

## Index

- Abandoned patent application, 70  
 ABC TV network, 5  
 ABET, ix, 165–66  
 Advertising, 122, 125–26  
 Advertising and promotion, ix, 125  
 AdWords, 51  
 Amazon, ix, 6, 6f1.3, 9, 13, 19, 23, 30f6.1, 31f6.2b, 34, 41, 42f7.2, 44, 80, 124, 156, 174–75, 182, 184, 190, 197, 199  
 “Anchor” idea, 36  
 Andreessen, Marc, 24  
 Angel investment clubs, 146n1, 157, 159, 161–62, 173, 180  
 Annual sales, 108, 120, 141, 146t274  
 Appealing design, 41  
 Apple, ix, 5f1.2, 14, 16, 17t3.1, 19, 23–25, 44, 65, 78, 101, 104, 112, 118, 159, 182–83, 191t39.1, 189–92, 197  
 Applications and granted patents, 69t12.2  
 Assembled product, 132  
 Assembly, 43, 115  
 AT&T Inc., 166  
 Attorney, v, viii, xiii, 67–71, 73n2, 73–74, 77, 89, 89n1, 169, 219, 224  
 Auburn University, i, iii, xiii, 4, 39, 47, 64, 106
- Band-Aid, 35  
 Barrons, 107  
 Bezos J., 19, 23, 25, 44, 156, 174–75, 197  
 Biz Info Library, 155  
 Blanchard, K., 199–200  
 Blank, Steve, 47, 51, 134–35  
 Board of Directors (BOD), 172  
 Boeing, 55–56  
 Bplans.com, 154n1  
 Brainstorming, 35, 41  
 Brandt, Loren, 97n1  
 Break-even, viii, 119–21, 132, 135, 151  
 British units, 209  
 Bureau of the Census, 107
- Bureau of Economic Analysis, 96  
 Burn-rate, 173  
 Business and investment skillsets, 18  
 Business liabilities, 170  
 Business model, i, viii, ix, xii, 3, 17t3.1, 17–19, 44, 49, 93, 108, 127, 129–31, 133–34, 149–50, 152–53, 159, 180  
 Business Model Canvas, 47, 49, 134  
 Business plan, i, ix, xi, xii, 18–19, 22, 44, 93, 129–30, 130n1, 134, 139–40, 146t274, 149–54, 155–56, 158t31.1, 161–62, 165, 172, 174, 176, 180, 198, 204  
 Business plan competitions, 155  
 Business plan contests, i, xi  
 Business Plan Pro software, 154  
 Buyout, 21, 158t31.1
- “C” officers of the corporation, 172  
 California, 68, 68t12.1, 185, 204  
 Cannon, 111  
 Cannot be patented, 62, 87  
 Case studies, ix, 4, 7, 179, 182  
 Cash flow, xii, 17t3.1, 19–20, 34, 141, 146t274, 152, 204  
 Cash-flow Example, 145t274  
 C-Corporation, 169  
 Cellular manufacturing, 117  
 Center for business planning, 155  
 CEO, 24, 151, 161, 172, 182, 192, 199  
 Certificate of Deposit (CD), 154  
 Certification of micro entity, 225  
 Changingminds.Org, 195n1  
 Chief Executive Officer (CEO), 172  
 Chief Financial Officer (CFO), 172  
 Chief Operating Officer (COO), 172  
 Chief Technical Officer (CTO), 172  
 China, i, xi, 96t16.1, 96–97, 97n1, 118, 203  
 Christensen, C. M., 14–15, 23  
 CIA World Factbook, 107  
 Clark, Jay, 198  
 CNBC network, 5  
 Coca-Cola, 64, 117

