Apple
Design & Marketing
Philosophy

苹果的设计和营销哲学

JOSSY JO Presentation

17 June 2015

Oakland, California

JOSSY JO演讲

2015年6月17日

加利福尼亚州奥克兰
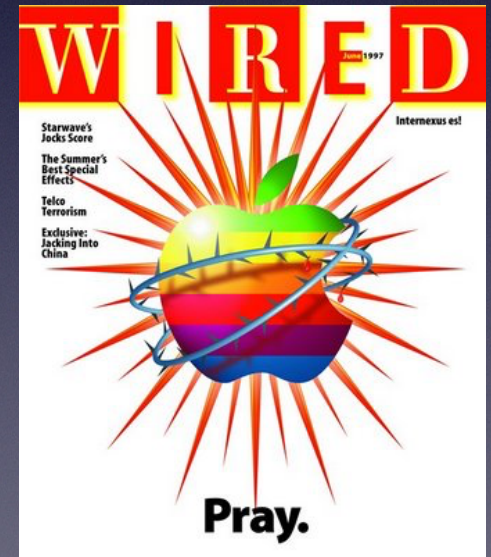
Joe Moreno

bio.joemoreno.com

Biography简史

Apple 1998 – 2007苹果1998-2007
WearableWorld.co 2014可穿戴设备公司2014

- In 1997 Apple was…1997年，苹果…
  - Within 90 days of bankruptcy将在90天内破产
  - Losing market share失去市场份额
  - Steve Jobs returns史蒂夫·乔布斯回归
  - Michael Dell:米歇尔·戴尔：
    "What would I do? I'd shut it down and give the money back to the shareholders.""如果是我，我就关了它，把钱还给股东。"

Stop终止 / Start启动 / Continue继续

- Stop commodity products终止消费产品
  - Printers打印机
  - Digital cameras数码相机
  - Newton牛顿掌上电脑

Start distinctive products
启动独特的新产品
  - iMac
  - Mac OS X
  - WebObjects网络产品

Continue to bleed 6 colors继续坚持六元素
  - Simplicity简洁
  - Design设计
  - Ease of use易用

Evolution演化

Science科学 –> Technology技术 –>
Engineering工程 –> Fashion时尚

Automobile汽车

Watch手表

Tech Business Models
科技商业模式

- Pass savings to customer让利给客户
- Add features添加特性
- Price elasticity价格弹性

Apple Mantra苹果箴言

Best possible customer experience.
所能达成的最佳客户体验

Apple Thought Process
苹果思路

"You've got to start with the customer experience and work backwards to the technology. You can't start with the technology and try to figure out where you're going to try to sell it." –Steve Jobs
"你必须从客户体验开始，逆推所需的技术。你不能从技术开始，试着找出你可以把什么作为卖点。"—史蒂夫·乔布斯

Process流程

Design is a means to an end.
设计是达成目的的手段。

Industrial design工业设计
UX design用户体验设计
Software design软件设计
Merchandising design商业化设计
Packaging design包装设计

Design设计

- Engineering is technology with function.
  - It's how things work from the inside out.
    工程是功能化的技术。
    它关注产品内在。

- Design is art with function.
  - It's how things work from the outside in.
    设计是功能化的艺术。
    它关注产品外在。

