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Managing Editor

UPS AND DOWNS IN THE PATENT WORLD

Innovation wears many faces. Pundits have been waxing lyrical for years about blockchain in the financial services sector, but until a breakthrough is made that passes regulatory muster and is widely adopted throughout the industry, it remains little more than an increasingly tired speculation – for us commentators, at least. Perhaps less well-explored is how distributed ledger technology can be applied to the coalface of invention: patent filing, an area where murky IP-rights status, contentious invention provenances and jurisdictional differences lead to much unnecessary litigation. Some companies, discussed in this guide's blockchain article, are already bringing together blockchain and IP rights.

In some areas, patent trends have been continuing. In the US, legislation such as the 2011 America Invents Act (AIA), which implements a first-to-file approach to patents rather than a first-to-invent one, is still providing financial incentives for small inventors – though the AIA is also proving a boon for institutionalized inventors for whom the financial and temporal costs of filing patents are easily borne, at the expense of less well-resourced inventors. Moreover, the Patent and Trial Board (PTAB), set up as part of the AIA to facilitate the challenging of patent enforcements, continues to be a thorn in the side of small-scale inventors trying to enforce patents. According to IPWatchdog, if the Patent and Trademark Office (PTO) accepts a challenge to a patent through the PTAB, the patent is rendered invalid during the ensuing proceedings, while the patentee foots an average cost of \$300,000. Frequently the challengers are well-capitalised tech giants, which raises questions of competitiveness in the innovation space. Patent filings in the US in 2018 were lower than in the previous year.

Nonetheless, globally, the world of patents and innovation is booming. The US, China and Japan are the world's largest patent applicants under the Patent Cooperation Treaty, followed closely by a second tier of applicants comprising Germany and the Republic of Korea; the most active companies filing are Huawei Technologies and Mitsubishi Electric, with over 8,000 patents filed between them in 2018. (Over a quarter of a million applications were filed overall under the treaty in 2018, a nearly 4% increase on 2017.) Meanwhile, the litigation side is proving attractive to third parties such as litigation funders. Several of the world's largest funders have been financing patent cases, often complex, long-running and multi-jurisdictional ones, since recoupsments are often hundreds of millions of dollars and have been known to exceed the \$2bn mark.

The guide you are about to read covers all these topics, and more, in greater depth, and provides portraits of and interviews with leaders in these fields. You will find numerous rankings of leading law firms, patent agencies, venture capital firms and investment banks by jurisdiction and practice area, to help you address these increasingly vital issues.



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Unified Patent Court: Floating Into Uncertainty

While European patents already exist, the Unified Patent Court (UPC) - a court that aims to centralize cases of infringement and validity of unitary and European patents - is having difficulty getting off the ground. Sixteen out of 25 states have ratified the agreement for the establishment of such a court, including France, the United Kingdom and Luxembourg (where the Court of Appeal is set to be located). But no additional countries have ratified it in over a year, legal action against it is underway in Germany and Brexit calls into question its successful ratification.



The action brought before the German Constitutional Court against Germany's ratification of the UPC was published in mid-August 2018. This action, by a German lawyer, Ingeve Stjerna, claims that the UPC agreement is contrary to the German constitution as it affects Germany's sovereignty. In addition, the Bundestag vote authorising the ratification of the UPC agreement would not have attracted enough votes. This action put the brakes on Germany's ratification of the agreement.



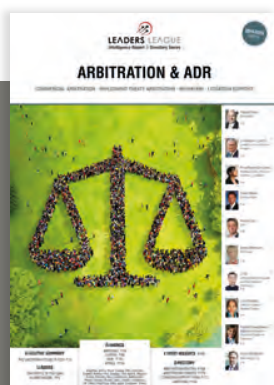
Although the UPC is not a European Union body, the agreement stipulates that only European Union member states may join it. If the United Kingdom is to continue to participate after Brexit, the agreement will, at minimum, have to be amended. With all the legal and political vagueness around Brexit, it is not clear whether the United Kingdom will be a member of this court, although there appears to be willingness on both sides.



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Female Inventors in the United States: Untapped Potential

Despite a general improvement in the number of women entering the innovation and technology sectors, official recognition of women's contribution in these fields remains low. Leaders League looks at how things have changed over the years, and what could be done to improve the situation.

The United States Patent and Trademark Office (USPTO) released a report in February 2019, tracking the progress and number of women inventors who were granted US patents from 1976 to 2016. According to this report, the number grew from 7% in the 1980s to 21% in 2016 for US patents that included at least one female inventor.

This data confirms a global trend also suggested in the 2018 WIPO Indicators paper, which observed that the share of women inventors in Patent Cooperation Treaty (PCT) applications has grown nearly by 10% since 2003. However, on a global scale, women comprise a small minority for patents owned solely by women, which constituted about 4% only of the issued patents in the last decade and 12% only of all inventors in 2016 in the United States. The potential of women inventors in the innovation industry remains under-utilized.

The USPTO report observes that the percentage of women inventors has been growing relatively more quickly in the chemistry and design industries, while growth has been sluggish in mechanical

and electrical engineering. The gender differences are especially pronounced due to women's low representation in Science, Technology, Engineering, and Mathematics (STEM) fields, which are more patent-sensitive.

According to data published by PitchBook, funding for female founders stalled at 2.2% of \$130 billion in venture capital funding in 2018, highlighting challenging environments for women to fund their ideas. Even once patents have been approved, women's patents received fewer citations in the market by patent examiners or other inventors.

What can be done about it?

Technical progress continues to increase regardless of gender inequality, but it is lacking in women's contributions. With new gender parity provisions in patenting, such contributions would boost and potentially give different dimensions and perspectives to technological progress. We need to create an egalitarian market not only for its own sake, but also to foster economic growth.

Creating anonymity around patent applications would be helpful in avoiding gender-biased rejections and ensuring that patents are granted on the basis of pure talent. Active changes to patent office scrutiny around the world could also be an important step. Earlier this year, the Indian government created a law that requires a patent application filed by a female innovator to be examined expeditiously by the Indian Patent Office to promote women entrepreneurship in the country. Could the same be done in the United States?

The Director of the USPTO, Andrei Iancu, has acknowledged the need to encourage female inventors' participation. In a statement before the United States Senate Subcommittee on Intellectual Property Committee on the Judiciary [sic], he stated that "the USPTO will continue to advance the national dialogue around this issue and engage with industry, academia, and other government agencies to drive real change." Let us hope that this national dialogue is reflected in new strategies to make use of women's under-utilized potential in patenting. ♦

DID YOU KNOW?



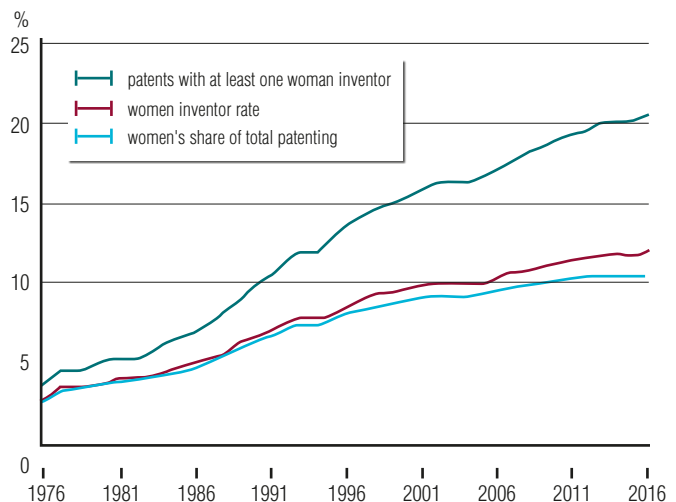
Mary Kies became **the first woman to hold a patent**. On 5 May 1809 she patented a method of weaving straw with silk. Women could not legally own property on their own without the consent of their husbands in many states, and creative works by women were circulated anonymously or pseudonymously.



Procter & Gamble has **the highest proportion of female inventors**, at 29%. IBM has the largest group of female patentees (over 4,500); Microsoft comes in at second place, with 2,300 women inventors.

The lowest proportions of women patentees are in **electrical and mechanical engineering companies**, such as Deere & Co (4%) and Caterpillar (6%).

40-YEAR TRENDS IN WOMEN PATENTING



Source and credit: USPTO



Litigation Funders and IP Cases

As the prominence of litigation funders in the legal landscape continues to rise, we explore their attitudes to one particular asset class: IP cases, mostly involving patents. What makes them so attractive, and how are pitfalls avoided?



Risk and returns often go hand in hand in the world of finance, and patent litigation funding is no exception. Patent cases are expensive, often taking many years and involving Patent Trial and Appeal Board (PTAB) proceedings alongside court battles – but when there's a happy outcome for the patent owner, recoupments often reach hundreds of millions of dollars, and have been known to exceed \$2bn. It's no wonder that third-party funders are keen to get involved, especially when there's no shortage of high-risk, high-return cases to go around.

Thousands of patent cases are filed in the US every year; such cases hit the desks of the larger litigation funders on a daily basis. The main challenge for the funders is separating the wheat from the chaff. Formerly contingency-based law firms such as Susman Godfrey and McKool Smith have moved away from no-win-no-fee arrangements for economic reasons, in part because they could no longer afford to maintain rigorous due diligence procedures. By contrast, litigation funders, whose sole purpose is to secure financial returns through canny case investment, rely on such procedures to retain their reputation and remain well-capitalised. Funding models can be flexible: some funders, especially smaller ones, ask for a stake in the patent rather than providing purely non-recourse finance. In any case, once claims get through the early stages and the inter partes review (IPR) process, there is more pressure on defendants to settle.

Due diligence: a double-edged sword

The amount of heavy-duty due diligence involved puts funders in an interesting position, given that third-party funders rely on speed and efficiency as a selling point. Burford Capital, for instance, has been reviewing patent cases for over a decade and takes no less than two months to suss out whether a patentee is worth funding in cases involving untested patents – though it takes only a month where patents have already passed the PTAB. (Burford's due diligence for matters on appeal can take as little as a week and a half.) Technical analysis of the patent in question is followed by infringement analysis, validity analysis and damages valuations, which explains the length of time taken.

It's the complex, time-consuming matters, involving in-depth analysis and expert witness input, that are proving more attractive for funders. For the publicly listed Burford, patents were the largest subset of matters (i.e. 22%) considered for funding in 2018 – almost more than international arbitration and antitrust cases combined. But Burford took on only three IP cases in 2018, compared to four in 2017 and eight in 2016.

Misappropriation of trade secrets

It isn't just classic patent claims that are proving attractive for third-party funders. Claims around the misappropriation of trade secrets can often lead to recoupments of tens of millions of dollars, occasionally approaching the nine-digit mark; they are often complex and can involve related cases and sticking points such as spin-off businesses

and counter-claims. Sometimes trade secrets cases are coupled with patent matters. In the US, the 2011 America Invents Act ushered in the PTAB, which has increased the contestability of patents. During PTAB proceedings, patents under question are temporarily invalidated, and great legal costs are incurred all the while; this has made it a more logical choice, in some cases, to defend patents via the trade secrets route. Such cases can be more clear-cut and predictable than classic patent infringement cases.

A sunny outlook for IP case funders

Patents are where the money is at – certainly more than in other forms of IP, such as copyright, design rights and trademarks, where returns tend to be in the low millions of dollars. Third-party funders invest accordingly: the higher up the finance food chain, the more funders tend to focus on complex, risky patent claims. On the US's West Coast, where technology and biotech patent cases (as opposed to life sciences-focused ones) pop up frequently, and where the infringers are some of the biggest boys around, some funders are especially active in hard IP cases: Fortress Investment Group, for instance, is noted for its IP focus. In Europe, where jury trials do not have the same juridical prominence as in the US, and where recoveries are faster and injunctions are granted more speedily to patentees, the prospects for third-party financing of IP cases are even sunnier. It's a story we'll only see more of in the coming years. ♦



The Rise of Prescription Drug Prices: An Evergreen American Story

The cost of prescription drugs in the US long been a controversial issue. The most striking example – and the one that is resonating most with the public – is the increase in the price of insulin.



Seven million Americans take insulin; many of them require it to stay alive. They are facing an exorbitant increase in the price of the drug. Some patients have reduced their insulin use in order to be able to afford to pay for it, putting their lives at risk in the process.

The global insulin market is dominated by three companies: Eli Lilly, the French company Sanofi and Denmark's Novo Nordisk. All three have raised prices to a similar degree. According to IBM Watson Health Data, Sanofi's popular insulin brand Lantus was \$35 a vial when it was introduced onto the market in 2001; it's now \$270. Novo Nordisk's Novolog was priced at \$40 in 2001; by July 2018, it cost \$289. Insulin has been used to treat diabetes for almost a century, since Canadian researchers isolated the hormone in 1921.

Type 1 diabetes used to be fatal. The researchers who discovered the treatment sold their patent to the University of Toronto for \$3. By 1923, Eli Lilly was manufacturing insulin for diabetics across North America. For decades, manufacturers improved formulas. The 1990s saw the advent of insulin analogs, made to better mimic the body's own insulin production.

The radical increase in the price of insulin in some ways recalls another controversy that has shaken public opinion: the Daraprim case and the scandal involving Martin Shkreli. In 2015, the hedge fund manager decided to raise the cost of life-saving drug Daraprim from \$13.50 per pill to \$750 per pill. His company, Turing Pharmaceuticals, increased the price of the drug very quickly after acquiring

it, claiming it would use the profits to develop drugs with fewer side effects. Daraprim has been around for more than six decades and is used to treat toxoplasmosis, an infection that can be life-threatening to people with weak immune systems, such as AIDS patients. Sentenced to seven years in prison for tax fraud, Martin Shkreli has been dubbed 'the most hated man in America'.

Big pharma and the patent system

The pharmaceutical industry is one of the three technology-based industries in which patent practically equals product. R&D investments made in order to produce new molecules are extremely important for pharmaceutical companies and are also the first argument used to justify increasing the price of drugs. While new proposals from Congress and the president seek to improve the drug pricing system, it will be difficult to arrive at a real solution unless the root cause of this national problem is addressed: patents. Drug patent monopolies are stronger than ever. Before a prescription drug even enters the market, before pricing negotiations occur between government agencies, insurers and so on, the US Patent Office awards exclusivity to drug makers for intellectual property claims that have a huge impact on the market.

While patenting is a fundamental mechanism for incentivizing innovation, pharmaceutical companies have figured out how to game the system, arguably slowing down the level of innovation and competition. A study published by the University of California School of Law analyzing every drug on the market be-

tween 2005 and 2015 found a "startling departure from the classic conceptualization of intellectual property protection for pharmaceuticals."

What this means, in essence, is that rather than creating new medicines, pharmaceutical companies are recycling and repurposing old ones. On average, 78% of the drugs associated with new patents in the Federal Drug Administration were not related to new drugs coming on the market, but existing ones.

Evergreening

The study by the University of California found that of the hundred best-selling drugs, almost 80% had their protection extended at least once, and 50% had their patents extended more than once – with the effect of prolonging the exclusivity period before generics could reach the market, thus ensuring drug prices continued to rise. This strategy, known as evergreening, consists of obtaining multiple patents that cover different aspects of the same product. For some commentators this phenomenon is an abuse of the pharmaceutical industry which denies competition, reduces the incentive to make new drug discoveries and uses clever marketing strategies to convince the consumer a product is new, when it is anything but. Many suggest establishing a "one-and-done" principle, by which a drug could only receive one period of exclusivity.

Introducing pro-competition regulations and modifying patent legislation could solve this issue, and improve and perhaps save the lives of millions of Americans. ♦



Blockchain in an IP Context

Blockchain is hardly a new development: it's been an increasing feature of the financial technology landscape for years. But firms and innovators have been awakening to blockchain's wider applications, including patent and trademark filings. Leaders League takes a look at potential avenues in this field.



It isn't hard to see why blockchain, or distributed ledger technology (DLT), is an attractive proposition for the world of IP. One of its key selling points for the financial transactions sector is its transparency: on one platform, optimised for searchability, all transactions and transaction history could be unmodifiably logged for all to see. The same would apply to the patent sector: patent registration opportunities would be cheaper and more easily identifiable, patents doomed to fail (for being non-unique, for example) would be weeded out at an earlier stage, and patent litigation processes would be streamlined significantly.

Less patent litigation

Patent litigation could end up falling altogether. In the US, there has been a recent decline in patent prosecution for unrelated reasons: the 2011 America Invents Act, which introduced a first-to-file system in place of a first-to-invent one, set up a trial and appeal board (the PTAB) that facilitates the challenging of patent enforcements. It has acted as a disincentive for small-scale inventors to enforce patents – according to IPWatchdog, if the Patent and Trademark Office (PTO) accepts a challenge to a patent through the PTAB, the patent is rendered invalid during the ensuing proceedings, while the patentee foots an average cost of \$300,000. In a world where patent registrations and case

histories can be accessed in one place, on some form of DLT, would-be plaintiffs would be able to assess situations more quickly and comprehensively before risking money on litigation. They could do this with the knowledge that the information on the blockchain was secure, time-stamped and verified. Moreover, inventors registering their patents well on the blockchain would feel more confident should the need for prosecution arise.

Streamlined due diligence

The ability to accurately suss out the history and status of a given patent would also lead to streamlined due diligence processes wherever IP is a key consideration in corporate and/or commercial transactions; there'd be no more trading of IP assets with murky ownership status. This would make licensing more clear-cut; indeed, the licensing agreements themselves could be stored on the blockchain. The DLT could also be used to store information about the usage of particular IP rights: for instance, in areas such as trademarks where marks' frequency of use is a key consideration in litigation, having this information publicly viewable could help resolve issues of first use, acquired distinctiveness, or goodwill.

Blockchain could also be used for copyright. Though copyright is an unregistered right, DLT would make publicly available the right's origin, usage and status. In the

context of "smart contracts", commercial IP transactions would no longer need time-consuming intermediaries, and content-specific information could be encoded in image, audio and video files. Kodak, for instance, has launched a DLT-based platform named KodakOne, designed to manage image rights from protection to distribution and licensing.

There are other companies too that allow for blockchain-based IP management: Binded and proofstack.io, like KodakOne, are geared towards copyright protection, while Bernstein Technologies allows for broader use such as establishment of prior art, trade secrets in a patent context, and invention registration.

Looking ahead

But the mainstream application of DLT to the world of IP would need IP offices, IP owners and, in the case of patents, seekers of new technology to all buy into blockchain as a core platform. It's not going to happen overnight, especially since such a decentralising initiative would disempower the very offices and state institutions that rely on centralised information; moreover, jurisdictional differences would prove tricky. But in spite of high-profile separatist movements around the globe, we are living in a globalising world. Blockchain would be a key step in recognising this, and in the long term would eliminate more differences than it highlights. ♦

The USA's Approach to ICOs

At the intersection between capital markets and fintech, initial coin offerings (ICOs) are a controversial business: jurisdictions ranging from Bolivia to South Korea have banned them. The US has adopted a fairly hawkish approach to ICOs; is this set to change?



An increasingly prominent feature of the fintech landscape in the last few years, ICOs are a sort of crowdfunding tool: they allow anyone to invest in cryptocurrencies or digital “tokens” in the hope of high returns should the currencies appreciate. Though several ICOs have been executed successfully around the world, most major jurisdictions remain wary of them – including the US.

High level of scrutiny

While ICOs are not banned in the US, their operators are subject to the same regulations as currencies and securities, including anti-money-laundering and know-your-client requirements; operators must register with the Securities and Exchange Commission (SEC) and the Financial Crimes Enforcement Network (FinCEN). The US has no specific regulatory regime to deal with cryptocurrencies more broadly – parties have to look at various existing laws such as the Electronic Funds Transfer Act (for e-money transactions) and the Truth in Lending Act (for credit lines and loan applications). There is enough uncertainty about the consequences of ICOs for celebrity endorsements of them to be illegal in the US, unless the advertising fees are disclosed.

Having said this, the US government (and the courts) are aware that not all cryptocurrencies are securities – bitcoin and

ether, for instance. Under the Securities Act and the Exchange Act, a security is “an investment contract” (rather than necessarily a coin), which was ruled in *SEC v. W.J. Howey Co.*, back in 1946, to mean “a contract, transaction or scheme whereby a person invests his money in a common enterprise and is led to expect profits solely from the efforts of the promoter or a third party”. If a certain cryptocurrency were to become decentralised enough, it would no longer fall under this definition, and would hence no longer be a security; more relaxed rules would likely apply. But for now, no cryptocurrency has yet reached this stage.

High risk investments

The UK's approach, by comparison, is laissez-faire: its Financial Conduct Authority (the FCA) issued an investor warning some time ago, defining ICOs as very high-risk, speculative investments, but while it busily tests ICOs in its regulatory sandbox, ICO operators may simply abide by existing regulations until the FCA modifies them or initiates a new cryptocurrencies regime. Most ICO tokens do not constitute securities under UK law; operators would have to be mindful more of fair representation and fraud than of infractions under securities laws. (The situation is very similar in other countries, such as Germany.)

Several US banks, such as J.P. Morgan,

Bank of America Merrill Lynch and Citigroup, have instituted bans on altcoin purchases made with their credit cards – though JPMorgan Chase, with assets worth over \$2.6 trillion, announced that in a few months it will be piloting JPM Coin, a disintermediating digital token for securities transactions and payments for institutional clients. Since it is only for use by clients, it is not a cryptocurrency (which would be available to everyone), but it is a step in a similar direction.

A small handful of countries have declared ICOs illegal, though these are all in Asia, Africa or South America; the exception is Macedonia, where using altcoins as payment is so frowned upon that one could go to prison for it. Most other jurisdictions are simply cautious. But it is likely that this approach to ICOs, in the US and globally, will thaw as regulators become more familiar with the products on offer and the way they can be used and abused; the SEC's cryptocurrency expert Valerie Szczepanik, for instance, has indicated some flexibility on the security-defined nature of certain e-tokens. Tailored regimes will appear, and virtual currencies will likely have higher market penetration than they do now. Meanwhile, the only reason Ecuador has banned ICOs is that it is developing a national altcoin that would reduce the nation's dependency on the US dollar. That is one story we're particularly excited to see develop. ♦



Perspectives for 5G in Brazil

According to Greensill Finance House, by 2020 spending on fifth generation mobile telecommunications technology is predicted to reach \$2.7 trillion worldwide. Although 5G networks could be launched in both China and the United States as early as next year, what are the perspectives for implementation in the Brazilian market?



In 2017, Brazil seemed like the ideal Latin American market for the development and implementation of 5G technology. The Brazilian government had just launched Projeto 5G Brasil, a public initiative to stimulate the development of a fifth-generation telecommunications ecosystem in the country, and the National Telecommunications Agency (Anatel) had just signed a memorandum of understanding with Chinese mobile phone and technology giants, Huawei, for international research and development cooperation. Although Brazil was the first country in Latin America to conduct 5G trials in 2016, Mexico is now expected to be the first country in the region to launch the technology commercially through telecommunications companies Telcel and AT&T, as early as 2020.

With 84 million smartphone users and 218 million active mobile connections in Brazil, 5G's promise of up to 20 times faster download rates would surely have a major impact on the growth of the Brazilian digital economy. According to McKinsey, Brazilians already spend on average nine hours connected to the internet each day – one of the highest rates in the world – versus six hours in the US; however, average internet speeds of 13 mbps are still much slower than the global average of 31 mbps. According to a report by the International Telecommu-

nications Union (ITU), a mere 10% increase in broadband penetration results in a per-capita GDP increase of up to 1.38%. In short, significantly faster mobile connections could translate into significant economic growth.

Pioneers now lagging behind

Recent statements from leading institutions such as the Global System for Mobile Communications (GSMA), indicate that sectoral bodies are no longer convinced about the prospect of short-term 5G implementation in Brazil. Nowadays, most optimistic forecasts only expect market implementation by mid-2020. Although Anatel president, Leonardo de Morais, announced in February that the agency will hold a round of 5G frequency auctions in 2020, GSM Intelligence – the research branch of GSMA – estimates that widespread 5G coverage will only become a reality in Latin America around 2025, when it should reach approximately 40% of the regional population.

Only 55% of smartphones in Brazil are currently connected to 4G technology and, while these figures are the best in Latin America (in Mexico, for example, only 24% of mobile connections are linked to 4G), they are equally proof that a full transition to 4G is yet to happen. Furthermore, although 4G coverage is already available in 4,000 Brazilian cities, which account for 94% of

the Brazilian population, almost 2,000 municipalities are still not covered by basic 2G, which is only used for voice calls. As Anibal Diniz, a director at Anatel sums up: “There is no point in talking about 5G, IoT, artificial intelligence, or self-driving cars before we do the basics.” In light of this, Anatel's immediate concern remains covering these black holes in 2G and broadband coverage at national level.

A thriving sector

According to digital consultancy firm Ovum, by 2023 the Brazilian telecommunications market will expand to over 230 million mobile connections, with over 82% of these lines consisting of 4G. President of Claro Brasil, José Felix, is set on making his company the first to offer 5G services in Brazil, but, only in “specific areas where the technology would be justified from both a usage as well as a return on investment perspective.” Vivo president, Eduardo Navarro, agreed that it was difficult to estimate when 5G would become profitable enough to be implemented in Brazil: “We cannot enter a race-to-the-bottom.” However, one thing remains certain according to renowned telecommunications lawyer Ana Claudia Beppu from Mundie Advogados: “From a consumer's perspective, a huge demand will remain for the high-speed connection promised by 5G technologies.” ♦



Huawei in Hot Water

Chinese smartphone company Huawei continues to amaze and unsettle. Accused of spying by the United States, Huawei products have been variously banned, boycotted or flagged in a number of Western countries in recent months. The Shenzhen-based company insists the accusations are baseless. Should we take these accusations at face value or see them as Washington meddling in the market to prop up its homegrown brands?

In 2018 the Samsung/Apple duopoly in the smartphone market was upended by the sensational arrival of Huawei. The South Korean and American companies, which had occupied the top two spots since 2010, had a new challenger to contend with. In just three years Huawei had come from nowhere and was now the second biggest smartphone company in the world by sales, with 200 million handsets shifted in 2018. Impressive results which allowed Huawei to overtake Apple, the father of the smartphone.

Meteoric rise

Founded in Shenzhen in 1988 by Ren Zhengfei, Huawei Technologies is first and foremost a supplier and installer of telecommunications equipment. In the early days, Huawei concentrated on neglected markets, often in rural parts of China, but also elsewhere in South East Asia and in Africa. In three decades, the company has spread to 170 countries and become the world's number one supplier of telecommunications equipment.

The firm had largely escaped the attention of the wider world in its first two decades of existence; that changed in 2008 when it was given an IF award for its products and for environmentally responsible practices. That same year the firm was named one of the top ten most influential companies in the world, alongside Google and Toyota. Huawei had arrived.

The company's mobile phone division was established in 2003 and in 2009 its first handset was launched in the domestic market. It was an overnight success. The reason? Unbeatable value for money. Huawei offered the latest smartphone innovations at a much lower price than its competitors. And even when Huawei came out with a higher-priced, high-end smartphone, customers remained loyal to the brand. Huawei embarked on a marketing blitz to shake off its cheap and

cheerful image and in 2015 became the number three best-selling smartphone in the world.

The US calls Huawei out

While Huawei has charmed the world's smartphone users, the US government has not been won over. A former soldier, Huawei boss Ren Zhengfei worked for several years as a technician at the People's Liberation Army's research institute before founding Huawei. He is among the most mysterious of all China's powerful CEOs, rarely giving interviews to the press. This led to accusations in the US Senate that he allows the state to use his company's technology to carry out espionage. The mud stuck. In 2018 AT&T and Best Buy stopped selling Huawei smartphones. Huawei, a leader in 5G equipment, has also been banned from having any involvement in

“If Washington has attempted to put the brakes on Huawei, many believe its because Beijing is a year ahead of the United States in the race to launch 5G enabled devices”

US telecoms infrastructure projects, for national security reasons. In November 2018 the *Wall Street Journal* reported that the US was putting its allies under pressure to follow suit. So far Australia, New Zealand, Japan and the Czech Republic have barred Huawei from involvement in their telecoms networks. Other allies such as the UK and France have not banned Huawei outright, but are implementing safeguards.

The highest profile incident in the saga to date came on December 5th when Canada announced it had arrested, at the request of the United States, Meng Wenzhou, the financial director of Huawei. Ms Meng is being charged with trying to circumvent the US embargo on

Iran. Washington has filed an official extradition request.

The measures taken by these countries have had an impact on Huawei's growth, with the board announcing that redundancies would now be necessary. In an attempt to contain the fallout ahead of its 5G rollout, Huawei has gone on a PR drive, inviting the world's press to its headquarters in December with vice-president Ken Hu proclaiming during the related press conference, *“there is no evidence that Huawei poses a national security threat to any country.”* The company has also instructed its lawyers in the US to file a lawsuit against the US government for ‘unconstitutional’ treatment.

5G supremacy

5G, the next generation of wireless networks, has become a battleground between US and Chinese telecoms companies – and it's small wonder. The market is set to be worth \$12 trillion between 2020 and 2035 and create almost 22 million jobs, according to a study by IHS Markit. Who installs 5G equipment and where is also of significant geopolitical importance to both countries. President Trump is even mulling over nationalizing America's 5G network.

If Washington has attempted to put the brakes on Huawei, many believe its because Beijing is a year ahead of the United States in the race to launch 5G enabled devices. At the Mobile World Congress, held in Barcelona in March 2018, the Chinese manufacturer, catching its main competitors – Qualcomm and Nokia – off-guard, unveiled Balong 5G01, the first commercial 5G chip, as well as a modem-router compatible with the next generation wireless network.

The stakes are clear, China wants to supplant the US as the world's most technically advanced nation in the next decade, but the US has no intention of being dethroned. ♦



The BATX: Under the Influence of the Middle Kingdom

Increasingly innovative, Chinese tech giants Baidu, Alibaba, Tencent, and Xiaomi are asserting themselves as serious competitors to their American and European counterparts. But unlike Google, Apple, Facebook and Amazon (GAFA), the line between their strategies and those of Beijing is hard to define, to the point of creating widespread mistrust abroad.



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The BATX (Baidu, Alibaba, Tencent, and Xiaomi) have finally brought to fruition *Zouchuqu Zhanlue*, China's 'Go Out' plan. This policy of international expansion, launched by the Chinese government at the end of the 1990s, has played a major role in helping home-grown industrialists take part in globalization. The tech giants, which were given time and space to develop within the shadow of the Chinese state, are now conquering the planet.

First Asia, then the world

The first step in the BATX's strategy was to gain an advantage over their regional competitors. In a few years, they have taken control of several tech leaders in neighbouring countries, helped by Chinese diasporas located throughout the region. This is the case with Go-Jek, an Indonesian unicorn specializing in scooters bought by Tencent, or the Singaporean e-commerce startup Lazada, now owned by Alibaba. The BATX are even buying up strategic assets in these countries, such

as the 10% of the *Singapore Post* acquired by Alibaba in 2014. "The BATX have benefited from the reluctance of Asian investors towards the digital market, and the GAFA's passivity, to exploit entire countries," says Martin Pasquier, general manager of Singapore-based digital services consultant named Innovation is Everywhere. Some exceptions remain, like Amazon, well established in India, or Google, which has set up an R&D center in Singapore. "They are a bit late to the show," opines Pasquier. The BATX have also invested in content production. Tencent, highly present in video games in China, has invested in this sector in Thailand, Singapore and even Finland, with the acquisition of Supercell, publishers of *Clash of Clans*. Xiaomi, the smartphone maker, has applied a similar strategy in India, buying a company broadcasting audio and video content. More recently, the Chinese tech giants have led a remarkable offensive in the US market. Alibaba has invested in several Hollywood films, including the latest episode of the

Mission Impossible saga *Mission Impossible: Fallout*, while Tencent is expected to finance the next film by Titanic director-James Cameron. The aim of these players is clear, to dominate all digital markets vertically for the commercialisation of both media and broadcast content. The BATX also aim for technological excellence, with the goal of seizing global leadership.

Go game-changer

The victory of the AlphaGo artificial intelligence program, developed by Google, against the Korean world Go champion Lee Sedol in 2016, created a shockwave in China. This newfound awareness of AI's potential led the Chinese government to make it a national priority. The following year, Beijing published its Next Generation Development Plan for Artificial Intelligence. Spread over three years, it aims to enable China to become the world leader in AI by 2025, in particular through the construction of a technology park dedicated to AI. The tech giants are naturally at the

forefront. Jack Ma, the leader of Alibaba, has announced a \$13 billion investment in AI. Baidu, meanwhile, inaugurated a deep-learning institute in 2013 and Tencent is working on this sector in its center in Silicon Valley.

Winning the AI war

This strategy quickly delivered results. Today, China's progress on AI is close to, if not ahead of, those of the American giants. For example, Baidu image recognition is 95.4% accurate, compared to 95.2% for Google. The BATX even pushed their advantage by investing in hardware for artificial intelligence. In 2017, Alibaba acquired an equity interest in the Chinese startup Cambricon, which develops chips specially designed for AI applications, and which is a rival of the American Nvidia. In 2018, Jack Ma's business invested in the Hong Kong-based SenseTime, a facial recognition specialist valued at more than \$3 billion.

China is also succeeding in developing some of the tech industry's most prominent new companies. This is the case of iFlytek, a startup based in Hefei, which has become a world leader in speech recognition. It prides itself on being able to isolate and transcribe a voice out of twenty other voices in a group conversation. The success is such that China is becoming a key partner for Western organizations. In connected medicine, for example, companies in England are now using Tencent to integrate AI into their medical devices.

The GAFA have been increasing invest-

ment in China. Since 2017, Microsoft and Amazon have announced the opening of AI research centers in Shanghai.

Unlimited access to data

In the global AI race, Chinese firms enjoy a major competitive advantage – almost unlimited access to user data. Thanks to the economic model built around giant ecosystems (see related the article on Tencent) these players have access to all the data of their customers and can cross

“In the global AI race, Chinese firms enjoy a major competitive advantage – almost unlimited access to user data”

reference their information. *“For example, Tencent developed WeBank [the first online private bank in China] and doesn't hesitate to cross-reference bank data with that of its We-Chat application, where users' profiles appear,”* explains Martin Pasquier. Data is the indispensable fuel of AI, and for the Innovation is Everywhere consultant, *“there is no doubt that China will win the AI war.”*

CEOs... and Communist party members

At the end of November 2018, the world of tech was taken aback when the Chinese Communist Party revealed that Jack Ma was officially one of its members. The

leader of Alibaba, who was welcomed like a rock star in countries all over the West, had up to that point seemed to embody modern, technophile China. The news, which shed new light on the links between the Chinese state and the tech giants, rekindled suspicions that behind each Chinese tech investment lie political motives.

The BATX owe a lot to political power. It is thanks to public investments in the digital infrastructures launched since the 1990s that these giants have been able to take off. In the early 2000s, their rise became one of the priorities of Beijing's Five-Year Plans. Also, the state had no compunction about ousting Western players like Google, Yahoo or Facebook from the Chinese market, in order to protect its flock. But the BATX still enjoyed relative political independence. The tone changed radically when IT became an issue of international competitiveness.

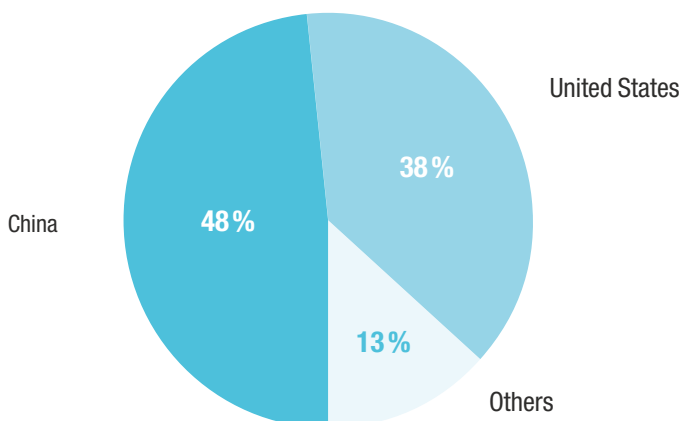
Upon his arrival at the head of the Chinese state in 2012, Xi Jinping abandoned the government's low profile on international commercial strategy and shouldered the global ambitions of his country. His goal is for China to become the world's leading power. To achieve this, China needs to be a technological superpower. Beijing has launched Made in China 2025, a vast plan to upgrade its industry. Robots, mobile networks and big data technologies have, then, become strategic priorities. From 2016 on, following the AlphaGo shock, artificial intelligence became an important yardstick of Beijing's international power.

Economic and actual battlefields

The global competition that has accelerated in recent years around AI is explained by the central role this technology will hold in many sectors in the future. This is the case with the autonomous car. The Baidu search engine has teamed up with Chinese automakers JAC, BAIC and Chery to launch its own models this year. More strategically, AI will be a defining military weapon on tomorrow's battlefields. The South China Morning Post, which has been owned by Alibaba since 2015, recently revealed that artificial intelligence technologies had been incorporated into Chinese nuclear submarines. *“On dual technologies, like AI, there are contracts between companies' laboratories and the army. The Chinese do not dissociate the two,”* says Julien Nocetti of Ifri.

However, this back and forth may slow the growth of Chinese players by making their Western scientific or commercial partners more suspicious. The ZTE and Huawei cases come as a stark reminder of this. ♦

The share of investment in AI-dedicated startups in 2017



Source: CB Insights

MAKING CENTS OF IT ALL

Spurred on by the lightning growth of its WeChat app (the king of Chinese instant-messaging with over a billion users), Tencent has come full-circle, from copying US tech giants to inspiring them.



With a personal fortune of \$47 billion, the richest man in China remains something of a mystery. Ma Huateng, nicknamed Pony Ma, graduated with a degree in IT from Shenzhen University in 1993. While working for a Chinese telecoms group, he saw first-hand, during a trip to the United States, the boom in apps, especially those for instant messaging.

Back in his homeland, he decided to set up Tencent, and launched a copy of an Israeli messaging service called ICQ in the Chinese market at the start of the 2000s. Entitled QQ, the service quickly became popular, although it was not an instant game-changer for the company which, throughout the decade, acquired the reputation of a copycat, only concerned with replicating products that had known success in the West.

All that changed in 2011, when the Shenzhen-based enterprise, flushed with cash from its video game service, launched WeChat. The objective was

simple, capitalize on the smartphone boom in China and become the number one messaging service. Success was immediate and phenomenal. These days, users of WeChat spend 90 minutes per day on average on the app, two times as much time as on Facebook, Instagram and Messenger combined. With 75% of Chinese people using the app on a regular basis, WeChat is among the most downloaded apps in the world.

Killer app

At first glance, the profile of Pony Ma has a number of striking similarities with the big names of American tech. A self-made man, he gives a significant proportion of his fortune to charitable works. Like Mark Zuckerberg, he likes to invest in promising startups and avant-garde companies; Ma has acquired 5% of Tesla, for example. However, when it comes to Tencent's economic model, Ma does things differently from the Silicon Valley wunderkinds. Tencent does not sell ac-

cess to user-data to third parties, such as advertisers. The data of the Chinese app is to all intents and purposes the handsets of the users. *"It would have been possible to compare WeChat to Facebook, Baidu to Google or Alibaba to Amazon ten years ago, but that's no longer possible today,"* insists Matthew Brennan, a consultant specializing in Chinese IT.

The secret of WeChat's success is that it comes prepacked with a multitude of other apps, such as for ridesharing or music streaming, taking the decision to download a specific Tencent app out of the hands of the consumer. *"There is almost nothing you can't do with WeChat,"* says Martin Pasquier, Innovation is Everywhere's managing director.

The most widely used of WeChat's secondary functions is WeChat Pay. Until recently, Chinese people's attachment to paying with hard cash was the norm. Nowadays, e-commerce represents 14% of all retail sales, the same figure as in the US. With WeChat Pay, you can use

your phone to settle a bar tab or pay an electricity bill. Even the famous hongbao red envelopes the Chinese use to exchange monetary gifts are being replaced by the application. During the 2017 Chinese New Year period, 14 billion transactions were carried out using the app. “Tencent has taken advantage of the lack of a developed banking sector in China, where the use of credit cards is not commonplace,” adds Brennan. By cannibalizing all the different services available on smartphones, WeChat has become a killer app, which the competition find impossible to match.

Branching out

Tencent is the big winner from the success of WeChat. Not only does the company take a percentage of every transaction made using the app, but it has developed its own content for the platform. “WeChat does not monetize data, but it is a growth lever for other businesses in the Tencent group.

It’s a bit like iOS or Android in that regard,” stresses Brennan. Via WeChat Tencent can commercialize other businesses, such as Tencent Video or Tencent Music. In total the average mobile phone user spends 55% of their time on a Tencent service. The case of streaming services is

“Users of WeChat spend 90 minutes per day on average on the app, two times as much time as on Facebook, Instagram and Messenger combined”

particularly instructive. Thanks to WeChat, Tencent has managed to increase the subscriber base of its VOD platform Tencent Video, seizing a quarter of the Chinese market. The company claims to have even more subscribers than Netflix. Between 2016 and 2017, Tencent made 318 investments in startups and diversi-

fied the number of sectors it is involved in, in order to propose more services on WeChat. Tencent has invested in Karius, a platform specializing in the diagnosis of infectious diseases, and branched out into the connected agriculture sector.

The Tencent model is not unique in China. The group’s ecosystem has a direct, home-grown rival in Alibaba, the number one e-commerce company in China. Jack Ma’s company possesses Alibaba Music (streaming), TaoBao (e-commerce) and Ofo (bike-sharing), among others. Search engine Baidu has developed bitauto (online automobile content) Uxin (a web-based vehicle reseller) and Baidu News (media). “For Chinese startups, the only way to grow in today’s market is to receive investment from Tencent or Alibaba, but they cannot work with both, such is the rivalry between the two giants. Startups are seeing more and more barriers to being in both ecosystems at the same time,” concludes Pasquier. ♦

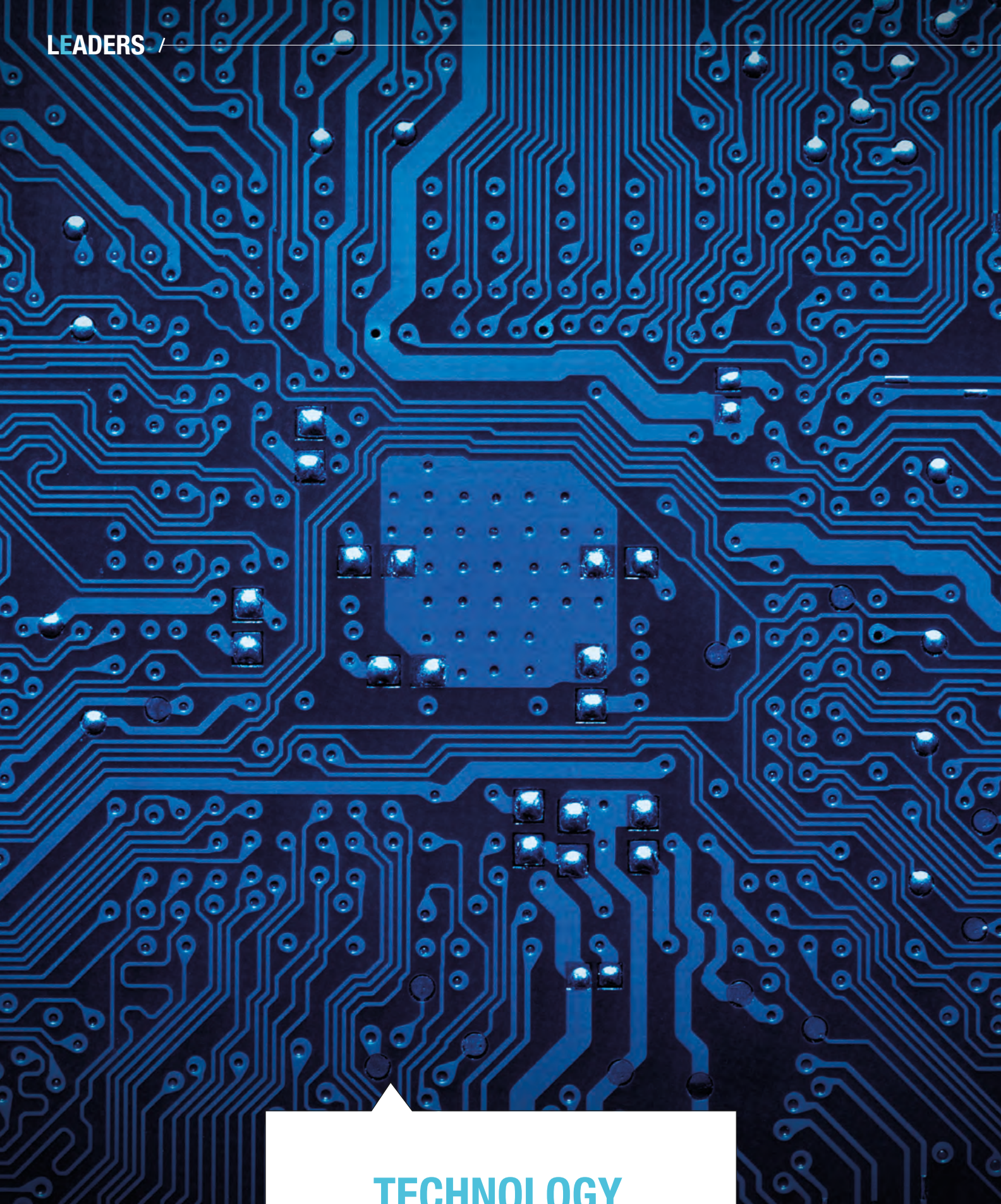


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LEADERS





TECHNOLOGY

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“The weakened patent system has impacted the world of computers”



Interview with

MANNY SCHECTER
Chief Patent Counsel, **IBM**

“My engineering experience allows me to see things from the inventor’s perspective”

Former engineer Manny Schecter has spent his entire career at IBM, the US’s top annual patentee, and he is now its chief patent counsel. He talks to Leaders League about patent litigation trends, artificial intelligence and software innovation in a post-Alice world.

LEADERS LEAGUE. Could you tell us a little about how your experience in your previous jobs has helped you in your current role?

Manny Schecter. I’ve been at IBM my entire career. I started there as an engineer, and then IBM put me into a programme to go back to law school, while I continued to work. And then I worked my way up the ranks to where I am now. My earlier engineering experience helped because I understand the perspective of the inventor, having [worked] with our intellectual property attorneys during that time.

I have a slightly better sense of what it’s like to sit on the other side of the desk, as an inventor, than some members of our team.

What have been some of the more interesting trends and developments in the software innovation world, both on the regulatory side and the commercial/corporate side?

There are a few different stories to tell here, and they kind of intersect. Aside from the law, software has become so incredibly pervasive. Early in my career it was a very specialised discipline; people often got advanced degrees in order to be able to work in [it]. Today, there are lots of programmers doing all sorts of things, and software code is going into just about everything. All but the simplest of devices have become interconnected in some way, from the appliances in our homes to the cars we drive. Software has not only become the development platform used to simulate or design aspects of almost everything, it has also found its way into so many of the products themselves, such that we find the need for software skills to be much more significant than they once were. It’s why you see lots of people dabbling in it – the opportunities are great.

How does that intersect with the regulatory side?

Ten years ago we were seeing litigation increasing in the patent world – to too high a level, some said. At times the litigation was abusive; there were practices people felt should be curbed. They weren’t necessarily specific to software, but they certainly applied to patent litigation relating to software, and as a result, legislation – the America Invents Act – was passed, and Supreme Court decisions came down that attempted to curb some of the excesses in the system.

Now [some] people feel that we over-corrected – that there’s been a little too much uncertainty introduced into the patent system, and it’s become a little too weak. There are some provisions of the America Invents Act that apply uniquely to patentable inventions in the computer world. Some of the Supreme Court decisions apply uniquely or most primarily to the software world. So the weaknesses in the patent system have particularly impacted the world of computers and software. Now tie together that pervasive technical trend I mentioned before with the fact that the law has had ups and downs – the combination impacts how the patent system promotes innovation in the computer space.

IBM has been investing heavily in blockchain. What are some of the more interesting uses blockchain can be put to, outside of cryptocurrencies?

It can be used to track patent transactions, particularly sales. We know today that it’s not always easy to identify the ownership of a patent, because the data in the government patent office records do not always completely reflect the ownership of a patent. Sometimes a party will buy a patent and never record the transaction; sometimes they ▶

do, but there are data entry errors by them or by the government. Sometimes companies change names or go by different names – at IBM we record all our patents under the name “International Business Machines Corporation,” but somebody might accidentally enter “IBM Corporation.”

And we’re not that complex a company name. Some folks have much more complexity than we have, because they have lots of subsidiaries and businesses with different names, and even if the names are recorded accurately it may not be apparent that they are actually owned by one company. Some companies purposefully obfuscate who owns their patents. Putting patent transactions on the blockchain won’t solve all these problems, but it will make for transparency of ownership over the life of a patent.

There are some folks who have been talking to us about projects to put patent transactions on the blockchain. Not only are we the top annual US patentee such that we want the patent ecosystem to work efficiently, we also develop and market blockchain-related technology, and we could help them as a technology service provider.

IBM has been involved in using AI/machine learning to detect early signs of Alzheimer’s. Could you tell us more about this innovation and what it means for the company?

[Many people are] aware of some of our projects in AI – Watson, for example, and some of the [uses] that Watson has been put to for cancer and Alzheimer’s as well as non-medical applications. As regards patents, I don’t think I can reflect on any specific IBM patents, but this is an area that intersects a little with the considerations I mentioned earlier, namely that the Supreme Court, about five years ago, issued an opinion [arising from *Alice Corp. v. CLS Bank International*, and commonly known as *Alice*] interpreting the law on what is eligible to be patented as being rather restrictive, particularly with respect to abstract ideas. Some people think of AI as being abstract in the sense that it’s about emulating or mimicking human behaviour, thought and learning. So at times, the AI technology seems to be steering into the patent headwind that the Supreme Court has created. At the same time, we’ve seen other countries announce in-

itiatives to bolster their competitiveness in AI technology, in some cases including not so much weakening patent protection in the AI space, but actually strengthening their patent protection relating to computer-implemented inventions, software and AI. So it raises some questions about the future global competitiveness of countries relative to one another, including the US.

In what ways have you been using technology to streamline processes and increase efficiency?

We believed, back in the 1980s, that we were the first IP team to automate certain of our processes, using very early email connectivity and other tools that we had developed ourselves. That was at a time when most people didn’t even know what email was. And we’ve had the opportunity to develop a number of home-grown tools since then to enhance much of our operation, from the way inventors provide us with their inventions, to facilitating the evaluation of those inventions, to the way we interface with government patent offices.

Now, what we’re finding is that in the last 10-15 years, commercial companies have cropped up to offer some of the same capabilities that we already had, and that means we no longer have to have home-grown tools – we can use commercial tools. In some cases we’ve sold some of our capability to others, in other cases we’ve simply gone to a vendor that developed tools on their own. Sometimes we still use our own home-grown tools. But the point is, now that the tools are maturing, we don’t have to bear all the development and maintenance cost, and we can still fully leverage the technology and reserve use of our most advanced in-house technologies for ourselves. For example, in recent years we’ve begun dabbling with using our own Watson and AI technology to support various things we do on the IP front at IBM, and more recently we’ve started showing that capability to potential customers.

There are a lot of companies now that offer invention pipeline-management tools, analytics tools for analysing patent data, tools for automating searching for prior art to evaluate inventions or find products of others that might be infringing one’s IP. We have applied our latest AI technology to all of those things. ♦

“Some companies purposefully obfuscate who owns their patents”

“Innovation is and must always be compatible with privacy”



Interview with

DANIEL ARBIX
General Counsel,
GOOGLE BRASIL

“Data protection principles are baked into our product cycle”

Daniel Arbix is general counsel of Google Brasil and a professor at Fundação Getulio Vargas. Mr. Arbix holds an LL.M. in Law, Science and Technology from Stanford University as well as a JSD in International Law from Universidade de São Paulo. In this interview, he discusses Brazil's new data protection law and what we can expect from the Brazilian technology sector in 2019.

LEADERS LEAGUE. How is Google Brasil preparing itself for the new Brazilian Data Protection Law (LGPD)?

Daniel Arbix. Innovation is critical for economic development and to raise overall welfare in our society. At Google, we firmly believe innovation is and must always be compatible with privacy. In this sense, employing privacy by design principles and collaborating with product development teams, regulators, academics and other companies is a key exercise for our legal department and, more broadly, for our company if we are to ensure technology increases privacy choices and controls for users. Moreover, Google also embraces privacy by design and default through awareness and education initiatives; privacy consulting and review; and development criteria which ensure privacy protections are installed into the products we build every day. Data protection principles – such as notice and consent, data control and purpose limitations – are thus baked into our product lifecycle. We work hard at being transparent about how we use personal data, giving users clear choices, confirming choices with them, and logging these choices for later reference. We have put these measures and principles into practice to comply with the European Union General Data Protection Regulation (GDPR), and we continue to do so to comply with the Brazilian Data Protection Law (LGPD), which is largely inspired by the GDPR.

What specific challenges does the LGPD present to a technology giant such as Google Brasil?

Some provisions of the LGPD remain wrapped in uncertainty – as is the case with certain aspects of the GDPR – which will require the Brazilian Data Protection Authority (DPA), when it is created and operative in the country, to engage in technical discussions with civil society and ensure there is clarity around these issues. At Google, we believe creating a DPA with the necessary expertise to discuss the complexities of LGPD enforcement in addition to topics such as international data-transfers is of the utmost

importance to drive innovation forward in the country, while also securing Brazilian citizens' legitimate right to privacy.

How does the legal department use technology to solve issues more efficiently?

Technology has allowed us to escalate our training capacity, handle legal requests more efficiently, and automatically filter demands which do not need revision from the legal team. Furthermore, our department regularly employs novel digital approaches and metrics, so that we are constantly experimenting with tools such as document automation and sophisticated analytics. For example, the outside counsel which handle our litigation portfolio are cooperating with us in our effort to learn more from the large datasets generated by a contentious environment, thus helping us to identify trends, run trials and seize broader opportunities. Internally, we have built knowledge bases and tools to foster cooperation both within the legal department and with other departments in the company. Our goal is to implement strategies which cater to the needs of our internal clients by advising them at the right moment, in real-time and in a quantifiable manner, thus preventing potential conflicts and problems – so far as they are predictable. Our latest efforts leverage open source machine learning libraries – such as Tensor Flow – and we hope to share more about them soon.

What trends can we expect from the Brazilian technology sector in 2019 and beyond?

From a legal perspective, the current plethora of proposed legislation, new regulations and new regulating bodies seems worrisome at first. However, promising trends are arising in the public sector. For example, modern approaches such as regulatory sandboxes and regulatory impact assessments are gaining traction, particularly as regulators appreciate the value of having closer discussions with stakeholders, including the companies affected by potential legal changes before legislation comes into force. ♦

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“The aviation industry has already begun to use 3D-printed parts”



Interview with

ERIC BREDIN

VP Marketing EMEA, **STRATASYS**

“The sportscar sector uses a lot of parts made from carbon fiber, which 3D printers can easily produce”

The world-leader in professional 3D printing has turned its attention to the automobile and aviation industries. The US-Israeli company now has machines capable of printing large parts in polymer or metal. This decision should propel the transport industry as a whole to make the switch from traditional production lines to industrial-scale 3D printing.

LEADERS LEAGUE. How do you intend to corner the industrial 3D-printing market?

Eric Bredin. First, we try to spot those industries which already use 3D printing for some activities. Its current application is mainly to produce prototypes faster in order to speed up product development cycles. 3D printing allows you to constantly personalize a product. Next, we take things a step further by looking at all the possible applications of the technology within a given sector using a range of criteria including the quantity of items a business needs, the rate of production it expects and if its factories are decentralized.

What areas of industry are you currently involved in?

We concentrate on those areas where we feel we can bring added value. In the automobile sector for example, we know that we can't produce the same volume at the same speed as current production methods. That said, the sportscar sector demands a high level of technical expertise. The sector uses a lot of parts made of carbon fiber, which 3D printers can easily produce. There is also demand for 3D printing in the luxury vehicle sector. In industry more generally, companies are more and more interested in 3D printing in order to accelerate production or produce a smaller batch of a particular product.

Which other sectors are interested in 3D printing?

The aviation industry has begun to use 3D-printed parts in its aircraft cabins. These types of parts need to comply with strict weight and volume limits as, in the aviation industry, lighter mean less fuel expenses. Boeing and Airbus already use 3D printing to produce parts that are costly to make. Outside of the aviation industry, we are seeing similar requests from rail companies to produce components or spare parts.

Last December you launched MakerBot Method, a cross between an industrial printer and an office printer. Who do you hope will buy it?

Method is designed for professional clients. MakerBot [which was bought by Stratasys in 2013] had traditionally been involved in the consumer sector, but had to branch out, as its machines produced limited volumes and small sizes. By combining with us they were able to provide industrial or educational applications for 3D printing. In addition, this product is designed for SMEs who want to produce prototypes in-house.

Last spring you revealed you were working on a 3D printer capable of printing metal. Why did you move in this direction?

It was the next logical step. The heart of our strategy is Fused Deposition Modeling, or FDM, technology. It allows us to address the needs of all sectors that use plastic products, or that could conceivably replace metal products with plastic ones. But there are still cases where using metal is unavoidable, because 3D-printed plastic has its limits.

We have focused our research on developing metallic or aluminum powder in order to be able to produce parts through 3D printing that have the requisite amount of metal. 3D aluminum is the most promising avenue, especially when it comes to the automobile or aviation markets. Our objective is to be able to develop high-production printing that requires the minimum of additional pre- and post-printing work.

When will 3D printing be able to compete with traditional production lines?

We are not yet at a stage where we could commercialize this technology, but we have done comparisons and could offer the service at a comparable price. ♦

“Legal teams will need to help educate product developers”



Interview with

MOSHE MALINA

Associate General Counsel and Chief Patent Counsel, **CITIGROUP**

“As a lawyer, you need to find solutions through a tailored, creative approach”

Moshe Malina is Associate General Counsel and Chief Patent Counsel at Citigroup; he has been at the company for 15 years. He spoke to us about financial services innovation, developmental challenges, and the changing remit of chief patent counsel.

LEADERS LEAGUE. Could you tell us a little about how your experience at your previous jobs has helped you in your current role?

Moshe Malina. I started my career at [law firm] Cleary Gottlieb Steen & Hamilton, doing a mix of IT transactional and litigation work, including patents. I've been at Citi for 15 years now, but my job at Citi has evolved pretty significantly over that period. Although when I started I focused more on transactional tech work such as outsourcing and licensing, as patents became a more significant issue for the financial services industry my focus shifted more to patent litigation, licensing and prosecution. As part of those efforts I also participated in advocacy work as part of our industry's efforts to bring about patent reform to address the risks from non-practising entities and patent litigation abuse. Later, I took on responsibility for supporting Citi Ventures, which operates a strategic investment programme and runs a number of internal innovation initiatives. In this role, my work extends across general corporate and investment transactional work and implicates a variety of regulatory and other legal issues. In the last few years, I've added responsibility for cybersecurity and information security. So I've had a pretty varied range of experience over the last 15 years, even though I've been at the same company.

What have been some of the more interesting trends and developments in the financial services innovation world, both on the regulatory side and the commercial & IP side?

Although some startups have sought to compete in banking and other traditional areas of financial services, collaboration and partnership models are more common. At Citi, we invest in and look to work with small, innovative startups in fintech and other areas; many firms have

adopted similar models. In our strategic investment program, we commercialise most of our portfolio firms, where IP licensing and ownerships issues are often central. Regulatory considerations are part of every deal, both for equity investments and commercial deals. More generally, I think we're seeing an increasingly rapid push to bring emerging technologies into banking operations and test new use cases, and a variety of models to incubate and support these innovations from within. At Citi, the D10X program helps support internal entrepreneurship by empowering employees to build, test and launch new solutions. New innovations – some patentable, some not – have proliferated in these areas, as have the attendant IP issues. As a lawyer in this space, you're often looking at legal issues – regulatory and IP in particular – for which there are often no “templates”: you need to find solutions through a tailored, creative approach.

Could you tell me a bit about the most interesting work you've personally been involved in recently?

Although I can't speak to specific deal issues, my own work in strategic investments provides a window into the operation and issues of emerging growth firms. The portfolio is quite varied – payments and e-commerce platforms like Square and Jet.com as well as infosec and machine learning/AI firms like Cylance and Feedzai – with a diverse set of legal issues to diligence, even if the transactions follow a fairly standard set of venture deal terms. Commercial and collaboration deals of various kinds – both with startups but also among more mature financial institutions – are also an interesting area, particularly where they involve new tech use cases like blockchain and AI. Being at the interface between large, highly regulated institutions and fast-moving smaller firms can be challenging, but makes for an interesting set of legal issues.

How have the roles/remits of an in-house chief patent counsel and general counsel changed in the last few years, both at Citi Ventures and more broadly?

Even for an IP specialist, transactions and matters often involve a number of legal areas, which requires flexing well beyond IP/patent domains to other areas as transactions and projects demand. Even where you have specialists to leverage for input, I've found that my role increasingly requires getting familiar with a wide range of legal domains. Put another way, I think you increasingly need to lawyer more as generalist even from within the IP/venture speciality.

Secondly, there's the increasing need to plug into the particulars of the business and technology aspects at a much earlier stage, and much more substantively.

For patent matters and certainly for venture and innovation work, the need to both understand the underlying business and technical details is increasingly central. In early-stage technologies and new use cases, the paths to market and roles aren't always clear, and the deal and IP structures need to account for this uncertainty.

That's true for licensing agreements, strategic investments, patent matters, and collaboration or joint venture projects in particular.

Do you foresee the role/remit of an in-house IP and innovation counsel changing in the next few years, and if so, how?

I would expect these trends to continue, and in particular the need for lawyers in these roles to develop more in-depth familiarity with the emerging technologies and markets, and participate early in project scoping and definition. The regulatory considerations for technologies like blockchain, smart contracts and AI can often drive how and whether a project is even workable.

On the flip side, in fintech in particular, I think legal teams will need to help educate product developers so they have some independent familiarity with the broader regulatory and legal environment.

In your role as counsel to Citi Ventures, what are some of the common IP and other legal issues that arise in connection with venture investments?

Strategic investments and commercial deals in my space almost always come with IP issues. For investments, that means getting a clear view on the target's own IP position, as well as risks or claims from third parties. Start-ups that emerge from university or government programmes present a unique set of additional IP issues. A related issue is open-source software, which is increasingly used by firms alongside or in connection with the firm's core proprietary software. In collaboration and commercial arrangements, sorting through the licensing and ownership of IP – both what is brought in by the parties and what is created – is a common theme. Regulatory issues are another key consideration for many Citi Ventures investments. Fintechs are often pursuing new products or approaches that present novel regulatory issues, and diligence often involves getting a clear view on these issues and risks, as well as assessing the firm's compliance and control infrastructure.

Citi has been making fintech payment plays such as investing in HighRadius, but it has a lot of competition – FIS is buying WorldPay, and Fiserv is buying First Data. What impact is this having on your role?

It's important to note that the Citi Venture model is generally aimed at partnering with portfolio companies rather than acquiring them. There's certainly competition in the investment space to invest in the best startups, whether you're a strategic or pure financial investor. But we're looking at firms more as partners than as competitors. For upward of 50-60% of the companies Citi Ventures has invested in, we've done some sort of commercial project, whether that's piloting their technology, a revenue-sharing commercial deal or other arrangement. As it relates to my role, I'd say the central challenge is finding ways to make those kinds of partnerships work, both for the rapid growth mind-set of a startup and within the highly regulated environment of a large multinational bank. ♦

“Regulatory issues are a key consideration for many Citi Ventures investments”

“Xiaomi creates innovation for everyone”



Interview with
YAN LIU
Country Manager France
Xiaomi

“Providing the latest tech at an affordable price is something no other smartphone company does”

The world's fourth biggest smartphone maker has grand designs for the European market, aiming to open an additional 100 stores across the continent in 2019. Xiaomi has made a name for itself by providing innovative technology at discount prices. Huawei veteran Yan Liu oversees the group's operations in France.

LEADERS LEAGUE. Xiaomi became the world's fourth biggest smartphone company in 2018. How were you able to achieve this?

Yan Liu. It's simple really, our watchword is 'innovation for everyone' and we provide excellent value for money, which allows everyone to have access to the latest tech innovations. The price difference is our best advertisement. If we have been able to offer lower prices than our competitors, it's because we communicate differently than the other smartphone companies, which seek to make customers victims of advertising. Their ads, on billboards or on tv, are all designed to make you want to buy their products. We want to get away from this traditional business model. After each purchase of a Xiaomi smartphone the new owner tells their friends and colleagues – potential customers – what a great device it is. We like to call this word-of-mouth 2.0, and it works very well for Xiaomi.

There are a lot of Chinese phones on the market these days. How does Xiaomi stand out from the crowd?

The other Chinese phones on the market have created sub-brands to try to copy us. Huawei created Honor and Opo came up with One Plus. We are unique in our approach. Firstly, our profile is atypical as we have a large range of products. Our innovation is not confined to phones. We want to put the Xiaomi stamp on everything from bags and suitcases to household connected objects and push-bikes. What really sets us apart is that we are passionate about putting a smile on the faces of our customers. When we release a new product with an aggressive price-point two things tend to happen: one, we become the market leader for that device because the customer appreciates its innovations, and two, our competitors come out with their own

versions at a similar price, which gives the customer more choice. Beyond making money, there is in Xiaomi's DNA an almost humanitarian desire to increase consumer spending power.

What has been Xiaomi's most successful innovation to date?

To my mind, the biggest success to date has been the Mi Mix, which came out a few years ago. At the time, most manufacturers made phones that were borderless on two sides with an aspect ratio of 16:9. The Mi Mix was the first smartphone to have three borderless sides and an aspect ratio of 18:9. This allowed us to be a trendsetter. It showed the world what we were capable of doing in terms of design. We even convinced Google to adapt their android OS to our new format. Getting an American tech giant to adapt to our needs was a major source of pride. The Mi Mix received a number of awards, including the IF Design Award, a first for a Chinese smartphone company.

With the MIX3, Xiaomi now has a product to rival high-end Samsung or Huawei handsets. Would you say this product marks a turning point for the firm?

When it comes to innovation, we are already very competitive with other leaders in the smartphone market. When other companies launch a new product, like Apple for example, they usually target the elite, the early adopters, before seeking to make their latest tech available to a wider audience. Xiaomi does the opposite, we create innovation for everyone. Our target-customers are the middle classes and we have observed that more and more people are comfortable with buying the lower price option. The Mi Mix 3 will satisfy the biggest tech-junkie. Providing the latest technology at an affordable price is something that no other smartphone company does. ♦



Victoria Espinel
CEO, **BSA | THE SOFTWARE ALLIANCE**

- o Espinel served for a decade in the White House, as President Obama's IP advisor
- o First-ever chief trade negotiator for IP and innovation at the Office of the United States Trade Representative
- o Leading authority in technology innovation, global markets and public policy

Victoria Espinel is a legendary personality in the technology innovation sphere, known for her extensive experience of 20 years in both public and private sector. Starting her career as an IP attorney, Victoria learned the ropes at Covington & Burling and Sidley Austin. As a trade negotiator, she has negotiated over 20 trade agreements and several bilateral agreements with different countries.

Her office at the White House was a brand-new one created by Congress through the 2008 PRO-IP Act. Victoria built the office from scratch and created precedent-setting strategies that continue to be followed today. She made recommendations to Congress to introduce stricter laws to protect the ideas and creativity of the American public and co-ordinate the work of the 17 federal agencies that are involved with stopping IP-related infringements. She also built a bridge between technology companies and the entertainment industry, as well as strategies to counter economic espionage.

Victoria returned to the private sector to serve as the CEO and President of Software.org: the BSA Foundation, which is an independent, non-partisan international research organization created to help policymakers, companies, governments and the broader public better understand the impact that software has on our lives, our economy and our society. She has worked with Apple, Microsoft, Salesforce, Siemens and Oracle, who are all members of the foundation.

Espinel is a founding and ongoing co-sponsor of Girls Who Code, a Washington, D.C.-based summer immersion programme that empowers young women to pursue careers in STEM fields. She strongly believes that we need to focus on under-represented communities to ensure they are able to follow careers in technology. While speaking in Paris recently, Victoria said: *"I believe that any person that wants to have a software job should be able to have one, whatever the gender, whatever the race, wherever they live."*



“We are five years away from having flying taxis”

Interview with

ANITA SENGUPTA
Founder and Chief Product Officer,
AIRSPACE EXPERIENCE TECHNOLOGIES (ASX)

LEADERS LEAGUE. In a few words, can you tell us about your background?

Anita Sengupta. I am an aerospace engineer with a PhD in propulsion – that's rocket science in layman's terms. For most of my career, a period of some 16 years at NASA, largely on unmanned space exploration of space. I left NASA in 2017 to become senior vice president of Virgin Hyperloop and at the end of last year I became a founding member of Airspace Experience Technologies.

How would you define your role at Airspace Experience Technologies?

I am the chief product officer and co-founder. I am responsible for system architecture, business development and product definition. I am also a qualified pilot, so I hope to pilot our vehicle in the future.

What legal and regulatory aspects are important to consider before your products can be put on the market?

With ASX we are working on electric VTOL urban aerial transport at an affordable cost and with a smaller carbon footprint than current urban air travel. As with any new technology, we must work with regulators to certify our vehicle. Sometimes existing standards may need to be updated, to handle

electric motors and batteries, for example, but that is a process that the industry as a whole is engaged in to facilitate commercial VTOL and electric aircraft.

How far are we from traveling by hyperloop or in flying cars?

The challenge lies not in technological development: that is engineering, my job, and the reason why I do what I do. The challenge is obtaining funding and governmental support. The good news is that both have been secured for several new modes including urban air taxis. Mass-transit infrastructure is inherently a shared undertaking. Based on that, I would say we are five years away from the first air taxis and 10 years from a hyperloop. ♦

“Lithium ion technology is a full generation away from maturity”



Interview with

CARLA GOHIN
Director of Innovation, **PSA**

“By choosing Wifi over 5G, the European Commission has displayed a very short-term vision”

The PSA Group has begun to roll out its electric vehicle strategy, the latest step in its Push to Pass plan designed to prepare the company for the advent new methods of mobility. Carla Gohin takes a look at the road ahead.

LEADERS LEAGUE. PSA intends to launch 100% electric versions of all its models by 2025. How realistic is this aim?

Carla Gohin The best way to encourage the use of electric vehicles is to reduce their cost. At present 40% of the cost of electric vehicles is linked to the battery ecosystem. Lithium ion technology is a full generation away from maturity. We are working on improving the efficiency of cobalt, a key component, which is extremely expensive. The next generation of electric vehicles will be equipped with solid-state batteries. This technology could be used by the major electricity suppliers, which is why we are sharing our roadmap with them.

The second way we can democratize the use of electric vehicles is by dramatically increasing the number of points of recharge and the speed by which a vehicle can be recharged. At the end of September 2018 there were 22,000 recharging points in France, the objective is to have 500,000 by 2030. We must also look seriously at how we can have domestic recharge stations. Installing recharge stations in private residences still takes too much time and is very complicated to achieve.

How far are we away from seeing fully autonomous vehicles on our roads?

Today, we are in the middle of stage II of our Autonomous Vehicles for All, or AVA, program, which focuses on perfecting the driving system. On the highway it is already possible for a vehicle, once it is in the flow of traffic, to let the autopilot adjust the position in relation to the vehicle in front. The next stage will be to make it possible to leave your car entirely under the control of the on-board computer when cruising at speeds under 40 mph. For example the A13 [a main artery into Paris] is routinely traf-

fic-jammed during the morning rush hour. In the near future, you will be able to engage the autopilot and concentrate fully on another activity, like reading and responding to emails for example. This function will be available in 2022 or 2023.

You support the use of 5G, yet the EU has chosen to retain Wifi as the future standard. What impact will their decision have on your strategy.

This issue goes beyond autonomous vehicles. There will never be level five connected vehicles (100% autonomous) without a strong enough connection, and Wifi will never be up to the job. The only technology capable of connecting vehicles is 5G. What's more, China has forged ahead with this technology and will launch its 5G network in 2019, demonstrating that it is the technology of the future. By choosing Wifi over 5G, the European Commission has displayed a very short-term vision. We will continue to work with Wifi, but it is company policy to also work with 5G.

