

**FTC HEARING ON THE EVOLVING IP MARKETPLACE**  
**Markets for Intellectual Property**  
**April 17, 2009**  
**Panelist Biographies**

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## **Iain M. Cockburn**

Iain M. Cockburn is Professor of Finance and Economics and Everett W. Lord Distinguished Faculty Scholar in the School of Management at Boston University, where he teaches and performs research in the areas of entrepreneurship, business strategy, intellectual property, economics of innovation, and management of high technology companies.

Professor Cockburn graduated from the University of London in 1984, and completed his Ph.D. in economics at Harvard University in 1990. Prior to joining the faculty of Boston University, he was the Van Dusen Professor of Business Administration in the Faculty of Commerce at the University of British Columbia. He is a Research Associate at the National Bureau of Economic Research in Cambridge, Massachusetts.

Professor Cockburn is published widely in leading journals in economics and management. His recent papers include “Is the Pharmaceutical Industry in a Productivity Crisis” in *Innovation Policy and the Economy*, “The Market for Follow-on Biologics: How Will It Evolve?” in *Health Affairs*, “Faster, Smaller, Cheaper: An Hedonic Price Analysis of PDAs.” in *Applied Economics*, and “Patents, Thickets and the Financing of Early-Stage Firms: Evidence from the Software Industry” and “Patents and the Survival of Internet-related IPOs.” in the NBER Working Paper Series.

## **Marcus Delgado**

Marcus Delgado is the Chief IP Counsel for Cox Communications, Inc. He handles all intellectual property matters for the company, including patent litigation, patent licensing, patent portfolio management, trademark litigation and clearance, trade secret protection, and copyright enforcement. He also negotiates technology transfer agreements, software license agreements, and rights clearances for both Cox and its subsidiary, the Travel Channel. He further advises clients on cable copy protection and digital rights management issues. Prior to joining Cox, Marcus was the Chief Patent Counsel for BellSouth from 1999-2003. Prior to BellSouth, he worked as an IP associate for Kilpatrick Stockton in Atlanta, and Graham & James in Los Angeles. Mr. Delgado received a B.A., in physics from Boston University. He received a J.D. from the UCLA School of Law.

## **Stuart Graham**

Stuart Graham is an Assistant Professor of Strategic Management at the Georgia Institute of Technology and a Kauffman Foundation Fellow, Berkeley Center for Law and Technology, University of California, Berkeley School of Law. Dr. Graham teaches and conducts research on firm intellectual property strategies, intellectual property transactions and markets for technology, technology entrepreneurship, and the legal environment. Dr. Graham received his Ph.D. at the University of California, Berkeley, and holds advanced degrees in Law (J.D.), Business (M.B.A.), and Geographical Information Systems (M.A.). An attorney licensed to practice law in New York State, he has written on the use by technology start-ups of the patent system, litigation strategies in the software and biotechnology industries, and comparative studies of the U.S. and European patent systems. A selection of his recent publications includes: "Pioneers, Submariners, or Thickets: Which Firms Use Continuations in Patenting and Why?" *forthcoming in Management Science*, 2009 (with D. Hegde and D. Mowery); "Why do Start-ups Patent?" *in Berkeley Technology Law Journal*, 2008 (with T. Sichelman); and "Beyond Patents: The Roles of Copyrights, Trademarks, and Trade Secrets in Technology Commercialization" *in Advances in the Study of Entrepreneurship, Innovation, and Economic Growth*, 2008. Professor Graham has conducted his research under grants provided by the Ewing Marion Kauffman Foundation, the National Science Foundation, and the OECD, among others.

## **Steven Hoffman**

As CEO of ThinkFire, Steve has responsibility for the development and execution of the company's strategy, business development and client service delivery as well as all internal functions. Prior to joining the company, he has held a number of leadership positions in the consulting and software industry. Most recently, Steve served as the Chief Operating Officer of Exchange Solutions Incorporated (ESI). ESI is the industry leader in installing and operating a proprietary CRM solution for banks, telephone companies and retailers. As Executive Vice President and Chief Strategy Officer for Sapiient, Steve was responsible for the successful transition of Sapiient from Internet consultants to designers, builders and operators of mission critical transaction and operations management systems for the firm's Fortune 200 clients. Subsequently, as the head of Sapiient's Financial Services practice, he restored the company's largest business unit back to profitability after the technology bust of 2001. In consulting, Steve led the Chicago office and the Global Strategy Practice as a Senior Vice President of CSC Index, the originator and leading practitioner of Business Process Reengineering. Previously, as a Partner at Bain and Company, he ran the firm's Boston office.

