



## Introduction to UBM TechInsights

- A global professional services organization
- Highly organized and focused on clients' needs and success, with;
  - 20+ years of combined technical analysis
  - Over 19,000 reference analysis reports
  - Throughput of over 1500 programs per year
  - Over one hundred thousand patents handled over the years – work on over 200 IP cases per year
- Capabilities
  - Medical devices
  - Semiconductors
  - System & software
  - mobile electronic systems
- 300 highly experienced and energetic employees “Skilled in the Art of Technology”™



Ottawa



Munich



Austin



Warsaw



Tokyo



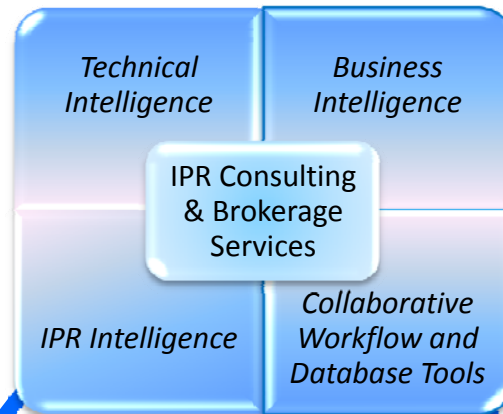
Montpellier



Shanghai

# UBM TechInsights

A flexible value delivery system



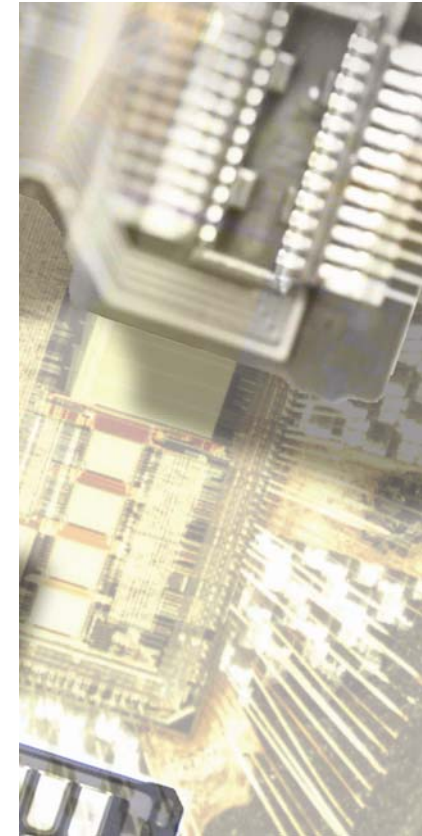
Largest technical and IP body of knowledge in the industry



