

Closed Innovation Principles	Open Innovation Principles
Most of the smart people in our field work for us	Not all the smart people work for us, so we must find and tap into knowledge outside our company
To profit from R&D we must discover, develop and ship ourselves	External R&D can create significant value; internal R&D is needed to claim some portion of that value
If we discover it, we will get it to market first	We don't have to originate research in order to profit from it
If we are the first to commercialize we wil win	Building a better business model is better than getting to market first
If we create the most and best ideas in the industry, we will win	If we make the best use of internal and external ideas, we will win
We should control our intellectual property so that our competitors don't profit from our ideas	We should profit from other's use of our IP and buy other's IP when it advances our business

"Another vital source for accessing external ideas is to cultivate deep and ongoing relationships with whiversities."





















Bloomberg



HEARST corporation



**NBCUniversal** 













MODEIN



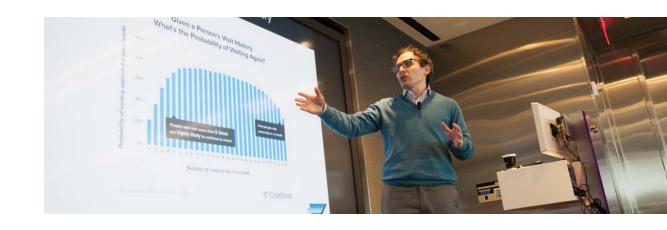


innov8



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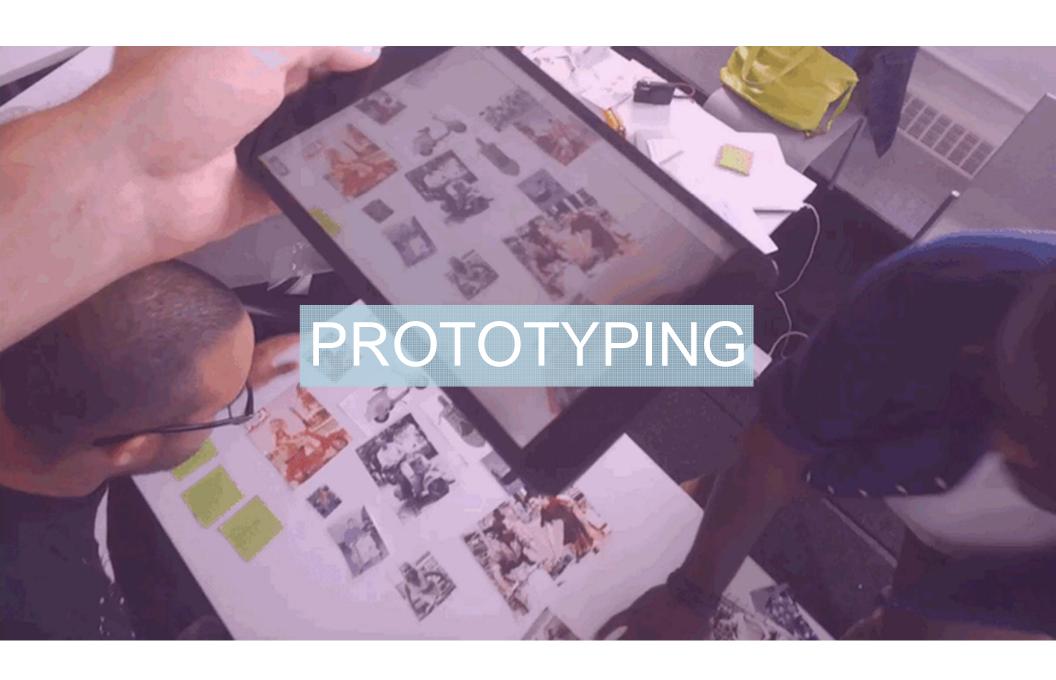


