I am excited to be writing to you as the new LESI President and I am looking forward to working, meeting and collaborating with you all during the coming year. LESI has a unique opportunity to serve intellectual property and licensing professionals as so many of the changes that are occurring in our world today relate to intangible assets. Whether we are transaction, litigation, legal, tax or straight licensing professionals—or perhaps all of the above—the speed at which we are moving has never been faster. Artificial Intelligence (AI), privacy, connectivity, Big Data, mRNA vaccines, social media, IoT and many combinations of the above impact our everyday lives but move more quickly than we had thought possible just a decade ago.

While much of our work is the stuff that makes for great science fiction movies, it is sometimes easy to forget that the work our members do touches every aspect of our lives. Even those areas we take for granted. Sports is a good example. The amount of intellectual property that is at work (or play) in a typical football (soccer) game—one of the world’s largest and oldest sports—boggles the mind. Team brands, player brands, shoe technology, turf technology, stadium technology (see: https://www.youtube.com/watch?v=epef95O-EwY), nutrition, athlete physio monitoring, internet streaming, HD television (including audio & video CODECs), sponsor advertising, real-time data feeds, sports betting, and on and on and on. Our members do deals that keep us safe, healthy and entertained every day.

That is why bringing people together like we did in Montréal (more than 500) is so important. We were able to share experiences, learn from each other and make the personal connections that last a lifetime. I know that I saw old friends, met new friends and enjoyed experiencing the energy of a great annual meeting. Thank you to all that worked so hard on setting up the meeting and are already bringing that same energy to our next annual meeting in Madrid (April 28-30, 2024).

While there are many things that we will focus on this year through our committees, education and board meetings, I want to highlight just a few I think will enhance our ability to communicate with our current members and attract new members. Because it takes a village to complete these initiatives, I am highlighting the initial team that I asked to manage the process. As is typical with LESI, I know that the teams have already been expanded to include volunteers from other national societies and with other experiences and skillsets:

- **Revamp the Website (and make it society friendly).** Initial management team: Tilman Müller-Stoy & Georgina Busku. Our goal is to roll out the new website by the Madrid meeting next year. In addition to being more user-friendly, we are hoping to deliver a platform that makes it possible and easy for some national societies to create and manage their own sites.

- **Consider Global Organizational Memberships.** Initial management team: Emmanuel Gougé & Matteo Sabattini. We all know and have worked well within the individual membership structure of LESI for more than 50 years now. However, personal and corporate budgets are changing. In some cases, we have heard from our members that their companies would prefer a group membership. In fact, we are seeing some success with the launch...
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of group memberships. We now are focusing on the potential rollout to global organizations that may want to have members from many countries and regions bundled into one payment. Our goal here is to give professionals and the organizations they work at many options to join and participate in LESI.

• Create a Position to Manage Partnerships, Focus on Business Development and Consider Alternative Funding Sources for LESI. Initial management team: Sonja London, Russell Levine, & Junko Sugimura. This year we have allocated budget for a new business development manager to support our ability to give sponsors and partners fresh input into our meetings, content and offerings. We will also consider other funding sources that we have talked about but not tapped in the past like grants.

• Continued Support for the Thought Leadership Program. Many of you know the successful thought leadership programs that we ran during the last year. Our goal is to make sure that we continue this success with even more interaction with our partners and thought leaders.

• Rethink our Committee Support Systems. Initial management team: Tatiana Campello, Karin Hofmann, Ningling Wang & Keith Lutsch. Our committees are the heart and soul of the organization. They do such important work throughout the year that we sometimes forget about them when we are together at the annual meeting. This year we will invite committees to report directly to the board and devote the first 30 minutes of most board meetings to committee issues.

• LESI2024—LESI Annual Conference in Madrid (can we get to 600+). Initial management team: José Miguel Lissén (but this will take an army when all is said and done). We had more than 500 professionals in Montréal. Next, Madrid. The work and ideas are already flowing from the team. We need to build on Montréal’s success! We have the venue and the team. Now, we need to do the work. I can’t wait to see you all there in less than a year.

Again, thank you for your membership in LESI. I am proud to serve as your president for the coming year. You are part of a great organization so please make use of the resources it provides you. If you are interested, volunteer. I can assure you that you will get more out of being involved in this organization than you put in.