

# Innovation & Intellectual Property:

## Some Observations and Insights



**Premnath V, PhD**

*Head, NCL Innovations | Director, Venture Center*

Talk at CSIR-IMMT, Bhubhaneshwar, 14 May 2021

# Outline

- ◆ Innovation
- ◆ Intellectual property
- ◆ Q&A



# Innovation

# What is innovation?

# Innovation



***“market  
introduction”***



Technical novelty

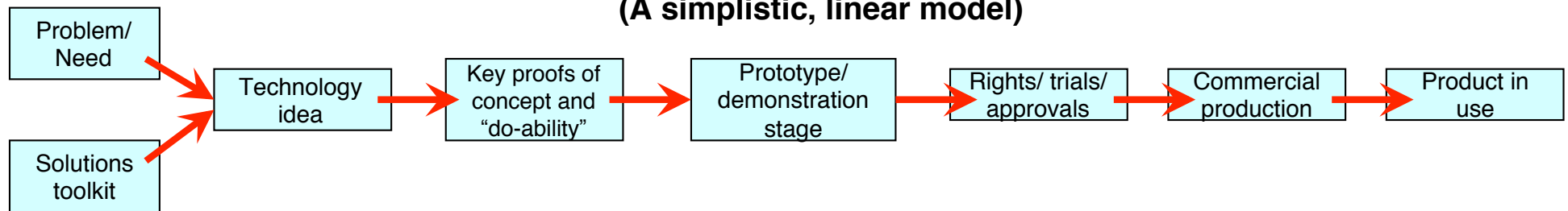


Organizational novelty

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# Innovation: Taking to the market

(A simplistic, linear model)



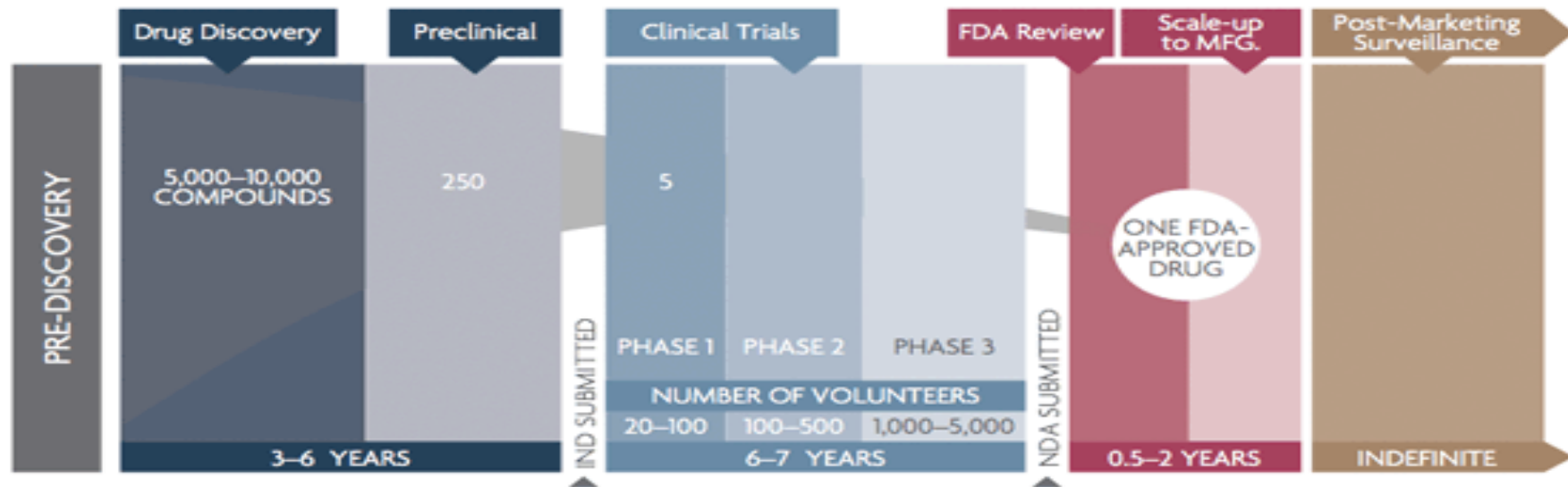
**Invention**

80% of work, time, investment

Note: All the inventions that are remembered have successfully navigated this process!

**Lesson:** Those who want to create value (social, economic, .... ) with their inventions, need to also find/ create/ build the rest of the journey to the market!

## Example: Drug development innovation

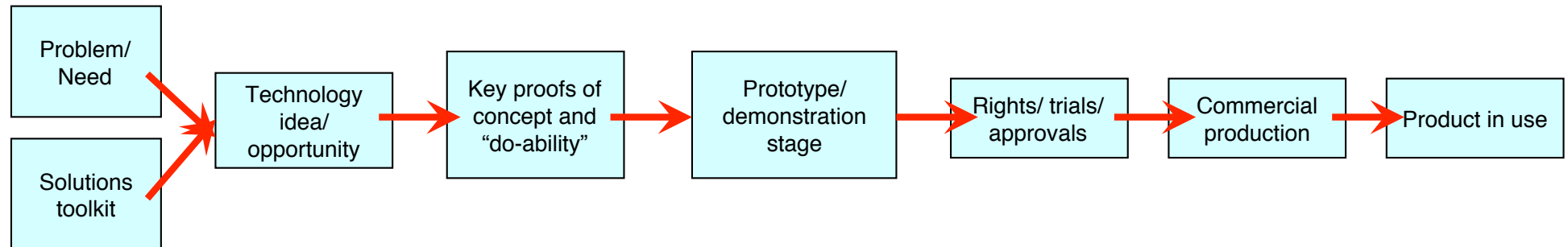


**Drug discovery and development timeline**

Source: PhRMA<sup>1</sup>

Source: <http://www.davidfunesbiomed.eu/2016/03/141-clinical-research-overview.html>

# Technology Transfer: When it works



Industry

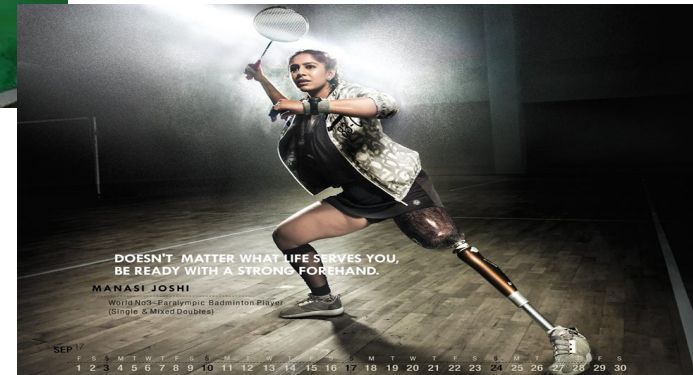
Academia/ R&D



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**Why innovation?**  
**Role models. Aspirations.**

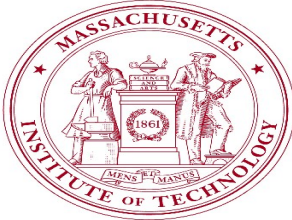
# The satisfaction in empowering people with solutions



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# The power of science and engineering in transforming the economy



**Stanford**  
University

## Economic Impact

Top Silicon Valley companies founded or co-founded by those with a current or former affiliation with Stanford University, as an alumnus/alumna or faculty/staff.

In fiscal year 2008, the largest companies on our list were responsible for generating revenue totaling \$255 billion, or 54% of the total revenues reported by 150 firms that make up the [The Silicon Valley 150](#) (an annual list of the largest Silicon Valley firms).

And as a group, the Stanford-affiliated companies reported income totaling \$19.1 billion, compared to an aggregate loss of \$7.1 billion for the entire list of Silicon Valley 150 companies.

The Stanford-founded companies on the list had a total market capitalization of \$402.5 billion, representing 47% of the \$849.9 billion total market capitalization of the combined Silicon Valley 150 firms.



30,200 active companies



4.6 million people employed



\$1.9 trillion in annual revenues



	Company	2008 REVENUES (MILLIONS)	2008 NET INCOME (MILLIONS)	MARKET CAP (MILLIONS) on March 31, 2009
1	Hewlett-Packard	\$118,697	\$8,050	\$76,835
2	Cisco Systems	\$39,575	\$7,492	\$97,887
3	Google	\$21,796	\$4,227	\$109,741
4	Sun Microsystems	\$13,256	-\$1,832	\$5,451
5	eBay	\$8,541	\$1,780	\$16,114
6	Yahoo	\$7,209	\$424	\$17,860
7	Agilent	\$5,547	\$637	\$5,307
8	Electronic Arts	\$4,479	-\$1,140	\$5,854
9	NetApp	\$3,465	\$101	\$4,908
10	Nvidia	\$3,425	-\$30	\$5,349

<http://news.mit.edu/2015/report-entrepreneurial-impact-1209>

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## The new role models



**Frances Arnold, Cal Tech**  
Nobel Prize (2018)  
Gevo, Provivi, Aralez Bio



**Jennifer Doudna, UC-B**  
Nobel Prize (2020)  
Mammoth Biosciences



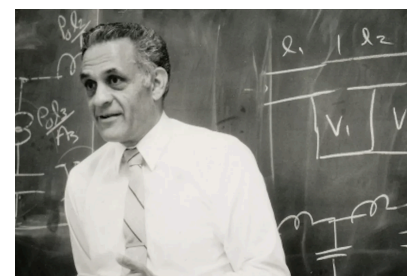
**Ugur Sahin & Ozlem Tureci**  
mRNA Vaccine for COVID19  
BioNTech



**Bob Langer, MIT**  
Patents 1400; h index 280  
More than 20 startups



**Richard Friend, Cambridge**  
1000 publications. 20 patents  
3 startups



**Amar Bose, MIT**  
Bose Corporation

# Driving the Innovation Economy

Academic Technology Transfer In Numbers

From 1996 to 2017, up to...

**\$1.7** trillion

contributed to  
U.S. gross  
industrial  
output



**\$865** billion

contributed to  
U.S. gross  
domestic  
product



**5.9** million

jobs supported



**490,000+**

inventions disclosed...

