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ADVANCING THE BUSINESS OF INTELLECTUAL PROPERTY GLOBALLY
CREATING, PROTECTING, AND COMMERCIALIZING INNOVATION | MANAGING AND MONETIZING INTELLECTUAL PROPERTY



President's Message: Defining and Building our Value Proposition for the Next 50 Years

By John Paul, President, LES International

1. Thank you!

In my final president's message for *LES Global News*, I want to start by saying how much I appreciate the many friends and colleagues who worked so hard and accomplished so much for LES International over the past year and what a privilege it has been to work with you while serving as LESI president.

We have a great group of people who contribute so much in so many ways to our community. LES International has over 100 members in leadership positions, and each of the 33 national and regional organizations have their own teams. This is a significant commitment, especially during the extraordinary circumstances of the pandemic that prevented us from gathering for the last two years.

I would like everyone who contributed to know that I appreciate them and their work. This is a volunteer organization, so I am especially grateful. I want to give a special call out to our executive director, Dana Colarulli, who supported and matched the work of a hundred of us, in addition to leading his own initiatives, and doing it all with amazing energy and cheer.

The pandemic has prevented gatherings. It has challenged us these past two years, and we have risen to the challenge by maintaining teamwork and energy and having LESI provide much more virtual programming for global members to help societies leverage their own programming and build their own membership.

We have made progress in many ways. I saw firsthand the energy of national societies and LESI committees in working together to develop plans, produce many webinars with fascinating speakers, and begin to have great meetings again, like the annual meeting and elegant celebration by LES France of their 50th anniversary at a beautiful museum in Paris.

2. We focused on defining and providing concrete value to LES, its members, and the public, and communicating about that value in an organized way.

This year, we created a North Star to focus our leaders and provide a sense of purpose and mission that keeps us on track and aligned.

We started with the priority areas from long range planning—educating our members, building community, recognizing achievements and awards, providing public service and thought leadership, building membership and sponsorship, and communicating better about what we do. We discussed these areas with the board and board advisors. We determined what members would want in each of these priority areas. And as discussed in more detail below, in each of these priority areas we chose specific goals and concrete deliverables and decided how to deliver them. And we decided what we would want to be able to say about ourselves in each of those priority areas to make us the organization we want to be.

3. We enhanced leadership and governance.

Increasing roles and responsibilities of the LESI board of directors—This year we have aimed to have the board increase its strategic role as well as increase its involvement in the work of the committees in their role of executive officers of LESI to (1) help develop robust leadership teams of the committees, (2) develop and implement plans and concrete projects that accomplish our goals, and (3) collect and coordinate information about the activities of the committees so we can manage work and publicize the opportunities we offer in a clearer and more organized way.

Increasing the board size, diversity, and connection to industry—This year we expanded our board to include

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Licensing Executives Society International

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two representatives from industry that provide leadership on the board in life sciences and high technology to grow those two committees and membership in their communities and to increase the number of women and national societies represented on the board. We considered governance issues and are developing a protocol to address the procedures of adding additional representatives to future boards.

Increasing the number of industry advisors to the LESI board—In addition to consulting with the four existing industry board advisors from Apple, Bose, Sandoz, and TCL, we added industry advisors from Philips and Sisvel, and brought these advisors together to advise with programs, speakers, and the needs of industry.

Arranging meetings with the national presidents and National Presidents' Council—We continued to arrange meetings of the board with the National Presidents' Council. This year we aimed for quarterly meetings and experimented with different arrangements, sometimes gathering the whole group, sometimes a smaller group of regional presidents for more focused and interactive discussions, and sometimes individual presidents to have more detailed discussions.

Arranging meetings with the past presidents of LESI—We convened the past presidents in a video call to update them on developments, ask for their advice, and invite them to attend the kickoff celebration of the LESI 50th anniversary at the opening reception at the annual meeting in Venice. We have also invited them to meet with the current and incoming board prior to the opening reception to further discuss developments and ask for their advice.

Involving national society members in LESI—We communicated with national societies to identify national society leaders and get them involved in related LESI committees.

