



# OPEN INNOVATION: A NEW CHALLENGE TO EFFECTIVE MANAGEMENT OF PATENT INFORMATION AND PATENT PORTFOLIOS

---

ICIC 2010  
Vienna 24-27 October

Bob Stembridge  
Customer Relations Manager, IP Solutions  
Thomson Reuters



THOMSON REUTERS

# AGENDA

---

- Open innovation definition & benefits
- Issues around ownership of ideas in an open innovation situation
- Strategic use of IP in an open innovation environment
- Managing the information flow between collaborating partners



# DEFINING OPEN INNOVATION

---

Open innovation



Open source

---

Open innovation



Outsourcing

---

Open innovation



Collaboration

---

Open innovation

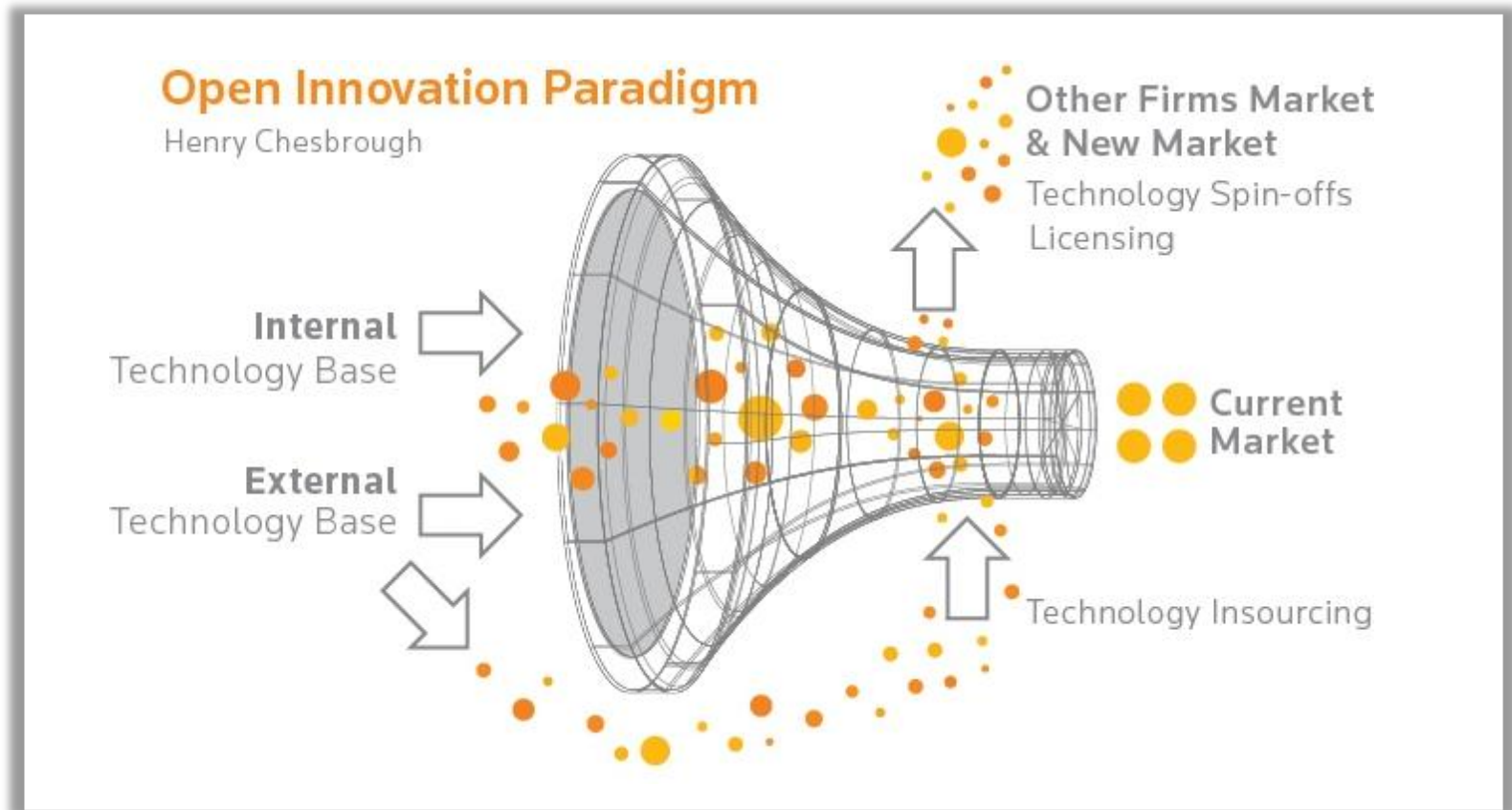


Partnerships

# OPEN INNOVATION MODEL

---

- Demand for information: internally & externally



# BENEFITS OF OPEN INNOVATION

---

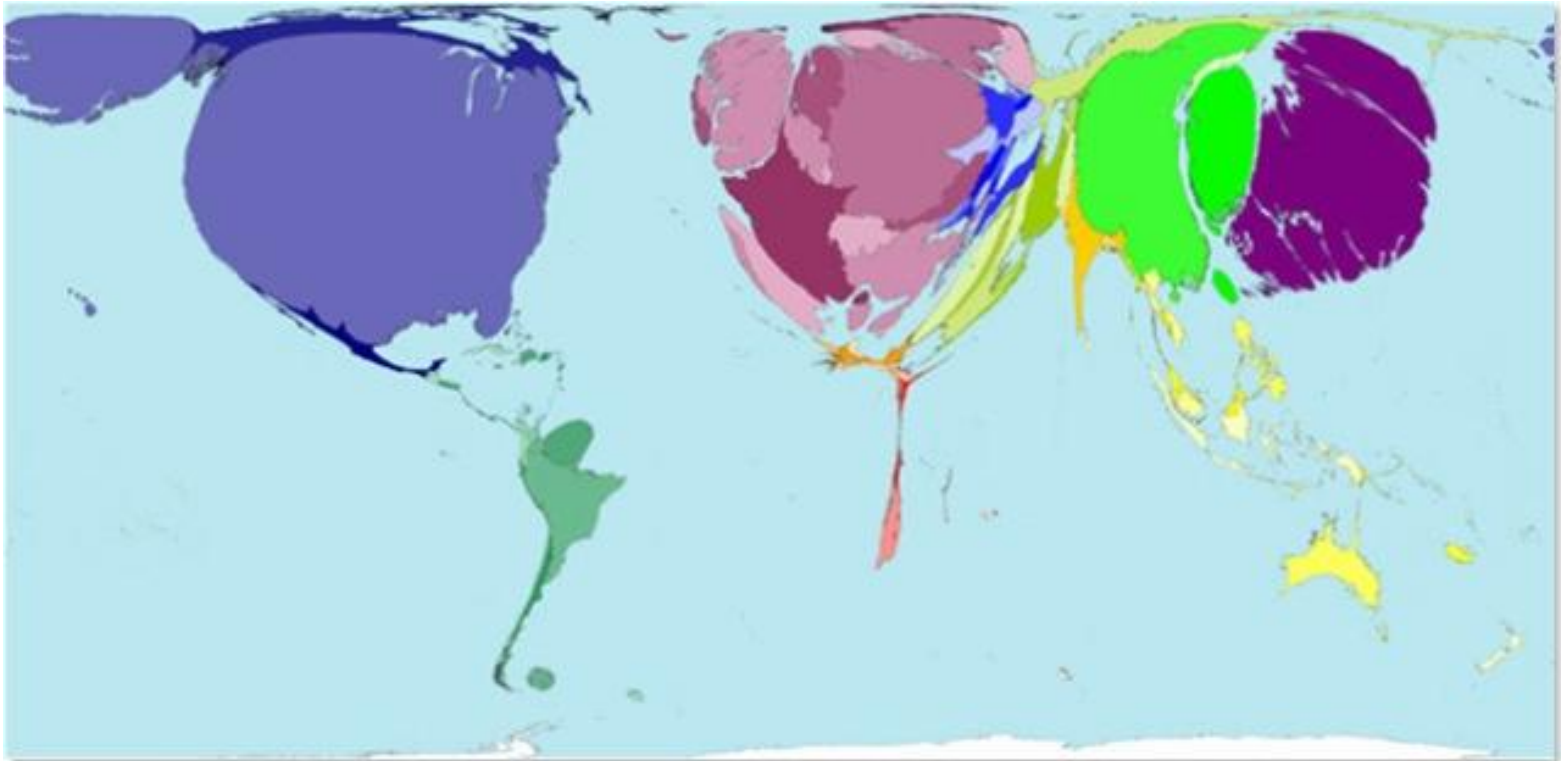
- Rapid iteration
- Quick ubiquity
- Increased revenue
- Global talent pool
- Finding the better way



REUTERS

# RESEARCH IS A GLOBAL ENTERPRISE

---



