



IP strategy evolution: from startup to scale-up

High-growth technology business forum

Wednesday, 14 October 2026



epo.org/en/learning/events/bs13-2026



Wednesday, 14 October 2026

17.00-18.00 hrs CEST main event

18.00-19.00 hrs CEST optional meet-the-speakers session

17.00 Introduction

Rainer Kaysan

Head of PATLIB department, European Patent Academy, European Patent Office (EPO)

Dana Colarulli

Executive director, Licensing Executives Society International (LESI)

17.05 IP strategy evolution forum

Case study presenters:

Ruth Mackey

CSO & co-founder mBryonics Ltd

Galway, Ireland

Expert panel chair:

Thomas Bereuter, Innovation networks manager, European Patent Academy, EPO

European expert panel representative:

Joseph Doyle

Intellectual property manager, Enterprise Ireland

Dublin, Ireland

Asia-Pacific expert panel representative:

Ai-Leen Lim

Group Vice-President AWA Asia

Hong Kong, China

North American expert panel representative:

James E. Malackowski

Chief IP officer Ocean Tomo, LLC

North Miami Beach, USA

18.00 Meet the speakers (optional)

Case-study presenter biography

Ruth Mackey

CSO & co-founder mBryonics Ltd

Galway, Ireland



Ruth Mackey leads mBryonics' science and operational divisions driving satellite network innovation. She successfully scaled the company from a disruptive research startup into volume manufacturing. She also manages the flagship STARCOM terminal rollout and obtained support with a €15 million EIC Accelerator funding round. A physicist with a PhD from the University of Galway, she is also a recognised EY Entrepreneur of the Year finalist.

Live case study description

For deep-tech ventures, timing can be as important as technology. This forum explores how mBryonics, an Irish space technology company, has built and evolved its IP strategy throughout a decade-long journey from advanced research to product launch and international commercialisation. Designed for founders, CEOs, CTOs and business decision-makers, the session provides practical insights into using IP as a strategic business tool in environments characterised by long development cycles, significant investment requirements and complex technologies.

Ruth Mackey, Founder and Chief Scientific Officer of mBryonics, will share first-hand experiences of balancing deep tech commercialisation, secrecy, IP protection and growth. She will explain how the company protected breakthrough technologies while operating largely below the radar, and how its transition towards commercial deployment has been accompanied by a substantial expansion of its patent and trademark activities.

Founded more than a decade ago, mBryonics develops advanced optical communications technologies that help to enable the next generation of space-based connectivity. As the company moves from development to market deployment, its experience highlights the strategic choices faced by deep-tech businesses when deciding what to protect, when to file and how to align IP investments with business objectives.

This case study will also demonstrate the value of seeking expert support along the way. Through engagement with Enterprise Ireland and its innovation ecosystem, mBryonics benefited from guidance and support as its IP portfolio matured. At the same time, the company's experience underscores a valuable insight for founders: while IP expertise can be brought in, IP strategy itself cannot be outsourced and must remain closely connected to business leadership and long-term goals.

A distinguished panel of business and IP experts will discuss the key lessons emerging from mBryonics' journey, providing participants with actionable insights on building an IP strategy that supports their business case, attracts investment, strengthens their competitive advantage and enables sustainable growth.

Rainer Kaysan

Head of the PATLIB Department, European Patent Academy, EPO

The Hague, The Netherlands



Rainer Kaysan heads the PATLIB department in the European Patent Academy at the EPO, where he leads work to strengthen the IP awareness of SMEs through Europe's network of over 300 PATLIB centres. Together, these centres empower businesses, universities and research institutions to maximise the value of their intellectual property, enabling technology transfer and commercialisation. Rainer also draws on his extensive experience as a patent examiner and former chairman of opposition proceedings at the EPO.

Dana Colarulli

Executive director, Licensing Executives Society International (LESI)

Washington, USA



Dana Colarulli is an attorney and senior government affairs professional with more than two decades of experience working on legal technology policy and intellectual property issues in and with the private sector, the executive branch of the US government and the US Congress.

Thomas Bereuter

**Expert panel chair
Innovation networks manager, European Patent Academy, EPO**

Munich, Germany



Thomas Bereuter is a certified licensing professional (CLP) with over 25 years of experience in the international commercialisation of early-stage technologies. He has founded and supported numerous high-tech start-ups and university spin-offs and played a key role in shaping Austria's business incubation and technology transfer landscape in the early 2000s.

Joseph (Joe) Doyle

European expert panelist
Intellectual property manager
Enterprise Ireland

Dublin, Ireland



Joe Doyle is an intellectual property manager at Enterprise Ireland, where he supports innovative companies in developing and leveraging intellectual property as part of their growth strategies. Working closely with technology-driven businesses, he advises on the strategic management of IP and its role in supporting deep tech commercialisation and international growth.

Ai-Leen Lim

Asia-Pacific expert panelist
Group Vice-President
AWA Asia

Hong Kong, China



Ai-Leen Lim leads AWA's offices in Asia (Beijing and Hong Kong). An attorney qualified in Singapore, Hong Kong and the UK, she has 30 years of experience in intellectual property practice, focusing on supporting MNC clients in their alignment of commercial aspirations and IP strategy and asset management (contentious, non-contentious and transactional) in Greater China and the APAC region.

James E. Malackowski

North American expert panelist
Senior managing director
Ocean Tomo

North Miami Beach, USA



James E. Malackowski is Co-founder and senior managing director of Ocean Tomo, a part of J.S. Held. He has extensive experience in intellectual property strategy, valuation, and innovation-driven business growth, and has served on the boards of leading technology companies and

research organisations. A former president of the Licensing Executives Society International (LESI), he is also a prolific inventor with more than 20 issued U.S. patents. Mr. Malackowski is a frequent lecturer on intellectual property management, intangible asset valuation, and the role of innovation and sustainability considerations in investment decisions.