**108,000+**

U.S. patents issued...



to research institutions since 1996

**14,000+**

start ups formed



**67%**

of university  
licenses are to  
start-ups and  
small companies



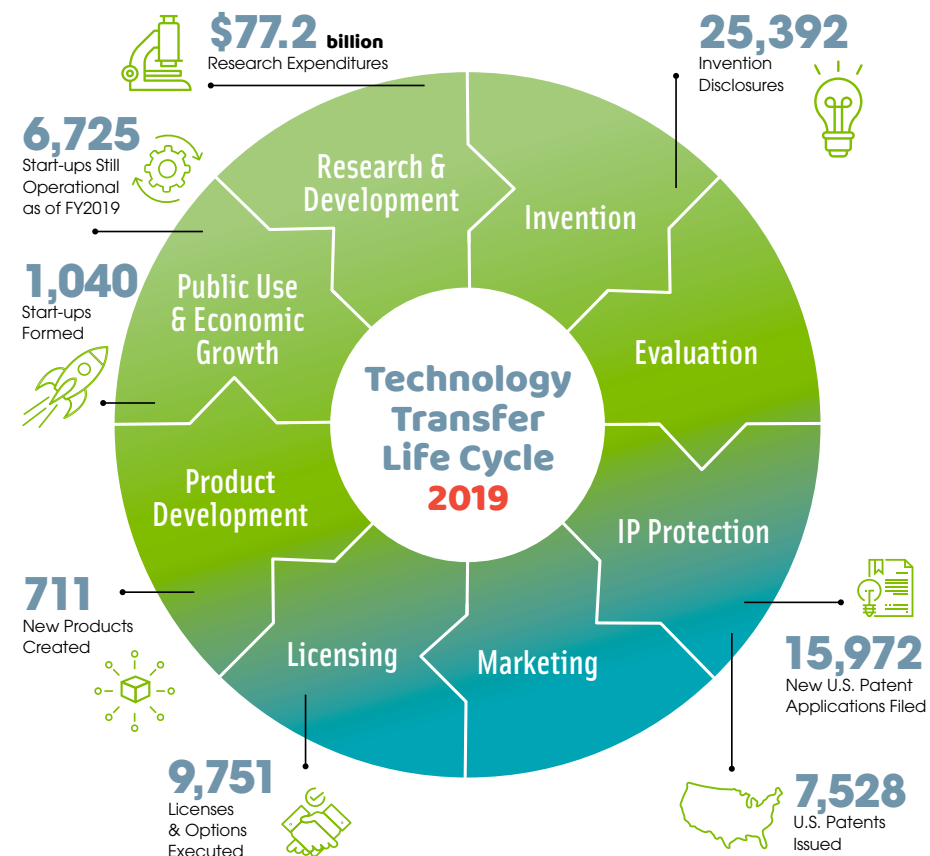
**200+**

drugs and vaccines  
developed through  
public-private partnerships  
since Bayh-Dole Act  
enacted in 1980



# Benefiting Society and the Economy

Academic Technology Transfer For 2019



Source: <https://autm.net/surveys-and-tools/surveys/licensing-survey/2019-licensing-survey>

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NUMBER OF TECHNOLOGIES  
THAT HAD > \$100K IN INCOME  
FOR AT LEAST ONE FISCAL YEAR

575

NUMBER OF TECHNOLOGIES  
THAT HAD > \$1M IN INCOME  
FOR AT LEAST ONE FISCAL YEAR

103

11,407

INVENTORS



415

STARTUPS



13,699

CUMULATIVE TECHNOLOGIES

## 50 YEARS @ A GLANCE



2,539

REVENUE-GENERATING INVENTIONS



5,261

CUMULATIVE LICENSES SIGNED

TOP  
5

REVENUE-GENERATING INVENTIONS

FUNCTIONAL  
ANTIBODIES

PAGE-RANK  
ALGORITHM

RECOMBINANT DNA

CD47 CANCER  
IMMUNOTHERAPY

TRANSCRIPTION-MEDIATED  
AMPLIFICATION



4,832

CUMULATIVE U.S. PATENTS ISSUED

21,722

CUMULATIVE INDUSTRY RESEARCH AGREEMENTS

5,440

CUMULATIVE SPONSORED RESEARCH AGREEMENTS

\$2,109,000,000

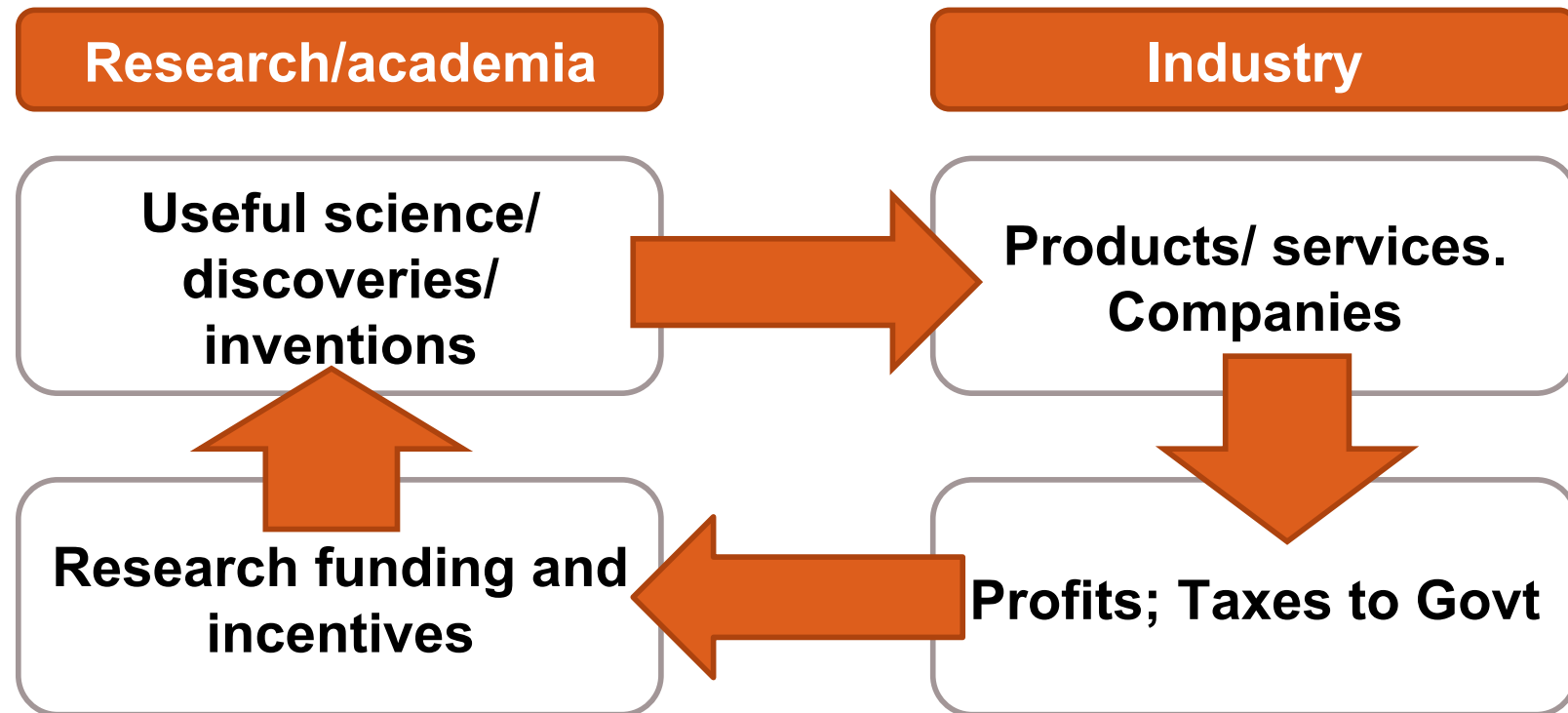
CUMULATIVE LICENSING REVENUE

Source: Stanford  
University OTL  
© Premnath V (2021)



