



# INNOVATION - TECHNOLOGY & INTELLECTUAL PROPERTY

HARDWARE • SOFTWARE • TELECOMS • INTERNET • MEDIA • IP • LIFE SCIENCES



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# INNOVATION & IP FORUM AND AWARDS

JANUARY 25<sup>TH</sup>, 2018

PARIS - FRANCE

Meet, learn & celebrate the best IP & IT professionals,  
with unique, international awards ceremony,  
one to one meetings and conferences.

500 HIGH LEVEL ATTENDEES INCLUDING

50%

IP DIRECTORS, GENERAL COUNSEL,  
IN-HOUSE AND IT IN-HOUSE LAWYERS

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IP ADVISORS (LAWYERS AND AGENTS)

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**JEAN-MARC BRUNEL**, IP DIRECTOR, SNECMA GROUPE SAFRAN  
**PHILIPPE CASSAGNE**, VP IP & LICENSING, GEMALTO  
**DELPHINE DE CHALVRON**, GENERAL COUNSEL IP, L'OREAL  
**CHARLOTTA LJUNGDAHL**, GROUP IP DIRECTOR, AIR LIQUIDE  
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## THE FUTURE IS NOW

*“We are called to be the architects of the future, not its victims.”*

*- Robert Buckminster Fuller*

### **A new era that isn't really new at all**

New York, May 3rd 1997. After winning their first encounter in Philadelphia the year before, the world chess champion Garry Kasparov was beaten by the super-computer Deep Blue during the rematch. The world would never be the same again. In the two decades since, machines have vanquished the best human players at all sorts of games, to the extent that it barely raises an eyebrow anymore.

Without getting into the thorny subject of robots surpassing and replacing their creators, let's keep in mind that technological advances are always a slow and gradual process and that before a certain piece of technology reaches a tipping point, its ecosystem must be put in place, and this takes a long time.

We are currently living in such a period of incubation. To quote Klaus Schwab, founder & executive chairman of the World Economic Forum: “There has never been a time of greater promise, or greater peril.” Disruptions will continue to wend their way into our lives and reshape our economic, social and human environments. To embrace them, or reject them, that is up to each of us, yet every choice we make goes toward determining what the future will look like for us.

### **If you can't beat them, join them**

Today we constantly face new challenges such as data protection, cybersecurity, the liability risks of new products like connected objects, virtual reality, 3D printers, drones and autonomous vehicles. Regulations are lagging behind technological developments and for IP professionals merely making incremental adjustments will not cut it. They need to open their eyes much wider and shift their brains into top gear if they are to find innovative solutions that push society forward.

Surprisingly or not, legal professionals are embracing this brave new world of innovation. Baker & Hostetler have hired a robot lawyer created by ROSS Intelligence, Slaughter May have taken a 5% stake in AI due diligence company Luminance and Allen & Overy is to launch its Fuse tech innovation space to work closer with legal tech startups, to name but a few.

Away from the headline grabbers, countless other firms are quietly greenlighting diverse projects, as the understanding that innovation isn't just the purview of startups or tech companies takes root. They are right: innovation is the key to survival for all of us in today's rapidly-changing world.



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**SUMMARY**



Rapidly-evolving legal landscapes, financing models, technological progress and shifting mindsets are paving the way to a new world order in innovation and technology.

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# FROM THE WILD WEST TO WESTWORLD

With every passing year the internet becomes a less lawless place. IP protection is increasing, online counterfeiters are feeling the pinch and legislation is being introduced to safeguard data privacy. Yet as we gain control over one technological frontier, other disruptive innovations such as artificial intelligence, nanotechnology and 3D printing, once the stuff of Hollywood, are fast becoming reality. How they in turn will be tethered and tamed is anyone's guess.



## Intellectual Property: The Shifting World Order in Innovation

The year 2015 followed the pattern of the past six years with an increase in IP protection. China, notably, has continued its growth in patent filings to a point where the patent office received more than one million patent applications in 2015, a record.

### High quality innovators

Every year since 2007, Cornell University, INSEAD and WIPO release a joint annual report on the Global Innovation Index (GII), which is based on data from over thirty sources covering a large spectrum of innovation drivers and results, aiming to capture the multi-dimensional facets of innovation. In the 2016 Global Innovation Index, Switzerland, Sweden, the UK, the US, Finland and Singapore lead the ranking. The Netherlands and Luxembourg are still among the top 10 innovators, despite descending five and three places respectively compared to the 2015 index. The GII also ranks economies on innovation quality. For this, the authors of the index take into account the involvement of a country's universities

in innovation, the number of scientific publications it has and the international patent filings it makes. Japan, the US, the UK, Germany, Switzerland and South Korea appear as the leading countries, although the UK and Japan decreased patent filings in 2015. South Korea registered the highest number of applications by GDP, a position it has maintained since 2004.

China has made history, making it into the top 25 on innovation quality, a ranking which has historically been dominated by highly developed economies. The Middle Kingdom has played a key role in recent years helping balance the distribution of innovation between high-income countries – defined as a country which has a gross national income (GNI) per capita above \$12,475 – and middle-income ones. In 2005 high-income countries represented 80% of global applications whereas middle-income economies only 16.5%. By 2015 the innovation environment had become more balanced, with high-income countries accounting for only 53.5% of

global patent applications. Nevertheless, the leading companies on the list are all still from developed economies, the top four being Panasonic, Canon, Toyota Jidosha, and Samsung Electronics.

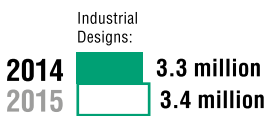
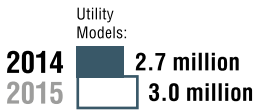
### Globalized protection for a global economy

According to WIPO, the ratio of patent applications to patent families has remained stable for the last 10 years at around a 50% for first patent filings and 50% for extended applications. The 2016 GII on patent families filed in at least two offices ranks countries on a rate of first application to extended file basis. Asian countries top the ranking: Japan is in the first place with a 1.0 ratio of national patent to extended patent, followed by South Korea with 0.99. Finland with 0.98, Sweden with 0.97 and Switzerland with 0.96 round out the top five. The US continues to be the biggest user of the PCT system according to WIPO, with 56,595 international applications lodged in 2016, followed by Japan with 45,239 and China with 43,168. ♦

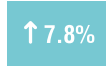
## IP PROTECTION HAS INCREASED ACROSS THE BOARD

Number of IP rights in force / number of IP applications (2014-2015)

### Number of IP rights in force:



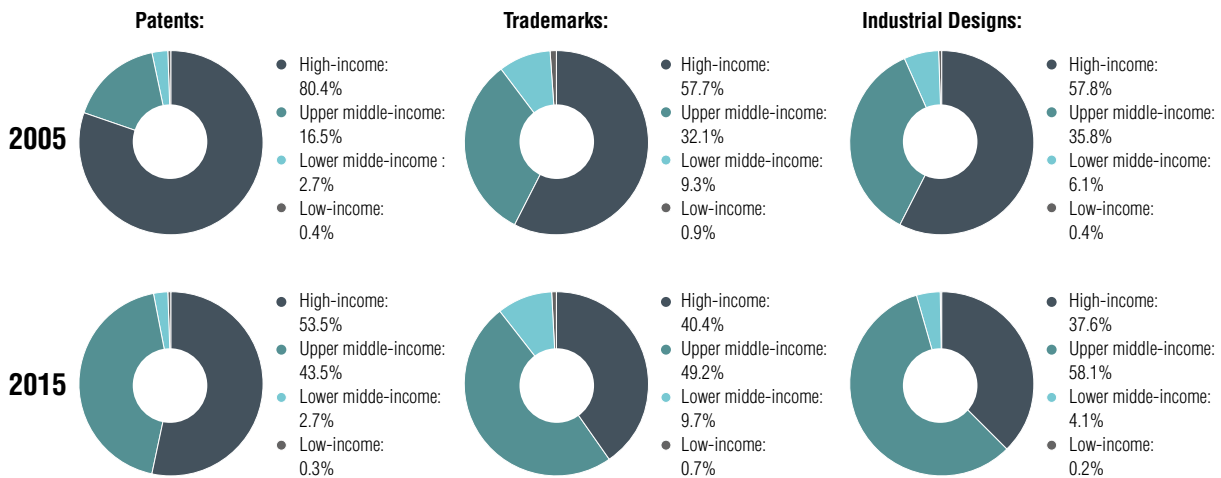
### Number of IP application:



Source: WIPO

## UPPER MIDDLE-INCOME ECONOMIES' SHARE OF TOTAL APPLICATIONS HAS GROWN SIGNIFICANTLY SINCE 2005

Number of applications by income group (2005-2015)



Source: WIPO

## CHINA'S PATENT OFFICE REGISTERED A RECORD ONE MILLION PATENT APPLICATIONS IN 2015

Top five national offices in number of patent filings



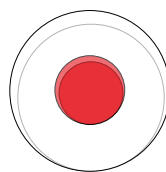
1st China:  
1,100,864

↑ 18.7%



2nd US:  
589,410

↑ 1.8%



3rd Japan:  
318,721

↓ 2.2%



4th Korea:  
213,694

↑ 1.6%



5th European Patent Office:  
160,028

↑ 4.8%

Source: WIPO



## E-Commerce: Taking on the Online Counterfeiters

Counterfeit goods are not a new business phenomenon. Academics point to the practice occurring as far back as Babylonian times. Today, the counterfeit trade no longer operates solely through downtown street vendors. The internet has been a major enabler in the sale of counterfeit products, ensuring anonymity and providing access to a global market. Taking this into account, it is unsurprising that the market has exploded in recent years – between 2008 and 2013, OECD/EUIPO estimates showed an 80% global growth in counterfeiting. A 2016 ICC commissioned report estimates the total value of pirated and counterfeited goods will reach between \$1.9 and \$2.81 trillion by 2022, and that’s without even considering the wider economic – and social – costs.

With criminal counterfeiters enjoying online anonymity, they are more elusive than ever. By contrast, the products they peddle are ever more visible. A 2016 study by Markmonitor found that keyword searches used by consumers on internet search engines brought up more than seven times as many rogue sites than genuine retailers.

Even when using a reputable online marketplace, there is still a chance of falling into the trap of buying counterfeit goods, as fakes and genuine goods are sold side by side. Apple, for example, have claimed that 90% of “genuine

Apple products” sold on e-commerce giant Amazon are in fact, counterfeit – leading them to sue Amazon supplier Mobile Star in October 2016. More significant yet, with sites like Amazon “comingling” its inventory, even the most vigilant consumer who avoids the fake online may, in fact, end up receiving a counterfeit item in the mail. This problem has been so substantial that some brands, such as Birkenstock, have turned their back on online marketplaces altogether, no longer selling products, or allowing third party merchants, to list the goods on these channels. A report by CNBC stated the company Forearm Forklift has seen its revenue drop 30% since 2008 as a direct consequence of their product being counterfeited and sold online.

### Various parties fighting back

Online marketplaces have begun to step up efforts to prevent the sale of counterfeit goods on their sites. In November 2016, Amazon filed a lawsuit against two fraudulent sellers, the first time they have taken such action in their two decades online. Two months later, Alibaba became the first e-commerce site in China to sue counterfeiters. Additionally, Amazon has introduced a \$1,500 fee for traders wishing to sell major brands and, furthermore, they plan to continue to attack counterfeiters, by encouraging all brands – whether they

sell through their marketplace or not – to register their brand, providing them the ability to verify the legitimacy of third-party sellers. Similarly, Ebay has a verified rights owner program, so that intellectual property owners can easily report listings that infringe their rights.

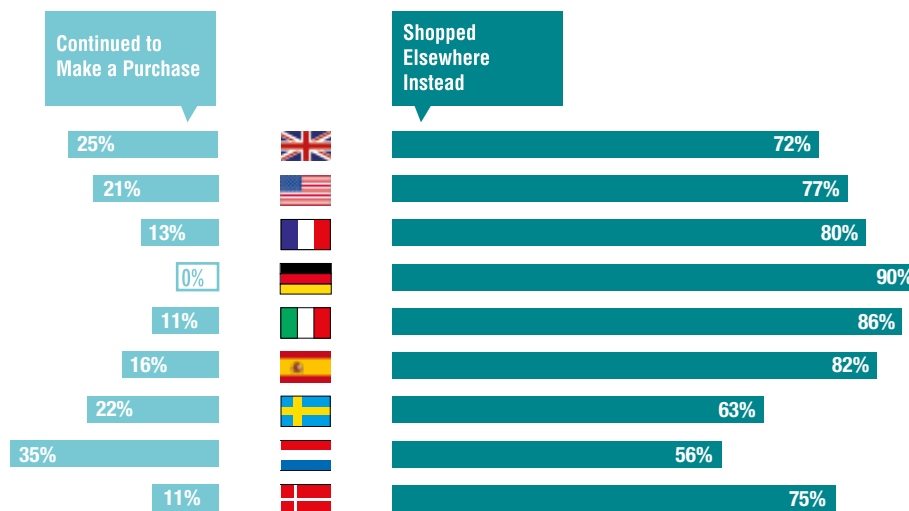
The cost of counterfeiting is undeniable, and, as it is enabled by the internet where jurisdictional lines are blurred, a global effort is required to combat it. Whilst cross-border legislative measures such as the Anti-Counterfeiting Trade Agreement have faced widespread criticism (it was unequivocally rejected by the EU), various NGOs are attempting to take down the counterfeiters.

The International Anti-Counterfeiting Coalition has implemented various initiatives, including Rogue Block – a collaboration with the payment providers which has seen 5,000 counterfeiters’ merchant accounts shut down since 2012. Similarly, Trustworthy Accountability Group, a marketing-media industry program, is working to eliminate fraudulent digital advertising traffic and fight ad-supported internet piracy to ensure brand integrity.

Whilst progress is being made, the war on counterfeiters is far from won and there remains ample opportunity for greater collaboration across industries and borders to reduce counterfeiting and piracy. ♦

### GERMAN CONSUMERS LEAST LIKELY TO BUY FROM WEBSITES SELLING COUNTERFEIT GOODS

Consumer willingness to continue to make a purchase after finding counterfeit goods on a website



Source: Markmonitor Global Consumer Shopping Habits Survey 2015



# Connected Devices: A Thriving Industry Where Potential Dangers Lurk

In 1985 technology expert Peter T. Lewis already envisioned a world where physical devices would collect and exchange data, performing tasks such as monitoring and operating remotely. From smartphones to connected devices, the Internet of Things – as he baptized it more than thirty years ago – is now a reality, and a fast-growing industry.

## A flourishing and changing market

The market for connected devices continues to grow rapidly. According to Gartner, in 2014 \$939m was spent by consumers on connected devices worldwide, whereas only two years later the same source reported a 50% annual increase with an outlay of almost \$1.5 billion. Even more surprisingly by 2020 it is predicted that \$1.5 trillion will be spent on the Internet of Things. The industries to benefit most from connected devices will be healthcare, manufacturing and insurance, market research specialists Sondergaard reported.

Cisco has found the number of connected devices surpassed the world population in 2015. Despite this, the industry does not seem to be showing any signs of market saturation. The NCTA, an internet and television association, estimates that in the US alone, 24% of the population has between 4 to 10 connected devices at home. This diversity is reflected in the market, where we see a year-on-year decrease in the use of laptops and PCs, whereas the use of mobile and other devices is increasing, according to Hootsuite.

## Potential dangers to privacy

A number of articles about connected devices in recent months have raised concerns about security flaws that could be exploited by hackers. In 2017 Mozilla closed its connected devices department to focus on experimental technologies that might be more secure.

When devices connect to the internet they upload large amounts of personal data. Cisco has estimated that by 2020 connected devices will reach 600 ZB per year of total volume of data uploaded to the cloud, 275 times higher than projected traffic going from data centers to end users/devices (2.2 ZB). Connected devices, therefore, represent weak points from where all this information can be accessed.

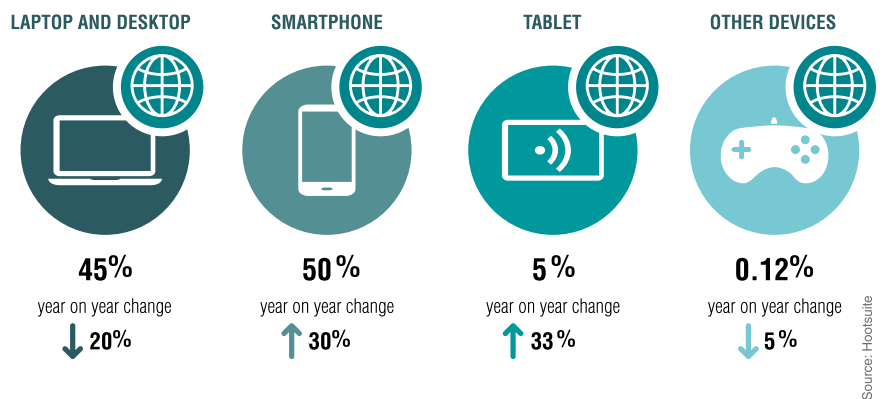
Jeremiah Grossman, chief of security strategy at Sentinelone, a cyber security company, has stated that regulating the

industry is virtually impossible because companies connecting devices to the internet do not fit into any one category. Nevertheless, both legal and technical progress has been made. Internet security platforms such as Zscaler offer protection against security breaches with a cloud based solution. Additionally, some developed countries are trying to create a safer Internet of Things. In Canada, the government requires companies to safeguard all the information they collect. In Europe, some regulations allow companies only to collect essential information. Australia obliges companies to comply with privacy policies as set out by the national government.

With more than one hundred privacy laws in force at the moment – compared to only twenty in the 90s according to Deloitte’s 2015 Report – there is real hope for a safer future. ♦

## STRONG DECLINE IN COMPUTER USE AND GROWTH IN OTHER DEVICES

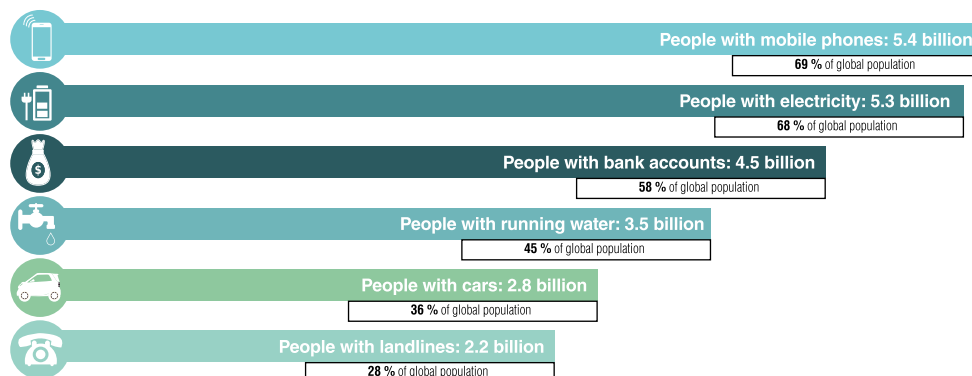
Share of web traffic by device in January 2017



Source: Hootsuite

## BY 2020 MORE PEOPLE WILL HAVE MOBILE PHONES THAN SERVICES

Number of people benefiting from fundamental services



Source: Cisco



## Data Protection: Data Breaches Are the New Norm

### Increased risks

In the context of increasing cyberattacks on major corporate organizations, small businesses and governments, data protection and cybersecurity are hot topics. In 2016, Yahoo spilled 1.5 billion customers' details in two separate incidents, while telecoms companies like Talk Talk – hacked in 2015 – have not been immune from attack. In 2016, US companies and government agencies suffered a record 1,093 data breaches, a 40% increase from 2015, according to the Identity Theft Resource Center. In Europe, the Breach Level Index reported 125 data breaches, a staggering 91 of which involved organizations in the UK. Headline-grabbing hacks, with victims ranging from Wendy's to the Democratic National Committee, are increasing despite regulatory scrutiny and more aggressive cyber-security spending. The International Data Corporation revealed that worldwide, spending on security-related hardware, software and services rose to \$73.7 billion in 2016 from \$68.2 billion the year before. A recent survey by the Information Commissioner's Office found that 75% of customers don't trust companies with their personal information.

### Protection efforts

Data privacy laws and legislative efforts to secure data from different industries are in the news these days for a variety of reasons, and in a variety of countries. For example, government officials from the EU and the US are currently engaged in a heated debate about the privacy of data that crosses national borders. The Privacy Shield is a new arrangement intended to maintain transatlantic data flows by assuring Europeans that their privacy rights will be upheld when their data is transferred to the US (for example, when Europeans do business with American companies). An even more stringent EU data protection regulation, the General Data Protection Regulation (GDPR) will come into effect in May 2018 following a two year post-adoption grace period. With the adoption of the GDPR, it's clear that protecting personal information and consumer integrity has become a high priority for the EU. Every citizen will have the right to know how their personal data is being used. A company that does not comply with the GDPR

may be fined up to €20 million or four percent of their global annual turnover. Another challenge posed by these debates and developments is to fully understand the way that data privacy and its legal protections are handled in different jurisdictions. The issue is particularly acute in the US because the level of data privacy protections varies from state to state and there is no over-arching federal data protection legislation. Since most of the 50 states have some privacy statues of their own, one can interpret the US's approach in a way that relies more on state-level and industry-specific legislation, whilst the EU relies on comprehensive privacy legislation. As a result companies that provide solutions on data breaches would be wise to keep an eye on the GDPR as it makes its way through the EU's legislative process, while in the US private companies must take it upon themselves to introduce a data-breach response plan through cyber testing because it is challenging to compromise between the federal and state level. ♦

### RECENT YEARS HAVE SHOWN MORE DATA BREACHES

Biggest data breaches since 2011, in order from most recent

Organisation	Number of accounts affected	What got leaked	Year
Democratic National Committee	N/A	Leaked emails from the Democratic National Committee were published on WikiLeaks, arguably helping shape the outcome of the 2016 US Presidential election	2016
Yahoo	500 million	Names, email addresses, telephone numbers, birthdates, hashed passwords, encrypted or unencrypted security questions and answers	2016
Myspace	360 million	Email, user-names, and passwords for accounts	2016
US Office of Personnel Management (OPM)	21 million	Social Security numbers, birthdates, addresses and phone numbers	2016
Verizon Enterprise Services	1.5 million	Basic contact information	2016
Weebly	43.5 million	User names, email, passwords and IP addresses	2016
Anthem	88 million	Names, addresses, phone numbers, Social Security numbers, employment information	2015
Adobe	150 Million	Email, password, credit card details	2014
Ebay	145 million	Names, password, addresses, phone number, email	2014
Snapchat	4.6 million	200,000 photos, names, phone numbers	2014
Target	110 million	Names, password, addresses, phone number, email, Social Security numbers	2014
Court Ventures	200 million	Names, addresses, bank details	2012
Playstation	77 Million	Names, email, birthdates, addresses	2011

Source: Compiled by Leaders League





## Internet Access: The Race to Plug the Entire World Into the Web

Imagine a world where being lost at sea or stuck on a remote island did not have to mean being cut off from the rest of the world. In fact, this scenario is the goal that Google, Facebook, Boeing, Samsung, Oneworld (led by Richard Branson) and many others are racing to achieve – a world where anyone, anywhere can connect to the internet. Even in 2014 there were about 4.3 billion people without internet access, according to the World Economic Forum. Quite apart from missing out on the latest cute cat videos, they are missing out on the numerous economic benefits that come with internet connection. According to Deloitte, if developing countries could bridge the internet penetration gap they would experience an estimated 72%

increase GDP rate, generate \$2.2 trillion in GDP and create more than 140 million new jobs over 15 years. The company that wins the race to become the first to plug the entire world into the internet will bring social and economic benefits to the whole planet.

### Balloons

Developed by Google with their parent company Alphabet, the plan is to use air-balloons with solar powered electronic systems that connect a ground-based telecommunications network with mobile devices through local wireless providers. This concept has been successfully tested with telecoms partners around the world. Google are currently seeking to improve three key

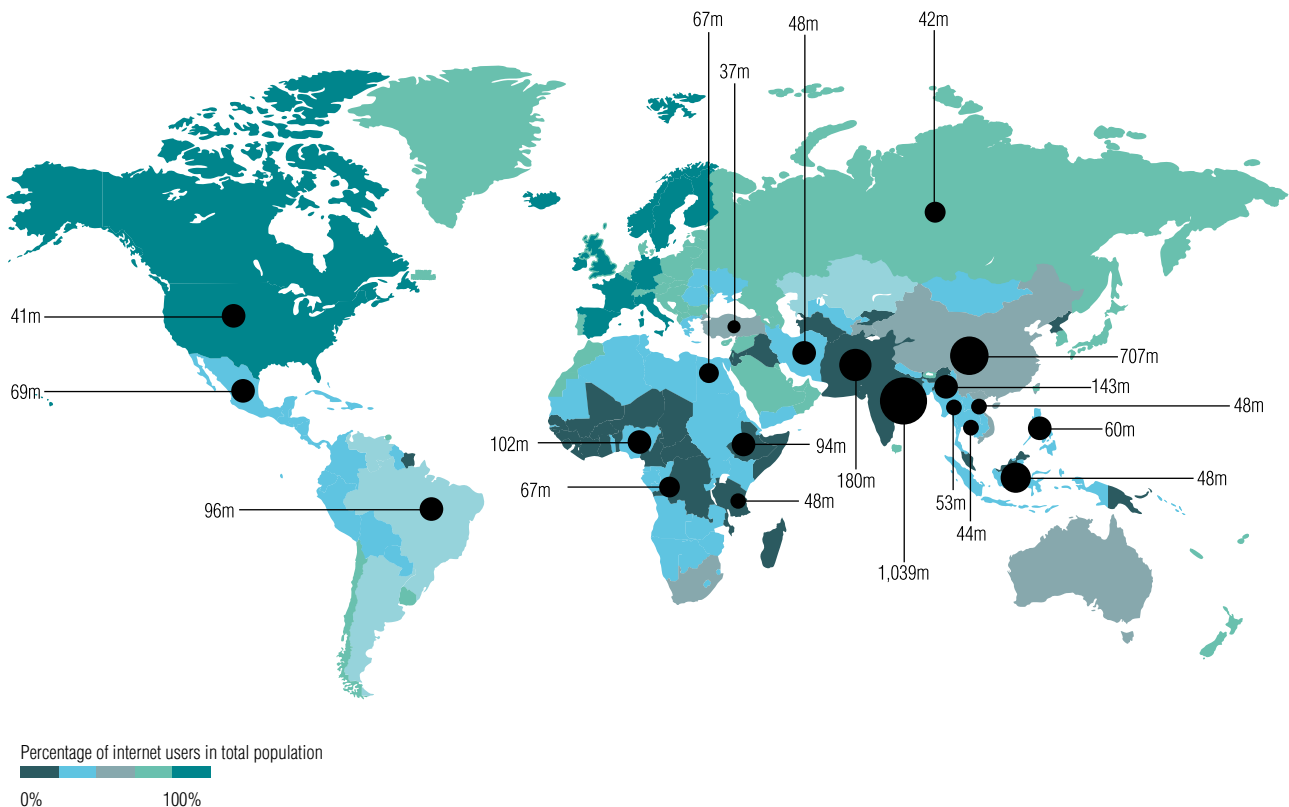
technologies – altitude control systems, stratospheric simulations, and a flight controller that incorporates machine learning. Once perfected these will allow smaller groups of balloons to form clusters over concentrated areas rather than having to rely on massive fleets of balloons working in shifts as they move around the world. In February 2017, the Project Loon team announced they had figured out how to use fewer balloons to accomplish the task.

### Satellites, Drones, and Cell Phones

Other players plan to use drones, satellites and creative ways of connecting cell phones with each other. Google tried using drones, but later halted

## TWENTY COUNTRIES WERE HOME TO THREE-QUARTERS OF THE WORLD'S 4.3 BILLION NON-INTERNET USERS

Population not using the internet in 2014



Source: World Economic Forum

Project Titan (which Facebook tried to buy) in January 2017, without specifying why. Facebook is still optimistic their drone idea will work, after successfully testing their Project Aquila variation in the UK, despite a test-flight crash in the Arizona desert in June 2016. Mark Zuckerberg himself is working on this project, trying to find creative ideas for connecting people in rural and developing countries with Internet.org. The project partners with mobile phone operators to provide basic internet services to the 70% of the population

without online access. In 2017, Internet.org claimed to have provided internet to more than 50 million users in Q4 of 2016.

Samsung and Boeing have big ideas for stretching the world wide web around the globe, using satellites. Similarly, OneWeb, led by the Virgin Atlantic founder, Richard Branson, has already raised \$1.7 billion since 2015 from SoftBank for their 648-satellite system which would offer global internet as soon as 2019.

And what are the barriers? In some developing countries, political factors

influence the possibility of providing populations with free internet, with the freedom of information on the web seen as a threat. In addition, ensuring the security of connected products is hard, especially for new products as too little is known about the damage hackers using malware could cause, or how a malfunction in one part would affect a truly global grid.

So who will win the race? It is difficult to say at this stage. Perhaps the project with most sustainability, which puts Project Loon at the forefront. ♦

## SATELLITES AND UNMANNED AIRCRAFT ARE THE PREFERRED METHODS OF ACHIEVING UNIVERSAL INTERNET

A breakdown of projects seeking to provide internet for all that have been launched to date



### GOOGLE'S (ALPHABET) PROJECT LOON

A network of balloons traveling through the stratosphere, designed to extend internet connectivity to people in rural and remote areas worldwide. Each tennis-court sized balloon is built to last more than 100 days in the stratosphere before returning to the ground in a controlled descent.



### GOOGLE'S PROJECT TITAN

Use a Titan Aerospace drone to develop vehicles capable of bringing internet connectivity to remote parts of the world. Project was shut-down in January 2017.



### FACEBOOK'S AQUILA DRONE

Solar-powered aircraft designed for regional internet connectivity. A 96-minute test flight was conducted in Yuma, Arizona in 2016. Currently looking to develop battery technology which will help Aquila to remain in service for several months at a time even during low-sunlight exposure.



### BOEING+VIASAT'S SATELLITE LAUNCHES

An initial deployment of 1,396 satellites in low-earth orbit within six years of the license approval. Eventually, its system would total 2,956 satellites designed to provide Internet and communications services for commercial and government users around the globe.



### SAMSUNG'S SATELLITES LAUNCHES

Samsung proposed a global network of 4,600 satellites floating in low-earth orbit that could beam up to 1 zettabyte (1 trillion gigabytes) a month.



### RICHARD BRANSON'S ONEWEB

Aims to launch 648 satellites that would encircle the Earth and enable affordable access to operate at 1,200 kilometers (750 miles) altitude.



### FACEBOOK'S INTERNET.ORG

Uses mobile phone networks to provide basic internet services to those without online access through a network of those who have access to cellular coverage.



### SPACEX'S SATELLITE LAUNCHES

Wants to launch 4,425 satellites into low-earth orbit, with altitudes ranging from 715 miles to 823 miles. 2019 is a possible date for launching satellites into orbit.



## Media: The Art of Reinvention

The way we consume information has radically changed the media landscape. To keep pace with technology and digitalization and, as a result, remain profitable, the industry needs to constantly reinvent itself.

It is no secret that the media industry is in bad shape. According to the American Society of News Editors (ASNE), in the US, 3/4 of print newspaper revenue has evaporated over the last decade and 1/3

Amazon and Netflix depend on content recommendation systems for a large portion of their revenue, and an even bigger chunk of their profits.

### The Bezos effect

The Post's revival under Jeff Bezos is not just the story of one newspaper, it might tell us about prospects for the newspaper business as a whole. Since Bezos' acquisition for \$250 million in 2013, the

recipe succeeds, it will be due to three ingredients: outstanding journalism, especially coverage of national and international issues; a large and growing digital audience; and a strategy of converting that audience into solid revenue, through digital subscriptions and advertising. Shailesh Prakash, the Post's chief information officer, says the idea is to pull visitors down through a "customer-engagement funnel." At the top of the funnel is what might be called drive-by traffic – casual visitors who saw a link on Facebook or Twitter, and decided to click. A visitor who sticks around for a few minutes and reads the story will see related articles and perhaps sample a few of those, thus pulling her into the funnel. Some of these begin to visit the Post more regularly. And at the very bottom of the funnel are visitors who have become loyal enough Post readers that they decide to pay for a subscription to the digital bundle that Bezos has identified as key to the paper's future. The goal is to widen the top of the funnel as much as possible by maximizing total digital traffic and to convert a small but significant percentage of that traffic into loyal, subscription-buying customers.

The future of the newspaper business is not only about financial results, but also the role of journalism in a democracy. In the context of the new American president, quality journalism has become a priority for many Americans, and maybe that's the light at the end of the tunnel for the entire industry worldwide. ♦



© demin

of newsroom jobs have been lost. In this challenging climate, thinking dynamically can make the difference.

### Speed, style and personalized recommendations

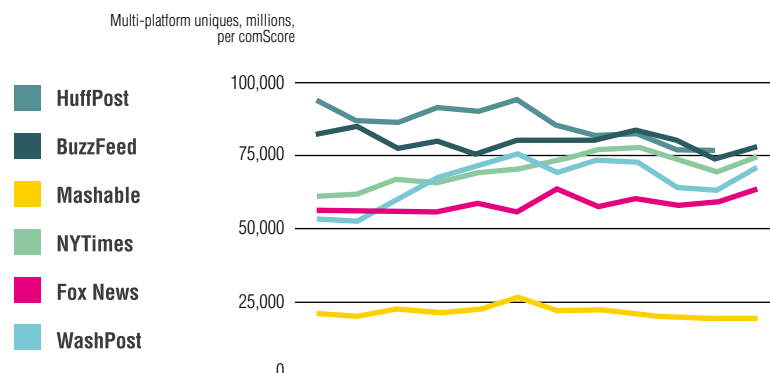
The single most significant message coming from web traffic analyses is that faster load times lead to more traffic. In recent years a few newspapers have gotten the message. Upon buying the Washington Post, Amazon CEO Jeff Bezos insisted on reducing load times by 40%. Since 2013 The New York Times has revamped its entire web architecture, everything from hardware to server configuration to its massive code base, to meet new speed targets. The Guardian has also dropped its page load time, from 12.1 to 3.2 seconds.

Beyond speed, site design and layout has a large effect on traffic and on purchase decisions. Another key finding is the crucial importance of personalized content recommendations systems. Automated, algorithmic recommendations are the cornerstone of the strategy of most large digital firms. Companies like

Post has focused its efforts on building up the paper's digital audience. In February 2016, according to ComScore, the Post received 890.1 million page views, beating not just the New York Times (721.3 million) but traffic monster BuzzFeed (884 million). Online readership which has constantly grown, has been accompanied by a continuing drop in paid print circulation. If the Post's

### OLD GUARD PUBLISHERS LIKE THE NYT SHOW STRONG PERFORMANCE

Digital traffic for major US news sites (July 2015 - June 2016)



Source: NewsWhip



## Growth Models: The Circular Economy Imperative

Over the last 150 years the industrial economy has been dominated by a linear growth model of production in which goods are manufactured from raw materials, sold, used then disposed as waste. This “take, make and waste” model now belongs to the past. According to a study published by McKinsey, the circular economy provides an alternative to the linear model. It aims to eradicate waste – not just from manufacturing processes, but systematically, throughout the life cycles and uses of products and their components.

### An epochal paradigm

The circular economy is an efficient alternative resource to this wasteful linear economy and nature is a perfect example of the principles of the circular economy in action. Interconnected usage and waste cycles complement and continually sustain life. Waste is a foreign concept in natural cycles. Human exploitation of nature’s resources over the last two hundred years of rapid industrialization has meant that the natural cycles of the

Earth are increasingly imbalanced. Waste, in all its dimensions, has become the defining feature of the current linear model. It is clear that we need to find and implement solutions to reduce waste across all our systems and return to a more sustainable path.

### Technology, digital and the Internet of Things

This “Fourth Industrial Revolution”, characterized by increasing digital connectivity between people, products and systems, driven by the internet and mobile technology, has been a direct catalyst in unlocking an array of opportunities that can drive social, economic and environmental benefits.

An Ellen MacArthur Foundation report on circular economy investment opportunities estimates that in Europe, \$600 billion could be saved in primary resources by 2030. The new paradigm also has a positive impact in terms of creating value and jobs.

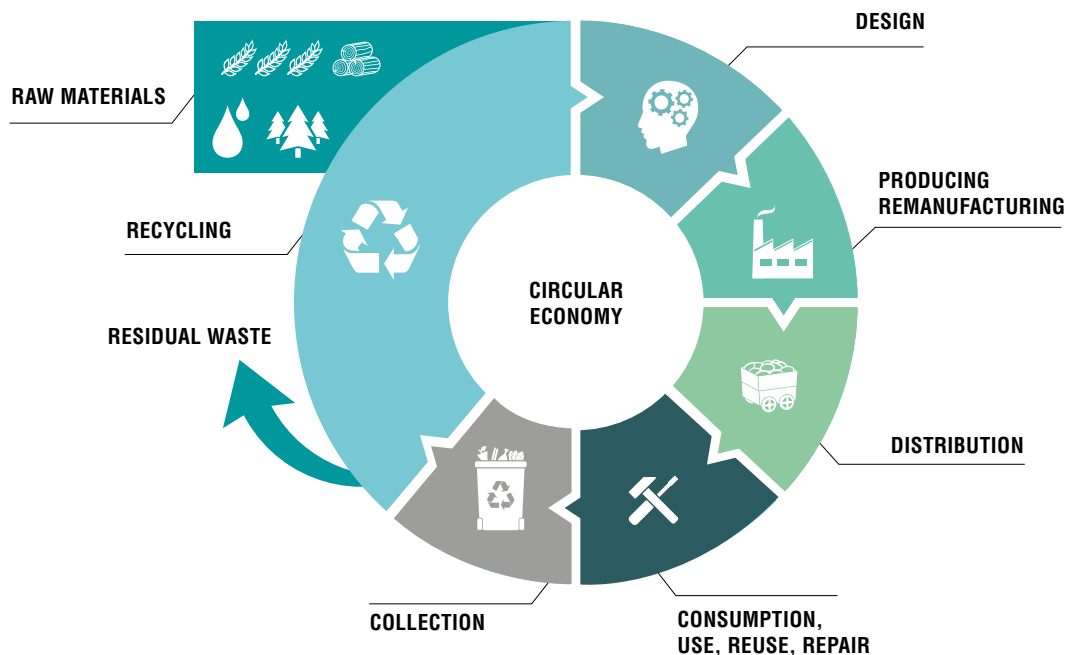
As an example of new business based on the circular economy’s model, consider Stuffstr – a mobile application which allows users to upload and then resell, give,

share or recycle any item they own. This app, enabled by digital and mobile technology, provides a secondary marketplace for goods by connecting businesses to consumers and consumers to other consumers, thus increasing a product’s life cycle and ensuring components remain at their highest utility value for longer.

Sharing businesses, such as BlaBlaCar and Lyft, have only become possible through the mobile platforms they are based on and the digital connectivity of their members and drivers. This has enabled a concomitant reduction in the need for individual car ownership and an increase in usage of existing motor vehicles. These examples represent the future, a digitally connected world that, through collaboration and connectivity, can challenge the normal linear structure on which our economy has depended. Technology, when combined with the principles of the circular economy and applied to businesses across industries, represents a real opportunity to redefine our relationship with resources and to shape a society that is environmentally and economically sustainable. ♦

### FROM A “TAKE, MAKE AND WASTE” MODEL TO A VIRTUOUS CIRCULAR SYSTEM BASED ON RECYCLING

The Pillars of the Circular Economy



Source: McKinsey



# Medtech: The Smallest of Objects Herald Big Changes in Medicine

All around the world, exciting technological breakthroughs are reshaping the way industries operate, and medicine is no exception. Technology such as bioelectronics, gene editing, telemedicine and 3D printing promise the possibility of a world free of disease. Nanorobots are among the most promising examples of revolutionary innovation. The market for these minuscule machines is expected to grow 6% by 2020, according to Business Wire.

## How might nanobots change medicine?

Nanotechnology presents a plethora of possibilities for transforming the way today's medicine operates. One of the main difficulties medical professionals encounter is the length of time it takes to make an informed diagnosis. This developmental technology will allow doctors to detect, oversee and treat diseases in real time. Virtually noninvasive, Nanobots will be able to monitor the body's functions and trigger an alarm as soon as they detect an anomaly. More advanced nanotechnology will allow the nanobot to administer drugs directly to the affected organ, which opens the door to a brave new world in healthcare. Imagine a diabetic patient whose glucose levels are automatically monitored by a tiny piece of machinery in their blood vessels that can administer insulin when needed.

Montreal – considered ground zero in the fight against cancer – has already made a lot of progress on nanotechnology capable of detecting and destroying tumors in the early stages. The practice would be less harmful to the body and more efficient than current treatments. A study published in the well-known medical review *Nature Nanotechnology* showed that only one to two percent of normally administered oncology medication gets to a tumor, whereas with nanobots it jumps to 55%.

Nevertheless according to the web-based analyst Technavio, there are still some obstacles to getting investment since no manufacturer – not Zymergen, Ginkgo Bioworks or Synthace which have already built factories – has gone public yet, and this limits their financial capacity. AstraZeneca is one of the few public companies working on this technology.

## When will we have nanobots?

Hard to manufacture and even harder to get approved by the authorities, nanotechnology might not be available to the public for some time. Some of the main challenges for manufacturers to overcome are battery life and how the nanobots will be discarded at the end of their useful life. Many seek to solve the latter problem with inbuilt biodegradability, but the technology isn't there yet.

Some even believe that nanotechnology might not even be necessary, considering the pace of progress in other areas of medicine. Nevertheless, according to Silvain Martel, director of the Nanobotics Laboratory at Polytechnique Montréal, nanobots have a greater potential and a greater versatility than anything else in healthcare. Who knows when this futuristic technology will become standard? ♦

## IMPORTANT INVESTMENTS IN NANOTECHNOLOGY



### Nanotechnology Investment

In 2015, \$1.5 billion was budgeted for the National Nanotechnology Initiative to support innovation in Nanotechnology

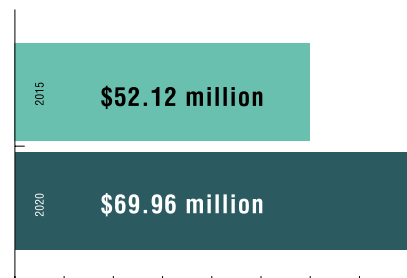


### Medical Use

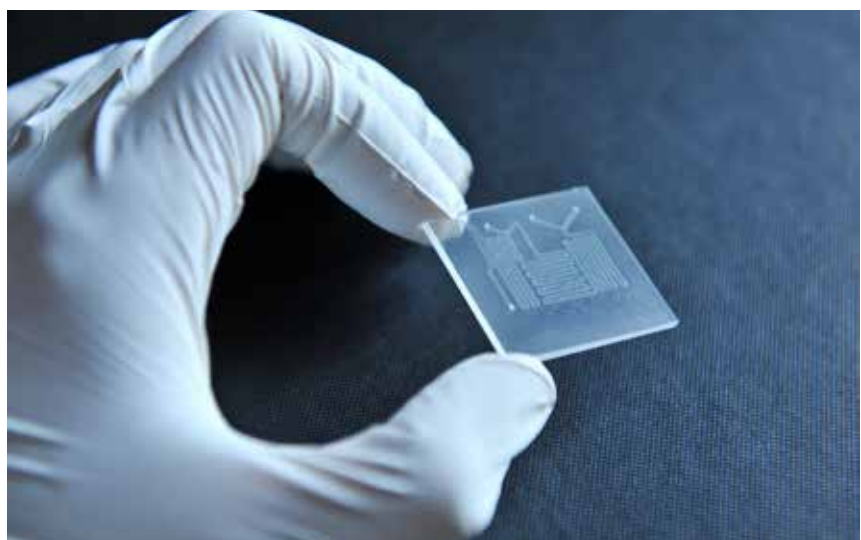
Chonnam National University signed a contract for \$8.27 million with medical device manufacturer Woo Young Medical

Source: Technavio

## THE MARKET VALUE OF NANOBOTS CONTINUES TO GROW



Source: Technavio



Source: Marco Saroldi



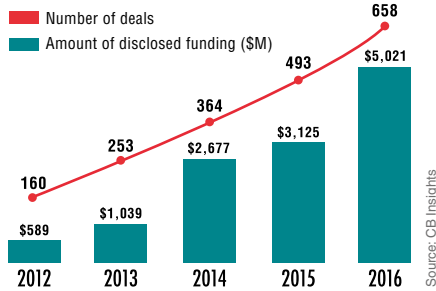
# Artificial Intelligence: Will AI Take Our Jobs?

As different institutions and firms have conflicting analyses and forecasts there is no short answer, nor a unique one even because of differing assumptions and huge uncertainty about the future. A widely circulated paper published in 2013 by Carl Benedikt Frey and Michael Osborne from Oxford University estimated that 47% of jobs in the US were at risk from automation; whereas a report issued by the OECD in 2016 concluded that across 21 of its member-countries, on average only 9% of jobs could be automated. Meanwhile the World Economic Forum also reported its estimates: automation and technological advancements could lead to a total loss of 7.1 million and a total gain of two million jobs.

The conventional view is that routine office and factory work is most vulnerable to automation. However, the findings of the McKinsey Global Institute's report on automation, employment and productivity are more nuanced: a detailed analysis of 2,000+ work activities for over 800 occupations on the US labor market revealed that even the highest-paid occupations, including physician and senior executive, have a significant amount of activity that can be automated. An article jointly published by authors from four venture capital firms such as NewGen Capital and Samsung Ventures tells another story: creative activities such as art, science and research could easily be

## INVESTMENT IN AI STARTUPS REACHED A RECORD HIGH OF \$5 BILLION IN 2016

AI annual global Financing history (2012 – 2016)



Source: CB Insights

automated, however many manual jobs like cleaning and farming are trickier to automate, because robots still don't recognize and easily handle common objects.

With tech giants, startups and investors increasingly involved in the research and application of AI, ethical concerns and regulations are increasingly being discussed. In December 2016, Sam Altman (the president of Y Combinator) and Elon Musk launched OpenAI, a nonprofit open research platform dedicated to the subject. Less than one year later, Amazon, Facebook, Google, Microsoft and IBM co-founded the Partnership on AI (Apple joined later), focused on establishing

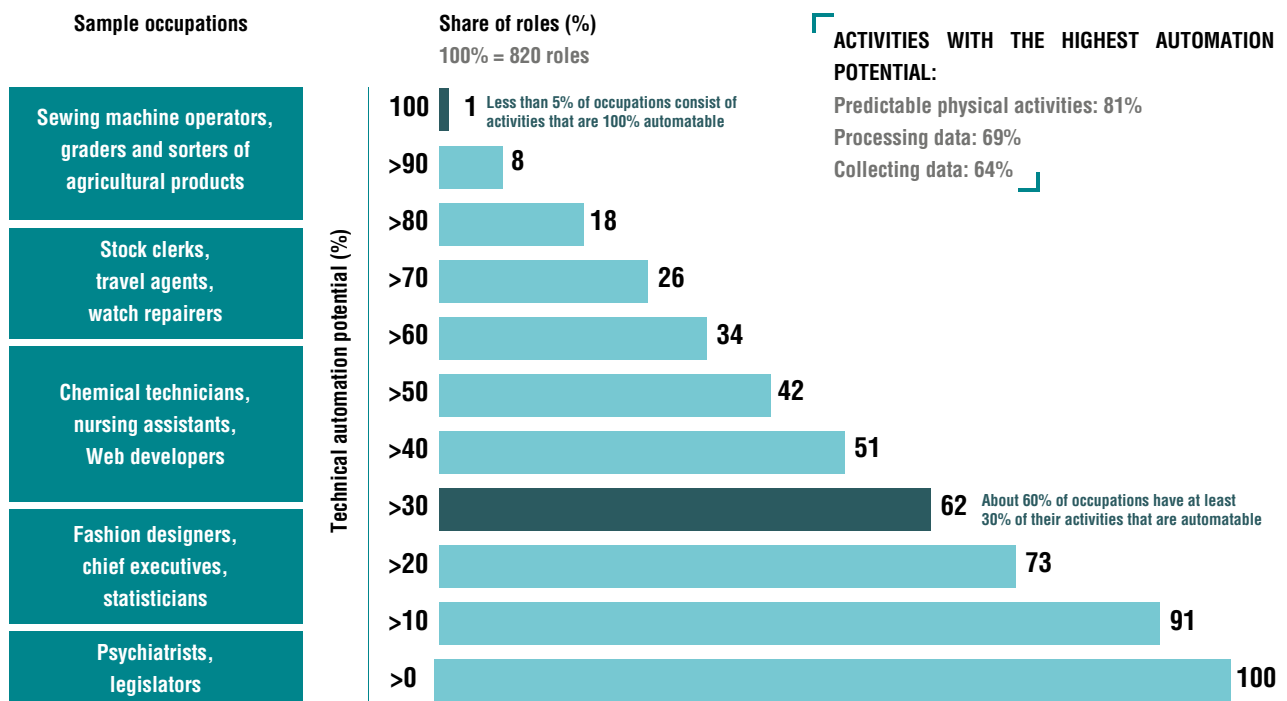
best practices for AI systems and educating the public.

Legislators are taking action too. In February 2017, the European Parliament approved a resolution to regulate the development of AI and robotics across the EU, including establishing ethical standards for AI development and introducing an insurance scheme to cover liability for accidents involving driverless cars.

There is yet more to ponder. In his book *The Glass Cage Where Automation is Taking Us*, Nicholas Carr warns that the dependence on automation will ultimately reduce humanity's intelligence and curiosity: "If we're not careful, the automation of mental labor, by changing the nature and focus of intellectual endeavor, may end up eroding one of the foundations of culture itself – our desire to understand the world." He proposes that automated systems should require human participation in vital activities, allowing people to continuously develop their skills, a recommendation that chimes with a 2016 study by Japan's Research Institute of Economy, Trade and Industry, suggesting that in order to accelerate the development and diffusion of AI-related technologies while maintaining employment opportunities, it is necessary to upgrade human capital through education and training. ♦

## ABOUT 60% OF ALL OCCUPATIONS ARE ESTIMATED TO HAVE AT LEAST 30% TECHNICALLY AUTOMATABLE ACTIVITIES

Automation potential based on demonstrated technology of occupation titles in the US (cumulative)



Source: McKinsey Global Institute



# Superhumans: The Quest to Stay Forever Young

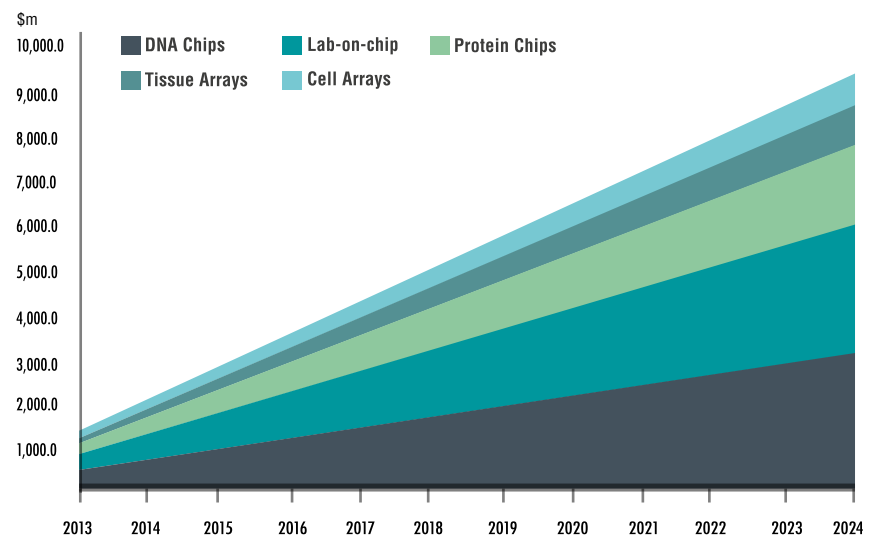
The quest to live forever and make the human body surpass unimaginable boundaries have always been popular themes of science fiction, but to some researchers, the era of the superhuman is almost upon us. Biochip implants, genetic modification and bioprinting are some of the means to achieve this end. Biochips are electronic circuits surrounded by a capsule of surgical glass. They are the size of a grain of rice and are implanted in the body and, as of now, they are only used to gather data regarding the body of the host. The future; however, holds broader possibilities. Bryan Johnson, founder and CEO of the neuroscience company Kernel, has invested \$100 million of his own money to develop biochips that can be implanted in a person's brain, so humans may improve their memory and mental faculties, whilst combating neurodegenerative diseases. This is not, however, the only way to augment our bodies. In a 2016 report, both the US National Academy of Science and the National Academy of Medicine, argued that bioengineers are close to developing a reliable method to alter the DNA of a person, so diseases are not carried over to future generations. Moreover, through the manipulation of DNA, it is possible to produce insulin,

treat cancer and certain types of tumors. The last part of the superhuman trinity is the development of organs for transplant. One of the techniques used for this purpose is bioprinting. It consists of using a machine to layer cells which, when arranged in the right order, can create living organs. At present, this technique is still in the developmental stage and researchers can only create small tissues, but the future of this technology holds out the possibility of creating larger organs, such as hearts, livers and lungs.

Technology continues to become more powerful, but there still are difficulties to overcome. The two most important are safety and public acceptance. As of now, it is impossible to provide an exact measure of the impact these technologies will have on the body over the long term. Additionally, ethical debates have been ignited by individuals who are skeptical about the use of these technologies. Despite the turmoil, researchers are pushing towards their goal of making humans smarter, faster and stronger, and, one day, immortal. ♦

## THE ROAD TO BECOMING A SUPERHUMAN

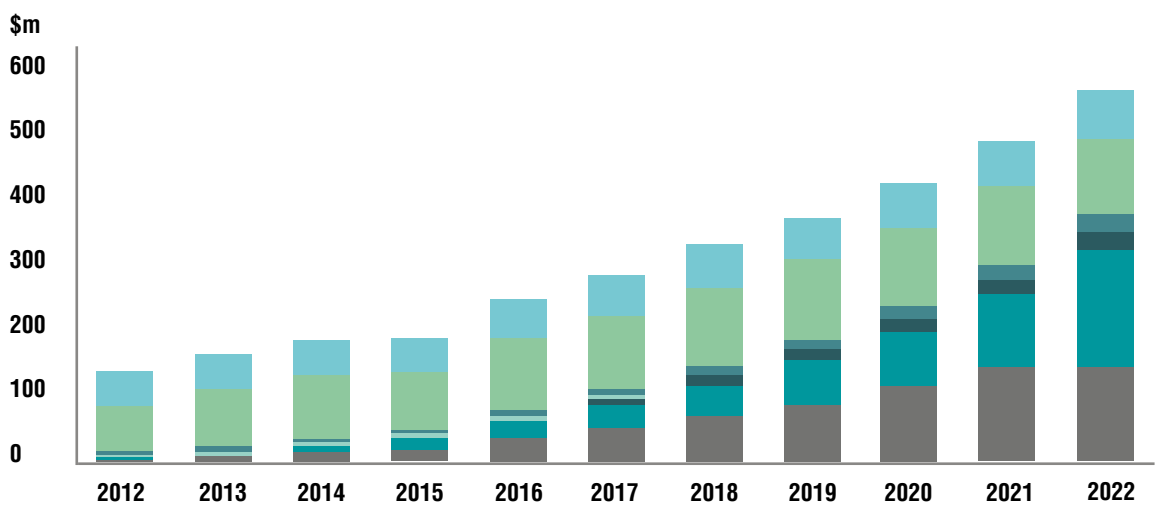
US biochip market by type (2013-2024)



Source: Markets and Markets

## BIOPRINTING IS ONE OF THE FASTEST-GROWING FIELDS IN MEDICINE

North America 3D bioprinting market share, by technology (2012-2022)



Source: Grand View Research

# BRYAN, GARNIER & CO: TWENTY YEARS OF CONQUEST AND DEVELOPMENT

OVER THE YEARS, BRYAN, GARNIER & CO HAS CONFIRMED ITS POSITION AS THE LEADING INVESTMENT BANK IN EUROPE WITHIN THE TECHNOLOGY AND HEALTH SECTORS. A LEADERSHIP THAT IT HAS BUILT BRICK BY BRICK, DEMONSTRATING AN UNPARALLELED LEVEL OF EXPERTISE IN THIS SUBJECT WITHIN THE OLD CONTINENT.

Over twenty years in existence. In 2016, Bryan, Garnier & Co celebrated not only the success of its independent partnership but the formation of a new transatlantic tech and healthcare banking platform with the US bank JMP to form JMP Bryan Garnier. This specialist European boutique investment bank may be small but they have ambitious plans for the future.

Founded in 1996, the firm is now one of the rare independent European investment banks and still active on the old continent.

Over the years, Bryan, Garnier & Co has imposed itself as a leading Pan-European player, organized around three business activities: Equity Research, Brokerage and Corporate Finance. They bring together just over 150 professionals, of which 30 are managing directors or equivalent.

## Sectoral thematic specializations

The bank was formed based on the “Growth investment bank” model (Robertson Stephens, Alex Brown, Cowen...) aiming to support businesses and specialized investors on growth sectors. The choice of

fields covered has therefore been dictated by several fundamentals. Firstly, a very strong innovative component, which revolutionizes industrial landscapes and leads to a complexity in understanding the value of companies. Then, by significant and recurring financing needs. And, lastly, by an intensity in mergers and acquisitions. The bank has therefore focused on five specializations: Technology, Media and Telecommunications (TMT), Healthcare, Smart Industries, Consumer, Brands & Retail and Business Services; the first two being considered as the priority for Bryan, Garnier & Co.

## Large-scale operations

The bank is today developing a wide range of business activities in order to be able to support businesses, irrespective of their stage of development. The teams have been among the main fundraisers in Europe for non-listed European growth companies. In recent months, they have supported more than a dozen fundraisings,

such as that for Devialet, a company transforming the quality of sound through hi-end speakers and other sound platforms, on a €100 million fundraising, as well as a €30 million equity investment in Spineart, a medical device company focused on orthopaedic surgery, from Gimv. Bryan, Garnier & Co is also

today one of the key players in initial public offerings (IPOs) on Euronext and other markets. It thus accumulates nearly two billion euros raised in twenty-four months for innovative companies. Its experience is also

unparalleled concerning the introduction of European companies on US markets. The recent successful IPOs on Nasdaq of Celyad and Galapagos illustrate the bank's total ability to execute large-scale operations. Lastly, Bryan, Garnier & Co stands out in merger and acquisition deals on the European technology sectors. The firm has supported close to thirty deals in 2016 in the TMT segment, including a €22 million capital raising of Canatu, the leading manufacturer of flexible and 3D formable transparent conductive films and touch sensors.



23

Transactions in 2016  
in Technology



N°1

European investment bank  
on Nasdaq Technology offerings  
over the last 24 months



## After Europe and Asia, now in the US

Bryan, Garnier & Co is today present in the four corners of the globe with offices in Paris, London, Munich, Geneva, New York and New Delhi, as well as being represented in San Francisco, Tokyo, Singapore, Stockholm, Frankfurt, Brussels and Barcelona. In India, it has been able to expand its capacity through an exclusive partnership with a local bank – O3 Capital –, positioned on the same sectors and established as one of the leaders of the mid-cap market. The goal is to bridge the gap between the country of the Ganges and Europe. The bank continues to grow: the end of 2015 was marked by the integration of Cartagena Capital, one of the major merchant banks specializing in new

technologies in Germany and North Europe. 2016 witnessed the creation of a new transatlantic banking platform with the US bank JMP (NYSE: JMP) to form JMP Bryan Garnier. “This alliance propels us one step further. The combined industry insight, execution capabilities and transatlantic reach of JMP Bryan Garnier give us a strategic edge, filling a gap in the marketplace and enabling us to offer investment banking services on an international scale that few firms with our sector-specific focus can match,” explains Greg Revenu, Co-founder and Managing Partner of Bryan, Garnier & Co. With this building block laid in the US, the bank could also strengthen its operations in Northern Europe through an acquisition in the Nordics, over the next three years. ♦

MAJOR DEALS IN 2016	
DEAL	VALUE
Devialet – Private placement – Sole placement agent	€100m
Lexsi – Acquired by Orange – Advisor to the sellers	Confidential
Talentia – Secondary MBO – Sole advisor to the sellers	Confidential
MGI – Sale of the founders' stake to Konica Minolta – Joint financial advisor to the sellers	€64m
Tado – Private placement – Sole financial advisor	€40m
Metrologic Group – Acquired by Astorg – Sole advisor to the buyer	Confidential



Interview with

### GREG REVENU

Co-founder & Managing Partner,  
**BRYAN GARNIER & CO**

#### LEADERS LEAGUE. What factors contributed to the launch of JMP Bryan Garnier?

**Greg Revenu.** Three parameters contributed to the launch of this transatlantic investment banking platform. The first factor is our overlap in terms of industry focus: both of us have recognized expertise in healthcare, technology and the renewable energy sectors. Secondly, we both have active M&A and capital markets services. To illustrate this, Bryan, Garnier & Co was involved in close to twenty ECM transactions over last three years, including the Nasdaq IPOs and follow-ons of LDR Holdings, DBV Technologies, Celyad or Galapagos, while JMP Securities was involved in 20% of the tech and biotech IPOs in the US. In fact, we started working together on the IPO of LDR Holding as early as in 2013 and know each other very well. Last but not least, there is no risk of confrontation. We share the same entrepreneurial spirit and don't intend to enter each other's historical market,

the idea being to create a joint platform for our common growth and partner on the origination and execution of transatlantic deals, facilitating access to the American market for European clients and vice versa.

#### How have the financing needs of growth companies evolved in the tech and health sectors?

The market has evolved to a point where a huge number of mid-sized startups now need specialist financial advisors who understand their technologies and share the same agility. However, big investment banks don't have the adequate size, culture or structure to address such demands, and that's where independent boutiques like us come in, to accompany these clients all along their financing chain and develop their pool of investors in Europe as well as in the US, support them in their acquisition strategy or strategic sale, for which a global presence is essential. In that regard, JMP Bryan Garnier is a transatlantic bridge between institutional investors, strategic investors, and growth companies.

## “Many mid-sized startups now need specialist financial advisors”

#### What is your strategy for the future?

Since 1996, Bryan, Garnier & Co has been striving to build the European leading full service growth investment bank. We have not lost our focus in spite of the adverse environment we have faced over the past 20 years. Our focus today remains as strong as ever, supported by 150 professionals, 15 partners, and even more importantly hundreds of fast growing clients such as Devialet, Symetis or Tado. They demand increasing support and long term commitment to help fund their growth privately or on the European and US stock markets, ask us to conduct their acquisition strategies, or rely on us to find the right industrial partners when the time for selling comes. To fulfill this demanding ambition, we deploy continuous effort to seek new partners to join us, and increase our presence in the key geographies of our industry focus. Northern Europe, where life science meets technology, has been a key region for Bryan, Garnier & Co over the recent years, with clients such as Zealand Pharma, Canatu or Visedo. It is today an important area of development for our firm. ♦



Interview with

**CARTER MACK**  
President, **JMP GROUP**

**LEADERS LEAGUE.** How did the alliance between JMP and Bryan Garnier come about?

**Carter Mack.** Our relationship with Bryan Garnier began a number of years ago, when we co-managed on an IPO for a medical device company. Subsequently we saw them a number of times in deals we were both on. Their middle-market investment banking platform focused on technology and life sciences in Europe is very similar to the type of platform we have in the US. A couple of years later their managing partner, Greg Revenu, got in touch with us

“Bryan Garnier provides market access for our clients in Europe”

and said they were looking for a partner to do an alliance for cross-border transactions. Since we were looking to grow into Europe, we felt this was a good way to do it.

**What does the partnership/agreement mean for your clients, and how will it benefit their interests?**

Many of Bryan Garnier's clients in Europe are focused on technology or life sciences, so when they are looking to sell their companies and they want to have access to US buyers, we can open those doors. For us, Bryan Garnier provides access for our clients who want to market in Europe. Given the amount of cross-border business that is being done, it is a very important

alliance. When either of us has a client that is looking for broad marketing, the alliance allows us to do that.

**What is the perspective for JMP Bryan Garnier?**

A lot of European biotech companies look to go public in the US because it's a bigger, more developed capital market and because there are more funds here dedicated to life sciences. Many of their European clients are interested in an IPO listed in the US or are looking to get a listing on NASDAQ. We also have an opportunity to work together on a lot of cross-border M&A deals in the technology space, which is a really compelling reason for the alliance. ♦



Interview with

**NICOLAS D'HALLUIN**  
Partner, **BRYAN GARNIER & CO (US)**

**LEADERS LEAGUE.** What is the positioning of Bryan Garnier in the US?

**Nicolas d'Halluin.** In the US, we sell European stocks to American institutions, distribute secondary research, and also have the capacity of distributing primary transactions, which are initiated out of the Paris office, such as equity capital markets, IPOs, capital increase and financing. Our positioning isn't one of a global firm but that of a sector-specialized brokerage firm, with a focus on healthcare, and we also cover other pillars of Bryan Garnier, namely consumer and IT/technology.

“US investors have increasingly stronger interests in European companies”

**How have your intuitional clients' demands evolved in recent years?**

We have observed strong demand from US clients in the healthcare sector, which has contributed to our success. In addition, investors have increasingly stronger interests in European companies, as in general the valuation of European companies compared to their US peers is much lower, particularly in the biotech industry. One main reason is that the American ecosystem of dedicated biotech investors is much more developed, which helps companies to be more recognized and followed to achieve high valuations. However, I expect the European market to catch up with the US in the future.

**With the elections in the US and in Europe, are your clients concerned with all of these political changes?**

Yes, absolutely. We saw a very strong market evolution after the US presidential election, which is mostly built on promises, so I think the challenge of the Trump administration would be to deliver those promises and the market will react accordingly. In Europe investors are currently very concerned about the elections, especially in France, whose results could determine the future of the euro and put Europe in jeopardy, so now investors have more of a wait-and-see attitude until there is more clarity and vision on what is going to happen. ♦



Interview with

**FALK MÜLLER-VEERSE**  
Partner, **BRYAN GARNIER & CO**  
**(GERMANY)**

**LEADERS LEAGUE.** How have things evolved since Cartagena Capital's merger with Bryan Garnier & Co in January 2016?

**Falk Müller-Veerse.** The merger of Cartagena Capital and Bryan Garnier went very well! It was the right decision to join a larger, more international investment banking firm with a broader product portfolio. The ability to do IPOs and bigger deals in a broader range of

## “More tourist investors are getting into the German venture/growth markets”

sectors has indeed opened significant opportunities for our team. It's been a great experience so far.

**From tado°, Canatu to Visedo, you had a very active and diverse 2016. Which sectors do you think are especially promising targets for investors?**

We believe that there will be continuous interest in everything around next generation automotive technologies, the Internet of Things, artificial intelligence, SaaS and medtech/healthcare. These sectors are very high

on the shopping list of many investors active in Europe.

**What do you think of the funding landscape in Germany over last 12 months?**

The investor universe has been growing fast and we are seeing an increasing number of tourist investors, such as hedge funds and private equity players, getting into the venture/growth markets in Germany. This comes on top of new venture/growth funds being raised and a growing number of strategic investors hunting for innovative companies with superior offerings. ♦



Interview with

**ROBERT PFEIFFER**  
Managing Director – Media Team,  
**BRYAN GARNIER & CO**

**LEADERS LEAGUE.** What challenges does the media sector face today, and how does Bryan Garnier plan to work with its clients involved in this sector?

**Robert Pfeiffer.** Consumers nowadays find music, magazines, news, TV content, films, live entertainment, games etc. simply by clicking on their phones or iPads. This has forced a wide range of media companies into competition with other forms of media that they had to date only seen as peripheral to their activity. A second factor that affects and transforms all media is the dominance of Google

## “All media companies need to master mobile content delivery”

and Facebook in digital media and their control over the profitability of any media distributed digitally. This has caused traditional media content owners and producers unparalleled value destruction and forced entire segments of the media industry to consolidate or even go out of business.

We believe that this tide of value transfer from the media companies to Google and Facebook is about to turn. Content will regain (some of) the clout it has traditionally had. Our task and responsibility is to advise media companies on how to make the most of this value opportunity by gaining access to capital for growth, acquisitions and the transformation of old business models.

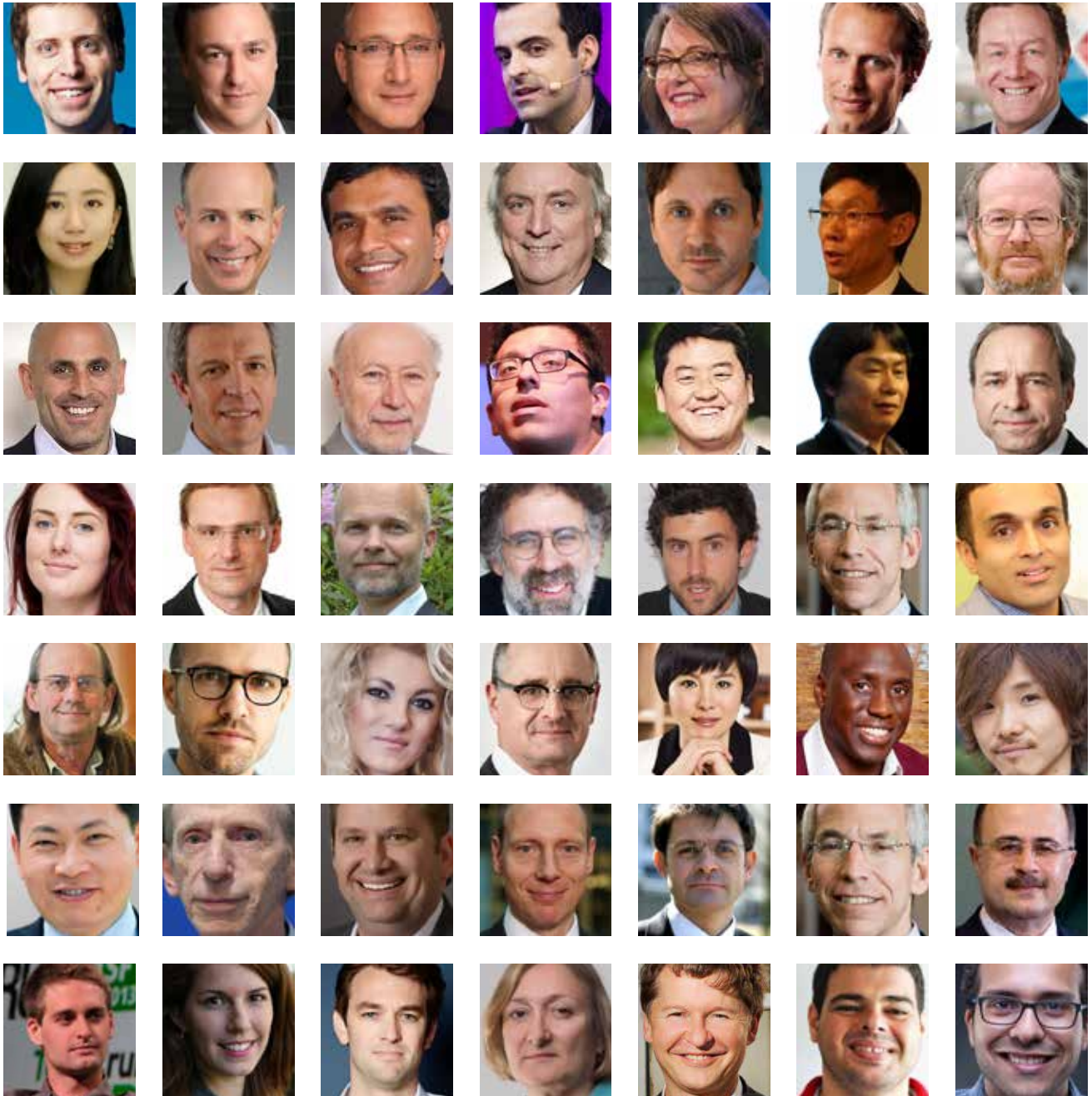
**What are the characteristics of a media company with investment potential?**

Media companies offer a range of attractive investment opportunities: from the low risk, reliable cash flows of a music publishing company to the exciting and rapid value explosion of a digital games company, there is any combination of risk/return available to investors. To succeed in the digital age, all media companies need to master mobile content delivery. This is not simply a technological challenge, but at its heart a content creation competency. The best media companies will work out revenue opportunities linked to the audience's media consumption habits, the individual person's life situation and the purchasing decisions that follow from that. ♦

**50**

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LEADERS



For the third consecutive year, Leaders League has hand-picked 50 impactful global leaders from various environments: IP institutions, established tech players, start-up entrepreneurs, traditional industrials, heads of institutes, foundations and accelerators...all remarkably engaged in the promotion of innovation and IP protection. Discussions, insights, inspirations.

**INCLUDING EXCLUSIVE INTERVIEWS WITH:**

- P. 31 | **Alexander Ramsay**, Chairman, **UPC PREPARATORY COMMITTEE**
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## INSTITUTIONS



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“You can’t limit IP treatment to technical and/or juridical facets”

Interview with

**MARIA CARMEN DE SOUZA BRITO**

President,

**ABPI (BRAZILIAN INTELLECTUAL PROPERTY ASSOCIATION)**

**Leaders League.** You have 28 years experience with IP. How has the field changed over the years?

**Maria Carmen de Souza Brito.** One of the biggest differences I noticed is the wider range of topics transversal to the many specific areas inside IP, to which law professionals and holders of IP rights need to be paying attention. Nowadays, you can no longer treat IP subjects with your attention limited to the technical and/or juridical facets. There is a need for multidisciplinary treatment in the daily subjects of IP. Therefore, a specialist that

traditionally worked only with trademark registry, with administrative processes or with the administrative processing of patents, for instance, now needs to have a broader knowledge regarding the regulatory part, competition, corporate and tax laws, for example.

**With the economic crisis in Brazil, has there been a decrease in the number of patent applications filed in the country?**

IP assets are of the utmost importance in ensuring a return on investment and this is one of the reasons why companies try to preserve their portfolio of brands and patents, for instance, even in times when the economic situation is in turmoil. In other words, it is crucial to protect your assets and IP in times of crisis, to save your “spot” in the

market, when the economy recovers.

**What are the goals for your second year in the management of ABPI?**

In 2017, apart from holding the 37th International Congress of Intellectual Property, which will take place from August 20th to 22nd in Rio de Janeiro, we are working with the objective of giving to our members across the national territory the possibility of greater participation in our meetings and debates.

The goal is to reach out to our members outside Rio de Janeiro and Sao Paulo. Another objective is to intensify the discussion encompassing numerous corporate subjects that are related to the IP field, through the efforts of the members of our business committee. ♦

# “With the Unitary Patent Court we are creating a brand new legal order”



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Interview with

**ALEXANDER RAMSAY**  
Chairman,  
**UPC PREPARATORY  
COMMITTEE**

A former judge and deputy director of the division for intellectual property and transport law at the Swedish Ministry of Justice, Alexander Ramsay chairs the committee preparing the Unified Patent Court (UPC) – the judicial arm of the new EU Unitary Patent Package (UPP).

**Leaders League.** What has your involvement been in developing the UPP/UPC and where are you with it now?

**Alexander Ramsay.** I've been working on the project since 2008, first as a Swedish delegate and now chairing the Unified Patent Court preparatory committee, which was inaugurated in March 2013. We are in the final stretch and we are hoping to move on to the provisional application phase in May 2017.

The success of this phase, which is dependent on the member states fulfilling their obligations, will mean the court will be an international organization and (hopefully) be open for business by the end of 2017.

**Is the UPP/UPC aimed at large companies, or will it also benefit SMEs?**

What you have with the UPP/UPC is a very good system for any company that would like patent protection in more than three member states. The cost of the UPP is equivalent to the price of patent protection in four member states. But that's just the basic cost – under the current system you need to validate your European patent in each state, each time paying court and attorney fees and in some cases, paying for translation too. If you only operate – and thus only want patent protection – in one or two member states, you may find the old system is more beneficial. What is great is that, with two options for patent protection in Europe running in parallel, it provides a choice.

**What challenges have you faced chairing the preparatory committee?**

The UPC has been established by all signatory states, meaning there are delegates from all the member states at the table. Naturally there have been many difficult parts in coordinating this – we have been creating a brand new

legal order, and need to ensure each member state has their say. Some areas, for instance the rules of procedure, have faced more public scrutiny than others. There are almost 400 rules and merging and incorporating the best of the various legal orders has been a tremendous challenge. Another big issue was levelling the fees for the court. The aim is for the court to be completely self-financing within seven years.

**“The UPP/UPC can help the European Union stay competitive globally”**

**What has the impact of Brexit been on the UPP/UPC?**

When the referendum result was confirmed, people, including myself, were quite shocked. The UK is still a signatory state

to the UPC, so it essentially remained in the hands of the UK what they wanted to do regarding their membership of the UPP/UPC. Exactly what will happen and the arrangement once the UK leaves is a much bigger issue, though it has been deemed possible by various experts in the field for the UK to remain a part of the UPP/UPC after withdrawal. In my view, the UK has shown that they would like to participate in the UPP/UPC long term by their decision to ratify. I think that was a very good and strong signal from the UK about their confidence in the system.

**Is the current state of innovation in the EU competitive in the global market?**

I think so. There have been studies conducted by the commission and EUIPO where you see impressive figures as to how important innovation is to the economy of Europe. As such, innovation, and being able to stay at the forefront of innovation is very important for Europe. We have a great position in the world today, but we need to fight to remain competitive – the UPP/UPC can help the EU to stay competitive globally. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*

# “Trademark professionals are increasingly working with brands”



© INTA

Interview with

**JOSEPH FERRETTI**  
President, **INTA**  
VP & Chief Counsel Global  
Trademarks,  
**PEPSICO**

“With a local presence in Chile, we will be able to connect with Latin American members, government officials and IP offices”



#### MEMBERSHIP

7,000+ member organizations  
30,000+ trademark professionals  
190+ countries



#### GDP CONTRIBUTION

\$12 trillion annually to global GDP



#### GLOBAL PRESENCE

Offices in Brussels, Shanghai, Singapore,  
Washington DC and Santiago (2017)  
Representatives in Geneva and New Delhi

Newly elected president of the International Trademark Association (INTA), Joseph Ferretti, leads the global organization in its adventures in 2017, as it transits to a new strategic plan and opens a new office in Chile, while simultaneously continuing to address some of the biggest challenges in the trademark field worldwide.

**Leaders League.** How does INTA plan to organize its task force on brand restrictions and what will it achieve?

**Joe Ferretti.** It's a very important task force, because we continue to see laws aimed at restricting brands, which is a big threat to brand owners. Importantly, it is also a threat to consumers, because it is harder for a consumer to identify and distinguish the product that they are looking for, as the brand has been restricted, whether it's been made smaller, had aspects taken away, trade dress or colors not used, etc. The task force is a superstar group of trademark professionals, led by former president of INTA Kathryn Barrett Park, and Burkhardt Goebel, a European attorney who is also an expert in this field. It's also a wide group: some members are specific experts, others from geographies that either have or are currently experiencing laws being passed that impact brands.

What we expect from the task force is to understand all the types of laws that exist, are in the process of being passed, or that are being interpreted in a way that impact brand, and this is not limited to plain or standardized packaging. The task force is also to look at the initiatives that INTA should take with regard to brand restrictions around the world. INTA has a great history of weighing in on legislation that has been passed or submitting briefs to courts in support of brand owners and consumer rights when restrictions are being passed, and we can also pair up with other legal or marketing organizations.

**What is INTA's 2018-2021 strategic plan?**

The new strategic plan will build on the existing one in a natural way, but there are also some new specifics that I'd like to highlight. When we were developing it, we reached out to INTA members, core stakeholders and related entities such as IP offices, but also to new stakeholders such as marketing experts and company executives because we are looking to ensure that we are forward-

thinking as we craft what we believe to be the next step. Secondly, we wanted to have more of a focus on the overall concept of brand.

**What are the strategic differences between brands and trademarks?**

In the world we are living in, brands are taking on a much larger importance than they ever have before. As trademark professionals, we are increasingly working with brands, not just trademarks, and because of that we have to – or should – think holistically. Consumers understand the concept of brand, but a trademark is a little more challenging for someone outside of the legal community to understand. It's important that we as trademark practitioners speak the same language as the person on the street. The concept of a brand includes the trademark – as its foundation – but it expands to all sorts of emotional and social attributes of a product and its company, so I think that there is a shift in the trademark industry, and we as practitioners need to adapt to that.

**How is INTA going to support IP protection in the Latin American market?**

After opening an Asia Pacific representative office in Singapore last year, we are excited to be able to open a Latin America representative office in Chile this year. In February 2017, INTA released its impact study on counterfeiting and piracy and being in Latin America will help us take that directly to important stakeholders and make our work more effective. Certain countries in Latin America, like elsewhere, have long pendency times or backlogs at IP offices and being there will allow us more easily to talk about procedural processes regarding trademark rights. With a local presence, we will be able to connect with Latin American members, government officials and IP offices to talk about IP challenges like counterfeiting, which are not unique to Latin America in the end. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



# “China is the world’s biggest patent and trademark application filer”



© AIPPI

Interview with

**HAO MA**President, **AIPPI**

Founded in 1897, the International Association for the Protection of Intellectual Property (AIPPI) is a truly global organization with 69 national and regional groups and over 9,000 members from more than 125 countries. As its first Chinese president, Hao Ma analyses the improvements in IP protection in his home country and further afield.

**Leaders League.** What are your objectives as AIPPI president?

**Hao Ma.** AIPPI recently prepared a strategic plan for 2017-2020. We will identify and pursue targeted membership growth, with particular emphasis on the recruitment of young and in-house professionals. We need to continuously provide improved services to our members. We aim to strongly support our national and regional groups and more actively strengthen the connection with national, regional and international institutions. I firmly believe that with the effort of all members of AIPPI, our association will continue to be the greatest IP association in the world.

**What major trends do you see in the patent field?**

Firstly, with the application of information technology, big data and artificial intelligence, the quality and efficiency of the Patent Cooperation Treaty system will be further improved and the PCT as an international filing route will continue to grow. Also, IP offices will provide faster, more efficient and sophisticated services. Secondly, cooperation among IP offices including IP5 will be further strengthened. Thirdly, there is a need to further raise awareness of the positive role of IP as a tool for innovation and sustainable economic development worldwide. Fourthly, we ought to find solutions for implementing the unitary patent and the UPC in the context of Brexit in order to meet business needs. Other hot topics include design protection for graphical user interfaces, best practices for dealing with utility models, valuation and monetization of patent assets, patentability of computer implemented

invention and quantification of monetary relief in relation to the infringement of patent rights.

**As the first Chinese person to become president of AIPPI in its 120 year history, how do you see China’s improvement in IP Protection?**

Since starting its intellectual property system in the early 1980s, China has not only established a well-developed intellectual property protection system, which covers all types of intellectual property rights and conforms to international principles, but

has also made great achievements in the creation, utilisation, protection, management and services of intellectual property. In 2016, over 3.46 million patent applica-

tions, over 3.69 million trademark applications and over 2.01 million copyright registrations were filed in China. SIPO (State Intellectual Property Office) received the largest number of patent applications for the past six years running and the China Trademark Office received the largest number of trademark applications for the past 15 consecutive years. China has become the biggest patent and trademark application filer in the world. With the increase of IP rights granted and related transactions in China, the number of IP disputes has been growing fast. Both users and holders of IP rights need well-functioning and efficient mechanisms to resolve these disputes. Improved mechanisms are desired to increase the efficiency, impartiality and predictability of court trials for IP-related disputes. Accordingly, three specialized intellectual property courts at the intermediate level were established in Beijing, Shanghai and Guangzhou in 2014. ♦

“There is a need to further raise awareness of the positive role of IP”

# “Successful innovation does not happen overnight”



© WIPO

Interview with

**CARSTEN FINK**  
Chief Economist, **WIPO**

“Demand for international patent applications under WIPO’s PCT system is bound to see continuous growth”



## WOMEN INVENTORS

made up **17%** of all inventors  
in 1995 but **29%** in 2015



## ASIAN PATENTS

filed worldwide increased  
from **50.2%** in 2005 to  
**61.9%** in 2015

WIPO’s chief economist and former professor of international economics at the University of St. Gallen says WIPO’s mission is to lead the development of a balanced and effective international IP system that enables innovation and creativity.

**Leaders League.** How has the innovation landscape changed over the past few years?

**Carsten Fink.** Probably the most significant shift has been the geographical shift of innovative activity towards Asia. Looking at our own patent statistics, we see that Asia’s share of patents filed worldwide has increased from 50.2% in 2005 to 61.9% in 2015. The rise of China as an innovator is the main, although not the only, force behind this trend. Again, this is revealed in our statistics – China in 2011 took over from the United States as the country receiving the largest number of patents – and it is reflected in other indicators, such as spending on research and development and the number of science graduates.

**What emerging economies have the most potential regarding innovation and what are the reasons for their growth?**

As I have already mentioned, China has had the most dynamic innovation performance in recent years and that trend is likely to continue in the coming years. Beyond China, other Asian economies have registered high growth rates over the past decade, notably India and Indonesia. These economies have not seen the same rapid development of innovative capacities the way China has. However, they show significant potential. Why are some economies more successful in expanding innovation capacity than others? We do not have all the answers, but what we can say is that economic growth itself is an important ingredient, as it enables investment in education, research and other pillars of the innovation system. Perseverance on the part of policymakers is also critical. Successful innovation does not occur overnight and often only happens after repeated failures.

**How will initiatives like the unitary patent affect the number of international applications?**

The unitary patent is an initiative of the European Union (EU). It has the potential to make the life of patent applicants seeking protection in the EU easier. However, many patent applicants seek protection across the globe, and increasingly so. Thus, demand for international patent applications under WIPO’s Patent Cooperation Treaty (PCT) system is bound to see continuous growth.

**What are the challenges and opportunities of IP in the digital economy?**

IP in many ways enables the digital economy. It protects the technology that forms the backbone of the digital economy and the content that forms the basis for digital commerce. New technology is challenging existing norms and practices. New business models are emerging. The IP system needs to adapt to these new realities and maintain a balance that fairly rewards innovation and promotes wide access to technology and digital content.

**Are women playing an increasing role in innovation?**

In short: yes, but we have not yet reached gender equality in innovation. We recently published original research that showed the share of international patent applications with women inventors increased from 17% in 1995 to 29% in 2015. There are significant differences in female participation rates across fields of technology and across countries. For example, more than 50% of international patent applications in the biosciences feature women inventors, whereas less than 15% in transport technology do so. Overall, a significant gap remains and requires collective efforts to be closed. ♦

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10<sup>TH</sup> EDITION

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*General Counsel*  
 METLIFE



**AUGUSTO LIMA**  
*Global Legal Director, M&A*  
 ANHEUSER-BUSCH INBEV



**ERICH ANDERSEN**  
*Chief IP Counsel*  
 MICROSOFT



**JAMIE STERN**  
*Senior Litigation Counsel*  
 UBS



**PATRICK CARTY**  
*General Counsel*  
 ZURICH INSURANCE



**BUSE PINAR KARÇAR**  
*Chief Legal and Corporate Affairs Officer*  
 YORSAN



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## ESTABLISHED PLAYERS



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**Chengdong Yu**  
CEO, Consumer Business Group, **HUAWEI**

- Nicknamed "Cannon Yu" by peers because of his outspoken and combative approach
- His ambition: To make Huawei the largest smartphone vendor in the world by 2021
- His motto: "Make the No.1 product because nobody remembers No.2"

Chengdong Yu began his career at Huawei in 1993, when the firm was in its infancy, and has held several strategic positions including 3G product director, president of the wireless product line, president of the European area, chief strategy & marketing officer and chairman of Huawei device, before being nominated CEO of the consumer business group in 2011.

Under his leadership, Huawei came from nowhere to become one of the top three in the global smartphone market by January 2016. Huawei has kept up its fast growth in spite of fierce competition: 133 million units sold in 2016, a 27.6% increase on 2015, according to Gartner. Innovation and dramatic quality improvement, Yu states, played a major role in Huawei's rise.



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**Hugo Barra**  
VPVR, **FACEBOOK OCULUS**

- Has degrees from MIT in electrical engineering and in computer science
- Worked on the Google Now project, which won Popular Science's 2013 Innovation Award
- Worked at the artificial intelligence department at MIT

After getting his master's degree from MIT, Barra co-founded Lobby 7, a mobile speech-recognition system that was bought by Scansoft in 2003. He continued to develop speech recognition technology when he joined Google's London office in 2008. After leaving Google he became a key figure in the international expansion of Chinese smartphone maker Xiaomi,

as international vice-president. During his career, he has been involved in the development of innovative technology like the Mipad, the android ecosystem and other projects such as Google Now and Google Voice Search. In January 2017, Barra was hired by Facebook to lead their Oculus subsidiary's efforts developing virtual reality.

# Putting theoretical competition law concerns above IP rights is dangerous



© Qualcomm

Interview with

**DONALD J. ROSENBERG**  
Executive Vice-president,  
General Counsel & Corporate  
Secretary,  
**QUALCOMM**

“IP rights and competition law principals are aligned naturally with the desire to promote innovation and competition”



Since 2007:  
Overseeing Qualcomm's  
worldwide legal affairs

2009:  
Received an IBA In-House  
Counsel award in recognition  
of his leadership role within  
the telecom sector

2006 to 2007:  
Senior vice president, general  
counsel and corporate  
secretary, Apple

1975 to 2006:  
Numerous positions including  
senior vice president and  
general counsel, IBM

Shares in Qualcomm soared 44% in 2016, partly thanks to the stabilization of its patent licensing business. Donald Rosenberg, the mind behind the creation of the strategic IP function that values and breeds the company's massive IP portfolio, shares the behind-the-scene story.

**Leaders League.** How did you create the IP strategic function at Qualcomm, and what is its current status?

**Donald Rosenberg.** Qualcomm's IP portfolio is extremely valuable and very well known in the mobile communications industry, starting with the introduction of CDMA technology to the 2G standard, which created opportunity for many device makers to use technology that ultimately became the foundation for mobile internet access.

When I joined Qualcomm, I looked at ways to not only keep that success going but to improve on it. I like to use the example of a garden: a lot of nice things grow in a garden. I wanted to build a process nurturing our “garden,” examining what IP is valuable, what IP is less valuable or what IP was valuable but needed to be further cultivated, watered and fed. I thought about creating a complementary internal organization that could assist our business in many ways, notably in understanding and valuing IP, be it our own, of our business partner companies, potential acquisition targets or future sellers. We populated it with lawyers, engineers and business development people, which allowed us to have a broader scope, assisting the patent department in doing evaluation and valuation work on patents and other IP assets. The team had multi-facets: it could support the business during an acquisition; it could engage with the litigation function to help express the value of our patents to potential litigants or actual litigants, or value patents that we may want to use or prioritize; it was also dedicated to helping our licensing team. This organization turned out to be even more successful than I had anticipated, and it has become very integrated into the entire business of Qualcomm. A few years ago, I decided to close the loop by combining the existing patent function with the strategic IP function. This larger organization is run by the senior VP, the lawyer/engineer that I initially put in charge of strategic IP function.

**What are the issues to consider in balancing IP protection/valuation and competition control?**

I always believe the intersection of antitrust/competition law and IP rights is neither a problem nor a conflict. In fact, both IP rights and competition law principals are aligned in many ways very naturally with the broader desire to promote innovation and competition. IP rights are first and foremost property rights with a value which is often market driven and decided. Owning a patent is not having a monopoly; it is having a right that the law grants to you after you have made a social contract to disclose enormous amounts of information in your patent application and define the very narrow limits of your claims, the areas that you believe are related to your invention and that you are in the entitlement to own the property interest, and the patent issued to you. In fact, the issued patent means you get a property right, which is only a right to exclude – but not to monopolize – for a limited period of time, others from infringing on those narrow claims that you have carefully laid out and specified. The patent owner has given to the community enormous value by inventing a new item but also by defining it clearly and giving everyone the ability to understand it and build on it. What happened in the last few years is an unfortunate drift of several competition agencies who have crossed the line over the coexistence of IP and competition law, and have elevated theoretical competition law concerns over the value of IP rights as well as the IP protection system. I believe that is a dangerous trend, because if continued, it would ultimately reduce the amount of innovation that our society produces, and the amount of investments in innovators, people who want to spend their blood, sweat and tears inventing new things, and in the long run society would suffer from fewer innovations and inventions. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



**Shigeru Miyamoto**  
Creative Fellow, **NINTENDO**

- His games are credited with helping bring the United States gaming industry out of its mid-80s slump
- His Mario and Zelda franchises have sold more than 400 and 75 million copies worldwide respectively
- Thanks to his involvement, Nintendo has remained the leader in the handheld console market

A man for whom the term game-changer could have been invented, Shigeru Miyamoto transformed video-gaming forever. Creator of some of the most successful gaming franchises in history such as Mario, The Legend of Zelda, Donkey Kong, and Star Fox, this iconic video game producer has confessed to getting the inspiration for the design of his games from his childhood adventures in Kyoto where he would often go exploring in the countryside, finding lakes, caves and many other exciting sites, features that would later become defining characteristics of his games. Miyamoto pioneered features that have since become part of mainstream gaming. He was the first to create a back story for a game before it was programmed, he created distinct characters at time when the

standards of characterization were pretty low, put the focus on gameplay, and created a target-lock system that would later become the norm in 3D games. He gave games depth and players the possibility of choosing their own path through them, additions that became the foundation of successful franchises, such as Final Fantasy. Despite his position on the board of directors, he continues to be highly engaged in projects at Nintendo.

His trajectory has not gone unnoticed. France made him a Knight of the *Ordre des Arts et des Lettres*, he was featured in the 60 years of Asian heroes edition of TIME magazine Asia, he won a lifetime achievement award at the Game Developers Choice Awards, and also has a Prince of Asturias Award.



**Evan Spiegel**  
Snap Inc., **CEO**

- Became the world's youngest billionaire at 24
- Rejected Facebook's \$3bn offer to buy Snap
- Took the company public in March 2017

Evan Spiegel founded Snapchat at the age of 22 whilst studying product design at Stanford University. He initially presented the idea as a class project, before going on to turn it into a company. Even if the young billionaire has a lot in common with Mark Zuckerberg, Spiegel wanted to do things differently from Facebook. Obsessed with privacy, Snapchat is based on the core idea of private messages that disappear once they are read. Snapchat doesn't ask you for reams of information about yourself, and it doesn't follow you around the internet to collect your data. Spiegel is building the business into a new communications experience and the numbers seems to endorse his project: \$404.5 million in revenue in 2016 and 158 million daily active users.



Interview with

**CLEMENS HEUSCH**  
Head of European Litigation, **NOKIA**

**Leaders League.** How do you see the patent wars between smartphone manufacturers going?

**Clemens Heusch.** The smartphone wars will go on for a few simple reasons: there are companies which invested tens of billions in research and development and basically invented the entire system, and others make use of that technology. Standardization means that the technology to build a smartphone is easily available, there are low market entrance barriers, and we frequently see new companies joining the market. However, the newcomers have to take licenses from those who did the R&D. Some employ delaying tactics to avoid paying, others

are in principle willing, but cannot come to an agreement on the license rate. With more companies entering the market, but also more companies participating in standardization and bringing in their own technology, the smartphone wars will most likely continue.

**How do you navigate uncertainty in today's Europe?**

We permanently monitor developments in legislation/case law and try to be prepared as well as possible. Regarding the Unified Patent Court (UPC) for example, we have certainly been preparing for both scenarios, that it gets ratified in a few months and starts operating, or we keep the national system as it is. We have to decide which patents we want to opt in to

or opt out of. These are certainly decisions which cannot wait until the system starts.

