



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Student name:

Labhu Ranmalbhai Modhwadiya

Student ID:

2434273

Programme:

Master of Business Administration

Module Name:

International business concept

Module Code:

LCMB7034_LON

Lecturer's Name:

Hoang Dang Nyugen

Work Count:5000
Term 2

Submission date:

15 December 2025

Apple Inc.: International Business Consultancy Report

Table of Contents

1. Introduction	4
2. Benefits and Challenges of International Operations	4
2a. Apple as Multinational/ Transnational Corporation.....	4
2b. Global Operations and Value Chain.....	5
2c. Entry Modes Employed by Apple	7
2d. Benefits and Challenges of Apple's International Operations	9
3. Impact of the OLI Paradigm on Apple's Market Entry Strategy	12
4. Cultural Differences between the US and India and Their Influence	15
5. Recommended Adjustments to Apple's Standard Operating Procedures	19
6. Conclusion	23
References	25

1. Introduction

Since its establishment in 1976, Apple Inc. has become one of the most valuable multinational corporations in the world. It has its designs in the US, Europe, and produces them mostly in Asia where they are sold in over 100 countries (Apple, 2024). This international presence makes Apple one of the typical examples of multinational enterprises. Its international strategy such as, a complex global supply chain, premium branding and market-specific approaches bring out both the prospects and trends in global business. The report will analyse the global value chain, entry modes, and important operations of Apple in the global arena with a specific emphasis on India as a key emerging market. It also takes into account cultural factors and OLI paradigm (Ownership, Location, Internalization) and evaluates Apple strategy and provides its recommendations on how to enhance its performance in the international arena.

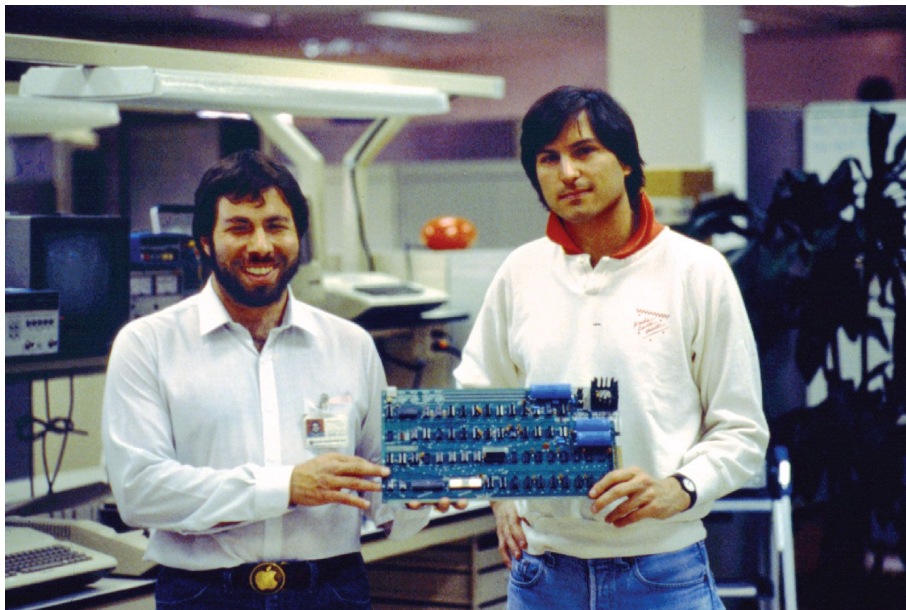


Figure 1: Apple Inc

(Source: Levy and Montevirgen, 2025)

2. Benefits and Challenges of International Operations

2a. Apple as Multinational/ Transnational Corporation

Apple defines itself very clearly as a multinational corporation (MNC) through its spread of subsidiaries, affiliates, and contract partners all over the world. Though Apple is legally based in the USA, the company has a comprehensive global network of research centres, manufacturing centres, retailing branches, and service networks. It also has R&D facilities as it has design plants in the UK, chip-development centres in Israel, and software engineering offices in Europe and Asia. Apple has a globally coordinated product development, procurement, manufacturing and distribution process: design and high-value innovation processes are located in the United States, as well as assembly and component sourcing to locations in Asia, Europe and the Americas (Ahmed, 2021). Due to a high control level of branding, design and strategic decision-making processes, and at the same time intense use of a dispersed global system of operations, Apple also has transnational characteristics of a corporation (TNC). This cross-border character is also shown in the fact that Apple manages to scale between a significantly standardised global brand and a responsive approach towards local markets (Charvát, 2025). On the whole, the multinational profile of Apple with considerable human resources in other countries as well as its global distribution channels proves the company as one of the largest MNCs/ TNCs in the world.

