

## Haunted Empire: Apple After Steve Jobs

*Yukari Iwatani Kane*

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**Yukari Iwatani Kane : Haunted Empire: Apple After Steve Jobs** before purchasing it in order to gage whether or not it would be worth my time, and all praised Haunted Empire: Apple After Steve Jobs:

3 of 3 people found the following review helpful. Could Not Even Finish the BookBy Preston RamirezA very disappointing book. It seems Kane is strictly an opportunist, posing this question and releasing this book shortly after the death of Steve Jobs. It was a question everyone had at the time, can Apple succeed after the death of its founder? However, her examples and evidence to back up her claims are extremely poor. The book is all over the place, it has poor evidence, and as someone who knows Apple very well, I had to put the book down because it was just that bad. A

waste of time, money, and shelf space. Do not buy it. 0 of 0 people found the following review helpful. This was a great book. Not at all an Apple love fest. Lots of interesting information and analysis/commentary. 68 of 71 people found the following review helpful. Starts out interesting, but then goes off track, way off track... By Charles McGuinness As I started to read this book, I thought that the large amount of negative press it received was way off target. The story begins with a solid recap of the history of Apple, how Steve Jobs left it, and the start of the Tim Cook era. It was factual, interesting, and gave me insights into what had happened to the company. Chapter 5, where Steve passes, was poignant and sad. And had the author left the book as a recap of Apple's history to date, she would have told an important story. But somewhere along the line, the author starts to interject her theory that Apple has lost its way and why Tim Cook will never be able to come close to Jobs in terms of innovation. In the end, the book becomes a failed argument in support of those views, and undermines the credibility she builds up at the front. We may discover in a few years that she was right, that Apple's best days are behind it and that Cook is not the leader Apple needs, but she definitely does not prove it now. Not that she could: it is too soon to make such a stark assessment of Apple's post-Jobs future. Her points are really questions and concerns, not answers, and where there are actual answers she ignores them as they don't support her thesis of a haunted company. If you're interested in why she thinks what she does, go ahead and start the book. The first 2/3rds are worth the investment of time. Still, let me summarize what I believe the author is trying to suggest. She tries to make two key points: the first is that Apple is not innovating at the same rate as in the Jobs era and, therefore, is losing its cachet. The second point is that Tim Cook, because he's a more methodical kind of leader, will never be able to reignite the spark of innovation at Apple that has supposedly been extinguished with Jobs. There is just so much that's wrong with her theory that it would take an unreadably long review to go through all the points one by one. But let me hit on some of the big issues I have with her argument. Let's start with her second point, that Tim Cook is not the right person to lead Apple if we're hoping for brilliant innovation. She bases this belief on a simplistic division of leaders into two buckets, the first being the dynamic innovator (i.e., Jobs) and the second being the competent technocrat (i.e., Cook). She asserts a sort of simplistic determinism about how companies perform based upon their leader type -- and what happens when those leaders change. With a Steve Jobs, you get brilliant disruptive innovation. With a Tim Cook, you get incremental improvements. So she says. She uses, as a proof, the Walt Disney Company, holding up what happened after Walt Disney died as a parallel to Apple. But in this analysis she fundamentally gets the history of Disney wrong. Although Walt was the best known leader at Disney, up to the 60s Disney was, more than anything else, a partnership between brothers Walt and Roy: Walt handled the creative and Roy operations. The appropriate parallel to Apple is not simply that Walt = Steve, but that the successful partnership between the Walt and Roy was mirrored in Jobs and Cook. Apple would not have succeeded as well as it did without the incredible focus on execution that Cook brought. It is true that after Walt Disney died his company lost its way, and this is certainly a cautionary tale for Apple. But where Disney went astray was that it did not restore a creative leadership after Walt's departure. Roy was left to complete Walt's projects, and a series of operational executives tried to run the company using "What would Walt do" as their rudder. Only when Roy's son, Roy E. Disney, forced out uninspired leadership and brought in Frank Wells and Michael Eisner to lead Disney did it restore the creative/operational pairing and kick off Disney's renaissance in the 1980s. That kind of successful pairing at Disney exists today in Bob Iger and John Lasseter. The valid example of Disney is there for the author to use, but she does not present it properly in her book. The question the author should have asked about Apple, then, was not whether the company was led by a creative CEO, but whether it preserves the creative vs. operational balance that existed between Jobs and Cook. And, surprisingly, she gives the answer, skillfully telling the story of how Tim Cook has carefully consolidated creative leadership in Jony Ive. It is so disappointing, then, that even though she gives the answer she refuses to acknowledge the question. Either it is because she cherry-picks an overly simplistic view that supports her argument or it is because she fails to understand the more complex dynamics at work. Neither reason reflects well on the work. The second big disagreement I have with her is her claim that the rate of innovation at Apple has slowed down. Although the author has extensive experience reporting on Silicon Valley, she seems to ignore the fundamental clock that gates innovation: the steady increase in computational power that is delivered via Moore's law. The original iPhone was a brilliant innovation, but its timing was controlled by the availability and affordability of the chips that went into it. The iPad could not have been delivered 3 years earlier than it was, even if the design and software was fully baked: In 2007 the chips that went into it would have been too expensive, too slow, and too power hungry. What is true for the world of software, where you can deliver your ideas to market almost as quickly as you think of them, is not true of hardware: sometimes you have to wait for components to catch up to your ideas. Perhaps the author fails to see this difference. Jobs died a year and a half after the introduction of the iPad, which was very close to the beginning of Apple's big innovation cycle. It's still a bit too soon for the author to expect Apple's next big innovation cycle to have arrived. As much as Cook and Ive would love to have proven the author wrong by already having shipped the next big thing, chances are that Moore's law has held them back from bringing it (whatever it is) to market quite yet. What the author does not know (and to be fair, neither do we) is whether there is that next big thing already sitting in the lab, waiting to come to market: the innovation that would totally eviscerate her thesis. If, in a couple years, Apple has still not introduced anything exciting, she will be

