



# CEIPI Master of IP Law and Management



Prof. Dr. Alexander J. Wurzer

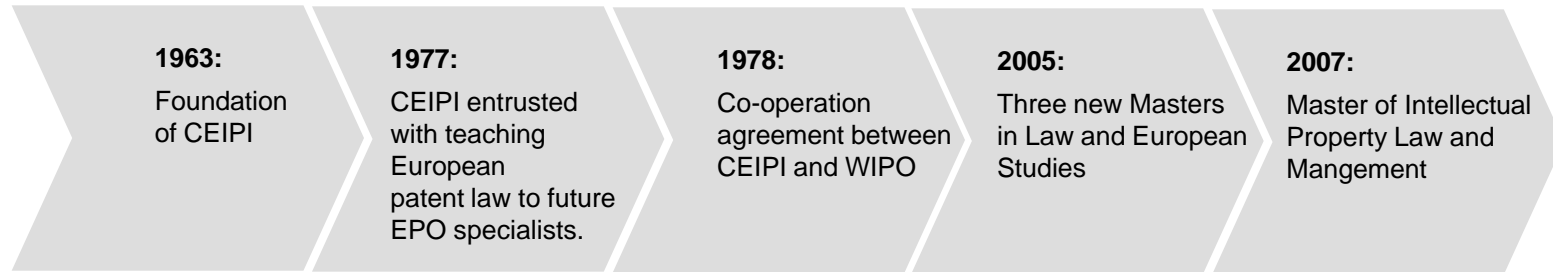




- **The Centre for International Industrial Property Studies (CEIPI)**
- **CEIPI Master of IP Law and Management**
- **MIPLM Case Studies**



# The Centre for International Industrial Property Studies (CEIPI)



## *CEIPI Master Programs:*

- The Master of Intellectual Property Law and Management (MIPLM)
- The Master in Intellectual Property Law and Valuation of Intangible Assets
- The Master in Intellectual Property Law and Business
- The Master in European and international Intellectual Property Law
- The Master in Intellectual Property Law and Cultural Heritage

*Since its inception, CEIPI has trained more than 3000 specialists, who hold the University Diplomas which it delivers.*



## *The CEIPI Goal*

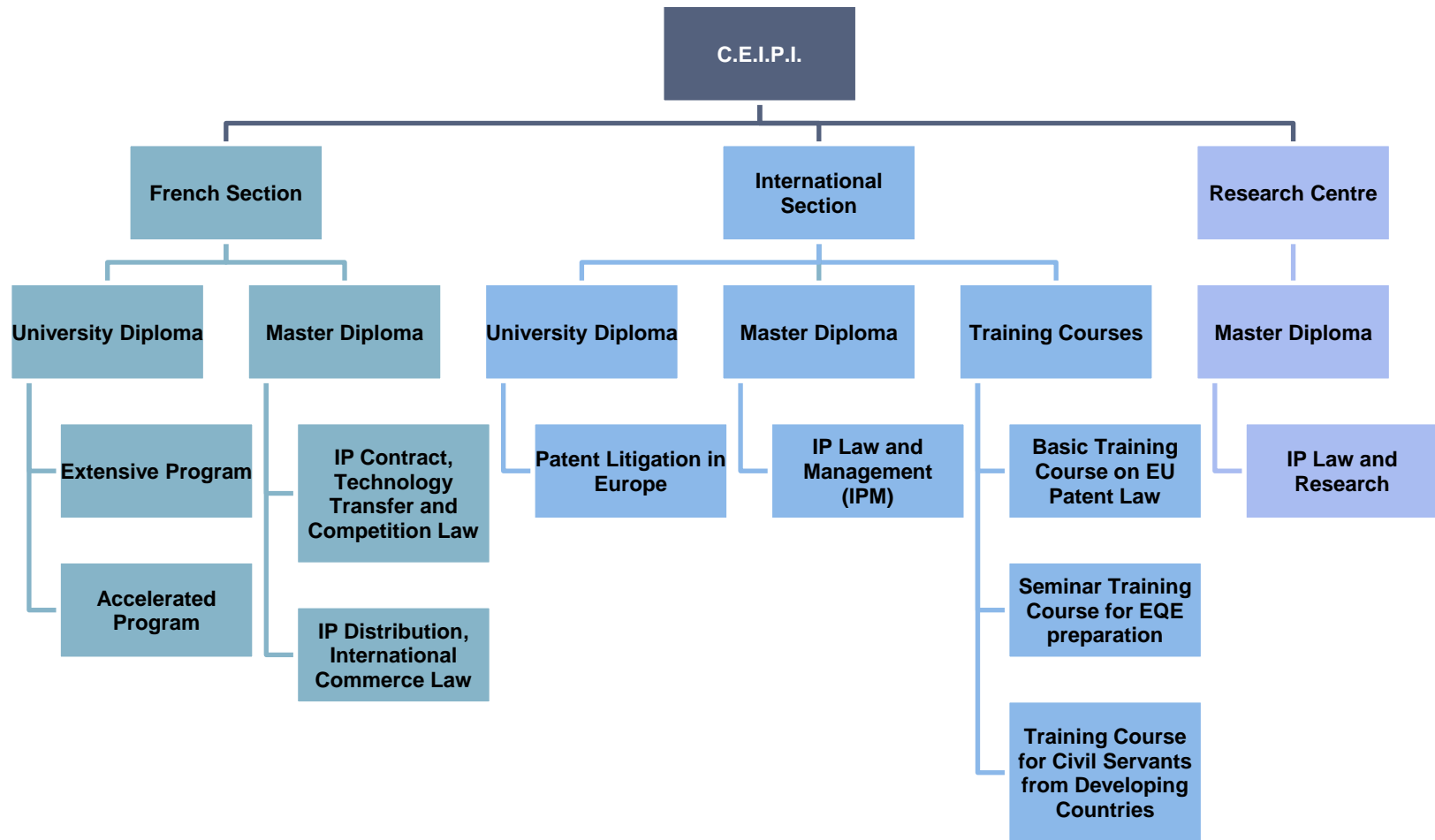
*“The CEIPI goal has since its inception been train specialists in industrial property law, mainly engineers from the "Grandes Ecoles" and University science graduates ( Masters, post-Masters, doctorates ), in the professions linked to this branch of law: industrial property attorneys and industrial property specialists in companies.”*



*CEIPI provides training for specialists in trademark law and industrial design law: this is available to engineers and scientists, as well as to lawyers holding a law master's degree, or diplomas which have been declared the equivalent thereof, who wish to embark upon a career in industrial property.*



## Université de Strasbourg





## *International Environment*

*The membership of the Administrative Council expresses the international character of the Centre:*

- The Director of the National Intellectual Property Institute (INPI)
- The President of the European Patent Office (EPO)
- The Director-General of the World Intellectual Property Organization (WIPO)
- The President of the Office for Harmonization in the Internal Market (OHIM) (trademarks, industrial designs)
- The Director of the Max Planck Institute for foreign and international patent, copyright and competition law.





# CEIPI Master of IP Law and Management



- *The European Master Program in IP Law and Management is designed especially for European Patent Attorneys and experienced IP professionals.*
- *Within six months lecture weeks, it aims at teaching relevant skills and knowledge for value-oriented IP management in the field of economy, law and management.*
- *The participants are thus trained in complementary topics to their basic education in technology and industrial property law.*
- *Demand IP Management Education (748 applications for the first year). Development according to the OECD knowledge economy.*



- *Lecturers*
- *Presentations and oral examinations*
- *Case study's*
- *Dinner with exclusive keynote speakers*
- *Academic degree*



## *Business Management Perspectives*

The basic function of management, in order to create benefits, demands an understanding of:

- Personal capabilities
- The economic, legal and technological conditions
- Planning, controlling and monitoring of actions



Management activities are always aligned to objectives with economic benefits.

## *IP Management*

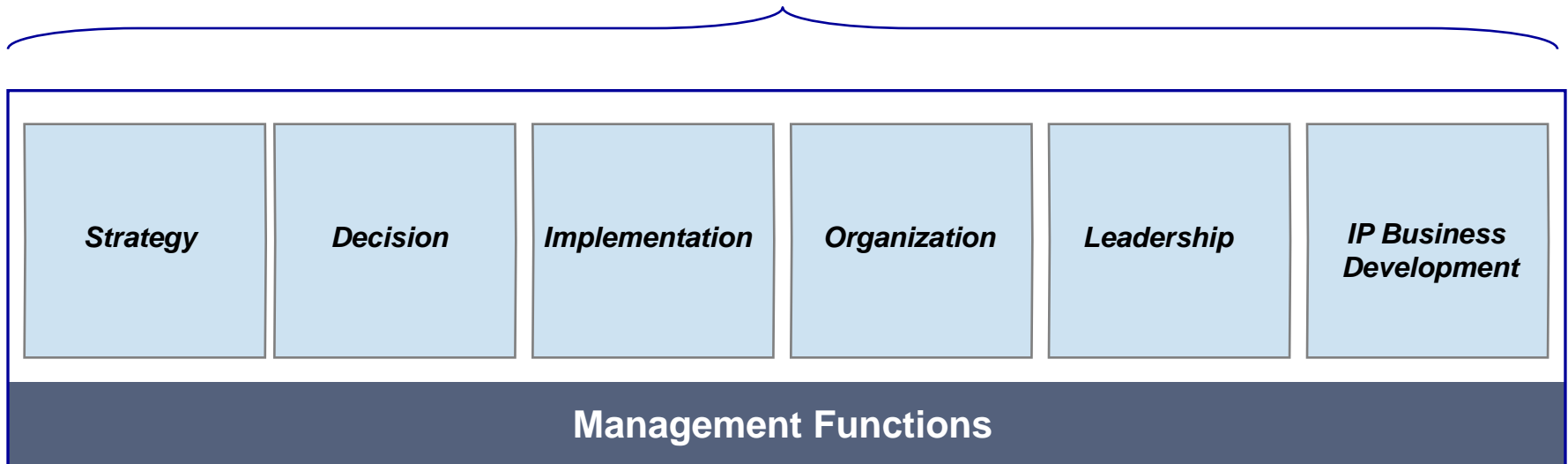
Intellectual Property (IP) including patents, utility models, brands, trademarks, design patents and know-how etc.

IP management has long-term strategic perspective and is interdisciplinary (legal, science and economics).



