



UPM
UNIVERSITI PUTRA MALAYSIA
BERILMU BERBAKTI

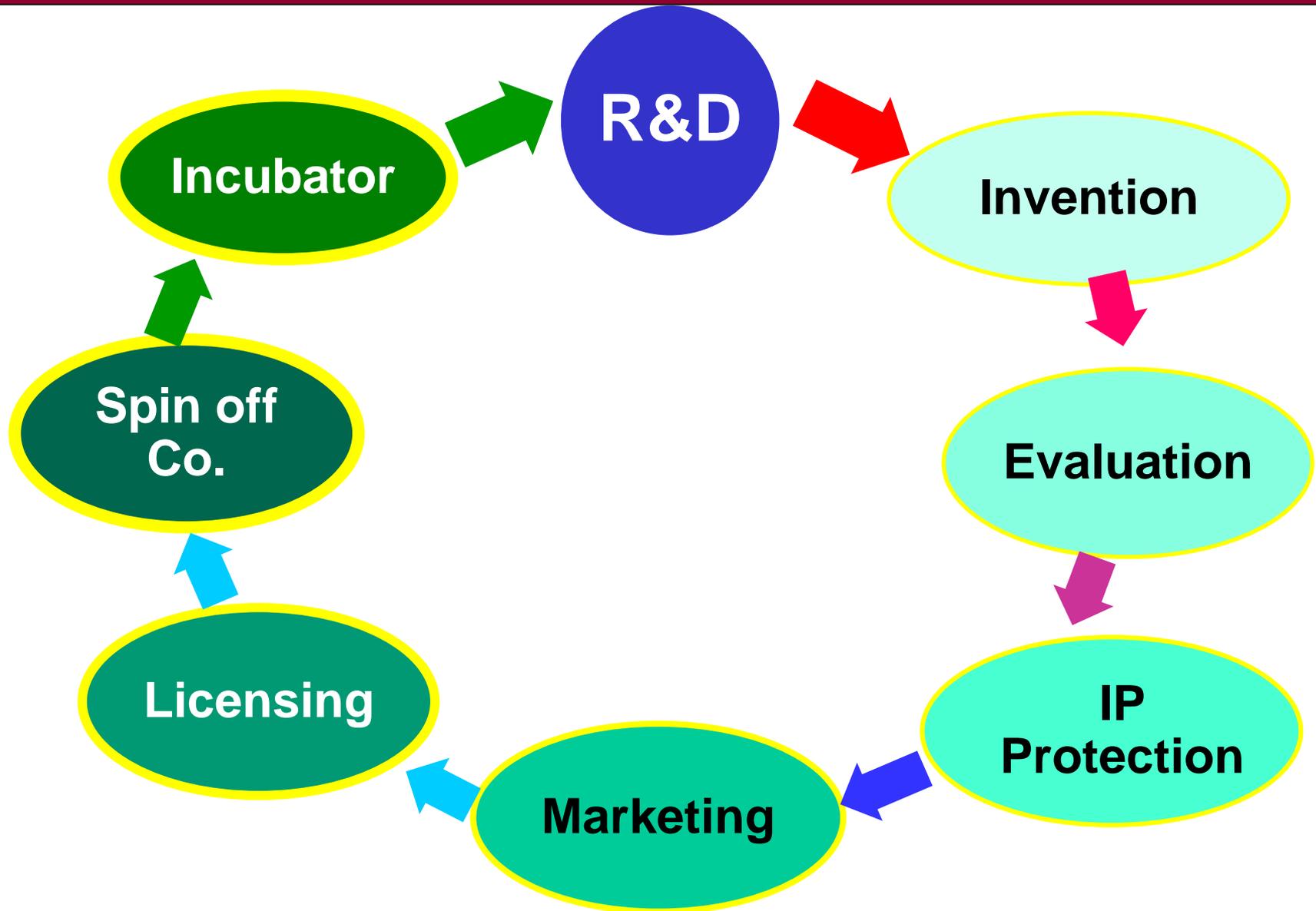
From Idea to Market: Which Policy and Strategy?



Mohamed Shariff Mohamed Din

Advisor, Putra Science Park
Universiti Putra Malaysia

Inovation cycle





R&D & Innovation at UPM





Human Capital

Professor	197
Associate Professor	349
Senior Lecturers/Lecturers	1611
Administrative Staff	918
Support Staff	3427
Total	6502

