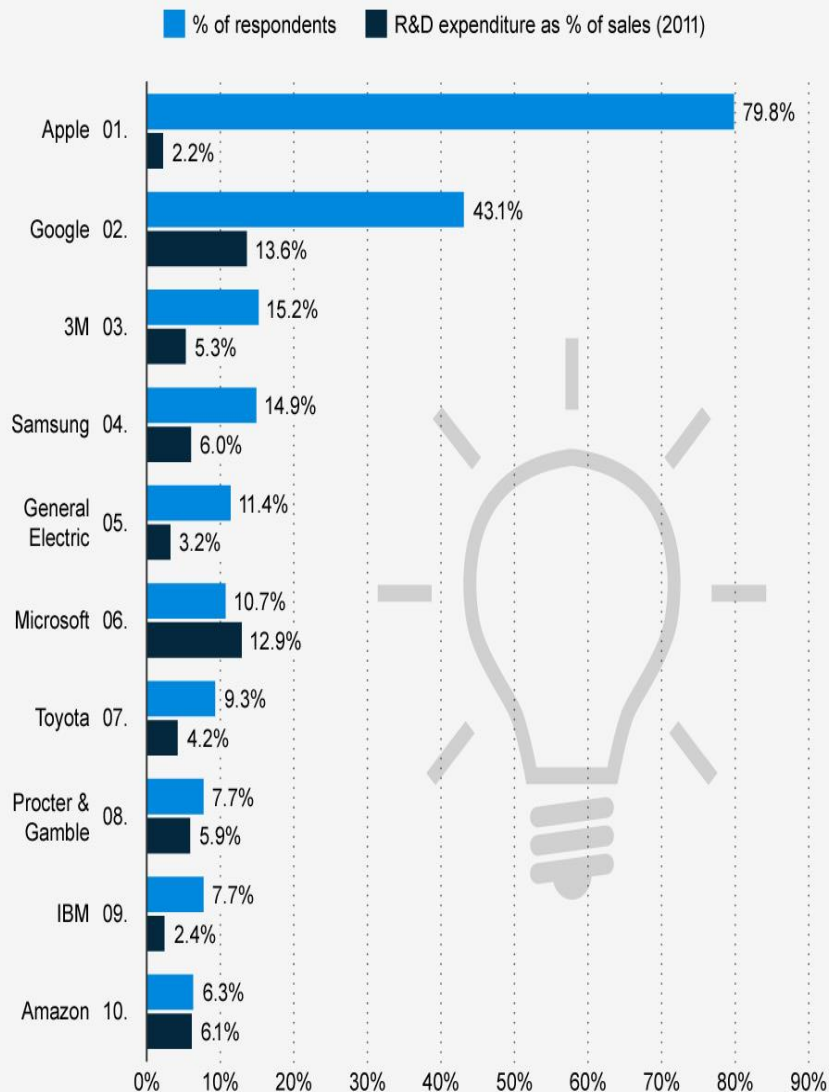


# The world's most innovative companies

# Apple Voted Most Innovative Company by R&D Pros

Percentage of respondents who named these company as one of the three most innovative in the world\*



\* Ranking is based on a survey among 700 high-level R&D professionals

- 1 Apple**  
For walking the talk
- 2 Facebook**  
For 800 million reasons to share
- 3 Google**  
For expanding its hit lineup
- 4 Amazon**  
For playing the long game
- 5 Square**  
For making magic out of the mercantile
- 6 Twitter**  
For amplifying the global dialogue
- 7 Occupy Movement**  
For embodying all the traits that make a Fast Company
- 8 Tencent**  
For fueling China's Internet boom--and boldly moving West
- 9 Life Technologies**  
For speeding up genetic sequencing
- 10 SolarCity**  
For brightening up the sun-power business
- 11 HBO**  
For being the only TV network to delight with digital
- 12 Southern New Hampshire University**  
For relentlessly reinventing higher ed, online and off
- 13 Tesla Motors**  
For boosting the art and technology of electric vehicles
- 14 Patagonia**  
For selling more by encouraging customers to buy less
- 15 NFL**  
For stoking insatiable, year-round demand for professional football
- 16 National Marrow Donor Program**  
For matching technology with critical transplant needs
- 17 Greenbox**  
For inventing the next-generation Chinese fashion brand
- 18 Jawbone**  
For rocking the mobile lifestyle
- 19 Airbnb**  
For turning spare rooms into the world's hottest hotel chain
- 20 72andSunny**  
For winning at the intersection of Hollywood and Madison Avenue
- 21 Siemens AG**  
For its R&D ambitions in energy, transportation, and health care
- 22 Dropbox**  
For transforming file storage into a very big business
- 23 Kiva Systems**  
For turning squat robots into e-commerce giants
- 24 Starbucks**  
For infusing a steady stream of new ideas to revive its business
- 25 Genentech**  
For making targeted, genetics-based cancer therapies
- 26 LegalZoom**  
For bringing tech and accessibility to the hidebound legal industry
- 27 Tapjoy**  
For driving advertiser engagement in a million-app world
- 28 Polyvore**  
For turning everyone into a fashion editor
- 29 Red Bull Media House**  
For showing what it really means to transform yourself into a media brand
- 30 LinkedIn**  
For making itself useful even when you're not job searching









