



IAM's Market Makers of 2023

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Via Licensing Alliance President Heath Hoglund

The IP dealmaking space is in an exciting new era. Increasing connectivity, technology convergence and the unstoppable rise of AI are opening new avenues for patent licensing and top industry strategists are looking for innovative ways to drive value from their IP to bolster core revenue streams.

IAM's Market Makers recognises the key dealmakers and decision takers, as selected by our editorial team. Our top 40 pulled off major asset transactions, worked tirelessly to innovate in the dealmaking space and, ultimately, engineered value from IP.

They are leaders, crafting strategies and overseeing high-value deals. While there are countless others for whom a good case could be made for inclusion, there is no doubt that these 40 professionals are at the peak of their game.

Here is IAM's Market Makers of 2023.

1. Heath Hoglund, Via Licensing Alliance

It was revealed last year that there's a new market in the patent world: mergers and acquisitions of patent pools. It was a first in history when Via Licensing, a wholly owned subsidiary of Dolby Laboratories, **acquired MPEG LA for \$139 million** in the spring of 2023. It became Via Licensing Alliance – now the largest patent pool administrator in the consumer electronics space, operating 20 patent pools for audio and video codec technologies.

Via LA President Heath Hoglund was a central figure in closing the deal, which he describes as the most complicated of his life. This was partly due to the need to earn sign-off from MPEG LA's 12 owners. Hoglund previously served as vice president of intellectual property and standards at Dolby before joining Via as president in early 2022.

2. Matt Gline, Roivant

Having sold a patent-centred spinout company founded less than a year earlier for \$7.1 billion, Roivant Sciences marked itself out as one of the IP deal-making giants of 2023.

Roivant received \$5.25 billion for its 75% share of Telavant, which it sold to Roche in October. The spinout was created in late 2022, when Roivant licensed the US and Japanese rights to Phase 2 candidate treatment for ulcerative colitis, RVT-310, for a small upfront payment of \$45 million to Pfizer, which became a 25% shareholder in the business.

This is Roivant's largest and most recent success, but the company's distinctive hub-and-spokes pharma IP commercialisation model has borne fruit on several previous occasions. These include its \$3 billion sale of five patent-centred spinouts to Sumitomo Dainippon Pharma in 2019 – a deal that was followed up with a further \$2.9 billion agreement with the Japanese business in late 2022.



Huawei IP Head Alan Fan

3. Alan Fan, Huawei

Alan Fan's IP team at Huawei continued to break boundaries in 2023, despite the economic and geopolitical turbulence the company has faced in recent years.

The major Chinese IP holder signed a 5G patent cross-licensing deal with Xiaomi, **bringing an end** to their patent dispute the same year it was **filed**. It also joined several major licensing programmes as a licensor, including **Sisvel's Cellular IoT patent pool** and **Avanci's 5G connected vehicle licensing programme**.

But its licensing enthusiasm did not stop there. In July, Fan's team **published** the rates for its key licensing programmes, including those for mobile handsets, WiFi and cellular IoT. Huawei's IP team closed out the year with another major patent deal, signing a **cross-licence agreement with Sharp**.



Ran Xu, general manager of corporate business development and IP strategy, Xiaomi

4. Ran Xu, Xiaomi

In 2023, Xiaomi maintained its position as the world's third-largest smartphone vendor. Ran Xu, who took over from IP head Paul Lin in 2022, **revealed to IAM** last June that 5G is one of its key areas of investment – and that is evident in the deals that it signed over the course of 2023.

Its 5G patent **cross-licence deal with Huawei** in September followed a very short mediation before the CNIPA, marking only the second time this mechanism has been used. The company also brought 2023 to a close with a major **5G SEP cross-licence deal with Ericsson**.

But what particularly stood out was the company's willingness to engage in innovative deals, which was apparent in its one-of-a-kind **multi-lateral licensing deal with IP Bridge, Orange and Siemens**. The agreement, facilitated by Paul Lin, also brought an end to several SEP infringement disputes before courts in China and Germany.



Marconi Co-founder Kasim Alfalahi

5. Kasim Alfalahi, Marconi

Following striking successes with its 4G connected vehicles programme in 2021 and 2022, Avanci continued to stir up the patent market last year.

