



YUSARN AUDREY



Igniting Possibilities: a guide to Strategic IP Management



Foreword

The purpose of this Guide to Strategic IP Management is to ignite possibilities for business owners and managers by introducing them to the opportunities opened up by the strategic use of intellectual property.

We dedicate this Guide to Strategic IP Management to our clients. They have inspired us and kept us going all these years. They have given us the opportunity to ignite possibilities for them, and in turn, they have ignited possibilities for us.

- Chiew Yu Sarn & Audrey Yap



Introduction

So what makes your business unique? How do you create value? What is the sustainable competitive advantage that gives your business a long term future? When you really dig into it, more often than not, the answer is intangible. Your unique strengths are often found in what you cannot easily see, touch or quantify. Yet, if these intangible qualities or assets are not understood and managed, how can you be sure that they will always be there? Or that you are extracting maximum value out of them? Or that they are not being stolen or duplicated by your competitors right now?

The answers to these questions are found in intellectual property (IP), or more accurately, IP strategy and management. In our experience working with businesses of all sizes in Singapore, Asia and other parts of the world, we have found invariably that what lies behind these intangible advantages is IP. Strategic management of IP is the spark that ignites possibilities.

10 reasons why IP is important to your business

1. IP can provide your business with a sustainable competitive advantage.

What is your sustainable competitive advantage? Is it your brand? A groundbreaking technology? Intimate knowledge of your customers? Proprietary know-how? Your ability to continuously innovate? Superior processes? How do you protect these advantages and make them sustainable? **You need IP.**

2. The most successful companies make money from innovations – which are protected by IP – not from making products.

Companies that own their innovations – through IP – capture the most value from the global value chain. To give you an example – an iPhone 4 costs just US\$188 to make (source: iSuppli) but retails for US\$649 to US\$749 and an iPad costs just US\$270 to make (source: Computerworld) but retails for US\$499 to US\$729. With such lucrative products in its stable, it is no surprise that Apple's gross profit margin for 2010 was about 40%. Contrast this with Foxconn, Apple's contract manufacturer and one of the world's largest makers of electronic components. Its gross profit margin for 2010 was in the low single digits, despite being the largest private employer in China. Making things is easy. Innovating is hard. Yet, how does one make innovation an asset, rather than a free resource for copycat competitors? **You need IP.**

3. Owning IP can reduce the risk of doing business.

Just as much as owning your innovations gives you a competitive advantage, your competitors can hinder your progress when they own IP that stops you from using key technology that you need. RIM had to pay NTP US\$612.5 million for the right to continue selling their Blackberry smartphones because NTP owned patents which covered certain key features of RIM's Blackberry products. One reason why Apple paid US\$4.5 billion to buy telecommunications patents of the now-defunct Nortel is to make sure nobody else can use those patents against it (and also to use it against its competitors). How do you protect your business from competitors and others using IP against you? **You need IP.**

4. Brands are important. Companies that own – and protect – successful brands outperform those that don't.

What is a brand? Many, many things. At its heart, it is about defining who you are in the minds of your customers. How do you build a brand? Many, many ways. You build your brand at every point at which your customer touches you, or you touch them. How do you protect and own a brand? There is really only one sure way. **You need IP.**

5. Companies that successfully monetise their innovations attract and keep the best employees.

Talented people like to work for innovative and successful companies. But in order to hire and keep the best talent,

you need to be able to maximise the value of the creativity of these employees. To do that you need to own these innovations, because you can't sell what you don't own. If you want to make money from your innovations, you need to own them. How do you own innovation? **You need IP.**

6. Non-profit or public organisations can use IP to fulfill their mission and vision.

If you manage a non-profit or public institution, IP can be used to create value for your stakeholders. Not just monetary value, but the ability to attract collaboration, the ability to use IP to regulate the use of resources, disseminate information in a controlled way to your target audience, collect, manage and leverage data, etc. How can non-profit and public institutions maximise the value of their intangible assets for their stakeholders? **You need IP.**

7. IP can give you a way to legally limit your competitors.

IP grants exclusive rights. If you hold a patent over a key technology, that enables you to prevent your competitors from using the same technology without your permission. Owning copyright over valuable content prevents your competitors from copying and reproducing it. Having strong trademark protection over visual and aural elements of your brand identity prevents your competitors from unfairly competing with you using a similar brand. To enjoy these benefits, **you need IP.**