Source: <http://www.sasi.group.shef.ac.uk/worldmapper/index.html>



THOMSON REUTERS

# ISSUES AROUND OWNERSHIP OF IDEAS

# RISKS & THEIR MANAGEMENT

---

## RISK



## MANAGEMENT

Licensee may become a competitor



Thorough cost/benefit analysis

“Off-label” licensing



Contracts and agreements

Theft of IP

Loss of control



Structured processes



# THE IMPORTANCE OF STRUCTURED PROCESSES

---

- ✔ Poor communication hinders effective IP exploitation
  - Risk of ill-informed decisions
  - Missed opportunities
- ✔ Ensure consistency of approach across organisations
  - Define the processes
  - Identify hand-offs, dependencies, synergies
- ✔ Deliver the right information to the right people at the right time to ensure the best decisions

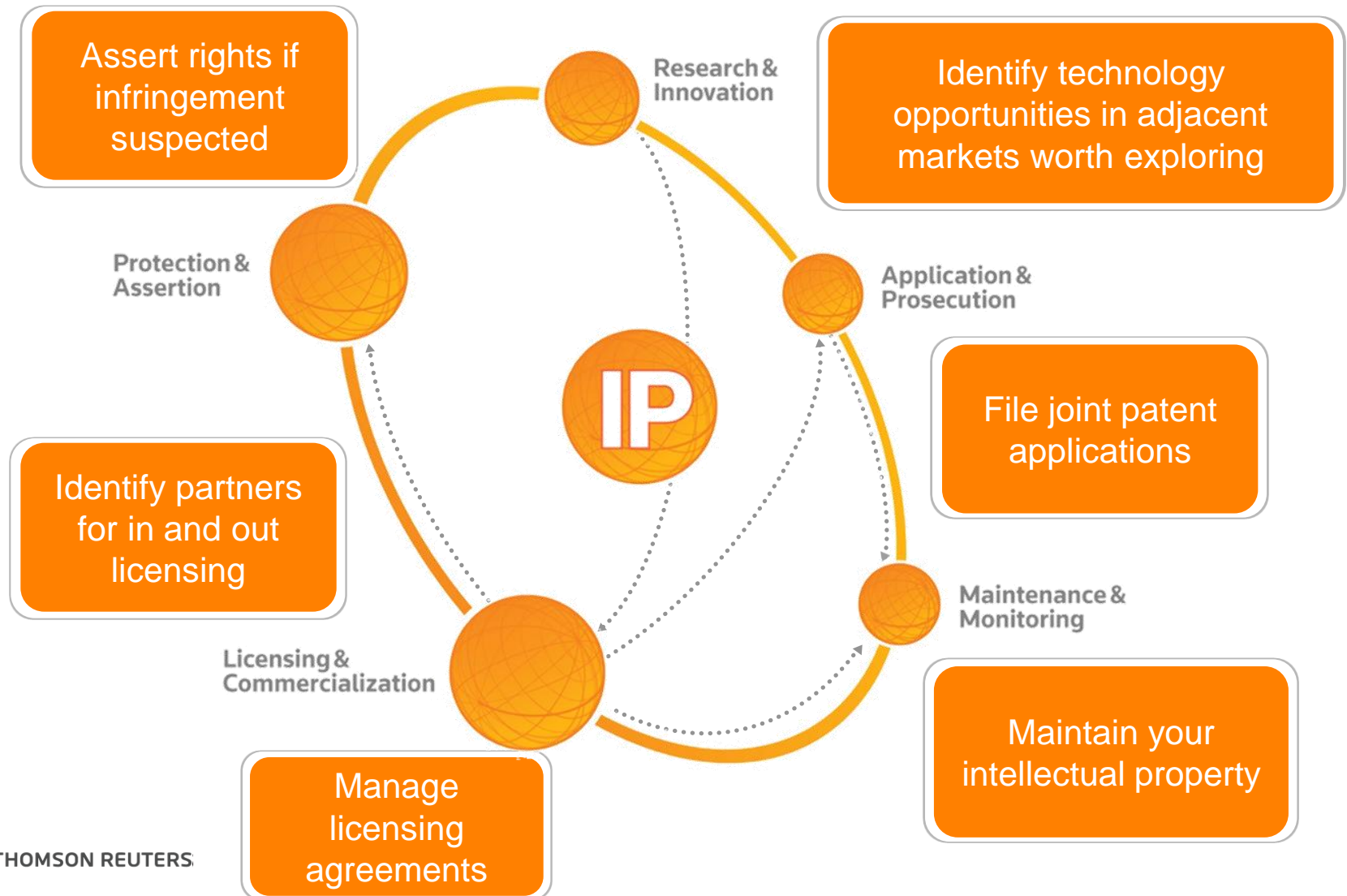
# CHANGE MANAGEMENT

---

- ✔ Processes are not enough – cultural issues need to be addressed
- ✔ Active communication is required
  - What's changing and why;
  - Celebration of successes;
  - Review of improvement opportunities
- ✔ Foster ownership of change by individuals

