

Intellectual Property Strategy The Mit Press Essential Knowledge Series

An insider's view of China's under-the-radar, globally competitive innovators. Chinese innovators are making their mark globally. Not only do such giants as Alibaba and Huawei continue to thrive and grow through innovation, thousands of younger Chinese entrepreneurs are poised to enter the global marketplace. In this book, Mark Greeven, George Yip, and Wei Wei offer an insider's view of China's under-the-radar, globally competitive innovators. The authors, all experts on Chinese innovation, distinguish four types of innovators in China: pioneers, large companies that are globally known; hidden champions, midsize enterprises that are market leaders in their niches; underdogs, technology-driven ventures with significant intellectual property; and changemakers, newer firms characterized by digital disruption, exponential growth, and cross-industry innovations. They investigate what kinds of innovations these companies develop (product, process, or business model), their competitive strategies, and key drivers of innovation. They identify six typical ways Chinese entrepreneurs innovate, including swarm innovation (collectively pursuing opportunities) and rapid centralized decision making. Finally, they look at how Chinese innovators are going global, whether building R&D networks internationally or exporting disruptive business models. The book includes many examples of Chinese innovators and innovations, drawn from a range of companies—from pioneers to changemakers—including Alibaba, Haier, Hikvision, Malong Technology, Weihua Solar, Mobike, and Cheetah Mobile. Greeven, Yip, and Wei offer an essential guide to what makes China a heavyweight competitor in the global marketplace.

Reveals how Huawei has developed the ability to continually transform as a company by developing dynamic capabilities and change-supporting values.

The past two decades have seen a gradual but noticeable change in the economic organization of innovative activity. Most firms used to integrate research and development with activities such as production, marketing, and distribution. Today firms are forming joint ventures, research and development alliances, licensing deals, and a variety of other outsourcing arrangements with universities, technology-based start-ups, and other established firms. In many industries, a division of innovative labor is emerging, with a substantial increase in the licensing of existing and prospective technologies. In short, technology and knowledge are becoming definable and tradable commodities. Although researchers have made significant advances in understanding the determinants and consequences of innovation, until recently they have paid little attention to how innovation functions as an economic process. This book examines the nature and workings of markets for intermediate technological inputs. It looks first at how industry structure, the nature of knowledge, and intellectual property rights facilitate the development of technology markets. It then examines the impacts of these markets on firm boundaries, the division of labor within the economy, industry structure, and economic growth. Finally, it examines the implications of this framework for public policy and corporate strategy. Combining theoretical perspectives from economics and management with empirical analysis, the book also draws on historical evidence and case studies to flesh out its research results.

An accessible, nontechnical overview of active touch sensing, from sensory receptors in the skin to tactile surfaces on flat screen displays. Haptics, or haptic sensing, refers to the ability to identify and perceive objects through touch. This is active touch, involving exploration of an object with the hand rather than the passive sensing of a vibration or force on the skin. The development of new technologies, including prosthetic hands and tactile surfaces for flat screen displays, depends on our knowledge of haptics. In this volume in the MIT Press Essential Knowledge series, Lynette Jones offers an accessible overview of haptics, or active touch sensing, and its applications. Jones explains that haptics involves integrating information from touch and kinesthesia—that is, information both from sensors in the skin and from sensors in muscles, tendons, and joints. The challenge for technology is to reproduce in a virtual world some of the sensations associated with physical interactions with the environment. Jones maps the building blocks of the tactile system, the receptors in the skin and the skin itself, and how information is processed at this interface with the external world. She describes haptic perception, the processing of haptic information in the brain; haptic illusions, or distorted perceptions of objects and the body itself; tactile and haptic displays, from braille to robotic systems; tactile compensation for other sensory impairments; surface haptics, which creates virtual haptic effects on physical surfaces such as touch screens; and the development of robotic and prosthetic hands that mimic the properties of human hands.

