Lessons learned after twenty years in IP management consultancy

Prepared for SIPF meeting

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Five main chapters across the last 20 years

2006 to 2008

The early CIP years

- Intellectual asset management
- Technology market strategy
- First corporate-level IP strategy

2009 to 2012

The financial crisis

- Innovation from publicly funded R&D
- Open innovation platforms
- National innovation systems

2013 to 2017

IP strategy in industry

- Corporate IP strategy
- IP organisation design
- Leading and driving change

2018 to 2022

The digital shift

- Digital and technology innovation
- Data driven services
- Adapting IP organisations to digital shift

2023 onwards

AI

- Own AI strategy and tools
- AI as technology differentiator
- AI-enablement of IP organisations

2006
CIP Professional Services AB founded – owned by Chalmers Industriteknik

2013
Buyout from Chalmers begins

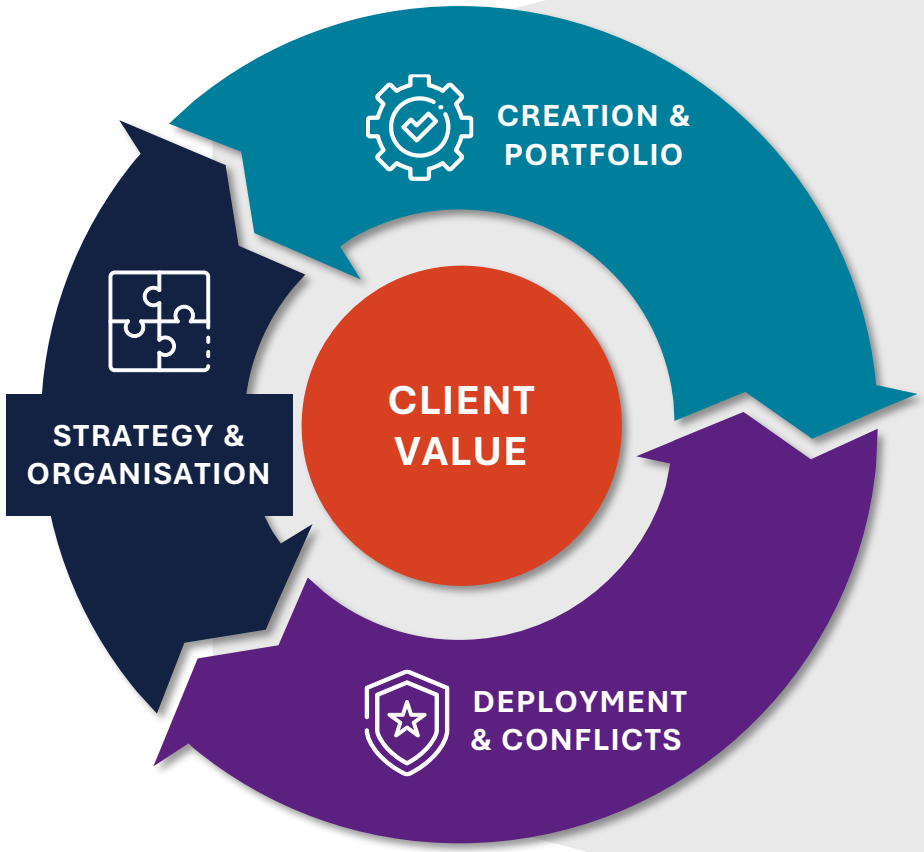
2016
Full ownership, becomes Konsert

2024
Joins Rouse Group

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End to end service provision

Combined capabilities drive value for our clients



STRATEGY & ORGANISATION

Where to play and how to win through IP

- Business driven IP strategy
- Operating models for innovation and IP management
- Organisational design & transformation

CREATION & PORTFOLIO

How to shape IP portfolios for strategic advantage

- Building aligned patent, trade mark and design portfolios
- Incorporating wider assets: copyright, trade secrets
- Full portfolio management from searches to renewals to oppositions

DEPLOYMENTS & CONFLICTS

How to maximise IP value and manage threats

- Commercialisation support and regulatory compliance, including data
- Brand protection and anti-piracy online and offline
- High volume, cost effective enforcement and complex must win cases