# STRATEGIC USE OF IP IN OPEN INNOVATION

# STRATEGIES FOR APPLYING OPEN INNOVATION



# RESEARCH & INNOVATION

## Citations Help Us Identify Context Shifts In Development

---

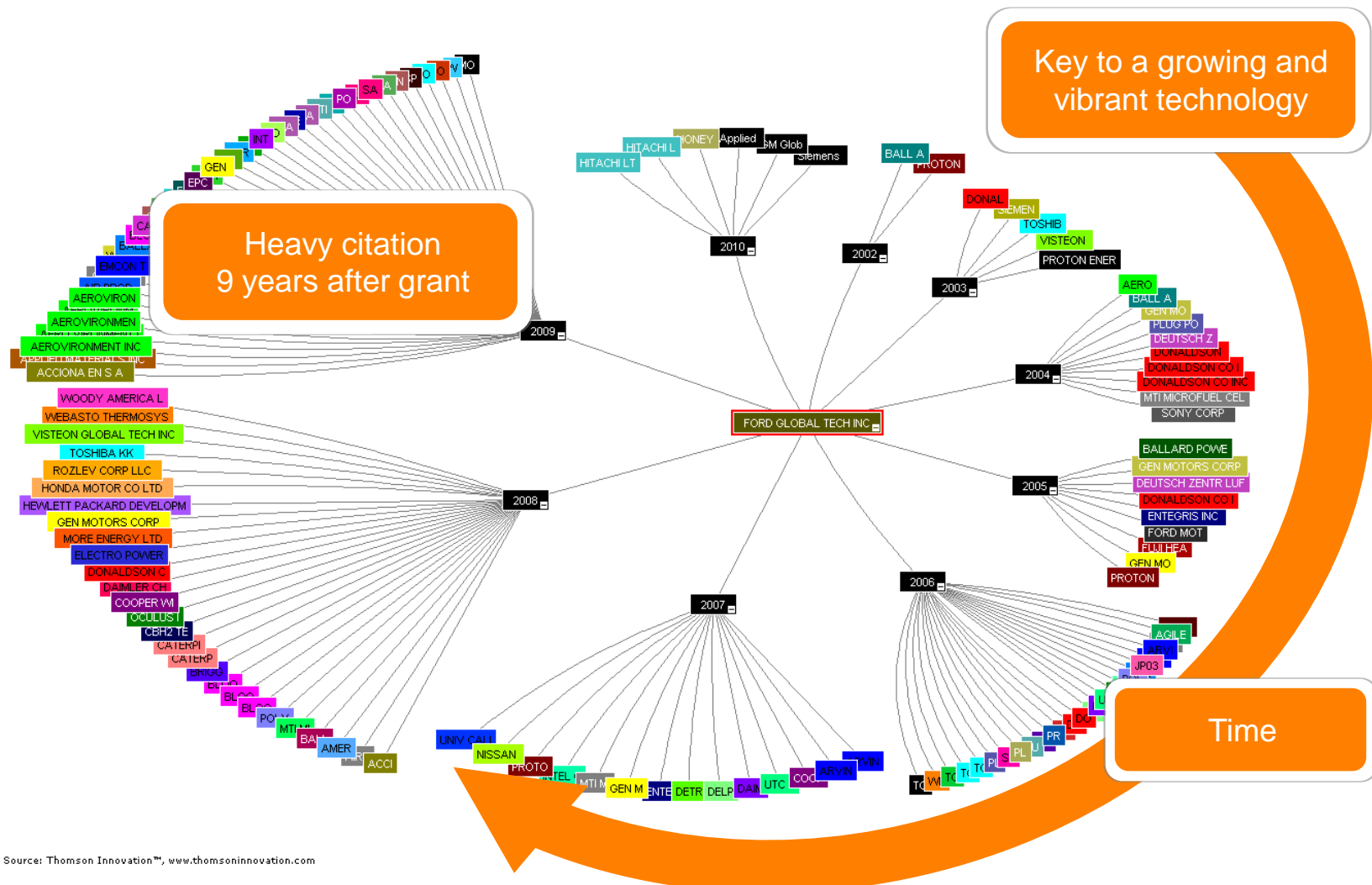
Citations link older and newer technologies and can help reveal technology development pathways



High frequency of citations identifies a patent as a useful stepping stone on a technology pathway



