

FAST COMPANY

Generation FLUX

FAST COMPANY

New York Weather ☆

Expect dry
conditions over
the next six
hours

TRUPOINTSM

Yesterday

Right Now

Today

Hourly

Tomorrow

Weekend

5 Day

10 Day

First Day of Spring

Monthly

Video Forecast

Map

Forecasts ⚙

Boat & Beach

Ski

Home & Garden

My 5 Day Forecast Updated: Mar 11, 2013, 7:19am EDT

Today Mar 11	 Cloudy	49° 45°F	CHANCE OF RAIN: 20%	WIND: SSE at 11 mph	Details
Tue Mar 12	 Rain	55° 38°	CHANCE OF RAIN: 90%	WIND: S at 16 mph	Details
Wed Mar 13	 Partly Cloudy	50° 32°	CHANCE OF RAIN: 10%	WIND: W at 12 mph	Details
Thu Mar 14	 Partly Cloudy	38° 27°	CHANCE OF PRECIP: 10%	WIND: NW at 17 mph	Details
Fri Mar 15	 Mostly Sunny	43° 33°	CHANCE OF RAIN: 10%	WIND: WNW at 15 mph	Details

iPhone Envy: A Feature-by-Feature Breakdown

FAST COMPANY

MAY 2007

“IF YOU SELL YOUR COMPANY, THAT IS THE EXIT.
THAT’S JUST NOT HOW WE THINK ABOUT IT.”

—MARK ZUCKERBERG
Founder, Facebook

THE KID WHO TURNED DOWN \$1 BILLION

Why Facebook’s
22-Year-Old CEO,
MARK ZUCKERBERG,
Spurned
Yahoo & Viacom
to Go It Alone

SELLING
AUTHENTICITY:
BMW, NIKE,
STARBUCKS
& MORE

INNOVATION
SCOUTS
AT **EBAY**

WHY
HOLLYWOOD
BACKS THE
WRONG
MOVIES



WHY FACEBOOK AND TWITTER ARE NOT MOST INNOVATIVE COMPANIES

→ The simplest reason Facebook and Twitter are not on this year's Most Innovative Companies list: Neither produced innovations worth celebrating. A spot on MIC, as we call it, is not a tenured position. Every year, we assess innovation and the impact of those initiatives. In the history of our list, fewer than one-third of the companies return from one year to the next. This year, only seven are consecutive honorees, an indication of how more companies in more corners of the world are innovating to seek a competitive edge, with the stakes only getting higher.

Facebook and Twitter deserve special comment because they have been among the rare perennials, and their recent moves reveal two companies engaging in innovation's evil twin: short-term thinking at the expense of long-term value. Facebook's most notable product achievement in 2012 was Poke, a facsimile of Snapchat, the trendy-with-teens (and sexters) photo app. Poke stumbled almost immediately. In fact, Facebook has made a cottage industry out of chasing hot Internet services (Pinterest and Yelp included), instead of developing new ideas to delight its billion users. Similarly, Twitter's product strategy feels wholly defensive. Its most notable new feature is photo filters, a plainly unoriginal addition.

Both companies have turned their focus away from users and toward shareholders to get bigger, not better. Revenue is great, but not at the expense of the product. Twitter's focus on improving ad revenue requires a consistent experience across the web, smartphones, and tablets, so it forced its once-elegant mobile app to conform to a clunky desktop look, because that model works best for advertisers. That's the exact opposite of how product development is supposed to go.

Facebook, facing the strain of a tumbling stock price last summer, has transformed the implicit understanding of the site—my posts will be seen by those who want to see them—into an advertising opportunity. It freely admits that only a small percentage of posts make it to friends and fans, but it can fix that if you buy ads. To compound mat-



	FACEBOOK	TWITTER
2012 mission	Reignite revenue growth, particularly via mobile, after May 10, across Wall Street	Make enough money to start justifying its \$1 billion valuation
Worst moment	Proudly touting that CEO Mark Zuckerberg helped code Poke, its copy of the teen sexting app Snapchat	Kicking a journalist off Twitter for heckling NBC, its Olympics coverage partner
Telling sign of users' discontent	The name of Facebook users posting a copyright notice in their feeds because they don't trust what the service might do with its content	The flight of many longtime Twitterers to App.net, a subscription-based, ad-free Twitter alternative
Instagram-related backlash	Rewriting Instagram's terms of service to state clearly that Facebook can use your photos in ads	Access shut off to Instagram, so users can't see Instagram photos within Twitter and can't find Twitter friends on Instagram
ickiest advertising product	Charging individuals \$7 to ensure that life events (like getting engaged) are seen by all friends	Let's brands target ads by specifying users who it thinks are relevant to the product
Where you'll find its disaffected users	Paris	Tumblr

ters, Facebook's aggressive mucking with its privacy policies has bred a deep distrust of how the company uses the content shared on Facebook (and Instagram) among a significant, vocal segment of its users.

