

## Strategic Management LCMB7003

### Strategic Analysis of Apple Inc



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# **Table of Contents**

## Introduction

Introduction and Significance of the Research

Apple Inc's Background

Apple Inc's Mission and Objectives

## Macro-Environment Analysis

PESTEL Analysis

## Micro-Environment Analysis

Industry Life Cycle

The Porter's Industry Five Forces Analysis

## Internal Analysis

Apple's Strategic Resources and Capabilities

Value Chain Analysis

Primary Activities

## Secondary Activities

VRIO Analysis

SWOT Analysis

Strategies to Sustain Competitive Advantage

Growth Strategies

Green Strategy and CSR

Recommendations

Conclusion

References

## **Introduction**

### **Introduction and Significance of the Research**

One of the most crucial management procedures in a company is strategic management, which should be applied strategically by managers to ensure greater performance and a competitive edge for their own business. The capacity to manage and assess the sector in which the business operates and to take proactive steps to embrace the future is one of the main objectives of strategic management.

Apple is the world's most reputed and valuable company, which has been the epitome of success since 1976 (Chen, et al., 2021). The significant and admirable strategies initiated by the company have been an example for other companies. The present report is based on understanding the strategic decisions initiated by the company with an extreme focus on Macro and Microenvironment Analysis. Furthermore, the internal analysis of the company will also help in understanding the strategic resources and value chain. Focus on growth and green strategies will also help in estimating the sustainable plans initiated by the company to safeguard the environment.

The report aims to scrutinise the main factors related to the strategies incorporated by the company and will further help in providing necessary recommendations for the company to enrich the existing protocols. The scope for future research has been established with the help of this report. Understanding the issues faced by the company and competitive advantages through the selection of effective management choices demonstrates the understanding of different management concepts. This report aims to understand the core of managerial concepts utilised in the real world with the help of a thorough strategic analysis of the company Apple Inc.

## Apple Inc's Background

Apple Inc is an American multinational company with a valuation of \$2.79 trillion in 2023 (Kolakowski, 2022). It is the world's largest company in terms of market capitalisation. The company is considered one of the Big Five companies in the world, along with Amazon, Google, Meta Platforms and Microsoft. According to (Kolakowski, 2022), the market capitalisation of the company is higher than the GDP of a few countries such as Canada, Brazil and Italy. This proves the power of the company and its effect on other existing companies in the world because the amount of market capitalisation proves its contribution to the GDP of the country where the company is headquartered.

