A Roadmap for Commercializing Federally Funded Research: Guidance for University and Government Lab Technology Transfer

By Laura A. Schoppe, Fuentek, LLC (http://www.fuentek.com)

> ***Note:*** *This white paper is based upon Fuentek's response to a spring 2010 request for information (RFI) from White House Office on Science and Technology Policy and the National Economic Council. That RFI solicited ideas for promoting the commercialization of federally funded research. The author has updated it to make it more broadly applicable to universities and government laboratories.*

There is no doubt that federal funding in research and development (R&D) at public and private universities as well as government laboratories results in significant amounts of innovation. Granted, not every technology emerging from federal R&D spending will be the next Honeycrisp™ apple, implantable pacemaker, or Red Hat, Inc. Nevertheless, some of these technologies have the potential to result in startups, improve or expand the product/service offerings of existing companies, create jobs, and otherwise positively impact the U.S. economy and/or provide humanitarian benefits.

The big question is: What is the best way to get those high-potential technologies out of the university and federal labs and into the markets?

Many ideas for maximizing the commercialization of federally funded research at our nation's universities have been suggested. Several new initiatives have been created, including the i6 Challenge, Startup America, and America's Next Top Energy Innovator. Federal legislation has been introduced, and patent reform enacted. Universities also are creating innovative ways to accelerate the licensing process, including ready-to-sign licenses, prototyping or evaluation licenses, and intellectual property (IP) rights in sponsored research agreements.

Regardless of the merit of these efforts, reaping the rewards of federal R&D first depends upon the high-potential technologies being identified. Success ultimately requires ***proactive, efficient, and effective filtering*** through the dozens—or even hundreds—of innovations that researchers report each year so that priority can be given to those technologies with the greatest potential for commercial, humanitarian, or other impact.

This paper outlines:

- A model for ***proactive*** technology management that proceeds in ***phases*** to maximize cost-efficiencies
- A comparison of this proactive model against a reactive/passive approach to technology transfer and commercialization
- Specific, measurable examples of the success of this model
- Methods for adopting and implementing this model at universities and government laboratories

- An overview of the appropriate metrics for evaluating the success of technology transfer programs/offices

Also included are other resources for additional information about the concepts discussed.

1.0 A Successful, Proactive Model

Among the many practices and models for fostering commercialization and diffusion of federally funded research—whether performed at a university or within federal laboratories—Fuentek's experience has repeatedly shown that proactive IP management that proceeds in phases is ***highly successful and cost-effective***. This practice involves:

1. Performing a rapid analysis—or ***screening***—of all invention disclosures before patenting, distinguishing those that deserve further consideration from those whose potential commercial, humanitarian, or other impact is insufficient to warrant the investment of further resources
2. Conducting a more in-depth, market-based analysis—or ***assessment***—of technologies that "pass" the rapid screening to evaluate fully their market potential and identify key next steps for commercialization
3. Implementing ***marketing*** efforts to identify and connect with potential licensees—be they an established large, medium, or small company; a startup; or other organization (e.g., venture capital, incubator)
4. Negotiating a licensing agreement—or undertaking some other ***deal-making*** effort—whose terms are beneficial for both the original owner of the technology and the licensee/partner

