

The Great Company Adventures • Book 41 of 50

APPLE THE GLASS THAT THINKS

Seven doors, twelve mental models, and the sheet of glass that carries the whole world in a pocket.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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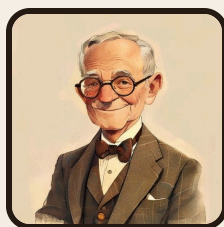
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



ADA

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *"The Fire That Comes Back"*

MANUFACTURING & ENGINEERING

2. Toyota — *"The River That Builds Cars"*
3. Siemens — *"The Factory That Builds Factories"*
4. Caterpillar — *"The Machines That Move Mountains"*
5. Boeing — *"The Bird With Six Million Pieces"*
6. Airbus — *"The Plane Four Countries Built"*

ENERGY & INDUSTRY

7. Shell — *"The Sunlight Buried at Sea"*
8. ExxonMobil — *"The Ancient Sunlight Machine"*
9. GE Vernova — *"The Wheel That Makes Lightning"*

COMMUNICATION

10. AT&T — *"The Voice Inside the Wire"*
11. Qualcomm — *"The Whisper in the Air"*
12. Ericsson — *"The Towers That Talk"*

TRANSPORTATION

13. Tesla — *"The Car With No Engine"*
14. John Deere — *"The Machine That Feeds the World"*
15. UPS — *"The Promise in a Brown Truck"*

INFRASTRUCTURE

16. ABB — *"The Arms That Never Tire"*
17. Schneider Electric — *"The Guardian of the Grid"*

MATERIALS

18. Corning — *"The Thread of Light"*
19. DuPont — *"The Inventors of Almost Everything"*

SCIENCE & TOOLS

20. 3M — *"The Factory of Ten Thousand Ideas"*
21. Bosch — *"The Spark in Every Machine"*
22. Honeywell — *"The Dial That Tames the Weather"*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *"The Shield in a Tiny Vial"*
24. Roche — *"The Detectives of the Blood"*

25. Novo Nordisk — *"The Key to a Billion Locks"*

26. Johnson & Johnson — *"The Little Bandage That Grew"*

FOOD & AGRICULTURE

27. Nestlé — *"The Cup That Wakes the World"*
28. Cargill — *"The Invisible Harvest"*

FINANCE & COMMERCE

29. Visa — *"The Handshake Inside the Card"*
30. Mastercard — *"The Two-Second Trust Machine"*
31. Walmart — *"The Store That Never Runs Out"*
32. Costco — *"The Treasure Warehouse"*
33. FedEx — *"The Race Against the Sun"*

CONSUMER INNOVATION

34. Disney — *"The Factory of Dreams"*
35. LEGO — *"The Brick That Builds Anything"*
36. Sony — *"The Pocket Full of Music"*
37. Coca-Cola — *"The Secret in the Red Can"*
38. Nike — *"The Shoe That Learned to Fly"*

LUXURY & CRAFTSMANSHIP

39. Rolex — *"The Heartbeat on Your Wrist"*
40. LVMH — *"The Suitcase That Conquered the World"*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *"The Glass That Thinks"*
42. Microsoft — *"The Invisible Machine"*
43. Google — *"The Library With No Walls"*
44. Amazon — *"The Box That Crossed the World"*
45. NVIDIA — *"The Brain Made of Sand"*
46. Intel — *"The First Thinking Chip"*
47. TSMC — *"The Invisible City"*
48. ASML — *"The Machine That Prints With Light"*
49. OpenAI — *"The Machine That Learned to Talk"*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *"The Adventure You Will Build"*

THE GLASS THAT GLOWED AT MIDNIGHT

Midnight. Homework: not happening. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight at—

SPIN

Wait. Seriously?

Down the hall: Mom reading news. Dad paying a bill. Grandma laughing on a video call. Three glowing rectangles. One family.

We stare at these ALL DAY. What's actually INSIDE?

It's never done THIS before.

The spare phone. Asleep in the moonlight. A cold black mirror. The most ordinary object on Earth.



YOU'RE the next great company?
You're a PHONE.

The diary flipped open by itself. Fresh ink.



"Time to meet the businesses that built the modern world..."

"...start with the one hiding in your hand. The glass that thinks."

★ WORTH REMEMBERING

Really look at a phone. Glass, thinner than a pancake. Inside: every song ever recorded, every street on Earth, Grandma's laugh from far away. And glass is just **melted sand**. So tonight's mystery: **who taught sand to think?**

The screen rippled — and a whirlpool of blue light yanked her in.

WHOOSH



Here we GOOO!

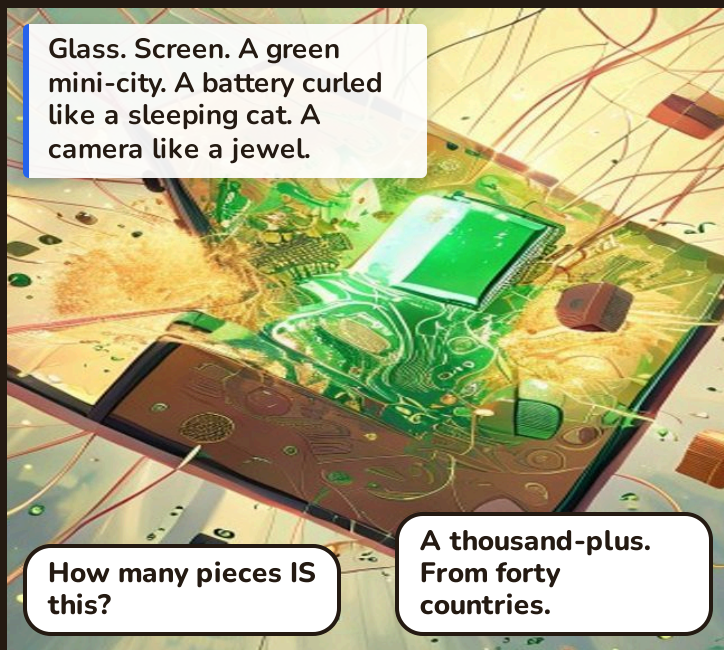
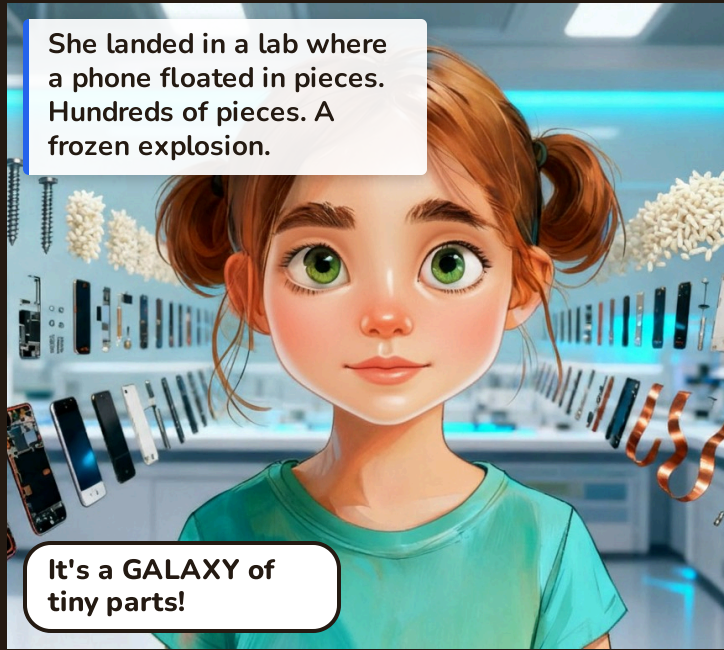


SIRI'S SECRET NOTEBOOK

Biggest mystery yet 📱

- ① How does melted SAND hold songs, maps, photos — and feel my finger?
- ② Grandpa says it built one of the most valuable companies EVER. Prove it, compass.

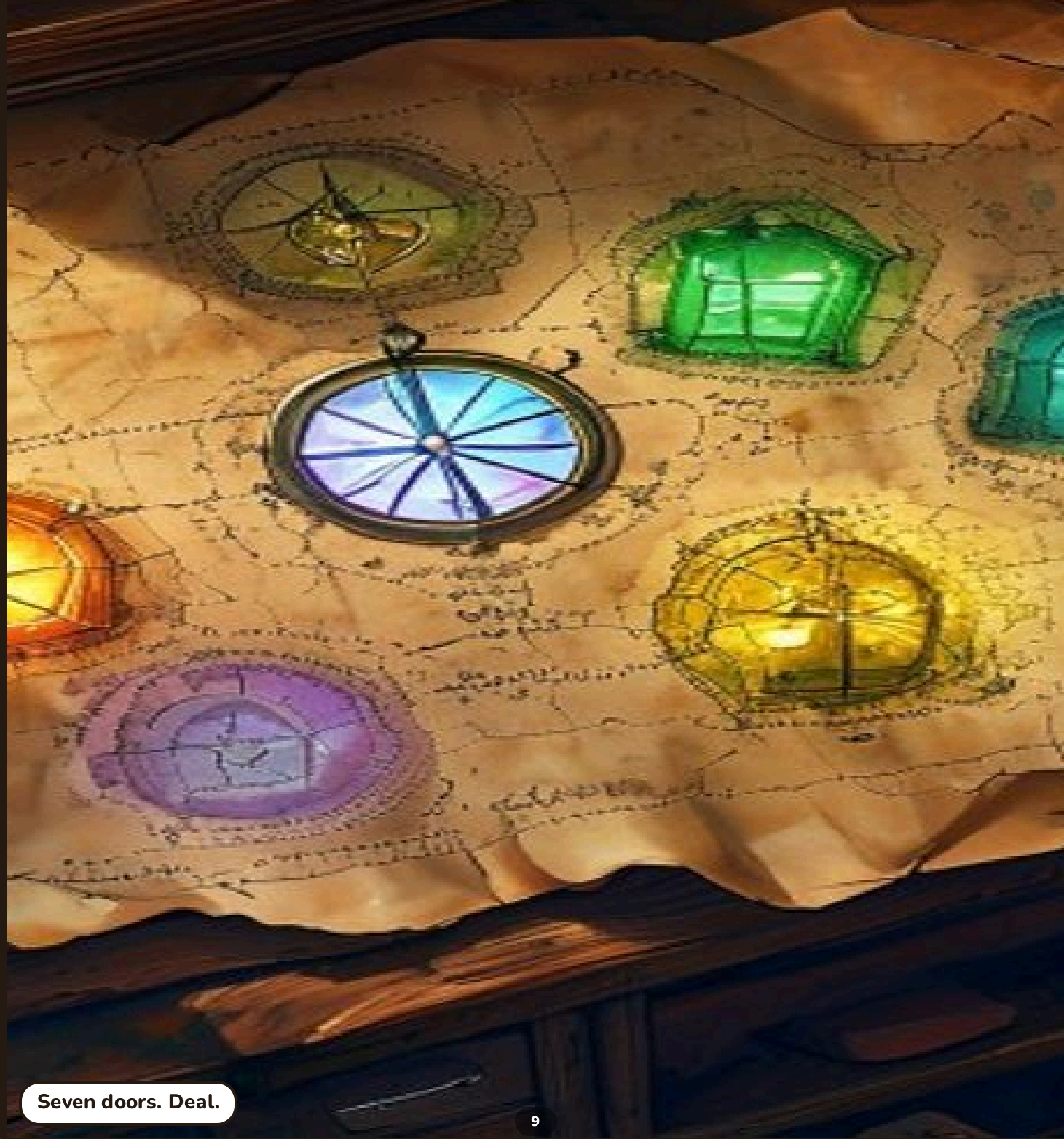
THE PUZZLE OF A THOUSAND PIECES



★ WORTH REMEMBERING

Your phone is a **supercomputer in disguise** — millions of times more powerful than the computer that flew astronauts to the Moon. That one filled a cabinet. Yours rides in a backpack.

