



ACCEPTANCE SPEECH LES USA & CANADA 2008 ANNUAL MEETING ORLANDO

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I wish to thank you all for entrusting me with the task of leading this great Society for the upcoming year. I take it as, both, an honor and a great responsibility. But making our great Society shine and come alive, that is LES USA & Canada, is, like many other things, a team effort which finds its way through its roots, its people, its principles of continuity, its leadership. In short, at the core of LES US/C, there is a CULTURE, one that puts forth its main capital, **its members**. Through its members' involvement and efforts, our Society maintains its leadership whether it be in education, in standards setting or in leading the way into new developments as I will touch upon in a few minutes.

But first let it be known that this team effort is, for many of its participants, made without realizing the impact of their contribution to our Society's journey.

Family: recognize Nadine, CA and Elizabeth

First let me introduce my family to you,

Nadine Kerba, my wife and partner (yes, we are married even if we don't have the same last name; I guess it is a **cultural** question also, but where we come from, women don't change their name). Although not a member per se, Nadine has been with me at most all LES meetings I attended since I joined LES US/C for those who know her, I am sure you will agree that she has been my best P/R person, personal meetings director and "Power Networking" manager anyone could imagine.

My Son Charles-Alexandre, he already has assumed responsibilities at the registration desk. At almost 7 years old, I think we can say that he is a veteran of LES US/C meetings, his first meeting was the Washington Spring Meeting in [May]

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2002, he was a full 6 months old. If I remember correctly, he slept through all the events!

And our family has now grown with the arrival of our young daughter Elizabeth, who joined us in March of this year, she celebrated 15 months last Saturday; Elizabeth, unfortunately, could not be with us for this meeting but I am sure that she will start attending meetings within the next year.

I wish to recognize their support throughout the years, in particular Nadine's efforts which contribute to making our Society what it is today. Nadine, thank you for your volunteer work within LES US/C. Thank you for being who you are.

Recognize Team Trustees, committees, office

As I mentioned earlier, LES US/C is a team effort. I also wish to formally recognize the work of all the members who have decided to get involved at many levels in our Society. You all make a difference. And this includes all the volunteers involved in committees, industry sectors, local chapters, all trustees and officers and all past volunteers. **THANK YOU!**

Thank you for giving all of us, the benefit of your time and wisdom;

Thank you for making a difference.

To be a volunteer in our Society is always challenging but also very rewarding, I specially wish to acknowledge the work of my predecessor for giving so much to our Society through personal challenging times,

Tom, Thank you!

Thank you also to the LES US/C office staff, lead by Ken Schoppmann, thank you for your hard work, you are an intricate part of our Society's success and leadership. As a little anecdote let me just share with you one of my experiences as a volunteer. I was plenary co-chair with Alan Gordon during the 2000 Annual meeting in Toronto, which was immediately after Ken Schoppmann joined us, he was already an accomplished manager experienced with not-for-profit organizations, but he got to experience an LES US/C Annual Meeting without much lead-time. My guess is that it was truly "learning by experience" or a situation made for "**apprendre sur le tas**" as we would say in French. PowerPoint presentations were the new "hot" thing and no one had explained to Alan and I (on stage) how to manage transition of presentations (and computers), needless to say it was a grueling experience for the both of us and for Ken, but Ken came through and those problems became a thing of the past as

quickly as they came. It is amazing to look back and see the progress of our Society in only eight years!

Thank You all for your flexibility in working hand in hand, **volunteers and staff**.

Recognize past people and mentorship:

Now there are also all these great mentors that have come and gone for which our Society has always been very proud of, and that we now try to recognize in many ways notably, through the Frank Barnes Mentoring Award. As our newest recipient, Marv Guthry said it very well on Monday **“as mentor, it is the mentees that I will remember, I learned a great deal from them”**. Mentoring, I submit to you, is part of the LES Culture worldwide and it is especially present and vibrant within LES US/C.