# RESEARCH & INNOVATION: Analyze The Technology Evolution



Source: Thomson Innovation™, www.thomsoninnovation.com

# RESEARCH & INNOVATION:

## Citation to Find R&D Paths and Innovation

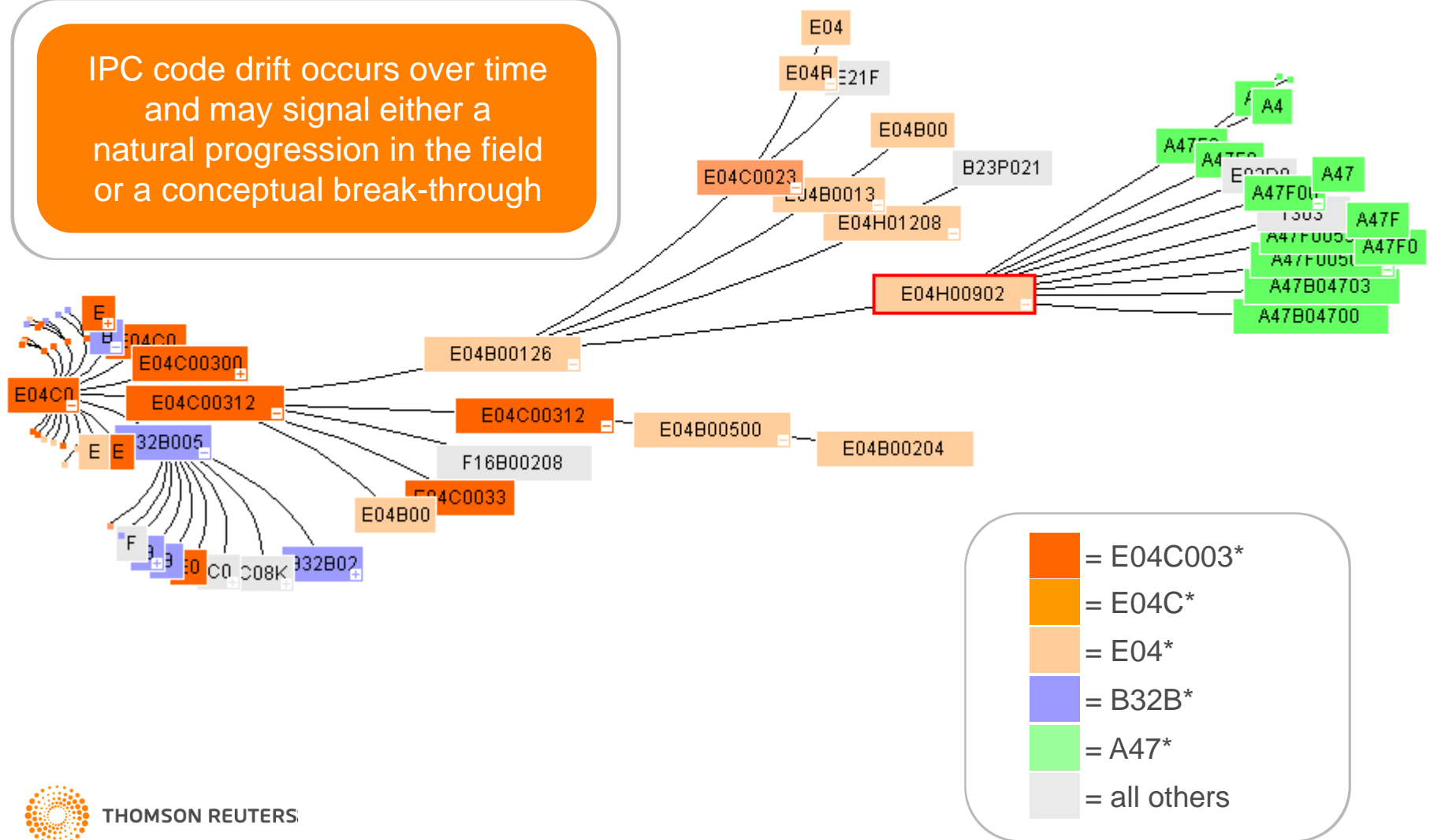
---

“Code drift” is a feature of citation collections and can help identify new directions in technology

Large citation collections can capture the essence of an evolving technical field, and can be understood quickly and easily with text-mining

# RESEARCH & INNOVATION: Example Of Code Drift Into A New Technology Area

IPC code drift occurs over time and may signal either a natural progression in the field or a conceptual break-through

