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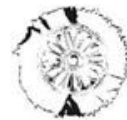


Title: Management & Licensing of Intellectual Property Rights

Subtitle: Training Module T3NBSB Project | Centre for Research and Development Hellas

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Date: 24 June 2025



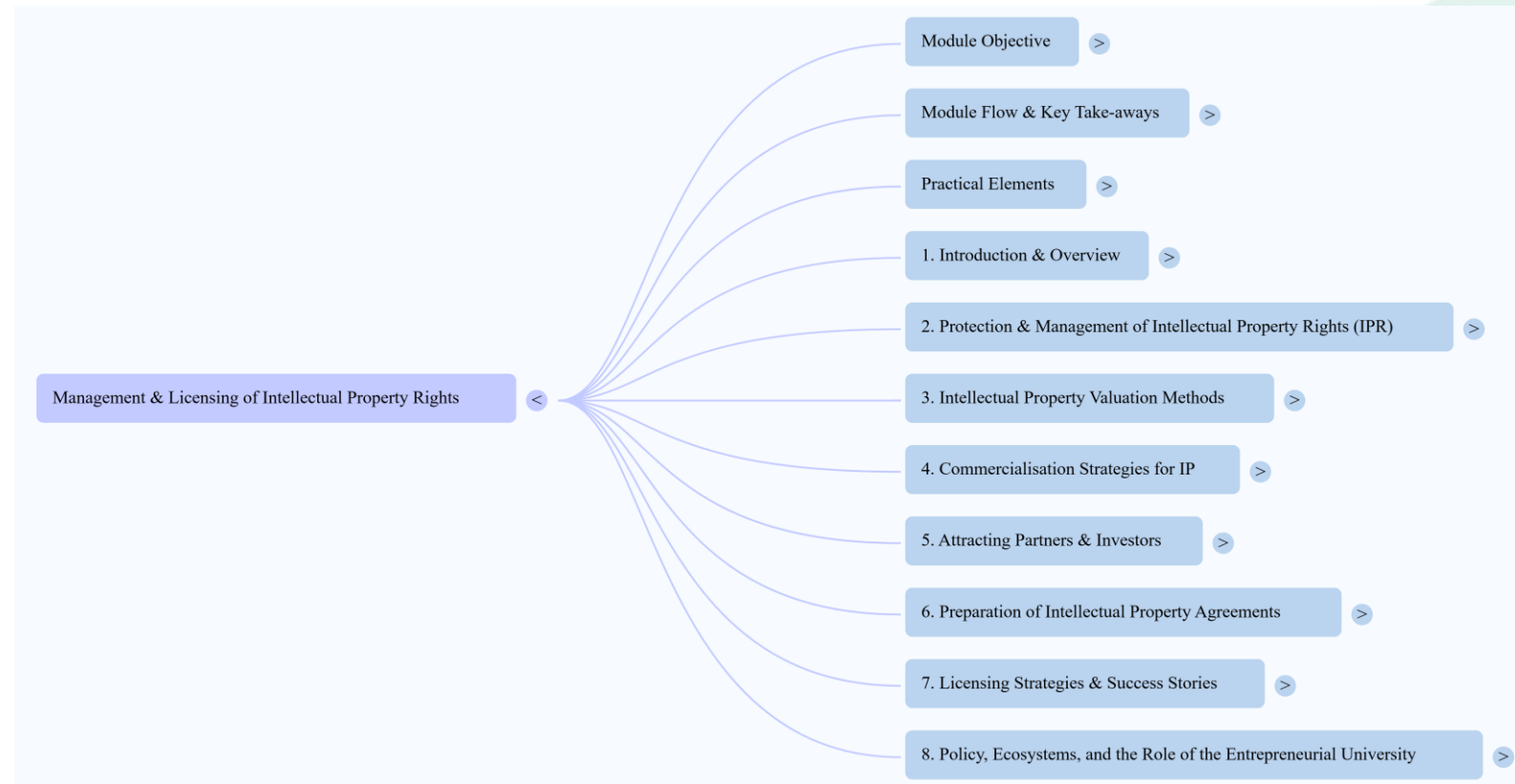
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Intellectual Property: Management, Licensing, and Commercialization

Audio of the Lecture

<https://notebooklm.google.com/notebook/3de03df8-f9e3-453c-b289-c0f2091dd8a1/audio>



Module Objective & Practical Elements

Content

Module Objective: Equip researchers, innovators, entrepreneurs, and technology transfer professionals with the essential knowledge needed to **manage and license intellectual property (IP)**.

- Covers patent protection, IP valuation, commercialization strategies, licensing agreements, and negotiation techniques.
- Aims to provide **practical skills to convert inventions into market-ready products**.

Practical Elements:

- **Case studies:** Google-Stanford PageRank, CRISPR patent battle, IBM licensing model, CSIRO Wi-Fi royalties.
- **Hands-on exercises:** Prior-art searches (Espacenet, Patentscope, The Lens), elevator-pitch drills, mock licensing negotiations.
- **Reflection prompts:** When to patent vs. keep trade secrets; balancing broad impact with revenue; IP strategy for SDGs.

Practical Elements & Supplementary Study Material

- Handouts: [Management & Licensing IPR_v4.pdf](#)
- Audio of the Lecture: <https://notebooklm.google.com/notebook/3de03df8-f9e3-453c-b289-c0f2091dd8a1/audio>
- [Cast of Characters.docx](#)
- [Discuss Commercialization Strategies.docx](#)
- [Discuss IP Management.docx](#)
- [Discuss IP Valuation.docx](#)
- [Discuss Licensing Agreements.docx](#)
- [Timeline of Key Intellectual Property Events.docx](#)

Introduction & Overview



Why Intellectual Property Matters?

Crucial Role in Innovation & Economic Development:

- Fosters innovation and promotes economic development.
- Ensures inventors and businesses gain financial benefits from their creations.