8. Future growth will be IP-based.

Singapore-based businesses cannot compete only on price. We have a high cost structure and a small domestic market. Our businesses must create more value through innovation and brand recognition in order to compete,

survive and grow. For us to enjoy sustainable future growth, **we need IP.**

9. IP can provide additional revenue streams or revolutionise your business model.

As your business grows, it accumulates know-how, proprietary technology, a well-known brand and other valuable intangible assets. Beyond your existing business model, you may be able to derive additional revenue streams from your IP, e.g. through licensing, franchising, strategic collaborations, and more. You may find these alternatives revolutionising your business model altogether as they open up new opportunities and markets for your business. For example, Harley-Davidson has transformed itself from a motorcycle manufacturer to a life-style brand with 80 licences in 18 product categories generating approximately US\$1 billion in retail sales annually. How can your business explore these new business and revenue opportunities? **You need IP.**

10. IP locks in value created by your human capital.

When your employees create inventions, produce creative content, come up with new marketing ideas and brands, improve techniques and processes, and do many other things that create value in your organisation, how do you ensure that this value is retained in your organisation instead of walking out the door every evening? As your company's human capital create intellectual assets, you need to establish ownership over these assets. **You need IP.**

It is clear therefore that IP is an important business asset. IP isn't just about legal rights. IP opens doors, creates opportunities, and drives future growth.

IP ignites possibilities.

Why you need to understand and manage IP

Like any other important business asset (or perhaps even more so), IP needs to be managed. If we look at the market capitalisation of most companies on major stock exchanges and compare it with their tangible asset value, we will find that the majority of corporate value is intangible.

Failure to manage intangible assets would mean ignoring what drives the value of your company. It would mean missing out on opportunities to leverage on these assets. It would also mean ignoring IP risks which are becoming an ever greater danger to businesses in the face of IP-driven global competition.

Do you know what gives your business a sustainable competitive advantage? Is it superior technology? A powerful brand? These must be things your competitors cannot replicate easily. Make sure you own it. IP is one consistently powerful way that innovation and brands can be protected for competitive advantage. Among other things, with proper management of IP, you can:

- Protect your products and services
- Stop others using, making, selling or importing products covered by your IP
- Earn revenue from licensing
- Commercialise it through strategic alliances
- Use it as a basis for raising capital and financing

The following are some case studies illustrating the importance of IP management.

Starbucks

The experience of Starbucks, the American coffee chain, in the People's Republic of China (PRC) provides valuable lessons on the importance of having a strong IP strategy, especially for companies wishing to expand overseas and which rely heavily on their IP assets. In the PRC, Starbucks is known among consumers as “星巴克” (Xingbake) – a fact not lost on Shanghai Xingbake Coffee Bar Company. Shanghai Xingbake, a company operating two coffee shops in Shanghai, proceeded to not only use Xingbake as its trade name, but to also apply for registration of Xingbake as its corporate name. It also used a logo very similar to Starbucks' famous logo. While Starbucks had registered the trademark “Starbucks” in the PRC in 1996, it did not apply for registration of Xingbake until 1998, and received registration for Xingbake only in 1999. Starbucks sued Shanghai Xingbake for trademark infringement and unfair competition in 2003, and finally won its lawsuit in 2006 when the Shanghai Supreme Court decided in favour of Starbucks. The decision of the Shanghai Supreme Court seems to indicate that the earlier date of registration of Xingbake by Starbucks was a factor in the court's decision. Had Starbucks failed to register its trademarks in China early, or to register the transliterated version of their trademark, they would have faced a much harder time winning the case.

Muji

In 1999, Japanese company, Ryohin Kikaku, better known for its Muji-brand chain stores, attempted to register its trademarks “Muji” and “Mujirushi Ryohin” in the PRC in furtherance of its expansion plans there. “Muji” is the abbreviation for mujirushi ryohin, which translates literally into “no-brand” – thus, the trademark “Muji” ironically means “no brand”. Ryohin Kikaku had registered these trademarks in Japan in 1980, in Hong Kong in 1991, and later, in countries such as the U.K. and France. However, the company discovered that a Hong Kong based company, Jet Best Investment, had not only opened copycat shops in the PRC bearing the Muji trade name, but had also registered “Muji” and “Mujirushi Ryohin” in the PRC as its own trademarks. Ryohin Kikaku promptly sued, and spent the next 7 years battling Jet Best in the Chinese courts. While Ryohin Kikaku did eventually succeed against Jet Best in 2007, this was after spending a huge amount of time and money – just to be able to legitimately use its own trademarks. The lesson to be learnt from this costly mistake is that companies cannot afford to delay the protection and enforcement of their IP rights.