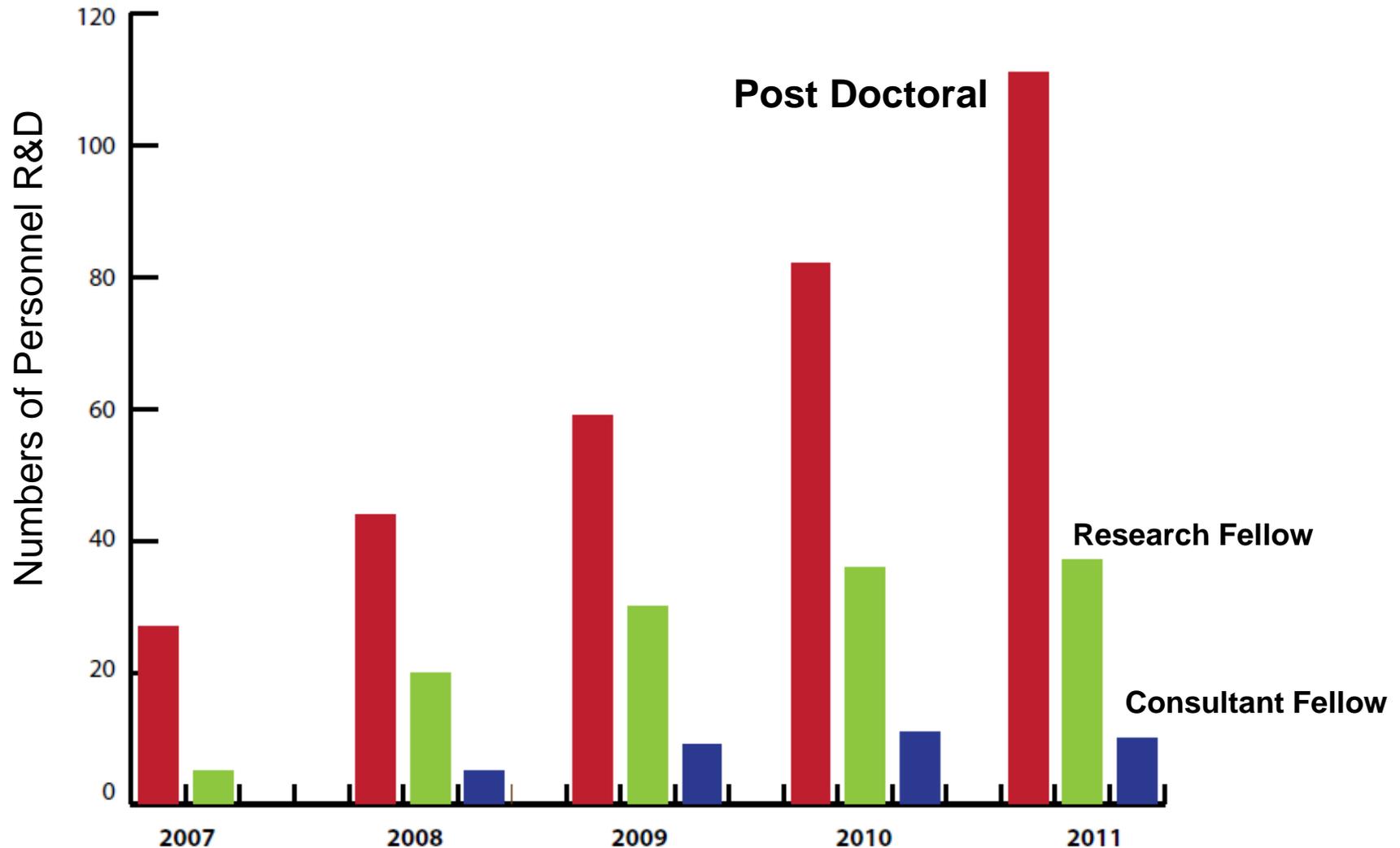
83.8%
Academic Staffs with PhD

2157

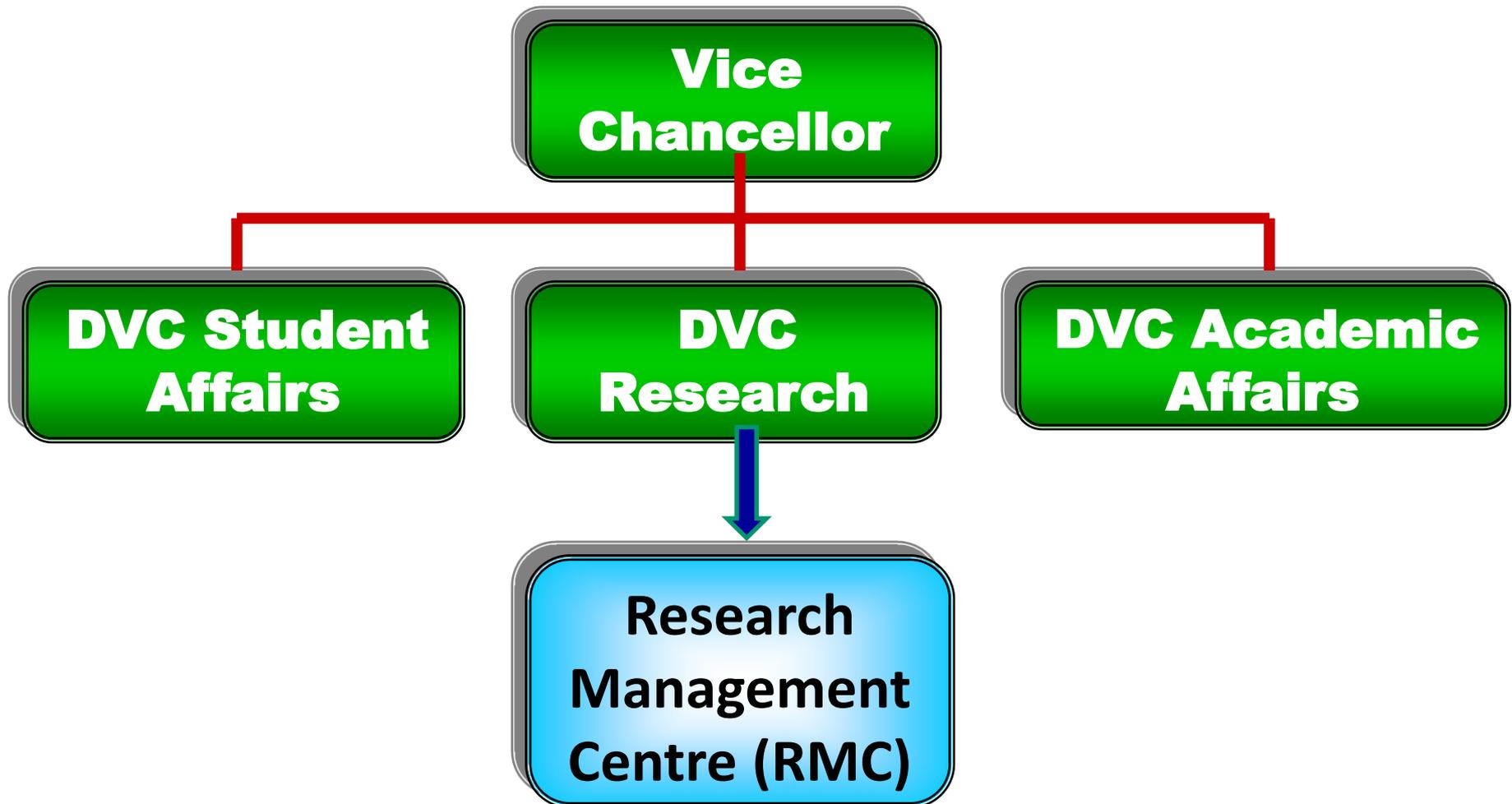
Students from more > 60 countries

Algeria Brunei Canada Egypt Pakistan Sierra Leone Japan
France Ghana Iran Colombia Thailand Nigeria Myanmar
Korea Malawi Morocco Nepal Oman Philippines Turkey
United States Vietnam Yemen Zimbabwe Bahrain
Cameroon Ethiopia Fiji Island Germany India Laos
Jordan Kenya Maldives Namibia Palestine Mongolia
Singapore Tanzania Uganda Venezuela Uzbekistan
Syria Botswana China Gambia Indonesia Libya Mauritius
Saudi Arabia Sudan Bangladesh Cambodia
Iraq Mauritania Cote D'Ivoire Somalia Sri Lanka Sweden

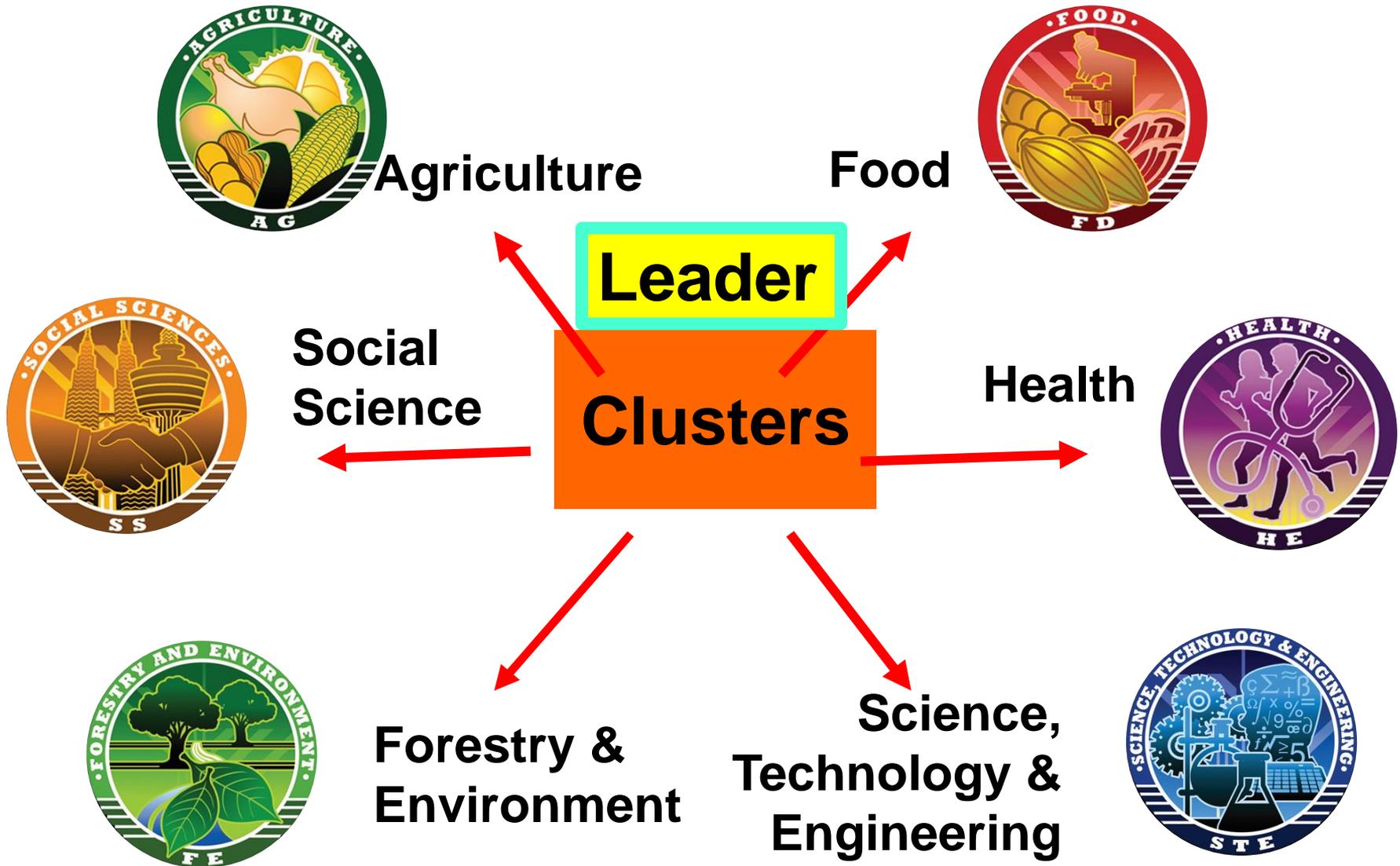
Statistics of Personnel R&D



Research Management Centre



Research Clusters



Internal assessment of Research Proposals for Research Funding

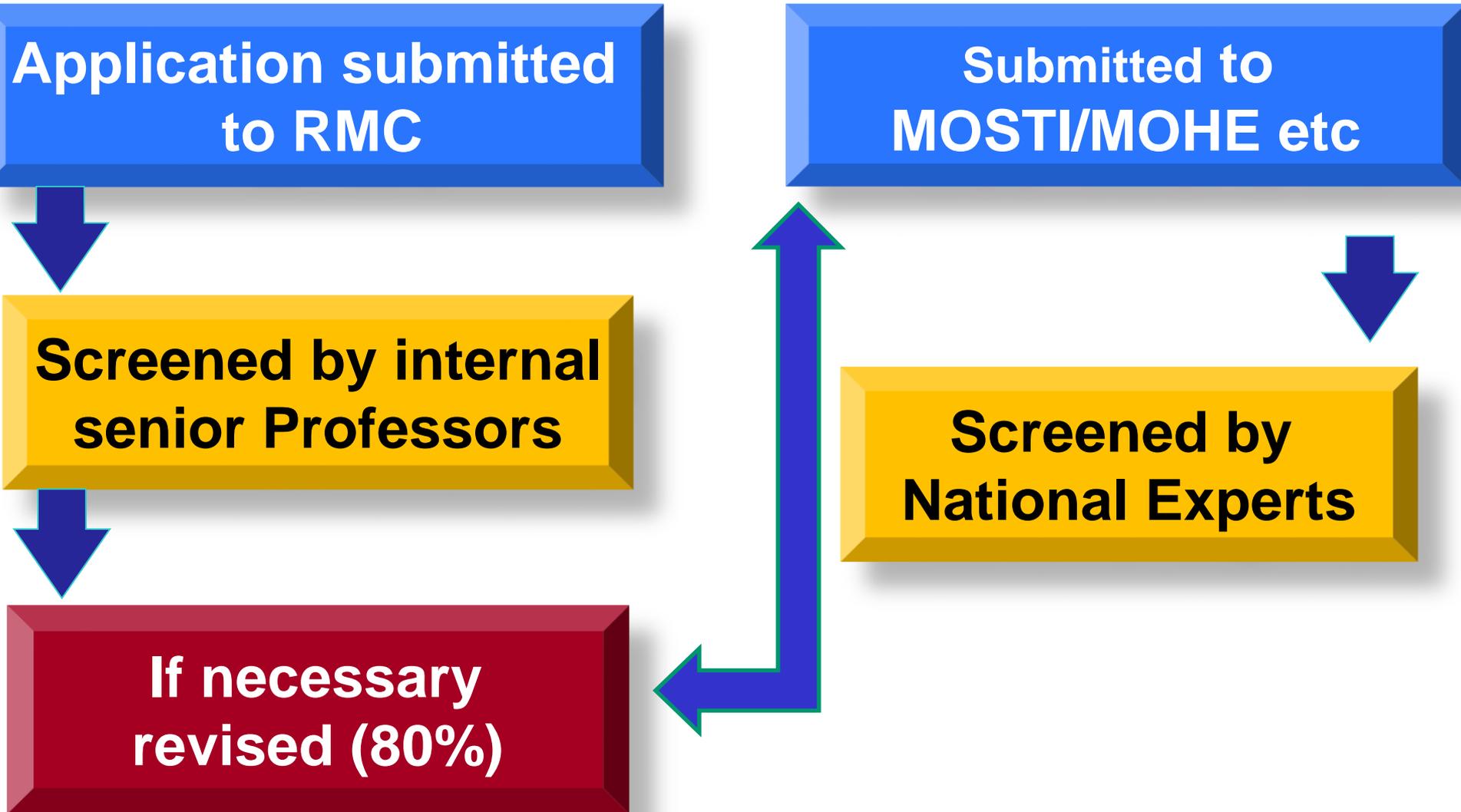
Application submitted to RMC

Submitted to MOSTI/MOHE etc

Screened by internal senior Professors

Screened by National Experts

If necessary revised (80%)



External assessment of Research Proposals for Research Funding

Ministry – appoints national experts/panel to screen proposal

Panel members sign NDA & declare no conflict of interest

Applicant may be requested to make a presentation

**If necessary
revised (80%)**

Accepted/Rejected

Research Monitoring Process

Submission of quarterly report to RMC

Final report to sponsor

Report screened by RMC

Report presentation to sponsor – to National Experts

Any changes to project must be approved by sponsor

Output – Papers
IP, Product/prototype

In good books? More funds?

