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Leading and Developing People (IUBA6003)

ASSIGNMENT TITLE:

Group Presentation Comparative Case Study

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NURUL AININ SOFIYA MOHD IDRIS (**2120995)**

In this assignment 2, the task refers to comparing between 2 companies in highlighting the leadership and people strategy of the company. Therefore, as for our group, we chose to compare Amazon and Apple on their people strategies. This is because both companies are well known success companies and sustain in its industry through the evolution of that environment advancement. Thus, to remain relevant and dominant in the industry, these 2 companies have run a different strategy to ensure that they will achieve their goals and needs. A part of their success is due to their people strategies which plays a very crucial role in the company to ensure that the company is sustained as well to achieve the firm's ambitious goals. Therefore, our finding is on the comparison of people strategies that have been adopted by Amazon and Apple which mainly focus on their talent and acquisition, performance management, employee development, workplace culture, diversity and inclusion, and workforce planning.

One of the people's strategy elements that was used to compare between Amazon and Apple is the talent and acquisition. Based on my understanding, talent and acquisition strategies is not just all about recruitment and hiring but it involves strategic planning with an ongoing effort to build a pipeline of talented individuals who can contribute to the company. Amazon and Apple design their talent and acquisition strategies distinct in terms of their focus, recruitment method, attract and securing strategies. Both company's strategy on talent and acquisition has affected their business in a good way which the strategy that was executed by Apple on fostering innovation has ensured Apple team continue to remain high performers all through the strict selection processes undergone. Whereas, for Amazon they managed to design a strategy that fit to their needs and environment has allowed this company to expand more, as well as to diversify its operations, which again, contributes to making it more competitive.

Next is on the employee development strategies, Apple and Amazon choose a different strategy ensuring their new talents and employees are developed within the company. Apple is focusing more on role-specific training and mentorship, fostering long-term growth. Thus, strengthens the abilities and engagement of the employee that resulted in production of quality products and services. Meanwhile, Amazon is investing in skill -building and leadership programs. This way, has contributed to rapid innovation and operational efficiency but may lead to higher turnover as

employees seek new opportunities. Although the strategies might affect the negative side, the study is that both companies manage to innovate and create product advancement as well expand the growth and adaptability due to the strategies that they design.

Moreover, on performance and management based on the presented video, there is a clear contrast between Amazon and Apple's performance management systems. This is where Amazon’s approach is more structured and data-driven. This is due to their focus on rapid growth and efficiency which has cost the potential employee burnout and high turnover. On the other hand, Apple is focusing more on creativity and employee development because their aim is to sustain brand dominance within the industry. Therefore, the strategy in performance management would refer to each company’s priorities.

Besides that, in term of the work environment and culture, Apple has set culture of flexibility in term of delivering task where they are open up for discussion, sharing ideas and encouraged for creativity and innovation. Therefore, due to Apples setup culture and environment has led to high employee engagement and loyalty. This also gave an encouragement towards new talent to join the company and contribute the creative ideas. As for that it has affect the success of company to produce a ground-breaking product that meet consumers desires. While in Amazon they have a bit strict environment and culture in which it is highly competitive environment and high pressure. This is because it is to meet their focus on the customers obsessed culture. Therefore, it has lead to stress and burnout that faced by their employee.

Moving on to compensation and benefits, Amazon offers a slightly lower on base salary than Apple. But Amazon offers benefits such as flexibility and Restricted Stock Units (RSUs) granted over four years. While Apple benefits is more Employee Stock Purchase Program (ESPP) allowing employees to buy company stock at a discount and provides education reimbursements for full- and part-time employees. In my opinion, Apple has the best offerings because they are more focused on focusing on the employee's well being as well as employee’s career growth as they promote continuous learning and development.

Both of the companies are showing a high effort in diversity and inclusion strategies. This is where Apple's approach tends to focus more on transparency, external partnerships, and representation at senior levels, whereas Amazon concentrates on data-driven results, broader inclusion categories, and developing pipelines for diverse talent. Both companies demonstrate some efforts to improve this strategy, however their future success depends on the issue of retention and representation at all organisational levels.