Trek 2000

The USB Flash Drive, more popularly known as a “thumb drive”, is one of the more ubiquitous and revolutionary inventions of recent times – by combining state-of-the-art technology with portability and affordability, it changed the way people stored and transferred data. Few people know that the USB Flash Drive was actually invented by a Singaporean, and produced by a Singapore company, Trek 2000 International. In 2000, Trek 2000 filed for a patent for its ThumbDrive® USB Flash Drive solution in Singapore. Almost immediately, copycat devices from all over the world flooded the market. Upon obtaining grants of patent in Singapore and overseas, the company took legal action against the infringers. A couple of learning points can be derived from

Trek 2000's experience. Firstly, because IP litigation can be a very expensive endeavour, companies need to have a clear and rational IP strategy to harness their intellectual assets. The company's CFO was quoted as saying that in hindsight, given the time and costs the company spent on litigation, the company may have dealt with the infringers differently seeking out-of-court settlements or arranging licensing deals, for example. Trek 2000 recently launched a new product, the Flucard (a device which links devices wirelessly), which it believes will be as successful as the ThumbDrive® USB Flash Drive. This time, it has the financial backing and IP management expertise of Toshiba, which is the second largest shareholder in the company.

Dyson

By now, the story of Sir James Dyson's reinvention of the humble vacuum cleaner is a well-told one. Unlike traditional vacuum cleaners, which lose their suction power the more dirt accumulates, his Dual Cyclone vacuum cleaner harnesses cyclonic technology – enabling dirt to be spun out at 100,000G of centrifugal force. Surprisingly, this idea was repeatedly dismissed as unworkable by major manufacturers that Dyson had approached to collaborate with. Undeterred, he filed for a series of patents, design rights and registered trademarks in respect of his invention, and decided to commercialise it himself. His decision to obtain IP rights would later serve him very well, when he found a slew of copycat vacuum cleaners emerging, not least the vacuum cleaner manufacturer giant, the Hoover Company. Over the course of five years, he fought a protracted patent infringement legal battle with Hoover. Not only did he win US\$5 million in damages, but crucially, also an injunction against Hoover, which ensured that a powerful competitor was excluded from the marketplace. It was easy for Hoover to believe that Dyson lacked the finances and will to enforce his rights against its might, but Dyson had by then learnt from his bitter experience with the Ballbarrow. The Ballbarrow was an invention of Dyson's

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which was an update on the traditional wheelbarrow – it had a ball in place of a front wheel. This was superior to the traditional wheelbarrow because the ball allowed for all-terrain usage and better steering. Unfortunately, having become a minority shareholder in the company he founded to commercialise the Ballbarrow, he had to watch on in frustration as the company unwisely ignored his advice to avoid patent litigation in the US. He was also squeezed out of the company. Dyson's experience with both the Dual Cyclone and the Ballbarrow underlines the importance of IP strategy not only for inventors, but also for entrepreneurs. Had Dyson not had the foresight to obtain patents for the Dual Cyclone, he would have been powerless against Hoover, and all the other rivals in the marketplace. Also, as regards the Ballbarrow, Dyson's experience illustrates that companies need to be clear about the best way to exploit their intellectual assets, considering their finances and IP strategy.

Texas Instruments

In 1985, when Jerry Junkins was appointed CEO of Texas Instruments, the semiconductor mammoth, the future had a very grim tone to it. Struggling to keep abreast of developments in the ultra-competitive semiconductor industry, the company was rapidly losing market share, and profits were also dipping. Junkins decided to train his focus on the company's portfolio of patents, and realised that the company was badly managing this. Many of the products made by other companies were underpinned by Texas Instrument's IP, and because the company was unaware of this, it was passing up the opportunity to collect millions in royalties. Junkins knew that IP rights are of no use if they are not enforced. He set about putting together a team of legal and IP strategy advisers and started asserting the company's rights, particularly, for its rights in integrated circuit designs. With a few court victories already under its belt, as persuasion, Texas Instrument begun to successfully demand royalty payments – a strategy netting it tens of millions

