



European IPR Helpdesk

Fact Sheet

IP Audit: Uncovering the potential of your business

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Introduction

Without any doubt, for today's businesses one of the very first steps for being successful in the global business arena is to be aware of their intellectual assets.

The value of intangibles, like human resources, knowledge and intellectual property (IP), is now a greater proportion of the total value of most businesses than the value of tangible assets, such as land, vehicles, machinery and cash. Although intangible assets are not directly available to consumers, they are, indeed, the backbones of the companies and are one of the key elements for the businesses to reach success sustainably.

Nevertheless, because of the non-physical nature of these assets, it is sometimes not very easy for the companies to identify and utilise them as a tool to reach their objectives.

Intellectual property audit can have a significant role in identifying companies' intangible assets and providing information on their strength by studying the IP rights associated with those assets. It also has a meaningful role in clarifying the ownership issues, assessing the value of the IP, securing the IP rights in the most effective manner, and avoiding prolonged and costly legal proceedings by averting infringement of others' rights. The IP audit also helps to establish an IP-oriented culture within the company.

This fact sheet aims to deliver basic information about the IP audits – what purpose they serve and how they are performed - by providing examples and useful tools for implementation to uncover the potential of businesses.

1. What is an IP Audit?

An IP audit is a systematic, thorough and solution-focused review of the **intellectual assets owned, used or acquired by the businesses** to ascertain their legal status, value, potential IP-related risks and the means for protection and to capitalise on them.

A formal IP audit serves two general purposes: (1) identification and evaluation of IP assets (2) anticipating and managing the risks that could be linked to the IP portfolio of the company.



The full IP asset portfolio of the company is assessed during the IP audit. These are the assets, which are:

- created and used by the company,
- owned but non-used by the company,
- owned by others but used by the company (e.g. through licensing),
- acquired from others (e.g. through assignment).

1.1 Why is IP audit important?

IP audit is an important business tool, which helps to:

- better identify and monitor the whole intellectual asset portfolio: by clarifying which intangible assets are owned, used or non-used and verifying the owners of these assets
- better secure the IP: by suggesting the most applicable and effective ways to protect the IP assets owned
- effectively exploit the IP: by showing whether the IP is efficiently exploited and by revealing the not used and/or underused IP assets¹
- set up an effective IP administration structure: by providing guidance for the development of sound and elaborated IP management
- make the IP strategy align with the business strategy: by revealing possible inconsistencies between the IP strategy and the business targets
- determine the value of IP assets: by assisting in valuation of IP assets to find out the existing value of the company
- foresee and manage possible future risks: by determining whether the company's IP assets are infringing the rights of others or others are infringing on these rights
- reduce costs: by enabling a reduction in maintenance costs for obsolete IP assets and by helping to avoid costly and tedious court actions for possible infringement cases
- nurture inventiveness and creativity: by building up innovation support mechanisms and encouraging IP creation within the businesses

1.2 Types of IP audits

Broadly speaking, depending on the objectives of the audit, there are two types of IP audits²:

General IP audits: General-purpose audits draw an overall but comprehensive picture about the company's IP assets. Such audits scrutinise the IP portfolio as a whole to review the businesses' IP management approach, if there is one. If not, general IP audit is a core and fundamental step to develop an IP management approach and an IP-intensive culture within the company.

Specific IP audits: These types of audits are generally known as **IP due diligence**. They have a narrower scope and usually focus on identification and evaluation of IP assets relevant to the explicit objective of the audit.

¹ Non-use can be a part of company's business and IP strategy. To read more about use and strategic non-use of patents in SMEs, please refer to the article published in the [European IPR Helpdesk Bulletin No.18](#)

² In IP literature, there are some resources where three types of IP audit are mentioned: (i) General-purpose IP audits, (ii) event driven IP audit-due diligence and (iii) limited purpose focused audits. For simplicity, the audits are categorised in two groups. Please follow WIPO's training videos "[IP Panorama](#)" to have more information about these audit types and their practical implementations.