Simplicity简洁

Simplicity is the ultimate sophistication.
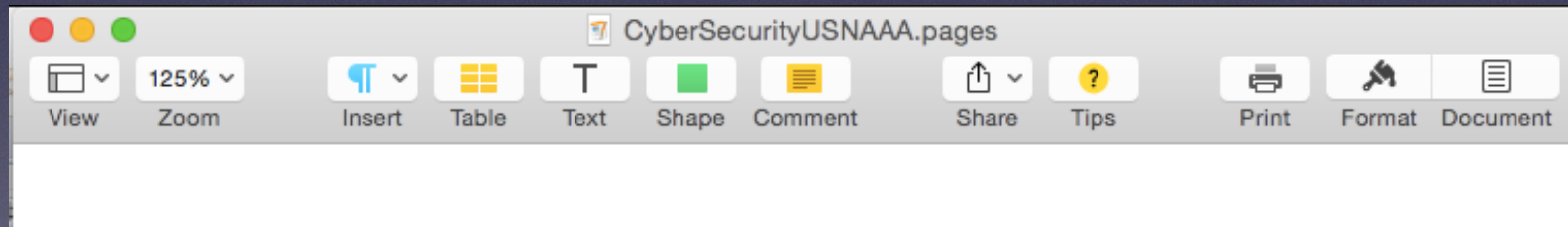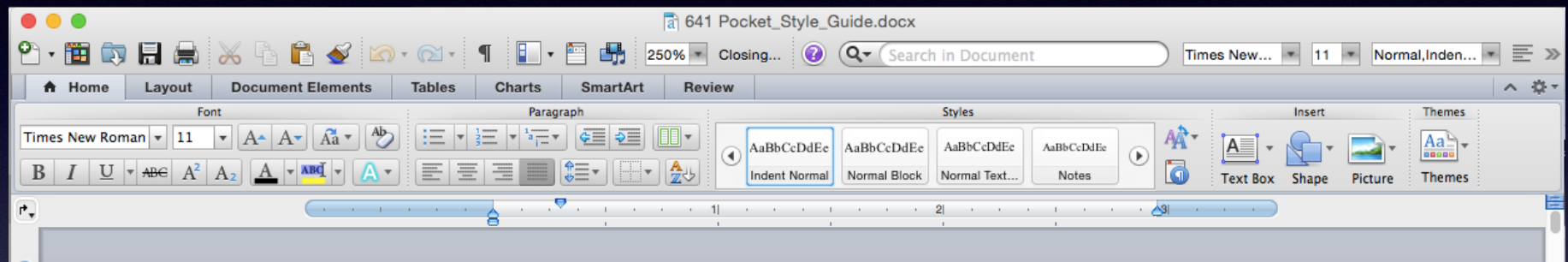成熟到极致就是简洁

Simplicity简洁
(half joking)（半开玩笑）

Microsoft believes that perfection is achieved when there's nothing more to add.
在微软看来，无以复加是完美
Apple believes that perfection is achieved when there's nothing more to take away.
在苹果看来，无以复减是完美

Simplicity简洁

Simplicity简洁

Features特性 vs. Benefits获益

Original iPod: 185 gram music player 102mm x 62mm x 20mm with 5 GB of storage.
最初的iPod：185克重的播放器，大小为102mm x 62mm x 20mm，拥有5GB存储空间

Simplicity简洁

Simplicity简洁

Colors for consumers.消费者需要各种颜色

Single color (black/white) or
brushed aluminum
for professionals.专业人士需要单色（黑/白）或
磨砂铝

Simplicity简洁

Final Cut Studio 2, With Color
带色彩分级的Final Cut Studio 2
Extended Edition vs. Platinum Edition
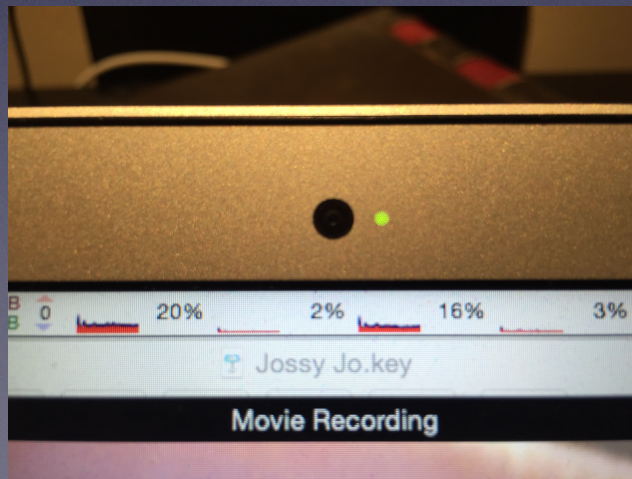only to track and justify to cost of acquiring Color
扩展版 vs. 白金版
仅仅使得色彩分级成本名正言顺

Elements of Design
设计元素

User interface elements move out of the way when they're not needed.
无人需要的用户界面元素予以清除

iPhone keyboard iPhone键盘
MacBook video light MackBook视频灯

Innovation创新

Something that reduces the cost of a transaction.
降低交易成本就是创新

Customer客户

Know your customer.
Let them lead you.
Don't try to change them.
(Ron Johnson)
了解你的客户
让客户指引你
不要试图改变客户
（Ron Johnson）

