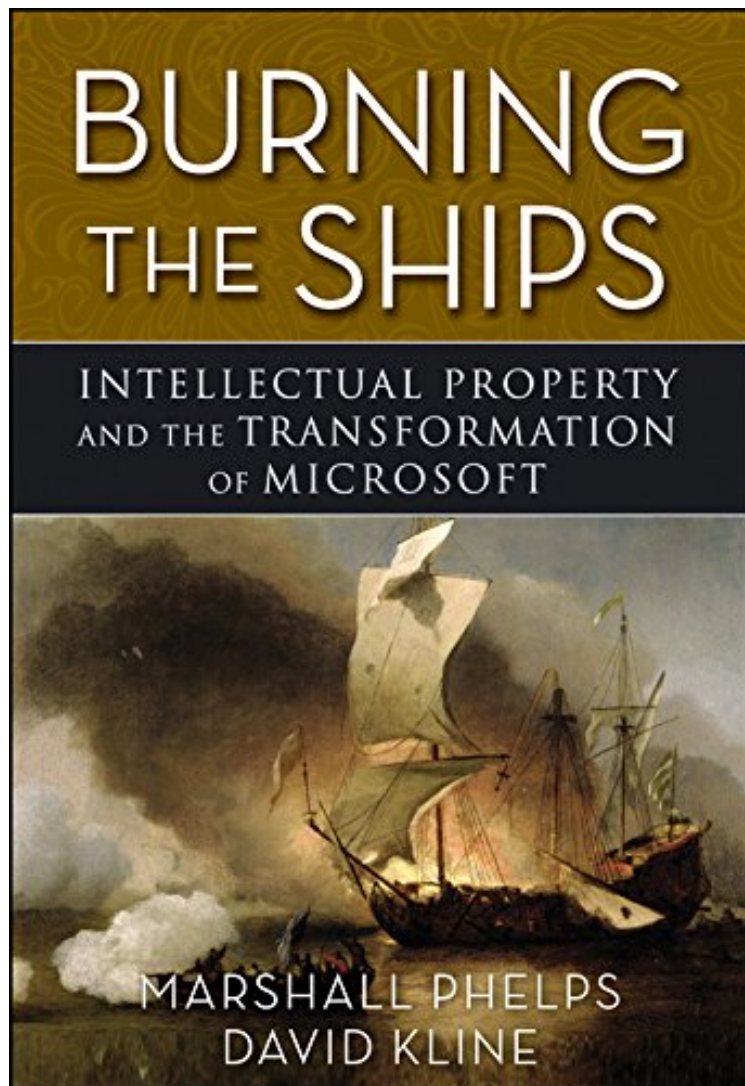


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Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy

Marshall Phelps, David Kline

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Marshall Phelps, David Kline : Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy before purchasing it in order to gage whether or not it would be worth my time, and all praised Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy:

0 of 0 people found the following review helpful. This book is one of the best ever reason on how IP functions in practiceBy Robert E. LitanThis book is one of the best ever reason on how IP functions in practice, or should function I should say, in major corporations. IP is not just a defensive tool, but the currency with which major companies can

cooperate with others to produce better outcomes for consumers. No one is better qualified to explain how this is done than Marshall Phelps, and he does masterfully in this terrific book.³ of 4 people found the following review helpful. All in all a good read

By JM Brazil
When you get passed the repetition and the self-promotion, the spin, the constant name dropping, and the bias, you'll find a pretty well-written summary on why IP at the top level of a corporation. Microsoft is a very good example of a company with vast experience in this field, and Phelps is a credentialed authority (as he points out at every opportunity possible) to give a valid opinion, but the book is a bit too superficial to be taken seriously as a business guide. On the plus side, the book is very up-to-date, and provides a good insider's view (although somewhat selective of positive moments) of the inner-workings of Microsoft at the top. I particularly enjoyed the chapter on the negotiations between MS and OpenSource (RedHat SuSE), and the passion with which it is written. Overall, and aside from the negative, I enjoyed the book, and recommend it not only to those in the industry, but outsiders as well. Phelps' passion for IP is admirable, and it's clear that he put his soul into writing this book.

