



# IP TRANSFORMATION

**FROM THE END OF THE  
HALLWAY TO THE CENTER OF  
THE BUSINESS**



# IP Transformation – From the end of the hallway to the center of the business

Universal trends in globalization and digitalization demand a better connected, better integrated, faster and more productive Intellectual Property (IP) ecosystem. This obligation compels modern businesses to ask questions like the following.

- How can we increase our IP footprint and raise awareness of and attention for IP?
- How can we shape our organization to ensure the best integration of IP with R&D and other departments?
- How can we develop our skills and mindsets to contribute value and make our IP management more meaningful?
- How can we efficiently future-proof our IP management while creating lasting results?

Dennemeyer Consulting's experience and expertise in IP management help answer all these questions and more to support your IP transformation.

**"The IP Transformation program supported by Dennemeyer's experienced transformation manager is a role-model project under the given constraints."**

CEO, Client of Dennemeyer Consulting

## Success story: 'IP Transformation'

Our client is a life science company that develops and manufactures laboratory equipment that is used worldwide. They are recognized experts in high-quality instruments and premium consumables that enable simple, easy and efficient lab work. With an uninterrupted focus on market needs and the wishes of their customers, they recently changed their corporate strategy and introduced numerous projects as part of their future-growth initiative. Agile product development was implemented as a standard within this innovation initiative.

Reorganizing the business portfolio and developing fresh solutions and products on a global scale required the IP function to adapt. Not only was this IP realignment crucial in the enhancement of their services, but it also made a vital

contribution toward achieving corporate strategic goals.

In the first phase, we assessed the IP department's status and delivered recommendations on how the IP team could contribute to the corporate transformation. \*

Upon receiving these IP transformation recommendations, the client took some time to fully process all the data. After that, the client again invited us to support the overarching management of the IP transformation and the involved initiatives. So began the second phase, wherein we assisted the client over 10 months in starting, structuring and steering the client's IP transformation.

\*Please refer to another [client's success story](#) for more details on status quo evaluations and Dennemeyer's IP Performance Assessment.



To ensure smooth and reliable transformation management, the Dennemeyer Consulting project leader worked on-site several days a week, interacting directly with the client's IP team as well as with the executives and stakeholders of their other business units (BUs).

It was essential to start the journey of IP evolution with common goals and understanding, so the client organized an IP transformation week. During this event, we worked with all members of the IP function to develop the client's IP mission and establish the cornerstones of the group-wide, global IP strategy. Representatives from management and various BUs enriched the workshops with their contributions and background knowledge.

Once everyone had the same goals in common, we supplied the various transformation initiatives with concept and methodology inputs and best-practice insights. Every member of the IP team was involved in one or more of the transformation teams.

In cooperation with each of these teams, we devised BU-specific Intellectual Property rights (IPR) policies derived from their respective strategic plans. With these foundations in place, we next drafted roles, responsibilities and tasks to facilitate capacity planning and allocation. In addition, this work laid the first steps toward the future organizational structure, with its close links to and from R&D. To arrange lasting BU relationships, we integrated IP matters into agile development processes in addition to the technology and product life cycles.

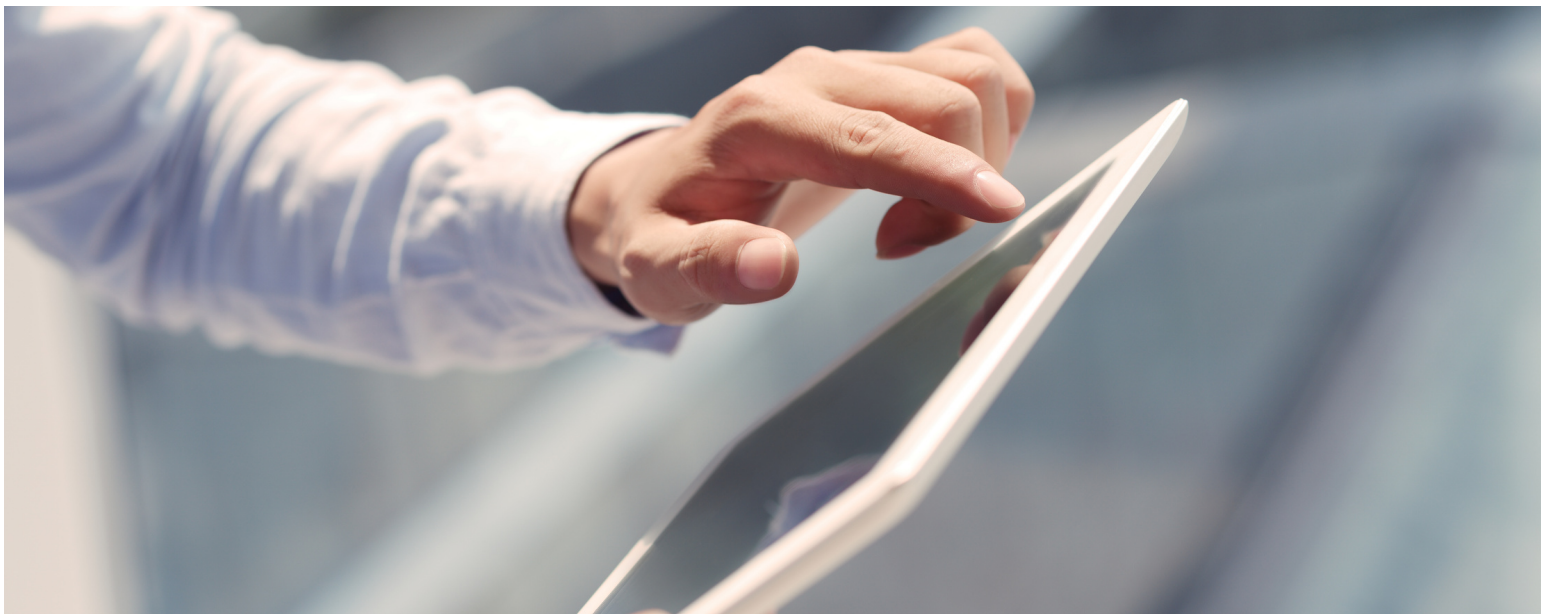
In so doing, the interfaces between the BUs were transparently defined, and collaboration in several ongoing development projects was improved.