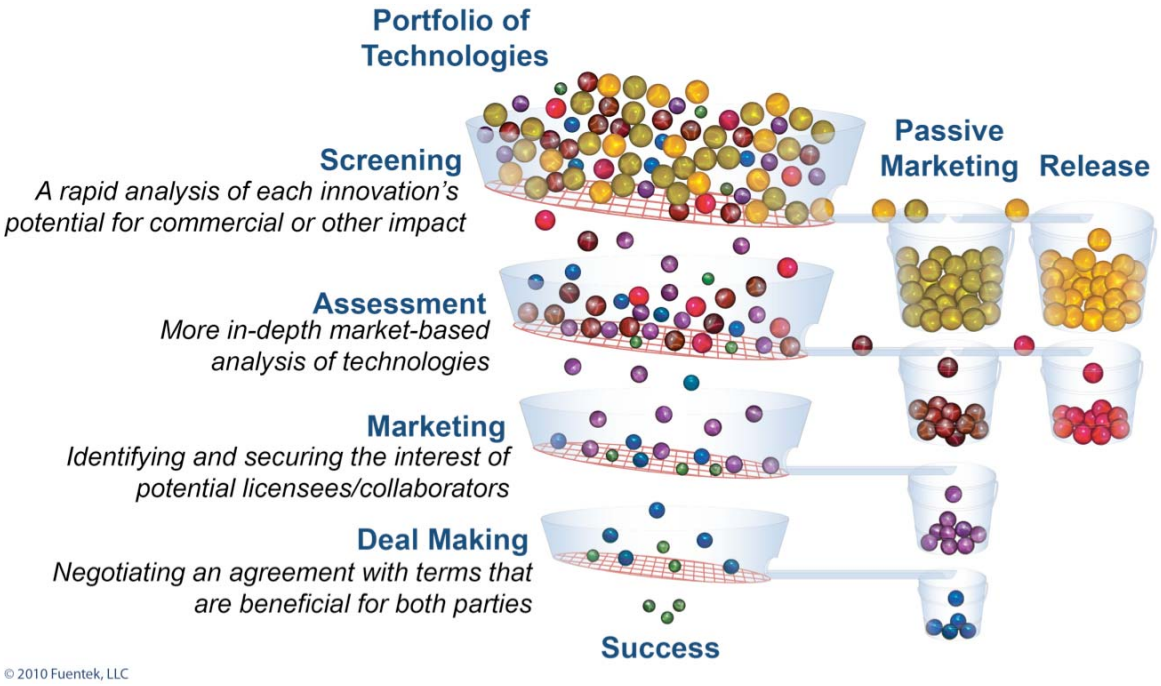
Exhibit 1 illustrates this proactive Fuentek Filtering Model. Many of the technologies that do not pass through the various phases are still made available to the public via low-cost passive marketing efforts, while the technologies with the greatest potential for success are given priority on the more cost-intensive active marketing.

The purpose of implementing a phased approach is to ensure that ***only those technologies that have sufficient potential for success receive attention and resources***. Each time a technology is "touched" costs the organization valuable resources. Consequently, unproductive technologies should be eliminated from the process as quickly as possible. Put simply: It is a less-is-more approach that allows ***more time to be spent on fewer technologies that have a better chance for success***.

More about the Fuentek Filtering Model

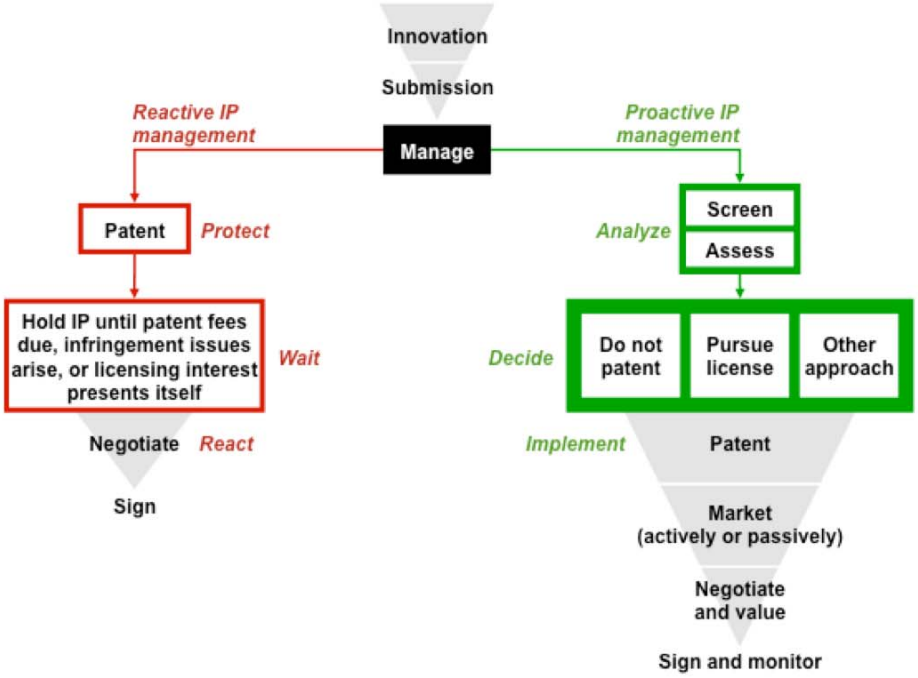
- **"Separating the Wheat from the Chaff: A Step-by-Step Process for Cost-Effective Technology Screening"** by Danielle McCulloch and Laura A. Schoppe. Published in *LES Insights*, July 5, 2011.
- **"The Threshing Continues: A Step-by-Step Process for In-Depth Technology Assessment"** by Danielle McCulloch and Laura A. Schoppe. Published in *LES Insights*, July 12, 2011.
- **Technology Evaluation Webcasts** by Laura A. Schoppe, Danielle McCulloch, and Dave Wasby. Released by Fuentek in June 2008, June 2011, and November 2011. Available at http://www.fuentek.com/Register-for-insights.php

