



# IP Manager

Program designed by and for IP managers in practice

## The speakers

### Course Coordinator

#### Arnaud Gasnier

Chairman of Professional Qualification Commission, I<sup>3</sup>PM/CEO and Senior Consultant, Patentopolis BV, Delft (The Netherlands)

### IP Management Experts

#### Peter Bittner

Chairman of the I<sup>3</sup>PM Advisory Board/European Patent Attorney, Peter Bittner und Partner PartG, Walldorf (Germany)

#### Ruth Donners

Venture Development Manager, DSM N.V., Delft (The Netherlands)

#### Louise Harley

European Patent Attorney, Head of IP, Advanced Oncotherapy, Leiden (The Netherlands)

#### Gordan Hyland

Vice-President of I<sup>3</sup>PM/Non-Executive Director, Shibumi Consulting Ltd, Wicklow (Ireland)

#### Bent Lundsager

Senior Partner, Manager AI, European Patent Attorney, Zacco A/S, Copenhagen (Denmark)

#### Gauthier Obrecht

President of I<sup>3</sup>PM/European Patent Attorney, Director, Head of Patents, Biotechnology, Boehringer Ingelheim AG & Co. KG, Biberach an der Riss (Germany)

#### Didier Patry

Chief Executive Officer, France Brevets SAS, Paris (France)

#### Patrick Pierre

Vice President/Partner, Questel Consulting, Paris/Grenoble (France)

#### Paul Rosenich

European Patent Attorney, Patent Bureau Paul Rosenich AG, Triesenberg (Liechtenstein)

#### Ulf Schaberg

European Patent Attorney, Founder, Intellectual Property Business Partners, Freiburg (Germany)

#### Jeff Skinner

Executive Director, Institute of Innovation and Entrepreneurship, London Business School, London (UK)/Past President, Course Director and Professional Development Committee, ASTP-Proton Leiden (The Netherlands)

#### Philippe Therias

Avocat and European Patent Attorney, PHIP Avocats, Paris (France)

#### Johannes van Melle

European Patent Attorney, V.O., Eindhoven (The Netherlands)

#### Barbara Veldhuis-Stribos

Director IP, Corbion NV, Amsterdam (The Netherlands)

#### Nelleke Verweij

European Patent Attorney, Manager IP Administration, Philips Lighting BV, Eindhoven (The Netherlands)

#### Dorit Weikert

Senior Manager, Deal Advisory | Valuation, KPMG, Düsseldorf (Germany)

## Aims and objectives

In the present and future knowledge economy, IP is crucial as it is part of a company's capital, an asset that can be traded and which supports capitalizing on competitive advantages. It is the responsibility of the IP Manager, acting on behalf of internal or external clients, to manage these issues.

The role of the IP Manager however demands a special set of skills. The IP Manager course was developed in cooperation with experienced IP managers from the International Institute for IP Management (I<sup>3</sup>PM) working in the industry and private practice. The skills required have been identified and included into the agenda. Each course day includes a mix of theory and practice. The course content has been chosen with regard to practical application in daily practice.

## Who should participate

- Recently appointed IP managers, including those entering the IP profession in an IP manager position
- IP professionals with the role of IP managers
- In-house European Patent Attorneys or IP counsels, acting as IP managers internally
- European Patent Attorneys from private practice acting as IP managers for their clients

Prior experience as an IP manager is not required. Attendees without prior IP knowledge/education are advised to attend the introduction to IP module on the first course day.

## Benefits

- The course helps companies and law firms further professionalise their teams in the area of IP management.
- The course is held on various days over the course of one month: two workdays per week and three Saturdays. For attendees, this means limited time away from the office and easier approval from management.
- The IP Manager certificate provides attendees with peer recognition in the IP manager profession.

## About I<sup>3</sup>PM

The International Institute for IP Management I<sup>3</sup>PM is an association of IP Managers dedicated to promoting the field of IP Management, and thereby fostering the emergence of a dynamic IP-driven economy. I<sup>3</sup>PM gathers managers from diverse international corporations and organisations, forming a unique experience pool in the management and realisation of value from immaterial assets. With its contacts in industry and academia, I<sup>3</sup>PM actively supports the development and spreading of knowledge, as well as best practices in the field of IP management.