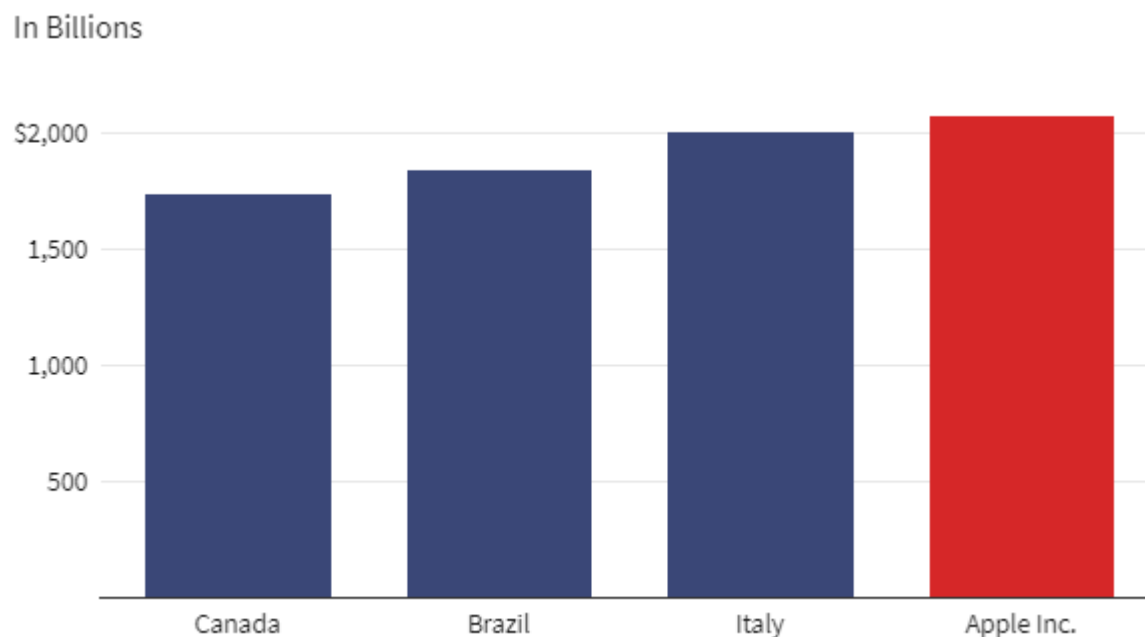


**Figure 1:** The market capitalisation of the company is higher than the GDP of a few countries

**Source:** (Kolakowski, 2022)

Apple, formerly known as Apple Computer Company, started in 1976 and then later changed

into Apple Inc in 1977. The company launched its initial public offering in 1980, which led to the financial success of the company (Lux & Pead, 2018). Apple maintained an enormous level of brand loyalty and is one of the most trusted brands in the world. The core sector of the multinational corporation is producing computer software, consumer electronic products and other online services.

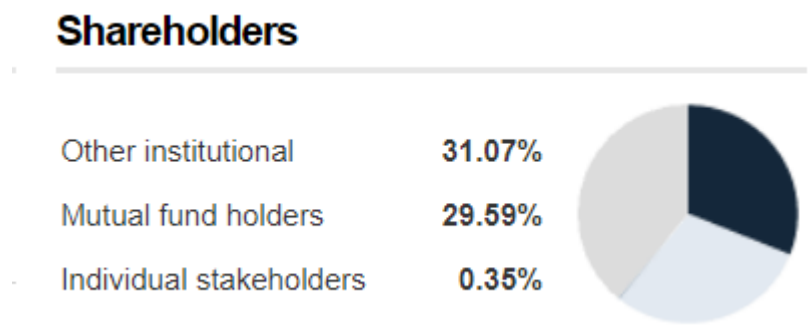


**Figure 2:** The shareholders of Apple Inc.

**Source:** CNN (2022).

Apple currently operates in America, Europe, China and the countries in the Asia Pacific (CNN, 2022). The vast geographical extent of the company includes the production and sales of the company with the offered products and services. The shareholders of the company include 31.07% of other institutional shareholders, 29.59% of Mutual Fund holders, and 0.35% of Individual stakeholders, where Tim Cook is the Chief Executive Officer and Director.