An examination of “cultural zoning” in China considers why government regulation of online video is so much more lenient than regulation of broadcast television. In *Zoning China*, Luzhou Li investigates why the Chinese government regulates online video relatively leniently while tightly controlling what appears on broadcast television. Li argues that television has largely been the province of the state, even as the market has dominated the development of online video. Thus online video became a space where people could question state media and the state's preferred ideological narratives about the nation, history, and society. Li connects this relatively unregulated arena to the “second channel” that opened up in the early days of economic reform—piracy in all its permutations. She compares the dual cultural sphere to China's economic zoning; the marketized domain of online video is the cultural equivalent of the Special Economic Zones, which were developed according to market principles in China's coastal cities. Li explains that although the relaxed oversight of online video may seem to represent a loosening of the party-state's grip on media, the practice of cultural zoning in fact demonstrates the state's strategic control of the media environment. She describes how China's online video industry developed into an original, creative force of production and distribution that connected domestic private production companies, transnational corporations, and a vast network of creative labor from amateurs to professional content creators. Li notes that China has increased state management of the internet since 2014, signaling that online and offline censorship standards may be unified. Cultural zoning as a technique of cultural governance, however, will likely remain.

A practical guide to the new economy that is transforming the way we live, work, and play. Uber. Airbnb. Amazon. Apple. PayPal. All of these companies disrupted their markets when they launched. Today they are industry leaders. What's the secret to their success? These cutting-edge businesses are built on platforms: two-sided markets that are revolutionizing the way we do business. Written by three of the most sought-after experts on platform businesses, Platform Revolution is the first authoritative, fact-based book on platform models. Whether platforms are connecting sellers and buyers, hosts and visitors, or drivers with people who need a ride, Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary reveal the what, how, and why of this revolution and provide the first "owner's manual" for creating a successful platform business. Platform Revolution teaches newcomers how to start and run a successful platform business, explaining ways to identify prime markets and monetize networks. Addressing current business leaders, the authors reveal strategies behind some of today's up-and-coming platforms, such as Tinder and SkillShare, and explain how traditional companies can adapt in a changing marketplace. The authors also cover essential issues concerning security, regulation, and consumer trust, while examining markets that may be ripe for a platform revolution, including healthcare, education, and energy. As digital networks increase in ubiquity, businesses that do a better job of harnessing the power of the platform will win. An indispensable guide, Platform Revolution charts out the brilliant future of platforms and reveals how they will irrevocably alter the lives and careers of millions.

The series of papers in this publication were commissioned from renowned international economists from all regions. They review the existing empirical literature on six selected themes relating to the economics of intellectual property, identify the key research questions, point out research gaps and explore possible avenues for future research.

This book provides an overview of the common concepts and building blocks of patent management. It addresses executives in the areas of innovation, R & D, patent and intellectual property management as well as academics and students. The authors give valuable information on the characteristics of patent and intellectual property management, based on the collaboration with companies and organizations from Europe, China, Japan, Argentina, Brazil, India, Canada and the US. A reference for managers who want to bring information technology innovation with a clear intellectual property strategy to the market. A very readable book. Thomas Landolt, Managing Director, IBM A really comprehensive, all-in book about Patents – strategy, value, management and commercialization. And not forgetting what they are for – foster innovation. Dr. Joerg Thomaier, Head of IP Bayer Group

The IP Audit Tool is a reference work for Member States to use in the process of developing or assessing national or regional IP strategy. It is a flexible and practical guide to innovation systems, and may be modified and adapted to respond to the specific needs of a country or a region. The Audit Tool is organized in topical parts, and each part includes a definition of the topic (e.g. "valuation" or "market identification and strategy"), a list of questions, and examples of existing practices and policies from Member States. "Rembrandts in the Attic" provides the first practical and strategic guide that shows CEOs and other managers how to unlock the enormous financial and competitive power hidden in their patent portfolios. The authors show how some of the world's most successful firms have used patents to capture and defend markets, outflank rivals, boost bottom-line revenues and shareholder return, and enhance the commercial success of their enterprises.

