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Steve Jobs' Vision of Macintosh Computer

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Abstract:

Following the success of the Apple II, Apple decided to create a new computer called Lisa. Jobs had given the computer the name of his daughter. Jobs' meddling in everyday management irritated John Couch, who was in charge of the project. But, disregarding him, Jobs' continued to collaborate with Larry Tesler and Bill Atikson. He was especially taken with Lisa's graphical user interface design. Jobs was eventually removed from Lisa and assigned to another project,

	Macintosh, a new computer on which a small group of Apple engineers were working. Jobs even wagered $5,000 with a Lisa project manager that the Macintosh or Mac would be released before Lisa. He saw that the Mac would impact the future of not only Apple, but the whole personal computer industry. **Keywords:** Steve Jobs, Apple II, Lisa, Graphical User Interface, Macintosh, Mac

The Beginning- PARC (Palo Alto Research Center)

In the summer of 1979, Xerox's venture capital section sought to invest in Apple. Jobs agreed to the investment on the condition that Xerox open its research and development centre PARC (Palo Alto Research Center) for Apple. Jobs and his colleagues visited PARC in December 1979 to observe Xerox's technical breakthroughs. They were first just shown the word processing application. Jobs felt PARC had much more to show since Bill Atikson and other Mac members had read PARC papers. Jobs couldn't take it any longer and yelled, "Let's stop this bullshit." Jobs phoned the head of Xerox's venture finance division, who directed that everything be revealed to Jobs and his colleagues at PARC. Adele Goldbegr, one of the PARC scientists, realised how valuable their work was and didn't want Jobs and his crew to see everything. She stormed out in rage. Finally, Larry Tesler showed them the work at PARC, which surprised the Apple team.

Jobs began excitedly flailing his arms. He was particularly taken aback by three things he witnessed at PARC: object oriented programming, networking and most importantly graphical user interface. He couldn't understand why Xerox didn't market such technical advances. He was aware of the commercial ramifications and exclaimed, "You are sitting on a gold mine." According to Jobs statements, "Xerox got defeat from jaws of victory. Xerox could have owned entire computer industry."

Jobs' vision triggered a chain of events that altered the way we utilize computers. Jobs recalled, "I remember being shown a rudimentary graphical user interface. It was incomplete, some of it wasn't even right, but the germ of the idea was there. Within ten minutes, it was so obvious that every computer would work this way someday. You knew it with every bone in your body." In

the interview, he stated that while one may disagree about the amount of years it would take and which businesses would be the eventual winners or losers in the computer industry, any sane person would have agreed that every computer would function that way someday.

He had a meeting at PARC that lasted almost two hours. Jobs travelled back to Apple's headquarters with Bill Atikson after witnessing the work at PARC. The automobile was racing, and so were his thoughts and conversation. He yelled, "This is it! We have got to do it." He was preparing to accomplish something novel with computers until he discovered PARC. He intended to bring computers to people in a pleasant and economical style that was as simple to operate as a household appliance. Atikson mentioned Jobs' reality distortion field, "It allows him to con people into believing his vision, because he has personally embraced and internalized it."

Bauhaus Design Style

Jobs loved the idea of making simple, clean modern things for the public. He listened intently as his father discussed the style of numerous automobiles in great detail. Jobs was a fan of Sony and its goods. But his enthusiasm for Sony's dark, industrial-looking devices faded in June 1981, when he began attending the annual International Design Conference in Aspen. At Aspen, he witnessed the Bauhaus movement's spare and practical design philosophy, which Herbert Bayer applied in the Aspen Institute campus's buildings, living suits, Sans Serif type typography, and furniture. Bayer believed that there should be no distinction between fine art and practical industrial design.

Jobs was educated by Bauhaus that design should be basic while yet being expressive. It used clean lines and shapes to emphasize logic and utility. Some Bauhaus sayings included "God is in the details" and "Less is more".

