Executing IP Strategy with ICM Process Implementation

By Bruce Story, Senior Advisor, ipCapital Group

Introduction: Background from Dow

While leading Intellectual Capital Management (ICM) in the Plastics Business at The Dow Chemical Company, I witnessed the value of having a business-aligned IP strategy, implemented early in the development of a new technology platform. The difference between leaving IP development to the *ad hoc* process dependent on the initiative of the inventor and using IP strategy to guide R&D and new business development can be immense. The high performance elastomers business platform developed at Dow in the last decade is worth over a billion dollars. With the increasingly global competitive environment, this never would have been sustained without the implementation of an IP strategy that took into account the business strategy, competitors' patenting strategies, the product value chain, and providing a close-coupling of actionable IP strategy to the R&D staff.

Previously, as is common in many companies, the IP strategy was basically a legal strategy for obtaining patents. Dow's attorneys were very good at getting patents granted. However, the disclosing of inventions was left to the initiative of the inventors who were often too busy with their projects to document their inventions. The "Inventor-of-the–Year" Award went to the inventor who received the most U.S. patents in the previous year. Quantity was being rewarded rather than IP value to the business. Many patents of questionable value were obtained. The IP strategy was not linked to the business strategy and there were no processes to implement a business-aligned IP strategy even had there been one. Evaluating the company's large IP portfolio in the mid-1990s led to the abandonment of 25% of the patents as not related to any business in Dow! Abandoning these patents led to a cumulative savings of $40 million over the lifetime of those patents. That result was great from a cost-savings standpoint, but shouldn't IP be used to create value?

The "breakthrough" came when senior business management acknowledged the threat of IP competition to new business development opportunities and chose to resource IP strategy development and implementation. Initially slowed by a lack of knowledgeable external resources, we were nonetheless able to develop an IP strategy that met the needs of an emerging business opportunity, protected the technology, and provided the basis for sustaining the value of the new products in the market. New work processes had to be developed and implemented to manage the IP from conception to monetization. Based on this success, the intellectual capital management (ICM) work processes developed were implemented in the other businesses of Dow.

Introduction: ICM post-Dow experience

Since I began working with ipCapital Group auditing the ICM processes of other companies, I have found that in most cases the IP strategy is not defined. If it exists, it is a legal strategy to file and obtain patents in the appropriate countries. It does not exist documented in an actionable form beyond the legal department, nor is it communicated to inventors. Almost all R&D personnel I interview have never seen an IP strategy nor known what inventions they should be seeking to invent to align with the strategy.

There is a real gap between the technology/product-focused IP of R&D and the customer and markets-focused critical issues the business is dealing with. When a company has a business-driven IP strategy that is integrated with the R&D program, much more relevant and valuable IP is generated.

I have observed that the ICM processes at many companies are at bare minimums. There are no real ICM resources available such as training, software and Return on Investment (ROI) time justification. Invention disclosure is often an *ad hoc* process that occurs at the inventor's initiative. Those in management do not know what IP they own or how it is helping their business or not. They think of IP as an insurance policy. They live hoping they have the right IP to protect their investment.

Few companies have had a "breakthrough" event like Dow so they never take action. ICM seems "nice to have," but non-urgent, so it never gets created. In addition, there is no process owner, so processes are not integrated across the IP development cycle.

Introduction: Justification of Business Driven IP Strategy that is executed with ICM

The before-and-after experience of Dow demonstrates the value of a business-driven IP strategy that is executed with ICM processes. Before ICM process development there were lots of low value patents that were costing the company a lot of money in filing fees, translations costs and maintenance fees. After the creation of business-aligned IP strategies and the installation of ICM processes to implement the strategy, the absolute number of patents went down, but the value of the patent portfolio went up. The resulting IP was used:

1. As joint venture equity,
2. For cross licensing to open up new opportunities in design freedom,
3. To protect the R&D investment in advanced new products, and
4. For licensing income.

This would not have occurred without integrating the new ICM processes from start to finish in the IP development cycle.

ipCapital Group has worked with many companies to create IP strategies that support their business strategies. However, we have found that these strategies are rarely fully implemented because the key ICM processes may not exist in the companies to implement the strategies. Not all processes are needed by all companies, but those processes relevant to executing the particular strategy are needed.

