Increasing competition puts enormous pressure on innovative enterprises to become and remain competitive in domestic and export markets. The exclusive rights provided by a patent may be crucial also for SMEs to prosper in a challenging, risky and dynamic business climate.

Indeed, patents are by nature competitive instruments – they keep your competitors away from practicing your invention. Much like chess pieces, patents can be used to force your competitors to change their products or their market strategy.

This Bulletin issue aims to provide insight into the fascinating world of patents.

An article from WIPO introduces this competitive tool explaining the different routes to patent protection and highlighting the value of patents for businesses.

This issue also outlines the point of view of a German SME regarding patents. Our interview with Mr Gimsa, the Managing Director of Enerlyt, reveals how an SME makes use of effective patent strategies based on real experiences.

Furthermore, our second interview with Prof. Dr Güven Yağcıntaş, founder of the Office of IP and Technology Transfer at Oklahoma State University, illustrates the crucial role of IP commercialisation for companies and universities.

As always we also inform you about our past training activities and events.

This issue also brings you fresh news on the Helpline service. Would you like to know more about the hottest topics and questions our Helpline team has received?

Finally, test your knowledge on patent searching through our usual quiz.

Wishing you inspiring reading!

Your Editorial Team
Patents – Capitalising Technological Knowledge

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Many companies use patent systems not only to stimulate their innovation and create superior products but also to capitalise on their technological knowledge. It is wrong to believe that patents only apply to major scientific breakthroughs and complex technologies or that they are only useful to large corporations. The patent system also offers opportunities for smaller companies to compete in the global business environment with their protected technological knowledge in their hands.

What is a patent?

A patent is an exclusive right granted by a government for inventions that meet the conditions stipulated in the relevant law. One of these conditions is the public disclosure of a detailed description of the invention. Accordingly, it is not possible to keep the invention secret and obtain a patent. Other main conditions are that the subject matter of the invention must be accepted as “patentable” under the relevant law, the invention must be new, must involve an “inventive step” (or be non-obvious) and must be industrially applicable (or useful).

The exclusive right conferred by a patent allows its owner to prevent others from making, using, offering for sale, selling or importing a product or a process based on the patented invention, without the owner’s prior permission. The patent owner may give permission to others to use the invention on mutually agreed terms (i.e. patent licensing agreements). The owner may also sell his/her patent to someone else who will then become the new owner of the patent.

Patent protection is also limited in time: 20 years from the date of filing the patent application in most countries. Patent owners, however, often abandon their patents before the expiration of that term, if for example, the costs of maintaining a patent protection exceeds its benefits. Once a patent expires, the protection ends and anyone can commercially exploit the invention without infringing the patent.

Why are patents important for businesses?

There are many reasons why companies decide to obtain patent protection for their inventions. The main reasons are believed to be the following:

• Returns on investment: Having invested a considerable amount of money and time in developing innovative products, exclusive patent rights enable the company to establish itself in the market as the outstanding player in order to obtain higher returns on investment.

• Opportunity to license or sell the patent: The company may license the patent to another enterprise against payment, allowing it to commercially exploit the patented invention under agreed terms. Similarly, selling the patent could be a source of income for the company.

• Increase in negotiating power: The company’s patent portfolio will enhance its bargaining power when it is negotiating a cross-licensing arrangement (an agreement to mutually license patents of each party) or any other business agreement with a potential business partner.

Other mechanisms to protect inventions – utility models and trade secrets

Utility models are similar to patents and are considered particularly suited for businesses that make “minor” improvements to, and adaptations of, already existing products. Not all countries provide for this type of protection.

Technological knowledge can also be protected by trade secrets. Such protection has the advantage of not being limited in time without administrative registration. However, in general, it is more difficult to enforce trade secrets than patents.
• Positive image for the company: Business partners, investors and shareholders may perceive patent portfolios as a demonstration of the high level of expertise, specialisation and technological capacity of the company. This may prove useful for raising funds, finding business partners and increasing the company’s market value.

What are the routes to obtain a patent?

At present, it is not possible to obtain a universally valid “world patent” or “international patent”. Currently, there are three routes to patent protection: national, regional and through the Patent Cooperation Treaty (PCT) system. The best route usually depends on the invention and the market(s) in which a company intends to operate.

