



**CIPO
ACADEMY**

Advanced **Leadership** Program

In Strategic IP Management



CENTER FOR
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BerkeleyHaas

Transform your IP organization from a Cost Center to a Value Center

While the importance of intellectual property has risen over the past 25 years, the strategic role of the IP organization in most companies has lagged behind. This is most readily observed in the challenge of elevating IP leadership to a C-level, executive committee, or equivalent role. The implicit message is that IP matters, but not necessarily IP management. At CIP, we believe that world-class IP management can make a major impact on most businesses if given the opportunity. This is why we have created the CIPO Academy.

The Advanced Leadership Program in Strategic IP Management is a year-long, capability development program that:

- evaluates the current business value impact of your IP organization
- determines the potential business value impact, the associated value-driven IP portfolio management approach, and goal setting for your IP organization
- initiates the implementation of the goals through individual and organizational development

The Advanced Leadership Program in Strategic IP Management is for senior or aspiring IP managers in a technology or industrial-based businesses, who:

- have the ambition to raise the level of their role and organization to a corporate executive level
- are interested in building a business-centric, value-driven IP management mindset throughout their organization
- see the benefits of practical, hands-on executive mentoring and education as a key pillar of support to achieving their ambitious goals

The program is backed by the extensive research and industry experience of the Center for Intellectual Property (CIP) in collaboration with the University of California, Berkeley. The faculty has built world-class IP organizations and advised over fifty companies ranging from SMEs to multinational corporations. The program focuses on raising individual and organizational strategic IP capabilities ranging from portfolio management, value capturing, to risk management, with demonstrable business impact.

Program schedule

12 Month Program: Evaluate, Reframe, and Implement

Module 1: Evaluation of IP Impact on Business Value

The program's first module begins with a thorough evaluation of each participating company's IP organizational structure, strategies, KPIs, and business impact. Participants will be provided with analytical tools and training to perform the evaluation in close collaboration with their faculty mentors, generating an accurate understanding of the current "as is" performance and challenges.

Module 2: Reframing of Potential Business Value Impact and Goal Setting

In the second module, participants will start from first principles by identifying the key intangible assets that underpin business performance. This includes exploring the potential IP value models and multimodal IP-based control positions that enable competitive advantage, and determining the appropriate IP portfolio management methods to create these control positions. Participants will then develop new organizational goals, business-focused KPIs, and customized IP valuation methods to build a feedback mechanism that ensures the creation, measurement, and communication of IP value in financial terms. This will result in an implementation plan to reach the determined "should be" goals.

Module 3: Implementation of Individual and Organizational Goals

Based on the implementation plan, the third module will focus on execution. Participants will work internally in collaboration with mentor support to overcome obstacles towards the determined goals. This can include pilot activities such as:

- Implementing new, value-driven multimodel IP strategies in collaboration with different business units, applying a coherent IP value model framework, both reactive and proactive
- Adjusting IP portfolio management strategies and processes in support of the applicable IP value model framework
- Calculating and communicating of new business value-driven IP management KPIs, and their confirmation of acceptance by the businesses, R&D units and the C-suite
- Implementing organizational changes, involving new roles, training, process integration with businesses and R&D units, and changes to reporting lines, among others, leading to increased influence and impact on business performance

ALP Faculty

The ALP is delivered through a collaboration between the Center for Intellectual Property (CIP) at the University of Gothenburg and the Tusher Strategic Initiative for Technology Leadership at the Haas School of Business, University of California, Berkeley. The program maintains the highest quality academic and executive faculty to develop both theoretical and practical competencies. The Advanced Leadership Program is led by Ruud Peters (CIP) and Bowman Heiden (CIP and UC-Berkeley).



Ruud Peters

Ruud Peters is the Co-Director of the Center for Intellectual Property (CIP), and CEO at Peters IP Consultancy B.V. ; Former Chief IP Officer and Executive Vice President at Koninklijke Philips N.V. He is an IP business leader and entrepreneur with both strategic and operational capabilities, who created and managed one of the world's leading and most successful IP businesses as Chief Intellectual Property Officer of Philips for a period of 15 years till the end of 2013. In 2014, he established his own IP Consultancy company, providing consultancy in IP strategy and organizational matters to enterprises and institutes around the globe.



Bowman Heiden

Bowman Heiden is the Co-Director of the Center for Intellectual Property (CIP), Executive Director of the Tusher Strategic Initiative for Technology Leadership at UC-Berkeley, and a Fellow at the NYU School of Law. Dr. Heiden is the co-founder of the Berkeley Deep Tech Innovation Lab, the Dynamic Competition Initiative, ICM Global, and the Berkeley Gateway Accelerator. Over the past twenty-five years, Dr. Heiden has managed over 200 innovation projects with industry, university research institutes, healthcare providers, and start-up ventures. Prior to his focus on IP and innovation strategy, Dr. Heiden played professional basketball in Europe, which is why he is so tall.

Method: Expert Knowledge and Mentoring

The ALP is an action-based executive program designed to develop individual and organizational capacity. The pedagogy is therefore based on learning by doing with expert mentor support.

This includes group learning sessions to teach fundamental principles and tools, group and individual feedback sessions based on the practical home company activities, and individual mentoring sessions with each company team.

In addition to the practical implementation efforts at each company, each participant will receive an ALP Certificate from CIP/University of Gothenburg and the University of California, Berkeley.

The Key elements of the learning methods are:

- Intensive participant contribution and interaction with ALP faculty mentors – what we call a “tough-love” approach
- A balance between theory and practical application and experience to build higher-order capabilities
- Immediate application of learning, through exercises and implementation in the participant’s home company

The program is delivered primarily through virtual interactions with occasional in-person sessions as a group or individually at the participants company location.

Tuition and Admission

The current fee for the ALP pilot year is EUR 45,000 per company, excluding VAT. An additional fee of EUR 10,000 is included for each additional participant, up to a maximum of three. Fees cover all learning materials and meals during the program but exclude accommodation and travel expenses when needed. CIP Partners will receive a discount on the program fee equal to their yearly partnership fee.

Final selection among applying participants will be based on the overall balance of factors, such as management experience, ambition, industry, and date of application. The ALP will endeavor to select non-competing firms in each cohort to facilitate opportunities for group benchmarking and learning. Each cohort will include between 3-6 companies.



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