Now, some years ago, we have set up a “Mentoring Committee” which was up to this last year under the responsibility of outgoing trustee Jim Vlazny and Mona Sachet as co-Chairs. The goal of this committee was to help people find their way within the complexities and intricacies of the LES US/C structure and to facilitate the involvement of volunteers into our Society. We noticed over the recent years that the name of the committee has created difficulty and often we have had to explain the difference between this program and what I would call the more direct “spontaneous” mentoring that has occurred throughout the years and that has been part of our collective LES Culture. **Well**, we have not done away with this program but have renamed it the “New Membership Orientation Committee” which is now chaired by Connie Cleary under the responsibility of Mitch Charness, the Trustee for New Membership & Mentoring. We believe it will better describe the functions of this committee and will avoid confusion in the future. The focus of the committee is broad based and concentrates (i) on orientation of new members through such things as our new members’ receptions on the first day of a meeting and now the new members’ orientation webinar, and (ii) also concentrates on enticing new members to get involved. This, we believe, contributes to our membership retention efforts.

That being said, LES US/C will continue to promote mentorship and create the conditions that are conducive to mentoring. If you have ideas or suggestions on this subject, don’t hesitate; get involved!

Like many others, I got involved and benefited immensely from my interactions with many of you, I consider myself privileged and feel humbled in standing here in front of you today. Obviously, I cannot name everyone but here are some of the people who were **influential in my journey**, they have been counsels, they have been listeners, they have been, and are, friends. In short, they have been, and some are still, my MENTORS:

I remember Andrew Ney and Ernie Posner, and I cannot forget the influence of their lovely wives Jocelyn and Gretel, they were amongst the very first ones to get both Nadine and I involved in our Society in a meaningful way, and they were closely supported in that venture by Ted and Helen Cross. Andrew Ney taught me the tricks of the trade, as they were then, on how to be an effective Local Chapter Chair.

Then there are people like Pat O'Reilley, Kathleen Denis, Lou Berneman, Dwight Olson and Art Nutter who all had a very meaningful influence on my career and personal development within and outside of LES.

And then there is also my most influential mentor; he was a friendly competitor in real life: A man very dear to me, John Woodley.

Now turning to this coming year

Now turning to this coming year, we are today seeing turbulent and “interesting” times, but the good news is that our Society is very sound both financially and on the membership front. This, however, does not mean that we should slow down, we need to remain proactive and at the forefront of innovation.

We will of course, continue to execute on our strategic plan which is the result of a rather long process started under Kathleen Denis’ presidency and which culminated under Dwight Olson’s presidency when we adopted our current strategic plan to first create the CLP and second embark on our globalization efforts. We will continue to execute on both of these fronts:

We have allowed significant resources to ensure the success of CLP. This year will be the consecration of the spin-out of CLP as a stand-alone entity managed by a Board of Governors already comprised of LES and non-LES members including members of the BIO and AUTM organizations, and comprised of North-American and European members.

Our globalization efforts will continue, as we are further developing our direct ties with the other National LES Societies around the world and with LES International. Here are two examples of these enhanced relationships: (i) we have just licensed-in the “ONE DAY INTRODUCTORY WORKSHOP ON THE COMMERCIALIZATION OF INTELLECTUAL PROPERTY THROUGH LICENSING”, originally prepared by LES South-Africa in an effort lead by Alan Lewis; this course will be given tomorrow for the first time under the hospices of LES US/C in a version adapted to take into account US and Canadian practices and laws; (ii) we have supported LESI’s Latin-American tour through the help of many Volunteers of our Society who agreed to take a full week of their time to visit Brazil, Argentina and Chile. These volunteers included: Mark Nawacki, Jim McCarthy, Bob Grutzmacher and Linda Chao. The support and coordination were managed by John Paul and the staff of our office and

Pam Demain contributed extra slides. Finally, we shared the results of the “**BioPharmaceutical Royalty Rate & Deal Terms Report**” that I will talk about in a few seconds.

In terms of new efforts for the upcoming year aside from all the great programs of our Society:

We have just formalized the Royalty Rate & Deal Term Committee lead by Jim McCarthy. The pilot project was very successful and brought us the “**BioPharmaceutical Royalty Rate & Deal Terms Report**” in June of this year. We were fortunate to have a further workshop earlier Monday highlighting information revealed from further mining the data. The Committee’s new mandate will be to repeat this survey, look at globalizing the survey and help act as “mentors” in trying to expand this type of survey to other Industry Sectors.