ROUSE GROUP

Extensive geographical coverage

Across Europe, Middle East, Africa and Asia Pacific

1000+ people

19 jurisdictions

43 offices

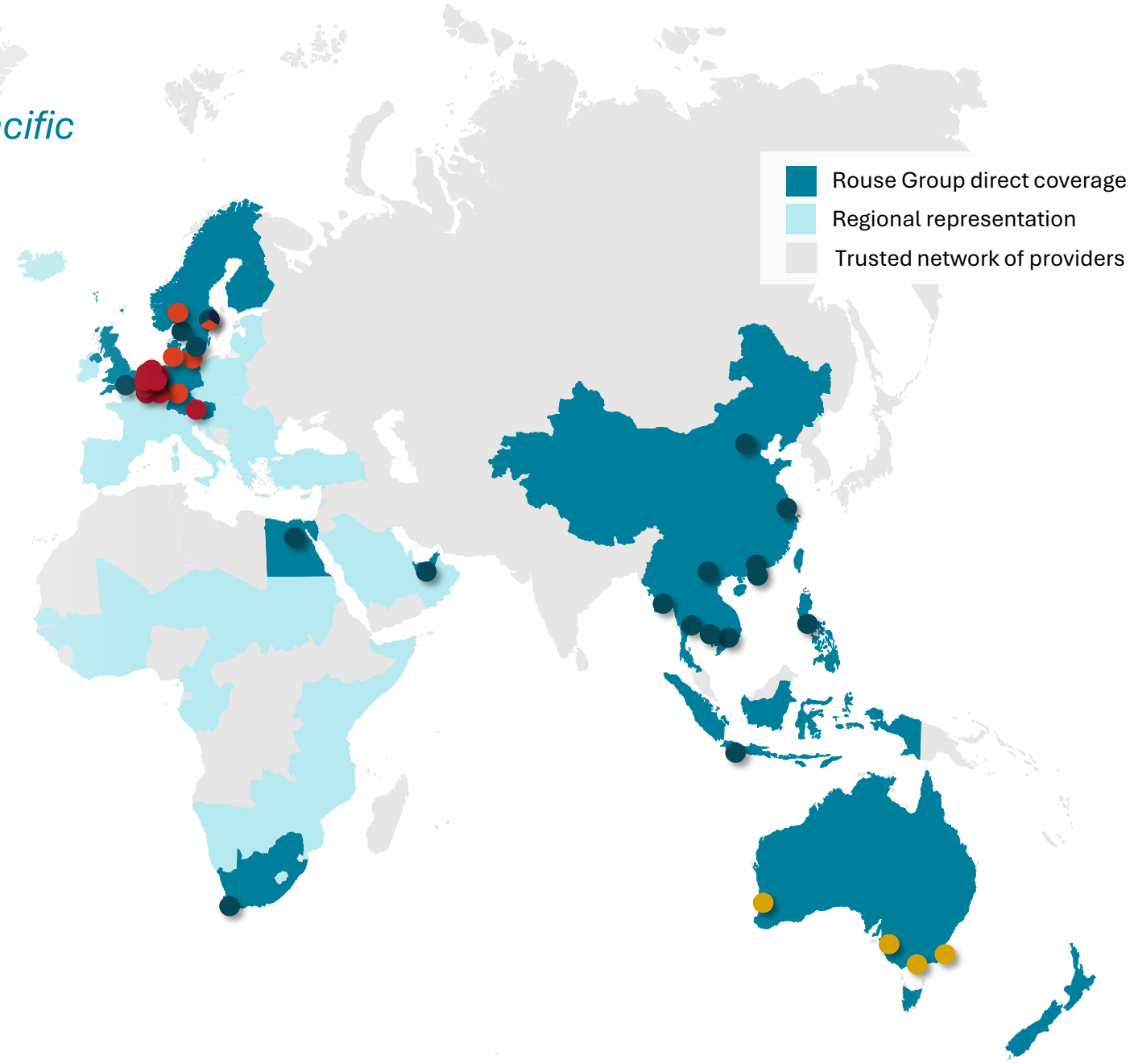
Europe
Belgium
Denmark
Germany
Netherlands
Norway
Sweden
UK

Middle East and Africa
Egypt
South Africa
UAE

Asia Pacific
Australia
Cambodia
China
Hong Kong SAR
Indonesia
Myanmar
Philippines
Thailand
Vietnam

