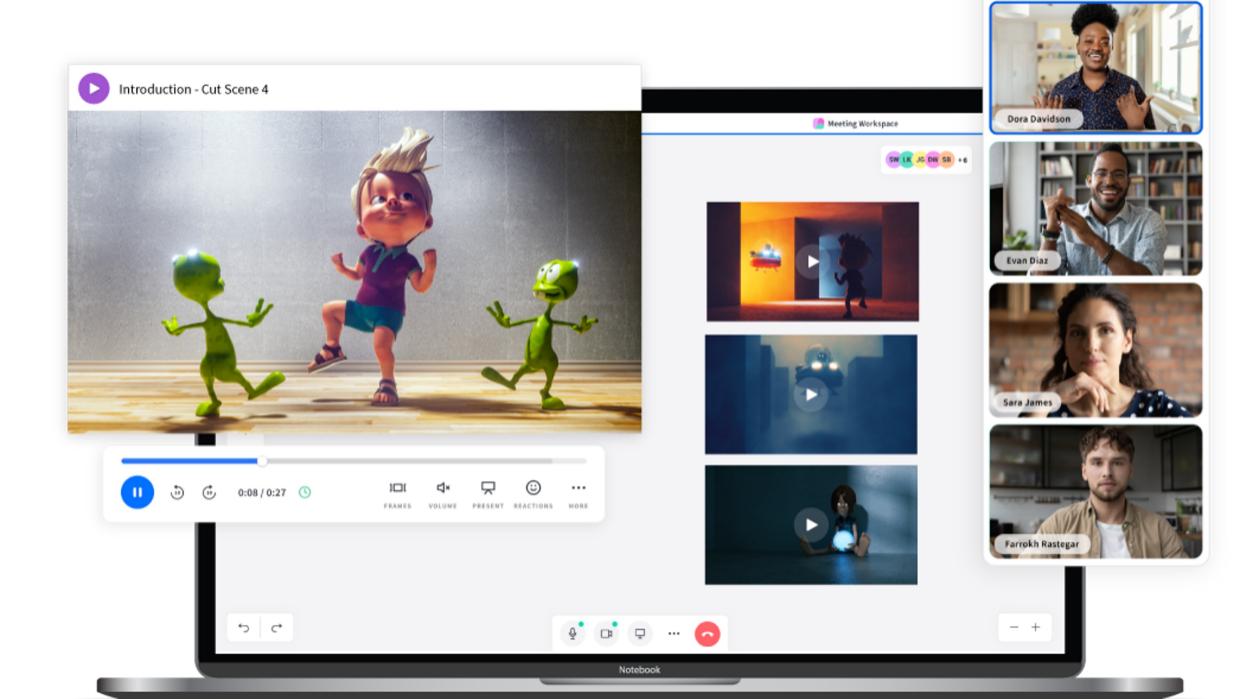


Do Creatives Dream in the Cloud... Or in a Cave?