In 1983, during a design conference, Jobs publicly expressed his admiration for the Bauhaus style. He imagined that the Sony design style will be supplanted by Bauhaus. He stated, "The current wave of industrial design is Sony's high-tech look, which is gunmetal gray, maybe paint it black, do weird stuff to it. It's easy to do that. But it's not great." He proposed a Bauhaus alternative that was more faithful to the character of the product. He stressed, "What we're going

to do is make the products high-tech, and we're going to package them cleanly so that you know they're high-tech. We will fit them in a small package, and then we can make them beautiful and white, just like Braun does with its electronics." He constantly stated that Apple's goods would be simple and clean. "We will make them bright and pure and honest about high-tech, rather than a heavy industrial look of black, black, black, like Sony." He stated that everything at Apple, from product design to advertising, was kept extremely basic. "So that's our approach. Very simple, and we're really shooting for Museum of Modern Art quality.." Apple's initial brochure outlined the company's design philosophy: "Simplicity is the ultimate sophistication."

Whole Widget

Jef Raskin oversaw Apple's publishing department. Raskin intended to create a computer that was affordable to the public. Raskin's idea for the computer was to sell it for $1,000 while remaining a simple appliance with a screen and keyboard. To keep costs low, he desired a tiny five-inch screen and a very inexpensive and weak CPU, the Motorola 6809. He called the project McIntosh after his favourite type of Apple computer. But, because the name would have clashed with the name of the audio equipment manufacturer McIntosh Laboratory, he changed it to Macintosh. Raskin's concept piqued Jobs' interest, but he disagreed with the sacrifices he sought to keep costs low.

In 1979, Steve told him to focus on creating what he referred to as "insanely great" product. Steve informed him, "Don't worry about price, just specify the computer's abilities." Jobs was adamant that a great computer required close integration of its software and hardware. He argued that when a computer ran software that also ran on other computers, it lost some of its usefulness. He defined best product as "whole widget" that was designed from start to finish, with software and hardware tightly suited to each other.

The Macintosh had an operating system that could only be used with its hardware. It was the polar opposite of Microsoft's strategy, in which its operating system could operate on hardware built by multiple businesses. Jobs' entire widget approach set the iPod, iPhone, and iPad apart from the goods of other manufacturers. However, this method was not deemed the greatest for market dominance.

Jobs Vs Gates Vision

During the development of the Macintosh, Jobs visited Bill Gates' workplace in Seattle. Jobs described his concept of a computer for the public with a user-friendly interface, built in his

dream factory using California silicon components. The project was codenamed "Sand" by the Microsoft team, an abbreviation that was eventually reverse engineered into "Steve's amazing new device."

Steve Jobs and Bill Gates disagreed philosophically. Jobs desired tightly regulated widgets that were incompatible with others. Gates saw a world in which diverse firms produced computers that were interchangeable, their hardware ran a common operating system licenced by Microsoft, and all could use Microsoft software programmes such as Word and Excel. Microsoft benefited greatly from Gates' strategy. Jobs marketed the Mac to college students as well as educated and progressive families. It might also have referred to intermediate managers and secretaries. Bill Gates, on the other hand, shared IBM's notion that computers were merely utilitarian business tools.

He didn't perceive the emotional link to computers that Steve did. In 1981, IBM, the computer powerhouse, decided to enter the PC market. Following its release, Apple ran a newspaper advertising that clearly expressed their vision for PCs. It referred to computer literacy as being as basic as reading and writing. According to the advertising, "When we invented the first computer system, we estimated that over 14,000,000 people worldwide could justify the purchase of one, if only they understood the benefits. Next year alone we project that well over 1,000,000 will come to that understanding. Over the next decade, the growth of the personal computer will continue in logarithmic leaps." It referred to Apple's efforts as 'increasing social capital by enhancing individual productivity'. The advertisement was chastised for being overly self-righteous and self-serving.

