

PHILIPS

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sense **and** simplicity

How to gain maximum profits from IP and make the IP strategy to fully support the Company's Business strategy

Laure van Oudheusden

Philips Intellectual Property and Standards

Sept 12, 2012

Content

- Philips profile
- Philips Intellectual Property & Standards
- IP in a business environment
- Philips IP strategy
- Organizational structure
- IP valuation
- Leverage IP to realize business objectives
- IP value models
- IP portfolio management
- Conclusion

Philips profile

Becoming the leader in Health and Wellbeing

Who we are

Sales around EUR 23 billion
Over 30% in emerging economies

122 000 employees

Sales and service outlets in 100 countries

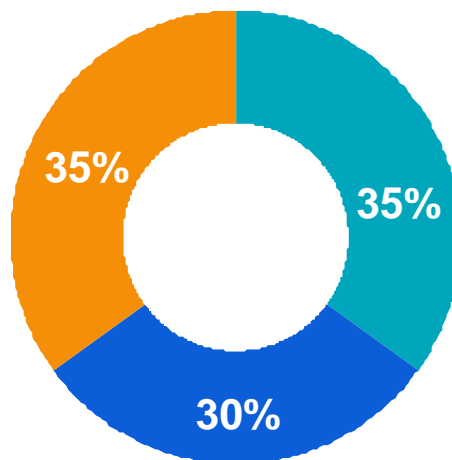
Globally recognized brand
(42nd most valuable brand according to Interbrand)

Our brand value has almost doubled to \$8.1bn since 2004

EUR 1.6 bn investment in R&D

Over 6% of sales

Our businesses



- Healthcare
- Lighting
- Consumer Lifestyle

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Our mission & vision (abstract)

“Improving people’s lives through meaningful innovation.”

“Our goal is to improve the lives of 3 billion people a year by 2025. “

Philips Intellectual Property & Standards (IP&S)

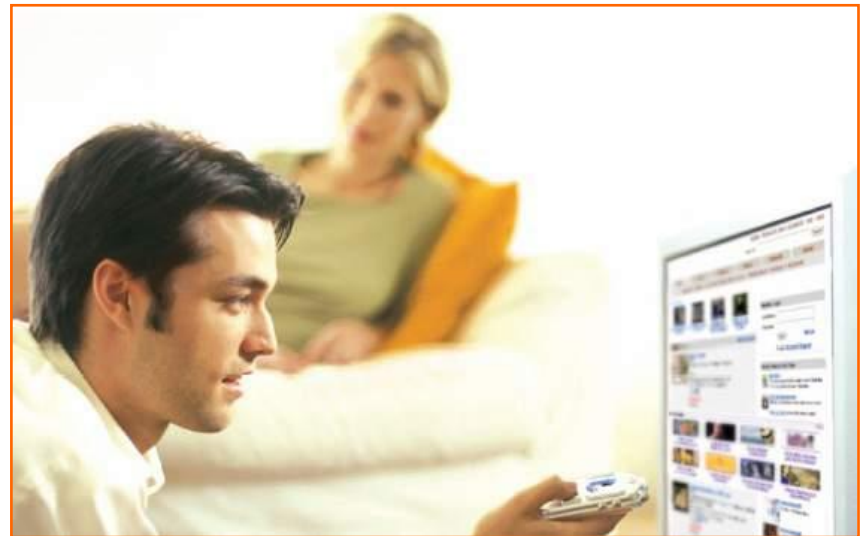
Established in 1926

A leading industrial IP organization that creates IP Solutions to support the growth, competitiveness and profitability of the Philips' Sectors

Strong global presence: 450 people in 26 offices in 17 countries

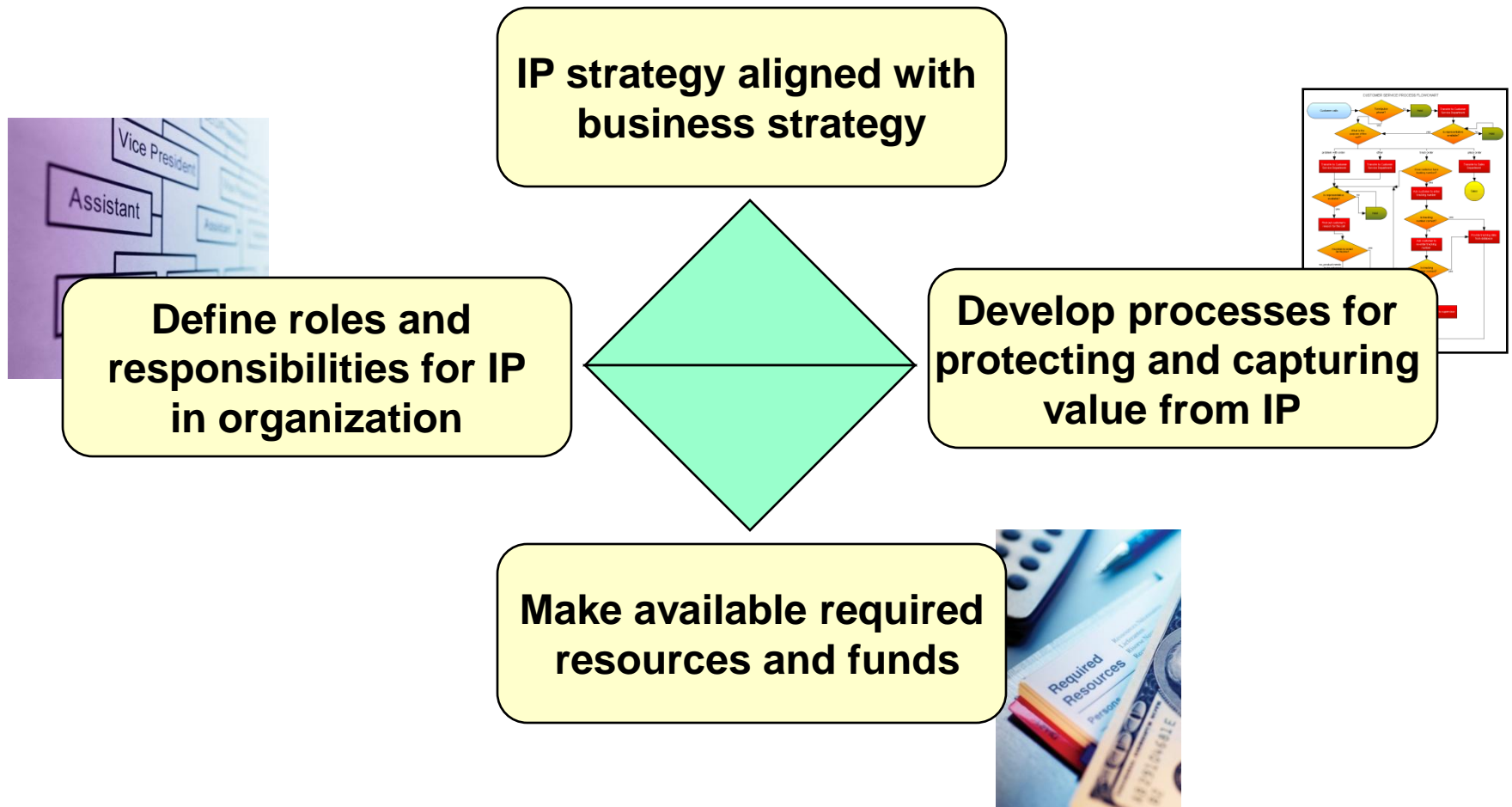
IP Portfolio of Philips

- 50 000 patents
- 65 000 design rights
- 35 000 trademarks
- 4000 domain names



IP in a business environment

Building blocks for a successful IP Operation



Philips IP Strategy (1)

Create IP solutions to support growth, competitiveness and profitability of Philips' Sectors