**What are your priorities in 2017?**

Since it seems likely that the UPC will start in 2017, that is certainly one of our priorities. We want to prepare in the best possible way. As said above, litigation is not our preferred way of dispute resolution, but if we have to litigate it would be fascinating to have one of the first cases in this new forum, to be part of building it up.

**If there's one thing you'd like to see change at legislative level in Europe, what would it be?**

A more efficient patent enforcement throughout Europe. ♦

## “The smartphone wars will most likely continue”

# “You can’t regulate 21st century activities with 20th century rules”



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Interview with

**THIBAUD SIMPHAL**  
Regional General Manager for  
Western Europe, **UBER**

“Our growth is currently  
highest in Africa and  
Latin America”



**40m**  
Uber's monthly worldwide  
passenger total

**\$10bn**  
The total amount of funding  
raised to date by Uber

**71**  
The number of countries  
in which Uber is currently  
available

No one can fail to have noticed the Uber phenomenon. Despite numerous regulatory obstacles, the leader in ride-sharing apps has not stopped spreading across the world and is now present in 71 countries. Thibaud Simphal, Uber's regional general manager for Western Europe, takes a look back at the elements of this American company's success, and addresses the sometimes fraught relationship it has with its drivers.

**Leaders League.** Despite your dominance in the ride-sharing sector, Uber has yet to turn a profit. What's stopping this from happening?

**Thibaud Simphal.** We have decided to invest massively in order to facilitate the rapid international expansion of the Uber application. To achieve this, we have raised considerable capital on several occasions, around ten billion dollars in total. Within just five years the application has become available in more than 500 cities and 71 countries, where it is used by millions of passengers and more than two million drivers. Growth is currently highest in Africa and Latin America, where the authorities are welcoming with open arms this new solution for getting around. Development in Europe and the United States continues apace, where Uber is considered a compliment to public transport. It's been a costly expansion, but the outlook for the company is good.

**There have been tensions between Uber and the company's drivers in the past. Have they calmed down?**

We are witnessing the worldwide phenomenon of platformization linked to technological progress, which consists of connecting service providers with those who need their services. This is shaking up numerous sectors and the situation needs to be revisited, because you can't regulate 21st century activities and practices with 20th century rules. Technology today allows more people to be independent, which corresponds to the aspirations of the younger generation and constitutes undeniable freedom of choice. This is consistent with what drivers using our application tell us: for 87% of them the biggest plus to their work is being able to be their own boss and

to work whenever they feel like it. As the drivers are independent and are not required to work exclusively with Uber, they can use rival applications at the same time, work for restaurants, bars or hotels or have their own clientele. It's really up to us, Uber, to keep on offering them more services to convince them to use our application.

Another aspect is that freelancers have, for many years, been less well provided for when it comes to social security, in France, for instance, which is an established fact. We need to bring all the stakeholders together to ensure that these new independent drivers profit from technological progress (more work for them, more services for citizens), all the while guaranteeing more rights than they benefit from today (better social security, insurance, retirement etc.).

These are the issues which come up when drivers protest. We are trying to initiate reflection, propose ways forward, like when we called for a national debate on the sharing economy in France, while at the same time listening to what the stakeholders are telling us. We are a global tech outfit, but we want to be of service to cities and city dwellers in a very local manner.

**In your view, which initiatives are going to allow Uber to beat the competition?**

What's made Uber successful has been its operational excellence, symbolized by the emergence of the term “Uberization” and the entry of the word “Uberize” in the dictionary, defined as “to change the market for a service by introducing a different way of buying or using it, especially using mobile technology.” This provides us with a certain sense of pride, since it speaks to the impact we have made on daily life thanks to our technological and operational excellence. ♦



## RISING STARS



**Sridhar Gundaiah**  
Founder & CEO, **STOREKING**

An IT and e-commerce post-grad, Gundaiah has rich start-up experience. He started Storeking to give the 70% of India's retailers located in rural India the ability to sell their goods anywhere in the country.



**Luis Videla**  
Founder and CEO, **PPT VIVO**

Holding the attention of an audience is a struggle many speakers face, but Luis Videla has a solution. He developed Ppt Vivo, an app that allows attendees to interact through a Power Point presentation, helping to make meetings more productive.



**Jacob De Geer,**  
Co-founder & CEO, **IZETTLE**

Jacob de Geer is a Swedish serial entrepreneur focused on democratizing payments around the world. As a result, he started Izettle in order to allow anyone take card payments and manage and grow their business from anywhere.





Interview with

**KEVIN MELGAREJO**  
Co-founder, **ZONNGO.COM**

**Leaders league.** How does the technology you've been developing make it easier to sell products?

**Kevin Melgarejo.** Technology at Zonngo is vital. What sets us apart from other startups in the sector is precisely our price indexation engine. At the moment, our engine offers two possibilities: one is for the public, a free web engine that proposes a fair price for used goods; and the other, for corporations, has another algorithm that monitors changes of competitors' prices and predicts future changes. We have now solidified our position in Peru as a price reference

# “Latin America has quite a young innovation culture”

system: last year we reached the 10 million index prices per day mark and our goal is to expand to other Latin-American markets, achieving 250 million indexations per day.

**How do you see the innovation environment in Peru and Latin America?**

We at Zonngo consider that innovation can only be measured by how fertile the innovation ecosystem is. This ecosystem consists of five elements: government support, incubators, entrepreneurship, investors and corporations. The differences between fertile ecosystems like the USA or Europe and less fertile ones like Latin America reside precisely

in these five elements. The start-up culture in developed countries has been progressing for quite some time, whereas for countries like Peru we only saw real development in the innovation ecosystem begin five years ago.

In this quite young innovation culture, even though it is possible to find angel investors, those willing to invest are more inclined to support traditional industries than startups. It isn't uncommon for Latin-American innovators to have to travel to the US to find funding for their projects. In Europe there is also a quite active venture capital scene that helps young innovators to develop their technologies. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



**Samantha Payne**  
Co-founder & COO,  
**OPEN BIONICS**

- Shortlisted for EY's Young Entrepreneur of the Year award in 2015
- Awarded Marie Claire's Future Shaper Award - Tech Pioneer 2016

Samantha Payne studied journalism, but today she is the COO of tech startup Open Bionics, an enterprise developing robotic prosthetic hands. For Payne, this is not a radical career change—she likens her current role to that of a storyteller, drawing parallels with her journalism career. She co-founded the company with robotic engineer Joel Gibbard, having been inspired by his crowdfunding page. Combining her business acumen with Gibbard's technical expertise, they launched Open Bionics, which uses 3D printing technology to make their low-cost, tailor-made robotic prostheses accessible worldwide. The award-winning company have a partnership with Disney, producing Disney, Marvel and Star Wars themed designs for childrens' prosthetic.



**Kaakpema (KP) Yelpaala**  
Founder & CEO, **GOZEE**

- Yale University's Eric W. Mood New Professionals in Public Health Alumni award winner
- Founded the Network for the Improvement of World Health

KP is a visionary in the world of technology. After starting Access. mobile, Inc, in 2011, he launched a sister app known as Gozee, developed to help people living in rural areas of Uganda to find nearby health facilities, pharmacies and qualified professionals. Kaakpema previously served on the Governor of Colorado's technology policy team, where he developed and launched national-level health and agricultural programs, in collaboration with the Clinton Foundation. He has held international management and strategy consulting positions with Dalberg Global Development Advisors and believes that tech entrepreneurs often find themselves in a space where the rules have yet to be established.



**Emiliano Kargieman**  
Founder & CEO,  
**SATELLOGIC**

- Decided to improve upon NASA technology to create his own space focused startup
- Participated in the Special Projects Group of the World Bank

In 2015, the market for Earth observation satellites was worth \$1.7 billion. The business consists of launching satellites into orbit, in order to gather data or footage, but the high costs hinder many. Aiming to reduce the cost of these operations, Emiliano Kargieman founded Satellogic, to develop nanosatellites and launch them into space at a more affordable price. He had the idea for his company whilst attending Singularity University, a Silicon Valley based program by Google and NASA that aims to teach technology and innovation. During his time at the university, he observed the technology NASA developed for Earth observation and started to ponder on how he could make it more viable.

# “It’s kind of a fantasy to fly over a river powered by the river’s energy”



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Interview with  
**ALAIN THÉBAULT**  
 Founder & vice-president,  
**SEA BUBBLES**



**1987:** Built, with Eric Tabarly, a scale-model of the Hydroptère

**2005:** Broke the sailing speed record for crossing the English Channel

**2009:** Set a new outright sailing speed record at an average of 50.17 knots over one nautical mile

**2016:** Created the startup Sea Bubbles

**2017:** Scheduled first trial of the flying bubble car on the Seine

Alain Thébault has been working on his childhood dream of flying on water for 25 years now. He built a flying trimaran, the Hydroptère, and set several world speed records piloting it. Today, he hopes to revolutionize water-based transport in big cities with the aid of small, eco-friendly vehicles that “fly” above the water called Sea Bubbles.

**Leaders League.** How did the idea for a futuristically designed flying car come to you?

**Alain Thébault.** It was my girls who had the idea. On arriving at the end of my trans-Pacific crossing in Hawaii in June 2015, my kids said to me: “You’re pretty cool dad, you beat the world sailing speed record, but why don’t you use your inventiveness for the good of mankind? We live in big polluted cities, couldn’t you give everyone the opportunity to fly on water?” And from that was born the Sea Bubble. I took out my little green notebook and my pen and started to sketch a bubble with submerged wings, that would allow it to rise up above the water, giving the impression that it flew. Man has built great cities on rivers, on bays – like San Francisco – or lakes – like Geneva. The problem today is the same in cities around the world: their thoroughfares are completely clogged up with traffic yet there is lots of useable space on the water. The general idea is to harness all the waterways in a manner that is zero-noise, zero-wake and zero-emission.

**The Sea Bubble is an eco-friendly vehicle. Where does it get its energy from?**

The idea is to have a bubble that’s connected to an autonomous ecosystem energy-wise. It’s kind of a fantasy, to fly over a river powered by the river’s own energy. So I thought of using turbines. Tidal or river currents turn propellers under the quay and the energy produced is stored in batteries under the mooring pontoon. When the bubbles dock, their battery is recharged by induction. In New York, for example, the intensity of the current of the Hudson river is sufficient to make the quays energy-autonomous. The same is true for the Thames in London. Unfortunately this is not the case for the Seine, whose flow is not strong enough to turn the turbines.

We will therefore plug the bubbles into an electric charger. But our objective is still to use natural energy, and not atomic or coal.

**Isn’t a driverless taxi dangerous?**

No, it’s not dangerous. In Paris, however, we are obliged to use a pilot, and what’s more the authorities even wanted to impose a deckhand on us! In the United States, our American investor has faith in us and we are going straight to pilotless bubbles there. Water has neither pedestrians nor strollers on it. True, there are boat bars and tour boats, but these are easy to avoid.

**“The idea is to harness waterways in a manner that is zero-noise, zero-wake and zero-emission”**

**Aren’t you afraid that the Sea Bubble will become a kind of tourist attraction?**

I wouldn’t mind that at all! Whatever reason people have for taking the bubbles, at the end of the day it means less exhaust fumes. These days public transport, be it bus or sight-seeing tour boat, often circulate empty. Ubers transport one or two people from point A to point B. Water busses don’t work in Paris, because you have to wait too long for them. The Sea Bubble, by contrast, is a means of transport that’s small, easy to use and immediately available. But in Paris, where the speed limit on water is restricted to 18kph, we might well ask ourselves what’s the point of taking a Sea Bubble, if it’s slower than a bicycle? I have suggested that we increase the speed-limit, but I have no intention of fighting 50 years to get approval. After our demonstration in Paris in June 2017 we will be having a pop-up tour for the bubble and its ecosystem around the world. ♦



© Tethys Solar Desalination

Interview with

## ZE'EV EMMERICH

Founder,

**TETHYS SOLAR DESALINATION**

**Leaders League.** What makes Tethys Solar Desalination (TSD) different from other desalination projects that have been undertaken?

**Ze'ev Emmerich.** The most common desalination method currently in use is reverse osmosis, which is costly, energy-intensive and requires high-maintenance. TSD revolutionizes the process of desalination with a low-cost, off-grid, scalable and environmentally friendly modular technology using only the power of the sun – there are no fossil fuels and no carbon dioxide emissions. No electricity is involved in the desalination product itself.

“By 2025 two thirds of the world will live in water stressed areas”

**What is the socio-economic benefit of applying TSD solutions?**

According to the World Economic Forum, water scarcity poses the greatest risk to global stability, outweighing risks posed by economic and national conflicts put together. By 2025, two thirds of the world will live in water-stressed areas. Our solutions can attract private investors who believe in profit with purpose. We offer a lucrative business which will have a positive impact on millions around the world. Private investment will not only help provide solutions to developing countries, but also in places like California, the south of France, Italy or Spain. We have already met customers who wish to implement our solutions in areas such as agriculture or the hotel industry. Investors usually ask,

“How do we know people will want this?” to which, in response, I can show them the list of interested clients and potential partners as evidence of the potential of our company.

**How do you see the development of TSD solutions in the next few years?**

Our startup has received some seed money on the basis of which we built a proof of concept. We are currently in the midst of an investment round which will enable us to build a fully operational pilot in Israel – a water farm – within six months. The site will be used for showcasing the advantages of our technology and will set the foundation for mass production. TSD modules are attracting serious interest in China, the US and countries in Africa and Asia. ♦



© Zipline

Interview with

## KELLER RINAUDO

Founder & CEO, **ZIPLINE**

**Leaders League.** How did the idea behind Zipline first present itself?

**Keller Rinaudo.** Zipline's plan to use drones to overcome infrastructure challenges for medical deliveries came during my visit to the Ifakara Health Institute in Tanzania in 2014. There I met a graduate student who had built a mobile alert system for health workers to text emergency requests for medicine and vaccines. Health workers used the mobile alert system to make thousands of emergency requests, which had never before been possible. Unfortunately, there was no way for the government to fulfill these requests. It became clear that

“Building drones is far from Zipline's biggest challenge”

this was a “database of death” filled with thousands of names, addresses, ages, and phone numbers. Therefore, we designed Zipline to solve the second half of this problem. We already know who needs medicine, when and where. And now, we can get them that medicine as quickly as possible.

**How has Zipline dealt with the lack of up-to-date infrastructure in developing countries?**

Health workers place an order by sending a text message on a verified mobile phone, but other than that, our platform is not operated by a long distance system. We have staff on the ground that work around the clock to keep our drone delivery ser-

vice operational, and are rapidly iterated on almost every part of the system based on feedback from the hospitals that we serve.

Many assume that the biggest challenge for us is building the drone technology. We've done that already, by building an autonomous aircraft from scratch that can deliver medical products to locations 75km away. But creating the vehicles is only a fraction of the complexity of the system. Zipline has set up a national drone delivery service, integrated it into a public health supply chain and built the infrastructure and equipment necessary to do a 50-150 flights per day, reliably and routinely. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*

# “What good is innovation if there’s no human impact?”



© Blitab

Interview with

**KRISTINA TSVETANOVA**  
Co-founder & CEO,  
**BLITAB TECHNOLOGY**

“Imagine a world where every person with sight loss has the opportunity to grow and prosper”



#### HER VISION

A future where innovative products make a social impact



#### HER PASSION

Creating accessible products for people with disabilities



#### HER MOTIVATION

Helping blind people to be more independent at school, at home and at work and to enable them to maintain gainful employment

Bulgarian-born Kristina Tsvetanova worked as a supply chain expert and industrial engineer at major international companies, before deciding to become a social-tech entrepreneur in Austria. She is currently working on Blitab, the first tactile tablet for blind and visually impaired people.

**Leaders League.** What do you think is most significant about inventing a tablet for blind and visually impaired people?

**Kristina Tsvetanova.** Imagine a world where every person with sight-loss has the opportunity to grow and prosper, where education, technology, and knowledge are open to them, to help them be the best they can be. Without braille reading, writing and social skills, this world is locked away. Books, internet, wider education...all of this can be unlocked with the technology in one single unit.

We invented new actuating technology based on non-mechanical elements that reproduce braille letters on a flat surface. Then we embedded it into the first ever tactile tablet for blind and visually impaired people – Blitab. Our main goal is to build a profitable company that dramatically improves the lives of visually impaired users. And this should be of the greatest significance to every tech company – what good is innovation if there’s no human impact?

**What do you think will happen once the Blitab is out there on the market?**

As Blitab Technology is addressing a global problem in the field of accessibility and resolving it by providing a universal tech solution, the company has been internationally oriented from day one. Having founders from Bulgaria who established a company in Vienna is also another factor that defined our open mindset and the ability to expand. That’s why we have already had international exposure and presence in many countries in Europe as well as the US. We also held a successful beta launch of our device at the Mobile World Congress in Shanghai in July 2016 as part of the 4YFN (four years from now) European delegation and now we are looking forward to implementing a successful go-to-market strategy. Our first markets are going to be Europe and the US. So far, we have received hundreds of distribution proposals however we are choosing only the most reliable partners that would treat Blitab

as an extraordinary product and not just part of a broad product portfolio.

**How do you protect your IP rights as a startup? Have you encountered any particular challenges?**

From the beginning, we knew that our secret sauce is the technology. That’s why together with our advisory board we developed a solid IP strategy to protect our rights internationally. Austria is very strong in IP protection and supports its start-up companies very much, defending their rights in this area. There are established programs that support and advise you on how to proceed and what to do next. We started with a registered trademark and web-domains. After that we filed our first patent and so on. However, I always say that if you do not have enough capital and resources dedicated to protecting your rights, it does not matter how many patents you have. That’s why we rely not only on officially protected IP but also on company know-how, services and the database of millions of users we generated during the last 16 months.

**What have you done well so far, and what would you have done differently if you could go back?**

I strongly believe that we did a great job not only in the assistive technology sector but in technological development in general. Now humanity is one step further along in the development of tactile displays and surfaces. I am really proud that we managed to scale one idea with an initial team of three passionate experts and bring it to the hands of users. If I had the chance to do something differently, I would say it would be to be more transparent with our users during the R&D period. People were not aware that we were working hard on making Blitab a reality and, due to lack of information, they suddenly thought it was not going to be made. Just to not underestimate the role of good and steady communication and social media presence. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



Interview with

**TAKURO YOSHIDA**  
CEO, **ILI**

**Leaders League.** Usually translation programs give unnatural answers, how has Ili tackled this problem?

**Takuro Yoshida.** The structure of each language is different, each time we applied the technology to a different pair of languages we had to adjust to get better results. Our translation device is not yet perfect. What we have done is to focus on one phrase and make short sentences, this allows Ili be more accurate. This is only the first step. In the future Ili will be able to translate more complex sentences. Our goal is to be able to expand to different markets such as business negotiations, medical and litigation.

## “The innovation environment in Japan is getting better”

**In the course of your work, have you found other obstacles to this technology becoming the norm and eventually replacing human translators?**

Yes, right now the biggest challenge in electronic translation lies in its accuracy which limits the possibility of getting accurate translation for longer sentences or for interpreting dialogue. Additionally, accents sometimes pose a big problem for this type of technology. Ili recognizes most of them. Nevertheless, some accents are harder than others to recognize. This is definitely a challenge automatic translating devices face in becoming the norm. That said, progress is being made and when this issue has been overcome, human translators will be a thing of the past.

**How do you view the innovation environment in Japan and Ili's role in it?**

After some difficult years, the innovation environment in Japan seems much better. There is still a long way to go before we can compare with environments such as the Bay area. Nevertheless, Ili aims to lead the Japanese startup ecosystem by creating innovative products that do not yet exist. The public's response to our products has been quite positive in Japan. Our first launch event in Tokyo in January in 2017 was very successful and got covered by distinguished media in Japan. Moreover, one of the biggest subway companies and a major retail company in Japan have shown their interest in trying out our product. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



Interview with

**ELIZABETH ROSSIELLO**  
Founder & CEO, **BITPESA**

**Leaders League.** How did the idea for Bitpesa come about?

**Elizabeth Rossiello.** My background is in investment banking in Europe. When I moved to Nairobi in 2009, one problem I kept seeing was a mismatch in foreign exchange. There were great companies blazing new ground and new paths in Africa, but they were struggling with their foreign exchange. Payments destined for China from Africa were being routed through the US, which was inefficient and expensive. All their profits for the year were being burned away with foreign exchange volatility and high payment costs. When we created Bitpesa in 2013, we wanted to create a direct portal to African markets. We created a foreign exchange settlement

## “We have lowered the cost of international payments by 75%”

product that took advantage of a simple, robust, decentralized technology. Blockchain technology is a cloud-based decentralized ledger that anyone can build upon. Our model is similar to some startups, but we designed Bitpesa's platform specifically for frontier markets, which are often ignored by new tech startups. We have lowered the cost of international payments by 75% and reduced time to settle between currencies from 12 days to less than two hours.

**Are attitudes towards bitcoin changing?**

There has been a negative association with bitcoin in the media, and this carries over to some people still learning about the technology. There was a big misconception repeated in the media about the technology being less safe – despite the fact that the Bank

of England, the World Economic Forum and the IMF have all conducted research stating the way the technology has a low-risk for fraud, certainly much less than cash and traditional transfer methods. The technology is here to stay and the tone has begun to change in the media. The beauty of Bitpesa is the technology is in the background. You make the payment in Uganda by bank transfer or credit card payment, and it comes through to a bank account in China in yuan. Of course, you can also make payments in bitcoin, but most clients are traditional and do not hold or trade with the digital currency directly. The customer is also protected from market volatility: digital currency pricing does fluctuate from day to day, and the value of each transaction is agreed upon before it begins and delivered at a set rate. ♦

# “Our vision is to be a global digital platform for video games”



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Interview with

**THIAGO DINIZ**  
Co-founder & COO, **NUUVEM**



The Brazilian video game market will be worth an estimated

**\$1.5 billion**

in 2017

Source: Newzoo



Brazil has

**61.2 million**

video game players

Source: Newzoo

Nuuvem is a Brazilian startup that sells video games digitally in the Brazilian market, but has greater aspirations. Founded in 2012, it aims to expand to the United States, Europe and Asia and it is working towards its vision of becoming the Netflix of video games, streaming games so players can enjoy the latest titles without downloading a single file.

**Leaders League.** When did the idea for Nuuvem arise?

**Thiago Diniz.** It all started when I became world champion of the strategy game *The Battle for Middle Earth*, in 2008. From there, I started to identify opportunities and by being involved with communities of players, I realized there was a big demand for video games in Brazil, but people could not buy them easily, and sometimes not at all, so I created a niche e-commerce website to sell strategy games to PC players. I purchased games from the United States and Europe and resold them in Brazil. The business did not go well, as the operation proved not to be practical. Then, at the end of 2008 I realized that physical products do not have a future; the future is digital. In 2009, I started thinking about creating a startup to stream games, just like Netflix does with videos, but the idea was ahead of its time. Streaming games requires high speed internet and in Brazil we do not have that. Even today, this idea is still a bit ahead of its time, so we shifted our attention to Nuuvem, a platform where players can buy and download games instead.

**When will game-streaming be viable?**

There are some services now running, such as Sony's Playstation Now, but this kind of technology will reach mass market consumption sometime after 2020. We will need to see if the internet connection is good enough by then, not just in Brazil, but worldwide.

**What is Nuuvem doing to stay ahead of the competition as we await 5G?**

The first step is pursuing our vision of being a global digital platform for video games. We are starting to sell games in North America, Asia, Oceania and Africa and we will reach

Europe soon. On top of that, we aim to build new technology exclusively for players, which I cannot discuss at this time as it's still under development.

**How do you assess the competition?**

When we started in 2012, Steam (the largest platform for digital video game distribution in the world) did not cover the Brazilian market and this is where we saw our opportunity. After we started to become successful here, Steam realized the potential of the country and started to operate in Brazil. This was positive, because it allowed the market to grow even more, thus benefiting both Nuuvem and Steam.

**Was the realization that you'd have to wait years to implement video game streaming hard to take?**

It was disappointing but we had to be realistic about what we were doing and about the market. It's no good being delusional when people are not looking for a particular technology at a given moment, so it was a reality check and you have to be ready to change to provide something people really want, when they want it. It was hard.

**As Nuuvem continues to grow, how do you retain your clients?**

The goal is to always provide aggregated value to the user and to the community. You have to keep providing them with innovation and novelty. Consumers enjoy that. We have to understand that customers are not loyal to any company, they are faithful to their interests, so you need to be aware of how the market is developing in order to identify those needs and you must continue changing to satisfy those desires, as they shift over the years. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



**Michel Laberge**  
 Founder & Chief Scientist,  
**GENERAL FUSION**

- A physicist specializing in plasma physics and modern plasma diagnostic techniques
- Believes nuclear power is the best long term solution to the Earth's energy supply problem

To produce nuclear power, all of our existing nuclear plants use fission, but Michel Laberge prefers the other method – fusion. While many find nuclear fusion expensive and difficult to work on, he believes it can provide clean, safe and abundant energy. Although interested in the subject since his PhD days, he worked for nine years at a big printing software company, before having a midlife crisis at 40, in his words: “Some people get a Porsche, some get a mistress. I decided to make fusion happen.” He started General Fusion in 2002, leading a team working on a practical path to economically viable fusion power, namely magnetized target fusion, with the aid of modern electronics, materials and advances in plasma physics.



**Melissa Yang**  
 Co-founder & Vice-  
 chairman, **TUJIA**

- The main driving force behind Tujia, according to Tujia's senior vice president Hai Zhuang
- An enthusiastic traveler, a mother and a hard worker

Melissa Yang has an impressive CV in technology: she worked as development director at Expedia.com and served as CTO at Escapia.com (later acquired by Home Away), before returning to China to take charge of the Asian operations of Microsoft's search engine Bing. Her real passion is entrepreneurship, though. In 2011, she co-founded Tujia.com and served as CTO, responsible for product, technology, online marketing and operation. In less than five years, she built Tujia into China's largest home-sharing platform, valued at over \$1 billion. Since June 2016, she has occupied a more strategic position, that of vice-chairman, leading the company's expansion in the world's fastest growing travel market.



**Noam Bardin**  
 Co-founder & CEO, **WAZE**

- Hailed as one of Business Insider's 100 Stars of Silicon Valley
- Served as CEO of InterCast Network, a provider of live video streaming

Outsmarting traffic is what Noam Bardin sought to do when he started Waze in Israel. Bardin is the type of person who wants to make an impact on society as evidenced by his co-founding of leading VoIP service provider, Deltathree, one of the first to offer telephony over the internet. Headquartered in Silicon Valley, Waze did something unprecedented, creating free maps that were just as good, if not better than those of larger competitors like Tom Tom and other navigation companies who'd spent billions operating a traditional business model. In 2013, Google purchased Waze for \$1.3 billion, making it the first Israeli consumer-app company to be bought for over \$1 billion. He attended Harvard's John F Kennedy School of Government.



Interview with

**GUSTAVO SILVA**  
 Founder & CEO, **NUTRISOFT**

**Leaders League.** How did Nutrisoft start?

**Gustavo Silva.** Nutrisoft began in 2013 as a project for the course on Artificial Intelligence I was taking at Sao Paulo University. It was only ever meant to be an academic project, but then we realized it could be launched as a startup. In the same year, we received an award from Santander bank as one of the most innovative projects of the year. From there, things moved rapidly. We were accelerated by Facebook, and by the end of 2014, we already had a product on the market.

“We wanted to learn as much as possible about the user”

**How is artificial intelligence used in this app?**

We didn't want to just make generic recommendations. We wanted to learn as much as possible about the user, to create a personalized service. We gathered information based on the hobbies, daily routine and income level of the user, so we could give specific advice to that person.

**Have you had any concerns regarding the data gathered?**

Yes, we needed to ensure the information the app collects is secure, and so to ensure this we have designed the app in a way that it only imports data, it

does not export information. What this means is that other applications cannot harvest the information stored by Nutrisoft.

**Does Nutrisoft have other products?**

Yes, we have Kimeo, an app similar to Nutrisoft, but designed for cancer patients. This service provides nutritional tips and help for those undergoing cancer treatment. Anyone can download it. Approximately 60% of users have cancer themselves, while the other 40% are family members and friends, who wish to have a better understanding of the disease. We currently have 2,000 users. ♦

# “Autonomous vehicle regulations should encourage fair competition”



© Nutonomy

Interview with

**KARL IAGNEMMA**Co-founder & CEO, **NUTONOMY**

“A significant uncertainty is whether we can win approval to test our self-driving vehicles in the full range of urban environments”



An authority on robotics and autonomous vehicles: his technical research resulted in 150+ technical papers, 20 issued or filed patents and numerous edited volumes

A writer of novels and short stories on the drama behind science, mathematics, and human-robotic relationships

Created in 2013, Nutonomy aims to tackle the most difficult challenge for self-driving cars, urban driving. In August 2016, this startup attracted wide public attention by beating Uber to become the first company in the world to publicly test self-driving cars.

**Leaders League.** How did a startup like Nutonomy succeed in launching the first-ever autonomous taxi service?

**Karl Iagnemma.** A key differentiator is the fact that the company's heritage is robotics, not traditional automotive production. Nutonomy is pioneering technology for motion planning and decision making in its software system that is based on methods that have been used successfully in the development of spacecraft, planes, and other complex, safety-critical autonomous systems. Formal logic, which is used in spacecraft, enables our vehicles to be more reliable and robust in their features, as well as drive in a more human way. Our combination of state-of-the-art sensors and algorithms is able to monitor and react to a vast range of complex situations, and we have built our software specifically to navigate unpredictable scenarios that may occur on the road.

**What has the feedback from different stakeholders been like so far?**

Our public trials in Singapore continue to provide us with valuable feedback from riders on the entire experience – from booking to arriving at the final destination. Reactions from riders so far have been very positive. People begin the rides hesitant or excited, but seem to quickly accept the fact that the car drives like they or any other driver would, and the anxiety dissipates. We've seen passengers humanize the car by giving it a name or comparing its driving to people they know.

**What can be done to further develop autonomous vehicles (AVs) in the US?**

A significant uncertainty facing Nutonomy is whether we can win approval to test our vehicles in the range of urban environments that are required in order to develop a safe, efficient, fully autonomous mobility on demand transportation service. In the US to date, decisions about where and how AVs may be tested have been left to individual states. The US

Department of Transport's model state policy was helpful, but federal regulators may need to take further steps to ensure that states do not impose undue burdens on AV testing.

First, AV regulations should encourage fair competition. The potential economic impact of autonomous vehicles has attracted the interest of businesses ranging from the world's largest corporations to a few engineers in a garage. The compliance burden should be sensitive to the scale of the company. For AVs in particular, the miles or hours a company has driven should not be a critical metric; regulators should derive metrics focused solely on the performance of a company's technology, allowing the best companies – large or small – to win regulatory approval.

Second, regulation should not slow the pace of technical development. For example, we update our software continuously, based on data we collect during on-road testing and simulations. The NHTSA's Vehicle Performance Guidance requests companies to notify regulators “four months before active public road testing begins on a new automated feature.” The NHTSA should streamline this requirement as it could delay the deployment of safer versions of AV technology.

Third, government should help ensure that liability risks associated with AVs are manageable. If and when failures in AV technology lead to injury, businesses should be held responsible. However, unpredictable verdicts and damages awards can dry up insurance markets and make our nation's roads more dangerous. In the 80s, Congress helped to promote another life-saving technology – vaccines – by establishing the National Vaccine Injury Compensation Program to recompense victims fairly and efficiently. This approach could serve as a model for this administration's approach to the emerging AV industry. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*





© Lawpath

Interview with

**DAMIEN ANDREASEN**  
Co-founder & CEO, **LAWPATH**

**Leaders League.** What is Lawpath and how does it make it easier for businesses to get legal services?

**Damien Andreassen.** Lawpath is an online platform that automates legal services for businesses, from small and medium sized enterprises all the way up to large corporates. We see ourselves as a one-stop shop for any of their legal needs. Many startups and small businesses are unaware of the protections they need to have in place, so the advantage is we provide access to legal services for any business. One feature we offer is company registration, which is a big channel to new customers. From the day a business is founded, we guide them through

“With Lawpath, lawyers have to compete on price, experience and expertise”

their unique legal life cycle. Lawpath's solutions are automated in a way that is easy to use for any business owner who does not have a legal background.

**What kinds of added-value services does Lawpath provide to businesses?**

Beyond the documents, we also offer a legal marketplace. When someone needs advice from a lawyer or would like a document they have created on the platform reviewed, they can obtain fixed-price quotes from our legal marketplace of over 800 lawyers that work with us – a major shift from the traditional engagement between business and lawyers where prices were determined by time, with no real transparency regarding the pricing of the services. Fixed-price quotes empower our customers to choose the right lawyer for

their needs. This shifts billing from a time-based to an outcome-based solution. The consumer receives the benefit of an open marketplace where lawyers have to compete on price, experience and expertise, to win the job.

**Are there plans to expand Lawpath outside of Australia?**

Absolutely! We have always felt that as a tech company we have the ability to spill over into new markets quite easily without necessarily having to open up new offices. However, we are looking at common law countries in the APAC region that are relevant to us in terms of branching out quickly to new regions. We are establishing ourselves in Australia and then we will expand beyond. ♦



© Solidware

Interview with

**SOPHIE EOM**  
Co-founder, **SOLIDWARE**

**Leaders League.** What makes Solidware different?

**Sophie Eom.** Solidware is a startup based in South Korea. We started our business wanting to organize quality data about the customers and analyze it in a way that creates value. In my previous company, the way that they analyze big data was simple and traditional, using logistical regression. After talking about it with my husband and co-founder, we decided to apply machine learning technology to prediction tasks of financial companies for the analysis of risks.

**How does Solidware tailor analysis to different industries?**

We do not gather data, as that is basically

“Solidware applies machine learning to risk analysis”

impossible for most of big financial institutions to do – personal information cannot come from our clients – so we have to integrate our solution into their own system (on premise). We provide a cloud and a downloadable version of our solution. When we customize and utilize our algorithm our scientists start dispatching solutions to our clients' sites, and once we finish modeling we customize our solution to their problems and then we integrate the solution. We differentiate from our competitors as our solution is much more customized to problems in the finance industry: risk analysis, credit analysis, scoring modeling, etc.

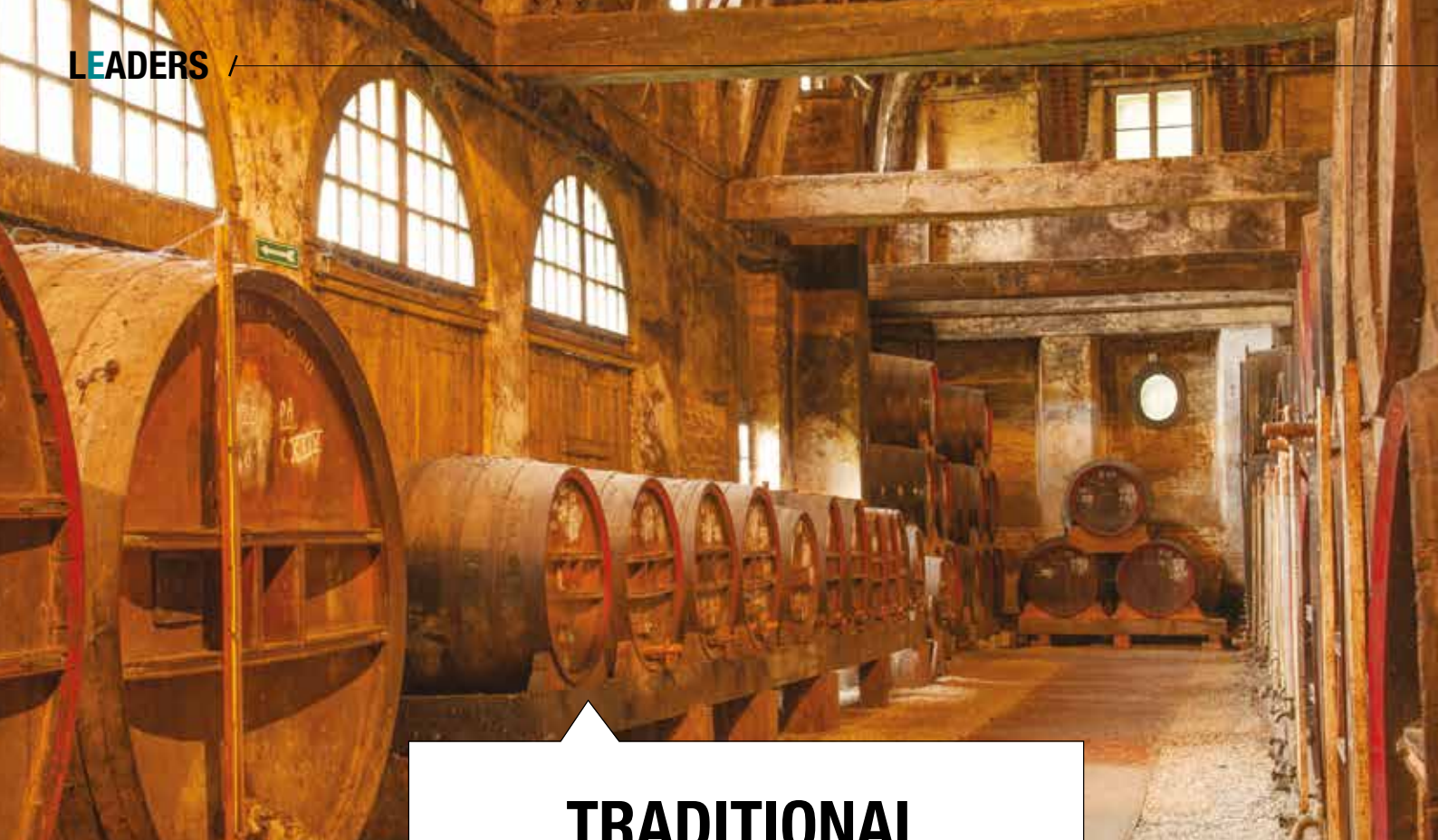
**Which industries do the majority of your clients belong to?**

Clients to date have included big names in

finance, including insurance, banks, lending and credit card companies. Nevertheless, we just finished a pilot project with one of the biggest hospitals in South Korea, Yonsei Severance, which gathered data about disseminated intravascular coagulation (DIC), and they wanted to see if DIC could be found through blood tests. It turned out that our prediction accuracy was 50% higher than that of the traditional method used.

**Do you plan to expand to other geographical areas?**

We are targeting the global market. Our solution, DaVinci Labs, is already listed on some well-known websites, like Capterra, Financeonline etc., which are accessible from anywhere. Strategically, we are looking to target Japan, Korea, France and Vietnam. ♦



## TRADITIONAL INDUSTRIALS



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Interview with

**JÉRÔME TOUCHEBOEUF**  
Director of Innovation & Big Data,  
**LA POSTE**

**Leaders League.** What are the ambitions of the group in the digital domain?

**Jérôme Toucheboeuf.** Our objective is to offer clients personalized services that simplify their lives. To achieve this, integrating digital technology into our different activities is vital. This allows us to improve the quality of existing services and develop new ones. The Factice project has seen us equip our postmen and women with specially designed smartphones, allowing for more direct and effective interaction with customers. We have also developed a digital hub dedicated to the sharing of information between all our connected devices.

“We have allocated 550 million euros to our digital strategy”

**With less and less letters being sent, is this strategy a way to improve your margins?**

It's clear that the use of material communication is in decline. This is a consequence of digitalization that holds true for other sectors of activity as well – La Poste group are not the only ones effected by this phenomenon. All businesses must change with the times. This is why digitalization is integral to our strategy.

**What means are at your disposal to undertake the transition to digital?**

We have allocated 550 million euros over three years. With a considerable budget such as this, it is important to use it wisely. We rely on acquisitions to obtain ready-made technology. We make sure that we choose the right projects for us, according to our capacity and ambition. In May 2016, we acquired

Probayes, specialists in artificial intelligence. Bolstered by thirteen years of experience working in the area of big data, the team develops algorithms which allow their clients to boost performance.

**What other strengths can you draw on?**

They are numerous. First of all the 80,000 postmen and women at work each day represent a sizeable asset. The same applies to the 17,000 points of contact we have in France. These allow us to maintain our close relationship with customers. Our logistics facilities are also an advantage. Furthermore, La Banque Postale is an undeniable strength thanks to its position as a community bank. The customers trust us, and we count on this relationship to help us change. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*



© AdAge

**Arthur Gregg Sulzberger**  
Deputy Publisher, **THE NEW YORK TIMES**

- Wrote for the Providence Journal from 2004 to 2006 before joining The Oregonian
- Was named Associate Editor of The New York Times in 2015
- Helped put in place the New York Times paywall and other subscription products

The New York Times has built up a digital business with over \$500 million in digital revenue alone, becoming a model for the industry. Arthur Gregg Sulzberger is not only the fifth generation of the Sulzberger family to lead what many consider the most important news organization in the world, but is also the brain behind the NYT Innovation Report, the

strategic blueprint which redefined the newspaper's policy on digitalization. The report identified several gaps in relation to competitors. Product creation, readership development, building up the brands of individual journalists and restructuring the way the paper presents information are some of the steps taken in Sulzberger's successful reorganization.



© Schaeffler

**Peter Gutzmer**  
Deputy CEO & Chief Technology Officer, **SCHAEFFLER**

- Began his career as an engineer at Porsche
- Associate lecturer and honorary professor at the Karlsruhe Institute of Technology (KIT)
- An honorary professor at Tongji University in Shanghai

Schaeffler is a key technology partner for the automotive industry. The company has grown organically and sustainably on a global scale thanks to strategic acquisitions that brought Schaeffler to a successful IPO in 2015. When Peter Gutzmer assumed responsibilities as head of the engine systems business unit in Continental's powertrain division, he restructured

this unit and initiated various joint strategic projects. He also leads the company in their strategy of "Mobility of Tomorrow," focused on new solutions for the future of urban traffic. One innovative concept is Schaeffler's Bio-Hybrid, a vehicle which, as far as its size and range is concerned, sits somewhere between a bicycle and a small electric car.



© Organic Valley

**George Siemon**  
CEO, **ORGANIC VALLEY**

- Founder of the largest organic farming cooperative in North America
- Has owned and operated an organic farm since 1977
- Awarded a "Growing Green Award" in 2012 by the Natural Resources Defense Council

A self-confessed city boy, George Siemon found himself drawn to farming and the traditional wisdom of the older farmer. He founded Organic Valley in 1988 using his experience of corporate America and eye for the big picture. His company has helped more than 1,700 family-owned farmers become part of a co-operative that provides organic

food to the food industry and allows farmers to be their own bosses. In 2015, Organic Valley became the first organic-only food company to make \$1 billion. Mr. Siemon's passion for organic farming has helped establish effective US national standards for organic certification and give farmers independence, stability and a proper income.



© Hyatt

**Alex Zoghlin**  
Global Head of Data,  
Innovation & Business  
**HYATT HOTEL GROUP**

- Has founded five tech companies to date
- Speaks Hebrew and Mandarin
- Served in the United States navy for four years

A brief look at Alex Zoghlin's LinkedIn shows that he is far from your average businessperson. Despite dropping out of school aged 17, Zoghlin now holds the position of global head of data, innovation and business for the Hyatt Hotel Group, a newly created role. Hired for his "proven track record of navigating industry disruption," he hopes to revolutionize the way that the company uses technology to transform their customers' experiences. A founder of five tech companies, his portfolio includes the global online travel company Orbitz Worldwide which he founded in 2000, and has since sold to Expedia for an enterprise value of \$1.3 billion.



© Under Armour

**Mike Lee**  
Chief Digital Officer,  
**UNDER ARMOUR**

- Co-founder of My Fitness Pal, a health app
- Co-founded Next C, a venture-funded startup
- Has a B.A. in Economics from Princeton

Innovation has always been central to business model of Under Armour, an athletic wear company founded in 1996 by former University of Maryland football player Kevin Plank. Examples include creating a shirt that provided compression and wicks perspiration off the skin rather than absorbing it. As chief digital officer, Mike Lee's role is to support the company's mission to make athletes better through design and innovation. Lee joined the company in 2015 after he sold My Fitness Pal to Under Armour for \$475 million. At the time of the sale, MyFitnessPal had more than 80 million registered users. The digital business has become increasingly important to Under Armour which promotes connected fitness as the future of the exercise.

# “We can teach a machine to recognize cancer”



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Interview with

**JEAN-MICHEL MALBRANCO**  
President & CEO,  
**GE HEALTHCARE EUROPE**

“The imperative for manufacturers is not just to deliver the technology but also to deliver results, be they clinical, operational or linked to patient satisfaction”



of GE Healthcare's annual R&D investment (one billion euros) is allocated to Europe

The objective of GE Healthcare Europe, as set out by president and CEO Jean-Michel Malbrancq, is to improve healthcare by marrying technology and high value-added services. A costly aim, but one that's justified by the advances it will lead to.

**Leaders League.** Artificial intelligence has strong potential when it comes to diagnosis and medical imaging. How well is GE placed to take advantage of it?

**Jean-Michel Malbrancq.** It's an exciting development. AI helps medical professionals to read the human body, establish a diagnosis and make decisions. It is at the heart of our R&D strategy. At our European headquarters in Buc, just outside Paris, two hundred software engineers are working on projects related to AI. With machine learning, we are edging closer to a form of artificial intelligence. It amounts to the machines themselves self-learning by experience. We can teach a machine to recognize cancer. We are not talking about machines substituting doctors when it comes to decision making, but an “intelligent” machine that's able to store thousands of pieces of data will allow us to make faster, more precise diagnoses and therefore treat more cases in a shorter period of time. It's a very interesting development for the future of healthcare whose success is going to depend on our ability to marry the digital with the industrial, software with hardware. The first generation of algorithms will concern principally assisted decision making, but the ability to diagnose is the ultimate goal. The underlying benefit is a reduction in the time it takes to make decisions and so a reduction in the time it takes to begin treatment.

**Will the performance of these devices you mention allow medical professionals to improve the quality of examinations and help them retain patients as customers?**

Absolutely. Our objective is to give our clients solutions tailored to their needs. The results must be tangible and measurable: clinical excellence yes, but also when it comes to operational efficiency and the safety of patients. Healthcare providers are having to cope with rising challenges: longer lifespans,

the development of chronic illnesses, financing shortages etc. The great strength of GE Healthcare resides in its expertise and ability to innovate – essential qualities in a world that's in perpetual evolution. We are investing a billion euros annually in R&D, of which a third goes to Europe. But the product is not the be all and end all. We deliver our clients approaches to training and advice that allow them to rethink the entire patient pathway.

**As medical equipment gets more sophisticated and costly, don't you fear the rise of a two-speed healthcare system based on the means of a medical facility?**

Healthcare providers are having to cope with constraints, in particular budgetary, which are getting tighter and tighter. It's the case in France, but it's also true everywhere in Europe. Healthcare providers have to do more with less. The imperative for manufacturers is not just to deliver the technology, but also to deliver results, be they clinical, operational or linked to patient satisfaction, and at the same time keep a lid on costs. But technological innovation is not just synonymous with additional costs. It allows savings to be made by detecting a condition at an early stage or evaluating the effectiveness of a treatment so that adjustments can be made. Developments in the modality of hybrid imaging devices, such as PET-CT scanners, which combine nuclear medicine with a traditional scanner, allows us to evaluate the effectiveness of a course of chemotherapy in two cycles of treatment instead of five. Interventional radiology is another example: historically, classical surgery has involved a degree of risk, with a long recovery period in hospital and a rehabilitation of several months. Today, mini-invasive surgery considerably reduces the time a patient spends in hospital and in rehabilitation. ♦



© Walmart

### Marc Lore

CEO & Founder, **JET.COM**,  
CEO & President, **WALMART E-COMMERCE US**

- Began trading stocks at the age of 14
- E&Y's Entrepreneur of the Year and one of Fortune's "smartest people in technology"
- Co-founder of the Global Association of Risk Professionals (GARP)

If Marc Lore founds a new company, you can guarantee it will turn heads. A model entrepreneur, Lore has co-founded three million-dollar companies. After a successful career in investment banking, holding top-level positions at Sanwan and Credit Suisse, Lore launched his first company with a childhood friend, an online trading-card auction site positioned as an alternative to eBay, called The Pit Inc. After selling the company in 2001 for \$5.7m, Lore embarked on another e-commerce business: 1800Diapers (later rebranded Diapers.com, under the parent company Quidsi). Based on his experience as a parent, the business was aimed at making life easier for busy parents. The diaper business was so successful that it led to a price war with e-commerce giant Amazon,

which eventually led to them acquiring Lore's business and, for a few years, employing Lore himself. For Lore, the diaper business was pivotal in realizing that the key to success is focusing on the customer's needs as opposed to only on maximizing profit. Using this model, he founded Jet.com. Rather than taking a cut from sales, the site instead charges an annual fee which provides access to low cost products. Jet.com was bought by Walmart in 2016 for \$3.3 billion who, just like Amazon, were so impressed with Lore's business acumen that they hired him as CEO and president of e-commerce in the United States. Surprisingly, the e-commerce expert has confessed he does not actually shop online himself, leaving that to other members of his household.



© Domino's Pizza

### J. Patrick Doyle

President & CEO, **DOMINO'S**

- Uses "Pizza Guy at Domino's" as his job title on LinkedIn
- Joined Domino's in 1997 as senior vice president of marketing
- Previously served as an executive at Best Buy

When Domino's growth was stagnating and its image in trouble in 2010, people would not have expected it to become one of Wall Street's fastest growing stocks a few years later (its share price went from \$4 in 2009 to over \$155 in 2016). Credit goes to CEO J. Patrick Doyle, who has led the company's remarkable reinvention with a series of smart moves.

Soon after Doyle took over, he launched a boldly honest ad campaign named "Domino's Pizza Turnaround" (quickly dubbed "Our Pizza Sucks" by the media), where he admitted the problems the company had and promised to improve taste, quality and transparency.

His magic isn't just about communication, he has also bet big on technology. The main changes here concern how customers place and monitor the status of their order, as well as how Domino's manages its operations. For instance, their all-in-one platform Anyware allows customers to order from various smart devices (phones, watches, TVs, cars, etc.), through tweet, text, voice command and even emoji. On the delivery side, Doyle worked with crowd-sourced vehicle designers to create a colorful, cool-looking delivery car called the DXP, and the company is also experimenting with robotics and drones.

"We are as much a tech company as we are a pizza company," Doyle told the audience at the 2016 Michigan CEO Summit, citing the half of the 800 staff at headquarters who work in software and analytics. Under his leadership, Domino's has become the world's second-largest pizza chain, and seen half of its sales come from internet and mobile, representing 85% of the digital sales among the top three players in the US.



© Saudi Aramco

### Amin H. Nasser

President & CEO, **SAUDI ARAMCO**

- Leads the company's Young Leader's Advisory Board
- Member of the International Advisory Board of the King Fahd University
- Began his career with Saudi Aramco in 1982 as an engineer

Mr. Nasser is widely respected in the company which was established more than eight decades ago. Based in Saudi Arabia, Saudi Aramco is known to produce over 12.7 million barrels of oil per day, which makes it the largest oil and gas company on the planet.

During a distinguished company career that has spanned more than three decades, Nasser has served in variety of leadership positions, including senior vice president for upstream since 2008. In the course of carrying out this role, he led Saudi Aramco's largest capital investment program in its integrated oil and gas portfolio.

Mr. Nasser is actively engaged in the advancement of people through education and training, and advancing the company's innovation and technology strategy. In his capacity as CEO, he is preparing Saudi Aramco for its planned public listing in 2018 and is leading the company's efforts to produce cleaner energy and products through investments in entrepreneurial startups, renewables, oil-to-chemicals processes, and carbon capture utilization and storage (CCUS) technologies.

In January 2017 it was announced that the company is investing \$5 billion in solar power energy in an effort to bring renewable energy to the kingdom. The company showcased their sustainability initiatives at the Abu Dhabi sustainability Week 2017 in an initiative whose aim is to see Saudi Arabia become a global powerhouse of renewable energy and have, by 2030, 30% of its power come from renewable energy sources.

Mr. Nasser is a member the World Economic Forum's International Business Council (IBC) and the MIT Presidential CEO Advisory Board.

# “Maintaining R&D is key to emerging from a crisis in a better position”



© Caixa

Interview with

## OSVALDO BRUNO BRASIL CAVALCANTE

Executive Director of Organization and Strategy, **CAIXA**

Caixa is the second-largest government owned bank in South America and at a time of constant change, it is attempting to bring innovation to its clients. This job falls squarely on the shoulders of Osvaldo Bruno Brasil Cavalcante, Caixa's CEO of Organization and Strategy.

**Leaders League.** What are the biggest accomplishments of Caixa in the technology and innovation arena?

**Osvaldo Bruno Brasil Cavalcante.**

Caixa made several structural improvements in the recent years, with the construction of new datacenters, enhancement in the quality of broadcasting links and an improvement in the bank's processing capabilities. All of this built a foundation that not only acted as a support for the growth of our network, but also supported an increase in the transactions in all of our service channels, especially electronic channels, such as the internet and mobile banking.

**How have these innovations impacted the bank's clients?**

The first gain is the availability of services to the client, not only physical services (agencies and correspondents), but also digital ones through Internet Banking Caixa and the Caixa app. Today, there are multiple communication links ensuring the clients will not be without service if an agency goes offline. In relation to data processing, we have a more modern and robust infrastructure, which allows us to offer more services, whether physical or digital.

**How can a financial institution look for innovative solutions while respecting government regulation?**

While it is impossible to move away from legal restrictions, this situation cannot halt the evolution of banking activities. The focus is the satisfaction of the client, who wants to act remotely in business and in everyday life.

The less a client needs to go to a physical space, the greater the tendency to retain that client. The important thing is that the client feels valued. Along these lines, we always strive to think outside of the box, so we work within the regulations, but find something new for our clients. An example of that is the creation of virtual agencies, which are perfectly aligned with regulations and are undeniably an innovative step in the financial market.

**“The less a client needs to go to a physical space the greater the tendency to retain that client”**

**How can innovation help banks to overcome the financial crisis Brazil is currently experiencing?**

The key is to remain relevant to the client, as a true partner, helping them in the hardest moments. And innovation is the best way for an organization to do things differently, change the way it communicates and deliver proposals with value to clients who aiming to keep, strengthen and enlarge communication. Research, such as the Global Innovation 1000 indicate that 76% of the companies that invested in innovation during times of hardship, like the economic crisis of 2008 in the United States, achieved a competitive advantage when the crisis was over. Maintaining R&D efforts is an important way to try to emerge from the crisis with a better position in the market.

As Einstein remarked, you cannot solve problems with the same mindset that created them. Therefore, it is of fundamental importance to be different, to dare, and to question the structures and methods established previously in order to create new ones, and advance in a new context. ♦



# NURTURERS



© KPMG

**Anand Sanwal**  
CEO & Co-founder,  
**CB INSIGHTS**

- CB Insights was originally named “Chubby Brain”
- Former strategic business analyst at Amex
- Has degrees in finance & accounting, and chemical engineering

Marketed as a data company with a difference, Sanwal launched CB Insights as a big data company, providing predictive intelligence on the health of private companies and information on the market in which they operate – which Sanwal found nearly impossible to obtain during his previous role managing a \$50m innovation fund for American Express. Sanwal takes a measured approach to financing, after his experience working at notorious dotcom flameout Kozmo.com that went bust within five years. Backed by the National Science Trust, CB Insights is revenue funded, cautious not to spend beyond their means. That said, his approach is not universally conservative – Sanwal signs off his newsletters to subscribers (who include Cisco and NEA) with the words “I love you.”



© Bwerner

**Ulrich Quay**  
Managing Director,  
**BMW IVENTURES**

- Fluent in German, French, and English
- Has a PhD in International Private Law
- Attended the University of Freiburg

Ulrich Quay heads BMW's Iventure fund which focuses on innovative solutions in mobility services, with portfolio companies including parking app Just Park and Moovit, a comprehensive transportation app. Joining BMW in 2000 as legal counsel, he worked his way up in the company, holding the position of senior legal counsel in M&A and joint ventures before his appointment as MD of the Iventure fund. In 2011 he was appointed to head a €100m corporate fund. Now, that fund acts autonomously with a budget of €500m and a with a wider breadth than the previous fund, investing in any area related to the automotive and transport industries. Quay also sits on the boards of portfolio companies Charge Point, Ride Cell and Stratim.



© Gabriela Hasbun

**Sam Altman**  
President, **Y COMBINATOR**

- A Stanford dropout, Altman returned to teach a class at the university
- Co-founder of Loopt, a smartphone app created before smartphones came on the market
- Named as one of the Top Investors Under 30 by Forbes in 2015

Appointing a twenty-something college dropout as president of an accelerator is an unusual move, but Y Combinator is not the standard firm. They take a hands-on approach to early stage funding. Their investments occur twice a year, after which the portfolio startups move to Silicon Valley (where Y Combinator is based) for three months of intensive mentoring. At the end of this period comes Demo Day, during which the startups present their companies to a handpicked audience of investors and acquirers. When Y Combinator co-founder Paul Graham was looking to move the firm in a new direction, Altman was the perfect choice as his successor. At the age of 19, Altman co-founded Loopt, a social-networking app developer which was one of the first companies to receive funding

from Y Combinator. A testament to the work of the accelerator, Loopt was sold in 2012 for \$43.4m. Other Y Combinator companies include unicorns Airbnb, Dropbox and Stripe. Having benefitted from Y Combinator's unique approach, Altman has built upon the founding philosophy of the firm, which approximates as: a good founder is more important than a good idea and harder to come by. Altman has invested in more companies than in previous intakes, and diversified the range of sectors funded. Altman is keen to address the inequalities in the sector and is committed to helping more underrepresented founders get started. As a result, he believes that Y Combinator has a higher number of women and ethnic-minorities applying for funding than other venture investors.



© Jui Ito

**Mitchel Resnick**  
Director of the Lifelong Kindergarten program,  
**MIT MEDIA LAB**

- A science & tech journalist from 1978 to 1983
- Awarded the McGraw Prize in Education in 2011
- His vision: "Let everybody be a creator, a designer, an inventor"

A dedicated explorer of new learning approaches in the digital age, Mitchel Resnick leads his Lifelong Kindergarten research group at MIT Media Lab to develop a variety of new technologies, activities and educational tools that are designed to engage people (in particular children) in creative learning experiences. These include Programmable Bricks, which inspired the LEGO Company's Mindstorms and WeDo robotics kits, as well as the Scratch programming software and online community which allows millions of children learn to code, create and share interactive stories, games and animations. He also co-founded the Computer Clubhouse project, an international network of after-school centers giving underprivileged students access to new technologies.



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Interview with

**JENNIFER BRADLEY**

Founding Director of the Center for Urban Innovation,  
**THE ASPEN INSTITUTE**

**Leaders League.** What was the reason for creating the Center?

**Jennifer Bradley.** The Center for Urban Innovation was created about two years ago at the Aspen Institute to bring together a conversation about innovation and inclusion that is happening in so many cities, that is taking root in a lot of city governments and official institutes. One of the things that the center is interested in is the impact of new technologies and new business models in cities and how these can be used to further inclusion, as opposed to exclusion and division. And that leads us onto the project of autonomous vehicles.

# “Autonomous vehicles will bring tremendous safety benefits”

**How are autonomous vehicles currently being introduced across different cities?**

We're working with ten cities, Los Angeles, Austin, Sao Paolo, Buenos Aires, Nashville, Washington DC, London, Paris, Tel Aviv and Helsinki. Some of the cities already have pilot tests of autonomous vehicles going on. Washington DC has passed legislation to allow for autonomous delivery bots; Austin has been a testing site for Google cars. Mobileye, in Israel, aims to have a test up and running in Jerusalem in the next year.

**What socio-economic problems can be solved by utilizing autonomous vehicles?**

Autonomous vehicles have the power to change cities in a way that is analogous to automobiles when they were introduced in the early to mid-twentieth century. There is

no question that autonomous vehicles will bring tremendous benefits in terms of safety, of space for parking, pedestrians and space accessible for areas that are poorly served by public transport. The Aspen Institute is seeking to figure out how to maximize the benefits, minimize the harm, and not overregulate the development of technology.

**What challenges come with introducing automated vehicles to society?**

Driverless cars cannot mimic very human interactions. As a result, technology is going to have to learn how the behavior of non-rational, non-sensored humans can be captured in an algorithm. When all the technology is communicating with each other and behaving algorithmically, the challenges will be diminished. ♦



# “Europe is still the global leader in knowledge generation”



© Eureka

Interview with

**FRANCISCO MARÍN**  
Chairman, **EUREKA**

“Eureka works as a certificate of quality that tells a country which projects are interesting to fund”

For over thirty year, Eureka has supported the internationalization of European businesses with innovative ideas. With a publicly funded, intergovernmental network covering over 40 countries, their aim is to enhance European competitiveness.

**Leaders League.** What are the main challenges Europe faces in remaining innovative in the global market, and what role does Eureka play ensuring this?

**Francisco Marín.** Europe is still the global leader in knowledge generation despite a deceleration in the past few years. Nevertheless, this knowledge hasn't translated efficiently into the international market, a phenomenon many call “the European paradox.” The challenge is then pretty clear: to reorient initiatives which have been traditionally focused on research and knowledge production toward more market-focused programs; it's clear this trend has been developing over the past number of years. For me, knowledge production and market application enjoy peaceful co-existence and interdependence, far from the conflictual relationship one might be led to believe exists between them. That's why Eureka – as an intergovernmental platform that creates a connection between industrial actors – is the backdoor that leads to the market. We create the bridges between talent and market, knowledge and application. We have been successful in doing so in the past, by encouraging international cooperation with non-European actors such as Canada, South Korea, South Africa and, in the near future, Chile as an associate actor, whose involvement Spain encourages.

**What does Eureka look for in potential projects?**

Eureka, as the link between countries and innovators, does not manage the budget of any project, which makes the whole process more transparent and efficient. Eureka works as a certificate of quality that tells a country which projects are potentially interesting so that their government can fund them directly. Once the project has been approved by us, this certificate opens the door to a variety of public funding advantages,

which in Spain are managed by the CDTI (Centre for the Development of Industrial Technology). The evaluation of projects is done by each country, with the exception of Eurostars, which uses a group of external analysts. Eurostars candidates go through a rigorous selection process with only excellent projects meeting the criteria. They must provide effective cooperation between the parties involved and the project must end with the creation of a product, process or innovative service that can be commercialized in the short to medium term. In other words, we help fund projects which are close to the market irrespective of the industry they concern.

**How does Eureka manage to persuade teams worldwide to work on a project?**

Our role in innovation resembles that of a matchmaker. First, we have a network of national project coordinators (NPCs) who are responsible for marketing in each country. Basically they work as a catalyst in the market they participate in, looking for new actors to participate through Eureka. In this way, the NPCs will always be the first point of contact for projects. For example, if a Spanish innovator wants to participate in a Russian project, the first contact will be between the Spanish and Russian NPCs. We have a stable network of highly motivated people that lay the foundations on which the projects themselves are built. Once the link between the companies has been established, we consider our part done, although we do hold periodical follow-up meetings. Second, we organize an event called Innovation Week, where companies meet in person. This year it is being held in Barcelona and is expected to have around 1,000 participants, among them several non-Europeans, including fifty South Korean companies and twenty from Chile. ♦

*Check out the full interview on [leadersleague.com](http://leadersleague.com)*

RANKINGS

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**2017**



<b>61</b>	<b>AMERICAS</b>	<b>110</b>	<b>Uruguay</b>
<b>62</b>	<b>Argentina</b>	111	General IP
63	Patent Prosecution	<b>112</b>	<b>USA</b>
64	Trademark Prosecution	113	Investment Banks: TMT – Large Cap
65	IP Litigation	114	Investment Banks: TMT – Small to Mid Cap
<b>66</b>	<b>Brazil</b>	115	Investment Banks: Health & Pharma – Large Cap
67	Patent Prosecution	116	Investment Banks: Health & Pharma – Small to Mid Cap
68	Patent Litigation	117	Venture Capital's Finest
69	Trademark Prosecution	118	The Midas List 2017: Top 100 Tech Investors
70	Trademark Litigation	121	USA Best Venture Capital Firms
72	Technology	122	Nationwide: Patent Prosecution
73	Data Protection	123	Nationwide: Patent Litigation
73	Life Science	125	Nationwide: Trademark Prosecution
74	Media, Sports and Entertainment	126	Nationwide: Trademark Litigation
74	Fashion	128	Nationwide: Life Science
<b>76</b>	<b>Canada</b>	129	Nationwide: IT & Outsourcing
77	Investment Banks: TMT	130	New York: Patent Prosecution
78	Canada Venture Capital Funds List	131	New York: Trademark Prosecution
79	Patent Prosecution	132	New York: Patent Litigation
80	Trademark Prosecution	133	New York: Trademark Litigation
81	Patent Litigation	134	New York: IT & Outsourcing
82	Trademark & Copyright Litigation	135	California: Patent Prosecution
83	IT & Outsourcing	136	California: Trademark Prosecution
<b>84</b>	<b>Chile</b>	137	California: Patent Litigation
85	IP Litigation	138	California: Trademark Litigation
86	Patent Prosecution	139	California: IT & Outsourcing
87	Trademark Prosecution	<b>140</b>	<b>EUROPE</b>
87	Enforcement & Anti-counterfeiting Actions	141	Europe Best Venture Capital Firms
88	Plant Variety Protection	<b>142</b>	<b>Belgium</b>
88	Technology & Digital Services	143	Patent Prosecution
<b>90</b>	<b>Colombia</b>	143	Trademark Prosecution
91	General IP	144	Patent Litigation
<b>92</b>	<b>Ecuador</b>	145	Trademark Litigation
93	IP Litigation	146	ICT
94	Trademark Prosecution	<b>148</b>	<b>France</b>
94	Plant Variety Protection	149	Investment Banks: TMT – Large cap
95	TMT	150	Investment Banks: TMT – Small to Mid Cap
<b>96</b>	<b>Mexico</b>	151	Investment Banks: Health & Pharma – Large Cap
97	Patent Prosecution	151	Investment Banks: Health & Pharma – Small to Mid Cap
98	Trademark Prosecution	152	Venture Capital Firms: IT
99	IP Litigation	153	Consulting Firms: Strategy & Management of Innovation
100	TMT	154	Patent Prosecution
101	Data Protection	156	Trademark Prosecution
<b>104</b>	<b>Peru</b>	158	Patent Litigation
105	Patent Prosecution	160	Trademark Litigation
105	Enforcement & Anti-piracy Actions	164	Data Protection
106	Trademark Prosecution	166	Telecoms
107	IP Litigation	167	IT & Software
108	Data Protection	169	Internet

171	<b>Germany</b>	212	<b>Switzerland</b>
172	Germany Venture Capital Firms List	213	Investment Banks: TMT
173	Investment Banks: TMT – Large Cap	214	Switzerland Venture Capital Firms List
173	Investment Banks: TMT – Small to Mid Cap	215	ICT
174	Investment Banks: Health & Pharma – Large Cap	216	Patent Prosecution
174	Investment Banks: Health & Pharma – Small to Mid Cap	217	Trademark Prosecution
175	Patent Prosecution	218	Trademark & Copyright Litigation
176	Trademark Prosecution	219	Patent Litigation
177	Patent Litigation	220	<b>Turkey</b>
178	Trademark Litigation	221	Patent Prosecution
179	IT & Outsourcing	221	Trademark Prosecution
180	<b>Italy</b>	222	Patent Litigation
181	Investment Banks: TMT	223	Trademark Litigation
182	Patent Prosecution	224	<b>UK</b>
183	Trademark Prosecution	225	Investment Banks: TMT – Large Cap
184	IP Litigation	225	Investment Banks: TMT – Small to Mid Cap
186	Copyright	226	Investment Banks: Healthcare – Large Cap
187	Media	226	Investment Banks: Healthcare – Small to Mid Cap
188	IT	227	Patent Prosecution
189	<b>Luxembourg</b>	228	Trademark Prosecution
190	IP Prosecution	229	Patent Litigation
191	IP Litigation	230	Trademark Litigation
192	IT & Outsourcing	231	<b>ASIA</b>
193	<b>Netherlands</b>	232	<b>China</b>
194	Patent Prosecution	233	China Venture Capital Firms List
194	Trademark Prosecution	234	Patent Prosecution
195	IP Litigation	235	Trademark Prosecution
196	IT & Outsourcing	236	Patent Litigation
197	<b>Portugal</b>	237	Trademark Litigation
198	Patent Prosecution	238	<b>India</b>
198	Trademark Prosecution	239	Investment Banks: TMT
199	IP Litigation	240	Patent Prosecution/Litigation
200	TMT	241	Trademark Prosecution/Litigation
201	<b>Russia</b>	242	<b>Japan</b>
202	Patent Prosecution	243	Patent Prosecution
202	Trademark Prosecution	244	Patent Litigation
203	Patent Litigation	245	Trademark Prosecution/Litigation
204	Trademark Litigation	246	International Firms: General IP
205	<b>Spain</b>		
206	Investment Banks: TMT		
207	Patent Prosecution		
208	Trademark Prosecution		
209	Patent Litigation		
210	Trademark Litigation		
211	TMT		



**AMERICAS**



**ARGENTINA**

## PATENT PROSECUTION

### Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Marvall, O'Farrell &amp; Mairal</b>	Martín Bensadón, Ignacio Sánchez Echagüe
2 <b>G. Breuer</b>	Jorge Otamendi, Alejandro Breuer-Moreno, Pedro Breuer-Moreno
<b>EXCELLENT</b>	
<b>Berken IP</b>	Pedro Berkenwald, Alicia Alvarez Berkenwald
<b>Obligado &amp; Cía</b>	Federico Aulmann, Juan Martin Aulmann
<b>Richelet &amp; Richelet</b>	Gastón Richelet
<b>HIGHLY RECOMMENDED</b>	
<b>Clarke, Modet &amp; C°</b>	Carlos Magnanini, Sylvia Zunino
<b>Estudio Chaloupka</b>	Claudia Serritelli
<b>Hausheer Belgrano &amp; Fernández</b>	Graciela Perez
<b>Mitrani Caballero Ojam &amp; Ruiz Moreno</b>	Juan Carlos Ojam
<b>Noetinger Armando Abogados</b>	Miguel Armando, Matias Noetinger
<b>Palacio &amp; Asociados</b>	Mingo Palacio
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Bernard W. Malone
<b>Berton Moreno &amp; Asociados</b>	Alberto R. Berton Moreno (h.), Ricardo Amigo
<b>Moeller IP Advisors</b>	Gabriela Hanak
<b>Sena &amp; Berton Moreno</b>	Gustavo Sena, Alfredo M. Sena

### OBLIGADO & CÍA – RENOWNED IP BOUTIQUE IN ARGENTINA AND ABROAD



Juan Martin Aulmann

Leaders:  
Juan Martin Aulmann and  
Federico Augusto Aulman  
Established:  
1889

**Track record:** The boutique acts for numerous pharmaceutical companies. Their list of pharma clients includes Pfizer, Bristol Myers Squibb and Boehringer Ingelheim. Some examples of other client from other industries are Qualcomm, BASF, Direct TV and Netflix. They have actively participated in complex patent litigations and are familiar with trademark and domain names.

**Team & differentiation:** The team is composed of 12 qualified lawyers and engineers, IP agents and translators. Patent and trademark prosecution are key areas of strength for this IP boutique's specialist capabilities. Partner Federico Aulmann concentrates on patents, copyright and industrial design models while Juan Martín focuses on trademark matters.

## TRADEMARK PROSECUTION

### Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>G. Breuer</b>	Alejandro Breuer-Moreno, Agustina Martinez
<b>Marvall, O'Farrell &amp; Mairal</b>	Martín G. Chajchir, Sergio M. Ellmann, Juan M. López Mañán
<b>EXCELLENT</b>	
<b>Berton Moreno &amp; Asociados</b>	Alberto R. Berton Moreno (h.), Juan Berton Moreno, Ricardo Amigo
<b>Hausheer Belgrano &amp; Fernández</b>	Graciela Perez, Juan Carlos de la Vega
<b>Mitrani Caballero Ojam &amp; Ruiz Moreno</b>	Mercedes Bullrich
<b>Noetinger Armando Abogados</b>	Miguel Armando, Matias Noetinger
<b>Obligado &amp; Cia</b>	Federico Aulmann, Juan Martin Aulmann
<b>Richelet &amp; Richelet</b>	Ricardo Richelet III
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Bernard W. Malone
<b>Ferrer Reyes, Tellechea &amp; Bouché</b>	Santiago Ferrer Reyes, Julia Elena Tellechea
<b>Palacio &amp; Asociados</b>	Hector Palacio, Mercedes Durlach, Diego Palacio
<b>Sena &amp; Berton Moreno</b>	Gustavo Sena, Alfredo M. Sena
<b>RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Pablo Andrés Palazzi
<b>Brons &amp; Salas</b>	Maria Jose Rodriguez
<b>Clarke, Modet &amp; C°</b>	Carlos Magnanini, Guadalupe Ocampo
<b>Estudio Chaloupka</b>	Paula Galvan, Olga Maidana
<b>Moeller IP Advisors</b>	Victoria de Lasa Andrés
<b>O'Conor &amp; Power</b>	Santiago Ricardo O'Conor
<b>Pagbam IP</b>	Fernando Alonso



## IP LITIGATION

### Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>G. Breuer</b>	Jorge Otamendi, Alejandro Breuer-Moreno
<b>Marvall, O'Farrell &amp; Mairal</b>	Martín Bensadón, Gustavo Giay
<b>EXCELLENT</b>	
<b>Hausheer Belgrano &amp; Fernández</b>	Marina O. Fernández, Gabriela Musante
<b>Noetinger Armando Abogados</b>	Fernando Noetinger, Miguel Armando, Matias Noetinger
<b>Obligado &amp; Cia</b>	Federico Aulmann, Juan Martin Aulmann
<b>Richelet &amp; Richelet</b>	Ricardo Richelet III
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Bernard W. Malone
<b>Berken IP</b>	Pedro Berkenwald
<b>Berton Moreno &amp; Asociados</b>	Alberto Berton-Moreno, Alberto R. Berton Moreno (h.), Ricardo Amigo
<b>Ferrer Reyes, Tellechea &amp; Bouché</b>	Laura de Achaval, Laura Plavnick
<b>Mitrani Caballero Ojam &amp; Ruiz Moreno</b>	Juan Carlos Ojam, Raquel Flanzbaum
<b>Pagbam IP</b>	Fernando Alonso
<b>Palacio &amp; Asociados</b>	Hector Palacio, Mingo Palacio, Mercedes Durlach, Diego Palacio
<b>Sena &amp; Berton Moreno</b>	Gustavo Sena
<b>RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Pablo Andrés Palazzi
<b>Brons &amp; Salas</b>	María Jose Rodriguez
<b>Clarke, Modet &amp; C°</b>	Carlos Magnanini, María Nájera
<b>Estudio Chaloupka</b>	Claudia Serritelli
<b>Moeller IP Advisors</b>	Mariano Municoy, Victoria de Lasa Andrés



**BRAZIL**

## PATENT PROSECUTION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Dannemann Siemsen Advogados</b>	Gustavo de Freitas Morais, Eduardo Camara Jr., Markus Michael Wolff
2 <b>Gusmão &amp; Labrunie - Intellectual Property</b>	Ana Paula Celidonio, Jacques Labrunie
<b>Kasznar Leonardos - Intellectual Property</b>	João Luis Vianna, Gustavo Barbosa, Eduardo Rosman
<b>EXCELLENT</b>	
<b>Daniel Legal &amp; IP Strategy</b>	Alicia Daniel-Shores, Rana Gosain, André Bastos Venturini
<b>HIGHLY RECOMMENDED</b>	
<b>Bhering Advogados</b>	Flávia Merola, Philippe Bhering, Pedro Bhering
<b>David do Nascimento Advogados Associados</b>	Marcello do Nascimento
<b>Di Blasi, Parente &amp; Associados</b>	Gabriel Di Blasi, Marcelo de Souza
<b>Guerra IP</b>	Alberto Guerra, Flavio Leonardos, Rosane Tavares, Rodrigo Ferreira
<b>Montaury Pimenta, Machado &amp; Vieira de Mello</b>	Roberto P. Vieira de Mello
<b>RECOMMENDED</b>	
<b>BMA - Barbosa Müssnich Aragão</b>	Ana Cristina Müller, Claudia Schulz, Antonella Carminatti
<b>Gaiarsa, Ferreira &amp; Meyer Propriedade Intelectual</b>	Lucas Martins Gaiarsa, Katia Ferreira
<b>Luiz Leonardos &amp; Advogados</b>	Ana Paula Silva Jardim
<b>Magellan IP</b>	Leonor Magalhães Galvão
<b>Mário de Almeida - Marcas e Patentes</b>	Jatyr Ranzolin Jr., Custódio de Almeida
<b>Tinoco Soares Sociedade de Advogados</b>	José Carlos Tinoco Soares Jr.
<b>Veirano Advogados</b>	Valdir Rocha
<b>VilelaCoelho Intellectual Property</b>	Fabricio Vilela Coelho

### DANIEL LEGAL & IP STRATEGY



Alicia Daniel-Shores

**Leaders:**  
Alicia Daniel-Shores, Rana Gosain, André Bastos Venturini  
**Established:**  
1959

**Track record:** With close to 60 years of history, Daniel Legal & IP Strategy has helped to shape the Brazilian IP market. Recently, the team illustrated its know-how by obtaining a series of favorable decisions in trademark and patent disputes. The firm works with market leaders such as Facebook, Shell and 3M.

**Team & differentiation:** In 2016, the firm brought onboard two high-profile recruits: the litigator Ricardo Nunes and the seasoned engineer André Venturini. Daniel IP can now count on 17 partners and is arguably one of the best prepared IP firms in the market. Clients agree that the process of profound transformation the firm has undergone recently was beneficial and is already bearing fruit.

## PATENT LITIGATION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Dannemann Siemsen Advogados</b>	Gustavo de Freitas Morais, Joaquim Eugenio Goulart, Eduardo Camara Jr.
<b>Gusmão &amp; Labrunie - Intellectual Property</b>	Jacques Labrunie, João Vieira da Cunha, José Roberto Gusmão
<b>Licks Attorneys</b>	Otto Licks, Carlos Aboim, Rodrigo Souto Maior
<b>EXCELLENT</b>	
2 <b>Kasznar Leonardos - Intellectual Property</b>	Gabriel Leonardos, Rafael Lacaz Amaral, Claudio Barbosa
<b>HIGHLY RECOMMENDED</b>	
<b>Daniel Legal &amp; IP Strategy</b>	André Oliveira, Rafael Marques Rocha, Ricardo Nunes, André Venturini
<b>RECOMMENDED</b>	
<b>Bhering Advogados</b>	Pedro Bhering, Philippe Bhering
<b>David do Nascimento Advogados Associados</b>	Ricardo do Nascimento, Marcello do Nascimento
<b>Di Blasi, Parente &amp; Associados</b>	Gabriel Di Blasi, Paulo Parente
<b>Guerra IP</b>	Flávio Leonardos, Alberto Guerra
<b>Montaury Pimenta, Machado &amp; Vieira de Mello</b>	Luiz Edgard Montaury Pimenta
<b>RECOMMENDED</b>	
<b>BMA - Barbosa Müssnich Aragão</b>	Antonella Carminatti, Claudia Christina Schulz
<b>Fialho Salles Advogados</b>	Lucas Spadano
<b>Luiz Leonardos &amp; Advogados</b>	Ana Paula Silva Jardim
<b>Müller Mazzone</b>	Nathalia Mazzone, Karina Müller, Alexandre Yamashita
<b>Trench Rossi e Watanabe Advogados</b>	Marcela Trigo de Souza
<b>Veirano Advogados</b>	Valdir Rocha

### LICKS ATTORNEYS: FAST-PACED LITIGATORS FOR TECH AND LIFE SCIENCE INNOVATORS



Otto Licks

Leader:  
Otto Licks  
Established:  
2011

**Track record:** In six years, Licks has built a solid reputation in the market. The team is known for its capacity to obtain favorable and break unfavorable preliminary injunctions; consequently it is often sought after when stakes are high and time is scarce. Clients include Uber, Nokia, Caixa Seguradora and Sanofi-Aventis. The firm's legal opinions and advising services are also considered among the best in Brazil.

**Team & differentiation:** Licks Advogados has a robust team of six partners, 33 associates and one counsel. Its lawyers are used to tackling highly complex and time sensitive cases. The team is extremely agile and never hesitates to go the extra mile to solve its clients' complex and sensitive matters. They are widely praised – by competitors and in-house alike – for their combination of academic excellence and strong litigation capacities.

## TRADEMARK PROSECUTION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Dannemann Siemsen Advogados</b>	Luiz Henrique O. do Amaral, Peter Eduardo Siemsen, Alvaro Loureiro, Gustavo Piva
2 <b>Montaury Pimenta, Machado &amp; Vieira de Mello</b>	Eduardo Magalhães Machado
<b>EXCELLENT</b>	
<b>Bhering Advogados</b>	Pedro Bhering
<b>Daniel Legal &amp; IP Strategy</b>	Isabella de Amorim Cardozo
<b>David do Nascimento Advogados Associados</b>	Marcello do Nascimento
<b>Gusmão &amp; Labrunie - Intellectual Property</b>	Laetitia d'Hanens, José Roberto Gusmão
<b>Kasznar Leonardos - Intellectual Property</b>	Elisabeth Kasznar, Claudio Barbosa, Fabiano Rocha, Filipe Leonardos
<b>HIGHLY RECOMMENDED</b>	
1 <b>Ariboni Fabbri &amp; Schmidt Sociedade De Advogados</b>	Hélio Fabbri Jr.
<b>BMA - Barbosa Müssnich Aragão</b>	Antonella Carminatti, Claudia Christina Schulz
<b>Guerra IP</b>	Diego Vieira, Patricia Lusoli, Ricardo Pinho
<b>Soerensen Garcia Advogados Associados</b>	Mario Augusto Soerensen Garcia, Renata Corrêa Cardozo Pereira Carneiro
2 <b>Di Blasi, Parente &amp; Associados</b>	Paulo Parente
<b>Luiz Leonardos &amp; Advogados</b>	Gustavo Starling Leonardos
<b>Mário de Almeida - Marcas e Patentes</b>	Custódio Almeida, Marcelo Boller
<b>Matos e Associados Advogados</b>	Luiz Fernando Matos
<b>Peduti Sociedade de Advogados</b>	Cesar Peduti
<b>Pinheiro Neto Advogados</b>	José Mauro Machado, André Zonaro Giacchetta
<b>Tinoco Soares Sociedade de Advogados</b>	José Carlos Tinoco Soares Jr.
<b>Trench Rossi e Watanabe Advogados</b>	Flaviá Maria Vasconcelos Pereira
<b>RECOMMENDED</b>	
<b>Araripe &amp; Associados</b>	Luis de Alencar Araripe Jr.
<b>Demarest Advogados</b>	Tatiana Campello, Marcelo Inglez de Souza
<b>Müller Mazzone</b>	Karina Haidar Müller
<b>Murta Goyanes</b>	Marcelo Goyanes
<b>Ouro Preto Advogados</b>	Rodrigo A. de Ouro Preto Santos, Samantha Bancroft Vianna Braga
<b>Ricci Advogados</b>	Antonio Ricci
<b>Siqueira Castro Advogados</b>	Eduardo Ribeiro Augusto
<b>Vaz e Dias Advogados</b>	José Carlos Vaz e Dias
<b>Veirano Advogados</b>	Valdir Rocha
<b>Zancaner Costa, Bastos e Spiewak Advogados</b>	Benny Spiewak

## TRADEMARK LITIGATION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Dannemann Siemsen Advogados</b>	Luiz Henrique O. do Amaral, Joaquim Eugenio Goulart, Peter Eduardo Siemsen
<b>Gusmão &amp; Labrunie - Intellectual Property</b>	José Roberto Gusmão, Laetitia d'Hanens, João Vieira da Cunha, Fernando Eid Philipp
<b>Kasznar Leonardos - Intellectual Property</b>	Elisabeth Kasznar, Gabriel Leonardos, Nancy Caigawa
<b>EXCELLENT</b>	
<b>1 Bhering Advogados</b>	Philippe Bhering, Pedro Bhering
<b>Daniel Legal &amp; IP Strategy</b>	André Oliveira, Rafael Marques Rocha
<b>Guerra IP</b>	Ricardo Pinho, Patricia Lusoli, Flávio Leonardos
<b>Montaury Pimenta, Machado &amp; Vieira de Mello</b>	Luiz Edgard Montaury Pimenta, Eduardo Magalhães Machado
<b>2</b>	
<b>David do Nascimento Advogados Associados</b>	Ricardo do Nascimento, Marcello do Nascimento
<b>Luiz Leonardos &amp; Advogados</b>	Gustavo Starling Leonardos, Rodrigo Bonan de Aguiar
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa Müssnich Aragão</b>	Antonella Carminatti, Claudia Christina Schulz
<b>Di Blasi, Parente &amp; Associados</b>	Paulo Parente
<b>Murta Goyanes</b>	Marcelo Goyanes, Antonio Murta
<b>Pinheiro Neto Advogados</b>	José Mauro Machado, Andre Zonaro Giacchetta
<b>Siqueira Castro Advogados</b>	Márcio Costa de Menezes e Gonçalves, Eduardo Ribeiro Augusto, Luís Cascaldi
<b>Soerensen Garcia Advogados Associados</b>	Mario Augusto Soerensen Garcia
<b>Trench Rossi e Watanabe Advogados</b>	Marcela Trigo de Souza
<b>Veirano Advogados</b>	Valdir Rocha, Fábio Pereira
<b>RECOMMENDED</b>	
<b>Araripe &amp; Associados</b>	Luiz de Alencar Araripe Jr.
<b>Ariboni Fabbri &amp; Schmidt Sociedade De Advogados</b>	Lélio Denicoli Schmidt, Hélio Fabbri Jr.
<b>Demarest Advogados</b>	Tatiana Campello, Marcelo Inglez de Souza
<b>Fialho Salles Advogados</b>	Lucas Spadano
<b>KLA - Koury Lopes Advogados</b>	Tania liberman
<b>Müller Mazzonetto</b>	Nathalia Mazzonetto, Karina Muller
<b>Ouro Preto Advogados</b>	Rodrigo A. de Ouro Preto Santos
<b>Tinoco Soares Sociedade de Advogados</b>	José Carlos Tinoco Soares Jr.
<b>TozziniFreire Advogados</b>	Andreia de Andrade Gomes, Marcela Waksman Eijnisman

## Our analysis

### DANNEMANN SIEMSEN ADVOGADOS: BRAZIL'S IP STARS



Luiz Henrique do Amaral

**Leaders:**  
Luiz Henrique do Amaral  
and Peter Eduardo Siemsen  
**Established:**  
2000

**Track record:** With more than one century of history, the firm has established a reputation not only in Brazil, but worldwide. Its portfolio of clients has over 500 companies, including Novartis, Claro and CBF, the Brazilian Soccer Federation. In 2016, the firm collected an impressive number of victories in courts for patent nullities and infringements.

**Team & differentiation:** The firm has 51 partners, 280 counsel and 21 associates and works on every facet of the universe of Intellectual Property. Dannemann Siemsen is one of the most admired IP firms in Brazil. Their prosecution abilities and impressive track-record in the court make them a top-pick for high-stakes matters.

### DAVID DO NASCIMENTO ADVOGADOS ASSOCIADOS: A TEAM ENTIRELY DEDICATED TO IP



Marcello do Nascimento

**Leaders:**  
David do Nascimento, Mar-  
cello do Nascimento and  
Ricardo do Nascimento  
**Established:**  
1979

**Track record:** Entirely dedicated to intellectual property, the firm has built a portfolio of renowned clients in its three decades of existence, which include Disney, Adidas and Pepsico. They collaborated with Adidas in its fight against counterfeit products in São Paulo and helped them to protect the "3 stripes" trademark.

**Team & differentiation:** The firm has 17 attorneys dedicated to intellectual property matters. The team is principally known for its experience in trademark and patent prosecution and has a proven history of success in defending its clients' IP assets in all the country's courts. They regularly work with healthcare, electronics, foods and beverages and other industries that are key to the Brazilian economy.

### SIQUEIRA CASTRO ADVOGADOS: IP AND ANTI-COUNTERFEITING SPECIALISTS



Márcio Costa de Menezes e  
Gonçalves

**Leaders:**  
Márcio Costa de Menezes  
e Gonçalves and Eduardo  
Ribeiro Augusto  
**Established:**  
1948

**Track record:** Siqueira Castro provides services to some of the largest companies in the country, including Nextel and SKY. The firm is currently working with COPAG (Company of Sao Paulo for Papers and Visual Arts) in its battle against piracy. Siqueira Castro is currently representing client Peixe Urbano in high-profile case against Hotel Urbano.

**Team & differentiation:** The intellectual property department relies on two partners and four associates. The firm aims to analyze the case of each client, considering every legal aspect, in order to reach the best decision possible. Moreover, the firm has a desk for international matters, ready to communicate with countries in Europe, Asia, North America and Africa.

### KASZNAR LEONARDOS: INNOVATIVE AND UNANIMOUSLY TOP-TIER



Gabriel Leonardos

**Leaders:**  
Gabriel Leonardos, Elisa-  
beth Kasznar and Ronaldo  
Gomes  
**Established:**  
1919

**Track record:** The firm has been able to adapt to the market's latest tendencies and demands, developing new kinds of innovative services. Kasznar Leonardos, thanks to its consolidated network of partners, is often chosen to build the IP Strategy of foreign companies in the whole Latin American region. Regarding the universe of intellectual property, the firm's work includes patent and trademark prosecution, data protection, technology, digital services and life sciences.

**Team & differentiation:** Kasznar Leonardos' partners are seasoned and technically excellent. The team, comprised of 13 partners, one counsel and 18 attorneys, has one of the best leverage in the market. Kasznar's lawyers have an in-depth understanding of their clients' business; their proactive approach is highly satisfying for their clients, who often call on them for complex IP issues.

### DI BLASI PARENTE & ASSOCIADOS: HOUSEHOLD NAME IN THE BRAZILIAN MARKET



Paulo Parente Marques  
Mendes

**Leaders:**  
Paulo Parente Marques  
Mendes and Gabriel di Blasi  
**Established:**  
1987

**Track record:** With operations concentrated in the two most important markets in Brazil, Rio de Janeiro and São Paulo, the firm provides full services in the field of intellectual property to national and international enterprises. In 2012, the firm started to work with Accor Hotels, one of the largest hotel chains in the world. The firm's clients are blue chip companies such as Samsung, Merck & Co and Reckitt Benckiser Healthcare.

**Team & differentiation:** Paulo Parente's go-getter attitude and Gabriel Di Blasi's technical excellence have secured the firm a solid reputation in Brazil and internationally. The firm aims for an interdisciplinary approach, in which its attorneys can work in different departments as needed. Its team consists of 25 attorneys.

### MARIO DE ALMEIDA TRADEMARKS AND PATENTS: EXCELLENCE WITH INTERNATIONAL CLIENTS



Custódio Cesar Castro de  
Almeida

**Leaders:**  
Custódio Cesar Castro de  
Almeida  
**Established:**  
1958

**Track record:** With three offices located in the southern region of the country, the firm works with companies from all over the world. The team's capacity to maintain strategic clients defines a benchmark in the market, as some of them have been with the firm for the last 50 years. In 2016, the firm partnered with Mormaii to manage the trademarks of the company.

**Team & differentiation:** With over half a century in the market, experience plays a major role in the operations of the firm, as well as innovation, as it had to adapt in order to meet the new demands of the digital era. Its Intellectual Property practice team counts on five partners. For the past five years, Mario de Almeida has been reinforcing its international capacities.