IP's Impact on Research & Innovation:

- Provides **legal protection for ideas**.
- **Incentivizes innovation** and attracts investment.
- Helps **manage and commercialize research results**.
- Without IP protection, valuable inventions may be exploited without recognition or compensation for the inventor.

Strategic Role in Technology Transfer & Commercialization:

- **Effective IP management is central to technology transfer** for public research institutions.
- Transforms academic outputs into **tangible commercial applications**.
- Involves identifying protectable inventions, securing rights, and forming industry partnerships.

Example: The Bayh-Dole Act (USA, 1980) allowed universities to own federally funded inventions, leading to a boom in licensing and startups.

Key Challenges in IP Management & Licensing

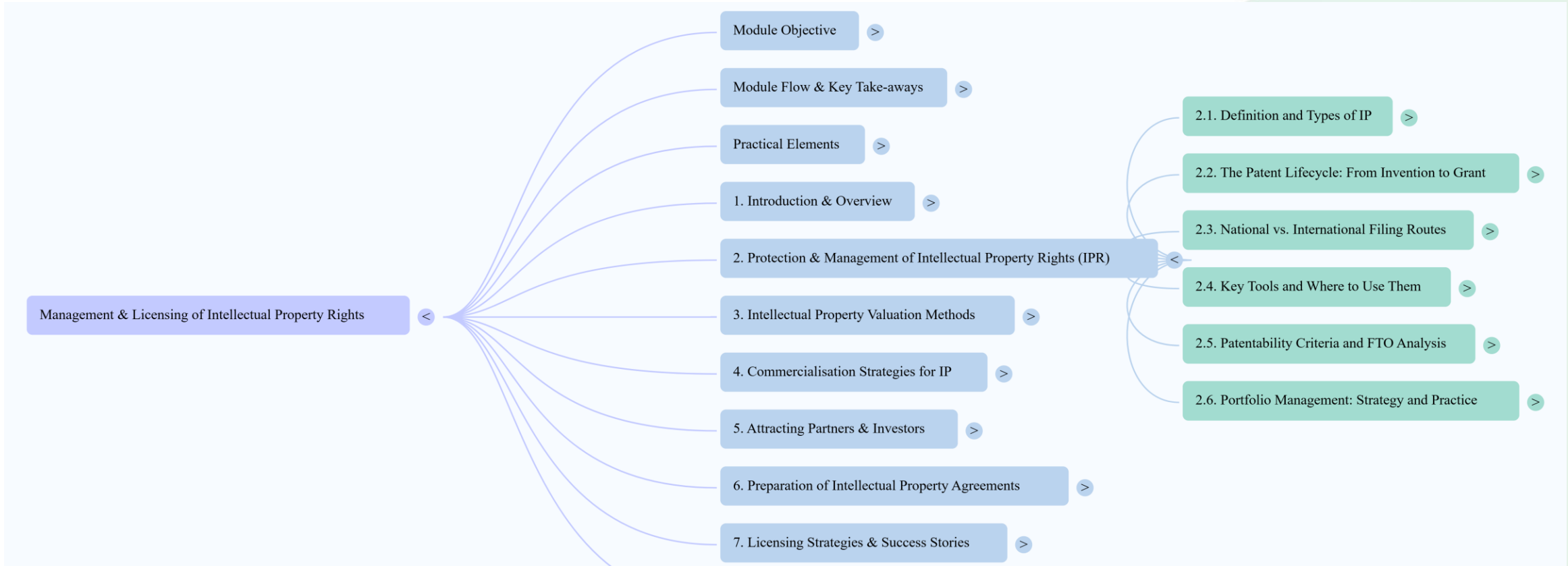
Despite its importance, IP management poses significant challenges:

- **High Costs of Protection:** Filing and maintaining patents can be expensive, especially for startups and research institutions.
- **Enforcement Difficulties:** Protecting patents in international markets requires substantial resources for litigation and enforcing rights.
- **Technology Transfer Barriers:** Universities often struggle to commercialize patents due to gaps in industry collaboration or cultural differences.

Case Study: Google's PageRank Patent:

- The PageRank algorithm, patented in 1998, was **licensed from Stanford University**, yielding substantial royalties.
- However, this success story highlights how **rare such successful licensing deals are**; many university patents never reach the market.
- Underscores the broader challenge of turning research into revenue through IP management.

Protection and Management of IPRs



Definition & Types of Intellectual Property (IP)

Intellectual Property (IP): Refers to the **legal rights granted to creators and inventors** to protect their innovations and creations from unauthorized use by others.

Provides a framework through which the **fruits of creative labour are legally recognized and economically leveraged.**

The **four main types of IP** are:

1. **Patents**
2. **Trademarks**
3. **Copyrights**
4. **Trade Secrets**

Definition: Exclusive rights granted for inventions that are new, involve an inventive step, and are capable of industrial application.

- **Duration:** Typically **last for 20 years from the filing date.**
- **Rights:** Allow inventors to **exclude others from making, using, or selling the invention** without permission.
- **Purpose:** To protect innovative efforts and provide a temporary monopoly to incentivize R&D investments.
- **Example: The CRISPR-Cas9 Gene-Editing Technology:**
 - Covered by multiple patents.
 - Generated **significant licensing revenue** for research institutions like UC Berkeley and the Broad Institute.

Definition: Distinctive signs, logos, phrases, or designs used to identify the origin of goods or services.

- **Purpose:** To distinguish goods or services from competitors.
- **Role:** Play a crucial role in branding and consumer trust.
- **Example: The University of Oxford Trademark:**
 - Protects its official logo used in merchandise, educational programs, and collaborations.
 - Contributes to institutional revenue and reputation.

Definition: Protect **original works of authorship**, such as books, music, software code, and artistic expressions.

- **Protection:** Rights are **automatic upon creation**
- **Duration:** Typically last for the **life of the author plus 70 years**.
- **Example: University Professor's Educational Simulation Tool:**
 - A university professor who develops a unique educational simulation tool retains **copyright over the software and related instructional materials**.

