

nibble

VIEWPOINTS

Business Insights From The Computing Revolution

Mike Harvey

Produced by:

Brian Wiser & Bill Martens



Apple PugetSound Program Library Exchange

Nibble Viewpoints: Business Insights From The Computing Revolution

Copyright © 2016 by Apple Pugetsound Program Library Exchange (A.P.P.L.E.)
All Rights Reserved.

Published by Apple Pugetsound Program Library Exchange (A.P.P.L.E.)
www.callapple.org

Paperback ISBN: 978-1-365-11855-5

Hardback ISBN: 978-1-365-11856-2

ACKNOWLEDGEMENTS

We would like to thank Mike Harvey for his support, dedication, and new contributions to this book. Produced in coordination with Mike Harvey.

The original *Viewpoint* editorials were published in *Nibble*, *Nibble Mac*, *Macintosh Hands On*, and *PC Hands On* magazines between 1980 and 1992 and are copyright Mike Harvey.

The "Rainbow Maze" art on the cover was created by and copyright by Mike Harvey. The Cover and Book were designed by Brian Wiser.

PRODUCTION

Brian Wiser → Design, Layout, Editing, Proofreading, Project Lead

Bill Martens → Text extraction from scans, Proofreading, Timeline expansion

Mike Harvey → Scanning, "Models for Management" Introduction

DISCLAIMER

No part of this book may be reproduced, distributed or transmitted in any form or by any means, including photocopying, scanning, or other electronic or mechanical methods, without prior written permission of the publisher, except in the case of brief quotations contained in articles and reviews.

Nibble Viewpoints: Business Insights From The Computing Revolution is an independent publication and has not been authorized, sponsored, or otherwise approved by any institution, public or private. All images are under copyright and the property of Apple Pugetsound Program Library Exchange, or as otherwise indicated. Use is prohibited without prior permission.

Apple and all Apple hardware and software brand names are trademarks of Apple Inc., registered in the United States and other countries. All other brand names and trademarks are the property of their respective owners.

While all possible steps have been taken to ensure that the information included within is accurate, the publisher, producers, and authors shall have no liability or responsibility for any errors or omissions, or for loss or damages resulting from the use of the information contained herein.

About Mike Harvey

Mike Harvey, the founder and publisher of the long-lived *Nibble* magazine, has a career that spans major companies in the computing and financial realms. He began his professional life with IBM in 1960 while working for an MBA at the University of Chicago. Little did he realize that computers and management philosophies would become a passion that carried through his career for the next 55 years (and they still are).

In the years that followed, he worked for Burroughs, Xerox, and served as president in several other companies. Through those years Mike studied management philosophy, systems, and methods voraciously and developed many principles that were to become extremely valuable through the years.

Mike spent five years in sales with IBM and had the top sales record in the company his second year on quota. He was recruited to head up marketing and planning for a new diversification division of Xerox. During his six years with Xerox, he had planning and product management responsibility for laser printing, facsimile, word processing and micrographics. He recalled seeing the first mouse-based graphics at Xerox PARC in 1972, nearly 12 years before Apple introduced the Macintosh. He recognized early that software, not hardware, was the way of the future and wrote a number of white papers trying to persuade Xerox to build that business. He went on to become president of University Computing Company, a \$35 million Dallas-based software company. In 1978, he became president of Inforex, a \$70 million Boston-based data entry company.

In February of 1980, he published the first issue of *Nibble* and simultaneously accepted a job as president of Verbex, a voice recognition subsidiary of Exxon Enterprises. In the late 1980's he added a magazine for the PC and another for the Macintosh. And *Nibble* grew to a circulation in excess of 100,000 readers. The company was operated using a comprehensive order processing and subscriber fulfillment system, running on a network of 20 Apple II

computers, that Mike personally developed along the way. *Nibble* magazine eventually grew to a \$4.5 million business publishing Apple magazines, product disks, and books with more than 30 people in the company.

After 13 years of publication in 1992, Mike painfully concluded he could no longer compete in the markets that had become dominated by mega-publishing companies. So he wound down *Nibble* and transferred his subscriber base to the *Open-Apple / A2-Central* journal for fulfillment. He sadly likened the winding down of *Nibble* to "a death in the family."

Mike decided to reengage the mainframe software business as a consultant. One of his clients was Sterling Software, a very large multidivisional company in Dallas. Twenty years earlier at UCC, he had managed several executives who went on to found Sterling, and among them was Sterling Williams the CEO.