IP due diligence is performed in the following contexts:

- Merger and acquisition or joint ventures: aiming to provide a basis for assessing the risk and value of relevant IP assets in a proposed acquisition or sale of IP
- Financial transactions: aiming to determine the impact of IP assets on IP-related financial transactions such as stock purchasing, security interests, initial public offerings, etc.
- IP assignments and IP licensing: aiming to provide information to the potential assignee or licensor about the IP portfolio, concentrating on verification of the ownership and possible restrictions affecting the use of the IP
- Launching of a new product or service: aiming to evaluate any possible infringement risks or freedom-to-operate issues linked to the new product or service
- Bankruptcy and layoffs, etc.: aiming to secure the IP rights in case of bankruptcy, employee layoffs, etc.

In order to guide our readers in a more general manner, general-purpose IP audits will be addressed in this fact sheet. For more information specifically about IP due diligence, you may check the European IPR Helpdesk fact sheet “*IP due diligence: assessing value and risks of intangibles*” available [here](#).

2. Audit Planning

An **IP audit plan draws the clear boundary of the study** by providing guidance for the whole auditing process. The plan should present the team and each members’ responsibilities, the scope of the audit, the expected term of the audit and the allocated budget for the whole process.

2.1 Creation of the team and roles

IP audit is teamwork and it should be carried out by the members who have at least an understanding of IP, the product lines and the relevant business environment. In addition, members having sufficient knowledge and experience on performing an audit would be highly favourable. For this reason, it might be helpful for all the members to receive training on IP basics and IP auditing³.

Obviously, selection of the team members within the company hinges on the nature and scope of the audit. However, it is of utmost importance that the team includes members from all IP-intensive departments of the company such as R&D, production, sales and marketing and human resources. Furthermore, because of

³ You can benefit from the European IPR Helpdesk training sessions and webinars. Just click the calendar on our website [here](#).

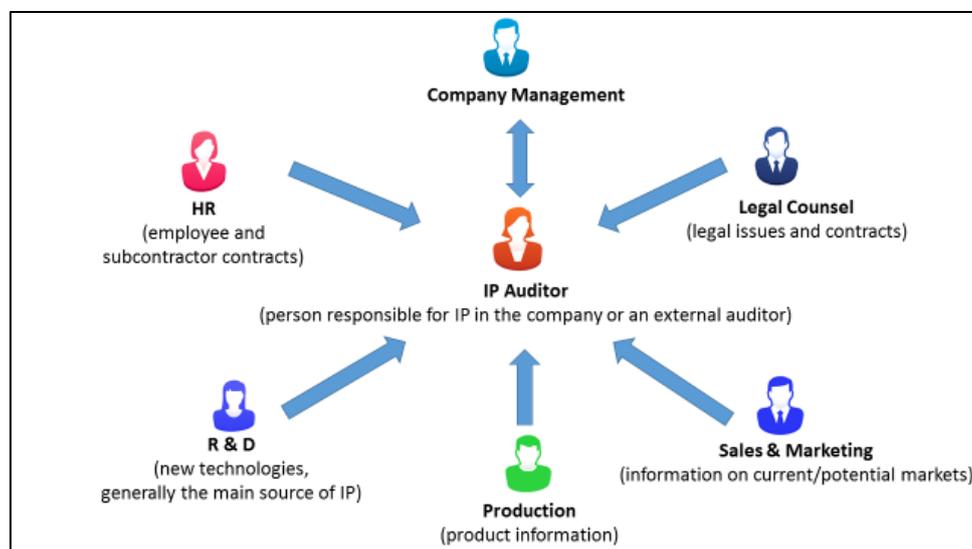
its legal nature, the company's legal counsel (in-house or external) should be involved in the audit⁴.

Although there is no rule for who should coordinate the whole process and perform the audit (as "the auditor"), for an audit to be effective, the person responsible for IP in the company or a member of staff who has the most expertise in IP should lead the team. The auditor may also be an external person depending on the extent of the audit and the budget to be allocated.



The audit team may or may not include external expertise. If it does, then before starting an IP audit, all external members in the audit team as well as all the internal staff members should sign a Non-Disclosure Agreement (NDA).

Here is an example of an IP audit team:



2.2 Scope of the audit

Depending on the type of the audit to be performed, identification of the scope of the IP audit is important for setting out the purpose of the study. For instance, for IP due diligence in new product lines, the audit can be limited to evaluation of possible infringement risks and securing the IP rights. Nevertheless, in broader IP audits, all audit steps from identification of all used intangible assets to risk management actions should be planned.