## Agenda overview

**Thursday, 16 November 2017**

Introduction to IP (optional for attendees without IP background)

**Friday, 17 November 2017**

Essentials of IP Management

**Saturday, 18 November 2017**

IP and strategy

**Thursday, 23 November 2017**

IP and innovation management

**Friday, 24 November 2017**

IP protection: patents, designs and trademarks

**Saturday, 25 November 2017**

IP in the manufacturing industry

**Thursday, 7 December 2017**

IP valuation and financials

**Friday, 8 December 2017**

IP enforcement and licensing of IP

**Saturday, 9 December 2017**

Growing the IP function

## The certificate

Successful attendees of this course will receive a certificate.

In order to get the certificate, each attendee needs to pass both home exams and groupwork. Assessment is based on knowledge, skill and groupwork. Grading (pass/fail) is based on a competency grid established by I<sup>3</sup>PM, with help from a yearly survey of 100+ professional IP managers, in consultation with market experts (IP recruiters).

Home exams consists of an online questionnaire to test knowledge gained during the program and based on the competency grid. For each day/module, each participant must fill in the questionnaire (6-12 questions in the form of multiple choice and open questions). This is done after the session (open book, no classroom examination) and online.

The groupwork consists of consulting mini-projects under the supervision of a mentor who is an in-house IP manager. The team will demonstrate practical skills (cross-functional expertise) during the execution of the project. Before the program, attendees are allocated to group study, with a dedicated mentor and an IP management challenge (provided by the mentor).

## Market experts

**ADAMSON &  
PARTNERS**  
LEGAL & IP EXECUTIVE SEARCH

Marlow **IP**  
Recruitment



## Friday, 17 November 2017

### Essentials of IP management

*Peter Bittner/Gauthier Obrecht*

- How to run IP management in a company: profiles and tasks of IP managers
- How to introduce and optimize processes
- IP function: organizational setups
- Participating divisions; necessary integration. Patent department as a centre of excellence on all matters concerning intellectual property management
- Contact to executive board, Reporting, management buy-in
- Committees, in-house suggestion scheme
- How to implement IP compliance policies
- Workshop

## Saturday, 18 November 2017

### IP and strategy

*Arnaud Gasnier*

- Strategic vs opportunistic IAM. Alignment with business.
- Portfolio mapping: IP + business/product alignment. Review of the current IP portfolio. Analysis, portfolio review tools
- Toolbox for IP strategy: Matrix for analytical. Cases
- Future IP planning: How to develop strategy to support long-term business goals, to exploit market opportunities, and to steer innovation.
- Case study
- Further introduction to groupwork

## Thursday, 23 November 2017

### IP and innovation management

*Philippe Therias*

- Innovation management, models of innovations (R&D collaborations, open innovations)
- How to advise R&D and inventors (employee regulations; first filing requirements and country specificities) Information of the inventor to the employee law of inventions
- How to motivate inventors; stimulate invention disclosures; motivational & incentive compensation
- Cooperation with R & D and application technology
  - Accompaniment / advice to the R & D divisions to protect rights
  - Monitoring of IP principles
  - Review of declarations of invention
  - Identification of inventions in R & D projects
- Invention scouting during product development
- Workshop

### Being an IP manager in start-ups/SMEs

*Louise Harley*

### IP in open innovation

*Ruth Donners*

## Friday, 24 November 2017

### IP protection – patents, designs and trademarks

*Barbara Veldhuis-Stribos*

- Preparation of patent applications and drafting of patent claims
- Registration proceedings, including latest updates, before EPO, the patent and trademark offices in Europe and further abroad. Proceedings under the PCT.
- Patent prosecution tactics. Acceleration of granting procedures. How to expand national protection to international protection
- Alternative to patent protection: utility models, trade secret, know-how. Confidentiality agreements
- Trademarks and design protection rights
- Workshop on protection

### When IP manager role is outsourced to the law firm (a view on tech starters)

*Johannes van Melle*

## Saturday, 25 November 2017

### IP in the manufacturing industry

*Bent Lundsager*

- Role and importance of IP for the manufacturing industry (defensive use of IP). Freedom-to-operate (FTO).
- Patent infringement (from infringer's view): legal foundations & risks.
- Patent monitoring and patent search strategies for third protection rights (FTO searches). Track patent infringement (product identification and analysis).
- Patent clearance of own's product (e.g. during product development) and compliance. FTO opinions. Patent risk communication and risk management. Process, decision criteria and options for action
- Attacking third party rights and defending IP rights (EPO, USPTO). Opposition, revocation and invalidity; restriction procedure
- Workshop

