

Index

Contents	IX
Figures.....	XIII
Tables	XV
Abbreviations	XVI
Abstract.....	XVII
Zusammenfassung.....	XVIII
1 Introduction.....	1
1.1 Motivation	1
1.2 Research objectives and questions.....	12
1.3 Terms and definitions.....	13
1.4 Research concept and methodology.....	15
1.5 Thesis structure	21
2 Leveraging companies' patent portfolios – State of the art.....	24
2.1 Fundamentals of patent management	24
2.2 Options to leverage patent portfolios.....	28
2.3 Third parties as enablers of transactions	37
2.4 Reference framework.....	45
3 Exploring the phenomenon of patent aggregating companies	48
3.1 Setting of patent aggregating companies.....	48
3.2 Process of patent aggregation.....	54
3.3 Strategies of patent aggregating companies.....	63
3.4 Summary	68
4 Potentials offered by patent aggregating companies.....	69
4.1 External potentials offered by patent aggregating companies.....	70
4.2 Internal potentials offered by patent aggregating companies.....	80
4.3 Summary	91
5 Typology of patent aggregating companies	93

5.1	Four archetypes of patent aggregating companies.....	94
5.2	Archetype 1 – Merchant	99
5.3	Archetype 2 – Gardener.....	115
5.4	Archetype 3 – Collector.....	127
5.5	Archetype 4 – Patron.....	140
5.6	Summary and evaluation of potentials	151
6	Leveraging patent portfolios by utilizing patent aggregating companies	154
6.1	Managing the utilization of patent aggregating companies	154
6.2	Development of patent aggregating companies	166
6.3	Meeting demand for learning effect as driving factor	171
6.4	Summary	179
7	Conclusion	181
7.1	Contribution to management theory	181
7.2	Implications for management practice.....	185
7.3	Further research and trends.....	187
	References	192
	Appendix	211

Contents

Contents	IX
Figures.....	XIII
Tables	XV
Abbreviations	XVI
Abstract.....	XVII
Zusammenfassung.....	XVIII
1 Introduction.....	1
1.1 Motivation	1
1.1.1 The market for technologies and the emergence of a new player	1
1.1.2 Practical challenges in leveraging corporate patent portfolios.....	5
1.1.3 Deficits in current research	8
1.2 Research objectives and questions.....	12
1.3 Terms and definitions.....	13
1.4 Research concept and methodology.....	15
1.5 Thesis structure	21
2 Leveraging companies' patent portfolios – State of the art.....	24
2.1 Fundamentals of patent management	24
2.1.1 Reasons why firms patent.....	25
2.1.2 Reasons why companies buy patents.....	27
2.2 Options to leverage patent portfolios.....	28
2.2.1 Internal and external exploitation of patents	28
2.2.2 Impediments to optimally leverage patent portfolios	34
2.3 Third parties as enablers of transactions.....	37
2.3.1 Bridging patent supply and patent demand	38
2.3.2 Non-practicing entities and their intermediation of patent transactions	41
2.4 Reference framework.....	45
3 Exploring the phenomenon of patent aggregating companies	48
3.1 Setting of patent aggregating companies.....	48
3.1.1 General information.....	48

3.1.2	Venture creation and funding of patent aggregating companies	51
3.2	Process of patent aggregation.....	54
3.2.1	Selection of patents.....	55
3.2.2	Structuring of patent portfolios	57
3.2.3	Additional value adding activities.....	59
3.2.4	Exploitation of patents	60
3.3	Strategies of patent aggregating companies.....	63
3.3.1	Basic strategy I: Generate revenues	63
3.3.2	Basic strategy II: Serve an objective	64
3.3.3	Eight business models of patent aggregating companies.....	66
3.4	Summary	68
4	Potentials offered by patent aggregating companies.....	69
4.1	External potentials offered by patent aggregating companies.....	70
4.1.1	Potentials for risks reduction	70
4.1.2	Potentials for market fostering	74
4.1.3	Potentials for resource enhancement	77
4.2	Internal potentials offered by patent aggregating companies.....	80
4.2.1	Potential for market interaction	80
4.2.2	Potentials for cost effectiveness.....	83
4.2.3	Potentials for decision making	89
4.3	Summary	91
5	Typology of patent aggregating companies.....	93
5.1	Four archetypes of patent aggregating companies.....	94
5.2	Archetype 1 – Merchant	99
5.2.1	Patent trading fund’s characteristics	99
5.2.2	Patent trading fund’s case study: Alpha Patentfonds	101
5.2.3	Patent acquisition company’s characteristics.....	106
5.2.4	Patent acquisition company’s case study: Intellectual Ventures.....	109
5.3	Archetype 2 – Gardener.....	115
5.3.1	Royalty monetization company’s characteristics.....	115
5.3.2	Royalty monetization company’s case study: Pete Invest MedTech.	118
5.3.3	Patent incubating fund’s characteristics.....	121
5.3.4	Patent incubating fund’s case study: Patent Select.....	123

5.4	Archetype 3 – Collector.....	127
5.4.1	Patent enforcement company’s characteristics	127
5.4.2	Patent enforcement company’s case study: Acacia Research.....	130
5.4.3	Defensive patent aggregator’s characteristics	134
5.4.4	Defensive patent aggregator’s case study: Allied Security Trust.....	137
5.5	Archetype 4 – Patron.....	140
5.5.1	Patent pooling company’s characteristics.....	140
5.5.2	Patent pooling company’s case study: MPEG LA	142
5.5.3	Non-commercial patent aggregator’s characteristics	145
5.5.4	Non-commercial patent aggregator’s case study: Golden Rice PDP	147
5.6	Summary and evaluation of potentials.....	151
6	Leveraging patent portfolios by utilizing patent aggregating companies	154
6.1	Managing the utilization of patent aggregating companies	154
6.1.1	Value generating options and patent aggregating companies	154
6.1.2	Constraints in utilizing patent aggregating companies	157
6.1.3	Framework for the utilization of patent aggregating companies	163
6.2	Development of patent aggregating companies	166
6.2.1	Trend 1: From aggregation of interest to aggregation of investments	167
6.2.2	Trend 2: Responses to organized patent enforcement.....	169
6.2.3	Trend 3: From enforcement agents to innovation intermediaries	170
6.3	Meeting demand for learning effect as driving factor	171
6.3.1	Monetary benefits of utilizing patent aggregating companies	171
6.3.2	Non-monetary benefits of utilizing patent aggregating companies ...	173
6.3.3	Benefits depend on the type of patent aggregating company.....	174
6.4	Summary	179
7	Conclusion	181
7.1	Contribution to management theory	181
7.2	Implications for management practice.....	185
7.3	Further research and trends.....	187
	References.....	192
	Appendix	211