



Licensing Executives Society
(U.S.A. and Canada), Inc.

Visit us at
www.usa-canada.les.org

LES 2004 WINTER MEETING

SAN FRANCISCO

Licensing Converging Technologies - Bridging the Gap

FEBRUARY
11-13, 2004

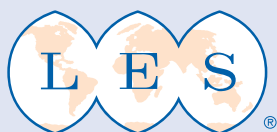
— WITH —
LES Add-on Seminars and
LES Professional Development Series

**WESTIN
ST. FRANCIS
HOTEL**

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Founded in 1966, the Licensing Executives Society (U.S.A. & Canada), Inc. is a professional society comprised of over 5,000 members engaged in the transfer, use, development, manufacture and marketing of Intellectual Property. The membership includes a wide range of professionals, including business executives, lawyers, licensing consultants, engineers, academicians, scientists and government officials. Many major companies, professional firms, and universities are represented within the Society's membership. Licensing Executives Society (U.S.A. & Canada), Inc. is a member society of the Licensing Executives Society International, which has a worldwide membership of over 10,000 members in more than 27 national societies, representing over 60 countries.



Licensing Executives Society
(U.S.A. and Canada), Inc.

WELCOME!

Join us in San Francisco at the Westin St. Francis Hotel for the LES 2004 Winter Meeting, "Licensing Converging Technologies – Bridging the Gap," February 11-13. The San Francisco area is home to biotechnology, information technology and nanotechnology. A short drive down the peninsula or across the Golden Gate or Bay Bridge will take you to premier companies and universities that are developing products where healthcare and high technology come together.

This meeting will address the convergence of technologies and how they will effect numerous industries. What are these technologies? How are they converging? How will it affect the future of our business endeavors? What are the implications for licensing and intellectual property? These questions and more will be addressed along with converging networking opportunities to include evening receptions and a Tech Fair.

San Francisco, with its diverse cultural history, is the obvious choice for the LES 2004 Winter Meeting. We look forward to seeing you in San Francisco!

Regards,

Gary and Valerie Hooper
Meeting Chairs

WEATHER AND DRESS

San Francisco is known for its mild winter climate. The daytime temperatures average about 50 degrees. Evening temperatures are cooler, so sweaters or warm jackets are recommended. It is advisable to check national weather conditions when packing for the meeting.

For receptions and each day's educational programming, business casual attire is the norm for men and women. Remember, meeting room temperatures and personal comfort zones vary widely. It is recommended that you bring a sweater or jacket to the sessions.

2004 WINTER MEETING COMMITTEE

President
Kathleen Denis

Meeting Chairs
Gary and Valerie Hooper

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Plenary Sessions
Gary Hooper

Workshops
Mark Holmes
Joseph Yang

Add-ons
Arlene Morris

Healthcare
Jack Anthony

University
Katharine Ku
Linda Chao

Technology
Larry Udell



TUESDAY, FEBRUARY 10

4:00-6:00 p.m. Registration

WEDNESDAY, FEBRUARY 11

7:00 a.m.-6:00 p.m. Registration
 7:30-8:30 a.m. Add-on/PDS Continental Breakfast
 8:00 a.m.-5:00 p.m. LES Professional Development Series
Fundamentals of Intellectual Asset Management
 8:30 a.m.-5:00 p.m. Add-on: Healthcare
 8:30 a.m.-5:00 p.m. Add-on: University
 8:30 a.m.-5:00 p.m. Add-on: Technology
 10:00-10:30 a.m. Coffee Break
 12 noon-1:30 p.m. Add-on Lunch: Keynote Speaker,
 Christine Peterson, President, Foresight Institute
 12 noon-1:30 p.m. PDS Lunch
 3:00-3:30 p.m. Coffee Break
 6:00-8:00 p.m. Welcome Reception "A Taste of San Francisco"

THURSDAY, FEBRUARY 12

7:00 a.m.-5:00 p.m. Registration
 7:30-8:15 a.m. Continental Breakfast
 8:30 a.m.-5:00 p.m. LES Professional Development Series
Fundamentals of Intellectual Asset Management
 8:15 a.m.-12 noon **Plenary Session**
 8:15-8:30 a.m. Welcoming Remarks
 8:30-10:00 a.m. Convergence in the Sciences: The Interaction of
 Nanotechnology, Biotechnology, and Computation
 10:30 a.m.-12 noon Licensing in a Changing Environment
 10:00-10:30 a.m. Coffee Break
 12 noon-1:30 p.m. Lunch
 1:30-3:00 p.m. **Concurrent Workshops**

- 1: Convergence of Platform Technologies in Diagnosing and Treating Disease
- 2: Systems Biology Deal Making
- 3: Nanotechnology IP Licensing: Think Big, But Keep Your Feet on the Ground!
- 4: You Want How Much?!: Elements of a Business Savvy IP Strategy

2:00-5:00 p.m. **Intermediate PDS Workshop** – Indemnification: Don't Bet the Company!

3:00-3:30 p.m. Coffee Break

3:30-5:00 p.m. **Concurrent Workshops**

- 5: Commercialization of Converging Technologies: Strategic Business and IP Considerations
- 6: Off P&L Financing Strategies: What's Left and What Works?
- 7: The Courts Giveth, the Courts Taketh Away: Recent Litigation Affecting Industry-University Relations

8: Latent Semantic Analysis: New Intellectual Property Data Search Technology For Non-Obvious Licensing Opportunities

5:00-6:00 p.m. Technology Opportunities Forum

6:00-11:00 p.m. Reception/Dinner "Fusion Food"

FRIDAY, FEBRUARY 13

7:00 a.m.-3:00 p.m. Registration
 7:30-8:30 a.m. Continental Breakfast
 8:30 a.m.-5:00 p.m. LES Professional Development Series
Fundamentals of Intellectual Asset Management
 8:30 a.m.-12 noon **Plenary Session**
 8:30-10:00 a.m. Convergence: Strange Marriages, Uncertainty and Opportunity
 10:30 a.m.-12 noon Executing Convergence with Open Source Software: Benefit or What?
 10:00-10:30 a.m. Coffee Break
 12 noon-1:30 p.m. Lunch
 1:30-3:00 p.m. **Concurrent Workshops**

- 9: Nanotechnology: From History to Hyperbole to Headlines
- 10: Protecting Your Downside While Maximizing Your Upside: Protective Provisions in Biotech Deals
- 11: Special Topics in Applying Open Source Methods and Licensing
- 12: Arbitration Provisions in License Agreements: Domestic and International Arbitration

2:00-5:00 p.m. **Intermediate PDS Workshop** – Pricing License Agreements: A Case Approach

3:00-3:30 p.m. Coffee Break

3:30-5:00 p.m. **Concurrent Workshops**

- 13: The Convergence of Food and Pharma to Address the Needs of a Maturing Population
- 14: Materials Technology Transfer: Filling the Opportunity Gap
- 15: How to Write a Compelling Business Plan Involving Substantial IP Licensing Issues
- 16: Boilerplate Provisions: Are They Worth Fighting Over?