## TECHNOLOGY

## Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Licks Attorneys	Rodrigo Souto Maior, Carlos Aboim
Mattos Filho Advogados	Fábio Kujawski
Pinheiro Neto Advogados	José Mauro Machado, Raphael de Cunto, André Zonaro Giacchetta
Veirano Advogados	Fábio Pereira
<b>EXCELLENT</b>	
Azevedo Sette Advogados	Paulo Brancher, Ricardo Barretto
Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados	Renato Opice Blum, Caio César Carvalho Lima
Pinhão e Koiffman Advogados	Hélio Moraes
TozziniFreire Advogados	Marcela Waksman Ejnisman
Trench Rossi e Watanabe Advogados	Esther Miriam Flesch, Flávia Rebello Pereira
<b>HIGHLY RECOMMENDED</b>	
1 Bialer & Falsetti Associados	Ana Paula Bialer Ingham
Cortez, Rizzi & Miranda Advogados	Maria Cristina Cortez, Heitor Carmássio Miranda
Dannemann Siemsen Advogados	Cândida Caffé
Demarest Advogados	Tatiana Campello, Marcelo Inglez de Souza
Kasznar Leonardos - Intellectual Property	Gustavo Barbosa, Claudio Barbosa, Gabriel Leonardos
<b>2</b>	
Artese e Advogados	Gustavo Artese
Gusmão & Labrunie - Intellectual Property	Jacques Labrunie
Montaury Pimenta, Machado & Vieira de Mello	Dirceu Santa Rosa
Motta Fernandes Advogados	Fernando Stacchini, Renata Ciampi
PPP Advogados	Patricia Peck, Márcio Mello Chaves
Sette Câmara, Corrêa e Bastos Advogados Associados	Alexandre Atheniense
Souza Cescon Advogados	Luiz Felipe Di Sessa
<b>RECOMMENDED</b>	
Assis e Mendes Advogados	Adriano Mendes
BVA - Barreto Veiga & Advogados	Felipe Barreto Veiga
COTS Advogados	Márcio Cots
Dias Teixeira Sociedade de Advogados	Diogo Dias Teixeira
Fialho Salles Advogados	Lucas Spadano
KLA - Koury Lopes Advogados	Tania Liberman
Lilla Huck Otranto Camargo Advogados	Maurício Vedovato
Machado Meyer Advogados	Elton Minasse
Siqueira Castro Advogados	Márcio Costa de Menezes e Gonçalves



## DATA PROTECTION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>HIGHLY RECOMMENDED</b>	
Artese e Advogados	Gustavo Artese
Dannemann Siemsen Advogados	Filipe Fonteles Cabral, Gustavo Piva de Andrade
Mattos Filho Advogados	Fábio Kujawski
Pinheiro Neto Advogados	André Zonaro Giacchetta, Raphael de Cunto
<b>RECOMMENDED</b>	
Cortez, Rizzi & Miranda Advogados	Maria Cristina Cortez
Kasznar Leonardos - Intellectual Property	Claudio Barbosa, Nancy Caigawa
Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados	Caio César Carvalho Lima
PPP Advogados	Patricia Peck, Márcio Mello Chaves
Sette Câmara, Corrêa e Bastos Advogados Associados	Alexandre Atheniense
TozziniFreire Advogados	Marcela Waksman Ejnisman
Veirano Advogados	Fábio Pereira

## LIFE SCIENCE

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>HIGHLY RECOMMENDED</b>	
Correia da Silva Advogados	Rodrigo Correia da Silva
Dannemann Siemsen Advogados	Gustavo de Freitas Morais
Kestener, Granja & Vieira Advogados	Beatriz Kestener, Rubens Granja
Pinheiro Neto Advogados	Angela Fan Chi Kung
TozziniFreire Advogados	Elysangela de Oliveira Rabelo
<b>RECOMMENDED</b>	
A. Lopes Muniz Advogados Associados	Marcos Lobo De Freitas Levy
Fialdini Einsfeld Advogados	Pedro Fialdini
Fukuma Advogados	Patricia Fukuma Jannini
Kasznar Leonardos - Intellectual Property	Anderson Ribeiro, Gabriel Leonardos, João Vianna
Licks Attorneys	Otto Licks, Eduardo Hallak
Vicente Nogueira Advogados	Vicente Nogueira
Zancaner Costa, Bastos e Spiewak Advogados	Benny Spiewak

## MEDIA, SPORTS AND ENTERTAINMENT

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bitelli Advogados</b>	Marcos Alberto Sant'Anna Bitelli
<b>Cesnik Quintino &amp; Salinas Advogados</b>	Fábio Cesnik, Rodrigo Salinas
<b>EXCELLENT</b>	
<b>Dannemann Siemsen Advogados</b>	Peter Eduardo Siemsen, Attilio Gorini, José Henrique Werner, Gustavo Piva de Andrade
<b>Demarest Advogados</b>	Tatiana Campello, Marcelo Inglez de Souza
<b>Lilla Huck Otranto Camargo Advogados</b>	Maurício Vedovato
<b>Machado Meyer Advogados</b>	Ivandro Maciel Sanchez Jr., Guilherme Anders
<b>Murta Goyanes</b>	Marcelo Goyanes
<b>Pinheiro Neto Advogados</b>	Raphael de Cunto, José Mauro Decoussau Machado
<b>HIGHLY RECOMMENDED</b>	
<b>ASBZ Advogados</b>	Alfredo Zucca
<b>Bichara &amp; Motta Advogados</b>	Marcos Motta
<b>Kasznar Leonardos - Intellectual Property</b>	Rafael Lacaz Amaral, Gabriel Leonardos
<b>Levy &amp; Salomão Advogados</b>	Simone Lahorgue Nunes
<b>Lins de Vasconcelos Advogados</b>	Cláudio Lins de Vasconcelos
<b>Schivartche Advogados</b>	André Schivartche
<b>Veirano Advogados</b>	Valdir Rocha, Fábio Pereira
<b>RECOMMENDED</b>	
<b>Bhering Advogados</b>	Philippe Bhering
<b>CSMV Advogados</b>	André Sica
<b>Garcia &amp; Keener Advogados</b>	Carlos Eugenio Lopes
<b>Guerra IP</b>	Alberto Guerra
<b>Gusmão &amp; Labrunie - Intellectual Property</b>	João Vieira da Cunha
<b>KLA - Koury Lopes Advogados</b>	Tania Liberman
<b>Machado Alves Advogados</b>	Tarsila Machado Alves
<b>Santoro, Almeida &amp; Andries Advogados</b>	Luiz Felipe Guimarães Santoro

## FASHION

### Brazil Best Law Firms

The firms are listed alphabetically within the band

FIRM	LEADING PARTNERS
<b>RECOMMENDED</b>	
<b>CGM Advogados</b>	Martim Francisco Marques Machado
<b>D. Portilho</b>	Deborah Portilho
<b>Daniel Legal &amp; IP Strategy</b>	Robert Daniel-Shores
<b>Gusmão &amp; Labrunie - Intellectual Property</b>	Laetitia Maria Alice Pablo d'Hanens
<b>Montaury Pimenta, Machado &amp; Vieira de Mello</b>	Bruna Rego Lins
<b>TozziniFreire Advogados</b>	Andreia de Andrade Gomes

# XXXVII

## CONGRESSO INTERNACIONAL DA PROPRIEDADE INTELECTUAL DA ABPI

INTERNATIONAL CONGRESS ON INTELLECTUAL PROPERTY - ABPI

20 A 22 DE AGOSTO DE 2017  
AUGUST 20 TO 22, 2017  
RIO DE JANEIRO - BRASIL

Informações: [www.abpi.org.br](http://www.abpi.org.br)



SÓCIOS INSTITUCIONAIS / INSTITUCIONAL MEMBERS

PLATINA / PLATINUM

DANNEMANN  
SIEMSEN  
BIGLER &  
IPANEMA MOREIRA

**INTERFARMA**  
Associação da Indústria Farmacêutica de Pesquisa

MONSANTO 

OURO / GOLDEN

**BHERING**  
ADVOGADOS

 Di Blasi  
Parente  
& Associados

**Kasznar** <sup>1919</sup>  
**Leonardos**  
PROPRIEDADE  
INTELECTUAL

PRATA / SILVER

**DANIEL**  
Legal & IP Strategy

 Microsoft

 **MPA**  
Associação Nacional de Propriedade Intelectual

BRONZE

 **ANDEF**  
ASSOCIAÇÃO NACIONAL  
DE DEFESA VEGETAL

Arbon,  
Fabbrini &  
Schmidt

**DN** DAVID DO NASCIMENTO  
PROPRIEDADE INTELECTUAL

 **GUSMÃO & LABRUNIE**  
PROPRIEDADE INTELECTUAL - INTELLECTUAL PROPERTY



# CANADA

## TMT

### Canada Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>BMO Capital Markets</b>	Daniel Barclay (Head of Investment & Corporate Banking, Canada and International), John Armstrong (Head of Canadian M&A)
<b>CIBC World Markets</b>	Roman Dubczak (Head of Global Investment Banking)
<b>RBC Capital Markets</b>	Derek Neldner (Head of Canadian and Asia Pacific Investment Banking)
<b>TD Securities</b>	Robbie J. Pryde (Vice Chair and Head of Corporate and Investment Banking)
<b>EXCELLENT</b>	
<b>Evans &amp; Evans</b>	Michael Evans (Principal), Jennifer Lucas (Managing Partner)
<b>Goldman Sachs</b>	Peter Enns (Chief Executive Officer, Canada)
<b>Pagemill Partners - Duff &amp; Phelps</b>	Christian Bennett (Managing Director), Gaurav Bhasin (Managing Director)
<b>PwC</b>	Eric Castonguay (Head of Corporate Finance, Canada)
<b>HIGHLY RECOMMENDED</b>	
<b>Barclays</b>	Tim Kitchen (Head of Investment Banking, Canada)
<b>Canaccord Genuity</b>	Stewart Busbridge (Co-Head of M&A, Canada), Jamie Nagy (Co-Head of M&A, Canada)
<b>Martin Wolf Securities</b>	Martin Wolf (President), Seth Collins (Managing Director)
<b>PJT Partners</b>	Ivan Brockman (Partner), James Murray (Partner)
<b>RECOMMENDED</b>	
<b>Arma Partners</b>	James Schroder (Partner), David Creamer (Partner)
<b>National Bank Financial</b>	Michael Levin (Group Head of M&A), Peter Jelley (Head of Investment Banking, Canada)
<b>UBS Investment Bank</b>	Alain Auclair (Head of Investment Banking, Canada)

## CANADA VENTURE CAPITAL FUNDS LIST

The firms are listed alphabetically

FIRM	INDUSTRY
<b>32 Degrees Capital</b>	Oil & Gas
<b>500 Startups Canada</b>	eCommerce
<b>Alternative Capital Group</b>	CleanTech, Consumer & Retail, Forestry, IT & Services, Industrial & Manufacturing, Infrastructure, Oil & Gas
<b>Annapolis Capital</b>	Oil & Gas
<b>Arc Tern Ventures</b>	CleanTech, Industrial & Manufacturing
<b>AVAC</b>	CleanTech, Forestry, IT & Services
<b>Avrio Capital</b>	CleanTech, Food, Beverages & Agribusiness
<b>BDC Capital</b>	CleanTech, IT & Services, Industrial & Manufacturing, Life Sciences
<b>Bioentreprise Capital Ventures</b>	Food, Beverages & Agribusiness
<b>Celtic House Venture Partners</b>	IT & Services
<b>Chrysalix Venture Capital</b>	CleanTech, Energy & Power
<b>Covington Capital Corporation</b>	CleanTech, Consumer & Retail, IT & Services, Infrastructure, Life Sciences, Other
<b>CTI Life Sciences Fund</b>	Life Sciences
<b>Cycle Capital Management</b>	Automotive & Transportation, CleanTech, Industrial & Manufacturing
<b>Discovery Capital</b>	CleanTech, IT & Services
<b>Espresso Capital</b>	CleanTech, Energy & Power, Oil & Gas
<b>Eventi Capital Partners</b>	CleanTech, Consumer & Retail, IT & Services, Life Sciences, Mining & Resources
<b>Fondaction</b>	IT & Services, Life Sciences
<b>Fonds de solidarité (FTQ)</b>	Automotive & Transportation, CleanTech, Consumer & Retail, Financial, IT & Services, Industrial & Manufacturing, Infrastructure, Life Sciences, Real Estate
<b>Genesys Capital</b>	Life Sciences
<b>Golden Venture Partners</b>	IT & Services
<b>iGan Partners</b>	IT & Services, Industrial & Manufacturing, Life Sciences
<b>Impression Ventures</b>	IT & Services
<b>Innovacorp</b>	CleanTech, IT & Services, Life Sciences, Other
<b>Inova Capital</b>	IT & Services
<b>Investeco Capital</b>	CleanTech, Industrial & Manufacturing
<b>Lumira Capital</b>	Life Sciences
<b>LX Ventures / Oak Mason Investments</b>	Financial, Food, Beverages & Agribusiness, IT & Services, Life Sciences, Real Estate
<b>McRock Capital</b>	IT & Services, Industrial & Manufacturing, Oil & Gas
<b>New Brunswick Innovation Foundation</b>	IT & Services, Industrial & Manufacturing, Life Sciences, Mining & Resources
<b>Nexus Crowd</b>	Automotive & Transportation, CleanTech, Consumer & Retail, Financial, IT & Services, Industrial & Manufacturing, Infrastructure, Life Sciences, Real Estate
<b>Nova Scotia Business Venture Capital</b>	CleanTech, IT & Services, Industrial & Manufacturing, Life Sciences
<b>Pangaea Ventures</b>	Automotive & Transportation, CleanTech, Electronic & Semiconductor, Energy & Power, Industrial & Manufacturing, Life Sciences, Mining & Resources
<b>Pycap Venture Partners</b>	IT & Services
<b>Real Ventures</b>	IT & Services
<b>Rho Capital Ventures</b>	CleanTech, IT & Services
<b>Roadmap Capital</b>	CleanTech, IT & Services, Industrial & Manufacturing, Life Sciences
<b>Ryerson Futures</b>	Consumer & Retail, Financial, IT & Services, Infrastructure, Life Sciences
<b>Summerhill Venture Partners</b>	Digital Media, IT & Services, Mobile & Telecom, Other
<b>Tandem Expansion Fund</b>	CleanTech, IT & Services, Life Sciences, Mobile & Telecom
<b>Tech Capital Partners</b>	Digital Media, Electronic & Semiconductor, IT & Services, eCommerce
<b>Top Reenergy Venture Capital</b>	IT & Services, Life Sciences, Other
<b>Trellis Capital</b>	CleanTech, IT & Services, Life Sciences
<b>TVM Capital Life Science</b>	Life Sciences
<b>Vanedge Capital Partners</b>	Digital Media, IT & Services, Mobile & Telecom, Other, eCommerce
<b>Version One Ventures</b>	IT & Services

Source: Canadian Venture Capital & Private Equity Association

## PATENT PROSECUTION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Gowling WLG	Anthony Creber, Christopher Van Bar, Grant Tisdall
Smart & Biggar/Fetherstonhaugh	Yoon Kang, David Schwartz, Matthew Zischka
<b>EXCELLENT</b>	
Bereskin & Parr	Philip C. Mendes da Costa, Micheline Gravelle
Borden Ladner Gervais	Jason Howg
Norton Rose Fulbright	Paul J. Field, Sébastien Clark
Osler	Bradley J. White
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Christopher Aide
Bennett Jones	Martin P.J. Kratz
Blake Cassels & Graydon	Anthony Prenol, Sheldon Burshtein
Deeth Williams Wall	Gervas Wall
Marks & Clerk	Ian Clark
McCarthy Tétrault	Alfred Macchione
Ridout & Maybee	Mitchell B. Charness
Sim IP Practice	Michael I. Stewart, David Ruston
Torys	Eileen M. McMahon
<b>RECOMMENDED</b>	
Cassan Maclean	Lynn S. Cassan, Scott P. Maclean
DLA Piper	Bruce W. Stratton
Fasken Martineau	Armand M. Benitah, Richard Y. Cheung
GGD – Goudreau Gage Dubuc	Alain M. Leclerc
Kirby IP Canada	Trevor Mee
McMillan	Keith Bird
Moffat & Co Macera & Jarzyna	John S. Macera
Oyen Wiggs	Bruce M. Green
Riches McKenzie & Herbert	Paul L. Herbert
Robic	Laurent Carriere

### GOWLING WLG: FILING THE MOST PATENTS AND TRADEMARKS IN CANADA



Grant Tisdall

Leaders:  
Grant Tisdall, Anthony  
Creber and Christopher  
Van Barr

Established:  
2016 (by merger)

**Track record:** Gowling WLG maintains its prominent position in the market. The practice covers the full scope of IP law, with market-leading experts in both contentious and non-contentious matters. The firm represented Novartis in its application under the patented medicines regulations to prohibit anyone from marketing a generic version of its Exjade product. Gowling WLG also represented Bayer, Sanofi, Eli Lilly and Black & Decker.

**Team & differentiation:** Grant Tisdall, a leading patent agent, serves in the firm's intellectual property group which consists of 56 partners and 17 other qualified lawyers who handle a wide array of Canadian and international clients. Mr. Tisdall focuses on preparing and prosecuting applications relating to computer software and application development.

## TRADEMARK PROSECUTION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bereskin &amp; Parr</b>	Cynthia Rowden
<b>Gowling WLG</b>	Kelly Gill, Robert MacDonald, Brian Kingwall
<b>Smart &amp; Biggar/Fetherstonhaugh</b>	Keltie Sim Luft, Phillip Lapin, Christian Bolduc
<b>EXCELLENT</b>	
<b>Borden Ladner Gervais</b>	Mary Jane Lemenchick
<b>Norton Rose Fulbright</b>	Jean-François Drolet
<b>Ridout &amp; Maybee</b>	Timothy C. Bourne
<b>Robic</b>	Laurent Carrière
<b>HIGHLY RECOMMENDED</b>	
<b>Blake Cassels &amp; Graydon</b>	Anthony Prenol, Sheldon Burshtein
<b>Cassels Brock &amp; Blackwell</b>	Shane Hardy
<b>Deeth Williams Wall</b>	Douglas N. Deeth
<b>DLA Piper</b>	Ronald E. Dimock
<b>Marks &amp; Clerk</b>	Coleen Morrison
<b>McMillan</b>	Keith Bird
<b>Moffat &amp; Co Macera &amp; Jarzyna</b>	John S. Macera
<b>Osler</b>	J. Bradley White
<b>Riches McKenzie &amp; Herbert</b>	Michael Adams
<b>Sim IP Practice</b>	Kenneth D. McKay
<b>Torys</b>	Eileen M. McMahon
<b>RECOMMENDED</b>	
<b>Bennett Jones</b>	Martin P. J. Kratz
<b>Fasken Martineau</b>	Jean-Philippe Mikus
<b>GGD - Goudreau Gage Dubuc</b>	Chantal Desjardins
<b>McCarthy Tétrault</b>	Charles S. Morgan
<b>Shapiro Cohen</b>	Chantal Bertoša



## PATENT LITIGATION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1 Goodmans</b>	Andrew Brodtkin, Harry Radomski
<b>Smart &amp; Biggar/Fetherstonhaugh</b>	François Guay, Steven Garland, Gunars Gaikis
<b>2</b>	
<b>DLA Piper</b>	Ronald E. Dimock, Bruce W. Stratton, Alan Macek
<b>Gowling WLG</b>	Anthony G. Creber, Hélène D'Iorio
<b>EXCELLENT</b>	
<b>Aitken Klee</b>	David Aitken, Marcus Klee
<b>Bereskin &amp; Parr</b>	Robert MacFarlane
<b>Borden Ladner Gervais</b>	Christine Pallota
<b>McCarthy Tétrault</b>	Andrew J. Reddon, Steven Mason
<b>Osler</b>	J. Bradley White, John C Cotter
<b>Robic</b>	François M. Grenier
<b>Torys</b>	Andrew M. Shaughnessy, Andrew Bernstein
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Christopher Aide, Kamleh Nicola, Stephanie Vaccari
<b>Bennett Jones</b>	Martin P.J. Kratz
<b>Belmore Neidrauer</b>	Lindsay Neidrauer
<b>Deeth Williams Wall</b>	Douglas N. Deeth, Gervas W. Wall
<b>Fasken Martineau</b>	Julie Desrosiers
<b>Norton Rose Fulbright</b>	Paul J. Field, Judith Robinson
<b>RECOMMENDED</b>	
<b>Blake Cassels &amp; Graydon</b>	Anthony Prenol, Francis Rouleau
<b>Gilbert's</b>	Tim Gilbert
<b>GGD - Goudreau Gage Dubuc</b>	Alain M. Leclerc
<b>Jolicœur Lacasse</b>	Greg Moore
<b>Lenczner Slaght</b>	Andrew Skodyn, Sana Halwani
<b>McMillan</b>	Davied W. Kent, Peter Wells
<b>Oyen Wiggs</b>	Bruce M. Green, Craig A. Ash, David McGruder
<b>Ridout &amp; Maybee</b>	Mitchell B. Charness
<b>Stikeman Elliott</b>	Jonathan N. Auerbach, Justine M. Whitehead

#### SMART & BIGGAR/FETHERSTONHAUGH: TOP CHOICE FOR FORTUNE 500S



François Guay

Leaders:  
François Guay, Steven  
Garland and Gunars Gaikis  
Established:  
1890

**Track record:** The firm is a dominant force in intellectual property litigation with a proven record of successfully handling high profile client matters. This year the firm has successfully represented Camso Inc. in a patent infringement case. The firm has also represented the Dow Chemical Company, INTA, Nike, Microsoft and Air Canada.

**Team & differentiation:** The firm has the largest practice in Canada devoted to IP and technology law. With 38 partners and 44 associates the firm brings in talent with impressive scientific background. Mr. Guay is considered to be among the top five most experienced intellectual property litigators in Canada and has appeared before the Courts of Quebec and the Federal Court of Canada.

## TRADEMARK & COPYRIGHT LITIGATION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bereskin & Parr	Donald M. Cameron, Cynthia Rowden
Gowling WLG	Anthony G. Creber
Smart & Biggar/Fetherstonhaugh	Mark Evans, François Guay, Steven Garland
<b>2</b> DLA Piper	Ronald E. Dimock, Sangeetha Punniyamoorthy
<b>EXCELLENT</b>	
Baker McKenzie	Christopher Aide, Kamleh Nicola, Stephanie Vaccari
Borden Ladner Gervais	Christine Pallotta, Theresa Corneau
Blake Cassels & Graydon	Sunny Handa, Anthony Prenol
Osler	Bradley J. White
Robic	François Grenier
<b>HIGHLY RECOMMENDED</b>	
Aitken Klee	Jonathan Stainsby
Aird & Berlis	Timothy M. Lowman
Bennett Jones	Martin Kratz
Cassels Brock & Blackwell	Shane Hardy
Deeth Williams Wall	Gervas Wall
Goodmans	Andrew Brodtkin, Amalia Berg
Norton Rose Fulbright	Brian W. Gray, Mark Edward Davis
McMillan	Keith Bird
Sim IP Practice	Kenneth D. McKay
<b>RECOMMENDED</b>	
Dentons	Robert D. McDonald, Q.C.
Fasken Martineau	Jean-Philippe Mikus
McCarthy Tétrault	Charles S. Morgan
Moffat & Co Macera & Jarzyna	John S. Macera
Torys	Andrew M. Shaughnessy, Andrew Bernstein

### BERESKIN & PARR: LEADING THE SPECTRUM IN TRADEMARKS



Donald M. Cameron

Leaders:  
Donald M. Cameron and  
Cynthia Rowden  
Established:  
1890

**Track record:** The firm has grown to become one of the largest IP firms in Canada, serving both international and domestic clients. Mr. Cameron is currently leading his team in a copyright and trade secrets litigation for a leading provider of computer services. Other clients of the firm include the Nova Chemical Company, MediaTube Corp., Packers Plus Energy Services, Canada Goose, Canadian Real Estate Association and Revlon.

**Team & differentiation:** As head of the IP litigation practice group, Mr. Cameron's team of 46 partners and 28 associates and of counsel help clients with all aspect of IP in patent, trademark, copyright, trade secrets law and technology licenses. Mr. Cameron is the editor of the Canadian IP Benchbooks providing a thorough analysis of Canadian IP law.

## IT & OUTSOURCING

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Christopher Aide
<b>Blake Cassels &amp; Graydon</b>	Sunny Handa, Christine Ing
<b>McCarthy Tétrault</b>	Charles S. Morgan
<b>EXCELLENT</b>	
<b>Fasken Martineau</b>	John Beardwood
<b>Osler</b>	Michael Fekete, Wendy Gross
<b>HIGHLY RECOMMENDED</b>	
<b>Bennett Jones</b>	Duncan Card, Martin Kratz
<b>Deeth Williams Wall</b>	Michael Erdle
<b>Dentons</b>	Michael Beairsto
<b>McMillan</b>	Bruce McMillan, Elisa Henry
<b>Norton Rose Fulbright</b>	Robert Percival
<b>Smart &amp; Biggar/Fetherstonhaugh</b>	Sanjay Goorachurn, Matthew Zischka, Theodore Sum
<b>RECOMMENDED</b>	
<b>Borden Ladner Gervais</b>	Mark J. Fecenko
<b>Stikeman Elliott</b>	Wesley R. Ng
<b>Torys</b>	Adam Armstrong

#### MCMILLAN: CYBER EXPERTS IN A GLOBAL MARKET



Elisa Henry

Leaders:  
Elisa Henry and  
Bruce McWilliam  
Established:  
1903

**Track record:** The IT & outsourcing team advises clients on many aspects of IT privacy and cyber protection, wherein Ms. Henry coordinates legal services for the International Air Transport Association (IATA). The firm has particular expertise in M&A in IT business where they advise many PE funds and other investors. Other notable clients for the firm include Engie, Blue Solutions and Médecins Sans Frontières.

**Team & differentiation:** McMillan's intellectual property group is made up of highly experienced lawyers who are experts at registering trademarks in North America and managing Canadian and international trademark portfolios. Prior to commencing his legal career, partner Bruce McWilliam worked as a professional engineer doing systems analysis and software development.



**CHILE**

## IP LITIGATION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Carey</b>	Francisco Carey, Guillermo Carey
<b>Sargent &amp; Krahn</b>	Juan Pablo Egaña, Alfredo Montaner
<b>EXCELLENT</b>	
<b>Albagli Zaliasnik</b>	Ariela Agosin, Gabriel Zaliasnik, Eugenio Gormaz
<b>Alessandri</b>	Rodrigo Velasco, Raul Montero
<b>Claro &amp; Cía</b>	Felipe Claro
<b>Silva &amp; Cía</b>	Andrés Grunewaldt
<b>HIGHLY RECOMMENDED</b>	
<b>Covarrubias &amp; Cía</b>	Arturo Covarrubias
<b>Estudio Villaseca</b>	Felipe Pavez S.
<b>Johansson &amp; Langlois</b>	Christopher Doxrud, Max Montero
<b>Porzio Rios García</b>	Hernan Rios, Cristobal Porzio, Marcelo Correa
<b>RECOMMENDED</b>	
<b>Beuchat, Barros &amp; Pfenninger</b>	Andrés Melossi, Santiago Ortuzar
<b>Clarke, Modet &amp; C°</b>	Carolina del Rio
<b>De la Barra, Ernst &amp; Siebel</b>	Helena Siebel
<b>Garay Guerrero</b>	Felipe Garay
<b>García Magliona</b>	Claudio Magliona
<b>Larrain &amp; Asociados</b>	Pablo Ruiz Tagle
<b>Mackenna, Irarrázaval, Cuchacovich &amp; Paz</b>	Rodrigo Marre
<b>Puga IP</b>	Juan Enrique Puga
<b>Shen Contreras y Reyes Limitada (SCR Abogados)</b>	Juan Francisco Reyes

#### CAREY: GIANT OF CHILEAN IP



Guillermo Carey

Leaders:  
Guillermo Carey and  
Francisco Carey  
Established:  
1905

**Track record:** This full-service firm has a very strong IP department and is responsible for over 6,000 patents and 30,000 trademarks. They specialize in every major branch of IP, including intangible assets valuation, IP management and data protection. Among their list of clients are Nestlé, The North Face, Boehringer Ingelheim, BASF and PepsiCo.

**Team & differentiation:** The IP department has 37 qualified lawyers and 10 patent specialists. The operation is led by partners Guillermo and Francisco Carey. Guillermo is more involved in technology, life-science and data protection matters and has advised the Chilean government in the past. Francisco focuses on complex IP litigation, licensing, and distribution and franchise agreements.

## PATENT PROSECUTION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Carey</b>	Francisco Carey
<b>Sargent &amp; Krahn</b>	Juan Pablo Egaña
<b>2</b>	
<b>Estudio Villaseca</b>	Eduardo Molina V.
<b>Johansson &amp; Langlois</b>	Felipe Langlois
<b>EXCELLENT</b>	
<b>Alessandri</b>	Rodrigo Velasco, Francesca Rodriguez
<b>Clarke, Modet &amp; C°</b>	Carolina del Rio
<b>Covarrubias &amp; Cía</b>	Arturo Covarrubias
<b>Porzio Rios García</b>	Marino Porzio
<b>Silva &amp; Cía</b>	Francisco Silva, Rodrigo León
<b>HIGHLY RECOMMENDED</b>	
<b>Claro &amp; Cia</b>	Felipe Claro
<b>Beuchat, Barros &amp; Pfenninger</b>	Andrés Melossi, Santiago Ortúzar
<b>Garay Guerrero</b>	Jorge Garay, Felipe Garay
<b>Llovet IP</b>	Raul Llovet
<b>RECOMMENDED</b>	
<b>Baker Mckenzie</b>	Valentina Venturelli
<b>Cooper &amp; Cia</b>	Rodrigo Cooper
<b>De la Barra, Ernst &amp; Siebel</b>	Patricio de la Barra
<b>Larrain &amp; Asociados</b>	Pablo Ruiz Tagle
<b>Puga IP</b>	Juan Enrique Puga
<b>Puga Ortiz</b>	Cristian Mir Balmaceda
<b>Shen Contreras y Reyes Limitada (SCR Abogados)</b>	Juan Francisco Reyes

### COVARRUBIAS & CÍA: OUTSTANDING IN PATENT ISSUES



Arturo Covarrubias

Leaders:  
Arturo Covarrubias  
Established:  
2010

**Track record:** The firm's focus is IP advising filing, prosecution and enforcement of patents, trademarks, internet domain names and copyright. They provide service in the areas of invention patents, utility models and industrial design to companies such as Novartis, Monsanto and Banco Sabadell. Starwood Hotels are amongst the firm's new client wins.

**Team & differentiation:** The team has a staff of 12, made up of lawyers, engineers, biologists and designers. Main partner Arturo Covarrubias is experienced in patents, industrial property litigation and copyright issues, he has represented clients both in Chile and abroad in different industries (technology, pharmaceuticals, retail, telecoms) in industrial property and copyrights issues.

## TRADEMARK PROSECUTION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Carey	Francisco Carey
Sargent & Krahn	Alfredo Montaner
Silva & Cía	Juan Pablo Silva, Francisco Silva, Ricardo Montero
<b>EXCELLENT</b>	
Alessandri	Loreto Bresky
Claro & Cía	Felipe Claro, Paulina Bardón
Estudio Villaseca	Max Villaseca, Bernardo Serrano S.
Johansson & Langlois	Christopher Doxrud
Porzio Ríos García	Cristobal Porzio
<b>HIGHLY RECOMMENDED</b>	
Albagli Zaliasnik	Eugenio Gormaz
Beuchat, Barros & Pfenninger	Andrés Melossi
Covarrubias & Cía	Arturo Covarrubias
Larrain & Asociados	Pablo Ruiz Tagle
Puga IP	Juan Enrique Puga
Puga Ortiz	Cristian Mir Balmaceda
<b>RECOMMENDED</b>	
Baker Mckenzie	Valentina Venturelli
Barrios Muñoz Jeanneret y Cia	Noëlle Jeanneret, Carmen Paz
Cooper & Cia	Rodrigo Cooper
Clarke, Modet & C°	Carolina del Rio
De la Barra, Ernst & Siebel	Christian Ernst S.
Dellafiori Abogados	Enrique Dellafiori
Garay Guerrero	Jorge Garay
García Magliona	Claudio Magliona
Mackenna, Irarrázaval, Cuchacovich & Paz	Rodrigo Marre
Paiva & Cía	Gabriela Paiva
Pereira Covarrubias Montes	Rafael Covarrubias
Shen Contreras y Reyes Limitada (SCR Abogados)	Juan Francisco Reyes

## ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Marinovic y Cia	Antonio Marinovic
<b>EXCELLENT</b>	
Albagli Zaliasnik	Oscar Molina, Gabriel Zaliasnik
Alessandri	Rodrigo Velasco
Carey	Francisco Carey
Somarriva	Matias Somarriva
<b>HIGHLY RECOMMENDED</b>	
Beuchat Barros & Pfenninger Abogados	Andrés Melossi
Garay Guerrero	Jorge Garay
Johansson & Langlois	Max Montero
Mackenna, Irarrázaval, Cuchacovich & Paz	Rodrigo Marre
Puga Ortiz	Cristian Mir Balmaceda
Silva & Cía	Andrés Grunewaldt

## PLANT VARIETY PROTECTION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
Sargent & Krahn	Juan Pablo Egaña
Estudio Villaseca	Max Villaseca
<b>HIGHLY RECOMMENDED</b>	
Diaz Wiechers	Juan Alberto Diaz
Paiva & Cía	Gabriela Paiva
Shen Contreras y Reyes Limitada (SCR Abogados)	Juan Francisco Reyes
<b>RECOMMENDED</b>	
Alessandri	Rodrigo Alessandri, Francesca Rodriguez
Araya & cía	Matías Araya
Beuchat, Barros & Pfenniger, Abogados	Andrés Melossi
Cooper & Cía	Rodrigo Cooper
Estudio Contreras Moretic	Alvaro Contreras, Jorge Echevarría
Johansson & Langlois	Felipe Langlois, Flavio Belair
Larrain & Asociados	Pablo Ruiz-Tagle

## TECHNOLOGY & DIGITAL SERVICES

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
Alessandri	Rodrigo Velasco Alessandri
Carey	Guillermo Carey, Paulina Silva
Sargent & Krahn	Rodrigo Lavados
<b>HIGHLY RECOMMENDED</b>	
García Magliona y Cía	Claudio Magliona M., Nicolás Yuraszeck
Gutierrez & Arrieta	Raúl Arrieta Cortés
Jijena & Cia	Renato Jijena Leiva
Silva & cia	Gonzalo Sanchez, Rodrigo Leon
Valencia Reusser & Donoso	Carlos Reusser Monsálvez
<b>RECOMMENDED</b>	
Albagli Zaliasnik	Ariela Agosin, Oscar Molina
Barros Errazuriz	José Ignacio Ovalle
Bofill Mir & Alvarez Jana	Guillermo de la Jarra
Bordoli Doren	Carla Bordoli
Claro & Cia	Felipe Claro
Estudio Jurídico Otero	Macarena Lopez
Estudio Villaseca	Max F. Villaseca M.
Palma & Palma Abogados	Pablo Palma Calderón
Pereira Covarrubias Montes	Rafael Covarrubias
Porzio Rios García	Marcelo Correa, Cristobal Porzio
Quiroz Abogados	Hernán Quiroz Valenzuela





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# COLOMBIA

## GENERAL IP

### Colombia Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Alvaro Correa Ordoñez
<b>Brigard &amp; Castro</b>	Juan Pablo Cadena, Martín Torres Cardozo
<b>Cavelier Abogados</b>	Luz Clemencia de Paéz, Andrés Rincón
<b>Lloreda Camacho &amp; Co</b>	Alicia Lloreda Ricaurte
<b>EXCELLENT</b>	
<b>Dentons Cardenas &amp; Cardenas</b>	Luz Helena Adarve
<b>Gómez Pinzón Zuleta</b>	Mauricio Jaramillo
<b>Olarte Moure</b>	Carlos Olarte
<b>Triana Uribe &amp; Michelsen</b>	Laura Michelsen
<b>HIGHLY RECOMMENDED</b>	
<b>Holland &amp; Knight</b>	Danilo Romero Raad
<b>MBC/Márquez Barrera Castañeda</b>	Natalia Barrera Silva
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Mauricio Patiño Bonnet
<b>Posse Herrera Ruiz</b>	Helena Camargo
<b>RECOMMENDED</b>	
<b>Barrios, Montenegro Abogados</b>	Nidia Osorio
<b>Castellanos &amp; Co</b>	Ximena Castellanos, Margarita Castellanos
<b>Castillo Grau Abogados</b>	Felipe Castillo
<b>Clarke Modet &amp; Co</b>	Alejandra Salazar
<b>CMS Rodriguez Azuero Contexto Legal Abogados</b>	Andrés Marquez
<b>Humberto Rubio &amp; Cia</b>	Humberto Rubio, Felipe Rubio
<b>My Brand Legal Solutions</b>	Juliana Echeverri
<b>Pinzón Pinzón &amp; Asociados</b>	Mauricio Pinzón
<b>Wolf Mendez Abogados Asociados</b>	Mónica Wolf, Jesús María Méndez

#### BRIGARD & CASTRO: A COLOMBIAN FIRM WITH AN INTERNATIONAL PRACTICE



Juan Pablo Cadena

Leader:  
Juan Pablo Cadena  
Established:  
1934

**Track record:** Brigard & Castro has a vast portfolio of international clients, including Google, Levi Strauss, Nike, Coca-Cola, Colgate-Palmolive, working on every major facet of the IP world. The firm handles large volumes of trademark filings and patent litigation for clients in the pharmaceutical industry. They successfully advised FIFA on a trademark case.

**Team & differentiation:** The IP area has three partners and nine qualified lawyers and is led by Juan Pablo Cadena, who joined the firm in 2004. Cadena has experience regarding trademarks, patents and copyright law, with particular expertise in representing clients in litigation matters spanning all areas of IP. The team also manages technology transfer, advertising and media law.



# ECUADOR

## IP LITIGATION

### Ecuador Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
<b>Bustamante &amp; Bustamante</b>	José Rafael Bustamante, Roque Bernardo Bustamante, Carmen Robayo
<b>CorralRosales</b>	Maria Cecilia Remoleroux, Francisco Gallegos
<b>Fabara &amp; Compañía Abogados</b>	Maria Rosa Fabara, Pablo Fabara
<b>Falconi Puig</b>	Carlos Alberto Arroyo, Sasha Mandakovic
<b>Meythaler &amp; Zambrano</b>	José Meythaler, Margarita Zambrano
<b>PBP - Pérez Bustamante &amp; Ponce</b>	Francisco Pérez-Gangotena
<b>HIGHLY RECOMMENDED</b>	
<b>Bermeo &amp; Bermeo</b>	Pablo Bermeo Rosales, Rodrigo Bermeo Rosales
<b>Julio C Guerrero B</b>	Edmundo Aguirre Guerrero, Johana Aguirre Guerrero
<b>Paz Horowitz</b>	Bruce Horowitz, Byron Robayo
<b>Romero Corral</b>	Margarita Romero, Alfredo Corral
<b>Quevedo &amp; Ponce</b>	Alejandro Ponce Martinez
<b>Solines &amp; Asociados</b>	Juan Carlos Solines, Pablo Solines
<b>RECOMMENDED</b>	
<b>Arocemena Burbano &amp; Asociados</b>	Flavio Arosemena Burbano
<b>Legacy Soluciones Legales</b>	Juan Pablo Serrano
<b>Lexvalor</b>	Hernan Ponce, Daniel Lopez
<b>Tobar ZVS Spingarn</b>	Bernardo Tobar

#### FABARA & CIA ABOGADOS: FULL SERVICE LAW FIRM WITH OUTSTANDING IP AREA



María Rosa Fabara

Leader:  
María Rosa Fabara  
Established:  
2003

**Track record:** They are very well known for delivering top quality services to their clients and they are very strong dealing with industrial property, copyright, plant variety protection and new technologies matters. Among their list of clients are Bayer, Bimbo and Direct TV. Among María Rosa Fabara's achievements was the successful representation of Abbott Laboratories on a patent issue.

**Team & differentiation:** Fabara has a very strong IP practice and they are very well known for patents Litigation. The IP team includes one partner and four lawyers and is known for its expertise in trademark, patents and unfair competition. Founding partner María Rosa leads the firm's most significant IP cases and has a very strong reputation in Ecuador and abroad.

## TRADEMARK PROSECUTION

### Ecuador Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bustamante &amp; Bustamante</b>	José Rafael Bustamante, Carmen Robayo
<b>Corral Rosales</b>	Maria Cecilia Romoleroux, Francisco Gallegos
<b>Falconi Puig</b>	Sasha Mandakovic
<b>EXCELLENT</b>	
<b>Bermeo &amp; Bermeo</b>	Rodrigo Bermeo Andrade
<b>Fabara &amp; Compañía</b>	Maria Rosa Fabara, Monica Jarrin
<b>Julio C Guerrero B</b>	Edmundo Aguirre Guerrero
<b>PBP - Pérez Bustamante &amp; Ponce</b>	Francisco Pérez-Gangotena
<b>Quevedo &amp; Ponce</b>	Alejandro Ponce Martinez
<b>HIGHLY RECOMMENDED</b>	
<b>Meythaler &amp; Zambrano</b>	Margarita Zambrano
<b>Paz Horowitz</b>	Bruce Horowitz, Byron Robayo
<b>Romero Corral</b>	Margarita Romero
<b>Tobar ZVS Spingarn</b>	Alfonso Rivera
<b>RECOMMENDED</b>	
<b>Lexim</b>	Maria de los Angeles Lombeyda
<b>Solines &amp; Asociados</b>	Juan Carlos Solines, Pablo Solines

## PLANT VARIETY PROTECTION

### Ecuador Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
<b>Fabara &amp; Compañía</b>	Maria Rosa Fabara
<b>Tobar ZVS Spingarn</b>	Alvaro Sevilla , Alfonso Rivera
<b>HIGHLY RECOMMENDED</b>	
<b>Falconi Puig</b>	Carlos Alberto Arroyo del Rio
<b>Neidl &amp; Asociados</b>	Andrew Neidl
<b>PBP - Pérez Bustamante &amp; Ponce</b>	Francisco Pérez-Gangotena

## TMT

### Ecuador Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Barzallo &amp; Barzallo</b>	José Luis Barzallo
<b>Solines &amp; Asociados</b>	Juan Carlos Solines, Pablo Solines
<b>EXCELLENT</b>	
<b>Bustamante &amp; Bustamante</b>	Carmen Robayo
<b>Falconi Puig</b>	Carlos Alberto Arroyo
<b>Paz Horowitz</b>	Byron Robayo
<b>Tobar ZVS Spingarn</b>	Alvaro Sevilla
<b>HIGHLY RECOMMENDED</b>	
<b>Bermeo &amp; Bermeo</b>	Rodrigo Bermeo Andrade
<b>Corral Rosales Carmigniani Pérez</b>	Xavier Rosales
<b>Fabara &amp; Compañía</b>	Maria Rosa Favara, Andrés Becdac
<b>Legaltech Asesores &amp; Consultores</b>	Janette Colamarco
<b>PBP - Pérez Bustamante &amp; Ponce</b>	Francisco Pérez

#### BARZALLO & BARZALLO: GREAT EXPERIENCE IN TELECOMMUNICATIONS & IT



José Luis Barzallo

Leader:  
José Luis Barzallo  
Established:  
1995

**Track record:** The firm is a pioneer in advisory services relating to information technology law. They led preparation for the Ecuadorian Electronic Commerce Law coordinating the project in the National Congress. Outside Ecuador, the firm collaborates with American and European law firms, achieving important synergies in the information rights field.

**Team & differentiation:** The team has strong expertise in the information technology field, dealing with international and national information, telecommunications, commerce and consumers. The team is composed of three experienced partners and five qualified lawyers. Partner José Luis Barzallo is recognized by peers for his expertise in telecommunication matters.



**MEXICO**



## PATENT PROSECUTION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	José Hinojosa
<b>Olivares</b>	Sergio Olivares
<b>Uhthoff Gomez Vega &amp; Uhthoff</b>	Javier Uhthoff Orive
<b>EXCELLENT</b>	
<b>Arochi &amp; Lindner</b>	Jorge Mier y Concha
<b>Becerril, Coca &amp; Becerril</b>	Héctor Chagoya
<b>Calderon &amp; De la Sierra</b>	Ernesto Erreguerena, César Ramos
<b>HIGHLY RECOMMENDED</b>	
<b>Avalerroux</b>	Tomas Arankowsky
<b>Bufete Soni</b>	Mariano Soni
<b>Clarke Modet &amp; Co</b>	Angelica Pardavell
<b>COREip</b>	Jorge Gomez
<b>Dumont Bergman Bider</b>	Armando Pinto, Laura Collada
<b>Goodrich Riquelme Asociados</b>	Enrique Díaz, Juan Suarez
<b>Panamericana De Patentes Y Marcas</b>	Andrés Esteva
<b>TMI Abogados</b>	Kiyoshi Tsuru
<b>RECOMMENDED</b>	
<b>Axkati Legal</b>	Martin M. Pereyra
<b>Baker McKenzie</b>	Sergio Legorreta
<b>Breakthrough</b>	Israel Jimenez
<b>Gonzalez Rossi Abogados</b>	Alejandro Gonzalez Rossi
<b>Méndez + Cortés</b>	Jose Juan Mendéz, Emanuel Cortés
<b>Ortiz Monasterio Marcas Y Patentes</b>	Fernanda Ortiz Monasterio
<b>Santamarina Y Steta</b>	José Pablo Pérez Zea

## TRADEMARK PROSECUTION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Eduardo Kleinberg
<b>Olivares</b>	Sergio Olivares, Antonio Belaunzaran, Alonso Camargo
<b>Uhthoff Gomez Vega &amp; Uhthoff</b>	Eryck Castillo Orive, Consuelo Gonzalez Rodriguez
<b>EXCELLENT</b>	
<b>Arochi &amp; Lindner</b>	Maria Teresa Eljure
<b>Calderon &amp; De la Sierra</b>	Carlos Salazar, Mariel Velez
<b>Goodrich Riquelme Asociados</b>	Enrique Diaz
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Sergio Legorreta
<b>Bufete Soni</b>	Mariano Soni
<b>Dumont Bergman Bider</b>	Laura Collada
<b>Hogan Lovells</b>	Bernardo Herrerias
<b>Ortiz Monasterio Marcas Y Patentes</b>	Fernanda Ortiz Monasterio
<b>Panamericana De Patentes Y Marcas</b>	Miguel Esteva
<b>RECOMMENDED</b>	
<b>Axkati Legal</b>	Luis Alcaraz, Eduardo Toledo
<b>Becerril, Coca &amp; Becerril</b>	Juan Carlos Amaro
<b>Clarke Modet &amp; Co</b>	Jesus Sepulveda
<b>COREip</b>	Nelia Amero, Carla Sanchez
<b>González Rossi Abogados</b>	Alejandro Gonzalez
<b>Legarreta y Asociados</b>	Luis Legarreta
<b>Mansur, Birman, Guakil y, Wolff S.C.</b>	Eduardo Birman
<b>Mcoy Abogados</b>	Alejandro Cardenas, Eduardo Miravete
<b>Méndez + Cortés</b>	Jose Juan Méndez
<b>Müggenburg Gorches Y Peñalosa</b>	Jean Yves Penalosa
<b>Noriega + Escobedo Abogados</b>	Alfredo Rangel
<b>STRONG EXPERTISE</b>	
<b>Breakthrough</b>	Alma Alvarez
<b>Camelo Perez Ariza</b>	Pablo Carrillo Riva
<b>Easymark</b>	Oly Ayala
<b>En sus marcas</b>	Carla Gavaldon
<b>García Barragan Abogados</b>	Adriana Lopez Gonzalez
<b>Gonzalez Calvillo S.C.</b>	Pablo Hooper
<b>Iberbrand</b>	Gilberto Martinez, Ana L. Vargas
<b>Isla Del Campo</b>	Gloria Isla
<b>Lex Informatica Abogados</b>	Cynthia Solis
<b>Malpica Iturbe Buj y Paredes</b>	Alvaro Huerta Gonzalez
<b>TMI Abogados</b>	Kiyoshi Tsuru

## IP LITIGATION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Arochi &amp; Lindner</b>	Heidi Lindner, Roberto Arochi
<b>Basham Ringe y Correa</b>	Martin Michaus, Adolfo Athie
<b>Olivares</b>	Daniel Sanchez, Alejandro Luna
<b>Uhthoff Gomez Vega &amp; Uhthoff</b>	Saul Santoyo Orozco
<b>EXCELLENT</b>	
<b>Calderon &amp; De la Sierra</b>	Carlos Pérez de la Sierra, Alberto Huerta Bleck
<b>Goodrich Riquelme Asociados</b>	Enrique Diaz, Guillermo Sosa
<b>Hogan Lovells</b>	Bernardo Herrerias
<b>Panamericana De Patentes Y Marcas</b>	Miguel Esteva
<b>HIGHLY RECOMMENDED</b>	
<b>Avalerroux</b>	Tomas Arankowsky, Elias Rios
<b>Baker McKenzie</b>	Sergio Legorreta, Fernando Robles
<b>Becerril, Coca &amp; Becerril</b>	Juan Carlos Amaro
<b>Bufete Soni</b>	Mariano Soni, Miguel Ortiz
<b>COREip</b>	Jorge Gomez
<b>Dumont Bergman Bider</b>	Laura Collada
<b>Méndez + Cortés</b>	José Juan Méndez, Emanuel Cortes
<b>SOLCARGO</b>	Guillermo Solorzano
<b>RECOMMENDED</b>	
<b>Axkati Legal</b>	Manuel Augusto, Eduardo Toledo
<b>Iberbrand</b>	Ana L. Vargas,
<b>Malpica Iturbe Buj y Paredes</b>	Alvaro Huerta Gonzalez, Rodrigo Buj
<b>Mansur, Birman, Guakil y, Wolff S. C.</b>	Eduardo Birman, Isaac Guakil
<b>Mcoy Abogados</b>	Alejandro Cardenas
<b>Müggenburg Gorches Y Peñalosa</b>	Esteban Gorches
<b>Noriega + Escobedo Abogados</b>	Alfredo Rangel
<b>Von Wobeser y Sierra</b>	Rupert Hüttler
<b>STRONG EXPERTISE</b>	
<b>Camelo Perez Ariza</b>	Pablo Carrillo Riva
<b>Cuesta Campos</b>	Mauricio Chozas
<b>Cuesta Llaca y Esquivel</b>	Gaston Esquivel
<b>Gonzales Rossi Abogados</b>	Alejandro Gonzalez
<b>Ortiz Monasterio Marcas Y Patentes</b>	Fernanda Ortiz Monasterio
<b>Santamarina Y Steta</b>	José Pablo Pérez Zea
<b>TMI Abogados</b>	Kiyoshi Tsuru

## TMT

## Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 Bgbg	Carlos Bello
2 Acedo Santamarina	Andres Acedo
<b>EXCELLENT</b>	
Hogan Lovells	Federico Hernandez
Rios Ferrer Guillen-Llarena Trevino Y Rivera S.	Ricardo Rios Ferrer
RM & P Abogados	Ivan Ruiz Moreno
Sesma Sesma & McNeese	Carlos M. Sesma
<b>HIGHLY RECOMMENDED</b>	
Olivares	Luis Schmidt
Baker McKenzie	Sergio Legorreta, Carlos Valencia
Deschamps Y Asociados	Jaime Deschamps Gonzalez
Gonzalez Luna	Federico Gonzalez
Jones Day	Luis Rubio Barnetche
Lexel Abogados	Genaro Fernandez, Jesus Martinez
Lex Informatica Consultores	Joel Gomez Treviño
Ramirez de Arrellano y Abogados	Rosa Ma. Ramirez de Arellano y Haro
Robles Miaja Abogados	Rafael Robles Miaja
SOLCARGO	Guillermo Solorzano
<b>RECOMMENDED</b>	
Arochi & Lindner	Roberto Arochi
Basham Ringe y Correa	Daniel del Rio, Juan José Lopez de Silanes
Bufete Quijano	Rebeca Servin, Clara Luz Alvarez
Calderon & De la Sierra	Luis Mario Lemus, Alverto Huerta Bleck
DLA Piper Gallastegui y Lozano	Eduardo Gallastegui Armella
MGO Legal & Finance	Jorge Moreno
Nader Hayaux & Goebel	Julian Garza
Sanchez Devanny	Federico González Peña
Santamarina Y Steta	Jorge Leon-Orantes
Soria Abogados	Gerardo Soria
Uhthoff Gomez Vega & Uhthoff	Ignacio Dominguez, Carlos Trujillo

## DATA PROTECTION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bgbg</b>	Hector Guzman
<b>Davara Abogados</b>	Isabel Davara
<b>Laurant Abogados</b>	Cedric Laurant
<b>Lex Informatica Consultores</b>	Joel Gómez Treviño
<b>EXCELLENT</b>	
<b>Bufete Soni</b>	Mauricio Hernandez
<b>Calderon &amp; De la Sierra</b>	Luis Mario Lemus
<b>Lex Informatica Abogados</b>	Alfredo Reyes, Cynthia Solis
<b>Orenday Serratos Abogados</b>	Rodrigo Orenday
<b>R10S</b>	Agustin Rios Aguilar
<b>HIGHLY RECOMMENDED</b>	
<b>Axkati Legal</b>	Rosa Maria Franco
<b>Baker McKenzie</b>	Sergio Legorreta
<b>Basham Ringe y Correa</b>	Adolfo Athié
<b>Bufete Quijano</b>	Carmen Quijano
<b>Olivares</b>	Abraham Diaz
<b>Uhthoff Gomez Vega &amp; Uhthoff</b>	Ignacio Dominguez
<b>RECOMMENDED</b>	
<b>Data Proteccion</b>	Mario Gomez
<b>Lexel Abogados</b>	Genaro Fernandez, Jesus Martinez
<b>Ortiz Monasterio Marcas Y Patentes</b>	Fernanda Ortiz Monasterio
<b>ProDataMx</b>	Cristos Velasco
<b>Sanchez Devanny</b>	Federico González Peña
<b>Sesma Sesma &amp; McNeese</b>	Carlos M. Sesma, Maria Rivero Del Paso
<b>TMI Abogados</b>	Kiyoshi Tsuru

#### LEX INFORMÁTICA CONSULTORES: EXPERTS IN DATA PROTECTION & TECH LAW



Joel Gómez Treviño

Leader:  
Joel Gómez Treviño  
Established:  
2015

**Track record:** This boutique law firm provides services to important national and international companies from diverse sectors such as pharma, insurance, aviation, automotive, tourism, banking and finance, cybersecurity and IT. In its client list we can find NCR, Grupo Vidanta, VW, Aspel, Quálitas Compañía de Seguros, Odessa, IMCYC and Instituto Nacional de Medicina Genómica.

**Team & differentiation:** Lex Informática Consultores is a law firm specialized in IT law, internet law, data protection and domain name recovery. It also provides intellectual property and information security services. Founder Joel Gómez is now chairman of the data protection and IT law committee of the National Association of Corporate Lawyers (ANADE).

Our analysis

**UHTHOFF:  
THE ONE STOP SHOP FOR IP MATTERS**



Javier Uthoff Orive

**Leaders:** Javier Uthoff Orive, Mario Ponce, Saul Santoyo, Consuelo Gonzales, Erick Castillo Orive and Ignacio Domínguez – Torrado  
**Established:** 1905

**Track record:** Always among the leaders in patent filings and busy as ever with cases of the most notable brands from all around the world, Uthoff also help important Mexican clients with their expansion abroad, granting them the better protection in the countries where they have economic interests. Examples of companies that have entrusted them are L'Oréal, Shell, Bayer and Tetra Pack.

**Team & differentiation:** The prestigious Uthoff firm has more than one hundred years' experience handling IP issues for top clients. Uthoff is not only the oldest but probably the biggest IP firm in Mexico. The vast array of IP services it offers and the high level of sophistication of its professionals make Uthoff one of the best options for taking care of your intellectual property in Mexico and abroad.

**CALDERON & DE LA SIERRA:  
THE EXPERTISE TO PROTECT YOUR CREATIONS**



Carlos Perez

**Leaders:** Carlos Pérez de la Sierra, Alberto Huerta, Ernesto Erreguerena, Carlos M. Salazar, Mariel Velez and Luis Mario Lemus Rivera  
**Established:** 1982

**Track record:** Last year the firm filed around 300 patents and almost 1,000 trademarks. Among the clients we find Fortune 500 companies from sectors such as pharmaceuticals, technology, food, entertainment, wines and spirits, energy drinks, automotive, banking and dairy products. The team recently helped Danone with the filing of an infringement action against a Mexican competitor.

**Team & differentiation:** Eight partners plus twenty lawyers form this complete team, which can advise on traditional IP issues but also new ones such as data protection or fashion law. Continuing with its expansion, last year the firm welcome Cesar Ramos, a notable expert in patents. Later in 2016, Luis Mario Lemus joined the firm to head the data protection and technology practice.

**BGBG:  
MAINTAINING ITS LEADERSHIP IN TMT AND DATA PROTECTION**



Carlos Bello

**Leaders:** Carlos Bello and Héctor Guzmán

**Established:** 2001

**Track record:** The TMT group has more than 50 active clients. The team advises Orange Business Service Hispasat, Lycamobil and Microsoft, for example. On the data protection and privacy side, an increasing number of big and mid-size companies from sectors such as financial and insurances services, or ones that want to comply with Mexico's data protection framework have looked to the team for assistance.

**Team & differentiation:** Both the telecoms team, lead by Carlos Bello and the data protection & privacy team, lead by Hector Guzmán, have been very active. The notably increase of cases justified the growth in the number of team members. Rolando Guevara has been promoted to partner of the TMT department and was joined by a senior associate. Two new associates, one junior and one senior, have also reinforced Guzmán's team.

**BASHAM:  
TOP NOTCH IP TEAM IN A FULL-SERVICE FIRM**



Martin Michaus

**Leaders:** Eduardo Kleinberg, Martin Michaus, Adolfo Athié and José Hinojosa  
**Established:** 1912

**Track record:** The team advises several Fortune 500 companies and medium sized-companies from different industries with issues concerning industrial creations, industrial secrets, distinctive signs, copyright, domain names, licenses and litigation. On the filing side, the team has handled more than 1,200 patents and almost 4,000 trademarks.

**Team & differentiation:** Basham's is the most important IP team in any full-service law firm in Mexico. Seven partners and 15 associates staff the firm. The very well-known partners need no introduction. Basham continues to improve and adapt new practices to satisfy client need. The team keeps growing. Last year Juan Carlos Hernandez was promoted to partner.

**LEXEL ABOGADOS:  
ENTERTAINMENT, IP AND IT AS ITS CORE BUSINESS**



Genaro Delgado

**Leaders:** Genaro Delgado and Jesús Martínez  
**Established:** 2006

**Track record:** Lexel Abogados has an outstanding list of clients. Among them we find TV channels of various countries, television and cinema producers, and distributors of entertainment content. They also work for an international technology giant helping it with different issues concerning its Mexican interests. An important name in Mexican gastronomy circles trusts them to handle their interests.

**Team & differentiation:** Lexel Abogados is a boutique law firm mainly focused on entertainment, ICT, IP and data protection issues. Before joining forces in 2006 Genaro Fernandez was legal counsel at Sky, Mexico City and Jesús Martínez at Grupo Televisa which allowed them to gain vast knowledge of TMT companies from the client side.

**LEX INFORMATICA ABOGADOS:  
A BOUTIQUE SPECIALIZING IN IP, IT AND PRIVACY**



Alfredo Reyes

**Leaders:** Alfredo Reyes and Cynthia Solís  
**Established:** 2011

**Track record:** Last year the team created solutions concerning topics such as electronic signature or data privacy for big international companies including a bank, insurance companies, transnational retail companies and telecommunication companies. Among the list of clients, we find Bosch, GS1 Mexico, Vamlex, Advantage Security Systems, Fun-salud (Nestlé), Seguridata y Broxel.

**Team & differentiation:** The boutique specializes in IP, IT and data privacy and has two partners, three counsel and four associates. Partner Cynthia Solís handles trademark prosecution and fashion law but also works closely with Alfredo Reyes in data protection and privacy issues including electronic signature, e-business, certified digitalization, data privacy and cybersecurity.



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**PERU**



## PATENT PROSECUTION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Barreda Moller	Alfredo Barreda, Fernando Barreda
<b>EXCELLENT</b>	
Clarke Modet & C° Peru	Ana Teresa Barreto*
Estudio Colmenares & Asociados	Maria del Carmen Arana
Fernandez-Davila & Bueno	Carlos Fernandez-Davila
<b>HIGHLY RECOMMENDED</b>	
Allende & Garcia Abogados	Dafne Ramos
Estudio Echeopar - Baker McKenzie	Luis Alonso García Muñoz-Najar
Francisco Espinosa Bellido Abogados	Francisco Espinosa Reboa
Muñiz Ramirez Pérez Taiman & Olaya	Bruno Merchor
Valencia Law Office	Alfredo Valencia
<b>RECOMMENDED</b>	
Barlaw - Barrera & Asociados	Adriana Barrera
BRDA Abogados	Jose Barreda, Gonzalo Barreda, Gisella Barreda
Durand Abogados	Juan Carlos Durand Grahammer
Mertz Peru	Claudia Fernandini, Stephany Soto
Osterling Abogados	Arturo Tello
Rodrigo Elías & Medrano Abogados	María del Carmen Alvarado, Hector Alvarez
Pierola & Asociados	José de Pierola

\* General Manager

## ENFORCEMENT & ANTI-PIRACY ACTIONS

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Barlaw - Barrera & Asociados	Adriana Barrera
Casahierro Abogados	Javier Duany Garcia
<b>EXCELLENT</b>	
Barreda Moller	Alfredo Barreda, Fernando Barreda
Muñiz Ramirez Pérez Taiman & Olaya	Piero Calderon Oliva
<b>HIGHLY RECOMMENDED</b>	
Osterling Abogados	Ximena Souza Ferreira
Ugarteche & Di Censo	Ruben Ugarteche, Maria Di Censo

## TRADEMARK PROSECUTION

### Peru Best Law Firms

the firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Barreda Moller</b>	Micaela Mujica, Alfredo Barreda
<b>EXCELLENT</b>	
<b>Allende &amp; Garcia Abogados</b>	Magali Garcia, Jorge Allende
<b>Clarke Modet &amp; C° Peru</b>	Ana Teresa Barreto*
<b>Estudio Colmenares &amp; Asociados</b>	María del Carmen Arana
<b>Estudio Eche copar - Baker McKenzie</b>	Luis Alonso García Muñoz-Nájar
<b>Francisco Espinosa Bellido Abogados</b>	Francisco Espinosa Reboa
<b>Muñiz Ramirez Pérez Taiman &amp; Olaya</b>	Marta Fernandez P., Juli Gutierrez Z.
<b>Rodrigo Elías &amp; Medrano Abogados</b>	María del Carmen Alvarado, Hector Alvarez
<b>HIGHLY RECOMMENDED</b>	
<b>Barlaw - Barrera &amp; Asociados</b>	Adriana Barrera, María Inés Herrera
<b>BRDA Abogados</b>	José Barreda, Gonzalo Barreda
<b>Casahierro Abogados</b>	Javier Duany Garcia
<b>Durand Abogados</b>	Juan Carlos Durand Grahammer
<b>Osterling Abogados</b>	Arturo Tello
<b>Pacon &amp; Schiantarelli</b>	Juan Pablo Schiantarelli
<b>Piérola &amp; Asociados</b>	José de Piérola
<b>Valencia Law Office</b>	Alfredo Valencia
<b>RECOMMENDED</b>	
<b>CMS Grau</b>	Maria Delia Oxley
<b>Estudio Olaechea</b>	Monica Germany
<b>Fernandez-Davila &amp; Bueno</b>	Carlos Fernandez - Davila
<b>Hernandez &amp; Cia</b>	Enrique Cavero Safra
<b>Kresalja IP</b>	Baldo Kresalja, Rosa María Kresalja
<b>León e Iparraguirre Abogados</b>	Jimena Carrera
<b>OMC Abogados</b>	Oscar Mago
<b>Pérez-Albela &amp; Asociados</b>	Jorge Pérez-Albela B.
<b>Rodriguez Garcia</b>	Gustavo Rodriguez
<b>Thorne Echeandía &amp; Lema Abogados</b>	Alvaro Echeandía Bustamante

\* General Manager

## IP LITIGATION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Rodrigo Elías &amp; Medrano Abogados</b>	Maria del Carmen Alvarado, Hector Alvarez
2 <b>Estudio Echecopar - Baker McKenzie</b>	Luis Alonso Garcia Munoz-Najar
<b>EXCELLENT</b>	
<b>Barreda Moller</b>	Alfredo Barreda, Fernando Barreda
<b>Francisco Espinosa Bellido Abogados</b>	Francisco Espinosa Reboa
<b>Thorne Echeandia &amp; Lema Abogados</b>	Alvaro Echeandia Bustamente
<b>HIGHLY RECOMMENDED</b>	
<b>Allende &amp; Garcia Abogados</b>	Magali Garcia, Jorge Allende
<b>Barlaw - Barrera &amp; Asociados</b>	Adriana Barrera, Maria Ines Herrera
<b>BRDA Abogados</b>	Jose Barreda, Gonzalo Barreda
<b>Estudio Colmenares &amp; Asociados</b>	Maria del Carmen Arana
<b>Muñiz Ramirez Pérez Taiman &amp; Olaya</b>	Marta Fernandez Pepper, Bruno Merchor, Juli Gutierrez
<b>Osterling Abogados</b>	Arturo Tello
<b>Pacon &amp; Schiantarelli</b>	Juan Pablo Schiantarelli, Ana Maria Pacon
<b>Valencia Law Office</b>	Jubre Valencia
<b>RECOMMENDED</b>	
<b>Barrios Fuentes Abogados (IP Office)</b>	Enrique Berckholtz
<b>Clarke Modet &amp; C° Peru</b>	Ana Teresa Barreta*
<b>CMS Grau</b>	Maria Delia Oxley
<b>Estudio Olaechea</b>	Monica Germany
<b>Fernandez, Heraud &amp; Sanchez</b>	Gustavo Heraud Pérez
<b>Hernandez &amp; Cia</b>	Enrique Cavero Safra
<b>Kresalja IP</b>	Rosa Maria Kresalja, Baldo Kresalja
<b>León e Iparraguirre Abogados</b>	Jimena Carrera
<b>Mertz Peru</b>	Claudia Fernandini
<b>Pérez-Albela &amp; Asociados</b>	Jorge Pérez-Albela B.
<b>Pierola &amp; Asociados</b>	Jose de Pierola
<b>Rodriguez Garcia</b>	Gustavo Rodriguez

\* General Manager

## DATA PROTECTION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Montezuma & Porto	Oscar Montezuma
<b>EXCELLENT</b>	
Estudio Echeopar - Baker McKenzie	Teresa Tovar
Hernandez & Cia	Enrique Cavero
Muñiz Ramirez Pérez Taiman & Olaya	Pierino Stucchi
Rodrigo Elías & Medrano Abogados	María del Carmen Alvarado
<b>HIGHLY RECOMMENDED</b>	
Allende & Garcia Abogados	Jorge Allende
Iriarte & Asociados	Erick Iriarte
Osterling Abogados	Arturo Tello
Pacon & Schiantarelli	Juan Pablo Schiantarelli, Rosalina Susano*
<b>RECOMMENDED</b>	
Barlaw - Barrera & Asociados	Adriana Barrera
Diez Canseco Abogados	Luis Diez Canseco
Zegarra & Schipper Abogados	Diego Zegarra

\*Associate

#### MUÑIZ, RAMIREZ, PEREZ TAIMAN & OLAYA: A FLOURISHING TMT & DATA PROTECTION TEAM



Pierino Stucchi

Leader:  
Pierino Stucchi  
Established:  
1981

**Track record:** Muñiz data protection area has clients from different sectors like financial services, commercial airlines and market research. In telecoms, they have clients in every stage of the telecommunications market (satellites, mobile phone service and internet providers). Among their list of clients are Viettel – Bitel, Linio Peru and Cisco Systems.

**Team & differentiation:** The team has a unique combination of expertise in telecommunications, regulation and competition law. Their technical knowledge and full comprehension of regulations comes from public and private work experience. They are familiar with web-based services and digital platforms, including technologic mechanisms for investment (Fintech).

## Our Analysis

### ESPINOSA BELLIDO ABOGADOS: EXCELLENCE IN IP SERVICES FOR MORE THAN 75 YEARS



Francisco Espinosa Reboa

Leader:  
Francisco Espinosa Reboa

Established:  
1941

**Track record:** With more than 75 years in the market the firm has an impressive list of very prestigious clients. Companies like Revlon, Sodimac, Grupo Electra and Nautica Apparel have long trusted the firm. Clients in the pharmaceutical sector include Bayer, Abbott Laboratories. They successfully represented Grupo Bimbo in a trademark matter against Disney.

**Team & differentiation:** The team is well-recognized in the market and provides integral IP counsel including prosecution, registration, litigation and enforcement of trademark, patents and copyright. Managing Partner Francisco Espinosa Reboa is very well known in the market for managing IP-related litigation, unfair competition, consumer law and advertising issues..

### BRDA: A DYNAMIC IP FIRM WITH TAILOR MADE SERVICES



José Barreda

Leaders:  
José Barreda, Gonzalo Barreda and Gisella Barreda

Established:  
2012

**Track record:** The firm operates along the entire IP protection chain, advising companies from different industries (pharmaceuticals, biotechnology and manufacturing). They are very strong in patents, trademarks, copyright, registration matters and IP litigation. Their clients list includes Bristol Myers Squibb, Acava Limited, Reprind, Cimatic and Machu Picchu foods.

**Team & differentiation:** The team at BRDA have a strong reputation for delivering tailor-made services. The firm is led by José and Gonzalo both lawyers with extensive experience in trademark, copyright and litigation and Gisella who is an engineer leads the patent area. This combination of profiles allows them to provide an efficient service in all kinds of IP matters.

### CLARKE MODET & C° PERU: STRONG EXPERTISE IN PATENT PROSECUTION



Ana Teresa Barreto

Leader:  
Ana Teresa Barreto

Established:  
2002

**Track record:** Clarke Modet & C° is one of the oldest and largest groups specializing in industrial & Intellectual Property with a presence in 10 countries in Latin America, Spain & Portugal. Local team is very active in the pharmaceutical, biotech, gastronomy, mining and manufacturing sectors and advises global companies in patent and trademark matters.

**Team & differentiation:** The Peruvian office is composed of legal, scientific and technical professionals. The team counts six highly skilled patent and trademark attorneys. General Manager Ana Teresa Barreto has more than 15 years' experience in industrial and intellectual property she is an expert in unfair competition, advertising regulation and commercial law.

### BARLAW BARRERA & ASOCIADOS: STRONG IN ENFORCEMENT, IP LITIGATION AND PROSECUTION



Adriana Barrera

Leaders:  
Adriana Barrera and María Inés Herrera

Established:  
2011

**Track record:** The firm is a leader in Peru on enforcement matters and has a prosecution department. They handle IP litigation (trademarks and copyrights). The team practice also includes fashion, sport, media and entertainment law. Their roster includes names such as Sanrio Company Ltd., Adidas Group, Sony Computer Entertainment America, LVMH Fashion Group and Televisa.

**Team & differentiation:** The firm is growing constantly, with respect to new team members and new practice areas. The team has more than 25 members, including nine lawyers. Main partner Adriana Barrera has a strong reputation in the market for handling complex cases. They are growing in stature in data protection, life science and IP litigation matters, advising well-known companies.

### PACÓN & SCHIANTARELLI: AN IP BOUTIQUE SKILLED IN IP LITIGATION



Juan Pablo Schiantarelli

Leaders:  
Juan Pablo Schiantarelli and Ana María Pacón

Established:  
2013

**Track record:** The firm's portfolio includes Allianz, Banco de Crédito del Perú, Telefonica and Eckerd among others. They worked as counsel for Nestlé S.A. in an infringement claim and an unfair competition action against its principal competitor. The firm provides dynamic IP portfolio management services in different industries and also advisory in data protection matters.

**Team & differentiation:** Both partners Schiantarelli and Pacón have more than 20 years' experience in trademark, patents, designs, copyright, unfair competition and IT. The team also contains four associates with strong expertise in media and internet law who have participated in complex cases. Rosalina Susano, who has strong expertise in data protection, recently joined the team.



#### METHODOLOGY

The following criteria are used:

- Name and reputation of the firm on its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), training of associates (or consultants, investment managers, etc.)
- Number and nature of cases dealt with by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

Our rankings are drawn up using the following methods:

We send questionnaires to firms already included in our rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client base and their market.

To supplement these questionnaires, the Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firms included in our listings, but also to assess the dynamic of which they are a part.

We also have meetings with a large number of enterprises to show them our rankings, giving them the opportunity to comment and provide fresh intelligence on the market and on their market advice.



# URUGUAY

## GENERAL IP

### Uruguay Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Ferrere</b>	Agustín Meyer West
<b>Fischer Abogados</b>	Gustavo Fischer, Mercedes Castells
<b>EXCELLENT</b>	
<b>Cervieri Monsuárez Asociados</b>	Virginia Cervieri
<b>Fernandez Secco &amp; Asociados</b>	Agustina Fernandez Giambruno, Lucía Salaverry Galbarini
<b>Fox &amp; Lapenne</b>	Victoria Fox, Marcos Lapenne
<b>HIGHLY RECOMMENDED</b>	
<b>Bacot &amp; Bacot</b>	Oscar Bacot Silveira
<b>Barbosa Caravia &amp; Co</b>	Carlos Ruiz Lapuente
<b>Cikato Lawyers</b>	Mauro Marín, Matias Cikato
<b>Pittaluga Abogados</b>	Martín Pittaluga
<b>Vanrell Propiedad Intelectual-Abogados</b>	Oscar Bacot Silveira

#### **FERRERE: FULL SERVICE FIRM WITH A STRONG IP OFFERING**



Agustín Meyers

Leader:  
Agustín Meyers  
Established:  
1977

**Track record:** This full-service firm has a very strong IP department and has four offices in Latin America. They advise 18 of the top 50 companies in the Fortune 500. They have advised companies from different sectors like Bayer, DirecTV, Equifax, NBA, Samsung. They helped Grupo Gloria on the registration of a trademark, overcoming an opposition from Nestlé.

**Team & differentiation:** The team handles complex and sophisticated trademark filings, registrations, enforcements and litigation cases, as well as copyright and patent matters in diverse sectors. Agustín Meyers leads the team and will succeed Andrés Cerisola as Regional Director from July 1st, 2017. He is particularly experienced in patent cases, especially in the pharmaceutical sector.

#### **CERVIERI MONSUAREZ & ASOCIADOS: AN IP TEAM WITH LOCAL & INTERNATIONAL EXPERIENCE**



Virginia Cervieri

Leader:  
Virginia Cervieri  
Established:  
2009

**Track record:** The firm represented Nestlé on a number of patent and trade mark infringements, copyright frauds and piracy cases. Their clients are well-known international fashion brands and pharmaceutical companies. Companies that have entrusted the firm include Adidas, Cipriani, Pfizer, Skull Candy, Warner, Kate Spade & Co, NBA and Vans.

**Team & differentiation:** The firm has enjoyed constant growth in recent years, with the IP team boasting five partners and five qualified lawyers that handle copyright, trademark and patent cases for an impressive range of clients. Virginia Cervieri leads the practice and has a strong reputation in the market for handling anti-counterfeiting and IP enforcement matters.



**USA**



## TMT – LARGE CAP

### USA Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
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#### LEADING

<b>Bank of America Merrill Lynch</b>	Anwar Zakkour (Global Co-Head of TMT Investment Banking)
<b>Goldman Sachs</b>	George Lee (Chief Information Officer and Co-Chairman of TMT), Daniel Dees (Head of TMT)
<b>J.P. Morgan</b>	Fred Turpin (Head of TMT, North America)

#### EXCELLENT

<b>Barclays</b>	Gregory Dalvito (Co-Head TMT M&A), Richard Hardegree (Co-Head TMT M&A)
<b>Citi</b>	Mark Shafit (Global Head of TMT and Global Co-Head of M&A)
<b>Credit Suisse</b>	David Wah (Co-Head of TMT Investment Banking), Greg Weinberger (Co-Head of Global M&A)
<b>Deutsche Bank</b>	Mark Keene (Global Co-Head of TMT Investment Banking)
<b>Morgan Stanley</b>	Drew Guevara (Head of Global Technology Investment Banking), Michael Wyatt (Head of Global Technology M&A)
<b>UBS Investment Bank</b>	Jason Auerbach (Global Head of Tech M&A), Sam Powers (Co-Head of TMT, Americas)

#### HIGHLY RECOMMENDED

<b>Centerview Partners</b>	Adam Beshara (Partner), John Bosacco (Partner)
<b>Guggenheim Partners</b>	Robert Cihra (Managing Director, TMT)
<b>LionTree Advisors</b>	Aryeh Bourkoff (Chief Executive Officer)

### GOLDMAN SACHS: ADVISING ON THE MOST IMPORTANT TRANSACTIONS



George Lee

Leaders:  
George Lee and  
Daniel Dees  
Established:  
1869

**Track record:** In 2016, Goldman Sachs advised on 64 deals worth \$185.5 billion in the US large-cap TMT sector. The top three deals that the bank worked on in 2016 were for Qualcomm Corporation, for \$45.9 billion, ARM Holdings, for \$30.2 billion, and Twenty First Century Fox, for \$22.4 billion. The bank participates in most major large cap deals.

**Team & differentiation:** Goldman Sachs' M&A expertise includes sell-side advice, raid and activism defenses, as well as special committee assignments. The TMT team headquarters of Goldman Sachs is based in the San Francisco Bay Area and is headed by George Lee and Daniel Dees.

**TMT – SMALL TO MID CAP**

## USA Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Barclays</b>	Gregory Dalvito (Co-Head TMT M&A), Richard Hardegree (Co-Head TMT M&A)
<b>Deutsche Bank</b>	Mark Keene (Global Co-Head of TMT Investment Banking)
<b>J.P. Morgan</b>	Fred Turpin (Head of TMT, North America)
<b>Morgan Stanley</b>	Drew Guevara (Head of Global Technology Investment Banking), Michael Wyatt (Head of Global Technology M&A)
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Anwar Zakkour (Global Co-Head of TMT Investment Banking)
<b>Credit Suisse</b>	David Wah (Co-Head of TMT Investment Banking), Greg Weinberger (Co-Head of Global M&A)
<b>Houlihan Lokey</b>	Rob Louv (Co-Head of TMT), Mark Patricof (Co-Head of TMT)
<b>Jefferies</b>	William Brady (Chairman of Technology Investment Banking), Cameron Lester (Co-Head of Global Technology Investment Banking)
<b>Qatalyst Group</b>	George Boutros (Chief Executive Officer)
<b>RBC Capital Markets</b>	Blair Fleming (Head of US Investment Banking)
<b>William Blair</b>	Jonathan Skinner (Head of Technology Investment Banking)
<b>HIGHLY RECOMMENDED</b>	
<b>BMO Capital Markets</b>	Peter Myers (Head of US Investment & Corporate Banking)
<b>Citi</b>	Mark Shafit (Global Head of TMT and Global Co-Head of M&A)
<b>Fors</b>	Jean Manas (Chief Executive Officer), Drew Ackert (Managing Director, Technology)
<b>Luma Partners</b>	Brian Andersen (Partner), Mark Greenbaum (Partner)
<b>Raymond James &amp; Associates</b>	David Castagna (Co-Head of Technology & Services), Brendan Ryan (Co-Head of Technology & Services)

**JEFFERIES: EXPANDING THE US TECH TEAM**

Cameron Lester

Leaders:  
William Brady and  
Cameron Lester  
Established:  
1962

**Track record:** Jefferies has the highest percentage of sole-advised M&A transactions of any major investment bank, with more than 500 transactions completed since the beginning of 2014, having a cumulative deal value of over \$450 billion. In 2016, the bank advised AVG in their \$1.3 billion sale to Avast.

**Team & differentiation:** Jefferies has hired five senior bankers from Crédit Suisse, including William Brady (ex-Chairman of Technology Investment Banking) and Cully Davis (Co-Head of Equity Capital Markets in Americas). Cameron Lester serves as Co-Head of Global Technology Investment Banking.

## HEALTH & PHARMA – LARGE CAP

### USA Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>J.P. Morgan</b>	Jeffrey Stute (Head of Healthcare Investment Banking, North America)
<b>EXCELLENT</b>	
<b>Barclays</b>	Jason Haas (Head of Healthcare, Americas), David Levin (Co-Head of Healthcare M&A)
<b>Centerview Partners</b>	Kenneth Berliner (Partner, Consumer Retail and Healthcare), Stuart Smith (Partner, Healthcare)
<b>Citi</b>	Chris Hite (Global Head of Healthcare Investment Banking)
<b>Goldman Sachs</b>	François-Xavier de Mallmann (Global Co-Head of Consumer Retail and Healthcare)
<b>Morgan Stanley</b>	John Collins (Co-Head of Global Healthcare), Michele Colocci (Co-Head of Global Healthcare)
<b>HIGHLY RECOMMENDED</b>	
<b>Bank of America Merrill Lynch</b>	Brian McCarthy (Vice Chairman Healthcare Investment Banking), Charles Newton (Co-Head of Healthcare)
<b>Credit Suisse</b>	Punit Mehta (Co-Head of Healthcare Americas)
<b>Greenhill &amp; Co</b>	Christopher Grubb (Co-Head of US M&A), Jeffrey Wasserstein (Managing Director, Healthcare)
<b>Guggenheim Partners</b>	Jeffrey Hoffman (Senior Managing Director, Healthcare), Joseph Kohls (Senior Managing Director, Healthcare)
<b>Houlihan Lokey</b>	Mark Francis (Head of Healthcare)
<b>Lazard</b>	Jason Bernhard (Head of Healthcare Investment Banking, North America)

### J.P. MORGAN: THE LEADER IN HEALTHCARE M&A BY A WIDE MARGIN



Jeffrey Stute

Leader:  
Jeffrey Stute  
Established:  
1823

**Track record:** In 2016 J.P. Morgan advised Allergan in their sale to Teva Pharmaceutical for \$40.5 billion. The bank also advised Allergan on the \$2.1 billion acquisition of Kythera Biopharmaceuticals. Across the globe they have a 24% market share in global healthcare M&A.

**Team & differentiation:** J.P. Morgan's healthcare investment banking platform offers premium M&A expertise to clients large and small across healthcare services, pharmaceuticals, biotechnology, and medical devices & life science tools. Jeffrey Stute heads the North American Healthcare Investment Banking team.

## HEALTH &amp; PHARMA – SMALL TO MID CAP

## USA Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
Jefferies	Jon Santemma (Global Head of Healthcare Investment Banking)
Piper Jaffray & Co.	Robert DeSutter (Global Head of Healthcare Investment Banking)
<b>EXCELLENT</b>	
Houlihan Lokey	Mark Francis (Head of Healthcare)
J.P. Morgan	Jeffrey Stute (Head of Healthcare Investment Banking, North America)
Lazard	Jason Bernhard (Head of Healthcare Investment Banking, North America)
Moelis & Company	Jeffrey Raich (Co-President & Head of M&A), Jon Hammack (Managing Director, Medical Technology)
William Blair	Brent Felitto (Head of Healthcare Investment Banking and Head of North America)
<b>HIGHLY RECOMMENDED</b>	
Barclays	Jason Haas (Head of Healthcare, Americas), David Levin (Co-Head of Healthcare M&A)
Credit Suisse	Punit Mehta (Co-Head of Healthcare Americas)
Deloitte	Russell Thomson (Head of US M&A)
Goldman Sachs	François-Xavier de Mallmann (Global Co-Head of Consumer Retail and Healthcare)
<b>RECOMMENDED</b>	
Baird	Brian Doyal (Head of Healthcare Investment Banking)
Duff & Phelps	Eric Coburn (Managing Director, Healthcare M&A Advisory), Brooks Dexter (Managing Director, Healthcare M&A Advisory)
MTS Health Partners	Curtis Lane (Founding Partner), Peter Collum (Partner)
Raymond James & Associates	Riley Sweat (Head of Healthcare)

## HOULIHAN LOKEY: AN EXPERT ADVISOR IN THE HEALTHCARE DOMAIN



Mark Francis

Leader:  
Mark Francis  
Established:  
1972

**Track record:** Ranked the No. 1 M&A advisor for all healthcare transactions in the United States by Thomson Reuters, for the second year in a row, Houlihan Lokey has been involved in 32 small to mid-cap transactions in the healthcare space since 2015. The bank also took part in four large-cap transactions during that period which had a cumulative worth of just over \$10 billion.

**Team & differentiation:** With over 20 dedicated investment bankers, Houlihan Lokey's Healthcare Group is among the largest in the field and offers in-depth knowledge coupled with high quality service. Within the healthcare team, bankers have expertise in healthcare services, managed care, healthcare information technology and medical technology

# Venture Capital's Finest

As in previous years, Forbes' 2017 Midas List reflects the relative stability of the global venture capital landscape, as evidenced by the dwindling number of newcomers breaking into the Top 100.

## Big names continue to dominate

Jim Goetz of Sequoia Capital continues to reign supreme, and sits atop the list for 5th year in a row, thanks to his once-in-a-lifetime bet on WhatsApp, turning \$60m into \$3bn. After personally handling all three of the startup's funding rounds before Facebook's acquisition for \$19bn, his story has become legendary. Brian Singerman is the biggest mover at the top of the Midas List, rising from 36th place in 2016 to 5th in 2017 having pumped \$300 million into Stemcntrx, a cancer stem-cell drug maker. Singerman was able to help his firm funder's fund make approximately \$1.4 billion in profit after selling the company for \$10.2 billion.

Billionaire Chris Sacca moves up one place to 2nd and largely owes his runner-up spot to his early investment in Uber: his \$8m first fund is now worth nearly \$2bn following the startup's recent \$62.5bn valuation. Early commitments to Twitter also helped Sacca, as it did for #3 Peter Fenton, of Benchmark. At #6, Mary Meeker is the list's highest ranking woman ever, and the only woman in the top 10 (out of six total). A former Wall Street analyst, Meeker bets relatively late, but usually gets it right. Under her leadership, Kleiner Perkins Caufield & Byers' digital growth team has become one of the strongest in the Valley, with investments in Facebook, Chinese e-commerce site JD.com, Airbnb and Spotify. The majority of the ranked investors are already present on the list. Over the last six years, 41 VC firms have appeared on every list. Unsurprisingly, the top individuals on the list come from the same VC firms: during the same period, Jim Breyer of Accel Partners and founder of Breyer Capital and Jim Goetz of Sequoia Capital dominated the podium positions.

## Number of newcomers declines

This year nine new names appeared on the list as opposed to last year when there were 11 new names, falling from 19 in 2014 and 15 in 2015. Still, with 12 billionaires and 10 China-focused investors, the bar is set higher than ever. Those that made the list for the first time are Tony Florence (New Enterprise Associates), David Fialkow (General Catalyst Partners), Jason Green (Emergence Capital Partners), Kirsten Green (Forerunner Ventures), Ann Miura-Ko (Floodgate), Stuart Peterson (Artis Ventures), Scott Ranney (Redpoint Ventures), Hemant Taneja (General Catalyst Partners), and John Vrionis (Lightspeed Ventures). This continued trend of fewer new names joining the club reflects the persistent high levels of returns and increasing concentration of capital and deal flow within the best-performing, most reputable VC firms.

## China making its marks

Despite western investors' domination, just as in 2016 one Asian country has a major presence – China. Indeed, 11 Chinese nationals made the list: Neil Shen (Sequoia Capital China); Xiaojun Li (IDG Capital Partners); Hans Tung (GGV Capital); Kui Zhou (Sequoia Capital China); JP Gan (Qiming Venture Partners); Hurst Lin (DCM); Quan Zhou (IDG Accel); Steven Ji (Sequoia Capital China); Jenny Lee (GGV Capital); Bob Xu (Zhen Fund); and Allen Zhu (GSR Ventures). This impressive showing speaks to the increased importance of Chinese investors in the VC and tech industries, along with the continuing globalization of the tech sector itself.

## More women needed in the field

Besides Meeker, the list includes five other women, up from five women in total last year, including two female newcomers. They are Kirsten Green, founder of Forerunner Ventures, and Ann Miura-Ko, co-founder and partner at Floodgate Fund. The three other women present are all returnees: Rebecca Lynn, co-founder and partner at Canvas Ventures, Jenny Lee of GGV Capital and Theresia Gouw, co-founder and partner at Aspect Ventures. The six female VCs are important role models in an industry that can appear stacked against women. According to a study by Columbia University in May 2016, only about 5 to 8% of VC firm partners are female, down from 10% a decade ago.

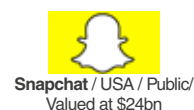
The study concluded that having more female decision-makers in VC firms would improve returns and substantially boost funding opportunities for female entrepreneurs. Obviously the VC investment community still has a long way to go in terms of diversity.

### METHODOLOGY

The methodology evolved little since 2011, when Forbes partnered with TrueBridg Capital Partners. Sourcing and analysis processes remain the same: data is collected from publicly available sources as well as through direct submissions from the firms themselves, providing a five-year look-back at qualifying deals with at least a \$200M exit (IPOs or mergers & acquisitions) or rounds that value a company above \$400M.

The big drivers of ranking consist in number and size of exits, change in most recent post-money valuation (including public performance of VC-backed IPOs), as well as a firm's ownership percentage in the deal. Earlier, bigger bets that return high multiples on an investor's initial money are put a premium in the calculation, although a string of later successes still count.

## Top 10 companies driving the list



Source: Forbes

## THE MIDAS LIST 2017: TOP 100 TECH INVESTORS

	Name	Firm	Notable Deal
1	Jim Goetz	Sequoia Capital	WhatsApp
2	Chris Sacca	Lowercase Capital	Uber
3	Peter Fenton	Benchmark	Docker
4	Steve Anderson	Baseline Ventures	Instagram
5	Brian Singerman	Founders Fund	Stemcentrx
6	Mary Meeker	Kleiner Perkins Caufield & Byers	Airbnb
7	Bill Gurley	Benchmark	Uber
8	Carl Gordon	OrbiMed	Acerta
9	Douglas Leone	Sequoia Capital	ServiceNow
10	Jim Breyer	Breyer Capital	Facebook
11	Neil Shen	Sequoia Capital China	Alibaba
12	Peter Thiel	Founders Fund	Facebook
13	Xiaojun Li	IDG Capital Partners	Xiaomi
14	Paul Madera	Meritech Capital Partners	Facebook
15	Yuri Milner	Digital Sky Technologies	Facebook
16	Robert Nelsen	ARCH Venture Partners	Juno Therapeutics
17	Neeraj Agrawal	Battery Ventures	AppDynamics
18	Jeff Jordan	Andreessen Horowitz	Airbnb
19	Hans Tung	GGV Capital	Wish
20	Mike Maples, Jr.	Floodgate	Twitter
21	Rob Hayes	First Round Capital	Uber
22	Alfred Lin	Sequoia Capital	Airbnb
23	Sameer Gandhi	Accel Partners	Jet.com
24	Scott Sandell	New Enterprise Associates	Tableau Software
25	Kui Zhou	Sequoia Capital China	New Dada
26	Anton Levy	General Atlantic	Alibaba
27	Marc Andreessen	Andreessen Horowitz	Facebook
28	Asheem Chandna	Greylock Partners	AppDynamics
29	John Doerr	Kleiner Perkins Caufield & Byers	Uber
30	JP Gan	Qiming Venture Partners	Meitu
31	Eric Paley	Founder Collective	Uber
32	Jeremy Liew	Lightspeed Venture Partners	Snap
33	Salil Deshpande	Bain Capital Ventures	MuleSoft
34	Roelof Botha	Sequoia Capital	Square
35	Josh Kopelman	First Round Capital	AppNexus
36	Kevin Comolli	Accel Partners	Supercell
37	Aneel Bhusri	Workday	Cloudera
38	David Sze	Greylock Partners	Facebook
39	Byron Deeter	Bessemer Venture Partners	Twilio
40	Mitch Lasky	Benchmark	Snap
41	Bill Trenchard	First Round Capital	Uber
42	Fred Wilson	Union Square Ventures	Twitter
43	Ron Conway	SV Angel	Square
44	Rebecca Lynn	Canvas Ventures	Lending Club
45	Dennis Phelps	IVP	Snap
46	John Vrionis	Lightspeed Venture Partners	AppDynamics
47	Ben Horowitz	Andreessen Horowitz	Tanium
48	Gaurav Garg	Wing Venture Capital	FireEye
49	Joel Cutler	General Catalyst Partners	Warby Parker
50	Hurst Lin	DCM	58.com

## THE MIDAS LIST 2017: TOP 100 TECH INVESTORS

	Name	Firm	Notable Deal
51	Aydin Senkut	Felicis Ventures	Adyen
52	Jim Tananbaum	Foresite Capital	Intarcia Therapeutics
53	Rich Wong	Accel Partners	Atlassian
54	Jeremy Levine	Bessemer Venture Partners	Pinterest
55	Jonathan Silverstein	OrbiMed	Relypsa
56	Danny Rimer	Index Ventures	Facebook
57	Matt Cohler	Benchmark	Instagram
58	Bryan Roberts	Venrock	Intarcia Therapeutics
59	Scott Shleifer	Tiger Global Management	JD.com
60	Ryan Sweeney	Accel Partners	Qualtrics
61	Todd Chaffee	IVP	Twitter
62	George Zachary	CRV	Twitter
63	Quan Zhou	IDG Accel	CreditEase
64	Andrew Braccia	Accel Partners	Slack
65	David Cowan	Bessemer Venture Partners	LifeLock
66	Steven Ji	Sequoia Capital China	Ganji
67	Promod Haque	Norwest Venture Partners	Apigee
68	Dave McClure	500 Startups	Lyft
69	Jenny Lee	GGV Capital	YY.com
70	Hemant Taneja	General Catalyst Partners	Snap
71	Jeff Crowe	Norwest Venture Partners	Jet.com
72	Bob Xu	Zhen Fund	Meicai
73	Navin Chaddha	Mayfield Fund	Lyft
74	Theresia Gouw	Aspect Ventures	ForeScout
75	Tony Florence	New Enterprise Associates	Jet.com
76	Ravi Mhatre	Lightspeed Venture Partners	Nutanix
77	Ann Miura-Ko	Floodgate	Lyft
78	Bob Xu	Accel Partners	Cloudera
79	Navin Chaddha	Tiger Global Management	Flipkart
80	Theresia Gouw	Founders Fund	Facebook
81	Tony Florence	SoftTech VC	Fitbit
82	Ravi Mhatre	General Catalyst Partners	DataLogix
83	Jeff Horing	Insight Venture Partners	Airwatch
84	Allen Zhu	GSR Ventures	DiDi Chuxing
85	Charles Moldow	Foundation Capital	Lending Club
86	Mamoon Hamid	Social Capital	Slack
87	Peter Levine	Andreessen Horowitz	GitHub
88	Joe Lonsdale	8VC	Wish
89	Bijan Sabet	Spark Capital	Twitter
90	Ted Schlein	Kleiner Perkins Caufield & Byers	Shape Security
91	Stuart Peterson	ARTIS Ventures	Stemcentrx
92	Shervin Pishevar	Sherpa Ventures	Uber
93	Jason Green	Emergence Capital Partners	ServiceMax
94	Michael Moritz	Sequoia Capital	Stripe
95	David Weiden	Khosla Ventures	Instacart
96	Reid Hoffman	LinkedIn	LinkedIn
97	Bryan Schreier	Sequoia Capital	Dropbox
98	Kirsten Green	Forerunner Ventures	Dollar Shave Club
99	Deven Parekh	Insight Venture Partners	Fanatics
100	Scott Raney	Redpoint Ventures	Stripe

Source: Forbes

## Our Analysis

**JIM GOETZ: THE HISTORY CREATOR**

JIM GOETZ

Position:  
Partner, Sequoia Capital  
Age: 51

**Track record:** For the fifth straight year Jim Goetz retains top spot on the Midas List, just three years after the sale of WhatsApp to Facebook for nearly \$22 billion. The deal saw Goetz transform \$60 million over three rounds into more than \$3 billion in Facebook stock. The operation returned Sequoia's \$434 million 2010 fund six times over on one deal, making it one of the best deals in venture capital history. Goetz is still a board member at all five of his billion-plus valued public companies, but announced in January 2017 that he would be stepping aside as leader of the firm's US business to pursue and enjoy other aspects of life.

**STEVE ANDERSON: THE VALLEY STAR**

STEVE ANDERSON

Position:  
Founder & Partner, Base-  
line Ventures  
Age: 47

**Track record:** Steve Anderson remains high up on the Midas List, due in part to his early bets on Instagram. Other bets he endorsed include, Heroku, Machine Zone, Social Finance and Stitch Fix Anderson. In 2017, his investment in SoFi brought in another \$500 million and took the company's value to \$4.5 billion. The former Kleiner Perkins Caufield & Byers investor scored one of his first exits when Heroku was acquired by Salesforce in 2010; now the former DJ and cycling enthusiast says he's looking more into robotics and artificial intelligence through recent investment in Dishcraft Robotics.

**JIM BREYER: A PASSION FOR AI**

JIM BREYER

Position:  
Founder & Partner, Breyer  
Capital  
Age: 55

**Track record:** Investing through his own firm, Breyer Capital – which opened in 2006 – Breyer is focused on companies that apply artificial intelligence to transform a range of industries from digital health to finance. Breyer is very active in Asia where in 2005 he teamed up with IDG Capital partners and raised \$1 billion in venture funding. He is a former Accel Partners VC and now sits on the boards of Blackstone and 20th Century Fox.

**CHRIS SACCA: GOING OUT WITH A BANG**

CHRIS SACCA

Position:  
Partner, Lowercase Capital  
Age: 41

**Track record:** Sacca is a former American venture investor, company advisor and entrepreneur, and is known for having founded Lowercase Capital. The 41 year old has taken a break from start-up investment and is pursuing other activities, such as featuring on the show Shark Tank. Sacca is known predominantly for his early bets on Twitter and Uber, and in 2016 he was able to see Twilio go public in their recent exit.

**MARY MEEKER: HIGHEST RANKING VC WOMAN**

MARY MEEKER

Position:  
Partner, Kleiner Perkins  
Caufield & Byers  
Age: 56

**Track record:** Highest ranking female VC and market growth expert Mary Meeker ranks as the only woman in the top ten on the Midas list. She wisely bet on the Chinese commerce site JD.com, Square, Spotify, Facebook, Airbnb and Houzz. Other investments she has led include Legal Zoom, Twitter, and Instacart. She has previously served as a managing director at Morgan Stanley and each spring Meeker publishes her Internet Trends report, which details where the tech world is heading across 200 chart-and-data-laden slides.

**PETER FENTON: BUSINESS WITH HUMAN VALUES**

PETER FENTON

Position:  
Partner, Benchmark  
Age: 44

**Track record:** Peter Fenton, one of five partners from Benchmark, was famous for backing Twitter in 2009 during a Series C and amassed a 6.6% stake in what was a \$25 billion deal. Fenton made headlines when in April 2017 Twitter revealed that he would be stepping down from a long-held position on the social media company's board. In 2014 Hortonworks and New Relic, which are two of his investments, went public on the same day. He also helped exit Zendesk and Yelp, and has since joined the board of his newest unicorn, Docker.



