

It's time for business students to get an IP education

Many subjects are taught at business schools, but intellectual property is not usually one of them. Until that changes, widespread executive ignorance of what IP is all about is bound to continue

By **Bill Elkington**

I received a call from a head hunter a few months ago - a fellow at a top-10 executive search firm who specialises in finding IP people (and by "IP", I do mean IP in its broadest sense. I mean patents, software, data, instructions, factory layouts, bills of material, design documentation, specifications, manuals, training materials, interface control documents, processes, know-how, any copyrighted material, trademarks and so forth). The call was remarkable for the lack of awareness it revealed, but it was a lack of awareness that I find exists to some extent both inside and outside the IP bubble. So it might make sense to talk about it.

I regarded the call as suggestive of a problem that we have in IP management - a problem we have with the perception of the role of IP management. Here is what the fellow said, after skimming my resumé: "It isn't very clear what you do. Which is it: licensing of non-core technology or patent licensing?"

"Neither," I responded. "I'm involved with IP transactions in the normal course of our business. We do 2,000 to 3,000 substantive IP transactions per year. And I do a host of other things related to IP strategy, IP policy and organisational and business model change around IP." Then I expanded a bit on what that means, what

that implies about my company's business and how intellectual property is central to how we create and deliver value.

"Well, the position is licensing of non-core technology," he said. "You don't do that, then?"

"No," I replied. "We are a disciplined company. We don't typically develop non-core technology. But the opportunity is much greater for your client with strategic IP management than it ever will be with licensing of non-core technology," I said - pedantically, I suppose. I knew the company he was representing, and I know a couple of people in that company, who have given me an insider's view as to how it operates with regard to intellectual property. I therefore could say what I said with confidence.

"Well," he said, "we'll keep your resumé on file in case anything in your area comes up."

What intrigues me about this conversation is this: the presumption on the head hunter's part was that IP specialists - licensing people in particular - are involved in what for most product companies is non-strategic work.

Strategic and non-core

Oh, it's true that patent licensing can be strategic. And it definitely is for some companies, in some industries. When a product company uses patent licensing to add substantially and regularly to its bottom line, the work is certainly strategic. Or when it uses patent licensing to build bridges or alliances with other companies or uses it in cross-licensing to reduce the possibility of destructive litigation, the work is strategic.

Of course, patent licensing can be a method by which one defends one's product and market position, and when this is the motive, the work is definitely strategic as well. Or patent licensing can be about

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Meet the participants

The panellists in this issue's LES roundtable are as follows:

- Lita Nelsen is the director of the Technology Licensing Office at the Massachusetts Institute of Technology (MIT), where she has been since 1986. Her office manages over 500 new inventions, negotiates over 100 licences and launches over 20 new companies each year. Nelsen earned her BS and MS degrees in chemical engineering from MIT and an MS in management from MIT as a Sloan fellow. Prior to joining the MIT Technology Licensing Office, she spent 20 years in industry, primarily in the fields of membrane separations, medical devices and biotechnology. Nelsen was the 1992 president of the Association of University Technology Managers, serves as IP adviser to the International AIDS Vaccine Initiative and is a founding and current board member of the Centre for Management of Intellectual Property in Health Research.
- Mario Benassi is professor in management and business administration in the Department of Economics, Business and Statistics at the University of Milan. He teaches economics of innovation and business planning, and is dean of the business history and management PhD programme. His main research interests are organisational modularisation, new organisational forms and business models, and management of IP rights. Benassi has published in several international journals, including *Organization Science*, *R&D Management*, *Journal of Management and Governance*, *Journal of Market Focused Research* and *International Review of Sociology*.
- Larry Cox is an associate professor of entrepreneurship at Pepperdine University's Graziadio School of Business and Management. Cox has directed entrepreneurship centres at Ball State University and the University of Wisconsin-Madison. Prior to this, he was the director of research at the Ewing Marion Kauffman Foundation in Kansas City, Missouri. His personal research interests include the impact of entrepreneurship education and the creative processes of entrepreneurs. An award-winning educator, Cox especially enjoys helping young entrepreneurs and is an inspiring speaker and seminar leader.

promoting worldwide technology standards, where cooperation among competitors is essential for interoperability purposes. And this is, of course, strategic.

But in most product companies, in most industries, today, naked patent licensing is an attempt to add opportunistically to the bottom line. Because most companies are not in the patent business and not in patent-intensive industries, but rather in non-patent-intensive product businesses, their patent portfolios do not dominate and are not designed to dominate a particular field. And so their patent portfolios are only substantial enough to support a licensing programme that periodically adds something to the bottom line.