Ada unrolled a parchment map. Seven glowing doors.
“Seven secrets. Open them all, and you'll know this
machine better than most grown-ups.”



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK · THE QUEST MAP

- 1 THE SKIN — why doesn't it shatter?
- 2 THE FEELING — glass that senses fingers?!
- 3 THE BRAIN — what THINKS in there?
- 4 THE EYE — how does it catch light?
- 5 THE HEART — what keeps it alive?
- 6 THE VOICE — how does it whisper across oceans?
- 7 THE JOURNEY — who builds it... and WHY?

Let's GO 🌍

A BEACH BECOMES A WINDOW

3a Door One: what IS glass?

Door one led... to a beach?! Ada scooped up sand. Up close: rough little diamonds.

My screen started as THIS?

"In sand, atoms stand in neat rows. Melt them, cool them FAST — they freeze mid-dance. Jumbled. Forever."

Glass is a liquid that froze while DANCING?

Into the furnace. Hotter than lava. Out the other side: a river of liquid honey made of light.

1,700°C

Sand MELTS?!

"And that's why you can see through it. Light slips right between the frozen dancers."

I'm looking through stopped time. Coolest. Sentence. Ever.

★ WORTH REMEMBERING

Same sand, two tricks: frozen in a **jumble** → see-through glass. Frozen in a **perfect parade** → something else entirely (wait for Door Three). **Arrangement, not ingredients.** Remember that — it explains half the modern world.

Molten glass flowed down between rollers — a ribbon thinner than paper, smoother than silk.



A waterfall... of window.

 SIRI'S SECRET NOTEBOOK · DOOR 1, HALF OPEN

Glass = sand melted at $1,700^{\circ}\text{C}$, cooled too fast to line up = FROZEN LIQUID. See-through because light slips between the jumbled dancers. 🌂



ARMOR FOR THE INVISIBLE

4a The enemy: a crack

Slow-motion film: one tiny scratch... then a crack racing across the sheet like lightning.



It moves like it's ALIVE!

★ WORTH REMEMBERING

A crack grows by **pulling glass apart at its tip** — all the stress crowds into one point, like a whole tug-of-war team yanking a single thread. So the smart question isn't 'how do we make glass stronger?' It's '**how do we make cracks impossible to start?**'

The answer: a hot bath. Sheets of glass sank into glowing molten salt.

“Small atoms near the surface swap out. BIGGER ones from the salt squeeze in. Now the surface is packed tight.”

A SALT BATH makes armor?

Big marbles crammed into small rows!

★ WORTH REMEMBERING

Ion exchange. The surface ends up permanently SQUEEZED — and cracks can only grow by pulling apart. In squeezed glass, baby cracks get crushed shut before their first step. Invisible armor, made of pressure itself. 🛡️

Ada picked up a treated sheet and BENT it like a playing card.



GLASS. IS.
BENDING. I need to
sit down.

Next door, robots dropped
phones onto steel all day.
Drop. Inspect. Tweak.
Repeat. Ten thousand
times.



You break phones
ON PURPOSE?

Every crack teaches
us how to stop the
next one.

 SIRI'S SECRET NOTEBOOK · DOOR 1 UNLOCKED

Cracks grow by pulling → salt bath squeezes the surface → squeeze crushes cracks shut. Armor = pressure! And they employ robots to smash phones all day. Science is stubborn.  

THE GLASS THAT FEELS

5a Door Two: the impossible sense

Under the screen: a hidden net of hair-thin electric threads, crossing like city streets. Sparks waiting at every corner.

"Your finger." Slowed a billion times: threads of electricity bending UP toward her fingertip.

What's it waiting FOR?

The glass is reaching for ME!

★ WORTH REMEMBERING

The screen doesn't feel **pressure** — it feels **electricity**. You're mostly salty water: a walking battery cable. Your fingertip sips a tiny drop of charge from the net, and the phone spots WHICH crossing lost it. A hundred times a second.

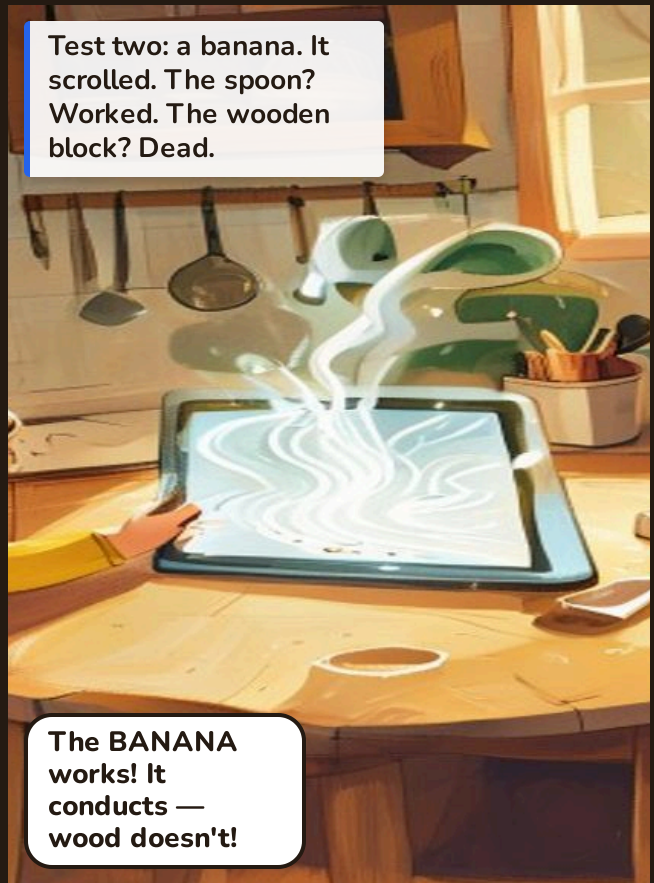
Test one: woolly glove. Jab.
Nothing. JAB. Nothing.

POKE POKE



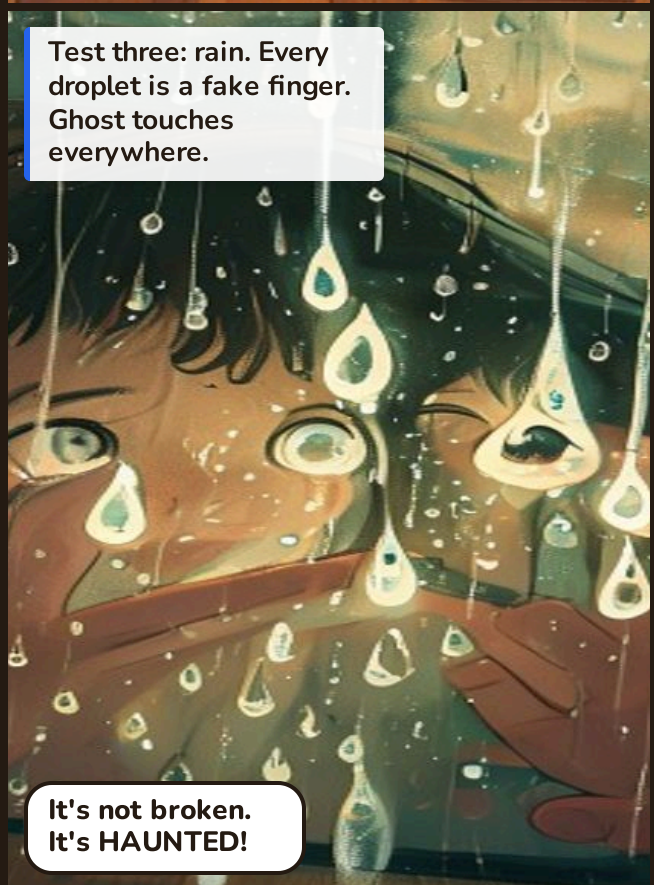
The trillion-dollar
phone... beaten by a
GLOVE!

Test two: a banana. It
scrolled. The spoon?
Worked. The wooden
block? Dead.



The BANANA
works! It
conducts —
wood doesn't!

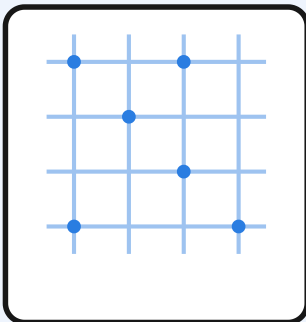
Test three: rain. Every
droplet is a fake finger.
Ghost touches
everywhere.



It's not broken.
It's HAUNTED!