Exhibit 1: The Fuentek Filtering Model: A Proactive, Phased Approach to Commercialization



Compared to a reactive approach (Exhibit 2), being proactive has many advantages. Although a reactive approach to technology commercialization might ***appear*** to require fewer resources, the successes generated by a reactive approach invariably are fewer than with the proactive model. In addition, because the reactive approach tends to result in filing of patent applications by default, regardless of the technology's commercial value, fewer resources are available to pursue commercialization. The proactive approach makes a small investment in analyzing technologies ***before*** patenting, ensuring that the resources required to protect the IP (ranging from $15,000 to $25,000 plus maintenance fees for U.S. coverage) are directed to those technologies that offer sufficient value.

Exhibit 2: Proactive vs. Reactive Technology Management



Advantages of Reactive IP Management	Advantages of Proactive IP Management
• No expenditure of resources other than patent fees until a license is requested; resources then required to negotiate agreement	• Patent fees reduced by patenting only high-value innovations • Technologies introduced when market window is open • Better chances of license to better licensees • IP with significant value in secondary applications/markets uncovered • Useful information provided to researchers, increasing commercial value of future innovations • License revenue increased through better understanding of market value and greater competition

Note: This exhibit first appeared in "Getting to the Best First: Proactive, Efficient, and Effective IP Screening," by Laura A. Schoppe, published in the June 2004 issue of *les Nouvelles*, the monthly journal of the Licensing Executives Society.

2.0 Evidence of Success

Fuentek has used this model of proactive, phased commercialization of technology and other IP for more than 10 years, and the results have been impressive, as summarized below.

2.1 University of Illinois at Urbana-Champaign (UIUC)

While serving as the lead subcontractor for a Deloitte Consulting contract with UIUC, Fuentek applied its filtering model to a backlog of 730 patented and unpatented invention disclosures. This work was

performed as part of the implementation of a new internship program, which Fuentek developed and facilitated for UIUC. It should be noted that UIUC's Office of Technology Management (OTM) continues to use and refine this internship program. In fact, the current director, who was hired in 2006 after UIUC conducted a national search, was one of the original 2001 interns.

After performing a rapid screening of the entire invention portfolio in the summer of 2001, Fuentek identified more than 330 inventions that should not be patented—saving UIUC more than $6.6 million.[1] We also identified another 75 patents whose rights should be abandoned at the next maintenance payment if no licensing interest has been shown (via an online listing of the technology). This had the potential to save UIUC at least $200,000.[2] Fuentek went on to conduct market-based assessments of nearly 200 technologies and, based on the findings of those assessments, pursued active marketing of nearly 80 technologies.

In following the proactive, phased model of IP management, significant accomplishments were achieved, as outlined in a 2005 letter by then–OTM director Michael Fritz:

- The screening and prioritization of over 700 technologies resulted in almost 100 licenses being executed on these technologies (as of May 16, 2005)
- The implementation of the tech transfer model and processes achieved the following results:
    - 70% increase in disclosures over 3 years
    - 47% increase in U.S. patent applications filed
    - 100% increase in U.S. patents issued
    - 30% increase in licenses and options
    - 50% increase in startup companies formed

Mr. Fritz characterized these achievements as a "remarkable transformation of technology commercialization." Several news articles that chronicled these achievements appear at http://fuentek.com/successes/ss-uiuc-dt.php

Note: *The remaining examples are from several U.S. universities for which Fuentek has performed the initial step of screening. Their names are withheld due to the early stages of follow-on commercialization efforts. More information about the low-to-high ratings and statistics of screening results is available in the Fuentek webcast, "Why Perform Technology Screenings" available at http://www.fuentek.com/blog/2011/08/why-do-screenings-webcast/.*

[1] Assumes a minimum patenting investment of $20,000 per technology.
[2] Assumes $3,000 average savings in patent maintenance fees.