Moreover, on employee's relation strategies showed that this company has a different approach in implementing it. Apple leans more on creating an environment that encourages collaboration, innovation, and employee empowerment, with an emphasis on long-term career growth and internal communication. Amazon's strategy on employee relations has received criticism for its employment conditions and union relations due to its increased performance-driven approach that prioritises efficiency and operational excellence. Both companies apply their own approach after taking a wider view, although Amazon is receiving criticism that they managed to achieve their focus and goals due to what has been applied.

Lastly, Apple and Amazon have unique operation demands and that has led them to having a different workforce planning strategy. Apple aims to create a specialised, stable, and innovative staff. Thus, their strategies are more on involving long term aspect talent development and selective hiring. In contrast, Amazon prioritises flexibility, scalability, and a data-driven approach to manage its large, worldwide workforce, which consists of a mix of seasonal, contingent, and permanent workers. Therefore, both strategies are tailored to their distinct business models and are essential for their continued success in their respective markets.

Overall conclusion for the comparison between Apple and Amazon on their people strategy is that Apple's people strategies focus on innovation and culture, driving high-quality product development and employee loyalty. Amazon's approach emphasises rapid growth and versatility, enhancing scalability and efficiency. Both strategies effectively support their distinct business models: Apple's ensures excellence in design, while Amazon's fosters expansive market leadership.

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The presentation focuses on a case study that contrasts and compares Apple and Amazon in order to emphasise various aspects of both companies' HR (human resources) strategies, notably those that deal with people. A wide number of topics are examined in the research, such as talent acquisition, performance management, employee development, workplace culture, diversity and inclusion, and workforce planning. These companies use their people strategies in a range of ways, which reflects the differences in their organisational cultures and financial aims, despite their great influence and successes.

Due to their different corporate cultures and goals, Apple and Amazon have different employment practices. Rapid development via mass employment and operational efficiency are two of Amazon's main goals. The corporation uses student initiatives, well-planned events like Prime Day, and modern technology to attract a broad workforce pool. Apple, however, prioritises innovation and premium products above all else. The organisation employs rigorous screening procedures, selective recruiting techniques, and partnerships with prestigious universities to draw in highly qualified and innovative workers. Apple exclusively employs the top talent in design and technology in order to maintain its technological advantage and competitive edge. Through its employee development initiatives, Amazon prioritises leadership, operational expertise, and career advancement in order to keep its position as a pioneer in e-commerce. Employees may gain practical job experience through programs like Amazon Career Choice, which also promote efficiency and professional development which are components of Amazon's quick market expansion. Apple, on the other hand, is dedicated to advancing the creative measures to develop new goods. The company offers specific training to employees to improve their skill set, in line with its commitment to innovation and technical excellence. This approach helps Apple maintain its innovative culture and high standards, which increase the company's competitiveness in the technology sector.

The performance management strategies used by Apple and Amazon differ greatly from one another. The Amazon system's "rank-and-yank" organisational structure encourages rapid progress, and intense pressure. A thorough plan is in accordance with Amazon's Leadership Principles, data analytics might be beneficial, but the intense work environment could also lead

to a high rate of employee turnover and burnout. In contrast, Apple's performance management approach gives teamwork, creativity, and innovation more weight. The company provides ongoing coaching, and qualitative feedback in an effort to ease the shift to a more flexible structure. This strategy encourages ongoing innovation, and strong employee loyalty, all of which are consistent with Apple's reputation as a producer of cutting-edge, high-quality goods. The corporate cultures of Apple and Amazon provide light on the larger principles of the companies. Amazon offers a highly competitive, data-driven, high-pressure, and efficiency-focused work atmosphere. Its focus on a top-down approach in line with its Leadership Principles may encourage quick market dominance and expansion, but it also increases the possibility of stress and burnout among its staff. However, Apple believes that collaboration, inventiveness, and originality are essential. The organisation promotes innovative working environments and cross-functional collaboration. Apple has a very enthusiastic and motivated workforce that helps the company continue to innovate and manufacture high-quality products, in large part because of its emphasis on diversity and open communication.