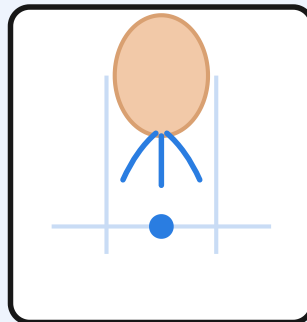


HOW THE GLASS FEELS YOUR FINGER



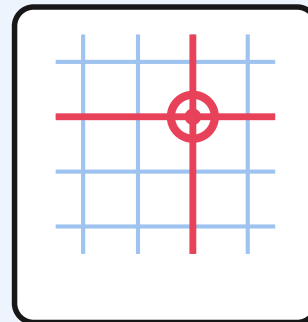
AN INVISIBLE NET

electric threads under glass



YOUR FINGER SIPs CHARGEFOUND: ROW + COLUMN

your body conducts electricity



crossing point = your touch



SIRI'S SECRET NOTEBOOK · DOOR 2 UNLOCKED

Screen feels ELECTRICITY, not pushing. Glove: fails (no conduction). Banana: WORKS (salty water!). Rain: ghost fingers. Tested all three myself. Science you can poke ⚡🍌

THE PUREST MOUNTAIN ON EARTH

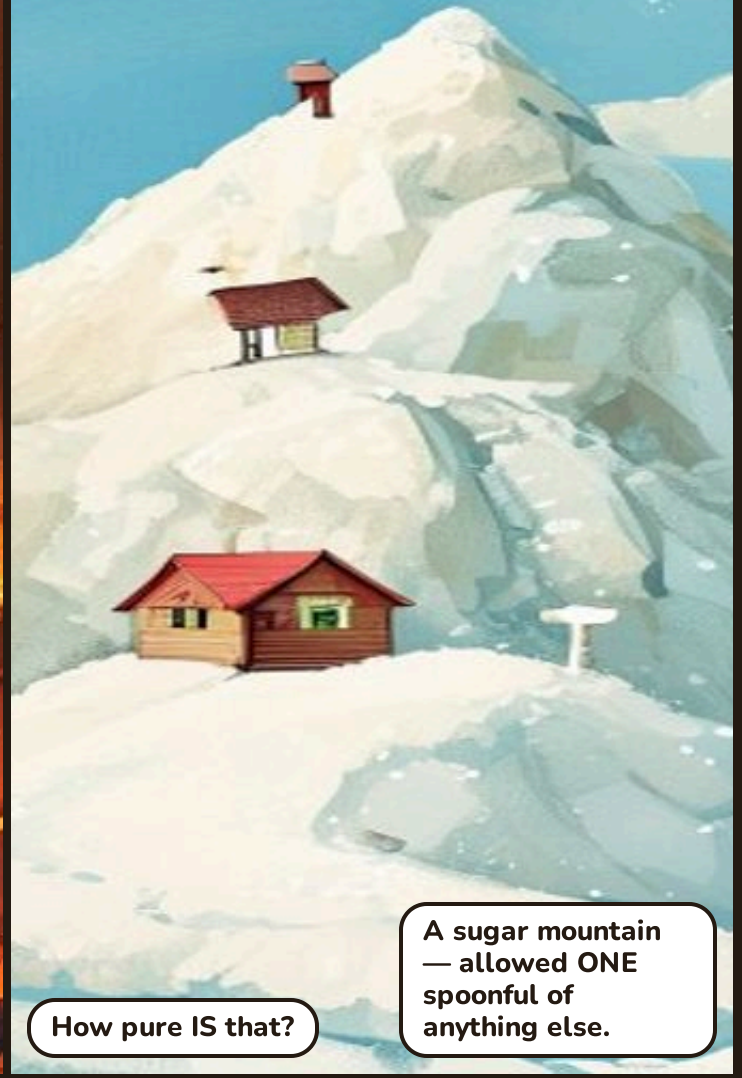
6a Door Three: the brain starts as rock

Door three: dark, silent, like a temple. A silver crystal rising slowly from molten metal.



It's growing. Like a backwards icicle.

"For the brain, sand must be 99.9999999% pure. Nine nines."



How pure IS that?

A sugar mountain — allowed ONE spoonful of anything else.

★ WORTH REMEMBERING

Why so fussy? Electricity must flow in **perfect silence**. One wrong atom = a boulder in the stream = your game crashes. Nine-nines purity exists nowhere in nature. Only where humans decided to be **unreasonably careful**.

A seed crystal kissed the molten pool — and the liquid FOLLOWED it up, atom by atom, copying its perfect pattern.



The OPPOSITE of glass! Perfect parade, not jumble!

A diamond wire sliced the crystal into mirror discs. Wafers. Polished until the biggest bump was smaller than a virus.



The shiniest bread in the universe.

SIRI'S SECRET NOTEBOOK

ARRANGEMENT again! Jumbled sand = window. Parade sand = brain.
Purity: sugar mountain, one spoon. Wafers so flat that stretched to a whole country, the tallest bump = a coin. 🧠

PRINTING CITIES WITH LIGHT

To enter the chip works: full bunny suits and a whooshing air shower. "Here, one dust speck is a falling mountain."

WHOOOSH

Inside: a hall like a cathedral. Air a thousand times cleaner than a hospital. Floors that mirror the world.

It's so quiet. Like the building is **CONCENTRATING**.

"You can't carve something this small. So you don't carve. You **PRINT** — with light through a stencil."

I'm a very clean marshmallow.

The light **IS** the chisel!

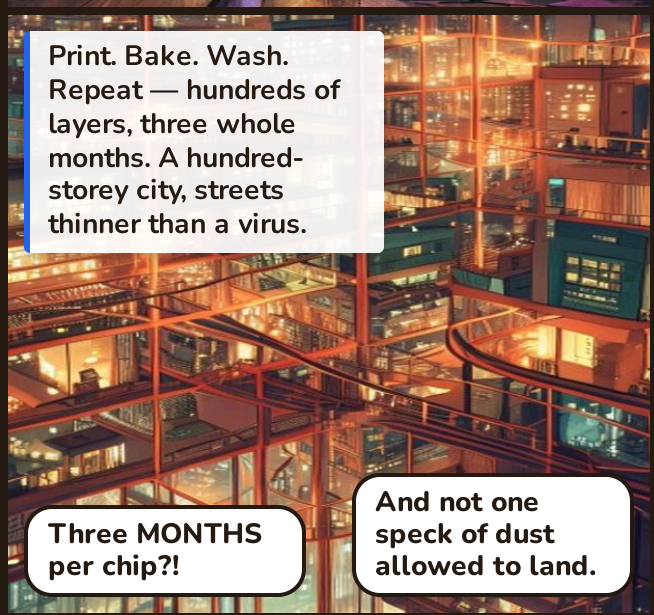


The real machine: bus-sized, firing patterns through lenses that shrink the design smaller... and smaller... and smaller.



“For the finest lines, we **MAKE** our own light: 50,000 times a second, a droplet of tin explodes into a violet star.”

You built a **STORM...** to print a **BRAIN**.



Print. Bake. Wash. Repeat — hundreds of layers, three whole months. A hundred-storey city, streets thinner than a virus.

Draw the city **BIG**, shrink it down **TINY**!

Three **MONTHS** per chip?!

And not one speck of dust allowed to land.

★ WORTH REMEMBERING

Nothing mechanical ever touches the wafer — only **light, chemistry and vacuum**. The factories that do this cost more than airports. The greatest of them sit on an island called Taiwan... which gets its own volume. 🧐

📖 SIRI'S SECRET NOTEBOOK

Don't carve the invisible — **PRINT** it. Violet light from exploding tin droplets (!!), shrunk through lenses, layer on layer for 3 months. A 100-storey city in my pocket, and no eye will ever see it.

TWENTY BILLION SWITCHES

8a So what IS thinking, for a machine?

"What did we print twenty billion of? ONE thing: a switch. On. Off. A switch that electricity itself can flip."

"Connect them: this marble passes only if BOTH doors open. That one, if EITHER opens. Your switches just learned to make DECISIONS."

Two dumb doors... make a RULE!

"Switches speak two words: ON and OFF. One and zero." Siri counted past a thousand on two hands.

1,023 on ten fingers?! I've been WASTING my hands!

Twenty billion light switches = a BRAIN?

★ WORTH REMEMBERING

The deepest idea in computing, and now you own it: **switch** → **decision** → **anything**. Your game is switches. A photo is switches remembering light. Twenty billion of them, a billion flips a second, on printed sand. That's the 'thinking.' No magic — which makes it more magical.

“And nobody talks to switches directly. Chip people → code people → app people → YOU. A tower of teams.”



My tap travels DOWN a tower of a thousand people's work.

 SIRI'S SECRET NOTEBOOK · DOOR 3 UNLOCKED

Sand → crystal → light-printed switches → rules → games. 'Thinking' = billions of decisions/sec. Also: computers count on two fingers, I can count to 1,023 on ten. Telling EVERYONE at school 🙌

THE EYE AND THE HEART

9a Door Four: the eye that never blinks

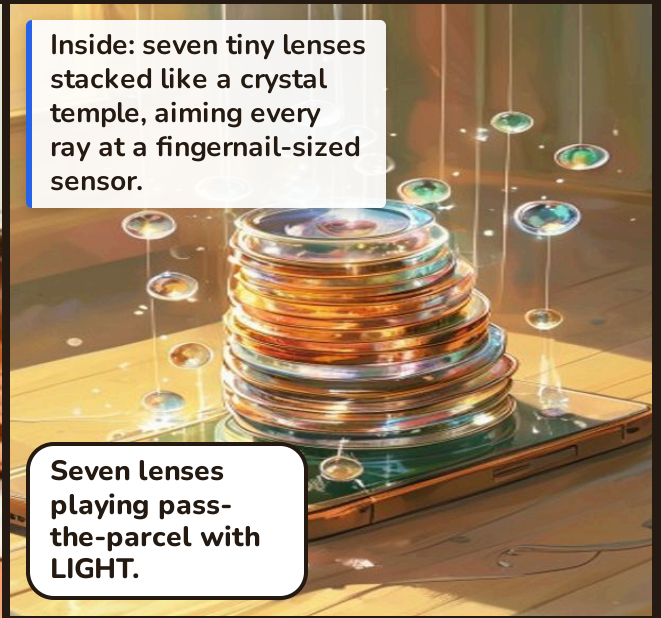
Ada balanced the whole camera on one fingertip. Smaller than a pea.



THAT sees better than my eyes?!

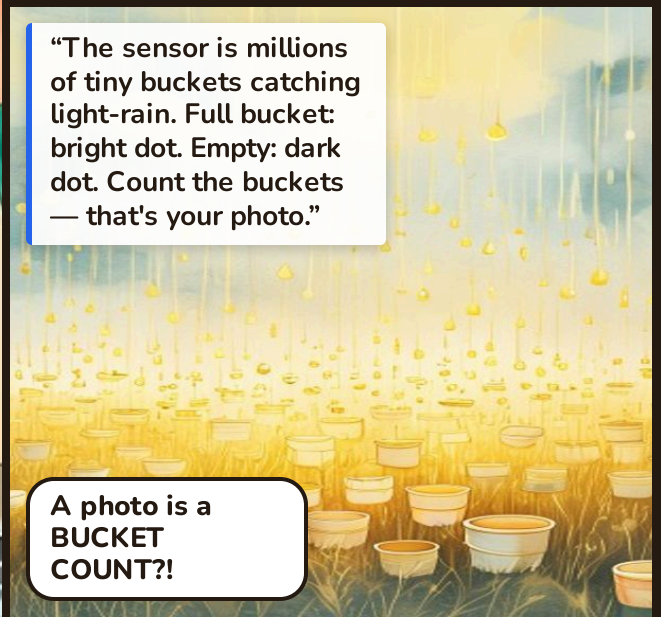
In the dark? It sees better than an owl.