Neither service is a lost cause. Yet. But both would be well served to revisit what made them special in the first place: engaging with peers, not merely consuming content from brands and celebrities; being a creative platform for developers; and championing social media where users, not advertisers, call the shots. —David Lasky

FAST COMPANY

NOVEMBER 2011

THE GREAT TECH
WAR OF 2012:

Look Out,
Facebook,
Google,
Amazon...

WHY
APPLE
WILL WIN



25

Biggest
Business
Risks

Visa's
Secret
Security
Complex

Virgin vs.
LinkedIn

Return
of the
Bubble
Boy

Apple Chairman
Steve Jobs

17

Samsung

FOR ELEVATING IMITATION
TO AN ART FORM

→ Let's just say it: Samsung is a copycat. This may be disputed, subject to appeal, void where prohibited, and so on—but after last August's \$1 billion judgment by a California jury, we can say without fearing a libel suit that in developing its Galaxy smartphones, Samsung stole design elements from Apple's iPhone. Sure, the "stolen goods" were for comically insignificant elements that perhaps didn't deserve patent protection to begin with: One was for icons with rounded corners while another was for the iPhone's rectangular shape. If Samsung had gone with an oval phone and sharp-cornered icons, perhaps all this litigation could have been avoided.

But in a 2010 memo, Samsung mobile chief JK Shin did encourage his designers with the phrase, "Let's make something like the iPhone." So feel free, if you must, to shake your head, sigh, and chalk up the Korean conglomerate's sudden, remarkable success to the business equivalent of cheating on a grade-school spelling test. Bad, Samsung!

Now that that's out of your system, here's why Samsung should be lauded rather than loathed. When you boil it down, the electronics giant built upon an existing innovation,

the iPhone, to produce a more-advanced, better-selling product. In the process, it transformed itself from a bit player with just 3% of the smartphone market into the market leader.

Samsung engages in a lightly discussed, underappreciated variety of creativity known as "focused innovation." Oded Shenkar, a professor at Ohio State University and the author of *Copycats*, defines it thus: "Basically, you try to innovate where you have an advantage and imitate everywhere else." So Samsung built a user interface similar to that of the iPhone but gained its real edge by improving one of Samsung's core strengths: producing big, beautiful screens. In fact, beginning with the company's entry into the semiconductor business, Samsung has cultivated an ability to quickly study, imitate, and, where appropriate, improve upon competitors' products. In an age when information flows freely and contract manufacturers can pump out millions of new devices in a matter of weeks, that skill may be the most underrated in business.

Samsung's strategy—Shenkar dubs it an "innovative imitator"—may lack a certain artistry, but it's also a path set by Steve Jobs himself, who in a 1996 interview said, "Picasso had a saying, 'Good artists copy, great artists steal.' And we have always been shameless about stealing great ideas." For the iPod, Jobs and Apple borrowed liberally from long-forgotten pioneers such as Diamond Multimedia and Creative Labs; in designing the iPhone, from Palm and HP; in designing the iPad, from Microsoft.

Shin encouraged his team to imitate; Apple says it "slavishly" copied. But straining for originality in the post-iPhone era has been a loser strategy: RIM and Nokia's mediocre, unloved—but different!—products have led to dwindling market share, profits, and influence. Samsung, meanwhile, has produced a series of increasingly desirable gadgets, culminating with the beautiful Galaxy SIII, which last November surpassed the iPhone 4S as the world's best-selling smartphone. Since Shin circulated his memo, operating profits at Samsung's mobile division have increased fivefold, growing to \$5.2 billion in the third quarter of 2012. During that same period, Samsung shipped 56.3 million smartphones (according to research firm IDC), compared to 26.9 million iPhones.

