

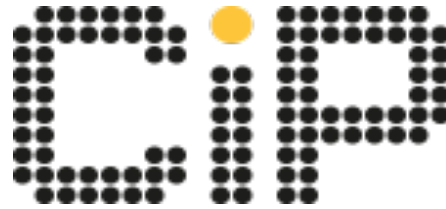
Is Your IP Strategy, Strategic?

Stress test in eight questions

Bowman Heiden
Director,
Center for Intellectual Property (CIP)
bowman.heid@cip-net.com



Academic Platform



Mission: Transforming Knowledge into Wealth and Welfare

We believe that knowledge is the ultimate renewable resource from which to build sustainable wealth and welfare for the future. However, we acknowledge that the creation, control, and utilization of knowledge required to generate wealth and welfare is far from a simple task – this is why we created CIP.

Industry Partners

ASSA ABLOY

AVANCI 

 AWA

 CHR HANSEN

 CIPHER

clairv  lex

Deloitte.

 Electrolux

 equinor

 ERICSSON

KONSERT
STRATEGY & IP

 LOTNETWORK

 MARCONI

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PHILIPS

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Qualcomm

ROUSE

RPX
RATIONAL PATENT

 SISVEL

 Spotify

 VOLVO

V O L V O



The **Business** of Intellectual Property

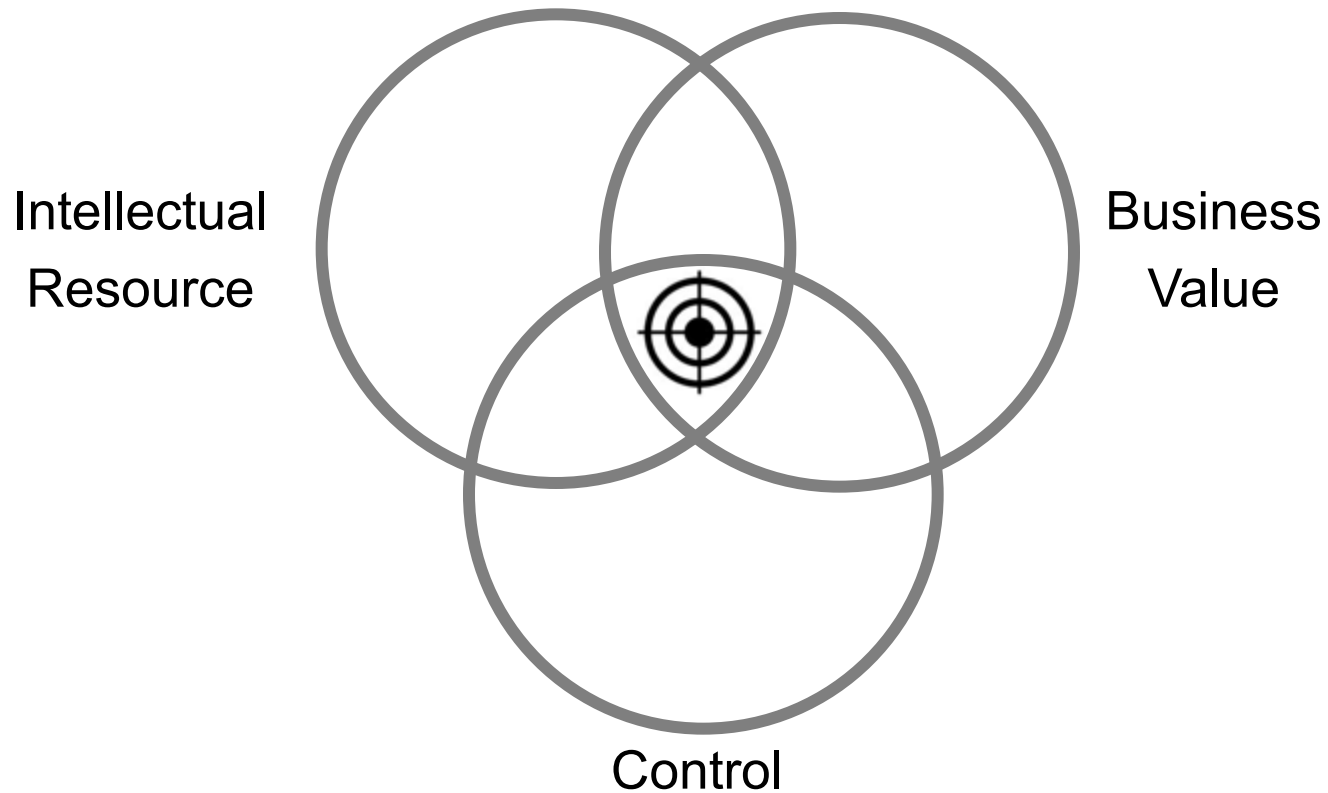
Executive Education