Free2move is your vehicle-sharing subsidiary. What alternative modes of transport does it promote?

Society's expectations are changing, with the sharing of vehicles replacing ownership, and this has pushed us to propose a range of solutions where ownership is not obligatory. Our Push to Pass plan endorses a manufacturing and supply backbone encompassing renting, car-sharing, car-pooling and intelligent fleet-management by proposing a range of services. For example we have launched a shared solution app, where the user can choose from the entire list of car-sharing options to find the one most adapted to their needs. Over 1.5 million people already use the Free2move app. ♦

“We aim to make Station F as meritocratic as possible”



Interview with

ROXANNE VARZA
Director, **STATION F**

“The large companies present at Station F are very interested in startups pursuing AI projects”

The incubator Station F opened for business on July 1st 2017. Located in a former freight-train depot in central Paris, the Xavier Niel-funded facility has become a potent symbol of France’s tech ambitions. Leaders League secured an audience with its director, Roxanne Varza.

LEADERS LEAGUE. Has Station F performed as well as you’d hoped?

Roxanne Varza. Station F has been open for over a year and a half now and overall it’s been a success. We never imagined we’d have so many candidates – some 11,000 in our first year alone. We thought we’d only get about half that. The most surprising element is the amount of non-French applicants, which accounted for a third of all those interested. Out of 5,000 residents, 600 of those at Station F don’t speak French.

As regards commercial results, we have reached our KPIs: 232 of our startups have succeeded in raising funds totaling €250 million. That’s remarkable because we are, for the most part, talking about very young startups, many of whom have been in existence for less than three years. Of course, there have also been setbacks. Nineteen of our startups have already gone out of business. But 19 out of 1,000 is not that bad.

Which type of Station F startups are most in demand at the moment?

I am seeing a lot of SaaS and B2B outfits, but also those producing consumer goods, attracting interest. Those large companies present at Station F are very interested in startups pursuing AI projects.

The rhythm of work at Station F is dictated by programs. After a year and a half, which ones are attracting the most interest from startups?

It’s difficult to say, each project is organized according to a different model. Startups are naturally attracted to those programs they have the most experience in. For the others, startups are less noticeable either because they are young or based overseas. When it comes to our non-startup partners pres-

ent at Station F, there are also a variety of activities. Vente Privée, for example, has had its Impulse incubator here since 2017. The company selects startups to work with, with the objective of developing proof of concept together. Another model, espoused by Facebook, is to assist startups to create their products using Facebook software.

Have any Station F startup alumni gone on to set up their headquarters in Paris?

That’s really not our objective, and anyway we are not far enough along in our existence to be able to answer that question. But we do have an alumni network, which allows us to stay up to date on what has become of the startups once they leave Station F. The majority of them continue their activity elsewhere. But for the startups who quit Station F, it’s often because they have grown too big. In fact, once they have over 15 employees, they can no longer stay here.

There are more and more incubators in the greater Paris area. What sets Station F apart?

One of the things that makes us unique is our campus-like organization. We are the only incubator capable of proposing 30 different programs, including those dedicated to early-stage startups. Startups are all located on the same floor so that they can interact on a daily basis. They share their experiences and the issues they have in common. We then organize events to encourage peer interaction. We call this the ‘guild’ model, a term borrowed from the world of video games. But I don’t keep tabs on everything that goes on at Station F. I do gather that startups organize meetings, without me necessarily knowing about it. ▶

You have been particularly active in encouraging and promoting female entrepreneurship within Station F. How do you go about doing it?

The question of diversity is essential. And I am not just talking about gender diversity, I am also talking about giving places to people from different ethnic, national and social backgrounds. We aim to make Station F as meritocratic as possible, and have everything to gain by doing so. If we set out to recruit startups only run by men, we would attract fewer people. In our first year, 40% of our Founders Program startups were set up by women. We hope to increase that percentage in the years to come.

Give us some specific examples of how you intend to improve the services at Station F.

Our activity has already begun to evolve. Our Fellowship Program, for example, allowed startups to work at Station F five days per month and to have access to the different events we run. However, we came to realize that this option did not meet the needs of these startups and that it was not within our scope to give them what they needed. The program was therefore discontinued. We have also worked to enhance the onboarding process at Station F. We have 30 different types of support programs tailored to different needs. We want to have more homogeneity by creating a unique experience. We could, for example, instigate common onboarding for each new arrival at the start of every month. We have also modified our use of digital tools. Today

we use Slack. We would like to introduce other tools, notably to be able to mix and match resources more easily, or to have a knowledge management forum which works more effectively than Slack.

What do the startups themselves ask for in order to improve working conditions at Station F?

We carried out a survey into what makes candidates look for a place at Station F and what we have found is that, first off, they want to be part of the ecosystem that we provide and to be able to take part in the events we organize. We will continue to hold dialogue with all our startups. Newer startups don't necessarily understand how fundraising works and so we have put in place a network of investors which can get them up to speed. The second aspect they are looking for help with is recruitment. Many startups have a great deal of difficulty hiring the right people. The centralized recruitment platform that exists at Station F has helped with that.

How have you been able to improve the day-to-day lives of the startupper?

By opening a Big Mamma restaurant, which is almost always packed! We have also taken steps to improve the housing situation, having opened a 600-capacity residential property in nearby Ivry. Now, those who apply for a place at Station F can request housing at the same time. We have had significant feedback from the startups demanding to have better access to the amenities in the surrounding areas. Providing discounted tickets to nearby cinemas was one such recommendation. ♦

“232 of our startups have succeeded in raising funds totaling €250 million”



© Station F

“Faced with unprecedented issues, we need fresh ideas”



Interview with

LOÏC VOISIN

Group Innovation Marketing and Business Performance Senior Executive VP, **SUEZ**

Suez’s activity centers around two main areas: water management and waste recycling and recovery. Both are of vital importance at a time when the climate emergency is on everyone’s lips. Suez’s Group Innovation, Marketing and Business Performance Senior Executive VP Loïc Voisin, tells us, among other things, how innovation can help meet the challenges ahead.

LEADERS LEAGUE. What are the stakes regarding innovation at Suez?

Loïc Voisin. We identify different phenomenon that motivate us to develop innovative solutions, the first being the increase in the world population: with about 7.5 billion people living on the planet today, experts estimate that we could reach 12 billion by 2050. Urbanization is our second driver: 40% of the world’s population live in cities, and estimates show that by the middle of this century that figure will jump to around 70%. Finally, climate change and its consequences threaten everyone. These phenomena put unprecedented strain on our planet’s resources and we feel it is our duty to prepare the world of the future. Faced with unprecedented issues, we need fresh ideas and that is why innovation is at the heart of the group’s strategy.

“Innovation is needed everywhere in the world”

What form does this innovation strategy take?

As we have the benefit of 17 research and development centers, with a network of 650 dedicated researchers managing a portfolio of 4,000 patents, we have huge resources to innovate internally. We also work in partnership with universities, research centers, NGOs, startups, large industrial groups, etc. to develop a range of new projects. In 2010 Suez also created its own venture capital fund entitled “Suez Ventures,” allowing us to make minority investments in creative companies. Innovation is also sometimes added through external growth. It also plays a major role in our HR processes designated toward of our nearly 90,000 employees. We want innovation to be part of

our company’s culture: every year, we organize the “innovation trophies,” a global competition rewarding the best innovations within Suez.

What recent innovations are you most proud of?

They all make me proud! Some of them were particularly important for the group’s progress such as origins. earth that we developed via intrapreneurship. This technology allows us to measure the CO2 emissions of cities, map low carbon opportunities and ease access to climate finance. We are now deploying this solution with the City of Paris and the Paris Climate Agency. Another wonderful innovation of which we are very proud of comes from Optimatics, an Australian-American startup in which we first invested via Suez Ventures, before acquiring it outright in 2018. They have developed a software for the design, construction and management of water infrastructure providing savings of between 10% to 30% of the investment amount thanks to artificial intelligence. We are also working to make the city of Dijon in France a smart city, in collaboration with other industrial groups, the city and its users. It is one of the first smart city projects in the world: everyone is watching what is happening right now in Dijon.

The group has activities on all five continents: would you say that innovation is of same importance all over the world?

We do work all over the world and are in particular very close to many Asian countries, very pioneering on innovation and technology. We are working with Singapore for example to help the city protect its water resources. Even so it must be adapted to local needs, innovation is needed everywhere. ♦

“The best way to prove something works is to experiment”



Interview with

ANDRÉ LOESEKRUG-PIETRI
Co-Founder, **JEDI**

“The separation between civil and military innovation no longer makes sense”

The founder of investment fund A.Capital set up the Joint European Disruptive Initiative in 2018 in order to create a European equivalent of US research agency DARPA. Supported by a number of high-profile figures from the boss of CNES to heads of Fraunhofer Society institutes, the agency has begun work on its first projects. Loeseckrug-Pietri reveals his ambitions for European innovation.

LEADERS LEAGUE. You created the JEDI initiative less than a year ago and the first wave of projects have already been launched. How were you able to make so much progress in such little time?

André Loeseckrug-Pietri. JEDI is indeed up and running! The first objective has been reached, with Germany and France creating a joint agency dedicated to disruptive innovations. We have been able to unite 200 key figures from seven different countries, although we have not to date been able to overcome certain aspects of European fragmentation. For example, the EU's AI strategy is crazy – each country carries out its own research programs at the moment. Former Google guru Kai-Fu Lee predicted a US-China AI hegemony, and the road ahead is long if we want to avoid that, but with the creation of JEDI the first step has been taken.

Which areas of activity does JEDI invest in?

We start off identifying ‘challenges’, which are mainly financed by regional authorities and research institutes in France and Germany. These organizations have good chemistry and can share common objectives. One of our initial challenges is to find a replacement substance for glyphosate. We are also interested in e-health AI applications, notably for improving the detection of cancer from medical scans, or cloud-based projects such as virtual data centers. The cloud could also allow us to resolve problems such as energy consumption. And that's just the beginning: other exciting projects are in the pipeline.

How to measure the success of one of these ‘challenges’?

Our objective for the cancer project is to be able to detect 90% of tumors. This target seems unattainable, but when DARPA

began research into autonomous vehicles, nobody thought it would be possible for robots to drive cars. That is the purpose of our challenges; to throw down the gauntlet by showing the way forward. On glyphosate, we are looking into another type of non-chemical-based herbicide. The important thing to remember is that when a challenge succeeds, the consequences will be monumental. In the aerospace sector SpaceX has disrupted the European space industry, with Ariane recently announcing 10% of its staff are to be made redundant.

Why do you work with regions?

We have come to realize that they are far more responsive to our projects than countries or the European Union themselves. That is the case with Bavaria in aerospace, greater Paris in automated vehicles and Aquitaine for farming. It is also a question of image: the regions want to send a signal and show the world what is taking place in within their confines. Regarding these ‘challenges’, an important thing to underline is that everyone is welcome to participate, from major multinationals to startups and universities. Traditionally, it was big companies who did R&D as only they had the means to finance such activities. In academia, there is a lot of talent, but they have difficulty obtaining funding.

Is obtaining funding for any given project dependent on the number of countries involved, as EU rules require?

Indeed, one of the prerequisites for obtaining EU funding is that your project be cross-border, with at least nine countries involved. The result is that with EU funded projects, researchers spend more time co-ordinating than carrying out research. No-one outside the EU is hampered in this way. However the money is there: DARPA has a \$50 billion annual budget and the EU allocates €70 million

to research and innovation. But what good has come of it? It's not just a problem of money, therefore, but of method. The only person to understand this was Jean-Pierre Bourguignon, president of the European Research Council (ERC) and key figure in JEDI. The ERC is the only EU institution whose funding is not obliged to be shared among member-states. For us, you should choose between having an industrial policy or an innovation one.

Nevertheless, the projects themselves have a strong international aspect.

With us, funding is not necessarily cross-border. Another difference with the H2020 program is that there might only be one winner. We encourage cooperation and organize information days with rival teams when launching a new challenge. We hope that some of them will work together to come up with a proposal that makes the shortlist.

How do you help projects scale up?

Once again, it's a question of method. There is a difference between developmental research and project research. We want to accompany teams up to the point where they have developed a viable prototype, even if we, as an organization, are very research driven. With proof of concept, it is possible for them to attract more traditional sources of funding, such as venture capital. The second point is that we draw inspiration from DARPA in that we are oriented towards projects with a defense application. We want to bring all the stakeholders together, identify where the bottlenecks are in the pro-

cess and find solutions. Working like this helps us avoid wasting time and money on white elephants.

You were a special advisor to the French ministry of defense in 2017. Does your knowledge of the sector allow you to target hybrid projects?

No, defense projects do not fire the imagination of the general public. We choose subjects with broad applications, such as batteries, cybersecurity or AI. These are the bricks with which we will construct large projects, such as military ones. In any case, the separation between civil and military innovation no longer makes sense, as more and more technologies have both military and civil applications.

The European Commission has created its own center for disruptive innovation. How does it compare to your organization?

We know Carlos Moeda well, he's the man behind the Commission's new initiative on disruptive innovation. There is some overlap with JEDI, though the main difference is that we are not waiting until 2021 [the implementation date of the EC project]. On cybersecurity or aerospace, two years is an eternity. Take the Human Brain Project, for example, it took three years to get off the ground, which was a disaster. By 2021 JEDI's projects will already be European programmes; the big question is whether they will be able to adapt to fit the constraints of the EU, and on that we have serious doubts. The best way to prove something works is to experiment. ♦

“With EU funded projects, researchers spend more time coordinating than carrying out research. No-one outside the EU is hampered in this way”





INSTITUTIONS

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“We are in the process of evaluating the Hague Agreement”



Interview with

JOSEPHINE SANTIAGO
Director General,
**INTELLECTUAL PROPERTY
OFFICE OF THE PHILIPPINES**

Director General Josephine Santiago's experience in the intellectual property system spans two decades in government and the private realm. She became the fourth director general of the Intellectual Property Office of the Philippines (IPOPHL) in October 2015. Leaders League caught up with this IP figurehead.

LEADERS LEAGUE. IP filings both from Filipinos and foreign nationals saw an increase of 15% in the Philippines in 2018. How do you explain this increase?

Josephine Santiago. The increase in IP filings is the result of purposeful efforts to make the Philippine IP system relevant and responsive to the needs of both Filipinos and foreign filers through programs and projects that emphasize the importance of IP protection, such as:

- Propelling IP consciousness and utilization among universities and research and development institutions through the Innovation and Technology Support Offices Program
- Increasing to 15 the number of IP satellite offices in 14 strategic regions in the country for ease of access to IP services and promoting awareness and relevance of IP.
- Strengthening IP advocacy campaigns through the creation of an Advocacy and Communication Unit that uses both traditional media, social media, increasing participation in exhibits and similar events; and undertaking IP-focused activities to reach as many Filipinos as possible, including young students and family members.
- Making it easy to lodge applications through online filing systems and facilitate prosecution thereof through streamlined procedures. The IPOPHL has been leveraging its bilateral agreements with other IP offices for the adoption of information technology based systems to do this. In streamlining procedures, the IPOPHL has successfully initiated a “Design in 5 Days” project and in the area of trademarks, where initial actions on applications can be made in five days.
- Our multi-lateral and bilateral partners to inform them of new developments in the IP system in the country. In fact, one country

with a notable increase in IP filings is China, which used to have very negligible filings with the office.

Do you intend to enhance intellectual property rights through further international treaties and conventions?

Before deciding to accede to treaties and conventions, IPOPHL makes a thorough assessment of how such treaties and conventions can accelerate the granting of IP rights and enhance the benefit that internal stakeholders get from these agreements. I believe one of the crucial tasks at hand among the IP community, more than crafting another treaty or convention, is to make an assessment of the existing treaties in terms of their usefulness, shortfall and necessary enhancements so that countries will be properly guided. In the case of the Philippines, we have just acceded to the Marrakesh Treaty because we believe that this will greatly help Filipinos who are blind, have visual impairment or are print disabled. We are also in the process of evaluating the Hague Agreement. Accession is one of our commitments under the ASEAN IPR Action Plan 2016-2025.

Is counterfeiting/piracy a major issue in the country? What action has been taken to fight it?

Enforcement will always be an enduring challenge. Technological development is faster than legal structures and standard setting. Added to this, counterfeiting and piracy will continue to be a concern of the global IP community as long as countries that are sources of counterfeit and pirated goods do not strictly adopt rules to make it difficult or harder for counterfeit and pirated products to leave their shores. To address the issue in the Philippines, we have adopted a holistic approach to IP enforcement. The approach is composed of:

- Education: all the major stakeholders are targeted, i.e. IP owners and users

(public), IP enforcement agencies such as the Philippine National Police, National Bureau of Investigation, Philippine Customs, among others; the judiciary for transparent and consistent decisions on IP cases and the prosecutors for efficient IP case build-up.

- Improvements in the legal environment - Constant review and filing amendments to the IP Code and other IP-related laws to address emerging issues and concerns.
- Establishment of a coordinating body on IP enforcement - A National Committee on intellectual property rights composed of 12 member agencies that are involved in IP enforcement was created virtue of Executive Order 736. IPOPHL does the coordinating work for the Committee.

We are now seeing the benefits of such an approach as the Philippines was designated as country champion in enforcement in ASEAN.

How important is it to be part of a regional association such as ASEAN in the context of IP rights development in the country?

The Association of Southeast Asian Nations (ASEAN) was formed to promote economic, political and security cooperation among the member states to promote regional stability. As such, it commands greater influence on economic, political and security issues than any of the member nations can achieve individually. Developing regional IP platforms and infrastructure to create and expand an inclusive ASEAN IP ecosystem is critical to achieving regional harmonization and cooperation. It aims to serve not only the needs of member states but also in dealing with dialogue partners. For the Philippines, this is essential as the country participates in intra-trade with other ASEAN countries and in negotiations with dialogue partners. It gives the country an advantage of being integrated in global trade backed up with a strong regional bloc. ♦

“Developing regional IP platforms and infrastructure to create and expand an inclusive ASEAN IP ecosystem is critical to achieve regional harmonization”



Taguig City in Philippines, where the IPO is located

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Margot Kokke
Judge, **DISTRICT COURT, THE HAGUE, NETHERLANDS**

Judge Margot Kokke serves on the bench of the IP department of the District Court at The Hague, where she judges IP cases at first instance, including cases concerning patents, copyright, trademarks, design rights and plant breeders' rights. Prior to her appointment to the District Court, Judge Kokke worked as a lawyer in private practice, specializing in IP with a focus on patent law, spending several years at De Brauw Blackstone Westbroek. She is a graduate of Leiden University in the Netherlands, holds an LLM and degrees in Chemistry (BSc) and Biochemistry (MSc) and has also worked in Asia, Africa and Latin America for several years in the area of (access to) justice and the rule of law.



Andrei Iancu
Director, **US PATENT AND TRADEMARK OFFICE**

- Immigrated from Romania at the age of 12 with his family
- Confirmed as the USPTO's Director by the Senate in a 94-0 vote
- Has a Master's in Mechanical Engineering from the UCLA

It is perhaps unsurprising that Andrei Iancu was President Trump's top pick for the directorship of the US Patent and Trademark Office (PTO); Trump likes to keep his friends close, and Iancu was managing partner of Irell & Manella, which defended Trump, NBC Universal and Mark Burnett Productions in a copyright infringement case relating to *The Apprentice*.

Iancu may not have been involved in that particular case, but he was a well-respected figure before even joining public office, having been named Lawyer of the Year by the Los Angeles Business Journal in 2016. Working mostly as a patent litigator, he had no shortage of large clients: he represented TiVo in digital video recording-related patent battles with the likes of Microsoft, Motorola, Verizon and Cisco, which culminated in the defendants paying TiVo over \$1.6bn. Haptic technology giant Immersion is another former client on the plaintiff side, though most of Iancu's work has been defendant-side, where he was instructed by clients such as eBay and Hewlett-Packard.

As PTO Director, Iancu took over from fellow engineer Michelle Lee, who was the institution's first female director. Though she was a popular candidate among technology sector players, having served as Google's deputy general counsel among other illustrious roles, Iancu is no slouch technically: with a Master's in mechanical engineering from the UCLA, he first earned his stripes working as an engineer for Hughes Aircraft Company.

Since 2001, the PTO directorship has also come with the title of Under-Secretary of Commerce for Intellectual Property; Iancu's aggregate responsibilities include managing the PTO's budget and workforce, administering patent and trademark laws, and conducting IP-related programmes and studies. Working with foreign state-level IP offices is also part of his remit

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



Leaders League publishes the very latest news from the world of leadership in its international Intelligence Report and Directory Series rankings of best funds and best advisors in the areas of finance, M&A, transactions, innovation & intellectual property, tax, venture capital, litigation & arbitration and private equity. The rankings are also available online and in five languages.

Audits and rankings on more than 25 countries

- Profiles of the main leaders in each sector
- Rankings in different fields and practices (available in five languages on the website www.leadersleague.com)
- Leaders' views: Interviews with industry experts
- Top advisors directory



INTERNATIONAL

Sources of business information

- 3 e-newsletters: "Law Leaders League", "Leadership Wisdom Journal", "Closing Circle"
- 5 International Reports: International Corporate Finance, Décideurs Afrique, Top 100 Law Firms, Innovation - Technology & Intellectual Property, Litigation & International Arbitration



Meetings & networking opportunities at our events



RANKINGS

2019

**NORTH AMERICA****CANADA**

TMT (Investment Banks)
IT & Outsourcing
Patent Prosecution
Patent Litigation
Life Sciences

MEXICO

Patent Prosecution
IP Litigation
TMT
Data Protection & Privacy

USA

TMT (Large Cap) (Investment Banks)
TMT (Small to Mid-cap) (Investment Banks)
Healthcare & Life Sciences (Large Cap) (Investment Banks)
Healthcare & Life Sciences (Small to Mid-cap) (Inv. Banks)
The Midas List: Top Tech Investors 2019
Best Venture Capital Firms
Innovative Fintech Companies In 2019
Life Sciences
Product liability: Pharmaceuticals
Patent Prosecution
Patent Litigation
IT & outsourcing
Telecoms

SOUTH AMERICA**ARGENTINA**

Patent Prosecution
IP Litigation

BOLIVIA

IP: General

BRAZIL

Patent Litigation
Patent Prosecution
Technology
Data Protection
Startups & Innovation
Life Sciences
Telecoms

CHILE

Patent Prosecution
Patent Litigation
Plant Breeders' Rights
Enforcement & Anti-Counterfeiting Actions
Technology & Digital Services
Telecoms

COLOMBIA

Patent Prosecution
IP Litigation
Life sciences / Regulatory
Enforcement & Anti-Counterfeiting Actions
Data Protection & Privacy
Technologies, Internet & Telecommunications

ECUADOR

IP Litigation
Plant Breeders' rights
Enforcement & Anti-Counterfeiting Actions
TMT

PERU

Patent Prosecution
Patent Litigation
Plant breeders' rights
Enforcement & Anti-Counterfeiting Actions
Telecoms
Data Protection

URUGUAY

Patent Prosecution
IP Litigation
Enforcement & Anti-Counterfeiting Actions

EUROPE

Best Venture Capital Firms

BELGIUM

Patent prosecution
Patent litigation
Life Sciences
IT

FRANCE

TMT (Large-cap) (Investment Banks)
TMT (Small to mid-cap) (Investment Banks)
Healthcare & Pharma (Large-cap) (Inv. Banks)
Healthcare & Pharma (Small to Mid-cap) (Inv. Banks)
Private Equity: Innovation

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Strategy & Innovation Management
Patent Prosecution
Patent Litigation
Patent Prosecution: Chemistry, Biotech
& Life Sciences
Patent Litigation: Pharma, Biotech & Life Sciences
Data Protection
IT & Software
Internet law
Telecoms

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GERMANY

Best Venture Capital Firms
TMT (Large-cap) (Investment Banks)
TMT (Small to mid-cap) (Investment Banks)
Healthcare & Pharma (Large-cap) (Investment Banks)
Healthcare & Pharma (Small to mid-cap) (Inv. Banks)
Patent Prosecution
Patent Litigation
IT & Outsourcing
Life Sciences & Pharmaceuticals

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IRELAND

IP General : Best Law firm
Best Patent and Trademark Agents

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ITALY

TMT (Investment Banks)
Life Sciences
Patent Prosecution
Patent litigation
TMT
IT

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LUXEMBOURG

IP Prosecution
IP Litigation
IT & Outsourcing

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NETHERLANDS

Patent Prosecution
IP Litigation
Healthcare & Life Sciences
IT & Outsourcing

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PORTUGAL

Patent Prosecution
IP Litigation
TMT

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RUSSIA

Patent Prosecution
Patent Litigation

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SPAIN

TMT (Investment Banks)
IT & Data protection
Life Sciences & Pharmaceuticals
Patent Prosecution
Patent Litigation

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SWITZERLAND

TMT (Investment Banks)
Patent Prosecution
Patent Litigation
Life Sciences
IT

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TURKEY

Patent Prosecution
Patent Litigation

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UNITED KINGDOM

TMT (Large-cap) (Investment Banks)
TMT (Small to mid-cap) (Investment Banks)
Healthcare (Large-cap) (Investment Banks)
Healthcare (Small to mid-cap) (Investment Banks)
Patent Prosecution
Patent Litigation
Life Sciences
IT and Telecoms

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ASIA**CHINA**

Patent Prosecution
Patent Litigation

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INDIA

TMT (Investment Banks)
Patent Prosecution & Litigation

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JAPAN

Patent Prosecution
Patent Litigation
General IP

224
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NORTH AMERICA



CANADA

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TMT

Best Investment Banks

In each tier, the banks are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BMO Capital Markets	John Armstrong, Daniel Barclay
CIBC World Markets	Roman Dubczak
RBC Capital Markets	Derek Neldner
TD Securities	Robbie Pryde
EXCELLENT	
Evans & Evans	Michael Evans, Jennifer Lucas
Goldman Sachs	Heng Vuong
Pagemill Partners	Howard Johnson
PwC	Anita McOuat
HIGHLY RECOMMENDED	
Barclays	Tim Kitchen
Canaccord Genuity	Stewart Busbridge
Martin Wolf Securities	Martin Wolf, Seth Collins
RECOMMENDED	
National Bank Financial	David Skurka
UBS Investment Bank	Alain Auclair



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Christopher Aide
Blake, Cassels & Graydon	Sunny Handa
McCarthy Tétrault	Charles Morgan, Christine Ing
EXCELLENT	
Fasken	John Beardwood
Osler, Hoskin & Harcourt	Wendy Gross, Michael Fekete
HIGHLY RECOMMENDED	
Bennett Jones	Duncan Card, Martin Kratz
Deeth Williams Wall	Amy-Lynne Williams, Richard Austin
Dentons	Michael Beairsto
McMillan	Bruce McMillam, Karl Gustafson QC
Norton Rose Fulbright	Robert Percival
Smart & Biggar Fetherstonhaugh	Theodore Sum, Sanjay Goorachurn, Matthew Zischka
RECOMMENDED	
Borden Ladner Gervais	Mark Fecenko
Stikeman Elliott	Wesley Ng
Torys	Adam Armstrong



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Gowling WLG	Grant Tisdall
Smart & Biggar Fetherstonhaugh	Yoon Kang, David Schwartz, Matthew Zischka
EXCELLENT	
Bereskin & Parr	James Raakman, Philip Mendes da Costa, Micheline Gravelle
Borden Ladner Gervais	Jason Howg
Norton Rose Fulbright	Jung-Kay Chiu, Sébastien Clark
Osler, Hoskin & Harcourt	Bradley White
HIGHLY RECOMMENDED	
Baker McKenzie	Christopher Aide
Bennett Jones	Roseann Caldwell, Irene Bridger
Blake, Cassels & Graydon	Anthony Prenol, Sheldon Burshtein
Deeth Williams Wall	Gervas Wall, Vanessa Komarnicki, Jennifer Jannuska
Marks & Clerk	Ian Clark, David Ruston
McCarthy Tétrault	Alfred Macchione
Ridout & Maybee	Kazim Agha, Mitchell B. Charness
Torys	Eileen McMahan
RECOMMENDED	
Cassan Maclean	Scott Maclean, Lynn Cassan
DLA Piper	Bruce Stratton
Fasken	Richard Cheung, Armand Benitah
Kirby Eades Gale Baker	Trevor Mee
Lavery	Alain Leclerc
McMillan	Keith Bird
Moffat & Co. Macera & Jarzyna	John Kevin Carton, Jerome Bastien
Oyen Wiggs Green & Mutala	Bruce Green
Riches, McKenzie & Herbert	Paul Herbert
ROBIC	Louis-Pierre Gravelle

GOWLING WLG: UNMATCHED EXPERTISE IN PATENT LAW



Brian Kingwell

Key figures: Brian Kingwell and Grant Tisdall

Track record: With a highly regarded IP practice in Canada, Gowling WLG is admired for its excellent track record. The practice covers a broad range of clients from biotechnology and pharmaceuticals to telecoms, electronics, semiconductor manufacturing, consumer products and energy. The team has filed more patents than any other law firm in Canada and has a strong patent litigation practice as well.

Team & differentiation: Many of Gowling's team members are dual qualified in Europe or USA besides Canada, which offers a seamless experience for its clients for foreign filing, multi-jurisdictional litigation, licences and other technology export requirements, sanctions, and all other compliance issues. Patent prosecution-related services are not only provided in Canada but also in Russia, China and the UAE.

OSLER, HOSKIN & HARCOURT: A FAMILIAR NAME FOR IP MATTERS



Bradley White

Key Figure : Bradley White

Track record: Osler fields a compact team with full-service capabilities, routinely representing major clients in biotechnology, pharmaceutical, telecoms, biochemical and chemical sciences. It has a strong track record assisting clients with patent prosecution and portfolio management. Clients benefit from the firm's full-fledged IP practice, including pharmaceutical proceedings under PM (NOC) regulations.

Team & differentiation: Osler's team includes registered patent agents in Canada and in the United States. Bradley White notably specialises in Canadian and foreign patent and industrial design prosecution, strategic IP portfolio reviews and patentability. The team also works closely with Osler's corporate department to provide assistance with complex IP due diligence matters.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Goodmans	Harry Radomski, Andrew Brodtkin
Smart & Biggar Fetherstonhaugh	Steven Garland, François Guay, Gunars Gaikis
2 DLA Piper	Ronald Dimock, Bruce Stratton, Alan Macek
Gowling WLG	Christopher Van Barr, Anthony Creber, Hélène D'Iorio
EXCELLENT	
Aitken Klee	David Aitken, Marcus Klee
Bereskin & Parr	Robert MacFarlane
Borden Ladner Gervais	Jamie Mills, Christine Pallota
McCarthy Tétrault	Andrew Reddon, Steven Mason
Osler, Hoskin & Harcourt	Bradley White
ROBIC	Bob Sotiriadis
Torys	Andrew Saughnessy, Andrew Bernstein
HIGHLY RECOMMENDED	
Baker McKenzie	Christopher Aide, Kamleh Nicola, Stephanie Vaccari
Belmore Neidrauer	Jason Markwell, Peter Wilcox
Bennett Jones	Martin Kratz
Deeth Williams Wall	Douglas Deeth, Gervas Wall
Fasken	Julie Desrosiers
Norton Rose Fulbright	Judith Robinson
RECOMMENDED	
Blake, Cassels & Graydon	Andrew Skodyn, Melanie Baird
Gilbert's	Tim Gilbert
Lavery	Alain Leclerc
Lenczner Slaght Royce Smith Griffin	Sana Halwani
McMillan	David Kent, Peter Wells
Oyen Wiggs Green & Mutala	Craig Ash, Bruce Green, David McGruder
Ridout & Maybee	Mitchell B. Charness
Stikeman Elliott	Jonathan Auerbach, Justine Whitehead

SMART & BIGGAR | FETHERSTONHAUGH: IP LITIGATION GLADIATORS



François Guay

Key figures : Steven Garland, François Guay and Gunars Gaikis

Track record: Smart & Biggar is well-known for securing the largest patent infringement award in Canadian history: \$645 million for Dow Chemical. This IP boutique does excellent work in trial and appellate matters and has secured several landmark victories, such as defending Bauer Hockey successfully in patent litigation brought by Swedish helmet technology company MIPS.

Team & differentiation: Smart & Biggar is Canada's largest firm practising exclusively in IP and technology law, with offices in Ottawa, Toronto, Montreal, Vancouver and Calgary. They have been leaders in IP and technology law for over a century. François Guay is known for handling complex matters and had an exceptionally good year.

BORDEN LADNER GERVAIS: STRONG PERFORMER IN IP LITIGATION



Christine Pallota

Key figures : Christine Pallota, Jamie Mill

Track record: The team has an outstanding track record of representing Canadian chartered banks, patent infringement actions for a major pharmaceutical company, and actions relating to company computer-implemented lottery systems. The practice also handled internet pharmacy issues, pharmaceutical regulatory law, and government relations for innovative pharmaceutical and biotech companies.

Team & differentiation: The firm maintains a broad IP practice and has a team dedicated to pharmaceutical litigation, including proceedings brought pursuant to the Patented Medicines (Notice of Compliance) Regulations. The IP litigation team is led by Christine Pallota, who is known for both patent and trademark litigation. Jamie Mills is another key contact.



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM KEY FIGURES

LEADING

Torys Cheryl Reicin, Teresa Reguly, Eileen McMahon

EXCELLENT

Blake, Cassels & Graydon Cheryl Satin, Gordon McKee

Fasken Mathieu Gagné, Timothy Squire, Ingrid VanderElst

Gowling WLG John Norman

Norton Rose Fulbright Randy Sutton

HIGHLY RECOMMENDED

Borden Ladner Gervais Mark Vickers

McCarthy Tétrault David Frost, Philippe Leclerc

Osler, Hoskin & Harcourt Mark Austin, Bradley White

Smart & Biggar | Fetherstonhaugh David Schwartz, Yoon Kang

RECOMMENDED

Bereskin & Parr Micheline Gravelle



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CHIEF DIGITAL OFFICERS, R&D DIRECTORS AND DIRECTORS OF STRATEGY.

EXTRACT OF SPEAKERS 2019



JEAN-MARC BRUNEL
Head of Intellectual Property
SAFRAN



WENDY PANG
General Counsel,
Intellectual Property & Media
DANONE



JOSEPH SOMMER
VP, Intellectual Property
AT&T



LEONORA HOICKA
Chief Trademark Counsel
IBM



NICLAS MOREY
Director of IP/Trilateral Affairs and
International Organizations
EPO



NATHALIE CHASQUES
Global Brand Protection Director
MOËT HENNESSY & CHANDON



PHILIPPE CADRE
Chief Operating Officer
INPI



JENNIFER CHUNG
Associate General Counsel
ACCUWEATHER



CHARLOTTA LJUNGDAHL
Group Vice President-Intellectual
Property
AIR LIQUIDE



ANDREW BRADSHAW
Director
ASIAN COALITION AGAINST
COUNTERFEITING & PIRACY



NATHALIE RUFFIN
Global Intellectual Property - Trademarks
FERRING PHARMACEUTICALS



LEE PHAM
Intellectual Property Law & Strategy,
Counsel
AMERICAN EXPRESS



CORINNA SUNDERMAN
Senior Vice President Intellectual
Property Management
FRESENIUS KABI



PIERRE GENDRAUD
Industrial Property Director
PSA GROUP



SONIA COOPER
Senior Patent Attorney,
IP Policy and Strategy
MICROSOFT

CONTACT US

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MEXICO

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Olivares	Sergio Olivares
Uhthoff, Gómez Vega & Uhthoff	Javier Uhthoff Orive
EXCELLENT	
1 Basham Ringe y Correa	José Hinojosa
Becerril, Coca & Becerril, S.C.	Héctor Chagoya
Clarke Modet & Co	Angélica Pardavell
2 Calderon & De la Sierra	César Ramos
Dumont Bergman Bider	Armando Pinto, Laura Collada
Herrero & Asociados	Eric Alávez
Panamericana De Patentes Y Marcas	Andrés Esteva
HIGHLY RECOMMENDED	
Arochi & Lindner	Jorge Mier y Concha
AVA	Tomás Arankowsky
Axkati Legal	Martín M. Pereyra
Breakthrough	Israel Jiménez
Bufete Soni	Mariano Soni
Gonzalez Rossi Abogados	Alejandro González Rossi
Goodrich Riquelme y Asociados	Enrique Díaz, Juan Suárez
Méndez + Cortés	Jose Juan Méndez, Emmanuel Cortés
RECOMMENDED	
Alegría Méndez & Fernández Wong	Sergio Gutiérrez, Abraham Alegría
Baker McKenzie	Sergio Legorreta
Beltrán Fortuny & Beltrán Rivera S.C.	Rafael Beltrán Rivera
BGAL Asociados	Verónica García H.
Cordova Campos & Calderón	Rodrigo Calderón
COREip	Jorge Gómez
Mcay Abogados	Alejandro Cardenas, Eduardo Miravete
Noriega Y Escobedo Abogados	Alfredo Rangel
Ortiz Monasterio Marcas Y Patentes	Fernanda Ortíz Monasterio
Santamarina y Steta	José Pablo Pérez Zea

UHTHOFF, GOMEZ VEGA & UHTHOFF: OUTSTANDING FIRM DEDICATED TO IP & IT



Javier Uhthoff Orive

Key figures: Javier Uhthoff Orive, Mario Ponce, Saul Santoyo, Consuelo Gonzales, Xavier Hadad, Eryck Castillo Orive, Eugenio Pérez, Marcela Bolland and Ignacio Domínguez-Torrado
Established: 1905

Track record: A leader in patent filings and sought after for its expertise in handling the trademark portfolios of the most notable international brands. Uhthoff, Gómez Vega & Uhthoff has participated in technical searches, analysis and the drafting and filing of state-of-the-art inventions, which resulted in the filing of 10 significant patent applications.

Team & differentiation: With more than a hundred years' experience handling IP issues for top clients, Uhthoff is not only the oldest but also probably the biggest IP firm in Mexico. The vast array of IP services offered and the high level of sophistication of its professionals make Uhthoff one of the very best options for taking care of your intellectual property, both in Mexico and abroad.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arochi & Lindner	Heidi Lindner, Roberto Arochi
Basham Ringe y Correa	Martín Michaus, Adolfo Athié
Olivares	Daniel Sánchez, Alejandro Luna
Uhthoff, Gómez Vega & Uhthoff	Saul Santoyo Orozco
EXCELLENT	
Becerril, Coca & Becerril, S.C.	Juan Carlos Amaro
Calderon & De la Sierra	Carlos Pérez de la Sierra, Alberto Huerta Bleck
Mendez + Cortes	Jose Juan Mendez, Emmanuel Cortes
Panamericana De Patentes Y Marcas	Miguel Esteva
HIGHLY RECOMMENDED	
1 Dumont Bergman Bider	Laura Collada
Goodrich Riquelme y Asociados	Enrique Díaz, Guillermo Sosa
Hogan Lovells	Bernardo Herrerías
Müggenburg Gorches Y Peñalosa	Esteban Gorches
2 AVA	Tomas Arankowsky
Baker McKenzie	Sergio Legorreta, Fernando Robles
Bufete Soni	Mariano Soni, Miguel Ortíz
COREip	Jorge Gómez
Solórzano Carvajal González y Pérez-Correa (SOLCARGO)	Guillermo Solorzano
TMI Abogados	Kiyoshi Tsuru
RECOMMENDED	
Axkati Legal	Manuel Augusto Pérez, Eduardo Toledo
BGAL Asociados	Inti Alva, Ivan Cardenas
BGW Legal	Eduardo Birman, Isaac Guakil
Iberbrand	Ana L. Vargas, Francisco Capetillo
Malpica, Iturbe, Buj y Paredes	Álvaro Huerta González, Rodrigo Buj
Mcoy Abogados	Alejandro Cárdenas
Noriega Y Escobedo Abogados	Alfredo Rangel
Specific IP	Gilberto Sánchez
Von Wobeser y Sierra	Rupert Hüttler
STRONG EXPERTISE	
Alegría Méndez & Fernández Wong	Sergio Gutiérrez, Abraham Alegria
Beltrán Fortuny & Beltrán Rivera	Rafael Bertran Rivera
BGBG	Jonathan Rangel
CAYPE Abogados	Eduardo Ostos
Cuesta Campos	Mauricios Chozas
Cuesta Llaca Esquivel	Gastón Esquivel
Gonzalez Rossi Abogados	Alejandro González
Ortiz Monasterio Marcas Y Patentes	Fernanda Ortiz Monasterio
R10S Abogados	Agustín Ríos
Santamarina Y Steta	José Pablo Pérez Zea

MÉNDEZ + CORTÉS: FIRST CLASS IP BOUTIQUE



José Juan Méndez

Key figures: José Juan Méndez and Emmanuel G. Cortés
Established: 2014

Track record: The firm regularly represents companies from the retail, food and beverage and social media sectors in very complex cases. The services provided include all aspects of intellectual property, such as trademarks, patents, industrial designs, domain names, litigation, anti-piracy, contracts, licensing, copyright, image rights, IT and data protection.

Team & differentiation: The team is composed of 24 professionals, among them lawyers, engineers, translators and experts with different specializations. Founding partner José Juan Mendez has had 25 years of professional practice focusing on trademarks, patents, trade secrets, e-commerce, copyright, unfair competition, franchising, domain names and litigation.



TMT

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 BGBG Abogados	Carlos Bello
2 Acedo Santamarina	Andrés Acedo
EXCELLENT	
Hogan Lovells	Federico Hernández
Ríos Ferrer Guillen-Llarena Trevino y Rivera S.	Ricardo Ríos Ferrer
Ruiz Moreno y Asociados	Iván Ruíz Moreno
Sesma Sesma & Mcneese	Carlos M. Sesma
HIGHLY RECOMMENDED	
Baker McKenzie	Sergio Legorreta, Carlos Valencia-Barrera
Holland & Knight	Octavio Lecona Morales, Luis Rubio Barnetche
Lex Informatica Abogados	Joel Gómez Treviño
Lexel Abogados	Genaro Fernández, Jesús Martínez
Olivares	Luis Schmidt
Ramirez de Arellano y Abogados	Rosa Ma. Ramírez de Arellano y Haro
Robles Miaja Abogados	Rafael Robles Miaja
Solórzano Carvajal González y Pérez-Correa (SOLCARGO)	Guillermo Solorzano
Uhthoff, Gómez Vega & Uhthoff	Ignacio Domínguez
RECOMMENDED	
Arochi & Lindner	Roberto Arochi
Basham Ringe y Correa	Daniel del Río, Juan José López de Silanes
Bufete Quijano	Clara Luz Álvarez
Calderon & De la Sierra	Luis Mario Lemus, Alberto Huerta Bleck, Paloma Contreras
DLA Piper Gallastegui y Lozano	Eduardo Gallastegui Armella
Malpica, Iturbe, Buj y Paredes	Rodrigo Buj
MGO Legal & Finance	Jorge Moreno
Mijares Angoitia Cortes & Fuentes	Francisco Fuentes Ostos
Nader Hayaux & Goebel	Julián Garza
R10S Abogados	Agustín Ríos
Santamarina Y Steta	Jorge León -Orantes
Soria Abogados	Gerardo Soria

BGBG: A FULL-SERVICE FIRM WITH OUTSTANDING TMT AND DATA PRIVACY PRACTITIONERS



Héctor Guzmán

Key figures: Carlos Bello, Héctor Guzmán, Lilia Aguilar and Jonathan Rangel
Established: 2001

Track record: The firm has one of the largest lists of active clients in the TMT and data privacy sectors. They work for the largest multinationals as well as local telecoms service providers in Mexico. Clients include Echostar/Hughes, Tele Facil, Flash Mobile, Mercado Libre and Airbnb. On the IP side the firm advises clients from the pharmaceuticals, apparel, energy and consumer goods sectors.

Team & differentiation: The team has 12 lawyers fully dedicated to TMT and data privacy matters. The IP team was reinforced in early 2019 with the arrival of Jonathan Rangel. The firm also provides GDPR compliance advice for Mexican subsidiaries of European companies, and as the firm has a European office it can advise on matters pertaining to Mexico and Europe, with Héctor Guzmán being a CIPP/E accredited member of the International Association of Privacy Professionals.



DATA PROTECTION & PRIVACY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BGBG Abogados	Héctor Guzmán
Davara Abogados	Isabel Davara
EXCELLENT	
1 Axkati Legal	Rosa María Franco
Basham Ringe y Correa	Adolfo Athié, Teresa Espinosa
Lex Informatica Abogados	Joel Gómez
R10S Abogados	Fátima Cambroneró, Agustín Ríos
2	
Bufete Soni	Mauricio Hernández
Calderon & De la Sierra	Luis Mario Lemus
Lexinf	Alfredo Reyes, Cynthia Solis
Olivares	Abraham Díaz
HIGHLY RECOMMENDED	
Baker McKenzie	Sergio Legorreta, Carlos Vela Treviño
Bufete Quijano	Carmen Quijano
ProtDataMx	Cristos Velasco
Santamarina Y Steta	Rodrigo Orenday
Uhthoff, Gómez Vega & Uhthoff	Ignacio Dominguez-Torrado
RECOMMENDED	
Arochi & Lindner	David Quezada
Creel / Abogados	Patricio Martínez O., José Ruíz López
Gomez & Elizalde	Mario Gómez, Joaquin Elizalde
Jones Day	Guillermo Larrea
Lexel Abogados	Genaro Fernández, Jesús Martínez
Lopez Luna Abogados	Paulo López Luna
Novus Concilium	Juan Luis Hernandez Conde
Ortiz Monasterio Marcas Y Patentes	Fernanda Ortiz Monasterio
Sesma Sesma & Mcneese	Carlos M. Sesma, María Rivero del Paso
TMI Abogados	Kiyoshi Tsuru

LEX INFORMATICA ABOGADOS: EXPERTS IN DATA PROTECTION & TECH LAW



Joel Gomez

Key figures: Joel Gomez
Established: 2011

Track record: Lex Informatica provides boutique services to national and international companies from diverse sectors such as pharma, insurance, aviation, automotive, tourism, banking and finance, cybersecurity and IT. On its clients' list we find companies such as Grupo Vidanta, Instituto Mexicano del Cemento y del Concreto, Qualitas Compañía de Seguros and Grupo Neolpharma y Vivo Resorts.

Team & differentiation: The firm specializes in IT & internet law, data protection and domain name recovery. It also provides IP and information security services. Founder Joel Gomez is very active as a lecturer and provides tailor-made courses for clients. He has been appointed as chairman of the data protection and IT law committee of the National Association of Corporate Lawyers (ANADE).

Our analysis

BECERRIL COCA & BECERRIL: INVALUABLE EXPERIENCE IN THE PATENT FIELD



Hector Chagoya

Key figures: Hector Chagoya, Fernando Becerril and Juan Carlos Amaro
Established: 1969

Track record: The firm has an IP practice recognized for its work in the patent field, including prosecution and enforcement. The firm handled around 15 freedom-to-operate studies per year with launches for client's products in Mexico. Key clients are drawn from several industries such as pharmaceuticals, agriculture, biotechnology, energy and oil & gas, among others.

Team & differentiation: The team is composed of qualified lawyers and engineers and provides further expertise in anti-counterfeiting and trademarks. Partner Hector Chagoya has vast experience as consultant in the analysis, prosecution and use of patents in industrial fields such as polymers, biotechnology, pharma and electronics among others.

LEXINF: A PASSION FOR NEW TECHNOLOGIES



Alfredo Reyes

Key Figures : Alfredo Reyes and Cynthia Solis
Established: 2008

Track record: The firm's clients come from every industry in the country including retail, banking & finance, fintech, health, media and insurance. They advise big local and international companies but also startups and entrepreneurs. Among Lexinf's list of clients are to be found Advantage Security Systems, Pro futuro, Henkel, IBM and Comercial Mexicana.

Team & differentiation: The boutique specializes in IP, IT and data privacy and has two partners that head the respective practices. Partner Cynthia Solis handles trademark prosecution, media 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.

BASHAM: STRONG FULL-SERVICE IP TEAM



Martin Michaus

Key figures: Martin Michaus, Eduardo Kleinberg, Adolfo Athié, José Hinojosa, Juan Carlos Hernandez, Claudio Ulloa and Jorge Vega
Established: 1912

Track record: The team advises several Fortune 500 companies and medium sized-companies from different industries on issues concerning industrial creations, industrial secrets, distinctive signs, copyright, domain names, licenses and litigation. Its roster includes clients such as GAP, Chanel, Diageo, CrossFit, NBCUniversal and Ferrero group.

Team & differentiation: Basham has the largest IP team of any full-service law firm in Mexico. Seven partners and around 20 associates staff the firm which allows the it to have a full-service IP team. Basham continues to improve its existing practices and add new ones to satisfy client need. It has developed niche practices in data protection and privacy.

AXKATI: YOUNG MEXICAN BOUTIQUE WITH EXPERIENCED LAWYERS



Eduardo Toledo

Key figures: Manuel A. Pérez, Eduardo Toledo, Luis Alcaraz, Martin Pereyra and Rosa Maria Franco
Established: 2016

Track record: Axkati partners have kept long-lasting relationships with clients from almost every industry including telecoms, apparel, food, entertainment, education, aerospace and the military, biotech and other technology fields. Its growing list includes prominent companies such as Telmex, W.L. Gore, Aéropostale, Puig, Instituto Tecnológico y de Estudios Superiores de Monterrey (TEC), Columbia Sportswear, Televisa, Microsoft and Distroller.

Team & differentiation: The five founders have extensive experience (17+ years) in prestigious Mexican and international law firms, specializing in the full range of IP and data protection issues. They advise on the acquisition, exploitation, protection and litigation of IP rights. They also focus on corporate law and regulatory compliance. The team has grown this year and comprises ten lawyers.

SPECIFIC IP: BOUTIQUE FIRM WITH THE EXPERIENCE AND SOLIDITY OF A MAJOR FIRM



Gilberto Sánchez

Key figures: Gilberto Sánchez
Established: 2017

Track record: The team has worked on non-contentious intellectual property, copyright, administrative litigation, litigation in industrial property matters and Amparo proceedings. Although a new firm, Specific IP has important clients such as Helvex, Fabrica de Tequila Don Nacho, CBD Life, Asepro Ecología, André Badi, Framesi and Austromex.

Team & differentiation: Founding partner Gilberto Sánchez has over 20 years' experience in intellectual property matters. Before founding his firm, he worked for many years at the Mexican Institute of Industrial Property (IMPI). The team has two lawyers and one engineer fully dedicated to IP matters, offering tailor-made IP experience for clients.

R10S ABOGADOS: BOUTIQUE OFFERING INTEGRAL PROTECTION OF PHYSICAL AND DIGITAL ASSETS



Agustin Rios

Key figures: Agustin Rios and Fatima Cambronero
Established: 1999

Track record: The firm works with clients from different industries such as entertainment, banking & finance, cybersecurity, tourism, digital marketing, e-commerce and construction. The team works with all sizes of companies including small, medium and large corporations, entrepreneurs and large enterprises.

Team & differentiation: The firm provides valuable advice in corporate and litigation, but its core business is providing comprehensive protection for its clients' physical and digital assets. Highly regarded in technology law including e-commerce, data protection and privacy, founder Agustin Rios heads the practice alongside Fatima Cambronero. The firm also works in the media and telecoms spheres.



USA

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TMT (LARGE CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Bank of America Merrill Lynch	Jack MacDonald
Morgan Stanley	Drew Guevara, Andrew Kearns
EXCELLENT	
2 Citi	Herb Yeh
Credit Suisse	David Wah
Goldman Sachs	Peter Lyon, Daniel Dees
HIGHLY RECOMMENDED	
Evercore	Tim LaLonde
J.P. Morgan	Fred Turpin, Jennifer Nason
Lazard	Garrett Baker
Barclays	Gregory Dalvito, Richard Hardegree
Centerview Partners	David Hess, David Handler
Deutsche Bank	Chris Colpitts, Mark Keene
Jefferies	Cameron Lester
LionTree Advisors	Aryeh Bourkoff
RBC Capital Markets	Jim Wolfe, Matthew Stopnik

**TMT (SMALL TO MID-CAP)**

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Jefferies	Cameron Lester
Morgan Stanley	Drew Guevara, Andrew Kearns
EXCELLENT	
Credit Suisse	David Wah
Evercore	Tim LaLonde
J.P. Morgan	Fred Turpin, Jennifer Nason
Raymond James & Associates	Brendan Ryan, Jonathan Steele
HIGHLY RECOMMENDED	
Barclays	Gregory Dalvito, Richard Hardegree
Centerview Partners	David Hess, David Handler
Goldman Sachs	Peter Lyon, Daniel Dees
Houlihan Lokey	Rob Louv
Needham & Company	Jack Iacovone
RBC Capital Markets	Jim Wolfe, Matthew Stopnik
Wells Fargo Securities	Jim Broner



HEALTHCARE & LIFE SCIENCES (LARGE CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Goldman Sachs	Kathleen Elsesser
J.P. Morgan	Mike Gaito
EXCELLENT	
Bank of America Merrill Lynch	Brian McCarthy
Barclays	Charles Newton
Citi	Chris Hite
Evercore	François Maisonrouge, Punit Mehta
Guggenheim Partners	Mark van Lith
Morgan Stanley	John Collins
Perella Weinberg Partners	Christopher O'Connor, Philippe McAuliffe
HIGHLY RECOMMENDED	
Centerview Partners	Michael Muntner, Stuart Smith
Credit Suisse	David Kostel
Jefferies	Kevin Sheridan
UBS Investment Bank	Ridwan Obaray

**HEALTHCARE & LIFE SCIENCES (SMALL TO MID-CAP)**

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Jefferies	Kevin Sheridan
J.P. Morgan	Mike Gaito
Piper Jaffray & Co.	Steve Proeschel
EXCELLENT	
Cain Brothers	Carsten Beith
Credit Suisse	David Kostel
Lazard	Jason Bernhard
Leerink Partners	Jim Boylan
Moelis & Company	Maarten de Jong
Raymond James & Associates	Riley Sweat
Rothschild & Co.	Timothy Hotchandani, Jimmy Neissa
William Blair	Brent Felitto



THE MIDAS LIST: TOP TECH INVESTORS 2019

Rank	Name	Firm	Notable Deal
#1	Neil Shen	Sequoia Capital China	Alibaba
#2	Peter Fenton	Benchmark	Elastic
#3	Bill Gurley	Benchmark	Uber
#4	Jim Goetz	Sequoia Capital	WhatsApp
#5	JP Gan	Qiming Venture Partners	Bilibili
#6	Kathy Xu	Capital Today	JD.com
#7	Hans Tung	GGV Capital	Xiaomi
#8	Mary Meeker	Bond Capital	Spotify
#9	Neeraj Agrawal	Battery Ventures	Coupa
#10	Eric Paley	Founder Collective	The Trade Desk
#11	Xiao Ping Xu	ZhenFund	Meicai
#12	James Mi	Lightspeed China Partners	Dianping
#13	Scott Shleifer	Tiger Global Management	Despegar
#14	Carl Gordon	OrbiMed	ARMO Biosciences
#15	Rob Hayes	First Round Capital	Uber
#16	Lee Fixel	Tiger Global Management	Juul Labs
#17	Xiaojun Li	IDG Capital	Pinduoduo
#18	Alfred Lin	Sequoia Capital	Airbnb
#19	Jenny Lee	GGV Capital	NIU
#20	Zhen Zhang	Gaorong Capital	Pinduoduo
#21	Garry Tan	Initialized Capital	Instacart
#22	Jeremy Liew	Lightspeed Venture Partners	Snap
#23	Roelof Botha	Sequoia Capital	Square
#24	Scott Sandell	New Enterprise Associates	MuleSoft
#25	Allen Zhu	GSR Ventures	DiDi Chuxing
#26	Bill Trenchard	First Round Capital	Uber
#27	Sameer Gandhi	Accel	CrowdStrike
#28	Brian Singerman	Founders Fund	Stemcentrx
#29	Douglas Leone	Sequoia Capital	ServiceNow
#30	Xiang Gao	Gaorong Capital	Huya
#31	Anton Levy	General Atlantic	Red Ventures
#32	Hemant Taneja	General Catalyst	Stripe
#33	Robert Nelsen	ARCH Venture Partners	Juno Therapeutics
#34	Rahul Mehta	DST Global	Robinhood
#35	Ravi Mhatre	Lightspeed Venture Partners	MuleSoft
#36	Aydin Senkut	Felicis Ventures	Adyen
#37	Byron Deeter	Bessemer Venture Partners	Twilio
#38	Jan Hammer	Index Ventures	Adyen
#39	Josh Kopelman	First Round Capital	AppNexus
#40	Peter Thiel	Founders Fund	Airbnb
#41	John Lindfors	DST Global	Xiaomi
#42	Jeff Jordan	Andreessen Horowitz	Airbnb
#43	Erhai Liu	Joy Capital	Luckin Coffee
#44	Steven Ji	Sequoia Capital China	Ele
#45	Salil Deshpande	Bain Capital Ventures	Redis Labs
#46	Klaus Hommels	Lakestar	Spotify
#47	Yi Cao	Source Code Capital	ByteDance
#48	Jui Tan	BlueRun Ventures China	Ganji
#49	Jeff Lieberman	Insight Venture Partners	Qualtrics
#50	Bryan Roberts	Venrock	10X Genomics

THE MIDAS LIST: TOP TECH INVESTORS 2019

Rank	Name	Firm	Notable Deal
#51	Tony Florence	New Enterprise Associates	Jet.com
#52	Bryan Schreier	Sequoia Capital	Dropbox
#53	Kui Zhou	Sequoia Capital China	New Dada
#54	Nisa Leung	Qiming Venture Partners	Venus Medtech
#55	Marc Andreessen	Andreessen Horowitz	Samsara
#56	John Doerr	Kleiner Perkins Caufield & Byers	Uber
#57	Ann Miura-Ko	Floodgate	Lyft
#58	Pär-Jörgen Pärson	Northzone	Spotify
#59	Beth Seidenberg	Kleiner Perkins Caufield & Byers	Tesaro
#60	Jixun Foo	GGV Capital	Qunar
#61	Steve Anderson	Baseline Ventures	Stitch Fix
#62	Danny Rimer	Index Ventures	Farfetch
#63	John Vrionis	Unusual Ventures	Heptio
#64	Joe Lonsdale	8VC	Wish
#65	Theresa Gouw	Aspect Ventures	ForeScout
#66	Mike Volpi	Index Ventures	Elastic
#67	Chris Dixon	Andreessen Horowitz	Coinbase
#68	Mitch Lasky	Benchmark	Discord
#69	Michael Moritz	Sequoia Capital	Stripe
#70	Shailendra Singh	Sequoia Capital India	Go-Jek Indonesia
#71	Frank Rotman	QED Investors	Credit Karma
#72	Jeff Crowe	Norwest Venture Partners	Glint
#73	Ben Horowitz	Andreessen Horowitz	Okta
#74	Ryan Sweeney	Accel	Qualtrics
#75	Joel Cutler	General Catalyst	Warby Parker
#76	Dennis Phelps	IVP	Snap
#77	Matt Cohler	Benchmark	Instagram
#78	Vinod Khosla	Khosla Ventures	Square
#79	Andrew Braccia	Accel	Slack
#80	Rebecca Lynn	Canvas Ventures	Lending Club
#81	Ping Li	Accel	Tenable
#82	Aileen Lee	Cowboy Ventures	Dollar Shave Club
#83	Sonali De Rycker	Accel	Spotify
#84	Young Guo	IDG Capital	Farfetch
#85	Randy Glein	DFJ Growth	Anaplan
#86	David Mott	NEA	TESARO
#87	David Weiden	Khosla Ventures	Okta
#88	Asheem Chandna	Greylock Partners	AppDynamics
#89	Anna Fang	ZhenFund	RED (XiaoHongShu)
#90	Navin Chaddha	Mayfield Fund	Lyft
#91	Jules Maltz	IVP	Slack
#92	Michael Dearing	Harrison Metal	PagerDuty
#93	Jeremy Levine	Bessemer Venture Partners	Pinterest
#94	Rich Wong	Accel	Atlassian
#95	Kirsten Green	Forerunner Ventures	Glossier
#96	Rob Ward	Meritech Capital Partners	Looker
#97	Hurst Lin	DCM	Kuaishou
#98	Michael Eisenberg	Aleph	Wix.com
#99	Scott Raney	Redpoint Ventures	HashiCorp
#100	Ted Schlein	Kleiner Perkins Caufield & Byers	Shape Security

Source: Forbes



BEST VENTURE CAPITAL FIRMS

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Tiger Global Management	Scott Shleifer, Chase Coleman
Sequoia Capital	Jim Goetz, Douglas Leone, Neil Shen
2	
Accel Partners	Richard Wong, Sameer Gandhi
Benchmark Capital	Peter Fenton, Bill Gurley
Kleiner Perkins Caufield & Byers	Mary Meeker, John Doerr, Mamoon Hamid
New Enterprise Associates	Scott Sandell, Forest Baskett
EXCELLENT	
1 Andreessen Horowitz	Marc Andreessen, Jeffrey Jordan
2	
Founders Fund	Peter Thiel, Brian Singerman
GGV Capital	Hans Tung, Glenn Solomon
Greylock Partners	David Sze, Asheem Chandna
IVP	Sandy Miller, Todd Chaffee
OrbiMed	Carl Gordon, Jonathan Silverstein
HIGHLY RECOMMENDED	
Bain Capital Ventures	Salil Deshpande, Ben Nye
Charles River Associates	George Zachary
DCM Ventures	Hurst Lin, David Chao



INNOVATIVE FINTECH COMPANIES IN 2019

Name	Categories	Funding	Location
Acorns	Personal Finance	\$257 M	Irvine, California
Addepar	Wall Street	\$240 M	Mountain View, California
Affirm	Lending	\$450 M	San Francisco, California
Axoni	Wall Street	\$59 M	New York, New York
Ayasdi	Wall Street	\$106 M	Palo Alto, California
Behavox	Wall Street	\$15 M	New York, New York
Betterment	Investing	\$275 M	New York, New York
Bitfury	Crypto & Blockchain	\$150 M	Amsterdam, Netherlands
Blend	Real Estate	\$160 M	San Francisco, California
Bolt	Payments	\$20 M	San Francisco, California
Brex	Payments	\$215 M	San Francisco, California
Cadre	Real Estate	\$133 M	New York, New York
Carta	Wall Street	\$148 M	Palo Alto, California
Chime	Personal Finance	\$105 M	San Francisco, California
Circle	Crypto & Blockchain	\$246 M	Boston, Massachusetts
Coinbase	Crypto & Blockchain	\$525 M	San Francisco, California
Credit Karma	Personal Finance	\$869 M	San Francisco, California
Cross River	Wall Street	\$128 M	Fort Lee, New Jersey
Digital Reasoning	Wall Street	\$110 M	Nashville, Tennessee
Earnin	Personal Finance	\$190 M	Palo Alto, California
Enigma	Wall Street	\$130 M	New York, New York
Even	Personal Finance	\$51 M	Oakland, California
Flywire	Payments	\$142 M	Boston, Massachusetts
Forster	Payments	\$100 M	New York, New York
Fundrise	Real Estate	\$59 M	Washington, United States
Gemini	Crypto & Blockchain		New York, New York
Guideline	Investing	\$59 M	San Mateo, California
iCapital Network	Investing	\$80 M	New York, New York
IEX Group	Wall Street	\$100 M	New York, New York
Kabbage	Lending	\$489 M	Atlanta, Georgia
Lemonade	Personal Finance	\$180 M	New York, New York
LendingHome	Real Estate	\$166 M	San Francisco, California
Marqeta	Payments	\$116 M	Oakland, California
Nova Credit	Lending	\$20 M	San Francisco, California
Opendoor	Real Estate	\$1000 M	San Francisco, California
Personal Capital	Investing	\$225 M	Redwood City, California
Plaid	Payments	\$310 M	San Francisco, California
Poynt	Payments	\$132 M	Palo Alto, California
Remitly	Payments	\$175 M	Seattle, Washington
Ripple	Crypto & Blockchain	\$94 M	San Francisco, California
Robinhood	Investing	\$539 M	Menlo Park, California
Roofstock	Real Estate	\$75 M	Oakland, California
Root Insurance	Personal Finance	\$178 M	Columbus, Ohio
Stash	Investing	\$117 M	New York, New York
Stripe	Payments	\$685 M	San Francisco, California
Symphony	Wall Street	\$300 M	New York, New York
Tala	Lending	\$105 M	Santa Monica, California
Toast	Payments	\$248 M	Boston, Massachusetts
Tradecraft	Payments	\$400 M	San Francisco, California
TransferWise	Payments	\$397 M	London, United Kingdom

Source: Forbes



2019 AIPPI World Congress – London September 15 - 18, 2019

London has progressed to be a global leader in arts, commerce, entertainment, tourism and development. In recent years London has pushed to become one of the most innovative and business driven nations in the world, which is why we find it a suitable location to debate the latest topics of IP.

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The programme boasts a vast range of topics covering the entire field of intellectual property:

PHARMA DAY

- Wait! Pay for delay
- Patent Linkage: an international perspective
- Hot and hostile: recent developments in SPCs and patent term extensions
- Antibodies and epitope/competitive claims

PANEL SESSIONS

- The art of IP – museums & architecture
- In-house perspectives on IP enforcement
- Describe your best defense: trade mark infringement or not?
- Protecting trade secrets in the EU – new and improved?
- A platform for discussion: liability & safe harbour
- Forming portfolios for FRAND licensing: who decides?
- Keep your hands off my brands
- Patents and Artificial Intelligence: what's next?
- BREXIT & IP: an update
- Seize the day – customs & border control
- Right on the money – IP & finance
- Post-grant amendments: flexibility or certainty?
- Designs on trial

LUNCH SESSIONS

Lunch Sessions 1

- An update from USPTO Director Andrei Iancu

Lunch Sessions 2

- It's natural ... or is it? Greenwashing fashion

Lunch Sessions 3

- Africa and innovation

PLENARY SESSIONS

- Copyright in artificially generated works
- Consumer survey evidence
- IP damages for acts other than sales
- Plausibility

More information on www.aippi.org



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Covington & Burling	John Hurvitz, Denise Esposito
2 Hogan Lovells	Asher Rubin
Latham & Watkins	Peter Handrinios, Cheston Larson, Mark Roeder
EXCELLENT	
Arnold & Porter Kaye Scholer	Allison Shuren, Daniel Kracov, David Marsh
Cooley	Ivor Elrifi, Barbara Kosacz, Robert Jones
Goodwin Procter	Kingsley Taft, Mitchell Bloom
Ropes & Gray	Gregory Levine, Michael Beauvais
Sidley Austin	Scott Bass
WilmerHale	Belinda Juran, Stuart Falber
HIGHLY RECOMMENDED	
Dechert	David Rosenthal, Andrea Reid
King & Spalding	Nikki Reeves, Andrew Bayman
Kirkland & Ellis	Leora Ben-Ami
Morgan, Lewis & Bockius	Jeffry Mann, Michael Abernathy, Alan Leeds
Morrison & Foerster	Michael Ward
RECOMMENDED	
DLA Piper	Andrew Gilbert, Matt Holian
Jones Day	Anthony Insogna, Tamera Weisser
McDermott Will & Emery	Byron Kalogerou, Kristian Werling
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	Jonathan Kravetz, William Whelan
Norton Rose Fulbright	Stacey Martinez, Debbi Johnstone
Reed Smith	Scot T. Hasselman, Carol Colborn Loepere
Wilson Sonsini Goodrich & Rosati	Kenneth Clark, Georgia Ravitz, James Ravitz

COVINGTON & BURLING: GLOBAL LIFE SCIENCES LEADER



John Hurvitz

Key figure: John Hurvitz, Denise Esposito

Track record: Covington recently represented IFM Tre on its sale to Novartis. The life sciences team dedicates much of its time to work for pharmaceutical, biotech and medical device clients. Covington is also active on regulatory matters, such as FDA and agency procedure, litigation, government investigations and transactions.

Team & differentiation: Covington offers multi-disciplinary life cycle management to assist clients' regulatory, intellectual property and commercial goals. This well-established practice relies on the know-how of its lawyers, who have previously served in leadership roles at major industry regulatory bodies and manufacturers.



PRODUCT LIABILITY: PHARMACEUTICALS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Arnold & Porter Kaye Scholer	Anand Agneshwar, Pamela Yates
Reed Smith	Melissa Geist
Sidley Austin	Sara Gourley
Williams & Connolly	Joseph Petrosinelli, Heidi Hubbard
2 DLA Piper	Raymond Williams, Christopher Young
Goldman Ismail Tomaselli Brennan & Baum	Tarek Ismail, Shayna Cook
Venable	Sally Bryan, Stephen Marshall
EXCELLENT	
Bartlit Beck	Kaspar Stoffelmayr, Steven Derringer
Butler Snow	Alyson Jones
Dechert	Sheila Birnbaum
Greenberg Traurig	Lori Cohen
Pepper Hamilton	Nina Gussack, Rachael Bushey
Shook, Hardy & Bacon	Alicia Donahue, Walter Cofer
HIGHLY RECOMMENDED	
Bowman & Brooke	Kim Schmid
Covington & Burling	Michael Imbroscio
Hughes Hubbard & Reed	Diane Lifton, Robb Patryk
King & Spalding	Andrew Bayman, Bruce Hurley
Morgan, Lewis & Bockius	Paul Zevnik
Quinn Emanuel Urquhart & Sullivan	Sandra Bresnick, Michael Lyle
Skadden, Arps, Slate, Meagher & Flom	John Beisner
Wheeler Trigg O'Donnell	Habib Nasrullah, Michael O'Donnell
RECOMMENDED	
Bryan Cave Leighton Paisner	Stephen Strauss
Goodwin Procter	Joanne Gray, Richard Oetheimer
Hogan Lovells	Lauren Colton
Jones Day	José Isasi, David Alden
Kirkland & Ellis	Paul Clement, Jay Lefkowitz, Robert Brock
Mayer Brown	Daniel Ring, Michael Olsen
Morrison & Foerster	Erin Bosman, Julie Park
Norton Rose Fulbright	Steven Jansma
O'Melveny & Myers	Matt Powers, Richard Goetz
Tucker Ellis	Mollie Benedict



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Finnegan, Henderson, Farabow, Garrett & Dunner	Mark Sweet, Erika Harmon Arner
Fish & Richardson	Samuel Borodach, Karl Renner
2 Foley & Lardner	Michele Simkins, Mark Kassel
McDermott Will & Emery	Ahsan Shaikh, Michael Dreznes
Sterne, Kessler, Goldstein & Fox	Robert Greene, Eric Steffe
EXCELLENT	
1 Cantor Colburn	Dave Christensen, Michael Cantor, Philmore Colburn
Fenwick & West	Antonia Sequeira, Robert Hulse, Rajiv Patel
Knobbe Martens	Michael Fuller, Gerard von Hoffmann, John King
Venable	Michael O'Neill, Edward Kmett, Frank Gasparo
2 Kilpatrick Townsend & Stockton	Wab Kadaba
Morrison & Foerster	Michael Ward
HIGHLY RECOMMENDED	
Arnold & Porter Kaye Scholer	David Marsh, Matthew Wolf
Baker Botts	Hogene Choi, Robert Maier
Birch, Stewart, Kolasch & Birch	Craig McRobbie, MaryAnne Armstrong, Gerald Murphy
Jones Day	Tamera Weisser, Adriane Antler
Oblon, McClelland, Maier & Neustadt	Todd Baker, Bradley Lytle, Phillippe Signore
Pillsbury Winthrop Shaw Pittman	Patrick Doody, Jack Barufka
WilmerHale	Donald Steinberg, David Cavanaugh
RECOMMENDED	
Arent Fox	James Bindseil
Baker McKenzie	Matt Dushek, Richard Wells, Brian McCormack
Banner & Witcoff	Darrell Mottley, Robert Katz, Christopher McKee
Brinks Gilson & Lione	William Boudreaux, Andrew Stover
Buchanan Ingersoll & Rooney	Patrick Keane, William Rowland
Cooley	Ivor Elrifi, Michael Tuscan
Hunton Andrews Kurth	Gregory Porter, Daniel Shanley
STRONG EXPERTISE	
BakerHostetler	Kenneth Sheehan, David Farsiou, Michael Stein
Dentons	Brian Ho, Christopher Eide, Peter Yim
Eversheds Sutherland (US)	Peter Pappas
Leydig, Voit & Mayer	Charles Mottier, John Kilyk
Schwegman Lundberg & Woessner	Andre Marais, Stephen Durant, Douglas Portnow
Wolf, Greenfield & Sacks	Timothy Oyer, Michael Twomey

FINNEGAN: POWERHOUSE IP BOUTIQUE



Erika Harmon Arner

Key figures: Erika Harmon Arner and Mark Sweet

Track record: Finnegan's front-running patent prosecution practice has represented Vertex Pharmaceuticals, NanoFlex Power, Arkema, Caterpillar and Toyota. It is well-known for its impressive handling of strategic patent prosecution in various industries, including semiconductors, medical devices, pharmaceuticals, biotechnology, industrial manufacturing, consumer electronics and computer software.