An ***IP Manager*** must have a sound knowledge and understanding of the different management functions

## Working areas of an IP Manager





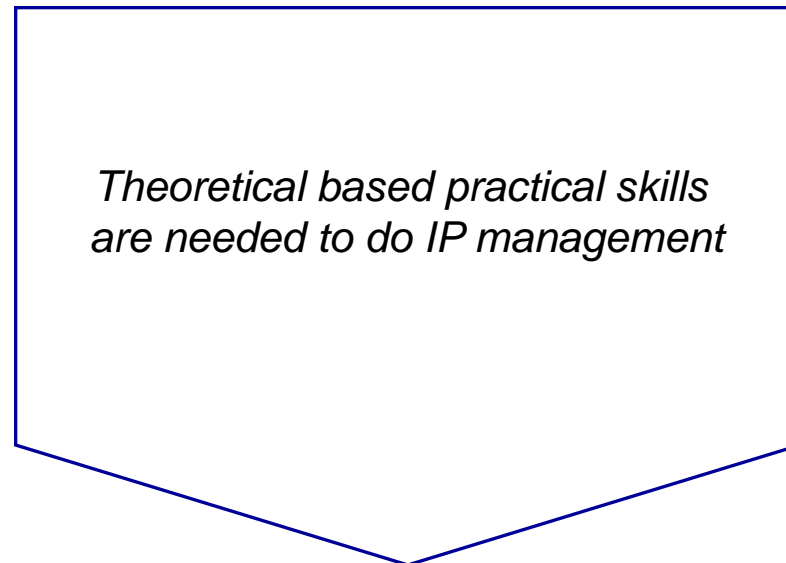
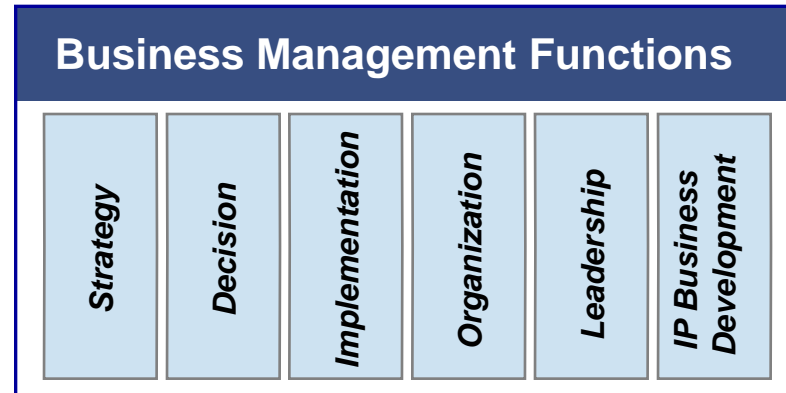
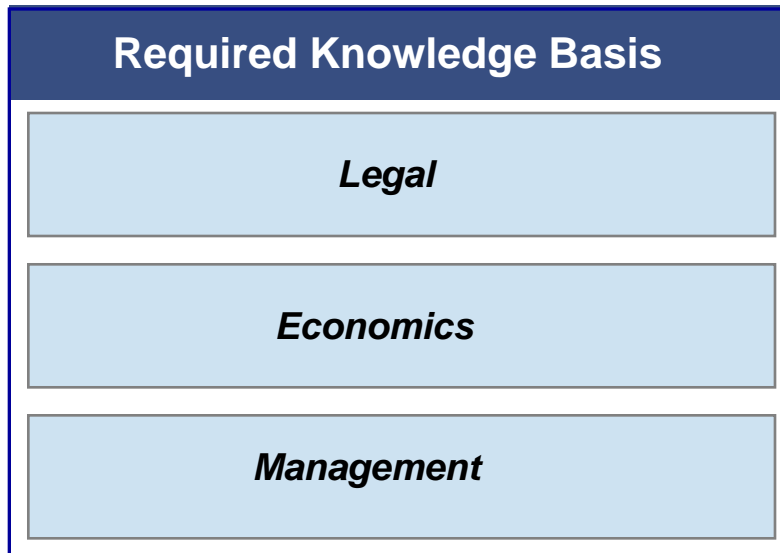
## *Educational requirements for an IP Manager*

➤ Practical skills to manage IP according to the companies objectives in daily business.

➤ Basic underlying knowledge to be able to provide management contributions to the company and meet the specific requirements of IP as the asset to be managed.



## IP Management



**Economic benefit for the company**

# The role of IP Management at the firm level



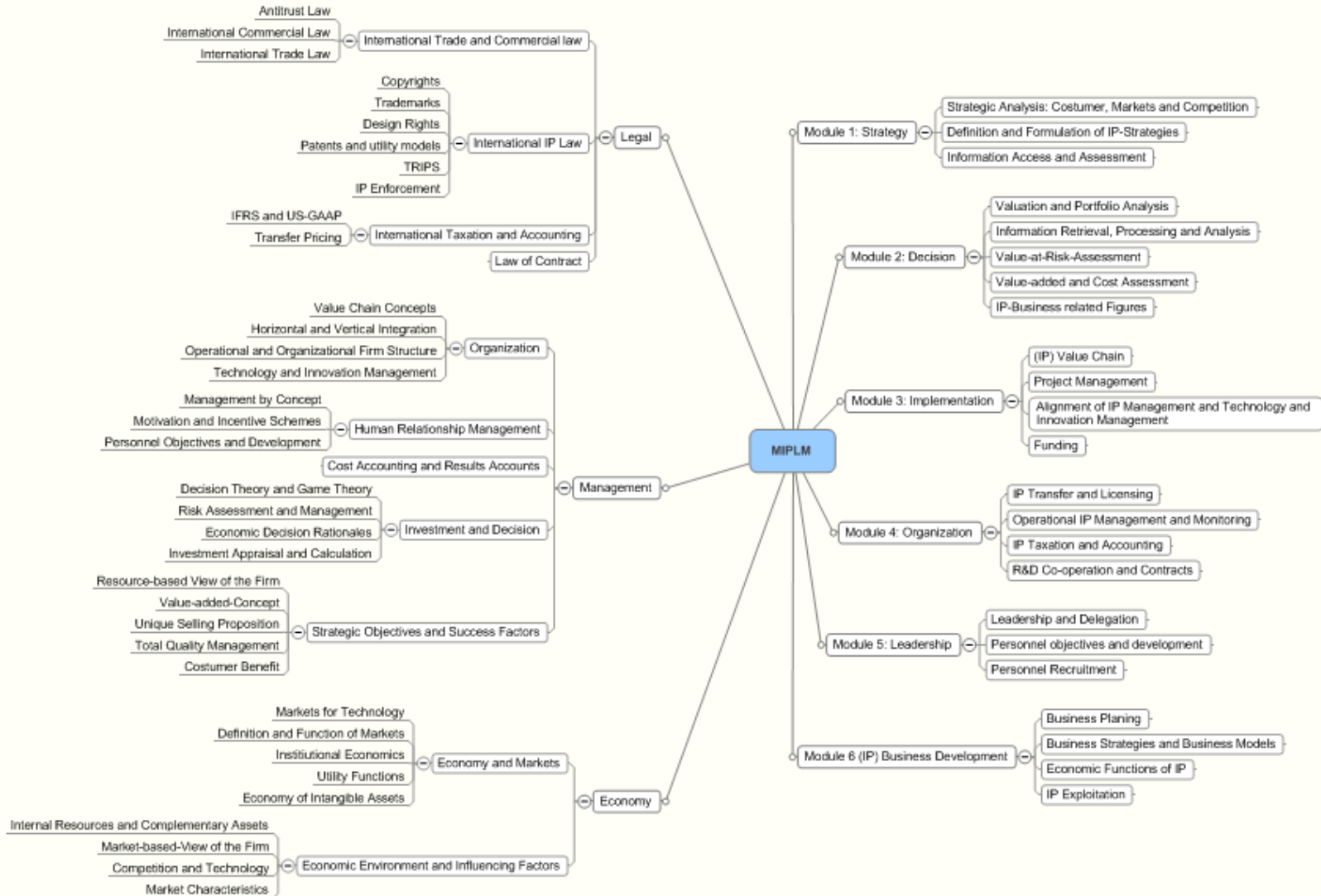
<b>Typical Contributions to IP Management</b>		
<b>IP Management</b>	<b>Business Managers</b>	<b>Technology and IP Professionals</b>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Setting and communication of business strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate technology strategy</li> <li>• Lifecycle Concepts of Technology and IPR</li> </ul>
<b>Decision</b>	<ul style="list-style-type: none"> <li>• Valuation and Portfolio Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate technology strategy</li> <li>• Lifecycle Concepts of Technology and IPR</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• Effectiveness and Efficiency Considerations</li> <li>• Definition and Implementation of Value Chain concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriateness of IP Rights</li> <li>• Filing strategies</li> </ul>
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Corporate and Business structuring</li> <li>• Operational Asset Exploitation</li> </ul>	<ul style="list-style-type: none"> <li>• IPR Enforcement</li> <li>• Co-operations</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Human Relationship Management</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative processes in IP Department</li> </ul>
<b>IP Business Development</b>	<ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Business Planning</li> </ul>	<ul style="list-style-type: none"> <li>• IPR Expertise and advisory</li> </ul>