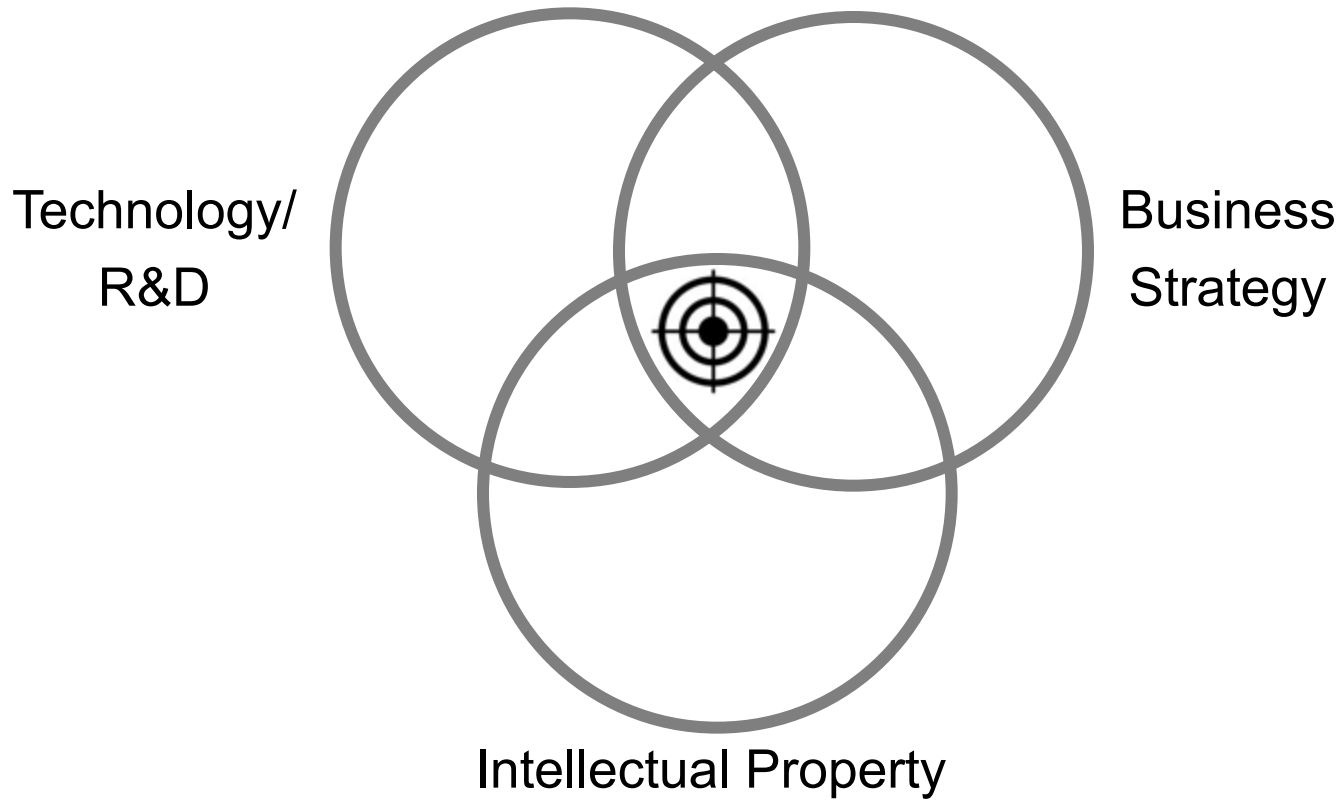


1. How would you define intellectual property?

Intellectual Property



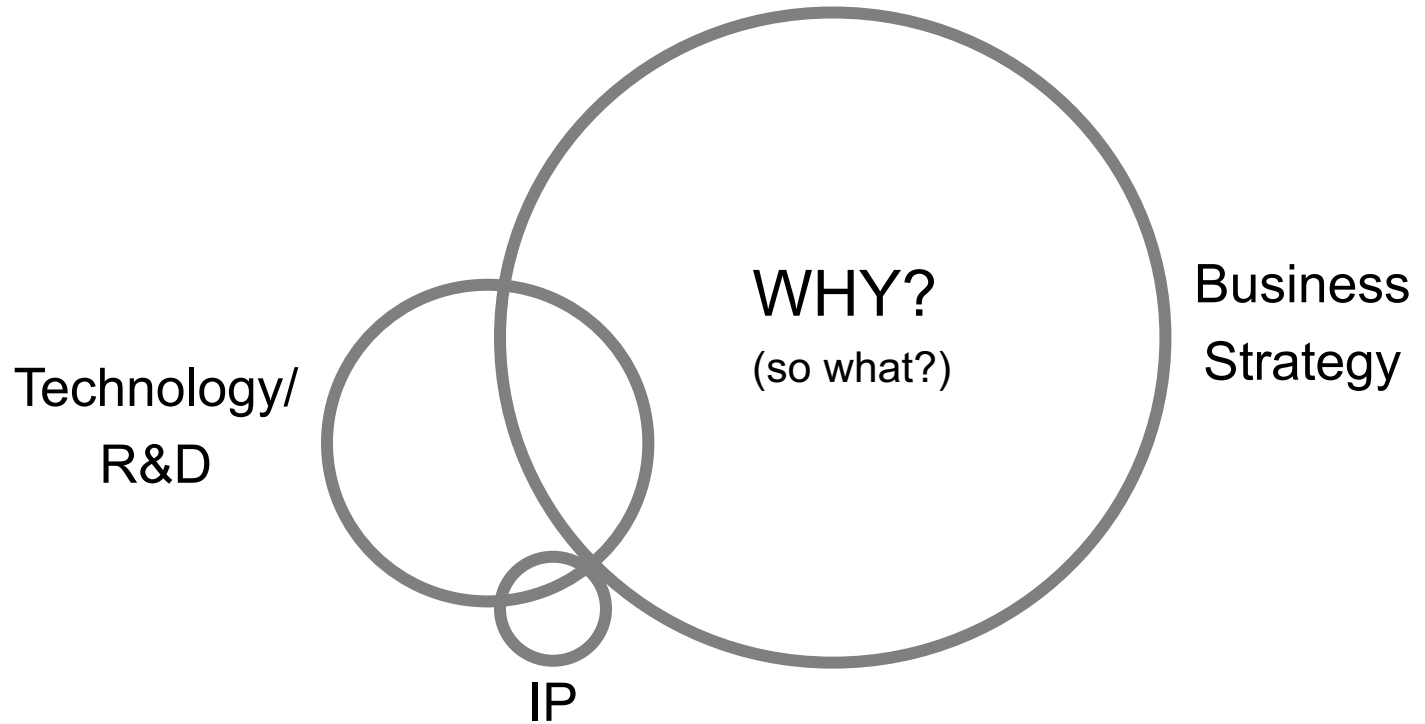
Technology-Based Business Management





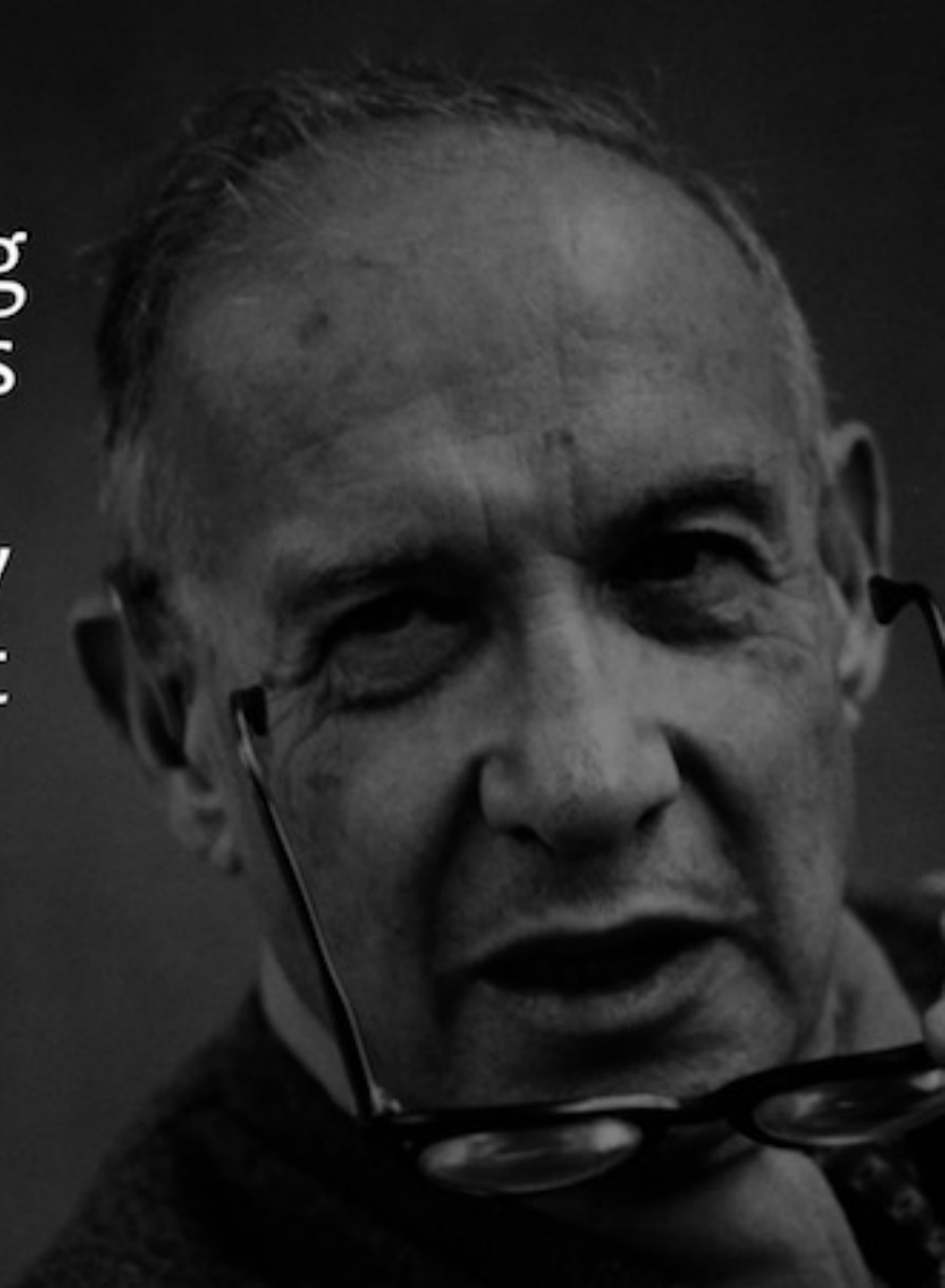
2. What is the challenge to achieving strategic IP management?

IP lacks a business focus...



There is nothing quite so useless as doing with great efficiency something that should not be done at all.

- Peter Drucker



Typically managed as an end in itself...



Technology/
R&D

WHY?
(so what?)