Team & differentiation: Finnegan annually files over 2,500 US and 1,000 foreign patent applications for utility, plant, and design inventions as well as applications under the Patent Cooperation Treaty (PCT). The team members also have litigation experience, which enables them to work efficiently on prosecution matters. Former USPTO examiner, Mark Sweet, is highly recommended.

KILPATRICK TOWNSEND & STOCKTON: WIDE-RANGING PATENT PROSECUTION EXPERTS



Wab Kadaba

Key figure: Wab Kadaba

Track record: Kilpatrick's internationally renowned and innovation driven patent practice is very busy throughout the year and advises on matters involving patent rights, such as joint ventures, recapitalizations, M&A, licenses, and technology transfer agreements. The firm has filed over 26,300 patent applications across 86 countries for over 950 different clients.

Team & differentiation: Fielding more than 200 patent attorneys, Kilpatrick Townsend stands out for working on matters covering over 119 jurisdictions. Using enhanced prosecution techniques, the group can carry out patent portfolio management and audits. The firm recently launched KT Extranet, a free-of-charge client-only web portal to check patent prosecution status.

PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Kirkland & Ellis	Adam Alper, Gregory Arovos, Leora Ben-Ami
Quinn Emanuel Urquhart & Sullivan	Sean Pak, David Nelson
WilmerHale	Lisa Pirozzolo, William Lee, Mark Selwyn
EXCELLENT	
1 Finnegan, Henderson, Farabow, Garrett & Dunner	Erik Puknys, Frank DeCosta, James Monroe
Fish & Richardson	John Hayden, Kurt Glitzenstein, Juanita Brooks
Jones Day	Anthony Insogna
Venable	Dominick Conde, Scott Reed
2 Desmarais	Paul Bondor, John Desmarais
Irell & Manella	David Gindler, Jonathan Kagan, Morgan Chu
Knobbe Martens	Joseph Cianfrani, William Zimmerman, John Sganga
McKool Smith	Scott Hejny, Mike McKool, Theodore Stevenson, Samuel Baxter
Morrison & Foerster	Richard Hung, Michael Jacobs
Patterson Belknap Webb & Tyler	Eugene Gelernter, Lewis Popovski, William Cavanaugh
Paul Hastings	Gerald Flattmann, Joseph O'Malley, Yar Chaikovsky
Paul, Weiss, Rifkind, Wharton & Garrison	Eric Alan Stone, Nicholas Groombridge
Sidley Austin	David Pritikin, Bradford Badke
Winston & Strawn	George Lombardi, David Enzminger, Michael Brody
HIGHLY RECOMMENDED	
Arnold & Porter Kaye Scholer	Matthew Wolf, Aaron Stiefel
Durie Tangri	Mark Lemley, Daralyn Durie
Gibson, Dunn & Crutcher LLP	Wayne Barsky, Mark Reiter, Josh Krevitt
Goodwin	Douglas Kline
Orrick, Herrington & Sutcliffe	Sten Jensen, Jared Bobrow
RECOMMENDED	
Baker Botts	Barton Showalter
Buchanan Ingersoll & Rooney	Todd Walters, Lloyd Smith
Cooley	Michael Rhodes, Heidi Keefe
Covington & Burling	Gary Rubman, Robert Haslam
DLA Piper	Mark Fowler, John Allcock
Foley & Lardner	William Robinson
Hunton Andrews Kurth	John Flock, Michael Lennon
Keker, Van Nest & Peters	Robert Van Nest
Latham & Watkins	David Callahan, Matthew Moore, Maximilian Grant
Mayer Brown	Lisa Ferri, Alan Grimaldi
McDermott Will & Emery	William Gaede, Sarah Chapin Columbia
O'Melveny & Myers	Ryan Yagura
Ropes & Gray	Andrew Thomases
Step toe & Johnson	John Caracappa, Jay Nuttall
Weil, Gotshal & Manges	Anish Desai, Edward Reines, Brian Ferguson
Wolf, Greenfield & Sacks	Gregory Corbett

FISH & RICHARDSON: TOP-NOTCH LITIGATORS PROVIDING CREATIVE, LONG-TERM SOLUTIONS



Kurt Glitzenstein

Key figures: Kurt Glitzenstein, Juanita Brooks and Michael McKeon

Track record: Advising on the largest-ever patent damages award, Fish & Richardson obtained the stunning reversal of a \$2.5 billion jury verdict against its client Gilead Sciences in early 2018. Recent clients include Aspen Aerogels, Microsoft, Macronix International, LG and Samsung.

Team & differentiation: The team has a superb reputation for winning the most significant patent trials. The Boston-based Kurt Glitzenstein leads a team of over 250 patent litigators; he first-chairs trials and represents clients around the globe. Juanita Brooks is a go-to litigator for high-stakes lawsuits. Michael McKeon has extensive experience in high-tech litigation.

STEP TOE & JOHNSON: HIGH-QUALITY PATENT LITIGATION SPECIALISTS



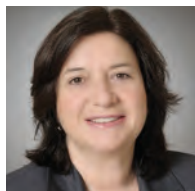
John Caracappa

Key figures: John Caracappa and Jay Nuttall

Track record: Steptoe & Johnson is currently representing Broadcom, Hytera America, and Vtech Communications in several high-stakes patent infringement cases. Other clients include high-flyers such as Huawei Technologies, Apotex, Aquestive Therapeutics, Sandoz, and Sanofi US Services.

Team & differentiation: Led by highly regarded duo John Caracappa and Jay Nuttall, Steptoe & Johnson's patent litigation department handles a broad range of patent disputes, including Hatch-Waxman actions, ITC matters and IPR proceedings. Steptoe has a particularly strong record of IPRs that have been instituted by the PTAB and Section 337 investigations.

Our analysis

**KIRKLAND & ELLIS:
ICONIC TRIAL-READY LITIGATORS**

Leora Ben-Ami

Key figures: Gregory Arovas, Leora Ben-Ami and Adam Alper

Track record: The superb team of IP litigators at Kirkland & Ellis won a major jury trial, successfully defending Alere (now owned by Abbott Laboratories) in a patent battle over its best-selling urine drug screening tester, the iCup. The team is also known for representing technology giant Cisco Systems in a long-running IP battle.

Team & differentiation: The patent litigation practice has been a hallmark of Kirkland & Ellis besides its regular litigation practice, and spans all major industries. The New York based Leora Ben-Ami is particularly strong in patent litigation matters. Adam Alper is recommended in San Francisco for his expertise in biotechnical fields, telecoms technologies, the internet, and wireless protocols.

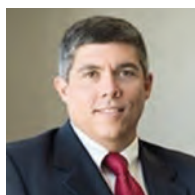
**BUCHANAN INGERSOLL & ROONEY:
PATENT PROS**

William Rowland

Key figures: William Rowland and Patrick Keane

Track record: With over 80 years' experience advising major domestic and international clients, Buchanan Ingersoll & Rooney recently represented Flag Therapeutics and Duquesne University in prosecuting a patent application relating to bicyclic pyrimidine pharmaceutical compositions that are useful in treating cancer.

Team & differentiation: The group prosecutes patent applications worldwide for US and international clients. With more than 45 registered patent attorneys, the firm is active in six major patent areas: biotechnology, chemistry, computer science, electricals, material science, and the mechanical sector.

**KNOBBE MARTENS:
IMPRESSIVE RECORD OF SUCCESS**

Joseph Cianfrani

Key figures: Joseph Cianfrani, John Sganga and William Zimmerman

Track record: Knobbe Martens defended Fisher & Paykel Healthcare (FPH), a leading manufacturer of patient interface devices for the treatment of sleep apnea. Major clients include Fisher & Paykel Healthcare, Edwards Lifesciences, Masimo, Lupin and Illumina.

Team & differentiation: With over half its resources devoted to its litigation practice, Knobbe Martens covers areas from consumer brands to computer software, and microchips to medical devices. The group is led by seasoned partner Joseph Cianfrani. John Sganga has over three decades of exclusively litigating IP and technology disputes. William Zimmerman is recommended for pharmaceuticals litigation.

**VENABLE:
A HIGH VOLUME OF HIGH-QUALITY WORK**

Scott Reed

Key figures: Scott Reed and Dominick Conde

Track record: Venable's market-leading practice advises Astellas Pharma, Sanofi, Novartis, Allergan and Pozen. Renowned for its strength in assisting pharmaceutical clients, the firm has also been involved in matters relating to visual voicemail, software systems, vaccines, high-frequency digital battery chargers, flashlights, satellite components, targeted cancer therapies, and cryogenic surgical devices.

Team & differentiation: IP boutique law firm Fitzpatrick, Cella, Harper & Scinto merged with Venable in 2018, forming one of the largest IP teams in the United States. Led by seasoned trial lawyers with significant experience in complex, high-profile patent matters, Venable is known to achieve outstanding results for its clients.

**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

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

Peer-review: We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Gibson, Dunn & Crutcher	Stephen Nordahl, Daniel Mummery, William Peters
Mayer Brown	Daniel Masur, Brad Peterson, Paul Roy
Pillsbury Winthrop Shaw & Pittman	Glenn Richards, Aaron Oser
2 DLA Piper	Vincent Sanchez, Gregory Manter
Kirkland & Ellis	Neil Hirshman, Gregg Kirchoefer
Morgan, Lewis & Bockius	Michael Pillion, Barbara Murphy Melby
EXCELLENT	
1 Baker McKenzie	Michael Mensik
McDermott Will & Emery	Jason Krieser, Shawn Helms
Morrison & Foerster	Vivian Hanson
2 Hunton Andrews Kurth	Randall Parks
Latham & Watkins	J D Marple, Anthony Klein
Loeb & Loeb	Kenneth Adler, Akiba Stern
White & Case	Daren Orzechowski, Adam Chernichaw
WilmerHale	Robert Finkel
HIGHLY RECOMMENDED	
Bryan Cave Leighton Paisner	Charles Hollis, Sean Christy
Eversheds Sutherland	Peter Quittmeyer
Foley & Lardner	James Kalyvas, Michael Overly
Hogan Lovells	Zenas Choi, Michael Larner
Kelley Drye & Warren	Deepak Nambiar, Michael Ryan
Kilpatrick Townsend & Stockton	James Steinberg
Proskauer Rose	Jeffrey Neuburger,
Venable	William Russell, Nora Garrote
Wiggin and Dana	Mark Heaphy, Tamia Simonis
RECOMMENDED	
Arnold & Porter Kaye Scholer	Matthew Maccoby, Susan Hendrickson
Jones Day	Mauricio Paez, Todd McClelland
K&L Gates	Mark Wittow, Nigel Stark
McGuireWoods	Steve Gold
Sidley Austin	Jennifer Coplan, Mark Kaufmann

K&L GATES: DEDICATED TEAM OF CROSS-BORDER IT EXPERTS



Mark Wittow

Key figures: Mark Wittow
and Nigel Stark
Established: 1983

Track record: Noted for advising some of the world's largest tech providers, including cloud-based solutions companies, K&L Gates also acts for corporations that are heavily reliant on technology; recent clients include a European pharmaceuticals company expanding its IT operations in the US. Another interesting area for the team is automation transformation.

Team & differentiation: K&L Gates's practice fields around a dozen IT and outsourcing experts, and functions as a standalone department. It has been handling complex work for mortgage originators and loan processors as well as travel outsourcing companies. Based in Seattle, Mark Wittow heads the practice; the Dallas-based Nigel Stark is also highly recommended.

**TELECOMS**

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Covington & Burling	Matthew DelNero, Yaron Dori
Latham & Watkins	Matthew Brill, John Janka
2 DLA Piper	Michael Senkowski, Nancy Victory
Harris, Wiltshire & Grannis	John Nakahata
Hogan Lovells	Michele Farquhar
Kellogg, Hansen, Todd, Figel & Frederick	Michael Kellogg, Scott Angstreich
Wiley Rein	David Gross, Kathleen Kirby
Wilkinson Barker Knauer	Bryan Tramont
EXCELLENT	
1 Jenner & Block	Samuel Feder, John Flynn
Paul Hastings	Sherrese Smith, Eric Greenberg
2 Arnold & Porter Kaye Scholer	Maureen Jeffreys
Cooley	Michael Basile, Robert McDowell
Kelley Drye & Warren	John Heitmann
Lawler, Metzger, Keeney & Logan	Regina Keeney, Richard Metzger
Morgan, Lewis & Bockius	Andrew Lipman, Catherine Wang
Sidley Austin	Frederick Beckner III, Jonathan Nuechterlein, Christopher Shenk
Step toe & Johnson	Markham Erickson
Telecommunications Law Professionals	Carl Northrop, Michael Lazarus
Willkie Farr & Gallagher	Thomas Jones
HIGHLY RECOMMENDED	
Cahill Gordon & Reindel	Chérie Kiser
Dentons	Todd Daubert
Sheppard, Mullin, Richter & Hampton	Brian Weimer
Skadden, Arps, Slate, Meagher & Flom	Ivan Schlager



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ARGENTINA

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Marval, O'Farrell & Mairal	Martín Bensadón, Cristián Bittel
2 G. Breuer	Jorge Otamendi, Alejandro Breuer-Moreno, Pedro Breuer-Moreno
EXCELLENT	
Berken IP	Pedro Berkenwald, Alicia Álvarez Berkenwald
Obligado & Cia	Federico Aulmann, Juan Martín Aulmann
Palacio & Asociados	Mingo Palacio
Richelet & Richelet	Gastón Richelet
HIGHLY RECOMMENDED	
Berton Moreno + Ojam	Juan Carlos Ojam, Raquel Flanzbaum
Clarke, Modet & Co	Carlos Magnanini
Estudio Chaloupka	Claudia Serritelli
Ferrer Reyes, Tellechea & Bouché	Santiago Ferrer Reyes, Julia Elena Tellechea, Laura de Achaval, Laura Plavnick
Hausheer Belgrano & Fernández	Graciela Pérez
Noetinger Armando Abogados	Miguel Armando, Matías Noetinger
RECOMMENDED	
Baker McKenzie	Bernard W. Malone
Beccar Varela	Emilio Beccar Varela, Florencia Rosati
Herrero & Asociados	Ariel Juan Ibañez
Mitrani Caballero Ruiz Moreno Abogados	Ignacio Bérèterbide, Manuel Alonso
Moeller IP Advisors	Veronica Vater
Sena & Berton Moreno	Gustavo Sena, Alfredo M. Sena

OBLIGADO & CIA: FIRM OF REFERENCE FOR IP IN ARGENTINA



Juan Martin Aulmann

Key figures: Juan Martin Aulmann and Federico Aulmann
Established: 1889

Track record: Obligado & Cia advises numerous pharmaceutical companies. Clients include Pfizer and Boheringer; it also recently successfully represented Aventis in a complex case. The firm manages the Latin American trademark portfolio of Peugeot. It has actively participated in complex patent litigation and is familiar with trademarks and domain names.

Team & differentiation: The team comprises almost 20 professionals including lawyers, engineers, IP agents and translators. Patent and trademark prosecution are key areas of strength for this IP boutique. Partner Federico Aulmann concentrates on patents, copyright and industrial design models while Juan Martín Aulmann focuses on trademark matters.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
G. Breuer	Jorge Otamendi, Alejandro Breuer-Moreno
Marval, O'Farrell & Mairal	Martín Bensadón, Gustavo Giay, Martín G. Chajchir
EXCELLENT	
1 Noetinger Armando Abogados	Fernando Noetinger, Miguel Armando, Matías Noetinger
Richelet & Richelet	Ricardo Richelet III
2 Berton Moreno + Ojam	Alberto R. Berton Moreno (h.), Ricardo Amigo, Raquel Flanzbaum, Juan Carlos Ojam, Marcelo Garcia Sellart
Ferrer Reyes, Tellechea & Bouche	Santiago Ferrer Reyes, Julia Elena Tellechea, Laura de Achaval, Laura Plavnick
Hausheer Belgrano & Fernández	Marina O. Fernández, Gabriela Musante
Obligado & Cia	Federico Aulmann, Juan Martín Aulmann
HIGHLY RECOMMENDED	
Baker McKenzie	Bernard W. Malone
Berken IP	Pedro Berkenwald, Federico Ulled
Pagbam	Fernando Alonso, Julio Francisco Lago, Santiago M. Fiorito
Palacio & Asociados	Héctor Palacio, Mingo Palacio, Mercedes Durlach, Diego Palacio
Ryan Lussich y Asociados	John Ryan-Lussich
Sena & Berton Moreno	Gustavo Sena
RECOMMENDED	
Allende & Brea	Pablo Andrés Palazzi
Apellaniz & O'Farrell	Ignacio de Apellaniz
Beccar Varela	Emilio Beccar Varela, Florencia Rosati
Brons & Salas	María José Rodríguez
Clarke, Modet & Co	Carlos Magnanini. María Nájera
Estudio Chaloupka	Claudia Serritelli
Izquierdo & Vicetto	Juan Bautista Vicetto, José María Vicetto
Mitrani Caballero Ruiz Moreno Abogados	Ignacio Bérèterbide, Manuel Alonso
Moeller IP Advisors	Mariano Municoy, Victoria de Lasa Andres



BOLIVIA

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GENERAL IP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Moreno Baldivieso	Ramiro Moreno, Rodrigo Moreno
Orpan Soc.Civ Estudio Jurídico	Pilar Soruco
EXCELLENT	
Bolet & Terrero	Juan Ignacio zapata
Landivar & Landivar	Martha Landivar
HIGHLY RECOMMENDED	
DAK	Carlos Arze, Pablo Kyllmann, Octavio Alvarez
Escobar & Escobar	Joaquin Escobar Cabezas
Ferrere	Ana Valeria Escobar*
Guevara & Gutiérrez S.C	Marcos Mercado, Jorge Inchauste
Bufete Aguirre, Quintanilla, Soria & Nishizawa	Perla Koziner
W.A Mendez & Asociados S.R	Alvaro Siles
RECOMMENDED	
C.R. & F. Rojas – Abogados	Alejandra Bernal *
Cervieri Monsuárez & Asociados	Mónica Rivero

*Senior Associate

MORENO BALDIVIESO ESTUDIO DE ABOGADOS: PRESTIGIOUS FULL-SERVICE FIRM WITH ONE OF THE LARGEST IP PRACTICES IN THE COUNTRY



Ramiro Moreno

Key figures:
Rodrigo Moreno and
Ramiro Moreno
Established: 1932

Track record: Moreno Baldivieso specializes in providing strategic intellectual property and technology solutions for clients from more than 70 countries. The firm represents important multinational companies in complex cases before the Bolivian Trademark Authority. Gloria, Yum Brands and Banco de Crédito de Bolivia are longstanding clients of the firm.

Team & differentiation: The firm is a pioneer in IP matters in Bolivia and has one of the largest IP practices in the nation with a deep bench of attorneys, patent agents, and other professionals. Senior partner Ramiro Moreno Baldivieso is highly regarded as one of Bolivia's most important, experienced and qualified international lawyers within the field.



BRAZIL

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PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Dannemann Siemsen Advogados	Luiz Henrique O. do Amaral, Gustavo de Freitas Morais, Peter Eduardo Siemsen, Joaquim Eugênio Goulart
Gusmão & Labrunie - Intellectual Property	José Roberto Gusmão, Jacques Labrunie, João Vieira da Cunha, Amanda de Siervi, Vicente Rosenfeld
Licks Attorneys	Otto Licks, Carlos Aboim, Rodrigo Maior, Eduardo Hallak, Felipe Mesquita
EXCELLENT	
Bhering Advogados	Pedro Bhering, Philippe Bhering, Isabel Milman, Rafael Tögel
Daniel Law	Ricardo Nunes, Breno Akherman, Rafael Salomão Romano, Leonardo Braune
Kasznar Leonardos - Intellectual Property	Gabriel Leonardos, Elisabeth Kasznar, Claudio Barbosa, Rafael Lacaz Amaral
HIGHLY RECOMMENDED	
BMA – Barbosa, Müssnich, Aragão	Antonella Carminatti, Claudia Schulz
Denis Borges Barbosa Advogados	Pedro Marcos Nunes Barbosa, Raul Murad, Bernardo Guitton Brauer
Di Blasi, Parente & Associados	Gabriel Di Blasi, Paulo Parente Marques Mendes
Montaury Pimenta, Machado & Vieira de Mello	Luiz Edgard Montaury Pimenta, Ana Paula Affonso Brito
Trench Rossi Watanabe Advogados	Marcela Trigo
RECOMMENDED	
David do Nascimento Advogados Associados	Marcello do Nascimento, Ana Paula de Aguiar Tempesta
Guerra IP	Flavio Leonardos, Alberto Guerra
Luiz Leonardos & Advogados	Ana Paula Jardim
Marinangelo & Aoki Advogados	Tânia Aoki Carneiro
Müller Mazzone	Nathalia Mazzone, Karina Müller

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Dannemann Siemsen Advogados	Carlos Pires, Maria Carmen Brito, Monique Rodrigues Teixeira, José Marcelo Fernandes, Ivan Ahlert
2 Kasznar Leonardos - Intellectual Property	João Luis Vianna, Gustavo Barbosa, Eduardo Rosman, Tatiana Silveira
EXCELLENT	
Daniel Law	Ricardo Nunes, Kene Gallois, Gustavo Sartori Guimarães
Gusmão & Labrunie - Intellectual Property	Jacques Labrunie, Priscila Thereza, Juliano Ryota Murakami, Carolina Nakata
Montaury Pimenta, Machado & Vieira de Mello	Roberto Vieira de Mello, Iko Medina, Gabriela Neves Salerno
HIGHLY RECOMMENDED	
Bhering Advogados	Pedro Bhering, Alice Rayol Sandes, Rafael Tögel
David do Nascimento Advogados Associados	Marcello do Nascimento
Luiz Leonardos & Advogados	Ana Paula Jardim
RECOMMENDED	
1 BMA – Barbosa, Müssnich, Aragão	Ana Cristina Müller, Claudia Schulz, Antonella Carminatti
Di Blasi, Parente & Associados	Gabriel Di Blasi
2 Clarke, Modet & Co.	Rafael Freire, Silvia Costa
Fialho Salles - Fialho Canabrava Andrade Salles Advogados	Lucas Spadano
Demarest Advogados	Tatiana Campello, Julia Pazos
Gaiarsa, Ferreira & Meyer Propriedade Intelectual	Katia Jane Ferreira
Guerra IP	Alberto Guerra, Flavio Leonardos, Rodrigo Ferreira
Veirano Advogados	Valdir Rocha

Our analysis

**LICKS ATTORNEYS:
HIGH-STAKES LITIGATORS**

Otto Licks

Key figures: Otto Licks, Carlos Aboim, Rodrigo Maior, Eduardo Hallak, Felipe Mesquita and Liliane Roriz

Established: 2011

Track record: Dominant litigation firm respected for its superior track record representing leading pharmaceutical, medical devices and technology companies in high-stakes IP disputes before Brazil's PTO, regulatory agencies and higher courts. Admired for its premier experience in the telecoms, life sciences and food and drug industries. Key clients include Huawei, Uber and Merck.

Team & differentiation: Consisting of nine partners and 75 associates, Licks Attorneys' patent litigation team is captained by seasoned litigator Otto Licks and stands out as one of the country's finest. Noted for its expertise advising both plaintiffs and defendants, the practice has recently obtained ground-breaking victories for giants such as Eli Lilly and Ericsson.

**KASZNR LEONARDOS:
A CENTENARY OF IP EXCELLENCE**

Elisabeth Kasznr

Key figures: Elisabeth Kasznr, Gabriel Leonardos, Claudio Barbosa, Rafael Lacaz Amaral, Nancy Caigawa and João Luis Vianna

Established: 1919

Track record: Stellar IP firm which stands out for its ability to handle the full range of sectoral disputes before both the judicial courts and the Brazilian Patent and Trademark Office (BPTO). Admired for its market-leading expertise in trademark litigation and patent prosecution mandates. Also sought out for the strength of its technology, data protection and life sciences practices.

Team & differentiation: Captained by acclaimed figures such as Elisabeth Kasznr and Gabriel Leonardos, Kasznr Leonardos remains a go-to name in the Brazilian IP market even a century after its foundation. With 21 partners and 87 associates based in its Porto Alegre, Rio and São Paulo offices, attorneys enjoy the support of in-house biologists, engineers and pharmacists.

**DANIEL LAW:
SIX DECADES OF IP EXCELLENCE**

Ricardo Nunes

Key figures: Ricardo Nunes, Robert Daniel-Shores, Rana Gosain, Isabella Cardozo, Breno Akherman and Andre Oliveira

Established: 1959

Track record: Long-standing IP firm with a wealth of experience advising major domestic and foreign heavyweights from the pharmaceutical, consumer goods and technology industries on the full gamut of intellectual property issues. Stands out for its impressive handling of strategic trademark and patent cases. Clients include multinationals such as Bristol-Myers Squibb, Abbvie and Bosch.

Team & differentiation: Consisting of over 50 legal professionals, Daniel Law stands out as the largest female-owned firm in Latin America. With over 60 years in the legal market, the firm is well-equipped to represent clients before the Brazilian Patent and Trademark office (BPTO) and advise them on patent protection, anti-counterfeiting and trademark litigation mandates.

**BHERING ADVOGADOS:
EXCELLENT IP ADVISORS**

Philippe Bhering

Key figures: Pedro Bhering, Philippe Bhering, Juliano Maurer, Isabel Milman Rafael Tögel and Alice Rayol Sandes

Established: 1978

Track record: Distinguished record in complex trademark and patent disputes, technology transfer agreements and anti-counterfeiting mandates. Frequently sought out by blue-chip multinationals such as Warner Bros., L'Oréal and Nestlé for its counsel on the full range of IP law including patents, copyrights and entertainment issues. Also noted for its knowledge of the fashion and media industries.

Team & differentiation: With offices in Rio, São Paulo and Curitiba, the firm's eight partners oversee a team of 18 associates in a range of complex IP matters. The practice group's highly international background makes it well-equipped to provide counsel to leading American, German and French clients in challenging cases.

**DANNEMANN SIEMSEN ADVOGADOS:
INTELLECTUAL PROPERTY GIANTS**

Peter Eduardo Siemsen

Key figures: Joaquim Eugênio Goulart, Peter Eduardo Siemsen, Luiz Henrique O. do Amaral, Gustavo de Freitas Moraes, Elisabeth Siemsen do Amaral and Attilio Gorini

Established: 1900

Track record: Top-tier IP firm trusted by major domestic and foreign players to handle the full range of intellectual property mandates. Stands out for its superior track record in patent and trademark litigation as well as its unrivalled ability to manage sizeable IP portfolios. Also noted for its experience in cases involving life sciences, copyrights and technology issues.

Team & differentiation: Numbering close to 400 professionals, Dannemann Siemsen stands out as one of the intellectual property giants of Latin America. With seven offices located in Rio, São Paulo and Brasília, the firm is widely considered a go-to name for each and every IP matter. Professionals routinely advise on cutting-edge issues involving, e-commerce, biotechnology and genetic patrimony.

**DENIS BORGES BARBOSA ADVOGADOS:
LONG-STANDING PATENT LITIGATORS**

Pedro Marcos Nunes Barbosa

Key figures: Pedro Marcos Nunes Barbosa, Raul Murad and Bernardo Guilton Brauer

Established: 1992

Track record: Highly regarded Rio-based IP boutique best known for its expertise in complex patent litigation mandates involving the pharmaceutical, electronics and life science sectors. Particularly noted for its activity before the Brazilian PTO and regulatory agencies such as ANVISA. Additionally singled out for its deep knowledge of copyrights and entertainment law.

Team & differentiation: Founded in 1992, Denis Borges Barbosa Advogados consists of 22 highly qualified attorneys, all of whom are specialists in intellectual property. With seasoned name partner Pedro Marcos Nunes Barbosa at the helm, the firm's professionals actively assist leading Brazilian law firms and multinational corporations with the full range of their IP needs.

Our analysis

GUSMÃO & LABRUNIE: IP ROYALTY



João Vieira da Cunha

Key figures: José Roberto Gusmão, Jacques Labrunie, João Vieira da Cunha, Laetitia d'Hanens, Amanda Fonseca de Siervi and Vanessa Ribeiro
Established: 1988

Track record: Leading firm noted for its excellent track record representing key players from the consumer goods, pharmaceutical and automotive industries on big-ticket trademark litigation and patent disputes. Often retained for its counsel on mandates involving copyrights, IP prosecution and technology legislation. Also highlighted for its experience assisting clients before the Brazilian Patent and Trademark Office (BPTO).

Team & differentiation: Founded in 1988, Gusmão & Labrunie is widely recognised as one of Brazil's premier intellectual property firms. This group of over 40 lawyers is well-equipped to assist key national and international clients from the US, French and German markets such as Nike, Sanofi and BASF with all of their IP needs.

MONTAURY PIMENTA, MACHADO E VIEIRA DE MELLO: TRUSTED AT HOME AND ABROAD



Luiz Edgard Montaury Pimenta

Key figures: Eduardo Magalhães Machado, Luiz Edgard Montaury Pimenta, Roberto P. Vieira de Mello, Iko Medina and Ana Paula Afonso Brito
Established: 1929

Track record: Well known by American, French and German multinationals doing business in Brazil, Montaury Pimenta is actively sought out for its skilled handling of patent litigation, trademark prosecution and enforcement mandates. Often retained by mid-sized corporates and leading research institutes for its counsel on technology-related patent issues. Key clients include household names such as Bayer, WeWork and Oi.

Team & differentiation: Montaury Pimenta, Machado & Vieira de Mello has offices in both Rio and São Paulo and counts on a highly-qualified group of over 30 lawyers to represent its colours in the Brazilian IP sphere. The firm's philosophy focuses on fostering long-term business relationships and working closely with clients.

DI BLASI, PARENTE & ASSOCIADOS: HIGH-QUALITY IP SERVICES



Paulo Parente

Key figures: Gabriel Di Blasi, Paulo Parente and Renata Hohl
Established: 1987

Track record: Distinguished IP firm capably assisting domestic and international companies from the healthcare, electronics and technology sectors with the full range of intellectual property matters. Particularly valued for its experience handling patent and trademark litigation, regulatory disputes and copyright mandates. Offers additional strength in sports and entertainment law.

Team & differentiation: Led by seasoned founding partners Gabriel Di Blasi and Paulo Parente, the team at Di Blasi, Parente & Associados closely collaborates with in-house biologists and engineers to provide high-quality IP services. With over 30 years of experience under its belt, this trusted group is relied upon by major companies from the biotechnology, chemicals and agriculture sectors.

DAVID DO NASCIMENTO ADVOGADOS: DOMESTIC AND FOREIGN EXPERTISE



Marcello do Nascimento

Key figures: Marcello do Nascimento, Ricardo do Nascimento and Ana Paula de Aguiar Tempesta
Established: 1970

Track record: With nearly 50 years of experience in the legal market, David do Nascimento Advogados expertly assists Brazilian, American, Dutch and Spanish multinationals with all of their intellectual property needs. Respected for its deep knowledge of trademark litigation, patent prosecution and IP enforcement mandates on behalf of household names from the pharmaceutical, electronics and entertainment industries.

Team & differentiation: With 90 professionals based in São Paulo and Rio, this well-regarded firm relies on its skilled lawyers, patent engineers and industrial property agents to advise major names such as Disney, Philips and Adidas. Also noted for its capabilities in anti-counterfeiting, patent litigation and technology transfer agreements.

CLARKE, MODET & C^o: COMPREHENSIVE PATENT PROTECTION



Silvia Costa

Key figures: Silvia Costa and Rafael Freire
Established: 1965

Track record: A long-standing presence in the Brazilian market, this outfit stands out for its capabilities assisting major national and international companies from the technology, consumer goods and energy sectors with the comprehensive protection of their patent portfolios. Particularly valued for its handling of cases involving trade secrets, industrial design and plant varieties.

Team & differentiation: Founded in 1965 and with offices in São Paulo, Rio de Janeiro, Porto Alegre and São José dos Campos, this industrious practice group consists of four partners and 17 associates. Head of department Silvia Costa holds a Master's in Intellectual Property and Innovation from INPI and has over 12 years of experience in the Brazilian IP sphere.

TRENCH ROSSI WATANABE: THRIVING IP AND TECHNOLOGY PRACTICE



Flávia Rebello

Key figures: Flávia Rebello, Flávia Vasconcelos, Marcela Trigo and Gabriela Paiva Morette
Established: 1959

Track record: Well-regarded practice group singled out for its capabilities assisting Brazilian and international heavyweights from the pharmaceutical, technology and media sectors with strategic patent litigation, trademark prosecution and technology transfer agreements. Additionally sought out for its expert knowledge of life sciences and copyrights legislation.

Team & differentiation: This IP and technology practice at the heart of international legal giant Baker McKenzie is led by partners Flávia Rebello, Flávia Vasconcelos, Marcela Trigo and Gabriela Paiva Morette. Vast experience providing counsel to key players from the information technology, social media and e-commerce sectors. Four new associates recently joined the technology team, which now consists of 15 attorneys.



TECHNOLOGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	This practice area at the firm consists of three partners
Pinheiro Neto Advogados	Raphael de Cunto, André Giacchetta, José M. Decoussau, Larissa Galimberti, Ciro Torres
2 Licks Attorneys	Otto Licks, Liliane Roriz, Rodrigo Maior, Carlos Aboim, Eduardo Hallak
Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados	Renato Opice Blum, Caio César Carvalho Lima, Juliana Abrusio, Rony Vainzof, Camilla Jimene
EXCELLENT	
Baptista Luz Advogados	Pedro H. Ramos, Renato Leite Monteiro
Felsberg Advogados	Evy Marques
Pinhão e Koiffman Advogados	Hélio Moraes
Trench Rossi Watanabe Advogados	Flávia Rebello, Marcela Trigo, Gabriela Paiva Morette
Veirano Advogados	Fábio Pereira, Guilherme Potenza, Sergio Bronstein, Marco Monteiro
HIGHLY RECOMMENDED	
Cascione Pulino Boulos Advogados	Fábio Cascione, Marcelo Padua Lima
Cescon, Barriue, Flesch & Barreto Advogados	Luiz Felipe Di Sessa, Marina da Silva Prado, Alexandre Gossn Barreto
Cortez, Rizzi & Miranda Advogados	Maria Cristina Cortez, Heitor Carmássio Miranda
Demarest Advogados	Tatiana Campello, Julia Pazos, Vanessa Ferro
Machado, Meyer, Sendacz e Opice	Diego de Lima Gualda, Elton Minasse, Luanna Rodrigues Peoporini
PG Advogados	Patricia Peck, Rodrigo de Campos Vieira, Márcio Chaves
Pereira Neto Macedo Advogados	Ronaldo Lemos
Silveiro Advogados	Rodrigo Azevedo, Leonardo Braga Moura, Maurício Brum Esteves
TozziniFreire Advogados	Marcela Waksman Ejnisman, Victor Cabral Fonseca
RECOMMENDED	
Azevedo Sette Advogados	Ricardo Barretto Ferreira
BFBM - Barroso Fontelles, Barcellos, Mendonça Advogados	Eduardo Mendonça
Bialer Falsetti Associados	Ana Paula Bialer
DCA - Dias Carneiro Advogados	Eduardo Zilberberg, Vanessa Pareja Lerner, Eduardo Turkienicz
Dannemann Siemsen Advogados	Raul Hey, Gustavo Piva de Andrade
Gusmão & Labrunie - Intellectual Property	João Vieira da Cunha, Vanessa Ribeiro, Amanda De Siervi
Kaszner Leonardos - Intellectual Property	Pedro Vilhena, Gabriel Leonardos, Claudio Barbosa
KLA - Koury Lopes Advogados	Karin Alvo, Tania Liberman
Montaury Pimenta, Machado & Vieira de Mello	Dirceu Santa Rosa, Luiz Edgard Montaury Pimenta
VALUABLE PRACTICE	
Alexandre Atheniense Advogados	Alexandre Atheniense
Almeida Advogados	Leonardo Palhares
BVA - Barreto Veiga & Advogados	Felipe Barreto Veiga, Danniell Barbosa Rodrigues
Bhering Advogados	Pedro Bhering, Philippe Bhering
CGM Advogados	Adriano Chaves, René Gelman
Dias Teixeira Sociedade de Advogados	Diogo Dias Teixeira
Fialho Salles - Fialho Canabrava Andrade Salles Advogados	Lucas Spadano
Huck, Otranto Camargo Advogados	Mauricio Vedovato, Priscila Furgeri Morando
Motta Fernandes Advogados	Fernando Stacchini, Renata Ciampi
Souto, Correa, Cesa, Lummertz & Amaral Advogados	Leticia Provedel, Mariana Vicentini

BAPTISTA LUZ ADVOGADOS: PREMIER TECHNOLOGY COUNSEL



Pedro H. Ramos

Key Figures : Pedro H. Ramos, Luis Felipe Baptista Luz, Sérgio Cury Meirelles, Thomas Pfeferman and Diego Nabarro
Established: 2004

Track record: Outstanding expertise representing up-and-coming and established startups, fintechs, accelerators and funds on every stage of contractual, regulatory and transactional mandates. Heavy hitters such as 99, Facebook and Yellow rely on the firm due to its market-leading penetration in the domestic startup ecosystem and in-depth knowledge of Brazilian technology legislation.

Team & differentiation: Based out of its São Paulo and Miami offices, the team consists of 18 lawyers specialized in startups, technology and data protection issues. Singled out for its cutting-edge knowledge of information security and Brazil's new data protection law (LGPD). Recent additions to the group include associates Thomas Pfeferman, Diego Nabarro and Fernando Bousso.



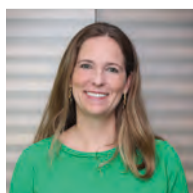
DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	This practice area at the firm consists of three partners
Pinheiro Neto Advogados	Raphael de Cunto, André Giacchetta, Larissa Galimberti, Ciro Torres Freitas, Marcel Leonardi
2 Baptista Luz Advogados	Renato Leite Monteiro, Pedro H. Ramos
Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados	Rony Vainzof, Caio César Carvalho Lima, Juliana Abrusio, Camilla Jimene, Marcos Bruno
EXCELLENT	
Cortez, Rizzi & Miranda Advogados	Maria Cristina Cortez, Heitor Carmássio Miranda
Kaszner Leonardos - Intellectual Property	Pedro Vilhena, Claudio Barbosa, Nancy Caigawa, Fernanda Magalhães
PG Advogados	Marcelo Crespo, Patricia Peck, Márcio Chaves
Silveiro Advogados	Rodrigo Azevedo, Leonardo Braga Moura, Maurício Brum Esteves
TozziniFreire Advogados	Marcela Waksman Ejnisman
Veirano Advogados	Guilherme Potenza, Fábio Pereira
Viseu Advogados	Gustavo Artese, Luis Gustavo Leão
HIGHLY RECOMMENDED	
Alexandre Atheniense Advogados	Alexandre Atheniense
ASBZ Advogados	Luiza Sato
BMA – Barbosa, Müssnich, Aragão	José Eduardo de V. Pieri
Dannemann Siemsen Advogados	Raul Hey, Filipe Fonteles Cabral
Demarest Advogados	Tatiana Campello, Julia Pazos, Vanessa Ferro
Pereira Neto Macedo Advogados	Olavo Zago Chinaglia, Ronaldo Lemos
RECOMMENDED	
Bhering Advogados	Pedro Bhering, Philippe Bhering
Campos Mello Advogados	Paula Mena Barreto
CGM Advogados	Adriano Chaves
Daniel Law	Luis Fernando Prado Chaves, Robert Daniel-Shores, Ana Carolina Moreira Cesar
DCA - Dias Carneiro Advogados	Vanessa Pareja Lerner
Felsberg Advogados	Evy Marques
KLA - Koury Lopes Advogados	Tania Liberman, Vanessa Pirró
Mundie e Advogados	Ana Claudia Beppu, Elinor Cotait, Tomás Paiva

CAMPOS MELLO ADVOGADOS: TRUSTED DATA PROTECTION ADVISORS



Paula Mena Barreto

Key Figures : Paula Mena Barreto
Established: 1981

Track record: Compact practice within a full-service player actively advising multinationals from the automotive, technology and healthcare sectors on the full spectrum of data protection issues. Valued for its experience providing in-depth consultancy on the Brazilian regulatory landscape, privacy policies, data breach scenarios and data compliance programs.

Team & differentiation: totaling four lawyers, the department is led by well-known IP practitioner, Paula Mena Barreto. Ms. Barreto regularly advises companies and financial institutions on data protection aspects related to their consumer, labor and marketing activities. The firm's cooperation agreement with global powerhouse DLA Piper provides clients with an edge for international mandates.

ALEXANDRE ATHENIENSE ADVOGADOS: DATA PROTECTION PIONEERS



Alexandre Atheniense

Key Figures : Alexandre Atheniense
Established: 2017

Track record: Compact data protection and technology boutique singled out for the long-standing expertise of its founding partner in digital law. Well-equipped to advise on data protection and privacy mandates such the reviewing of internal policies, risk mitigation and the drafting of both GDPR and LGPD compliance programs. Also noted for its valuable knowledge of information security, e-commerce regulations and cybercrimes issues.

Team & differentiation: With offices in São Paulo and Belo Horizonte, the firm is led by founding partner Alexandre Atheniense who has over three decades of experience in the legal market. Mr. Atheniense stands out as a pioneer in the field of IT law and is an expert on cases involving software, digital media and electronic evidence.



STARTUPS & INNOVATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baptista Luz Advogados	Pedro H. Ramos, Luis F. Baptista Luz, Sérgio Cury, Thomas Pfeferman, Diego Nabarro
Pinheiro Neto Advogados	Raphael de Cunto, Bruno Balducci, André Giacchetta, José M. Decoussau, Larissa Galimberti
EXCELLENT	
1 Derraik & Menezes Advogados	Rodrigo Menezes
Felsberg Advogados	Evy Marques, Marcela Rosolen, Júlia Ribeiro
Ulhôa Canto Advogados	Pedro Chueiri
Veirano Advogados	Fábio Pereira, Guilherme Potenza, Sergio Bronstein, Marco Monteiro
2 BVA – Barreto Veiga & Advogados	Felipe Barreto Veiga, Danniell Barbosa Rodrigues, Paula Aizen Szwarc
Cascione Pulino Boulos Advogados	Eduardo Juçaba, Marcelo Padua Lima
Cescon, Barrieu, Flesch & Barreto Advogados	Luiz Felipe Di Sessa, Darkson Galvão
DCA - Dias Carneiro Advogados	Eduardo Zilberberg, Vanessa Pareja Lerner
Demarest Advogados	Thiago Maia, Luciana Tornovsky, Maria Helena Bragaglia, Tatiana Campello
KLA - Koury Lopes Advogados	Karin Alvo, Tania Liberman
HIGHLY RECOMMENDED	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	This practice area at the firm consists of three partners
Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados	Rony Vainzof, Renato Opice Blum, Marcos Bruno
Olivério Dal Fabbro Abid Advogados	João Otávio Pinheiro Olivério, João Guilherme Dal Fabbro
RECOMMENDED	
CGM Advogados	Adriano Chaves, René Gelman
Fialho Salles - Fialho Canabrava Andrade Salles Advogados	Lucas Spadano
Freitas Ferraz Capuruço Braichi Riccio Advogados	Bernardo Freitas, Adriano Ferraz, Thiago Braichi
Gaia Silva Gaede Advogados	Maurício Barros, Leonardo Clark
Machado, Meyer, Sendacz e Opice	Diego de Lima Gualda, Elton Minasse, Thais de Gobbi
NELM - Nogueira, Elias, Laskowski e Matias Advogados	Eduardo Felipe Matias
Vieira Rezende Advogados	Felipe Hanszmann, David Casz Schechtman
VALUABLE PRACTICE	
Kasznar Leonardos - Intellectual Property	Gabriel Leonardos, Claudio Barbosa
Kestener, Granja & Vieira Advogados	Fabio Alonso Vieira, Carolina Barbosa Cunha Costa
L.O. Baptista Advogados	Esther Jerussalmy Cunha, Renata Castro Veloso
Machado Associados	Renata Almeida Pisaneschi, Mauro Takahashi Mori
Queiroz Cavalcanti Advocacia	Camila Oliveira, Gabriela Figueiras
SBAC Advogados	Livia Amaral, Pedro Schaffa
Souto, Correa, Cesa, Lummertz & Amaral Advogados	Rodrigo Tellechea, Henry Lummertz

BARRETO VEIGA & ADVOGADOS: STARTUP SPECIALISTS



Felipe Barreto Veiga

Key figures: Felipe Barreto Veiga and Danniell Barbosa Rodrigues
Established: 2015

Track record: Avant-garde boutique singled out for its expertise in startups and technology legislation. Capably represents startups and innovative companies from the e-commerce, financial services and telecommunications sectors on fund-raising, acquisitions, and contractual mandates. Well-equipped to handle the legal side of setting up, developing and launching startups in the Brazilian ecosystem.

Team & differentiation: Consisting of six professionals, this São Paulo-based team is captained by partners Felipe Barreto Veiga and Danniell Rodrigues both of whom have close ties with the startup and innovation ecosystem. The group is relied upon by major names such as Goldman Sachs, Techstars and VTEX. Paula Swarc recently joined the firm as its new IP and digital law partner.

FELSBERG ADVOGADOS: EXCELLENT STARTUPS & INNOVATION COUNSEL



Evy Marques

Key figures: Evy Marques, Marcela Rosolen and Júlia Ribeiro
Established: 1970

Track record: Full-service firm noted for its exceptional track record catering to high-profile technology companies, startups and funds such as Rappi, Hulu and Monashees from the beginning to the end of project cycles. Particularly well-equipped to advise fintechs, healthtechs and agritechs on operational development and fund-raising mandates. Also noted for its experience in data protection and life sciences issues.

Team & differentiation: The firm's innovation, startups and venture capital practice is captained by partner Evy Marques who capably leads a team of 10 associates specialized in issues such as artificial intelligence and digital regulation. Clients benefit from the firm's strength in complementary areas such as corporate, labour and tax law.

ULHÔA CANTO ADVOGADOS: BIG-TICKET STARTUP ADVISORS



Pedro Chueiri

Key figure: Pedro Chueiri
Established: 1959

Track record: Lean practice within a long-standing full-service firm respected for its transactional muscle advising on big-ticket venture capital, technology and startup deals. Valued for its experience advising on financing rounds, exits routes and the tax aspects of sector-related transactions. Recently served as co-counsel to Grin on its merger with Yellow which created Latin America's largest electric scooter company.

Team & differentiation: This compact team of 10 attorneys is led by corporate and venture capital expert, Pedro Chueiri, who has built up over 15 years of experience assisting innovative companies and funds with high-value transactional mandates. Key departmental clients include 99, Quero Educação and Riverwood Capital.



XXXIX 2019

CONGRESSO INTERNACIONAL DA PROPRIEDADE INTELECTUAL | ABPI

INTERNATIONAL CONGRESS ON INTELLECTUAL PROPERTY

25|27
AGOSTO
AUGUST

RIO | BRASIL



SÓCIOS INSTITUCIONAIS | INSTITUTIONAL MEMBERS

PLATINA | PLATINUM



OURO | GOLD



PRATA | SILVER



BRONZE



INFORMAÇÕES: www.abpi.org.br



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Kestener, Granja & Vieira Advogados	Beatriz Kestener, Rubens Granja, Fabio Alonso Vieira
Licks Attorneys	Otto Licks, Carlos Aboim, Eduardo Hallak, Liliane Roriz, Felipe Mesquita
Pinheiro Neto Advogados	Angela Fan Chi Kung, Camila Martino Parise
EXCELLENT	
A. Lopes Muniz Advogados Associados	Marcos Lobo de Freitas Levy
Correia da Silva Advogados	Rodrigo Alberto Correia da Silva
Fialdini Einsfeld Advogados	Pedro Fialdini, Alexandre Einsfeld, Joaquim Queiroz
TozziniFreire Advogados	Elysangela de Oliveira Rabelo, Marco Aurélio Torronteguy
HIGHLY RECOMMENDED	
Dannemann Siemsen Advogados	Gustavo de Freitas Moraes, Joaquim Eugênio Goulart, Eduardo da Gama Camara Junior
Demarest Advogados	Claudio de Oliveira Mattos, Camila Biral, Luciana Goulart Penteadó
Fukuma Advogados e Consultores Jurídicos	Patrícia Fukuma
Kasznar Leonardos - Intellectual Property	Anderson Ribeiro, João Vianna, Priscila Kashiwabara
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	This practice area at the firm consists of one partner
SPLAW - Spiewak Carneiro Barbosa Carvalho Maia Advogados	Benny Spiewak
RECOMMENDED	
Campos Mello Advogados	Terence Trennepohl
CGM Advogados	Bernadete de Figueiredo Dias
Daniel Law	Kene Gallois, Ricardo Nunes, Breno Akherman
Felsberg Advogados	Marianne Albers
KLA - Koury Lopes Advogados	Tiago Cortez, Paulo Prado, Karin Alvo
Machado, Meyer, Sendacz e Opice	Ana Karina de Souza, Gláucia Coelho
Trench Rossi Watanabe Advogados	Henrique Frizzo, Flavia Vasconcelos, Marcela Trigo

KESTENER, GRANJA & VIEIRA ADVOGADOS: LIFE SCIENCES LEADERS



Beatriz Kestener

Key figures: Beatriz Kestener, Rubens Granja and Fábio Alonso Vieira
Established: 2016

Track record: Leading life sciences team sought out by key pharmaceutical, health-care and medical devices companies for its strength in strategic dispute resolution and regulatory cases before the Brazilian Health Regulatory Agency (ANVISA) and the Ministry of Health. Noteworthy experience representing clients in sector-related product liability, clinical trials and public tenders.

Team & differentiation: With headquarters in São Paulo, the firm's renowned life sciences group consists of three partners and six associates. Key clients include multinational heavyweights such as Roche, Pfizer and Shire. Led by M&A partner Fábio Alonso, the firm's startups department frequently advises healthtechs and agritechs on all stages of their business lifecycle.



TELECOMMUNICATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Mundie e Advogados	Elinor Cotait, Ana Claudia Beppu, Beatriz França, Enrico Romanielo, Diego Herrera
EXCELLENT	
Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados	Floriano de Azevedo Marques Neto, Eduardo Augusto de Oliveira Ramires
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	This practice area at the firm consists of three partners
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Mateus Piva Adami
Rolim, Viotti & Leite Campos Advogados	Rodrigo Azevedo Greco, Ticiane Moraes Franco
Sundfeld Advogados	Carlos Ari Sundfeld, Jacintho Arruda Câmara
HIGHLY RECOMMENDED	
Bialer Falsetti Associados	Ana Paula Bialer
BMA - Barbosa, Müssnich, Aragão	Eduardo Hayden Carvalhaes Neto
KLA - Koury Lopes Advogados	Karin Alvo, Guilherme Ieno
MMA - Melchior, Micheletti e Amendoeira Advogados	Silvia Melchior
RECOMMENDED	
Demarest Advogados	Renato Poltronieri, Tatiana Campello
Pinheiro Neto Advogados	Raphael de Cunto
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Frederico Buosi, Patricia Barbosa



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CHILE



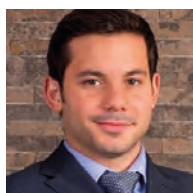
PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Carey	Francisco Carey
Sargent & Krahn	Juan Pablo Egaña
2 Johansson & Langlois	Felipe Langlois
Villaseca Abogados	Eduardo Molina V.
EXCELLENT	
Albagli Zaliasnik	Eugenio Gormaz
Alessandri	Rodrigo Velasco, Santiago Ortuzar
Beuchat - Barros & Pfenniger	Andrés Melossi
Clarke Modet & co	Gresly Marcano
Covarrubias & Cia	Arturo Covarrubias
Porzio Rios García	Cristóbal Porzio
Silva	Francisco Silva, Rodrigo León
HIGHLY RECOMMENDED	
Claro & Cia	Felipe Claro
Jarry IP	Magdalena Barros
Llovet IP	Raúl Llovet
RECOMMENDED	
Baker McKenzie	Valentina Venturelli
Cooper & Cia	Rodrigo Cooper
De la Barra, Ernst & Siebel	Patricio de la Barra
Dellafiori	Mauro Dellafiori, Enrique Dellafiori
Garay IP	Jorge Garay Perez
Magliona Abogados	Claudio Magliona
Larrain & Asociados	Pablo Ruíz Tagle
Puga IP	Juan Enrique Puga
Puga Ortíz	Cristián Mir Balmaceda
Sáenz de Santa María Abogados	José Manuel Urenda
Shen Contreras Reyes (SCR Abogados)	Juan Francisco Reyes

DELLAFIORI: DELIVERING A PERSONALIZED, EXCLUSIVE AND EFFICIENT SERVICE



Mauro Dellafiori

Key figures: Mauro Dellafiori, Daniel de Santiago, Enrique Dellafiori
Established: 1986

Track record: For over 30 years the firm has dedicated itself to providing services in the area of intellectual property including trademarks, patents, domain names, drawings and industrial designs, utility models, copyright and related rights, trade secrets, internet, contractual issues, new technologies, data protection and other related matters. Clients include Empresas Carozzi.

Team & differentiation: The team's expertise in IP and IP related matters covers the food, wine, agriculture, technology and the fashion industries. Partner Mauro Dellafiori leads the litigation department of the firm, participating in a large number of trials before the trademark office in Chile and hearings before the Industrial Property Tribunal and the Supreme Court.

COVARRUBIAS & CÍA – EXTENSIVE EXPERIENCE IN PATENT AND COPYRIGHT ISSUES



Arturo Covarrubias

Key figure: Arturo Covarrubias
Established: 2010

Track record: The firm's main focus is IP filing, prosecution and enforcement of patents, trademarks, internet domain names and copyright. The firm represented Westrock and RTS Packaging in the protection of a patent which covered a partition designed to protect several independent products. Clients include Monsanto, Novartis, Kia Motors and Virbac.

Team & differentiation: The team has 20 professionals including lawyers, biologists, chemists, engineers, designers and paralegals, all with deep knowledge of foreign and domestic regulations of IP, copyright, technologies, privacy and media. Founding partner Arturo Covarrubias has experience in patents, industrial property litigation and copyright issues.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Albagli Zaliasnik	Eugenio Gormaz
Carey	Guillermo Carey, Francisco Carey
Villaseca Abogados	Sergio Amenábar, Eduardo Molina
EXCELLENT	
Alessandri	Rodrigo Velasco, Santiago Ortúzar
Covarrubias & Cía	Arturo Covarrubias
Johansson & Langlois	Andrés Echeverría
Sargent & Krahn	Juan Pablo Egaña
HIGHLY RECOMMENDED	
Claro & Cía	Felipe Claro
Beuchat - Barros & Pfenniger	Andrés Melossi
Jarry IP	Magdalena Barros
Larrain & Asociados	Pablo Ruiz-Tagle, José Baraona
Magliona Abogados	Nicolás Yuraszcek
Porzio Ríos García	Hernán Ríos, Cristobál Porzio
Sáenz de Santa María Abogados	José Manuel Urenda
Silva	Andrés Grunewaldt

MARINOVIC Y CIA ABOGADOS: A TALENTED TEAM WITH A STRONG ENFORCEMENT & ANTI-PIRACY PRACTICE



Antonio Marinovic

Key figures:
Antonio Marinovic and
Luis Olmedo
Established: 1987

Track record: The firm's anti-piracy department is known to be one of the most effective in the country. The firm represents leading worldwide companies such as Puma, Nike, Adidas, Converse, Epson, Canon and Kyocera. They've also acted for members of the film industry in the protection of their associated merchandising, doing so for Disney, Warner, DC Comics and Marvel.

Team & differentiation: Intellectual property is the firm's core practice, specifically trademarks and copyright. Its expertise includes the implementation of anti-piracy campaigns in the most diverse industries. Founder Antonio Marinovic has more than 30 years' experience. He assisted the National Congress with the modification of copyright and trademark laws.



PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Sargent & Krahn	Juan Pablo Egaña
2 Villaseca Abogados	Max Villaseca
EXCELLENT	
Díaz Wiechers	Juan Alberto Díaz
Paiva & Cia	Gabriela Paiva
Shen Contreras Reyes (SCR Abogados)	Juan Francisco Reyes
HIGHLY RECOMMENDED	
Alessandri	Rodrigo Alessandri, Francesca Rodríguez
Araya & Cía	Matías Araya
Beuchat - Barros & Pfenniger	Andrés Melossi
Cooper & Cia	Rodrigo Cooper
Covarrubias & Cia	Arturo Covarrubias
Dellafiori Abogados	Daniel de Santiago
Johansson & Langlois	Felipe Langlois, Flavio Belair
Larrain & Asociados	Pablo Ruíz Tagle
Moretic Contreras & Cia Abogados	Álvaro Contreras, Jorge Echevarría
Porzio Rios García	Cristóbal Porzio

ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Marinovic y Cia	Antonio Marinovic
CMS Carey & Allende	Matias Somarriva
EXCELLENT	
Albagli Zaliasnik	Oscar Molina, Gabriel Zaliasnik
Carey	Francisco Carey
HIGHLY RECOMMENDED	
Alessandri	Rodrigo Velasco, Santiago Ortúzar
Beuchat - Barros & Pfenniger	Andrés Melossi
Dellafiori	Enrique Dellafiori, Mauro Dellafiori
Garay IP	Jorge Garay Perez
Johansson & Langlois	Max Montero
Mackenna, Irarrázaval, Cuchacovich & Paz	Rodrigo Marré
Porzio Rios García	Cristóbal Porzio
Puga Ortíz	Cristián Mir Balmaceda
Sargent & Krahn	Alfredo Montaner
Silva	Andrés Grunewaldt



TECHNOLOGY & DIGITAL SERVICES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Alessandri	Rodrigo Velasco Alessandri
Carey	Guillermo Carey, Paulina Silva
Sargent & Krahn	Rodrigo Lavados
2 Magliona Abogados	Claudio Magliona M., Nicolás Yuraszcek
EXCELLENT	
Gutierrez & Arrieta	Raúl Arrieta Cortés
Jijena & Cia	Renato Jijena Leiva
Silva	Rodrigo León
Valencia & Cia Abogados	Lorena Donoso
HIGHLY RECOMMENDED	
Albagli Zaliasnik	Oscar Molina
Alster Legal	Andrés Jara
Barros & Errázuriz	José Ignacio Ovalle
Bofill Mir & Álvarez Jana Abogados	Guillermo de la Jara
Claro & Cia	Felipe Claro
RECOMMENDED	
Bordoli Doren	Carla Bordoli
CMS Carey & Allende	Diego Rodríguez
Estudio Jurídico Otero	Macarena López
Morales & Besa	Edmundo Varas
Palma & Palma Abogados	Pablo Palma Calderón
Pereira Covarrubias Montes	Rafael Covarrubias
Porzio Rios García	Marcelo Correa, Cristóbal Porzio
Quiroz Abogados	Hernán Quiroz Valenzuela
Villaseca Abogados	Max F. Villaseca M.
Quiroz Abogados	Hernán Quiroz Valenzuela
Villaseca Abogados	Max F. Villaseca M.

TELECOMS

NEW RANKING

Best Law Firms

FIRM	KEY FIGURES
EXCELLENT	
Barros & Errázuriz	Jose Ignacio Ovalle, José Tomás Errázuriz
Bofill Mir & Álvarez Jana Abogados	Octavio Bofill
Carey	Guillermo Carey, Alfonso Silva
Ferrada Nehme	Stella Muñoz, Nicole Nehme
HIGHLY RECOMMENDED	
Cariola Diez Perez Cotapos	Rodrigo Lavados
Guerrero Olivos	Eduardo Cordero, Juan Enrique Allard
Philippi Prietocarrizosa Ferrero DU & Uría	Eduardo Escalona
RECOMMENDED	
Baker McKenzie	Diego José Ferrada
CMS Carey & Allende	Ramón Valdivieso
Magliona Abogados	Claudio Magliona
Prieto Abogados	Mario Gorziglia
Silva	Rodrigo León

MAGLIONA ABOGADOS: FULL UNDERSTANDING OF TECHNOLOGY AND INTELLECTUAL PROPERTY



Claudio Magliona

Key figures: Nicolás Yuraszcek and Claudio Magliona
Established: 2007

Track record: The firm advises important telecoms companies, software and technologies producers, internet services providers and other enterprises that require protection for intangible assets such as databases. Important areas of specialization are data processing platforms, electronic contracts and IT crime. Their client roster includes Google, Pfizer, Airbnb, Netflix and Falabella.

Team & differentiation: The firm has a team of nine experts specializing in the protection of cutting-edge technologies and the intellectual and industrial property of clients. Partner Claudio Magliona has extensive experience in IT law, telecoms, intellectual and industrial property and entertainment law, including licensing and software development agreements and data protection.



Intellectual
Property
Owners
Association

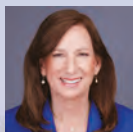
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24 - 26 SEPTEMBER 2019
TUESDAY - THURSDAY
MARRIOTT MARQUIS
WASHINGTON DC

KEYNOTE SPEAKERS



António Campinos
President | European Patent Office



Cathy Engelbert
CEO | Deloitte



Hon. Andrei Iancu
Under Secretary of Commerce for
Intellectual Property and Director
U.S. Patent and Trademark Office

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Cavelier Abogados	Andrés Rincón
Clarke Modet & Co	Carolina Daza
Olarte Moure & Asociados	Carlos Olarte
EXCELLENT	
Baker McKenzie	Juan Pablo Concha Delgado
Brigard & Castro	Juan Pablo Cadena
Gómez-Pinzón	Mauricio Jaramillo
Lloreda Camacho & Co	Ana María Castro Wey, Alicia Lloreda
Posse Herrera Ruiz	Helena Camargo, Mónica Bonnett
HIGHLY RECOMMENDED	
Dentons Cárdenas & Cárdenas	Luz Helena Adarve, Juanita Acosta
Pinzón Pinzón & Asociados	Mauricio Pinzón Pinzón
Triana Uribe & Michelsen	Fernando Triana, Andrés Medina, Marcela Gomez
Wolf Mendez Abogados Asociados	Mónica Wolf, Jesús Méndez
RECOMMENDED	
BBS Barrios Montenegro Abogados	Myriam Montenegro
Castellanos & Co	Margarita Castellanos
Cuesta & Asociados	Juan carlos Cuesta
Holland & Knight	Danilo Romero Raad
Humberto Rubio & Cia	Humberto Rubio, Felipe Rubio
Marquez Robledo	Santiago Marquez
MDE Intellectual Property	Clemencia Delgado Villegas, Patricia Delgado Del Sordo
Vera Abogados	Jorge Vera

OLARTEMOURE: TOP-NOTCH IP EXPERTISE



Carlos Olarte

Key figures:
Carlos Olarte and Juan
Moure
Established: 2003

Track record: The firm handles a wide range of patent mandates, prosecution and litigation matters as well as licensing and anti-piracy issues. Its lawyers provide entertainment and clearance advice for important movie producers in the country. Their client list includes Grupo Nutresa, Merck, Boehringer Ingelheim, Pfizer and Novartis.

Team & differentiation: The patent team is the largest in Colombia. Its experienced litigators obtain great results. Partner Carlos Olarte focuses on patent prosecution and litigation, including strategic planning for the protection and value assessment of new technologies. Juan Moure has a reputation for his knowledge of IP matters.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Juan Pablo Concha Delgado
Brigard & Castro	Juan Pablo Cadena, Martín Torres Cardozo
Cavelier Abogados	Luz Clemencia de Páez, Andrés Rincón
Olarte Moure & Asociados	Carlos Olarte, Juan Moure
EXCELLENT	
Gómez-Pinzón	Mauricio Jaramillo
Lloreda Camacho & Co	Alicia Lloreda
Philippi Prietocarrizosa Ferrero DU & Uría	Mauricio Patiño
Posse Herrera Ruiz	Helena Camargo, Mónica Bonnett
Triana Uribe & Michelsen	Fernando Triana, Sandra Avila, Sandra Méndez
HIGHLY RECOMMENDED	
BBS Barrios Montenegro Abogados	Myriam Montenegro
Castellanos & Co	Ximena Castellanos, Margarita Castellanos
Clarke Modet & Co	Carolina Daza
CMS Rodriguez Azuero	Karl Mutter
Dentons Cárdenas & Cárdenas	Luz Helena Adarve, Juanita Acosta
Holland & Knights	Danilo Romero Raad
Marquez Robledo	Santiago Marquez, María Alejandra Ahumada
RECOMMENDED	
Pinzón Pinzón & Asociados	Mauricio Pinzón Pinzón
Vera Abogados	Jorge Vera
Wolf Mendez Abogados Asociados	Mónica Wolf, Jesús María Méndez



LIFE SCIENCES: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Aristizabal & Jimenez	Ruby Aristizábal
Lloreda Camacho & Co	Ana María Castro
HIGHLY RECOMMENDED	
Aristizabal Abogados	Ricardo Aristizabal
Brigard & Castro	Juan Pablo Cadena, María Fernanda Castellanos
Cavelier Abogados	Andrés Rincón
Gómez-Pinzón	Andrea Pieschacon
Olarte Moure & Asociados	Carlos Olarte
Raisbeck & Castro	Natalia Castro
RECOMMENDED	
Arias Fajardo Abogados	Rubiela Arias de Fajardo
Baker McKenzie	Juan Pablo Concha
CMS Rodriguez Azuero	Karl Mutter
Holland & Knight	Danilo Romero Raad
Posse Herrera Ruiz	Helena Camargo, Mónica Bonnett*
Químicos farmaceuticos Abogados	Libardo Cárdenas Giraldo
Triana Uribe & Michelsen	Fernando Triana, Marcela Gómez

*Senior Associate

ARISTIZABAL ABOGADOS: TOP QUALITY ADVICE



Ricardo Aristizabal

Key figure: Ricardo Aristizabal
Established: 2006

Track record: The firm specializes in carrying out all the registration processes for its clients' products and in assisting them on any regulatory matter and licensing issue. The firm advises multinational companies from the food industry such as Mars Incorporated, Campbell Soup Company, Ocean Spray, Diana Pet Food, Nature's Bounty and Altipal SAS.

Team & differentiation: Main partner Ricardo Aristizabal has proven record advising on regulatory life sciences matters. The team also has other three lawyers, a chemical pharmacist, a food engineer and a veterinarian. They focus on giving advice to companies on all the matters related with healthcare law proceedings carried out before national authorities.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Juan Pablo Concha Delgado
Wolf Mendez Abogados Asociados	Mónica Wolf, Jesús María Méndez
EXCELLENT	
Atoz Legal Consulting	Andrés Zapata
Cavelier Abogados	Eduardo Varela
Dentons Cárdenas & Cárdenas	Luz Helena Adarve
Estrategia Jurídica	Claudette Vernot
Posse Herrera Ruiz	Helena Camargo, Mónica Bonnett
Triana Uribe & Michelsen	Fernando Triana
HIGHLY RECOMMENDED	
BBGS Barrios Montenegro Abogados	Myriam Montenegro
Brigard & Castro	Juan Pablo Cadena
CMS Rodriguez Azuero	Karl Mutter
Gómez-Pinzón	Mauricio Jaramillo
Holland & Knight	Danilo Romero Raad
Muñoz Abogados	Diego Muñoz
Olarte Moure & Asociados	Juan Moure

*Asociate Director

DATA PROTECTION & PRIVACY

Best Law Firms

The firms are listed alphabetically within each band

FIRM	KEY FIGURES
EXCELLENT	
Baker McKenzie	María Carolina Pardo Cuéllar
Bermudez Durana Asociados	José Alejandro Bermudez
Dentons Cárdenas & Cárdenas	Luz Helena Adarve, Juanita Acosta
CMS Rodríguez Azuero	Lorenzo Villegas Carrasquilla
HIGHLY RECOMMENDED	
Data & Tic	Rafael Gamboa Bernate
Garrigues Colombia	José Miguel de la Calle
Gómez-Pinzón	Mauricio Jaramillo
Marquez Barrera Castañeda Ramirez (MBCR)	Natalia Barrera Silva, Pablo Marquez
Vanegas Morales	Stella Vanegas
RECOMMENDED	
Alzate & Asociados Asesores Jurídicos	Juan Pablo Alzate Ospina
DLA Piper Martinez Beltrán	María Claudia Martinez*
Marquez Robledo	Santiago Marquez
Marrugo Rivera & Asociados	Iván Dario Marrugo
Olarte Moure & Asociados	Carlos Olarte
Peña Mancero	Daniel Peña
Triana Uribe & Michelsen	Juan Pablo Triana

*Associate Director



TECHNOLOGIES, INTERNET & TELECOMMUNICATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Brigard & Urrutia	Sergio Michelsen
HIGHLY RECOMMENDED	
Baker McKenzie	María Carolina Pardo
BBGS Barrios Montenegro Abogados	Luis Felipe Barrios
CMS Rodriguez Azuero	Lorenzo Villegas
Gómez-Pinzón	Mauricio Jaramillo, Andrés Fernandez
LLoreda Camacho & Co	Gustavo Tamayo Arango
Marquez Barrera Castañeda Ramirez (MBCR)	Natalia Barrera Silva, Pablo Marquez
RECOMMENDED	
Durán Osorio Abogados	Carlos Andrés Sanchez
Esguerra Asesores Jurídicos	Alfonso Miranda Londoño
Tovar Fajardo & Asociados Abogados	Alfredo Fajardo, Felipe Tovar
STRONG EXPERTISE	
Dentons Cardenas & Cardenas	Luz Helena Adarve
Marrugo Rivera & Asociados	Iván Dario Marrugo
Peña Mancero	Daniel Peña
Triana Uribe & Michelsen	Juan Pablo Triana



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IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Bustamante & Bustamante	José Rafael Bustamante, Roque Bernardo Bustamante, Carmen Robayo
CorralRosales	Maria Cecilia Romoleroux, Francisco Gallegos
Fabara & Compañía	María Rosa Fabara, Pablo Fabara
Falconi Puig Abogados	Carlos Alberto Arroyo, Sasha Mandakovic
Meythaler & Zambrano	José Meythaler, Margarita Zambrano
PBP - Pérez Bustamante & Ponce	Francisco Pérez- Gangotena
HIGHLY RECOMMENDED	
Bermeo & Bermeo	Pablo Bermeo Andrade, Rodrigo Bermeo Rosales
Julio C. Guerrero B.	Johana Aguirre Guerrero
Paz Horowitz Abogados	Bruce Horowitz, Byron Robayo, César Molina
Quevedo & Ponce Estudio Jurídico	Alejandro Ponce Martínez
Romero Corral	Margarita Romero, Alfredo Corral
Solines & Asociados	Juan Carlos Solines, Pablo Solines
RECOMMENDED	
Arocmena Burbano & Asociados	Flavio Arocmena Burbano
Barzallo Abogados	Esteban Riofrío, Jose Luis Barzallo
Ferrere	Pedro Córdova
Legacy Soluciones Legales	Juan Pablo Serrano
Lexim Abogados	María de los Angeles Lombeyda
Lexvalor Abogados	Hernán Ponce
Tobar ZVS Spingarn	Bernardo Tobar

FABARA & CIA ABOGADOS: LONGSTANDING REPUTATION IN IP



María Rosa Fabara

Key figures: María Rosa Fabara and César Molina
Established: 2003

Track record: Fabara has a very strong IP practice and is one of the major full-service law firms in Ecuador. The firm covers matters related to portfolio management, competition, patent infringement, trademark prosecution, IP litigation and plant variety protection. The firm is representing Direct TV in a nullity action regarding alleged trademark infringement.

Team & differentiation: The firm's lawyers have a recognized IP expertise and are respected in patents registering and litigation. Founding partner María Rosa leads the most significant IP cases and has a very strong reputation in Ecuador and abroad. The team regularly advises on software licenses and medical patents for clients in the telecoms, retail and pharmaceutical industries.