2.2 320 Technologies Screened for a Research University

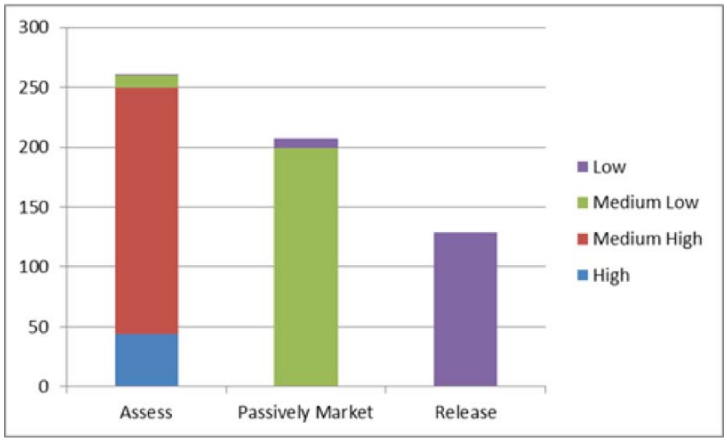
Fuentek's screening of 320 technologies revealed:

- 70 technologies with low commercialization potential, representing a $1.4 million saved in unnecessary patenting
- 15 technologies with high potential, for which pursuit of commercialization was recommended
- 23 patented technologies recommended for online listing until the next maintenance fee was due, at which point the patent would be abandoned if no market interest had been shown
- 11 areas of research in life science and engineering with significant market sector activity, warranting portfolio marketing as well as continued research support

In addition, after Fuentek helped the university clear out this backlog of disclosures, the office observed an increase in invention filings. This suggests that a responsive, proactive technology transfer office begets greater participation from innovators.

2.3 597 Technologies Screened for a Research University

Fuentek's screening of 597 technologies revealed:



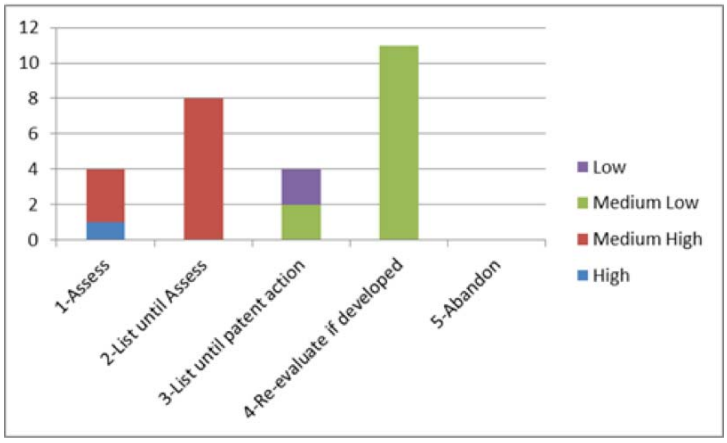
- 129 technologies with low commercialization potential, representing $2.6 million saved in unnecessary patenting
- 261 technologies for which a market-based assessment was warranted to verify market interest and gather the information needed to develop an efficient and effective marketing strategy
- 207 patented technologies recommended for passive marketing via online listing until the market showed interest or until the next maintenance fee was due, at which point the patent should be allowed to lapse so that these resources could be directed toward other, more promising technologies at an estimated savings of more than $600,000

2.4 27 Technologies Screened for a University Research Center

Fuentek's screening of 27 technologies revealed:

- 12 technologies that should receive a market-based assessment either right away or as soon as resources become available; patented technologies could be passively marketed via an online listing in the interim

- 4 technologies recommended for passive marketing via online listing until the next maintenance fee was due, at which point the patent would be abandoned if no market interest had been shown