An argument for retaining the notion of personal property in the products we "buy" in the digital marketplace. If you buy a book at the bookstore, you own it. You can take it home, scribble in the margins, put it on the shelf, lend it to a friend, sell it at a garage sale. But is the same thing true for the ebooks or other digital goods you buy? Retailers and copyright holders argue that you don't own those purchases, you merely license them. That means your ebook vendor can delete the book from your device without warning or explanation—as Amazon deleted Orwell's 1984 from the Kindles of surprised readers several years ago. These readers thought they owned their copies of 1984. Until, it turned out, they didn't. In The End of Ownership, Aaron Perzanowski and Jason Schultz explore how notions of ownership have shifted in the digital marketplace, and make an argument for the benefits of personal property. Of course, ebooks, cloud storage, streaming, and other digital goods offer users convenience and flexibility. But, Perzanowski and Schultz warn, consumers should be aware of the tradeoffs involving user constraints, permanence, and privacy. The rights of private property are clear, but few people manage to read their end user agreements. Perzanowski and Schultz argue that introducing aspects of private property and ownership into the digital marketplace would offer both legal and economic benefits. But, most important, it would affirm our sense of self-direction and autonomy. If we own our purchases, we are free to make whatever lawful use of them we please. Technology need not constrain our freedom; it can also empower us.

In his landmark book Open Innovation, Henry Chesbrough demonstrated that because useful knowledge is no longer concentrated in a few large organizations, business leaders must adopt a new, "open" model of innovation. Using this model, companies look outside their boundaries for ideas and intellectual property (IP) they can bring in, as well as license their unutilized home-grown IP to other organizations. In Open Business Models, Chesbrough takes readers to the next step—explaining how to make money in an open innovation landscape. He provides a diagnostic instrument enabling you to assess your company's current business model, and explains how to overcome common barriers to creating a more open model. He also offers compelling examples of companies that have developed such models—including Procter & Gamble, IBM, and Air Products. In addition, Chesbrough introduces a new set of players—"innovation intermediaries"—who facilitate companies' access to external technologies. He explores the impact of stronger IP protection on intermediate markets for innovation, and profiles firms (such as Intellectual Ventures and Qualcomm) that center their business model on innovation and IP. This vital resource provides a much-needed road map to connect innovation with IP management, so companies can create and capture value from ideas and technologies—wherever in the world they are found.

How science fiction has been a tool for understanding and living through rapid technological change. The world today seems to be slipping into a science fiction future. We have phones that speak to us, cars that drive themselves, and connected devices that communicate with each other in languages we don't understand. Depending on the news of the day, we inhabit either a technological utopia or Brave New World nightmare. This volume in the MIT Press Essential Knowledge surveys the uses of science fiction. It focuses on what is at the core of all definitions of science fiction: a vision of the world made otherwise and what possibilities might flow from such otherness.

With a farm of pigs as his abacus, Arthur Geisert uses elements of a search and count game to bring Roman numerals to life in this unimposing math-concept book. First, the seven Roman numerals are equated with the correct number of piglets. Then the reader may practice counting other items—hot-air balloons, gopher holes, and more—as the remarkable adventure unfolds. (And yes, there are one thousand pigs in the etching for M!)

Imagine sending a magazine article to 10 friends—making photocopies, putting them in envelopes, adding postage, and mailing them. Now consider how much easier it is to send that article to those 10 friends as an attachment to e-mail. Or to post the article on your own site on the World Wide Web. The ease of modifying or copying digitized material and the proliferation of computer networking have raised fundamental questions about copyright and patent--intellectual property protections rooted in the U.S. Constitution. Hailed for quick and convenient access to a world of material, the Internet also poses serious economic issues for those who create and market that material. If people can so easily send music on the Internet for free, for example, who will pay for music? This book presents the multiple facets of digitized intellectual property, defining terms, identifying key issues, and exploring alternatives. It follows the complex threads of law, business, incentives to creators, the American tradition of access to information, the international context, and the nature of human behavior. Technology is explored for its ability to transfer content and its potential to protect intellectual property rights. The book proposes research and policy recommendations as well as principles for policymaking.