PAZ HOROWITZ: CREATIVE AND CUTTING-EDGE IP AND IT LEGAL WORK



Byron Robayo

Key figures: Byron Robayo, Bruce Horowitz and César Molina

Established: 1991

Track record: Byron Robayo, who leads the IP team, has advised the World Intellectual Property Organization (WIPO), the Ecuadorian IP Office, and the local Swiss and US Embassies in IP related matters. The IP team produces creative, cutting-edge legal work, such as the first sound mark registration in South America and the world's first registration of a tactile trademark.

Team & differentiation: The IP team has three partners with broad experience in intellectual property, technology transfer and protection of intangible assets. Bruce Horowitz, one of the founders, has more than 30 years' experience in the field while Byron Robayo and César Molina have 12 and 34 years' experience respectively. The team includes associates, paralegals and a chemist.



PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Fabara & Compañía	María Rosa Fabara
Tobar ZVS Spingarn	Álvaro Sevilla, Oscar Vela
EXCELLENT	
CorralRosales	Maria Cecilia Romoleroux, Francisco Gallegos
Falconi Puig Abogados	Carlos Alberto Arroyo del Río
Neidl & Asociados	Andrew Neidl
PBP - Pérez Bustamante & Ponce	Francisco Pérez-Gangotena, Luis Marin-Tobar

ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Luzuriaga & Castro	Gonzalo Luzuriaga
EXCELLENT	
CorralRosales	Eduardo Rios, Maria Cecilia Romoleroux, Francisco Gallegos
Tobar ZVS Spingarn	Alfonso Rivera, Oscar Vela
HIGHLY RECOMMENDED	
Bustamante & Bustamante	Carmen Robayo
Falconi Puig Abogados	Sasha Mandakovic, Cecilia Falconi
PBP - Pérez Bustamante & Ponce	Francisco Pérez-Gangotena, Luis Marin-Tobar
Quevedo & Ponce Estudio Jurídico	Alejandro Ponce Martínez, Ernesto Guarderas Izquierdo
RECOMMENDED	
Bermeo & Bermeo	Rodrigo Bermeo Andrade
Fabara & Compañía	Maria Rosa Fabara, Pablo Fabara
Meythaler & Zambrano	Margarita Zambrano

LUZURIAGA & CASTRO: PIONEER IN ENFORCEMENT AND ANTI-COUNTERFEITING ACTIONS IN ECUADOR



Gonzalo Luzuriaga

Key figure: Gonzalo Luzuriaga
Established: 2004

Track record: Luzuriaga has a huge list of important brands from the most diverse sectors which entrust it with the protection of their rights. These include Nike Innovate Inc., Tommy Hilfiger Inc., Epsom Kabushiki Kaisha, Honda Motor Co. Ltd and Levi Strauss & Co. In 2006 Luzuriaga & Castro Abogados obtained the first criminal judgment against an IP lawbreaker.

Team & differentiation: The team, led by Gonzalo Luzuriaga, focuses on IP matters but mainly deals with enforcement and anticounterfeiting actions. Luzuriaga was the leading attorney before the Ecuadorian Constitutional Court in cases where destruction of counterfeited goods were declared and later confirmed as "legal." He is recognized by peers as a leader in handling these issues.

CORRALROSALES: ENCOMPASSES EVERY FACET OF IP LAW



Maria Cecilia Romoleroux

Key figures: Maria Cecilia Romoleroux, Francisco Gallegos and Gabriel Kuri
Established: 1975

Track record: CorralRosales represents Ecuadorian companies and multinationals of all sizes and from a wide spectrum of industries. Its stellar list of clients comprises many of the world's leading companies such as The Coca-Cola Company (USA), America Movil (Mexico), Novartis (Switzerland), AstraZeneca (UK), Televisa (Mexico), Ferrero (Italy) and Louis Vuitton (France).

Team & differentiation: The firm is particularly dedicated to prosecution and enforcement, but is also involved in substantial trademark litigation and contentious matters. It also houses a dynamic life-sciences practice that has made a name for itself within the firm's patent group. The firm has a patent and design mark database in Ecuador, which provides a significant advantage to clients.



TMT

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Barzallo Abogados	Jose Luis Barzallo
Solines & Asociados	Juan Carlos Solines, Pablo Solines
EXCELLENT	
Bustamante & Bustamante	Carmen Robayo
CorralRosales	Xavier Rosales
Falconi Puig Abogados	Carlos Alberto Arroyo
Paz Horowitz Abogados	Byron Robayo, Bruce Horowitz, César Molina
Tobar ZVS Spingarn	Álvaro Sevilla, Alfonso Rivera
HIGHLY RECOMMENDED	
Bermeo & Bermeo	Rodrigo Bermeo Andrade
Cevallos, Casals, Balseca & Bilbao Abogados	Daniela Cevallos Casals
Fabara & Compañía	Maria Rosa Fabara, Andrés Becdach
Legaltech Asesores & Consultores	Janette Colamarco
PBP - Pérez Bustamante & Ponce	Francisco Pérez-Gangotena

BARZALLO ABOGADOS: IN-DEPTH EXPERTISE IN TELECOMS & IT



José Luis Barzallo

Key figures: José Luis Barzallo and Esteban Riofrio
Established: 1995

Track record: The firm is a pioneer in advisory services relating to IT law. It led preparation for the Ecuadorian Electronic Commerce Law, coordinating the project in the National Congress. It also advised important technology corporations and technology business matters for their clients. The firm's client list includes Sopron, Fedeseg, Banco Guayaquil, Health Digital.

Team & differentiation: The team has strong expertise in the IT field, dealing with international and national information, telecoms, competition, litigation, e-commerce and consumers. Partner José Luis Barzallo is recognized by peers for his expertise in technology and telecoms matters.

CEVALLOS, CASALS, BALSECA & BILBAO ABOGADOS: SMALL FIRM WITH TOP-NOTCH CASES AND CLIENTS



Daniela Cevallos Casals

Key figure: Daniela Cevallos Casals
Established: 2015

Track record: Despite its size, CCB&B Abogados has been involved in important telecoms and technology cases. In 2018, the firm represented its clients on administrative contracts for more than \$120 million. Among its clients are Ciber (a leading provider of Cisco solutions for Ecuador, Colombia and Central America) and ZTE Corporation (a Chinese state-owned telecoms supplier present in more than 160 countries).

Team & differentiation: Daniela Cevallos Casals leads the telecoms, technology and media practice. Before launching the firm, Daniela was both general legal counsel and regional legal counsel for Central America, the Caribbean countries and Ecuador both for Huawei. These experiences allow her to better understand the needs of clients and anticipate the business risks and stakes.

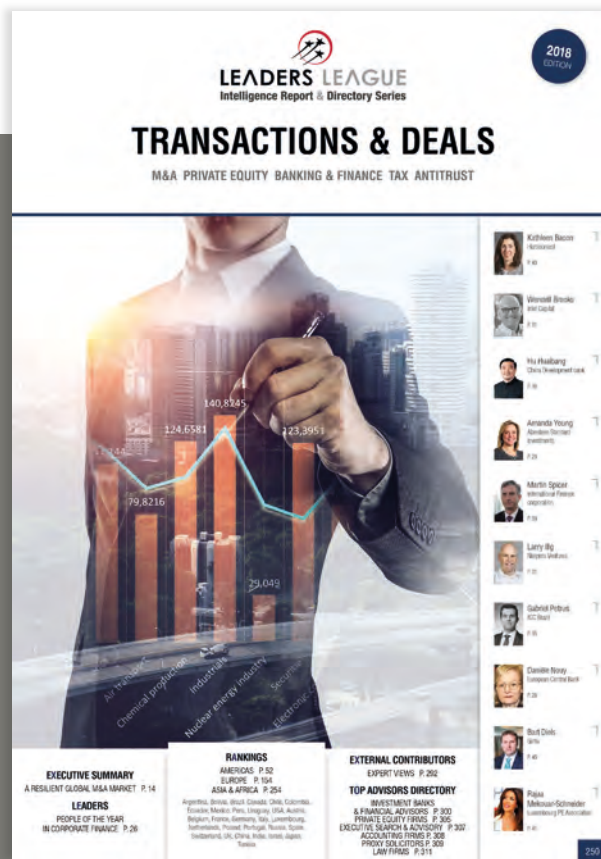


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PERU

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Barreda Moller	Alfredo Barreda, Fernando Barreda
2 Estudio Colmenares & Asociados	María del Carmen Arana, Susana Zea
Clarke Modet & C°	Ana Teresa Barreto
EXCELLENT	
Allende & Garcia Abogados	Dafne Ramos
Espinosa Bellido Abogados	Francisco Espinosa Reboa
Estudio Muñiz	Bruno Merchor
Estudio Echeopar -Member of Baker McKenzie International	Luis Alonso García Muñoz-Najar
HIGHLY RECOMMENDED	
Fernández-Dávila & Bueno	Carlos Fernández-Dávila
Kresalja IP	Marcela Robles, Rosa María Kresalja
Mertz Peru	Claudia Fernandini, Stephany Soto
Valencia Law Office	Alfredo Valencia
RECOMMENDED	
Barlaw - Barrera & Asociados	Adriana Barrera
BRDA Abogados	José Barreda, Gonzalo Barreda, Gisella Barreda
Carolina Oré Gomez & Asociados	Alexander Trujillo
Osterling Abogados	Arturo Tello
Pierola & Asociados	José de Pierola
Thorne Echeandia & Lema Abogados	Alvaro Echeandia Bustamente, Ana Navarro
VALUABLE PRACTICE	
CMS Grau	Maria Delia Oxley
Diez Canseco Competencia & PI	Juli Gutierrez, Luis Diez Canseco
Estudio Olaechea	Mónica Germany
Pacon & Schiantarelli	Juan Pablo Schiantarelli
Rodrigo Elías & Medrano Abogados	María del Carmen Alvarado, Héctor Álvarez

BARREDA MOLLER: THE LARGEST IP FULL-SERVICE FIRM IN PERU



Alfredo Barreda

Key figures: Alfredo Barreda, Fernando Barreda, Micaela Mujica, Carlos Auza and Marcela Escobar
Established: 1940

Track record: Barreda Moller operates in all areas of the IP universe: trademarks, patents and copyright matters. The firm was in high demand for oppositions and annulments last year. Among its clients we find major brands from de luxury goods and fashion world, pharmaceuticals, and entertainment and consumer companies such as Kimberly-Clark, Merck and McDonalds.

Team & differentiation: In 2018 the team witnessed several important promotions as Micaela Mujica, Carlos Auza and Marcela Escobar all became partners. The team now has five partners and 16 associates. The firm also boasts a number of in-house engineers and translators. Partners Alfredo and Fernando Barreda have considerable experience in a wide range of areas in IP.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Estudio Muñiz	Bruno Merchor
EXCELLENT	
Barreda Moller	Fernando Barreda, Alfredo Barreda
Clarke Modet & C°	Ana Teresa Barreto, Jimena Ugarte
Estudio Colmenares & Asociados	Maria del Carmen Arana
Estudio Echeopar -Member of Baker McKenzie International	Luis Alonso García Muñoz-Nájar
Fernández Dávila & Bueno Abogados	Carlos Fernández Dávila
HIGHLY RECOMMENDED	
Allende & Garcia Abogados	Dafne Ramos
Espinosa Bellido Abogados	Francisco Espinosa Reboa
Mertz Peru	Claudia Fernandini
Pacon & Schiantarelli	Juan Pablo Schiantarelli

NEW RANKING

PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Arturo Diaz & Asociados	Arturo Diaz
Barlaw - Barrera & Asociados	Medalith Albarracin
Barreda Moller	Katia Armejo
Clarke Modet & Co	Jimena Ugarte, Alvaro Arias, Cynthia Huaman
Estudio Colmenares & Asociados	Maria del Carmen Arana
Mertz Peru	Claudia Fernandini, Stephany Soto



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Barlaw - Barrera & Asociados	Adriana Barrera
2 Casahierro Abogados	Javier Duany García
EXCELLENT	
Barreda Moller	Alfredo Barreda, Fernando Barreda
Estudio Colmenares & Asociados	María del Carmen Arana
Estudio Muñiz	Piero Calderon Oliva
HIGHLY RECOMMENDED	
Arturo Diaz & Asociados	Arturo Diaz
Kresalja IP	Rosa Maria Kresalja
Osterling Abogados	Ximena Souza Ferreira
Ugarteche & Di Censo	Ruben Ugarteche, María Di Censo

BARLAW BARRERA & ASOCIADOS: A TALENTED IP TEAM WITH HIGH QUALITY STANDARDS



Adriana Barrera

Key figures: Adriana Barrera and María Inés Herrera

Established: 2011

Track record: The firm is a leader in Peru when it comes to handling enforcement matters and has a strong trademark & copyright prosecution area. They handle IP litigation and matters related to retail, pharmaceutical, banking and entertainment law. They are in charge of the brand protection of several major multinational companies, including Procter & Gamble, Honda, Chanel.

Team & differentiation: The team is composed of 12 lawyers and several other qualified professionals (engineers, translators and paralegals). Partners Adriana Barrera and María Inés Herrera have a strong reputation for handling complex enforcement and trademark prosecution cases and IP litigation. The team also advises companies on data privacy, life science and patent law matters.

CASAHIERRO: EXPERTS IN ANTICOUNTERFEITING AND BRAND PROTECTION



Javier Duany

Key figures: Javier Duany and Jessica Ortiz

Established: 2009

Track record: The IP team is very active in anti-counterfeiting and brand protection representing national and international clients in various industry sectors, such as entertainment, digital, automotive and sports. The firm stands out for its high standards in the administration of trademark and patent portfolios, as well as in litigation, especially in the pharmaceutical and agrochemical sectors.

Team & Differentiation: The IP area has more than 80 years of experience. The team is led by Javier Duany, senior partner, and Jessica Ortiz, senior associate. They have developed a successful anticounterfeiting and brand protection program, including investigations, customs enforcements, market raids, online enforcement and trainings.

ESTUDIO MUÑIZ: ONE STOP SHOP FOR IP SERVICES



Marta Fernandez Pepper

Key figures: Marta Fernandez Pepper, Bruno Merchor and Piero Calderon
Established: 1981

Track record: Microsoft, Compagnie Gervais Danone and Bristol-Myers Squibb are among the department's clients. The team administers the sanitary registration portfolio for Beiersdorf and Saga Falabella. It represents important corporations in several trademark litigation cases. It recently handled a huge case relating to counterfeit Peru national soccer team jerseys.

Team & differentiation: Marta Fernandez Pepper, with more than 20 years of experience in the IP field, needs no introduction. She heads a department of four partners and six other lawyers. Bruno Merchor, former head of the Peruvian Patent Office, handles patent issues with the help of in-house engineers and chemists. Piero Calderón leads the Anticounterfeiting department.

Our analysis

**ESTUDIO COLMENARES & ASOCIADOS:
LONG-STANDING TRADITION OF HIGH-QUALITY IP SERVICES**

María del Carmen Arana

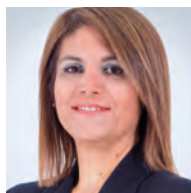
Key figures:

María del Carmen Arana,
Susana Zea,
Federico Gaviria and
Viviana Condori

Established: 1904

Track record: The firm's client roster includes important international law firms but also direct clients from diverse sectors such as Syngenta, Ab Tetra Pack, Allergan, BMW, Exxon Mobile, Mattel and Pernod Ricard. In 2018 FIFA entrusted the team with all its infringement cases. The firm also supports Católica University of Lima with the protection of their new inventions.

Team & differentiation: This boutique law firm has, for more than a century been devoted exclusively to IP protection, advice, surveillance and litigation. Two partners, two counsel, two associates and a total of almost 40 other lawyers work exclusively on IP issues. Beyond providing excellent service, the team grants pro-bono patent protection to nonprofit organizations, such as the International Potato Center.

CLARKE, MODET & CO PERU: THE STRENGTH OF AN INTERNATIONAL NETWORK WITH SOLID LOCAL PROFESSIONALS

Ana Teresa Barreto

Key figures:

Ana Teresa Barreto,
Jimena Ugarte,
José Marquis and
Gheira Mori

Established: 2002

Track record: With offices in ten countries, eight in Latin America, Spain and Portugal Clarke, Modet & Co advises a number of important national and international companies but also universities, research centers and startups. Its client list includes companies from industries such as pharmaceutical, biotech, distribution and retail, gastronomy, mining and manufacturing.

Team & differentiation: The Peruvian team is composed of legal, scientific and technical professionals, it has six highly skilled patent and trademark attorneys. General manager Ana Teresa Barreto has more than 17 years' experience in intellectual property and is an expert in unfair competition, advertising regulation and commercial law. Jimena Ugarte is the manager of legal and technical services.

**ESPINOSA BELLIDO ABOGADOS:
IP BOUTIQUE WITH A STRONG TRACK RECORD**

Francisco Espinosa Reboa

Key figure: Francisco Espinosa Reboa

Established: 1941

Track record: On Espinosa Bellido's client list we find Revlon, Sodimac, Grupo Bimbo, Grupo Elektra, Nautica Apparel and Bayer, among others. Other important clients are represented through international law firms the firm partners with. In 2018 it advised Abbvie Ireland Unlimited Company on a patent related matter. It is currently handling the trademark portfolio of FC Barcelona.

Team & differentiation: The team provides integral IP counsel including prosecution, registration, litigation and enforcement of trademarks, patents and copyrights. Senior partner Francisco Espinosa Reboa is very well known in the market for managing IP-related litigation, unfair competition, consumer law and advertising issues, with personal involvement or supervision in most matters.

KRESALJA IP: BOUTIQUE DEVOTED TO THE PROTECTION AND DEFENSE OF INTELLECTUAL PROPERTY

Rosa Maria Kresalja

Key figures:

Baldo Kresalja,
Rosa Maria Kresalja and
Marcela Robles

Established: 1972

Track record: The team has handled some of the most important IP litigation cases in the country in recent years. It successfully represented Embotelladora San Miguel del Sur in the case of the trademark G against Stokely Van Camp. Other clients include national companies such as Corporacion TDN SAC and Ferreycorp SAA, as well as international groups such as YPF, Bayer and Ferrero.

Team & differentiation: Founder Baldo Kresalja has more than 40 years' experience in IP and competition and is a reference point in legal doctrine and law schools. Managing partner Rosa Maria Kresalja has more than 15 years' experience. The team has four partners and four other lawyers, including Alysa Arcos and Roselina Liza who've worked for the Ecuadorian and Peruvian IP authorities respectively.

CAROLINA ORE GOMEZ & ASOCIADOS: TAILOR-MADE ADVICE

Alexander Trujillo

Key figures: Carolina Oré and Alexander Trujillo

Established: 2006

Track record: The firm provides integrated services related to intellectual property. Concerning patent and technology it carries out registration and litigation matters for companies and universities. In relation to trademark, distinctive sign, copyright and data protection matters the team manages the registration and litigation portfolios for companies from a range of sectors.

Team & differentiation: The team provides advice to public and private companies and universities with a multidisciplinary technical-legal team that advises on issues related to biotechnology, engineering, pharmaceuticals and mining. Partner Alexander Trujillo is member of the Inter-American Association of Intellectual Property (ASIPI) and is also a member of the firm's patent committee.

**CMS GRAU:
TMT AND IP PROTECTION IN GOOD HANDS**

Maria Delia Oxley

Key figures:

Maria Delia Oxley,
Ramon Huapaya and
Cecilia Kahn

Established: 1934

Track record: The firm has been active in IP issues and telecoms in addition to data protection, helping clients in their defense and adequacy regarding data protection laws. Key clients of the IP team include Saga Falabella, Tottus hypermarket, Unilever Andina and Copa Airlines. On the telecoms side Entel is a client and in data protection we find Google and Dream Corporation.

Team & differentiation: The IP team is led by Maria Delia Oxley, who has more than 20 years' experience in IP and competition. Ramon Huapaya, who was promoted to partner in early 2018, is well known for his expertise in administrative law and telecoms, while Cecilia Kahn is in charge of technology and data protection and privacy issues.



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Estudio Echeopar -Member of Baker McKenzie International	Teresa Tovar
Miranda & Amado Abogados	Luis Vinatea
Porto Legal	Jose Miguel Porto
Quiñones Alayza Abogados	María Teresa Quiñones
Rodrigo Elías & Medrano Abogados	Veronica Sattler, Maria del Rosario Quiroga
EXCELLENT	
Bullard Falla Ezcurrea Abogados	Eduardo Quintana, Alejandro Falla
CMS Grau	Ramon Huapaya
Diez Canseco Competencia & PI	Luis Diez Canseco, José Carlos Gonzales
Estudio Muñiz	Pierino Stucchi
Payet, Rey, Cauvi, Pérez Abogados	Carlos Patron, Gerardo Soto
HIGHLY RECOMMENDED	
De Bracamonte Haaker Castellares	David Ruiz
Estudio Olaechea	Martin Serkovic
Hernández & Cia	Enrique Cavero Safra
MOAR Abogados	Carlos Monteza
Niubox	Oscar Montezuma
Ontier	Jorde Baca-Alvarez
Zegarra & Schipper Abogados	Diego Zegarra

PORTO LEGAL: INNOVATIVE APPROACH TO TELECOMS, MEDIA AND TECHNOLOGY



José Miguel Porto

Key figure: José Miguel Porto
Established: 2014

Track record: The firm advised Global Star Peru on the procurement of landing rights regarding the sale of its satellite service and the commercial launch of mobile satellite services in Peru. This case represents a very important milestone as it is the first mobile satellite carrier based in Peru. It also advised Bitel on a major and complex regulatory case

Team & differentiation: The team is recognized for its expertise in telecoms and technology transactions. It is also active in the venture capital industry, assisting entrepreneurs with raising capital. Founding partner José Miguel Porto has extensive experience in the telecoms and IT industries, having held management positions at a national and international level.

ESTUDIO MUÑIZ: EXPERTISE IN TELECOMS, REGULATION AND COMPETITION LAW



Pierino Stucchi

Key figure: Pierino Stucchi
Established: 1981

Track record: Muñiz's data protection practice has clients from different sectors such as financial services, aviation and telecoms. The team advised Axesat Perú in a supervisory action initiated by Ospitel (the telecoms regulator), in order to verify the fulfilment of legal duties related to the commencement of operations of a concessions service and coverage plan. Clients includes British Telecom, Fox Network Group and Entel Perú.

Team & differentiation: The team is composed of one partner and twelve other lawyers working on the full spectrum of telecom, media and technology and personal data protection matters. Most of the team's members have worked in the public sector, either at Ospitel or the competition and consumer protection agency (Indecopi).



DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Estudio Echeopar -Member of Baker McKenzie International	Teresa Tovar
Estudio Muñiz	Pierino Stucchi
Hernández & Cia	Enrique Cavero
Niubox	Oscar Montezuma
Rodrigo Elías & Medrano Abogados	María del Carmen Alvarado
HIGHLY RECOMMENDED	
Allende & Garcia Abogados	Jorge Allende
Iriarte & Asociados	Erick Iriarte
Osterling Abogados	Fernando Allasi
Porto Legal	José Miguel Porto
Pacon & Schiantarelli	Juan Pablo Schiantarelli, Rosalina Susano
Revoredo.pe	Abel Revoredo
Zegarra & Schipper Abogados	Diego Zegarra
RECOMMENDED	
Barlaw - Barrera & Asociados	Adriana Barrera, Maria Ines Herrera
CMS Grau	Cecilia Kahn
Diez Canseco Competencia & PI	José Carlos Gonzáles
Philippi Prietocarrizosa Ferrero DU & Uría	Viviana Garcia

NIUBOX: A NEW CONCEPT IN LEGAL SERVICES



Oscar Montezuma

Key figure: Oscar Montezuma
Established: 2018

Track record: The team has been working on data protection and privacy issues, cybersecurity, public policies and regulatory matters. Its most relevant clients range from global big tech and Fortune 500 IT companies to leading tech startups. It is also developing programs and training for in-house legal teams focused on legal innovation and legal tech. A leading financial institution is already working with the practice.

Team & differentiation: A pioneer in technology law and data protection, in 2018 Oscar decided to quit the traditional law firm career to start his own firm: Niubox. Beyond having top-notch legal and tech skills, Niubox aims to be a leader in legal innovation and legal tech. The team has one partner, two associates and a counsel. Its entire back office is digitized.

ZEGARRA & SCHIPPER ABOGADOS: SOLID KNOWLEDGE IN TELECOMS AND IT LAW



Diego Zegarra Valdivia

Key figure: Diego Zegarra Valdivia
Established: 2015

Track record: Since 2015, the firm has provided its legal services to public and private entities, mainly in the area of personal data protection. Its client portfolio includes companies such as Banco BBVA Continental, Banco Cencosud, Banco Financiero, ENEL, OEFA, INDECOP, Caja Piura, Cencosud, ENOSA, Experian, Atento Peru, SEAL, Metro, Securitas, TASA and Infocore, among others.

Team & differentiation: The team is composed of one partner, two other lawyers and a systems engineer. Founding partner Diego Zegarra has solid knowledge in telecoms and IT law. The team advises on data protection regulation, compliance audits in personal data protection, privacy impact analysis and the registration of data banks, among others.

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INFORMATION & REGISTRATION:

IP related topics

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Corporate related topics

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URUGUAY

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Fernandez Secco & Asociados	Agustina Fernández Giambruno
Fischer Abogados	Mercedes Castells, Gustavo Fischer
Fox & Lapenne	Juan Lapenne, Victoria Fox
EXCELLENT	
Cikato Abogados	Mauro Marín, Matias Cikato
Ferrere	Agustín Mayer West
HIGHLY RECOMMENDED	
Bacot & Bacot	Oscar Bacot Silveira
Barbosa Caravia & Co	Nora Morgade, Carlos Ruiz Lapuente
Cervieri Monsuarez & Asociados	Natalia Paladino
Pittaluga Abogados	Martín Pittaluga
Vanrell Propiedad Intelectual Abogados	Juan Vanrell, Veronica Vanrell



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Cervieri Monsuarez & Asociados	Virginia Cervieri, Natalia Paladino
Ferrere	Agustín Mayer West
Fischer Abogados	Mercedes Castells, Gustavo Fischer
EXCELLENT	
Cikato Abogados	Mauro Marín, Matias Cikato
Fernandez Secco & Asociados	Gonzalo Fernandez Secco, Agustina Fernández Giambruno
Fox & Lapenne	Juan Lapenne, Victoria Fox
Vanrell Propiedad Intelectual Abogados	Juan Vanrell, Veronica Vanrell
HIGHLY RECOMMENDED	
Barbosa Caravia & Co	Nora Morgade, Carlos Ruiz Lapuente
Bacot & Bacot	Oscar Bacot
Dubourg	Andrés Gallo Dubourg
Jones & Cía	Hugo Esteves
Pittaluga Abogados	Martín Pittaluga

CERVIERI MONSUAREZ & ASOCIADOS: HIGHLY REGARDED IP PRACTICE



Virginia Cervieri

Key figures: Virginia Cervieri and Natalia Paladino
Established: 2009

Track record: The firm is very strong in anti-counterfeiting, copyright, trademark litigation and prosecution. It advised Adidas on a trademark case concerning the association of three stripes with the Adidas brand. Companies that entrust the firm include Chanel, Hugo Boss, Starbucks, Warner Bros and Procter, among others.

Team & differentiation: Partner Virginia Cervieri is experienced in enforcement and anti-counterfeiting issues. Natalia Paladino has been responsible for representing several clients in trade dress IP cases that set precedent in the country. Pablo Monsuarez brings valuable knowledge to issues such as licensing, technology transfer, litigation and marketing strategies.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Cervieri Monsuarez & Asociados	Virginia Cervieri, Natalia Paladino
EXCELLENT	
Cikato Abogados	Mauro Marín, Matias Cikato
Fischer Abogados	Mercedes Castells, Gustavo Fischer
Fox & Lapenne	Juan Lapenne, Victoria Fox
HIGHLY RECOMMENDED	
Bacot & Bacot	Oscar Bacot Silveira
Fernandez Secco & Asociados	Agustina Fernández Giambruno
Ferrere	Agustín Mayer West
Pittaluga Abogados	Martín Pittaluga
Vanrell Propiedad Intelectual Abogados	Juan Vanrell, Veronica Vanrell



EUROPE



BEST VENTURE CAPITAL FIRMS

The firms are listed alphabetically

FIRM	KEY FIGURES
83 North	Philip Chopin
360° Capital Partners	Fausto Boni, Francois Tison
Abingworth	Stephen Bunting
Accel Partners	Matt Weigand
Acton Capital Partners	Christoph Braun
Alven Capital	Guillaume Aubin, Charles Letourneur
Amadeus Capital Partners	Anne Glover, Hermann Hauser
Ardian Croissance	Laurent Foata, Alexis Saada
Atomico	Niklas Zennstrom, Chris Barnes
Balderton Capital	Bernard Liautaud
DN Capital	Nenad Marovac
Draper Esprit	Simon Cook
Early Bird Venture Capital	Christian Nagel, Hendrik Brandis, Roland Manger
Felix Capital	Frederic Court
Francisco Partners	Deep Shah, Matt Spetzler
Gimv	Koen Dejonckherre
Global Founders Capital	Ludwig Ensthaler
HealthCap	Bjorn Odlander
Idinvest Partner	Benoist Grossmann, Christophe Baviere
Index Ventures	Jan Hammer, Dominique Vidal
LSP (Life Science Partners)	Martin Kleijwegt
Mangrove Capital Partners	Mark Tluszczy, Hans-Jurgen Schmitz
Mosaic Ventures	Mike Chalfen, Toby Coppel, Simon Levene
NeoMed Management	Erik Amble, Claudio Nessi
Northzone Ventures	Bjorn Stray, Tellef Thorleifsson
Notion Capital	Stephen Chandler
Octopus Investments	Alisdair Seabright
Palomon Capital Partners	Louis Elson
Partech Venture	Omri Benayoun, Philippe Collombel, Jean-Marc Patouillaud, Romain Lavault
Piton Capital	Andrin Bachmann, Greg Lockwood
Point Nine Capital	Pawel Chudzinski, Christoph Janz
PrimeVentures	Sake Bosch
Rocket Internet	Oliver Samwer
RunaCapital	Serguei Beloussov, Dmitry Galperinm, Ilya Zubarev, Dmitry Chikhachev
SEP (Scottish Equity Partners)	Calum Paterson
Serena Capital	Philippe Hayat, Marc Fournier
Sofinnova Partners	Antoine Papiernik, Denis Lucquin
Spring Venture Group	Chris Giuliani
Summit Partners	Matthias G. Allgaier
Target Partners	Berthold von Freyberg
Truffle Capital	Patrick Kron, Bernard-Louis Roques
TVM Capital Life Science	Helmut M. Schuehler
Ventech	Alain Caffi, Jean Bourcereau, Claire Houry
Wellington Partners	Frank Boehnke, Christian Reitberger, Rolf Christof Dienst, Eric Archambeau
White Star Capital	Eric Martineau-Fortin



BELGIUM

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PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arnold & Siedsma	Nele D'Halleweyn, Maarten Nollen
De Clercq & Partners	Ann de Clercq, Liesbet Paemen
Gevers	Frank van Coppenolle, Samuel Denis
NLO	Caroline Pallard, Denis Canet, Jaap Mannaerts, Steven Sarlet
EXCELLENT	
Calysta	Ludivine Coulon
Denk IP	Davy Wauters, Kris Hertoghe
IPLodge	Michaël A. T. Beck, William Bird
Kirkpatrick	Emilie Blanche, Philippe de Diesbach
Pronovem	Joëlle Van Malderen, Eric Van Malderen
V.O.	Marco Molling, Annemie Jaeken
HIGHLY RECOMMENDED	
Abyoo	Christophe De Groote
BiiP	Marnix Moens
Brantsandpatents	Johan Brants
Cabinet Bede	Philippe Overath
Icosa Europa	Claire Verscheide
IP Hills	Axel Plas
LC Patents	Sara Reekmans
M.F.J. Bockstael	Krista De Clercq
Pecher & Partners	Nicolas Pecher

KIRKPATRICK: STRATEGIC ADVICE



Lidy-Anne Jeswiet – van Westenbrugge

Key figure: Lidy-Anne Jeswiet – van Westenbrugge

Established: 1852

Track record: Long-established in the Belgian market, Kirkpatrick is active in patents, trademarks, design, copyright and domain names, protecting, defending and monitoring the IP assets of clients in a wide range of industries. From large international market-leaders to innovative SMEs, the firm has a tailor-made and multidisciplinary approach.

Team & differentiation: Thanks to their scientific and legal expertise, Kirkpatrick's multilingual team handles a wide array of IP matters. Former head of Gevers trademarks department, Lidy-Anne Jeswiet – van Westenbrugge, who joined the firm in 2017 as chief executive officer, has developed an in-deep understanding of trademark, design and copyright. Philippe De Diesbach is the key contact for patent related issues.

CALYSTA: RISING STAR



Ludivine Coulon

Key figure: Ludivine Coulon
Established: 2017

Track record: Large groups call upon the firms, as well as technological startups, to get assistance on a wide range of intellectual property services: filing and management of patents, trademarks and designs, contract negotiation and management, competition analysis, valuation of intangible assets, tax regimes, due diligence and strategic monitoring, notably.

Team & differentiation: In addition to traditional IP filing and management services, Calysta is a true partner, eager to understand the operation and strategy of each company with which it work, to adapt its services to their needs and priorities. Although it has only been in existence for a short time, the firm already has a significant clientele portfolio.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Altius	Christophe Ronse, Philippe De Jong
Bird & Bird	Jean-Christophe Troussel, Domien Op de Beeck
Crowell & Moring	Kristof Roox, Jan-Diederik Lindemans
Hoyng Rokh Monegier	Carl De Meyer, Liesbeth Weynants, Steven Cattoor
EXCELLENT	
Fieldfisher	Stijn Debaene, Hakim Haouideg
Janson	Mireille Buydens
NautaDutilh	Philippe Péters, Florence Verhoestraete, Tanguy de Haan
Simont Braun	Eric De Gryse, Fernand de Visscher, Philippe Campolini
Stibbe	Ignace Vernimme
HIGHLY RECOMMENDED	
Allen & Overy	Filip Van Elsen
Baker McKenzie	Koen De Winter
Cape IP	Véronique Pede, Patricia Cappuyns
Inteo	Sofie Cubitt, Kristof Neefs
Linklaters	Pieter Van Den Broecke
Van Innis & Delarue	Dieter Delarue
RECOMMENDED	
Daldewolf	Valentin de le Court
DLA Piper	Nicolas Becker
Lexing	Alexandre Cruquenaire
Liedekerke Wolters Waelbroeck Kirkpatrick	Etienne Kairis
LMBD	Louis Puts
Praetia	Serge Dufrene
Van Bael & Bellis	Peter L'Ecluse

LINKLATERS: A FULL-SPECTRUM IP LAW FIRM



Pieter Van Den Broecke

Key Figure : Pieter Van Den Broecke

Track record: The firm's field of expertise notably includes collection of evidence, search and seizure, infringement and unfair competition proceedings, litigation, preliminary injunction proceedings, revocation and lack of use actions, claims of ownership of IP rights, negotiation and drafting contracts, employee's invention litigation and due diligence of IP rights portfolios.

Team & differentiation: The team is able to advise clients on all aspects of IP protection, including patents and know-how, trademarks, copyrights, designs and models, unfair competition and parasitic behaviour, domain names and software. It also works closely with other departments, the M&A, competition, tax and banking practices notably, when its clients' best interest require it.



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Covington & Burling	Peter Bogaert
Hoyng Rokh Monegier	Liesbeth Weynants
Simmons & Simmons	Olivier Mignolet
EXCELLENT	
Altius	Christophe Ronse, Philippe de Jong
Bird & Bird	Marc Martens, Domien Op de Beeck
Callens Law Firm	Stefaan Callens
Hogan Lovells	Elisabethann Wright
Jones Day	Cristiana Spontoni
Loyens & Loeff	Filip Saelens
Quinz	Olivier Van Obberghen, Pieter Wyckmans
Simont Braun	Eric De Gryse, Philippe Campolini
Van Bael & Bellis	Peter L'Ecluse, Catherine Longeval
HIGHLY RECOMMENDED	
Allen & Overy	Filip Van Elsen
Cape IP	Véronique Pede, Patricia Cappuyns
Crowell & Moring	Gunther Meyer
Dewallens & Partners	An Vijverman
DLA Piper	Bertold Bär-Bouyssière
Osborne Clarke	David Haex, Hadrien Chef
Sidley Austin	Maurits Lugard
Stibbe	Ignace Vernimme

STIBBE: A PRIVILEGED PARTNER



Ignace Vernimme

Key Figure : Ignace Vernimme

Track record: The firm provides the full range of services to companies active in the pharmaceutical, biotechnological, medical device and food sectors. It is active in various areas such as intellectual property (patents, trademarks, know-how), pricing/reimbursement, parallel imports, clinical trials, distribution, product registration including biosimilars, licences, R&D agreements and advertising.

Team & differentiation: The team is regularly in contact with public authorities and institutions such as the European Commission, the European Medicines Agency and all Benelux medical agencies, in order to benefit its clients' legal strategies. They also works with colleagues from other departments in administrative law and European competition law, notably, when needed.



IT

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Altius	Gerrit Vandendriessche
Baker & McKenzie	Daniel Fesler
Bird & Bird	Benoit Van Asbroeck, Cathie-Rosalie Joly
DLA Piper	Kristof De Vulder, Patrick Van Eecke
Stibbe	Erik Valgaeren
Timelex	Frederic Debusseré, Jos Dumortier, Geert Somers, Edwin Jacobs
EXCELLENT	
Allen & Overy	Filip Van Elsen
Astrea	Steven De Schrijver
Crowell & Moring	Thomas De Meese
Fieldfisher	Tim Van Canneyt
Hoyng Rokh Monegier	Fabienne Brison, Benoit Michaux
Linklaters	Tanguy Van Overstraeten
Lydian	Bastiaan Bruyndonckx
Monard Law	Ben Hermans
Osborne Clarke	Benjamin Docquir
Simont Braun	Eric De Gryse, Fernand de Visscher, Laurent de Brouwer
Ulys	Etienne Wery, Thierry Léonard
HIGHLY RECOMMENDED	
Ambos	Bart Vandereecht
CMS DeBacker	Tom Heremans, Tom De Cordier
Janson	Mireille Buydens, Hans Dhondt
Koan	Agnès Maqua, Christine De Keersmaeker
MVVP	Herman Croux, Philippe Laurent
NautaDutilh	Philippe Péters
RECOMMENDED	
AKD	Paul Van den Bulck
& De Bandt	Jeff Keustermans
Lexing	Jean-François Henrotte
LMBD Prioux	Louis Puts
Verhaegen Walravens	Emmanuel Szafran

MVVP: STRONG EXPERIENCE IN IT



Herman Croux

Key figure: Herman Croux
Established: 1995

Track record: Benefiting from strong experience in IT law and e-commerce, MVVP advises clients on all issues related to IT agreements, technology licensing and outsourcing services. The team represents a major B2C website operator in the travel industry regarding all regulatory issues in Belgium. It recently assisted, among others, SAS solution providers in negotiations with the Flemish region relating to a human resources software solution.

Team & differentiation: MVVP's work is divided into advice and litigation. Truly international, the firm is a member of several prestigious law firm networks, including one specialized in advertising law (Gala) and another in entertainment law (IAEL). This allows them to screen international campaigns by experts within 48 hours. All its lawyers are fluent in English, French and Dutch and many are also able to work in German and Spanish.



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FRANCE

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TMT (LARGE-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
Lazard	Matthieu Pigasse, Vincent Le Stradic, Amélie Négrier
Morgan Stanley France	Patrick Standaert, Dominic Cahu, Frédéric Proust, Jean Abergel, Arnaud Bouyer
EXCELLENT	
Bank Of America Merrill Lynch	Stéphane Courbon, Antoine Lepagnot
BNP Paribas	Laurence Beghin, Jean-Baptiste Natali, Thierry Varène
DC Advisory	Eric Hamou
Goldman Sachs	Pierre Hudry
HIGHLY RECOMMENDED	
Crédit Agricole Cib	Mathieu Gross
Crédit Suisse	Laurence Hainault
Deutsche Bank Ag	Julien Fabre, Emmanuel Hasbanian
J. P. Morgan	Xavier Bindel
Natixis Partners	Patrick Maurel, Bruno Stern
Ohana & Co	Ariel Ohana, Karine Ohana
Perella Weinberg	Arnaud Dassy, Paulo Pereira
Qatalyst Partners Llp	Jean Tardy-Joubert
Rothschild & Cie	Christophe Desprez
Société Générale Private Banking	Équipe De Managing Directors
RECOMMENDED	
Barclays	Daniel Aharoni, Nicolas Paquet
Citigroup Global Markets	Grégoire Haemmerlé, Wilhelm Schulz
Nomura	Adam Islef, Virginie Banet, Roy Kabla
Oddo Bhf	Jean-François Delpech

TMT (SMALL & MID-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
Bryan, Garnier & Co	Greg Revenu, Thibaut De Smedt
Rothschild Transaction R	Virginie Lazes
EXCELLENT	
1 Cambon Partners	Michael Azencot, Morgann Lesné, David Salabi
Capitalmind	Ron Belt, Jean-Arthur Dattée, Michel Degryck
Clipperton Finance	Nicolas Von Bulow, Stéphane Valorge
Drake Star Partners	Lawrence Giesen, Francis Lorentz
Goetz Partners	Guillaume Piette
Oaklins Aelios	Thibaut De Monclin, Eric Félix-Faure
2 Acetis France	Frédéric Bos, Julien Moréel
Adviso Partners	Marc Lebrun
Arma Partners	Paul-Noël Guély (Managing Partner)
Degroof Petercam	Cyril Kammoun
Deloitte Finance	Charles Bedier
Euroland Corporate	Marc Fiorentino
Samothrace Advisory	Samuel Bokobza
HIGHLY RECOMMENDED	
Axe Média	Olivier Faguer
B&L Partners	Vanessa Benhamou, Jacques Benhamou
Banque Hottinguer	Arnaud Bochet
Build Up	Patrick Azzopardi
Canaccord Genuity	Christian Ménard, Olivier Dardel, Nadim Barouki
Cm-Cic Conseil	Michaël Chicheportiche
Dda & Company	Alexandre Odin
Gp Bullhound	Guillaume Bonneton
Invest Corporate Finance	Ghislain De Murard
KPMG	Mark Wyatt
Nomura	Virginie Banet, Roy Kabla
Oddo Bhf	Jean-François Delpech
Ondra Partners	Eric Aouani
Pax Corporate Finance	Adrien Tourres
Verdier & Co	Jean-Philippe Verdier



HEALTHCARE & PHARMACEUTICALS (LARGE-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
JP Morgan	Isabelle Seillier, Xavier Bindel
Société Générale CIB	Équipe de managing directors
EXCELLENT	
Bank of America Merrill Lynch	Stéphane Courbon, Laurent Vieilleveigne
BNP Paribas	Thierry Varène
Deutsche Bank	Julien Fabre, Emmanuel Hasbanian
HSBC	Philippe Pontet
Lazard	Jean-Yves Helmer, Isabelle Xoual, Alexandra Soto
Messier Maris & Associés	Erik Maris
Morgan Stanley France	René Proglío, Jean-Baptiste Charlet
Rothschild & Cie	Cyrille Harfouche, Grégoire Chertok, Laurent Buiati
HIGHLY RECOMMENDED	
Barclays Capital	Ghislain de Brondeau, Axel-Sven Malkomes
Crédit Agricole CIB	Bertrand Peyrelongue
Crédit Suisse	Valérie Landon, Andrea Bozzi
Goldman Sachs	Robin Rousseau
RECOMMENDED	
Barber Hauler Capital Advisers	Dominique Bazy, Pascal Hervé
Blackstone	Gérard Errera
Bucéphale Finance	Jean-Marc Forneri, Luc Demarre
Citigroup Global Markets	Équipe de managing directors
Nomura	Jérôme Calvet
UBS Investment Bank	Laurent Bouvier

HEALTHCARE & PHARMACEUTICALS (SMALL TO MID-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
Bryan, Garnier & Co	Hervé Ronin, Tina Dimitrova
Deloitte Conseil	Charles Bédier, Yves Jarlaud
Natixis Partners	François Rivalland, Patrick Maurel
Transaction R (Rothschild)	Anthony Benichou, Laurent Buiatti
EXCELLENT	
Capitalmind	Michel Degryck, Nicolas Balon
Clearwater International	Philippe Croppi, Philippe Guézenec
Eumedix	Alain Lostis
Oddo Corporate Finance	Cédric Moreau
Potomac	Sébastien Drouot
PwC	Noël Albertus, Gad Azuelos
HIGHLY RECOMMENDED	
AEC Partners	Lionel Delaporte
Banque Hottinguer	Philippe Bonhomme
Blue Partners	Nicolas Elbaz
Canaccord Genuity	Nadim Barouki, Alexis de Rosnay, Olivier Dardel
CMC Consulting	Benjamin Chambon
Financière de Courcelles	Olivier Matteoli
Invest Securities	Raphaël Rossello
Lincoln International	François Rispoli
Quatuor	Gilles Ravel



PRIVATE EQUITY: INNOVATION

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Alven Capital	Charles Letourneur, Guillaume Aubin
Bpifrance Large Venture	Maillys Ferrere
Idinvest Partners	Christophe Bavière, Benoist Grossmann
Partech Ventures	Omri Benayoun, Philippe Collombel, Romain Lavault, Jean-Marc Patouillaud
Serena Capital	Philippe Hayat, Marc Fournier
EXCELLENT	
1 360° Capital Partners	Fausto Boni, François Tison, Emanuele Levi
CM-CIC Innovation	Alain Benisty, Karine Lignel
Demeter	Olivier Dupont, Stéphane Villecroze, Bernard Maître, Eric Marty, Laurent Bocahut
Elaia Partners	Philippe Gire, Xavier Lazarus, Marc Rougier
Eurazeo Croissance	Yann Hervé du Rusquec
Iris Capital	Pierre de Fouquet, Antoine Garrigues, Erik de la Rivière
Isai Capital	Jean-David Chamboredon
Newfund Management	Charles-Antoine Morand, François Véron, Patrick Malka
Omnes Capital	Michel de Lempdes
Seventure	Isabelle de Cremoux
Siparex	Cyril Bertrand, Andreas Gall, Nicolas Rose, Bernhard Schmid
Sofimac Innovation	Jean-Philippe Zoghbi, Nicolas Landrin, Nicolas Boulay
Truffle Capital	Bernard-Louis Roques, Patrick Kron
2 Aster Capital Partners	Jean-Marc Bally
Cap Horn Invest	Damien Bourel, Laurent Dumas-Crouzillac, Guillaume Dupont, Hugues Joubert, Romain Vidal
Daphni	Marie Ekeland, Willy Braun
Hi Inov	Valérie Gombart, Pierre-Henri Dentressangle
Kreaxi	Sébastien Touvron, Philippe Herbert, Michel Dahan, Philippe Mere, Isabelle Bou Antoun
Ventech	Alain Caffi, Jean Bourcereau, Claire Houry
HIGHLY RECOMMENDED	
Aloe Private Equity	Jean-Pascal Tranié, Vivek Tandon
Apicap	Jérôme Lescure, Alain Esnault, Frédéric Ruppli
Cathay Innovation	Edouard Moinet, Hervé Descazeaux, Jacky Abitbol
Generis Capital Partners	Philippe Charquet, Thibaut de Roux
Kerala Ventures	Antoine Freysz, Olivier Ocelli, Marc Laurent
Korelya Capital	Fleur Pellerin
White Star Capital	Éric Martineau-Fortin, Christian Hernandez, Jean-François Marcoux
Xerys	Jacques Simonnet
RECOMMENDED	
123 Investment Managers	Xavier Anthonioz, Antonio Graça, Marc Guittet
3T Capital	Daniel Caclin, Gilles Debuchy, Nicolas Tcherdakoff
A Plus Finance	Niels Court Payen, Frédéric Bayol, Fabrice Imbault
Alto Invest	Antoine Valdes
Auriga Partners	Jacques Chatain, Sébastien Descarpentries, Philippe Granger
Aurinvest	Michel Demont, Geoffroy Bragadir
Blackfin Tech	Laurent Bouyoux, Paul Mizrahi, Eric May, Bruno Rostain
Bpifrance Ambition Numérique	Xavier Deleplace
Breega	Maximilien Bacot, Benoît Marrel, François Paulus
Citizen Capital	Laurence Méhaignerie, Pierre-Olivier Barennes
Creadev	Bertrand de Talhouët
Entrepreneur Venture	Frédéric Zablocki, Bertrand Folliet
Innovacom	Jérôme Faul, Jérôme Lecoeur
Network Finances	Martin Genot, Gilles Enguehard, Pascal Chevalier
Otium Capital	Pierre-Edouard Stérin
Supernova Invest	Régis Saleur
Time for growth	Henri de Bodinat, Jean-Luc Cyrot



STRATEGY & INNOVATION MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
RECOMMENDED	
Absiskey	François Chollet, Grégoire de Tournemire, Xavier Fabre
Actemiss	Maxence Dhellemmes
Alcimed	Géraldine Börtlein
Altran	Dominique Cerutti, William Rozé
Arttic	Christian Baumhauer
Auvalie	Frédéric Grévaux, Pierre Cléau
Ayming	Hervé Amar
BDO Innovation	Michel Léger
Benkei	Luc Ragon
Bloomoon	Cyril Fresse
BT2i	Marc-Henri Ménard
Capital High Tech	Florence Ghiron
Corteam	Christophe Bessin
D&Consultants	Dominique Carlach
Dynergie	Xavier Levesy
Efficiency Marketing	Alain de Brisson
Efficient Innovation	Olivier Delaunay
Emoveo	Jerôme Carayol
Erdyn	Simon Creuchet
Exeis	Bertrand Marc
Explolab	Daniel Jasmin, Jérôme Serre
Finovatis	Raphaël Terraz
GBA & Associés	Nicolas Galaud, Alexandre Arnon
In Extenso Innovation Croissance	Patricia Braun
Inno Group	Peter Heydebreck
Innovation Partagée	Mathieu Dupas
Innovative Business Partners	Paul Vincent, Marie-Luce Vantighem
Katalyse	Jean-François Lécole
L-Up	Philippe Béllier
Lgi Consulting	Vincent Chauvet
Mews Partners	Michel Maurino
Newton & Associés	Louis Veyret
Okoni	Brice Jehanno
Optimal Gestion	Yonathan Arfi
Optinnove	Patrick Chanudet
Phenix Innovation	Toufik Lamèche
Quadr'innov	Angéline Lunel, François Berthault, Laurent Besson, Alain Clément
Sinnrj	Antoine jonchère, Matthieu Rolland
Spinpart	Équipe d'associées
Stratinnov	François Loret, Iria Paris Suarez, Samar Ammar Khodja
Streampart	Équipe d'associées
Technopolis Group	Matthieu Lacave
Valmy Conseil	Rémi Durand
Weave	Didier Rousseau

PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Beau de Lomenie	P. Balesta, Philippe Hubert, François Delumeau, Didier Intès, Pierre-Louis Désormière
Casalonga	G. Dossman, A. Casalonga, O. Delprat, F. Zapalowicz, V. Martin-Charbonneau, V. Crest, J-B. Lecoeur, J. Thon, G. Le Roy, Jürgen Neugebauer
Plasseraud	B. Loisel, E. Burbaud, C. Nargolwalla, C. Touati, R. Fleurance, A. Hassine, D. Boubal, I. Schreiber, F. Niemann, M. Château, P. Louvel, N. Rocaboy, D. Bourgarel, E. Gruson, G. Bourout
Regimbeau	J. Collin, C. Texier, B. Casadewall, M. Audren, E. Levy, J-R. Callon de Lamarck, A. Bogard Boutaric, S. Célaire, F. Ahner, F. Faivre Petit
Santarelli	F. Lepelletier-Beaufond, L. Santarelli, H. Stankoff, G. De Trémiolles, T. Caen
2 Lavoix	Alain Colombet, Gérard Myon, Etienne Habasque, Bertrand Domenego, Philippe Blot
Cabinet Netter	Gabriel De Kernier, Jean-Yves Plaçais, Alexis Renard, Jérémie Palacci, Michaël Krahn
EXCELLENT	
Becker & Associés	Philippe Becker, Marion Chaimowicz, Valérie Gallois, Béatrice Tézier Herman, Anne-Caroline Starck-Loudes
Brevalex	Philippe Ahner, Eric Augarde, Philippe Audier, Pascal Moutard, Thomas Moisan
Camus Lebki	Olivier Camus, Alexandre Lebki
Egyp	Carol Almond-Martin, Anne Desaix, Carole Sellin
Germain & Maureau	Nicolas Delorme, Philippe Verriest, Renaud Chevalier, Stéphane Agasse
Goas	Caroline De Maureuil-Villette, Claire Verschelde
IP Trust	Pierre Breesé, Alain Kaiser
Inside	C. Cornuejols, J-C. Hamann, C. Schmit, S. Deschamps, E. Fourcade, M. Majerowicz, D. Maupilier, G. Mortreux, A. Ribeiro Dias
Insilon	Florence Briec-Le Goas, Valérie Godineau, Jean-Loup Laget, Marion Vidal-Lachaud
Marks & Clerk	J-M. Breda, J. Dudouit, A. Collet, S. Esselin, M-P. Henriot, L. Lucas, G. Brunelli, C. Nguyen-Van-Yen, E. Priori
Novagraaf	Philippe Vigand
HIGHLY RECOMMENDED	
Anthony Berton	Anthony Berton
Boettcher	Bruno Lavielle, Audrey Decorchemont, Marie-Flore Ribeyron
Cabinet Chaillot	Denis Chaillot, Geneviève Chaillot, Julie Desrois, Nicolas Dufay
Cabinet Tripoz	Inès Tripoz
Dejade & Biset	Xavier Demulsant
Didier Martin	Jean-François Weber
Flechner	Olivier Eidelsberg
Gevers & Orès	Jean-Christophe Rolland, Bernard Hauer, Laurent Barbe, Sonia Diaz
GPI & Associés	Hervé J-P. Grünig, Laurent Pouillot
Hirsch & Associés	Marc-Roger Hirsch, Christophe Andral
Ixas Conseil	Martin P. Schmidt, Vanessa Darbouret
Jacobacci & Coralie-Harle	Vincent Chauvin, Jean-Michel Le Bihan, Fabienne Orsini, Séverine Redon
LLR	Guillaume De La Bigne, Vincent Remy, Clémence Vallée-Thiollier, Emmanuel Potdevin
Lynde & Associés	Christian Riege, Pierre Kohler, Stéphane Lynde
Nony & Associés	François Janty, Pascale Le Coupaneç
Inaz	François Mündler, Claire Mouget Goniot, Nurhak Akdogan, Alain Kingolo, Olivier Legrand, Bernard Pontet
Vidon	Patrice Vidon, Ludovic Bioret
RECOMMENDED	
Alternip	François-Xavier Regi
Argyma	Raynald Bornier, Jean-Christophe Dordain, Guillaume Milcent
Bandpay & Greuter	Patrick Trabe, Aujain Eghbali, Renaud Fulconis
Bringer IP	Mathieu Bringer
Cabinet Degret	Jacques Degret
Cabinet Moutard	Xavier Mazabraud
Ex Materia	Christophe Leveille, Rodolphe Guyon
FGPI	Frédéric Gaillarde
Hautier	Nicolas Hautier, Jean-Pascal Decobert
Innovincia	Thomas Croonenbroek
Jurispalant Cabinet Guin	Claude Guin
Laurent & Charras	Anne Buchet
Lexando et Caracteq	Sophie Delaveau
Louis Petit	Raphaël Louiset
Malemont	Frank Sauvestre
Cabinet Marconnet	Sébastien Marconnet
Novajmo	Denis Aivazian
Oak & Fox	Julien Pichon
Strato Ip	Julien Savettat
Touroude & Associates	Magali Touroude
Weinstein	Michel Thinat, Helmut Berger, Hartmut Bergemann

IPSIDE: A BOOMING DIGITAL PRESENCE



Christophe Cornuejols

Key figure: Christophe Cornuejols
Established: 1982

Track record: The firm is a privileged contact for startups, SMEs and large groups to advise them and protect their intellectual property rights. Reactive in the biotech, telecom and digital sectors, it is continuing its digitalization this year with a new version of its IPiP site. The firm intends to establish itself as one of the major players in the digitalization of the sector.

Team & differentiation: The team distinguishes itself by focusing on protecting its clients' ideas and promoting their inventions. Inspired by the concept of freedom-form company, Ipside offers its employees maximum autonomy to work on new themes and launch innovative projects in the field of CPI.

GPI & ASSOCIÉS: FULL SERVICE IP PRACTICE WITH INTERNATIONAL REACH



Hervé J-P. Grünig

Key figures: Hervé J-P. Grünig and Laurent Pouillot
Established: 2000

Track record: The firm advises clients from the aeronautical, publishing, engineering, IT and wine sectors on the management, strategy, filing and enhancement of their patents and trademarks. The team also handles disputes or litigation in all niches of intellectual property.

Team & differentiation: With offices in France, Spain and Germany, the firm is able to respond to international requests and represent its clients before local offices. The team also collaborates with lawyers who combine perfect technical understanding of the cases with judicial practice.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Laëtitia Bénard, David Por
August & Debouzy	Grégoire Desrousseaux, François Pochart
Bird & Bird	Yves Bizollon, Anne-Charlotte Le Bihan
DTMV & Associés	Thierry Mollet-Viéville, Thomas Cuche, Pascal Lefort, Éléonore Gaspar
Gide	Emmanuel Larere, Arnaud Michel, Grégoire Triet, Raphaëlle Dequiré-Portier
Hoyng Rokh Monegier Véron	B. Strowel, D. Monégier Du Sorbier, A. Metier, F. Jacquand, S. Agé, S. Micallef
Loyer & Abello	Michel Abello, Jean-Baptiste Thibaud
EXCELLENT	
Armengaud Guerlain	Stéphane Guerlain, Catherine Mateu
Bardehle Pagenberg	Julien Fréneaux, Axel Munier, Dominique Dupuis-Latour
Casalonga	Caroline Casalonga, Arnaud Casalonga, Mariane Gabriel
Cousin & Associés	Myriam Moatty, Jean-Martin Chevalier, Sandrine Bouvier-Ravon
De Gaulle Fleurance & Associés	J. Horn, J-M. Job, F. Le Péchon-Joubert, C. Théard-Jallu, L. de Gaulle, J-S. Mariez
De Marcellus & Disser	Emmanuel de Marcellus, Juliette Disser
Dentons	Marianne Schaffner, David Masson, Isabelle Leroux
Hogan Lovells	Stanislas Roux-Vaillard
Jones Day	Thomas Bouvet, Emmanuel Baud
Linklaters	Pauline Debré, Jean-François Merdrignac
Pinsent Masons	Emmanuel Gougé
Simmons & Simmons	Marina Cousté, Romain Viret, François Jonquères
HIGHLY RECOMMENDED	
Altana	Armand Aviges, Franck Valentin
Amar Goussu Staub	Cyrille Amar, Grégoire Goussu, Antonin Staub, Anne-Lyne Roche
Aramis	Benjamin May
Armfelt	Patricia Ghozland
Benech	Alexandre Jacquet, Frédéric Benech, Virginie Lehoux
Candé Blanchard Ducamp	Julien Blanchard, Patrice de Candé, Claire Ducamp
Charles de Haas Avocats	Charles de Haas
Cléry Devernay Avocats	Alain Cléry
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Damien Régnier	Damien Régnier
Dechert	Marie Fillon
Deprez Guignot Associés - DDG	Pierre Deprez, Frédéric Dumont
DLA Piper	Karine Disdier-Mikus
EBL Lexington Avocats	Laurent Levy, Damien Remy
Escande Avocats	Michel-Paul Escande, Pierre Vivant
Fidal	Laurence Dreyfuss-Bechmann, Isabelle Gavanon, Bastien Masson, Frédéric Bourguet
Ipside	Gwendal Barbaut
J.P. Karsenty & Associés	Martine Karsenty-Ricard, Béatrice Moreau-Margotin, Jean-Philippe Arroyo
Lavoix	Camille Pecnard
Legrand Lesage-Catel Gaultier	Olivier Legrand, Michèle Lesage-Catel, Stéphanie Legrand, Philippe Gaultier
Osborne Clarke	Xavier Pican
Schertenleib Avocats	Denis Schertenleib
Szleper Henry Avocats	Dariusz Szleper, Guillaume Henry
STC Partners	Jean-Christophe Guérini

BARDEHLE PAGENBERG: TECHNICALLY ACCOMPLISHED IP PRACTICE



Julien Fréneaux

Key figures: Julien Fréneaux
Established: 1992

Track record: Free, H&M, Diesel, BMW, Yum! Brands including Pizza Hut, KFC and Virgin Group, among other key, accounts rely on the firm's virtuosity in patent, copyright and trademark litigation as well as in trademark portfolio management. The team has a successful track record in front of French and European courts and organizations.

Team & differentiation: By concentrating its expertise in intellectual property and leveraging the firm's Munich office, those team are patent engineers and counsel in intellectual property, the team is able to deploy considerable resources to support clients in their most complex national and transnational cases.

LOYER & ABELLO: FIRM OF REFERENCE IN PATENT LITIGATION



Michel Abello

Key figures: Michel Abello
Established: 2001

Track record: With a strong presence in the life sciences, automotive and telecommunications sectors, the firm counsels its clients and assists them on filing and litigation of patents and trademarks. This year it was involved in several major patent cases, including one against Intellectual Ventures in the telecoms sector involving three countries.

Team & differentiation: The combination of technical and legal expertise makes the firm one of the leaders in the Paris market in terms of intellectual property protection. Engineers are involved from the consulting stage to the litigation phase. Thanks to this full-service approach, the firm can establish relationships of trust with its clients and accompany them over the long term.

Our analysis

AMAR GOUSSU STAUB: A LEADING PLAYER IN IP LITIGATION



Cyrille Amar

Key figure: Cyrille Amar

Track record: Amar Gooussu Staub is well-known for its respected expertise in patent, trademark, design, software and copyright litigation. It supports leading players in the fields of IT, telecoms, luxury goods, healthcare, automotive, defense and security.

Team & differentiation: Cyrille Amar and his teams work alongside French and international clients on issues where the stakes are often strategic and cross-border. Headquartered in Paris, the firm has an office in Lyon and can count on a network of qualified experts around the world.

J.P. KARSENTY & ASSOCIÉS: EXPERIENCE ON COMPLEX MATTERS



Martine Karsenty-Ricard

Key figure: Martine Karsenty-Ricard
Established: 1955

Track record: The team is entirely dedicated to the protection of intellectual property rights. It handles licensing, assignment and coexistence agreement matters, and is also able to intervene with the customs authorities when necessary. It is attentive to its clients' specific problems and advises and litigates to defend their rights.

Team & differentiation: The firm makes it their policy to promote good practices among professionals, particularly in the field of intellectual property, or to influence changes in regulations. Martine Karsenty-Ricard and her team want to influence the government's thinking on patents, which could profoundly change the conditions for filing in France.

ALTANA: A TEAM WITH CROSS-SECTOR SKILLS



Frank Valentin

Key figure: Frank Valentin
Established: 2009

Track record: This IT and IP firm has experienced a significant increase in activity this year, in the audiovisual sector notably, where it has supported several giants in their vertical concentration strategies. The team has also been active in the video game or online gaming sector, for example in supporting PMU with its digital services. A new partner joined the firm this year.

Team & differentiation: The team puts multidisciplinary culture at the heart of its operation. By intervening in all sectors where innovation is important, Altana has built up solid cross-sector expertise. Beyond the aspects relating to the protection and defense of rights, the firm also works in the structuring of commercial or corporate strategies. Its objective: to anticipate or create new solutions for clients.

HOYNG ROKH MONEGIER VÉRON: A MULTIDISCIPLINARY TEAM AT THE SERVICE OF IP



Sabine Agé

Key figure: Sabine Agé
Established: 2001

Track record: Véron has broadened its patent expertise since its merger with Hoyng Rokh Monegier. The new firm specializes in life sciences and telecoms and now deals with trademark, regulatory and even competition law litigation. It has assisted Orange this year with an important lawsuit related to essential patents.

Team & differentiation: The firm cultivates the excellence of its teams, notably through the presence of a scientific advisor, a former chemistry professor. The merger between the two firms also provided the new firm with more muscle, enabling it to establish itself as a major international player on IP issues.

LINKLATERS: ACTS COHESIVELY IN THE PROTECTION OF PATENTS



Pauline Debré

Key figure: Pauline Debré
Established: 1973

Track record: This year, the team has handled several patent disputes, in particular related to essential patents for players in the pharmaceutical, automotive and electronic sectors. It has also worked with players in the luxury goods sector on the protection of their brands, and supported clients in their compliance with the GDPR.

Team & differentiation: The firm relies on the ability of its teams to act in unison on a case, not hesitating to combine the competition law or restructuring teams with those of IP and IT when required. Pauline Debré also cultivates her expertise in patents as chair of the Patent and Life Sciences Commission of the International Association for the Protection of IP (AIPPI).

BIRD & BIRD: CLIENT-CENTERED INNOVATION



Yves Bizollon

Key figure: Yves Bizollon
Established: 2000

Track record: The largest French and international corporates call on the firm for the protection, management and enhancement of their assets. The team applies its expertise to the filing and management of trademark portfolios, patent valuation, as well as litigation and arbitration. The firm recently distinguished itself in high-stakes cases in the household appliances, pharmaceuticals and real estate sectors.

Team & differentiation: Thanks to its network of more than 350 lawyers dedicated to intellectual property throughout the world, the firm can, for example, launch a litigation simultaneously in several countries. In addition to covering the firm's historical activity, Bird & Bird offers resources, support and innovative solutions that enable it to win and retain clients.

PATENT PROSECUTION IN CHEMISTRY, BIOTECH & LIFE SCIENCES

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Becker & Associés	Béatrice Tézier Herman, Marion Chajmowicz, Anne-Caroline Starck-Loudes, Valérie Gallois, Philippe Becker
Cabinet Plasseraud	Ina Schreiber, Denis Bourgarel, Gaëlle Bourout, Frédéric Niemann, Catherine Touati, Cyra Nargolwalla, Raphaël Fleurance, Didier Boulinguez
Casalonga	Gérard Dossmann, Gwennaëlle Le Roy, Virginie Martin-Charbonneau, Jean-Baptiste Lecoeur, Véronique Crest
Egyp	Carole Sellin, Carol Almond-Martin, Anne Desaix
Icosa	Caroline De Mareüil-Villette, Claire Vershelde
Regimbeau	Frédérique Faivre-Petit, Stéphanie Célaire, Francis Ahner, Emmanuelle Levy, Anne Bogard Boutaric, Barbara Casadewall
Santarelli	Augustin Le Tourneau, Ghislain De Trémolles, Luc Santarelli, Thierry Caen, François Lepelletier-Beaufond
EXCELLENT	
Beau de Lomenie	Philippe Hubert
Cabinet Lionel Vial	Lionel Vial
Cabinet Tripoz	Inès Tripoz
Chaillot	Julie Desrois, Nicolas Dufay, Denis Chaillot
Germain & Maureau	Stéphane Agasse
Grosset-Fournier & Demachy	Catherine Grosset-Fournier, André Bourgoin
Ipaz	Claire Mouget Goniot
Lavoix	Béatrice Holz, Stéphanie Michiels, Alain Colombet
Nony & Associés	Claude Jupin, Pascale Le Coupanec
Novagraaf	Nadège Lagneau, Eric Enderlin
HIGHLY RECOMMENDED	
Gevers & Orès	Sonia Dias, Claire Bernstein, Chantal Noël, Assieh Majidi
IP Trust	Pierre Breesé
Ipside	Emmanuelle Fourcade
Ipsilon	Valérie Godineau, Wilfried Peguet, Sophie Goulard, Valérie Feray
Ixas Conseil	Martin Schmidt, Daniel Pigasse
Jacobacci & Coralís-Harle	Alain Catherine, Fabienne Orsini, Jean-Michel Le Bihan
LLR	Clémence Vallée-Thiollier, Vincent Remy, Guillaume De La Bigne, Richard Monni
RECOMMENDED	
Aquinov	Julie Cenatiempo, Muriel Aupetit
B&S conseil	Stéphanie Belbeoc'h
Brevalex	Fabien Guerre, Sophie Lenoir, Philippe Audier
Cabinet Flechner	Olivier Eidelsberg
Cabinet Netter	Gabriel De Kernier, Michael Krahn
Hautier	Jean-Philippe Decobert, Nicolas Hautier
Jurispatent Cabinet Guiu	Stephane Oudin
Marks & Clerk	Isabelle Dudouit, Christian Nguyen-Van-Yen, Sophie Esselin

Our analysis

ICOSA: SPECIALISTS IN THE ADDED-VALUE INNOVATION IN LIFE SCIENCES



Caroline de Mareüil-Villette

Key figure: Caroline de Mareüil-Villette
Established: 2009

Track record: With activity up by a third, it's been a particularly busy year for the firm. Able to address all aspects of IP, from filing to litigation, the firm has recently been approached by investment funds to analyze and protect their clients' innovations. It has also been involved in IP management during major M&A operations.

Team & differentiation: This firm, which specializes in life sciences sectors, is dedicated to all IP players, startups, industrialists and research laboratories. Its strength lies in the expertise of its team, composed mainly of PhD graduates who provide unique support in the promotion of innovation.

IPSILON: WORKING AT THE HEART OF CLIENTS' PROJECTS



Valérie Feray

Key figure: Valérie Feray
Established: 2001

Track record: The firm assists large groups, SMEs and startups with filing patents as well as in defending and promoting their trademarks and designs. A cosmetics manufacturer, a radio station and a construction group are some of the companies calling on the multitasking team. Expanding all the time, the firm increased its staff in 2018 with the acquisition of a Toulouse-based law firm.

Team & differentiation: Ipsilon offers its clients multi-disciplinary skills, in terms of expertise and offer, thanks to the presence of many people in its team with experience in the industrial world. The team's strength also comes from the solid relationships it builds with companies, through marketing, meetings or brainstorming sessions to assist them with their projects.

CABINET TRIPOZ: HELPING YOUNG COMPANIES ENHANCE THEIR IP



Inès Tripoz

Key figure: Inès Tripoz
Established: 2009

Track record: The firm, which specializes in pharmaceuticals, chemicals and cosmetics, benefited this year from a significant increase in trademark and patent applications, as well as considerable growth in its licensing activities. One of the drivers has been the growing demand for filings from abroad, particularly from Africa and Asia.

Team & differentiation: In addition to its legal expertise, the team at Tripoz also stands out for its responsiveness, two precious assets which have seen the firm become an indispensable partner in the eyes of young companies. The firm assists these players with fundraising and patent litigation notably.



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

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, IP Directors, Patents and Trademarks Counsel of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: Innovation consultants, Venture Capital funds, Academics, IP Valuation Firms, etc.