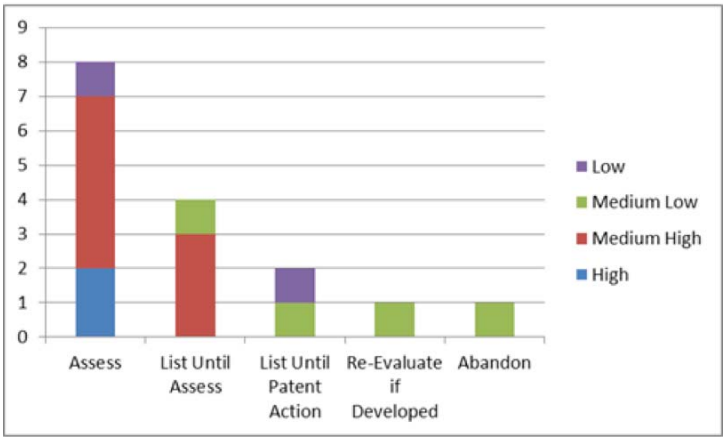


- 11 technologies with medium-low potential but that might have greater potential should technology development progress within 12 months to the point where a licensee would consider adopting the technology, at which point a market-based assessment would be performed

2.5 16 Technologies Screened for a University Research Foundation

Fuentek's screening of 16 technologies revealed:

- 12 technologies that should receive a market-based assessment, with passive marketing via an online listing in the interim
- 2 technologies recommended for passive marketing via online listing until the next patent fee is due, at which point the patent would be abandoned if no market interest had been shown



- 1 technology with medium-low potential but that might be appropriate for market-based assessment pending sufficient technology development within 12 months
- 1 technology for which further commercialization efforts were not recommended

2.6 Federal Laboratory Results

The types of results described above are not limited to universities. Fuentek has applied the proactive, phased model to federally funded research at government labs to achieve the following:

- More than $2 million saved by not patenting or continuing coverage for more than 140 technologies rated as having low commercialization potential (out of more than 530 screened)
- 340 qualified leads generated for 100 technologies, jump-starting marketing efforts for technology licensing or other agreements

- 32 licensing applications developed as part of 37 active marketing projects
- 460+ software usage agreements signed via streamlined, interactive Web sites

The university and government lab experiences outlined above clearly indicate that the proactive, phased model described in Section 1.0—when applied ***consistently*** and following ***specific processes*** that have proved to be effective and efficient—is a successful approach to managing the technologies and other IP generated by R&D to maximize commercialization success cost-efficiently.

3.0 Adopting This Practice

The proactive Fuentek Filtering Model outlined above is applicable to ***all types of organizations***—universities, government labs, and even private companies—to commercialize ***all types of innovations***—from computer software and manufacturing systems to biotechnology and pharmaceuticals to advanced materials and electronics—developed under ***all types of funding programs***—federal grants and contracts, agency budgets, university endowments, venture capital, corporate internal R&D, etc.

Fuentek offers three key recommendations to help ensure the successful adoption of this practice, particularly at universities and government labs.

3.1 Proper Training for Proper Implementation

Although the proactive, phased model described above is broadly applicable, its implementation is most effective when performed properly through adequate training. In fact, if the specific details of this practice are implemented ***incorrectly***, the advantages of this approach rapidly disappear. Specifically, gathering research data without insightful analysis can be time consuming and cumbersome, and it will not aid in making or implementing good disposition decisions.

To understand the importance of applying the model consistently and correctly, one must revisit the philosophy behind the phased approach—screening, assessing, and then marketing ***only select*** technologies. As noted earlier, the purpose of the model is to allocate the limited resources available to those technologies with sufficient potential for commercialization success. Put another way: You mine for the gems, and discard the coal, eliminating unproductive technologies as early in the process as possible to reduce/eliminate the expenditure of valuable resource on them.

If technology transfer staff do not receive proper training in how to implement the processes, they are likely to expend too much time conducting research, hoping to have as much information as possible before making a decision. Proper training helps them understand the key pieces of information that are needed, how to interpret that information, and then how to make a quick-yet-informed decision with what would normally appear to be very little data.