Definition: Involve **confidential business information that provides a competitive edge.**

- **Protection Mechanism:** Unlike patents, trade secrets are **not publicly disclosed.**
- **Duration:** Protected as long as **secrecy is maintained.**
- **Example: Formula for a Lab-Created Polymer:**
 - The formula for a lab-created polymer with unique properties kept **confidential during pre-commercial testing** exemplifies a trade secret.

Patent vs. Trade Secret & Data-Driven Research

Critical Thinking Prompt:

- **When should a university protect knowledge via patents versus trade secrets?**
 - Consider factors like ease of reverse-engineering, disclosure requirements for patents, and the longevity of competitive advantage.
- **In a data-driven research environment, how can copyright and trade secret laws be effectively managed together?**
 - Think about datasets, algorithms, and the results of data analysis.

Understanding the Patent System & Lifecycle Overview

Understanding the Patent System:

- A patent is an **exclusive legal right granted for an invention**.
- Invention must be **novel**, involve **an inventive step (non-obviousness)**, and be capable of **industrial application**.
- Primary purpose: to **protect innovative efforts** and provide a temporary monopoly to **incentivize R&D investments**.

The Patent Lifecycle:

- Outlines the **key procedural and strategic steps from invention disclosure until a patent is granted and maintained**.
- Essential for **protecting innovative outputs and maximizing their societal and commercial impact**.

Patent Lifecycle: Stage 1

Invention Disclosure

- **Initial Stage:** Researchers formally **report a new invention to their Technology Transfer Office (TTO)**.
- **Invention Disclosure Form (IDF):** Typically includes:
 - A **technical summary**.
 - **Names of inventors**.
 - **Sponsorship details**.
 - Any **public disclosures** made (e.g., publications, conference presentations).
- **Key Tip:** Encourage researchers to submit IDFs **well before public disclosures** to preserve global patent rights.
- **Example:** A chemistry professor discovers a new water purification compound and submits an IDF to the TTO for assessment.

Patent Lifecycle: Stage 2

Patentability Assessment & Prior Art Search

- **Assessment:** The TTO, often with external patent counsel, conducts a thorough assessment.
- **Prior Art Search:** Searches are conducted to check for **similar inventions (prior art)**.
 - **Tools Used:** Espacenet (<https://worldwide.espacenet.com>), Patentscope (<https://patentscope.wipo.int/>), and The Lens (<https://www.lens.org/>).
 - **Complementary Searches:** Supplement patent searches with literature databases like Google Scholar and PubMed.
- **Purpose:** To determine if the invention is novel and commercially promising.

Patent Lifecycle: Stage 3

Filing the Patent Application

- If the invention appears novel and commercially promising, the TTO proceeds with filing an application.
- **Filing Strategies may Differ:**
 - **Provisional Application:**
 - Offers **12 months of protection**.
 - **Lower cost** and **no formal claims required**.
 - Allows inventors to secure a priority date while refining the invention.
 - **PCT (Patent Cooperation Treaty) Application:**
 - **Does not grant an international patent** directly.
 - **Streamlines the process** of seeking protection in over 150 countries.
 - **Preserves the applicant's right to file in individual national or regional patent offices** for up to 30–31 months from the priority date.
- **Example:** A university files a U.S. provisional application for an algorithm, then expands globally via the PCT route.
- **Key Tip:** Align filing jurisdictions with potential licensees' operational markets.

Patent Lifecycle: Stage 4

Patent Prosecution (Examination)

- **Examination:** National or regional patent offices examine the application.
- **Office Actions:** Examiners may raise **objections related to clarity, novelty, or inventive step.**
- **Response:** Responding strategically and collaboratively is key.
- **Process:** This often involves a back-and-forth dialogue with the patent examiner, where claims may be amended or arguments provided to demonstrate patentability.
- **Example:** During European prosecution, examiners request narrowing of claims for a battery material; TTOs work with external counsel to amend language and maintain key protections.

Patent Lifecycle: Stage 5

Patent Grant & Post-Grant Management

- **Patent Grant:** If the application successfully navigates the prosecution process, the patent is granted.
- **TTO Responsibilities Post-Grant:**
 - **Monitor and pay maintenance/renewal fees** to keep the patent in force.
 - **Track license revenue** generated from the patent.
 - **Decide whether to abandon or maintain patents** that lack commercial traction, to avoid excessive costs.
- **Best Practice Insight:** Stanford University and MIT perform **rigorous market and licensee interest assessments** before initiating foreign filings, ensuring cost-effectiveness and strategic alignment.

National vs. International Filing Routes

- **National Filing:**
 - **Directly to national patent offices** (e.g., USPTO for USA, EPO for Europe, JPO for Japan).
 - **Best for domestic commercialization** when market interest is primarily within one country.
- **PCT (Patent Cooperation Treaty) Route:**
 - A **streamlined route for international protection** in over 150 countries.
 - **Does not grant an international patent itself** but provides a unified filing procedure to initiate protection globally.
 - **Preserves the right** to file in individual national or regional patent offices for up to 30-31 months from the priority date.
- **EPO (European Patent Office) Route:**
 - Covers **European countries with a single application**.
 - Allows for validation in specific member states, but **translation and validation costs can be substantial**.
- **Example:** A university-based biotech startup may begin with a PCT filing to keep international options open while seeking commercial partners.

Objectives of Patent Search

- **Strategic patent searches are essential to:**
 - Determine the **novelty of an invention**.
 - Evaluate **freedom to operate (FTO)**.
 - **Avoid infringement** risks.
 - Understand the **competitive and technological landscape**.
- **Specific Objectives:**
 - **Prior Art Identification:** Locate similar or existing patents to assess the **novelty** of the invention.
 - **Freedom-to-Operate (FTO):** Check if commercializing the technology would **infringe on active third-party patents**.
 - **Patent Landscaping:** Analyze **technological trends, innovation clusters, and market players** within a specific field.