Bringing defined functions to the board level—This year we started high level continuous board-level initiatives in the life sciences industry (Thank you Hayley), high technology industry (Thank you Sonja) website development (Thank you Dana), membership development (Thank you Mike and Madelein), and sponsorship development (Thank you Sonja and Mike)

Providing integration and succession planning for the meetings committee—This year we added members from upcoming and previous meetings and integrated the meetings committee with the organizing committee. And through the LESI meetings committee, we will continue to help organizing committees in future years prepare for their annual meetings. (Thank you Alex, Gina, Laura, Thomas, Bob, and Sue)

Aligning long range planning—This year the strategic function of long-range planning became a board activity. The line of presidents and presidents-elect—Mike, Ichiro, and me—served as the co-chairs of the long-range planning committee. This arrangement aligns those leading the planning over the long term with those leading the execution and executive function over the long and short term. We regularly conferred about the priorities for the long-term success of the organization and put programs in place to address those priorities.

Providing early succession planning for the board—This year the

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board meeting at the annual winter planning meeting and the last two board meetings were expanded to include the incoming board members as well as the current board members to provide continuity.

Smoothly transitioning to the next president and board—After all of this long-range planning and succession planning I look forward to Ichiro’s leadership in the coming year as he brings more than 30 years of global experience in the pharmaceutical industry with a wide range of large, medium, and startup companies and his experience in being an active LES member during this career. Having observed the importance of consistent and regular communication during the COVID-19 pandemic, Ichiro is committed to good communication among the 33 LES societies during his term and to continue the work of LESI on various educational programs and committee activities, including a focus on sustainable development as a priority to further advance the value of IP.

4. We created new management tools.

Dashboard and report of committee activities for the LESI Board to manage and discuss activities—This year, we created a tool for the LESI Board to (1) more clearly display information about the activities of the committees, (2) more readily understand and manage those activities, (3) provide more rapid support and direction on those activities, (4) augment committee leadership teams when necessary, and (5) more quickly and easily visualize and publicize our activities and value proposition in a clearer and more organized way.

Dashboard and spreadsheet of goals and deliverables—This year we created a new tool to track and manage deliverables, grouped by goals, and communicate about those new deliverables in connection with our value proposition. We discussed this “Discussion Guide” at our annual LESI winter planning meeting (*Discussion Guide for the 2022 Winter Planning Meeting*).

One-page value proposition—This year we created a one-page value proposition for use by the LESI Board, society presidents and others by compiling various key deliverables that provide value to our members and organizing them by goal—providing education, developing community, recognizing and awarding achievements, public service, and thought leadership, as well as internal goals of developing membership and sponsorship and communicating better about what we do. As you will see in this report, we are using the value proposition as a management tool, a brainstorming tool, a membership development tool, and a sponsorship tool. (*see: LESI Value Proposition Page*)

5. We better identified and communicated about who we are.

We have better expressed and promoted who we are, our distinct mission, and what characterizes and distinguishes us from other IP associations.

A campfire—LES serves as a “campfire” that brings communities of business and licensing professionals together to learn from each other and build stronger relationships that facilitate deal-making.

A society—We are more than an association. We are a “society”—a living breathing group of people with a history and a future of long-lasting personal and professional relationships.

A community of communities—We are a “community of communities” organized around national and regional geography, industry and technology, professional focus areas, affinities, and jobs, and that is one of our strengths:

- *Thirty-three national and regional organizations* in over 90 countries, with regional groupings in Americas, Europe, and Asia-Pacific, and the LESI international umbrella organization
- *Six industry communities*—automotive; communications; IT and software; consumer products; life sciences; chemicals, energy, environment, and materials
- *Six professional focus communities*—patent and technology licensing; copyright licensing; trademark, designs, and merchandising; industry, university, and government tech transfer; dispute resolution; and IP valuation
- *Eight professional role communities*—business leaders, IP managers, licensing executives, financiers, licensing companies, brokers, valuation experts, and lawyers who protect, transfer, and enforce IP
- *Two affinity communities*—Women In Licensing Alliance (WILA) and Young Members Congress (YMC)
- *Two other communities*—innovation trends and technology impact (GTIF)

Advancing the business of IP globally—By gathering these communities in the licensing ecosystem for education and community building, we “advance the business of IP globally.”

Creating, protecting, and commercializing innovation, and managing and monetizing IP—We developed a new tagline for LES to more specifically describe and differentiate us from other IP associations, by characterizing the work our communities do, namely to “create, protect, and commercialize innovation, and manage and monetize IP.”

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6. We framed the LESI annual meeting as world-class: “the Davos of Licensing.”