The Marconi-affiliated organisation, led by Kasim Alfalahi, launched six new programmes in 2023, including its much-anticipated 5G connected vehicles licensing platform – an offering that has gained significant momentum in the months since its launch in August. Its other new additions herald the broadening of Avanci's activities to include several new verticals and technologies.

In quick succession, the organisation launched licensing programmes targeting the connected vehicle aftermarket, electric vehicle chargers, smart meters, video codecs and the ATSC 3.0 broadcasting standard, expanding its horizons beyond the car industry, and even beyond the Internet-of-Things.



Avanci Vehicle President Laurie Fitzgerald

6. Laurie Fitzgerald, Avanci Vehicle

Though the broader of achievements of Avanci/Marconi, and its leader Kasim Alfalahi, are honoured above, this year's IAM Market Makers must also recognise the extraordinary achievements of Laurie Fitzgerald, who spearheaded Avanci's Vehicle's 5G licensing platform, which launched following years of preparation in August 2023.

The platform has a lot to live up to. Following a slow start in 2016, its 4G predecessor has become a roaring success in recent years, now boasting 59 licensors and over 80 licensees.

The 5G programme launched with 58 licensors and one licensee (Mercedes-Benz) on the roster – something that the 4G programme did not achieve until more than a year after launch.

Since inception, the 5G programme has grown rapidly. It now boasts 30 licensed automotive brands and over 65 patentees. To put that into context, the 4G platform – now considered a great success – took five years to obtain 25 licensees.



Lenovo's CIPO John Mulgrew

7. John Mulgrew, Lenovo

Having won a favourable outcome in a landmark UK global FRAND rate case, Lenovo – whose IP team is led by John Mulgrew – was responsible for one of the most impactful SEP-related rulings of 2023.

The March 2023 landmark ruling by the English High Court was the UK's second ever judicial determination of a worldwide FRAND rate and sided strongly with Lenovo and against SEP owner InterDigital, arriving at a figure far closer to the Chinese company's proposed rate than the patentee's. The decision was also severely critical of InterDigital's "volume discount"

approach, which it held to be discriminatory against smaller licensees. If the judgment is upheld by the Court of Appeal, it will become an extremely important precedent.

Having triumphed in that case, Lenovo took the unusual decision (for an implementer) of proactively seeking a global FRAND determination from the London courts in further disputes with Ericsson and InterDigital. This was despite neither of its counterparties initiating UK litigation in those cases. Against Ericsson, it is even seeking the imposition of an injunction, if the patentee does not suspend its litigation elsewhere.



President of Nokia Technologies Jenni Lukander

8. Jenni Lukander, Nokia

Last year was a major one for Nokia Technologies. Having sealed 5G-era patent deals with both Apple and Samsung, the team led by Jenni Lukander also laid the foundations for agreements with Oppo and Vivo struck early this year following hard-fought litigation. As such, Nokia was able to complete its 5G renewal cycle in the opening weeks of 2024.

And, though the company generated a disappointing €1.09 billion in patent licensing revenue last year, it now has a much healthier annualised net sales run rate of €1.3 billion because of recent deals. Nokia has also increased its patent revenue from new growth areas by 50% over the past year.

Whereas annual revenues from these streams – including multimedia, consumer electronics, IoT and connected vehicles – stood at €100 million in late 2022, they had exceeded €150 million by the end of 2023.



Sisvel President Mattia Fogliacco

9. Mattia Fogliacco, Sisvel

Sisvel, headed by President Mattia Fogliacco, has been busy striking deals over the past 12 months. In September, the company announced Huawei **signed up** to the Cellular IoT programme, deepening the relationship between Europe's largest patent pool operator and the Chinese telecoms giant. Then, at the turn of the year, Sisvel went public about a **ground-breaking agreement** that granted 16 RPX members a licence to AV1 and VP9 patents owned by 20 IP owners participating in Sisvel's video coding licensing platform.