Business
Strategy

PTO

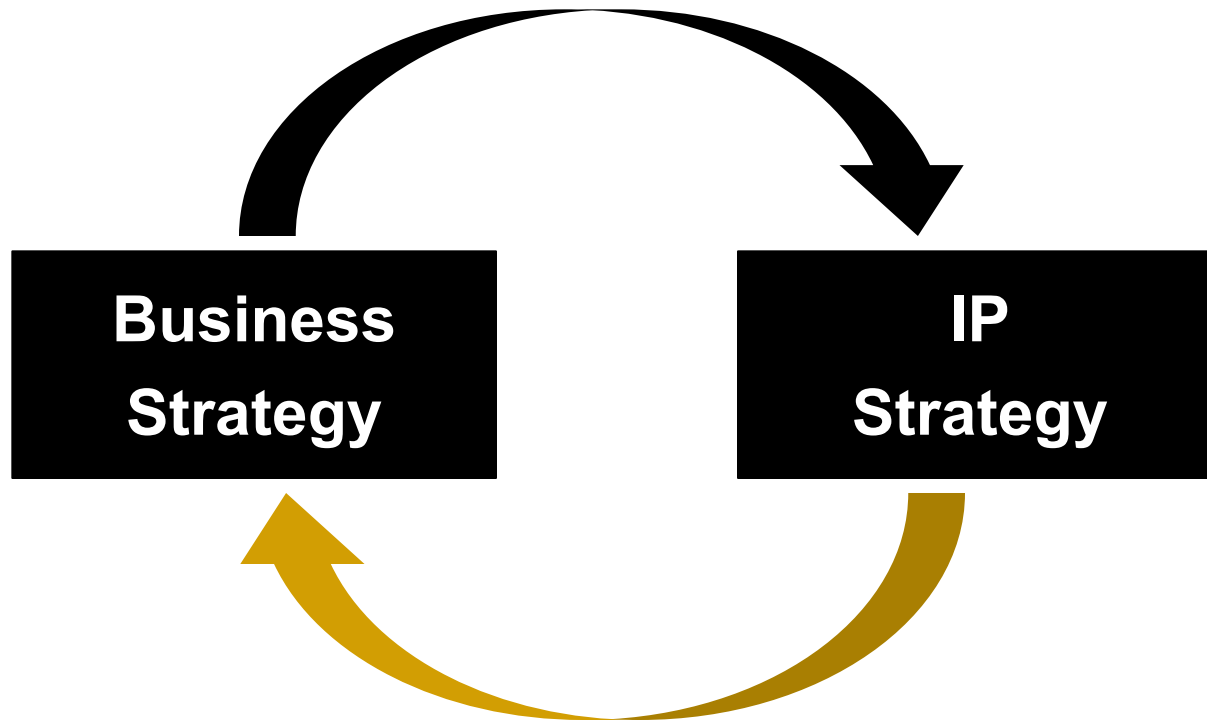
IP

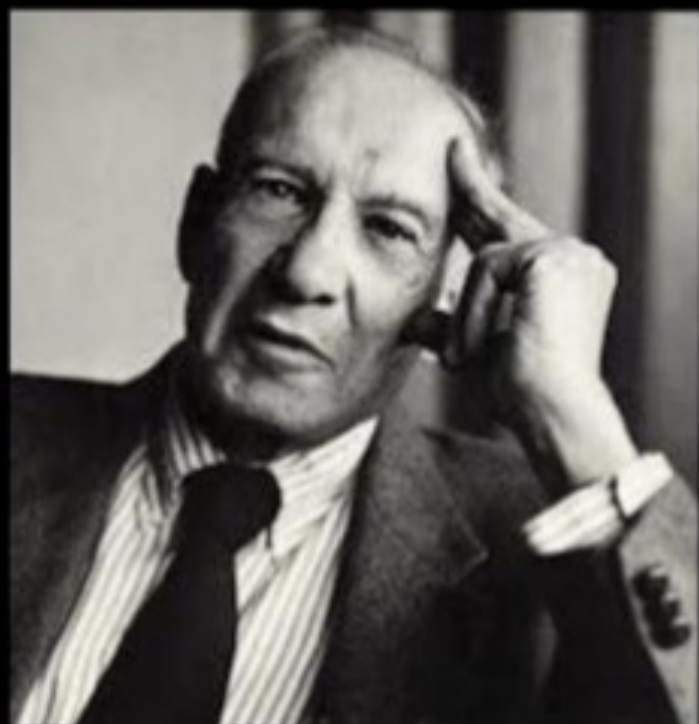


A dense forest of tall, thin trees, likely a coniferous forest. The trees are closely packed, and the ground is covered in green moss and ferns. A person is standing in the distance, providing a sense of scale. The lighting is soft, suggesting a misty or overcast day.

