

White paper

Finding the right balance between in-house IP handling and outsourcing

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This white paper will provide readers with specific suggestions on the successful organisation of collaboration between your IP department and an external IP partner. By completing the analysis, you will establish which hiring model is most appropriate for your specific needs and issues. This will enable you to increase your profitability and improve the focus and output of your patent department.



Patents & Trademarks

About the authors

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V.O. Patents & Trademarks

V.O. is one of the larger independent IP firms in Europe. We offer services in patent and trademark protection, as well as market and engineering intelligence in terms of IP. We have wide expertise and many years of experience in Chemistry, Electronics, Life Sciences, Mechanics and Physics. More than 60 attorneys support clients worldwide to maximize the value of their intellectual property.

Clients range from tech starters and mid-sized innovators to knowledge centers and multinationals. They include leading national and international companies and institutes. With offices in the Netherlands, Belgium and Germany, we operate in a global network of professionals. Given the above, our experts are ideally placed to establish the best way to achieve a balance between the allocation of work internally, to the patent department, and to an external/supporting party.

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Introduction

It is unnecessary to explain the importance of IP for the market in which you are operating. You and a team of experts in your company are responsible for ensuring that the value of IP is optimally utilised and also for defending IP in the event of claims and infringement by competitors. This applies to both existing products and to innovations that are developed by Research & Development.

However, regardless of how well activities are organised in your department, situations will always arise that are difficult to absorb internally. This applies from an organisational point of view, due to peak loads or long-term illness on the part of an experienced internal patent agent. It also applies from a substantive point of view, when problems arise as a result of complex IP applications in parts of the world in which you have not operated before, or in relation to large one-off projects, such as legal cases and acquisitions and disposals/sales involving significant commercial or strategic interests. An external specialist may be the solution when situations like this arise. In other words: an expert IP partner who has a good understanding of your business, who knows what is at stake in your business process and adopts an approach that enables you to make adjustments as and when required.

Unfortunately, this is not always possible to achieve in practice. Firstly, it is difficult enough to anticipate when you will need to call on external help and just as difficult for an external expert to be able to respond promptly and effectively to your request for help. Nor is it easy to decide what would be best for you to do yourself in this situation and what to outsource: all or part of the case? If no structural collaboration with an IP service provider is in place at the time in question, you will find that a lot of time is lost transferring work, providing a good substantive briefing and making clear agreements about the process and – last but not least – the outcome envisaged. So, the question is: how can you gain a tighter grip on collaboration, in terms of quality, speed and cost efficiency?

Plan and substantiate collaboration with your external IP partner.

This white paper will help you to clearly structure collaboration between your IP department and the external IP partner. The unwitting, ad hoc resolution of incidents will be replaced with a well-considered strategy, in which an excellent balance has been achieved between the activities that you do yourself and those that are outsourced. The specific examples, case studies and also the tips and pitfalls presented here are all based on the many years of experience that V.O. Patents & Trademarks has where the protection of IP interests is concerned. This document will cover all of the essential legal, organisational and strategic issues that could play a role in a collaboration of this nature. You will also discover how to achieve the optimal balance for you.

A step-by-step plan for the achievement of the right balance

A. Put together a plan

A company will often only consider outsourcing IP issues when the worst has already come to the worst. In this situation, it is vital that decisive action is taken in a very short space of time, which all too often ends in disappointing results. But you could decide to take the initiative. By putting together a plan that is both practical and specific, you will work through a number of clear steps that will ensure that you are prepared better for peak loads that could arise in the future. You will also create clarity – both within and outside the department – about when it will be necessary to bring in an external specialist in order to guarantee quality, speed and efficiency for certain specific IP issues.

The starting point for your decision on whether or not to outsource an assignment will be your knowledge of where the strengths of your patent department lie. Given the above, you will prepare a strengths and weaknesses analysis of the in-house department in a brief action plan. Which knowledge and skills do your employees have? For which possible scenarios do you want to be prepared: the illness of an experienced employee, an imminent legal case that causes 'standard' IP work to be put to one side, etc.? Next, you will establish which type of activities it would be best for you to outsource. This will result in a hiring-related action plan.

You will use your action plan to structurally decide what to outsource, when, to whom and how.