Therefore, Fuentek recommends that university and government labs ensure their TTO staff receive the training needed to implement the model. Ideally this training would be provided via a centralized program (perhaps through the U.S. Department of Commerce) that is available to all universities

receiving federal R&D funding as well as across all federal agencies. Trainers with first-hand experience with this methodology providing real-world examples and effective in-class exercises will solidify the concepts in the practitioners' minds, enabling them to successfully apply the model to their day-to-day jobs.

3.2 Internship Programs

University TTOs have the unique advantage of ready access to a workforce whose educational growth is that university's responsibility: their students. Student interns can make a valuable contribution to the commercialization of university research—provided they are integrated into the practice correctly. Interns also can be used successfully in federal laboratories, assuming there is a nearby educational institution that is a match for the lab's R&D portfolio.

Fuentek's initial experience with launching an effective internship program started at UIUC in 2001 (see Section 2.1) and has continued with several other organizations. This experience base has led to the establishment of the following best practices:

- **Have interns start in the summer:** Giving students a concentrated, dedicated period of time to work in the TTO at the start of their internship solidifies the practices they will continue to perform throughout the year.
- **Start early:** Having the hiring process begin as early as possible—with training beginning by May—ensures the best possible pool of applicants.
- **Choose the right students:** MBA students with technical backgrounds who are just ending their first year are ideal candidates because they (1) have the appropriate knowledge base and (2) are available full-time through the summer as well as part-time during their second year.
- **Match intern background to the portfolio:** When looking at applicants, seek a combination of backgrounds to cover the different technical competencies represented in the technology portfolio. Also look for students who have an interest in the business side of technology to gain that market-based perspective.
- **Focus on screening:** Interns are best suited to work on screenings (not other aspects of technology transfer like marketing) and are most effective when screening inventions on an as-received basis to avoid a backlog of technologies.
- **Train thoroughly:** Providing step-by-step guidance on the entire screening process is essential. In addition, interns who understand that their role is part of the bigger picture are better positioned to perform the finer details of their assignments effectively.
- **Expect a learning curve:** Experience has shown that even well-trained interns take longer than professional staff to complete a screening—usually 8 to 15 hours for an intern versus 1 to 4 hours for a professional. Therefore, TTOs should account for this additional time in their expectations and schedules.
- **Provide one-on-one supervision:** Offering many relevant examples and hands-on support is essential for helping the interns get truly comfortable in doing screenings.

- **Evaluate and improve:** Interns' work must be evaluated by professionals on an ongoing basis to check for thoroughness of information and to validate their recommendations to see if any modifications to the training are needed. This professional review should occur over the course of several months, not just the first few weeks of the internship.
- **Be honest:** Giving good feedback—constructive criticism as well compliments—is essential. When they are new, interns will not recognize on their own where and how to improve.

Technology transfer internship programs offer many benefits to both the students and the university. However, it should be noted that cost-cutting advantages (if any) are low on that list. Nevertheless, the tremendous experience such a program can offer students—training the future leaders of the business and technology transfer fields—provides reason enough for universities to commit to a TTO internship program.

More about TTO Internship Programs

Developing an Effective Internship Program for Your University's Technology Transfer Office
by Laura A. Schoppe. White paper released by Fuentek in March 2010. Available at http://www.fuentek.com/Register-for-insights.php

3.3 Funding to Enable Proactive, Effective, and Efficient TTOs

Having served as a consultant to several universities' and federal labs' technology transfer offices, Fuentek has learned first hand that the greatest obstacle TTOs face in achieving commercialization success is a lack of adequate funding. Put simply, by not having the budget required to build a team made up of the staff, interns, and consultants they need, university and federal lab TTOs are unable to process all of the innovations they receive and do the job right.

When budgets get tight, universities tend to slow down or even stop their patenting and marketing activities. It is difficult for them to take the long view and realize that (1) researchers are still innovating and (2) cutting back on the TTO's productivity creates more problems than it solves:

- **IP backlogs:** Managing an ever-growing backlog of invention disclosures reduces productivity and can increase costs.
- **Declining rapport with researchers:** A non-productive TTO is seen as a roadblock and not an ally. Not only will researchers become agitated at the lack of action by the TTO, but they may choose to bypass the office, even though they do not have the legal authority to do so. A dysfunctional TTO can also have a negative impact on hiring new faculty who are seeking entrepreneurial opportunities.
- **Reactive decision making:** Faculty may publish to force patenting decisions based on stat bar deadlines and not on market value.