National route

One way of obtaining a patent is to file a national patent application in the country where patent protection is sought. If an applicant seeks patent protection in a number of countries, this might not be the best way of action, because the applicant would need to prepare and submit a patent application in each country and comply with the different legal requirements under each national law.

Regional route

In some regions, a regional patent office accepts regional patent applications or grants regional patents. This is the case in the European Patent Office (EPO), for example, the African Regional Intellectual Property Organization (ARIPO), the African Intellectual Property Organization (OAPI), the Eurasian Patent Organization (EAPO), or the Patent Office of the Cooperation Council for the Arab States of the Gulf (GCC Patent Office). The possibility of filing a regional application streamlines the procedure for seeking patent protection in the countries within the relevant region.

PCT route

If patent protection is sought in a large number of countries worldwide, a good option may be to choose the PCT system administered by the World Intellectual Property Organization (WIPO). The PCT enables the simultaneous search for patent protection in a large number of countries by filing a single “international” patent application instead of filing several separate national or regional patent applications. However, the granting of patents remains under the control of the national or regional patent offices. The advantages and procedure of the PCT can be found on the PCT web page: www.wipo.int/pct/en/faqs.html.

Examples of on-line patent databases

WIPO’s PATENTSCOPE database provides free-of-charge online access to more than three million PCT international patent applications as well as patent applications and patents published by certain national and regional patent offices, such as the European Patent Office (EPO) and the United States Patent and Trademark Office. Another service for searching patent information which is offered by the EPO is called Espacenet.

Patent procedures are very complex. When dealing with them, it is advisable to seek assistance from intellectual property experts or the intellectual property office of the relevant country or region.

What is patent information and why is it important?

Patent information commonly refers to the information found in published patent applications and patents. This information includes not only technical information about patented inventions but also legal and business-relevant information such as the legal scope of patent protection and information about patent owners. It practically covers every field of technology, and is often not divulged in any other form of publication.

Searching patent information is facilitated by its relatively standardised format and the systematic classification of information according to technical fields. Nowadays, most patent information is made available through free-of-charge online databases which are maintained by the relevant national / regional patent office, making it easier to access patent information from any part of the world (see box).

Patent information can be useful to researchers, technical developers, entrepreneurs, legal advisors and others helping them to:

• avoid duplication of research and “re-inventing the wheel”;
• assess the state of the art;
• avoid infringement of patents held by others;
• identify licensing opportunities;
• monitor activities of competitors and other market players; and
• identify market niches.
INTERVIEW

"Patents are the company’s intellectual property rights representing the most valuable assets."

Interview with Dr-Ing. Andreas Gimsa, ENERLYT, Germany

Could you introduce your company and its activities to us?

We are a company active in the development of small decentralised energy plants which enable users to produce their own electricity and heat. Our focus is on new Stirling engines fuelled by biomass.

Furthermore, we produce energy management systems, carry out technical planning, operate decentralised power plants and draw up expert assessments in the energy sector.

Which types of intellectual property rights do you identify as company assets?

Patents are the company’s intellectual property rights representing one of the most valuable assets. The value of patents before the commercial launch is extremely difficult to estimate, as it is a bet on the future. Even if it is possible to develop a product or process based on a patent, the question remains whether economically viable products or services can be created. Eventually, the patented product must be launched in the market adopting an effective sales strategy to be competitive.

How would you describe your patent strategy?

Our patent strategy is simple. Only essential inventions for our business are followed-up and small changes to existing systems are not patented, as such changes can easily be circumvented through incorporation of equivalent features in a competing product.

What role are they playing in the success of your business?

We believe that patents contribute to company success. With this principle, we have developed a special energy management system, with which every form of energy can be sold against prepayment. As this patented system cannot be reproduced by third parties without authorisation and, due to its innovative function, this invention has become valuable for our customers and also for our company.

Other patents that we hold, such as on special Stirling engines, must still prove their success on the market. The IP protection on an invention must be so strong that it cannot be circumvented and reproduced with similar features in a competing product.

Do you have any particular suggestion for innovative SMEs?

I think that for many SMEs the same kind of patent strategy as ours can be applicable. It is also advisable to abandon old patents, which for example have not been exploited for ten years.

Furthermore, the employees developing inventions should be involved in the entrepreneurial success of the patented product or process. This is a strong motivation factor.