An action plan has a number of advantages, namely that it creates clarity about in-house competencies, making it possible to focus on the expertise available in-house more. This makes it possible to utilise the efficiency of employees and the department optimally too.

The following elements will feature in the plan. They will be looked at in more detail in the sections that follow:

Choose an appropriate model

When putting together a plan, you will consider the type of organisation, what the organisation requires of the patent department and which knowledge and skills your employees have. For example, will you decide to outsource part of overflow in all cases, to allocate it on the basis of the type of case concerned (oppositions/opinions) or to focus on certain types of working area? Or will a deliberate ad hoc approach be most appropriate for your needs?

Select the right partner

Naturally, the external partner that you primarily enter into collaboration with must meet the needs that the organisation has. The decision you make will depend very much on the model that is appropriate for your specific business operations.

Continue to be the client and communicate

In the plan, also describe the hiring preconditions applicable, such as: who the first point of contact is, which process agreements you will make and how cost settlement will be effected. But also: how a replacement will be arranged in the event of the unexpected loss of an experienced IP employee and also which steps will be taken in unforeseen situations or if incidents arise.

Invest in a long-term relationship

Outsource or keep in-house? A combination of both is possible. Collaboration is an interesting option in many instances. If you have precisely identified where the IP strengths of your company lie and you know which IP disciplines it would be better to bring in an external specialist to handle, why wouldn't you choose to profit from the best of both? Depending on the situation, the external party, who will be well-informed about your business, will be able to go the extra mile to make sure that your IP always gets the attention it deserves.

Tips

- In your diary, set aside one or two working days to prepare a framework for the plan. By doing this, you will avoid a situation in which your good intentions are overridden by the issues of the day.
- Involve employees when putting together the plan. This will ensure that a joint focus is achieved on where the strengths of the department lie at this early stage. This will make it easier to call upon external help in a specific situation.
- Evaluate or assess the plan regularly: does it meet the current function/role that your department has in the company? If an organisation is experiencing rapid changes, the plan will need to be reviewed earlier too.
- If you work with an external partner on a regular basis, they are bound to be willing to be a co-reader of the draft plan. This could yield new insights and input on how similar organisations organise the hiring process.



B. Choose an appropriate model

Knowing where the strengths of your department lie will enable you to focus on the expertise you have in-house. By including this in the plan, you will have a natural basis that will enable you to decide which activities you would like to leave to an external IP partner. Following on from this, the question is: for which scenarios and issues do you need to have an alternative option in place? The four models described below will provide you with guidelines that will help you decide what collaboration with a partner would ideally involve for you.

Where does the ideal balance lie for you in terms of what to do yourself and what to outsource? These models create focus.

The liaison model

In a liaison model, you will opt to do specific activities yourself and to bring in help from outside for other tasks. You might do this with the object of reducing turnaround times or of drawing on knowledge and experience from outside the company. In this model, the internal patent department functions primarily as an important link between the business unit on the one hand and the external attorney on the other hand.

In your department, you will focus on identifying inventions and other IP opportunities. Therefore, you will do intake and search activities yourself and advise on whether or not to take out patents on or register inventions. You will leave the writing of the patent application itself or its registration to an external patent attorney who is used to doing this. In short, both of you will do what you are good at and both of you will actually be able to do the right things well.

Case The liaison-model

Multinational electronics company

Question

The IP department of this company plays a decisive role in identifying, harvesting, and enforcing of IP rights. To this end, the IP attorneys are occupied with many more things than just filing and prosecuting patent applications. As a result, a larger staff would be needed to cover all of the work, and the attorneys involved spend in fact only part of their time on strict patent attorney work.

Solution

To cope with this, part of the patent work is farmed out. The outside attorney is asked to spend time only on inventions of determined feasibility and interest, based on a high quality disclosure, with search results available, and with a clear focus on what is to be patented. In doing so, the IP attorneys liaise with the internal inventors and patent information specialists to identify inventions and assess the patent rights that may be obtainable. Together with the inventors and management, they assess the practical feasibility and the commercial interest in such patent rights. The filing and administration of the patent families rest with the company. Sometimes, for prosecution, the assistance is invoked of the outside attorney who drafted the application.

Collaboration with V.O.