## Thursday, 7 December 2017

### IP valuation and financials

*Dorit Weikert*

- IP portfolio monitoring: reviews, reporting and processes. Link to strategic portfolio management (execution of IP strategies, plans and roadmaps).
- Valuation of IP. Dashboards, performance metrics
- Budgeting. IP costs forecasting. Budget management and control
- Keynote speaker: monetisation strategies
- IP in accounting. Taxation of IP. Fiscal incentives for IP (e.g. patent box, innovation box, and knowledge box in some countries in Europe)
- Reporting to management.
- IP viewed by financials and investors (VC, PE)
- Workshop

### Monetization of IP

*Gordan Hyland*

## Friday, 8 December 2017

### IP enforcement and licensing of IP

*Didier Patry*

- Enforcement: border seizure, counterfeiting, brand protection (industry practitioner).
- Patent infringement (from the patentee's view): detect - prepare - join. IP due diligence: (non) patent infringement, assessment, validity, patents
- Litigation process: acts of use; court usable; present technical facts; extent of outsourcing lawyers and quality management; expert evidence. Europe vs USA. Litigation tactics: equivalent infringement, country specificities, discovery.
- Alternative Dispute Resolution (arbitration, mediation)
- Patent relevant transactions. Licensing. Cross-licensing
- Contract-making. Assisting in the preparation of licensing, developmental and cooperation agreements
- IP in business development, start-ups, technology transfer university-industry
- Workshop

### IP management and technology transfer

*Jeff Skinner*

## Saturday, 9 December 2017

### Expanding the IP function

*Arnaud Gasnier*

- Change management applied to IP: definition, change processes. Impact on IP organization (staff, system). When or how the IP organization grows
- Other soft skills to become an IP leader
- Groupwork presentations
- Presentation of I<sup>3</sup>PM and its Professional Qualification Committee

### (Re-)building and organizing the IP function

*Ulf Schaberg*

### Managing a worldwide IP team

*Nelleke Verweij*

Optional for attendees without IP background:

## Thursday, 16 November 2017

### Introduction to IP

*Paul Rosenich*

- Overview of main IP protection mechanisms: trademarks, design, copyrights, patents
- Basic steps of patenting:
  - Main patentability criteria: patentable inventions and exceptions, novelty and inventive step
  - Formulating the description. Presentation of prior art. Presentation and explanation of the invention with benefits. Description of the embodiments. Abstract and drawings
  - Administrative steps of patent granting procedures. Priority right. Filing. Representation. Divisional applications.
  - Docketing systems
- Basics on trademarks, copyrights
- Patent searching: search strategy; reading and understanding result. Patent database

### IP search and business intelligence for IP managers

*Patrick Pierre*

## Your Course Coordinator



**Arnaud Gasnier**

Chairman of Professional Qualification Commission,  
I<sup>3</sup>PM/CEO and Senior Consultant,  
Patentopolis BV, Delft (The Netherlands)



Arnaud is Chairman of the Professional Qualification Commission of I<sup>3</sup>PM. He is CEO, a Senior Consultant and Founder of Patentopolis BV specialized in training/certifications, solutions and consulting in the area of IP management. Arnaud has practiced globally in various IP (patents, trademarks) departments and in various roles (Patent Attorney, Licensing Associate, Portfolio Manager, Associate General Counsel, Assistant Director) for the last 20+ years, e.g. for Swatch, Philips, Dutch contract research organization TNO, and Adidas. He is the author of 'The Patenting Paradox' and regular speaker at global conferences and seminars especially in the area of strategic IP management. Arnaud is Adjunct Teaching Fellow at University College London since 2015. He holds a Master of IP law from a US law school, and an Executive MBA from London Business School. He is also a qualified European Patent Attorney. In 2015, 2016 and 2017 Patentopolis and Arnaud won IP Awards for best IP management, attributed by Acquisition International and IAM 300 award in 2017.