- College students, 20, 67, 72–73, 102–03, 106  
 Colleges of Engineering, 7, 165  
 Commercial banks, 158  
 Commercial product, i, xii, 29  
 Commercial success, 7, 9, 197  
 Commercial value, 39, 41  
 Commercially successful innovation, 13  
 Commercially viable idea, 4  
 Commercially viable product, 4, 43  
 Communist Soviet Union, 97  
 Competition, viii, 43, 56–57, 61, 111–12, 132, 134, 151–52, 167–68, 182, 186, 188–89, 197, 202  
 Competition research, 111–12  
 Competitive price, 43  
 Competitors, viii, 49, 54, 56, 64, 72, 93, 100, 111–12, 132–33, 150–51, 167, 181, 186, 188  
 Conceive an Idea, 17t3.1  
 Connecting random things, 32  
*Constrained* thinking, 35  
 Constraint-free thinking, 35  
 Consumer Electronics Show, 40  
 Contract manufacturing, 118  
 Core competencies, 133  
 Corning, 44  
 Corporate Code of Conduct, 167  
 Corporate Code of Ethics, 166  
 Cost estimate, 139–40  
 Cost leadership, 112  
 Cost of Goods Sold, 120, 141, 143t272, 145t274, 146n(2)  
 Cost of reaching a customer, 125, 126, 132  
 Cost per click, 103–04  
 Cost Per Unique Click, 104  
 Cost Per Unit, 143t272  
 Costs estimation, ix, 139  
 Cost-volume-profit (CVP) analysis, 121  
 Create value for investors, vii, 3  
 Created value, 6–9, 203–5  
 Creating value, x, 203  
 Creative and novel, 41  
 Critical observer, 34  
 Crowdfunding, 104  
 Customer-focused, 20  
 Custom-produced product, 130  
 Customer inputs, 43, 45–46  
 Customer is king, 45  
 Customer number, 225  
 Customer satisfaction, 57, 115, 124, 134  
 Customer surveys, 43, 134, 140  
 Customers, viii, 4, 5f1.2, 13–14, 20, 41–49, 52, 55–56, 65, 72, 93, 95, 99–104, 106, 109, 111–12, 122, 124–26, 129, 131–35, 140, 149–51, 159, 167, 175, 181, 185, 192, 197–198, 205  
 D.E. Shaw, 174  
 Davis, M., 164n1  
 D-Day, June 6, 1944, 155  
 Deliberately thinking different, 32  
 Design to compete, 57  
 Design for cost and affordability, 57  
 Design for durability, 57  
 Design for efficiency, 57  
 Design for function, 57  
 Design for maintenance, 57  
 Design for manufacturability, 57  
 Design for manufacturing, 118  
 Design for performance, 57  
 Design for reliability, 57  
 Design for safety, 57  
 Design for strength, 57  
 Design patents, 62  
 Differentiation, 112  
 Digital camera, 23, 111  
 DISC model, 195  
 Disruptive ideas, 24  
 Disruptive innovations, 14, 23–25  
 Disruptive *innovators*, 24–25  
 Disruptive technological innovators, vii, 23  
 Distribution, 123–24  
 Distribution and sales, 122, 124, 132  
 Distribution system, 100, 133  
 Distributors, 150  
 Dividends, 169  
 Dodge, 55  
 Dorf, R., 51, 135  
 Dot.Com bubble, 19  
 Dot.Com era, 159  
 Double taxation, 169  
 Drawings, 43, 73–74, 209, 211, 213, 223  
 Dyson, Sir James, 25, 25n5  
 DAYTON, Sky, 24, 185–86  
 Earthlink, 24, 180, 182, 185–86, 189  
 EBay, 124  
 Economic Rate of Return (ERR), 153  
 Edison, Thomas, 23  
 EEKONOMY, 104  
 Efficiency innovations, 14  
 Element of surprise, 41  
 Eletrabi, Haitham A., 40, 101  
 End of the year Cash, 145t274  
 Engineering students, i, xii, 4  
 Engineering-themed toy, 8  
 Engineers, i, viii, x, xi, xii, 3–4, 14, 16–77, 20, 22, 45, 55–57, 68, 97, 100, 158, 166, 174, 203, 205, 209, 211–12  
 Engineers/scientists, xi, 14, 16–17, 22, 174  
 Entrepreneur.com, 155  
 Entrepreneurship and Finance literature, 158  
 Entrepreneurship literature, 157  
 Eppinger, S., 52  
 Equity, 5, 7, 146n1, 146t274, 158, 173  
 Erick Ries, 47  
 Ethics, ix, 151, 163, 165–68  
 Eureka Ranch, 47–48, 50–51  
 European Union, 96t16.1  
 Exclusive rights, 76  
 Execution Phase 4, 17t3.1