6:00-10:00 p.m. Trustees' Reception/Dinner (by invitation only)

7:00-11:00 p.m. Optional Event: Yoshi's Jazz Club

SATURDAY, FEBRUARY 14

8:30 a.m.-5:00 p.m. Trustees' Meeting
 8:30 a.m.-12 noon LES Professional Development Series
Fundamentals of Intellectual Asset Management
 9:00 a.m.-5:00 p.m. Optional Event: Wine Tour
 10:00-10:30 a.m. Coffee Break
 12 noon-1:00 p.m. Trustees' Lunch
 12 noon-1:00 p.m. PDS Lunch

HEALTHCARE ADD-ON SEMINAR

7:30-8:30 a.m. Continental Breakfast

10:00-10:30 a.m. Coffee Break

12 noon-1:30 p.m.

Add-on Lunch – Keynote Speaker:
Christine Peterson, President,
Foresight Institute

3:00-3:30 p.m. Coffee Break

Business Development - The Future: Complexity and Opportunity

Being labeled a “deal maker” hardly begins to describe the job of a business development executive today. Understanding the changing world of technology, the daily advances in science and medicine, the political, social, competitive and regulatory environments in which we operate. All while struggling to get our unique messages out as the number of biotechnology companies grows and the number of global pharmaceutical companies shrinks.

These are but some of the challenges life-sciences business development people find themselves facing as they implement strategies for survival and growth. The Add-on Seminar will discuss bigco's and smallco's, vaccines and venture capitalists, the needs of physicians and the reimbursement

systems that pay them, the beginnings of biotech and insights into tomorrow. This is also your opportunity to quiz pharmaceutical company executives during the session: “Questions I Always Wanted Somebody Else to Ask.”

Moderator

Jack Anthony, Senior Vice President,
Business and Commercial Development,
Tularik Inc.

Speakers

**San Francisco: The Beginning of
the Beginning**

Dave Goeddel, Chief Executive Officer,
Tularik Inc.

What Does the Physician Need Now?

Carlos Camargo, Endocrinology Clinic,
Stanford University

Vaccines: Everything that's Old is New Again

Frank Cano, Chairman and CEO, *Vaxin*

Big Pharma and Biotech:

A Forever Evolution?

Ken Weg, Chairman, *Clearview Projects*

Venture Capital Today: Still Listening?

Nick Simon, General Partner, *MPM Capital*

How Much Novelty Can Payers buy?

Ann Morgan Vickery, Health Practice
Director, *Hogan & Hartson*

Brave New World, Brave New Relationships
Glenn Rice, Vice President, *SRI*

**No Numbers, Just Thoughts on Business
Development's Place/Role in the Coming
Years**

Mark Edwards, Managing Director,
Recombinant Capital

What Does the Word Franchise Mean?

Ed Saltzman, President, *Defined Health*

**Biogen/Idec: Is the Whole Bigger than the
Sum of the Pieces?**

Mary Tanner, Senior Managing Director,
Bear Stearns

**Moving from Business Development
to the CEO Spot**

Ed Jennings, President and CEO, *Angiogenix*

**Professional Forum – Questions I Always
Wanted Someone Else to Ask**

Tamar Howson, Senior Vice President, *BMS*

Gary Cupit, Vice President, *Novartis*

Joe McCracken, Vice President, *Genentech*

Scott Foraker, Vice President, *Amgen*

Ray Halls, Executive Director, *Merck*

Lisa Riccardi, Vice President, *Pfizer*

*Tickets may be purchased for the Welcome
Reception by individuals who attend only
the Add-on Seminars for an additional cost
of \$100 per person (see registration form).*

TECHNOLOGY ADD-ON SEMINAR

7:30-8:30 a.m. Continental Breakfast

10:00-10:30 a.m. Coffee Break

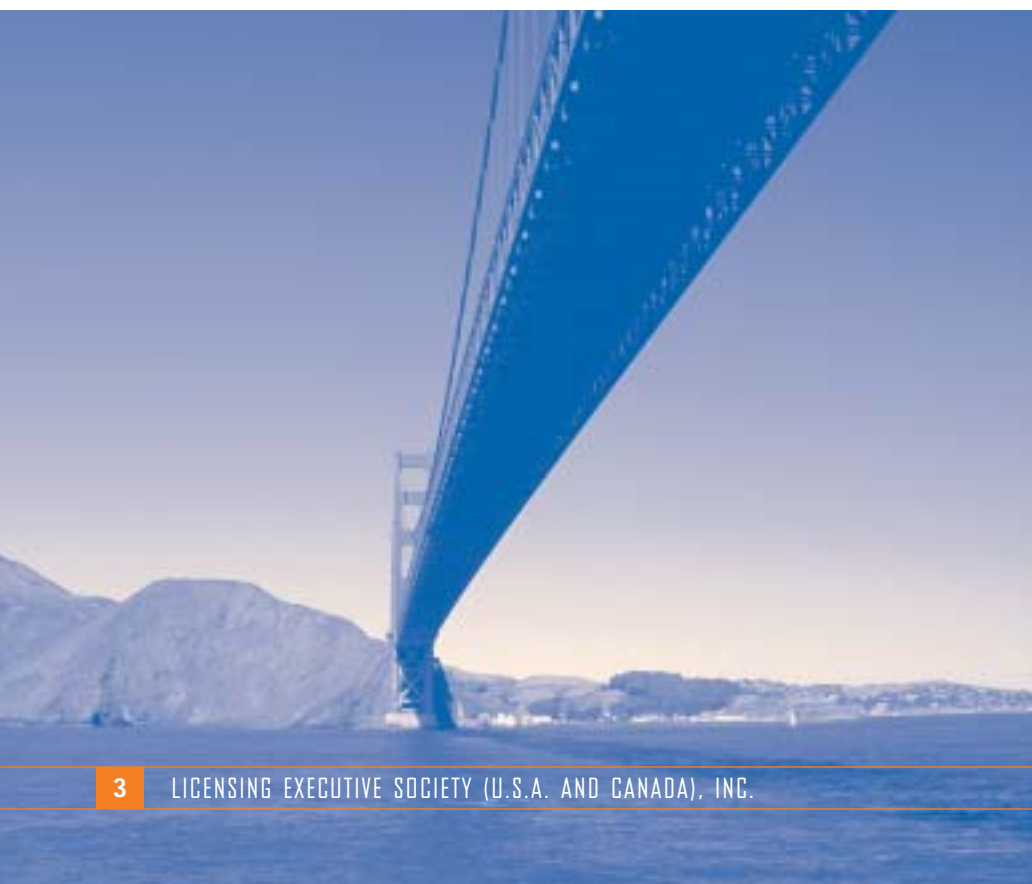
12 noon-1:30 p.m.

Add-on Lunch – Keynote Speaker:
Christine Peterson, President,
Foresight Institute

3:00-3:30 p.m. Coffee Break

Commercializing Intellectual Property: From Concept to Product to Market

This Add-on Seminar will provide multiple perspectives on the path to both creating a new product and the transition from invention to commercialization. It will cover aspects of the “Creation Process,” how to stimulate in-house innovation, how to analyze and determine the potential new product value and the return on investment, along with methods for validating



the legal aspects of licensing and branding new IP technologies.