Samsung's phones aren't popular because of some underhanded trick, but because they're good—and, yes, innovative. Silicon Valley's cool kids may scoff, but its devices have frequently boasted better battery life, bigger screens, and faster data transfer speeds than the iPhone—all for less money. When Apple unveiled the iPhone 5 last fall, it touted LTE download speeds (a Samsung feature since 2009) and a larger screen (Samsung's is bigger). Meanwhile, Samsung's latest Galaxy phones track your eyes and won't dim the screen while you're looking, and a new version released late last year can support two subscribers on the same device, clever features that already seem destined to be copied by its rivals. Samsung's commercials mock Apple fanboys and proclaim, "The next big thing is already here." They're right. —Max Chafkin

50 MOST INNOVATIVE COMPANIES

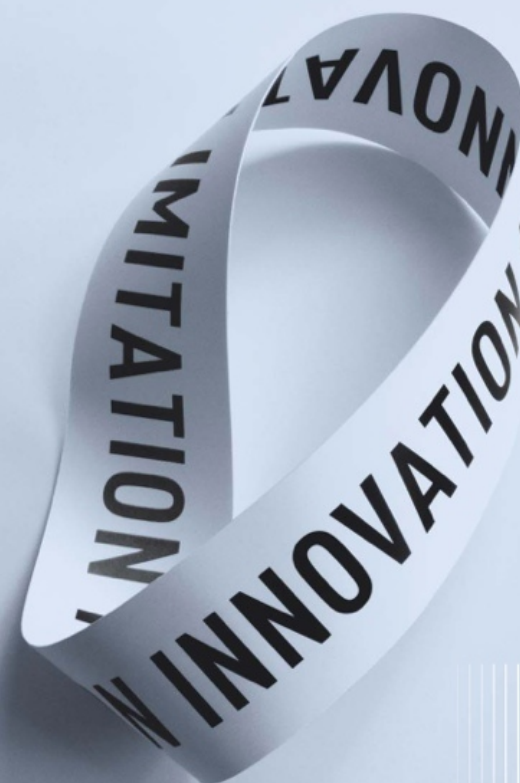


ILLUSTRATION BY STEPHEN DOYLE

IBM's Big Bet on Health / Can Hulu Survive? / Apple's Design Defense

FAST COMPANY

NOVEMBER
2012

THE SECRETS OF GENERATION FLUX

HOW TO LEAD IN A TIME OF CHAOS

A SPECIAL REPORT BY ROBERT SAFIAN

Starbucks board member Clara Shih,
Lilly Giga manager Troy Carter,
Box CEO Aaron Levin,
Gore CEO Terri Kelly,
Cisco CTO Padmasree Warrior



A Post-Pixar Hit / Can a Printer Replace a Factory? / The Doctor in Your iPhone

FAST COMPANY

FEBRUARY
2012

MODERN BUSINESS
IS PURE CHAOS.
BUT THOSE WHO ADAPT
WILL SUCCEED.

THE SECRETS OF GENERATION FLUX

A SPECIAL REPORT BY ROBERT SAFIAN



Follow the Fluxers:
Beth Comstock, Barak Obama,
Raina Kumra, Bob Greenberg,
danah boyd, DJ Patil, Pete Cashmore