of dollars annually. For example, the company negotiated an agreement with several Japanese companies in 1986, which generated US\$1.5 billion in licensing revenues by 1993. The company's turnaround can be attributed to its renewed focus on IP management – not just in enforcing its IP rights – but also in generally recognising the value of IP. In 1997, the company paid US\$450 million for a company called Amati. Analysts were confounded over the figure Texas Instruments paid, as Amati had losses of US\$30 million on sales of US\$13 million in the previous year. Few knew, as Texas Instruments did, that Amati held a portfolio of key patents relating to digital subscriber lines (DSL). This meant that companies producing DSL modems had to pay a licence fee to Texas Instruments, a fact that eluded most market observers. The purchase turned out to be exceeding clever, as it gave the company a substantial stake in a sector estimated to be worth US\$4 billion a year in 2002. The Texas Instruments story clearly shows that companies cannot afford to ignore the growth and profit opportunities lying hidden in their IP assets.

What are the obstacles to proper management of IP?

If IP is such an important business asset, why aren't more organisations managing their IP strategically? Based on our experience advising businesses, from SMEs to large regional multinational companies, here are some of the most common reasons:

- Lack of understanding by business owners and CEOs.

Many business owners and CEOs do not understand IP and what it means for their organisation. IP issues only come to the attention of senior management and the board only when big problems, such as a serious infringement lawsuit, arises. By that time, it is no longer IP management, but crisis management. Ignorance of IP issues, and in particular, IP risks at senior management and board level has been the downfall of many companies.

- IP is treated as a legal rather than business issue.

Most business owners and CEOs treat IP as an administrative matter, and delegate the management of it to the legal department, far from business strategy. As a result, the implications of IP on the business strategy of the company, and the possibilities afforded by the strategic management of IP as a business asset, are lost.

- IP is seen as a necessary expense, rather than a strategic asset.

IP is rarely reflected as an asset in the books of a company, unless it is acquired from external parties. This often results in IP becoming an 'invisible asset', and therefore left out of strategic planning, unlike other business assets.

- Businesses lack the tools and expertise to manage IP strategically.

Even if IP is acknowledged to be important in an organisation by the top leadership, most organisations lack the expertise and management tools that apply to IP. Traditional asset management planning does not easily translate to IP. Without the proper tools and skills, companies find it difficult to manage IP strategically.

- Non-profit and public institutions often feel that IP ownership and commercialisation are not relevant

Some non-profit organisations and public institutions, such as government agencies and academic institutions feel that IP is mainly about protecting market share and making money. Hence, IP acquisition and ownership is seen as an unnecessary cost and of low priority. In some cases, IP is even given away indiscriminately or neglected. Most do not see that IP can be used to further their mission, and even to regulate the IP environment around their area of concern and influence. As a result, IP developed by these organisations, sometimes with taxpayers' money, is often not used to their fullest potential and is sometimes, even lost.

- Most IP service providers do not offer strategic IP advice.

Most IP lawyers and patent attorneys are focused on their respective areas of practice – lawyers on litigation and contractual matters, and patent attorneys on patent drafting. As a result, they have very narrow, technical perspectives of IP which are centred around their own practice. While some use IP management jargon in their marketing, most IP professionals do not understand, or care about, the complex connections between each individual patent, trademark or contract and the success of your business. This contributes to the ad hoc treatment of IP within organisations, as a procedural matter which is largely handled by the external IP service provider, with little connection to business strategy.

What can you achieve with proper IP management?

- Leverage against bigger competitors

Smaller companies often lack the advantages of scale and scope which large companies have. On the other hand, smaller companies are often more nimble and innovative. Strategic management of IP can help companies defend markets for their innovative products against larger competitors, giving them space and time to grow. Some of our clients have faced large and/or influential rivals who used their entrenched position to attempt to force our clients out of markets. With our help and IP expertise, our clients were able to fend off challenges and expand into new markets.

- Attract partners

Organisations with valuable IP are attractive partners to other companies and organisations who wish to have access to the IP. For example, a client whose breakthrough blood pressure monitoring technology we helped protect through a patent strategy, was invited on separate occasions to be a partner by both a large pharmaceutical firm and a global IT giant in projects that significantly enhanced its value.

