

The Role of Intermediaries in Technology Transfer

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yet2.com - Overview

- Formed in '99. Advisory Board includes: AGFA, Bayer, DSM, DuPont, Philips, P&G, Air Products
- Full range of services to assist clients in generating licensing value and technology acquisition opportunities
- Offices in Boston, London, Tokyo
- yet2.com® internet presence is unique resource to facilitate deals - 90,000+ registered users

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Marketplace leading members



Agenda

Market differences drive needs

- Electronics, Life sciences, Consumer products, Material science

Organization type defines intermediary roles

- Large companies, SMEs, University

When to employ intermediaries

- Strategic outsourcing view
- Key value add



Key value add of intermediaries

- Connectivity
- Confidentiality
- Expertise
- External perspective

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Key needs of large organizations

Licensing Needs

Technology licensing

- Core technology to core applications
 - Too strategic to outsource
 - Expand reach (Dupont / Glatt)
- Core technology to non-core applications
 - Market access (blow-molding)
- Non-core technologies
 - Commercialization service (Biosensor)

Technology acquisition

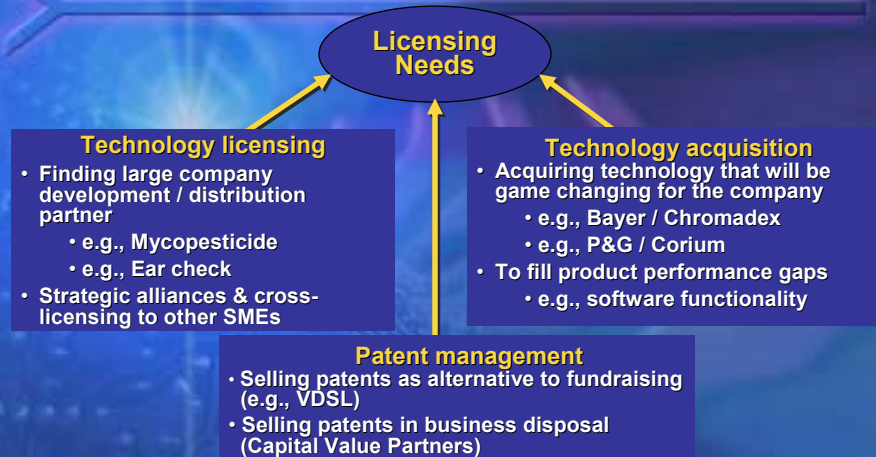
- To solve individual technical problems (NineSigma, Innocentive, Innoengineer)
- To fill product performance gaps (e.g., formaldehyde free fiberglass binders)
- To fill product pipeline (e.g., home medical diagnostic & treatment)
- To add strategic investments (e.g., chronic wound care)

Patent management

- Patent enforcement in core markets (Internal only)
- Patent enforcement in non-core (Thinkfire)
- Patent protection "picket fence" (LCOS, displays)

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Key needs of SMEs



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Key University/Research Institute needs

- New company spin-out formation
 - E.g., IP2IPO
- License to small public companies
 - E.g., UTEK
- Partner with medium / large companies
 - Usually done internally

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Key Market Differences

Electronics / telecomms

- Patent rights
 - Significant pool of distressed companies
 - Intellectual Ventures activity
- Standards licensing

Life Sciences

- Specific skills in drug development
- Active market in drug delivery & diagnostic devices
- Platform technologies

Consumer products

- Technology acquisition to fill product pipelines
 - Completed products with existing revenues
 - Significant component technologies (e.g., micropumps)

Material sciences

- Continued core process licensing
- Upstream technologies (e.g., coatings, adhesives)



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Strategic Outsourcing View

Intermediary targets

Non-strategic

Strategic

Licensing core technology to non-core markets

Licensing non-core technology

Licensing core technology to core markets

Acquiring Patents or technologies to drive growth

Unique internal skills

Unique external skills

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Key value add of intermediaries

Connectivity

- Deep reach into corporate technical staffs
- Access to key gatekeepers (tech transfer & tech acquisition)
- Relationships with venture capital and SMEs
- Cross-industry, cross-geography

Confidentiality

- Opportunity screening and initial discussions
- Protect client name and application

Expertise

- Evaluation and communication methods
- Market and buy-side knowledge
- Business formation and commercialization skills

External perspective

- Unbiased evaluation and critical thinking
- Networked to cross-domain technical expertise