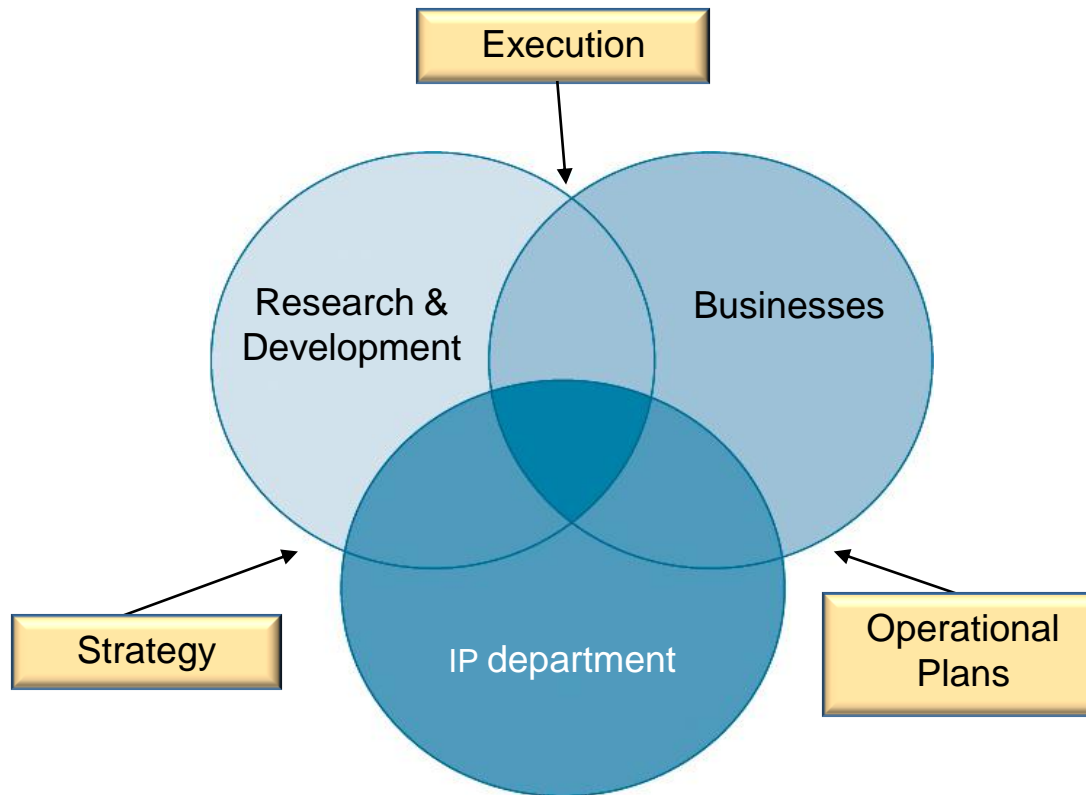
1. Create own IP positions that can be leveraged in the market for Sector benefits (building IP control points)
2. Establish standards together with third parties to create or support business opportunities for Sectors
3. Manage risks w.r.t. third party IP to avoid businesses being blocked and/or to secure access at favorable terms
4. Counsel Sectors in IP matters in transactions with third parties to safeguard IP interests of Sectors



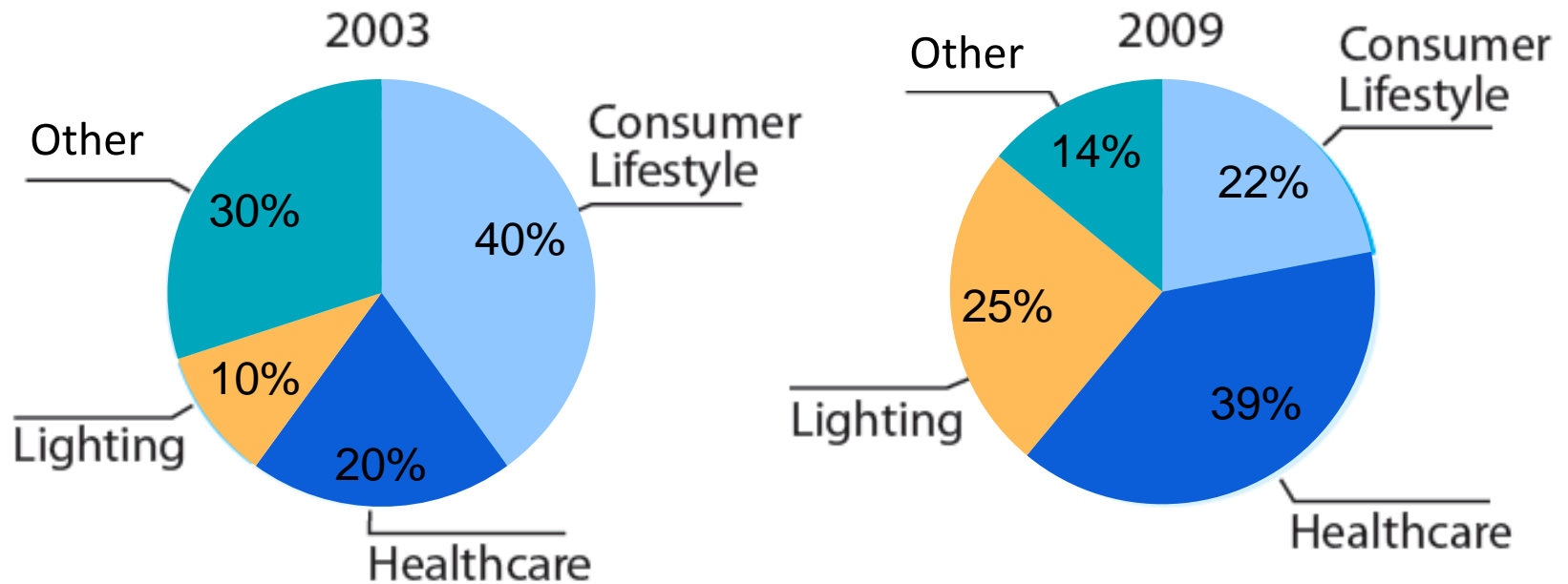
Philips IP Strategy (2)

IP strategy has to be integral part of business strategy :

“A Business strategy without IP strategy is no strategy”



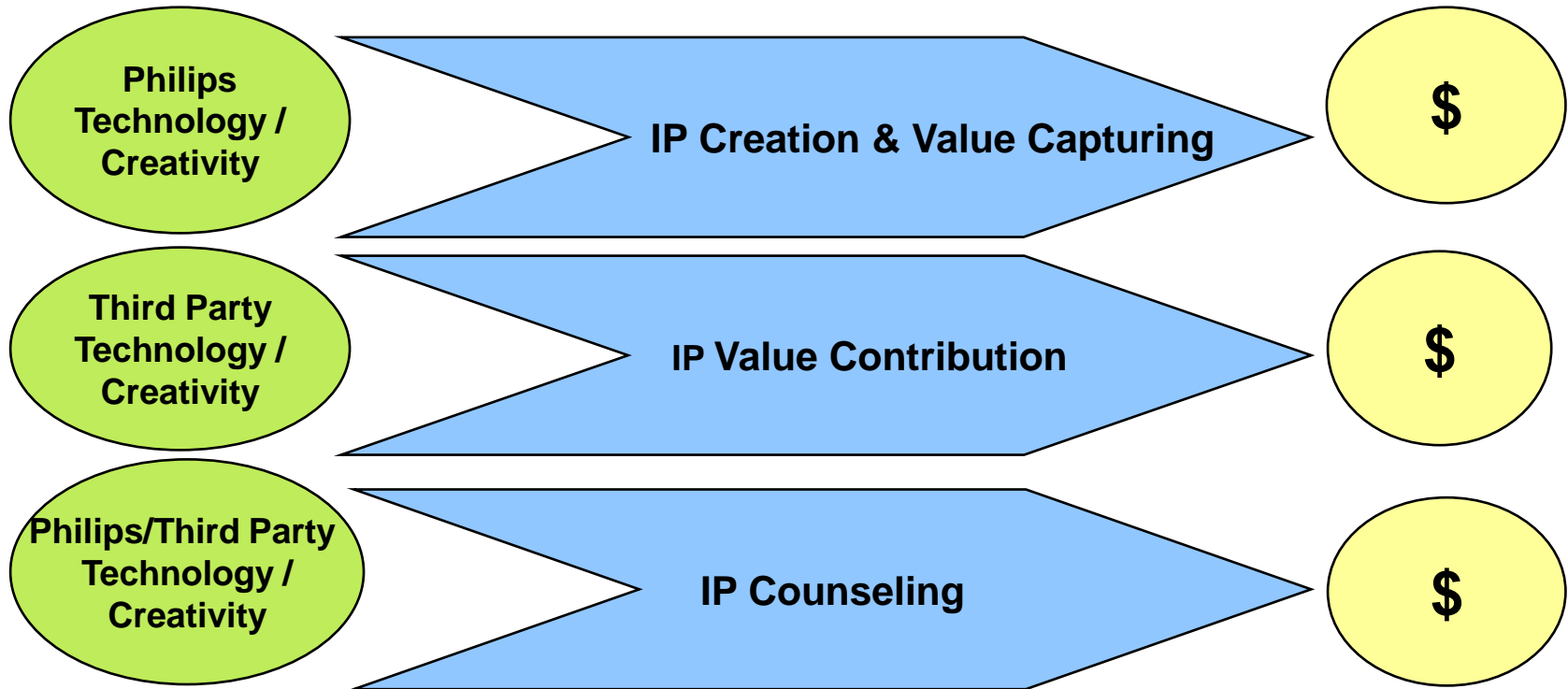
Create IP portfolio in line with Philips' strategy



