

Top 20 innovative companies



1. Facebook

2. Amazon

3. Apple

4. Google

5. Huawei

6. First Solar

7. PG&E

8. Novartis

9. Walmart

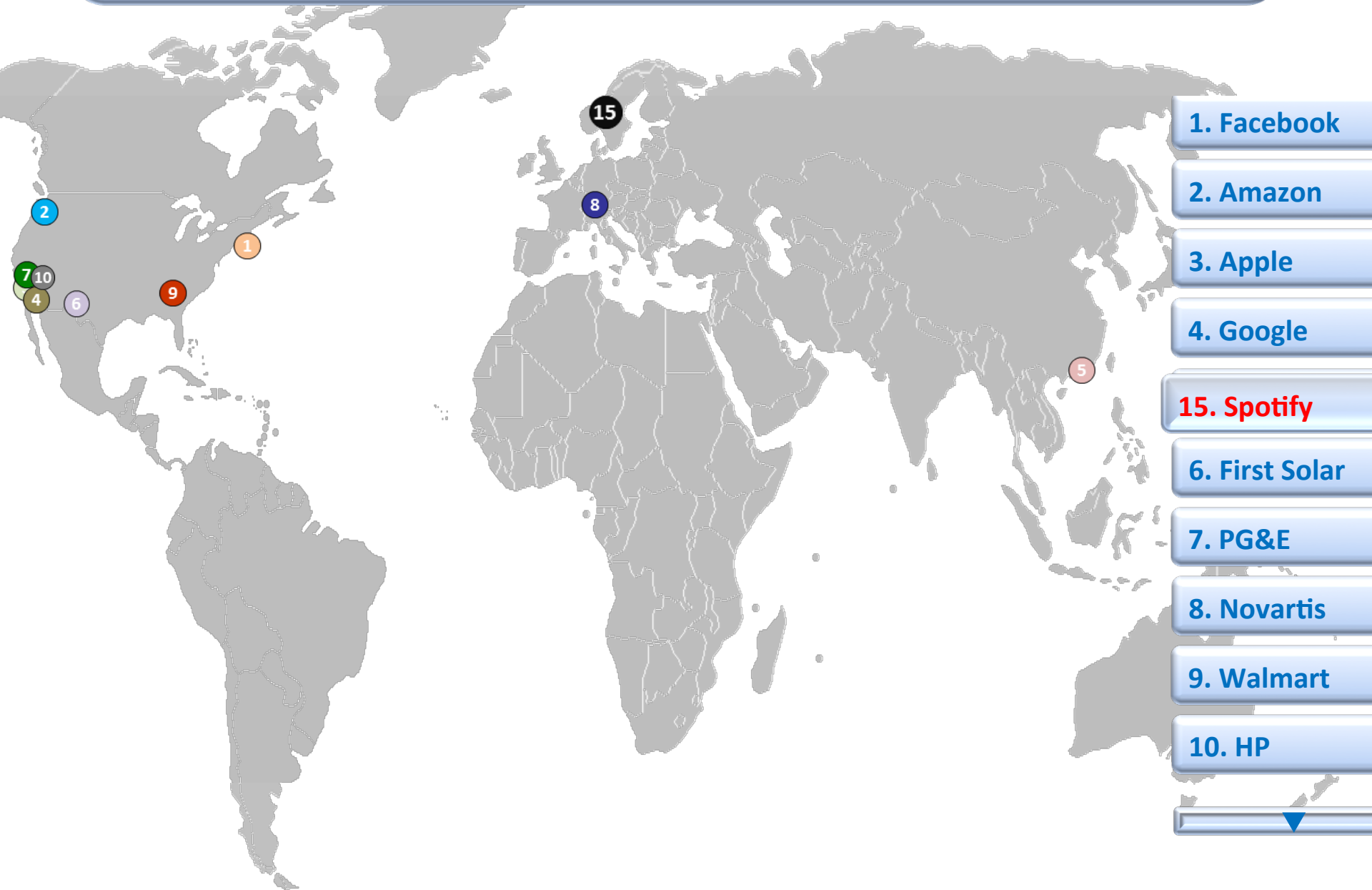
10. HP



Top 20 innovative companies



Top 20 innovative companies





Amazing! THIS 9 MINUTE MACARONI-AND-CHEESE

GEE, BUT
THIS IS A
SWELL DISH,
MOTHER!

AND YOU
CAN HAVE
IT OFTEN—
IT'S SO EASY
TO MAKE

● For a quick, nutritious meal—get a package of Kraft Dinner. In that package is a special macaroni that cooks tender in 7 minutes by the clock! And an envelope of grated cheese that makes a rich sauce pronto!

A hot meal in a hurry for the children at noon. A tempting main dish for unexpected company. One Kraft Dinner package contains enough for four good servings, and full, easy-to-follow instructions for making macaroni-and-cheese the amazing 9-minute way. Get a package of Kraft Dinner from your grocer—now, Kraft-Phenix Cheese Corporation.