## Your IP Management Experts



**Peter Bittner**

Chairman of the I<sup>3</sup>PM Advisory Board/  
European Patent Attorney,  
Peter Bittner und Partner PartG,  
Walldorf (Germany)

Peter is Past President and a founding member of I<sup>3</sup>PM. He is a European Patent Attorney and founder of Peter Bittner und Partner, 'PATIT - PATents for IT' in Walldorf, Germany - the headquarters of SAP. Peter was with SAP from 1996 to 2010, and as an IP portfolio manager from 2001. He has more than 15 years of practical experience in protection software innovations. Peter has a background in physics.



**Ruth Donners**

Venture Development Manager, DSM N.V.,  
Delft (The Netherlands)

Ruth is the Venture Development Manager of the Global Business Incubator of DSM N.V., a global science-based business to business company active in Health, Nutrition and Materials. The Global Business Incubator of DSM is aimed at setting up new ventures within DSM that have the potential to become new Business Groups. Ruth is a Dutch and European Patent Attorney as well as a Certified Licensing Professional. She has over 16 years working experience in the fields of New Business Development, Innovation Management, Licensing and Intellectual Property. In her previous role she was Director of Licensing for DSM, managing an international team of licensing professionals. In her current assignment she is responsible for the commercial development of a strategic partnership and for establishing new business opportunities. She is passionate about connecting the dots to accelerate innovation and is specialized in setting up valuable IP strategies to support the innovation goals for a sustainable business in partnerships.



**Louise Harley**

European Patent Attorney, Head of IP,  
Advanced Oncotherapy plc,  
Leiden (The Netherlands)

Louise is Head of IP of Advanced Oncotherapy plc. In IP, she has worked both in-house at Philips and for the Dutch telecommunication company KPN, as well as in specialised patent firms (including in Munich). From such rich experience in IP during the last 15 years, Louise has gained considerable skills in patent drafting and prosecution, as well as in managing and strategising IP portfolios by better linking them to the business side. She is a European Patent Attorney and holds a Master in medical physics.



**Gordan Hyland**

Vice-President of I<sup>3</sup>PM/Non-Executive  
Director,  
Shibumi Consulting Ltd,  
Wicklow (Ireland)

Gordan, Vice-President of I<sup>3</sup>PM, is a management consultant with expertise in IP, finance & law. His work traverses research, invention, product development, strategy, IP management & business development. As chief strategist CTO Office SONY (Corp HQ) Tokyo he led teams of university consultants developing & pitching >\$10B/yr mid-term revenue leads to executive management. This followed an 18yr career with Philips (Holland, USA, Taiwan & Japan) focused on microelectronics R&D, IP management & business development. He holds qualifications in engineering, math, law, finance, investment analysis & business administration. In 2012 Gordan became a non-executive director of Shibumi Consulting advising on the development of the company's IP services.

# Your speakers



## Bent Lundsager

Senior Partner, Manager AI, European Patent Attorney, Zacco A/S, Copenhagen (Denmark)

Bent is a founding member of I<sup>3</sup>PM and chairman of a working group connecting I<sup>3</sup>PM with academia. He is an experienced European Patent Attorney and advises clients mainly in relation to software, electronics, digital signal processing, optics and optoelectronics. Bent also works as a consultant within IP Management and advises clients on how to improve the value of their IP portfolio. He also advises on preparation and implementation of IPR strategy, tactics, and operational activities. In 2007, Bent graduated from the University of Strasbourg and obtained his LL.M. degree in IP law and management. Additionally, he is a frequent lecturer. Bent has contributed to the book IP Manager by Prof. Wurzer and published articles on issues related to IP management



## Gauthier Obrecht

President of I<sup>3</sup>PM/ European Patent Attorney, Director, Head of Patents, Biotechnology, Boehringer Ingelheim AG & Co. KG, Biberach an der Riss (Germany)

Gauthier is President and a founding member of I<sup>3</sup>PM. He was its Secretary General and Vice-President. Gauthier is a qualified European Patent Attorney who has extensive experience in private practice and in the industry. He started his career in the IP field in 1994 joined one of the world wide largest innovative pharmaceutical industry players 2002. Since 2015, he has been its Head of Patents Biotechnology.



## Didier Patry

Chief Executive Officer, France Brevets SAS, Paris (France)

Didier is Chief Executive Officer (Directeur Général) at France Brevets SAS, an IP-driven investment, monetization and strategic management consulting company set-up by the French government and the Caisse des Dépôts et Consignations in 2011.

