Technology Marketing
Strategies and Tools That Work

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Technology Marketing
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Licensing for Competitive Advantage

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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

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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?

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First Impressions

Initial Communication Tools

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

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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.

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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

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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

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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.”


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Emerging Resource

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

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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

ROI
Provide leads
Advice
Public Disclosures

Tech Transfer Office

Evaluate ROI
Uncover leads
Protect
Promote

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Marketing Process Drivers

Where do licensing leads come from?

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

*Journal of the Association of University Technology Managers, 1999*

1140 licenses surveyed

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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.

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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 (UVentures, Knowledge Express, Pharma-Transfer Ltd. …)
- University press releases
- Faculty publications and presentations
- Consider alternative channels
  - Software: Open Channel Foundation

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Some Concluding Remarks…

• Human capital drives the marketing process – invest accordingly

• Valuable information in the “no” response

• Document your marketing efforts
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

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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

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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

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Communication Styles are Different

**Science**
- Conservative
- Jargon
- Data-driven

**Marketing**
- Reader Focus
- Plain language
- Application-driven

**Law**
- Comprehensive
- Dot the i's, x the t's
- Legalese

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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

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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


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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

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Role of Brand Is Important

Commercial Patent Licenses* (158)

- Public Information: 27%
- Inventor: 33%
- Marketing: 40%

Biological Material Licenses** (123)

- Public Information: 29%
- Inventor: 45%
- Marketing: 26%

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