KRAFT DINNER

In this THE SPECIAL MACARONI package AND THE GRATED CHEESE

KRAFT DINNER

Requires no baking

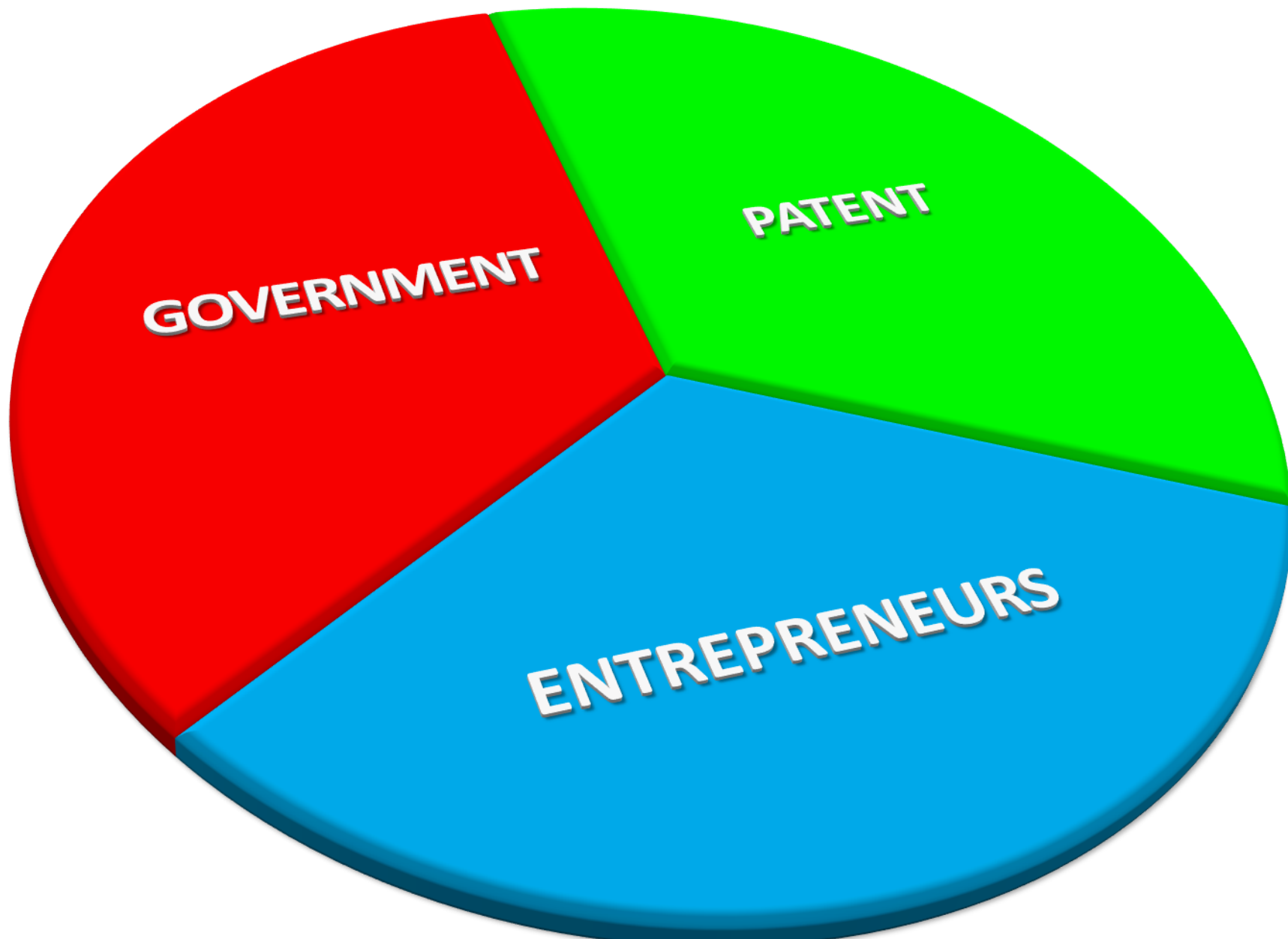
A MEAL FOR 4...IN 9 MINUTES

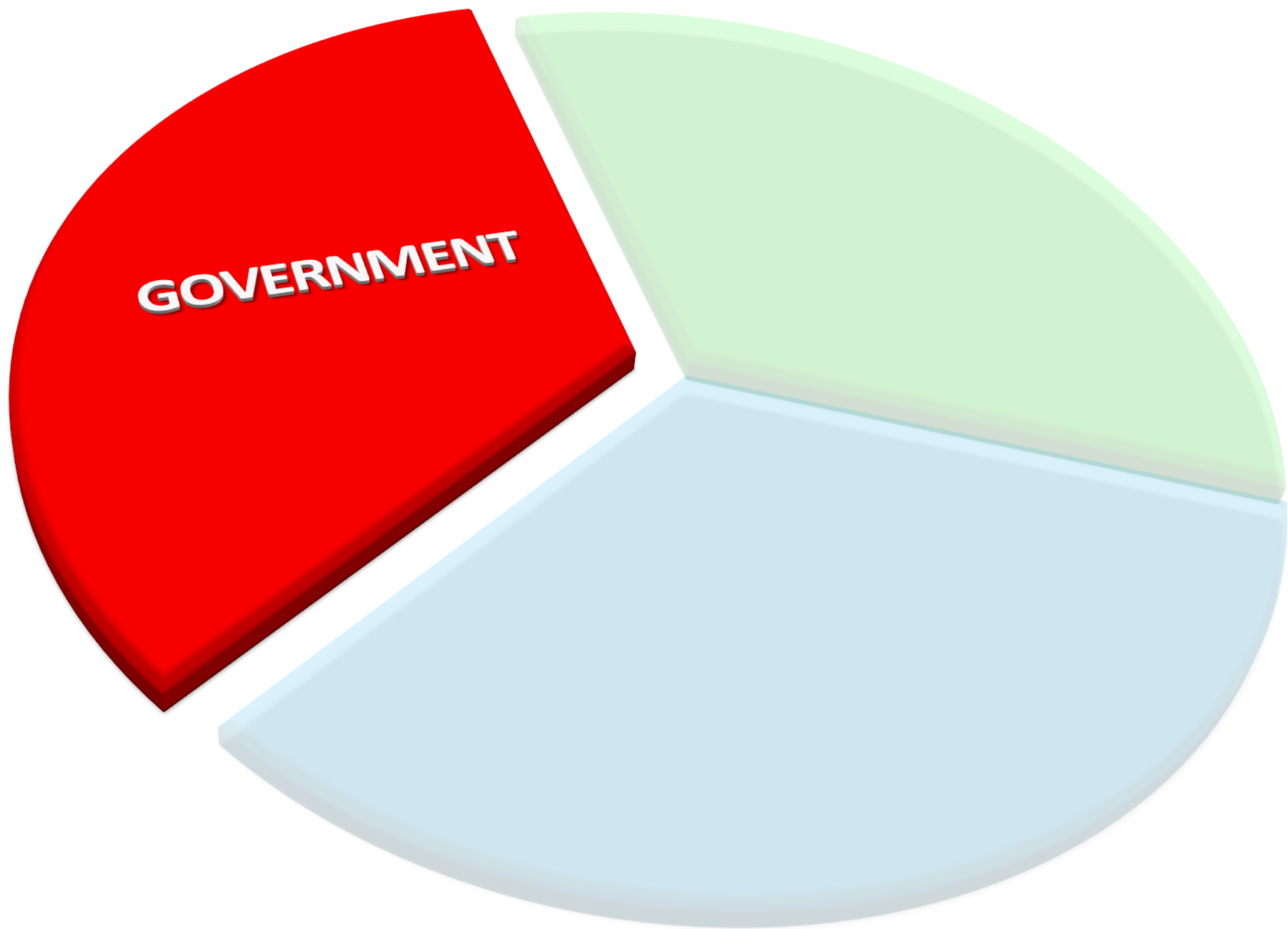
At your grocer's — try it today!

KRAFT-PHENIX CHEESE CORPORATION • GENERAL OFFICES • CHICAGO, ILL.



Innovation





Not all was lost, however. To embellish Victor Hugo's aphorism, there is nothing so powerful as an idea whose time has come, *again*. Thanks to the new Web, and a new generation of social innovators, open-source models of government are not just possible; they're often the best way to get things done.

Just ask the citizens of Estonia. When Estonians regained independence from the former Soviet Union in 1991, they not only acquired new political freedoms, they inherited a mass of rubbish—thousands and thousands of tons of it scattered across illegal dumping sites around the country. When concerned citizens decided that the time had come to clean it up, they turned not to the government, but to tens of thousands of their peers. Using a combination of global positioning systems and Google Maps, two entrepreneurs (Skype guru Ahti Heinla and Microlink and Delfi founder

leverage innovation, knowledge, and value from the private sector and civil society.

Franklin Roosevelt and Winston Churchill wanted stronger government. Ronald Reagan and Margaret Thatcher wanted less. Thanks to the internet we can now have it both ways. In the United States and many other jurisdictions, government is becoming a stronger part of the social

As we look into the future, Washington and Estonia demonstrate how knowledge and energy are being moved, shaped, and channeled in brand new ways, inside, across, and outside of the boundaries of government. While industrial age government was based on monopoly power, and structured around rigid hierarchies, today's governments need to distribute power broadly and leverage innovation, knowledge, and value from the private sector and civil society.

Franklin Roosevelt and Winston Churchill wanted stronger government. Ronald Reagan and Margaret Thatcher wanted less. Thanks to the Internet we can now have it both ways. In the United States and many other jurisdictions, government is becoming a stronger part of the social ecosystem that binds individuals, communities, and businesses—not by absorbing new responsibilities or building additional layers of bureaucracy, but through its willingness to open up formerly closed processes to broader





> DHL Global | > Express | **Tracking**

Track DHL Express Shipments

DHL's online tracking is the fastest way to find out where your shipment is. No need to call Customer Service when we can offer you real-time details of your shipment's progress as it speeds through the DHL Network on the way to its destination.