And of course, the very definition of licensing non-core technology is that it is non-strategic. As a colleague of mine has suggested, licensing of non-core technology may be part of a strategic effort to substantially enhance profits. Or it may be part of a strategy to let entrepreneurs test the market, first, with technology that isn't readily picked up by a company's existing profit and loss (P&L) centres. Once an entrepreneur can demonstrate success,

perhaps the start-up will be acquired by the originating company and integrated into an existing P&L centre or placed in one created especially for the now-mature technology and associated products.

Another valid strategic context for licensing non-core technology is the retention of high-quality research talent. Researchers are encouraged to remain with the company as their technology is licensed out because it goes somewhere, rather than nowhere. If their technology is placed on the shelf, many technologists become discouraged and leave for a company that they think will be more interested in taking their work into products and into the marketplace.

But these latter strategic approaches to licensing of non-core technology suggest an IP strategy and policy function. They suggest something more than I heard the head hunter saying - roles that are focused on something other than hunting down prospects and negotiating patent and non-core technology licences.

Of course, IP management is much broader than the head hunter's concept of an IP practitioner. It involves corporate



Lita Nelsen, director of the Technology Licensing Office at the Massachusetts Institute of Technology
 “IP valuation should be a separate course because of its diversity and complexity, and may or may not be needed for a business person, depending on the business”

policy and strategy focused on the role of IP in the company’s business, integrated into the company’s business strategy and business processes.

For example, here at Rockwell Collins, I am involved with a variety of planning, decision-making, education, process design and development, and organisational change management activities related to intellectual property, some of which follow:

- Business model innovation related to moving from manufacturing to licensing.
- Business model change to supply software and information as services.
- IP transaction process design.
- Development of standard valuation approaches for regular IP transactions.
- Strategy for protecting our intellectual property when it is licensed to joint ventures in emerging markets (patents being only one of many approaches).
- IP valuation and IP agreement terms and conditions training.
- Development of processes to control the use of third-party intellectual property.
- Policing IP misuse and infringement of Rockwell Collins’ intellectual property.
- Open innovation transaction strategy when early-stage technology is involved.
- Patent budgeting, patent portfolio structuring and patent portfolio quality assessments.

And I know that there are many people in the IP bubble doing a wide variety of IP-related management tasks - a wider variety than those few listed above. So for the “IP specialist” head hunter to assume that I either licensed patents or licensed non-core technology demonstrates a profound lack of understanding of what really happens and what many people really do when their responsibilities include licensing.

Back to school

Shortly after my encounter with the head hunter, a second significant but not uncommon kind of conversation happened. This conversation took place in Phoenix, Arizona, at the IP100 Executive Forum last January. I was chatting with a few friends - senior IP people from for-profit corporations - at a networking reception, and every one of them commented that business leaders in their companies were largely ignorant about the basics of intellectual property.

I came out of that IP100 Executive Forum - and out of the conversation with the head hunter - convinced that we need to do something dramatically different. And by

“we”, I mean IP management people in IP owner organisations. You and me.

We need to work with our colleagues - however distant - in business schools around the world to improve the IP education of the generalists that those business schools are instructing.

First, we need to teach students that IP management is a strategic activity, worthy of considerable time and attention at all levels of leadership in most businesses today. Second, we need to fundamentally improve the IP content in business education so that our future leaders have a basic understanding of IP law, IP value, IP strategy and IP issues as they relate to product-based businesses.

Why? As we all know, most of the valuable assets that we work with in most enterprises today are intangible. So it’s important for generalists to be educated in the management of intangible assets, if they hope to manage an IP-owning enterprise successfully in the future.

How do we do it? I don’t know. That’s why I have asked a few people who are much smarter than I am to help us think about this exceptionally important topic. I met and got to know Lita Nelsen and Mario Benassi at LES IP100 Executive Forum events over the past year. And I met and got to know several people involved with Larry Cox and his entrepreneurship programme at Pepperdine at the LES (USA and Canada) winter meeting in February of this year. Here’s what they had to say on this matter.

Why don’t most business leaders understand the basics about intellectual property? And by “the basics”, I mean the basic IP protections provided by IP law and contract law, the basics about IP value and how IP valuation is determined, and the basics about IP strategy.