Furthermore, it is also necessary to be sure that the scope of the audit is clearly understood by the members of the audit team in order to have their full dedication in the implementation step.

⁴ For the sake of clarity, the examples in this fact sheet are based on a fictitious company composed of different functions/departments. Even if companies do not always include different departments managed by different people (as it is generally not the case for SMEs) or do not have the entire departments as shown, there are people in the company organisation who take the responsibility of the different functions stated in this fact sheet.

2.3 Allocation of time and budget

Performing an IP audit should be seen as a project within the company.

As in many projects, generally the IP audit involves contributions by different functions of the company and requires the serious dedication of different responsibilities.

In order to complete the study within a reasonable time limit, it is always recommended to develop the time planning by scheduling each step in advance and to ensure that each person involved is aware of these time limits.

In addition, the amount of money to be allocated for the IP audit should also be budgeted beforehand. It should be noted that the budget would considerably increase in the case of professional assistance being sought for performing the audit.



The IP audit study should be seen as an internal project within the company. Like all projects, the scope of the audit, the amount of time and the budget to be allocated should be determined in advance with the approval of the top management and all IP audit team members.

3. Preparation for the IP Audit

IP audit is simply a review of the IP portfolio together with the relevant procedures used by the business to obtain and protect their IP. Therefore, before performing the audit, it is essential to gather as much information and documentation as possible on the company's entire IP assets with the full coordination of the audit team.

One of the perils for IP audits is indeed in this process, as this preparation period can be so long that the managers lose their interest in IP audit, or the documents or inventory list to be prepared by the different parts of the organisation can be missing or incorrect. In order to overcome these risks, the planning in the previous stage should be complete, and the responsibilities of the team should be set out in a clear way (setting the deadlines, defining the objectives of the audit, identifying the responsibilities, etc.).

As guidance for implementation of this step, the following table may be of help to determine which kind of information should be collected from which department, when preparing for the IP audit⁵.

⁵ The documents and information mentioned in the table is not intended to be exhaustive.

Responsible/ Function ⁶	Information to be collected
 <p>Company Management</p>	<ul style="list-style-type: none"> ✓ Company's management structure (information about the management, shareholders, etc.) ✓ Company's business strategy including the business targets ✓ IP policy
 <p>IP Manager</p>	<ul style="list-style-type: none"> ✓ IP assets: Patent/utility models, trade marks, designs and domain name filings, copyright, technological know-how, confidential information, public disclosures, etc. Their owners, filing dates (for registered rights), their geographical coverage, maintenance fees ✓ IP assets that are not sufficiently or appropriately protected (such as patentable inventions for which no patent applications have been filed) should be taken into account ✓ Used IP assets: Types, owners and areas of use, clarification of legitimate use for the rights not owned by the company (e.g. through licensing) ✓ Company's non-used IP assets: types, owners and reasons for non-use ✓ Company's IP strategy including IP related policies
 <p>Legal Counsel</p>	<ul style="list-style-type: none"> ✓ Infringement cases: Information about any previous/ongoing cases where the company's IP is infringed and/or where the company is accused of infringing others' IP ✓ IP contracts: Copies of all IP-related contracts. Assignment, licensing, franchising, joint venture agreements, other contracts in relation with IP such as non-disclosure agreements, material transfer agreements, consortium agreements, R&D contracts, consultancy agreements ✓ Information about the IP laws for the current/target markets
 <p>Sales & Marketing</p>	<ul style="list-style-type: none"> ✓ Information about the current/potential markets ✓ Information about the competitors: Identification of competitors, their products ✓ Information about disclosures in fairs, company presentations, adverts, brochures, etc.
 <p>Production</p>	<ul style="list-style-type: none"> ✓ Information about the manufactured products, data sheets, specifications

⁶ The names of the functions are just examples given the fact that each company's structure is different.