A revised and expanded edition of the groundbreaking *Edison in the Boardroom*, highlighting the winning strategies today's biggest companies use to maximize the value of their intellectual property. Now fully revised and expanded, *Edison in the Boardroom, Second Edition* takes an in-depth look at the revolutionary concept of intellectual asset management (IAM). Incorporating stories and teachings from some of the most successful companies in the world—such as Hewlett-Packard, IBM, Procter & Gamble, Rockwell, Dow, Ford and many others—Harrison and Sullivan have made an exhaustive study of IAM and its implications for today's businesses. Features updated interviews of companies, and a new treatment of the Profit Center Level Updates stories and teachings from some of the most successful companies in the world. Showcases a hierarchy of best practices that today's companies can integrate into their own business philosophies to gain the best return from their intellectual assets. *Edison in the Boardroom, Second Edition* compiles a wealth of knowledge and successful stories that illustrate how far businesses have come in their ability to leverage and monetize their intellectual assets.

This concise guide is aimed at providing awareness on the subject of intellectual property asset development and management as a tool for economic development. The guide has been developed within the context of a project to identify and gather data concerning the key policies, strategies and practices that are being undertaken by WIPO Member States to use intellectual property assets.

How a flexible and creative approach to intellectual property can help an organization accomplish goals ranging from building market share to expanding an industry. Most managers leave intellectual property issues to the legal department, unaware that an organization's intellectual property can help accomplish a range of management goals, from accessing new markets to improving existing products to generating new revenue streams. In this book, intellectual property expert and Harvard Law School professor John Palfrey offers a short briefing on intellectual property strategy for corporate managers and nonprofit administrators. Palfrey argues for strategies that go beyond the traditional highly restrictive "sword and shield" approach, suggesting that flexibility and creativity are essential to a profitable long-term intellectual property strategy—especially in an era of changing attitudes about media. Intellectual property, writes Palfrey, should be considered a key strategic asset class. Almost every organization has an intellectual property portfolio of some value and therefore the need for an intellectual property strategy. A brand, for example, is an important form of intellectual property, as is any information managed and produced by an organization. Palfrey identifies the essential areas of intellectual property—patent, copyright, trademark, and trade secret—and describes strategic approaches to each in a variety of organizational contexts, based on four basic steps. The most innovative organizations employ multiple intellectual property approaches, depending on the situation, asking hard, context-specific questions. By doing so, they achieve both short- and long-term benefits while positioning themselves for success in the global information economy.

A book for everyone who does business with China or in China. The history-making development of the Chinese economy has entered a new phase. China is moving aggressively from a strategy of imitation to one of innovation. Driven both by domestic needs and by global ambition, China is establishing itself at the forefront of technological innovation. Western businesses need to prepare for a tidal wave of innovation from China that is about to hit Western markets, and Chinese businesses need to understand the critical importance of innovation in their future. Experts George Yip and Bruce McKern explain this epic transformation and propose strategies for both Western and Chinese companies. This book is for everyone who does business with China or in China, or is interested in the development of the world's fastest-growing economy. Western CEOs can learn from Chinese companies and can create an effective innovation process in China, for China and the world. Chinese CEOs can benefit from understanding the strategies of their peers as they strive to enter foreign markets. And all Western businesses should prepare for disruption from their new competitors. Yip and McKern provide case studies of successful firms, outline ten ways in which the managerial and innovative capabilities of these firms differ from those of Western firms, and describe how multinationals doing business in China can become part of the Chinese ecosystem of new knowledge and technology. Yip and McKern argue that these innovation capabilities will be the basis for creating world-class products and services to meet the challenges of a new era of global competition.

"Patent, E-Patent, E-Commerce, Internet, Software, Venture Capital, Business Methods, Patent Asset Management, Invent-On-Demand."

The Global Innovation Index 2020 provides detailed metrics about the innovation performance of 131 countries and economies around the world. Its 80 indicators explore a broad vision of innovation, including political environment, education, infrastructure and business sophistication. The 2020 edition sheds light on the state of innovation financing by investigating the evolution of financing mechanisms for entrepreneurs and other innovators, and by pointing to progress and remaining challenges – including in the context of the economic slowdown induced by the coronavirus disease (COVID-19) crisis.

