advocacy efforts?

Very much so, because the Grand Board of Appeal of the EUIPO plays a decisive role of analogous importance to the preliminary references mechanism of the Court of Justice of the European Union at the EUIPO level, as it deals only with legal matters that are unresolved or disputed at prior judicial levels. It is therefore the perfect forum for INTA to advocate its positions regarding complex legal matters on trademarks and designs.

### As Subcommittee chair, how much did you drive this strategy?

I actively participate in all the working groups and the drafting. I think my love for the amicus briefs concept

and ideal—namely, a group of experts providing insight to disputed and unclear legal matters as friends of the court—and my true belief in the importance of such work for the furthering of the law have been transposed to the Subcommittee members.

Members, leadership, and staff liaisons all share the same passion for this unique opportunity to shape the law and case law and to voice angles and thoughts on a given matter that would otherwise not have reached the court.

### What energizes you when you draft/co-draft an amicus brief?

The challenge of the legal issues—the realization that this may help the application of the law and the everyday lives and practice of all users and interested parties.

I thoroughly enjoy our deliberations within the Subcommittee and exchanging views with the members of the working groups but also with other INTA committees, on specific cases in their field of expertise, where they provide valuable support and insight.

“Members, leadership, and staff liaisons all share the same passion for this unique opportunity to shape the law.”

### What does being chair of the Subcommittee mean to you?

It is first and foremost a great honor, and I thank INTA for entrusting me with this task. I had read all prior amicus filings in all landmark EU cases and preliminary rulings, especially all the cases that had shaped EU trademark law, when I was writing my doctoral thesis. I was very inspired by them. I wanted to revive this and seize the opportunity to give voice to users and practitioners before courts and judicial bodies. It was more than a challenge for me—it was a dream come true.



**Lara Kayode:**  
**Building Bridges**

Lara Kayode, founder of O. Kayode and Co. (Nigeria), has been one of the champions of INTA's efforts to respond to the needs of small- and medium-sized enterprises (SMEs) in both developed and developing countries. In 2020, she spearheaded a collaboration with the African Women's Entrepreneurship Program (AWEP), which assists women entrepreneurs across sub-Saharan Africa who are transforming their societies through economic development and social advocacy in their communities.

#### **How did the AWEP initiative come about?**

A few years ago, when I became a member of the INTA Board of Directors, a colleague and friend became the vice president of AWEP South West Nigeria, and I wondered how we could work together. I also was fortunate to be part of the INTA Presidential Task Force on SMEs, where I became more aware of the need for SMEs to be informed about their intellectual property rights.

Then, as soon as I was appointed 2020–2021 chair of the SME Associations Subcommittee of the Building Bridges Committee, I knew we had to reach out to AWEP to build that very important bridge. The Committee focuses on cultivating strategic partnerships with non-IP organizations, including those that support the development of SMEs. So AWEP fit right in with the mission.

After I participated in formal and informal meetings with AWEP, the two organizations jointly developed an 18-month work plan. In November 2020, we held a successful webinar, which I led, on the basics of IP and its importance to entrepreneurs. More than 50 women entrepreneurs attended, and, interestingly, we learned that close to half had not registered their IP rights, so the chat function was filled with lots of great questions. More events will be coming up in 2021.

#### **Why is it important to you, especially as a woman, to be involved in an initiative like this?**

It is absolutely important that we are all involved in this initiative. Statistics show that 90 percent of businesses worldwide are SMEs, and women run a significant number of them. SMEs' greatest needs are education, access to information and training, and strategies for becoming global businesses, among others.

As a woman I have had quite a few mentors within INTA and elsewhere who have literally held my hand as I developed my career and grew my firm. This is an opportunity for me to give back and literally leave the door open to assist others.

#### **What do you hope the initiative's impact will be, beyond protecting IP rights?**

I hope more awareness will be created and that more women will be empowered to step out and take the lead regarding IP globally.