We developed a vision for the content and experience of our annual meeting from the annual gathering of the world’s top leaders at the World Economic Forum in Davos to discuss leading economic issues in the world, and we promoted the LESI annual meeting as “the Davos of Licensing.” Our meeting really is “the Davos of Licensing,” the place where all the business and professional communities come together to hear from the world’s top leaders in the licensing ecosystem and discuss leading issues in creating, protecting, and commercializing innovation, and managing and monetizing intellectual property. And we fulfilled that vision by developing a world-class meeting in Venice with top speakers from all over the world and having the following components. (Thank you Mattia, Antonio, Alessia, Gianni, Dario, Rinaldo, Dana, Federica, and team)

“**State of the Industry**” briefings by plenary panels will discuss important transformations in the technology and business of key industries and how they have changed issues and opportunities in licensing. This year we are highlighting four key industries—Automotive, Healthcare, Telecommunications, and Energy and Green Technologies. The speakers are leaders from leading organizations—ABB, Airbus, Audi, Dolby, Ericsson, Huawei, Interdigital, LG Energy, Marconi, NLS Pharmaceuticals, Nordic Semiconductor, Pharmaceutical Licensing Group, Philips, Qualcomm, Rio Tinto, Sasol, SCG, Siemens, Sisvel, Telecom Italia, and more, including business leaders, lawyers, judges, universities, WIPO and more. (Thank you Hayley, John Carney, Dallas, Ningling, Sonja, and team)

Keynotes start the program each day to discuss the impact of innovation, technology, and proprietary rights on business and licensing in various fields that have become big businesses, even some that are not technologically driven. This year we are highlighting Entertainment, Fashion, and Design—including TV, Movies, Streaming, Gaming, Performance, Sports, Automotive, Furniture, and Architecture. The speakers are the very top officers from leading companies—President International of SESAC and Harry Fox Agency, Executive Vice President and Head IP Global of SONY, Chief Legal Counsel of DAZN, President and CEO World Federation Sporting Goods Industry, President of Fondazione Compagnia di San Paolo and Board Member of the European Innovation Council, CEO of Bottega Veneta, and an internationally famous industrial designer and architect. (Thank you Mattia and team)

Concurrent interactive workshops address what is happening in other parts of the licensing ecosystem including business strategy, legal developments and strategy, case

studies in successful technology transfer, public policy, and impact licensing. (Thank you Rinaldo and team)

Focus groups to meet the speakers and plan the future—LESI committee chairs will provide a brief update on projects and plans and moderate interactive discussions of top issues of the day for each focus group and seek input on planning for the coming year in (1) industry areas such as automotive, telecom, healthcare, and energy, (2) professional areas including patent, technology, trademark, and copyright licensing, and (3) affinity areas such as young members and women in licensing. This broad input and involvement, and early planning will cause these focus groups and committees to grow and become more self-driven and self-sustaining. (Thank you Bob Held and all the committee leaders)

7. We framed our international management and delegates meeting (IMDM) to focus on value to members, and to be forward looking and interactive.

We will highlight where we are, where we want to be, and how to get there. The various components of the IMDM will be strategic, practical, and interactive.

The board and committee meetings were arranged this year to include various business meetings and social opportunities for informal exchange to build camaraderie among leadership.

- **The current and incoming board will meet to review the year** and prepare for the delegates meeting.
- **The committees will independently convene individual business meetings** with their current and incoming committee leadership.
- **The committee leaders will meet together for an informal interchange** and get to know each other. They will also discuss having a reception and planning time in the autumn at the LES USA & Canada annual meeting. (Thank you Renzo)
- **The current and incoming committee leaders will individually meet with the board** to discuss committee business, plans, and strategy and to prepare for the delegates meeting.
- **The industry committees and professional committees** will discuss in a group with the board and in breakout sessions what is working and what needs improvement, best practices, and what will be done to address those needs for improvement. (Thank you Keith)

The international delegates meeting includes the usual organizational business matters, and this year will also include three new major substantive areas—future of the licensing industry, the LES value proposition, and the LESI

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50th anniversary campaign for membership and sponsorship. (Thank you Fiona, Sonja, Mike, and Madelein)