Macintosh Philosophy

Following the advent of the IBM PC, Jobs improved his design for the computer, which became the Macintosh. Steve Jobs wrote the Mac's business strategy, which is rarely cited in mainstream books or periodicals. It offers an understanding of Steve's creative thinking, which was behind the creation of the Macintosh. Jobs explained Macintosh, "The philosophy behind the Macintosh is very simple: in order for a personal computer to become a truly mass-market commodity, it will have to be functional, inexpensive, very friendly, and easy to use. Macintosh represents a significant step in the evolution of the mass-market personal computer. Macintosh is Apple's crankless Volkswagen, affordable to the quality conscious."

"Telephone of the Computer Industry"

Jobs equated his computer concept with that of a telephone. He stated, "We want to make a product like the first telephone. We want to make mass-market appliances. It's the first telephone of our industry." Jobs saw parallels between the Mac and Alexander Graham Bell's development of the telephone. The reason for this was because, before to the introduction of the telephone in 1844, many prophesied that a telegraph machine would be on every desk in America. Jobs assumed it never happened since most people never learned how to utilise it. The Morse code dots and dashes pattern was simply too complicated for most individuals. They could have learned it, but few were interested.

Jobs challenged his team to create the first Mac "telephone of the computer industry," a computer that was so basic that even the average person could use it. It was an illuminating parallel. According to author Jeffrey Young, "……he spent hours starting at telephones on desks and in houses. The more he stared, the more he was struck by one thing: many telephones sat on top of the telephone directory and that seemed to be maximum space that a computer should take on a desk." Jobs went to a design conference one day. He had a phone book with him, which he flung on the table. He stated, "That's how big the Macintosh can be. Nothing any bigger will make it. Consumers won't stand for it if it's any larger." He also expressed dissatisfaction with squat boxy-looking PCs. He desired a computer that was higher than it was broad. The phone book was three times the size of the smallest computer ever created. The Mac team believed it was an insurmountable challenge. Engineer Burell Smith stated that the electronics he required would never be placed in a package that compact. But Jobs was a great thinker with an ear for a good comparison. His broad and bold vision made the unthinkable feasible.

Being Value Leader

The Mac team discovered out how to construct the computer vertically rather than horizontally. Jobs understood that building things that would alter society did not need product development, but rather a vision. He understood that sharing vision to others was just as vital as developing a new product. He was a tremendous fan of Henry Ford, the American automobile pioneer. Ford altered society by producing low-cost autos for the masses. He also showed mass production on a vast scale. The assembly line was not invented by Ford. Ford is claimed to have conceived of the assembly line while visiting a butcher. But he was the first to employ the

approach in massive facilities, where workers could produce vehicles in astonishingly little time. Ford's cars radically altered American culture because he created dependable, low-cost automobiles. .

Jobs, on the other hand, never had the word "cheap" in his lexicon. He desired for the firm to be founded on morals that would remind everyone not to sacrifice the integrity of the product in order to make more money. He envisioned Apple as an innovator and a leading maker of personal computers. He desired for the firm to be the value leader rather than the price leader. One of Jobs' well-known quotes is "Being the richest man in the cemetery doesn't matter to me. Going to bed at night saying we've done something wonderful, that's what matters to me."

Macintosh Factory

Jobs, like Ford, desired to build a new factory for the Macintosh. He desired complete automation. He was apprehensive about the existing Apple production system's capacity to build the Mac in a competitive manner. People with vision are considered to struggle in typical workplaces. They desire to break free and charge forward, which may not go down well in any traditional firm. The same was true for Steve. Furthermore, putting a Made in the USA mark on Macs was an important component of his vision for the Macintosh. The Japanese had become the world's manufacturing monarchs at the time.

Apple Computer also manufactured 60% of its goods outside of the United States. As a result, it was also a cultural problem, as well as a matter of national pride. Jobs saw that the only way to reduce labour expenses and make the products competitive with the Japanese was to use an automated system. A completely automated plant meant automating everything from the receiving dock to the shipping dock and employing no more than 100 employees. The first Macs rolled out the manufacturing line in 24 seconds, with the Macs controlling the whole operation.

