

STEVEN JOBS:
MAN ON A MISSION

AN ESSAY
PRESENTED TO
THE CALIFORNIA PIONEERS
of SANTA CLARA COUNTY

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PREFACE

Steven Jobs revolutionized America. Starting out as a barefoot teen-ager in jeans, he turned into an Armani-wearing millionaire. He brought drastic changes to the way we do reports and play games on computer. He turned a garage business into a billion dollar business, making himself and others around him millionaires. Steven Jobs is indeed, a man of many talents.

THE CHILD

Steven Paul Jobs, (millionaire, Apple co-founder, and computer guru extraordinaire), was born in 1956. At birth, he was promptly adopted by Paul and Clara Jobs. At the time, the family was living in San Francisco, so when the finance company for which Paul was working transferred him to Palo Alto, he bought a house in Mountain View.⁽¹⁾ At the time, Mountain View and the surrounding cities were rapidly becoming known as the Silicon Valley, due to the rapid growth of silicon chips in the production of computers.

When Steven was in grade school, he got into an inordinate amount of trouble. Fellow students recall that Jobs was a loner, and he didn't seem to fit in. When Steven was nine years old, he was expelled from a school for misbehaving. While he was doing so poorly in school, one of his teachers came to his rescue, by bribing him into doing his schoolwork. When Steven did outstanding work on an assignment, he was rewarded with money. Steven was very fond of money, which he wanted and understood. This characteristic stayed with Jobs for the next two decades of his illustrious life. At his days at Apple, many employees observed that that was the most important part of the company.

Another characteristic of Steven Jobs as a young man was his curiosity and inquisitiveness. Once, Steven stuck a hairpin into an electrical socket, burning his hand. A few months after that incident, while Steven and a friend were conducting an experiment involving ant poison, he foolishly drank the ant poison. As a result of that, Steven had to go to the hospital to get his heart pumped.

The area of Mountain View where Steven Jobs lived was rapidly

becoming an electronics Mecca, and in the neighborhood many engineers and technicians.(2) A lot of them brought home parts from work that had been discarded because of cosmetic flaws and gave them to the local children in the neighborhood to play with. Steve's attraction with electronics would probably be the most logical reason to explain why he started Apple.

THE "HIPPIE"

When Steven Jobs was introduced to Steven Wozniak, who was four years older than he, Jobs said that he liked Wozniak immediately because, "He was the only person I met who knew more about electronics than me." (3) Wozniak later said that that was a gross overstatement, "He never did get to be very good at it. He got to the point where he was on the borderline of becoming a fairly good young engineer, but it took him years to get there." (4) Like Jobs, Wozniak was also a loner, but he was so engrossed in electronics that he did not feel deprived of a lot of friends. When Wozniak was in Cupertino High School, he built a look-alike dynamite bomb that made a ticking noise. Before the police bomb squad was called out, the principal of the school took matters into his own hands. He grabbed the gym bag with the fake bomb in it and ran out to the empty football field, where he pulled the wires out. It did not take long for the police and the school officials to link the fake bomb to Wozniak. Wozniak was taken to San Jose's Juvenile Hall, where he spent the night incarcerated. When Wozniak returned to school, he received a standing ovation from his classmates. Steven Jobs and Steven Wozniak became good friends, not knowing that this friendship was probably the most important relationship the both of them would ever have in their lifetime.

When Jobs entered Homestead High School in Cupertino, he enrolled in an electronics course taught by a man named John McCollum. This was the same class Steve Wozniak had taken two years earlier. Wozniak had been his star pupil, but Jobs was not nearly up to that standard. After a year, Jobs dropped out of McCollum's classes. Job's former electronics teacher described

Jobs as a loner who had a "different" way of thinking.(5) Although Jobs dropped out of the class, he still had an interest in electronics. He still attended meetings of the school's electronics club, and he also made several visits to Moffett Field in Sunnyvale, where there was a flight simulator that belonged to NASA. He was also one of the many students at his school to attend meetings given by Hewlett-Packard scientists. The talks were about the latest information and advances in electronics, and Jobs, showing one of his defining characteristics, collared Hewlett-Packard engineers and drew additional information from them. Once, Jobs even called Hewlett-Packard founder Bill Hewlett to request parts. From that phone call, Jobs not only received parts, but he managed to get a summer job.(6) His job was working on an assembly line to help build computers. He was so fascinated about this that he tried to design his own, but he did not have enough experience at that point to build his own computer.