Although they have the potential to create synergies, joint ventures by their nature contain inherent risk. Therefore, each partner in a joint venture needs to incentivize each other in order to maximize its own payoff. Extensive pre-contractual and post-contractual bargaining is essential. This book provides successful bargaining strategies from the point of view of each partner company. Using a game theoretical framework to analyze joint venture strategy, it describes practical and legal issues that arise when creating synergies and incentive bargaining in a joint venture. With a particular focus on intellectual property law, including analysis based on many real cases, the book covers issues relating to creating synergies, corporate law issues of conflicts of interest, and antitrust law issues relating to cooperation between independent companies. Theoretically new and practically useful, Joint Venture Strategies will appeal to academics and practicing lawyers. From a corporate perspective, this book is essential for successful joint venture planning and strategy.

Thirty years ago federal policy underwent a major change through the Bayh-Dole Act of 1980, which fostered greater uniformity in the way research agencies treat inventions arising from the work they sponsor. Before the Act, if government agencies funded university research, the funding agency retained ownership of the knowledge and technologies that resulted. However, very little federally funded research was actually commercialized. As a result of the Act's passage, patenting and licensing activity from such research has accelerated. Although the system created by the Act has remained stable, it has generated debate about whether it might impede other forms of knowledge transfer. Concerns have also arisen that universities might prioritize commercialization at the expense of their traditional mission to pursue fundamental knowledge—for example, by steering research away from curiosity-driven topics toward applications that could yield financial returns. To address these concerns, the National Research Council convened a committee of experts from universities, industry, foundations, and similar organizations, as well as scholars of the subject, to review experience and evidence of the technology transfer system's effects and to recommend improvements. The present volume summarizes the committee's principal findings and recommendations.

An introduction to annotation as a genre—a synthesis of reading, thinking, writing, and communication—and its significance in scholarship and everyday life. Annotation—the addition of a note to a text—is an everyday and social activity that provides information, shares commentary, sparks conversation, expresses power, and aids learning. It helps mediate the relationship between reading and writing. This volume in the MIT Press Essential Knowledge series offers an introduction to annotation and its literary, scholarly, civic, and everyday significance across historical and contemporary contexts. It approaches annotation as a genre—a synthesis of reading, thinking, writing, and communication—and offer examples of annotation that range from medieval rubrication and early book culture to data labeling and online reviews.

This unique book - informed by ten years' research - focuses on intellectual property and charts the global transition towards intellectual capitalism with technology-based corporations as prime movers. The book gives a comprehensive overview of the history and fundamentals of intellectual property as well as a textbook introduction to the field. The book sheds new light on the economics and management of intellectual property in large corporations in Europe, Japan and the US. Special emphasis is given to strategies for the acquisition and commercialization of new technologies, patent strategies and strategies for secrecy and trademark, technology intelligence and corporate management of intellectual property. It includes an in-depth study of leading large corporations in Japan - including Canon, Hitachi, Toshiba and Sony. In conclusion, it explores the possible evolution of intellectual property management towards a distributed intellectual capital management in the context of a wider transition to intellectual capitalism, fueled by new technologies in general and new infocom technologies in particular. The book will have particular appeal to practitioners such as managers, economists, engineers and lawyers as well as students and scholars of industrial organization, economics of innovation and technical change, and management of technology.

A concise introduction to the basics of open access, describing what it is (and isn't) and showing that it is easy, fast, inexpensive, legal, and beneficial. The Internet lets us share perfect copies of our work with a worldwide audience at virtually no cost. We take advantage of this revolutionary opportunity when we make our work “open access”: digital, online, free of charge, and free of most copyright and licensing restrictions. Open access is made possible by the Internet and copyright-holder consent, and many authors, musicians, filmmakers, and other creators who depend on royalties are understandably unwilling to give their consent. But for 350 years, scholars have written peer-reviewed journal articles for impact, not for money, and are free to consent to open access without losing revenue. In this concise introduction, Peter Suber tells us what open access is and isn't, how it benefits authors and readers of research, how we pay for it, how it avoids copyright problems, how it has moved from the periphery to the mainstream, and what its future may hold. Distilling a decade of Suber's influential writing and thinking about open access, this is the indispensable book on the subject for researchers, librarians, administrators, funders, publishers, and policy makers.