- **The usual business matters**—budget, awards, and nominations (Thank you Mike, Patricia, Madelein, and Audrey)
- **The future of the licensing industry and implications for LES**—will be the subject of a panel discussion and open discussion to generate perspectives and strategy. (Thank you Fiona and team)
- **The LES value proposition to members and the public**—each priority area will be presented and discussed—what deliverables each area now has and what additional deliverables should be added to each of our priority areas: educating our members, building community, recognizing achievements and presenting awards, providing thought leadership and public service, building membership and sponsorship, and communicating better about what we do. (Thank you committee chairs and board members)
- **The LESI 50th anniversary campaign for membership and sponsorship**—what has worked, how we can scale successful models, what new programs for membership and sponsorship have been put in place and should be put in place, how to run them, and how to finance them. (Thank you Sonja, Mike, and Madelein)

8. We have grown, organized, and promoted our value proposition to include many concrete deliverables and benefits to our members.

We focused our efforts on producing and providing concrete things that are most valuable to (1) our LES organization (things that make LES stronger and more effective), (2) members of LES (things that interest them and help them do their day job better); and (3) the public (things in our expertise that help the general public).

We focused on our long-range planning goals as priority areas: (1) Educating our members, (2) Building community, (3) Identifying accomplishments and presenting awards, (4) Growing and retaining membership, (5) Providing public service and thought leadership, (6) Obtaining additional members and funding, and (7) Communicating better about what we do.

We focused on generating deliverables organized around our priorities and developing an organized and robust value proposition of concrete benefits, described above <http://www.lesi.org/valueprop2022>.

A. Educating Our Members

We focused this year on what our members want and need: basic training for day jobs, updates on recent developments in industry and law, interactive opportunities for learning and asking questions on hot topics, and

to hear from the leaders in the field in master classes and interviews about their work and plans.

In addition, we focused on providing international education to national societies. In the face of having to cancel two annual meetings, we were able to pivot to having LESI provide much more virtual programming for global members, and this was available to help societies leverage their own programming and build their own membership.

As to our focus on what our members want and need:

Job training—Day-long job training courses in licensing and commercialization were revised this year and are being put into place as our centerpiece on job training for more regular and more accessible instruction around the world. (Thank you Martin, Thomas, and Karin)

Updates on recent developments affecting licensing—We have started a new quarterly publication, the LESI Global Licensing Report on recent developments affecting licensing and other transactions around the world—court decisions, regulatory decisions, developments in the law, and how they affect business. (Thank you Larry, David, Dana, Chris, Alex, and the team)

Master classes—We had planned to develop master classes as part of the new educational offerings this year and are now proceeding to develop master classes on the automotive industry, dispute resolution, SEP licensing, and IT and software for the new thought-leader sponsorship program. (Thank you Sonja and John Carney)

Leaders in licensing interviews—We had planned a series of videos of interviews of leaders in licensing—interviews of high-level business and professional people about their work and plans, and we have now done so in connection with the annual meeting in Venice. (Thank you Dana and Federica)

Interactive hot topic discussions—We started monthly interactive pop-up courses on hot topics and led by experts on subjects ranging from COVID IP waiver to trade secret licensing and data protection. (Thank you Natalie)

CEO case studies—The successful joint program with the EPO has continued to build on successful CEO talks about various topics such as licensing strategies, growth financing, and build-to-sell. (Thank you Audrey, Thomas, GJ, and team)

Coordinating educational offerings—The education committee and the innovation trends committee have begun working with other industry and profes-

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sional committees to develop a coordinated education schedule, better communicate about live programs, provide better access to recorded programs, and coordinate issues and offerings on innovation trends. (Thank you Martin, Natalie, Andre, Bay, and Tanja)

B. Building Community

Developing and promoting a simple framework of best practices

This year we focused on identifying and using a very simple framework of best practices for the committees to build and grow self-sustaining communities, namely (1) an international steering committee for providing general leadership and connecting with the national societies, (2) an international industry advisory board for defining topics and connecting with industry, and (3) quarterly industry forums for discussion and to connect the industry members and others. (Thank you Keith, Hemang, and John Carney)

- **Steering committee** with chairs and members drawn from the national societies around the world to manage the administrative work of the committee and serve as national society coordinators to provide communication with the national societies.
- **Industry advisory boards** to advise the LESI leadership, to provide communication with industry, to identify and create a list of hot topics and speakers, and to organize, host and attend industry forums, where industry meets and discusses issues in automotive, energy, health care, communications, consumer products, patent and technology licensing, trademark and copyright licensing, university tech transfer, dispute resolution, and other areas.