#### **What does your participation in this initiative say about belonging to INTA?**

Belonging to INTA opens many opportunities apart from those within the traditional trademark attorney role. This initiative has highlighted the flexibility and necessity for us as members of INTA to be versatile and open to the new changes in the ever-shrinking globe that we live in.

This has given me the opportunity to be able to give back and respond to societal needs, in my capacity as a trademark attorney as well as beyond my traditional role as an attorney. Through INTA, I've been able to reach out to entrepreneurs, who ordinarily I would not have met in my everyday work experience.

**“This [initiative] has given me the opportunity to be able to give back and respond to societal needs.”**



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# Responding **Effectively**

PROVING OUR RESILIENCE



# Responding Effectively

How did we respond to the extraordinary challenges we faced in 2020? We were agile and flexible. We made bold data-driven decisions and adapted in the face of adversity.

Perhaps more than anything, in 2020, the INTA community proved to be incredibly resilient in the face of great disruption. And perhaps more than ever, in 2020, we wanted to feel part of a community, to contribute to something bigger than ourselves. INTA has always provided that.

We confronted a plethora of difficult decisions throughout the year. But we remained mission-focused, pursuing our strategic objectives, progressing committees' work, continuing our global advocacy efforts, updating our Practice Guides and other resources, and expanding our educational programming. We got creative, we went virtual, and we were remarkably productive.

As a result, we were able to implement changes that not only allowed us to continue operating in the short term but will enable us to perform better far into the future.

At the same time, the needs of our members changed dramatically as the reality of a global pandemic sank in and lockdowns and social distancing measures were put in place around the world.

We needed to respond effectively. Thankfully, the Association was already undergoing a major digital transformation. Little did we know at the time that web-based communications would be more indispensable than ever. A long time in development, our new website, [inta.org](https://inta.org), went live in June—unveiling a modern, clean look, robust search engine, mobile-friendly design, and intuitive navigation. The result: a significantly improved user experience. In the first three months alone, we witnessed more sessions per user, more pages per session, and significantly lower bounce rates.

In the spirit of embracing innovation and change, we accelerated our digital transformation on many more fronts.

Notably, in June, INTA hosted our first-ever virtual conference, the “2020 New York Conference—Brands in Society: Their Influence and Responsibility.” The subject matter, as it happened, became that much more pertinent, given the turmoil globally.

We also expanded our various digital offerings. This included the launch of INTA-TO-GO, an e-learning platform. We developed a calendar of live and on-demand webcasts on pressing global topics. Quite intentionally, the platform opened with a webcast titled “Mental Health in Your Workplace: How to Be Part of the Solution.”

And we adapted an in-person member favorite, Speed Networking, for the virtual world, facilitating remote interactions between brand professionals and their peers around the globe. The appetite for virtual Speed Networking was enormous, with nearly 1,200 participants at 99 sessions across various time zones over 9 weeks.

As digital increasingly became the most viable way to connect, our social media presence gained significant ground in 2020. We posted more content than ever, strengthening our role as an industry digital connector. And we garnered a significant uptick in engagement on all social media platforms, including an increase in the number of followers by 29 percent on LinkedIn, 26 percent on Instagram, and 26 percent on WeChat.

In 2020, we continued to respond to existing and emerging trademark issues around the world. In addition, our letters and submissions, policy dialogues, and other interventions demonstrated that other aspects of IP are increasingly gaining our attention. For instance, we commented on design laws and regulations in Australia, China, Mexico, and

## Resources Readership Data

(Pageviews on [inta.org](https://inta.org) in 2020)

### Practice Guides

108,668

### Fact Sheets

44,593

### The Trademark Reporter®

7,593

### Quick-Start Trademark Chart

4,955



# Responding Effectively

Thailand; on copyright laws and rulemaking in Ukraine and the United States; and on the Patent Administrative Dispute Mediation Guidelines in China, and we included a patent track of educational programming at our 2020 Annual Meeting.

