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FAST COMPANY

MARCH 2010

SPECIAL
ISSUE

Why
Facebook
Is **No. 1**

**THE
WORLD'S
50 MOST
INNOVATIVE
COMPANIES**

**HOW
APPLE
AMAZON
AND
GOOGLE
STACK UP**

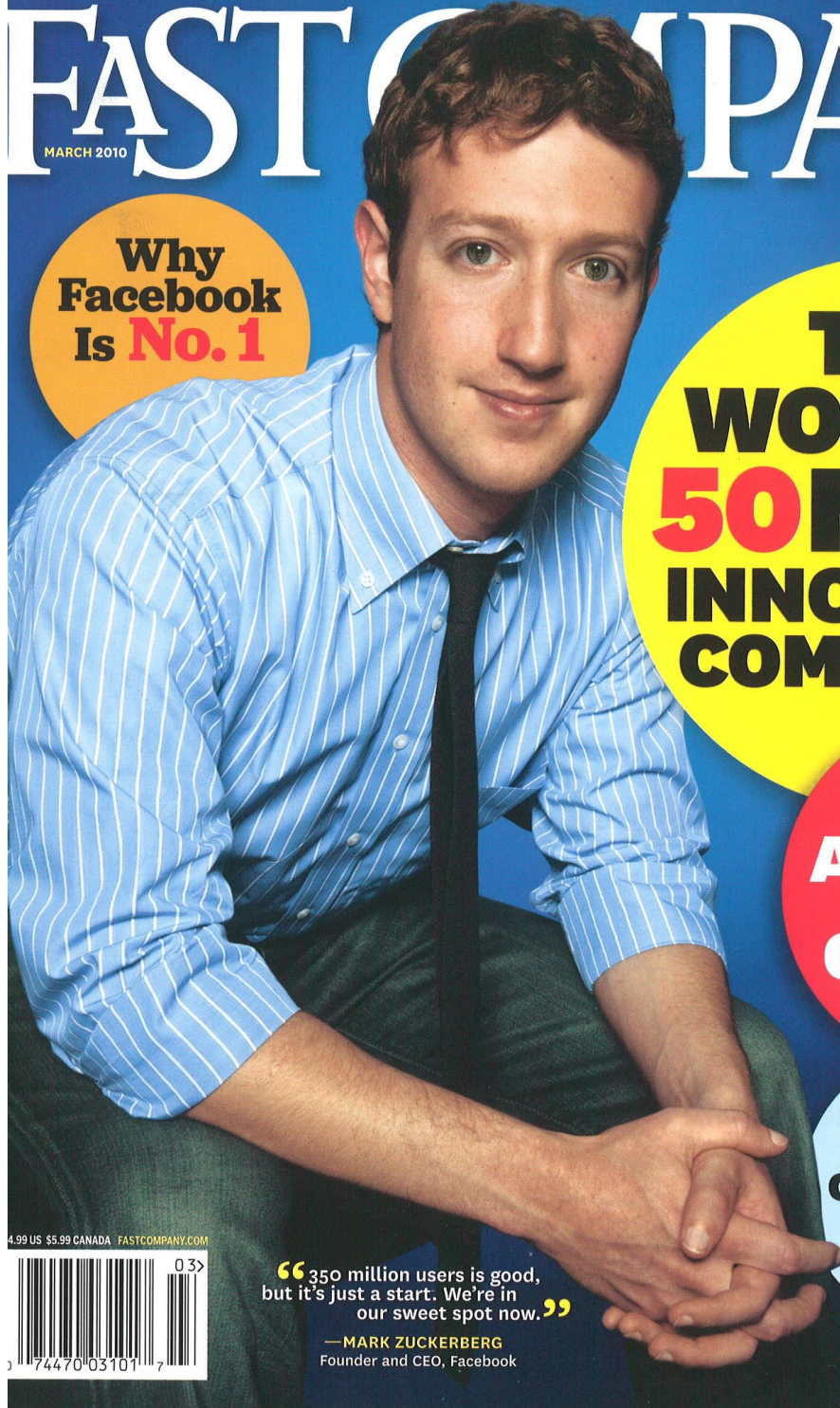
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“350 million users is good, but it's just a start. We're in our sweet spot now.”

