FAST COMPANY

Venture Catalyst

Arlan Hamilton has muscled her way into the boys' club. Silicon Valley will never be the same.

INNOVATION BY DESIGN 2018

398
COMPANIES AND PRODUCTS WE LOVE

Plus

▶ **The Fortnite Effect**
HOW THE BLOCKBUSTER GAME IS CHANGING BIG MEDIA

▶ **Zagat's Back!**
THE UNTOLD STORY OF A CROWDSOURCING PIONEER

INNOVATION
BY DESIGN 2018

This year's standouts show how designers are empowering users to regain control over technology.

➤ Recently, a group of Irish designers and researchers conducted a study to see if technology could repair the relationship between citizens and local government. Their work (see page 56) revealed that a cleverly designed, communication-facilitating chatbot could increase faith in government.

It's a heartening demonstration of design's ability to strengthen ties between citizens, government, and society—a real feat at a time when the world is witnessing all too clearly how seemingly smart design can also contribute to the erosion of democracy. The past decade has seen the rise of user-centered design, a philosophy that fetishizes ease of use to the point of ultimately granting users very little control over their technology experiences. It rose in tandem with mobile computing and enabled countless conveniences: We can now hail a car, order food, or transfer money with a few simple swipes. But the cost has been steep. In exchange for streamlined experiences, we've unwittingly relinquished our privacy and forfeited much of our direct human contact. We've even let social media algorithms shape our political discourse.

The future of design is about more than coddling users. It's about giving them power over their technology.

Honorees of *Fast Company*'s 2018 Innovation by Design Awards hint at a world in which privacy and user-friendliness are better calibrated. Are.na, a subscription-based social network that was this year's General Excellence winner, was designed to avoid the Faustian bargain of many existing social networks, such as Facebook, that swap a free service for the right to mine and manipulate users' data. Relay, an honoree in the Products category, is a screen-free device that kids can use to talk with friends and family. Both highlight an emerging design trend: removing some conveniences in order to give users more control over their experiences and digital identities. Are.na has no thumbs-down button for voicing your anger, and Relay lacks the computing capabilities of the devices we all keep in our pockets. Yet neither compromises our privacy in the bargain.

Another focus for designers this year is inclusivity. Companies are

AWARDS

From 2,862 submissions, *Fast Company*'s judges selected these 398 winners and honorees. For full descriptions of this year's honoree entries, go to fastcompany.com/IBD.

➤ WINNERS

APPS AND GAMES

Microsoft
Seeing AI

A free app that uses artificial intelligence to narrate the visual world for blind and low-vision users

DESIGN COMPANY OF THE YEAR

Google
Multiple projects

An engineering-led company that proved it could become a design powerhouse

EXPERIMENTAL

MIT Media Lab
AlterEgo

A tantalizing look at how artificially intelligent machines and humans might communicate in the future—it turns subvocalization (saying words to yourself in your head) into computer commands

FASHION AND BEAUTY

Ministry of Supply
Mercury

A jacket that warms up in response to voice commands and uses machine learning to understand a wearer's preferred temperature over time

GENERAL EXCELLENCE

Are.na
Are.na

An ad-free, subscription-based social network created for creatives by creatives

GRAPHIC DESIGN AND DATA VISUALIZATION

Wolff Olins
Lafayette Anticipations

A custom font and brand identity for a French art foundation inspired by the shape-shifting architecture of the foundation's OMA-designed building

HEALTH

Lia Diagnostics
Lia Pregnancy Test

A biodegradable, flushable, accurate pregnancy test that's now heading toward the market

PRODUCTS

Google
Google Home Mini

A fabric-covered disc no bigger than a night-light that's also a Google Assistant–powered smart speaker

RETAIL ENVIRONMENTS

Space10
Lokal

A pop-up restaurant in London, developed by the Ikea innovation lab Space10, where customers could order food in the same place where it was grown

SOCIAL GOOD

NADAAA
Justice in Design

*A humane incarcer*ation system that makes jails part of the community, devised by a multidisciplinary group of Boston-based architects, planners, and psychologists