While in High School, he worked weeknights in a local electronics shop in Sunnyvale. Here Steven became knowledgeable about the going prices for parts and got more experience with working with electronics.

This time in his life was known to most people as the "hippie" era where young people rebelled against almost everything and experimented with various drugs. Among them was Jobs. Jobs got his first car while he was in high school, allowing him to go visit friends at Berkeley and Stanford. Being on these campuses broadened his interests, and he began to experiment with drugs. Once he stayed up two nights in a row, regularly smoking marijuana and hashish. When Jobs took L.S.D. for the first time, he said it blew him away, and he described it as the most wonderful experience in his life.(7)

When Jobs was still in high school, he and Wozniak began to make highly illegal ventures involving the ability to make telephone calls to anywhere without having the nuisance of paying for them. The idea of this escapade started when Wozniak's mother saw an article in Esquire magazine that explained how an underground network of "phone phreaks" operated.(8) The network had members that enjoyed making free calls around the world. The discovery led to the first Jobs-Wozniak business venture. The phone phreakers had created "blue boxes," which duplicated the tones that the telephone company uses to simulate the numbers dialed. All of the phreaks had codenames, such as "Cap'n Crunch", "Dr. No", "Peter Perpendicular Pimple", and other odd names. The reason the codename "Cap'n Crunch" was used was because "Cap'n Crunch" had discovered, by accident, a toy that came in a box of Cap'n Crunch that duplicated the necessary tones to make the phone calls. The codename used by Jobs was "Oaf Tobark", and the codename used by Wozniak was "Berkeley Blue", because of his college. Being the businessman that he is, Jobs decided to sell the boxes at a profit. Jobs would get the parts, and Wozniak would wire the boxes. The parts totaled forty dollars, and the final price for the boxes was \$150.(9) On the bottom of each box, there was a hand-written card written by either Jobs or Wozniak that read "He's got the whole world in his hand." Wozniak promised to repair any box free of charge if it was returned to him with the card. The boxes were marketed towards college students because they figured it was costly to call home every week, sometimes their families living far away.

Since the boxes were illegal, many of their potential customers took advantage of the situation. Some customers refused to pay by threatening to turn the two in to the police. Another time Jobs

once found himself staring into a pistol when he tried to sell a blue box to a customer.(10) That was the end of the blue box voyage, which proved to be the first Jobs-Wozniak business venture.

When Jobs was a senior in high school, he started to date his first serious girlfriend. Her name was Judy Smith, and she was two years younger than he was. Wozniak did not know what Jobs saw in her. "She was pretty but she was kind of a druggie person. She didn't have a whole lot to offer intellectually."(11) When high school was over, Jobs decided to rent a cabin in the hills and have Judy move in with him. Everything was fine until Job's unreliable car caught on fire and the both of them moved back in with their parents. Jobs saw Smith for the next decade but he never married her, although he did get her pregnant and they named their baby girl Lisa.

THE BUDDHIST

When it came time for Jobs to choose a college, he was more stubborn than usual. He read through various college brochures, including Berkeley and Stanford. He later rejected Berkeley and Stanford, opting for Reed College in Portland, Oregon.(12) One reason he chose that particular college was because he visited a friend who was enrolled there. Being a private college, Reed did not please Paul and Clara Jobs because of the high tuition. So Steve said that if he did not go to Reed, he would not go to college at all. His parents gave in, and Steven was off to college. Reed College, being ultra-liberal and anti-establishment, appealed to Jobs immediately. He attended college only for a semester, then stopping, hoping to live a Bohemian lifestyle while living in the dorms. He became a "floater," moving from one dorm room to the next as they became vacated.(13) While out of school, Jobs read about Yoga, Zen, and Buddhism. Zen Buddhism appealed to Jobs the most because it focused on experience rather than intellect. His interest in Buddhism took him to the Hare Krishna temple in Portland. On Sundays, he and Daniel Kottke(a Buddhist friend of Jobs), would hitchhike to the temple and receive a free vegetarian meal.