2b. Global Operations and Value Chain

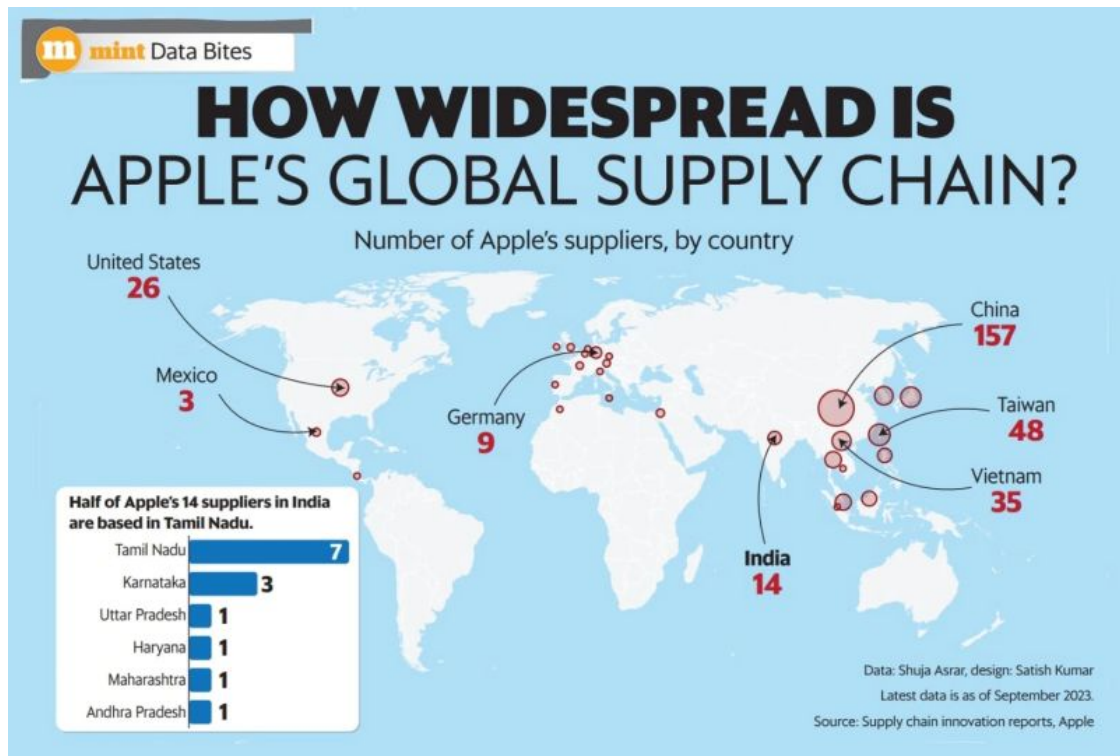


Figure 2: Apple's global supply chain Country-wise Spread and Dependence

(Source: Linkedin.com, 2025)

Apple has had one of the most sophisticated global value chains which has been strategically coordinated. The company spends a lot of money in research and development (R&D) centres in the U.S., including Cupertino and Austin, and the technologies that it focuses on include chips, machine learning, and 5G labs in Europe. There are also more R&D centres in India and other locations, which assist in localisation endeavours such as language functionality and the creation of app-ecosystems (Mukherjee, 2024). Apple in sourcing is also experiencing a diversified supplier base: semiconductors and camera modules are sourced in Japan and American firms, and materials (glass, aluminium) are sourced in multi-country suppliers (Akino et al., 2021). The company has a high standard of quality, environmental, and ethical standards that are met by conducting supplier responsibility audits and annual transparency reporting.

The processes of manufacturing and assembly are mostly contracted to contract manufactures. Most iPhones, iPads and Macs are assembled by Foxconn and Pegatron that is largely located in China. In recent years, scope of production has been diversified to India and Vietnam as a strategy to minimize the concentration risk of the supply-chain and to satisfy local policy incentives. Foxconn and Wistron now produce iPhones in India assembly plants which sell them to the domestic market and also export them. Although it outsources assembly, Apple still maintains a strong control over design, quality, and proprietary technologies (Young, 2015).

There is a combination of wholly owned Apple retail outlets, internet-based platforms and third-party resellers who sell and supply distributing products in the market. The same premium customer experience is being offered in Apple Stores in U.S., Europe, China and Japan. In the markets where the coverage of Apple Stores is limited, such as in India, Apple collaborates with telecom providers (e.g., Airtel and Reliance) and multi-brand partners (Apple.com, 2025). The Apple ecosystem of service, such as the AppleCare, authorised service providers, and training of local technicians, also covers the world. The company also has complex international financial practices which include global cash management operation, overseas investment, and in the past, the use of the subsidiaries in optimising taxes (Apple Legal, 2025).

This highly integrated yet geographically dispersed value chain gives Apple scale, cost efficiency, innovation and cross-functional global brand.

2c. Entry Modes Employed by Apple

The internationalisation of Apple is defined by a high favour towards high-control modes of entry, particularly, the wholly owned subsidiaries. The academic literature has regularly reiterated that the concept of complete ownership of key markets has served the company to have the highest level of control over marketing, retailing, and customer experience (Zou, 2023). In India, Apple India Private Limited is the local management company; whereas, in China, the company has retail, supply chain and services and this is managed by a number of wholly owned companies, and each has a local regulatory approval.



Figure 3: Apple Partners Foxconn

(Source: iPhoneinCanada.ca, 2021)

Apple uses contract manufacturing that is outsourced in production. In assembly tasks, Foxconn and Pegatron are partners engaged to do the job on a stringent technical specification of Apple. The model is a form of partial internalisation: Apple internalises high-value operations including: design, technology development, software, IP management and quality control, but externalises labour-insensitive assembly (Thomas, 2020).

Apple does not use high-control entry mode unless it has to do so due to the regulations established in the country. One of the most striking ones would be the data-localisation framework of China, which prompted collaboration with Guizhou-Cloud Big Data (GCBD). Apple transferred the iCloud files of Chinese users to the Data centres operated by GCBD and shared capital with a massive data centre in Guizhou (Gao, 2018; Gartenberg, 2017). Such a setup is almost similar to joint-venture-like structure albeit that Apple holds very little control over its operations.

In India, it has local manufacturing and India policy-localisation and production incentives, business partnerships with Wistron and Foxconn. Apple does not engage in joint ventures in branded products but engages suppliers to meet the provisions of regulatory and operational requirements (mint, 2020). Also, Apple relies on non-equity alliances, e.g. the global carrier agreements to distribute the iPhones and the partnership with IBM to develop enterprise solutions (Apple, 2014). These partnerships allow market penetration as well as maintaining control on IP.

The globalisation of operations of Apple, on the whole, can be characterized by high levels of resources investment and the emphasis on full ownership when it is legal, as well as outsourced production and selective alliances.

2d. Benefits and Challenges of Apple's International Operations

Benefits

Market penetration and Revenue increase: Global business operations would help Apple to agglomerate high valued markets in Asia, Europe, and emerging markets. China and Europe also represent huge amounts of annual revenues of Apple and India, which today is not such a large contributor of Apple at approximately 2 percent, is one of its fastest-growing markets. In FY 2023-24, Apple India revenues have increased by approximately 35% values on a yearly basis to an approximate of 67,000 crore (over \$8 billion) in India (Surajeet Das Gupta, 2024). Spreading out in the markets leads to less exposure to risk and also reaches a wide variety of consumers.

