

2015



Licensing Executives Society  
(U.S.A. and Canada), Inc.

# Annual Report

*50 Years of Innovation in IP Commerce*



50<sup>th</sup> Anniversary



1966

Dudley Smith  
*LES President 1966-1967*



1980

Betzi Finnegan, wife of sixth  
LES President Marc Finnegan  
is honored at the LES Annual Meeting



1986

LES President, Larry Evans  
presents award to  
Judge Howard T. Mackey



1990

Dick Moser, LES legal counsel,  
is honored by  
President Efton Mardros



1992

LES members had the  
opportunity to explore Tokyo  
and Hong Kong, the site of the  
1992 LES Convention



2015

2015 International Graduate Student  
Business Plan Competition Winners





**LES (U.S.A. & Canada)**

## About LES

For more than 50 years, LES has been the leading association for intellectual property, technology, and business development professionals to achieve professional and personal success. Whether you are new to licensing or an experienced licensing executive, LES is your professional home.

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## MISSION STATEMENT

LES is an independent, professional organization that facilitates global IP commerce through education, networking, standards development and certification.

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## VISION

LES is the global leader in standards development, education and certification in promoting IP commerce.



**Pamela Demain**

*President*

*LES (U.S.A. and Canada)*

2015 marked the 50<sup>th</sup> anniversary of LES USA and Canada. We should all be proud of what our association has accomplished since 1965. LES is the leading innovation deal making and IP commercialization association that has brought together a diverse group of professionals across many industries and sectors.

With your support, the Board of Directors has spent this year working diligently to build upon the foundation of our first 50 years to ensure we remain a robust and vital society for the next 50 years.

In 2015 our focus was on the first year of 'LES 2020', our 5 year strategic plan to make LES a stronger, more vibrant and relevant society. The priorities for year one were in the area of Leadership and Governance. Our accomplishments as part of this strategic initiative include: the move from a stand-alone office to an association management company, providing LES with greater depth, staff empowerment, and support; the decision to move to a smaller, more strategic Board, allowing more robust decision making; achieving significant savings through very close fiscal management versus 2014; improving our membership initiation process and expanding public policy efforts.

In closing out our 50<sup>th</sup> year and looking to our future, we honor our members for their

dedication and commitment to innovation in deal making and IP management/commercialization. Whether you're an industry veteran or someone new to the profession, LES provides you with the opportunity to attend cutting-edge educational sessions, exchange valuable knowledge, and advance your career — all while developing long-lasting professional and personal relationships.

LES will continue to be at the forefront of thought leadership on the issues that are most important to us in the development and commercialization of intellectual property. Thank you for your continued confidence and outstanding support.

I know you'll agree that LES is your greatest resource for thought leadership, best practices, education, networking, business opportunities, and professional development. Our association's strength comes from its members and industry partners. We count on you for your continued active involvement. I hope you continue to be as enthusiastic as I am to take your association to the next level. Yours Truly

Pamela Demain

*2015 LES President*

## OFFICERS

*President:* Pamela Demain

*President-Elect:* Jeff Whittle

*Past-President:* Russell Levine

*Secretary:* Paul A. Roberts

*Treasurer:* Kevin Arst

*Counsel:* Tom Filarski

## VICE-PRESIDENTS

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Stasia Ogden – Meeting Programming

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Ned Barlas

Cheryl Cejka

Linda Chao

Don Drinkwater

Gary Fedorochko

Rachel Kreppel

Simmone Misra

Ida Shum

Susan Stoddard

Lesley Stolz

Jack Tupman

# LES

## At-A-Glance



For half a century, LES has grown and adapted to the changing industry landscape regarding deal –making and intellectual asset management while providing its members with the highest quality educational, networking, and mentoring opportunities. The organization strives to represent its members’ best interests and advocate on their behalf.

2015 was year one of our 5 year strategic plan “LES 2020”. Working within our strategic initiatives, the following objectives were put forth and formed the focus for LES in 2015:

1. Focus on governance and leadership – this was the highest priority for year one, and included ensuring a highly engaged and empowered staff as well as a move to a strategic board from an operational board to ensure LES’s long term future and nimble decision making.
2. Focus on revitalizing membership – both new member recruitment and member retention.
3. Ensure LES provides thought leadership in all programs and ensure resources are wisely spent.

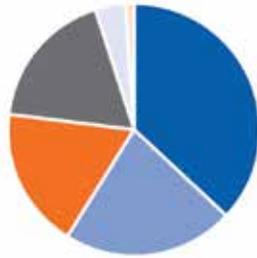
*Special highlights of 2015 LES initiatives include:*

### **Leadership and Governance**

Leadership and governance were our highest priorities this year. The first focus was on leadership continuity and consistency across years. As a result, the President and President-Elect worked closely together all year so programs which began in 2015 continue in 2016 and beyond. The next focus of attention was bringing on board an engaged and empowered staff. Through an intense process, LES brought Association Headquarters on board to manage operations. Headquarters moved from Alexandria, Virginia to Mount Laurel, New Jersey. Since January 2015, significant time and effort was spent on bringing the new staff up the learning curve about LES and its programs. We are delighted with the results thus far and our office support should continue to improve with time. Next, we focused on a new board structure which would make the board more focused on strategic plans, surrounded by a large Management Council focused on operations. This new organizational structure ensures nimble decision making with appropriate attention to strategy.

