

CLIENT SPOTLIGHT

ARM: While Arm Builds the Future of Global Technology, AQX Helps Safeguard Its Innovation

World-leading semiconductor IP company Arm is a company whose technology impacts just about everyone around the world. With its global ecosystem of technology innovators, Arm is defining the future of computing and empowering the world's most successful business and consumer brands. While the company proudly states that "The future is built on Arm", Arm's future is built on its innovation and the safeguarding of its technology.

Helping empower Arm in delivering that efficiency is Anaqua's AQX® Corporate IP management platform. We spoke with Arm's Senior Director and Head of Intellectual Property Prosecution, Daryl Bradley - based in Arm's global HQ in Cambridge, England - about the company's approach to innovation and IP management and how Arm is using AQX to further its goals.

What industries does Arm impact and what role does innovation and IP play in supporting your clients?

DB: Arm is one of those companies that impacts everyone, yet many people have never heard of it. Our technology supports the full spectrum of industries across the globe. We enabled the smartphone revolution. Now we're redefining what's possible in cloud computing; transforming the automotive industry; enabling a thriving IoT economy; and making the metaverse a reality. Our innovation is our lifeblood – and the lifeblood of our partners around the world. Protecting that innovation is vital.

In terms of our approach to IP management, we're a technology licensing company - we have thousands of engineers designing the microprocessors and related technology, then license these designs. Our customers incorporate these into their own products, including their own value-add, then manufacture them.

The volume is astounding. It's billions and billions a year now of products that have been incorporating our designs right from the smallest microcontrollers all the way up to big server farms – and across all industries and technology.

Everything now has to be smarter and more capable, so we are constantly innovating to ensure that our products allow our customers to create the best products today and that we're able to anticipate



tomorrow's needs. For us, IP is critical on two counts. First, our products themselves are IP because – we're not typically shipping physical products, rather the source code and designs. Then there are the IP rights, in particular patents and trademarks, that protect those designs and safeguard our business.

This provides a defense mechanism against people copying our designs, cloning our products and protecting our investment and ecosystem; as well as protecting the brand and the value that the Arm name has in our technology space.

What are some of the main challenges for managing IP in your industry?

DB: As with most industries, there's a lot of work around the numbers and the cost-benefit analysis. What IP rights should we be filing and maintaining? How do we sensibly spread our budget to manage costs, while maximizing the value and benefit to the business?

At Arm, in our line of business, we also need to consider how to balance IP rights with enabling our technology ecosystem, whether it be through open-source software, or supporting the multitude of standards setting organizations that exist across the technology space. These may need us to understand the impact to our IP portfolio through the IPR policies attached to such open-source projects and standards organizations. This in some ways runs counter to the very concept of IP protection. A lot of the time, it's working out the right balance between the two, so we're making sure we're maximizing IP protection in the right places, protecting that, but being more open to support our partner community and customers enablement in others.

Ultimately, much of our work is around the engagement with the business and making sure we're building the right patent portfolio to help them in the right areas – while also ensuring that we're not investing money in areas that aren't really going to help us that much. Of course, that's easier said than done. Trying to predict how technology is going to develop and which areas are more or less important than others can be tricky.

How does your team use the AQX platform?

DB: We use the AQX platform across our full patent lifecycle: from front-end invention submission, prosecution, all the way through to annuities right up to the end of the life of a patent. In patent prosecution, the AQX platform helps us capture and track usage information, portfolio classification data, as well as managing the day-to-day prosecution activities. We've used data in the AQX platform to enable our stakeholder and executive-level reporting. We also use

the AQX platform for conflict matters across all areas of IP, including patents and trademarks to track and monitor our litigation activities.

The AQX platform also supports us in several other areas that can impact IP rights - what we call encumbrances. So to open source, and standards setting organization participation as previously mentioned, we are able track all that information and enabling us to connect everything together and build a bigger picture of the protection we have for products. That helps us come to the right decision by being able to look at all the data points we have for a particular patent or product range. It supports us in determining whether things are encumbered through open source or could be captured through standards participation creating either licensing opportunities, or guiding decisions where we may want to prune the portfolio.