Key Patent Search Tools (Part 1)

- **Espacenet (European Patent Office):**
 - Offers access to over 150 million patent documents.
 - Ideal for **European and global searches.**
 - Link: <https://worldwide.espacenet.com>
- **Patentscope (WIPO):**
 - Access to **PCT (Patent Cooperation Treaty) applications and global data.**
 - Link: <https://patentscope.wipo.int/>
- **USPTO (United States Patent and Trademark Office):**
 - **Comprehensive access to U.S. patent publications.**
 - Link: <https://ppubs.uspto.gov/pubwebapp/>

Key Patent Search Tools (Part 2)

- **Google Patents:**
 - A **user-friendly search interface** aggregating global patent databases.
 - Includes **machine translations**, which can be very helpful.
 - Link: <https://patents.google.com/>
- **The Lens:**
 - **Integrates patent and scholarly data**, making it excellent for university researchers.
 - Link: <https://www.lens.org/>
- **Examples of Use:**
 - A biomedical engineer preparing to file a patent on a new stent design uses Espacenet and Patentscope to ensure novelty.
 - A tech transfer officer uses The Lens to link a researcher's publication to existing patents in the field of AI-based diagnostics.

A patent must meet three main criteria to be granted:

- **Novelty:**
 - The invention must be **new**, meaning it must not have been publicly disclosed anywhere in the world **before the patent filing date**.
 - Researchers can assess novelty using tools like Espacenet or Patentscope.
- **Inventive Step (Non-Obviousness):**
 - The invention must **not be an obvious improvement to someone skilled in the field**.
 - Assesses whether the invention combines prior art in a novel and unexpected way.
- **Industrial Application (Utility):**
 - The invention must be **capable of being used or produced in some kind of industry**.
 - Generally the easiest criterion to satisfy.

Freedom to Operate (FTO) Analysis

Definition: FTO analysis is a **separate but equally critical concept** from patentability.

- **Purpose:** Investigates whether the **commercialization of a product would infringe on existing third-party patents still in force.**
- **Importance:** Crucial for **risk mitigation and investor confidence.**
- **Example:**
 - A university lab develops a novel sensor for air pollution detection. While patentable, an FTO search using The Lens reveals an active patent in China covering a similar detection algorithm.
 - This necessitates **licensing negotiations or design-around strategies** before commercialization.
- **Key Insight:** An invention can be patentable but not commercially viable due to FTO issues.

- **Managing a patent portfolio involves:**
 - **Aligning filings with institutional priorities and market needs.**
 - **Budgeting for national phase entries and annuities** (yearly maintenance fees).
 - **Pruning low-value patents** to focus resources.
- **Tiered Strategy:**
 - Universities often adopt a tiered strategy: **core inventions receive broader protection**, while marginal cases may be filed locally or licensed early without patenting.
- **Best Practice Example: Stanford University's OTL:**
 - Rigorously evaluates inventions based on potential licensing interest **before committing to the high costs of international filings.**

IP Valuation Methods



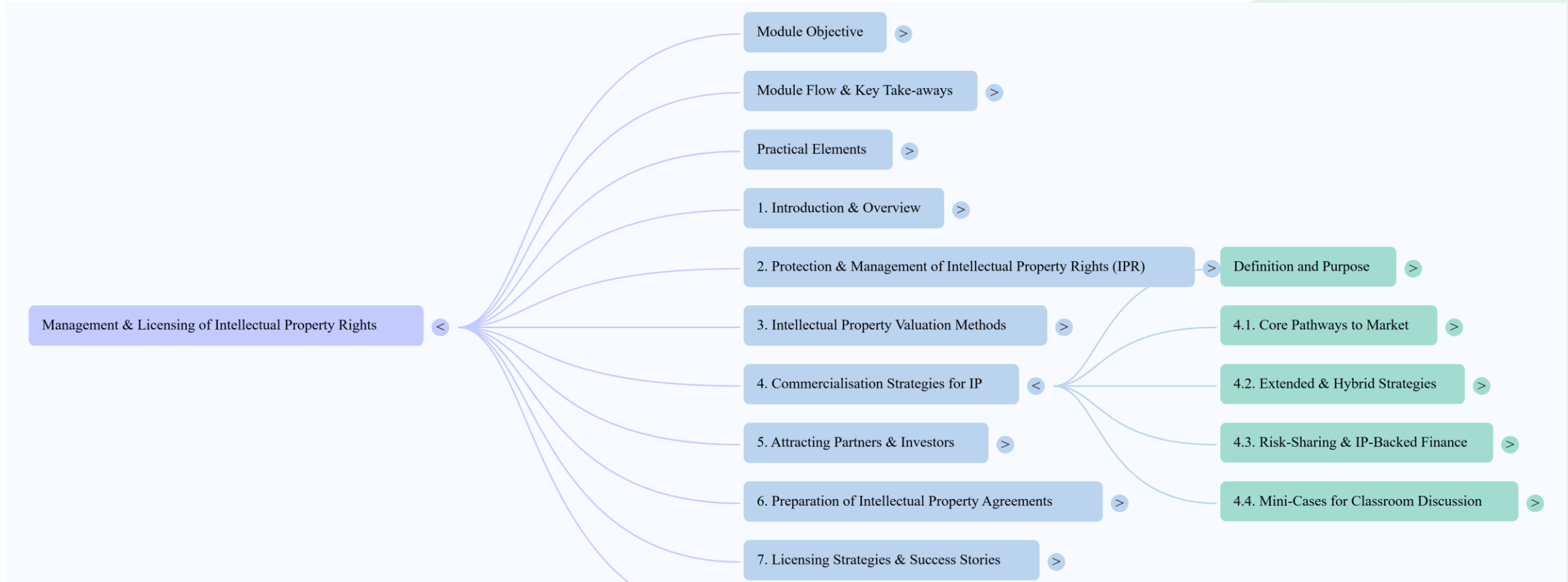
Purpose: Valuing intellectual property (IP) is **essential for technology transfer and commercialization.**

- **Quantifies Economic Worth:** IP valuation quantifies the **economic worth of intangible assets** such as patents, copyrights, and trade secrets.
- **Foundation for Negotiation:** Provides a **foundation for effective negotiations** and long-term innovation strategy.
- **Challenge:** Unlike physical assets, **IP lacks an observable market price**, complicating valuation and necessitating specialized methodologies.
- **Examples of Monetized IP:**
 - University of California's patent portfolio, Stanford University's PageRank, Fraunhofer Society's MP3, MIT's biotech licensing.