Jobs' artistic obsessions and power over nature were on display at Macintosh's ultramodern plant. He desired that machines be painted in brilliant colours, similar to the Apple brand. He took so long picking on paint chips that the factory director ultimately put the machines in the standard beige and grey colours. When Jobs viewed the machines, he ordered that they be repainted in vivid colours. The director complained since the equipment was precise and the repaint may have caused the problem. The director was correct, since one of the pricey machines, which had been painted in a vivid blue hue, did not function well after being tinted. Finally, the

director stepped down. He remembered, "It took so much energy to fight him, and it was usually something so pointless that finally I had enough."

Jobs had a say on the colour of the Mac factory's walls. He wanted it to be completely white. Debi Coleman complained when the art director who was the director of manufacturing informed her. She grumbled, "You can't paint a factory pure white. There's going to be dust and stuff all over." The art director was dealing with a separate issue. He stated, "There's no white that's too white for Steve." With its pristine white walls and blue, yellow, and red machinery, the Mac plant resembled an arts centre.

Macintosh Operating System

Jobs complained to Larry Kenyon, an engineer working on the Macintosh operating system, that the system took too long to load up. Jobs cut Kenyon off in the middle of his explanation. He inquired of Kenyon, "If it could save a person's life, would you find a way to shave ten seconds off the boot time?" Kenyon informed Jobs that he could probably do it. Jobs began describing on a whiteboard in his odd manner. He stated that if five million individuals used the Mac, an extra ten seconds of boot up time per day would equate to around three hundred million hours saved per year, which equated to at least one hundred lifetimes saved per year. Kenyon was so amazed that he returned a few weeks later with work that reduced system startup time by 28 seconds. Software developer Bill Atkinson remembered, "Steve had a way of motivating by looking at the bigger picture."

One of Jobs' design goals for the Mac was to make the machine seem approachable. The design team continued to propose a new version every month or so, taking into consideration Jobs' earlier critique. According to Andy Hertzfeld, a member of the Mac design team, "By the fourth model, I could barely distinguish it from the third one. But Jobs was always critical and decisive, saying he loved or hated a detail that I could barely perceive."

Rectangles with Rounded Corners

One of his design passions was also the appearance of objects on the screen. Bill Atkinson's excellent algorithm enabled the drawing of circles and ovals on the screen. Everyone was pleased when he showed the demo. But not Jobs. He adored circles and ovals, but he wished Mac could draw rectangles with rounded corners. Atkinson said that it was unnecessary and nearly

hard to do. Jobs disagreed with his points of view. He indicated Atkinson. "Rectangles with rounded corners are everywhere. Just look around this room." He became more agitated when he requested Atkinson to glance about the room. He displayed the whiteboard, the tabletop, and various other rectangular with rounded edges objects in the room. He explained to Atkinson, "And look outside, there's even more practically everywhere you look." He went on a walk with Atkinson, showing him vehicle windows, billboards, and street signs.

They discovered seventeen cases in three blocks. Jobs stated, "I started pointing them out everywhere until he was completely convinced." Not unexpectedly, Atkinson's second demonstration quickly created wonderfully rounded corners rectangles. The same form was used for conversation boxes and windows on the Lisa, Mac, and eventually every other computer after that.

Typefaces

Jobs' fixation with typeface irritated Mike Markulla, the board chairman. Markulla kept repeating "Fonts?! Don't we have more important things to do?" But Steve was adamant about having nice typefaces. Macintosh typefaces with laser printing and excellent graphics capabilities carved out the desktop publishing business and were Apple's primary source of revenue for a long time.

Susan Kare created the Mac's iconography. She, like Jobs, valued simplicity and desired to create unique designs. She expressed her admiration for Jobs' design sense, saying, , "He'd always want to know what was new, and he's always had a good taste and a good sense for visual details." Jobs would occasionally visit the Mac building on Sundays. Kare made certain that she was present throughout that moment. However, given Steve's insistence on perfection, she continued to struggle with designs.