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Media & Entertainment







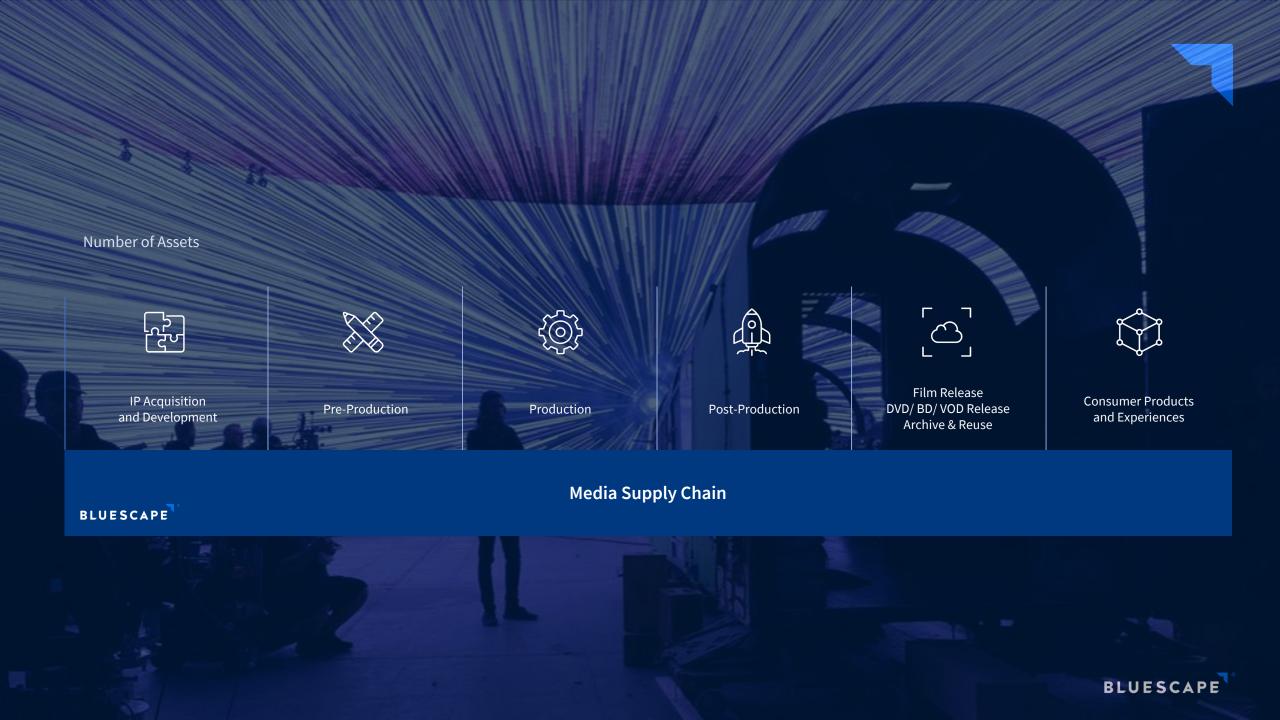
Ideation & Development

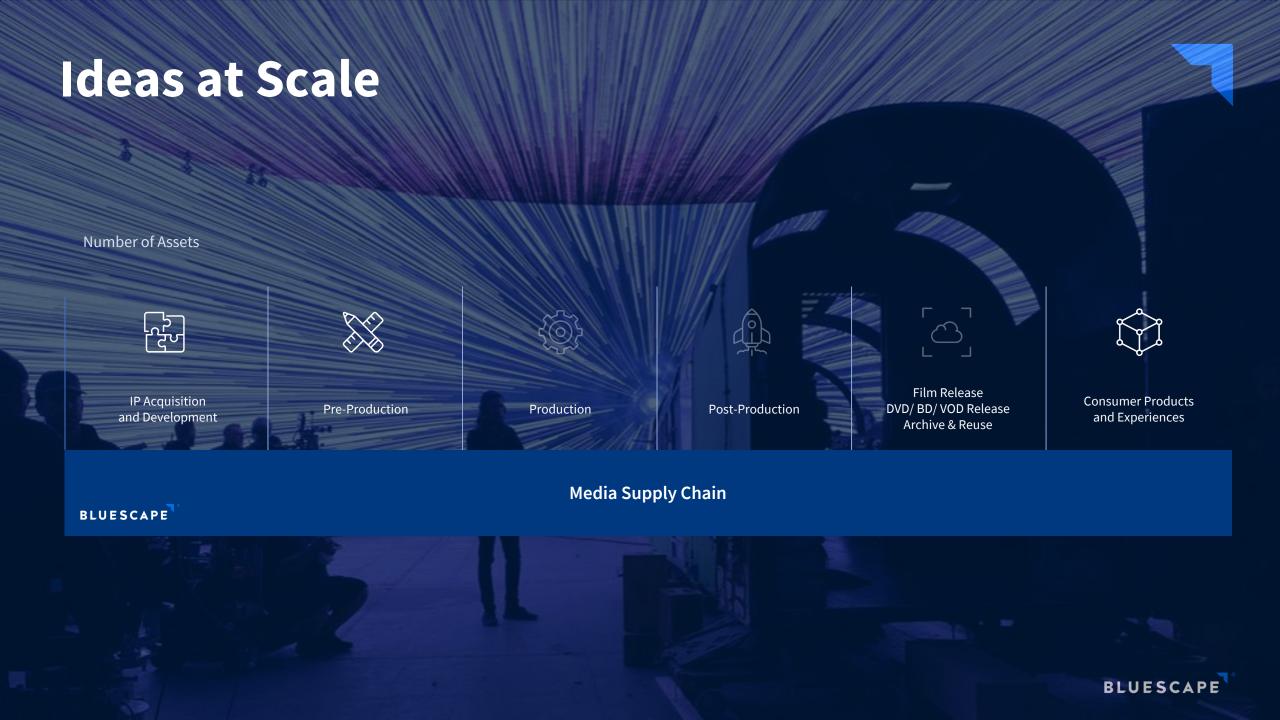
Pre-Production