I have also charged the Strategic Planning Committee to take a fresh look at **Meetings and Education** programs and at **Membership**, in order that we maintain our track of excellence. So again, if you have ideas, suggestions, **get involved!** Contact the co-chairs of the Strategic Planning Committee, Walter Copan or Ken McKay or me. This project concerns all of us.

For the 2009 year:

For the 2009 year, the immediate future of our organizations, we will be continuing the work already begun. “Globalization” has been at the heart of the preoccupation of LES US&C in recent years, and it will be at the core of our programming again this coming year through the following theme:

Licensing: a global Culture

We will look at key aspects of licensing and how it exemplifies **licensing and technology acquisitions as a culture... a global one**. Licensing professionals communicate across national borders because they are all dealing with the same product –intangible assets of Intellectual Property, and they deal within a similar set of values and skills.

Of course, when we touch on the subject of Culture, there are different culture barriers whether national, corporate or otherwise that cannot be overlooked but, in 2009, we will be looking at the culture existing within the Licensing community that rallies us all around the field of IP Commerce. I have to say that in developing this

theme, I was inspired by **ROBERT MONDAVI** when he reflects on his partnership with Frenchman Baron Philippe de Rothschild, owner of the great wine Mouton Rothschild, in his 1998 book:

Harvests of Joy

How the Good Life Became Great Business

[Referring to the formation of the Partnership of Opus One Mondavi writes:] For both partners, this process was very educational. “We started out with two different wine cultures and two different perspectives,” recalls Patrick Léon, [...] Mouton’s wine maker [...]. “I’d say that, in essence, it was science versus nose. The Americans were very strong with testing and analysis, but they were less strong in the art of the *assemblage*, the blending of fine wine. To make a wine like Opus One, you have to be willing to take risks. There’s no sure recipe. You can’t verify everything in advance.”

We taught the Mouton team the ways of American business; they taught us the ways of French wine. Tim [Mondavi’s son] and his staff profited from the exchange, picking up ideas we would later integrate into our own operations at the Robert Mondavi Winery. **Just as important, Tim and his team were exposed to a different culture and spirit of wine making. In the view of Patrick Léon, for instance, “nose” is what distinguishes a great wine maker, and the true artist also needs something more: *un petit grain de folie*, meaning a touch of whimsy or folly. Now what American wine course or master could ever teach you that?**

Now this is the culture that I want to talk about, a culture of openness, reaching out and of ethics. We had a glimpse of this yesterday during the Plenary Session of the Global Titans of Licensing when the participants agreed that global markets inspired global practices and that the flattening of the world confronts emerging economies to issue and follow “world rules”. This, I believe, is conducive in creating a global IP Commerce Culture.

Each meeting will explore different aspects of the culture of licensing – the characteristics that make it a unique, relationship-based community, that empowers innovation to drive the global economy. Licensing opportunities exist on a global scale, and LES members are increasingly called upon to develop and manage intellectual property around the world.

In this context, our winter Meeting in San Antonio, TX, will address the importance of **Professionalism**, our Spring Meeting in Montreal, Qc, will be an opportunity to examine **Networking** relationships, and the Annual Meeting in San Francisco, CA

(which represents the synergy of technology, business, and entrepreneurship) will focus on **Education** and **Diversity** in licensing.

Conclusion

Yes 2009 will be an interesting year. The elections will be behind us, yes the Canadian elections as well as the US ones, the focus will be put back on business and the economy and, if I can loosely paraphrase some of Rich Karlgaard thoughts he shared with us earlier Monday: "we should enter the year with realistic optimism".

Where else can you learn, network, develop long-lasting relationships and friendships, sometimes across continents, with people that share the same passions, then within our great organization of LES! As you may have realized during my address, I truly believe that LES is about people, about all of you!

Thank you and I hope to see all of you again in 2009.