13 of 15 people found the following review helpful. Disappointing lack of substance

By P. Igoe
As a patent attorney, I had hoped for quite a bit more substance in this book. Instead, Phelps provides an uninspiring account of how Microsoft transitioned from its strategy of using its near-monopoly power to force partners into patent non-assertion agreements to a strategy of using their near-monopoly power, patent portfolio, and the implied threat from their investment in Myhrvold's Intellectual Ventures to force partners into patent cross-licensing agreements. Phelps presents this change as a forward-thinking new way of doing business, but one can't help see this merely as spin regarding a change Microsoft needed to make to avoid further antitrust hassles and alienation of partners and customers with increasingly viable alternatives to Microsoft. Phelps cites his confidentiality agreement with Microsoft at multiple points as an excuse for lack of details, but he and Kline omit even basic details such as which technologies were at issue in the licensing negotiations with Red Hat or Novell. There is little insight to be gained by the normal practitioner as Phelps exists in a rarified world of practically unlimited financial and legal resources, mostly unquestioning executive support, and the leverage of the aforementioned near-monopoly power in the IT industry. Due to Phelps' stature in the IP world, this is a book you will feel you have to read, but don't expect much.

Now in paperback, the inside story of "the greatest transformation of Microsoft since it became a multinational company" Marshall Phelps's remarkable eyewitness story offers lessons for any executive struggling with today's innovation and intellectual property challenges. *Burning the Ships* offers Phelps's dramatic behind-the-scenes account of how he overcame internal resistance and got Microsoft to open up channels of collaboration with other firms. Discover the never-before-told details of Microsoft's secret two-year negotiations with Red Hat and Novell that led to the world's first intellectual property peace treaty and technical collaboration with the open source community. Witness the sometimes-nervous support Bill Gates and CEO Steve Ballmer gave to Phelps in turning their company around 180 degrees from market bully to collaborative industry partner. Offers an extraordinary behind-the-scenes view of the high-level deliberations of the company's senior-most executives, the internal debates and conflicts among executives and rank-and-file employees alike over the company's new collaborative direction. There are lessons in this book for executives in every industry—most especially on the role that intellectual property can play in liberating previously untapped value in a company and opening up powerful new business opportunities in today's era of "open innovation." Here is a powerful inside account of the dawn of a new era at what is arguably the most powerful technology company on earth.

"Phelps (corporate vice president for intellectual property policy strategy, Microsoft) and journalist Kline (Rembrandt's in the Attic) have written a brisk and engaging book about Microsoft's radical overhauling of its intellectual property (IP) strategy. Phelps, the principal architect of this new strategy, gives the reader an insider's perspective on his struggle to overcome Microsoft's traditional use of its intellectual property as a "weapon" against competitors and to transform the company into a key player in the new business environment of "open innovation." The book is worth reading for its portrait of a major corporation undergoing massive change and for its lucid explanations of IP business strategy. Recommended for serious business readers." (Library Journal, July 15, 2009)

"Could Microsoft's ability to produce intellectual property be the company's future salvation? A few weeks ago, I complained that Microsoft wasn't innovating. Yet the book *Burning the Ships* talks of Microsoft's burgeoning intellectual property treasure chest. *Burning the Ships* shows the way to another outlet for Microsoft's innovation. Instead of trying to hold their intellectual property close to the vest, Microsoft is beginning to open up the IP treasure chest and let others try to do the work of bringing those products to market." (InformationWeek, June 1, 2009)

"Told with a litigator's attention to detail, *Burning the Ships* recounts the journey that forced Microsoft to face its own 'succeed or die' moment. It's a powerful high-stakes lesson in strategy and survival that speaks volumes to business leaders of all stripes about the courage required to embrace radical business transformation." —William J. Amelio, President and CEO, Lenovo

"Intellectual property does not show up on your balance sheet, and your board of directors would not recognize it if it were set out on a table in the lobby. But do not kid yourself: in an era of ever-commoditizing supply and distribution, IP is the essential fabric out of which your competitive advantage will be fashioned. *Burning*

