

IP Performance Assessment

Tag der gewerblichen Schutzrechte 2018



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Consultant

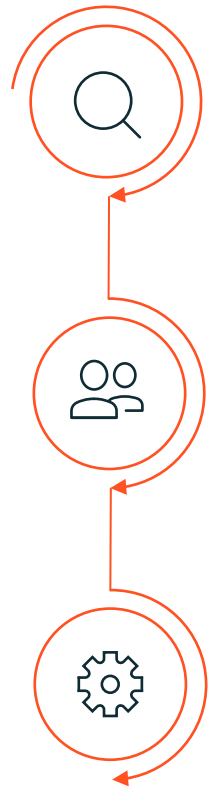
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04. July 2018

First, we analyze the client's IP base data to derive fact-based insights

Focus on aspects that underpin audit findings or complement the client's existing IP analysis



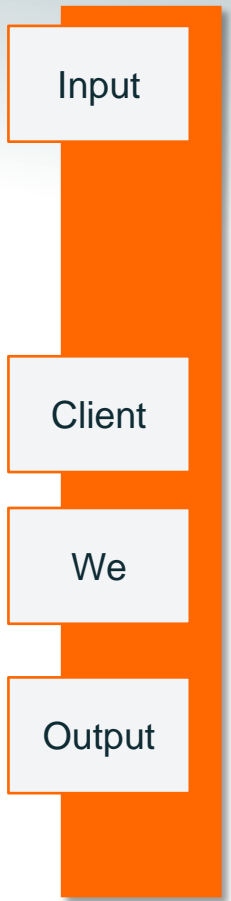
IP base data analysis

Interviews

- IP audit
- Cross-Assessment

Current situation evaluation

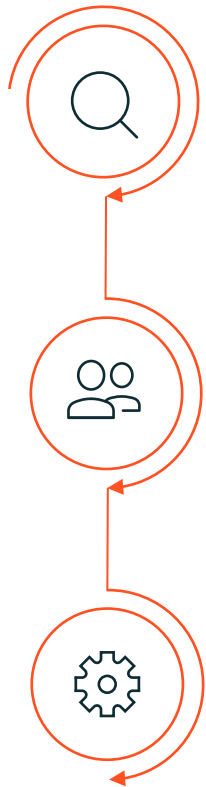
- IP base data, i.e.
 - List of IP assets
 - Strategic objectives
 - Organization chart
 - Tasks and roles
- Provide access to information
- Understand and analyze
- Fact-based overview, i.e.
 - IP portfolio
 - Filing dynamics
 - Technology concepts



From a public available data view we interpret the client's portfolio and filing behavior



IP base data analysis can be adjusted to specific questions if needed



IP base data analysis

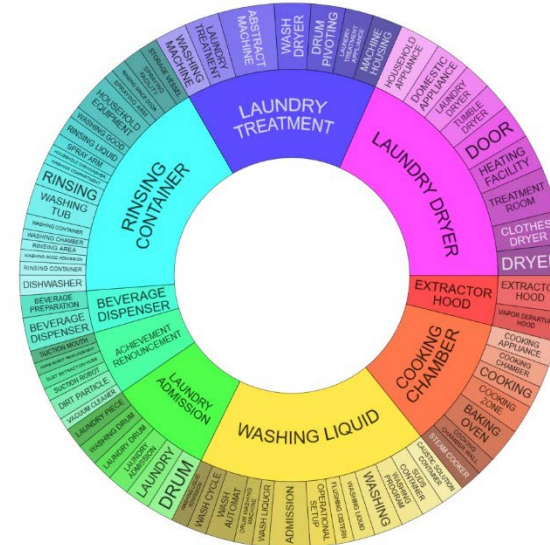
Interviews

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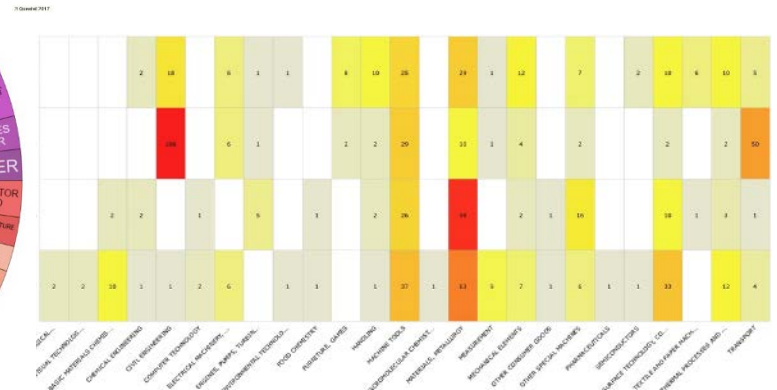
Current situation evaluation