In addition, it is not necessary to register patents in too many countries. Their maintenance fees could indeed be very high. It is, therefore, important to analyse the markets in depth, to consider the cost of local product support and build a system of distribution channels in selected countries where patents have been protected.

Contact
Dr-Ing. Andreas Gimsa
Managing Director
ENERLYT

Website
“Having a patent protection is undoubtedly very important for successful IP management. However, commercialisation of these patents is indeed more important – and maybe far more challenging – both for companies and universities.”

In this issue, we have interviewed an IP commercialisation guru, Mr Güven Yalçıntaş, who devoted his professional life to technology transfer. We met him in a hotel lobby in Cappadocia, Turkey, where he was preparing to deliver a presentation to technology transfer office representatives.

Dr Yalçıntaş, before we start, can you introduce yourself a little to our readers?

When I was working as a group leader in Oak Ridge National Laboratory (ORNL) in the USA, the government passed the Bayh-Dole Act, mandating that any researcher producing intellectual property (IP) with a federal grant will be responsible for both protection of that IP and commercialisation, where possible. So I joined the newly formed group of technology transfer in ORNL.

Then I went to Oklahoma State University to start up their technology transfer office (TTO); Two years later, I was asked to become the vice president for technology transfer for the State University of New York (SUNY), where I was managing five TTOs handling IP coming out of 400 million USD annual R&D expenditure. We first doubled the R&D budget to 800 million USD and increased the IP production by 50% in each campus of SUNY every year over ten years. I managed on the average annually 275 IPs from 26 campuses including two large medical centres. We brought in 15 million USD R&D annually, as a result of licensing negotiations, and successfully completed more than 90 licensing deals in nine years. Now, I am the president and CEO of Applied Professionals International serving companies and universities in the creation of IP, IP mining, IP protection, preparation of IP strategies, asset management, IP portfolio improvement and IP portfolio leveraging to improve companies’ cash reserves. As a whole, I suppose I have signed and closed more than 250 licensing agreements since 1984.

What are the key strategies for IP creation and patent protection for SMEs?

Let’s first take the patent protection. People have a tendency to have a lot of patents in their portfolio. I think this is really wrong. They should first ask this question to themselves: “Can I commercialise these inventions?” Then, they should apply for a patent registration. Because in my opinion, a patent which is not commercialised is just a piece of paper and is worthless. This approach will also save wasted IP protection costs.

The strategy for IP creation is not that complex. As a first step, you have to set up your goal. If it is a company, you need to define what you want to do, what your product line is. Then, you should work with your scientists and R&D staff. Even if you are a one-man company or a micro-SME, you need to know what you want to sell next year and what makes you more competitive in the market.

You should base your strategy on “what the market is going to pull from you”. “Market push” is never a correct strategy. So, based on this “market pull” approach, you need to develop your own business plans. It is possible that you can invent something, and base your business plans on this new invention. However, you can come up with another solution like licensing-in. And again, whichever route you choose, whether you will base your strategy on your own IP or licensing, or through others (such as creation of a joint venture, a start-up or so on), you should listen to the market requirements, and pay attention to what the market is calling for and build up your strategy according to the market needs.

Companies are now aware that IP is a strong weapon in today’s highly competitive business world and they have a considerable number of intellectual assets in their portfolio such as patents, designs, trade marks, domain names... But they have another problem right now. Although they have numerous IP registration certificates, they do not know how to make use of them effectively. How can SMEs turn their inventions and IP assets into business profits and money?

It is not worth solely applying for a patent, and then kill yourself by asking why I cannot make money from my patent, why I cannot grant licences although I have a patent, etc. This is really putting the cart before the horse.

First we have to think about how the market is going to evolve, what the market requires, and then sit down, try to think outside the box and invent something – find the solution – then protect it, e.g. by a patent, and then commercialise it. I should not expect that if I can have 100 patents, somebody will come up and ask for licences from me. And at the end, even if I commercialise 50 of them, I will be rich. No, it does not work like that. So, you really have to have a strategy sourcing from the market.

However, there are companies like Apple and Google. For example Google addressed Kodak, because Kodak was selling its IP for four billion USD. Well, Google did not pay four billion, but they paid 300 million USD and bought a bunch of IP. But Google did not buy those assets for the purpose of commercialisation. Google’s strategy was to punish others who intend to use these IPs and they would like to recover this money by suing the infringers, or simply by acquiring them. Companies like Google or Apple know how to grow by acquisition and through court actions with their vast experience in IP enforcement. But for many SMEs, this game can be dangerous. Therefore, I suggest the market pull strategy and to commercialise their IP after some smart market research, smart work and smart protection steps based on the market needs.