The deal is a rare example of a patent licensing agreement arising from two-way mediation, while Sisvel's continued success in securing licensees is a vindication of its use of patent licensing to monetise the fruits of video coding research (both AV1 and VP9 have been touted as royalty-free by major innovators in this area).

The company also **made headlines** back in October, when Orange and its licensing partner, 3G Licensing, a Sisvel subsidiary, won a patent assertion against Taiwanese device manufacturer HTC Corp. Of particular note was the Delaware jury's determination that the plaintiffs should be awarded an above-FRAND royalty rate, potentially setting an important precedent.

10. Jean Liu, Seagen

By far the largest M&A deal in the life sciences space last year was Pfizer's \$43 billion buyout of Seagen – the most valuable biopharma transaction since the AbbVie's \$63 billion Allergan purchase in 2019.

As with most life sciences companies, much of Seagen's market value resides in its IP portfolio, which protects four approved cancer treatments as well as antibody-drug conjugate platform technology.

The person in charge of acquiring and protecting Seagen's crown jewels for almost decade in the run up to the December 2023 buyout was Jean Liu, who served as the company's Chief Legal Officer until the acquisition was completed at the end of last year.

11. Christina Petersson, Ericsson

Ericsson's 2023 IP licensing revenues were a financial silver lining for a company that otherwise had a tough year.

Though Ericsson's overall sales were 10% lower last year than in 2022, its 2023 patent licensing revenues jumped to SEK 11.1 billion, up from SEK 10.4 billion the previous year and SEK 8.1 billion in 2021.

Partly this boost reflects the company's late 2022 5G-era licence with Apple, but it is also due to deals – like its cross-licences with Huawei and Xiaomi – that were struck in 2023.

Ericsson's IP team, led by Christina Petersson, is on the hunt for more deals. In late 2023, it sued Lenovo in numerous jurisdictions, triggering a legal dispute in which hundreds of millions of dollars appear to be at stake.

12. Peter Moller, Access Advance

It might be that 2023 marked the year that the historically fractured HEVC patent pool arena finally consolidated under one leader: Access Advance.

Under the guidance of CEO Peter Moller, the pool administrator has attracted 43 patent licensors – BlackBerry joined in 2023 – to HEVC Advance, which now licenses 23,000 patents, or 75% to 80% of assets that are essential to the standard.

Those taking pool licences in 2023 include Lenovo, Amazon, and Dell, which meant half of the global personal computing market now is under an HEVC Advance licence. The pool counts 317 licensees today, including huge companies like Google, OPPO, Huawei Device Co, and Samsung Electronics Co.

13. Dan McCurdy, RPX

The video coding deal inked between defensive patent aggregator RPX, headed by CEO Dan McCurdy, and Sisvel is a shining example of creative collaboration between two companies in the patent licensing space. It pushes beyond the scope of an earlier Wi-Fi deal, which gave RPX members access to Sisvel's portfolio if they chose to take out a licence, and is model of how patent licensing agreement between two mediators can work.

The agreement grants 16 RPX members a licence to AV1 and VP9 patents belonging to 20 IP owners. Crucially, many RPX members are also part of the Alliance for Open Media which had preferred to recoup members' investments by offering products and services embodying the technology standard, rather than through IP licensing.

The deal is therefore not only representative of the transactional efficiencies of innovative joint licensing strategies but also evidence of the compelling commercial case of signing up to them.

14. Eeva Hakoranta, InterDigital

R&D powerhouse InterDigital continued to showcase its patent licensing prowess in 2023 under the stewardship of Chief Licensing Officer Eeva Hakoranta. The company built on its record-breaking licensing revenues of 2022, with revenues surging by 20% from \$457.8 million to \$549.6 million and profit margins significantly expanding.

Underpinning the top line figure was record-breaking recurring revenue of \$408.4 million plus \$150.1 million from Lenovo, stemming from the UK High Court cellular patent damages award and a HEVC patent licence.

There were a further seven new deals over the line in 2023, including a cellular agreement with TCL, two agreements with Panasonic, and licences for digital TVs, set-top boxes, and video patents with Humax Co, Alps Alpine Co, and Funai Electronic Co.

And this year, the company will be hoping to further boost its cash flow as it moves to focus on the potential of AI in increasing the value of its IP.

