design thinking and innovation at Apple

a harvard business case that one 2013

BCCH case award the authors of the

business case are Harvard Business

School professors Steven Pompey and

independent researcher Barbara Feinberg

the summary and the presentation are

created by Li Wei technology

commercialization manager from agency

for science technology and research

Singapore the full business case is

available from Harvard Business Review

in 2012 Apple became the most valuable

public rated company in history with

$600 share price 620 billion dollar

market capital and 100 billion dollar

annual sales Apple success was not just

the result of strategic moves or innate

sense of market timing it is a

surprising consistency in the way the

company worked simply put the Apple way

first design thinking

those of us on the original Macintosh

team were really excited about what we

were doing the result was that people

saw a Mac and fell in love with him

there was an emotional connection that I

think came from the heart and soul of

the design team Bill Atkinson member of

Apple Macintosh development team in the

mid-1970s

computers were typically housed in

discrete locations and only used by

specialists the notion of computer as a

tool for individual work was

unimaginable in the 1970s to help people

love their equipment and the experience

of using it the level of complexity

needed to be reduced dramatically

Apple's product starts with design from

people's need and want the design of the

product is not limited by technology the

engineers are pushed to use the same

kind of creativity and innovation to

make it happen design is very well

thought through it is beyond fashion the

capacity and technology to build it is

not commoditized and no compromise for

the functionalities this is Design

Thinking combination of user

desirability technology possibility and

market viability smallest of details are

scrutinized not just the appearance of

the product but also its functions

features and packaging the design team

kept on going deep until they found the

key underlying principle of a problem

then built on design is not just what it

looks like and feels like design is how

it works that simplicity is the ultimate

sophistication

second strategy and execution you can

see a lot just by observing Yogi Berra

major league baseball player and manager

apples history began in 1976 it launched

the first personal computer Apple 2 in

1978 in 1981 IBM entered the market with

its PC that can be cloned since 1985

Apple's market share kept declining the

board of Apple axed Steve Jobs in the

following eleven years products and

projects at Apple proliferated and

consequence of various strategies and

many of them failed the technology

department process became more

traditional and resembled approaches

found at other companies process makes

you more efficient but innovation comes

from people calling each other at 10:30

at night with a new idea

it comes from saying no to a thousand

things to make sure we don't get on the

wrong track or try to do too much by

Steve Jobs

everything changed after Steve Jobs

returned to Apple in 1997 decisions were

made to achieve the excellence in

execution stopped licensing program

eliminated 70% of new projects product

line was reduced from 15 to only 3

website was launched for direct sales

sophisticated marketing kept product

development complete secret shutdown

facilities and move them abroad

inventory was reduced from months to a

few days Apple also adopted the platform

strategy for its products they designed

the initial product as a platform with

an architecture that accommodated the

development and the production of the

derivative products customer's

experience was integrated into Apple's

product design and development a lot of

it empirically drives with iterative

customer involvement Apple worked

intimately with manufacturers and

assured that their products be

completely attuned to customers Apple's

product always evolves the importance of

design is a motivation to continued

innovation rather than a static approach

that assumes a single conclusion

third CEO as chief innovator the really

great person will keep on going and find

the key underlying principle of the

problem and come up with a beautiful

elegant solution that works Steve Levy

author of the perfect thing company

founders essentially imprint their

organizations with their own personality

characteristics and Apple Jobs is no

exception Steve Jobs and Apple seem like

interchangeable terms Steve Jobs drive

for perfection was apples drive for

beautiful elegant products and its

superior operations Steve Jobs vision

held that Apple's products were to be

personal tools for individuals instead

of enterprise solution Steve Jobs also

had total hands-on involvement and

decision making from strategy to product

and service design to packaging forth

bold business experimentation the

greatest artists like Dylan Picasso and

Newton risks failure and if we want to

be great we've got to risk it - Steve

Jobs when everyone was moving online

Apple decided to move into retail and

created every Apple store with the same

painstaking focus on details against

conventional wisdom of open platform

collaboration community design

transparency Apple insisted to develop

and integrate its own hardware software

and keep product launches secret

Apple is also constantly learning

adapting and evolving from the design of

array of colors to black and white color

theme from the closed developer

community to the open developer platform

from no compatibility for other OS to

Windows compatible in summary the root

of Apple's success was a set of

principles with a deep commitment to

great products and services at its core

design thinking clear development

strategy and execution its CEO as chief

innovator and the rational courage to

conduct bold business experiments for

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