Before joining France Brevets in June 2016, Didier was Director of Legal Affairs for EATON Aerospace in EMEA and he also served as EATON's Corporate Chief Counsel, Intellectual Property for that region. Didier was also a Director on the Board of several affiliates of EATON in Europe. Prior to joining EATON, Didier was Corporate Chief Counsel of the Strategic Intellectual Property Transactions and Counselling Team of HP in Palo Alto, California, where he led the US, EMEA and Asia-Pac IP Transactions teams and oversaw key strategic initiatives including cloud-related acquisitions, licensing and offensive patent enforcement programmes. Prior to joining HP, Didier was a

senior associate attorney in the International Patent Prosecution and Litigation Practices of Baker Botts L.L.P. in Houston and London. Didier has also served as the Corporate Chief Patent Counsel for the Swatch Group in Switzerland and as Managing Director of its IP consulting company ICB SA, where he was engaged in a large number of anti-counterfeiting operations.



## Patrick Pierre

Vice President/Partner, Questel Consulting, Paris/Grenoble (France)

Patrick co-founded and is Senior Vice President of Questel Consulting. Patrick also participates as an IP expert in numerous national and international projects.

He is in the Board of Directors of LES France in charge of different programs, involved in the LESI Valuation committee and member of numerous additional IP organisations. Patrick is also a regular speaker in conferences. Patrick is expert for the WIPO. He is a member of IAM Strategy 300.



## Paul Rosenich

European Patent Attorney, Patent Bureau Paul Rosenich AG, Triesenberg (Liechtenstein)

Paul is a founding member of I<sup>3</sup>PM. He practices as a patent and trademark attorney for Liechtenstein, Switzerland and before the European Patent Office. Paul has worked in industry and private practice for more than 35 years. He received diploma in electrical engineering, optics/optoelectronics and holds a Master in Intellectual Property Management and Law. Paul is a frequent lecturer for IP law and practice.



## Ulf Schaberg

European Patent Attorney, Founder, Intellectual Property Business Partners, Freiburg (Germany)

Ulf is a member of the Professional Qualification Commission of I<sup>3</sup>PM. He is passionate about all aspects of IP, is a German and European Patent Attorney, and consultant and founder of an independent IP consultancy firm. After 15 years of experience in IP and 10 years of experience in industry, holding positions at BASF and Syngenta as Managing Patent Attorney, Global Head of IP Operations and Global IP Business Unit Lead, he started IPBP as a specialized business and management consultancy. There he provides coaching, IT tools, and project and change management support, focusing on IP strategy design, IP valuation and IP asset management.

# Your speakers



## Jeff Skinner

Executive Director, Institute of Innovation and Entrepreneurship, London Business School, London (UK)/Past President, Course Director and Professional Development Committee, ASTP-Proton, Leiden (The Netherlands)

Jeff is the Executive Director of the Institute of Innovation and Entrepreneurship at London Business School. He also directs a variety of MBA entrepreneurship electives and co-curricular student activities at the School.

Prior to this, as Commercial Director at University College London, he conceived, built and ran UCL's Technology Transfer division – including the creation of two early-stage seed funds and separate units managing consultancy, collaborative research and new venture creation.

He is past President of and remains closely involved with the leading UK & European tech transfer associations, PraxisUnico & ASTP-Proton. He talks, trains and consults widely throughout Europe in the field of technology commercialization. He chairs the Professional Recognition panel for the worldwide 'Alliance of Technology Transfer Professionals' (ATTP).



## Philippe Therias

Avocat and European Patent Attorney, PHIP Avocats, Paris (France)

Philippe is a member of I<sup>3</sup>PM. He has lived through most situations one can encounter when dealing with IP matters with in-house IP Counsel positions at IBM, Airbus, Alcatel Lucent, which led him to practice between 1989 and 2017 patents, trademarks, copyright, trade secrets, including in the USA and Canada for 7 years. In 2017 he created PHIP Avocats in Paris, in collaboration with BCF, Montreal, Canada, with a view of offering combined North American/European expertise in IP rights, their exploitation and their litigation.