Value of a "Business-Driven" IP Strategy

Typically, companies view value from IP in two ways:

1. Value Creation through protecting proprietary technology that sustains growth and higher profit margins, and
2. Value Extraction through licensing royalties and IP enforcement awards and settlements.

To achieve value effectively, IP-savvy companies have learned to create business-aligned IP strategies. The IP strategy must be integral to the business strategy to create maximum value. The example of the timing of Gillette's introduction of the new Fusion razor in September, 2005, followed a day later by the

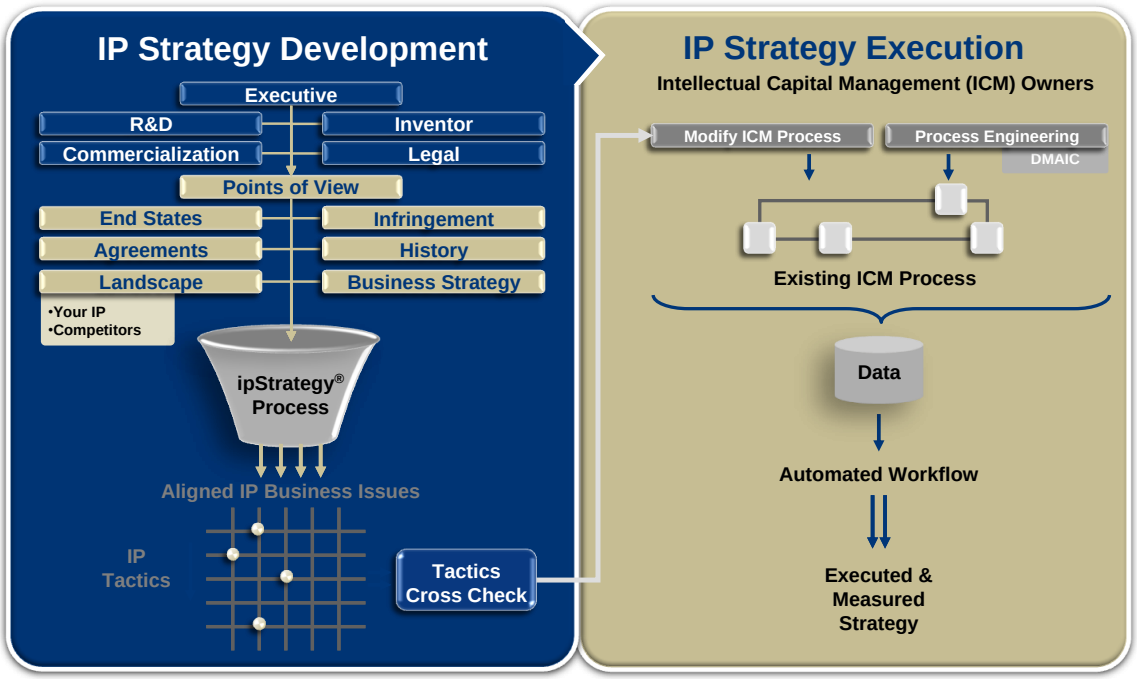
publication of many of their patent applications is a case in point. Utility and design patents filed on the same day covered all the relevant aspects of this new razor product platform. They had to be planning what kind of IP they needed to support this new product introduction for a long time. This would have required the coordination of engineering, legal, marketing and manufacturing. Obviously, IP strategy was a key part of their overall business strategy. Achieving these results doesn't just happen after an IP strategy has been created. The IP strategy must be executed.

In Figure 1A, we show the ipCapital Group Strategy processes as practiced over the last 10 years with hundreds of clients. It has been quite effective to extract all relevant points of view as well as input solid IP-related data to consider and ultimately determine the top IP aligned business issues. ipCapital Group's vast "play book" of IP tactics, as filtered by the IP-aligned business issues, created a collection of efficient sets of tactics to deploy to successfully obtain the goals.

Over the years, it became evident that clients embarking on deploying these tactics did not have enough ICM process knowledge to implement the chosen IP tactics. It became evident that ICM process focus was needed to execute the strategy.

