

4th Annual IP Data & Research Conference

March 11, 2021

4^e conférence
annuelle sur la
recherche et
les données de PI

11 mars 2021



Innovation, Science and
Economic Development Canada
Canadian Intellectual Property Office

Innovation, Sciences et
Développement économique Canada
Office de la propriété intellectuelle du Canada

Centre for International
Governance Innovation
20 years



Agenda

4th Annual IP Data & Research Conference

Presented via Zoom

Thursday, March 11, 2021

9:00 a.m. to 4:00 p.m. EST

9:00 to 9:05 a.m.	Greetings from the Master of Ceremonies Christine Piché, Senior Director, Patent Branch, Canadian Intellectual Property Office (CIPO)
9:05 to 9:20 a.m.	Opening Remarks Simon Kennedy, Deputy Minister, Innovation, Science and Economic Development Canada (ISED)
9:20 to 10:00 a.m.	Session I: Keynote Presentation Jim Balsillie, Founder and Chair, Centre for International Governance Innovation (CIGI) <ul style="list-style-type: none">• Prosperity & Security: Canada's IP Imperative Moderator: Konstantinos Georgaras, Chief Executive Officer (interim), CIPO
10:00 to 10:10 a.m.	<i>Health break</i>
10:10 to 11:20 a.m.	Session II: Clean Technologies and IP Sean Martineau, Acting Manager of IP Analytics and Data Dissemination, CIPO <ul style="list-style-type: none">• Deep Diving into the Clean-Technology Patent Landscape Jim Hinton, Senior Fellow, CIGI & Co-founder, Innovation Asset Collective <ul style="list-style-type: none">• Innovation Asset Collective – Canada's Patent Collective Leah Lawrence, President & Chief Executive Officer, Sustainable Development Technology Canada <ul style="list-style-type: none">• The New Economic Reality of Climate Tech = Intellectual Property and Data Mike Andrade, Chief Executive Officer, Morgan Solar <ul style="list-style-type: none">• The Implications of the “tech” in Cleantech: Lessons from a Career in the Trenches of the Global Technology Industry Moderator: Bob Fay, Managing Director, Digital Economy Research, CIGI
11:20 to 11:30 a.m.	<i>Health break</i>
11:30 a.m. to 12:30 p.m.	Session III: IP and Economic Growth Robert Embree, Ph.D. Student, University of Toronto <ul style="list-style-type: none">• Industrial Designs and Firm Performance: Evidence from Canadian Firms Alissar Hassan, Deputy Chief Economist, IP Australia <ul style="list-style-type: none">• IP Rights, Business Profitability and Competition in the Australian Economy Aaron Sydor, Director, Trade and Economic Analysis, Global Affairs Canada <ul style="list-style-type: none">• Innovation and the Internationalization of Businesses Moderator: Elias Collette, Director, Business Improvement Services, Chief, Economic Research and Strategic Analysis and Data Steward, CIPO



Agenda

12:30 to 1:30 p.m. *Lunch*

1:30 to 2:30 p.m. **Session IV: The Impact of COVID-19 on IP and Innovation**

Mazahir Bhagat, Data Scientist, Corporate Strategies and Services Branch, CIPO

- Patenting in Pandemic Mitigation Technologies

Chris Harrison, Head of IP Analytics and Data Insights, United Kingdom Intellectual Property Office (UKIPO)

- Impact of COVID-19: An IP Office Perspective

Heather Hossie, Director, IP, Innovation Canada, ISED and Petra Hudakova, Senior Policy Analyst – Project Manager, ExploreIP, Innovation Canada, ISED

- ExploreIP: Leveraging Public Sector IP for Commercialization

Moderator: Rich Corken, Deputy Director, Economics, Research and Evidence, UKIPO

2:30 to 2:40 p.m. *Health break*

2:40 to 3:50 p.m. **Session V: Data in Support of Evidence Based Policymaking**

Teodora Cosac, Senior Policy Advisor, Strategy and Innovation Policy Sector, ISED

- Results from the Survey of Intellectual Property Awareness and Use

Andrew W. Torrance, Paul E. Wilson Distinguished Professor of Law, University of Kansas School of Law

- The Importance of Patents (And How to Calculate It)

Julie McAuley, Chief Results and Delivery Officer, Strategy and Innovation Policy Sector, ISED

- ISED's Data Strategy – From Vision to Implementation

Moderator: Erin Campbell, Director of Patent Policy, Strategy and Innovation Policy Sector, ISED