The definitive introduction to the behavioral insights approach, which applies evidence about human behavior to practical problems. Our behavior is strongly influenced by factors that lie outside our conscious awareness, although we tend to underestimate the power of this “automatic” side of our behavior. As a result, governments make ineffective policies, businesses create bad products, and individuals make unrealistic plans. In contrast, the behavioral insights approach applies evidence about actual human behavior—rather than assumptions about it—to practical problems. This volume in the MIT Press Essential Knowledge series, written by two leading experts in the field, offers an accessible introduction to behavioral insights, describing core features, origins, and practical examples. Since 2010, these insights have opened up new ways of addressing some of the biggest challenges faced by societies, changing the way that governments, businesses, and nonprofits work in the process. This book shows how the approach is grounded in a concern with practical problems, the use of evidence about human behavior to address those problems, and experimentation to evaluate the impact of the solutions. It gives an overview of the approach's origins in psychology and behavioral economics, its early adoption by the UK's pioneering “nudge unit,” and its recent expansion into new areas. The book also provides examples from across different policy areas and guidance on how to run a behavioral insights project. Finally, the book outlines the limitations and ethical implications of the approach, and what the future holds for this fast-moving area.

The economics of intellectual property and R&D incentives explained in a balanced, accessible mixture of institutional details and theory.

How the essential democratic values of diversity and free expression can coexist on campus. Safe spaces, trigger warnings, microaggressions, the disinvitation of speakers, demands to rename campus landmarks—debate over these issues began in lecture halls and on college quads but ended up on op-ed pages in the New York Times and the Wall Street Journal, on cable news, and on social media. Some of these critiques had merit, but others took a series of cheap shots at “crybullies” who needed to be coddled and protected from the real world. Few questioned the assumption that colleges must choose between free expression and diversity. In Safe Spaces, Brave Spaces, John Palfrey argues that the essential democratic values of diversity and free expression can, and should, coexist on campus. Palfrey, currently Head of School at Phillips Academy, Andover, and formerly Professor and Vice Dean at Harvard Law School, writes that free expression and diversity are more compatible than opposed. Free expression can serve everyone—even if it has at times been dominated by white, male, Christian, heterosexual, able-bodied citizens. Diversity is about self-expression, learning from one another, and working together across differences; it can encompass academic freedom without condoning hate speech. Palfrey proposes an innovative way to support both diversity and free expression on campus: creating safe spaces and brave spaces. In safe spaces, students can explore ideas and express themselves without feeling marginalized. In brave spaces—classrooms, lecture halls, public forums—the search for

knowledge is paramount, even if some discussions may make certain students uncomfortable. The strength of our democracy, says Palfrey, depends on a commitment to upholding both diversity and free expression, especially when it is hardest to do so.

Libraries today are more important than ever. More than just book repositories, libraries can become bulwarks against some of the most crucial challenges of our age: unequal access to education, jobs, and information. In *BiblioTech*, educator and technology expert John Palfrey argues that anyone seeking to participate in the 21st century needs to understand how to find and use the vast stores of information available online. And libraries, which play a crucial role in making these skills and information available, are at risk. In order to survive our rapidly modernizing world and dwindling government funding, libraries must make the transition to a digital future as soon as possible -- by digitizing print material and ensuring that born-digital material is publicly available online. Not all of these changes will be easy for libraries to implement. But as Palfrey boldly argues, these modifications are vital if we hope to save libraries and, through them, the American democratic ideal.

