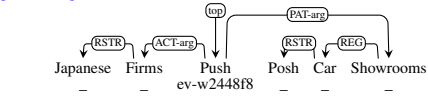
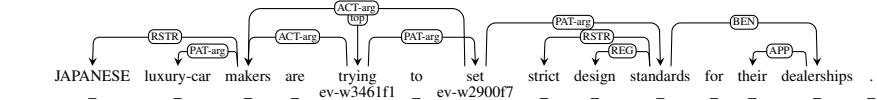


Document 2111

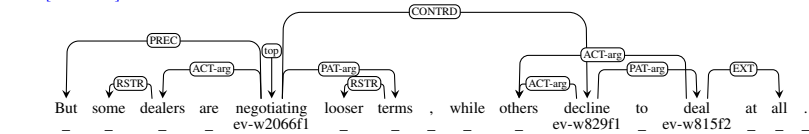
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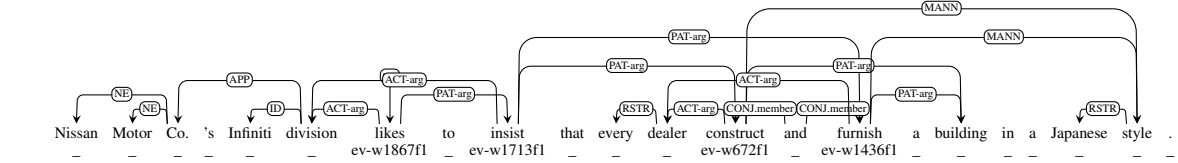
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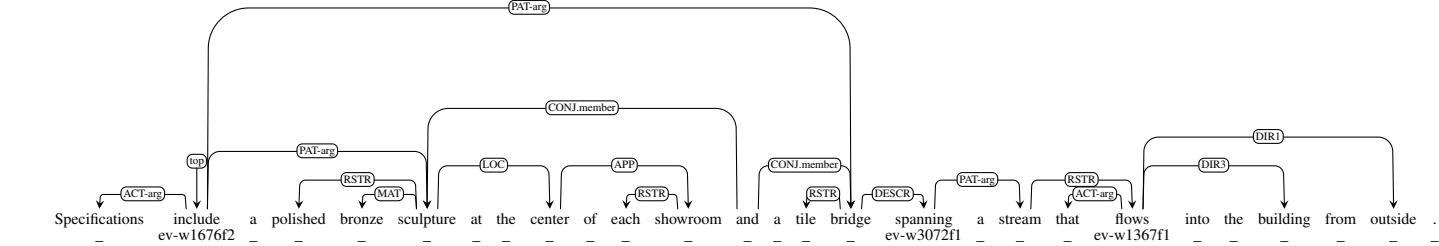
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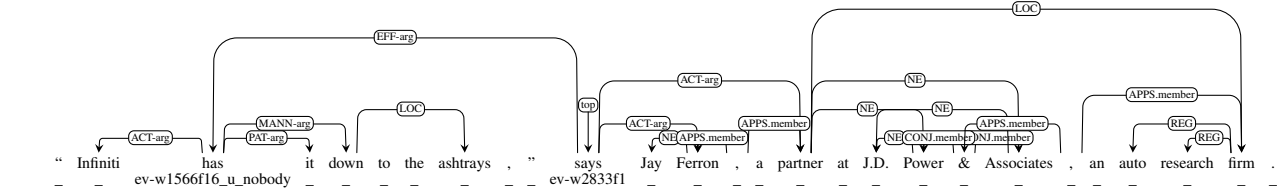
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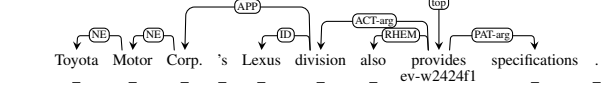
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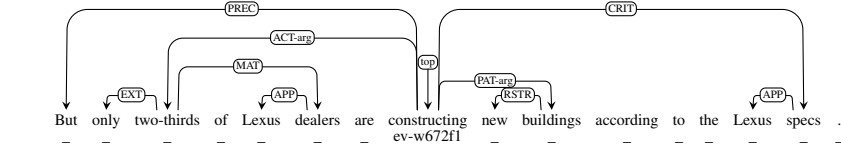
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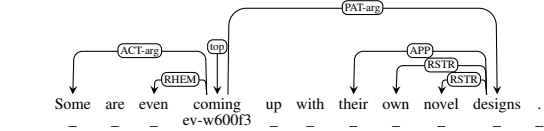
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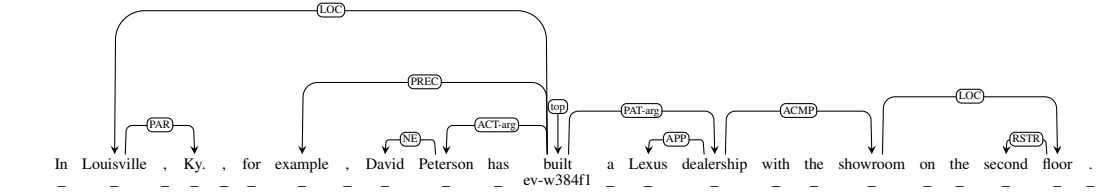
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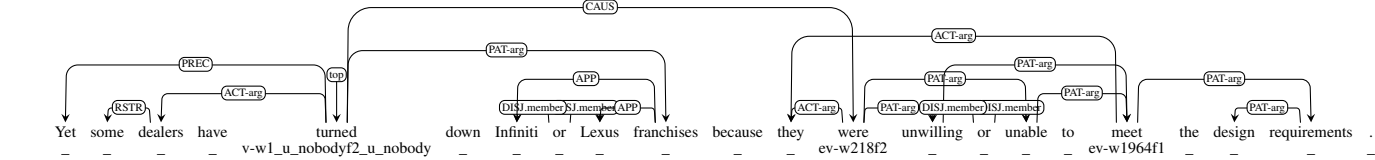
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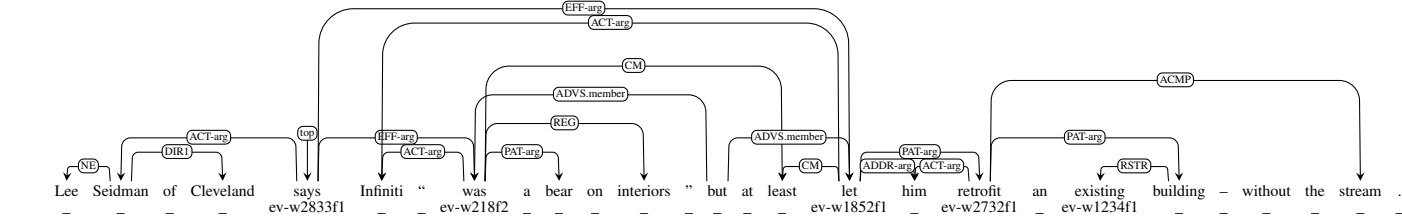
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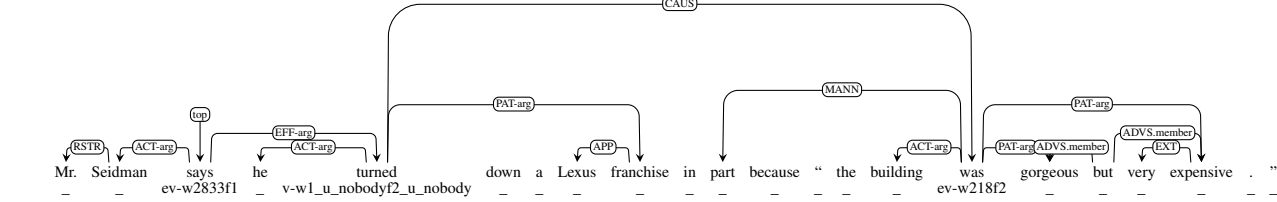
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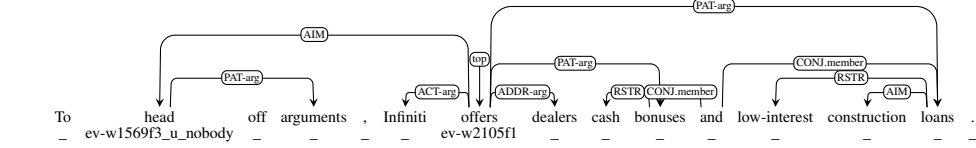
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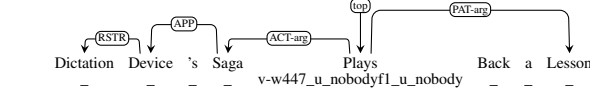
[22111013]