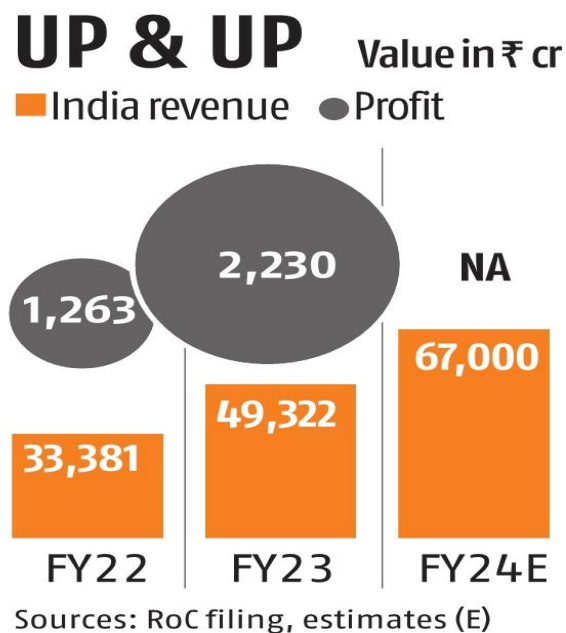


Figure 4: Apple growth in India sales

(Source: Surajeet Das Gupta, 2024)

International Diversity and Innovation: The access to the specialised engineering talent, software developers and manufacturing expertise are in the credits of operating globally. International cooperation improves knowledge exchange, rate of innovation and efficiency in product development.

Cost Advantages: Apple has managed to save a lot of labour costs and operation costs as it manufactures in less costly places like China, Vietnam and India to name a few. Optimizations of costs as well as economies of scale are also facilitated through global sourcing of components.

Government Incentives: Host countries provide incentives on investments in Apple. The local manufacturing has also been subsidized and tax friendly under Production Linked Incentive scheme by India, raising the cost competitiveness of Apple and motivating it towards long-term investment (Mastersunion.org, 2025).

Challenges

Complicated Supply Chain Management: The large supplier network in the company creates logistical vulnerability in Apple. The process of engaging thousands of suppliers and various assembly locations around the continent's subjects Apple to the pandemics, natural calamities, or transportation challenges. The COVID-19 crisis involved identifying the bottlenecks in China and shipping routes in the world, as well as in the production schedules (Panwar, Pinkse and De Marchi, 2022).

Geopolitical Risk and Trade Risk: Apple is also vulnerable to geopolitical crises, especially the relationship between the U.S. and China, due to its operations. Apple estimates that its costs may increase by US\$ 900 million in a single quarter due to reciprocal tariffs levied on goods from its manufacturing hubs, highlighting its vulnerability to U.S.–China geopolitical risk (South China Morning Post, 2025). Trade issues and tariffs may elevate costs or limit the supply-chain operations (Jamali, 2025). Apple is also impacted by political tussles, sanctions, or export restrictions to obtain production materials or make sales in some markets.

Regulatory Compliance and Legal Risks: The presence in several jurisdictions presupposes adherence to a variety of taxation policies, labour legislation, environmental policies, and digital policies. Apple is also open to antitrust scrutiny and rough treatment in other markets like the European Union, where its software-selling platform and payment infrastructure have been altered by DMA rules (Reger, 2025). In such markets as India and China, changing laws in the field of data and cybersecurity necessitate expensive operational adaptations.

Cultural and Market Differences: The preferences of consumers are different in different regions. Apple would need its own marketing and financing solutions in price resistant markets like India because the higher price would harm its adoption. Market penetration may be slowed down due to cultural misunderstandings or lack of localisation.

Competition and Market Saturation: Apple is competing with international and local manufacturers. Companies, such as Samsung, Xiaomi, Vivo, and Oppo, in Asia are also

highly aggressive in targeting the mid-range and budget segments (Zandt, 2024). In the meantime, there is no future in saturated markets like North America and Europe.

3. Impact of the OLI Paradigm on Apple's Market Entry Strategy

Ownership-Location-Internalization (OLI) framework is used to understand the decisions that Apple made in entering the international market, taking into consideration the specific benefits and market niche. All the dimensions of the OLI model can determine the way Apple enters and operates in the foreign markets and in India this process is quite obvious.

Ownership Advantages (O)

It has a pronounced advantage in foreign market expansion owing to the fact that Apple has strong ownership benefits such as strong brand recognition, proprietary technologies, as well as a vast patent portfolio. To protect these assets to achieve optimal returns in the long run, Apple in India has given more emphasis on direct investment and wholly owned stores as opposed to licensing and joint ventures to control them. This approach is in line with the market supremacy that Apple has in the Indian high-end smartphone segment: in the US premium smart phone segment of 500 and above, Apple is believed to be at approximately 60 percent market share (Tech Desk, 2023). Moreover, the company economics have soared to the point that in the year 2023, Apple continues to reportedly score a whopping 8.7 billion dollars in the India market, which is a 42 percent annual growth (ET Telecom, 2024). Although the specific assertion of a 48 percent YoY growth in one quarter (Q3 2023), can barely be substantiated with the help of public data, there was a record shipment by Apple during the same quarter of 2.5 million shipments (Livemint, 2023). These numbers highlight that ownership-based strategy enables Apple to use its brand and technological advantage to the fullest in one of its best expanding markets in the world.

Location Advantages (L)

Location-advantage strategy forms the foundation of Apple expansion into production and sales in such markets as China and India. Conventionally, China has been a major

manufacturing location, due to the presence of cheap labour supply, electronics manufacturing clusters of high calibre and advanced logistical infrastructures. But Apple has gradually shifted to India in order to diversify its supply chain: its iPhone assemblies in India were not less than US\$22 billion in the year ending March 2025 and its local assemblies are estimated to represent about 20% of the Apple iPhone assembly across the globe (News, 2025).

In India, Apple has been growing its operations through five assemblies and they are run by the Apple partners: Foxconn and Tata-Pegatron (Sankalp Phartiyal and Gurman, 2025). Its supplier base is also quickly becoming localised: it has over 20 Indian component manufacturers such as Aequs, Microplastics, Titan Engineering & Automation, Wipro PARI, Salcomp and others (Briefing, 2024).



Figure 6: Tata Group-Apple Collaboration

(Source: Mashable India, 2024)

The Production Linked Incentive scheme (PLI) has been shown as a strong tool in supporting the strategy of Apple in India where relatively, it assists in pushing both investment and competitiveness at the export. Apple has Indian vendors who are supposed to export iPhones valued at US 10 billion in the fiscal year 2023-24 (Gupta,

2024). In order to address the local issues like regulatory complexity, inadequate infrastructure, etc, Apple promotes localisation of not only final assembly, but also upstream manufacturing. It is collaborating with companies in India to manufacture key machinery, enclosures among other parts locally. These change strategies demonstrate that Apple is capitalising on the location specific advantages (cost, labour, market size) and addressing the local constraints (policy risk, infrastructure) in its entry and operations strategy.