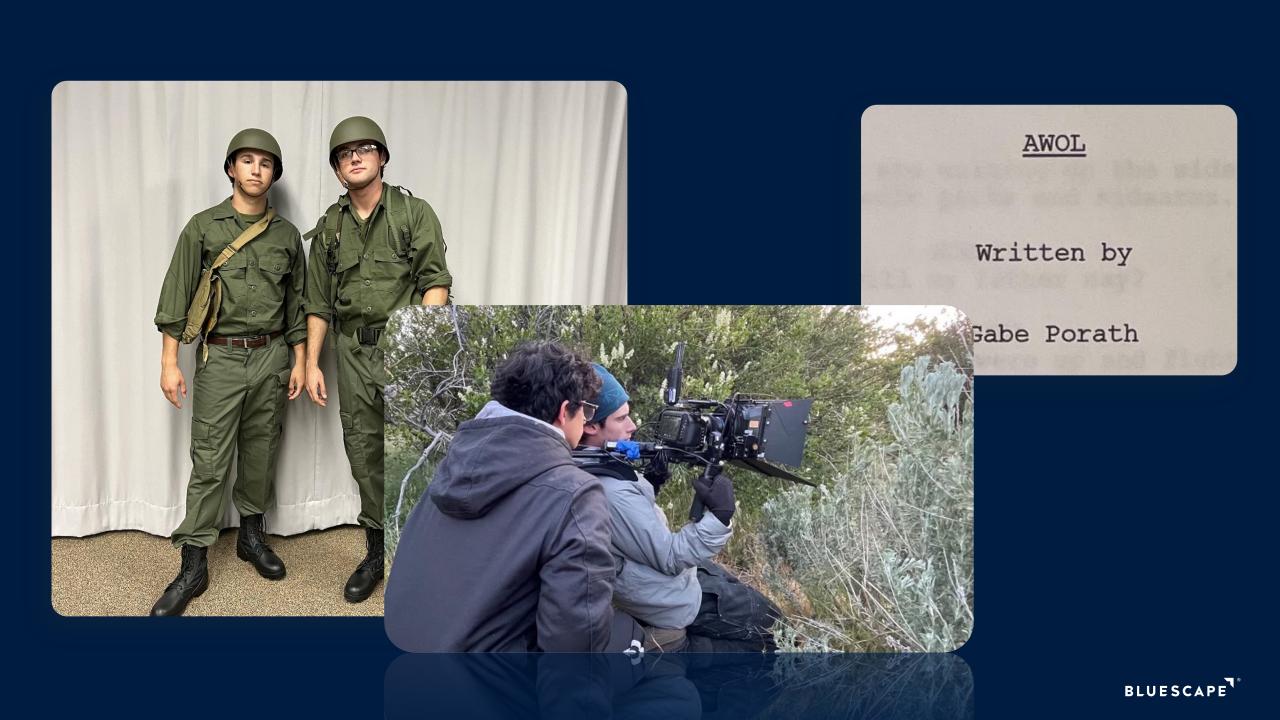
Marketing War Rooms

















"Now I understand that there is a direct line between the quality of a well-run production the artists ability to realize their vision."