Immediate benefits are always very welcome, but to enable continuous progress after the project's conclusion, we needed to embed collected, structured and documented core IP processes within the company's workflow. One such process was IP monitoring. In this, we developed technology and competitor monitoring concepts that were successively applied to all BUs.

An initiative team devised a technology analysis concept and created a prototype. After examining the results with their BU, the team took on the positive feedback to plan a second version.

Another initiative team guided the review and streamlining of the company's existing IPR portfolio in alignment with the various BUs and their product strategies.

"Visibility" was the name given to the team tasked with raising IP awareness and creating transparency. We worked together with the internal communication department to revamp the IP team's intranet page to craft and disseminate IP success stories within the organization. The pre-existing IP introduction and training content was reviewed, updated and augmented through different media. An IP cockpit was drafted to promote openness on IP matters for a variety of audiences.



We held weekly bilateral meetings between the initiative leaders and the Dennemeyer consultant, who acted as the transformation manager. These touchstone discussions allowed everyone involved to reflect on the status of the transformation, discuss procedures and open issues and agree on the next steps. In addition, during regular IP transformation review meetings, the various initiatives reported on their progress to the entire IP team.

When needed, decisions or approvals were also finalized during these reviews. Both series of meetings ensured that everyone was constantly informed of the current situation, that the IP

transformation did not lose traction with waning motivation and that ambition was consistently high.

The IP transformation followed a clear and stringent roadmap, securing R&D, business portfolio, central functions, corporate development and the stakeholders' buy-in, as well as maintaining the management's sponsorship at all times. Program reviews with the Management Board ensured that the IP transformation work and results were always united with the corporate direction.



At the end of the project, the IP department took over the final steps of the IP transformation. With the one-off tasks accomplished, the initiatives' work was completed. What remained was to integrate all ongoing efforts into the day-to-day operations of the IP team, which now operated at the center of the business.



Figure 1 - IP transformation initiatives

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*"After more than five years of good-faith efforts in thinking and discussing, we finally get big steps done in the transformation, supported by Dennemeyer, in the past months to enable us to contribute best to our group's strategic objectives."*

*Head of IP, Client of Dennemeyer Consulting*

## **Intellectual Property Management requires specialized processes and tools, but it is the people that count most**

In this case, Brigitte Baldi spearheaded Dennemeyer's involvement in the project as a transformation manager. Over roughly 10 months, she was engaged part-time to establish, outline and manage the client's IP transformation.





## Who is your thought partner?

Brigitte Baldi is a member of the Dennemeyer Consulting team located in Munich. She supports clients in achieving IP excellence by employing various methodologies, including strategic, organizational, operational and change management approaches.



Having supported clients in almost every industry as a business consultant for more than 30 years, Brigitte has a wealth of expertise in technology, business and interpersonal relations. Today, she focuses her efforts on:

- IP and intellectual capital management
- IP strategy, organization and processes
- Transformation and change management

In all of these endeavors, she acts as your partner to reflect your goals and ideas and to inspire your thoughts.

On top of this, Brigitte rolls up her sleeves to devise and implement improvements and changes together with her clients. One of these 'hands-on' assignments was the success story in this case study. Brigitte assured continuous transformation management by working several days a week at the client's site, interacting directly with the IP team and other units' stakeholders and management. She coordinated all IP transformation initiatives throughout the project and ensured close alignment with leaders from other functions, BUs and the management.

Have you ever found yourself reflecting on any of the questions at the beginning of this paper? Then now is the time to take the opportunity and talk to Brigitte.

[Book a virtual meeting with Brigitte](#)

# IP Transformation readiness check: What is in for you?

Are you still performing as a reactive support function? Are your business plays prompted by invention disclosures or freedom-to-operate (FTO) requests? Do you want to develop further from a reactive service entity toward an active enabler of innovation?

## Find out for yourself:

**yes**      **no**

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Draw a table with corporate strategy goals listed as columns and IP goals listed as rows. Check each of the table cells where you can indicate that an IP goal contributes to the corresponding corporate goal. Do you have at least one checkmark in each row? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are IP team members excited about being directly involved in development projects?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Imagine meeting two BU managers in the lobby. Do they remember your name, your function and at least one professional topic you recently discussed?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Do you have enough colleagues on the team who are willing to take responsibility for new matters?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does everybody in R&D know how to get in touch with the IP function?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Do you feel your IP department is well prepared to meet current and future challenges?  | <input type="checkbox"/> | <input type="checkbox"/> |

Have you checked at least one box with "No"? This does not imply that you must start a full-scale IP transformation as described in the case above. However, we recommend that you first discuss a holistic solution and then translate it into concrete, customized and, perhaps, individual actions. If you are considering taking a bigger step, your first move is to reach out to our specialist for a candid discussion.

[Book a virtual meeting with Brigitte](#)

During your 30-minute talk with our IP transformation expert, you will get some initial ideas on how to:

- Raise awareness of and attention for IP
- Boost IP's contribution to innovation and development at your organization
- Develop mindsets to activate previously more passive, reactive IP management
- Move toward future-proof IP management