Steve holds a B.A. in economics from Wesleyan University and an M.B.A. in finance and business statistics from the University of Chicago.

**Mark A. Lemley**

Mark Lemley is the William H. Neukom Professor of Law at Stanford Law School, the Director of the Stanford Program in Law, Science and Technology, and the Director of Stanford's L.L.M. Program in Law, Science and Technology. He teaches intellectual property, computer and Internet law, patent law, and antitrust. He is also a founding partner of the launusmf



## **Laura G. Quatela**

Laura G. Quatela is the Chief Intellectual Property Officer and Vice President of Eastman Kodak Company. Ms. Quatela was appointed Chief Intellectual Property Officer in January 2008. In this newly-established role, she is responsible for IP strategy and policy, the Senior Management IP Board, and external IP affairs

Previously, Ms. Quatela was Managing Director, Intellectual Property Transactions, and was responsible for directing strategic cross-licensing and royalty-bearing licensing activities for the company, including developing licensing strategy, negotiating and structuring licenses, and managing IP valuations and investments. In August 2006, the Board of Directors elected Ms. Quatela a Vice President of the company.

She joined Kodak in 1999 and held various positions in the Marketing, Antitrust, Trademark & Litigation staff in the company's Legal department. She was promoted to Director of Corporate Commercial Affairs, Vice President Legal and Assistant General Counsel in 2004. From August 2002 to December 2003, Ms. Quatela served as Director, Finance Transformation and Vice President, Finance & Administration. In this position she led a team charged with planning and executing restructuring of Kodak's finance functions.

Prior to joining Kodak, Ms. Quatela worked for Clover Capital Management, Inc., SASIB Railway GRS, and Bausch & Lomb Inc. In private law practice, she was a defense litigator specializ

## **Tracey Thomas**

Tracey Thomas is presently Chief IP Strategist and License Negotiator at American Express. In his current role, Mr. Thomas is primarily responsible for leveraging American Express's global intellectual property (IP) portfolio, including the development and implementation of patent, trade secret, copyright and trademark licensing and protection strategies.

Prior to joining American Express, Mr. Thomas practiced in the Chicago offices of McDermott, Will & Emery, Rudnick and Wolfe, and Brinks Hofer Gilson & Lione, where he focused on all aspects of intellectual property law, including IP licensing, litigation and patent preparation and prosecution. While in private practice, he also practiced sports and entertainment law representing professional athletes, artists, record labels, music producers, musicians and singers.

Mr. Thomas is admitted to the New York, Illinois and Wisconsin bars, and is registered to practice before the United States Patent and Trademark Office. Prior to attending law school, Mr. Thomas was an electrical engineer at Wisconsin Electric Power Company in Milwaukee and a software engineer at Bear Automotive in New Berlin, Wisconsin.

Mr. Thomas received his J.D. from the University of Wisconsin-Madison Law School, where he was a Managing Editor of the Law Review, and his B.S. in Electrical Engineering and Computer Science from Marquette University (1986).

Mr. Thomas is a member of the Licensing Executives Society and frequently speaks on issues relating to intellectual property best practices, licensing and litigation-avoidance strategies. He also serves on the boards of the Upper Manhattan Empowerment Zone (UMEZ) and New Concepts (a Chicago-based mentoring organization) and in an advisory capacity to the Consumer and Merchant Awareness Foundation, a foundation established by Mr. Thomas and American Express to educate consumers and merchants about fraud, identity theft and other security-related issues in the payments industry. Mr. Thomas also founded and leads the American Express e-Mentoring program where American Express employees mentor Manhattan-based elementary school students over the Internet.

The American Express IP program and Mr. Thomas have been prominently featured in numerous publications including *IP Law and Business Magazine*, *Corporate Counsel Magazine* and *Counsel to Counsel Magazine*.

## **Samson Vermont**

Samson Vermont is Assistant Professor of Law at George Mason University School of Law, where he teaches patent law and torts. Before transitioning into academics, he practiced patent law in the Washington DC office of Hunton & Williams. He is a registered patent attorney, and the founder of the monthly periodical Patent Strategy & Management. Between practice and

## **Polk Wagner**

Polk Wagner is a Professor of Law at the University of Pennsylvania Law School. Professor Wagner focuses his research and teaching in intellectual property law and policy, with a special interest in patent law. He is the author of over fifteen articles on topics ranging from an empirical analysis of judicial decision-making in the patent law to the First Amendment status of software prog