Creating IP solutions for supporting leadership in Health and Well-being

IP&S Business processes

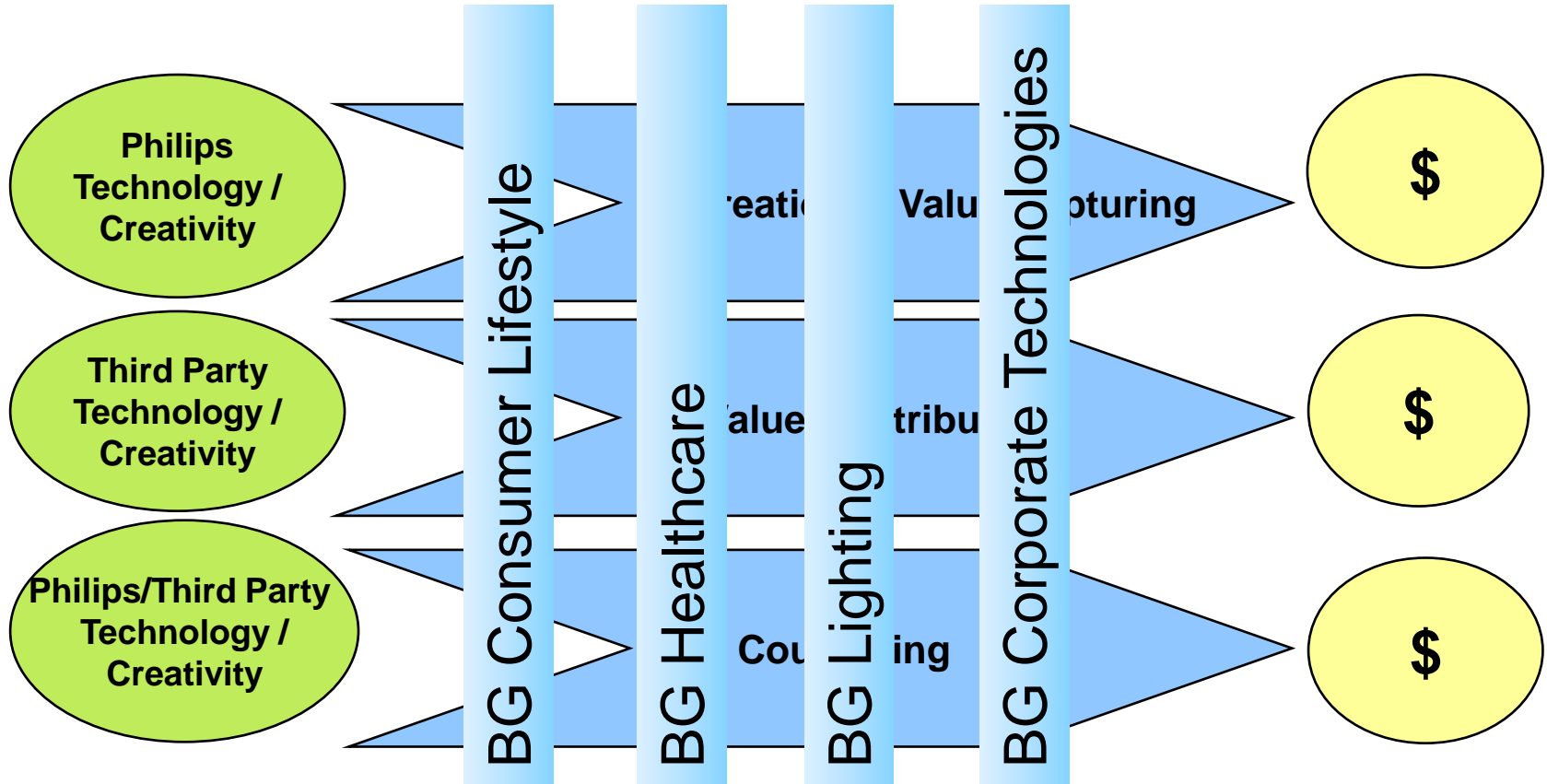
Our 3 core business processes drive the value creation in line with the IP Strategy



Each business process supports growth, competitiveness and profitability of Philips Sectors

IP&S Organizational Structure

IP&S management structure follows Philips Sectors



Each IP&S Business Group drives the business processes and has a P&L responsibility

IP valuation

- Capturing value higher than the cost of IP portfolio is the only justification for having an IP portfolio
- Value can be in cash and/or non-cash benefits
- How and in what form the value is captured from an IP portfolio depends on the business objectives
- It usually differs from Sector to Sector and within a Sector, from business to business

The way of capturing value out of IP is basically determined by

- Type of products: standard/proprietary, consumer/professional
- Market : emerging, growing, mature, phasing out
- Competitive environment: number of players in the market, barriers to entry, etc
- Position in market and growth ambition : leader / follower
- The strength of the relevant IP portfolio compared with competitors
- Technology risks : potential disruptive technologies

Leverage IP to realize business objectives (1)

- Increasing revenues
 - Create additional revenues for business through licensing-out
- Increasing margin
 - Use IP to keep proprietary solutions unique / exclusive for Philips
 - Create IP on differentiators and keep this exclusive
- Increasing market share
 - Use IP position to attracts new customers
 - Increase supply to existing customers (B2B) through offering royalty compensation for products supplied
 - Use active licensing-out to make competing products more expensive

Leverage IP to realize business objectives (2)

- Entering new markets
 - Create freedom of operation by giving your business access to third party IP via cross-licensing
- Generating new markets/products
 - Creating new standards through leading/participating in new standardization activities together with other industry partners
- Developing new markets/products
 - Stimulate market growth by making basic/standard IP widely available at reasonable costs