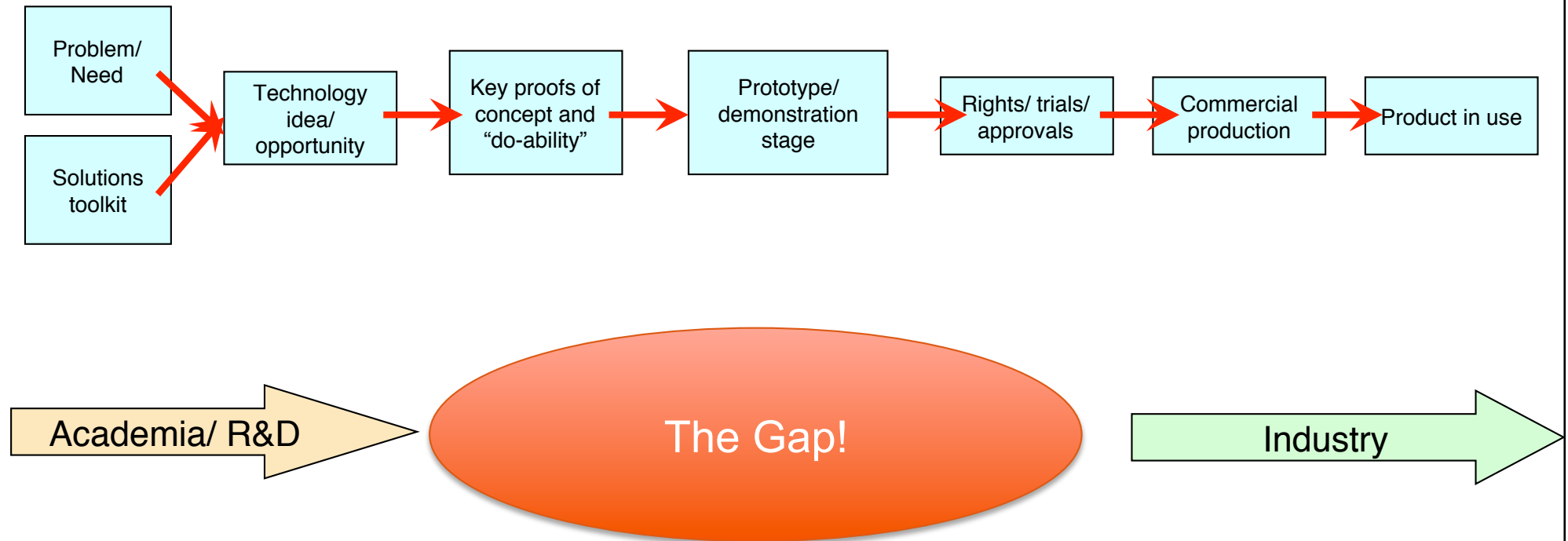


# The virtuous circle:



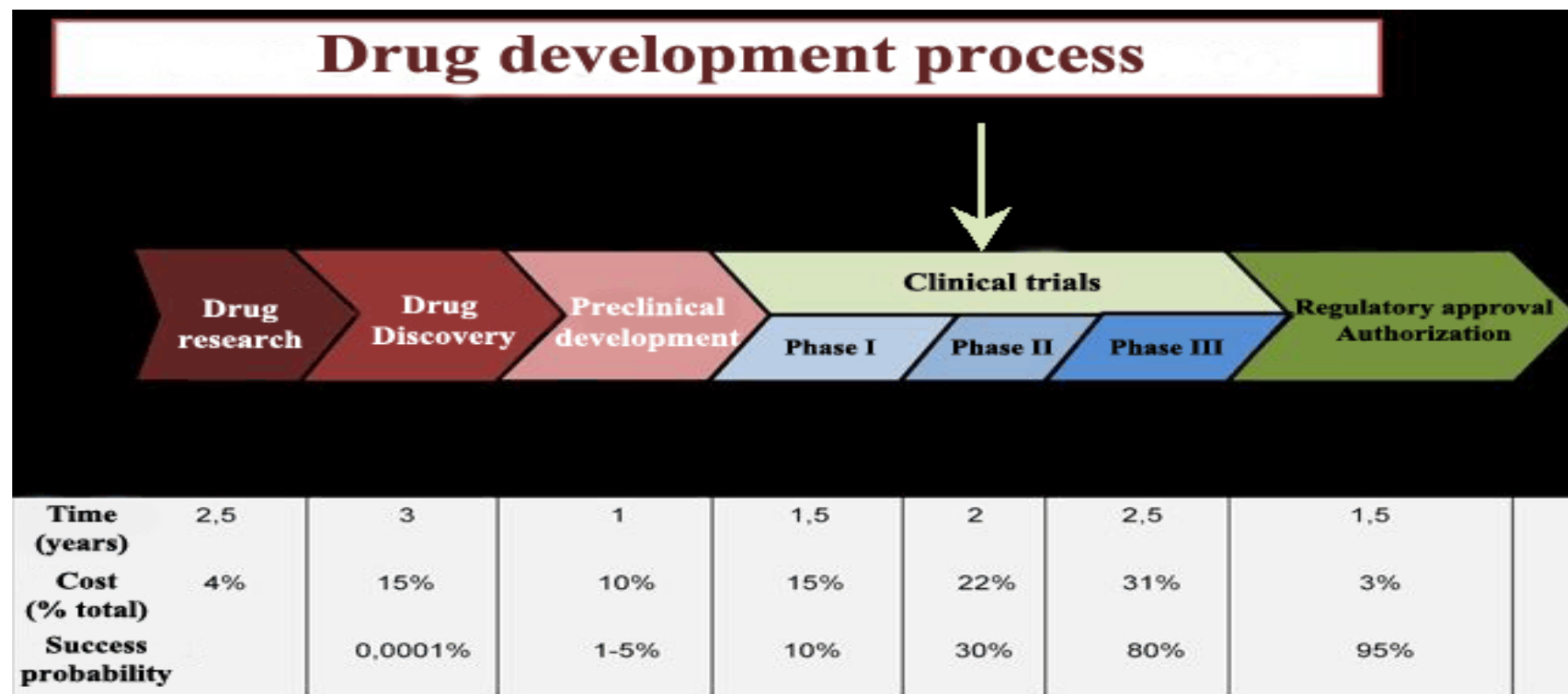
**Reality strikes!**

## The gap: Interests, motivations, expectations, trust





# De-risking in drug development



Source: <http://www.davidfunesbiomed.eu/2016/03/141-clinical-research-overview.html>

# The journey from science to technology can be long!

**Table 1. Timeline for the Prediction and Discovery of the Raman Effect**

Year(s)	Event	Year(s)	Event
1922–1927	Theoretical predictions	1971	First instrument with concave gratings introduced by Jobin Yvon
1928	Raman's publication in <i>Nature</i>	1972	Characteristics of triple spectrograph described
1934	Placzek's semi-classical theory	1973	Hirschfeld predicted femtoliter sampling
1939	Development of photomultiplier tube	1974	NBS described Microprobe at ICORS; Jobin Yvon exhibited the prototype MOLE
1953	Introduction of Cary 81	1980–1985	Triple spectrographs with multichannel detectors commercialized by Spex, Jobin Yvon, and Dilor
1961	Townes suggested use of HeNe laser as Raman source	1985	Bruce Chase and John Rabolt demonstrated FT-Raman systems with Nd:YAG laser (1064 nm)
1964	Weber, Porto reported first measurement with ruby and HeNe lasers	1990	Carrabba demonstrated holographic filter with small monochromator for acquiring Raman spectrum
1964	Perkin Elmer LR1 with HeNe laser	1991	CCD detectors introduced
1965	Cary 81 converted to accommodate the laser as excitation source; recorded spectrum of 0.25 $\mu$ L-benzene sample	1992	Renishaw and Dilor introduced first commercially successful benchtop Raman systems
1965	Spex introduced 1401, double monochromator	1993	Stable 785-nm laser source and red-enhanced CCD for near-IR Raman
1966	Delhaye, Migeon proposed microfocusing	1994	Patent for confocal line-scanning issued
1968	First holographic gratings produced	2002	Combination Raman, FT-IR system introduced at Pittcon

50 Journal of Chemical Education • Vol. 84 No. 1 January 2007 • www.JCE.DivCHED.org

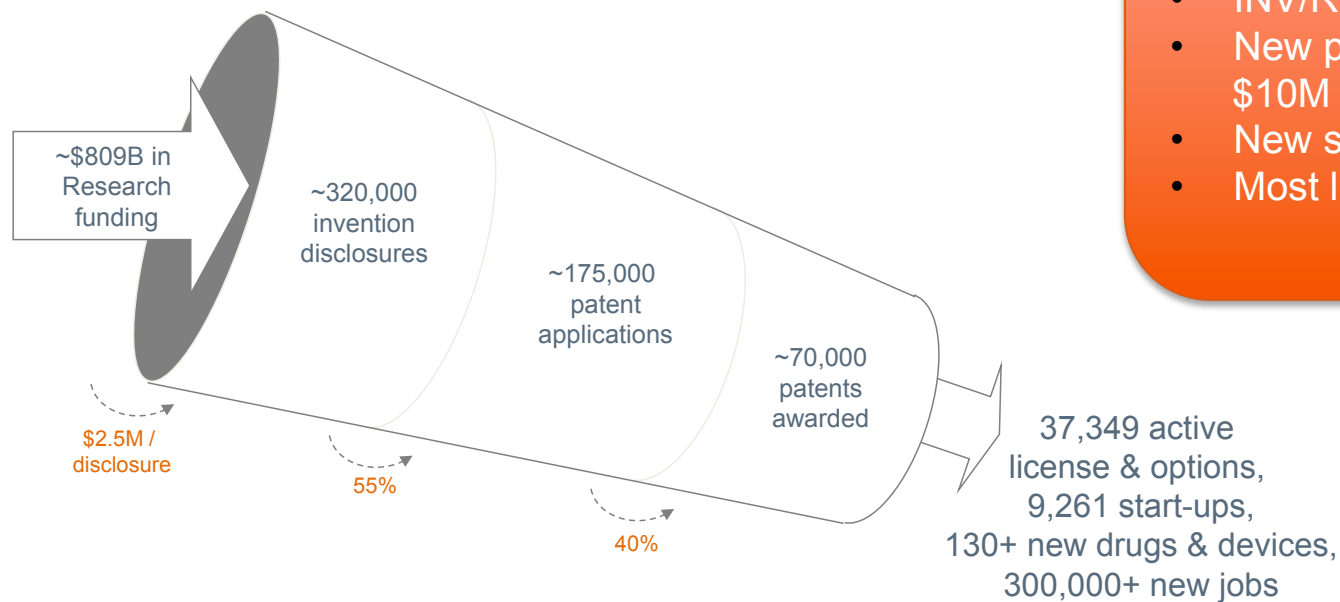


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Source: <http://www.thermoscientific.com/en/product/truscan-rm-material-verification-analyzer.html>

# Where Do Universities Play in This Space

Cumulative Inputs and Outputs, 1991 – 2014, US Universities



## AUTM CY 2018 data:

- RE: \$72 billion
- INV/RE: ~ 4 per \$10M
- New products/ RE: ~ 0.12 per \$10M
- New startups/RE: ~ 0.15 per \$10M
- Most licensing to SME

Source: AUTM Licensing Surveys (FY91- FY14)

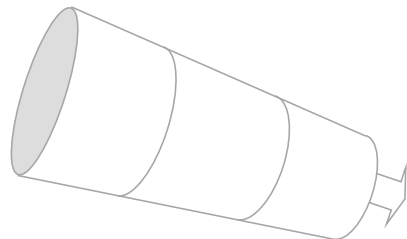
Courtesy: Orin Hershowitz, Columbia Technology Ventures

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## But the End of One Process is Just the Beginning of Another

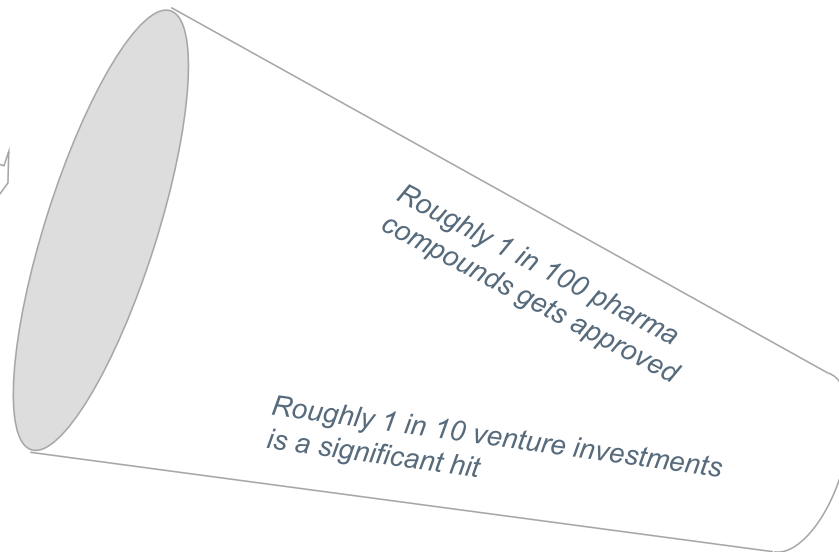
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University's Funnel