DHL shipment tracking



Monday, July 19, 2010		Location	Time
17	Delivered - Signed for by : JACK	Sydney - Australia	12:07
16	With delivery courier	Sydney - Australia	10:47
Sunday, July 18, 2010		Location	Time
15	Arrived at Delivery Facility in Sydney - Australia	Sydney - Australia	09:14
14	Departed Facility in Sydney - Australia	Sydney - Australia	03:47
13	Processed at Sydney - Australia	Sydney - Australia	03:47
Friday, July 16, 2010		Location	Time
12	Processed at Sydney - Australia	Sydney - Australia	20:44
11	Clearance processing complete at Sydney - Australia	Sydney - Australia	15:51
Thursday, July 15, 2010		Location	Time
10	Processed for clearance at Sydney - Australia	Sydney - Australia	23:52
9	Clearance delay	Sydney - Australia	23:52
8	Arrived at Sort Facility Sydney - Australia	Sydney - Australia	23:40
7	Departed Facility in Hong Kong - H K Heliport - Hong Kong	Hong Kong - H K Heliport - Hong Kong	08:03
6	Processed at Hong Kong - H K Heliport - Hong Kong	Hong Kong - H K Heliport - Hong Kong	03:01
5	Clearance processing complete at Hong Kong - H K Heliport - Hong Kong	Hong Kong - H K Heliport - Hong Kong	02:27
4	Arrived at Sort Facility Hong Kong - H K Heliport - Hong Kong	Hong Kong - H K Heliport - Hong Kong	01:25
Wednesday, July 14, 2010		Location	Time
3	Departed Facility in Manila - Philippines, The	Manila - Philippines, The	21:56
2	Processed at Manila - Philippines, The	Manila - Philippines, The	21:47
1	Shipment picked up	Manila - Philippines, The	01:47





Administrative procedure tracking?





example, without rules ensuring type-approval, the introduction of green vehicles on Europe's roads will not work.

Standards play an important role for innovation. By codifying information on the state of the art of a particular technology, they enable dissemination of knowledge, interoperability between new products and services and provide a platform for further innovation. For example, the opening of the telecommunications market combined with the GSM standard laid the foundation for Europe's success in mobile phones. However, standards play this useful role only if they keep pace with the development of new technologies. The rapid shortening of innovation cycles and the convergence of technologies across the boundaries of the three European standardisation organisations are a particular challenge. If not able to adapt, the European standardisation system risks becoming irrelevant with companies turning instead to other instruments (as could be seen in the ICT sector) or worse could start to work backwards on innovation. A dynamic standardisation system is also a pre-condition for the EU to have an impact on the setting of standards at global level, where

and services).

Public procurement accounts for some 17% of the EU's GDP. It represents an important market, particularly in areas such as health, transport and energy. So, Europe has an enormous

and overtook innovative products and services. Yet, under the EU procurement directives, procurement of innovative products and services is not encouraged. Efficiency of public services at a time of budget constraints, despite the opportunities under the EU procurement directives, Europe is aimed at innovation, despite the opportunities under the EU procurement directives. This is due to a range of factors, such as: incentives that favour low-risk solutions; a lack of knowledge and capabilities regarding successful procurement of new technologies and innovations; and a disconnection between public procurement and policy objectives. This can be better addressed through guidance and sharing of best practice, notably in the area of green public procurement. Moreover, because public procurement markets remain fragmented across Europe, procurements often fail to achieve the critical scale needed to trigger innovative investments.

Several Member States are pioneering ways to support innovation using pre-commercial procurement and approaches that adapt the successful US SBIR scheme to the EU context.²² The results have been encouraging, in particular for SMEs (although the procurements are not restricted to SMEs). If such an approach could be applied more widely and combined with joint procurement between different contracting entities, huge markets could be created that would boost innovation and new innovative businesses.

²⁰ 2004 figure

²¹ The US obliges its federal agencies by law to devote 2.5 % of their external R & D budgets to funding innovative projects by SMEs

²² Such as the UK SBIR and Dutch SBIR schemes that offer contracts to develop solutions to specific challenges identified in public services. These schemes follow the approach set out in the Commission Communication on Pre-Commercial Procurement. The US reserves part of its federal budget to support innovation through its SBIR programme with considerable success.



international interdependency, the corrosive influence of "junk science" and industry lobbying, and a broadly insufficient capacity for effective oversight. Arguably some of today's troubles are self-inflicted. After dismantling or circumscribing centralized regulatory agencies in the 1980s and 1990s, many governments handed industry the power to police itself in areas ranging from toxic emissions to financial services. The thinking was that government regulation was too burdensome and costly, and the mechanics of updating it were clunky. Delegating rule making to industry bodies would make regulation more responsive to the needs of industries that were evolving quickly and becoming increasingly global in scope. Governments were to be the "regulators of last resort"—stepping in only after self-regulation was deemed to have failed. The problem, in practice, is that most instances of industry self-regulation have deficiencies (like lax enforcement) and governments (for the most part) have

During the last forty years, governments, like corporations, applied computers to their work as each agency acquired and built data processing systems to meet their automation needs. You'd think computers might have made things better. But, in reality, old procedures, processes, and organizational forms were just encoded in software. Huge, unwieldy mainframe beasts not only cemented old ways of working, they required still greater levels of bureaucracy to plan, implement, operate, and control. But even the

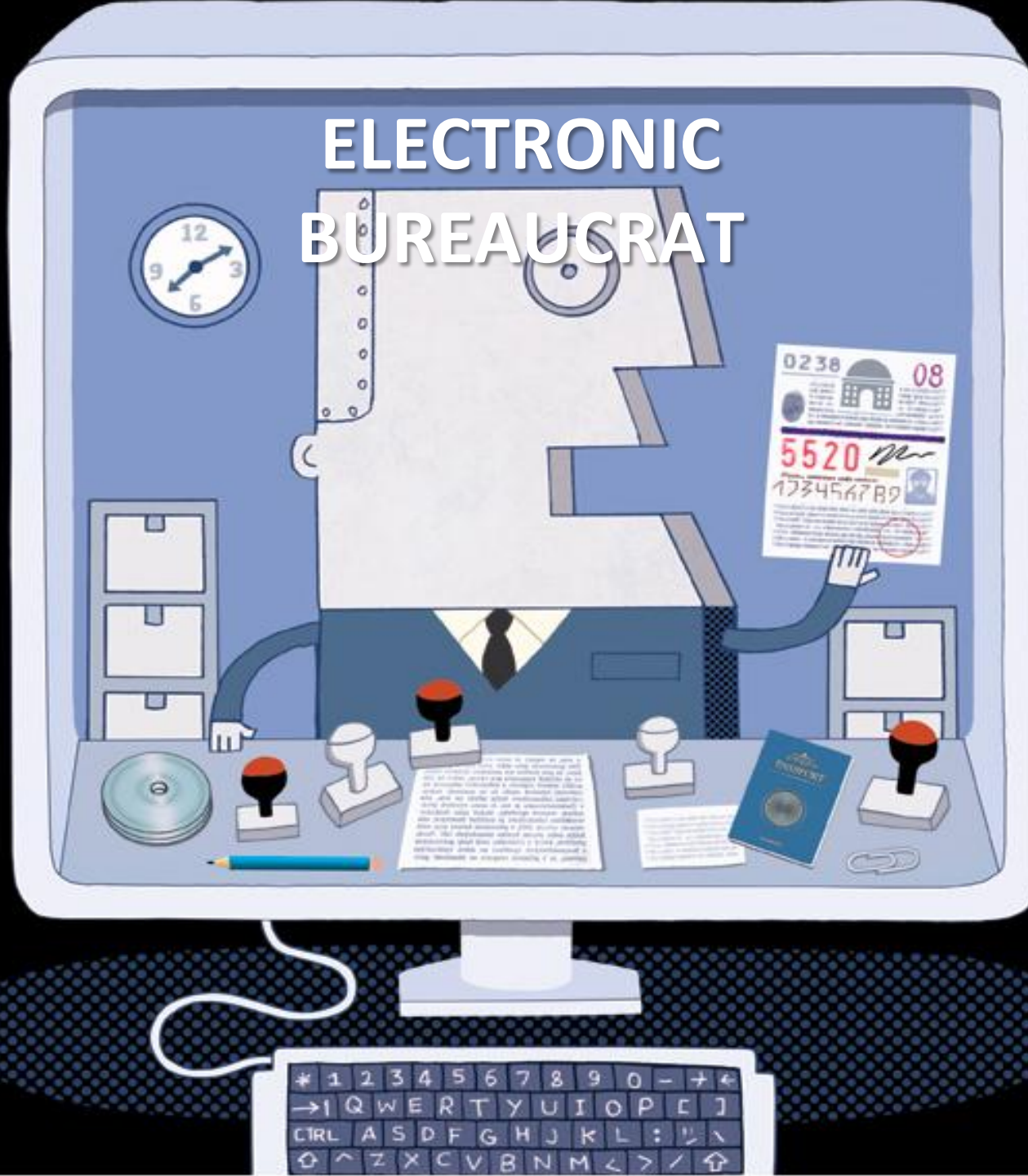
are undermining
group of trustworthy and disinterested
economy to further public objectives.