At this time, Steven Wozniak was attending U.C. Berkeley, but dropped out during his junior year, met his future wife Alice Robertson through one of his many phone pranks, and started the Homebrew Computer Club. Homebrew was a club composed of computer fanatics like Wozniak. Jobs never attended Homebrew meetings, much less even cared about Homebrew, until Wozniak designed and made a personal computer that with Homebrew members liked.

Being the businessman that he is, Jobs thought that they could market the computer and make a profit doing so. Wozniak did not have much faith in the computer and thought that trying to make a living from it would be foolish. After weeks of trying, Jobs finally convinced Wozniak to market the computer. To decide on a name for their one-product company, Jobs decided on Apple. He chose Apple because at the time he was reminiscing about the countless times he spent with the Hare Krishnas in the orchards. Wozniak did not agree with the name Apple for their company, but they eventually settled on the name Apple for lack of anything better. Thus, Apple Computer company was born on April 1, 1976.

THE BEGINNING OF SOMETHING BIG

As Apple sales began to slump, a potential customer, Alex Kamradt, the owner of a local company named Call Computer, offered to buy the Apple company, or they would face a bleak future.(14) Wozniak was for the idea of selling Apple, but Jobs still had the belief that money could be made. To boost his argument, Jobs enlisted the support of Ron Wayne, an Atari field engineer. Wayne thought if the three of them formed a coalition, the future of Apple would be better than if they sold the company. The company agreed that Wozniak was to be in charge of engineering; Jobs was given responsibilities in marketing; and Wayne would work with documentation. As far as stock went, Wayne was given ten percent of the company, while Jobs and Wozniak divided up the remainder equally. Unfortunately, Wayne sold all of his stock before Apple was to become a success. None of them knew the riches that lay ahead, especially Wayne.

One of the members of the Homebrew Computer Club was Paul Terrell who was the owner of some eighty computer shops that were called the Byte Shop. Terrell believed in the Apple company, and Jobs was shocked when Terrell placed an order for fifty computers, paying between \$489 and \$589 for each computer. When he received word, Wozniak was also shocked, telling his friends and family about the order. Looking back, Wozniak believed that that was the greatest moment in the company's history.(15) For Apple to fill the order of fifty computers, and possibly more, the company needed a lot of money in not a lot of time. Being responsible for finances, Jobs looked everywhere for money. Unfortunately his appearance deterred most people. He was thin, had long hair, and

ran around in either sandals or with bare feet. When encountering older men at banks wearing suits, ties, and shoes, Jobs was turned down immediately for a loan. He had lost hope of getting a loan at a bank, realizing that he would get the same reception at most other banks. After pitching Apple to many potential lenders, Jobs met with a Stanford professor named Mel Schwartz. Schwartz, who owned a small company with a credit line at an electronics distributorship, agreed to buy parts for Apple. When Jobs met with Bob Newton of Kierulff Electronics of Palo Alto, Jobs showed Newton a prototype. Newton was impressed with the prototype, and he agreed to sell Jobs \$20,000 in electronics parts on credit, and agreed to charge no interest if the debt was paid in thirty days.(16)

The day finally came when Jobs made the first delivery to Terrell. The order was for fifty fully assembled computers. What Terrell got, however, was fifty circuit boards, which he initially refused. The package included no software, video screen, or keyboard. Although disappointed and irritated, he eventually agreed to pay for the computer, more importantly, in cash.(17) At the time, Apple owned a spot in the unimportant world of microprocessors. Jobs and Wozniak observed that several companies making microprocessors had sprung up in the Silicon Valley, barely hanging on. Jobs thought that the reason Apple was slumping was because of the image of Apple and determined that they needed better advertising and better public relations. He turned to people he knew in the electronics field and was given the name of Regis McKenna. After much work, he was able to get the McKenna agency to represent Apple. That was one of the most important decisions Apple could have made at that time.

