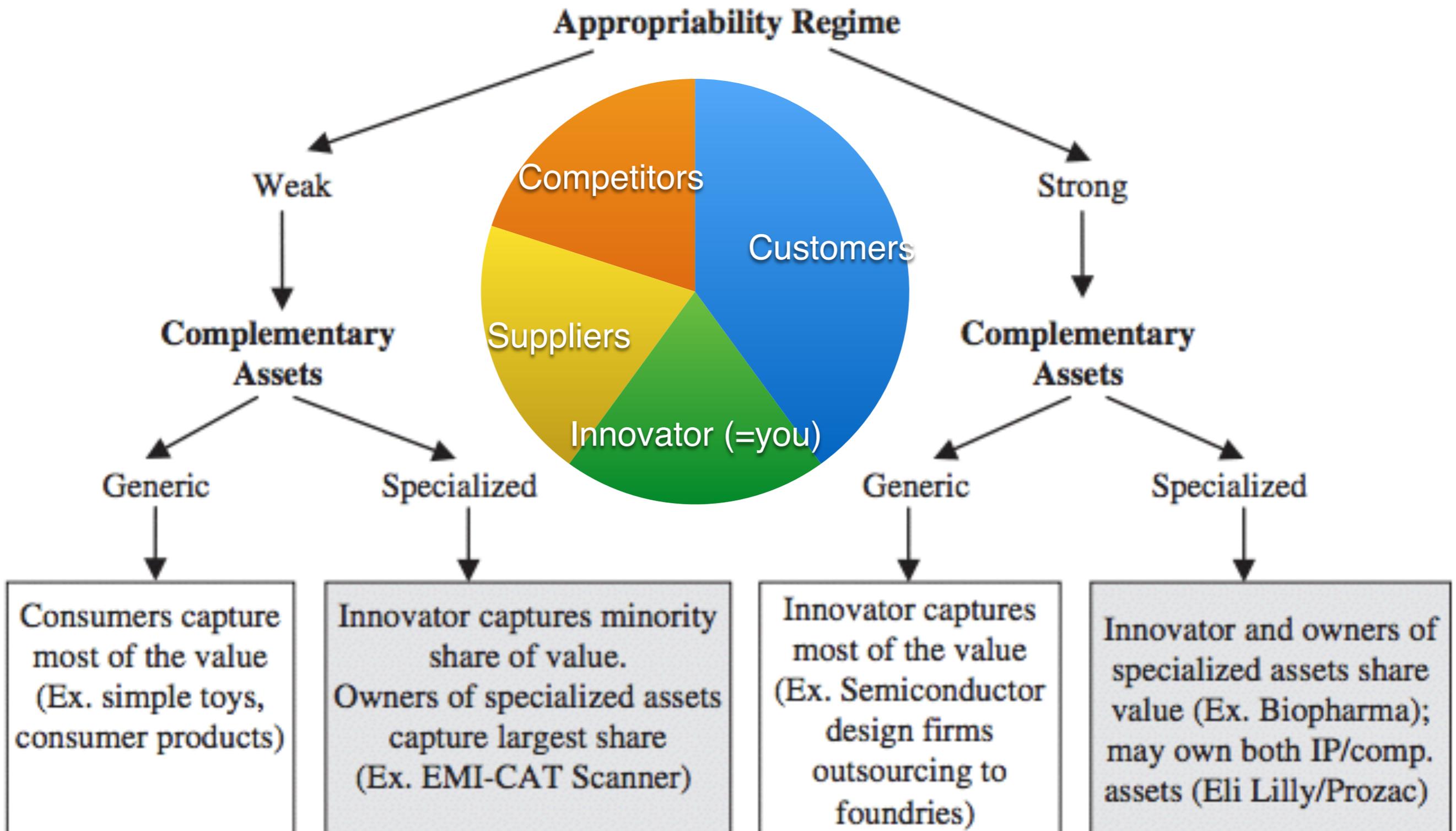


Who will reap the profits of your innovation?