--My son

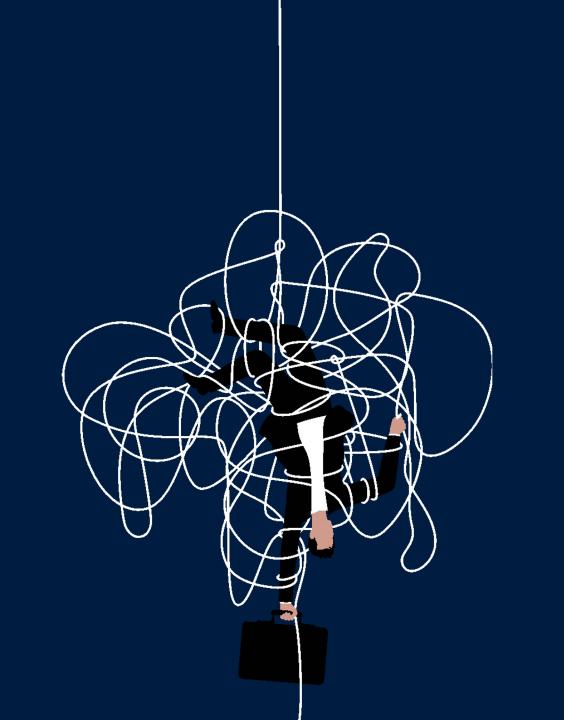
"We've yet to find technologies that allow whole teams of creatives to work in a 'virtual' suite as well as they can in a physical suite – where every participant can see, comment upon and control the output of the work and the applications being used to create it."

