

## Strategies for Mobilizing Human & Financial Resources from Public & Private Sectors

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*WIPO Regional Workshop on Effective Management of IP Academies: Challenges and Responses*



## Introduction

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- IP education and training entities may be
    - Departments of the IP Office
    - Statutory bodies
    - Centres of an academic or research institution
    - Independent non-profit or for-profit organisations
  
  - Fully-financed by the government
  - Dependent on grants and sponsors
  - Provided with a seed amount
- > Its corporate structure and financing base would affect the resources it needs and the way it may tap on external sources.

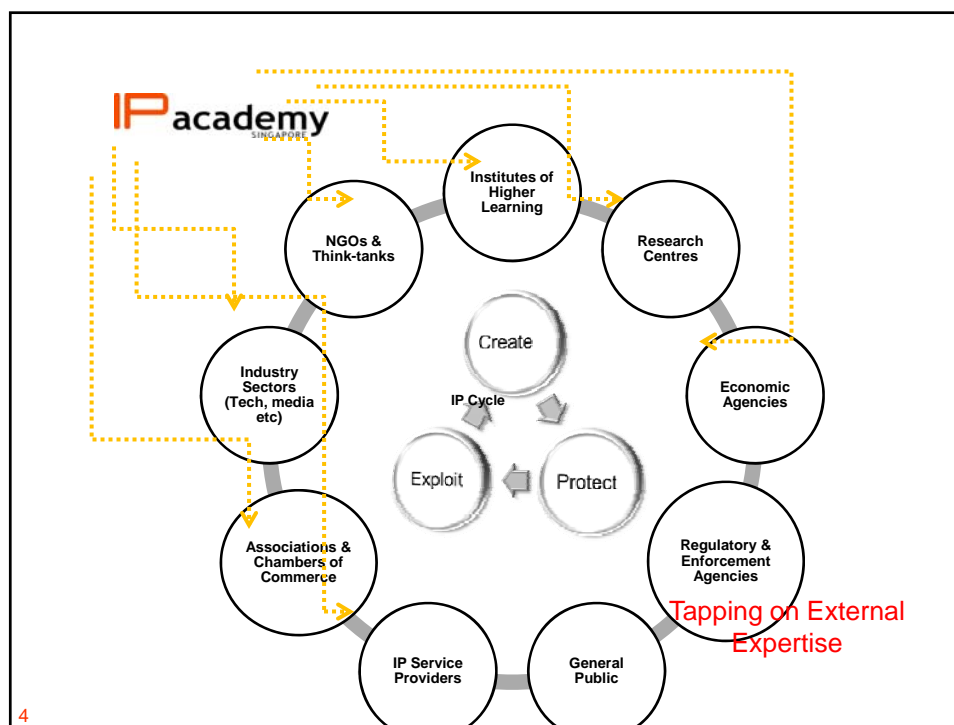


## Singapore's Experience

- The IP Academy
  - Not-for-profit company; Registered charity
  - Governors from
    - IP Office of Singapore
    - Ministry of Law
    - Agency for Science Technology and Research
    - SPRING Singapore
    - Exploit Technologies
    - Singapore Technologies
    - Siemens
    - National University of Singapore
    - Nanyang Technological University
    - SIM University
    - Institute of South East Asian Studies
    - Law Society
  - Central and neutral entity able to tap on resources in various stakeholder groups without being burdened with a large infrastructure.

**IP**academy  
SINGAPORE  
CREATING AN EDGE IN  
THE KNOWLEDGE ECONOMY

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## Policy Considerations

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- Stakeholders involved in the set-up of the organisation.
  - What are their agendas?
- Stated mission and vision.
  - Necessary to consider alignment in funding and other contractual arrangements?
- Public perception of the organisation
  - Are there certain expectations set?

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## Mobilizing Human Resources

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- Consider structural efficiencies
  - Set-up tapping on external expertise instead of in-house fulltime faculty.
  - Allows mix-and-match of expertise to cater to needs of diverse clients and stakeholders.
  - Tap on officers from stakeholders
- Establish structures for tapping expertise effectively
  - Governors
  - Fellows
  - Research or academic committees

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## Mobilizing Human Resources

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- Structural Example: Secondment of staff
  - Director
    - Staff of Exploit Technologies, the technology transfer and IP management arm of ASTAR (Agency for Science Technology & Research)
  - Deputy Director
    - Staff of IP Office of Singapore
- Internships opportunities
  - Tie-up with institutes to provide IP exposure to their students.

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## Mobilizing Human Resources

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- Programme Example: Certificate of IP Administration
  - Examination committee and tutors from
    - IP Office of Singapore
    - Asian Patent Attorneys Association (APAA)-SG
    - IP Academy
  - Programme obtains support from
    - The IP regulatory body
    - A recognised professional body

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## Is there another Herchel Smith?

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## Mobilizing Financial Resources

- Approaching like-minded partners in capability development
  - Support from industry stakeholders for student grants.
  - Such organisations may be reluctant to provide lump sum grants to the academy, but may find directly supporting participants education and training activities more attractive as
    - It is a direct benefit to their own stakeholders
    - They need not expend time and resources in being involved in programme development and budget review.
  - Example
    - Direct costs in running programme + academy's overhead costs = course fees.
    - % subsidy to be based on direct programme costs and academy would seek to support its own overhead through fee collection or other means.

## Mobilizing Financial Resources

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- Sponsorship of events, conferences and awareness activities
  - Opportunities for profiling of IP owners and creators.
  - Options for sponsors to market their own products and brands through joint advertisement, conference collaterals and speaking engagement.
- Other possibilities
  - A tangible 'product'
    - Establishing an annual roundtable, chair or fellowship, scholarship, prize, newsletter.
    - Funded research activities with published report.

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## Mobilizing Financial Resources

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1. Identify relevant stakeholders and funding bodies.
2. Study their interests, past projects funded.
3. Draw up project proposal and budget breakdown.
4. Detail learning objectives and value of programme.
5. Include external validation of content.
6. Detail partner's involvement and alignment of programme to partner's mission and vision.
7. Set a framework for reporting and review involving partner.

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## Mobilizing Financial Resources

### Understand Benefits to Partners

- **Difference between public and private sectors**
  - Public sector – clear development role
  - Private sector – business considerations
- **Why would the private sector be interested?**
- Sharing investment costs
  - Reducing costs in improving business and operational efficiencies
- A mark of confidence and legitimacy.
- Complementary skills in partnerships towards a common goal.
  - An academy can act as a neutral intermediary to bring together multi-stakeholder partnerships.



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## About the IP Academy

The IP Academy (Singapore) is a national initiative set up by the Ministry of Law and the IPOS that is dedicated to the deepening and broadening of Singapore's knowledge and capabilities in Intellectual Property (IP) protection, exploitation and management.



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