

# After Steve

How Apple Became a Trillion-Dollar  
Company and Lost Its Soul

Tripp Mickle



WILLIAM MORROW

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# Cast of Characters

Tim Cook: Chief Executive Officer (2011–present), Senior Vice President for Worldwide Operations, COO (1998–2011)

Jony Ive: Chief Design Officer (2015–2019), Senior Vice President of Design, member of design team (1992–2015)

## **EXECUTIVES**

Angela Ahrendts: Senior Vice President, Retail (2014–2019)

Katie Cotton: Vice President of Worldwide Communications (1996–2014)

Eddy Cue: Senior Vice President, Services (2011–present, joined Apple in 1989)

Steve Dowling: Vice President, Communications (2015–2019, joined Apple in 2003)

Tony Fadell: Senior Vice President, iPod Division (2005–2008, joined Apple in 2001)

Scott Forstall: Senior Vice President, iOS (2007–2012, joined Apple in 1997)

Greg Joswiak: Senior Vice President, Worldwide Marketing (2020–present, joined Apple in 1986)

Luca Maestri: Senior Vice President and Chief Financial Officer (2014–present, joined Apple in 2013)

Bob Mansfield: Senior Vice President, Hardware Engineering (2005–2012, joined Apple in 1999, remained as an adviser on future projects after 2012)

## Cast of Characters

Deirdre O'Brien: Senior Vice President, Retail + People (2019–present, joined Apple in 1988)

Peter Oppenheimer: Senior Vice President and Chief Financial Officer (2004–2014, joined Apple in 1996)

Dan Riccio: Senior Vice President, Hardware Engineering (2012–2021, joined Apple in 1998)

Jon Rubinstein: Senior Vice President, Hardware Engineering and iPod Division (1997–2006)

Phil Schiller: Senior Vice President, Worldwide Marketing (1997–2020, joined Apple in 1987 and 1997)

Bruce Sewell: Senior Vice President and General Counsel (2009–2017)

Jeff Williams: Chief Operating Officer (2015–present, joined Apple in 1998)

## INDUSTRIAL DESIGN

Bart Andre: Designer (1992–present)

Robert Brunner: Director of Industrial Design (1990–1996)

Danny Coster: Designer (1994–2016)

Daniele De Iuliis: Designer (1992–2018)

Julian Höning: Designer (2010–2019)

Richard Howarth: Designer (1996–present)

Duncan Kerr: Designer (1999–present)

Marc Newson: Designer (2014–2019), LoveFrom (2019–present)

Tim Parsey: Manager, Industrial Design Studio (1991–1996)

Doug Satzger: Designer (1996–2008)

Christopher Stringer: Designer (1995–2017)

Eugene Whang: Designer (1999–2021)

Rico Zorkendorfer: Designer (2003–2019)

## SOFTWARE TEAM

Imran Chaudhri: Designer (1995–2016)

## Cast of Characters

Greg Christie: Vice President, Human Interface Design (1996–2015)

Alan Dye: Vice President, Human Interface Design (2012–present);  
Creative Director (2006–2012)

Henri Lamiroux: Vice President, Software Engineering (2009–2013,  
joined Apple in 1990)

Richard Williamson: Designer (2001–2012)

### MARKETERS

Hiroki Asai: Vice President, Global Marketing Communications  
(2010–2016, joined Apple in 2000)

Paul Deneve: Sales & Marketing Manager, Apple Europe (1990–1997);  
Vice President, Special Projects (2013–2017)

Duncan Milner: Chief Creative Officer, TBWA\Media Arts Lab (2000–  
2016)

James Vincent: CEO, TBWA\Media Arts Lab; Managing Director,  
TBWA\Chiat\Day, Apple (2000–2006)

### MUSIC MEN

Dr. Dre: Cofounder, Beats

Jimmy Iovine: Cofounder, Beats

Trent Reznor: Chief Creative Officer, Beats

Jeff Robbin: Vice President, Consumer Applications

### ENGINEERS

Jeff Dauber: Engineer (1999–2014, Senior Director, Silicon,  
architecture and technologies)

Eugene Kim: Engineer (2001–present, named Vice President, 2018)

### OPERATIONS

Tony Blevins: Vice President, Procurement (~2000–present)

Nick Forlenza: Vice President, Manufacturing Design (2002–2020)

## Cast of Characters

### SERVICES

Jamie Erlicht: Head of Worldwide Video (2017–present)

Peter Stern: Vice President, Cloud Services (2016–present)

Zack Van Amburg: Head of Worldwide Video (2017–present)

### BOARD OF DIRECTORS

James Bell (2015–present)

Mickey Drexler (1999–2015)

Al Gore (2003–present)

Bob Iger (2011–2019)

Susan Wagner (2014–present)

### FASHION

Andrew Bolton: Head Curator, Metropolitan Museum of Art's  
Costume Institute

Karl Lagerfeld: Designer

Anna Wintour: Editor in Chief, Vogue

### COLLEAGUES

Martin Darbyshire: Cofounder & CEO, Tangerine

Jim Dawton: Designer, Tangerine, classmate at Newcastle Polytechnic

Clive Grinyer: Cofounder, Tangerine

Peter Phillips: Partner, Tangerine

### PARENTS OF TIM COOK AND JONY IVE

Donald Cook

Geraldine Cook

Mike Ive

Pam Ive

# A Note on Sources

At Apple, current and former employees adhere to a strict code of silence. A corporate omertà.

Like the Italian Mafia that coined the term to protect itself, the iPhone syndicate is united in its commitment to guard the secrets of its operations. Staff are indoctrinated to bleed the company's original six-color logo and undergo an orientation where they are instructed not to discuss their work with anyone outside the confines of Cupertino.

Many companies have similar policies. At Apple, that policy pervades the culture. The company is structured to safeguard information. Initiatives are given code names; business strategies are limited to the most senior executives; subordinates are partitioned in ways that limit their knowledge of future products; and everyone buys into the idea that confidentiality prevents rivals from stealing ideas and preserves the mystery that helps the company secure hundreds of millions of dollars in free advertising from press coverage of its showy events.

There's a shared belief that success hangs on secrecy. Staff are convinced that anyone who speaks to the media disadvantages the company. Some who have spoken to reporters, even after leaving

## A Note on Sources

Apple, have been ostracized by colleagues and friends. Others have been fired or sued.

This culture makes reporting on Apple a challenge. Employees can be tight-lipped with one another. Married couples in separate divisions at the company often go years without telling each other about their respective jobs. One couple told me that it wasn't until long after they had both retired that they had finally opened up with each other about what they had done. They said the conversation had taken courage.



# Notes

## Prologue

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## Chapter 1: One More Thing

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#### Chapter 4: Keep Him

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## Chapter 5: Intense Determination

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## Chapter 6: Fragile Ideas

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## Chapter 8: Can’t Innovate

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