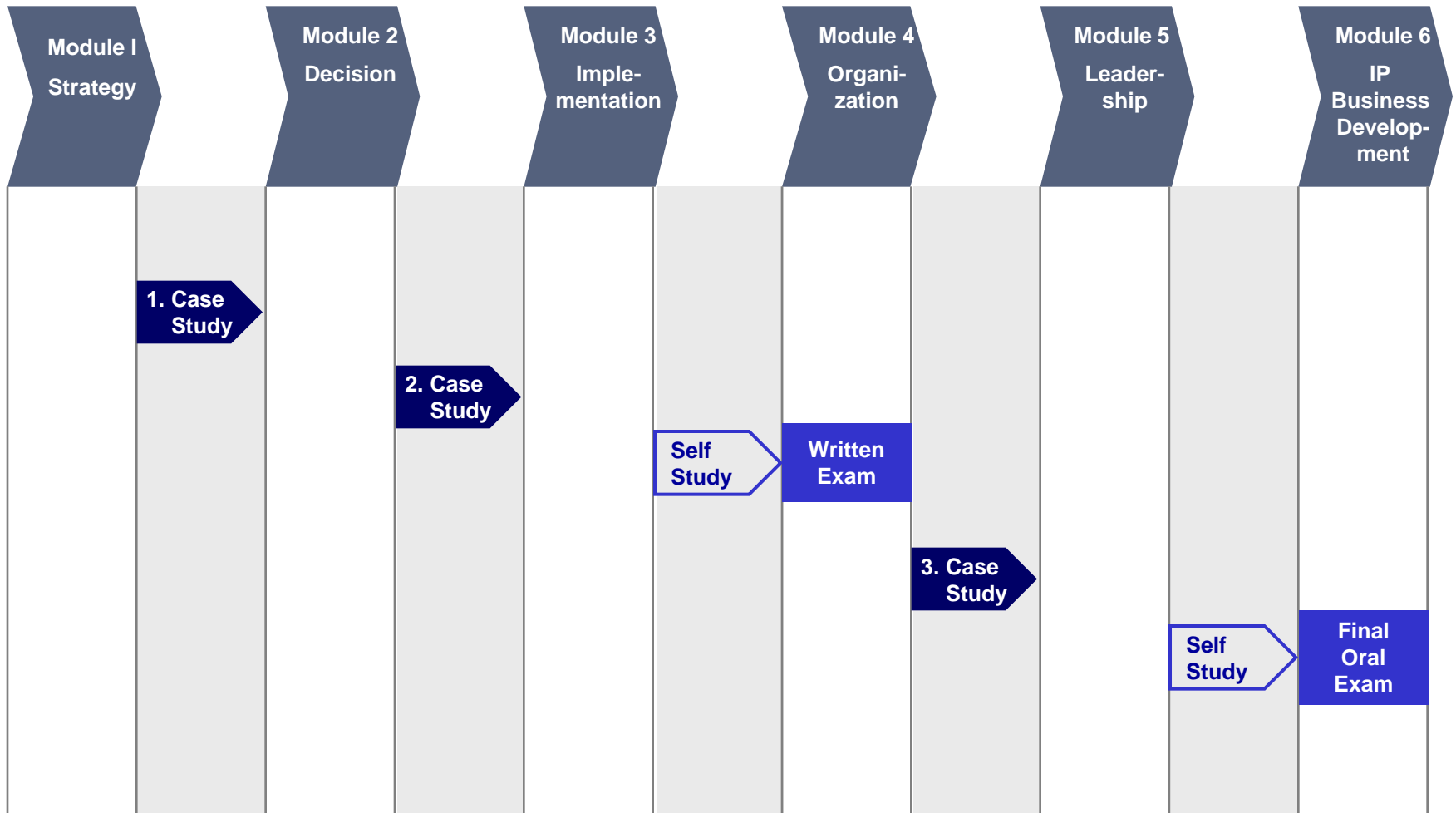


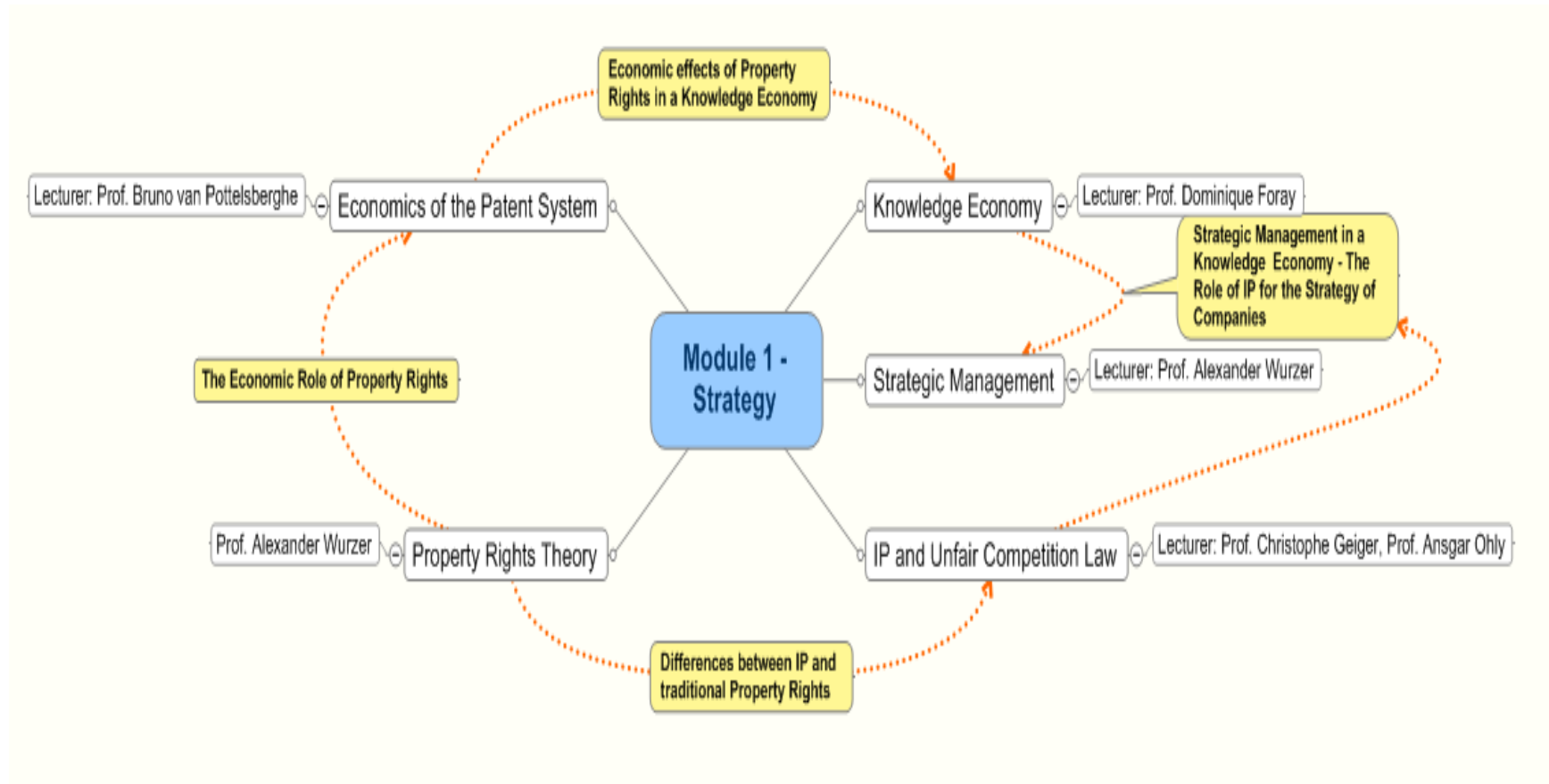
## Underlying Knowledge

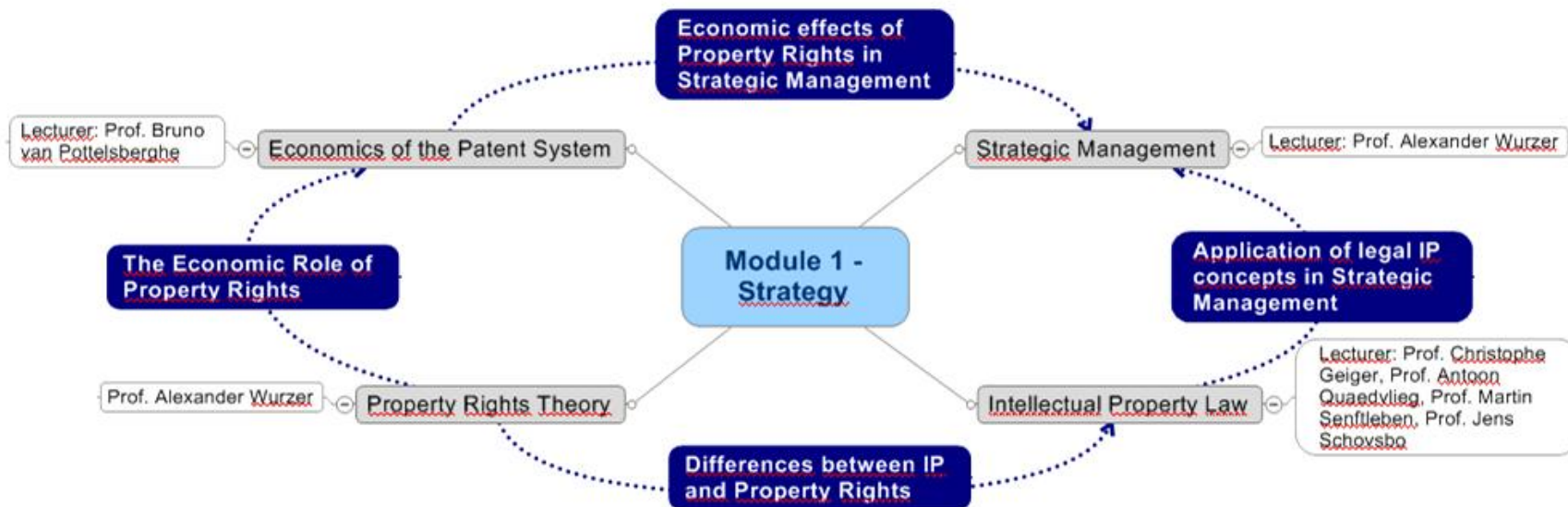
## Modules, Skills and Management Functions

