WIPO Enabling Intellectual Property Environment (EIE) Project
National Workshop 1 - IP Management & Technology Commercialization for Technology Managers of Hub & Spoke Institutions

organized by World Intellectual Property Organization (**WIPO**)
in cooperation with
Thailand's
National Science & Technology Development Agency **(NSTDA)**,
Department of Intellectual Property **(DIP)**
and with assistance of the Japan Patent Office (**JPO**)

Bangkok, Thailand
12-16 June 2017

EIE National Workshop I - Thailand

Topic 18

Technology Marketing Strategy

and

Initial Interactions with Licensees

Key Points

- What is technology marketing?
- Why is it important?
- The “3 Rs” approach to tech marketing
- Tech marketing materials

What is Technology Marketing?

It’s not like marketing a product…and…

…. it’s not like sales

What is it?

Putting the **R**ight information…..

into the **R**ight hands…..

at the **R**ight time

Why is it important?

Technology /IP does not sell or license itself……

(even “good” technology)

Technology Transfer without technology marketing…..is like one hand clapping

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Why is technology marketing important?

Cornell licenses 50% of all patents filed

How do we do it?

- Technology triage (select only possible "winners")
- Very proactive/constant technology marketing
- Willingness to do the deal

  (a "good" deal is better than a "perfect" deal)
- After all….it is Technology TRANSFER….

Identifying potential licensees

This naturally flows from analysis of market application(s)

Sometimes it's relatively easy

Cancer drug candidate, new orange variety, microprocessor design

Sometimes its hard

Medical imaging algorithm, new material

Multiple uses can be complicated

use exploratory marketing

Corporate intelligence sources

- Web searching, industrial technology reviews
- Trade associations
- Professional societies (e.g., LES, AUTM)

Licensing strategy

- Does investment needed to develop invention require exclusivity?
- Is the invention suitable for non-exclusive?
- Exclusive by country?
- Exclusive by field-of-use?
- Exclusive consortia?

Technology Marketing and Licensing Strategy

Prioritize the markets to pursue

- Largest vs. easiest

Implementation

- Market research

  small, medium, large companies
- Initial contact (all non-confidential)
- Tech Brief, non-confidential
- More non-confidential information, then NDA
- Confidential discussions and information exchange
- Inventor involvement
- Monitoring & follow-up
- Improving response rate

Technology Marketing: The "Right" information

- Initially, less-is-more
- Define the technical innovation/ invention

  What is it precisely? How does it work?

    its benefits over existing technologies; DATA!
- IP and tangible property status
- Stage of development (technical, market, business)
- Types of deals to be considered
- Formats and media

  "Tech Briefs"

  Hard copy; Electronic

  Web-based; links, photos, drawings, video

Technology Marketing: the "Right" hands

- Obvious, non-obvious company/technology fits
- Initial contacts: upper-level management

  VP (R&D, Business Development, Licensing)
- Licensing professionals (e.g. STEM, LES, AUTM)
- Marketing dept
- Contacts in professional settings/networking
- Meetings and conferences
- Technology brokers
- Scanning trade journals, other media
- Eventual linkage with technical evaluators
- Orchestrating the technical, business contacts

The Technology Brief

Technology Brief (template)

Title

Technology description: [1 or 2 sentences]

Technical qualities and advantages: [2 or 3 sentences}

Market applications and commercial opportunities: [1-3 paragraphs]

IP and tangible property status: [1 or 2 sentences]

Development status: [1 or 2 sentences]

Types of deals sought: [< 1 sentence]

Contact details: [< 1 sentence]

Technology
- Cornell Products
- Cornell Patents
- Startup Technologies
- Featured Technologies

CCTEC Tools
- Cornellboration®
- MyDisclosureStatus Inventor Portal
- Forms & Templates
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Alter Plant Cell Wall Structure for Cellulosic Ethanol Production

Docket Number D4182

Invention

Plant cellulases typically cannot degrade crystalline cellulose. This inability is thought to be due to the lack of carbohydrate binding domains (CBD). Cornell inventors have identified glycosyl hydrolases from plant origin that contain CBDs. Over expression of these proteins, results in less crystalline microfibrils and/or altered xylan structure and size. These changes in cell wall composition would improve plants as candidates for biofuel production because they would have better characteristics for bioprocessing, including better hydrolysis properties.

Potential Commercial Applications:

This invention can be used to alter characteristics of plant cell walls, making them more amenable to break down for the conversion to biomass. Currently limitations exist for the use of biomass as a biofuel, mainly in the hydrolysis step of production.

The use of GHs that have CBDs to transform plants will allow for more efficient cellulose degradation. Hydrolysis of cellulose is critically important in the carbon cycle but now recognized as an important and limiting step in breaking down cellulose in plants to access the sugars for fermentation to use biomass for fuel production. Specifically, CBDs will allow the enzyme to attach to its substrate. GHs with CBDs will more efficiently break down plant cell walls, making these transformed plants better candidates for biomass production.

Advantages:

- These enzymes address the need for more efficient hydrolysis of plant biomass.
- Binding of enzymes to their substrate is considered a limiting step in cellulose hydrolysis, thus the presence of CBDs is critical for effective hydrolysis.
- SICel9C1 represents the first example of a plant EGase that can bind crystalline cellulose.