The most comprehensive offering of any service-provider

# Industry Trends

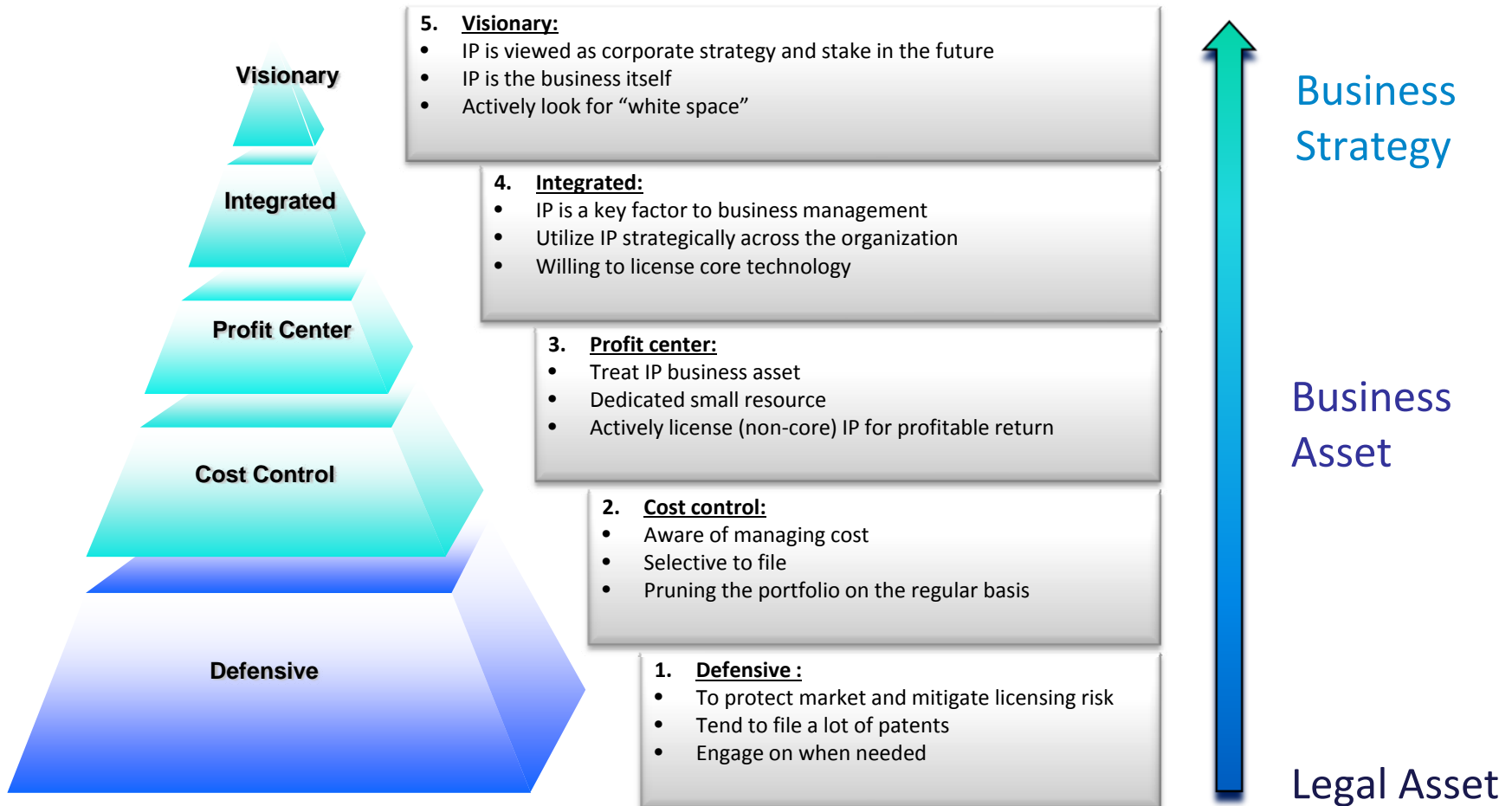
- **Patents provide one of the largest opportunities for companies to increase strategic business value**
  - Access 3rd party technology, gain negotiating power
  - Create barrier to entry for competitors
  - Influence and direct technology/market directions
- **Licensing patents is an industry in and of itself**
  - IBM, Texas Instruments, Qualcomm generate \$Billions in licensing revenue
  - Emergence of Independent Asserters
  - Patent auctions
  - Organizations acting as portfolio/patent aggregators
- “... top performers ... do at least one intellectual property deal a month and earn licensing revenues of more than \$10,000 annually for each active patent ... most companies average less than \$1,000”
- **Patents provide one of the largest opportunities for companies to increase strategic business value**
  - Access 3rd party technology, gain negotiating power
  - Create barrier to entry for competitors
  - Influence and direct technology/market directions
- **Licensing patents is an industry in and of itself**
  - IBM, Texas Instruments, Qualcomm generate \$Billions in licensing revenue
  - Emergence of Independent Asserters
  - Patent auctions
  - Organizations acting as portfolio/patent aggregators
- “... top performers ... do at least one intellectual property deal a month and earn licensing revenues of more than \$10,000 annually for each active patent ... most companies average less than \$1,000”
- **Patents provide one of the largest opportunities for companies to increase strategic business value**
  - Access 3rd party technology, gain negotiating power
  - Create barrier to entry for competitors
  - Influence and direct technology/market directions
- **Licensing patents is an industry in and of itself**
  - IBM, Texas Instruments, Qualcomm generate \$Billions in licensing revenue
  - Emergence of Independent Asserters
  - Patent auctions
  - Organizations acting as portfolio/patent aggregators



# UBM TechInsights IP Lifecycle



# Environment: IP Strategy & Operation Model



# Portfolio Management

- Patent portfolios contain key assets that need to generate return for the corporation
- Systematic management approach is required to ensure results are consistent with business strategy
  - Establish framework for decision making at each stage in the Patent Life Cycle
  - Identify key metrics to drive performance