**DON'T MISS
THE FOREST
FOR THE TREES**

...and there typically is no feedback

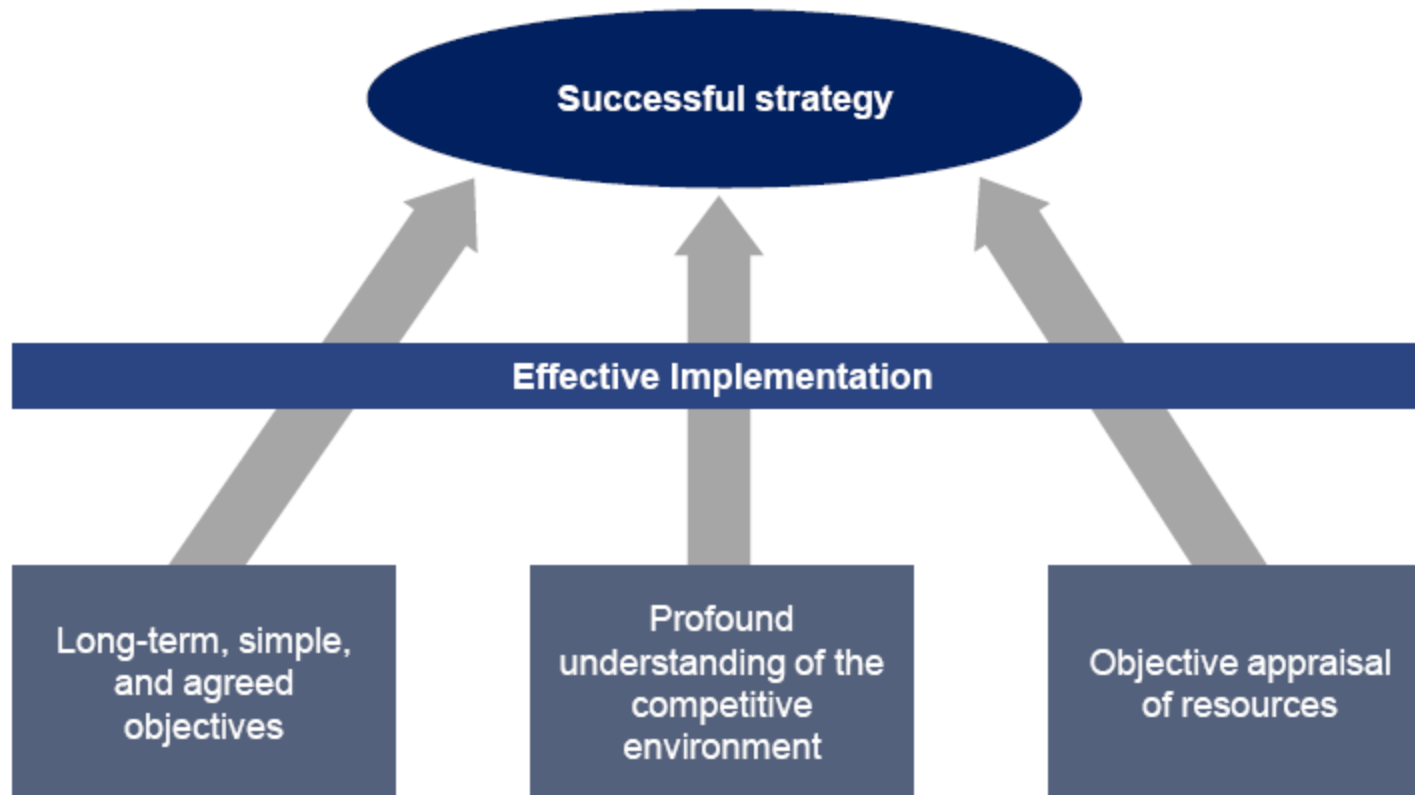




**“If you can’t
measure it,
you can’t
manage it”**

Peter Drucker