Importantly, in 2020, we also refocused our sense of purpose and assumed greater social responsibility. At the beginning of the year, the Association established a Brands for a Better Society Committee to help INTA members better understand the relationship between corporate social responsibility (CSR), consumer trust, and IP, and to equip our members with the tools to ensure that trademarks and related IP effectively fulfil their role in brands' CSR efforts.

## Major Initiatives as Corporate Citizens



Corporate Social Responsibility



Diversity, Equity,  
and Inclusion



INTA Community Cares:  
COVID-19 Donation Campaign



The Women's Leadership  
Initiative

Responding directly to the pandemic, in April 2020, the Association established the INTA Community Cares: COVID-19 Donation Campaign. Through this donation drive, members joined hands and supported the response efforts as a community. The campaign helped fund the purchase and distribution of masks and other personal protective equipment to public hospitals and/or nonprofit organizations, and/or contributed monies to local charitable organizations assisting health care institutions and the public in dealing with COVID-19.

Recognizing the enormous need worldwide, the Association identified countries around the world

where it believed the donations would make the biggest difference at the time: Ecuador, Kenya, India, Italy, Nigeria, Panama, Spain, and the United States.

We also turned a critical lens on the prevalence and role of women in the IP world. On International Women's Day on March 25, the Association announced The Women's Leadership Initiative. This INTA initiative is designed to foster the development of strong leadership skills for women in the IP field and to empower them to lift their careers to the next level. We advanced this effort on multiple fronts, including holding workshops and featuring a women's empowering series on our *Brand & New* podcast.

Looking inside our industry even further, we brought increased focus to diversity, equity, and inclusion (DEI) in 2020. As the world focused on systemic racism, DEI became a central discussion topic at the 2020 New York Conference and one of 12 educational programming tracks at the 2020 Annual Meeting & Leadership Meeting. Internally, we set up an employee resource group to explore DEI issues.

By assuming greater social responsibility, we were able to effect change within INTA, within the global IP community, and in society at large. This has become a strategic—and moral—priority for the Association. This will endure.

We emerged from 2020 with a fresh outlook and strong sense of optimism about INTA's future. We acknowledge that agility, flexibility, and open-mindedness are valuable attributes for any organization. We're evolving into the future, confident in our ability to respond effectively to unexpected challenges. We're adapting to a "new normal," and we're proud to embody this mindset.

## Submissions Filed Around the World

125

Testimony,  
Letters, and  
Submissions

11

Amicus Briefs

(Jurisdictions: European Union, India, United States)  
(Issues: Functionality, Generic Marks, Packaging,  
Registered Community Designs, Trademark Use,  
Well-known Marks)



**Bai Gang:**  
Responding  
to COVID-19

When the COVID-19 pandemic struck around the Chinese New Year, “anxiety was the immediate reaction,” recalled Bai Gang, founding partner at Wanhuida Intellectual Property (China). “But we know opportunities often accompany challenges. The challenge was unprecedented, and we had to open ourselves to experiment in response.”

Wanhuida IP responded in stages. First, the firm communicated with clients worldwide that work would continue. It invested in software and other communications tools. Video conferencing soon became the norm for client services.

The law firm also quickly formed an emergency response team. It contacted every employee “to learn where they were and what they needed,” Mr. Bai said. When the severe shortage of personal protection equipment (PPE), such as masks, goggles, and gloves, became evident, the firm mobilized resources to secure and send quality supplies to employees and subsequently to clients.

Then, Wanhuida IP looked beyond its own firm. In April, as the pandemic spread throughout the world, the firm responded to INTA’s call to members to “demonstrate our

strength as a community and our hearts as global citizens” and contribute to the INTA Community Cares: COVID-19 Donation Campaign to help fund medical supplies.

“We were delighted,” Mr. Bai said. “It allowed us to join forces to a larger cause to contribute in whatever small capacity we had ... it offered an opportunity to show that we care.”