15. Lawrence Wu, TCL Industries

The IP team at TCL Industries – headed up by Lawrence Wu – had a very active 2023. Unlike many of their domestic counterparts, the company signalled a strong enthusiasm for joining overseas patent pools, signing AAC and ATSC 3.0 pool licences with Via LA.

It also inked patent licence agreements with IP Bridge and GE Licensing, bringing an end to an infringement battle that spanned Japan, the US and Germany. Its subsidiary China Star Optoelectronics Technology finished its two-year global spat with Japanese R&D company Semiconductor Energy Laboratory after they inked a display technology patent licence deal in August.

Wu emphasised in October that its increased transparency is part of a wider strategy to become a more open and active global SEP player.

16. Angela Quinlan, Key Patent Innovations

In 2023, BlackBerry announced the sale of 32,000 patents for \$200 million and back-end royalty sharing to Malikie Innovations. The company is a subsidiary of Key Patent Innovations, headed up by Managing Director Angela Quinlan.

Key Patent has invested further in monetising the BlackBerry assets by hiring patent licensing executives and patent attorneys, while retaining other monetisation experts and firms for its licensing programme. It is already discussing deals with potential licensees and fielding requests from third parties to purchase patents from the portfolio.

Based in Dublin, Ireland, Key Patent operates other subsidiaries that license OLED technology, data centre servers and security, infrastructure management software, WLAN, and more. Quinlan, who is ranked on the IAM Strategy 300, previously licensed patents at Atlantic IP Services and IPValue Management.

17. Lee In Jung, Samsung

While Samsung was comparatively quiet in 2023 compared to previous years, its IP team – steered by Lee In Jung – maintained its **No 1 ranking** for most US-granted patents in a year.

Its subsidiary Samsung Electronics continued to make strides in the lithium-ion battery race, taking first place among South Korea's leading patent filers, with an overall 12,437 applications in 2022. It was tailed by its fellow subsidiary Samsung Display, which made 4,347 patent applications.

Jung's team was also an active member of the global licensing market in 2023, signing up to Avanci's new **Aftermarket, 2G-4G, Broadcast and 4G smart meter programmes** as a licensor, and renewing its 5G **cross-licence patent agreement with Nokia**. The company's IP unit also renewed its **smart TV patent licence** with Adeia and went to **arbitration with InterDigital**.

18. Henry Hadad, Bristol-Myers Squibb

Bristol-Myers Squibb notched another major victory in its PD-1/PD-L1 patent licensing campaign last year, settling litigation against AstraZeneca in return for \$560 million, \$418 million of which BMS will keep for itself. This follows two nine-figure agreements struck with other PD-L1 drug rivals, Merck and Roche, in previous years.

In all of these three cases, BMS' competitors were allowed to continue selling their rival products, distinguishing the patentee's approach from the exclusivity-based model that shapes most enforcement campaigns in the pharma sector.

The company's most recent deal was achieved without asserting any of the six PD-L1 patents co-owned by the Dana-Farber Cancer Institute, thereby allowing it to keep more of AstraZeneca' money than it otherwise would be able to. Since 2011, BMS's IP function has been led by Henry Hadad.

19. Mark Jackson, Editas Medicine

Though on the other side of the University of California/Broad Institute divide, Editas Medicines was able to strike a lucrative patent licensing deal with Vertex Pharmaceuticals just days after Vertex gained US approval for the first ever CRISPR Cas9 therapy, Casgevy. Vertex agreed to pay \$50 million upfront plus further instalments of up to \$90 million for non-exclusive use of Editas's patents, which in turn are exclusively licensed by Editas from major Cas9 rights holders the Broad Institute, Harvard University, and the Massachusetts Institute of Technology.

These licensors will receive a mid-double-digit percentage of money received from Vertex, Editas revealed. With more Cas9 products expected to launch in the coming years, the late-2023 agreement could set the tone for further dealmaking in the space. Mark Jackson is Editas's VP of Intellectual Property.