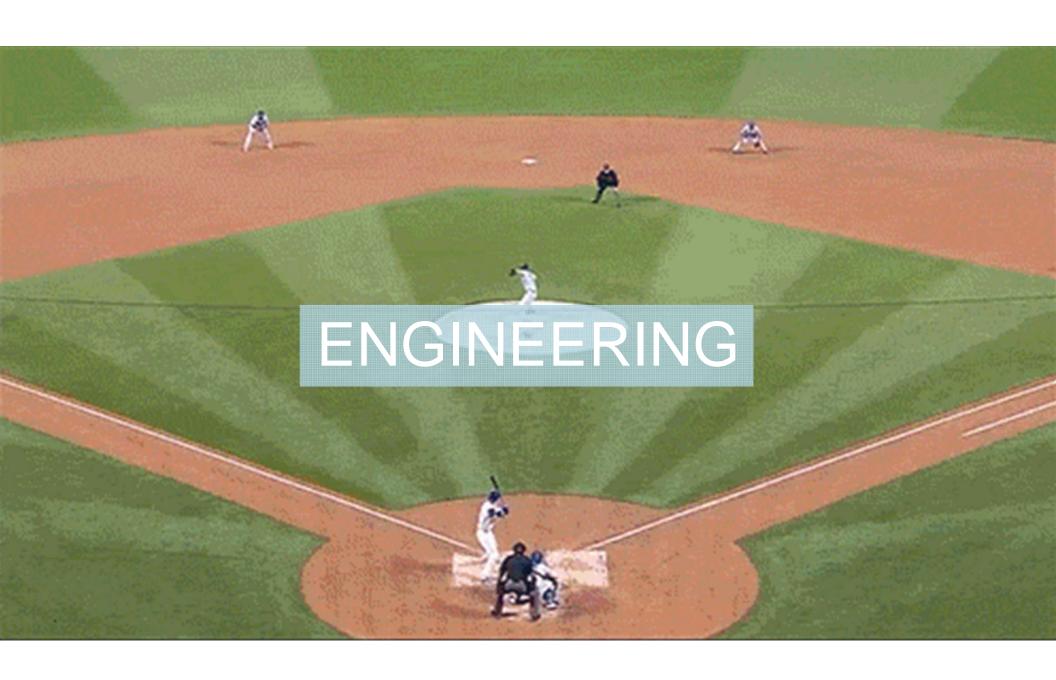


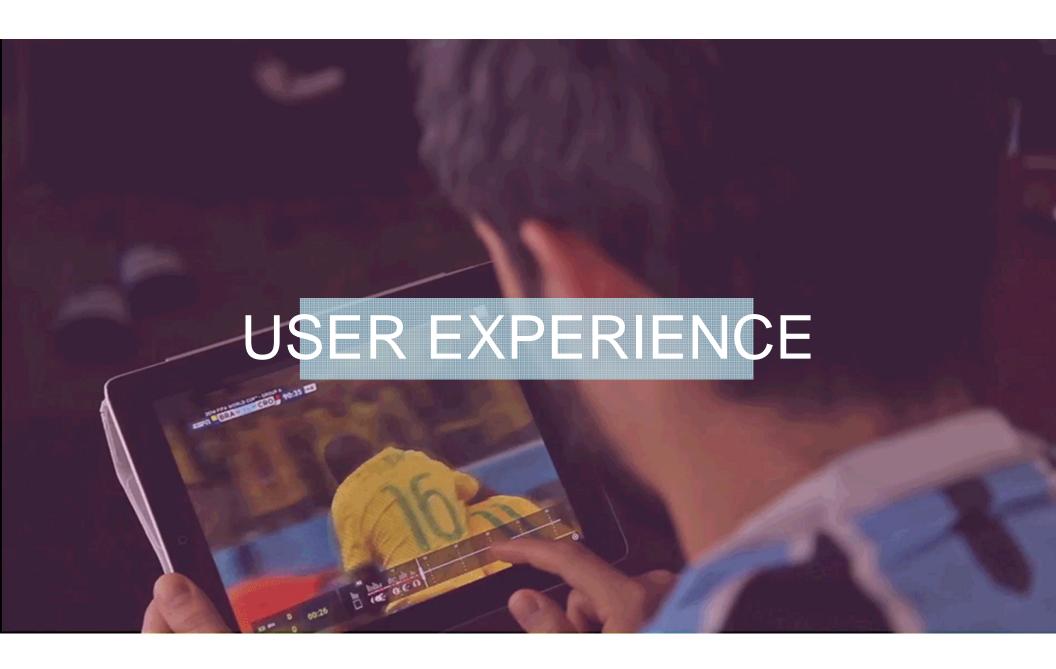


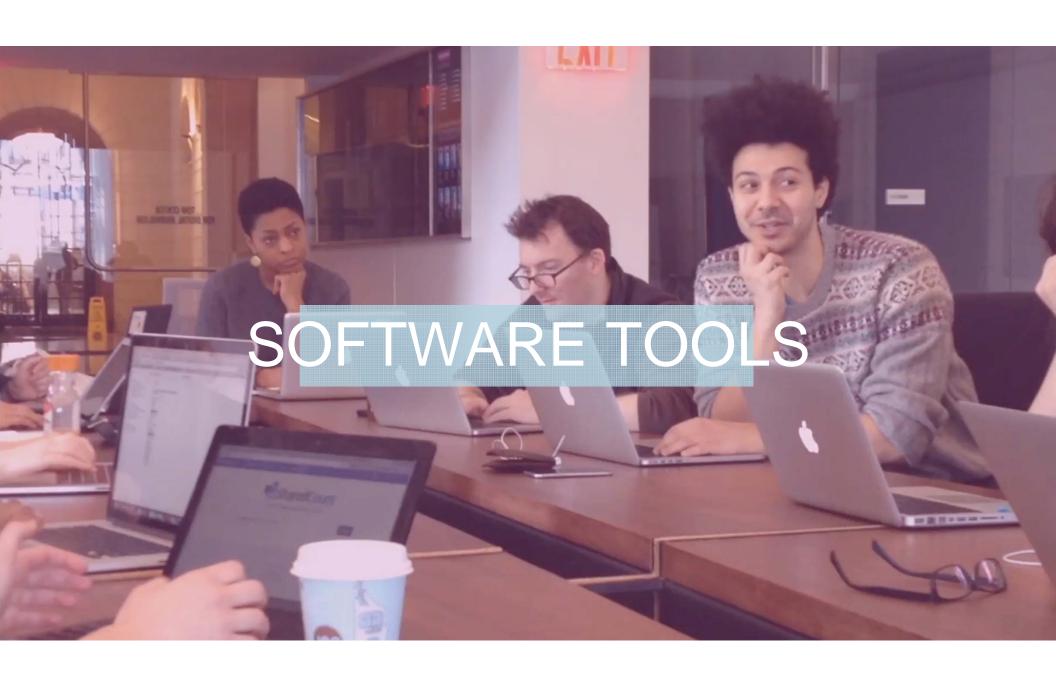




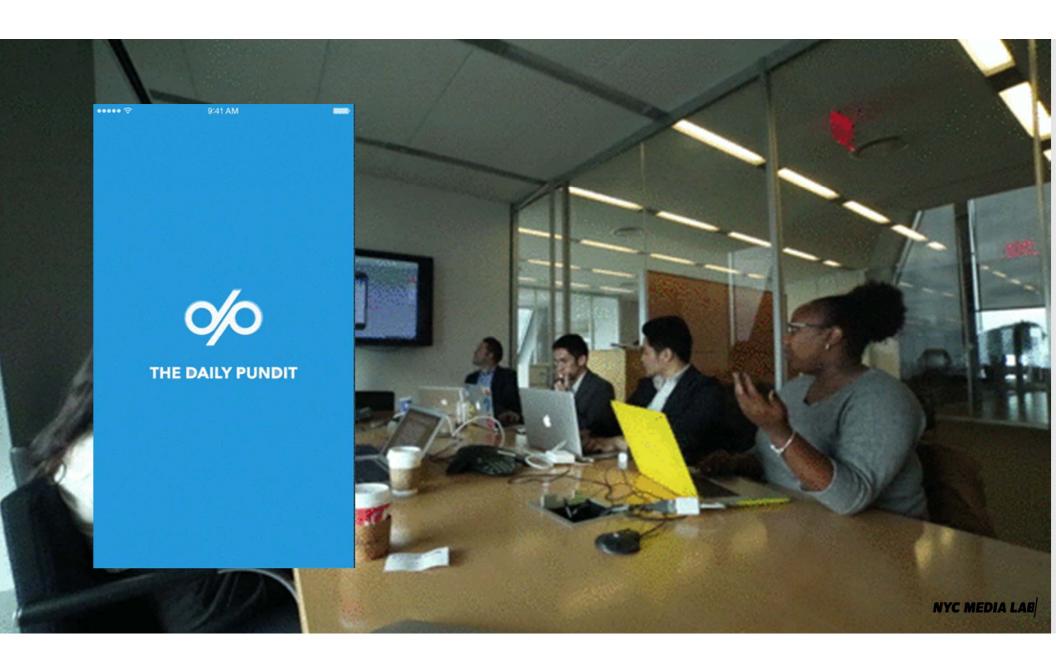


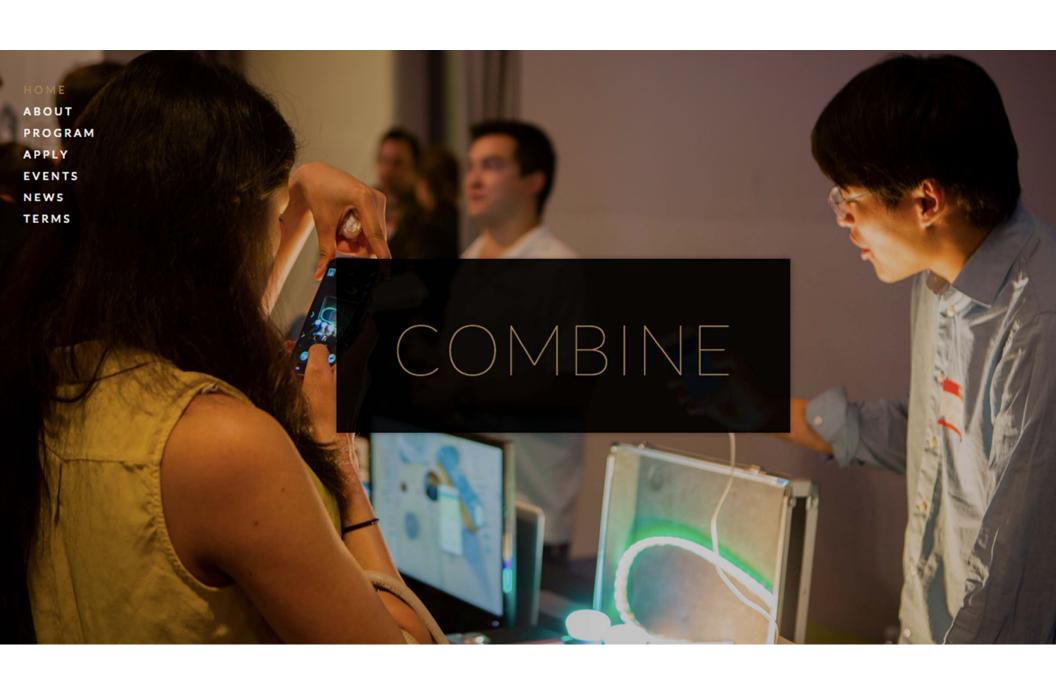






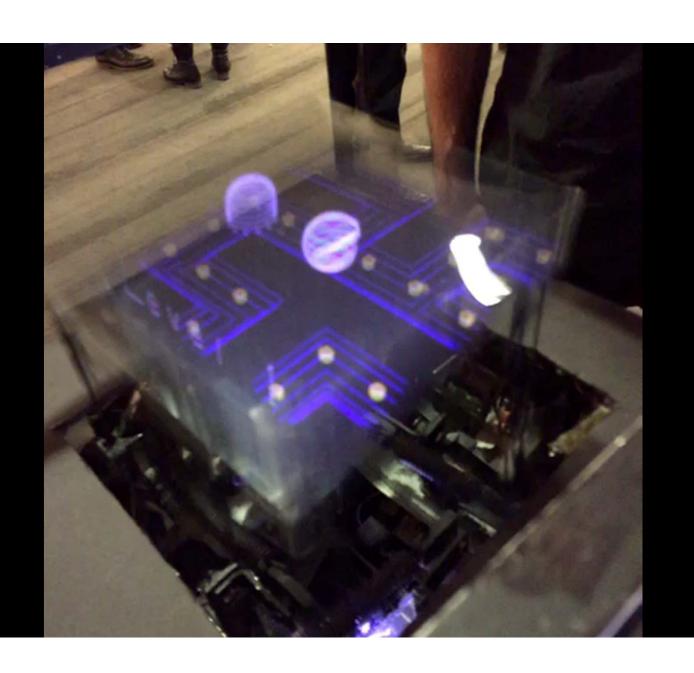


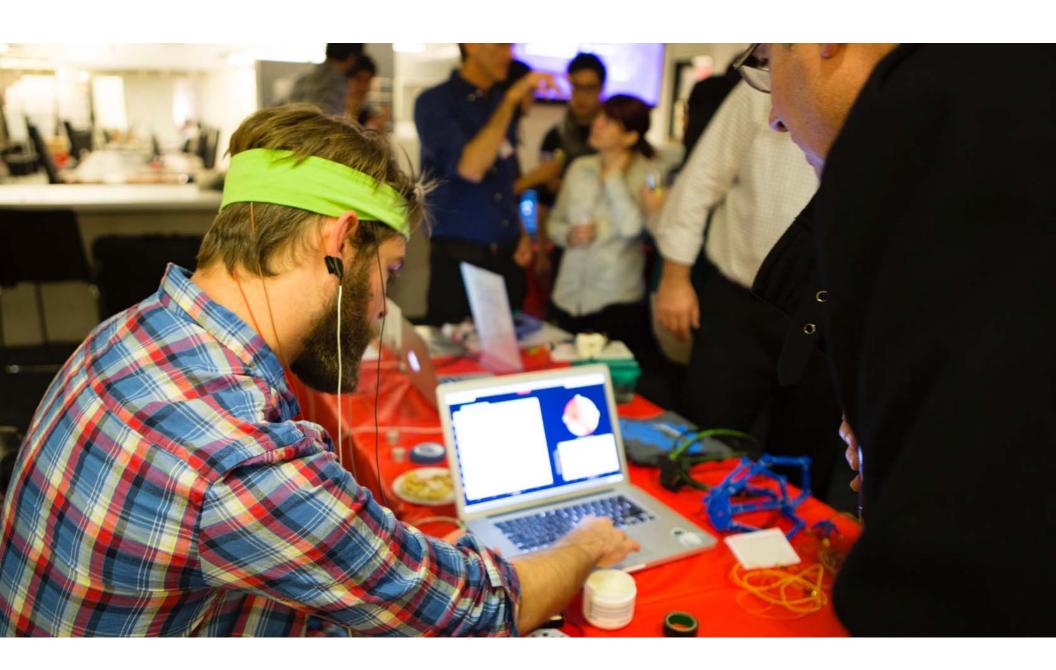




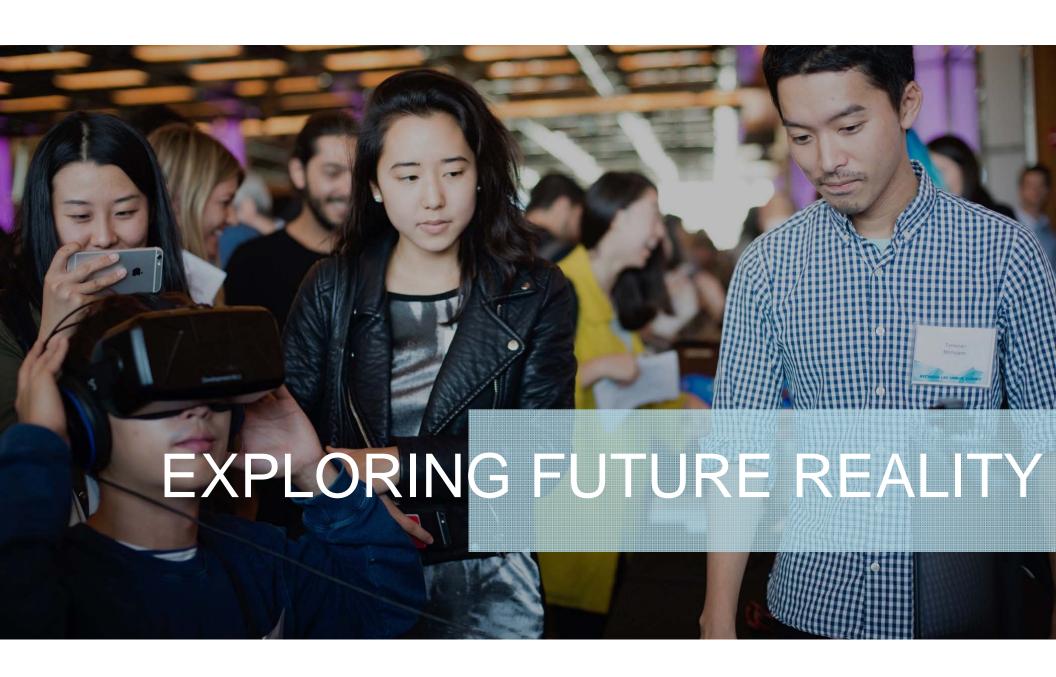


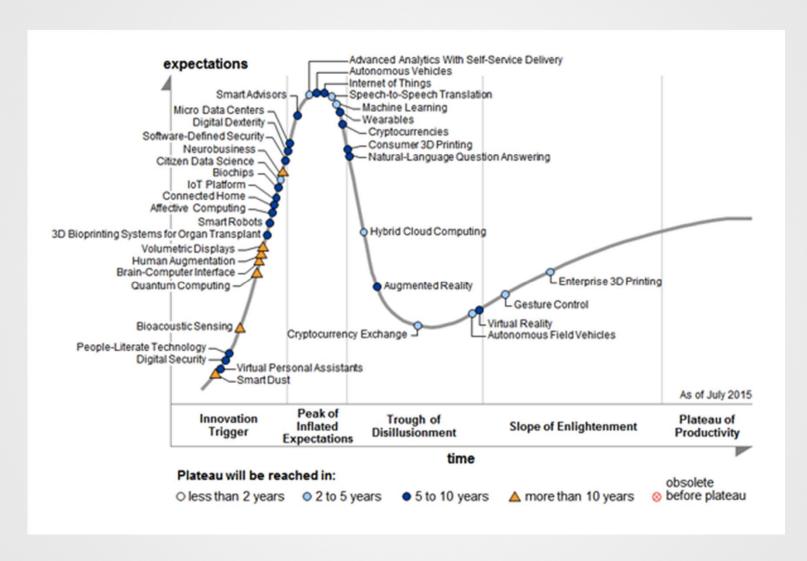












"Why would anyone ever want to use this or do that? That's silly."



Thanks to Francesco Marconi, Associated Press

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## A head-mounted three dimensional display\*

by IVAN E. SUTHERLAND\*\*

The University of Utah Salt Lake City, Utah

## Fall Joint Computer Conference, 1968

## INTRODUCTION

The fundamental idea behind the three-dimensional display is to present the user with a perspective image which changes as he moves. The retinal image of the real objects which we see is, after all, only two-dimensional. Thus if we can place suitable two-dimensional images on the observer's retinas, we can create the illusion that he is seeing a three-dimensional object. Although stereo presentation is important to the three-dimensional illusion, it is less important than the change that takes place in the image when the observer moves his head. The image presented by the three-dimensional display must change in exactly the way that the image of a real object would change for similar motions of the user's head. Psychologists have long known that moving perspective images appear strikingly three-dimensional even without stereo presentation; the three-dimensional display described in this paper depends heavily on this "kinetic depth effect."