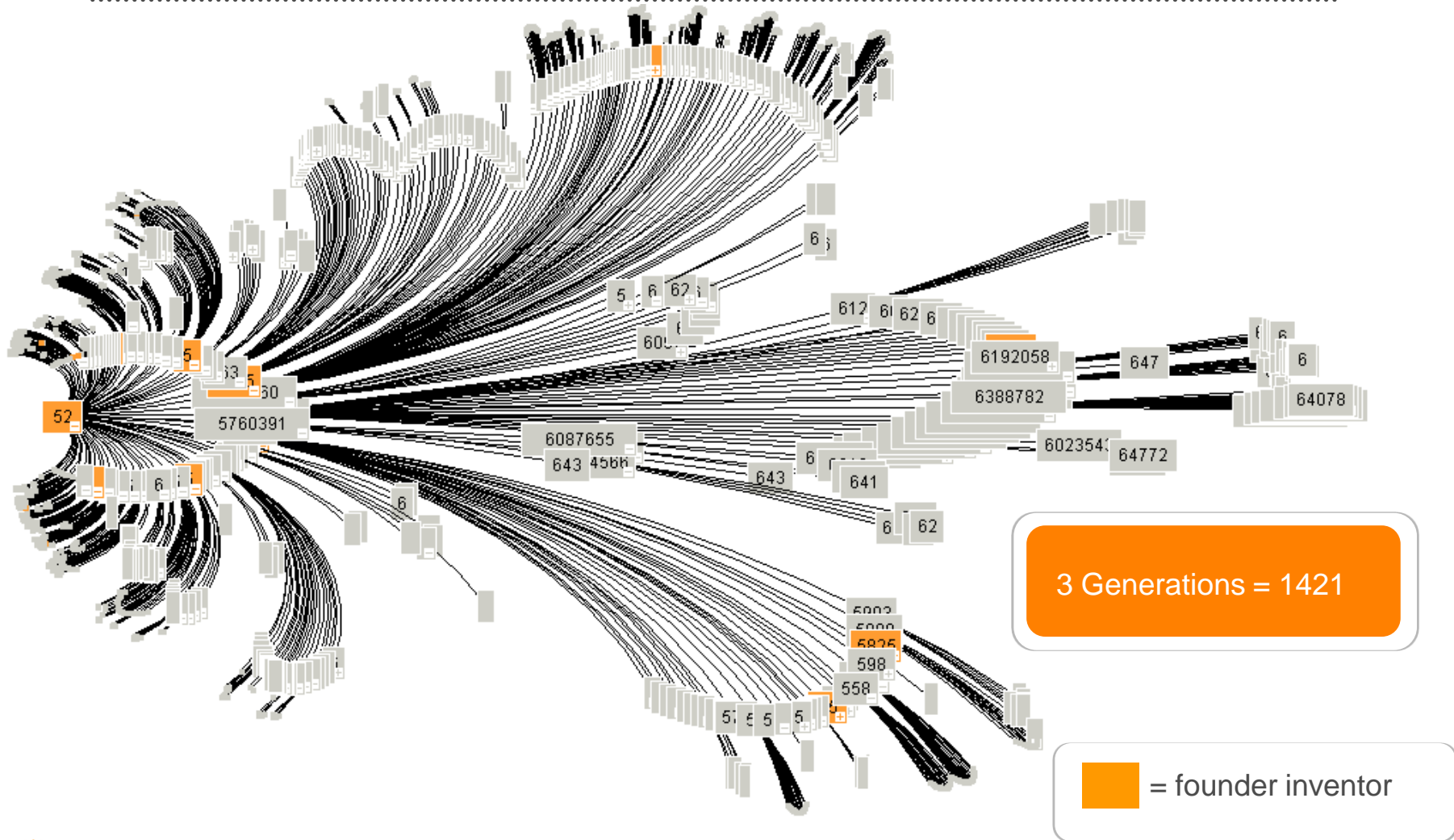


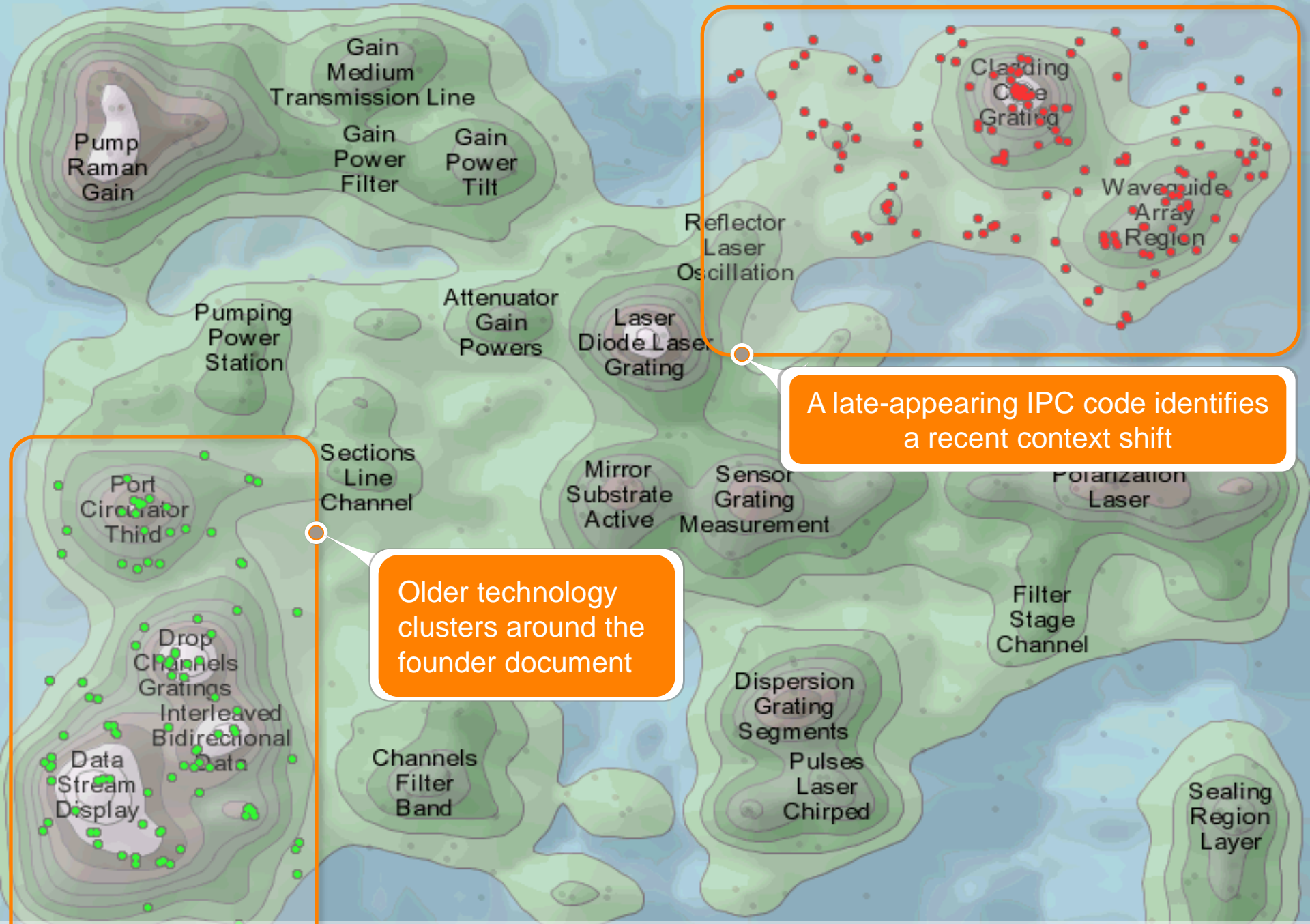


# RESEARCH & INNOVATION:

Example Of A Large Citation Collection Based On A “Founder Document”

---





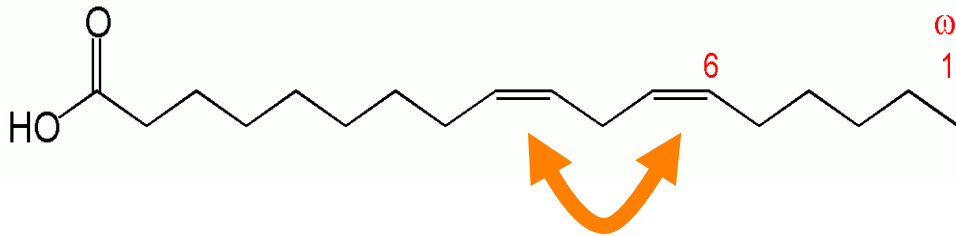
CONCEPT MAPPING OF THE CITATION COLLECTION.