Internalization Advantages (I)

The internationalisation strategy adopted by Apple focuses on strict globalization of its say as well as its design expertise, brand image, and platforms to protect the quality and intellectual property and mitigate the risks that come with outsourcing. According to this, in FY 2023-24 (the FY24 of India), Apple produced about US 14 billion of iPhones in India that the Economic Survey projects that is 14 per cent of overall iPhone production world over (India, 2024). Its major manufacturing collaborators in India are Foxconn (67%), Pegatron (17%) and Wistron. Simultaneously, Apple has increased its shipments in India: the company registered a 34-year-on-year growth of its sales in Q3 2023, reaching volumes of over 2.5 million devices (Singh, 2023). In the meantime, the data provided by the IDC demonstrates that Apple shipped more than 12 million iPhones in 2024 in India, which is approximately 34-35% higher than the previous year. Even though Apple has partners assembling its product locally, it still has close control and ownership such that it maintains the preservation of its intellectual property and preserves the quality standards of its end product.

OLI Effect on Market Entry Mode

Apple entry follows an interplay of O, L and I factors in each of the target countries. As a rule, the high ownership advantages of Apple along with its internalization wants (I) implies that the company prefers the entry mode based on equity (100 perception, greenfield investments) wherever possible. This is why in such markets as the US, Europe and Japan, Apple just opened completely owned subsidiaries and outlets. Then comes the location consideration: in the more manufacturing regions, such as China or

India, the FDI that Apple makes is to invest in the production capacity (by funding contract producers or service professionals under its control). The FDI in sales markets takes the form of Apple stores and branded outlets or direct online selling under the control of Apple.

In India, specifically the OLI paradigm elucidates the step-by-step but gradually-increasing strategy by Apple. Apple has ownership assets (innovative products, brand) that makes it want to get into India despite the challenges. The presence can also be justified by the location advantage (large market, cheap production, available working force, and so on). Thus, Apple has slowly transitioned to exports to major local investments: it outsourced the assembly of iPhones and began to make other gadgets (AirPods, iPads, Macs) in India (Rekhi, 2025). This is internalized by (or through well-coordinated partners) by all of this under the management of Apple. The location benefits of India have even caused Apple to break its pattern of manufacturing shipment-based model in China.

On the other hand, in case of weak location factors, Apple can postpone or avoid FDI. In such a way, Apple usually just exports the products through the third-party distribution in smaller markets with a low purchasing power, or employs the authorized resellers. This can be predicted by OLI model, when a country does not have enough location advantages, (small market, high risk) Apple can use indirect entry.

4. Cultural Differences between the US and India and Their Influence

The cultural distinctions between the United States and India, where Apple is based, have a significant impact on the company and its operations in business and strategy implementation. A comparison of cultures dimension in Hofstede context reveals that India ranks high in Power Distance and Long-Term Orientation and low in Individualism and Indulgence and the U.S. ranks low in power distance, high in Individualism and high in Indulgence with a less long-term orientation. Such differences influence consumer behaviour, expectations among the management, negotiation style and general market approach hindered by Apple in India.

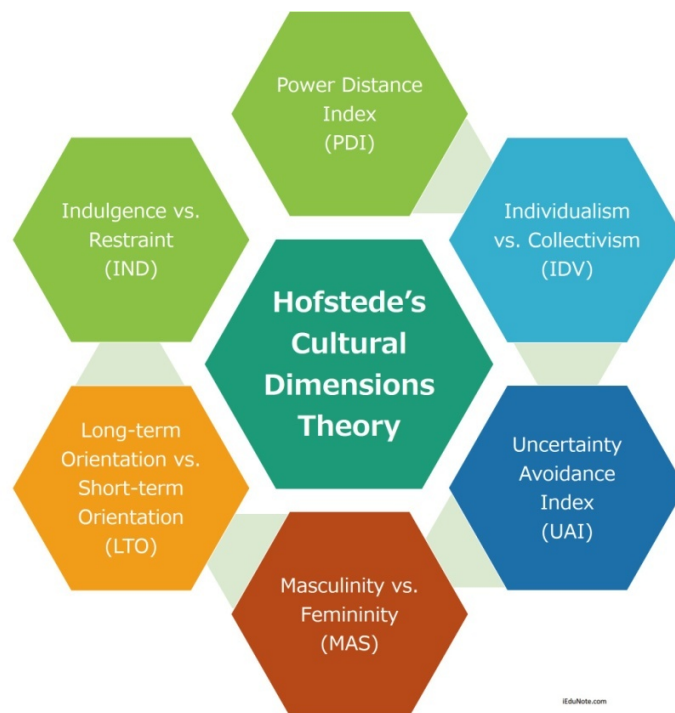


Figure 7: Hofstede's Cultural Dimensions

(Source: iEduNote, 2019)

Consumer and Market Behaviour: The behaviour of consumers in India varies very much as compared to that of the United States based on the Hofstede dimensions. The high-power distance score of India (77) compared to a lower one of the U.S (40) signifies the increase of the acceptance of hierarchy and authority (Internationalbusinesscenter.org, 2024). This implies that Indian consumers could respond more to the recommendation of a respected public figure or celebrity, which is a common tactic applied by large brands and can potentially be of benefit to Apple as an Indian marketing communication tool.

Another strict opposition is the individualism-collectivism dimension with a score of 48 as India is more similar to collectivist countries and 91 as the U.S. is highly individualistic (IvyPanda, 2025). Indian customers tend to take family, social-group views into account when purchasing a product. Consequently, Apple can focus more on issues of collective experience, connectedness or family position in India, instead of individual ingenuity and self-expression, which are prominent in U.S. advertising.

India has an extremely conservative attitude (low score of indulgence 26) than the extremely indulgent United States of America. Indian customers are more concerned with the value of money and long-term investment on technology. This aligns with the efforts on behalf of Apple to provide cheaper models including the iPhone SE or the encouragement of the monthly instalment programme and the trade-in strategies to lower the psychological and economic weight of high initial interests.