SPACES, PLACES, AND CITIES

AL_A
V&A Exhibition Road Quarter

An inhospitable site at London's preeminent art and design museum that became a public courtyard, museum entrance, and subterranean gallery by testing the limits of contemporary engineering

STUDENTS

School of Visual Arts
Relay

A voice-controlled furniture robot, developed by master's student Nour Malaeb, that could help disabled people get around inside their homes

TIMELESS DESIGN (TWO AWARDS)

Interface
Interface

A carpet tile that offers a greener alternative to broadloom flooring

Oxo
Good Grips

An ergonomic kitchen tool featuring thick rubber handles with fins that conforms to a user's grip, regardless of physical ability

USER EXPERIENCE

Frontend.com
Moot

An AI-equipped platform that helps citizens connect with local government figures

WEB DESIGN

Work & Co
Aesop.com

A clever layout that lets shoppers add products to their cart directly from the navigation, increasing completed purchases by 15% compared with the previous design

WORKPLACE

NBBJ
Amazon Spheres

An urban rain forest (including 40,000 plants within three conjoined glass domes) that completely reimagines the contemporary urban work space

► HONOREES

DESIGN COMPANY OF THE YEAR

Adobe
Airbnb
Autodesk
Bluecadet
Gensler
IBM
KieranTimberlake
Local Projects
Microsoft
Perkins+Will
Sephora
SmithGroupJJR
Space10
Studio Gang
Superunion
Target
Upstatement
Ustwo
Wolff Olins

APPS AND GAMES

Acorns
Acorns 2.0

Adobe Document Cloud
Adobe Scan

Airbnb
Lottie

Alex Duckmanton
Burst for Reddit

Duolingo
Tinycards

Firstborn
Gruesome Gotham

Google
Google Trips app

HQ Trivia
HQ Trivia

IBM
Hello Quantum

MLB
MLB At Bat VR

NPR
NPR app

PodOp
Mosaic

Postlight
Birding app

Robinhood
Robinhood Crypto

Sephora
Sephora Virtual Artist

Smartify CIC
Smartify

Sonitum
SonicCloud app

Space10
Ikea Place

Tech Will Save Us
Avengers Electro Hero Kit

Toca Boca
Toca Lab: Plants

Universal Favourite
The Darwin Challenge

University of Cambridge/Drog
The Fake News Game

Ustwo
Monument Valley 2

Warby Parker
Find Your Fit

Woebot
Woebot

EXPERIMENTAL

Airbnb
Sketching Interfaces

Astro HQ
Luna Display

Byton
Byton M-Byte Concept

Carnegie Mellon University
Clinical Decision Support for Artificial Heart Implant

Carnegie Mellon University and ASU Tech
LumiWatch

Carnegie Mellon University and Disney Research
Wall++

CuteCircuit
The Sound Shirt

Fjord
Whole Foods 365 Shopping Enhanced by Augmented Reality (SEAR)

Google
Google Earth VR

Google Creative Lab
NSynth Super

Great Apes/HiQ
Digital Driving License

HP
HP Envy ISS printer

Microsoft
Windows Mixed Reality

Microsoft Research
Project Zanzibar

MIT Media Lab
Hacking Manufacturing

MIT Media Lab
Kino—kinetic jewelry

MIT Media Lab
Programmable droplets for interaction

Modern Meadow
Zoa graphic T-shirt

Mozilla
Common Voice

Thor Trucks
ET-One

Tricky Jigsaw
NRMA FireBlanket

Ustwo
The future of external vehicular sound

Within
Lambchild Superstar: Making Music in the Menagerie of the Holy Cow

FASHION/ BEAUTY

Allbirds
Tree Runners

Bolt Threads
Best Made Microsilk Cap of Courage

Bolt Threads
Bolt Threads Mylo

CuteCircuit
The Sound Shirt

Dell and BaYou With Love
Recycled gold jewelry

Delta Airlines
New uniforms

Ginkgo Bioworks
The Ginkgo Creative Residency 2017

Koio
Ben Medansky

Levi Strauss & Co.
Project F.L.X.