Presentations will be by successful inventors, federal lab personnel and corporate experts responsible for introducing new technologies. Licensing professionals and new product marketing executives will also be included.

Moderator

Lawrence J. Udell, Executive Director, *Intellectual Property International, Ltd.*

Speakers

From Invention to Product

The Creation Process – Invention Motivation

William C. Torch, Chairman, Eye-Com Corporation, Director, *Washoe Sleep Disorders Center*

Utilizing Federal Laboratories to Leverage IP
Craig Smith, Licensing Manager, Sandia National Laboratories, *U.S. Department of Energy*

Methods to Analyze New Product Potentials

Damon C. Matteo, Vice President, *Palo Alto Research Center*

Increasing IP Success with New Organizational Designs

Donna Hamlin, Ph.D., President, *Hamlin-Harkins, Ltd.*

Technology to Business: Bridging the Gap

Michael Wynblatt, Director, Venture Technology, *Siemens Technology*

From Product to Market

IP Growth Through Collaborations

Deborah Rozman, President, *QuantumIntech, Inc.*

Validating the Intellectual Property

Todd Dickinson, Partner, *Howrey, Simon, Arnold & White*

Branding New IP Technologies

Mary Lynn Coyle, Branding and Corporate Communications Consultant

Licensing Your IP – The Intelligent Alternative

Mark Holmes, President, *IP Venture Group, LLC*

Justification for Investment – Risk Versus Rewards

Joe Boeddeker, President, *Venture Growth Alliance, LLC*

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UNIVERSITY ADD-ON SEMINAR

7:30-8:30 a.m. Continental Breakfast

10:00-10:30 a.m. Coffee Break

12 noon-1:30 p.m.

Add-on Lunch – Keynote Speaker:

Christine Peterson, President, *Foresight Institute*

3:00-3:30 p.m. Coffee Break

Don't Be Left Behind: License Early Stage Technologies

There is a long history of innovations from academic labs revolutionizing the marketplace, from recombinant DNA to high speed DSL. Business leaders in leveraging disruptive technologies forge strong relationships with universities and government labs. The morning session will address how these partnerships help these leaders achieve goals from product and revenue opportunities to patent peace, and showcase successes as well as promising new technologies for the future. The afternoon session will feature experiences from companies who have successfully taken multidisciplinary technologies, from bioinformatics to nanotechnology, to market under a variety of licensing models.

Moderators

Katharine Ku, Director, Office of Technology Licensing, *Stanford University*

Linda Chao, Licensing Associate, Office of Technology Licensing, *Stanford University*

8:30-8:40 a.m.

Welcome

Katharine Ku, Director, Office of Technology Licensing, *Stanford University*

8:40-10:00 a.m.

Achieving Business Goals by Partnering with Universities and Government Labs

Milton Chang, Managing Director, *INCUBiC*
Ira Blumberg, Director of Licensing, *Intel Corporation*

Bryan Roberts, General Partner, *Venrock Associates*

Margaret Horn, Vice President and General Counsel, *Genencor International*

10:30-11:30 a.m.

Keynote Speaker: Challenges and Opportunities in Nanotechnology

Michael Heller, Professor, Bioengineering and Electrical and Computer Engineering Departments, *University of California*

11:30 a.m.-12 noon

Technology Showcase

1:30-3:00 p.m.

The "Quantum Dot" Story: Hear about a Successful Nanotechnology Startup from Academic Breakthrough to Products on the Market for Drug Discovery and Development

Viviana Wolinsky, Licensing Manager, Technology Transfer Department, *Lawrence Berkeley National Laboratory*
Ken Barovsky, Vice President and IP Counsel, *Quantum Dot Corporation*

Moderator

Laura Mazzola, Chair, *NanoBioConvergence*

3:30-5:00 p.m.

Bioinformatics: Exploring the Range of IP and Licensing Issues in the Convergence of Biotech and Information Technology

Fred Farina, Assistant Director, Technology Transfer, *California Institute of Technology*
Charles Williams, Director, Office of Software and Copyright Ventures, *University of Washington*

Moderator

James DeGraw, Partner, *Ropes & Gray*

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THURSDAY, FEBRUARY 12

8:15-8:30 a.m.

Welcoming Remarks

8:30-10:00 a.m.

Convergence in the Sciences: The Interaction of Nanotechnology, Biotechnology, and Computation

The increased pace of change in many of the sciences over the past decade has become apparent even to the general public. Popular magazines and the press have highlighted the new understanding of biological processes through such landmarks in a science as the Human Genome Project, the astounding changes in computational capabilities, and the equally amazing developments in constructing devices at the scale of a human cell or smaller. More recently, there has been much talk about the possibilities emerging from a convergence of these different disciplines, often described as “info-nano-bio.” Inevitably, this has created a great deal of heat and very little light. It is important to understand what is real and what is hype in this rapidly developing and poorly understood interface between the sciences. The symposium today will provide you with one window (there are many) to the fascinating opportunities now opening up through the interactions of concepts and researchers that had previously occupied separate realms of science.

Moderator

Marvin Cassman, Executive Director, *California Institute for Quantitative Biomedical Research*

Speakers

Andrej Sali, Ph.D., Professor, Departments of Biopharmaceutical Sciences and Pharmaceutical Chemistry, and California

Institute for Quantitative Biomedical Research, *University of California*

S. Shankar Sastry, Ph.D., Chair and Professor, Department of Electrical Engineering and Computer Science, *University of California*

Luke Lee, Ph.D., Assistant Professor, Department of Bioengineering, *University of California*

10:00-10:30 a.m.

Coffee Break

10:30 a.m.-12 noon

Licensing in a Changing Environment

Even though the role of licensing may change within different organizations its importance is relatively constant. Licensing lessons learned in the past can help guide us as we face the uncertain future. In this session we will learn from the past as we visualize the role of licensing in growing companies, from start-ups to late stage. We will also look at a potential growing area of interest, biogenerics. Are there licensing issues here of which we should be aware?

Moderator

Arlene Morris, Chief Executive Officer, *Affymax*

Speakers

The Role of Licensing in the Growth and Transformation of Millennium
Vaughn Kailian, Vice Chairperson, *Millennium Pharmaceuticals, Inc.*

Biogenerics: The Good, The Bad, and The Ugly

Steve Usdin, Senior Editor, *BioCentury Publications*

The Changing Biotech Model

Brian Atwood, Co-founder and Managing Director, *Versant Ventures*

FRIDAY, FEBRUARY 13

8:30-10:00 a.m.

Convergence: Strange Marriages, Uncertainty and Opportunity

In science and technology, new fields, or new connections within previously only loosely-connected scientific fields, are developing rapidly and providing exciting possibilities for new technologies and great scientific advances. For example, interfield connections such as in silico biology (semiconductor/biochemistry); software/biochemistry (data mining, unclogging the masses of sequenced data); and nanotechnologies are emerging.

