

**June 16-17, 2008
Cambridge, Massachusetts**

Leveraging Intellectual Property to Accelerate Product & Technology Development

How to Make Open Innovation Work

Led by



Dr. Jay E. Paap
President,
Paap Associates



Dr. Paul Germeraad
President,
Intellectual Assets, Inc.

Featuring special presentations by



Amy Achter
Director, Corporate
Intellectual Asset
Management, Kimberly-
Clark Corporation



Astrid Spain
Partner, McDermott
Will & Emery LLP

- Advance innovation and growth objectives through partnering, licensing, acquisition, spin-offs and other external arrangements — while protecting intellectual assets
- Identify the most promising new technology and product opportunities
- Analyze costs, risks, competition, and profit potential; gain higher return on R&D investment
- Create and manage a robust IP portfolio, ensure freedom to operate
- Align R&D, business, marketing and legal objectives



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June 16-17, 2008
Cambridge, Massachusetts

Leveraging Intellectual Property to Accelerate Product & Technology Development

How to Make Open Innovation Work

“Intellectual assets, a large portion of which are protected via IP, are replacing land, energy, and raw materials as an organization’s most valuable resource.”

ipFrontline™
3/22/2007

WHY THIS WORKSHOP IS IMPORTANT TO YOU

As companies increasingly rely on innovations from external sources and partnerships, it’s a whole new ballgame for intellectual property (IP). Open innovation — going outside for new technologies and ideas — presents great opportunity but also sizeable risk. While you gain capabilities that accelerate development, without a strong IP strategy you may compromise your negotiating leverage and be vulnerable to competitors.

On the other hand, a well-crafted IP strategy not only protects your company’s core technology, but advances your overall business objectives, enabling you to identify the most promising opportunities, choose the right partners, and ensure that IP is in place when you need it. A strong IP portfolio is a powerful bargaining chip in joint ventures — for small and large companies alike — and raises a company’s acquisition value.

Yet, despite the powerful benefits, many companies do not have an IP strategy!

To address this critical gap, Management Roundtable is pleased to once again offer its exclusive 2-day workshop, **Leveraging Intellectual Property to Accelerate Product & Technology Development: How to Make Open Innovation Work** on June 16-17, 2008 in Cambridge, Massachusetts.

Led by two of the world’s foremost experts on technology development, IP management and innovation — **Dr. Jay Paap** and **Dr. Paul Germeraad** — with special presentations by **Amy Achter** of **Kimberly-Clark Corporation** and **Astrid Spain** of **McDermott Will & Emery LLP**, this session will help you implement a sound strategy that protects, leverages and generates high return on investment from your organization’s intellectual assets.

By participating you will come away with guidelines, how-to’s, and case examples to:

- Identify white space and uncover new ideas
- Establish technology partnerships and negotiate mutually beneficial agreements
- Build your IP portfolio; extract maximum value
- Accurately calculate costs, risks and ROI of opportunities — choose the best opportunities to pursue
- Align business, technical, market and legal objectives; form a cohesive team

In a combination of lecture, guest presentations, interactive discussions and group exercises, you will receive specific advice and guidance from the instructors as well as your colleagues at other firms.

Who Should Attend

This session is recommended for anyone responsible for planning and executing a firm's technology and product development effort: CTOs, Chief Innovation Officers, VPs and directors of R&D, Product Development, Technology Development, Technology Acquisition/sourcing, Alliance Management, Business Development, Intellectual Property Management/Counsel, and Finance. Session brings together technical, legal, marketing and financial aspects of IP management (Group rates are offered; please see page 7.)

RESERVE EARLY! This workshop is limited to 75 attendees to ensure an optimal learning experience for all participants.

21 KEY BENEFITS

Specifically you will learn:

- 1 To tie your organization's technology development and IP creation plans with corporate strategy and vision
- 2 How to maximize external arrangements and increase the value of your firm's own intellectual assets
- 3 How to integrate IP and technology acquisitions into your overall product development process; ensure time-to-market goals are met
- 4 Select innovative technologies for IP protection; manage OI risk
- 5 How to structure agreements that facilitate joint innovation; balance opportunity with protection (including alternatives to IP ownership)
- 6 To determine value of both internal and external IP, evaluate commercial merit and risk of uncertain technologies
- 7 How to use IP to find external opportunities and potential partners
- 8 To protect know-how, business processes, and other intangible — yet core — IP assets
- 9 How to map the current IP of the organization to product opportunities; assess the strengths and weaknesses of your IP position, see where opportunities for IP exist
- 10 To evaluate the competitive IP in the relevant technology space
- 11 How to identify white space, strategically patent ideas and technologies — and make it increasingly difficult for competitors to obtain patents
- 12 To evaluate cost, market and profit potential: compare value to similar deals, calculate revenue and determine split
- 13 How to measure IP contribution to the organization
- 14 To assess and mitigate Open Innovation business risk associated with various IP landscapes
- 15 How to determine what to share, keep, license, buy, sell and/or spin-off
- 16 About IP-centered business design — should your company set up a subsidiary that focuses on managing IP?
- 17 How to use foreign R&D labs advantageously to conduct R&D, test market new ideas
- 18 About patent mining and analysis, white space maps, and design-around sessions
- 19 How to develop an exit strategy for ideas you decide not to pursue — how this fosters innovation by enabling you to try things before they are certain
- 20 How to increase the likelihood of commercialization success — whether internally or externally through divestiture
- 21 How Kimberly-Clark manages its intellectual asset portfolio for Open Innovation — practices, tools, metrics and implementation approach

