

**Comparing Apple and RIM (Post 2010) to the Best of the Best (BoFB) on 18 of the 25 Factors which impact corporate innovativeness.** See

<http://www.corporateinnovationonline.com> for full information

**Eighteen Factors organized under; 1. Leadership, 2. Organization and management of day-to-day affairs, and 3. Idea generation and realization.**

See the color code at the bottom of this table.

Charts Showing RIM's and Apple's Rating as measured by the Delta from the Best of the Best for each Factor

| 1. Leadership  |    | Factor # | BoFB | Apple  | Comment | RIM (Post 2010)   | Comment | Apple Delta Apple compared to the BoFB. | RIM [post 2010] Delta RIM compared to the BoFB. | Leadership<br>Apple has, in two of the Factors, an even better ranking than the 'BoFB' thus placing the company in an 'outstanding' category and raising the specter that RIM has been competing with the most innovative company in the world.<br><br>RIM, overall, has a significantly higher Delta [RIM versus the BoFB than Apple. T<br><br>Apple's ranking exceeds RIM's in all 5 Factors.                         | <p>1. Leadership; RIM/Apple versus the Best of the Best (BoFB)</p>  |
|--|----|----------|------|--|---------|---|---------|---|---|---|---|
| Management view on profits                           | 1  | 3.0      | 1.5  | Pressure for profits would have been typical of most highly-innovative IT/Electronic industry firms. <b>Apple rates less than the BoFB.</b>                    | -1.0    | RIM had enormous pressure to maintain profitability in the face of declining market share.                        | 1.5     | 4                                       |   |   |   |
| Management view on the importance of innovation      | 2  | -4.0     | -5.0 | Apple aggressively sought innovation - both management (Jobs) and the Board. <b>Apple is ranked higher than the BoFB.</b>                                      | -2.0    | RIM's desire to innovate had wained by 2010. The Board seemed less active than Apple's Board.                     | 1.0     | 2                                       |   |   |   |
| Planning emphasis                                    | 4  | 4.0      | 4.0  | Apple was action oriented. <b>Apple is ranked the same as the BoFB.</b>  | 1.0     | Not sure but suspect that Balsillie would have placed more focus on planning than action.                         | 0.0     | 3.0                                     |   |   |   |
| Tolerance for risk                                   | 9  | 2.0      | 4.0  | Apple's risk tolerance was very,very high. <b>Apple is ranked much higher than the BoFB.</b>   | 0.0     | RIM's had a low tolerance for risk once the early success of Blackberry was achieved.                             | 4.0     | 2.0                                     |   |   |   |
| Careers for innovators                               | 7  | 4.0      | 4.0  | Yes, providing they were seen as such by Jobs and his small group which surrounded him. <b>Apple is ranked the same as the BoFB.</b>                           | 1.0     | No comment - don't have any information.  | 0.0     | 0                                       |   |   |   |
| <b>Total 'Delta' - difference from BoFB</b>          |    |          |      |  |         |   |         | <b>6.5</b>                              | <b>11</b>                                       |   |   |
| 2. Organization and management of day-to-day affairs |    | Factor # | BoFB | Apple  | Comment | RIM (Post 2010)   | Comment | Apple Delta Apple compared to the BoFB. | RIM [post 2010] Delta RIM compared to the BoFB. | Organization and management of day-to-day affairs<br>Neither Apple nor RIM had an enviable reputation for their day-to-day management.<br><br>Under this category, neither firm ranked better than the IBoFB but Apple was closer to the IBoFB than RIM.<br><br>RIM's performance is ranked below or has a larger Delta than Apple for 6 if the 7 Factors.  | <p>2. Organization and management of day-to-day affairs, RIM/Apple versus the Best of the Best (BoFB)</p> |
| People and their interactions                        | 6  | 5.0      | 2.0  | Apple seemed to place less emphasis on this Factor - certainly Jobs did not place much emphasis on this Factor. <b>Apple rates less than the BoFB.</b>         | 1.0     | Performance in this area was great at the outset but fell precipitously when the going got tough.                 | 3.0     | 4.0                                     |   |   |   |
| Intra firm communications                            | 10 | -4.5     | -1.0 | Apple was great at communicating outwards but internally not so effective. <b>Apple rates below the BoFB.</b>  | 1.0     | Ditto   | 3.5     | 5.5                                     |   |   |   |
| Independent work groups                              | 11 | -5.0     | -2.5 | Apple ranking is not as high as the BoFB.  | -1.0    | In place but acted as sounding boards more than decision-making groups.   | 2.5     | 4.0                                     |   |   |   |