Inside: seven tiny lenses stacked like a crystal temple, aiming every ray at a fingernail-sized sensor.



Seven lenses playing pass-the-parcel with LIGHT.

“The sensor is millions of tiny buckets catching light-rain. Full bucket: bright dot. Empty: dark dot. Count the buckets — that's your photo.”



A photo is a BUCKET COUNT?!

★ WORTH REMEMBERING

Night-photo trick: one tap secretly takes NINE quick photos, and the chip's switches merge them — noise out, detail in. The lens catches the light; **the brain finishes the seeing**. Your camera cheats. Brilliantly. 📷

Inside the battery: a river between two shores, and thousands of tiny glowing boats rowing across.



The heart is a HARBOR!

★ WORTH REMEMBERING

A battery is a **rocking chair**: lithium boats row one way to power the phone, and charging pushes them all back upstream. Thousands of round trips — but the docks wear out a little each time. That's why old batteries fade. Heat is their worst enemy. 📱

📖 SIRI'S SECRET NOTEBOOK · DOORS 4+5 UNLOCKED

EYE: 7-lens temple → light-rain buckets → brain merges 9 secret photos into 1. HEART: lithium boats rowing between shores; charging = rowing back. Batteries don't die, their docks wear out.

THE WHISPER ACROSS THE WORLD

Door six hummed. The phone was breathing rings of invisible light into the evening air.

It's been **GLOWING** this whole time?

"Radio is light your eyes can't see. Towers rule little kingdoms — **CELLS** — and hand your call to each other like relay runners."

THAT'S why it's called a cell phone!

"Between continents, your voice becomes laser light in a cable on the **OCEAN FLOOR**."

My voice... swims past **WHALES**.

A grandmother laughs with her grandson an ocean away. One golden thread around the Earth. Trip time: a quarter-second.

All of physics... so grandmas don't miss anyone.

★ WORTH REMEMBERING

Follow one 'hello': voice → numbers → invisible radio light → tower → city wires → **laser light under the ocean** → back to radio → an ear on another continent. 250 milliseconds. A century ago: six weeks by ship. 🌊

📖 SIRI'S SECRET NOTEBOOK · DOOR 6 UNLOCKED

Radio = invisible light. Towers = relay runners. Oceans = laser cables (past actual whales!). Hello in $\frac{1}{4}$ second. Six doors down... but Ada says Door Seven doesn't ask **HOW**. It asks **WHO**. And **WHY**. 📖

A MILLION HANDS

Door seven filled the whole wall. Behind it: no machine at all. Just... the world.

Golden threads from Japan, South Korea, Taiwan, America, Europe — arcing over oceans to one bright rectangle.

The whole planet is holding hands.

It starts in the ground: terraced mines at dawn, trucks the size of houses. Aluminium for the body. Copper for the streets.

The seventh secret is PEOPLE?

Every phone starts as a piece of a MOUNTAIN.



One factory carves each phone body from a solid silver block — bright metal ribbons curling away.

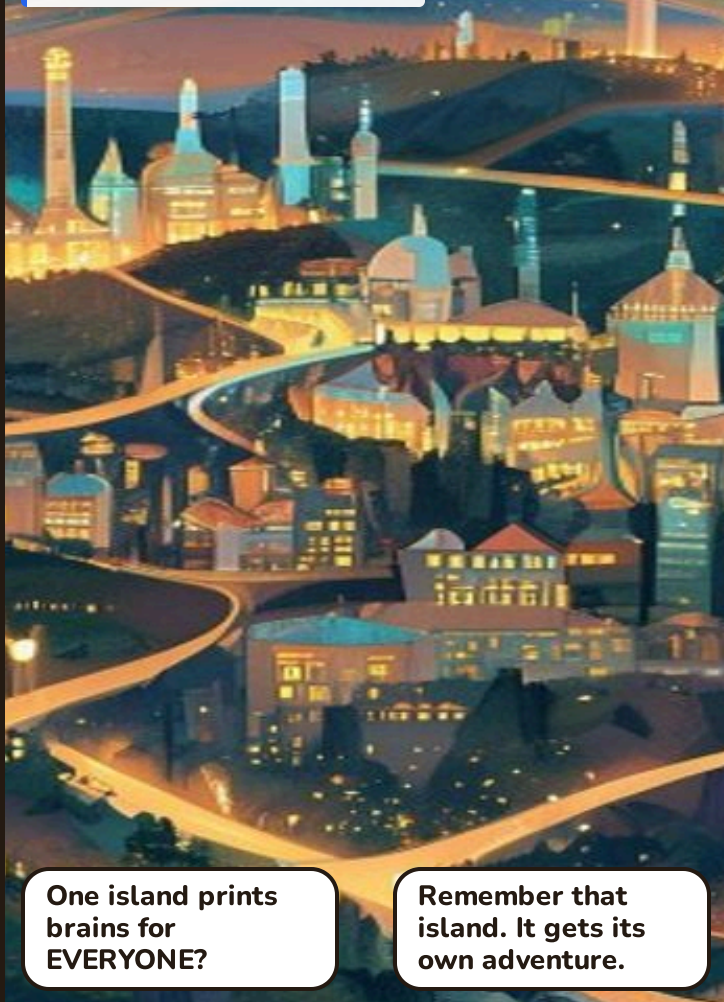


“Camera eyes from Japan. Dazzling screens from South Korea. Armored glass from Kentucky.”

Like a sculpture!

Each part comes from whoever spent a LIFETIME perfecting it.

"And the brain — from one island, Taiwan, where the most advanced factories our species ever built glow all night."



One island prints brains for EVERYONE?

Remember that island. It gets its own adventure.

The miner. The chemist.
The lens-polisher. The robot-tender. The pilot.
Each, shyly: "I only do my small part."



But NOBODY knows the whole thing?!

★ WORTH REMEMBERING

Sit with that: **nobody on Earth knows how to make a phone**. Each person masters one sliver — and one company conducts a million slivers into a single object. The conducting, not the parts, is the real invention. 🎵

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

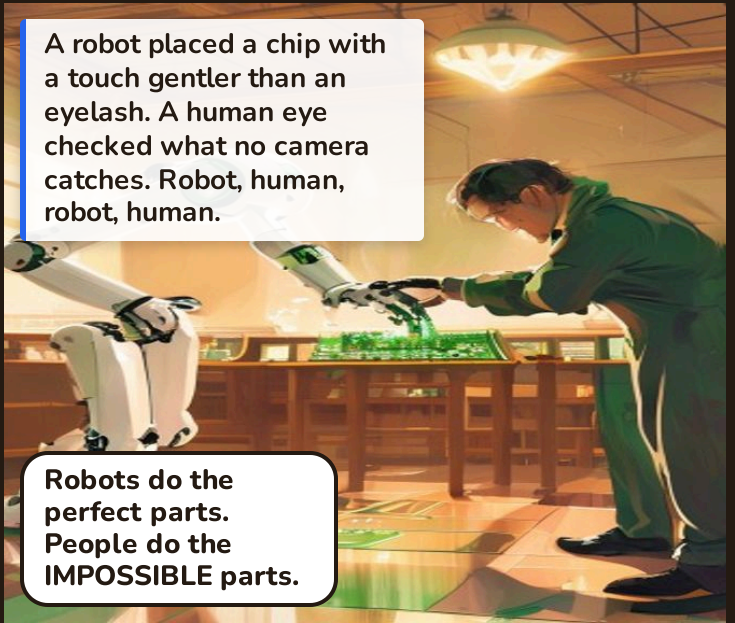
Mountain → mine → Japan + Korea + Kentucky + Taiwan → a million hands → me. No single person knows the recipe. So the real question: WHO'S THE CONDUCTOR? ...I think I'm about to find out.

THE DANCE OF A THOUSAND STEPS



The last door of the journey: a hall stretching to the horizon. People and robots, working as one. A phone born every few seconds.

It's not a factory.
It's an ORCHESTRA.



A robot placed a chip with a touch gentler than an eyelash. A human eye checked what no camera catches. Robot, human, robot, human.

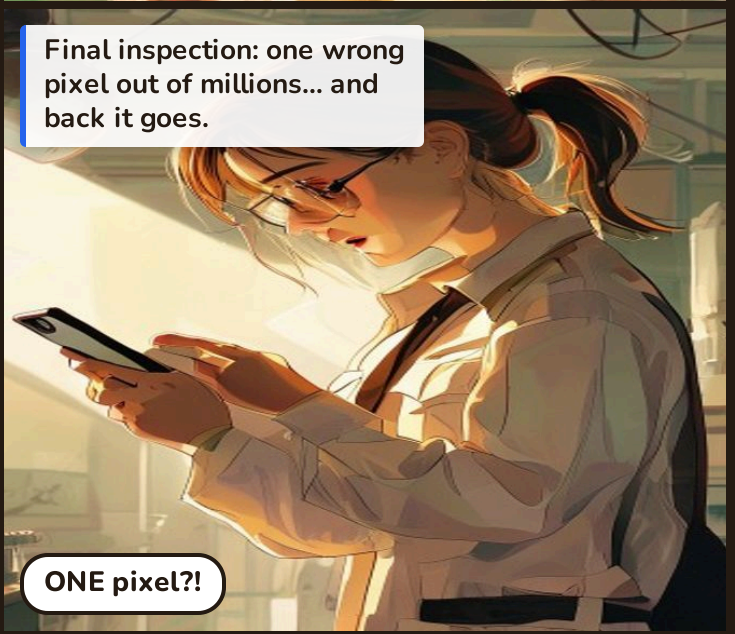
Robots do the perfect parts.
People do the IMPOSSIBLE parts.



Next door: the torture lab. Phones baked. Frozen. Bent. Soaked. Tumbled. All day, every day.

You BAKE them?!

A phone must survive a desert summer and an arctic winter.



Final inspection: one wrong pixel out of millions... and back it goes.

ONE pixel?!

★ WORTH REMEMBERING

Factory rule, business secret: **quality is cheapest at the source**. Fix a flaw on the line: a penny. At final test: a hundred bucks. In a customer's hand: a fortune — because what breaks then is **trust**. Remember this wall. We'll see it again at the castle.

At dawn, jumbo jets
swallowed pallets of
phones. Factory to your
local store: three days flat.

VROOOOM

At the far end: Daisy, a
robot un-building OLD
phones — so new ones can
grow from the parts.

Faster than my
homework crosses
my room.

The river flows in a
CIRCLE!