Google's Guide to Investing / 10 Innovation Hot Spots

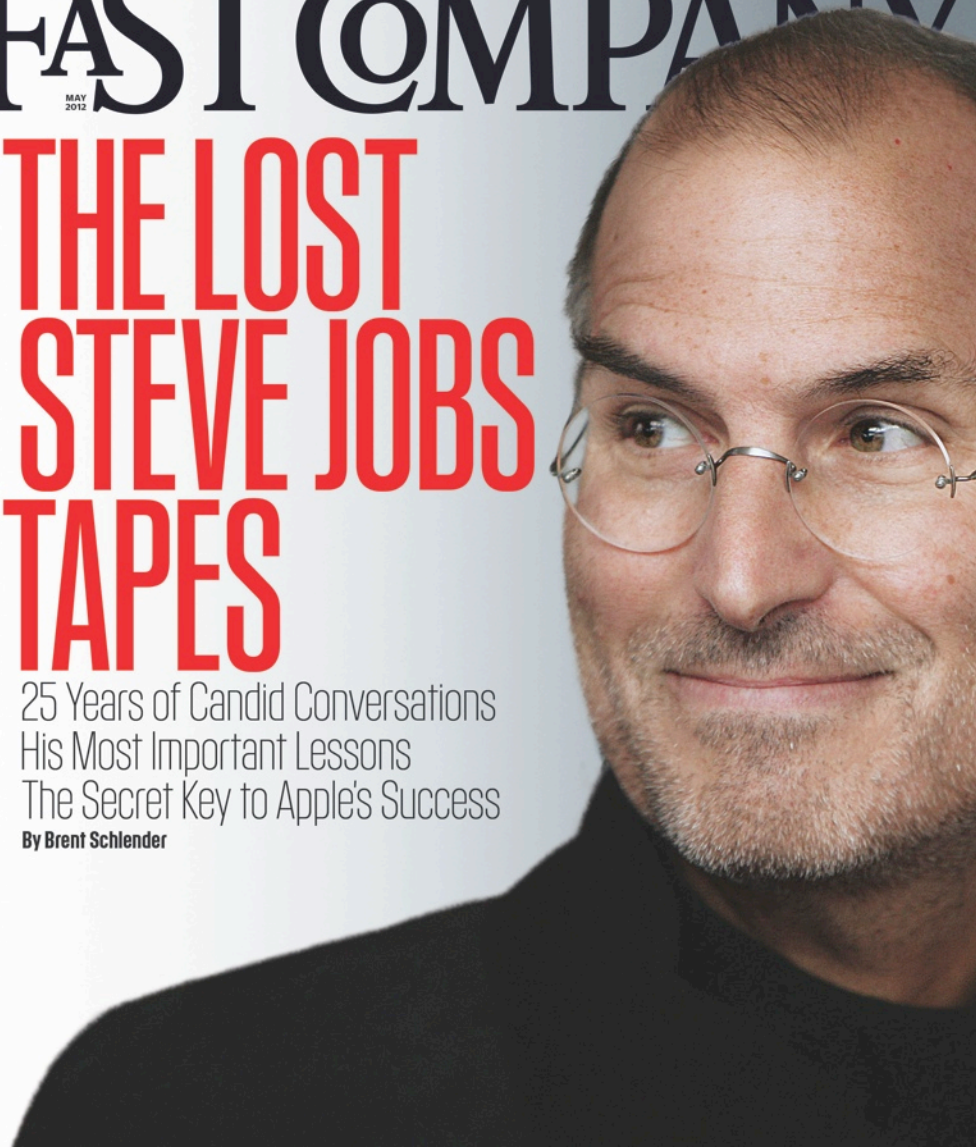
FAST COMPANY

MAY
2012

THE LOST STEVE JOBS TAPES

25 Years of Candid Conversations
His Most Important Lessons
The Secret Key to Apple's Success

By Brent Schlender





01. Take Your Ideas From Everybody



01. Take Your Ideas From Everybody



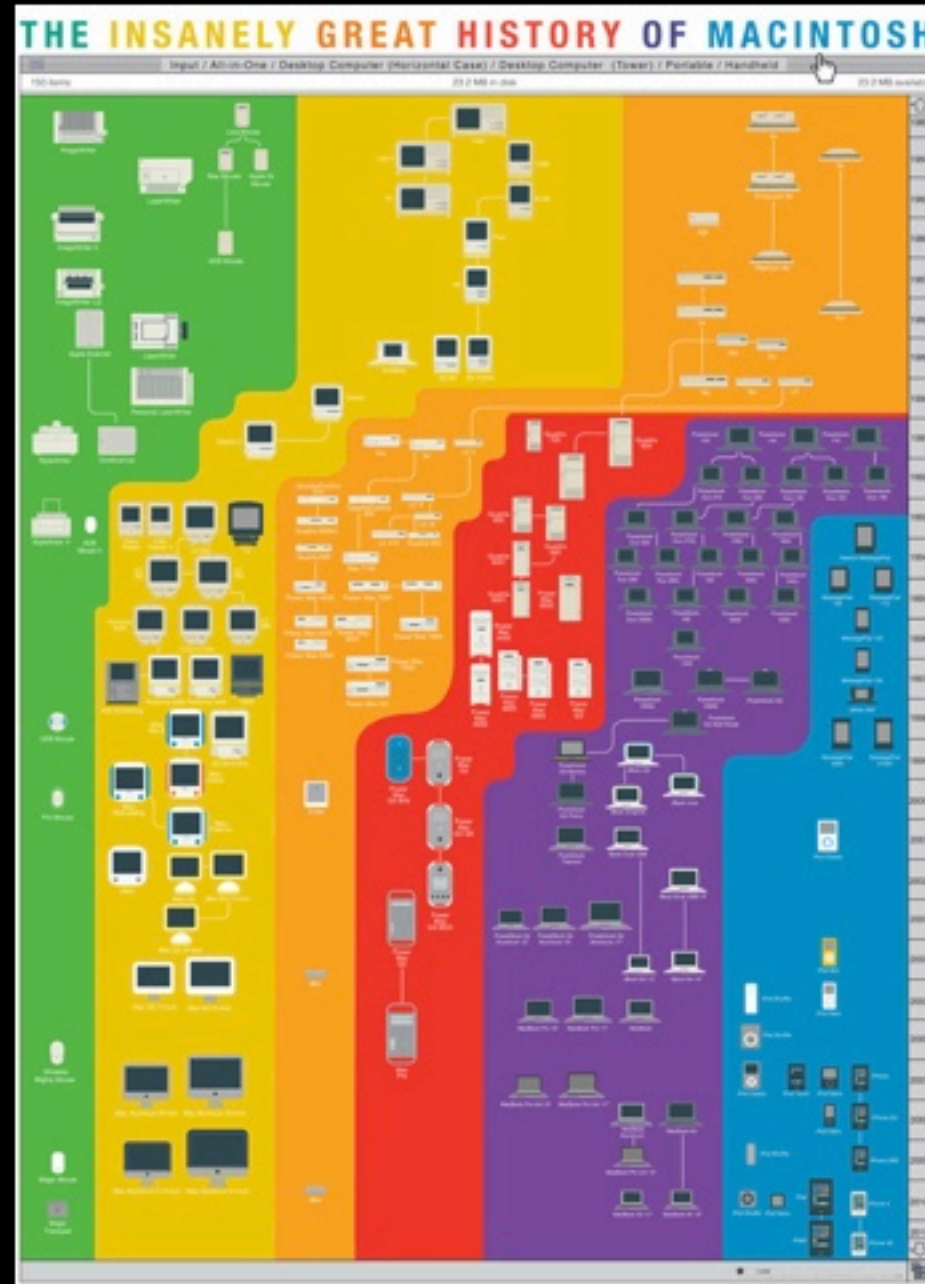
01. Take Your Ideas From Everybody

02. Redefine the Corner Office



02. Redefine the Corner Office

03. Edit and Amplify



03. Edit and Amplify



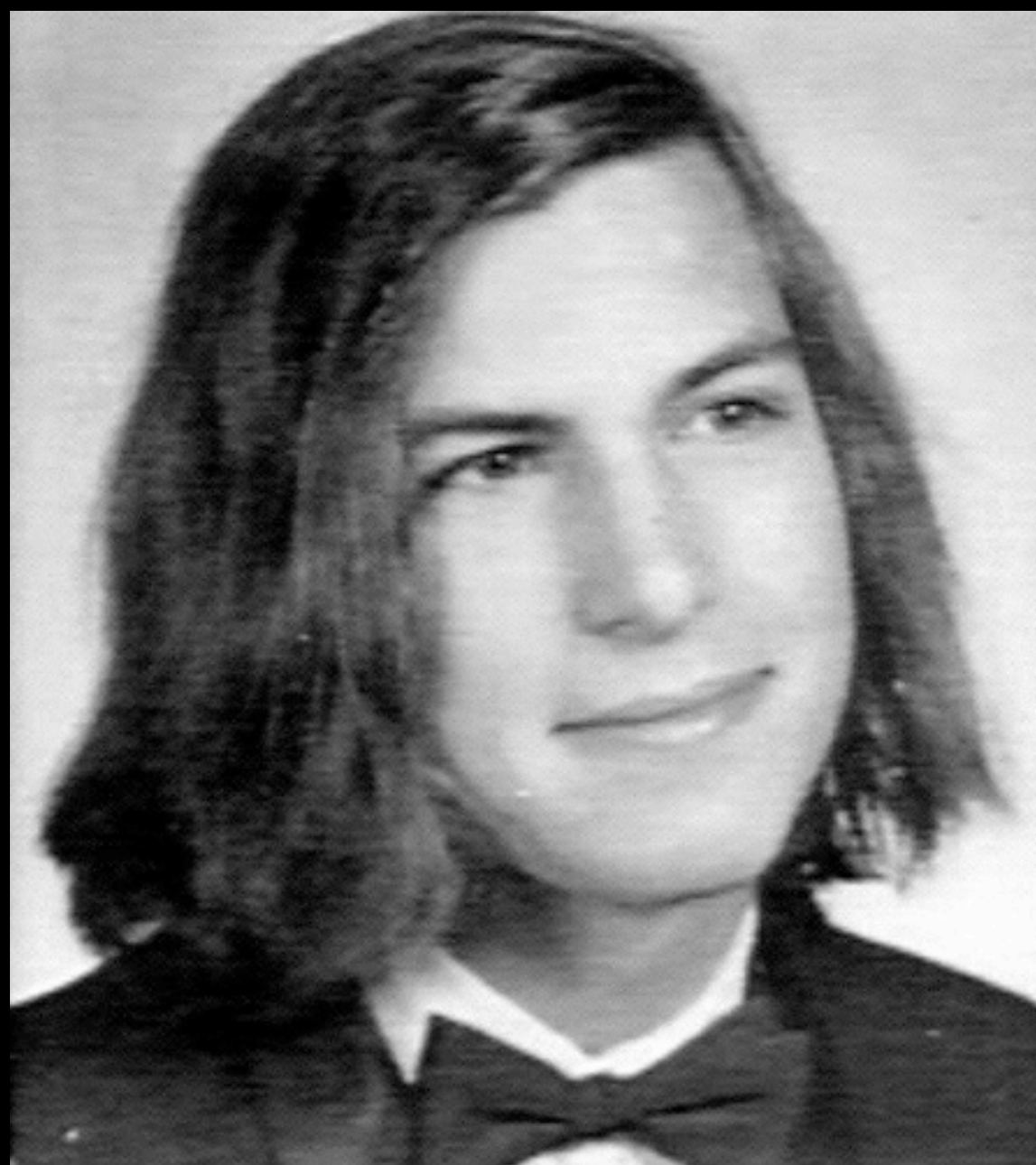
03. Edit and Amplify



03. Edit and Amplify







