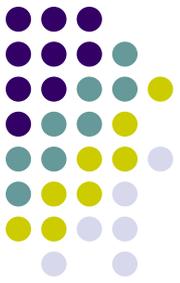


Technology Marketing

Strategies and Tools That Work



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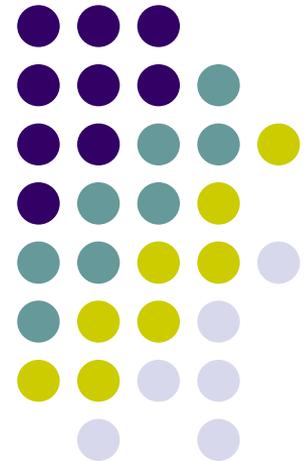
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Technology Marketing

Strategies and Tools That Work

Licensing for Competitive Advantage



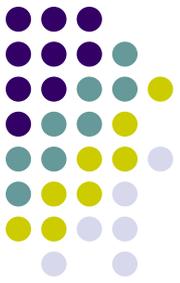
Catherine E. Vorwald

Director, Business Development

Chesapeake PERL, Inc.

Protein Expression and Recovery Labs

Licensee's Perspective



Technology Marketing & Licensing

*...Companies seek to develop relationships with key institutions to establish collaborative interactions and facilitate technology licensing and transfer within their core areas **solely** for competitive advantage...*

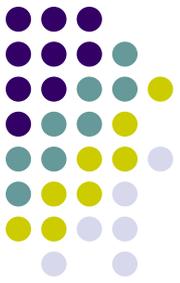


Technology Marketing

Basic but Important Tools

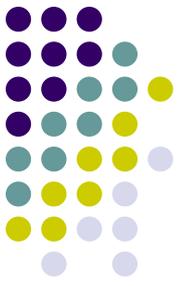
- Market Segmentation
- Target Market
- Positioning
- Value Proposition

Licensee's Perspective



Technology Marketing & Licensing

- Advantageous to Know Major Areas of Interest
- Explore the Review Process of Your Prospective Licensee
- Are There Preferred Marketing Tactics?



First Impressions

Initial Communication Tools

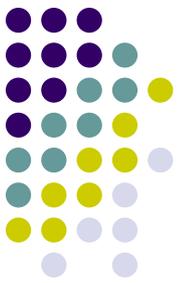
- Non-confidential Marketing Summary
- Key Word Profile
- PDF Files of Relevant Publications
- Confidentiality Agreement Template



Promotion Gateways

Information Transfer Tools

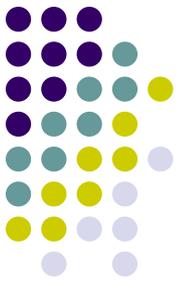
- **Intelligent Commercial Web Sites**
Biospace.com, Nerac.com, FierceBiotech.com,
Corante.com, USPTO
- **Media/Advertising**
BioWorld Today, Wall Street Journal,
trade magazines, meeting flyers
- **Networking – Tech Fairs, etc.**



Push Strategies

Outward: Toward Licensees

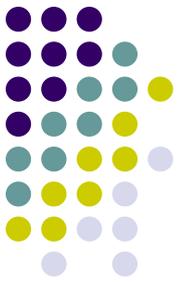
- Believe It or Not: Direct Mail
- Listserves
- Electronic IP Exchanges
(BirchBob, TechEx, Tech Meta Search, UVentures, Pharma -Transfer Ltd., Knowledge Express, Global Technoscan, Kristi)



Promotion Gateways

Reliable Information Sources

- Published PCT/US Patents
- Peer Reviewed Journals
- Public Affairs Press Releases
- Presentations at Scientific Meetings

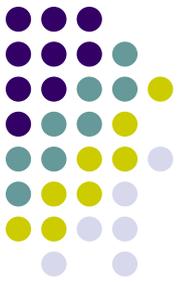


Pull Strategies

Direct Contact or “Cold Call”

- Licensor’s Invention Database
- Contact Licensors
- Follow-up, Beg, Plead

Considerations



- Good, Patentable Science is Not Always Commercially Relevant
- Lack of Market is a Deal-killer
- Make Sure the Patent Claims are Embodied in/by the Product