In this project we are not making any effort to measure rotation of the eyeball. Because it is very difficult to measure eye rotation, we are fortunate that the perspective picture presented need not be changed as the user moves his eyes to concentrate on whatever part of the picture he chooses. The perspective picture presented need only be changed when he moves his head. In fact, we measure only the position and orientation of the optical system fastened to the user's head. Because the op-

the user's point of view, the position and orientation of the optical system define which perspective view is appropriate.

Our objective in this project has been to surround the user with displayed three-dimensional information. Because we use a homogeneous coordinate representation, 2.2 we can display objects which appear to be close to the user or which appear to be infinitely far away. We can display objects beside the user or behind him which will become visible to him if he turns around. The user is able to move his head three feet off axis in any direction to get a better view of nearby objects. He can turn completely around and can tilt his head up or down thirty or forty degrees. The objects displayed appear to hang in the space all around the user.

The desire to surround a user with information has forced us to solve the "windowing" problem. The "clipping divider" hardware we have built eliminates those portions of lines behind the observer or outside of his field of view. It also performs the division necessary to obtain a true perspective view. The clipping divider can perform the clipping computations for any line in about 10 microseconds, or about as fast as a modern high-performance display can paint lines on a CRT. The clipping divider is described in detail in a separate paper in this issue. Because the clipping divider permits dynamic perspective display of three-dimensional drawings and arbitrary magnification of two-dimensional drawings, we feel that it is the most significant

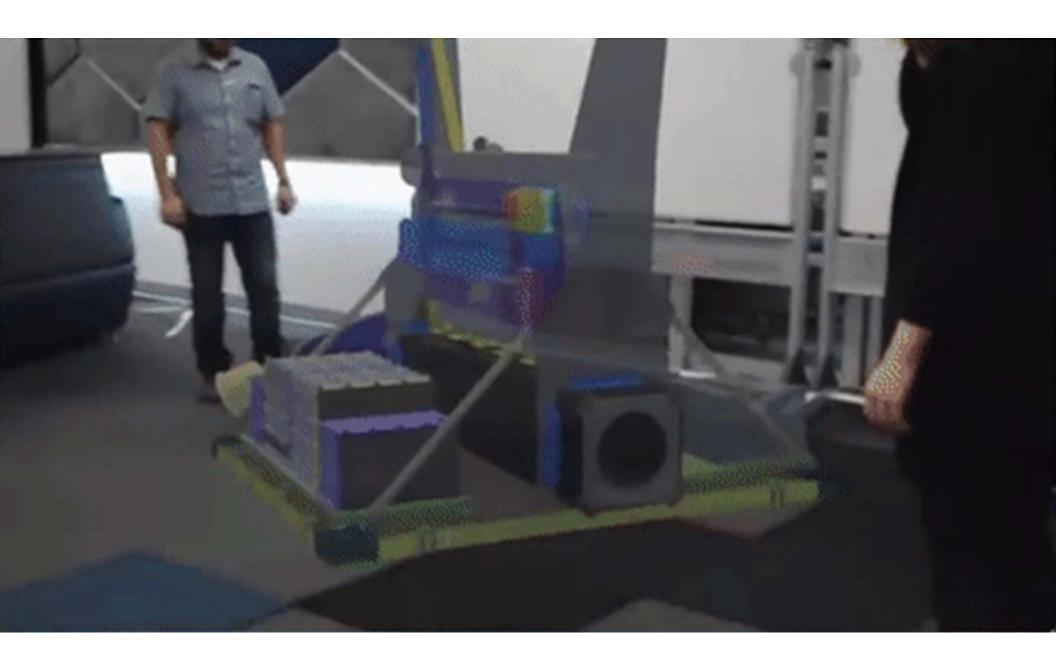
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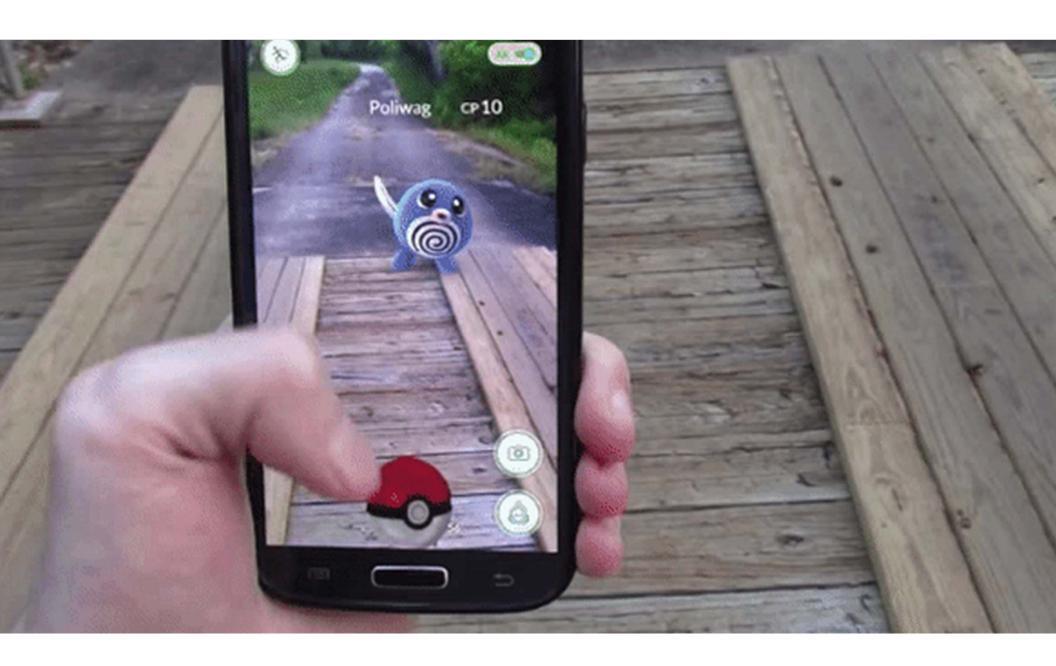