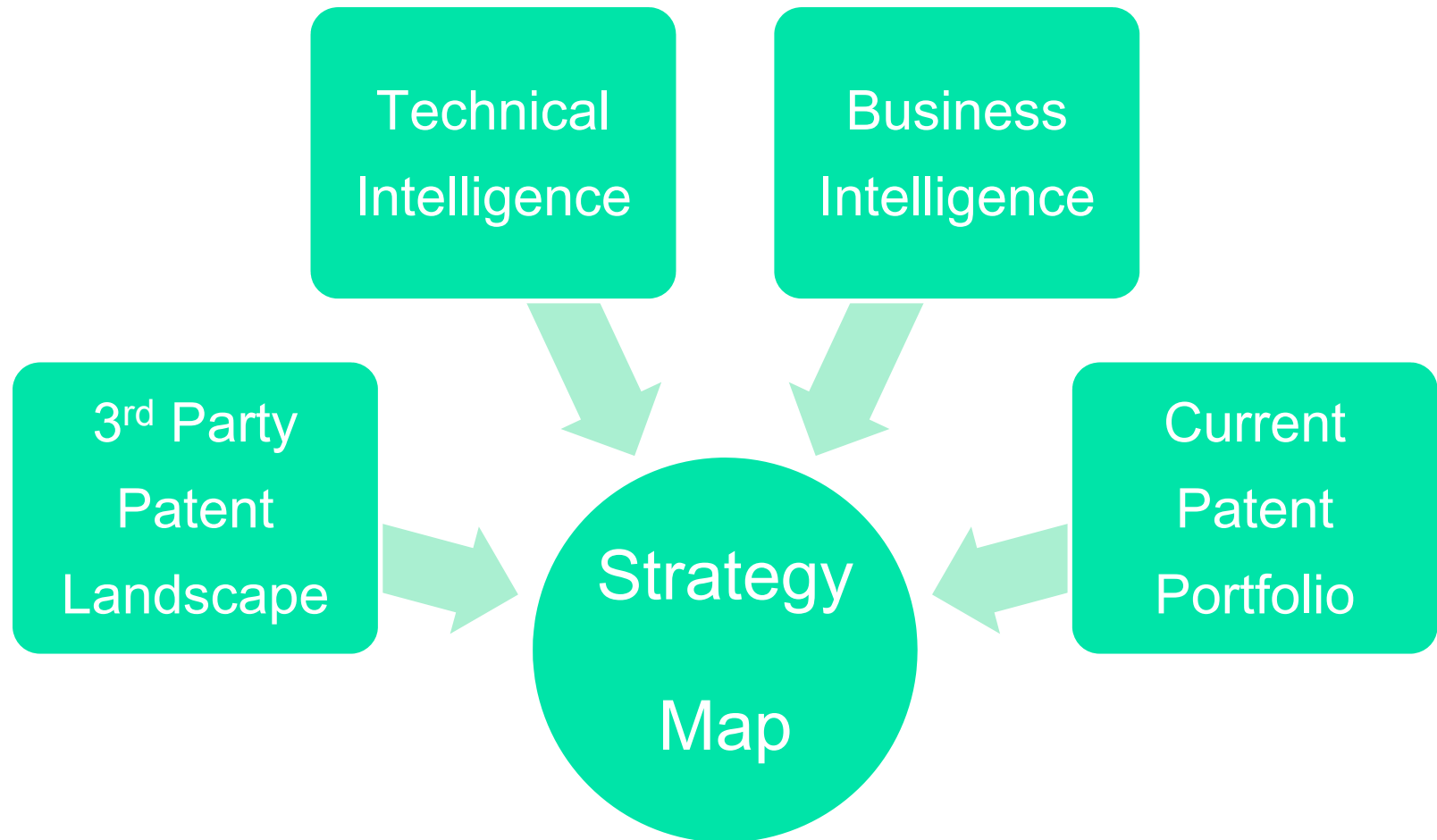
# Common Problems

- Large, unorganized patent portfolios
- Insufficient patents in key areas
- Unclear how patents map to technology, products, competitors, business units
- Ad-hoc organization - spreadsheets, wiki's,
- Unclear patent holdings due to mergers, acquisitions, divestitures, new issues
- Hard to find best patent set for a given context or opportunity
- No individual within the company has a mandate to generate a return from intellectual property