 SIRI'S SECRET NOTEBOOK · DOOR 7 UNLOCKED

Robots = perfect, humans = impossible. Torture lab = trust insurance. One bad pixel → back. 3 days to any store on Earth. Daisy recycles the whole river. All 7 doors OPEN! Now... someone wants to meet me. 💰

WHY A BILLION PEOPLE SAY YES

13a Siri's question Flips

A museum of 1999: camera, music player, paper map, calculator, flashlight, alarm clock, heavy phone. "You needed ALL of these."

Then and now: a kid staggering under a gadget-stuffed backpack... and a kid skipping along with one glass rectangle.

Not just smaller.
A whole different LIFE.

Ada's balance scale: the phone's price on one side. Everything it replaces on the other. CRASH.

And they all moved into ONE slab.

Nobody pays for the object. They pay for what it REPLACES!

★ WORTH REMEMBERING

Warren's favorite riddle: **price is what you pay, value is what you get**. When the value side crushes the price side, customers don't feel tricked — they feel **grateful**. A billion yes'es a year is what gratitude sounds like. 🧡

Through the window: a dad at his kitchen table paying three bills, booking a trip, ordering Grandma's medicine. Four minutes. One chair.



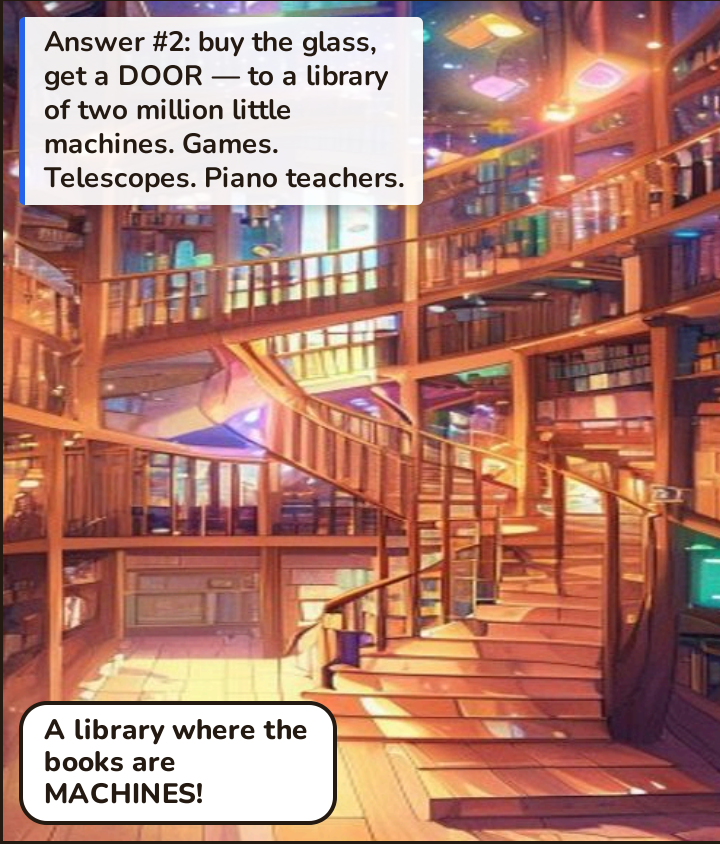
Those used to be four TRIPS across town!

SIRI'S SECRET NOTEBOOK

My question flipped: not 'how does it work' → 'WHY spend billions building it?' Answer #1: it replaced a backpack of machines and a week of errands. Value >> price = a billion smiling yes'es.

THE PARTY THAT GROWS

Answer #2: buy the glass,
get a DOOR — to a library
of two million little
machines. Games.
Telescopes. Piano teachers.



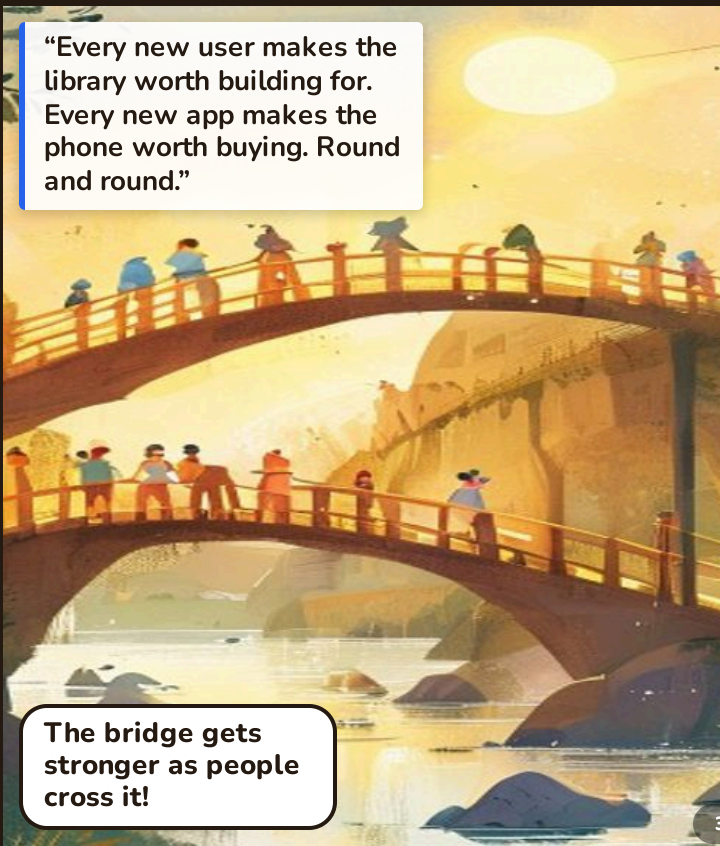
A library where the
books are
MACHINES!

Somewhere, a teenager
uploaded a game she built
after school. By morning,
kids in forty countries were
playing it.



A KID can add a
room to the
library?!

“Every new user makes the
library worth building for.
Every new app makes the
phone worth buying. Round
and round.”



The bridge gets
stronger as people
cross it!

“It’s a garden party. Every
guest makes it better.
Better party, more guests.
More guests, better
musicians...”



The product isn't
the phone. It's the
PARTY!



★ WORTH REMEMBERING

Network effects — one of the mightiest forces in business. A rival can copy the glass, even the chip. They can't copy **a billion guests and millions of builders already at the party**. One thing to pocket for later: the host charges builders a toll at the gate. Some call it fair. Some don't. And some **rule-makers** are starting to ask questions... 

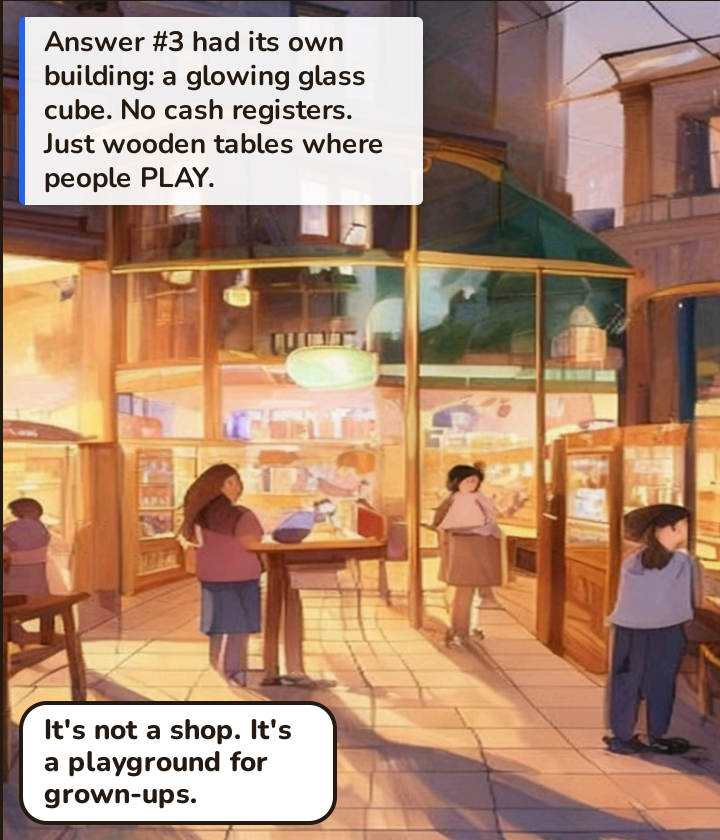


SIRI'S SECRET NOTEBOOK

Answer #2: the TWO-SIDED BRIDGE. Users pull
builders, builders pull users. A kid in a bedroom
→ shopkeeper in the world's biggest bazaar,
overnight. (Filing that 'toll' eyebrow-raise under
CRACKS. 🤖)

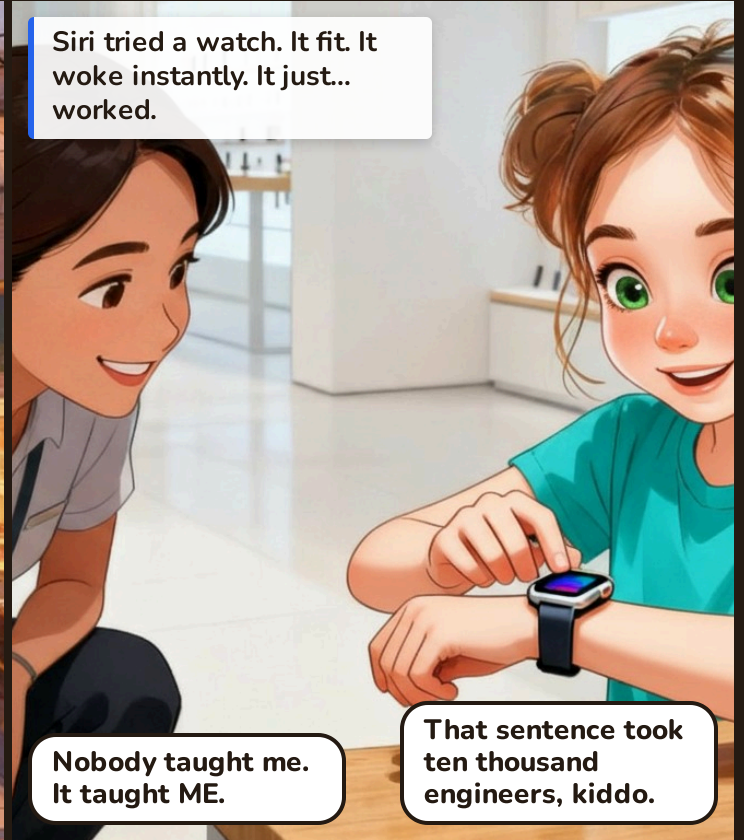
THE PRICE OF TRUST

Answer #3 had its own building: a glowing glass cube. No cash registers. Just wooden tables where people PLAY.



It's not a shop. It's a playground for grown-ups.

