



IP strategy evolution: from start-up to scale-up

High-growth technology business forum

Tuesday, 14 October 2026



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



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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 (Joe) Doyle

Intellectual Property Manager, Enterprise Ireland

Dublin, Ireland

Asia-Pacific expert panel representative:

Ningling Wang

President of LESI

Shanghai, China

North American expert panel representative:

Paul Germeraad

Editor of Compendium of Innovation and Intellectual Asset Management Best-Practices, San Francisco, 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, manages the flagship STARCOM terminal rollout, and obtained support by the €15 million EIC Accelerator funding round. A physicist with a PhD from the University of Galway, she is also a recognized 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 enable the next generation of space-based connectivity. As the company moves from development to market deployment, its experience highlights the strategic choices deep-tech businesses face when deciding what to protect, when to file, and how to align IP investments with business objectives.

The 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 reinforces an important lesson 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 the business case, attracts investment, strengthens 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 the 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 more than 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.

Ningling Wang

Asia-Pacific expert panelist
President of Licensing Executives Society International (LESI)

Shanghai, China



Ningling Wang is managing partner of Finnegan's Shanghai office and has more than 20 years of experience in intellectual property. She advises multinational and Chinese companies on patent strategy, portfolio management, licensing, litigation and trade secret protection, particularly in the fields of chemistry, life sciences and advanced materials. Ningling serves President of LES International and is consistently recognised among China's leading IP practitioners by IAM e.g. as IP strategists in the *IAM Strategy 300* and World IP Review.

Paul Germeraad

North American expert panelist
Editor of Compendium of Innovation and Intellectual Asset
Management Best-Practices

San Francisco, USA



Paul Germeraad is an expert in business strategy, R&D and IP management. He held leadership roles at three Fortune 500 companies, demonstrating his expertise in integrating business strategy with research and development. He holds over 15 US patents and has contributed to professional societies and publications on IP and technology transfer.