3:50 to 4:00 p.m. **Closing Remarks**

Jeffrey Orser, Acting Director General, Services to Business Branch, CIPO

Housekeeping Notes:

- Please sign in a few minutes in advance of the event to test your connection, allowing time for troubleshooting.
 - If you have any technical difficulties getting connected, please email events@cigionline.org.
- Simultaneous interpretation is available in French and English. Simply select the interpretation tool (a globe icon) and choose the language that you would like to hear.
 - English instructions are available [here](#).
 - Please Note: DO NOT mute the original audio, or you will not hear the portions of the event that are already in your preferred language.
- All of the slide decks used in presentations are available for download in English and French [here](#).
- During the event, if you have any questions for the speaker or panel, please use the Q&A tool. The moderator and event staff will be monitoring the incoming questions and will raise as many as possible during the session.



Biographies of Speakers

Master of Ceremonies

Christine Piché

Senior Director, Patent Branch, Canadian Intellectual Property Office



Christine is the Senior Director of the Patent Branch at the Canadian Intellectual Property Office. Christine is responsible for leading strategic and operational planning, training and information technology functions, quality management, and the operational functions that support the patent branch.

Christine Piché has a bachelor's degree in Electrical Engineering, an MBA and is registered as a Canadian Patent Agent.

Opening Remarks

Simon Kennedy

Deputy Minister, Innovation, Science and Economic Development Canada



Simon Kennedy was named Deputy Minister of Innovation, Science and Economic Development, effective September 3, 2019.

Previously, he served as Deputy Minister of Health from January 2015. During his tenure at Health Canada, that department took on a national leadership role in responding to the opioid crisis; negotiated agreements with the provinces and territories to allocate \$11 billion in new funding to home care and mental health services; and launched important reforms to pharmaceutical pricing, nutrition labelling, and vaping and tobacco product packaging. Mr. Kennedy also oversaw Health Canada's implementation of the government's initiative to legalize and regulate cannabis, including passage of the Cannabis Act.

Mr. Kennedy began his career with the public service in 1990 and has served in a variety of progressively senior roles in seven different organizations, including in six deputy minister-level appointments at the Privy Council Office; Industry Canada; Foreign Affairs and International Trade Canada; Health Canada; and Innovation, Science and Economic Development Canada. As the Canadian lead on the bi-national Beyond the Border Working Group, he negotiated with the White House the 2011 Canada-U.S. Action Plan for Perimeter Security and Economic Competitiveness. He also served as the Prime Minister's personal representative, or "Sherpa", to the G20 from 2012 to 2014.

He holds a Bachelor of Public Relations from Mount Saint Vincent University and a Master of Science in Communications Management from Syracuse University and is a graduate of INSEAD's Advanced Management Programme. Mr. Kennedy also received his ICD.D designation from the Institute of Corporate Directors (ICD) and is co-chair of the ICD Ottawa Chapter. He has served on the boards of a variety of organizations, most recently the Mental Health Commission of Canada, the Canadian Institute for Health Information and the Governing Council of the Canadian Institutes of Health Research, among others.

Biographies of Speakers



Session I: Keynote Presentation

Moderator

Konstantinos Georgaras

Chief Executive Officer (interim), Canadian Intellectual Property Office

Konstantinos Georgaras is the Chief Executive Officer (interim) at the Canadian Intellectual Property Office (CIPO).

In this role, Mr. Georgaras provides strategic direction and leadership to CIPO and ensures the provision of world-class intellectual property (IP) services by granting IP rights and providing IP awareness and information. He also represents CIPO and Canada's interests, both nationally and internationally.

Mr. Georgaras joined CIPO in 2010. As Director General of Corporate Strategies and Services, he was responsible for legislative, regulatory, administrative and operational policy related to the IP framework that CIPO administers. He also provided expert advice on broader IP policy analysis, policy development and framework modernization. He led the Canadian delegation on various bilateral and multilateral initiatives, such as strategic World Intellectual Property Organization committees, the Asia-Pacific Economic Cooperation's IP committee and other fora, to develop and advance Canadian IP positions and interests internationally. Mr. Georgaras led an extensive program of professional economic research and analysis to identify and evaluate national and international trends and developments, policies, strategies, plans and initiatives to support Canada's IP policy. He also led the development of strategic partnerships, financial services and human resources.