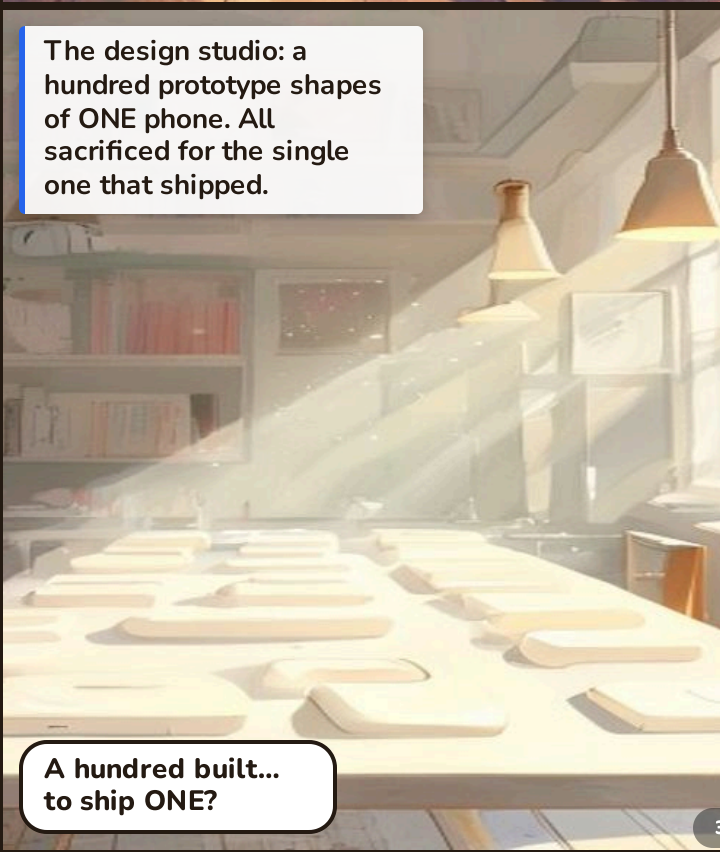
Siri tried a watch. It fit. It woke instantly. It just... worked.



Nobody taught me. It taught ME.

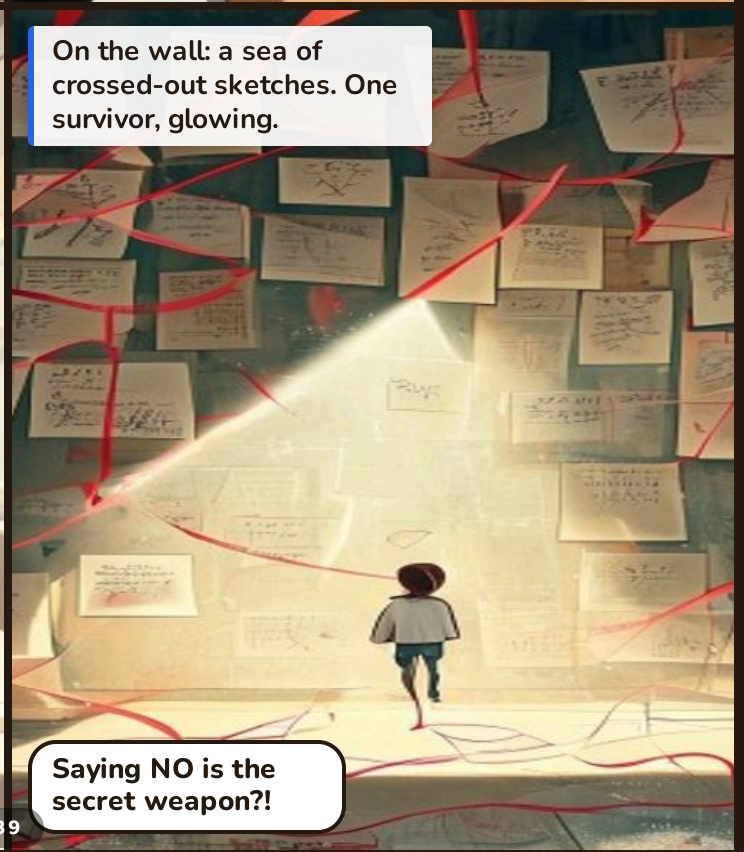
That sentence took ten thousand engineers, kiddo.

The design studio: a hundred prototype shapes of ONE phone. All sacrificed for the single one that shipped.



A hundred built... to ship ONE?

On the wall: a sea of crossed-out sketches. One survivor, glowing.



Saying NO is the secret weapon?!



★ WORTH REMEMBERING

Answer #3: **trust, built on purpose.** When a product just works — no manual, no fear — a promise forms: *anything with this mark will treat me this well.* That's a **brand**. And the trust comes from the NO's: every killed prototype is a deposit into the promise. Ads don't build brands. Ads just remind you of deposits already made.



SIRI'S SECRET NOTEBOOK

Answer #3: TRUST. 'It just works' = a promise kept so long it became a mark on the mind. Built from ten thousand no's. Value → Bridge → Trust. Now — WHO built all this? Compass is spinning again 🧭

THE ORCHARD IN THE GARAGE

Through apple trees, to a ring of glass. Siri knew the name on the gate. Everyone does.

“1976. A garage. Two friends named Steve — one dreamed what machines should FEEL like, one could build anything.”

The trillion-dollar orchard started in a GARAGE?

“Their Apple II marched into homes and classrooms. For millions of kids, their FIRST computer had an apple on it.”

A whole generation's first computer memory!

APPLE! The glass that thinks is the iPhone!

“1984: the Macintosh gave computers a FACE. Windows. Icons. A little arrow. Suddenly anyone could use one.”



They made the computer friendly!

“Then the hard chapter. 1985: after a boardroom battle, Steve Jobs was pushed out of his own company.”



They fired the FOUNDER?

“Without its dreamer, Apple blurred. By 1997... it was ninety days from running out of money.”



Ninety DAYS from this whole story never existing?!

★ WORTH REMEMBERING

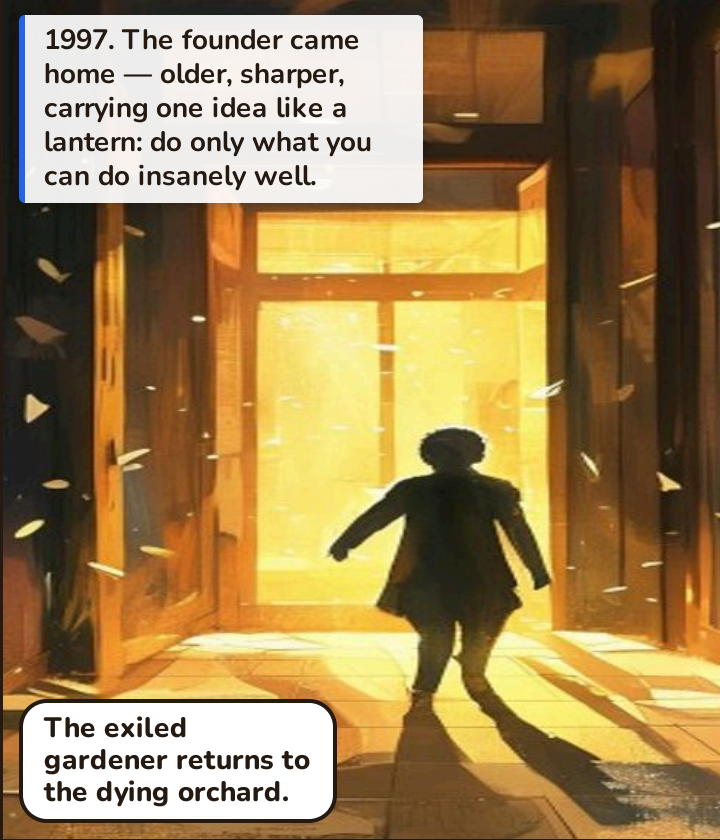
Freeze on that cliff-edge: **no castle starts as a castle — and none is safe by birthright.** Apple in 1997 had famous products, brilliant engineers, millions of fans... and was dying of blur. Too many yes'es. What happened next is the most famous rescue in business history.

📖 SIRI'S SECRET NOTEBOOK · THE REVEAL

APPLE. Garage 1976 → Apple II in homes → Mac gets a FACE (1984) → founder thrown out (1985) → blur → 1997: NINETY DAYS from broke. I actually gasped. What saved it?!
TURN THE PAGE.

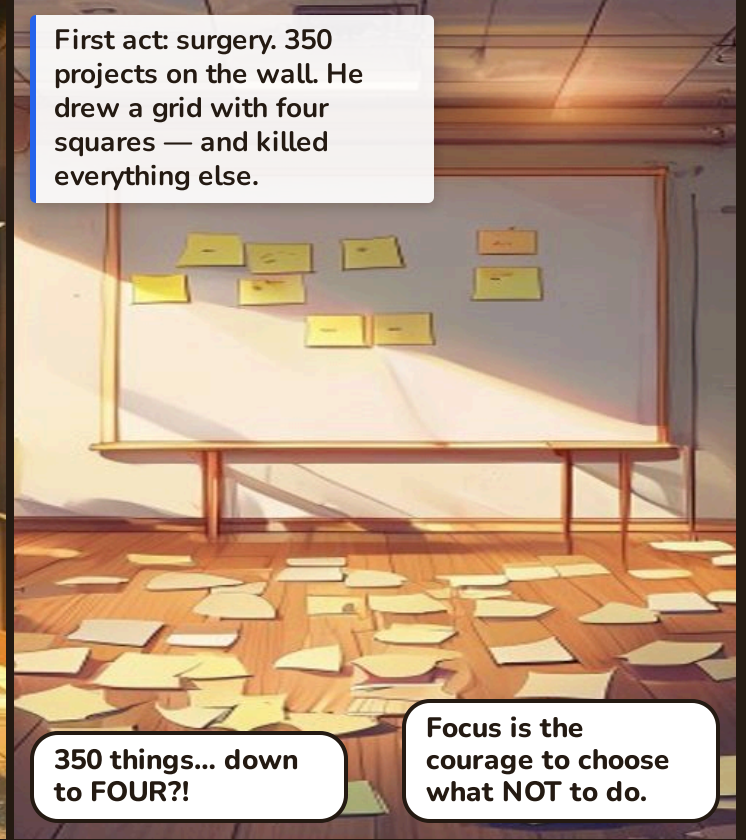
THE RETURN OF THE GARDENER

1997. The founder came home — older, sharper, carrying one idea like a lantern: do only what you can do insanely well.



The exiled gardener returns to the dying orchard.

First act: surgery. 350 projects on the wall. He drew a grid with four squares — and killed everything else.



350 things... down to FOUR?!

Focus is the courage to choose what NOT to do.