“Negotiations” is one of the key stages during the IP commercialisation process. Do
you have some tips for our readers to follow during the negotiations?

Yes, the negotiations stage is very important in commercialisation. The main principle of negotiation is that it should end with “win-win”. If it ends with one winning and one losing, trust me, the winning party will lose in the end. It is really important to respect the other side. You should not use negotiations to create an enemy, you should use negotiations to make allies and ensure that it ends with a win-win result in which everybody is going to be satisfied with the deal. The major aim in IP commercialisation negotiations is to create a platform that both parties can win.

I may give you some other tips as well: First of all, you should always be prepared prior to sitting down at the table and never start the negotiations with your demands. It is always better to try to find the other party’s needs and interests. Also, if there is a deadlock, you should not panic, and should try to divide the problems into small pieces, and continue the negotiations over these small parts instead of discussing the whole case. You will see that when you start solving these small pieces, it will be easier to find an agreement on the whole process and the deadlock will be unlocked in the end.

You should not forget that: Listening and trying to get to know the other party are the key rules for being successful in negotiations and to reach a win-win outcome for both parties.

University-industry collaboration is one of the most popular subjects today. But there are always the same complaints: academia and companies do not belong to the same world and they do not understand each other’s needs. How do you think this problem can be solved and do you have some suggestions to carry out an efficient technology transfer process between university and industry?

To be honest, I do have a tendency to blame the universities. If universities see themselves in their ivory towers and if they do not want to speak the language of industry, this collaboration will never occur. First of all, the universities really have to understand the needs of the industry. Indeed, industry speaks for one thing: they have to bring bread to their homes. The universities have to recognise that reality and ask the industry how they can help. They should understand the problems of the industry, come back and look at their technologies and see whether they can solve these problems with their technologies. If this happens, I believe that the attitude of industry towards academia will change and they will not hesitate to spend money. Because they will know that this money will solve their problems and compensate itself.

In my opinion, establishing a successful relation between university and industry is very simple. The first step should be taken by the university side, not the industry side.

Speaking about the industry, I saw in one of your LinkedIn posts that you established a very interesting committee named as “Young Businessmen Retired Doing Nothing” to create a dialogue between university and industry in the USA. Could you tell us more about this initiative?

This is the committee I built up when I went to Oklahoma as a founder director of the Oklahoma State University Technology Transfer Office (TTO).

Oklahoma is the state of cowboys with big hats as seen in the movies and the land of petrol. There were many businessmen who had succeeded with their own companies and then sold these companies in return for a lot of money and retired when they were still young. I invited those young businessmen every Friday to my office, made them sign non-disclosure agreements, just served them coffee and doughnuts, presented them our new technologies and our problems, and finally asked them if and how these technologies could solve these problems.

For me, nobody could do better than these guys, because they were “the industry” themselves. This group of businessmen, what I call YBRDN (“Young Businessmen Retired Doing Nothing”), was an invaluable source for us to reach the industry because they had a significant industrial experience, tremendous networks and they had ambition. When I asked them to come and cooperate with us, they were delighted! Because they needed motivation, they needed something to make them get up in the morning. Because everybody, except me, saw them as a retiree by that time, and nobody recognised them as a talent anymore. This also helped us to gain 1,5 million USD royalty per annum from our IP in the Oklahoma State.

Do you have some final suggestions on IP and IP protection for our readers?

IP management for companies and universities is not easy as it involves a lot of money - particularly, when it comes to international protection. Especially the translation costs (such as in China, Japan, etc. may cost a fortune for IP owners). So, if possible, you may want to look for early negotiations to cover such costs. If you already have a company outside as a potential licensee, one of the first topics you need to negotiate should be the payment of these protection costs. For example, when I was working at the university, I did not have a huge budget that I could easily spend on everything. It was easier for me if the licensees could take that responsibility from me. After all, the technology will be exploited by the licensee for 20 years, so for me it is fair that these costs are taken over by the licensee.