The session will focus on problems and issues resulting from this technology convergence, examining the impact on intellectual property, valuation, nomenclature, healthcare and bioethics issues, among others. These issues have been generated by the discontinuities in the legal, business and ethics environment resulting from the intersection of these new, hybrid technologies.

The lack of comfortable and well-understood connections among science, law, business and ethics can lead to uncertainty and volatility—and thus to opportunity for those who understand the issues and in many cases to those who help define the answers.

Moderator

Bruce W. Jenett, Co-Chair, Life Sciences & Technology National Practice Group, *Heller Ehrman White & McAuliffe*

Speakers

Leighton Read, General Partner, *Alloy Ventures*

Annika M. Rienmann, Principal, *Houlihan Valuation Advisors*

Paul Davis, Co-Chair, Patent & Trademark National Practice Group, *Heller Ehrman White & McAuliffe*

Kirk Hanson, Executive Director, Markkula Center for Applied Ethics, *Santa Clara University*

STATEMENT ON SPONSORSHIP AND PROMOTION

Licensing Executives Society (U.S.A. & Canada), Inc. does not permit: (1) sponsorship of private functions conflicting with any scheduled Society event, or (2) public promotion of any private function occurring during the meeting, unless explicitly authorized by the Board of Trustees.

10:00-10:30 a.m.

Coffee Break

10:30 a.m.-12 noon

Executing Convergence with Open Source Software: Benefit or What?

The debate on Open Source Software is heated and diverse. What exactly is "Open Source" and what is it *not*? How does a company make money developing for open source vs. proprietary software? How does the strategy of a pure Open Source vendor relate to, or differ from, that of a company like IBM? How does Open Source provide a freedom to operate and how does that relate to breakthrough or converging industries like bioinformatics? Is Open Source an anti-IP rights business model? Does the application of Open Source practices to open standards address or solve the practical RAND dilemma? Is this a class uprising in the software business that threatens Microsoft and other established commercial leaders? Is it possible for companies advocating Open Source to leverage their own IP downstream? Where is Open Source headed in terms of future developments and fields beyond software?

Moderator

Tim O'Reilly, Founder and Chief Executive Officer, *O'Reilly & Associates*

Speakers

Mark Webbink, General Counsel, *RedHat Inc.*

Jason Matusow, Shared Source Initiative Program Manager, *Microsoft*

Bruce Perens, Author, Consultant and Contributor, *GNU/Linux*

Richard E. Campbell, Partner, *Knobbe Martens Olson & Bear*

Mike Michalyszyn, General Counsel, *QNX Software Systems Ltd.*

Lawrence Rosen, General Counsel, *Open Source Initiative*

**HOTEL DEADLINE IS
JANUARY 12, 2004**

THURSDAY, FEBRUARY 12

PDS Workshop (LICENSING)

Indemnification: Don't Bet the Company!

Mark C. Lehberg, Partner, *Gray Cary Ware & Freidenrich LLP*

The obligation to indemnify a licensee can be a multi-million dollar risk exposure. This interactive session will focus on indemnification provisions included in many license agreements. The Workshop will include a review of indemnification provisions included in agreements and how such provisions allocate certain risks between the parties. Participants will learn from other participants how different companies deal with this key risk management provision. After participating in this Workshop, licensing professionals will be able to more productively analyze or re-analyze their own indemnity provisions offered to customers and the indemnification offered by third party licensors.

FRIDAY, FEBRUARY 13

PDS Workshop (VALUATION)

Pricing License Agreements: A Case Approach

Michael R. Bredahl, Principal, *IAComm*

This interactive session will help participants apply widely-used valuation approaches to an opportunity to out-license a technology. The objective of this Workshop will be to develop a proposal to upper management regarding the pricing of the license, including the running royalty rate and any upfront payment. Participants will learn to use the market approach and a variation of the income approach known as the profit-split method to prepare their proposal to management.

Each of these Professional Development Series (PDS) Workshops meets one of the PDS Workshop Requirements for the Intermediate level series. They are also open to all meeting attendees on a space-available basis. Because class size is limited to 25, both PDS students and other interested participants are asked to sign up for this Workshop in advance by contacting Judy Walter (703-299-8211; jwalter@les.org). Tickets for any remaining spaces will be made available at the LES Registration desk onsite at the Meeting. Additional information about the Professional Development Series can be found on the LES website.

THURSDAY, FEBRUARY 12 ■ 5:00-6:00 p.m.

TECH FAIR

LES is pleased to offer a table top Tech Fair and networking opportunity to be held on Thursday afternoon prior to the reception and dinner that evening. This forum will provide companies, universities, research institutes and government laboratories an opportunity to present their inventions, development capacity and commercialization opportunities related to Healthcare, High Technology, Agriculture, Food, Energy, Chemicals, and Materials Industries in a relaxed networking setting.

This opportunity forum is intended to provide participants efficient, high quality networking interactions leading to new deal-making as well as insights from others engaged in technology transfer. This event will also provide a chance to explore technologies available, and to discuss opportunities with potential licensees or strategic partner candidates attending the winter meeting. Forum participants will be provided a 6' x 30" table space to place brochures and tabletop displays.

To participate, you will need to register for the Winter Meeting and pay a \$100 fee to reserve a tabletop display. To submit your request, please use the separate tabletop space request form located on the meeting website.


If you have any questions, please contact Mary Johnson at 703-836-3106 or e-mail: johnsonm@les.org.