Wanhuida IP’s first action: an internal call for donations. Some of the firm’s partners, attorneys, and other staff made generous contributions and in collaboration with INTA’s China Representative Office, the law firm ultimately provided thousands of surgical masks and other PPE to embassies of countries in greatest need.

Reflecting on the INTA Community Cares campaign, Mr. Bai said, “Crisis tests organizations as well as individuals. The fact that INTA promptly initiated the campaign speaks volumes to who INTA is. As a global organization of diverse cultures, it initiated a campaign that exhibits our common values and uplifts our professional spirit at a depressing time.”

“The fact that INTA promptly initiated the [INTA Community Cares] campaign speaks volumes to who INTA is.”





**Jennifer Silverman:**  
Rewriting  
'Herstory'

For more than 20 years, Jennifer Silverman worked inside law firms, including heading the IP department at a mid-sized firm for the past decade. Then in 2020, the IP attorney reassessed and responded. She adapted to a new reality—one that she truly “owns” —as founder of Jennifer Silverman PLLC (USA).

**What prompted you to start your own firm?**

I was ready for a change. Taking an in-house position wasn't an option because I wanted to continue working with my wonderful clients in private practice. However, after just one job interview, I felt certain that I did not want to go to another law firm. This was extremely confusing because I had never given any thought to the terrifying possibility of starting my own firm.

After a lot of encouragement from a close friend, I began to consider whether I could pull it off. Once I realized that the skills I used to lead a department could be employed to launch a firm, I became less scared and more excited. The rest is history!

**The Women's Leadership IP Initiative Report notes that many women find it necessary to start their own firm to attain a leadership position. Does that resonate with you?**

I was fortunate to have the opportunity to lead the IP practice at my former firm. However, by starting my own firm, I have greater control over the amount of money that I earn, flexibility to adapt to the needs of my clients, and freedom to decide how to spend my time.

**What challenges did you face starting your firm, given the pandemic?**

I began preparing to launch my own firm a few weeks before things began shutting down. It took a long time for my legal entity to be formed, my application for malpractice insurance to be approved, etc.

While the pandemic certainly presented some unique challenges, the slow pace of life made it possible for me to draft content for my website, train my paralegal, choose software, write a business continuity plan, and more. As a result, I was able to focus on client work on the first day the firm was open for business. I was also glad to have something positive to think about during those difficult days.

**How has being a longtime member of INTA helped you in going solo?**

INTA has been an important part of my career for a long, long time. It has given me so much—education, practice resources, networking opportunities, and wonderful friendships. All these things impact how I practice law today.

“Once I realized that the skills I used to lead a department could be employed to launch a firm, I became less scared and more excited.”



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ANNUAL REPORT

# Rising Up

PROJECTING OURSELVES INTO  
THE FUTURE





# Rising Up

We have always had our sights on the future. But perhaps what changed in 2020 was the intensity of our lens. Driven in part by the fast-moving changes around us and knowing that more would be coming down the pike, we rose up and projected ourselves into the future.