Technology Marketing

Strategies and Tools that Work

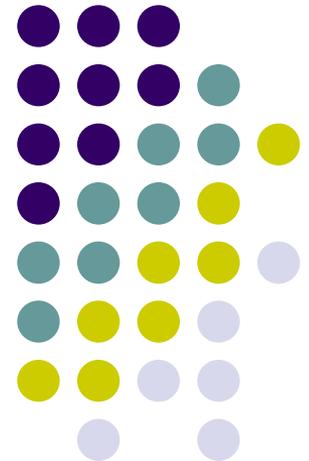
A University's Perspective

Sigrid M. Volko

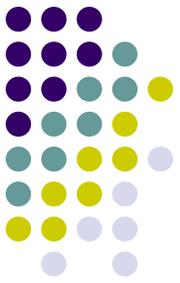
Associate Director

Johns Hopkins Technology Transfer

The Johns Hopkins University



Technology Marketing



The Goal:

“To bring motivated parties to a license negotiation.”

The Process:

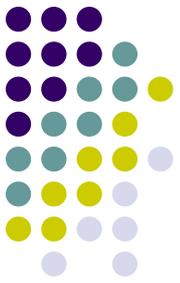
“Place the right information in the right hands at the right companies at the right time.”

*Association of University Technology Manager Manual,
May 2002, Part VII, Chapter 2*

Sigrid M. Volko

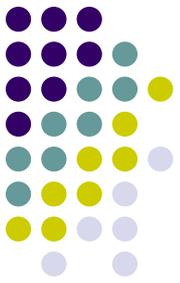
LES 2005 Annual Meeting, Phoenix, AZ

Emerging Resource

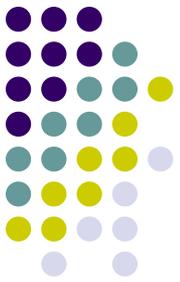


- Solicit Commercial Interests
- Facilitate Corporate Relationships
- Promote Knowledge Transfer

The Challenges



- University inventions are generally not developed in response to market need
- Limited resources and time
 - Select inventions to be commercialized



Marketing Process

Shared Responsibilities

Inventor

Tech Transfer Office

ROI

Evaluate ROI

Provide leads

Uncover leads

Advice

Protect

Public

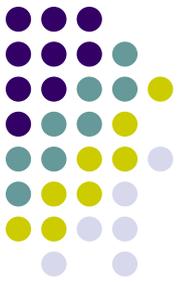
Promote

Disclosures

Sigrud M. Volko

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Marketing Process Drivers



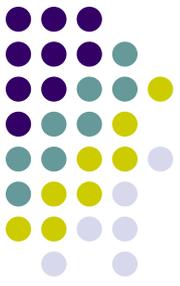
Where do licensing leads come from?

Journal of the Association of University Technology Managers, 1999

1140 licenses surveyed

- 56 % from the inventor
- 19 % licensing staff
- 10 % licensee inquiry
- 7 % research sponsor

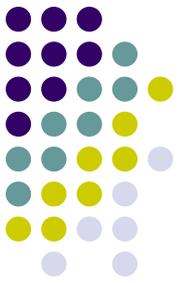
Marketing – Basic Rules



- Know your “client”
Align objectives
- Know your product
Communicate value
- Know your prospective “partner”
Who is your target?

Finding that Best Partner

Primary Resources

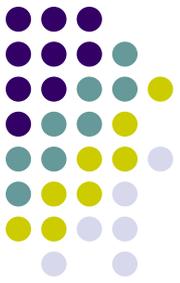


- Inventor contacts
- Personal and business contacts
- Alumni, former employees, university experts

Finding that Best Partner

Additional Resources

- **IP Databases:** USPTO, NERAC, Delphion, RecapIP, Knowledge Express (MicroPatent)...
- **Internet Search Engines:** google, dogpile, yahoo...
- **Newsletters and Trade Magazines:** FierceBiotech, BioSpace, BioWorld Today, BioView, NatureBiotechnology
- **Professional Association Directories:** LES, AUTM, Bio
- **Analyst Reports:** Kalorama Information, Visiongain Ltd., DataMonitor, Business Insights ...
- **Corporate/Market Intelligence Databases:** Hoover's, Knowledge Express, Recap, Pharmaprojects, Windhover...



IP/Corporate/Market Intelligence Databases

A Snapshot of Fee-based Services



Delphion: search for patent information; graphical maps of forward and backward references (citation link); alerts/tracking; PDF bulk downloads; save and share work files.

Hoover's: Company information database; data from 12Mio public and private companies.