Loli Beauty
Pure, Potent + Personalized

L'Oréal
UV Sense

Nike
Nike's "The Ten" with Virgil Abloh

Nordstrom
Your Look

Sephora
Sephora's Beauty Insider Community

Silk Therapeutics
Replacing Plastics with Pure Silk

Target
Adaptive apparel for kids with disabilities

Target
Adaptive apparel for kids with disabilities

Westin Hotels & Resorts
Project Rise: ThreadForward

GENERAL EXCELLENCE

Acorns
Acorns 2.0

Allbirds
Tree Runners

Ammunition
Ember Ceramic Mug

Frontend.com
Moot—democracy redefined

Google
Google Earth VR

Google
Google Pixel 2 XL

Google
Morse code for Gboard project

Herman Miller
Cosm chair

HKS
Sensory Wellbeing Hub

IBM
IBM Plex

Icahn School of Medicine Mount Sinai
Lab100 at Mount Sinai

Intercom
Business Messenger

Modern Meadow
Zoa graphic T-shirt

Monotype
Tencent Sans

Museum of Ice Cream
Museum of Ice Cream

NBBJ
Tencent global headquarters

Nike
Nike Flyprint

NYC Mayor's Office of Economic Opportunity
New York City Service Design Studio

Reddit
Reddit desktop redesign

Ressence
Type 2 e-Crown

Space10
Ikea Place

Studio Gang
Polis Station

Sweetgreen
Hank's Mini Market

Target
Adaptive apparel for kids with disabilities

GRAPHIC DESIGN AND DATA VISUALIZATION

Airbnb
Airbnb Cereal

B-Reel
Google Pixel Wallpapers 2

Base Design
Mitsulift Elevators

Bluecadet
NASA: Data Lens

Continuum
Southwest Airlines' Digital Wayfinding Design and Prototype

Ferdio
Data Viz Project

Gensler
Delos WELL Building Institute

Google Creative Lab
Waymo 360° Experience

Itau Unibanco
Itau typeface

Mapbox
FCC National Broadband Map

Mapbox
Vision Zero traffic study

Matchstic
City of Atlanta Public Notice signs

Method
McDonald's Global Design System

Microsoft
Microsoft Learning Tools

MLB
MLB At Bat VR

Monotype
Tencent Sans

NewDealDesign
Envoy

Pentagram
American Express identity

Pentagram
Arthur

Sasaki
Public Libraries in Massachusetts

Superunion
BSO audio-reactive logo

Superunion
Shakespeare's Globe

Traffic Design Association
Re:design 4

Twist Bioscience
An easy way to order DNA

Wolff Olins
Alibaba ET Brain

HEALTH

3M
Intelligent Control Inhaler

Ammunition
Eargo Plus

Astro Studios
Bose Noise-Masking Sleepbuds

Boston Children's Hospital and Klick Health
HealthVoyager

Code and Theory
Shirley Ryan AbilityLab

Collective Health
Open Enrollment Experience

Gensler
Shirley Ryan AbilityLab

Gillette
Gillette Treo

Grindr
HIV-testing reminders

Icahn School of Medicine Mount Sinai
Lab100 at Mount Sinai

IncludeHealth
IncludePlatform

Inspiren
iN: Cognitive Patient Care Assistant

Karten Design
Axonics Neuro-modulation System

Layer
Playr

L'Oréal
UV Sense

Lunar
eNeura sTMS mini

Method
Fine

Microsoft
Seeing AI—talking camera app

Nimble Pharmacy
Pharmacy Station

OrCam Technologies
MyEye 2.0

PlateJoy
Diabetes Prevention

Policygenius
Health Insurance and the Art of Compromise

Samsung and UCSF
My BP Lab

Saplacor
Aegis Neonate Medical Wrap

Siren
Diabetic Sock and Foot Monitoring System

Spire
Health Tag

Twist Bioscience
An easy way to order DNA

Ustwo
Alder Play

Ustwo
Sway—Mindfulness in Motion

PRODUCTS

Allbirds
Tree Runners

Amazon
Echo Spot

Ammunition
Ember Ceramic Mug

Aruliden
JAQ Hybrid

Aruliden
MoMA Dip Scoop

Barber & Osgerby and Vitra
Pacific Chair

Bare Conductive
Electric Paint Lamp Kit

BioLite
FirePit

Brandless
Brandless

Bugaboo
Bugaboo Fox

BuzzFeed
Tasty One Top

Dripkit
Dripkit

Dyson
Cyclone V10TM cord-free vacuum

Eero
Home WiFi System

Essential
Essential Phone and 360 Camera

Fiskars
Summit Knives

Floyd Home
The Floyd Table

Freitag
Zippelin inflatable travel bag

Frog
Heatworks Model 3

GE Lighting
C by GE Sol

Google
Daydream View

Google
Google Home

Google
Google Home Max

Google
Google Pixel 2

Google
Google Pixel 2 XL

Herbst Produkt
Norton Core

Herman Miller
Cosm chair

Ideo
SOG Multi-Tools

Ideo GmbH
Charge Up!