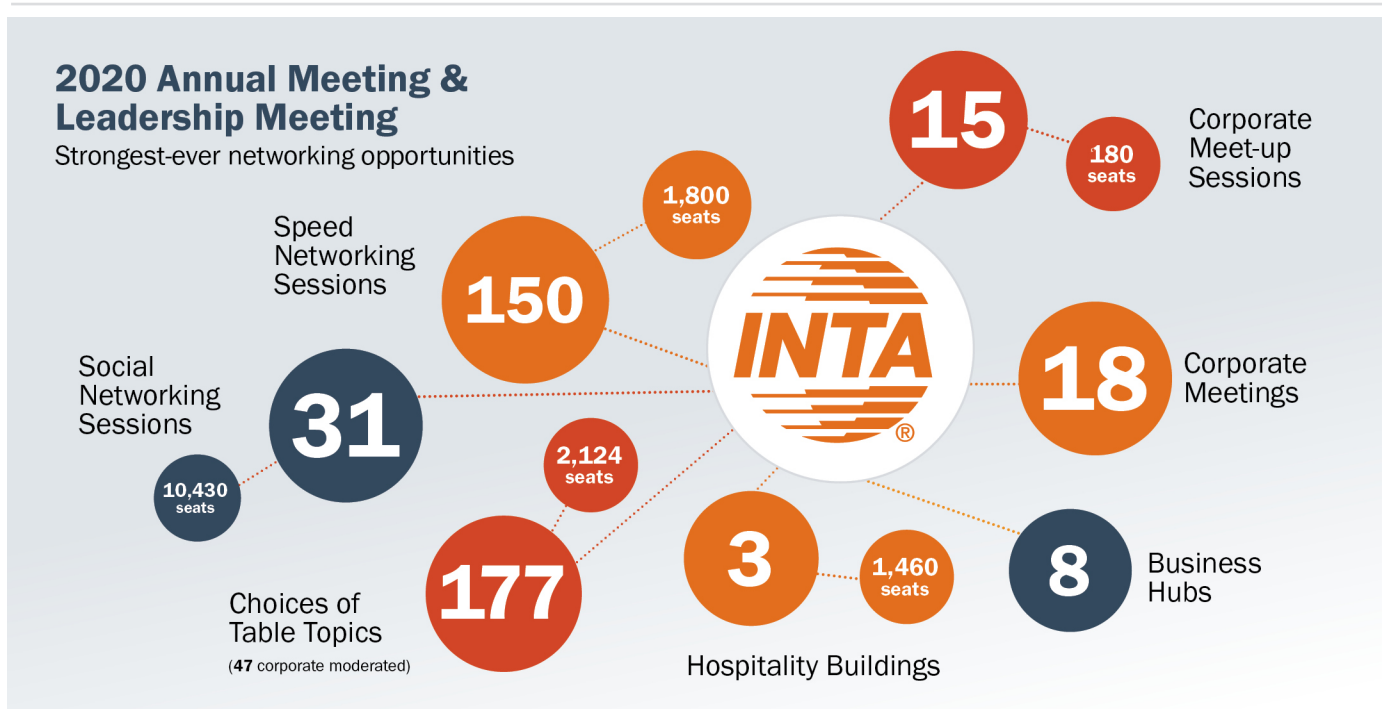
One of the three pillars of INTA's 2018–2021 Strategic Plan calls on us to “Embrace Innovation and Change.” Specifically, we’re charged with providing innovative, valuable services to our members. Throughout this year, the Association met—and then far surpassed—expectations in how we fulfilled this objective.

These efforts culminated in what is perhaps the best example of innovation at INTA: the fully virtual 2020 Annual Meeting & Leadership Meeting. We decided early on that not hosting an Annual Meeting was not an option. That was a simple decision. The journey to the Association’s first-ever virtual combined event was as complex as the learning curve was steep, but the health and safety of registrants were always our top priority and guided every decision we made throughout the year.

The virtual 2020 Annual Meeting & Leadership Meeting captured the attention of our members—with, for example, nearly 40 percent more corporate umbrellas attending it than had attended the prior year’s in-person Annual Meeting, and drawing an 89 percent participation rate, much higher than what’s reported for virtual events in general. New features at the Annual Meeting & Leadership Meeting such as INTAconnect—an AI-empowered matchmaking and scheduling tool—emphasized our commitment to innovation and fostered connections.

The 2020 Annual Meeting & Leadership Meeting was groundbreaking for us and has laid the foundation for our future events. Even when we return to gathering in person, virtual is here to stay, as a stand-alone offering or to complement onsite events down the road. We’ve reinvented ourselves, and what we’ve learned from the enormous effort that made the virtual event possible—and successful—will have a last impact on our Association.