In 1996, Sterling put Mike on retainer as a consultant, and in 1997, Mike played a lead role in Sterling's acquisition of the software division of Texas Instruments. At that point, the company asked him to join Sterling as the group president to manage the combined companies. In the next two years, he accomplished six company acquisitions and grew revenues 40% from \$205 million to \$290 million, while maintaining 40% profit margins. In that brief time, he logged more than a million travel miles traveling around the world for direct hands-on management of his enterprises.

In early 2000, Sterling Software was acquired by Computer Associates and Mike's group played a pivotal role in the acquisition. The acquisition enabled Mike to comfortably retire, but he has continued to work part-time as a consultant. He and his wife have traveled the world to more than 30 countries. He currently resides in Huntersville, NC and has become expert in Internet marketing and computer graphics. He currently teaches a monthly seminar on Photoshop for a group of retired business executives and creates unique 3D computer art. You can learn more about *Nibble* magazine and Mike's computer art at www.nibblemagazine.com and www.harveyimages.com.

CONTENTS

Foreword: by Brian Wiser	xiii
Models for Management: 10+ Years Building <i>Nibble</i> Magazine	xii

BUSINESS ADVICE

Starting

Starting Your Own Business: Essential Questions.....	3
Starting Your Own Business: Hazards and Strategies	7
Starting Your Own Business: Understanding Profit and Cash	11
Launching Your Own Business: Strategies for Survival	15
Planning Your Business: Choices and Decisions.....	19
Running Your Own Business: Accounting for Growth.....	23
Acres of Diamonds.....	27
Is There Anything Left?.....	31

Marketing

Strategy For Success: Is Biggest Best?.....	35
Bonfire? Wood Stove!.....	39
Market-Driven vs. Product-Driven.....	43
Discounting vs. Paying for Value	51
Price and Value: Hazards of Discounting.....	55
Perceptual Fraction Pitfalls.....	61

Service

Philosophy and Payoff from Service	67
Profiles of Service . . . or Lack of It.....	71
All About Icebergs.....	77
Computers, Magazines, and Service	81
Service – Customer and Company Perspective.....	85
Price vs. Service	89
Through the Mail: Rewards and Risks	93

Development

Standards and Policies.....	97
Action TNT – Delegating? Doing!.....	101
Taming Micro-Management	107
Expect? Inspect! The Heisenberg Principle.....	111
Engines and Markets: Efficiency vs. Effectiveness	115
The Short Ham Model.....	119
The Coke Machine Syndrome	121
The Army Game	125
The Detour Model: What If? Then What?.....	129
Fight Fat Paper	133
Autocrat . . . Magnet . . . Conduit . . . Manager!	137

Growth

Change! Enemy or Ally?.....	143
Moving: A Case Study in Change	149

Tall Ships – Sails and Keels	153
Growth and Panic! Strategy Revisited	157
The Tomato Plant Problem	161
Elephants and Antelopes	165
The 90 Percent Trap	169
Simulation	171
Appetite, Heartburn, and Mid-Air Collisions	173
Big Guns, Little Guns, and Cap Guns	177
Pruning – The 80:20 Rule	181
A Sharp Pencil in Hard Times	185
A Summer of Ice Storms	189
Lawsuits – Biting the Bullet	193
Growth – Death and Life	199

HISTORY

Apple

AppleFest R.I.P.	203
The Mystery and Magic of Assembly Language	207
The Apple II – What Next?	211
Apple II – The Option Engine	215
Operating Systems – DOS 3.3 Lives	219
The Franklin ACE: A Phoenix Rising	223
What About Apple?	227
The New Apple II	229
Through the Looking Glass – The Apple IIgs	235

The Productivity Appliance.....	239
The New Macs! Foundation for the Future	243
AppleFest – Phoenix Rising.....	247
Apple II – Alive and Kicking.....	251
The Shape of Things to Come	255
Exploring the Applications Jungle	259
The Good Old (and New) Days.....	263
Alive and Kicking – Part II	265
HyperCard: The Undiscovered Applications Engine.....	269
AppleFest and the Future.....	273
More Bridges	277
Apple II – Toy or Tool?	281
Reflections and Predictions	285
The New Apple IIgs – What Next?	287
AppleFest . . . ? . . . !.....	291
The Apple II – Stay Tuned	295
Apple II Sprouts.....	299
What Goes Around Comes Around	301
New Apple II Products? Yes!	303
The Glass is Half Full.....	305
Come to the Apple (II) Expo!.....	307
The Beat Goes On	309

Piracy

The Birth and Growth of Our Industry	313
Bit Copy Programs and Piracy	317
Informal Software Piracy	319