Despite having a lower base wage than Apple, Amazon more than makes up for it with a stronger benefits package, flexible work hours, and stock incentives that recognise and reward exceptional performance. In addition to providing greater base pay, Apple prioritises extensive wellness and mental health support programs to foster a positive work environment. Additionally, Apple's Employee Stock Purchase Program (ESPP) increases employee loyalty by fostering a sense of ownership. Every business has a different pay plan that fits their organisational objectives. Whereas Amazon focuses more on operational effectiveness and retention through benefits, Apple prioritises employee engagement and well-being through competitive remuneration and wellness programs. Both Apple and Amazon have made major commitments to boosting diversity and inclusiveness inside their own organisations. In order to foster an inclusive workplace, Amazon has established particular targets and prioritises increasing the number of women and under-represented ethnic groups working. Apple aspires to raise the proportion of women and people of colour employed in technical and leadership roles, in keeping with its commitment to diversity. The increasing proportion of Black and Asian employees indicates that the company is approaching its goal of fostering a more innovative and

diverse work environment. These programs demonstrate how important diversity is to both companies as a fundamental component of their own goals.

Apple and Amazon handle employee engagement differently due to their varied corporate cultures. Because of Amazon's high-pressure, performance-driven work culture, which typically leads to longer workdays, work-life balance and employee morale may suffer. This is the outcome of the company's "Customer Obsession" mentality. In contrast, Apple prioritises innovation, creativity, and superior products to foster a more supportive and varied work environment. More employee loyalty and happiness are encouraged by this well-balanced approach, particularly for part-time retail employees. Amazon's approach is focused on increasing productivity, whereas Apple's focuses on preserving a positive and stimulating work environment, which improves employee retention and well-being. Apple and Amazon use different people strategies because they have different company objectives. To sustain its market leadership in cloud and fulfilment services, Amazon places a high priority on hiring a large number of workers and leveraging automation technologies, and artificial intelligence, to boost operational efficiency. Conversely, Apple has a more stringent hiring process, concentrating on outstanding applicants who share their commitment to premium goods and innovation. Apple hires a lot of people for its retail operations to ensure a consistent customer experience, but it uses AI and automation less frequently for software development and product testing. As a result, Apple uses stringent regulations and state-of-the-art technologies to preserve a competitive advantage.

To conclude the presentation, as leaders in their industries, the corporate cultures and goals of Apple and Amazon are reflected in their unique people strategies. Amazon places a high priority on operational efficiency and rapid growth through extensive hiring, strict performance management, and a challenging work environment. The approach's emphasis on efficiency supports its objectives related to people planning, development, and remuneration. On the other side, Apple fosters innovation, creativity, and employee loyalty through a combination of rigorous training programs, selective recruiting practices, and a favourable work environment. Its strategies are made to keep within tight bounds and preserve its edge over competitors.

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According to the first strategy based on the presentation, Amazon and Apple aim to attract top talent, implement distinct strategies reflective of their corporate cultures and operational need. Amazon focuses on high-volume hiring to support its expansive growth, emphasizing alignment with its Leadership Principles and a rigorous, process-oriented interview approach. Its demand for scalability and operational efficiency across a wide range of responsibilities, from technology to large-scale fulfillment centers, is supported by this strategy. Apple places a higher priority on employing less frequent but highly qualified workers who can foster innovation and uphold the company's exacting standards for user experience and design. Despite taking different strategies, both businesses are dedicated to creating talented, diverse teams who share their own values and objectives.

For the second strategy, it can be conclude that Amazon and Apple approach employee in similar and respective corporate cultures and business strategies closely. Amazon emphasizes data-given, performance-oriented and many more approaches under the Leadership Principles to guide growth and advancement. To compare with Apple, the company’s employee development is rooted in fostering creativity and innovation. They invest to come out an environment that encourages to grow and learn via mentorship, tailored development programs and more. Apple's strategy also places a high priority on upholding its distinctive culture of innovation and quality, giving staff members the tools and assistance they need to advance the business's strategic objectives and stay at the forefront of their field. In conclusion, Apple's development programs are focused on fostering innovation and upholding high standards, reflecting their different organizational priorities and cultural values, whereas Amazon's development efforts are oriented toward efficiency and scalability in a fast-growth scenario.

In addition for the performance management, despite being two consummate rivals in the technology industry, they seem to differ in the performance management practices. There is an impeccable process of performance appraisal in regard to the employees explaining high performance standards and attention to improvement in the organization culture embracing

Amazon's leadership principles and operational objectives. In that way, it gives Amazon's a large scale expansion and fast moving environment by ensuring that targets are realistic and operational efficiency is maximized. Moreover, Apple is also more approachable in performance management as it is more holistic and centered on fostering innovation and personal development. The main objective is a set of expectations for the appropriate quality together with the possibilities to be creative and to make a team work which is crucial for Apple as for employees and for company's product. As performance in Amazon is emphasized in data analytics and operative efficiency, the performance in Apple is directly proportional to the corporate culture and belief in innovation. Both companies' strategies manage to transpose the organizational objectives and cultural values into practice appropriately.