Management and Organisational Culture: The organisational culture that Apple enjoys in the United States such as low hierarchy, empowerment, openness, and individual initiative does not align well with the norms of the Indian work place. In the U.S., the competition amongst teams is promoted to criticize ideas and innovate (Webdeveloper, 2025). Nevertheless, Indian workplaces have a tendency to have greater power distance and like orderly management. Formal communication as well as top-down decision-making may be anticipated by the employees (Arora, 2005).

Apple might have to consider spending on cultural training of expatriate managers, adjusting managerial expectation and more formalised communication channels in India operations. There is also a difference in negotiation and business communication, the U.S. business culture is unambiguous and task-focused, whereas the practices of business in India are, as a rule, relationship-based, indirect and hierarchical (Arora, 2005). Indian Apple executives who have achieved success have to focus on relationship-building, trust and personal interactions; this often needs additional meetings, rapport-building and patience than is the case in the U.S.

Product Adaptation and Consumer Experience: Indian culture also influences the market in terms of design of service delivery and consumer experience at Apple. Efficiency, autonomy and self-service are typically appreciated by the U.S. consumers. The U.S. retail process in which Apple employs such elements as fast checkout, online service, and fast access to Genius Bars corresponds to the American individualistic and low-context steerage. Apple Pay was one of the technologies that were easily introduced in the U.S., since people were willing to adopt it and the digital infrastructure was robust.

Apple uses relationship-driven strategy in India, which represents high-context communication and trust-based purchasing behaviour. One instance is the release of "Shop with a Specialist over Video," a service particularly offered in India where customers are given a chance to talk with trained Apple employees over safe video hookups to get personalised assistance (Apple Newsroom (India), 2025). This shows that India more likens interpersonal assurance when purchasing high value products.

Interactions in service are also different. The U.S. customers will tend to use digital or self-service and the Indian customers appreciate having human contact and experience. The initial retail outlets of Apple in India are thus Genius Bays that provide close assistance by highly qualified professionals (Das, 2023). This is a step up compared to the previous situation when Apple had to use third-party services providers, whose performance was claimed to be unreliable (Campbell, 2019).

The marketing of the products also suits India in terms of cultural and infrastructural background. Services that require banking integration or a regulatory license like Apple Pay have been delayed to roll out because of fragmented financials and language differences. It has been shown that in a high-context market such as India, the institutional preparedness and culturally predetermined usage behaviour mediate technology adaption (Varma et al., 2025).

Cultural Influence on Entry Strategy: India and the U.S. have cultural differences and institutional differences, which have had a major effect on the entry and expansion route of Apple in India. The U.S. has a favourable consumer choice of direct corporate retail, high individualism and better developed regulatory environment to benefit Apple. These factors render Apple strategies of its fully owned shops, similar retailing branding, and effective purchasing online (Varma et al., 2025). The culture of collectivism, the relationship-oriented consumer behaviour, and more complicated systems of regulation of India demanded another approach in the first step. With its prior restrictions on FDI on single brand retailing, Apple used to depend on local distributors like Ingram Micro and Redington in its initial operation of entry and not set up stores.

Long-term orientation is also high in India, which coincides with the slow approach to investment Apple has. Instead of attempting to rapidly penetrate the market, Apple pursued it slowly, focusing on establishing distribution chains, increasing in-country assembly of iPhones since 2017, obtaining regulatory support to sell under single brand in India, and finally putting up its first Apple Stores in Mumbai and Delhi in 2023. This sequencing is in line with academic results that investor longevity, organizational learning, and developing capability are vital in triumphing within the business atmosphere in India (deloitte.com, 2025).

5. Recommended Adjustments to Apple's Standard Operating Procedures

Following the evaluation of the factors of OLI and existence of cultural differences, three particular changes are being advised in the standard operating procedures (SOPs) of Apple in the Indian and other emerging market conditions. All of these recommendations bring Apple closer to the realities of local markets and its competitive advantage is used effectively.

Recommendation 1: Localize Product Offerings and Marketing to Indian Preferences

Rationale: Indian cultural profile (low individualism, high power distance, high sensitivity of prices) indicates that Apple also needs to change the products and advertising in accordance with the local preferences. Global SOP of Apple should be modified in order to become more localized. Indicatively, the U.S. pricing models (premium-only models, few discounts) do not precisely appeal to Indians, who prefer to find better value and options on how to finance. The SOP must require a periodic assessment of local price elasticity and promotion avenues, so that India-specific product introductions (e.g. a mid-range iPhone SE) and funding schemes could be launched.

Implementation: To improve the market opportunity, Apple can create an interdisciplinary India Product Committee among R-and-D and marketing departments that operates on SOP like: performing regular market research about the Indian consumer needs; adding India-centric features to the device (universal language

keyboards, longer battery life to areas with untrustworthy power, and any software apps connected with Indian services); and establishing pricing/promotion policies, including EMI payment system, trade-in schemes, or bundling with popular accessories (Singh and Pipaliya, 2024). Marketing SOP must mandate to employ local advertising agencies and influencers. As an example, the planning of the campaign should include cultural holidays (e.g. Diwali promotions) and values (family, aspiration). Marketing messages should be modified, and this includes features like, group connected, or group enduring, instead of just the products being purely technological innovations; this will resonate with the Indian values.

Expected Outcome: This modification can utilize the superiority of Apple as a company (brand and design) and the cultural orientation. Being more product differentiated and culturally relevant will enable Apple to be more appealing to a wider base of Indian consumers. It avoids the failure to align to India where U.S-type marketing does not appeal. The flexible product and marketing adaptation SOP will ensure that Apple retains its synonymous premium image and expands the local market share.

Recommendation 2: Diversify and Deepen Local Supply Chain Integration

Rationale: According to the OLI school of thought, the possession of its technology and the intent to internalize to production is the key aspect of Apple but should reconfigure its SOP by seizing the location benefits of India. To be more precise, Apple needs to make the utilization of the local provider an institutionalized practice and increase the number of its manufacturing plants in India in order to limit the overdependence on a specific country. It is a favourable place because of the incentives of the Indian government (PLI scheme) and the number of labours that can be produced. The supplier development and sourcing locally should be institutionalized in the SOP of Apple.