Basic IP Value Models

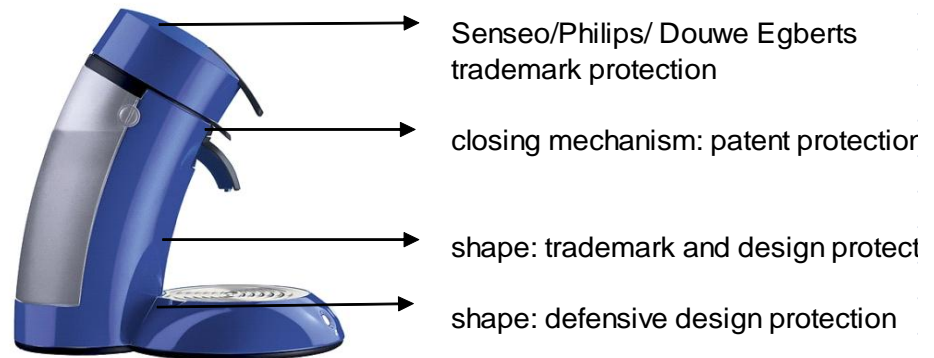
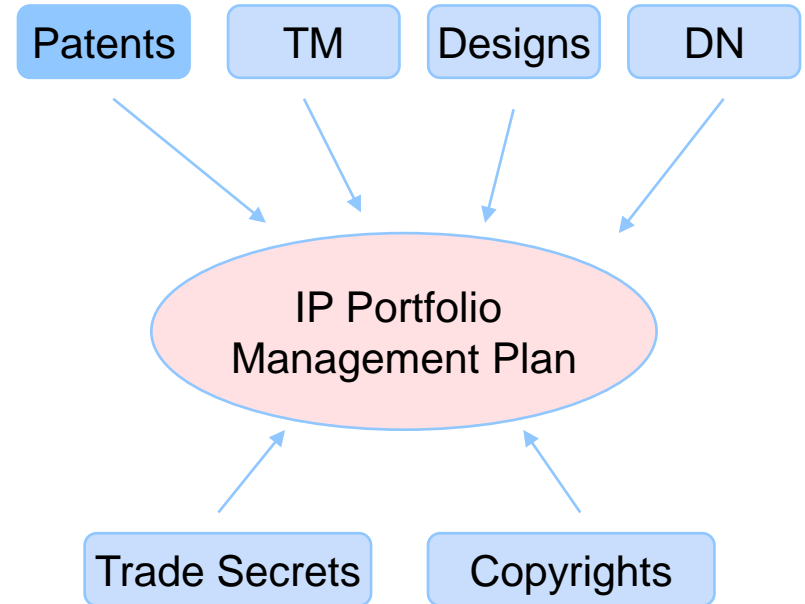
Commercial Model	Exclusivity Model
IP is used offensively to create revenues or other benefits from third parties	IP is used offensively to create exclusive positions in the market place
Mitigating Model	Defensive Model
IP is used defensively to reduce / eliminate liabilities under third party IP	IP is used defensively to create freedom to operate (market access)

What kind of IP for which IP value Model ?

- The strategy we use in a particular field also influences the kind of IP we need to support this strategy
- Exclusivity requires basic patents to protect a key aspect of the product
- A licensing-out strategy may require many patents
 - to start many licensing programs and increase our revenues
 - to increase our chances of success in case of litigation
 - to increase our shares in patent pools
- A mitigating strategy requires to have IP that read on products or technologies of competitors, which have IP that read on Philips products in order to find some trade-off and erase the risk/threat

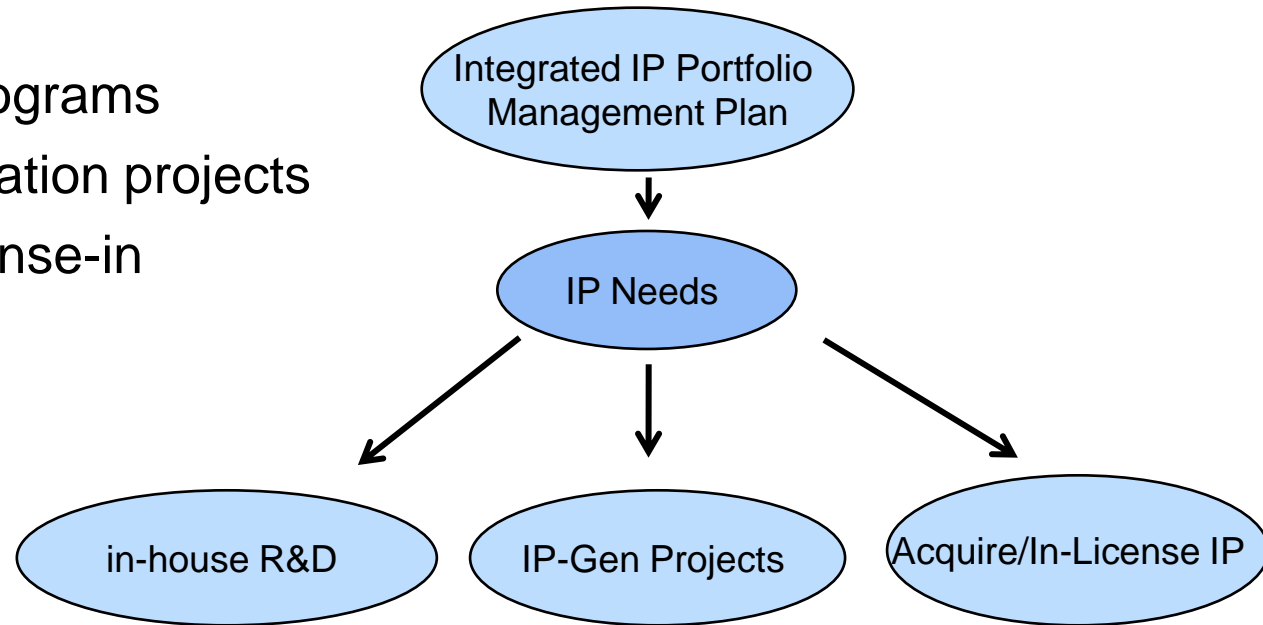
IP portfolio management

- Annual IP Portfolio Management Plan per Sector with detailed plans for each business
- IP portfolio management follows technology / product lifecycle
- We look at the different IP rights together, not in isolation, in order to create optimal protection and enforcement opportunities for business



Various ways of creating IP

- IP Portfolio Management Plan determines IP Needs in type and number of IP's to be generated in coming year
- Depending on the specifics of the IP Needs, IP Needs can be generated through
 - in-house R&D programs
 - specific IP Generation projects
 - acquisition or license-in



Conclusion

- IP assets can be leveraged to support the business in achieving its business objectives
- IP strategy should be aligned with business strategy and objectives for maximum profit
- Different IP strategies for different businesses
- IP Strategy is dynamic and may change for business / products over time



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精于心，简于形

如何从知识产权中获得最大收益，并使知识产权战略全力支持公司的经营战略

Laure van Oudheusden

飞利浦知识产权与标准

2012年9月12日

内容

- 飞利浦公司(**Philips**) 简介
- 飞利浦公司知识产权和标准
- 经营环境中的知识产权
- 飞利浦公司知识产权战略
- 组织结构
- 知识产权估价
- 发挥知识产权杠杆作用，实现经营目标
- 知识产权价值模型
- 知识产权组合管理
- 结语

飞利浦公司(Philips) 简介

健康和幸福的引导者

我们

销售额为**230亿欧元**，新兴经济体中超过**30%**

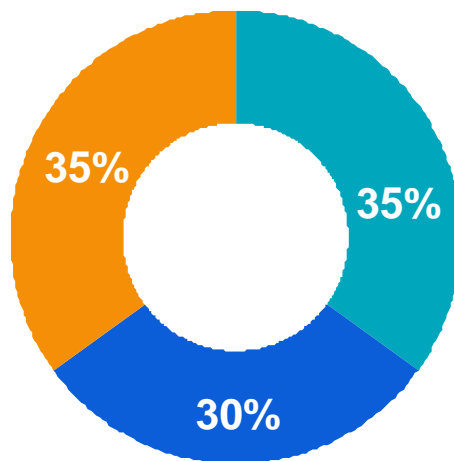
员工**122 000 名**

销售和服务点遍及**100个国家**

全球知名品牌，在最有价值的品牌中排第**42位**，自**2004**年以来，我们的品牌价值几乎翻了一翻，达到**81亿美元**。

研发投入为**16亿欧元**，超过销售额的**6%**

我们的业务



- 保健
- 照明
- 时常生活

PHILIPS

精于心，简于形

我们的使命及愿景 (摘录)

“通过有意义的**创新**改善人们的生活。”

“我们的目标是：到**2025年**，每年改善**30亿人**的生活。”

飞利浦公司知识产权和标准(IP&S)