**Organization Types**

- Corporation 37%
- Law Firm 22%
- Consultant/Service Provider 18%
- University/Government 18%
- Entrepreneur 4%
- Student 1%



**Industry Sector**

- Life Sciences 40%
- High Technology 38%
- Industry/University/Gov't Interface 10%
- Chemicals, Energy, Environmental and Materials 10%



**Professional Titles**

- Business Development/Licensing 30%
- Vice President/Managing Director 20%
- Attorney 18%
- C-Level Executive 14%
- Tech Transfer 10%
- Other 8%



**Membership**

LES has implemented new processes for recruiting members and retaining valued members. We are engaging both new and longstanding members with continuous career building and characteristic LES networking opportunities, ensuring all members feel like a part of the LES family. Other membership expansion initiatives include: Personal phone call renewal campaign, members-only life sciences royalty rate survey, and member/non-member high tech sector royalty rate survey, as well as a new mentorship program. In addition, by early January 2016, there will be a new membership system implemented which should allow greater interaction between LES and members as well as providing an updated website for members to use.

**Education**

LES has always been a leader in providing education for IP professionals at all levels of experience. In 2015, LES revised the IP Business & Licensing Basics 100 into the IP Business Basics 101. This new,

one-day, deal-centric course has been designed by experienced LES executives for business and licensing professionals that are newer to the field in the USA and Canada. Whether it is a trademark, international brand, copyright, patent, know-how, trade secrets or a combination of some/all of these, recent transactions and auctions have confirmed the value of IP in business. This course is interactive and built around real-world examples and small group hands-on exercises. Other educational initiatives throughout the year included offering topical and meaningful content and programming and the expansion of the webinar program.

**Revitalizing Partnerships**

Through expanded and enhanced strategic alliances with other professional societies and educational organizations, we are able to extend the LES brand and new-member outreach. Through these alliances, we are able to reach professionals who do not know about LES' offerings and benefits. As a result, LES has expanded its new member base and potential new sponsors.

**Public Policy**

Public policy efforts continue to grow, and the voice of LES is positively affecting administration policy and legislation. LES has written several amicus briefs on key patent issues pending before the Supreme Court and at the Federal Circuit. Engaging legislators and educating members has made a positive influence on the innovation economy, ensuring that LES takes its rightful place as the thought-leader in intellectual property issues affecting innovation and business.

**Financial Management**

LES has been focused on improving the fiscal management of resources in 2015. Through working with our new Association Management Company, LES has ensured proper and close management of finances –especially in reducing costs and providing greater value to members. Operating costs have been significantly lowered through our agreement with AH and closing our office in Virginia. We now have very capable financial management in place and have implemented more robust controls through renegotiated contracts and services, and through proper management and forecasting, we have reduced the risk of incurring unplanned expenses.

# Awards and Honors

Congratulations to all of the 2015 award recipients:



## Frank Barnes Mentor Award

Lawrence J. Udell, renowned technology inventor, lecturer and creator of more than 40 new ventures, has been named the 2015 Frank Barnes Mentor Award recipient.

The Frank Barnes Award was established in 2000 by a group of Licensing Executives Society (U.S.A. and Canada) Inc., members

to memorialize Frank Barnes' vast contributions to the field of licensing through mentorship.

## Deals of Distinction Awards

The Deals of Distinction Award (DDA) is an annual Industry Sector award program of LES (U.S.A. & Canada), which aspires to recognize worthy licensing deals and promote creative and innovative solutions to business issues involving contracts.

## LIFE SCIENCES

Pfizer Inc. entered into an agreement with Merck KGaA, Darmstadt, Germany to jointly develop and commercialize an investigational anti-PD-L1 avelumab, initially discovered and developed by Merck KGaA as a potential treatment for multiple types of cancer.

The agreement was chosen because it was a complex and potentially transformational deal in the field of immuno-oncology, which is considered as a key cornerstone in oncology that has the potential to be a big market and could drive incremental growth for companies involved.

## HIGH TECH

Patent risk management company RPX Corp bought patents owned by the Rockstar Consortium, which included Apple Inc, Microsoft Corp, Sony Corp, Blackberry, and Ericsson. The deal puts an end to litigation started in 2013 by Rockstar against several companies whose phones operate on Google Inc's Android operating system, which fiercely competes with Apple mobile products. As part of the deal, RPX licensed the patents to more than 30 companies, including Google and Cisco Systems Inc.

## CHEMICALS, ENERGY, ENVIRONMENT, AND MATERIALS SECTOR (CEEM)

Kimberly-Clark entered into a technology transfer deal with UltraTech deal, licensing its Aveho odor control technology (an engineered material consisting of nanometer-sized particles that capture and physically bind odor-causing compounds).