Lita Nelsen (LN): The majority of business leaders did not come up through the technical route (science or engineering) and were not exposed to IP concepts early in their careers. Even many who started as engineers left the patenting to “the lawyers”. And only recently (outside of the pharmaceutical industry) has intellectual property become as important a competitive tool as it is today recognised to be.

Mario Benassi (MB): There are several reasons, at least in Europe:

- Future leaders do not study intellectual property in their education

(undergraduate and graduate); nor do they meet IP issues at the beginning of their careers. As a consequence, they tend to believe that intellectual property is useless (a self-reinforcing prophecy).

- Shareholders do not see the potential of intellectual property and do not require top managers to be adequately prepared.
- IP issues are supposed to be legal, not business issues. Lawyers and paralegals must be super knowledgeable about them, not managers.

Larry Cox (LC): From my perspective, there are three key issues:

- Specialisation within domains (ie, management, law and engineering) precludes a more holistic approach to business education.
- Entrepreneurship programmes (and now innovation curricula) are helpful, but faculties are trained in traditional domains. There are simply not enough faculty graduating from these types of cross-disciplinary programmes. However, this “Golden Triangle” of law, technology and management is exactly the typical business environment. We are throwing students into this type of business environment after we have domain-trained them in areas of specialties.
- There is a mind set that intellectual property should be the domain of law and no other field. Should it be the exclusive domain of the law school?

You would think that with innovation being promoted as the source of differentiated advantage around the world, the highly visible patent wars being waged today, the sale of the Nortel patents for billions of dollars and highly visible *Wall Street Journal* articles on the remarkable and historic transfer of Western intellectual property to China, for example, we would have students and business leaders and IP-savvy people of all sorts clamouring for significant IP content to be added to business education programmes, at both the undergraduate and graduate levels. Why doesn't this seem to be happening?

LN: Most business schools do not have faculty who understand intellectual property (that's left to the law schools - which don't understand business!). As for the students, since they've not been taught the importance of intellectual property, they don't know what they don't know. In addition, many schools that think “student

entrepreneurship” are thinking software (the next Facebook) and are taught by their computer science faculty (often in error) that “patents aren't important in software; open source is the key”. Other, non-technical schools think in terms of “marketing” and “distribution channels” as key parts of business strategy, with the only important intellectual property being trademarks (brands).

MB: In order to teach new programmes and new content, you need new professionals. However, building new professionals and new professors who are knowledgeable about IP issues takes time. Also consider that universities are conservative institutions. They open up to new content if and only if this seems mandatory (ie, demand for specific content needs to be very high).

LC: “We teach what we know” - or most often, what we have been trained to know. Thus, we need to have cross-disciplinary curricula. For example, we should be teaching marketing to engineering students or the trial and error concept of research to business students, who are currently trained to have only one answer to an accounting or finance question. Strategic management is currently taught in schools of business, project management in colleges of engineering and intellectual property in law schools. What are needed are innovation curricula (not just a single course) that teach creativity, invention and human behaviour/psychology. The three key areas are not law, engineering and management so much as cognition, creativity and commercialisation.

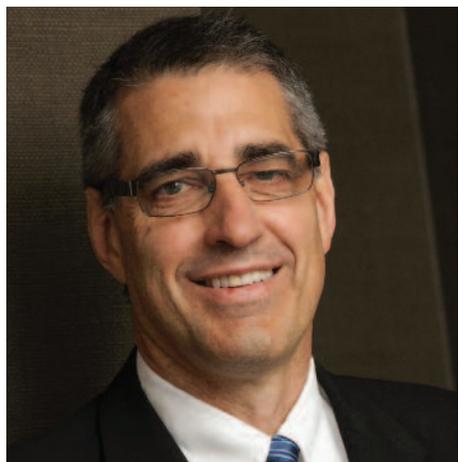
If business management degree programmes should have increased (or some) IP management content, what sort of content should that be? Should the emphasis be on IP law, IP valuation, IP transactions, IP strategy or something else?

LN: Some IP law is important, but it should not take a full semester. In patents, for example, understanding what a patent covers (and doesn't cover) and the disclosure rules that bar patents should be enough. The business person need not know what “102(b)” is. Trade secret law is critical in some businesses, and brands and trademarks are important in others. In the software industry, copyright law is important, and some overview of how copyright laws have been interpreted in the



Mario Benassi, professor in management and business administration at the University of Milan

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Larry Cox, associate professor of entrepreneurship at Pepperdine University “It is important for students in university business management degree programmes to wrestle with the issue of how business strategy and IP strategy are related”

software industry would be very helpful.