 <p>R&D</p>	<ul style="list-style-type: none"> ✓ R&D strategy ✓ Information about the technologies under development ✓ Information about the disclosures in scientific publications ✓ R&D reports
 <p>Human Resources</p>	<ul style="list-style-type: none"> ✓ Company's HR structure: Organisation chart, shareholders, partnerships ✓ Employment agreements, subcontracting agreements

4. Performing the IP Audit

4.1 Auditor's main concerns

Following the creation of the team and collecting background information, the IP audit can be started.

Generally the auditor, either the IP manager of the company or an external consultant, starts working from a detailed checklist in order not to leave out one or more relevant steps from the process. An example of such a checklist is provided at the end of this fact sheet.

The audit might be carried out by using different auditing techniques. This should be clearly defined during the audit planning and the team members should be informed about the method to be applied. Any of the following methods or combinations can be used according to the scope of the audit, the size of the company, company culture and the allocated budget and time:

- On-line questionnaires
- Follow-up face-to-face interviews with management staff, key employees and users of IP processes
- Analysis of contracts, material transfer agreements (MTA) and other documents with the legal counsel
- Reviews of laboratory notebooks and related research records
- Reviews of computer files
- Analysis of relevant documents collected during the preparation phase and identified during the interviews

Going back to the basics, it should be kept in mind that the main targets for the IP audit are the identification of IP assets by verifying the ownership, and managing the potential risks associated to the IP assets of the company. Therefore, whichever method is chosen, the auditor's main concerns during the IP audit should be as follows:

Auditor's main concerns during the IP audit

Inventory and Ownership⁷	<ul style="list-style-type: none"> ✓ Are the IP assets in the inventory exhaustive? ✓ Does the company own all the intellectual properties of concern? ✓ Are the owners of IP assets clearly identified and are there any ownership issues? ✓ Are there any IP assets used by the company but owned by third parties? ✓ Are the rights for legitimate use obtained? (e.g. through a licensing contract) ✓ Are there any restrictions to use the third party IP?
Protection and Use	<ul style="list-style-type: none"> ✓ Are there any used IP assets, which are not yet protected? ✓ Are all registered IP assets used? If not, are there any opportunities for licensing or assignment? ✓ Are the maintenance/renewal fees systematically paid for registered rights (e.g. for patents, designs, trade marks)? ✓ Are there any protection measures for unregistered IP assets? ✓ Does the protection of IP assets cover all current/target countries? ✓ Are there any non-used IP assets and justification of their non-use?
Contracts and Law⁸	<ul style="list-style-type: none"> ✓ Are all IP contracts still in force? ✓ Are all IP contracts registered with the competent authorities (patent offices, etc.), if required? ✓ Are there Non-Disclosure Agreements (NDAs) signed with employees/third parties⁹? ✓ Are there any loopholes in the contracts? ✓ Are there any identified IP rules within the employment contracts? ✓ Are there any legal issues regarding the contracts vs. local IP rules and competition law?
Enforcement and Infringement¹⁰	<ul style="list-style-type: none"> ✓ Does the company infringe on the IP rights of others? ✓ Are there any third party infringement issues on the company's intellectual assets?
IP Management	<ul style="list-style-type: none"> ✓ Is there an identified and effective IP strategy integrated with related IP policies? ✓ Is there a certain level of IP awareness within the company?

⁷ For further information on IP ownership, please refer to the European IPR Helpdesk fact sheet "Inventorship, Authorship and Ownership" in our online [library](#).

⁸ For more information about the IP contracts, check the European IPR Helpdesk's guide "[IP Guide to Commercialisation](#)".

⁹ For further information on IP ownership, please refer to the European IPR Helpdesk fact sheet "Non-disclosure agreement: a business tool" in our online [library](#).

¹⁰ For further information on how to enforce IP, refer to the European IPR Helpdesk fact sheet "Defending and enforcing IP" in our online [library](#).

4.2 SWOT analysis¹¹

Based on the collected background documentation and the information acquired so far, a detailed analysis to evaluate the company's IP assets must be conducted.

This assessment can be in any format; however, a SWOT analysis, which clearly reveals the strengths, weaknesses, opportunities and threats of the company's audited IP assets, is recommended. The results of this tool guide the companies to develop a fuller awareness of the situation and help them with both their strategic planning and decision-making steps.

