

Don Drinkwater

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Professional Experience Summary:

Director of Licensing group for Bose Corporation, Director; 3Com Licensing Program, Director, Standard & Poor's (formally PricewaterhouseCoopers) Intellectual Asset Management practice; Group Manager; DEC/Compaq Computer Corporation's Corporate Licensing Office; Engineering Manager; Engineer with 8+ patents granted. University Lecturer.

Education:

MBA	Clark University, Worcester, MA
MSEE	Worcester Polytechnic Institute, Worcester, MA
BSEE	Lowell Technological Institute, Lowell, MA

Professional Development:

Harvard Law School – Program of Instruction for Lawyers - Negotiation Workshop, Fall 1996
Franklin Pierce Law Center – Advanced Licensing Institute – Summer, 1995
Licensing Executive Society – Various licensing and valuation related courses and workshops
PricewaterhouseCoopers – Various valuation courses for tangible and intangible assets
Digital Equipment Corp – Various technical courses

Licensing Employment Summary:

Bose Corporation October 2004 – February 2023

Director, Licensing Group

- Developed policies to license intellectual property to be used in Bose products
 - Formed cross-functional team and identified multiple technology programs to serve cross organizational requirements
 - Completed multiple licensing agreements.
- Developed and implemented a few strategic licensing out programs:
 - Patent license for hearing aid technology
 - Patent license to multiple companies for a portable sound quality measurement device
 - License for medical technology related to diagnoses

3Com Feb 2002 – October 2004

Director, Licensing Program

- Developed strategy to license selected patents from 3Com's patent portfolio to established and start-up companies
- Valued 3Com's intellectual property related to corporate book value to review best use of patent portfolio
- Implemented licensing projects
 - Signed six licensing agreements producing over \$20M revenue.
 - Developed a predictable revenue stream approaching \$2M per year of incremental revenue
 - Initiated a patent enforcement program that generated \$70M
- Identified patents available for sale

Standard & Poor's (formally PricewaterhouseCoopers) Dec 1998 – Jan 2002

Director, Intellectual Asset Management practice

Sample Engagements

- Developed a process to improve the management of intellectual assets for a multi-billion-dollar defense company

- Assessed invention disclosures to determine technical and commercial merit for a major University
- Implemented a license program to extract value for technology, funded and developed by a group of entrepreneurs
- Developed the negotiation strategy including multiple valuation techniques and license structure to help a company present their position and maximize their return from a licensing effort
- Determined the patent landscape for specific development initiatives to determine relative intellectual property positions of multiple companies pursuing a technology
- Provided a work plan to implement improved Intellectual Asset Management processes that would increase the capture rate of intellectual property and minimize the potential of being caught off-guard in patent litigation actions

Compaq Computer Corporation

June 1998 – December 1998: Group Manager, Compaq's Corporate Licensing Office

- Defined group charter and goals
- Responsible for revenue and expense
- Implemented licensing programs and strategic initiatives that involved technology transfer

1992 – June 1998: *Licensing Executive*

- Conceived, designed, implemented and managed the evaluation of Digital's patent portfolio and related technology to determine licensing revenue potential
- Valued intellectual property to support investment banking analysis for the Compaq-Digital merger and Digital to Cabletron asset transfer
- Developed patent and technology licensing programs for Digital's Power Supply, Networking, and Semiconductor technologies
- Implemented and managed several successful licensing programs including programs that involved business development, procurement of start-up funds, equity relationships, and international licensing issues
- Member of two patent review committees.

Other related Activities:

Honors:

- Eta Kappa Nu (Honor society of the IEEE)
- Haskell Memorial Award for Distinguished Teaching, U Mass at Lowell
- Frank Barnes Mentor Award (Licensing Executive Society)

Professional Society Memberships:

- Institute of Electronic and Electrical Engineers (IEEE)
- Licensing Executive Society USA & Canada (LES) / Licensing Executive Society International (LESI)
 - Leading international organization for licensing professionals comprising members from multiple industries and geographies
 - Six-year board member for LES
 - Served on the business advisory group for LESI
 - Panel member on multiple workshops to discuss topics relevant to licensing professions
 - Authored publications including leading the effort to write the Intellectual Property Management Primer which is published on the LESI's website.