Common Elements of Successful Strategies

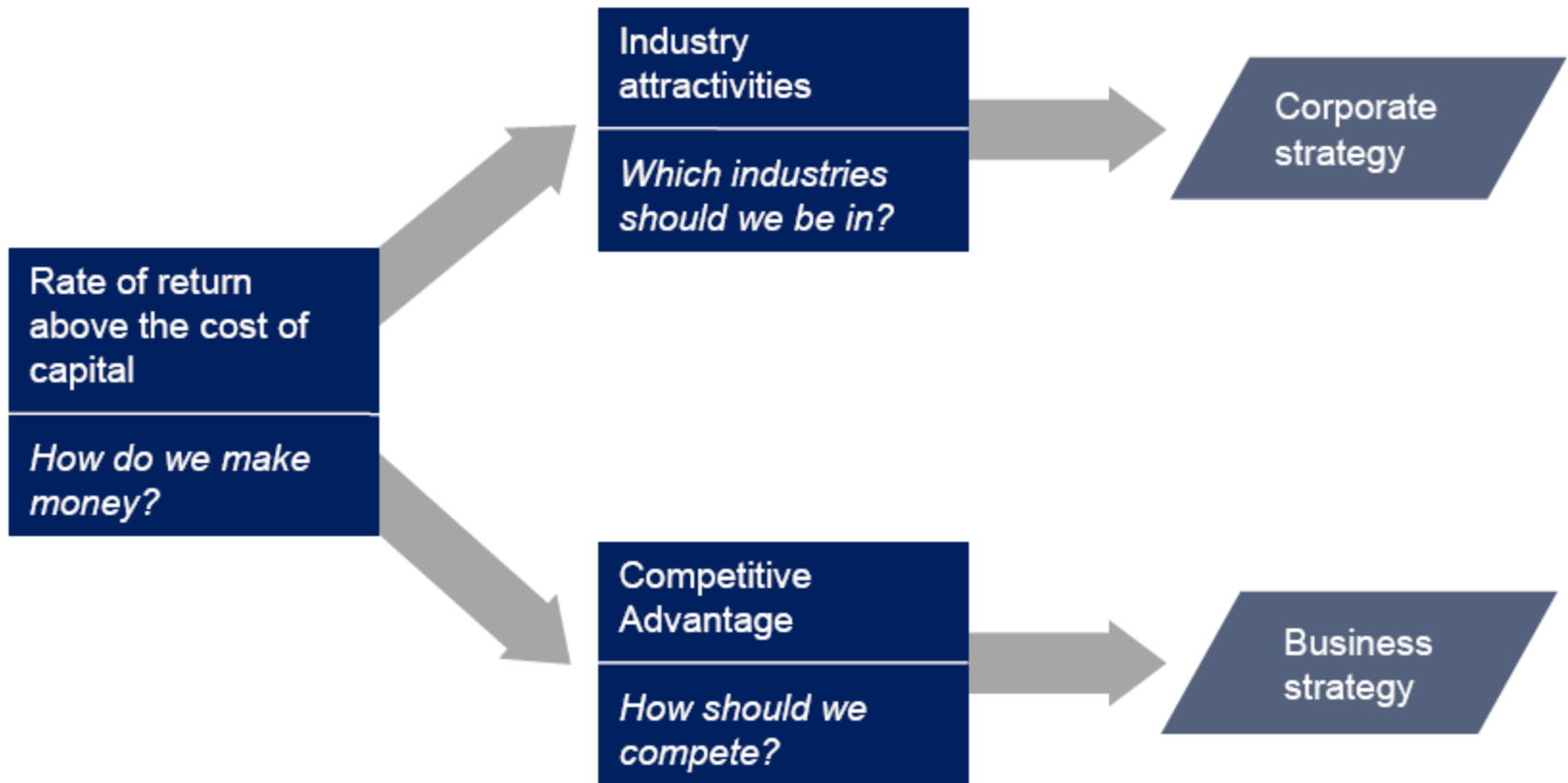


Source: Grant (2005) Contemporary Strategic Analysis



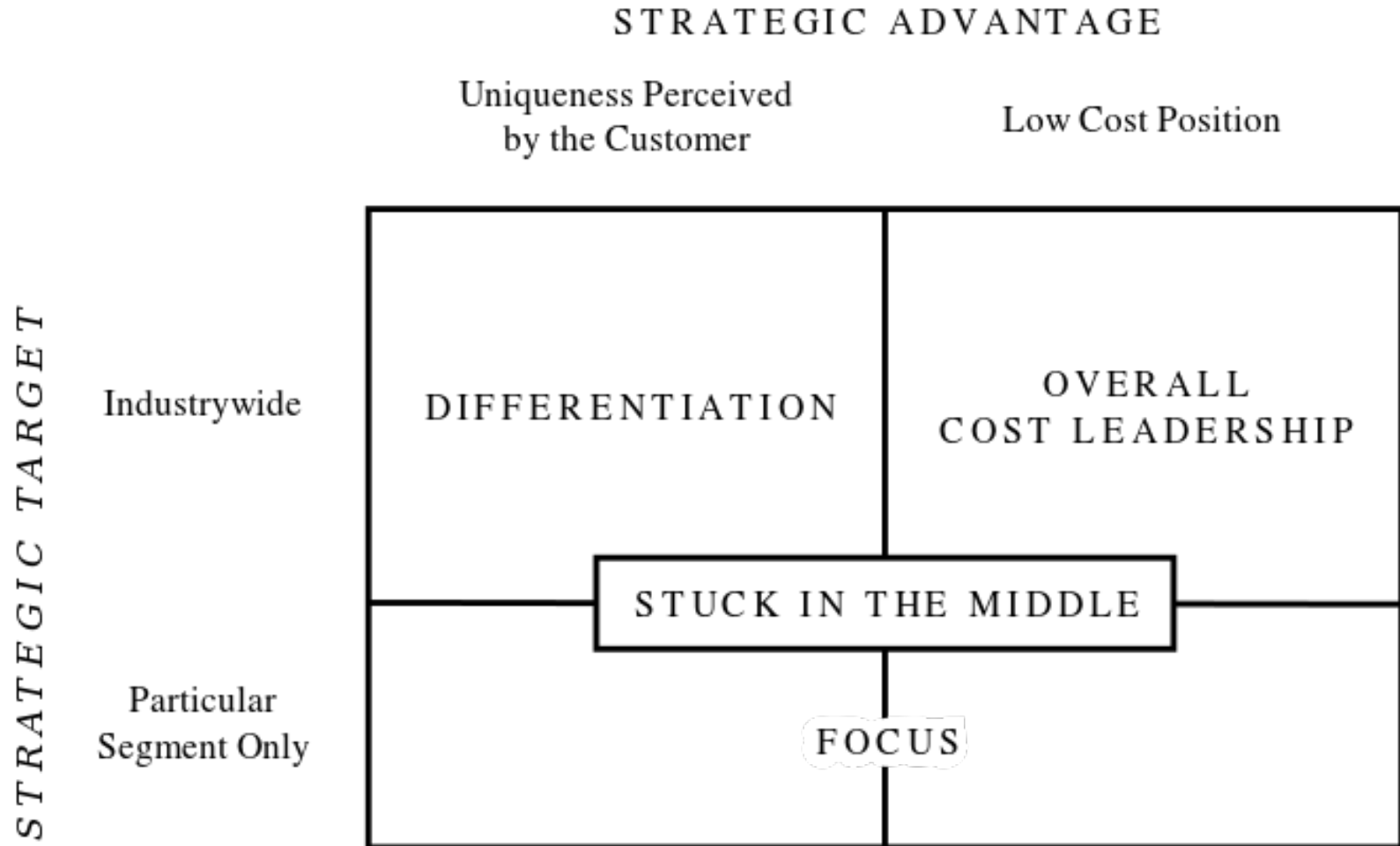
3. Why can your company generate profit?