To service this client, we provide a wide range of patent attorneys with different technical backgrounds. Internal procedures are adapted so as to ensure that the work on the professional drafts is conducted in compliance with the client's strict standards as to timing and quality. This enables the outside attorney to focus on efficient professional drafting, with only a limited need for iterations with the inventors. It enables the in-house counsel to focus his or her attention on a key aspect of their role, and to ensure that their company builds a focused portfolio of solid and useful patent rights.

The prosecution model

In this model, you will outsource overall prosecution for a certain portfolio that consists of one or more patent families. Your department will concentrate on developing the patent portfolio. To ensure that you maximise the time available to do this, you will outsource all or some prosecution-related work to a specialist agency. The starting point is that it is often more efficient for the internal department to write new applications. After all, your employees have the substantive knowledge and internal contacts necessary to maintain contacts with the business and R&D and to enter into discussions, when required to do so.

The advantage of collaboration under the prosecution model is that it creates flexibility and a better grip is achieved on quality too. This is precisely why more and more companies are choosing to outsource a percentage of their prosecution-related activities. By integrating collaboration with an external IP partner into its work process, the company gains a contingency option that has proven its quality in professional practice. This makes it possible for you to easily absorb peaks and troughs in the work at hand and, if employees in the department are ill, it takes less time to arrange replacements. If the amount of work on hand increases and the budget makes it possible to do so, the company will always be able to rely on the services of someone who is already familiar with the company and its business. If the company experiences a dip in its workload, it will be able to withdraw the work outsourced and, by doing this, save on hiring costs.



Case The prosecution-model

Multinational research-based pharma company

Question

The patent department of this company was understaffed, and overflow work needed to be farmed out. However, the company wishes to retain the strengths of its in-house patent department, which is close to R&D, by having the in-house patent attorneys harvest the inventions and draft the patent applications. The company also wishes to make full use of the strengths of having an internal patent department, by ensuring that their main patent assets (such as related to pipeline products) are secured by the internal staff.

Solution

In order to manage the internal workload under the present circumstances, the company identifies those patent families that are to be maintained largely for defensive reasons, or as protection for potential back-up development products. The worldwide prosecution of some of these patent families is farmed-out to an outside agent. However, this is expressly done by asking the outside agent to physically work in the department, as a temporary in-house counsel. This helps to comply with the company's strict internal standards, and it avoids making duplicate files and other practical inconveniences.

Collaboration with V.O.

V.O. caters for this by deploying one or more patent attorneys who have experience as in-house counsel, to work at the client's premises as needed. Thereby V.O. applies as much flexibility as is necessary, by adjusting the working schedule depending on the workload in the portfolio farmed-out.

The area model

Outsourcing on the basis of the area model is ideal if you wish to outsource a specific work field or technique for which you lack the experience or manpower required. The advantage of collaboration with an external partner is that it enables you to develop an IP portfolio in a short space of time. The (temporary) shortage of specific technological knowledge in your IP department will be absorbed by calling on the services of a specialist attorney. This attorney will take on responsibility for the entire process: starting from the inventory and up to and including the application and opposition of the work field defined.

Without losing any time recruiting and training, you will be in a position to immediately identify relevant inventions and write the corresponding applications. This could be necessary, for example, in the event of a recent acquisition, when setting up a new business unit or in the event of an internal allocation of duties as the result of a reorganisation.