Additional Information (publications, web sites, and patent links)

- Newly discovered plant enzymes could lead to more efficient--and less costly--ethanol production from cellulose
- Patent Application: PCT/US08/067900;

Supporting Documents

- Tech brief (123KB PDF)

Innovators & Portfolio

Published on *Office of Technology Transfer* (http://www.ott.arizona.edu)

Compact Snapshot Polarimetry Camera

Compact Snapshot Polarimetry Camera

Non-Confidential Summary

Background: Polarization data can provide valuable information about an object, such as distribution of internal stresses or whether the object is natural or man-made. With an expanding range of applications, polarization imaging devices are increasingly deployed outside of controlled environments, where factors such as compactness and mechanical ruggedness become important. Therefore, there is a need to develop polarization imaging devices that are simple, robust, and feature a small form factor.

Summary: Researchers at The University of Arizona have developed a novel device that answers these challenges. By manipulating quasi-monochromatic light from a scene in the object space, this device produces a map of the Stokes parameters, completely characterizing distribution of polarization states across the scene. Furthermore, it accomplishes this in a small form factor, without moving parts, and no extra power. Information about the entire scene is captured at once, yielding fast, snapshot operation.

Lead investigator: Michael W. Kudenov.

Stage of development: A laboratory prototype has been constructed and tested, validating principles of its operation and design.

Applications:

- Industrial process monitoring
- Environmental monitoring
- Defense and security

Advantages:

- Monochromatic operation allows customization for a specific use
- Lack of moving parts greatly reduces sensitivity to vibration and mechanical stress
- Snapshot operation captures information about the entire scene at once

Status: A U.S. utility patent application has been filed. Currently seeking commercial partner for licensing.

Technology marketing: the "Right" time

- It is very difficult to predict the "right" time for any given company and a particular technology
- Look for obvious potential for strategic positioning:

  Entry into new market

  New product in existing market

  Enhance current product portfolio

Tracking Technology Marketing

Bicycle Safety Institute

[referred by Rick Lake of ASTM. Randy Swart is Exec. Dir and chair ASTM F.08.53 "Headgear" subcommittee]

randy@helmets.org

03/26/14 RSC sends intro email and Tech Brief to R. Swart

03/26/14 R Swart sends email (copies Rick Greenwald -rgreenwald@simbex.com and Rick Lake rlake@ASTM.org), criticizes Tech Brief

03/26/14 RSC responds to Swart: thank you and we'll respond soon

04/07/14 PStreeter sent email: replies to Swart's message critical of Tech Brief with explanation

09/12/14 RSC sent email: would you like a copy of the Summary Report?

Black Diamond Equipment, Ltd.

12/13 RSC sends intro email & Tech Brief to Chris Grover, VP

03/05/14 RSC sends 2nd intro email & Tech Brief to C. Grover

Bullard

12/xx/13 RSC sends intro email & Tech Brief to Well Bullard, Dir. of Marketing

03/05/14 RSC sends 2nd intro email & Tech Brief to W. Bullard

Columbia

12/xx/13 RSC sends intro email & Tech Brief to Michael McCormick, Exec VP

03/05/14 RSC sends 2nd email & Tech Brief to M. McCormick

AMVAC Chemical Corporation

4695 MacArthur Court, Suite 1200
Newport Beach, CA 92660
Website: http://www.amvac-chemical.com
http://www.amvac-chemical.com/Contact-Us
888.462.6822
Glen Johnson, Senior Vice President – Business Development & Marketing
glenj@amvac-chemical.com

01/13/15 RSC sent intro email to Glen Johnson
04/27/15 RSC sent intro email, Tech Brief & intro ltr to Glen Johnson
Follow-up Actions: EAFIT TTO to send email to Glen Johnson

BASF

26 Davis Drive
Research Triangle Park, NC 27709
Website: http://basf.us
General info (NJ): 973.245.6000
Mark Kearns, Technology Scout mark.kearns@basf.com

01/13/15 RSC called and left voicemail: who to contact regarding new technology?
04/28/15 RSC sent a message (via AUTM) to M. Kearns: who to send email to?
04/28/15 M. Kearns responds with email: send info to him
04/29/15 RSC sent email to M. Kearns, Intro ltr & Tech Brief
04/29/15 M. Kearns responds: will review and respond

Technology marketing
"facts of life"

- it is practically impossible to predict (despite thorough research) if a company will or will not be interested in a particular technology.
- successful tech transfer is probabilistic

  however, the technology marketing professional can improve the probabilities significantly

Technology Marketing: some tips

- It's much harder than you expect
- It's difficult to get people's attention
  (even for "good" technology)
  "NIH", disruptive technology, etc.
- Many (most?) companies are NOT innovators
- Be patient, keep trying
- It's unusual to have more than one or two interested parties
- Don't scare them away with: bureaucracy, unrealistic money expectations, hard negotiation stances, slow responses, lack of empathy for their risk

Technology Marketing: some tips

- 5% response is typical
- Response increases to 35%-50+% by follow-up phone calls
- Significant increase in response if you market the relationship rather than the technology

Technology Marketing: some tips

- Don't scare potential licensees away with:

  bureaucracy,

  unrealistic money expectations,

  hard negotiation stances,

  slow responses,

  lack of empathy for their risk,

  unrealistic valuation of technology

Technology Marketing: some tips

- Encourage potential licensees with:
  - professional attitude,
  - collaborative spirit,
  - rational negotiation, no bargaining
  - trust building,
  - honest assessment and valuation of technology