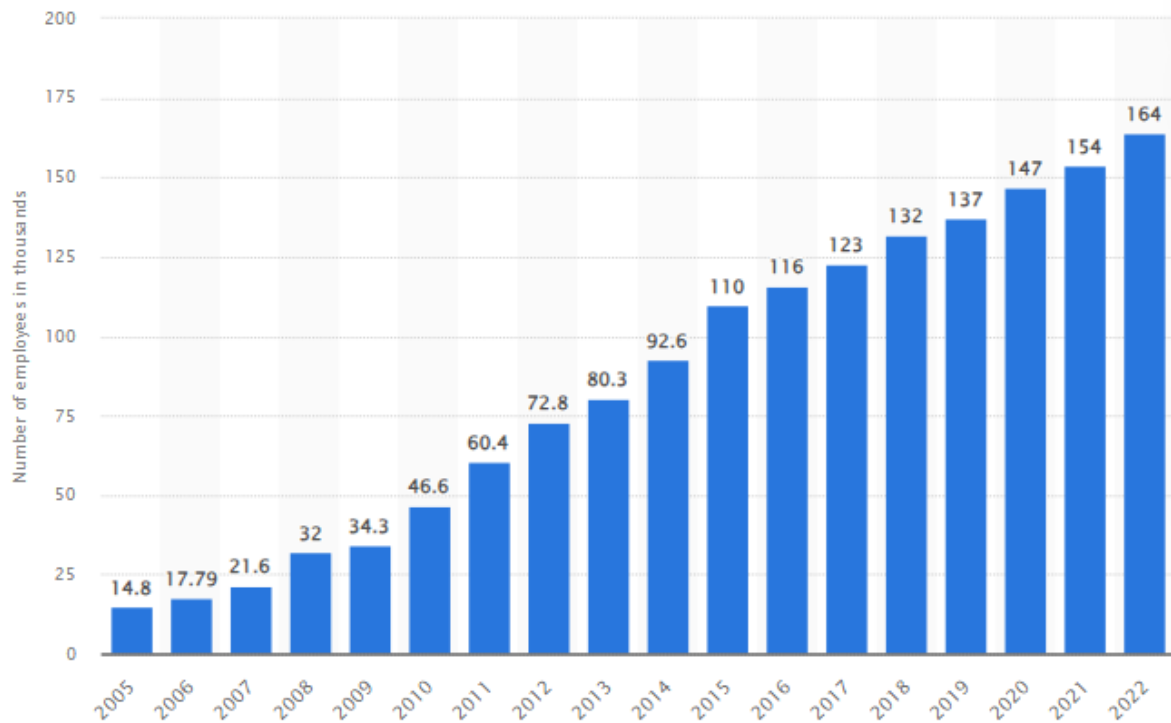


**Figure 3:** Number of employees in Apple Inc.

**Source:** (Laricchia, 2023)

There has been tremendous growth in the number of employees hired by the company. Where in the financial year 2022, there were 164 thousand employees compared to 14.8 thousand in 2005, and it is expected to rise more in the present and future years (Laricchia, 2023). The current quarterly report of the company states that the company has a revenue of USD 81,797 million (Apple, 2023). The financial situation of the company is stable, and the revenue is expected to rise significantly in the future due to its market structure.

### **Apple Inc's Mission and Objectives**

The Mission and Objective of Apple Inc Portray the determination to provide high-quality products and services to the target market. It is the foundation of the company and has also helped in attaining long-term goals throughout the years. The mission of Apple is to bring

the best experience for consumers with the help of innovative hardware, software, and services (C.E. Yie & Ping, 2021). The vision of the company is to ensure the best user experience for the consumers in the long term, which is further effective in maintaining customer loyalty. The objective of Apple Inc is to establish a competitive advantage over the competitors and thus strive to ensure the well-being of the employees in the process (C.E. Yie & Ping, 2021) The company is extremely focused on providing top-notch products to consumers, which requires effective marketing and operational structure. Hence, the company aims to establish a long-lasting relationship with the clients, which helps in fulfilling the present and future goals and objectives.

## Macro-Environment Analysis

The Macro-Environment Analysis of Apple Inc aims to evaluate the macro-environmental factors with the help of PESTEL Analysis. PESTEL stands for Political, Economic, Social, Technological, Environmental and Legal factors determining the strategic policies of the company (Pan, et al., 2019). The strategic plans incorporated by Apple Inc have been extremely crucial in managing the threats and opportunities.

## PESTEL Analysis

| Political                                                                           | Economical                                                            | Social                                                                                                                 | Technological                                    | Ecological                                     | Legal                                          |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|------------------------------------------------|
| Tax policy favoring foreign investments                                             | Unstable disposable income in developing countries                    | Highest literacy rate in the region                                                                                    | High mobile phone penetration                    | Sustainable trends incorporated by the company | Pressure related to privacy regulations legal  |
| Political disputes between the United States and China has created a threat         | Growth of Apple in stable economies mostly in the developed countries | The belief and attitude of the relevant population                                                                     | The rapid improvements by the competitors of the | Adoption of renewable energies                 | Challenges against the policies of the company |
| Ensure caution in avoiding trade disputes.                                          | A high growth in Asian countries has been an opportunity for Apple    | Social threat because the business practice of the company is in question related to the third party service providers | The growing demand for cloud computing           |                                                |                                                |
| Maintain the industrial safety regulations in every product created by the company. |                                                                       | Focusing on the corporate social responsibility strategy                                                               |                                                  |                                                |                                                |

**Figure 4: PESTEL Analysis**

**Source: Self-Created**

### ● ***Political***

The Political Factors determine the opportunities and threats of Apple Inc according to the government and related organisations. According to (Tien, 2019 ), the political landscape in developed countries has been extremely effective for Apple, which has led the company to grow externally. However, the political disputes between the United States and China have created a threat to the company and have thus led to increased tension, directly affecting the business operations of the company. The company needs to improve the trade policies related to consumer goods and ensure caution in avoiding trade disputes. Furthermore, it is also an opportunity for the company to maintain the industrial safety regulations in every product created by the company.