Moving forward, we will be looking to have more and more financial data integration. This will allow us to build out much more detailed models and analysis, even down to the individual patent/product level, to better analyze and determine how we're balancing investment in product development with the supporting IP rights.

Can you tell us about your work with the Anaqua Client Working Groups, how you have been able to contribute ideas to the AQX product roadmap, and whether any of those ideas have come to fruition?

DB: I've been involved in the API Working Group and provided feedback and thoughts on the IP Review and Portfolio Management functionality. The fact that there's a lot of API development now has been a big driver for us internally. In the past, the Anaqua platform has been rather isolated from other tools and systems but there is now a drive to have greater integration with other systems in the business. The fact that this is a strategic priority for Anaqua will be a big benefit to us.

We extensively use the IP Review module in the AQX platform. We've built our workflows through those and use many of the review and approvals features within these features. This has already been a significant benefit for us.

How has your experience been as an Anaqua client overall?

DB: It's great working closely with the team at Anaqua, and, as a customer, being able to provide input into discussions and roadmap about their ongoing product development. As for the AQX platform, we've used that to build out our internal processes to make us work more effectively and get better insight into our data and our patent systems. Before that, we had no real insight into what we owned, what things we used, or where we were making effective use of our resources and internal capabilities. We also rely on the AQX platform to handle a lot of the day-to-day activity in our IP workflow activities now.

Over the years, we've been delighted with what we've been able to achieve with Anaqua, which is why we're continuing to integrate more and push further IP elements into the platform.

How do you educate your peers and the broader company about IP?

DB: Our main driver has been through training and Q&A sessions, but also trying various other ways to outreach to people. Rather than expecting business colleagues to spend a solid two hours of training on IP rights and patents, we've explored a variety of different events including a series of "Ask Me Anything" sessions with experienced inventors from throughout the business so, employees are getting the perspectives of the inventors and engineers, the people on the frontline of innovation., arranged external talks, created focussed training for new inventors, created Slack channels. As an engineer-turned-patent-attorney, these sorts of things I can be more appealing to many people than listening to lawyers talking about IP rights for a few hours. (It's too easy to drone on for hours given our interest in the subject!)

How do you see the role of IP changing in the future?

DB: For me, one of the most significant changes will continue to be around data. We're already getting more and more insight from data, which is a major shift, whether it be through our own portfolio via the AQX platform or through other tools which allow us to build out competitive insight. These are all vital today, as a portfolio grows, to give you better insight into coming to and supporting decision making.

However, with the strong push on data that we've seen in the industry, our decision-making today is much better informed. We have a deeper understanding of the market landscape thanks to the analytics tools now available and the insights they provide, as well as by using the latest ML techniques. It means we're putting more science behind what we're doing, and I think that is only going to increase and become more valuable.

We've seen this for ourselves at Arm. As the IP function, we report into our IP steering committee, led by our Deputy General Counsel and VP of IP, Rob Calico, that has cross-representation from various parts of the business. We are accountable to the committee for our IP strategy and the measures we set each year.

The biggest change for us - both through our IP committee and wider engineering leadership - was when we pivoted from saying, "We think we need these numbers of invention submissions a year." Now we can say: "Based on data X, projects Y, our recommendations are to file Z new filings this year. It changes the conversation from questioning the numbers to understanding the data and competitive positioning." As we can explain the science and the methodology, we'd taken behind that in the data analysis. The questions we were getting switched overnight from "How can we achieve this?" to other more data-driven questions. I think there'll be more and more IP intelligence supporting business decisions in the future.

Arm works hand in hand with thousands of partners who, together, have embedded 240+ billion Arm-based chips in products that connect people, enhance the human experience, and make so much more possible than ever before. For a company playing such a pivotal role in the world's technological advancement, it is not surprising that IP is a critical factor in Arm's overall business strategy – and ensuring the efficient management of Arm's IP portfolio, both from a time and cost perspective, is key.

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