Ikea
Trådfri Smart Lighting

Jump Bikes
Bike Share—Electrified

Knoll
HiLo by Seth Murray and Bret Recor + Box Clever

Layer
Axyl

Layer
Nolii

Logitech
Craft Advanced Keyboard

L'Oréal
UV Sense

Molekule
Home One air purifier

Nest
Nest Hello

NewDealDesign
Skycatch High-Precision Package

Nike
Nike React

Oculus/Facebook
Oculus Go

Omata
Omata One

Osmo
Hot Wheels MindRacers

Panoplie
Papier Machine

PearsonLloyd
PearsonLloyd Eco Seat

Republic Wireless
Relay

Ressence
Type 2 e-Crown

R/GA London
Digiseq

Samsung Electronics America
QLED ambient-mode TV

Square
Square Register

Universal Favourite
Complements modular chocolates

Vollebak
Solar Charged Jacket

Wave Computing
Wave Artificial Intelligence Processor

RETAIL ENVIRONMENTS

Ammunition
Cafe X Robotic Coffeebar

Casper
Casper Sleep Shop

Everlane
Everlane retail experience

Fort Worth Camera
Fort Worth Camera

Gensler
Adidas NYC

The Inside
The Creative Compound

i29 Interior Architects
Princessehof

McDonald's
Experience of the Future

Moment
Live Hall Vieuno

Muji
Muji SoHo reopening

Perch Interactive
Kate Spade New York Make It Mine

Reformation
In-store tech concept

Ribot
KFC kiosk

Sephora
Small-format concept store

SOCIAL GOOD

Aerial Applications
Changing the nature of work for first responders

Archive Global
Mud to Mortar

BioLite
SolarHome 620

CookFox Architects
Neeson Cripps Academy

CuteCircuit
The Sound Shirt

Frontend.com
Moot—democracy redefined

Google
Morse code for Gboard project

Great Works/ Akestam Holst/ NoA
The Humanium Metal Initiative

Grindr
Creating gay community where it's not safe to be gay

Icon
Vulcan

Ideo
Kuja Kuja

KieranTimberlake
Ideal Choice Homes

Microsoft
AI for Earth

Microsoft
Seeing AI—talking camera app

MIT Media Lab
Hacking Manufacturing

NYC Mayor's Office of Economic Opportunity
New York City Service Design Studio

Possible
WeCounterHate

Rebel Nell
Graffiti jewelry

R/GA London
Searching for Syria

Space10
Building Blocks

Sweetgreen
Hank's Mini Market

Turner Duckworth: London, San Francisco, New York
American Red Cross VID

VSA Partners
Provision web app

Wikimedia Foundation
Interaction Timeline

Yevo Labs
Yevo x Humanium

SPACES, PLACES, AND CITIES