## INDUSTRY-UNIVERSITY-GOVERNMENT INTERFACE SECTOR (IUGI)

Case Western Reserve University licensed commercial use for AeroClay, an innovative technology developed in the university's materials lab to Compadre, a company best known for transit packaging solutions. AeroClay technology uses freeze-drying and polymer additives to turn clay into a versatile material that is sturdy, malleable, heat- and flame-resistant and eco-friendly. It can be used as an absorbent, insulator, packing material, industrial catalyst, or even as an electrical conductor.

## Industry Sponsors

*The Licensing Executives Society greatly acknowledges the following companies who have helped make all of these achievements throughout 2015 possible by providing sponsorship support.*

Article One Partners	Greenblum & Bernstein PLC	National Arbitration Forum Inc.
Banner & Witcoff, Ltd	Hogan Lovells US LLP	Parsa Wireless Communications, LLC
Beacon Innovation Group	ideaPoint	Pfizer Inc.
Bracewell & Giuliani LLP	Innography, Inc.	Potter Anderson & Corroon LLP
Charles River Associates	InvoTexIP	PricewaterhouseCoopers LLP
Chipworks Inc.	IP.com	Purdue Pharma L.P.
Conversant Intellectual Property Management Inc.	IPI Singapore	Questel
CPA Global Services US Inc.	Jams, Inc.	RatnerPrestia
Dentons LLP	Kenyon & Kenyon LLP	Robic, LLP
Dolcera Corporation	Kilpatrick Townsend & Stockton LLP	Royalty Pharma
EisnerAmper LLP	Knobbe, Martens, Olson & Bear, LLP	Steptoe & Johnson LLP
European Patent Office	KtMINE	Stout Risius Ross
Finnegan, Henderson, Farabow, Garrett & Dunner, L.L.P.	Landon IP	TechPats
Gorodissky & Partners	Meagher Emanuel Laks Goldberg & Liao, LLP	TrizTeck Knowledge Solutions LLC
	Merck	Wisdomain, Inc.

*\*Industry Sponsors As of September 3, 2015*

LES is run through the support of the many *industry volunteers* that commit time and resources to the programs and services offered. LES *greatly acknowledges* the professionals who volunteer on the Board of Trustees, committees, chapters, and sectors.

	2014		2013		2012	
<b>Revenue:</b>						
Meetings	\$1,765,771	48%	\$1,605,022	41%	\$1,772,332	40%
Sponsorship	514,263	14%	474,055	12%	623,625	14%
Membership	948,824	26%	1,077,678	28%	1,145,673	26%
Education/Other	189,123	5%	279,421	7%	284,561	6%
Local Chapters	179,669	5%	153,589	4%	175,249	4%
Certification	0	0%	0	0%	0	0%
Communications	16,457	0%	18,909	0%	0	0%
Services for LESI	0	0%	39,981	1%	184,775	4%
Investments	71,376	2%	259,564	7%	233,293	5%
<b>Total Revenue</b>	<b>\$3,685,482</b>		<b>\$3,908,219</b>		<b>\$4,419,508</b>	
<b>Expenses:</b>						
Meetings	1,663,939	36%	1,508,662	35%	1,311,042	31%
Administration	1,624,709	35%	1,575,201	37%	1,606,413	38%
Education/Other	515,271	11%	563,787	13%	609,815	15%
LES Foundation Contribution	95,000	2%	45,000	1%	0	0%
Committees/Chapters	314,429	7%	266,538	6%	319,889	8%
Certification	0	0%	0	0%		
Communications	378,817	8%	342,197	8%	331,087	8%
<b>Total Expenses</b>	<b>\$4,592,165</b>		<b>\$4,301,385</b>		<b>\$4,178,246</b>	
<b>Revenue over/ (under) Expenses</b>	<b>(\$906,683)</b>	<b>-25%</b>	<b>(\$393,166)</b>	<b>-10%</b>	<b>\$241,262</b>	<b>5%</b>

*As of September, 2015*

# Through The Years

1965-2015

## 1960's

- Charter meeting of LES in Hollywood, FL with 80 participants
- First issue of les Nouvelles published
- LES took steps to become incorporated in New York State

## 1970's

- First LES Licensing bibliography published
- Membership surpasses 1000

## 1980's

- LES Software and Biotechnology Committees established
- LES launches study on Licensing and Corporate Strategy in small and medium size businesses
- LES initiates Fellowship program for students interested in licensing

- LES sponsors initial survey on Industrial Attention to Transfer of Technology to Developing Nations

## 1990's

- LES Hungary established to increase LESI chapters to 24
- First issue of LES Viewpoints published

## 2000's

- LES Foundation established
- LES USA-Canada membership totals more than 6000 members, with more than 45 active chapters throughout the US and Canada
- The inaugural class of CLPs reaches 628 individuals from more than 15 countries

- LES website launched
- LES USA-Canada membership surpasses 3000





**LES (U.S.A. & Canada)**

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