Patent family development

Adjacent technologies



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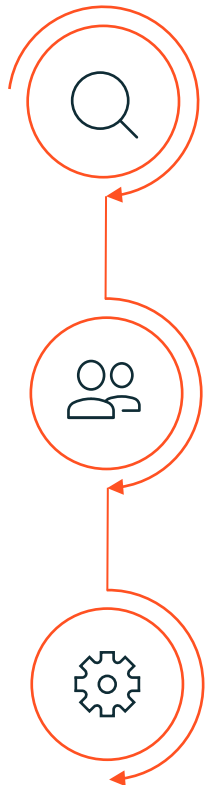


Sources, Questel Orbit Intelligence, Dennemeyer

Second, we conduct interviews to capture insights both from IP and other functions



Questionnaire-based, structured interviews enable to compare scores later



IP base data analysis

Interviews

- **IP audit**
- **Cross-assessment**

Current situation evaluation

- Denнемeyer's IP performance assessment tool
 - Questionnaires
 - Assessment logic

- Schedule and participate in interviews

In-depth interview with member(s) of the IP function (approx. 2), 85 questions, approx. 3 hours. Interviews with selected other functions, i.e. R&D, marketing, approx. 1 hour (approx. 5-6 interviews)

- Prepare, conduct and document interviews

- IP function scores

- Directed on current status
- Focus on the IP function, not on individuals



The approach enables a 360° view on the IP performance (1/2)

The IP audit shows how the IP department ...

IP audit In-depth interviews: 85 questions answered by members of the IP function

- The questions are clustered in 6 main sections
 - IP lifecycle management
 - IP management support
 - Cooperation with other functions
 - IP talent management
 - IP planning & controlling
 - IP organization
- The questions are classified by IP management topics
 - Strategy
 - Organization
 - Process
 - Resources
- Depending on your answers, we enter values
 - 0 - inexistent
 - 1 - bad
 - 2 - medium
 - 3 - good
- Every question has 4 parts
 - Q1 – main question
 - Q2 – documentation
 - Q3 – update
 - Q4 – communication and alignment

Analysis	Q1	Q2	Q3	Q4	Σ
Audit Questions					
1. Strategy					
2. Strategy					
3. Strategy					
4. Strategy					
1. Process					
2. Process					
...					

1st dimension: The sum of Q1-Q4 provides a score for the question, which is aggregated into a rank for the section

2nd dimension: Allows to analyze the implementation level, e.g. the score for all Q3 provides an insight into documentation behavior

3rd dimension: The assessment in the IP management topic reveals the performance i.e. in IP related strategies

Source: Denemeyer

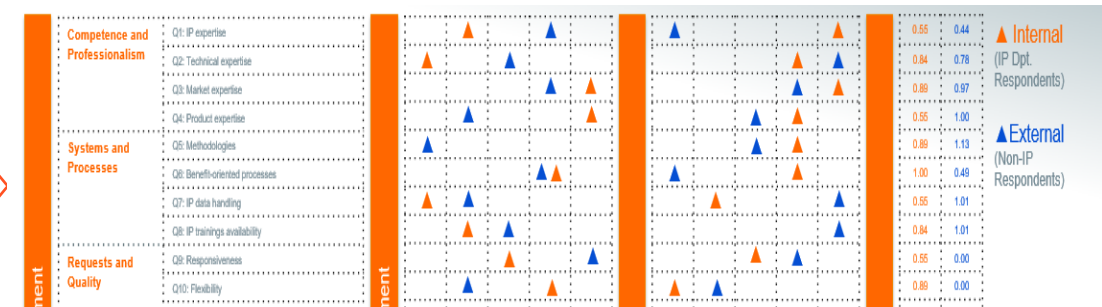
The approach enables a 360° view on the IP performance (2/2)

... and other departments view the IP department

Cross-Assessment 25 questions answered by members of the IP department and other selected departments

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- The questions are clustered in 5 categories
 - Competence and professionalism
 - Systems and processes
 - Requests / quality
 - Communication
 - Perception
- For each question we ask for two ranks
 - Degree of agreement with the statement
 - Relevance of criteria
- You can choose values
 - Completely disagree / no relevance
 - Disagree / less relevance
 - 0 Neither agree nor disagree / medium relevance
 - + Somehow agree / relevant
 - ++ Fully agree / high relevance