Richard Berger

Chief Executive Officer





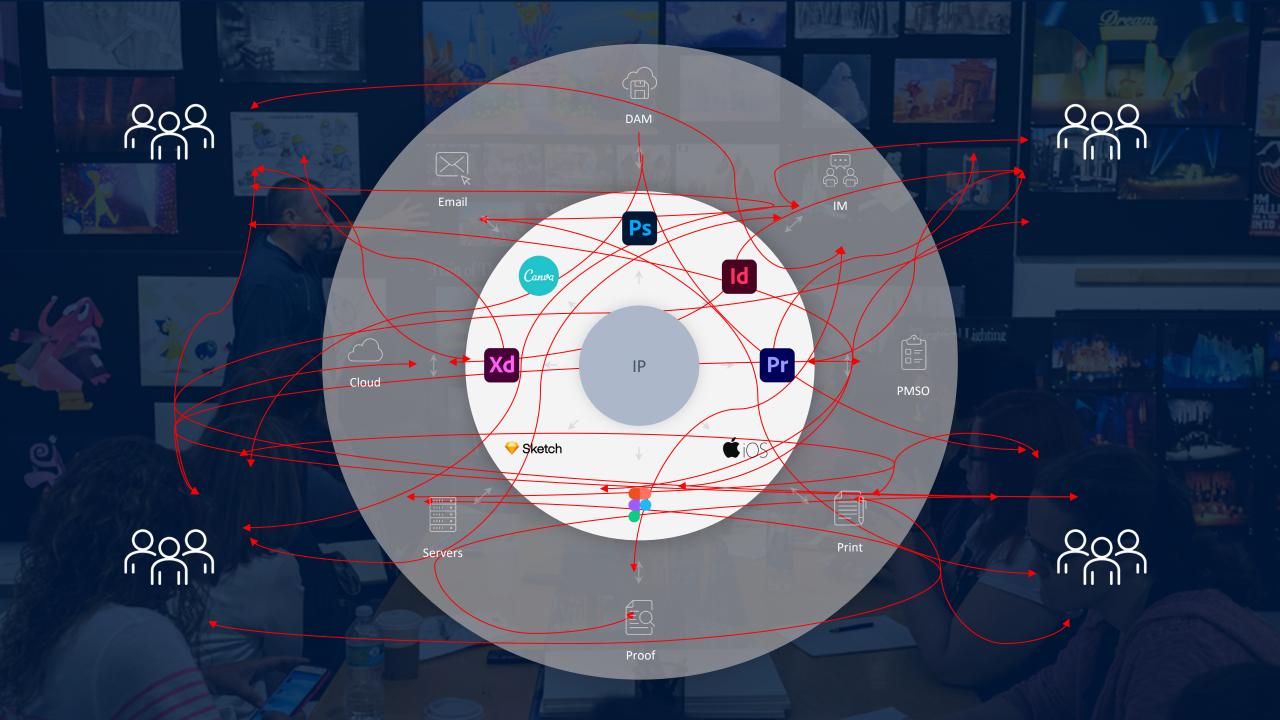


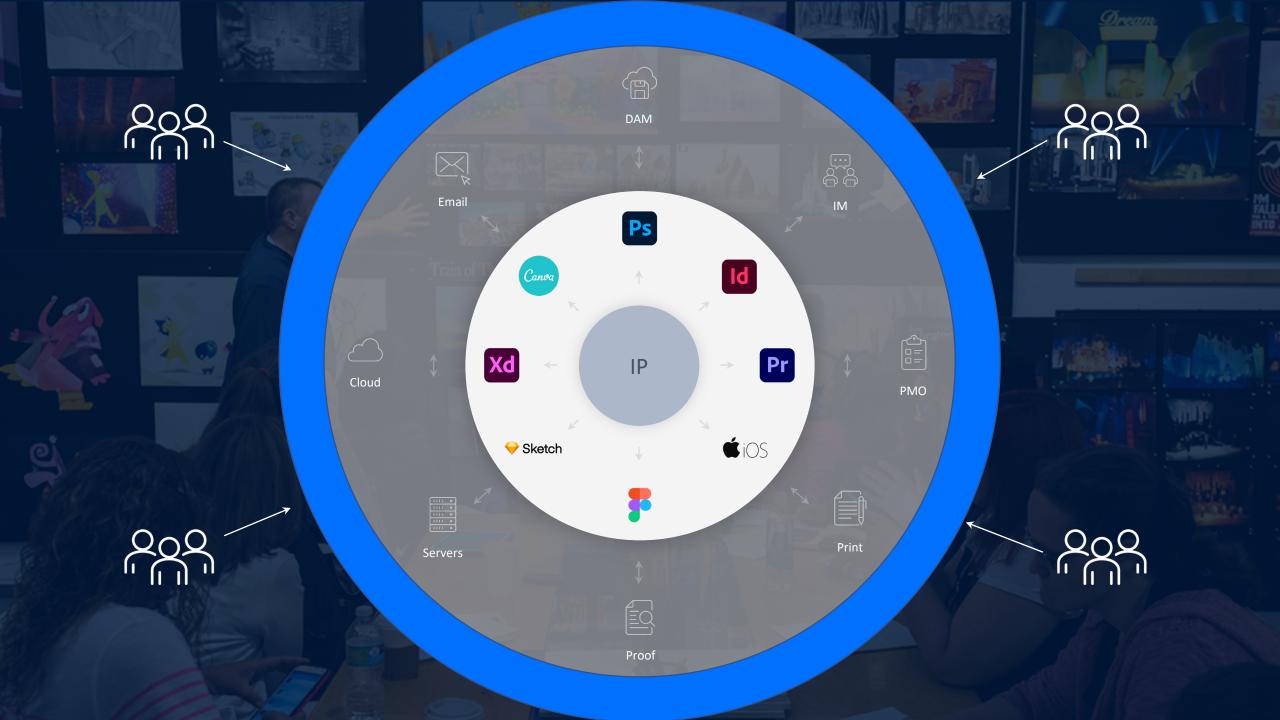


A global breakdown of work about work

	Australia	France	Germany	Japan	Singapore	U.K.	U.S.
Skilled work	33%	36%	40%	29%	21%	32%	33%
Strategic work	8%	6%	7%	10%	10%	7%	9%
Work about work	59%	58%	53%	61%	69%	69%	58%







"It's important that we work more collaboratively across businesses so that we're able to be strategic in our decision-making and best serve consumers across all platforms."

David Zazlav Internal Memo 2022





With the reinforcement of the assets of each business, and with various ways to utilize content IP for maximum value, Sony puts particular emphasis on collaboration among its segments."

SONY ANNUAL REPORT 2020





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