Importance of IP Valuation in Business & Licensing

- For Technology Transfer Offices (TTOs) and innovators, **valuation is a cornerstone of commercialization strategy**.
- **Guides realistic licensing terms.**
- **Supports fundraising for spin-offs.**
- **Facilitates mergers and acquisitions (M&A).**
- **Strengthens credibility with investors.**
- **Impact of Accurate Valuation:**
 - Institutions like Stanford and the University of Oxford demonstrate how **accurate valuation supports effective industry partnerships**.
 - **Overestimating or underestimating value risks damaging relationships** and losing market opportunities.

Commercialization Strategies for IP



The Three-Fit Test: Before Valuing

- **Rule of thumb: No valuation model can rescue a patent that flunks any one of these three fits.** Run the fit test first, then choose a valuation method.
- **Invention–Problem Fit:**
 - **Guiding Question:** Does the invention solve a pain that users still feel?
 - **Illustrative Pitfall:** A “10× faster-charging” battery has little value if 30-minute charging is already “good enough”.
- **Invention–Market Fit:**
 - **Guiding Question:** Is there a paying, reachable market under today’s regulations?
 - **Illustrative Pitfall:** A self-cleaning nanomaterial fails if paint makers see no demand or upcoming rules restrict the nano-additive.
- **Invention–Patent-Claim Fit:**
 - **Guiding Question:** Are the claims broad enough to deter design-arounds yet specific enough to survive examination?
 - **Illustrative Pitfall:** A smart-textile patent with flimsy, over-broad claims invites easy work-arounds and slashes licence value.

Valuation Approach 1:

Cost-Based Methods

- **Core Idea:** Value is determined based on the **historical cost of development and legal protection.**
- **Examples of Costs:** R&D expenditure, patent filing fees.
- **Quick Illustration:**
 - A biomedical sensor with \$500,000 invested in R&D and \$20,000 in filing fees.
 - Results in a **"\$520,000 floor" value.**
- **Pros:**
 - **Simple** to calculate.
 - Often seen as **objective.**
- **Cons:**
 - **May undervalue technologies with high market potential.**
 - **Ignores future upside** and market success.

Valuation Approach 2:

Market-Based Methods

- **Core Idea:** This method uses **licensing comparables**.
- **Benchmarking:** Terms, royalty rates, or sales figures from **similar technologies or previous deals**.
- **Quick Illustration:**
 - An AI diagnostic patent valued via **recent 5%-of-net-sales license deals** for **similar AI technologies**.
- **Pros:**
 - Provides a **real-world anchor** for valuation.
 - Reflects **actual market transactions**.
- **Cons:**
 - **Confidentiality** often limits access to reliable comparables.
 - **Contextual differences** between technologies and markets can make direct comparisons difficult.

Valuation Approach 3:

Income-Based Methods

- **Core Idea:** Projects **future income streams from IP** and discounts them to present value.
- **Common Models:** Discounted Cash Flow (DCF) or Relief-from-Royalty models.
- **Quick Illustration:**
 - A patented biotech process **expected to generate €10 million over 10 years, discounted at 10%.**
 - Results in a **present value of €6.14 million.**
- **Pros:**
 - **Forward-looking**, capturing the potential future earnings of the IP.
 - Often considered the **most robust** for valuing future potential.
- **Cons:**
 - **Sensitive to assumptions** about **market adoption**, **competition**, and **economic conditions.**
 - Requires **accurate forecasting** of future revenues and costs.

Strategic, Defensive & Monetisation Layers

- A patent's worth extends **beyond direct license cash**.
- **Strategic Value:**
 - Signal quality to Venture Capitalists (VCs).
 - Serve as collateral for IP-backed loans.
 - Enhance institutional credibility and attract investors.
- **Defensive Value:**
 - Block rivals or secure cross-licenses (e.g., Qualcomm's 5G portfolio).
 - Create market barriers for competitors.
- **Monetisation Value:**
 - Direct royalties, litigation settlements, patent sales.
 - Generate revenue through licensing, sales, and enforcement actions.
- **Example: IBM's Playbook:**
 - Proactive cross-licensing and enforcement earn **over \$1 billion/year**.
 - Frees IBM engineers from dozens of potential patent blockades.

Definition & Purpose of Commercialization

Definition: Commercialization refers to the process of **bringing intellectual property (IP) to the market.**

- **Transformation:** Involves transforming **protected knowledge into economic value** through products, services, or licenses.
- **University Context:**
 - It bridges academic research with **societal impact and revenue generation.**
 - A key aspect of a university's mission to translate discoveries into real-world benefits.

Core Pathways to Market (Part 1)

- **Internal Commercialization (In-house / Spin-off):**
 - **Typical Users:** Breakthrough or platform technologies when the university (or its founders) can raise capital and build a team.
 - **Revenue Logic:** Product sales, equity appreciation.
 - **Example:** MIT spin-out Ginkgo Bioworks went public at ~\$15B valuation.
- **Exclusive License:**
 - **Typical Users:** Single, capital-intensive partner needed to finish R&D, clear regulation, or scale globally.
 - **Revenue Logic:** Milestone fees + running royalties; sometimes equity.
 - **Example:** Stanford's PageRank patent licensed exclusively to Google (1998–2011).

