INDEX

Abbott Laboratories, 91
Acquisition of intellectual property, 7, 25–29, 41–43
    through licensing from others, 48–51
    within one’s company, 43–44
    with others, 44–48
    through purchases of other companies and/or their assets, 51–53
Advanced Micro Devices, 90
Alibaba, 84
Allen, Paul, 96
Amazon, 62, 97–98
American Red Cross, 122
Android system, 19, 64
Anheuser-Busch, 93
Antitrust laws, 59–60
Apparel companies, 69–70, 92, 93
Apple, 23, 56, 63–65, 78
    iPhone, iPad, and iPod, 18–20, 63–64, 97, 137–138
Artistic works, 24, 144–146
Ascential Software Corporation, 51–52
Asset class, intellectual property as, 14, 35–36
    knowledge economy and, 36
Associated Press, 137
Atari Games Corp. v. Nintendo, 1
AT&T, 92
Balanced strategy, 138–142, 144
Band-Aid, 80–81
BayTSP, 137
Bazaarvoice, 61
Beauty and the Beast, 22
Bell Labs, 44
Berners-Lee, Tim, 62
Beta testing, 60–61
Big Bird (character), 48
BlackBerry, 18
Bob the Builder (character), 49
Brand
    names, 27–28
    value, 35, 80–81
Brin, Sergey, 44
Bristol-Myers Squibb, 92
British Petroleum, 47
Bundle of rights, 19
Carnegie Mellon University, 49–50
CBS, 93
Central Admixture Pharmacy Services, Inc., 55
Change
    balanced strategy and, 138–142
    companies helping to solve IP problems and bring, 134–138
    fast pace of, 125
    places with rapid, 126–129
    social norms, 130–131
Character licensing, 20–23, 48–49
Children’s Television Workshop (CTW), 20–22
CNN, 69
Coca-Cola, 35, 55, 90, 93

Note: Page numbers in italics refer to tables.
Collaboration on intellectual property development, 44–48
Colleges and universities, 117–121, 146
Comcast, 92
Comedy Central, 135
Copyright, 24–25, 52, 144
of artistic works, 24, 144–146
doctrine, 151–152n5
licensing, 92–99
nonprofits and, 123
public domain and, 71–75
Covenants not to sue, 46
Crowdsourcing, 81
Customers/consumers
beta testing by, 60–61
building on what’s being done by, 61–65
encouraged to innovate, 65–71
role in producing intellectual property, 9, 15
CVS drugstore, 49
Cybersquatting, 27

Definition of intellectual property, 3, 5, 10–11, 23–24
Del Monte Foods, 69
Digitization, 114–115, 130
Disney, 22, 48, 49, 55, 74, 82, 90, 93
Dora the Explorer (character), 22, 28, 40, 48, 49, 88
Dover Publications, 74
Dow Chemicals, 69, 91
DuPont, 91
ELIA Life Technology Inc., 50
Eli Lilly, 37, 68–69, 91
Elmo (character), 20–21, 28, 48
Emory University, 119
Encouraging other people to innovate, 65–71
Equitable access, 73
Facebook, 39, 44, 62, 63, 64, 65
international aspects of, 133–134
limited exclusion strategy, 97–98
Fair use economy, 71–75
Fishman, Richard, 95
Flexibility, 8–9, 15, 87–89
full exclusion and, 8, 101–105
limited exclusion and, 8, 89–90
open access and, 8, 105–108
trademark and copyright licensing and, 92–99
Follow-on biologics, 74, 128–129
Food and Drug Administration, 128–129
Ford Foundation, 122
Freedom of action
choice whether to exploit intellectual property in the marketplace or not as, 77–79
connection between brand and intellectual property and, 80–81
knowledge management and, 79–80
Free Software Foundation, 98
Frontline, 29
Full exclusion strategy, 8, 101–105, 141
Gates, Bill, 96
General Electric, 80
Plastics, 66, 68
General Mills, 93
Generativity, 62
Gilead Sciences, 119
Girl Scouts, 84
INDEX 169