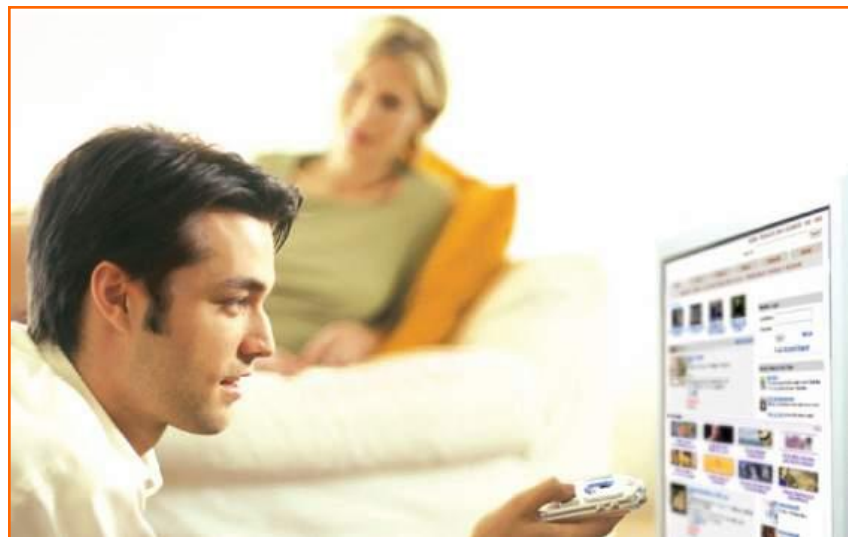
成立于1926年

一个领先的知识产权组织建立知识产权方案，支持飞利浦公司在其各个业务领域的增长，并提供竞争力和赢利能力。

在全球强大的影响力: 在17个国家中有26家办公室，员工450人

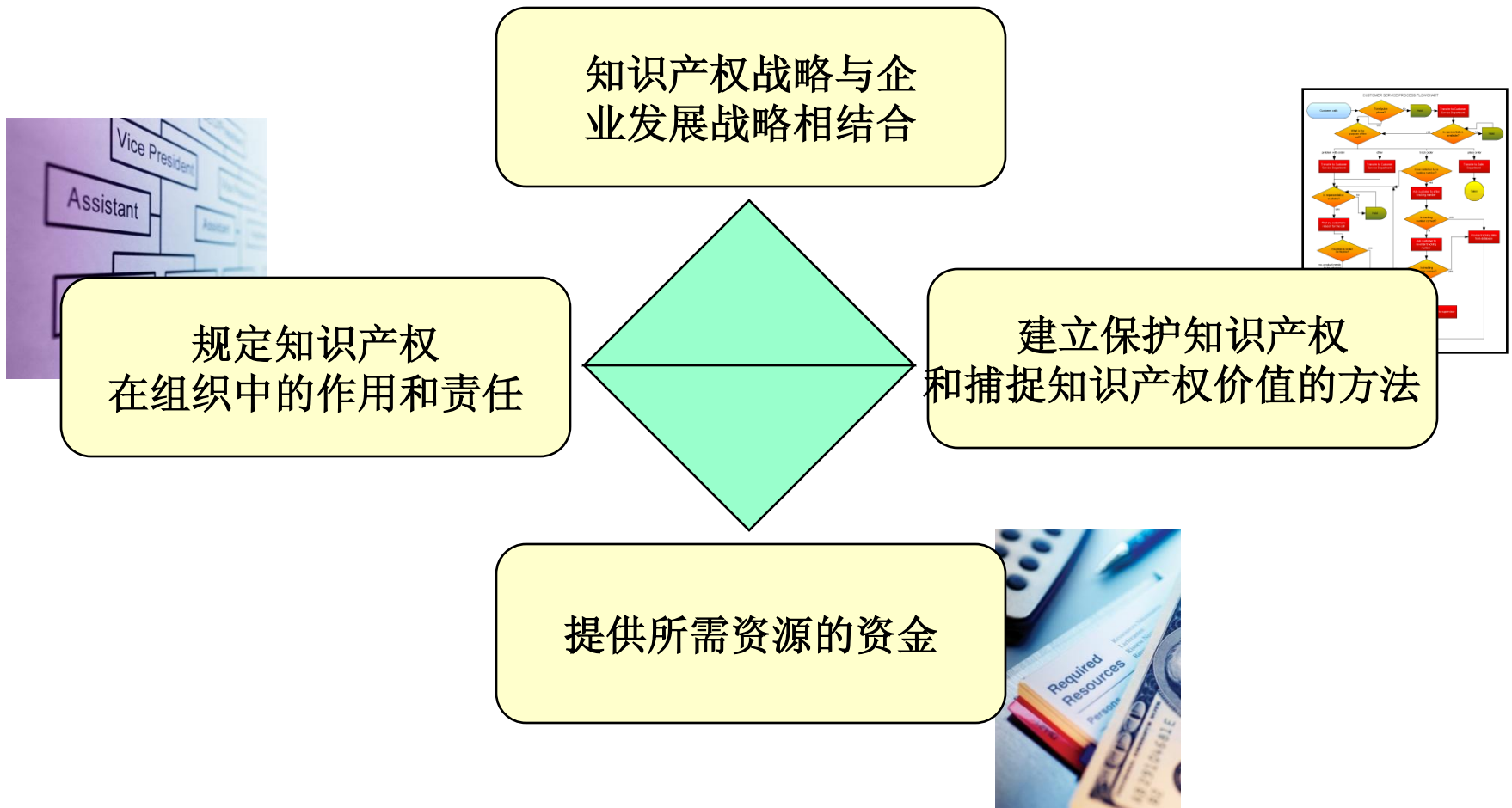
飞利浦知识产权组合

- 50 000 项专利
- 65 000 项设计权
- 35 000 项商标
- 4000 个域名



经营环境中的知识产权

成功运作知识产权方的框图



飞利浦知识产权战略 (1)

建立知识产权方案，支持飞利浦公司在其各个领域的增长，并提供竞争力和赢利能力。

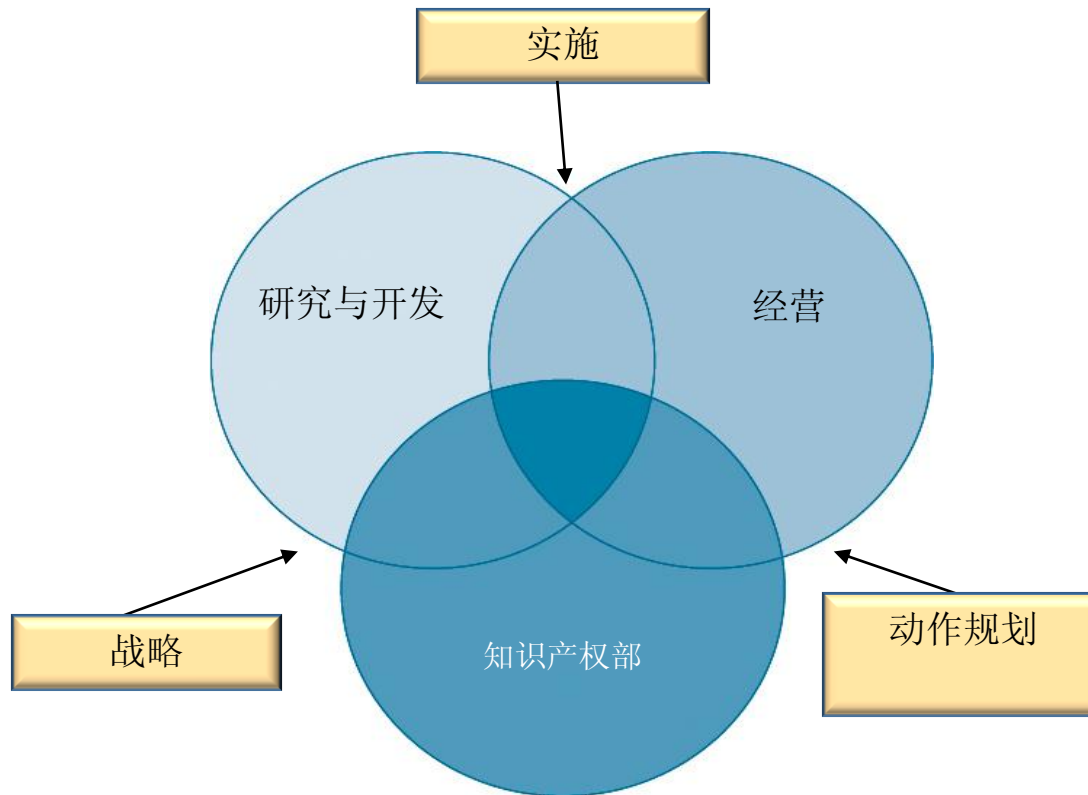
1. 确立自己的可在市场上发挥杠杆作用，使公司受益的知识产权地位（建立知识产权控制点）
2. 与第三方合作建立标准，为公司各业务领域创为提供造商机
3. 管理第三方知识产权风险，防止业务受阻，和/或在有利有条件下的畅通
4. 在与第三方在知识产权交易中咨询法律部门（**Counsel Sectors**），保护公司在该业务领域的利益