01\_

The Palo Alto prototype lab



02\_

A functional prototype



03\_

Building the Prada dressing rooms



04\_

Full-scale prototype of Acela train car



05\_

A display of prototypes



06\_

Nonworking Handspring Edge models

**IDEO**



07\_

Seeing how it feels



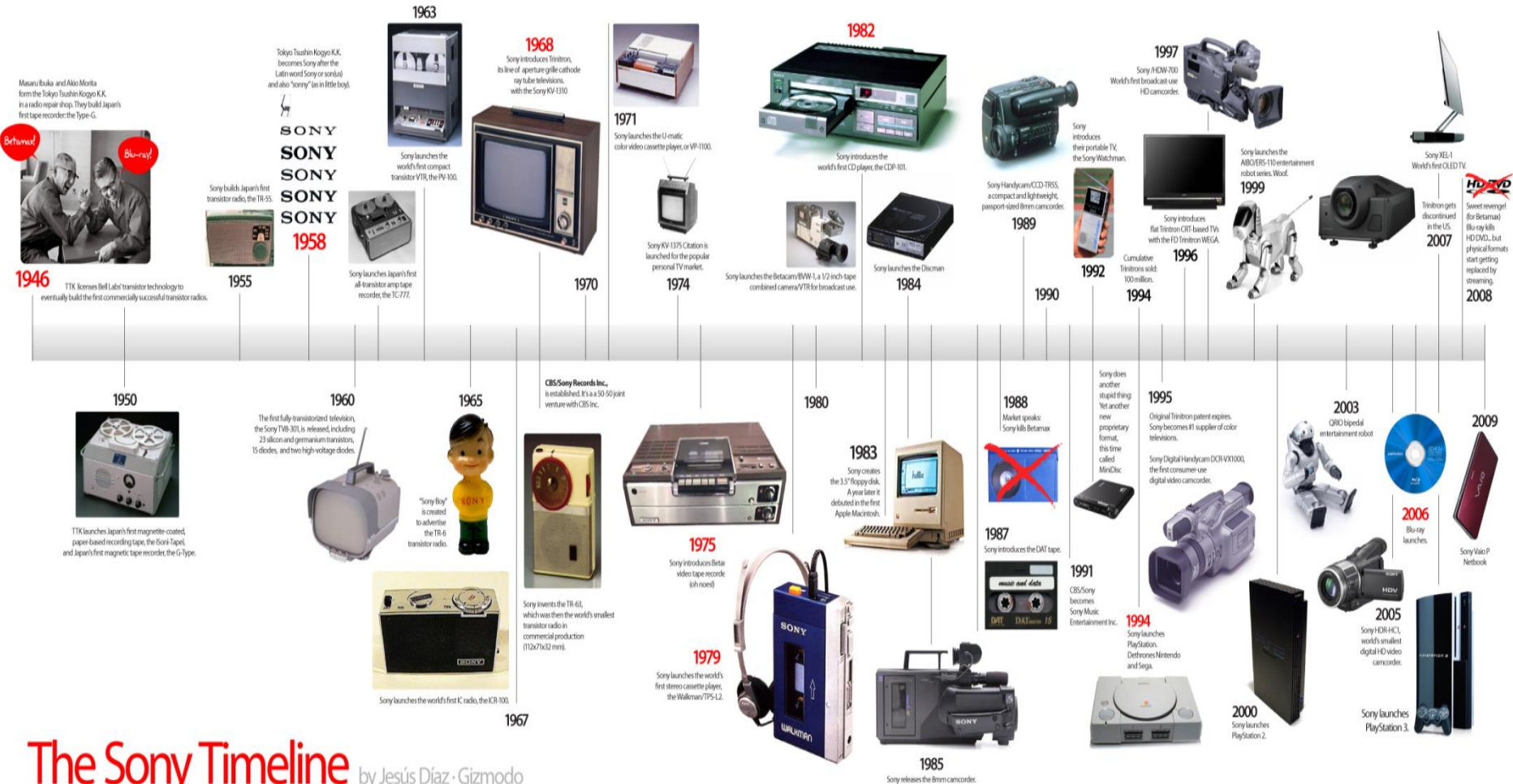
08\_

A prototype is worth 1000 drawings









## The Sony Timeline by Jesús Díaz · Gizmodo

Masaru Ibuka and Akio Morita form the Tokyo Tsushin Kogyo K.K. in a radio repair shop. They build Japan's first tape recorder: the Type-G.



1946

TTK licenses Bell Labs' transistor technology to eventually build the first commercially successful transistor radios.

Tokyo Tsushin Kogyo K.K. becomes Sony after the Latin word Sony or son(us) and also "sonny" (as in little boy).



SONY  
SONY  
SONY  
SONY  
SONY

1958

Sony builds Japan's first transistor radio, the TR-55.



1955



Sony launches Japan's first all-transistor amp tape recorder, the TC-777.



Sony launches the world's first compact transistor VTR, the PV-100.

1963

1968

Sony introduces Trinitron, its line of aperture grille cathode ray tube televisions, with the Sony KV-1310.



1970

1950



TTK launches Japan's first magnetite-coated, paper-based recording tape, the iSoni-Tape, and Japan's first magnetic tape recorder, the G-Type.

1960