CONVERGENCE	HEALTHCARE	HIGH TECH	LEGAL
<p>1: Convergence of Platform Technologies in Diagnosing and Treating Disease</p>	<p>2: Systems Biology Deal Making</p>	<p>3: Nanotechnology IP Licensing: Think Big, But Keep Your Feet on the Ground!</p>	<p>4: You Want How Much?!: Elements of a Business Savvy IP Strategy</p>
<p>James Watson, Director, Strategic Partnering Services <i>Burrill & Company</i></p> <p>Scott Foraker, Vice President, Licensing, <i>Amgen, Inc.</i></p> <p>Jack Anthony, Senior Vice President, Business & Commercialization, <i>Tularik Inc.</i></p> <p>As we better understand the underlying mechanisms of disease, platform technologies increasing converge to focus on the diagnosis and treatment. Since the diagnostic and therapeutic technologies that work for one disease are not always transferable to another, companies that wish to be competitive in multiple therapeutic areas may need to license technologies much different from their own (e.g. small molecules versus antibodies). This need provides a unique set of challenges for licensing professionals. Panel members will share their experiences in licensing technologies that are outside of their companies historic comfort zone.</p>	<p>James Erickson, Director, Business Development, <i>Entelos</i></p> <p>Systems biology is a rapidly growing field and has been identified as one technology that will enable companies to address the looming productivity crisis within the pharmaceutical industry. The purpose of this workshop will be to discuss this new field in the context of its being a convergent of life science, IT, knowledge management, mathematics and engineering. The goal will be to provide a forum for discussing the implications of such deals on the future of pharmaceutical development.</p>	<p>Donald Featherstone, Director, <i>Sterne, Kessler, Goldstein & Fox PLLC</i></p> <p>Matthew Murphy, <i>Nanosys</i></p> <p>Jennifer Fonstad, <i>Draper Fisher Jurvetson</i></p> <p>Michael Specht, <i>Sterne, Kessler, Goldstein & Fox PLLC</i></p> <p>With all the excitement and hype surrounding nanotechnology, how can companies and universities implement effective nanotechnology licensing strategies? The answer: Think Big, But Keep Your Feet on the Ground. This workshop explores what this means in the context of nanotechnology IP licensing. The workshop will compare and contrast the evolution of biotechnology IP licensing to that of the early stages of nanotechnology IP licensing.</p>	<p>Joseph Yang, Counsel, <i>Skadden, Arps, Slate, Meagher & Flom LLP (Moderator)</i></p> <p>Kent Richardson, Vice President, Intellectual Property, <i>Rambus, Inc.</i></p> <p>Ron Epstein, CEO, <i>IPotential</i></p> <p>This workshop will focus on using IP to protect, grow and add value to your business. Wondering how to sign a multi-million dollar patent license with a customer? Hear an insider's view into how companies that have been successful at doing this have created real, sustained-value licensing programs. The presenters will share their experiences on how (1) to build a sustainable business model addressing a company's business objectives and market realities, (2) building a sales presentation that will really sell, and (3) working with executive management to ensure their commitment to the completion of the process (especially when the realities of litigation set in). A portion of the workshop will be presented in 3-D.</p>



CONVERGENCE	HEALTHCARE	INDUSTRY/UNIVERSITY	LEGAL
<p>5: Commercialization of Converging Technologies: Strategic Business and IP Considerations</p>	<p>6: Off P&L Financing Strategies: What's Left and What Works?</p>	<p>7: The Courts Giveth, the Courts Taketh Away: Recent Litigation Affecting Industry-University Relations</p>	<p>8: Latent Semantic Analysis: New Intellectual Property Data Search Technology for Non-Obvious Licensing Opportunities</p>
<p>Alan Hauser, Senior Business Manager, <i>Motorola Life Sciences</i></p> <p>Advancements at the interface between bioscience and miniaturization methods hold promise for significant commercial benefit. Despite the potential of converging bio-nano-IT innovations, the innovating company, whether an up-start attacker or a large incumbent, is not guaranteed success. Moreover, history reveals mixed results at best for the innovator. Thus, how to assess "who will win?" in this highly competitive space is one of several questions relating to commercializing converging technologies that will be addressed. Other business and IP management issues relating to convergence also will be presented.</p>	<p>Ken Clark, Managing Director, Technology Transactions Group, <i>Wilson Sonsini Goodrich & Rosati</i></p> <p>Michael Brinkman, <i>CIBC World Markets</i></p> <p>The workshop will review the history of off-P&L financings in the biotech industry, from R&D Limited Partnerships in the early '80's to SWORDS in the late 80's and early 90's as well as some of the off P&L abuses of Enron and Elan. Learn about the key accounting changes that followed the Enron and Elan transactions, but with a particular emphasis on what the new rules still permit. Deals that companies are doing today that are effectively "Off-P&L," including "carve-out" and "balance sheet leveraging" transactions, and some others that companies could consider doing will be highlighted.</p>	<p>John Wetherell, <i>Pillsbury Winthrop LLP</i></p> <p>The value of your intellectual property can be changed dramatically by court decisions. This session will review recent decisions including <i>Integra Lifesciences I, Ltd. v. Merck KgaA</i>, which affect the value of your patents, especially those of the type commonly held by universities and small companies. Learn about what you may have been given, what may have been taken away and how to go forward licensing and enforcing your IP</p>	<p>Mark Holmes, President, <i>IP Venture Group LLC</i> (Moderator)</p> <p>Andy Gibbs, President and Chief Executive Officer, <i>PatentCafé.com, Inc.</i></p> <p>Thomas Colson, President and Chief Executive Officer, <i>IP.com, Inc.</i></p> <p>Jack Skeels, Chief Operating Officer, Vice President, Product Development, <i>PLX Systems, Inc.</i></p> <p>This workshop will present a number of case studies where LSA technology and other progressive search approaches are being deployed in the intellectual property industry for competitive advantage in the identification of licensing opportunities, relevant patent and non-patent prior art, and infringement / invalidity analysis. The panelists will cite various attributes of important next-generation search approaches that are being applied today in the intellectual property industry, compare the various approaches, and field specific search methods questions from attendees.</p>
<p>MEETING WEBSITE - WWW.USA-CANADA.LES.ORG</p> <p>Speaker presentations will be available for downloading from the meeting website by January 2004. All registrants will receive a password to access the materials.</p> <p>Please note: There will be no printed copies of the speaker materials on site at the meeting.</p>			

CONVERGENCE	HEALTHCARE	HIGH TECH	LEGAL
<p>9: Nanotechnology: From History to Hyperbole to Headlines</p>	<p>10: Protecting Your Downside While Maximizing Your Upside: Protective Provisions in Biotech Deals</p>	<p>11: Special Topics in Applying Open Source Methods and Licensing</p>	<p>12: Arbitration Provisions in License Agreements: Domestic and International Arbitration</p>
<p>Philip Summa, President, <i>Summa & Allan, P.A.</i></p> <p>Ken Buckingham, Founder, <i>Tiny Technology, Inc.</i></p> <p>The workshop will provide an overview of the term “nanotechnology,” while explaining its delineation into separate fields such as electronics, chemistry, machinery and biology. The workshops will also explain the implications of the “nano” size parameters in each field individually, and then the implications of the potential interactions among separate technologies that arise from the common small sizes.</p>	<p>Randall Sunberg, Partner, <i>Morgan Lewis & Bockius LLP</i></p> <p>Linda Hogan, Vice President, Business Developments, <i>Clearview Projects</i></p> <p>Christine Mayer, Vice President, Global Business Development, <i>Aventis Pharmaceuticals, Inc.</i></p> <p>Big pharma and biotech companies are collaborating and entering into corporate partnering arrangements at an increasing rate. Both sides are most interested in late-stage product opportunities. If the product is a success everyone wins, but under the surface both sides are negotiating increasingly sophisticated protective provisions to limit their downsides in case the outcome is not successful. The workshop will examine these provisions, how they come into the negotiation process and how they play out in the implementation of the deal.</p>	<p>Don Jarrell, President, <i>Digital Thinking, Inc.</i></p> <p>Lawrence Rosen, General Counsel, <i>Open Source Initiative</i></p> <p>Mike Michalyszyn, General Counsel, <i>QNX Software Systems Ltd.</i></p> <p>Embedded systems pose issues regarding delivery; publication requirements; flow-through rights (to modify); and others; that are very different from the desktop and server market and often are bound in characteristics that seem antipodal to Open Source. Under some business models, it may be more profitable to give some of your IP away than to sell it. For example, “Give away the razors, sell the blades” is an archetypal example among patentable subject matter; “Give away the music, sell the concerts and t-shirts” is a current model for copyright. The workshop will address these special considerations.</p>	<p>Rod Berman, Chair, Intellectual Property Department, <i>Jeffer, Mangels, Butler & Marmaro LLP</i></p> <p>The workshop will address selected arbitration provisions and key issues. Why are arbitration provisions in license agreements? Why you should spend time negotiating them? What in general are the upsides of arbitration provisions? What in general are the downsides? What vehicle for arbitration should you use?</p>
<p>REGISTRATION LIST</p> <p>In an effort to better facilitate network opportunities offered, LES will publish a list of registered attendees and organizations on the meeting website prior to the meeting. Check the website often and register early.</p>			