Implementation: Apple ought to establish a general supply chain management process which serves to prioritize local suppliers with regard to their qualification. This may include an "Indian Sourcing Audit" SOP in the procurement that dictates a local component sourcing percentage when appropriate, formation of long-term contracts

with capable Indian component manufacturers and co-investment in facility upgrades or training. The other strategy that should not be abandoned by Apple is to enter into joint venture or alliances with existing foreign suppliers (e.g. Chinese firms moving their activities) to transfer technology (Wenjia, Lei and Xiaolin, 2025). The SOP must have a system whereby the manufacture of specific components would also be rated to localize (as such, beginning with such elementary components like casings, and then progressively starting with complex modules like PCBs or batteries to India as the capabilities are built up). Contingency planning in manufacturing SOP of Apple should include it: this is making alternative production locations in Vietnam or India in case any area (contact with China) is affected.

Also, Apple needs to ensure that manufacturing SOP is adjusted with local labour practices. Training courses and quality inspection activities must be carefully developed: since Indian subordinations exist, an Apple management team may need to provide obvious instructions and demand supervisors to be involved in the direct interaction as opposed to an informal style of communication. The SOP may involve compulsory cross-cultural training of the foreign engineers of Apple who have to work with Indian factories.

Expected Outcome: This change will minimize the risk of geopolitics, supply (internalization advantage), and create a more balanced production footprint. It also capitalizes on geographical benefits such as low labour expenses and policies. Enhancing local content can also make Apple eligible to tax exemption and enhance its relationship with the Indian government. Flexibility in the manufacturing network can be achieved in the long run, where local suppliers become more competent that will provide Apple with resilience in manufacturing. This is consistent with the OLI analysis: it consolidates Apple with the ownership of the value chain as well as putting the best use of the location advantages of India.

Recommendation 3: Adapt Organizational Practices to Cultural Context

Rationale: The difference in cultures requires alterations in organizational and communication SOPs. Apple has adopted U.S.-style, egalitarian decision-making

processes, which might not be working in the relationship based, more hierarchical Indian business environment. Apple needs to modify the SOPs to make them managerial-based, human resources-based, and participative to the stakeholders to facilitate ease of operation and local presence.

Implementation: One of the SOP changes to implement is through formal cultural integration and training programs. Apple must insist that every manager (both expatriate and local) must be trained on the business etiquette and social behaviour in India. As an example, an SOP may be required that the U.S. managers have to know proper titles of respect when addressing Indian colleagues, and also train on indirect communication styles. SOPs of meetings and negotiation must provide more time to develop relationships (e.g. building rapport).

The SOPs in performance management and decision-making should permit a more local autonomy (Brahm and Poblete, 2024). Power distance is also a cultural aspect of India and it thus requires Apple to concentrate in modifying SOPs to empower Indian leaders. This may also become a practice in which a regional decision-making process is cleared through a regional based council of leadership and not a centralized and American dominated process. This can be guaranteed by regular SOP review checkpoints so that the local managers are empowered to change marketing or sales strategies on-the-ground within the parameters.

The employee engagement SOPs are supposed to be based on the idea of collectivism: the group performances may be officially rewarded along with the individual achievements. Indicatively, the bonus mechanisms or other incentive schemes (which fall under SOPs) may incorporate group incentives (like factory-wide safety bonuses) which will appeal more to the communal mind of India.

Lastly, the SOP of Apple in terms of government and community relations in India should be strong. It is important to establish trust with officials, and in this regard, Apple ought to have a well thought out process of ensuring that the required approvals are made as early as possible. This involves recognition of the local bureaucracy with regard to hierarchical decision flows. The SOP can assign certain liaison officers who

deal with multi-layered approvals, and the schedule to take into consideration longer decision-making processes.

Expected Outcome: With organizational SOPs turned towards the Indian culture, Apple will enhance internal communication, employee satisfaction, and relationship with stakeholders. The alignment is beneficial in that it is able to avoid misunderstandings and conflicts that may occur due to cultural difference. As an example, respect to hierarchical preference will not turn away Indian partners, and incentives in the form of teams will make the locals feel more motivated.

6. Conclusion

The development of Apple Inc. as a worldwide company indicates the way in which a technological giant can be integrated into the work of various cultural and economic conditions. The international organizational structure such as the U.S.-based R&D, the Asian manufacturing, and the worldwide retail make the company multinational possessing transnational features. Its value chain is based on robust innovation in its home country and production low costs in its global markets. The strategies of the Apple consistently extend to a tight control with the help of foreign subsidiaries because of its own Ownership benefits in brand reputation and proprietary in technology and under the provisions of Internalization benefits which shield such assets. Apple decisions on investment location are determined by location factors like cost of labour, market, and regulatory conditions.

India has emerged as a strategic target sourcing a massive base of consumers and a competitive labour pool though its regulatory landscape has to be navigated. The Indian and local adaptation is required due to cultural differences between the United States and India- particularly, with regard to hierarchy, collectivism, and consumer behaviour. The effective strategy involves product customization and marketing, streamlining the local supply networks, and changing the management practices to meet the cultural requirements. These suggested modifications are in line with the OLI model and contribute to Apple combining the global strengths with a local responsiveness. Apple

stands a better chance of exploiting the long-term opportunities in the Indian market by increasing the process of localization and operational refinements.

References

- Ahmed, S.U., (2021). New International Taxation Rules and Tax Avoidance by Multinational Corporations (MNCs). *The Cost and Management*, 49(1), pp.24-34. <https://icmab.gov.bd/wp-content/uploads/2021/03/3.New-International.pdf>
- Akino, S., Yamanaka, N., Huang, Y. and Kikuchi, W., (2021). Global Value Chain Governance and Power Asymmetry between Lead Firms and Suppliers: Case of Apple's Global Value Chain and the State of Its Governance. *International Journal of Business and Management*, 16(9), pp.58-70. <https://doi.org/10.5539/ijbm.v16n9p58>
- Apple (2014). *Apple and IBM forge global partnership to transform enterprise mobility*. [online] Apple Newsroom. Available at: <https://www.apple.com/newsroom/2014/07/15Apple-and-IBM-Forge-Global-Partnership-to-Transform-Enterprise-Mobility/>.
- Apple (2024). *Apple*. [online] Apple (India). Available at: <https://www.apple.com/in/>.
- Apple Legal. (2025). *Sales & Support*. [online] Available at: <https://www.apple.com/in/legal/sales-support> [Accessed 17 Nov. 2025].
- Apple Newsroom (India). (2025). *Apple introduces Shop with a Specialist over Video in India*. [online] Available at: <https://www.apple.com/in/newsroom/2025/07/apple-introduces-shop-with-a-specialist-over-video-in-india> [Accessed 18 Nov. 2025].
- Apple.com. (2025). *Apple (India) - Where to Buy - Apple Premium Resellers*. [online] Available at: <https://www.apple.com/in/buy/apr> [Accessed 17 Nov. 2025].
- Arora, D., (2005). Foreign multinationals in India: Adapting to India's work culture and management practices. *Internationale Geschäftstätigkeiten in Asien: München und Mering*, Rainer Hampp, Germany, pp.1-37.
- Brahm, F. and Poblete, J., (2024). Organizational culture, adaptation, and performance. *Organization Science*, 35(5), pp.1823-1848. <https://doi.org/10.1287/orsc.2022.16791>