The first fully-transistorized television, the Sony TV8-301, is released, including 23 silicon and germanium transistors, 15 diodes, and two high-voltage diodes.



1965



"Sony Boy" is created to advertise the TR-6 transistor radio.

CBS/Sony Records Inc., is established. It's a 50-50 venture with CBS Inc.



Sony invents the TR-63, which was then the world's smallest transistor radio in commercial production (112x71x32 mm).



Sony launches the world's first IC radio, the ICR-100.

1967

# The Sony Timeline

by Jesús Díaz · Gizmodo



**1971**

Sony launches the U-matic color video cassette player, or VP-1100.



Sony KV-1375 Citation is launched for the popular personal TV market.

**1974**



**1982**

Sony introduces the world's first CD player, the CDP-101.



Sony Handycam/CCD-TR55, a compact and lightweight, passport-sized 8mm camcorder

**1989**



Sony launches the Betacam/BVW-1, a 1/2-inch-tape combined camera/VTR for broadcast use.



Sony launches the Discman

**1984**

**1990**

50 joint



**1975**

Sony introduces Betar video tape recorder (oh noes!)

llest

**1979**

Sony launches the world's first stereo cassette player, the Walkman/TPS-L2.



**1980**

**1983**

Sony creates the 3.5" floppy disk. A year later it debuted in the first Apple Macintosh.



**1988**

Market speaks: Sony kills Betamax



**1987**

Sony introduces the DAT tape.