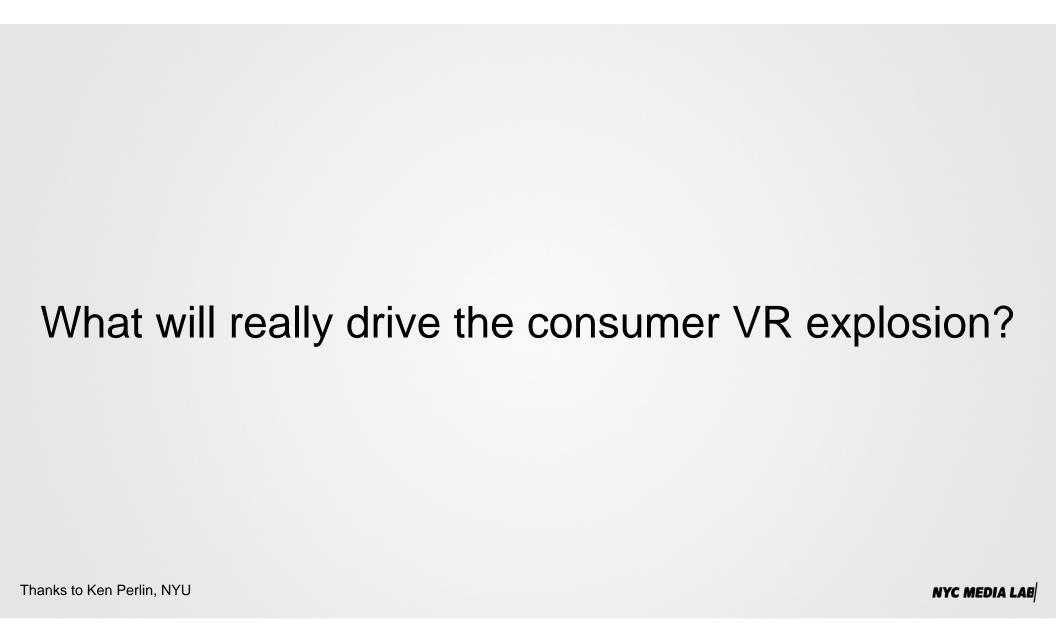
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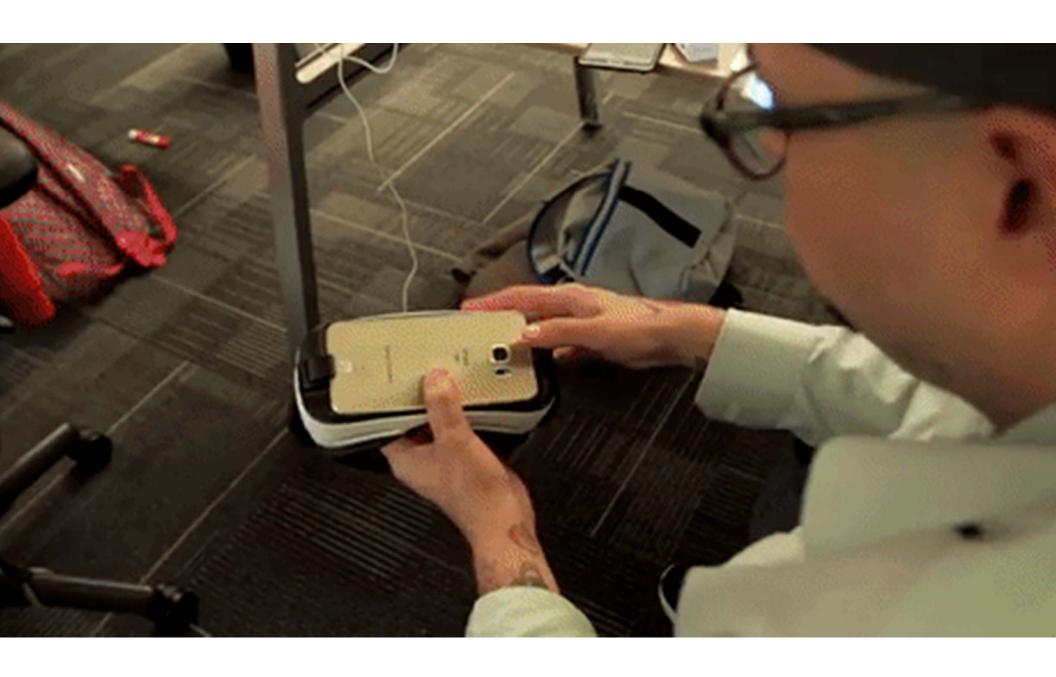




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#### Today's phones:

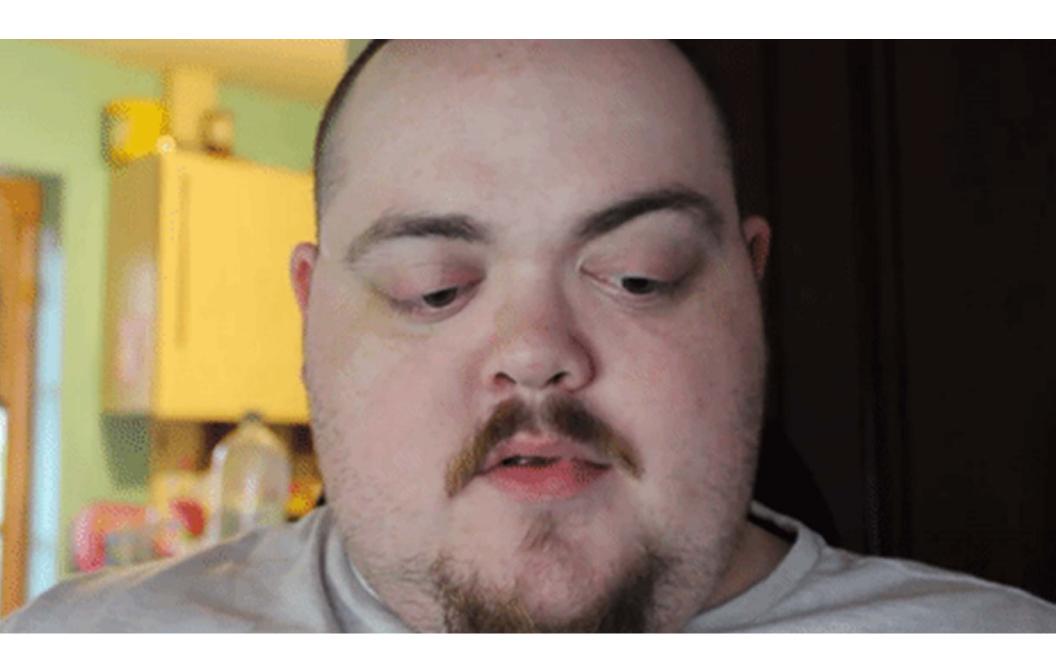
- Inertial measurement unit
- Graphics processing unit
- Small weight/form factor
- High pixel resolution

#### By 2018:

- Low latency IMU integration
- Inside-out ground truth tracking
- 120 frames per second
- Higher pixel density
- Faster GPU



- \$3.5 billion in venture capital
- \$35 billion software market
- Numerous markets disrupted



Videogames	\$11.6 Billion
Live events	\$4.1 Billion
Video entertainment	\$3.2 Billion
Real Estate	\$2.6 Billion
Retail	\$1.6 Billion
Education	\$0.7 Billion
Healthcare	\$5.1 Billion
Engineering	\$4.7 Billion
Military	\$1.4 Billion



### Don't miss out.

Feed the geek	Work with Universities	Partner with device makers	Invest in the ecosystem	Build dedicated units
\$	\$\$	\$\$	\$\$\$	\$\$\$
WSJ, Bloomberg, The Economist	Viacom, Verizon	Associated Press, Vice, New York Times	Comcast, Verizon, Time Warner, Disney	Discovery
Cultivate internal curiosity	Harness the enthusiasm on campuses	Help create demonstrations for Vive, Oculus, Cardboard	Invest in studios, middleware, hardware startups	Take a 'strategic leap' and start a business

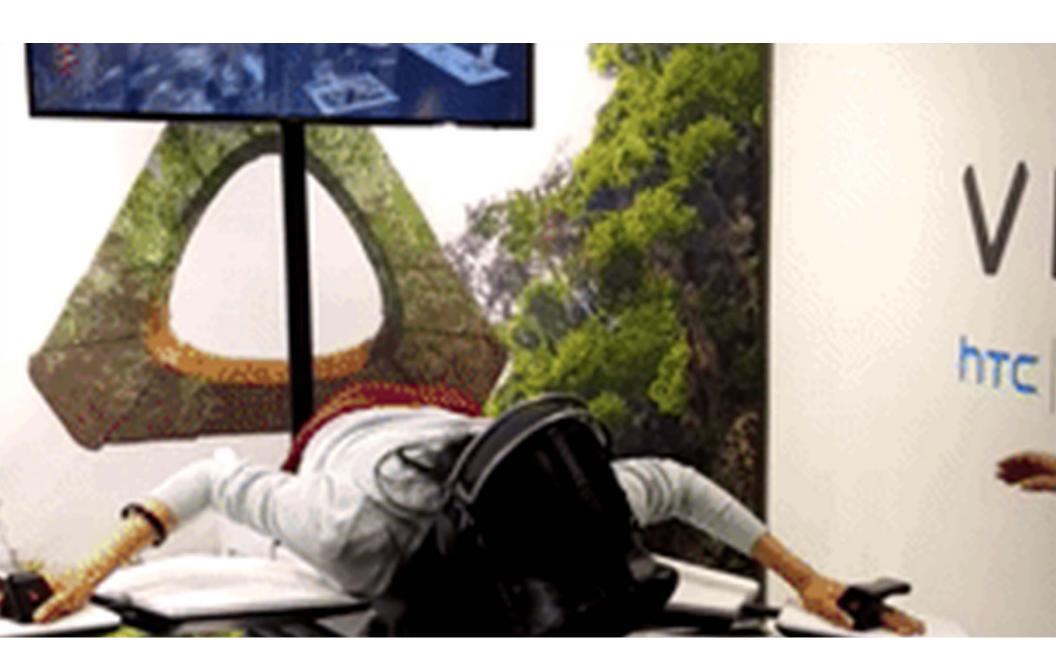
#### Different levels of commitment.

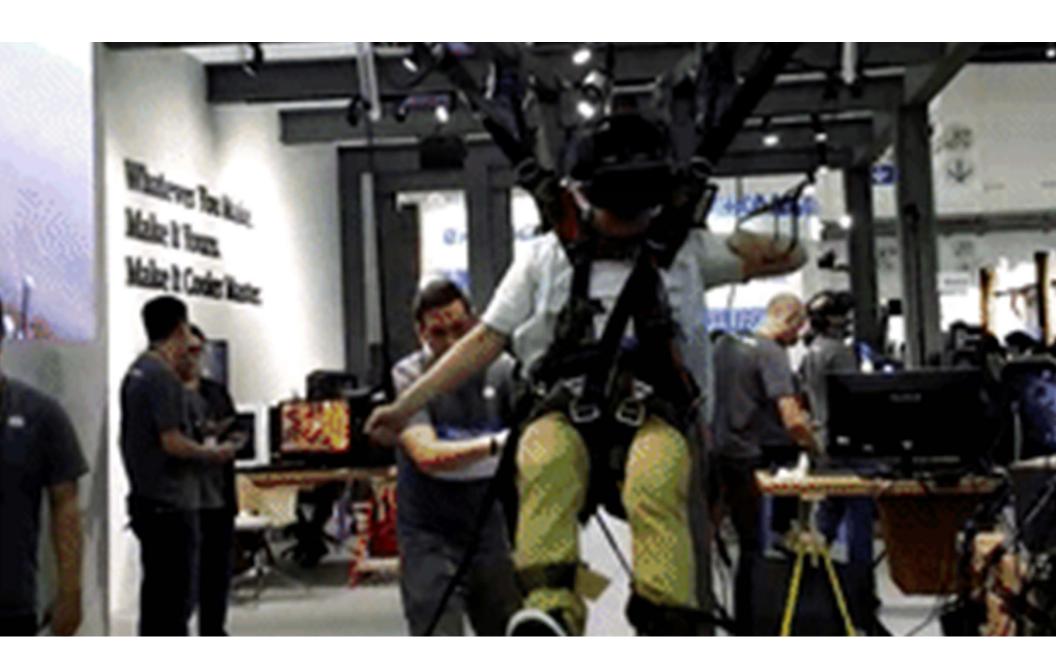
### Advertising!