Case The area model

Multinational medical devices company

Question

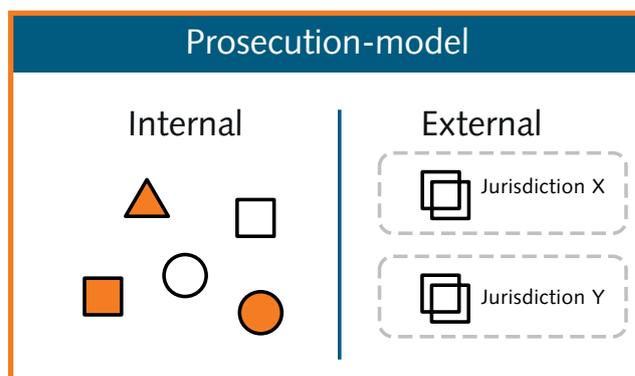
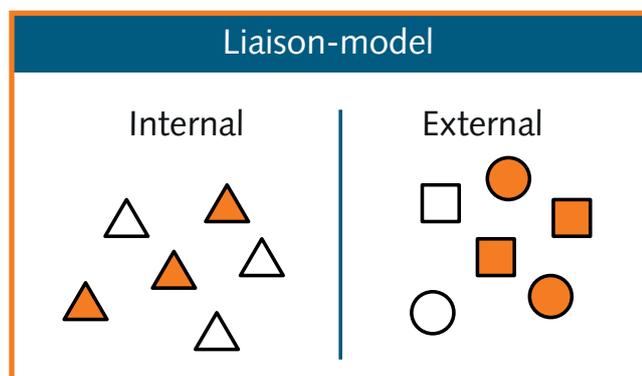
The company focuses on devices, but has one business area in which, in addition to the devices per se, chemical substances used therewith play a major role in R&D. The company's only patent attorney with this type of technical background leaves, and outside help is sought for this area.

Solution

In the model opted for, the outside patent attorney familiarizes herself with the business area and gets acquainted with the R&D staff so that, eventually, she is able to handle all of the substantive patent matters. Only administrative formalities are dealt with in-house. The outside counsel works from her own office, but regularly visits the company's premises.

Collaboration with V.O.

V.O. turned out well-capable of offering these services, by virtue of the availability of several patent attorneys that have worked in in-house patent departments before. Also, the firm's size and structure made it well possible for the respective attorneys to make themselves available for in-house tasks.



△ Invention harvest □ Prosecution ○ Opposition ■ Core business □ Other work field

The deliberate ad hoc model

It could be that the business in which the company engages is so diverse that the external specialist on whom you will want to draw will vary from one case and subject to another. In this situation, the deliberate ad hoc involvement of an external IP partner will be the option that will probably suit your organisation and needs best. If this is the case, it will be particularly important to have a network of specialists at your disposal. You will decide on what to outsource to whom depending on how busy it is and on which issues arise.

If a problem arises with an opinion, you will know who you can approach about it in the network. Would you like an analysis of the patent portfolio of a competitor, a second opinion or a freedom-to-operate? These are all assignments for which an external IP partner can provide you with valuable advice. However, it is vital that your network consists of an up-to-date base of agents who have proven their quality. You will primarily want to call on their services when the worst has come to the worst. At times like this, time lost selecting and briefing agents will probably put your schedule under too much pressure.

Case The deliberate ad hoc model

Dutch research-based pharma company

Question

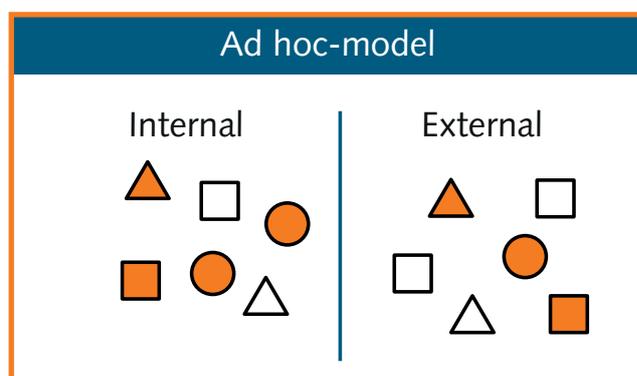
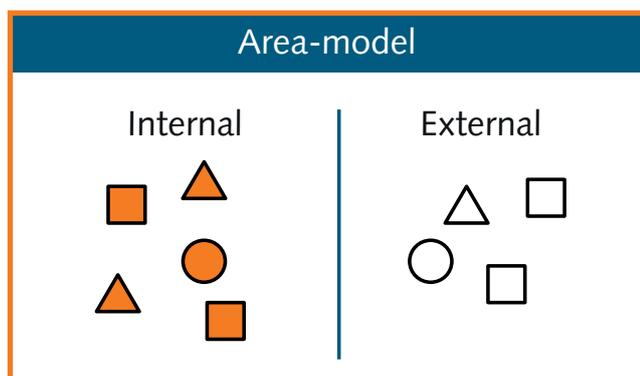
The company has its own, highly experienced, patent staff. They are generally fully capable of handling the work, in terms of workload as well as substance. However, in cases where, due to circumstances, workload hampers or in the event that the prosecution of occasional applications turns out unexpectedly difficult they need support.