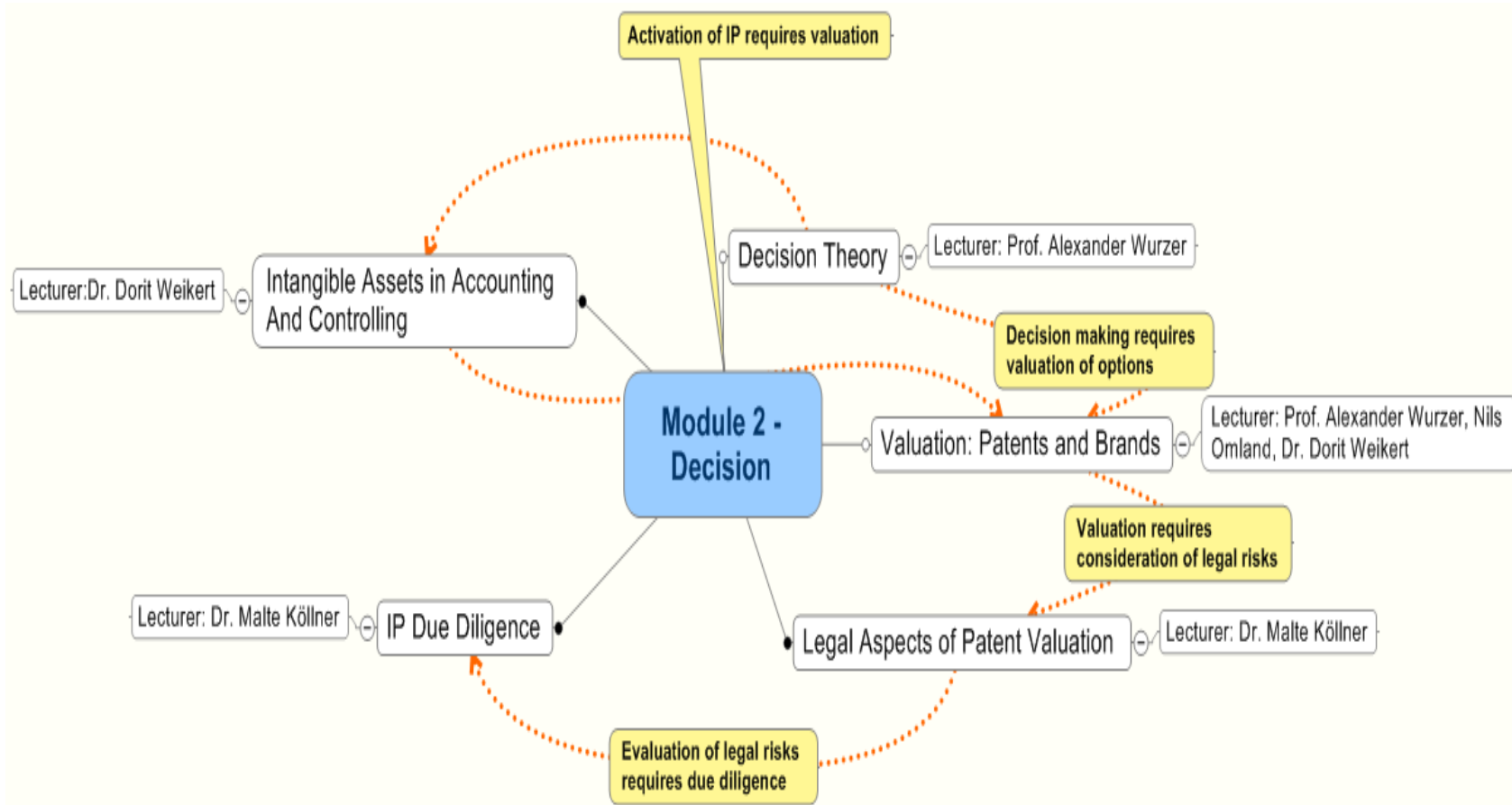


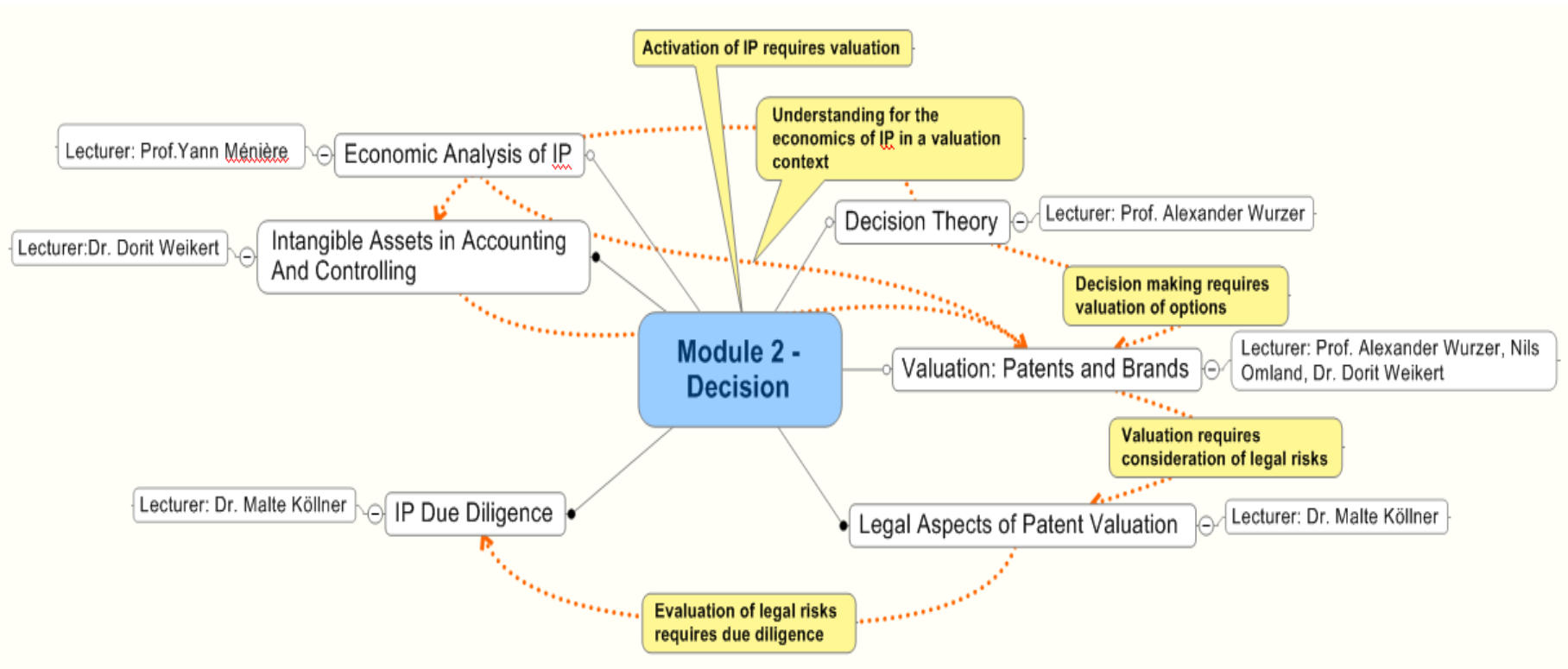
# Organization - Exams

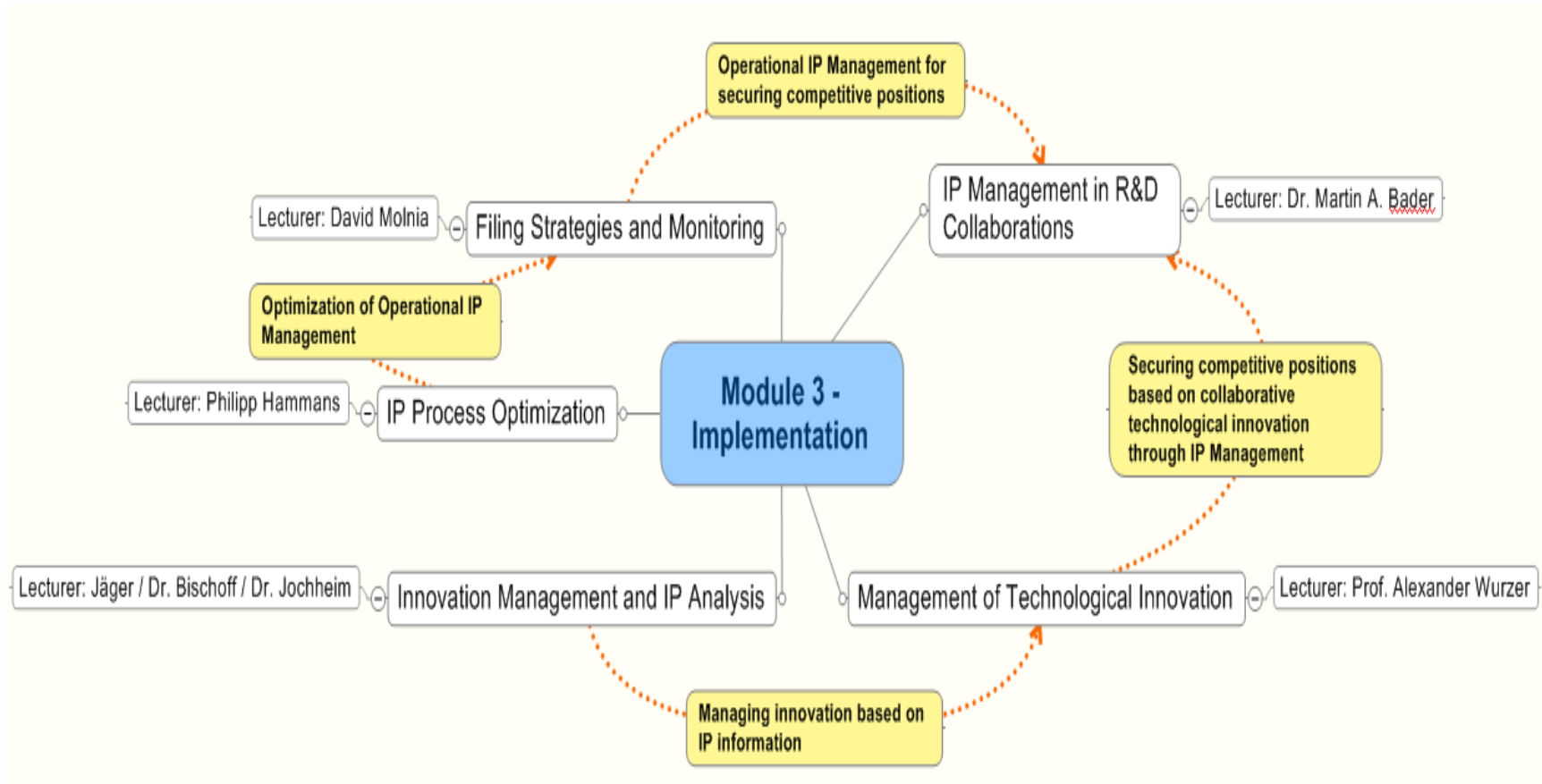


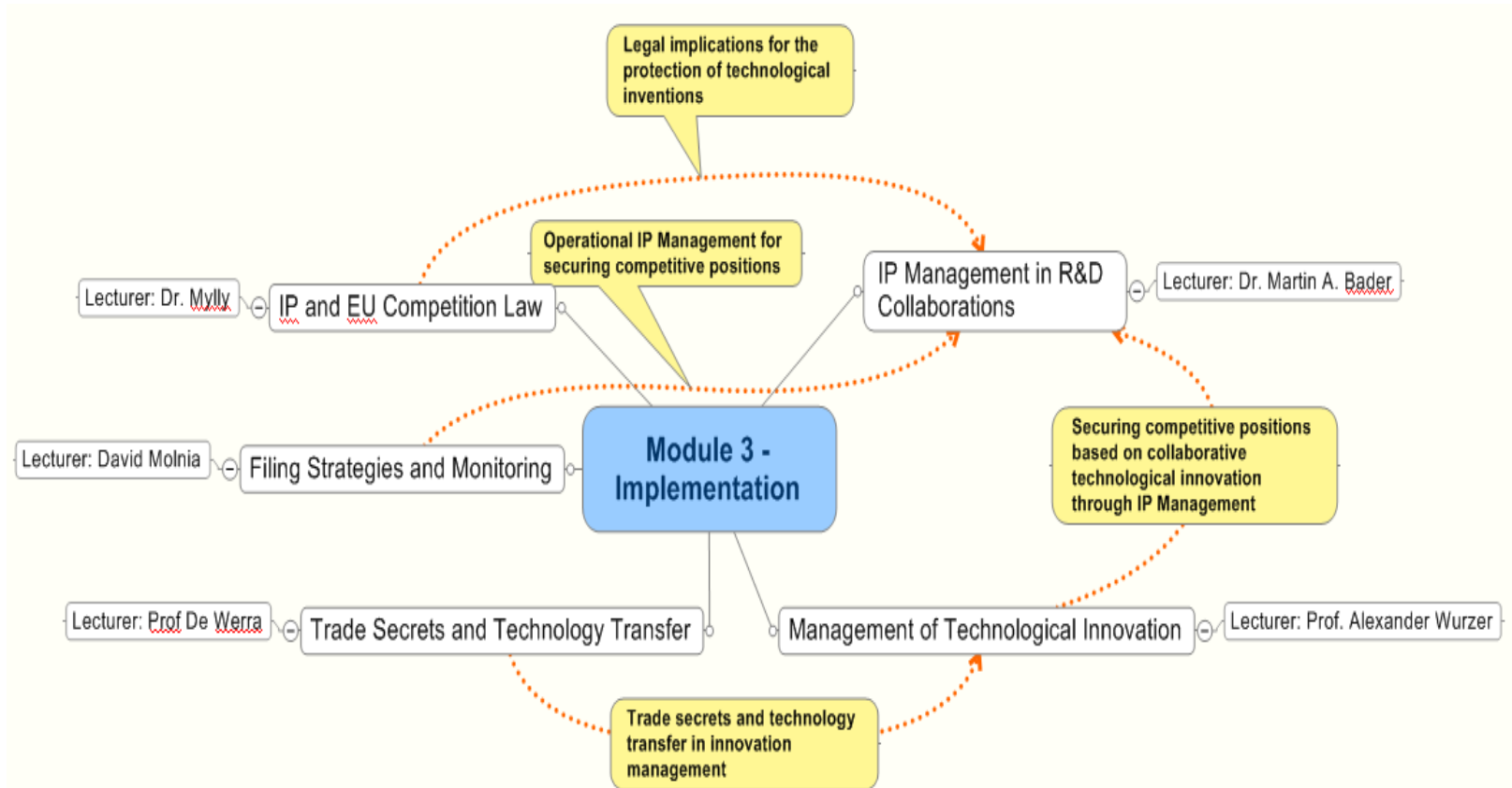




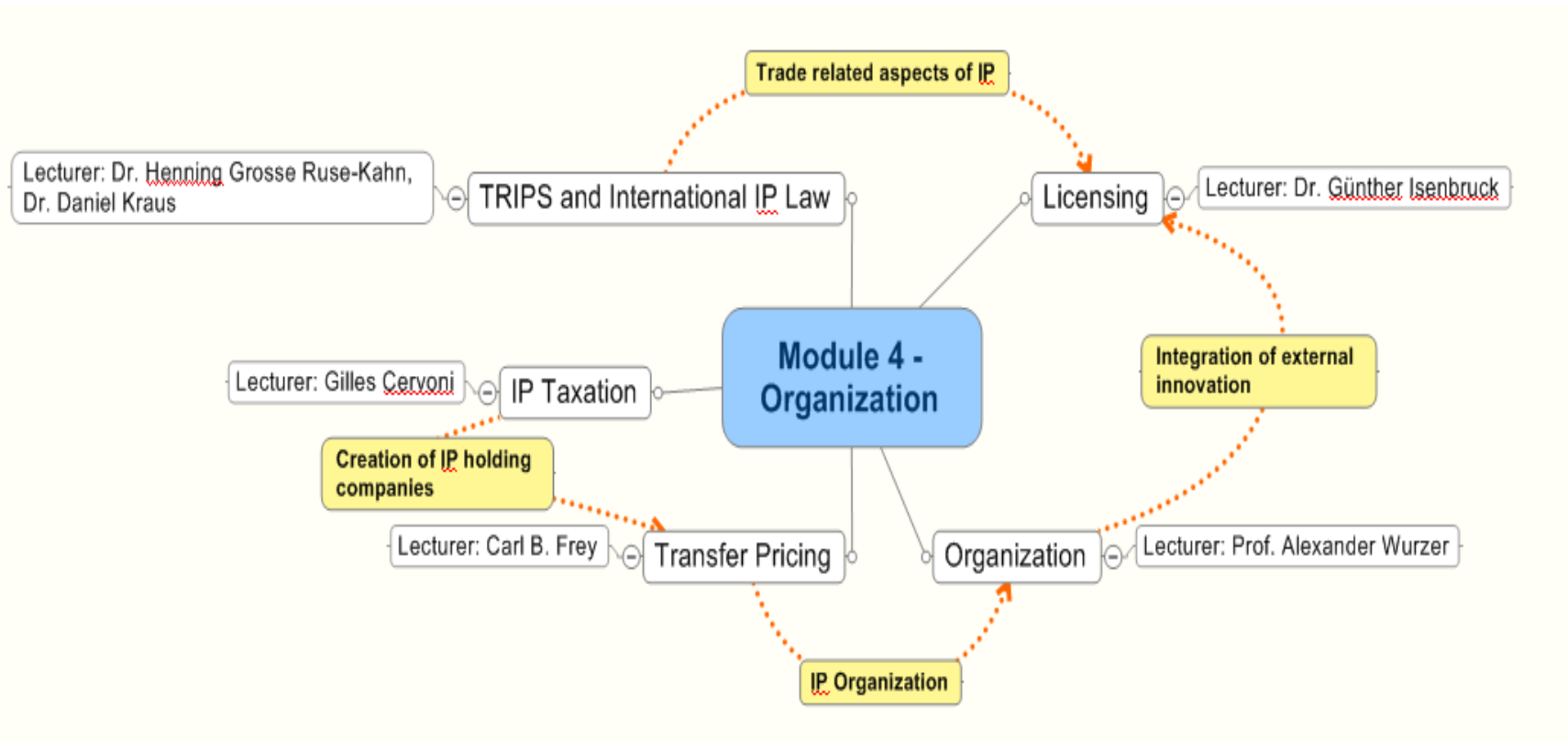


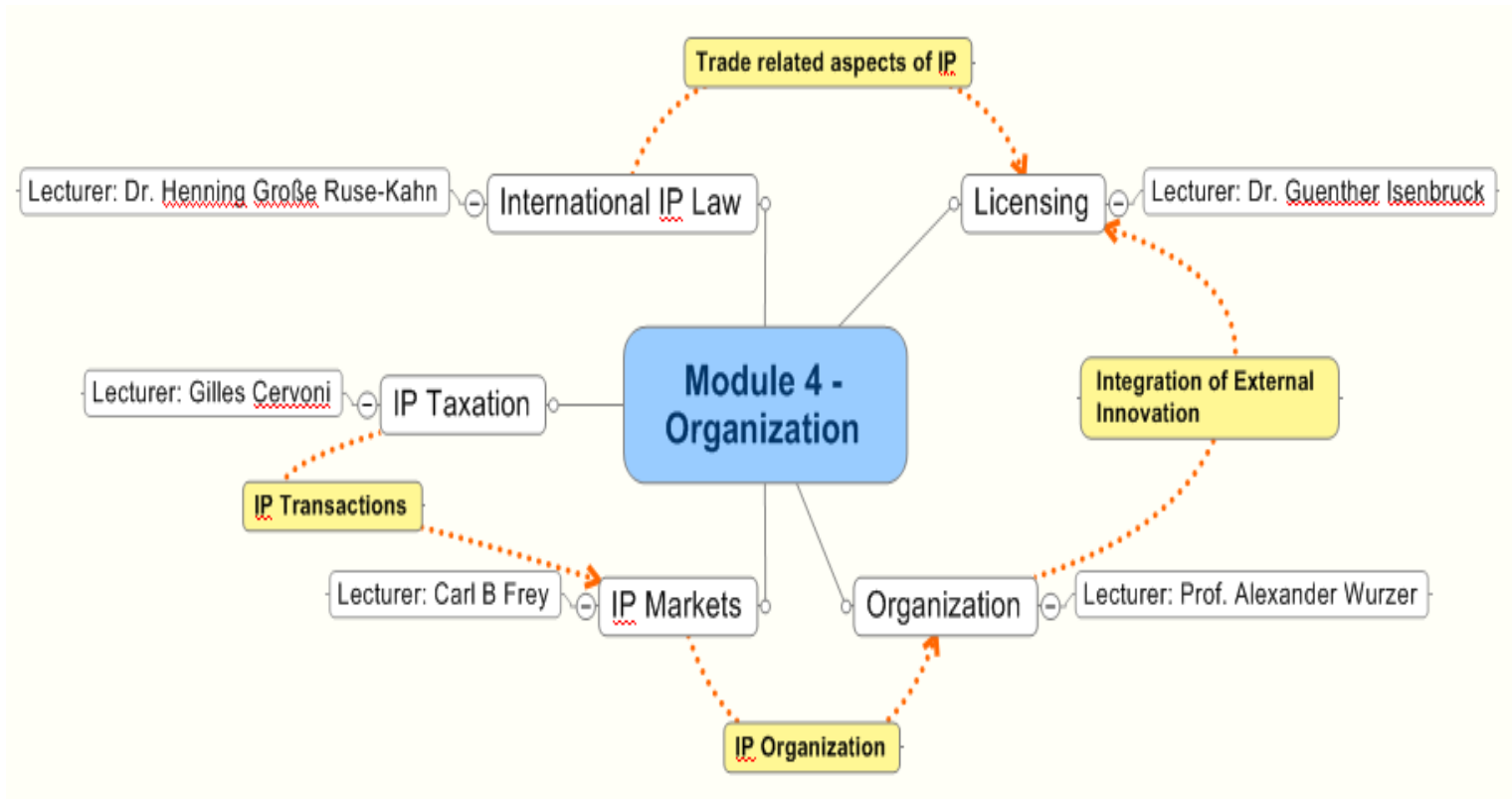


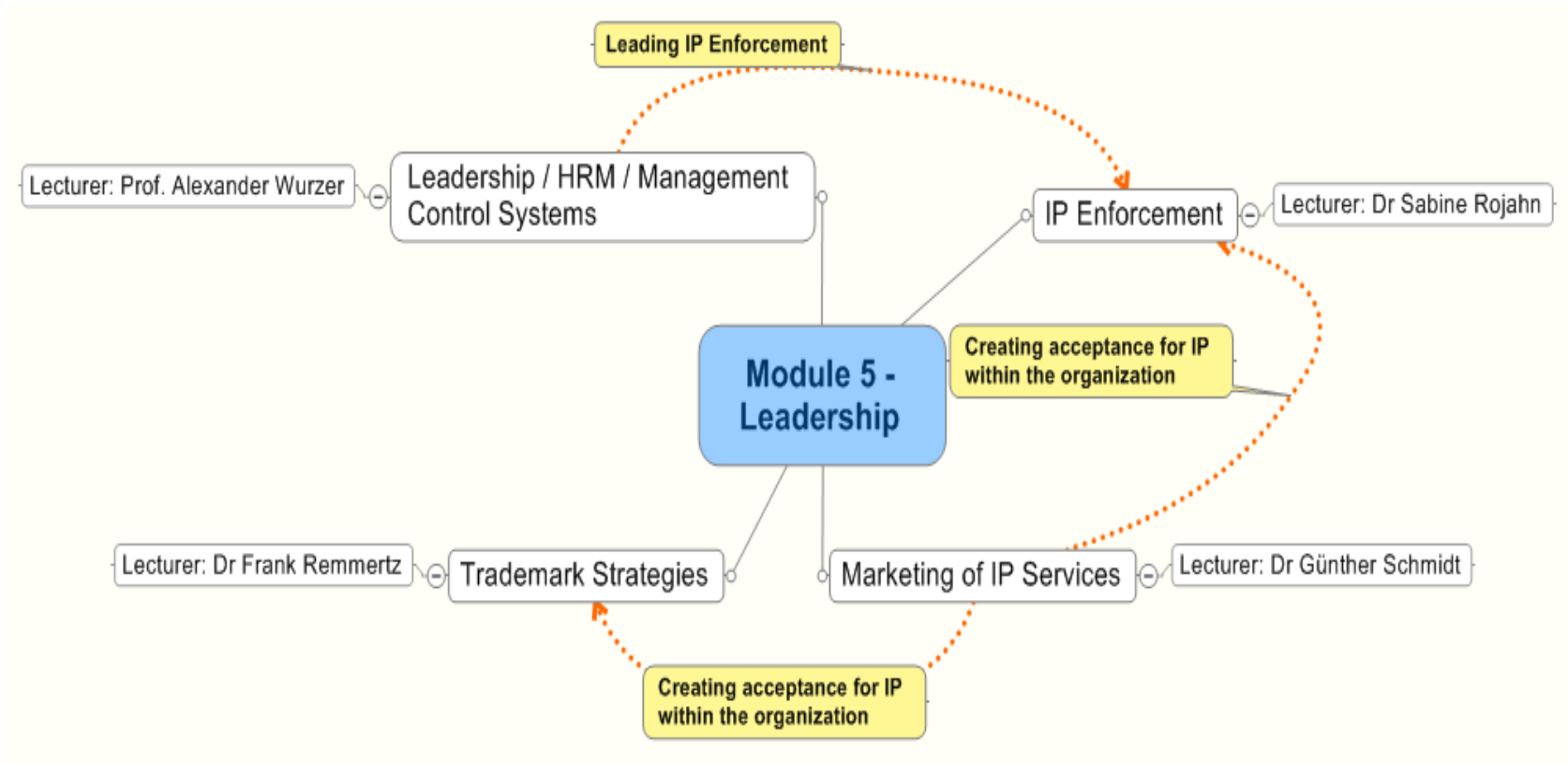


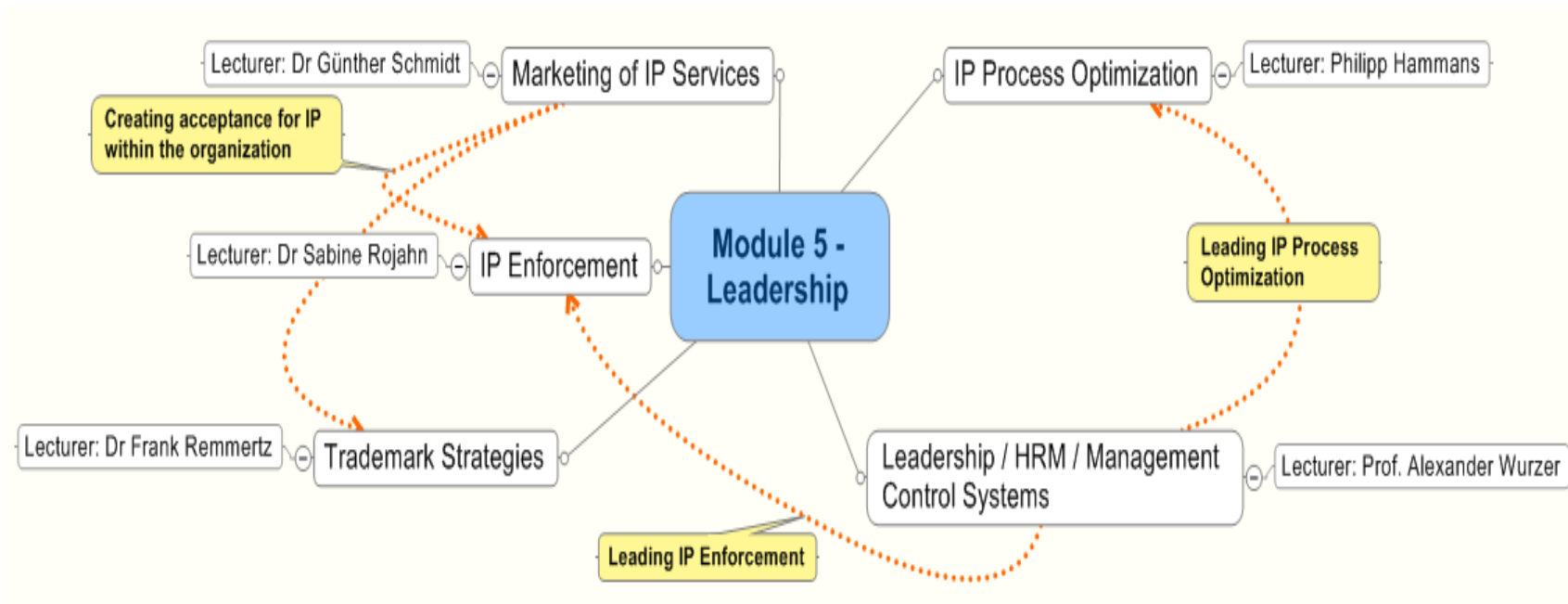


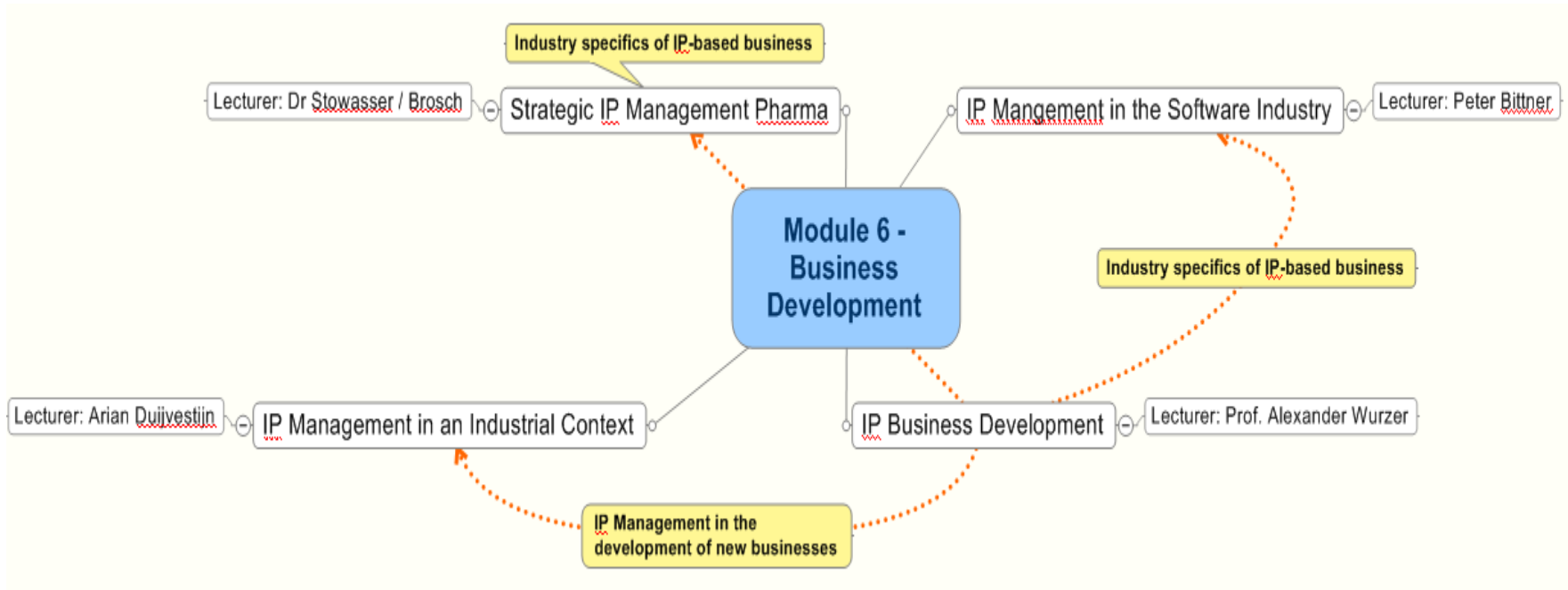


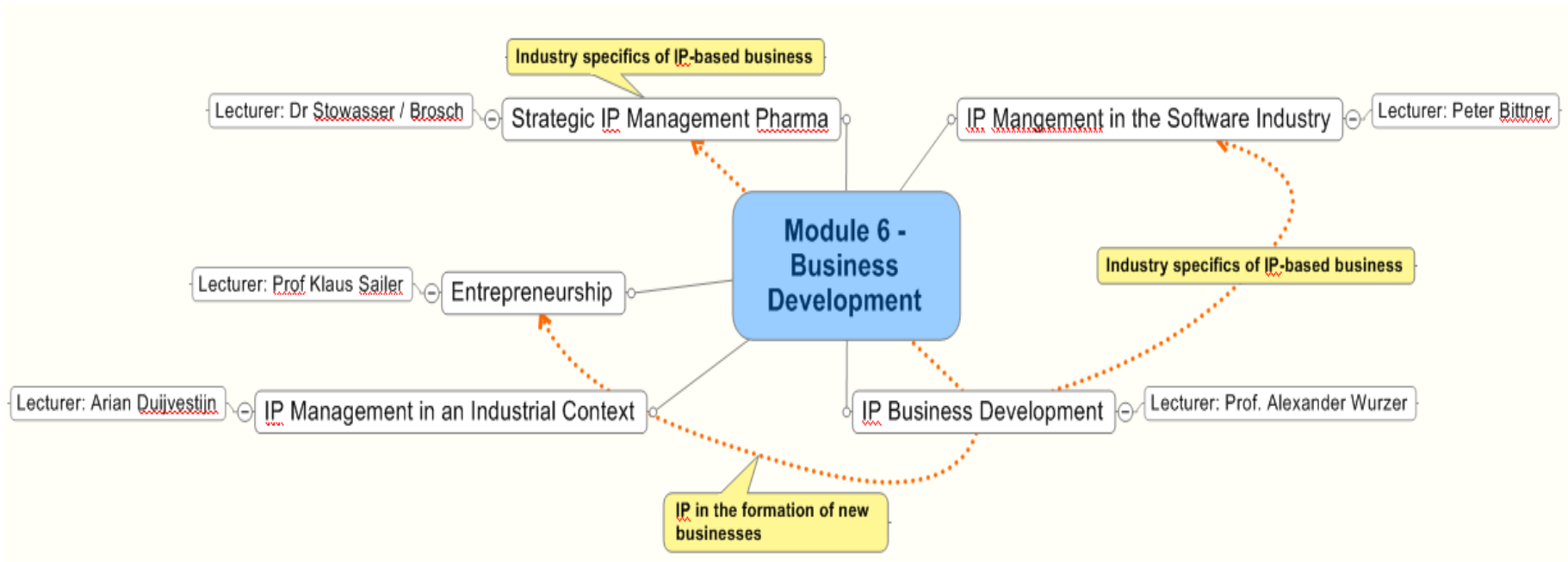














## Lecturers

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- Mr. David Thibaudeau *Cabinet Philippe KOHN*
- Mrs. Samantha Towlson *3M Europe S.A./N.V.*
- Mr. Mischy Waldner *Zimmerli, Wagner & Partner AG Switzerland*



**“This course will give you more than solutions – it will help teach you a broader way of working with IP”.**  
*Bernt Lundsager, Head of Department, Zacco, Hellerup, Denmark*

**“This program definitely changed my way of thinking of IP as a legal instrument to support business into seeing IP as a business opportunity on its own”.**  
*Peter Bittner, European Patent Attorney, SAP AG, Walldorf, Germany*