Proof the soul was back: the iMac. A computer that looked like candy and smiled at you.



You want to pat it like a puppy!

2001: a thousand songs in your pocket. From almost-dead to everyone's pocket in four years.



The comeback of the century!



★ WORTH REMEMBERING

Then the bravest move in business. The iPod was HALF of Apple's sales — and Apple pointed the arrow at it **itself**. 2007: 'three devices... a music player, a phone, an internet communicator' — **they were ONE**. The iPhone ate the iPod alive, and Apple grew a hundredfold. Golden rule: **replace yourself before someone else does.**

One dark stage. One spotlight. One hand holding up a slab of glass. The gasp echoed for twenty years.



THE moment every phone on Earth started copying.

"And in 2020, one more quiet revolution: Apple started designing its own chips. The brain made of sand came home."



The orchard grows its own **BRAINS** now.



THE STORY IN TIME

1976

Two friends build the first Apple computers in a garage.

1977

Apple II — the computer families could actually own.

1984

Macintosh gives computers a face.

1985

Founder Steve Jobs is forced out. The blur begins.

1997

90 days from broke. Jobs returns. 350 projects → 4.

1998

iMac — the computer that smiled.

2001

iPod: a thousand songs in your pocket.

2007

iPhone — Apple kills its own best product to build a better one.

2008

App Store opens. The bridge is built.

2010

iPad. Later, the Watch. The glass changes shape.

2020

Apple Silicon — it designs the brain itself.

Today

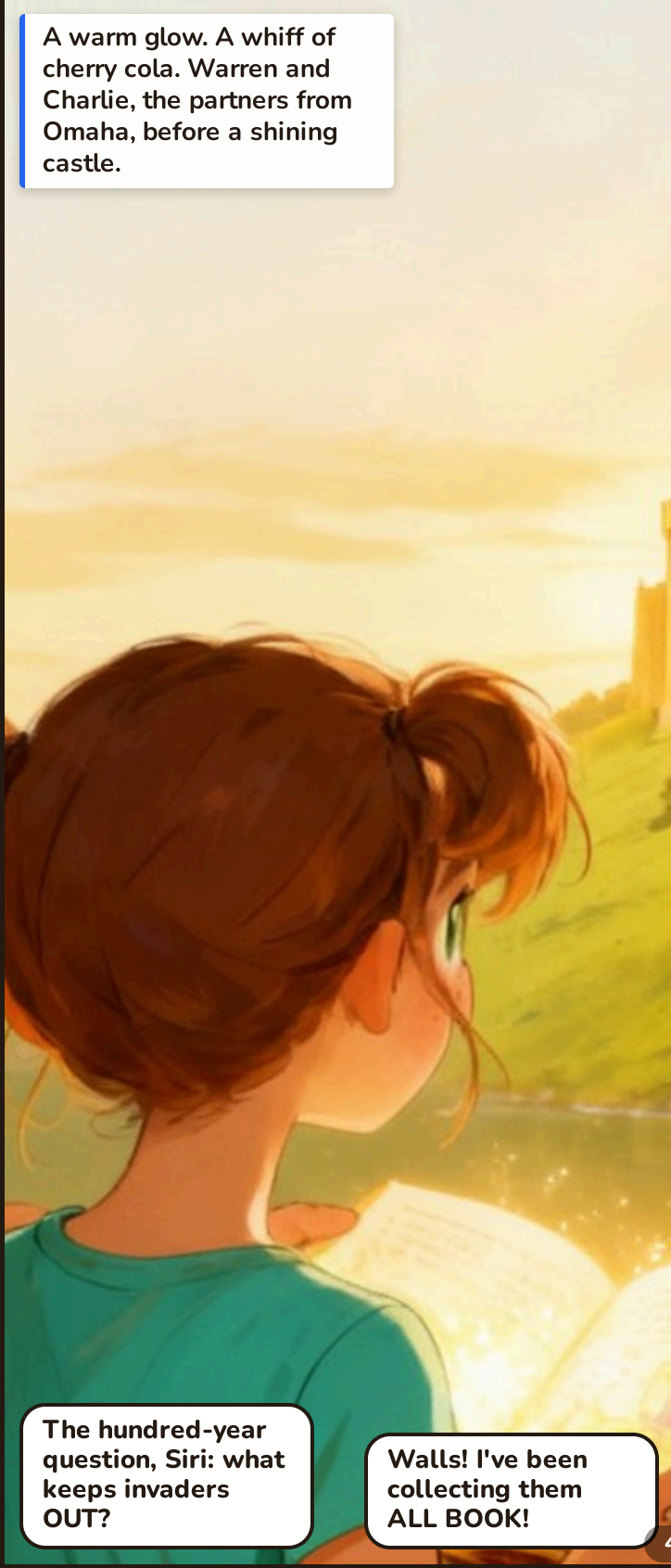
2+ billion Apple devices alive in the world. 🍏



SIRI'S SECRET NOTEBOOK

Return (1997) → kill 346 of 350 projects → iMac
→ iPod → then they KILLED the iPod to birth the
iPhone → App Store → own chips. From 90-
days-to-death to the most valuable company on
Earth. In ONE generation. 🚀

THE CASTLE OF GLASS



A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a shining castle.



Under an apple tree, the two old friends let her lay out the walls, one by one. Nodding. Chuckling. Correcting.

The hundred-year question, Siri: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. And a hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: The Cozy Garden

Photos, messages, apps, watch, laptop — all holding hands. Leaving means repacking your whole digital life. Most people never do. (Grown-ups say: switching costs.)



Wall Two: A Promise Kept

'It just works,' kept for decades, built from ten thousand no's. Trust = permission to charge more and still get thanked. A feature takes a year to copy. A promise takes a generation.



Wall Three: Its Own Brain

Chip, software, glass-and-metal body — ONE sculptor. Everything fits. And buying a billion parts a year makes each one cheaper than any rival can manage.



Wall Four: The Two-Sided Bridge

A billion users one side, millions of builders the other, each making the bridge stronger for the other. A rival must build BOTH sides at once — the hardest trick in business.

Charlie tapped his thick glasses. "Turn the telescope around. Don't ask how Apple wins — ask what would DESTROY it. **Invert, always invert.**"



Find every way to LOSE... then don't go there!



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Crack One: The Rule-Makers

Governments keep asking whether the garden's gates — and the bridge's toll — are fair. Forced-open gates would thin two walls at once.



Crack Two: One Fruit

Half the harvest is still one product: the iPhone. Orchards with one tree fear one storm.



Crack Three: The Faraway Island

The irreplaceable brains are printed mostly on one island — Taiwan. One distant tremor shakes the whole castle.



Crack Four: The Next Wave

Someday glasses or an AI companion could shrink the phone's throne. Apple beat this trap once — by killing the iPod itself. Will it stay that brave?



★ WORTH REMEMBERING

Charlie's ruin-Apple checklist: break the promise. Turn the cozy garden into a cage. Squeeze the builders until they cheer for rivals. Guard the old fruit and miss the wave. Bet everything on one island. Now — **just never do those.** Inversion turns worry into a checklist.

Warren raised his cola. "I bought more of this castle than anything we ever bought. Not for the glass — for the WALLS."



The treasure was never the phone!

SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: garden 🇨🇪 promise 🤝 own brain 🧠 bridge 🗨️. CRACKS: rule-makers ⚖️ one fruit 🍎 one island 🏝️ next wave 🌊. Charlie: INVERT.
Warren: buy walls, not gadgets — and he really did. 🏰

THE JUDGE'S QUESTIONS

A courtroom in the orchard. The PHONE on the witness stand. "Every business answers to one judge — the future. Today, that's you."

TOK TOK

Siri banged the tiny gavel and fired Warren's five eternal questions.

Order in the court!

Question one, witness: will people still NEED you in thirty years?



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? —
'Talking, learning, remembering, paying. Older
than money itself.'  Trust earned? — 'Two
billion of me, checked 100 times a day.' 
Reinvesting wisely? — 'Tens of billions a year
into new chips and senses — and they killed
their best product once to stay young.' 
Copyable with money? — 'My body, in a year. My
garden, promise and bridge? Fifty years of no's.'
 What breaks you? — 'Only my keepers, if
they fall asleep.' Court adjourned for lemonade.

Last exhibit: a painting of 2056. A girl holding... something. Glass? Glasses? A whisper? But doing the same eternal things: talking, learning, remembering.



The SHAPE changes. The NEED never does.

 SIRI'S SECRET NOTEBOOK • JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with mere money? ⑤ what breaks it? Works on soap, railways, red fizzy cans — anything. (He never once mentioned a stock price. The judge judges the BUSINESS.) ⚖️

THE NEXT THIRTY YEARS



One last walk: a street of tomorrow. Light glasses painting screens on air. A watch guarding a grandmother's heart.

The glass might stop being a slab at all...



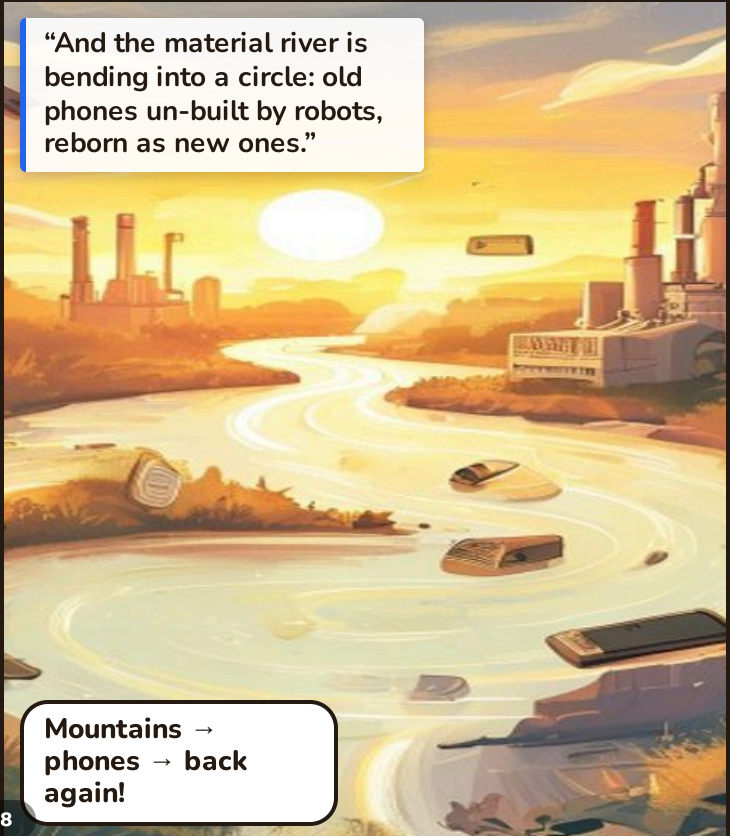
"The chip's next job is already here: an AI helper that lives in your pocket and teaches the way YOU learn."