## USA BEST VENTURE CAPITAL FIRMS

The firms are listed alphabetically within each band

FIRM	KEY LEADERS
<b>LEADING</b>	
<b>Accel</b>	Sameer Gandhi, Rich Wong
<b>Andreessen Horowitz</b>	Marc Andreessen, Jeff Jordan
<b>Benchmark Capital</b>	Peter Fenton, Bill Gurley
<b>Kleiner Perkins Caufield &amp; Byers</b>	Mary Meeker, John Doerr
<b>Sequoia Capital</b>	Jim Goetz, Douglas Leone
<b>EXCELLENT</b>	
<b>First Round Capital</b>	Josh Kopelman, Rob Hayes
<b>Founders Fund</b>	Peter Thiel, Brian Singerman
<b>New Enterprise Associates</b>	Scott Sandell, Forest Baskett
<b>HIGHLY RECOMMENDED</b>	
<b>Bain Capital Ventures</b>	Salil Deshpande, Ben Nye
<b>Charles River Ventures</b>	George Zachary, Izhar Armony
<b>DCM Ventures</b>	Hurst Lin, David Chao
<b>GGV Capital</b>	Hans Tung, Jenny Lee
<b>Greylock Partners</b>	David Sze, Asheem Chandna
<b>Index Ventures</b>	Danny Rimer, Ben Holmes
<b>Insight Venture Partners</b>	Deven Parekh, Jeffrey Lieberman
<b>IVP</b>	Todd Chaffee, Sandy Miller
<b>Norwest Venture Partners</b>	Promod Haque, Jeff Crowe
<b>OrbiMed</b>	Carl Gordon, Jonathan Silverstein
<b>Tiger Global Management</b>	Lee Fixel, Scott Shleifer

## PATENT PROSECUTION

## USA Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Finnegan Henderson Farabow Garrett &amp; Dunner</b>	Erika Harmon Arner, Barbara Clarke McCurdy, Robert C. Stanley, Christopher P. Foley
<b>Fish &amp; Richardson</b>	Hans R. Troesch, Mark S. Ellinger
<b>EXCELLENT</b>	
<b>1 Foley &amp; Lardner</b>	Pavan K. Agarwal, Benjamin Berkowitz, Richard J. McKenna, Eley O. Thompson
<b>Knobbe Martens Olson &amp; Bear</b>	Steven Nataupsky, Joseph Reisman, David Weiss
<b>Sterne Kessler Goldstein &amp; Fox</b>	Michael B. Ray, Carla Ji-Eun Kim, Michael V. Messinger
<b>2</b>	
<b>Fitzpatrick Cella Harper &amp; Scinto</b>	Scott K. Reed, Elizabeth F. Holowacz, Jonathan Berschadsky
<b>McDermott Will &amp; Emery</b>	Mark J. Itri
<b>Morrison &amp; Foerster</b>	Gladys H. Monroy
<b>Oblon</b>	Richard L. Treanor, Bradley D. Lytle, Philippe Signore
<b>HIGHLY RECOMMENDED</b>	
<b>Andrews Kurth Kenyon</b>	Shawn O'Dowd, Daniel Shanley
<b>Banner &amp; Witcoff</b>	Gary D. Fedorochko
<b>Birch Stewart Kolasch Birch</b>	Craig Zalk
<b>Blakely Sokoloff Taylor &amp; Zafman</b>	Jacob T. Aikin
<b>Brinks Gilson &amp; Lione</b>	John F. Nethery
<b>Buchanan Ingersoll &amp; Rooney</b>	Matthew Schneider, Charles F. Wieland, Erin Dunston, Todd Walters, Patrick C. Keane
<b>Cantor Colburn</b>	Michael Cantor, Philmore Colburn
<b>Fenwick &amp; West</b>	John T. McNelis
<b>Fox Rothschild</b>	Patrick J. Bird
<b>Harness Dickey</b>	John Castellano
<b>Jenner &amp; Block</b>	Terrence Truax, Brad Lyerla, Harry Roper
<b>Kilpatrick Townsend &amp; Stockton</b>	Charles Calkins, Steven Gardner, Darin Gibby
<b>Leydig, Voit &amp; Mayer</b>	Michael Hartmann, Gerald Gray, John Conklin
<b>Merchant &amp; Gould</b>	Robert A. Kalinsky
<b>Perkins Coie</b>	Aaron Poledna
<b>Pillsbury</b>	William P. Atkins
<b>Ropes &amp; Gray</b>	Edward G. Black
<b>Schwegman Lundberg &amp; Woessner</b>	Robin A. Chadwick
<b>Sughrue Mion</b>	Michael R. Dzwonczyk, Alan J. Kasper, Peter Park
<b>RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Louis Ederer
<b>Choate Hall &amp; Stewart</b>	Brenda Jarrell
<b>Covington &amp; Burling</b>	Andrea G. Reister
<b>Greenberg Traurig</b>	Jonathan D. Ball
<b>Ladas &amp; Parry</b>	Malcolm J. Macdonald
<b>Polsinelli</b>	Peter Thurlow
<b>White &amp; Case</b>	Dimitrios T. Drivas
<b>Wilmer Hale</b>	Donald R. Steinberg
<b>STRONG EXPERTISE</b>	
<b>Alston &amp; Bird</b>	Jason P. Cooper, Guy R. Gosnell
<b>Baker Botts</b>	David Schlitz
<b>Cooley</b>	Michael Tucsan, Bill Galliani
<b>DLA Piper</b>	Peter M. Astiz
<b>Dennemeyer</b>	Daniel Gurfinkel
<b>Husch Blackwell</b>	Samuel Digirolamo
<b>Norton Rose Fulbright</b>	James Repass
<b>Oliff</b>	James Oliff
<b>Proskauer</b>	James H Shalek, Steven M Bauer
<b>Sheridan Ross</b>	Bruce A Kugler

## PATENT LITIGATION

### USA Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Finnegan, Henderson, Farabow, Garrett &amp; Dunner</b>	Laura Masurovsky, James B. Monroe, Cortney S. Alexander, J. Michael Jakes
<b>Fish &amp; Richardson</b>	Kurt L. Glietzenstein, Michael J. McKeon, Juanita Brooks
<b>Kirkland &amp; Ellis</b>	William A. Streff, Dale Cendali
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Edward J. DeFranco, David A. Nelson
<b>Wilmer Hale</b>	Donald R. Steinberg, William F. Lee
<b>EXCELLENT</b>	
<b>1 Cravath, Swaine &amp; Moore</b>	Evan R. Chesler, David R. Marriott, Keith R. Hummel
<b>Desmarais</b>	John M. Desmarais, Paul A Bondor
<b>Irell &amp; Manella</b>	Morgan Chu, Andrei Iancu, David Nimmer
<b>Morrison &amp; Foerster</b>	Eric M. Acker, Charles S. Barquist, G. Brian Busey
<b>Sidley Austin</b>	David Pritikin, Bradford Badke
<b>2 Cooley</b>	Thomas J. Friel, Jr., Jim Brogan
<b>Covington &amp; Burling</b>	Gary M. Rubman
<b>McKool Smith</b>	Mike McKool, Benjamin Levi, Samuel Baxter
<b>HIGHLY RECOMMENDED</b>	
<b>Fitzpatrick, Cella, Harper &amp; Scinto</b>	Scott K. Reed, Robert Baechtold
<b>Gibson Dunn</b>	Josh Krevitt
<b>Goodwin Procter</b>	Douglas J. Kline
<b>Jones Day</b>	Anthony M. Insogna
<b>Keker &amp; Van Nest</b>	Robert A. Van Nest
<b>Kilpatrick Townsend &amp; Stockton</b>	Wab Kadaba, Steve Gardner, Jamie L. Graham
<b>Knobbe, Martens, Olson &amp; Bear</b>	William Zimmerman, John Sganga
<b>Latham &amp; Watkins</b>	Kenneth G. Schuler, Matthew Moore, Douglas E. Lumish
<b>Leydig Voit &amp; Mayer</b>	Bruce M. Gagala
<b>McDermott Will &amp; Emery</b>	Sarah Columbia
<b>Orrick Herrington &amp; Sutcliffe</b>	Alex Chachkes
<b>Ropes &amp; Gray</b>	Richard T. McCaulley Jr.
<b>Sterne, Kessler, Goldstein &amp; Fox</b>	Robert Sterne
<b>Susman Godfrey</b>	Stephen D. Susman
<b>Weil, Gotshal &amp; Manges</b>	Jared Bobrow, Brian E. Ferguson
<b>RECOMMENDED</b>	
<b>Alston &amp; Bird</b>	Keith E. Broyles, Michael J. Newton
<b>Arnold &amp; Porter Kaye Scholer</b>	Matthew M. Wolf, Aaron Stiefel
<b>Baker Botts</b>	Bart Showalter
<b>Buchanan Ingersoll &amp; Rooney</b>	Philip L. Hirschhorn, Todd Walters, Lloyd Smith
<b>DLA Piper</b>	John Allcock, Mark D. Fowler
<b>Foley &amp; Lardner</b>	Matthew B. Lowrie
<b>Greenberg Traurig</b>	Scott Burnstein, Mary-Olga Lovett
<b>Hogan Lovells</b>	Eric J. Lobenfeld
<b>Jenner &amp; Block</b>	Andrew Bart, Susan Kohlman, Craig Martin
<b>K&amp;L Gates</b>	Tara C. Clancy
<b>Norton Rose Fulbright</b>	Jim Repass
<b>O'Melveny &amp; Myers</b>	Darin Snyder, Brett J. Williamson, Mark Samuels
<b>Patterson Belknap Webb &amp; Tyler</b>	William F. Cavanaugh
<b>Paul Hastings</b>	Joseph O'Malley
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Nicholas P. Groombridge
<b>Perkins Coie</b>	Paul Parker, Amy E. Simpson
<b>Robins Kaplan</b>	Ronald J. Schutz
<b>Steptoe &amp; Johnson</b>	John Caracappa
<b>White &amp; Case</b>	Dimitrios T. Drivas
<b>Wilson Sonsini Goodrich &amp; Rosati</b>	Vern Norviel, Michael B. Levin
<b>Winston &amp; Strawn</b>	Michael L. Brody, George Lombardi, David P. Enzminger
<b>STRONG EXPERTISE</b>	
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Karol Kepchar, Cono A. Carrano
<b>Banner &amp; Witcoff</b>	Joseph Potenza
<b>Brinks Gilson &amp; Lione</b>	James P. Naughton, Gary M. Ropski
<b>Debevoise &amp; Plimpton</b>	David H. Bernstein
<b>Drinker Biddle</b>	Patrick J. Kelleher
<b>Farella Braun + Martel</b>	Stephanie P. Skaff
<b>Fenwick &amp; West</b>	Michael J. Sacksteder
<b>King &amp; Spalding</b>	Holmes J. Hawkins III
<b>Mayer Brown</b>	Alan Grimaldi
<b>Shook, Hardy &amp; Bacon</b>	B. Trent Webb
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	James Elacqua, David W. Hansen

**Our Analysis: Patents**

**BUCHANAN INGERSOLL & ROONEY:  
FLEXIBLE, CANDID, EASY-TO-WORK-WITH FIRM**



Philip L. Hirschhorn

**Leader:**  
Philip L. Hirschhorn  
**Established:**  
1850

**Track record:** The firm has represented Ethox Chemicals regarding certain inventions that were allegedly wrongfully taken resulting in a decision in favor of Ethox that corrected inventorship by adding a co-inventor. The firm has also represented Tetra Pak, ABB Schweiz, Mallinckrodt Pharmaceuticals, Lamb Research and Zoetis.

**Team & differentiation:** Philip L. Hirschhorn acts as the co-chair of the firm's IP Section. The firm has prevailed for clients in complex multi-party and multi-patent related proceedings, including reversing decisions of the USPTO in US District Courts and the Patent Office. The firm has a pool of over 60 attorneys and professionals, many of whom possess advanced degrees in science and technology.

**FITZPATRICK, CELLA, HARPER & SCINTO:  
GO-TO FOR INNOVATORS AND BRAND LEADERS**



Scott K. Reed

**Leaders:**  
Scott K. Reed and  
Robert Baechtold  
**Established:**  
1971

**Track record:** The firm is renowned for its work in IP litigation. In 2016 they successfully represented Novartis in opposing an IPR institution and joinder motions. The firm also successfully defended patents related to Sanofi's Multaq product used for atrial fibrillation. Other clients include, Daiichi Sankyo, Geotab Inc., AstraZeneca, InSite Vision, MasterCraft Boat.

**Team & differentiation:** Chairman of the firm's litigation practice group, Scott Reed leads the firm's 49 partners and 70 associates. They work closely with the client's in-house legal team on all aspects of the litigation process. The firm announced that Susanne Flanders, Natalie Lieber, and Dennis McMahon became partners, effective January 1st 2017.

**KNOBBE, MARTENS, OLSON & BEAR:  
EXPANDING TO DIFFERENT HORIZONS**



Steven Nataupsky

**Leaders:**  
Steven Nataupsky, William  
Zimmerman, John Sganga,  
Joseph Reisman and David  
Weiss  
**Established:**  
1962

**Track record:** Clients are made up of startups, emerging companies, and Fortune 500s in technical fields ranging from physics to pharmaceuticals and entertainment. The firm represented medical device manufacturer KFx Medical in its patent infringement action. They also acted for Mophie in a trademark, trademark and copyright dispute where they were awarded \$8 million.

**Team & differentiation:** Steven J. Nataupsky is managing partner of the firm which has 152 partners and 126 non-partners, where 95% of their attorneys hold technical degrees. Mr. Nataupsky serves as an adjunct professor of intellectual property law at the University of California-Irvine School of Law. In March 2017 the firm announced that it would be expanding its services in NYC.

**COVINGTON & BURLING:  
TRIAL DEPTH AND TECHNICAL KNOWLEDGE**



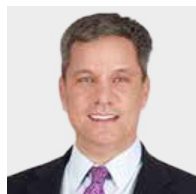
Gary M. Rubman

**Leaders:**  
Gary M. Rubman and  
Andrea G. Reister  
**Established:**  
1919

**Track record:** Covington & Burling is renowned for representing the biggest names in the life sciences and hi-tech sectors. In 2016, they successfully defended UCB's Vimpat anti-epileptic drug from an IPR challenge before the PTAB, brought by a number of pharmaceutical companies seeking to bring generic alternatives to market.

**Team & differentiation:** The firm's patent litigation practice consists of more than 120 attorneys. Gary Rubman is an experienced partner based at the firm's Washington DC office and vice-chairman of the patent litigation practice. To date, lawyers at Covington & Burling have litigated in excess of 500 patent cases covering a wide range of technologies.

**STERNE, KESSLER, GOLDSTEIN & FOX:  
DEPTH OF TECHNICAL KNOW-HOW**



Robert Sterne

**Leaders:**  
Robert Sterne, David  
Cornwell, Jorge Goldstein  
Michael B. Ray, Carla  
Ji-Eun Kim and Michael V.  
Messinger  
**Established:**  
1978

**Track record:** Most notably, the firm has helped Apple through the process of protecting a design patent in China. They were counsel to Alice Corporation in a district court infringement dispute with CLS Bank, which had patentability at the heart of the case. Other clients include, Adidas, Biogen, Broadcom Corp, ImmunoGen, Purdue Pharma.

**Team & differentiation:** Founder and Director Robert Sterne leads this impressive IP boutique which is valued for its ability to prepare and prosecute patents for companies in a variety of industry sectors including computer software, engineering and life sciences. Mr. Sterne recently led the firm in publishing the definitive book on PTAB litigation and the PTO litigation chapter for the ABA's Patent Litigation Strategies Handbook.

**FINNEGAN HENDERSON FARABOW GARRETT & FUNNER:  
WIDE RANGE OF IP-FOCUSED TALENT**



James Monroe

**Leaders:**  
James Monroe, Cortney  
Alexander and J. Michael  
Jakes  
**Established:**  
1965

**Track record:** With more than 50 years of presence in the market and nine offices, Finnegan is one of the best known IP outfits in the US. The firm is especially well known in the field of abbreviated new drug application (ANDA) litigation. Recently, it successfully represented SAP AG in a post-grant review of a covered business method patent. Notable clients include AOL, Caterpillar, LG, Sony and Toshiba.

**Team & differentiation:** Approximately 230 of the firm's professionals are licensed to practice before the USPTO; 320 hold advanced degrees in scientific disciplines, including 75 with PhDs; and 45 are former patent examiners. Managing Partner James Monroe has extensive litigation experience involving the Hatch-Waxman Act governing the approval of pharmaceutical products.

## TRADEMARK PROSECUTION

### USA Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Finnegan Henderson Farabow Garrett &amp; Dunner</b>	Douglas A. Rettew, Julia Anne Matheson
<b>Fross Zelnick</b>	Susan Upton Douglass, Allison Strickland Ricketts
<b>Kilpatrick Townsend &amp; Stockton</b>	Theodore H. Davis Jr.
<b>EXCELLENT</b>	
<b>Arent Fox</b>	Ricardo Fischer
<b>Cowan Liebowitz &amp; Latman</b>	Arlana S. Cohen, Deborah K. Squiers
<b>Oblon</b>	Eric W. Schweibenz
<b>Pattishall McAuliffe</b>	Joseph N. Welch II
<b>HIGHLY RECOMMENDED</b>	
<b>Andrews Kurth Kenyon</b>	James E. Rosini
<b>Brinks Gilson &amp; Lione</b>	Christopher M. Dolan
<b>Cooley</b>	Peter Willsey, Bobby Ghajar
<b>Davis Wright Tremaine</b>	G. Roxanne Elings
<b>Dechert</b>	Glenn A. Gundersen
<b>DLA Piper</b>	Ann K. Ford
<b>Fenwick &amp; West</b>	Sally M. Abel
<b>Foley &amp; Lardner</b>	Jeffrey H. Greene
<b>Fish &amp; Richardson</b>	Cynthia Johnson Walden, Keith A. Barritt
<b>Fitzpatrick Cella Harper &amp; Scinto</b>	Timothy J. Kelly
<b>Greenberg Traurig</b>	Susan L. Heller
<b>Haynes and Boone</b>	Purvi Patel Albers, Jeffrey M. Becker
<b>Knobbe, Martens, Olson &amp; Bear</b>	Catherine Holland, Art Rose
<b>Ladas &amp; Parry</b>	Matthew Asbell, Dennis S. Prah
<b>Loeb &amp; Loeb</b>	Jonathan Zavin
<b>McDermott Will &amp; Emery</b>	John J. Dabney
<b>Merchant &amp; Gould</b>	Scott W. Johnston
<b>Morgan Lewis</b>	Michael J. Abernathy
<b>Pirkey Barber</b>	Louis Pirkey
<b>Sughrue Mion</b>	Gary Krugman
<b>RECOMMENDED</b>	
<b>Abelman Frayne &amp; Schwab</b>	Lawrence E. Abelman
<b>Alston &amp; Bird</b>	Nadya Sand
<b>Arnold &amp; Porter Kaye Scholer</b>	Robert W. Unikel
<b>Barnes &amp; Thornburg</b>	Julia Spoor Gard
<b>Dorsey &amp; Whitney</b>	Lee R. Osman
<b>Duane Morris</b>	Joseph A. Powers
<b>Hogan Lovells</b>	Raymond A. Kurz
<b>Katten Muchin Rosenman</b>	Karen Artz Ash, Floyd Mandell
<b>Leydig Voit &amp; Mayer</b>	David M. Airan
<b>Perkins Coie</b>	Grace Han Stanton
<b>Pillsbury Winthrop Shaw Pittmann</b>	Callie Bjurstrom
<b>Venable</b>	Frank M. Gasparo

## TRADEMARK LITIGATION

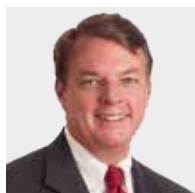
## USA Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Debevoise & Plimpton	David H. Bernstein, Jeremy Feigelson
Fross Zelnick	Roger L. Zissu, Barbara A. Solomon
Finnegan Henderson Farabow Garrett & Dunner	Danny M. Awdeh, Douglas A. Rettew
<b>EXCELLENT</b>	
1 Kilpatrick Townsend & Stockton	Wab Kadaba, William H. Brewster, Theodore H. Davis Jr.
Kirkland & Ellis	Dale M. Cendali
<b>2</b>	
Andrews Kurth Kenyon	James E. Rosini
Cooley	Peter Willsey, Bobby Ghajar
Cowan Liebowitz & Latman	Christopher J. Jensen
Fitzpatrick Cella Harper & Scinto	Timothy J. Kelly
Jenner & Block	Andrew Bart, Susan Kohlman, Craig Martin
McDermott Will & Emery	John J. Dabney, Jennifer M. Mikulina
Quinn Emanuel Urquhart & Sullivan	Robert Raskopf, Margret Caruso
<b>HIGHLY RECOMMENDED</b>	
Brinks Gilson & Lione	David S. Fleming
Buchanan Ingersoll & Rooney	Bassam (Sam) Ibrahim
Cravath, Swaine & Moore	Evan R. Chesler, Richard W. Clary
Jones Day	Susan M. Kayser
Knobbe Martens Olson & Bear	Steven Nataupsky
Morrison & Foerster	Michael R. Ward
Orrick Herrington & Sutcliffe	Robert Isackson
Pattishall, McAuliffe, Newbury, Hilliard & Geraldson	Jonathan S. Jennings
Proskauer	Brendan J O'Rourke
Sughrue Mion	Jody Haller Drake
<b>RECOMMENDED</b>	
Arnold & Porter Kaye Scholer	Ronald L. Johnston
Fish & Richardson	John B. Pegram
Goodwin Procter	I. Neel Chatterjee
Norton Rose Fulbright	Timothy M. Kenny
Steptoe & Johnson	Michael J. Allan

## Our Analysis: Trademarks

### KILPATRICK TOWNSEND & STOCKTON: RESULTS-ORIENTED COUNSEL FOR CORPORATIONS



William H. Brewster

**Leaders:**  
William H. Brewster,  
Anthony J. Malutta, Wab  
Kadaba and Theodore H.  
Davis Jr.  
**Established:**  
1860

**Track record:** Obtained summary judgment and a permanent injunction against a computer company utilizing Apple's copyrighted operating system software on non-Apple devices. Represented a Fortune 500 company and major world producer of chemicals, fibers and plastics, by providing a full range of intellectual property counseling and litigation services. Other clients include General Electric, Acidas and Motorola Mobility.

**Team & differentiation:** Co-chair of the firm's 80-lawyer Trademark & Copyright team, William H. Brewster has appeared across the country on jury and bench trials, handled dozens of preliminary injunction and summary judgment motions, and argued numerous appeals. Key offices include Atlanta, Denver, New York, Winston-Salem and Washington DC.

### ARENT FOX: GLOBAL RECOGNITION



Ricardo Fischer

**Leaders:**  
Ricardo Fischer and  
Cristina Carvalho  
**Established:**  
1942

**Track record:** A go-to resource for global names, Arent Fox is noted for its work in the media and entertainment industry, but it also has many clients in the technology, fashion and food sectors. Key client Mars is being assisted with portfolio management and other trademark matters in the Americas. Other key clients include Discovery Communications, Google/YouTube, HBO, Lacoste and Pixar.

**Team & differentiation:** With key offices in New York, Washington DC, and San Francisco, practice head Ricardo Fischer and Cristina Carvalho lead a team of 50+ legal professionals in the trademarks practice. The firm's US office is currently responsible for more than 11,900 active trademark applications and registrations.

### JENNER & BLOCK: HIGH VALUE ACHIEVEMENTS



Craig Martin

**Leaders:**  
Craig Martin, Andrew Bart  
and Susan Kohlman  
**Established:**  
1914

**Track record:** The litigation powerhouse of Jenner & Block is reputed for work in biotechnology, pharmaceuticals and many other industries. In 2016 Craig Martin successfully defended Duroc where a jury ruled that they did not infringe on patent covering rotary cutters and that the patent was invalid. The firm is also currently representing AOL in a cutting-edge claims case regarding the scope of trademark protection for domain names.

**Team & differentiation:** Chair of the litigation department, Craig Martin heads the US litigation practice which has more than 400 litigators and dispute lawyers. Jenner & Block has five offices, in Chicago, London, Los Angeles, New York and Washington DC. Other clients include Dow Chemical Company, Nissan Motor Corporation and Sequus Pharmaceuticals.

### FROSS ZELNICK: TRADEMARK & COPYRIGHT LEADER



Barbara Solomon

**Leader:**  
Barbara Solomon and  
Roger L. Zissu  
**Established:**  
1969

**Track record:** With an excellent track record advising global brands on litigation, commercial deals and anti-counterfeiting matters. The firm offers expertise in domain name registration and enforcement. Recently the firm worked for The Gap in successfully opposing a motion for a preliminary injunction by a competitor.

**Team & differentiation:** Partner Barbara Solomon in the New York boutique, has been a leading litigator in areas of trademark, trade dress, copyright and other areas. The firm is recommended for its US trademark prosecution expertise and has extensive experience protecting global brands. Ms. Solomon has handled several matters for the luxury goods company Chanel. She is also listed as a WIPO Neutral.



#### METHODOLOGY

##### The criteria are:

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

##### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## LIFE SCIENCE

## USA Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Covington & Burling	John A. Hurvitz, Emily I. Leonard, James C. Snipes
Finnegan, Henderson, Farabow, Garrett & Dunner	Charles E. Lipsey, Leslie A. McDonell, Sanya Sukduang
Knobbe Martens Olson & Bear	Mark R. Benedict, Salima A. Merani
<b>2</b> Fish & Richardson	Jonathan Singer
WilmerHale	Belinda M. Juran, Stuart M. Falber, Stuart M. Falber
<b>EXCELLENT</b>	
<b>1</b> Arnold & Porter Kaye Scholer	David R. Marsh, William Hoffman, Pamela J. Yates
Cooley	Barbara Kosacz, Ivor R. Elrifi, Robert L. Jones
Goodwin Procter	Kingsley Taft
Kirkland & Ellis	Leora Ben-Ami
Ropes & Gray	Steven A. Wilcox, Marc A. Rubenstein
Sidley Austin	Scott Bass
<b>2</b> Dechert	George G. Gordon, David E. Schulman
Fitzpatrick Cella Harper & Scinto	William E. Solander
Latham & Watkins	Alan Mendelson
Morrison & Foerster	Michael A. Jacobs
Wilson Sonsini Goodrich & Rosati	Kenneth A. Clark
<b>HIGHLY RECOMMENDED</b>	
Buchanan Ingersoll & Rooney	Dale Webber
Fenwick & West	Michael J. Shuster, Stephen M. Graham
Hogan Lovells	Asher Rubin
McDermott Will & Emery	Byron S. Kalogerou
Morgan, Lewis & Bockius	Stephen Paul Mahinka
Paul Hastings	Gerald J. Flattmann, Jr., Bruce M. Wexler
Pillsbury	John R. Wetherell, Steven L. Meltzer
Quinn Emanuel Urquhart & Sullivan	Joseph M. Paunovich
Reed Smith	Carol Colborn Loepere, Scott T. Hasselman
RMMS	William A. Rakoczy
Sterne, Kessler, Goldstein & Fox	Jorge A. Goldstein
<b>RECOMMENDED</b>	
Alston & Bird	Michelle A. Williams
Baker Botts	Earl B. Austin
Cravath, Swaine & Moore	Evan R. Chesler
DLA Piper	Lisa A. Haile
Foley & Lardner	Gabor Garai, David Rosen
Mintz Levin Cohn Ferris Globsky & Popeo	Jeffrey M. Wiesen
O'Melveny & Myers	Lisa B. Pensabene
Perkins Coie	Michael J. Wise



## IT & OUTSOURCING

### USA Best Law Firms

The Firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Gibson Dunn</b>	Daniel Mummery, William Peters, Stephen D. Nordahl
<b>Mayer Brown</b>	Daniel A. Masur, Brad L. Peterson, Paul J. N. Roy
<b>Pillsbury</b>	Aaron M. Oser, Glenn S. Richards, Robert E. Zahler
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Michael S. Mensik
<b>Kirkland &amp; Ellis</b>	Neil Hirshman, Gregg Kirchoefer
<b>Latham &amp; Watkins</b>	JD Marple
<b>Morgan, Lewis &amp; Bockius</b>	Barbara Murphy Melby, Michael L. Pillion
<b>Morrison &amp; Foerster</b>	John Delaney
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Botts</b>	John W. Martin
<b>Dentons</b>	Ross Docksey
<b>DLA Piper</b>	Vincent Sanchez
<b>Hunton &amp; Williams</b>	Randall S. Parks
<b>K&amp;L Gates</b>	John E. Howell
<b>Loeb &amp; Loeb</b>	Akiba Stern
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Stuart Levi
<b>Wilmer Hale</b>	Steven D. Barrett, Belinda M. Juran
<b>RECOMMENDED</b>	
<b>Alston &amp; Bird</b>	James Harvey
<b>Arent Fox</b>	William A. Tanenbaum
<b>Arnold &amp; Porter Kaye Scholer</b>	Susan E. Hendrickson, Paul C. Llewellyn
<b>Eversheds Sutherland</b>	Peter Quittmeyer
<b>Greenberg Traurig</b>	Alan Sutin
<b>Kilpatrick Townsend &amp; Stockton</b>	James R. Paine Jr., James Steinberg
<b>McDermott Will &amp; Emery</b>	Jason D. Krieser, David Guedry
<b>Weil, Gotshal &amp; Manges</b>	Jeffrey D. Osterman

### GIBSON DUNN: EXPERTISE IN COMPLEX TECH TRANSACTIONS



Daniel Mummery

Leaders:  
Daniel Mummery, William  
Peters and Stephen D.  
Nordahl  
Established:  
1872

**Track record:** The strategic sourcing and commercial transactions practice group at Gibson Dunn works in areas such as IT, business processes and CRM, and handles complex technology and commercial transactions in e-commerce, data protection and other related fields. They recently handled DuPont's \$250 million outsourcing renegotiation of its IT systems with CSC. Other clients include Johnson & Johnson, Hyundai, Affinion, Credit Suisse.

**Team & differentiation:** Dan Mummery is co-chair of this practice group and works from the firm's Palo Alto office. He specializes in complex on-shore, near-shore and off-shore information technology matters. His team is well-known for developing strategies and project plans tailored to individual clients, and delivering high-quality work time and again.

**PATENT PROSECUTION**

New York Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fish &amp; Richardson</b>	Samuel Borodach, Jack Brennan, David Francescani
<b>Fitzpatrick, Cella, Harper &amp; Scinto</b>	Anthony M. Zupcic, Raymond R. Mandra
<b>EXCELLENT</b>	
<b>Fox Rothschild</b>	Patrick J. Birde, Deborah A. Somerville
<b>Ropes &amp; Gray</b>	Joseph M. Guiliano, Jesse Jenner, James Haley
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Botts</b>	Robert Scheinfeld
<b>Greenberg Traurig</b>	Alan N. Sutin
<b>Jones Day</b>	Adriane M. Antler
<b>Ladas &amp; Parry</b>	Janet I. Cord, Clifford J. Mass
<b>Orrick Herrington &amp; Sutcliffe</b>	Alex Chachkes
<b>Polsinelli</b>	Peter Thurlow, Patrick C. Woolley
<b>White &amp; Case</b>	Dimitrios T. Drivas
<b>RECOMMENDED</b>	
<b>Cooley</b>	Matthew E. Langer
<b>Proskauer</b>	Joseph A. Capraro Jr.
<b>Winston &amp; Strawn</b>	Allan Fanucci

**FISH & RICHARDSON: EXPERTISE IN ELECTRONICS & LIFE SCIENCES**



Samuel Borodach

Leaders:  
Samuel Borodach, David Francescani and Jack Brennan

Established:  
1878

**Track record:** With a solid record in electronics and life sciences cases, Fish & Richardson maintains strong ties with the USPTO. They successfully defended Doctor's Associates, owners of Subway, from a patent infringement suit brought by DietGoal Innovations. Biomedical Enterprises, Honda Motor and Novozymes are amongst some of its clients.

**Team & differentiation:** A real IP powerhouse, with 220+ patent attorneys and agents, boasting over 65 PhDs in relevant technical areas, Fish & Richardson uses specialized technology to guarantee efficient access to USPTO correspondence and clients' files from anywhere in the world. Principal Samuel Borodach specializes in in patent prosecution, strategic counseling and due diligence.

## TRADEMARK PROSECUTION

New York Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Andrews Kurth Kenyon	James E. Rosini, Jonathan D. Reichman
Fross Zelnick	Susan Upton Douglass
Kilpatrick Townsend & Stockton	Barry M. Benjamin
<b>EXCELLENT</b>	
Abelman Frayne & Schwab	Marie Anne Mastrovito
Cowan Liebowitz & Latman	Kieran G. Doyle
Fish & Richardson	Kristen McCallion
Fitzpatrick Cella Harper & Scinto	Timothy J. Kelly
Foley & Lardner	Mark J. Diliberti
McCarter & English	Gregory S. Shatan
<b>HIGHLY RECOMMENDED</b>	
Arent Fox	Ricardo Fischer (based in Washington)
Cooley	Janet Cullum
Davis Wright Tremaine	Alexandra Nicholson
Greenberg Traurig	Masahiro Noda
Ladas & Parry	Bharati Bakshani
Leason Ellis	Peter S. Sloane
Winston & Strawn	Paul D. McGrady (based in Chicago)
<b>RECOMMENDED</b>	
Amster Rothstein & Ebenstein	Holly Pekowsky
Cohen & Gresser	Karen H. Bromberg
Dorsey & Whitney	Sandra Edelman
Kramer Levin Naftalis & Frankel	Peter A. Abruzzese
Proskauer	Joseph A. Capraro Jr.
Ropes & Gray	Joseph M. Giuliano
Skadden, Arps, Slate, Meagher & Flom	Bruce J. Goldner

## PATENT LITIGATION

## New York Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fitzpatrick, Cella, Harper &amp; Scinto</b>	William E. Solander, Scott K. Reed, Dominick A. Conde, Michael P. Sandonato
<b>Kirkland &amp; Ellis</b>	Gregory S. Arovas, Leora Ben-Ami, Steven Cherny
<b>Wilmer Hale</b>	William F. Lee, Robert J. Gunther, Jr.
<b>EXCELLENT</b>	
<b>1 Cravath Swaine &amp; Moore</b>	David Kappos, David Marriott, Evan Chesler, Keith Hummel
<b>Desmarais</b>	John M. Desmarais, Paul A. Bondor
<b>Fish &amp; Richardson</b>	Edmond R. Bannon, S. Peter Ludwig
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Peter J. Armenio, Sandra A. Bresnick
<b>2 Andrews Kurth Kenyon</b>	Michael J. Lennon
<b>Paul Hastings</b>	Joseph M. O'Malley, Jr.
<b>Ropes &amp; Gray</b>	Jesse J. Jenner
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Aaron Stiefel
<b>Buchanan Ingersoll &amp; Rooney</b>	Philip L. Hirschhorn, Todd Walters, Lloyd Smith
<b>Cadwalader, Wickersham &amp; Taft</b>	Christopher A. Hughes
<b>Goodwin Procter</b>	David M. Hashmall, Douglas J. Kline, Elizabeth J. Holland
<b>King &amp; Spalding</b>	Robert F. Perry
<b>Orrick, Herrington &amp; Sutcliffe</b>	Joseph A. Calvaruso, Richard L. DeLucia
<b>Patterson Belknap Webb &amp; Tyler</b>	Saul B. Shapiro, Lewis V. Popovski
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Nicholas P. Groombridge
<b>Polsinelli</b>	Keith Grady, Gary Hood
<b>Sidley Austin</b>	Bradford Badke
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	P. Anthony Sammi
<b>White &amp; Case</b>	Dimitrios T. Drivas, Jeffrey J. Oelke
<b>RECOMMENDED</b>	
<b>Baker Botts</b>	Robert C. Scheinfeld
<b>Cohen &amp; Gresser</b>	Karen H. Bromberg
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Jeffrey I.D. Lewis
<b>Gibson Dunn</b>	Josh A. Krevitt
<b>Jones Day</b>	John J. Normile, Christopher J. Harnett
<b>McKool Smith</b>	Robert A. Cote, Brett E. Cooper
<b>Milbank, Tweed, Hadley &amp; McCloy</b>	Errol B. Taylor
<b>Weil, Gotshal &amp; Manges</b>	Robert S. Berezin
<b>Winston &amp; Strawn</b>	Aldo A. Badini
<b>STRONG EXPERTISE</b>	
<b>Cooley</b>	Stephen R. Smith (based in Washington)
<b>Day Pitney</b>	Richard H. Brown
<b>Hughes Hubbard</b>	James W. Dabney, Stephen S. Rabinowitz
<b>Latham &amp; Watkins</b>	Daniel G. Brown
<b>Shearman &amp; Sterling</b>	Mark A. Hanneman
<b>Willkie Farr &amp; Gallagher</b>	Thomas J. Meloro
<b>Wilson Elser</b>	Adam R. Bialek

## CRAVATH SWAINE &amp; MOORE: TOP-NOTCH LITIGATORS WITH GREAT EXPERIENCE IN PATENT LITIGATION



David Marriott

Leaders:  
Evan Chesler, David  
Kappos, David Marriott and  
Keith Hummel  
Established:  
1820

**Track record:** Cravath, Swaine & Moore is well known for its long-standing expertise in patent litigation, on top of its leading practice in corporate and financial fields. It recently represented Qualcomm in a patent litigation regarding wifi encryption technology and advised Medinol in a patent infringement action against Abbott Laboratories.

**Team & differentiation:** The firm's New York team includes significant patent leader David Kappos, former Under Secretary of Commerce and Director of the USPTO, as well as partner David Marriott, a well respected litigator in both state and federal courts on dispute resolution cases.

## TRADEMARK LITIGATION

### New York Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Debevoise &amp; Plimpton</b>	David H. Bernstein, Jeremy Feigelson
<b>Fitzpatrick, Cella, Harper &amp; Scinto</b>	Timothy J. Kelly, Nina Shreve
<b>Fross Zelnick</b>	Roger L. Zissu, Richard Z. Lehv, James D. Weinberger
<b>EXCELLENT</b>	
<b>Cowan Liebowitz &amp; Latman</b>	Kieran G. Doyle
<b>Andrews Kurth Kenyon</b>	James E. Rosini
<b>Kilpatrick Townsend &amp; Stockton</b>	Lisa Pearson, Joseph Petersen
<b>Kirkland &amp; Ellis</b>	Dale Cendali, Claudia Ray
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Paul C. Llewellyn, Louis S. Ederer
<b>Cooley</b>	Janet Cullum
<b>Cravath Swaine &amp; Moore</b>	Darin McAtee
<b>Davis Wright Tremaine</b>	Lance Koonce, Robert D. Balin
<b>Fish &amp; Richardson</b>	R. David Hosp, Kristen McCallion
<b>Jenner &amp; Block</b>	Andrew Bart, Susan Kohlmann
<b>Loeb &amp; Loeb</b>	Barry I. Slotnick
<b>Orrick Herrington &amp; Sutcliffe</b>	Peter D. Vogl, Lisa T. Simpson
<b>Patterson Belknap Webb &amp; Tyler</b>	Robert P. LoBue
<b>Proskauer</b>	Brendan J. O'Rourke, Lawrence Weinstein
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Robert L. Raskopf
<b>Weil, Gotshal &amp; Manges</b>	Randi W. Singer, R. Bruce Rich
<b>RECOMMENDED</b>	
<b>Abelman Frayne &amp; Schwab</b>	Jennifer R. Waitman
<b>Amster Rothstein &amp; Ebenstein</b>	Daniel S. Ebenstein
<b>Baker Hostetler</b>	Robert B.G. Horowitz
<b>Cohen &amp; Gresser</b>	Karen H. Bromberg
<b>Dorsey &amp; Whitney</b>	Sandra Edelman
<b>Goodwin Procter</b>	Ira J. Levy
<b>Ladas &amp; Parry</b>	Ralph H. Cathcart
<b>Manatt</b>	Mark I. Peroff
<b>Ropes &amp; Gray</b>	Edward G. Black
<b>Wilson Elser</b>	Adam R. Bialek

**IT & OUTSOURCING**

## New York Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Weil, Gotshal &amp; Manges</b>	Michael A. Epstein, Charan J. Sandhu
<b>EXCELLENT</b>	
<b>Pillsbury</b>	Vipul N. Nishawala
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Stuart D. Levi
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Paul C. Llewellyn
<b>Baker McKenzie</b>	Michael S. Mensik (based in Chicago)
<b>Gibson Dunn</b>	Stephen D. Nordahl
<b>Greenberg Traurig</b>	Alan N. Sutin, Scott J. Bornstein
<b>Loeb &amp; Loeb</b>	Kenneth A. Adler
<b>Morgan, Lewis &amp; Bockius</b>	Barbara Murphy Melby (based in Philadelphia), Edward Hansen
<b>Proskauer</b>	Jeffrey D. Neuburger
<b>Wilmer Hale</b>	Steven D. Barrett, Belinda M. Juran
<b>RECOMMENDED</b>	
<b>Arent Fox</b>	William A. Tanenbaum
<b>Covington &amp; Burling</b>	Nigel L. Howard
<b>Fitzpatrick, Cella, Harper &amp; Scinto</b>	Michael P. Sandonato
<b>Hogan Lovells</b>	Eric J. Lobenfeld
<b>Moses &amp; Singer</b>	Eric P. Bergner
<b>Polsinelli</b>	Dov H. Scherzer
<b>Venable</b>	James E. Nelson
<b>White &amp; Case</b>	Adam Chernichaw

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## PATENT PROSECUTION

### California Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fish &amp; Richardson</b>	Hans R. Troesch, William E. Hunter
<b>Knobbe Martens Olson &amp; Bear</b>	Ned Israelsen, Salima A. Merani, Joseph M. Reisman
<b>Morrison &amp; Foerster</b>	Michael R. Ward, Peter J. Yim, Mehran Arjomand
<b>EXCELLENT</b>	
<b>Blakely Sokoloff Taylor &amp; Zafman</b>	Jacob T. Aikin
<b>Fenwick &amp; West</b>	Rajiv P. Patel
<b>Foley &amp; Lardner</b>	Antoinette F. Konski
<b>Kilpatrick Townsend &amp; Stockton</b>	Craig C. Largent
<b>HIGHLY RECOMMENDED</b>	
<b>Finnegan, Henderson, Farabow, Garrett &amp; Dunner</b>	M. Paul Barker
<b>Greenberg Traurig</b>	Jeff Joyner
<b>Jones Day</b>	Dale L. Rieger
<b>McDermott Will &amp; Emery</b>	Mark J. Itri
<b>Perkins Coie</b>	Jordan M. Becker
<b>RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Ginger R. Dreger
<b>Davis Wright Tremaine</b>	Philip H. Albert
<b>DLA Piper</b>	Mark F. Radcliffe
<b>Ladas &amp; Parry</b>	Mavis S. Gallenson
<b>Schwegman Lundberg &amp; Woessner</b>	Stephen C. Durant
<b>Snell &amp; Wilmer</b>	Grant T. Langton
<b>Troutman Sanders</b>	Kimberley Chen Nobles

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**TRADEMARK PROSECUTION**

## California Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cooley</b>	Anne H. Peck, Scott Dailard, Peter Burns
<b>Knobbe Martens Olson &amp; Bear</b>	Jonathan A. Hyman, Catherine J. Holland, Susan M. Natland
<b>EXCELLENT</b>	
<b>Fenwick &amp; West</b>	Sally M. Abel
<b>Foley &amp; Lardner</b>	Marc T. Morley
<b>Greenberg Traurig</b>	Susan L. Heller
<b>Kilpatrick Townsend &amp; Stockton</b>	Anthony J. Malutta
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Hostetler</b>	Miriam C. Beezy
<b>Fish &amp; Richardson</b>	Lisa Greenwald-Swire
<b>Loeb &amp; Loeb</b>	David W. Grace
<b>McDermott Will &amp; Emery</b>	Mark J. Itri, Lynne Boisineau
<b>Mitchell Silberberg &amp; Knupp</b>	Evan M. Kent
<b>RECOMMENDED</b>	
<b>Blakely Sokoloff Taylor &amp; Zafman</b>	Lori N. Boatright
<b>Morrison &amp; Foerster</b>	Jennifer Lee Taylor
<b>Reed Smith</b>	Katherine M. Basile
<b>Snell &amp; Wilmer</b>	Dax Alvarez



## PATENT LITIGATION

### California Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Covington &amp; Burling</b>	Robert T. Haslam, Michael K. Plimack, Robert D. Fram
<b>Irell &amp; Manella</b>	Andrei Iancu, Morgan Chu, David I. Gindler, Benjamin W. Hattenbach
<b>Morrison &amp; Foerster</b>	Michael A. Jacobs, Rachel Krevans, David C. Doyle, Vincent J. Belusko
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Charles K. Verhoeven, Claude M. Stern, Jennifer A. Kash
<b>EXCELLENT</b>	
<b>1 Cooley</b>	Thomas Friel, Jim Brogan, Heidi Keefe
<b>Durie Tangri</b>	Daralyn J. Durie, Mark A. Lemley
<b>Fish &amp; Richardson</b>	Kathi Vidal (Lutton), Juanita Brooks
<b>Keker &amp; Van Nest</b>	Jeffrey R. Chanin, Robert A. Van Nest
<b>2 Fenwick &amp; West</b>	Michael J. Sacksteder
<b>Goodwin Procter</b>	I. Neel Chatterjee
<b>K&amp;L Gates</b>	Britt L. Anderson
<b>Kilpatrick Townsend &amp; Stockton</b>	Susan M. Spaeth
<b>Kirkland &amp; Ellis</b>	Michael W. De Vries, Adam R. Alper
<b>HIGHLY RECOMMENDED</b>	
<b>Alston &amp; Bird</b>	Michael S. Conno
<b>Arnold &amp; Porter Kaye Scholer</b>	Ronald L. Johnston
<b>Baker Botts</b>	Bryant C. Boren, Jr.
<b>Foley &amp; Lardner</b>	Shawn E. McDonald
<b>Gibson Dunn</b>	Wayne Barsky
<b>Knobbe Martens Olson &amp; Bear</b>	John Sganga, Joseph Re
<b>Latham &amp; Watkins</b>	Douglas E. Lumish
<b>Morgan Lewis &amp; Bockuis</b>	Richard de Bodo
<b>Weil, Gotshal &amp; Manges</b>	Jared Bobrow, Edward Reines
<b>Wilmer Hale</b>	Mark D. Selwyn
<b>RECOMMENDED</b>	
<b>DLA Piper</b>	John Allcock, Mark D. Fowler
<b>Finnegan, Henderson, Farabow, Garrett &amp; Dunner</b>	Robert F. McCauley III
<b>Jones Day</b>	Anthony M. Isogna
<b>Manatt</b>	Robert Becker
<b>McDermott Will &amp; Emery</b>	David Henry Dolkas
<b>Perkins Coie</b>	Amy E. Simpson
<b>Ropes &amp; Gray</b>	James R. Batchelder
<b>Sheppard, Mullin, Richter &amp; Hampton</b>	Daniel N. Yannuzzi
<b>Tensegrity Law Group</b>	Matthew Powers
<b>Wilson Sonsini Goodrich &amp; Rosati</b>	Edward G. Poplawski
<b>Winston &amp; Strawn</b>	David P. Enzminger

### IRELL & MANELLA: A FORMIDABLE LEADER IN PATENT LITIGATION



Morgan Chu

Leaders:  
Morgan Chu, Andrei  
Iancu, David Gindler and  
Benjamin Hattenbach  
Established:  
1941

**Track record:** Highly recommended by its clients for having a deep understanding of the statutes, Irell & Manella actively represents both plaintiffs and defendants. Mr. Chu recently represented B/E Aerospace in an IPR victory and also won a \$234m jury verdict for WARF. The firm's notable clients include Ariosa Diagnostics, Tessera, City of Hope, Columbia University, Genentech.

**Team & differentiation:** With a staff of 95 lawyers and 45 partners, Irell & Manella has offices in Los Angeles and Newport Beach. Alongside star litigator Morgan Chu, managing partner Andrei Iancu represents clients across the technology spectrum, and Benjamin Hattenbach puts particular emphasis on the trial of patent infringement matters.

## TRADEMARK LITIGATION

### California Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cooley</b>	Anne H. Peck, John W. Crittenden
<b>Loeb &amp; Loeb</b>	David W. Grace, David Grossman
<b>EXCELLENT</b>	
<b>Arnold &amp; Porter Kye Scholer</b>	John C. Ulin
<b>Keker &amp; Van Nest</b>	James R. Slaughter, Michael S. Kwun
<b>Kilpatrick Townsend &amp; Stockton</b>	Theodore H. Davis Jr.
<b>Kirkland &amp; Ellis</b>	Diana Torres
<b>Knobbe Martens Olson &amp; Bear</b>	John Sganga, Gregory B. Phillips
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Charles K. Verhoeven
<b>HIGHLY RECOMMENDED</b>	
<b>Fenwick &amp; West</b>	Sally M. Abel
<b>Latham &amp; Watkins</b>	Perry J. Viscouny
<b>Manatt</b>	Shari M. Wollman
<b>McDermott Will &amp; Emery</b>	David Henry Dolkas
<b>Mitchell Silberberg &amp; Knupp</b>	Karin Pagnanelli
<b>Morrison &amp; Foerster</b>	Jennifer Lee Taylor
<b>RECOMMENDED</b>	
<b>Davis Wright Tremaine</b>	Thomas R. Burke
<b>Fish &amp; Richardson</b>	Lisa Greenwald-Swire
<b>Greenberg Traurig</b>	Ian C. Ballon
<b>Irell &amp; Manella</b>	Andrei Iancu
<b>Venable</b>	Susan E. Hollander
<b>Wilson Sonsini Goodrich &amp; Rosati</b>	Aaron D. Hendelman
<b>Winston &amp; Strawn</b>	David P. Enzminger

### COOLEY: WHERE INNOVATION MEETS LAW



Thomas Friel

Leaders:  
Thomas Friel, Jim Brogan  
and Heidi Keefe  
Established:  
1920

**Track record:** Cooley continues to justify its reputation in the Valley with work highlights such as defending Global Personals, creator of an online dating platform. The firm puts significant emphasis on technology, life sciences and other high-growth industries, and represents major IT firms such as HTC, LinkedIn, Google and RedPad.

**Team & differentiation:** Headquartered in Palo Alto, Cooley has four offices total in California. Its IP practice chair Jim Brogan has served as lead trial counsel for various technology and life sciences companies, and Head of National and Bay Area IP Litigation practice, Thomas Friel, is a seasoned expert handling a wide range of IP disputes.

## IT & OUTSOURCING

### California Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Morrison & Foerster	Paul E. Jahn
Wilson Sonsini Goodrich & Rosati	Selwyn B. Goldberg, Michael J. Murphy
<b>EXCELLENT</b>	
Gibson, Dunn & Crutcher	Daniel R. Mummery
Keker & Van Nest	Robert Van Nest
Kirkland & Ellis	John Lynn
<b>HIGHLY RECOMMENDED</b>	
Cooley	Carolyn L. Craig, Diane Wilkins Savage
Fenwick & West	David L. Hayes
Goodwin Procter	Karen A Spindler, Neel I. Chatterjee
Jones Day	Greg Lanier
Latham & Watkins	Anthony R. Klein
Pillsbury	David A. Jakopin
Weil Gotshal & Manges	John Brockland, Karen N. Ballack
White & Case	Bijal V. Vakil
<b>RECOMMENDED</b>	
Arnold & Porter Kaye Scholer	Matthew F. Maccoby
Covington & Burling	Robert D. Fram
Foley & Lardner	Michael R. Overly
Greenberg Traurig	Daniel H. Black
Hogan Lovells	Jason D. Lohr
Kilpatrick Townsend & Stockton	Mehrnaz Boroumand Smith

#### MORRISON & FOERSTER: ELITE INTERNATIONAL SERVICES IN IP TRANSACTIONS



Paul E. Jahn

Leader:  
Paul E. Jahn  
Established:  
1883

**Track record:** Much appreciated for providing stable and accurate IP counseling services, Morrison & Foerster is particularly active in advising electronic, semiconductor, software, and communication technology companies. Its clientele includes Celgene, Oracle America, Palo Alto Networks and Verizon Communications.

**Team & differentiation:** The firm was the first to have a specialist internal group to focus on investor-side IP due diligence and identify the legal issues surrounding life sciences and academia-originated technology. San Francisco-based partner Paul Jahn specializes in transactions involving the development, licensing, and transfer of complex technology and intellectual property.

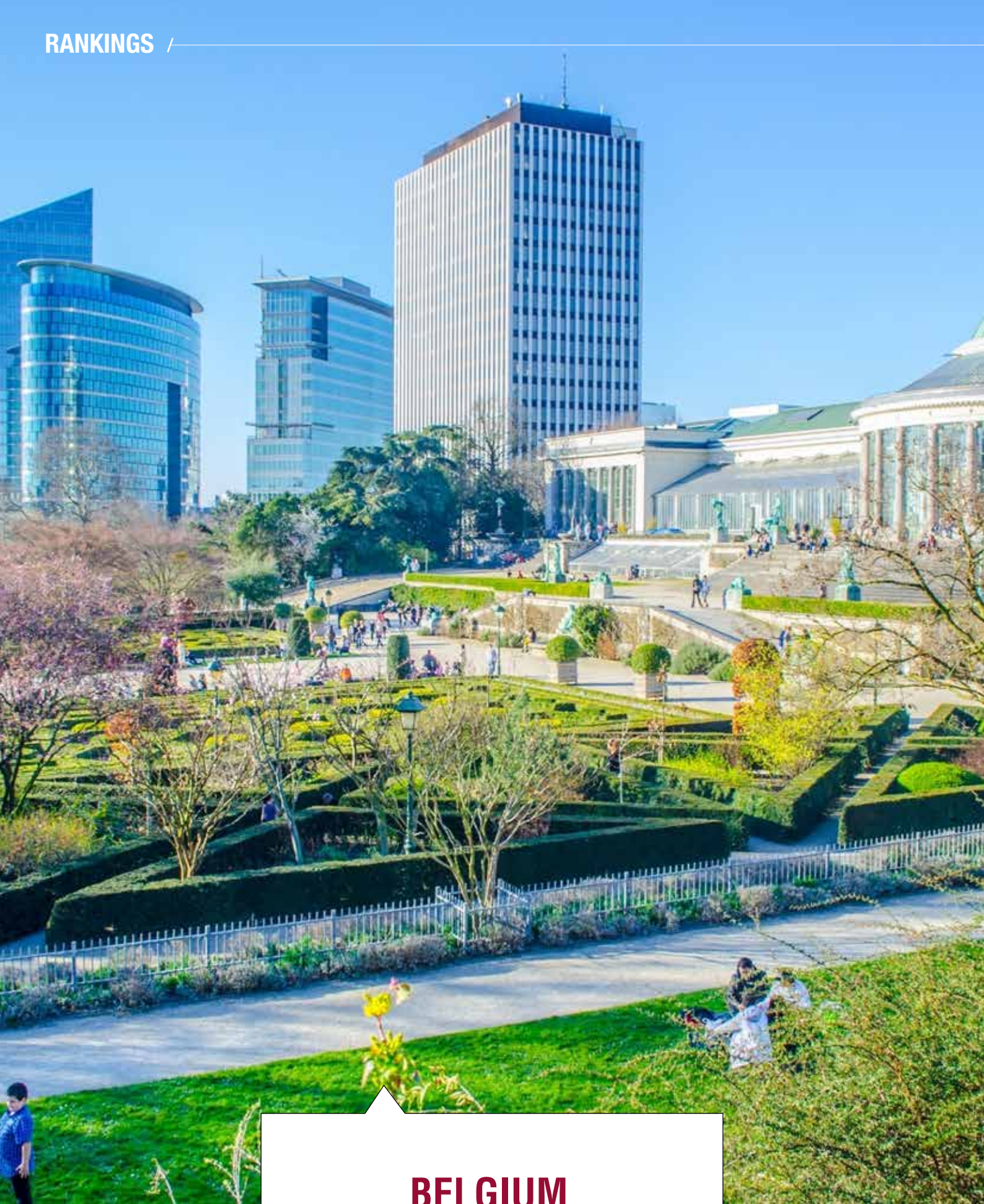


**EUROPE**

## EUROPE BEST VENTURE CAPITAL FIRMS

The firms are listed alphabetically within each band

FIRM	KEY LEADERS
<b>Accel Partners</b>	Kevin Comolli, Philippe Botteri
<b>Balderton Capital</b>	Barry Maloney, Bernard Liautaud, Daniel Waterhouse
<b>Index Ventures</b>	Jan Hammer, Philipp Hartmann, Dominique Vidal
<b>LSP (Life Science Partners)</b>	Martin Kleijwegt
<b>Sofinnova Partners</b>	Antoine Papiernik, Denis Lucquin
<b>360° Capital Partners</b>	Fausto Boni, François Tison, Emmanuele Levi
<b>Northzone Ventures</b>	Bjorn Stray, Tellef Thorleifsson
<b>Serena Capital</b>	Philippe Hayat, Marc Fournier
<b>Abingworth</b>	Stephen Bunting
<b>Amadeus Capital Partners</b>	Anne Glover
<b>Ardian Croissance</b>	Laurent Foata, Alexis Saada
<b>DN capital</b>	Nenad Marovac
<b>Early Bird Venture Capital</b>	Christian Nagel, Hendrik Brandis
<b>Francisco Partners</b>	Deep Shah, Matt Spetzler
<b>Idinvest Partners</b>	Christophe Bavière, Benoist Grossmann
<b>Palomon Capital Partners</b>	Louis Elson
<b>Partech Venture</b>	Omri Benayoun, Philippe Collombel, Romain Lavault, Jean-Marc Patouillaud
<b>TVM</b>	Helmut Schuehsler
<b>Ventech</b>	Alain Caffi, Jean Bourcereau, Claire Houry
<b>83 North</b>	Laurel Bowdel, Arnon Dinur, Erez Ofer, Yoram Snir
<b>Alven Capital</b>	Guillaume Aubin, Charles Letourneur
<b>Atomico</b>	Niklas Zennström, Chris Barnes
<b>Draper Esprit</b>	Simon Cook
<b>Gimv</b>	Koen Dejonkheere
<b>HealthCap</b>	Peter Fredrikson, Björn Odlander
<b>Mangrove Capital Partners</b>	Mark Tluszc, Hans-Jürgen Schmitz
<b>Mosaic Ventures</b>	Mike Chalfen, Toby Coppel, Simon Levene, Pascal Gauthier
<b>NeoMed Management</b>	Erik Amble, Claudio Nessi
<b>Notion Capital</b>	Stephen Chandler
<b>PrimeVentures</b>	Sake Bosch
<b>Runa Capital</b>	Serguei Beloussov, Dmitry Galperin, Ilya Zubarev, Dmitry Chikhachev
<b>SEP (Scottish Equity Partners)</b>	Calum Paterson
<b>Truffle Capital</b>	Patrick Kron, Bernard-Louis Roques
<b>Wellington Partners</b>	Frank Böhnke, Bart Markus, Rolf C. Dienst, Christian Reitberger, Eric Archambeau
<b>White Star Capital</b>	Éric Martineau-Fortin
<b>Acton Capital Partners</b>	Christoph Braun
<b>Felix Capital</b>	Frédéric Court
<b>Global Founders Capital</b>	Ludwig Ensthaler
<b>Octopus</b>	Alistair Seabright
<b>Piton Capital</b>	Andrin Bachmann, Greg Lockwood
<b>Point Nine Capital</b>	Pawel Chudzinski, Christoph Janz
<b>Rocket Internet</b>	Oliver Samwer
<b>Spring Venture Group</b>	Fred Coulson, Chris Giuliani
<b>Summit Partners</b>	Matthias G. Allgaier
<b>Target Partners</b>	Berthold von Freyberg



# BELGIUM

## PATENT PROSECUTION

### Belgium Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>De Clercq &amp; Partners</b>	Ann de Clercq
<b>Gevers</b>	Ludivine Coulon, Jos Van Reet
<b>Pronovem</b>	Joëlle Van Malderen, Eric Van Malderen
<b>EXCELLENT</b>	
<b>Arnold &amp; Siedsma</b>	Paul Hylarides, Nele D'Halleweyn
<b>Denk IP</b>	Davy Wauters, Kris Hertoghe
<b>IP Lodge</b>	Michaël A. T. Beck, William Bird
<b>Kirkpatrick</b>	Gérard Bloch
<b>HIGHLY RECOMMENDED</b>	
<b>Cabinet Bede</b>	Philippe Overath
<b>BiiP</b>	Marnix Moens
<b>Brantsandpatents</b>	Johan Brants
<b>Icosa</b>	Claire Verschelde
<b>IP Hills</b>	Axel Plas
<b>M.F.J Bockstael</b>	Dirk Caluwaerts
<b>NLO</b>	Denis Canet
<b>V.O.</b>	Marco Molling, Johannes Van Melle

## TRADEMARK PROSECUTION

### Belgium Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Gevers</b>	Benjamin Gevers, Dominique Marloye, Andries Quataert
<b>Marks &amp; Clerk</b>	Martin Gutwillinger
<b>EXCELLENT</b>	
<b>Novagraaf</b>	Ingrid Mennens
<b>Pronovem</b>	Nicole Desmet, Dominique Rifon, Marianne Stanislaus
<b>V.O.</b>	Denys Bertels, Noëlle Wolfs
<b>HIGHLY RECOMMENDED</b>	
<b>Brantsandpatents</b>	Christophe Bourgeois
<b>Cabinet Bede</b>	Laurent Overath
<b>Kirkpatrick</b>	Valérie Corbiau, Patricia Van Overbeke
<b>NLO</b>	Marlous Stal-Hilders

## PATENT LITIGATION

## Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Altius</b>	Paul Maeyaert, Christophe Ronse
<b>Bird &amp; Bird</b>	Jean-Christophe Troussel, Bruno Vandermeulen
<b>Crowell &amp; Moring</b>	Kristof Roox
<b>Hoyng Rokh Monegier</b>	Carl De Meyer, Benoît Strowel, Liesebeth Weynants, Steven Cattoor
<b>EXCELLENT</b>	
<b>Janson Baugniet</b>	Mireille Buydens
<b>NautaDutilh</b>	Philippe Peters, Florence Verhoestraete
<b>Simont Braun</b>	Eric De Gryse, Fernand de Visscher
<b>Stibbe</b>	Ignace Vernimme
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Geert Glas
<b>Fieldfisher</b>	Stijn Debaene
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Etienne Kairis
<b>Linklaters</b>	Pieter Van Den Broecke
<b>LMBD Prioux</b>	Louis Puts
<b>RECOMMENDED</b>	
<b>Cape IP</b>	Veronique Pede, Patricia Cappuyns
<b>DLA Piper</b>	Nicolas Becker
<b>Lexing</b>	Alexandre Cruquenaire
<b>Lydian</b>	Annick Mottet Haugaard
<b>Praetica</b>	Serge Dufrene, Dieter Geernaert
<b>Van Bael &amp; Bellis</b>	Peter L'Ecluse
<b>Van Innis &amp; Delarue</b>	Dieter Delarue

**JANSON BAUGNIET: PRAGMATIC APPROACH**

Mireille Buydens

Leader:  
Mireille Buydens  
Established:  
1950

**Track record:** This independent Belgian firm assisted a manufacturer of medical equipment in the enforcement of patents in a procedure against a research center and the European Space Agency in a trademark case before the tribunal of the European Union. The team also represents clients in IT matters, data protection and in media related conflicts.

**Team & differentiation:** Mireille Buydens is recognized as one of the most brilliant IP practitioners in the market, she is a professor at the University of Brussels and the author of several books on IP. Partner Hans Dhondt focuses on IT, privacy and e-commerce. The team is composed of two partners, two counsel and three associates.



## TRADEMARK LITIGATION

### Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Altius</b>	Paul Maeyaert, Olivier Vrins
<b>Hoyng Rokh Monegier</b>	Carl De Meyer, Carina Gommers
<b>NautaDutilh</b>	Philippe Peters, Florence Verhoestraete
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Koen De Winter
<b>Bird &amp; Bird</b>	Jean-Christophe Troussel, Benoit Van Asbroeck, Bruno Vandermeulen
<b>CMS DeBacker</b>	Tom Heremans, Reanud Dupont
<b>Crowell &amp; Moring</b>	Flip Petillion
<b>Lydian</b>	Annick Mottet Haugaard
<b>Simont Braun</b>	Emmanuel Cornu, Eric De Gryse
<b>Stibbe</b>	Ignace Vernimme
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Geert Glas
<b>Fieldfisher</b>	Stijn Debaene
<b>Janson Baugniet</b>	Mireille Buydens
<b>Koan</b>	Christine De Keersmaeker
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Etienne Kairis
<b>Linklaters</b>	Pieter Van Den Broecke
<b>LMBD Prioux</b>	Louis Puts
<b>Monard Law</b>	Daan De Jaeger
<b>Van Innis &amp; Delarue</b>	Thierry van Innis
<b>RECOMMENDED</b>	
<b>Ambos NBGO</b>	Bart Vandereecht
<b>Cape IP</b>	Veronique Pede, Patricia Cappuyns
<b>Lexing</b>	Alexandre Cruquenaire
<b>Praetia</b>	Serge Dufrene, Dieter Geernaert
<b>Time.lex</b>	Frederic Debusseré
<b>Van Bael &amp; Bellis</b>	Peter L'Ecluse

#### ALITUS: TALENTED PEOPLE



Paul Maeyaert

Leaders:  
Paul Maeyaert and  
Olivier Vrins  
Established:  
2002

**Track record:** Altius IP team, one of the largest in Belgium, covers all the traditional branches of IP law and unfair competition as well technology related legal matters. The team also represents major players in the media, entertainments and pharma sectors. Clients include Novartis, Mitsubishi, Roche, Sanoma Media Belgium, Bayer and Capri Sun.

**Team & differentiation:** The team composed of four partners and 10 lawyers maintains its market-leading position thanks to a solid team co-headed by Paul Maeyaert and Christophe Ronse. Olivier Vrins has strong expertise in sports law while Philippe de Jong focuses on EU regulation. Senior lawyers Sophie Lens and Jeroen Muyldemans represent the next generation of talent in the firm.

## ICT

## Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Altius</b>	Gerrit Vandendriessche
<b>Crowell &amp; Moring</b>	Thomas De Meese
<b>DLA Piper</b>	Kristof De Vulder, Patrick Van Eecke
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Filip Van Elsen
<b>Astrea</b>	Steven De Schrijver
<b>Baker McKenzie</b>	Daniel Fesler
<b>Bird &amp; Bird</b>	Benoit Van Asbroeck, Cathy-Rosalie Joly
<b>Fieldfisher</b>	Tim Van Canneyt
<b>Hoyng Rokh Monegier</b>	Fabienne Brison, Benoit Michaux
<b>Koan</b>	Jan Decorte, Agnès Maqua, Christine De Keersmaeker
<b>Lexing</b>	Jean-François Henrotte
<b>Lydian</b>	Bastiaan Bruyndonckx
<b>NautaDutilh</b>	Philippe Péters
<b>Olswang</b>	Dirk Van Liedekerck*
<b>Osborne Clarke</b>	Benjamin Docquir
<b>Simont Braun</b>	Eric De Gryse, Fernand de Visscher, Laurent de Brouwer
<b>Stibbe</b>	Erik Valgaeren
<b>Time.lex</b>	Frédéric Debusseré, Jos Dumortier, Geert Somers, Edwin Jacobs
<b>Ulys</b>	Etienne Wery, Thierry Léonard
<b>HIGHLY RECOMMENDED</b>	
<b>&amp; De Bandt</b>	Jeff Keustermans
<b>Ambos NBGO</b>	Bart Vandereect
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Maurits Dolmans, Thomas Graf
<b>CMS DeBacker</b>	Tom Heremans
<b>Cresco</b>	David Dessers
<b>Erkelens Law</b>	Catherine Erkelens
<b>IP Porta</b>	Karen Ongena
<b>Janson Baugniet</b>	Mireille Buydens
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Etienne Kairis
<b>LMBD Prioux</b>	Louis Puts
<b>McGuireWoods</b>	Paul Van den Bulck
<b>Monard Law</b>	Ben Hermans
<b>MVVP</b>	Herman Croux
<b>Verhaegen Walravens</b>	Emmanuel Szafran

\*Move to CMS pending

**LYDIAN: TOP-NOTCH ADVICE**

Bastiaan Bruyndonckx

Leader:  
Bastiaan Bruyndonckx  
Established:  
2001

**Track record:** The ITC team advised UPS, the world's largest package delivery company, in connection with the review under Belgian law of an agreement enabling UPS Ready program providers to integrate UPS technology into their business applications and software solutions. Lydian is able to offer a wide range of contentious and non-contentious work in the area of ICT.

**Team & differentiation:** Bastiaan Bruyndonckx joined the firm in 2016 and heads the practice supported by six lawyers and the fruitful collaboration of partners Annick Mottet Haugaard and Yves Lenders. The team provides integrated and multi-disciplinary legal services. The firm is a popular referral choice for foreign firms seeking a high-quality law firm for their clients in Belgium.



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**A BRIDGE**  
BETWEEN  
**TWO**



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**FRANCE**

## TMT – LARGE CAP

### France Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>DC Advisory</b>	Eric Hamou
<b>Lazard</b>	Matthieu Pigasse, Amélie Négrier, Vincent Le Stradic
<b>EXCELLENT</b>	
<b>J.P. Morgan</b>	Xavier Bindel
<b>Morgan Stanley</b>	Jean Abergel, Enrique Pérez-Hernandez
<b>Catalyst Partners</b>	Jean Tardy-Joubert
<b>HIGHLY RECOMMENDED</b>	
<b>Bank of America Merrill Lynch</b>	Stéphane Courbon, Antoine Lepagnot
<b>BNP Paribas</b>	Thierry Varène
<b>Crédit Agricole CIB</b>	Mathieu Gross
<b>Crédit Suisse</b>	Laurence Hainault
<b>Deutsche Bank</b>	Emmanuel Hasbanian, Julien Fabre
<b>Goldman Sachs</b>	Pierre Hudry
<b>Natixis Partners</b>	Bruno Stern, Patrick Maurel
<b>Nomura</b>	Jean Baptiste Natali, Guillaume d'Hauteville, Roy Kabla, Virginie Banet
<b>Rothschild &amp; Cie</b>	Christophe Desprez
<b>Société Générale</b>	Johanna Champion
<b>RECOMMENDED</b>	
<b>Barclays Capital</b>	Nicolas Paquet, Makram Azar
<b>Citigroup</b>	Wilhelm Schulz
<b>Oddo Seydler Corporate Finance</b>	Jean-François Delpech
<b>Perella Weinberg Partners</b>	Arnaud Dassy, Paulo Pereira
<b>UBS</b>	Grégoire Haemmerlé

## TMT – SMALL TO MID CAP

## France Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Bryan, Garnier &amp; Co</b>	Thibaut de Smedt, Grégoire Revenu
<b>Transaction R (Rothschild)</b>	Virginie Lazes
<b>EXCELLENT</b>	
<b>1 CapitalMind</b>	Michel Degryck, Jean-Arthur Datté, Ron Belt
<b>Financière Cambon</b>	Morgann Lesné, David Salabi, Michael Azencot
<b>LDA Jupiter</b>	Francis Lorentz
<b>Oaklins Aelios</b>	Eric Félix-Faure, Thibaut de Monclin
<b>Ohana &amp; Co</b>	Karine Ohana, Ariel Ohana
<b>2</b>	
<b>Acetis Finance</b>	Frédéric Bos, Julien Moréel
<b>Arma Partners</b>	Paul-Noël Guély
<b>Deloitte Finance</b>	Charles Bédier
<b>Degroof Petercam</b>	Lawrence Giesen, Damien Bachelot, Cyril Kammoun
<b>Goetzpartners</b>	Guillaume Piette, Hugues Archambault
<b>HIGHLY RECOMMENDED</b>	
<b>Adna Partners</b>	Jacques Benhamou
<b>AxeMedia</b>	Olivier Faguer
<b>Banque Hottinguer</b>	Arnaud Bochet
<b>Build Up</b>	Patrick Azzopardi
<b>Canaccord Gueniy</b>	Simon Bridges
<b>CM-CIC Corporate Advisory</b>	Michaël Chicheportiche
<b>DDA &amp; Company</b>	Alexandre Odin
<b>Financière de Courcelles</b>	Étienne Demailly
<b>Invest Securities</b>	Ghislain de Murard
<b>KPMG</b>	Mark Wyatt
<b>Ondra Partners</b>	David Gaillard, Eric Aouani

## BRYAN, GARNIER &amp; CO: TRANSATLANTIC PLATFORM CREATED WITH JMP SECURITIES



Greg Revenu

Leaders:  
Greg Revenu and Thibaut  
de Smedt  
Established:  
1996

**Track record:** Working on some forty operations in 2016, the bank notably accompanied the French acoustic engineering specialist Devialet during a €100m fundraising, in which Ginko Ventures and Foxconn also participated. It also advised Activa Capital on its acquisition of a major stake in Look Cycle, and TVH Consulting on a management buyout operation by Pragma Capital.

**Team & differentiation:** The teams specialize in five sectors: TMT, healthcare, smart industries, business services and consumer & retail. At the international level, Bryan, Garnier & Co recently teamed up with JMP Securities to form JMP Bryan Garnier, a common platform offering European clients access to the US market and vice versa.

## HEALTH & PHARMA – LARGE CAP

### France Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>BNP Paribas</b>	Christophe Moulin, Thierry Varène
<b>Société Générale</b>	Team of managing directors
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Stéphane Courbon, Jean Rivière
<b>Deutsche Bank CIB</b>	Bruno Hallak, Julien Fabre, Emmanuel Hasbanian
<b>HSBC</b>	Philippe Pontet
<b>J.P. Morgan</b>	Isabelle Seillier, Xavier Bindel
<b>Lazard</b>	Jean-Yves Helmer, Isabelle Xoual, Alexandra Soto
<b>Morgan Stanley France</b>	René Proglío, Jean-Baptiste Charlet
<b>Rothschild &amp; Cie</b>	Cyrille Harfouche, Grégoire Chertok, Laurent Buiatti
<b>HIGHLY RECOMMENDED</b>	
<b>Crédit Agricole C.I.B.</b>	Bertrand Peyrelongue
<b>Crédit Suisse</b>	Valérie Landon, Andrea Bozzi
<b>Goldman Sachs</b>	Robin Rousseau
<b>Deutsche Bank</b>	Emmanuel Hasbanian
<b>RECOMMENDED</b>	
<b>Barber Haule Capital Advisers</b>	Dominique Bazy, Pascal Hervé
<b>Barclays Capital</b>	Ghislain de Brondeau, Axel Malkones
<b>Blackstone</b>	Gérard Errera
<b>Bucéphale Finance</b>	Jean-Marc Forneri, Luc Demarre
<b>Citigroup</b>	Équipe de managing directors
<b>Messier Maris &amp; Associés</b>	Erik Maris
<b>Nomura</b>	Jérôme Calvet
<b>UBS Investment Bank</b>	Laurent Bouvier

## HEALTH & PHARMA – SMALL TO MID CAP

### France Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Bryan, Garnier &amp; Co</b>	Team of managing partners
<b>Deloitte Finance</b>	Charles Bédier, Yves Jarlaud
<b>Natixis Partners</b>	François Rivalland, Patrick Maurel
<b>Transaction R (Rothschild)</b>	Laurent Buiatti, Anthony Benichou
<b>EXCELLENT</b>	
<b>CapitalMind</b>	Michel Degryck, Nicolas Balon
<b>Easton Corporate Finance</b>	Philippe Croppi, Philippe Guézenc
<b>Eumedix</b>	Alain Lostis
<b>Oddo Seydler Corporate Finance</b>	Cédric Moreau
<b>PwC</b>	Noël Albertus, Gad Azuelos
<b>HIGHLY RECOMMENDED</b>	
<b>AEC Partners</b>	Stéphane Olmi
<b>Banque Hottinguer</b>	Philippe Bonhomme
<b>Canaccord Genuity</b>	Julian Feneley
<b>CMC Consulting</b>	Benjamin Chambon
<b>Deutsche Bank</b>	Emmanuel Hasbanian
<b>Financière De Courcelles</b>	Olivier Matteoli
<b>Invest Securities</b>	Raphaël Rosselo
<b>Lincoln International</b>	François Rispoli
<b>Quatuor</b>	Gilles Ravel

## IT

## France Best Venture Capital Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Alven Capital</b>	Charles Letourneur, Guillaume Aubin
<b>BPIFrance - Late Stage</b>	Maïlys Ferrere
<b>Idinvest Partners</b>	Christophe Bavière, Benoist Grossmann
<b>Partech International</b>	Omri Benayoun, Philippe Collombel, Romain Lavault, Jean-Marc Patouillaud
<b>Serena Capital</b>	Philippe Hayat, Marc Fournier
<b>EXCELLENT</b>	
<b>1 360° Capital Partners</b>	Fausto Boni, François Tison, Emmanuele Levi
<b>Ardian Croissance</b>	Laurent Foata, Alexis Saada
<b>CM-CIC Innovation</b>	Alain Benisty, Karine Lignel, Emilie Lidone
<b>Elaia Partners</b>	Philippe Gire, Xavier Lazarus, Marc Rougier
<b>Eurazeo Croissance</b>	Yann-Hervé du Rusquec
<b>Iris Capital</b>	Pierre de Fouquet, Antoine Garrigues, Erik de la Rivière
<b>Isai Capital</b>	Jean-David Chamboredon
<b>Omnès Capital</b>	Michel de Lempdes
<b>Newfund</b>	Charles-Antoine Morand, François Véron, Patrick Malka
<b>Seventure</b>	Isabelle de Cremoux,
<b>XAnge Private Equity (Siparex)</b>	Olivier Pagezy, Cyril Bertrand, Andreas Gall, Nicolas Rose, Bernhard Schmid
<b>2 Aster Capital Partners</b>	Jean-Marc Bally
<b>Cap Horn Invest</b>	Damien Bourel, Laurent Dumas-Crouzillac, Guillaume Dupont, Hugues Joubert, Romain Vidal
<b>Daphni</b>	Marie Ekeland, Willy Braun
<b>Demeter Emertec</b>	Olivier Dupont, Stéphane Villecroze, Bernard Maitre, Eric Marty, Laurent Bocahut
<b>Kreaxi</b>	Sébastien Touvron, Philippe Herbert, Michel Dahan, Philippe Mere, Sophie Pierrin-Lepinard
<b>Ventech</b>	Alain Caffi, Jean Bourcereau, Claire Houry
<b>HIGHLY RECOMMENDED</b>	
<b>123 Investment Management</b>	Xavier Anthonioz, Antonio Graca, Marc Guittet
<b>Aloe PE</b>	Jean-Pascal Tranié, Vivek Landon
<b>Apicap</b>	Jérôme Lescure, Alexandre Rossoz, Alain Esnault, Frédéric Ruppli
<b>Cathay Innovation</b>	Edouard Moinet, Hervé Descazeaux, Denis Barrier, Jacky Abitbol, Lanchun Duan
<b>Hi-Inov</b>	Valérie Gombart, Pierre-Henri Dentressangle
<b>Innovacom</b>	Jérôme Faul, Jérôme Lecoeur
<b>iSource</b>	Jean-Philippe Zoghbi, Nicolas Landrin
<b>Kerala Venture</b>	Antoine Freysz, Olivier Occelli, Marc Laurent
<b>Korelya</b>	Fleur Pelerin
<b>Truffle Capital</b>	Bernard-Louis Roques, Patrick Kron
<b>White Star Capital</b>	Éric Martineau-Fortin
<b>RECOMMENDED</b>	
<b>3T Capital</b>	Daniel Caclin, Gilles Debuchy, Nicolas Tcherdakoff
<b>A Plus Finance</b>	Niels Court Payen, Frédéric Bayol, Fabrice Imbault
<b>Auriga Partners</b>	Jacques Chatain, Sébastien Descarpentries, Philippe Granger
<b>Aurinvest</b>	Michel Demont, Geoffroy Bragadir
<b>Alto Invest</b>	Antoine Valdès
<b>Black Fin</b>	Laurent Bouyoux, Paul Mizrahi, Eric May, Bruno Rostain
<b>Breega</b>	Maximilien Bacot, Benoît Marrel, François Paulus
<b>CEA Investissement</b>	Régis Saleur
<b>Citizen Capital</b>	Laurence Méhaignerie, Pierre-Olivier Barennes
<b>Credev</b>	Bertrand de Talhouët
<b>Entrepreneurs Venture</b>	Frédéric Zablocki, Bertrand Folliet
<b>BPIFrance Venture Fund</b>	Frederic Lebrun, Xavier Deleplace
<b>Generis Capital Partners</b>	Philippe Charquet, Thibaut de Roux
<b>Network Finances</b>	Martin Genot, Gilles Engherand, Pascal Chevalier
<b>Otium Capital</b>	Pierre-Edouard Stérin
<b>Time for growth</b>	Henri De Bodinat, Jean-Luc Cyrot
<b>Xerys</b>	Jacques Simonnet



## STRATEGY & MANAGEMENT OF INNOVATION

France Best Consulting Firms

FIRM	LEADING PARTNERS
<b>OUR EDITORS RECOMMEND</b>	
<b>Absiskey CP*</b>	Xavier Fabre
<b>Actemis*</b>	Maxence Dhellemmes
<b>Alcimed*</b>	Geraldine Börtlein
<b>Altran</b>	Dominique Cerutti, William Rozé
<b>Arttic*</b>	Christian Baumhauer
<b>Auvalie*</b>	Frédéric Grévaud, Pierre Cléau
<b>Ayming*</b>	Hervé Amar
<b>BDO innovation*</b>	Michel Léger
<b>Benkei*</b>	Luc Ragon
<b>Bloomoon</b>	Cyril Fresse
<b>Bi2i*</b>	Marc-Henri Ménard
<b>Capital High Tech*</b>	Florence Ghiron
<b>Corteam Conseil*</b>	Christophe Bessin
<b>D&amp;consultants*</b>	Dominique Carlac'h
<b>Dynergie*</b>	Xavier Levesy
<b>Efficiency Marketing</b>	Alain de Brisson
<b>Efficient-Innovation*</b>	Olivier Delaunay
<b>Emoveo*</b>	Jérôme Carayol
<b>Erdyn*</b>	Simon Creuchet
<b>Exeis Conseil</b>	Bertrand Marc
<b>Explolab</b>	Daniel Jasmin, Jérôme Serre
<b>Finovatis*</b>	Raphaël Terraz
<b>GBA &amp; Associés*</b>	Nicolas Galaud, Alexandre Arnon
<b>In Extenso Innovation Croissance</b>	Patricia Braun
<b>Inno Group</b>	Peter Heydebreck
<b>Innovation Partagée</b>	Mathieu Dupas
<b>Innovative Business Partners*</b>	Paul Vincent, Marie-Luce Vantighem
<b>Katalyse*</b>	Jean-François Lécole
<b>L-up*</b>	Philippe Bellier
<b>LGI Consulting*</b>	Vincent Chauvet
<b>Mews Partners*</b>	Michel Maurino
<b>Newton &amp; Associés</b>	Louis Veyret
<b>Okoni</b>	Brice Jehanno
<b>Optimal Gestion*</b>	Yonathan Arfi
<b>Optinnove*</b>	Patrick Chanudet
<b>Phenix Innovation</b>	Toufik Lamèche
<b>Quadr'innov*</b>	Angéline Lunel, François Berthault, Laurent Besson, Alain Clément
<b>Sinnrj*</b>	Antoine Jonchère, Matthieu Rolland
<b>Stratinnov*</b>	François Loret, Iria Paris Suarez, Samar Ammar Khodja
<b>Technopolis Group france*</b>	Matthieu Lacave
<b>Valmy Conseil*</b>	Rémi Durand
<b>Weave</b>	Didier Rousseau

\* Member of the French Association of Innovation Councils

### BT2I: LINKING RESEARCHERS AND INNOVATIVE COMPANIES



Marc-Henri Ménard

Leader:  
Marc-Henri Ménard  
Established:  
2015

**Track record:** BT2i offers its clients an international technology monitoring, allowing them to follow progress in research and establish the best strategy of open innovation. State-of-the-art analysis and search for new technologies in various sectors (materials, energy, health-care, new information and communications technology) could then result in complex technology transfers, managed by the firm.

**Team & differentiation:** Thanks to 35 years of solid experience, 25 of them as an independent advisor, Marc-Henri Ménard has a strong network of experts able to support clients. The firm, a member of the French Association of Innovation Councils, recently launched a new joint technology monitoring for SMEs to make the search for technology more affordable.

## PATENT PROSECUTION

## France Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Beau de Lomenie</b>	Pierre Balesta, Philippe Hubert, François Delumeau, Didier Intès, Pierre-Louis Désormière
<b>Casalonga &amp; Associés</b>	Gérard Dossmann, Axel Casalonga, Olivier Delprat, Francis Zapalowicz, Virginie Martin-Charbonneau, Véronique Crest, Jean-Baptiste Lecoeur, Julien Thon, Gwennaél Le Roy, Jürgen Neugebauer
<b>Netter</b>	Gabriel de Kernier, Jean-Yves Plaçais, Alexis Renard, Jérémie Palacci
<b>Plasseraud</b>	Éric Burbaud, Albert Hassine, Marielle Chateau, Raphaël Fleurance, Francis Berogin, Geoffroy Cousin, Bertrand Loisel, Frédéric Niemann, Cyra Nargolwalla, Didier Boulinguez, Catherine Touati, Ina Schreiber
<b>Regimbeau</b>	Jérôme Collin, Christian Texier, Barbara Casadewall, Marie Audren, Emmanuelle Levy, Jean-Robert Callon de Lamarck, Anne Bogard Boutaric, Stéphanie Célaire, Francis Ahner, Frédérique Faivre Petit
<b>Santarelli</b>	François Lepelletier-Beaufond, Luc Santarelli, Hélène Stankoff, Ghislain de Trémiolles, Thierry Caen, Bruno Quantin
<b>EXCELLENT</b>	
<b>Brevalex</b>	Philippe Ahner, Éric Augarde, Philippe Audier, Pascal Moutard, Thomas Moisan
<b>Egyp</b>	Julia Andral-Ziurys, Carol Almond-Martin, Anne Desaix, Carole Sellin
<b>IP Trust</b>	Pierre Breesé
<b>Icosa</b>	Caroline de Mareüil-Villette, Claire Verschelde
<b>Ipside</b>	J.-C. Hamann, C. Schmit, S. Deschamps, E. Fourcade, M. Majerowicz, D. Maupilier, G. Mortreux, A. Ribeiro Dias, C. Cornuejols
<b>Ipsilon</b>	Valérie Feray, Laurence Lenne, Valérie Godineau, Sylvie Hervouet-Malbec, Wilfried Peguet, Jean-Loup Laget
<b>Germain &amp; Maureau</b>	Nicolas Delorme, Philippe Verriest, Renaud Chevalier, Stéphane Agasse, Frédéric Gaillarde
<b>Lavoix</b>	Alain Colombet, Gérard Myon, Etienne Habasque, Bertrand Domenego, Philippe Blot
<b>Loyer &amp; Abello</b>	Michel Abello, Jean-Baptiste Thibaud, Mickaël Jeuland, William Hammond
<b>Marks and Clerk</b>	Jean-Marc Bréda, Isabelle Dudouit, Alain Collet, Sophie Esselin, Marie-Pierre Henriot, Laurent Lucas, Gérald Brunelli, Christian Nguyen-Van-Yen, Enrico Priori
<b>Novagraaf Technologies</b>	Christophe Saint-Marc-Etienne, Marie-Pierre de Lambilly, Marc Bethenod, Éric Enderlin, Fabien Gauchet
<b>HIGHLY RECOMMENDED</b>	
<b>Becker &amp; Associés</b>	Marion Chajmowicz, Valérie Gallois, Philippe Becker, Béatrice Tézier Herman, Anne-Caroline Starck-Loudes
<b>Boettcher</b>	Bruno Lavielle, Audrey Decorchemont, Marie-Flore Ribeyron
<b>Camus Lebki</b>	Olivier Camus, Alexandre Lebki
<b>Dejade &amp; Biset</b>	Raphaël Louiset, Xavier Demulsant
<b>Didier Martin</b>	Jean-François Weber
<b>Flechner</b>	Olivier Eidelsberg
<b>Gevers</b>	Jean-Christophe Rolland, Boris Welzer, Bernard Hauer, Jean-Christophe Rolland, Raymond Charguellaon
<b>Hirsch &amp; Associés</b>	Marc-Roger Hirsch, Christophe Andral
<b>Ixas Conseil</b>	Martin P. Schmidt
<b>Jacobacci Coralix Harle</b>	Vincent Chauvin, Jean-Michel Le Bihan, Fabienne Orsini, Séverine Redon
<b>LLR</b>	Guillaume de La Bigne, Vincent Remy, Clémence Vallée-Thiollier, Emmanuel Potdevin
<b>Lynde &amp; Associés</b>	Christian Riege, Pierre Kohler, Stéphane Lynde
<b>Nony &amp; Associés</b>	François Tanty, Pascale Le Coupand
<b>Pontet Allano</b>	Claire Mouget Goniot, Nurhak Akdogan, Alain Kingolo, Olivier Legrand, Bernard Pontet
<b>Vidon</b>	Patrice Vidon, Ludovic Bioret
<b>RECOMMENDED</b>	
<b>Argyma</b>	Raynald Bornier, Jean-Christophe Dordain, Guillaume Milcent
<b>Bandpay &amp; Greuter</b>	Patrick Trabé, Aujain Eghbali, Renaud Fulconis
<b>Be Leader Innovation</b>	Xavier Rataboul
<b>Degret</b>	Jacques Degret
<b>Ex Materia</b>	Christophe Leveille, Rodolphe Guyon
<b>Hautier</b>	Nicolas Hautier, Jean-Pascal Decobert
<b>Jurispatent Guiu</b>	Claude Guiu
<b>Laurent &amp; Charras</b>	Anne Buchet
<b>Louis Petit</b>	Raphaël Louiset
<b>Malemont</b>	Frank Sauvestre
<b>Marconnet</b>	Sébastien Marconnet
<b>Moutard</b>	Xavier Mazabraud
<b>Strato IP</b>	Julien Sayettat
<b>Tripoz</b>	Inès Tripoz
<b>Wagret</b>	Frédéric Wagret
<b>Weinstein</b>	Michel Thinat, Helmut Berger, Hartmut Bergemann

**HIRSCH & ASSOCIÉS: BRINGING INNOVATIVE TALENT TO IP**

Marc-Roger Hirsch

Leaders:  
Marc-Roger Hirsch and  
Christophe Andral

Established:  
1968

**Track record:** The firm's practice is highly international, and has a significant clientele consisting of multinationals. Distinguished by its dual approach of IP litigation and prosecution, the firm manages various large IP portfolios, especially in patent matters, while also actively representing clients in courtrooms with regard to the full spectrum of IP issues.

**Team & differentiation:** Founding partner Marc-Roger Hirsch is considered a prominent figure in the French IP industry. He founded the first firm to have two teams collaborating closely on both litigation and prosecution, enabling comprehensive understanding of complicated cases of IP protection. Christophe Andral heads the chemistry and life sciences practice and has more than 25 years' experience in IP with two major international companies.

## Our Analysis

### JACOBACCI CORALIS HARLE: AN INTEGRATED AND MODERN APPROACH TO IP



Séverine Redon

Leader:  
Séverine Redon  
Established:  
1819

**Track record:** The firm is active in patents, trademarks and designs, advising clients from the genesis of an idea all the way through to disputes. The team assists large international market leaders, innovative SMEs and startups, covering promising sectors in each country where the firm is present, from mechanics and fashion in Italy, to chemistry and optics in France.

**Team & differentiation:** Arising from the combination of two firms in 2016 – Jacobacchi and Coralis Harle Phelip – the firm has proven expertise in defending and valuating industrial property, and is long established in the southern Europe. The numerous specialties of the team have allowed them to establish a true multidisciplinary range of services.

### INÈS TRIPOZ: DEPENDABLE ALLY OF COSMETICS COMPANIES



Inès Tripoz

Leader:  
Inès Tripoz  
Established:  
2009

**Track record:** The litigation-specialist firm represents, in the main, startups in France and abroad as well as cosmetics and generic medicines companies. The team provides clients with a strong value-added service in all aspects of industrial property, from the protection of intangible assets to their defense in case of counterfeiting and/or unfair competition.

**Team & differentiation:** Following significant growth in their trademark department, Julie Cahen, an IP attorney specialized in trademarks and designs, joined the firm at the start of 2016. The team is distinguished by hyper-specialization in the areas of chemicals, pharmaceuticals and life sciences, made possible by the advanced technical savoir faire of its experts.

### CABINET FLECHNER: BIG INDUSTRIAL GROUPS' PREFERRED ADVISOR



Olivier Eidelsberg

Leaders:  
Olivier Eidelsberg and  
David Bliquay  
Established:  
1919

**Track record:** The firm manages an important trademark portfolio, and advises big German companies in the automobile and electronics sectors, as well as French companies in the haute couture and textile industries. Their expertise covers cases in different domains of the IP universe such as patent, trademark, copyright and domain names.

**Team & differentiation:** Thanks to their technical expertise, the team handles a wide array of IP matters. Organization transparency and long-term excellence are the firm's defining traits. Cabinet Flechner has a network of international partner firms to handle international dossiers. The team is led by patent expert Olivier Eidelsberg and David Bliquay who excels at issues of trademark and domain names.

### ICOSA: PASSION IN SERVICE OF CLIENTS' ECONOMIC INTERESTS



Caroline de Mareüil-Villette

Leaders:  
Caroline de Mareüil-Villette  
and Claire Vershelde  
Established:  
2009

**Track record:** Specialists in life sciences, the two partners of the firm handle a very diverse portfolio of innovators: pharmaceutical laboratories, research centers, healthcare companies and startups, among others. They are well-known for the strategic management and application of patent portfolio in different industries such as chemistry and medical devices. The team also makes sure potential acquisitions are viable.

**Team & differentiation:** With an ever-increasing presence at the market, Icosa continues to invest in the quality of their team to be able to face increasingly complex cases. The firm's entrepreneurship and dynamic culture allow their engineers' to understand rapidly the fast changing conditions of the IP universe. The Brussels office, composed of four engineers, offers a solid European foundation to the firm.

### IPSIDE: A WIDE AND RAPIDLY-GROWING NETWORK OF EXPERTS



Christophe Cornuéjols

Leaders:  
Christophe Cornuéjols and  
Jean-Christophe Hamann  
Established:  
1980

**Track record:** The firm assists big companies, public research institutions, as well as SMEs and startups, with their IP issues. From patent and trademark filing and protection to advice on contractual matters (cessation, licences, distribution) and litigation, the team, made up of complimentary profiles, acts at all levels of innovation-related legal matters.

**Team & differentiation:** With six offices in France and two in Las Vegas and San Francisco, IPside (ex Schmit-Chrétien) have been adept at developing an extensive network in areas where innovation is being spearheaded. The firm also has a presence in China thanks to its two permanent offices. A member of the BPIFrance Excellence program, this ambitious outfit has raised €6m in order to maintain its growth trajectory.

### IXAS CONSEIL: FORGING CLOSE TIES WITH CLIENTS



Martin Schmidt

Leader:  
Martin Schmidt  
Established:  
1989

**Track record:** The firm has developed strong activity in patent prosecution for big industrial groups. The team has carried out large-scale audits and major technological transfer operations for industrial sites. They advised an international enterprise on a full analysis of freedom of exploitation.

**Team & differentiation:** Martin Schmidt attaches particular importance to the quality of the close-knit relationships the firm has with clients and handles their cases with the same care, regardless of their financial worth. Closeness, reactivity and transparency are the firm's watchwords. Authorized to work in Germany, the French firm have represented several companies before the German Patent and Trade Mark Office (DPMA) and German courts.