Figure 1B describes the ICM process for strategy execution. We recognized it was required to first audit what ICM process capability existed, then assist in making this process capability as efficient as possible, and then carefully add and integrate new processes as required to implement the IP strategy and tactics. Over the last year or two, my focus has been to essentially assist in developing Business Relevant IP Strategy with the focus of ensuring the IP tactics and hence the related and chosen ICM processes be executable, even to the point of software support, using the well-known DMAIC process of process engineering.

I will now describe the overall Business Relevant IP Strategy at a basic level, to further build on previous papers written[1]:



A **B**

Figure 1

[1] "The Case for Developing an "Executable" IP Strategy in 2010" John Cronin, ipCG Letter, January 2010.

"Understanding and Unifying Diverse IP Strategy Perspectives" John Cronin and Paul DiGiammarino, IAM Magazine, Jan/Feb 2009.

"Managing IP in a Difficult Economic Environment" John Cronin and Bruce Story, IAM Magazine, Mar/Apr 2009.

"Base Your IP Decisions on Strategy" Jed Cahill and Chris Rose, Jan/Feb 2009, Telecom Asia.

"Integral IAM and New Product Processes are the Future" Brad Goldense and John Cronin, IAM Magazine, Nov/Dec 2009.

IP Strategy Development

Business-aligned IP strategy is developed from many inputs. See Figure 1A and B. An understanding of the business strategy is critical because the function of the IP strategy is to support the business strategy for it to create and sustain value. This is evident from the results of the Gillette Fusion razor development. In the light of fierce competition, the premium price of the new razor platform could not be maintained without the appropriate patent protection.

Knowing what IP you have and what your competitors have is important. Should you be building from IP strength that you already have rather than attacking a competitor's "Great Wall" of patents? Is there "white space" in your competitor's patent portfolio that indicates areas of relatively little patent competition? This will impact the technology direction and types of IP you need. Mapping your IP and your competitors' IP to your business landscape will facilitate this understanding. The landscape may show relevant IP of others that you may want to license in. The type of IP –based agreements your business needs impacts the overall IP strategy. Will your business require bringing in outside technology? Will you need IP ownership or only licensed rights? What geography is important to your business? What will it be in the future? Is your business operating in a litigious competitive environment? Have you lost IP infringement suits? Are counterfeit products a real threat?

How your business wishes to use its IP is considered in what the end states should be. Will enforcement likely be important? Or licensing? Is the desired end state a strong portfolio for potential investors? Is Freedom to Operate more important than protecting your technology or licensing? Other strategy inputs can come from other functions such as the view points of legal, R&D, executive and marketing. Aligning the IP strategy to meet the critical business issues sets you up for the next stage of identifying the tactics to use in implementing the IP strategy.

IP Tactics Development

IP tactics are tools used to accomplish the goals of the IP strategy. There are many different tactics that could be used. For example, if the priority of the IP strategy is to create or maintain Freedom to Operate, then tactics that could be used to achieve this are:

1. Enabled publications to destroy novelty and keep others from patenting,
2. Strong product clearance process to lower business risk of new product introduction,
3. In-licensing key IP, and
4. Use of open source software.

It is important to cross-check that the tactics of one part of the IP strategy do not interfere with other parts. If a start-up company needs both Freedom to Operate and a strong IP portfolio for investors, then they would not want to embark solely on an enabled publication program.

IP Strategy Execution

Figure 1 shows that after the IP strategy and tactics have been developed they must then be executed to have the desired impact on the business. If the *de facto* IP strategy is a legal strategy, then it has been implemented by the IP attorney, working with the inventors, with possible input from management, if asked. Generally, there will be an existing invention disclosure process with an invention disclosure form,

some sort of patent filing decision process, and a foreign filing decision process. These may or may not include the input of business management. This tends to result in a patent portfolio that is inefficient and may not be as effective in meeting the needs of the business as the management is assuming. Considerable value may have been missed by not executing a business-aligned IP strategy. Aligning the execution of the IP strategy with the business strategy requires the implementation of processes that ensures this is achieved and can be measured and managed based on sustainable metrics.