Locations by entity

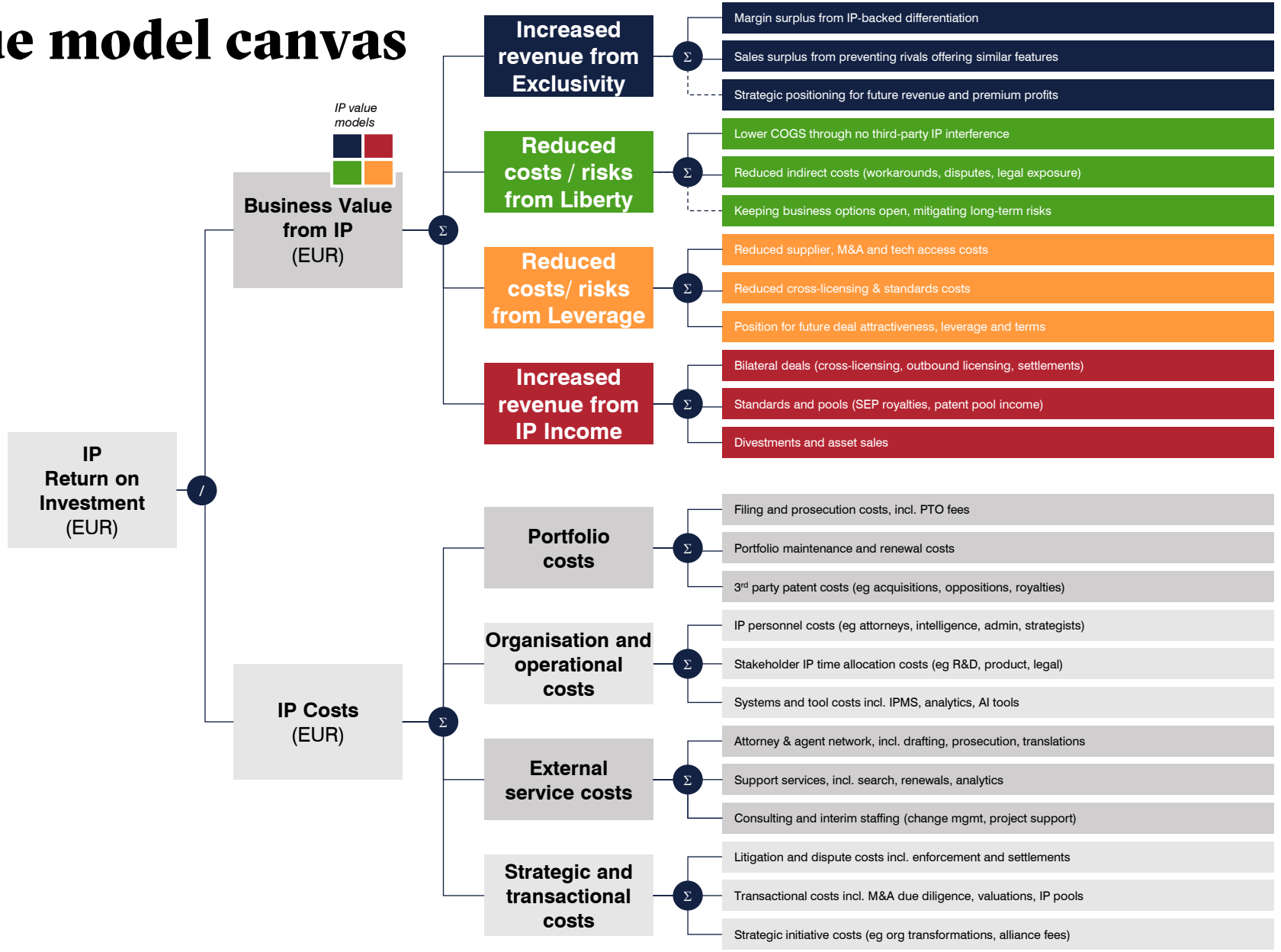
- Rouse, Rouse Network, Lusheng
- aera
- Arnold & Siedsma
- Konsert
- Wrays



ROUSE GROUP

Exploit the full IP Value model canvas

- The best IP organisations use the full IP Value Model canvas in service of the business.
- They view intellectual property not as a legal right, but as a means to control business choke points.
- They plan how such control can be built and used, and they deliberately mix IP Value Models to maximise outcomes.



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Two stories about what AI does to IP work