20. Adler Feng, Oppo

Oppo's global litigation with Nokia continued to make headlines in 2023, particularly in Asia, where India's Delhi High Court **opened up the possibility of global FRAND rate setting from India** for the first time and **China's No. 1 Intermediate People's Court of Chongqing handed down** the country's first-ever FRAND determination.

In the background of this highly publicised SEP battle, the company's IP team – headed up by Adler Feng – managed to **settle another global litigation with Philips** which had spanned the UK, the Netherlands, Germany and India for more than 20 months by signing a 3G, 4G and 5G patent licensing agreement.

Feng's team also took a licence to **Via Licensing's AAC patent pool**, making it the programme's second-largest Chinese licensee.

21. Paul Davis, Adeia

Adeia CEO Paul Davis announced a steady stream of patent licence renewals and some new deals – 32 pacts total – during the Xperi spin-out's first full year as an independent company.

Some of the licences it struck were with big-name licensees like Samsung, Western Digital, Kioxia, Cox Communications, and Verizon. The company also made some progress on new greenfield markets like over-the-top video streaming, for example, attracting British sports streaming DAZN as a licensee.

Adeia announced earnings of \$338.8 million in royalties during the year, an 11% decline over 2022 but projects that 2024 revenue will range from \$380 million to \$420 million. In the long-term, it is targeting earnings of \$500 million annually.

22. Jeff Myers, Apple

The intellectual property team at Apple Inc, led by Jeff Myers, struck a deal in July 2023 with Nokia – without the need for litigation. Apple has a reputation for litigating over renewals with standard essential patent holders, as it did in 2022 in multi-jurisdictional 5G patent litigation with Ericsson. In contrast, Apple shook hands with Nokia for a long-term patent licence renewal on amicable terms.

The deal became effective at the start of 2024, renewing a pact that the pair first entered in 2017.

23. Paul Lin, Eagle Forest

Formerly the intellectual property strategy chief at Chinese smartphone maker Xiaomi, Paul Lin stepped down in mid-2022 to consult with IP owners in his own strategic advisory firm, Eagle Forest.

Lin advised his former employer in an **impressive multi-lateral licensing deal** with patent holders IP Bridge, Orange, and Siemens. He advised **TCL and IP Bridge** to ink a patent licence in June 2023. **Via LA brought him in as an external advisor** to assist the patent pool administrator continue spreading its Advanced Video Codec pool into the Chinese market.

Indeed, Lin while still at Xiaomi was instrumental in Via's decision to establish a "regional rate structure" that has won over licensees from China and other emerging markets where companies typically operate on very slim profit margins.

24. Dr Ravinder Dhallan, Ravgen

Dr Ravinder Dhallan and his company Ravgen have continued to enjoy success in their patent enforcement campaign against several large diagnostic companies.

Having been awarded \$272.5 million in damages against LabCorp in late 2022, Ravgen had its award topped up to \$372.5 million by US district court Judge Alan Albright in May of last year. In October 2023, it struck a settlement with Myriad, which committed to paying Ravgen at least \$12.75 million plus additional contingency payments adding up to \$21.25 million. This followed another truce, with Illumina, whose terms were revealed to the public.

These successes were added to in the opening weeks of 2024, when Ravgen was awarded \$57 million in damages from Natera by the US District Court for the Western District of Texas, bringing the company's total haul to almost \$430 million. Prior to 2023, the patentee had already settled with PerkinsElmer and Quest Diagnostics. It remains in litigation against Biora Therapeutics and Roche.

25. Ron Epstein, Epicenter Law

Small and mid-sized companies with foundational patents but a lack of IP know-how have come to rely on high-level strategic IP advisory services of **Ron Epstein**.

As managing director of EpicenterLaw and CEO of Epicenter IP Group, Epstein has been a hidden face behind a **\$150 million settlement for UK R&D firm Nanoco Group** against Samsung Electronics Co.

He also advised United Services Automobile Association (USAA), a financial institution and insurance company, in multiple assertions against banks for mobile cheque deposit technology that so far have **netted more than \$500 million** in jury verdicts.