[22111014]



[22111015]



[22111017]

That ev-w218f2 the lesson offered ev-w2105f1 through one case study featured in a design exhibit .

[22111019]

Blocked by patent protection from following suit , Dictaphone decided to go a step further and cut the cassette in half again down to the length of a paperclip .

[22111020]

By 1979 , designers and engineers at Dictaphone , a Pinney Bowes subsidiary , had produced a working model of a " picocassette " recorder .

[22111021]

By 1982 , however , the patent status of the Lanier microcassette had changed , permitting Dictaphone to develop its own competitive micro system , which it did .

[22111022]

Marketing and sales departments then urged abandonment of the pico project .

[22111023]

But others said pico should proceed .

[22111024]

Both were right .

[22111025]

Dictaphone went ahead and introduced the pico in 1985 , but it has n't sold well .

[22111026]

To date , says Emil Jachmann , a Dictaphone vice president , it has " broken even or shown a small loss . "

[22111027]

Nevertheless , the device has been successful in other ways .

[22111028]

It helped Dictaphone attract better engineers , and it provided new technology for other company products .

[22111029]

The picocassette recorder also helped transform the company 's reputation from follower to leading-edge innovator .

[22111031]

Dictaphone 's picocassette recorder is one of 13 case studies in the TRIAD Design Project , sponsored by the Design Management Institute of Boston and Harvard Business School .

[22111032]

The studies are on exhibit at Harvard this month and will travel to Chicago 's Institute of Design and the University of California at Berkeley .

[22111033]

A Rake 's Progress Means Branching Out

[22111034]