Sources of Profitability

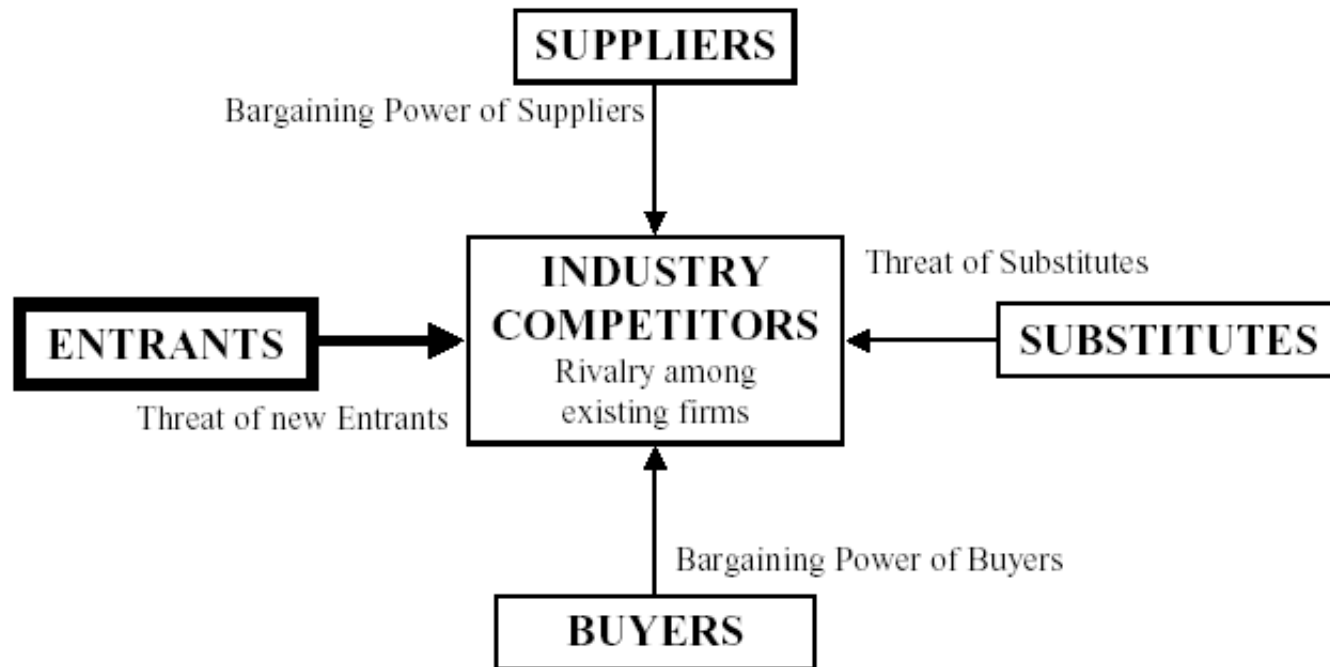


Source: Grant (2005) Contemporary Strategic Analysis

Competitive Strategies



Competitive Analysis: Porter's 5-forces Model



From : Porter, M. E. (1980). Competitive Strategy. New York, Free Press.

Porter's Five Forces Model of Competition

Threat of New Entrants

Barriers to entry

- Economies of scale
- Product differentiation
- Capital requirements
- Switching cost to buyers
- Access to distribution channels
- Other cost advantages
- Government policies

Incumbants' defense of market share
Industry growth rate



Determinants of Supplier Power

Supplier concentration
Availability of substitute inputs
Importance of suppliers' input to buyer
Suppliers' product differentiation
Importance of industry to suppliers
Buyers' switching cost to other input
Suppliers' threat of forward integration
Buyers' threat of backward integration



Rivalry Among Existing Firms

Number of competitors (concentration)
Relative size of competitors (balance)
Industry growth rate
Fixed costs vs. variable costs
Product differentiation
Capacity augmented in large increments
Buyers' switching costs
Diversity of competitors
Exit barriers
Strategic stakes



Determinants of Buyer Power

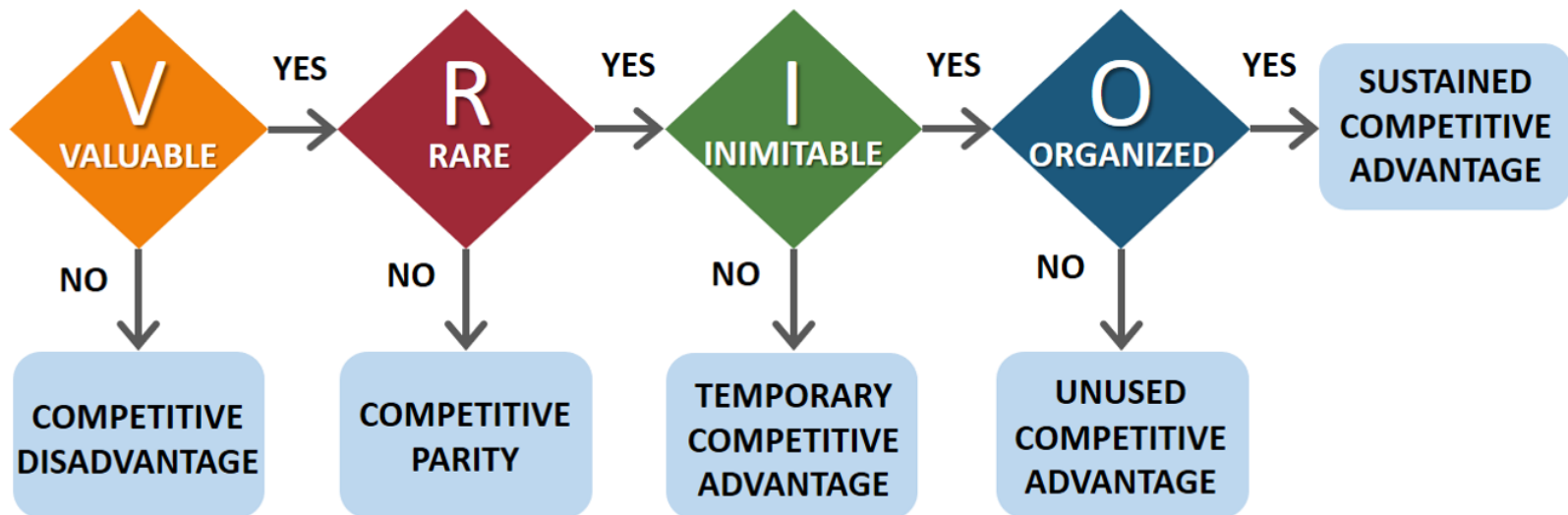
Number of buyers relative to sellers
Product differentiation
Switching costs to use other product
Buyers' profit margins
Buyers' use of multiple sources
Buyers' threat of backward integration
Sellers' threat of forward integration
Importance of product to the buyer
Buyers' volume