Worksheet - Strategic IP Management

Take action now & boost your innovation skills:

1. Identify 3 pieces of critical IP within your company or department. Answer for at least one of these the following questions.
2. How are these IP items managed? Are they protected at all (as trade secret, patent, copyright, trademark, etc)?*
3. What is the appropriability regime for these IP items (see Teece framework)?
4. What are relevant complementary assets for these IP items (see Teece framework)?
5. Given all the above what are your tactical & strategic options to manage your IP items (consider options that involve other companies as well)?

* Remember, that to fall under trade secret there have to be some conscious precautions in place. If the IP is "floating" around, it may not even be protected by trade secrecy (trade secrets are only protected in certain jurisdictions).

Check out www.InnovationTactics.com for more

Critical IP	Appropriability regime (strong / weak) IP Assessment	Complementary assets (specialised / generic & owner)	Strategic options to reap the benefits of the IP
<p>Microsoft Office for mobile phones / tablets</p>	<p>Appropriability regime of the Office product is weak to medium as there are now other open / free alternatives</p> <p>For the extended feature set that Microsoft's Office has the appropriability regime is medium as they have the lead and continue on extending their features. The IP behind is mainly hidden as trade secret combined with some patents</p>	<p>We are looking at the mobile phones / tablets. The complementary assets are owned by others (given that Microsoft's own phones have a minuscule market share)</p> <p>We are considering Apple iPhones as specialised complementary assets</p> <p>And Android phones as generic complementary assets</p> <p>Both are owned by other companies</p>	<p>Tactical: For the protection of the Office product Microsoft choses a combination of patenting and trade secrets</p> <p>Strategic: Microsoft decided to get a foot into the complementary assets. They co-owned parts of the generic complementary assets by buying patent packs that Android phones use and approached the Android manufacturers for licensing charges</p> <p>Read more on this example in our article on the licensing business model: http://www.innovationtactics.com/licensing-business-model/</p>

Critical IP	Appropriability regime (strong / weak) IP Assessment	Complementary assets (specialised / generic & owner)	Strategic options to reap the benefits of the IP
Google search algorithm	<p>Appropriability regime is strong</p> <p>when treated as trade secret,</p> <p>strong protective measures to be taken,</p> <p>competition can try to reverse engineer the IP therein but the details are secret, ever-evolving</p>	<p>Specialised complementary assets:</p> <p>1. Data centres, computations and communication infrastructures —> These are relevant to enable a superior customer experience (in terms of search speed), they are also a strategic advantage should competitors significantly improve their search algorithms</p> <p>2. Advertising platform (Adwords) —> relevant for making revenues</p> <p>Above assets are mostly owned by Google</p>	<p>Strategic:</p> <ul style="list-style-type: none"> - Proactively continue R&D and ever improve to categorise data, search algorithms - Combine this with a reactive approach in monitoring the search and advertising approaches of other companies

Critical IP	Appropriability regime (strong / weak) IP Assessment	Complementary assets (specialised / generic & owner)	Strategic options to reap the benefits of the IP