GlaxoSmithKline, 107–108, 156n14
Global economy and intellectual property, 12–13
Goodwill, 35
Google, 33, 42, 44, 55, 61, 62, 65
Android phones, 19, 64
limited exclusion strategy, 97–98
Wave, 68
YouTube and, 71–72, 135, 140
Government licensing, 50
Guess (apparel), 93
Guggenheim Museum, 80

Harvard University, 118
High beta business, 9
High School Musical, 22
Huggies diapers, 49
Huntsman, 91

IBM, 42, 51–52, 61, 90, 91, 94, 103, 146
Information economy, 36
Information management, 11–12
InnoCentive, 68
Innovation
  building on what others have done, 61–65, 140–141
  encouraging other people in, 65–71
  self-interest and, 70
Instability of intellectual property, 36–37
Intel, 90
Intellect Law Group, 1
Intellectual property
  acquisition of, 7, 25–29, 41–42
  as an asset class, 14, 35–36
  broad range of uses for, 8
  consumer role in producing, 9, 15
  defined, 3, 5, 10–11, 23–24
  development, 26–27
  distinction from other property, 37–39
  global economy and, 12–13
  instability of, 36–37
  international aspects, 84–85, 132–134
  law, 13, 17, 46, 71–75, 127, 139–140, 144–146
  limited exclusion, 89–90
  marketplace, 126–129
  portfolio development, 42–53
  protection of, 53–57
  rapidly changing marketplace and, 126–129
  reasons to enforce rights of, 82–85
  rights, 28–29
  risks involved in, 9
  solving IP problems, 134–138
  value, 5–6, 10–16, 15, 39–41
  whether to exploit or not, 77–79
Intellectual property strategy
  balanced, 138–142, 144
  conventional wisdom on, 2
  defined, 3–5
  establishment, 33–34
  fast pace of change in, 125
  flexibility in, 8–9, 15, 87–89
  importance of, 2–3, 4
  key strategic moves in, 7–10
  recommendations for, 14–16
  as risk reduction, 29–33
  tools for, 6–7
Intellectual Ventures, 51
InterDigital, 18–19, 23
International dimensions to intellectual property, 84–85, 132–134
Internet Explorer, 68
Intuit, 97
iPhone, iPad, and iPod, 18–20, 63–64, 97, 137–138
iPod, 18–20, 63–64, 97, 137–138
iTunes University, 117

Jobs, Steve, 137
Johnson & Johnson, 42, 80, 91
Joint development agreements (JDAs), 45–47
Jones Apparel Group, 93

Knowledge-disseminating institutions, 110–117
Knowledge economy, 36
Knowledge management, 5, 79–80
Kraft Foods, 93

Law, intellectual property, 13, 17, 46, 59–60, 127, 139–140, 144–146. See also Litigation
public domain and, 71–75
LEGO, 61
Lessig, Lawrence, 24
Levi Strauss, 93
Lexis, 74
Libraries, 110–117
Licensing
categories, 90
category, 20–23, 48–49
development of intellectual property through, 48–51
digitization of work and, 114–115
equitable access, 73
government, 50
by libraries, 114–116
limits to, 59–60
patent, 90–91, 92
sharing and, 84, 146
technology-transfer and, 49–50
trademark and copyright, 92–99
Licensors, 9–10
Limited exclusion strategy, 8, 89–90
Limits to licensing, 59–60
Linux, 61
Litigation, 32–33, 152n6. See also Law, intellectual property
full exclusion and, 101–105
Livescribe, 64
Liz Claiborne, 93
Lobbying, 127–128
Lonegro, Chris F., 1
Los Angeles Times, 82
Louvre, the, 80
Luna Innovations, Inc., 52–53

Management, knowledge, 5, 79–80
Martek Biosciences Corporation, 47
Mashup sites, 63
McQuillan, John, 12
Merck, 73–74, 91, 141
Mickey Mouse, 48
Microsoft, 51, 63–65, 68, 90, 91, 95, 103, 141, 146
business strategy, 96–97
Internet Explorer, 68
origins, 96
Windows 7, 70–71
MIT, 49, 50, 118, 119
Molson Coors, 93
Monsanto, 98, 100
Mozilla, 97
Myrhvolds, Nathan, 51