**“MIPLM: Kind of brain-wash, a completely new perspective of looking at your intellectual property assets from the economic point of view”.**  
*Dr. Ralf Stowasser, European Patent Attorney, Grünenthal GmbH, Achen, Germany*

**“I am convinced that most of the participants of our study group will stay connected in a way of highly specialized friends in an international environment.”**  
*Paul Rosenich, CEO, Patent attorney, Patent Büro Paul Rosenich AG, Triesenberg, Fürstentum Liechtenstein*

**“Excellent, diverse, high-level international group – definitely a strong point of this program – we plan to stay in touch.”**  
**“The program is a cross between an exec-MBA (strategy) and a broader view of traditional IP-related law.”**  
*Gordan Hyland, Chief Strategist (former), SONY, Japan*

**“Very brilliant and high-value lecturers from all over Europe.”**  
*Thomas Contoni, Head of royalty department, Groupe AB, Italy*

**“In former days, I had a gut feeling regarding my decisions, now I can justify my gut feeling with arguments.”**  
*Dr. Anita Buck, IP Manager, Curevac, Germany*



## MIPLM Case Studies



IP Management	Case Studies
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• The Role of IP in Apples Success</li> <li>• IP strategy development in the renovation industry</li> <li>• Value Chain Analysis: The Case of Take2</li> </ul>
<b>Decision</b>	<ul style="list-style-type: none"> <li>• Flow Tex: Patent Valuation</li> <li>• Valuation and Management of an IP-based Company: The Case of Anchorus SA</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• R&amp;D Strategy at Merck</li> <li>• Supporting dominant designs with IP</li> </ul>
<b>Organization</b>	<ul style="list-style-type: none"> <li>• Reorganizing Innovation at Procter &amp; Gamble</li> <li>• Markets for IP: The Case of the Patent &amp; License Exchange and Ocean Tomo</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Implementing a Human Resources Balanced Scorecard</li> <li>• IP Management in the Wooding Industry</li> </ul>
<b>IP Business Development</b>	<ul style="list-style-type: none"> <li>• Developing IP-based business</li> <li>• Business Planning</li> </ul>