More evidence of strength through change is the Unreal Campaign, one of our signature programs, which educates





# Rising Up

young consumers about the value of trademarks and the dangers of counterfeiting. In-person presentations at schools have been the core of the initiative from its inception in 2012. With the switch to remote learning around the world due to the pandemic, members continued their important work by seamlessly shifting to virtual presentations in May. In just one year, the Campaign reached 11,574 students in 15 jurisdictions through 34 virtual presentations and 14 in-person appearances.

## 3 Think Tank Reports

**In-House Practice of the Future  
Think Tank Report**  
November 2020

**IP Law Firms of the Future  
Think Tank Report**  
November 2020

**Report: The Intellectual  
Property Office (IPO)  
of the Future**  
November 2020



Moreover, in 2020, we built on our emerging reputation as a thought leader. In November, we published the *Report: The Intellectual Property Office (IPO) of the Future* along with the *In-House Practice of the Future Think Tank Report* and *IP Law Firms of the Future Think Tank Report*. Their findings are insightful, presenting the future challenges and opportunities for the IP field. While each think tank reflected on issues from its specific perspective, they converge in their take on the future: the IP landscape is evolving quickly, and stakeholders of all types must adapt to keep pace, including engaging in new roles.

INTA convened these think tanks in 2019. As we entered 2020, we expanded the scope of all three think tanks to include observations and learnings from the pandemic. The resulting report on IPOs includes an in-depth case study looking at how IP offices have survived and thrived through COVID-19

and what the offices can apply from the crisis as they design their future frameworks.

## 4 Task Force Reports

**Brands and CSR Survey Report**  
March 2020

**Brand Value Special Task  
Force Report**  
April 2020

**In-House Practitioners  
Benchmarking Report**  
December 2020

**The Women's Leadership Initiative  
Report and Best Practices Toolkit**  
December 2020 (released 2021)



Separately, INTA's 2020 *In-House Practitioners Benchmarking Report*, released in December 2020, shed light on how in-house teams were impacted by, and prepared for, the COVID-19 pandemic, as well as by economic uncertainty and changing consumer attitudes toward brands.

This forward-looking research, we think, is also one of the most effective ways that we can support the global IP community. It empowers us to be agile and flexible. We can forge on with greater confidence and pivot with greater ease. In short, we are fortifying our resilience.

Also looking ahead, 2020 INTA President Ayala Deutsch convened a Presidential Task Force on Becoming an Intellectual Property Allstar. Tasked with identifying the skills and attributes that separate a truly remarkable IP practitioner from others in the field, the 15-member Task Force identified 10 substantive areas of IP knowledge and 15 dynamic skills that "ALLSTAR IP" practitioners possess as well as key building blocks that practitioners can develop and work on throughout their careers. It will issue its report in 2021.

Perhaps the most important thing we did in 2020 was to put our members first, knowing that our community is our greatest asset. We emerged from a most difficult year resilient. Indeed, the INTA community remains strong and prepared for the future.



**Marcus Mercado:**  
Riding  
Together

From Barcelona, Spain, to Seattle, Washington, USA, among other places, about 65 INTA members have gathered each year for a bicycle ride during the Association's Annual Meeting and its Leadership Meeting. In 2020, when in-person events came to a halt, Marcos Mercado (Guevara & Gutiérrez S.C., Bolivia) was not going to let the COVID-19 pandemic stop the IP Bike Ride Group in its tracks. He simply switched gears.

Mr. Mercado conceived of a "virtual ride" and, via WhatsApp, invited fellow members of the IP Bike Riders to participate while the 2020 Annual Meeting & Leadership Meeting was taking place virtually in November. More than 25 members from 18 countries joined in, including Victoria Taylor (Ryan-Lussich & Asociados Abogados, Argentina), who formed the IP Bike Riders with Mr. Mercado several years ago and as the group's leader typically explores the route and researches bike rental shops in each city during in-person events.

