

**Case Title:** Grok: Action Intelligence for Fast Data

**Unique ID:** MHE-FTR-025-1259927628

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**Abstract:** Jeff Hawkins, founder of Palm Computing, wants software that “thinks” like the human brain. His latest company, Grok, has developed “Hierarchical Temporal Memory” (HTM), a cutting-edge pattern-recognition software that functions as the human brain does. Hawkins struggles with how to license Grok’s software while protecting Grok’s intellectual property. He must also balance moving his research forward with creating a profit and sustaining his company. Hawkins, who doesn’t want to lose control of this company like he lost control of Palm Computing, must decide what strategic alliances to make or not make to ensure that his dream of making computers “more human” becomes reality.

**Concepts:** Mission/Vision, Strategic Planning, Competition, Internal Analysis, Innovation, Technology, Strategic Alliances, Organizational Structure, Strategic Leadership

**Context:**

- Protagonist: Jeff Hawkins, Founder
- Country: USA
- Sector: Computer Software
- Company Employee Count: <50
- Company Revenue: N/A
- Ticker Symbol: N/A (private)
- Event Year Begin: 2013
- Event Year End: 2013

**Teaching Note:** Available