— MARK ZUCKERBERG
Founder and CEO, Facebook



Public Servants

Architecture firm Diller Scofidio + Renfro plays with public and private space, as in New York's Lincoln Center, to dramatic effect.

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NEW !



Diller Scofidio + Renfro

"OUR DESIGNS GROW seamlessly out of an existing space, tapping into its DNA, but giving it an entirely new image and public resonance," says Charles Renfro, partner in the New York-based architecture firm Diller Scofidio + Renfro. In 2009, it set the standard for how to break down the walls between public and private space. Two of its high-profile New York debuts—High Line park, built atop an old rail line, and Lincoln Center's Alice Tully Hall—kept even the most highfalutin tastemakers buzzing.

The firm's Lincoln Center revamp, to be rolled out over the coming year, opens the enclosed stone complex to the city, giving passersby a behind-the-scenes look at the space where more than 10,000 people work and study every day and making it theater itself. A large, swooping lawn will double as a roof for the new glass-enclosed HyPar Restaurant. "It's as if we sliced out a chunk of Central Park and moved it three blocks," Renfro says. "It feels like you're in a valley between two hills."

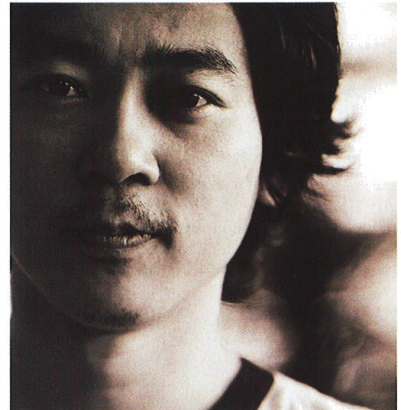
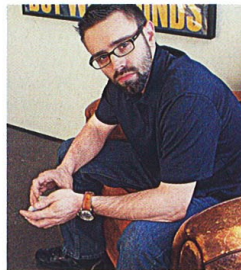
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NEW !

Firstborn

SURE, IT HAS a quirky name, but since 1997, the New York-based digital agency has developed a knack for hard-core programming most of its hipster colleagues can't match. This past year, when Ford turned to the 52-person shop for its new Mustang Web site, Firstborn created a complex application breaking down the different layers of a 3-D model, leading to a first-of-its-kind customizer that allows consumers to render a car in 16 million color options. "It's the difference between buying a bespoke shirt and the Armani one off the rack," says SVP and

former Flash developer Dan LaCivita. And once new tools are created, like a 3-D face-mapping application for photos, Firstborn unleashes them into the programming world as open source. "All the construction companies in America use the same types of cranes," says LaCivita of his agency's impulse to share—even with foes. "It's the application of those tools that makes the difference." It certainly does: Firstborn is now the digital brain stem for Aflac, IBM, JetBlue, Kodak, M&M's, SoBe, and Wrigley, and revenue grew 13% in 2009.



Geek Squad

Firstborn's stable of international tech talent flocked to the New York-based agency to create and share cool stuff to influence even more digital advances. Clockwise from top left, Dan LaCivita (United States), Dofl Y.H. Yun (South Korea), Zeh Fernando (Brazil), and Mathieu Badimon (France).

wind and climate change available to the public.

7) Recurrent Energy: Rather than fight wilderness advocates to put utility-scale solar in the desert, Recurrent invests in fleets of small- to mid-scale solar-power installations close to cities and other high-demand areas. In September, it announced a 4.8-MW solar-power project in Spain, to occupy rented rooftops, with a real-estate investment trust. Construction has begun on a project to solar-tile the roof of San Francisco's largest

reservoir—the size of 12 football fields—to generate 5 MW of solar power. It's expected to be completed early this year.

8) SolarEdge: Its systems embed directly into solar panels, allowing real-time monitoring and improved conversion using smart-grid-like technologies. The result can boost solar-power systems' output by up to 25%. In October, the Israeli startup closed \$23 million in an international round of funding that included venture capital from GE.