26. Charles Varvaro, IBM

Charles Varvaro, IBM's managing director of intellectual property and technology alliances, took over the patent monetisation function at Big Blue in April 2023. His leadership comes at a time that IBM is following a selective patenting strategy focused on technology areas including hybrid cloud, data and AI, automation, security, semiconductors and quantum computing.

Despite not being the No 1 US patent filer any longer, IBM's patent monetisation ambitions remain. IAM understands it earns annual royalty income from the high nine-digits (hundred millions) to low ten-digits (billions).

27. James Kovacs, Intel Corp

Headlines over the past couple of years indicate there's an intellectual property strategy shift ongoing at Intel Corp. The chipmaker has always monetised patents through sales, but took a turn in 2022 to sell two portfolios to non-practicing entities. The largest of these was 5,000 patents to IPValue Management.

Since then, James Kovacs, Intel Corp's vice president and director of licensing trademarks and standards group, has led the company to join a patent pool to monetise its 4G and 5G standard essential patent portfolio. Intel became a [licensor to Avanci Vehicle's 5G programme](#) in November 2023.

28. Gustav Brismark, Owlpoint IP Opportunities

Gustav Brismark served as a senior advisor to Owlpoint Capital Management in its acquisition, with partner Arena Investors, of Canadian patent licensing business WiLAN Inc in June 2023. The two investors formed Owlpoint IP Opportunities JVF LP to purchase and own WiLAN. The licensing business was sold by Quarterhill Inc, and the sales price was an up-front C\$48 million (\$36.3 million) payment.

If WiLAN meets revenue milestones it will pay an earn-out of C\$8 million and a C\$15.4 million (unsecured promissory note. Quarterhill retained a 10% stake in the licensing company, but if WiLAN meets further revenue milestones, it can buy that equity for C\$13 million to C\$16 million.

Brismark is the owner and CEO at Kazehara AB, and formerly served as chief IP officer of Ericsson for three years, though his full career there spanned 33 years.

29. Pablo Legoretta, Royalty Pharma

The driving force behind the burgeoning drug royalty market, Royalty Pharma continued to strike deals at an impressive pace in 2023. With six deals, worth up to \$3.9 billion in total, the company added patent-protected royalties from eight innovative products to its portfolio.

These included its \$1.1 billion purchase of royalty streams relating to spinraza and pelacarsen from Ionis Pharmaceuticals, as well as the acquisition of a royalty from evrysdi for \$1.5 billion from PTC Therapeutics.

Led by Pablo Legoretta, the company – whose royalty receipts grew year-on-year by 9% to over \$3 billion in 2023 – has spearheaded an investment niche that is providing more options to life sciences innovators for monetising their inventions.

30. Jim Malackowski, Ocean Tomo

Ocean Tomo, which in 2022 was acquired by scientific and engineering consulting firm JS Held, added to its team in 2023 with yet another acquisition. [Through this M&A](#), it welcomed 22 patent experts of TechPats, an Ottawa-based patent-focused technical expertise company that works with large technology companies.

The team is headed by Jim Malackowski, founder and senior managing director of Ocean Tomo. For years, IAM has ranked Malackowski on the IAM Strategy 300 and IAM Patent 1000. He serves as an expert witness in US district courts and other litigation venues when it comes to IP economics, giving testimony on valuation, royalties, lost profits, and more.

31. Elvir Causevic and Ed Fish, Tech + IP Advisory

Tech + IP Advisory co-founders Elvir Causevic and Ed Fish were the exclusive seller's agent for BlackBerry in its sale of 32,000 patents to Malikie Innovations in May 2023. The global patent community was following the sale since late 2020, and the deal finally closed for \$170 million cash, another \$30 million in three years, and potential revenue-sharing in the future.

BlackBerry was pleased with the deal and glad to close finally after waiting for a year for previous buyer Catapult IP Innovations to line up financing for its \$600 million deal for the portfolio.

However, BlackBerry and Catapult are now engaged in an arbitration and [Tech + IP has sued BlackBerry](#) alleging it will not pay the success-based fee for the sale.

32. Mitch Rosenfeld, Equip Advisors

Mitch Rosenfeld was the seller's agent for Canadian company Quarterhill Inc when [it sold WiLAN](#), its patent licensing business, in the summer of 2023.