Mr. Georgaras began his career in the public service in 1984 and has held strategic and executive positions within the departments of Innovation, Science and Economic Development Canada and Human Resources and Skills Development Canada and within the Science, Technology and Innovation Council. Mr. Georgaras has extensive experience spanning strategic, economic and legislative policy, with direct responsibilities for IP, innovation, insolvency and industrial and labour market policies.

Mr. Georgaras holds a Master of Arts in Public Administration from Carleton University and an Executive Certificate in Public Leadership from the John F. Kennedy School of Government at Harvard University.



Biographies of Speakers

Presenter



Jim Balsillie

Founder and Chair, Centre for International Governance Innovation

Jim Balsillie's career is unique in Canadian business. He is the retired Chairman and co-CEO of Research In Motion (BlackBerry), a technology company he scaled from an idea to \$20 billion in sales globally. Mr. Balsillie's private investment office includes global and domestic technology investments and was part of the consortium that recently purchased the Canadian space technology leader MDA.

He is the co-founder of the Institute for New Economic Thinking in New York, the Council of Canadian Innovators based in Toronto, the Centre for International Governance Innovation in Waterloo, the Centre for Digital Rights; and, the CIO Strategy Council. He currently chairs the boards of CCI, CIGI, and co-Chairs CIOSC. He is also the founder of the Balsillie School of International Affairs and the Arctic Research Foundation; a member of the Board of the Carnegie Endowment for International Peace and the Advisory Board of the Stockholm Resilience Centre; an Honorary Captain (Navy) of the Royal Canadian Navy and an Advisor to Canada School of Public Service.

Mr. Balsillie was the only Canadian ever appointed to US Business Council and was the private sector representative on the UN Secretary General's High Panel for Sustainability. His awards include: several honorary degrees, Mobile World Congress Lifetime Achievement Award, India's Priyadarshni Academy Global Award, Canadian Business Hall of Fame, Time Magazine's World's 100 Most Influential People and three times Barron's list of "World's Top CEOs".



Session II: Clean Technologies and IP

Moderator

Bob Fay

**Managing Director, Digital Economy Research,
Centre for International Governance Innovation**



Robert (Bob) Fay is the managing director of digital economy at CIGI. The research under his direction assesses and provides policy recommendations for the complex global governance issues arising from digital technologies. He brings to this position extensive experience in macro- and micro-economic research and policy analysis. He is also a member of the 2020-2021 Information and Privacy Commissioner of Ontario (IPC) Ad Hoc Strategic Advisory Committee, providing feedback on the priorities the IPC will focus on over the next five years.

Prior to joining CIGI, Bob held several senior roles at the Bank of Canada (BoC), most recently as senior director overseeing work to assess developments and implications arising from the digitization of the Canadian economy. As deputy director of the International Department at the BoC, he assessed global economic developments and their implications for Canada and investigated a wide variety of issues, including those related to the international monetary system and global financial architecture. He has also led the BoC's Canadian short-term forecasting team and set up and led its first research division related to structural analysis, focusing on labour markets, productivity and exchange rate analysis. Bob was also a special assistant to BoC Governor Mark Carney, serving as the governor's chief of staff. Prior to joining the BoC, Bob was an economist at the Organisation for Economic Co-operation and Development and worked on a range of economic and labour market issues.

Bob holds an M.A. in economics from Queen's University and an undergraduate degree in applied studies (economics) from the University of Waterloo.

Biographies of Speakers

Presenters



Sean Martineau

**Acting Manager of IP Analytics and Data Dissemination,
Canadian Intellectual Property Office**

Sean Martineau is a Senior Economist and Acting Manager of IP Analytics and Data Dissemination in the Business Improvement Services Directorate at the Canadian Intellectual Property Office (CIPO). He started working for CIPO in December 2011. Sean has a Master's in Economics from the University of Ottawa and is a Chartered Professional Accountant (CPA). His work experience over the past 15 years lies mostly in Government, working for various federal departments. Sean has significant experience working in market analysis research, business intelligence reporting, and working on policy specifically related to the automotive industry around environmental regulations and implementation of the Canada-European Union Comprehensive and Economic Free Trade Agreement (CETA). Sean's role at CIPO is to lead the IP Analytics unit responsible for developing reports focused on specific technology sectors. By implementing IP Analytics, CIPO will increase the evidence-based decision-making capabilities of executives and significantly improve its analytical capacity. Sean is also responsible for leading CIPO's data dissemination service by maintaining the IP Horizons databank and making CIPO's data available on the Open Government portal.