## Index

237

- Execution Phase 5, 17t3.1  
 Execution Phase 6, 17t3.1  
 Execution Phase 7, 17t3.1  
 Execution Phases, 17t3.1, 17–77, 44, 176, 179  
 Exit from the start-up, 134  
 Exit strategy for investors, 162  
  
 Facebook, 24, 48, 101–04, 181  
 Failure, 20, 45, 48, 55, 57, 130, 149, 156, 181, 202  
 Failure is defined, 20  
 Fastcompany, 9  
 Females in engineering, 9  
 Fiat, 55  
 Filo, D., 24  
 Final assembly, 115  
 Financial Steady State, 180  
 Financials section, 153, 162  
 Financing, 129, 149, 157–58, 198  
 “First to file” protocol, 63  
 “First to invent,” 64  
 Five P’s of Successful Marketing, 100  
 Fixed costs, 119, 121, 151  
 Fletcher, N., 101, 104  
 Focus, 112  
 focus groups, 41, 109  
 Ford, 55, 116  
 Four personality styles, 195  
 FourSight model, 197  
 France, 96t16.1, 209  
 Free-market capitalist system, 96, 98  
 Frisbee, 35  
 Fuji, 111  
 Functions of a manager, 173  
  
 Gage, D., 20  
 Gates, B., 23  
 GDP, 96t16.1, 96t16.2, 95–97  
 General Eisenhower, 155  
 General Partnership, 171  
 Germany, 96t16.1  
 Ghosh, Shikhar, 20  
 Gokcek, A.J., xiii  
 GoldieBlox, vii, 7–9  
 Goleman, D., 200  
 Google, i, ix, 24, 34, 51, 54, 62–63, 67, 80, 87, 102, 159, 167–68, 181, 184, 186, 188–90, 203  
 Google Patents, 34, 54, 62–63, 67, 80, 87  
 Gorilla glass, 44  
 Government of India, 203  
 Government loan guarantees, 159  
 Granted patent, 62, 65, 74–76, 87–88, 219  
 Greiner, L., 6–7, 80  
 Gross Domestic Product, 95  
 Gross margin, 132, 145t274  
 Grove, A., 24  
 GrowAmerica, 34, 34n2  
  
 Growth, i, xi, 5, 9, 19, 23, 57, 95, 97–98, 100, 102, 106, 109, 134, 146t274, 156, 158t31.1, 158–59, 174–75, 180–84, 186, 189, 203  
  
 Hansbrough, T., 200  
 Harvard University, 20, 35n4  
 Heffernan, Margaret, 25n5  
 Hickman, G. R., 200  
 High-volume production, 116, 117  
 Hindustan Teleprinters Limited (HTL), 203  
 Home Depot, 34  
 Hoover’s Online, 107  
 Hopper, Rick, 5–6, 9, 29, 34, 80  
 Hypothesis, 48, 201  
 Hülzl, W., 202  
  
 IBM, 107  
 Idea-stimulators, 34  
 Improvement to old products, 31  
*Inc.*, ix, 14, 16n1, 19, 130n1, 135, 166, 182  
 Incorporated business, 169  
 Independent inventors, 68–70, 72  
 Independent Inventors Conference, 69  
 India, i, x, xi, 97, 203–04  
 Indiegogo, 5  
 Individual inventor, 65, 67–68, 74  
 Infringe, 61, 64–65, 77  
 Initial Public Offering of stocks (IPO), 19, 158–159  
 Inkson, K., 202  
 Innovation, vii, xiii, 13–77, 43, 89, 158, 158t31.1, 173, 189–91, 197, 203  
 Innovation Engineering, 47–48  
 Instagram, 101–03  
 Intellectual property, viii, xii, xiii, 17t3.1, 44, 59, 61, 72, 132–33  
 Internal Rate of Return, 153  
 Internal Revenue Service (IRS), 169  
 International Classification numbers, 88  
 Internet, iv, 9, 19–20, 23, 34, 41, 48, 51, 53–54, 57, 87, 99–101, 108, 123–25, 140, 154, 169, 174–75, 184–86  
 Invention Phase 1, 17t3.1, 35  
 Invention Phase 2, 17t3.1, 21, 42–44  
 Invention Phases, 18, 18f3.1, 20, 22, 72  
 Inventors Assistance Center, 71  
 Inventors Digest, 73n2  
 InventorsDigest.com, 89n1  
 Inventors Eye Newsletter, 69  
 Investment capital, 3–5, 17t3.1, 98, 171, 179, 185  
 Investors, i, ix, xi, xii, 3–4, 6–7, 9, 14–17, 17t3.1, 19–22, 29, 34, 40, 61, 112, 129, 132, 146n(1), 146t274, 146–47, 149–54, 157–63, 166–67, 169, 171–73, 175, 180–82, 198, 204–05  
 IP protection, 62, 64–65, 71  
 iPad, 14, 182–83, 192  
 iPhone, 5f1.2, 14, 23–24, 43–44, 118, 182–83, 192  
 iPod, 14, 23, 182–83, 192  
 IRR, 153–54  
 Isaacson, Walter, 16, 16n1, 24, 29, 36, 44