### ● ***Economical***

The economic stability related to the market and industry conditions impacts the business operations of Apple. The growth of Apple in stable economies, mostly in developed countries, has been effective in increasing sales in the market (Răzvan, 2019. ). For instance, high growth in Asian countries has been an opportunity for Apple to increase their revenue in the market (Mao, et al., 2020). The facilities in developing countries have also enabled factories of Apple to create products, thereby determining the prices of the products in the country. However, an unstable disposable income in developing countries is a threat to the vision and mission of the company. Therefore, it is important to consider the economic opportunities in the national and international markets and, thus, a competitive advantage over other companies.

### ● ***Socio-Cultural***

Socio-Cultural Factors such as the demographics and Power structure in the society impact the strategies initiated by Apple Inc. According to (Humbani & Wiese, 2018), the belief and attitude of the relevant population determine the marketing techniques initiated by the company and provides a message to the consumers. However, the company has been facing a social threat because the business practice of the company is in question related to the

third-party service providers for the products such as iPad and Macbooks (Montello, 2020. ). On the other hand, the company has also been focusing on the corporate social responsibility strategy, which directly influences the quality of the products and satisfies the interests of the stakeholders. Therefore, these strategic concerns have been effective in making improvements for the company.

### ● ***Technological***

Apple has been extremely effective in the application of technology and thereby providing quality products. However, the rapid improvements by the competitors of the company may be a relevant technological factor, creating a threat to the longevity of the company (Kabeyi, 2018). The growing demand for cloud computing (Hu, et al., 2018) is an effective opportunity for the business to grow, and it also helps in attaining profitability.

### ● ***Ecological***

Apple Inc has been addressing the environmental factors, which have been extremely helpful in strengthening the corporate image of the company (Newsroom, 2023 ). Furthermore, the sustainable trends incorporated by the company in increasing efficiency have also been an opportunity for the promotion and adoption of renewable energies, thereby safeguarding the interests of the stakeholders of the company.

### ● ***Legal***

In context to the legal factors, pressure related to privacy regulations in the present digital age has caused extreme pressure in the business (Losavio, et al., 2018). This is a threat which could lead to regulatory compliance requirements and also inhibit limits on the technologies utilised by the company. There have also been legal challenges against the policies of the company, such as in Australia, the company has been facing legal battles due to certain policies on third-party repair services (K.Hardy, 2020). Therefore, the company must emphasise improving privacy protection protocols and regulatory compliances.

## **Micro-Environment Analysis**

### **Industry Life Cycle**

The life cycle of industry implies the evolution of businesses through four distinct stages, which are shaped by the characteristics of firms displayed in every phase (Losavio, et al., 2018). These four phases of the industry cycle of the Apple organisation are namely introduction, growth, maturity and decline. Since Apple, as a technology firm, manufactures a wide portfolio of products with different lifespans, it is indeed difficult to integrate and identify the brand into a single love cycle model. Therefore, the identification of the present stage in the life cycle in which Apple is located requires an understanding of its different products. The Apple iPhone is its flagship product which has been in the market for almost a decade and has thus reached saturation point with increased competition from other brands and the slowdown of its sales growth. Therefore, in the industry life cycle, Apple is in its maturity stage.

# The Importance of the iPhone to Apple

Apple's iPhone revenue as a percentage of total revenue since 2007\*



\* Apple's fiscal year ends on the last Saturday of September

Source: Apple



statista

**Figure 5: Trend in Apple iPhone's revenue**

**Source:** (Statista, 2020)

In the above figure, the share of revenue of the iPhone for Apple is found to be increasing from 2007 and reached the highest value of 70% in 2018. This shows the stages of introduction and high positive growth rates over the years for Apple's organisation.

