

Slides 6

**The 3 stages of identifying,
developing & achieving
impact**

Prof Nikolaos Papageorgiadis



UNIVERSITY OF
LIVERPOOL

Institution: University of Liverpool		
Unit of Assessment: UoA 17 Business and Management Studies		
Title of case study: Patent Enforcement Index: Changing Patent Filing Practice and Policy Globally		
Period when the underpinning research was undertaken: September 2014 – to present		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s): Professor Nikolaos Papageorgiadis	Role(s) (e.g. job title): Chair in International Business	Period(s) employed by submitting HEI: 01/09/2014 to present
Period when the claimed impact occurred: June 2015 - to present		
Is this case study continued from a case study submitted in 2014? No		
1. Summary of the impact (indicative maximum 100 words)		
<p>Research by Professor Papageorgiadis developed an index of patent enforcement strength leading to its adoption by intellectual property practitioners and policy-makers. The Patent Enforcement Index (PEI) captures patent enforcement strength volatility and differences across 51 countries, providing enhanced understanding of how national patent enforcement systems operate and leading to patent enforcement becoming a major factor in decisions relating to the filing of patents and the development of national patent systems. Testifying to the impact of the research, PEI is now used by: i) in-house patent managers from 26 multinational companies (12 industries) to inform and change their patent filing decision making; ii) 16 external patent attorneys to educate global clients about patent enforcement risk and promote patent filing in specific countries; and iii) policymakers from 5 countries to evaluate their countries' patent enforcement performance and develop evidence informed policies. The significance and global reach of the research impact stretches across corporate patent management practices and policymaking in 19 countries across 4 continents.</p>		
2. Underpinning research (indicative maximum 500 words)		
<p>Professor Papageorgiadis' research on measuring the Strength of Patent Enforcement (SPE) and its impact on international business strategy has addressed misplaced theoretical assumptions that when a country adopts patent laws then these are immediately and uniformly enforced by its agencies, courts, police and customs organizations. Professor Papageorgiadis' initial research index focused on the years 1998-2011 and captured only some of the factors relevant to patent enforcement. His subsequent research at Liverpool addressed gaps in understanding and a revised Patent Enforcement Index (PEI) for the years 1998-2017 identified previously uncaptured patent enforcement strength volatility and differences across 51 countries (3.1).</p> <p>The PEI illustrates unexpected SPE volatility and major differences across 51 countries. PEI's new evidence and accompanying dataset challenge established assumptions about the functioning of national patent systems and opened new avenues for theoretical and empirical studies with implications for international business strategy. These improvements are encapsulated in Publication output 3.1 which articulates the research and the PEI, measuring SPE in 51 countries for the years 1998-2017. Publication outputs 3.2-3.6 applied PEI and each addressed a gap in understanding the impact of cross-country SPE differences on international business strategy. The studies contributed to a more nuanced understanding of the contemporary context of international patent systems and the direct impact of SPE on innovation, Foreign Direct Investment (FDI) and country entry mode choice.</p>		

Stage 1: Warm-up (1/4)

Step 1. What are the research insights from your current and future body of work?

- Summarise key insights down to one sentence
- Start with a long list of insights and gradually reduce
- Started in 2010 – finalised in 2019.

Research insights for REF 2021 impact case

- Patent enforcement strength levels differ between countries.
 - **Papageorgiadis, N. & Sofka, W. (2020).** Patent enforcement across 51 countries - patent enforcement index 1998-2017. **Journal of World Business**, 55(4), 92-101.
- Global patent enforcement variability influences international business strategy.
 - **Papageorgiadis, N., & Sharma, A. (2016).** Intellectual property rights and innovation: A panel analysis. **Economics Letters**, 141, 70-72.
 - **Papageorgiadis, N., Xu, Y., & Alexiou, C. (2019).** The effect of European intellectual property institutions on Chinese outward foreign direct investment. **Management and Organization Review**, 15(1), 81-110.
 - **Papageorgiadis, N., McDonald, F., Wang, C., & Konara, P. (2020).** The characteristics of intellectual property rights regimes: How formal and informal institutions affect outward FDI location. **International Business Review**, 29(1), 101-120.
 - **Ahammad, M. F., Konwar, Z., Papageorgiadis, N., Wang, C., & Inbar, J. (2018).** R&D capabilities, intellectual property strength and choice of equity ownership in cross-border acquisitions: evidence from BRICS acquirers in Europe. **R&D Management**, 48(2), 177-194.
 - **Alexiou, C., Nellis, J., & Papageorgiadis, N. (2016).** The effect of patent enforcement strength and FDI on economic growth. **Multinational Business Review**, 24(4), 334-353.