- Japan, 96t16.1  
 Job shop, 116  
 Jobs, Steve, viii, 16, 24n3, 23–25, 29, 36, 44, 44n1, 78, 182, 196–97  
 John Marshall Review of Intellectual Property Law, 89n2  
 Johns Hopkins University, 35  
 Johnson and Johnson, 35
- Kalamazoo College, 35  
 Kastle, T., 135  
 Kawasaki, Guy, 155  
 Keeney, Ralph L., 35  
 key finder, 30  
 Kickstarter, 5, 7–9  
 Kim, L., 130, 130n1  
 Kodak, 23, 111  
 Kouzes, J., 200  
 Kroger, 48  
 Kwok, L., 13, 15
- Las Vegas, 40  
 Leadership Behavior, 198  
 Lean Start-up, 48, 51, 135  
 Legal entity, ix, 169, 171  
 Legal monopoly, 64  
 LegalZoom, 169  
 Liabilities, 169–71  
 License the patent, 65  
 Licensee, 65  
 Like and Dislike, 50  
 Limited liability company (LLC), 170  
 Limited Liability Partnership, 171  
 Limited liability, 170–71  
 Limited partners, 171  
 Limited Partnership, 171  
 LinkedIn, i, 102–03  
 Low volume, custom manufacturing, 116
- Macroeconomics, viii, 95  
 Macro-economic ups and downs, 98  
 Magical customer experience, 41  
 Manual of Patent Examination Practices (MPEP), 74  
 Manufacturing engineers, 118  
 Manufacturing and Sourcing, 115  
 Manufacturing or sourcing, 132  
 Market analysis, 108, 204  
 Market research, 47, 51, 108–09, 134, 185  
 Market risk, 47  
 Market survey, 50  
 Marketing, viii, 43, 71, 89, 99, 108, 122, 131–32, 149, 152, 161–62, 172–73, 181, 196, 198, 204–05  
 Marketing channels, 43, 132  
 Marketing efforts, 99  
 Markets, 99–100, 131, 162  
 Markup, 139–40  
 Marston, W., 195  
 Maturity stage, 158
- McDonalds restaurant, 122–23  
 Medium-volume batch production, 116  
 Mendelsohn, J., 101, 104  
 Mentors, xi, 43, 17t3.1, 156, 203, 205  
 Mercedes-Benz, 55  
 Metric System, 209  
 Micro-economics, 95  
 Micro-entity, 63, 67, 70, 72  
 Microsoft, 23, 65–66, 112  
 Minimally Viable Product, 51  
 Mixson, D., 47  
 Morgan, G., 78, 199–200  
 Morrisette, S., 202  
 Mouse trap, 31  
 MPEP, v, 74–75, 89n2, 89–91  
 MPEP 707.07(j), v, 75, 90–91
- NACIS number, 107–09, 150  
 New opportunities, 31  
 Nike, 65  
 Nikon, 111  
 Non-disclosure agreement, x, 64, 89, 214  
 Non-obviousness, 62  
 Nonprovisional application, 222–23  
 Nonprovisional patent application, 63, 69  
 Nonprovisional Utility patent, 71  
 Normandy, 155  
 North American Industry Classification System (NAICS), 107  
 Notice of Missing Parts, 70  
 Novelty, 41, 62  
 Null, C., 103–04  
 Number of visits, 103  
 Numeric classification system, 88
- Objectives of manufacturing, 115  
 Office actions, 75, 90–91  
 Office of Innovation Development, 70  
 Olsen, K., 24  
 Operating Income, 145t27.4  
 Orange-County Choppers (OCC), 116  
 Organization and management, 172  
 Original idea, 21–22  
 Orsini, L., 9  
 Oster, E., 101  
 Osterwalder, A., 47, 49, 51, 134–35  
 Ownership, 5, 7, 17t3.1, 21–22, 100, 146t27.4, 152, 158–60, 162, 169, 180–81
- Palo Alto Software, 154, 154n2  
 Patent, i, v, viii, x, xii, xiii, 3–4, 6–7, 21–22, 34, 44, 54, 69t12.2, 73n2, 77f13.1, 61–78, 80–81, 89n1, 89n2, 87–91, 112, 150–51, 162, 219, 221–24  
 Patent attorney, v, 68–69, 89  
 Patent claims, viii, 51, 61–62, 64, 67, 74–75, 77f13.1, 78, 89–91  
 Patent Cooperation Treaty, 65  
 Patent examiner's action, 75