CannonDesign
Global HOPE

The Cleveland Museum of Art
ArtLens Gallery

Community Grid and Electric
FAC Solar

Cube Haus
Cube Haus

HKS
Sensory Wellbeing Hub

KieranTimberlake
Roast

KieranTimberlake
U.S. Embassy in London

Lime
Smart Mobility Bike Fleet

Local Projects
London Mithraeum Bloomberg Space

Mettle Studio
Line of Sight

NADAAA
Daniels Building

NYC Mayor's Office of Economic Opportunity
New York City Service Design Studio

One Concern
Seismic Concern

OZ Architecture
The new McMurdo Station

Perkins+Will
Albion District Library

Plüs Hus
Plüs Hus

Safdie Architects
Jewel Changi Airport

SmithGroupJJR
DC Water new HQ

SmithGroupJJR
Mountain Park Health Center, Tempe Clinic

SmithGroupJJR
U.S Department of Veterans Affairs Polytrauma and Blind Rehabilitation Center in Palo Alto

Studio Gang
Memphis Riverfront Concept

Studio Gang
Polis Station

Studio Roose-gaarde
Gates of Light

STUDENTS

ArtCenter College of Design
Grit: Resistance Training Shoes

Carleton University
Mitacs Elevate

Carnegie Mellon University
Emoto AI Sidekick

Carnegie Mellon University and ASU Tech
LumiWatch

Copenhagen Institute of Interaction Design
Lumen

Emilios Farrington-Arnas
Maptic

Hasso Plattner Institute
Feeling VR and AR using electrical muscle simulation

Inspiren
iN: Cognitive Patient Care Assistant

Keri Lam
Musy

Peter Lowe
Gravity

Malmo University
Pour Reception

Moment
Loree

New York University
Timeline of the Far Future

Orai
Orai: AI speech coach

Stanford University
ShapeShift

Umea University/ Institute of Design
WIM—Interactive Stroke Therapy

University of Stuttgart
Tangible Formations

VCU Brandcenter
Nastybot

TIMELESS DESIGN

Adobe
Adobe Tools

Ammunition
Square Stand

Boxed Water
Boxed Water Is Better

Emeco
111 Navy Chair

Humanscale
Freedom Headrest

Ideo
Heartstream Forerunner Defibrillator

Krueck + Sexton Architects
Crown Fountain

Landor
The FedEx identity

Lincoln Center
Lincoln Center

Microsoft
How Microsoft uses the cloud to adapt the Office Suite

NewDealDesign
Fitbit Tracker

Rios Clementi Hale Studios
Grand Park

Sasaki
798 Arts District

Wolff Olins
NYC

Wolff Olins
USA Today

Yiying Lu LLC
Twitter Fail Whale (Lifting a Dreamer)