LETTING THE ONLINE CROWD PLAY WATCHDOG

So if the old model of command-and-control regulation is broken, what could replace it and how would it work? We believe effective regulation is more likely to stem from efforts that increase transparency and public participation in a broad swath of areas that affect the health of our children, families, and communities. This isn't the same as allowing a small group of powerful companies to police their own activities. Our proposal is the reverse. We say open up the regulatory process: make everything



ELECTRONIC BUREAUCRAT



Richard H. Thaler
Cass R. Sunstein

Nudge



Improving Decisions
About Health, Wealth,
and Happiness



The image shows two white towels hanging on a metal rack. Each towel has a white tag attached to it. The tag on the left has a circular hole at the top and contains text about saving the environment. The tag on the right also has a circular hole at the top and contains text about joining fellow guests in helping to save the environment, along with a statistic. In the bottom left corner, there is a small red and green logo.

**Help save the
environment.**

Please show your
respect for nature,
by reusing towels.

***Join your fellow
guests in helping
to save the
environment.***

*75% of our guests have
participated in the
towel-reuse program.*

25% more effective

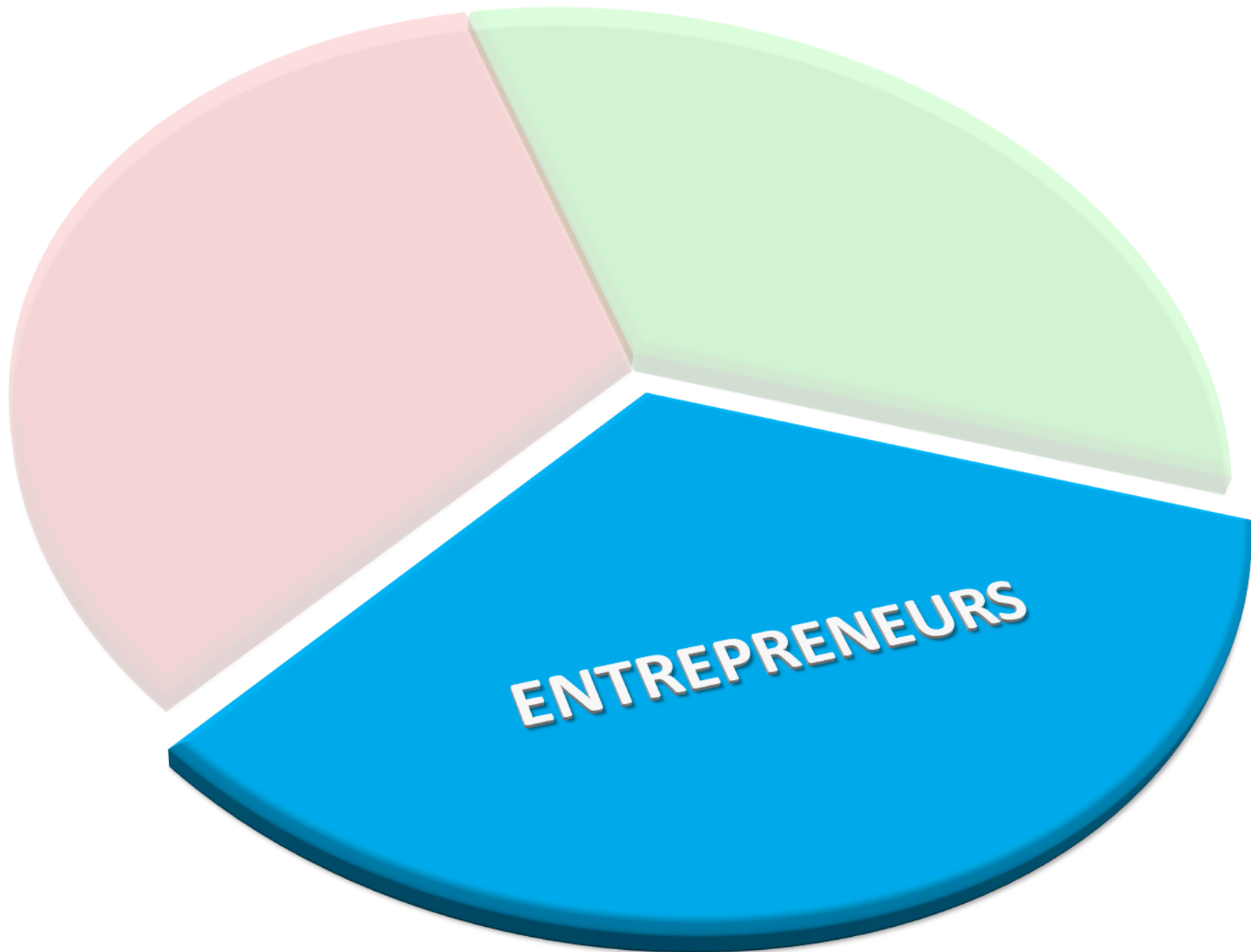
**Help save the
environment.**

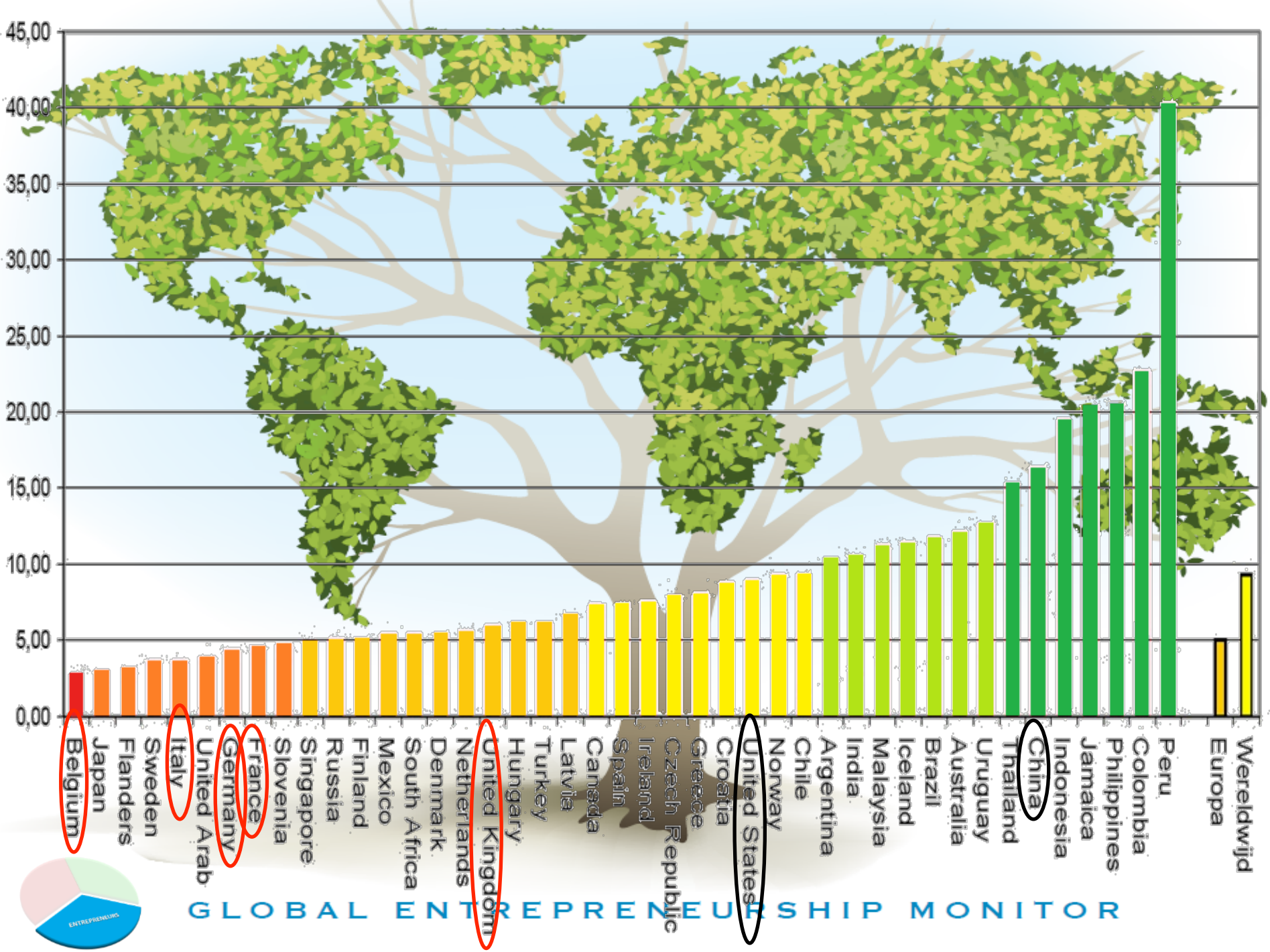
Please show your
respect for nature,
by reusing towels.

***Join your fellow
guests in helping
to save the
environment.***

*75% of our guests have
participated in the
towel-reuse program.*







Days needed to start a business

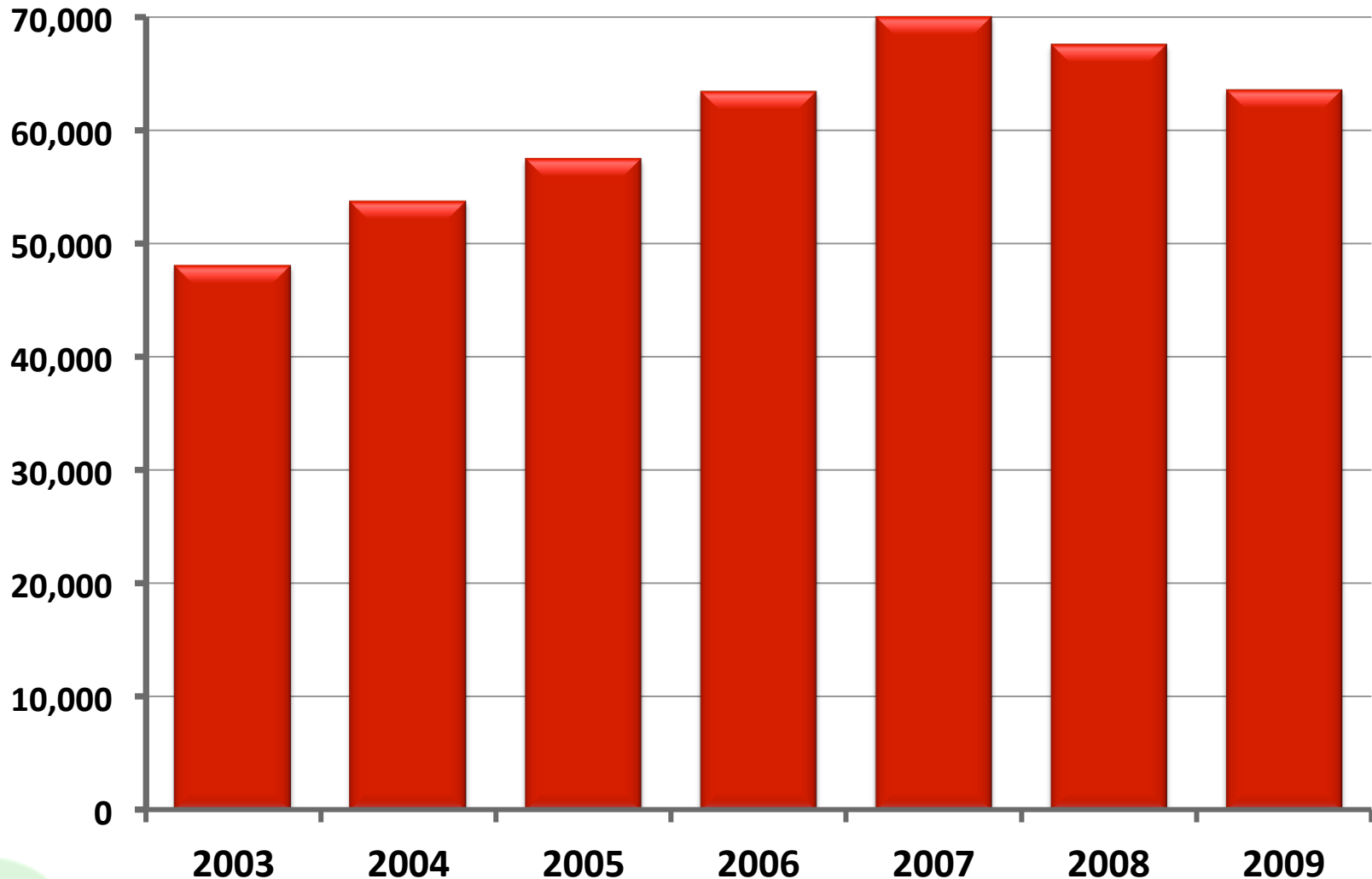
Belgium	3
Hungary	4
Denmark	6
Italy	6
Portugal	6
Slovenia	6
Estonia	7
France	7
Cyprus	8
Netherlands	8
Romania	10
Ireland	13
United Kingdom	13
Finland	14
Germany	15