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PATENT LITIGATION: PHARMA, BIOTECH & LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Allen & Overy	Laëtitia Bénard, David Por, Alexandre Rudoni
August Debouzy	Grégoire Desrousseaux, François Pochart
Hoyng Rokh Monegier Véron	D. Monégier du Sorbier, B. Strowel, A. Métier, F. Jacquand, S. Agé
2	
Bird & Bird	Anne-Charlotte Le Bihan, Yves Bizollon
Duclos, Thorne, Mollet-Viéville & Associés	Thomas Cuche, Thierry Mollet-Viéville, Éléonore Gaspar, Pascal Lefort
Gide	Grégoire Triet, Raphaëlle Dequiré-Portier, Emmanuel Larère, Arnaud Michel, Jean-Hyacinthe de Mitry
Simmons & Simmons	Marina Cousté, François Jonquères, Sarah Bailey
EXCELLENT	
1	
Casalonga	Arnaud Casalonga, Caroline Casalonga, Marianne Gabriel, Floriane Codevelle, Karina Dimidjian
Cousin & Associés	Pierre Cousin, Sandrine Bouvier-Ravon, Jean-Martin Chevalier, Myriam Moatty
Hogan Lovells	Stanislas Roux-Vaillard
Jones Day	Thomas Bouvet, Emmanuel Baud
Linklaters	Pauline Debré
Schertenleib Avocats	Denis Schertenleib, Matthieu Dhenne
2	
Altana	Armand Aviges, Frank Valentin
Armengaud Guerlain	Stéphane Guerlain, Catherine Mateu
Armfelt	Patricia Ghozland
De Gaulle Fleurance & Associés	Louis de Gaulle, Julien Horn, Francine Le Péchon-Joubert
Dentons	Marianne Schaffner, David Masson
J.P. Karsenty & Associés	Martine Karsenty-Ricard
Loyer & Abello	Michel Abello
Pinsent Masons	Emmanuel Gougé
Szleper Henry Avocats	Dariusz Szleper, Guillaume Henry
Taliens	Jean-Frédéric Gaultier, Clara Steinitz
HIGHLY RECOMMENDED	
Adamas	Barbara Bertholet
Aramis	Benjamin May
Bardehle Pagenberg	Axel Munier, Julien Fréneaux, Dominique Dupuis-Latour
BCTG Avocats	Gaëlle Bloret-Pucci
Carakters	Xavier Marchand, Clara Pirez
Dechert	Marie Fillon
De Marcellus & Disser	Juliette Disser, Emmanuel de Marcellus
Delsol Avocats	Thomas Roche
Fiducial Legal by Lamy	Jean-Baptiste Chaniel
Ipside	Gwendal Barbaut
Legrand Lesage-Catel Gaultier	Philippe Gaultier, Stéphanie Legrand, Olivier Legrand, Michèle Lesage-Catel
Lexcase	Jean-Christophe Guerrini
Promark	Elisabeth Berthet
Shift Avocats	Olivier Moussa
TMP Avocats	Fabrice Mouton



DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Alain Bensoussan Avocats	Alain Bensoussan
August & Debouzy	Florence Chafiol
Baker McKenzie	Magalie Dansac Le Clerc, Rémy Bricard, Laurent Szuskin, Christian Blomet
Bird & Bird	Géraldine Arbant, Alexandre Vuchot, Marion Barbier, Stéphane Leriche, Ariane Mole, Cathie-Rosalie Joly, Merav Griguer
DLA Piper	Denise Lebeau-Marianna
Hogan Lovells	David Taylor, Winston Maxwell
PDGB Avocats	Hélène Lebon
Staub & Associés	Sylvain Staub, Thomas Beaugrand, Antoine Graveraux, Olivier Pignatari, Thibaud Le Conte des Floris
EXCELLENT	
De Gaulle Fleurance & Associés	Louis de Gaulle, Jean-Marie Job, Frédéric Destal, Georgie Courtois, Jean-Sébastien Mariez
Delsol Avocats	Jeanne Bossi Malafosse
Derriennic Associés	Pierre-Yves Margnoux, George Jenselme, François-Pierre Lani
EY société d'avocats	Fabrice Naftalski, Sophie Revol
Feral-Schuhl Sainte-Marie	Christiane Féral-Schuhl, Étienne Papin
Haas Avocats	Gérard Haas
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
K&L Gates	Etienne Drouard, Claude-Étienne Armingaud
Latham & Watkins	Myria Saarinen
Osborne Clarke	Claire Bouchenard, Béatrice Delmas-Linel
HIGHLY RECOMMENDED	
1 Adsto	Claire Bernier
Atalex	Arnaud Tessalonikos
Atipic Avocat	David-Irving Tayer, François Coupez
Beslay + Avocats	Nathalie Beslay
Brm Avocats	Martine Ricouart-Maillet, Caroline Belotti
Caavocat	Laurent Caron
Caprioli & Associés	Eric Caprioli
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Courtois Lebel	Cédric Frenel
Desmarais Avocats	Pierre Desmarais
Fieldfisher	Christopher Mesnooh, Bruno Ducoulombier
Gide	Thierry Dor
Herbert Smith Freehills	Alexandra Neri
Hoche Société D'avocats	Patrick Amouzou, Régis Carral
Idea Avocats	Julie Ruelle, Nathalie Métallinos
Itlaw Avocats	Claudia Weber, Odile Jami-Caston
Linklaters	Pauline Debré, Sonia Cissé
LLC & Associés	Jérôme Lefort, Romain Waïss-Moreau
Nomos	Hélène Delabarre
Pinsent Masons	Annabelle Richard, Emmanuel Gougé
Racine	Eric Barbry
Scan Avocats	Sandra Cabanne, Alexandre Nappey
Stehlin & Associés	Frédéric Lecomte
Taylor Wessing	Philippe Glaser, Valérie Aumage
Virtualegis	Pascal Alix
Ydès Avocats	Cyril Fabre, Jean-Christophe Chevallier
2 Altana	Pierre Lubet, Frank Valentin
Artemont	Farid Bouguettaya
Aurore Legal	Sabine Marcellin
BCTG Avocats	Gaëlle Boret-Pucci, François-Xavier Boulin
Bersay Associés	Emmanuel Schulte
Coblence & Associés	Mélanie Erber
Cohen & Gresser LLP	Guillaume Seligman
Dentons	David Masson
Deprez Guignot Associés - DDG	Pierre Deprez, Vincent Fauchoux, Frédéric Dumont
DS Avocats	Bertrand Potot, Catherine Verneret
EDV Avocat	Emilie de Vaucresson
Eversheds Sutherland	Gaëtan Cordier
Fidal	Isabelle Gavanon, Philippe Debry
Foley Hoag	Catherine Muyl
Gibson Dunn	Ahmed Baladi, Emmanuelle Bartoli
Guillemin Flichy	Alexis Guillemin
H²O Avocats	Nicolas Herzog, Isabelle Vedrines, Sandra Benabou
Isabelle Renard Avocat	Isabelle Renard
Iteanu	Olivier Iteanu
Jacob Avocats	Julie Jacob
J.P. Karsenty & Associés	Jean-Philippe Arroyo
Latournerie Wolfrom Avocats	Marie-Hélène Tonnelier



Lawways	Gilles Rouvier
Luzi Avocats	Olivia Luzi
McDermott	Romain Perray
Norton Rose Fulbright	Nadège Martin
Osrose Avocats	Mélanie Comert, Antoine Gendreau, Alexandra Le Corrong, Alexis Vichnievsky
Simmons & Simmons	Christophe Fichet
TAJ	Équipe d'associés
Ulys	Etienne Wery
Vercken & Gaullier	Florence Gaullier, Gilles Vercken

RECOMMENDED

@Mark	Charles-Antoine Joly
Alerion	Frederic Saffroy, Corinne Thiérache
Alter Via Avocats	Amélie Capon, Raphaël Rault
Antoine Gitton AGA	Antoine Gitton
Armelle Furlon	Armelle Furlon
ATM Avocats	André Meillassoux
Bamboo&Bees	Marc Lipskier
Basdevant	Adrien Basdevant
BBLM	Daria Sauer, Myriam Angelier
Bignon Lebray	Élise Dufour, Benjamin Mourot, Nicolas Moreau
Bilalian Avocats	Lara Morel, Marguerite Bilalian
Blum Legal	Marina Blum
Buisson Avocats	Aurélié Buisson
Cabinet Verly	Nicolas Verly
Christophe Caron	Christophe Caron
Clairmont Novus Avocats	Laurent Barissat, Delphine Ganoote-Mary
CMG & Associés	Paraskevi Georganta, Stéphane Coulaux
CMS Francis Lefebvre Avocats	Anne-Laure Villedieu
Courtier Avocats	Nicolas Courtier
Crossen & Borowsky	Sophie Borowsky
Danièle Véret	Danièle Véret
De Pardieu Brocas Maffei	Barbara Levy
DWF	Anne-Sylvie Vassenaix-Paxton
Fiducial Legal by Lamy	Jean-Baptiste Chaniel
Franklin Brousse	Franklin Brousse
FTPA Avocats	Philippe Pochet
Gomis & Lacker	Julien Lacker, Guillaume Gomis
Granrut Avocats	Richard Milchior, Anne Cousin
Guilloux Avocats	Jean-Marie Guilloux
Hayat Avocat	Olivier Hayat
Hoffman	Ingrid Zafrani, Emmanuelle Foffman, Pierre Hoffman
Taoma Partners	Anne Messas
Houdart & Associés	Benoit Louvet
ISGE & Associés	François Illouz
Jacobacci Avocats	Olympe Vanner
Jeantet	Frédéric Sardain
Laude Esquier Champey	Sophie Havard Duclos
Lerins & BCW	Mathilde Croze, Cécile Dupas
Lext Avocats	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
Lieserlaw	Stéphane Lieser
Lorang Avocats	Yann Lorang
LPA - CGR avocats	Prudence Cadio
Mathias Avocats	Garance Mathias
Marrache Avocat	Élisabeth Marrache
Matthieu Berguig	Matthieu Berguig
Niddam-Drouas Avocats	Julie Niddam
Nouveau Monde Avocats	Bernard Lamon
Noésis Avocats	Marie Fabregat
Orrick	Guillaume Kessler
Passa Varet	Vincent Varet
Pons & Carrère	Caroline Henry
PwC Corporate Finance	Sandrine Cullafroz-Jover
Quantic	François-Xavier Langlais, Emmanuelle Nahum
Shift	Gerald Sadde
Soskin Avocats	Ilana Soskin
Touati La Motte Rouge Avocat	Jean-Philippe Touati, Henri de la Motte Rouge
Valérie Sédallian	Valérie Sédallian
Younes-Fellous	Vanessa Younes-Fellous
Walter Billet Avocats	Alan Walter
Watson Farley & Williams	Lucien Rapp



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IT & SOFTWARE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Alain Bensoussan Avocats	Jean Francois Forgeron, Benoît De Roquefeuil, Frédéric Forster, Alain Bensoussan
Baker McKenzie	L. Szuskin, D. Lebeau-Marianna, R. Bricard, C. Blomet, M. Dansac Le Clerc
Derriennic Associés	Pierre-Yves Margnoux, François-Pierre Lani, Georges Jenselme
DLA Piper	Stéphane Lemarchand, Jonathan Rofé, Fabienne Panneau
2 August & Debouzy	Florence Chafiol-Chaumont, Mahasti Razavi
Bird & Bird	Stéphane Leriche, Alexandre Vuchot, Marion Barbier, Géraldine Arbant, Cathie-Rosalie Joly
Gide	Thierry Dor, Olivier Cousi
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
Osborne Clarke	Béatrice Delmas-Linel, Lise Breteau, Xavier Picand
Staub & Associés	S. Staub, Antoine Gravereaux, Thomas Beaugrand, Olivier Pignatari, Thibaud Le Conte des Floris
EXCELLENT	
Adsto	Claire Bernier
Atalex	Arnaud Tessalonikos
Bismuth Société d'avocats	Yves Bismuth, Mathieu Martin
De Gaulle Fleurance & Associés	J. Horn, J-M. Job, C.théard-Jallu, L. de Gaulle, G. Courtois, J-S. Mariez
Feral-Schuhl Sainte-Marie	Bruno Grégoire Sainte-Marie, Olivier de Courcel, Christiane Feral-Schuhl, Etienne Papin
Iteanu	Olivier Iteanu
Latham & Watkins	Myria Saarinen, Jean-Luc Juhan
Latournerie Wolfrom Avocats	Marie-Hélène Tonnellier
Lawways	Gilles Rouvier
PDGB Avocats	Benjamin Jacob, Hélène Lebon
Taylor Wessing	Philippe Glaser, Valérie Aumage, Marc Schuller
HIGHLY RECOMMENDED	
Altana	Pierre Lubet, Franck Valentin
Aramis	Benjamin May
Atipic Avocat	François Coupez
ATM Avocats	André Meillassoux
Blum Legal	Marina Blum
BRM Avocats	Martine Ricouart-Maillet, Claire Cambernon
Caprioli & Associés	Eric Caprioli, Pascal Agosti, Ilène Choukri
Cohen & Gresser	Guillaume Seligman
Constantin Pavleas Avocats	Constantin Pavleas
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Danièle Véret Cabinet d'avocats	Danièle Véret
Dentons	David Masson
Deprez Guignot Associés - DDG	Pierre Deprez, Jean-Michel Brugière, Vincent Fauchoux, Frédéric Dumont
DS Avocats	Thierry Granturco
EDV Avocat	Émilie de Vauresson
Fidal	Isabelle Gavanon, Philippe Debry
Gibson Dunn	Ahmed Baladi
Granrut Avocats	Jean Castelain, Anne Cousin, Richard Milchior
H²O Avocats	Nicolas Herzog, Isabelle Vedrines, Sandra Benabou
Haas Avocats	Gérard Haas
Herbert Smith Freehills	Alexandra Neri
Hoche Société d'avocats	Patrick Amouzou, Régis Carral
Hogan Lovells	David Taylor, Mikael Salmela
Isabelle Renard Avocat	Isabelle Renard
Itlaw Avocats	Claudia Weber
J.P. Karsenty & Associés	Jean-Philippe Arroyo
Linklaters	Pauline Debré
Luzi Avocats	Olivia Luzi
Norton Rose Fulbright	Laure Joncour, Marta Giner Asis
Passa Varet	Vincent Varet
Poggi Avocats IT	Anne-Sophie Poggi
Racine	Eric Barbry
Simmons & Simmons	Christophe Fichet
Stehlin & Associés	Frédéric Lecomte
TAJ	Équipe d'associés
Vercken & Gaullier	Florence Gaullier, Gilles Vercken
Watson Farley & Williams	Lucien Rapp

RECOMMENDED

1	Amar Goussu Staub	Cyrille Amar, Grégoire Goussu, Antonin Staub
	BCTG Avocats	Gaëlle Blorete-Pucci, Francois-Xavier Boulon
	Bernard Hertz Béjot	Michel Béjot
	Bersay Associés	Emmanuel Schulte, Delphine Touboul
	BMH Avocats	Martin Hauser
	CBR & Associés	Michael Majster
	Cloix & Mendès-Gil	Sylvain Joyeux
	CMS Francis Lefebvre Avocats	Anne-Laure Villedieu
	Coblence & Associés	Mélanie Erber
	Courtois Lebel	Cédric Frenel
	Delsol Avocats	Jeanne Bossi Malafosse, Stéphane Perrin
	DTMV & Associés	Arnaud Vanbremeersch, Eléonore Gaspar
	Fieldfisher	Bruno Ducoulombier
	Franklin	Julie Catala-Marty
	Franklin Brousse	Franklin Brousse
	Guillemin Flichy	Alexis Guillemin
	Jacob Avocats	Julie Jacob
	KGA Avocats	Laurent Badiane
	Lerins & BCW	Mathilde Croze, Cécile Dupas
	LPA - CGR avocats	Prudence Cadio
	Matthieu Berguig	Matthieu Berguig
	Nexo Association D'Avocats	Yann Breban
	Nomos	Eric Lauvaux
	Nouveau Monde Avocats	Bernard Lamon
	Pinsent Masons	Annabelle Richard, Emmanuel Gougé
	Vaughan Avocats	Marie-Hélène Jan
	Winston & Strawn	Guillaume-Denis Faure
	Ydès Avocats	Cyril Fabre, Jean-Christophe Chevallier
2	Alter Via Avocats	Hélène Bernard
	Artemont	Farid Bouguettaya
	Astine Legal	Christine Borfiga, Claire Bertheux-Scotté
	Atem Avocats	Isabelle Camus, Aurélie Buisson
	Beylouni Carbasse Guény Valot Vernet - BG2V	Xavier Carbasse
	Bignon Lebray	Nicolas Moreau, Elise Dufour, Benjamin Mourot
	Bilalian Avocats	Marguerite Bilalian
	Mathias Avocats	Garance Mathias
	Clairmont Novus Avocats	Laurent Barissat, Delphine Ganoote-Mary
	Clevery Avocats	Henri Larmaraud
	Courtier Avocats	Nicolas Courtier
	Crossen & Borowsky	Sophie Borowsky
	Eversheds Sutherland	Gaëtan Cordier
	FTPA Avocats	Philippe Pochet
	Hayat Avocat	Olivier Hayat
	Houdart & Associés	Benoit Louvet
	Hughes Hubbard & Reed	Stefan Naumann
	Idea Avocats	Julie Ruelle, Nathalie Metallinos
	ISGE & Associés	François Illouz
	Jacobacci Avocats	Olympe Vanner, Jean-Mathieu Bertho
	Jeantet	Frédéric Sardain
	K&L Gates	Etienne Drouard, Claude-Etienne Armingaud
	Lavoix	Camille Pecnard
	Le Stanc Avocats	Christian Le Stanc
	Lext Avocats	Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion
	Lorang Avocats	Yann Lorang
	Marrache Avocat	Elisabeth Marrache
	Niddam-Drouas Avocats	Julie Niddam
	Quantic	François-Xavier Langlais, Emmanuelle Nahum
	Reinhart Marville Torre	Marc Susini
	Rossi Bordes & Associés	Juliette Bertrand
	SB Avocats	Sacha Benichou
	Shift Avocat	Olivier Moussa, Gerald Sadde
	Touati La Motte Rouge Avocat	Henri De La Motte Rouge
	Walter Billet Avocats	Alan Walter, Fabien Billet

Our analysis

**CONSTANTIN PAVLÉAS:
IP LAW AT THE SERVICE OF INNOVATION LEADERS**

Constantin Pavléas

Key figure: Constantin Pavléas
Established: 2001

Track record: The firm is involved in the negotiation of major contracts, such as technology licenses, SAAS contracts, partnerships and consortia. Industrials, integrated circuit designers or new technology players in fields as varied as cyber-security, health, autonomous cars or digital comics rely on the expertise of the firm.

Team & differentiation: The team raises awareness among the most innovative players of the issues relating to IT law, intellectual property and data protection. Very active on the evolution of European regulations, it organizes numerous conferences and training courses. In 2018, the firm sponsored the HealthTech Summit in Lausanne, where it delivered a keynote on the GDPR.

**BIRD & BIRD:
ALL THE SKILLS FOR A FULL-SERVICE OFFER**

Stéphane Leriche

Key figure: Stéphane Leriche
Established: 2000

Track record: The firm assists multinational clients and offers operational, strategic and risk management approaches that have earned it success and recognition on their contractual and litigation issues. The legal know-how in new technologies and innovation is, among other things, at the heart of the team's expertise, which guides its clients in all these activities.

Team & differentiation: By relying on its network of offices around the world, the firm can support its clients on a global strategy at the international level. The number of lawyers in the team and the diversity of their profiles and practices make it possible to cover all of their clients' data protection, IT in the broadest sense and fintech issues.

**LAWWAYS:
THE REFERENCE FIRM FOR IT CONTRACTS**

Gilles Rouvier

Key figure: Gilles Rouvier
Established: 2006

Track record: The firm has established itself as a reference point in the IT law sector, whether for the negotiation of IT contracts or for compliance with the GDPR. Very active on international issues, it is working with a major American software publisher this year, as well as for several fintech companies.

Team & differentiation: The team can rely on the experience it has acquired in the private sector to fully understand the challenges of each department and provide a response in line with the business expectations of clients. The firm can also count on Gilles Rouvier's experience within the Cyberlex association, a think tank for new technologies of which he is vice-president.

**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

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, IP Directors, Patents and Trademarks Counsel of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: Innovation consultants, Venture Capital funds, Academics, IP Valuation Firms, etc.



INTERNET LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

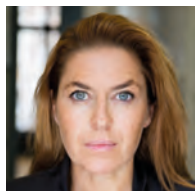
FIRM	KEY FIGURES
LEADING	
1 Alain Bensoussan Avocats	Alain Bensoussan
Baker McKenzie	Magalie Dansac Le Clerc, Rémy Bricard, Laurent Szuskin, Christian Blomet
De Gaulle Fleurance & Associés	J. Horn, J-M. Job, C. Théard-Jallu, L. de Gaulle, Georgie Courtois, Jean-Sébastien Mariez
Herbert Smith Freehills	Alexandra Neri
2 August & Debouzy	Florence Chafiol, Mahasti Razavi
Bird & Bird	S. Leriche, G. Arbant, C-R. Joly, A. Vuchot, M. Griguer
DLA Piper	G. Tulquois, D. Lebeau-Marianna, S. Lemarchand, J. Rofé, F. Panneau
Feral-Schuhl Sainte-Marie Associés	Bruno Grégoire Sainte-Marie, Christiane Féral-Schuhl, Etienne Papin
Hogan Lovells	Mikael Salmela, Christine Gateau, Winston Maxwell, David Taylor
Iteanu	Olivier Iteanu
Osborne Clarke	Claire Bouchenard, Béatrice Delmas-Linel, Lise Breteau, Xavier Picand
EXCELLENT	
Cohen & Gresser LLP	Guillaume Seligmann
Coursin	Yves Coursin
Dentons	David Masson
Deprez Guignot Associés - DDG	Pierre Deprez, Vincent Fauchoux, Frédéric Dumont
Derriennic Associés	François-Pierre Lani
Haas Avocats	Charles de Haas
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
Latournerie Wolfrom Avocats	Marie-Hélène Tonneller
Nomos	Hélène Delabarre, Christophe Pecnard, Eric Lauvaux, Emmanuelle Voisset
Pinsent Masons	Annabelle Richard, Emmanuel Gougé
Staub & Associés	S. Staub, A. Gravereaux, T. Beaugrand, O. Pignatari, T. Le Conte des Floris
Ydès Avocats	Cyril Fabre, Jean-Christophe Chevallier
HIGHLY RECOMMENDED	
1 Blum Legal	Marina Blum
Candé Blanchard Ducamp	Patrice De Candé, Julien Blanchard, Claire Ducamp
CBR & Associés	Pierre-Olivier Chartier, Alain Barsikian, Judith Vuillez, Michael Majster
Chemarin & Limbour	Alexandre Limbour
Christophe Caron	Christophe Caron
De Baecque Fauré Bellec Avocats	Olivier De Baecque
Fieldfisher	Christophe Menooh, Nathalie Hadjodi-Cazier, Bruno Ducoulombier
Gide	Thierry Dor, Olivier Cousi
Gilles Vercken Et Avocats	Florence Gaullier, Gilles Vercken
Granrut Avocats	Jean Castelain, Anne Cousin, Richard Milchior
Hoche Société D'avocats	Patrick Amouzou
Jacob Avocats	Julie Jacob
Jeanetet	Frédéric Sardain
K&L Gates	Etienne Drouard, Claude-Etienne Armingaud
Lawways	Gilles Rouvier
Linklaters	Sonia Cissé, Pauline Debré
Luzi Avocats	Olivia Luzi
Passa Varet	Vincent Varet
Pdgb Avocats	Benjamin Jacob
Racine	Eric Barbry
Scan Avocats	Sandra Cabanne, Alexandra Nappey
Soskin Avocats	Ilana Soskin
Stehlin & Associés	Frédéric Lecomte
Taylor Wessing	Valérie Aumage, Marc Schuler
Vatier	Pascal Lè Dai
Vercken & Gaullier	Florence Gaullier, Gilles Vercken
2 Adsto	Claire Bernier
Altana	Pierre Lubet, Franck Valentin
Alerion	Frederic SAFFROY, Corinne Thiérache
Atalex	Arnaud Tessalonikos
Atipic Avocats	François Coupez, David-Irving Tayler
ATM Avocats	André Meillassoux
BCTG Avocats	Gaëlle Bioret-Pucci, Francois-Xavier Boulin
Bersay Associés	Emmanuel Schulte
BRM Avocats	Martine Ricouart-Maillet, Claire Camberton
Caprioli & Associés	Eric Caprioli
Coblenca & Associés	Mélanie Erber
Cornet Vincent Ségurel	François Herpe, Jérôme Wiehn, Florent Lucas, Thomas Deschryver
Crossen & Borowsky	Sophie Borowsky
DBK Avocats	Thomas Debiesse, Christian Kim, Jérôme Buscaill
DS Avocats	Thierry Granturco, Bertrand Potot
EDV Avocat	Emilie de Vaucresson, Mathias Le Masne De Chermont
Elkrief Avocat	Danielle Elkrief
Fidal	Isabelle Gavanon, Philippe Boutron, Philippe Debry, Frédéric Bourget
Gibson Dunn	Ahmed Baladi
Guilloux Avocats	Jean-Marie Guilloux
Hughes Hubbard & Reed	Stefan Naumann
Itlaw Avocats	Claudia Weber
Latham & Watkins	Myria Saarinen, Jean-Luc Juhan
Laude Esquier Champey	Olivier Laude, Victor Champey, Sophie Havard Duclos
Lerins & BCW	Mathilde Croze
Lext Avocats	Anne Bourdur, Gaëlle Leroy, Pierre-Lucas Thirion
LPA - CGR avocats	Prudence Cadio
Norton Rose Fulbright	Nadège Martin
Oria Media	Mathieu Davy
Osiose Avocats	Mélanie Comert, Antoine Gendreau, Alexandra le Corroncq, Alexis Vichniesky
Poggi Avocats IT	Anne-Sophie Poggi
TAJ	Equipe d'associés
Watrin Brault Associés	Nicolas Brault
Watson Farley & Williams	Lucien Rapp

RECOMMENDED

Alatis	Jean-Marc Puech
Amar Goussu Staub	Cyrille Amar, Grégoire Goussu, Antonin Staub
Aramis	Benjamin May
Armelle Fourlon	Armelle Fourlon
Artemont	Farid Bouguettaya
Aston Avocats	Carine Piccio
Atem Avocats	Isabelle Camus
Aturquoise Société D'avocats	Anne-Marie Pecoraro
Basdevant	Adrien Basdevant
Bblm	Daria Sauer, Myriam Angelier
Bignon Lebray	Élise Dufour, Benjamin Mourot
Bilalian Avocats	Lara Morel, Marguerite Bilalian
Bismuth Société D'avocats	Yves Bismuth, Mathieu Martin
Cabinet Verly	Nicolas Verly
Carbonnier Lamaze Rasle & Associés	Clarisse Le Salver
Clairmont Novus Avocats	Laurent Barissat, Delphine Ganoote-Mary
Cmg & Associés	Paraskevi Georganta, Stéphane Coulaux
Courtois Lebel	Cédric Frenel
Danièle Véret Cabinet D'avocats	Danièle Véret
Dauzier-Chappuis & Associés (Aravocat)	Pierre-Louis Dauzier, Olivier Chappuis
DTMV & Associés	Pascal Lefort, Thierry Mollet-Viéville, Eleonore Gaspar, Thomas Cuche
Ebl Lexington Avocats	Laurent Lévy
Eversheds Sutherland	Gaëtan Cordier
Fiducial Legal By Lamy	Jean-Baptiste Chaniel
Ftpa Avocats	Philippe Pochet
Gilles Buis Avocat	Gilles Buis
Gomis & Lacker	Julien Lacker, Guillaume Gomis
Gramond & Associés	Xavier Gramond
Grosslerner Avocats	Julien Grosslerner
H²O	Nicolas Herzog, Isabelle Vedrines, Sandra Benabou
Hayat Avocat	Olivier Hayat
Hugot Avocats	Jean-Philippe Hugot, Olivier Hugot
Idea Avocats	Julie Ruelle, Nathalie Métallinos
Isabelle Renard Avocat	Isabelle Renard
Isge & Associés	François Illouz
J.P. Karsenty & Associés	Jean-Philippe Arroyo, Béatrice Moreau-Margotin, Martine Karsenty-Ricard
Jacobacci Avocats	Olympe Vanner
Kga Avocats	Laurent Badiane
Llc & Associés	Romain Waiss-Moreau
Lorang Avocats	Yann Lorang
Mathias Avocats	Garance Mathias
Matthieu Berguig	Matthieu Berguig
Pierrat & De Seze	Sophie Viaris De Lesegno, Emmanuel Pierrat
Pons & Carrère	Caroline Henry
Péchenard & Associés	Fabien Honorat, Gauthier Montreuil, Eric Andrieu
Redlink	Emmanuelle Behr, Frédéric Fournier
Sb Avocats	Sacha Benichou
Shift Avocat	Olivier Moussa, Gerald Sadde
Simmons & Simmons	Christophe Fichet
Touati La Motte Rouge Avocat	Jean-Philippe Touati, Henri De La Motte Rouge
Twelve	Philippe Allaëys
Valérie Perrichon Avocats	Valérie Perrichon
Valérie Sédallian	Valérie Sédallian
Veber Avocats	Philippe Veber
Walter Billet Avocats	Alan Walter, Fabien Billet
Wize Avocats	Jean-Baptiste Benvenuti

Our analysis

JACOB AVOCATS: AT THE FOREFRONT OF INNOVATION



Julie Jacob

Key figure: Julie Jacob
Established: 1994

Track record: In recent years, internet law and data protection have become top priorities for this Parisian IP and IT law firm. It was charged with advising on protecting data on the French president's "Renaissance" website ahead of the European elections. Jacob Avocats also advises clients specializing in bitcoin, health-care, price comparison or betting for example. Julie Jacob, a member of the Israeli Bar, can also assist clients in that country.

Team & differentiation: The team has not stopped growing and the firm is particularly involved in helping its lawyers – a majority of whom are also data protection officers – grow their careers. At the forefront of innovation, Jacob Avocats developed its own platform (WizBlo) to help companies comply with the Sapin II French law.

DE GAULLE FLEURANCE & ASSOCIÉS : A HEAD-START ON NEW TECHNOLOGIES



Louis de Gaulle

Key figure: Louis de Gaulle
Established: 2001

Track record: The firm is this year again demonstrating the extent of its expertise in IT, internet and data law. It has been involved in anti-counterfeiting, GDPR compliance and e-privacy related cases. The team is also heavily involved in IP consulting and contracting and takes part in debates on digital sector legislation.

Team & differentiation: Listening to its clients, the firm enriches its support by using LitiMark and LitiDesign statistical tools and maintains its expertise in new technologies. It has thus launched thematic discussion groups, entitled "Lex do it", to enable teams to explore new challenges such as blockchain or artificial intelligence.

J.P.KARSENTY & ASSOCIÉS: EXPERIENCE OF IT MATTERS



Jean-Philippe Arroyo

Key Figure: Jean-Philippe
Arroyo
Established: 1955

Track record: The team intervenes in telecoms law as well as in personal data and IT law. Its strength is to share the burden of its clients' problems, and to act as an advisor as well as a litigator. Historically very active in internet litigation, the firm has experienced, this year, a strong increase in this activity. It works with major IT groups, many of whom are American.

Team & differentiation: The firm promotes good practices and does not hesitate to get involved in various professional organizations, including the French association of personal data protection officers (AFCDP). In addition, Jean-Philippe Arroyo co-authored a book on the popularization of the GDPR for marketing actors.



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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Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: Innovation consultants, Venture Capital funds, Academics, IP Valuation Firms, etc.



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Emmanuel Guillaume, Christian Blomet, Laurent Szuskin
Bird & Bird	Stéphane Leriche
Chemarin & Limbour	Alexandre Limbour
Franklin	Julie Catala-Marty
Fréget Tasso De Panafieu	Olivier Fréget, Charlotte Tasso De Panafieu
Hogan Lovells	Winston Maxwell
EXCELLENT	
Bersay Associés	Emmanuel Schulte
CBR & Associés	Pierre-Olivier Chartier
Coursin	Yves Coursin
Gide	Olivier Cousi
PDGB Avocats	Benjamin Jacob
HIGHLY RECOMMENDED	
Alain Bensoussan Avocats	Alain Bensoussan
August & Debouzy	Florence Chafiol-Chaumont, Mahasti Razavi
Bilalian Avocats	Marguerite Bilalian, Lara Morel
Bredin Prat	Hugues Calvet, Robert Saint-Esteben
Cabinet De La Taille	Benoît de la Taille
Darrois Villey Maillot Brochier	Igor Simic, Didier Théophile
De Gaulle Fleurance & Associés	Georgie Courtois, Frédéric Destal, Jean-Sébastien Mariez
DLA Piper	Florence Guthfreund-Roland, Pascal Martin
DS Avocats	Bertrand Potot
Jones Day	Rémy Fekete
Latham & Watkins	Jean-Luc Juhan
Latournerie Wolfrom Avocats	Terence Cabot, Marie-Hélène Tonnellier
Magenta	Sylvain Justier, Vincent Jaunet
Norton Rose Fulbright	Nadège Martin
Pinsent Masons	Diane Mullenex
Simmons & Simmons	Christophe Fichet
Vogel & Vogel	Joseph Vogel, Louis Vogel
Watson Farley & Williams	Lucien Rapp
RECOMMENDED	
Behring Société d'avocats	Anne-Solène Gay
Cohen & Gresser LLP	Guillaume Seligmann
Feral-Schuhl Sainte-Marie	Olivier de Courcel, Etienne Papin
Foley Hoag	Catherine Muyl
Franklin Brousse	Franklin Brousse
HW&H	Fabrice Bauman, Dominique Heintz
Jacob Avocats	Julie Jacob
Lexcase	Hubert Mortemard de Boisse
Linklaters	Pauline Debré, Sonia Cissé
Orrick Rambaud Martel	Saam Golshani
Osborne Clarke	Béatrice Delmas-Linel, Xavier Pican
Staub & Associés	Sylvain Staub, Thomas Beaugrand, Antoine Graveraux, Olivier Pignatari, Thibaud Le Conte des Floris
White & Case	Éric Laplante
Wilhelm & Associés	Pascal Wilhelm
STRONG EXPERTISE	
Atalex	Arnaud Tessalonikou
BCE Avocats	Alexandre Espenel
Bignon Lebray	Nicolas Moreau
Carbonnier Lamaze Rasle & Associés	Michel Rasle
Clifford Chance	Dessislava Savova, Thibault d'Alès
EBL Lexington Avocats	Laurent Lévy, Arnaud Demont
Fieldfisher	Bruno Ducoulombier
Gibson Dunn & Crutcher	Ahmed Baladi
Granrut Avocats	Anne Cousin
Harbour Avocats	Olivier de Chazeaux
Harlay Avocats	Fabrice Perbost, Sabine Lipovetsky
ISGE & Associés	François Illouz
JurisExpert	Blandine Poidevin
Laude Esquier Champey	Olivier Laude
Lawways	Gilles Rouvier
SB Avocats	Sacha Benichou
Taylor Wessing	Valérie Aumage

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INFORMATION & REGISTRATION:

IP related topics

Anney Wong Moi Sang

awongmoisang@leadersleague.com

+33 (0)1 45 02 26 52

Corporate related topics

Maïmouna Koné

mkone@leadersleague.com

+ 33 (0)1 45 02 25 34



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LEADERS LEAGUE



GERMANY

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BEST VENTURE CAPITAL FIRMS

The firms are listed alphabetically

FIRM	INDUSTRY
Acton Capital Partners	Technology
Bayern Kapital	Technology
BlueYard Capital	E-commerce, Internet
Btov Partners	IT, TMT
Capnamic Ventures	E-Commerce, Gaming, Payments, 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 Goods, 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)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Goldman Sachs	Wolfgang Fink
Morgan Stanley	Johann-Christian von Wersebe, Jens Maurer
EXCELLENT	
Citigroup Global Markets Deutschland	Stefan Wintels
J.P. Morgan	Christian Kames
Perella Weinberg Partner	Dietrich Becker
HIGHLY RECOMMENDED	
Bank of America Merrill Lynch	Birger K. Berendes
Barclays Bank PLC	Alexander Doll

TMT (SMALL TO MID-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Crédit Suisse	Joachim Ringer
EY	Claus-Peter Wagner
EXCELLENT	
Arma Partners	Henrietta Schmidt-Wilke
BNP Paribas	Torsten Murke
Oakley Advisory	Christian Maher, Chris Godsmark
Oaklins	Jan P. Hatje
HIGHLY RECOMMENDED	
CF-Mittelstand	Jörg Leussink, Jens Bender
Deutsche Bank	Berthold Fuerst, Patrick Frowein
Goetzpartners Corporate Finance	Gernot Wunderle
RECOMMENDED	
Deloitte	Freddy Strottmann
Eurohold Corporate Finance	Oliver Gottstein
Nomura	Charles Pitts-Tucker
Qatalyst Group	Jean Tardy-Joubert



HEALTHCARE & PHARMACEUTICALS (LARGE-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Morgan Stanley	Johann-Christian von Wersebe, Jens Maurer
EXCELLENT	
Barclays Bank PLC	Alexander Doll
Centerview Partners	Richard Girling, Robin Budenberg
Citigroup Global Markets Deutschland	Stefan Wintels
JP Morgan	Christian Kames
Rothschild	Martin Reitz, Dirk Pahlke
HIGHLY RECOMMENDED	
Bank of America Merrill Lynch (BoFA)	Birger K. Berendes
Crédit Suisse	Joachim Ringer
EY	Claus-Peter Wagner
Mizuho Financial Group	Hiroshi Nagamine

HEALTHCARE & PHARMACEUTICALS (SMALL TO MID-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Ferber & Co.	Manfred Ferber
Lincoln International	Kai Ingo Seidel
PwC	Steve Derz
EXCELLENT	
ACXIT Capital Partners	Thomas Klack
GCA Altium	Sascha Pfeiffer
KPMG	Leif Zierz
HIGHLY RECOMMENDED	
BNP Paribas	Torsten Murke
DC Advisory Partners GMBH	Stefan Jaecker
Equinet Bank	Dirk Meyer, Christoph Vigelius
RECOMMENDED	
Alantra	Wolfram Schmerl
Clearwater International	Ralph Schmucking (Partner), Dierk Rottmann
Conalliance	Gunter Carl Hober
Deloitte	Freddy Strottmann
HSH Nordbank	Patrick Miljes, Karsten Maschler



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bardehle Pagenberg	Peter Hess, Hans Wegner
Grunecker	Heike Vogelsang-Wenke, Thomas Schuster
Hoffmann Eitle	Peter Klusmann, Thorsten Bausch, Matthias Kindler, Leo Polz, Thomas Becher
EXCELLENT	
Boehmert & Boehmert	Jan Krauss, Steffen Schmidt, Markus Engelhard
Cohausz & Florack	Philipe Walter, Gottfried Schüll
Manitz Finsterwald & Partner	Manfred Finsterwald, Dieter Pellkofer
Meissner Bolte	Kay Rupprecht
Vossius Partners	Hans-Rainer Jaenichen
Wuesthoff & Wuesthoff	Axel Katérle, Bernhard Thum, Hendrik Wichman
HIGHLY RECOMMENDED	
Dreiss	Thomas Knapp
Eisenführ Speiser	Klaus Göken, Uwe Stilkenböhmer
Isenbrück Bösl Hörschler	Raphael Bösl, Fritz Lahrtz
König Szyka Tilmann Von Renesse	Gregor König, Max Wilhelm Tilmann
Michalski Hüttermann & Partner	Stefan Michalski, Aloys Hüttermann
Prinz & Partner	Thomas Kitzhofer, Werner Sulzbach
Samson & Partner	F. R. von Samson-Himmelstjerna
RECOMMENDED	
Denmeyer	Malte Köllner
Epping Hermann Fischer	Frank Heidrich
Kraus & Weisert	Hans-Joerg Banzer, Claus Beckmann
Kuhnen & Wacker	Rainer K. Kuhnen
Lederer & Keller	Günter Keller
Lorenz Seidler Gossel	Michael Thoma, Dieter Laufhütte
Maiwald	Holger Glas, Dirk Bühler
Müller-Boré & Partners	Andreas Rutetzki, Dr. Ralf Perrey
Viering Jentschura & Partner	Armin Kühn
von Kreisler Selting Werner	Hans-Peter Jönsson
Weickmann & Weickmann	Wolfgang Weiß
Witte Welle & Partner	Volker Heuckerth, Stephan Keck, Gabriele Laufer
STRONG EXPERTISE	
Gulde & Partner	Henry Schneider
Harmsen Utescher	Sabine Kossak
MERH IP	Bruno Matias, Tobias Erny
Prüfer & Partner	Friedrich Emmerling
Rau Schneck & Hübner	Gerd Hübner
Ter Meer Steinmeister & Partner	Christian Hollatz
Uexkull & Stolberg	Albrecht von Menges
Wachenhausen & Kollegen	Marc Wachenhausen

WACHENHAUSEN & KOLLEGE: A FAMILIAR NAME IN PATENTS



Marc Wachenhausen

Key figure:
Marc Wachenhausen
Established: 2017

Track record: Wachenhausen & Kollege has a robust practice advising biotech and pharmaceutical companies. It works mostly across patent litigation and patent prosecution and most of its filings originate outside of Europe, with a strong flow of work from the US and China in particular. The practice is increasingly handling advisory matters and due diligence work.

Team & differentiation: The Munich-based firm is led by partners Marc Wachenhausen, Oliver Wenzel, Benjamin Bubendorfer and Thorsten Haslinde who are ably supported by four patent attorneys and a cost-effective back-office. It acts for an international clientele.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Bird & Bird	Anna Wolters-Höhne, Christian Harmsen, Oliver Jan Jüngst
Hogan Lovells	Andreas von Falk, Martin Fähndrich, Steffen Steininger
Hoyng Rokh Monegier	Christian Osterrieth, Klaus Haft, Christine Kanz, Martin Köhler
2 Preu Bohlig & Partner	Christian Kau, Dr. Alexander Harguth, Christian Donle, Daniel Hoppe
Quinn Emanuel Urquhart & Sullivan	Marcus Grosch, Johannes Bukow
Rospatt Osten Pross	Henrick Timmann, Max von Rospatt, Thomas Musmann
Wildanger	Eva Geschke, Peter-Michael Weisse, Wolf Graf von Schwerin, Roland Kehrwald
EXCELLENT	
Freshfields	Frank-Erich Hufnagel
Kather Augenstein	Christopher Weber
Klaka	Olaf Giebe, Stefan Eck
Krieger Mes & Graf V Der Groeben	Jochen Bühling, Axel Verhauwen
Taylor Wessing	Sara Burghart, Christian Lederer
HIGHLY RECOMMENDED	
Bardehle Pagenberg	Peter Chrocziel, Johannes Heselberger
Gleiss Lutz	Matthias Sonntag
Hoffmann Eitle	Holger Stratmann, Dirk Schübler-Langeheine
Simmons & Simmons	Thomas Adam
Vossius & Partner	Johann Pitz
RECOMMENDED	
Arnold Ruess	Bernhard Arnold, Cordula Schumacher
Boehmert & Boehmert	Michael Rüberg
Grunecker	Ulrich Blumenröder, Bernd Allekotte
Harmsen Utescher	Karsten Königer, Rainer Kaase
Hengeler Mueller	Wolfgang Kellenter
Wachenhausen & Kollegen	Marc Wachenhausen
STRONG EXPERTISE	
Bock Legal	Andreas Bock
Meissner Bolte	Tobias Wuttke
Noerr	Ralph Nack

PREU BOHLIG & PARTNERS: SIX DECADES OF CLIENT SATISFACTION



Christian Donle

Key figures: Christian Donle, Ludwig Von Zumbusch, Daniel Hoppe and Christian Kau
Established: 1959

Track record: Preu Bohlig is renowned for its national and international IP litigation expertise in areas such as telecoms, the automotive sector and blockchain. With a proven track record advising on strategic litigation and sector-related trademarks and copyrights. The firm is recognized for its capabilities in fashion and media law in Germany, having represented numerous celebrities.

Team & differentiation: Celebrating sixty years of service in 2019, this Munich-headquartered IP litigation firm is led by 31 seasoned lawyers including 11 associates spread across a network of five regional offices. In the next few months an array of new hires will strengthen the activities of the firm in the pharmaceutical sector. Preu Bohlig uniquely offers a training program for students who wish to become patent attorneys.

KATHER AUGENSTEIN: EXCEPTIONAL IP LITIGATION OUTFIT



Peter Kather

Key figures: Peter Kather and Christof Augenstein
Established: 2016

Track record: The boutique firm advised an automobile manufacturer against a patent licensing agency in patent dispute summary proceedings relating to distress-call technology, and acted as lead counsel in a series of proceedings by a global telecoms leader against Apple for infringement of standard essential and implementation patents.

Team & differentiation: The firm was created as a spinoff from a leading full-service IP firm in 2016 with the clear vision of focusing exclusively on complex, high-stake IP litigation. Its compact size allows it to be highly specialized and flexible, and its deep know-how and long-term relationships with clients allow it to offer the premium service of the largest law firms.



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
CMS	Malte Grützmacher, Axel Funk, Christian Runte, Markus Deck
Noerr	Joachim Schrey, Thomas Thalhofer, Peter Bräutigam
White & Case	Jost Kotthoff, Detlev Gabel
EXCELLENT	
Baker McKenzie	Michael Schmidl, Matthias Scholz
Bird & Bird	Alexander Duisberg, Sven-Erik Heun, Jörg-Alexander Paul
Freshfields	Jochen Dieselhorst, Matthias Koch
Ssw Schneider Schiffer Weihermüller	Isabell Conrad, Jochen Schneider
Taylor Wessing	Christian Frank, Axel Freiherr von dem Bussche
HIGHLY RECOMMENDED	
DLA Piper	Jan Geert Meents
Heymann & Partner	Thomas Heymann, Lars Lensdorf
Hogan Lovells	Marcus Schreiberbauer, Stefan Schuppert
Osborne Clarke	Konstantin Ewald, Flemming Moos
SKW Schwarz	Martin Schweinoch, Oliver Hornung
RECOMMENDED	
Gleiss Lutz	Stefan Weidert, Andreas Wehlau
GÖRG	Florian Schmitz, Axel Czarnetzki
Harmsen Utescher	Till Lampel, Dr. Jan Peter Heidenreich
Heuking Kühn Lüer Wojtek	Stephan Witteler
Heussen	Hermann Waldhauser
JBB Lawyers	Till Jaeger
Jones Day	Undine von Diemar
Luther	Michael Rath, Wulff-Axel Schmidt
McDermott Will & Emery	Ralf Weisser, Wolfgang Freiherr Raitz
Oppenhoff & Partner	Marc Hilber, Jürgen Hartung
Preu Bohlig	Dr. Cristian Donle, Dr. Cristian Kau, Jürgen Schneider
STRONG EXPERTISE	
Avocado	Jan Peter Voss
FPS	Oliver Wolff-Rojczyk, Christian Hertz-Eichenrode
Mayburg	Dr. Manfred Mayer
TCI	Andreas Stadler, Thomas Stögmüller
Von Boetticher	Anselm Brandi-Dohrn
Waldeck	Thomas Fischer



LIFE SCIENCES & PHARMACEUTICALS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Marc Gabriel, Thilo Räßple
Clifford Chance	Peter Dieners, Ulrich Reese
Hogan Lovells International	Jörg Schickert, Ina Brock
Taylor Wessing	Manja Epping, Wolfgang Rehmann
EXCELLENT	
Bird & Bird	Alexander Csaki, Boris Kreye
CMS	Jörn Witt, Jens Wagner
D+B Rechtsanwälte Partnerschaft	Ulrich Grau, Constanze Püschel
Dentons	Christof Kautzsch, Peter Homberg
Freshfields Bruckhaus Deringer	Frank-Erich Hufnagel, Jochen Dieselhorst
Gleiss Lutz	Reimar Buchner
Hengeler Mueller	Dirk Uwer
Mc Dermott Will & Emery	Rüdiger Herrmann, Stephan Rau
Novacos Rechtsanwälte	Maria Heil
Sträter Rechtsanwälte	Burkhard Sträter
HIGHLY RECOMMENDED	
Ehlers, Ehlers & Partner	Alexander Ehlers, Melanie Arndt
Jones Day	Christian B. Fulda
King & Spalding	Ulf Grundmann
Latham & Watkins	Henning Schneider
Möhrle Happ Luther	Henning Anders, Julia Luther
Oppenländer Rechtsanwälte	Timo Kieser
Oppenhoff & Partner	Peter Klappich
Preu Bohlig & Partners	Peter Von Czettritz
Raue	Wolfgang Kuhla, Maren Bedau



IRELAND

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IP: GENERAL

Best Patent and Trade Mark Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
FR Kelly	David Brophy, Gavan Ferguson
Tomkins	Cathal Lane, Christina Gates, Olivia Catesby
EXCELLENT	
Hanna Moore & Curley	Donnacha Curley, Peter Hanna, Barry Moore
PurdyLucey	Michael Lucey, Barry Purdy
HIGHLY RECOMMENDED	
Anne Ryan & Co	Anne Ryan
Cruickshank	Mary Rose O'Connor
MacLachlan & Donaldson	Denis McCarthy

IP: GENERAL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
A&L Goodbody	John Cahir, John Whelan
Mason Hayes & Curran	Gerard Kelly, Brian McElligott
McCann FitzGerald	Paul Lavery, Fiona O'Beirne
William Fry	Carol Plunkett, David Cullen, Leo Moore, Laura Scott
EXCELLENT	
Acuatus	Alistair Payne
Arthur Cox	Rob Corbet
DFMG	Patricia McGovern
Matheson	Deirdre Kilroy
Whitney Moore	Aoife Murphy, Robin Hayes
Hanna Moore & Curley	Donnacha Curley, Peter Hanna, Barry Moore
PurdyLucey	Michael Lucey, Barry Purdy
HIGHLY RECOMMENDED	
Beauchamps	Maureen Daly
ByrneWallace	Darren Daly
Eugene F Collins	David Hackett
Eversheds Sutherland	Marie McGinley
LK Shields Solicitors	Peter Bolger, Jeanne Kelly
Philip Lee	Anne Bateman



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Head of Intellectual Property
SAFRAN



WENDY PANG
*General Counsel,
Intellectual Property & Media*
DANONE



JOSEPH SOMMER
VP, Intellectual Property
AT&T



LEONORA HOICKA
Chief Trademark Counsel
IBM



NICLAS MOREY
*Director of IP/Trilateral Affairs and
International Organizations*
EPO



NATHALIE CHASQUES
Global Brand Protection Director
MOËT HENNESSY & CHANDON



PHILIPPE CADRE
Chief Operating Officer
INPI



JENNIFER CHUNG
Associate General Counsel
ACCUWEATHER



CHARLOTTA LJUNGDAHL
*Group Vice President-Intellectual
Property*
AIR LIQUIDE



ANDREW BRADSHAW
Director
ASIAN COALITION AGAINST
COUNTERFEITING & PIRACY



NATHALIE RUFFIN
Global Intellectual Property - Trademarks
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LEE PHAM
*Intellectual Property Law & Strategy,
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CORINNA SUNDERMAN
*Senior Vice President Intellectual
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FRESENIUS KABI



PIERRE GENDRAUD
Industrial Property Director
PSA GROUP



SONIA COOPER
*Senior Patent Attorney,
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ITALY

© Phant



TMT

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Goldman Sachs	Massimo Della Ragione
Mediobanca	Alessandro Bertani
Morgan Stanley	Domenico Siniscalco, Stefano Bertagna De Marchi
EXCELLENT	
HSBC	Gerd Pircher
PwC	Marco Tanzi Marlotti
HIGHLY RECOMMENDED	
Altium Capital	Carlo Dawan
Banca IMI/Intesa Sanpaolo	Mauro Micillo
Lazard	Giacomo Liberti
Rothschild	Luca Venturini
UniCredit Group	Gianfranco Bisagni

LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bird & Bird	Giovanni Galimberti, Massimiliano Mostardini
Hogan Lovells	Riccardo Fruscalzo, Luigi Mansani, Francesca Rolla
Trevisan & Cuonzo	Gabriel Cuonzo
EXCELLENT	
Avvocati Associati Franzosi Dal Negro Setti	Carlo Piria, Francesco Setti
Deberti Jacchia	Roberto Jacchia
DLA Piper	Roberto Valenti
Herbert Smith Freehills	Laura Orlando
IP Law Galli	Cesare Galli, Mariangela Bogni
Lombardi Segni e Asseociati	Renato Bocca
Pavia a Ansaldo	Gian Paolo Di Santo, Agostino Migone de Amicis
Simmons & Simmons	Stefania Bergia
HIGHLY RECOMMENDED	
Astolfi e Associati	Sonia Selletti
BonelliErede	Vincenzo Salvatore
Chiomenti	Paolo Bertoni
Gitti & Partners	Paola Sangiovanni
Masotti Berger Casella	Luca Masotti
Portolano Cavallo	Lydia Mendola, Marco Blei
R&P Legal	Paolo De Carlo
Sena & Tarchini	Giancarlo Del Corno

LOMBARDI SEGNI: SHARP LITIGATORS AND CREATIVE ADVICE



Renato Bocca

Key figure: Renato Bocca
Established: 2004

Track record: The firm mainly advises on litigation related to the protection of patents, trademarks, confidential information, design rights, copyrights, life sciences and unfair competition. Renato Bocca was the key partner representing Bayer in a case related to misleading advertising. Among clients are several prominent Italian hospitals, research institutes and healthcare companies such as Ospedale San Raffaele, Ospedale San Donato, Università Vita Salute San Raffaele.

Team & differentiation: Well known in the market for its talented litigators in the financial sector, the firm operates its IP practice with a team of partners and seven associates dedicated to the complete range of IP law. Partner Manuela Soligo has a strong litigation background, while Renato Bocca has developed significant experience handling with arbitration proceedings.



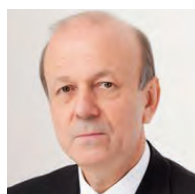
PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Buzzi, Notaro & Antonielli d'Oulx	Franco Buzzi, Giancarlo Notaro, Luciano Bosotti
Jacobacci & Partners	Giuseppe Quinterno
Studio Torta	Luigi Boggio
EXCELLENT	
Barzanò & Zanardo	Alfredo Zanardo
Botti & Ferrari	Mario Botti, Barbara Ferrari
Modiano & Partners	Micaela N. Modiano
Notarbartolo & Gervasi	Diego Pallini Gervasi
SIB Societa Italiana brevetti	Elisabetta Papa
HIGHLY RECOMMENDED	
Bianchetti Bracco Minoja	Giuseppe Bianchetti, Fabrizio Minoja
Bugnion	Marco Lissandrini, Cristina Biggi
Dragotti & Associati	Gianfranco Dragotti, Roberto Pistolesi
GLP	Gilberto L. Petraz
PGA	Marco Ponzellini, Alessandro Galassi
Porta Checcacci & Associati	Giorgio Checcacci
Rapisardi intellectual Property	Ugo Trojsi
RECOMMENDED	
Cantaluppi & Partners	Stefano Cantaluppi
Giambrocono & C	Fabio Giambrocono
Gregorj	Luca Fiorentino
Hoffmann Eitle	Marco Benedetto
LGV	Luigi Goglia
Luppi Crugnola & Partners	Pietro Crugnola
Manzella & Associati	Giovanni Manzella
Martegani & Partners	Franco Martegani, Maurizio Giuli, Lorenzo Lualdi
Praxi IP	Ferruccio Postiglione
Racheli	Aldo Petruzzello
Studio Bonini	Ercole Bonini

STUDIO TORTA: ON THE SIDE OF INNOVATORS



Luigi Boggio

Key figure: Luigi Boggio
Established: 1879

Track record: The firm specializes in sectors such as electronics, pharma and biotech, chemistry, software and mechanics. For over a century Studio Torta has been a reference point in the Italian market handling a very large client portfolio. Key clients include STMicroelectronics, FCA including Fiat, Chrysler and Magneti Marelli, Ferrari, Mitsubishi and Leonardo group.

Team & differentiation: Studio Torta has offices in Turin, Milan, Rome, Bologna, Treviso, Rimini and a liaison office in Munich. The team is composed of 56 attorneys and 38 partners. The multicultural backgrounds of the professionals are an important factor. Elisa Tricceri is in charge of business development in Asia and Europe, speaks Japanese and spent several years working for an IP firm in Japan. Managing Director Simone Bongiovanni is in charge of relations with Asian clients.

PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Bird & Bird	Giovanni Galimberti, Massimiliano Mostardini
Hogan Lovells	Luigi Mansani, Giovanni Ghirardi
2 IP Law Galli	Cesare Galli, Mariangela Bogni
Trevisan & Cuonzo	Luca Trevisan, Gabriel Cuonzo
EXCELLENT	
1 Avvocati Associati Franzosi Dal Negro Setti Orsingher Ortu	Mario Franzosi Matteo Orsingher, Fabrizio Sanna
2 BonelliErede	Giovanni Guglielmetti, Tommaso Faelli
Chiomenti	Paolo Bertoni
Dentons	Giovanni Casucci
DLA Piper	Gualtiero Dragotti, Roberto Valenti
LGV	Luigi Goglia
NCTM	Paolo Lazzarino
Pavia e Ansaldo	Gian Paolo Di Santo
Simmons & Simmons	Giulio Sironi, Stefania Bergia
Spheriens	Pier Luigi Roncaglia, Francesco Rossi, Riccardo Perotti
HIGHLY RECOMMENDED	
De Berti Jacchia	Roberto Jacchia, Maria Cristina Franchini
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
Mondini-Rusconi Studio Legale	Giorgio Mondini, Giuseppe Rusconi
Portolano Cavallo	Micael Montinari, Ernesto Apa
Herbert Smith	Laura Orlando
Studio Legale Jacobacci & Associati	Fabrizio Jacobacci
Studio legale Sena e Tarchini	Paola Tarchini, Giuseppe Sena
RECOMMENDED	
Corona-Catelli	Sandro Corona, Vittorio Catelli
Gattai, Minoli, Agostinelli & Partners	Licia Garotti
Ghidini, Girino & Associati	Gustavo Ghidini
Studio Legale Ilardi	Pietro Ilardi
Rapisardi & Ginevra	Alfio Rapisardi, Carlo Ginevra
Sindico Serantoni	Domenico Sindico
Tornato Prado	Carlo Maria Prado, Alberto Tornato

IP LAW GALLI: A REFERENCE POINT FOR THE IP COMMUNITY



Cesare Galli

Key figure: Cesare Galli
Established: 2004

Track record: Founding partner Cesare Galli was personally involved in the process that led to Italy signing up to the Unified Patent Court Agreement and had the honor of assisting the official delegates with the drafting of its rules of procedure. The firm's clients include large foreign industrial groups working in the pharmaceutical, food and chemical sectors and Italian firms operating in the most cutting-edge fields.

Team & differentiation: The firm has a large presence in the north of Italy with offices in Milan, Brescia, Verona and Parma. Professor Cesare Galli, who teaches IP law at the University of Parma, is an active AIPPI member and the author of several publications dedicated to IP law. He is one of the highest profile members in the Italian IP community. Mariangela Bogni is praised for the quality of her contentious work for the pharmaceutical industry.

TMT

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Lorenzo De Martinis, Raffaele Giarda
Bird & Bird	Giovanni Galimberti, Massimiliano Mostardini
Cleary Gottlieb	Marco D'Ostuni
DLA Piper	Giulio Coraggio
Hogan Lovells	Marco Berliri
EXCELLENT	
BonelliErede	Tommaso Faelli
Chiomenti	Gilberto Nava
Dentons	Giangiacoimo Olivi
Freshfields Bruckhaus Deringer	Gian Luca Zampa
Panetta e Associati	Rocco Panetta
Orsingher Ortu	Marco Consonni
Simmons & Simmons	Edoardo Tedeschi
HIGHLY RECOMMENDED	
Carnelutti	Luca Arnaboldi
Cugia Cuomo & Associati	Fabrizio Cugia di Sant'Orsola
Herbert Smith Freehills	Pietro Pouché
Gianni, Origoni, Grippo, Cappelli & Partners	Nino Di Bella
LCA	Gianluca De Cristofaro
Mondini Rusconi	Giorgio Mondini
NCTM	Lorenzo Attolico
Portolano Cavallo	Francesco Portolano
R&P Legal	Giuseppe Vaciago

IT Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Lorenzo de Martinis, Raffaele Giarda
Dentons	Giangiaco­mo Olivi
Hogan Lovells	Marco Berliri
LGV	Simona Lavagnini, Margherita Stucchi
Orsingher Ortu	Marco Consonni, Domenico Colella
EXCELLENT	
BonelliErede	Alessandro Musella
Carnelutti	Luca Arnaboldi
Dike Legal	Maria Francesca Quattrone
E-Lex	Guido Scorza, Dario Reccia
Freshfields	Luca Ulissi
Gianni, Origoni, Grippo, Cappelli & Partners	Luca Rinaldi
IP Law Galli	Cesare Galli
Maschietto Maggiore Besseghini	Massimo Maggiore
NCTM	Vittorio Nosedà, Carlo Grignani
Panetta & Associati	Rocco Panetta
Portolano Cavallo	Laura Liguori, Francesco Portolano
Tavella Studio di Avvocati	Massimo Tavella
HIGHLY RECOMMENDED	
Gattai, Minoli, Agostinelli & Partner	Licia Garotti
LCA	Gianluca De Cristofaro, Gian Paolo Coppola
Lipani Catricalà & Partners	Roberto Ferraresi, Luigi Mazzoncini
Martini Manna	Elena Martini, Luigi Manna
Mila Legal Mina Lanfranconi & associati	Elisabetta Mina, Marina Lanfranconi
Mondini Rusconi Studio Legale	Silvia Mondini e Giacomo Bonelli
M&R Europe	Stephanie Rotelli, Costantino Monteleone
Prosperetti & Associati	Eugenio Prosperetti
Valli Mancuso & Associati	Andrea Valli

MASCHIETTO MAGGIORE BESSEGHINI: PRAGMATIC SOLUTION-DRIVEN LAW FIRM



Massimo Maggiore

Key figure: Massimo Maggiore
Established: 2007

Track record: The firm capitalizes 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 field of data protection and has been particularly active with respect to data protection matters and GDPR compliance projects.

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. Massimo Maggiore and Aurelio Assenza are the key contacts for IP and IT matters. Aurelio is also adjunct professor of marketing law at the Bocconi University in Milan.



LUXEMBOURG

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IP PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Dennemeyer	Robert Fichter, Olivier Lombardo, Manuel Schockmel, Stéphane Speich
Office Freylinger	Pierre Kihn, Henri Kihn, Romain Lambert, Olivier Laidebeur
EXCELLENT	
Lecomte & Partners	Didier Lecomte, Janine Brandenburger
Marks & Clerk	Luca Polverari
Pronovem	Armand Schmitt, Mathis Bruck
HIGHLY RECOMMENDED	
Corax IP	Jean-Paul Wagner
Distinctive IP	Dominique Charlotte Crassaerts
Patent 42	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

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, IP Directors, Patents and Trademarks Counsel of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: Innovation consultants, Venture Capital funds, Academics, IP Valuation Firms, etc.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Allen & Overy	Katia Manhaeve
Decker & Braun	Nicolas Decker, Marianne Decker
EXCELLENT	
2 /c Law	Claire Léonelli, Elisabeth Guissart
NautaDutilh	Vincent Wellens
HIGHLY RECOMMENDED	
Arendt & Medernach	Sophie Wagner-Chartier
Wildgen	Emmanuelle Ragot
Bonn Steichen & Partners	Anne Morel
Bonn & Schmitt	Alain Grosjean
LG Avocats	Hervé Wolff
PwC Legal	Audrey Rustichelli
Thewes & Reuter	Marc Thewes

NAUTADUTILH: TRULY INTERNATIONAL



Vincent Wellens

Key figure:
Vincent Wellens
Established: 2002

Track record: The firm is largely involved in trademark, patent and data protection cases with strength in contentious and pre-contentious work. It recently assisted a media company before the Luxembourg district court in one of the most high-profile trademark cases in the country. NautaDutilh is also highly involved in negotiating and drafting IT and outsourcing contracts and assists an increasing number of public sector clients.

Team & differentiation: With 360-degree activity in IP and IT, diversification is the firm's hallmark. Clients benefit from its geographical scope, with offices in Luxembourg, Amsterdam, Rotterdam, Brussels, London and New York in addition to a presence in France, Brazil, Germany, Turkey, China, Russia, India and Japan.



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Catherine Di Lorenzo*
/c Law	Cyril Pierre-Beausse, Claire Léonelli
EXCELLENT	
Arendt & Medernach	Sophie Wagner-Chartier
NautaDutilh	Vincent Wellens
HIGHLY RECOMMENDED	
DLA Piper	Olivier Reisch
Elvinger, Hoss & Prussen	Patrick Santer, Linda Funck, Gary Cywie*
LG Avocats	Hervé Wolff
PwC Legal	Katia Scheidecker, Audrey Rustichelli
Wildgen	Emmanuelle Ragot
RECOMMENDED	
C.A.S	Christophe Maillard
Bonn & Schmitt	Alain Grosjean
Bonn Steichen & Partners	Anne Morel
DCL Avocats	Dorothee Ciolino

* Counsel

LG AVOCATS: COMPLETE RANGE OF IT LAW SERVICES



Hervé Wolff

Key figure: Hervé Wolff

Track record: The firm is able to act on the complete range of IT law matters, including software development licensing agreements, drafting general conditions or "conditions of use," online marketing, outsourcing agreements and regulatory issues most notably in the finance and insurance sectors.

Team & differentiation: Over its 20 years in the Luxembourg market, LG Avocats has established privileged relationships with companies of all sizes and in all sectors, both from Luxembourg and abroad. LG Avocats is also affiliated with Meritas, an international network of independent law firms, which enables it to rely on the local expertise of some 170 law firms, including more than 7,000 lawyers in 75 countries.

/C LAW: OUTSTANDING IT BOUTIQUE



Cyril Pierre-Beausse

Key figures: 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 assists Luxembourg public authorities with IT, data protection and digital trust issues. A number of heavyweight clients have entrusted the firm with their data protection strategy for many years, including a global e-commerce leader, reputed airline companies and electronics giants.

Team & differentiation: Founding partner Cyril Pierre-Bausse, previously of Allen & Overy's Luxembourg IT and global data protection practice, is widely recognized as a top-notch expert working at the intersection of IT and legal issues. Clients appreciate the responsive, pragmatic and business friendly attitude of the firm's lawyers.



NETHERLANDS

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
De Vries & Metman	Kajo Metman, Arnt Aalbers, Ferry van Looijengoed
NLO	David Bot, Bart Swinkels
V.O.	Cees Jansen
EXCELLENT	
AOMB	Ernest Baeten
Arnold & Siedsma	Arjen Hooiveld, Petri van Someren
EP&C	Johan Volmer, Hendrik Jan Brookhuis
HIGHLY RECOMMENDED	
DeltaPatents	Jelle Hoekstra
Los & Stigter	Jacques van Breda, Leon Vogels
Patentwerk	Hein van den Heuvel
Vriesendorp & Gaade	Franklin Geurts, Bas Peters

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



Leaders League publishes the very latest news from the world of leadership in its international Intelligence Report and Directory Series rankings of best funds and best advisors in the areas of finance, M&A, transactions, innovation & intellectual property, tax, venture capital, litigation & arbitration and private equity. The rankings are also available online and in five languages.

Audits and rankings on more than 25 countries

- Profiles of the main leaders in each sector
- Rankings in different fields and practices (available in five languages on the website www.leadersleague.com)
- Leaders' views: Interviews with industry experts
- Top advisors directory



INTERNATIONAL

Sources of business information

- 3 e-newsletters: "Law Leaders League", "Leadership Wisdom Journal", "Closing Circle"
- 5 International Reports: International Corporate Finance, Décideurs Afrique, Top 100 Law Firms, Innovation - Technology & Intellectual Property, Litigation & International Arbitration



Meetings & networking opportunities at our events





IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Brinkhof	Kurt Stöpetie, Richard Ebbink
Hoyng Rokh Monegier	Willem Hoyng, Bart van den Broek, Simon Dack
EXCELLENT	
1 Bird & Bird	Armand Killan, Wouter Pors
De Brauw Blackstone Westbroek	Koen Limperg, Gertjan Kuipers, Tobias Cohen Jehoram
Simmons & Simmons	Bas Berghuis van Woortman
2 BarentsKrans	Marleen Van den Horst
DLA Piper	Niels Mulder
Freshfields Bruckhaus Deringer	Peter Hendrick, Rutger Kleemans
Hogan Lovells	Marc Wallheimer*, Bert Oosting
NautaDutilh	Charles Gielen
HIGHLY RECOMMENDED	
Boekx Advocaten	Marc de Boer
Bureau Brandeis	Christiaan A. Alberdingk Thijm
Hofhuis Alkema Groen	Adonna Alkema, Arnout Groen, Jesse Hofhuis
Houthoff	Thomas de Weerd
Kennedy Van der Laan	Alfred Meijboom, Maarten Schut
Klos c.s.	Sven Klos, Antoon Quaedvlieg, Josine van den Berg
Taylor Wessing	Wim Maas
Vondst Advocaten	Tjeerd Overdijk, Otto Swens
RECOMMENDED	
AKD	Huib Berendschot, Peter Claassen, Martin Hemmer
CMS	Willem Hoorneman
Hoogenraad & Haak	Maarten Haak
Leeway	Remco van Leeuwen
Le Poole & Bekema	Bas Le Poole
Ploum	Willem Leppink
SOLV Advocaten	Wanda van Kerkvoorden
Van Diepen Van der Kroef	Marco R. Gerritsen
Van Doorne	Kriek Wille
Ventoux	Dick van Engelen, Susan Kaak
Visser Schaap & Kreijger	Dirk Visser, Jacqueline Schaap, Paul Kreijger

* Of counsel

**BRINKHOF:
FIRST CLASS BOUTIQUE**

Kurt Stöpetie

Key figures: Kurt Stöpetie
and Richard Ebbink
Established: 2005

Track record: The firm assists clients with the full range of IP issues, offering both litigation and advisory services, for the world's largest companies in sectors such as electronics, IT, media, internet, telecoms, pharmaceuticals, biotechnology and healthcare.

Team & differentiation: The firm has a strong reputation in intellectual property, innovation and TMT, with a heavy focus on innovation, technology and market regulation, benefiting its national and international clientele. The partners at Brinkhof are also renowned in the Netherlands and beyond for being excellent litigators.

**KENNEDY VAN DER LAAN:
AN IT SPECIALIST**

Joost Linnemann

Key figures: Joost Linnemann, Reinoud Westerdijk, Patrick Wit and Joost Schmaal

Track record: Kennedy Van der Laan assists its clients with their outsourcing, telecoms, data privacy, IT projects and transactions, e-commerce, cybercrime, licensing, distribution, electronic signatures work and IT public procurement issues, providing counsel and assisting them with disputes.

Team & differentiation: As many of its attorneys are from technology and engineering backgrounds, the firm is able to combine deep knowledge of the law with an intuitive understanding of the technological aspects of any given case. The dedicated technology team also works closely with other specialists across the firm to deliver tailor-made technology-specific advice.



HEALTHCARE & LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Hogan Lovells	Hein Van den Bos, Bert Oosting
Hoyng Rokh Monegier	Carla Schoonderbeek
2 Houthoff	
Loyens & Loeff	Tom van Helmond, Frank Leijdesdorff, Kim Lucassen
NautaDutilh	Ruud Smits, Herman Speyart, Antonia Netiv, Anne Marie Verschuur
HIGHLY RECOMMENDED	
BarentsKrans	Marleen van den Horst, Jaap Bremer
Bird & Bird	Marc van Wijngaarden, Armand Killan, Wouter Pors
Brinkhof	Mark van Gardingen, Daan de Lange, Koen Bijvank
CMS	Ellen Gielen, Willem Hoorneman, Gertie Lintjens**
Freshfields Bruckhaus Deringer	Jan-Jaap Koningsveld*
Simmons & Simmons	Bas Berghuis van Woortman, Mattie de Koning
Stibbe	Judica Krikke
Van Doorne	Willemien Bischof, Dimitri van Hoewijk

*Senior Associate **Of Counsel



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Herald Jongen
Brinkhof	Quinten Kroes
Kennedy Van der Laan	Joost Linnemann*, Reinoud Westerdijk, Patrick Wit, Joost Schmaal
Van Doorne	Bart van Reeken
EXCELLENT	
Bird & Bird	Marjolein Geus, Roelien van Neck, Jeroen van der Lee
De Brauw Blackstone Westbroek	Tobias Cohen Jehoram
Houthoff	Thomas de Weerd
Hoyng Rokh Monegier	Bart van den Broek
SOLV Advocaten	Wanda van Kerkvoorden
Vondst	Polo van der Putt
HIGHLY RECOMMENDED	
NautaDutilh	Vincent Wellens
Project Moore Advocaten	Jeroen Koëter, Christian van Seeters, Lieneke Viergever, Eva Visser
Stibbe	Judica Krikke
Van Benthem & Keulen	Robert Boekhorst
Ventoux	Reinout Rinzema
RECOMMENDED	
DLA Piper	Joris Willems
Freshfields Bruckhaus Deringer	Peter Hendrick
Hogan Lovells	Marc Wallheimer**
Louwers	Ernst-Jan Louwers
Loyens & Loeff	Serge Zwanen

*CEO

** Of counsel

HOUTHOFF: STRONG IT EXPERTISE



Thomas de Weerd

Key figure:
Thomas de Weerd

Track record: The firm's IT specialists offer creative and practical solutions to internet companies, IT suppliers and buyers, telecoms and innovative tech companies. They recently advised a Netherlands-based insurance company on outsourcing the administrative work involved in car insurance claims to an India-based outsourcing service provider.