In any case, as long as you respect the other party in the commercialisation process, and as long as you recognise their needs, you can set up a very valuable partnership and there is nothing more valuable than this. Believe me, nothing makes me feel more comfortable than everybody leaving the negotiation table happily and/or when you successfully commercialise your IP.

Contact
Prof. Dr. Güven Yalçıntaş
President and CEO of Applied Professionals International
Founder and Former Director of the Office of IP and Technology Transfer at Oklahoma State University
Former Vice President for Technology Transfer at State University of New York (SUNY)
Your IPR Queries Matter to Us: Ask the Helpline

I recently worked on a project proposal for a Horizon 2020 call, together with a private company. Our proposal was awarded the “Seal of Excellence” (the resources available for that call were already allocated to other projects). My question is related to the patentability of an idea that is included in that proposal: Briefly, we proposed an innovative system to treat contaminated air streams from industrial activities. We would like to patent this idea as a European patent. This idea has not been disseminated to the public through any publication, conference poster, conference proceedings, oral presentation, etc. Does the inclusion of this idea in a Horizon 2020 proposal (awarded the “Seal of Excellence”) preclude our intention to patent our idea?

Not all types of a disclosure chip away the patentability of your invention.

The disclosure must be “enabling”, that is, sufficient for one knowledgeable in the applicable field to duplicate your invention without undue experimentation. A superficial description of an idea without going into all technical details might not be enough for a ‘skilled person’ to reconstruct your invention. Moreover, in order to destroy the novelty of an invention, the disclosure must be made in a published writing or publication in another form: by a description of the invention in spoken words uttered in public, or by the use of the invention in public, or by putting the public in a position that enables any member of the public to use it. A disclosure made under confidentiality obligation (confidentiality agreement/clause) will not be considered as a threat to patentability (even if the disclosure as such is “enabling”).

All proposals and related data are treated under the principle of confidentiality by the European Commission. What is more, independent experts must sign an appointment letter binding them to maintain confidentiality of any document and data received. This means that all the Commission staff and external experts involved in the evaluation of your proposal will be bound to confidentiality with regard to the entirety of the information contained therein, and will not be able to re-use this information or disclose it any further.

Hence, we assume that you face no risk of losing the patentability of your invention due to prior disclosure in the proposal. Such disclosure covered by strict confidentiality mechanisms.

I work as part of the Regulatory Department at a Portuguese company dedicated to animal health, and first of all I hope my message will find you well. As part of the evaluation of starting a new business roll, our department is clarifying some aspects about industrial property in order to ensure all the legal requirements. So that, we would like to clarify the following aspects.

About the EP1168920 patent, our company is evaluating the possibility of buying this product from a manufacturer in a country in which this product is not protected. Although this product is protected in Portugal, our company does not predict to commercialise, store or manufacture it in Portugal in respect with the law. Our company is evaluating the possibility of buying this product and selling it directly in Africa, where this product is not protected. For this situation, we kindly ask, if possible, to have your official information about this chance.

It is important to be aware of the territorial nature of patent protection. The geographic scope of protection for a patent is limited and depends on the country(s) of registration. Put simply, an obtained patent protection will be limited exclusively to the country(s) where the registration was obtained.

It seems that the product at issue was patented in several European countries. Hence, the protection will be limited exclusively to the territory of those countries. In other words, you may freely buy, produce, store, commercialise, or otherwise exploit the product in all of the countries where the patent registration was not obtained or dropped.
The European IPR Helpdesk on Tour

Take a look at a selection of our recent events!

In the last three months the European IPR Helpdesk Team participated in a number of IP events all over Europe, and provided several IP workshops building capacities in IP management among SMEs and researchers.

Meet us at the these upcoming conferences
• 24-26 October 2016, Bratislava / Slovakia: RE-Industrialisation of the European Union
• 10 November 2016, Bonn / Germany: Conference on IP Dispute Resolution in Life Sciences
• 14-16 November 2016, Bratislava / Slovakia: Annual EEN Event

Upcoming IP training events
• 7 November 2016, Valencia / Spain IP Exploitation in Horizon 2020
• 8 November 2016, Milan / Italy IP Basics & IP Management in Horizon 2020
• 17 November 2016, London / UK Introduction to IP & IP Management in Horizon 2020

Upcoming webinars
• 07 November 2016: Patent Drafting in the Field of Life Science
• 09 November 2016: IP Commercialisation and Licensing
• 15 November 2016: Management of IP

Fancy a Little Quiz?