## TRADEMARK PROSECUTION

### France Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Beau de Lomenie</b>	Aurélia Marie
<b>Germain &amp; Maureau</b>	Bertrand Geoffray, Julien Fialletout, William Lobelson, Hugues Pouzet, Isabelle Hegedus
<b>Novagraaf</b>	Olivier Boland, Bérengère Egasse-Michaille, Anne-Catherine Schihin, Pierre de Boisse, Carole Roger
<b>Plasseraud</b>	Patrick Boyle, Isabelle Meunier-Coeur, Guylène Kiesel Le Cosquer, Bérénice Dejardins
<b>Regimbeau</b>	Olivier Prats, Isabelle Thill, Martine Bloch-Weill, Evelyne Roux, Marc Levieils
<b>Santarelli</b>	Éric Le Bihan, Hélène Le Cornu, Nathalie Rey, Sophie Marc
<b>Tmark</b>	Valérie Dorey, François Deschamps, Olivier Thrierr, Nadine Royer, Nicolas Debaisieux
<b>EXCELLENT</b>	
<b>Casalonga &amp; Associés</b>	Axel Casalonga, Marie Pusel
<b>Dreyfus &amp; Associés</b>	Nathalie Dreyfus, Emmanuel Harrar
<b>Egyp</b>	Benjamin Fontaine, Virginie Zancan, Martine Dehaut, Christophe Pelèse, Nathalie Pacaud
<b>Inlex IP Expertise</b>	Franck Soutoul, Éric Schahl
<b>Lambert &amp; Associés</b>	Pascale Lambert, Stève Félix
<b>Lynde &amp; Associés</b>	Stéphane Lynde, Antoine Heckel
<b>Markplus</b>	Tom Palmisano, Caroline Geffroy-Redon, Corinne Allard-Dornaletche, Paul-Éric Allard
<b>HIGHLY RECOMMENDED</b>	
<b>Ab Initio</b>	Annick Pairault, Frédérique Haefele
<b>Camus Lebkiri</b>	Aurore Simon Druon, Olivier Camus, Alexandre Lebkiri
<b>Desbarres &amp; Staeffen</b>	Thierry Desbarres, Julien Delucenay, Véronique Staeffen
<b>Hirsch &amp; Associés</b>	Christophe Andral
<b>Inscripta</b>	Manuel Roche, Agnès Doyen
<b>Ipside</b>	Guillaume Mortreux
<b>Ipsilon</b>	Florence Briec-Le Goas, Valérie Godineau, Jean-Loup Laget
<b>Lavoix</b>	Philippe Lods, David Millet, Béatrice Daubin
<b>LLR</b>	Gilles Escudier, Kristell Erout
<b>Loyer &amp; Abello</b>	Michel Abello, Delphine Rudloff, William Hammond
<b>Netter</b>	Jean-Yves Plaçais, Gabriel de Kernier, Emilie Grangiens
<b>Partenaires PI</b>	Mélissa Cassanet, Malaurie Pantalacci, Gaëlle Loinger-Benamran
<b>Vidon</b>	Soazig Thémoïn, Patrice Vidon
<b>RECOMMENDED</b>	
<b>1 Argymark</b>	Céline Pires
<b>Boettcher</b>	Bruno Lavialle, Marie-Flore Ribeyron, Stéphane Lemaire
<b>Brevalex</b>	Jean-Baptiste Duranton
<b>Bruno Lhermet</b>	Bruno Lhermet
<b>Cormier Reiss &amp; Associés</b>	Françoise Cormier
<b>Degret</b>	Bruno Raibaut, Manuel Degret, Jacques Degret, Magali Clair-Mouly
<b>Flechner</b>	David Bilquey
<b>Gevers</b>	Ingrid Corviolo-Parent, Nathalie Rousset, Elisabeth Fossot, Marine Beacco
<b>Hautier</b>	Jean-Philippe Decobert, Nicolas Hautier
<b>Jacobacci Coralie Harle</b>	Vincent Chauvin, Fabienne Orsini, Séverine Redon
<b>Nuss</b>	Jacques Vigneron, Michèle Dietrich-Schnell, Olivier Girard, Laurent Nuss, Marie Lüttge, Damien Quelier
<b>Strato-IP</b>	Sébastien Hautière, Amith Mudun
<b>Weinstein</b>	Dominique François, Christian Frick
<b>2 Aaronson</b>	Naomi Aaronson-Runquist
<b>Aréopage</b>	Isabelle Poujade-Auriol, Florence Jalabert
<b>Avoxa CPI</b>	Benoît Lebreton
<b>Beaumont</b>	Laurent Thibon
<b>Brandstorming</b>	Valérie Dellinger
<b>Bringer IP</b>	Leonard Pirastru
<b>Chaillot</b>	Denis Chaillot, Geneviève Chaillot, Julie Desrois
<b>Didier Martin</b>	Manon Laurent
<b>Ixas Conseil</b>	Martin P. Schmidt, Vanessa Darbouret
<b>Jurispatent Guiu</b>	Sandrine Guiu, Dorian Guiu, Claude Guiu
<b>Laurent &amp; Charras</b>	Julien Scicluna
<b>Legimark</b>	Anne-Karine Bogillot-Sawra, Belynda Chauvet, Marcel Botton
<b>Malemont</b>	Marc Chauchard, Philippe Picard
<b>Marks And Clerk</b>	Martine Adamoff
<b>Mottet &amp; Associés</b>	Pascale Mottet
<b>Pontet Alliano &amp; Associés</b>	Denis Baldensperger, Denis Lesire
<b>Sodema Conseils</b>	Lionel Lapeyre, Catherine Delaud

## Our Analysis

### TMARK: LONG-STANDING REPUTATION IN TRADEMARK



François Deschamps

Leader:  
François Deschamps  
Established:  
1993

**Track record:** Tmark continues to be active in complex contentious issues related to IP. It recently helped the city of Laguiole win their nullity claims concerning third party trademarks containing the term "Laguiole," and also won a victory for a premium alcoholic beverage maker against a famous French retail chain concerning trademark infringement.

**Team & differentiation:** This 26-person firm puts its clients at the center, no matter their size or sector of activity, and strives to provide reactivity, proximity and fair billing. Well-balanced between administrative and contentious work in all IP-related matters, it has a strong focus on trademarks. Nicolas Debaisieux was promoted at the beginning of 2017, becoming the firm's fifth partner.

### INSCRIPTA: DYNAMIC AND EXPERIENCED TEAM FOCUSING ON CLIENTS



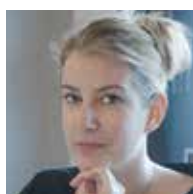
Manuel Roche

Leaders:  
Manuel Roche and  
Agnès Doyen  
Established:  
2012

**Track record:** Inscripta successfully assisted a French online distributor in defending a high-profile trademark against cancellation for non-use, and helped build and enforce a new worldwide strategy for the protection and monitoring of the trademarks of an international leader in the aerospace industry. It also conducted the financial valuation of the patents of a new telecom technology for a startup before its first fundraising.

**Team & differentiation:** In spite of its relatively young history, partners Manuel Roche and Agnès Doyen are both seasoned French and European trademark attorneys. Thanks to its strong network with external experts ranging from domain names and patents to financial valuations of intangible assets, the firm is able to assist its clients on every aspect of IP.

### PARTENAIRES PI: A HUMAN-SIZED BOUTIQUE WITH GLOBAL APPROACH



Gaëlle Loinger-Benamran

Leaders:  
Gaëlle Loinger-Benamran,  
Mélicca Cassanet and  
Malaurie Pantalacci  
Established:  
2006

**Track record:** The firm successfully represented the jewelry brand Hipanema against the opposition and appeal before EUIPO initiated by the shoe maker Ipanema. For over a decade, it has been assisting the beverage company Meneau in its brand portfolio protection at European level, especially the brand FIZZ. Other clients include Fondation Bettencourt Schueller and Lollipops.

**Team & differentiation:** Apart from trademark, design also represents a non-negligible part of the firm's activity. With most of its clientele being French companies operating globally, Partenaires PI is largely oriented towards international matters, focusing on Europe, the US and China. The three partners in the firm each have over ten years' experience in IP. Thanks to its representative office in Hong Kong, the firm is strengthening its presence in Asia.

### CABINET BOETTCHER: A RESPONSIVE TEAM OF EXPERTS



Bruno Laviolle

Leaders:  
Bruno Laviolle, Audrey  
Decorchement, Marie-Flore  
Ribeyron and Stéphane  
Lemaire

Established:  
1876

**Track record:** The firm's diverse client portfolio goes from individual clients to big multinationals, be it for IP protection strategy matters, exploitation or defense. They are especially active in patent, trademark and design contentious work (opposition, nullity, etc.) in the sectors of aeronautics, mechanics and electronics.

**Team & differentiation:** As one of the oldest IP firms in France, Boettcher offer their clients a worldwide network of partners to protect their IP rights in any country. The expert and responsive team represent clients directly before various national and international authorities including the National Institute of Industrial Property of France (INPI), EPO, WIPO and EUIPO.

### LAMBERT & ASSOCIÉS: THE BRAND STRATEGISTS



Pascale Lambert

Leaders:  
Pascale Lambert and  
Stève Félix

Established:  
1985

**Track record:** The firm advises companies and federations from the sports, luxury and fashion sectors, in addition, players from the e-commerce and the pharmaceutical industries trust the team where brand strategy is concerned. The team analyzes the risks and the opportunities of trademark registration in order to match the dynamism of their clients.

**Team & differentiation:** Well-known for its expertise in trademark, the firm keeps growing and is increasingly involved in patent-related issues. Thanks to its in-depth expertise, the team is able to support their clients, no matter their size, in litigation cases. An active member of APRAM (The French association of trademark law practitioners), Stève Félix is recognized for his reactivity and high added-value advice.

### AB INITIO: PRAGMATIC SUPPORT FOR BRANDS FOR A DECADE



Annick Pairault

Leaders:  
Annick Pairault and  
Frédérique Haefele

Established:  
2007

**Track record:** Specialist in trademark and design, Ab Initio advises a wide range of clients in the protection of their IP assets. Since the beginning of each project the firm's strategy is to analyze the distinctive characters of different elements and the risks inherent to each particular situation, so as to orientate their clients towards smart investments.

**Team & differentiation:** From luxury goods manufacturers to food multinationals and industrial groups, companies trust Ab Initio's team of IP attorneys who know how to create and maintain close relationships with them. Their prosecution strategy and tailor-made monitoring are then presented in efficient communication tools for clients to use in streamlining their internal communications.

## PATENT LITIGATION

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>August &amp; Debouzy</b>	Grégoire Desrousseaux, François Pochart
<b>Bird &amp; Bird</b>	Anne-Charlotte Le Bihan, Yves Bizollon
<b>Duclos Thorne Mollet Viéville &amp; Associés</b>	Thierry Mollet-Viéville, Thomas Cuhe, Pascal Lefort, Éléonore Gaspar
<b>Gide</b>	Emmanuel Larere, Arnaud Michel, Grégoire Triet, Raphaëlle Dequiré-Portier
<b>Hoyng Rokh Monegier</b>	Sophie Micallef, Denis Monégier du Sorbier, Benoît Strowel
<b>Loyer &amp; Abello</b>	Michel Abello, Jean-Baptiste Thibaud
<b>Véron &amp; Associés</b>	Pierre Véron, Sabine Agé, Amandine Métier
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Pierre Lenoir, Laëtitia Bénard, David Por
<b>Altana</b>	Armand Aviges, Franck Valentin
<b>Cousin &amp; Associés</b>	Myriam Moatty, Pierre Cousin, Jean-Martin Chevalier, Sandrine Bouvier-Ravon
<b>De Gaulle Fleurance &amp; Associés</b>	Julien Horn, Jean-Marie Job, Francine Le Péchon-Joubert, Cécile Théard-Jallu, Louis de Gaulle, Georgie Courtois
<b>De Marcellus &amp; Disser</b>	Emmanuel de Marcellus, Juliette Disser
<b>Dechert</b>	Marianne Schaffner, Marie Fillon
<b>Dentons</b>	David Masson, Isabelle Leroux
<b>Jones Day</b>	Thomas Bouvet, Emmanuel Baud
<b>Legrand Lesage-Catel Gaultier</b>	Olivier Legrand, Michèle Lesage-Catel, Stéphanie Legrand, Philippe Gaultier
<b>Linklaters</b>	Pauline Debré
<b>Pinsent Masons</b>	Emmanuel Gougé
<b>Reed Smith</b>	Marina Cousté, François Jonquères
<b>2 Amar Goussu Staub</b>	Cyrille Amar, Grégoire Goussu, Antonin Staub
<b>Armengaud Guerlain</b>	Stéphane Guerlain, Catherine Mateu
<b>Armfelt</b>	Patricia Ghozland
<b>Bardehle Pagenberg</b>	Julien Fréneaux
<b>Candé Blanchard Ducamp</b>	Julien Blanchard, Patrice de Candé, Claire Ducamp
<b>Casalonga</b>	Caroline Casalonga, Arnaud Casalonga, Marianne Gabriel
<b>Guillot de Haas Avocats</b>	Jean-François Guillot, Charles de Haas
<b>Hogan Lovells</b>	Stanislas Roux-Vaillard
<b>Taliens</b>	Clara Steinitz, Jean-Frédéric Gaultier
<b>Schertenleib</b>	Denis Schertenleib
<b>Szleper Henry Avocats</b>	Dariusz Szleper, Guillaume Henry
<b>HIGHLY RECOMMENDED</b>	
<b>Aramis</b>	Benjamin May
<b>Benech</b>	Alexandre Jacquet, Frédéric Benech, Virginie Lehoux
<b>Cornet Vincent Ségurel</b>	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
<b>Damien Régnier</b>	Damien Régnier
<b>Depez Guignot Associés</b>	Pierre Depez, Frédéric Dumont
<b>DLA Piper</b>	Jean-Christophe Tristant
<b>Escande</b>	Michel-Paul Escande
<b>Fidal</b>	Laurence Dreyfuss-Bechmann, Isabelle Gavanon, Bastien Masson, Frédéric Bourguet
<b>J. P. Karsenty &amp; Associés</b>	Martine Karsenty-Ricard, Béatrice Moreau-Margotin, Jean-Philippe Arroyo
<b>Laude Esquier Champey</b>	Sophie Harvard Duclos
<b>Le Stanc Avocats</b>	Christian Le Stanc
<b>STC Partners</b>	Jean-Christophe Guérini
<b>RECOMMENDED</b>	
<b>Adamas</b>	Barbara Bertholet, Jean-Marie Tocchio, Jean-Baptiste Chanical
<b>Arenaire</b>	Pierre Massot, Thibault Lentini
<b>Benoliel</b>	Sylvie Benoliel
<b>BMH Avocats</b>	Martin Hauser
<b>Cléry Avocats</b>	Alain Cléry
<b>Derriennic Associés</b>	François-Pierre Lani, Pierre-Yves Margnoux
<b>Eversheds LLP</b>	Gaëtan Cordier
<b>Foley Hoag</b>	Catherine Muyl
<b>Guilbot Avocats</b>	Florent Guilbot
<b>Hirsch &amp; Associés</b>	Marc-Roger Hirsch
<b>Hoffman</b>	Serge Hoffman, Pierre Hoffman, Emmanuelle Hoffman, Ingrid Zafrani
<b>Hollier Larousse &amp; Associés</b>	Christian Hollier-Larousse, Annette Sion
<b>Hughes Hubbard &amp; Reed</b>	Stefan Naumann
<b>Ipside</b>	Gwendal Barbaut
<b>Jacobacci Avocats</b>	Jean-Mathieu Bertho
<b>Jeanet</b>	Frédéric Sardain
<b>Kern &amp; Weyl</b>	Tania Kern, Claire Weyl
<b>Lamoureux Avocats</b>	Gérard-Gabriel Lamoureux
<b>Lavoix</b>	Camille Pecnard
<b>Lazareff Le Bars</b>	Simon Christiaën
<b>Lerins Jobard Chemla</b>	Cécile Dupas
<b>Nataf Fajgenbaum &amp; Associés</b>	Fabienne Fajgenbaum
<b>Osborne Clarke</b>	Xavier Pican
<b>Passa Varet</b>	Vincent Varet
<b>Promark</b>	Elisabeth Berthet
<b>Taylor Wessing</b>	Dominique Mallo-Saint Jalmes
<b>Watson Farley</b>	Pascal Roux

## Our Analysis

### VÉRON & ASSOCIÉS: PATENT LITIGATION IS THEIR VOCATION



Pierre Véron

**Leaders:**  
Pierre Véron, Sabine Agé  
and Amandine Métier  
**Established:**  
2001

**Track record:** The firm's clientele includes large and medium-sized businesses in the pharmaceutical, cosmetic, chemical, agrifood and telecom sectors, for whom patents of invention constitute a vital strategic asset. The firm is increasingly involved with innovative players in the biosimilars and medical devices areas.

**Team & differentiation:** "100% patent litigation" is the motto of Véron & Associés who dedicate themselves exclusively to invention patents, in all their aspects, judicial, technical, economic, linguistic, etc. Although an independent outfit, the firm can count on a reliable network of IP teams in Europe and the US.

### BIRD & BIRD: FULL SERVICE IP OFFERING



Yves Bizollon

**Leader:**  
Yves Bizollon  
**Established:**  
2000

**Track record:** In matters of patent as well as those of soft IP, the firm represents giants in the health, digital, industrial, media and agri-food sectors. The overall package proposed by the lawyers includes IP portfolio management, contracts and litigation. The team also conducts audits of intangible assets in case of M&A operations.

**Team & differentiation:** Within the international network at Bird & Bird, the firm's IP team in Paris is made up of a complimentary mix of profiles and stands out as one of the strongest practices of the country, as evidenced by their being awarded the 2017 *Trophée d'Or* for their work in trademark law. The team simultaneously draws on their technical expertise and their closeness to clients to allow for flexible adaptation to the specifics of each case.

### BARDEHLE PAGENBERG: AN INTERNATIONAL VISION ON IP



Julien Fréneauux

**Leaders:**  
Julien Fréneauux, D.  
Dupuis-Latour and R.  
Delorey  
**Established:**  
1992

**Track record:** The firm covers the full spectrum of IP protection from prosecution to litigation, advising clients on issues relating to patents, trademarks, and designs. The team is particularly skilled at dealing with IP matters in the electronic and telecom sectors, but also has solid expertise in the mechanical and pharmaceutical sectors.

**Team & differentiation:** Bardehle Pagenberg is capable of simultaneously handling a range of litigious matters and ensures their long-term follow-up. The firm counts on a strong international network of lawyers and patent attorneys who cooperate to give the best possible protection for their clients' IP needs in Europe, Asia and the US, as well as exceeding their clients' expectations for strategic global protection of IP.

### LOYER ABELLO: ABSORPTION OF HAMMOND STRENGTHENS PRACTICE



Michel Abello

**Leaders:**  
Michel Abello, Bertrand  
Loyer and William  
Hammond  
**Established:**  
2003

**Track record:** Specialists in innovation law, Loyer Abello absorbed IP firm Hammond at the start of 2017. The acquisition reinforced their expertise in patent, trademark and design. The team tackles topical cases, notably dealing with tobacco legislation and the issue of plain packaging.

**Team & differentiation:** Loyer Abello is one of those rare firms that deal with cases in partnership with engineers and outside lawyers. The team has created a European network of the best independent law firms in patent, in order to best tackle all the issues linked to the Unified Patent Court.

### AMAR GOUSSU STAUB: DUAL EXPERTISE IN PATENTS AND IT



Cyrille Amar

**Leader:**  
Cyrille Amar  
**Established:**  
2017

**Track record:** A boutique firm specializing in IP and IT law, they draw notably on their recognized expertise in patent litigation. The team is increasingly active in providing advice in the cybersecurity, telecoms and software licenses domains. The industrial, luxury goods and pharmaceuticals sectors figure prominently among the activities of the outfit.

**Team & differentiation:** Even if the firm has only existed in its current form since January 2017, the team have been working together since 2003. With a main office in Paris and another in Lyon the lawyers deal with cases in French, as well as in English for their international clients. They also have a blog dedicated to the Unified Patent Court, which gathers articles and analysis related to the proposed jurisdiction.



### METHODOLOGY

#### The criteria are:

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive ..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

#### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## TRADEMARK LITIGATION

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bird & Bird	Géraldine Arbant, Marc Schuler, Anne-Charlotte Le Bihan, Yves Bizollon
Dentons	David Masson, Isabelle Leroux
Deprez Guignot Associés	Pierre Deprez, Vincent Fauchoux, Frédéric Dumont, Jean-Michel Bruguière
Duclos Thorne Mollet Viéville & Associés	Pascal Lefort, Thierry Mollet-Viéville, Eléonore Gaspar, Thomas Cuche
Escande	Michel-Paul Escande, Ghyslaine Rajot, Diane de Valbray, Pierre Vivant, Benjamin Fabre
Gide	Emmanuel Larere, Arnaud Michel, Grégoire Triet, Raphaëlle Dequiré-Portier
<b>2</b> Armengaud Guerlain	Stéphane Guerlain, Catherine Mateu
Candé Blanchard Ducamp	Patrice de Candé, Julien Blanchard, Claire Ducamp
Cousin & Associés	Myriam Moatty, Pierre Cousin, Sandrine Bouvier-Ravon, Jean-Martin Chevalier
De Gaulle Fleurance & Associés	J. Horn, F. Le Péchon-Joubert, S. Lederman, C.-E. Renault, L. de Gaulle, G. Courtois, R. Killy
Hogan Lovells	Marie-Aimée de Dampierre, David Taylor
Hoyng Rokh Monegier	Marie Georges-Picot, Sophie Micallef, Denis Monégier du Sorbier
Marchais & Associés	Emmanuelle Limouzy, Guillaume Marchais
Nataf Fajgenbaum & Associés	Fabienne Fajgenbaum
<b>EXCELLENT</b>	
<b>1</b> August & Debouzy	Véronique Dahan, Grégoire Desrousseaux, François Pochart,
BCTG Avocats	Gaëlle Bloret-Pucci
Bouchara Avocats	Vanessa Bouchara
Casalonga	Arnaud Casalonga, Karina Dimidjan-Lecomte, Caroline Casalonga, Marianne Gabriel
Cléry Avocats	Alain Cléry, Coralie Devarnay
Dunaud Clarenc Combles & Associés	Bénédicte Michel, Natacha Levine, Patrick Dunaud
Herbert Smith Freehills	Alexandra Neri
Hoffman	Serge Hoffman, Pierre Hoffman, Emmanuelle Hoffman, Ingrid Zafrani
Jacobacci Avocats	Jean-Mathieu Bertho, Olympe Vanner
Jones Day	Emmanuel Baud, Thomas Bouvet
J. P. Karsenty & Associés	Martine Karsenty-Ricard, Béatrice Moreau-Margotin, Jean-Philippe Arroyo
Laude Esquier Champey	Sophie Havard Duclos
Legrand Lesage-Catel Gaultier	Stéphanie Legrand, Michèle Lesage-Catel, Philippe Gaultier, Olivier Legrand
<b>2</b> @Mark	Charles-Antoine Joly, Christophe Degrave, Jean-Marie Algoud, Gilbert Piat
AL Avocats	Muriel Antoine-Lalance
Anne Lakits Josse	Anne Lakits Josse
Arenaire	Pierre Massot, Thibault Lentini-Moniot
Bardehle Pagenberg	Julien Fréneaux, Rebecca Delorey
Benoliel Avocats	Sylvie Benoliel-Claux
Dechert	Marianne Schaffner, Marie Fillon
De Marcellus & Disser	Juliette Disser, Emmanuel de Marcellus
DLA Piper	Karine Disdier-Mikus
DS Avocats	Clothilde Delbecq, Bertrand Potot, Catherine Verneret, Arnaud Tesselonikos
Gilbey Legal	Richard Gilbey, Jehan-Philippe Jacquy, Joanne Quirin
Grefte	Pierre Grefte, François Grefte
Guillot de Haas Avocats	Jean-François Guillot, Charles de Haas
Hirsch & Associés	Marc-Roger Hirsch, Jean-Marc Lefrançois
HW&H - Hertslet Wolfer & Heintz	Christophe Chapoullié
Le Stanc Avocats	Christian Le Stanc
Linklaters	Pauline Debré
Loyer & Abello	Michel Abello, Marie Liens, Delphine Rudloff
Passa Varet	Jérôme Passa, Vincent Varet
Reed Smith	François Jonquères, Marina Cousté
Schmidt Brunet Litzler	Delphine Brunet-Stoclet
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Alain Bensoussan Avocats	Virginie Brunot, Laurence Tellier-Loniewski, Anne-Sophie Cantreau, Claudine Salomon
Altana	Franck Valentin, Armand Aviges, Pierre Lubet
Benech	Alexandre Jacquet, Frédéric Benech, Virginie Lehoux
Bertrand & associés	André Bertrand
BMH Avocats	Martin Hauser
Christophe Caron	Christophe Caron, Clotilde Fouquet
Clairmont Avocats	Damien Régnier
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Damien Régnier	Damien Régnier
DBK Avocats	Thomas Debiesse, Christian Kim, Jérôme Buscail
De Pardiou Brocas Maffei	Barbara Levy
Fidal	Laurence Dreyfuss-Bechmann, Isabelle Gavanon, Bastien Masson, Philippe Boutron, Philippe Debry, Géraldine Michel
Fieldfisher	Franck Veisse, Nathalie Hadjadj-Cazier, Bruno Ducoulombier
Foley Hoag	Catherine Muyl
FTPÀ	Antoine Gautier-Sauvagnac, Philippe Pochet, Fabrice Lorvo, Boriana Guimberteau
Guillemin Flichy	Alexis Guillemin
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
Hollier Larousse & Associés	Christian Hollier-Larousse, Annette Sion
Jacob Avocats	Julie Jacob
Kern & Weyl	Tania Kern, Claire Weyl
Mandel Pariente Associés	Lauren Pariente, Isabelle Marcus Mandel



Noésis Avocats	Marie Fabregat, Caroline Hiltgen-Lebouvier
Nomos	Hélène Delabarre, Eric Lauvaux
Osborne Clarke	Claire Bouchenard, Béatrice Delmas-Linel
Promark Avocat	Bénédicte Devevey, Elisabeth Berthet, Alain Berthet
Simmons & Simmons	Sarah Bailey, Alexandre Regniault, Frédéric Potin
Szleper Henry Avocats	Dariusz Szleper, Guillaume Henry
Valérie Perrichon Avocats	Valérie Perrichon
<b>2</b> Allen & Overy	Laëtitia Bénard
Amar Goussu Staub	Cyrille Amar, Grégoire Goussu
Atem	Isabelle Camus, Aurélie Buisson
Atlan & Boksenbaum Avocats	Alexandra Atlan-Elhaik, Nathalie Boksenbaum
Baker & McKenzie	Virginie Ulmann
Bersay & Associés	Emmanuel Schulte
Brunswick Société d'Avocats	Nicolas Moreau
CBR & Associés	Alain Barsikian, Judith Vuillez, Michael Majster
Christel Mateljan Delafaye	Christel Mateljan Delafaye
Courtois Lebel	Cédric Frenel
De Baecque Avocats	Olivier de Baecque
Derriennic Associés	Pierre-Yves Margnoux, François-Pierre Lani, Georges Jensemle
Elkrief Avocats	Danielle Elkrief
Eversheds LLP	Gaëtan Cordier
Granrut Avocats	Richard Milchior
Haas Avocats	Gérard Haas
Hughes Hubbard & Reed	Stefan Naumann
ISGE & Associés	François Illouz
Lamoureux Avocats	Gérard-Gabriel Lamoureux
Lext	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
PDGB Avocats	Benjamin Jacob
Pinsent Masons	Diane Mullenex, Emmanuel Gougé
Rossi Bordès & Associés	Juliette Bertrand
STC Partners	Jean-Christophe Guerrini
Taylor Wessing	Dominique Mallo-Saint Jalmes
Vivien & Associés	Stéphane Colombet
Watrin Brault Associés	Nicolas Brault, Florence Watrin
<b>RECOMMENDED</b>	
<b>1</b> Artemont	Philippe Clément, Farid Bouguettaya
Aston Avocats	Carine Piccio
ATurquoise Société d'Avocats	Anne-Marie Pecoraro
Baldassari Avocats	Charlotte Baldassari
Bilalian Avocats	Lara Morel, Marguerite Bilalian
Bismuth Société d'Avocats	Yves Bismuth, Mathieu Martin
Carbonnier Lamaze Rasle & Associés	Michel Rasle
Coblence & Associés	Jean-Marc Coblence, Mélanie Erber
Cohen & Gresser	Guillaume Seligmann
Demoly Avocats	Pascale Demoly
Hoche Société d'Avocats	Régis Carral, Patrick Amouzou
Jouclard Avocats	Alexandra Jouclard
Latham & Watkins	Myria Saarinen
LLC Avocats	Frédéric Jacquemart, Romain Waïss-Moreau
LMT Avocats	Olivier Samyn, Christophe Héry
Oria Média	Mathieu Davy
Péchenard & Associés	Fabien Honorat, Gauthier Moreuil, Éric Andrieu
Plasseraud Avocats	Gilles Ringeisen
Redlink	Emmanuelle Behr, Frédéric Fournier
Staub & Associés	Sylvain Staub, Dominique Isel, Antoine Gravereaux, Thomas Beaugrand
Tahar & Associés	Edmond Tahar
Veber Associés	Philippe Veber
Wilhelm & Associés	Pascal Wilhelm
Ydès Avocats	Cyril Fabre
<b>2</b> 186 Rivoli	Aude Mercier
Aklea Société d'Avocats	Bénédicte de Carlan
Astine Legal	Christine Borfiga, Claire Bertheux-Scotté, Rachel Ashley, Thomas Cassagne
Béatrice Cohen - BBCAvocats	Béatrice Cohen
Bessis & Associés	Philippe Bessis
Blum Legal	Marina Blum
BRM Avocats	Martine Ricouart-Maillet, Nicole Bondois
Crossen & Borowsky	Sophie Borowsky
Fourlon Avocats	Armelle Fourlon
IT Law Avocats	Claudia Weber
Ipside	Gwendal Barbaut
Jeantet	Frédéric Sardain
La Motte Rouge Avocat	Henri de la Motte Rouge
Latournerie Wolfrom Avocats	Marie-Hélène Tonnellier
Lavoix	Camille Pecnard
LMBE Avocats	Sandra Strittmatter
Lorang Avocats	Yann Lorang
Meridian Avocats	Vincent Vilchien
Osmose	Alexis Vichnievsky, Antoine Gendreau, Alexandra Le Corroncq
Reinhart Marville Torre	Marc Susini
Stehlin & Associés	Frédéric Lecomte
Twelve	Claire de Chassey
Wize Avocats	Jean-Baptiste Benvenuti

## Our Analysis

**ESCANDE:  
EXPERIENCE IN THE SERVICE OF EXCELLENCE**

Michel-Paul Escande

Leader:  
Michel-Paul Escande  
Established:  
1971

**Track record:** With an outstanding IP expertise, the firm is a reference point in trademark and design law. Their client portfolio includes a well-known automobile manufacturer and a world-famous wine appellation. With a growing practice in the niche sector of criminal counterfeiting claims, the team also has strong expertise in reputation parasitism, notably in the luxury, fine arts and cosmetics industries.

**Team & differentiation:** Michel-Paul Escande, whose strategic advice goes beyond legal matters, keeps a loyal and long-lasting relationship with clients. The expertise of Ghyslaine Rajot, former director of the trademark division at France's National Institute of Industrial Property (INPI), allows the firm to autonomously handle both national and international trademark portfolios. The firm also has a solid practice in arbitration and mediation.

**@MARK:  
DIVERSE EXPERTISE, TAILORED ADVICE**

Charles-Antoine Joly

Leaders:  
Charles-Antoine Joly  
Established:  
2000

**Track record:** @mark assists, advises and represents companies of all sizes and in various sectors: fashion, cosmetics, food processing, IT, etc. Besides providing consultation, @mark added a litigation department in 2006 to offer a comprehensive expertise in IP. Cases related to the defense and valuation of trademark portfolios constitute one of the firm's strengths.

**Team & differentiation:** Made up of 15 competent professionals, the firm's three founding partners have over 25 years' experience and its partner in charge of the litigation department over 15 years experience. The firm tailors its advice according to the size and stakes of each case for more efficiency and time savings, in France and worldwide, thanks to an extensive international network of partners.

**BISMUTH:  
EXPERTS IN IT CONTRACTS**Yves Bismuth and  
Mathieu Martin

Leaders:  
Yves Bismuth and  
Mathieu Martin  
Established:  
1971

**Track record:** With over 40 years of solid experience, the firm specializes in the negotiation and drafting of internet-related contracts. They notably participated in the audit of an acquisition of a company which had developed an online platform, as well as a technology transfer in the defense industry. The firm is also developing its management of trademark portfolios in Africa and Asia.

**Team & differentiation:** Bismuth has top-notch expertise in IP, IT and telecommunication matters. The competence complementarity and the specialization of the lawyers guarantee excellent results at every level, national, European and global. The firm's international reach is secured thanks to their close partnerships all around the world: in the US, Africa, Europe and Asia.

**DE GAULLE FLEURANCE:  
ALWAYS IN PROJECT MODE WHEN DEALING WITH CASES**

Louis de Gaulle

Leader:  
Louis de Gaulle  
Established:  
2001

**Track record:** The firm embraces all types of IP and IT matters, both as counsel and as litigators. The teams have distinguished themselves in several high-profile cases for a very large clientele of startups and big companies, among them software-license owners for whom they have carried out extensive anti-piracy campaigns.

**Team & differentiation:** The seamless flexibility and flat organization of the firm allow teams to best satisfy client needs. The lawyers have developed particular expertise in connected devices, including issues related to personal information, cybersecurity and artificial intelligence. They are contributing to a legal handbook dedicated to these matters and have started to branch out into predictive justice.

**CANDÉ BLANCHARD DUCAMP:  
TENACITY IN THE INTERESTS OF IP OWNERS**

Patrice de Candé

Leaders:  
Patrice de Candé, Claire  
Ducamp and Julien  
Blanchard  
Established:  
2012

**Track record:** Appearing before civil and criminal courts, in France and elsewhere in Europe, the firm works exclusively on IP litigation. Taking up the anti-counterfeiting fight of certain clients, their lawyers have succeeded in obtaining significant amounts in damages and interests, deterring the counterfeiters. The biggest names in the luxury goods sector regularly call upon their services.

**Team & differentiation:** Reactivity and proximity are the pillars of the firm's customer relationship. Internal training, the publication of reference articles and books as well as the teaching activities of partners guarantee the constant renewal of the team's expertise. The follow-up of customs procedures, notably the destruction of contraband, is another area of expertise of the firm.

**GILBEY LEGAL:  
MAJOR PRACTICE SOLELY FOCUSED ON INDUSTRIAL PROPERTY**

Richard Gilbey

Leaders:  
Richard Gilbey, Joanne  
Quirin and Jehan-Philippe  
Jacquey  
Established:  
1992

**Track record:** With a strong reputation in the pharmaceutical sector, the firm represents various European and world industry leaders. Other sector focuses include tobacco, alcohol, telecoms, agribusiness, cosmetics, clothing and luxury. In its client portfolio we also find a major social media company and a global online apartment rental company.

**Team & differentiation:** With three partners and one of counsel, the boutique law firm draws on the considerable experience of former IP attorney (CPI), Richard Gilbey. With their expert negotiation skills the firm looks to meet clients' expectations without the need for litigation. It mostly focuses on counterfeiting matters and protecting IP rights in appellation of origin.

## Our Analysis

### LAUDE ESQUIER CHAMPEY: RELIABLE AND PRAGMATIC ADVISORS



Sophie Havard Duclos

**Leaders:**  
Sophie Havard Duclos,  
Olivier Laude and  
Victor Champey  
**Established:**  
2008

**Track record:** Sophie Havard Duclos' team is recognized for its expertise covering all areas of IP in the luxury goods, energy and agrifood sectors. The firm pleaded before the Court of Justice of the European Union in a complex matter at the intersection of appellation of origin and trademark rights.

**Team & differentiation:** Having worked at firms as diverse as Escande and Freshfields, Sophie Havard Duclos has developed a keen ability to carry out in-depth analysis and offer clients practical solutions tailored to their strategic and financial interests. The team is also able to give specialized consultations on personal data issues.

### MARCHAIS & ASSOCIÉS: EXPERTS IN THE WINE SECTOR



Guillaume Marchais

**Leaders:**  
Guillaume Marchais and  
Emmanuelle Limouzy  
**Established:**  
2001

**Track record:** With their hybrid structure the firm succeeds in representing their clients in prosecution and litigation matters regarding trademarks and designs. Their client portfolio includes both big companies as well as SMEs. The firm provides protection of clients' interests, especially regarding intangible assets, through powerful IT tools and international network of professionals.

**Team & differentiation:** Wine law specialist Guillaume Marchais ensures the protection of clients' IP rights, notably trademarks and appellations of origin. His involvement has helped the firm to become one of the few experts in the field. With a medium-sized team, composed of former IP attorneys (CPIs), the firm aims to accompany the client in their strategic decision making process.

### VALÉRIE PERRICHON AVOCATS: A COMPLETE VISION OF THE IP SPECTRUM



Valérie Perrichon

**Leader:**  
Valérie Perrichon  
**Established:**  
2014

**Track record:** The firm advises important international and French groups such as Nestlé, Parrot and HOM, accompanying them at every stage of the protection and defense of their IP rights. The team has strong expertise in trademark and design, and has solid experience in diverse industries ranging from agribusiness to fashion and new technologies.

**Team & differentiation:** The team's dual qualification of IP consulting and prosecution allows them to intervene from the beginning of a project to detect any possible flaws. They exceed notably at integrating an innovative project into the life of a company from the start by anticipating any possible infringement. The firm has been collaborating with an international network of IP attorneys and lawyers for over 15 years.



## METHODOLOGY

### The criteria are:

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## DATA PROTECTION

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Alain Bensoussan Avocats</b>	Alain Bensoussan
<b>August &amp; Debouzy</b>	Florence Chafiol
<b>Baker McKenzie</b>	Denise Lebeau-Marianna, Laurent Szuskin, Rémy Bricard, Christian Blomet, Nathalie Marchand
<b>Bird &amp; Bird</b>	Ariane Mole, Merav Griguer
<b>EY Société d'Avocats</b>	Fabrice Naftalski, Sophie Revol
<b>Hogan Lovells</b>	David Taylor, Winston Maxwell
<b>EXCELLENT</b>	
<b>De Gaulle Fleurance &amp; Associés</b>	Jean-Marie Job, Frédéric Destal, Louis De Gaulle
<b>DLA Piper</b>	Jonathan Rofé, Jeanne Dauzier
<b>DS Avocats</b>	Arnaud Tesselonikos, Bertrand Potot
<b>Feral Schuhl Sainte Marie</b>	Christiane Féral-Schuhl, Etienne Papin
<b>Harlay Avocats</b>	Fabrice Perbost, Sabine Lipovetsky
<b>Latham &amp; Watkins</b>	Myria Saarinen
<b>Nomos</b>	Hélène Delabarre
<b>Osborne Clarke</b>	Béatrice Delmas-Linel, Claire Bouchenard
<b>Staub &amp; Associés</b>	Sylvain Staub, Dominique Isel, Antoine Gravereaux, Thomas Beaugrand
<b>HIGHLY RECOMMENDED</b>	
<b>1 Adsto</b>	Claire Bernier
<b>Atipic Avocats</b>	David-Irving Tayer, François Coupez
<b>Beslay + Avocats</b>	Nathalie Beslay
<b>BRM Avocats</b>	Martine Ricouart-Maillet, Nicole Bondois
<b>Courtois Lebel</b>	Cédric Frenel
<b>Derriennic Associés</b>	Pierre-Yves Margnoux, George Jensemle, François-Pierre Lani
<b>Desmarais Avocats</b>	Pierre Desmarais
<b>Dunaud Clarenc Combles &amp; Associés</b>	Christophe Clarenc, Dominique de Combles de Nayves, Patrick Dunaud
<b>Fieldfisher</b>	Christopher Mesnooh, Bruno Ducoulombier
<b>Gide</b>	Thierry Dor
<b>Haas Avocats</b>	Gérard Haas
<b>Herbert Smith Freehills</b>	Alexandra Neri
<b>Hoche société d'avocats</b>	Régis Carral, Patrick Amouzou
<b>Idea avocats</b>	Julie Ruelle, Nathalie Métallinos
<b>K&amp;L Gates</b>	Etienne Drouard
<b>LLC &amp; Associés</b>	Jérôme Lefort, Romain Waïss-Moreau
<b>PDGB Avocats</b>	Hélène Lebon
<b>Pinsent Masons</b>	Annabelle Richard, Emmanuel Gougé
<b>Taylor Wessing</b>	Philippe Glaser, Valérie Aumage
<b>Virtualegis</b>	Pascal Alix
<b>2 Altana</b>	Pierre Lubet, Franck Valentin
<b>BCTG Avocats</b>	Gaëlle Blorete-Pucci
<b>Bersay &amp; Associés</b>	Emmanuel Schulte
<b>CaAvocat</b>	Laurent Caron
<b>Clairmont Avocats</b>	Sandra Cabanne
<b>Cohen &amp; Gresser</b>	Guillaume Seligmann
<b>Dentons</b>	David Masson
<b>Deprez Guignot Associés - DDG</b>	Pierre Deprez, Vincent Fauchoux, Frédéric Dumont
<b>Eversheds LLP</b>	Gaëtan Cordier
<b>Fidal</b>	Isabelle Gavanon, Philippe Debry
<b>Foley Hoag</b>	Catherine Muyl
<b>Franklin</b>	Bradley Joslove

Gibson Dunn	Ahmed Baladi, Emmanuelle Bartoli
Guillemin Flichy	Alexis Guillemin
Isabelle Renard Avocat	Isabelle Renard
IT Law Avocats	Claudia Weber
J. P. Karsenty & Associés	Jean-Philippe Arroyo
Lawways	Gilles Rouvier
Linklaters	Pauline Debré, Sonia Cissé
Redlink	Emmanuelle Behr, Frédéric Fournier
Sea Avocats	Hervé Gabadou
Simmons & Simmons	Christophe Fichet
Stehlin & Associés	Frédéric Lecomte
Ydès Avocats	Cyril Fabre
<b>RECOMMENDED</b>	
Adamas	Jean-Baptiste Chanial
Alter Via Avocats	Amélie Capon, Raphaël Rault
Armelle Fourlon	Armelle Fourlon
Artemont	Farid Bouguettaya
Atem Legal	Isabelle Camus
ATM Avocats	André Meillassoux
Bamboo&Bees	Marc Lipskier
Benoit Louvet	Benoît Louvet
Blum Legal	Marina Blum
Brunswick Société d'Avocats	Nicolas Moreau
Caprioli & Associés	Eric Caprioli
CMG Legal	Paraskevi Georganta, Stéphane Coulaux
CMS Bureau Francis Lefebvre	Anne-Laure Villedieu
Coblence & Associés	Jean-Marc Coblence, Mélanie Erber
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Crossen & Borowsky	Sophie Borowsky
De Pardieu Brocas Maffei	Barbara Levy
DWF	Anne-Sylvie Vassenaix-Paxton
Forest	David Forest
FTPA	Philippe Pochet
Gilles Vercken Et Avocats	Gilles Vercken, Florence Gaullier
Granrut Avocats	Richard Milchior, Anne Cousin
H2O Avocats	Nicolas Herzog
ISGE	François Illouz
Iteanu	Olivier Iteanu
Jacobacci Avocats	Olympe Vanner
Jeantet	Frédéric Sardain
Latournerie Wolfrom Avocats	Marie-Hélène Tonnelier
Laude Esquier Champey	Sophie Havard Duclos
Lerins Jobard Chemia	Mathilde Croze, Cécile Dupas
Lext	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
Lorang Avocats	Yann Lorang
Luzi Avocats	Olivia Luzi
Mathias Avocats	Garance Mathias
Niddam-Drouas Avocats	Julie Niddam
Norton Rose Fulbright	Laure Joncour, Marta Giner Asins
Orrick	Guillaume Kessler
Passa Varet	Vincent Varet
PwC	Sandrine Cullaffroz-Jover
Ulys	Etienne Wery
Valérie Sédallian	Valérie Sédallian
Walter Billet	Alan Walter, Fabien Billet
Watson Farley & Williams	Lucien Rapp

## TELECOMS

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Emmanuel Guillaume, Christian Blomet, Laurent Szuskin
<b>Bird &amp; Bird</b>	Michel Matas, Frédérique Dupuis-Toubol
<b>Chemarin &amp; Limbour</b>	Alexandre Limbour
<b>Dunaud Clarenc Combles &amp; Associés</b>	Christophe Clarenc
<b>Franklin</b>	Bradley Joslove, Julie Catala-Marty
<b>Fréget Tasso de Panafieu</b>	Olivier Fréget, Charlotte Tasso de Panafieu
<b>Hogan Lovells</b>	Winston Maxwell
<b>EXCELLENT</b>	
<b>Bersay &amp; Associés</b>	Emmanuel Schulte
<b>Carreras Barsikian Robertson &amp; Associés</b>	Pierre-Olivier Chartier
<b>Gide</b>	Olivier Cousi
<b>Norton Rose Fulbright</b>	Laure Joncour, Marta Giner Asins
<b>Yves Coursin</b>	Yves Coursin
<b>HIGHLY RECOMMENDED</b>	
<b>Alain Bensoussan Avocats</b>	Alain Bensoussan
<b>August &amp; Debouzy</b>	Florence Chafiol-Chaumont, Mahasti Razavi
<b>Bredin Prat</b>	Hugues Calvet, Robert Saint-Esteben
<b>Cabinet de La Taille</b>	Benoît de La Taille
<b>Darrois Villey Maillot Brochier</b>	Igor Simic, Didier Théophile
<b>De Gaulle Fleurance &amp; Associés</b>	Frédéric Destal
<b>DLA Piper</b>	Florence Guthfreund-Roland, Pascal Martin
<b>DS Avocats</b>	Bertrand Potot, Jérôme Richardot
<b>Jones Day</b>	Rémy Fekete
<b>Latham &amp; Watkins</b>	Jean-Luc Juhan
<b>Latournerie Wolfrom Avocats</b>	Marie-Hélène Tonnellier, Terence Cabot
<b>Magenta</b>	Sylvain Justier, Vincent Jaunet
<b>Pinsent Masons</b>	Diane Mullenex
<b>Simmons &amp; Simmons</b>	Christophe Fichet
<b>Vogel &amp; Vogel</b>	Joseph Vogel, Louis Vogel
<b>Watson Farley &amp; Williams</b>	Lucien Rapp
<b>RECOMMENDED</b>	
<b>Bilalian Avocats</b>	Lara Morel, Marguerite Bilalian
<b>Féral-Schuhl / Sainte Marie</b>	Olivier de Courcel, Etienne Papin
<b>Foley Hoag</b>	Catherine Muyl
<b>Franklin Brousse</b>	Franklin Brousse
<b>HW&amp;H - Hertslet Wolfer &amp; Heintz</b>	Fabrice Bauman, Dominique Heintz
<b>Jacob Avocats</b>	Julie Jacob
<b>Lexcase</b>	Hubert Mortemard de Boisse
<b>Linklaters</b>	Pauline Debré, Sonia Cissé
<b>Orrick Rambaud Martel</b>	Saam Golshani
<b>Osborne Clarke</b>	Béatrice Delmas-Linel, Xavier Pican
<b>PDGB Avocats</b>	Benjamin Jacob
<b>Staub &amp; Associés</b>	Sylvain Staub, Dominique Isel, Antoine Gravereaux, Thomas Beaugrand
<b>White &amp; Case</b>	Éric Laplante
<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm
<b>STRONG EXPERTISE</b>	
<b>BCE Avocats</b>	Alexandre Espenel
<b>Behring - Société d'avocats</b>	Anne-Solène Gay
<b>Brunswick Société d'Avocats</b>	Nicolas Moreau
<b>Carbonnier Lamaze Rasle &amp; Associés</b>	Michel Rasle
<b>Clifford Chance</b>	Dessislava Savova, Thibault D'Alès
<b>Cohen &amp; Gresser</b>	Guillaume Seligmann
<b>Fieldfisher</b>	Bruno Ducoulombier
<b>Gibson Dunn</b>	Ahmed Baladi
<b>Granrut Avocats</b>	Anne Cousin
<b>Harbour avocats</b>	Olivier de Chazeaux
<b>Harlay Avocats</b>	Fabrice Perbost, Sabine Lipovetsky
<b>ISGE &amp; Associés</b>	François Illouz
<b>Jurisexpert</b>	Blandine Poidevin
<b>Laude Esquier Champey</b>	Olivier Laude
<b>Lawways</b>	Gilles Rouvier
<b>Lexington Avocats</b>	Laurent Lévy, Arnaud Demont
<b>SB Avocats</b>	Sacha Benichou
<b>Taylor Wessing</b>	Valérie Aumage

## IT & SOFTWARE

### France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Alain Bensoussan Avocats	Eric Barbry, Alain Bensoussan, Jean-François Forgeron, Frédéric Forster, Benoît de Roquefeuil
Baker McKenzie	Laurent Szuskin, Denise Lebeau-Marianna, Rémy Bricard, Christian Blomet
DLA Piper	Stéphane Lemarchand, Jonathan Rofé, Fabienne Panneau
<b>2</b> August & Debouzy	Florence Chafiol-Chaumont, Mahasti Razavi
Bird & Bird	Stéphane Leriche, Alexandre Vuchot, Marion Barbier, Marc Schuler, Ariane Mole
De Gaulle Fleurance & Associés	Julien Horn, Jean-Marie Job, Cécile Théard-Jallu, Louis de Gaulle, Georgie Courtois
Derriennic & Associés	Pierre-Yves Margnoux, François-Pierre Lani, Georges Jensemle
Osborne Clarke	Béatrice Delmas-Linel, Lise Breteau, Xavier Pican
Staub & Associés	Sylvain Staub, Dominique Isel, Antoine Gravereaux, Thomas Beaugrand
<b>EXCELLENT</b>	
Bismuth & Associés	Yves Bismuth, Mathieu Martin
DS Avocats	Clothilde Delbecq, Arnaud Tesselonikos, Thierry Granturco
Féral-Schuhl / Sainte Marie	Bruno Grégoire Sainte-Marie, Olivier de Courcel, Christiane Féral-Schuhl, Etienne Papin
Franklin	Bradley Joslove
Gide	Thierry Dor, Olivier Cousi
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
Iteanu	Olivier Iteanu
Latham & Watkins	Myria Saarinen, Jean-Luc Juhan
Latournerie Wolform Avocats	Marie-Hélène Tonnellier
Sea Avocats	Hervé Gabadou
Taylor Wessing	Philippe Glaser, Valérie Aumage, Christian Valsamidis
<b>HIGHLY RECOMMENDED</b>	
Adsto	Claire Bernier
Altana	Pierre Lubet, Franck Valentin
Aramis	Benjamin May
Blum Legal	Marina Blum
BRM Avocats	Martine Ricouart-Maillet, Nicole Bondonis
Caprioli & Associés	Éric Caprioli, Pascal Agosti, Ilène Choukri
Cohen & Gresser	Guillaume Seligmann
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Dentons	David Masson
Deprez Guignot Associés	Vincent Fauchoux, Frédéric Dumont, Pierre Deprez, Jean-Michel Brugière
Dunaud Clarenc Combles & Associés	Patrick Dunaud
Fidal	Isabelle Gavanon, Philippe Debry
Fieldfisher	Bruno Ducoulombier
Gilles Vercken et Avocats	Florence Gaullier, Gilles Vercken
Granrut Avocats	Jean Castelain, Anne Cousin, Richard Milchior
H2O Avocats	Nicolas Herzog
Haas Avocats	Gérard Haas
Herbert Smith Freehills	Alexandra Neri
Hoche société d'avocats	Régis Carral, Patrick Amouzou
Hogan Lovells	David Taylor, Mikael Salmela
Isabelle Renard Avocat	Isabelle Renard
IT law Avocats	Claudia Weber
Lawways	Gilles Rouvier
Luzi Avocats	Olivia Luzi
Norton Rose Fulbright	Laure Joncour, Marta Giner Asins
Passa Varet	Vincent Varet
Pavleas Avocats	Constantin Pavleas
Simmons & Simmons	Christophe Fichet
Watson Farley & Williams	Lucien Rapp
<b>RECOMMENDED</b>	
<b>1</b> Amar Goussu Staub	Cyrille Amar, Grégoire Goussu, Antonin Staub
Atipic	François Coupeuz, David-Irving Tayer
ATM Avocats	André Meillassoux
Bernard Hertz Béjot	Michel Béjot
Bersay & Associés	Emmanuel Schulte, Delphine Touboul

BMH Avocats	Martin Hauser
CBR & Associés	Michael Majster
CMS Bureau Francis Lefebvre	Anne-Laure Villedieu
Coblence & Associés	Jean-Marc Coblence, Mélanie Erber
Courtois Lebel	Cédric Frenel
Duclos Thorne Mollet Viéville & Associés	Arnaud Vanbremeersch, Éléonore Gaspar
Gibson Dunn	Ahmed Baladi
Guillemin Flichy	Alexis Guillemin
KGA Avocats	Laurent Badiane
Lerins Jobard Chamla Avocats	Mathilde Croze, Cécile Dupas
Nexo Avocats	Yann Breban
Nomos	Eric Lauvaux
PDGB Avocats	Benjamin Jacob, Hélène Lebon
Pinsent Masons	Annabelle Richard, Emmanuel Gougé
Poggi Avocats	Anne-Sophie Poggi
Stehlin & Associés	Frédéric Lecomte
Vaughan Avocats	Bruno de Laportalière
Winston & Strawn	Guillaume-Denis Faure
Ydès Avocats	Cyril Fabre
<b>2</b> Adamas	Jean-Baptiste Chaniel
Alter Via Avocats	Amélie Capon, Raphaël Rault
Artemont	Farid Bouguettaya
Astine Legal	Christine Borfiga, Claire Bertheux-Scotté
Atem Avocats	Isabelle Camus, Aurélie Buisson
Benoît Louvet Avocats	Benoît Louvet
BG2V (Beylouni Carbasse Guény Valot Vernet)	Xavier Carbasse
Bignon Lebray	Benjamin Mourot, Denis Lequai
Bilalian Avocats	Marguerite Bilalian
Brunswick Société d'Avocats	Nicolas Moreau
Clevery Avocats	Henri Larraud
Clifford Chance	Yves Wehrli
Crossen & Borowsky	Sophie Borowsky
Danièle Véret Cabinet d'Avocats	Danièle Véret
Eversheds	Gaëtan Cordier
FTPA	Philippe Pochet
Hughes Hubbard & Reed	Stefan Naumann
Idea Avocats	Julie Ruelle, Nathalie Metallinos
ISGE & Associés	François Illouz
Jacob Avocats	Julie Jacob
Jacobacci Avocats	Olympe Vanner, Jean-Mahieu Bertho
J. P. Karsenty & Associés	Jean-Philippe Arroyo
K&L Gates	Etienne Drouard, Claude-Étienne Armingaud
La Motte Rouge Avocat	Henri de La Motte Rouge
Lavoix	Camille Pecnard
Le Stanc Avocats	Christian Le Stanc
Lext Avocats	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
Linklaters	Pauline Debré
Lorang Avocats	Yann Lorang
Mathias Avocats	Garance Mathias
Reinhart Marville Torre	Marc Susini
Rossi Bordes & Associés	Juliette Bertrand
SB Avocats	Sacha Benichou
Teissonnière Chevé	Guillaume Teissonnière, Laurence Chevé
Walter Billet	Alan Walter, Fabien Billet

## BIRD & BIRD: HELPING CLIENTS UNDERTAKE THE DIGITAL REVOLUTION



Stéphane Leriche

Leader:  
Stéphane Leriche  
Established:  
2000

**Track record:** Innovators in the digital sphere count on the expertise of the firm in legal advice and litigation for their high-stakes matters, as well as innovation projects such as, data-management, cybersecurity, and cloud-based apps. On the side of solution providers and companies engaged in the digital transformation, the team has, notably, represented a telecoms operator and a French unicorn.

**Team & differentiation:** With the arrival of Merav Griguer, the firm now has two partners whose activity is dedicated to personal data matters. This particularity illustrates the positioning of the firm at the crossroads of business opportunity and regulation change. The expertise of Cathie-Rosalie Joly, an innovation specialist in the regulated sectors of finance, is yet another wrinkle in the already comprehensive range of services offered by Bird & Bird.

## PAVLEAS AVOCATS: PRAGMATIC APPROACH, SPECIALIZED EXPERTISE



Constantin Pavleas

Leader:  
Constantin Pavleas  
Established:  
2001

**Track record:** The firm handles the negotiation of all types of major contracts, almost always in English, such as licensing, partnerships and consortiums, for hi-tech industrials or software developers. With their creative and expert approach in niche sectors, the team is also regularly consulted during M&A operations for due diligence and valuation of new technologies from the investors' perspective.

**Team & differentiation:** A former legal director of innovative companies, Constantin Pavleas relies on his previous experience to surpass merely theoretical solutions and come up with pragmatic solutions for clients. His Franco-British academic background as well as his teaching work guarantees this dealmaker's open mindset a sine qua non pre-requisite in this ever-changing field.



## INTERNET

### France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b>	
<b>Alain Bensoussan Avocats</b>	Éric Barbry, Alain Bensoussan
<b>Baker McKenzie</b>	Laurent Szuskin, Denise Lebeau-Marianna, Rémy Bricard, Christian Blomet
<b>De Gaulle Fleurance &amp; Associés</b>	Julien Horn, Frank Valentin, Jean-Marie Job, Cécile Théard-Jallu, Louis de Gaulle, Georgie Courtois
<b>Herbert Smith Freehills</b>	Alexandra Neri
<b>2</b>	
<b>August &amp; Debouzy</b>	Florence Chafiol-Chaumont, Mahasti Razavi
<b>Bird &amp; Bird</b>	Géraldine Arbant, Alexandre Vuchot, Marion Barbier, Marc Schuler, Stéphane Leriche, Ariane Mole, Cathie-Rosalie Joly
<b>DLA Piper</b>	Gregory Tulquois, Stéphane Lemarchand, Fabienne Panneau, Jonathan Rofé
<b>Féral-Schuhl / Sainte Marie</b>	Bruno Grégoire Sainte-Marie, Christiane Féral-Schuhl, Etienne Papin
<b>Franklin</b>	Bradley Joslove
<b>Iteanu</b>	Olivier Iteanu
<b>EXCELLENT</b>	
<b>1</b>	
<b>Coursin</b>	Yves Coursin
<b>Dentons</b>	David Masson
<b>Deprez Guignot Associés</b>	Pierre Deprez, Vincent Fauchoux, Frédéric Dumont
<b>Harley Avocats</b>	Fabrice Perbost, Sabine Lipovetsky
<b>Hogan Lovells</b>	David Taylor, Christine Gateau, Winston Maxwell
<b>Latournerie Wolfrom Avocats</b>	Marie-Hélène Tonnellier
<b>Nomos</b>	Hélène Delabarre, Christophe Pecnard, Éric Lauvaux, Emmanuelle Voisset
<b>Osborne Clarke</b>	Claire Bouchenard, Béatrice Delmas-Linel, Lise Breteau
<b>Pinsent Masons</b>	Annabelle Richard, Emmanuel Gougé
<b>Staub &amp; Associés</b>	Sylvain Staub, Dominique Isel, Antoine Gravereaux, Thomas Beaugrand
<b>Ydès Avocats</b>	Cyril Fabre
<b>2</b>	
<b>Cohen &amp; Gresser</b>	Guillaume Seligmann
<b>Derriennic Associés</b>	François-Pierre Lani
<b>Gilles Vercken et Avocats</b>	Florence Gaullier, Gilles Vercken
<b>Haas Avocats</b>	Gérard Haas
<b>Jacob Avocats</b>	Julie Jacob
<b>Jeantet</b>	Frédéric Sardain
<b>HIGHLY RECOMMENDED</b>	
<b>1</b>	
<b>Candé Blanchard Ducamp</b>	Julien Blanchard, Patrice de Candé, Claire Ducamp
<b>Chemarin &amp; Limbour</b>	Alexandre Limbour
<b>De Baecque Avocats</b>	Olivier de Baecque
<b>Dunaud Clarenc Combles &amp; Associés</b>	Christophe Clarenc, Dominique de Combles de Nayves, Patrick Dunaud
<b>Fieldfisher</b>	Christopher Mesnooh, Nathalie Hadjadj-Cazier, Bruno Ducoulombier
<b>Gide</b>	Thierry Dor, Olivier Cousi
<b>Granrut Avocats</b>	Jean Castelain, Anne Cousin, Richard Milchior
<b>K&amp;L Gates</b>	Étienne Drouard, Claude-Etienne Armingaud
<b>Lawways</b>	Gilles Rouvier
<b>Linklaters</b>	Pauline Debré
<b>Luzi Avocats</b>	Olivia Luzi
<b>Passa Varet</b>	Vincent Varet
<b>2</b>	
<b>Altana</b>	Pierre Lubet, Franck Valentin
<b>Anne-Sophie Poggi Avocats IT</b>	Anne-Sophie Poggi
<b>Atem Avocats</b>	Isabelle Camus, Aurélie Buisson
<b>Atipic</b>	François Coupez, David-Irving Tayer
<b>ATM Avocats</b>	André Meillasseux
<b>BCTG Avocats</b>	Gaëlle Boret-Pucci
<b>Bersay &amp; Associés</b>	Emmanuel Schulte
<b>Blum Legal</b>	Marina Blum
<b>Caprioli &amp; Associés</b>	Eric Caprioli
<b>Christophe Caron</b>	Christophe Caron
<b>Coblence &amp; Associés</b>	Jean-Marc Coblence, Mélanie Erber
<b>Cornet Vincent Ségurel</b>	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
<b>Crossen &amp; Borowsky</b>	Sophie Borowsky
<b>DBK Avocats</b>	Thomas Debiesse, Christian Kim, Jérôme Buscail
<b>DS Avocats</b>	Bertrand Potot, Clothilde Delbecq, Arnaud Tesselonikos, Thierry Granturco
<b>Elkrief Avocats</b>	Danielle Elkrief
<b>Fidal</b>	Isabelle Gavanon, Philippe Boutron, Philippe Debry, Frédéric Bourget
<b>Hoche Avocats</b>	Patrick Amouzou
<b>Hughes Hubbard &amp; Reed</b>	Stefan Naumann
<b>IT Law Avocats</b>	Claudia Weber
<b>Latham &amp; Watkins</b>	Myria Saarinen, Jean-Luc Juhan
<b>Laude Esquier Champey</b>	Olivier Laude, Victor Champey, Sophie Havard Duclos
<b>Lerins Jobard Chemla</b>	Mathilde Croze
<b>Lext</b>	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
<b>Norton Rose Fulbright</b>	Laure Joncour, Marta Giner Asis

Oria Media	Mathieu Davy
PDGB Avocats	Benjamin Jacob
Sea Avocats	Hervé Gabadou
Stehlin & Associés	Frédéric Lecomte
Taylor Wessing	Valérie Aumage
Watrin Brault Associés	Nicolas Brault
Watson Farley & Williams	Lucien Rapp

**RECOMMENDED**

Adamas	Jean-Baptiste Chaniel
Amar Goussu Staub	Cyrille Amar, Grégoire Goussu, Antonin Staub
Aramis	Benjamin May
Armelle Fourlon	Armelle Fourlon
Artemont	Farid Bouguettaya
Aston Avocats	Carine Piccio
ATurquoise Société d'Avocats	Anne-Marie Pecoraro
Behring Société d'Avocats	Anne-Solène Gay
Bilalian Avocats	Lara Morel, Marguerite Bilalian
Bismuth Société d'Avocats	Yves Bismuth, Mathieu Martin
BRM Avocats	Martine Ricouart-Maillet
Brunswick Société d'Avocats	Nicolas Moreau
CBR & Associés	Pierre-Olivier Chartier, Alain Barsikian, Judith Vuillez, Michael Majster
Clairmont Avocats	Laurent Barissat, Sandra Cabanne, Alexandre Nappey
CMG Legal	Paraskevi Georganta, Stéphane Coulaux
Courtois Lebel	Cédric Frenel
Danièle Véret Cabinet d'Avocats	Danièle Véret
Dauzier & Associés	Pierre-Louis Dauzier, Olivier Chappuis
Duclos Thome Mollet Viéville & Associés	Pascal Lefort, Thierry Mollet-Viéville, Eléonore Gaspar, Thomas Cuhe
Eversheds	Gaëtan Cordier
FTPA	Philippe Pochet
Gibson Dunn	Ahmed Baladi
Gramond & Associés	Xavier Gramond
Hugot Avocats	Jean-Philippe Hugot, Olivier Hugot
Idea Avocats	Julie Ruelle, Nathalie Métallinos
Isabelle Renard Avocat	Isabelle Renard
ISGE & Associés	François Illouz
Jacobacci Avocats	Olympe Vanner
J. P. Karsenty & Associés	Jean-Philippe Arroyo, Béatrice Moreau-Margotin, Martine Karsenty-Ricard
KGA Avocats	Laurent Badiane
La Motte Rouge Avocat	Henri de La Motte Rouge
Lexington Avocats	Laurent Lévy
LLC & Associés	Romain Waïss-Moreau
Lorang Avocats	Yann Lorang
Péchenard & Associés	Fabien Honorat, Gauthier Moreuil, Eric Andrieu
Pierrat	Julien Fournier, Emmanuel Pierrat, Sophie Viaris de Lesegno
Pons & Carrère	Caroline Henry
Redlink	Emmanuelle Behr, Frédéric Fournier
SB Avocats	Sacha Benichou
Simmons & Simmons	Christophe Fichet
Twelve	Philippe Allaëys
Valérie Perrichon Avocats	Valérie Perrichon
Valérie Sédallian	Valérie Sédallian
Vaughan Avocats	Bruno de Laportalière
Veber Associés	Philippe Veber
Walter Billet	Alan Walter, Fabien Billet
Wize Avocats	Jean-Baptiste Benvenuti

**LAWWAYS:  
TRUSTWORTHY EXPERTISE**


Gilles Rouvier

Leaders:  
Gilles Rouvier and Hortense Rouvier  
Established:  
2006

**Track record:** Specializing in the negotiation of IT contracts, the firm is growing continuously. They offer vast expertise to clients and especially excel in deal-making with renowned software publishers. Additionally, the firm organizes conferences on data protection in banking and insurance.

**Team & differentiation:** Gilles Rouvier, vice-president of the Ciberlex network, has an acute vision of the challenges of the IT world. Thanks to his professional background in private companies and his teaching at *L'Institut Supérieur d'Electronique* in Paris, he offers his clients an up-to-date, pragmatic vision in tune with the legal and academic trends in the field. Transparency and accessibility are the defining traits of his practice.

**JACOB AVOCATS:  
HIGH-QUALITY ADVICE IN THE MEDIA SECTOR**


Julie Jacobs

Leader:  
Julie Jacobs  
Established:  
1994

**Track record:** Jacob Avocats has successfully advised an insurance company in the legal, contractual and strategic aspects related to data protection. The firm's client portfolio includes a European ridesharing company, a multinational leader in telecoms, as well as broadcasters, TV producers, art galleries and many others primarily from France, the UK and Israel.

**Team & differentiation:** Partner Julie Jacobs leads a strong team of five lawyers and one of counsel advising clients in their trademark needs both in prosecution and litigation. Through their office in Paris as well as their international desk in Israel, the firm protects their clients' IP rights in a plethora of sectors such as media, gambling, sports, digital, data and fashion.



**GERMANY**

## GERMANY VENTURE CAPITAL FIRMS LIST

The firms are listed alphabetically within each band

FIRM	INDUSTRY
Acton Capital Partners	Technology
Bayern Kapital	Technology
BlueYard Capital	E-commerce, internet
btov Partners	IT, TMT
Capnamic Ventures	E-commerce, gaming, payment, advertising, software-as-a-service
Cherry Ventures	Consumer internet, mobile, marketplace
Creathor Venture	Technology
e.ventures	Internet, software
Earlybird VC	IT, TMT, gaming, e-commerce, real estate
Fly Ventures	Technology
German Startups Group	Technology
Global Founders Capital	Technology, consumer good, e-commerce
Grazia Equity	Technology
Hasso Plattner Ventures	IT
High-Tech Gründerfonds	Technology, TMT, life sciences, energy
Holtzbrinck Ventures	Digital
IBB Bet	Life sciences, ICT
Index Ventures	Consumer internet and mobile, enterprise technologies
Kinnevik	Digital
Kite Ventures	Marketplace, network
Lakestar	Digital
Mangrove Capital Partners	Mobile, e-commerce, internet
Neuhaus Partners	IT
Northzone	Technology
Partech Ventures	Technology
Paua Ventures	Technology
Phenomen Ventures	Technology, internet
Point Nine Capital	Software as a service
Project A	E-commerce, data, software, infrastructure
Redstone Digital	Digital
Rheingau Founders	Digital
RI Digital Ventures	Digital
Rocket Internet Capital Partners	Technology, internet
Scottish Equity Partners	Technology
SevenVentures	Consumer goods, retail, service
Shortcut Ventures	Data, IT, TMT
Target Global	E-commerce, fintech, travel, software, mobile
Target Partners	Technology
TCV	Technology, data
Team Europe	Digital
Tengelmann Ventures	Consumer internet, internet technology
UnternehmerTUM	IT, industry 4.0, automation technologies, mobility, smart city
Venista Ventures	Mobile
West Tech Ventures	Technology

## TMT – LARGE CAP

### Germany Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Goldman Sachs</b>	Wolfgang Fink and Joerg Kukies (Co-chairmen of the Executive Board of Germany and Austria)
<b>Morgan Stanley</b>	Jens Maurer and Johann von Wersebe (Co-heads of Investment Banking Germany and Austria)
<b>Perella Weinberg Partners</b>	Dietrich Becker (Partner and co-head of European advisory)
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Luigi Rizzo (Head of Investment Banking EMEA), Luca Ferrari (Head of M&A EMEA)
<b>Citi</b>	Wilhelm Schulz (Head of M&A EMEA)
<b>J.P. Morgan</b>	Christian Kames (Head of investment banking Germany)
<b>HIGHLY RECOMMENDED</b>	
<b>Barclays</b>	David Klemm (Managing Director M&A and Corporate Finance)
<b>EY</b>	Claus-Peter Wagner (Managing Partner Financial Services Germany)
<b>Jefferies</b>	Mark Pohlmann (Head of Investment Banking Germany, Switzerland and Austria)

## TMT – SMALL TO MID CAP

### Germany Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Credit Suisse</b>	Joachim Ringer (Co-Head of Investment Banking Germany and Austria)
<b>EY</b>	Claus-Peter Wagner (Managing Partner Financial Services Germany)
<b>Oakley Advisory</b>	Christian Maher (Managing Partner), Chris Godsmark (Managing Partner)
<b>EXCELLENT</b>	
<b>BNP Paribas</b>	Torsten Murke (Head of Corporate & Institutional Banking Germany)
<b>Morgan Stanley</b>	Jens Maurer and Johann von Wersebe (Co-heads of Investment Banking Germany and Austria)
<b>Oaklins</b>	Jan Peter Hatje (Managing Partner)
<b>HIGHLY RECOMMENDED</b>	
<b>CF-Mittelstand</b>	Jens Bender (Managing Director), Marco Strogusch (Managing Director)
<b>Deutsche Bank</b>	Patrick Frowein and Berthold Fuerst (Co-heads of corporate finance Germany, Austria and Switzerland)
<b>Nomura International</b>	Yutaka Mogi (Co-Head of Investment Banking EMEA)
<b>RECOMMENDED</b>	
<b>Allen &amp; Company</b>	Ralph Allen (Chairman), Laura Hawley (Senior Vice President)
<b>Bank of America Merrill Lynch</b>	Luigi Rizzo (Head of Investment Banking, EMEA), Luca Ferrari (Head of M&A EMEA)
<b>Deloitte</b>	Freddy Strottmann (Managing Partner Financial Advisory)
<b>Eurohold</b>	Oliver Gottstein (Managing Partner Germany)
<b>Lepe Partners</b>	Jonathan Goodwin (Founding partner)
<b>Qatalyst Group</b>	Jean Tardy-Joubert (Head of Europe)

## HEALTH & PHARMA – LARGE CAP

### Germany Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Morgan Stanley</b>	Jens Maurer and Johann von Wersebe (Co-heads of Investment Banking Germany and Austria)
<b>EXCELLENT</b>	
<b>Barclays</b>	David Klemm (Managing Director M&A and Corporate Finance)
<b>Centerview Partners</b>	Robin Budenberg (Chairman Europe), Richard Girling (Partner Europe, Healthcare)
<b>Citi</b>	Wilhelm Schulz (Head of M&A EMEA)
<b>J.P. Morgan</b>	Christian Kames (Head of investment banking Germany)
<b>Rothschild</b>	Martin Reitz (CEO Germany), Dirk Pahlke (Managing Director - Head of M&A)
<b>HIGHLY RECOMMENDED</b>	
<b>Bank of America Merrill Lynch</b>	Luigi Rizzo (Head of Investment Banking EMEA), Luca Ferrari (Head of M&A EMEA)
<b>Credit Suisse</b>	Joachim Ringer (Co-Head of Investment Banking Germany and Austria)
<b>EY</b>	Claus-Peter Wagner (Managing Partner Financial Services Germany)
<b>Mizuho Financial Group</b>	Teiji Teramoto (Head of EMEA), Tatsufumi Sakai (Head of Global Investment Banking)

## HEALTH & PHARMA – SMALL TO MID CAP

### Germany Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Ferber &amp; Co.</b>	Manfred Ferber (Partner)
<b>Lincoln International</b>	Kai Ingo Seidel (Head of Healthcare German-speaking Europe and Benelux)
<b>PwC</b>	Steve Derz (Head of Corporate M&A EMEA)
<b>EXCELLENT</b>	
<b>GCA Altium</b>	Sascha Pfeiffer (Managing Director), Tobias Schultheiss (Managing Director)
<b>KPMG</b>	Leif Zierz (Global Head of Deal Advisory)
<b>HIGHLY RECOMMENDED</b>	
<b>ACXIT Capital Partners</b>	Thomas Klack (Managing Partner)
<b>BNP Paribas</b>	Torsten Murke (CEO of Corporate & Investment Banking Germany)
<b>DC Advisory</b>	Stefan Jaecker (CEO Germany)
<b>RECOMMENDED</b>	
<b>Clearwater International</b>	Ralph Schmücking (Managing Partner), Dierk Rottmann (Managing Partner)
<b>Deloitte</b>	Freddy Strottmann (Managing Partner Financial Advisory)
<b>Equinet Bank</b>	Dirk Meyer (Executive Director, Head of M&A), Thomas Burkart (Executive Director)
<b>HSH Nordbank</b>	Karsten Maschler (Head of M&A), Patrick Miljes (Head of Corporates)

## PATENT PROSECUTION

### Germany Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Boehmert &amp; Boehmert</b>	Jan Krauß, Steffen Schmidt, Markus Engelhard
<b>Grünecker</b>	Heike Vogelsang-Wenke, Thomas Schuster
<b>Hoffmann Eitle</b>	Peter Klusmann, Thorsten Bausch, Joseph Taormino
<b>EXCELLENT</b>	
<b>Bardehle Pagenberg</b>	Peter Hess, Hans Wegner
<b>Meissner Bolte</b>	Kay Rupprecht
<b>Vossius &amp; Partner</b>	Hans-Reiner Jaenichen
<b>Wuesthoff &amp; Wuesthoff</b>	Axel Katérle, Bernhard Thum, Hendrik Wichman
<b>HIGHLY RECOMMENDED</b>	
<b>Cohausz &amp; Florack</b>	Philippe Walter, Gottfried Schüll
<b>Dreiss</b>	Thomas Knapp
<b>Eisenführ Speiser</b>	Uwe Stilkenböhmer, Klaus Göken
<b>Gulde &amp; Partner</b>	Jürgen Hengelhaupt
<b>Isenbruck Bösl Hörschler</b>	Raphael Bösl, Fritz Lahrtz
<b>König, Szyka, Tilmann, von Renesse</b>	Gregor König, Max Wilhelm Tilmann
<b>Lederer &amp; Keller</b>	Günter Keller
<b>Lorenz Seidler Gossel</b>	Dieter Laufhütte, Michael Thoma
<b>Manitz Finsterwald &amp; Partner</b>	Manfred Finsterwald, Dieter Pellkofer
<b>Michalski Hüttermann &amp; Partner</b>	Aloys Hüttermann, Stefan Michalski
<b>Prinz &amp; Partner</b>	Werner Sulzbach, Thomas Kitzhofer
<b>Von Kreisler Selting Werner</b>	Hans-Peter Jönsson
<b>Witteweller</b>	Volker Heuckeroth, Stephan Keck, Gabriele Laufer
<b>RECOMMENDED</b>	
<b>Dennemeyer</b>	Malte Köllner
<b>Harmsen Utescher</b>	Sabine Kossak
<b>Kraus &amp; Weisert</b>	Hans-Joerg Banzer, Claus Beckmann
<b>Kuhnen &amp; Wacker</b>	Rainer K. Kuhnen
<b>Maiwald</b>	Holger Glas, Dirk Bühler
<b>MERH-IP</b>	Bruno Matias, Tobias Erny
<b>Prüfer &amp; Partner</b>	Friedrich Emmerling
<b>Rau, Schneck &amp; Hübner</b>	Gerd Hübner
<b>Samson &amp; Partner</b>	F. R. von Samson-Himmelstjerna
<b>Ter Meer Steinmeister &amp; Partner</b>	Christian Hollatz
<b>Uexküll &amp; Stolberg</b>	Albrecht von Menges
<b>Viering, Jentschura &amp; Partner</b>	Armin Kühn
<b>Weickmann &amp; Weickmann</b>	Wolfgang Weiß

## TRADEMARK PROSECUTION

### Germany Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Harmsen Utescher	Till Lampel, Christoph Schumann, Martin Kefferpütz
Hoffmann Eitle	Wedig von der Osten-Sacken
<b>EXCELLENT</b>	
Bardehle Pagenberg	Claus Eckhartt
Boehmert & Boehmert	Axel Nordemann, Volker Schmitz-Fohrmann
CMS	Gordian Hasselblatt
Grünecker	Anja Franke, Nicolás Schmitz
Hogan Lovells	Susanne Karow, Nils Rauer
Jonas	Martin Viefhues, Nils Weber
<b>HIGHLY RECOMMENDED</b>	
Bird & Bird	Uwe Lüken, Joseph Fesenmair
Freshfields Bruckhaus Deringer	Andrea Lensing-Kramer
Gleiss Lutz	Stefan Völker
Lorenz Seidler Gossel	Siegfried Jackermeier
Taylor Wessing	Olaf Gillert, Thomas Raab
Vossius & Partner	Mathias Kleespies
<b>RECOMMENDED</b>	
Beiten Burkhardt	Tilmann Lührig, Tanja Hogh Holub
Klaka	Oliver Rauscher
Maiwald	Susanna Heurung
Prinz & Partner	Alexander González
SKW Schwarz	Ulrich Hildebrandt
Viering, Jentschura & Partner	Wolfgang Festl-Wietek
Wuesthoff & Wuesthoff	Andreas Beyer

#### HARMSEN UTESCHER: CUTTING-EDGE BOUTIQUE



Till Lampel

**Leaders:**  
Till Lampel, Christoph Schumann and Martin Kefferpütz

**Established:**  
1895

**Track record:** The firm has recently conducted a number of international trademark clearings for a leading Northern European energy group, and represented Rausch Chocolate in their trademark portfolio takeover. New clients in trademark matters include PSA Peugeot Citroen, Shell Deutschland Oil and the World Triathlon Corporation.

**Team & differentiation:** Based in Hamburg, Harmsen Utescher is renowned for its high-quality consulting and litigation services in all areas of IP and has one of the largest trademark prosecution teams in Germany. As a dedicated IP boutique covering all industry sectors, it is able to flexibly react to clients' demands in a pragmatic and commercially reasonable way.

#### TAYLOR WESSING: GERMAN ROOTS, INTERNATIONAL NETWORK



Olaf Gillert

**Leaders:**  
Olaf Gillert and Thomas Raab

**Established:**  
1873 (Wessing & Berenberg-Gossler)

**Track record:** Taylor Wessing continues to advise top-class clients on portfolio management and unfair competition, including American Airlines, Nike and Dallmayr. It recently defended Continental in an opposition brought by Michelin to the EU trademark application for X-KING, and also advised HPE on its entry into the EU market and protection of its new IP portfolio.

**Team & differentiation:** With the dual advantage of strong German heritage and international positioning, the firm is highly engaged in cross-border work. Head of the German and international trademarks and designs practice, Olaf Gillert focuses on trademark management including strategic advice, IP audits, administration of high-value portfolios, litigation and licensing.



## PATENT LITIGATION

### Germany Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1 Bird &amp; Bird</b>	Christian Harmsen, Oliver Jan Jüngst
<b>Hogan Lovells</b>	Andreas von Falck, Martin Fähndrich, Steffen Steininger
<b>Hoyng Rokh Monegier</b>	Christian Osterrieth, Martin Köhler, Klaus Haft, Christine Kanz
<b>2</b>	
<b>Preu Bohlrig &amp; Partner</b>	Alexander Harguth, Christian Donle, Axel Oldekop, Andreas Haberl, Ludwig von Zumbusch
<b>Quinn Emanuel</b>	Marcus Grosch, Johannes Bukow
<b>EXCELLENT</b>	
<b>1</b>	
<b>Bardehle Pagenberg</b>	Johannes Heselberger, Peter Hess
<b>Freshfields Bruckhaus Deringer</b>	Frank-Erich Hufnagel, Peter Chrocziel
<b>Krieger Mes &amp; Graf v. der Groeben</b>	Axel Verhauwen, Jochen Bühling
<b>Rospatt Osten Pross</b>	Max von Rospatt, Thomas Musmann
<b>Wildanger</b>	Wolf Graf von Schwerin, Roland Kehrwald, Peter-Michael Weisse
<b>2</b>	
<b>Gleiss Lutz</b>	Matthias Sonntag
<b>Kather Augenstein</b>	Peter Kather, Christof Augenstein
<b>Klaka</b>	Olaf Giebe, Stefan Eck
<b>Taylor Wessing</b>	Christian Lederer, Christoph de Coster
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold Ruess</b>	Bernhard Arnold, Cordula Schumacher
<b>Grünecker</b>	Ulrich Blumenröder, Bernd Allekotte
<b>Hoffmann Eitle</b>	Niels Hölder
<b>RECOMMENDED</b>	
<b>Boehmert &amp; Boehmert</b>	Michael Rüberg
<b>Harmsen Utescher</b>	Karsten Königer
<b>Hengeler Mueller</b>	Wolfgang Kellenter
<b>Meissner Bolte</b>	Tobias Wuttke
<b>Noerr</b>	Ralph Nack
<b>Vossius &amp; Partner</b>	Johann Pitz

#### KATHER AUGENSTEIN: CLEAR VISION OF THE FUTURE, SOLE FOCUS ON IP LITIGATION



Christof Augenstein

**Leaders:**  
Peter Kather and Christof Augenstein  
**Established:**  
2016

**Track record:** Specialists in complex IP litigation, the boutique firm have been involved in a number of high-stakes proceedings. Telecoms are a strong sector, with the team litigating for Vodafone in one of the first FRAND cases following the ECJ ruling in *Huawei vs. ZTE*. Apart from Ericsson and HTC, big German corporates like Deutsche Post DHL and BASF also entrust the firm.

**Team & differentiation:** With the vision of focusing on IP litigation, a team of lawyers split from a German leading full-service IP firm in 2016 to form Kather Augenstein, bringing with them all previous clients. Its compact size allows it to be highly specialized and flexible, and the strong expertise and long-time cooperation relationship of its lawyers allow it to offer premium service as an international firm.

#### PREU BOHLIG & PARTNER: A REFRESHING YEAR FOR A LONG-ESTABLISHED LEADER



Alexander Harguth

**Leaders:**  
Alexander Harguth, Christian Donle, Axel Oldekop, Andreas Haberl and Ludwig von Zumbusch  
**Established:**  
1959

**Track record:** The firm successfully represented PII Pipetronix (GE Oil & Gas) in the first instance against two former employees concerning the transfer of several patents. It is now one of the primary advisors for Huawei in Germany in a multitude of patent infringement and validity cases and has a high success rate. It is also counseling HP on its global network technologies.

**Team & differentiation:** With a team of 24 attorneys dedicated to IP litigation, Preu Bohlrig remains one of the strongest teams in Germany able to handle massive IP cases. It refreshed the team of litigators in Düsseldorf, notably with the addition of Christian Kau, an ex-DLA Piper expert. Adopting a more international approach, the firm opened a Paris office early 2016, building closer relationships with French clients.

## TRADEMARK LITIGATION

### Germany Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bird &amp; Bird</b>	Joseph Fesenmair, Uwe Lüken
<b>Harmsen Utescher</b>	Matthias Wolter, Rainer Kaase, Karin Sandberg
<b>Hogan Lovells</b>	Morten Petersenn, Andreas Bothe, Erhard Keller
<b>EXCELLENT</b>	
<b>Bardehle Pagenberg</b>	Claus Eckhart, Alexander von Mühlendahl
<b>CMS</b>	Thomas Manderla, Matthias Eck, Alexander von Bossel
<b>Gleiss Lutz</b>	Stefan Völker, Andreas Wehlau
<b>Klaka</b>	Andreas Schulz, Ralf Hackbarth
<b>Lorenz Seidler Gossel</b>	Reinhard Ingerl, Siegfried Jackermeier
<b>Lubberger Lehment</b>	Andreas Lubberger, Cornelis Lehment
<b>Preu Bohlig &amp; Partner</b>	Astrid Gérard, Andreas Haberl, Ludwig von Zumbusch
<b>HIGHLY RECOMMENDED</b>	
<b>Freshfields Bruckhaus Deringer</b>	Andrea Lensing-Kramer
<b>Grünecker</b>	Maximilian Kinkeldey, Nicolás Schmitz
<b>Harte-Bavendamm</b>	Henning Harte-Bavendamm, Andrea Jaeger-Lenz
<b>Heuking Kühn Lüer Wojtek</b>	Thorsten Wieland
<b>Hoffmann Eitle</b>	Wedig von der Osten-Sacken, Michaela Ring
<b>Jonas</b>	Martin Viefhues, Karl Hamacher
<b>Kather Augenstein</b>	Christof Augenstein
<b>Loschelder</b>	Thomas Schulte-Beckhausen, Stefan Maaßen
<b>Siebeck Lange Wilbert</b>	Paul Lange
<b>Taylor Wessing</b>	Olaf Gillert, Thomas Raab
<b>RECOMMENDED</b>	
<b>Arnold Ruess</b>	Peter Ruess
<b>Baker McKenzie</b>	Michael Fammler, Rembert Niebel
<b>Beiten Burkhardt</b>	Angelica von der Decken, Tanja Hogh Holub
<b>Boehmert &amp; Boehmert</b>	Rudolf Böckenholt
<b>FPS</b>	Carsten Albrecht
<b>Hoyng Rokh Monegier</b>	Thomas Schmitz, Martin Köhler
<b>Lichtenstein Körner &amp; Partner</b>	Kerstin Gründig-Schnelle
<b>LLR Legerlotz Laschet Rechtsanwälte</b>	Markus Bagh
<b>Menold Bezler</b>	Manfred Hammer
<b>Noerr</b>	Georg Jahn
<b>Rospatt Osten Pross</b>	Stephan von Petersdorff-Campen
<b>Schultz-Süchting</b>	Dirk Bruhn
<b>SKW Schwarz</b>	Magnus Hirsch, Dorothee Altenburg

### HOFFMANN EITLE: CONTINUOUSLY STRENGTHENING LITIGATION EXPERTISE



Wedig  
von der Osten-Sacken

Leaders:  
Wedig von der Osten-  
Sacken and Michaela Ring  
Established:  
1892

**Track record:** The firm's recent highlights include advising a major German distillery in litigation proceedings of trademark infringement and unfair competition, and assisting a leading global manufacturer of self-adhesive products and reflective materials in the preparation of extensive measures against trademark infringements in China.

**Team & differentiation:** Historically leading in prosecution, opposition and nullity work, the firm continuously develops its expertise in litigation. One area of strength is representing German clients against multinationals to reach amiable settlements out of court. Anna Stanley (dual qualification Germany/UK) and Adam Lai-Chieh Wan (extensive knowledge of Chinese IP law) recently joined the team.

## IT & OUTSOURCING

### Germany Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>CMS</b>	Malte Grützmaker, Axel Funk, Christian Runte, Markus Deck
<b>Noerr</b>	Peter Bräutigam, Joachim Schrey, Thomas Thalhofer
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Michael Schmidl, Matthias Scholz
<b>Bird &amp; Bird</b>	Jörg-Alexander Paul, Alexander Duisberg, Sven-Erik Heun
<b>SSW Schneider Schiffer Weihermüller</b>	Jochen Schneider, Isabell Conrad
<b>Taylor Wessing</b>	Axel Freiherr von dem Bussche, Christian Frank
<b>White &amp; Case</b>	Jost Kotthoff, Detlev Gabel
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper</b>	Jan Geert Meents
<b>Freshfields Bruckhaus Deringer</b>	Matthias Koch, Jochen Dieselhorst, Thomas Tschentscher, Klaus Beucher
<b>Gleiss Lutz</b>	Stefan Weidert, Andreas Wehlau
<b>Heuking Kühn Lüer Wojtek</b>	Stephan Witteler
<b>Heymann &amp; Partner</b>	Thomas Heymann, Lars Lensdorf
<b>Hogan Lovells</b>	Marcus Schreiberbauer, Stefan Schuppert
<b>JBB Lawyers</b>	Till Jaeger
<b>Oppenhoff &amp; Partner</b>	Marc Hilber, Jürgen Hartung
<b>Osborne Clarke</b>	Konstantin Ewald, Flemming Moos
<b>SKW Schwarz</b>	Martin Schweinoch, Oliver Hornung
<b>RECOMMENDED</b>	
<b>Avocado</b>	Jan Peter Voß
<b>FPS</b>	Christian Hertz-Eichenrode, Oliver Wolff-Rojczyk
<b>Görg</b>	Axel Czarnetzki, Florian Schmitz
<b>Harmsen Utescher</b>	Till Lampel
<b>Heussen</b>	Hermann Waldhauser
<b>Jones Day</b>	Undine von Diemar
<b>Luther</b>	Michael Rath, Wulff-Axel Schmidt
<b>McDermott Will &amp; Emery</b>	Ralf Weisser, Wolfgang Freiherr Raitz
<b>TCl</b>	Andreas Stadler, Thomas Stögmüller
<b>von Boetticher</b>	Anselm Brandi-Dohrn
<b>Waldeck</b>	Thomas Fischer



**ITALY**

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## TMT

### Italy Best Investment Banks

The banks are listed alphabetically within each band

BANK

KEY LEADERS

#### LEADING

**Goldman Sachs**

Mark Sorrell (Head of M&A, EMEA)

**Mediobanca**

Alessandro Bertani (Managing Director), Alessandro Erbanni (Director)

**Morgan Stanley**

Domenico Siniscalco (Vice Chairman), Stefano Bertagna De Marchi (Vice President)

#### EXCELLENT

**HSBC**

Marzio Perrelli (Chief Executive Officer, Italy)

**PwC**

Marco Tanzi Marlotti (Partner, M&A)

#### HIGHLY RECOMMENDED

**Altium Capital**

Carlo Dawan (Managing Director)

**Axon Partners Group**

Francisco Velazquez de Cuellar (Managing Partner), Dimitri Kallinis (Managing Partner)

**Banca IMI/Intesa Sanpaolo**

Mauro Micillo (CEO and Head of Corporate & Investment Banking)

**Lazard**

Matthieu Pigasse (Head of Global M&A)

**Rothschild**

Nigel Higgins (Co-Head of European Investment Banking)

**UniCredit Group**

Gianfranco Bisagni (Deputy Head of Corporate and Investment Banking)

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## PATENT PROSECUTION

### Italy Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Buzzi, Notaro &amp; Antonielli d'Oulx</b>	F. Buzzi, G. Notaro, Luciano Bosotti
<b>Jacobacci &amp; Partners</b>	Giuseppe Quinterno
<b>SIB Societa Italiana brevetti</b>	Stefano Borrini
<b>Studio Torta</b>	Luigi Boggio
<b>EXCELLENT</b>	
<b>Barzanò &amp; Zanardo</b>	Alfredo Zanardo
<b>Botti &amp; Ferrari</b>	Mario Botti, Barbara Ferrari
<b>Modiano &amp; Partners</b>	Micaela N. Modiano
<b>Notarbartolo &amp; Gervasi</b>	Diego Pallini Gervasi
<b>HIGHLY RECOMMENDED</b>	
<b>Bianchetti Bracco Minoja</b>	Giuseppe Bianchetti, Fabrizio Minoja
<b>Bugnion</b>	Sandro Sandri, Marco Lissandrini, Cristina Biggi
<b>Dragotti &amp; Associati</b>	Gianfranco Dragotti, Roberto Pistoiesi
<b>GLP</b>	Gilberto L. Petraz
<b>PGA</b>	Marco Ponzellini, Alessandro Galassi
<b>Porta Checcacci &amp; Associati</b>	Giorgio Checcacci
<b>Rapisardi Intellectual Property</b>	Ugo Trojsi
<b>RECOMMENDED</b>	
<b>Cantaluppi &amp; Partners</b>	Stefano Cantaluppi, Davide Locas
<b>Giambrocono &amp; C</b>	Fabio Giambrocono
<b>Gregorj</b>	Ferruccio Postiglione
<b>LGV</b>	Luigi Goglia
<b>Luppi &amp; Crugnola</b>	Pietro Crugnola
<b>Manzella &amp; Associati</b>	Giovanni Manzella
<b>Marchi &amp; Partners</b>	Stefano Colombo
<b>Racheli</b>	Aldo Petruzzello
<b>Studio Bonini</b>	Ercole Bonini

### STUDIO TORTA: BUSINESS-ORIENTED AND FLEXIBLE APPROACH



Luigi Boggio

Leader:  
Luigi Boggio  
Established:  
1879

**Track record:** This long-established firm has gained the trust of prestigious clients such as STMicroelectronics, FCA including Fiat, Chrysler, Ferrari, Mitsubishi Heavy Industries, Leonardo group, Thales Alenia Space and Selex, Ansaldo Sviluppo Energia, G.D, Bridgestone, Silicon Biosystems, Moschino, Alberta Ferretti, Lavazza, Artemide and Richemont International.

**Team & differentiation:** Thanks to its offices located in Turin, Milan, Bologna, Treviso, Rimini, Rome and a liaison office in Munich, the prosecution firm is able to cover the different innovation hubs in the Italian territory. Simone Bongiovanni and Mauro Eccetto are key contacts. In 2017, the firm numbers 40 partners, many with strong scientific backgrounds.