Rosenfeld, who was a managing director at Stout at the time – now he's founder and managing director of Equip Advisors – advised Quarterhill on the sale to Owlpoint IP Opportunities JVF IP, a joint venture between Arena Investors and Owlpoint Capital Management. The deal closed on 15 June.

33. Alex Rogers, Qualcomm

Alex Rogers, president of Qualcomm Technology Licensing, has provided steadfast leadership to keep his company among the greats of patent licensing even amid tough economic times.

In 2023, the global economy prompted consumers to slow their spending habits and curb their appetites for the newest mobile devices. Sales slumps hit QTL's royalty revenues, which are charged per-device. Even so, licensing revenue for fiscal year 2023 was \$5.79 billion – not peanuts by anyone's standards.

34. Russell Binns, Allied Security Trust

Russell Binns, CEO and general counsel at Allied Security Trust, continues to help more than 40 AST member companies reduce their patent risks. The defensive patent organisation has spent almost half a billion dollars striking deals to acquire IP assets since it was founded in 2007.

Through its Industry Patent Purchase Programme (IP3) in 2023, it sought assets related to advertising and content distribution, AI and machine learning, AR and VR, automotive, cloud, and more. All of them were made available for licensing by AST companies.

35. Sam Tuxford, Dolby Laboratories

Sam Tuxford, senior director and patent licensing lead at Dolby Laboratories, oversees patent monetisation. He manages research and engineering activities for standardised technologies, and developing joint licensing programmes. Dolby, a major standard essential patent licensor of audio codec technologies, earned \$1.2 billion in licensing revenue its 2023 fiscal year.

36. Eran Zur, Fortress Investment Group

Eran Zur, managing director of the intellectual property finance group at Fortress Investment Group, continues to lead the organisation which remains a major player in the patent community.

A flurry of headlines emerged in 2023 as Fortress-backed non-practicing entity VLSI Technology continued its patent litigation battle against Intel Corp

37. Giustino de Sanctis, Vectis IP

A new patent pool for audio codec technology launched in 2023 under the leadership of Giustino de Sanctis, CEO of Vectis IP. The European patent pool administrator worked with patent holders Fraunhofer-Gesellschaft and Dolby Laboratories to launch the Opus Codec patent pool.

It licenses more than 300 standard essential patents for the Opus standard, developed by the Internet Engineering Task Force. The technology is used in live video- and audio-conferencing applications, and target licensees are companies that manufacture hardware devices that run the Opus technology.

38. Matteo Sabattini, Convida Wireless

Convida Wireless, a joint venture between InterDigital Inc and Sony Corp of America, launched an Internet of Things licensing programme under the leadership of Matteo Sabattini, its president and chief licensing officer. Convida's patented technology enables service layer network functionalities for connectivity, allowing app developers, cloud and edge service platforms, and telecoms providers to manage data for IoT devices.

39. CK "Chuck" Hong, Netlist

Netlist Inc CEO CK "Chuck" Hong has led his company to **build a patent licensing business** that boosts the chipmaker's products business – not just by re-investing royalty revenue into products, but also helping Netlist to ink supply agreements and partner on joint developments. Based in Irvine, California, Netlist operates in the memory module sector, and 10 years ago it added patent licensing to its wheelhouse. That choice looks like it will pay off, considering that in 2023 **Netlist scored a \$303.2 million jury verdict** against Samsung Electronics Co in the US District Court for the Eastern District of Texas. The award was the **second largest of the year**. Netlist has more pending litigation against Samsung, and cases against Google and Micron Technology Inc.

40. Noel Egnatio, DivX

Fortress-backed video processing software company DivX only meaningfully turned its attention to patent licensing in 2019. Since then, it has inked agreements with some of the biggest industry players in the world and started waging a litigation campaign against household names in video streaming.

Last year the company, led by CEO and Chief Legal Officer Noel Egnatio, successfully took Netflix to task in Brazil, **bagging the first permanent injunction** of its kind in Latin America's biggest market. Earlier preliminary injunctions awarded in Brazil against Samsung (in 2021) and TCL (2022) were both swiftly followed by licensing agreements.



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