*Only 1 in 6 inventions  
ever gets licensed*

Industry / VC's Funnel

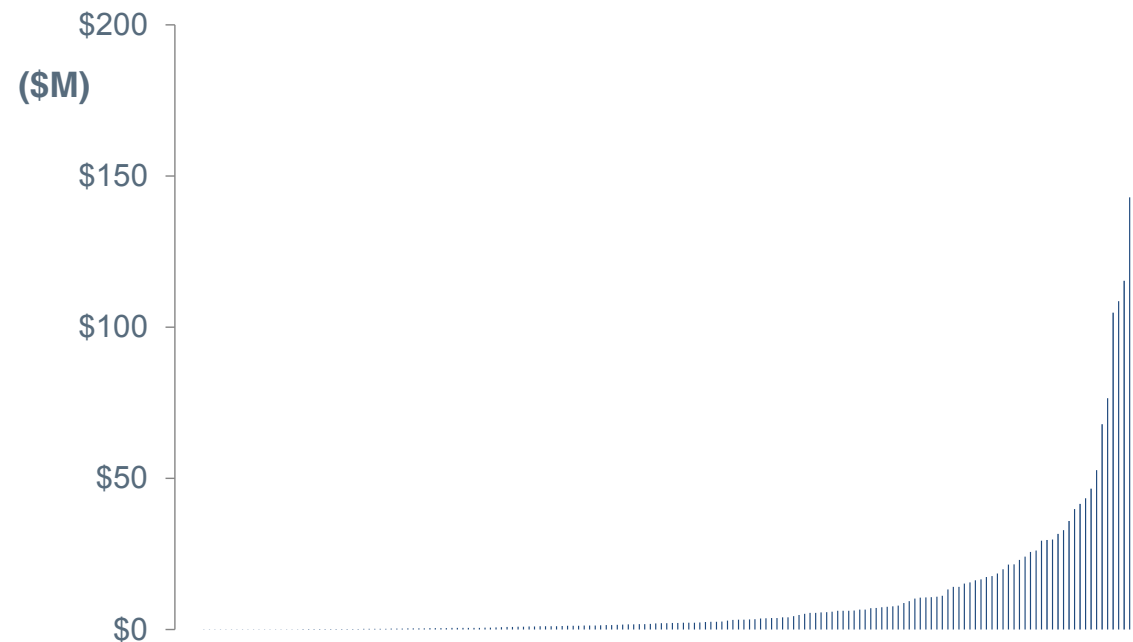


*Roughly 1 in 100 pharma  
compounds gets approved*

*Roughly 1 in 10 venture investments  
is a significant hit*

**Successful  
product  
on the market**

## Not Surprisingly, Commercial Success is Not Easy



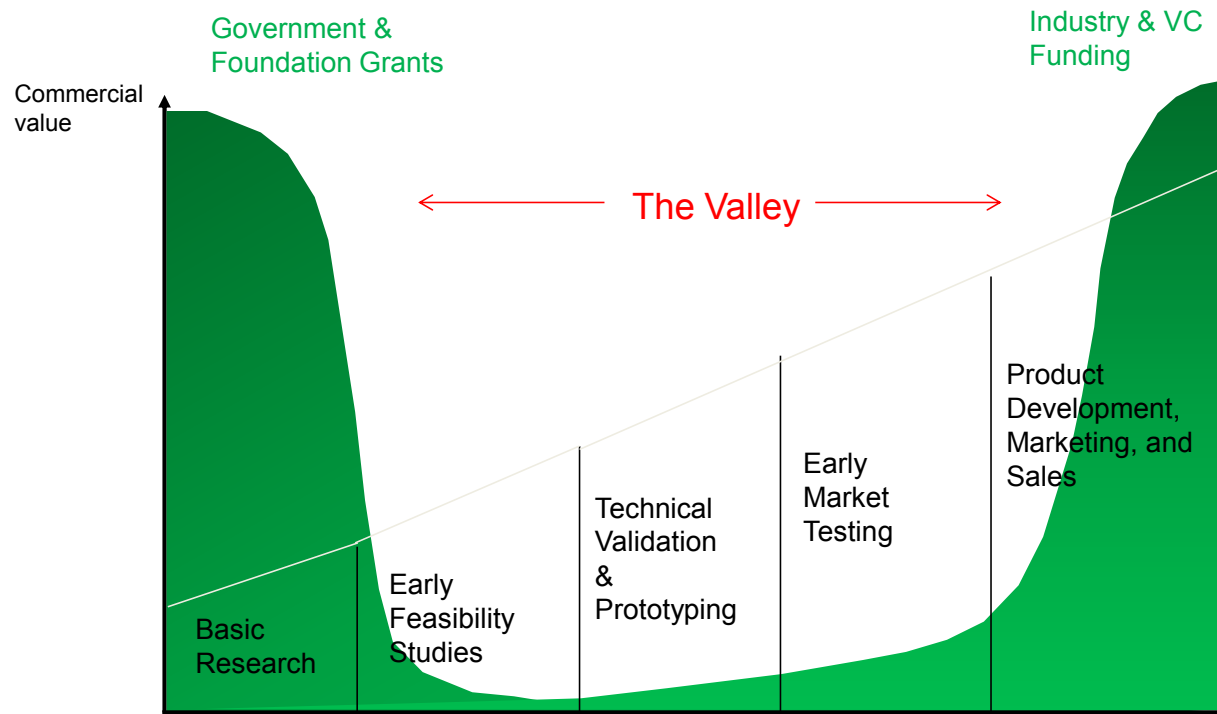
*155 U.S. Universities' 2014 Gross Licensing Revenue*

Source: AUTM 2014 Survey Data

Few inventions see the light of day!

Fewer still make any money!

## What is “The Valley of Death”



Courtesy: Orin Hershowitz, Columbia Technology Ventures

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# **Learning to face & overcome the challenges**

## Innovation is a team sport! A marathon and not a sprint



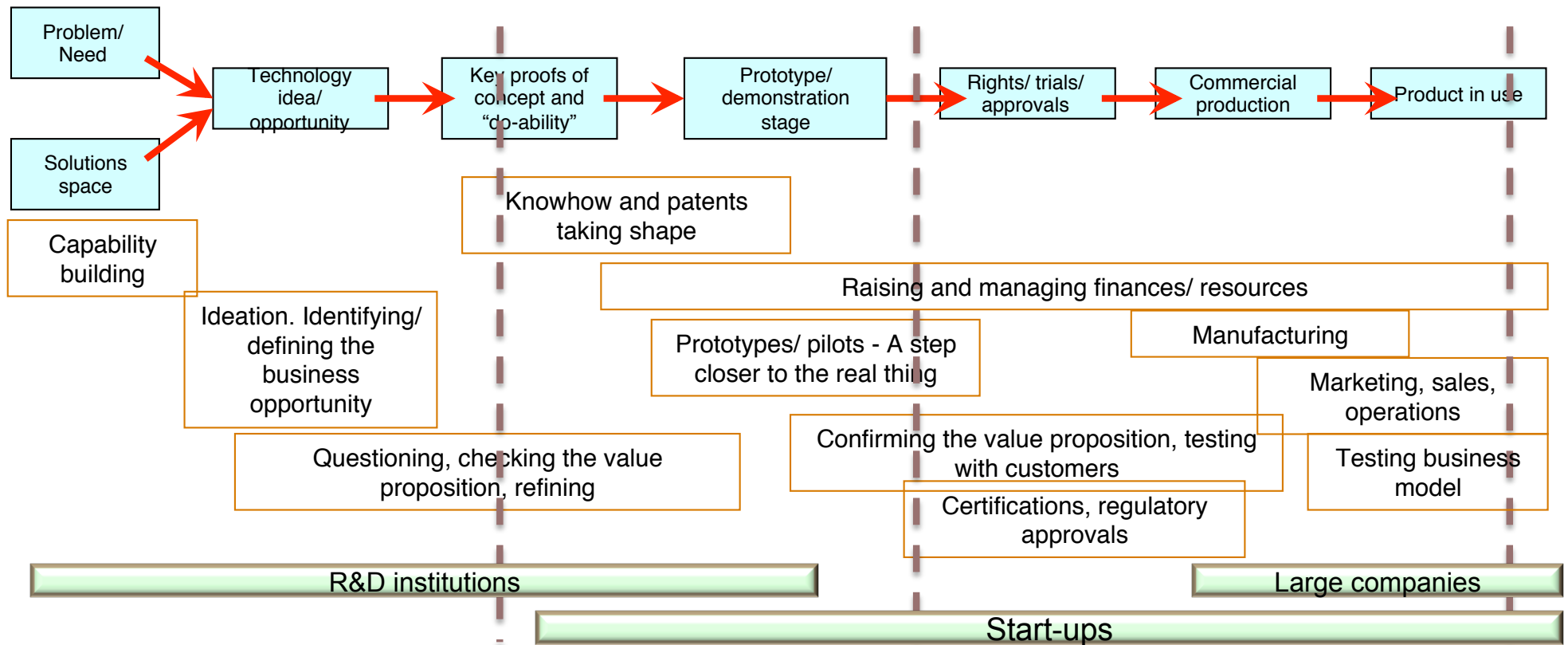
Usain Bolt  
100 m dash



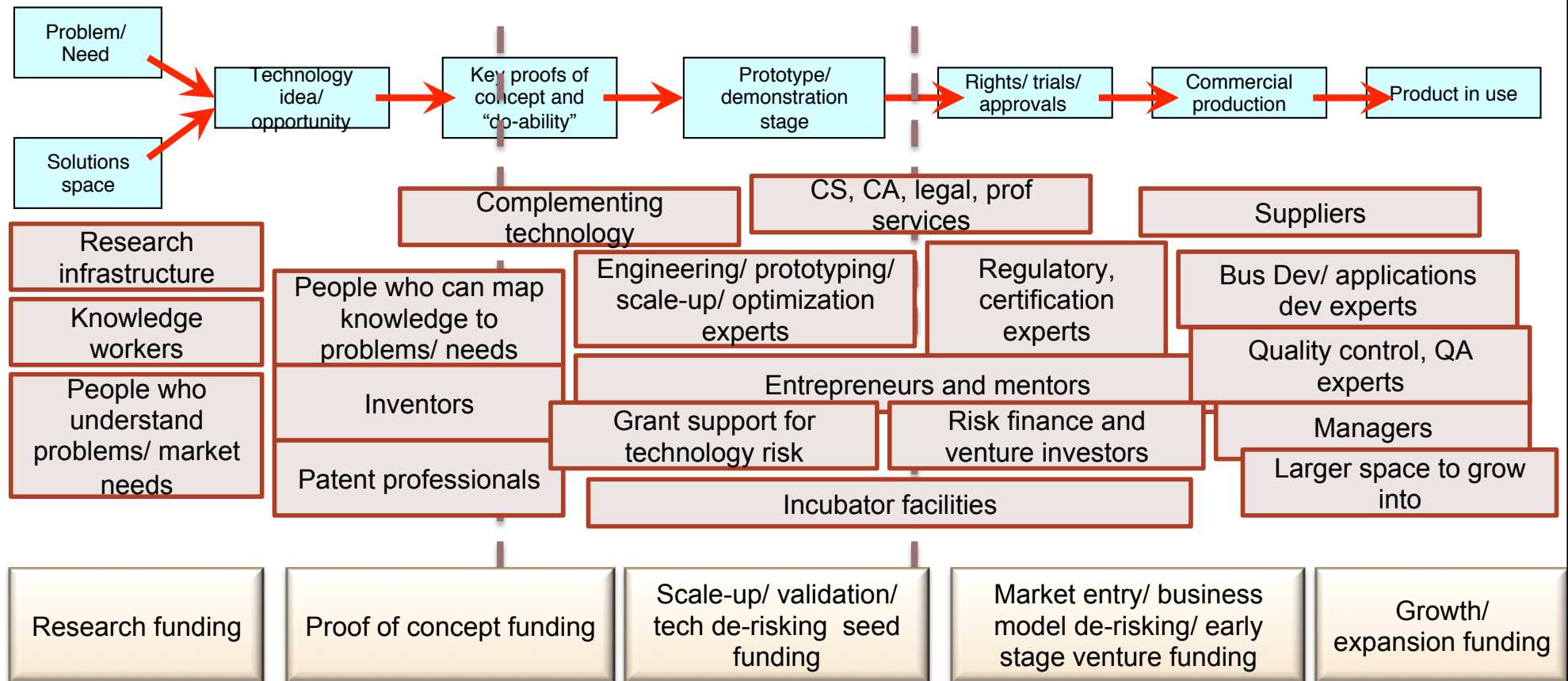
Eliud Kipchoge + 43 world class athletes  
Marathon in 2 hours