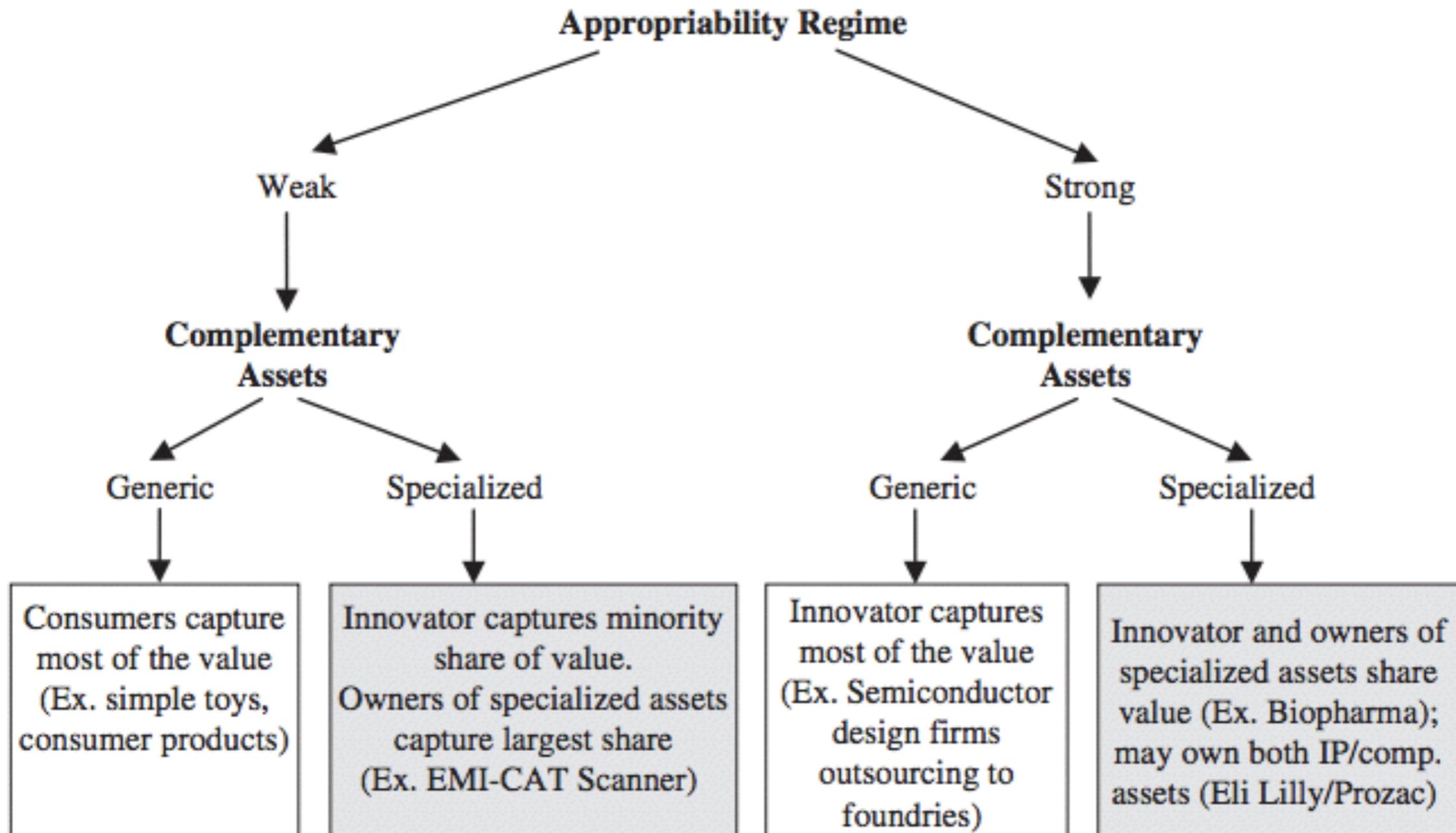
Notes - Strategic IP Management

Date:

Notes - Strategic IP Management

Date:

Cheatsheet #1 - Teece framework for achieving returns from innovation and the strategic management of intellectual property



Cheatsheet #2 - Strategic IP Management

Here are a few questions to ask yourself in order to assess the options (slightly modified from the [IPstone](#)):

1. What is the core of the information?
2. How many players are there in the industry or field?
3. Within that context, how many of those players know your “secret”?
4. How many people inside your business know the information?
5. What measures do you use to guard the secrecy of the information?
6. What is the value of the information (commercial & future value)?
7. How much time and effort did it take to develop the information (direct and other business knowledge that lead into it)?
8. How ascertainable would the information be to others who try to develop it on their own?

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