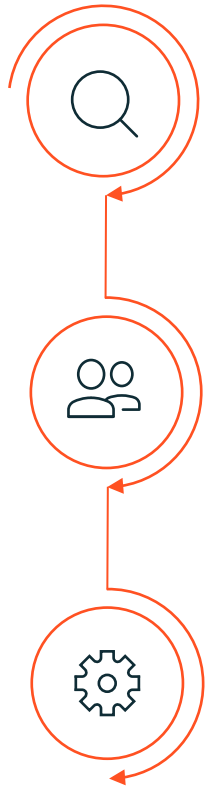


Source: Dennemeyer

We aggregate and consolidate all answers into IP function's scores

Openness and honesty generate realistic benefit from the scoring exercise

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IP base data analysis

Interviews

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- **Cross-Assessment**

Current situation evaluation

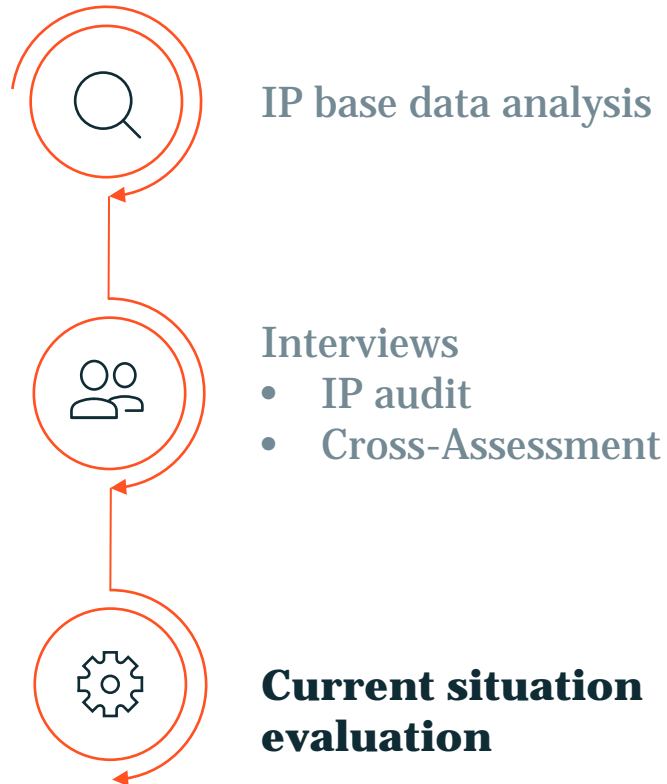


IP PERFORMANCE ASSESSMENT (IPA) Evaluation Tool - package 2 X-Assessment				Dennemeyer Consulting		
Division/Department/Section:				Degree of alignment with statement		
Category	Number	Subject (Characteristic) Parameter Value	Internal Assessment	External Assessment	Relevance of Criteria	
Competence and Professionalism	U1	IP expertise	The department has sufficient knowledge to answer questions about IP	The IP department has sufficient knowledge to answer questions about IP		
	C1	Technical expertise	The department is able to understand the technology behind our products/services	The department is able to understand the technology behind our products/services		
	C3	Product expertise	The department knows well our products/services and their characteristics	The IP department knows well our products/services and characteristics		
	C4	Market expertise	The department knows the market and our target groups	The IP department knows the market and our target groups		
General and Processes	C5	Methodology	The department understands and communicates the methodology they use when delivering results	The IP department understands and communicates the methodology they use when delivering results		
	C6	Results delivery processes	The department uses a clear methodology to deliver results	The IP department uses a clear methodology to deliver results		
	C7	IP ownership	The department can store, review and share IP data easily	The IP department can store, review and share IP data easily		
	C8	IP knowledge availability	The department is capable of providing IP knowledge to other departments	The IP department is capable of providing IP knowledge to other departments		
Requests and Quality	C9	Responsiveness	The department is responsive with respect to received requests	The IP department is responsive with respect to received requests		
	C10	Flexibility	The department is open to new requests and inquiries	The IP department is open to new requests and inquiries		
	C11	Quality of work	The department meets or exceeds customer quality expectations	The IP department meets or exceeds customer quality expectations		
	C12	Capacity for high workload	The department can handle sudden and exceptional increases in workload	The IP department can handle sudden and exceptional increases in workload		
Communication	C13	Communicating IP function	The department communicates IP function with precision and clarity throughout the company	The IP department communicates IP function with precision and clarity throughout the company		
	C14	Active involvement in the company	The department sees the benefits in cooperating with other units in the company	The IP department sees the benefits in cooperating with other units in the company		
	C15	Approach to external partners	The department sees the benefits in cooperating externally	The IP department sees the benefits in cooperating externally		
	C16	Qualitative business relationships	The department works with high quality business relationships with partners	The IP department works with high quality business relationships with partners		
Perception	C17	IP in the company's success	IP is an essential component of our company's success	IP is an essential component of our company's success		
	C18	Our IP address product/service	Our IP portfolio should cover any new product/service in development and for launch plans	Our IP portfolio should cover any new product/service in development and for launch plans		
	C19	Risks to IP and law	New product/service should not be developed and launched	New product/service should not be developed and launched		