PROGRAM OUTLINE

DAY ONE: STRATEGY

8:30-11:00am **Making Open Innovation Part of Your Technology Strategy**

Jay Paap, President, **Paap Associates**

- The logic of OI
- Why OI is relevant — more than leveraging resources
- The challenge of OI — why some firms are reluctant to be open
- Context and key lessons from major OI efforts
- Forms of OI (alliances, licensing in and out, spin-offs)
- Guidelines for selecting the right approach
- Institutionalizing and integrating OI
- Organizational issues

11:00am-12:00pm **Special Presentation/Case Example: Managing the IA Portfolio for Open Innovation at Kimberly-Clark**

Amy Achter, Director, Corporate Intellectual Asset Management, **Kimberly-Clark Corporation**

- How a robust innovation pipeline and portfolio is critical for growth
- How to align your IA portfolio with the business and innovation strategies
- Implementing and institutionalizing Open Innovation
- Knowing what you have, what you need, and how you are going to get it
 - Maximizing competitive advantage
 - The role of IA management in Open Innovation partnerships
- Determining the appropriate IA metrics and applying them to overall estate management
- Assessing and maximizing the value of Intellectual Assets

12:00-1:00pm **Lunch**

“First class, very professional, solid supporting materials...Delivered what I expected, plus.”

— Ed McMillan, Program Manager, Schneider Electric

1:00-5:00pm

IP Strategy Associated with Open Innovation

Paul Germeraad, President, **Intellectual Assets, Inc.**

- IP strategy and corporate strategy/vision
- Models for different industry segments
- How to assess IP contribution
- **Exercise:** What IP is available in a new product offering?
- IP strategy, business models
- Assess OI business risk associated with various IP landscapes
- IP management in the brave new world of open innovation — what do you share/keep/license/buy/sell/spin-off? How do you decide?
- Utilize Use Map, Product Matrix, Value Maps
- IP-centered business design— and should your company set up a subsidiary that focuses on managing IP?
- IP in different regions of the world, how to use foreign R&D labs advantageously to conduct R&D, test market new ideas

5:00-6:00pm

Wine & Cheese Reception

DAY TWO – IMPLEMENTATION

8:30-11:30am

Making Open Innovation Work

Jay Paap, President, **Paap Associates**

- Project management in an OI context
- Challenges to traditional stage gate project management systems
- How an open perspective can overcome barriers to innovative projects
- Managing the people dimension — setting expectations and overcoming resistance
- Sourcing and target techniques (including using IP to find others)
- Three critical steps for turning general needs into specific opportunities
- A framework for structuring effective alliances
- Structuring orphan and strategic spin-offs
- Steps in spinning out a viable independent entity

11:30-12:30pm

Lunch

12:30-1:30pm

Managing IP in an OI Context

Paul Germeraad, President, **Intellectual Assets, Inc.**

- Tapping your company's internally created and externally acquired IP
- Which technologies/inventions have most commercial merit?
- Revisit Use Map, Product Matrix, Value Maps (with case study)

1:30-2:30pm

Driving IP Strategies — Legal Department Perspective

Astrid R. Spain, Partner, **McDermott Will & Emery LLP**

- Creation and Recognition of IP Assets
 - Capture knowledge & insight and make proprietary
- Value Extraction
 - exclude others
 - permit others
 - destroy or limit monopolies
- Risk Management
 - attain freedom to operate, practice, use
 - develop actionable competitive intelligence
- Business and IP strategies in lockstep
- Monitor and mine company technology
- Select innovative technologies for IP protection

2:45-4:00pm

Driving IP Strategies — Business Perspective

Paul Germeraad, President, **Intellectual Assets, Inc.**

- Patent mining and analysis, look for white space opportunities
- Use of White Space Maps
- Use of "design around sessions" to strategically patent ideas and technologies
- Find & qualify the best potential partners/sources
- Nutraceuticals case study
- Structure agreements
- Costs of IP ownership and SWOT
- Decide when to buy, sell, license, spin out, share — or keep — IP
- Ensure time to market and cost goals are met; integrate external IP and technology acquisitions into the NPD process
- Create and manage a robust IP portfolio, ensure freedom to operate
- Use of Claims Maps and software concept engines