- Patent examiners, viii, 68, 70, 71, 74, 76, 87, 90  
 Patent filing date, 63, 71, 73, 222–23  
 Patent filing fee, 72–73, 224  
 Patent infringement, 44, 66  
 Patent number, 76, 78  
 Patent pending, 63, 65, 71  
 Patent rights, 63–66  
 Patent search, i, xii, 6, 63, 76–77, 87–88  
 Patentable subject matter, 74  
 Patenting fees, 72  
 PCT, 65  
 Peel, S., 202  
 Personal liabilities, 170  
 Phase 1, vii–1, 17, 19, 42, 44, 72, 158t31.1, 185  
 Phase 2, 43  
 Phases 1&2, 14, 16, 20  
 Physical Distribution, 100  
 Pigneur, Y., 135  
 Pinterest, 102  
 Planning Phase 3, 17t3.1, 17–77, 22, 44  
 Plant patents, 62  
 Posner, B., 200  
 Post-It notes, 35  
 Potential customer, 43, 45, 53  
 Pre-investment valuation, 21–22  
 Pre-Start-up Invention Phases, 18  
 Pre-Start-up Phases, 17t3.1, 17–77, 20  
 Pre-Start-up Planning Phase, 18  
 price, ix, 19–20, 43, 45, 50, 52, 54, 100, 103, 106, 112,  
 119–20, 122, 130, 134–35, 137, 140–41, 142n(2),  
 142t27.1, 150–51, 162, 175, 182–84, 186, 188–89,  
 212t. A.2.  
 pricing, ix, 45, 133, 135, 139–40, 175  
 primary data, 43, 108–09  
 Prince, 124  
 Prior art, 75, 77, 87, 222  
 Private capital, 97, 159  
 Private equity, 157, 159  
 Pro Bono Program, 69  
 pro se applicant, v, viii, 67–68, 70, 72–74,  
 90–91, 219  
 Pro Se Pilot Examination Unit, 70  
 Product, vii, viii, 4–9, 13–14, 17t3.1, 17–77, 20–22,  
 29, 34n2, 34–35, 37, 48t8.1, 49t8.2, 52n1, 39–57, 61,  
 65, 67, 70–72, 76–77, 77f13.1, 80, 87, 89, 99–100,  
 109, 112, 115, 117, 122, 124, 126, 130–32, 134,  
 139–41, 143n(4), 146t27.4, 149–51, 158t31.1,  
 157–59, 161–62, 173, 175, 180–81, 188, 190,  
 197–198, 202–03, 205, 211–12, 219  
 Product design, 42, 45, 118  
 Product development, viii, 20, 42–44, 51–52, 55, 61,  
 89, 158, 158t31.1, 173, 180–81, 190  
 Product features, i, xii, 20, 41–45, 51, 55, 75, 90, 110,  
 122, 134, 162  
 Product functions, 14, 41–43, 122, 129, 172,  
 180, 205  
 Promotion, 100, 126, 203  
 Prototype, 8, 22, 25, 33f6.7, 40f7.1, 44, 53, 74, 140,  
 203, 205  
 Provisional application cover sheet, 225  
 Provisional patent application, xii, 71, 73, 219,  
 222–25  
 Qualitative research, 48  
 QUICKMVP.com, 51  
 Racquetsportsindustry.com, 109n1  
 Rawski, T.G., 97  
 Raynor, M.E., 14–15  
 ReadeREST, viii, 5, 80–81  
 Reasonable profit, 43  
 Recession, 95–97, 157, 161, 163  
 Reliability, 46  
 Reliability of the survey, 53  
 Reliable survey, 46, 53  
 Retailers, 9, 34, 40, 124, 150, 191  
 Revenue Estimate, 142t27.1  
 RIES, E., 47, 51, 135  
 Risks, 47, 151, 159, 162, 200–02  
 Roberts, R., 199–200  
 Robot, 33f6.7, 40  
 Robots in assembly, 117  
 Rocket Lawyer, 154n2  
 Royalty income, 74  
 Royalty payment, 65  
 Royalty-paying, 67  
 Rus, D., 200  
 Said, C., 9  
 Sales and distribution, 89, 122, 124, 152  
 Sample business plans, 154  
 Sample questionnaire, 53  
 Samsung, 44  
 San Francisco Chronicle, 9  
 Schnittka, C., 9  
 Schraeder, M., 202  
 Schwartz, A., 9  
 Schyns, B., 200  
 Science, Technology, Engineering and  
 Mathematics, 9  
 S-Corporation, 169  
 SEC-Approved private investors, 160  
 SEC guidelines, 159  
 Secondary data, 108–10  
 Section 70707(j), 74  
 Securities and Exchange Commission  
 (SEC), 160  
 Seed funding, 158  
 Seed Investment, 145t27.4  
 Seed money, 157  
 Selling and General Administrative (SGA)  
 Expenses, 144t27.3  
 Selling price, 119, 140  
 Series-A, -B, -C, 160  
 Series-A preferred stock, 160  
 Series-A round, 161  
 Served Addressable Market (SAM), 106  
 Seven phases, 14, 16, 18–19