James Hinton

**Senior Fellow, Centre for International Governance Innovation & Co-founder,
Innovation Asset Collective**

James Hinton is the founder of Own Innovation and a proud supporter of Canadian technology companies. In addition to being an IP lawyer, he is both a patent and trademark agent before the Canadian IP Office and works directly for Canadian companies with the U.S. Patent and Trademark Office.

He is the co-founder of the Innovation Asset Collective, Canada's national patent collective. He is also a senior fellow at the Centre for International Governance Innovation, where he studies IP and innovation policy. Jim is an assistant professor at Western University where he teaches a masters course in innovation commercialization. Jim also has a background in mechanical engineering, a Bachelor of Engineering from McMaster University and a Juris Doctor from the University of Toronto. Finally, he works closely with the Council of Canadian Innovators on Canada's Innovation initiatives and Canada's national IP strategy.



Biographies of Speakers



Leah Lawrence

President & Chief Executive Officer, Sustainable Development Technology Canada

Leah is a lifelong advocate for engineering, entrepreneurship and the environment. As the president and CEO at SDTC, Leah oversees the \$150 million a year that the organization invests in entrepreneurs developing new environmental technologies.

Over the years, Leah has served on many corporate and non-profit boards, including serving as president of the Ottawa chapter of the International Women's Forum, the chair of the Calgary Chamber of Commerce, and the president of the Association of Professional Engineers and Geoscientists of Alberta (APEGA). In 2018, she was honoured to receive the Centennial Leadership Award, APEGA's highest distinction for a member who has achieved exemplary achievements in their career. In 2019, Leah was listed in WXN's Top 100 list as one of the nation's most powerful women in business, recognizing her drive and passion for innovation.

Leah has her Bachelor of Applied Science from the University of Regina and her Master of Economics from the University of Calgary. She is also a Fellow of the Canadian Academy of Engineering and a Fellow of Engineers Canada.



Mike Andrade

Chief Executive Officer, Morgan Solar

Mike has over 30 years' experience working with dozens of the best-known tech firms, launching hundreds of products, and had a ringside seat for many major technology disruptions. He was part of the founding management team at Celestica and during his time there experienced first-hand the challenges of growing a global technology company in a highly competitive environment. Mike believes that climate change is the defining issue of his generation and that technology is part of the solution, but that it is also going to be a disruptive event for Canada. As such, in addition to his role as CEO of Morgan Solar and investor in multiple early stage cleantech companies, he is active in advisory roles with the government in manufacturing, innovation and cleantech.

Mike is a member of the Professional Engineers of Ontario. He holds a Bachelor of Engineering Science degree from the University of Western Ontario, and a Master of Business Administration degree from York University.



Session III: IP and Economic Growth

Moderator

Elias Collette

Director, Business Improvement Services, Chief, Economic Research and Strategic Analysis and Data Steward, Canadian Intellectual Property Office

Elias Collette is Director of Business Improvement Services, the Chief of Economic Research and Strategic Analysis and the Data Steward at CIPO. The teams he leads provides analytical and research support to both the policy and planning functions at CIPO and Innovation, Science and Economic Development Canada. In addition, they disseminate IP data to other organizations and the public through CIPO's website and the Open Government portal.

The mandate of his directorate is to ensure that IP data and the knowledge contained therein is available internally and externally to support the development of robust evidence to support policy and operational decision making.

Prior to coming to CIPO Elias worked in the Chief Information Office Branch at the Treasury Board Secretariat, and the Real Property Branch at Public Service and Procurement Canada.

Elias holds a Ph.D. in Economics from Carleton University. His dissertation, *Essays on Intellectual Property: Innovation, Growth and Strategies*, included chapters that looked at: large- and small-scale innovation; patents as a measure of innovation that leads to economic growth; and, using trademark oppositions as a tool for entry-deterrence.

Elias is a believer of life-long learning and of the importance of evidence-based decision making. He is continually seeking to raise the bar on this front; both in his day job and in the projects he has engaged in outside of his position in government. To this end he has provided analytics consulting to: a municipal election campaign; multiple environmental studies, including with Ottawa Centre Eco District; and a professional sport team, the Ottawa Senators.

Biographies of Speakers

Presenters



Robert Embree

Ph.D. Student, University of Toronto

Robert Embree is a fourth-year Ph.D. student in Economics at the University of Toronto, specializing in public economics. He is a former research economist at the Canadian Intellectual Property Office. His research interests include intellectual property at both the firm and the national level, tax policy, and the effect of economic growth on election outcomes.