However, the share of revenue for Apple iPhone is 41% in the fourth quarter of 2020. This is due to the saturation of the iPhone market and less scope for innovations. Therefore, Apple is presently in its maturity stage in the life cycle process.

### **The Porter's Industry Five Forces Analysis**

Porter's five forces analysis has provided insight into the external factors influencing the success of the company. It is an efficient strategic tool for evaluating the five forces of a business organisation, such as the customers, suppliers, substitutes, competitors, and new entrants.



**Figure 6:** Porter's Industry Five Forces

**Source:** Self-Created

#### ● ***Competitive Rivalry***

According to van der (Aalst, et al., 2019) Apple faces an intense competitive rivalry with companies such as Samsung, Amazon and Google. This further determines the aspect of

product differentiation whereby the above-listed companies offer similar products and therefore satisfy the demand of the consumers. This has created a threat to the strategic plans of the company and has created an intense rivalry in the industry, creating a strong force for Apple, Inc.

### ● ***Bargaining Power of the Customers***

The bargaining power of the consumers is one of the most important forces for Apple Inc due to the low cost of switching between the existing brands in the market. This particular force is low because the individual bargaining power is relatively higher. However, if the force is dependent upon the collective bargaining power, it is mostly higher. A mass utilisation of other rival products may reduce the customers of Apple and thus determine its market share (Tien, et al., 2019). Therefore, low switching costs among the buyers create a strong force for the company.

### ● ***Bargaining Power of Suppliers***

The bargaining power of the suppliers is weak because there are a high number of suppliers and an overall high supply in the market (Min, et al., 2019). However, due to the large number of manufacturers, the force is strong because it significantly influences the entire industry. Suppliers of components are unwilling to lose Apple as the customer, thereby reducing the chances of negotiating. Therefore these reasons prove the weak force for Apple related to the negotiating power of the suppliers.

### ● ***Threat of Substitutes***

There are many threats of substitution for the products created by Apple due to the huge capabilities of the competition existing in the market (Li, 2022) There is no technology available in the market to substitute the usage of smartphones. However, there are substitutes for operating systems, thereby creating a strong market position for the operating system created by Apple. Therefore, the threat of substitution is a weak force for the company.

### ● ***Threat of New Entrants***

Creating a technology-based company in the competition of Apple Inc there is a requirement of high capitalisation. Furthermore, it is also costly to develop a brand and therefore compete in the market against the existing large companies. However, according to (Li, 2022), there are existing competitors in the market, such as Google and Samsung. Nevertheless, the threat of new companies is mostly moderate, and Apple needs to maintain its competitive advantage with effective innovation and marketing techniques.