Our industry advisors to the LESI board provided input on a better way to gather an industry advisory board using cooperation on communications between LESI, an industry champion, and others in their network. (Thank you Don)

- **Industry forums** organized quarterly to gather and immerse these groups in discussion that is interesting and relevant to their day jobs and energize them, to make them feel that they are sitting at the table with leaders in their community, and to provide a report or recording of the forum for educating members.

Developing industry and professional communities

- **Automotive**—This group of the high technology committee has been using the successful framework to identify topics to discuss, grow its membership, have quarterly industry forums with invited guest speakers to discuss topics such as autonomous driv-

ing, electric batteries, and smart cities. (Thank you John Carney)

- **IT and software**—This group of the high technology committee has begun to revive this industry advisory board. (Thank you Lakshika and Taruna)
- **Chemicals, energy, environmental, and materials**—This committee has an industry advisory board that is gaining traction and presenting a plenary panel at the annual conference (Thank you Dallas and Ningling) and considering industry forums for individual industries such as the energy industry (Thank you Jose Miguel)
- **Life sciences committee**—This committee has begun this year to build an industry advisory board and further reinvigorate the committee. (Thank you Ichiro, Hayley, Pam, Gillian, Richa, and Joanne)

Developing affinity communities

We have successfully recognized and helped organize the gatherings and video calls of various communities that enjoy meeting with each other, sharing experiences relevant to that community, and providing advice and support to LES in strategy, programming, speakers, and mentoring.

- **Young Members Congress**—brings young members together with regional offerings.
- **Women In Licensing Alliance**—brings women together with programs and mentoring.
- **Past presidents, regional presidents, and National Presidents' Council**—meet by video conference during the year and in person at the annual meeting to share experiences and perspectives to guide the national societies and LESI.

Developing committee leadership

The committee leaders started meeting by video conference during the year as well as resuming meeting in person at the winter planning meeting and the annual meeting. We are planning to gather them in person at the annual meeting twice—once for a substantive discussion and a second time socially so they get to know each other better. We also discussed having a third meeting at the LES USA & Canada meeting in the fall and more video conferences to stay in touch.

Building community with tangibles

This year we decided to build community by using the new LESI logo on merchandise. We created full-size flags with the new LESI logo, created challenge coins for the National Presidents' Council with the new LESI logo, and began to make merchandise, starting with sweater vests with the new LESI logo.

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C. Recognizing Accomplishments and Presenting Awards

We are continuing our existing LESI awards that focus on service to the organization. This year we developed additional new awards, “innovation awards” to recognize achievements, create case studies for education, and provide outreach opportunities for national societies to their members and potential members.

New innovation awards—We are running a new LES program to highlight successful licensing deals that further technology and innovation. The innovation trends committee has prepared an announcement with criteria for the awards and sought nominations from national societies and all LES members. Two winners were chosen from the resulting nominations, one for a larger company and one for a smaller company. The awards recognize achievements in what LES is about—creating, protecting, and commercializing innovation, and managing and monetizing intellectual property. These case studies will be publicized and used for subsequent education programs. (Thank you Tanja, Andre, and Bay)

D. Providing Public Service and Thought Leadership

This year we focused on expanding the ways in which we use thought leadership to help the public, building relationships with others who help the public, building the stature of LES, communicating about our public service in a more comprehensive and prominent way as part of our value proposition, and attracting sponsorship and other funding to do more increasingly meaningful projects.

Assisting innovators and small businesses—We have continued to collaborate with the European Patent Office on presenting CEO case studies that draw over 400 registrants. Though concentrated on European case studies, the lessons learned and insights gained are applicable throughout the world. (Thank you Audrey, Thomas, and team)

Assisting professionals with licensing certification—This year we signed a memorandum of understanding with Certified Licensing Professional CLP to provide education for CLP candidates and to promote CLP globally. (Thank you Fiona and Jeff)

Assisting with technology transfer collaborations—This year we signed a memorandum of understanding with the Korea Technology Transfer Agent Association and Certified Licensing Professional CLP and have begun putting together an educational program and connecting KTTAA with LES Chile to collaborate on tech transfer discussions. (Thank you Fiona and Martin)

“Ask me anything” sessions—This year we started a series of programs where a panel of experts from a country talk about the IP and licensing system in that country and

field questions from the audience. The first series of three were presented from China, France, and Brazil, and we had nearly 100 registrants in one. (Thank you Chris, Emmanuel, and Paula)