# Desired Outcomes Drive Strategy

- **Ultimate goal with drive requirements and structure of portfolio**
  - Freedom to Operate
  - Defend Market Share
  - Generate Revenue
  - Enable Collaboration
  - IP Based Ventures

# Informed Decisions



# Portfolio Management & Patent Evaluation

- Establish an effective taxonomy to provide structure, identify patents with external value, and drive decision making
- Sort, evaluate, and rate patent assets

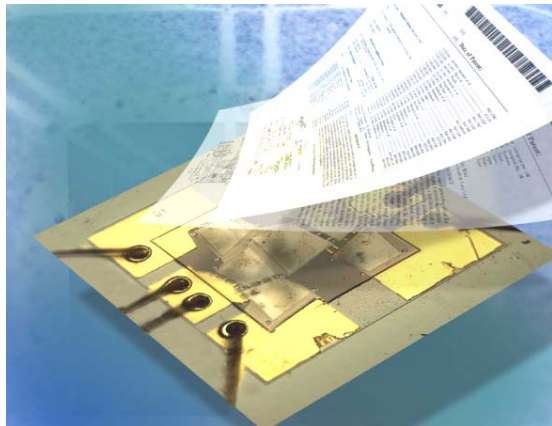
The Result – A structured patent portfolio with prioritized assets to *drive monetization efforts* and *enable smart decisions* about which patents to file, acquire, license, sell or abandon



# Patent Assessment

- Criteria should be relevant to the portfolio management goals
- Criteria for consideration:
  - Strength of the invention
  - Use of the technology within industry
  - Commercial merit of the technology
  - Quality of the claims construction
  - Ability to detect use of the invention
  - Probability of existing prior art
  - Remaining life span of the patent
  - Strategic value to core business
  - Previously licensed technology
- Consider a stages approach – 2 to 3 criteria for first cut

# Patent Landscapes



- Identify relevant patents and applications that are visible
- Determine the division of the technology space
- Get a clear view of what's in the public domain, what's proprietary, and what's unclaimed

## Value

- Locates patents for acquisition
- Highlights roadblocks to product development
- Identifies opportunity for future patenting
- Identifies alternative applications and markets
- Delivers competitive intelligence

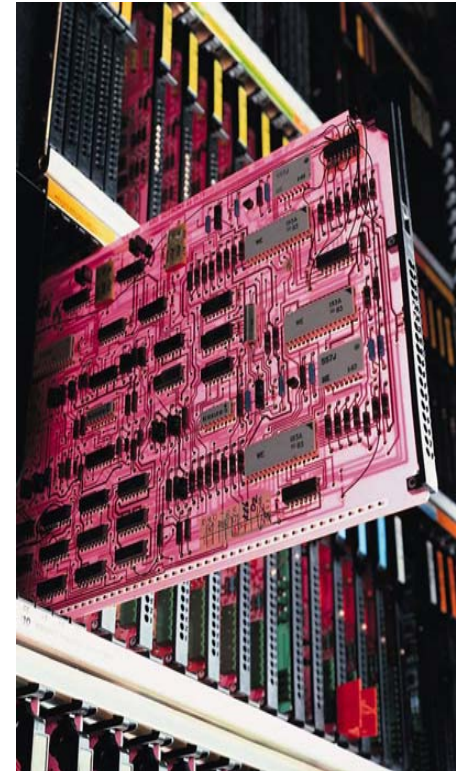
# The Evolution of Patent Licensing

- Design Freedom – 1980's
  - Our pile of patents is bigger than yours
  - Rapid increase in patent filings equalized situation
- Proud Lists – early 1990's
  - Exchange lists of top patents that represent value of portfolio
  - Questions of validity and infringement
- Infringement Analysis – late 1990's
  - Application of reverse engineering to demonstrate use of patented technology



# Current Trends

- Company IP strategy is integrated in overall business strategy
- Number and type of organizations asserting patent rights continues to evolve
- Convergence of Consumer & wireless Technologies with Medical Devices affect Medical Device IP strategy



**Thank you for your time**

**TECHINSIGHTS**

**When your future is on the line™**

**[www.ubmtechinsights.com](http://www.ubmtechinsights.com)**