In many companies, these processes are often *ad hoc.* Before an IP Review Committee was installed at Dow, inventors competed to get their inventions filed as patent applications by being the "squeakiest wheel" in the patent department. Without further guidance, patent attorneys worked on patent applications based on the input they had from inventors. This led to many non-business aligned patents being filed. This was corrected when new IP Review Committees prioritized invention disclosures based on fit to the IP strategy. The company's patent portfolio began to increase in value if not in size.

As this example demonstrates, we had a long way to go to improve the ICM processes to execute the IP strategy.

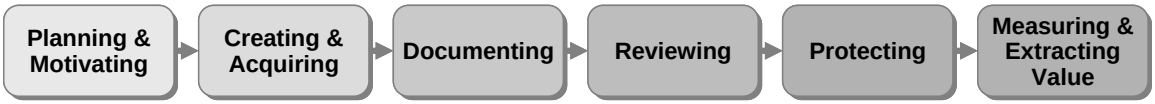


Figure 2

The Components of IP Strategy Process Implementation

The major categories of ICM processes needed to execute the IP strategy are shown in Figure 2 as a process flow diagram. This is a good way to view the total program from the initial project planning and motivating of your human capital through the processes to create the invention, document it, review for compliance with the IP strategy, protecting the invention and extracting the value. There are discrete processes that fall within each of these categories. Companies may have some of these processes in more of an *ad hoc* fashion, non-integrated with the various stakeholders, and as a result do not benefit from a dedicated, well thought-out, implemented IP strategy.

A first step is to thoroughly evaluate which processes you do have that are working well and which processes are not yielding the desired results or are absent. Missing steps can be added as part of a process re-engineering approach. It is important for a company to consider the best practices used by other IP leaders, both inside the company's industry as well as in other industries, to be able to install the most appropriate and best processes to implement the IP strategy. This is important to avoid making the same mistakes similar companies have made in the past. A key to ensuring successful process integration is to be considerate of the company's culture and existing processes. Failure analysis of previous ICM process implementation problems has shown integration with the existing processes and culture to be extremely important.

Planning & Motivating

IP strategy execution begins with the IP strategy. The strategy must clearly articulate what the desired business objective is and how IP supports that. All the ICM processes focus on achieving the IP strategy.

To support IP planning it is very useful to have an IP landscape analysis[2] of your IP and your competitors'. The landscape analysis should show the IP you have by business segment and your competitors'. The granularity of the analysis is dependent on the issues that are important to your business strategy. This is a key part of understanding your IP strengths and the competitive IP environment of your business. This understanding supports the IP strategy development and the new product development process.

Many companies have a new product development process that consists of various stages or gates that must be passed for the product development to progress to commercialization. This "Stage-Gate" process has been used for many years to manage the investment risk in new product development. I have found that many companies haven't sufficiently incorporated IP into the process. This results in many missed opportunities. First, the prior art needs to be fully taken into account to prevent both "re-inventing the wheel" and actual Freedom to Operate issues down the road. It is much easier to redirect the development effort at an early stage if the prior art issues are known. A side benefit of knowing the prior art is that inventive concepts created during the new product development can be readily distinguished from the prior art for patent application drafting. Second, creating an IP strategy for the new product development will guide the team towards the type of IP needed to meet the objectives of the business. This could include a defined mix of composition of matter patents, process patents, application patents, enabled publications and trade secrets. If you know where you are headed going into the development, you are more likely to arrive at the right place. Contrast this approach with the one in which invention disclosures are written at the conclusion of the new product development at the initiative of the inventor, possibly just before (or after) product launch! In that case, the patent attorney is under tremendous pressure to get something filed before the product is publicly disclosed by commercialization or realizes that an on-sale bar has now complicated patentability, possibly negating it. By this point, there may only be limited IP vehicles left for the attorney to pursue. Third, integrating an invention extraction process as a sub-process of the new product development process can facilitate the capture of all inventive concepts made during the development for a fuller range of IP protection possibilities. The key patents can be protected further by patenting the ways others might invent around them.

Many companies have found they can improve their IP value with appropriate inventor incentives. If the incentive is to reward quantity, you will get the results we got at Dow in the past: many patents of questionable value. If the incentive is to reward quality/value, then you will find your patent portfolio value increasing. From many inventor interviews and surveys, I have found inventors are motivated with peer recognition and to a lesser extent, money. Supervisors must allow inventors time to disclose their inventions and time to work with the attorneys on reviewing application drafts and reviewing examiner office actions. IP is a lengthy time investment, not in total time, but in focused bursts of activity over 3-6 years.