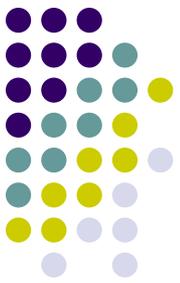
Knowledge Express: Access to >25 proprietary databases covering IP, company and industry information, including drug development pipelines, clinical trials, royalty rates.

NERAC: Receive custom search reports from publications (including patent/trademark) worldwide; download patents; alert/tracking services.

Pharmaprojects: Company profiles (>1600) and drug-related pipelines database; monitor/alert service.

Recap/rDNA/RecapIP: Biotech/Pharma business/IP intelligence database, search information on a company, including alliances, valuations, clinical trials, product sales, SEC filings, patents and contact information.

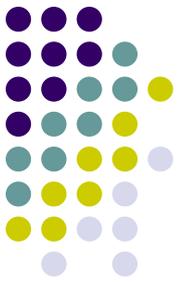
Windhover: Strategic Intelligence Systems (SIS) database that captures dealmaking activity (>16,000 deals) across the healthcare sector.



Marketing Channels

- Reach out to your network of contacts
- Contact leads: use e-mail/web site
- Post non-confidential marketing information
 - University's web site (www.jhtt.jhu.edu)
 - Electronic push sites (U Ventures, Knowledge Express, Pharma-Transfer Ltd. ...)
- University press releases
- Faculty publications and presentations
- Consider alternative channels
 - Software: Open Channel Foundation

Some Concluding Remarks...



- Human capital drives the marketing process – invest accordingly
- Valuable information in the “no” response
- Document your marketing efforts

Technology Marketing

Strategies and Tools that Work

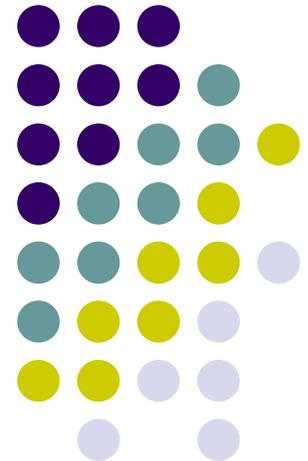
B2B Marketing and Technology Transfer

Steven M. Ferguson

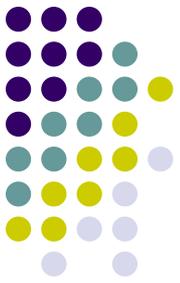
Director

Division of Technology Development and Transfer

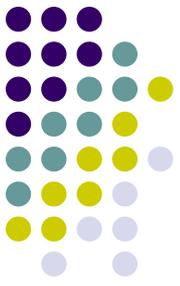
NIH Office of Technology Transfer



B2B Marketing and Technology Transfer

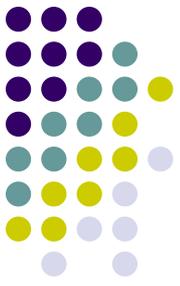


- Business to Business marketing is different from consumer marketing
- Also, TT professionals don't sell products; We sell (rent) ideas, intangibles or one-of-a-kind materials



B2B Selling Cycle

- Several layers of decision making
- Several points of intervention or introspection during the sales cycle
- Differing rates of customer movement
- The importance of institutional memory



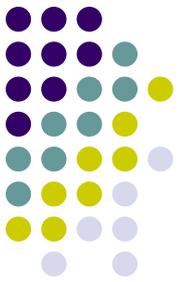
When Selling Intangibles...

- The brand is king
- Longevity of supplier
- Customer need is ill-defined
- Communicating value is challenging
- Value perception is asymmetric
- Ability to return “goods”



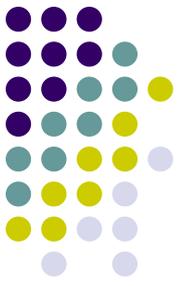
B2B Buying Decision

- Strangely enough, the buying decision is universally the same
- Emotional decision!
- Supported by rationalization!!
- Marketing needs to create the buying climate
- Help the emotion move forward while supporting the rationalization process



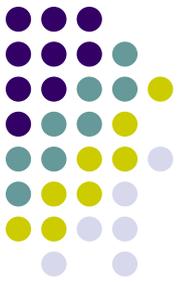
Marketing Needs to Communicate Value

- Translate product features into customer benefits
- Communicate the benefits
- Not the features
- You want to sell a drill, but customer wants a hole in the wall!
- So talk about the hole in the wall, not the drill!