Reports on a new generation of Internet controls that establish a new normative terrain in which surveillance and censorship are routine. Internet filtering, censorship of Web content, and online surveillance are increasing in scale, scope, and sophistication around the world, in democratic countries as well as in authoritarian states. The first generation of Internet controls consisted largely of building firewalls at key Internet gateways; China's famous "Great Firewall of China" is one of the first national Internet filtering systems. Today the new tools for Internet controls that are emerging go beyond mere denial of information. These new techniques, which aim to normalize (or even legalize) Internet control, include targeted viruses and the strategically timed deployment of distributed denial-of-service (DDoS) attacks, surveillance at key points of the Internet's infrastructure, take-down notices, stringent terms of usage policies, and national information shaping strategies. *Access Controlled* reports on this new normative terrain. The book, a project from the OpenNet Initiative (ONI), a collaboration of the Citizen Lab at the University of Toronto's Munk Centre for International Studies, Harvard's Berkman Center for Internet and Society, and the SecDev Group, offers six substantial chapters that analyze Internet control in both Western and Eastern Europe and a section of shorter regional reports and country profiles drawn from material gathered by the ONI around the world through a combination of technical interrogation and field research methods.

Traditional strategy assumes stability and predictability. Today's world is better characterised by turbulence, uncertainty, novelty and ambiguity - conditions that contribute disruptive changes and trigger the search for new ways of coping. This book aims to become the premier guide on how to do scenario planning to support strategy and public policy. Co-authored by three experts in the field, the book presents *The Oxford Scenario Planning Approach (OSPA)*. The approach is both intellectually rigorous and practical. Methodological choices and theoretical aspects in practice are detailed in reference to the relevant literatures and grounded in 6 case studies the authors have been involved with. The book makes several contributions to the field, centred on how learning with scenario planning is supported by re-framing and re-perception; how this iterative process can be embedded in corporate or government settings, and how it helps those that it supports to do well in today's world. The book is written in an accessible style and will be a useful introductory text as well as a useful guide for the more experienced scenario planning practitioner and scholar.

The authors of the bestselling *Competing on Internet Time* (a *Business Week* top 10 book) analyze the strategies, principles, and skills of three of the most successful and influential figures in business—Bill Gates, Andy Grove, and Steve Jobs—offering lessons for all managers and entrepreneurs on leadership, strategy and execution. In less than a decade, Bill Gates, Steve Jobs, and Andy Grove founded three companies that would define the world of technology and transform our lives. At their peaks, Microsoft, Apple, and Intel were collectively worth some \$1.5 trillion. *Strategy Rules* examines these three individuals collectively for the first time—their successes and failures, commonalities and differences—revealing the business strategies and practices they pioneered while building their firms. David B. Yoffie and Michael A. Cusumano have studied these three leaders and their companies for more than thirty years, while teaching business strategy, innovation and entrepreneurship at Harvard and MIT. In this enlightening guide, they show how Gates, Grove, and Jobs approached strategy and execution in remarkably similar ways—yet markedly differently from their erstwhile competitors—keeping their focus on five strategic rules. *Strategy Rules* brings together the best practices in strategic management and high-tech entrepreneurship from three path-breaking entrepreneurs who emerged as CEOs of huge global companies. Their approaches to formulating strategy and building organizations offer unique insights for start-up executives as well as the heads of modern multinationals.

The process of user-centered innovation: how it can benefit both users and manufacturers and how its emergence will bring changes in business models and in public policy. Innovation is rapidly becoming democratized. Users, aided by improvements in computer and communications technology, increasingly can develop their own new products and services. These innovating users—both individuals and firms—often freely share their innovations with others, creating user-innovation communities and a rich intellectual commons. In *Democratizing Innovation*, Eric von Hippel looks closely at this emerging system of user-centered innovation. He explains why and when users find it profitable to develop new products and services for themselves, and why it often pays users to reveal their innovations freely for the use of all. The trend toward democratized innovation can be seen in software and information products—most notably in the free and open-source software movement—but also in physical products. Von Hippel's many examples of user innovation in action range from surgical equipment to surfboards to software security features. He shows that product and service development is concentrated among "lead users," who are ahead on marketplace trends and whose innovations are often commercially attractive. Von Hippel argues that manufacturers should redesign their innovation processes and that they should systematically seek out innovations developed by users. He points to businesses—the custom semiconductor industry is one example—that have learned to assist user-innovators by providing them with toolkits for developing new products. User innovation has a positive impact on social welfare, and von Hippel proposes that government policies, including R&D subsidies and tax credits, should be realigned to eliminate biases against it. The goal of a democratized user-centered innovation system, says von Hippel, is well worth striving for. An electronic version of this book is available under a Creative Commons license.