Incentive -Research Funds

ScienceFund



Innovation of products or processes for further development & commercialisation



\$91k

Lab scale investigation for production of CQ10

Max: \$162K



TechnoFund

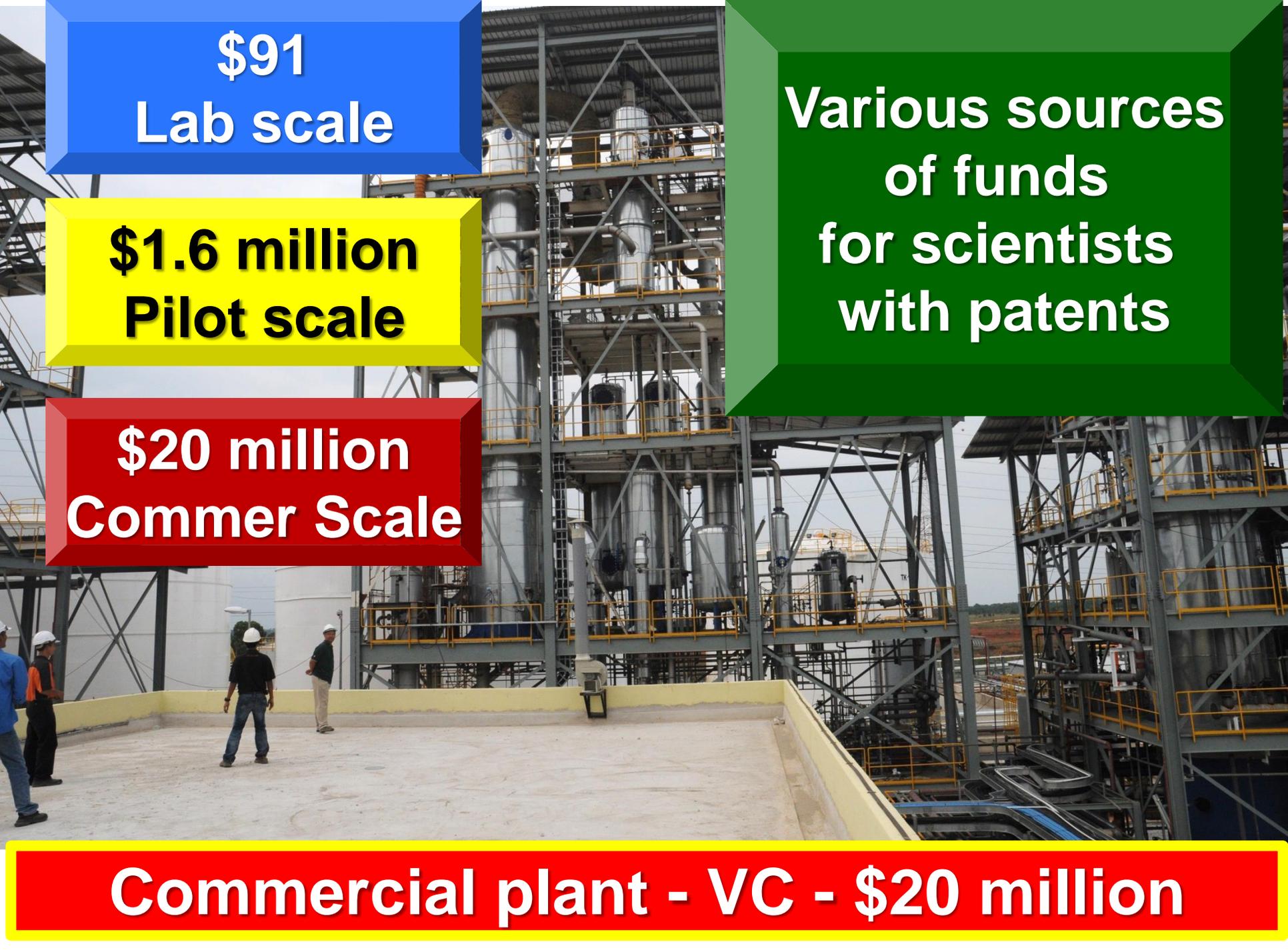
MOSTI

Develop products & technologies for pre-commercialization stage

\$1.6Million

**Pilot scale
production of CQ10**



A large industrial plant with multiple levels of metal scaffolding, pipes, and large cylindrical tanks. In the foreground, a concrete walkway is visible with several workers wearing hard hats and safety vests. The sky is overcast.