Team & differentiation: Thanks to its membership of the TechLawGroup – an international network of law firms in more than 60 countries – Houthoff is able to assist its clients and provide high-quality assistance all around the globe. The IT team works closely with all other departments.



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PORTUGAL

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
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
EXCELLENT	
Abreu Advogados	César Bessa Monteiro
Gastão Cunha Ferreira	Manuel Moniz Pereira
RCF Protecting Innovation	Jorge Faustino, Andreia Pereira
HIGHLY RECOMMENDED	
Baptista, Monteverde & Associados	Filipe Baptista, Paolo Monteverde
Clarke Modet & Co.	Adriana Esteves
DLA Piper	Carmina Cardoso
Garrigues	Monica Arizti Acha
Morais Leitão, Galvão Teles, Soares da Silva & Associados	Antonio Pinto Leite, Vasco Stilwell d'Andrade
PLMJ	Ana Teresa Pulido
Simões Garcia Corte-Real & Associados	Alberto Taveres Dias
VdA	António Andrade



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Abreu Advogados	César Bessa Monteiro, Ricardo Henriques, Armando Martins Ferreira
CMS Rui Pena & Arnaut	José Luís Arnaut, Miguel Quintans
Garrigues	João Paulo Miranda de Sousa, Isabel Bairrão
PLMJ	Manuel Lopes Rocha
Yolanda Busse, Oehen Mendes & Associados	Manuel Oehen Mendes
EXCELLENT	
Anselmo Vaz, Afra & Associados	Ana Rita Painho, Teresa Anselmo Vaz
Baptista, Monteverde & Associados	Paulo Monteverde, Filipe Teixeira Baptista, Cláudia Tomás Pedro
Morais Leitão, Galvão Teles, Soares da Silva & Associados	António Pinto Leite, Vasco Stilwell d'Andrade
VdA	Antônio Andrade, Antônio de Magalhães
HIGHLY RECOMMENDED	
Caiado Guerreiro	Ricardo Costa Macedo
CCA Ontier	Martim Menezes
Cuatrecasas	Leonor Chastre
DLA Piper	João Costa Quinta
Linklaters	Carlos Pinto Correia
Sérvulo & Associados	Rui Cardona Ferreira
Simões Garcia Corte-Real & Associados	João Luis Garcia
SRS Advogados	Gonçalo Moreira Rato
Uría Menéndez - Proença de Carvalho	Francisco Brito e Abreu
RECOMMENDED	
Elsa Marcelo Advogados	Elsa Marcelo
FCB Sociedade de Advogados	Miguel Castelo Branco
J. Pereira da Cruz	Nuno Cruz, Maria Cruz Garcia
Serra Lopes, Cortes Martins Advogados	Inês Pinheiro



TMT

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Morais Leitão, Galvão Teles, Soares da Silva & Associados	João Alfredo Alfonso, Nuno Peres Alves
PLMJ	Manuel Lopes Rocha, Daniel Reis
SRS Advogados	Octávio Castelo Paulo , Luís Neto Galvão
VdA	Magda Cocco, Margarida Couto, Fernando Resina da Silva
EXCELLENT	
CCA Ontier	Domingos Mayer, Filipe Mayer, Martin Menezes
CMS Rui Pena & Arnaut	José Luís Arnaut
Cuatrecasas	Leonor Chastre
DLA Piper	João Costa Quinta
Garrigues	João Paulo Miranda de Sousa
HIGHLY RECOMMENDED	
Abreu Advogados	Armando Martins Ferreira
Anselmo Vaz, Afra & Associados	Ana Rita Painho
BMA - Baptista Monteverde & Associados	Filipe Teixeira Baptista, Paulo Monteverde
Gómez-Acebo & Pombo	Gonçalo Paiva e Sousa, Pedro Vilarinho Pires
Macedo Vitorino & Associados	João de Macedo Vitorino
Uría Menéndez - Proença de Carvalho	Francisco Brito e Abreu
RECOMMENDED	
Alves Pereira & Teixeira de Sousa	João Pedro Alves Pereira, Belén Granados
Caiado Guerreiro	Ricardo Costa Macedo, Ricardo Rodrigues Lopes
João Ferreira Pinto & Associados	João Ferreira Pinto
Sérvulo & Associados	Rui Cardona Ferreira
Yolanda Busse, Oehen Mendes & Associados	Rosário Marques, Manuel Oehen Mendes



RUSSIA

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PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Euromarkpat	Maxim Veselitskiy, Marina Grineva
Gorodissky & Partners	Elena Nazina, Yury Kuznetsov, Valery Medvedev
Sojuzpatent	Svetlana Felitsyna, Tamara Fomicheva
EXCELLENT	
ARS-Patent & Trademark	Mikhail Khmara, Vladimir Rybakov
Innotec	Nadezhda Kovalchuk, Andreeva Nikolaevna
Patentus	Alexey Mikhailov
HIGHLY RECOMMENDED	
Baranchikov IP & IT Attorneys	Oleg Abramenko
Ivanov Makarov & Partners	Mark Chizhenok, Olga Tikhonina
Liapunov & Co	Veronica Liapunova
Papula - Nevinpat	Alexander Polikarpov, Viktor Pronyaev
Patentica	Olga Galygina, Maria NILOVA
Patent & Law Firm Yus	Sergey Lovtsov
Vakhnina & Partners	Alexey Vakhnin

SOJUZPATENT: THE OLDEST AND STRONGEST IP FIRM IN RUSSIA



Tamara Fomicheva

Key figures: Svetlana Felitsyna and Tamara Fomicheva
Established: 1922

Track record: Sojuzpatent is widely recognised for providing high quality IP prosecution work and has filed over 2400 patents. Noted for advising some of the world's largest companies, including high-flyers such as ArcelorMittal, Huawei, Nestlé, Siemens, Airbus and Safran, the firm is also known for IP litigation and is currently representing Consorzio Tutela Vini Emilia in a precedent setting case before the High Court in Russia dealing with appellation of origin and geographical indications.

Team & differentiation: Sojuzpatent's patent prosecution practice is the biggest team in the firm and highly active in all fields of science and technology including biotechnology, immunology, pharmaceuticals, and aviation. The firm has a success rate of 95% in defending patents registered through the firm. The patent team is led by Tamara Fomicheva. Svetlana Felitsyna is also recommended.

GORODISSKY & PARTNERS: TRUSTED NAME FOR IP MATTERS



Yury Kuznetsov

Key figures: Elena Nazina, Yury Kuznetsov and Valery Medvedev
Established: 1959

Track record: The superb team of IP prosecutors at Gorodissky & Partners has represented client, such as Unilever, Kraft foods, Google, Bentley, Novartis, Toyota Canon, and LG. The firm has clients from all industries and holds a strong track record in Eurasia as well. 47% of the total Russian patents in the country were filed by the firm which clearly demonstrates their strong expertise in patent prosecution filings.

Team & differentiation: The patent team consists of 18 partners with four patent departments dedicated to filings, mechanical, electrical, and chemical industries. The firm has 13 offices in Russia and one office in Ukraine. Head of patents Yury Kuznetsov, and Elena Nazina, who leads the healthcare and life sciences practice, are recommended. Senior managing partner Valery Medvedev is another key contact.

BARANCHIKOV IP AND IT ATTORNEYS: OUTSTANDING IP BOUTIQUE FIRM



Oleg Abramenko

Key figure: Oleg Abramenko

Track record: Experienced in patent filings and prosecution, Baranchikov IP and IT Attorneys has recently represented Elektronika, Group-IB, Lanit, Skyeng Education Technologies, and Ingram Micro Inc. The team recently prosecuted a US patent application for a Russian mobile gaming company. The firm is known for its expertise in IT patenting.

Team & differentiation: The firm covers all IP fields, including specific matters such as registered computer programs and appellation of origins of goods. The team has carried out a considerable amount of prosecution work for Russian clients abroad, including PCT and EPO applications in the US, Germany, Japan and China. The patent prosecution practice is led by Oleg Abramenko who mainly deals with IT patenting, licensing, and analysis.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Eugene Arieovich, Denis Khabarov
Gorodissky & Partners	Vladimir Biriulin, Valery Medvedev, Yury Kuznetsov
EXCELLENT	
Gowling WLG	Alexander Christophoroff, Vladislav Ugryumov
Hogan Lovells	Natalia Gulyaeva, Julia Gurieva
Patentus	Dmitry Markanov
Sojuzpatent	Maxim Mikhailov, Tamara Fomicheva, Svetlana Felitsyna
HIGHLY RECOMMENDED	
Dentons	Victor Naumov, Denis Voevodin
Egorov Puginsky Afanasiev & Partners	Ilya Nikiforov, Pavel Sadovsky
Pepeliaev	Valentina Orlova, Yuri Yahin
RECOMMENDED	
A. Zalesov & Partners	Aleksey Zalesov
ALRUD	Maria Ostashenko
ARS-Patent & Trademark	Ilyana Lipatov, Mikhail Khmara
Bryan Cave Leighton Paisner (Russia) LLP	Elena Trusova
Ermakova Stoliarova & Partners	Ekaterina Shlemova, Elena Ermakova
Ivanov Makarov & Partners	Mark Chizhenok, Dmitry Makarov
KIAP	Elena Buranova
Noerr	Viktor Gerbutov, Vyacheslav Khayryuzov
Vakhnina & Partners	Tatyana Vakhnina

PATENTUS: POWERHOUSE IP BOUTIQUE



Dmitry Markanov

Key figure: Dmitry Markanov
Established: 2006

Track record: The firm is actively involved in 50 ongoing patent and trademark litigation matters and is currently representing leading Russian pharmaceutical company Northern Star in challenging a foreign patent. The firm represents clients in a wide variety of industries, such as automobiles & parts, chemicals, finance, health care, construction & materials, food & drink, retail, technology and telecoms.

Team & differentiation: Patentus' IP litigators have a strong expertise in biotech and pharmaceuticals and can represent clients before commercial courts as well as the Chamber for Patent Disputes and the Federal Antimonopoly Service. Top notch IP litigator Dmitry Markanov leads the patent litigation practice.



SPAIN

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TMT

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BNP Paribas - CIB	Roger Ramos
Credit Suisse	Rafael Abati, Alvaro Granell
Goldman Sachs	Olaf Diaz-Pintado
JP Morgan	Hugo Baring, Burkhard Koep, Mathew Gehl
Lazard	Alfonso Ambel Larrazabal
Morgan Stanley	Luis Isasi
PricewaterhouseCoopers	Cesar Calleja
EXCELLENT	
1 Banco Santander	Jose Luís Calderón
Citi	Wilhelm Schulz
Deloitte	Fernando Huerta
Deutsche Bank	Luis Armada, Gavin Deane
EY	Axel Majert
FTI Consulting	Juan Rivera
Société Générale	Donato Gonzalez-Sanchez
UBS Investment Bank	Ignacio Prieto Funes
2 Alantra	Alfonso Gil
Eurohold Corporate Finance	Pascal Vieilledent, Jean-François Alandry
GBS Finanzas	Pablo Diaz-Lladó
Ing Banking	Iñigo Churruca
Lincoln International	Iván Marina
Mediobanca	Francisco Bachiller
Rotschild & Cie	Iñigo Pañeda
HIGHLY RECOMMENDED	
Abac Capital	Borja Martinez de la Rosa
Aquaa Partners	Paul Cuatrecasas
Clearwater International	David Serra
DC Advisory	Manuel Zulueta
EQT Partners	Daniel Pérez Wikmark
Greenhill	Javier Gonzalez
Jefferies	Jose Benito
Kpmg	Fernando García-Ferrer
Oakley Advisory	Christian Maher, Chris Godsmark
Oaklins Socios Financieros	Nicholas Walker
V4Finacial Services	Manuel Sanchez de Lamadrid



IT & DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Raul Rubio
Cuatrecasas Gonçalves Pereira	Albert Agustinoy, Alvaro Burkai, Alejandro Negro
Garrigues	Carolina Pina, José Ramón Morales, Alejandro del Campo
Uria Menéndez	Leticia López-Lapuente, Nerea Sanjuán
EXCELLENT	
Ecija Abogados	Alejandro Touriño
Gómez-Acebo & Pombo	Eduardo Castillo
Hogan Lovells	Gonzalo Gallego
Samaniego Law	Javier Fernández-Samaniego, Blas Pinar
HIGHLY RECOMMENDED	
Bird & Bird	Manuel Lobato, Antonio Cueto
Ceca Magan	Noemi Brito & Ramón Mesonero
DLA Piper Madrid	Diego Ramos
Finreg360	Javier Aparicio
Osborne Clarke	Rafael Cargia del Poyo
Pinsent Masons	Paula Fernandez Longoria, Paloma Bru
Ramon Y Cajal Abogados	Norman Heckh
Rousaud Costas Duran	Ignasi Costas, Judith Saladrigas, Oscar Alegre
RECOMMENDED	
Baylos Abogados	Paloma Arribas
Broseta	Miguel Geijo, Agustin Puente
Ejaso ETL Global	Miguel Valdes, Luis Latasa
Herrero & Asociados	Marta Gimeno
Perez-Llorca	Andy Ramos
Pinto Ruiz & Del Valle	Jordi López Batet, Yago Vazquez

PEREZ-LLORCA: IT AND TECHNOLOGY PRACTICE EXPANSION



Andy Ramos

Key figure: Andy Ramos
Established: 1983

Track record: Perez-Llorca launched their new IP, Industrial and Technology practice earlier this year and it is already highly regarded in the region. With a strong focus on copyright, technology, video games, and software, the majority of their work is in prosecution so far. The aim is to develop over the next number of months an international-level litigation practice.

Team & differentiation: Andy Ramos, formerly Director at Bardají & Honrado Abogados, heads the firm's IP/IT practice. This emerging technology star in copyright and technology, who arrived in March 2019 decided to begin with a compact team in a boutique mindset while demonstrating the ambitions of growing strong expertise in technology related IP rights and structuring an international team of 10 high-end professionals within three years.



LIFE SCIENCES & PHARMACEUTICALS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Montserrat Llopart, Cecilia Pastor
Bird & Bird	Raquel Ballesteros
Clifford Chance	Miquel Montaña, Josep Montefusco
Uria Menéndez	Teresa Paz-Ares, José Massaguer
EXCELLENT	
Cuatrecasas Gonçalves Pereira	Jorge Robles, Ignacio Jabato
Eversheds Sutherland Nicea	Kiko Carrión
Faus & Moliner	Jordi Faus, Xavier Moliner
Garrigues	Carolina Pina, José Fernández-Rañada
Gómez-Acebo & Pombo	Eduardo Castillo
Hogan Lovells	Santiago Garrido, Ana Castedo
HIGHLY RECOMMENDED	
DLA Piper	Diego Ramos
Fieldfisher Jausas	Héctor Jausàs
Hoyng Rokh Monegier	Luis Fernández-Novoa
Pérez-Llorca	Juan Rodríguez Cárcamo
Ramón y Cajal Abogados	José Ignacio Vega
Rousaud Costas Duran	Ignasi Costas, Carles Ros, Jesús Martrat



PATENT PROSECUTION

Best Law Firms & Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Abg IP	Juan Arias, Francisco Bernardo
Balder	Magnus Stiebe, Isabel Pato, Juan Pedro Vallejo
Elzaburu	Francisco J. Saez
ZBM Patents & Trademarks	Anna Barlocchi, Bernabé Zea
EXCELLENT	
AB Asesores	Miguel Veiga
Abril Abogados	Carlos González
Curell Suñol	Santiago Jordá
Galbaian IP	Ismael Igartua
HIGHLY RECOMMENDED	
Baker McKenzie	Cristina Duch
Cuatrecasas Propiedad Industrial	Enrique Sanchez-Quiñones
Durán-Corretjer	Luis-Alfonso Durán
Garrigues	João Paulo Miranda de Sousa
Herrero & Asociados	Jesús González
IsernIP	Javier Isern
Pons IP	Patricia Ramos
Rousaud Costas Durán	Xavier Fàbrega
Sugrañes	Elia Sugrañes
RECOMMENDED	
Arochi & Lindner	Guido Hackländer
Carlos Polo y Asociados	Carlos Polo
Hoffman Eitle	Gustavo Fúster
Hogan Lovells	Inmaculada Lorenzo
Jacobacci & Partners	Ignacio Martinez
Ponti	Joan Salvá
Ungría Patentes Y Marcas	Javier Ungría



PATENT LITIGATION

Best Law Firm

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bird & Bird	Manuel Lobato
Clifford Chance	Miquel Montaña
Cuatrecasas Gonçalves Pereira	Jorge Llevat, Alvaro Burkhaih
Grau & Angulo	Alejandro Angulo, Javier Huarte
Uria Menéndez	José Massaguer
EXCELLENT	
Amat & Vidal-Quadras	Miguel Vidal Quadras
Balder	Patricia Koch
Elzaburu	Antonio Castán, Javier Fernández-Lasquetty
Garrigues	Carolina Pina
Gómez-Acebo & Pombo	Eduardo Castillo, Jesús Muñoz-Delgado
Hoyng Rokh Monegier Véron	Luis Fernandez-Novoa
HIGHLY RECOMMENDED	
Abril Abogados	Carlos González Valdés, Carolina Montero
Baker McKenzie	José Maria Mendez
Baylos Abogados	Pedro Merino Baylos
Hogan Lovells	Ana Castedo
Rousaud Costas Duran	Ignasi Costas
Sol Muntañola & Asociados	Mario A. Sol Muntañola
RECOMMENDED	
Arochi & Lindner	Ana Padial
Broseta	Jose Manuel Otero lastres
DA Lawyers	Jose Garrido
Eversheds Nicea	Vicente Arias Maiz, Kiko Carrión
Pintó Ruiz & Del Valle	Eva Maria Ochoa



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SWITZERLAND

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TMT

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Crédit Suisse	Giuseppe Monarchi
Lazard	Philippe Leuenberger
EXCELLENT	
Bank of America Merrill Lynch	Birger Berendes
Goldman Sachs	Gilberto Pozzi
Nomura Securities	Charles Pitts-Tucker
UBS Investment Bank	Christian Lesueur
HIGHLY RECOMMENDED	
GCA Altium	Alexander Grünwald
Goetz Partners	Herbert Werle
J. Safra Sarasin	Edmond Michaan
KPMG	James Carter
Rothschild & Cie	Konstantin Nikiteas
Vontobel	Herbert J. Scheidt
The Corporate Finance Group	Urs Huber

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



Leaders League publishes the very latest news from the world of leadership in its international Intelligence Report and Directory Series rankings of best funds and best advisors in the areas of finance, M&A, transactions, innovation & intellectual property, tax, venture capital, litigation & arbitration and private equity. The rankings are also available online and in five languages.

Audits and rankings on more than 25 countries

- Profiles of the main leaders in each sector
- Rankings in different fields and practices (available in five languages on the website www.leadersleague.com)
- Leaders' views: Interviews with industry experts
- Top advisors directory



INTERNATIONAL

Sources of business information

- 3 e-newsletters: "Law Leaders League", "Leadership Wisdom Journal", "Closing Circle"
- 5 International Reports: International Corporate Finance, Décideurs Afrique, Top 100 Law Firms, Innovation - Technology & Intellectual Property, Litigation & International Arbitration



Meetings & networking opportunities at our events



PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
E. Blum & Co	Kurt Sutter, Regula Rüedi, Rainer Schalch, Martin Münch
Hepp Wenger Ryffel	Dieter Hepp, Christoph Müller
Isler & Pedrazzini	Michael Liebetanz, Natalia Clerc, Tobias Bremi
Rentsch Partner	Alfred Köpf, Louis Lagler, Dany Vogel
EXCELLENT	
Bovard	Tarik Kapić
Keller & Partner	Philipp Rüfenacht
Troesch Scheidegger Werner	Peter Rigling
HIGHLY RECOMMENDED	
Bohest IP	Detlef Heinen
Braunpat Braun Eder	André Braun
Frei Patent Attorneys	Alexandra Frei, Peter Walser, Markus A. Müller
SBMP – Schaad, Balass, Menzl & Partner	Christoph Fraefel, Jochen Schwarz
RECOMMENDED	
e-Patent	François-Régis Richard
Kasche & Partner	André Kasche
Katzarov	Andrea Manola
Micheli & Cie	Bertrand F. Micheli
Novagraaf	Cyrille Poindron, Philippe Vigand
P&TS	Christophe Saam
Reuteler & Cie	Raymond Reuteleur, Isabelle Cornut
Schmauder & Partner	Peter Felder

PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
FMP - Fuhrer Marbach & Partner	Peter Widmer, Eugen Marbach, Cyrill Rieder
Homburger	Georg Rauber, Gregor Bühler, Andri Hess
Lenz & Staehelin	Thierry Calame, Jürg Simon
Meyerlustenberger Lachenal	Michael Ritscher, Simon Holzer, Guillaume Fournier
Rentsch Partner	Christian Hilti, Demian Stauber
EXCELLENT	
Kasser Schlosser	Ralph Schlosser
Pestalozzi	Lorenza Ferrari Hofer, Thomas Legler, Michèle Burnier
Schellenberg Wittmer	Philipp Groz
Times Attorneys	Andrea Mondini, Michael Noth, Markus Kaiser
Troller Hitz Troller	Patrick Troller
HIGHLY RECOMMENDED	
Bär & Karrer	Markus Wang
CMS von Erlach Poncet	Dirk Spacek
Junod, Muhlstein, Lévy & Puder	Michel Muhlstein, Laurent Muhlstein
Streichenberg	Christoph Willi
ThomannFischer	Fabian Leimgruber, Daniel Plüss
Vischer	Stefan Kohler
Walder Wyss	Markus Frick
RECOMMENDED	
BianchiSchwald	Christoph Gasser
Ducor Law	Philippe Ducor
IPrime	Rudolf A. Rentsch
Nater Dallafior	Mathis Berger

HOMBURGER: TOP FLIGHT-TRACK CONNECTED LEGAL EXPERTISE



Georg Rauber

Key figures: Georg Rauber, Gregor Bühler and Andri Hess
Established: 1957

Track record: The practice focuses on patent and technology, general IP, media and entertainment, IT, telecoms, data protection and privacy. The team handles advisory and contentious cases in technical and industrial fields such as pharma, life sciences and telecoms. They have acted before the Swiss Federal Patent Court in various international patent infringement cases in the biotech and foodservice industries.

Team & differentiation: Homburger has a small partner/associate ratio and is the only one among its peers to be operating from a single-office in Zurich, while having the ability to work for clients in every part of Switzerland and internationally. The team of 16 lawyers and 4 partners, headed by Georg Rauber, deals with every aspect of IP/IT. Gregor Bühler acts as Deputy Head of the IP/IT practice.

MEYERLUSTENBERGER LACHENAL: SOUGHT-AFTER IP EXPERTISE



Michael Ritscher

Key figures: 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 pharmaceutical sector, the team is particularly praised for its expertise in patent litigation, trademark and design infringement cases.

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 on both a domestic and international scale. Prominent partners Simon Holzer and Peter Schramm are also registered at the German Bar.

LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bär & Karrer	Markus Schott, Markus Wang
CMS von Erlach Poncet	Patrick Sommer
Homburger	Dieter Gericke, Andri Hesse, Georg Rauber
EXCELLENT	
BianchiSchwald	Marc Metzger
Froriep	Nicola Benz
Kellerharls Carrard	Thomas Eichenberger
Lenz & Staehelin	Thierry Calame, Lara Dorigo*
Meyerlustenberger Lachenal	Michael Ritscher, Simon Holzer
Pestalozzi	Lorenza Ferrari-Hofer, Christian Roos
Schellenberg Wittmer	Philipp Groz
Times Attorneys	Andrea Mondini
Vischer	Stefan Kohler, Matthias Staehelin, Christian Wyss
HIGHLY RECOMMENDED	
Baker McKenzie	Peter Reinert
Mangeat Attorneys at Law	Fabien Aepli
IPrime	Anne-Catherine Hahn
Walder Wyss	Andreas Wildi, Alexander Gutmans
Wenger & Vieili	Frank Scherrer, Beat Speck

*Counsel

IT Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Homburger	Georg Rauber, David Rosenthal, Gregor Bühler
Lenz & Staehelin	Lukas Morscher, Guy Vermeil
Schellenberg Wittmer	Roland Mathys
Walder Wyss	Markus Frick, Didier Sangiorgio, Mark Reutter, Michael Isler, Reto Jacobs, Hans Rudolf Trüeb
EXCELLENT	
Id est avocats	Michel Jaccard, Juliette Ancelle
Niederer Kraft Frey	András Gurovits, Clara-Ann Gordon
Pestalozzi	Lorenza Ferrari-Hofer, Michèle Burnier, Thomas Legler
Vischer	Rolf Auf der Maur
HIGHLY RECOMMENDED	
Bär & Karrer	Michele Bernasconi, Markus Wang
Laux Lawyers	Christian Laux
Martina Arioli Law Firm	Martina Arioli
Meyeralustenberger Lachenal	Lukas Bühlmann, Michael Reinle
Times Attorneys	Markus Kaiser, Andrea Mondini
Wenger Plattner	Peter Mosimann
RECOMMENDED	
Bratschi Wiederkehr & Buob	Simon Osterwalder, Christian Wild
Quinze Cours des Bastions Avocats	Nicolas Capt
CMS von Erlach Poncet	Robert G. Briner
Epartners	Urs Egli, Alexander Schmid
Froriep	Nicola Benz
Gianni Fröhlich-Bleuler Attorney-at-Law	Gianni Fröhlich-Bleuler
HDC Lawyers	Sylvain Métille
House Attorneys	Frédéric Serra
Kellerhals Carrard	Nicolas Mosimann
Meili Pfortmüller	Herbert Pfortmüller
MME	Martin Eckert
Probst	Julia Bhend
SN&P - Sufferit Neuenschwander Partner	Peter K. Neuenschwander
Thouvenin	David Känzig
Zulauf Partner	Rena Zulauf

LENZ & STAEHELIN: CUTTING-EDGE TECHNICAL EXPERTISE



Guy Vermeil

Key figures: Guy Vermeil, Lukas Morscher and Jürg Simon
Established: 1917

Track record: Acting across a broad spectrum of matters from counsel to litigation and enforcement, Lenz & Staehelin's IP team delivers a comprehensive approach to intellectual property. The team works for big names such as Apple, and has been very active in "Swiss made" cases. With regards to outsourcing, the team handles a huge variety of cases, notably in the banking industry.

Team & differentiation: Lenz & Staehelin's IP team is composed of multidisciplinary professionals: Thierry Calame is also a chemist and Jürg Simon an economist. Split between Zurich and Geneva, the team represents clients before all Swiss courts. Geneva-based Guy Vermeil leads the TMT team, covering all aspects of the practice, and is at the forefront in data protection/GDPR and cryptocurrency issues.

NIEDERER KRAFT FREY: A DYNAMIC AND INNOVATIVE TMT PRACTICE



Clara-Ann Gordon

Key figures: Clara-Ann Gordon and András Gurovits
Established: 1936

Track record: NKF acts for Swiss blue-chip and international clients and has recently worked on many GDPR compliant projects. The team has represented Finastra – the third largest fintech company in the world – Huawei, Schindler and Microsoft. Well-known for media expertise, particularly relating to sports issues, the law firm represents FIFA and the International Ice Hockey Federation (IIHF).

Team & differentiation: The TMT team is composed of two partners and four associates. With specialization in sports, broadcasting rights, privacy and data protection and the internet of things (IoT), NKF is especially skilled when it comes to telecoms matters. Clara-Ann Gordon, who handled one of the first IoT projects in the market, and András Gurovits, who has a corporate background, co-chair the practice. Nicolas Birkhäuser advises on both IP and competition matters.



TURKEY

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PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Ankara Patent Bureau	Ekin Dericiođlu Kurt, Mehmet Kaan Dericiođlu
Deriř Patents & Trademarks Agency	Emre Kerim Yardımcı
Istanbul Patent	Erkan Sevinç
Stock Industrial Property Services	Kazim Dündar, Ömer Dündar
EXCELLENT	
Alfa Patent	Selda Arkan
Paragon	Hülya Çaylı
Stan Advoka	Bari Atalay
Tritech Patent Trademark Consultancy Inc.	Zeliha Özsoy
Yalçiner Consulting and Foreign Trade	Uğur G. Yalçiner
HIGHLY RECOMMENDED	
ABA IP Services	Melis Abaciođlu
Destek Patent Inc.	Kemal Yamankaradeniz, Tahnur Yazıcı
Erdem Kaya Partners	Erdem Kaya
Invokat	Aydin Mutlu
Optimum Patent Office	Murat Yeřilyurt



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Deriş Attorneys at Law Partnership	Okan Çan, Nükhet Serra Coral, Mehmet Nazım Aydın Deriş, Emre Kerim Yardımcı
Gün + Partners	Mehmet Gün, Özge Atilgan Karakulak
EXCELLENT	
Arihan & Arihan	Taylan Arihan
Güner Law Office	Ece Güner Toprak
NSN Law Firm	Selma Ünlü
Suluk Intellectual Property Law Firm	Cahit Suluk
HIGHLY RECOMMENDED	
BTS & Partners	Yasin Beceni
Dündar Law Firm	Kazım Dündar, Ömer Dündar
Eyuboğlu Law Firm	Samiye Eyuboğlu
Istanbul Patent	Erkan Sevinç
Kenaroğlu	Yasemin Kenaroğlu
Moroğlu Arseven	Işık Özdoğan
Tellioğlu Kaşlioğlu	Evrin Kaşlioğlu, Ihsan Tellioğlu
Yasaman Law Firm	Zeynep Yasaman Kökçü

DERİŞ: INTERNATIONALLY WELL-REGARDED IP ONE-STOP SHOP



Emre Yardim Kardimci

Key figures: Emre Yardim Kardimci, Aydın Deriş, Serra Coral and Okan Çan
Established: 1912

Track record: The firm handled over 2,000 IP applications over the past year and currently has 350 IP cases ongoing. It represents longstanding international clients in pharmaceuticals, new technologies such as 3D printing, textiles, luxury goods and the automobile industry. Recent cases include a multi-jurisdictional conflict concerning the breach of a licence agreement.

Team & differentiation: Comprising two separate entities, the firm offers high-quality services in IP prosecution and litigation for large multinationals – over 95% of their client portfolio. Founding partner Emre Kerim Yardimci is known for his innovative approach to litigation and astute strategic legal counsel. Deriş is the first law firm in the country to have been elected as a Great Place to Work.



UNITED KINGDOM

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TMT (LARGE CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Goldman Sachs	Anthony Gutman
EXCELLENT	
Bank of America Merrill Lynch (BoFA) Séverin Brizay, Jimmy O'Neill	
Barclays	Pier Luigi Colizzi
Credit Suisse	Cathal Deasy
JP Morgan	David Lomer
Morgan Stanley	Mark Rawlinson
HIGHLY RECOMMENDED	
Lazard	Nicholas Shott
LionTree Advisors	Jake Donovan
UBS Investment Bank	Carmine Visconti
RECOMMENDED	
BNP Paribas	Eric Jacquemot
Rothschild	Robert Leitão



TMT (SMALL TO MID-CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arma Partners	Paul-Noël Guély
Goldman Sachs	Anthony Gutman
EXCELLENT	
Cavendish Corporate Finance	Linda Sullivan, John Farrugia
Citi	Wilhelm Schulz
Ernst & Young LLP	Tony Trussell
Evercore Partners	Anil Rachwani
Jefferies	Jonathan Wilcox
HIGHLY RECOMMENDED	
Deloitte	Ed Shedd
JP Morgan	David Lomer
Lepe Partners	Jonathan Goodwin
Oakley Advisory	Christian Maher, Chris Godsmark
RECOMMENDED	
Harris Williams & Co	Thierry Monjauze
Nomura Holdings	Adam Islef
Ondra Partners	Michiel Broker



HEALTHCARE (LARGE CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
Goldman Sachs	Anthony Gutman
Rothschild	Dominic Hollamby
EXCELLENT	
Barclays Bank	Pier Luigi Colizzi
Jefferies	Jonathan Wilcox
Morgan Stanley	Mark Rawlinson
HIGHLY RECOMMENDED	
HSBC	Borja Azpilicueta
JP Morgan	David Lomer, Dirk Albersmeier
UBS Investment Bank	Martin Henrichs



HEALTHCARE (SMALL TO MID CAP)

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURES
LEADING	
Rothschild	Dominic Hollamby
EXCELLENT	
Evercore Partners	Simon Elliott
Goldman Sachs	Anthony Gutman, Karen Cook
Jefferies	Jonathan Wilcox
KPMG	Mark Britnell
HIGHLY RECOMMENDED	
Grant Thornton	Richard Wilson
Numis Securities	Alex Ham
Smith Square Partners	Andrew Christie, Jonathan Coddington
RECOMMENDED	
Credit Suisse	Cathal Deasy
Deloitte	John Haughey
Houlihan Loukey	Steve Winningham
JP Morgan	David Lomer, Dirk Albersmeier
Lazard	Nicholas Shott
WG Partners	Nigel Barnes

**PATENT PROSECUTION**

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Boult Wade Tennant	Nina White, Tessa Bucks, Adrian Hayes
Carpmaels & Ransford	John Brunner, Richard Jackson, Hugh Goodfellow
D Young & Co	Jonathan Jackson, David Horner, Charles Harding, Anthony Albutt
Dehns	John Tothill, Philip Towler, Hanna Dzieglewska, Alexander Piésold
J A Kemp	Patrick Campbell, Mike Nicholls, Mark Roberts
Kilburn & Strode	Kristina Cornish, Gwilym Roberts
Potter Clarkson	Charlotte Crowhurst, Richard Bassett
EXCELLENT	
Gill Jennings & Every	Stephen Haley, Peter Finnie, Arnie Clarke
Marks & Clerk	David Ward
Maucher Jenkins	Hugh Dunlop, James Cross
Mewburn Ellis	Simon Kremer, Stephen Gill, Simon Kiddle, Robert Watson
Reddie & Grose	Patrick Lloyd, Neil Thornton, Phil Bates
Venner Shipley LLP	James Tumbridge, Sian Gill, Ian Grey, Jan Walaski
HIGHLY RECOMMENDED	
Abel & Imray	Matthew Fletcher, Paul Brady
Cleveland	Adrian Bradley
EIP Legal	Heather McCan, Jerome Spaargaren
Haseltine Lake	Christine Fenlon, Elizabeth Cooper-Rolfe
HGF	Harry Hutchinson, Gary Wilson, Kate Taylor, Chris Moore
Mathys & Squire	Ilya Kazi
Withers & Rogers	Nick Wallin, Dave Croston
RECOMMENDED	
Barker Brettell	John Lawrence, Priscilla Makovski
Beck Greener	John Raynor
CMS Cameron McKenna Nabarro Olswang	Robert Stephen
Dentons	Justin Hill
Elkington & Fife	Richard Gillard, Nick Ertl
Forresters	Jon Gowshall
Keltie	Shakeel Ahmad, Sean Cummings, Devanand Crease
Slingsby Partners	Philip Slingsby
Wilson Gunn	Mark Goodwin, David Slattery
WP Thompson	Julian Potter



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Neville Cordell, Marc Döring, Marjan Noor
Bird & Bird	Katharine Stephens, Morag Macdonald, Jane Mutimear, Robert Williams
Bristows	Edward Nodder, James Boon, Brian Cordery, Myles Jelf
Powell Gilbert	Tim Powell, Penny Gilbert, Simon Ayrton, Zoe Butler
EXCELLENT	
EIP Legal	Gary Moss
Gowling WLG	Gordon Harris, David Barron, Paul Inman, Alexandra Brodie
Herbert Smith Freehills	Sophie Rich, Mark Shillito, Sebastian Moore
Hogan Lovells	Stephen Bennett, Daniel Brook
Kirkland & Ellis	Nicola Dagg
Marks & Clerk	Mike Gilbert, William Cook
Pinsent Masons	Clare Tunstall
Simmons & Simmons	Scott Parker, Michael Burdon
Taylor Wessing	Simon Cohen, Matthew Royle
HIGHLY RECOMMENDED	
CMS	Gareth Morgan
Fieldfisher	Nicole Jadeja
WilmerHale	Justin Watts
RECOMMENDED	
Baker Botts	Neil Coulson
Carpmaels & Ransford	David Wilson
D Young & Co	Richard Willoughby, Ian Starr
Dentons	Justin Hill, Campbell Forsyth
Freshfields Bruckhaus Deringer	Christopher Stothers
Jones Day	Alastair McCulloch
Linklaters	Ian Karet
Mishcon de Reya	Jeremy Hertzog, David Rose
Norton Rose Fulbright	Huw Evans
Osborne Clarke	Arty Rajendra
RPC	Jeremy Drew

**LIFE SCIENCES**

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arnold & Porter	Ian Dodds-Smith, Adela Williams
Bird & Bird	Sally Shorthose
Bristows	Laura Anderson
CMS	Sarah Hanson, Shuna Mason, Gareth Morgan
Covington & Burling	Grant Castle, Brian Kelly, Paul Claydon, James Gubbins
Gowling WLG	Patrick Duxbury, Luke Kempton
EXCELLENT	
Allen & Overy	Marjan Noor, Jim Ford
Hogan Lovells	John Meltzer
Pinsent Masons	Allistair Booth, Charles Waddell
Simmons & Simmons	Richard Binns, Michael Gavey, Charles Mayo
Taylor Wessing	Malcolm Bates
HIGHLY RECOMMENDED	
Anderson Law	Mark Anderson
Baker McKenzie	Jane Hobson
Cooley	Nicola Maguire, John Wilkinson
Linklaters	Marly Didizian
Slaughter and May	David Johnson, Susie Middlemiss



IT & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Harry Small, Steve Holmes
Bird & Bird	Graeme Maguire, Roger Bickerstaff
Bristows	Mark Watts, Toby Crick
CMS	Chris Watson, Clive Gringras
DLA Piper	Kit Burden, Mike Conradi
Fieldfisher	Robert Shooter, Paul Graham
EXCELLENT	
Allen & Overy	Tom Levine, Jim Ford
Dentons	Andy Lucas, Jan Willem van den Bos
Herbert Smith Freehills	Stephen Wisking, Nick Pantlin
Kemp Little	Emma Wright, Andrew Joint
Linklaters	John Crozier, Julian Cunningham-Day
Milbank, Tweed, Hadley & McCloy	Laurence Jacobs
Osborne Clarke	Mark Taylor, Jon Fell
Pinsent Masons	David Isaac, Diane Mullenex
Taylor Wessing	Martin Cotterill
HIGHLY RECOMMENDED	
Ashurst	Nick Elverston
Bryan Cave Leighton Paisner	Mark Lewis
Hogan Lovells	Peter Watts
Latham & Watkins	Andrew Moyle
Simmons & Simmons	Tom Wheadon
Slaughter and May	Rob Sumroy
Technology Law Alliance	Jeremy Newton
RECOMMENDED	
Addleshaw Goddard	Damon Rosamond-Lanzetta
Charles Russell Speechlys	Mark Bailey, Mark Howard
Clifford Chance	André Duminy
Eversheds Sutherland	Simon Cloke, Simon Gamlin
Gowling WLG	Sally Mewies
Harbottle & Lewis	Daniel Tozer
Mayer Brown International	Mark Prinsley, Andrew Stewart, Richard Page
Morrison & Foerster	Alistair Maughan
Norton Rose Fulbright	Sean Murphy, Oliver Stacey
Pillsbury Winthrop Shaw Pittman	Tim Wright, Rafi Azim-Khan
Preiskel & Co	Daniel Preiskel
Reed Smith	Cynthia O'Domoghue
RPC	Jeremy Drew
Squire Patton Boggs	Francesco Liberatore, Andrew Wilkinson
Stephenson Harwood	Dan Holland, Jonathan Kirsop
Towerhouse	Paul Brisby, David Stewart
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Beijing Sanyou Intellectual Property Agency	Hui Li, Xiaolin Dang
China Science Patent & Trademark Agent	Yunpu Luo, Xu Wang, Bobo Wang
King & Wood Mallesons	Li Yong, Wenping Chen
NTD Intellectual Property Attorneys	Wei Jian, Heather Lin
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Lifang & Partners	Guanbin Xie, Xi Sun
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Stw & Partners	Wataru Sueyoshi, Hajime Watanabe
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Yuasa & Hara	Kozo Yabe
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Ohno & Partners	Seiji Ohno, Hideaki Kobayashi
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Wada & Watanabe	Nobuhiro Wada



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Artificial Intelligence: Patents of French Companies Become Strategic

For artificial intelligence, patents are a strategic weapon. A recent study released by the European Patent Office places France second after Germany in terms of the number of patents relating to what is sometimes called "the fourth industrial revolution." The French also know how to use design registrations on graphical interfaces: performance and intellectual property are finally linked.



Caroline de Mareüil-Villette



Claire Verschelde

ABOUT THE AUTHORS:

Caroline de Mareüil-Villette and Claire Verschelde founded ICOSA in 2009. Dedicated to the health sector, ICOSA took the turning point of the digital revolution in 2013 by filing patents on connected objects and artificial intelligence for strategic French startups. ICOSA is at the heart of an international network of intellectual property professionals specializing in artificial intelligence.

In the field of artificial intelligence, France is a country of excellence. The report issued on March 8th 2018 by Cédric Villani (award-winning mathematician and politician) in response to the mission entrusted to him by Edouard Philippe, French Prime Minister, proves it. The name of the report "giving meaning to artificial intelligence" reflects the depth of the subject. Isn't it one of the key words of artificial intelligence "deep learning?"

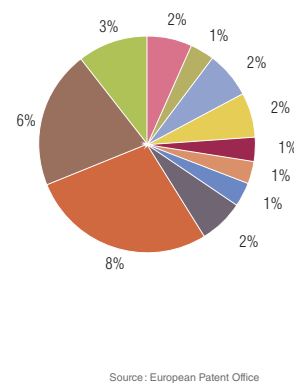
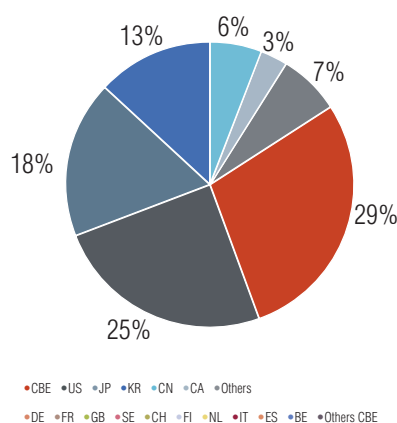
A study by the European Patent Office released in December 2017 shows that the number of patents related to the fourth industrial revolution has increased by 54% in three years: Europe, the United States and Japan are in the lead with 29%, 25% and 18% of patent filings respectively, but innovation is progressing extremely quickly in South Korea and China too.

According to Benoit Batistelli, president of the European Patent Office at the time of the study, France is the number two European country after Germany; Ile-de-France (or greater Paris) is the number one region in Europe ahead of Bavaria. The concentration of startups, particularly in artificial intelligence, sees France well placed to build hopes for the future. However, the race is not

yet run. In artificial intelligence, there is no doubt that companies which file patents are preparing for the leadership of tomorrow. Of course, not all issues have been resolved. We remember the case of monkey selfies, in which a female monkey took a picture of herself with an animal photographer's camera. An animal rights organization sued the photographer to court in the United States alleging that the female macaque was the true owner of the picture's copyright. In the end, the American Copyright Office ruled that works created by non-humans are not subject to copyright rules.

Therefore, machines using artificial intelligence that create works, for example new images, should not be considered the authors. Some people claim that machines could be inventors, but this theory is very widely disputed. A machine could conceivably identify a new and inventive product or service, but it would remain dependent on the mind of the human being who decided on its first use in the application made. However, opinions are shifting on the acceptance of artificial intelligence: Saudi Arabia's decision in October 2017 to give a female-shaped robot

GEOGRAPHICAL ORIGIN OF INVENTIONS IN THE CONTEXT OF THE 4TH IR 2011-2016



KEY POINTS

- Artificial intelligence is already at the heart of all industries
- Products and services offered by artificial intelligence seem to be easily adopted, at least in the healthcare sector
- French people are individually talented and collectively successful in this sector. They are supported by strong political will at the highest level of the French government
- The judicious and complementary use of patent, software, design and trademark law creates a competitive advantage

with artificial intelligence the title of the world's first AI citizen is surprising, especially when she would militate in favor of women's rights. The following month, Tokyo decided to domicile, meaning recognize a place of residence for a chatbot called Shibuya Mirai, which looks like a 7-year-old boy.

Who owns the products and services using artificial intelligence?

In the race for artificial intelligence, the GAFAs, startups and large traditional companies are on the starting blocks. For the first time in history, it seems that everyone is on an equal footing. The GAFAs excel in processing data; startups benefit from their agility and unequalled inventiveness; and large industrial companies, having well understood the stakes, can mobilize resources to create products and

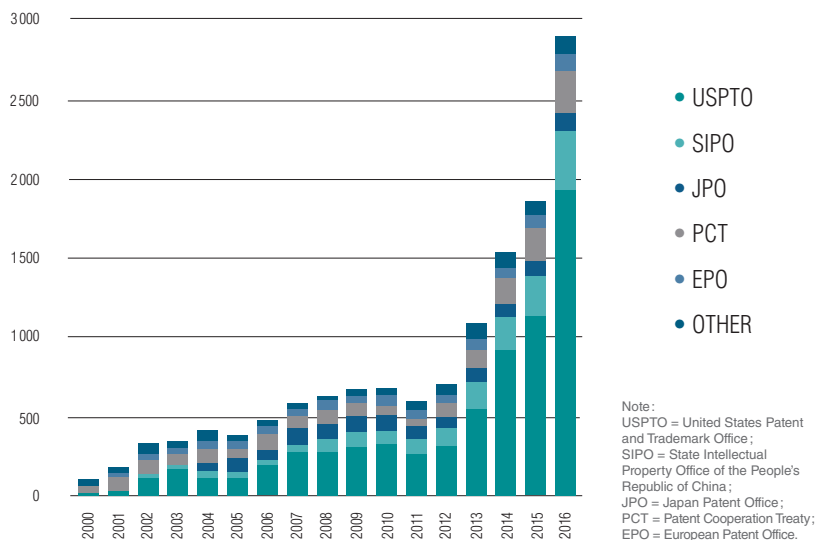
services tailored to their market, which they know perfectly. A central question remains the appropriation of a large amount of data, and this subject is at the heart of all concerns.

The GDPR (General Data Protection Regulation), which came into force on May 26th 2018, protects European citizens from the misuse of their personal data and regulates the legal use that can be made of them. The filing of industrial property titles and the acquisition of certain dates on the versioning of software makes it possible to organize the rights: determine who owns these products and services using artificial intelligence, and above all, who will benefit from the financial returns. Because filing patents and trademarks means using tools, which will then be used to sell these intangible assets or grant operating licenses. A whole section of the economy is at stake.

Patents, artificial intelligence and healthcare

The number, quality and value of patents are recognized as indicators of innovation. A quick search of the patent databases shows that, for the moment at least, the United States and Europe remain the two main players in the healthcare sector. The market, from biological or pharmaceutical molecules to medical devices and health software, is driven by the American market and highly developed in Europe. Everyone is wondering about the impact of artificial intelligence on the monitoring of people's health. A consensus is emerging indicating that image or biological signal analysis tools, chronic disease monitoring (diabetes, kidney disease...), hospital patient management, diagnostic tools, will change current practices. For people in good health, products that will allow the monitoring of someone's vital signs, sporting activity, exposure to harmful products or diet are already successful and will become commonplace. Finally, for the elderly, anything that will facilitate home care for as long as possible will be welcomed by the people concerned and their families. Presented in this way, it is easy to understand that artificial intelligence can be a tool for improving our lives. It is important to remain vigilant, to avoid abuse and fraudulent use of data, or the incessant tracking of individuals. A few millennia ago, Aesop said that language is the worst and the best thing. This analysis could be applied to this new language, to these technologies sometimes still considered as mysterious, and known as artificial intelligence. ♦

TREND OF AI PATENTS GRANTED BY COUNTRY: 2000-2016 (NUMBERS OF ITEMS)



Source: Hidemichi Fuji and Shunsuke Managi, « Trends and Priority Shifts in Artificial Intelligence Technology Invention: a global patent analysis », Research Institute of Economy, Trade and Industry, Discussion Paper No. 17-E-066 (2017).

“It is Important to Ensure the Attractiveness of the French Patent”



Interview with
MICHEL ABELLO
Founding Partner,
LOYER & ABELLO



Interview with
GUILLAUME DUBOS
Associate,
LOYER & ABELLO

LEADERS LEAGUE. The Pacte legislation opened up the debate about the Non-Applicability of Statutory Limitation of the action of invalidation of industrial property titles. What are the consequences?

Michel Abello & Guillaume Dubos. The question of limitation of invalidation actions was born as a result of the reform of 2008, which reduced the common time limitation in civil matters from 30 to 5 years. Hence, the limitation period is now shorter than the durability of industrial property titles (except for brands, potentially of indefinite duration). Rights owners no longer hesitate to raise a plea of inadmissibility on this basis, not only against invalidity actions, but also against counter-claims in defense to an infringement action. The statute of limitations period being five years, the main issue is to determine the starting point. However, courts currently give answers on a case-by-case basis, creating considerable legal uncertainty. Since an industrial property title confers a commercial monopoly granted by the state subject to certain conditions, it is in our opinion in the public interest that its invalidity may be sought as long as its owner has the possibility to act on its basis. In the absence of modelling the prescription period on title durability, the choice of imprescriptibility seems to us to remedy the risks of artificial survival of an illegal monopoly.

This also raises the issue relating to the interest in bringing proceeding for a declaration of invalidity: it is not rare for right owners to invoke lack of interest in bringing proceeding to try to avoid a debate on their validity, sometimes arguing that the applicant for a declaration of invalidity would only have an interest if he demonstrates that he is infringing the title. Imprescriptibility tends to recognize that the invalidity of a title is a matter of public interest, so we think the requirement of interest should also be removed, as any possible abuse (such as the use of a straw man) can be covered by the general theory of abuse of rights.

The PACTE law also aims at modifying the role of INPI, the French National Institute of Intellectual Property, notably regarding the evaluation of patents' quality. How do you assess this change?

Currently, France offers an attractive platform for patent applicants since examination is limited by the law to obvious lack of patentability, allowing to obtain a title in a fast and inexpensive way. In return, the value of French patents is sometimes criticized, as the INPI does not have the power to reject a title for lack of inventive step. In addition to this, the only way to get a patent cancelled is to bring an action before the Paris Court of Appeal.

The PACTE law would create a French-style opposition procedure, similar to the one before the European Patent Office (EPO), namely an administrative proceeding before the INPI to obtain revocation of the title for a certain period of time after the grant.

The main obstacle, as it stands, lies in the way it is implemented: indeed, the draft law provides that the Paris Court of Appeal will have jurisdiction over appeals, which could lead to a significant congestion of the court if the resources needed to deal with a sudden increase in litigation are not provided. Finally, it should be noted that the draft law envisages in article 42 bis to extend the INPI examination to inventive step, which would require a massive recruitment of examiners by the INPI, which is not currently budgeted.

What risks do you think this evolution could lead to for patents filing activity in France?

The essential risk is to lose in attractiveness what we could gain in quality of granted patents. The extension of INPI's control will probably result over time in the patents being more expensive and longer to obtain.

This is why it is important to preserve the attractiveness of French patent by removing existing obstacles on filing strategies, in particular with regard

to PCT filings (ie international patent applications). Currently, article L. 614-26 of the Intellectual Property Code prohibits the applicant from designating France in order to obtain a French patent, the only way to obtain a title in France thus being to apply for a European patent granted by the EPO (or to file directly a French application, without being able to benefit from the advantages of the PCT).

Hence, companies that want to file a PCT patent have to go to the EPO if they want to be protected in France. The removal of this obstacle would allow any company, and in particular French SMEs, to benefit from the 30-month provisional protection offered by the PCT while retaining the possibility of opting for a French patent, granted by the INPI, instead of, or in addition to, a European patent which is more difficult and time-consuming to obtain.

What positive developments do you expect from the Unified Patent Court (UPC)?

The main advantage will be the centralization of the procedure (a single competent court for all member states of the validity agreement) and a high degree of speed, with all disputes having to be dealt with within 12 months. For law firms, this means being able to manage pan-European litigation in a very reactive way. Furthermore, the interest in French patents will be improved, as they will survive if the UPC cancels the European patent.

This is why Loyer & Abello created in 2014 an innovative network entirely dedicated to the UPC, namely the UPCLA network: an alliance of independent European law firms, lawyers and counsel in IP, all highly reputed in patent litigation. Our founding members include Altius, Maiwald, Vondst, Icosa, Botti & Ferrari, Zardi, Freylinger, Meyerlustenberger Lachenal and Galli.

How does Loyer & Abello use digital technology to help its clients better protect their intangible assets?

For several years now, we have been using an integrated CleverIP tool that allows us to manage all our activities, from filing to litigation, including contracts, which was developed specifically for IP to best suit our needs and those of our clients (as it permits external access by file).

In addition, we capitalized on our experience in the field of seizures (saisie-contrefaçon - the firm is the author of the "Guide des saisies-contrefaçons et des constats" published by LexisNexis) by launching in December 2018 an app (Android and IOS) entirely dedicated to companies likely to be subject to infringement seizures, namely "SOS-SAISIES" which is available on the <https://www.sos-saisies.com/web-site> until they reach the dedicated stores directly. This application applies to all intellectual property rights, and beyond, by enabling the right reflexes to be acquired to prepare for a seizure, and how to react to it. ♦

«Loyer & Abello created a network entirely dedicated to the UPC, namely the UPCLA network»



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France – A New Eldorado for Preliminary Injunctions

Preliminary injunction is the most efficient tool to prevent further infringement and financial damages. It is key for an important market place such as France, even though that implies to find the right balance to evaluate the likelihood of infringement of the patentee's rights.



Marina Cousté



François Jonquères

ABOUT THE AUTHORS:

Marina Cousté (IP, Partner) is a leading IP lawyer on the French market for national, pan-European and international patent, trademark and trade secrets disputes.

François Jonquères (IP, Partner) is both a registered attorney before the Paris Bar and a Pharmacy Ph.D. holder. His international and pan-European practice covers patent work which involves patent litigation. He advises on licensing and transactional matters as well as tax-related issues and ownership issues.

Generally speaking, infringement proceedings in patent and trademark disputes are only of interest when a preliminary injunction can be obtained to put a rapid end to the infringing acts in the relevant territory. This is even more important where the manufacture of the allegedly infringing products or the implementation of the infringing process take place in the same territory. Traditionally, French judges have been reluctant to grant this type of measure, particularly in the field of patents, given their economic and financial consequences when a decision on the merits has not been taken.

The former wording of Article L. 615-3 of the French Intellectual Property Code referred to two conditions, the urgency of the situation and the seriousness of the action on the merits. Failure to meet both conditions resulted in many preliminary injunctions being denied.

Under the current text, preliminary injunctions are no longer subject to the condition of urgency; the assessment is now limited to the examination of "evidence reasonably accessible to the plaintiff (which makes it) likely that his rights are being infringed or that such an infringement is imminent."

Despite this change, judges have continued to apply the text with caution, only granting preliminary injunctions when the likelihood of the infringement (and the validity of the opposing title) was more than certain and when the merits of the case were clearly in favour of the applicant.

In a case opposing DSM and Novozymes, the judge refused to grant a preliminary injunction, because of "the uncertainty affecting the content of the claims and the scope of the patentee's rights, (which) cannot be ignored, with the possible modification of them, so that the preliminary injunction requested does not appear appropriate, taking into account the gravity of the same" (Judgment of June 29, 2018).

However, since then, the judges have started to adopt a bolder approach, more in line with the spirit of the text. On June 7th 2018, the Pre-Trial Judge thus found a likelihood of infringement and prevented TEVA from continuing to market its prescription drugs combining the active ingredients Valsartan and Amlodipine. In addition, the judge ordered provisional damages of 5,846 628 euros for loss suffered by Novartis Pharma AG "from week 42 of 2017 to week 23 of 2018" and the

payment of 7,308,285 euros for loss suffered by Novartis Pharma SAS for the same period.

Interim order

In an interim order handed down on January 11, 2019, the judge considered that "the generic drug Darunavir Sandoz including all its dosages" likely constituted an infringement and ordered the immediate cessation of all infringing acts in France, subject to a penalty payment of 50,000 euros per infringement observed "until the expiry of supplementary protection certificate No FR 07C0034."

In another field outside pharmaceuticals, the Pre-Trial Judge ordered the immediate cessation of infringing acts for "machines equipped with the LLMC device in its "configuration 1," "under a provisional penalty payment of 1,000 euros per infringement observed over a 6-month period."

In addition to preliminary injunction point, this case is also interesting as it concerned the validity of a French seizure order ("saisie-contrefaçon"), which is a very useful tool for demonstrating the existence of infringing acts. The injunction was appealed to the Paris Court of Appeal which held that

KEY POINTS

- French judges seem on the way to adopt a broader approach of preliminary injunction
- Mission of the patent attorneys carrying out a seizure is not subject to an obligation of impartiality required by Article 6 of ECHR
- Enhanced attractiveness of French courts for preliminary injunctions

the seizure procedure was not valid because it took place in the presence of the patent attorneys which assisted the bailiff when making the seizure. The Appeal Court considered that their presence violated the principle of impartiality required by Article 6 of the Convention for the Protection of Human Rights and Fundamental Freedom because they had previously intervened as experts on behalf of one of the parties in the same case as regards to acts of patent infringement relating to the same equipment.

On March 27th 2019, the Commercial Chamber of the French Supreme Court totally reversed the decision handed down by the Paris Court of appeal and ruled that “the fact that the patent attorney of the party requesting the seizure prepared, on its order, a report describing the features of the incriminated product does not preclude his subsequent designation, at the request of the party requesting the seizure, as an expert assisting the bailiff in the context of a patent infringement seizure, as this mission is not subject to an obligation of impartiality and does not constitute an expert opinion within

the meaning of Articles 232 et seq. of the French Code of Civil Procedure.”

More recently, a preliminary injunction against Mylan was granted under an interim order dated March 7th 2019. Mylan was also ordered to “withdraw Ezetimibe/Simvastatine Mylan products from distribution networks,

“Under the current text, preliminary injunctions are no longer subject to the condition of urgency”

including pharmacies”, and to compensate MSD France and Merck Sharp & Dohme for the period from April 2018 to January 2019, in the amounts of 2,901,779 euros and 1,460,889 euros respectively.

Intellectual Property Code

These decisions are also of particular interest as they manage to achieve a pretty good balance on the assessment made by the Pre-Trial judge or by the judge acting by delegation of the

President of the Paris First Instance Court, (the only competent bodies in this matter) on the likelihood of infringement referred to in Article L.615-3 of the French Intellectual Property Code, which includes an examination of the validity of the title along with the likelihood of the infringement as such. This type of balance has in the past proved very difficult to achieve, as the counterclaims on the validity of the title often resulted in the rejection of the application for a preliminary injunction.

It is also worth noting from a strategic point of view that it is only possible to appeal a preliminary injunction, which is granted once the action on the merits has already been initiated, with the decision on the merits. This makes the preliminary injunction a very powerful weapon in these circumstances.

The new approach to preliminary injunctions adopted by French judges considerably enhances the attractiveness of French courts, which remain a serious forum for infringement proceedings given the often-significant annual turnover achieved on this market by rightsholders. ♦



Artificial Intelligence and Healthcare: A Strategic Initiative for Europe

In this new era of artificial intelligence (AI), AI applications in healthcare hold great promise, encouraged by both public authorities and private investment. Arguably, perhaps more than in any other sector, AI in healthcare requires a clear legal framework, a high level of trust from both the medical community and the patients as well as strong ethical guidelines. With recent improvements in European transparency and privacy legislature, Europe is uniquely positioned to lead in taking on these challenges.



Constantin Pavleas

ABOUT THE AUTHOR

Constantin founded Constantin Pavleas Avocats in 2001, a law firm specializing in information technology, data privacy and intellectual property (IP). Constantin advises clients on IP strategy, complex IP and technology transactions and on data protection. He regularly engages as IP counsel in M&A transactions. Constantin has been teaching information technology law and running negotiation workshops at postgraduate level at HEAD (Ecole des Hautes Etudes Appliquées du Droit) for five years. In September 2018, he was appointed as the Coordinator of HEAD's Digital Technology Law and Intellectual Property Program. *

Europe faces multiple challenges affecting healthcare. The population is ageing, the healthy contributing workforce is diminishing, the prevalence of chronic diseases and adverse health behaviours are increasing at an alarming rate while communicable diseases face new challenges such as increased resistance to antibiotics and new or re-emerging pathogens, are on the rise¹. Artificial intelligence (AI) or “the science of learning or any other feature of intelligence that can in principle be so precisely described that a machine can be made to simulate it”² seems particularly suited to address these challenges and contribute to limiting the steadily rising public spending on health and long term-care³. To facilitate AI adoption in this highly regulated field, European institutions need to design the appropriate regulatory frameworks that safeguard the rights of the individual and society as well as stimulate innovation, facilitate access to data, and establish strong ethical rules.

Access to medical data is key for AI

Artificial Intelligence which largely relies on machine learning algorithms require the availability of vast amounts of high-quality, machine-readable data to train.

Under the broader EU open data policy⁴, a coordinated plan⁵ on AI was jointly developed by the Commission and the member states to pool data. Their aim is the creation of European data spaces. Moreover, a broad public dialogue has

been initiated on how to *develop and implement a model for data sharing and make best use of common data spaces with a focus notably on healthcare*. In France, the Ministry of Health has launched a ‘Health Data Hub’, a platform which provides a highly secured access to health data.

Data shared on this hub are protected by excluding personal identifiable data (*ab initio*) while regulating access to under the supervision of the ethical and scientific committee, as well as the national commission for information and liberties. To stimulate AI initiatives, this is a step in a positive direction and such initiative should be equally encouraged at a European level.

Medical devices and medical liability

Currently, there is a need to establish further clarity on whether AI software applied in a healthcare setting should be considered as a medical device. Medical devices are regulated in the European Union and are subject, among others, to labelling and reporting requirements⁶. Pursuant to the European regulation on medical devices, if the sole purpose of the software is to provide knowledge or a database, it does not constitute a medical device. However, as may be the case for AI algorithms, if the software aims or contributes at diagnosing or treating a disease, it will likely fall under the medical device category⁷.

On January 2019, the European Parliament published a report which identified this ambi-

guity, emphasizing that the existing administrative system for the reporting and approval, as the case may be, of medical devices, may not be adequately representative of AI technologies. Another hurdle in the widespread deployment of AI in the healthcare sector is the potential legal liability for harm caused by AI powered solutions.

A clear and unambiguous legal framework determining the conditions of liability of the professional users (doctors/medical staff), the producer of the technological solutions, and the healthcare facility offering the treatment is required. It is important to consider AI as a tool to assist in the diagnostic solution or treatment which, however, should be ultimately decided by the medical doctor in his/her own professional judgment, and according to applicable deontological rules.

In other words, the medical doctor should not be held *per se* liable by the mere fact that he/she did not comply with the diagnosis or treatment suggested by the machine⁸.

A human-centric AI

As pointed out by both the High-Level Expert Group on Artificial Intelligence and the European Commission, Artificial Intelligence (AI) should be human-centric. This means that the human being should be placed at the centre of the development of the AI and constitute its single point of teleological reference. Alongside

KEY POINTS

- AI in healthcare is part of the European AI strategy
- The European Union rightly takes a human-centric approach to AI, viewed as tool to increase human well-being
- AI in healthcare should not be “Dr AI”, but “Dr + AI” for a healthier society.

with lawfulness and robustness, ethics is one of the incontestable pillars for a trustworthy AI. On April 8th, 2019, the High-Level Expert group on AI presented Ethical Guidelines on Artificial Intelligence. As Andrus Ansip rightly put it “*The ethical dimension of AI is not a luxury feature or an add-on. It is only with trust that our society can fully benefit from technologies. Ethical AI is a win-win proposition that can become a competitive advantage for Europe: being a leader of human-centric AI that people can trust.*”

Based on these guidelines, the following key requirements could be the litmus test, in order to guarantee the trustworthiness of AI systems:

- **Diversity, non-discrimination and fairness:** AI systems should consider the whole range of human abilities, skills and requirements, and ensure accessibility. AI algorithms should be designed to identify and correct our existing societal biases. Fairness is a fundamental requirement to avoid a situation where widespread AI applications would perpetuate and amplify the biases that exist in our societies.
- **Transparency:** The traceability of AI systems should be ensured.
- **Privacy and data governance:** Citizens should have full control over their own data, while data concerning them will not be used to harm or discriminate against them.
- **Transparency:** The traceability of AI systems

should be ensured.

- **Accountability:** Mechanisms, including independent external controls, should be put in place to ensure responsibility and accountability for AI systems and their outcomes.

- **Human agency and oversight:** AI systems should enable equitable societies by supporting human agency and enhancing fundamental rights, and not decrease, limit or misguide human autonomy.

- **Robustness and safety:** Trustworthy AI requires algorithms to be secure, reliable and robust enough to deal with errors or inconsistencies during all life cycle phases of AI systems.

- **Privacy and data governance:** Citizens should have full control over their own data, in accordance with the fundamental right to self determination⁹, while necessary safeguards should be implemented so that data concerning them, and potentially further processed via AI tools, will not be used to harm, self-incriminate, or discriminate against them.

- **Societal and environmental well-being:** AI systems should be used to enhance positive social change and enhance sustainability and ecological responsibility.

Although non-binding, compliance with the above requirements will be important to achieve a human-centric, lawful and ethical AI, especially in the healthcare sector. Such compliance

will reinforce the message that AI technologies should not be designed to replace the medical doctor but rather aim to support him/her and enhance his/her capabilities to the ultimate benefit of the patient and our healthcare system as a whole. ♦

**The author thanks Mrs. Yasmine Sadik, an intern with the firm, for her contribution in the research for this article.*

¹ Report global disease outbreaks, World Economic Forum.

² McCarthy, J., Minsky, M.L., Rochester, N., & Shannon, C.E. (1955). A Proposal for the Dartmouth Summer Research Project on Artificial Intelligence. doi:citeulike-article-id:7546286.

³ Joint Report by the Commission services and the Economic Policy Committee on Health Care and Long-term Care Systems and Fiscal Sustainability, European Commission and Economic Policy Committee, October 2016.

⁴ Directive 2013/37/EU of the European Parliament and of the Council of 26 June 2013, on the re-use of public sector information.

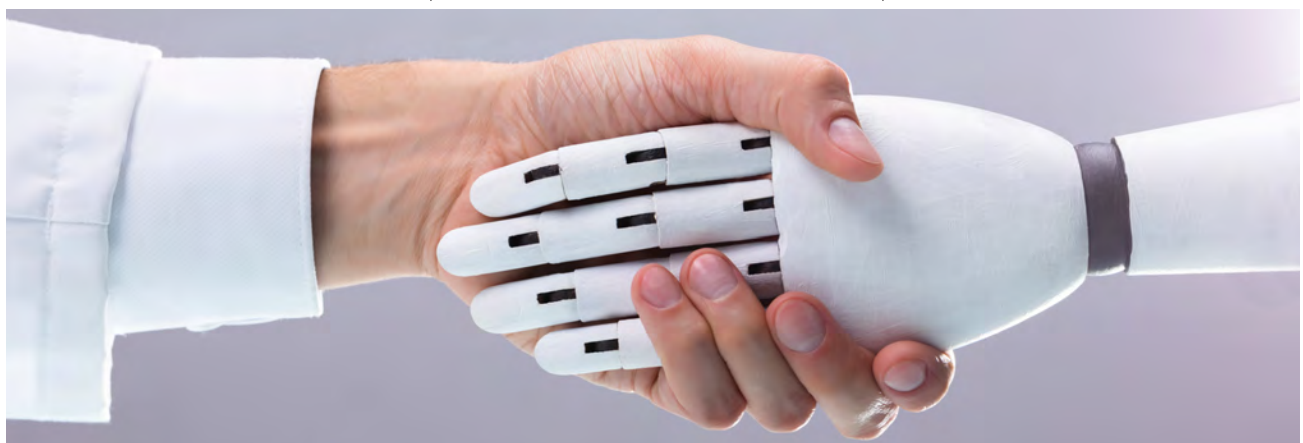
⁵ Communication from the Commission Coordinated Plan on AI, December 7th, 2018.

⁶ The Cf. Regulation (EU) 2017/745 of 5 April 2017 on medical devices, amending Directive 2001/83/EC, Regulation (EC) No 178/2002 and Regulation (EC) No 1223/2009 and repealing Council Directives 90/385/EEC and 93/42/EEC Directive 93/42/EEC of 14 June 1993 concerning medical devices and subsequent amendments.

⁷ The CJEU held that a software can be classified as a medical device under EU law if at least one of the functions makes it possible to use patient-specific data for the purposes, inter alia, of detecting contraindications, drug interactions and excessive doses, is, in respect of that function, a medical device within the meaning of those provisions, even if that software does not act directly in or on the human body.

⁸ http://www.europa.europa.eu/doceo/document/A-8-2019-0019_EN.pdf.

⁹ Art. 8 of the Charter Of Fundamental Rights Of The European Union.



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Managing €165m of capital from Corporates and entrepreneurs, Hi inov targets young innovative companies in the digital BtoB economy, specially in the areas of e-services, mobile Internet and IoT, point-of-sale and data technologies, and SaaS software dedicated to the digitalization of companies. Hi inov also manages SNCF Digital Ventures, a corporate fund intended to invest in startups that accelerate the group's digital transformation.

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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

- Toulouse
- Paris
- Bordeaux
- Quimper

• Montpellier

- Brest
- Bayonne
- Pau
- Tours

USA

- San Francisco
- Las Vegas

CHINA

- Chengdu
- Shenzhen

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

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Florence Briec



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Joe Sofer

POSITIONING

Ipsilon is an IP boutique firm of highly qualified patent and trademark attorneys, specializing in filing, prosecution, maintenance and defense of all IP rights, including patents, trademarks, designs and domain names.

We assist our clients, at all their stages of development, in the protection of their innovations, creations and trademarks:

- Filing and prosecution until registration.
- Representing before the competent administrations in France, in Europe, and in the US: INPI, BOIP, EPO, EUIPO, USPTO and WIPO.
- Maintenance (annuities, renewals) of patents, trademarks, designs and domain names.
- Licensing-in and -out.
- Support and advice in case of dispute, litigations, license negotiation, due diligence, coexistence or technology transfer agreements...

Unlike most IP Law Firms, we are proud to have our own teams in Europe and in the US which, together with our network of selected specialized professional partners around the world, enable us to provide an integrated service, essential to ensure the same service quality anywhere on the key markets of our clients in terms of innovation and protection.

More than service providers, we are a true partner for our clients, and combine strategic know-how, legal and technical competences and quick adaptability in client-centred missions: from managing their patents and trademarks to working out and implementing their strategies, our teams of experts around the world, are determined to provide our clients with high value-added expertise.

Involvement, Dynamism, Proximity
are Ipsilon's 3 key commitments



Ghislain Demonda



Laurent Nuss

BUSINESS

- Patents
- Trademarks
- Designs
- Domain Names
- Agreements
- Dispute resolution - Litigation
- IP Strategy

OFFICES

- Paris
- Nantes
- Tours
- Toulouse
- Strasbourg
- New York
- Benelux
- Karlsruhe

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Isabelle Daviot

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.

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.

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. Appropriate protection strategies must be designed at an early stage in the innovation process.

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 attorneys-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 (Head office)
- Marseille
- Paris
- Besançon

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 languages)
- 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)

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 Top Advisors Directory
PATENT AGENCIES

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Marine Deniau



Thibault Luccantoni



Jean Luc Chesneau



Sophie Delaveau

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 (15 people) 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 Stève Félix & Pascale Lambert and dynamic team, will definitely be a good bet.

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

OFFICES

- Paris
- Le Mans
- Perpignan
- Barcelona (Liaison Office)

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POSITIONING

HOFFMANN EITLE is one of the largest intellectual property law firms in Europe with more than 100 in-house IP professionals working in seven locations – Munich, London, Dusseldorf, Hamburg, Milan, Madrid and Amsterdam. HOFFMANN EITLE's long tradition of excellence is today combined with a truly modern approach to IP consultation, very much to the satisfaction of its many clients.