4:00-4:30pm

Wrap-Up and Next Steps

10 KEY DELIVERABLES

- 1** Framework for structuring effective alliances as well as orphan and strategic spin-offs
- 2** Sourcing and target techniques (including using IP to find others)
- 3** IP models for different industry segments
- 4** Tools and techniques including White Space Maps, Use Map, Product Matrix, and Value Maps
- 5** Methods to analyze cost of IP ownership and SWOT
- 6** Hands-on exercise: What IP is available in a new product offering?
- 7** Implementation case examples from industry leaders
- 8** Business, technology and legal perspectives from top experts
- 9** Full set of reference materials to share with your colleagues
- 10** New network of peers and experts to continue discussion after the workshop has concluded

About the Workshop Leaders



Dr. Jay E. Paap
President,
Paap Associates

Jay Paap is President of Paap Associates, a management consulting firm assisting major corporations in their business and technology development efforts. He serves on the faculty of the Industrial Relations Center at Cal Tech and the Executive Program at The Sloan School (MIT), is a SCIP Fellow, and a PDMA Certified New Product Development Professional. For over 30 years he has managed projects worldwide dealing with innovative business and product development, strategic alliances, spin-offs, technology management and competitive intelligence. He is a frequent speaker on these topics appearing in executive seminars throughout the Americas, Europe, the Middle East, and Japan.

Jay received his Ph.D. from MIT's Sloan School of Management with concentrations in technology management and organizational change. He was a faculty member at both Sloan and Indiana University, and has served on the editorial advisory boards of *Technology Management*, *Journal of Competitive Intelligence Management*, and the *Competitive Intelligence Review*, where he guest edited a special issue on Competitive Technical Intelligence.

His article, "Anticipating Disruptive Innovation" won the Maurice Holland Award for the best article published in *Research Technology Management* in 2004.



Dr. Paul Germeraad
President,
Intellectual Assets, Inc.

Paul Germeraad is President of Intellectual Assets, Inc., a professional advisory services firm specializing in integrated business, R&D, and IP processes. Intellectual Assets, Inc. is distinguished by using cutting edge IP assessment tools and proprietary software, in addition to offering invaluable insight based on the depth and breadth of executive level management experience and industry coverage the firm's members represent. Dr. Germeraad was previously Chief Operating Officer for Aurigin Systems, Inc., a software start-up company focused on the development of intellectual asset management products for the Competitive Intelligence, Licensing and R&D communities. Prior to joining Aurigin in 1998, Paul worked for three Fortune 500 companies. He served as Vice President, Corporate Research for Avery Dennison. Before joining Avery Dennison, Paul was director of James River Corporation's Flexible Packaging Technical Center and held a variety of R&D and management positions at Raychem Corporation.

Paul is a graduate of the University of California, San Diego, with a B.A. in Chemistry. In addition, Paul holds a Ph.D. in Chemistry from the University of California, Irvine and an LL.B degree from La Salle University.

Guest Presenters



Amy Achter
Director, Corporate Intellectual
Asset Management,
Kimberly-Clark Corporation

As Director of Corporate Intellectual Asset Management at Kimberly-Clark, Amy is responsible for Open Innovation, Out-Licensing and Intellectual Asset Management. The teams within her organization partner with the business teams and legal department to create and enable go-to-market strategies — including opportunities for internal development, Open Innovation and out-licensing. Her group has been instrumental in deploying IA management practices, processes and tools, and provides IA best practices across the organization. Amy joined K-C in 1990; she holds an M.S. in Biomedical Engineering from Northwestern University and a B.S. from Rensselaer Polytechnic Institute.



Astrid Spain
Partner, **McDermott
Will & Emery LLP**

Astrid R. Spain is a partner in the law firm of McDermott Will & Emery LLP based in the San Diego office. Astrid is a member of the Intellectual Property, Media & Technology Department and the Life Sciences & Biotechnology Practice Group where her practice spans patent counseling, prosecution and litigation in the life sciences and pharmaceutical industries.

"Return on technology is not just a function of the investment, but of the impact of the change that investment creates."

— Jay Paap

"...I was amazed by the number of topics/tools covered and specific examples."

Dan Abramowicz, EVP Technology and Regulatory Affairs, Crown Holdings, Inc.

“Instead of managing intellectual property as a way to exclude anyone else from using your technology. . . manage IP to advance your own business.”