A collection of research reports on policy issues involving telecommunications, particularly the Internet. Until the 1980s, it was presumed that technical change in most communications services could easily be monitored from centralized state and federal agencies. This presumption was long outdated prior to the commercialization of the Internet. With the Internet, the long-forecast convergence of voice, video, and text bits became a reality. Legislation, capped by the Telecommunications Act of 1996, created new quasi-standards such as "fair" and "reasonable" for the FCC and courts to apply, leading to nonstop litigation and occasional gridlock. This book addresses some of the many telecommunications areas on which public policy makers, corporate strategists, and social activists must reach agreement. Topics include the regulation of access, Internet architecture in a commercial era, communications infrastructure development, the Digital Divide, and information policy issues such as intellectual property and the retransmission of TV programming via the Internet.

A movement emerges to challenge the tightening of intellectual property law around the world.

A concise and accessible introduction to phenomenology, which investigates the experience of experience. This volume in the MIT Press Essential Knowledge series offers a concise and accessible introduction to phenomenology, a philosophical movement that investigates the experience of experience. Founded by Edmund Husserl (1859–1938) and expounded by Max Scheler, Martin Heidegger, Maurice Merleau-Ponty, and others, phenomenology ventures forth into the field of experience so that truth might be met in the flesh. It investigates everything as experienced. It does not study mere appearance but the true appearances of things, holding that the unfolding of experience allows us to sort true appearances from mere appearance. The book unpacks a series of terms—world, flesh, speech, life, truth, love, and wonder—all of which are bound up with each other in experience. For example, world is where experience takes place; flesh names the way our experiential exploration is inscribed into the bearings of our bodily being; speech is instituted in bodily presence; truth concerns the way our claims about things are confirmed by our experience. A chapter on the phenomenological method describes it as a means of clarifying the modality of experience that is written into its very fabric; and a chapter on the phenomenological movement bridges its divisions while responding to criticisms from analytic philosophy and postmodernism.

A concise introduction to crowdsourcing that goes beyond social media buzzwords to explain what crowdsourcing really is and how it works. Ever since the term “crowdsourcing” was coined in 2006 by Wired writer Jeff Howe, group activities ranging from the creation of the Oxford English Dictionary to the choosing of new colors for M&Ms have been labeled with this most buzz-generating of media buzzwords. In this accessible but authoritative account, grounded in the empirical literature, Daren Brabham explains what crowdsourcing is, what it is not, and how it works. Crowdsourcing, Brabham tells us, is an online, distributed problem solving and production model that leverages the collective intelligence of online communities for specific purposes set forth by a crowdsourcing organization—corporate, government, or volunteer. Uniquely, it combines a bottom-up, open, creative process with top-down organizational goals. Crowdsourcing is not open source production, which lacks the top-down component; it is not a market research survey that offers participants a short list of choices; and it is qualitatively different from predigital open innovation and collaborative production processes, which lacked the speed, reach, rich capability, and lowered barriers to entry enabled by the Internet. Brabham describes the intellectual roots of the idea of crowdsourcing in such concepts as collective intelligence, the wisdom of crowds, and distributed computing. He surveys the major issues in crowdsourcing, including crowd motivation, the misconception of the amateur participant, crowdfunding, and the danger of “crowdsplotation” of volunteer labor, citing real-world examples from Threadless, InnoCentive, and other organizations. And he considers the future of crowdsourcing in both theory and practice, describing its possible roles in journalism, governance, national security, and science and health.

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