# LICENSING & COMMERCIALIZATION

## Antioxidant Example: A By-product of Paper Pulp Production

---

- CLA: Conjugated Linoleic Acids
- Multiple-unsaturated C18 fatty acids



Tall Oil

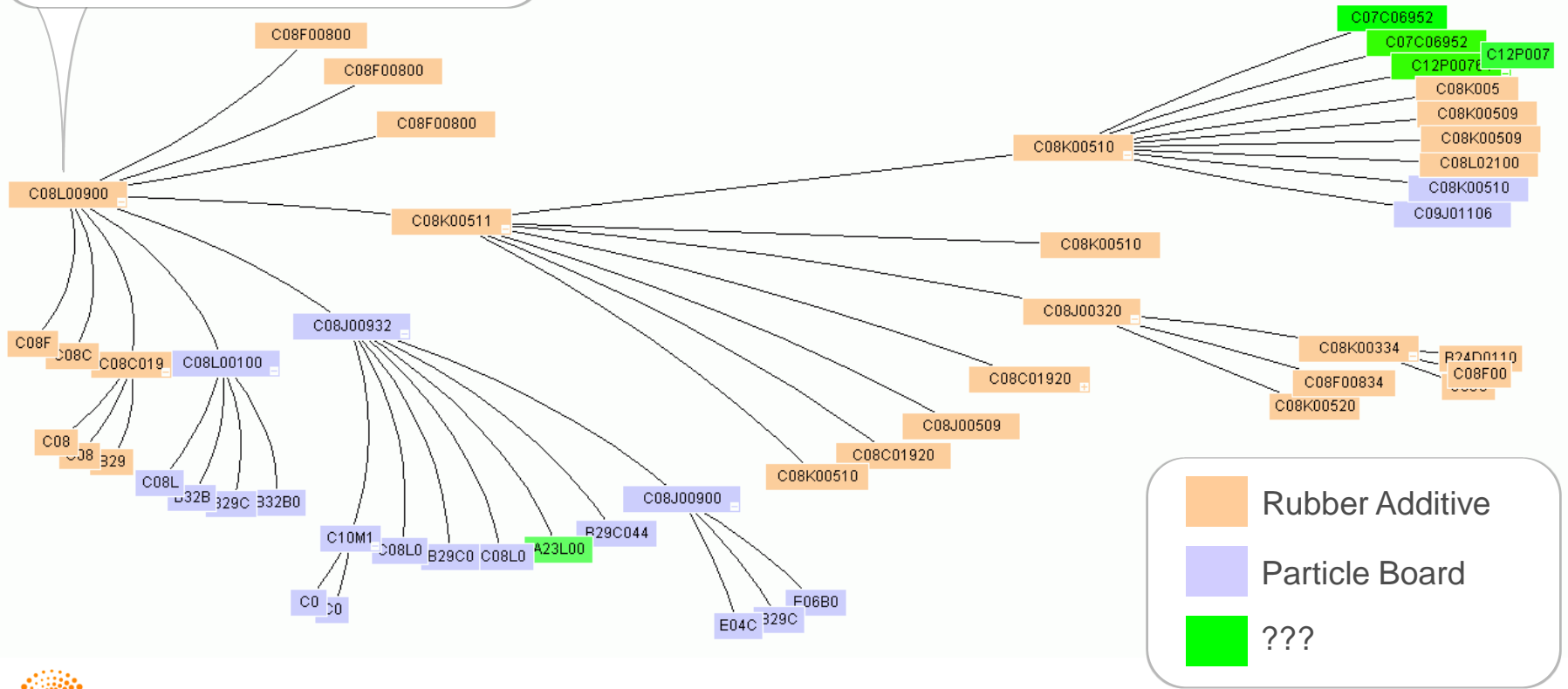
*Swedish: tallolja*



# TALL OIL IN 1988:

## A Rubber Additive Imparting Better Properties To Tires...Downstream IPC Shifting Identifies Changes In Use

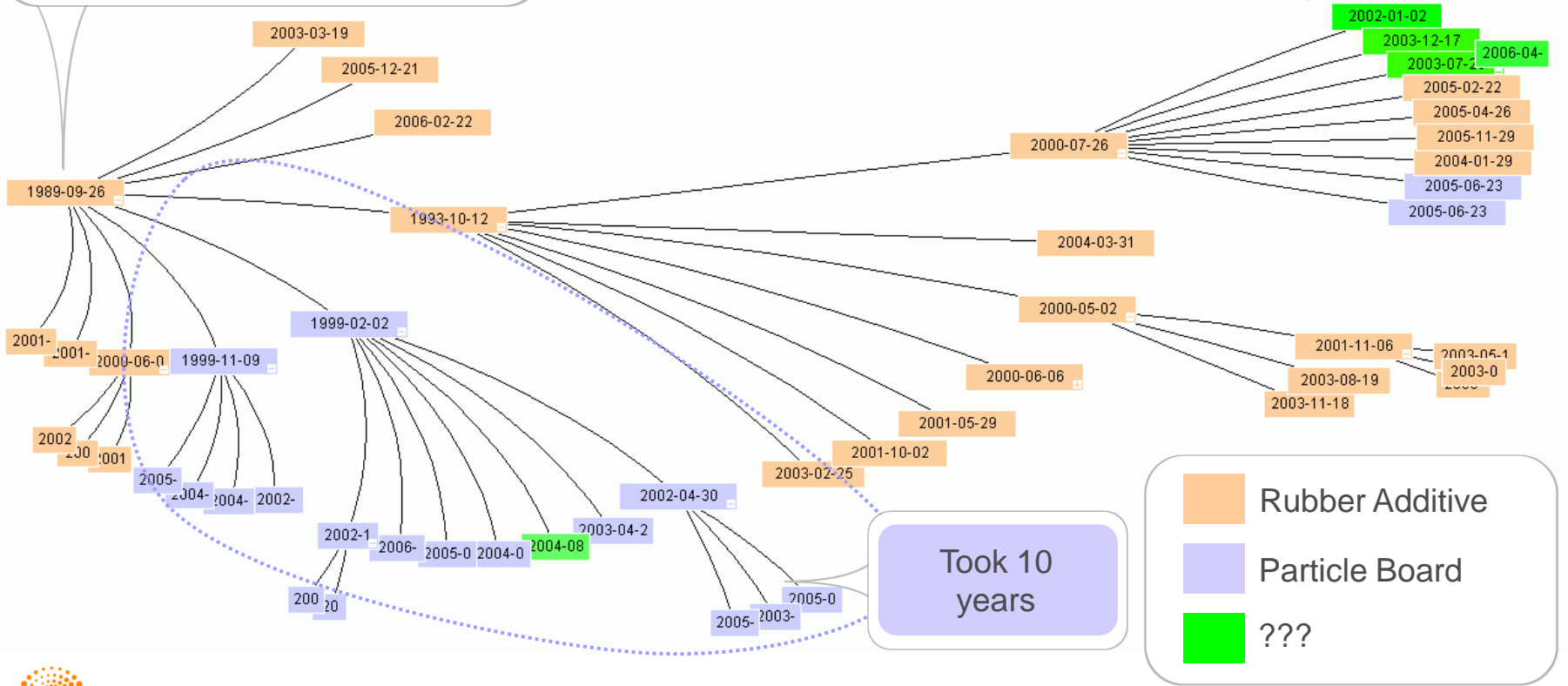
**Assignee:** THE GOODYEAR TIRE & RUBBER COMPANY  
**Doc ID:** US4870135A  
**IPC:** C08L00900  
**Inventor:** Mowdood, Syed K. ; Kansupada, Bharat K.  
**Title:** Tall oil fatty acid mixture in rubber  
**Application Date:** 1988-10-06  
**Publication Date:** 1989-09-26



# TALL OIL: Finding other uses was relatively slow

**Assignee:** THE GOODYEAR TIRE & RUBBER COMPANY  
**Doc ID:** US4870135A  
**IPC:** C08L00900  
**Inventor:** Mowdood, Syed K. ; Kansupada, Bharat K.  
**Title:** Tall oil fatty acid mixture in rubber  
**Application Date:** 1988-10-06  
**Publication Date:** 1989-09-26