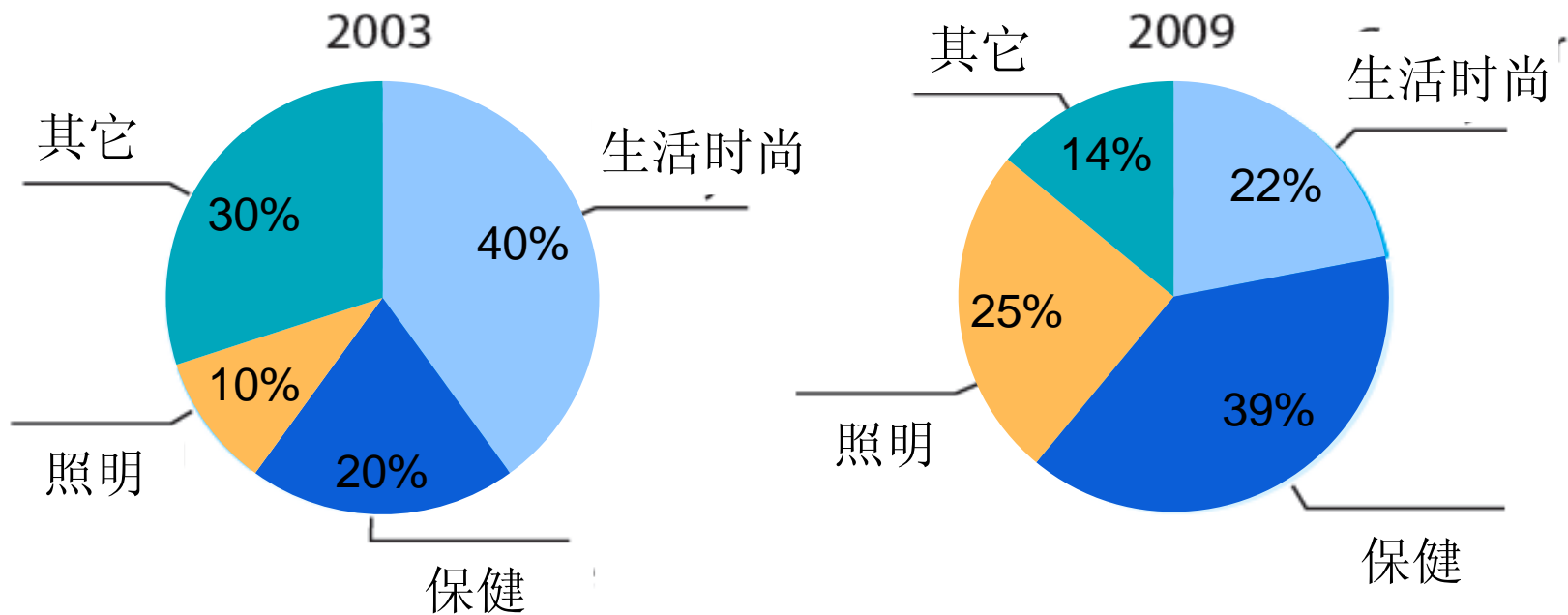
飞利浦知识产权战略(2)

知识产权战略必须成为经营战略不可分割的一部分：

“没有知识产权战略的经营战略不可称为战略”



