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# Competitive Intelligence Using Intellectual Property

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 Intellectual Property Management for Start-ups  
 Millennium Intelligence

*Competitive Intelligence Using Intellectual Property*

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## CARLIE CUEVAS

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*Staying Ahead of the Competition* John Wiley & Sons  
 Praise for *Business Power* Creating: New Wealth from IP Assets  
 "Business Power is an essential handbook for every business leader. Creating and growing IP is a critical element of innovation and accelerates the transformation of knowledge to market value. Business Power provides a step-by-step approach to value creation." —Dr. Martin Fleming, Vice President, Corporate Strategy IBM Corporation  
 "It is difficult to overstate the importance of effectively managing intellectual property assets in the current and future global business landscape. This book gathers together a unique collection of thought leaders on every aspect of intellectual property management. Whether you are interested in brand management, human capital management, patent portfolio management, trade secret management, or anything in between, and whether you are an interested observer of business, or a CEO of a Fortune 500 company, you will gain something from this book." —Anthony Breitzman, PhD, Principal

and Director of Research 1790 Capital Management LLC  
 "Business Power provides valuable strategic and tactical knowledge about IP and its role in corporate performance. The book presents a unique collection of views about creating, and sustaining competitive performance and increasing value in a global economy. A must-read for business leaders and lawyers alike." —William C. Foote, Chairman of the Board and Chief Executive Officer USG Corporation  
*Competitive Intelligence and Global Business* WIPO  
 Competitive intelligence (CI) is the practice of gathering and analyzing information about competitors in order to gain an edge in the marketplace or by shoring up one's own company's defenses prior to an anticipated assault. The stakes are even higher in a global environment, where the potential risks and rewards are amplified. This volume explores emerging trends that affect and influence CI today, such as the impact of digital commerce, the effects of interest groups, and new laws governing the practice of CI across borders. This book illustrates how CI is conducted around the world and highlights the ways in which practicing CI globally is fundamentally different from doing so in a static, one-country context. The authors offer fresh

insights and recommendations for CI specialists, strategic planners and executives, marketers and product developers, and anyone studying competition and strategy. Competitive intelligence (CI) is the practice of gathering and analyzing information about competitors in order to gain an edge in the marketplace (for example, by anticipating their next moves and beating them to the punch) or by shoring up one's own company's defenses prior to an anticipated assault. The stakes are even higher in a global environment, where the potential risks and rewards are amplified. This volume explores emerging trends that affect and influence CI today, such as the impact of digital commerce (which enhances the speed with which products and services can be delivered around the world, as well as the speed with which competitors can surprise you), the effects of interest groups (such as those advocating environmental protections, which can tilt the playing fields), and new laws governing the practice of CI across borders. In this book, contributions from researchers, scholars, and practitioners specializing in competitive intelligence reveal the most current practices in the field. In-depth analysis of emerging approaches to CI in North America, South America, Europe, and Asia, and in industries across the spectrum from pharmaceuticals to automotive supply chains, highlight the ways in which practicing CI globally is fundamentally different from doing so in a static, one-country context. The authors offer fresh insights and recommendations for CI specialists, strategic planners and executives, marketers and product developers, and anyone studying competition and strategy.

#### Competitive Intelligence For Dummies Booktango

This book is essential reading for any manager who has to make competitive decisions ? decisions which affect the competitive success of a corporation or business unit. The book is unique in that it is based on detailed research spanning a decade of dramatic competitive change. Thanks to the internet, globalization, technological and demographic change, the velocity of competition is increasing and competitive decisions have to be made faster. The book, however, shows that many senior managers are unprepared and unable to meet quite common competitive challenges even half the time. Moreover, many firms have developed cultures where people do not trust each other with information critical to competitive success. Employees can spend more time competing with one another for the bonus pool than dealing with the real competitive forces. This book will equip managers with the intelligence and knowledge they need to make good competitive decisions at all levels of the organization.

#### The Ultimate Insider's Guide to Intellectual Property Bloomsbury Publishing USA

In the first book designed for businesses of all sizes and managers at every level, Larry Kahaner explains the increasingly vital practice of competitive intelligence and how American companies can use it for success. With a wealth of case studies, Kahaner shows How to profile your competitors' executives to unmask their decision-making processes The line between legal and illegal or unethical activities How to protect your own company against your competitors' intelligence operations COMPETITIVE INTELLIGENCE is a practical guide to turning raw information into priceless knowledge and winning business strategy.