\$91
Lab scale

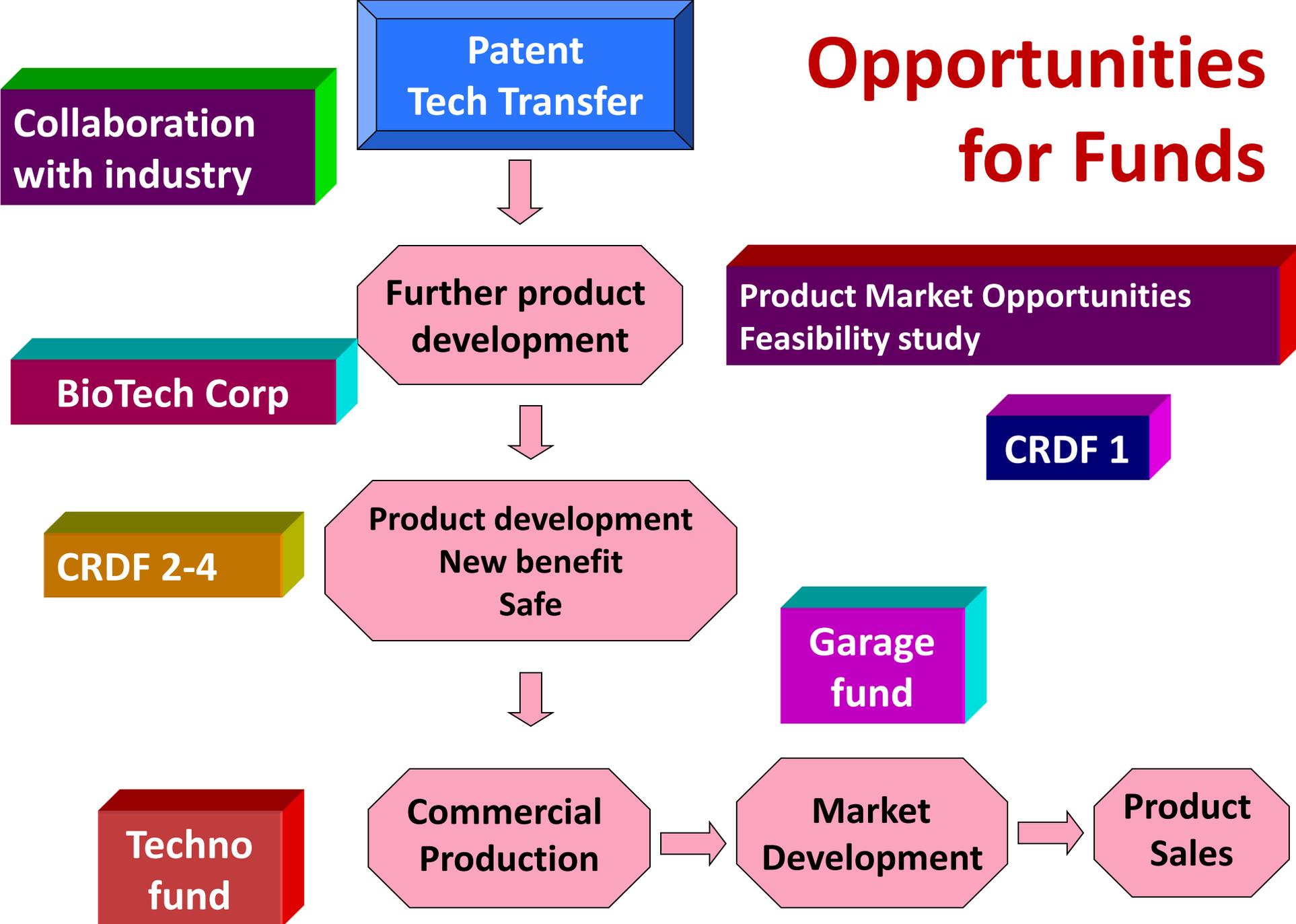
\$1.6 million
Pilot scale

\$20 million
Commer Scale

**Various sources
of funds
for scientists
with patents**

Commercial plant - VC - \$20 million

Opportunities for Funds



Project funds for collaborative partners

**Funds to
scientists
collaborating
with industry
partner or
vice versa**

**Lab scale
technologies**

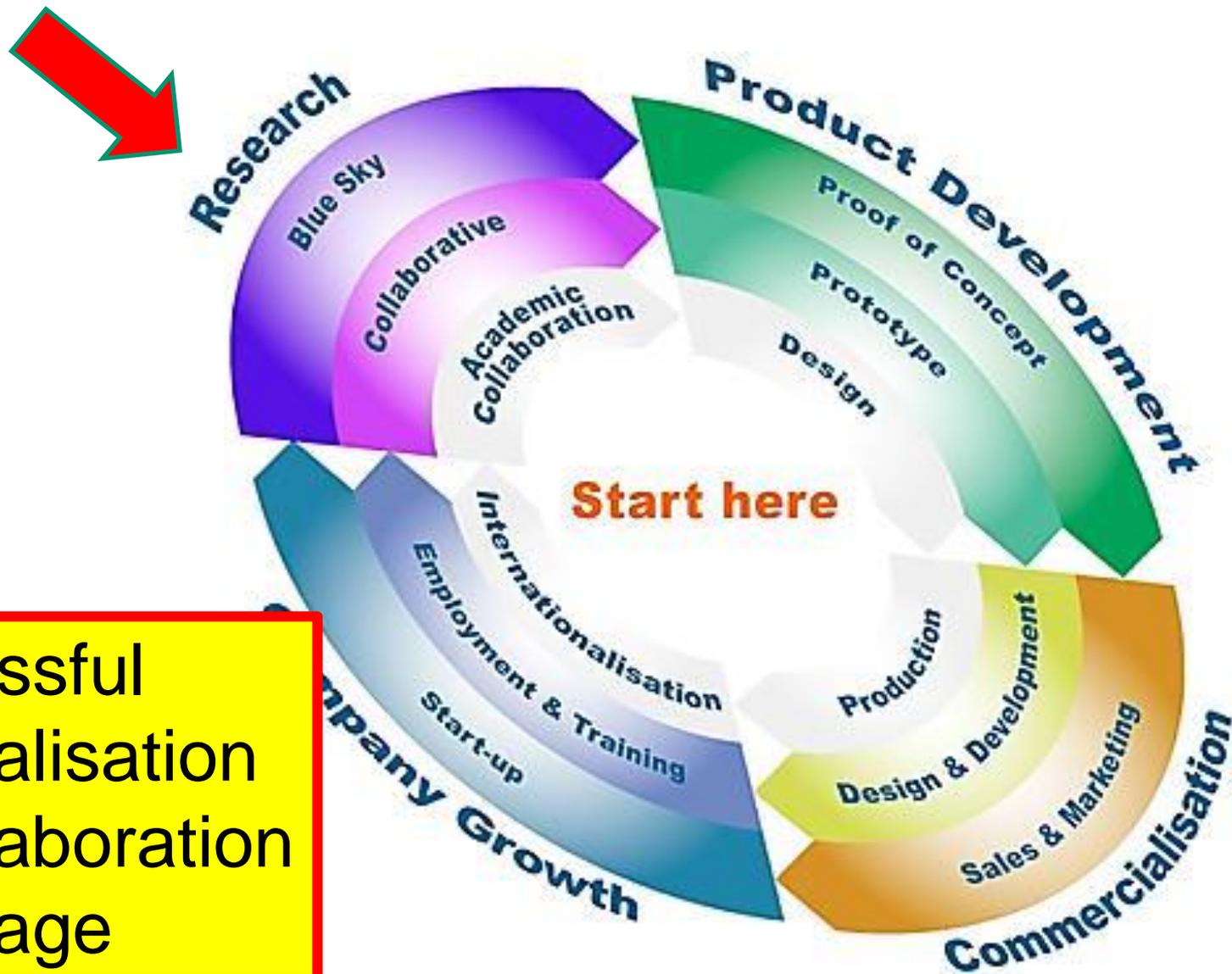


**Pilot scale or
prototype
production**



**Commercial
scale**

Early stage collaboration with industry partners



For successful commercialisation - start collaboration at early stage



Key performance index (KPI)

Position	ISI Journal papers	PG students	Teaching credits /year	Research grants US\$K
Prof	3	5	3-12	21
Assoc Prof	2	2	“	12
Lecturer	1	1	“	10

Patents: 1 patent = 1 publication /2 years



Welcome to UPM Knowledge Management Portal

Home > Knowledge Management > Document Listing

My Documents

Knowledge Class Name :	<input type="text" value="ALL"/>
Document Title :	<input type="text"/>

Listing 1 to 10 of 87

No	Document Title	Version	Created D
1.	Quality of proximate and biochemical composition of tropical microalgal biomass using different growth media in photobioreactors	1.00	03-Jan-201

Knowledge Contribution Management

- + Contribute New Document
- + My Documents
- + All Documents
- + My Application
- + My Recycle Bin
- + Search Document(s)



Staff Score

Bahagian	Full Marks	Marks
Bahagian 3 - Pengajaran (Teaching) (20 %)		
3.1: Kuantiti Pengajaran (Quantity of Teaching)	20	60.3
3.2: Kualiti Pengajaran (Quality of Teaching)	5	5.0
3.3: Inovasi dalam Pengajaran (Innovation in Teaching)	10	53.0
3.4: Portfolio Pengajaran (Teaching Portfolio)	10	10.0
Bahagian 4 - Penyeliaan (Supervision) (Bahagian ini diisi oleh PYD yang telah berkhidmat 2 tahun dan ke atas) (For services 2 years and above) (5.0 %)		
4.1: Kuantiti Penyeliaan (Quantity of Supervision)	10	26.4
4.2: Kualiti Penyeliaan (Quality of Supervision)	10	8.0
Bahagian 5 - Penyelidikan - Input (Research - Input) (20 %)		
5.1: Kuantiti Penyelidikan (Quantity of Research)	10	10.7
Bahagian 6 - Penyelidikan - Output (Research - Output) (15 %)		
6.1: Kuantiti Penerbitan (Quantity of Publication)	10	27.2
6.2: Kualiti Penerbitan (Quality of Publication)	10	22.7
Bahagian 7 - Khidmat Klinikal (Clinical Services) (10 %)		

PEJABAT PENDAFTAR
UNIVERSITI PUTRA MALAYSIA

NO STAF : A0331K
NAMA : MOHAMED SHARIFF BIN MOHAMED DIN
JAWATAN : PROFESOR
PTJ : JABATAN PENGAJIAN KLINIKAL VETERINAR

Markah Penilaian Prestasi Staf

<i>BIL</i>	<i>TAHUN</i>	<i>MARKAH</i>
1.	2005	97
2.	2006	95.14
3.	2007	92.43
4.	2008	98.5
5.	2009	87.4
6.	2010	100
7.	2011	96.67
8.	2012	95.29



R&D Outcome	2009	2010	2011	2012	2013
Total number of publications in citation-indexed journals	1,809	1,889	2,707	2637	3184
Cumulative impact factor of publications	900.2	1,160.1	2,204.7	2591.733	2670.154
Total number of publication in non-citation-indexed journal	540	774	398	812	705
Total number of books authored	134	136	112	120	152
Total number of chapter in books	369	290	395	471	102
Conference Proceeding	1,573	1,917	1,892	1824	2648

Research Universities



- 20 Public universities
- 5 universities accredited as RU
- Accredited based on Key performance Index (KPI)
- Audited every 3 years & must maintain the 80% KPI

More Research Funds

Research funding



Total
\$35m
/year

Research Universities assessment

Criteria & Full marks	Marks obtains	Full marks
➤ Quantity & Quality of <u>Researchers</u> – 15%	12.5	15
➤ Q & Q of <u>Research</u> – 35%	22.5	35
➤ Q & Q of <u>Postgraduates</u> – 10%	8.8	10
➤ <u>Innovation</u> – 10%	17.3	10
➤ <u>Professional Services & Gifts</u> – 10%	5.2	10
➤ <u>Support services</u> – 5%	1	5
Total marks	75.5	100

Research Universities

Marks Obtained: 10.08 | Full Marks (100%): 10.50

Criteria	Unit for KPI	Adjusted KPI
Critical Mass	Percent of academic staff involved as principal investigator of research grants	81.4
	a. University Funded	400
	b. National Grants	600
	c. Industry Grant (All types of grant)	25
	d. International Grants	40
PhD/ Professional Qualification	a. Total number of staff with PhD/DSc, D.Eng.	1100
	b. Total number of staff with Professional Qualifications (such as medical,	26 70

Research Universities

Marks Obtained: 12.27

Full Marks (100%): 10.00

Criteria	Unit for KPI
No. PhDs graduated	▪ Total No. in the year
	▪ No. of PhDs graduated per academic staff
	▪ No. of PhD graduated within 7 semesters
	▪ % of PhD graduated within 7 semesters
Postdoctoral appointment	No. of local Post-doctoral fellows active in the year
	No. of foreign active Post-doctoral fellows in the year

Research Universities

Marks Obtained: 22.90 | Full Marks (100%): 15.00

Criteria	Unit for KPI
Patents	a. Total No. patents granted
	(i) National patents
	(ii) International patents
	b. Total No. patents filed in the year
	(i) National
	(ii) International
Commercialized products	Total No. of new products licensed in the year
Technology know-how licensing	Total No. of new technology know-how licensing in the year
Total no of IPR(other than	

Faculty Star Rating



Marks	Star Rating (★)
> 100	★★★★★
90 – 99	★★★★★
80 – 89	★★★★
70 – 79	★★★
60 – 69	★★
< 60	★
	–

Evaluation every 4 months

Faculty Star Rating

RANK	Faculty	NORMALIZED	STAR
1	Fac. Biotechnology and Biomolecular Sciences	220.73	5
2	Fac. Food Science and Technology	204.77	5
3	Fac. Engineering	154.98	5
4	Fac. Science	138.44	5
5	Fac. Veterinary Medicine	134.03	5
6	Fac. Environmental Studies	133.15	5
7	Fac. Agriculture	129.40	5
8	Fac. Educational Studies	96.81	4
9	Fac. Forestry	94.67	4
10	Fac. Computer Science & Infor. Technology	94.60	4



Innovation

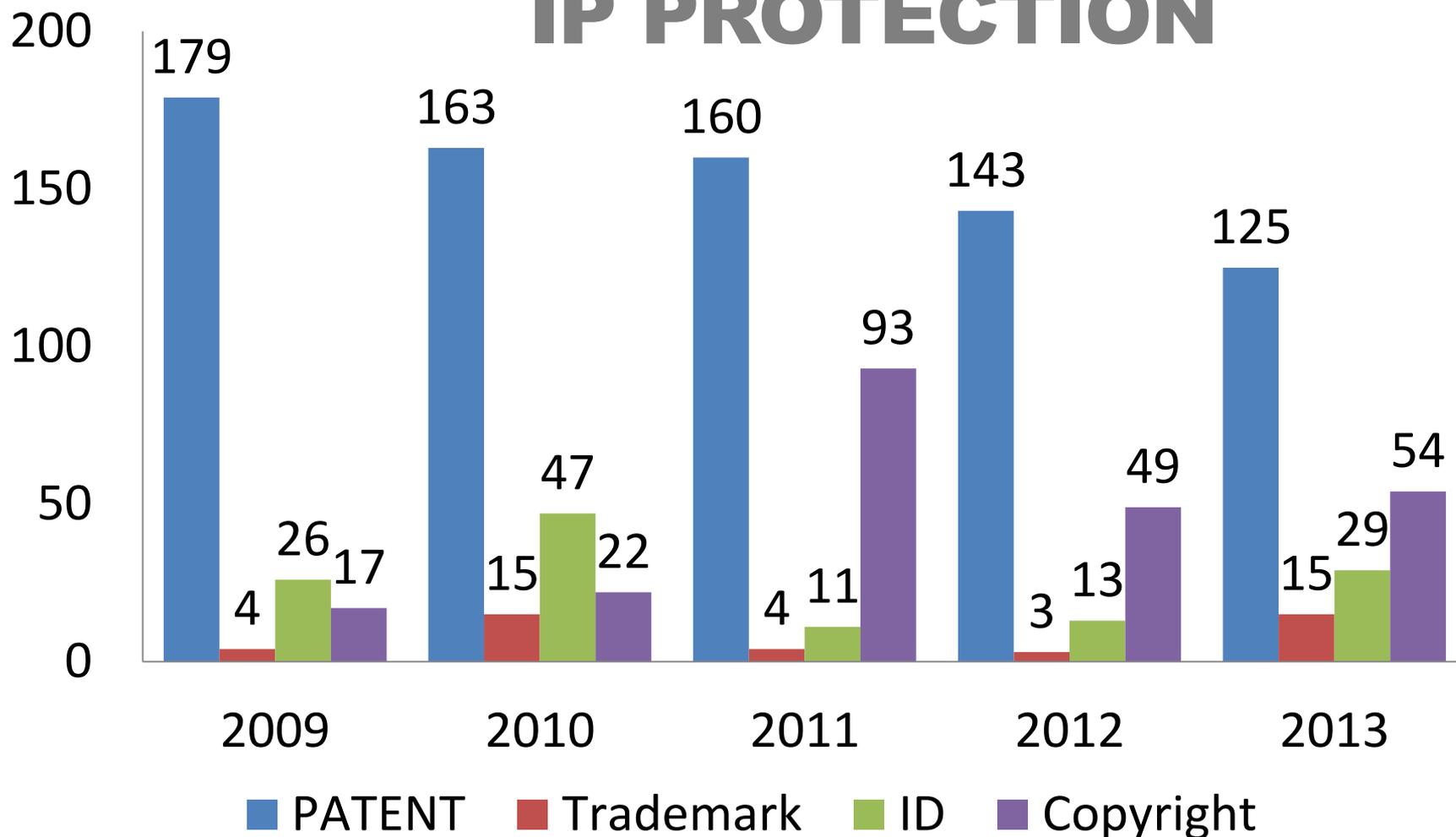
How it is done at

At

Universiti Putra Malaysia



IP PROTECTION



Cumulative Patent 2012

- 
- Australia
 - Brazil
 - Canada
 - China
 - Egypt
 - European
 - Hong Kong
 - India
 - Indonesia
 - Japan
 - Korea
 - Libya
 - Mexico
 - Morocco
 - New Zealand
 - Philippines
 - Singapore
 - South Africa
 - Sri Lanka
 - Switzerland
 - Taiwan
 - Thailand
 - UAE
 - United Kingdom
 - USA
 - Vietnam