Strengths (S): Reveal the stronger parts of the company and guide you to find out your competitive IP features, which can be capitalised on.

Weaknesses (W): Set out the characteristics to be improved in order to eliminate the IP deficiencies of the company.

Opportunities (O): Identify the opportunities available to the company to strengthen its position in the market through its IP assets.

Threats (T): Determine the major risks regarding IP, which the company needs to mitigate.

A short example for such a SWOT analysis for IP is shown below:

<p>S</p> <ul style="list-style-type: none"> • High awareness level of IP within the company • No ownership issues experienced thanks to the application of invention disclosure forms • Company's core products are protected • Strong tracking of possible infringements in foreign markets 	<p>W</p> <ul style="list-style-type: none"> • Many patent applications have been rejected due to lack of inventive step • Company's IP strategy relies only on patents and trade marks. No design applications have been filed until now • No systematic recording for public disclosures • Some patents have lapsed because of non-payment of maintenance fees
<p>O</p> <ul style="list-style-type: none"> • Strong R&D capabilities provide a basis for new IP creation • Vision for granting licences for non-used intellectual assets • No IP protection in the name of our competitor in Turkish market • Affirmative court decision in France for invalidation of the competitor's patent 	<p>T</p> <ul style="list-style-type: none"> • Specificity in Chinese IP law and the competitive landscape in the Chinese market. • No legitimate use of ABC Ltd's registered design on our products (lack of licence agreement) • Two of the core licence agreements will expire within one year • Ongoing infringement lawsuit on our trade mark (provisional injunction on use of our trade mark)

¹¹ From an IP point of view.

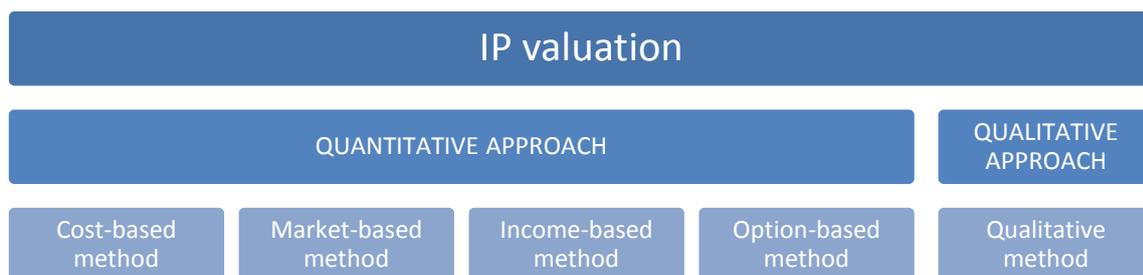
4.3 IP valuation

Although IP valuation is not a typical part of an IP audit, for some audits (e.g. audits for merger and acquisition), it is an integrated element of the auditing process.

Properly valuing the benefits that may accrue from any IP asset requires an assessment of¹²:

- the cost of developing alternative IP assets to fulfil the same or comparable market needs,
- the speed with which a particular market values and devalues that type of asset,
- the royalties being paid for similar assets,
- the market recognition of the asset,
- the cost of such recognition, if it is deficient.

Different approaches to IP valuation are used to value the company's IP portfolio. Generally, these approaches are divided in two categories: the quantitative and qualitative valuation^{13,14}.



5. IP Audit Report

Following the completion of the auditing process, it is recommended that the auditor presents the results to the management staff along with recommendations.

One of the primary purposes of the presentation of the report to the management staff is to solicit questions and explain the importance of recommended changes to current processes as well as the implementation of new process steps (if any).

¹² Ref. IP Panorama, WIPO. To access the full training video, please click [here](#).

¹³ For further information on IP valuation, please refer to the European IPR Helpdesk fact sheet "Intellectual Property Valuation" in our online [library](#).

¹⁴ You may also check the [Frequently Asked Questions \(FAQ\)](#) section of the European IPR Helpdesk website to inspire from the previously asked questions on IP valuation.