As you know, in every issue we include a quiz to help you develop your patent searching skills using Espacenet. Why don’t you try using Espacenet today? Here comes our new quiz:

QUIZ

Is this Fruit Ripe?

We often wonder if a fruit is ripe. One can easily imagine a portable sensor that can determine the ripeness of fruits and vegetables.

Farmers could use the device in the fields to determine the ideal harvesting time for apples and other fruits. Or they could use it in storage facilities to sort fruit and vegetables by ripeness. It could also be adapted for end users, helping them to avoid the unpleasantness of using rotten fruits for the tart.

Try finding patents covering such devices using Espacenet.
Follow your Shoes!

Stop staring at your mobile phone to find your way, just follow what your shoes say. This revolutionary system makes your shoe vibrate to tell you which direction to turn. A buzzing right shoe means turn right, a buzzing left shoe tells you turn left.

Try finding patents covering similar concepts using Espacenet.

**Step one:** To find similar patents, identify the most pertinent aspects of the invention – common technical features that may be found in related patents – and for each aspect, define a comprehensive set of synonyms. To perform the search, the following concepts – groups of synonyms covering the different aspects of the invention – can be defined:

- shoe*
- GPS global positioning
- vibrat*
- direct* orient*

Several combinations can be tried. The following one shoe gps vibr* yields the following list of documents. Out of which you will find:

CN203815833 (U) - Blind person navigation shoes with obstacle detection function

Those patents match the sought concept. Interestingly; the great majority of results are Chinese patents revealing quite some interest in this type of shoes.

**Another combination shoe* gps (direct* or orient*) results in this list from which you can extract:**

US2011153197 (A1) - INSOLE TYPE NAVIGATION APPARATUS AND OPERATION METHOD THEREOF

Step 2: As a second step classification symbols assigned to some relevant documents can be used to cover the concepts to be combined. In our case we will simply use the A43 symbol covering broadly Footwear and combine it with direct* shoe vibr*. This combination results in this list out of which an additional document can be found:

CN203776229 (U) - Special shoes for blind people

One can try more combinations to obtain more comprehensive results.

A Google search shoe vibrate direction yields some interesting pages like this one where an existing similar product is described. Looking for the inventor Anirudh Sharma we can find this additional patent:

US2014266571 (A1) - SYSTEM AND METHOD FOR HAPTIC BASED INTERACTION

We did not retrieve it with our earlier searches because of some of the keywords we used. GPS is not mentioned in the abstract. This shows some inherent limitations to searches when the words used in an abstract do not match the obvious ones you can devise when defining the invention by concepts.
SOLUTION TO GI QUIZ

1. Silter is a geographical indication protected as a PDO in the European Union. Therefore, its use as a trade mark in Ireland could give rise to a conflict with the protected GI.
2. Moselle Luxembourgaise is the only wine originating from Luxembourg protected as a PDO.
3. Italian Vodka is not protected as a GI in the European Union. Therefore, its use does not give rise to a conflict with an earlier protected GI.
4. 13 appellations of origin are currently protected under the Lisbon Agreement in the category of beers.

A Picture is Worth a Thousand Words

New Animated Clip on Intellectual Property in Horizon 2020

It’s done! We are happy to announce the release of our new animated short clip.

It sheds light on the importance of smart IP management in Horizon 2020 giving an impression of how the services of the European IPR Helpdesk can support researchers and SMEs involved in Horizon 2020 projects.

Given the strong focus on innovation and close-to-market activities in Horizon 2020, the European IPR Helpdesk team decided to dedicate its second animated clip to this topic specifically highlighting the importance of strategic IP management planning.

The clip can be accessed through the website of the European IPR Helpdesk.

Should you be interested in using the clip on your own online channels, you may simply embed the YouTube link.

If you prefer to embed the original video or if you have any questions, please get in touch with us at communications@iprhelpdesk.eu.
**GLOSSARY**

**Patent information** commonly refers to the information found in published patent applications and patents. This information includes not only technical information about patented inventions but also legal and business-relevant information such as the legal scope of patent protection and information about patent owners.

**IP commercialisation** is the process of bringing intellectual property to the market in view of future profits and business growth.

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**GET IN TOUCH**

Should you have any ideas, comments or suggestions related to topics you would like us to cover in future Bulletin issues, please get in touch with us:

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