Moving on to the next strategy, the company's objectives are reflected in a positive workplace culture which influences employee behavior and corporate regulations. For instance, working for Amazon the subject was exposed to the company's working environment and culture particularly suited to the business's operational model and organizational culture as compared to Apple. The nature of the environment Amazon is located in is dynamic and energetic, fully paced and operationally activated. The organizational culture cherishes numeracy, responsibility, and timely implementation, which may result in a pressure-filled environment with high performance expectations for individuals and groups. In comparison to Apple, they promotes a working environment that is more communal and focused on designing and inventiveness. The culture is one that revolves around achieving design excellence, delivering quality products, and possessing a clear vision of mission. To conclude, Amazon putting an emphasis on the functional activities and a constant process of pursuing their operational objectives, generates a high-stakes but constant work culture, whereas Apple will be focusing on creativity and product quality and supporting employees' achievements within the framework of their cooperation, offers a high-pressure but friendly environment. The working cultures of the two firms are also informed by their strategies and are in line with these firms' achievements within the technology and retail industries.

Both Amazon and Apple offer attractive compensation and benefits, the choice between them may come down to personal priorities such as the emphasis on stock options versus base salary,

the importance of work-life balance, and the type of company culture preferred. The choice between Amazon and Apple depends on which elements of compensation, benefits and working environment. Amazon is ideal if people are attracted to the possibility of making high amounts based on stocks and fine with the lower base pay in a fast-paced environment. Nonetheless, if one seeks a higher base pay, extensive benefits, and a culture that encourages innovation and flexibility in working, then Apple might be a better option. Considering these factors in relation to people's unique career goals and lifestyle requirements will assist these people in the selection of the most appropriate match between these two outstanding technology organizations. As for diversity and inclusion, both firms remain committed to the improvement of their D&I policies, which can range in effectiveness and impact across different organisations.

In employee relation strategy, Amazon and Apple both highly value their employees and their relationships, but their strategies differ due to the difference in company management styles. Amazon places emphasis on results and effectiveness; a clear system of feedback and extensive performance reviews promoting a competitive atmosphere at the workplace are the essential components of the enterprise. While the company has many programs and groups aimed at helping different employees, it still has issues with diversity and employee turnover. On the other hand, Apple has been preparing policies and actions that are embedded with a sense of inclusion, which are inclusive of Extended Employee Resources Group, diversity objectives, and active staking programs for innovation along with work-life connection.

Last but not least, Amazon and Apple have implemented different strategies in addressing workforce planning based on the requirements of their operations and the organizational culture. One of the most notable features of Amazon's workforce planning is its giant scale and operational requirements, as well as its primary concern with the rapid acquisition of talent to meet its needs. This consists of a significant focus on staffing, training, and development to cater to the diverse requirement of its operations around the world. On the other hand, Apple's approach to workforce planning aims at encouraging innovative thinking and quality performance, meaning the company seeks to create and maintain a pool of specialized experts in order to enhance ideas generation and quality performance.

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The process of handling employment relations between employers and employees with an aim of delivering happiness, productivity and fairness is referred to as employee relations. Firstly the corporate culture between two companies which are Amazon and Apple. “Customer Obsession” is the leadership concept that is at the center of Amazon culture: employees are encouraged to prioritize the needs of the consumer. Clearly, the culture at Amazon is considered a “performance culture” with highly demanding expectations of its employees. The indicator for evaluating employees’ performance is metrics and statistics, especially while identifying productivity for corporate jobs and fulfillment centers. Apple on the other hand, places a strong emphasis on invention and the creation of cutting-edge technology. Workers are urged to think creatively and consistently push the limits of technology and design.focusses on the well-being of employees and encourages a more balanced, cooperative work atmosphere, all while maintaining high standards for innovation. Apple divides its employees into small groups to promote tight communication and teamwork. Employees will feel more connected to their bosses and peers in this more personalized work environment. Besides that, in terms of work life balance, through employment, the workers often experience high targets to meet in the fulfilment centres. He or she may find it difficult to balance between work and personal obligations because of the demanding nature of work in the specified industries as well as the physical exertion exerted while working. Amazon Flex is a gig economy solution which enables drivers to select the hours through which they cover delivery tasks. Therefore, presently a tendency to increase flexibility and freedom of choice, including the hours of work time for independent contractors has been observed. But, sometimes Flex workers may not be provided with the allowances such as paid vacation, health insurance, etc., which may economically become very challenging for Flex workers to balance between their work and family. Recruiting disabled and veterans are also among the current valuable initiatives that Amazon has focused on diverse workers in an effort to achieve this goal. The business monitors diversity KPIs and works to advance fair hiring, advancement, and leadership development opportunities. has concentrated on creating a more diverse workforce, especially by recruiting veterans and people with impairments. The business monitors diversity KPIs and works to advance fair hiring, advancement, and leadership development opportunities. Meanwhile, Apple encourages teams and departments to collaborate closely on product development within a collaborative work environment. Teams from