108

Filed in
Foreign
countries

Commercialisation

- **Products commercialized 97**
- **Gross Sales > \$16.5 million**
- **Income (*royalty, licenses fee, outright*)**
= \$2.9 millions

2015



Establish
a high profile

TTO



TTO Organisational structure

DVC Research & Innovation

1 April 2006

1 April 2010

26 staff

Director

General Admin

IT

Legal

**Deputy Director
Commer-
cialisation**

**Deputy Director
Promotion
/Training**

**Deputy Director
IP & Contract
research**

*Have the right
expertise!*

To Manage TIO





MINISTRY OF
DOMESTIC TRADE
AND CONSUMER
AFFAIRS OF
MALAYSIA



INTELLECTUAL
PROPERTY
CORPORATION
OF MALAYSIA
(MyIPO)



KOREAN
INTELLECTUAL
PROPERTY
OFFICE



WORLD
INTELLECTUAL
PROPERTY
ORGANIZATION

CERTIFICATE

THIS IS TO CERTIFY THAT

**PROF. DATO' DR. MOHAMED SHARIFF
B. MOHAMED DIN**

HAS COMPLETED THE WIPO TRAINING PROGRAM ON

**WIPO Successful
Technology
Licensing (STL)**

organized by the

*WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO)
INTELLECTUAL PROPERTY CORPORATION OF MALAYSIA (MyIPO)*

in cooperation with the

KOREAN INTELLECTUAL PROPERTY OFFICE (KIPO)

KUALA LUMPUR, MAY 30 TO JUNE 2, 2006

HAJI SHUB BIN MD YUSOP
DIRECTOR GENERAL,
MyIPO

KAMIL IDRIS
DIRECTOR GENERAL,
WIPO



MINISTRY OF
DOMESTIC TRADE
AND CONSUMER
AFFAIRS OF
MALAYSIA



INTELLECTUAL
PROPERTY
CORPORATION
OF MALAYSIA
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HAS COMPLETED THE WIPO TRAINING PROGRAM ON

**Advanced Successful
Technology Licensing
(STL) Workshop**

organized by the

WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO)

in cooperation with

INTELLECTUAL PROPERTY CORPORATION OF MALAYSIA (MyIPO)

KUALA LUMPUR, MARCH 5 TO 9, 2007

HAJI SHUB BIN MD YUSOP
DIRECTOR GENERAL,
MyIPO

KAMIL IDRIS
DIRECTOR GENERAL,
WIPO

Have the right expertise!

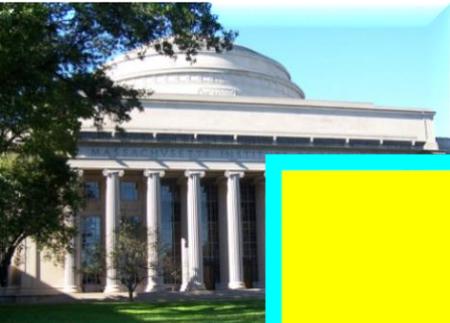
TTO Related Activities

- **New guidelines**
- **Innovation policy**
- **New funding mechanisms**
- **Incentives**
- **Trainings programs**



Introduce concept of
Wealth Creation
&
Nation Building

University Innovation Model



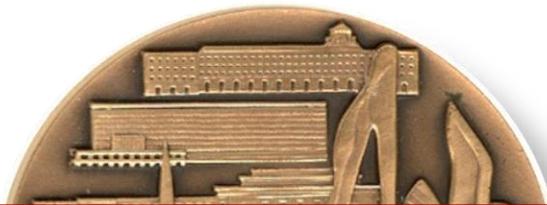
- 🏆 Massachusetts Institute of Technology (MIT) good model for innovation: –

*Wealth Creation
&
Nation Building*

- 🏆 Involvement in annual sales \$230B
- 🏆 Created 1,100,000 jobs

Contribution towards nation building?

Zero contribution
if technologies not
commercialised





Good understanding
of the clients!

If you don't
understand people
You don't
understand business

Simon Sinek



Researcher's role

**No experience in commercialization
or entrepreneurship**

Training

Stressed

Research

**Train researchers on all aspects of
commercialization including IP protection**

- sation!

Past main research output



- **Journal papers**
- **Presentations at seminars – national & international meetings**
- **Human resource development MSc, PhD**

Additional research output

More



Develop IP & technology transfer culture

Marketable products
Change of mindset

Paradigm shift required

Good
understanding on
the Importance
of IP

IP – A power tool

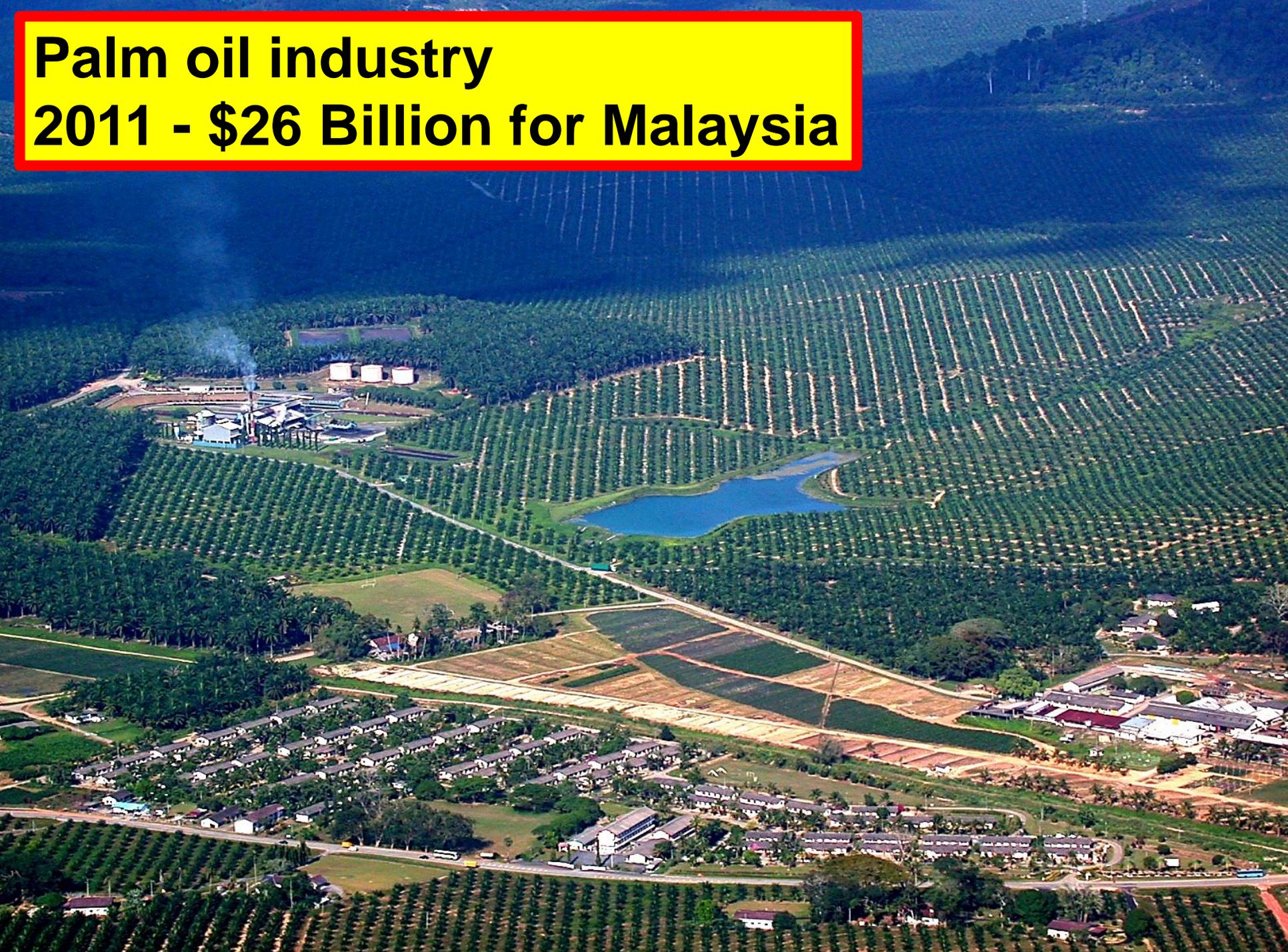
For:

- Economic development**
- Wealth creation**



**Not yet being used to optimal effect in
all countries, particularly in the
developing world**

Palm oil industry 2011 - \$26 Billion for Malaysia



Patent - financial benefit to nation

20% OER (Malaysia average)

\$26 Billion (2011)

**UPM - New patented
technology**

OER increased by 1%

+ \$260 million

increase by 2%

+ \$320 million





Awareness Campaign for top management

Awareness campaigns



*Involve the
total
enterprise!*

Top management

- Vice Chancellor
- Deputy Vice Chancellors
- Registrar
- Bursar
- Deans
- Deputy Deans

IP Commercialization Course



2 ½ day course
for **Univ Top Management**





Awareness Campaign
for
researchers

Awareness campaigns



⚡ All academic staff

⚡ Road show to all faculties & Institutes

Get a feedback

Motivation!