CONVERGENCE	HEALTHCARE	HIGH TECH	LEGAL
<p>13: The Convergence of Food and Pharma to Address the Needs of a Maturing Population</p>	<p>14: Materials Technology Transfer: Filling the Opportunity Gap</p>	<p>15: How to Write a Compelling Business Plan Involving Substantial IP Licensing Issues</p>	<p>16: Boilerplate Provisions: Are They Worth Fighting Over?</p>
<p>Robert Morrison, Vice President, <i>BTG International, Inc.</i></p> <p>Chris Harley-Martin, <i>GlaxoSmithKline</i></p> <p>Mary Maurice, Director, Technology Marketing & Licensing, <i>General Mills, Inc.</i></p> <p>The workshop will address key technology issues relevant to the food/beverage, food supplements, and the pharmaceutical industries. Will an aging and affluent population rely on traditional healthcare to maintain wellness or will the food/beverage and supplement companies step to the plate meet their needs? Or will it be a combination of both? Considering the key market needs including cardiovascular, obesity, menopause, etc., where will the breakthrough come from? How will they be commercialized and who will do it? Case studies/war stories will be used to illustrate successes and failures with the intent to draw out what is needed to ensure more success than failure.</p>	<p>David Braunstein, Vice President, <i>QED Intellectual Property</i></p> <p>G. Alan Osan, <i>McKinsey Consulting</i></p> <p>Walter Copan, Principal Licensing Executive, <i>National Renewable Energy Laboratory</i></p> <p>Robert Gruetzmacher, Director, Technology Commercialization, <i>DuPont Company</i></p> <p>The workshop will focus on the current trends and case histories dealing with IP and licensing for the current and emerging new materials sectors. The need for IP due diligence, structuring of deals, pitfalls to avoid, and value of strategic alliances will also be addressed.</p> 	<p>Linda Chao, Associate, <i>Stanford University</i></p> <p>Ada C. Nielsen, Manager, Commercial Development, <i>BP Chemicals</i></p> <p>Arthur M. Nutter, President and CEO, <i>TAEUS International Corporation</i></p> <p>Dwight C. Olson, Vice President, <i>DSI Technology Escrow Services</i></p> <p>LES members will share their experiences in preparing and presenting business plans for start up companies which involve significant IP licensing issues. Specific examples of successful business plans will be presented and techniques used to catch the attention of investors and venture capitalists will be discussed. The Workshop is being put on in collaboration with the LES Graduate Student Licensing Competition Award Recipients. The team that won the LES Graduate Student Licensing Competition Award will give us their perspective on preparation of a business plan that involves substantial IP licensing and management components.</p>	<p>Russell Levine, Partner, <i>Kirkland & Ellis LLP</i></p> <p>Jonathan Retsky, Vice President & Director, <i>Patent Operations, Motorola, Inc.</i></p> <p>William Hodkowski, Attorney, <i>Agilent Technologies, Inc.</i></p> <p>The workshop will address and debate the pros and cons of boilerplate provisions in license agreements. The clauses that likely will be addressed include choice of forum, choice of law, entire agreement clauses, no waiver clauses, notice provisions and numerous others. The workshop will also discuss and explain how such clauses are treated in litigation, and reveal, perhaps to the surprise of attendees, that such clauses are being enforced by the Courts.</p>



PROFESSIONAL
DEVELOPMENT
SERIES

FEBRUARY 11-14

Fundamentals of Intellectual Asset Management

LES is pleased to offer its popular course, *Fundamentals of Intellectual Asset Management*, in conjunction with the 2004 Winter Meeting. Take advantage of this timely opportunity to learn with your peers and then network with both classmates and meeting attendees at social events.

Please note that this course runs concurrently with the Winter Meeting. Course registrants will not be able to attend program activities at the Winter Meeting or Add-on Seminars. However, *Fundamentals* participants are encouraged to attend the Welcome Reception and may also purchase tickets for the Reception/Dinner on Thursday, February 12.

What is *Fundamentals*?

Fundamentals—the introductory course in the LES Professional Development Series—provides an intensive 3½ -day classroom experience in best practices through four main components:

101: The Basics of Intellectual Property and Licensing

102: Filling and Managing the Portfolio

103: The Deal

104: Living with the Deal.

The *Fundamentals* curriculum was developed by LES members who are expert practitioners in the field. Taught by a select faculty drawn from the LES membership, the instructional format is based on sound principles of adult learning: Question-and-answer and lecture sessions, small group activities, and opportunities to analyze and solve real-world problems.

To ensure an appropriate level of interaction, class size is limited to 70 students.

Who should take *Fundamentals*?

Intellectual asset management professionals, including those responsible for licensing and business development, who want

to raise their professional skill level should take this course. Students in *Fundamentals* typically have less than three years' experience in the field. Both LES members and nonmembers may attend.

Participants learn basic concepts and skills. After completing *Fundamentals*, students will be able to:

- Use the language of intellectual property and licensing
- Identify basic legal issues
- Participate in assessing needs, opportunities, and risks
- Follow a process for technology transfer, including finding and qualifying prospects, and negotiating and closing a deal, and
- Understand the factors that contribute to successful agreement management.

Continuing Legal Education

This course has been approved for 22.25 CLE credits in California. LES (U.S.A. and Canada), Inc. is a State Bar of California approved MCLE provider.

Registration Information

Please complete the Professional Development Series (PDS) *Fundamentals of Intellectual Asset Management* portion of the attached Registration Form.

Fees include all course materials as well as continental breakfast, lunch, and coffee breaks each day, plus the Welcome Reception associated with the Winter Meeting. Tickets for the Reception/Dinner on Thursday, February 12 may be purchased for an additional cost of \$135.00 per person.

For more information about all LES education programs, visit the LES website: www.usa-canada.les.org.



LES WEBSITE:
WWW.USA-CANADA.LES.ORG

WEDNESDAY, FEBRUARY 11

6:00-8:00 p.m.

Welcome Reception:

“A Taste of San Francisco”

Network with your colleagues and enjoy “A Taste of San Francisco” featuring foods that define the city.

THURSDAY, FEBRUARY 12

6:00-11:00 p.m.