Solution

The internal staff establish a solid contact with an outside patent attorney, having relevant pharma experience, so that this attorney can be hired on short-term notice whenever he is needed.

Collaboration with V.O.

In the given circumstances, the V.O. outside attorney makes himself available, if needed on an urgent basis, to take up the challenge to handle the urgent matters as well as the difficult cases. The foregoing is particularly based on personal relations and trust. As a result, the V.O. attorney is proud, and professionally satisfied, to serve particularly this client with the challenges given to him.



Tips

- When preparing an action plan, you will have set out which tasks require your attention in the organisation. Next, apply a (work) model to the above that will serve the IP interests of the company best.
- In the department, promote the hiring model that you want to use to underpin collaboration. This will ensure that individual attorneys know when a problem or assignment is eligible for outsourcing and who they should contact about it.
- Create a clear database of external IP specialists or choose a partner with a great deal of (different areas of) expertise and the capacity necessary to help when peak loads arise. Once an assignment has been completed, ask your employees to briefly review the work done by the external party.



C. Select the right partner

Naturally, an external partner that you will work with primarily must have the knowledge and skills that you need. Which decision you make will depend very much on the model that is appropriate for your specific business operations. For example, the deliberate ad hoc hiring of a small agency may be fine for short-term processes. If you decide to adopt the prosecution or area model, the development of a more long-term working relationship will be beneficial.

To start with: assistance with difficult and/or high-profile case does not imply that the in-house staff would not be capable of handling these matters. However, sometimes you need an extra pair of eyes, unaffected by established in-company insights. Also, sometimes management will expect that a case is handled by a team of experts extending beyond just their regular in-house staff. Typically, this is work handled on a case-by-case basis, involving outside counsel selected on the basis of specific knowledge and experience.

Obviously, you will want to select a partner that is able to meet as many of your wishes as possible. The factors and points for attention below will help you to make the right decision:

- **Specialism(s)**

The depth of the specialisms required will be your most important selection criterion. If you would like to outsource oral proceedings, you will want the agent to have a lot of experience of this at the very least. If you are primarily looking for a discussion partner for your R&D employees, an external agent must have a command of the substantive specialist knowledge relevant for your product and sector.

- **Contact options**

If you outsource intake, formulation of the invention and the writing of the patent application, the external IP partner will only be able to do his work properly if personal contact is possible too. You can assume that the more substantive cases are, the more consultation will be necessary. Where this is the case, it will definitely be to your advantage to find a partner in your region, with whom you will be able to easily exchange information and maintain contacts.

- **Scale**

Also consider the size of the firm when making your decision. Will it be able to respond quickly and/or free up a number of attorneys if there is a peak in applications?

- **Cost efficiency**

Are you looking for help to complete administrative acts or work that can be set out in procedures (such as prior art searches)? In this case, proximity will be less important and offshoring could be an attractive option, for example.

Tips

- Ask one or more external parties to handle a 'normal' case at a time when the case is not urgent and there is no time pressure either. This will give you a clear idea of which person or persons will be most suitable for your needs if an incident or urgent job arises.
- Whether ad hoc or long-term, it will be wise to have one or more contacts with an external agency that is suitable for your needs.
- Always make sure that a clear focus/delineation and a clear allocation of tasks is in place for each assignment. This will also make it easier to make verifiable agreements on both the process and costs.

The advantages of outsourcing in specific situations

Transcending interests

Calling on the services of an external expert may be a smart strategic way to transcend a conflict of interests between collaborating parties (divisions or partners) and, by doing this, avoiding a situation in which spurious arguments delay or disrupt the process or even negatively impact on the outcome.

Risk control

Where risk control is concerned, it may also be useful to deliberately keep an important legal case, opposition or patent application outside the company by placing it with an external partner. In this situation, the internal department will still play an important role in outsourcing, without having to bear the risk ensuing from the legal assessment.