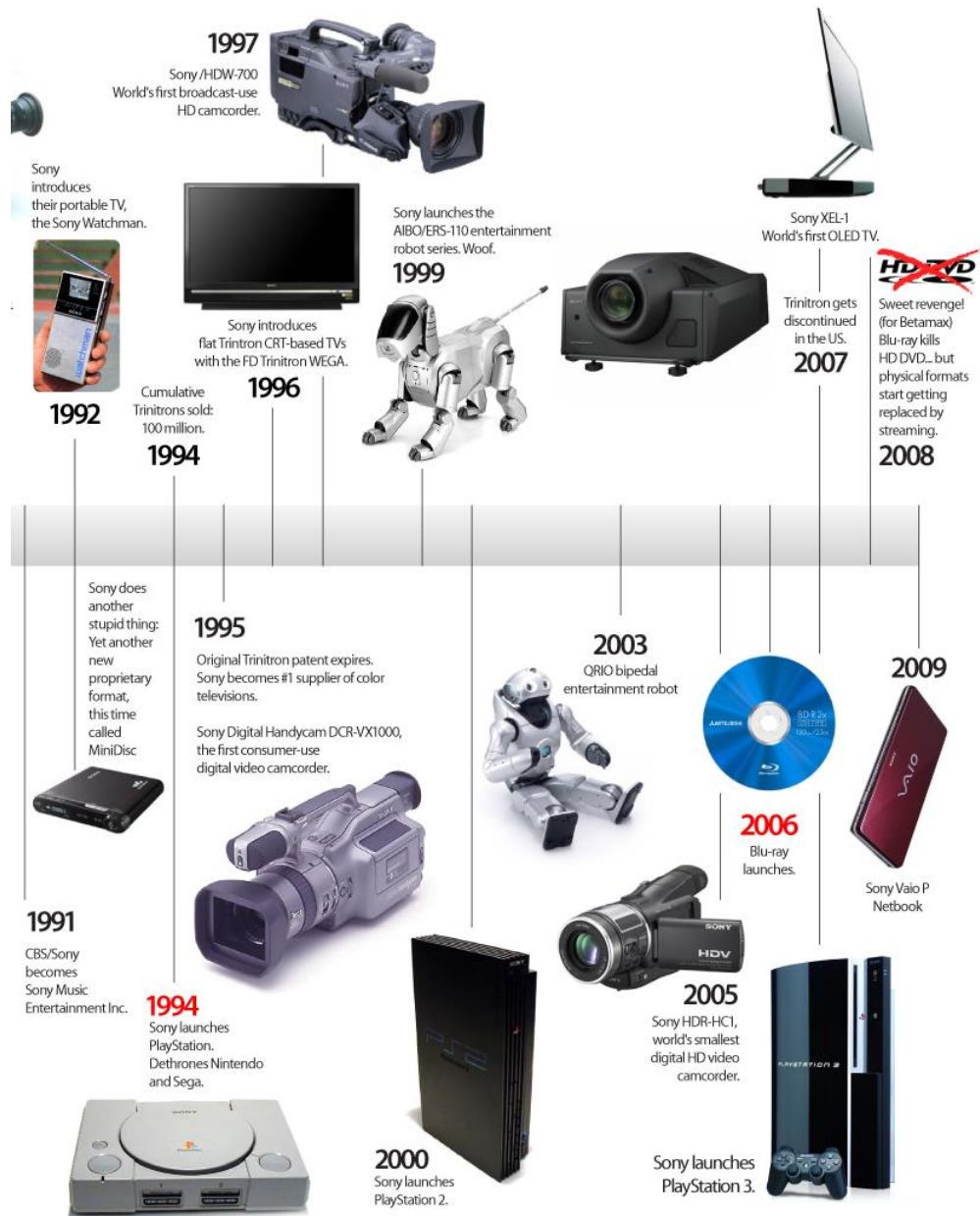


**1985**



Sony releases the 8mm camcorder.





# PlayStation 4

Coming end of 2013

Kratos

Most Popular first Party character on PlayStation.



## All new DUALSHOCK Controller

two high-sensitive cameras



touch pad

aware of controller position



highly sensitive six-axis sensor

## Gran Turismo 5

Top selling PS3 Game.  
7.3 Million units sold.



309,49 million PS consoles sold



- △ 120.49 PlayStation
- 150 million PlayStation 2
- × 57 million PlayStation 3

The first controller, colored in the original gray.



New, black colored design for the PS2 controller



The wireless PlayStation controller was introduced



Completely re-designed DUALSHOCK 4-Controller for the PS4



PS

🇯🇵 December 3, 1994  
🇺🇸 September 9, 1995

PS2

🇯🇵 March 4, 2000  
🇺🇸 October 26, 2000

PS3

🇯🇵 November, 11 2006  
🇺🇸 November, 17 2006

PS4

🇯🇵 End of 2013  
🇺🇸

<http://sonyps4.com/>  
Coming end of 2013

#DRIVECLUB

77



## *Summary*

# Characteristics of a Creative Climate

- An enjoyment in experimenting with new ideas
- A trustful management that does not over-control
- Considerable communication with outsiders
- Open channels of communication
- A willingness to accept change
- Little fear of negative consequences for making a mistake
- Selection and promotion of employees based on merit
- Sufficient financial, managerial, human, and time resources for accomplishing goals