Briefing, I. (2024). *List of Apple Contract Manufacturers and Suppliers in India*. [online] India Briefing News. Available at: <https://www.india-briefing.com/news/apple-contract-manufacturing-india-new-suppliers-getting-clearance-26947.html>.

Campbell, M. (2019). *Poor customer service is tarnishing Apple's image in India*. [online] AppleInsider. Available at: <https://appleinsider.com/articles/19/02/13/poor-customer-service-is-tarnishing-apples-image-in-india> [Accessed 18 Nov. 2025].

Capoot, A. (2024). *Apple doubles India iPhone production to \$14 billion as it shifts from China: Report*. [online] CNBC. Available at: <https://www.cnbc.com/2024/04/10/apple-made-14-billion-worth-of-iphones-in-india-in-shift-from-china.html> [Accessed 17 Nov. 2025].

Charvát, B.A., (2025). Development Trends of Transnational Corporations. <https://dspace.tul.cz/bitstreams/b4c49b31-2150-4a3a-b320-a7bef41b149a/download>

Das, S. (2023). *Apple's first Indian retail store to offer in-house servicing through Genius Bay*. [online] mint. Available at: <https://www.livemint.com/technology/tech-news/apples-first-indian-retail-store-to-offer-in-house-servicing-through-genius-bay-11681734554826.html> [Accessed 18 Nov. 2025].

deloitte.com. (2025). *Foreign investing in India: trends, opportunities and forecasts | Deloitte Luxembourg | Performance Magazine*. [online] Available at: <https://www.deloitte.com/lu/en/Industries/investment-management/blogs/foreign-investing-in-india-trends-opportunities-and-forecasts.html>.

ET Telecom (2024). *Apple's India revenue up 42% to \$8.7 bn in 2023: Morgan Stanley*. [online] ETTelecom.com. Available at: <https://telecom.economictimes.indiatimes.com/news/devices/apples-india-revenue-up-42-to-8-7-bn-in-2023-morgan-stanley/107943913> [Accessed 17 Nov. 2025].

Gao, C. (2018). *Apple to Transfer Chinese iCloud Operation to a Chinese State-Owned Company*. [online] Thediplomat.com. Available at: <https://thediplomat.com/2018/01/apple-to-transfer-chinese-icloud-operation-to-a-chinese-state-owned-company> [Accessed 17 Nov. 2025].

Gartenberg, C. (2017). *Apple is building its first China-based data center per new cybersecurity law*. [online] The Verge. Available at: <https://www.theverge.com/2017/7/13/15964220/apple-china-data-center-icloud-new-cybersecurity-law-guizhou>.

Gupta, S.D. (2024). *Apple sets record: iPhone exports under PLI double to \$10 bn in a year*. [online] @bsindia. Available at: https://www.business-standard.com/amp/companies/news/apple-sets-record-iphone-exports-under-pli-double-to-10-bn-in-a-year-124041400776_1.html.

iEduNote (2019). *Hofstede's Cultural Dimensions Theory* - iEduNote.com. [online] iEduNote.com. Available at: <https://www.iedunote.com/hofstedes-cultural-dimensions-theory/>.

India (2024). *14% iPhones made in India in FY24, electronics export rank up: Eco Survey*. [online] @bsindia. Available at: https://www.business-standard.com/budget/news/14-iphones-made-in-india-in-fy24-electronics-export-rank-up-eco-survey-124072200737_1.html.

Internationalbusinesscenter.org. (2024). *India Geert Hofstede Cultural Dimensions Explained*. [online] Available at: https://www.internationalbusinesscenter.org/geert-hofstede/hofstede_india.shtml.

IvyPanda. (2025). *Cross-Cultural Communication Between India and the US: A Comparison Using Hofstede's Dimensions* - 996 Words | Essay Example. [online] Available at: <https://ivypanda.com/essays/cross-cultural-communication-between-india-and-the-us-a-comparison-using-hofstedes-dimensions> [Accessed 17 Nov. 2025].

Jamali, L. (2025). *Apple braces for \$900m blow from Trump tariffs*. BBC. [online] 1 May. Available at: <https://www.bbc.com/news/articles/c86jx18y9e2o>.

Levy, S. and Montevirgen, K. (2025). *Apple Inc.* [online] Britannica. Available at: <https://www.britannica.com/money/Apple-Inc>.

Linkedin.com. (2025). *Page Restricted*. [online] Available at: https://www.linkedin.com/posts/harshadshah1953_apples-global-supply-chain-country-wise-activity-7332994442166964225-EvWO.

Livemint (2023). *Apple's shipments to India crosses 2.5 million units in Q3 2023, highest ever in a quarter*. [online] mint. Available at: <https://www.livemint.com/technology/apples-shipments-to-india-crosses-2-5-million-units-in-q3-2023-highest-ever-in-a-quarter-11698844145687.html> [Accessed 17 Nov. 2025].

Mashable India. (2024). *Tata Group Explores Second Apple iPhone Unit In Tamil Nadu, Pegatron Collaboration Under Discussion*. [online] Available at: <https://in.mashable.com/tech/68846/tata-group-explores-second-apple-iphone-unit-in-tamil-nadu-pegatron-collaboration-under-discussion> [Accessed 18 Nov. 2025].

Mastersunion.org. (2025). *Apple's Strategic Shift: Manufacturing and Retail Expansion in India*. [online] Available at: <https://mastersunion.org/blog/apples-strategic-shift-manufacturing-and-retail-expansion-in-india>.

mint. (2020). *Three Apple suppliers to invest \$900 million in India under new govt scheme*. [online] Available at: <https://www.livemint.com/companies/news/three-apple-suppliers-to-invest-900-million-in-india-under-new-govt-scheme-11601294149105.html>.