— Henry Chesbrough
author of *Open Innovation and Open Business Models*

Partial list of past participants at Management Roundtable events:

3M Company • Access Business Group • Affymetrix Inc • Air Products & Chemicals • Inc. • Alcoa • American Power Conversion • Amgen • Amylin Pharmaceuticals • Analogic Corporation • Anderson Power Products • Apple Computer • AT&T • Avery Dennison PFD • Ballard Power Systems • BASF Corporation • Baxter Healthcare • Bayer Diagnostics • Beckman Coulter Inc. • BIC Corporation • Biogen Idec • Black & Decker • Boston Scientific Corporation • Cargill Inc. • Cessna Aircraft Company • Cisco Systems • Inc. • Clorox Company • Coinstar • Conagra Foods • Conexo • Cooper Tire & Rubber • Dade Behring • Daimler Chrysler • Deere & Company • Dell Computer Corporation • Dept. of Defense • Diebold • Inc. • Dow Corning Corporation • Duracell • Eastman Chemical Company • Eastman Kodak Company • Eli Lilly • Emerson Ethicon Endo-Surgery Inc • EXFO • Freddie Mac • GE Aircraft Engines • General Mills • GM Powertrain • Halliburton Energy Services • Hamilton Beach/Proctor Silex • Harley-Davidson • Herman Miller Inc • Hewlett Packard • Hill-Rom Inc • Hospira • IBM • Intel Corporation • International Game Technology • ITT Fluid Tech • JD Edwards • John Deere • Johnson & Johnson • Johnson Controls Inc • Kellogg Company • Kimberly Clark Corporation • Knolls Atomic Power Labs • Kraft Foods Inc • Lifescan • Lockheed Martin • Los Alamos National Labs • LSI Logic M/A-Com • Marvin Windows and Doors • McKinsey & Co • Medrad, Inc. • Milliken & Company • Motorola • National Semiconductor • Nextel Communications • Nissan Technical Centre • Nokia • Novozymes Biologicals • Oracle Corp • Ortho Clinical Diagnostics • Panasonic Wireless • Pharmacia • Procter & Gamble • Qualcomm • Quest Diagnostics • Rheem Manufacturing Company • Rich Products Corporation • Robert Bosch Corporation • Roche Diagnostics Corporation • Rockwell Automation • S.C. Johnson • Saab Aerospace • Sandia National Labs • Sargento Foods Inc • Shipley Company • Shure Inc • Siemens Energy • Solectron Corporation • Solvay Pharmaceuticals • Trac Stryker • Medical Symbol Technologies • Texas Instruments Inc • Timken Company • Unilever • UOP LLC • Visteon Waters Corporation • WD-40 Company • Weyerhaeuser • Whirlpool Corporation • York International Corp

PROGRAM INFORMATION

Dates: *Leveraging Intellectual Property to Accelerate Product & Technology Development: How to Make Open Innovation Work* workshop will be held June 16-17, 2008. Registration and continental breakfast begin at 8:00 a.m. on June 16; session begins at 8:30 a.m. and concludes at 4:30 p.m. on June 17.

Location and Accommodations: The workshop will be held at the Royal Sonesta Hotel, Cambridge, Massachusetts. Please call +1.617.806.4200 by May 16 for room reservations; mention that you will be attending *Management Roundtable's Leveraging IP* workshop to receive preferred rates.

Program Fees: \$1995/person. Fee includes program materials, luncheons, continental breakfasts, networking reception and refreshment breaks.

Group Discounts: Groups of 3 or more registering together may deduct \$100 per person.

No Risk Guarantee: Your satisfaction is 100% guaranteed — money back or credit. If you are not satisfied with the quality of this program, let us know in writing and we will refund your registration fee.

Conference Attire: Business Casual

Cancellations/Substitutions: You may send a substitute attendee in your place at any time with no penalty (please inform us in advance, if possible). Cancellations made within 5 business days of the workshop are subject to a \$200 cancellation fee or the full fee can be credited towards a future purchase. No-shows are liable for the full fee.

Special Note: If you have a disability that may affect your participation, please call us regarding your needs at least two weeks in advance of the workshop.

ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable *FastTrack*, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.

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Waltham, MA 02453

*Receive guidelines,
how-to's, and case
examples to:*

- Choose and implement the right IP strategy to advance your organization's innovation capabilities
- Identify, assess, and tap into white-space opportunities and emerging technologies
- Protect core assets to enable open disclosure; facilitate inflow and outflow of ideas
- Make the best deals; gain maximum value from partnerships, in-licensing, out-licensing, spin outs and other external arrangements



**June 16-17, 2008
Cambridge, Massachusetts**

Leveraging Intellectual Property to Accelerate Product & Technology Development

How to Make Open Innovation Work

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