Customer Service客户服务

Apple employees do everything possible
to solve a customer's problem.
苹果的雇员不遗余力帮助客户解决问题

No passing the buck.不推卸责任

Leadership领导力

"Details matter, it's worth waiting to get it right."
– Steve Jobs
"细节为王。为了弄对细节等待是值得的。"-史蒂夫·乔布斯

- Begins at the top始于顶层
- Must be in the organization's DNA
- 必须融入组织基因
- Know what you can and can't change
- 明白你能够和不能够改变的东西
- Ask Why?问问为什么?
- Know fundamentals了解原理

Priorities优先级

What do you want to be known for?
Mission statement?
你希望别人为何认识你?
使命声明?

Culture文化

Subordinates could respectful push back on Steve Jobs's ideas. 副手可以礼貌地驳回乔布斯的想法。

Marcom (Branding)
营销宣传（品牌）
Simple, consistent messaging
简洁、连贯的信息

iMac
iPod
iPhone
iPad
iOS

iPod mini
Mac mini

Apple TV –> tv

 Watch

 Music

决不混用Never: Apple

 iHome.

 apple II

Simple Ads简洁的广告

One point per ad
(crumpled paper)
每条广告说清一点
（弄皱的纸）

Sales销售

> $182B in revenue销售利润大于1820亿
All Apple products fit on your desk
所有的苹果产品都能放在你的桌面上

Sales & Marketing销售和市场活动

1. Apple employees want the product they're creating
    苹果雇员渴望见到他们正在创造的产品
2. Product must be better than alternatives
    Why is this better, on all levels?从各个层面上看，为什么这个更好？Make meaning有意义
    Don't confuse new & novel with usefulness不要将崭新等同于有用
3. Simple to use易用
    Integration with other products与其他产品融合
4. Customer service at all levels所有层次的客户服务
5. Control of the entire customer experience完全控制客户体验
6. A single P&L handled by CFO首席财务官经手的单一损益表

Profit & Loss利润与亏损

"We manage the company at the top and just have one P&L, and don't worry about the iCloud team making money and the Siri team making money. We want to have a great customer experience, and we think measuring all these things at that level would never achieve such a thing."   – Tim Cook "我们从顶层管理这家公司，只用一张损益表。我们不操心iCloud团队赚钱或是Siri团队赚钱。我们要的是杰出的客户体验，我们认为在更低的层面衡量这些东西决不会让我们获得今天的成就。"—蒂姆·库克

Apple Online & Retail Stores
苹果在线和零售商城

1997
Copied Dell
模仿戴尔

2001
Went against Gateway摒弃门户
Genius Bar奇才吧
Not commission based不计算佣金
Wide experiences广泛的体验
Clean experience干净的体验
Demo products work产品体验
Self checkout客户自行付费结账
Pitch benefits not features
注重客户获益而非特性

Competitor's Mistakes
竞争对手的失误

- Copy products and services to grab market share拷贝产品和服务获得市场份额
  - "Me too我也行": Internet Explorer, Zune, MS Store
  - Measuring costs down to the penny对成本斤斤计较
  - $30K to add a single column to a report为了在一份报告中加入一列内容花了3万美元
  - Cutting costs at the expense of customer service牺牲客户服务质量以削减成本
- Ask, "Why do competitor's fail to copy Apple?"问："为什么竞争者无法拷贝苹果"
- Solutions for real problems真实问题的解决之道
- Trying to be Apple试图成为苹果

Sales销售

| Shop Mac | Shop iPhone | Shop Watch | Shop iPad | Shop iPod | Shop Apple TV | Shop Accessories |

iPod shuffle	iPod nano	iPod touch
2GB	16GB	16GB
$49	**$149**	**$199**
		32GB
		$249
		64GB
		$299

Technology技术
(half joking)（半开玩笑）

- Magic魔法
- Invented after we were born我们出生后发明的
- Throw it out when it breaks坏了就丢

Tech技术 ≠ Fashion时尚

Differentiator差异化
Features特性 vs. Style风格

$349 $1099 $17,000

Fashion

Fashion is wearable technology with an emphasis on style
时尚就是注重风格的可穿戴技术