How and where intellectual property is important in the competitive landscape when you are forming a business is probably the most important. Some concept of the elements of a licence agreement is important. IP strategy, briefly covered, is important. I believe that IP valuation should be a separate course because of its diversity and complexity, and may or may not be needed for a business person, depending on the business (licensing or M&A versus an operating business).

MB: There is not an easy answer. My two cents is that the more that IP topics are perceived as specific and specialised, the less popular and sellable they become. Embedding intellectual property in the various topics of a classic MBA programme is probably the correct strategy.

LC: I think that the answer is a little of each. We might call it IP commercialisation – a curriculum about how to take a new product or service from the source of invention, vet its commercial use and value-add, and strategise how to price and position it in the marketplace.

Is it important for students in university business management degree programmes to wrestle with the issue of how business strategy and IP strategy are related? If so, why?

LN: Yes - depending on the type of business. One can contrast pharmaceuticals with businesses where quick time to market and market share are the major ways to compete and intellectual property may be largely irrelevant. Or advertising, where brand intellectual property is the most important (what is Coca-Cola without the brand? Just brown fizzy water whose secret recipe can readily be decoded with modern analytical technology).

MB: I'd say, not so important. Intellectual property comes into the picture only as a source of examples (eg, settlement of transaction, bundling of services).

LC: Yes, it is important for students in university business management degree programmes to wrestle with the issue of how business strategy and IP strategy are related. This is the current business environment. It used to be the case that invention occurred in university labs or corporate labs, both of which possessed vast resources (eg, AT&T labs). However, by the

1980s, the trend towards PCs (ie, inexpensive computing with a huge global market) and software requiring little or no capital investment opened up new markets for products developed and sold by small businesses, start-ups and spin-offs. Twenty years later, the model of innovation occurring in these types of environment required that small players defend themselves against corporate giants with IP protection and creative strategies designed to capture/convert new users to new applications. Without understanding how business strategy and IP strategy are related, companies will be lost or further left behind.

What effect would the existence of a credible, business-oriented IP management textbook have on the willingness of business schools to incorporate meaningful IP content into their curricula?

LN: I think it would be very important. Devising a curriculum for such a multi-faceted field is not trivial. A textbook would help to drive consensus on what an IP management course should be. Think about which type of professor teaches an IP management course – law, corporate, strategy, finance, entrepreneurship? Would the professor be a scholar who writes journal articles in his or her specialty, or a professor of practice (often adjunct)?

MB: I think that a textbook would be very effective, to the extent that it is simple, clear and insightful. I am working in that direction, as I am writing a textbook in Italian for my students on management of innovation.

LC: The effect of a credible, business-oriented IP management textbook would be tremendous. Indeed, as most books only touch upon some aspect of business-oriented IP management, any credible and comprehensive book covering this subject matter is strongly needed. Although textbooks are only one part of the solution; students also need hands-on courses (eg, the Pepperdine 15X IP Monetisation Process initiated at Pepperdine University), where learning is experiential.

What would a credible, business-oriented IP management textbook look like? What would its subject matter be? What areas should it cover?

LN: I refer you to my answer to the question on IP management content in

business management programmes above; and to the case study and academic credibility questions below.

MB: It should look like one of Michael Porter's books: understandable and simple for readers; yet rigorous and rich with examples. My textbook aims to cover mainly areas in the management of intellectual property (producing, protecting, leveraging, trading), focusing on the patent market.

LC: Such a book should include:

- Fundamental concepts of IP law.
- Concrete examples of why certain types of intellectual property are more valuable than others.
- An overview of how intellectual property must be incorporated into business strategy on par with R&D and marketing.
- Concrete examples of successful versus unsuccessful IP business strategy.
- Many different cases about corporate intrapreneurship, "skunkworks", spin-offs and start-ups.
- Coverage of topics such as:
 - How to validate.
 - Where new ideas come from.
 - How we know what customers really want and how much they are willing to pay for it.
- A framework for the integration of management and engineering into the sweet spot of commercialisation.
- Webcasts such as "Talk to the Inventor", "Meet the CEO" etc —not just at Harvard or Northwestern, but available online to all students.

What effect would a steady stream of high-quality, IP-oriented business case write-ups have on IP education in business schools? If provided to business schools, would they in fact be used? What are your thoughts on the kinds of courses that IP-oriented business cases would best be used in?

LN: Yes, yes, yes! Case studies are most important in areas where different disciplines have to come together.