THE BIG TIME

On January 3, 1977, Apple Computer Company was officially formed. Mike Markkula, a multimillionaire investor, decided to buy into Apple. He loaned Apple \$250,000 of his twenty-two million, and bought out the remaining shares of Ron Wayne for \$1,700. Markkula wanted to make sure that Wayne would have no claim in the future against the company if the company were to become very successful. Wayne, who had doubts about Apple from day one, had tried to bail himself out earlier by resigning and relieving himself of obligations for debts he predicted, was "stoked" when Markkula asked to buy his shares.(18)

Neither Markkula nor Jobs wanted to be the first president of Apple Computers, and Wozniak was completely out of the question. Markkula thought of Michael Scott as a suitable candidate to become president. With his experience with National Semiconductor as the person in charge of a semiconductor assembly line that was doing thirty-two million dollars in business a year, Scott was the man chosen to be president. His salary: \$20,001, a dollar more than Markkula, Jobs, and Wozniak.(19) Although the alliance had high hopes for the new company, none of them knew that in just three years, Apple would be worth two billion dollars, and each of them would have hundreds of millions of dollars.

THE DEBUT

In the spring of 1977, the first West Coast Computer Faire took place in San Francisco. Steve Jobs was one of the first exhibitors to reserve space to show off the Apple II. When Jobs signed up for the space in the faire, the Apple II creators still had an enormous amount of work to do, including the design. Jobs envisioned a computer that was elegant in looks and easy to use. When he came back from Homebrew meetings, the crude, ugly designs of computers there made him look elsewhere. At the time, most microprocessors used sheet metal as a covering, which was cheaper. Jobs said that a plastic covering on the computer would stand out from the rest of the other "ugly ducklings."⁽²⁰⁾ He believed that a plastic covering would be more elegant and appealing to customers. Many critics disagreed with Jobs and believed that computer hobbyists could not care less what a computer looked like, just as long as it did the job. Jobs believed that an unattractive computer would make prospective buyers look away, except for the hard core computer hobbyists. He thus successfully convinced others at Apple to use plastic for the covering.

When the faire took place, three Apple IIs were displayed behind plexiglass, with the Apple's new logo illuminated by a spotlight. A large computer screen was used so they could show the computer's power to big audiences. The odd fact about the display is that the display made Apple look like a prestigious company, but the computers on display were the only fully assembled computers made by Apple. To make a good impression, Markkula ordered Jobs to go to a tailor in San Francisco and have him buy a suit. The suit Jobs bought was the first suit he had ever owned.⁽²¹⁾

Apple's new look attracted many, and prospective buyers were surprised to learn that such a small computer had so much power. Many onlookers were in awe at the new way of housing a computer in plastic, as opposed to metal. Over the next few weeks, the company received orders for about three hundred Apple IIs. Apple gained more and more steam, and in January of 1978, Apple Computer Company was valued at three million dollars.(22) With the top investors investing in Apple, Apple gained recognition nationally, causing further interest towards the company.

Many viewers of Apple's success described it as being at exactly the right time. In 1977, the personal computer market had not yet been created, and Apple had positioned itself well. American citizens were eager for success on the homefront, since they felt battered by foreign competition. The United States automobile industry was doing poorly because many Americans were opting for better-made cars built by the Japanese. The semiconductor business was also losing the battle due to foreign competition from the Japanese. The newspapers and the general media were telling true stories on how the United States economy was falling due to foreign competition. So when the story of two teen-agers working out of a garage to build a company from scratch hit the newsstands, Americans ate it up. The publicity from newspapers and magazines made "The Two Steves" cult heroes.(23)

THE FIRST THOUGHT

In 1979, Jef Raskin, an Apple employee, had a great vision for a new computer. The computer was to be targeted towards business owners. The computer was to be called the Macintosh. The Macintosh was to use an odd new instrument called a "Mouse." With a mouse, the user simply had to point at data and the information would be recorded on the computer and appear on the monitor.