- Attract investment and financing

Besides good management, a strong IP portfolio is an important investment criteria for many investors. In addition to the protection afforded by the IP, the

existence of a relevant and well-constructed portfolio of IP is evidence of management who knows what they are doing. We have acted for clients on both sides, helping investors to conduct IP due diligence on investment targets, and assisting companies to build up their IP portfolios and prepare themselves for IP due diligence by investors. Increasingly, IP is now being structured to support bank financing, increasing access to debt financing by IP-rich companies and lowering their borrowing costs.

- Earn new revenue streams

Licensing and franchising are two popular business tools to earn addition revenue and, in the case of franchising, achieve faster growth. Both require proper IP management, a fact often ignored. We have acted for many clients to prepare their IP portfolios as a foundation for licensing and franchising.

- Reinvent your business model

When we open the eyes of business owners and CEOs to the value of the IP that lay hidden in their companies, we sometimes prompt a re-evaluation of their business model. Companies that we have advised have unlocked significant value by exiting less profitable businesses and re-inventing their business model into one that better leverages their IP strengths.

Our client stories

A brand to call our own

When our client first started their specialist food manufacturing company, they knew they would be pitting themselves against giants based in the US and Europe which have traditionally been dominant in this specialised industry. But our clients decided to go into the business anyway, believing strongly that there was a niche for an Asian company in this industry. However, they knew therefore that beyond just operating excellence, they needed to have a unique identity to stand out. Brand building was crucial to survive and thrive in this competitive business.

The first few years were tough but the company survived and grew through smart business strategy. They decided to compete with the big boys at the mid to high end of the market where local players could not compete. They invested in high-end manufacturing equipment which produced a quality product that differentiated themselves from local manufacturers in Asia. They then identified markets where they could be competitive in and set themselves up as an alternative supplier in markets where there were few alternatives. The company capitalised on the combined know-how and expertise of the founders in food manufacturing and trading.

As they grew and began to challenge the big players in their home markets, they soon encountered opposition. One of the largest companies in the business alleged that our client had infringed its trademark and demanded that they withdraw all products from the United States and all the other markets they were operating in. By that time, our client were already selling their products to 15 other countries. Withdrawing all products from all markets and having to rebrand would have had dire consequences for a young and promising company.

As their IP lawyers and IP strategists, Yusarn Audrey was brought in to help. With our advice, our client was able to delay proceedings and avoid expensive litigation. Subsequently, we were able to prove that our client's trademark was valid and not infringing of any other trademark. The large company eventually backed down.

This was only possible because our client made IP a priority from the outset. Other than their trademarks, we also helped our client to protect their product innovations, keeping their competitors out of potentially lucrative markets, and cementing their reputation and branding as a credible player in the market. Because this company understands the value of IP to their business, they have laid a foundation for future growth in a highly competitive market.

Having A Heart

It is an open secret that the medical device industry is highly competitive, with large multinationals and globally-influential players in every niche. Chances of survival of small and medium sized companies in this field is discouragingly low. Yet some innovative companies have been able to achieve success despite their size, though not without challenges.

Our client invented an innovatively disruptive medical device that would change the way people manage their health. When they published scientific results that were generated using the device, a very influential and well-connected company accused our client of copying its patient chart patterns and demanded an exorbitant sum of money in return for recommending our client's medical device through their established distribution channels.

Our client turned to us, their IP counsel, to deal with this threat. We established early on that our client's publication was based on their own original and proprietary data developed using their own device, and was therefore clearly not a copy of the rival firm's charts. We assisted our client to respond to the allegations, and the matter was dropped shortly after that. In that way, the threat was neutralised, and our client was free to use their medical data to promote their product.

The company faced more IP challenges, as larger competitors threatened by our client's disruptive technology attempted to delay the validation and acceptance of our client's product in the marketplace by alleging patent infringement. Again, we were able to assist our client to defuse these allegations, confident that our client was using a different technology which they had patented through us.

With a strong portfolio of patents and other IP which we have assisted our client to build up, our client has been able to attract substantial investments over the years which have fuelled its development and growth. It has also attracted powerful partners, including a large pharmaceutical company and an IT multinational, as our client's patented technology created exciting new possibilities in their respective markets.

In all this, our client's goal has always been to get their life-saving medical devices into the hands of all who need them, worldwide. For them, a delay not only damages their business, but also costs lives. By leveraging their IP, they are well on their way to reaching their goal and, in that process, creating a valuable and sustainable business.