Software Piracy Revisited	323
<i>Nibble</i> Sets Software Copyright Precedent	327
The Pendulum Swings: Piracy and Protection	331
Piracy in the Public Domain	335

Nibble

<i>Nibble</i> Enters the Industry	341
Mike's History and <i>Nibble</i> Philosophy	345
<i>Nibble</i> 's First Anniversary: The People Who Make <i>Nibble</i> Happen.....	349
<i>Nibble</i> 's Code of Conduct: Policy in Practice	353
<i>Nibble</i> 's New Software License	357
Time Flies When You're Havin' Fun!	361
Systems of Many Flavors	365
<i>Nibble Mac</i> : Something New Has Been Added	367
Managing in Tough Times	371
<i>Nibble</i> at Seven Years: Roots and Blooms	375
The Apple Enthusiast: A <i>Nibble</i> Reader	379
Home . . . Working.....	383
Our 10th Anniversary	387
The Apple II Spirit: Keeping it Alive and Vital.....	403
<i>Nibble</i> – The Only Apple II Magazine	405
Sticking with the Apple II	409
A New Beginning	413
The Apple II Lives . . . <i>Nibble</i> Does Too!.....	415
I Need to Ask for Your Help.....	417
Apple II Achievement Awards.....	419

Nibble Mac

<i>Nibble Mac</i> – The Magazine	423
Our Goals – Value And Service.....	425
Small is Beautiful.....	429
Something New Has Been Added	433
While You Were Out.....	437
<i>Nibble Mac? Macintosh Hands On!</i>	441

Appendix

<i>Nibble</i> Timeline	445
<i>Nibble</i> Publications	451

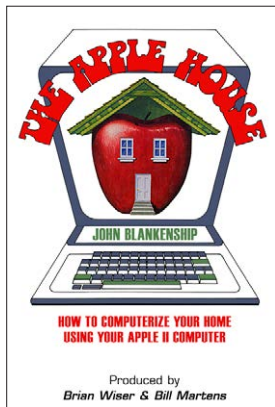
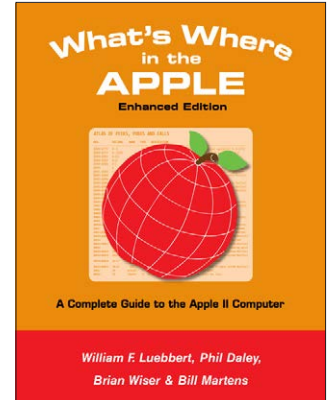
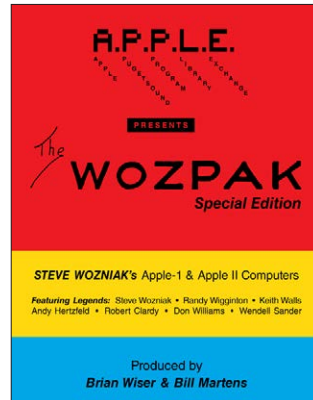
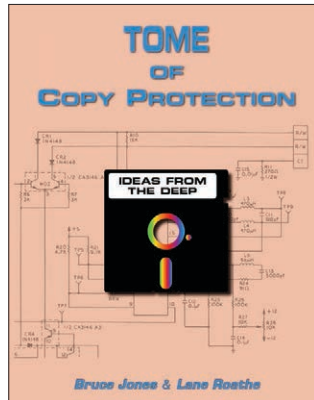
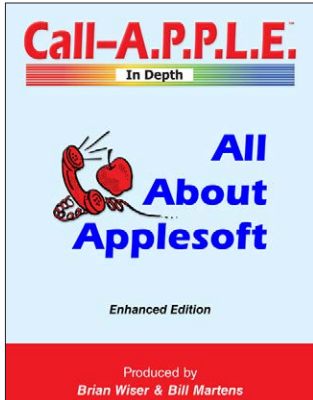


Call-A.P.P.L.E.™

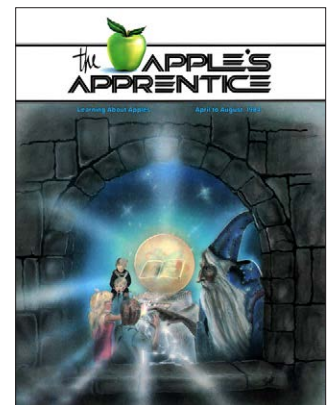
World's Largest Apple User Group – Since 1978

Available in Paperback and Hardback: callapple.org/books

Join Our User Group & Get Our New Magazine: callapple.org/members



v--- Magazines, Fun, History ---v



^--- Programming ---^