"Jobs hated the idea," Raskin said. "He ran around saying that it'll never work. He was one of the Macintosh's hardest critics and he was always putting it down at board meetings. When he became convinced that it could work, and that it would be an exciting new product, he started to take it over."(26)

At the time, Jobs had no position at Apple. The company reorganized itself, and didn't include Jobs. When this happened, Jobs was furious. He felt that his colleagues had stabbed him in the back and undermined him. Jobs was unwelcome at many of Apple's divisions, including the Macintosh division which he eventually took over. Many insiders believed that when Jobs took over the Macintosh division, he split the company into two separate rivals.(27) Jobs showed and expressed that he believed that the Macintosh division was the best and smartest division. The Macintosh division had the biggest parties, highest salaries, and more special treatment from Jobs than any other division.

INSTANT MILLIONAIRE!

The most important date in Apple's history was December 12, 1980. That was the day that Apple announced that it was going to go public. In August of 1980, a share of Apple stock sold for a little more than five dollars. Three months later, on December 12, a share of Apple stock was selling at twenty-nine dollars per share. The stock market placed the value of Apple at \$1.778 billion, which was larger than Ford Motor Company, four times more than Lockheed, and twice the combined value of United Airlines, American Airlines, and Pan American World Airways.(24) Mike Markkula's Apple stock was valued at \$239 million. Wozniak had stock valued at \$135.6 million. The president of Apple, Michael Scott, had stock valued at \$95.5 million. Wozniak's former wife, who had been given Apple shares in a divorce settlement, had stock worth \$42 million. Last, Steve Jobs the largest Apple stockholder, had stock worth \$256.4 million.(25) At the time, Jobs was only twenty-five years old.

SERIOUSLY?

In 1981, IBM announced that it was going to enter the market of personal computers. To Apple, the announcement was not taken as a serious concern, although it should have been. At the time, IBM was a leader in high-technology office machines, making them instantly credible in the marketplace. Apple was so arrogant and pompous that Jobs placed a full page advertisement in the Wall Street Journal with the headline: "WELCOME IBM. SERIOUSLY." (28) While Jobs and Apple paid no attention to IBM, other smaller, personal computer companies were losing business to IBM. Suddenly, Apple found out that they were in serious trouble. The reason Apple lost business was because Jobs did not listen to what customers wanted and forced them to accept what he thought was best for them. Realizing this, IBM capitalized on this, making IBM more preferred among customers. The reason IBM sales went up and Apple sales went down was that IBM had an "open" system, allowing IBM users to talk with other users, while Apple computers had a closed system, which did not allow them to communicate with other computers. (29) By the end of 1982, the personal computer market was so successful that Time magazine, instead of naming a Man of the Year, extended the honor to the personal computer.

In 1983, the two most important words in the personal computer market were "IBM compatible." That year, IBM owned thirty percent of the personal computer market, and Apple was starting to lose credibility. Less than two years from when IBM entered the personal computer market, both customers and analysts recognized IBM as being the computer leader, knocking Apple off the top.

IBM was causing rumors about a personal computer that was called

the Peanut which would cost about \$500. This made stock fall for many personal computer companies, although, in 1983, Apple's stock rose to sixty-three dollars per share, making Job's holdings worth about \$437 million. When Jobs had thought of the Macintosh, he was hoping to sell them at about one thousand dollars, although it became clear that the Macintosh would debut between \$2,000 and \$2,500, and it would debut at the same time as IBM's Peanut.(30)

When the Peanut was released, it was a completely useless machine. The Peanut had a toy keyboard that made it difficult to use and the computer had a memory so small that business owners, the projected buyers, could not use it because the memory was too small. With the failure of the Peanut, IBM had lost credibility, and buyers were looking at the Macintosh as an alternative to the Peanut.