Stage 1: Warm-up (2/4)

Step 2: Identify beneficiaries & their problems

Systematically:

- Follow and observe discussions on Twitter and LinkedIn
- Follow newspaper articles in the area and tweet your opinion
- Search for opportunities to listen & engage with them e.g. conferences

Examples of beneficiaries and problems faced:

- **Beneficiaries:** In-house patent managers
- **Problem:** The international patent filing strategy of firms & the use of data to inform their decisions

EXPLORING PATENTS THROUGH
GLOBAL
PATENT STRATEGIES
LITIGATION, MONETIZATION & REFORM

MARCH 12TH & 13TH, 2015
HILTON SANTA CLARA
SANTA CLARA, CA

FEATURED SPEAKERS INCLUDE

 Leah Poynter Waterland Director, IP Litigation Cisco	 Kevin Curran, Esq. Global Patent Counsel, Diabetes Care Global IP Bayer Healthcare	 Bill Harmon Former- Assistant General Counsel, Patent Litigation Microsoft	 Dan Wan Senior Counsel, Patents and Litigation CBS Interactive	 Demarron Berkley Patent Litigation Counsel Google
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Stage 1: Warm-up (3/4)

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Examples of beneficiaries and problems faced:

- **Beneficiaries:** Policy makers
- **Problem:** Reliability of IP indices and Policy making based on the ranking of IP indices

News IP Index showing decline in the US patent system lacks credibility, claims Unified COO 08 JUN 18

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In recent years much has been written and spoken about the relative decline of the US patent system's ranking recorded by the Global Innovation Policy Center's "IP Index". While in IP generally, the Index states that the US remains in number one place overall, its patent score has slipped. Last year the US lost its number one ranking, falling to 10th, level with Hungary. This year, while the US patent score went up, it still slipped two places.



Richard Lloyd

The centre is an affiliate of the US Chamber of Commerce and its analysis of the American patent system has been seized on by various members of the patent community who are highly critical of recent changes introduced by both the courts and Congress. But should the index be relied on as an accurate measure of relative global standing?

We have been highly critical of how data has been used and abused with regard to patents in both the US and elsewhere over the years. For example, *decidedly dodgy claims* have been made about the activities of NPEs to justify patent reform in the US - something that is *now spreading to Europe*. Patents are a subject that legislators know little about and because of that the way data is presented really matters. Given how important innovation policy is, decisions have to be based on reality, not on spin. And that applies to all sides in the argument.

iam IAM
@IAM_magazine

Following

The authors of a much-quoted ranking that records a big drop in the standing of the US patent system have serious questions to answer about their methodology, says [@unifiedpatents](#) COO. [iam-media.com/blog/Detail.as ...](http://iam-media.com/blog/Detail.as...)

6:49 PM - 8 Jun 2018

Stage 1: Warm-up (4/4)

Step 3. Test the waters

- Prepare the message that you want to communicate
- Find common vocabulary, use graphs/illustrations - see what works
- Start engaging with practitioners

Nikolaos Papageorgiadis
Senior Lecturer in International Business at University of Liverpool
2mo

Are you taking notice of China's international Intellectual Property **#IP** Strategy in **#Asia**? You should. **#China** now assumes a "pro-IP" role in bilateral negotiations with neighbouring countries such as in the recent MoU with Laos (2018), ...see more

China, Laos sign MoU on intellectual property cooperation
xinhuanet.com

The State Intellectual Property Office of China (SIPO) and Lao Mini...