- Seven-phased model, 9, 16  
 Seven-Phased view, 17  
 Shark Tank, 4–6, 34, 80, 80n2, 146n1, 159  
 Shipping, 100  
 Simple idea, 7, 34  
 Simplicity, 41  
 Slinky, 35  
 Small Business Administration, 155  
 Snapchat, 102  
 Social media, 101  
 Social-media marketing, 101  
 Social-media platform, 103  
 Social-media presence, 101, 103  
 Sole proprietorship, 170  
 SONY, 111  
 Sophia, 101  
 Soviet citizens, 97  
 Spatial and verbal skills, 8  
 Specifications, 43, 52, 57, 75, 151, 209, 211tA.1, 211–12, 212tA.2  
 Sports Authority, 123  
 Staffing and management, 133  
 Stanford University, 7  
 Start-up financing, 158  
 Stealing of the invention, 71  
 STEM, 9  
 Stephen, Hephzibah, 203  
 Steps for patent application, 219  
 Sterling, D., 7–9, 29  
 Stock exchange, 158–59, 181  
 Stockholders, 19  
 Strategic issues, 133  
 Strollers, 41  
 Subcontract manufacturer, 115  
 Substitution of materials, 56, 141  
 Success of the business, 22, 156, 205  
*Success Magazine*, 45, 156, 174  
 Super Bowl 2014, 9  
 Suppliers, 43–44, 56, 96, 115, 130, 132, 134, 140–41, 150–51, 167, 205, 211  
 Survey, viii, 41, 43, 45–46, 48t8.1, 48–50, 52–54, 108–09, 134, 140, 150  
 Survey Monkey, 50  
 Survey questionnaire, 45, 52, 109  
 Survival and growth stage, 158  
 Sustainable competitive advantage, 112  
 Sustained success, 133  
 Sustaining innovations, 14  
 Swamidass, Paul, iii, v, xii, 3, 9, 17, 18, 25, 89n1, 73, 89, 197  
 Systeme International d'Unites (SI), 209  
 Target audiences, 48  
 Target market, 17t3.1, 17–77, 21, 47, 51–53, 99–100, 106, 108–09, 112, 125, 150, 152, 184, 212tA.2  
 Tariq, Musa, 101  
 Taser, 182, 187–89  
 Teams and Teamwork, 195  
 Technological innovation, vii, 9, 13–14, 16–17, 19, 21, 62, 111, 158t31.1, 157–59, 191  
 Technology and Innovation, 9  
 10-week curriculum, xii  
 Tennibot, 33f6.7, 40f7.1, 39–41  
 Tennis Industry News, 109  
 Tennis racquets, 56, 123  
 The constitution of the US, 72  
*The Economist*, 107  
*The Innovator's Dilemma*, 15  
 The National D-Day Memorial, 156  
*The New York Times*, 104  
 Themes of the book, 4  
 Thomas Walter Center for Technology Management, i, xiii, 39  
 Tolerances, 43, 209, 211–12  
 Total market, 108  
 Total Variable Costs, 120  
 Touchscreen glass, 43  
 Toyota, 55  
 Trade secret, viii, 64  
 Twitter, 48, 101–03  
 Twitter #hashtag, 48  
 UIA, 69  
 Ulrich, K., 52  
 Unincorporated business, 170  
 Uniqueness, 62, 134  
 United Inventors Association, 69  
 University of Chicago, 35  
 University of Illinois, Urbana, 186  
 Unprotected ideas, 64  
 US Census Bureau, 68t12.1, 107–09, 150  
 US Census Bureau database, 107  
 US Department of Commerce, 96, 107–08  
 US Patent Classification, 69, 76, 88  
 US Small Business Administration (SBA), 159  
 USA, i, iv, v, ix, xi, xii, 4, 9, 23n2, 24n3, 35, 40, 61, 65, 68, 68t12.1, 69t12.2, 74, 89n1, 96t16.1, 96t16.2, 96–97, 106–07, 115, 121f23.1, 121–23, 146t274, 157, 159–61, 165–66, 169–71, 186, 212  
 USA Economic activity, 96t16.2  
 USPTO, v, viii, x, xiii, 21, 34, 54, 63n1, 61–65, 68t12.1, 72n1, 67–76, 77f13.1, 80, 89n2, 87–91, 219–22, 225  
 USPTO examiner, 68  
 Utah State University, 121f23.1  
 Utility Patent application, 63  
 Utility patents, 62, 68t12.1, 68–69, 76, 219  
 Utterback, J.M., 15  
 Validate your assumptions, 133–34  
 Valuation of the company, 162  
 Value chain, 132  
 Value creation, xi, 4, 16, 17t3.1, 21  
 Value creators, 14  
 Value proposition, 49–51  
 Van Knippenberg, B., 200  
 Van Knippenberg, D., 200