Most inventors are inexperienced in knowing what an invention is, what is patentable, how to articulate the invention and how to disclose it. Developing and implementing inventor training programs can be very useful in bridging this gap. Inventors need basic IP understanding: IP strategy of the company, why IP in

[2] ipLandscape and ipAnalytics are services of ipCapital Group

important to the company, what is patentable, how to disclose their inventions and what is the whole patenting process. The training course or courses need to be relevant to the technology and experiences of the inventors. Dry, legal course content is rarely effective. Some companies have found that having a group of seasoned inventors that can serve as inventor mentors is very useful in helping less experienced inventors navigate the invention disclosure process.

Creating & Acquiring

Processes included in this category include those for facilitating invention and acquiring technology and IP from outside the company. Some companies have found that a best practice is to conduct proactive invention extraction sessions. Trained facilitators capture inventive ideas about specific topics that the engineering staff have already had but have not articulated. This helps to ensure obtaining the inventions that are needed to support the IP strategy. Better results are obtained from this approach than hoping the right inventions "bubble up to the top." A related process is to conduct directed invention brainstorming. This process uses facilitators trained in creativity techniques to guide the inventors into inventive concepts that directly support the IP strategy. This may be needed to fill gaps in the patent coverage or to address other strategic issues. One company I was familiar with used this approach to invent a new type of specialty polymer. The closest patent art from a variety of companies and universities was summarized for a group of scientists representing diverse technologies. Creativity techniques were used to spur their thinking. The result was a conceptual molecular structure that fulfilled the strategic need and a novel approach on how to enable this invention.

Another process in this category includes inventing around patents or particular claims. This can be useful in developing a picket fence protection strategy to your key IP. Also, it can be used to invent around specific third party patent claims. A facilitated approach works very well to focus inventors' creativity on this challenge.

Acquiring technology and IP through in-licensing or cross-licensing may be crucial to your IP strategy. Important to these ICM processes is knowing what kind of IP rights you need before you start the negotiations. A blanket "we want to own everything" may not be the most effective negotiation strategy. Understanding the other party's IP portfolio, business culture and market strategy is important to plan your approach. Processes for valuing the IP involved can provide needed background to the negotiation, also. In fact a whole deal strategy framework is very helpful to the process to ensure your get what you need at the best possible terms.

Documenting

The next category on the path to successfully execute your IP strategy is Documenting. You may have found as I have that inventors had rather do anything else than document their invention. Inventors like solving technical problems and inventing rather than writing. That's why they chose to be engineers and scientists and not English majors! Nevertheless, documenting is a crucial step to IP protection. Two key processes are involved: inventor notebooks and invention disclosure form. With the U.S. patent law still awarding the patent to the "first to invent," it is incumbent upon the inventor to have documentation to prove date of conception and diligent reduction to practice. With the U.S. patent law changes of 1995, inventors outside of the U.S. have the ability to prove invention date, as do inventors residing in the U.S. An inventor notebook process that includes documenting inventions in bound notebooks with space on each page for both inventor signature and witness' signature and dates is important. Electronic inventor notebooks are gaining popularity, particularly in pharmaceutical research. Training on why documentation

is important and how to do it properly is quite helpful for new inventors. I have found periodic verification of compliance may be advisable until the IP culture is well-established.

Invention disclosure forms are created to ask the inventors the most relevant questions about their inventions in such a way as to help the IP attorney begin to define the invention. Although interviews with the inventors may be necessary to fully understand the invention, the initial disclosure facilitates the review process and docketing the invention. Carefully crafted invention disclosure form questions can help the inventor both focus the invention on a particular business need and broaden the scope of the invention. I have found that providing training in the form of invention disclosure workshops help inexperienced inventors shorten the amount of time it takes to complete a disclosure form. If the inventors know what type of information is important to the patenting process then they will take less time fretting over answering the questions on the form. This can help them plan their experimentation better and reduce the amount of laboratory work required.