#### Intellectual Property Rights John Wiley & Sons

It is scarcely five years since the first edition of this book, a milestone in the strategy-oriented approach to intellectual property at the global level, appeared and was quickly and widely welcomed as virtually an intellectual property agenda for the 21st century. This second edition includes a judicious update of the

original data and analysis in light of the significant movement forward that has taken place over the past few years in many of the critical areas that shape the competitive strategies in the use of IP Rights. The authors have lost none of their conviction of the necessity to enhance awareness of the techno-economic effects of intellectual property rights protection on enterprise competitiveness and national growth and development. The book provides a panoramic but detailed view of the world and its intellectual property system that embraces socioeconomic, cultural and technological development in its scope, clarifying the pitfalls and challenges that the system presents even as it promises to improve the quality of life on our planet. The authors both internationally respected and honoured for their work in elucidating the economic necessity of an intellectual property system that can inspire universal confidence, emphasize the imperative of international competitiveness in knowledge-based technology. In their orderly presentation of the key issues that promote the real benefits (not yet achieved) of a truly effective regime of intellectual property rights they discuss such factors as the following: the use of intellectual property as an integral part of business strategy; optimal utilization of intellectual property assets; the incentives and rewards of and "fair play" in the marketplace; facilitation of widespread diffusion and adoption of the fruits of creativity and innovation; the crucial role of small and medium enterprises; the need at every level for deliberate incentive policies that encourage creativity and invention; strict enforcement of intellectual property rights; creating linkages between intellectual property stakeholders; and use of patent information for forecasting technology trends. These issues and recommendations and more are all discussed in a framework that highlights each of the major areas of knowledge in which intellectual property rights are most insistently invoked today, such as the digital economy, e-commerce, Internet domain names, database protection, protection of plant varieties, design of integrated circuits, biotechnology, and nanotechnology. Ultimately, however, this outstanding work and its most important contribution lies in its vision of the organic corporation of governments, institutions, supranational organizations, multinational corporations, small and medium enterprises, and civil society as they collectively fashion a 21st century in which creativity and innovation are enabled to convert knowledge into wealth and social good. For this reason, as well as for its richly detailed treatment of trends and current reality in the field, this new, updated edition of Intellectual Property and Competitive Strategies in the 21st Century will continue to be read and put to good use by business people, international lawyers, government officials, and interested academics in all parts of the world.

#### **WIPO Technology Trends 2019 - Artificial Intelligence** Excel Books India

Praise for Outpacing the Competition Patent-Based Business Strategy "Outpacing the Competition provides a useful IP management framework for rapidly evolving and inherently unpredictable R&D environments where companies are partners, customers, and competitors at the same time." Marshall Phelps, Corporate Vice President for IP Policy & Strategy, Microsoft "Robert Cantrell's book Outpacing the Competition: Patent-Based Business Strategy?should be read by?anyone?involved in the practice of litigating or licensing patent rights or policymakers responsible for patent issues. Mr. Cantrell provides a cogent approach for applying decisional methodology and game theory to enhance the utilization and understanding of patent rights." Bradley J. Olson, Esq., patent attorney, Washington, DC "Robert Cantrell makes a compelling case for using intellectual property as a core for building solid business strategy. He provides a unique and valuable perspective on competitive advantage, as

delivered through patent-based business strategy. This is an excellent addition to anyone's business strategy arsenal." Jeff Hovis, Managing Principal, Product Genesis, Innovation Genesis LLC "Robert truly treats patents and related intellectual property as both a weapon and a shield to help the reader use patents to out-manuever global competitors of all kinds the low-cost producer, the high-end innovator, etc. CEOs, attorneys, business and engineering professionals and the like will enjoy the military imagery and flavor provided by Robert. Thanks for clarifying how critical it is to have an understanding of patents in running a truly competitive global business today." José W. Jimenez, Esq., Chief Intellectual Property Officer, AMS Research Corporation  
*Pharmaceutical Competitive Intelligence for the Regulatory Affairs Professional* John Wiley & Sons

These Guidelines are designed both for general users of patent information, as well as for those involved in producing Patent Landscape Reports (PLRs). They provide step-by-step instructions on how to prepare a PLR, as well as background information such as objectives, patent analytics, concepts and frameworks.