For many years, Fuentek has recommended that a policy be implemented for federal funding whereby a percentage of the total R&D funding in contracts and grants be set aside for the express purpose of funding commercialization activities. We applaud the inclusion of such provisions in the Moran–Warner Startup Act of 2011 (Sec. 7(b) of S. 1965). Regardless of the future of the act and this provision, Fuentek also urges TTOs' home institutions—the universities and the individual labs themselves—to allocate the resources needed to implement proactive, phased IP management.

4.0 Appropriate Metrics for Evaluating Initiatives

Despite the volume of possible metrics, selecting success metrics for TTOs is a subjective process that is highly individualized for each organization. However, several recurring themes do occur within the available research data:

- **Need for clearly defined goals:** High-performing TTOs have clearly defined goals and establish their metrics in support of achieving those goals.
- **Need for definitions:** Clear definitions for all terminology are needed to avoid misinterpretation and invalid, "apples-to-oranges" comparisons. Well-defined metrics are usually easier to capture as well.
- **Need for normalization:** Normalized metrics are needed for meaningful year-over-year or cross-organization comparisons.
- **Numbers do not tell the whole story:** Numbers alone are insufficient to demonstrate the value that technology transfer brings to the organization, industry, and the public. High-performing organizations augment their metrics reporting with success stories and anecdotes.

Regarding the normalizing of metrics, this is essential to provide an apples-to-apples comparison of the TTO's performance both against itself (in year-over-year analysis) and other organizations. An individual number is not helpful in and of itself unless it is considered in context. For example:

- Measure the volume of invention disclosures ***as a ratio*** of research expenditures.
- Measure cycle-time metrics ***as a ratio*** of labor resources.
- Measure royalties, license volume, product launches, and other such metrics ***as a ratio*** of research expenditures and patent volume.

More about TTO Metrics

How'd We Do?: Establishing Useful Technology Transfer Metrics by Karen Hiser; Dr. Norman Pollack, Ph.D.; and Laura A. Schoppe. White paper released by Fuentek in Oct. 2010. Available at http://www.fuentek.com/Register-for-insights.php

The table below shows high-level metrics categories and the various goals for a technology transfer program that those metrics support.

Metric Category	Technology Transfer Program Goals					
	External Impact		Internal Strategic Benefit		Innovation Stewardship	
	Humanitarian and economic benefits	Economic stewardship	Technology leverage	Minimize cost of new innovation	IP protection	Innovation spirit
Invention disclosure activity		✓			✓	✓
Output from research expenditures		✓		✓	✓	
Patent activity	✓	✓			✓	✓
Licensing activity	✓	✓			✓	✓
Agreement activity	✓	✓	✓	✓	✓	✓
Software activity	✓	✓	✓	✓	✓	
Outreach activity	✓	✓	✓	✓	✓	

5.0 Conclusion

Many excellent ideas and initiatives for maximizing the commercialization of research at our nation's universities have been suggested and/or introduced in the past year. Yet the ability of universities to reap the rewards of those efforts is predicated upon their taking ***a proactive, phased approach to commercialization***, such as the Fuentek Filtering Model summarized briefly in Section 1.0. Proactive TTOs following this model have an effective and efficient means for filtering through the dozens—or even hundreds—of innovations their faculty report each year so that they can give priority to those technologies with the greatest potential for commercial, humanitarian, or other impact.

6.0 Suggested Reading List

Fuentek white papers and webcasts can be downloaded free of charge by registering at http://www.fuentek.com/Register-for-insights.php.

- **"Separating the Wheat from the Chaff: A Step-by-Step Process for Cost-Effective Technology Screening"** by Danielle McCulloch and Laura A. Schoppe. Published in *LES Insights*, July 5, 2011.
- **"The Threshing Continues: A Step-by-Step Process for In-Depth Technology Assessment"** by Danielle McCulloch and Laura A. Schoppe. Published in *LES Insights*, July 12, 2011.
- ***Technology Evaluation Webcasts*** by Laura A. Schoppe, Danielle McCulloch, and Dave Wasby. Released by Fuentek in June 2008, June 2011, and November 2011.
- ***Best Practices in Centralization, Coordination, and Consolidation in University Technology Transfer Offices*** by Laura A. Schoppe. White paper released by Fuentek in November 2010.