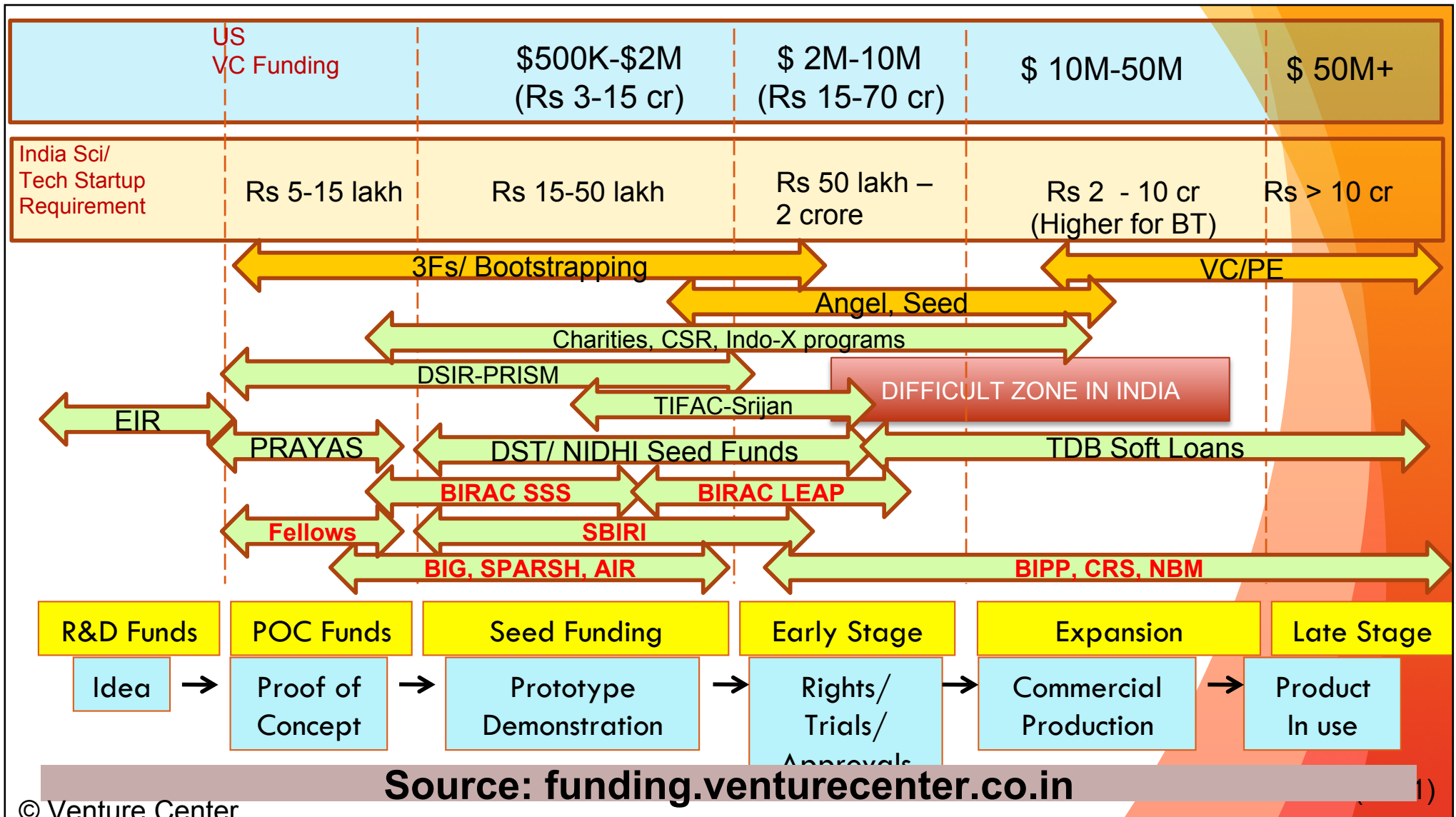


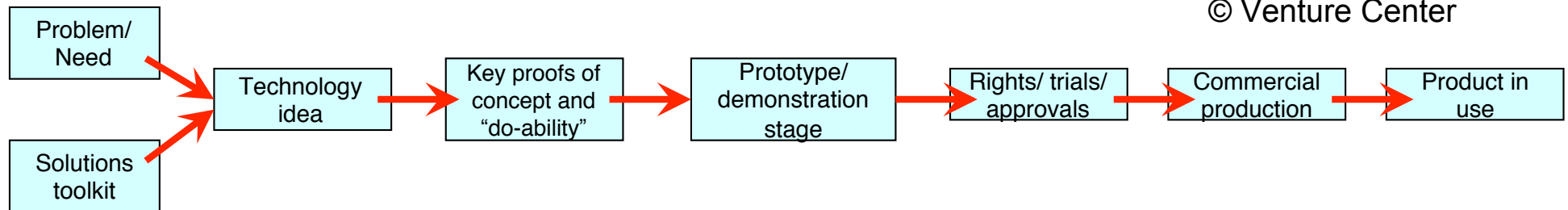
# The innovation journey



# Tech commercialization – The ecosystem







**Invention**

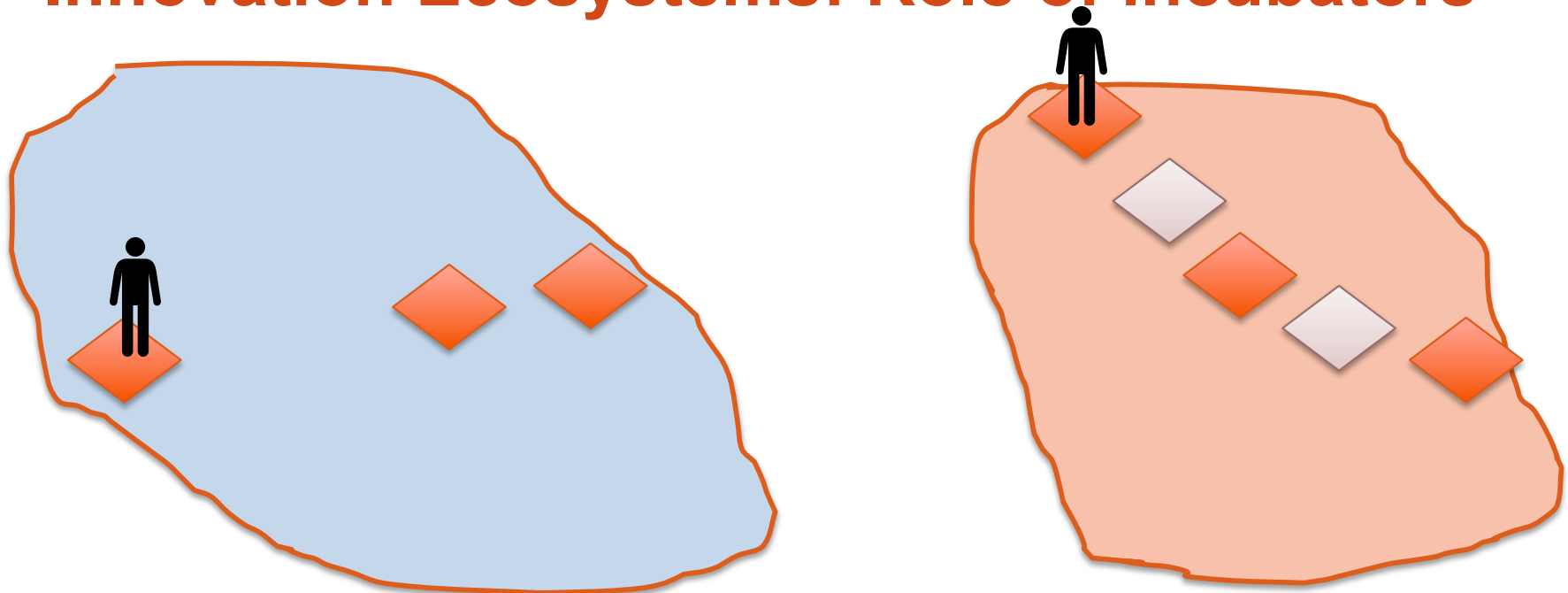
**Entrepreneurship – The vehicle for **delivering innovations** in a **sustainable** and **scalable** manner!**



PETER DRUCKER

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# Venture Center's Stepping Stone Model for Innovation Ecosystems: Role of incubators



Which pond? Which path? Which stones are missing? Fill in the missing stones.

# Spin-out companies from CSIR-NCL



**GENRICH**  
Membranes Pvt. Ltd.

Silk Biomaterials

PLLA implants

Compostable packaging

Gas separation products

**ABHIRUCHI  
PROBIOTICS**



*Your Health our Interest*



**BAREFEET**  
ANALYTICS

Probiotics for humans and animals

Biosurfactant products

Food industry testing at scale



Point of Care Diagnostics for UTI/AMR

Medical Diagnostics

TB Diagnostics

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## Leading Edge Technologies with Global Impact

Showcasing **Venture Center technologies** already in the market

**1st in India**



**NobleExchange**

City-scale demonstration  
of organic waste  
conversion to BioCNG

**1st in India**



**air**

CDSCO-approved  
Circulating Tumour Cell  
diagnostic solution

**1st in World**



**JEEVTRONICS**

Dual-powered hand-  
cranked defibrillator

**1st in India**



**INDIUS  
MEDICAL TECHNOLOGIES**

US FDA approved spinal  
implants

**1st in India**



**Tridiagonal<sup>®</sup>  
Solutions**

compute | innovate | develop

India's top Process  
Modelling & Simulation  
Experts

**1st in India**



**GREEN PYRAMID<sup>™</sup>  
BIOTECH PVT LTD**

Biosynthesized  
biosurfactant-based fruit  
& vegetable cleaning &  
preservation solutions

**1st in India**



**flytbase**

Software platforms for  
commercial drones

**1st in India**



**OmniBRx<sup>®</sup>  
BIOTECHNOLOGIES**

Disposable bioreactors  
for biopharma

**1st in India**



**Mylab**

Discovery solutions  
Translating Discovery to Delivery

CDSCO approved  
indigenous RT-PCR and  
Antigen Test for COVID19

# Lessons

- ◆ Innovation is very important for the socio-economic development of India.
- ◆ Tech transfer income is not a good indicator of economic value created by innovation! Innovation funding attracted by the idea is a better measure.
- ◆ But we need to have a more nuanced and less naïve understanding of innovation. Ecosystem in India is growing but we have lots to do.
- ◆ It is important to:
  - ◆ Play a portfolio game & not look for winners upfront
  - ◆ Focus on attracting innovation funding & risk capital; rest will follow
  - ◆ Build supportive & rich ecosystems anchored by incubators
  - ◆ Value & nurture “entrepreneurs” as key success factors
  - ◆ It is a marathon and not a sprint



# Intellectual Property

# **What is intellectual property?**

# Intellectual property rights

- **Intellectual Property (IP)** rights are the legally recognized exclusive rights to creations of the mind like inventions; literary and artistic works; designs; and symbols, names and images used in commerce
- For a limited period of time (varies for each IP)
- Rights are geographically limited to the region where the law applies. (Ex: Indian patents are valid only in India)
- Enable people to earn recognition/ strategic/ financial benefit from what they invent or create

# VALUING INTANGIBLES

Tangible assets are easy to value. They're typically physical assets with finite monetary values, but over the years have become a smaller part of a company's total worth. As technology disruption continues, and organisations increasingly rely on emerging developments in artificial intelligence, robotics and cloud computing, intangible assets have grown to represent the lion's share of corporate valuations. But without a physical form and the ability to easily convert them into cash, working out what these assets are truly worth can be challenging.