*From Knowledge to Intelligence* Routledge

As technological developments multiply around the globe—even as the patenting of human genes comes under serious discussion—nations, companies, and researchers find themselves in conflict over intellectual property rights (IPRs). Now, an international group of experts presents the first multidisciplinary look at IPRs in an age of explosive growth in science and technology. This thought-provoking volume offers an update on current international IPR negotiations and includes case studies on software, computer chips, optoelectronics, and biotechnology—areas characterized by high development cost and easy reproducibility. The volume covers these and other issues: Modern economic theory as a basis for approaching international IPRs. U.S. intellectual property practices versus those in Japan, India, the European Community, and the developing and newly industrializing countries. Trends in science and technology and how they affect IPRs. Pros and cons of a uniform international IPRs regime versus a system reflecting national differences.

*Business Power* Financial Times/Prentice Hall

Diploma Thesis from the year 2010 in the subject Business economics - General, grade: 1,7, Leipzig Graduate School of Management, language: English, abstract: "Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful." Samuel Johnson (1709 - 1784) Nowadays knowledge is the economic basis of each company. One needs to know the product, the technology behind it, but also the customer, the competitor and other circumstances that influence the business. The scientific term for the necessity of information gathering and its transformation into applicable knowledge is Competitive Intelligence (CI). This thesis focuses on three questions regarding CI which are linked in a model. Firstly it gives an overview about the most important types of CI. Based on three types, namely Market Intelligence, Competitor Intelligence and Internal Intelligence, it raises the question if there are industry-specific requirements and general key aspects of the activity. The focus group consists of 15 multinational companies from 6 different industries which were analysed with respect to information gathering and types of CI activities. Secondly the thesis considers legal aspects. It asks how effective international treaties and European laws are in terms of criminal prosecution of unfair competition and protection of intellectual property rights. The considerations are limited to those facts that might be taken into account for CI actions. In addition it analyzes if the results from the first part of the thesis are legally allowed or if some activities are legally questionable. Thirdly it looks at the strategic

relevance of the legally gathered information. Therefore it assesses the opportunities of CI activities for strategic implementation based on the existing strategic tool "Scenario Planning" and proves that the fit of CI and Scenario Planning has potential to create a sustainable Competitive Advantage (CA).

**Artificial Intelligence and Intellectual Property** Kluwer Law International B.V.

While there are many books on "how to patent" and patent law, *Essentials of Patents* delivers practical advice on how to leverage patents as a powerful competitive corporate tool. This is not your "ordinary patent book". Its emphasis is directed to patent management with the express emphasis of increasing shareholder value, and its audience, each with its own chapter, includes the CEO / ICO, CFO, CTO, and cross functional managers of HR, Engineering, Manufacturing and IT. *Essentials of Patents* is arguably one of the first works on intellectual property that drives home the importance of patent creation, protection and exploitation throughout the enterprise. Gibbs and DeMatteis show how patents can enhance competitive intelligence, product development cost reduction, product line expansion, and revenue streams, making this guide a must-have for the savvy manager. In it, the authors introduce a new management methodology: Patent Quality Management, or "PQM". With public company market values more than 90% attributable to the value of intangible assets and patents, the time has come for all corporate managers, not just R&D and legal counsel, to master intellectual property management in this competitive global market (and shareholders are demanding it).

**Competitive Intelligence as a Sustainable Long Term Competitive Advantage** World Scientific

Make competitive intelligence part of your business practice—and be on the cutting edge Competitive intelligence is the art of defining, gathering, analyzing, and distributing intelligence about products, customers, competitors, individuals, concepts, information, ideas, or data needed to support executives and managers in making strategic decisions for an organization. *Competitive Intelligence For Dummies* introduces you to this fascinating subject and gives you the tools you need to incorporate it into your business decision-making process.