Alissar Hassan

Deputy Chief Economist, IP Australia

Alissar is the Deputy Chief Economist at IP Australia. Alissar leads the Office of the Chief Economist program of economic research and publications including the IP Report. She has five years' experience working in the Australian Government, supporting evidence-based policy development, publication of economic research papers and promoting the education of economics across the Australian Public Service.

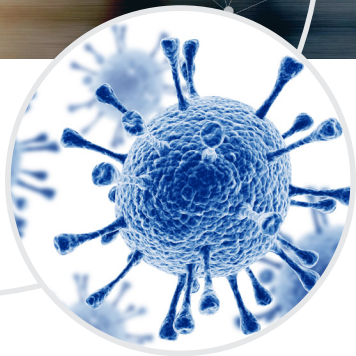
Prior to joining the Australian Government Alissar was a management consultant with PwC where she helped organisations to identify and engage key stakeholders, develop appropriate organisational development tools and processes, analyse and assess business processes, and prepare and facilitate workshops.



Aaron Sydor

Director, Trade and Economic Analysis, Global Affairs Canada

Aaron is director of the Trade and Economic Analysis Division within the Office of the Chief Economist at Global Affairs Canada. Aaron has authored studies on Canada-U.S. economic relations, global value chains, offshoring/outourcing, and the internationalization of SMEs and produced two research volumes for the Department: NAFTA@10 and Global Value Chains - Impacts and Implications. He is also the recipient of the numerous awards including the Queen's Golden Jubilee Medal and in 2013/14 was Canada Fulbright Scholar at Duke University.



Session IV: The Impact of COVID-19 on IP and Innovation

Moderator



Rich Corken

**Deputy Director, Economics, Research and Evidence,
United Kingdom Intellectual Property Office**

Rich leads the United Kingdom Intellectual Property Office's programme of work which seeks to understand the relationship between IP and the wider economy. His team's remit includes the provision of economic analysis for IP across government, an external research programme where leading academics provide insights into all aspects of IP, world leading IP analytics to make sure that the wealth of registered IP data can be used to provide useful insights, and social research and statistics to ensure that we ask the right questions and use the right metrics. Rich sits on the cross-government Heads of Horizon Scanning group and participates in OECD taskforces in IP statistics and Counterfeit and Illicit Trade. He also peer reviews articles for conferences and journals such as World Patent Information.

Presenters



Mazahir Bhagat

**Data Scientist, Corporate Strategies and Services Branch,
Canadian Intellectual Property Office**

Mazahir has a Master's degree in Data Analytics from the University of Waterloo and has been a part of the IP Analytics team at the Canadian Intellectual Property Office (CIPO) for more than two years now. Mazahir is well versed in working with data and is constantly looking at ways to leverage the power of data to assist in making more informed decisions. Prior to joining CIPO, Mazahir was a part of the Master Data Management team at Walmart Labs whose primary objective was to support the maintenance of high-quality data.

Biographies of Speakers



Chris Harrison

Head of IP Analytics and Data Insights, United Kingdom Intellectual Property Office

Chris leads the IP analytics team at the UK Intellectual Property Office (UKIPO) and has been providing patent analysis and data-driven IP research for the UK government for the past 10 years. He has a particular interest in emerging technologies and is part of the UKIPO Futures Group that has a remit to understand the impact of future technologies on the IP framework and UKIPO. He is a Qualified Patent Information Professional (QPIP) and started life at the UKIPO as a patent examiner before moving into the field of IP analytics in 2010.



Heather Hossie

Director, IP, Innovation Canada, Innovation, Science and Economic Development Canada

Heather Hossie is the Director, IP Centre of Expertise & ExploreIP at Innovation Canada. With over 20 years of experience in economic development, program development, and partnership, Heather manages a team of IP professionals who provide IP guidance and advice to federal programs, departments and agencies, as well as the development and promotion of the ExploreIP platform.



Petra Hudakova

Senior Policy Analyst – Project Manager, ExploreIP, Innovation Canada, Innovation, Science and Economic Development Canada

Petra is a Senior Policy Advisor at Innovation Canada and the ExploreIP Project manager. In her role, Petra works closely with the IT development team and the ExploreIP users in public and private sectors to co-design the tool's features and user experience. Petra has over 10 years of experience in project management, program design and implementation, through developing education and advisory programs and health standards for quality and safety in her previous roles at Health Standards Organization and Accreditation Canada.