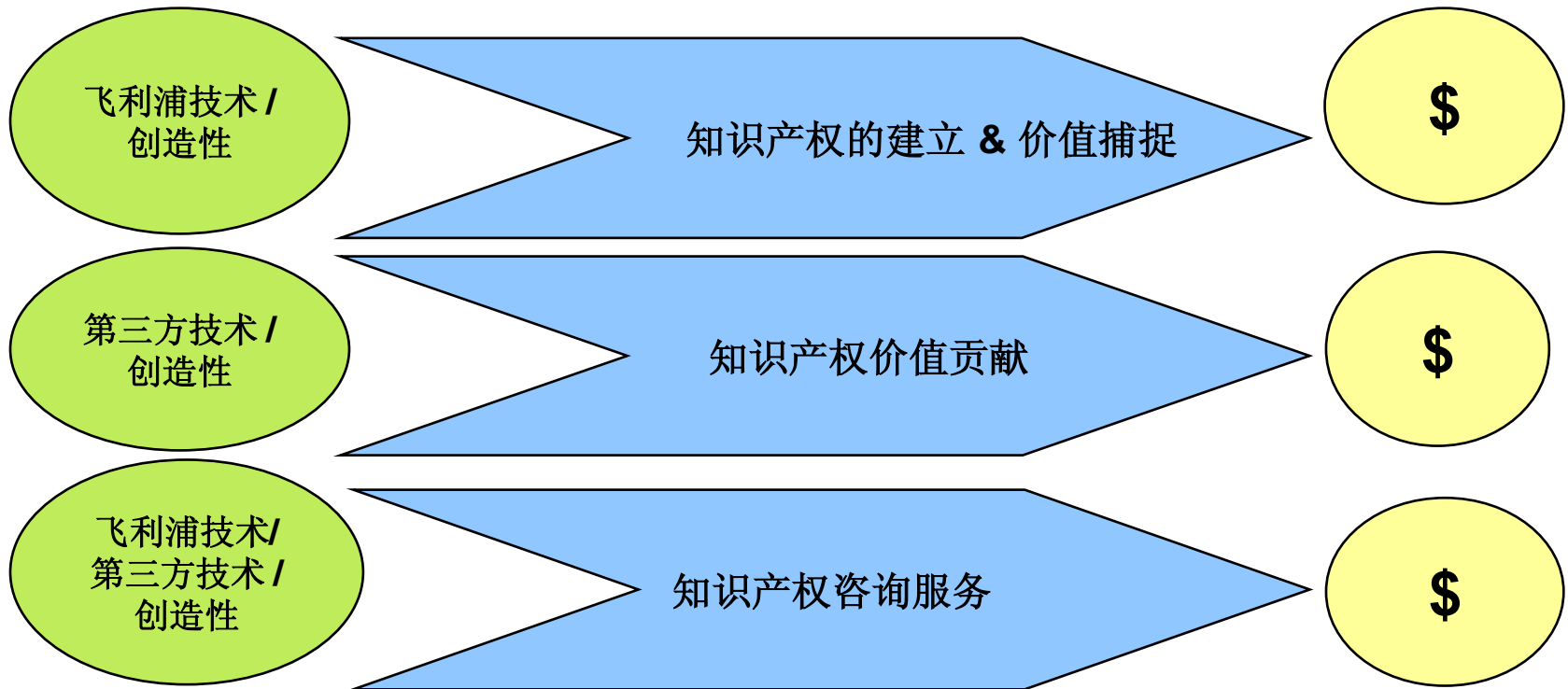
建立与飞利浦战略相适应的知识产权组合



建立知识产权方案，为引领健康提供支持

知识产权和标准业务流程

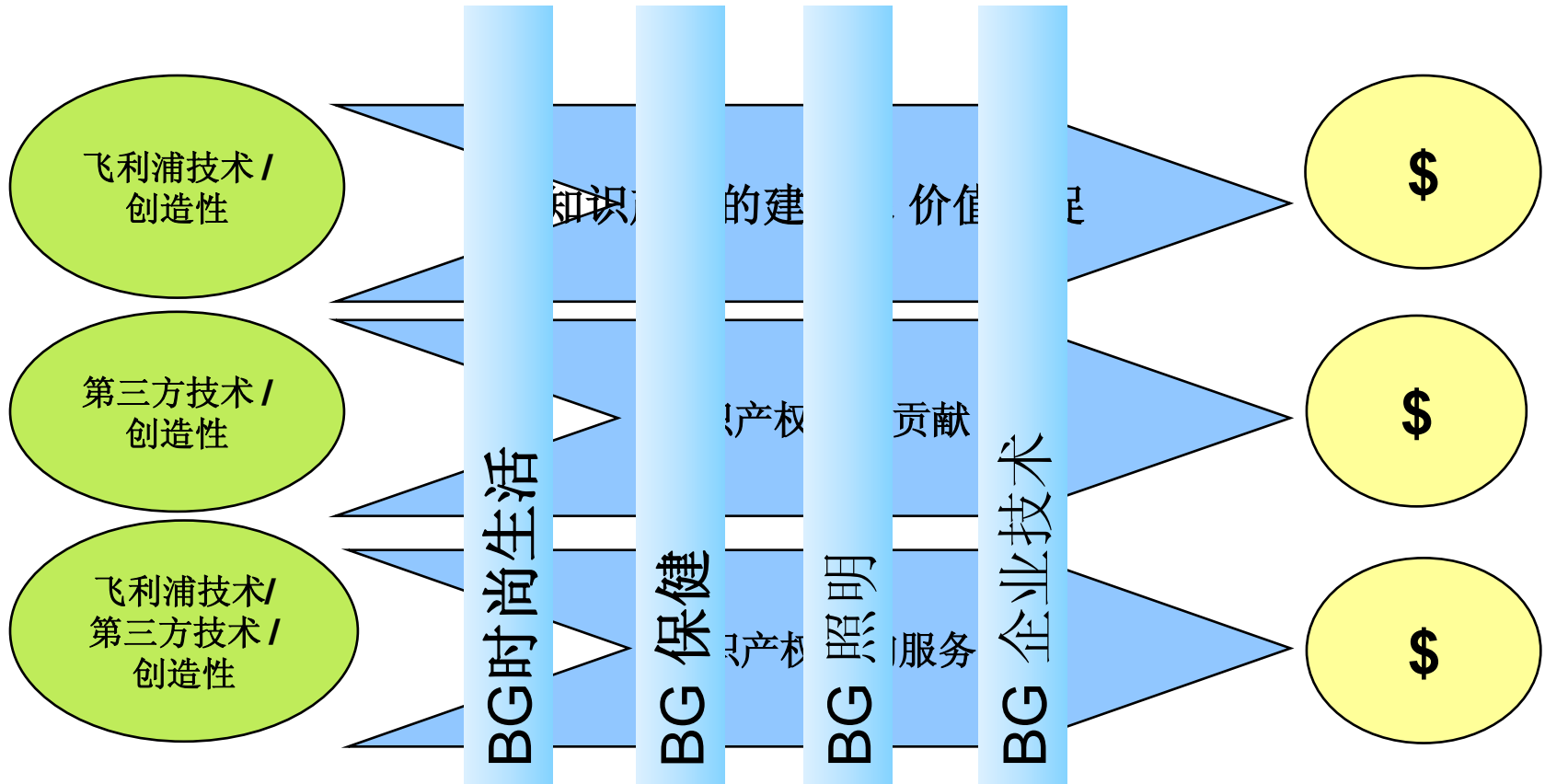
我们的三个核心业务流程驱使价值创造符合我们的知识产权战略



每一项业务流程均支持飞利浦业务领域的增长、竞争力和赢利能力

知识产权与标准 组织结构

知识产权和标准服从于飞利浦的业务领域



每一知识产权和标准业务组带动业务流程并具有赢亏责任。

知识产权估价

- 知识产权价值高于成本是建立知识产权组合的唯一判断标准
- 价值可以是现金，也可以是非现金
- 如何从一项知识产权组合捕获价值以及以何种形式捕获，依经营目标而定
- 知识产权的价值，业务领域之间有所有不同，一种业务与另一种业务之间也不同

获取知识产权价值方法主要取决于

- 产品类型：标准/专利拥有人、消费者和职业者
- 市场：新兴市场, 成长型市场, 成熟市场, 逐步淘汰市场
- 竞争环境： 市场玩家数量, 准入门槛等
- 市场地位和增长雄心：领导者/追随者
- 与竞争者相比，相关知识产权组合的竞争力
- 技术风险：可能的破坏性技术

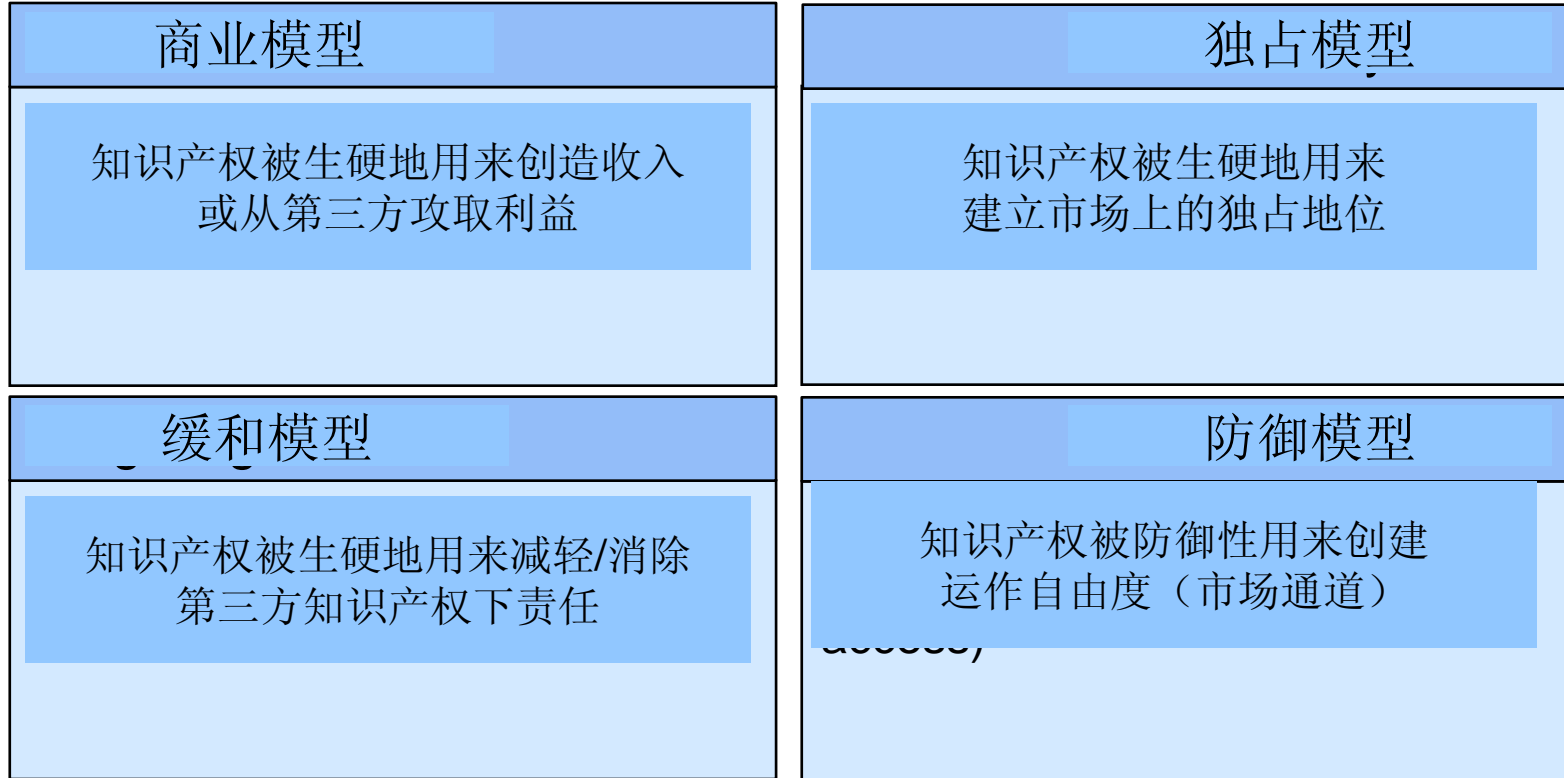
发挥知识产权杠杆作用，实现经营目标(1)