Role of TTO to synergise with researchers

Road Show at all Faculties



Training -Technology Transfer

- **Selected academic staff**
- **Have a patent or potential candidates**



Building core of knowledgeable group

SRI Commercialisation Training – 5 DOI

*SRI International
USA*



Advanced Commercialisation Course

*Philip Mendes,
Australia*



Awareness campaign & training

Phase I - Awareness & training campaigns

Phase II – Introduce policy & guidelines

Phase III – Implementation of policy

Phase IV - Fine tuning & continuous improvement





Technology transfer

Make it easy

& flexible



Invention disclosure process

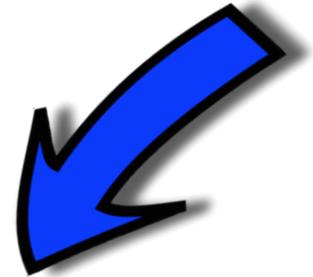


*A new culture in the
Univ. & PRIs!*

Disclosure/ Evaluation of technologies



Meeting every
2 weeks



Meeting every
week

- ☑ Learn about the technology
- ☑ Approve/reject patent/copyright/TS
- ☑ Fine tune

Disclosure/ Evaluation of technologies

Panel:

➤ Biotechnology

➤ Physics

➤ Engineer

➤ Biology

➤ IT

➤ Medical

➤ Business

➤ Chemistry



If approved:

Send to patent filing agents (6)

Confidentiality

-  Panel members sign a non-disclosure agreement (NDA)
-  Documents only distributed during meeting
-  Members cannot removed documents from meeting room
-  Documents are kept in a safety cabinet

No circulating of documents for approval!



Patent files in safety cabinets

Role of patent panel



Whether suitable for filing



Assess novelty



Non-obviousness



Prior art



Differences between prior art
& disclosed technology



Role of patent panel

Assess

- Check patent claims (too general, specific)
- Commercial potential
- Ownership & inventors
- Recommend changes if necessary



Patent application form



INNOVATION AND COMMERCIALISATION CENTRE

Tel : 03-8947 2055 Faks : 03-8947 2059 [http:// www.icc.upm.edu.my](http://www.icc.upm.edu.my)

PATENT APPLICATION FORM

Note: You are required to read about IPR before submitting your application for approval.

Please visit the following websites:

<http://www.wipo.int/patentscope/en/patents.html>

http://www.myipo.gov.my/index.php?option=com_content&task=view&id=12&Itemid=7

Part A

Source of fund and Cluster : [✓ or/atau X]

<u>Geran Penyelidikan / Source of fund</u>	<ul style="list-style-type: none"> <u>Kod Projek / Project Code & Nilai geran / Grant Value (RM)</u> 	<u>*Kelompok / Cluster</u>
<input type="checkbox"/> IRPA grant <input type="checkbox"/> Fundamental grant <input type="checkbox"/> Science fund <input type="checkbox"/>		<input type="checkbox"/> Agriculture <input type="checkbox"/> Food <input type="checkbox"/> Health <input type="checkbox"/> Science, Technology and <input type="checkbox"/> Engineering

Applicant to visit WIPO website for info on Patents



WORLD INTELLECTUAL PROPERTY ORGANIZATION

WIPO

IP SERVICES

ABOUT WIPO **IP SERVICES** **PROGRAM ACTIVITIES** **RESOURCE**

Home > IP Services > PATENTSCOPE® > About Patents

About Patents

» General FAQs on Patents

- [What is a Patent?](#)
- [What does a Patent do?](#)
- [What kind of protection does a patent offer?](#)
- [What rights does a patent owner have?](#)
- [Why are patents necessary?](#)
- [What role do patents play in everyday life?](#)
- [What kinds of inventions can be protected?](#)
- [Who grants patents?](#)
- [How can a patent be obtained worldwide?](#)

PATENTSCOPE®

- ▶ About Patents
 - Meetings
- PCT Resources
- PCT Service Centre
- Database Search
- Data Services
- Publications
- Projects & Programs
- Patent Law
- Priority Documents

RELATED LINKS

- Patent Classification: IPC
- Statistics
- Life Sciences

Part B:

Instruction: Please visit the following website to search for prior art of your invention. Indicate your keywords used for the search in the column below. Please refer to Appendix 1(a).



Databases	Keywords search
1. <i>United States Patent and Trademark Office (USPTO)</i> http://www.uspto.gov/patft/index.html <input type="checkbox"/>	
2. <i>European Patent Office (EPO)</i> http://ep.espacenet.com/ <input type="checkbox"/>	
3. <i>Intellectual Property Office of Singapore</i> http://www.surfip.gov.sg/ <input type="checkbox"/>	
4. <i>The Industrial Property Digital Library (IPDL, JPO)</i> http://www19.ipdl.inpit.go.jp/PA1/cgi-bin/PA1INIT?1175476102765 <input type="checkbox"/>	
5. <i>PatentScope, (WIPO)</i> http://www.wipo.int/pctdb/en/ <input type="checkbox"/>	

PRIOR ART

Describe novelty, inventive steps and industry application of your invention and compare with prior technology

PATENT REQUIREMENTS	CURRENT TECHNOLOGY	PRIOR TECHNOLOGY (CiderSure 3500B)	PRIOR TECHNOLOGY (Aquionics UV reactor)
Novel process/product	<ol style="list-style-type: none"><li data-bbox="369 451 852 951">1. The tubing is coiled along the five UV amps to increase the surface of contact and the 6th UV lamp will be the supporting UV-C source for the lamps.<li data-bbox="369 965 852 1236">2. The secondary flow enhance the mixing process of the fresh fruit juice during the process.	<ol style="list-style-type: none"><li data-bbox="900 451 1363 893">1. A thin film of about 0.08-cm annular gap between the inner surface of the chamber and the outer surface of the quartz sleeve.<li data-bbox="900 908 1363 1293">2. Three individual treatment chambers are connected around eight concentrically located tubes.	<ol style="list-style-type: none"><li data-bbox="1402 451 1856 836">1. Treatment is achieved by passing liquid through a stainless steel chamber containing UV emitting low pressure arc tubes.<li data-bbox="1402 851 1856 1293">2. Each single arc tube is mounted in a quartz sleeve and fitted within the chamber allowing the liquid to pass the sleeve on all sides.

Process for Invention disclosure

Complete Invention Disclosure Form & Submit with prior art search documents



Applicant invited within 2 week for invention disclosure presentation



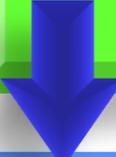
Approval/rejection letter sent within 1 week & if approved a copy to patent agent



The process at TT office - 3 weeks

Process for Invention disclosure

Agent meets applicant in TT office or faculty to assist finalise patent document



Agent given 3 months to work with Applicant to finalise patent document



TT office monitors document quality



Agent files for registration at MyIPO

IP Management

**Patent before participation in
exhibitions/seminars
& publishing**

**Protect the
technology!**

IP Management

Non disclosure agreement :-

- **Students**
- **Evaluators**

New guidelines!

Ownership of IP Rights and Revenue Sharing



Basic concept of IP ownership

In public institutions

- ❖ **A staff member invention in the field of employment (regardless of time of day invented) belongs to the employer**

Basic concept of IP ownership

Sponsored research projects - Depends on various factors

- Governed by employment contract**
- Source of funding for project –
government or private funds**
- Contractual agreement**