the Ships gives you an insider's look into how this engine of economic returns operates and what you can do to maintain it." ndash;Geoffrey A. Moore,nbsp;author, Crossing the Chasm and Dealing with Darwin "[There are] many interesting tales in Burning the Ships, a new book that traces Microsoft's moves from intellectual property novice to patent powerhouse. [It reveals how] the company set upon a new course with regard to intellectual property, making peace with longtime enemies, creating a business around its underused technology, and seeking to strike broad cross-licensing deals with nearly everyone in the industry." ndash;Ina Fried, CNET News.com "A good case study of how Microsoft reinventednbsp;itself and began leveraging its Intellectual Property for good (collaboration) instead of evil (punishment). I would encourage anyone working [in the technology field] to read it. I can easily see that this book will be required reading very shortly in most MBA programs." ndash;David Lane, Linux Journal "Microsoft will always have its detractors -- all powerful and successful companies do -- and there is no doubt that it has thrown its weight around with great force on many occasions in the past. But for those prepared to look at the company with an open mind, this book is extremely revealing about why open source and collaboration have forced senior management to look again at its traditional ways of operating in order to embrace new business realities." ndash;Joff Wild, IAM Magazine "Burning the Shipsnbsp;recounts Phelps'squo; behind-the-scenes account of how he overcame internal resistance and got Microsoft to embrace collaboration with other firms. There are plenty of lessons in this book for executives in every industry where accessing previously untapped intellectual property can open up new business opportunities." ndash;Stephen Albainy-Jenei, Patent Baristas "This book describes a dramatic shift toward business openness and property ownership by a formerly closed, defensive company, resulting in enormous new value for the company." ndash;William New, Intellectual Property Watch "The book provides a very interesting behind-the-scenes account of the transformation of Microsoft, as well as dealings with competitors during that time." ndash;Peter Zura, The 271 Patent Blog "However technology evolves, IP strategies will have to evolve with it. This book is a chance to learn from one company's version of that evolution." ndash;Wendy Grossman, ZDNet s "We've been looking for some new paper to turn here at the Engadget HD offices, and it looks like Marshall Phelps' "Burning the Ships" may be our next purchase." ndash;Darren Murph, Endgadget "Burning the Ships is a fascinating window into Microsoft's corporate conversion [away from] a "fortress mentality culture and go-it-alone market strategy." Collaboration and partnership are the new name of the game, and IP is the glue that seals such deals. Phelps and Kline offer plenty of behind-the-scenes accounts of strategy decisions and negotiations, and they're honest about how Microsoft was perceived in the market and about how difficult it was to adopt a new approach to competition. The writing is admirably clear." ndash;Nate Anderson, Ars TechnicaFrom the Inside FlapBurning the Ships: Intellectual Property and the Transformation of Microsoft At the start of this decade, Microsoft was on the defensive-beset on all sides by anti-trust suits and costly litigation, and viewed by many in the technology industry as a monopolist and market bully. How was it going to survive and succeed in the emerging new era of "open innovation," where collaboration and cooperation between firms, rather than market conquest, would be the keystones of success? This was the challenge facing Microsoft founder and Chairman Bill Gates. But "like Cortez burning his ships at the shores of the New World," Gates decided to embrace the change that was needed. He recruited Marshall Phelps-the legendary "godfather" of intellectual property who had turned IBM's IP portfolio into a \$2-billion-a-year gold mine-out of retirement and into the cauldron of controversy that was Microsoft. Only this time Phelps's mission was infinitely more challenging than simply making money from IP. It was to help reform Microsoft's "man the barricades" culture, encourage the company to abandon its fortress mentality around its technology and share it with others for mutual benefit, and use intellectual property not as a weapon of competitive warfare but as a bridge to collaboration with other firms instead. Here, for the first time (and 500 collaboration deals later), is the inside story of what one analyst has called "the biggest change Microsoft has undergone since it became a multinational company." In this book, authors Marshall Phelps and David Kline take the reader inside the dramatic struggle within Microsoft to find a new direction. They offer an extraordinary behind-the-scenes view of the high-level deliberations of the company's senior-most executives, the internal debates and conflicts among executives and rank-and-file employees alike over the company's new collaborative direction, and the company's controversial top-secret partnership-building efforts with major open source companies and others around the world. Nothing was held back from this book save for information specifically prohibited from disclosure by confidentiality agreements that Microsoft signed with other companies. Indeed, the degree of access to Microsoft's inner workings granted to the authors-and the honest self-criticism offered by Microsoft leaders and employees alike-was unprecedented in the company's thirty-four-year history. There are lessons in this book for executives in every industry-most especially on the role that intellectual property can play in liberating previously untapped value in a company and opening up powerful new business opportunities in today's era of "open innovation." Here is a powerful inside account of the dawn of a new era at what is arguably the most powerful technology company on earth.