Reviewing

Central to the alignment of the IP to the IP strategy is the Reviewing process. Decisions need to be made on whether the invention should be filed as a patent application, an enabled publication, kept as a trade secret, or abandoned. Organizations that do not have this step generally file patent applications on everything that is deemed patentable coming from the R&D staff. There is no one “minding the store” to ensure that the IP strategy is followed. This is a very expensive way to create a low-value patent portfolio! The creation of an IP Review Committee as a multi-functional high level team with the appropriate charter and authority can make an immediate change in the direction of the IP generation. I have seen companies transformed by implementing this process where none previously existed. I have seen other companies who had a minimally functional IP Review Committee have very subjective criteria for evaluating invention disclosures. These did not achieve the results they wanted, in part, because when inventors learn that politics and favoritism influence which inventions get filed as patent applications, they quit submitting invention disclosures! Imagine how many inventions “bubbled away” instead of creating value for the company! It is important to have transparent decision criteria and have the inventors educated on this process.

Another process important to the Reviewing stage includes a foreign filing decision process based on a global business strategy tempered by the legal enforcement experiences in the various countries. Often times, companies use up valuable resources obtaining patent coverage in countries where they will never get a return on investment. This can be done much more efficiently and strategically by aligning with the business strategy and using appropriate in-country legal input.

As with the Dow example earlier, a portfolio analysis for patent/business alignment can be very helpful for reducing maintenance expenditures of those patents that are not supporting the business strategy. In addition, a portfolio scoring evaluation can help find those patents that may be ideal for licensing for additional revenue generation.

Protecting

The legal processes for creating a patent application, filing in the appropriate jurisdiction and prosecuting the application through to the grant of the patent are in this phase. Since these are primarily legal processes, we will not delve further into them. These will be taken care of by the IP attorney.

Other processes that are considered in the Protecting category include trade secret policy and process, defensive publications and product clearance. Many companies say they have trade secrets, but have failed to establish either a written trade secret policy, or a trade secret registry, and do not provide training to their employees on how to protect trade secrets. Enforcement against trade secret theft can be made more difficult without these processes. Employees need to understand how to protect trade secrets with the appropriate secrecy non-disclosure agreements with third parties, proper confidential document marking, etc. Having a trade secret registry will keep the identity of this important intellectual property fresh in management's mind so that they can be managed.

The use of enabled, defensive publications can be a cost-efficient way of protecting Freedom to Operate by denying patentability to others those inventions that have been published. Key to the efficacy of publications is the enablement of the invention. The description of the invention must be in sufficient detail to keep competitors from easily inventing around the publication subject matter. Enabled publications may be very useful for improvement inventions or as a competitive response.

Every company introducing new products to the market should have a robust product clearance process. This process can include, under the IP attorney's direction, sufficient analyses of the technical features of the new product versus the patent art. The goal is to reduce the business risk of commercializing new products. This process should be integrated with the new product development process and the new business development process.

Measuring and Extracting Value

Key processes for this phase include Out-Licensing, Infringement Watch, IP Enforcement, and IP Value Metrics. Out-licensing can be very lucrative with the right IP strategy and business model. The value of any IP is dependent on the context. Valuation of the IP in context and targeted marketing is important to gain return on the licensing effort. Sometimes out-licensing is the result of a strategy of IP enforcement. Creating a specialist licensing function or hiring a licensing firm can be helpful to sustain an increasing revenue stream.

If IP enforcement is important to your IP strategy, then setting up a proactive, focused process for competitive intelligence is important. Which of your patents is most likely to be infringed upon and by whom? Do you have a reverse engineering capability to detect infringement of your patent claims? Do you have a competitive sample process to deliver to the reverse engineering function? These are some of the important questions to be addressed in an infringement watch process. The IP enforcement process will include valuation of the opportunity versus risk. Although IP enforcement is often thought of as a legal process, it should be considered a business process with key decisions made by an informed business management. Aligning this process with the business is critical for best results.

Key metrics from executing the IP strategy should address what has highest impact on the business results. What is the percentage of profit margin being protected by IP? How much is that? Is it increasing or decreasing? What percent of your revenue has patent protection? What is the licensing revenue? What percentage of your patent portfolio is being used for value protection or value extraction? When do key patents expire? A key issue here is that it takes the establishment of standard processes to do the extraction and evaluation of the numbers to get accurate data for these metrics.