right to wonder if it has lost its way. But it is just too soon now to tell. The author has a very bad case of "what have you done for me lately" and finds Cook and Apple wanting. But that speaks more to the author's preconceived notions of how fast innovation happens and not to any change in the rate of innovation at Apple. The author is blinded by her own inability to see the future and wrongfully concludes that, for Apple, there is no future to predict.

Former Wall Street Journal technology reporter Yukari Iwatani Kane delves deep inside Apple in the two years since Steve Jobs's death, revealing the tensions and challenges CEO Tim Cook and his team face as they try to sustain Jobs's vision and keep the company moving forward. Steve Jobs's death raised one of the most pressing questions in the tech and business worlds: Could Apple stay great without its iconic leader? Many inside the company were eager to prove that Apple could be just as innovative as it had been under Jobs. Others were painfully aware of the immense challenge ahead. As its business has become more complex and global, Apple has come under intense scrutiny, much of it critical. Maintaining market leadership has become crucial as it tries to conquer new frontiers and satisfy the public's insatiable appetite for "insanely great" products. Based on over two hundred interviews with current and former executives, business partners, Apple watchers and others, *Haunted Empire* is an illuminating portrait of Apple today that offers clues to its future. With nuanced insights and colorful details that only a seasoned journalist could glean, Kane goes beyond the myths and headlines. She explores Tim Cook's leadership and its impact on Jobs's loyal lieutenants, new product development, and Apple's relationships with Wall Street, the government, tech rivals, suppliers, the media, and consumers. Hard-hitting yet fair, *Haunted Empire* reveals the perils and opportunities an iconic company faces when it loses its visionary leader.

This well-paced, vividly detailed narrative reveals the machine surrounding the Jobsian ghost at Apple and brings the company's high-flying mythology down to earth. (Publishers Weekly) From the Back Cover Former Wall Street Journal technology reporter Yukari Iwatani Kane delves deep inside Apple in the two years since Steve Jobs's death, revealing the tensions and challenges CEO Tim Cook and his team face as they try to sustain Jobs's vision and keep the company moving forward. Steve Jobs's death raised one of the most pressing questions in the tech and business worlds: Could Apple stay great without its iconic leader? Many inside the company were eager to prove that Apple could be just as innovative as it had been under Jobs. Others were painfully aware of the immense challenge ahead. As its business has become more complex and global, Apple has been subject to intense scrutiny, much of it critical. Maintaining market leadership is crucial as it tries to conquer new frontiers and satisfy the public's insatiable appetite for "insanely great" products. Based on more than two hundred interviews with current and former executives, business partners, Apple watchers, and others, *Haunted Empire* is an illuminating portrait of Apple today that offers clues to its future. With nuanced insights and colorful details that only a seasoned journalist could glean, Kane goes beyond the myths and headlines. She explores Tim Cook's leadership and its impact on Jobs's loyal lieutenants, new product development, and Apple's relationships with Wall Street, the government, tech rivals, suppliers, the media, and consumers. Hard-hitting yet fair, *Haunted Empire* reveals the perils and opportunities an iconic company faces when it loses its visionary leader. About the Author Yukari Iwatani Kane is a veteran journalist with nearly fifteen years of experience writing about the technology industry. As a reporter for the Wall Street Journal, she covered Apple during the last years of Steve Jobs's reign. In 2011 she was named a Gerald Loeb Award finalist as part of a Journal team responsible for a series on Internet privacy. She started her career at U.S. News World Report and Reuters. She lives in San Francisco.