MB: Case studies would have a great impact. Bear in mind that without case studies, most MBA programmes are reluctant to absorb new topics. However, case studies ought to be encapsulated in a rigorous theoretical and conceptual framework. If not, they would be interpreted as secondary and not crucial topics.

LC: In the business school, IP-oriented business cases might be used in entrepreneurship courses, product development courses (usually taught as part of the marketing curriculum), and capstone courses such as strategic management. Of course, they might also find a home in colleges of engineering and schools of law. Whether they will be used depends entirely on the experience of the faculty teaching the courses. Professors familiar with intellectual property and convinced of the value of IP commercialisation will be likely to use such cases. Others will not.

To obtain academic credibility, does IP management need to develop distinguishing subjects and methods? If so, what would these subjects and methods be?

LN: This is a continuing problem in business schools. Multi-disciplinary fields, like entrepreneurship, do not lend themselves to scholarly studies, which tend to go deep into narrow areas. IP management for business is another such multi-disciplinary field. It's difficult for universities to hire faculty to teach those subjects that fit their criteria for tenure: scholars who publish widely in scholarly subjects. Some universities compensate for this by hiring either adjunct faculty or professors of practice.

I could envision IP strategy, itself, as a scholarly field or a sub-specialty of a corporate strategy professor. But I don't think it's worth waiting until such a field develops - and I'm not sure whether it would develop in a business school or a law school.

MB: I don't think so, as far as subjects are concerned. I don't know what you mean by methods, but I sponsor building new MBA

“ I could envision IP strategy, itself, as a scholarly field or a sub-specialty of a corporate strategy professor. But I don't think it's worth waiting until such a field develops ”

Hitting the right level

Some number of years hence, how would we know whether the right level of IP education has been injected into business management education? What would failure look like? What would success look like?

Lita Nelsen: Success would include:

- Business schools and engineering schools routinely including intellectual property in their curriculum.
- New graduates who understand intellectual property and have some concept of IP management.
- MBA graduates from the major business schools who all have such backgrounds and senior executives who routinely take intellectual property into account in their business strategies.

Failure would be the current *status quo*.

Mario Benassi: If intellectual property were indistinguishable, yet super-present in management education programmes - that's success. If it were a separate, specific and secondary branch - that's failure.

Larry Cox: We will know we have succeeded when IP law, strategy and transaction engineering are part of the core curriculum. Success will also be seen when we have a shift from training for either corporate jobs or entrepreneurship to comprehensive programmes, including commercialisation of intellectual property, designed to prepare students for all possible career paths at different stages of their lives - including training in the commercialisation of intellectual property.

Failure will look like our current environment, at best; at worst, we will see a steeper decline in where this country sits in terms of the global market.

programmes centred on intellectual property.

LC: The key to academic credibility is the presence of a strong theoretical framework, fuelled by an active body of academic research in the subject area. Systematic success in IP commercialisation will increase student demand for such classes and fuel alumni donations. All of these are critical for building the field.

What should the IP-savvy community - members of the LES, the people in the technology transfer community and the readers of IAM magazine - be doing to improve IP education in MBA programmes?

LN: Contributing case studies, perhaps writing chapters for a book, serving as adjunct faculty and/or professors of practice. Also, making it clear to deans of business schools and deans of engineering schools that they would like the students they hire to have a background in intellectual property. They listen to the business community.

MB: Contamination is the formula. By contamination, I mean offering food for thought, well-written case studies, seminars, specific lessons and so on. Of course, we also need to find top-notch institutions willing to buy into the topic and build specific educational programmes.

LC: The LES might provide real-world materials such as those described above. It might also continue to provide programming for students, such as the LES Student Business Plan Competition. It might also share best practices, set standards and ethics in deal making, and share information coming from both sides of a negotiation through databases containing information on royalties and market trends. Finally, the IP-savvy community should step forward and teach business-oriented IP seminars or webinars to students of MBA programmes.

Time for action

For now, IP management is not a separate academic discipline in most business schools, with its own subjects and methods, and even the sub-area of IP valuation does not give clear evidence of having attained the rigour that is typically required. When I listen to Chief Justice Rader and read what he has written on IP valuation, and when I speak with my friends who make their living doing IP valuation, I must conclude that this area has some distance to go to qualify as an academic specialty. But so what? Just as business strategy, as a sub-field, has yet to settle on a fixed set of methods and subjects, so IP strategy and all of IP management may continue to escape all attempts at systematisation. And that may be a good thing.