Mukherjee, W. (2024). *Apple Inc sets up first subsidiary in India for R&D*. [online] The Economic Times. Available at: <https://economictimes.indiatimes.com/industry/cons-products/electronics/apple-inc-sets-up-first-subsiidiary-in-india-for-rd/articleshow/115095502.cms> [Accessed 17 Nov. 2025].

News, M. (2025). *Apple assembles \$22 billion worth of iPhones in India, doubles down on local manufacturing*. [online] Moneycontrol. Available at: <https://www.moneycontrol.com/news/business/apple-assembles-22-billion-worth-of-iphones-in-india-doubles-down-on-local-manufacturing-12992940.html> [Accessed 17 Nov. 2025].

Panwar, R., Pinkse, J. and De Marchi, V., (2022). The future of global supply chains in a post-COVID-19 world. *California Management Review*, 64(2), pp.5-23. <https://doi.org/10.1177/00081256211073355>

Reger, A. (2025). *Commission Finds Apple in Violation of DMA: Significant Impact on App Developers - CDC*. [online] CDC. Available at: <https://carteldamageclaims.com/de/2025/06/19/apple-dma> [Accessed 17 Nov. 2025].

Rekhi, D. (2025). *Apple ramps up India push as key vendors expand investments, boost local production and exports*. [online] The Economic Times. Available at: <https://economictimes.indiatimes.com/industry/cons-products/electronics/apple-ramps-up-india-push-as-key-vendors-expand-investments-boost-local-production-and-exports/articleshow/125336334.cms?from=mdr> [Accessed 17 Nov. 2025].

Sankalp Phartiyal and Gurman, M. (2025). *Apple (AAPL) Expands iPhone Production in India for US-Bound New Models*. [online] Bloomberg.com. Available at: <https://www.bloomberg.com/news/articles/2025-08-19/apple-expands-iphone-production-in-india-for-us-bound-new-models> [Accessed 17 Nov. 2025].

Singh, H. and Pipaliya, S., (2024). Cross Cultural Behavior and Product Localization (adapting to diverse market for global success). https://www.theseus.fi/bitstream/handle/10024/862715/Thesis_Singh_Harpreet_YBB23S1and_Pipaliya_Sanket_YBB23S1.pdf?sequence=2

Singh, J. (2023). *Apple iPhone shipments just had their best quarter in India | TechCrunch*. [online] TechCrunch. Available at: <https://techcrunch.com/2023/11/01/apple-highest-ever-shipments-india-q3-counterpoint> [Accessed 17 Nov. 2025].

South China Morning Post. (2025). *South China Morning Post*. [online] Available at: <https://www.scmp.com/news/world/united-states-canada/article/3308746/apple-expects-us900-million-tariff-hit-it-shifts-us-iphone-supply-china-india> [Accessed 18 Nov. 2025].

iPhoneinCanada.ca (2021). *Apple Partners Foxconn, Pegatron Offering Bonuses to Employees Recruiting New Workers | iPhone in Canada*. [online] iPhone in Canada | Canada's source for Apple, telecom, tech news, and deals. Available at: <https://www.iphoneincanada.ca/2021/06/22/foxconn-pegatron-bonus/> [Accessed 18 Nov. 2025].

Surajeet Das Gupta (2024). *Apple rings in 35% growth in India sales to clock Rs 67,000 crore*. [online] @bsindia. Available at: https://www.business-standard.com/companies/news/apple-rings-in-35-growth-in-india-sales-to-clock-rs-67-000-crore-124071600003_1.html

Tech Desk (2023). *Apple iPhone 13 third most shipped device, but Indian smartphone market sees decline: IDC*. [online] The Indian Express. Available at: <https://indianexpress.com/article/technology/tech-news-technology/indian-smartphone-market-shipments-2022-8437049> [Accessed 17 Nov. 2025].

Thomas, H., (2020). Governing Global Production Networks in the new economy. In *The future of work and employment* (pp. 189-203). Edward Elgar Publishing. <https://doi.org/10.4337/9781786438256.00020>

Varma, R., Sabharwal, M., Schaeffer, A. and Zaidi, S. (2025). Spanning Cultural Boundaries: U.S. Return Migrants in the Indian Technology Sector. *World*, [online] 6(3), pp.126–126. <https://doi.org/10.3390/world6030126>.

Webdeveloper (2025). *Apple Inc.'s Corporate Culture: The Good, the Bad and the Ugly| Human Resource| Organization Behavior| Case Study| Case Studies*. [online] Icmrindia.org. Available at: <https://www.icmrindia.org/casestudies/catalogue/human%20resource%20and%20organization%20behavior/Apple%20Inc%20Corporate%20Culture-Case%20Studies.htm> [Accessed 17 Nov. 2025].

Wenjia, W.A.N.G., Lei, L.I.U. and Xiaolin, W.A.N.G., (2025). The impact of OFDI on firms' supply chain diversification: A moderating role based on corporate R&D. *International Review of Economics & Finance*, p.104143. <https://doi.org/10.1016/j.iref.2025.104143>

Young, J. (2015). *18 Major Companies Tied to the Apple Supply Chain That You Didn't Know About*. [online] Investopedia. Available at: <https://www.investopedia.com/articles/investing/090315/10-major-companies-tied-apple-supply-chain.asp>.

Zandt, F. (2024). *Infographic: Samsung, Apple and Xiaomi Command Half of the Global Smartphone Market in Q2 2024*. [online] Statista Daily Data. Available at: <https://www.statista.com/chart/32252/global-quarterly-market-share-of-the-top-5-smartphone-vendors-by-shipped-devices/?srsId=AfmBOop0SnOUFqerXG7L9cyH0YosY0in9Yi3eqZBqxTDF4JwkLwOwmqz> [Accessed 17 Nov. 2025].

Zou, Y., (2023). Apple's Brand Marketing Strategy: A Case Study on Brand Image and Customer Engagement. *Highlights in Business, Economics and Management*, 23, pp. 712 - 715. <https://pdfs.semanticscholar.org/c6cd/596eb0991961591003076ed9da06beea3fba.pdf>