## *The Role of IP in Apple's Success*



*In 1997 worse had come to worse for Apple which showed a 1 billion USD loss*

*Steve Jobs was appointed CEO and introduced a new design-driven strategy*

**➔ Introduction of the iMac, iBook Laptop**

*Still, he looked for new sources of growth*

**➔ Decided to produce a new music (MP3) software**



## *The Role of IP in Apple's Success*



*In 2001, iTunes was introduced and incorporated the aspects that had made Apple successful*

**➔ Elegance, user friendly (simple) and attractive design**

*Steve Jobs also realized the impact of the internet (customers wanted to be able to download music on their MP3-player)*

**➔ Development of the iPod**

**➔ Apple acquired nearly all relevant components and focused on the product design**



## *The Role of IP in Apple's Success*



*The interaction between iTunes and the iPod worked very well*

*Still, iTunes was only compatible with Apple computers (excluded 97% of the PC market)*



**Windows compatibility was introduced**

*In 2003, iTunes Music Store was launched*



**The product innovation iPod turned into the business model innovation iMusic**



**This was a brilliant response to the increasing music piracy**





## *The Role of IP in Apple's Success*



*Music could be downloaded for 99 USD cents per song*

*This business model required the availability of a large number of songs*



**Jobs managed to include all 5 major music producers in the iTunes Music Store**

*Interaction between the iPod, iTunes and iTunes Music Store*



**Considerable synergies**



**iPod accessories, a growing multibillion dollar market**



## The Role of IP in Apple's Success



1. *For branding purposes, give the product a unique name and obtain a traditional trademark*

➔ **Traditional trademark for the unique product name iPod**

2. *Secure utility and design patents to start building a fence against competitors. Apple piled up some 19 design patents*

Trademark for a two-dimensional iPod symbol then for a mark for co-branded products, and finally for the three-dimensional shape of its players



➔ **Consumers identify the unique design exclusively with the company**

➔ **iPod design patents help argue that the shape was uniquely Apple's  
The round touchpad interface was perhaps the most noticeable**



## *The Role of IP in Apple's Success*



3. *Created ads that spotlight the iPod attributes that form the basis of the association with the company*

➔ **Television ads in which the iPod device identified by name only at the end, with the words “iPod Nano” and the Apple logo**

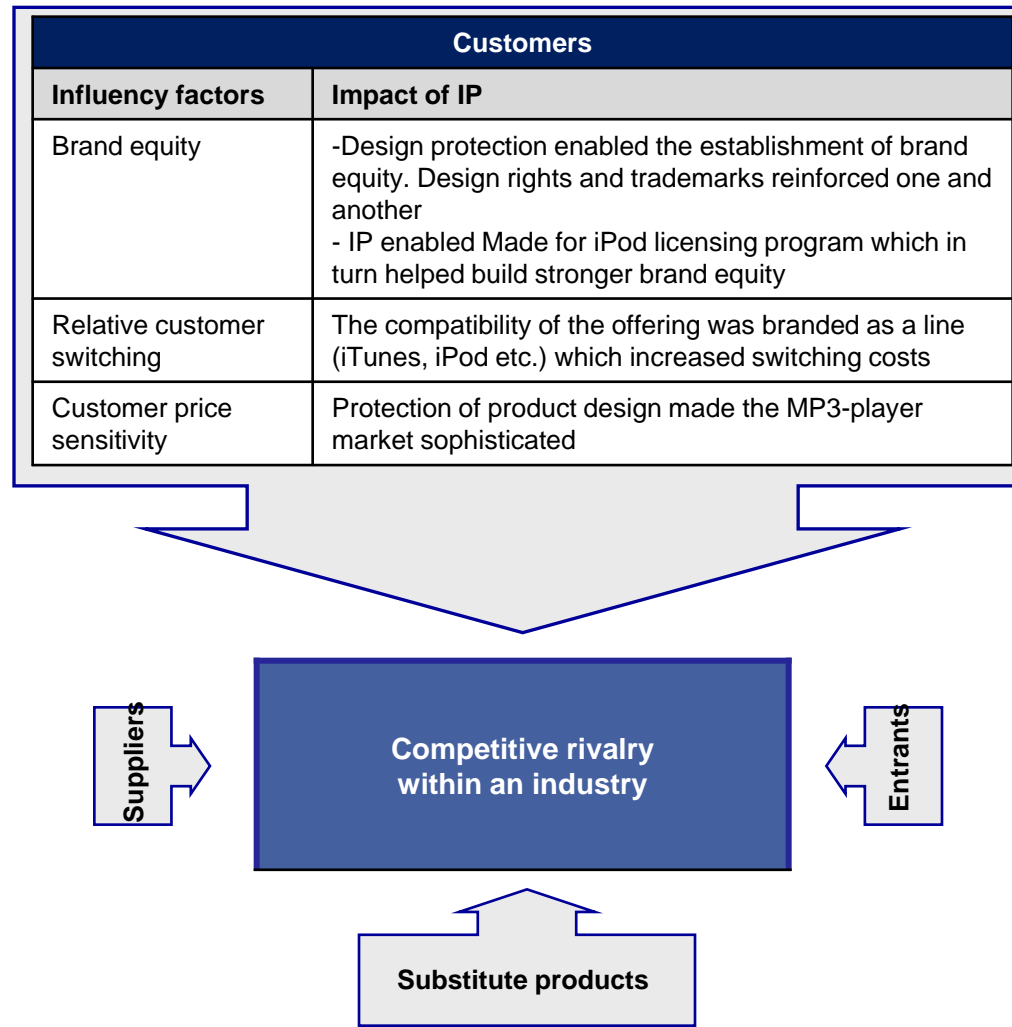
4. *Applied for additional traditional trademarks that help leverage the product and strengthen the association*

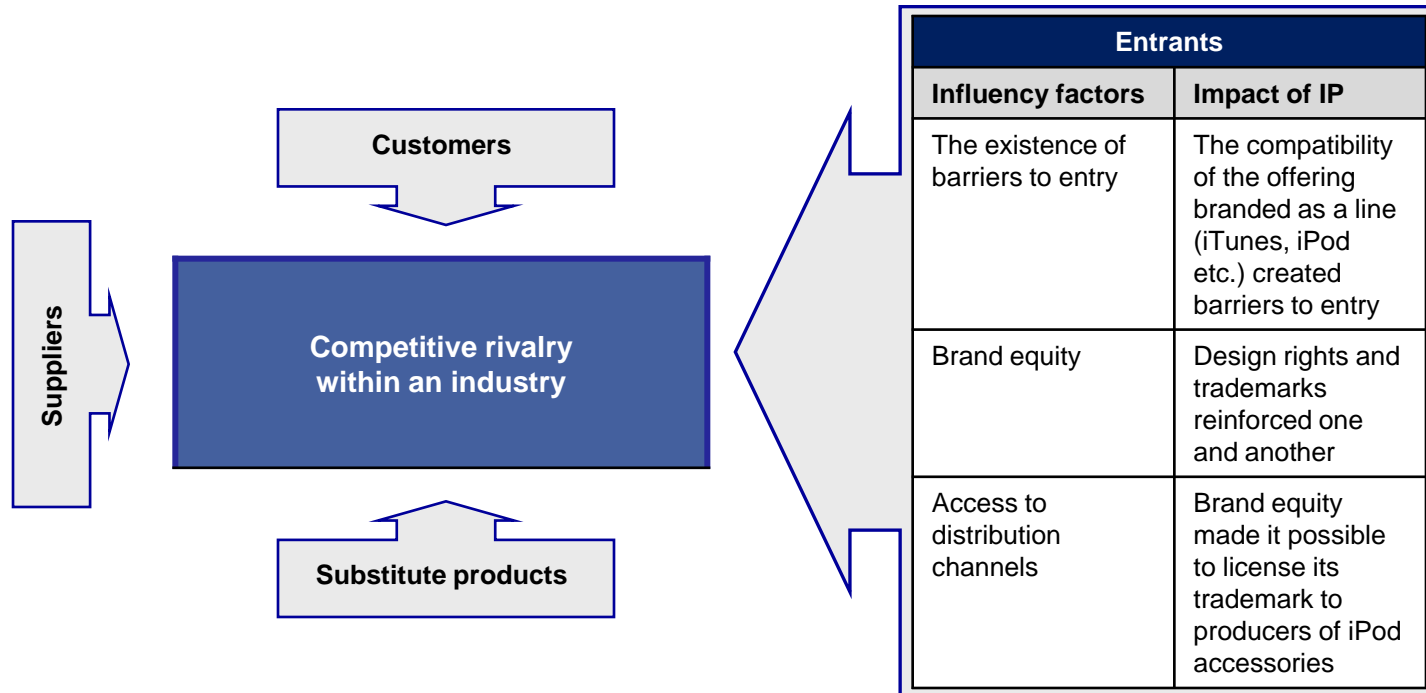
Traditional trademark application for a simple symbol representing an iPod

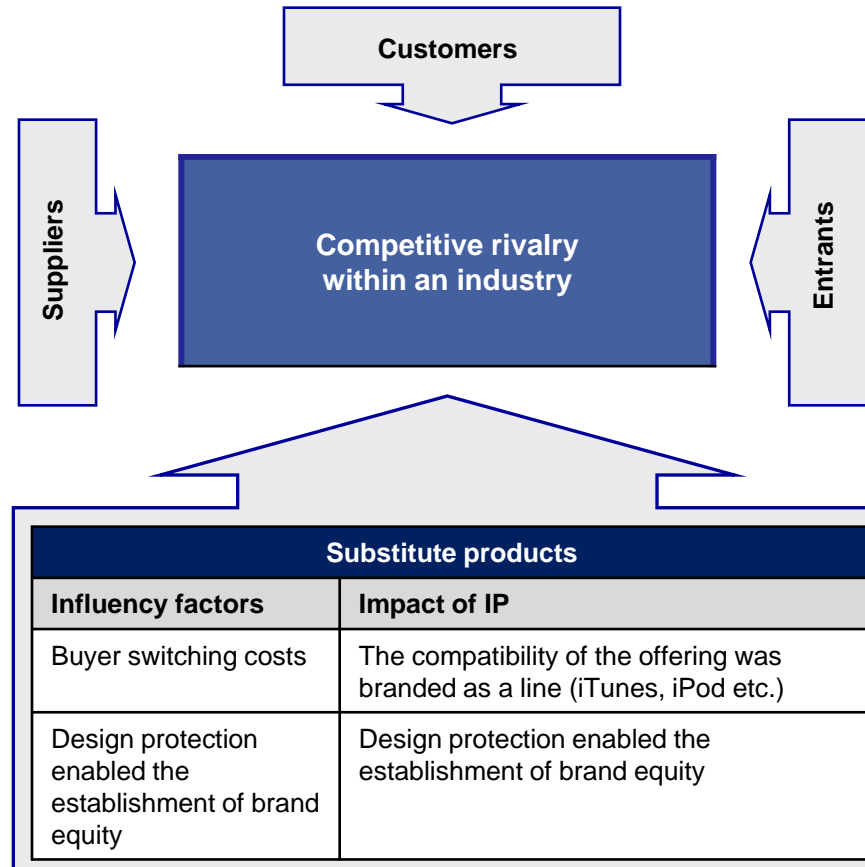
➔ **Build the association between the iPod shape and Apple**

