Murata's intellectual property activities

Basic view

Murata conducts speedy and flexible intellectual property activities in line with its management and business policies. As the appropriate acquisition and accumulation of intellectual property will contribute to maintaining and strengthening the competitiveness of the business, the Intellectual Property Group provides prompt support for business and development. Based on our policy for decentralized autonomous organizational management, we seek to make proposals from a corporate perspective and to ensure appropriate governance.
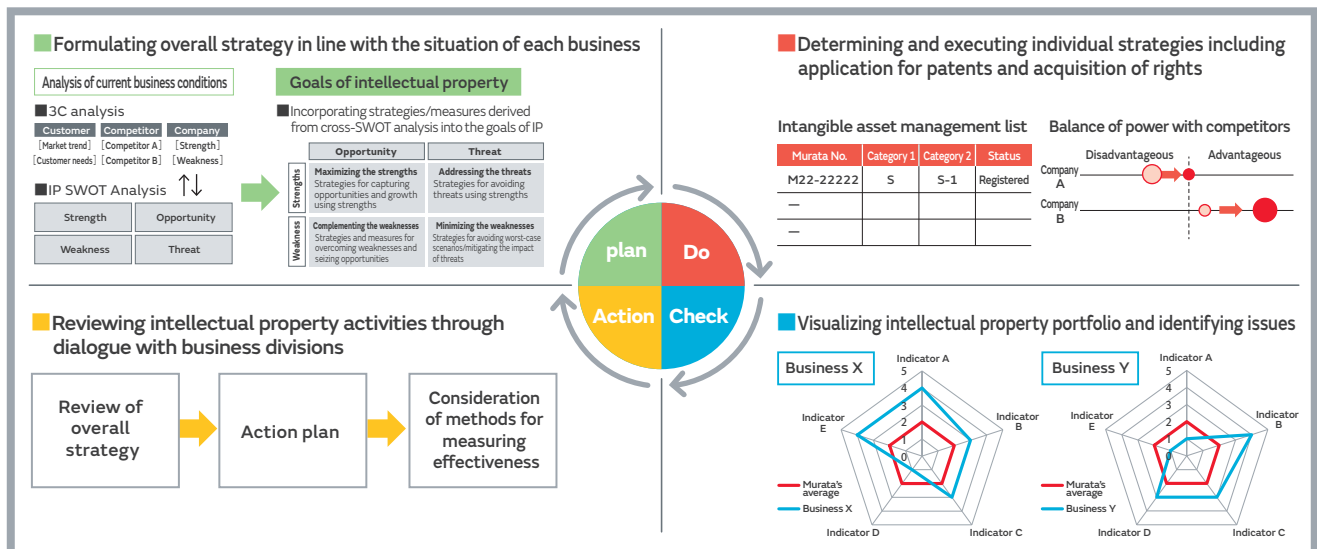
In recent years, an increasingly broader role is required of the intellectual property function, including contribution to corporate management and strategic disclosure of information. Amid this situation, we are exploring avenues for intellectual property activities that lead to the co-creation of value with internal and external stakeholders, in addition to the patent rights acquisition for traditional use purposes.

Intellectual property strategies in existing businesses

In addition to acquiring intellectual property rights, we have launched activities to objectively evaluate portfolios of the entire company and each business, based on IP scores and investment efficiency compared against reference values, term of rights, and composition by our own categorization, in order to optimize strategies and activities. The activities on strategic intellectual property are annually reported to and supervised by the Board of Directors, and are also discussed by the Management Committee to strengthen the governance over intellectual property activities.

	Role of intellectual property function	Direction of intellectual property strategy
1st layer Components	• Thorough protection of rights for platform technologies and core technologies • Determination and execution of obtaining patent rights or keeping them confidential	Control the rise of rival companies and the risk of technological imitation
2nd layer Devices/modules	• Identification of technologies that differentiate us from rival companies and protection of our rights in focused areas • Strategic use of intellectual property in accordance with the business environment	Improve business profitability by securing competitive advantage for intellectual property

Practical PDCA Cycle for IP Strategy

Promoting intellectual property activities to create new businesses

Fully leveraging IP landscape* analysis, we are promoting activities to propose to business divisions the technologies, business areas, and partners for co-creation that will lead to new businesses. To accelerate our efforts, we have set up a team to study and carry out the ideal form of intellectual property activities in the third layer of business domain and the organizational structure that supports these activities. In fiscal year 2022, we established a new special incentive program for inventions that contribute to Murata's challenge fields, with the aim of accumulating intellectual property in the fields of environment and wellness, thereby raising employee awareness and encouraging active creation of new inventions. Through these activities, we will constantly seek intellectual property activities that contribute to the enhancement of Murata's corporate value.

Intellectual property activities according to business stages

STEP1 Support for exploring businesses leveraging IP landscape
A) Research on technology trends and search for applications
B) Select co-creation partners and business areas that capitalize on the company's strengths

STEP2 Support early launch of new businesses and formation of new business models

STEP3 Formulate and implement an IP mix strategy to ensure the advantage of the business model

* A method that combines IP information and non-IP information to conduct an integrated analysis of the company, its competitors, and its markets, and to utilize the resulting information for management strategies.