Other types of IP metrics can be used for management purposes to set expectations for personnel and department performance. These tend to be centered on quantity. They may be necessary to feed invention disclosures into the IP Review Process, but quality and value are what is most important.

Sustaining the IP Strategy Execution Process

As has been shown, ICM processes are needed to successfully execute the IP strategy. If a company does not have all the processes needed, or needs to improve their processes they typically call upon outside experts in the field to help. This can be very helpful by comparing with best practices in the industry. Processes can be scaled to the size of the company, breadth and complexity of the IP. These implementation processes are business processes rather than legal processes. The results from execution of the IP strategy will have a direct impact on the profitability and sustainability of the company. Senior business management will have a direct interest in these results. They will be very interested in the IP value metrics.

Essential to implementing these processes is to have a process owner. Some companies have found it useful to have an Intellectual Asset Manager be the process owner. This person coordinates and directs the functioning of these processes working with leadership from business, R&D and the legal department. The IA Manager is trained in how these processes work and can keep the process documentation, data and metrics for the whole program. The IA Manager should report to the manager or team responsible for the IP strategy.

Sustaining the IP strategy execution processes requires dedicated support and involvement by senior management. Employees need to see that following through on IP strategy is important to their supervision and business management. Performance appraisals need to be tied to successful implementation. Some companies implement an internal communication plan to sell and sustain the new IP strategy and implementation to their employees. Inventor rewards and recognition become an important part of changing the IP culture of the company.

The Value of an Executed IP Strategy

The value of an executed IP strategy will be demonstrated in sustained value growth. The “vanity” metrics such as total number of patents do not necessarily align with this factor. Aligning the IP strategy to the business strategy will result in:

1. Value Creation through protecting proprietary technology that sustain growth and higher profit margins, and

2. Value Extraction through licensing royalties and IP enforcement awards and settlements.

Achieving these results requires the implementation of ICM processes to ensure the execution of the IP strategy.

Summary

Since I began working with ipCapital Group auditing the ICM processes of other companies, I have found that in most cases the IP strategy is not defined. It does not exist as documented in an actionable form beyond the legal department nor is it communicated to inventors. There is a real gap between the technology/product-focused IP of R&D and the customer- and markets-focused critical issues with which the business is dealing. When a company has a business-driven IP strategy that is integrated with the R&D program, much more relevant and valuable IP is generated.

The before-and-after experience of Dow demonstrates the value of a business-driven IP strategy that is executed with ICM processes. Before ICM process development there were lots of low-value patents that

were costing the company a lot of money in filing fees, translations costs and maintenance fees. After the creation of business-aligned IP strategies and the installation of ICM processes to implement the strategy, the absolute number of patents went down, but the value of the patent portfolio went up. The resulting IP was used:

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A first step is to thoroughly evaluate which processes you do have that are working well and which processes are not yielding the desired results or are absent. Missing steps can be added as part of a process re-engineering approach. It is important for a company to consider the best practices used by other IP leaders, both inside the company's industry as well as in other industries, in order to be able to install the most appropriate and best processes to implement the IP strategy. This is important to avoid making the same mistakes similar companies have made in the past.

As has been shown, ICM processes are needed to successfully execute the IP strategy. If a company does not have all the processes needed or needs to improve its processes, it typically will call upon outside experts in the field to help. This can be very useful by comparison with best practices in the industry. Processes can be scaled to the size of the company, breadth and complexity of the IP. These implementation processes are business processes rather than legal processes. The results from execution of the IP strategy will have a direct impact on the profitability and sustainability of the company.

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About ipCapital Group

ipCapital Group, Inc. (ipCG) is a business strategy consulting firm that advises companies on the use of intellectual property (IP). Since 1998, ipCG has delivered over 500 successful IP engagements to companies in a wide range of industries. Our professional services maximize financial results for clients that seek to develop and execute intellectual property (IP) strategies, strengthen and monetized IP portfolios, and establish and implement Intellectual Capital Management (ICM) practices. For more information, visit www.ipcg.com.