Core Pathways to Market (Part 2)

- **Non-exclusive License:**
 - **Typical Users:** Enabling / platform IP where broad adoption matters (e.g., research tools, file formats).
 - **Revenue Logic:** Many modest royalty streams; faster diffusion.
 - **Example:** Fraunhofer's MP3 codec portfolio—hundreds of licensees funded >€100M of new audio R&D.
- **Assignment / Sale:**
 - **Typical Users:** When the institution lacks resources or strategic interest to develop the IP.
 - **Revenue Logic:** One-time lump-sum; no future upside.
 - **Example:** Universities occasionally sell orphan patents to IP aggregators.

Extended & Hybrid Strategies Overview

- Beyond the core pathways, institutions often employ **extended or hybrid strategies**.
- These models involve a **mix of equity, royalties, and service fees**.
- They offer **greater flexibility** to adapt to complex commercialization challenges and diverse market needs.

Extended Strategy 1:

Spin-out / Start-up

- **What It Is:** Form a **new, independent company around the IP** - often seeded by faculty, graduate founders, and venture capital.
- **When It Works Best:** **Deep-tech** or **platform inventions** that need **fast, venture-style execution and a dedicated team**.
- **University-Relevant Illustration:**
 - **Biogen:** Launched by MIT & Harvard scientists.
 - Secured **VC funding plus early pharma co-development deals**.

Extended Strategy 2:

Joint Venture (JV) & Strategic Alliance

- **Joint Venture (JV):**
 - **What It Is:** A **jointly owned entity** set up with an industrial partner to co-develop and commercialize the invention.
 - **When It Works Best:** Projects requiring **complementary assets** (e.g., clinical-trial networks, global distribution).
 - **Illustration:** University hospital + med-tech OEM create a JV to commercialize AI diagnostics.
- **Strategic Alliance:**
 - **What It Is:** **Contractual collaboration without creating a new entity;** partners share know-how, market access, or manufacturing capacity.
 - **When It Works Best:** When **speed matters** and both parties **keep core assets in-house**.
 - **Illustration:** Materials-science lab partners with an automaker to integrate a new lightweight alloy.

Other Hybrid Strategies

- **Franchising:** License both patented technology and proven business model/brand to franchisees.
- **Subscription / Licensing-as-a-Service:** Provide continuous access to software, data, or platform under recurring-fee model.
- **Cross-Licensing & Patent Pools:** Two or more parties exchange patent rights or pool them under a single administrator.
- **Standard-Essential Patents (FRAND):** IP that becomes obligatory under an industry standard; licensed on Fair, Reasonable & Non-Discriminatory terms.
- **Crowdsourcing & Open Innovation:** Open calls, challenges, or collaborative platforms invite external actors to refine or apply the technology.
- **Government & Research Grants for Commercialization:** Public programmes fund late-stage prototyping, regulatory work, or pilot plants.
- **White-Labeling:** Permit other firms to rebrand and sell the product while the university-affiliated entity manufactures or supplies it.

Attracting Partners and Investors



Strategic Considerations for Commercialization

- **No One-Size-Fits-All:** Strategy selection hinges on **technology maturity**, **market dynamism**, and the **university's appetite for risk and resource commitment**.
- **Hybrid Deals are Common:** A spin-out might also execute cross-licenses or FRAND commitments as the technology standardizes.
- **Value Capture vs. Reach:**
 - **Exclusive structures (Spin-out, JV)** can maximise financial upside.
 - **Open models (FRAND, patent pools)** speed diffusion and ecosystem growth.
- **Key Factors for Selection:**
 - **Technology Readiness & Risk:** Align pathway with TRL (Technology Readiness Level); early TRLs often need co-development or option licences.
 - **Capability Fit:** Honest appraisal of university resources (manufacturing, regulatory, sales).
 - **Impact vs. Income:** Deciding whether to maximise licence revenue or maximise diffusion of a public-health innovation.
 - **Market & Regulatory Context:** E.g., medical devices require partners fluent in FDA or EMA processes.

Why Partners & Investors Matter

- **Essential Resources:** Moving from “mind to market” usually requires:
 - **Capital**
 - **Complementary assets** (regulatory expertise, manufacturing capabilities, market channels).
 - **Legitimacy** that universities rarely possess on their own.
- **De-risking & Impact:**
 - **Early engagement** with the right stakeholders shortens the “valley of death” (the gap between research and commercial success).▪
 - **De-risks the project.**
 - **Can multiply societal impact.**

Crafting an Investment-Ready Technology Case

- When attracting partners and investors, a compelling "technology case" is essential.
- **Key Elements (Questions to Answer):**
 - **Problem–Solution Fit:** What pain does the invention remove? Why now?
 - **Differentiated Technology:** Patented mechanism, data moat, manufacturing edge?
 - **Market & Business Model:** Total Addressable Market (TAM)/Serviceable Available Market (SAM)/Serviceable Obtainable Market (SOM), growth rate, revenue logic?
 - **Competitive Landscape:** Who else solves this, how are we better?
 - **IP Position:** Freedom-to-operate, patent thickets, trade-secret know-how?
 - **Roadmap & Milestones:** Technical, regulatory, commercial gates?
 - **Risks & Mitigation:** Technology, market, execution risks, and how to address them?
 - **Exit Logic:** IPO, M&A, royalty stream?

Presenting Technical & Market Potential

1. Translate Science to Business:

- Move from p-values (statistical significance) to **pay-values** (economic benefit).
- **Example:** "97% sensitivity saves \$1.2M per ward in stroke after-care."

2. Show, Don't Tell:

- **Demos, prototypes, pilot data** cut perceived risk by ~30% in VC surveys.

3. Benchmark:

- Position the technology on **cost-performance charts against incumbents.**

4. Quantify Upside:

- Use metrics like **CAGR (Compound Annual Growth Rate)**, reimbursement codes,
- **sustainability credits.**

5. Story Arc:

- Structure your pitch with a clear narrative: **Problem → Solution → Traction → Ask.**

Engagement Channels & Formats

1. University Demo Days / Pitch Events:

- **Delivers:** Investor & corporate deal-flow.
- **When It Fits:** Broad mix of early TRLs.
- **Example:** DTU Startup Day hosts 70 spin-outs & 100+ investors.