Conducted within an organization, competitive intelligence serves as a catalyst in planning and strategic growth. It is part of the value chain that converts gathered data to actionable information that results in strategic decisions. *Competitive Intelligence For Dummies* helps readers gather valuable information on the competition, the operational environment, and the target customer. It also explains how to carefully analyze and use this information in decision making processes to gain market share and stay on the cutting edge of an industry. Whether you are just starting a business, venturing into new areas with your existing company, or looking to gain ground on a key competitor, *Competitive Intelligence For Dummies* gives you insight on how to gather valuable information on not only your competitors, but on your market and key customer base. Gets you up to speed on how to locate, collect, and process competitive intelligence Shows you how to carefully analyze competitive intelligence and disseminate it throughout your organization Illustrates how competitive intelligence can help you gain market share If you're a business owner, analyst, manager, or researcher, *Competitive Intelligence For Dummies* gives you and your business an edge. *Intellectual Property And Competitive Strategies In The 21st Century* Springer

Artificial Intelligence (AI) has become omnipresent in today's business environment: from chatbots to healthcare services to various ways of creating useful information. While AI has been increasingly used to optimize various creative and innovative

processes, the integration of AI into products, services, and other operational procedures raises significant concerns across virtually all areas of intellectual property (IP) law. While AI has drawn extensive attention from IP experts globally, this is the first book providing a broad and comprehensive picture from the perspectives of the very nature of AI technology, its commercial implications, its interaction with different kinds of IP, IP administration, software and data, its social and economic impact on the innovation policy, and ultimately AI's eligibility as a legal entity.

**Rembrandts in the Attic** GRIN Verlag

Fed-up with theory and theories about competitive intelligence? Looking for practical and clear strategies synthetically exposed, step by step? Lacking the necessary budget to set up a competitive intelligence unit but still feeling the need for your business? This book aims at delivering successful and clear steps to take your business ahead. It is compiling best practices about practical tools used by competitive intelligence professionals from top companies and adapting them to small business structures that have specific needs and very restricted budgets and HR. All compiled in brief points that are easily implemented in a small business.

**Patent Searching** The Fraser Institute

In the New Economy, intelligence will be essential for firms to gain competitive advantage—not just information or knowledge. Competitive intelligence, or the strategic gathering of knowledge about competitors, climate, trends, new products, has a long and successful history of generating competitive advantage. In this book, Rothberg and Erickson demonstrate how corporations can combine their competitive intelligence gathering with their internal knowledge management gathering into one dynamic system. Using real-world cases from the corporate world, the authors show how the strategic use of this combined system generates measurable competitive advantage. Topics covered include how to develop your strategy for sharing and gathering knowledge across the value chain, sustainable product development and innovation, manufacturing improvement, CRM and marketing, and developing a corporate-wide global knowledge strategy.

Competitive Strategies for the Protection of Intellectual Property

Harvard Business Press

Every business manager needs intelligence to find suppliers, mobilize capital, win customers and fend off rivals. Obtaining this is often an unplanned, instinctive process. The manager who has a conscious, systematic approach to acquiring intelligence will be better placed to recognize and seize opportunities whilst safeguarding the organization against the competitive risks that endanger its prosperity - and sometimes even its survival.

Christopher Murphy's *Competitive Intelligence* explains: the theory of business competition and how companies try to get ahead of their rivals and methods of research and sources of information that generate the raw material for creating intelligence and analytical techniques which transform the mass of facts and opinions thus retrieved into a platform of sound, useable knowledge to support informed business decision making. The text includes plenty of examples and experiences from the author's own consulting experience. He draws on a wide variety of disciplines, including literary criticism (or how to read between the lines of company reports, announcements and media stories) and anthropology (understanding corporate culture), as well as the more obvious ones such as financial analysis, management theory and business forecasting techniques. This fusion of insights from many fields of expertise provides a very readable, practical and imaginative framework for anyone seeking to gather and make effective use of market and company data.

While focused on the British business environment, the lessons drawn are of universal application, and examples are taken from across the globe. In addition a chapter is devoted to researching industries and companies in other countries. Although primarily concerned with commercial enterprises, many of the principles and techniques will also be of considerable practical relevance to managers in the public sector or not-for-profit organizations.