Business 2011

Making a Difference

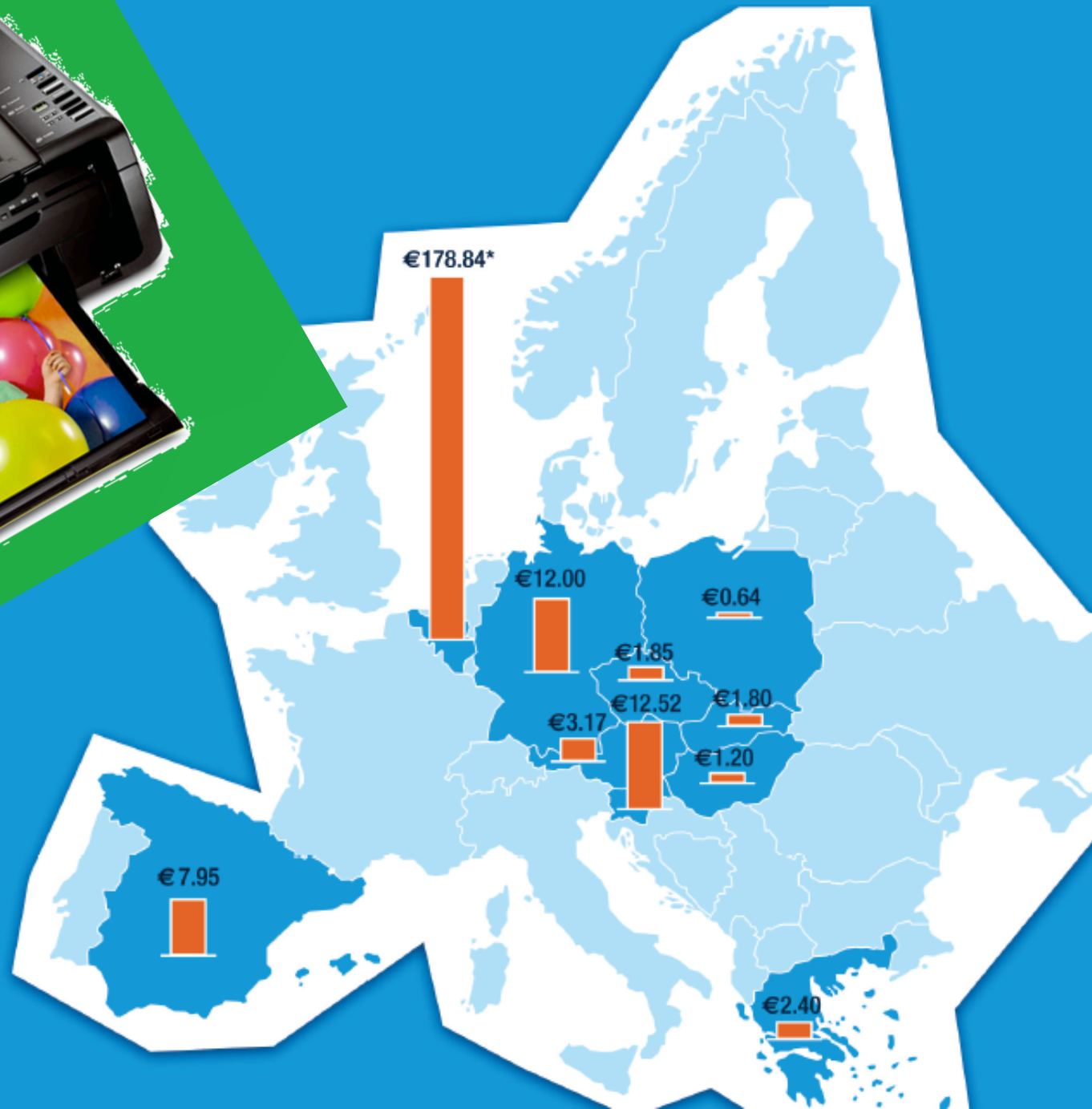


Starting entrepreneurs in Belgium

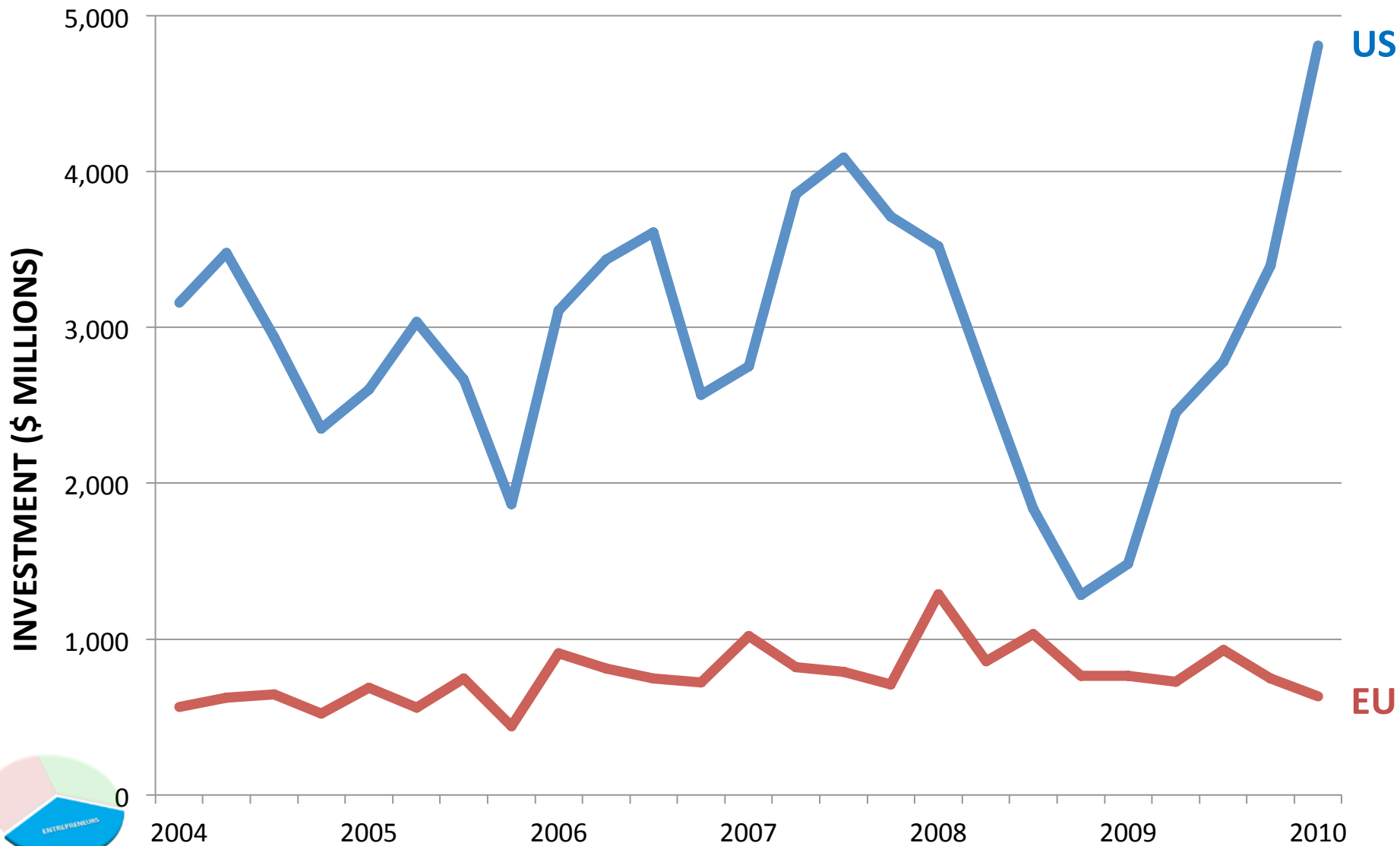


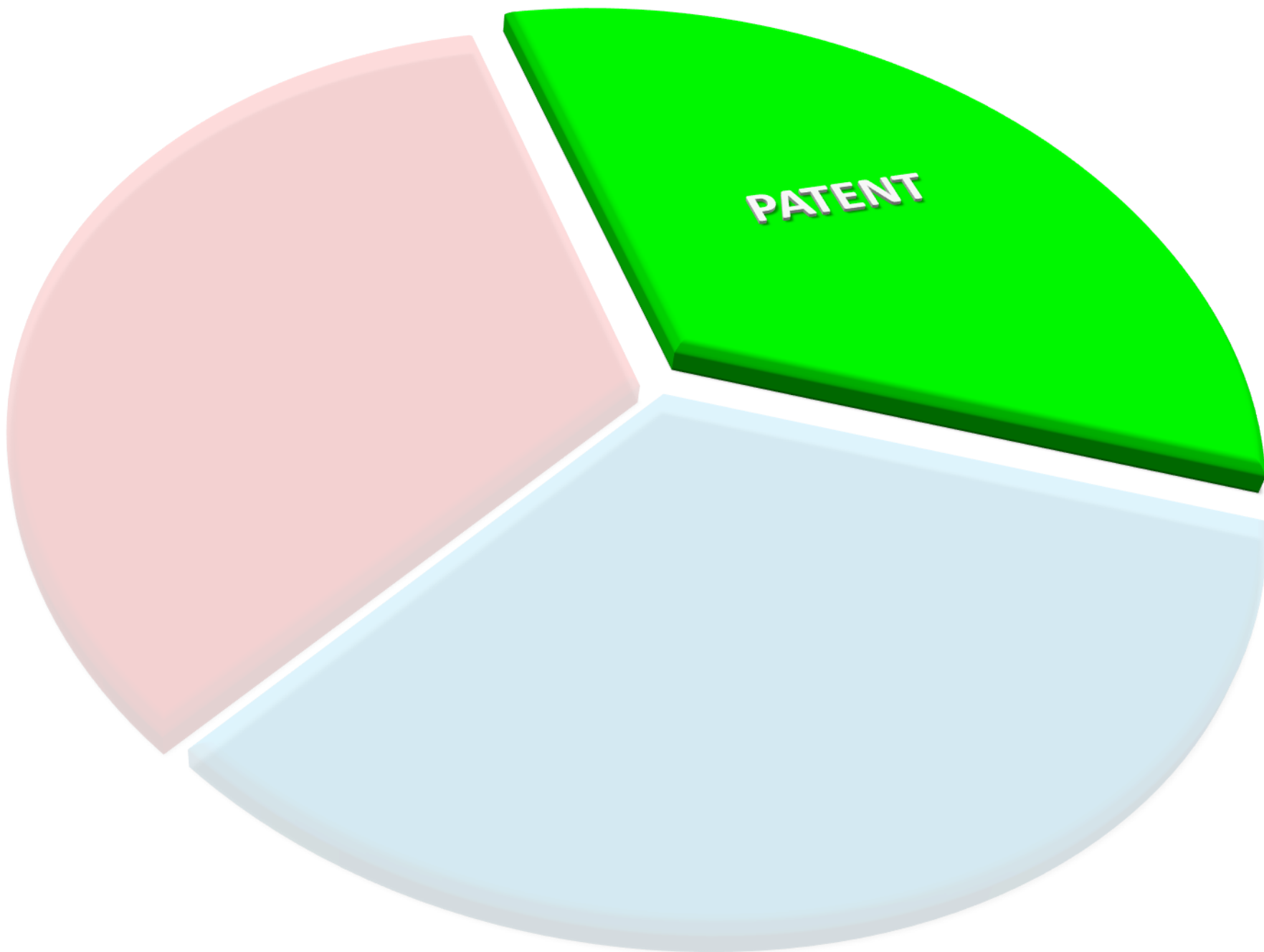






VENTURE INVESTMENTS





Statement of Mike Sax

President
Sax Software
Eugene, Oregon

Board President
Association for Competitive Technology

Testimony before the Senate Committee on Finance, Subcommittee on International
Trade, Customs, and Global Competitiveness

"International Trade in the Digital Economy"

November 18, 2010



Chairman Wyden, Ranking Member Crapo and distinguished Members of the Committee: My name is Mike Sax and I would like to thank you for holding this important hearing on international trade in the digital economy, and the role it plays in driving innovation, fostering economic growth and, most importantly, creating new jobs.

I am here today wearing two hats: In my "day job" I am an independent software developer who makes his living creating and selling software for multiple platforms. My work is based on my ability to write compelling applications and reach customers in

interest to Members of the Committee. I, like many entrepreneurs, was not born in the United States. In 1994, after feeling limited by the lethargic pace of innovation in the European Union and a difficult environment for innovators, I emigrated from Belgium to Eugene, Oregon, on an investor visa. I invested my personal savings into Oregon because I could see that the United States offered an environment where innovative