Income for Researchers

**Distribution of income
generated from
commercialisation**

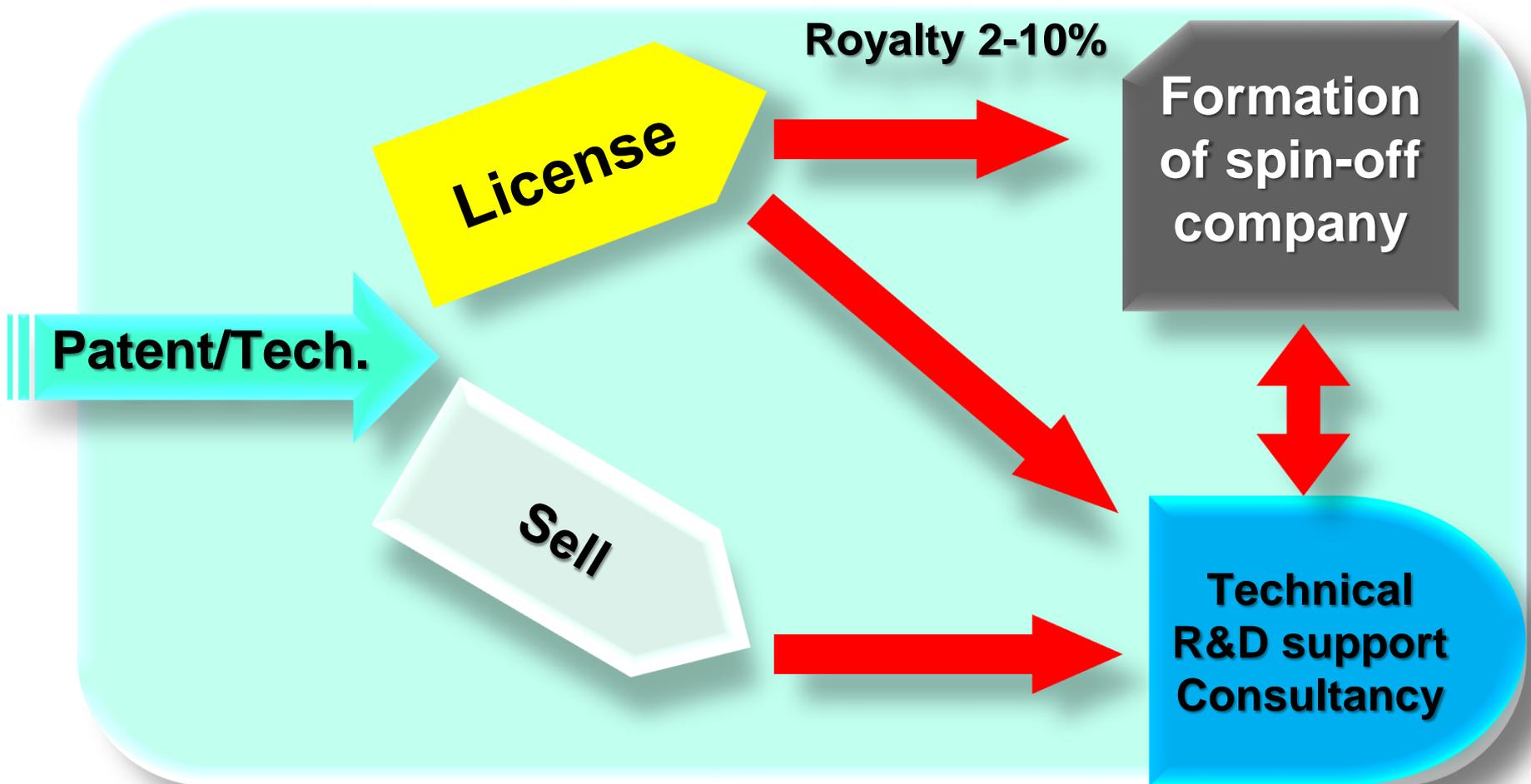
Researcher/
Inventor
75%

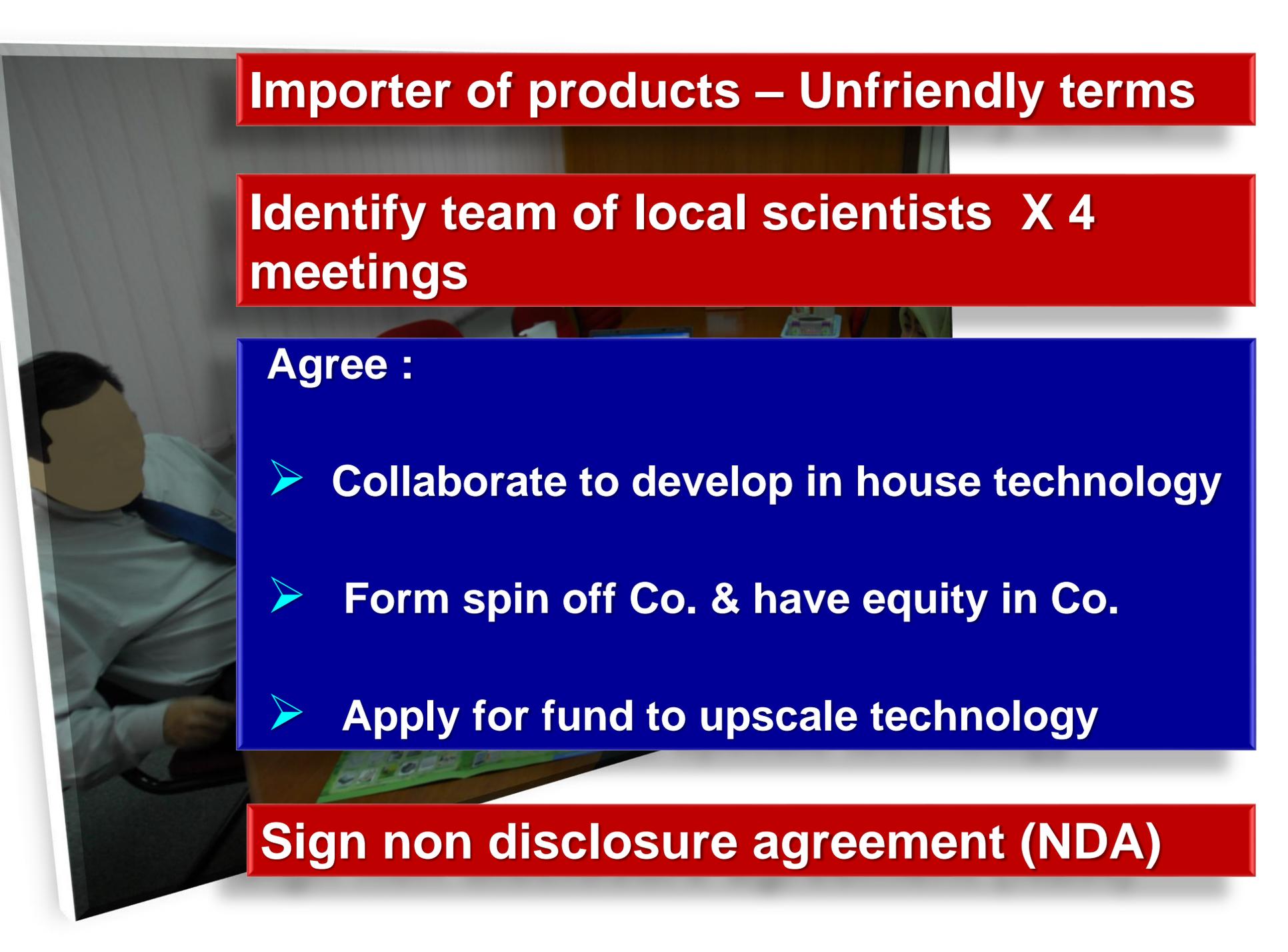
University
25%



Modes For **Technology Transfer**

Modes : Technology Transfer





Importer of products – Unfriendly terms

Identify team of local scientists X 4 meetings

Agree :

- **Collaborate to develop in house technology**
- **Form spin off Co. & have equity in Co.**
- **Apply for fund to upscale technology**

Sign non disclosure agreement (NDA)



Form

SPIN Off

companies

Equity in Company

Sell or License



Consultancy

10% University Holdings

**10-30%
Researcher/Technical
director**

60-70% Entrepreneur

Negotiable

Univ. Company

Private UPM Holdings Co.

Centralised privatisation

Co. of Univ

- consultancies
- technologies
- services
- facilities

Consultancy

Training

Innovation

TTO

Incentives for invention

Provide incentive schemes for Inventor(s)

- Upon Filing of Patent : **\$1,615**
- Upon Grant of Patent : **\$3,230**





Mawaris



AWARDEEMIK NEGARA 2008

KATEGORI PENGAJIAN TINGGI

Oleh:

Haji
eri Mala

2008

yen Antarabang

**Best R&D university commercialised
product award - \$16,000**

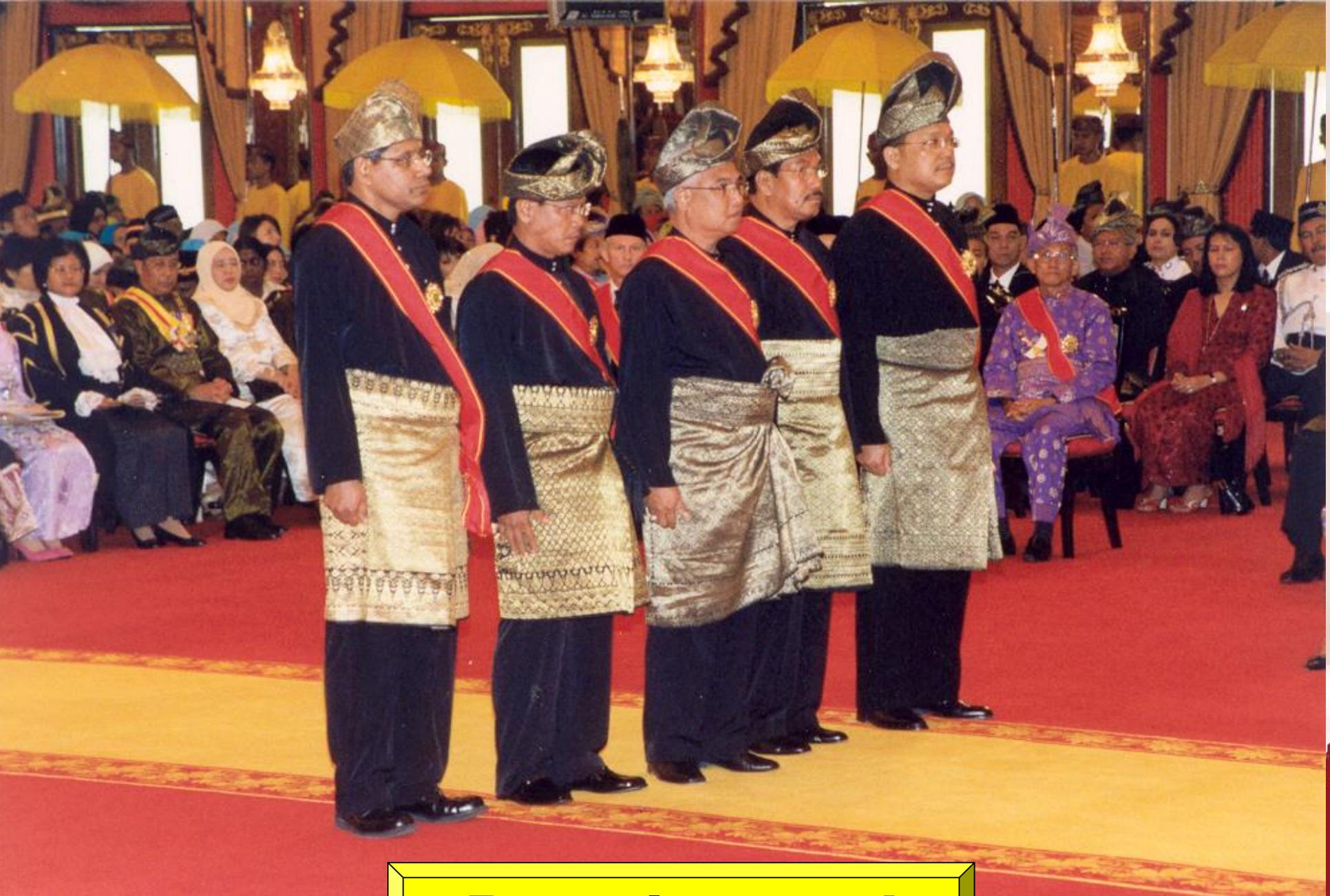
***“Until the bones
are rotten,
never say die.”***

DR. OSUMANU HARUNA AHMED
Senior Lecturer

Department of Crop Science
Faculty of Agriculture and
Food Science (UPMKB)
*Agriculture Sciences, Soil and
Water Sciences*

a world leader in **new** tropical agriculture

Until the bones are rotten never say die!