9) Silver Spring Networks: The most widely adopted smart-grid platform in North America works with utilities that together serve 20% of U.S. customers. Its projects encompass demand response as well as smart-meter, smart-home, and smart-garage projects. In April, Silver Spring had a notable launch of its Energy Smart Miami program, a collaboration with Florida Power & Light, GE, and Cisco Systems.

10) Suzlon: The Pune, India-based company is the wind market leader in Asia. Quality-control issues cost it sales in 2008 and the recession reduced demand in 2009, but it's still the third-largest turbine manufacturer in the world, with a 12.3% market share. Suzlon distinguishes itself with a vertically integrated, turnkey structure. Suzlon will site large projects, get the permits, acquire the rights, and construct the power lines, the buildings, and even the roads leading to remote areas.

...on **FASTCOMPANY.COM**

Architecture

- 1) Diller Scofidio + Renfro
- 2) MVRDV
- 3) SHoP Architects
- 4) Shigeru Ban
- 5) Office dA
- 6) Olson Kundig Architects
- 7) Adjaye Associates
- 8) KieranTimberlake
- 9) Santiago Calatrava
- 10) Field Operations

China

- 1) Huawei
- 2) BYD
- 3) Alibaba
- 4) Huayi Brothers
- 5) Tencent
- 6) Suntech Power
- 7) Sohu
- 8) Eno
- 9) Ctrip
- 10) Baidu

Consumer Electronics

- 1) Apple
- 2) HTC
- 3) Samsung
- 4) Palm
- 5) Nokia
- 6) Vizio
- 7) Amazon
- 8) Asus
- 9) Olympus
- 10) LG Electronics

Consumer Products

- 1) Dyson
- 2) Nike
- 3) Spin Master
- 4) SC Johnson
- 5) Whirlpool
- 6) Timberland
- 7) Procter & Gamble
- 8) Frito-Lay
- 9) Lemnis Lighting
- 10) Seventh Generation

Defense

- 1) Mitre
- 2) Darpa
- 3) iRobot
- 4) Qinetiq
- 5) Northrop Grumman
- 6) Raytheon
- 7) Lockheed Martin
- 8) Boeing
- 9) Aurora Flight Sciences
- 10) ATK

Fashion

- 1) Gilt Groupe
- 2) Fast Retailing
- 3) Net-a-Porter.com
- 4) Timberland
- 5) Dualstar
- 6) Norma Kamali
- 7) Fluevog
- 8) Stella McCartney
- 9) Coach
- 10) FesslerUSA

Finance

- 1) FiLife
- 2) Intuit
- 3) Yodlee
- 4) Triodos
- 5) Enterprise Community Partners
- 6) Itaú Unibanco
- 7) Credit.com
- 8) Vancity
- 9) SimpliFi
- 10) Vittana

Gaming

- 1) Apple
- 2) Ngmoco
- 3) Microsoft
- 4) Infinity Ward
- 5) Nexon
- 6) Adobe
- 7) Harmonix
- 8) ATI
- 9) Rockstar Games
- 10) Muteki Corp.

India

- 1) Indian Premier League
- 2) VNL
- 3) Reliance Industries
- 4) Godrej Group
- 5) Narayana Hrudayalaya
- 6) Bharti Airtel
- 7) Wipro
- 8) A Little World
- 9) Mahindra & Mahindra
- 10) Infosys

Retail

- 1) Walmart
- 2) Apple
- 3) Amazon
- 4) GoodGuide
- 5) Nike
- 6) Toms Shoes
- 7) Chipotle
- 8) Hot Topic
- 9) Lululemon
- 10) Best Buy

Technology

- 1) Facebook
- 2) Amazon
- 3) Google
- 4) Apple
- 5) Huawei
- 6) HP
- 7) Intel
- 8) Cisco Systems
- 9) IBM
- 10) Microsoft

Transportation

- 1) Alstom
- 2) Zipcar
- 3) STX Europe
- 4) Honeywell
- 5) Bombardier
- 6) BYD
- 7) Siemens
- 8) IBM
- 9) ITA Software
- 10) Fisker

Web

- 1) Facebook
- 2) Google
- 3) Quantcast
- 4) Twitter
- 5) Digg
- 6) Salesforce
- 7) Wolfram|Alpha
- 8) Ustream
- 9) Zillow
- 10) Slide