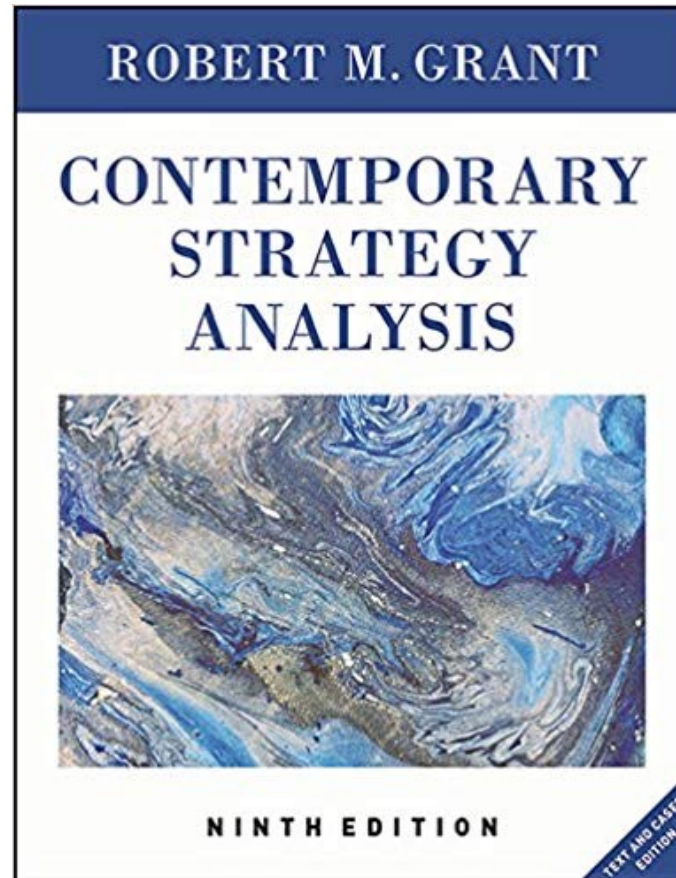
Threat of Substitute Products

Relative price of substitute
Relative quality of substitute
Switching costs to buyers

Evaluating a resource as a source of competitive advantage?



Strategy Textbook




4. Can you prove that your patent portfolio has a value greater than zero?

4. Can you prove that you have created more value for your clients than what they have paid you?



5. Is it worthwhile to file oppositions?

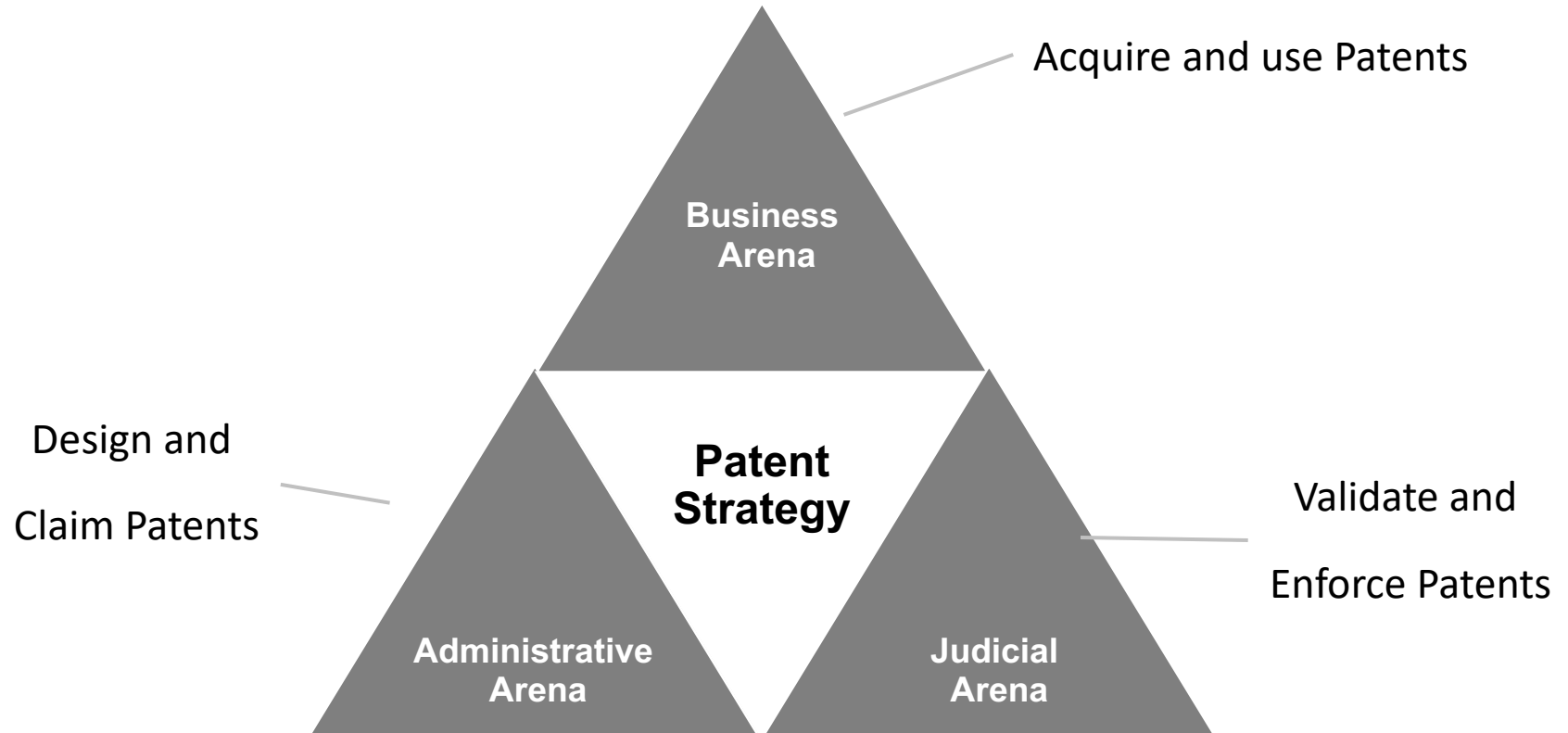



6. How would you measure the defensive value of your patent portfolio?



7. What determines the validity of a patent?

Patents on Three Arenas



A cluster of seven dots in the top right corner, with one yellow dot and six black dots.

8. Could you survive as a profit center inside your company?



CENTER FOR INTELLECTUAL PROPERTY

The IP Strategy Gap