## TRADEMARK PROSECUTION

### Italy Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Jacobacci & Partners	Carlo Alberto Demichelis
SIB Societa Italiana brevetti	Fabrizio De Benedetti
<b>EXCELLENT</b>	
Barzanò & Zanardo	Alfredo Zanardo, Alessandra Tedesco
Buzzi, Notaro & Antonielli d'Oulx	F. Buzzi, G. Notaro, E. Antonielli d'Oulx
Modiano & Partners	Micaela N. Modiano
Studio Torta	Maria Cristina Baldini, Raffaella Barbuto
<b>HIGHLY RECOMMENDED</b>	
Botti & Ferrari	Caterina Spera
Bugnion	Donatella Pradin
Giambrocono & C	Fabio Giambrocono
GLP	Gilberto L. Petraz
Notarbartolo & Gervasi	Silvia Lazzarotto
Porta Checcacci & Associati	Roberto Porta, Luca M. Geoni
Racheli	Aldo Petruzzello
Rapisardi Intellectual Property	Mariacristina Rapisardi, Ugo Trojsi
<b>RECOMMENDED</b>	
Dragotti & Associati	Gianfranco Dragotti
Gregorj	Ferruccio Postiglione
LGV	Alessandro Bura, Alessandro Merolla
Luppi & Crugnola	Pietro Crugnola
Manzella & Associati	Giovanni Manzella
Marchi & Partners	Dino Citelli
PGA	Riccardo Gioia

## IP LITIGATION

## Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bird & Bird	Giovanni Galimberti, Massimiliano Mostardini
Hogan Lovells	Luigi Mansani, Giovanni Ghirardi
<b>2</b> IP Law Galli	Cesare Galli, Mariangela Bogni
Trevisan & Cuonzo Avvocati	Luca Trevisan, Gabriel Cuonzo
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Avvocati Associati Franzosi Dal Negro Setti	Mario Franzosi
Orsingher Ortu	Matteo Orsingher, Fabrizio Sanna
Studio Vanzetti e Associati	Adriano Vanzetti, Giulio Sironi
<b>2</b> BonelliErede	Giovanni Guglielmetti, Tommaso Faelli
Chiomenti	Paolo Bertoni
DLA Piper	Gualtiero Dragotti, Roberto Valenti
LGV	Luigi Goglia, Simona Lavagnini
NCTM	Lorenzo Attolico, Paolo Lazzarino
Pavia e Ansaldo	Gian Paolo Di Santo
SIB Legal	Pier Luigi Roncaglia
<b>HIGHLY RECOMMENDED</b>	
Clifford Chance	Monica Riva
De Berti Jacchia	Roberto Jacchia, Maria Cristina Franchini
Dentons	Giovanni Casucci
De Simone & Partners	Domenico De Simone
Gianni, Origoni, Grippo, Cappelli & Partners	Nino Di Bella
LCA	Gianluca De Cristofaro
Legance	Paolo Marzano
Lombardi Segni e Associati	Renato Bocca
Maschietto Maggiore Besseghini	Massimo Maggiore
Milalegal	Elisabetta Mina, Marina Lanfranconi
Mondini-Rusconi Studio Legale	Giorgio Mondini, Giuseppe Rusconi
Portolano Cavallo	Micael Montinari, Ernesto Apa
Santa Maria Studio Legale	Luigi Fontanesi
Simmons & Simmons	Laura Orlando
Studio Legale Jacobacci & Associati	Fabrizio Jacobacci
Studio Legale Sena e Tarchini	Paola Tarchini, Giuseppe Sena
<b>RECOMMENDED</b>	
Corona-Catelli	Sandro Corona, Vittorio Catelli
Gattai, Minoli, Agostinelli & Partners	Licia Garotti
Ghidini, Girino & Associati	Gustavo Ghidini
Martini Manna	Luigi Manna, Elena Martini
M&R Europe	Stephanie Rotelli, Costantino Monteleone, Massimo Cozza
Rapisardi & Ginevra	Alfio Rapisardi, Carlo Ginevra
Scarpellini Naj-Oleari & Associati	Marella Naj-Oleari
Sindico Serantoni	Domenico Sindico
Studio Legale Ilardi	Pietro Ilardi
Studio Legale Maggi	Michela Maggi
Tornato Prado	Carlo Maria Prado, Alberto Tornato
Withers	Ida Palombelli



## Our Analysis

### IP LAW GALLI: ITALIAN EXCELLENCE



Cesare Galli

Leader:  
Cesare Galli  
Established:  
2004

**Track record:** The firm led by professor Galli is a benchmark for quality in the market. Acting for clients such as Bulgari, Biomet, Mazars, Prada, Pedrali, Dover Corporation Europe and Sigma Tau, the team provides judicial and extrajudicial consultancy as far as patents, life sciences, trademarks, design, domain names, unfair competition, appellation of origin, protection of classified information, advertising and marketing and antitrust law are concerned.

**Team & differentiation:** Mariangela Bogni focuses on the wide range of IP matters supporting a team of ten lawyers in several northern Italian hubs. Cesare Galli teaches IP law at the University of Parma, is active member AIPPI and the author of several publications dedicated to IP law. He is one of the highest profile members in the Italian IP community.

### SIB LEGAL: THE FASHION INDUSTRY RAIN MAKERS



Pier Luigi Roncaglia

Leader:  
Pier Luigi Roncaglia

**Track record:** Sib Legal has been recognized as a reference in the vibrant Italian fashion industry. The team handle all matters relating to trademarks and distinctive signs, domain names, denominations of origin, geographical indications, patents, designs and models, copyright, fashion law, antitrust law, privacy, counterfeiting and data protection.

**Team & differentiation:** With offices in Florence, Milan and Rome, and a liaison office in New York, Sib Legal provides judicial and extra-judicial assistance in Italy and the European Union. Pier Luigi Roncaglia recently participated as a guest lecturer in the Fashion Law Lab course organized by Harvard Law School.

### LOMBARDI SEGNI: STRENGTHENED IP EXPERTISE



Renato Bocca

Leader:  
Renato Bocca  
Established:  
2004

**Track record:** The firm advises mainly on litigations related to the protection of patents, trademarks, confidential information, design rights, copyrights and unfair competition. Renato Bocca was the key partner in a case involving San Raffaele hospital in an important project concerning gene therapy related to cancer research.

**Team & differentiation:** Well known in the market for its talented litigators in the financial sector, the firm executes its IP practice with a team of two partners and seven associates dedicated to the complete range of IP law. Head of the department Renato Bocca taught IP law at Parma and Bocconi Universities, and has also developed significant experience in handling arbitration.

### ORSINGHER ORTU: A RELIABLE NAME IN THE MARKET



Matteo Orsingher

Leader:  
Matteo Orsingher  
Established:  
2007

**Track record:** The IP department acts for some of the world's best known IP owners and provides innovative advice in both contentious and extra-judicial issues. Some of the firm's notable clients include Ferrari, Yahoo, Amazon, Morellato, LVMH, Lastminute.com and Disney. The team has gained solid expertise in the TMT sector as well as in e-commerce and advertising related matters.

**Team & differentiation:** While Matteo Orsingher and Fabrizio Sanna are in charge of IP law, Domenico Colella and Marco Consonni focus on TMT and outsourcing-related issues. Having invested in the corporate department with the two partners laterally hired, the firm has now consolidated its strong position in the market.

### CHIOMENTI: AN OUTSTANDING CLIENT BASE



Paolo Bertoni

Leader:  
Paolo Bertoni  
Established:  
1946

**Track record:** The department benefits from Chiomenti's exceptional client base in many businesses and from the versatile skills of its members, who combine their large and unparalleled experience in the IP side of complex corporate transaction (where the firm is a top player in the market), with sophisticated knowledge of the IP litigation field.

**Team & differentiation:** Paolo Bertoni joined the firm in 2015 to develop the firm's IP practice, having previously worked in the IP department of Freshfields. He is member of the Licensing Executives Society (LES), the International Association for Intellectual Property Protection (AIPPI) and the International Trademark Association (INTA).



### METHODOLOGY

#### The criteria are:

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

#### Rankings are established with the following tools:

##### • Submission form procedure:

We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.

##### • Qualitative procedure:

To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## COPYRIGHT

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>LGV</b>	Simona Lavagnini
<b>Orsingher Ortu</b>	Matteo Orsingher
<b>EXCELLENT</b>	
<b>Legance</b>	Paolo Marzano
<b>Mondini-Rusconi Studio Legale</b>	Giorgio Mondini
<b>NCTM</b>	Lorenzo Attolico
<b>Studio Legale Assumma</b>	Giorgio Assumma
<b>Studio Ubertazzi</b>	Luigi Carlo Ubertazzi
<b>HIGHLY RECOMMENDED</b>	
<b>D'Ammassa &amp; Partners</b>	Giovanni D'Ammassa
<b>DLA Piper</b>	Roberto Valenti
<b>R&amp;P Legal</b>	Pierluigi De Palma
<b>Studio Legale Pojaghi</b>	Gianluca Pojaghi
<b>Studio Previti</b>	Stefano Previti

#### **LGV:** COMBINING EXPERIENCE AND DEEP KNOWLEDGE



Simona Lavagnini

**Leaders:**  
Simona Lavagnini and  
Luigi Goglia  
**Established:**  
2003

**Track record:** Copyright, as applied to new technologies, constitutes one of the core practices at LGV. The firm has dealt with all types of work originating in the digital and online world, and has become highly specialized in the protection of software, video games, online and offline databases, and issues related to systems of protection, collecting societies and lobbies.

**Team & differentiation:** The team of 13 lawyers, entirely dedicated to IP and commercial issues is one of the largest in the market. LGV is a dynamic boutique with an international outlook thanks to a department specifically focused on the Korean market, in addition to a business desk dealing with Germany and other German-speaking countries. The team also has strong experience in the management of cross-border litigation.

#### **LEGANCE:** FOCUSING ON SOPHISTICATED COPYRIGHT ISSUES



Paolo Marzano

**Leader:**  
Paolo Marzano  
**Established:**  
2007

**Track record:** Legance's IP department match the high standard of quality delivered by the firm, representing local and international clients in the entire spectrum of IP law with a particular focus on copyright issues, in relation to both judicial and extrajudicial issues, providing legal opinions and advising on transfer agreements and intellectual property right licences.

**Team & differentiation:** Partner Paolo Marzano, is professor of intellectual property at the LUISS Guido Carli University in Rome, he has been President of the Permanent Advisory Committee for Copyright at the Ministry of Cultural Heritage and is an IP advisor to the Prime Minister's Office of Italy. Paolo leads a team of four experienced lawyers.

## MEDIA

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
<b>DLA Piper</b>	Giangiacomo Olivi
<b>Orsingher Ortu</b>	Domenico Colella, Matteo Orsingher, Fabrizio Sanna, Marco Consonni
<b>Portolano Cavallo</b>	Francesco Portolano, Ernesto Apa
<b>R&amp;P Legal</b>	Francesca Lodigiani, Pierluigi De Palma
<b>HIGHLY RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Arturo Leone
<b>Chiomenti</b>	Stefania Bariatti
<b>Milalegal</b>	Elisabetta Mina, Marina Lanfranconi, Mariangela Liuzzi
<b>Mondini-Rusconi Studio Legale</b>	Giorgio Mondini, Silvia Mondini Vitiello, Giuseppe Rusconi
<b>Tavella Studio di Avvocati</b>	Massimo Tavella
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Lorenzo de Martinis
<b>Carnelutti</b>	Luca Arnaboldi, Roberta Mollica
<b>Cugia Cuomo &amp; Associati</b>	Fabrizio Cugia Di Sant'Orsola
<b>Dike Legal</b>	Maria Francesca Quattrone
<b>E-Lex</b>	Giovanni Maria Riccio
<b>Gallavotti Bernardini &amp; Partners</b>	Antonio Bernardini
<b>Gattai, Minoli, Agostinelli &amp; Partners</b>	Licia Garotti
<b>Gianni Origoni Grippo Cappelli &amp; Partners</b>	Luca Rinaldi
<b>M&amp;R Europe</b>	Stephanie Rotelli, Costantino Monteleone
<b>Munari Cavani</b>	Alessandro Munari
<b>Scorza Riccio &amp; partners</b>	Giovanni Maria Riccio
<b>Studio Associato Amiconi</b>	Marzia Amiconi
<b>Studio Legale de Vergottini</b>	Giovanni de Vergottini
<b>Withers</b>	Ida Palombella

## INFORMATION TECHNOLOGY

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Lorenzo de Martinis
<b>DLA Piper</b>	Giangiacomo Olivi
<b>Hogan Lovells</b>	Marco Berliri
<b>LGV</b>	Simona Lavagnini
<b>Orsingher Ortu</b>	Marco Consonni, Domenico Colella
<b>HIGHLY RECOMMENDED</b>	
<b>BonelliErede</b>	Alessandro Musella
<b>Dike Legal</b>	Maria Francesca Quattrone
<b>Freshfields</b>	Luca Ulissi
<b>IP Law Galli</b>	Cesare Galli
<b>Maschietto Maggiore Besseghini</b>	Massimo Maggiore
<b>NCTM Studio Legale Associato</b>	Vittorio Nosedà, Carlo Grignani, Rocco Panetta
<b>Portolano Cavallo</b>	Laura Liguori, Francesco Portolano
<b>Simmons &amp; Simmons</b>	Giorgio Mariani
<b>Scorza Riccio &amp; partners</b>	Guido Scorza, Dario Reccia
<b>Tavella Studio di Avvocati</b>	Massimo Tavella
<b>RECOMMENDED</b>	
<b>E-Lex</b>	Guido Scorza
<b>Gattai, Minoli, Agostinelli &amp; Partner</b>	Licia Garotti
<b>LCA</b>	De Cristofaro, Gian Paolo Coppola
<b>Lipani Catricalà &amp; Partners</b>	Roberto Ferraresi, Luigi Mazzoncini
<b>Martini Manna</b>	Elena Martini, Luigi Manna
<b>Milalegal</b>	Elisabetta Mina, Marina Lanfranconi
<b>Mondini Rusconi Studio Legale</b>	Silvia Mondini, Giacomo Bonelli
<b>M&amp;R Europe</b>	Stephanie Rotelli, Costantino Monteleone
<b>Prosperetti &amp; Associati</b>	Eugenio Prosperetti
<b>Valli Mancuso &amp; Associati</b>	Andrea Valli
<b>Withers</b>	Ida Palombella

#### MASCHIETTO MAGGIORE BESSEGHINI: TAILOR-MADE ADVICE



Massimo Maggiore

Leader:  
Massimo Maggiore  
Established:  
2007

**Track record:** The firm has known how to capitalize on its involvement in the digital economy sector, developing specific advice with regard to platform and software services in cloud computing, representing the leading players in the field. The team also offers its support in the data protection sector especially in the transfer of personal data both inter-company and between independent

**Team & differentiation:** Massimo Maggiore, the firm's co-founder, has developed recognized expertise on sophisticated IP and IT matters. He is the author of a number of publications regarding IT law, copyright, open source, cloud computing and enforcement of completion law. He collaborates with Bocconi University as adjunct professor of marketing law.



**LUXEMBOURG**

## IP PROSECUTION

### Luxembourg Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Denemeyer</b>	Robert Fichter, Olivier Lombardo, Manuel Schockmel, Stéphane Speich
<b>Office Freylinger</b>	Pierre Kihn, Henri Kihn, Romain Lambert, Olivier Laidebeur
<b>EXCELLENT</b>	
<b>Lecomte &amp; Partners</b>	Didier Lecomte, Janine Brandenburger
<b>Marks &amp; Clerk</b>	Luca Polverari
<b>Pronovem</b>	Armand Schmitt, Mathis Bruck, Caroline Guerin
<b>HIGHLY RECOMMENDED</b>	
<b>Corax IP</b>	Jean-Paul Wagner
<b>Distinctive IP</b>	Dominique Charlotte Crassaerts
<b>Patent 42</b>	Valérie Mellet



#### METHODOLOGY

**The criteria are:**

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

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- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## IP LITIGATION

### Luxembourg Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
1 <b>Allen &amp; Overy</b>	Katia Manhaeve
<b>Decker &amp; Braun</b>	Nicolas Decker, Marianne Decker
<b>HIGHLY RECOMMENDED</b>	
2 <b>Arendt &amp; Medernach</b>	Héloïse Bock, Sophie Wagner-Chartier
<b>/c Law</b>	Claire Léonelli
<b>NautaDutilh</b>	Vincent Wellens
<b>RECOMMENDED</b>	
<b>Bonn Steichen &amp; Partners</b>	Anne Morel
<b>LG@vocats</b>	Hervé Wolff
<b>MNKS</b>	Audrey Rustichelli
<b>Thewes &amp; Reuter</b>	Marc Thewes
<b>Wildgen</b>	Emmanuelle Ragot

#### ALLEN & OVERY: DISTINGUISHED PRACTICE



Katia Manhaeve

Leader:  
Katia Manhaeve  
Established:  
1990 (Luxembourg office)

**Track record:** With six legal professionals dedicated to IP, Allen & Overy Luxembourg regularly advises in some of the most complex and high-profile cases in the Benelux region, including before the General Court of the European Union and the Court of Justice of the European Union. Clients vary from banking, e-commerce and retail, to telecoms and energy.

**Team & differentiation:** Despite being part of a large international full-practice firm, the IP practice of Allen & Overy in Luxembourg has the distinction of serving both domestic clients on local issues and multinationals on cross-border subjects, being both independent and providing support to other practices. Practice head Katia Manhaeve is president of AIPPI's Luxembourg chapter.

#### BONN STEICHEN & PARTNERS: INTRODUCING BUSINESS THINKING TO IP PROTECTION



Anne Morel

Leader:  
Anne Morel  
Established:  
2012

**Track record:** As a full-service firm, BSP's expertise covers every aspect of IP and technology law. It successfully assisted an American company in claiming back its patent portfolio against one of its ex-employees before the Luxembourg Court of Appeal, and it is also currently working with a Turkish telephone operator on the protection of its IP rights.

**Team & differentiation:** The firm sees clients' IP rights as part of their most valuable assets and is dedicated to protecting their interests, combining legal protection with both tax and financial optimization. Apart from IP litigation, the firm is active in assisting financial institutions on the transfer of personal data to third countries, processing of sensitive data and implementation of background checks.

## IT &amp; OUTSOURCING

## Luxembourg Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Gary Cywie*, Catherine Di Lorenzo*
<b>/c Law</b>	Cyril Pierre-Beausse, Claire Léonelli
<b>EXCELLENT</b>	
<b>Arendt &amp; Medernach</b>	Héloïse Bock, Sophie Wagner-Chartier
<b>NautaDutilh</b>	Vincent Wellens
<b>HIGHLY RECOMMENDED</b>	
<b>LG@vocats</b>	Hervé Wolff
<b>Linklaters</b>	Olivier Reisch*
<b>RECOMMENDED</b>	
<b>AMMC Law</b>	Christophe Maillard
<b>Bonn &amp; Schmitt</b>	Alain Grosjean
<b>Bonn Steichen &amp; Partners</b>	Pierre-Alexandre Degehet, Anne Morel
<b>DCL Avocats</b>	Dorothee Ciolino
<b>Elvinger, Hoss &amp; Prussen</b>	Patrick Santer, Linda Funck
<b>MNKS</b>	Katia Scheidecker, Audrey Rustichelli
<b>Wildgen</b>	Emmanuelle Ragot

\* Counsel

### DCL AVOCATS: AVAILABILITY, ACCOUNTABILITY AND QUALITY



Dorothee Ciolino

Leader:  
Dorothee Ciolino  
Established:  
2009

**Track record:** DCL Avocats is a boutique Luxembourg firm that serves entrepreneurs as well as large companies with tailor-made advice in the technology domain, examples including deploying websites and internet charters, negotiating and drafting software and database development contracts, as well as data protection. Clients are essentially from the financial and IT industries.

**Team & differentiation:** The boutique is founded on entrepreneurial spirit and a willingness to build a direct and durable relationship with clients. Partner Dorothee Ciolino primarily assists clients from the financial sector with their implantation and daily operations in Luxembourg, with particularly solid experience in laws relating to payment services and electronic money.

### /C LAW: OUTSTANDING BOUTIQUE



Cyril Pierre-Beausse

Leaders:  
Cyril Pierre-Beausse and  
Claire Léonelli  
Established:  
2013

**Track record:** The firm regularly advises banks, trust offices, funds and insurance companies on IT outsourcing projects, and accompanies Luxembourg public authorities on IT, data protection and digital trust. A number of heavyweight clients have for many years entrusted the firm with their data protection strategy, including a global e-commerce leader, reputed airline companies and electronics giants.

**Team & differentiation:** Founding partner Cyril Pierre-Beausse previously led Allen & Overy's Luxembourg IT and global data protection practice, and is widely recognized as a top-notch expert working at the intersection of IT and legal issues. Following the arrival of IP specialist Claire Léonelli in 2016, the firm intend to bring in new partners to offer more comprehensive services.





**NETHERLANDS**

## PATENT PROSECUTION

### Netherlands Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>De Vries &amp; Metman</b>	Kajo Metman, Aalbers, Ferry van Looijengoed
<b>NLO</b>	David Bot, Bart Swinkels
<b>V.O.</b>	Cees Jansen
<b>EXCELLENT</b>	
<b>AOMB</b>	T.H. Wittop Koning
<b>Arnold &amp; Siedsma</b>	Addick Land, Arjen Hooiveld, Petri van Someren
<b>HIGHLY RECOMMENDED</b>	
<b>EP&amp;C</b>	Johan Volmer, Hendrik Jan Brookhuis
<b>Los &amp; Stigter</b>	Jacques van Breda, Leon Vogels
<b>Patentwerk</b>	Hein van den Heuvel
<b>Vriesendorp &amp; Gaade</b>	Franklin Geurts, Bas Peters

## TRADEMARK PROSECUTION

### Netherlands Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Gevers</b>	Andries Quataert
<b>NLO</b>	Marlous Stal-Hilders
<b>Novagraaf</b>	Alexander Hagen
<b>EXCELLENT</b>	
<b>AOMB</b>	Anne Laarman
<b>Chiever</b>	Alice Slabbaert
<b>Knijff &amp; Partners</b>	Trix Ockeloen-Kruit, Daan Teeuwissen, Boudewijn van Vondelen
<b>Pronovem</b>	Nicole Desmet, Dominique Rifon
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Siedsma</b>	Joop Elzas
<b>Cabinet Bede</b>	Laurent Overath
<b>De Merkplaats</b>	Alphons Geerlings, Albert Lestrade
<b>Dennemeyer &amp; Associates</b>	Maryse Heirend
<b>Los &amp; Stigter</b>	Jacques van Breda
<b>Signify</b>	Peter van der Wees, Michiel Haegens
<b>Vriesendorp &amp; Gaade</b>	Franklin Geurts

## IP LITIGATION

### Netherlands Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Brinkhof</b>	Jan Brinkhof, Kurt Stöpetie, Richard Ebbink
<b>De Brauw Blackstone Westbroek</b>	Koen Limperg, Gertjan Kuipers, Tobias Cohen Jehoram, Jan Pieter Hustinx
<b>Hoyng Rokh Monegier</b>	Willem Hoyng, Bart van den Broek, Simon Dack
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Armand Killan, Wouter Pors
<b>DLA Piper</b>	Niels Mulder
<b>Freshfields Bruckhaus Deringer</b>	Peter Hendrick, Rutger Kleemans
<b>Hogan Lovells</b>	Marc Wallheimer, Bert Oosting
<b>Klos</b>	Sven Klos, Antoon Quaedvlieg, Josine van den Berg
<b>Simmons &amp; Simmons</b>	Bas Berghuis van Woortman
<b>HIGHLY RECOMMENDED</b>	
<b>BarentsKrans</b>	Marleen Van den Horst
<b>Boekx Advocaten</b>	Marc de Boer
<b>Bureau Brandeis</b>	Christiaan A. Alberdingk Thijm
<b>Hofhuis Alkema Groen</b>	Adonna Alkema, Arnout Groen, Jesse Hofhuis
<b>Houthoff Buruma</b>	Thomas de Weerd
<b>Kennedy Van der Laan</b>	Alfred Meijboom, Maarten Schut
<b>Le Poole &amp; Bekema</b>	Bas Le Poole
<b>NautaDutilh</b>	Charles Gielen
<b>SOLV Advocaten</b>	Marieke Neervoort
<b>Van Diepen Van der Kroef</b>	Marco R. Gerritsen
<b>Vondst</b>	Tjeerd Overdijk, Otto Swens
<b>RECOMMENDED</b>	
<b>AKD</b>	Huib Berendschot, Peter Claassen, Martin Hemmer
<b>CMS</b>	Willem Hoorneman
<b>Hoogenraad &amp; Haak</b>	Maarten Haak
<b>Leeway</b>	Remco van Leeuwen
<b>Ploum Lodder Princen</b>	Willem Leppink
<b>Van Doorne</b>	Kriek Wille
<b>Ventoux</b>	Dick van Engelen, Menno Heerma van Voss

#### BRINKHOF: FIRST CLASS BOUTIQUE



Kurt Stöpetie

**Leader:**  
Jan Brinkhof, Kurt Stöpetie  
and Richard Ebbink

**Established:**  
2005

**Track record:** Brinkhof's recent cases involved clients such as Cargill, Johnson & Johnson, Unilever, Sandoz and Nutricia. The boutique assists its clients with the full range of IP issues, both litigating and advising in patent, trademark, design and advertising. The firm has in-depth expertise in the pharma/biotech and healthcare sector.

**Team & differentiation:** Brinkhof is a domestic boutique with a strong reputation in intellectual property, innovation and TMT. The team assists large international companies in litigation, the partners are renowned as excellent patent litigators throughout the Netherlands. Their practice was reinforced with the arrival of partner Koen Bijvank in early 2017.

#### DE BRAUW BLACKSTONE WESTBROEK: PERFECT MIX OF TRADITION AND INNOVATION



Koen Limperg

**Leaders:**  
Koen Limperg, Tobias  
Cohen Jehoram, Jan  
Pieter Hustinx and Gertjan  
Kuipers

**Established:**  
1871

**Track record:** Historical advisor of Philips, De Brauw IP team assists top clients such as AkzoNobel, Ferring, Unilever and JDE, in all aspects of intellectual property and commercial issues. It has recently represented Merck Sharp & Dohme in a patent dispute concerning two patent families held by Ono Pharmaceuticals.

**Team & differentiation:** Koen Limperg was previously Research Fellow at the Max Planck Institute for IP, Competition Law and Tax Law and his team benefits from his deep understanding of the sector and its evolution. Koen's practice includes conflict resolution via litigation, negotiation, mediation and arbitration. The IP team is composed of four partners and twenty qualified lawyers.

## IT &amp; OUTSOURCING

## Netherlands Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Allen & Overy	Heral Jongen
Brinkhof	Quinten Kroes
De Brauw Blackstone Westbroek	Bart van Reeken
Kennedy Van der Laan	Joost Linnemann, Reinoud Westerdijk, Patrick Wit
Van Doorne	Kees Stuurman
<b>EXCELLENT</b>	
Bird & Bird	Marjolein Geus, Roelien van Neck, Jeroen van der Lee
Houthoff Buruma	Thomas de Weerd
Hoyng Rokh Monegier	Bart van den Broek
SOLV Advocaten	Wanda van Kerkvoorden, Menno Weij
Vondst	Polo van der Putt
<b>HIGHLY RECOMMENDED</b>	
NautaDutilh	Piet Sippens Groenewegen
Project Moore Advocaten	Jeroen Koëter, Christian van Seeters, Lieneke Viergever, Eva Visser
Stibbe	Judica Krikke
Van Benthem & Keulen	Robert Boekhorst
Ventoux	Reinout Rinzema
<b>RECOMMENDED</b>	
DLA Piper	Joris Willems
Freshfields Bruckhaus Deringer	Peter Hendrick
Hogan Lovells	Marc Wallheimer
Loyens & Loeff	Serge Zwanen

**VAN DOORNE:  
PROBLEM SOLVING APPROACH**


Kees Stuurman

Leader:  
Kees Stuurman  
Established:  
1930

**Track record:** The team has strong expertise on complex ICT projects, and works closely with ICT and other professionals involved in ITC transactions, such as finance and management. The team's scope also encompasses e-commerce, open-source, privacy, ICT-security and IT-governance. This approach fosters understanding of clients issues, and attracts clients from among major market players.

**Team & differentiation:** Their IP and IT practices are closely entwined. An internationally recommended authority, Kees Stuurman is also a professor at Tilburg University, where he teaches standardization of information technology and is particularly concerned with self-regulation matters such as codes of conduct, standardization and certification.



**PORTUGAL**

## PATENT PROSECUTION

### Portugal Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
A.G. da Cunha Ferreira	Fernando Ferreira Magno, António Pissarra Machado
J. Pereira da Cruz	João Pereira da Cruz
J.E. Dias Costa	José De Sampaio, Isabel Carvalho Franco
<b>EXCELLENT</b>	
Gastão Cunha Ferreira	Manuel Moniz Pereira
RCF	Jorge Faustino
<b>HIGHLY RECOMMENDED</b>	
Clarke Modet & Co	Adriana Esteves
DLA Piper	Carmina Cardoso
Garrigues	Mónica Arizti Acha*
Morais Leitao, Galvao Teles, Soares da Silva & Associados	António Pinto Leite, Tomas Vaz Pinto
PBBR & Associados	César Bessa Monteiro
PLMJ	Ana Teresa Pulido
VdA	Vasco Vieira de Almeida

\* Based in Spain

## TRADEMARK PROSECUTION

### Portugal Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
A.G. da Cunha Ferreira	Dina Pereira
J. Pereira da Cruz	Nuno Cruz
RCF	Pedro Alves Moreira
<b>EXCELLENT</b>	
BMA	Paulo Monteverde
Gastão Cunha Ferreira	Manuel Moniz Pereira
J.E. Dias Costa	Ana de Sampaio
PBBR	César Bessa Monteiro
PLMJ	Ana Teresa Pulido
<b>HIGHLY RECOMMENDED</b>	
SRS Advogados	Gonçalo Moreira Rato
Gómez-Acebo & Pombo	Gonçalo Paiva e Sousa
Garrigues	Mónica Arizti Acha
EM-IP	Elsa Marcelo
Clarke Modet & Co.	Laura Azevedo

## IP LITIGATION

### Portugal Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>CMS Rui Pena &amp; Arnaut</b>	José Luís Arnaut
<b>Garrigues</b>	João Paulo Miranda de Sousa
<b>PBBR</b>	César Bessa Monteiro, Ricardo Henriques
<b>PLMJ</b>	Daniel Reis, Manuel Lopes Rocha
<b>Yolanda Busse, Oehen Mendes &amp; Associados</b>	Manuel Oehen Mendes
<b>EXCELLENT</b>	
<b>Anselmo Vaz, Afra &amp; Associados</b>	Teresa Anselmo Vaz, Ana Rita Painho
<b>VdA</b>	Antônio de Magalhães, Antônio Andrade
<b>HIGHLY RECOMMENDED</b>	
<b>BMA</b>	Filipe Teixeira Baptista, Paulo Monteverde
<b>Caiado Guerreiro &amp; Associados</b>	Ricardo Costa Machado
<b>CCA Ontier</b>	Martim Menezes
<b>Cuatrecasas Gonçalves Pereira</b>	Leonor Chastre
<b>DLA Piper</b>	João Costa Quinta
<b>Linklaters</b>	Carlos Pinto Correia
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	António Pinto Leite, Tomás Vaz Pinto
<b>Sérvulo</b>	Rui Cardona Ferreira
<b>SRS Advogados</b>	Octávio Castelo Paulo, Gonçalo Moreira Rato
<b>Uría Menéndez - Proença de Carvalho</b>	Francisco Brito e Abreu
<b>RECOMMENDED</b>	
<b>Abreu Advogados</b>	Armando Martins Ferreira
<b>EM-IP</b>	Elsa Marcelo
<b>FCB</b>	Miguel Castelo Branco
<b>SLCM</b>	Inês Pinheiro
<b>Simões Garcia Corte-Real &amp; Associados</b>	João Luiz Garcia

#### GARRIGUES: A FULL SERVICE FIRM WITH AN EXCELLENT IP TEAM



João Paulo Miranda de Sousa

Leader:  
João Paulo Miranda de Sousa

Established:  
2005

**Track record:** Garrigues advised Daimler Benz on its connected cars project. Additionally, it worked as counsel to Stannah Lift Holdings in the acquisition of Egiro Mais. Additionally, the firm was also responsible for advising Sky Internacional to start using the “Sky” brand in Portuguese soil.

**Team & differentiation:** The Portuguese office is led by João Miranda de Sousa, who worked for 12 years in the European Trademark & Design Office. The team consists of professionals with expertise across several segments, providing ongoing ad hoc legal services to local or international enterprises and private individual clients. The firm has operations in Europe, the Americas and Asia.

#### A.G. DA CUNHA FERREIRA: MORE THAN 136 YEARS OF TRADITION AND IP EXPERIENCE



Luís Miguel da Cunha Ferreira

Leaders:  
Luís Miguel da Cunha Ferreira and Carlos Alexandre Ferreira Magno

Established:  
1880

**Track record:** A.G. da Cunha Ferreira is one of most traditional law firms in Portugal. Specializing in Intellectual Property, the firm has been giving legal counseling to some of its clients for more than a century. It operates in the full spectrum of the IP universe, working to protect the rights of creators worldwide and it has a presence in 52 countries, through its network of correspondents.

**Team & differentiation:** The firm is managed by the attorneys Luís Miguel da Cunha Ferreira and Carlos Alexandre Ferreira Magno, who are the descendants of the founder. A.G. da Cunha Ferreira participates in several worldwide organizations in the Intellectual Property universe, including the World Intellectual Property Organization and the European Patent Office.

**TMT**

Portugal Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	António Pinto Leite, Tomas Vaz Pinto
<b>PBBR</b>	Ricardo Henriques
<b>PLMJ</b>	Manuel Lopes Rocha
<b>SRS Advogados</b>	Octávio Castelo Paulo, Luís Neto Galvão
<b>VdA</b>	António de Magalhães Cardoso
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Armando Martins Ferreira
<b>BMA</b>	Filipe Teixeira Baptista, Paulo Monteverde
<b>CCA Ontier</b>	Martin Menezes
<b>CMS Rui Pena &amp; Arnaut</b>	José Luís Arnaut
<b>Cuatrecasas Gonçalves Pereira</b>	Leonor Chastre
<b>DLA Piper</b>	João Costa Quinta
<b>Garrigues</b>	João Paulo Miranda de Sousa
<b>HIGHLY RECOMMENDED</b>	
<b>Anselmo Vaz, Afra &amp; Associados</b>	Teresa Anselmo Vaz, Ana Rita Painho
<b>Gómez-Acebo &amp; Pombo</b>	Gonçalo Paiva e Sousa
<b>Sérvulo</b>	Rui Cardona Ferreira
<b>Uría Menéndez</b>	Francisco Brito e Abreu
<b>Yolanda Busse, Oehen Mendes &amp; Associados</b>	Manuel Oehen Mendes, Rosário Marques
<b>RECOMMENDED</b>	
<b>Alves Pereira &amp; Teixeira de Sousa</b>	Belén Granados
<b>Caiado Guerreiro</b>	Ricardo Costa Macedo
<b>João Ferreira Pinto &amp; Associados</b>	João Ferreira Pinto
<b>Macedo Vitorino &amp; Associados</b>	João de Macedo Vitorino

**RCF:  
PROTECTING INNOVATION SINCE THE 1920S**



Jorge Faustino

Leader:  
Jorge Faustino  
Established:  
1929

**Track record:** RCF is one of the top trademark specialists in Portugal, with clients from eight different countries in Europe, the Americas and Asia. These clients are involved in a vast range of activities and Raul Cesar Ferreira provides them with a team of experts to cover all bases in patents. In 2012, the firm celebrated the hiring of Dr. Antonio Aragão to oversee technical direction.

**Team & differentiation:** The leading partner for the patent department is Jorge Faustino, who graduated in Mechanical Engineering in the Superior Institute of Engineering of Lisbon. Under his watch, functions a team that collaborates with colleagues across the world, working in several languages, including Portuguese, English, French, German, Spanish and Italian. The team has 48 professionals.

**J. PEREIRA DA CRUZ:  
A FAMILY DEDICATED TO IP**



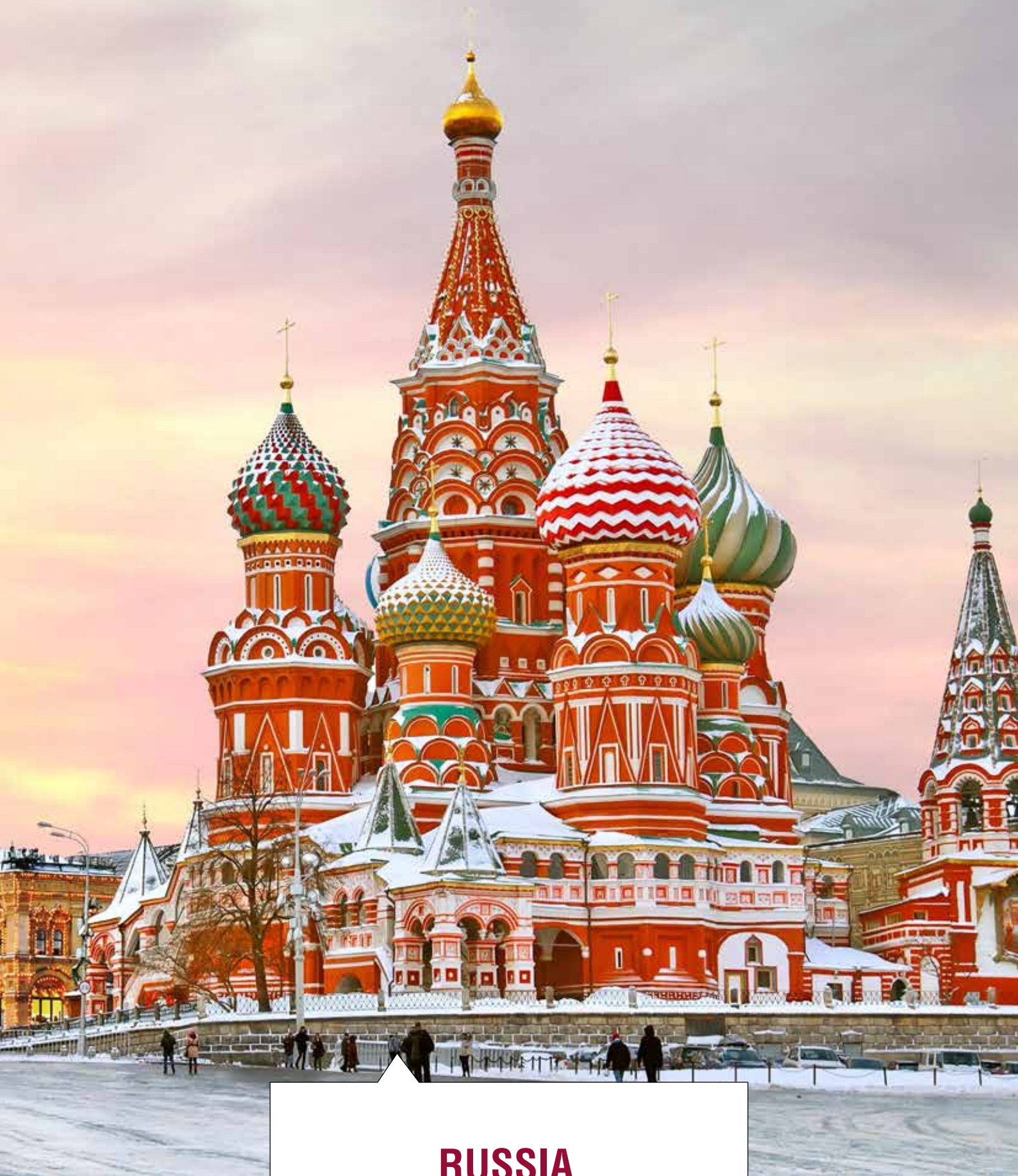
João Pereira da Cruz

Leader:  
João Pereira da Cruz  
Established:  
1949

**Track record:** The law firm started as a family business, aiming to protect the rights of inventors, but it expanded the scope of its operations throughout the decades. Nowadays, the firm offers full service in the universe of Intellectual Property. It has a national and international practice, working as official agents of industrial property and as a counsel of specialists to their clients worldwide.

**Team & differentiation:** The team consists of 29 attorneys, with nine partners, 11 counsellors, four patent specialists and four managers. The firm is committed to driving the universe of intellectual property forward and to achieve this end, it participates in institutions and organizations such as the World Intellectual Property Organization and the European Union Online.





# RUSSIA

## PATENT PROSECUTION

### Russia Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Euromarkpat	Maxim Vesselitsky, Irina Vesselitskaya
Gorodissky & Partners	Valery Medvedev, Yury Kuznetsov
<b>EXCELLENT</b>	
ARS-Patent & Trademark	Mikhail Khmara, Vladimir Rybakov
Innotec	Nadezhda Kovalchuk, Andreeva Nikolaevna
Patentus	Alexey Mikhailov
Sojuzpatent	Svetlana Felitsyna, Tamara Fomicheva
<b>HIGHLY RECOMMENDED</b>	
Ivanov Makarov & Partners	Olga Tikhonina, Mark Chizhenok
Kvashnin Sapelnikov & Partners	Valery Kvashnin, Dmitry Sapelnikov
Liapunov & Co	Veronica Liapunova, Anna Reznichenko
Papula-Nevinpat	Alexander Polikarpov, Victor Pronyaev
Patentica	Maria Nilova, Olga Galygina
Patent and Law Firm Yus	Sergey Lovtsov, Olesya Zakharova

## TRADEMARK PROSECUTION

### Russia Best Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Baker McKenzie	Eugene Arieovich, Denis Khabarov
Gorodissky & Partners	Valery Medvedev, Sergey Dudushkin
Sojuzpatent	Aleksey Zalesov, Svetlana Felitsina
<b>EXCELLENT</b>	
Dentons	Denis Voevodin, Victor Naumov
Gowling WLG	Anastassia Sinitsyna, Julianna Tabastajeva
Patentus	Larisa Grudina
<b>HIGHLY RECOMMENDED</b>	
Egorov Puginsky Afanasiev & Partners	Pavel Sadovsky, Ilya Nikiforov
Goltsblat BLP	Elena Trusova, Andrey Goltsblat
Liapunov & Co	Ilya Liapunov, Anna Reznichenko
Papula-Nevinpat	Tatiana Konopatskaya, Riikka Palmos
Patent and Law Firm Yus	Sergey Lovtsov, Olesya Zakharova
Zuykov & Partners	Victoria Makarova, Olga Plyasunova

## PATENT LITIGATION

### Russia Best Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Eugene Arieovich, Denis Khabarov
<b>Gorodissky &amp; Partners</b>	Valery Medvedev, Vladimir Biriulin
<b>Sojuzpatent</b>	Aleksey Zalesov, Svetlana Felitsina
<b>EXCELLENT</b>	
<b>Gowling WLG</b>	Alexander Christophoroff, Vladislav Ugryumov
<b>Hogan Lovells</b>	Natalia Gulyaeva, Vironika Pilyugina
<b>Patentus</b>	Dmitry Markanov, Alexandre Baranchikov
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Victor Naumov, Elena Bedareva
<b>Egorov Puginsky Afanasiev &amp; Partners</b>	Pavel Sadovsky, Ilya Nikiforov
<b>Liapunov &amp; Co</b>	Anna Reznichenko, Baira Zazdravnykh
<b>Pepeliaev Group</b>	Yuri Yahin, Valentina Orlova
<b>RECOMMENDED</b>	
<b>Alrud</b>	Maria Ostashenko
<b>ARS-Patent &amp; Trademark</b>	Vladimir Rybakov, Ilyana Lipatova
<b>ARTA</b>	Konstantin Suvorov
<b>Ermakova Stoliarova &amp; Partners</b>	Elena Ermakova
<b>Goltsblat BLP</b>	Elena Trusova
<b>Ivanov Makarov &amp; Partners</b>	Dmitry Makarov
<b>KIAP</b>	Daria Chernysh
<b>Noerr</b>	Viktor Gerbutov
<b>Vakhnina &amp; Partners</b>	Tatiana Vakhnina

#### GORODISSKY & PARTNERS: A LEADER IN PATENT LITIGATION



Vladimir Biriulin

**Leaders:**  
Vladimir Biriulin and  
Valery Medvedev  
**Established:**  
1999

**Track record:** The firm has successfully represented IT Company Datamatrix, winning a cassation ruling to protect their license against the usage of a conflicting software sold by a competitor. The firm's expertise was also fundamental in pharmaceutical company Anvilab's winning ruling in an international counterfeit demand against the manufacturer Minskintercaps.

**Team & differentiation:** With 11 offices in Russia and Ukraine, the firm boasts more than 140 IP professionals making them the biggest IP law firm in Russia and one of the top ten in Europe. Gorodissky also benefit from their impressive international network having at least one law firm partner in every country in the world.

#### LIAPUNOV & CO: QUALITY ANSWERS TO CLIENTS' PATENT PROSECUTION NEEDS



Anna Reznichenko

**Leaders:**  
Anna Reznichenko and  
Veronica Liapunova  
**Established:**  
1994

**Track record:** With more than half of their client portfolio being international, the firm has successfully handled many patent oppositions. Examples include participation in the full invalidation of a number of Russian pharmaceutical patents for a client, and an opposition against a computer implemented patent application, despite the Russian patent office's move to present new prior art research not contained in the first ruling.

**Team & differentiation:** The firm has three partners and 18 attorneys handling all their prosecution cases between their main office in Saint Petersburg and the one in Kiev, as well as handling their litigation cases in Moscow. Liapunov specializes in giving fast service to clients in order to meet their urgent needs.

#### PATENTUS: GROWING IN NUMBERS BOOSTS STRONG EUROPEAN NETWORK



Dmitry Markanov

**Leaders:**  
Dmitry Markanov and  
Alexandre Baranchikov  
**Established:**  
2006

**Track record:** The firm is growing fast and attracting increased attention after filing over 671 trademark patent applications, as well as having litigated 182 court cases in 2016 which puts them in second place in Russia by number of IP litigation matters. This year the firm has successfully represented Europlast, the largest manufacturer of plastic in Russia, in a patent matter which went in their favor.

**Team & differentiation:** Leading partner, Dmitry Markanov is regarded as a very strong litigator in IP matters. The firm, which currently has four partners, 11 trademark specialists nine patent specialists and 10 litigators caters to both European and Asian clients and are positioned as the perfect bridge for Eurasian relations.

## TRADEMARK LITIGATION

### Russia Best Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Eugene Arieovich, Denis Khabarov
<b>EXCELLENT</b>	
<b>Dentons</b>	Denis Voevodin, Victor Naumov
<b>Egorov Puginsky Afanasiev &amp; Partners</b>	Pavel Sadovsky
<b>Euromarkpat</b>	Marina Aleksandrovna Grineva
<b>Gorodissky &amp; Partners</b>	Vladimir Biriulin, Valery Medvedev
<b>Gowling WLG</b>	David Aylen, Julianna Tabastajewa
<b>Patentus</b>	Dmitry Markanov, Alexandre Baranchikov
<b>HIGHLY RECOMMENDED</b>	
<b>Hogan Lovells</b>	Natalia Gulyaeva, Vironika Pilyugina
<b>Pepeliaev Group</b>	Yuri Yahin, Valentina Orlova
<b>Zuykov &amp; Partners</b>	Aleksandra Pelikh, Olga Zhurid
<b>RECOMMENDED</b>	
<b>Alrud</b>	Maria Ostashenko
<b>Goltsblat BLP</b>	Elena Trusova
<b>KIAP</b>	Daria Chernysh
<b>Noerr</b>	Viktor Gerbutov

#### BAKER MCKENZIE: WORLDWIDE LEADER IN IP PROTECTION



Denis Khabarov

Leaders:  
Denis Khabarov and  
Eugene Arieovich  
Established:  
1989

**Track record:** The Russian office of the firm has successfully advised major multinational companies in trademark enforcement matters as well as in anti-counterfeiting actions. In past years the firm has obtained landmark decisions, notably representing one European company during a trademark litigation affair against an unauthorized Russian company.

**Team & differentiation:** With more than 130 legal professionals working between Moscow and Saint Petersburg, the Russian office continues to build on the firm's 55 year history of IP protection. Denis Khabarov in particular represents part of the office's strong practice in industrial property especially in general IP advice, antipiracy and dispute resolution.

#### GOWLING WLG: BOUTIQUE-LIKE SERVICE FROM AN IP PROTECTION GIANT



Julianna Tabastajewa

Leaders:  
Julianna Tabastajewa and  
David Aylen  
Established:  
1992

**Track record:** The firm's Russian office has successfully advised clients such as Quelle, Volkswagen, Audi and Champagne Cristal Louis Roederer in obtaining groundbreaking awards. Partner Julianna Tabastajewa has represented several major companies in complex copyright, trademark, patent and domain disputes and has contributed to new domain-name regulations in the Russian federation.

**Team & differentiation:** With more than 20 years' experience in the country's IP market, the firm's Russian office benefits from the experience of the legal professionals working in the firm's 30 offices around the world. The firm takes pride in their personalized and responsive client service while giving comprehensive advice on every facet of IP matters.



**SPAIN**

## TMT

## Spain Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Goldman Sachs</b>	Mark Sorrell (Head of M&A, EMEA)
<b>PwC</b>	Malcolm Lloyd (Partner, Head of Deals Division)
<b>Rothschild</b>	Nigel Higgins (Co-Head of European Investment Banking)
<b>UBS Investment Bank</b>	David Garcia-Lorenzana (Executive Director)
<b>EXCELLENT</b>	
<b>BNP Paribas</b>	Ramiro Mato (President)
<b>Citi</b>	Wilhelm Schulz (Head of M&A, EMEA)
<b>Deloitte</b>	Martin Reilly (Partner, Head of Corporate Finance)
<b>Eurohold</b>	Jean Francois Alandry (Managing Partner), Pascal Vieilledent (Managing Partner)
<b>EY</b>	Arturo Derteano (Partner, Advisory), David Frias (Partner, Transaction Advisory Services)
<b>Mediobanca</b>	Stefano Marsaglia (Co-Head of Corporate and Investment Banking), Juan Bejar (Director, Investment Banking)
<b>Oakley Advisory</b>	Christian Maher (Managing Partner), Chris Godsmark (Managing Partner)
<b>HIGHLY RECOMMENDED</b>	
<b>Altium Capital</b>	Manuel Sánchez de Lamadrid (Managing Director)
<b>BDO</b>	Oriol Tapias (Partner, Financial Advisory Services), Ana Fernandez-Velasco Miguel (Vice President, M&A)
<b>Jefferies</b>	Dominic Lester (Co-Head of European and Global Technology Investment Banking)
<b>KPMG</b>	Ignacio Faus (Partner, Deal Advisory), Jorge Riopérez (Partner, Corporate Finance)

## PATENT PROSECUTION

### Spain Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>ABG Patentes</b>	Francisco Bernardo, Juan Arias
<b>ZBM Patents &amp; Trademarks</b>	Anna Barlocchi, Bernabé Zea
<b>EXCELLENT</b>	
<b>Balder</b>	Olof Fickert, Magnus Stiebe
<b>Elzaburu</b>	Francisco Javier Saez, Pedro Saturio
<b>Herrero &amp; Asociados</b>	Jesús González, Íñigo Pradera, Mario Carpintero
<b>HIGHLY RECOMMENDED</b>	
<b>Clarke Modet &amp; C°</b>	Carmen Sánchez-Puelles
<b>Curell Suñol</b>	Mireia Curell
<b>Pons IP</b>	Patricia Ramos
<b>RECOMMENDED</b>	
<b>Bardehle Pagenberg</b>	Dario Mohammadian Santander
<b>Durán-Corretjer</b>	Luis-Alfonso Durán
<b>Jacobacci &amp; Partners</b>	Ignacio Martinez
<b>Oficina Ponti</b>	Adelaide Ponti
<b>Yecora</b>	Ángels Yécora Gallastegui

#### HERRERO & ASOCIADOS: PERSONALIZED EXPERTISE ON PATENT PROSECUTION



Jesús González

**Leaders:**  
Jesús González, Íñigo Pradera and Mario Carpintero  
**Established:**  
1982

**Track record:** The Madrid-headquartered firm has handled a significant number of important IP cases. They manage the IP prosecution portfolio for a global leader in social media, as well as draft the European strategy and IP enforcement of a well-known cosmetics Company.

**Team & differentiation:** With a staff of more than 150 including 15 partners and 37 associates, H&A pride themselves on their close-to-client expert advice. The firm, which handles approximately 10 percent of all patent applications in Spain, advise clients in all IP related matters in Spain, Portugal and Brazil.

## TRADEMARK PROSECUTION

### Spain Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Elzaburu	Antonio Tavira, Enrique Armijo
Herrero & Asociados	María Ángeles Moreno, Fernando Ruiz
<b>EXCELLENT</b>	
Balder	Olof Fickert
Curell Suñol	Mireia Curell
Durán-Corretjer	Luis-Alfonso Durán
Hoyng Rokh Monegier	Luis Fernández-Novoa
Pons IP	Aberto Rabadán
<b>HIGHLY RECOMMENDED</b>	
Carlos Polo & Asociados	Carlos Polo
Clarke Modet & C°	José Manuel Marhuenda
Jacobacci & Partners	Eleonora Carrillo
<b>RECOMMENDED</b>	
Oficina Ponti	Ricardo Guerras
Sugrañes	Elia Sugrañes
Ungria	Javier Ungria

#### ELZABURU: HIGH-QUALITY IP ADVICE FROM THE OLDEST IP FIRM IN SPAIN



Enrique Armijo

Leaders:  
Enrique Armijo and  
Antonio Tavira  
Established:  
1865

**Track record:** The firm – whose client portfolio includes 75 percent of the top 50 Fortune 500 companies – handles incredibly complex IP matters. Recently the firm advised a global leader in media communications in a chain of trademark violations concerning the IP rights of one of their cartoon series.

**Team & differentiation:** The firm's IP department is the biggest in the country, with 158 members of staff including 13 partners and 38 associates. With 150 years of history in IP prosecution and litigation behind them, Elzaburu has set its sights on being the leader in IP in Europe.



## PATENT LITIGATION

### Spain Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bird &amp; Bird</b>	Manuel Lobato, Antonio Cueto
<b>Clifford Chance</b>	Miquel Montañá, Montserrat López-Bellosta
<b>Cuatrecasas Gonçalves Pereira</b>	Jorge Llevat, Álvaro Boukaib
<b>Gomez-Acebo &amp; Pombo</b>	Gonzalo Ulloa Suelves, Eduardo Castillo San Martín
<b>Grau &amp; Angulo</b>	Alejandro Angulo, Jorge Grau
<b>EXCELLENT</b>	
<b>Amat &amp; Vidal-Quadras</b>	Miguel Vidal-Quadras
<b>Elzaburu</b>	Antonio Castán
<b>Hoyng Rokh Monegier</b>	Luis Fernández-Novoa
<b>Uria Menéndez</b>	José Massaguer
<b>HIGHLY RECOMMENDED</b>	
<b>Abril Abogados</b>	Ignacio Temiño Ceniceros
<b>Baker McKenzie</b>	José Maria Méndez
<b>Balder</b>	Miguel Aznar
<b>Cremades &amp; Calvo-Sotelo</b>	Antonio Selas
<b>Garrigues</b>	João Miranda de Sousa
<b>Herrero &amp; Asociados</b>	Jesús González
<b>RECOMMENDED</b>	
<b>Baylos</b>	Pedro Merino Baylos
<b>Eversheds Nicea</b>	Vicente Arias Máiz
<b>Hogan Lovells</b>	Burkhardt Goebel

### BIRD & BIRD: WORLD RENOWNED LITIGATION PRACTICE



Manuel Lobato

Leaders:  
Manuel Lobato and  
Antonio Cueto  
Established:  
2005

**Track record:** With a carefully thought out and detail oriented IP litigation service, the firm recently successfully represented a client against a manufacturer on a patent infringement claim. They represent important clients such as the IT giant Econocom, and Taghlee Industries among others.

**Team & differentiation:** Bird & Bird's Spanish office offers the expert advice of 50 lawyers including seven partners. Partner Manuel Lobato expertly handles IP matters thanks to his strong academically focused approach and solid experience advising technology companies on their IP related strategies.

## TRADEMARK LITIGATION

### Spain Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bird &amp; Bird</b>	Manuel Lobato, Antonio Cueto
<b>Cuatrecasas Gonçalvez Pereira</b>	Jorge Llevat, Álvaro Boukaib
<b>Gomez-Acebo &amp; Pombo</b>	Gonzalo Ulloa Suelves, Eduardo Castillo San Martín
<b>Grau &amp; Angulo</b>	Alejandro Angulo, Jorge Grau
<b>Uria Menendez</b>	José Massaguer, Montiano Monteagudo
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	José María Méndez
<b>Clifford Chance</b>	Montserrat Lopez-Bellosta
<b>Elzaburu</b>	Enrique Armijo Chavarri
<b>Sol Muntañola &amp; Asociados</b>	Mario Sol Muntañola
<b>HIGHLY RECOMMENDED</b>	
<b>Abril Abogados</b>	Carlos González Valdés
<b>Balder</b>	Miguel Aznar
<b>Baylos</b>	Pedro Merino Baylos
<b>Bercovitz &amp; Carvajal Abogados</b>	Rodrigo Bercovitz Rodríguez-Cano
<b>Ecija</b>	Juan Salmerón
<b>Eversheds Nicea</b>	José Mariano Cruz
<b>Garrigues</b>	João Miranda de Sousa
<b>Herrero &amp; Asociados</b>	María Ángeles Moreno
<b>Hogan Lovells</b>	Burkhart Goebel
<b>Pintó Ruiz &amp; del Valle</b>	Javier del Valle

### CUATRECASAS GONÇALVES PEREIRA: STRONG INTERNATIONAL LITIGATION PRACTICE



Jorge Llevat

Leaders:  
Jorge Llevat and Álvaro  
Boukaib  
Established:  
1917

**Track record:** The firm has handled important litigation IP matters such as a trademark infraction regarding imported goods representing Bose France. The firm also successfully defended the Spanish luxury shoe manufacturer Magnanni in a trademark related matter.

**Team & differentiation:** With important clients like Pernod Richard and Procter & Gamble, the firm, which is celebrating its centenary this year, offers expert management of their client's IP needs through their 14 offices in Spain, as well as their six international desks throughout the world.

## TMT

### Spain Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cuatrecasas Gonçalves Pereira</b>	Jorge Llevat, Albert Agustino
<b>Ecija</b>	Hugo Écija, Alonso Hurtado, Juan Salmerón Artero
<b>Uria Menéndez</b>	José Pérez Santos, Pablo González-Espejo
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Maite Diez, José María Méndez
<b>Bird &amp; Bird</b>	Manuel Lobato
<b>Cremades &amp; Calvo-Sotelo</b>	Javier Cremades
<b>Garrigues</b>	José Ramón Morales
<b>HIGHLY RECOMMENDED</b>	
<b>Abril Abogados</b>	Ignacio Temiño Ceniceros, Salvador Diaz Prades
<b>Gómez-Acebo &amp; Pombo</b>	Almudena Arpón de Mendivil
<b>Hogan Lovells</b>	Gonzalo F. Gallego
<b>Rousaud Costas Duran (RCD)</b>	Ignasi Costas
<b>RECOMMENDED</b>	
<b>Baylos</b>	David Gómez
<b>Bercovitz &amp; Carvajal Abogados</b>	Javier de Torres Fueyo, Alfonso González Gozalo
<b>Hoyng Rokh Monegier</b>	José Antonio Sanmartín
<b>Jausas</b>	Josep Carbonell
<b>Osborne Clarke</b>	Rafael García del Poyo, David Miranda
<b>Pedro Alemán</b>	Pedro Aleman Lain
<b>Pintó Ruiz &amp; del Valle</b>	Jordi López Batet, Yago Vázquez
<b>Sol Muntañola &amp; Asociados</b>	Mario A. Sol Muntañola



# SWITZERLAND

## TMT

### Switzerland Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Crédit Suisse</b>	Giuseppe Monarchi (Global co-head of TMT)
<b>Lazard</b>	Philippe Leuenberger (Director)
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Birger Berendes (Head of M&A for Germany, Austria & Switzerland)
<b>Deutsche Bank</b>	Marco Bizzozero (CEO)
<b>Goldman Sachs</b>	Gilberto Pozzi (Co-head M&A)
<b>Nomura Securities</b>	Charles Pitts-Tucker (Head of Investment Banking, EMEA)
<b>UBS Investment Bank</b>	Christian Lesueur (Head of TMT, EMEA)
<b>HIGHLY RECOMMENDED</b>	
<b>EY</b>	Ronald Sauser (Senior partner)
<b>GCA Altium</b>	Alexander Grünwald (Managing director)
<b>Goetz Partners</b>	Herbert Werle (Managing director, corporate finance)
<b>J. Safra Sarasin</b>	Edmond Michaan (CEO)
<b>KPMG</b>	James Carter (Director)
<b>Quadrupartners</b>	Christopher Klemm (CEO)
<b>Rothschild &amp; Cie</b>	Konstantin Nikiteas (Head northern europe)
<b>The Corporate Finance Group</b>	Urs Huber (Partner)
<b>Vontobel</b>	Herbert J. Scheidt (Chairman)

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**SWITZERLAND VENTURE CAPITAL FIRMS LIST**

The firms are listed alphabetically

FIRM	INDUSTRY
<b>Aquarius Water Holding</b>	Cleantech
<b>Auris Medical</b>	Biotech
<b>Balluun</b>	IT
<b>Cegur</b>	Medtech
<b>Coresystems</b>	IT
<b>Covagen</b>	Biotech
<b>Delenex Therapeutics</b>	Biotech
<b>Finox</b>	Biotech
<b>GetyourGuide</b>	IT
<b>Mind-NRG</b>	Biotech
<b>Numbrs</b>	IT
<b>Obseva</b>	Biotech
<b>Oncoethix</b>	Biotech
<b>ROMO Wind</b>	Cleantech
<b>Sensimed</b>	Medtech
<b>Telormedix</b>	Biotech
<b>TVP Solar</b>	Cleantech
<b>Wisekey</b>	IT

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## ICT

### Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Homburger</b>	Georg Rauber, David Rosenthal
<b>Lenz &amp; Staehelin</b>	Lukas Morscher, Guy Vermeil
<b>Schellenberg Wittmer</b>	Roland Mathys
<b>Walder Wyss</b>	Markus Frick, Didier Sangiorgio, Mark Reutter, Reto Jacobs, Michael Isler
<b>EXCELLENT</b>	
<b>Id est avocats</b>	Michel Jaccard
<b>Niederer Kraft &amp; Frey</b>	András Gurovits, Clara-Ann Gordon
<b>Vischer</b>	Rolf Auf der Mauer
<b>HIGHLY RECOMMENDED</b>	
<b>Bär &amp; Karrer</b>	Michele Bernasconi, Markus Wang
<b>Froiep</b>	Nicola Benz, Frédéric Serra
<b>Meyerlustenberger Lachenal</b>	Lukas Bühlmann*
<b>Pestalozzi</b>	Lorenza Ferrari-Hofer, Michèle Burnier
<b>Wenger Plattner</b>	Peter Mosiman
<b>RECOMMENDED</b>	
<b>Bratschi Wiederkehr &amp; Buob</b>	Simon Osterwalder, Christian Wind
<b>Capt &amp; Wyss</b>	Nicolas Capt
<b>CMS von Erlach Poncet</b>	Robert G. Briner
<b>Epartners</b>	Urs Egli
<b>Gianni Fröhlich-Bleuler Attorney-at-Law</b>	Gianni Fröhlich-Bleuler
<b>Laux Lawyers</b>	Christian Laux
<b>Martina Arioli Law Firm</b>	Martina Arioli
<b>MME</b>	Martin Eckert
<b>Probst</b>	Julia Bhend
<b>Times Attorneys</b>	Markus Kaiser
<b>Thouvenin</b>	David Känzig

\* As of July 1st 2017

#### LENZ & STAEHELIN: THE 360° APPROACH TO IP



Guy Vermeil

Leaders:  
Lukas Morscher and  
Guy Vermeil

Established:  
1991

**Track record:** Acting across the broad spectrum of matters from counsel to litigation and enforcement, Lenz & Staehelin's IP team prides itself on an extremely comprehensive approach to intellectual property. Dealing either with trademark, patent, unfair competition or design, the team works for several big names such as Merck, Pfizer and Apple.

**Team & differentiation:** Split between Zurich and Geneva, the team of 17 represents clients before all Swiss courts. Lenz & Staehelin's prominent IP team is composed of multidisciplinary professionals: Thierry Calame is also a chemist, and Jürg Simon, an economist.

#### NIEDERER KRAFT & FREY: A STRENGTHENED PRACTICE



Clara-Ann Gordon

Leaders:  
András Gurovits and  
Clara-Ann Gordon

Established:  
1936

**Track record:** NKF has acted for Swiss blue-chip clients and international clients in aerospace and defense, healthcare, pharma and software matters, among others. The team has acted for Schindler, FIFA, MSC and SR Technics in the last year, within the frame of their global IT infrastructure outsourcing projects or for the drafting and negotiation of share purchase agreements.

**Team & differentiation:** The TMT team composed of six associates and five partners was reinforced in 2016 with the arrival of Clara-Ann Gordon. She is co-chair of the dispute resolution committee at I-Tech Law and handled one of the first Internet of Things (IoT) projects in the market. András Gurovits also holds a degree as software engineer. Nicolas Birkhäuser advises clients on both IP and competition matters at NKF.

## PATENT PROSECUTION

### Switzerland Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>E. Blum &amp; Co</b>	Kurt Sutter, Regula Rüedi
<b>Hepp Wenger Ryffel</b>	Dieter Hepp, Christoph Müller
<b>Isler &amp; Pedrazzini</b>	Michael Liebetanz, Natalia Clerc, Tobias Bremi
<b>Rentsch Partner</b>	Alfred Köpf, Louis Lagler
<b>EXCELLENT</b>	
<b>Bohest IP</b>	Detlef Heinen
<b>Keller &amp; Partner</b>	Philipp Rüfenacht
<b>Troesch Scheidegger Werner</b>	Adrian Rappold
<b>HIGHLY RECOMMENDED</b>	
<b>Bovard</b>	Tarik Kapi
<b>Braunpat Braun Eder</b>	André Braun
<b>Schaad Balass Menzl &amp; Partner</b>	Peter Steinegger, Cornelia Hoffmann, Christoph Fraefel
<b>RECOMMENDED</b>	
<b>Bugnion</b>	Constantin Kiliaridis
<b>Frei Patent Attorneys</b>	Alexandra Frei
<b>Kasche &amp; Partner</b>	André Kasche
<b>Katzarov</b>	Alexandra Manola
<b>Kirker &amp; Cie</b>	Jean-François Léger
<b>Micheli &amp; Cie</b>	Bertrand F. Micheli
<b>Reuteler &amp; Cie</b>	Raymond Reuteleur, Isabelle Cornut
<b>Schmauder &amp; Partner</b>	Peter Felder

\* Counsel



## TRADEMARK PROSECUTION

### Switzerland Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>E. Blum &amp; Co</b>	Brendan B. Bolli, Mathias Meyer
<b>Isler &amp; Pedrazzini</b>	Michael Degkwitz
<b>Troller Hitz Troller</b>	Ursula In-Albon, Patrick Troller
<b>EXCELLENT</b>	
<b>Bovard</b>	Paul Henri Pittet
<b>Bugnion</b>	Dominique Skrebers-Zaiontz
<b>Fuhrer Machbach &amp; Partner</b>	Peter Widmer, Bernard Volken
<b>Lenz &amp; Staehlin</b>	Jürg Simon
<b>Meyerlustenberger Lachenal</b>	Guillaume Fournier, Peter Schramm, Michael Ritscher, Simon Holzer
<b>Rentsch Partner</b>	Alfred Köpf, Louis Lagler
<b>Weinmann Zimmerli</b>	Adrian Zimmerli
<b>HIGHLY RECOMMENDED</b>	
<b>AW Metz &amp; Co</b>	Hans-Peter Rüfli, Dominique Lusuardi
<b>BMG Avocats</b>	Sylvie Gurry-Veit, Anne-Virginie La Spada
<b>Bohest IP</b>	Esther M. Jost
<b>Braunpat Braun Eder</b>	André Braun
<b>Griffes Consulting</b>	Pierre-Antoine Racine
<b>Junod Muhlstein Levy &amp; Puder</b>	Michel Muhlstein
<b>Katarov</b>	Alexandra Manola, Milana Pantelic
<b>Kirker &amp; Cie</b>	Jean-François Léger
<b>Meisser &amp; Partners</b>	David Meisser
<b>Pestalozzi</b>	Lorenza Ferrari-Hofer, Michèle Burnier
<b>Python</b>	Felix Locher*
<b>SBMP - Schaad Balass Menzl &amp; Partner</b>	Fred Gromann
<b>Walder Wyss</b>	Markus Frick, Magda Streuli-Youssef, Roger Staub
<b>Wild Schnyder</b>	Donald N. Schnyder, Barbara K. Müller

\* Counsel

## TRADEMARK & COPYRIGHT LITIGATION

### Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fuhrer Marbach &amp; Partner</b>	Eugen Marbach, Philippe Probst, Bernard Volken
<b>Homburger</b>	Georg Rauber, Gregor Bühler
<b>Lenz &amp; Staehelin</b>	Jürg Simon, Lara Dorigo
<b>Meyerlustenberger Lachenal</b>	Michael Ritscher, Simon Holzer, Guillaume Fournier, Peter Schramm
<b>Troller Hitz Troller</b>	Ursula In-Albon, Patrick Troller, Gallus Joller
<b>Walder Wyss</b>	Markus Frick, Roger Staub, Magda Streuli-Youssef, Michael Isler, Stefano Codoni
<b>EXCELLENT</b>	
<b>Froriep</b>	Frédéric Serra
<b>Kasser Schlosser</b>	Ralph Schlosser
<b>Pestalozzi</b>	Lorenza Ferrari Hofer, Thomas Legler, Michèle Burnier
<b>Rentsch Partner</b>	Matthias Städeli, Gregor Wild
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Michael Treis, Urs Zenhäusern
<b>BMG Avocats</b>	Sylvie Gurry-Veit, Anne-Virginie La Spada
<b>Junod Muhlstein Levy &amp; Puder</b>	Michel Muhlstein, Laurent Muhlstein
<b>Schellenberg Wittmer</b>	Andrea Mondini
<b>Schmauder &amp; Partner</b>	Peter Felder, Andreas Thierstein
<b>RECOMMENDED</b>	
<b>Bär &amp; Karrer</b>	Markus Wang
<b>Bianchi Schwald</b>	Christoph Gasser
<b>Bourgeois Avocats</b>	Ivan Cherpillod
<b>Bugnion Ballensat Ehrler</b>	Lorenz Ehrler
<b>Gros &amp; Waltenspühl</b>	Bertrand Gros, Theda König Horowicz
<b>Niederer Kraft &amp; Frey</b>	Nicolas Birkhäuser
<b>Prager Dreifuss</b>	Ralph Butz
<b>Python</b>	Felix Locher*
<b>ThomannFischer</b>	Daniel Plüss
<b>Times Attorneys</b>	Markus Kaiser, Philippe Gilliéron
<b>Werder Viganò</b>	Kai-Peter Uhlig

\* Counsel

## PATENT LITIGATION

### Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fuhrer Marbach &amp; Partner</b>	Eugen Marbach, Peter Widmer
<b>Homburger</b>	Andri Hess
<b>Lenz &amp; Staehelin</b>	Thierry Calame
<b>EXCELLENT</b>	
<b>Kasser Schlosser</b>	Ralph Schlosser
<b>Meyerlustenberger Lachenal</b>	Michael Ritscher, Simon Holzer, Guillaume Fournier
<b>Pestalozzi</b>	Lorenza Ferrari Hofer, Thomas Legler, Michèle Burnier
<b>Rentsch Partner</b>	Christian Hilti
<b>Schellenberg Wittmer</b>	Andrea Mondini, Philippe Ducor, Philipp Groz
<b>Troller Hitz Troller</b>	Patrick Troller
<b>HIGHLY RECOMMENDED</b>	
<b>CMS von Erlach Poncet</b>	Robert G. Briner, Rudolf A. Rentsch
<b>Junod Muhlstein Levy &amp; Puder</b>	Michel Muhlstein
<b>ThomannFischer</b>	Fabian Leimgruber, Daniel Plüss
<b>Walder Wyss</b>	Markus Frick, Roger Staub, Stefano Codoni
<b>RECOMMENDED</b>	
<b>Bär &amp; Karrer</b>	Markus Wang
<b>Bianchi Schwald</b>	Christoph Gasser
<b>Niederer Kraft &amp; Frey</b>	Nicolas Birkhäuser
<b>Python</b>	Felix Locher*
<b>Streichenberg</b>	Christoph Willi
<b>Times Attorneys</b>	Michael Noth, Markus Kaiser
<b>Vischer</b>	Stefan Kohler

\* Counsel

#### MEYERLUSTENBERGER LACHENAL: TOP-NOTCH IP LAWYERS



Michael Ritscher

Leaders:  
Michael Ritscher, Simon  
Holzer and Guillaume  
Fournier  
Established:  
1975

**Track record:** The team, led by Michael Ritscher, is among the strongest in Switzerland, having advised clients both on patent litigation and trademark (prosecution & litigation), as well as copyright. With strong expertise in the pharma sector, the team handles two of the largest contentious disputes in the country for Bayer and AstraZeneca.

**Team & differentiation:** Meyerlustenberger Lachenal has one of the largest IP groups in the market. With five offices in Switzerland and one in Brussels, the firm advises its clients both on a domestic and international scale. The prominent partners Simon Holzer and Peter Schramm are also registered at the German bar.



**TURKEY**

## PATENT PROSECUTION

### Turkey Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Ankara Patent Bureau	Ekin Dericioğlu Kurt
Deriş Patents & Trademarks Agency	Emre Kerim Yardimci
Istanbul Patent	Erkan Sevinç
Stock Industrial Property Services	Kazim Dundar
<b>EXCELLENT</b>	
Alfa Patent	Selda Arkan
Aze Marka Patent	Zehra Gurzumar Yildirim
Gün + Partners	Ugur Aktekin, Selin Erciyas
Paragon	Hulya Cayli
Stan Advoka	Baris Atalay
TriTech Patent Trademark Consultancy Inc	Zeliha Özsoy
Yalçiner Consulting and Foreign Trade	Uğur G. Yalçiner
<b>HIGHLY RECOMMENDED</b>	
ABA IP Services	Melis Abacioğlu
Destek Patent Inc	Ersin Dereligil
Erdem Kaya Partners	Erdem Kaya
Optimum Patent Office	Murat Yesilyurt
Ortan & Ortan Law Office	Necip Ortan, Rana Ortan

## TRADEMARK PROSECUTION

### Turkey Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Ankara Patent Bureau	Ekin Dericioğlu Kurt
Deriş Patents & Trademarks Agency	Berrin Kalenderli
Istanbul Patent	Güven Çalik
Stock Industrial Property Services	Kazim Dundar, Omer Dundar
<b>EXCELLENT</b>	
Alfa Patent	Selda Arkan
Destek Patent	Ersin Dereligil
Grup Ofis Marka Patent	Nihan Ozdemir Saman
Gün + Partners	Uğur Aktekin, Hande Hancer
Moroğlu Arseven	Işık Özdoğan
NSN Law Firm	Selma Ünlü
<b>HIGHLY RECOMMENDED</b>	
ABA IP Services	Melis Abacioğlu
ATG Law Firm	Ahmet Akgüloğlu
Cahit Suluk Intellectual Property Law Firm	Cahit Suluk
Erdem Kaya Patent	Ahu Güneyli
Esin Attorney Partnership (Baker McKenzie)	Mine Guner
June Intellectual Property Services Inc	Dilek Ustun
Kenaroğlu	Yasemin Kenaroğlu
Optimum Patent Office	Yucel Yilmaz
Pekin & Pekin	Kemal Serdengeçti
Tellioğlu Kaşlioğlu	İhsan Tellioğlu
Yalçiner Consulting and Foreign Trade	Ugur G. Yalçiner

## PATENT LITIGATION

### Turkey Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Deriş Attorneys At Law Partnership	Aydin Deriş, Emre Kerim Yardimci, Serra Coral, Banu Barbur
Gün + Partners	Mehmet Gün, Ozge Atilgan Karakulak
<b>EXCELLENT</b>	
Arihan & Arihan	Taylan Arihan
Cahit Suluk Intellectual Property Law Firm	Cahit Suluk
Eyuboğlu Law Firm	Samiye Eyuboğlu
Moroğlu Arseven	Işık Özdoğa
NSN Law Firm	Selma Ünlü
Tellioğlu Kaşlioğlu	İhsan Tellioğlu, Evrim Kaşlioğlu
<b>HIGHLY RECOMMENDED</b>	
Kenaroğlu	Yasemin Kenaroğlu
Ortan & Ortan Law Office	Necip Ortan, Rana Ortan
Stock Industrial Property Services	Kazim Dundar
Yasaman	Zeynep Yasaman Kökçü

### KENAROĞLU: EXCELLENT LITIGATORS FOR COMPLEX LEGAL NEEDS



Yasemin Kenaroğlu

Leader:  
**Yasemin Kenaroğlu**  
Established:  
2008

**Track record:** The firm has been working on IP-related litigation, enforcement, prosecution and counselling matters since 2003, representing many foreign and multinational companies on patent litigation and unfair competition-related issues. They have managed many IP portfolios of multinational companies from different industries, with a particular strength for international fashion companies.

**Team & differentiation:** Ms. Kenaroğlu has been leading Kenaroğlu IP and managing the IP portfolios of top-tier multinational companies in the fields of fashion, automotive, cosmetics, retail chains, electronics, software, media and pharmaceuticals for nine years. The firm, which is based in Istanbul and also works out of Ankara, has 15 legal members including one corporate partner.

## TRADEMARK LITIGATION

### Turkey Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Deriş Attorney At Law Partnership	Aydin Deriş, Emre Kerim Yardimci, Serra Coral, Banu Barbur
Gün + Partners	Uğur Aktekin, Mehmet Gün, Barış Kalaycı, Hande Hancer
<b>EXCELLENT</b>	
Ankara Patent Bureau	Ekin Dericioğlu Kurt
Istanbul Patent	Güven Çalik
Kenaroğlu	Yasemin Kenaroğlu
Moroğlu Arseven	Işık Özdoğan
NSN Law Firm	Selma Ünlü
Stock Industrial Property Services	Kazim Dunder
Tellioğlu Kaşlioğlu	İhsan Tellioğlu
<b>HIGHLY RECOMMENDED</b>	
Alacayir	Esref Alacayir
ATG Law Firm	Ahmet Akgüloğlu
Cahit Suluk Intellectual Property Law Firm	Cahit Suluk
Destek Patent	Ersin Dereligil
Esin Attorney Partnership (Baker McKenzie)	Mine Guner
Kahveci Law Office	Vehbi Kahveci
Oktar & Oktar	Ayla Oktar
Ortan & Ortan Law Office	Necip Ortan, Rana Ortan
Özdirekcan Dündar Şenocak	Esra Dündar-Loiseau
Turuç	Kerem Turuç
<b>RECOMMENDED</b>	
Abacioglu Akici Guven	Merve Bihter Akici
Çağa & Çağa	Erdem Degerli
Cagirgan Law Firm & IP Services	Riza Ferhan Cagirgan
Dış Patent	Hakan Akdag
ELIG, Attorneys-at-Law	Gönenç Gürkaynak
Erdem Kaya Patent	Ahu Güneyle
IctemLegal	Serkan Ictem
June Intellectual Property Services	Dilek Ustun
Yasaman Law Firm	Zeynep Yasaman Kökçü

### DERIS: WELL ESTABLISHED IP EXPERTISE



Emre Kerim Yardimci

Leaders:  
Emre Kerim Yardimci,  
Aydin Deriş, Serra Coral  
and Banu Barbur  
Established:  
1912

**Track record:** Having been on the trademark scene for over a century, the boutique firm Deriş has some important names on their roster, including Pepsico, Bayer and Dystar. They also represent General Motors, the Ford Motor Company and Fiat Chrysler Automobiles US on IP and trademark matters. The firm is also active in litigation cases in the entertainment industry for companies such as Warner Brothers and Conde Nast.

**Team & differentiation:** The firm has expanded its focus from classical IP matters into overlapping areas like IT law, media, technology and telecommunications. Being that Deriş acts as a law firm and IP firm, they can help their clients at every stage of the IP protection process. Mr. Yardimci is also an active panelist at WIPO's Uniform Domain Name Dispute Resolution (UDRP) group.



**UK**



## TMT – LARGE CAP

### UK Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Goldman Sachs</b>	Anthony Gutman (Co-Head, EMEA Investment Banking Services)
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Luigi Rizzo (Head of Investment Banking, EMEA), Luca Ferrari (Head of European M&A)
<b>Barclays</b>	Pier Luigi Colizzi (Head of M&A, EMEA)
<b>Credit Suisse</b>	Cathal Deasy (Head of M&A, EMEA)
<b>J.P. Morgan</b>	David Lomer (Co-Head of M&A, EMEA), Dirk Albersmeier (Co-Head of M&A, EMEA)
<b>Morgan Stanley</b>	Mark Rawlinson (Head of Investment Banking, UK)
<b>HIGHLY RECOMMENDED</b>	
<b>Lazard</b>	Nicholas Shott (Head of UK Investment Banking)
<b>LionTree Advisors</b>	Aryeh Bourkoff (Chief Executive Officer)
<b>UBS Investment Bank</b>	Severin Brizay (Head of M&A, EMEA)
<b>RECOMMENDED</b>	
<b>BNP Paribas</b>	Eric Jacquemot (Head of Corporate Finance, UK)
<b>Rothschild</b>	Robert Leitão (Head of Global Advisory)

## TMT – SMALL TO MID CAP

### UK Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Arma Partners</b>	Paul-Noël Guély (Managing Partner)
<b>Goldman Sachs</b>	Anthony Gutman (Co-Head, EMEA Investment Banking Services)
<b>EXCELLENT</b>	
<b>Cavendish Corporate Finance (Oaklins)</b>	Nick Jones (Partner and Head of Technology)
<b>Citi</b>	Wilhelm Schulz (Chairman of EMEA M&A)
<b>Evercore Partners</b>	Andrew Sibbald (CEO of European Investment Banking)
<b>EY</b>	David Scourfield (Partner, Corporate Finance), Mark Brockway (Executive Director, Corporate Finance)
<b>Jefferies</b>	Jonathan Wilcox (Head of UK Investment Banking)
<b>HIGHLY RECOMMENDED</b>	
<b>Deloitte</b>	Paul Lupton (Head of Corporate Finance, UK)
<b>J.P. Morgan</b>	David Lomer (Co-Head of M&A EMEA), Dirk Albersmeier (Co-Head of M&A EMEA)
<b>Lepe Partners</b>	Jonathan Goodwin (Partner)
<b>Oakley Advisory</b>	Christian Maher (Managing Partner), Chris Godsmark (Managing Partner)
<b>RECOMMENDED</b>	
<b>Harris Williams &amp; Co</b>	Thierry Monjauze (Head of Europe)
<b>ING</b>	Gerald Walker (Head of Wholesale Banking, UK)
<b>Nomura</b>	Charles Pitts-Tucker (Head of Investment Banking EMEA)
<b>Ondra Partners</b>	Robert Hingley (Partner)

**HEALTHCARE - LARGE CAP**

## UK Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Goldman Sachs</b>	Karen Cook (Chairman UK Investment Banking)
<b>Rothschild</b>	Dominic Hollamby (Global Head of Healthcare)
<b>EXCELLENT</b>	
<b>Barclays</b>	Axel-Sven Malkomes (Vice Chairman Healthcare Investment Banking)
<b>Jefferies</b>	Jonathan Wilcox (Head of UK Investment Banking)
<b>Morgan Stanley</b>	Mark Rawlinson (Head investment banking UK)
<b>HIGHLY RECOMMENDED</b>	
<b>Bourne Partners Securities</b>	Banks Bourne (Chief Executive Officer), Molly Whitehurst Bourne (Managing Director)
<b>HSBC</b>	James Simpson (Co-Head of Advisory, EMEA)
<b>J.P. Morgan</b>	David Lomer (Co-Head of M&A EMEA), Dirk Albersmeier (Co-Head of M&A EMEA)
<b>UBS Investment Bank</b>	Severin Brizay (Head of M&A EMEA)

**HEALTHCARE - SMALL TO MID CAP**

## UK Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Rothschild</b>	Dominic Hollamby (Global Head of Healthcare)
<b>EXCELLENT</b>	
<b>Evercore Partners</b>	Andrew Sibbald (CEO of European Investment Banking)
<b>Goldman Sachs</b>	Karen Cook (Chairman of UK Investment Banking)
<b>Jefferies</b>	Jonathan Wilcox (Head of UK Investment Banking)
<b>KPMG</b>	Marc Summers (Director of Transactory Services), Mark Britnell (Chairman and Partner of the Global Health Practice)
<b>HIGHLY RECOMMENDED</b>	
<b>Grant Thornton</b>	Andy Morgan (Head of Corporate Finance), Bryan Higgins (Associate Director Healthcare Advisory)
<b>Numis Securities</b>	Alex Ham (Head of Corporate Broking and Advisory)
<b>Smith Square Partners</b>	Andrew Christie (Partner), Jonathan Coddington (Partner)
<b>RECOMMENDED</b>	
<b>Credit Suisse</b>	Cathal Deasy (Head of M&A EMEA)
<b>Deloitte</b>	Paul Lupton (Head of Corporate Finance UK)
<b>Houlihan Lokey</b>	Steve Winningham (Head of Corporate Finance Europe)
<b>J.P. Morgan</b>	David Lomer (Co-Head of M&A EMEA), Dirk Albersmeier (Co-Head of M&A EMEA)
<b>Lazard</b>	Nicholas Shott (Head of UK Investment Banking)
<b>WG Partners</b>	Nigel Barnes (Partner, Healthcare)

**PATENT PROSECUTION**

UK Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Boulton Wade Tennant</b>	Adrian Hayes, Claire Baldock, Nick McLeish, Tessa Bucks
<b>Carpmaels &amp; Ransford</b>	Richard Jackson, Susan Kirsch, Hugh Goodfellow, Gary Small
<b>D Young &amp; Co</b>	David Horner, Anthony Albutt, Jonathan Jackson, Charles Harding
<b>Dehns</b>	Alexander Piésold, Christopher Davies
<b>Kilburn &amp; Strode</b>	Gwilym Roberts, Peter Hale, Kristina Cornish
<b>EXCELLENT</b>	
<b>Gill Jennings &amp; Every</b>	Peter Finnie, Stephen Haley, Arnie Clarke
<b>J A Kemp</b>	Mike Nicholls, Mark Roberts
<b>Marks &amp; Clerk</b>	Campbell Newell
<b>Maucher Jenkins</b>	Hugh Dunlop, James Cross
<b>Mewburn Ellis</b>	Simon Kremer, Stephen Gill, Robert Watson, Simon Kiddle
<b>Potter Clarkson</b>	Richard Bassett, Ian Stevens
<b>HIGHLY RECOMMENDED</b>	
<b>Abel &amp; Imray</b>	Julian Bardo, Paul Brady
<b>EIP</b>	Jerome Spaargaren, Heather McCann
<b>Haseltine Lake</b>	Christine Fenlon, Elizabeth Cooper-Rolfe
<b>HGF</b>	Kate Taylor, Harry Hutchinson, Gary Wilson, Chris Moore
<b>Mathys &amp; Squire</b>	Peter Garratt, Harvey Adams, Ilya Kazi
<b>Reddie &amp; Grose</b>	Patrick Lloyd, Neil Thornton, Phil Bates
<b>Venner Shipley</b>	Tim Jump, Jan Walaski, Ian Grey, Sian Gill
<b>Withers &amp; Rogers</b>	Dave Croston, Nick Wallin, Adrian Tombling, Andrew Thompson
<b>RECOMMENDED</b>	
<b>Barker Brettell</b>	Priscilla Makovski, John Lawrence
<b>Beck Greener</b>	John Raynor
<b>Cleveland</b>	Adrian Bradley
<b>Elkington &amp; Fife</b>	Richard Gillard, Nick Ertl
<b>Forresters</b>	Jon Gowshall
<b>Keltie</b>	Devanand Crease, Shakeel Ahmad, Sean Cummings
<b>Slingsby Partners</b>	Philip Slingsby
<b>Wilson Gunn</b>	Mark Goodwin, David Slattery

**CARPMAELS & RANSFORD: EXEMPLARY SERVICE FOR TWO CENTURIES**



Richard Jackson

Leaders:  
Richard Jackson, Susan Kirsch, Hugh Goodfellow and Gary Small  
Established:  
1776

**Track record:** The long standing, traditional patent agency is renowned for its trademark and patent prosecution. The London based practice is the firm of choice for top US corporations, with their business representing a significant proportion of Carpmaels work. Johnson & Johnson, Ionis Pharmaceuticals and Mars are just some examples of their impressive clientele.

**Team & differentiation:** The fun, friendly and dedicated team at Carpmaels consists of experts in both law and science. With departments dedicated to chemistry, life sciences and engineering, they are adept at handling a variety of patent matters. Recently, the firm further expanded their capabilities in the litigatory sphere with the hire of top litigators including David Wilson, formerly of HSF.

## TRADEMARK PROSECUTION

### UK Best IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Boulton Wade Tennant</b>	John Wallace, Tony Pluckrose, Catherine Wolfe, Emma Pitcher
<b>Carpmaels &amp; Ransford</b>	Jonathan Day
<b>D Young &amp; Co</b>	Jeremy Pennant, Helen Cawley
<b>Marks &amp; Clerk</b>	Matthew Sammon, Campbell Newell
<b>EXCELLENT</b>	
<b>Dehns</b>	Joseph Letang, Elaine Deyes
<b>Gill Jennings &amp; Every</b>	Alasdair MacQuarrie, Rowena Price
<b>HGF</b>	Claire Hutchinson
<b>J A Kemp</b>	James Fish
<b>Kilburn &amp; Strode</b>	Carrollanne Lindley
<b>Maucher Jenkins</b>	Katie Cameron
<b>Reddie &amp; Grose</b>	Alice Findlay, Helen Wakerley, Jan Vleck
<b>Stobbs IP</b>	Julius Stobbs
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Jessica Le Gros
<b>Barker Brettell</b>	Sarah Lait, Tracy Arch
<b>Cleveland</b>	Imogen Wiseman, Jonathan Clegg, Lorna Hobbs
<b>Potter Clarkson</b>	Sanjay Kapur, John Peacock
<b>Sipara</b>	Robert Furneaux
<b>Urquhart-Dykes &amp; Lord</b>	Mark Green, Alison Simpson
<b>Venner Shipley</b>	David Birchall
<b>Wilson Gunn</b>	Mark Goodwin, James Robey
<b>RECOMMENDED</b>	
<b>AA Thornton &amp; Co</b>	Ian Gill
<b>Beck Greener</b>	Ian Bartlett, John Raynor, Rowland Buehrlen
<b>Bristows</b>	Paul Walsh
<b>Fieldfisher</b>	Leighton Cassidy
<b>Forresters</b>	Matthew Shaw, Steven Wake
<b>Keltie</b>	Alistair Gay, Rosemary Cardas
<b>Locke Lord</b>	John Olsen
<b>Mathys &amp; Squire</b>	Gary Johnston
<b>Mewburn Ellis</b>	Sofia Arenal
<b>Murgitroyd</b>	Emma Hodson
<b>Novagraaf</b>	Tom Farrand
<b>Nucleus IP</b>	Jandan Aliss
<b>Wildbore &amp; Gibbons</b>	Janella Barr

### GILL JENNINGS & EVERY: EXPERT TEAM OF QUALITY PRACTITIONERS



Rowena Price

Leaders:  
Rowena Price and Alasdair  
MacQuarrie  
Established:  
191

**Track record:** Working with businesses of all sizes – from startups to large corporations – Gill Jennings & Every's commercial approach to trademarks is closely aligned with their clients' interests. Acting for companies around the world, Hasbro, Mastercard and Under Armour are among the clients who have turned to the firm for their trademark expertise.

**Team & differentiation:** Gill Jennings & Every have an overarching ambition. The vision of the 12-partner practice is "to be the right choice for intellectual property" and their agile and professional team allows them to do this. Experts in IP, they recognize the difficulties in the field and endeavor to advise in simple and clear English.

## PATENT LITIGATION

### UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bird &amp; Bird</b>	Morag Macdonald, Katharine Stephens, Robert Williams
<b>Bristows</b>	Edward Nodder, Myles Jeff, Sally Field, James Boon
<b>Powell Gilbert</b>	Tim Powell, Penny Gilbert, Simon Ayrton, Zoë Butler
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Nicola Dagg
<b>Gowling WLG</b>	Gordon Harris, David Barron, Paul Inman, Alexandra Brodie
<b>Herbert Smith Freehills</b>	Mark Shillito, Sophie Rich
<b>Hogan Lovells</b>	Stephen Bennett
<b>Marks &amp; Clerk</b>	Mike Gilbert, William Cook
<b>Simmons &amp; Simmons</b>	Rowan Freeland
<b>Taylor Wessing</b>	Simon Cohen, Malcolm Bates, Matthew Royle
<b>HIGHLY RECOMMENDED</b>	
<b>Carpmaels &amp; Ransford</b>	Ian Kirby
<b>CMS</b>	Tom Scourfield
<b>EIP Legal</b>	Gary Moss
<b>Fieldfisher</b>	Nick Rose
<b>Pinsent Mason</b>	Clare Tunstall
<b>Redd Solicitors</b>	Anna Carboni, Sara Ashby
<b>RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Christopher Stothers
<b>Covington Burling</b>	Morag Peberdy
<b>D Young &amp; Co</b>	Richard Willoughby, Ian Starr
<b>DLA Piper</b>	John McKinlay
<b>Freshfields Bruckhaus Deringer</b>	Justin Watts,
<b>Linklaters</b>	Ian Karet, Nigel Jones
<b>Mishcon de Reya</b>	Ray Black
<b>Osborne Clarke</b>	Lorna Brazell
<b>Rouse Legal</b>	Tim Smith
<b>RPC</b>	Jeremy Drew

### POWELL GILBERT: PREMIER BOUTIQUE FOR PATENT LITIGATION



Tim Powell

Leaders:  
Tim Powell, Penny Gilbert,  
Simon Ayrton and Zoë  
Butler  
Established:  
2007

**Track record:** The IP litigation boutique has proven its place as a leading firm in the sector winning a number of cases including successfully defending mobile phone company Huawei in a patent case. With expertise in a wide range of industries, they are adept at handling patent litigations, whether in the UK, or across Europe. Key clients include Actavis, Vringo, Kymab and AirWatch.

**Team & differentiation:** The team of seven partners and 20 associates at Powell Gilbert are truly experts in patents, with each lawyer having a technical background. Additionally, a third of the team hold PhDs in scientific disciplines and partner Simon Ayrton frequently lectures on IP law.

## TRADEMARK LITIGATION

### UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Michael Hart, Ben Allgrove, Hiroshi Sheraton
<b>Bird &amp; Bird</b>	Morag Macdonald, Katharine Stephens, Robert Williams, Mark Holah
<b>Bristows</b>	Paul Walsh, Paul Jordan, Ian Gruselle, Simon Clark
<b>EXCELLENT</b>	
<b>CMS</b>	Tom Scourfield
<b>Redd Solicitors</b>	Anna Carboni, Sara Ashby
<b>Rouse Legal</b>	Jeremy Newman
<b>Simmons &amp; Simmons</b>	Michael Gavey, Adrian Smith
<b>Taylor Wessing</b>	Niri Shanmuganathan, Charles Lloyd
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Nicola Dagg, Neville Cordell
<b>DLA Piper</b>	John McKinlay
<b>Fieldfisher</b>	Nick Rose, Leighton Cassidy
<b>Herbert Smith Freehills</b>	Mark Shillito, Joel Smith
<b>Hogan Lovells</b>	Charlie Winckworth
<b>Lewis Silkin</b>	Simon Chapman
<b>Stephenson Harwood</b>	Eifion Morris
<b>RECOMMENDED</b>	
<b>Bear &amp; Wolf</b>	Simon Tracey, Mark Heritage
<b>Burges Salmon</b>	Jeremy Dickerson
<b>Charles Russell Speechlys</b>	Mary Bagnall
<b>D Young &amp; Co</b>	Ian Starr, Tamsin Holman
<b>Dentons</b>	John Linneker
<b>Fox Williams</b>	Simon Bennett
<b>Freshfield Bruckhaus Deringer</b>	Avril Martindale
<b>Marks &amp; Clerk Solicitors</b>	Kirsten Gilbert
<b>Mishcon de Reya</b>	Ray Black
<b>Osborne Clarke</b>	Robert Guthrie
<b>Pinsent Masons</b>	Clare Tunstall, Iain Connor
<b>Powell Gilbert</b>	Simon Ayrton
<b>Reed Smith</b>	Emma Lenthall
<b>RPC</b>	Jeremy Drew

### BIRD & BIRD: EXPERTS IN PAN-EUROPEAN TRADEMARK LITIGATION



Mark Holah

Leaders:  
Mark Holah, Morag  
Macdonald, Katharine  
Stephens and Robert  
Williams  
Established:  
1846

**Track record:** The pan-European firm are renowned for their leading IP litigation team and have acted in numerous high-profile cases, including representing Merck KGaA in a cross-border dispute regarding alleged trademark infringement and breach of a 1955 global coexistence agreement. Actavis, Admiral Group and Global Blue are some of the clients of a firm that's consistently recognized as a leader in the field.