engineering, design, and marketing regularly work together to ensure that workers from a variety of departments contribute to the company's breakthroughs. Apple has worked hard to establish a more inclusive and diverse workplace. The business encourages hiring procedures that seek to increase the proportion of women, minorities, and under-represented groups in all organisational levels. In an effort to promote a more diverse workplace, Apple promotes a number of employee resource groups (ERGs). These groups support Apple's overall talent retention and workforce planning strategy in addition to fostering a feeling of community among employees from all backgrounds.

As for the Workforce Planning, in terms of recruitment strategy, massive hiring is done by Amazon, especially to support its extensive network of fulfilment centres, logistics operations, and cloud computing services (AWS). The corporation employs more than 1.5 million people, and it is always hiring for a variety of positions, from highly experienced IT workers to entry-level warehouse workers. For fulfilment and logistics positions, Amazon hires a lot of hourly workers, particularly on holidays and Prime Day. Frequently using temporary and seasonal labour, the organisation employs workforce planning to optimise employment levels during high-demand seasons. Apple's hiring procedure is more discerning. Hiring top people is its main goal, especially in the fields of design, engineering, and innovation. Apple places a high value on product development, software engineering, and industrial design in addition to highlighting the knowledge and inventiveness of its employees. In addition, Apple employs a sizable workforce for its retail locations, emphasising technical assistance and customer care (Genius Bar). For its retail business, workforce planning includes making certain that staff members have the skills necessary to convey Apple's principles and are informed about the company's offerings. Besides that automation, when it comes to logistics and warehouse automation, Amazon is a pioneer. In its fulfilment centres, the company uses thousands of robots to carry out operations including picking, packing, sorting, and shipping goods. For example, Amazon optimises warehouse productivity and lessens the physical stress on human employees by using drones, robotic arms, and conveyor belts. In certain situations, the optimisation of warehouse operations through the use of robotics and AI-driven systems can eliminate the need for human labour. But in order to do this, Amazon must also carefully consider how it will re skill or replace workers whose roles are automated. Amazon's cloud computing branch makes

use of AI and machine learning. Planning for labour at Amazon Web Services (AWS) entails making investments in automation to decrease the need for manual procedures, allowing tech employees to focus on more complex tasks. The production of Apple products is the main target of the company's automation efforts, particularly in plants run by outside manufacturers like Foxconn. Robotics is used in these factories to perform jobs like assembling Macs, iPhones, and other Apple products. Automated systems ensure consistency and quality in large-scale production by managing precise activities like soldering, packaging, and component positioning. But Apple's workforce planning prioritises keeping a talented human staff for design and development areas where creative input is crucial more so than Amazon's. Apple's workforce planning places a higher priority on human creativity and design knowledge, even if it also leverages AI and automation in some areas, particularly in software development and product testing. Apple delivers its renowned high-quality goods by striking a balance between automation and the retention of a highly qualified workforce.

In conclusion, although innovation and competition are important to both Apple and Amazon, their approaches to labour planning are very different. Large-scale hiring initiatives, a focus on automation, and the incorporation of flexible and gig labour models particularly in its fulfilment and logistics operations are characteristics of Amazon's strategy. Apple, on the other hand, prioritises quality over quantity when it comes to staffing, with an emphasis on holding onto highly qualified individuals, especially in the fields of design, engineering, and innovation. Although both businesses make significant investments in diversity and inclusion, their approaches to personnel management and growth are specific to their own business models and operational requirements.