STORY 1: EFFICIENCY

The same work, done faster

total IP work: unchanged



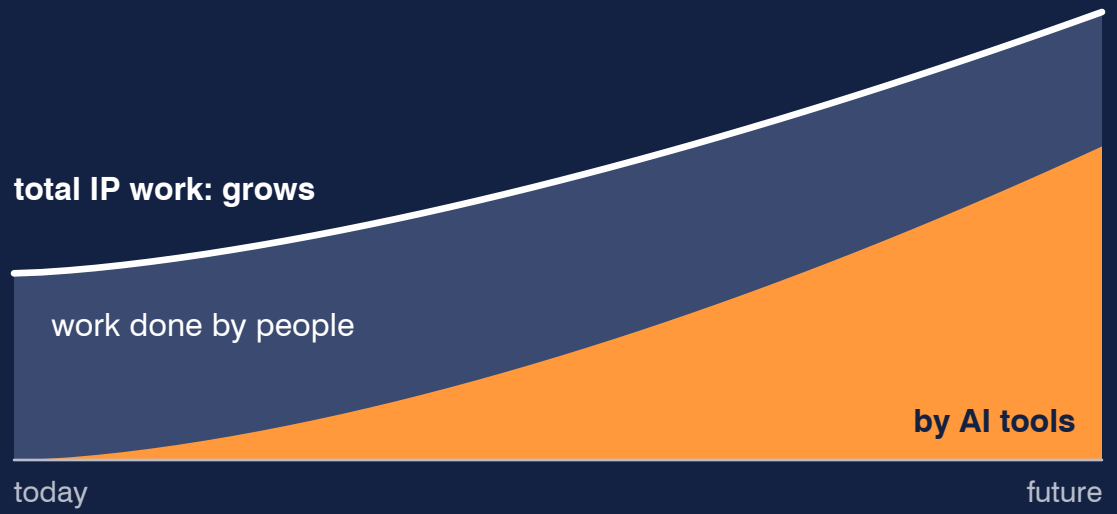
AI tools absorb tasks people do today. Time per task falls, the same work gets done faster. The gain is taken as saved cost. The volume of work is assumed to stay the same.

This conversation is about cost.

STORY 2: EFFECTIVENESS

Better work, and more of it

total IP work: grows



AI makes IP work better: disclosures, assets, risk and enforcement decisions. And it makes the value of IP measurable. Visible ROI grows the mandate, and the budget behind it. The volume of work grows.

This conversation is about value.

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Five lessons from twenty years

1	2	3	4	5
A patent is only valuable where business interests overlap	IP value is hard to measure, because relationships are many to many	Whoever controls the technology choke points controls the margins	The best IP organisation is the one people actually use	Advanced intellectual property management does not scale with people alone
Now Control the business choke points, and mix all four IP value models	Now Make value provable through proof points, and measure ROI	Now Advantage has moved to software-defined, data-intensive systems	Now IP functions embedded in the business as co-creators	Now AI lets IP work scale

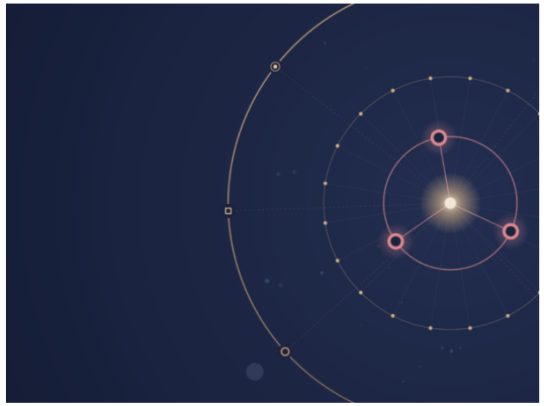
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The CIPO advantage: What great looks like in 2026

The demands on IP leadership will only intensify. Business models are shifting faster, data and technology are more deeply entangled, and regulation is changing the rules of competition in real time. The organisations that thrive are those that treat intellectual property not as a narrow legal right, but as a means to control business choke points. The CIPO advantage is about being ready for this reality. It means using the full IP Value Model canvas to keep pace with business needs. It means capturing and controlling value across technologies, data and brands through [...]



The network behind the portfolio

External firms write most of your patents. So who decides which firm writes the ones that matter most? In most companies, nobody does. The network has grown through acquisitions, jurisdictions, and habit, and every firm is engaged the same way. That quietly caps the quality of the entire IP strategy. The portfolio has a strategy. The network that builds it deserves one too. This article shows how leading IP functions manage their network the way they manage the portfolio itself, through four principles and three case stories. It ends with six questions most Heads of IP find hard to answer.



The IP Catalyst and AI-powered portfolio engineering

IP organizations have introduced IP Catalyst capabilities in response to conventional, reactive patent creation no longer matching the pace of the businesses it serves. IP Catalysts have proven successful in engineering patent portfolios with clear business intent, rather than waiting to capture whatever happens to be invented. One recurring issue has been that the IP Catalyst model is difficult to scale: the reach and effectiveness of any one Catalyst is inherently limited. AI changes that, closing the scaling gap and letting the IP Catalyst capability operate at the pace and breadth the business demands. However, not just any AI will do. Generic LLMs and disconnected point tools risk



The race to own the AI data center infrastructure stack

AI is reshaping data center infrastructure in both technical and commercial dimensions. Future advantages will be with companies that can hold and defend positions in this shifting market through a combination of technical leadership, operational execution, capital, and intellectual property [...]

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