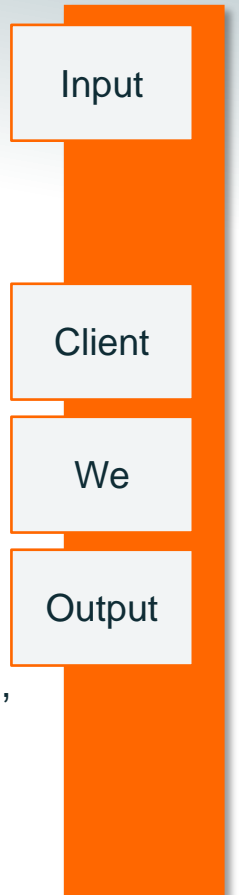
Source: Dennemeyer

Third, we determine the status quo and derive improvement

Our project results comprise a benchmark comparison, a classification and potential improvement areas



- Insights and experience
 - IP base data analysis
 - Interview results
 - Benchmark data
- Relax while we work
- Analyze and interpret the insights
- IP performance audit results
 - Classification: substandard, standard, advanced, champion
 - Benchmark comparison
 - Improvement areas
 - Internal customer perception



The results are reported in a final presentation

Illustrations help to transport the main messages

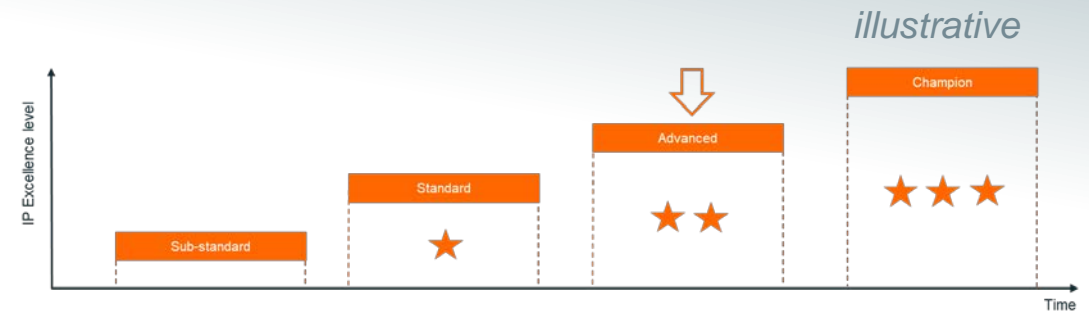


IP base data analysis

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Current situation evaluation



Your key next IP challenges at XYZ

Status completed

Status completed

Score: 8,9/12

- Specialized IP-Dpt trainings
- Deep support & interconnections with M&A
- Centralized, regular trend & competition monitoring
- Appoint IP responsible in R&D divisions, regular meetings
- Set active IP enforcement strategy
- Etc.



Insights and improvement areas

- The IP department is good at recruiting and developing its personnel. This being said, having more capacity (staffing) would allow the IP department to perform better in many other areas, such as inter-departmental cooperation
- Company's IP department is operationally efficient and performs very well in all administrative aspects of IP management. This being said, the Group's future strategic direction would be better supported by establishing centralized IP processes such as trend and technology monitoring functions
- Centralized and transparent IP targets and objectives are needed. This will both enhance IP awareness throughout the company but also make IP an active element in the company's success

Source: Denemeyer



Thanks for your Attention!

Let's discuss further.

Kontakt:
consulting@dennemeyer.com

Thank you!