



# Carlsberg

## Client case

### Carlsberg Group's Senior Patent Manager and HØIBERG break new ground.

There are two rather unique things about the Carlsberg Group's patent portfolio. First, the wide scope and variety of technical fields covered by the patents. Second, the fact that a single employee, the Senior Patent Manager, handles the entire portfolio.

*"The Senior Patent Manager is a strategic role meant to ensure that Carlsberg's patent portfolio creates value for the business. "I handle Carlsberg's broad protection which encompasses our core business, through the entire brewing process," says Charlotte Utermøhl Lund, Senior Patent Manager at Carlsberg.*

#### **The Senior Patent Manager connects Carlsberg and HØIBERG**

According to Charlotte Utermøhl Lund, her most important task is to maintain the strategic and commercial overview, and thereby ensure that Carlsberg's patent portfolio not just aims at protecting the results of the innovation but also aims at ensuring the return on innovation investments.

*"The patents Carlsberg holds must protect our technologies and be aligned with our commercial and development strategies," says Charlotte Utermøhl Lund.*

*"To ensure that Carlsberg's patents support the business and strategy, I also focus on involving relevant stakeholders in the decision-making process and ensuring that decisions and results are communicated clearly with the key message front and centre. In my daily work, I wear many different hats – IP specialist, project manager, communicator, and stakeholder manager. I gather any loose ends and act as a link between HØIBERG and Carlsberg," she explains.*

#### **Skills and professionalism complement each other**

Carlsberg's IP portfolio varies widely across different technologies and HØIBERG's skills in biotechnology and mechanics are in high demand.



**Charlotte  
Utermøhl Lund**

Patent Manager, Carlsberg

## HØIBERG has been a lifesaver many times

Carlsberg and HØIBERG have worked together on the Carlsberg patent portfolio for more than 15 years.

*"I highly value that I can access the history and every detail of Carlsberg's patent portfolio, going back years, due to HØIBERG's structured and detailed case management. In my job, I must be able to answer a lot of questions, for example, what was the idea behind a specific patent ten years ago, or provide details about our brewing method," says Charlotte Utermøhl Lund.*

*"I rely on specialist knowledge from HØIBERG so I can focus on maintaining an accurate overview of the IP strategy and make sure that all aspects fit into the big picture. HØIBERG has been a lifesaver many times when it comes to gaining crucial information regarding Carlsberg's portfolio and history," Charlotte Utermøhl Lund states.*

*"It's difficult to cover every specialist skill internally because Carlsberg's technology is so wide-ranging. By working with HØIBERG, we can balance value and competencies. HØIBERG's employees are the specialists. They are incredibly skilled in IP and the technologies that are relevant to Carlsberg's business, while I am the generalist focused on the strategic and business-related overview for Carlsberg. Our skills and professionalism complement each other by combining the specialist with the generalist," says Charlotte Utermøhl Lund.*

## Working with HØIBERG stretches beyond the average client relationship

The personal aspect of the working relationship with HØIBERG is essential to Charlotte:

*"To facilitate a working relationship that creates value, an effective interpersonal relationship is crucial, and we recognise the fact that we depend on each other to achieve the best results. You need to feel safe enough to express that there are things you don't know, to ask questions, to challenge each other, and to reach out. The relationship is very important to me."*

## Skills and professionalism complement each other

Throughout their many years of collaboration, HØIBERG has ensured the issuance of many different patents on behalf of Carlsberg and has handled their portfolio globally:

*"HØIBERG has handled patents for Carlsberg on a lot of different inventions in many different countries. Even though Carlsberg is globally present, my only point of contact is HØIBERG. HØIBERG handles Carlsberg's portfolio in all countries through their international network of agencies that they collaborate with and instruct, for example, in relation to our patent applications."*

*"My working relationship with HØIBERG stretches beyond the average customer/client relationship. Both sides have invested the time required to grow a close professional relationship and create a space for confidential discussions and sparring. HØIBERG is very skilled, and they are very open. We trust each other and I am confident that HØIBERG will solve any task at hand in the best possible way" says Charlotte Utermøhl Lund*

## Achieving important results for Carlsberg's business

With so many patents across the world, it is unsurprising that Carlsberg's patents have been challenged repeatedly. *"HØIBERG has provided great support and valuable counsel for Carlsberg when they've handled opposition proceedings for us. HØIBERG's experts are adept at countering objections, whilst ensuring that the argumentation does not create problems in other countries. HØIBERG can expertly handle and balance the dialogue with Carlsberg's collaborators during opposition proceedings."* concludes Charlotte.