## Johannes van Melle

European Patent Attorney, V.O., Eindhoven (The Netherlands)

Johannes started his career as a patent attorney in 1998 after having worked in an internet startup. As a physicist, Johannes has a broad focus on all aspects of high tech, in particular informatics and semiconductors, optics, fluid systems and mechatronics. Since the start of the office on the High Tech Campus Eindhoven in 2006, Johannes' focus has been on research and startup companies. As such he has worked through the cycle of many startups and spinouts and familiarized himself with their specific IP needs for professionalizing their business. Johannes has been involved in a number of infringement cases, typically related to memory management, semiconductor layout and set top box technology. Johannes is head of the Eindhoven office of V.O.



## Barbara Veldhuis-Stribos

Director IP, European and Dutch Patent Attorney, Corbion NV, Amsterdam (The Netherlands)

Barbara is since 2009 Corbion's head of the IP department as Dutch and European Patent Attorney after having started in 1996 in engineering/R&D environment. She experienced three major joint ventures, various bigger cooperations and the typical IP-related challenges that come with that. Barbara gained much experience in contract set up and negotiations. Her focus since 2009 has been to have 'IP' being used as enabling business tool to support the business strategy and direct innovation. Barbara is recognized as corporate IP star of 2017 by Managing IP.



## Nelleke Verweij

European Patent Attorney, Manager IP Administration, Philips Lighting BV, Eindhoven (The Netherlands)

Nelleke is a member of I<sup>3</sup>PM. Before she became Manager IP Administration of Philips Lighting in 2016, she worked there as an IP Support Manager and an IP Counsel. Prior to that, Nelleke was active as a Senior Patent Attorney for DSM. She is a European Patent Attorney with a background in chemistry and has a Master in Intellectual Property Management and Law.



## Dorit Weikert

Senior Manager, Deal Advisory | Valuation, KPMG, Düsseldorf (Germany)

Since joining KPMG in 2000, Dorit has specialized in valuation and business economics advisory. The areas of her competence include commercial/strategic analysis and planning, business valuation, and the value-based analysis of strategic options. As a generalist specialist she connects valuation issues in decision-making, transfer pricing, tax and accounting. Dorit has accumulated ample experience in valuing intellectual property and intangible assets dealing with the commercial and valuation issues unique to these assets, and the related impact on management control systems, shareholder value and financial reporting requirements. Dorit has been a frequent lecturer for various organizations, including the European Patent Organisation (EPO) and the Centre of Intellectual Property Studies in Europe (CEIPI) of the University of Strasbourg. She co-authored Chapter B "Valuation of Intangibles" of the German Auditors Handbook (2014) Vol 2. Dorit is a member of I<sup>3</sup>PM.

## Registration under service@forum-institut.com or Fax +49 6221 500-555

### Registration Form

Yes, I will attend the practical course

- IP Manager**  
17 - 18 November, 23 - 25 November, 7 - 9 December 2017

Optional:

- IP Manager – introduction to IP**  
16 November 2017

Name

Position/Department

Company

Street

Postal Code/City/Country

Tel. No.

E-Mail

Contact person at office

Date, Signature

### How to register

- Registration: +49 6221 500-500
- Conference-No. 17 11 187

**Internet:**  
www.forum-institut.com

**Date/Venue:**  
16 - 18 November, 23 - 25 November, 7 - 9 December 2017  
in The Hague, each day starts at 09:00  
Hampshire Hotel – Babylon  
Bezuidenhoutseweg 53  
NL 2594 Den Haag  
Tel.: +31 70 381 4901  
www.hampshirehotelbabylonden Haag.com/

**Fee:**  
€ 4,800 (+ 21% VAT) – main course  
includes course documentation as well as coffee breaks,  
lunch and dinner.

€ 500 (+ 21% VAT) – optional course  
includes course documentation as well as coffee breaks,  
lunch and dinner.

Invoice and confirmation will be forwarded to you.

**Hotel accommodation:**  
A limited number of rooms have been reserved at the hotel  
and are subject to availability. Please book at least six weeks  
prior to the course to obtain a hotel room at the discounted  
rate. All bookings should be made directly with the hotel  
quoting FORUM Institut and the Course No.

### Any further questions?



I am gladly at your disposal should you have  
any further questions about the course.

**Jean-Claude Alexandre Ho, LL.M.**  
Conference Manager IP  
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### Cancellation Policy

Our general terms and conditions apply (as of 01.01.2016) and are  
available upon request. We can send them to you anytime or you can  
find them on the internet at [www.forum-institut.com/t&c](http://www.forum-institut.com/t&c)