*Index*

241

- Variable cost, 119–20  
 Variable cost/unit, 120  
 Velcro, 35  
 Viable products, 39  
 Video on Provisional Patent, 69
- Wall Street Journal*, 15, 20n3, 107  
 Walmart, ix, 34, 54, 123, 191, 191t39.1  
 Walter, Tom, xiii  
 Walther, L., 121f23.1  
 Warehousing, 100  
 Warranties, 131, 150  
 Watermelon, 32, 34  
 Wealthy investors, xi, 3–4, 6  
 Wealthy private investors, 159–60  
 Website supporting the book, xii  
 Wham-O, 35  
 Wholesale distributors, 124  
 Wholesale suppliers, 115  
 Why some businesses fail, 20  
 Wikipedia, 19, 107
- Wilson, 124, 212, 212tA.2, 213fApp1.1,  
 213fApp1.2  
 WIPO, 65  
 Wisse, B., 200  
 Woods, J., 199  
 Working capital, 159  
 Working prototype, 21, 74  
 World Intellectual Property  
 Organization, 65  
 www.engineer-entrepreneur-book.com, i, xiin1,  
 142n(4), 143n(5), 144n(4), 146t27.4
- Yahoo!, 20, 174, 180–82, 183f38.1, 184f38.2,  
 185f38.3, 185–86, 187f38.4, 187f38.5, 189f38.6,  
 189–91  
 Yahoo! Finance, 174, 182, 183f38.1, 184f38.2,  
 185f38.3, 185–86, 187f38.4, 187f38.5, 189f38.6,  
 191  
 Yang, Jerry, 24  
 Young inventors, xiii, 72–73  
 YouTube, 5