**Team & differentiation:** The strong and agile team at Bird & Bird are adept at handling even the most challenging of trademark disputes. The 16-partner IP team in London further benefit from a network of over 300 lawyers working in 28 offices globally. Team leader Morag Macdonald, originally trained as a barrister, is an expert in navigating cross-border pan-European IP litigations.



# ASIA



**CHINA**



## CHINA VENTURE CAPITAL FIRMS LIST

The firms are listed alphabetically

FIRM	INDUSTRY
<b>Accel Partners</b>	Internet, mobile, software, e-commerce, analytics, IT
<b>CDH Investments</b>	Healthcare, consumption upgrade
<b>CDIB Capital</b>	Advertising, e-commerce, biotechnology
<b>Chengwei Capital</b>	Photography, technology, social games
<b>China Growth Capital</b>	SaaS, fintech, online education, consumer internet
<b>CITIC Capital</b>	Health & wellness, hardware/software, transportation
<b>Darby Technology Ventures</b>	Web development, software, music
<b>DST Investment Management</b>	Networking, social media, advertising
<b>DT Capital Partners</b>	Cleantech, advanced manufacturing, retail, TMT, healthcare
<b>Fountainvest Partners (Asia)</b>	Consumer retail, media & internet, healthcare, advanced industrials
<b>GIC Special Investments (Beijing)</b>	Internet, e-commerce, mobile
<b>Hillhouse Capital Management</b>	TMT, healthcare, consumer and premium industrials
<b>Hony Capital</b>	E-Commerce, photography, trading
<b>IDG Capital Partners</b>	E-Commerce, games, software
<b>JAFCO Asia</b>	E-commerce, mobile, games
<b>Jiuzhou Venture</b>	Energy, biomedicine, environmental protection, manufacturing, equipment industries
<b>KPCB China</b>	Digital, greentech, life sciences
<b>Legend Capital</b>	E-commerce, software, mobile
<b>Magic Stone Alternative Investment</b>	Internet, healthcare, TMT
<b>Maison Capital</b>	Consumer growth
<b>Northern Light Venture Capital</b>	Mobile, e-commerce, technology
<b>Oriza FoFs</b>	Healthcare, culture & entertainment, intelligent manufacturing, consumption upgrade, enterprise services
<b>Qiming Venture Partners</b>	Consumer internet, internet technology, healthcare, cleantech
<b>VI Ventures</b>	Technology
<b>Warburg Pincus Asia</b>	Software, biotechnology, e-commerce

Source: China Venture Capital and Private Equity Association, compiled by Leaders League

## PATENT PROSECUTION

### China Best Domestic Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
CCPIT Patent & Trademark Law Office	Hao Ma, Chuanhong Long
China Patent Agent (HK) Ltd (CPA)	Xiangling Zeng, Hong Luo, Tina H. Tai
Kangxin Partners	Samson G. Yu, James P. Chen, Shirley W. Dong, Gary G. Wu
Liu Shen & Associates	Wu Yang, Fengbo Tao
<b>EXCELLENT</b>	
Beijing Sanyou Intellectual Property Agency	Hui Li, Xiaolin Dang
China Science Patent & Trademark Agent	Yunpu Luo, Xu Wang, Bobo Wang
Dragon Intellectual Property Law Firm	Jing Xu, Wenyun Ding
King & Wood Mallesons	Yong Li, Wenping Chen
NTD Intellectual Property Attorneys	Wei Jian, Heather X. Lin, Rick X. Liu
Unitalen Attorneys at Law	Deshan Li, Hao Zhang
Wan Hui Da - Peksung IP Group	Gang Bai, Xiaoling Duan
<b>HIGHLY RECOMMENDED</b>	
China PAT Intellectual Property Office	Kelly Yao, Yingling Zhang
China Sinda Intellectual Property	Gary B. Zhang
CN-KnowHow IP Group	Shunxing Xie
KingSound & Partners	Vivian W. Huang
Leader Patent & Trademark Firm	Fang Liu
Lecome Intellectual Property Agent	James J. Xu
Linda Liu & Partners	Qixue Wei, Linda Liu
Shanghai Patent & Trademark Law Office	Hongxiang Wang
ZBSD Patent & Trademark	Jian Shen
Zhongzi Law Office	Bonan Lin, Gesheng Huang
<b>RECOMMENDED</b>	
AFD China Intellectual Property	Xia Zheng
Beijing East IP	Shanqiang Xiao
Chang Tsi & Partners	Howard W. Hao
Hylands Law Firm	Yungui Liu
Jeekai & Partners	Robin R. Zhao
Lung Tin International Intellectual Property Agent	Tai-Keung Cheng, Yong Xiang
Panawell & Partners	Michael M. Cai
Scihead IP Group	Yongqiang Xiong
Shangcheng & Partners	Chun Long
TDIP & Partners	Zhijia Huang

### KANGXIN PARTNERS: A TOP-TIER IP PRACTITIONER THAT AIMS HIGH



Samson Yu

Leaders:  
Samson Yu, James Chen,  
Shirley Dong and Gary Wu  
Established:  
1994

**Track record:** With 1,182 PCT applications, Kangxin was the filings champion in China and the 4th best worldwide in 2016. It also has an impressive success rate of over 90% for patent applications. The firm recently won a utility model patent application for an LED manufacturing company after having requested administrative reconsideration and successfully having a SIPO notification revoked.

**Team & differentiation:** The firm is one of the few Chinese IP firms to have obtained ISO 9001 certification, and it also implements advanced internal management systems to streamline workflow. Over 400 staff, including 215 specialist IP professionals, work together across five offices in Beijing, Xi'an, Germany, Japan and the US.

## TRADEMARK PROSECUTION

### China Best Domestic Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>CCPIT Patent &amp; Trademark Law Office</b>	Hao Ma, Zhongqi Zhou
<b>Wan Hui Da - Peksung IP Group</b>	Gang Bai, Haiyang Ren
<b>EXCELLENT</b>	
<b>1 Chang Tsi &amp; Partners</b>	Spring Y. Chang, Simon Y. Tsi
<b>Kangxin Partners</b>	Samson G. Yu, Gloria Q. Wu
<b>King &amp; Wood Mallesons</b>	Fei Liao, Xiaoli Yang, Jiuchu Lin
<b>LexField Law Offices</b>	Jan Y. Liu
<b>2</b>	
<b>China Patent Agent (HK) Ltd (CPA)</b>	Hong Luo, Yuemin Lu
<b>Liu Shen &amp; Associates</b>	Zhanying Jia, Lily C. Lei
<b>NTD Intellectual Property Attorneys</b>	Yanling Cui, Aidi Ge
<b>Unitalen Attorneys at Law</b>	Rya L. Zhao, Dan Chen
<b>HIGHLY RECOMMENDED</b>	
<b>An, Tian, Zhang &amp; Partners</b>	David X. Tian
<b>Beijing East IP</b>	Jason Wang
<b>Beijing Janlea Trademark Agency</b>	Joanne Jiao
<b>China Sinda Intellectual Property</b>	Sherrie X. An
<b>China Trademark &amp; Patent Law Office</b>	Gang Xiong
<b>Shanghai Patent &amp; Trademark Law Office</b>	Zhenglong Jiang
<b>Zhongzi Law Office</b>	Xuemin Chen
<b>RECOMMENDED</b>	
<b>HFG Law &amp; Intellectual Property</b>	Daisy Y. Yao
<b>Hylands Law Firm</b>	Yunze Lian
<b>IntellecPro</b>	Qi Hu

### CCPIT: A LONG-STANDING LEADER WITH AN ENVIABLE PORTFOLIO



Zhongqi Zhou

Leaders:  
Zhongqi Zhou and Hao Ma  
Established:  
1957 (CCPIT Trademark  
Agency)

**Track record:** As the oldest and one of the largest IP firms in China, CCPIT maintains its strong reputation as a well-established full-service leader, and is particularly praised for its opposition work. In 2016, it successfully defended the opposition of Chrysler against Zhongshan Shiqi Unit Yuansheng Garment Manufacturing's trademark applications for "Battlefield Jeep" in Chinese.

**Team & differentiation:** With offices in Beijing, New York, Tokyo, Munich, Hong Kong, Shanghai and Guangzhou, CCPIT has a global reach. Over 53 specialist IP professionals work at its trademark/ domain name practice, capable of handling massive trademark portfolios. Professionals with complementary expertise often work together on the same file, providing comprehensive service.

## PATENT LITIGATION

### China Best Domestic Firms

The firms are listed alphabetically within each band

FIRMS	LEADING PARTNERS
<b>LEADING</b>	
China Patent Agent (HK) Ltd (CPA)	Tina H. Tai, Scott G. Wang, Yuhe Wu
King & Wood Mallesons	Yong Li, Yugong Qin, Mia M. Qu
Liu Shen & Associates	Fengbo Tao, Jianyang Yu
<b>EXCELLENT</b>	
CCPIT Patent & Trademark Law Office	Hao Ma, Chuanhong Long
Fangda Partners	Dixon H. Zhang, Gordon G. Gao, James B. Hu
Kangxin Partners	Shirley W. Dong, Gary G. Wu
Lifang & Partners	Guanbin Xie, Xi Sun
Zhongzi Law Office	Bonan Lin, Gesheng Huang
<b>HIGHLY RECOMMENDED</b>	
Chang Tsi & Partners	Howard W. Hao, Martin R. Meng
China Sinda Intellectual Property	Gary B. Zhang
JunHe	Zoe Z. Wang, James J. Zhu
LexField Law Offices	Hongyi Jiang
Unitalen Attorneys at Law	Deshan Li, Robert Y. Li
Wan Hui Da - Peksung IP Group	Gang Bai, Shouqi Zhong
Watson & Band	George Q. Fu
Zhong Lun Law Firm	Jihong Chen, Helen F. Cheng
ZY Partners	Richard X. Huang, Hui Zhang
<b>RECOMMENDED</b>	
An, Tian, Zhang & Partners	David X. Tian
Anjie Law Firm	Liangyong Liu, Binxin Li
China Science Patent & Trademark Agent	Xinhua Wang
Jeekai & Partners	Robin R. Zhao
JT&N Jincheng Tongda & Neal	Jason Z. Pang
NTD Intellectual Property Attorneys	Christopher C. Shen
Panawell & Partners	William W. Yang
Scihead IP Group	Xu Wen, Yuanlin Shen

### CHINA PATENT AGENT (HK) LTD (CPA): AN ILLUSTRIOUS LEADER DEDICATED TO EXCELLENCE



Scott Wang

Leaders:  
Tina Tai, Scott Wang and  
Yuhe Wu  
Established:  
1984

**Track record:** CPA had a very active year in 2016. It recently won a patent infringement case at the Shanghai Intellectual Property Court on behalf of a Swedish company. It also successfully represented a European lighting manufacturer in two patent administrative litigation lawsuits relating to the application of Article 33 of Chinese patent law, an issue much discussed within the industry over recent years.

**Team & differentiation:** As one of the three pioneer Chinese IP firms, CPA has a sizable team of 570 staff, including 220 patent attorneys, 30 trademark attorneys and 68 lawyers. A mature and effective computerized daily-operation management system guarantees the outstanding quality of its work, and the corporate structure distinguishes the firm from its Chinese peers.

## TRADEMARK LITIGATION

### China Best Domestic Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1 King &amp; Wood Mallesons</b>	Fei Liao, Xiaoli Yang, Yusheng Shi
<b>Wan Hui Da - Peksung IP Group</b>	Gang Bai, Haiyang Ren, Hui Huang
<b>EXCELLENT</b>	
<b>2 China Patent Agent (HK) Ltd (CPA)</b>	Scott G. Wang, Yuhe Wu
<b>CCPIT Patent &amp; Trademark Law Office</b>	Hao Ma, Zhongqi Zhou
<b>Chang Tsi &amp; Partners</b>	Spring Y. Chang, Simon Y. Tsi
<b>Kangxin Partners</b>	Gloria Q. Wu
<b>Liu Shen &amp; Associates</b>	Zhanying Jia, Wen Zhong
<b>Unitalen Attorneys at Law</b>	Ray L. Zhao, Robert Y. Li
<b>Zhongzi Law office</b>	Xuemin Chen
<b>HIGHLY RECOMMENDED</b>	
<b>An, Tian, Zhang &amp; Partners</b>	David X. Tian
<b>China Sinda Intellectual Property</b>	Sherrie X. An
<b>Fangda Partners</b>	Dixon H. Zhang, Gordon G. Gao, James B. Hu
<b>JT&amp;N Jingcheng Tongda &amp; Neal</b>	Decheng Li, Jason Z. Pang
<b>JunHe</b>	Jessica C. Xu, Qiang Ma
<b>LexField Law Offices</b>	Jan Y. Liu
<b>Lifang &amp; Partners</b>	Guanbin Xie, Bin Zhang
<b>NTD Intellectual Property Attorneys</b>	Christopher C. Shen, Huifang Dong
<b>Watson &amp; Band</b>	George Q. Fu, Yizhou Liu
<b>Zhong Lun Law Firm</b>	Jihong Chen, Dongxiao Ma
<b>ZY Partners</b>	Hui Zhang, Jingbing Li
<b>RECOMMENDED</b>	
<b>Anjie Law Firm</b>	Steve K. Zhao
<b>China Trademark &amp; Patent Law Office</b>	Gang Xiong
<b>FERRANTE Intellectual Property</b>	James Wang
<b>HFG Law &amp; Intellectual Property</b>	Lanny L. Li
<b>Hylands Law Firm</b>	Yunze Lian
<b>Lawjay Partners</b>	James Z. Luo

### WAN HUI DA - PEKSUNG IP GROUP: A KEY PLAYER WITH EXCELLENT CONTENTIOUS COMPETENCE



Gang Bai

Leaders:  
Gang Bai, Haiyang Ren and  
Hui Huang  
Established:  
1999

**Track record:** Wan Hui Da has a number of important European and American clients, including Michelin, Lacoste, GE and Zippo. It successfully represented 3M in a seven-year trademark infringement case against Changzhou Hua Wei Advanced Material that manufactures and distributes “3N” products, and the Supreme People’s Court dismissed the opponent’s application for retrial in 2016.

**Team & differentiation:** Created by a group of trademark attorneys with the initial objective of assisting international companies on IP matters in China, Wan Hui Da has always been strong in trademark, contentious or non-contentious matters, with a special emphasis on in-depth investigations and sophisticated raid actions. It merged with Peksung IP in November 2016, adding strength in patent.



**INDIA**

## TMT

### India Best Investment Banks

The banks are listed alphabetically within each band

BANK	KEY LEADERS
<b>LEADING</b>	
<b>Aventus Capital</b>	Ranu Vohra (Chief Executive Officer), Gaurav Deepak (Head of Financial Advisory)
<b>Kotak Investment Banking</b>	T. V. Raghunath (Head of Corporate and Investment Banking)
<b>EXCELLENT</b>	
<b>Credit Suisse</b>	Mihir Doshi (Country Head)
<b>EY</b>	Amit Khandelwal (Partner, Transaction Advisory Services)
<b>Goldman Sachs</b>	Sonjoy Chatterjee (Chairman, India), Bunty Bohra (Managing Director)
<b>J.P. Morgan</b>	Kaustubh Kulkarni (Head of Investment Banking)
<b>KPMG</b>	Romal Shetty (Chief Operating Officer, Advisory)
<b>Morgan Stanley</b>	Aisha De Sequeira (Co-Country Head and Head of Investment Banking)
<b>HIGHLY RECOMMENDED</b>	
<b>Citi</b>	Pramit Jhaveri (Chief Executive Officer)
<b>Deloitte</b>	Sumit Khanna (Head of Corporate Finance)
<b>Mape Advisory</b>	Jacob Mathew (Managing Director)
<b>Signal Hill Capital</b>	Klaas Oskam (Managing Director), Nitin Bhatia (Managing Director)
<b>RECOMMENDED</b>	
<b>Jefferies</b>	Probir Rao (Head of Investment Banking)
<b>Rothschild</b>	Amitabh Malhotra (Managing Director)
<b>Standard Chartered</b>	Amit Mimani (Executive Director, M&A)

## PATENT PROSECUTION/LITIGATION

### India Best Domestic IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Anand and Anand</b>	Pravin Anand, Archana Shanker
<b>K&amp;S Partners</b>	Ravi Bhola
<b>Lakshmikumaran &amp; Sridharan</b>	Adarsh Ramanujan
<b>Remfry &amp; Sagar</b>	Ashwin Julka
<b>S. Majumdar &amp; Co.</b>	S. Majumdar, Abhishek Sen, Sanchita Ganguli, Mythili Venkatesh
<b>EXCELLENT</b>	
<b>Krishna &amp; Saurastri Associates</b>	Manish Saurastri
<b>Lall Lahiri &amp; Salhotra</b>	Rahul Chaudhry
<b>R.K. Dewan &amp; Co.</b>	Mohan Dewan, Niti Dewan
<b>Singh &amp; Singh Lall &amp; Sethi*</b>	Saya Choudhary
<b>Subramaniam &amp; Associates</b>	Hari Subramaniam
<b>HIGHLY RECOMMENDED</b>	
<b>D.P. Ahuja &amp; Co</b>	Samaresh Chakraborty
<b>De Penning &amp; De Penning</b>	R.P. Bhattacharyam, David Solomon
<b>Inttl Advocare</b>	Vishal Tripathi
<b>Kan &amp; Krishme</b>	Sharad Vadehra
<b>Khaitan &amp; Co.</b>	Jose Madan
<b>LexOrbis</b>	Manisha Singh
<b>Obhan &amp; Associates</b>	Essenese Obhan
<b>Saikrishna &amp; Associates</b>	Saikrishna Rajagopal
<b>RECOMMENDED</b>	
<b>Aditya &amp; Associates</b>	Vipul N. Bhuta
<b>ALMT Legal</b>	Rakesh Prabhu
<b>Chadha &amp; Chadha</b>	S.C. Chadha, N. Ramchandani
<b>Cyril Amarchand Mangaldas</b>	Ranjan Negi
<b>Groser &amp; Groser</b>	Francis Groser
<b>HK Acharya &amp; Co</b>	Rajeshkumar Acharya
<b>Khurana &amp; Khurana</b>	Vinod Khurana, S.B. Mehta
<b>Mohan Associates</b>	A.A. Mohan, Brinda Mohan
<b>Shardul Amarchand Mangaldas</b>	Dev Robinson
<b>Zeus IP Advocates</b>	Gunjan Paharia, Naveen Varma

\*Seperation of Singh & Singh and Lall & Sethi pending

### S. MAJUMDAR & CO: EXCEPTIONAL PATENT PRACTICE



S. Majumdar

Leaders:  
S. Majumdar, Abhishek Sen, Sanchita Ganguli and Mythili Venkatesh  
Established:  
1993

**Track record:** The full-service IP firm are adept in both contentious and non-contentious patent matters. Pharmaceuticals are a particular area of strength for the firm, and they recently represented Cipla in a pre-grant opposition against a patent application by Boehringer. Huawei and Ericsson are also clients.

**Team & differentiation:** The team, comprised of three partners and 22 other qualified lawyers, is led by S Majumdar. With 30 years experience in the field, he is active in various IPR awareness programs and has promoted the initiative throughout the firm. The patent attorneys come from various technical backgrounds, with expertise ranging from organic chemistry to electrical engineering.



## TRADEMARK PROSECUTION/LITIGATION

### India Best Domestic IP Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Anand & Anand	Archana Shanker
Remfry & Sagar	Ashwin Julka
Singh & Singh Lall & Sethi*	Chander Lall**, Bitika Sharma
<b>EXCELLENT</b>	
Inttl Advocare	Preetika Singh
K&S Partners	Rajendra Kumar, Kenneth Benjamin
Krishna & Saurastri Associates	Sunil Krishna, Manish Saurastri
Lall Lahiri & Salhotra	Rahul Chaudhry, Anuradha Salhotra
Saikrishna & Associates	Saikrishna Rajagopal
<b>HIGHLY RECOMMENDED</b>	
De Penning & De Penning	R. P. Bhattacharyam, David Solomon
Khaitan & Co	Adheesh Nargolkar
Khurana & Khurana	Mohinder Vig
Krishnamurthy & Co	Nikhil Krishnamurthy
R.K. Dewan & Co	Mohan Dewan, M. R. Nair
S.S Rana & Co	Vikrant Rana
W.S. Kane & Co	Himanshu Kane
<b>RECOMMENDED</b>	
Aditya & Associates	Sonali V. Bhuta
Amarjit & Associates	Amarjit Singh
Cyril Amarchand Mangaldas	Ranjan Negi
D.P. Ahuja & Co	Samaresh Chakraborty
Fidus Law Chambers	Shwetashree Majumder
Kan & Krishme	Sharad Vadehra
Lakshmikumaran & Sridharan	Damodar Vaidya
Legasis Partners	Yogesh Chawak
Luthra & Luthra Law Offices	Gayatri Roy
RNA IP Attorneys	Rajiv Suri
Zeus IP Advocates	Gunjan Paharia, Naveen Varma

\*Separation of Singh & Singh and Lall & Sethi pending

\*\*Designation as senior advocate pending

### REMFRY & SAGAR: LEADING FULL SERVICE IP BOUTIQUE



Ashwin Julka

Leader:  
Ashwin Julka  
Established:  
1827

**Track record:** The full-service IP boutique advises 7,000+ predominately international clients, including Sony, AstraZeneca, Google and BP. Recent highlights include representing the World Trade Centers Association on a trademark infringement suit, with damages of \$300,000 as well as acting as counsel for Armstrong World Industries in a \$75,000 trademark misuse case.

**Team & differentiation:** With a firm focus on quality, Remfry & Sagar have a dynamic and receptive team of a total of 80 professionals across the firm. The trademark department consists of 40 attorneys, who are knowledgeable in a broad range of sectors including finance, electronics and pharmaceuticals.



# JAPAN

## PATENT PROSECUTION

Japan Best Domestic Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Nakamura & Partners	Fumiaki Ohtsuka, Kaichi Shishido
Yuasa & Hara	Shinjiro Ono, Osamu Yamamoto
<b>EXCELLENT</b>	
Abe, Ikubo & Katayama	Hiroshi Kobayashi, Norio Ohmori
Aoyama & Partners	Keiichi Gonjou, Michiko Matsutani
Seiwa Patent & Law	Junichi Tsuruta, Tetsuji Koga
Soei Patent & Law	Yoshiki Kuroki, Yoshinori Shimizu
TMI Associates	Yoshiyuki Inaba, Hidetoshi Masunaga
<b>HIGHLY RECOMMENDED</b>	
Anderson Mori & Tomotsune	Yasufumi Shiroyama, Yoshikazu Iwase
Kyowa Patent and Law Office	Hirohito Kastunuma, Yasukazu Sato
Shiga International Patent Office	Masatake Shiga, Yasuhiko Murayama
Sugimura	Tatsuya Sawada, Kyoichi Saito
<b>RECOMMENDED</b>	
Fukami Patent Office	Hisao Fukami
Ohno & Partners	Seiji Ohno
STW & Partners	Wataru Sueyoshi

### SUGIMURA: PATENT PROSECUTION EXPERT ACTIVE ON THE INTERNATIONAL SCENE



Tatsuya Sawada

Leaders:  
Tatsuya Sawada and  
Kyoichi Saito  
Established:  
1923

**Track record:** Sugimura's expert advice has allowed them to have long lasting relationships with their clients. The firm has managed the national and international IP protection strategy for a multinational steel products manufacturing company. They've also handled patents in the electronics, audio, energy, audiovisual and healthcare industries for a global electronics and ceramics manufacturer.

**Team & differentiation:** Sugimura's IP practice is composed of 175 members of staff including three partners and 57 associates. With more than 50 percent of their activity dedicated to international filings, their distinct character includes high level of technical expertise, extensive knowledge of the Japanese IP practice, and experience in cross-border prosecution.

## PATENT LITIGATION

### Japan Best Domestic Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Abe, Ikubo &amp; Katayama</b>	Eiji Katayama, Junichi Kitahara
<b>Nakamura &amp; Partners</b>	Minoru Nakamura, Koichi Tsuji
<b>TMI Associates</b>	Katsuro Tanaka, Tetsuro Toriumi
<b>EXCELLENT</b>	
<b>Anderson Mori &amp; Tomotsune</b>	Kenichi Nakano, Hiroyuki Kanae
<b>Mori Hamada &amp; Matsumoto</b>	Yutaka Miyoshi, Yoshifumi Onodera
<b>STW &amp; Partners</b>	Wataru Sueyoshi, Hajime Watanabe
<b>Yuasa &amp; Hara</b>	Kozo Yabe, Miyuki Hanai
<b>HIGHLY RECOMMENDED</b>	
<b>Nagashima Ohno &amp; Tsunematsu</b>	Ryoichi Mimura, Tohru Nakajima
<b>Ohno &amp; Partners</b>	Seiji Ohno, Hideaki Kobayashi
<b>RECOMMENDED</b>	
<b>Kubota</b>	Eiichi Kubota
<b>Sonderhoff &amp; Einsel</b>	Felix-Reinhard Einsel
<b>Wada &amp; Watanabe</b>	Nobuhiro Wada

### ABE, IKUBO & KATAYAMA: A STRONG LITIGATION TEAM IN ALL INDUSTRIES



Junichi Kitahara

Leaders:  
Eiji Katayama and  
Junichi Kitahara  
Established:  
1959

**Track record:** The firm has recently successfully helped a client to get a nullifying high-court award on three counterfeit anti-cancer drug patents that violated their client's rights. The firm also defended an international computer technology manufacturer against a patent infringement claim filed by another company, the claim was dismissed for non-infringement on a final award without appeal.

**Team & differentiation:** The firm counts on 134 members of staff working in the IP department. Partner Junichi Kitahara, has a remarkable record of representing national and foreign clients in patent infringement litigations and invalidity appeals. He has experience dealing with IP claims in the pharmaceutical, chemistry, biotechnology, medical devices and mobile sectors.

## TRADEMARK PROSECUTION/LITIGATION

Japan Best Domestic Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Nakamura &amp; Partners</b>	Hiroyuki Itaki, Daisaku Fujikura
<b>TMI Associates</b>	Yoshiyuki Inaba, Katsuro Tanaka
<b>Yuasa &amp; Hara</b>	Osamu Suzuki, Toshiyuki Fukai
<b>EXCELLENT</b>	
<b>Anderson Mori &amp; Tomotsune</b>	Yoshikazu Iwase, Yasufumi Shiroyama
<b>Mori Hamada &amp; Matsumoto</b>	Hiroki Saito, Saori Maekawa
<b>Seiwa Patent &amp; Law</b>	Atsushi Aoki, Hisashi Tajima
<b>Shiga International Patent Office</b>	Tadao Takashiba, Hirohisa Suzuki
<b>HIGHLY RECOMMENDED</b>	
<b>Abe, Ikubo &amp; Katayama</b>	Hiroshi Kobayashi, Yasuhito Suzuki
<b>Kyowa Patent and Law Office</b>	Manabu Miyajima, Teruhisa Motomiya
<b>Nagashima Ohno &amp; Tsunematsu</b>	Ryoichi Mimura, Masato Tanaka
<b>STW &amp; Partners</b>	Wataru Sueyoshi, Shinishiro Yoshiba
<b>RECOMMENDED</b>	
<b>Ohno &amp; Partners</b>	Hitoshi Nakamura
<b>Soei Patent &amp; Law Firm</b>	Tomoya Kurogawa, Jie Du
<b>Sonderhoff &amp; Einsele</b>	Felix-Reinhard Einsele
<b>Wada &amp; Watanabe</b>	Nobuhiro Wada

### NAGASHIMA OHNO & TSUNEMATSU: EXPERT ADVICE ON IP TRANSACTIONAL MATTERS



Ryoichi Mimura

Leaders:  
Ryoichi Mimura and  
Masato Tanaka  
Established:  
2000

**Track record:** Nagashima Ohno & Tsunematsu has recently handled a case of unlawful divulgence of technical know-how from an important machine manufacturer to a competitor by a former employee. The court ruled a condemning award to both the competitor and the former employee becoming Japan's first condemnation under the Anti-unfair Competition Act.

**Team & differentiation:** The firm's IP department is made up of seven partners and 22 associates including former IP High Court judge Ryoichi Mimura whose experience in IP litigation is outstanding. The firm also advises clients on IP transactional matters such as IP due diligence, licensing, R&D agreements, IP M&A and IP Finance.

### TMI ASSOCIATES: EXCELLENT CLIENT COMMUNICATION



Katsuro Tanaka

Leaders:  
Katsuro Tanaka and  
Yoshiyuki Inaba  
Established:  
1990

**Track record:** TMI Associates successfully represented Red Bull AG on a trademark invalidation claim against a Japanese company. The firm's very diverse client portfolio includes important companies in media entertainment, sports and IT-related matters. They have also advised clients in protecting their IP rights in fields such as nanotechnology, semiconductors and pharmaceuticals.

**Team & differentiation:** The IP department at TMI numbers 33 partners, 103 associates and more than 75 IP attorneys. Their aim is to create strong IP portfolios and to provide timely legal assistance. The firm adopts a close-to-client approach through their international network of professionals giving prompt and accurate responses to their clients IP demands.

## GENERAL IP

## Japan Best International Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie Gaikokuho Joint Enterprise</b>	Kensaku Takase, Toshio Sasaki
<b>Hogan Lovells Horitsu Jimusho Gaikokuho Kyodo Jigyo</b>	Lloyd Parker, Hiroto Imai
<b>Morrison &amp; Foerster</b>	Robert Hollingshead, Stuart Beraha
<b>EXCELLENT</b>	
<b>Finnegan</b>	Naoki Yoshida
<b>Jones Day</b>	Shogo Asaji
<b>Orrick Herrington &amp; Sutcliffe</b>	David Evan Case
<b>HIGHLY RECOMMENDED</b>	
<b>Foley &amp; Lardner</b>	Etsuo Doi
<b>Herbert Smith Freehills</b>	Peter Godwin
<b>Ropes &amp; Gray</b>	Kaede Toh
<b>RECOMMENDED</b>	
<b>DLA Piper Tokyo Partnership Gaikokuho Kyodojigyo Horitsu Jimusho</b>	Tomoko Saito
<b>Morgan Lewis &amp; Bockius</b>	Chris Mizumoto
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Ryan Goldstein
<b>Sughrue Mion</b>	Yoshinari Kishimoto
<b>White &amp; Case</b>	Brian Strawn

**MORRISON FOERSTER:  
WORLDWIDE PRESENCE WITH NATIONAL EXPERTISE**


Stuart Beraha

Leaders:  
Stuart Beraha and Robert  
Hollingshead

Established:  
1987

**Track record:** The firm recently successfully advised technology company Fujitsu in their global strategic alliance with Oracle America combining the companies' world-wide UNIX server businesses. Morrison Foerster also represented Toshiba in its semiconductor patent license with Micron and its flash memory alliance with M-Systems.

**Team & differentiation:** The IP department offers the service of 12 partners and 28 other legal professionals advising in all aspects of IP matters, including transactional strategies with a strong practice in technology. Partner Stuart Beraha has broad experience in technology, content, branding and other intellectual property development, licensing and partnering transactions.

**FINNEGAN:  
A STRONG INTERNATIONAL IP PRACTICE**


Naoki Yoshida

Leader:  
Naoki Yoshida  
Established:  
1988

**Track record:** The firm's Tokyo office deals with all IP matters with a strong accent on consumer electronics, electrical and mechanical arts, and engineering cases. The firm has handled ground-breaking cases for Japanese clients such as Toyota and Mitsubishi in important trademark infringements claims.

**Team & differentiation:** Managing Partner and US lecturer on IP law, Naoki Yoshida, has vast experience in both the US and the Japanese jurisdictions allowing the firm to masterfully handle uniquely complex cases due to the cultural differences between both countries.

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**William Gilmore**  
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Aberdeen Asset  
Management



**Arnaud de Cremiers**  
Partner  
Adams Street  
Partners



**Thomas Frei**  
Senior Partner  
Akina



**Fabrice Nottin**  
Partner  
Apollo Global  
Management



**Renaud Sueur**  
Managing Director  
Arcole Industries



**Blair Jacobson**  
Partner  
Ares Management



**Jean-Baptiste Wautier**  
Managing Partner  
BC Partners



**Franck Maasen**  
Chief Executive  
Officer  
BUT



**Mark Ligertwood**  
Partner  
Dunedin



**Pierre Boulet**  
Chief Executive  
Officer  
Mecaplast

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PARTNERS



EXTERNAL

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# Connected Objects in Healthcare Are Very Valuable IP Rights!

Innovation in the Internet of Things is amazing, especially in the medical devices and healthcare industry. Yet the valuation of connected objects is a real issue. Which is the fair value of these assets? What are the keys to value the connected objects' intellectual property?



**Caroline de Mareuil-Villette,**  
French, Belgian & European  
Patent Attorney



**Claire Verschelde,**  
French, Belgian & European  
Patent Attorney

## ABOUT THE AUTHORS

Caroline de Mareuil-Villette and Claire Verschelde, Ph.D., French, Belgian & European Patent Attorneys, are founding partners of ICOSA, an IP law firm in medical devices, life sciences and chemistry). In addition to their expertise in patents, ICOSA has developed skills in the protection of software, databases and copyright to meet its client's demand for protection of connected objects in healthcare.

Connected objects played a starring role in the huge 2015 CES Convention in Las Vegas, as more than 900 exhibitors presented connected objects. In 2013 a McKinsey report predicted that by 2025 the market for connected objects in healthcare would be between \$1.1 billion and \$2.5 billion, and that the strongest innovation would be dedicated to treatment and remote monitoring of patients having chronic diseases (such as diabetes, for example), implementing incredible sensors and software. A few years on, it sounds like this prediction was probably an underestimate.

Our health is a major goal for the medical industry involved in connected objects. From the connected watch to the health API on our smartphone, a vast quantity of data is registered: how fast and often we walk or run, what our cardiac rhythm is, and even how deep we sleep. Sometimes, we do not even realize that this data is automatically collected when our smartphone is on. There is no doubt that connected objects will, by themselves, take a larger place in our lives and in healthcare management.

In this technological revolution, valuating innovation is of huge importance. Every

week in the news, we hear that big companies gets involved with or take control of startups, building up the connected objects of the future. Is valuation based on human skills and extraordinary people or, more basically, on the incredible intellectual property (IP) underlying these connecting objects? Probably both. For IP, valuation relies on intangible assets: utility patents, design patents, databases, software, copyrights and Trademarks.

### Intellectual property: the smart card to play

Patenting a connected object is not that simple, and must take into account existing case laws, especially in the US.

In the US, in the *Alice Corp v. CLS Bank* case, the Supreme Court set a distinction between a patentable and a non-patentable invention. Abstract ideas are not eligible for patent protection: anytime a USPTO examiner suspects an abstract idea, he/she is supposed to further review the claims to determine whether they amount to "significantly more" than an abstract idea. If the answer is positive, i.e. if the invention is found to provide a significant contribution much higher than the abstract idea in itself, then the claims are determined

to relate to patent-eligible subject matter, which makes it sounds very intellectual. It actually is. Therefore it starts to become a real headache to draft patent applications on connected objects, and the challenge is to show that the software solution integrated in the objects brings, together with the hardware and the structure of the object, a significant contribution to the state of the art.

In Europe, a patent is a technical solution to a technical issue. This solution can implement software but cannot, as a whole, be software. The number of patents filed with the European Patent Office grows every day (+11% in 2015)!

Patent rights are not the only intellectual property rights at stake: there are no connected objects without data collection. The issue of big data is real: A race to own databases on everything is a currently taking place. Database IP rights is an independent right, *sui generis*, and using it to valuate intellectual property is an excellent idea.

Also, thinking of connected objects immediately refers to design: importance and value of design patent and models grows every day. These are also very valued in the anti-counterfeiting fight.

## KEY POINTS

- Connected medical devices have become a major issue
- The valuation of connected medical devices is closely linked to the strength of their intellectual property rights
- Various protections must be considered simultaneously: patents, software, databases, trademarks, copyright
- The most effective strategies are recognized by the major market players, who invest heavily to dominate this market with great potential

### Know-how: how to value intellectual property in a very active transactional market

Being able to create an IP assets portfolio is a quality expected from the CEO of a technological startup. The whole wealth of the startup relies on its IP assets and the CEO has to be in a position to capitalize them. Identify what is valuable in the ideas and R&D results, understand how the collection of data can be efficiently used as a commercial resource, ask for development of user-friendly graphic interface, manage the copyrights, protect source codes, assess the need for new designs, use commercial secret, have patent applications filed: these is the strategic work of a CEO.

Valuating an IP portfolio is a preliminary step of any acquisition or fund raising. This exercise has to meet precise requirements: define valuation perimeter, distinguish essential assets from accessories, know about the strengths and weaknesses

of these assets, mitigate development-associated risks, and keep a time schedule on development consistent with the business plan.

When assessing value of connected objects, it is recommended to refer to comparative market analysis, while in this case, we tend to be cautious with regard to the highest valuations. At the moment, the leading players of the market are in competition on this market in high potential, which just begins to open, and the highest valuations reach sky high summits: Google acquired Nest for more than 3 billion dollars, Qualcomm acquired CSR for more than 2.5 billion dollars, and Cisco has invested 1 billion dollars in various startups and continues to announce new purchases. This does not mean that all connected objects startups will be able to reach such high purchase prices, but the number of transactions clearly shows that the market for mergers / acquisitions of connected objects startups is extremely active.

### Standards: a major challenge

Finally, it is almost certain that the connected objects industry will pass through the paths opened by the telecom players. Many competing systems exist, but with the development of connected objects, network standardization will become necessary. Industrial property matters may well arise. Some patents will become what is called SEP (Standard Essential Patents), i.e. patents which claim an invention which is required to ensure compliance with the applicable standards; the various companies will have to find the conditions on which licenses can be granted: the FRAND (fair, reasonable, and non-discriminatory) system may be called in again. Who will select the standards for connected medical devices? Will it be each State, in a desire to combine telemedicine and connected medical devices? Will the EU manage the standards, at the dawn of this major change of life and habits? The proposals will certainly come from private companies, dominating the medical device sector. The stakes are incredibly high.

MEDTECH IS THE SECTOR WITH THE LARGEST NUMBER OF PATENT APPLICATIONS, WITH AN INCREASE OF 11% IN 2015 COMPARED TO 2014

#### MEDICAL TECHNOLOGY



12,474  
+11% ↗

#### DIGITAL COMMUNICATION



10,762  
+3,2% ↗

#### COMPUTER TECHNOLOGY



10,549  
+7,8% ↗

#### ELECTRICAL MACHINERY APPARATUS, ENERGY



10,198  
-1,8% ↘

#### TRANSPORT



7,802  
-1,6% ↘

#### MEASUREMENT



7,727  
+8% ↗

#### ORGANIC FINE CHEMISTRY



6,414  
+2,1% ↗

#### ENGINES, PUMPS, TURBINES



6,374  
+17,9% ↗

#### BIOTECHNOLOGY



6,048  
+5,1% ↗

#### PHARMACEUTICALS



5,884  
+9,6% ↗

# Patentability in the Digital Era

The patentability of inventions relating to digital technology is approached in a different manner in Europe and in the US. In 2014, the Supreme Court's decision in *Alice vs. CLS Bank* has significantly modified the American approach. This article is a comparative analysis of the eligibility criteria for patentability in Europe and in the US.



**Nathalie Baptiste,**  
Supélec Engineer, European  
Patent Attorney



**Jean-Baptiste Thibaud, PhD,**  
European Patent Attorney,  
Head of Patent Department

## ABOUT THE AUTHORS

Nathalie Baptiste, Supélec Engineer, European Patent Attorney at LOYER & ABELLO law firm.

Jean-Baptiste Thibaud, PhD, European Patent Attorney, Head of Patent Department at LOYER & ABELLO, law firm specializing in intellectual property law.

*We acknowledge Julien Lacheré, Partner at BCF (Montréal) for fruitful discussions.*

## Highlight

In *Alice*, the Supreme Court defines a test of patent eligibility for software claims.

## US Perspective

Between 1982 and 2014, the number of US software issued patents increased significantly. This trend was seen as a negative drift in some areas (business methods, in particular). As a result, the Supreme Court's decision in *Alice vs. CLS Bank* in 2014 has raised the bar on eligibility criteria for patentability by defining new outlines that continue to be delimited in lower court decisions.

Statutory law of the United States does not define any exclusions from patentability. However, a number of exclusions have been developed through case law. The exclusions from patentability set forth by the United States Supreme Court in its decisions in *Gottschalk vs. Benson*, *Parker vs. Flook* and *Diamond vs. Diehr* include abstract ideas, natural phenomena and laws of nature.

## New Post-Alice Reality

In *Alice*, the Supreme Court defines a test of patent eligibility for software claims (see graph). Step 1 aims at determining whether a claim is directed to one of the four patent-eligible subject matter categories: process, machine, manufacture, or composition of matter.

If the condition of Step 1 is met, then the test continues to Step 2A. Step 2A aims at determining whether the claim as a whole embraces a judicially recognized exception, such as a law of nature, a natural phenomenon, or an abstract idea. With regard to this step, the Supreme Court did not define what it meant by "an abstract idea," and merely provided a non-exhaustive list of "abstract ideas." The list includes economic practices, methods of organization of human activities, ideas as such, and mathematical relationships and formulas.

If claimed subject matter is directed to a judicial exception, then it must be analyzed in accordance with Step 2B. Step 2B aims at determining whether the elements of the claim, considered

both individually and as an ordered combination, are sufficient to ensure that the claim as a whole amounts to "significantly more" than the exception. The Supreme Court did not give a definition of what is "significantly more." The USPTO guidelines provide examples of some limitations that may qualify as "significantly more" when recited in a claim with a judicial exception, such as improvements to the functioning of the computer itself, effecting a transformation or reduction of a particular article to a different state or thing.

The USPTO guidelines also provide examples of the limitations that were held to be insufficient to qualify as "significantly more," when recited in a claim that included a judicial exception, such as performing repetitive calculations, receiving, processing and storing data, scanning or electronically retrieving data from a physical document, electronic recordkeeping, automating mental tasks, or receiving and transmitting data through a network.

## KEY POINTS

- In the US, the Supreme Court's decision in *Alice vs. CLS Bank* has significantly raised the bar on eligibility criteria for patentability.
- In the US, if a claimed subject matter is directed to a judicial exception, then it must include elements ensuring that the claim as a whole amounts to “significantly more” than the exception.
- In Europe, any subject matter that has a technical character, namely a technical solution to a technical problem, is an eligible invention for patent protection.

### European Perspective

Unlike in the laws in the US, European laws followed by the European Patent Office (EPO) have been relatively stable in the last decade. For example, Article 52 (2) of the European Patent Convention lists subject matter that, considered as such, is not patent-eligible. The list of exclusions recites: “in particular [...], -“Discoveries, scientific theories and mathematical methods; - Aesthetic creations; - Schemes, rules and methods for performing mental acts, playing games or doing business, and computer programs; - Presentations of information.”

The concept of **technical character** has emerged through European case law as a determinative criterion to answer these questions. This means that for the EPO, any subject matter that has a technical character, namely a technical solution to a technical problem, is an eligible invention for patent protection. Conversely, any subject matter lacking technical character cannot be regarded as an invention even if it is not expressly included in the list of exclusions.

Finally, the inventive step required for subject matter to be patentable in Europe (this criterion might be considered as being similar to the US Criteria of non-obviousness) cannot derive from non-technical features. This requirement must be assessed solely on the basis of technical features of a claim.

### Criteria for assessing technical character

The European Patent Office has refrained

thus far from giving a comprehensive definition of the term “technical character,” likely because it views the Patent Law as being intended to encourage new inventions.

Certain features are usually attributed to technical subject matter in the decisions of the EPO, such as:

- Artificial features that do not exist in nature
- Features that are physical, concrete, from the real world
- Features corresponding to a reproducible, objective causal description
- Features specialized in some realities or activities.

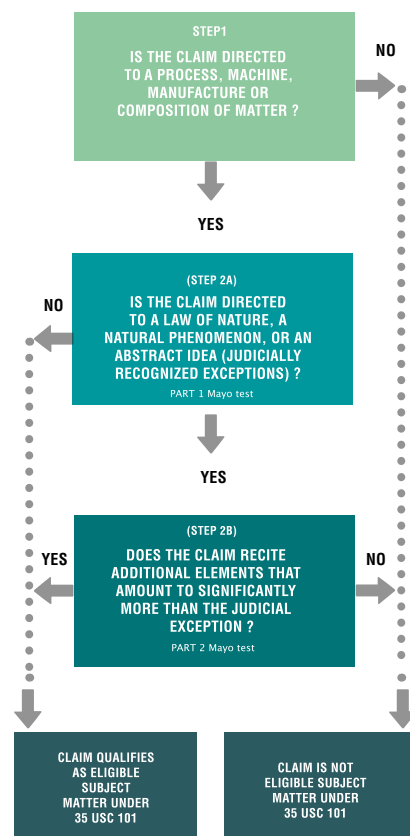
Interestingly, a computer program does not appear to be deprived, at first glance, of the above-mentioned features. However, the list of exclusions calls for a “further technical effect” which is beyond the inherent properties of the categories of subject matter excluded by law.

Case law shows that the technical character is not present in a computer-implemented invention that only solves a problem in a field specifically deemed non-technical as per the exclusions list (methods for performing mental acts, playing games or doing business).

Conversely, in a scientific field such as optical system design, it occurred that a claim initially rejected by the EPO became patentable for the sole reason that a computer program was further recited in it.

In conclusion, some convergences are emerging between the development of European and US laws on protection of inventions relating to digital technology

generally and software technology in particular. Nevertheless, points of divergence are bound to remain given the very different legal frameworks of the two jurisdictions. Patent applications must be carefully crafted to improve the chances of meeting the criteria of both jurisdictions, in particular by including a thorough description of the various implementations of the invention, emphasizing the technical character of the invention and the problem(s) it solves.



# Protection of Europeans' Personal Data in the US: Status and Challenges Ahead

In the wake of the *Safe Harbor*<sup>1</sup> invalidation by the European Court of Justice, the EU Commission and the US FTC negotiated the terms of the *Privacy Shield*, a new framework for protecting the personal data of EU citizens transferred to the US. With the Trump administration coming to power, and the Privacy Shield first annual evaluation approaching, questions arise as to the solidity of this new framework.



Constantin Pavleas



Marguerite Gaeremyck

## ABOUT THE AUTHORS

Constantin founded Constantin Pavleas Avocats in 2001, a IT/IP boutique. He assists clients in a broad range of transactional work, including inbound and outbound licensing, SAAS contracts, IP assignments, IT services, standard development groups, patent pools, IP monetization programs and strategic alliances. He regularly acts as IP counsel in M&A transactions. Constantin teaches IT law at HEAD law school.

Marguerite joined Constantin Pavleas Avocats in February 2016, after two years at Arendt & Medernach in Luxembourg. Marguerite assists clients in negotiations of development and distribution licenses, SAAS agreements, IP assignment agreements, IP portfolio management, marketing agreements, representative agreements, joint development agreements and M&A transactions.

Mrs. Falque-Pierrotin, President of the French Data Protection Authority and of the EU working group on data protection matters (the “G29”), met representatives of the Trump administration in Washington from the 29th to 31st of March 2017 in order to clarify the American position following the US elections regarding the guarantees offered by the *Privacy Shield* to EU citizens and discuss the effectiveness of such guarantees.

“At this stage there is a fair level of uncertainty as to the future of the *Privacy Shield*”

### The legal framework for the transfer of personal data from the EU to the USA

The European Union (“EU”) has enacted legislation<sup>2</sup> to regulate the processing of personal data and implement safeguards aiming at ensuring that data transferred outside of the EU would be adequately protected. Thus, for the transfer of personal data to the USA, the transferring entity can enter into EU standard contractual clauses with the receiving entity, compelling the parties to implement security measures. Another possibility is for a group of companies established in different countries to establish binding corporate rules including security

measures to be applied within such group of companies for the transfer of personal data among their entities. The transfer of personal data to a third country can also take place if such country ensures an adequate level of protection of the data. Under the new EU data protection regulation (the “GDPR”) that will enter into force in May 2018, any transfer of personal data from France to countries outside of the EU may be undertaken under the conditions described above. The EU Commission, having the authority to decide whether a third country ensures an adequate level of protection, had considered on July 26, 2000, that under the *Safe Harbor*, the USA ensures an adequate level of protection of the transferred data.

### The invalidation of the *Safe Harbor* and the implementation of the *Privacy Shield*

Following the revelations of Edward Snowden in 2013, an Austrian Facebook user challenged the *Safe Harbor* before the Irish data protection authority, highlighting that the US could not be

considered as ensuring an adequate level of protection as the US National Security Agency (the “NSA”) could have access to the transferred personal data through indiscriminate and bulk data collection. The case reached the European Court of Justice (the “ECJ”) which declared invalid the *Safe Harbor*. The ECJ noted that the US public authorities were not bound by the *Safe Harbor* and could proceed to massive interceptions of the transferred personal data. It emphasized that the US requirements of national security, law enforcement and public interest prevailed over the *Safe Harbor* rules and therefore the *Safe Harbor* subscribers could disobey its protective principles.

In order to replace the *Safe Harbor*, the US Federal Trade Commission (the “FTC”) implemented the *Privacy Shield* for companies to transfer individuals data from the EU to the USA. This scheme entered into force in the EU on August 1 2016, and provides for Privacy Principles. The G29 considered that significant improvements have been brought by this new framework but noted areas for improvement<sup>3</sup>. Regarding access to personal data by public authorities, the G29 noted the US commitment to refrain from mas-

## KEY POINTS

- In the wake of the *Safe Harbor* invalidation, the EU and the US have negotiated the *Privacy Shield*, a legal framework aimed at protecting Europeans' personal data transferred across the Atlantic.
- This framework needs to be reinforced and, in its current state, is not immune from legal challenge.
- In this context, the positions under the new US administration create uncertainty as to the future of the *Privacy Shield* and it may be wise for US companies processing Europeans' personal data to consider alternative legal bases.

sive surveillance and the institution of an ombudsperson to handle and solve complaints from individuals. The G29 expressed the desire for more guarantees as to the independency of this ombudsperson as well as concrete safeguards aiming at ensuring that no massive surveillance will occur. The *Privacy Shield* includes an annual joint review mechanism to assess its operation and US commitments. It is conducted by the EU Commission and the US Department of Commerce with the participation of EU data protection authorities. The first annual assessment should be made this year.

### The Trump administration's initial actions create concerns

The recent decisions under the Trump's administration show, as transpired during the presidential campaign, that the new government weighs in favor of facilitating access to personal data<sup>1</sup>.

In an executive order related to illegal immigrants executed by Donald Trump in January 2017, a provision expressly stated that US privacy principles would not be extended to non-US citizens. Even though this executive order appears to be inconsistent with the *Privacy Shield*, the EU Commission has considered that it does not violate the application of the *Privacy Shield*, including because it refers to privacy principles that only apply to data collected in the US, whereas the *Privacy Shield* applies to data collected outside the US.

A recent token of this new policy is the US Senate resolution allowing internet service providers to sell Internet users' data to advertisers and other third parties, without consent. This resolution overturns a rule implemented by the US Federal Communications Commission which banned the sale of Internet users' data without their consent<sup>5</sup>.

### Conclusion

Considering their initial actions, the Trump administration seems to favor security over personal data protection. In this context, the new administration may question the guarantees included in the *Privacy Shield* or refuse to reinforce them, as requested by the G29. They may also consider that the *Privacy Shield* offers a practical framework facilitating US companies doing business with the EU and be inclined to hear Europeans' requests for improvement in connection with its annual assessment. At this stage, there is a fair level of uncertainty as to the future of the *Privacy Shield*. EU companies and US subscribers of the *Privacy Shield* should be attentive to its first annual assessment and may find it wise to examine alternative legal bases for EU-US transfers of personal data. Of note, the GDPR provides for new legal grounds such as for (i) public authorities to implement binding agreements, and (ii) both data processors and data controllers to adhere to certification mechanisms or codes of conduct.



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<sup>1</sup> The safe harbor program includes principles related to the protection of personal data; US companies could voluntarily subscribe to these rules.

<sup>2</sup> Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data.

<sup>3</sup> The G29 noted that there were no precise rules regarding the automated individual decisions based on automated processing and the right of opposition was missing.

<sup>4</sup> D. Trump notably promised during his campaign the creation of a national database of Muslims as an anti-terror resource for national security services.

<sup>5</sup> US Senate resolution voted on March 23, 2017, and confirmed by the US House of Representatives on March 29, 2017.

# Optimising Your Industrial Property Strategy – An Effective Growth Lever

Industrial property rights are complex instruments of distinct potential, provided they are applied through a targeted strategy. It is important that their particular nature and diverse economic applications be fully understood in order to obtain a powerful tool.



**Gaëlle Loinger**

## ABOUT THE AUTHOR

Gaëlle Loinger-Benamran is an Intellectual Property Lawyer who created PARTENAIRES PI 10 years ago with the desire to turn it into an efficient office that responds to the needs of its clients in an operational and reactive way. Beyond the protection of rights, Gaëlle quickly became interested in the economic aspects of IP and specialized in defining and setting up strategies to defend and value intangible assets.

In addition to a monopoly on exploitation, industrial property rights confers a competitive advantage to their owners, where such private intangible rights offer genuine economic value, and represent a growth vehicle for the companies that exploit them, whether directly or indirectly.

To establish the extent of their economic potential, it is important to first understand (1) their transversal nature, and (2) their potential economic valuation.

### 1) Understanding the transversal nature of IP assets

Industrial property rights are transversal in nature. They have a three-fold existence in the fields of law, marketing, and finance.

In the first instance, they are legal titles that confer on their owner an exploitation monopoly, the sustainability of which depends on their availability, their distinctiveness, and the thoroughness of the registration process.

From a marketing point of view, industrial property rights enable a company to set it itself apart, to distinguish itself in

the eyes of the public, and also to differentiate its products and services from those of its competitors.

The existence of a superposition of industrial property rights for a single product or service can confer a competitive advantage on the company holding such rights lasting several months or even years.

Finally, industrial property rights have a financial and accounting dimension. Their inclusion in the accounts creates intangible assets.

**“The multi-disciplinary aspect of industrial property makes it a powerful weapon of economic competitiveness”**

For the owner, the industrial property right appears on the balance sheet as an asset if it generates income, if it can be sold and/or legally protected, and if it remains a company asset for more than one year.

The multi-disciplinary aspect of industrial property makes it a powerful weapon of economic competitiveness: where legal, marketing, and financial factors combine to support an industrial property right, its valuation is assured and the company is able to create genuine added value to its assets.

The economist G. Lecointre conducted a study into the added value that companies enjoy from their intangible assets by assigning to the intangible assets of 1,000 SMEs a rating of between 0 and 20. He observed that companies with a rating between 18 and 20 had a compound annual revenue growth rate (CAGR) of 6.7%, while those with a rating between 8 and 10 had a CAGR of 1.7%<sup>1</sup>.

Industrial property assets are more than ever a source of growth for economic operators if they are able to exploit them via an adapted strategy, optimising their value and advantages.

### 2) Understanding IP asset valuation methods

Among economic operators, the general view of the utility of industrial property rights has changed over the past 20 years. Initially seen by professionals as a means of excluding competitors, today it is viewed as a growth lever in its own right. Economic operators have understood the potential of IP assets, which they now perceive more as an investment to be budgeted and converted into profit.

Companies have discarded the somewhat restrictive vision of their rights in terms of exclusivity, and now consider them to



## KEY POINTS

- Industrial property is transversal in nature: legal, marketing, and financial.
- Industrial property is not only a right that confers exclusivity, it is a growth lever, an essential and profitable investment.
- The valuation of intangible assets is a function of a targeted strategy established within the company's overall development objective.
- The valuation of IP rights produces a numerical result whereas the reference criteria are purely legal and qualitative.

be a means of structuring a market via value creation strategies such as licensing, co-existence agreements, and strategic alliances.

The choice of valuation is combined with the overall commercial and financial strategy of the company to ensure maximum profitability.

In this regard, periodic valuation of industrial property rights is required prior to determining the growth generated.

Valuation may be used, in particular, to avoid a tax error when pricing assets and

incorporating them on the balance sheet. In accounting terms, an industrial property right is an intangible asset subject to income or corporation tax, and it is also subject to capital gains and VAT upon assignment or licensing.

The IP rights must also be valued for accounting depreciation (for designs and patents only), to cost a contribution in kind or to calculate a royalty for a licensing agreement.

The most commonly practiced valuation method is that of discounted cash flow.

The different phases of which are established in accordance with the valuation objective, enabling its benefits to be targeted.

1. First of all, the scope must be defined by verifying (i) the existence and ownership of all the industrial property rights, the thoroughness of the submission/registration procedures, the absence of potential obstacles that could undermine their sustainability, and (ii) the contractual environment of the rights.
2. The risks detected and/or the advantages revealed must also be rated based on a scale established by the evaluator.
3. Finally, based on the calculated value, taking into account the company's revenue and the forecasts made, a discount or premium must be applied in line with the extent of any identified risks and/or advantages.

In this manner, we move from a qualitative and legal appreciation of industrial property rights to an accounting and financial result.

The continuous and controlled valuation of the industrial property assets makes it possible to ensure its financial optimization in the service of an overall economic growth of the company.



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*PARTENAIRES PI has extensive experience in the field of intellectual property thanks to the professional experience of its people, whose profiles and career paths complement one another. Thanks to the wealth of such experience and a shared set of values, PPI's partners are perfectly equipped to assist their clients in all strategic aspects of Intellectual Property.*

<sup>1</sup> G. Lecoindre, "Le capital immatériel, source de valeur et de performance," *Les Echos*, 16/02/2017

<sup>2</sup> C. Kalanje, SME division of WIPO, [www.wipo.int](http://www.wipo.int)

# The Hirsch International IP Law group: Ahead of the curve

This is a story of vision, of people and of working together to reach a common goal, all of which started in 1968, a year full of changes and innovations. By centering its development strategy on its founding values and uniting diverse talents sharing the same vision, The Hirsch IP Law group formed of Hirsch & Associés, Avocats (Barristers) and Hirsch & Partners, Patent Attorneys has secured a prominent place in the competitive environment of IP services.

What comes to mind when you think of the year 1968? No doubt the burgeoning civil rights movements and the assassination of Martin Luther King Jr. in the United States, or the protests and revolutions in France and the rest of Europe. Today people still remember these events because of the seismic social and political changes they wrought.

Other significant breakthroughs in innovation were made the same year. Boeing introduced the world's first jumbo jet, the 747, then the largest passenger aircraft, a milestone in the global aviation industry. The first manned spacecraft to orbit the moon, Apollo 8 carried three human beings to our closest celestial neighbor.

When young Marc-Roger Hirsch became a French intellectual property attorney, in French a *Conseil en Propriété Industrielle*, and founded his IP firm in 1968, he probably didn't realize that it would go on to become an industry game changer.

Since then, the firm has undergone tremendous development in the spirit of its founding values – delivering

uncompromising quality in comprehensive IP services and anticipating clients' needs – and has always stood alone in the French market as a unique leader, strong in both prosecution and litigation.

## A pioneer that is still innovating

To understand an organization's present, we



must go back in time and trace its origins.

**Marc-Roger Hirsch** is probably viewed by many as having a peculiar existence in the IP industry. With the rapid growth of IP prosecution activities, in order to satisfy clients' needs, he qualified in 1977, to join the profession known in French as *Conseil*

*juridique* (legal advisors or non-pleading lawyers), in addition, obviously, of his IP attorney status. He was at his beginning an Examiner at the International Patent Institute (ancestor of the European Patent Office) and an Examiner at the Dutch Patent Office during three years.

French Law No° 90-1259 of 31 December

1990, which amended an earlier 1971 Law, with its implementing orders, introduced significant changes to the profession of barrister (*avocat*) consisting in amalgamating the existing professions of barrister and legal adviser. Hirsch thus continued to keep his IP attorney status, while now being able to plead before the Paris Bar, incidentally, this was achieved by referring to the *Décret d'Allarde* of 1791 that guaranteed the continuation of his previous activity. He

eventually became a barrister in 1997, continuing the activities of IP attorney with the authorization of the Paris Bar of Attorneys at Law (*Avocats*).

In contrast to other European jurisdictions, in France the IP litigation and prosecution professions are separate, therefore firms

that excel at both activities are rare. As early as in 1985, Hirsch predicted that the profession of IP attorney would converge eventually with the profession of lawyer. A passionate reader of history, he drew this conclusion from his observation of history: the first European patent applications were filed in 1978, and a few years later, firms began litigating in Munich before the EPO and other national courts, engaging judicial procedures. He keenly sensed an increasing demand for expertise in judicial issues. In 1997, by dividing his patent attorney's firm in two firms, for the reasons explained above, i.e. Hirsch & Associés, specializing in IP litigation and maintaining an IP firm Hirsch & Partners specializing in IP prosecution, he was the first person to bring together two complementary organizations in terms of skills and activities, offering

clients a comprehensive, efficient and cost effective service through the entire value chain of IP, from acquisition of rights through to their protection and defense. The firm has had such a profound influence that many people in France who have dual qualification were trained here: later on either they founded their own firms or created the IP branch at large law firms. The close collaboration in Hirsch IP Law group between the teams of multidisciplinary IP attorneys of Hirsch & Partners and the teams of lawyers and barristers of Hirsch & Associés, all highly specialized and qualified in IP, is the origin of a powerful synergy and a key element in both firms' success when it comes to complex technical questions arising in the assertion and defense of IP rights – which nowadays embrace much more than just patent rights.

Today the IP Law group has a highly-qualified team of around 60 employees, including approximately 20 engineers and lawyers. This medium scale allows the firms to have the advantages of critical mass and high quality of services, while avoiding the disadvantages of some larger organizations, and remain flexible, reactive and rapid when it comes to internal decision-making. With a clear focus on patents, the group is also active in trademark and designs, copyright, domain names and unfair competition. Innovation is also an integral part of daily work. The group has launched several modernization projects: within several months, it has gone paperless; a huge effort at standardization has been done on the most time consuming part of each procedure, task and activity, so as to increase efficiency and dynamism in the market. Other projects are also underway. In



**MARC ROGER HIRSCH**  
Founder & Senior Partner,  
**HIRSCH**

The economic situation is different to that ten years ago. In the past we discussed with the legal department, but today we discuss with the purchasing department who make their choice of external counsel primarily on the basis of pricing. We have to cope with this new situation and explore an appropriate position in the market.

During a period of crisis, in order to beat the competition, companies are fiercer than ever in defending their IP rights. Because of this and other reasons, we have more judicial issues than juridical ones.

The future of our profession would be limited if we didn't change our mindset. The recent evolution of the French law will impact our activities, which means that we have to be able to accompany clients along the whole value chain, from prosecution to defense. We have already achieved this and will continue to accompany these evolutions. Few other firms are able to do this, but it is extremely important for the future.

order to better serve clients' evolving needs, the group constantly proposes new services such as the mapping of patents and technologies. In line with its collaborative approach, the group encourages each team member, not just the partners, to participate in brainstorming for new ideas and projects.

### **Strong individuals united by the same vision**

*The success of an organization depends not only upon having the right vision, product or service, but also the right people to carry out the vision and build the product or service day in and day out.*

United around visionary founding partner

Marc-Roger Hirsch, partners, lawyers and attorneys at the firm have impressive backgrounds and expertise, and work in unison.

**Christophe Andral** is the partner heading the chemistry and life sciences department. He is fully qualified in the IP field and benefits from a long and solid IP practice of more than 25 years within two major international companies. He started his career in 1985 as a patent attorney at Rhône-Poulenc Chimie and then moved to L'Oréal in 1993 where he became Worldwide Chief Patent Counsel from 1995 to 2013. He is fully familiar with drafting, filing and prosecuting patent at

national, European (EPO) and international (PCT) proceeding levels. Besides managing an important patent department and the team of patent attorneys attached thereto, Andral's skills also include opposition, validity study and right-to-market (freedom-to-operate) study, litigation, managing and valuing patent portfolios, defining and implementing industrial property policies, including employee's inventions reward systems, and providing strategic and global IP advices to clients. In his previous position, he had frequent interactions and contributions with corporate and local legal departments, the R&D legal department



**CHRISTOPHE ANDRAL**  
Partner,  
**HIRSCH**

Client needs and expectations have significantly changed over the decades, and companies are now reversing the trend and re-internalizing everything. We need to modernize the profession of IP attorneys and introduce new services expected by the client. The classic expertise of writing-prosecuting-defending will still exist, but meanwhile a number of new services will be required by clients.

After having worked for decades at companies, notably L'Oréal, I have gained important business savvy and I want to put this at service of our clients to best serve their interests.

(contracts, licences) and the business development (collaborations, merge and acquisitions, due diligences). As a result of his background, he has acquired a special and significant expertise in the field of disputes and litigations attached to patent law (infringement and employee's invention), and also in the field of US patent law. Having spent significant time in the United States, he speaks perfect English and has a good understanding of the IP laws of different jurisdictions around the world.

**Guangtao Bu** is the partner in charge of the mechanics and electro-mechanics department. After having worked over five years in transport and logistics as a naval engineer in China, he chose to come to France, attracted by the deep and diverse cultures, traditions and history of the country and the European continent. After working in the industry, then at a large Parisian IP law firm and having been trained in the patent law of the United States at a Virginian law firm, Guangtao joined Hirsch IP group in 2014. Convinced that IP is just a specialization while the common part of law, is just as important, he wanted to strengthen this aspect and therefore started attending classes in law at Strasbourg and Paris universities during his free time. After graduating with Masters in law, he is currently in the process of writing a law thesis. In addition, he is the only person in France to have the multiple IP qualifications, of being a European patent attorney with French and Chinese Patent Attorney qualifications. He is currently members of the European Qualifying Examination Committee and of an ISO-AFNOR Standardization Committee. He speaks Chinese (native language) as well as English and French.

**Olivier Cochonneau**, promoted to partner on January 1st 2017, leads the electronics,

IT and telecoms department and works closely with Guangtao Bu on several trans-disciplinary subjects. Convinced of the importance of the practical use of science, he studied applied mathematics at INSA (National Institute of Applied Sciences), and then computer science, statistics and probabilities at Rouen University. He started his career in R&D in computer science, signal and image processing in the industry in the UK and then in France. He went on to work as an examiner for the European Patent Office (EPO) for six years in different technical fields related to computers and telecoms. Spurred on by the aspiration of having a comprehensive view of the whole innovation chain instead of just evaluating technical application, from 2013 on, he worked for a number of large IP law firms in France and Belgium, and ran one secondary office for one of these firms. He acquired through these positions sound experience in patent prosecution and litigation, and also in running and managing an IP law firm, before joining Hirsch. He is currently a member of the Board of Examiners for the French IP qualification exam in the patents section. He speaks English, German and Dutch.

**Frederic Nguyen**, French and European patent attorney, PhD in Analytical Chemistry of the Pierre et Marie Curie University in Paris with a major in Electrochemistry. Graduated on patents from the CEIPI (European Center for Intellectual Property of the Law Faculty of Strasbourg University). Former research fellow at the California Institute of Technology in the field of ion-exchange polymer membranes for fuel cells, he then worked at the battery division of PSA and at the Compagnie Française d'Electrochimie, and joined Hirsch in 2004. He has an excellent experience in battery technology: lead-acid, nickel-metal hydride alkaline and

lithium ion batteries, and speaks English.

A team of three IP attorneys and three lawyers work on the trademark side, among whom:

**Jean-Marc Lefrançois**, Master in public law, graduated in E.E.C Law, doctor (D.E.S.S) of the Panthéon-Sorbonne University. He is an authorized representative of European trademark office in Alicante. Barrister since 1985, he joined Hirsch in 1997 as a litigator. A seasoned expert in advising and pleading before courts on competition, advertising, contracts, consumer rights and protection, as well as labor law, he is particularly specialized in design and copyright laws, and the number of actions he won in this field is very high. He speaks English.

**Emmanuelle Tevenin** worked as a lawyer in the General Directorate of the French Patent and Trademark Office for more than four years, where she was closely associated with the preparation of the comprehensive overhaul of trademark law which occurred in France in line with Act of parliament No. 91-7 of January 4, 1991, including implementation of the first European directive on trademarks and the codification of all French IP law. These missions included her being designated as Commissioner of the Government on several occasions. She also worked in a solicitor's office in the UK during several months. At Hirsch since 1992, she deals in particular with issues of trademark protection and litigation for major US and European companies. She speaks English.

**Georgia Devos** graduated from French and Berkley University, has lived several years in the US. She advises clients on a wide range of IP matters relating to trademarks, designs, copyright, internet and unfair competition, with a focus on assisting in the protection, monitoring, management, defense and

enforcement of worldwide trademark and design portfolios, negotiation and conclusion of worldwide coexistence and assignment agreements. Beginning her career in the IP litigation department of Courtois Lebel where she started to practice court procedure relative to IP matters, she then worked at Cabinet Lepeudry from 2003 to 2008, advising clients on their IP projects and responsible notably for worldwide trademark and design portfolios. She joined Hirsch IP group in 2008 and speaks English.

### **Rooted in France yet operating internationally**

*Agility, flexibility and open-mindedness are quite often the watch-words of a successful organization in today's ever-changing environment.*

Nowadays, IP subjects can no longer be treated with our attention limited to the technical and/or juridical facets. There is a

need for multidisciplinary treatment, and IP professionals need to have a broader knowledge regarding the regulatory part, finance, even business management. The profession is also undergoing internationalization and standardization of work. IP attorneys are one of the professions that have felt the most impact from globalization and are among the most international.

Therefore, at Hirsch, people believe that the IP attorney profession will need a combination of competences, for delivering their services in other European countries. Not only was it the first firm to have two teams working together in IP litigation and IP prosecution, but it was also the first to operate beyond national borders, with international clients representing nearly 50% of the firm's activities. Thanks to the international training or work experience and diverse

origins of the partners and associates and thanks to the European patent and trademark attorney qualifications held by most of its members, as well as to their language skills, the group is able to directly file and handle IP portfolios for clients in a certain number of European countries, in Germany, UK, Ireland, Belgium, Austria, the Netherlands and Luxembourg, and in trademark matters, Benelux, which allows highly appreciated cost and time savings for clients.

In a world where regulation changes fast and new technologies and business models emerge even faster, traditional professions such as IP attorney need to be rethought. IP attorneys need to act and react faster. Much more will happen over the next ten years than in the past thirty. With one eye on the future, the Hirsch people are determined to be agile, flexible and intelligent.



**GUANGTAO BU**  
Partner,  
**HIRSCH**

I'm always an outsider. There is an old Chinese saying: "You cannot tell the true shape of a mountain when you are in the mountain; in order to see it well, you need to go outside." Originating in China, I've always observed France from a different angle and compare it with other countries. With my studies in technology, law, economy and business management, I also try to view the profession of IP attorney and my firm from the outside.

There is a trend toward harmonization within Europe and the global IP system is also converging. My ultimate purpose is to have a comprehensive view of different jurisdictions and industries so as to propose the optimal solution for our clients.



**OLIVIER COCHONNEAU**  
Partner,  
**HIRSCH**

In the last ten years, the IP market has opened-up, which brought opportunities and challenges for IP law firms. But not every firm necessarily has the experience and team to embrace this opportunity.

Some firms are adopting a wait-and-see attitude, observing the continuous evolution of the Law; among those taking action, some still hold on to the culture of IP attorney firms, with a colossal prosecuting framework and only a small team of lawyers; in these firms, there is not a synergy nor a culture of litigation yet. Others, a few French law firms, offer marginal prosecution services but have the culture of big full-service litigation firms, with a prosecuting team and activity which is not valued.

It is rare to see firms like ours that create true synergies among litigation and prosecution teams, not for marketing purposes or opportunism, but for real. Our clients recognize this.

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D.R.

## « Companies often underestimate the importance of IP in strategic management »

INTERVIEW WITH  
**Henri Philippe**  
 Partner, **Accuracy**

### To what extent is innovation an important asset for Accuracy?

Since its creation in 2004, innovation has been part of Accuracy's DNA. The reason is simple, we are certainly not the only consulting firm in the market, nor the biggest one, hence for us innovation is a key factor of differentiation! Part of the consulting business is to deliver knowledge and expertise, and in order to maintain a strong position in the market we have to constantly innovate, renewing our methodology and offering new ways to approach issues. Years ago, our first innovation concerned management package valuation. We developed a methodology called Accur'Option® intended to appraise this type of sophisticated instruments. We used the same innovative approach for financial institutions, which are facing new challenges for which they often need to respond in short timeframes. We built up a solution called Accur'Rating®, a methodology to assess corporate debt spreads. To sum up, our motto is "Figures for Decisions", I'm sure in 15 years clients will still need people like us, who understand figures, and even if the motto will stay the same, the way we follow it will change completely.

### The firm has recently broadened its field expertise, adding digital e-commerce to the list. Could you tell us more?

What we do is advise clients in all types of industries, helping people to make decisions based

on figures, validate figures by analyzing them, questioning them, verifying their reliability and providing recommendations to facilitate effective decision-making. Our skills rely on different disciplines such as accounting, finance and economics. At the same time, our ability to understand massive amount of data that are from different sources is particularly important in this digital e-commerce industry. It is a very interesting industry, fast moving and complex, and we like to deal with such complex issues. For example, we helped one of our e-commerce client to better understand the effectiveness of its direct advertising and pricing strategy.

### We always use tools such as knowledge and methodology to create new innovative solutions

### What is the role of intangible IP rights in the valuation of a company?

Companies often underestimate the importance of IP in strategic management. Nowadays, people seem to be discovering that intellectual property rights have value, whereas IP rights have always been valuable. Moreover, thanks to the internet

and the digitalization of business, today we can use these IP rights in many places at the same time in a very cost effective way. This digitalization process creates new sources of revenue for companies (e.g. clients data). IP is not a new business, but in this new digitalized era, intangible rights are able to generate new ways to create value. Investing in IP rights is crucial for a company. The question is how to value them, and it's a tough question. If we take a brand as an example, the value of a brand is something really sensitive because it is very volatile. A brand takes a long time to be created and can be destroyed in a very short time. When valuing IP rights, this volatility issue must always be taken into account. The corporate culture has changed, today executives show a growing understanding of the importance of embodying IP rights as strategy in order to maintain competitiveness and capture the full value from intellectual capital.

### Accuracy has a strong international outlook, what are the markets you are watching with a particular interest?

To move with its clients is a priority for Accuracy. Beginning with Madrid in 2006 we have set up a new office almost every year. The firm offers total coverage of continental Europe in addition to having two offices in Canada and a presence in New Delhi, and since 2016 in Singapore. We are planning to open in Dubai in 2017, and possibly other countries in the near future (Morocco, Hong Kong...).



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- Technology Watch & State of the art: InnoGetFinder™
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- Innovation Watch & Ideation: IDWatch™
- Technology-intensive Market Surveys: InnoMarketSurvey™
- Technological Assets Commercialization and Technology Transfer: TechTrade™
- Training for Innovation Management Best Practices: BT2i Academy™

## POSITIONING

BT2i® relies on a network of some hundred experts with offices and correspondents in Boston, Brussels, Hyderabad, Kyiv, New Delhi, Moscow, Riga, Sao Paulo, Shanghai, Singapore, Tel Aviv, St Petersburg and San Diego.

BT2i's experts are fully integrated into our missions and participate in project meetings with customers. BT2i' is a trusted partner for academic researchers and industrial and service companies of all sizes, to support them more effectively in the implementation of their Open Innovation strategy in all regions of the World, in matured countries as in emerging markets. Our offer is clear: we are today able to identify potential and trusted partners for our clients, assist them to evaluate, select and contact these innovation partners to develop securely, scientific and technological Win-Win cooperation. This is the DNA of the BT2i®'s founders, consultants, experts and international correspondents.

We operate in 4 major Practices:

- Innovative Materials & Processes (*Nano, Functional, Biosourced Materials, Surface Engineering, Advanced NDTs, Innovative Packaging,...*)
- Eco-Innovation – Energies
- IT & IoT
- Health & Biotech.

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Pierre-Henri  
Dentressangle



Valérie Gombart

## BUSINESS

- Saas, Paas, data driven technologies
- BtoB collaborative and mobile applications, industrial IoT
- Smart transportation
- E-services

## OFFICES

- PARIS
- LYON

## POSITIONING

Founded in 2012 by Pierre-Henri Dentressangle (President) and Valérie Gombart (Chief Executive Officer), Hi Inov SAS is the venture capital arm of Dentressangle Initiatives. Its first fund Hi Inov 1, which most of the € 40m of capital results from industry and service entrepreneurs targets innovative young companies of the digital economy in e-services, mobile Internet, industrial IoT, retail technologies and SaaS dedicated to the digitization of large corporations. Since 2015, Hi inov has been managing the € 30m SNCF Digital Ventures fund, to invest in start-ups accelerating the digital mutation of SNCF group.

Hi Inov is involved in equity investment amounts between €1 M and €8 M, and a minimum quota of 15% of the capital of the target company. Hi Inov holds 10 investments including Geolid, Platform.sh, Commanders Act, Famoco, Deepki and Intercloud

Hi inov is an active investor systematically represented in the governing bodies.

With experiences in various trades, Hi Inov supports entrepreneurs in their project to promote growth in the fastest and most efficient way.

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Claire Melka



David Romain



Amith Qureshi

## BUSINESS

Trademarks, Designs, Copyrights and Domain names

### Protecting

- IP rights protection strategy
- Availability searches
- All filing formalities
- All prosecution actions
- IP portfolio management

### Defending

- Legal analysis and advice
- Watch services (Trademarks, Company names and domain name)
- Use inquiries
- Procedures relating to domain names
- Administrative oppositions
- Letters of formal notice and Pre-dispute negotiations

### Appraising

- Audit of IP assets and rights
- Financial valuation of IP assets

### Drafting contracts

- Coexistence agreements
- Licenses
- Assignments

## POSITIONING

Created in 2007, Ab initio is a law firm specialized in providing legal advice and assisting clients in Europe and abroad on all questions related to trademarks, designs, domain names as well as copyrights and unfair competition.

Expertise, creativity and responsiveness characterize our commitment when assisting our clients in acquiring, defending and assessing IP rights.

Whatever your business may be, whether local or international, we provide strategies and solutions adapted to your specific needs.

As we are reactive, business conscious and flexible in our working methods, clients appreciate our in-house counsel style.

**Ab initio\*...because IP is a major concern of any business project and should be dealt with...\*from the beginning.**

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## BUSINESS

- French Patent and Trademark Attorneys
- European Patent and Trademark Attorneys
  
- Patents
- Trademarks
- Designs
  
- IP protection strategy
- IP rights search and survey
- Technology survey
- Financial evaluation of IP assets
- Contracts
- Disputes and litigations

## POSITIONING

Founded in 1876, Cabinet Boettcher is one of the oldest industrial property firms in France. The Boettcher family, who held the firm almost eighty years, and the four generations of outsiders who succeeded, have developed the firm in such a way to keep it a human scale structure and to foster customer loyalty. Cabinet Boettcher now consists of 25 people assisting and counselling a varied and eclectic clientele from small and medium-sized companies to multinationals active in many sectors of the economy.

Patents are the historical scope of action of Cabinet Boettcher whose engineers share expertise and curiosity in varied technologies, enabling them to be efficient in physical, mechanical and electronic / electrical engineering.

Cabinet Boettcher also has a highly developed activity in trade marks and designs. The lawyers of the firm provide their services to clients within all sectors. The firm is also active in the field of copyright, unfair competition and contracts related to intellectual property.

Cabinet Boettcher has close ties with foreign associates and legal attorneys specialized in industrial property rights, enabling the firm to assist its clients in the acquisition, exploitation and protection of their property rights both in France and abroad.

Thus, Cabinet Boettcher is able to provide its customers a targeted strategy to protect their intellectual property, in line with their industrial, commercial and financial objectives.

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Albert Eidelsberg



David Bilquey



Olivier Eidelsberg

**BUSINESS**

- Patents
- Trademarks
- Design and Copyrights
- Domain names
- Handling of contentious matters & Litigation proceedings

**POSITIONING**

Cabinet Flechner was established as Cabinet Carsalade Du Pont in 1919 in Paris. Since then, we have taken in charge the IP interests of a wide range of clients, from Multinational firms to Medium or Small size firms as well as individual inventors. We practice all aspects of IP law and our professionals have an extensive experience for representing our client in France, Europe (EPO or OHIM) and overseas.

We form a group of associated patent and trademark attorneys with three other French and European patent and trademark attorney firms, namely Cabinet Aymard & Coutel, Cabinet Faber and Cabinet Van der-Heym. This allows our team of attorneys to have backgrounds on the whole spectrum of technical and IP legal fields, while at the same time maintaining a relatively medium size so as to be able to provide our customers high quality technical and legal services at an affordable price and the individualized service that can be only provided by firms of our size.

We handle prosecution of patent applications before the French and European Patent Office, for our own French and foreign clients and on the basis of instructions received from our associates from abroad, in particular from Germany, USA and Japan. All our patent attorneys are fluent in English and most of them are also fluent in German. We have developed a particularly well versed experience in opposition proceedings at the European Patent Office.

We provide comprehensive advice and services on all trademarks matters. Our trademark attorneys all have a double educational degree, both in Trademarks Law and Business Administration and are fluent both in English and German. They have a considerable experience in trademarks searches and filings both in France and abroad. Furthermore, we have a unique experience for carrying out opposition proceedings, in particular at the French Patent Office and the OHIM, being in charge of the worldwide watching of a high number of well-known trademarks.

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Agnès Doyen



Manuel Roche

## BUSINESS

- Trademarks
- Industrial designs
- Copyright
- Domain names & internet
- Patents
- Contracts
- Legal consultations
- Financial valuation
- Litigations

## POSITIONING

Full-service boutique IP and IT firm.

INSCRIPTA is a French IP law firm founded in 2012 by registered and experienced French and European trademark and design attorneys.

INSCRIPTA aims to value IP assets as part of a company's business and strategy.

INSCRIPTA provides high-quality and competitive professional services related to trademarks, industrial designs, copyright, patents, information and communication technologies.

### A team of experts

- Characterized by their energy, experience and efficiency
- Organized to be flexible, available and responsive
- Assisted by qualified administrative professionals.

### An appropriate support

- To understand your expectations and determine your needs
- To provide first advice and quotation free of charge
- To set up a realistic and practical tailor-made strategy
- By implementing comprehensive, competitive and pre-approved fees.

### A thorough follow-up by

- Guiding and advising you during proceedings
- Reminding you of important deadlines
- Reporting and accounting
- Keeping you informed about legal news and major case-law.

### A global IP approach

- Working closely with patent engineers in various technical fields
- Cooperating with lawyers and attorneys at law in commercial law, corporate law, competition law, labor law, tax law
- Collaborating with financial experts for IP rights valuation.

## CONTACTS

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Guillaume Mortreux



Xi Cheng



Jean-Christophe Hamann

## BUSINESS

### Strategic assistance for establishing and exercising rights relating to patents and know how

- Patent drafting, applications and monitoring of patent procedures until they are granted in France, Europe and overseas, oppositions and EPO appeals, USPTO appeal procedures.
- Patent prior art searches for technological monitoring, patentability of technological innovations and freedom-to-operate
- Negotiation and drafting of transfer, co-ownership, license, secrecy (NDA/MTA), collaboration and research, technology transfer and subcontracting, partner search and assessment contracts
- Management of prosecution and defense patent disputes, surveys, bailiffs' findings and proof of infringement, investor and employee rights
- Auditing, technical and financial patent assessments in connection with partnerships, transfers, licenses, asset transfers or initial public offerings
- Dashboard, accounting and tax management of patent portfolios, e.g. for the allocation of innovation aid and Research Tax Credit files
- Recording of knowledge as it is created through our TripleStamp® service

## POSITIONING

The IPSIDE firm assists and advises clients in the process of obtaining, prosecution and defense of their patents of invention, both in France and abroad.

Our collection of services allows us to offer holistic Intellectual Property strategies adapted to the needs of each of our clients. We also assist our clients in the development of their technical and legal strategies for prosecution of their inventions.

Based in France, the USA and China, we offer our clients all the full range of our technical and legal skills within the same regional office and offer a local service and responsiveness tailored to their requirements.

With 22 patent attorneys, 13 trademark and design attorneys, and 4 attorneys at law who make up the structure of IPSIDE AVOCAT, supported by 35 assistants, our team, spread across 8 French sites and 2 branch offices in Las Vegas and San Francisco, has a 100% focus on intellectual property, from the acquisition of rights to their defense and commercialization.

Our network of international associates with whom we have a special relationship allows us to meet the needs of our clients in all countries. In particular, specific links were established with China and an internal Chinese consultant is dedicated to the Asia region.

Every year we file more than 300 patent applications in France, in addition to more than 1000 extensions of these patent applications in countries and regions around the world, and process more than 950 trademark filings.

## OFFICES

### FRANCE

- PARIS
- TOULOUSE
- BORDEAUX
- QUIMPER

- NANTES
- TOURS
- BAYONNE
- BREST

### INTERNATIONAL

- SAN FRANCISCO
- LAS VEGAS
- BEIJING
- CHENGDU

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Martin P. Schmidt



Vanessa Darboret



Jean-Philippe Schouller

## BUSINESS

### Intellectual Property Rights

- Patents : prior art search, right-to-use studies, filing and prosecution of patent applications, post-grant procedures in English, German and French
- Trademarks, domain names : trademark clearance search, filing prosecution and registration of applications, opposition and appeal proceedings
- Design protection and copyrights
- Technical watch, surveys and monitoring (state of the art, freedom to operate, areas of patentability)
- Identification and analysis of the scope of third party rights

### Strategic and legal counseling

- Strategic analysis of IP related aspects of innovation, due diligence audits
- Audit, assessment, management and development of intellectual property assets
- Formulation of strategy to obtain competitive advantage by means of legal protection (including patents, know-how and contracts)
- Technology transfer: Strategic analysis and legal implementation
- Litigation of IP rights (including alternative dispute resolution)
- Legal advice and counseling in the field of IP law (French, German and European law)

## POSITIONING

The future of any industrial firm is dependent upon its creativity and its ability to serve sophisticated, evolving needs of global markets. Nowadays there is no growth without innovation. Intellectual property rights are powerful tools in support of strategic development.

Development costs are so high that an early assessment of the future right to practice is of paramount importance prior to deciding to allocate major resources.

Innovation raises complex strategic and legal issues: obtaining the most efficient protection at a reasonable price, creating economic value through IP rights and knowhow, avoiding infringement of third party IP rights, resolving conflicts related to IP rights in the most efficient way.

IXAS Conseil provides a synthesis of legal accuracy and strategic thinking. IP assets are viewed as business assets which need, directly or indirectly, to generate a competitive advantage to their owner, and to create value.

IXAS Conseil is admitted to represent directly before the EPO, EUIPO, INPI (France) and DPMA (Germany), and can work directly in English, French and German for patent drafting, legal counseling and negotiations as well as for oral proceedings. For court litigation we cooperate with the attorney-at-law chosen by the client or with a limited number of specialized attorneys selected by us, ensuring premium litigation service at a reasonable price.

## OFFICES

- LYON
- PARIS
- MARSEILLE
- BESANÇON

## CONTACT

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Samuel Le Cacheu



Séverine Redon

## BUSINESS

- Trademarks
- Patents
- Designs
- Anti-counterfeiting
- Copyright

## POSITIONING

Founded in Turin in 1872, Jacobacci & Partners is currently leading the way in the field of intellectual property.

Throughout three centuries we have gained the experience that has made us what we are today: the largest intellectual property firm in Italy, and one of the largest in Europe, specializing in the protection of patents and trademarks.

### **High-quality, customized and global service.**

Beginning over 140 years ago as a family-run studio, we are now a large pan-European firm currently having 90 professionals in 13 European cities in 4 countries: Turin, Milan, Rome, Brescia, Padua, Kilometro Rosso (Bergamo), Lugano, Madrid, Alicante, Paris, Lyon, Nantes and Bordeaux.

The patent and trademark market is global and requires a network of qualified correspondents around the world . We strive to provide you with the broadest possible protection of your IP rights – from the initial conception to defending and asserting your IP rights in Court.

Over the years we have managed over 100,000 patents and 100,000 trademarks for more than 10,000 clients of every size, sector and geographic area: an extraordinary history that allows us to state with confidence that we have experience with virtually every type of IP issue that may arise.

## OFFICES

- |              |            |            |
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| ■ LUGANO     | ■ MILANO   |            |
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Pascale Lambert



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Stéphanie Bois



Silvia Bertolero



Marine Deniau



Marie Charlent



Jean Luc Chesneau



Sophie Delaveau

## BUSINESS

- IP Strategy, prosecution, audit, assessment and management of IP rights
- Availability searches and filing of IP rights
- Contracts and agreements: negotiation, drafting, legal advice
- Licensing, sponsoring and franchising
- Dispute resolution, Litigation, Anti-counterfeiting strategy, Customs procedures
- Unfair competition law
- Sports law

### For all your IP rights:

- Trademarks
- Designs
- Patents
- Domain names
- Copyrights
- Personality rights

## POSITIONING

Lambert & Associés advises notable brands as well as small and medium size companies in the protection and valuation of their assets in France and in the EU. Its array of clients is very diverse with a special focus on major sport organizations, web companies, fashion designers, pharmaceutical groups and wineries (of course...).

The firm is reputed for providing comprehensive and responsive IP services with a realistic business approach, and provides a sharp analysis of the needs of their clients, working closely with the legal and marketing departments in order to define a relevant strategy for IP prosecution and litigation cases.

The team is known for its reactivity and the quality of its legal analysis resulting in a high level of success rate in litigation cases, especially before the French/EU Office.

Well established in France for more than 30 years, Lambert & Associés with its 2 experienced partners Pascale Lambert & Stève Félix and dynamic team, will definitely be a good bet.

## OFFICES

- PARIS
- LE MANS
- PERPIGNAN

## CONTACTS

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François Deschamps



Valérie Dorey



Nadine Royer



Olivier Thrierr



Nicolas Debaisieux

## BUSINESS

- IP strategy definition and development
- Filing and prosecution of trade mark and design applications
- Enforcement and protection of IP rights
- Audit and assessment of portfolios of all types of IP rights

## POSITIONING

TMark specializes in European and French intellectual property law and is a member of the French National Association of IP Attorneys (CNCPI). The firm was founded in 1993 on the shared belief in focusing on meeting the client's special needs and expectations. Today, our team

of 25 members of staff and 3 partners are all committed to delivering first-class services that are tailored to each client's particular requirements, regardless of whether the client is a large multinational company or an individual business person.

TMark was created on the basis of a philosophy that we continue to stay true to.

We believe in a personalized and direct client approach where comprehension of commercial needs and technical constraints is a priority. Pro-activity, proximity, openness to the world and adherence to a strict code of ethics are the cornerstones of TMark.

## CONTACTS

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- **Guillaume Lobre**

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- **Maomi Akinniroju**
- **Louis Marie Rous**



Inès Tripoz



Adrien Métivet



Julie Cahen

## BUSINESS

### Prosecution

- Patent application filings (French & International)
- Examination proceedings
- Trademark and design filings
- Domain name registration / management

### Exercise of Rights

- IP searches, studies, consultancy, and contracts
- Litigation & contentious proceedings
- Inventor's rights

### Decision-making Advice

- Start-up counselling
- Optimizing start-up protection
- IP audits

## POSITIONING

Cabinet Tripoz was created in 2009 and is a boutique law firm specializing in intellectual property, offering its clients value-added service in all fields of IP, ranging from protection of intangible assets to defense in infringement and/or unfair competition matters.

To meet growing demand, the firm has expanded and moved between the Rhône and Saône, in the rejuvenated district of Lyon Confluence.

The patent department comprises several engineers specializing in the chemical, pharmaceutical and/or cosmetic sciences, and is headed up by one senior attorney, Inès Tripoz assisted by our junior attorney Adrien Métivet, and further technical associates.

Following significant development of the trademark department, Julie Cahen, trademark attorney, has joined to swell the ranks of the firm in the New Year.

One of the firm's distinguishing features is its specialization in litigation management and accompanying start-ups in their IP strategy, both in France and internationally. The firm is also well positioned as an advisor of choice in the handling of generic pharmaceutical company litigation.

Established and recognized in the pharmaceutical and chemical fields, the firm's members are highly competent and can offer a range of language support to interface with clients. The firm remains nonetheless accessible to small businesses and individuals, whilst displaying the same technical excellence and discipline of equivalent large, international, firms.

The firm's leitmotif is its commitment to quality and innovation, ensuring client satisfaction.

## CONTACTS

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*Global Legal Director, M&A*  
 ANHEUSER-BUSCH INBEV



**ERICH ANDERSEN**  
*Chief IP Counsel*  
 MICROSOFT



**JAMIE STERN**  
*Senior Litigation Counsel*  
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**PATRICK CARTY**  
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**BUSE PINAR KARÇAR**  
*Chief Legal and Corporate Affairs Officer*  
 YORSAN



**ALEX PONCE DE LEON**  
*Corporate Counsel Litigation*  
 GOOGLE



**RON PEPPE**  
*General Counsel*  
 CANAM



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*Chief Legal Officer*  
 QBE

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Luigi Franzolin



Cristina Baldini



Francesca Boggio



Elisa Tricerri

## BUSINESS

### Patents

- Drafting, filing and prosecution of patent applications worldwide
- Designs and utility models
- Validity and freedom-to-operate opinions
- Patent searches
- Patent surveillance
- Patent enforcement

### Trademarks

- Availability searches and opinions
- Filing and prosecution of trademarks worldwide
- Trademark enforcement
- Trademark surveillance

### Other services

- Software protection and enforcement
- Copyright protection and enforcement
- Domain names protection and enforcement
- Contracts
- Evaluation of IP rights
- Education and Training

## POSITIONING

### WE ARE IN THE FUTURE OF YOUR IDEAS

Founded by Vincenzo and Secondo Torta in 1879 when Edison invented the electric light bulb lamp, Studio Torta is one of the oldest and most prestigious firms specialized in intellectual property with its headquarter in Italy.

The Torta firm of the 21st century is organized as a large partnership corporation where new generations of motivated IP professionals are entrusted to continue the long and successful history towards new important achievements.

A heterogeneous team of a 50 IP attorneys supported by a skilled staff of paralegals offers tailored IP strategies to companies of any size and individuals through a wide variety of IP services.

Studio Torta provides comprehensive services related to IP matters from the filing up to the enforcement of IP rights.

Studio Torta supports its clients in English, French, German, Spanish and Japanese.

Several Studio Torta professionals are members of International patent and trademark Associations, including INTA, AIPPI, FICPI, LES, UNION, ECTA, MARQUES, PTMG.

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D.R.

## “Practitioners have to make decisions every day and a solid business-oriented mindset is an indispensable skill”

INTERVIEW WITH  
**Luigi Franzolin**  
Partner

### What is it that differentiates Studio Torta from others on the market?

We have often been referred to by our clients and peers as a true “team”. There is a strong team feeling in the firm, and this is clearly perceived as a value both internally and externally. Clients know and feel they are not an individual’s client but the firm’s client. Although each client has obviously one of the partners of the firm as its “account manager”, every task in the firm is assigned based on the specific expertise required to best assist the client, which has a positive impact both on the service rendered and on internal efficiency. This is particularly important considering that a constant trend in present industry is the blend of different technical disciplines, e.g. by combining web or computer-based developments with existing classic technologies.