It may be good simply because, like the more general area of business strategy, IP

strategy and IP management are multi-disciplinary and open. They thus need to be open to innovation and rethinking to be relevant and useful. They are synthetic, taking on new ideas and new approaches as they are found to be useful in real life - by business leaders such as you and me and our generalist colleagues.

And so this is the difficulty. Without academic legitimacy - without a claim to special subjects and methods, without a convincing body of descriptive (if not predictive) research or the near-term promise of it - IP strategy and IP management struggle for entrance into the university. But there is no compelling reason for their rejection, as long as we are able to dress them up like we dress up business strategy.

We need to put our subject into action. We need to give it a plot and character and a believable - a recognisable - business context. We need to put the stories that we have lived into business case studies. We need to translate the real events of our lives into narratives that bring the importance and complexity and centrality of IP matters in business today clearly to the attention of professors and students and business leaders.

We need stories that are engaging and full of indeterminism and ambiguity and the real tangle of business and IP strategy issues. These are stories that need to seize the essence of the IP and business matters that most of us face every day; which is to say, they need realistically to picture the fog of business competition when intellectual property is a major element in that competition - that more gentle war.

We need hundreds of high-quality business cases featuring intellectual property as a major strategy element that we can sneak into universities all over the world. This would be a start. How do we get all of these business cases written? I don't know. How do we ensure that they are of high quality and worthy of being used in a university? I don't know. What are the steps by which we get adoption of these business

cases by the universities? I don't know. Who should coordinate all this? I don't know. I'm open to your ideas.

Also, we need to go to our favourite, or maybe the most convenient, business school and begin applying pressure to adjunct professors or real professors or administrators that we may know to incrementally include more IP content in their curriculum, perhaps furnishing them with a website where they can find the above-mentioned IP-centric business cases. Or maybe, to start, we ask these professors and administrators regularly to include in their curriculum the few *Harvard Business Review* cases that feature intellectual property. We may enlist the help of our HR departments. We may also enlist the help of our senior corporate leaders, our chief financial officers, our heads of corporate development, for example. Our companies would benefit; so why wouldn't these people pitch in?

Maybe we need to put a course together. Maybe we collaborate on a syllabus. Maybe we collaborate on the development of lecture notes and exercises and project ideas. Maybe we crowd-source a course among ourselves and each take it to our local or favourite business school and offer to teach it, showing the dean of the school the long list of luminaries who have contributed to it and who are teaching it also.

Maybe we offer to team-teach with one of the tenured professors - someone who specialises in business strategy, for example, or quantitative financial analysis. Maybe we can bring the real world into the mix and the tenured professors can provide the adult supervision. (Or maybe it's the other way around in some cases; I don't know.)

Who leads this course development work? I don't know. Maybe it's our panellists. Who sets up the crowd-sourcing website? I don't know. Who participates? I don't know. How do we decide on what is included and excluded? I don't know. I'm open to your ideas.

Then maybe we need to convince a publisher that an IP textbook can and should be written. Maybe we put together a group of

Action plan



The education of IP generalists may best start at home. IP specialists in IP-owning enterprises - particularly for-profit companies - should consider how to bring their knowledge to the strategic questions facing their companies. This can be tricky, because it may involve a change in the general knowledge base, a change in thinking about business strategy and a change in the organisation's processes. If the issue is put to the organisation as a value issue, it may get the most traction. Once strategic value can be demonstrated, the organisation can be mobilised. The emphasis then can be placed on organisational improvement. Along these lines, a variety of approaches and techniques are open to us, the following among them:

- Develop a case for change in the area of corporate IP management through a collection of examples (not for attribution) of sub-optimal IP management, and use them to convince the chief financial officer and the corporate finance organisation that there are significant opportunities if the company were to dramatically improve its IP management practices.
- Enlist the finance organisation to convince the corporate leadership that policies and processes relating to IP management need to be improved.
- Develop an enterprise-wide, multi-disciplinary IP policy and process assessment team to uncover the facts and bring forward recommendations. Include the people responsible for IP transactions today.
- With broad participation, design and implement new policies and processes.

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notables – people who have some academic standing or a prayer of some academic standing – and have each write a chapter in their area of expertise. What are those areas of expertise? I don't know. Who are these notables? I don't know. Maybe a few of them are our panellists. Who is the publisher in question? I don't know. Who organises all this? I really don't know; but I'm open to your ideas. **iam**

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