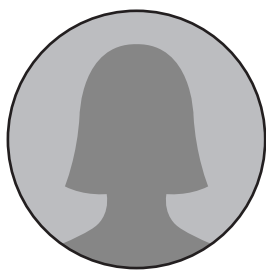
Session V: Data in Support of Evidence Based Policymaking

Moderator

Erin Campbell

**Director of Patent Policy, Strategy and Innovation Policy Sector,
Innovation, Science and Economic Development Canada**

Erin Campbell has been Director of Patent Policy at Innovation, Science and Economic Development Canada (ISED), with responsibilities for the IP Strategy, since November 2018. She was previously program director with ISED's Post-Secondary Institutions Strategic Investment Fund, a program that supported research and innovation-oriented infrastructure projects at universities and colleges. Prior to joining ISED, she held positions in the Machinery of Government Secretariat at the Privy Council Office.



Presenters

Teodora Cosac

**Senior Policy Advisor, Strategy and Innovation Policy Sector,
Innovation, Science and Economic Development Canada**

Dr. Teodora Cosac leads the economic research team in the Marketplace Frameworks Policy Branch at ISED. The team undertakes research and analysis to support intellectual property policy development. Teodora has a Ph.D. in Economics from Simon Fraser University and her areas of expertise include applied microeconomics, competition, trade and intellectual property. Prior to joining MFPB, Teodora was a Senior Economist with the Competition Bureau.



Biographies of Speakers



Andrew W. Torrance

Paul E. Wilson Distinguished Professor of Law, University of Kansas School of Law

Andrew W. Torrance is the Paul E. Wilson Distinguished Professor of Law at the University of Kansas School of Law, and a winner of the 2015 University Scholarly Achievement Award at the University of Kansas. He is a former Earl B. Shurtz Research Professor. He has an extensive background as a professor, and in 2008, Torrance served as a policy advisor to presidential candidate Barack H. Obama on his Technology, Media, and Telecommunications Committee.

Torrance teaches and conducts research in patent law, intellectual property, innovation, food and drug regulation, biotechnology law, biodiversity law, biolaw, and empirical, experimental, and big data approaches to the law. Specific research foci includes open, user, and collaborative innovation, design, and legal issues surrounding genes, biotechnology, genetically modified organisms, synthetic biology, conservation biology, and de-extinction. His scholarship has appeared in such journals as the Yale Journal of Law and Technology, the Stanford Technology Law Review, the Columbia Science and Technology Law Review and the Berkeley Technology Law Journal.

Torrance practiced biotechnology patent law at Fish & Richardson PC, the world's largest intellectual property law firm, after working as a summer associate at both Morrison & Foerster LLC and Fish & Richardson P.C. He served as in-house patent counsel at Inverness Medical Innovations, a global biotechnology company with headquarters in Boston, and as the first in-house patent counsel at Stirling Medical Innovations, a cardiac diagnostics biotechnology company based in Scotland. He is a board member at several companies and nonprofit organizations. Torrance founded the annual Biolaw Conference, and co-founded the leading annual patent conference, PatCon. [Torrance continues to lead the intellectual property department](#) at the Eli and Edythe Broad Institute of MIT and Harvard.



Julie McAuley

Chief Results and Delivery Officer, Strategy and Innovation Policy Sector, Innovation, Science and Economic Development Canada

Julie McAuley joined Innovation, Science and Economic Development Canada in September 2017 as the department's Chief Results and Delivery Officer. In this role, she leads the implementation of the department's outcomes-focused results and delivery framework and is responsible for the oversight and management of ISED's Chief Data Office, including the implementation of the Departmental Data Strategy. Prior to joining ISED, she spent her career at Statistics Canada where she held a number of executive positions.

Closing Remarks



Jeffrey Orser

Acting Director General, Services to Business Branch, Canadian Intellectual Property Office

Jeffrey Orser is the acting Director General of the Services to Business Branch, responsible for the development and implementation of the Canadian Intellectual Property Office (CIPO)'s overall service strategy, leading the design of new business services to improve the awareness and use of Intellectual Property (IP). He also oversees strategic partnerships, stakeholder engagement, business development, CIPO communications, marketing and media relations, market and client research, as well as Client Service Centre services. Prior to his current role, he occupied numerous managerial positions with the Patent and Trademark Branches related to the regulatory delivery of high-quality and timely IP rights. Before joining Government, he worked as an Integrated Circuit Designer for a small-start up that built rule-based network classification semiconductor devices.