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 specializing in patents.

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
- Amsterdam

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“The recent modifications in German trademark law have strengthened the rights of trademark owners – and have underlined the importance of German trademarks as business assets”



Interview with

ISABELLE KUSCHEL, LL.M.
Certified Specialist IP Lawyer, German
Attorney-at-law, **HOFFMANN EITLE**

Leaders League. We noted that there were some recent changes in German trademark law. What are the most important changes that were implemented?

I. K. Indeed, some fundamental amendments to the German Trademark Act were introduced with the German Trademark Modernization Act (MaMoG) that entered into force on January 14, 2019 implementing the EU Directive 2015/2436 of the European Parliament and of the Council of December 16, 2015. We are pleased to see that all of the amendments made in compliance with MaMoG aim to further intensify harmonization of trademark law in Europe and strengthen the rights of trademark owners.

One of the most important changes is that new trademark types are now accep-

ted. Prior to MaMoG, trademarks had to be capable of being represented graphically. With the Modernization Act, it will suffice if they can be clearly and precisely determined. For example, sound marks, multimedia marks and holograms are, in general, registrable as a trademark if available in suitable electronic formats.

MaMoG further implements changes to trademark proceedings before the German Patent and Trademark Office. For example, a cooling-off period was implemented, similar to proceedings before the European Union Intellectual Property Office (EUIPO).

Further, it is now possible to invoke several rights within one opposition request instead of filing separate oppositions for each earlier right as was the case in the past. These changes simplify the enforcement of rights of trademark owners.

Moreover, a long-desired innovation is the implementation of a new trademark category in German trademark law: the certification mark.

Is the concept of a certification mark unique to Germany?

Certification marks have long been accepted by the United States Patent and Trademark Office and were introduced to the law of the European Union on October 1, 2017. It was time for Germany, as one of the most powerful countries in Europe and one of the most innovative economies worldwide, to implement this type of trademark.

What are the main characteristics of a certification mark?

A certification mark focuses on the guarantee function of a mark and not on its function as an indication of origin – a requirement of a “standard mark”. A certification mark must be capable of distinguishing goods or services certified by the proprietor of the mark in respect of material, mode of manufacture, quality, accuracy or other characteristics of goods or services from goods and services which are not certified.

With the introduction of the certification mark, the legislator has taken account of the significance of quality certifications and seals for the economy and granted them their own legal protection.

What further consequences does the implementation of this new trademark type entail according to your view?

The implementation of a certification mark in Germany allows German marks to expand more easily internationally and, vice versa, allows internationally protected trademarks to expand more easily into Germany. It underlines the importance of German trademarks as IP assets for companies.

Our highly specialized and dedicated attorneys-at-law at HOFFMANN EITLE’s Trademarks and Designs team have vast experience in all matters relating to trademarks and would be pleased to answer any questions or queries with respect to the recent changes in German trademark law and possible consequences for individual companies. ♦

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POSITIONING

Established in 1879, STUDIO TORTA is a leading European IP firm now operating as a joint-stock company with 56 practitioners, 38 of whom are partners.

The long-standing legal experience of our senior partners is complemented by the expertise of talented junior partners on emerging technologies, with a view to meeting the needs of a constantly evolving market with exceptional standards of efficiency and competence.

First we listen and then we propose solutions, for the construction of true value.

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• Milan

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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

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“Cutting-edge knowledge, enthusiasm and strong team feeling: our recipe to tackle future’s challenges”



Interview with
SIMONE BERTOLOTTO
partner, **STUDIO TORTA**

Leaders League. Could you take stock of the year 2018? And what is new in 2019?

Simone Bertolotto. The year that has gone saw the consolidation of our relationship with important clients with large patent and trademark portfolios; in parallel, we hired a few trainee patent attorneys with specific knowledge in the fields of automation, artificial intelligence and nanotechnology, to increase our professional potential with an eye to the present and one to the future.

Many more of the firm’s European patent attorneys have qualified, and others are currently qualifying, to represent clients before the forthcoming Unified Patent Court, to expand our litigation practice. We gave birth to a new company website with a totally redesigned interface that improves the navigation experience through our services, and a new corporate identity and logo that reflect our continuous rejuvenation.

Last but not least, our strengths and commitment have been recognized both by Leaders League and others prestigious reviews for the year 2018, as we have been awarded as “Best IP advisors” for Italy at the Innovation IP Forum and “Patent Prosecution firm of the year” by MIP. Our Tra-

demark team has been recognized among the “highly recommended” firms by WTR 1000.

This year we plan on bringing to an end an ongoing retooling process aimed at overhauling our technology support system and procedures to increase our efficiency even more. This will entail a better client management system.

What are the recent trends in the IP Italian landscape?

The Italian landscape has seen a stable growth of new filings and an increasing interest in new technologies is already well underway. Small and medium companies in particular understand the impact of new technologies in their business and are investigating how to implement the power of Artificial Intelligence and Blockchain in their products.

In theory, these new waves may have a radical impact on the existing IP landscape; while we do not yet understand their full dimensions, we expect significant new opportunities and challenges will arise for both the industry and the IP policy and governance. Of course, we are ready to intercept the emergence of these technologies and we are working hard to keep our technical and legal knowledge in line with the new trends.

In terms of recruitment, how the firm attracts new talent?

There is a strong team feeling in the firm, and this is clearly perceived as a value both internally and externally.

We stimulate this team feeling in many ways, including remuneration and career advancement criteria, which are presented to the new trainees from the beginning under a well-structured onboarding plan aimed at reducing stress and achieving success and productivity quickly. 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. This feeling is well perceived by anyone who approaches the firm and further motivates new hires to invest in a long-term relationship with the firm.

What are your ambitions for the future?

We are, and always have been, committed to quality, that is one of the most prominent factors which will keep our firm on track, besides responsiveness and cutting-edge knowledge on both legal and technical sides.

Each member of the firm struggles to do his or her part in developing and strengthen the prominent role that Studio Torta has gained in the IP filed, and to ensure that our clients feel those improvements too. We are used to work with our clients in a very proactive manner. As a part of this, a series of workshops will be organized with them to discuss news in IP and important topics.

Internally, we are also reviewing our performance indicators, to give partners and associates real-time and clear feedback on where improvement is needed. In this way we can drive the whole firm towards increased quality and better service to clients.


We also keep on working hard to increase our patent and trademark practice on behalf of our overseas clients. Our efforts have been repaid in the last years. Major foreign players, that initially came to us mainly for Italian matters, finally decided to entrust us with part of their European portfolio or disputes. The matters we handle for overseas clients are thus increasing year by year, thanks to our constant attention to the clients that make them feel we are part of their team. ♦

 Top Advisors Directory
PATENT AGENCIES

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POSITIONING

Founded in Moscow in 2006, PATENTUS has established itself as a Russian full-service intellectual property firm. It provides clients with advice in all areas of IP law, including trademarks, patents, utility models, designs, domain names and geographic indications.

Mission

Effective protection of our clients' investments in marketing and innovation.

One stop IP boutique with global IP network

PATENTUS experts have established longstanding relationships with selected law firms across Europe, Asia and USA. It allows to provide PATENTUS clients with a synthesis of a unique global perspective and comprehensive local knowledge.

Clients

PATENTUS experts work with clients ranging from small boutiques to the most ambitious international corporations from all over the world and all over Russia, providing legal support to companies in almost every region of the country. The company's professionals represent clients in a wide variety of industries, such as Automobiles & Parts, Chemicals, Finance, Health Care, Construction & Materials, Food & Drink, Retail, Technology and Telecommunications.

Why we may be useful to your company?

PATENTUS team represents a unique combination of knowledge and experience of the best specialists in the field of intellectual property. It allows the company:

- Hold the **2nd place in Russia by the number of IP litigation matters**.

Being in charge of hundred IP dispute resolution cases every year, PATENTUS lawyers conduct a large number of cases not only in Moscow, but also in other cities and regions of Russia and CIS. From year to year has been growing the number of foreign clients who turn to PATENTUS for solving issues related to intellectual property (the Netherlands, France, Germany, the Republic of Korea, Sweden, etc.). Hold the **2nd place by the number of trademark applications filed**. PATENTUS strong team of professionals comprises ex-PTO attorneys who have an unrivaled hands-on experience. More and more companies have been entrusting us with the filing and prosecution of trademarks applications, conducting IP searches and managing domain names.

- In regards to patents, have **in-depth expertise in chemistry & life sciences**, including biotech where we offer the top-notch quality at both enforcement and nullification proceedings.
- **To be one of the best IP companies in anti-counterfeiting activities**. For the years of work, a clear and effective system of fighting counterfeit products was built up, including monitoring of counterfeit products on the Internet, and strong and reliable relationships with law enforcement agencies were established. This allows PATENTUS lawyers to quickly and effectively achieve the destruction of counterfeit goods.

Recognition

PATENTUS is consistently recognized by the authoritative international and Russian rankings. We strongly believe that such recognition is a result of our high quality work, unique experience and the experts' dedication.



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BUSINESS

- Trademarks
- Patents
- Litigation
- Transactions

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**Federico Augusto
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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.

BUSINESS

- Trademarks
- Patents
- Models & Designs
- Legal Department
- Internet domain names

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POSITIONING

MVVP is an independent, full service business law firm located in Brussels. With a strong commercial tradition at MVVP, we are committed to offering high quality business law services at attractive rates. We distinguish ourselves with our pragmatic, results-driven approach and our commitment to understand the commercial interests of our clients.

We represent both Belgian and international clients in strategic advice, negotiations and transactions, as well as proceedings before the Belgian courts and European Union courts. Our clients range from start-ups, to medium-sized companies, to large multinational organizations. All our lawyers are fluent in English, French and Dutch, and the firm also works in German and Spanish.

Intellectual Property, Information Technology & Media

Our IP/IT & Media practice group is active in all matters related to the protection of creative works. Our services encompass advising on and litigating copyright, trademark and patent, databases, models and designs, as well as trade secrets, technology licensing and outsourcing of IT services, software, multimedia and telecom.

We are recognized for our extensive experience in the advertising sector where we act mainly for advertising agencies, in media law, and in the entertainment industry where we assist principally clients from the TV, the motion picture and the music sector as well as from the design sector.

Our team is also very active in data protection since many years; we advise clients on all issues related to data protection, and assist them in their GDPR-compliance processes. We also act as DPO for various clients.

Corporate and Tax

Our corporate team assists a broad range of clients – from international corporations to growing and start-up businesses – throughout their entire corporate life, from incorporation and setting-up businesses, financing their activities, to corporate governance and restructurings. Our team members have a large experience in local and international M&A work. We draft and negotiate merger, purchase and sale agreements in various forms and we assist our clients in setting up shareholder agreements and establishing joint ventures.

Our tax team advises both individuals and companies with regard to international and domestic issues of company tax, income tax and VAT. We also advise on special tax schemes for investment in the entertainment sector (tax shelter) and on tax treatment of IP-rights.

We represent our clients in filing applications for advance tax rulings, obtaining the special tax regime for foreign executives, and in tax litigation.

BUSINESS

- Commercial Law
- Corporate
- Employment and Social Security
- Environmental Law
- Finance
- Intellectual Property, Information Technology & Media
- Public Law
- Tax

SECTORS

- Consumer Goods
- Energy
- Food & Beverage
- Healthcare & Pharmaceuticals
- Media, Entertainment and Advertising
- Public Procurement
- Real Estate
- Sports & Leisure
- Technology

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**Ramiro Moreno
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**Rodrigo Moreno
Gutiérrez**



**Yamila Droguett de
Mattos**



**Freddy Paredes
Jiménez**

POSITIONING

Gabriel Patent & Trademark Office is the Intellectual Property office of **Moreno Baldivieso Estudio de Abogados**, a full-service law firm located in Bolivia with more than 87 years of experience in Intellectual Property. Today, our firm is considered the largest law firm in the country, having offices in 4 major cities in Bolivia.

Knowledge is frequently the difference between success and failure in the Bolivian market, understanding the local market and local legal procedures is one of the core elements of our firm. Nonetheless, our work involves actively examining and adapting to the ever-changing provisions that govern IP rights globally. Having an understanding of the global and local legal norms and regulations is paramount, our team centers on having GLOCAL mindset.

Our team is trusted with acquiring and maintaining intellectual property rights for our clients, their compliance and defending them in the event of oppositions and infringement. Our team specializes in providing legal advice, strategic branding approaches, portfolio management, trademark enforcement and providing a mechanism for handling infringement, piracy, and unauthorized use.

Our firm's platform is designed around a cross-functional group of attorneys, patent agents, and other professionals, aimed to care for all of our clients' intellectual property needs. Our attorneys handle the most complex Intellectual Property issues facing a large array of companies in a variety of industries; food and beverage, sports and entertainment, mining, medical devices, pharmaceutical, chemical, software, and a variety of other high tech industries. We specialize in providing strategic intellectual property and technology solutions for clients from more than 70 countries worldwide.

We're a cutting edge practice with home grown values. At our firm, we get to know each and every one of the persons we work with. We practice full disclosure and price transparency; when prices become clearer to everyone involved, the value of our service also comes into sharper focus. We still believe in the bond created by a hand shake and the commitment we forge with the people we work with.

BUSINESS

Founded in 1931, MORENO BALDIVIESO is the Bolivian law firm that has received the most international recognition, attributable to the quality of the specialized counsel it provides to national and foreign clients in the different areas of corporate law.

We boast a multidisciplinary team of 41 lawyers, recognized in Bolivia, holding national and international degrees, with post graduate studies from some of the most prestigious universities around the world. Our team of professionals is fluent in Spanish, English, French, German and Portuguese.

Our expertise has provided us with the opportunity to take part in the most important and complex business operations conducted in the Bolivian market. We are proud to represent multinational companies, international organizations as well as local companies, in the successful development of their projects. A diverse range of legal rankings support our professional trajectory and have widely recognized our leading position in the legal sector of the country.

- Arbitration
- Administrative and Regulatory
- Agro-Industry
- Banking and Finance
- International Trade
- Construction and Engineering
- Corporate and M&A
- Energy
- Labor and Social Security
- Environmental
- Capital Market
- Mining
- Insurance
- Telecommunications
- Tax

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Alexandre Atheniense



André Menezes



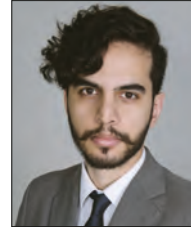
Eugênio Corassa



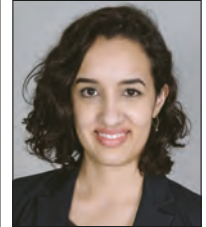
Julia D'Agostini



Lucas Balsamão



Pedro Vilela



Renata Souza

POSITIONING

We are a Law office working paperless for 10 years. We believe in the efficient use of technology to enhance our services and deliver the best experience to our customers efficiently and quickly. Our team is trained to optimize our work, improve our communication and coordination, so that together we evolve in the best way possible.

Our work is absolutely collaborative and focused on the demands of Information Technology, subdivided into several types of demands and consulting, such as legal incidents online, like reputational crisis, cybercrimes, data protection, intellectual property, compliance and electoral law, among others. These areas, although related to others from traditional law, need specialized attention from those who know technology and know how to work with it, which is the service we provide.

All of our employees are trained in Information Technology Law with a broad knowledge of the legal implications of this issues and are continuously trained to deliver an innovative, efficient and grounded service that is aligned with the latest technological and legislative innovations.

The professional experience of our founding partner, Alexandre Atheniense, who has studied the field for over 30 years, is the key to achieving this dynamism. Our firm was one of the pioneers in the area and has thus established a robust presence in Brazil. We focus our efforts on making a difference with regards to legal practice, productivity and providing excellence in the services that have always set us apart.

BUSINESS

- Data Protection and Cybersecurity
- Liability of Internet Service Providers
- Information Security
- Corporate Consulting
- E-commerce
- Digital Reputation
- Arbitration
- Banks and Cryptocoins
- Training in Information Technology Law
- Technology contracts
- Cybercrimes
- Digital Electoral Law
- Digital Documents and signatures
- Digital Corporate Governance
- Digital Marketing – Compliance
- Online Business and Startups
- Digital forensics
- Intellectual Property

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- **Brasília:** SCS Quadra 9 Bloco C Torre C - 10º andar
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Pedro Henrique Ramos



Renato Leite Monteiro



Sérgio Cury Meirelles



**Thomas Becker
Pfeferman**



Fernanda Foizer



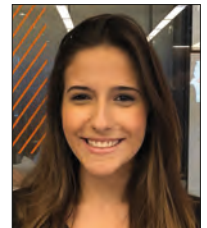
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Diego Nabarro



Andressa Bizutti



Mariana Donnangelo

POSITIONING

Baptista Luz has significant experience with innovative companies, as we excel in providing legal solutions to the challenging business models of our clients, being on a cutting-edge position when it comes to strategic technology transactions, combining our deep understanding of the sector, our accredited status in the tech law field and our wide knowledge in collateral practices such as corporate and tax to address intelligent, business-oriented solutions.

With one of the most experienced teams in Data Protection, Baptista Luz has been excelling in this area, with a dozen of public and large multinational companies trusting our expertise in the challenges related with the GDPR and the new Brazilian Data Protection Law. We have also been acknowledged as trailblazers by the International Association of Privacy Professionals (IAPP).

As lawyers to some of the most prominent Brazilian “unicorns” we also support cutting-edge accelerators and business associations. In addition to that, we share our entrepreneurial spirit by developing “Espaço Startup”, a free online portal aiming to help with legal challenges. Furthermore, we have been recognized by the Brazilian government as influencers for new regulations, being nominated as board members for the Digital Transformation Committee in 2017.

Finally, Baptista Luz is a prominent influence in the media & advertising sector. We are legal advisors to the Interactive Advertising Bureau in Brazil, working with some of the digital media giants. This expertise allows us to combine our intellectual property, contracts, data protection and regulatory experience in a wide array of issues, including programmatic media buying, mobile marketing, social media, search engine marketing, in-app and in-gaming advertising and user generated content platforms, etc.

BUSINESS

- Tech & IP Transactions
- Data Protection
- Startups, Innovation & Venture Capital
- Media & Advertising

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POSITIONING

Bhering Advogados was founded in 1978 and operates in all fields of Intellectual Property and related matters, including trademarks, patents, industrial designs, copyright and neighboring rights, information technology law, enforcement against counterfeiting and unfair competition, licensing, transfer of technology and IP litigation.

Our firm mainly represents multinational corporations, particularly companies based in the U.S.A, Europe and Asia, and their Brazilian subsidiaries, belonging to a variety of industry segments. We are among the very few IP firms in Brazil with branch offices and a strategic presence in the Brazilian territory. Our main office is located in Rio de Janeiro, close to the INPI national headquarters, and our branch offices are in São Paulo (a major financial and industrial region) and in Curitiba (southern region with heavy concentration of large companies and industries in general). Thus, we represent a large number of national large and medium-sized companies as well.

Since its establishment, the firm has been engaged in the constant evolution of intellectual property in the international arena. Its policy of providing personalised assistance to its clients has been important to the growth of the firm.

Additionally, the firm encourages and finances the education and technical improvement of its professionals abroad. Foreign academic background and the annual participation in national and international congresses contribute to keeping the professionals updated with international law and practice.

BUSINESS

- Patents and industrial designs
- Trademarks
- Copyright and neighbouring rights
- Geographical indications
- Licensing and technology transfer
- Enforcement against unfair competition and counterfeiting
- Information technology
- Software
- Entertainment and advertising
- IP Litigation

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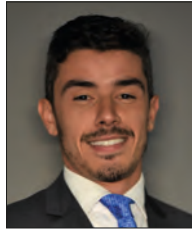
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José Artur Storani Cilurzo



Marco Fagundes Borlido



Fernando Rosas



Denise Cruz



Marco Chung

POSITIONING

BVA - Barreto Veiga e Advogados is a Brazilian law firm specialized in Corporate Law, Intellectual Property and Information Technology, with straight ties with the technology, internet and digital services industry.

The clients list includes foreign and national companies listed in Fortune's 500, NYSE, Nasdaq and iBovespa (the Brazilian stock exchange), as well many others companies from 42 countries.

BVA also assists associate law firms doing business for their clients in Brazil, as well national companies doing business abroad, mostly in Europe, Americas and Asia.

The firm is well-known by its **legal services that provides clear and objective solutions, focused in getting the deal and results**, whether for simple or complex matters, allowing secure decisions when doing business, even facing the complex legal framework from Brazil.

To provide such solutions, BVA's team comprised by **experienced, talented, creative and diligent** professionals (lawyers, consultants, attorneys and engineers) distributed between their offices in São Paulo and Rio de Janeiro.

BUSINESS

- Corporate Law
- Contracts
- Intellectual Property
- M&A
- Labor and Employment
- Tax
- Startups and Digital Services
- IT & New Technologies
- Data Protection
- Advertising, Entertainment and Gaming Law

OFFICES

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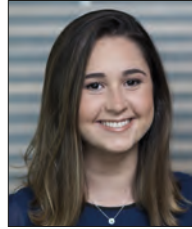
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Paula Mena Barreto



Terence Trennepohl



**Manoela Quintas
Esteves**



Bruna Barbosa Rocha

POSITIONING

Our office has a specialized team in intellectual property and data protection subject matters, including: (i) trademarks, patents and industrial design prosecution and litigation; (ii) copyrights and software protection, enforcement and related agreements; (iii) life science; (iv) data protection and privacy, as well as; (v) digital and entertainment law. We are able to provide effective legal support to meet the needs of our clients who want to invest - both in Brazil and abroad.

We are always working on the protection and exclusivity rights of intellectual property assets, as well as on the adoption of measures against infringements and transactional matters.

In regard to the transaction practice, we provide assistance related the negotiation, drafting and registration of transfer of technology, trademarks, copyrights, trade secrets, software, franchise, patent and industrial design related agreements, offering our clients a broad view and adoption of effective measures in other related areas such as tax, corporate and regulatory.

Also, due to the current development of the data protection scenario in Brazil and growing commercial value of personal data collected by businesses, we assist clients to adopt compliance policies regarding the collection, storage, sharing and import/export of data based on the new Brazilian law.

Our team also has extensive experience conducting due diligence procedures and valuation of assets on mergers and acquisitions transactions.

BUSINESS

We offer a broad range of business legal services, with emphasis on the following practice areas:

- Antidumping and Antitrust
- Banking, Finance and Infrastructure
- Commercial Contracts
- White Collar, Compliance and Investigation
- Corporate, M&A and Capital Markets
- Employment, Pensions and Benefits
- Energy and Natural Resources
- Environmental
- Intellectual Property and Data Protection
- Insurance and Reinsurance
- Litigation
- Life Science
- Arbitration
- Private Wealth
- Real Estate
- Regulatory and
- Public Law
- Insolvency and Restructuring
- Sports and Entertainment
- Tax

OFFICES

- Rio de Janeiro
- São Paulo
- New York

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Claudio Castanheira



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POSITIONING

Clarke, Modet & C^o is the largest group specialized in Intellectual Property in Spanish and Portuguese speaking countries, founded in Spain in 1879. Since the 1960s, the company is also present in Venezuela, Brazil, Argentina, Portugal and Mexico. More recently the expansion included Colombia, Chile, Peru and Uruguay. Currently we operate a unique structure that combines presence in these 10 countries with more than 450 professionals and an international network of experts serving global leaders in all industry sectors.

We operate in Brazil since 1965, working from 4 offices across the country. Counting with 100 professionals, we cover the full range of IP practice specializations, e.g., IP portfolio management, IP consultancy services, protection of IP rights and technical advice. We are ISO 9001:2008 / 9001:2015 certified since 1999, covering our systems and management processes, and ensuring homogeneous quality across the entire group.

Our IP and Innovation Management Consulting services assist R&D and Innovation Managers reach strategic decisions throughout the entire R&D process, delivering patent landscape and freedom-to-operate reports; infringement and validity analyses; intangible assets valuation; monetization strategies; technology transfer and licensing advice; compliance to data protection regulation; and trade secret management.

We have a flexible organization, allowing us to constantly adapt to different working cultures and client needs. All our offices work as a single team, optimizing time, delivering excellence and optimizing costs across countries and continents.

BUSINESS

- Patents and Utility Models
- Industrial Designs
- Plant Varieties
- Trademarks and Copyright
- Know-how and trade secrets
- Anti-Counterfeiting
- Technology Transfer
- IP Strategic Landscapes / IP Analytics
- IP and Innovation Management Consulting
- IP Valuation and Monetization
- Unfair competition
- Domain name disputes
- Data Privacy

OFFICES

- Rio de Janeiro
- São Paulo
- São José dos Campos
- Porto Alegre

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Robert Daniel-Shores

POSITIONING

Tradition and Innovation in Intellectual Property

At Daniel Law, the commitment to our clients is the cornerstone of everything we do, especially when it comes to helping to protect one of their most powerful business tools — their intellectual property.

For 60 years, we have built relationships based on strong ethical values, legal expertise and the insight needed to anticipate and proactively act on opportunities for our clients. Recognized as one of the top Intellectual Property law firms in Brazil, we are an exciting, forward-thinking organization that understands how innovation and creativity influence businesses today.

We have trusted relationships with some of the world's most dynamic companies, serving as an extension of their legal and R&D departments to help them build, leverage and protect their intellectual property assets. With a deep understanding of Brazil's complex legal and regulatory environment, we work closely with our clients to design tailor-made and proactive legal solutions that fit their unique goals, business considerations and resources.

We speak the language of Innovation

We are a collaborative team of nearly 200 partners, attorneys, engineers and other professionals. Our attorneys and engineers are technical experts who combine advanced degrees with years of industry experience in disciplines such as engineering, physics, computer science, biology, materials science and chemistry.

This enables us to provide strategic guidance on the development, use and enforcement of our clients IP portfolios, advise them on critical risks, recommend strategies for asserting their IP rights, and even provide analysis related to the IP assets of your key competitors. It also allows us to explain complex science and technology should we need to present their case before the Brazilian Patent and Trademark Office (BPTO) or a judge on their behalf.

Our Commitment to Diversity and Inclusion

We are proud to be the largest woman-owned and woman-led law firm in Latin America and to be certified as a Women-Owned Business by WEConnect International, guaranteeing that our firm meets the universal standards for Women's Business Enterprises (WBEs).

At Daniel Law we support inclusion and diversity in our workplace and beyond. Daniel Plural came to put into practice the whole concept of equality that we want to see in the world, applied to our corporate environment. Our inclusion program is designed to recruit and retain the best candidates, seeking talented individuals from a variety of backgrounds, worldviews, and life circumstances. In addition to creating a corporate culture of inclusion, we are trying to expand these opportunities for others by working locally to close the educational gaps that prevent diverse candidates from reaching our organization in the first place. Our diversity program is designed to enhance the level of diversity in our supply chain, ensuring that Daniel Law is an active participant in and contributor to this important movement. Both of these initiatives have visibility at the highest level of our leadership. Our aim with these programs is not only to create a mosaic of perspectives for our firm and our clients, but also to have an impact that goes beyond our organization.

BUSINESS

- Strategic prosecution and protection of trademarks
- Licensing & Commercial Transactions
- Brand Protection & Anticounterfeiting
- Enforcement programs
- Digital Law, Privacy and Data Protection
- Patent Prosecution and Litigation
- Industrial Design
- Engineering
- Software, Telecom & Electronics
- Oil & Gas
- Life Sciences & Chemical
- Pharmaceuticals
- Consumer Goods

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Ivan Bacellar Ahlert



Peter Eduardo Siemsen



Elisabeth Siemsen



Joaquim Eugenio Goulart



Attilio Gorini

POSITIONING

Recognised as leaders in Intellectual Property in Latin America, we are a team of experts who has been dedicated to defending industrial and intellectual property since 1900. We operate throughout the world, encompassing first-rate civil and criminal advocacy, covering diverse areas of Law and all segments of industry. We are partners of large national and international companies.

Today we have offices in three Brazilian state capitals and we have gathered a team of practitioners that lead in knowledge of intellectual property, litigation, contracts and other areas of Law. This allows us to advise our clients in the main legal proceedings, making us a strategic partner in the pursuit of innovation and knowledge.

We have more than 280 lawyers and an extensive team of Industrial Property Agents – an experienced and specialised technical team that is kept up-to-date with the transformations and demands of the market.

We are the support for innovation and knowledge.

We live in a dynamic world, where knowledge is decisive for any company to stand out in the market. We believe in the value of human capital and in creativity as a source of innovation.

With more than a century of experience and a wide range of services, we are proud to be the foundation for our clients to seek innovative and disruptive paths.

BUSINESS

Intellectual Property

- Patents
- Trademarks
- Industrial Design
- Copyright
- Entertainment
- Software
- Trade Secrets

Strategic Litigation

- Intellectual Property
- Civil and Business
- Arbitration
- Criminal
- Mediation

Consumer Relations

- Advisory
- Judicial Litigation
- Administrative Litigation
- Business Prevention

Contracts

- Intellectual Property Agreements
- Commercial Agreements
- Franchises

Other Areas

- Digital Law
- Data Protection
- Advertising Law
- Regulatory Law
- Environmental Law
- Corporate Law
- Tax Law
- Compliance & Internal Investigations
- Evaluation of Intellectual Assets
- Labour Law

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David do Nascimento



Marcello do Nascimento



Ricardo do Nascimento

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.

BUSINESS

- Trademarks
- Patents and Industrial Designs
- Franchising and Technology Transfer
- Copyrights
- Digital Law
- Litigation
- Enforcement



DN David do Nascimento



DN David do Nascimento



DN David do Nascimento



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Bernardo Guitton Brauer



Lívia Barboza Maia



Daniel Delatorre



Graziela Ferreira Soares



Fernanda Fernandes

POSITIONING

Denis Borges Barbosa Advogados is a boutique IP and business law firm. Since 1990s, the firm have been active in some of the most significant court and consulting cases regarding Intellectual Property and High Technology industries that were disputed during such period of time. Patents, trademarks, trade names, unfair competition, industrial designs, copyright, fashion law, trade secrets, plant variety protection, semiconductor chip registration, domain name issues: those are some of the most current legal problems in our daily practice.

The firm has Intellectual Property as a particular area of activity, either in litigation, advising clients for the best way of protecting their creations, helping the negotiation on licenses and development contracts, or just doing what the usual IP firm does: representing the client's interests before the Patent Office or other agencies. The firm is not, however, the usual IP Firm. There are times when the matter is to propose new legal thesis; in other cases, public contract law, patent basis. Sometimes the IP expertise is brought in to help the evaluation of a company, to support due diligence, or to propose strategic market approaches.

This combination of Business Law, Public Contract Law, expert litigation, Corporate Finance structuring and long-range competition goals is probably a valuable professional asset that gives our firm it particular character.

BUSINESS

- Patents Litigation and Prosecution
- Trademarks Litigation and Prosecution
- Design Model Litigation and Prosecution
- Copyright
- Software
- Fashion Law
- Trade Secret
- Plant Variety Protection
- Unfair Competition
- IP and Commercial Contracts
- Regulatory
- Antitrust

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Gabriel Di Blasi



**Paulo Parente Marques
Mendes**

POSITIONING

Di Blasi, Parente & Associados is a Brazilian intellectual property business law 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 since 1987.

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.

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)
- Government Relations

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Evy Marques



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João Carlos Mendonça



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POSITIONING

Both eyes on the present with future in sight

Felsberg Advogados is a full-service law firm with experience in sophisticated and complex business transactions, such as project financing, corporate restructurings, M&A, capital markets, privatisations, PPP/PPI, as well as high-profile litigation and consultancy matters.

Founded in 1970, Felsberg Advogados is one of the most prominent and innovative Brazilian law firms. The firm developed the Bankruptcy/Restructuring & Insolvency, Project Finance, Aviation Finance and Venture Capital practices in Brazil.

Whilst continually improving the firm's core practices, it keeps both eyes on the future, paving the way for new practice areas such as the unparalleled Technology, Innovation & Start-ups, Data Protection and Gaming Law practices.

PRO BONO: The firm proudly helps projects dedicated to the future of the country, including Vaga Lume, awarded Brazil's 2018 best educational NGO.

INCLUSION & DIVERSITY: Felsberg supports the inclusion of all people regardless of gender, sexual orientation, ethnicity, or religion. In relation to gender, women make up more than 50% of the firm's legal team – including partners.

International work

The firm's international profile is reinforced by its membership of the world's leading law firm networks – Meritas and Legalink - which certify the firm's global quality; as well as a partnership with Aphaia for GDPR matters.

In addition to this, the firm has regional desks to provide a dedicated support to regional companies – especially European and Asian. The firm's professionals are fluent in English, German, French, Italian, Mandarin and Spanish.

A selection of our clients

Recently the firm has provided advice to relevant companies such as BNDES, Petros, Caixa Econômica Federal, UBS, BTG Pactual, Harvard Angels, Monashees, Dell-EMC, Siemens, TSYS, BT Latam, TIM, Brightstar, Boeing, Toyota, Odebrecht, Sumitomo, Eletrobrás, Engie, CPFL Renováveis, ERB - Energias Renováveis, Liqueigás, Petro Rio, Votorantim, Ecolab/Nalco, Sinochem, Mexichem, DHL, SAAM Smit, TugBrasil, MSC, Avis, Parmalat, Monster Energy Drink, Gazit, Jereissati JCC, Target, SBF Centauro, Decathlon, Christian Louboutin, Diesel, Crocs, Skechers, Natura, Abbott, Hypera, Boehringer Ingelheim, Teva, Claris, Medtronic, Omron, Hospital Albert Einstein, Amil UnitedHealth, BBC, Cinemark, T4F, OSESP, WPP Group, Ogilvy & Mather, JWT, Y&R, Kantar Ibope, Santos FC and industry associations CNI, Abihpec, Eletros, Sindusfarma, ABEEólica, IATA, JETRO, among others.

BUSINESS

- Arbitration and Mediation
- Banking & Finance
- Bankruptcy/Restructuring & Insolvency
- Capital Markets
- Competition/Antitrust
- Compliance
- Consumer Law
- Contracts
- Corporate law
- Environmental & Sustainability
- Intellectual Property
- International Arbitration
- International Trade/WTO
- Labour, Employment & Immigration
- Litigation
- Mergers and Acquisitions
- Project Finance
- Public law
- Regulatory
- Sanitation
- Tax
- White-Collar Crime

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POSITIONING

Gusmão & Labrunie is one of Brazil's leading IP Firms, providing legal and technical services of the highest quality in a wide range of issues regarding Intellectual Property and related areas, such as patents, trademarks, domain names, designs, copyright, unfair competition, trade secrets, sports, media & entertainment, privacy & data protection, information technology, advertising and legal marketing, among others.

A multidisciplinary team of 120 talented professionals deals with all these matters, not only providing consultancy, but also representing national and international clients in relevant litigation disputes and arbitration cases. The Firm also has a strong prosecution team, serving clients from all industry segments, such as oil and gas, energy, chemical, food & beverages, pharmaceutical, biotechnology, consumer goods, automotive, electronics, telecommunications and information technology.

BUSINESS

- Brazilian Biodiversity
- Litigation, Mediation and Arbitration
- Agreements: Technology transfer, licenses and assignments
- Plant Varieties – Cultivars
- Industrial Design
- Copyright
- Law and Technology
- Franchises
- Entertainment, Media and Sport
- Fashion Law
- Legal Marketing
- Innovation Law
- Trademarks
- Patents
- Trade Secrets and Confidential Information
- Software

SECTEURS

- Agribusiness
- Automotive
- Biosimilars
- Biotechnology
- Pharmaceuticals
- Energy
- Electrics / Electronics
- Sports and Fitness
- Luxury
- Fashion
- Oil and Gas
- Consumer Products
- Chemistry
- Telecom

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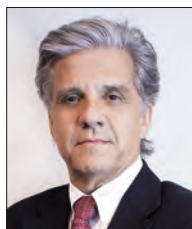
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POSITIONING

Specialised in the management of intellectual assets, we are 21 partners, more than 200 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

- Trademarks
- Patents
- Industrial Design
- Marketing & Entertainment
- Copyrights
- Geographical Indications
- Unfair Competition
- Plant Varieties
- Regulatory Law in the Health Area
- Biodiversity
- License compliance & Anti-piracy
- Digital Law and Personal Information
- Sport Law
- Life Sciences
- Technology Transfer, Licensing and Franchising
- Trade Secrets and Protection of Confidential Information
- Data Protection

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Beatriz Kestener



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Rubens Granja



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 **POSITIONING**

Kestener, Granja & Vieira Advogados is a Brazilian law firm composed of partners with vast experience and knowledge in their practice areas. Technology and innovation are elements that are part of KGV's essence and the expertise of its professionals, combined with a young, talented and innovative team, has led to high productivity since the firm's inception.

KGV has extensive knowledge in highly regulated fields, such as life sciences, food & drug, internet and information technology, cyber law, e-commerce, data privacy, startups & innovation enabling KGV to offer full and excellent legal services to clients active in these industries.

KGV's team has experience and advises its clients in complex business negotiations, consultation, litigation and alternative dispute resolution in both the administrative and judicial spheres, corporate matters, M&A, contracts, administrative, regulatory, tax, labor and compliance matters.

KGV's professionals also have solid academic backgrounds and expertise in recognized law firms, in Brazil and abroad, empowering the team to advise clients off all sizes across the globe, including the world's largest companies.

Established on a solid foundation of ethics, transparency, and integrity, KGV's mission is to establish long-term, unique and trusting relationships with its clients. The firm places a high value on understanding the needs and particularities of each client in order to provide customized and exceptional service.

 **BUSINESS**

Life Sciences, Food & Drug, Internet and Information Technology, Data Privacy, and Startups & Innovation, including:

- Administrative and Regulatory Law
- Litigation and Alternative Dispute Resolution
- Consumer Law and Product Liability
- Contracts
- Family and Estate Planning
- Mergers & Acquisitions
- Bidding Tenders and Public Contracts
- Government Relations and Interaction with Regulatory Agencies
- Corporate
- Cyber Law, e-commerce and software
- Privacy
- Labor
- Tax
- Compliance

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André Mendes Espírito Santo



Esther Jerussalmy Cunha



Renata Castro Veloso



Cassia Monteiro Cascione

POSITIONING

For many decades, L. O. Baptista Advogados has been acting in the main areas of Business Law, always based on values that became the firm's brand: technical excellence with strategic view. Our team is comprised by 70 lawyers who focus on the goals and businesses of each client. Our professionals are specialized in the most diverse areas of law and economy, many of which also act as professors, arbitrators or leaders of the most reputable domestic and foreign institutions in their respective areas.

Offering solutions to an ever-changing society and legal environment is key to the firm's success and crucial to clients' businesses. Our Fashion Law practice was one of the first ones to be established in Brazil with a full-time dedicated team who focus on the mechanisms for protecting the copyrights and intellectual property of stylists and companies, as well as labor, tax and competition issues deriving from the activities developed by the textile and accessory industries.

More recently, aware of the specific needs of startup companies and investors, the firm reorganized practices to assist these clients in a multidisciplinary way. This customized organization around the client has proven to be effective for legal structuring of new businesses and investments, ranging from the creation of contracts and documents to tax and labor aspects, intellectual property issues and dispute resolution matters.

L.O. Baptista is also prepared to provide safe, creative and intelligent solutions for its clients in addressing complex legal issues related to the use of technology. We work on topics that are increasingly present in business, such as data protection, storage and transfer, Big Data and Internet of Things (IOT). The team is able to offer high-level legal advice and excellent services to companies from a wide range of market segments, anticipating needs and mitigating risks

BUSINESS

- Agribusiness
- Antitrust and Competition
- Arbitration and Court Litigation
- Banking
- Biofuels & Ethanol
- Civil and Corporate Litigation
- Compliance
- Construction and Infrastructure
- Consumer Rights
- Corporate
- Data Protection
- Energy and Renewables
- Family and Succession
- Fashion Law
- Franchise
- Health Care and Life Sciences
- Innovation and Technology
- Intellectual Property
- Labor and Employment
- M&A
- Oil & Gas
- Private Equity, Venture and Seed Capital
- Private Client
- Public, Administrative and Regulatory Law
- Real Estate
- Start-ups
- Tax
- Trade Remedies and International Trade

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POSITIONING

Licks Attorneys is a Brazilian top tier law firm, recognized for successfully handling large and strategic litigation and counselling in Brazil. 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, Brasilia 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.

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

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Roberto Vieira de Mello

POSITIONING

Montaury Pimenta, Machado & Vieira de Mello, a global active IP law firm, was formed in 2010 when two of the leading Brazilian IP firms joined forces: Montaury Pimenta, founded in 1939 by Edgard Montaury Pimenta, and Vieira de Mello, founded in 1929 by Júlio Vieira de Mello.

With the head office located in Rio de Janeiro and a satellite office in São Paulo, Montaury Pimenta, Machado & Vieira de Mello brings together highly experienced and capable attorneys, patent attorneys, engineers, industrial property agents and paralegals practicing in the field of IP law.

In order to provide the highest level of service for clients who require fast and reliable coverage in other Brazilian states and worldwide, the firm has forged alliances with carefully selected partners to support the clients' needs, in addition to its talented and dedicated in-house professionals.

Montaury Pimenta, Machado & Vieira de Mello is dedicated to establish high quality relationships with each client, providing individualized and cost-effective services to a diversified portfolio of companies including small and medium-sized enterprises, multinationals, research institutes and other public entities.

Besides protecting IP assets and tangential businesses relating to these property rights, the firm is particularly involved in patent matters, including patent preparation and prosecution, freedom-to-operate and infringement opinions and both domestic and international complex litigation and counselling. Technical specialties include electrical engineering, electronics, mechanical engineering, physics, life sciences and healthcare, biotechnology, chemicals and pharmaceuticals, software and computer sciences, telecommunications and nanotechnology.

Montaury Pimenta, Machado & Vieira de Mello team offers expertise that is tailor made to each case. The clients have regular contact with the specialist in charge of the case; the specialists always endeavour to put forward useful suggestions and constructive solutions. The reputation was built on expertise, availability and proactiveness in defending clients' IP rights and its multidisciplinary approach in several areas of practice.

BUSINESS

- Litigation
- IP prosecution
- Contracts
- Plant varieties
- Copyright and software
- Advertising and marketing law
- Regulatory laws
- Franchising
- Antitrust and unfair competition
- Industrial and business secrets
- Geographical indications and indications of origin
- Trade dress
- Technology law
- Cybersecurity, privacy and data protection
- Anti-piracy
- Fashion law
- Media and entertainment law

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Flavia Rebello



Flavia Vasconcelos



Marcela Trigo de Souza



Gabriela Paiva-Morette

POSITIONING

Considered one of the largest law firms in Brazil, Trench Rossi Watanabe is a comprehensive and cutting edge operation, with expertise in all areas of law. We provide legal services to national and international clients across several markets, helping them to manage their business in an ethical, efficient and innovative way. Our partners and lawyers have solid academic credentials, including PhDs, LL.Ms and lecturing appointments at prestigious universities in Brazil and around the world. Due to our strategic cooperation with Baker McKenzie, our clients can access a global perspective through one of the most extensive and solid networks in the legal market. With about 200 lawyers and 60 years of experience in Brazil, we offer all the knowledge and confidence needed to deal with Brazilian law and unique business practices.

Our Intellectual Property team has a strong track record of advising clients in connection with marketing, trademark and copyright matters. Our team has advised the country's leading players across industries such as pharmaceutical, cosmetics and beauty care, consumer goods, IT, media & entertainment, education and others for 60 years.

Our lawyers have been assisting clients navigate trade treaties and protecting them in one of the most complex markets in Latin America. We have extensive experience in drafting, reviewing, and negotiating copyright-related agreements, including agreements for the development of copyrightable works, publishing agreements, dubbing services agreements, copyright licenses, agreements with talents and technical teams, and others. Our deep knowledge of the media and entertainment industry and understanding of client operations is essential to enable us provide practical and useful advice, assisting our clients to meet their goals with the lowest legal exposure.

Offering complete solutions to our clients ensures greater protection of their intellectual property assets. We work with a large portfolio of national and multinational companies, contributing to industrial property projects, agreements involving intellectual property development, liaising with regulatory bodies, developing brand enforcement strategies, conducting due diligences, and advising on franchising. Our core services include brand prosecution, management, enforcement and advisory, patent prosecution and litigation, advice on trade secrets, unfair competition and regulatory compliance, and strategic legal intellectual property disputes.

Our highly trained team excels in solving cases with innovation and high capacity drafting, negotiating and reviewing agreements involving intellectual technology, including supply of technology, software license and distribution, SaaS outsourcing. We also work in data protection and privacy issues, including implementation projects, review of policies, and data breaches. We provide legal advice in various aspects of e-commerce, Internet, social media, terms of use, privacy policy, confidentiality agreements, privacy, intermediary liability and agreements involving software related services.

We help our clients properly structure their business to avoid unnecessary speed bumps, obtain protection to assets and interests, get the best tax treatment, and avoid technology disputes. Our team takes every measure to keep our clients nimble and free to do what they do best: innovate.

BUSINESS

- Agribusiness
- Antitrust
- Arbitration
- Automotive
- International Trade
- Commercial Contracts
- Public Law
- Real Estate
- Life Sciences
- Compliance
- Consumer
- Dispute Resolution
- Banking, Finance Law, Project Finance and Capital Market
- Aviation and Aircraft Finance
- Mergers & Acquisitions
- Media & Entertainment
- Energy, Mining, Oil & Gas and Infrastructure
- Environmental, Consumer, Social Responsibility and Climate
- Change
- Corporate Criminal Law
- Intellectual Property
- Insurance
- Corporate Law
- Information Technology
- Labour & Employment
- Tax

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André Neves



Vanessa Muglia



Pedro Cordelli



Cecília Amaral



Gabriela Goes



Gabriel Junqueira

POSITIONING

For nearly six decades, Ulhõa Canto Advogados (“UC”) has been known as a benchmark firm in providing the highest quality of legal advice. UC stands out because of its key participation in several of the most relevant and complex transactions both in the domestic and international markets.

Founded in 1959, the firm is recognized for its commitment to provide pioneer and innovative solutions, exercising a tailor-made legal practice that combines knowledge, experience and creativity. As a boutique firm with presence in Rio de Janeiro, São Paulo and Brasília, we are not, and do not aim to be, the largest law firm measured by number of lawyers. Our commitment is to help our clients with their most challenging matters and offer original and groundbreaking solutions.

Startups and Innovation

The department is best known for its work with venture capital and technology related transactions. We have extensive experience with financing rounds and general corporate work, including cross border structures and more complex transactions.

We work closely with startups, founders and VC funds alike, providing assistance in connection with the setting up of the international structure in advance of financing rounds, as well as with the financing round itself and the various exit routes (M&A). Among others, we have advised 99 and its investors in the transaction that created the first Brazilian unicorn – the sale to DiDi – and Grin in its merger with Yellow.

One key characteristic that makes the department unique is our capability to deeply understand both the corporate aspects, in Brazil and abroad, and the tax aspects of a transaction – our firm has been ranked as a top-tier tax firm in Brazil for decades now.

BUSINESS

- Tax
- Corporate Law and M&A
- Electric Energy
- Telecommunications
- Oil & Gas
- Mining
- Sanitation
- Real Estate
- Wealth & Estate Planning
- Aviation
- Banking and Finance
- Project finance
- Administrative Law
- Competition & Antitrust
- Consumer Protection
- Compliance
- Arbitration
- Environmental Law
- Entertainment and Sports
- Investment Funds
- Restructuring and Insolvency
- Venture Capital

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José Carlos Vaz e Dias



Marina Castro



Joana Barata



Savana Castilho



Thiago Lombardi

POSITIONING

The Law firm VAZ E DIAS ADVOGADOS & ASSOCIADOS is specialized on intellectual property Law and Innovation Law. It has the focus on assisting businessmen, public and private companies, research centers and institutes in the protection of intangibles and providing legal support for transactions that explore intellectual knowledge and innovation.

Its activities encompass aspects to the protection of inventions by patents and utility models, to the registration of industrial design, plant varieties, semiconductors, trademarks, domain names, copyright and their efficacy in the Brazilian territory and overseas. Yet, our activities relate to the implementation of confidentiality policies for the protection of secret information, commercial pledge of intellectual rights, patent and trademark assignment, technology transfer and licensing, franchising, copyright and entertainment Law.

One of the competitive edges of the firm is the high professional capacity and academic preparation of its professionals, that make possible to increase its services within the intellectual property field and permit a comprehensive intersection between different Law fields and the use of legal developments that are supported by court actions for securing the intangible or finding legal solutions for the conflicts.

Therefore, the Law firm VAZ E DIAS ADVOGADOS & ASSOCIADOS holds in its professional team engineers, pharmacists, biotechnologist and attorneys holding postgraduate studies, masters, doctorate, besides the acknowledged experience for over 15 years.

BUSINESS

- Protection of technological invention and industrial design, including filing of patents, utility models, industrial design, topographies and software
- Freedom to Operate (FTO), Patent Infringement Search and patent availability search and report
- Plant variety protection and patent protection of biotechnology inventions
- Protection of trademarks, distinctive signs and non-traditional trademarks
- Protection of trade names
- Protection of intellectual works by copyright at the National Library, School of Arts and other agencies that assist to reinforce proprietary rights
- Negotiations and elaboration of technology alliance strategies by means of Research and Development Agreement, partnership agreements between companies and universities for the promotion of innovation, technology transfer agreements and others contracts that permit the development of new technologies and the exploitation of intellectual property right
- Elaboration of commercial agreements applicable to start-ups, such as Vesting Agreements, Cliff Agreements and crowdfunding/crowdsourcing
- Elaboration of franchising agreements, distribution and agency contracts
- Court action procedures for the enforcement of intellectual property rights
- Assist our clients on complying with Biodiversity Law (13.123/15) and access to genetic heritage, on the protection and access to associated traditional knowledge and on the sharing of benefits for the conservation and sustainable use of biodiversity

CONTACTS

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Enrique Dellafiori



Mauro Dellafiori



Daniel de Santiago



Cristian Carril

POSITIONING

Founded by Enrique Dellafiori in 1986, Dellafiori Abogados actively recognizes that Intellectual Property is a vital mechanism for Chile's progress, along with the need to protect innovations based on the creative capacity of individuals and society.

For over 30 years, the firm has been renowned for delivering a personalized, exclusive and efficient service with highly competitive rates. Our expertise in IP and IP related matters covers the food, pharmaceutical, automobile, wine, agriculture, technology and the fashion industries.

Dellafiori Abogados is dedicated solely to providing services in the area of Intellectual Property and Industrial Property in the broadest sense, including: trademarks, patents, drawings and industrial designs, utility models, copyright and related rights, trade secrets, Internet, contractual issues, new technologies, unfair competition, data protection and other related matters.

Dellafiori offers a wide range of IP protection and IP services around the world due to their broad correspondents network that has been fostered professionally for over 30 years. Therefore making it the law firm's conviction to endure as a competitive and reliable choice for its national and international clients regarding the surveillance of their Intellectual Property Assets.

Our firm strives on keeping a professional and healthy relationship with our clients. One of our firm's primary goals is to maintain a high level of client confidentiality, engage in transparent practices and deliver an efficient and superior legal service.

BUSINESS

- Brands
- Litigation
- Industrial Design
- Copyright
- Domain Names
- Patents & Design
- Consultations
- Contracts
- Infringement

CONTACTS

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Claudio Magliona



Juan Pablo Montiel



Nicolás Yuraszeck



Giovanni Donati

POSITIONING

Magliona Abogados provides legal services of excellence both to local and multinational companies. We specialize in corporate matters, tax services, complex business litigation and finance structures, telecommunications, technology law, intellectual and industrial property and management of government relations and public policies, including, among others, corporate structuring, due diligence planning, mergers and acquisitions, financial assistance, syndicated loans, liability restructuring and leasing.

We are experts in licensing and software development agreements, technological platforms, franchises, data protection, computer crimes, distribution, production and financing of film and television.

The firm advises its clients in the registration of trademarks, patents and industrial designs, as well as in matters relating to copyright and the internet.

The protection of intellectual property is an area of special relevance for companies as they continue to expand and protect their technologies, brands, products, data and services.

Magliona Abogados is a leading firm in the Intellectual Property market, providing strategic, commercial and litigation advice in the area.

BUSINESS

- Intellectual Property
- Internet
- Data Protection
- TMT
- Trademarks
- Patents
- Industrial Designs
- Copyright
- Media & Entertainment
- Consumer Protection
- Venture Capital
- Banking & Finance
- Corporate / M&A
- Labour & Employment
- Litigation & Arbitration
- Public Law
- Real Estate
- Project Financing
- Engineering, Consulting and Related Services Agreement

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Antonio Marinovic



Luis Olmedo

POSITIONING

The Marinovic y Cia. law firm was founded by Antonio Marinovic in 1987 and its initial activity was the defense of the Intellectual and Industrial Property through the implementation of domestic Anti-Piracy Campaigns for different industries. As a consequence of their clients' needs, both Chilean and foreign, it currently offers a wide variety of legal counseling services, achieving domestic and international recognition for the excellency and high quality of its services.

The firm's main focus is the Intellectual and Industrial Property field, specifically, the protection of trademarks and copyrights for the most important industries in the world through the implementation of efficient, long term domestic anti-piracy campaigns.

Likewise, in order to provide a wider coverage for the needs of its clients, the firm has specialized in the administration of tax matters associated to the development of economic activities, both from natural and legal persons, foreign and domestic. For that purpose, it has a highly qualified team to face the challenges brought by new legislations.

BUSINESS

- Anti-piracy
- Trademarks Prosecution
- Patents Prosecution
- Lawsuits

CONTACTS

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Ricardo Aristizábal



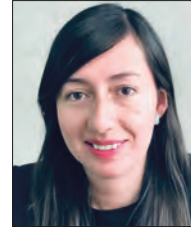
Francisco Aristizábal



Lina Arroyo



Julieth Gutiérrez



Paola Calderón

POSITIONING

Aristizabal Abogados, is a law firm founded in 2006, specialized in providing advice to different companies. Our promise of value is directed to know the specific needs of each company, in order to offer prompt and effective solutions that adjust to the requirements of the companies.

We are widely recognized both nationally and internationally for our experience in the area of regulatory affairs and sanitary registration, providing our clients with comprehensive advice, giving them to know the best alternatives in order to develop their activities in the country with the tranquility of always being in compliance with local standards and representing them in front of the different regulatory authorities. As an addition to our comprehensive advice, our team is composed of lawyers, chemists, food engineers and veterinarians.

Among the firm's clients are multinational companies in both human and animal consumption, food, pharmaceutical, biomedical, cosmetics, alcoholic beverages, supplements, among other sectors.

We also have an industrial property department that provides advice on the registration of trademarks, commercial slogans, trade names and trademarks, invention patents and utility models and copyrights.

Likewise, our company has achieved a great positioning in the provision of legal advice service in the process of obtaining licenses for the casinos industry and games of chance in Colombia. This in case they need to develop, interpret or comply with regulations, technical standards, administrative processes or require any other type of solution to strengthen its operation in Colombia in front of the regulatory authorities of the sector, with also extensive experience as advisors to the biggest concessionaires and online games in the country.

As an addition to our previously described services, we offer advice in corporate matters, so that you can have the certainty that your operation in Colombia is adjusted to the corporate regulations, and also that your contracts have a compliance validation with the national standards.

BUSINESS

- Regulatory Matters – Sanitary Registrations
- Medicinal cannabis
- Intellectual Property
- Corporate law and Contract law
- Luck and Gamble games

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Director



Bibiana Agudelo
Trademarks Area
Director



Juan Felipe Acosta
Litigation and ADR Area
Director

POSITIONING

THE FIRM: Founded in 2003, OlarteMoure is a highly specialized intellectual property, regulatory and competition law firm formed by recognised leaders in their fields and academic circles. OlarteMoure strives to provide practical, proactive and timely counsel that is based on comprehensive legal analysis and a thorough understanding of their clients' business environment, under a competitive pricing and cost structure, and all under a rewarding work environment that promotes and stimulates constant professional development and excellence in client service. Persevering in this mission has allowed OlarteMoure to quickly claim and maintain top-tier status as an IP and competition law firm in Colombia.

More recently, OlarteMoure has consolidated a regional IP practice throughout the Latin American region. Through a tight-knit alliance of local firms with outstanding relationships with the local IP office and impressive enforcement litigation experience, OlarteMoure is able to provide an unparalleled regional prosecution and litigation service. In addition to its Bogotá office, the firm has offices in Medellín, Barranquilla, Bucaramanga and a representative office in Tokyo, Japan.

An important percentage of the firm's client base is represented by Global 100 companies in the R&D pharmaceutical industry. Another important category includes local universities and R&D centres. Rounding off the representative clients are local Colombian and regional companies in the banking, industrial manufacturing, transportation, retail and consumer goods industries.

LANGUAGES: Spanish, English, French.

BUSINESS

- Patents
- Trademarks
- Anticounterfeiting
- Innovation Protection & Technology Transfer
- LegalDesign
- Health Regulatory Law
- Antitrust & Restrictive Trade Practices
- Corporate & Transaction
- Publicity & Consumer Protection
- Copyright
- Plant Variety Protection
- Lobbying
- Data Privacy
- Unfair Competition
- Compliance
- Translation

OFFICES

- Bogotá
- Medellín
- Barranquilla
- Bucaramanga
- Tokyo

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José Luis Barzallo



Esteban Riofrio



Elías Barzallo

POSITIONING

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 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 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.

BUSINESS

- Information technology law
- Telecommunications
- Intellectual property
- Antitrust law
- Corporative law
- Litigation law
- Public law

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Daniela Cevallos Casals



Carlos Julio Balseca



Roberto Bilbao Rosati

POSITIONING

Cevallos Casals Balseca & Bilbao Abogados is a boutique law firm that tailors' legal services according to our clients' scope of business, offering high-quality services that provide legal viability to our clients' needs. To do this, we employ a two-fold comprehensive legal strategy:

First, a precautionary phase by which we identify possible risks in our client's entrepreneurship, second, a mitigating stage in which we generate pragmatic solutions once our client's business is unfolding. The axis by which this strategy works is our commitment and understanding of the dynamics and nature of our client's business. With this corporate strategy we cultivate a culture of risk prevention as a cost saving policy for our clients.

The firm provides advice on project execution for the telecommunications area, networks deployment, software development and implementation of any kind, and legal counsel on contracts for the provision of goods and services related to such areas. The firm also assists during the contractual process execution with both public and private entities in the telecommunications and technology area, including advice for regulatory compliance.

For network deployments, the firm also advises on contract negotiation with landowners in order to be able to install telecommunication towers, cable installation, among others. The firm provides legal support for obtaining different permits required by Government control entities; including environmental and construction permits regardless of location (province, territory), as well as in contract drafting and revision for all aspects that involve telecommunications technology.

The team has knowledge on the technical side of telecommunications and technology which makes them able to support the client with better understanding of the business and been able to control its risks in a more efficient way.

BUSINESS

- Telecommunications Law
- Technology
- Data Protection
- Administrative
- Corporate & Finance
- Labor Law
- Civil Law
- Litigation

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**Maria Cecilia
Romoleroux**



Francisco Gallegos R.



Felipe Samaniego

POSITIONING

CorralRosales is a leading firm in Ecuador with over 40 years of experience advising national and international clients in all matters related to their specific needs. We have built one of the most successful trademark and patent prosecution and enforcement practices in Latin America. In fact, we are the number one patent and trademark filer in Ecuador.

Maria Cecilia Romoleroux and Francisco Gallegos co-head the IP department with decades of experience in intellectual property. Their passion and knowledge in all matters related to IP is exemplified in the relentless commitment to our clients and the industry at large. Clients can rest assured that their matters are handled with the utmost competence.

We are entrusted by Ecuadorian firms and multinationals of all sizes to provide them with comprehensive portfolio management, strategies and solutions to all of their intellectual property challenges in Ecuador and throughout Latin America.

Our firm is also committed to anti-counterfeiting and takes extra measures to monitor and enforce exclusive trademark and patent rights, even going so far as to create robust anti-counterfeiting plans customized for our clients.

We have the largest and most comprehensive regulatory practice in Ecuador, led by partner Felipe Samaniego. The regulatory group advises clients not only in legal matters but in the technical aspects as well, with a team of in-house technicians to meet all our clients needs. When it comes to being able to successfully maneuver your way through the bureaucracy necessary to actually operate, advertise, market and sell in Ecuador, we do that. Our regulatory practice works hand in hand with our IP department making certain that all requirements are met and communicated timely.

The key to our firm's achievements stem from our ability to promptly deliver the highest quality results that clients can depend on. We do it with guaranteed response times, accuracy and precision.

BUSINESS

- Trademarks
- Patents & Utility Models
- Industrial Designs
- Copyright
- Anti-counterfeiting
- Regulatory

OFFICES

- Quito
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María Rosa Fabara Vera



Pablo Fabara Vera



Mónica Jarrin Naranjo

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.

In January, 2019, **Fabara & Cia. Abogados** opened the Sports and Entertainment Law Department that works jointly with the Intellectual Property Area, guaranteeing our clients the security and legal protection that their trademarks, patents and copyrights need; and, thus generating an economic value.

BUSINESS

- Industrial property
- Copyright and Related rights
- New technologies
- Litigation and Conflict resolution
- Plant breeding rights

OFFICES

- Quito
- Guayaquil

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Gonzalo Luzuriaga

POSITIONING

Luzuriaga & Castro Abogados was founded during a moment in Ecuador when Intellectual Property protection was an incipient reality and a pressing need. Luzuriaga & Castro Abogados is a pioneer firm in IP enforcement in Ecuador: the first criminal action in defense of IP rights; the first border action; the first judgment against an IP lawbreaker; the first destruction of illegal goods.

Luzuriaga & Castro Abogados experience translates into a broad development of legal strategies for protection and defense of Intellectual Property Rights, based on an in-depth knowledge of local, Andean and International legislation, and a close relationship with State Institutions, to which Luzuriaga & Castro Abogados permanently trains.

Luzuriaga & Castro Abogados has high-level professionals, forged in Luzuriaga & Castro Abogados, experts in Intellectual Property enforcement. Heirs of the innovation and vanguard tradition that characterizes the firm, they form an efficient and effective team that develops and implement appropriate strategies for each client and each case, providing legal advice and defense that meet the most stringent quality standards and allows its clients to maintain an efficient management and protection of their IP rights.

Specialists in Criminal Protection and Border Actions, Luzuriaga & Castro Abogados provides comprehensive advice on Intellectual Property matters, which includes trademarks registration, patents, protection of copyrights, contracts, licenses, administrative appeals, annulment, cancellation, and related administrative actions. With a comprehensive approach, it complements the practice of IP in response to other corporate matters required by its clients, such as Business Law, Energy Law and Government Contracting and Acquisition.

BUSINESS

- Intellectual Property Law
- Competition
- Data Protection
- Copyright
- Trademark
- Industrial Design
- Patents

CONTACT

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Byron Robayo



Bruce Horowitz



César Molina

POSITIONING

Paz Horowitz Abogados was founded in 1991 by Jorge Paz Durini and Bruce Horowitz.

The firm is widely regarded as one of Ecuador's leading law firms for our commitment to excellence, ethical and cost-effective legal service that provide to our national and international clients.

The IP team produces creative and cutting-edge legal work, such as:

- First sound mark registration in South America.
- First electronic application from Ecuador in the USA of an Ecuadorian trademark.
- First recognition of an Ecuadorian Denomination of Origin.
- First registration in the world of a Tactile Trademark.
- First Ecuadorian Law Firm to be part of the WIPO's Inventors Assistance Program.

Byron Robayo, who leads the IP team, has advised to the World Intellectual Property Organization (WIPO), the Ecuadorian IP Office, and the Swiss and U.S. Embassies in the IP field.

The area offers **International IP services** and advice for filing trademark applications, maintaining trademark portfolios and renewing trademark rights.

It also enforces trademark rights in each particular jurisdiction including the filing of oppositions, cancellations, customs measures, injunctive reliefs and infringement actions.

The IP team conduct all type of trademark searches in Central America Countries, Andean Community, and other jurisdictions.

Benefits:

- One contact and one strategy in several countries.
- Translation of correspondence into English for you.
- Lower fee rates to protect your trademark in different countries.

BUSINESS

Among the services:

- Due Diligence, Audits and General Protection of Intangible Assets.
- Management and protection of personal data, protection of intimacy and privacy rights.
- Protection of trade, commercial and professional secrets (confidential information).
- Structuring, design and training in franchises.
- Trademark licensing agreements, copyright and plant varieties.
- Legal Branding (working directly with marketing and design groups within client companies to develop strong trademarks against counterfeiting).
- Drafting of management and technology transfer agreements.

Competitive advantages:

- Cost efficient fees that allows us to offer trademark services in the United States at less than the average applied by US companies as indicated in AIPLA's 2015 Economic Report.
- Efficient handling of all matters related to litigation procedures having jurisdiction or are presented in the United States.

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Armand Aviges



Pierre Lubet



Jean-Guy de Ruffray



Frank Valentin

POSITIONING

Altana is an independent business law firm, with a strong industry and international approach, founded in 2009 and based in Paris. With almost 80 lawyers, including 22 partners, Altana accompanies French and foreign companies and their executives in the treatment of complex and multi-disciplinary matters in a highly regulated environment.

The Intellectual Property / TMT team has extensive transactional and litigation experience in complex strategic matters centered on innovation. The team's dozen dedicated practitioners work in close cooperation with the firms' other teams.

The team assists French and international clients in all aspects of the protection, appreciation, implementation and defense of their IP assets. It handles all questions related to the management and defense of patents, trademarks, designs and domain names and copyright and assists clients in their digital transformation projects (machine learning, IoT, web platforms, connected houses, smart neighborhoods).

The team advises and accompanies IT solution providers and software companies as well as user companies in a large range of transactional (integration, development, software contracts) and dispute resolution (litigation, expertise, arbitration) matters. It also acts closely with the CNIL (data privacy authority) in all personal data protection issues, particularly the application of GDPR.

BUSINESS

New technologies

- Personal data
- Software
- Internet / Right to information

Media

Life sciences / Biotechnology

Protection of innovation

- Patents and employee inventions
- Supplementary protection certificates (SPC)

Protection of digital creations

- Copyright
- IT and software rights
- Databases

Trademarks law

- Trademarks
- Domain names

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Grégoire Goussu



Antonin Staub



Anne-Lyne Roche



Jean-François Guillot

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.

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

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Clément Jaffray



Marie-Léa Rols



Bénédicte Chaniot



**Jean-Claude
Combaldiou**

POSITIONING

As one of the largest IP firms in Europe, BARDEHLE PAGENBERG offers full service in all fields of Intellectual Property, including all procedures before the patent and trademark offices as well as litigation before the relevant courts.

Teams of attorneys-at-law and patent attorneys provide services tailored to the clients' particular needs and to the specifics of the matters. Upon the firm's creation in 1977, its founders innovated in launching the concept of interprofessional firm in Germany, that is to say uniting the competences of attorneys-at-law and of patent attorneys within the same firm.

The professionals of BARDEHLE PAGENBERG have many years' experience in safeguarding and enforcing inventions in many fields, ranging from consumer products such as sports products and cosmetics, to sophisticated medical treatments and high-tech industrial methods.

BARDEHLE PAGENBERG combines the professional expert knowledge of attorneys-at-law, patent engineers, trademark-specialized attorneys, technical advisors and qualified legal counsel.

BARDEHLE PAGENBERG has longstanding relationships with many top-level patent attorney firms in the United States as well as in emerging markets in Asia such as China.

BUSINESS

- Patent Litigation
- Patent Prosecution
- Trademarks
- Designs
- Copyright
- Domain Names
- IT Law
- Employee Inventions
- Unfair Competition Law
- Licensing
- Competition/Antitrust

OFFICES

- Paris
- Munich
- Düsseldorf
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Géraldine Arbant



Marion Barbier



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Cathie-Rosalie Joly



Anne-Charlotte Le Bihan



Stéphane Leriche



Ariane Mole



Alexandre Vuchot

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 3 partners and 13 lawyers dedicated to IP, 3 counsels and 1 paralegal. 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.

Tech & Comms & Data Protection Practice

Led by 7 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.

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").

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

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Yves Bismuth



Mathieu Martin

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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• **Paris**
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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

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Michel-Paul Escande



Ghyslaine Rajot



Jean-Christophe Galloux



Pierre Vivant



Diane de Valbray

POSITIONING

Cabinet M-P ESCANDE is a niche firm recognized and specialized in all intellectual property assets (patents, trademarks, designs and models, copyrights, geographical indications and protected designations of origin, protection of patronymic names as distinctive signs). The firm is also involved in unfair and parasitic competition and business secrecy.

The firm advises French and international clients including creators, artists and corporations, with some listed in the CAC 40, in the fields of luxury, cosmetics, car industry, transport, food industry, wine products, glassware, furniture, sports, publishing, mechanical industry, banking and insurance.

The firm assists its clients in the constitution, protection, management and defence of their rights, in administrative and judicial procedures, both civil and criminal, arbitration or mediation, and the negotiation and drafting of agreements.

A department of the firm is specifically dedicated to management of trademark and design portfolios in France and abroad and ensures their monitoring in liaison with the customs services and their defence before the INPI and the EUIPO (oppositions, actions for cancellation, observations from third parties and availability searches).

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BUSINESS

Litigation and advice

- Patents
- Trademarks
- Industrial Designs
- Geographical Indications and Protected designations of origin
- Copyrights
- Defence of the patronymic names
- Art market
- Unfair competition and Parasitism
- Protection of business secrecy

Audit and management of portfolios

- Trademarks
- Designs

Rights monitoring

- Intervention with Customs
- Trademarks

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Patrice de Candé



Julien Blanchard



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**Alix Phiquepal
d'Arusmont**



Margaux Negre-Carillon

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 (EUIPO).

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.

BUSINESS

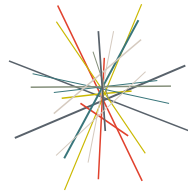
- Trademarks
- Designs and Models, Copyright
- Internet, Domain names
- Patents
- Litigation, Legal Disputes, Contracts, Consulting
- Industrial Property Rights

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Constantin Pavleas



Lola Oladunjoye



George Papadopoulos



Sophie Delcroix

POSITIONING

The firm was created in 2001 by Constantin Pavleas, a former associate at Skadden Arps, Paris, and in-house counsel with Gemplus (a.k.a. Gemalto) and Sybase. The firm advises tech companies and other industries on intellectual property (IP) strategy and valuation, data protection, business negotiations and mergers & 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. The firm assists its clients on strategy and regulatory compliance, including auditing, implementing internal data protection policies, conducting data protection impact assessments, and negotiating agreements with data controllers or data processors for GDPR compliance. Constantin Pavleas Avocats has been active in providing presentations, webinars and seminars on GDPR.

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 was involved in the acquisition by a French company specialized in security solutions for mobile and connected devices of a US company active in digital rights management and data analytics.

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
- Unfair competition
- Image rights

CONTACTS

Constantin Pavleas, Founder and Managing Director
Lola Oladunjoye, Of counsel
George Papadopoulos, Of counsel
Sophie Delcroix, Associate

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**Cécile
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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. As such, it is recognized as one of the most powerful teams on the French market by clients and peers.

With more than **120 lawyers**, we bring together their legal expertise and industry experience to design tomorrow's business solutions with you.

Our original organization, which is free from disciplines and borders, enable us to bring you expertise in other areas (such as Tax Law, EU Law, M&A and Corporate, Public Law, Labor Law) when needed on a specific matter. It also reflects our intention: to think with you, to promptly, simply and effectively advise you, to mobilize our resources when and how you require them, to win your projects and proceedings with you in France and abroad because the result is the only thing that counts when it comes to your objectives and your constraints.

Let's do #BusinessLawTogether!

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)

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Camille Rauzy



Marie Rambault

POSITIONING

Created in 2012, EBL LEXINGTON sets itself apart by its pragmatism, dynamism, creativity and international outlook. The firm is part of the Warwick Legal Network (www.warwicklegal.com), which spans 26 countries.

Intellectual Property

EBL LEXINGTON takes action, both as a counsel and litigator, on behalf of French and foreign clients in a wide range of sectors including fashion and luxury goods, high-tech, music, industrial design, cosmetics, automotive, industrial construction, wine and spirit. The firm represents its clients in administrative and judiciary proceedings whether civil, criminal, arbitration or mediation. In addition, the firm has created a specific department dedicated to the protection of trademarks and domain names.