## THE EIGHT KEY INTANGIBLE CATEGORIES

The majority of these categories can be protected by intellectual property, according to Aon



**01**  
**INTELLECTUAL PROPERTY**  
Assets created of the mind, such as patents, copyrights, trademarks and trade secrets



**02**  
**B2B RIGHTS\***  
Rights of value generated between businesses, such as royalty and licensing agreement



**03**  
**BRAND\***  
Value associated with consumer perception, such as brand equity



**04**  
**HARD INTANGIBLES\***  
Assets that tend to sit on balance sheets as a specific item, such as goodwill or software licences



**05**  
**DATA\***  
Stored information on computer systems, such as customer lists



**06**  
**NON-REVENUE RIGHTS**  
Assets that don't tend to affect any revenue generation, such as non-competition agreements



**07**  
**RELATIONSHIPS**  
Value associated with people/corporation networks

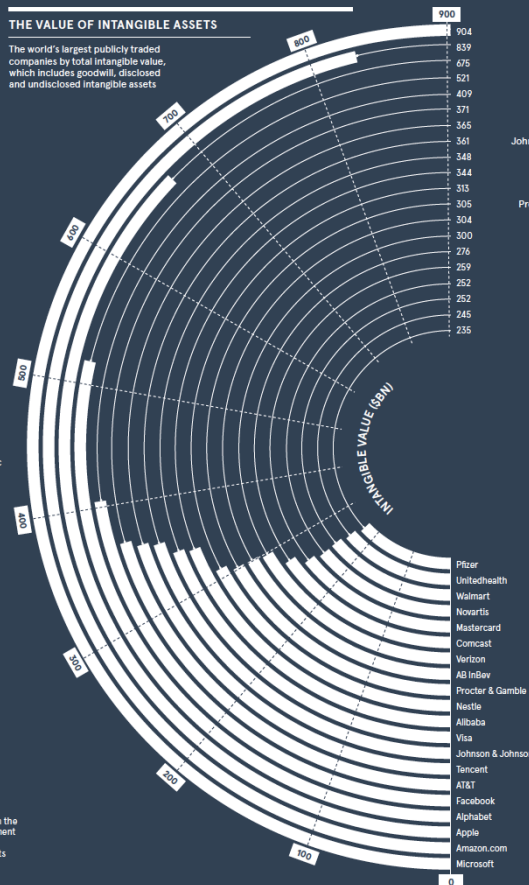


**08**  
**PUBLIC RIGHTS**  
Rights of value generally in the public interest or government handled, such as planning permission or drilling rights

\*Can be protected by intellectual property  
Aon/Pwncern Institute 2019

## THE VALUE OF INTANGIBLE ASSETS

The world's largest publicly traded companies by total intangible value, which includes goodwill, disclosed and undisclosed intangible assets



## HOW SENIOR INVESTMENT DECISION-MAKERS VIEW INTANGIBLES

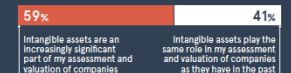
A company's intangible assets contain important information about the future strength of its business model



Conventional valuation methods such as discounted cash flow are inadequate without thorough consideration of intangible assets



The role of intangible assets in investment assessment

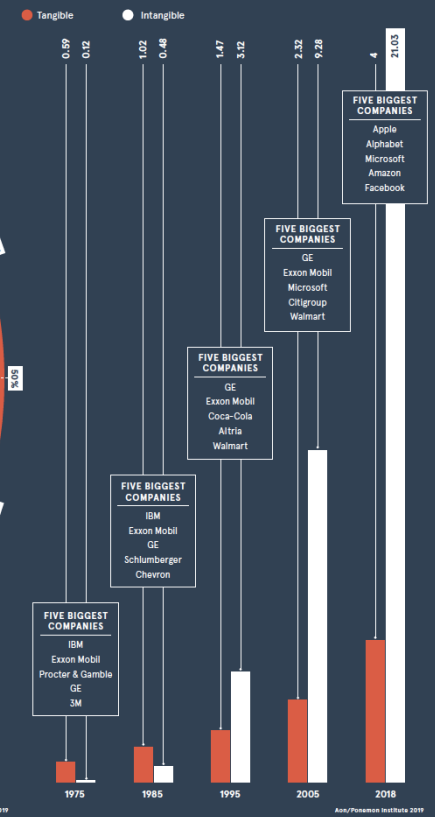


Intangible assets are an increasingly significant part of my assessment and valuation of companies as they have in the past

Columbia Threadneedle Investments 2019

## TANGIBLE VERSUS INTANGIBLE ASSETS COMPARISON

How companies on the S&P 500 have historically valued their tangible and intangible assets (in trillion dollars)



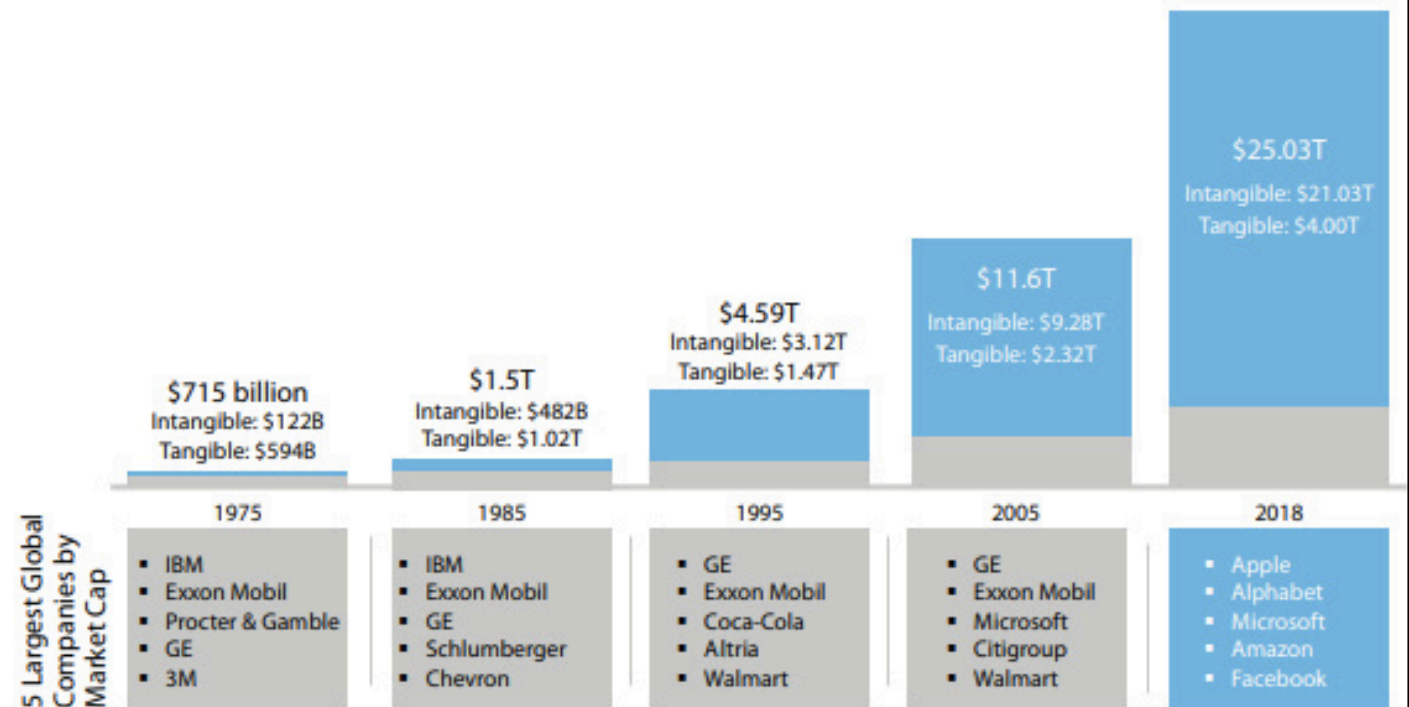
## Tangible Assets vs. Intangible Assets for S&P 500 Companies, 1975 – 2018

### Tangible Assets

- Easy to value
- Thick & efficient secondary markets
- Insurable

### Intangible Assets

- Difficult to value
- Thin & inefficient secondary markets
- Difficult to Insure



# Forbes

SPECIAL ISSUE

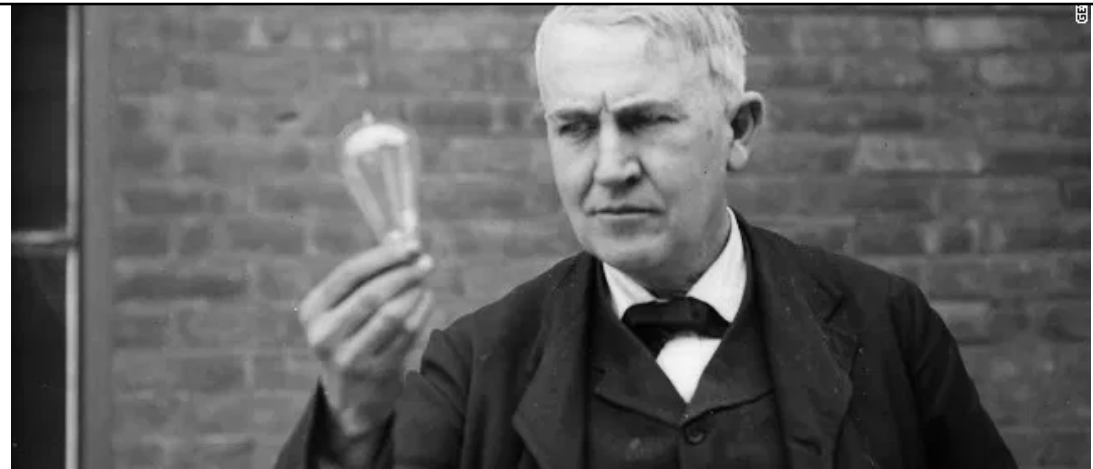
## Billionaires

www.forbes.com

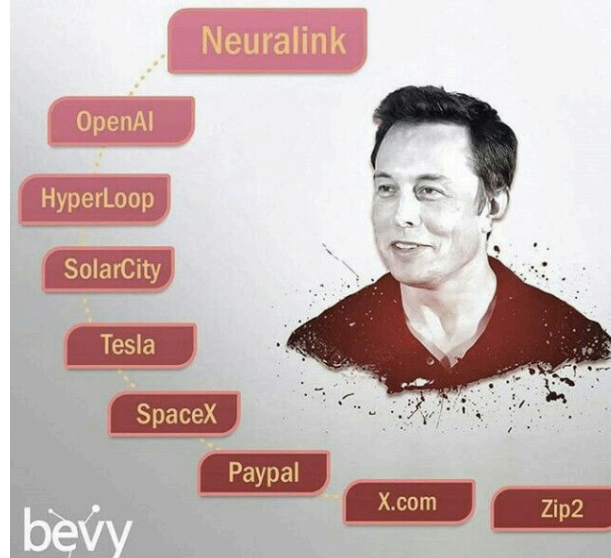


## THE WORLD'S RICHEST PEOPLE

- MEET 64 NEW FACES OF MONEY
- BUFFETT CLOSES IN ON GATES
- LONDON'S BAD BOY BILLIONAIRE



This man is only going forward to reach new levels



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# Quick introduction to IP

## ***No disclosure***

- Trade secret: Not publicly disclosed. Information access controlled by CA/NDA.

## ***Disclosure + formal rights***

- Patent: Public disclosure. Right to exclude others for 20 years.
- Industrial design
- Copyright
- Trademark
- Plant varieties
- Others (circuit layouts, geographical indications)



# One Product many IP rights



## Trademark

- Logo
- iPhone
- Ringtones

## Copyright

- Software
- User Manual
- Images (Icons)
- User Interface

## Patents

- Pinch to Zoom
- Data processing methods
- Imaging techniques

## Industrial Design

- Look of the phone
- Shape of buttons
- Shape of icons
- Display

Based on slide of Ashutosh Prachand (<http://www.techex.in/> )

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# Patents and their genesis

# The deal between the State and the inventor

**20 years to  
exclude others  
from practicing  
your invention**



**Full disclosure  
and  
practice invention  
in the State**

## Why the deal?

- To accelerate the process of inventions in society
- To not loose inventions as a society because of non-disclosure
- To induce inventors to practice the invention in the jurisdiction.