In a corporate shakeup, Apple president, Mike Scott was fired because many thought that he had more than he could handle. His replacement was the president of PepsiCola, John Scully.

THE MAC.

In January 1984, the long-awaited Macintosh was introduced at the annual stockholder's meeting. Macintosh division workers got front row seats, while other Apple employees sat in other rooms and onlooked on closed circuit television. For the first year, the Macintosh was a disaster. From the time the Macintosh was introduced until November of 1984, a little more than a year, Apple had sold only 200,000 Macintoshes.(31) This figure was very inaccurate according to the prediction of Jobs, who thought that the Macintosh would sell by the millions. The Macintosh sold fairly well to individuals, but failed when it came to their targeted market-businesses. With Jobs predicting two million Macintosh sales, he was forced to face reality and hoped to sell 200,000 Macintoshes during the Christmas season. His prediction fell short by 50,000 units, and the profits for the company were eroding.(32)

DOWNFALL

Late in 1984, several of Apple's board of directors approached John Scully and said the unthinkable about the future of Steve Jobs at Apple: "It's time to start thinking about getting rid of Steve."(33) At a board meeting on April 11, 1985, Apple decided to hire Jean-Louis Gasse, the head of Apple France, to be in charge of the Macintosh division, thereby eliminating Jobs from the position. Jobs, desperately seeking an operational role in Apple's future, was rejected for the role. The night he was rejected for the role, Scully called him on the telephone and said that he [Jobs] would have no operating position in the "new Apple."(34) Scully and the board of directors were planning to reorganize and restructure Apple. The next morning, the San Jose Mercury News featured a banner headline on the front page that read: APPLE DEMOTES JOBS. Everybody in the Apple II division was rejoicing after seeing the man who criticized them so much be demoted in such a way.

Shortly after being stripped of power at Apple, Jobs was seen walking through one of his old offices late at night. When he was fired as chairman of the board, he retreated to his two million dollar mansion. He was angry, bitter, and mostly sad.

Steven Jobs was a fighter, and not a quitter. For about a week, he thought and considered his options. He decided to pack his bags and travel to Paris for a business and a pleasure trip. From Paris, he went to the Tuscan hills outside Florence in central Italy, bought a sleeping bag and a bicycle, and camped out under the stars in an orchard in San Gimignano, a medieval village.(35)

When he returned from his European venture in July of 1985,

ded to take on a new venture--space. He asked NASA if he
ride the Space Shuttle, lost out to an elementary
teacher named Christa McAuliffe. She was onboard the space
Challenger in 1986 when it tragically exploded only seconds
takeoff, killing everybody on board.

veve started to envision a new product, something happened
e that crystallized what would be the formation of his next
:NeXT.

NeXT

In late August on 1985, the president of the Macintosh division, Jean-Louis Gasse, canceled plans for a future project known as the Big Mac because he was more in favor of the less ambitious Little Big Mac. Steve sold all of his stock-except for one share, to ensure that he could continue to get the annual report for Apple.

As the the company NeXT was slipping deadlines, there was no product to sell and there were forty employees, so naturally, NeXT was running out of money. In 1986, Steve invested ten million dollars of his own money for seventy percent of the stock.(36) When the ten million was running low, a public television station producer was doing a special on businesses and wanted to focus on NeXT. When the special aired, a man in Boulder, Colorado, saw the special and was fascinated by Jobs. The man was named Ross Perot, a Texas millionaire. In the next couple of days, Perot decided to fly to California and meet with Steve. Perot decided to invest twenty million dollars in NeXT in return for a sixteen percent equity position.(37)

At that point, Steve Jobs had an investor with very deep pockets and the business experience to launch the company off the ground. The projected sales for the first year for NeXT's machines were in the hundreds, not the hundreds of thousands Jobs had been so accustomed to at Apple.

Even though NeXT will never be an Apple Computer, an Apple slogan best sums up Job's attitude: "The Journey is the reward."

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