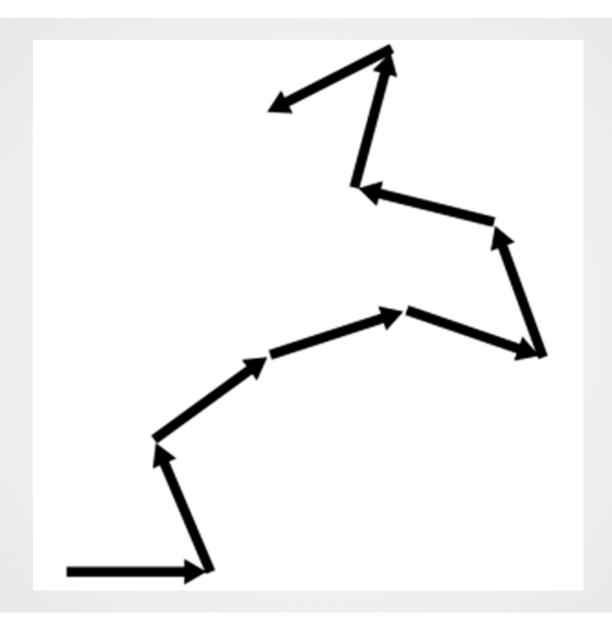






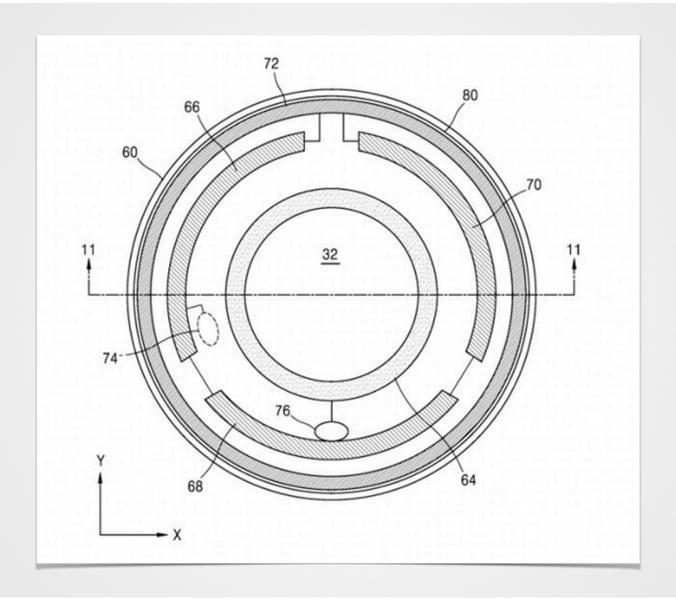
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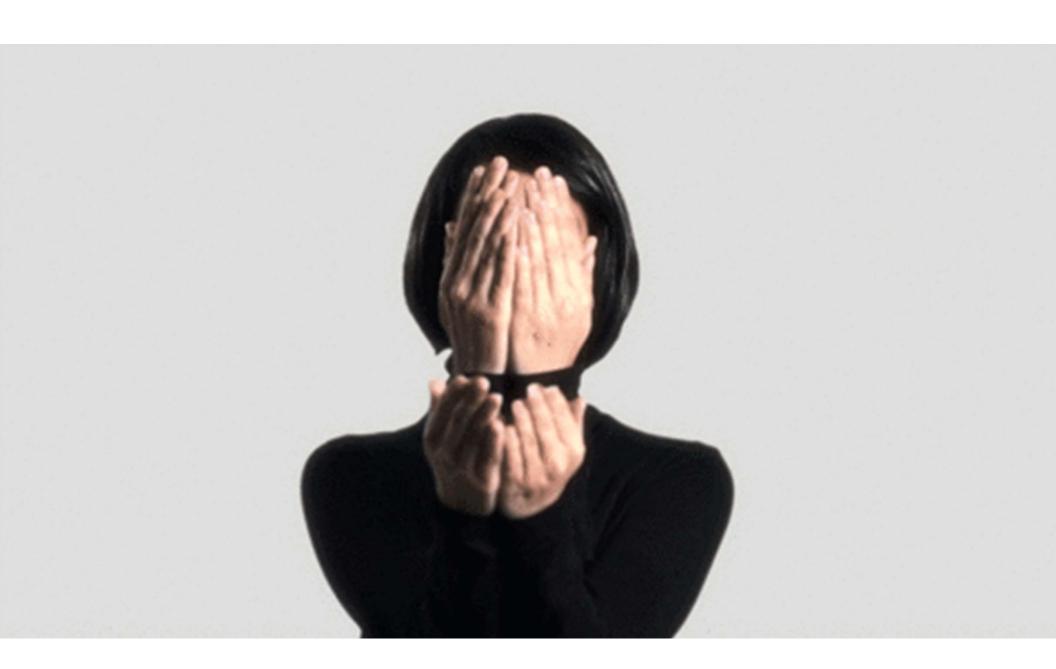
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## Hope or hype?





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