Global Patent Strategy Exchange

9th-10th June 2015, Crowne Plaza Northwood, Dublin, Ireland

In 2015 Case Studies, Interactive Discussions & Debates Will be Led By:

<p>Vincent Couteau Head of Legal IPR AtoS</p> <ul style="list-style-type: none"> AtoS is a €10 billion French multinational IT services corporation with 86,000 employees in 66 countries. Vincent's expertise and specialties include IP/T, legal aspects of R&D, tech transfer, licensing, public procurement, EU-law and patent pooling. He is entrusted with a mission to discover, protect, maintain and exploit IP assets throughout the ecosystem of AtoS geographies, markets, service lines. 	<p>Iben Haasum Senior Director, IPR & Licensing Chr. Hansen</p> <ul style="list-style-type: none"> Chr. Hansen is a global supplier of bioessence based ingredients with presence in over 30 countries. Several hundred million people around the world enjoy Chr. Hansen's products daily in the food they eat. Iben is responsible for creating awareness and securing a strong anchoring of IPR within the entire organization. 	<p>Ben Wang Head of Patents, China Unilever</p> <ul style="list-style-type: none"> Joined Unilever China to build the patent group from the ground up. Is a member of the leadership team and provides patent support to the global research and development centre with close to 500 scientists. Has experience in building and managing legal functions for both small and large companies in the US and China.
<p>Mathew Heim Senior Director & Counsel, EU Government Affairs Qualcomm</p> <ul style="list-style-type: none"> Qualcomm is an American global semiconductor company. People around the world use Qualcomm technology billions of times a day when using smartphones, tablets, wireless modems. Mathew focuses principally on antitrust, IP rights and standardisation policy. He was a member of the Qualcomm's competition team who won the ILO Global Counsel Award in 2011. 	<p>Dr Nikolaos Papageorgiadis Lecturer in International Business University of Liverpool Management School</p> <ul style="list-style-type: none"> His research focuses on IP protection and enforcement systems and their effect on the international business strategy of firms. He also collaborated with senior patent counsel from top Fortune 500 companies. Discusses the importance of collecting hard evidence on IP enforcement and presenting it to policy makers. 	<p>Alfred Chaoat SVP Licensing Technicolor</p> <ul style="list-style-type: none"> Technicolor (ex-Thomson) has an annual licensing income of over EUR 400 million. Alfred develops and manages Technicolor's patent licensing programmes, with a special focus on Japan, and represents the company in various patent pools. He supports Technicolor's acquisitions, divestments, joint ventures, strategic alliances and business development initiatives from an IP & Licensing perspective.
<p>Andreas Leßmann General Counsel Europe GE Global Research</p> <ul style="list-style-type: none"> GE Global Research is the research and development division of General Electric. Andreas has a high interest in technology and economics and an academic background as author and speaker on commercial, IP and IT law. He will discuss how to best harness the innovation potential that lies in millennials while managing IP implications and risks. 	<p>Tony Hickson MD, Technology Transfer Imperial Innovations - Imperial College London</p> <ul style="list-style-type: none"> Imperial Innovations is the technology transfer office for Imperial College London. Tony has over 15 years of R&D and commercial IP licensing experience in bioscience companies prior to joining Imperial Innovations. He shares new ideas and approaches on how to commercialise IP via patenting, licensing and spinouts. 	<p>Jean-Marc Brunel Head of IP, CIPD Snecma</p> <ul style="list-style-type: none"> Snecma is a French multinational aircraft and rocket engine manufacturer. Jean-Marc has been Chief IP Officer since 2009. Will discuss his experiences in positioning the IP function as a strong business partner.
<p>Eric Radzinski IP Corporate Director Laboratoires URGO</p> <ul style="list-style-type: none"> Eric manages the company's entire IP portfolio representing more than 4000 patents 	<p>Gay Casey Director of Intellectual Assets Arecor</p> <ul style="list-style-type: none"> Gay has over 20 years' experience of IP management in pharmaceutical and chemical 	<p>Henrik Mathiasen Head of Patent Department Zealand Pharma</p> <ul style="list-style-type: none"> Henrik has extensive experience in managing IP within the biotech and pharma industry.