Reception/Dinner: “Fusion Food”

Experience an evening of dinner and dancing featuring fusion food and music by Pride and Joy. San Francisco, with its diverse cultural history, is the obvious home for fusion food that is defined by combining the flavors, ingredients and cooking techniques of two different cuisines to create a new hybrid food experience. Experience new tastes—where the East meets West.

FRIDAY, FEBRUARY 13

7:00-11:00 p.m.

Yoshi's Jazz Club

Cost per person: \$55

7:00 p.m. Bus Departure to Yoshi's from Westin St. Francis

10:00 p.m. Return to the Westin St. Francis

If you are looking for a night of live jazz before returning home, reserve a place at Yoshi's. Tickets to hear John Scofield, Larry Goldings and Jack Djohnette perform a tribute to the former Miles Davis drummer, Tony Williams. Yoshi's is a Japanese restaurant and club located in Oakland's famous Jack London Square, a waterfront development of restaurants and shops that line a boardwalk running alongside the marina. *Sign up early. Reservations are limited and will be filled on a first-come, first-served basis.*



SATURDAY, FEBRUARY 14

9:00 a.m.-5:00 p.m.

Wine Tour

Cost per person: \$130

9:00 a.m. Bus Departure to Napa Valley

10:30 a.m. Domaine Carneros private tour and taste

12 noon Dean & DeLuca for shopping and lunch on own

1:30 p.m. St. Supery private tour and taste

2:30 p.m. Markham Vineyards private tour and taste

3:30 p.m. Depart for San Francisco

5:00 p.m. Return to the Westin St. Francis

Stay after the meeting for Valentine's Day weekend and see the sights or plan a romantic getaway in the Bay Area and enjoy a day of wine tasting in nearby Napa Valley. The drive north takes you across the Golden Gate Bridge and into miles of vineyards growing some of the best California wines. You will begin your tasting tour at the 138-acre estate of Domaine Carneros where you will learn how sparkling wines and pinot noir are produced. Then you are on your own to shop the gourmet shops of Dean & DeLuca and have lunch in the café. In the afternoon you will visit two other vineyards: St. Supery, where you will taste wines in the restored 1880 Queen Anne Victorian house, and then the recently expanded and renovated Markham Vineyards. *Sign up early. Reservations are limited and will be filled on a first-come, first-served basis.*

WESTIN ST. FRANCIS HOTEL

The cut-off date for making hotel reservations is January 12, 2004.

Reservations will be accepted on a space available basis after that date. The hotel will confirm reservations with you at the address specified. All changes and/or cancellations are to be made directly with the hotel.

To reserve your room, please call the Westin St. Francis Hotel directly and identify yourself as an LES attendee.

Westin St. Francis Hotel

Union Square
335 Powell Street
San Francisco, CA 94102-1875

Reservations: 415-397-7000

Rates: Single/Double Occupancy - \$209.00
(Rates are currently subject to sales and occupancy tax, which total 14.08%)

Check-in time is 3:00 p.m.

Check-out time is 12 noon

A deposit equal to one night's stay is required to hold each individual's reservation. The deposit will be charged to the credit card at the time the reservations are made. Such deposit shall serve to confirm the reservation for the date(s) indicated and upon check-in, shall be applied to the first night of the reserved stay. A fee of \$50.00 will be charged to any guest departing earlier than the re-confirmed departure date upon check-in.

Cancellations must be made 72 hours prior to arrival in order to receive a refund. The deposit is refundable if notice is received 72 hours prior to arrival and a cancellation number is obtained. Westin St. Francis Hotel accepts most major credit cards.

Please take a moment to review the following information to avoid delays in your registration processing.

Registrations Fees

Registration for the LES Winter Meeting includes education sessions (unless otherwise noted), Wednesday's welcome reception, Thursday's reception/dinner, and continental breakfasts, luncheons, and coffee breaks (as indicated in the program).

Registration fees are based on the LES membership categories. Your membership must be current and/or processed before you may receive the member registration rate. Not an LES member? Learn more about LES membership: Call 703-836-3106 or visit www.usa-canada.les.org/membership.

Registration Form Completion

- Print or type and complete all sections of the registration form.
- Use one form per registrant. For additional attendees, photocopy the form as needed.
- Tickets are not issued for educational sessions except PDS Workshops. Seating is on a first-come, first-served basis.
- For the Add-on Seminars, please indicate your session choice and include correct payment. Please note that tickets will need to be purchased for the Welcome Reception for individuals who attend the Add-on Seminars only.
- LES PDS *Fundamentals of Intellectual Asset Management* is a separate program held in conjunction with the Winter Meeting from February 11-14, 2004. Fees include all course materials as well as continental breakfast, lunch, and coffee breaks each day, plus the Welcome Reception associated with the Winter Meeting. Tickets for the Reception/Dinner on Thursday, February 12 may be purchased for an additional cost of \$135.00 per person.

Accompanying Persons

The Winter Meeting registration fee covers both the registrant and **ONE** accompanying person. Accompanying persons may attend continental breakfast and evening social functions only, not lunches. Admission does not include entrance into educational

programs. *Licensing professionals may not attend as accompanying persons.*

Early-Bird Discounts

Registration forms submitted via mail must be postmarked on or before December 12 and January 30 to qualify as advanced registrations and receive the discounted rates. Registrations submitted via fax or the internet must be date/time stamped by 11:59pm (eastern time) on December 12 and January 30.

Payment

Full payment must be received with your registration form. Make checks payable to LES or charge your registration to American Express, Visa, MasterCard or Diners. Registrations without complete payment will not be processed. Purchase orders are not accepted.

Methods of Registration

Please choose only one of the following methods to register for the LES 2004 Winter Meeting:

Via the Internet

To register online go to www.usa-canada.les.org/2004Winter and process your registration electronically.

By Fax

Complete the registration form with credit card payment and fax it, 24 hours a day, to 703-836-3107.

By Mail

Send your completed registration form and payment to:

Licensing Executives Society (U.S.A. and Canada), Inc.

1800 Diagonal Road, Suite 280
Alexandria, VA 22314
Phone: 703-836-3106

In Person On-Site

If you are unable to register before the **February 2, 2004** advance registration deadline, register at the On-Site LES Registration Desk at the Westin St. Francis Hotel during the following days/times:

- Tuesday, February 10
4:00-6:00 p.m.

- Wednesday, February 11
7:00 a.m.-6:00 p.m.
- Thursday, February 12
7:00 a.m.-5:00 p.m.
- Friday, February 13
7:00 a.m.-3:00 p.m.

Confirmation

All registrants will receive written confirmation/receipt of registration via mail.

Badges

For those attendees registering in advance, badges and registration materials will be held at the LES Registration Desk located in the Westin St. Francis Hotel.

Registration List

Advanced registrations received prior to January 23, 2004 will be included in the meeting Pre-Registration List.

Cancellation/Refunds

ALL CANCELLATIONS MUST BE RECEIVED IN WRITING. All refunds are subject to a \$100 cancellation fee. **All registration fees, including tickets to optional events and no-shows, are non-refundable after January 12, 2004.** Please note that fees are non-transferable to another LES meeting. Substitutions are welcome but requests must be made in writing. Substitutions of members by non-members will result in a balance due for the difference between the member/non-member fees.