Sparring partner for patent strategy

Although patent strategy is typically an area of attention of which you have the best possible understanding, advice on this subject may create new impetus too. A good external partner will be able to take a fresh look at strategy and identify aspects that could be handled differently or for which the emphasis ought to be changed. For example, ask your external partner to function as a sounding board at set times. By doing this, you will gain an individual who has the focus required and will continue to present you with questions about your approach or processes, such as: why would you continually file a full package of patents in 20 different countries? You may find that differentiation based on substantive arguments could yield major savings, both in terms of time and costs.

A 'just-do-something' approach will not be a recipe for success. It is more likely to create a frustrating process in which each answer given results in yet more, new questions.

D. Continue to be the client and communicate

The way in which an assignment is framed will be decisive for the achievement of the end result envisaged. Because of this, a ‘just-do-something’ approach will not be a recipe for success, but is more likely to create a frustrating process in which each answer given results in yet more, new questions. The role played by good clientship is often underestimated here. A good briefing, limited not just to content, but covering the work process too, may yield major time savings at a later stage in the process.

As a client who is buying a business service, your wishes are self-evident: you want a smooth process that costs you the minimum of time, the delivery of what has been requested as soon as possible and an optimal result; all of the above at the lowest price possible, of course. Compare this with your experiences of outsourcing and reality will undoubtedly look very different. The shortest route towards the achievement of greater profitability from your decision to hire an external expert is to make sure that sufficient attention is given to clientship. This is because this is where the ‘Output = Input x Quality’ rule of thumb is particularly true. In short, the question is: which input can you invest in the process to make a maximum contribution to the outcome envisaged?

A good place to start is to have realistic expectations about the assignment result and to express these expectations clearly.

Describe the preconditions for hiring:

- Questions like the following will be relevant to the content of the assignment: should this be an analysis of all of the ins and outs or just a quick scan? Of the rights applicable or the products applicable?
- The following questions must certainly be addressed at process level: who is the first point of contact, which process agreements will be made, which times are suitable for interim evaluation, how will cost settlement be effected? Etc.

Start with a draft on which feedback can be provided. Will the external partner be permitted to contact inventors itself? Who will decide whether an application will be filed or not?

Tips

- Whichever party you decide to hire, be clear about your expectations where the collaboration process and the costs involved are concerned.
- Make sure that your terms of reference are clear: the more specific the question, the better the external attorney will be able to do his work.
- Be aware that an external partner will often not be familiar with all of the ins and outs of the company and will probably need more information rather than less. Often, abbreviations are company-specific, because of which they will not immediately be clear to an outsider.
- If there is new information that could be relevant for the assignment, pass it on to the external party straight away. If too little information is provided, this will make the assignment unclear and may also result in the unnecessary loss of time as a result of opinions that are not relevant.

E. Invest in a long-term relationship

Teamwork is and will always involve people. Even if you have a clear focus on where the strengths of your patent department lie, you will apply the hiring model in a structured way and you will have ensured that you have good arrangements in place on whom to outsource work to and how. Without commitment, energy and involvement from both sides, collaboration will never be a success.

An external IP partner will first need to familiarise him/herself with the procedures in place and the timelines necessary to ensure that the people required are involved in the process. Given the above, enable the attorneys concerned to gain experience with core aspects of your business and provide them with an insight into the issues and developments that are relevant for the organisation. By extending this trust, you will gain a supplier that will take on the role of partner and gain satisfaction from proactively contributing his/her thoughts on how your company objectives could be achieved. In other words: if you invest in the relationship, you will reap the benefits from having done so.

If there is already regular contact between the attorney and the appropriate people in the company, information sharing will be smoother, simply because the parties concerned are able to contact each other directly. With this in mind, speak to each other outside the context of a specific case too and make time to share the strategy adopted by your company, for example. Or ask the partner to attend a non-case-related event. The longer an attorney works with you in this way, the more familiar he/she will be with the files and the more he will know what is expected of him/her. As the client, you will gain an increasingly better idea of the specific strengths of your IP partner, because of which you will be able to deploy him/her more efficiently.

Tips

- Invest in an initial period in which the external party is familiarised with the company. An attorney who is given the opportunity to familiarise him/herself properly with local procedures (prosecution, for example) will soon need less time to do his/her work.
- Organise an annual meeting in which your employees and the relevant individuals from the external IP partner evaluate collaboration together.
- Make time to share the strategy and developments applicable for your company with the partner.
- Make sure that contacts are frequent, even outside the direct outsourcing of an assignment. For example, share the newsletter and invite your contacts to attend company events.



