

The IPR Journey at TATA

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TATA Group Overview



- Sectors : IT & Communications, Engineering, Materials, Energy, Services, Chemicals, Consumer products; over 90 operating companies
- In over 80 countries; six continents; exports to 85 countries. Total revenue : \$67.4 billion with 57% outside India; 395,000 people worldwide.
- Over 140 years old

Structure and Relationship



- Each Tata company operates independently; Answerable to own board of directors and shareholders; 28 publicly listed
- Combined market capitalization of about \$106.04 billion(end 2010); 3.5 m shareholders
- Major Listed companies : Tata Steel, Tata Motors, Tata Consultancy Services, Tata Power, Tata Chemicals, Tata Global Beverages, Indian Hotels, Tata Communications and Titan

IP Departments



- At the Group level; the TATA IP Management Programme; focus on IP education and on best practices sharing
- At various TATA companies, in-house or outsourced IP functions
- Because of diverse businesses, IP needs, shareholding patterns & stages of maturity, central IP holding not possible. Each TATA company owns and manages its own IP assets

Global Business Sectors/IP



- Mainly through acquisitions in automobiles, chemicals, steel, telecommunications, hospitality and beverages
- Acquired companies have IP portfolios and IP strategies suited to their business needs

View on Japanese Market



- High respect for Japanese technology and IP licensed for business in India and elsewhere
- Strong connections with Japanese technology providers
- Very little experience of Japanese IP system; but keen to learn from the Japanese IP experience in global markets
- Examples of Japanese connections in next slides

TATA's Japanese connections



- Tata Tele/NTT DoCoMo, Tata Steel/Nippon Steel [auto grade steel], Metaliks/Kubota
- Tata Communications cable touches Japan
- Tinplate tech agreement with Nippon Steel
- TACO and Japan's GS Yuasa for batteries
- Telcon & Hitachi for construction machinery

More Japanese connections



- Tata Capital with Capital Services Holding Corporation, Tokyo for receivables management; and Japan's Mizuho Securities Co Ltd for \$ 1 billion private equity fund
- Tata NYK- JV of Tata Steel and NYK Line, Japan
- Nelito Systems : JV with Itochu, Japan
- Tata Elxsi near-shore center in Japan

Yet more Japanese connections

- Tata Toyo Radiators with T Rad Japan for heat exchangers
- Tata Yazaki for seat harnesses with Yazaki, Japan
- Telcon eco Road Surfaces with Green Arm Japan
- Voltas represents Kobelco [Japan] Cranes
- TCS CEO optimistic on Japan

Innovation at TATA



Tata Group Innovation Forum:

- > 50 Innovation Workshops [over 3000 participants]; > 70 Case studies
- Innovation Study Missions to USA, Israel and **Japan**
- Technology & Research Clusters: Water, IT, Agro, Nano technology; external Innovation-clusters with Corning, Du Pont

Harvesting patents is logical next step

TATA : Broad and diverse stakes in IPR

- **Patenting** for manufacturing & product companies
- **Brand building** in all TATA companies – moving from commodities to branded products
- **Service marks** in software, hospitality, logistics – other services companies
- **Copyright, open source, complex licensing issues** in software; also Internet IP issues
- Rich in know-how, Trade secrets; market data

The Tata IP Management Programme



- Started in 2003
- Initially restricted to 14 companies out of 90 TATA companies; now more wide spread
- Main focus is IPR awareness and education
- Each Tata company generates, acquires, owns and manages its own IP assets
- **Challenge: Making TATA companies aware of risk mitigation and competitive benefits of IP**

IP Activities

- IP Handbook with checklists, guidelines and useful tips; IP micro-site on Tata Intranet
- IPR newsletter and updates
- Senior TATA management interacts with global experts from Europe, USA, Japan [including Judge Rader of USA]
- Over 100 IP awareness sessions, workshops and seminars conducted; over 1500 participants

IP Learning Missions

- In 2008, an 8 member IP Learning Mission to Bosch, SAP and Philips in Europe
- Key insights gained included the focus on quality of IP assets, linkages between IP and business strategies and the growing emphasis on ROI from IP
- Another IP Learning Mission to Germany planned in April 2011

New IP Certificate Courses



- Purpose: to create a cadre of patent specialists and IP asset managers in Tata companies
- Simultaneously - to sensitize managers across various functions to **business value** of IP, using case studies on IP for competitive advantage, risk mitigation and opening up new business options
- First set of courses delivered at 4 locations; 290 participants

At Company Levels

- Team IP created in various TATA companies to plan and implement their own IP activities
- Group level support to stimulate, cross-pollinate and recognize IP ideas and progress
- Some TATA companies have an early start
- [Show TATA Steel Patent of 1938]

Challenges

- Management attention in relatively booming economy + new opportunities/challenges
- Growing in-house strengths in IP management, patenting, leveraging – to address the costs and ROI issues
- Wide range of technology and business domains to be addressed; a huge gap to be bridged in IP capabilities
- Understanding national/regional patent system differences

Approach to Challenges

- Linking IP programs and roadmaps to existing business improvement programs like Innovation, Tata Business Excellence [based on Malcolm Baldrige], Quality [Kaizen, TQM], Balanced Score Card, Knowledge Management, Six Sigma
- Learn from acquired companies that have IP portfolios and capabilities . Example : Corus
- Augment in house IP resources with IP certificate programmes

Some Patent Filing Statistics



- **Tata Steel** : 483 domestic filings; 24 international filings
- **Tata Motors** : 661 patent filings including 93 foreign filings and 43 PCT filings
- **Tata Communications** : 67 patent filings including 47 in the USA and 14 in Canada
- **Tata Chemicals** : 52 patent filings including 32 from its Innovation Centre - on nanotech; biotech, chemicals

The Way Ahead

- Adding technology pioneering to a tradition of business pioneering
- Harvesting IP assets across a wide range of business improvement initiatives.
- Focus on high quality patent portfolios
- Building company-specific IPR Roadmaps integrated with business plans
- Accelerating in house IP skills and resources

Potential for Co-operation



- Japan has richer and longer IPR experience; Tata can learn from Japanese companies
- Tata companies have qualified technologists in most technology domains – with good language skills -potential IP champions for TATA and its partners
- Suggestions for a framework for on-going cooperation welcome

What Others Say About TATA



- Business Week ranked Tata 17th in its top 50 'Most Innovative Companies' in the world
- Tata ranked world's 11th most reputed company in Reputation Institute's 2009 Global Pulse Study
- Tata ranked the world's 65th most valuable brand - 2010 Global 500 Annual report of Brand Finance