Pro bono referral and legal assistance program in licensing and technology commercialization—This year we started a collaboration with WIPO to provide a pro bono referral service. We prepared a proposal. WIPO prepared a protocol for proceeding based on our proposal. LESI is working with the national societies to establish an international network of consultants from the national societies. And those consultants will provide advice on licensing and commercialization to candidates selected by WIPO. (Thank you Dana and Chris)

Bulletin board for commercialization—We have been planning to establish a bulletin board on our website for innovators and businesses to list projects and attract collaborators for funding, commercialization, and other assistance, and we plan to work with WIPO in doing so once the pro bono referral program is in place.

Impact licensing, impact funding, and technology transfer to the developing world—This year we presented two programs this year on impact licensing and impact funding through the LESI Global Technology Impact Forum. We have begun to look at how we can contribute to the dialog around sustainable innovation and other environmental issues. (Thank you Mark and Omer)

Sustainable development goals for intellectual property—We are making plans to develop sustainable development goals and metrics for intellectual property. (Thank you Ichiro)

Supporting World IP Day and Kid’s IP Day—This year we prepared and published a new book, IP for Kids, and continued to support the awareness of IP in the world and by kids. (Thank you Roberto and Federica)

Diversity, inclusion, equity, and mentoring programs—We are continuing to increase awareness of diversity, inclusion, equity, and mentoring in our committees themselves and in the panels they compose for our annual meeting. The expansion of our board this year includes more industry representatives, more representatives from more countries, and a parity of men and women. (Thank you Fiona, Hayley, and Sonja)

E. The 50th Anniversary Campaign for Membership and Sponsorship

Understanding the need to grow membership in an organized way—This year we looked at membership development efforts and concluded that we needed to have a

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focused effort to grow membership, something more than putting on good programs and trusting that “if you build it, they will come.” We needed to mount a continuous focused campaign to define our value to different constituents and have a plan for identifying key potential organizations and reaching out to them in a methodical organized way.

Forming a board-level initiative for membership development—We formed a board level initiative to make plans to proceed. We have identified several key industry areas for licensing and commercialization, key organizations in those industry areas, key people in those organizations, and how to approach and engage them as members. (Thank you Mike and Madelein)

Understanding the need to grow sponsorship in an organized way—This year we looked at sponsorship development efforts and concluded that we needed to have a focused effort to grow sponsorship, something more than offering sponsorship opportunities for our annual meeting when that came around. We needed to mount a continuous focused campaign to define our value to different constituents and have a plan for identifying key potential organizations and reaching out to them in a methodical organized way. We recognized the need to expand our funding model because we need to supplement our membership dues revenue to fund the programs we have and want to develop. We have been looking to make our work for members and the public so appealing that organizations will want to support the work we are doing and the work we plan to do and become patrons and sustaining sponsors.

Forming a board-level initiative for sponsorship development—We formed a board level initiative to make plans to proceed. We have identified key thought leadership areas including Automotive Industry, Standard Essential Patent Licensing, and Alternative Dispute Resolution. We are now identifying and engaging thought leaders and sponsors to lead the education, community building, and other aspects of that area while providing financial sponsorship. Part of the education contemplated is master classes in automotive, dispute resolution, and SEPs. (Thank you Sonja and Mike)

Studying other non-profits and creating the 50th anniversary campaign—This year we studied how other non-profits develop membership and sponsorship and we started capitalizing on the 50th anniversary of LESI by creating the “LESI 50th anniversary campaign for membership and sponsorship.” We began by capturing and organizing many of those things we do that provide value to our members and the public and prepared a strong value proposition. We also prepared a simple outreach plan to help national societies attract and retain members.

Developing a value proposition for membership and sponsorship—We used the one-page information sheet we developed—<http://www.lesi.org/valueprop2022>—as a value proposition of talking points—listing the many concrete things LESI does and will be doing that provides value to our members and the public. We provided this value proposition to the national societies for outreach to grow and retain membership.

Developing an outreach plan for using the value proposition—We prepared plans for outreach to potential members, starting with identifying several leading multinational companies to approach. To begin, we circulated to the LESI board a list of 300 leading multinational companies that file the most patent applications and asked them to identify organizations where they knew people or were willing to reach out to people to begin a conversation about the value of LES and the value of membership and sponsorship. We also asked the national society presidents to consider doing the same, talking to their boards and other leaders about compiling a list of the top 10 leading companies for outreach and preparing a plan for outreach.