5.1 The results of the IP audit

Once the IP audit has been completed, the following three main outcomes are developed and should be presented in the report together with the recommendations and measures to be taken:

- The IP inventory¹⁵: This inventory contains detailed information on each IP asset, such as the owner and type of the asset, the inventors/designers or authors, when the asset was created or acquired (and, if the asset is acquired, the conditions for acquisition), ongoing maintenance or enforceability requirements, and the expiration or renewal date of the asset. The resulting IP database enables the company to clearly identify and efficiently track both the scope and status of its IP assets portfolio, and to add information regarding new IP assets going forward.
- The SWOT analysis: The analysis uncovers the strengths, weaknesses, opportunities and threats of the company regarding its IP practices. The results of this analysis are confidential and should not be shared with third parties.
- IP valuation results (if performed): This document contains information about the financial and/or qualitative value of the IP assets in question.

5.2 Reading the results

Based on the findings of the audit team, the auditor should draw a general outline of **the company's IP status**, describe and evaluate **IP defects** uncovered in the audit, propose and describe specific **remedial actions** that need to be taken and analyse whether the IP assets are **servicing the strategic objectives** of the company.

The results of the IP audit provide a review of IP assets and the company's IP management structure. Therefore, the IP audit report should be seen as a guide for re-evaluation of the company's IP policies and a tool for leveraging the IP strategy in compliance with the business objectives.

As the IP audit puts significant emphasis on verification of the IP ownership, it may reveal deficiencies in the use of third party rights (e.g. licence rights). Without sufficient licence rights, the company may face serious legal issues in accessing these rights.

The audit may also reveal other parties (e.g. employees or third parties) who may claim ownership of the company's IP rights and who, by virtue of such ownership,

¹⁵ A basic example for an IP inventory is given on page 16.

could be free to exploit the related IP right (e.g. a patent) themselves without the permission of the company.

IP audit also helps the companies to take steps on possible infringement cases as it reveals whether the use of any IP asset violates any third party rights. Along with this, it also suggests possible activities to cease infringing activities of others on the company's IP rights.

As a result, since intangible assets continue to grow in importance, the IP audit provides invaluable information, which protects the companies against any serious legal implications and offers recommendations on how a company can leverage the value of its IP in order to grow in the business arena securely and sustainably.

IP Audit Checklist (example)¹⁶

1. IP Asset Inventory
 - 1.1 Granted and pending patents/utility models
 - 1.2 Registered and pending designs
 - 1.3 Registered and pending trade marks
 - 1.4 Domain names
 - 1.5 Copyright
 - 1.6 Confidential information including trade secrets and know-how
 - 1.7 Topographies of semiconductor products/integrated circuits
 - 1.8 Plant breeders' rights
2. Verification of ownership in the inventory (owned by the company)
3. Geographical scope of the IP protection
4. Use of IP assets in the inventory
 - 4.1 Verification and areas of use of IP assets in the inventory
 - 4.2 Non-used IP assets in the inventory, justification of non-use
 - 4.3 List of unjustified non-used IP assets
5. Other used IP assets (not owned by the company)
 - 5.1 Verification of ownership
 - 5.2 Freedom-to-operate analysis, access rights, limitation of rights
6. Invention and Design Records
 - 6.1 Inventor and Designer Notebooks
 - 6.2 Invention and Design Disclosure Forms
7. Trade marks
 - 7.1 Parties involved in the creation and selection of the sign to be used as a trade mark and the process for approval
 - 7.2 Assessment of the products and services to be protected by the trade mark
8. Other IP assets
 - 8.1 Handling of other IP assets
9. IP reviewing and application
 - 9.1 Performing IP search
 - 9.2 Criteria for application
 - 9.3 Drafting the application
 - 9.4 Follow-up until granting
 - 9.5 Maintenance or renewal fees

¹⁶ This list is not intended to be exhaustive and should only be taken as an example.

10.IP Management

- 10.1 IP strategy and IP policy, alignment with the business strategy
- 10.2 Conformance of company applications with the IP strategy

11.Contract Management

- 11.1 Availability of contracts
 - 11.1.1 Licensing/Cross-licensing/Franchising
 - 11.1.2 Joint Venture Agreements
 - 11.1.3 NDA with employees / Employment agreements
 - 11.1.4 NDA with third parties
 - 11.1.5 Material Transfer Agreements
 - 11.1.6 Consortium Agreements
 - 11.1.7 Contract R&D
 - 11.1.8 Consultancy Agreements
 - 11.1.9 Other Agreements related to IP
- 11.2 Check for contract clauses and their validity

12.Enforcement / Infringement

- 12.1 Past infringement cases
- 12.2 Threats for infringement of third party rights
- 12.3 Threats for infringement of third parties on company's IP rights
- 12.4 Potential solutions for infringement cases

An IP inventory example for company XYZ Ltd.