USER EXPERIENCE

Acorns
Acorns 2.0

AD60 Agency LLC
Anchor

Airtable
Airtable

Astro HQ
Luna Display

Autodesk
AutoCAD Web

Boston Children's Hospital and Klick Health
HealthVoyager

CognitiveScale
Cortex AI Workbench

FCB/Six
Destination Pride

Fuseproject
Live OS

Fuseproject
UV Sense

Google
Google Earth VR

Hilton
Connected Room

Icahn School of Medicine Mount Sinai
Lab100 at Mount Sinai

InVision
InVision Studio

Lemonade
Insurance app

Microsoft
Project Personality Chat

Pentagram
Arthur intelligent assistant

PodOp
Mosaic

Republic Wireless
Relay

R/GA
Jordan Brand's Terminal 23

Twist Bioscience
An easy way to order DNA

Walmart
The new Walmart .com

WEB DESIGN

Autodesk
AutoCAD Web

Bloomberg Media Group
TicToc by Bloomberg

Bluecadet
Outrider Bomb Blast

Code and Theory and NBC News
NBC News Verticals: Mach, Better, and Think

IBM
Hybrid Cloud Design Internal Website

Idean
My Helsinki: Helping People Find the Best of Helsinki

NBC News
NBC News Group Design System and Publishing Platform

Postlight
An enterprise to connect athletes with fans

Reddit
Reddit desktop redesign

Siegel+Gale
Milbank web design

Stripe
Website redesign

Swell Investing
Transparent Investing Platform

Topic
Topic.com

Upstatement
Foundation Medicine

Upstatement
PBS NewsHour

Upstatement
Texas Monthly

Walmart
The new Walmart .com

Work & Co
Hippo

WORKPLACE

Airbnb
Airbnb office, San Francisco

Airtable
Airtable

Allied Works Architecture
Fast Retailing Uniqlo City

Autodesk
Autodesk's Portland, Oregon, Office

Barber & Osgerby and Vitra
Pacific Chair

Cloudflare
Wall of Entropy

CookFox Architects
250 West 57th Street, New York

Designtex
Casper Cloaking Technology

Digital Surgeons
District New Haven

Dubbeldam Architecture + Design
Slack Toronto office

Float Studio
Casper HQ

Forest City New York
Tata Innovation Center

Gensler
Nvidia new corporate campus visualization

Herman Miller
Cosm chair

Hollwich Kushner
Pennovation Center

Humanscale
QuickStand Eco

Ideo
Ideo Creative Difference

IED Innovation Lab
IED Innovation Lab

Knoll
HiLo by Seth Murray and Bret Recor + Box Clever

Logitech
Logitech Meetup

Mannington Commercial
The Moiré Collection

NBBJ
Tencent global headquarters

Perkins+Will
Bank of Canada Head Office Renewal

Poppin
QT Chair Booth

Rapt Studio
Turner Market

Samsung Electronics America
Samsung Galaxy Tab Active2

Segment
Data-driven approach to open work space

Studio O+A
Microsoft Envisioning Center

Teknion
Expansion Cityline

JUDGES*

Deborah Adler
Founder and president, Adler Design

Kate Aronowitz
Design partner, Google Ventures

George Aye
Cofounder, Greater Good Studio

Carly Ayres
Partner, Hawraf

Guive Balooch
Global vice president, L'Oréal's technology incubator

Laureen Barber
Co-owner and design director, Blue Hill restaurants and market

Valerie Casey
Head of design, Walmart

Jason Chua
Executive director, advanced projects, United Technologies Corporation

August de los Reyes
Director of user experience, Google

Darcy DiNucci
Vice president of user experience, Ammunition

Jonas Downey
Product designer, Basecamp

John Edson
Partner, Lunar/McKinsey & Company

Jenny Friedler
Senior director, Planned Parenthood's Digital Product Lab

Amy Gu
Managing partner, Hemi Ventures

John Hoke
Vice president, chief design officer, Nike

Kat Holmes
Founder, Mismatch .design; UX design director, Google

Hao Ko
Managing director, principal, Gensler

George Lois
Art director, George Lois LLC

Doreen Lorenzo
Assistant dean, School of Design and Creative Technologies, University of Texas at Austin

Steve McConnell
Managing partner, NBBJ

Ceasar McDowell
Professor of the practice of civic design, MIT

Debbie Millman
Founder and host, *Design Matters*

Misha Nonoo
Founder and creative director, Misha Nonoo

Tetsuya O'Hara
Vice president, Gap Inc.'s Global Innovation & Performance Center of Excellence

Primo Orpilla
Cofounder and principal, Studio O+A

Edel Rodriguez
Owner, Edel Rodriguez Studio

Mark Rolston
Founder and chief creative, Argodesign

Ivy Ross
Vice president of design for the hardware product area, Google

Alex Schleifer
Vice president of design, Airbnb

Bonnie Siegler
Founder and creative director, Eight and a Half

Hamish Smyth
Partner, Order

Clark Valberg
Cofounder and CEO, InVision

Steve Vassallo
General partner, Foundation Capital

Emily Weiss
Founder and CEO, Glossier

Ryan Wilkerson
Vice president of experience design, HBO

Forest Young
Global principal, head of design, Wolff Olins

Diego Zambrano
Partner, design lead, Work & Co

*Judges recused themselves from deliberating on entries from companies where they're employed.