It is not the **strongest** of the species
that survives.

It is not the **strongest** of the species
that survives.

It is not the **most intelligent**
that survives.

It is not the **strongest** of the species
that survives.

It is not the **most intelligent**
that survives.

It is the one
most adaptable to change.

FAST COMPANY

JUNE
2011

THE
**100
MOST
CREATIVE**
PEOPLE IN BUSINESS

STARRING

CONAN!

and Geniuses from
APPLE!
FACEBOOK!
GOOGLE!
and more...



FAST COMPANY

THE
**100
MOST
CREATIVE**
PEOPLE IN BUSINESS

STARRING
CONAN!
and Geniuses from
**APPLE!
FACEBOOK!
GOOGLE!**
and more...



**AL JAZEERA'S
REVOLUTIONARY LEADER**
APPLE'S SOFTWARE LION
**SILICON VALLEY'S
MONEY MAN**
CHINA'S NO. 1 ANTIHERO
**THE YOUTUBE
PROFESSOR**
**THE TECH-SAVVY
TRIBAL CHIEF**
MUSIC'S CAN'T-MISS KID
FACEBOOK'S PRODUCT WHIZ
HOLLYWOOD'S POSTER BOY
**ANGRY BIRDS'
CHIEF SLINGSHOT**
WALMART'S GREEN ENGINEER
BRAZIL'S AD COLOSSUS
FLIPBOARD'S DESIGN GURU
**THE COOLEST GUY
AT MICROSOFT**
**PLUS:
OPRAH WINFREY
TINA FEY
BRUNO MARS**

GREAT CREATIVES IN HISTORY SHOWN EXCLUSIVELY
FOR FAST COMPANY ON APRIL 1, 2011, AT THE ACROPOLES
(L-R): Madonna, Conan O'Brien, Steve Jobs, Moses, Tilly Hines, Albert Einstein, Frida Kahlo, Socrates, Ben Franklin



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