

Contents

Foreword	xi
Preface	xiii
Acknowledgments	xix
About the Author	xxiii
Orientation	xxv
Chapter 1 Introduction	1
Strategy Defined	4
Results	6
Reasons for Unpredicted Results	7
Patent Strategy Defined	16
Value Capture	17
The Nature of a Strategic Solution	20
Opposites	23
Strategic Inaction	24
Strategy and Change	25
The Perfect Strategy	27
The “Good-Enough” Strategy	29

	Strategic Risk	31
	Competitive Risk	33
Chapter 2	Decision Cycle	37
	The Question of Cost	38
	Invention Review List	40
	Four Rules of Patent Strategy	42
	The Definition of a Decision Cycle	46
Chapter 3	Assess	49
	Defining the Problem	52
	Problem Resolution	57
	Synthesis	59
	Identifying the Opposition	61
	Why Opposition Exists	61
	What Do We Do That Is “Evil”?	62
	An Illustration of “Evilness”	63
	“Evilness” Exercise	66
	Why We Act	69
	What We Want	70
	Independent Action	72
	Cooperate or Compete	73
	Evaluating Resources for Cooperate-or-Compete Decisions	76
	Valuation and Return on Investment	77
	Application of the Patent Resource	80
	Centers of Excellence	84
	Federal Express as a Centers-of-Excellence Model	88
	Parallel Lines of Competition	90
	All Aspects of Power	93
	Standing on a Whale, Fishing for Minnows	94
	Dominant and Contested Positions	95
	Sanctuary and the Dominant Position	101
	In Summary	102
Chapter 4	Decide	105
	Defining the Goal	107
	Definition of “B”	107
	Strategic vs. Technical Solutions	109
	Fundamental Competitive Strategy	110
	Fundamental Competitive Strategy, the Objective, and the Desired Result “B”	112

Contents	vii
How to Be Proficient at Decision Making	114
Leveraging Conditions	122
Developing the Situation	123
Four Key Effects: Eliminate, Isolate, Interact, Negate	126
Competitive Equilibrium and Disequilibrium	131
Equilibrium	131
Disequilibrium	134
A Sample Cause and Effect Sequence	140
Leveraging the Three Centers of Excellence When	
Crafting a Strategy	141
Where We Cooperate and Compete	141
Innovation	142
Four Innovation Approaches (Solution Quadrants)	142
Solution Quadrants Illustration	144
Skating Where the Puck Will Be	147
Henry Ford	150
Altshuller's Laws of Technical Evolution	151
Altshuller and Ideality	155
The Optimal	156
Profiting from the Trend Toward the Ideal	
and the Optimal	159
From Inventions to Solutions and the	
Technology Life Cycle	163
Advancement	166
The Sales Advantage	166
Saleable Benefits	167
Advantages	171
A Degree of Separation	173
Security	175
The Primary Utility of a Patent	175
The Ultimate Security Advantage	176
The Ideal Patent	179
A Counterintuitive Result	181
Links within Claims	182
Links to Other Patents	186
Links to Other Resources	187
Parallel Lines of Competition and Security	192
A Final Word on Asymmetry for Planning	200
Reciprocal Response	202
Patent Quality	202

	Drafting a Strong Patent	204
	Position Survivability	205
	The Dominant Patent Strategy	214
	Final Word on Decision	228
	Section Summary	229
Chapter 5	Act	233
	Acting on the Goal	234
	Acting Competitively	236
	Mentally Prepare to Adjust	237
	Categorize and Track Resources	240
	Four Operational Tenets	241
	Four Operational Tenets Defined	241
	Operational Tenets: A Summary	243
	Multidimensional Considerations	245
	Balance	250
	Multidimensional Considerations: Additional Notes	253
	Freedom of Action Enhancements	255
	How to Be Proficient at Operations	257
	A Case of Free Value	258
	Account for Change	259
	Tempo	260
	Decision Cycle and Tempo	261
	Col. John Boyd	262
	Factors of Importance re: Tempo	265
	Levels of Adaptation	266
	The Luck Factor	269
	Qualifying the Result	271
	Act: A Summary	272
Chapter 6	Connecting the Loop	275
	The Invention Review List	276
	Prior Art Search	278
	Invention Elicitation	278
	The Invention Audit	281
Chapter 7	Two Imperatives	283
	Imperative 1: CEO Involvement	283
	The CEO and the Patent Line of Competition	286
	Bill Gates and Patents	287

Contents	ix
Imperative 2: Master the Fundamentals	288
AWAKE Cycle™ From Fundamentals to Exceptional Strategy	290
Chapter 8 High-Tempo Patent Strategy	293
Set Common Viewpoints	294
Measure the Control of Technical Space	295
Advanced Creativity Techniques	297
Psychological Protections	298
Accelerated Invention (TRIZ Example)	301
Conduct Invention/Patent Infiltration	303
Necessary Adjustments	304
High-Tempo Patent Strategy Advantages	305
Chapter 9 Conclusion	307
Appendix IP Strategy Boarding and Scenario Play	309
Endnotes	319
Orientation	319
Chapter 1 Introduction	319
Chapter 2 Decision Cycle	321
Chapter 3 Assess	322
Chapter 4 Decide	324
Chapter 5 Act	328
Chapter 7 Two Imperatives	330
Chapter 8 High-Tempo Patent Strategy	330
Chapter 9 Conclusion	330
Appendix IP Strategy Boarding and Scenario Play	330
Index	331

<http://www.pbookshop.com>