- ***Enhancing Economic Development through Technology Transfer of Federal- and State-Funded R&D*** by Laura A. Schoppe. White paper released by Fuentek in November 2010.
- ***How'd We Do?: Establishing Useful Technology Transfer Metrics*** by Karen Hiser; Dr. Norman Pollack, Ph.D.; and Laura A. Schoppe. White paper released by Fuentek in Oct. 2010.
- ***Developing an Effective Internship Program for Your University's Technology Transfer Office*** by Laura A. Schoppe. White paper released by Fuentek in March 2010.
- **"Extracting Value from Your Patent Portfolio"** by Laura A. Schoppe and Nancy Pekar. Published in *The PDMA Handbook of New Product Development*, 2nd Edition, October 2004 (John Wiley & Sons).
- **"Getting to the Best First: Proactive Efficient and Effective IP Screening"** by Laura A. Schoppe. Published in *les Nouvelles* (the journal of the Licensing Executives Society), vol. 39, no. 2, June 2004, pp. 49–58.

7.0 Fuentek Webinars

Fuentek has released recorded webinars that provide detailed, how-to information about the first phases of the Fuentek Filtering Model. They are available for purchase at the links provided. More webinars are forthcoming; see http://www.fuentek.com/webinars.php

- *Phase 1 screening:* **A Step-by-Step Process for Technology Screenings: Technology Triage for TTO Pros and Interns** by Laura A. Schoppe and Danielle McCulloch – *available for purchase at* http://www.fuentek.com/webinars/tech-screening-interns-video.php
- *Phase 2 market-based assessment:* **Stop Reacting, Start Proacting: Planning for Strategic Technology Marketing** by Danielle McCulloch and Dave Wasby – *available for purchase at* http://www.fuentek.com/webinars/planning-tech-marketing-webinar.php

About the Author

Laura A. Schoppe is president of Fuentek, LLC, a consulting firm that provides IP management and technology transfer services. Certified by the Alliance of Technology Transfer Professionals (ATTP), the international body for professionals engaged in technology transfer, Schoppe has an extensive background in all aspects of IP management, particularly leading license negotiation activities from transition innovations to new products. She has been a lead negotiator for major licensing agreements, major strategic relationships, collaboration agreements and major equity-financing deals at top universities, government agencies and Fortune 500 companies. She conducts training workshops and is a sought-after speaker at national and international conferences. She also has published many peer-reviewed papers and book chapters. Elected to the board of the Association of University Technology Managers® (AUTM®) as the vice president of strategic alliances, she also serves on the North Carolina State University Electrical and Computer Engineering advisory board. Schoppe has been recognized with multiple awards, including being named one of the top 25 businesswomen in the Research Triangle Park region of North Carolina.

About Fuentek, LLC

Fuentek, LLC (http://www.fuentek.com) is a consulting firm that provides IP management and technology transfer services. With a specialization in technology commercialization and the Symbiotic Innovation approach to open innovation, Fuentek works with a wide variety of clients to identify promising technologies and assist them in converting their ideas and inventions into marketable products as well as find the technology they need through in-licensing as well as collaborative R&D partnerships. Fuentek also offers training workshops, guidebooks, white papers, and Web sites to help clients and other tech transfer professionals improve effectiveness and efficiencies in managing their IP. Recognized as a top women- and minority-owned small business in North Carolina for the past five consecutive years, Fuentek has been featured on National Public Radio and in the book *The New Small: How a New Breed of Small Businesses is Harnessing the Power of Emerging Technologies*. The firm has received numerous awards for its work, including an entrepreneurial Pinnacle Business Award from the Greater Raleigh Chamber of Commerce.

Fuentek can help technology transfer offices implement the model put forth in this paper. For more information about this or about Fuentek's other proven methods for successful technology commercialization and IP management, please contact Fuentek via http://www.fuentek.com/contact-us.php, by calling 919-249-0327, or by e-mail at info@fuentek.com.

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