foreign laws are creating... In this discussion of innovation and exports, I think my personal story may be of some interest to Members of the Committee. I, like many entrepreneurs, was not born in the United States. In 1994, after feeling limited by the lethargic pace of innovation in the European Union and a difficult environment for innovators, I emigrated from Belgium to Eugene, Oregon, on an investor visa. I invested my personal savings into Oregon because I could see that the United States offered an environment where innovative entrepreneurs could thrive. The U.S. offered bright people willing to take risks, a strong intellectual property system that rewarded risk-takers, and a dynamic software market with low barriers to entry for start-ups.

This shortfall of our retail venture likely limits the volume of business we can do in this space.

The tale told here is clear—piracy is not just stolen sales, it stifles sales before they are made.

Fortunately, China isn't all grim tales of failure, there are a few bright spots. Mobile applications sold through stores like iTunes, Microsoft's App Marketplace and others give

But overall, small independent software developers

patent to be officially translated into each European language. The result is that obtaining and protecting a patent in Europe is at least 10 times more expensive than a United States patent (according to a 2002 GAO study)¹.

To make matters worse, the complexity and expense of the international patent system

United States patent system
To make matters worse, the complexity and expense of the international patent system can leave American inventions completely unprotected abroad. One of ACT's member companies, DigitalNow, had a similar problem. DigitalNow developed a new type of high-end film scanner for businesses to convert physical photographs into digital images. DigitalNow's scanner technology was protected by patents in the U.S. and EU, covering elements of the hardware and software, but DigitalNow's patent protection did not extend to all nations within the EU.

