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Nota di contenuto	i-mode Strategy; About the Author; Foreword to the Japanese Edition; Foreword to the English-language Edition; Contents; Color Plates; 1 Success; 1.1 IT Businesses Grow far More Than Expected or do not Grow at All; 1.1.1 The Pace Outstripped Our Expectations; 1.1.1.1 One Million in 20 Days: 50,000 New Subscribers a Day; 1.1.1.2 One-Third of All Internet Users; 1.2 i-mode: Born with a Sense of Crisis; 1.2.1 A Multidisciplinary Team; 1.2.2 Towards the Second S-Curve; 1.2.2.1 From Volume to Value; 1.3 Evolution of a Text-Based e-Mail Culture; 1.3.1 From One-Way to Interactive; 1.4 Beyond Talk 1.6.3.1 Lightness Ceased to be the Decisive Feature1.6.4 Uniquely Successful: Service Providers in Other Countries Not Doing Well; 1.7 All Eyes on DoCoMo; 2 Concepts; 2.1 Why Has Our Success in the IT Business Been so Overwhelming?; 2.1.1 It is no Longer a Telecom Age; 2.2 Differences in Platform are Meaningless; 2.2.1 Customer

Participation Boosts the Attractiveness of Services; 2.2.1.1 Customers and Service Providers are in the Same Team - That is Internet Thinking; 2.2.2 Alliances Create New Markets; 2.2.3 Opportunities for Existing Businesses; 2.3 Why is the Win so Overwhelming? 2.4 Life Today: Complex Systems2.4.1 Self-Organization in Geese; 2.4.2 Evaluating a Service in Terms of the Service as a Whole; 2.4.3 One Technology Cannot Lead a New Service; 2.4.4 DoCoMo's Role is to Coordinate the System as a Whole; 3 Practice; 3.1 Most People are Conservative; They Reject What Seems too New; 3.1.1 There Will be a 'Wallet PC' Someday; 3.1.1.1 Add-Ons Stimulated the Appetite to Develop; 3.1.1.2 One Industry Alone Could not do It; 3.1.2 How to Kick-Start the Process?; 3.1.2.1 Language Selection: A Keystroke; 3.1.2.2 Our De Facto Standard Technology Lures Content 3.1.2.3 A Lesson from a US Study3.1.2.4 Kindergarten English? or French?; 3.1.2.5 Thousands of Ringtones in No Time; 3.1.2.6 Unusual Phones do not Sell; 3.1.2.7 It's a Mobile Phone, Stupid; 3.1.2.8 Using Existing Web Servers; 3.1.2.9 Minimizing the Need to Change Systems; 3.1.3 A Business Concept That Attracts Partners in Doves; 3.2 DoCoMo's Role: Two Points Only; 3.3 Sharing the Revenues Matters; 3.4 Keep Service Providers Motivated; 3.4.1 Four Conditions for Attractive Content; 3.4.2 Nationwide Meetings Help Develop an Eye for Content; 3.5 What is Internet-Style Marketing? 3.5.1 The Concept Behind the Commercial with Hirose

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#### Sommario/riassunto

First introduced in 1999, i-mode was the world's first smart phone for Web browsing. The i-mode wireless data service offers color and video over a variety of handsets. Its mobile computing service enables users to do telephone banking, make airline reservations, conduct stock transactions, send and receive e-mail, play games, access weather reports and have access to the Internet. It can offer a wide array of websites from internationally known companies such as CNN to very local information. In Japan, the number of i-mode users is close to a sensational 13 million. This means that 10% of

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