2. Sector-Specific Roadshows:

- **Delivers:** Focused strategics & Corporate Venture Capital (CVCs).
- **When It Fits:** Med-tech, climate tech.

3. Incubator / Accelerator Cohorts:

- **Delivers:** Seed capital, mentors, space.
- **When It Fits:** First 18 months of a startup.

4. Corporate Open-Innovation Calls:

- **Delivers:** Paid pilots, joint IP
- **When It Fits:** When market access > cash.

5. Government Deep-Tech Grants:

- **Delivers:** Non-dilutive funds, credibility.
- **When It Fits:** Proof-of-Concept (PoC), regulatory studies.

The Enabling Role of TTOs, Incubators & Seed Funds

- These entities play a crucial role in bridging the gap between academic research and commercial success.
- **Key Functions:**
 - **Deal Packaging:** Standardizing materials like two-pagers, claims maps, and term-sheet templates to prepare for investment.
 - **Network Brokerage:** Providing curated Venture Capital (VC) & corporate lists, and warm introductions to relevant investors.
 - **Deal Coaching:** Offering mock pitches and negotiation clinics to refine presentation and negotiation skills.
 - **Early Capital:** Providing evergreen or co-investment seed funds to support nascent ventures.
- **Example: Oxford University Innovation (OUI):**
 - Its Investment Team standardizes data rooms.
 - Has 200+ global investors in OUI CRM.
 - Foundry programme iterates pitch decks.
 - Oxford Science Enterprises placed £10M in Vaccitech (spin-out behind AZ vaccine).

Partner & Investor Archetypes

Understanding different investor archetypes helps tailor engagement and expectations.

1. Venture Capital (VC):

- **What They Want:** 10× return, rapid scale.
- **When to Engage:** TRL 4–7, high-growth markets.
- **Typical Deal Terms:** Equity, board seat, liquidation preferences.

2. Corporate Strategic / CVC:

- **What They Want:** Access to technology, supply security.
- **When to Engage:** Clear regulatory path, clear use-case.
- **Typical Deal Terms:** Equity + option/right-of-first-refusal.

3. Impact / ESG Fund:

- **What They Want:** Measurable SDG outcomes.
- **When to Engage:** Health, climate, education technology.
- **Typical Deal Terms:** Equity + impact KPIs linked to earn-outs.

Understanding different investor archetypes helps tailor engagement and expectations.

4. Family Office / Angel:

- **What They Want:** Early validation, niche passion
- **When to Engage:** Prototype stage.
- **Typical Deal Terms:** Convertible SAFE, less governance heavy.

5. Public–Private Grantor:

- **What They Want:** National competitiveness.
- **When to Engage:** Deep-tech, capital-expenditure heavy.
- **Typical Deal Terms:** Milestone grants, matched funding.

Preparation of IPR Agreements



What an “IP Agreement” Really Does

- An IP agreement is fundamentally a **risk-allocation tool**.
- **Purpose:** It channels:
 - **Ownership.**
 - **Usage rights.**
 - **Revenue streams.**
 - **Responsibilities.**
- **Goal:** To allow research findings to **move safely from lab to marketplace without derailing academic freedom.**
- **For Universities:**
 - Well-crafted contracts translate **Bayh-Dole obligations and campus policy into enforceable deal terms.**
 - Ensures sponsors, auditors, and inventors are satisfied.

Agreement “Menu”: When to Use Which Contract

Different stages and types of collaboration require specific IP agreements.

1. NDA (Non-Disclosure Agreement) / CDA (Confidential Disclosure Agreement):

- **When to Use:** Pre-pitch calls, data-room access.
- **Key Levers:** Definition of confidential information, term, residual-knowledge carve-outs.

2. MTA (Material Transfer Agreement) / UBMTA (Uniform Biological Material Transfer Agreement):

- **When to Use:** Moving plasmids, cell lines, AI training datasets.
- **Key Levers:** Scope of use, return/destroy date, liability for biohazards.

3. Option Agreement:

- **When to Use:** Company needs time to run proof-of-concept before a full license.
- **Key Levers:** Option fee, exclusivity window, conversion triggers.

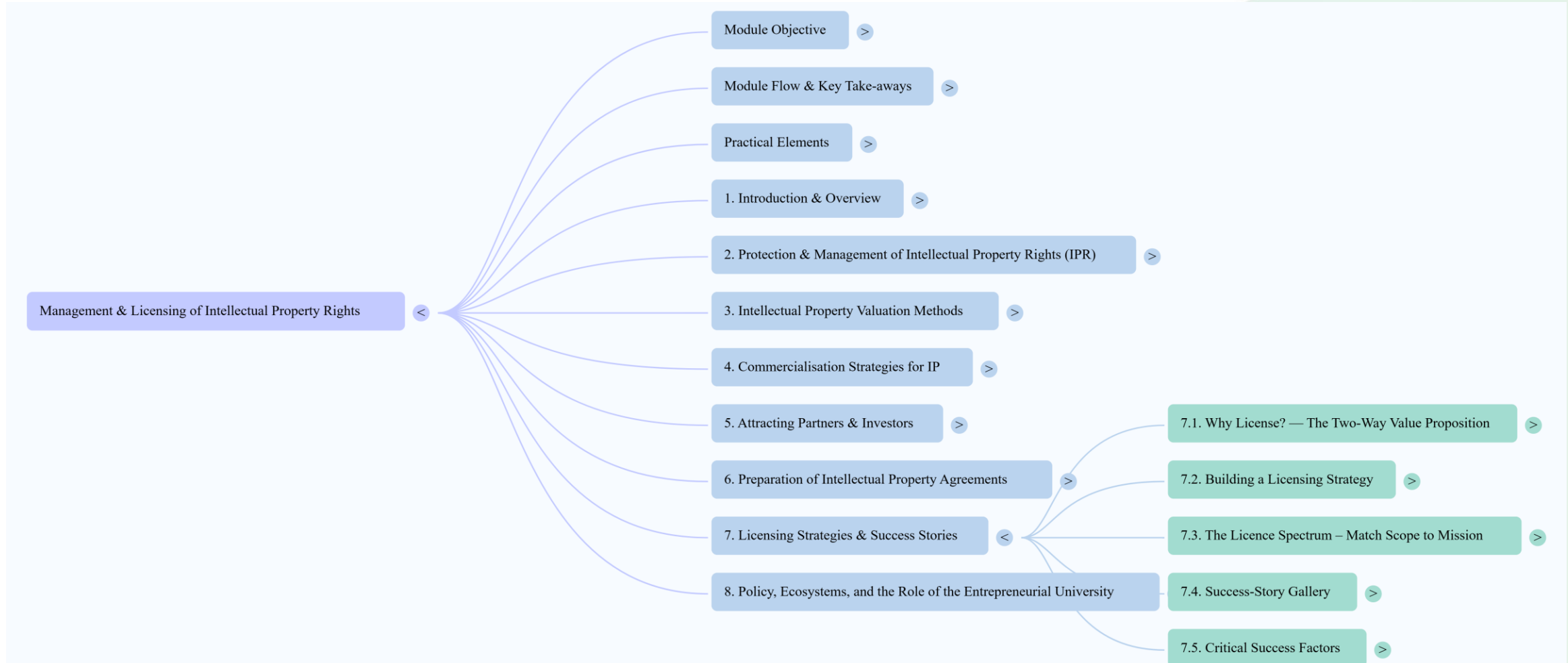
4. License Agreement:

- **When to Use:** Commercial use of patents, software, know-how.
- **Key Levers:** Field-of-use, territory, royalties/milestones, performance diligence.

5. Cross-Licesce / Pooling:

- **When to Use:** Mutual blocking patents or standard-setting.
- **Key Levers:** Royalty balancing, future patents clause.

Licensing Strategies and Success Stories



Core Licence Clauses & Why They Matter (Part 1)

License agreements contain critical clauses that define the scope and terms of the IP use.

1. Field of Use:

Why It Exists: Prevents a “land-grab” so the TTO can license other sectors later.

Drafting Pitfall: Defining too broadly (e.g., “medical” instead of “in vitro oncology diagnostics”).

2. Territory:

Why It Exists: Aligns patent coverage and go-to-market plan.

Drafting Pitfall: Mixing regulatory regions with sales regions (e.g., “EU” ≠ “EMEA”).

3. Exclusivity + Sublicensing:

Why It Exists: Balances investor certainty with diffusion goals.

Drafting Pitfall: Forgetting to share all sublicense income with the university.

4. Royalties & Milestones:

Why It Exists: Monetizes value over time; lets licensee stage cash.

Drafting Pitfall: Flat royalties that ignore volume price erosion; milestones with no “time-is-of-the-essence” language.

Core Licence Clauses & Why They Matter (Part 2)

Continuing with critical license clauses:

5. Diligence / Performance:

Why It Exists: Stops “shelving” (where the licensee acquires IP but doesn't develop it).

Drafting Pitfall: Vague verbs (“use commercially reasonable efforts”); instead, use objective deliverables.

6. Publication & Academic Freedom:

- **Why It Exists:** Protects students’ thesis deadlines and the university's mission to disseminate research.
- **Drafting Pitfall:** Absolute publication vetoes; instead, use review windows (e.g., 30–60 days).

7. Improvements & Joint IP:

- **Why It Exists:** Governs follow-on R&D and future enhancements to the IP.
- **Drafting Pitfall:** Being silent on ownership of derivative AI models or data.

8. Termination & Dispute Resolution:

- **Why It Exists:** Gives exit ramps for either party and establishes a forum for resolving disputes.
- **Drafting Pitfall:** Termination for convenience with no tail royalty on existing sales.

Legal & Policy Guard-Rails for IP Agreements

- **Academic Mission:** Many universities integrate “**Nine Points to Consider**”, prioritizing public benefit over solely financial gain.
- **Bayh-Dole & Export Controls:** Government-funded inventions require “**march-in rights**” language (government can step in if IP not utilised) and **ITAR/EAR screening** (export control regulations).
- **Over-Reach Risk:** Drafting **overly restrictive clauses** (e.g., high royalty stack + global exclusivity + publication gag) almost **guarantees a “no-deal”**.
- **Equity vs. Royalty Mix:** Follow campus **equity policies** to **avoid conflict-of-interest** show-stoppers.
- **What Can Go Wrong (Example):**
 - In 2001, the **University of California** faced **backlash for licensing HIV drug patents under overly restrictive terms** that limited global access/affordability.
 - Damaged reputation and delayed life-saving innovation, forcing renegotiation.

Licensing Strategies & Success Stories (Examples)

- **Why License?** Allows university to **retain IP ownership** while off-loading product development, regulatory approval, and global distribution to better-equipped partners. Turns dormant patents into royalty flows, funding more research and bringing products to society faster.
- **Building a Licensing Strategy:**
 - Decide on **Timing** (prototype-ready vs. proof-of-concept).
 - Identify the **Target Licensee** (can they scale, pass regulation, reach customers?).
 - Choose the **License Structure** (exclusive, non-exclusive, field-limited, tiered?).
- **Success Stories:**
 - **PageRank – Stanford → Google (1998):** Exclusive worldwide patent license + equity kicker led to Google becoming a \$1T+ company; Stanford earned \$336M.
 - **CRISPR-Cas9 – UC Berkeley/Broad (2014-):** Multiple field-of-use licenses; \$400M+ in sublicense deals despite ongoing litigation.
 - **Cochlear Implant – Univ. Melbourne → Cochlear Ltd (1984):** Exclusive device license with staged milestones; led to a global market leader with >700k recipients.
 - **Gatorade – Univ. Florida → Stokely-Van Camp (1967):** Royalty-bearing trademark & know-how license; >\$1B cumulative royalties, UF reinvested in labs.

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