¹ <http://www.gao.gov/new.items/d03910.pdf>



PATENTED IN

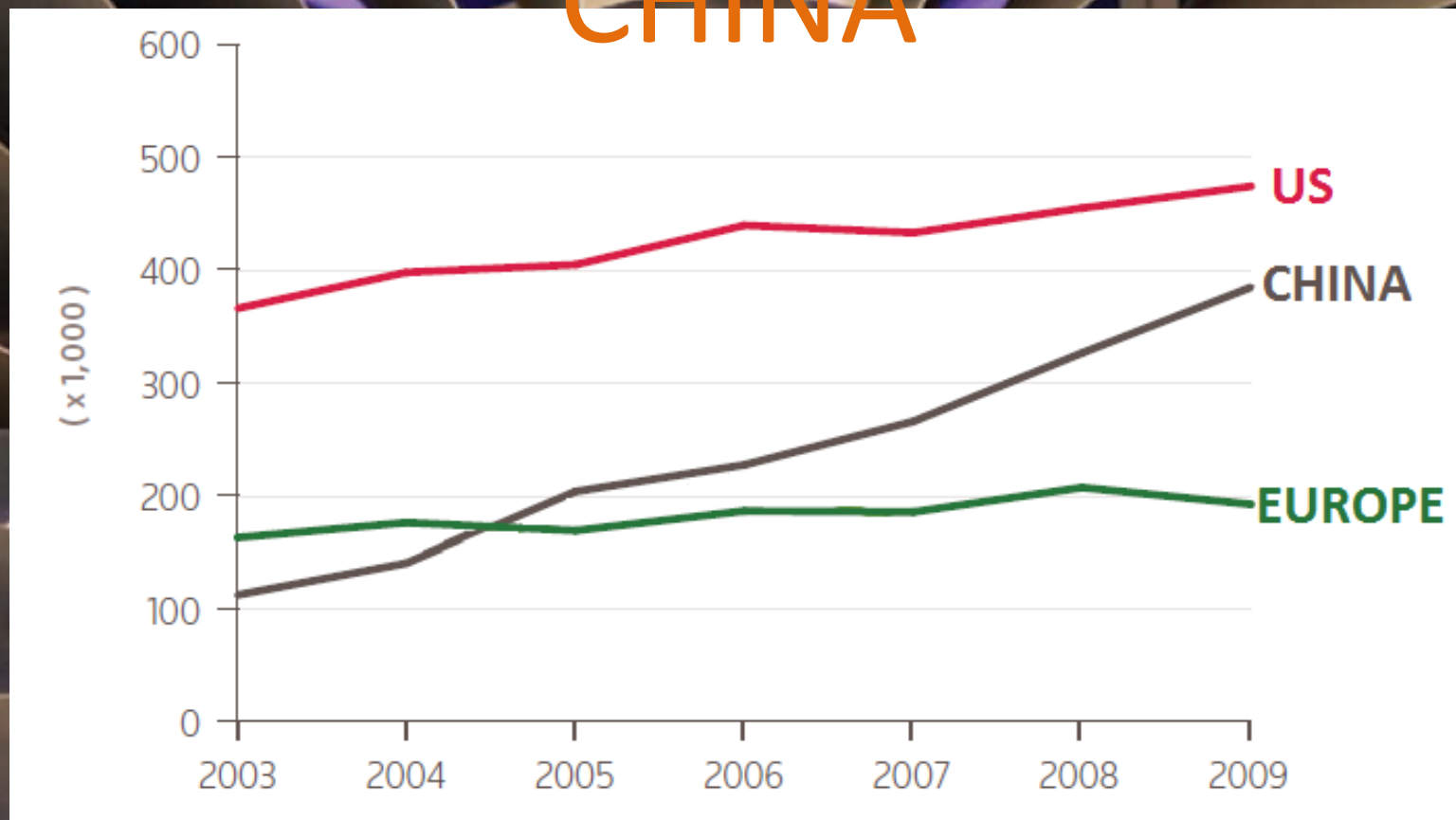
THE PRESENT AND FUTURE STATE OF INNOVATION IN CHINA





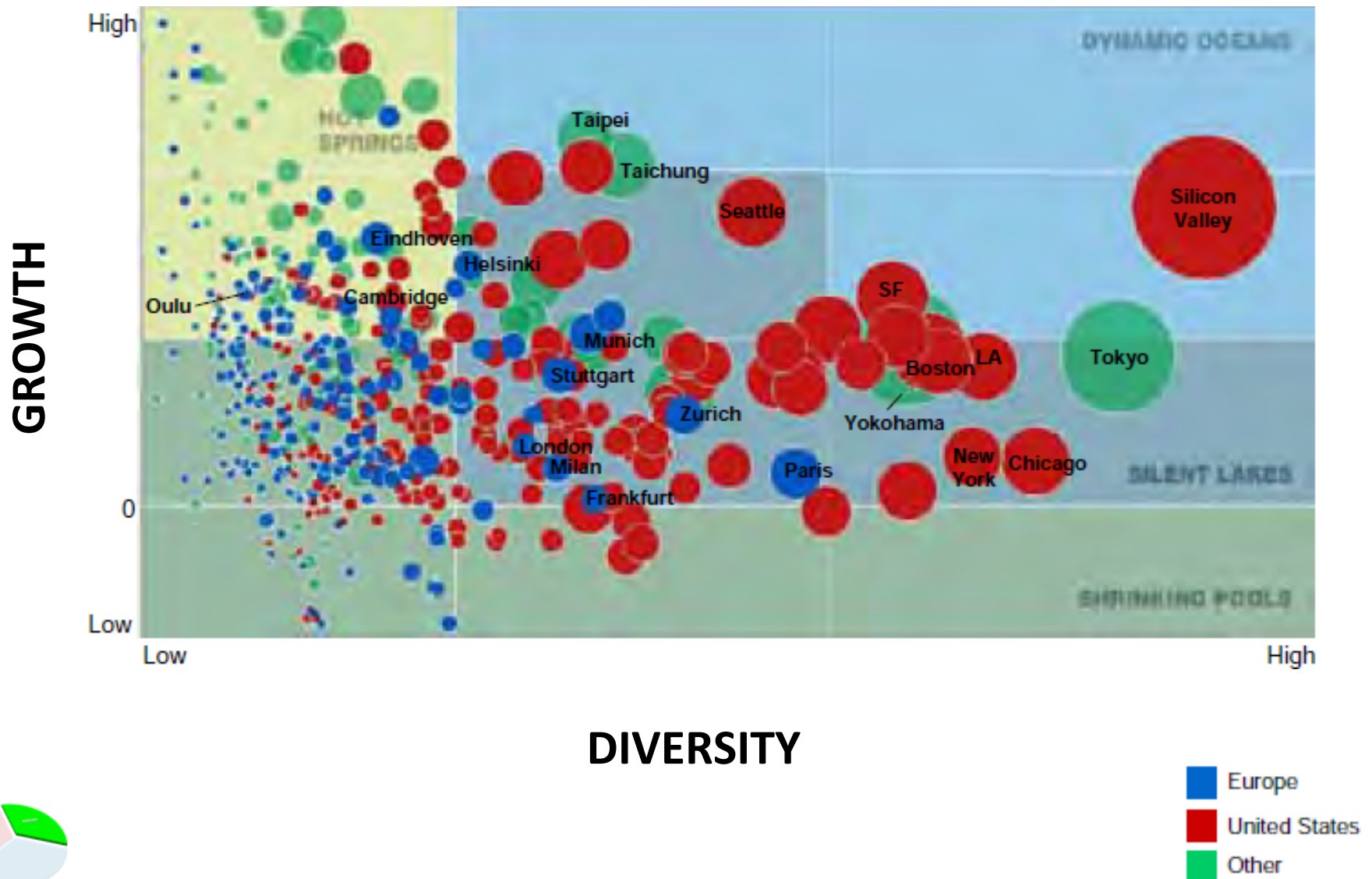
PATENTED IN CHINA

THE PRESENT AND FUTURE STATE OF INNOVATION IN CHINA



TOTAL PATENT VOLUME

McKinsey: Innovation Heat Map



Brussels, 7 December 2010

Commissioner Michel Barnier
European Commission

Dear Commissioner,

Ten years have passed since the Commission presented its proposal for a Community patent. The aim was then, and still is, the creation of a unitary patent protection to the benefit of our industry and wider economies. The discussions in Council took an important step forward with the adoption of conclusions on an "Enhanced patent system for the adoption of conclusions on the proposal for a Regulation on the

participate in the enhanced cooperation.

The scope and objectives of the **enhanced cooperation on unitary patent protection** should be based on the Commission's proposal, COM(2000) 412, for a Council Regulation on the Community patent and on the

States we expect that a large majority of the Member States will successfully conclude on the unitary patent protection. Our ten governments, therefore, requests, pursuant to Article 329 TFEU, the Commission to submit a proposal to the Council on the establishment of enhanced cooperation with regard to the creation of a unitary patent protection covering the territories of the Member States who would participate in the enhanced cooperation.

The scope and objectives of the enhanced cooperation on unitary patent protection should be based on the Commission's proposal, COM(2000) 412, for a Council Regulation on the Community patent and on the Commission's proposal on the Translation Arrangements for the EU Patent, COM (2010) 350, for a Council Regulation. As far as translation arrangements are concerned, the enhanced cooperation would rely on the existing framework of the EPO and could not be considered, to that extent, as creating a specific EU linguistic regime.





Today companies that share, exchange and cooperate are winning.
Those that stay within their own walls lose.