Five pitfalls

1. We'll see how it goes

Anyone who waits until a problem happens will cease to have any control over quality when overflow work arises. In this situation, there will be no option but to bring in an external party and hope that you have made the right choice. So, the preferred option will be to introduce a hiring strategy for IP issues that gives you flexibility, even if you find yourself in a difficult situation as a result of illness or peak demand.

2. The 'Jack of all trades' syndrome

The tendency to approach any question that the patent department receives from the organisation with the same level of enthusiasm is definitely a pitfall. In this situation, there is little time and scope to ask the following question: 'Where do our strengths lie?'. The patent department will also lack the sound basis needed to be able to bring in help from outside. After all, what is included in and excluded from your core competencies will never have been stated explicitly.

3. No emergency exit

Is there a feeling that someone from outside the company will not be able to gain a grip on the technical and organisational ins and outs of your business? If this is the case, there will be little prospect of a solution. However busy it is and however much employees find that they are getting bogged down. It would be much better to select an external specialist when the worst has not come to the worst yet. To do this, choose the collaboration model that is appropriate for your specific company and situation.

4. Over the wall for a quick result

'Well, good luck' is an attitude that might relieve the situation applicable in the very short term, but it is an approach that proves to be inefficient in practice. When there is not enough time to brief your external attorney properly you will later find that the output achieved is not what you had envisaged and a lot of time has been lost. So, be clear in your assignment and also about the expectations you have.

5. They do not need to know any more than strictly necessary

Anyone who provides the external partner with just the very minimum of information necessary to be able to complete an assignment will find that he/she does not achieve value for money. You will achieve real synergy by investing in the relationship with your IP partner, both within and outside the immediately outsourcing context. This can be achieved by scheduling regular formal and informal contact moments and also by sharing information about strategy, problems and successes.

Conclusions

The use of external IP specialism can have added value for (large) companies and multinationals that have expertise in-house too. Four models will help you to complete the analysis that has been designed to help you to decide which form of collaboration will result in the best balance in terms of what you can do yourself and what you should outsource. This will depend on the company situation, the size and composition of your department and, of course, on the patent-related issues applicable. This will enable you to improve the effectiveness of hiring and improve the focus and output of your patent department too.

It's all about balance; between what you are able to manage internally and what you can safely entrust to an external partner.

It is clear that different companies will need different solutions. Fortunately, these solutions are available. The question is how you make sure that your in-house department is as profitable as possible, from the point of view of both cost efficiency and quality. Balance is important in all cases. So, choose your hiring model by completing the analysis properly. This will enable you to achieve a balance between what you are able to manage internally and what you can safely entrust to an external partner.

The most important advantage of a structured approach to the hiring process is that you are always able to outsource part of your overflow work. This will ensure that quality is guaranteed even in these situations. After all, you will always have access to a partner that is fully familiar with your company and who can function as your direct discussion partner when seeking to maximise the value of your IP interests. Even if your business is so diverse that the external specialist on whom you will want to draw will vary from one case and subject to another, you will still derive added value from having taken this step. In this situation, the deliberate ad hoc deployment of an external IP partner is the form that will probably be best for you. If this is the case, it will be particularly important to have a network of diverse specialists that you are able to deploy.



What can V.O. offer you?

The object is to find the ideal balance between the internal department and the party (or parties) for external hire. V.O. Patents & Trademarks offers the support and advice that you will need to achieve the optimal balance required. You will profit from our many years of experience with the legal, strategic and organisational issues that are relevant for IP-owning companies.

Thanks to a substantiated strategy for collaboration, V.O. works with you to improve the effectiveness of hire and the focus achieved by your own department will improve too. As a result, you can rely on continuous access to expert IP support.

Naturally, you will also be able to call upon V.O. to provide you with direct support for all of your IP issues. Whether this involves the preparation of an application, the performance of a due diligence survey, a novelty search, an IP audit, portfolio management, IP strategy, an IP literature search, legal cases, IP landscape investigations and support for R&D IP strategy, IP literature search, litigation, IP landscaping and R&D support.

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