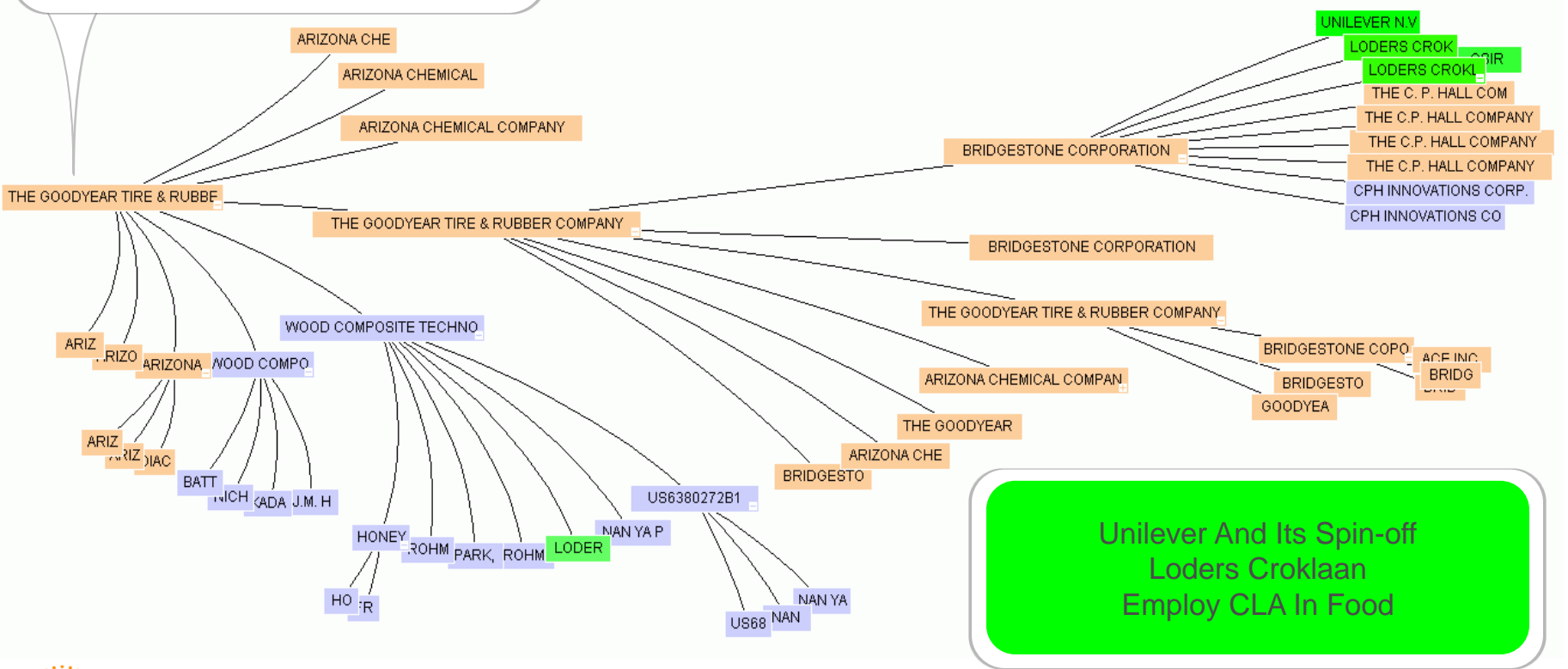
Took 14 years



Took 10 years

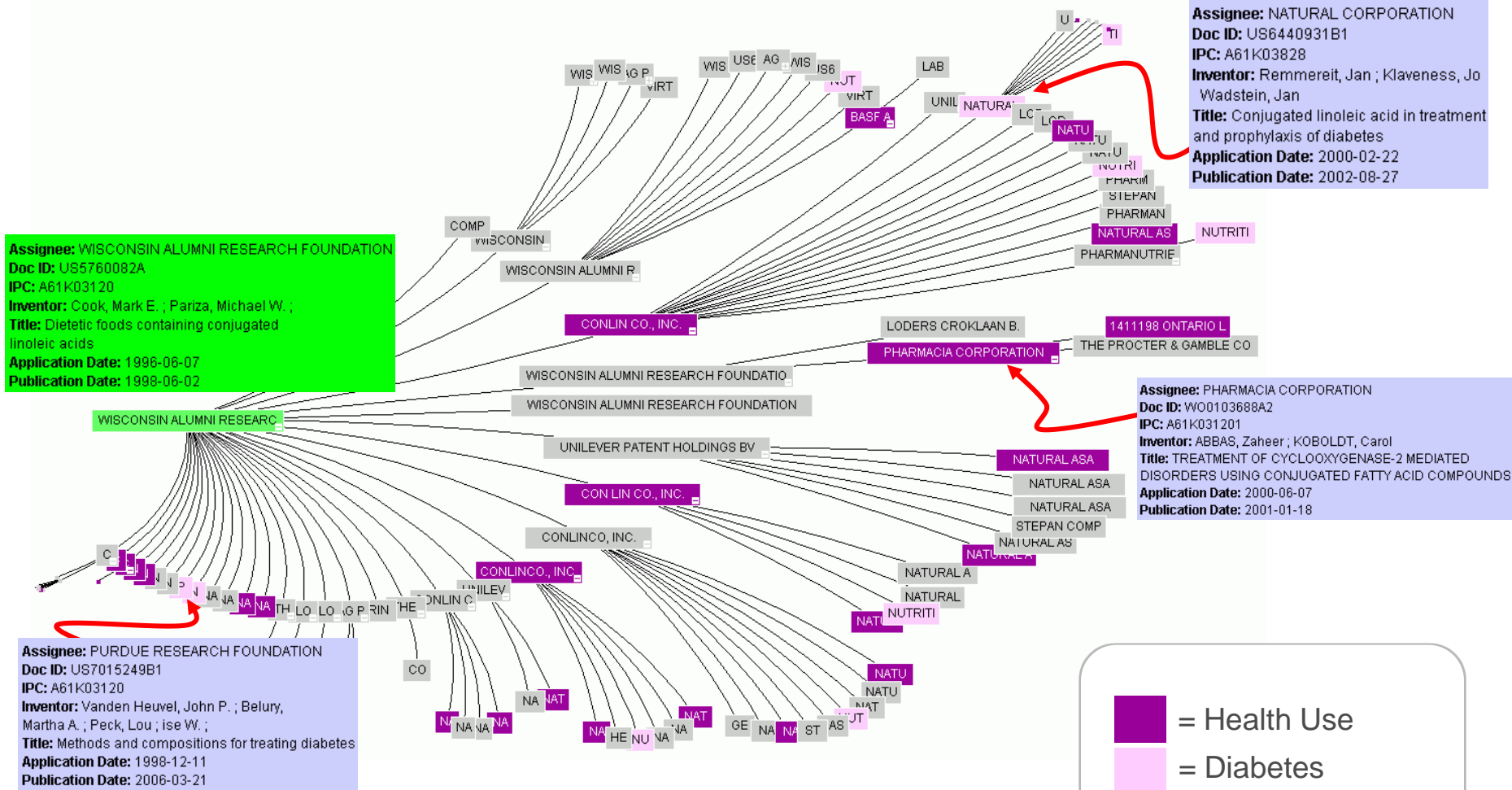
# CLA LEAPS INTO FOOD TECHNOLOGY

**Assignee:** THE GOODYEAR TIRE & RUBBER COMPANY  
**Doc ID:** US4870135A  
**IPC:** C08L00900  
**Inventor:** Mowdood, Syed K. ; Kansupada, Bharat K.  
**Title:** Tall oil fatty acid mixture in rubber  
**Application Date:** 1988-10-06  
**Publication Date:** 1989-09-26