Providing outreach opportunities to the national societies—We provided LES national societies with opportunities and reasons to reach out to and engage potential members to make them aware of the benefits of membership and the attractions of sponsorship—collecting and publicizing programs organized by LESI and the national societies on a weekly basis, conducting surveys on royalty rates and deal terms, gathering information on cutting edge developments in innovation and licensing and requesting proposals on awards, organizing and coordinating many webinars, organizing an international annual conference on top topics with top speakers, conveying what LESI is doing and plans to do and the value it provides members and the public.

Understanding the membership needs and perspectives of the LES national societies—This year we expanded the scope of the calls with the National Presidents’ Council with individual calls with the national presidents to understand their needs, perspectives, strategies, and activities, as well as successes and challenges, on membership growth and retention, and whatever other priorities they have where LESI can help. This was especially important during the pandemic.

Expanding the engagement of the LES Membership Committee—This year we asked the LESI Membership Committee to report on strategies used by the national societies to develop membership, and we reported a number of successful strategies to the national presidents during

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the National Presidents' Council meetings including LES France using webinars to develop membership in more remote locations, and LES USA & Canada using a group discount strategy where IP owners could register up to fifteen members for the cost of five memberships. (Thank you Yorikatsu, Hector, Alexander, Guillermo, and David)

F. Communicating Better About What We Do

Each of the priority areas have projects and deliverables that provide value to LES, to its members, and to the public. And we are working to communicate better and in a more organized way about what we do in each of those areas through social media campaigns and other ways.

We have increased our efforts to collect and promote national society programs in an organized way to all LES members and the public around the world—through our weekly email blast, social media, and in other ways. We are investing to make our website more clearly and attractively reflect who we are and what we are doing, to allow members to more easily connect and work together, and to provide easier and better access to programs and publications we developed.

This year we have captured what we are doing and communicated it to LES members and the public in a way that more readily shows its value and is easy to understand.

Our new weekly email blast, “Upcoming LESI and LES Society Webinars and Events” compiles and chronologically lists all the programs offered by LESI and national societies. It's useful and impressive to see them all together and it helps members appreciate all the good work that everyone is doing. (Thank you Dana)

Our new value proposition differentiates LES from other IP organizations—a community of communities

- **Geographically** as “a global network of business and professionals for nearly 50 years”
- **Organizationally** as “33 member societies in more than 90 countries”
- **Functionally** as “creating, protecting, and commercializing innovation, and managing and monetizing intellectual property,”
- **Roles** as “business leaders, IP managers, licensing executives, financiers, licensing companies, brokers, experts in law and valuation protection, transfer, and enforcement of IP”
- **Goals** as “advancing the business of intellectual property globally”

Our new community building platform on the website, *connect.lesi.org*, provides committee leaders with the tools to manage, communicate, and share information with members. It provides for more opportunities for interactive communications and building community. We held orientation and training with LESI chairs and vice chairs on the site and encouraged all LES members to visit and join a committee. These committees provide links between members in various LES societies focusing on similar issues. To learn more about the LESI committees visit the LESI website.

Updated content on the website – We are working on updating the content of the website, starting with the description of what the committees are doing, their deliverables, and their plans.

Organizing the contents of the website more intuitively—We have started by organizing the events and committees and links to the events and committees in a way that is easier to understand our offerings.

Modernizing the website homepage—We have begun to modernize the homepage to better reflect who we are and what we are doing. We are organizing the contents and the image according to the priorities of our value proposition—educating our members, building community, recognizing achievements and awards, providing public service and thought leadership, building membership and sponsorship, and communicating better about what we do.

Thank you again! It's been a great year, and we have a great future!

I thank you again for working together on this mission to continue building our organization, serving its members, and serving the public in the best way possible.

Our future is bright. We are a great organization. More than thirty national and regional societies with many activities. We have many talented and devoted people, and a long history.

We are now kicking off our 50th anniversary at our annual meeting in Venice. We are building for the next 50 years. By working together, we will accomplish the great things we need to accomplish, building more camaraderie, and having more fun.

In the coming year, as immediate past president, I will chair the nominations committee and reach out to identify leaders in the national societies and get them involved in LES International, help identify key projects and the leadership teams, and be a good steward of our societies and the programs we put in place. ■