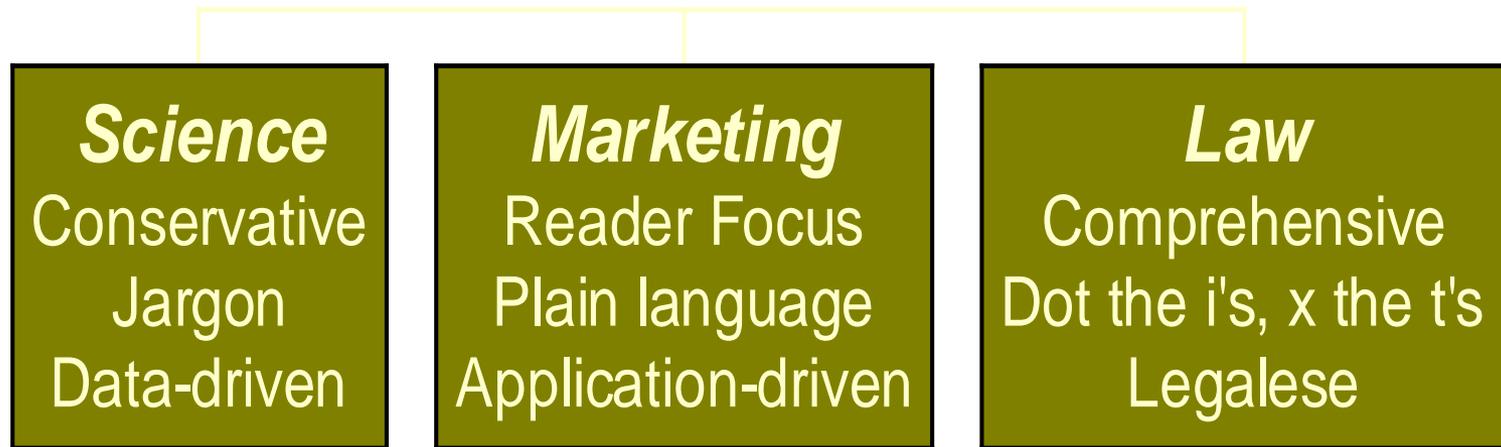


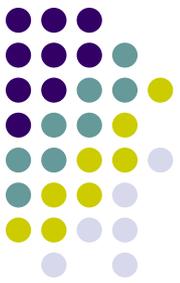
Communicating Value....

- Understand customer needs to showcase benefits
- Study customer
- What are their challenges or needs?
- How would you solve them?
- Present simple solutions
- Be direct, address customer's specific needs



Communication Styles are Different





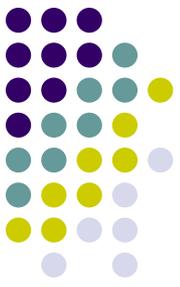
When Selling a Technology

DO

- Use plain language, be direct
- Focus on benefits
- Use “so what” and “what next” approach
- Provide supporting data, be credible
- Use business focus

DO NOT

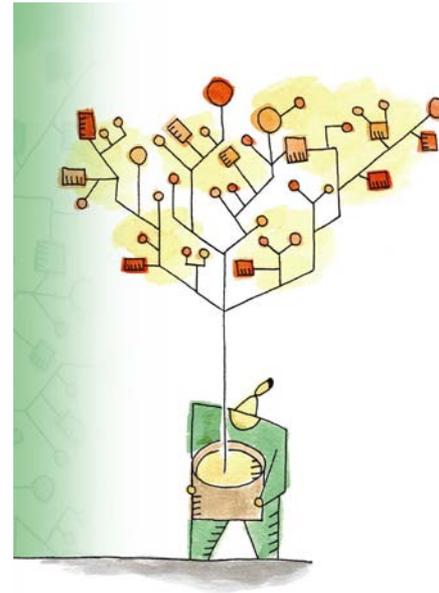
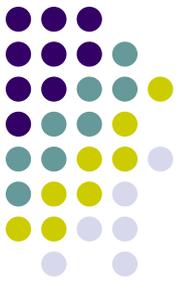
- Describe technology in excruciating detail
- Smother reader with facts
- Think like a scientist
- Put confidential matter
- Use jargon



Why is a Brand Important

- Brand increases familiarity/ comfort level
- Especially when selling intangibles/ service
- Brand acts as proxy for NIH's attributes, such as longevity, stability, new ideas, fairness...
- Brands deliver/ reinforce essential message
- Brand increases awareness and recall
- Brand motivates licensee diligence/ respect

NIH Brand Elements



Science. **Ideas.** Breakthroughs.

