

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

By Marshall Phelps, David Kline

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### **Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy** By Marshall Phelps, David Kline


**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.

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### Editorial Review

#### Review

"Phelps (corporate vice president for intellectual property policy & strategy, Microsoft) and journalist Kline (Rembrandts 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)

#### Review

"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."

–**Geoffrey A. Moore**, 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."

–**Ina Fried**, CNET News.com

"A good case study of how Microsoft *reinvented* 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."

–**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."

–**Joff Wild**, *IAM Magazine*

"*Burning the Ships* recounts Phelps' 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."

–**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."

–**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."

–**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."

–**Wendy Grossman**, ZDNet Reviews

"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."

–**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."

–**Nate Anderson**, Ars Technica

From the Inside Flap

### **Burning 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.

## **Users Review**

### **From reader reviews:**

#### **Paul Gay:**

Why don't make it to be your habit? Right now, try to ready your time to do the important act, like looking for your favorite publication and reading a book. Beside you can solve your condition; you can add your knowledge by the reserve entitled *Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy*. Try to the actual book *Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy* as your close friend. It means that it can to get your friend when you sense alone and beside that of course make you smarter than before. Yeah, it is very fortunated for yourself. The book makes you considerably more confidence because you can know every thing by the book. So , we need to make new experience as well as knowledge with this book.

#### **Lynette Cavanaugh:**

Book is to be different for every single grade. Book for children until adult are different content. We all know that that book is very important normally. The book *Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy* was making you to know about other understanding and of course you can take more information. It is very advantages for you. The guide *Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy* is not only giving you considerably more new information but also for being your friend when you really feel bored. You can spend your own spend time to read your guide. Try to make relationship together with the book *Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy*. You never sense lose out for everything when you read some books.

**Jennifer Newhouse:**

This Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy book is not ordinary book, you have it then the world is in your hands. The benefit you obtain by reading this book is definitely information inside this reserve incredible fresh, you will get facts which is getting deeper a person read a lot of information you will get. This kind of Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy without we comprehend teach the one who studying it become critical in considering and analyzing. Don't become worry Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy can bring any time you are and not make your case space or bookshelves' grow to be full because you can have it within your lovely laptop even phone. This Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy having excellent arrangement in word and also layout, so you will not truly feel uninterested in reading.

**Kayla France:**

This book untitled Burning the Ships: Transforming Your Company's Culture Through Intellectual Property Strategy to be one of several books which best seller in this year, honestly, that is because when you read this reserve you can get a lot of benefit in it. You will easily to buy this particular book in the book store or you can order it by way of online. The publisher of the book sells the e-book too. It makes you quicker to read this book, as you can read this book in your Smartphone. So there is no reason to you personally to past this publication from your list.

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