Next steps

If your business derives significant value from its intangibles, you need to look at IP as a strategic business tool. If you want to know how you can start, call us to schedule a consultation. Our contact information is listed at the back of this Guide.

Let us help you ignite possibilities through strategic IP management.

About us



In 1999, when Yusarn Audrey first started, very few people in Singapore had ever heard of an IP specialist law firm. We were among the first law firms set up to serve clients in this specialised field.

But we set out to do more than that, we wanted to be a law firm that *created value for our clients*. At that time, we had a vision of the future of business and realised that the most successful companies and organisations will be those who harness their intellectual assets, those intangible qualities that make them uniquely powerful in the marketplace and the community, and

use them to achieve their mission. We saw that our role as IP professionals gave us a unique opportunity to add value: to help our clients use IP strategically for their business and mission.

So, from the beginning, we organised our firm and our services around this central idea: that IP is a powerful business asset and must be managed strategically. Everything that we did – and still do – for our clients must help them create, protect and harness this valuable resource – IP. Where other law firms have always compartmentalised their services into different departments, we integrated our teams. Our



corporate lawyers work with our IP lawyers and patent agents to ensure a seamless delivery of IP and legal services around the single objective – creating, protecting and realising value from our client’s IP assets.

In addition to this, we have developed new IP strategic advisory services as tools to ensure that our clients’ IP activities support and enhance their business strategies and objectives. By helping them to begin managing their IP in alignment with their business and mission, our clients have changed the way they look at IP. No longer just an expense,

they now see IP as an asset and an investment for the future growth of their organisations.

We have been consulted by companies, research institutions, statutory boards, and government agencies both in Singapore and in other parts of Asia to help them create new possibilities using their intellectual assets.

This is what we live for at Yusarn Audrey, and makes us excited and passionate about our work – igniting possibilities for our clients using IP.

How we work with you

You can choose how we work with you. We are happy to address specific needs like having a patent filed, a contract prepared, or a trademark registered. We have a team of highly skilled IP lawyers, patent agents and technical experts to cover every IP service you require. We are able to protect your IP rights and help you structure and close business transactions across the world through our extensive network of associates.

If you want to start managing your IP strategically, we offer a more in depth programme that includes:

IP Coaching – where we run workshops tailored for the senior management of your organisation, to help you uncover the strategic IP issues that you need to pay attention to in your organisation, and to help you craft an IP management action plan.

- IP Audit – where you have your organisation's IP assets properly audited by a professional. An IP audit is not just an inventory. It is a deep scan of your organisation's IP assets which take into account your business strategy and competitive advantage. An IP audit is typically the first step to any IP strategy and management programme.
- IP Strategy – where we develop with you a strategy for handling critical IP issues that affect your business. An IP strategy must be aligned with your business strategy and objectives.
- IP and Governance – this is for companies that have corporate governance requirements (e.g. listed companies) and which wish to develop IP governance capabilities at the board level.
- IP for Investment – this is for companies that intend to raise equity capital on the strength of its intangible assets and IP.
- IP for Financing – this is for companies that wish to use IP as a tool for raising debt financing.

Why Choose Yusarn Audrey?

What you will get when you work with us:

1. **Expertise** – You get the benefit of specialists that uniquely combine IP strategy, legal expertise and technical capabilities to provide clear insights and practical solutions to the often confusing, yet critically important area of IP strategy and management.
2. **Focused on you** – You get professionals that are focused on your business needs, whether it is to get a better grasp of your IP and intangible assets to better leverage them for growth, or to help you with a specific transaction, invention or trademark.
3. **Track record** – You get a firm with long-standing and pioneering experience in IP strategy and management in Singapore and the region. We are the only professional IP service providers in Singapore that are true IP strategists. We have in our firm world-class and internationally renowned experts who are dedicated in the field of IP strategy including, amongst others, the only person in Singapore to be included in IAM Magazine's prestigious list "IAM Strategy 250 – The World's Leading IP Strategists" for three years running: 2009, 2010 and 2011.
4. **Igniting Possibilities** – You get a team that delivers to you what no other IP service provider can: we help our clients get a grip on their IP assets and risks, and to use IP to create opportunities and grow. In other words, we make strategic IP management possible for you.

We ignite possibilities with you.