EBL LEXINGTON's expertise is particularly recognized in proceedings relating to patent, trademark and copyright's infringements, both in France and abroad with the assistance of its international network.

EBL LEXINGTON offers a comprehensive service always in line with the economic approach of the right holders and dedicates its work to find the best creative and economic solutions.

Information technologies

EBL LEXINGTON assists its clients for the implementation, development and running of their technological projects, notably as regards to software, Internet and telecommunications.

The firm also has an established practice in the field of regulations and personal data protection.

BUSINESS

Our expertise

- Trademark
- Patent
- Design
- Domain name
- Copyright
- Music
- Press and Media
- Unfair competition
- Data protection
- Distribution and competition law
- Criminal law (IP aspects)

Our services

- Litigation
- Anti-counterfeiting actions both in France and abroad
- Interventions with the Customs authorities
- Audit, valorization and negotiation of IP assets
- Contracts relating to IP rights
- Portfolio management
- International network

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Richard Gilbey



Jehan-Philippe Jacquey



Joanne Quirin



Arnaud Lellinger

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.

BUSINESS

- Selection of Intellectual Property Assets
- Protection of Intellectual Property Assets
- Administration of Intellectual Property Assets
- Enforcement of Intellectual Property Assets

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Florence Jacquand

POSITIONING

VÉRON & ASSOCIÉS will soon be joining forces with HOYNG ROKH MONEGIER AARPI, and will become HOYNG ROKH MONEGIER VERON AARPI in France. With offices in Paris and Lyon, the French team will have 25 specialists in intellectual property, competition and pharmaceutical law. The firm specialises in prevention and resolution of disputes, litigation, strategic advice, negotiation, due diligence, arbitration and mediation related to intellectual property rights.

HOYNG ROKH MONEGIER is a European IP boutique firm created in 2015 when the leading IP firms HOYNG MONEGIER and REIMANN OSTERRIETH KÖHLER HAFT (ROKH) decided to join forces. HOYNG ROKH MONEGIER has 43 partners and around 100 IP specialists based at offices in Amsterdam, Brussels, Düsseldorf, Madrid, Mannheim (branch office), Munich and Paris.

VÉRON & ASSOCIÉS is a French boutique firm founded in 2001, entirely dedicated to patent and industrial property litigation. With three partners, two of counsel, five associates and one technical advisor at its offices in Paris and Lyon, VÉRON & ASSOCIÉS is considered one of France's leading patent litigation firms.

BUSINESS

- Patents
- Trademarks
- Pharma regulatory
- ICT
- Arbitration & Mediation
- Advertising
- Counterfeit & Piracy
- Unfair commercial practices/competition
- Design rights

OFFICES

- Amsterdam
- Brussels
- Düsseldorf
- Lyon
- Madrid
- Munich

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Siu-Yan Ku



Inès Ferras



Alexandra Taquet



Pierre Trusson

POSITIONING

J.P. Karsenty & Associés offers its clients advice and assistance at the international level.

This assistance is bolstered by the close ties it has established with well-known law firms in multiple countries all over the world, thanks notably to the law firm's involvement in several international professional associations related to various legal fields.

Intellectual Property and IT Law

Intellectual property law is one of the practice areas for which the law firm is well known.

As a result of its extensive experience in trademark and patent infringement litigation and in its specific proceedings, as well as its knowledge of the specialised jurisdictions in this field, J.P. Karsenty & Associés has acquired a renowned expertise in patents, trademarks, designs, copyright and neighbouring rights.

J.P. Karsenty & Associés also applies this expertise to advise clients, in particular in the preparation of contracts (assignments, licences, coexistence agreements, know-how disclosures). The law firm also regularly represents its clients before the customs authorities.

J.P. Karsenty & Associés works with French and foreign industrial property patent and trademark agents with whom it has close ties.

J.P. Karsenty & Associés has also developed a substantial practice in IT and in Data Protection law, more particularly in drafting complex contracts in this field and in assisting its clients in litigations (before the Courts and the Data Protection Authorities) involving IT and Data Protection issues.

BUSINESS

- Intellectual Property Law (Copyrights, Trademarks, Patents, Designs, Data Base)
- Information Technology - Internet Law
- Data Protection Law
- Unfair competition, passing-off
- Distribution - Competition Law
- Consumer and Advertising Law
- Employment Law
- Commercial Leases Law
- Criminal Law
- Corporate Law
- Wine Law
- Liability and Insurance Law

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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

BUSINESS

- New technologies
- Media
- Online gaming
- IP/IT
- E-commerce
- Copyrights & Trademarks
- Litigation
- Data protection & data privacy
- Media entertainment, media, advertising

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Claire Machureau

POSITIONING

Founded in 2008, our Firm now counts twenty-five lawyers devoted to all aspects of business litigation and arbitration.

Our highly trained team provides expertise in every matter of the law. We accompany and advise our clients at every level by addressing each concern and by exploring all possible implications of a legal issue.

Our strong experience in litigation enables us to analyze the potential risk of any situation. Strategic choices must be based on carefully established parameters and thorough analysis. Our team is fully equipped with the tools necessary for solving all legal matters, whether it be through mediation or if it proves necessary, full litigation. Before engaging in the latter, we systematically carry out audits to evaluate the risks involved. Our knowledge of the judicial process allows us to manage disputes of all natures and to intervene at any stage, from preliminary hearings to judgement enforcement.

We represent our clients before all the different courts (civil courts, criminal courts, European courts and arbitration courts) in France and abroad as well as before the administrative authorities in disciplinary or investigative proceedings (AMF, ACPR, ARCEP, CNIL, etc.).

Our Firm is constantly ranked amongst the top firms for business litigation by Legal 500 Paris, Legal 500 EMEA and Décideurs Stratégie Finance Droit.

BUSINESS

- Arbitration
- Commercial Distribution Consumer Affairs
- Corporate finance and M&A Disputes
- Criminal Law
- Distressed companies
- Employment Law
- Financial Banking and Securities Disputes
- Inheritance Litigation
- Insurance Reinsurance
- Intellectual Property
- Internet Media Telecommunications
- Real Estate Construction Litigation

OFFICES

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POSITIONING

Lawways has built, over the course of the last 13 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. Consequently, many other law firms in France and abroad rely on Lawways' specific approach and experience.

On the cutting edge of new technology law: 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 and data, for French and international groups. The firm provides assistance with reviews of existing agreements, with a one-off negotiation, or over a process of several months, acting as a support role for a commercial team or a legal department.

With sought-after expertise: the firm has in-depth knowledge of the world of new technologies that allows it to stay a few steps ahead and anticipate what's next. This is why many law firms rely on Lawways specific know-how in this field.

Playing in the big leagues of corporate law, private equity, and mergers and acquisitions: Lawways accompanies all of its clients in their development and value creation projects, primarily in the service sector and in the new technologies sector. The firm's skills allow it to often punch above its weight up there with the market leader firms.

BUSINESS

Information technology, digitalisation, software, telecoms and the internet

- All types of IT-related agreements
- SaaS agreements, facility management, IT outsourcing, ERP, ASP, BPO
- Cloud computing, Big Data, Artificial Intelligence; Fintech
- Data privacy : Data Processing agreements; Audit
- Trademarks/domain name; licences/sales – IP assignments
- Open source compliance and audit; open source contamination risk assessment

Commercial and intellectual property agreements and litigation

- Purchasing/sourcing and procurement/subcontracting agreements
- Distribution/commercial agent agreements
- General terms of sale/general terms of purchase/general terms of use
- Partnership agreements (business brokerage, etc)
- Professional Services agreements; SOW
- Infringement actions: pre-litigation strategy - Litigation

Mergers and acquisitions

- Purchase and sale transactions of securities or assets, groups and companies restructuring, mergers and universal transmission of assets; letters of intent and MOUs, NDA, legal due diligence work
- Purchase agreements, representations and warranties agreement, call and put option agreement
- Majority/minority shareholders' agreements; managers agreement
- Sale of business; Joint venture

Private equity

- Advisory services to investment funds, business angels, family offices and managers for venture capital transactions, expansion capital transactions and LBOs
- Investment and co-investment agreements, issuance of several complexed securities as preferred shares, bounds, etc; management packages, voluntary profit-sharing schemes, good/bad leaver arrangements

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POSITIONING

In Paris, our team of six lawyers assists its clients in the valuation, exploitation and defense of their intellectual property rights. The team has extensive experience in managing and resolving patent and trademark litigation in a multi-jurisdictional context.

The team has also developed a recognized expertise in litigation that combine competition law and intellectual property issues, particularly in the area of standard essential patents. In coordination with the Competition and Arbitration practices of Linklaters, and with various offices (i.e. London, Frankfurt, New York, Beijing) the team has developed a global offer for negotiating and licensing standard-essential patents. The team is notably involved in French patent litigation involving such standard-essential patents.

We also support our clients in the areas of Technology, Media and Telecommunications and cover the entire spectrum of regulatory and contractual matters to meet the needs of telecommunications and information technology players. In addition, we assist our customers in compliance programs with the new Data Protection Regulations.

The team is eventually renowned for its ability to assist clients in all intellectual property and technology law issues that arise in M&A transactions, capital markets, and complex restructuring by collaborating closely with other departments and offices of the firm.

OFFICES

- Abu Dhabi
- Amsterdam
- Antwerp
- Bangkok
- Berlin
- Brussels
- Dubai
- Düsseldorf
- Frankfurt
- Hong Kong
- Lisbon
- London
- Luxembourg
- Madrid
- Milan
- Moscow
- Munich
- New York
- Paris
- Pekin
- Rome
- Sao Paulo
- Seoul
- Shanghai
- Singapore
- Stockholm
- Tokyo
- Warsaw
- Washington, D.C.

BUSINESS

Areas

- Patents and know-how
- Trademarks
- Copyright
- Designs and models
- Unfair competition and parasitism
- Domain names
- Software
- Dataprivacy
- IT and new technologies
- Telecommunications and media

Expertise

- Infringement Seizure
- Actions in infringement and unfair competition
- National and cross-border litigation
- Actions refer to provisional ban
- Actions in nullity
- IP Rights Ownership Claim
- Negotiation and drafting of IP contracts
- Regulations on the creations and inventions of employees audits
- Protection of personal data
- IT and outsourcing contracts
- Telecom Contracts-Infrastructure Sharing

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“We can indeed agree that PIs are back in France, which could therefore become a preferred jurisdiction for patent holders”



Interview with

PAULINE DEBRÉ
Partner, **LINKLATERS**

Leaders League. Do you agree that preliminary injunctions are back in France?

Pauline Debré. While French courts were usually quite reluctant to grant preliminary injunctions (“PIs”), notably in patent litigation, we indeed observe a trend towards more frequently granted PIs. As a reminder, there is no legal requirement of urgency under French law to grant a PI. The mere conditions are that the patent in suit is not obviously null and that the infringement is likely or imminent. The past months have seen many PIs granted to patent holders, notably in the pharma sector. This trend also goes along with provisional damages which are higher than previously granted provisional damages. It is worth noticing, notably, that the all-time highest provisional damages were granted, along with a PI, by the Paris Civil Court in June 2018 in a patent dispute involving the pharma groups Novartis and Teva. More recently, in the first quarter of 2019, the Paris Civil Court granted PIs in two separate cases involving the alleged infringement of supplementary protection certificates. This trend is not limited to the pharma sector as evidenced by a decision granting a PI based on patents covering construction devices.

Overall, we can indeed agree that PIs are

back in France, which could therefore become a preferred jurisdiction for patent holders seeking to secure their rights and obtain appropriate remedies.

How will FRAND related topics affect other sectors than telecom?

The telecom sector was the first sector affected by FRAND-related topics as telecom standards are very complex, involving thousands of patents, while the need of interoperability and compliance with the standards for the stakeholders is very high. Such FRAND topics are now extending to very different sectors, notably traditional industrial sectors, in two different directions. First, the telecom standards themselves are now implemented by more and more industries through the development of the Internet of Things (IoT) and of connected products and services. Therefore, industries such as the automotive or home appliance industries implement connectivity features involving the use of various telecom standards. Such industries are hence directly affected by the standard-essential patents and related licensing issues. Second, the FRAND principles seem to extend to standardisation processes usually not directly concerned by licensing and FRAND issues. Indeed, in some sectors where standardization is key, notably for safety reasons, patents and licensing issues were generally settled between the various actors without having to resort to FRAND principles, e.g. in the aeronautic sector.

Does the saisie-contrefaçon remain a powerful tool?

The *saisie-contrefaçon* is indeed a very powerful tool and is still very commonly used to start IP infringement proceedings in France and notably patent litigation.

The measure is requested by the owner of a patent *ex parte* and allows a bailiff, accompanied by a patent attorney and an IT expert, to go to the defendant premises and to seize and describe products and/or processes covered by the patent, to have access and seize commercial, financial and technical documents (stock situations, brochures, invoices, extracts from marke-

ting authorisation dossier) related to the alleged infringement.

The order generally allows the bailiff to put the documents under seals should the defendant raise confidentiality issues. In practice it means that the Court will later appoint an expert to sort out the documents, the rule being that the documents confidential but necessary to evidence the infringement should be provided to the claimant. After the *saisie-contrefaçon*, the claimant has to start proceedings on the merits within one month.

By default, the elements seized can be used in parallel proceedings, which can be very useful in the context of European cross border litigation.

The European Parliament recently approved a directive on copyrights, which had been the subject of much debate. What are your thoughts on that?

After much debates and discussions, the so-called Copyright Directive has been adopted by both the EU Parliament and the EU Council. While the Directive openly aims to adapt copyright rules to the new habits of our society (and notably to music streaming services, video-on-demand platforms, information aggregators and sharing platforms), some of its provisions have stirred a number of controversies.

The most notably one relates to Article 17 (formerly Article 13) which makes online content-sharing service providers responsible for the respect and remuneration of copyrighted material uploaded by their users. While such provisions have been requested – and welcomed – by copyright holders, they have been strongly criticized by majors platforms and well as certain NGOs and individuals fearing the new rules will lead to strict automated filtering and, consequently, to a restriction of fundamental freedoms such as the right of expression. At this stage, it is definitely too soon to tell which impact the Copyright Directive will have on the long term, but it is certain that the industry has to start preparing compliance, as Member States only have 24 months to integrate the newly adopted provisions in their respective national law. ♦

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Garance Mathias

POSITIONING

Independent business-law firm Mathias Avocats has been successfully representing clients for over 15 years, be they French or foreign companies, or public actors of all shapes and sizes both in consulting and litigation.

Mathias Avocats' team aims to promote the emergence of pragmatic, tailor-made solutions for every client, while keeping a lid on costs (fixed-price services), adhering to a co-construction approach in close collaboration with the operational teams.

The firm works with a network of foreign partners to meet the international legal and compliance challenges raised by innovative technologies.

Mathias Avocats' expertise and competence on data-protection issues have been recognized by the Cnil – France's data-protection agency – which awarded the firm their governance and training certificates.

The firm focuses on sharing knowledge and experience. Newsletters, blogs and white papers are made readily available to the public.

BUSINESS

- GDPR & Privacy
- Cyberlaw & Digital
- IP, eCommerce & Media
- Corporate law

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Sandra Cabanne



Alexandre Nappey

POSITIONING

Founded by Sandra Cabanne and Alexandre Nappey, with four associates and an office manager/paralegal, SCAN AVOCATS AARPI ('SCAN AVOCATS') is a specialist IP and IT law firm based in Paris, with branch offices in Lyon, Strasbourg and Bordeaux.

SCAN Avocats' lawyers assist their clients from the protection of their intellectual property assets to the defence and valuation, on a worldwide basis, thanks to its extensive network of correspondents.

The firm represents large and medium-sized domestic and foreign clients in a broad range of industries – including transportation, insurance and pension, agro-food, luxury and jewellery, media, real estate and retail as well as innovative start-ups – before the EU Intellectual Property Office, national trademark offices, the WIPO, civil and criminal courts.

SCAN AVOCATS' lawyers are well-known for their legal advice and representation on:

- Intellectual Property law, prosecution and litigation (including trademarks, designs and models, domain names, authors' rights, copyright and anti-counterfeiting);
- Information Technology and Digital law (including internet and e-commerce, e-reputation);
- Data privacy.

The team offers a modern approach to these areas of law in the best interests of the clients. Quick reactivity is achieved through a combination of readily available technical knowledge and pragmatism.

The partners also run IP/IT law sessions with training institutes and universities (notably the Centre for International Intellectual Property Studies, the European Institute for Enterprise and Intellectual Property, the Bar school and Strasbourg University) and are coaches on the National Industrial Property Institute Master Class program.

SCAN AVOCATS develops strategies and creative solutions. These enable the firm to provide bespoke legal advice to its clients allowing them to meet their business challenges with success.

SCAN AVOCATS also relies on state-of-the-art technology to work efficiently with clients. This technology includes collaboration tools, budget monitoring, an IP rights' database and reporting.

BUSINESS

Intellectual property law

- Trademarks, Designs and Models (prosecution and litigation)
- Authors' Rights and Copyright
- Domain names (management and disputes)
- Civil and criminal litigation & anti-counterfeiting
- Advertising and Communications Law
- Contracts
- Inventions of employees and Patents

Communications and Information Technology & Digital Law

- Internet and E-commerce
- Anti-piracy and online brand protection
- E-reputation
- IT Law and Contracts

Data privacy

- Due diligence
- Contracts
- Ensuring compliance with the GDPR
- Legal consultations on projects concerning personal data;
- CNIL proceedings (regulation and litigation)

OFFICES

- Paris
- Lyon
- Strasbourg
- Bordeaux



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Valérie Perrichon



Sophie Texier-Neyrat



Julie Bianconi

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.

BUSINESS

- Trademarks
- Designs and models
- Corporate names, trade names
- Domain names
- Appellations of origin
- Copyright
- Internet law
- Unfair competition
- Prosecution and litigation

Member of the ALATIS
network of IP lawyers



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Peter Kather



Christof Augenstein



Alexander Haertel



Miriam Kiefer



Christopher Weber



Sören Dahm

POSITIONING

The firm

Kather Augenstein is a specialist litigation and contentious IP team consisting of six partners, seven associates and one Of Counsel and set for further growth. They bring the experience and know-how of many years of IP litigation practice from firms such as Preu Böhlig, Linklaters and Bird & Bird to the table. Thus, they merge the best from both worlds of boutique firms and big international law firms. All lawyers have many years of expertise acting in international major cases for significant clients. Their nimble size means that they are much more flexible than many large law firms and their international network with like-minded firms gives them an international footprint. This also means that Kather Augenstein gives full attention to each and every one of their clients. This has allowed them to attract some of the largest companies in the world as clients. The firm represents a large share of companies in the German blue-chip share index DAX.

Areas of practice

- Augenstein represented Volkswagen, Audio and Porsche in a process series with a total of eleven patents asserted by chip manufacturer Avago/Broadcom. Kather Augenstein formed teams for each patent and co-ordinated with patent attorneys and IP consultants of the car manufacturer.
- Kather Augenstein is representing Ericsson in a number of patent infringement proceedings at the regional courts in Düsseldorf and Mannheim. The firm has been working with Ericsson for many years.
- Kather Augenstein is representing Boston Scientific in four different active proceedings regarding patent infringement for a clip device for causing haemostasis, closely working together with patent attorneys and the IP department of Boston Scientific.
- Kather Augenstein is representing a leading Italian company for 3D printing technology in a series of three patent infringement cases. The dispute is part of an international dispute encompassing litigations in Italy, Germany, Switzerland, Turkey and the US.
- Kather Augenstein is representing a leading international pharmaceutical company in the area of biotechnology. Additionally Kather Augenstein is active in a highly regarded preliminary injunction action concerning Pemetrexed.
- Kather Augenstein represents a leading German truck tires manufacturer in a design dispute concerning a Community Design for a truck tire tread pattern.

BUSINESS

- Patents and utility models
- Trademarks & Designs
- Unfair competition
- Litigation-PR

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POSITIONING

Founded in 1959, thus celebrating soon its 60th anniversary, Preu Bohlig is a leading IP boutique in Germany. We have leading practices in our offices in Munich, Düsseldorf, Berlin, Hamburg and Paris. In intellectual property law, our work spreads over all relevant areas, from patents to trademarks and further to competition law, including trade secrecy and design law. Pharmaceutical law and Life Science is also one of our core competencies. Besides IP, our work in the field of IT law are constantly growing, which completes our services as a true IP/IT law firm.

We have been advising and representing clients in infringement disputes, product piracy, border seizure proceedings 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. With now 29 attorneys in the field of intellectual property law, we are one of the largest German law firms for IP litigation. With our office in Paris opened about three years ago, we were able to make a footprint in the French market. Many Preu Bohlig attorneys give regular lectures and updates on the UPC, and a group of colleagues is currently preparing a UPC handbook in cooperation with a number of other renowned international law firms.

Our regular customers include both blue chips and large private companies. We traditionally maintain close contacts with German industry. In recent years, our customers include eleven of the DAX-30, including Germany's largest companies. Our customer base is balanced between German and international customers. While we have gained a number of US-based companies as new clients in recent years, we have now also been able to strengthen our customer base in Asia.

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 regulatory affairs.

Our professional expertise is evidenced by extensive trial practice and distinguished record as lecturers and instructors, as well as by numerous publications.

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
- Hamburg
- Paris

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Marc Wachenhausen



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POSITIONING

With the knowledge gained from having worked with highly recognized IP law firms and the flexibility of a modern and dynamic environment, we provide first class service for our clients in every aspect. Frequently praised as IP experts with proactive mindset and a deep economic understanding of clients' needs, we focus on contributing to your success.

Thanks to our fantastic and highly motivated staff of professionals and our network of known expert colleagues, our service will always be exactly tailored to your needs. You will benefit from our well-established and continuous cooperations with selected top notch national and international law firms in all fields of intellectual property. Even if legal advice outside intellectual property law is required, we can rely on a network of known expert colleagues.

All patent attorneys and members of the firm are well experienced in handling patent portfolios for Europe and Germany as well as in coordinating international patent prosecution. The lean organization of the firm according to latest standards allows for cost-efficient prosecution of patent portfolios at highest quality. You can expect particular expertise in patent litigation resulting from our involvement in many national and international patent disputes including nullity actions, infringement actions and entitlement actions in Germany, USA and further European countries.

This expertise is reflected in the firm's patent prosecution practice since we will take responsibility for the whole life cycle of processed patents. In other words, we apply our in-depth litigation knowledge during drafting, prosecuting and maintaining of your patents with the result that your patents are ready for potential litigation. We cover all technical fields in the area of engineering, in particular, mechanical, process and electrical engineering, telecom, medical technology, computer science, software, energy technology, turbomachinery, automotive, tooling machines, printing technology, chemical engineering and Biotechnology.

BUSINESS

- IP Prosecution
- Opposition and Appeal Proceedings
- IP Litigation
- IP Due Diligence
- IP Strategy
- Freedom to Operate
- Design Prosecution
- Trademark Prosecution

TECHNICAL FIELDS

- Mechanical
- Process and Electrical engineering
- Telecom
- Medical Technology
- Computer Science
- Software
- Energy Technology
- Turbomachinery
- Automotive
- Tooling Machines
- Printing Technology
- Chemical Engineering
- Biotechnology

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Cesare Galli

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 dealing since 1986 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 2019 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.

He is often asked to review and manage the most sensitive IP aspects of M&A transactions, developing creative solutions for the most problematic aspects thereof and delimitation of the respective rights of the parties. He provides legal advice not only to rights holders, but also to civil society organisations dealing with IP rights management and enforcement, like INDICAM (as a permanent guest of the Executive Board), Confindustria (as a member of its IP Board of Experts), AIPPI (as a member of the Italian Executive Committee and coordinator of the Trademark Group) AmCham (as a member of the Life Science Working Group) and Bruno Leoni Institute (as Senior Fellow). As Co-Editor of *Il diritto industriale* (the most important Italian IP Law Review, which comments and analyses enforcement-related case-law) he collects and analyses enforcement-related case-law to monitor trends and identify new developments in intellectual property rights infringements and management strategies

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 demonstrate a deep rootedness in the most significant areas of the Italian economic life.

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

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INTERNATIONAL
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LEADERS LEAGUE

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Paolo Marzano

POSITIONING

Legance is an independent law firm with offices in Milan, Rome, London and New York.

Founded in 2007 by a group of acclaimed partners who grew up in the same law firm, Legance distinguishes itself as a point of reference in the legal market for both clients and institutions.

The firm's rapid growth, from 84 lawyers in 2007 to over 230 professionals in 2018, is undisputed evidence of its strength in legal services.

The law firm's achievements are the result of a consistent strategy focused on creating value around the institutional nature of the firm, where the value of the group is regarded as a trait that amplifies each individual's qualities and skills. Legance has unquestionably positioned itself at the top of the national and international market, thanks to the constant attention to its clients' needs, the careful evaluation of business goals and an unconventional approach aimed at anticipating the client's needs.

It is not a coincidence that the name Legance evokes unity and excellence: these fundamental principles have been at the foundation of the law firm from the beginning and have supported its standing.

Thanks to its strong international practice Legance can support clients from several different geographical areas, and can organise and coordinate multi-jurisdictional teams whenever required.

Independence, dynamism, responsiveness and internationality are the hallmarks of the firm.

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
- Advice on the right strategy of a trademark protection and its application
- Trademark registration and monitoring
- Analysis, development and coordination of trademarks portfolios
- Drafting of legal opinions on the risks connected to the launch of a trademark in a new market

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“The EU market will benefit from the provisions contained in the new Directive”



Interview with
PAOLO MARZANO
Partner, **LEGANCE**

Leaders League. Paolo, we asked you one year ago about the EU-backed Digital Single Market; now the so called Copyright Directive has been approved by the EU Parliament; what is your opinion on that?

P. M. All in all I think it is a fair compromise among various conflicting groups, chiefly big tech industries, on the one hand, and the copyright-based community, on the other.

In the middle term I think the EU market will benefit from the provisions contained in the new Directive; in particular, the well known ‘value gap’ provision will help

content producers to better benefit from the role played by big platforms; and if we couple this provision with those which impose more favorable remunerations for authors and performers, then we should have a stronger copyright community, which is of the essence for the EU society and economy.

The only risk that I see is that the digital market in the EU may turn out to be not so ‘single’: implementation of the new Directive may vary from member State to member State as well as the interpretation of the newly adopted provisions. It will take some times before we achieve a really uniform set of rules; but we’ll make it, am sure.

How will your clients be impacted by the new EU copyright directive?

I believe the impact will be positive, from different angles. Surely producers will be able to profit from provisions such as the mentioned ‘value gap’; ripping more value from the Internet means higher revenues and finally more investments. But also authors and performers will benefit.

Especially the so called ‘remuneration provisions’, Articles 18 to 22, will have a significant impact on the structure of contracts and therefore on the production of new works, such as motion pictures.

And what is next in the world of Intellectual Property Rights?

A couple of years ago I would have told you ‘3d printing’, now surely Artificial Intelligence and, even more, Augmented and Virtual Reality. From our privileged standpoint, we can already see that these new tidal wave of innovation will have a horizontal, incredible impact on the day-by-day life of a wide range of industries, with colossal investments on the innovation-side.

I think the effect will be seen in every kind of industry having some meaningful r&d processes: from track manufacturers to interior designers, the use of artificial and augmented reality will change many processes, reducing costs and speeding up the development of new products.

What is the reaction of a leading full service firm like Legance to all of this?

Surely that of becoming more and more integrated, since more and more our clients’ businesses will be innovation-based and their IPRs will turn to be essential. We have now expanded our services to include trademark and design agency services and will soon further expand our team to strengthen its activities. Our goal is to be more and more ‘full service’ also in the field of IPRs. And we will. ♦

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Simona Lavagnini

POSITIONING

LGV Avvocati is an independent law firm founded in 2003 in Milan (Italy). LGV specializes in IP (patent, copyright, trademark, competition), IT, privacy & cybersecurity, advertising 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, ranging from litigation to out-of-court advice, and lobbying.

LGV values a dynamic and international professional team environment and has a broad experience in dealing with transborder issues, involving Europe, USA and Asian countries, with a business desk dealing with Germany and other German-speaking countries. In litigation LGV offers an unrivalled competence, acquired over the years in relation to enforcement programs concerning both national and international profiles.

BUSINESS

- Intellectual Property, Media and Entertainment
- IT, Internet and E-commerce
- Privacy & Cybersecurity
- Corporate and Business
- Advertising
- Competition and Antitrust
- Litigation and Arbitration
- German Desk

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POSITIONING

The Firm advises its clients – including some of the largest and most important Italian big companies and private equity funds, as well as international companies, in the field of, inter alia, fashion, design, life science, healthcare, energy and telecommunication on the protection of their intellectual property rights both in court and contractually.

The Firm's professionals specialized in intellectual property law advise in connection with litigation related to all aspects of intellectual property, including patents, trademarks, confidential information, design rights, copyrights and unfair competition; they also handle the negotiation of any agreements in IP matters (such as license and sponsorship agreement) and provide support in connection with extraordinary transactions relating to companies owning large portfolios of patents, designs and trademarks. In particular, the Firm's professionals have deep experience in assisting clients in the life science and healthcare sectors, from start-ups to international companies, as well as hospitals, academic and research institutions, in relation to a wide range of technologies, from R&D to commercialization.

Clients praise the professionals: "excellent staff, always on top of events", states a client, "they are capable of building strong arguments on facts."

BUSINESS

- Litigation and Arbitration
- Corporate M&A – Private Equity
- Insolvency & Restructuring
- Capital Markets
- Energy & Infrastructure
- Public Law
- Banking & Finance
- Real Estate
- Intellectual Property
- Family Governance
- Life Science
- Healthcare

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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 property, 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.

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

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POSITIONING

NautaDutilh is an international law firm specialising in Luxembourg, Belgian and Dutch law. The firm was founded in 1724 and is one of the largest in the Benelux. More than 400 lawyers, notaries and tax advisers work at the firm's offices in Luxembourg, Brussels, Amsterdam, Rotterdam, London and New York.

NautaDutilh Avocats Luxembourg is a key player on the Luxembourg legal market providing high quality advice and services. Recommended by the world's leading legal directories, our team of 65 lawyers serves a variety of national and international clients, from key local players to global market leaders. We serve a wide range of institutional clients, mainly financial institutions, asset managers, large and mid-sized corporates, private equity firms, funds sponsors and IT companies.

Information and Communication Technology team

Our Technology Law & Data Protection team combines in-depth knowledge and understanding of its clients, their technology, and the sectors in which they operate, with a pragmatic approach to resolving legal issues: simple where possible, innovative where it serves the client's interests.

We offer a full range of legal services in the area of technology law. This includes preparing, negotiating, and handling legal proceedings involving ICT contracts for software development, licensing, maintenance and support through to outsourcing, cloud, apps and e-commerce. In recent years, our team has been involved in many outsourcing and corporate deals involving ICT and telecoms companies. We also have extensive experience in advising clients on the widest range of data protection and information security issues, including issues relating to the financial sector (combined with regulatory advice on banking secrecy and internal organisation requirements), the life sciences sector (e.g. clinical trials), privacy statements, international transfers of data, data protection provisions in contracts (IT, cloud...), the monitoring of employee e-mail and internet use, payroll and personnel administration, the recording of telephone calls, notifications to data protection authorities and (direct) marketing activities.

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BUSINESS

- Banking & Finance
- Corporate
- Taxation
- Investment Funds
- Intellectual Property & ICT
- Litigation & Arbitration
- Labour Law & Immigration
- Insurance & Reinsurance


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POSITIONING

It has been three years since the partners of AXKATI decided to embark on a new direction and establish a boutique law firm aiming to offer excellent legal services, without neglecting the human and competitive side of them.

AXKATI is based in Mexico City, specialized in intellectual property, privacy and data protection. We are honored to have some of the most experienced professionals in their respective subject matters, who clearly understand the client's needs in a complex and fast moving business world.

Our partners, associates and staff are committed to provide top-notch legal services, being aware of not compromising cost-effectiveness. Our team is hands-on, proactive and responsive; in AXKATI, clients will find a real business partner who will look after their matters as if they were their own, assured that our advice will be based on solid legal knowledge but practical and applicable to their particular needs.

In AXKATI we will always be committed to our clients and our people, permanently thankful for their trust and compromise.

BUSINESS

- Intellectual Property
- Privacy and Data Protection
- Trademarks
- Patents
- Copyrights
- Anti-Counterfeit and Enforcement
- Personal Data Protection
- Corporate
- Regulatory
- Foreign Trade and Customs
- Franchises
- Licensing
- Plant Breeder's Rights
- Sports Law
- Regulatory
- Domain Names
- Consumer Protection
- Health Law
- Media & Entertainment Law

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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.

BUSINESS

- Industrial Secrets
- Trademarks and Copyright
- Litigation and Licensing
- Industrial Creations
- Franchising
- Patents
- Information Technologies

OFFICES

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- Mexico city
- Monterrey
- Querétaro

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POSITIONING

We were established in 1969 as a boutique firm business that offered advisory services in patent matter to companies from the transformation industry sector, such as the pharmaceutical industry, the chemical industry and the electrical industry, among others, with the purpose of giving them support to protect their intellectual capital as well as to assist them in licensing their technology. Since then, we have been groundbreakers and innovators in the form, substance and quality of our services in industrial property matter, copyrights and technology licensing.

During this journey, innovation as a constant in BC&B, has taken us through a series of technological and organizational transformations that have positively changed the way we offer our services. These factors, together with our acknowledged quality and customer service today has positioned us in Mexico and in foreign countries as a leading boutique firm specialized in intellectual property, offering not only the traditional IP services, but also creating and developing unique and differentiated services that result from the vision, ability and expertise of our IP specialists, in order to take care of the most complex needs that our clients face. That is how we have achieved recognition in patent and trademark prosecution, patent and trademark litigation, patent and trademark strategy, licensing and business management on a sustained basis for several years now. Furthermore, our partners and associates have been recognized in a sustained basis as recommended experts in their area of practice and are globally identified as a benchmark in Intellectual Property.

Through the years, we have preserved and evolved our strengths, looking to generate novel ways of increasing our scope of solutions, developing the ability, the infrastructure, and our competency to create them. That is how we achieved on shaping the BC&B Technology Transference Office, created to support entrepreneurs, startups and companies to create and implement business strategies that generate economic benefits through their intangible assets, giving then momentum to innovation and protecting their IP rights with our philosophy of integrally taking care of the creations and technological developments of entrepreneurs and business owners.

Today, getting closer to the 50th anniversary of our founding, in BC&B we evolve and transform ourselves by creating integral solutions with which we commit to go along with our clients from their ideas to the starting up and the operation of their projects, powering their ideas while preventing and reducing risks. Today, BC&B has taken the step to change from a boutique firm specialized in Intellectual Property to a firm that offers a wide range of solutions that guarantee integral counseling in protection, legal matters and innovation momentum. BC&B adds to its assets a wide, diverse and expert group in litigation, which covers civil, commercial and family law, as well as commercial arbitration among a wide variety of legal services to provide every legal solution in these matters. BC&B also adds an expert group that provides and creates business solutions focused on strategic and commercial transformation and systematic innovation of retail businesses through Nivel 72®, a BC&B Group company. Through all these actions, BC&B has and will continue evolving our service offering to guarantee our clients the fulfillment of the imminent needs which arise in this era of constant change and transformation.

BUSINESS

- Commercial Litigation
- Corporate Finance/M&A
- Intellectual Property (Patents, Trademarks, Copyrights)
- Litigation
- Media
- Marketing
- Sports & Entertainment
- Technical & Legal Translation
- Internet & Information Technology
- Enforcement of IP Rights
- IP Rights Maintenance
- Licensing & Technology Transfer
- IP Value Extraction

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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.

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BUSINESS

- Data Protection/Information Society
- TMT (Telecoms, Media & Technology)
- Sports & Entertainment
- Intellectual Property
- Litigation/Dispute Resolution
- Banking & Finance
- Corporate/M&A
- Energy and Infrastructure
- Government Procurement
- Insurance/Reinsurance
- Real State & Venture Capital
- Compliance

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**Cirse Paola
Cruz Patiño**



**María del Mar
Manríquez Martínez**

POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full service Law Firm specialized in domestic and international business transactions. The Firm is a leader in the practice areas of corporate M&A, banking and finance, tax, competition and antitrust, international trade, energy, oil and gas, environmental, insurance, project finance, infrastructure, real estate, IP, labor, health, litigation and arbitration in tax, administrative, civil and criminal matters. JDV has gathered dedicated professionals with international expertise and capabilities, all widely recognized for their innovative approaches to providing solutions with the highest technical and ethical standards, and for their deep understanding of the business needs of their clients.

JDV represents domestic and foreign clients involved in a wide range of joint ventures, investments and economic activities, including industry, trade and services. The Firm has consistently implemented innovative transactions and it is a market leader in advising highly-regulated entities, as well as in structuring foreign equity investments in Mexican companies. Furthermore, JDV is a major provider of legal services in all kinds of financing, privatizations of government-owned companies of all types and of public bid processes and negotiations of procurement, services, infrastructure and other kinds of agreements with government entities.

Jáuregui y Del Valle understands that the Intellectual Property of a company is sometimes the most relevant asset that belongs. Fortunately, our IP team provides services in all the relevant practices on IP from the trademark and patent registration to the brand protection services and IP litigation of high level.

Our clients trust today in a high level way that we advise them on managing trademark portfolios for all LATAM countries, as well as handling and coordinating for some of them Anti-counterfeiting/ piracy campaigns in the whole LATAM.

We are renowned for our strengths in the accurate recording and surveillance of trademark and copyright prosecution and registrations both in Mexico and around the world. Our in-depth strategic advice ensures our clients can implement powerful but cost-effective solutions while avoiding excessive registrations and provide creative solutions to complex litigations.

BUSINESS

- Banking and Finance
- Competition & Antitrust
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

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Joel Gómez



Omar Soto

POSITIONING

Lex Informática Abogados 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. Across time, 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, real estate and tourism development, 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 and changes in the regulation environment.

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.

BUSINESS

- Intellectual Property
- Data Protection
- Internet law
- IT Law

CONTACTS

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LAW FIRMS

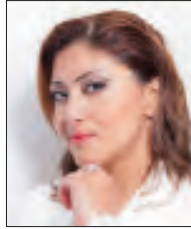
 Country
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Alfredo Reyes Krafft



Cynthia Solís

POSITIONING

Established in 2008, 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 LEXINF 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 LEXINF, 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 LEXINF 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.

BUSINESS

- e-Business
- Intellectual property
- Personal data protection
- Trademark registration
- Information security
- Fintech
- Aeronautical Law
- Media & Marketing Law
- Transparency
- Corporate
- Fiscal
- Cyber Security Law
- Criminal Compliance
- Tax Law
- Fashion Law
- Health Law

OFFICES

- Paris
- Madrid
- Silicon Valley

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José-Juan Méndez



Emmanuel G. Cortés

POSITIONING

Mendez + Cortes is an Intellectual Property Firm that initiated its activities in 2014, but with a solid experience and well known reputation gained for more than 25 years of practice of its members, emerging from the law firm Alegria, Méndez & Fernandez Wong, and before that, from the Intellectual Property practice group of Baker & McKenzie Mexico.

Mendez + Cortes is composed by a team of 30 members, including lawyers, engineers, translators and professionals in different areas of knowledge, such as communication, art and design, representing more than 1000 domestic and international companies.

The services provided include all aspects of Intellectual Property, such as: trademarks, patents, industrial designs, domain names, investigations, litigation, mediation, piracy, contracts, licensing, copyright, image rights, information technologies and data protection as well as all commercial and legal activities that are naturally involved with the Intellectual Property area.

Mendez + Cortes has been recognized by clients and pairs for its high-quality levels of service, fast response times and 'reasonable prices.

BUSINESS

- Trademarks
- Patents
- Copyrights
- Litigation
- Corporate
- Migratory

CONTACTS

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www.riosabogados.com



Agustín Ríos



Fátima Cambroneró

POSITIONING

RIOS Abogados is a Boutique law firm specialized in IT Law, privacy and data protection, intellectual property, corporate law, industrial property, copyright and litigation; committed to fully satisfy the legal needs of its customers.

We have managed to consolidate ourselves as one of the leading boutique law firms in the Mexican market, providing a quick and effective response to solve our clients' needs, offering current, effective and practical solutions for the development of their business.

BUSINESS

- IT Law
- Internet
- Data Protection
- Privacy
- Industrial Property and Intellectual Property
- E-commerce
- Domain Name
- Corporate Law
- Civil and Commercial Law
- Administrative Law
- Litigation

CONTACTS

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Gilberto Sánchez



Eduardo Vázquez



Oscar Ochoa

POSITIONING

SPECIFIC IP is a Law Firm specializing in Intellectual Property. We offer an experienced service tailored to our clients' specific needs, both at the national and at the global levels. We provide a combination of personal and quick response service, making us a boutique Firm with the experience and solidity of a major Law Firm.

The Industrial Property Law is a vital tool for all companies or entities that have the need to protect their creative and/or business assets, which can cover anything from an artistic creation to a new manufacturing process. At SPECIFIC IP, we have a team of specialists in Intellectual Property and full-weight litigants, who turn the complex world of Intellectual Property into something that is easily understandable; we always advise the most effective, practical and useful options in order to make our clients' lives easier.

At SPECIFIC IP we offer a full service: Intellectual Property, Copyrights, Administrative Litigation, Litigation in Industrial Property matters and Amparo proceedings.

With more than twenty years of solid experience in the Intellectual Property and with a team that is on track to be one of the leading boutiques firms in Mexico, we are recognized for the procedures in our client's affairs, for always having a solution and ensuring the best possible way to resolve their issues. Our services guarantee the best result for our clients, primarily due to our creativity to find the most appropriate solutions.

BUSINESS

- Trademarks ®, as well as their monitoring
- Opposition to trademark registration
- Copyrights
- Industrial designs
- Patents
- Technological agreements and licenses
- Franchises
- Trademark protection
- Launching of new brands (national and foreign)

CONTACTS

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Mario Ponce Walraven



Javier Uthhoff-Orive



Ignacio Dominguez-Torrado

POSITIONING

uhthoff 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.

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

OFFICES

- Mexico City

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Adriana Barrera



María Inés Herrera

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 more than 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**.

BUSINESS

- Trademarks
- Copyrights
- Patents
- Anti Piracy
- Anti Counterfeiting
- Enforcement
- Internet
- E-commerce and domain names
- Data Protection
- Sanitary and Regulatory registration

CONTACTS

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Alfredo Barreda



Fernando Barreda



Micaela Mujica



Marcela Escobar



Carlos Auza

POSITIONING

Barreda Moller is a first class law firm in Latin America. Our organization has consolidated solid prestige exercising law with ethics and academic rigor. We assure total satisfaction to our clients and the highest level possible in our law practice. We can fulfill all kinds of legal needs for Peruvian and foreign clients. Our firm has reached an outstanding level due to the professional efficiency of its members, making us highly competitive in the market.

Our business partners and associates participate actively in Peruvian and international institutions of Intellectual Property such as INTA, AIPPI, AIPLA, IACC, ECTA, PTMG, MARQUES, FICPI and ASIPI.

Two of our partners were appointed presidents of ASIPI, as well as of the Peruvian chapter of AIPPI and LES. Our associates have also held positions of secretaries and treasurers in national and international associations.

Our firm was established in 1940 and has grown over the last seven decades into the leading Peruvian IP law firm. We remain committed to a philosophy of professional, cost-effective representation and quality service. We provide personalized, partner-level attention to our clients with resources, expertise and staff support to advice on a wide range of intellectual property matters. The Firm's partners are veteran practitioners in the region.

BUSINESS

- Trademarks, trade names and slogans
- Patents, utility models and industrial designs
- Copyright
- Litigation
- Unfair competition and violations
- Licenses
- Consumer rights
- Sanitary regulation
- Domain names

CONTACTS

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LAW FIRMS

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Alexander Trujillo

POSITIONING

Carolina Ore Gomez & Asociados is an Intellectual Property strategist firm with an efficient way to render qualified services on the procedures and suitable management. Our team is comprised of multi-disciplinary professionals which use innovation and technology on the building of solid and cutting-edge companies.

Likewise, our team aims to revolutionize society and industry by focusing and betting on the development of startups, industrial parks, smart cities, technological cities and others. Thus, we do dare to design the way for our clients in the public and private sectors. In addition, we also take part of events of entrepreneurs, challenges, lecturers and exhibitions of inventions.

The capitalization of our clients' needs is the perfect input to find suitable solutions that allow us to discover the most convenient strategy. In a dynamic fast-changing industry, we transform your problems into knowledge that can be protected and valued.

BUSINESS

- Patents, Utility Models and Industrial Designs.
- Plant Varieties
- Know-how and Trade Secrets
- Trademarks
- Copyright
- IP Litigation
- Unfair Competition
- Internet & E-commerce
- Licensing & Technology Transfer
- Strategic portfolio management
- IT contract
- Data protection
- IP Strategy

OFFICES

- Lima
- Iquitos

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Javier Duany



Jessica Ortiz

POSITIONING

At Casahierro Abogados, the needs of our clients demand that we get involved in the most sophisticated aspects of Intellectual Property, preparing ourselves to move forward with them, attentive to new trends, in order to always provide a suitable and timely legal advice that allows them to compete successfully in the market.

The synergy generated allows us to handle the different elements that affect the interests of our clients, such as anti-piracy actions, registration, administration and protection of a portfolio of trademarks, patents, copyrights and new technologies at a national and international level, and the different litigations in the area of Intellectual Property.

Our Firm develops its practice with the objective of providing services aimed not only to the defense of the general interests of the business activity in such aspects, but also to the anticipation of undesired contingencies generated in the development of individual and collective relations.

BUSINESS

- Trademark
- Copyright
- Patents
- Domain names
- Anti Counterfeiting
- Enforcement
- Litigations
- IP Due Diligence
- Data Protection
- Sanitary regulation

CONTACTS

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Alvaro Arias



Ana Teresa Barreto



Claude García



Cynthia Huamán



José Marquis



Gheira Mori



Jimena Ugarte

POSITIONING

Clarke, Modet & C° 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. Since the 1960s, the company has made a bid for expanding internationally by opening subsidiaries in Venezuela, Brazil, Argentina, Portugal and Mexico. Thirty years later, we continued our deployment with the incorporation of the companies in Colombia, Chile, Peru and Uruguay.

Today we have a unique structure that combines direct presence through our own companies in the 10 main Spanish and Portuguese speaking countries with more than 450 professional experts and an international network of experts serving the whole world.

Clarke, Modet & C° Peru is operating in Lima since 2002 and relies on a highly 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. We have implemented a quality management system based on ISO 9001:2015 standard, and our processes are annually certified through an external audit carried out by an independent firm.

Our methodology includes the constant adaptation and anticipation of market needs to become a strategic ally for our customers, anticipating their needs through our own innovative solutions placing us at the avant-garde of Intellectual Property.

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

CONTACTS

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Marité Aragaki



María Delia Oxley



Ramón Huapaya



Paola Carbajal



Cecilia Kahn

POSITIONING

Grau was founded in Lima in 1934 and joined international firm CMS in January 2017. With more than 85 years of experience, is a leading full-service firm with a professional team made up with more than 100 lawyers, offering a client-centric service that combines comprehensive legal local knowledge with a global approach, advising clients from all over the globe, including Asian, European and North American companies.

Our multidisciplinary team of lawyers joins efforts to provide advice to our clients in the Life Sciences & Healthcare and the Technology, Media and Communication sectors in a wide range of legal aspects that cover their businesses, such as regulatory, product liability, new technologies (IT law, e-commerce, fintech, IoT), data protection, competition, public procurement, intellectual property, trademark, corporate and commercial issues; as well as disputes and mergers and acquisitions.

Several of our lawyers have master's degrees and have completed postgraduate studies in Europe and the United States. Many of us have trained in US law firms and have held offices in government. This experience, coupled with extensive on-the-job training, enables us to offer our clients a unique approach.

OFFICES

AMERICAS

- Bogotá
- Lima
- Mexico City
- Rio de Janeiro
- Santiago de Chile

EUROPE

- Aberdeen
- Amsterdam

- Antwerp
- Barcelona
- Belgrade
- Berlin
- Bratislava
- Bristol
- Brussels
- Buchares
- Budapest
- Cologne
- Duesseldorf

- Edinburgh
- Frankfurt
- Funchal
- Geneva
- Glasgow
- Hamburg
- Kyiv
- Leipzig
- Lisbon
- Ljubljana
- London

- Luxembourg
- Lyon
- Madrid
- Manchester
- Milan
- Monaco
- Moscow
- Munich
- Paris
- Podgorica
- Poznan

- Prague
- Reading
- Rome
- Sarajevo
- Seville
- Sheffield
- Skopje
- Sofia
- Strasbourg
- Stuttgart
- Tirana

- Utrecht
- Vienna
- Warsaw
- Zagreb
- Zurich

AFRICA

- Algiers
- Casablanca
- Luanda

MIDDLE EAST

- Dubai
- Istanbul
- Muscat
- Riyadh

ASIA

- Beijing
- Hong Kong
- Shanghai
- Singapore

BUSINESS

- Aviation
- Banking & Finance
- Bankruptcy & Restructuring
- Competition & Eu
- Compliance
- Consumer Products
- Corporate/M&A
- Dispute Resolution
- Employment & Pensions
- Energy: Electricity, Oil & Gas
- Environmental Law
- Hotels & Leisure
- Infrastructure & Projects
- Insurance
- Intellectual Property
- Life Sciences & Healthcare
- Mining
- Public Procurement & Administrative Law
- Real Estate & Construction
- Tax
- TMC - Technology, Media And Communications


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**Francisco Espinosa
Bellido**



**Francisco Espinosa
Reboa**



**Carolina Martinez
Hoepelman**



Ana Cecilia Sotelo



Alessandra Caballero

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.

BUSINESS

- Trademarks
- Patents
- Copyrights
- Modifications to the registry and licenses
- Unfair Competition
- Litigation
- Advertising
- Consumers Law

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Luis Gayoso Frayssinet



Carmen Arana



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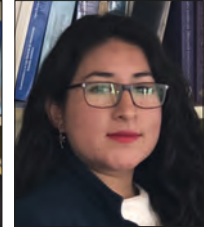
Guillermo Melgarejo



Federico Gaviria



Luis Antayhua



Nazareth Carigga

POSITIONING

Estudio Colmenares & Asociados, established in 1904, has been devoted exclusively in IP protection, advice, surveillance and litigation. Our legal department is capable of handling oppositions, defenses, cancellations, litigation in court, conciliations, infringement and nullity actions and all kind of services related to the IP field. With more than 40 people working together with the single aim of offering the best Intellectual Property service in Peru, maintaining the optimum level of professional ethics.

Our services are focused on multinational firms. Our expertise is based on mayor international clients and agents around the world. Our clients are mainly within the pharmaceutical field, fashion designers, cosmetics, agrochemicals, lubricants, automotive, machinery, food industry, liquors as well as digital services.

Although our services are offered in Peru, we have arrangements with colleagues in other Latin American countries (Colombia, Ecuador, Argentina, Brazil, Uruguay and Chile) allowing us to offer very competitive costs in those countries.

Trademarks

With 8 lawyers, 4 paralegals and a total staff of 25 professionals, our Trademark Department is capable to handle:

- Immediate searches with official information and legal opinion. This service is free of cost for intend to register the corresponding mark.
- Applications, multiclass or single class, same day online applications (if requested) at no extra charge
- Registrations with monitoring system
- Trademark renewals with very special rates.
- Modification of records, limitation of goods, licenses, assignments, changes of name and address, etc.
- Litigations, infringement actions, domain names and digital actions, conciliations, cancellations and nullity actions, oppositions, defenses, court actions and all kind of IP legal matter with the PTO and in court.

Patents and Designs

With 3 patent lawyers, 2 paralegals, 2 biologists, 1 bio scientist and a total of 14 professionals our Patent and Design Department is capable to handle:

- Patent searches
- Patent applications either PCT or convention application
- Patent analysis after receiving a technical report
- Modification of records, licenses, assignments, changes of name and address, etc.
- Any legal Action related to Patents at the PTO or court
- Annuity services

We have been considered as the No.1 patent agent in 2017 and 2018.

BUSINESS

- Trademark and Patent Searches
- Trademark and Patent Registrations
- Trademark and Patent Litigations
- Trademark and Patent Modifications
- Trademark Renewals
- Annuities
- Industrial designs and Utility Models registrations
- Domain name registrations and litigation
- Infringement actions at Customs
- Litigation in court

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**Marta
Fernández Pepper**



**Piero
Calderón Oliva**



**Bruno
Mérchor Valderrama**

POSITIONING

Our firm, funded in August 1981, has become the greatest full-service law firm of Peru. We work aiming to develop a solid commitment and a long-term relationship with our clients, which allows us to become identified with their business objectives and offer the necessary professional support, coupled with experience, creativity and common sense.

Thanks to this approach, our Firm has successfully built up an important list of clients, including leading members of the international business community in the industrial, bank, finance, commercial, software, tobacco, pharmaceutical, cosmetic, apparels, food and beverage, oil, mining, electricity and other fields.

Our Intellectual Property Area is one of the main practice groups of the firm. The Muñiz IP team with 3 partners, 6 associates, 2 in-house pharmaceutical chemists, 1 in-house industrial engineer and 4 paralegals, led by Ms Marta Fernández-Pepper, is one of the most solid practice IP groups in Peru and it is very well prepared to assist clients of any industry in any matter regarding IP issues and, be a part of a general practice law firm allow us to render a complete legal advice to our clients when their requirement involved other legal areas, such as unfair competition, antitrust, criminal law, corporate law, taxation and administrative law, among others.

BUSINESS

Trademarks

- Availability searches and opinions
- Filing and prosecution of trademarks worldwide
- Trademark litigation
- Trademark surveillance
- Trademark enforcement

Domain names

- Domain names protection and enforcement

Patents

- Drafting, filing and prosecution of patent applications worldwide
- Designs and utility models
- Patent, designs and utility models' litigation
- Validity and freedom-to-operate opinions
- Patent searches
- Patent surveillance
- Patent enforcement
- Technology transfer
- Plant varieties

Copyrights

- Software protection and enforcement
- Copyright protection and enforcement
- Copyright litigation

Life Sciences

- Biotechnology
- Health Laws
- Data protection of pharmaceutical products
- Sanitary registration for a wide range of products, including food and beverages, cosmetics, pharmaceutical products, medical and similar equipment, sanitary and household hygiene products, agrochemical products, veterinary products, disinfectants, etc.
- Sanitary regulation litigation
- Sanitary registration portfolio auditing
- Hosting for sanitary registrations

Others

- Contracts.
- Evaluation of IP rights
- IP due diligence
- Sanitary regulation due diligence
- Licensing and franchising
- Trade secrets and protection of confidential information
- IP management and strategic counseling
- Customs procedures

CONTACTS

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Pierino Stucchi



José Antonio Bezada

POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera Abogados 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 Telecommunications, Media and Privacy, 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.

BUSINESS

- IT, Internet and E-commerce
- Data Protection
- Start-ups
- Fintech
- Crowdfunding
- TMT
- Media (Radio y TV)

CONTACTS

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Baldo Kresalja



Rosa María Kresalja



Marcela Robles

POSITIONING

We are well-known professionals in matters of defense and protection of the Intellectual Property thanks to our trajectory. We know the economic and business reality of the market, which allows us to offer the best alternatives and strategies to protect your investments.

Our team is formed by professional leaders in the field of defense of Intellectual Property with more than 45 years of experience.

We are recognized for our active editorial production on issues of legal doctrine. Our lawyers have been trained professionally in Intellectual Property regulatory organizations.

We are members of various national and international organizations related to Competition Law and Intellectual Property (INTA, ASIPI, APPI, among others).

Due to our trajectory in the defense of IP rights, we act as a hub for companies at a regional and global level.

BUSINESS

- IP Strategy
- Patents
- Utility Models
- Industrial Designs
- Trademarks
- Copyrights - Author Rights
- Enforcement
- IP Litigation
- Antitrust/Competition
- Advertising
- Consumers Law
- Food and Beverages Labeling
- Data protection
- Domain Names
- Contracts and agreements
- IP Commercialization
- Corporate Law
- Litigation

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Oscar Montezuma

POSITIONING

Niubox was born inspired around the principles of “New Law” with a strong commitment to continuous innovation (“NIU”). On the other hand it aims to become a place to think outside the box, change paradigms and test new methodologies and services similar to a sandbox environment (“BOX”).

Niubox challenges the way legal services are provided with a human dimension that places effective client satisfaction as their top priority.

Niubox is a leading technology boutique law firm. Oscar Montezuma, Director and founder, has been recognized as top practitioner in technology law for his local and international track record and experience in this field. Niubox’s privacy and cybersecurity practice has been acknowledged as the leading practice in the market including gap-analysis and implementation of data protection legal framework, privacy by design assessments, data breach advice, support in data governance and big data and compliance audits.

The firm provides support to its clients achieving regulatory strategies by combining legal, political insights and policy expertise through deep knowledge and understanding of the digital ecosystem, the legal framework and its key stakeholders. Niubox has developed strong expertise in addressing the legal challenges imposed by digital platforms, e-commerce and sharing economy in the fields of consumer protection, competition and intellectual property law as well as providing legal advice to clients in their digital transformation projects. The firm’s clients range from multinational technology companies to emerging start-ups developing cutting edge technologies.

BUSINESS

- Privacy and cybersecurity
- Public policy and regulation in technology
- Consumer protection, competition and intellectual property.
- Digital transformation
- Legal innovation and legaltech
- Telecommunications

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José Miguel Porto

POSITIONING

Porto Legal is a leading telecommunications, technology and media boutique law firm. The firm's outstanding practitioners have subject matter expertise and in-depth knowledge in regulatory, corporate and commercial matters. The Porto Legal staff collaborates with their clients to jointly achieve their goals and objectives by combining corporate, commercial and regulatory advice with a personalized client experience. The firm's clients range from multinational companies to emerging startups developing industry-leading technologies.

The firm has extensive experience with national and cross-border dealings with major and complex telecom and technology transactions; including (a) in the telecommunications industry; mergers, acquisitions, financings, built to suit, tower sale-leaseback, collocation, sharing, roaming, and outsourcing arrangements, among others; and (b) in the technology industry; IT and technology related transactions; advice in the procurement of infrastructure, hardware, software, devices and services; for the development, integration, testing, implementation and training of new systems; software customizations, configurations and installation; hosting and portal agreements, among others.

Porto Legal has a robust and unique startup and venture capital practice, supporting startups, from incorporation through investments rounds, growth and exit, and investor, including venture capital funds and corporate clients in pursuing corporate venturing strategies and investments.

José Miguel Porto leads the firm, he is a seasoned attorney and recognized industry practitioner. Having worked as in-house counsel (reporting to the General Counsel of a Fortune 500), he is focused in providing a first class service through sound legal advice and achieving customer's objectives and key results.

BUSINESS

- Telecommunications
- Technology Transactions & Regulations
- Startups and Venture Capital
- Entertainment and Media

CONTACT

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Diego Zegarra Valdivia

POSITIONING

Peruvian law firm Zegarra & Schipper specializes in administrative law issues.

In 2015, led by its founding partner, Diego Zegarra Valdivia, began the provision of its legal services to public and private entities, mainly in the area of personal data protection.

Throughout the years, thanks to the efficiency and excellence of their team, they have a broad portfolio of clients, including companies such as Banco BBVA Continental, Banco Cencosud, Banco Financiero, ENEL, OEFA, INDECOPI, Caja Piura, Cencosud, ENOSA, Experian, Atento Peru, SEAL, Metro, Securitas, TASA, Infocore, among others.

What distinguishes the professionals that make up the Zegarra & Schipper team is their solid academic background and their knowledge of economic activities in which legal advice is provided.

BUSINESS

- Data Protection
- Administrative Law
- Consulting
- Training

CONTACTS

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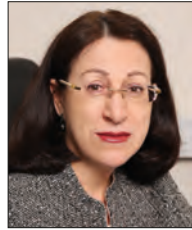
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POSITIONING

Sojuzpatent is the oldest leading law firm providing IP protection services in Russia and the former Soviet Union.

Sojuzpatent's team of over 160 qualified specialists includes 50 registered Russian and Eurasian patent and trademark attorneys and litigation lawyers offering incisive and highly practical expertise in all disciplines of science and technology.

The firm originated with the establishment of its predecessor, the Patent Bureau, which was a structure of the Soviet Chamber of Commerce and Industry. For many years, Sojuzpatent was the only patent and trademark law firm in the Soviet Union that was authorised to deal with IP protection and assist Soviet inventors in obtaining protection for their inventions, industrial designs and trademarks on exported goods. It also rendered IP services to foreign entities. After the dissolution of the Soviet Union, Sojuzpatent became a limited liability partnership owned by its attorneys. Sojuzpatent is proud of its history. Our team members consistently bring the successes of the past into their daily work routines while confidently preparing for the future.

Sojuzpatent provides client services within and outside the Russian Federation on patenting inventions, utility models, industrial designs, selection achievements, trademark registration (service marks), appeals (origin of goods), selection achievements, domain names, software, databases and integrated circuits.

Sojuzpatent attorneys file between 2,000 and 3,000 patent applications and between 1,000 and 2,000 trademark and design applications each year. It pays annuities for more than 50,000 patents and renews about 1,500 trademarks each year.

Sojuzpatent uses customised software, has strictly defined the workflow rules of documents in circulation and fine-tuned the necessary internal procedures – all of which helps to process large volumes of data. Sojuzpatent's professional liability is covered by a policy issued by one of the world's top insurers. Sojuzpatent's lawyers successfully represent their clients before the Russian Chamber for Patent Disputes and all Russian courts, as well as before some foreign courts.

The firm's professionals have extensive experience in trademark, patent and design prosecution and enforcement, including opposition proceedings, cancellations, infringement, anti-counterfeiting and parallel import cases, and advise on IP commercialisation, including drafting licences and other IP agreements.

BUSINESS

- Inventions And Utility Models
- Industrial Designs
- Trademarks, Appellations Of
- Origin Of Goods
- Selection Achievements
- Patent Search
- Legal Services
- Technology Transfer & License
- Agreements
- Computer Software & Databases
- Domain Names

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Georg Rauber



Gregor Bühler



Luca Dal Molin

POSITIONING

Technology & Digital Economy

Curiosity in working with new technology and connected legal expertise characterize our practice area Technology and Digital Economy. With our interdisciplinary Homburger TechGroup encompassing tech-savvy and experienced lawyers, we support clients who digitize their business models in a global and competitive environment, implement new technology and prepare their offerings for the future.

Data-Driven, Digitized Business Models and Platform Solutions

- Structuring of data-driven, digitized business models and platform solutions in regulated and non-regulated markets
- Development of strategies and implementation of measures to protect digital business models, in particular with regard to data and interface ownership, protection against replication and misappropriation

Infrastructure for the Global, Digitized Economy (Cloud, XaaS, Digital Marketplaces, etc.)

- Structuring and implementation of infrastructure solutions for the global, digitized economy in particular in regulated industries in accordance with regulatory requirements

FinTech | InsurTech

- Advising financial service providers, insurance companies and start-ups on the structuring and implementation of innovative, digitized products, e.g. in the fields of investment management, platform and crowd funding, financial analytics, open banking, identity and security management, payment systems and insurance solutions
- Coordination with supervisory authorities obtaining licenses and no action letters as well as leveraging networks with third parties

Blockchain | Distributed Ledger Technology (DLT)

- Advice on blockchain | DLT projects, e.g. in relation to smart contracts and decentralized applications, in the financial industry and in other industries, in particular also regarding the tokenization of securities (shares | bonds | derivatives) and other financial instruments as well as regarding initial coin offerings (ICOs) | token generating events (TGE)
- Structuring of trading platforms and custody solutions for tokens as well as advice on primary and secondary market activities regarding crypto assets (payment | utility | asset or security tokens)

Cybersecurity and Cyber Incident Response

- Advice on contingency planning for possible cyber attacks (regulatory requirements, insurance aspects, security measures, etc.)
- Provision of immediate legal assistance in the event of a cyber incident
- Support with regard to communication and cooperation with Swiss and foreign authorities, affected persons and the public

TECH BUSINESS

Our Technology and Digital Economy practice focuses on the following areas:

- Data-Driven, Digitized Business Models and Platform Solutions
- Infrastructure for the Global, Digitized Economy (Cloud, XaaS, IoT, Digital Marketplaces, etc.)
- Digitized Capital Market | Crypto-Finance
- FinTech | InsurTech
- CorpTech
- Blockchain | Distributed Ledger Technology (DLT)
- Artificial Intelligence | Machine Learning | Autonomous Systems
- Cybersecurity and Cyber Incident Response

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POSITIONING

TMT and Outsourcing

Lenz & Staehelin's TMT and Outsourcing practice is closely linked to the firm's Corporate and M&A, Intellectual Property and Competition groups. Transactional expertise and legal knowhow in protecting and enforcing IP rights is crucial for advising our clients on technology and business sourcing and the creation, allocation and exploitation of property rights in the relevant industries. Our expertise is aimed at advising, negotiating and implementing transactional structures and practical solutions that effectively address our clients' goals.

This practice group offers a wide range of transactional and regulatory work in technology, media and telecom matters, including outsourcing, hosting and ASP, online services, mobile entertainment, broadcasting, media and convergence issues, digital transformation, e-commerce, telecoms regulatory and transactional work, international roaming and MVNO (mobile virtual network operator) agreements, ICT contracts, complex IT projects, public procurement, software development, licensing and distribution structures, strategic business alliances and joint ventures.

Intellectual Property

Our Intellectual Property group is renowned for its longstanding practice and excellent track record in every field of intellectual property (patent law, trademark and design law, and copyright law), including related areas such as unfair competition. We offer full services in trademark and design prosecution, represent clients in IP litigation (before the Swiss Federal Supreme Court, the Federal Patent Court, the Federal Administrative Court and cantonal courts across the country), and in IP-related international arbitration. In addition, we advise on complex commercial transactions such as licensing, franchising, joint ventures, R&D cooperations, all kind of technology transfer issues, and IP due diligence in M&A matters.

Lenz & Staehelin has a transaction-oriented approach to intellectual property, and always focuses on immediate client benefit. The breadth and depth of expertise available in-house translates into higher productivity and better services for clients. Because, unlike most other law firms, we also offer administrative services such as trademark and design applications and portfolio management, we can provide a one-stop shop for all IP-related matters (excluding patent applications).

BUSINESS

- Banking and Finance
- Capital Markets
- 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

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Nicolas Birkhäuser



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POSITIONING

Established in 1936, law firm Niederer Kraft Frey has a proven track record of leading excellence and innovation in Swiss law. With a strong domestic and international client base in Switzerland, together with an established reputation for efficient collaboration with international law firms, NKF continues to build on its history of quality, commercial pragmatism and innovation.

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 long-standing 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.

BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Corporate/M&A
- Dispute Resolution
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Social Security and Pensions
- Sports
- Tax
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POSITIONING

Pestalozzi is one of the leading and most respected law firms in Switzerland. It has offices in Zurich and Geneva and specialists with expertise in all areas of business law, enabling it to form customised teams to meet the needs of a vast range of international and domestic clients.

The firm is part of the Lex Mundi international network and can draw on an extensive international network of lawyers in other jurisdictions, with whom they work seamlessly in multi-jurisdictional matters.

Pestalozzi works primarily with large domestic and foreign corporations but also assists medium-sized companies in the following industries, among others: Financial Services; Healthcare, Life Sciences & Chemicals; Technology, Media & Telecommunications, Industrial Products, Consumer Goods & Retail.

BUSINESS

- Corporate & Mergers & Acquisitions
- Litigation & Arbitration
- Financial Services
- Intellectual Property & TMT
- Tax
- Blockchain & Crypto Assets
- Competition & Trade
- Compliance
- Employment & Pensions
- Life Sciences
- Private Clients
- Real Estate & Environment

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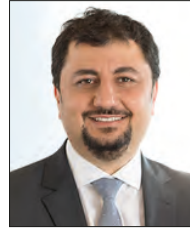
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Emre Kerim Yardımcı
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Okan Can
Partner

POSITIONING

Deris, since 1912, has been one-stop shop for IP services with one of the largest and internationally regarded IP prosecution and advisory team in Turkey.

The firm has been a pioneer in shaping the IP landscape by obtaining the precedent decisions and participating the preparation of the IP legislation upon the invitation of the legislative bodies. Deris provides a wide spectrum of high-quality services that are essential for securing, maintaining and enforcing IP rights.

The firm's services and counseling are supported by the trademark attorneys and technical experts, who are national and European patent attorneys, under a unique service approach combining long-standing enforcement experience with prosecution-technical expertise. The firm's goal is to secure enforceable IP rights in the market so that they can be transformed into sustainable commercial values.

Today, Deris consists of two legal entities: Deris Patents & Trademarks Agency A.S., which counsels, files, prosecutes, registers and manages IP rights worldwide; and Deris Attorney-At-Law Partnership, which provides legal counseling in contentious and non-contentious matters and representation for litigation before IP, civil and commercial courts.

The Team consists of 25 attorneys at law and 27 registered trademark and patent attorneys and 6 European Patent attorneys. With the administrative and support staff in the trademark, search, design patent, patent and litigation departments, the firm has more than 80 employees.

Areas of practice

Deris Attorney-At-Law Partnership is specialized to exclusively handle IP, IT and media-related cases for contentious or non-contentious matters. The partnership has an agile and cost-conscious approach in pragmatically combining and coordinating a tailor-made solution in complex matters consisting of developing IP awareness and enforcement strategies, conducting investigations on counterfeits and evaluating their results, preparing and organizing the seizure before Customs against counterfeit goods, serving cease and desist letters for prevention of infringing acts, conducting negotiations for settlement agreement and instituting civil and criminal court action.

Deris also has a very strong patent litigation team led by its founding partner Aydın Deris, working in cooperation with the in-house Turkish, European and US patent attorneys of the prosecution firm. Besides being highly active in litigation, the Deris team also implements alternative dispute resolution policies before or during litigation. In this respect, the team is in contact with the World Intellectual Property Organization (WIPO) Alternative Dispute Resolution Centre and actively participates in arbitration and mediation training. Kerim Yardımcı has been appointed as a panelist and arbitrator before WIPO for Uniform Domain Name Dispute Resolution Policy matters. Okan Can and two other members of the team have been appointed as chartered mediators before the Ministry of Justice in Turkey.

Deris provides services such as drafting, preparing, filing and prosecuting of the application of industrial property rights in Turkey and through the firm's top-level worldwide collaborators.

BUSINESS

- Intellectual Property
- Patent Litigation
- Trademark Litigation
- Trademark & Patent Prosecution
- Anti-Counterfeiting
- IP & IT Transactions
- IP Due Diligence
- Technology Licensing
- Copyright and Anti Piracy
- Unfair Competition
- Trade Secrets
- Protection of Plant Breeder's Rights
- Personal Data Protection
- Media & Entertainment Law
- Consumer Law
- IT Law
- Reputation Management

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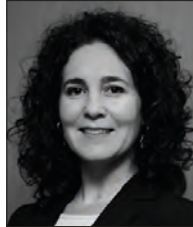
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Virginia Cervieri



Pablo Monsuárez



Natalia Paladino



Anabel Frachia



Mark Teuten

POSITIONING

According to its objectives of providing an efficient, safe and personalized attention, Cervieri Monsuárez & Associates is constantly growing. The firm's approach is based not only on the efficiency and safety of our work, but also on its reliability.

The firm's mission is to offer its clients a service providing the right solutions according to their needs, creating bonds with the customers, providing them with integral and personalized counseling.

Currently, the regional firm counts with offices in Uruguay, Paraguay, Bolivia and Free Trade Zone, offering services of the highest quality in the areas of Intellectual Property, Notarial, Litigation, Online Monitoring, Regulatory, Labor, Contracts and Franchises, Personality and Image Rights, International Business and International Training.

Being efficient, constantly updated, and giving security in each one of said areas, is an essential aspect of its work. The fusion between its mission and the objectives makes the firm be the best choice to provide the correct solution.

Four offices, three countries and one solution.

BUSINESS

Intellectual property

- Industrial property
- Brands
- Patents
- Copyright
- Image rights
- Right to be Forgotten
- Optimization of digital identity on the Internet
- Model contracts
- Advice and defense of intellectual assets
- Licensing and assignments of patents

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Dr. Natalia Paladino, Partner
Dr. Anabel Frachia, Partner
Dr. Mark Teuten, Associated



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