This year proved to be another team effort, albeit in a different way. Mr. Mercado, an avid mountain biker, climbed 550 meters in eight kilometers of cycling in La Paz, Bolivia. But since some of the members are not really "bikers" at home and did not own a bike, they were encouraged to do any activity on their home turf. Diversity ruled, with members running, horseback riding, weightlifting, walking, and even paragliding in addition to cycling.

Everyone videotaped their experiences and submitted a short clip. Andrea Possinhas (Greenbaum Possinhas, Brazil) edited the recordings into one six-minute piece. And INTA posted the video on its social media channels during the Meeting.

Why "ride together" in this way? "2020 was a hard year for everybody and among other very important things like health, finances, work, etc., the social part was also affected. We realized that the people ... the community around the IP conferences are very important in our lives," Mr. Mercado said.

"I felt nostalgia, especially close to the virtual INTA meeting. I missed my friends," he continued. "So, I thought that, besides the dozens of virtual business meetings and webinars during the year, it was possible to do something interesting outdoors in a very informal way among the bike ride friends from all over the world."

Especially during the pandemic, Mr. Mercado added, "It is quite important to keep connected with the professional community."

**"We realized that the people and friends, the community around the IP conferences are very important in our lives."**



**Kara  
Zioba:  
Pushing  
Forward**

For Kara Zioba, senior IP paralegal at The Hershey Company (USA), 2020 was a year of extremes—both ups and downs. Her inner strength and the strength of the INTA community got her through it all.

The Hershey Company increased its legal team, and she spent much of her time mentoring the new trademark administrators (TMAs). Then, the pandemic hit, and the team had to find new ways of working more efficiently with reduced budgets.

On a personal level, Ms. Zioba also had the added role of “teacher” to her daughter who was now remote learning. And to top it off, she was pregnant with her second child.

Shortly after the pandemic began, her boss, Dinisa Hardley Folmar, went on leave. Ms. Zioba picked up many of her responsibilities.

“When Dinisa—my biggest mentor and advocate—passed away unexpectedly in June, I wanted to just give up,” Ms. Zioba said. “But I knew I had to keep going—that is what she would have expected me to do. I saw my challenges as opportunities to push forward and be resilient.”

She continued: “I felt lost. Dinisa had been helping me develop my career path, so I knew I had to lean on the INTA community, especially those in positions I aspired toward, to help me get there.”

Having known INTA member Gary Wengrofsky, senior director of intellectual property at Charter Communications (USA), from previous Association events and after hearing him speak at the 2020 Leadership Meeting, Ms. Zioba reached out to him for benchmarking and advice. “He was in a position I wanted to be in, and I admired his leadership philosophy and career path,” she explained.

It turned out that Mr. Wengrofsky was looking for a mentee, so the pair started a mentor-mentee relationship. “INTA has a great mentoring program for TMAs,” Ms. Zioba said, “and I really encourage others to take full advantage of it. It’s never too late or too early to start. There are always opportunities to learn and advance your career, and a good mentor can help you get there.”

Also in 2020, Ms. Zioba held her first leadership position within INTA, as co-chair of the Outreach Subcommittee of the Trademark Administrators Committee. Describing it as an “amazing experience,” she said it has provided her with meaningful connections and leadership skills that apply to other aspects of her life and career. “My mission is to reach all TMAs and raise awareness of INTA and its many benefits,” she said.

When asked what three words describe what INTA meant to her in 2020, Ms. Zioba quickly responded: “Rewarding, Opportunities, Community.”

**“I saw my challenges  
as opportunities to  
push forward and be  
resilient.”**

*Update: Ms. Zioba was promoted to global IP manager, effective March 2021.*



# Taking INTA from 2022 to 2025

**2022–2025 Strategic Plan**

1

Promote and Reinforce  
**the Value of Brands**

2

Build a Better Society  
**through Brands**

3

Support the Development  
**of IP Professionals**

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