Stage 2: Running (1/2)

Step 4. Reflection and gearing up for launch

- What is the best communication message(s) that can **hammer home** the **importance of a research insight** for specific beneficiaries?
 - Use of specific graph? Commenting on specific topic?
- How to **collect evidence** of impact without being annoying
- How much **time** can you dedicate and when will you say no?
- What are the most fruitful **avenues for communication**?
 - Practitioner conference participation?
 - Twitter and LinkedIn?
 - Newspaper articles?
 - Knowledge transfer partnerships?
 - Targeted effort to influence specific practitioners or professional bodies (e.g. chartered institutes of patent attorneys)
 - Focus on one type of beneficiaries or multiple? E.g. policymakers, in house patent councillors, external patent attorneys?

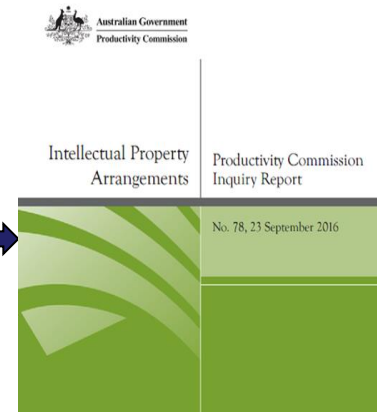
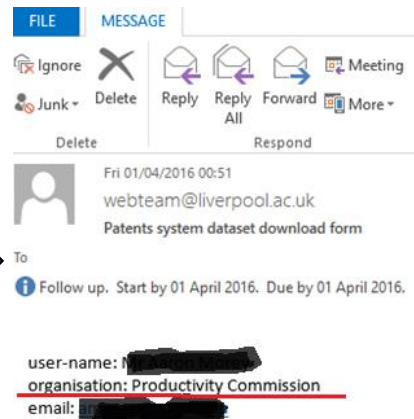
Stage 2: Running (2/2)

Step 5. Banging the drum

Practitioner conference participation:

Keynote Speeches at Patent Practitioner and Policymaking conferences:
• Keynote speech at “PATLIB17 conference” European Patent Office, Munich, Germany
• Opening Keynote Speech “IP Law Europe Summit 2018” Montreux, Switzerland
Speeches at Patent Practitioner and Policymaking conferences:
• Speech at “Lifescience IP Summit 2019”, London, UK
• Masterclass at “IP world Summit 2018”, Amsterdam, Netherlands
• Speech at “Nordic IPR conference 2017”, Copenhagen, Denmark
• Speech at “Brand Protection Excellence Forum 2017”, Munich, Germany
• Speech at “IP World Summit 2017” Amsterdam, Netherlands
• Speech at the “Global Patent Congress 2017”, Brussels, Belgium
• Opening speech at “Pat-Tech Strategy Exchange conference” 2016, Dublin, Ireland
• Speech at “Nordic IPR conference” 2016, Copenhagen, Denmark
• Speech at “Global Patent Strategy Exchange” 2015, Dublin, Ireland


Twitter interactions:



Stage 3: Running a marathon

Step 6. Reflect, Revise, Repeat

Reflect

- On what worked out well or not so well
 - E.g. I realised that attributing a Creative Commons license to all my materials would reassure beneficiaries to actually apply the research in practice → 
 - Is your evidence collection appropriate and strong?
- Through observation of activities by other impact authors
 - E.g. Warwick Policy Briefings

Revise

- Revise and improve the tactics
- Revise the impact plan
- Start writing and revising the Impact Case document

Repeat

- As often as required
- Not only when Research office asks you to do it.



Thinking of developing an impact case?

Do

Develop a clear understanding of:

- the potential beneficiaries
- their current practice
- the intended impact
- measuring the impact

Plan, think of the long term & say no

Reflect & revise.

Plan to collect multiple types of evidence

Don't

Assume that the beneficiaries will understand what you are talking about

No focus – no party. Impact is not a side thing

Use just one tactic

Underestimate the time that is required to achieve impact

Underestimate the time that is required to achieve impact!