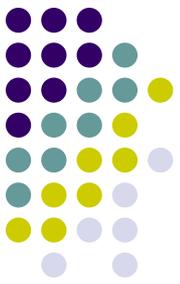
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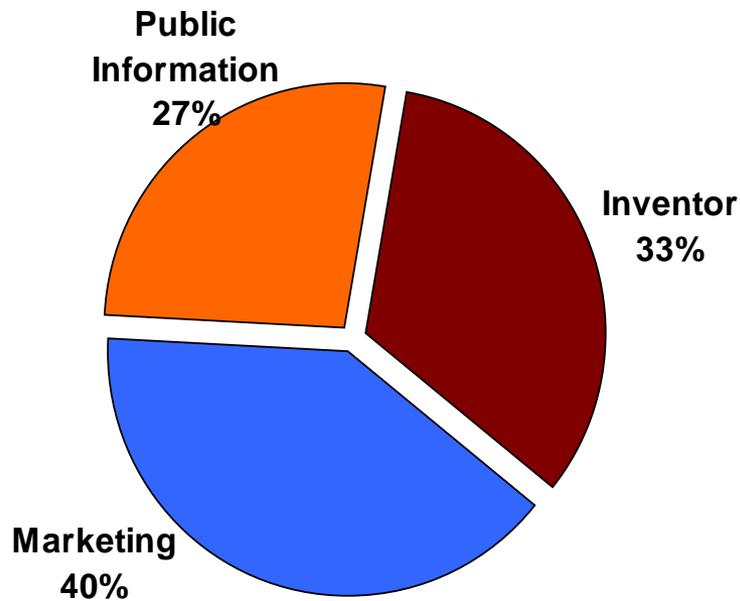
Protecting and Sustaining a Brand

- Use branding elements consistently
- Don't cheapen brand by overuse
- Avoid brand clutter, use fewer details/elements
- Brand should deliver: Truth in advertising!
- Whole organization has to "live" brand's promise

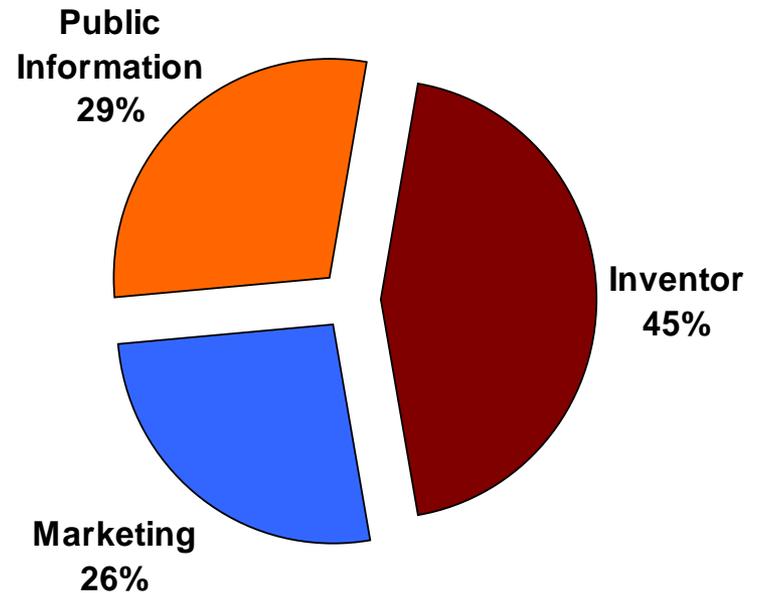


Role of Brand Is Important

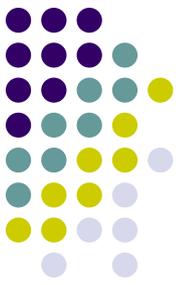
Commercial Patent Licenses* (158)



Biological Material Licenses** (123)



Source: Balakrishnan, et al. *Journal of Medical Marketing* (in press)



In Closing...

- Change mindset: Think business, not science
- Think about technology applications & benefits
- Think about solving customer's problem
- Recruit “Technology Champion”: Inside (inventor) and outside (company scientist)
- Use multiple marketing strategies and communication channels
- Preserve, Promote, and Grow institutional brand