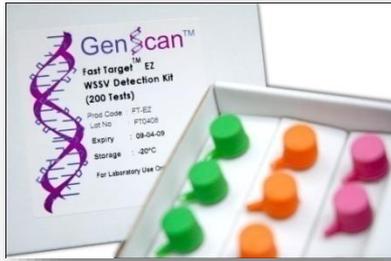
Royal award



**Bestowed
the honorific
title “Dato”**



Commercialised Technology



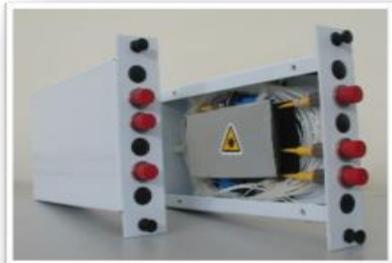
**FAST
TARGET™**

Virus detection in shrimp



StellarLac™

Probiotic



**Fiber Duplexer
Module**

Telecommunication



Stone Mastic

Road Making



MRT Latexometer™

**Milk adulteration
check meter**



FAST TARGET™

Was sold in



Australia

India

Indonesia

Malaysia

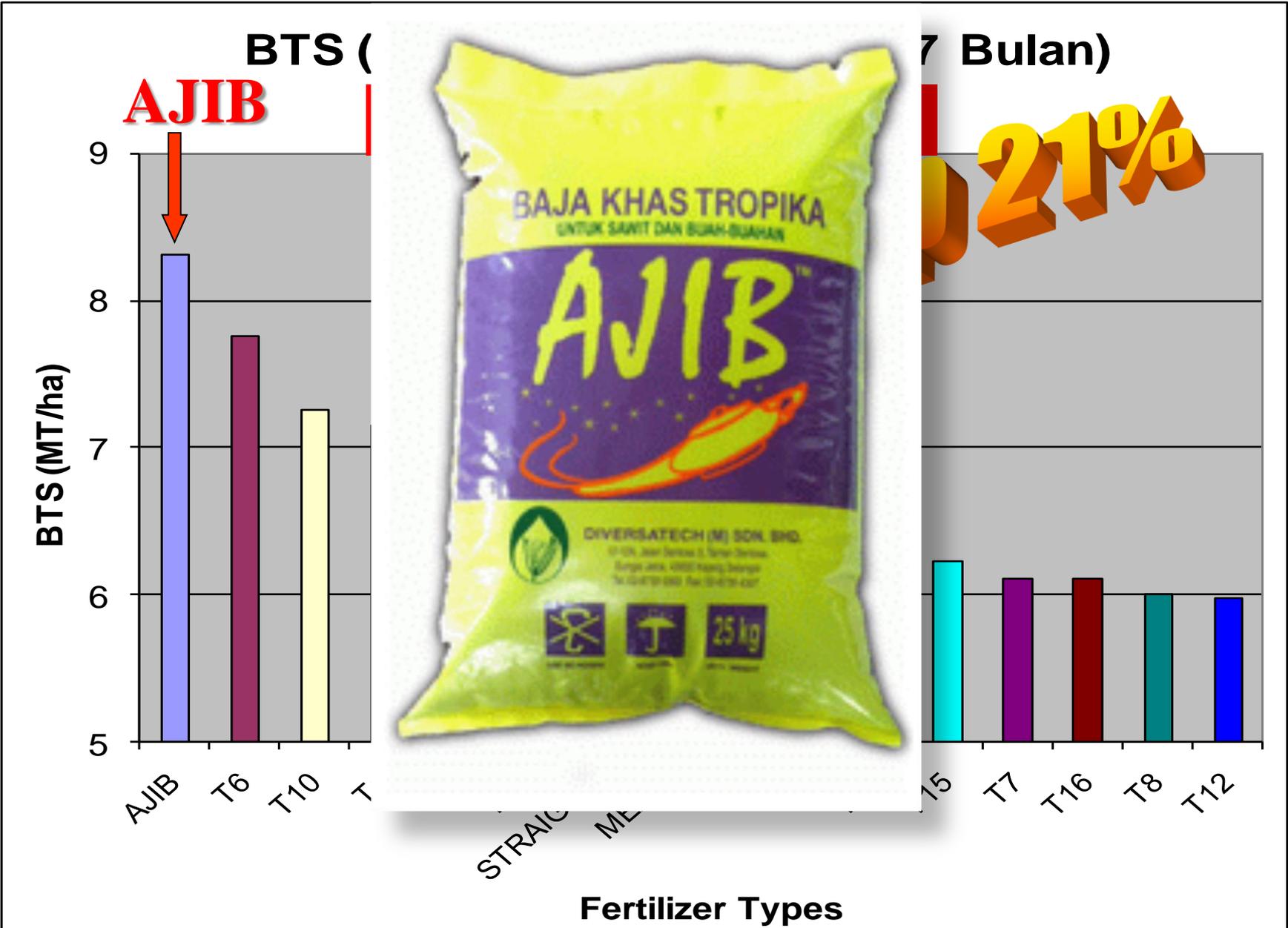
South America

Sri Lanka (FAO)

Thailand



Rank top out of 16 others products !





Issues & Challenges

Overcoming

Challenges

- ❑ **Disclosure of critical technology knowledge**

Scientist very found of telling everything to everybody!

WARNING !

Your invention can be STOLEN by someone!

You may LOSE your invention that HAS BEEN DISPLAYED IN THE PUBLIC DOMAIN

Somebody can steal it!

SOMEBODY WANTS IT F.O.C

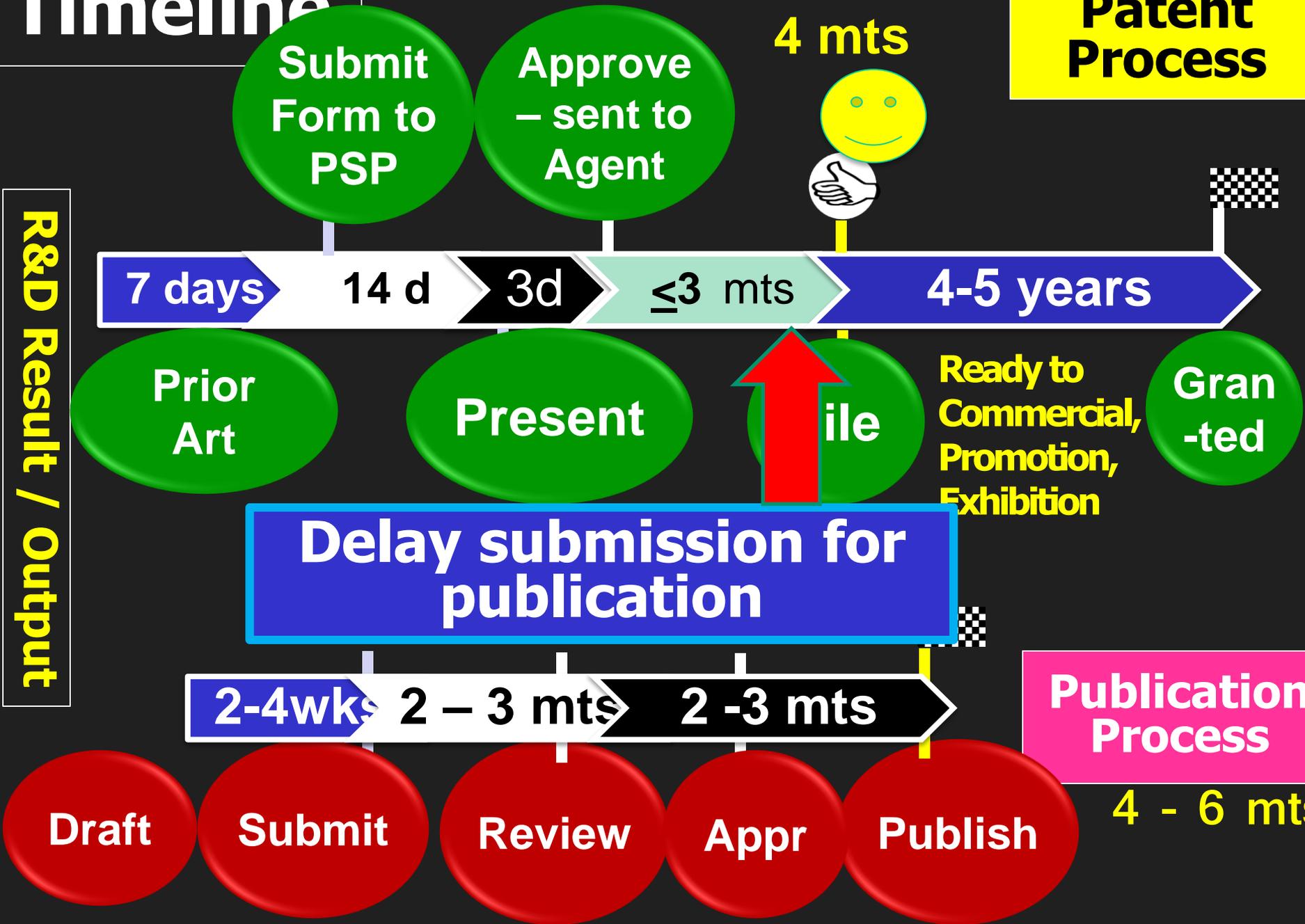


To protect your invention please call PSP :
03 – 8947 2055 www.icc.upm.edu.my

Timeline

Patent Process

R&D Result / Output



4 - 6 mts

New culture & shy scientists

- ❑ **The TT/ commercialization/ business is a new culture in University**
- ❑ **Scientists not aggressive in marketing themselves & their products**

Importance of a right partner

- **Finding the right collaboration/
business partner is an important
process**

Going global

- ❖ **Work with global partners**
- ❖ **Local market small & non sustainable**



Slow

- **Approval from various levels**

Legal

Management

**For private sector –
time is money**

New Leaders

New ideas



Changes in policy



Attempt to minimise disruption

Unclear policies



Unpredictable changes

**Private sector – loses trust
with the institution**

Private sector's perception

*Private sector
skeptical of local
Technologies*

Work smart to win them

**Convince the industry
World class expertise & technologies**

**Win - Win situation =
smart partnership**

Good agreement

Clearly spell out TOR

-  **Obligations & responsibilities of each party**
-  **Milestones & payments**



Poultry vaccines production



QC

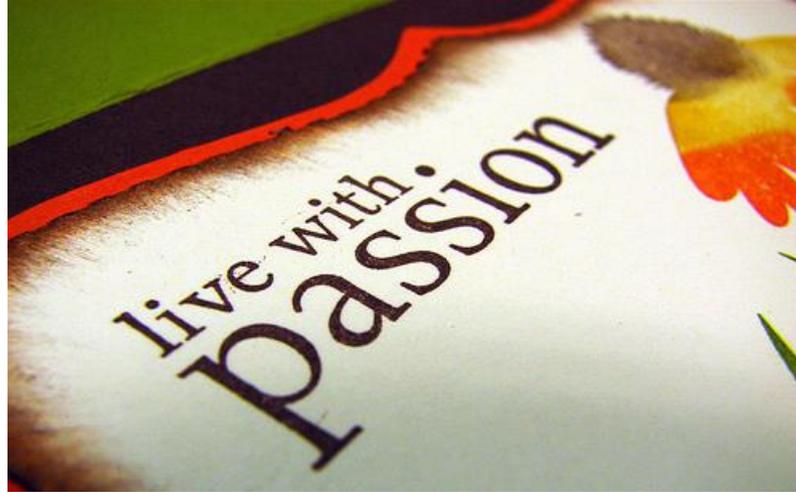
GMP

Kaizen- continuous improvement



The secret of





Whatever you do,
do it with

Passion

Thank you