Jobs was similarly concerned about the designs of the title bars that appeared on top of windows and documents. Atkinson and Kare collaborated and revised the appearance since he wasn't happy with it. According to Atkinson, "We must have gone through twenty different title bar designs before he was happy." Things progressed to the point where both moaned that they were being forced to concentrate on minor changes to the title bar when they had bigger projects to work on. Jobs responded, "It's not just a little thing. It's something we have to do right."

Calculator

Chris Espinosa decided to create his own calculator for the Mac. Jobs' response when he saw it was "It's a start. But basically it stinks. The background color is too dark, some lines are the wrong thickness, and the bottoms are too big." Espinosa continued to improve based on Jobs' suggestions, but each new iteration drew fresh criticism from Steve. Finally, Espinosa devised a solution. "The Steve Jobs Roll Your Own Calculator Construction Set."

It allowed the user to customise the design by adjusting the width of the lines, the size of the buttons, the shading, the backdrop, and other elements. Steve didn't chuckle at the instruction set's amusing moniker. Instead, he began working on design to his liking. He completed the task in ten minutes. It was the same design that was supplied with the Mac and remained standard for the next fifteen years.

Printed Circuit Board

Jobs inherited his father's enthusiasm for impeccable craftsmanship, which entailed caring about the design of even those pieces that were concealed from sight. He used the same logic when constructing the printed circuit board that housed the processors and other components deep inside the Mac. The user may not have seen the board, but he did not think its design to be visually pleasing.

When a fresh engineer inquired about the cause, Jobs responded, "I want it to be as beautiful as possible, even if it's inside the box. A great carpenter isn't going to use lousy wood for the back of a cabinet, even though nobody's going to see it." In an interview a few years after the Mac's release, Jobs commented along the same lines, "For you to sleep at night, the aesthetic, the quality, has to be carried all the way through."

Packaging

Markkula taught Jobs the value of packaging and appearance. He discovered that people do, in fact, evaluate a book by its cover. So he picked a full-color design for the Macintosh box and continued to improve it. One of the Mac team members remembered, "He got the guys to redo it fifty times." Although the consumer would have thrown away the box after opening it, he was highly concerned about its appearance. Some thought it was irresponsible to spend money on luxury packaging while attempting to save money on memory chips. But Jobs became completely engaged in every element of the Macintosh's creation.

Restricted Number of Slots

Slots on the Macintosh were restricted. The reason was that Jobs didn't want anyone tampering with his creations. Dan Farber, the editor of ZDNet, referred to Jobs as "strong-willed, elitist artist who does not want his creations mutated inauspiciously by unworthy programmers. It would be as if someone off the street added some brush strokes to a Picasso painting or changed the lyrics to a Dylan song."

It was for this reason that the Mac had a restricted number of slots. Users were unable to open the casing in order to access the motherboard. It was a product for the public that would have provided them with a complete experience. It was not something that a hacker or a hobbyist would have appreciated. Jobs' devotion grew to the point where the Mac was constructed using special tools that could not be opened with a standard screwdriver. Jobs stated, "We are going to design this thing so nobody but Apple employees can get inside this box."

Mac had fallen behind schedule. However, Jobs continued to make improvements that he believed were required to make the product great. Any other project manager would have made some concessions to meet the deadline, after which no adjustments would have been permitted; but not Jobs. Jobs announced during a retreat in September 1982, "Don't compromise. It would be better to miss than to turn out the wrong thing." This was one of the principles he adhered to religiously throughout his career.

It was beneficial at times and destructive at others. Jobs had a favourite phrase that he liked to use 'good artists copy, great artists steal'. However, after four months, he understood that too much delay was not going to aid the product's success, and he began employing other maxims. "Real artists ship."

