

tion period beyond these differences and characteristics, which are attributable to the possibility of evolution and transformation of this business category, thereby problems are further revealed. I hope that this report can be utilized as a reference of trademark practice and be of some help in planning specific system designs in the future.

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Strategies for R&D and Intellectual Property Derived from Case Studies — The key word for strengthening technological competitiveness —

The Second Subcommittee,
The First Intellectual Property Management Committee

In the course of studying effective intellectual property strategies that can promote strengthening technological competitiveness of private companies, we interviewed people who took part in seven successful R&D projects, aiming to narrow down the key success factors by hearing their experiences. The seven successful projects addressed in this report are: (1) Betamax (Video Player); (2) Image Stabilization Technology; (3) Plasma Display Panel; (4) CVCC (Low Emission) engine; (5) Automatic Ticket Gates; (6) Foamed Polyolefin; and (7) Photocatalyst Technology.

In the interviews, people who had been responsible for these R&D projects and those who worked on research activities talked about their passion for the projects at that time. We compiled information obtained from the interviews, focusing on how individual managers, engineers, and employees in charge of intellectual property had thought and acted. By examining and analyzing these factors, we searched for key concepts regarding the creation in R&D projects and selection and concentration. As a result, we found the following major key concepts: R&D activities through close corporate actions among business, technology and intellectual property; development and investment based on the selection and concentration policy; clear intention and direct involvement of the management; synchronization with the development of strategies for using intellectual property. In this report, we also stressed the importance of development of “human resources” who support R&D projects and “corporate culture” that respects originality.

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