Type	Name / Title	Number	Internal / External	Date of filing / creation	Expiration / Renewal Date	Owner	Inventor / Designer / Creator / Author	Geographical Coverage	Status	Use	Notes	Value, if available EUR
Patent	p1	EP 123456	Internal	07.01.1997	07.01.2017	XYZ Ltd.	inventor1, inventor2, inventor3	European Patent	Granted	In use		approx. 500,000 EUR
Patent	p2	WO 123456	Internal	25.03.2014	25.03.2034	XYZ Ltd.	inventor4	FR, IT, BG, TR	Examination in international	In use	search report positive	n/a
Patent	p3	FR 654321	External	25.06.2005	25.06.2025	ABC Ltd.	inventor5	FR	Granted	In use	Exclusive licence in FR only for footwear with licenced tm4	100,000 EUR
Design	d1	123456	Internal	12.06.2004	12.06.2019	XYZ Ltd.	designer1, designer2	EU design	Registered	In use	Third renewal in 2019	approx. 100,000 EUR
Trademark	tm1	11111	Internal	13.04.1995	13.04.2025	XYZ Ltd.		EU trademark	Registered	In use		approx. 200,000 EUR
Trademark	tm2	22222	Internal	31.01.2015	31.01.2025	XYZ Ltd.		EU trademark	Appeal	In use	ongoing appeal with EUIPO	n/a
Trademark	tm3	33333	Internal	23.10.2015	23.10.2017	XYZ Ltd.		DE	Published	Non-used	to be licenced	20,000 EUR
Trademark	tm4	44444	External	25.06.2005	25.06.2025	ABC Ltd.		FR	Registered	In use	Exclusive licence in FR only for footwear with licenced p3	50,000 EUR
Domain Name	d1	d-000001	Internal	01.02.1996	01.02.2020	XYZ Ltd.			Registered	In use		n/a
Copyright	c1	c-000001	Internal	10.12.2005		XYZ Ltd.	author1			In use		n/a

Useful Resources

For further information, also see:

- Fact sheet on “IP due diligence: assessing value and risks of intangibles”:
<http://www.iprhelphdesk.eu/Fact-Sheet-IP-Due-Diligence>
- Fact sheet on “Inventorship, Authorship and Ownership”
<http://www.iprhelphdesk.eu/Fact-Sheet-Inventorship-Authorship-Ownership>
- Fact sheet on “Non-disclosure agreement: a business tool”
<http://www.iprhelphdesk.eu/Fact-Sheet-Non-Disclosure-Agreement>
- Fact sheet on “Defending and enforcing IP”
<http://www.iprhelphdesk.eu/Fact-Sheet-Defending-and-Enforcing-IP>
- Fact sheet on “Intellectual Property Valuation”:
<http://www.iprhelphdesk.eu/Fact-Sheet-IP-Valuation>
- Guide to “IP Guide to Commercialisation”:
http://www.iprhelphdesk.eu/sites/default/files/documents/EU_IPR_Guide_Commericalisation.pdf
- The use of European patents in large and small-sized firms: article by Paola Giuri and Salvatore Torrisi, published in the European IPR Helpdesk Bulletin No.18
http://www.iprhelphdesk.eu/sites/default/files/newsdocuments/IPR_Bulletin_No18_1.pdf#page=2
- Training Clip on IP Audit under “IP Panorama”, WIPO
<http://www.wipo.int/multimedia-video/en/sme/multimedia/flash/10/>

GET IN TOUCH

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Website: On our website you can find extensive information and helpful documents on different aspects of IPR and IP management, especially with regard to specific IP questions in the context of EU funded programmes.

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Training: We have designed a training catalogue consisting of nine different modules. If you are interested in planning a session with us, simply send us an email at training@iprhelppdesk.eu.

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