➔ **Traditional trademark for its "Made for iPod" branding and licensing program**

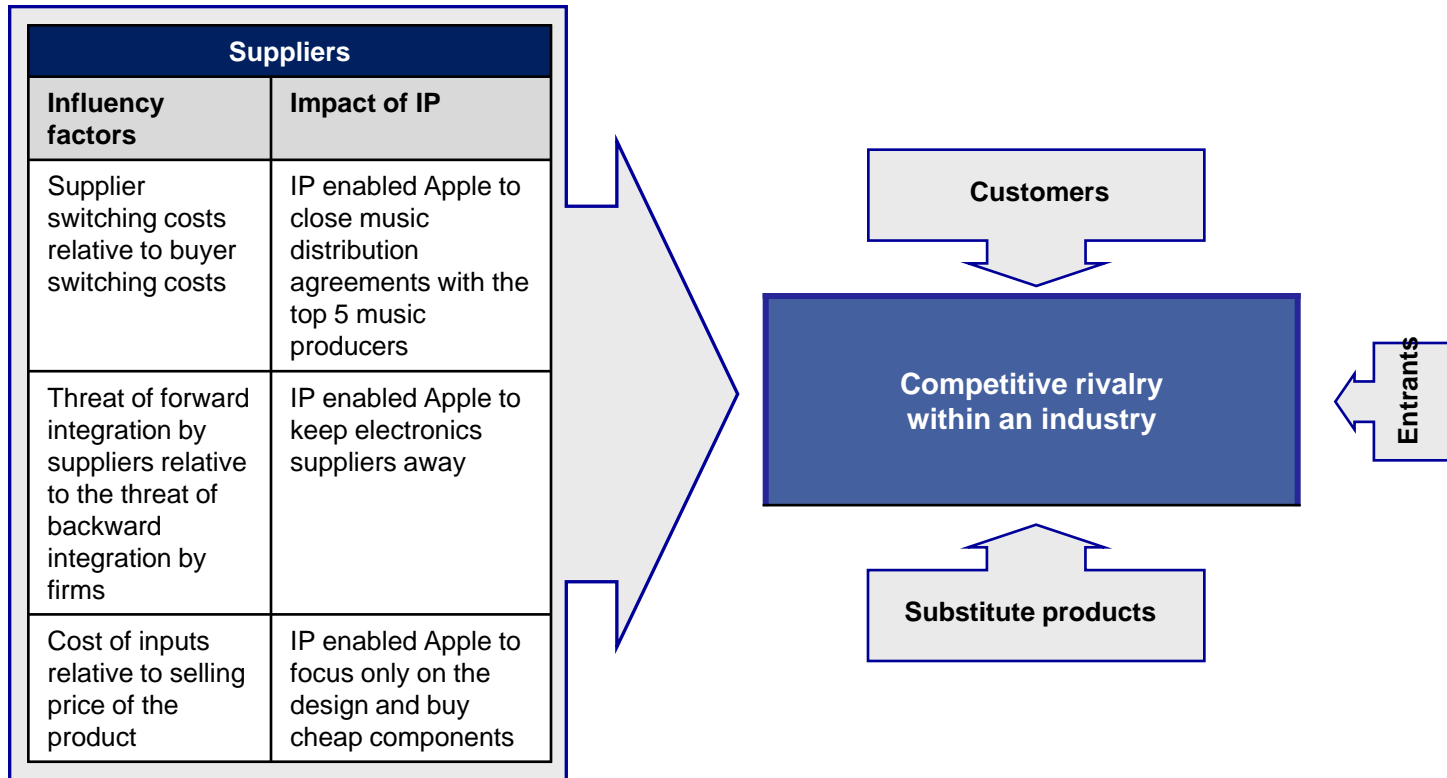
➔ **Companies that display the mark on their products pay Apple a percentage of sales as a trademark royalty**

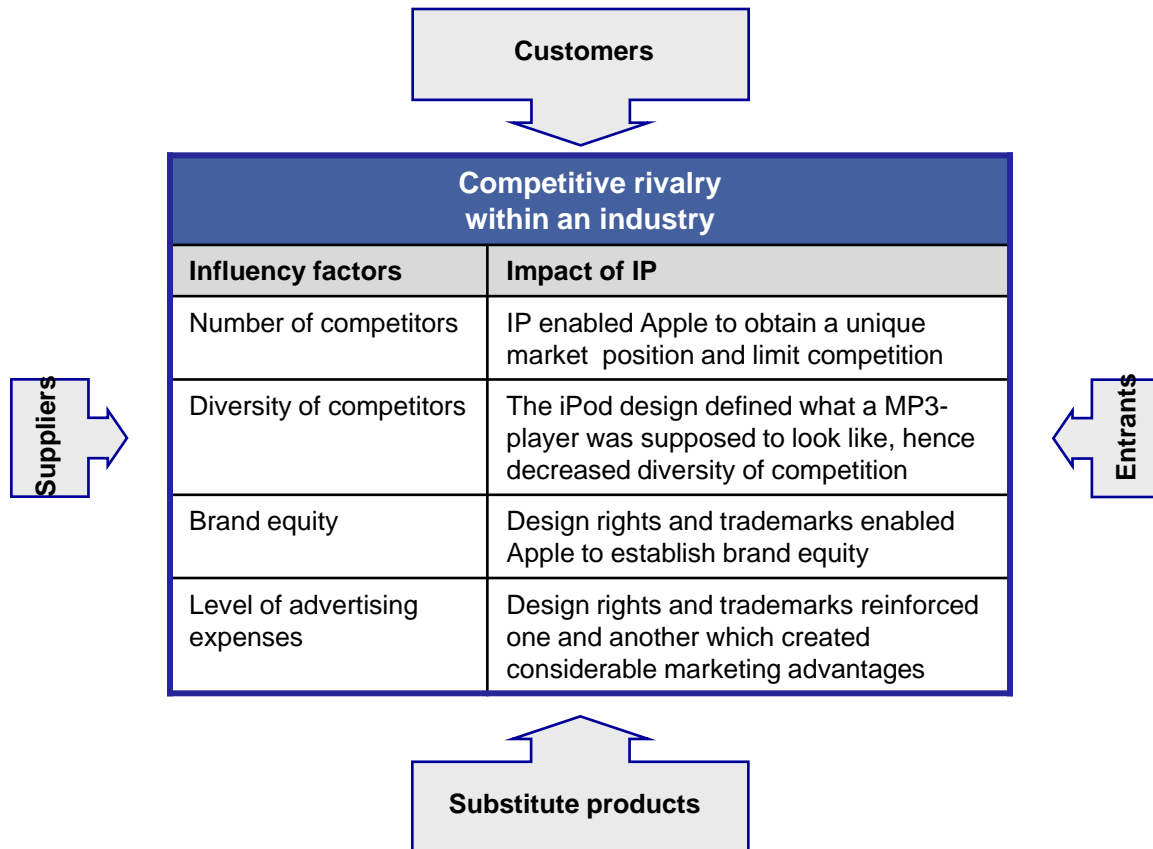






# Apple: Solution









## ***Take2 Interactive Software***



*For Take2, R&D is a primary activity*

*Game manufacturing is performed by console producers*



Take2 focuses on the design of the games

## **Take2 Video Games**



**Grand Theft Auto IV**



**Midnight Club Los Angeles**



**Bully**

# Example of Value-Chain Analysis for Take2 Interactive Software (1 of 2)



Value-Chain Activity	Strengths	Weaknesses
<p><b>Inbound logistics</b></p> <p>Insignificant; few inputs necessary</p>		
<p><b>Research &amp; Development</b></p> <p>Ability to incorporate state-of-the-art graphics capabilities, sound and innovative themes significantly differentiates the product in the eyes of the consumer.</p>	<p>Take2's game maximized the polygon processing potential of the PlayStation2 console, making play more lifelike.</p> <p>Parallel development processes kept the development cycles short.</p>	<p>Lack of experience in developing online games could become major liability if market for playing games over the internet takes off.</p>
<p><b>Operations</b></p> <p>Company focuses on producing a few very high quality games, introducing a new version every year. Once designed, games are manufactured by the video game console producers (e.g. Sony).</p>	<p>Concentrating on a few games enables the firm to focus significant resources on ensuring game is a hit.</p>	<p>Concentrating on a few games could be risky – if game fails may have no revenues to support operations.</p> <p>Take2 is completely reliant on developing compatible games and the manufacturing of the games.</p>
<p><b>Outbound logistics</b></p> <p>Products are sold through game retailers (e.g. GameStop), general merchandisers (e.g. Best Buy) and occasionally through bundling arrangements with video console producers, avoiding expense of maintaining own retail stores. Signed an exclusive deal with Sony to offer Grand Theft Auto exclusively for PlayStation2.</p>	<p>Existing retailers already have excellent market penetration, providing rapid and wide distribution of the games.</p> <p>Since Sony PlayStation2 is the No. 1 video game console, signing an exclusive deal with Sony enables tapping a large market.</p>	<p>Using retailers gives company little discretion over store placement, promotion and pricing.</p> <p>Exclusive deal with Sony may prove a liability if Xbox or GameCube become more popular.</p>

# Example of Value-Chain Analysis for Take2 Interactive Software (2 of 2)



Value-Chain Activity	Strengths	Weaknesses
<p><b>Marketing</b></p> <p>Helps build customer awareness of products, builds brand image, accelerates sales. Uses web site advertisements in gaming magazines, billboards. Grand Theft Auto targeted towards the adult market.</p>	<p>GTA had successfully established an image as being leading edge and was the No. 1 game in 2002.</p>	<p>Some consumers, retailers and regulatory agencies criticized Grand Theft Auto's violence and sexual images, potentially tarnishing the company's image.</p>
<p><b>Service</b></p> <p>Phone line for technical support helps customers resolve problems in using the product.</p>	<p>Have had relatively few returns or warranty problems.</p>	
<p><b>Firm Infrastructure</b></p> <p>Legal department negotiates license rights for games.</p>		<p>Copyright infringement suits by other games producers becoming more frequent.</p>
<p><b>Human Resource Management</b></p> <p>Hiring and retaining skilled and creative developers is crucial for the production of high-quality games. Company had 932 full-time employees in 2002.</p>	<p>Employees are not unionized. Employee stock option plan improves loyalty and morale.</p>	
<p><b>Procurement</b></p> <p>Have to acquire rights to use copyright-protected characters and music.</p>	<p>So far have been very successful in obtaining rights to use copyrighted materials.</p>	



CD-ROM

Wurzer, A. J. [Editor]  
Das Handbuch der  
Patentrecherche  
(2000)

ISBN 3-00-008724-9

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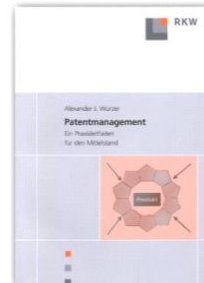


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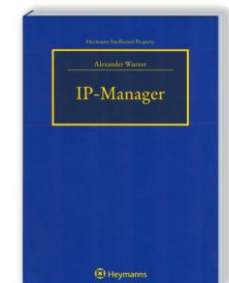


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