Unilever And Its Spin-off  
 Loders Croklaan  
 Employ CLA In Food

# NEXT EVOLUTION OF CLA



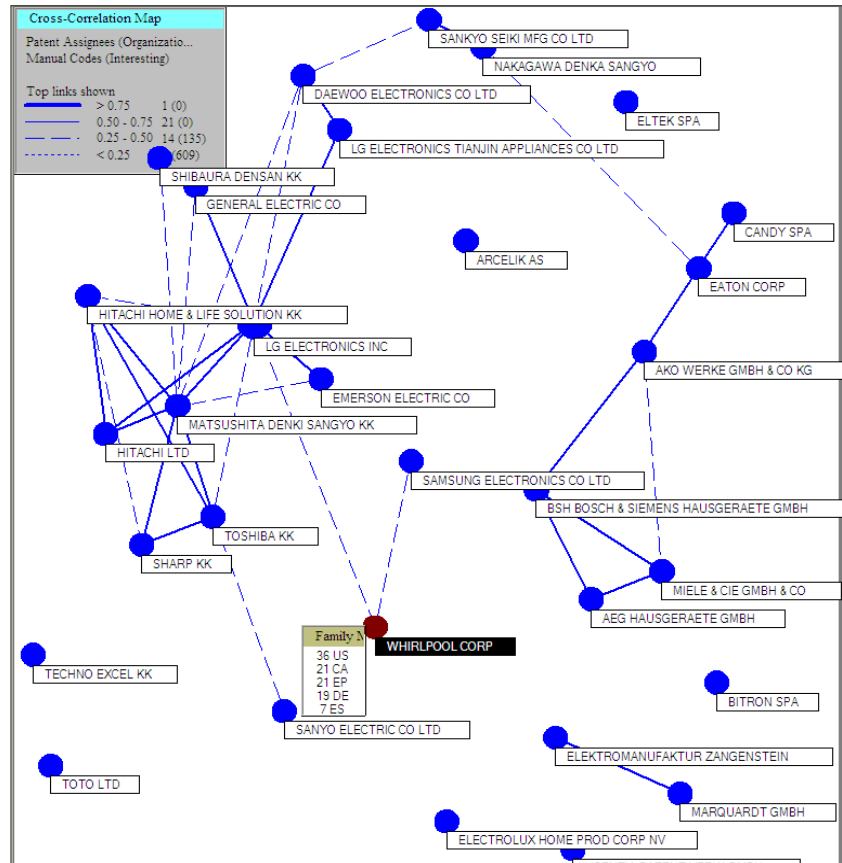
# USES FOR CLA: OVERVIEW





# PROTECTION & ASSERTION

## Partner Rather Than Litigate



Map Shows Similarity Of Companies Based On Technology

# MANAGING INFORMATION FLOW BETWEEN COLLABORATING PARTNERS

# STRATEGIC PRIORITIES

---

- ✔ Effective creation, communication and enforcement of standardised collaborative processes across all partners
- ✔ Effective creation and implementation of processes through visualisation
- ✔ Controlled evolution of processes

# MAINTENANCE & MONITORING

## Manage Your IP and Licensing Agreements

AG-2008/03/29 - License - Original - 1 - Windows Internet Explorer

**Record Management**

Save Save & Validate Duplicate Cancel Reset Delete Print Form Letter Email Collaborate Case Link Variable Links Previous Next

Agreements Title Actions Agreement Parties Expenses External Files Other Numbers Text Description Terms Collaboration History Message Log Automation Results Message Log Archive

Related Records

Current Record : AG-2008/03/29 - License - Original - 1 [Expand All C](#)

**Record saved successfully**

**Agreements**

Key Field

Agreement Number	AG-2008/03/29	Start Date	01-Jan-08	Initiating Party	
Jurisdiction	United States - (USA)	Term in Years		Initiating Signor	
Agreement Type	License - (LIC)	Expiration Date	01-Jan-15	Receiving Party	
Relationship	Original - (ORG)	Division	Acme Propellants - (ACME-1)	Receiving Signor	
Status	In Force - (INF)	Business Unit	Acme Propellants - (ACME-1)		
Responsible Party	Addison Woods - (ABW)				
Sensitive	<input type="checkbox"/>				

Title

It is essential to maintain your various agreement types, and other portfolio data, to ensure your partnerships are properly managed over time

# MAINTENANCE & MONITORING

## Manage Your Agreements & Workflow

The screenshot displays the THOMSON IP Manager interface. The left sidebar contains navigation options: YOURco, Message Center, Query, Collaboration Portal (with sub-items like New Patent Matter Intake and TM Foreign Filing Review), Tools, Administration, Reports, New Data Entry, and Links. The main content area is titled 'Collaboration Portal > Task View' and features a 'Task View Criteria Builder' with fields for 'Field Name', 'Operator', and 'Value'. Below this is a 'Task View Query Results' section showing a table of records.

	MarkName	Docket Number	Country	Case Type	Filing Type	Filing Number	Attorney	Client Division	Current Owner	Current Ap
<input type="checkbox"/>	AIRFRESH	200001.71497	United States	Regular	National		Dunn & Madison, LLP	Chemical Division	Real Technologies	14-Jan-08
<input type="checkbox"/>	QUIK LOG	200007.71526	United States	Regular	National		Arthur C. Woodmere	Commercial Electronics	Innovation Holdings	24-Dec-07

Collaboration and process workflow should be monitored for documents such as NDAs, SOWs, or other agreements. It is important to find a solution that lets you manage all aspects of your portfolio.

# A WORKFLOW FOR OPEN INNOVATION

---

## Identify

- Identify patents on technology (either yours or “theirs”) for which you want to find new functionality or uses.

## Check Citations

- Who is referencing these patents?
- Are the citers extending the technology into new markets?

## Expand View Laterally

- Search this newly identified technology space.
- Are there other entities with similar development efforts?

## Establish Target List

- Assemble the IP in the area and target the companies with the best quality and fit.

## Engage

- Make approach
- Build the case for mutual benefit
- Negotiate a win-win outcome
- Systematize your workflow and agreement management



# THANK YOU & QUESTIONS

[bob.stembridge@thomsonreuters.com](mailto:bob.stembridge@thomsonreuters.com)



THOMSON REUTERS