

## **The Management of Intellectual Property for Enterprise's Total Innovation Management (TIM)**

**XU Qingrui XIE Zhangshu YANG Zhirong**

Contact : xiezs@zju.edu.cn

With the development of innovation management in enterprise, the contents and means to manage innovation have been more complex, and growing gradually up to Total Innovation Management (TIM), a novel paradigm of innovation management which had been first put forward in 2002 by the authors and their research team after systematic studies of innovation management theory since 1940s traditional technology innovation-centered management to 1990s portfolio innovation management. TIM breaks through the former two paradigms focusing on technology innovation, R&D function and employees, and inter-enterprise activities, to be distinctly with three new characteristics: 1) all elements innovation, including technology innovation and non-technology innovation. So it gives birth not only new product but also the knowledge of "know-how" for corporation; 2) all are innovators, including all employees from sales, manufacture, R&D, to customer service, administration, and financial & human resource management, etc., and firm's customers (Von Hippel, 1988) all involved into the process of innovation to contribute for firm's knowledge added and created; 3) all time-space innovation, it means innovation will happened at anytime with more speed, and beyond the scope of firm itself to its coalitions to gain more knowledge from outside the firm.

The implementation of TIM calls for new management of intellectual property(IP), which the main characteristics of new IP management for TIM can be concluded as "3-total" as the followings:

- Total scope of IP management, not only patent licensed for new product, but more knowledge of soft science & "know-how" should be managed well.
- Total owners of IP management, it focus on how to share the benefits of one IP among different all people mainly including enterprise's employees, customers, coalitions, who are involved into innovation.
- Total process of IP management, which means more IPs produced in the whole of the innovation process need to be managed, for the implementation of TIM, effective mechanisms, ways and tools can be created to vitalize everyone innovating in every time, at every place, on every thing and every chain to improve innovation performance in a sustainable way and with most possibility.

According to "3-total", this paper also develops the framework of how to manage firm's IP fitted with TIM. The framework can be seen as the following figure1.