Competitive Intelligence also provides a legal

**Comprehensive Intellectual Capital Management** John Wiley & Sons

Diploma Thesis from the year 2010 in the subject Business economics - General, grade: 1,7, Leipzig Graduate School of Management, language: English, abstract: "Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful." Samuel Johnson (1709 - 1784) Nowadays knowledge is the economic basis of each company. One needs to know the product, the technology behind it, but also the customer, the competitor and other circumstances that influence the business. The scientific term for the necessity of information gathering and its transformation into applicable knowledge is Competitive Intelligence (CI). This thesis focuses on three questions regarding CI which are linked in a model. Firstly it gives an overview about the most important types of CI. Based on three types, namely Market Intelligence, Competitor Intelligence and Internal Intelligence, it raises the question if there are industry-specific requirements and general key aspects of the activity. The focus group consists of 15 multinational companies from 6 different industries which were analysed with respect to information gathering and types of CI activities. Secondly the thesis considers legal aspects. It asks how effective international treaties and European laws are in terms of criminal prosecution of unfair competition and protection of intellectual property rights. The considerations are limited to those facts that might be taken into account for CI actions. In addition it analyzes if the results from the first part of the thesis are legally allowed or if some activities are legally questionable. Thirdly it looks at the strategic relevance of the legally gathered information. Therefore it assesses the opportunities of CI activities for strategic implementation based on the existing strategic tool "Scenario Planning" and proves that the fit of CI and Scenario Planning has potential to create a sustainable Competitive Advantage (CA).

**Understanding and Profiting from Intellectual Property in International Business** CRC Press

A practical introduction to the necessity of competitive intelligence for smarter business decisions—from a leading CI expert and speaker In *Competitive Intelligence Advantage*, Seena Sharp, founder of one of the first Competitive Intelligence firms in the US, provides her expert analysis on the issues and benefits of CI for today's businesses. CI is critical for making smarter business decisions and reducing risks when formulating strategies, leading to more profits and fewer mistakes. This is a practical guide that explains what CI is, why data is not intelligence, why competitor intelligence is a weak sibling to competitive intelligence, when to use it, how to find the most useful information and turn it into actual intelligence, and how to present findings in the most convincing manner. Importantly, Sharp argues that businesses would benefit from shifting their perspective on CI from viewing it as a cost to viewing it as an investment that saves money and provides immediate value. Author Seena Sharp is a noted CI expert who established Sharp Market Intelligence in 1979. Addresses all the most common myths and misconceptions about CI. Includes more than sixty examples of when to use CI. Completely explains the ins and outs of CI, and why your company will act faster and more aggressively with CI. Competitive intelligence is a management

tool that is misunderstood and underestimated, yet results in numerous benefits. If you are a senior level executive or operate a business-and you aren't tapping the power of CI to improve your decision making-you are missing a potent advantage.

*Winning the Knowledge Game* Praeger

In the New Economy, intelligence will be essential for firms to gain competitive advantage—not just information or knowledge. Competitive intelligence, or the strategic gathering of knowledge about competitors, climate, trends, new products, has a long and successful history of generating competitive advantage. In this book, Rothberg and Erickson demonstrate how corporations can combine their competitive intelligence gathering with their internal knowledge management gathering into one dynamic system. Using real-world cases from the corporate world, the authors show how the strategic use of this combined system generates measurable competitive advantage. Topics covered include how to develop your strategy for sharing and gathering knowledge across the value chain, sustainable product development and innovation, manufacturing improvement, CRM and marketing, and developing a corporate-wide global knowledge strategy.

*Strategy in the Use of Intellectual Property* John Wiley & Sons

Through the prisms of a data scientist, a patent attorney, and a designer, this book demystifies the complexity of patent data and its structure and reveals their hidden connections by employing

elaborate data analytics and visualizations using a network map. This book provides a practical guide to introduce and apply patent network analytics and visualization tools in your business. We incorporate case studies from renowned companies such as Apple, Dyson, Adobe, Bose, Samsung and more, to scrutinise how their underlying values of patent network drive innovation in their business. Finally, this book advances readers' perspective of patent gazettes as big data and as a tool for innovation analytics when coupled with Artificial Intelligence.

**Competitive Intelligence** John Wiley & Sons

Technologists have the ideas. Lawyers know the rules. But for business managers and investors, rules and ideas don't readily combine into a strategic vision. No longer is intellectual property (IP) just a necessary expense for large technology companies. Competing and succeeding in today's marketplace requires an in-depth understanding of IP - its use as a weapon, as a shield, and as a monetizable asset. Yet in a world where fortunes can rise or founder on the strength of an IP portfolio, hesitation to enter this arcane, unfamiliar world still abounds. This book equips the business manager with a working, practical knowledge essential to creating and exploiting IP wealth. It shows investors how to evaluate IP strength and competitive value. With its results-oriented perspective and international focus, *Intellectual Property for Managers and Investors* is essential for those with decision making responsibility at the interface where business and innovation meet.