| Broad based decision making                          | 12 | 5.0      | 2.5  | Apple had an approach to gathering ideas from many but still rates less than the BoFB.   | -1.0    | RIM had an approach earlier but once senior people stopped being heard, the information flow decreased.           | 2.5     | 6.0                                     |   |   |   |
| Decision process formality                           | 13 | 5.0      | 2.5  | Apple was less formal than the BoFB.   | -2.0    | Quite formal  | 2.5     | 7.0                                     |   |   |   |
| Hierarchical/decentralized                           | 18 | -3.0     | 0.0  | Highly centralized, not hierarchical. <b>Apple ranks lower than the BoFB.</b>  | 2.0     | Highly centralized, not hierarchical.   | 3.0     | 5.0                                     |   |   |   |
| Planning or action oriented                          | 15 | 0.0      | -0.5 | Action oriented. Not much difference compared to BoFB.   | 0.0     | More planning focussed than Apple.  | 0.5     | 0.5                                     |   |   |   |
| <b>Total 'Delta' - difference from BoFB</b>          |    |          |      |  |         |   |         | <b>17.5</b>                             | <b>32.0</b>                                     |   |   |
| 3. Idea generation and realization                   |    | Factor # | BoFB | Apple  | Comment | RIM (Post 2010)   | Comment | Apple Delta Apple compared to the BoFB. | RIM [post 2010] Delta RIM compared to the BoFB. | Idea generation and realization<br>Apple scores higher than the Ideal in 5 of the 6 Factors; confirming their outstanding performance in this category.<br><br>RIM's score relative to the Ideal shows a significant negative difference for 3 of the 6 Factors. See graph.<br><br>The comparison is stark when RIM is compared to Apple; a Delta of 19.5 (out of a total of 24) - accounted for by 4 of the 6 Factors. | <p>3. Idea generation and realization, RIM/Apple versus the Best of the Best (BoFB)</p>                   |
| Tolerance for mavericks                              | 3  | -4.0     | -3.5 | Very high - Jobs was himself a maverick. <b>Apple is ranked close to the BoFB.</b>   | 1.0     | RIM hired more from known reliable sources than did Apple, suggesting a degree of intolerance for 'differences'.  | 0.5     | 5.0                                     |   |   |   |
| Tolerance for failure                                | 5  | -4.0     | -3.5 | Very high although failure could lead quickly to a weeding out! <b>Apple is ranked close to the BoFB.</b>  | 2.0     | RIM had a high tolerance for failure - but to the extreme and weeding out was not initiated.                      | 0.5     | 6.0                                     |   |   |   |
| Corporate norm                                       | 8  | -2.5     | -0.5 | Apple's ranking is lower than the BoFB.  | -1.0    | Not much difference.  | 2.0     | 1.5                                     |   |   |   |
| Rewards for innovators                               | 14 | -4.0     | -4.0 | Rewards in both cases seems almost entirely related to stock options and congratulatory comments from the bosses. <b>Apple is ranked the same as the BoFB.</b> | 1.0     | Rewards in both cases seems almost entirely related to stock options and congratulatory comments from the bosses. | 0.0     | 5.0                                     |   |   |   |
| Resource availability                                | 19 | 4.0      | 3.5  | In Apple there was a sense that resources would be made available if Jobs decided in favor. <b>Apple is rated higher than the Ideal.</b>                       | 0.5     | No comment - do not have the information. Guessed at result for this measurement.                                 | 0.5     | 3.5                                     |   |   |   |
| R&D spending levels                                  | 23 | 4.0      | 2.0  | Higher than most innovative companies but in line with IT industry. Apple is not rated as high as the BoFB.  | 1.0     | In line with the industry when noting only one product versus Apple's line up.                                    | 2.0     | 3.0                                     |   |   |   |
| <b>Total 'Delta' - difference from BoFB</b>          |    |          |      |  |         |   |         | <b>5.5</b>                              | <b>24.0</b>                                     |   |   |
| <b>Grand Total - Delta</b>                           |    |          |      |  |         |   |         | <b>29.5</b>                             | <b>67</b>                                       |   |   |
| <b>Color code</b>                                    |    |          |      | Apple performs better than the 'BoFB'  |         | RIM performs better than the 'BoFB'   |         |   |   |   |   |
|  |    |          |      | Apple's performance is equivalent to the 'BoFB'  |         | RIM performance is equivalent to the 'BoFB'   |         |   |   |   |   |
|  |    |          |      | Apple performs worse than the 'BoFB'   |         | RIM performance is worse than the 'BoFB'  |         |   |   |   |   |