Questions?

Call LES Headquarters at 703-836-3106, if you have questions regarding:

- Registration
- Program or Workshop Content
- PDS *Fundamentals of Intellectual Asset Management*
- Membership
- Sponsorships

Hotel Reservations –

Call the Westin St. Francis Hotel at 415-397-7000

WINTER MEETING & LES PROFESSIONAL DEVELOPMENT SERIES REGISTRATION FORM

2004 LES Winter Meeting • February 11-13, 2004 • Westin St. Francis Hotel • San Francisco, California

REGISTRANT INFORMATION - Please type or print the following information, as it should appear on badge:

Name:	Nickname for Badge:
Title:	Accompanying Person:
Organization:	Phone: (Winter Meeting Attendees Only)
Address:	Fax:
City:	State/Province:
E-mail:	E-mail:
Zip/Postal Code:	Country:
	Is this a new address? <input type="checkbox"/> Yes <input type="checkbox"/> No

Please check here if you have a disability which requires special arrangements. An LES staff person will contact you.

REGISTRATION FEES AND TYPES

Check appropriate registration categories and compute totals for each. Registrations without complete payment will not be processed. Purchase orders are not accepted. Your membership must be current and/or processed before you may receive the member registration rate. **After February 2, 2004**, please bring your registration form with payment to the meeting registration area at Westin St. Francis Hotel.

Attached is my completed membership application to qualify me to sign up for the member rate.

WINTER MEETING (FEBRUARY 12-13)

	Before Dec.12	By/on Jan. 30	After Jan. 30/ On-Site
Member	<input type="checkbox"/> \$645	<input type="checkbox"/> \$745	<input type="checkbox"/> \$845
Non-Member	<input type="checkbox"/> \$865	<input type="checkbox"/> \$965	<input type="checkbox"/> \$1,065

ADD-ON SEMINARS (FEBRUARY 11)

	Member			Non-Member		
	Before/on Dec. 12	By/on Jan. 30	After Jan. 30/ On-Site Reg.	Before/on Dec. 12	By/on Jan. 30	After Jan. 30/ On-Site Reg.
Healthcare	<input type="checkbox"/> \$310	<input type="checkbox"/> \$360	<input type="checkbox"/> \$400	<input type="checkbox"/> \$490	<input type="checkbox"/> \$540	<input type="checkbox"/> \$580
University	<input type="checkbox"/> \$310	<input type="checkbox"/> \$360	<input type="checkbox"/> \$400	<input type="checkbox"/> \$490	<input type="checkbox"/> \$540	<input type="checkbox"/> \$580
Technology	<input type="checkbox"/> \$310	<input type="checkbox"/> \$360	<input type="checkbox"/> \$400	<input type="checkbox"/> \$490	<input type="checkbox"/> \$540	<input type="checkbox"/> \$580

Tickets may be purchased for the Welcome Reception for individuals who attend the Add-on Seminars only for an additional cost of \$100 per person (see optional functions below).

LES PROFESSIONAL DEVELOPMENT SERIES (FEBRUARY 11-14)

Fundamentals of Intellectual Asset Management

Limited to the first 70 registrants

	Before Dec.12	By/on Jan. 30	After Jan. 30/ On-Site
Member	<input type="checkbox"/> \$1,250	<input type="checkbox"/> \$1,350	<input type="checkbox"/> \$1,450
Non-Member	<input type="checkbox"/> \$1,470	<input type="checkbox"/> \$1,570	<input type="checkbox"/> \$1,670

Fundamentals Students may purchase a ticket for the Reception/Dinner on Thursday, February 12 for an additional cost of \$135 per person (see optional functions below).

OPTIONAL FUNCTIONS

Wednesday, February 11 Welcome Reception	_____ @ \$100 = _____
Thursday, February 12 Reception/Dinner	_____ @ \$135 = _____
Friday, February 13 Yoshi's Jazz Club	_____ @ \$55 = _____
Saturday, February 14 Wine Tour	_____ @ \$130 = _____

GENERAL MEETING INFORMATION

Cancellation Policy: ALL CANCELLATIONS MUST BE RECEIVED IN WRITING. All refunds are subject to a \$100 cancellation fee. **All registration fees, including tickets to optional events and no-shows, are non-refundable after January 12, 2004.** Please note that fees are non-transferable to another LES meeting. Substitutions are welcome but requests must be made in writing. Substitutions of members by non-members will result in a balance due for the difference between the member/non-member fees.

Accompanying Person Policy: The annual meeting registration fee covers both the registrant and ONE accompanying person. Accompanying persons may attend continental breakfast and evening social functions only, not lunches. Admission does not include entrance into educational programs. *Licensing professionals may not attend as accompanying persons.*

Non-Members: You may register at the member rate, if a completed membership application and payment accompany your registration form. For LES membership information, go to www.usa-canada.les.org/membership.

Registration List Policy: By registering for this meeting, you agree that LES may maintain your name and employer information completed in this form ("information"), as necessary, for its activities, including that LES may publish the information on its website and in a list of registrants available to LES members and to meeting attendees. Reproduction of the list of registrants is not authorized and its use for general mailings or similar purpose, including use as a general mailing list for invitation to functions at LES meetings not specifically authorized by the LES or as a general mailing list for business solicitations, is prohibited.

I do not consent to have my information published on the meeting website.

METHOD OF PAYMENT

TOTAL PAYMENT: \$ _____
(LES reserves the right to charge the correct amount if different from the total payment listed above.)

ENCLOSED IS MY CHECK, drawn on a U.S. bank, in U.S. funds, made payable to the *Licensing Executives Society (U.S.A. and Canada), Inc.*

CREDIT CARD: MasterCard Visa AMEX Diners Club
LES Fax: 703-836-3107 (If registering with credit card via fax, please do not mail original form.)

Name on Card: _____

Credit Card Number: _____

Exp. Date: _____

Cardholder Signature: _____

For more information: Call 703.836.3106 Fax 703.836.3107

LES OFFICAL USE	002
Date _____	Acct. # _____

REMITTANCE INFORMATION



Return this form along with payment to:
Licensing Executives Society
(U.S.A. and Canada), Inc.
1800 Diagonal Road, Suite 280
Alexandria, VA 22314

UPCOMING: 2004 LES MEETINGS

Mark Your Calendar for the 2004 Licensing Executives Society (U.S.A. and Canada) Spring and Annual Meetings!



Find out how you can put together the licensing puzzle with Solutions Through Synergy. Visit the LES website (www.usa-canada.les.org) for more information and to register for these popular events.

SOLUTIONS THROUGH SYNERGY



Licensing Executives Society (U.S.A. and Canada), Inc.
1800 Diagonal Road, Suite 280
Alexandria, VA 22314-2840 USA

WINTER MEETING SPONSORS

The Licensing Executives Society would like to thank the following sponsors for their generous support:

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Interested in becoming a sponsor?
Contact Mary Johnson at 703-836-3106 or johnsonm@les.org.