# THE HISTORY OF PATENT LAW

## GREEK COLONY OF SYBARIS

Chefs in Sybaris could be granted a monopoly for one year for creating particular dishes

500 BCE

1<sup>ST</sup>

Intellectual property protection reference

## VITRUVIUS PROVES INTELLECTUAL PROPERTY THEFT

Vitruvius served as a judge for a literary contest in Alexandria, Rome

257-180 BCE

He exposed the guilty poets who were then tried, convicted, and disgraced for stealing the words and phrases of others

## HINTS OF INTELLECTUAL PROPERTY RIGHTS IN EARLY ROME

Roman jurists discussed ownership interests regarding intellectual work and differentiating between ownership, such as owning a painting vs owning a table the painting is standing on

1-100 BCE

The Roman poet Martial referenced literary piracy when he wrote a poem calling out someone named Fidentinus for their attempts to steal his work

In the poem, Martial also tells Fidentinus that he will let Fidentinus recite the poems if they are cited as Martial's or sell them to Fidentinus

## FIRST STATUTE TO PROTECT INVENTOR'S RIGHTS IN FLORENCE

The statute was passed on June 9th, 1421 to architect Filippo Brunelleschi

1421

It recognized the rights of inventors to their intellectual property and had a built-in incentive mechanism recognizable in modern patent law

Unfortunately, the statute was only ever granted to Brunelleschi

## ITALY STATUTE INVENTOR'S EXCLUSIVE RIGHTS TO THEIR CREATION

1<sup>ST</sup> Lasting patent that provided intellectual property protection

1474

The statute is particularly notable for including recognition of the rights of inventors, an incentive mechanism, compensation for infringement, and a term limit on inventors' rights

## ENGLISH CROWN GRANTS MONOPOLIES

Queen Elizabeth I herself granted around 50 patents that enabled the recipients to exercise monopolies over manufacturing and trade of commodities

1561-1610

Elizabeth I and her successor, James I, granted monopolistic patents to favorites, in interest of replenishing royal coffers

James I was forced to revoke all previous patents

<https://onlinellm.usc.edu/blog/history-of-patent-law/>

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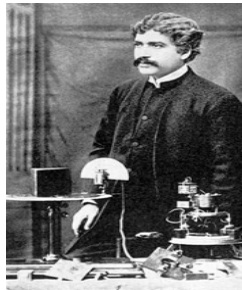
# Patents – not really new to India!

**M Visvesvaraya, 1899**



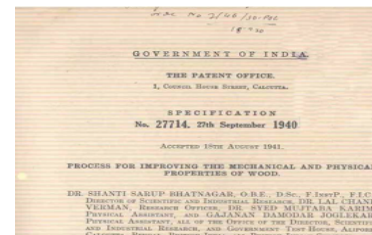
**Automatic gates**

**JC Bose, 1905**



**First US patent granted to an Indian**

**SS Bhatnagar, 1930-1959**



**29 patents.  
Industrial collaborations**

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## The new role models



**Frances Arnold, Cal Tech**  
Nobel Prize (2018)  
Gevo, Provivi, Aralez Bio



**Jennifer Doudna, UC-B**  
Nobel Prize (2020)  
Mammoth Biosciences



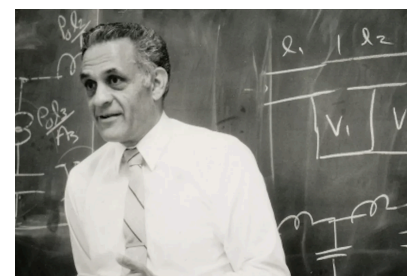
**Ugur Sahin & Ozlem Tureci**  
mRNA Vaccine for COVID19  
BioNTech



**Bob Langer, MIT**  
Patents 1400; h index 280  
More than 20 startups



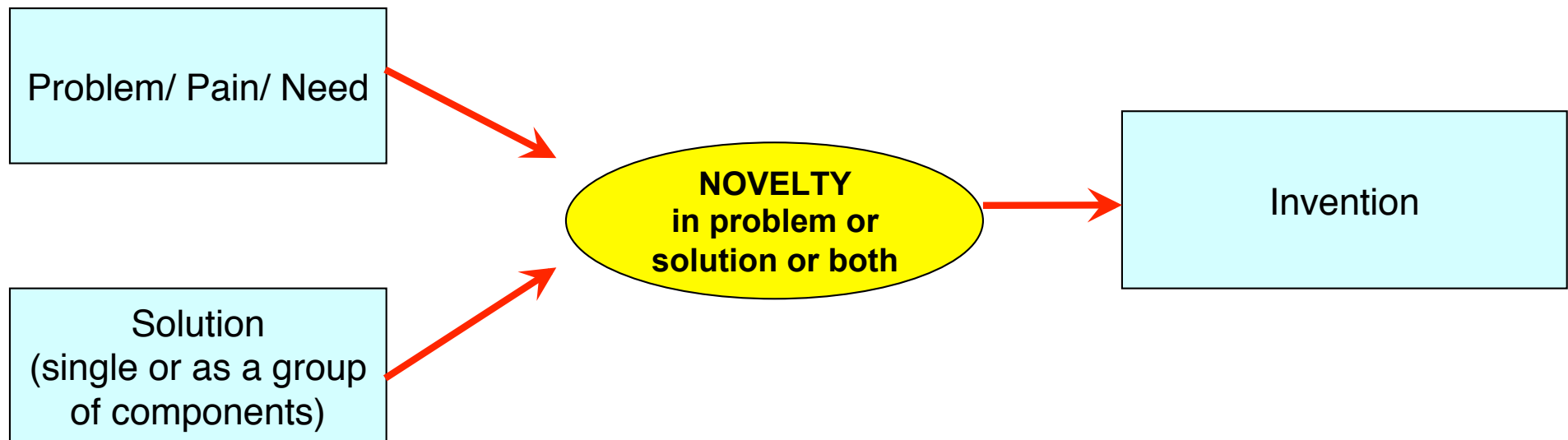
**Richard Friend, Cambridge**  
1000 publications. 20 patents  
3 startups



**Amar Bose, MIT**  
Bose Corporation

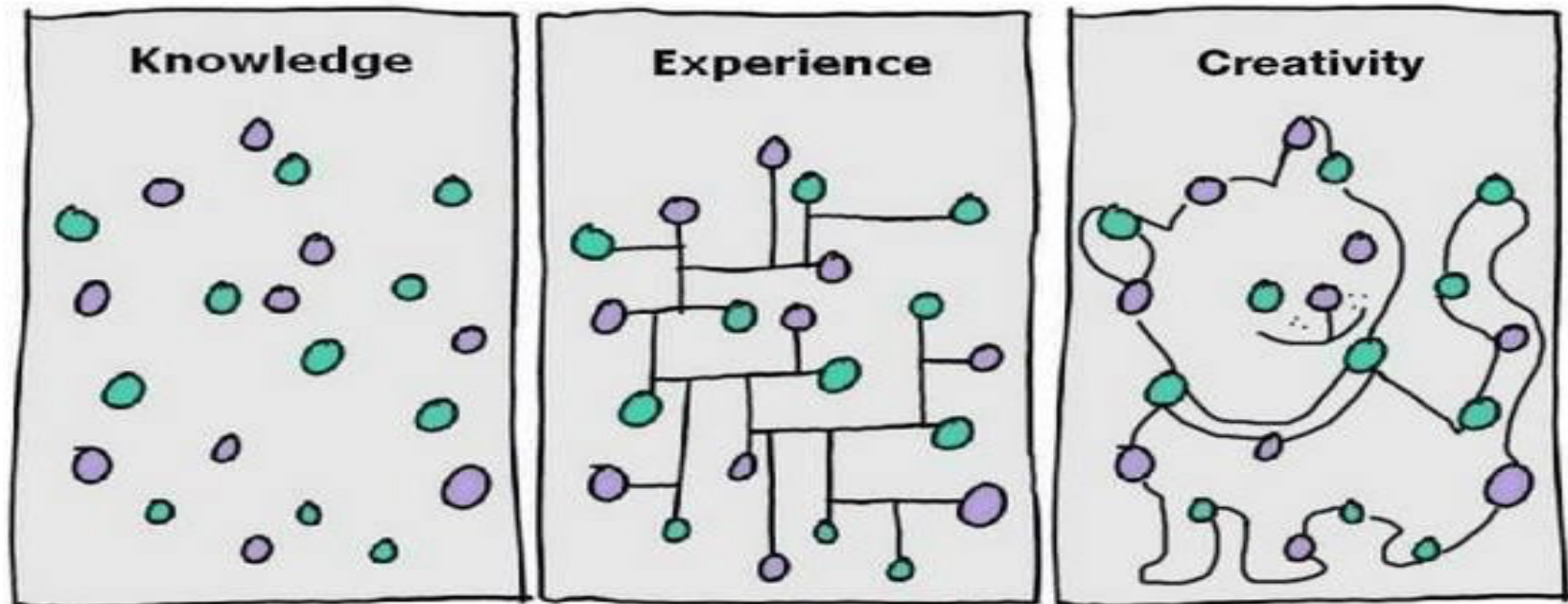
# Creating and identifying inventions

# Technology & Invention: Connecting the dots!





# Creativity in connecting the dots!



<https://www.linkedin.com/pulse/knowledge-experience-creativity-dr-anadi-sahoo/>

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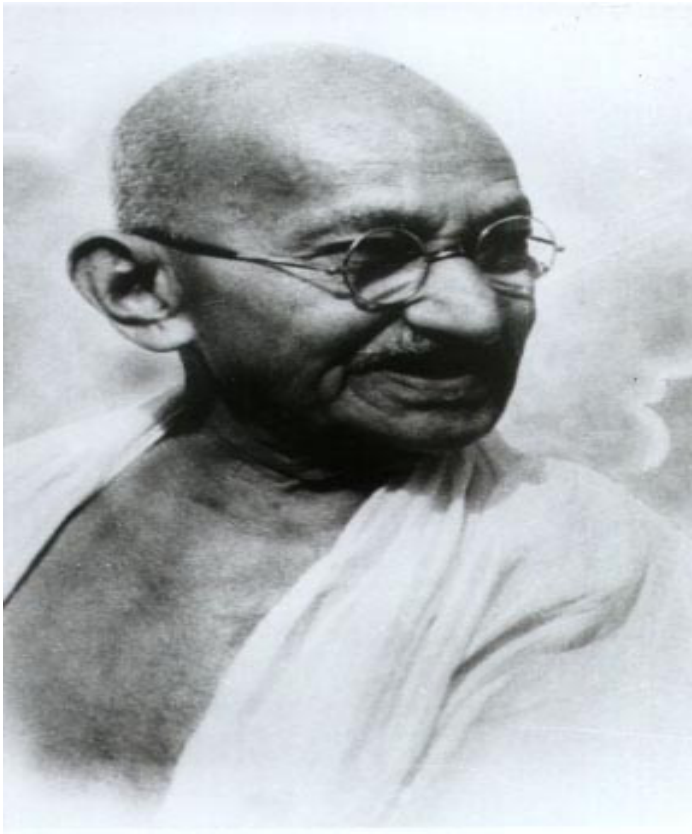


# Spotting inventions

- ◆ Most patents/IP are *incremental*. Do not glamorize “breakthrough” or “disruptive” inventions.
- ◆ As long as it serves the strategic/tactical needs of your company and the cost (cash and other costs) is within your reach, consider filing.
- ◆ Look for the aspects of your knowhow that are *technically challenging* or required a *key insight/ connect* (but could be very simple) to arrive at.
- ◆ ***Do not shoot down ideas too soon*** on “inventive step/ non-obviousness” grounds

**Why you should care?**

**Patents help attract resources and partners to your ideas.  
They actually put inventions in public domain.**



"I would prize every  
invention of science made  
for the benefit of all.