Products Always Existed; They Simply Needed to be Discovered

Whereas other product producers were preoccupied with offering customers what they wanted, Jobs thought that customers didn't know everything and needed to be informed what was correct. For example, if they did not wish to use a mouse, they were mistaken. As a result, he deleted cursor keys in order to force users to use the mouse. The removal of cursor keys provided the Mac additional benefit in that outside software writers had to design applications specifically for the Mac operating system, rather than generic programmes that would operate on other

machines. It resulted in Jobs' preferred tight vertical integration of application software, operating systems, and hardware devices. Mac team members attended various retreats.

Soon after the Macintosh debuted, Jobs and CEO John Sculley's feud became public, and Jobs lost all of his power to Sculley. He eventually resigned from Apple. It's also an intriguing coincidence that Jobs regarded Polaroid's Dr. Edwin Land as a hero. He was the creator of Polaroid and the inventor of instant photography. Land had once met Jobs and Sculley. Both Jobs and Land believed that the products had always existed; they simply needed to be discovered. Land stated, "I could see what the Polaroid camera should be. It was just as real to me as if it was sitting in front of me before I had ever built one." Jobs stated: "Yeah, that's exactly the way I saw the Macintosh." He claimed that a personal calculator could not have predicted what a Macintosh should be like.

It did not allow for consumer research. So he made it, presented it to others, and asked what they thought of it. Both claimed that their items had always existed, but that no one had ever seen them. They were the ones who found them. It was a matter of finding that the Polaroid camera and the Macintosh existed. According to Dr. Land, "The world is like a fertile field that's waiting to be harvested. The seeds have been planted and what I do is go out and help plant more seeds and harvest them."

Dr. Land had a special place in Jobs' heart. The meeting captivated him. Dr. Land was regarded by Jobs as a superb innovator and management thinker. While riding in a cab back to a neighbouring hotel, Jobs turned to Sculley and stated, "Yeah, that's just how I feel. It's like when I walk in a room and I want to talk about a product that hasn't been invented yet. I can see the product as if it's sitting there right in the center of the table. What I've got to do is materialize it and bring it to life, harvest it, just as Dr. Land said." Steve was clear about his affection for Dr. Land.

In an interview in 1985, Jobs stated, "Not only was he one of the great inventors of our time but, more important, he saw the intersection of art and science and business and built and organization to reflect that. Polaroid did that for some years, but eventually Dr. Land, one of those brilliant troublemakers, was asked to leave his own company- which is one of the dumbest things I've ever heard. The man is a national treasure. I don't understand why people like that can't be held up as models." Both men had at least two meetings. Both were perfectionists who

were obsessed about product design. They also shared one feature. Both were ousted from the firm they founded.

Aside from Dr. Land, Jobs liked Albert Einstein, whose portrait hung in his room. Jobs also has high regard for Sony co-founder Akio Morita. When Morita died in 1999, Jobs paid tribute to him during a presentation, saying, "He expressed his love for the human species in every product he made."

Before leaving Apple, Jobs was attracted by flat-screen technology and was also enthused about another project involving a touchscreen display that could be operated with a finger, eliminating the need for a mouse. It may have led to him realizing his dream of "Mac in a book." He had even found a building with a name 'AppleLabs' for working on the concepts.

Conclusion

Jobs was an exceptional leader who provided hands-on management at all levels of product development. He was interested in and active in all aspects of the product. His managerial approach persisted even in his later years, when he insisted team members, not VPs, gave presentations. He wanted to hear from the employees who were working on the allotted assignment without having their remarks corrupted as they travelled through a chain of command. As each team member witnessed Jobs' zeal for creating the Mac, they were similarly enthusiastic about creating a 'insanely great' product rather than creating a product for the sake of generating money. Jobs saw himself as an artist, and he pushed the design staff to see themselves as such as well. The objective was never to outperform the competitors or to amass a large sum of money. It was to do the best thing possible, if not a bit better.

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