A tutor in every pocket. Every kid. Everywhere.



"And the watch is becoming a doctor that never sleeps — catching a heart flutter before anyone feels scared."

Not a gadget. A GUARDIAN.



"And the material river is bending into a circle: old phones un-built by robots, reborn as new ones."

Mountains → phones → back again!



★ WORTH REMEMBERING

No crystal balls — just visible currents: AI helpers in pockets. Doctor-watches. Screens drifting into glasses. Chips in everything. Phones grown from recycled phones. Siri's rooftop rule: **don't bet on the slab — bet on the needs.** The 2056 winner is whoever keeps two billion people's trust while the shape changes.



On the rooftop at dusk, she added the honest last line: the glass is a tool. Tools serve masters.



Best servant. Worst master. Same as fire.



SIRI'S SECRET NOTEBOOK

2056 watchlist: AI tutors, doctor-watches, glasses, chips-in-everything, circular phones. Rules: bet on needs, not shapes · trust is the crown · stay the master of the glass. 🌟

THE SECRET NOTEBOOK

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls every other thread.



★ WORTH REMEMBERING

The Science Web, one breath: sand freezes into glass → salt bath armors it → your finger's electricity works the invisible net → perfect crystal + storm-light printing = twenty billion switches → switches make decisions → lenses catch light, boats row the battery, lasers carry your voice under the sea. **Ordinary physics, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: value (replace a backpack) → bridge (users ⇌ builders) → trust (ten thousand no's become a promise) → castle (garden + promise + brain + bridge), patrolled with Charlie's inversion, judged by Warren's court. And underneath: a million strangers, conducted into one object.

The true test: she retold the **WHOLE** thing to her little cousin. With sock puppets. He got it.



Can't explain it with socks? You don't know it yet.



SIRI'S SECRET NOTEBOOK · THE LATTICEWORK

Charlie's word for my string-wall: a
LATTICEWORK of mental models. Twelve from
ONE phone: arrangement-not-ingredients ·
squeeze-stops-cracks · switches-decide ·
nobody-knows-the-recipe · price-vs-value ·
network effects · switching costs ·
brand=promise · scale · invert · the owner's
court · replace-yourself-first. ✨

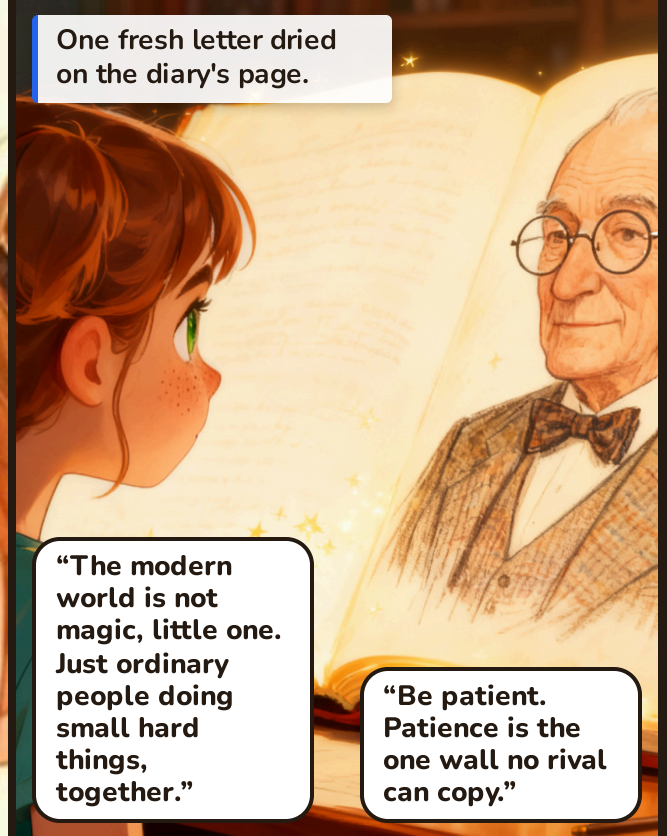
COMING HOME

Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



Was it real? It FELT real...

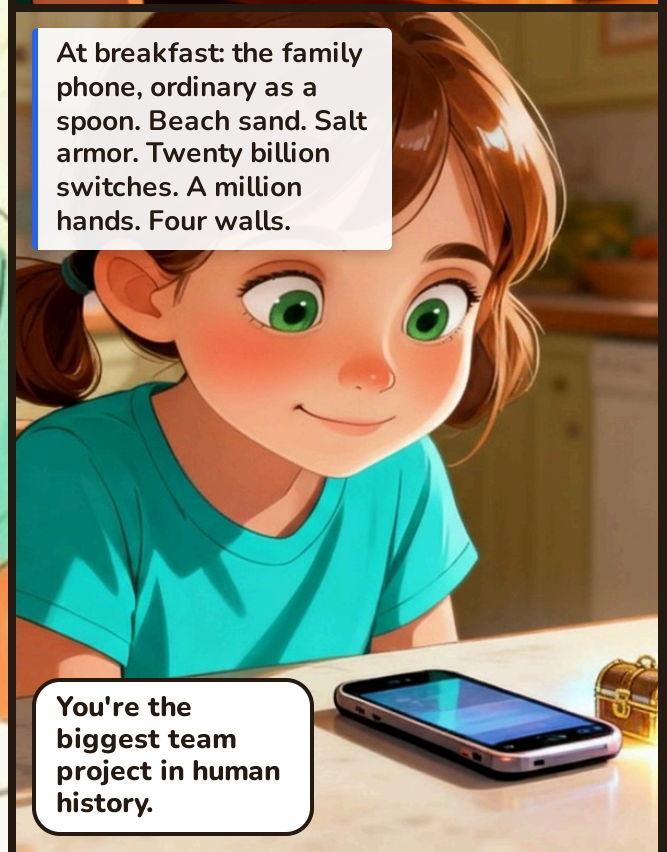
One fresh letter dried on the diary's page.



"The modern world is not magic, little one. Just ordinary people doing small hard things, together."

"Be patient. Patience is the one wall no rival can copy."

At breakfast: the family phone, ordinary as a spoon. Beach sand. Salt armor. Twenty billion switches. A million hands. Four walls.



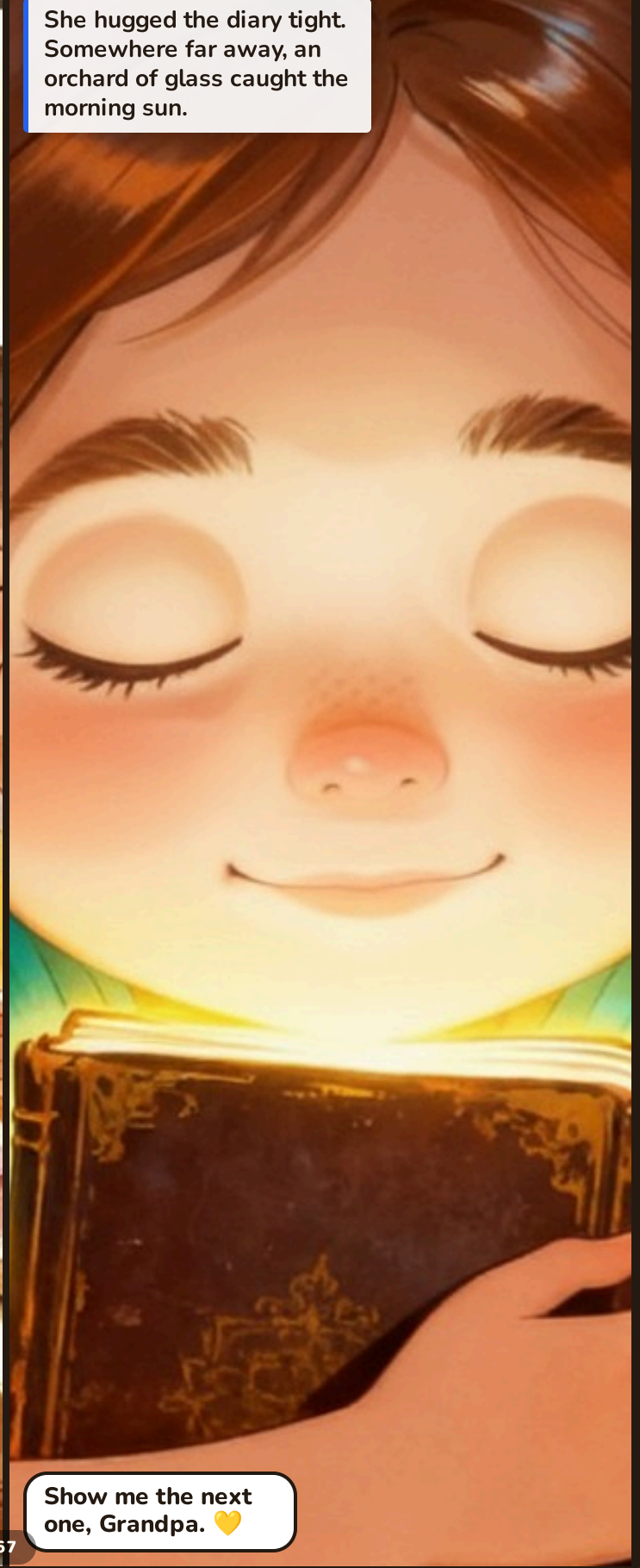
You're the biggest team project in human history.

Then she put it face-down
— and the whole family
laughed at Grandma's old
story instead.



Best servant.
Worst master. MY
rules now.

She hugged the diary tight.
Somewhere far away, an
orchard of glass caught the
morning sun.



Show me the next
one, Grandpa. ♡



★ WORTH REMEMBERING

Next unlock, feel it: your electricity sipped by an invisible net — decisions rippling through twenty billion switches printed with storm-light on perfect sand — your voice ready to turn into laser light under the ocean — fifty years of no's guarding the promise. **Nothing, from now on, is just anything.**



SIRI'S SECRET NOTEBOOK · VOLUME ONE, CLOSED

Seven doors. Twelve mental models. One castle.
One near-death. One resurrection. One
courtroom under an apple tree. But the compass
is twitching toward the kitchen... something
red... something FIZZING... and Warren is
already grinning. Volume Two. 🧭🥤



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.

EVERY ORDINARY THING HIDES A SECRET.

Siri knows the glass now — but when she saved her teardown photos, they vanished “into the cloud.” Clouds are made of water. This one isn’t. So where, exactly, did her photos GO?

NEXT ADVENTURE • Book 42 • The Invisible Machine →