We stimulate this team feeling in many ways, including the remuneration and career advancement criteria adopted by the firm. Lateral hires are an exception, as we prefer training our young talents within the culture and mentality of the firm. Associates have a very early opportunity to be exposed to high-end professional work by sharing important client matters with senior partners, because our goal is to form future independent partners rather than leverage on associates’ work.

Enthusiasm is another key-word in our firm’s mindset. We don’t sit in our desks and do our homework, we rather work with our clients to develop their IP strategy in a very proactive manner. We act as a virtual in-house IP department for many of our clients, and assist them from conception of their ideas to product launch and market development.

**Studio Torta has a solid international outlook, could you tell us more?**

A few years ago we were interviewed by a prospect client, now a good client of ours, and one of the reasons why we were selected was in fact our definite international approach, which comes from several factors.

Firstly, many of the professionals in the firm have an international education or have worked abroad, either in industry, as examiners at the EPO or in foreign law firms. Language skills and cultural sensitivity are direct consequences of this personal international exposure. As the coordinator of international business development in the firm, I am very well aware of cultural differences and expectations from international clients. We have dedicated teams for the major geographic areas. For example, our Japan team includes an attorney who worked in a Japanese law firm before joining our firm and is thus fluent in Japanese and a native Japanese assistant.

Having dedicated teams who frequently travel to their reference area fosters cultural and business exchange, and strengthens personal relationships with overseas clients and associates.

We also have a specific department handling patent filing and prosecution work at the EPO on behalf of our overseas clients. This proved to be very successful and, since this department was established (ten years ago), we have tripled the number of inbound EPO cases from overseas.

### Is it necessary to have an entrepreneurial mindset to be a good IP practitioner?

The answer to this question is a definite yes. An entrepreneurial mindset is necessary both to run one’s business and to counsel clients effectively.

An IP firm is a business and is subject to market laws like any other enterprise. It must navigate its way through a competitive market that is ever more

demanding and ever changing due to economy trends and changes to the legal framework. Studio Torta is in fact a medium enterprise in terms of turnover and staff, and is larger than many of its SME clients.

A business-oriented mindset is necessary at each level of involvement in the firm management or operation, from associates all the way up to directors. Interacting with staff, business development, managing existing clients, proactively monitoring the market: these are only some of the areas where practitioners have to make decisions every day and a solid business-oriented mindset is an indispensable skill.

Clients need strategies and business solutions. It is not enough for an IP professional to be highly skilled both technically and legally; this is a good start, and I would say a necessary requirement, but it takes an entrepreneurial approach to be able to understand and satisfy the client’s needs.

### What are the firm’s forthcoming projects?

The acquisition of important new clients with large patent and trademark portfolios in the last couple of years has stretched the firm to full capacity. We have hired and are still hiring a few trainees to increase our professional potential. Also, we have started a major project aimed at overhauling our technology support system and procedures to increase our efficiency even more.

Many of the firm’s European patent attorneys have qualified or are qualifying to represent clients before the Unified Patent Court in order to expand our litigation practice.

We are working hard to increase our patent and trademark practice on behalf of our overseas clients. ●



# SUGIMURA & Partners

Tokyo / Silicon Valley



## SERVICES

Practice before JPO  
Counseling and Opinion Work  
Licensing and IP Transactions  
IP Searches  
IP Due Diligence  
Technical Translation

## OFFICES

Tokyo  
Palo Alto

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## OUR FIRM

SUGIMURA is committed to providing comprehensive and integrated solutions which meet our clients' needs in all areas of intellectual property law. Our services encompass enforcement (expert opinion, pre-litigation and litigation), licensing, R&D contracts, strategic IP portfolio review and advice, and branding. Moreover, our expertise extends to adjacent fields, such as trade secret, information technology, privacy, and entertainment law.

SUGIMURA is widely recognized as one of the top law firms for handling procedures before the Japanese Patent Office (JPO). SUGIMURA has significant experience in all areas of practice before the JPO, with particular expertise in the prosecution of patents, trademarks, and designs.

Our attorneys possess significant experience in providing legal advice to international clients concerning IP rights in Japan and often consult on the important differences in Japanese IP law from clients' domestic IP laws, application and enforcement procedures, and infringement suit representation. Through our multilingual teams at SUGIMURA, our attorneys are able to meet with foreign clients regularly to develop IP strategies that meet the client's business goals, discuss intricate technical and legal issues, and give tutorials on Japanese IP practice.



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Alexander Baranchikov



Dmitry Markanov



Mikhail Shurshilin

## BUSINESS

- Trademarks
- Patents
- Litigation
- Transactions

## POSITIONING

### Mission

Effective protection of our clients' investments in marketing and innovation.

### 2016 at a Glance

- 1223 Companies employed our services
- 892 Trademark applications filed
- 865 Trademark searches done
- 604 Trademarks registered
- 185 Litigation cases handled
- 95 Patent applications filed
- 70 Software items filed

### Time

- Our PATENTUS trademark № 110110 is 26 years old
- The 15 IP attorneys' average experience is 24 years
- As a firm, we have been on the market for 11 years

### Market Position

- 3rd by trademark applications
- 2nd by number of IP litigation cases
- 1st by patent applications per attorney

### People

- 42 Professionals
- 15 IP Attorneys
- 8 Lawyers
- 4 Partners

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Federico Augusto  
Aulmann



Juan Martin Aulmann

## BUSINESS

- Trademarks
- Patents
- Models & Designs
- Legal Department
- Internet domain names

## POSITIONING

Founded in 1889, Obligado & Cia. has devoted itself actively to the protection of its clients' interests and rights for more than 120 years.

Professional integrity is our letter of introduction. Talent, creativity and determination are key factors that have developed our firm since its founding.

We are highly experienced, forward-looking, with sound knowledge in all aspects of Intellectual Property, from registration of rights and portfolio handling, to transactional IP work and complex litigation. Our teams are selected by a variety of clients, from individuals and emerging businesses to renowned multinational companies, in order to protect and enforce their most valuable IP assets.

Understanding clients' needs and providing quality services are essential in the current business world. And we know it.

Obligado & Cia. is one of the leading Intellectual Property firms in Argentina, a point of reference for Intellectual and Industrial Property rights.

Our extensive experience supports our commitment.

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Attilio Gorini

## BUSINESS

- Advertising Law
- Anti-counterfeiting and Counter Infringement Programs
- Biodiversity
- Biotechnology
- Competition Law
- Consumer Law
- Contract Law
- Copyright Law
- Corporate Law
- Domain Names
- Entertainment and Media Law
- Environmental Auditing and Due Diligences
- Environmental Law
- Franchising
- Geographical Indications
- Health Laws
- Industrial Design
- Information Technology
- Intellectual Property
- Labor Law
- Litigation
- Mass and Strategic Litigation in Health Insurance
- Patents
- Plant Varieties
- Protection of Trade Secrets and Confidential Information
- Real Estate Law
- Software
- Sports Law
- Tax Law
- Trade Names
- Trademarks
- Traditional Knowledge
- Transfer of Technology and Licensing of Rights
- Unfair Competition

## POSITIONING

With over 100 years of experience in the Intellectual Property, commercial matters and related areas, the Dannemann Siemsen firm has highly qualified legal practice with experienced professionals who are able to act in all aspects of Intellectual Property matters.

Besides its leadership in the IP market in Brazil, the firm practices extensively in differing of areas of Law, being capable of covering all types of industry and is recognized by the major research companies and large corporations throughout the world and by important international organizations, that classify the firm as the leader in the Intellectual Property field in Latin America.

To best meet the needs of our clients, our professionals work focused on business results for our clients. We have a deep understanding of the workings of the Brazilian Patent and Trademark Office (BPTO) and we act cautiously and responsibly having advised companies, both Brazilian and foreign on the creation and implementation of their business strategies in Brazil and around the globe.

In order to continuously improve our internal procedures we invest heavily in infrastructure. For this purpose, we have an Information Technology department which develops internal systems based on the knowledge of our team of professional technicians in conjunction with the Processes department, which is focused on the international market seeking data and alert to the benchmark.

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Senior Partner



Robert Daniel-Shores  
Partner

## BUSINESS

### Trademark

- Strategic prosecution and protection of trademarks
- Enforcement programs
- Trademark searches

### Patent

- Life Sciences
- Chemistry
- Mechanics
- Software
- Telecom
- Industrial Design

### Legal

- Litigation
- Contracts
- Brand Protection
- Anti-counterfeiting

## POSITIONING

DANIEL Legal & IP Strategy is one of the most important Intellectual Property law firms in Brazil, with almost 60 years of experience. The firm built its reputation from the success in administrative and judicial litigation and high performance on trademark and patent protection in several segments, such as high tech, automotive, pharmaceutical and entertainment, with strong role in licensing and anti-counterfeiting.

DANIEL has strongly improved its analytic capability and has its own tool for analyzing data under wardship of extremely specialized lawyers and engineers. With that, DANIEL can develop a detailed Intellectual Property strategy for its clients in Brazil and reach the solution that best suits the needs of each company.

In addition to handling trademark and patent applications, and the capacity of expediting the examination of applications filed before the Brazilian Patent and Trademark Office, DANIEL offers diverse amount of strategical services, such as Consultancy in Innovation, which provides guidance for companies to explore its intellectual property to its full potential; Brand Protection, which monitors and suppress the irregular use of protected trademarks in online and offline environments; Patent Litigation, representing our clients in highly complex cases; and Corporate Legal, with broad support to business decisions.

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Marcello do Nascimento



Ricardo do Nascimento

## BUSINESS

- Copyright
- Electronic Law
- Enforcement
- Litigation
- Patent & Industrial Designs
- Technology Transfer & Franchising
- Trademarks

## POSITIONING

The philosophy of work within the principles of ethics, transparency and the search for the best results for the client have always been part of the office routine, since its foundation in January 1970.

Its structure is formed by a team of 90 professionals, including lawyers, patent engineers and industrial property agents, as well as a staff specializing in anti-counterfeiting measures. Prosecution and litigation matters are also our specialty.

In order to keep ourselves updated with our clients' evolution and meet new requirements and demands in the Intellectual Property area, the office constantly invests in internal development through constant participation in seminars, courses and conferences in Brazil and abroad.

The international operations of David do Nascimento office began in the 80's, after opening of the Brazilian market, which resulted in expansion of IP rights protection in our country by multinational clients. It is also very important to highlight the active participation of the office in the main international events in the IP Associations from various countries and in global rankings, such as Chambers, Legal 500, IP Stars, and the Brazilian Law Directory, among others.

The outlook is for consistent and continuous growth and, in this scenario, we are ready to meet the new demands of the market with a focused work on the client and recognized competence in national and international level.

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## BUSINESS

- Intellectual Property
- Patents
- Trademarks
- Utility Models
- Industrial Designs
- Technology Transfer
- Licensing and Franchising
- Sports and Entertainment Law
- Copyright
- Domain Name Services
- Customs & Anti-Counterfeiting
- Business Transactions
- Corporate Law and Contracts
- Competition (Antitrust)
- Regulatory & Administrative
- Tax (Related to IP)

## POSITIONING

Di Blasi, Parente & Associados is a Brazilian intellectual property firm headed by partners Gabriel Di Blasi and Paulo Parente Marques Mendes. They have been providing legal services together to both domestic and foreign clients for thirty years.

They have built a team of lawyers and professionals – experts in their fields, serving clients in an array of industries, with specialized experience in the areas of aerospace, biotechnology, chemistry, consumer goods, electronics, food and beverage, mechanics, pharmacology, physics, plant varieties, sports and entertainment, telecommunications, veterinary medicine and others.

The Firm operates in all areas of intellectual property in Brazil and provides related legal services in business law, contracts, regulatory law, antitrust law, unfair competition, technology transfer, franchising, consumer rights and corporate law, including their implications on tax and foreign exchange control laws. With solid patent and trade mark prosecution teams and a proven legal department to defend and protect clients' intellectual property rights, including litigation solutions, Di Blasi, Parente & Associados is committed to exceeding client expectations and delivering world class service.

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## BUSINESS

- Trademarks
- Patents
- Industrial Design
- Advertising
- Copyrights
- Geographical Indications
- Unfair Competition
- Plant Varieties
- Regulatory Law in the Health Area
- Biodiversity
- Entertainment
- Digital Law and Personal Information
- Sport Law
- Life Sciences
- Technology Transfer, Licensing and Franchising
- Trade Secrets and Protection of Confidential Information
- Data Protection

## POSITIONING

Specialised in the management of intellectual assets, we are 15 partners, 180 employees and have correspondents in every state in Brazil, as well as having a broad network of international partners. Our team is made up of highly-qualified practitioners to serve our clients, among them multinational companies from all industry segments, such as oil and gas, energy, chemical, food, pharmaceutical, biotechnology, steel, aerospace, automotive, electronics, telecommunications and information technology.

Our firm is recognised for experience and excellence in the provision of services in all areas of Intellectual Property (IP). We act as legal advisors on contractual matters, as industrial property agents with BPTO and as lawyers, arbitrators and mediators in litigation and extrajudicial dispute resolution.

We offer Brazilian and foreign companies services in all areas related to IP, such as trademarks, domain names, patents, copyright, geographical indications, digital law, unfair competition, trade secrets and confidential information, litigation and dispute resolution, advertising law, combating piracy, industrial designs, technology transfer, franchising and licensing, regulatory law in the area of health [and hygiene] and protection of plant varieties.

With almost a century of experience we accompany the growth of Intellectual Property activities in our country, which gives our expertise an advantage in the practice of this area of Law.

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## BUSINESS

- Patent Litigation
- Strategic Patent Prosecution
- Policy Making and Government Relations
- Unfair Competition
- Trademark
- Copyright
- Food and Drug, Life science
- Cyber Law, e-commerce and software
- Cyber Security, Privacy
- Counseling and Transactional
- Regulatory
- Antitrust and Competition Law
- Complex Business Litigation

## POSITIONING

Licks Attorneys is a top tier, recognized as a successful firm handling large and strategic IP, food and drug and internet projects in the country. Over the last 20 years, its attorneys have handled complex patent prosecution, litigation, policy making and regulatory matters, giving advice to companies seeking to protect top blockbusters in Brazil.

The firm has offices in Rio de Janeiro, São Paulo and Tokyo, offering a comprehensive range of legal services related to the development, deployment and use of technology. The firm aggressively invests in technical and human resources to provide a unique blend of technical and legal expertise. It has the largest patent litigation practice, and can offer the complete range of services involving the acquisition, enforcement and licensing of IP rights in Brazil.

Licks has a strong expertise in the areas of Intellectual Property, Life Sciences, Food & Drug, Cyber Law, Telecommunications and Oil & Gas. The firm has been growing steadily, while expanding into areas of practice closely associated with its core capabilities.

The success rate stands above the competitors and the firm is involved in the most significant lawsuits in Brazil. It is the most proactive firm assisting clients to successfully expedite patent examination before the Brazilian Patent Office.

The firm represented the largest number of clients in cases against the Brazilian Food and Drugs Administration (ANVISA), working mainly for the international pharmaceutical research community.

Licks has a motivated and multi-lingual team, with the background and capabilities to advise companies of all sizes from across the globe. The client portfolio includes Fortune 500 companies as well as several global companies. It has a number of foreign-trained attorneys and partners – some of whom have more than 20 years' experience.

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## BUSINESS

- Trademark
- Patent
- Services Abroad
- Copyright
- Industrial Design
- Advise and Legal Consulting
- Technology Transference
- Software Registration

## OFFICES

- PORTO ALEGRE
- NOVO HAMBURGO
- JOAO PESSOA

## POSITIONING

Mário de Almeida Marcas and Patentes has more than half a century of experience in the Intellectual Property area. Throughout this period, our greatest commitment has always been to protect our clients' assets.

Formed by an experienced and multidisciplinary team that combines legal knowledge in Intellectual Property with technical - engineering practices; biotechnology; Chemical products; Pharmaceuticals, among others.

Through this combination, our office look for to provide quality services from the beginning to the end of the proposed activities, whether it is through the sending of communications related to the publication of customer processes, as well as of third parties with similar activities, or in regular personal visits of our consultants, the clients are always very well informed and oriented.

Our company has international partnerships in all regions of the world, serving foreign services, through legal advice, opening processes, maintenance, explorations, litigation solutions and disputes in the area of Intellectual Property.

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Márcio Costa de Menezes  
e Gonçalves

## BUSINESS

- Agrobusiness, Aviation Law
- Banking and Finance
- Biotechnology
- Capital Markets
- Competition Law
- Compliance
- Contracts
- Corporate
- Corporate Criminal Defense / White Collar Crime
- Corporate / M&A
- Corporate Restructuring
- Energy
- Environmental
- Government Relations
- Infrastructure
- Insurance and Reinsurance
- Intellectual Property
- International Trade and Customs
- Labor and Employment
- Litigation and Arbitration
- Maritime Law
- Merger and Acquisition
- Oil and Gas
- Public and Regulatory
- Public Law
- Real Estate
- Social Security, Sports and Entertainment
- Tax

## POSITIONING

Siqueira Castro – Advogados is a pioneer full-service business law firm with offices throughout the country. Over its 68 year history, our firm has consistently met the great range of our clients' legal needs with a full spectrum of services and excellent results in all areas of business law.

Siqueira Castro - Advogados performs continuous investment in Innovation Technological and Intellectual Property to maintain the highest standard of excellence protection our clients.

Our Firm is well known in the Intellectual Property Field for fighting piracy in the defense of immaterial property rights of its clients. The combined expertise of our IP, tax and litigation groups provides a comprehensive counseling as well as preventive action against entry and distribution of counterfeit goods and parallel-imported products.

### IP Practice Area

- Patents, Utility Models and Trade Secrets
- Trademarks and Industrial Designs
- Geographical Indications
- Copyright, Advertising and Entertainment
- Licensing Agreements, Technology Transactions and Contracts
- Unfair Trade Practices
- Internet and E-commerce
- IP Litigation
- Anti-Counterfeiting & Border Measures
- Genetic Resources, Associated Traditional Knowledge and Folklore
- Plant Varieties Protection
- Technological Intelligence
- Innovation advising.

## CONTACTS

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Steven Garland



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John Knox



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## BUSINESS

### Patents

Patent industry specializations include: life sciences, pharmaceutical, chemical, electrical/electronic, industrial/mechanical, software, Internet and information technology sectors.

### Trademarks

Preparing, filing and prosecuting trademark applications in Canada and throughout the world.

### Copyright & Media

Acquisition and registration of copyright.

### Industrial Designs

Protecting aesthetic features of useful articles through industrial design registrations.

### Licensing & IP Transactions

Leveraging value of IP assets through technology transfer and licensing agreements.

### IP Management & Strategic Counselling

Advising and counseling clients on the development and management of their IP portfolios.

### Litigation

Full IP litigation services in both the Federal Court and superior courts of Canada.

## POSITIONING

Smart & Biggar/Fetherstonhaugh is Canada's largest firm practising exclusively in intellectual property and technology law, with offices in Ottawa, Toronto, Montreal, Vancouver and Calgary. Since our inception over a century ago, we have been dedicated to one purpose: delivering unparalleled IP. Our dedication to providing the best IP service, advice and solutions permeates everything we do and is why the world's most innovative and sophisticated businesses look to us to protect, exploit and defend their intellectual property rights.

We provide our clients with a combined depth of legal experience and technical expertise matched by no other firm in the country. As a result, we are able to provide and leverage the right skills, knowledge, resources and solutions — all to our clients' competitive advantage. Virtually every member of our firm has an engineering or scientific background, and dozens of our practitioners also have post-graduate degrees in their respective areas of practice. This, combined with business know-how, legal talent and expertise, is the hallmark of our practice.

Our technical depth and understanding of the law mean that we can very efficiently understand, analyze and articulate the subtleties of our clients' innovations and rights with confidence. Whether we are drafting a patent application for a cutting-edge electronic advancement, negotiating a complex biotechnology-based multinational licence agreement, or successfully arguing for pharmaceutical trade dress protection before the Supreme Court of Canada, our analytical training and depth of experience in all technical areas enable us to identify and exploit otherwise unknown competitive opportunities to obtain the best possible IP protection.

## OFFICES

- OTTAWA
- TORONTO
- MONTREAL
- VANCOUVER
- CALGARY

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Daniela Castro  
Biologist



Augusto Perez  
Engineer



Juan Pablo Klenner  
Attorney at Law

## BUSINESS

- Trademarks
- Patents
- Copyrights
- Domain Names
- Internet, New Technologies, Privacy and Media
- Sanitary Regulation
- Litigation

## POSITIONING

Covarrubias & Cía. is a specialized firm exclusively focused on the Intellectual Property field, sprouted due to the rapid economic growth that Chile has experienced during the last decades.

A team of professionals working together for more than a decade is ready to personally assist the client. We speak of a united and proactive group of attorneys at law, biologists, chemists, engineers, designers and paralegals with thorough knowledge of the domestic and foreign regulation of Industrial Property, Copyrights, New Technologies, Privacy and Media.

Associated with an efficient network of international correspondents due to years of work in the IP field, Covarrubias & Cía. has become a valuable option for domestic clients who desire to protect their intellectual assets abroad. Likewise, international clients have a strategic partner in Covarrubias & Cía. for the protection, surveillance and management of their intellectual property assets in Chile and Latin America.

## CONTACTS

- **General IP - Litigation: Arturo Covarrubias**
- **Trademarks: Sofía Covarrubias**
- **Patents - Biotechnology: Daniela Castro**
- **Patents - Engineering and Design: Augusto Perez**
- **Domain Names: Juan José Prieto**
- **Copyrights, New Technologies and Media: Juan Pablo Klenner**



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José Luis Barzallo



Esteban Riofrio



Elías Barzallo

## BUSINESS

- Information technology law
- Telecommunications
- Intellectual property
- Antitrust law
- Corporative law
- Litigation law
- Public law

## POSITIONING

Barzallo & Barzallo Abogados is a law firm that specializes in traditional law, intellectual property, electronic commerce and information technology and telecommunications law.

Our fundamental objective is to offer services focused on total quality. The standards of Barzallo & Barzallo Abogados are based around the constant training of its team members and efficiency in service, which are both basic characteristics of Legal practice.

The permanent use of technology in professional work, along with direct contact between our lawyers and our clients develop an ideal combination that allows for understanding the legal affairs more closely and allows for a timely response.

This dynamic and personalized service surpasses traditional consulting services and unites the emerging needs of a digital society.

Electronic Commerce and the Internet have been constituted as a vital focal point for the economy in all countries, which in turn requires specialized legal consulting.

The experience of the team of lawyers at Barzallo & Barzallo Abogados in the information technology field, dealing with international and national information, telecommunications, commerce and consumers has pushed them to the forefront of integral advisory services in our digital society.

## CONTACT

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María Rosa Fabara Vera



Pablo Fabara Vera



Mónica Jarrin Naranjo

## BUSINESS

- Industrial property
- Copyright and Related rights
- New technologies
- Litigation and Conflict resolution
- Plant breeding rights

## OFFICES

- QUITO
- GUAYAQUIL

## POSITIONING

**FABARA & CIA. ABOGADOS** is a prominent Law Firm in Ecuador, with a full-service practice, providing legal services and counsel throughout Ecuador to local and foreign investors and corporations.

Its Intellectual Property boutique practice, **FABARA & CIA. INTELLECTUAL PROPERTY**, is recognized both nationally and internationally for its profound knowledge, efficiency and effectiveness and renowned for the breadth and depth of its legal expertise, its professionalism, personalized service and accessibility; it is also frequently sought after in cases related to trademarks, patents, copyright, and unfair competition, for its litigation prowess.

The Firm is also acknowledged for having a very active and professional multidisciplinary team specialized in life science matters and patents preparation and litigation, including engineering fields such as bio-chemical, chemical, pharmaceutical among other specialized areas; and, for its relevant experience in technology transfer, negotiation and execution of license and franchising agreements, patents protection, utility models, plant breeders rights, trademarks management and worldwide trademarks protection, e-commerce and data protection.

It relies on its very own proprietary private trademark database, which is the most comprehensive and updated database of local trademark registrations in Ecuador, to monitor potential infringements and advise on likelihood of success in new registrations.

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Jean-Marie Algoud



Christophe Degrave



Gilbert Piat



Charles-Antoine Joly



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Clémence Chareton



Alexia Degrave

## BUSINESS

### Expertise

- Audit and financial valuations of IP rights
- Availability searches
- IP rights protection strategy
- Responses to Office Actions
- Pre-dispute negotiations
- IP rights portfolio management
- Contracts (assignments, licenses, joint ownership, software)
- Case prosecution
- Trademark watch services
- Domain names (management and litigation)
- E-reputation and social media
- Data protection

### Filings in France and abroad

- Trademarks
- Designs
- Domain names
- Implementation of the protection of copyrighted works

### Litigation

- Emergency proceedings
- Infringement actions
- Actions pertaining to unfair competition
- Seizures
- Internet Law

## POSITIONING

### ■ Availability, Reactivity, Pragmatism

For nearly 20 years, the law firm @MARK has been attentively providing counsel and assisting clients from all horizons: large corporations, both foreign and French, as well as small or medium size structures.

@MARK's goal is to advise, protect and defend its clients' trademarks, designs and other IP-related works with responsiveness and creativity, as well as by building close connections with its interlocutors.

@MARK's defining feature is to tackle IP-related issues globally, from IP rights portfolio management (trademarks, designs and domain names) to litigation where appropriate, while constantly advising on their strategic implications, all over the world.

### ■ Skills and range of expertise

Founded in 2000, @MARK is composed of a team of 18 professionals (6 attorneys, 6 legal counsels, 6 paralegals) at your service to audit your IP-related rights and define the best protection and defense strategies.

By means of a particularly effective network of foreign attorneys, @MARK is able to assist you all over the world.

@MARK operates naturally in France as well as worldwide in all aspects of economy (food-processing, large retailers, perfume and cosmetics, banking and insurance, traditional cutlery and glassware, textile and fashion, communication agencies, audiovisual production, sports, public institutions, Grandes écoles, media and information technology, new technology and innovative projects, start up, video games...).

**"You are unique, stay this way"**

## CONTACTS

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Cabinet Atmark



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# AMAR GOUSSU STAUB

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Antonin Staub



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### BUSINESS

- Patent law
- Trademark law
- Copyright
- Designs
- Unfair competition law
- Information technology law
- Cyber-security and encryption law
- Commercial law
- Data protection
- Internet law
- Dispute resolution: litigation and ADR
- Arbitration
- Customs procedures
- Licensing and anticounterfeiting strategy
- Contracts: drafting, negotiation, legal advice

### POSITIONING

Founded in 2003, Amar Goussu Staub is a professional, approachable and responsive law firm specializing on intellectual property, unfair competition and information technology.

The firm prides itself on offering top notch services in both contractual and litigation matters, including international arbitration, to clients from the worlds of IT, telecoms, defense and security, automotive, health, fashion and luxury goods.

### CONTACTS

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Axel Munier



Clément Jaffray



Martin Hatier

## BUSINESS

- Patent Litigation
- Patent Prosecution
- Trademarks
- Designs
- Copyright
- Domain Names
- IT Law
- Employee Inventions
- Unfair Competition Law
- Licensing
- Competition/Antitrust

## OFFICES

- PARIS
- MUNICH
- MILAN
- DÜSSELDORF
- BARCELONA

## CONTACT

- **Julien Fréneaux:** [freneaux@bardehle.fr](mailto:freneaux@bardehle.fr)

## POSITIONING

As one of the largest IP firms in Europe with offices in France, Germany, Italy and Spain, BARDEHLE PAGENBERG offers full service in Intellectual Property, including all procedures before the patent and trademark offices as well as litigation before the relevant courts.

BARDEHLE PAGENBERG combines the professional expert knowledge of attorneys-at-law, patent engineers, trademark-specialized attorneys, technical advisors and qualified legal counsel, providing dedicated support in procuring, safeguarding and enforcing the IP rights for a high-profile French and international clientele. Selected teams provide top-quality services tailored to the specific needs of the client and the characteristics of the case.

BARDEHLE PAGENBERG attorneys have extensive experience in negotiating, reviewing and drafting license agreements, particularly as regards the development and licensing of IP and related technology-based services.

# Bird & Bird

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Cathie-Rosalie Joly



Anne-Charlotte Le Bihan



Stéphane Leriche



Michel Matas



Ariane Mole



Marc Schuler



Alexandre Vuchot

## BUSINESS

### IP PRACTICE

- Patents, Trade secrets, Trademarks, Designs, Copyright, Domain names, unfair competition
- Actions before IP Offices
- Brand management
- Transfer of technology and Licensing
- Transfer pricing policy
- Media and online content policy

### TECH & COMMS PRACTICE

- IT & Telecoms contracts (including SaaS, PaaS, IaaS, agile and cloud computing issues)
- IT and Tech project management (outsourcing, offshoring, near shoring)
- Data management (database, open data, big data)
- E-commerce, electronic signature and cryptology
- Cyber security
- IT disputes
- Payment Services and electronic currency

### DATA PROTECTION

- Compliance and risk management
- GDPR implementation
- Actions before data protection authorities
- Audits, Policies, Procedures, DP schemes
- Binding corporate rules

## POSITIONING

### IP PRACTICE

With the largest IP Group in Europe, numbering over 300 dedicated practitioners, Bird & Bird has established an unsurpassed international reputation for its intellectual property expertise and is consistently rated as a leader in the field.

Bird & Bird's French IP team is itself one of the largest IP teams in France with 4 partners and 13 lawyers dedicated to IP, two counsels and 3 paralegals. With two offices in Paris and Lyon, the team's practice covers the full spectrum of IP services from prosecution (with the exception of patent prosecution) to litigation and transactional work. The team's client base encompasses leading multinationals as well as SMEs and start-ups in numerous sectors such as Telecoms, electronics, food & beverage, media, sports, or the pharmaceutical industry. The team was very proud to win the Golden Award for 'Best Life Sciences Team' at the 'Trophées du Droit' 2016.

### TECH & COMMS & DATA PROTECTION PRACTICE

Led by 9 partners, our Tech & Comms Team is organised around key areas, including IT, Data Management, Data protection, Internet, e-commerce, Telecoms, payment services and electronic currency which makes our offering one of the most attractive on the French market. Our highly flexible and individualized approach to providing legal solutions is driven by an in-depth understanding of our clients' strategic goals and objectives. We are renowned for our creative and often original solutions, some of which have shaped the global technology and communications landscape. Our clients can count on us to incorporate pioneering, highly complex technology in order to stay ahead of their competitors (including: agile development methodologies, big data, internet of things, cloud services, cyber and IT security)- we advise them in assessing the legal risks and helping to safeguard their interests in a digital world.

Bird & Bird also has one of the largest teams of dedicated experts to the personal data protection, which assists its clients in the definition and implementation of their compliance program with European regulation (GDPR), advises on innovative projects in France and abroad and assists its clients in case of complaints, or investigation procedures and litigation before the French Authority ("CNIL").

## CONTACTS

### IP TEAM

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### TECH & COMMS TEAM

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Yves Bismuth



Mathieu Martin

## BUSINESS

### Computer law, IT Law

- Drafting and negotiating contracts
- IT expertise
- Public Procurement
- Litigation
- Contract manager
- Software asset management

### Information and Communication Technologies (ICT)

- Internet
- E-commerce
- Cyber Monitoring / Cyber-crime
- ehealth
- Data protection
- Cross media / Transmedia
- Open data / Big data
- Networks

### Intellectual Property Rights

- Legal council – Branding – Litigation
- Copyright – Databases
- Designs and models, Patent, Semi-conductor product, Trademarks

## POSITIONING

For more than 40 years, Bismuth has been offering advice and assistance across a spectrum of legal disciplines to businesses, public and private sector in all types of transactions or disputes.

The Firm has in particular developed a highly experienced practice in legal issues raised by communication technologies: information technology, including new technologies, as well as telecommunications law. The Firm has also extensive experience in all areas of intellectual property.

Precursor in these legal issues, Bismuth puts its knowledge and expertise to the services of its clients in order to help them choose the adequate legal strategy.

The Firm advises national and international actors in the world of software publishing and digital inclusion. Bismuth has also set up a recognized cross-disciplinary competence relevant to the public and private actors in the area of Telehealth.

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Ghyslaine Rajot



Pierre Vivant



Diane de Valbray



Benjamin Fabre

## BUSINESS

### Litigation and counselling

- Patents
- Trademarks
- Industrial designs and models
- Geographical indications and appellations of origin
- Copyright
- Unfair competition and parasitism
- Patronymic names

### Portfolio management and audit

- Trademarks
- Industrial designs and models

### Surveillance of client's rights

- Interventions with the Customs authorities
- Trademarks

## POSITIONING

Cabinet MP ESCANDE is a recognized niche structure specialized in all areas of Intellectual Property law (Patents, Trademarks, Designs, Copyright, geographical indications and appellations of origin, disputes related to patronymic names...).

The firm is also involved in conflictual and parasitic unfair competition cases.

Cabinet MP ESCANDE's main areas of intervention concern luxury, automotive, food processing, wine products, glassware, furniture, sports, publishing, mechanical industry, banking and artistic creations.

Its international clients consist of businesses and individuals.

The firm assists them in the establishment and management of their rights in administrative and judiciary proceedings, whether civil, criminal, arbitration or mediation.

A department is specifically dedicated to brand portfolios management and Designs in France and abroad.

This department also oversees intellectual property securities in connection with customs.

## OFFICES

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## CONTACT

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Julien Blanchard



Claire Herissay-Ducamp



Alix Phiquepal  
d'Arusmont



Margaux Negre-Carillon

## BUSINESS

- Trademarks
- Designs and Models, Copyright
- Internet, Domain names
- Patents
- Litigation, Legal Disputes, Contracts, Consulting
- Industrial Property Rights

## POSITIONING

CANDÉ-BLANCHARD-DUCAMP (CBD) is a law firm, composed of Attorneys-at-law at the Paris Bar, entirely dedicated to litigation in the field of intellectual and industrial property (trade marks, designs, patents, software, copyright, domain names, etc.).

The three Partners of the firm, Patrice de Candé, Julien Blanchard and Claire Herissay-Ducamp, have numerous years of experience in this field.

We advise and assist French and foreign large-scale Companies, in industries as varied as the luxury industry (textile, leather goods, jewellery, watch-making, cosmetics, etc.), the pharmaceutical, building, insurance, banking and computer industries.

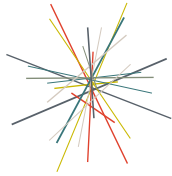
Our team intervenes in all proceedings aimed at defending our Clients' intangible assets (Infringement or Unfair competition actions; Customs or Arbitration proceedings, etc.) with French Courts (Regional Courts, Commercial Courts, Criminal Courts) as well as European Courts (Court of First Instance of the European Communities and Court of Justice of the European Union), and with both the French Office (INPI) and the Community Office (OHIM).

Outside of France, our Law Firm has built up a network of specialized foreign colleagues recognized for their expertise and efficiency.

Our Law Firm places great emphasis on offering the most in-depth and most reactive service possible, while working very closely with our Clients, in a cost-effective manner.

## CONTACTS

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Marguerite Gaeremynck



Sophie Delcroix



Anastasie Kerluen

## BUSINESS

- Information technologies (software, hardware, IoT, AI, big data/open data)
- Data protection
- Mergers and Acquisitions (IP/IT aspects)
- Commercial agreements
- Copyrights
- Trademarks
- Designs
- Patents

## POSITIONING

The firm was created in 2001 by Constantin Pavleas, a former associate at Skadden Arps, Paris, and inhouse counsel with Gemplus (a.k.a. Gemalto) and Sybase. The firm advises tech companies and other industries on IP strategy, data privacy, business negotiations and mergers and acquisitions.

The firm's DNA is to be dealmakers, taking a pragmatic, business-oriented approach to clients' needs and finding creative, legally sound solutions to close deals.

The team assists software and hardware companies in the negotiation of inbound and outbound licenses, technology/IP assignment agreements, research and development agreements, SaaS contracts, OEM agreements, software development agreements, outsourcing agreements, public-founded consortia, patent pools, IP monetization programs and strategic alliances.

Constantin Pavleas Avocats also advises companies on all aspects of data protection. In particular, in view of the new EU General Data Privacy Regulation that will come into force in 2018, the firm assists its clients on strategy and regulatory compliance.

Constantin and his team advise as IP counsel on merger & acquisition transactions, including IP due diligence, IP representations and warranties, IP indemnities and relevant disclosure schedules. Recently, the firm assisted an important provider of security solutions in the divestiture of its semiconductor business to a Swiss company.

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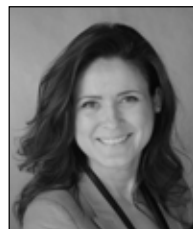
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## BUSINESS

### Intellectual Property - Information Technologies

- Patents and Technology transfers
- Trademarks, Design and Models, Domain Names
- Literary and Artistic property
- Internet and Electronic Commerce
- Medias
- Sports
- Arbitration, Litigation, Contracts
- Life Sciences, Biotechnology, Healthcare (Regulatory, Medical products, Health data protection)

## POSITIONING

De Gaulle Fleurance & Associés is a full-service law firm covering all the areas of Intellectual Property, Information Technology, Data Protection, Life Sciences, Biotechnology, Healthcare, Media, Entertainment and Sports.

It is recognized as one of the most powerful teams on the French market.

Clients laud the ability of De Gaulle Fleurance & Associés to propose an integrated and transversal service as it is also capable of bringing its expertise in other areas (such as Tax Law, EU Law, M&A and Corporate, Public Law, Labor Law) when needed on a specific matter.

As a result of its unique and businesses-oriented positioning, De Gaulle Fleurance & Associés has gained wide recognition from clients and peers.

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## BUSINESS

- Selection of Intellectual Property Assets
- Protection of Intellectual Property Assets
- Administration of Intellectual Property Assets
- Enforcement of Intellectual Property Assets

## POSITIONING

Founded in 1992, our Paris-based law firm has continuously provided legal advice and expertise to clients throughout the world for the protection and defence of their Intellectual Property assets.

The firm advises both French and international clients and associates, including major, multinational corporations in the pharmaceutical, tobacco, alcoholic products, cosmetics, electronics, food and beverage, consumer products, apparel and luxury goods fields, in all phases of management of their I.P. assets.

We provide complete and personalized legal services encompassing all phases of Intellectual Property management, including clearance and protection of trademarks, designs or other distinctive signs, enforcement against unlawful use, and centralized world-wide coordination of Intellectual Property portfolios and litigation through our extensive network of selected associate firms, as well as an expertise in Customs surveillance and enforcement, providing both domestic and international clients with strategic anti-counterfeiting solutions.

We pride ourselves for an a high degree of responsiveness to our clients budgetary and management requirements and objectives.

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Guangtao Bu

## BUSINESS

- Patents
- Trademarks and Designs
- Copyright matters
- Domain name disputes
- Unfair competition matters

## POSITIONING

The close collaboration between the legal team of Hirsch & Associates and the lawyers and engineers of our sister firm Hirsch & Partners produces a powerful synergy which cannot but strengthen the performance of Hirsch & Associates.

The almost daily relationship between the lawyers/barristers of Hirsch & Associates and the attorneys and IP specialists of Hirsch & Partners creates a symbiosis of which our clients are the prime beneficiaries both in terms of effectiveness and in terms of costs.

The alliance between our law firm and the teams of engineers and technologists of Hirsch & Partners is a key element of our success when it comes to complex technical questions arising in asserting and defending patents thanks to the direct support provided by our scientific and technical staff.

The same applies to the teamwork between our law firm and the legal people of Hirsch & Partners regarding the protection of trademark and design rights.

## CONTACTS

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- **Emmanuelle Tévenin**
- **Elisabeth De Morelos**
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## BUSINESS

- New technologies
- Media
- Online gaming
- IP/IT
- E-commerce
- Copyrights & Trademarks
- Litigation
- Data protection & data privacy
- Media entertainment, media, advertising

## POSITIONING

The Firm Jacob Avocats offers tailored legal solutions to its customers, but beyond the consulting dimension, the firm also offers strategy and personalized support over time.

Jacob Avocats acts as a true partner for companies and personalities that represents their brand and image. A new type of law firm was born in this world that experience profound and quick changes.

Julie Jacob is a regular contributor on all e-commerce issues, computer law, online games, pre paid cards, litigation regarding computers and networks, media in the digital environment, brands etc.

### Internet & e-business

- E-business websites and market-places (B2B and B2C)
- Blogs / podcasts
- E-marketing and E-advertisement
- Personal data protection
- Consumer protection legislation
- User generated contents

### Computer Law

- Sales and services contracts
- Web Affiliation, Web-hosting, outsourcing
- High-tech plate-form
- High-tech storage, data security
- High tech services
- Software

### Media / Communication / Telecoms

- Telecommunication networks and services
- Music / Radio
- Video / Television / Cinema (VOD)
- Advertising
- Press
- Access providers

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## BUSINESS

### Business litigation

- Acquisitions/post-acquisition
- Shareholder lawsuits
- Banking/Finance
- Securities laws
- Insurance
- White collar crime
- Collective procedures
- Construction/Real estate
- Transportation
- Estates

### Commercial litigation

- Commercial contracts
- Distribution arrangements
- Consumer law
- Product defects
- Competition and unfair practices
- Distribution networks

### IP/IT litigation

- Copyright
- Trademarks
- Design protection
- Patents
- Personal data
- Press and media
- Internet

### Employment litigation

- Individual and collective litigation
- Restructuring and redundancy plans
- Works council notifications and consultations
- Union representation

## POSITIONING

Laude Esquier Champey specializes in business litigation.

The firm has 20 attorneys whose practices are dedicated to managing and resolving disputes both in France and internationally.

The firm primarily acts on behalf of French and international groups, large companies, SMEs and directors and officers operating in a wide variety of economic sectors.

Anticipating and managing conflicts, analyzing risks, developing strategies, resolving crises, achieving settlements or implementing effective judicial proceedings, are at the heart of the firm's activity and expertise.

Led by six seasoned partners with a significant track record in negotiations and litigation, the firm defends its clients' interests efficiently and with determination, arriving at pragmatic solutions that are adapted to the financial and strategic risks at stake.

The firm represents its clients before all types of jurisdictions (judicial, administrative, arbitral).

Laude Esquier Champey is recommended for «the quality of its advice, the timeliness and effectiveness of its services, its strong results and the supreme availability of its attorneys.»

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## BUSINESS

### Information Technology, Digitalization, Software, Data Privacy, Telecoms and the Internet

- All types of IT-related agreements
- SaaS, Facility management, ERP, ASP, BPO, IT outsourcing
- Cloud computing, Artificial Intelligence, Big Data
- Data privacy
- IP assignments and licenses agreements
- Partnership agreements for start-ups
- Software development, license and maintenance agreements
- Data hosting agreements
- Partnerships and e-business
- Transfers of know-how, licensing and protection of know-how
- Trademarks and domain names

### Commercial and Intellectual property agreements and litigation

- Sourcing & procurement agreements
- General terms of Sale, General terms of Purchase, General terms of Use
- Distribution, commercial agent agreements
- Partnership agreements (business brokerage, etc.)
- Service agreements

### Infringement actions

- Pre-litigation strategy - Litigation

## POSITIONING

Lawways has built, over the course of the last 10 years, a highly recognized law firm offering synergy and complementarity of expertises between new technology law, digitalization and corporate law. Lawways provides legal support to worldwide companies (banks, insurances, IT, global services & industry), as well as investments funds. Many other law firms in France and abroad rely on Lawways' specific approach and experience.

### On the cutting edge of new technology law and digitalization

Lawways has acquired sharply-honed knowledge and skill sets in negotiating and drafting all types of contracts in the field of new technologies, and more specifically software, big data and digital issues, for French and international groups.

Lawways provides assistance for legal reviews of agreements as well as once-off negotiations and long-term process, acting in support to commercial teams and legal departments.

### With sought-after know-how

The firm has in-depth knowledge of the world of new technologies allowing its lawyers to stay few steps ahead and anticipate "what's next".

### Playing in the big leagues of corporate law, private equity, and mergers & acquisitions

Lawways accompanies all of its clients in their development and value creation projects, in the services and new technologies sectors.

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## BUSINESS

### Prosecution

- Clearance searches, trademark and design filing strategies worldwide, management of examination and registration proceedings and deadlines

### Legal and pre-contentious advice

- Consultations on IP rights (trademarks, designs, copyright), oppositions in France and worldwide, cease and desist letters, due diligence

### Litigation

- Trademark, patent, design and copyright infringement actions, unfair competition actions, customs actions, UDRP and other domain names proceedings
- Arbitration, mediation

### Negotiation and contracts

- Main IP related contracts (assignments, licenses, coexistence agreements) and their recordal

## POSITIONING

Created in 2001 from the previous expertise of its founders, the boutique firm MARCHAIS & Associés is a human sized law firm entirely dedicated to advising, prosecution and litigation in the field of intellectual and industrial property law, offering to its clients a real and close partnership.

MARCHAIS & Associés now comprises 10 people including 5 lawyers, some being former Trademark Agents, and 5 experienced paralegals, with both a prosecution department and a litigation department within a single structure, creating then a real synergy for the protection and defense of the IP rights of their clients worldwide.

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## BUSINESS

- Trademarks
- Designs and models
- Corporate names, trade names
- Domain names
- Appellations of origin
- Copyright
- Internet law
- Unfair competition
- Prosecution and litigation

## POSITIONING

The firm Valérie Perrichon, whose activity is entirely devoted to intellectual property, is specialized in Trademark law, designs, company names, trade names, domain names, appellations of origin, copyrights, customs, infringement and unfair competition actions.

The firm assists clients in all stages of life of their intellectual property rights, guides and assists them for their protection, promotion and defense, both in France and abroad by providing innovative and customized solutions.

The firm that represents clients before administrative and judicial authorities, is involved in many industries such as fashion and fashion accessories, jewelry, new technologies, tourism and entertainment, consumer goods, food industry, finance, insurance, education and training...

Valérie Perrichon, exercising for almost twenty-five years, offers her clients a specialized and personalized expertise and a cross offer in council and litigation within the same structure.

The firm, attentive to the needs and expectations of its clients, guarantees each of them, whether it be SMEs or large French and international groups, reactivity, creativity, dynamism and tailored advice.

Valérie Perrichon relies on a network of foreign counsels and lawyers of high quality, built over the years.

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## BUSINESS

- 100 % patent litigation

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## POSITIONING

Véron & Associés assists French and foreign companies in the prevention and resolution of disputes involving patents, trade secrets and plant breeders' rights. Litigation, strategic advice, negotiation, arbitration and mediation are all facets of our practice.

Thanks to our multidisciplinary team, consisting of 29 people including 12 attorneys-at-law, an economic litigation consultant and a professor of physics and chemistry, we are able to simultaneously address the legal, financial and technical aspects of a case, in all sectors of industry. With the help of our graphic designer, we create all types of visual aids in support of our demonstrations.

International strategies are developed in coordination with an open network of foreign colleagues. We actively participate in the construction of the Unified Patent Court and we help our clients get prepared.

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## BUSINESS

- Patents
- Utility Models
- Trademarks
- Designs
- Copyright Law
- IP Contracts & Licenses
- Unfair Competition Law
- IP Due Diligence
- IP Litigation & Nullity Proceedings

## OFFICES

- MUNICH
- LONDON
- DÜSSELDORF
- HAMBURG
- MILAN
- MADRID

## POSITIONING

With a workforce of more than 400 persons and a history spanning 125 years of experience, HOFFMANN EITLE is one of the largest, most well-established and most renowned intellectual property consultancy firms in Europe.

The primary objective of our firm is to provide the best possible services to our clients, by focusing on quality, efficiency, responsiveness and customization of our services.

To achieve this aim, our firm is structured around an international team of more than 100 highly qualified and experienced European representatives and attorneys-at-law, which come from more than 10 countries and work exclusively in the field of intellectual property.

With such a wealthy human capital, both in qualitative and quantitative terms, we provide one of the most complete, homogeneous, and modular services in Europe for intellectual property. In particular, we fulfill the specific needs of our clients:

- In all legal and technical fields of intellectual property, in litigious as well as non-litigious proceedings
- In an unrivalled geographic area in terms of size and significance, by the countries in which our European patent attorneys have national qualifications (Germany, France, Belgium, UK, Italy, Spain, and Netherlands)
- In all configurations of work (individual, collaborative, cooperative, multidisciplinary, multinational...). We have a strong francophone team of more than 10 specialists in patents.

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## “patent litigation nowadays requires more insight and creative imagination than ever before”

INTERVIEW WITH

**Niels Hölder**

Partner, **Hoffmann Eitle**

### **How have your clients’ needs evolved in the recent years?**

We have seen an increase in disputes with an international dimension, requiring careful coordination and planning which goes beyond being consistent – assertions that are helpful in one jurisdiction can be disastrous in another, statements made in one jurisdiction may lead to a loss of rights or a waiver of privilege elsewhere. In particular transatlantic disputes need to be handled with care. Also, clients now tend to take more precautionary measures at an earlier stage. Likewise, patentees have been taking a more proactive and aggressive approach to their intellectual property lately. Taken together, patent litigation nowadays requires more insight and creative imagination than ever before.

### **What added value can an independent firm such as Hoffmann Eitle provide to clients in the context of globalization?**

As a big, independent full-service IP firm, we have been able to develop a large yet finely woven international network of excellent firms and professionals. With attorneys from no less than 12 jurisdictions – besides Germany the US, Japan, China, the UK, Italy, Spain, France, Belgium, Holland, Den-

mark and Austria – we are in a particularly strong position to maintain, monitor and develop our contacts. As a result, we can pick the right person for each individual case, both in terms of scientific and legal skills and with a view to our clients’ strategies and philosophies. Giant firms, in contrast, have a strong interest to fully load their offices – regardless of skills, interests and experience.

### **How does Brexit impact your firm’s work, and how do you accompany your clients in the new situation?**

Brexit has created a massive amount of uncertainty and, as a result, the need for special advice on a variety of IP-related aspects such as filing strategy, enforcement, licensing, parallel trade, distribution and risk mitigation. Given the high degree of EU-wide harmonization and integration in the field of intellectual property – just think of the unitary rights and common, long-established principles for jurisdiction, exhaustion and protection, which are all established and interpreted in the light of the Single Market – taking one important member out of the established system generates countless grey areas and loose ends. This is especially so in the absence of any concrete idea about how subsequent

trade agreements might look, and what transitional provisions might come. The UK joining the UPC system while leaving the EU gives rise to many additional questions. With our second-largest office being located in London, we are in an optimal position to address our clients’ Brexit-related needs and concerns. Regarding our core business – prosecuting, defending and enforcing patents, we do not expect any significant impact. We will keep calm and carry on.

### **What is your expectation for the UPC?**

The UPC will stir up the European patent litigation landscape, which has been characterized by a plethora of different national venues and proceedings to choose from or to orchestrate, as the case may be. In the first years, of course, the UPC and the possibility to opt-out from it will add to this complexity rather than reducing it. National and UPC proceedings are not necessarily alternatives but can intertwine in complex cases so as to combine the best of two worlds. In the long run, the effort required for coordinating pan-European patent disputes will be significantly reduced. ●



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### BUSINESS

- Patents and utility models
- Trademarks & Designs
- Unfair competition
- Litigation-PR

### POSITIONING

Kather Augenstein is a boutique law-firm specializing in intellectual property disputes. We are a focused and very powerful team with the experience and know-how of the largest law firms. We work closely together, are highly specialised, and combine our knowledge effectively to the advantage of our clients. Naturally, this includes issues of international reach as intellectual property does not stop at borders. We work seamlessly with similarly experienced law firms around the world, and coordinate international legal disputes. We are thus able to supervise major mandates with complex issues. In court litigation, we do not only master the strategy, we will also bring our creativity and ideas fully to the fore, to get the best possible outcome.

Our lawyers relish the challenging cases. Our passion is to disentangle complex situations, to decipher apparently contradictory facts, and to get to the root of a problem. We delve into the matter and never give up. Our focus: patents, trademarks, design and unfair competition. When it comes to intellectual property rights, we are second to none – all of us are specialised in this field.

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## BUSINESS

- Patents and Utility Models
- Trademarks and Designs
- Pharmaceutical Law
- Competition Law
- Copyright
- Employees' Inventions Act
- Information Technology and E-Business

## OFFICES

- MUNICH
- DÜSSELDORF
- BERLIN
- PARIS

## POSITIONING

Founded more than 50 years ago, Preu Bohlig belongs to the small group of the leading IP Litigation Boutiques in Germany. With offices in Munich, Düsseldorf, Berlin and Paris, Preu Bohlig has a team of 24 specialized IP lawyers exercising for the IP practice.

Our key strengths lie in patents, trademarks, designs, competition and pharmaceutical law. For many years, we have been providing counsel and representation in complex infringement and validity proceedings before German IP courts, the Federal Patent Court and patent offices, such as the EPO on behalf of companies acting in the energy, medical technology, engineering, chemistry, pharmaceuticals, telecommunications and semiconductor technology sectors. The efforts of Preu Bohlig are often strategically coordinated with parallel litigation outside Germany, such as France and the US. Preu Bohlig also acquired a very good standing in pharmaceutical and life science law with team members of our Munich office. We thus advise in German and European pharma law, medical product law and food supplements. This includes product launches, product design and product advertising as well as different regulatory affairs.

Preu Bohlig represents a broad variety of clients, from small start-up companies to large international enterprises. Our regular clients are renowned blue chips companies. As a tradition, we maintain close relationships with the German industry. In the past years, we counted among our clients, eleven companies of the DAX-30 and the biggest blue chip companies from the telecom industry.

Our professional expertise is evidenced by extensive trial practice and a distinguished record as lecturers and instructors, as well as by numerous publications.

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Paolo Bertoni



Gilberto Nava

## BUSINESS

- Corporate
- Capital Markets
- Banking and Finance
- Financial and Insurance regulations
- Real Estate
- Litigation
- Arbitration
- Tax law and tax planning
- Antitrust, EU law and International law
- Administrative law
- Employment law
- IP/IT
- TMT
- Energy and infrastructure
- White Collars Crimes & Business Integrity

## POSITIONING

**Intellectual Property.** The Firm has significant expertise and experience in the development, acquisition, protection and exploitation of intellectual property rights (such as Trademarks and distinctive signs, Designs, Copyright and related rights Patents and trade secrets, Unfair competition and advertising, Information technology Data protection) and in the protection of such rights in legal proceedings. The Firm's practice encompasses preparation and negotiation of transfer, licence, distribution, franchising, merchandising, sponsorship, advertising and technology transfer agreements in light of specifically applicable intellectual property legislation.

**Information Technology.** Chiomenti assists in all issues relating to intellectual property rights in the Internet context, including websites, multi-media products, on-line services, software, electronic banking and financial services and digital distribution of protected works. The Firm assists in connection with information protection, information technology agreements, the law on the protection of personal information and related corporate policies. The Firm has specialised knowledge in the negotiation of technology development, licence and acquisition agreements through complex joint ventures and outsourcing structures.

## OFFICES

- ROME
- MILAN
- LONDON
- BRUSSELS
- NEW YORK
- BEIJING
- SHANGHAI
- HONG KONG

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Cesare Galli

## BUSINESS

- Patents
- Trademarks
- Design
- Domain names
- Appellation of origin
- Unfair Competition
- Copyright
- Restricted information
- Web forgery
- Advertising & Marketing
- Life Sciences
- New Plant Variety
- Antitrust Law
- Contracts
- Business Law

## POSITIONING

Placed by all the international Directories at the top of the Italian legal profession, the law firm IP Law Galli was established in 2004 and it is still led by Atty. Professor Cesare Galli, Chair of Industrial Property Law in the Department of Law of the University of Parma, who has been leading with important litigation in Europe regarding all branches of IP Law, often tackling cross-border problems too. In 1999 Professor Galli obtained the first Italian final ruling on biotech patents. In 2004 the firm secured the first Italian ruling on computer-implemented invention patents, and between 2005 and 2017 obtained key decisions on the protection of pharmaceutical patents, renowned trademarks and designs in relation to which some of the highest assessment of damages ever made in Italy were issued.

IP Law Galli was established as a law office "of excellence" highly specialised in the IP sector and characterised by the keen distinguishing mark of the founder, Atty. Professor Cesare Galli, and by a market-oriented approach that aims to enhance the procedural instruments in order to reach positive results as quickly as possible. The Law Firm firmly preserves this attitude without neglecting the importance of highly professional and knowledgeable lawyers who team up with the leader with shared goals and methods and proceed in a mainly international context but at the same time they demonstrate a deep rootedness in the most significant areas of the Italian economic life.

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Paolo Marzano

## BUSINESS

The advice on intellectual property matters that Legance's lawyers provide includes the following:

- advice in the preliminary stages regarding the most suitable registration strategy, based on the client's needs
- drafting of contractual agreements required for the exploitation of intellectual and industrial property rights of any kind
- drafting of legal opinions on any aspect of intellectual and industrial property
- advice on bringing and defending legal proceedings in Italy and abroad, in relation to any intellectual or industrial property right

## POSITIONING

Legance is an independent Italian law firm with expert, active and result-oriented lawyers, and a strong team spirit that has permitted a flexible and effective organisational model that, through departments active in all practice areas of business law, shows the right balance between the specialist and the lawyer as a global counsel.

With more than 200 lawyers, Legance is the point of reference for many important banking, financial and industrial Italian and foreign groups, offering renowned expertise and global services, also in specialist practice areas.

The work teams, which consist of professionals having wide knowledge acquired in different transactions, are structured to guarantee tailored assistance to each client throughout the entire project life cycle, involving, when required, the specialist expertise of other Legance teams.

Thanks to its attention to client service Legance is a point of reference for major Italian and foreign industrial and financial groups, providing global services in most practice areas.

The close relationships with leading independent law firms throughout the world ensure that Legance can provide to our clients legal services on international transactions of the highest standard in terms of quality and efficiency.

## CONTACT

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D.R.

## « What will come out of the ongoing discussions in Brussels will surely change the current legal landscape »

INTERVIEW WITH  
**Paolo Marzano**  
Partner, **Legance**

### **As an expert in copyright law, what would you say are the main trends in the field right now?**

Copyright law is certainly the area of intellectual property undergoing an e-revolution. Let me give you a couple of examples. The Digital Single Market initiative launched by the EU Commission will lead to a major transformation of a variety of rules in many different areas of what we may call 'digital copyright', that part of copyright law applicable to the online world. The EU Commission is trying to increase cross-border access to online works of authorship, improving the role of libraries in the area of online access to works, updating the role of online intermediaries and fixing the so called value gap. The motion picture, broadcasting, press, book and music publishing industries are all deeply interested by the set of Directives and Regulations drafted by the Commission and currently under discussions in Brussels. As an expert of copyright, and as the Chairman of the Italian Copyright Committee, I do not hesitate to define this as a historical moment: what will come out of the ongoing discussions in Brussels will surely change the current legal landscape; what matters is that the new EU copyright legislation will preserve that delicate balance among authors', producers' and user's rights, by ensuring a fair remuneration of authors and their producers. Another concrete example is represented by the emerging area of 3d printing. I can see on a worldwide level that this will further modify the rules of law,

as we nowadays know an interpret them: the methods of mass production and dissemination of copyrightable works will deeply change once each one of us will be able to download and print our preferred industrial designs.

### **Could you tell us more about your track record and the type of clients you represent?**

Thank to my knowledge of international and, in particular, US copyright laws, I often deal with multijurisdictional cases involving foreign clients: book publishers, videogame and motion pictures producers are among the clients which I assist. The activities brought forward with the International Trademark Association (INTA) in the field of industrial design is also giving me the opportunity to work for foreign clients and, more generally, in the context of the fashion industry acting on international markets. Challenging work, but amazingly interesting. When we assisted, in 2016, Shiseido in negotiating a worldwide cosmetic license with the Dolce & Gabbana, we had to deal with almost all forms of intellectual property rights, on multiple markets. Again, difficult, but incredibly dynamic.

### **How does Legance's IP department distinguish itself from rival IP teams?**

I confess I am reluctant to compare our department with others; probably, our ability to deal with multijurisdictional matters spamming from copyright to trademark and

design laws is one of our characteristics. And this is the normal outcome of being the IP Department of a top ranking firm like Legance. An international portfolio of clients leads us to work with companies operating on worldwide markets.

### **Brief us on a significant case you took part in recently.**

Can I offer you two cases, rather than one? We have recently been requested to support the motion picture industry involved in a major copyright case pending before the European Court of Justice; it deals with the applicability of the private copying legislation in the case of online remote video recording services. Once issued, this holding will form a supranational rule, along with the US Cablevision and Aero cases, which will strongly influence the behavior of the audiovisual online business models. At the same time, we're assisting a major US company in developing the online transmissions of a wide variety of TV broadcasts, motion pictures and TV series. All evidences of what I was referring to above: the landscape is rapidly evolving and the business models which ensure the production and dissemination of works of authorship vary constantly.

### **Just what is it that makes a good IP lawyer?**

In a rapidly evolving situation, be always ready to question your opinions and never stop learning. The moment you say 'I know this', you risk to be wrong. ●



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Luigi Goglia



Simona Lavagnini

## BUSINESS

- Intellectual Property, Media and Entertainment
- IT, Internet and E-commerce
- Corporate and Business
- Advertising
- Competition and Antitrust
- Litigation and Arbitration
- Korean Department
- German Desk

## POSITIONING

LGV Avvocati is an independent law firm founded in 2003 in Milan (Italy). LGV specialises in IP and business law and has a large client base, both domestic and foreign. The firm has acquired considerable wide-ranging legal experience, principally in respect of innovative business ventures. LGV values a dynamic and international professional team environment and has created a department specifically focused on the Korean market, in addition to a business desk dealing with Germany and other German-speaking countries. Moreover, LGV is a firm accustomed to managing cases of a transnational nature. In litigation LGV offers an unrivalled competence, acquired over the years in relation to enforcement programmes concerning both national and international profiles.

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Renato  
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Manuela  
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Valentina Bonomo

## BUSINESS

- Corporate and commercial
- Domestic and international litigation and arbitration
- Mergers and acquisitions - Private equity
- Insolvency and corporate restructuring
- Capital Markets
- Real Estate
- Banking and finance
- Administrative law
- Energy
- Intellectual property
- Competition

## POSITIONING

The Firm advises its clients – including pharmaceutical companies, energy multinationals and telecom operators – in the protection of their intellectual property rights both in court and contractually.

The Firm's professionals specialized in this field of law advise mainly in connection with litigation related to the protection of patents, trademarks, confidential information, design rights, copyrights and unfair competition; they also handle the negotiation of license agreements and provide support in connection with extraordinary transactions relating to companies owning large portfolios of patents and trademarks.

*«Litigation on trademarks and licenses represents, according to clients, the cornerstone of the practice... Clients praise the professionals: «excellent staff, always on top of events», states a client, «they are capable of building strong arguments on facts»*

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Massimo Maggiore



Aurelio  
Assenza

## BUSINESS

- Litigation & arbitration
- Personality rights
- Personal data protection
- Environmental energy
- Natural resources
- Administrative law
- Antitrust & competition law
- Commercial contracts
- Insolvency law
- Mergers & acquisitions private equity
- IT & new media
- Intellectual property
- Real estate
- Health & Safety

## POSITIONING

The digital economy is essentially based on binary logics. We are here to add a third dimension to that thinking.

Our law firm was established in 2007 as a boutique with the ambition of covering a vast array of practice areas of interest for business clients. Yes, a vast array but not anything. We decided to use two golden rules: first, follow your passions. The founding partners have put their interests from outside the legal business at the centre of their idea of a law-firm and decided they should seek to assist primarily businesses that operate in those areas of interest; second, be holistic. We believe lawyers' added value lays in the ability to look at matters from as many visual angles as possible. The time of chinese walls between legal issues seems to be fading away. The Internet has dissolved the idea of boundaries and dramatized the concept of interdependence. This holds very true for legal issues.

Our IP and IT department, with this in mind, has developed skills and expertise in all legal areas that are of relevance for advice in the fields of Intellectual Property and Information Technology. The department, headed by Massimo Maggiore, currently counts two partners and four associates and regularly advises on matters that constantly intersect IP and IT, and namely competition law, data protection, contract law, consumer laws. We are also well established litigators in our fields of practice and assist companies both before courts of law and independent administrative bodies, such as the competition authority, the data protection authority or the telecommunication authority.

The industrial sectors that we assist with IP law matters include food, electronic goods, publishing, biotechnology, toys, web marketing, motion picture and entertainment. Our work in IT Law is mainly focused on cloud computing, social lending platforms, behavioural advertising solution providers, software integration, e-commerce.

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Matteo Orsingher



Fabrizio Sanna



Marco Consonni



Domenico Colella

## BUSINESS

- E-commerce Internet & New Media
- Publishing
- Industrial Design
- Gaming
- Engineering
- Media & Entertainment
- Pharmaceuticals, Life sciences & Biotech
- Luxury & Fashion
- Advertising & Promotions
- Software & Cloud-deployed services
- Technology telecommunications

## POSITIONING

Orsingher Ortu - Avvocati Associati is an independent law firm which specializes in complex transactions, advisory work and litigation notably in the fields of intellectual property, new media & information technology, corporate & finance, antitrust, competition & trade and labour laws. Our partners have all developed their professional skills in prominent international law firms and have brought those skills to a tailored, client-focused structure.

Our intellectual propriety, new media & information technology group has a specific focus on the TMT- related industries and is highly committed in partnering with individuals and businesses to enhance:

### ■ creative intellectual works

Such as works of literature, music, figurative art, architecture, cinematography, photography and new media, as well as software, databases and designs, all of which are protected by copyright law. Industrial products can also be protected by national and Community exclusive rights in designs if registered, and by unregistered Community exclusive rights in designs (for a shorter time).

### ■ proprietary information

Technical know-how - Proprietary information includes know-how that resolves a technical problem in a new way; it can be protected as a patent, as a utility model or by exclusive rights over secret information.

Business know-how - Marketing information applied to the pursuit of business is one type of information in this category that can be protected as secret information and through competition law.

Personal data of customers, potential customers and employees - The use of the personal data of third parties collected by a business is governed by the provisions of the Data Protection Code, which sets the limits to data processing and the forms permitted.

### ■ competitive positioning tools

Trademarks - All of the distinctive signs of a business, including registered and de facto trademarks, the name or trade name, the firm, signs, domain names, and the packaging and forms of the products are protected against passing off and unwarranted copying by competitors.

Company style - All elements used in crafting the identity of a business in the marketplace including advertising campaigns, slogans, signage, the interior design of sales outlets and marketing strategies are protected individually and as a whole by the provisions of the Industrial Property Code and competition law.

Promotional tools - Web sites and their domain names are protected by the provisions of the Industrial Property Code and competition law. Advertising campaigns, sponsorships, home shopping and prize competitions are regulated and in some cases protected by special rules.

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Pier Luigi Roncaglia



Gabriele Lazzeretti



Carloalberto Giovannetti

## BUSINESS

- Intellectual property and patents
- Data protection
- Unfair competition
- Trademarks
- Fashion Law

## OFFICES

- FLORENCE
- MILAN
- ROME
- NEW YORK

## POSITIONING

SIB Legal has been established by a group of attorneys long specialized in the field of intellectual property.

With offices in Florence, Milan and Rome, and a liaison office in New York, SIB Legal provides judicial and extra-judicial assistance in Italy and the European Community and legal advice to Italian and foreign clients, including some of the world's most prestigious companies in the fields of luxury goods, fashion, entertainment, information technology and pharmaceuticals.

SIB Legal works in the fields of intellectual and industrial property and unfair competition. We handle all matters relating to trademarks and distinctive signs, domain names, denominations of origin, geographical indications, patents, designs and models, copyright, fashion law, antitrust law and privacy & data protection .

In particular, SIB Legal provides extra-judicial and judicial assistance, in both civil and criminal cases, as well as the drafting of agreements regarding intellectual property rights.

We handle all aspects of anti-counterfeiting, including liaising with the Police and Customs authorities, the coordination of experts and investigators, the drafting of briefs during preliminary investigations and the filing briefs of intervention as aggrieved parties in criminal proceedings.

Thanks to our equal expertise in civil and criminal matters as well as to perfect fluency in the most important foreign languages, SIB Legal is able to offer highly personalized assistance in intellectual property law, conciliating the peculiarities of each single case with the client's overall protection and budget concerns.

## CONTACTS

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D.R.

## “China and Internet are certainly the next challenges”

INTERVIEW WITH  
**Pier Luigi Roncaglia**  
 Managing partner

### What is your firm's DNA ?

SIB Legal is an Italian IP boutique law firm, exclusively dedicated to contentious and transactional work in the industrial and intellectual property field. The firm was born inside one of the oldest prosecution firms in Italy, called Società Italiana Brevetti. After having been its litigation branch since the 90's, in 2009 we felt pressure in the market decided to launch the boutique. We started with a strong client base but the decision of going independent helped us acquire new clients. Today we are key partners of prestigious names in the fashion and luxury industries. We are also very active in the IT and digital business, representing the IT and entertainment giants. We are very strong in trademark law. Despite the downturn we constantly grew in terms of work volume, which allowed us to invest in human resources. In 2013 we acquired a new partner, Francesco Rossi, from one of the leading Italian IP firms. We have recently extended our expertise, focusing on privacy and data protection law. Our specialty is a tailor-made approach to every kind of case and our equal expertise in both civil and criminal enforcement. Foreign clients appreciate our out of court enforcement activity, which is a very consolidated

practice in the firm.

### Why is your firm headquartered in Florence?

Indeed, usually the big IP firms are headquartered in Milan or Rome, but I'm originally from Florence, so I was able to attract talent to the city. The brain of our firm is certainly in Florence, but we also have satellite offices in Milan and Rome, and litigate a lot of cases both in Rome and Milan, so in terms of costs and control of every day court work, it is certainly an advantage to have offices in both of the cities. We also have an office in New York, which is more convenient for us in order to visit our U.S. clients.

### What are the next IP challenges?

I would say China and Internet are certainly the next challenges, at least for our firm.

China has become one of the main markets for our luxury clients, and they need our assistance to enforce their rights there, to educate the public on how to identify genuine products from counterfeits, and to keep online platforms clean. All this work is very important and requires a lot of effort from our side.

Actually, two years ago in China we started some very important enforcement programs (both on and offline) on behalf of one of our most important clients in the luxury business, and one of our associates, Riccardo Facchin, is based in Bei-

jing. So far, we have achieved some great results in these areas, but we are certainly still at the beginning of the project. We want to make sure that we are able to offer the same quality of services in China as what we offer in Italy, before make our presence in China official. This is challenging, but we are very happy to have the chance to develop across these frontiers.

### Is there a recent legal battle you won, or a significant case you would like to comment on?

We recently won the appeal in the Italian portion of the long-standing and worldwide case between Gucci and Guess. Gucci claimed, inter alia, that Guess willfully put in place a broad parasitic activity of imitation of its products and distinctive signs in order to take free advantage of Gucci's worldwide reputation. We represent Gucci in Italy, one of the main “battlefields” of this multi-jurisdiction case. After an unfavorable judgment against Gucci in the first instance, we succeeded in obtaining an important statement of law principle, in which the Court of Appeals held Guess liable for unfair competition through “parasitism.” This is one of the very few decisions about parasitic unfair competition that the Court of Milan has given in the last 30 years and is very important to Italian law market. We will see how this case will now be decided by the Supreme Court.●



Pierre-Alexandre Degehet



Anne Morel



Fabio Trevisan

## BUSINESS

- Banking and Finance
- Capital Markets
- Corporate
- Dispute Resolution
- Employment, Compensation & Benefits
- Investment
- IP, IT & General Commercial
- Private Equity
- Real Estate
- Startup
- Tax

## POSITIONING

Aware of the stakes that intellectual property (IP) rights represent for economic and social development, Luxembourg has set up a business-friendly legislative and tax framework to attract and retain innovative companies.

At Bonn Steichen & Partners, we know that our clients' brands, patents and other intellectual property rights are part of their most valuable assets. Failure to protect them may be hazardous to their company. That's why our lawyers are at their side to protect and develop this asset, combining legal protection with both tax and financial optimisation.

Our expertise covers every aspects of IP and the technology law and we advise clients on:

- Registering trademarks and patents
- Protection of trademarks, patents, software, know-how, brand image, copyrights, domain names and other intellectual property rights against any infractions
- Trade secrecy and copyright infringement
- Media and entertainment law
- Advertising
- Adapting contracts to local requirements
- Antitrust and unfair competition
- Research and development issues
- Gambling and social gaming law.

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Nadine Cambonie



Dorothée Ciolino



Guy Perrot



Emilie Macchi



Pauline Walter

## BUSINESS

### IP/IT

- Protection of intellectual rights
- Management of trademarks and domain name protection
- Management of artistic property protection
- Information technologies
- Implementation of websites (general terms and conditions, legal notice)
- Development agreements and software licence agreements
- Protection and management of databases
- Protection of private life of the employees (IT Charter)
- Protection and management of personal data
- Infringement procedures – Seizure by customs
- E-Payment
- M-Payment

## POSITIONING

DCL Avocats is an independent business law firm which gathers lawyers, all committed to entrepreneurship and willing to build a long-lasting relationship with their clients in the long-run.

Availability, reliability and outstanding service are the milestones of DCL Avocats, each partner having a close relationship with his/her clients.

All with a long-standing experience and coming from different practices and backgrounds, the partners of DCL Avocats are able to grasp the issues taken in their global context in order to meet the needs of their clients.

DCL Avocats is able to assist the enterprise all along its life in its investment and restructuring strategic choices, its day-to-day issues or in the context of conflict management.

DCL Avocats' partners are sensitive to the various risks met by the business and, as such, are committed to find hands-on and pragmatic solutions to their issues by bringing the right mix of social skills, professional experience and social insight.

We are members of :

- l'Association Luxembourgeoise des Juristes de Banque (ALJB)
- la Chambre Française de Commerce et d'Industrie de Luxembourg (CFCI)
- l'Institut Luxembourgeois des Administrateurs (ILA).

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Claudio Ulloa



Jorge Vega

## BUSINESS

- Industrial Secrets
- Trademarks and Copyright
- Litigation and Licensing
- Industrial Creations
- Franchising
- Patents

## OFFICES

- MEXICO CITY
- MONTERREY
- QUERÉTARO

## POSITIONING

Basham, Ringe y Correa is a full service law firm with strong presence in Latin America. Basham established in Mexico in 1912, has more than 100 years of experience assisting clients in doing business throughout Mexico and abroad.

The firm's large group of lawyers and support staff are committed to maintain the highest professional and ethical standards. In addition, Basham's lawyers actively participate in worldwide associations, as well as in international transactions. This in turn improves the firm's growing capacity to serve its clients by constantly adjusting to the dynamics of the global business environment for over a century.

The firm's clients include financial institutions, individuals, medium-sized companies and prominent international corporations, such as the The Coca-Cola Company, The Walt Disney Company, Diageo, Old Navy, GAP, Dreamworks, America Movil, Kia Motors, Sherwin Williams, Goodyear Tiger, Crossfit, among others.

The intellectual property practice group of Basham is one of the largest and most important in Mexico and is dedicated to the protection of some of the world's most famous trademarks, patents and copyright.

The firm provides legal assistance in connection with patents, industrial models and designs, trademarks and names, slogans, copyright, and all other related legal matters.

The firm's IP services are very broad and encompass all aspects including developing strategies, advising on tax issues, carrying out civil, administrative and criminal litigation, and developing measures to protect IP rights and prevent piracy.

We operate in the Spanish, English, French, German, Portuguese and Chinese languages.

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Juan Carlos Tejado

## BUSINESS

- Data Protection
- TMT (Telecoms, Media & Technology)
- Intellectual Property
- Litigation/Dispute Resolution
- Banking & Finance
- Corporate/M&A
- Energy and Infrastructure
- Government Procurement
- Insurance/Reinsurance
- Real State & Venture Capital

## POSITIONING

Established in 2001, the firm Bello, Gallardo, Bonequi y García, S.C. (BGBG) has become a significant player in the Mexican legal market, meeting the growing need for specialised legal counselling. The versatility of its members allows BGBG to offer personalised services in each of its areas of practice. Professionalism, quality services and a results-driven culture distinguish BGBG from other major law firms in Mexico. A real global expertise, hands-on experience and an excellent academic background constitute the main assets of its members.

## OFFICES

- MEXICO
- SPAIN

## CONTACTS

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Jesus Martínez Iglesias



Genaro Fernández

## BUSINESS

### Entertainment

- Copyright
- Productions
- Licensing and Distribution
- Music
- Use of Image

### Corporate

- Corporate Management
- Foreign Investment
- Corporate Governance
- Restructures

### Data Protection

- Privacy Audits
- Cross Border Data Transfer
- Privacy Policies
- Internal Control Measures

## POSITIONING

Lexel Abogados was founded in Mexico City in 2006.

We strive to give our clientes personalized service, and are driven by a strong sense of ethics and professionalism. For this reason, our members are carefully selected and trained to be responsive to our clients' needs.

Lexel is a boutique size firm. Our nimble structure and organization allows us to respond efficiently and quickly to each client's problems and needs, regardless of time zone.

We look after our clients' interests as if they were our own. This philosophy has helped us develop long-lasting relationships with our clients.

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Alfredo Reyes Krafft



Cynthia Solís

## BUSINESS

- e-Business
- Intellectual property
- Personal data protection
- Trademark registration
- Information security

## POSITIONING

We are a team of lawyers and consultants, passionate about new technologies, with a fresh mentality and a new way of doing things. We love to find the way projects can see the light and do not know the phrase «can not».

Our professional trajectory within Lex Informática is very diverse and complementary, whether in the private sector, the government, transnational corporations or national and international offices, we have the necessary ingredients to attend to our clients with professionalism, experience and a touch of avant-garde.

At Lex Informática, we can guarantee to our clients, a personalized attention, customized projects and above all, to make things happen. We commit ourselves to the objectives of our clients.

At Lex Informática we are specialists in the subjects that touch the intangible assets and the application of law in the computer environment. We offer real protection in the digital environment. For example, we can help you in matters such as: Intellectual Property (Registration of trademarks and patents, copyright, litigation, etc.), personal data protection, means of payment, electronic signature, legal aspects of digital marketing, computer crime, software licencing, and fashion law, among others.

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Joel Gómez

## BUSINESS

- Intellectual Property
- Data Protection
- Internet law
- IT Law

## POSITIONING

Lex Informática Consultores is recognized as a leading boutique law firm specialized in IT law, e-business and data protection. His founding partner is devoted to the fields of intellectual property and information technology law since 1996. Our members have served as country counsels, legal managers and CPO's of American and British companies in Mexico.

We provide services to quite large national and international companies in the following sectors: manufacture, pharmaceutical, public health system, tourism, aviation, automotive, banking and finance, insurance, cybersecurity, software and information technology. Also, we have amongst our clients entrepreneurs and industry associations.

As one of the Mexican most prominent digital intellectual property law firms, we have earned a reputation for recovering several domain names through the UDRP and other dispute resolution mechanisms.

Lex Informática provides strategic counseling and legal support to clients facing complex legal challenges posed by the rapid pace of technological progress. We are known for crafting innovative legal solutions and developing precedent-setting legal strategies to protect our clients' interests.

We consistently deliver the highest standards of quality legal services for the best possible outcomes.

Under the leadership of Mr. Joel Gómez, this law firm rapidly became a driving force in internet and data privacy law.

Throughout our history, we have played a central role in developing IT and data privacy law in the country. Our lawyers are also law professors, international speakers, and key opinion leaders in their fields.

## CONTACT

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Javier  
Uthhoff-Orive



Mario  
Ponce W



Ignacio Dominguez-  
Torrado

## BUSINESS

- Anti-Counterfeit and Enforcement
- Biotech and Pharma
- Consumer Protection
- Copyrights
- Corporate
- Domain Names
- Environmental Law
- Media and Entertainment Law
- Foreign Trade and Customs
- Franchises
- Health Law
- Information Technology
- Licensing
- Litigation
- Patents
- Personal Data Protection
- Plant Breeder's Rights
- Regulatory
- Sports Law
- Trademarks

## POSITIONING

uhthoff, gomezvega&uhthoff, S.C. remains as leader of the Intellectual Property forum in Mexico. The firm's vision is to be the most prestigious and recognized law firm with global reach. Its mission is to provide quality services in business law with the highest standard of ethics and values.

The firm was founded in 1905 and since has been filing, maintaining and enforcing patents, trademarks and other mechanisms designed for IP protection. Now also providing legal counsel in the corporate, business, sports, entertainment and regulatory areas of law the firm collaborates with its clients not only in the acquisition and preservation of their intellectual property rights but also in the defense and enforcement of those rights through IP litigation, anti-counterfeiting and enforcement actions, customs seizures and border measures, thus handling all types of legal actions related to the protection of IP rights before administrative and judicial authorities. Comprised by 11 partners and 60 associates, the firm has expanded its core IP practice to cover more services with the intention of providing an integral service to clients; in short, the firm handles the A to Z of Intellectual Property but is also involved in other legal areas.

## OFFICES

- MEXICO
- GUADALAJARA

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Adriana  
Barrera



María Inés Herrera

## BUSINESS

- Trademarks
- Copyrights
- Patents
- Anti Piracy
- Anti Counterfeiting
- Enforcement
- Internet
- E-commerce and domain names
- Data Protection
- Sanitary and Regulatory registration

## POSITIONING

**BARLAW** arises from the experience gained by its members in activities related to the protection of Intellectual Property of national and foreign clients, as well as the field work carried out in application of legal measures against product piracy and counterfeiting, which its founding members have performed for 20 years. This experience is embodied in a broad knowledge of protection and defense of Intellectual Property in Peru, and also of the legal procedures that this specialty requires before different public entities.

Professionals in BARLAW provide legal advice and defense that meet the highest quality standards, with a personalized approach in an opportune and efficient manner, acting coordinately with the design, implementation and execution of strategies that allow our clients to maintain an efficient management of issues related to Intellectual Property in business.

Intellectual Property practice is performed altogether with corporate affairs required by our clients, which include commercial contracts, incorporation of companies and its internal regulation, legal management and other affairs of commercial nature that are connected to corporate matters, and therefore, take part in the permanent practice of **BARLAW**.

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Jose Barreda



Gonzalo Barreda



Gisella Barreda

## BUSINESS

- Patents
- Utility models
- Industrial designs
- Patents utility models and industrial designs litigation
- Trademarks
- Copyrights
- Domain names
- Unfair competition
- Corporate law
- Advertising
- Litigation

## POSITIONING

BRDA abogados is an intellectual property law firm incorporated by attorneys and engineers, all specialized in intellectual property law, currently recognized for giving their clients a specialized and personalized service of highest quality.

By combining the experience obtained from several generations of leading intellectual property attorneys as well as a long professional experience in leading intellectual property firms with the dynamism required by the current clients, our firm is proud to offer an efficient service, worrying not only in proposing the best legal strategy, but also in giving the immediate response that businesses nowadays require.

## CONTACTS

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From left to right: José Marquis, Giovana Palacios, Nicolas Alarcón, Ana Teresa Barreto, César Prieto, Jimena Ugarte, Claude Garcia

### BUSINESS

- Trademarks and Copyright
- Patents
- Industrial designs
- Plant Varieties
- Know-how and trade secrets
- Litigation
- Enforcement and Anti-Counterfeiting
- IP Contracts and Negotiation
- Unfair competition
- Domain names disputes
- Technology and Strategic Consultancy

### POSITIONING

Clarke, Modet & C<sup>o</sup> is one of the largest groups specialized in Intellectual Property in Spanish and Portuguese speaking countries, founded in Spain in 1879.

It was created as a company to manage patents and perform Intellectual Property services. Our walls are plastered in framed Industrial Property journals from the USPTO, some of which have changed the face of the industry since the 19th century. We have some real gems, such as Edison's light bulb and Goodyear's tire.

Since the 1960s, the company has made a bid for expanding internationally by opening subsidiaries in Venezuela, Brazil, Argentina, Portugal and Mexico. Thirty years on, this start-up was completed with openings in Colombia, Chile, Peru and Uruguay, as well as, of course, the new territorial offices which we keep opening in each of the countries where we are present.

Our current presence in the world covers a total of 10 countries with more than 450 professional experts working from our 34 offices, together with a network of carefully selected agents across the world.

Clarke, Modet & C<sup>o</sup> Peru is operating in Lima since 2002 and relies on a qualified and multidisciplinary team composed of lawyers, chemists, engineers and expert industrial property agents working together to offer a wide range of Intellectual Property services. We also render comprehensive innovation consultancy to provide tailored value-added services to our clients.

The key to our success is constant adaptation to the present and knowing how to anticipate market needs, which has always allowed us to offer ad-hoc customized solutions to accompany our clients throughout the life cycle of their IP rights.

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Francisco Espinosa Bellido



Francisco Espinosa Reboa



Carolina Martinez Hoepelman



Ana Cecilia Sotelo



Piere Abanto

**BUSINESS**

- Trademarks
- Patents
- Copyrights
- Modifications to the registry and licenses
- Unfair Competition
- Litigation
- Advertising
- Consumers Law

**POSITIONING**

With an experience of more than 75 years providing IP counseling to local and international clients, the main assets of our legal practice are our deep specialization as a key for our competitive development, and the personal dedication of all partners and attorneys to each of our clients and cases, no matter its size. We pride in our direct and personal involvement in our client's matters, and in that sense we relate more to a law "workshop" than to a law "factory".

The added value provided by partners getting personally and effectively involved in clients issues is complemented by the experience, professionalism and expertise of the team, which is composed of professionals with youth but also with years of experience and expertise in the areas they manage.

We have seen an increase in the needs of our clients whom initially needed assistance in the trademark filings and representation in litigation in the early 1940s to the new conditions required by the current status of the protection of inventions, new technologies and digital culture, taking into account the complex dynamics of global business and high end technology that currently exist and determine the needs of our customers.

We specialize in strategy and counseling, registration and litigation of trademarks, trade names and slogans, appellations of origin, domain names, patents, utility models, industrial designs, copyrights, unfair competition, consumer protection, advertising and other areas relevant or related to IP.

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Pierino Stucchi



José Antonio Bezada

## BUSINESS

- IT, Internet and E-commerce
- Data Protection
- Start-ups
- Fintech
- Crowdfunding
- TMT

## POSITIONING

Muñiz, Ramirez, Perez Taiman & Olaya was founded in 1981. Our team is composed of highly specialized experts in the different fields of the law who are thoroughly familiar with the economic sectors in which they work, thus making our legal services fit perfectly our clients' interests and business strategies.

### Mission

Offer high quality, timely services at competitive prices. Due to the combination of these three factors, our clients are greatly satisfied with the counseling we provide, which in turn allows us to build a long-lasting relationship.

### Vision

Continue playing a leading role in the legal market, both in Peru and Latin America, by taking preventive action and thoroughly understanding the business of each client, which allows us to provide added value services.

Our firm's data protection department, headed by Pierino Stucchi, a senior partner, is composed of lawyers with sound knowledge of and extensive experience in telecommunications, information technology, communications, mass media (TV, radio, movies, etc.), e-commerce, Internet and personal data protection (privacy). Our counseling focuses on obtaining the regulatory authorizations required to operate (if required) and providing strategic advice to prevent and mitigate regulatory risks related to the media, information technology, communications, including the digital field. We also provide comprehensive advice on privacy law compliance, including due diligence reports and advice during the authority's enforcement procedures.

## CONTACT

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Juan Pablo Schiantarelli



Ana Maria Pacón

## BUSINESS

- Patent Litigation
- Patent Prosecution
- Trademark Litigation
- Trademark Prosecution
- Data Protection
- Telecoms
- Media Law
- Life Sciences
- Fashion & Design law

## POSITIONING

### Unity is our strength

We are an alliance established in July 2013 that combines deep knowledge and expertise in the fields of intellectual property, unfair competition, advertising, consumer protection, data protection, IT law, among other related fields.

SCHIANTARELLI, former member of the Peruvian Competition and Intellectual Property Office (INDECOPI), is a locally renowned lawyer that, without neglecting the academical side of law, emphasizes its everyday practice providing practical and deep advice to national and international clients.

PACON is an academic and international consultant of wide experience on intellectual property law that has held important positions in government and international organizations.

As lawyers with also a strong background in the public sector, as well as in the academic field, we have an important legal expertise and experience focused on protecting the intellectual creations of our clients, to administer, monitor and protect them, as well as to give support in enforcement matters.

As part of our representative portfolio, we support important international and national clients, like Société Des Produits Nestlé, Kimberly-Clark, Allianz, Telefonica (Movistar), Ebel International, Intercorp Group, among others.

### Our philosophy is simple

Provide a high quality service to meet the needs of our clients. Our experience both in the public and private sectors, in local and international levels, our established international alliances and our academia experience, allow us to offer our clients a comprehensive service, with the central goal of their human and economic success.

## CONTACTS

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Stefan Breitenstein



Guy Vermeil

## BUSINESS

- Banking and Finance
- Commercial and Contracts
- Competition
- Corporate and M&A
- Employment, Pensions and Immigration
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Real Estate
- Tax
- Technology Media Telecoms (TMT) and Outsourcing

## POSITIONING

While Lenz & Staehelin is acknowledged by most as Switzerland's leading law firm, its connections and expertise span the globe. With over 200 lawyers, its ability to innovate and adapt to the ever-changing complexities of legal and regulatory environments in Switzerland and beyond, has attracted many of the world's top corporations as well as private individuals.

Continuity, stability and a pragmatic understanding of the big picture have all played a significant part in the firm's development and success - and in its ability to attract the best young talent. Swiss-orientated but globally attuned, Lenz & Staehelin is rightly recognized in Switzerland and abroad as 'The world's Swiss law firm'.

## OFFICES

- GENEVA
- ZÜRICH
- LAUSANNE

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Michael Ritscher



Simon Holzer

## BUSINESS

- Technology, Media and Telecommunication
- Trademarks, Design and Advertising
- Patents and Pharmaceutical Law

## OFFICES

- ZURICH
- GENEVA
- ZUG
- LAUSANNE
- BRUSSELS

## POSITIONING

The IP team of Meyerlustenberger Lachenal is an outstanding group of professionals in all areas of IP law. Michael Ritscher, who heads this team, has an extensive track record of patent, trademark and copyright enforcement for large and mid-sized corporations not only in Switzerland but also in many other jurisdictions, often as lead counsel. When it comes to arbitration, Michael Ritscher regularly acts as counsel and his experience as extra-official judge at the Zurich Court of Commerce also predestines him as arbitrator or chairman in complex arbitrations. Simon Holzer heads the firm's patent & life science group. He has substantial experience in both advising and representing clients in complex national and international patent disputes extending across a wide range of technologies, including pharmaceuticals, agrochemicals and medical devices. He also consults for pharmaceutical companies on a wide array of drug-related issues, such as marketing authorisation procedures and regulatory data protection. Simon Holzer is also very active in the field of geographical indications as it relates to IP issues and has provided extensive expert opinions on this subject in court proceedings and to the Swiss authorities. Simon also acts as adjunct judge at the Swiss Federal Patent Court and as an arbitrator in IP arbitration proceedings.

With offices in Zurich, Geneva, Zug and Lausanne Meyerlustenberger Lachenal is present in the most important economic centers in Switzerland. Meyerlustenberger Lachenal is also one of the few Swiss law firms with an office in Brussels to assist its clients with their needs as related to EU regulations. Thanks to our years of experience with international clients, we have access to a broad-based network of first-class foreign law firms. In this way we ensure that our clients always receive the best legal advice possible from trusted partners worldwide.

The working languages of Meyerlustenberger Lachenal include German, English, French, Spanish, Dutch and Arabic, plus some of our professionals are also fluent in Italian, Portuguese and Chinese.

## CONTACTS

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András  
Gurovits



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## BUSINESS

- Antitrust/Competition
- Banking & Finance
- Capital Markets
- Commercial
- Corporate/M&A
- Dispute Resolution
- Intellectual Property
- Private Clients
- Real Estate
- Social Security and Pensions
- Sports Law
- Tax
- Technology/Outsourcing, Data Protection
- White Collar Defense and Investigations

## POSITIONING

Niederer Kraft & Frey is a preeminent Swiss law firm with a proven track record of legal excellence and innovation. With around 100 lawyers, we cover the entire spectrum of business law.

Since 1936, we have continuously worked on the most important and demanding cases entrusted to Swiss law firms. This is the foundation of our distinct market knowledge, expertise and experience.

In the legal industry, we are one of the few recognised "solution providers" in the fields of Technology. We do not only provide legal solutions for our clients but, being knowledgeable of the Technology market, we are also a recognised point of contact for business and complex project-related matters during project implementation phases. Years of practical experience and a global network of recognised specialists enable us to offer our clients holistic and comprehensive advice on both domestic and international projects.

We advise numerous companies from various industries concerning the definition and implementation of national and global strategies for the protection and defence of intellectual assets. Our experts on intellectual property law provide advice, conduct due diligence audits and represent Swiss and foreign companies in contentious and non-contentious proceedings. Our extensive experience and longstanding commitment with regard to all aspects and current developments of intellectual property law enable us to prepare efficient and practical solutions that are optimally tailored to the specific requirements and the business strategy of our clients.

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Mehmet Nazım Aydın  
Deris



Nükhet Serra Coral



Emre Kerim Yardımcı



Okan Can

## BUSINESS

### Industrial Property Rights

- Trademarks/Brand Protection
- Patents
- Designs
- Geographical indications
- Plant varieties
- Chip topographies
- Domain names

### Copyright

### Unfair competition

### Other related areas of practice

- Media and entertainment
- Database
- Data protection and privacy
- E-Commerce
- Reputation management
- Consumer protection
- Advertising
- Competition Law

## POSITIONING

Based in Istanbul, Turkey, Deris has a 105 years of history for establishment and protection and enforcement of IP rights and consists of two legal entities, namely Deris Patents & Trademarks Agency A.Ş. which counsels, files, prosecutes, registers and manages IP rights worldwide, and Deris Attorneys-At-Law Partnership ( Law firm) which provides legal counsel, assistance in contentious and non-contentious matters and representation before civil and commercial courts. These two entities operate together and feed each other to address the client's needs and requirements in the most confidential, effective and cost efficient way.

The Team consists of 19 attorneys at law and 24 registered trademark and patent attorney, European Patent attorneys and 1 US patent attorney.

The Law Firm is specialized to handle exclusively IP-IT-Media related cases. It has an agile and cost conscious approach in pragmatically combining and coordinating tailor made solutions in complex matters and has also a very strong Patent litigation team led by its founder partner Mr. Aydın Deriş working in cooperation with the in house patent attorneys of the prosecution firm.

We consider IP rights to be assets and we have structured our own organization to provide services with a proactive approach and to offer the clients a complete range of legal services. Our approach aims to facilitate our client's business decision by identifying up-front potential sources of conflict; eliminating as far as feasible legal uncertainty; assessing each and every detail which might affect the parameters of protection and enforcement, in order to avoid unnecessary litigation and ensure trouble free and uninterrupted operation. With such approach, Deris counsels many private equity and venture capital societies in their investments on innovative structures.

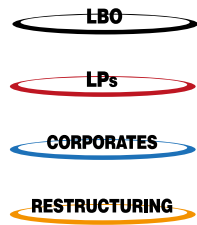
Deris Law firm has been active in technology licensing for many years now. With e-commerce and data privacy being a very important agenda in today's Turkey, the firm provides more and more services in these areas to retailer companies, online shopping platforms, telecommunication companies and banks.

Within the scope of the enforcement of clients rights active in the media and entertainment business, Deris is also actively involved in combating pirate broadcasting of movies through Turkish web-sites or other broadcasting channels by other infringers before the Turkish Authorities.

In the future, the firm intends keeping its' niche IP-IT-Media Focus approach by extending into areas overlapping with IP-IT-Media such Advertising, Competition Law, Telecommunication Law with a view to continue being the reference law firm in Turkey.

## CONTACT

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