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# Uses of patents for startups

- ◆ Protecting before disclosure to funding agencies/ investors/ incubators etc  
→ *freely speak to funding agencies* and investors.
- ◆ Providing *sharper definition and credibility* to the knowhow → indicates some prior art assessment has been done.
- ◆ Creating *pockets of value separate from the inventors* → patents → reduces risks for investors; creates opportunities like licensing
- ◆ Indicating awareness and *sensitivity to IP issues* → indicates focus on creating shareholder value
- ◆ *Keeps doors open for you* to pursue a line of R&D before somebody else closes the door on you.
- ◆ Tactical uses → *Getting somebody to the discussion/* negotiation table. Creating balanced positions.
- ◆ Claiming *credit and visibility* for your startup. Indicator of inventive capacity.
- ◆ Sustainable *competitive edge* → hence, interesting for “investors”

# In your innovation journey, reduce IP risk

- ◆ Do you have freedom to operate/practice? Any uncertainty there that needs checking?  
Do you need back up plans?
  - ◆ File early
  - ◆ Do a FTO analysis.
  - ◆ Research alternatives for sourcing, methods etc.
- ◆ What is the risk to your own patents/ IP getting granted? Contested? Invalidated?
  - ◆ Quality of drafting
  - ◆ Expedited grant
- ◆ What is the risk of somebody bypassing your IP?
  - ◆ Draft carefully. Structure claims smartly.
  - ◆ Create a portfolio instead of standalone IP
- ◆ Risk of theft of IP
  - ◆ Sign contracts with employees, partners etc
  - ◆ Sign NDAs with collaborators
  - ◆ Keep paper trail of sharing confidential information
  - ◆ File patents/ IP

# Uses of patents for R&D Labs

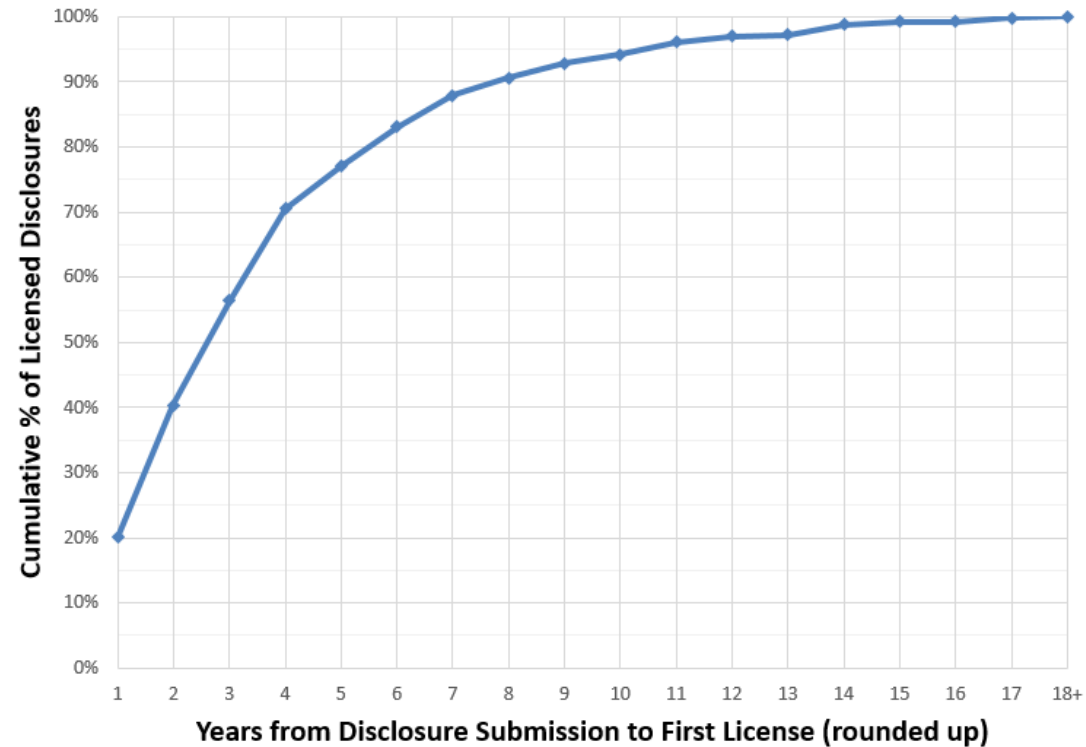
- ◆ *Keeps doors open for us* to pursue a line of R&D before somebody else closes the door on you. Time to evaluate emerging technology opportunities.
- ◆ Sustainable *competitive edge* for licensors. Improves case for commercialization.
- ◆ Protecting before disclosure → *freely speak to other scientists, funding agencies* and commercial partners.
- ◆ Claiming credit and visibility. *Indicator of inventive capacity*. Best marketing tool for even sponsored research contracts.
- ◆ Alignment with *National IPR Policy*; Contribution to India's standing in the Global Innovation Index.
- ◆ Others

## Sources of value in technology transfer

- ◆ Knowhow + Freedom to Operate
- ◆ Right to exclude others from practicing the art (valid patent rights) → Source of sustainable, competitive advantage !
- ◆ Research and technical support for validating, scale-up, valorizing knowhow/patent rights and commissioning.

## Inventions Often Take Years to Get Licensed:

Only ~55% of Deals Done by Year 3, only 85% by Year 6



Source: Review of elapsed time from invention submission to executed license, for ~400 executed licenses covering ~700 inventions, 1982 until 2014 (32 years)

Courtesy: Orin Hershowitz, Columbia Technology Ventures

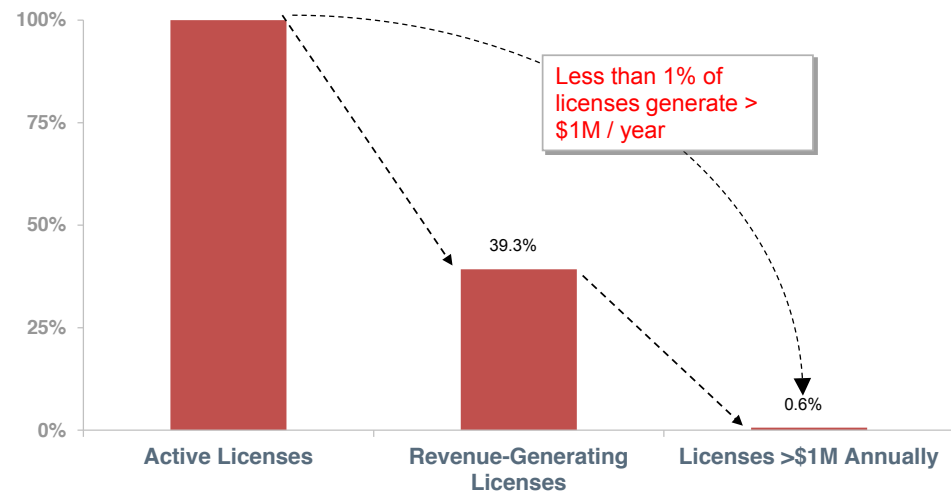
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## “Blockbusters” Drive Most of the Revenue, But are Rare

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% of active licenses



Source: AUTM Licensing Survey (FY04)

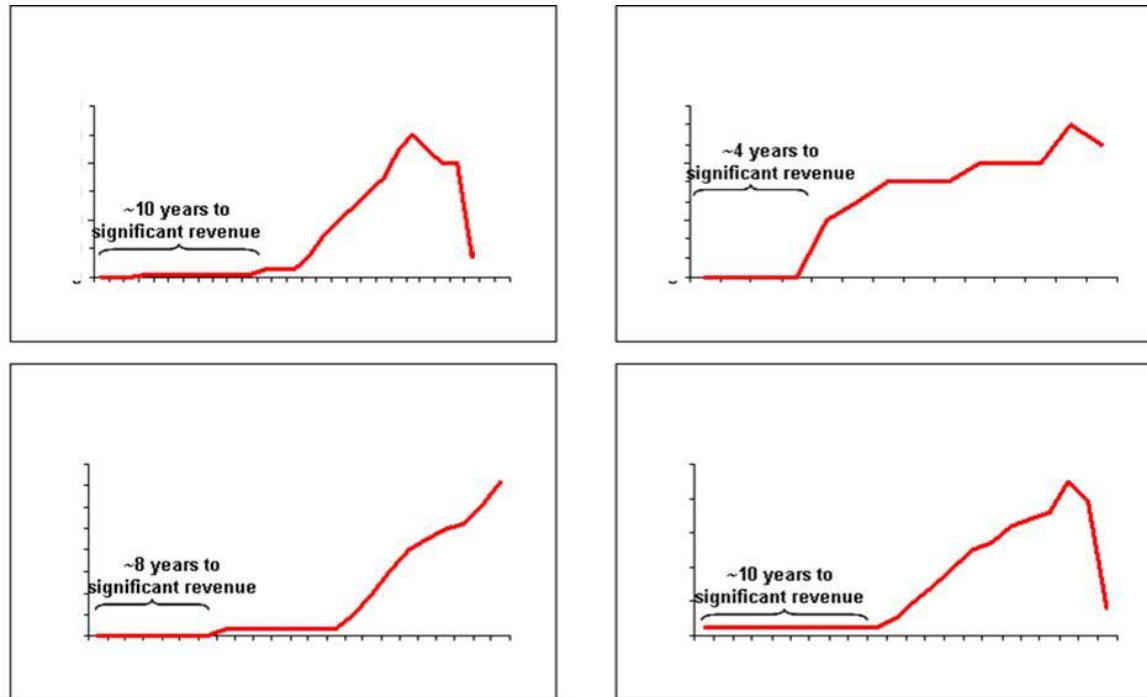
Courtesy: Orin Hershowitz, Columbia Technology Ventures

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## “Big Winners” Take Many Years To Develop ... And Aren’t Always Obvious at the Time

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Columbia’s Four Biggest Revenue Producers  
(Revenue per Year)



# Lessons

- ◆ **Intangible assets rule the world today.**
- ◆ **IP is crucial in an economy dominated by intangible assets.**
- ◆ **For people in scientific R&D and scientific entrepreneurship, inventions hold a special place.**
- ◆ **Patents are the top IPR for protecting inventions**
- ◆ **R&D institutions and startups need to build IP portfolios smartly.**
  - ◆ Look out for IP opportunities
  - ◆ Do not neglect IP. They are reasons why somebody will invest serious resources on your own ideas!
  - ◆ Play a portfolio game & do not look for winners upfront
  - ◆ Invest to create “Technology Options” and keep door open long enough to explore/reveal commercial potential
  - ◆ Ideas take time to show results. Be patient.
  - ◆ Success is not entirely in your hands. The ecosystem matters.

# Final word

A better mindset –

I want to see my ideas in use.

Can my ideas attract –

- ◆ innovation funding to advance the idea
- ◆ risk capital investment to advance the idea
- ◆ Industry partners to advance the idea
- ◆ full-time entrepreneurs to advance the idea

I will start by protecting my ideas to make my idea an attractive candidate to invest in.

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