Naming, brand, 27–28
Napster, 130, 137
National Academy of Sciences, 128
National Association for the Advancement of Colored People, 122
National Institute of Standards and Technology, 50
Neutrogena, 81
New York Public Library, 80, 111
Nickelodeon, 22
Nick Jr., 22, 48
Nike, 92
Nokia, 18, 23
Nonprofits
and businesses similarities in strategies, 109–110, 121–122
colleges and universities as, 117–121
knowledge-disseminating, 110–117
libraries as, 111–117
mission of, 110
need for intellectual property strategy, 110–111
open access and, 117–119
Novartis, 73–74
Novell, 95, 97
NVIDIA, 90
Ocean Tomo, 36
Open access strategy, 8, 105–108
nonprofits and, 117–119
Open Application Programming Interfaces, 64–65, 139
Open CourseWare, 119
Open-source licenses, 97–98, 105–108, 146
Opportunity costs, 37
Oracle, 90, 91
Oxford University, 111
Page, Larry, 44
Pampers diapers, 49
Patents, 23–24, 51, 52
licensing, 90–91, 92
pools, 107, 156n13
protecting, 55–56
reform, 127
trolls, 18, 41
Pepsi, 93
PETCO, 61
Pet food, 69
Pfizer, 92
Pharmaceutical research and development, 50
open access and, 107–108
Piracy, 137
PPG Industries, 91
Procter & Gamble, 49, 66, 69
Protection of intellectual property, 53–57
Prozac, 37
Public domain material, 71–75
Radio, satellite, 46
Recording Industry Association of America, 24–25
Reform, patent, 127
Research in Motion (RIM), 18, 65, 78
Rice University, 50
Risk reduction, 29–33
Rite Aid drugstore, 49
Roundup, 100
Royalty Pharma, 119
Samsung, 18, 19, 23, 78
Sara Lee, 93
Satellite radio, 46
S&E Entertainment-Music Publishing, 1
Self-interest, 70
Sesame Street, 20, 48, 49
Sharing, intellectual property, 82–85
Shi Tao, 84
Sierra Club, 122
Sirius, 46
Smartphones, 18–20, 28, 63–65, 78
Snow White, 22
Social norms changes, 130–131
Solow, Robert, 41
Sonny Bono Copyright Term Extension Act, 24, 144
Spreadshirt, 69–70
Stallman, Richard, 98
Stanford University, 44, 49, 50
Starbucks, 84–85
Star Wars, 28
Sun Microsystems, 95–96, 98
Sword-and-shield strategy, 101–105
Symantec, 90, 91
Target (retailer), 49
Technology-transfer and innovation, 49–50
Tego Biosciences, Inc., 53
Thinking Machines, 95
Time Warner, 82, 93
T.M. Patents, 95
Tower Records, 130
Trademarks, 23–24, 27, 52
licensing, 92–99
protecting, 54–55
Triumvirate Environmental, 12
Twitter, 39, 44, 65, 81
Typo-squatting, 27

UnhappyBirthday.com, 82
UniPixel, 46

Universities and colleges, 117–121, 146
US Department of Justice, 104
US Patent and Trademark Office, 23–24

Value of intellectual property, 5–6, 10–16, 15, 39–41
Verizon/Cellco, 92
VF Corporation, 92
Viacom, 22, 40, 93, 135
Vk.com, 133
Vk tastes, 133

Wall Street Journal, 35
Walmart, 49
Waxman, Henry, 72, 128
Web 2.0, 62, 70, 97, 139
Wen Jiabao, 132
Westlaw, 74
Wikipedia, 130
World Trade Organization, 73
World Wide Web, 62
Wyeth, 92

Xerox PARC, 44, 53, 55–56
Xm Radio, 46

Yahoo!, 33, 84, 97–98
YouTube, 44, 65, 71–72, 117, 135, 140

Zillow, 63, 68
Zittrain, Jonathan, 62