- 增加收入
 - 通过向外授权创造额外的业务收入
- 提高利润率
 - 使用知识产权，保持专有方案的独特/为飞利浦专有
 - 使知识产权与众不同，并保持此不同为我独有
- 增加市场份额
 - 利用知识产权的地位吸引新客户
 - 通过提供对所供应产品的忠诚度补偿，增加对现有客户供应量(B2B)
 - 采用积极的对外授权，使竞争性产品价格上涨

发挥知识产权杠杆作用，实现经营目标(2)

- 进入新市场
 - 通过交叉授权，将你的业务通道授予第三方，创建运作自由度
- 建立新市场/推出新产品
 - 与行业其他合作伙伴合作，通过领导/参与新标准化活动，建立新标准
- 开发新市场/新产品
 - 以合理成本，更广泛地提供基本/标准知识产权，以此刺激市场增长

基本知识产权模型

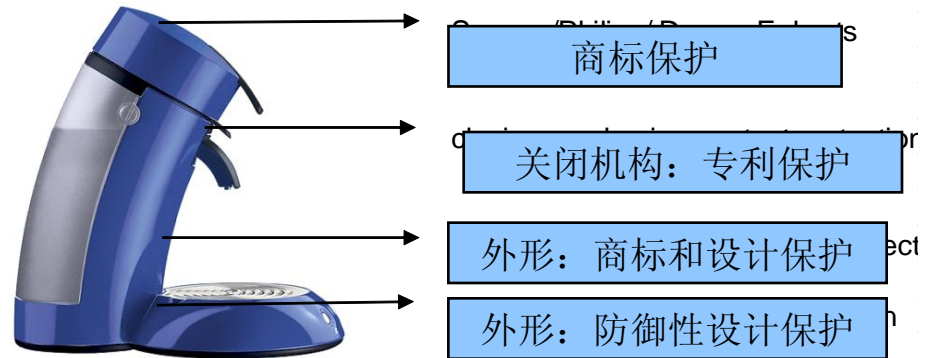
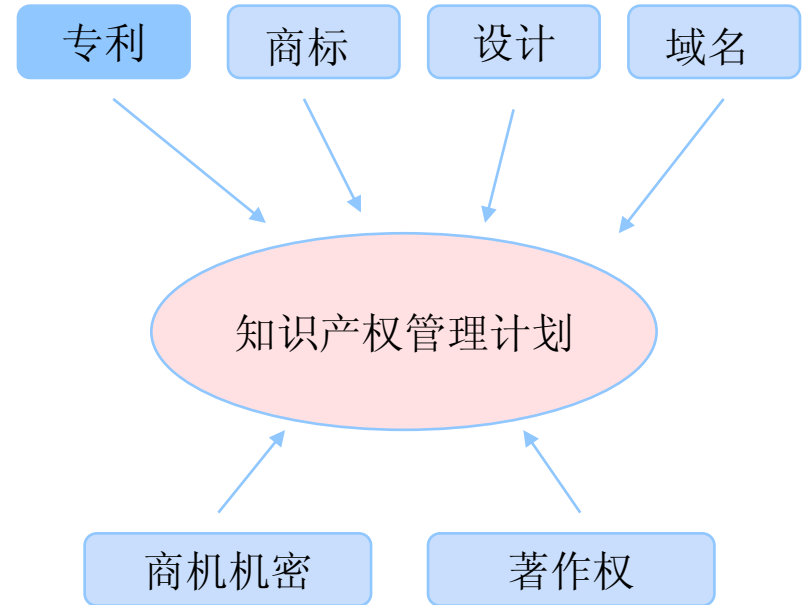


为何知识产权需要何种模型？

- 我们在特定领域使用的策略也影响支持该策略所需的知识产权的种类
- 独占权需要有基本专利对产品的主要方面加以保护
- 对外授权可能需要许多专利
 - 目的在于开始诸多授权计划，并增加我们的营业收入。
 - 万一发生诉讼，可增加胜诉的机率
 - 增大我们在专池中份额
- 缓解策略需要有进一步研究竞争者的产品或技术的知识产权，应具有进一步研究飞利浦产品的知识产权，其目的是发现商机，并消除风险和威胁

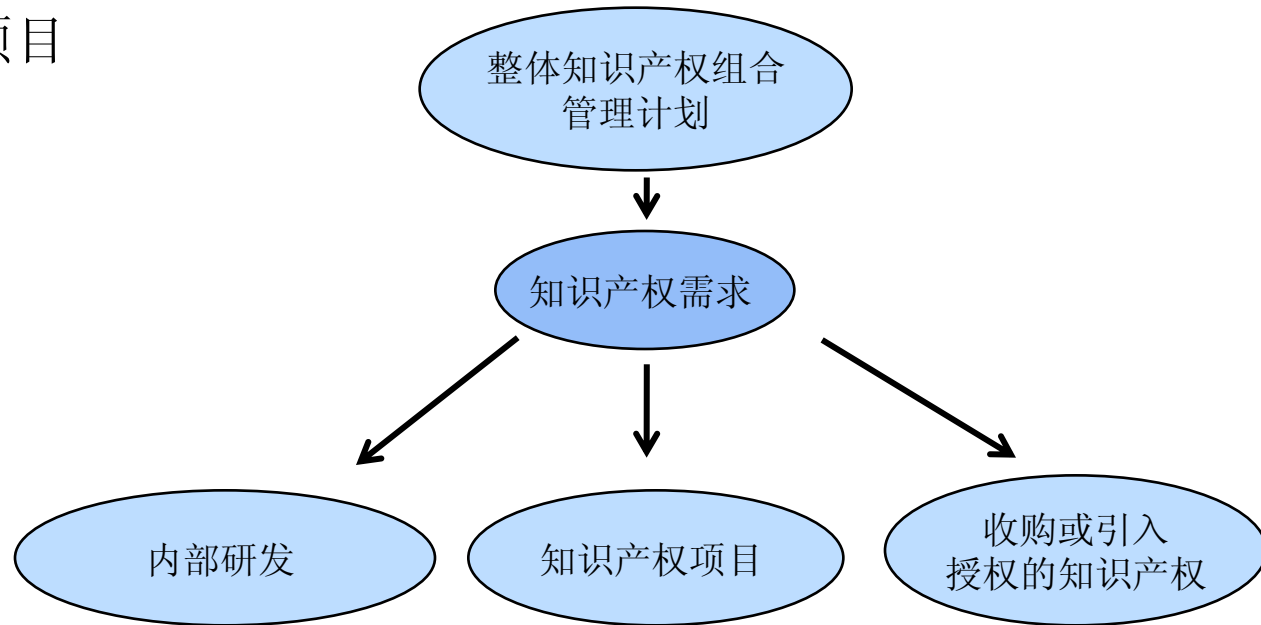
知识产权组合的管理

- 每一业务领域的每一项业务都有年度知识产权组合的管理计划
- 知识产权组合服从于技术/产品寿命周期
- 我们是从总体上研究不同的知识产权，并不是独立来看，其目的在于创建最佳保护，并增强业务机会



建立知识产权的各种方法

- 知识产权组合管理计划决定来年产生的知识产权需求的类型和数量
- 依据知识产权需要的具体类型，知识产权需求可通过以下方式建立：
 - 内部研发计划
 - 具体的知识产权项目
 - 收购或引入授权



结语

- 知识产权可发挥杠杆作，支持经营目标的实现
- 要实现最大利润，知识产权应与经营战略和经营目标相符合
- 不用的业务采用不同的知识产权策略
- 知识产权策略是动态的，可随时间、业务/产品而改变