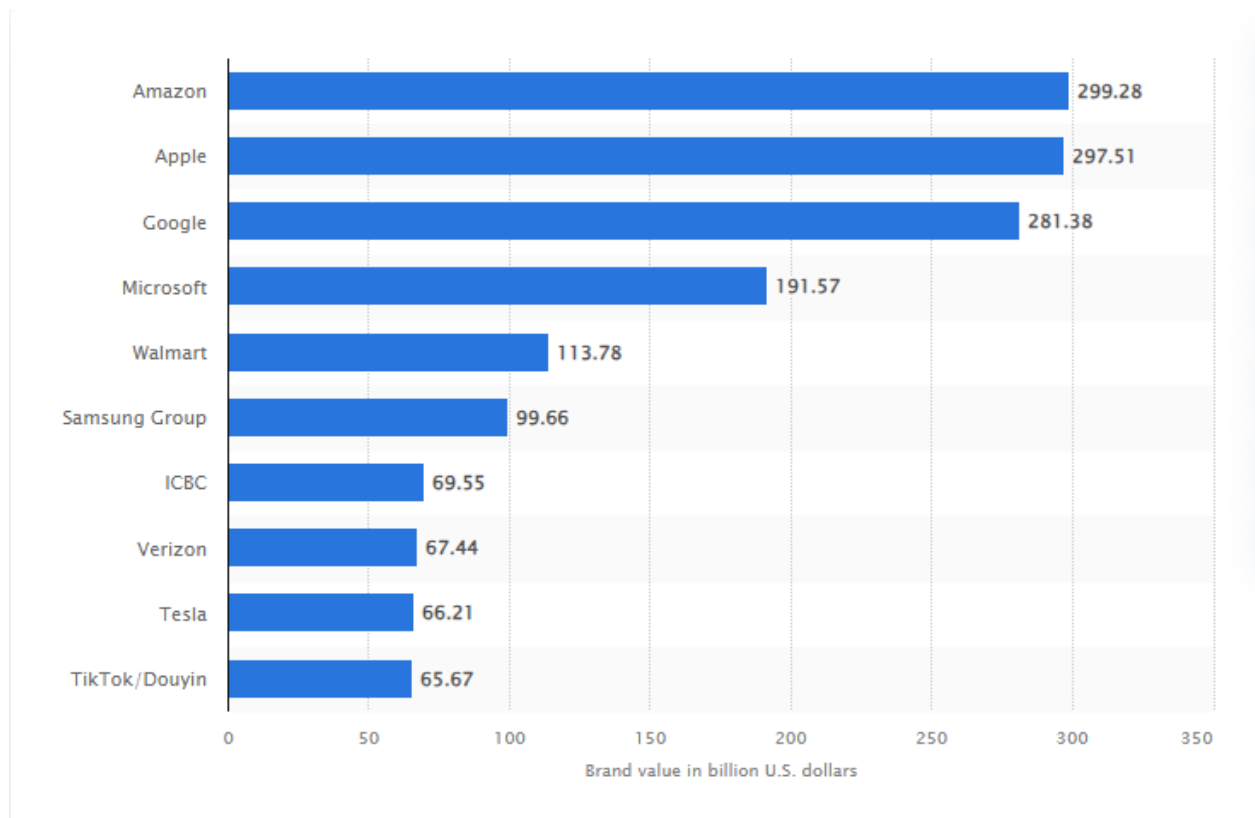
### **Internal Analysis**

The internal analysis of Apple Inc. includes the assessments and evolutions of internal resource capabilities, strengths, and weaknesses to understand the competitive advantage of the company for making effective strategic decisions (Yie, et al., 2021). Therefore, the internal analysis process critically focuses on purchasing the overall internal environment of Apple, which helps the company to identify the significance and weaknesses which can impact the company's competitiveness in the market and overall performance as well. An overview of Internal analysis for Apple Inc. has been presented in the following:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Strategic Resources and Capabilities:</b></p> <p>Its strategic resources of Apple include the popular brand reputation and customer loyalty, intellectual property portfolio, designer aesthetics, retail network, supply chain management, and ecosystem integration (Yan, et al., 2022). On the other hand, the strategic capabilities of Apple Inc. include innovation, user experience and interface design, software development, marketing and branding, research and development, Global presence, human resource, financial strengths, privacy, and security with eco-friendly initiatives.</p> | <p><b>Value chain Analysis:</b></p> <p>Value chain analysis of Apple allows the company to determine the improvement areas critically by considering different analyses of primary activities and support activities (SVETLANA, 2022). Therefore, these primary activities and support activities include inbound logistics, operations, outbound logistics, marketing and sales, services, procurement, technology development, Human Resource Management, and firm infrastructure.</p> |
| <p><b>Core Competency Identification:</b></p> <p>Core competency identification is a process that provides the company with a competitive advantage by identifying the core competencies of the company. The core competencies are specific strengths and capacities of the company that includes different skills, resources, and Technologies (Kim, 2020). In Apple Inc, the core competencies include the design excellence of the products, user experience and interface, Innovation and technological leadership, and standard branding and marketing.</p>                                              | <p><b>Human Resources and Organizational Culture:</b></p> <p>Human resource management and organisational culture provide insights into the internal capabilities of the company. However, in Apple Inc, this includes a talented workforce, innovation culture, cross-functional collaboration, customer-centric approach, employee development, and commitment to sustainability.</p>                                                                                                  |

## Apple's Strategic Resources and Capabilities

The strategic resources of Apple include the brand reputation, customer loyalty, and intellectual property portfolio majorly, which are built with the innovative quality and user-friendly design of their products.



**(Figure 7: Most valuable brands worldwide in 2023)**

**source:**

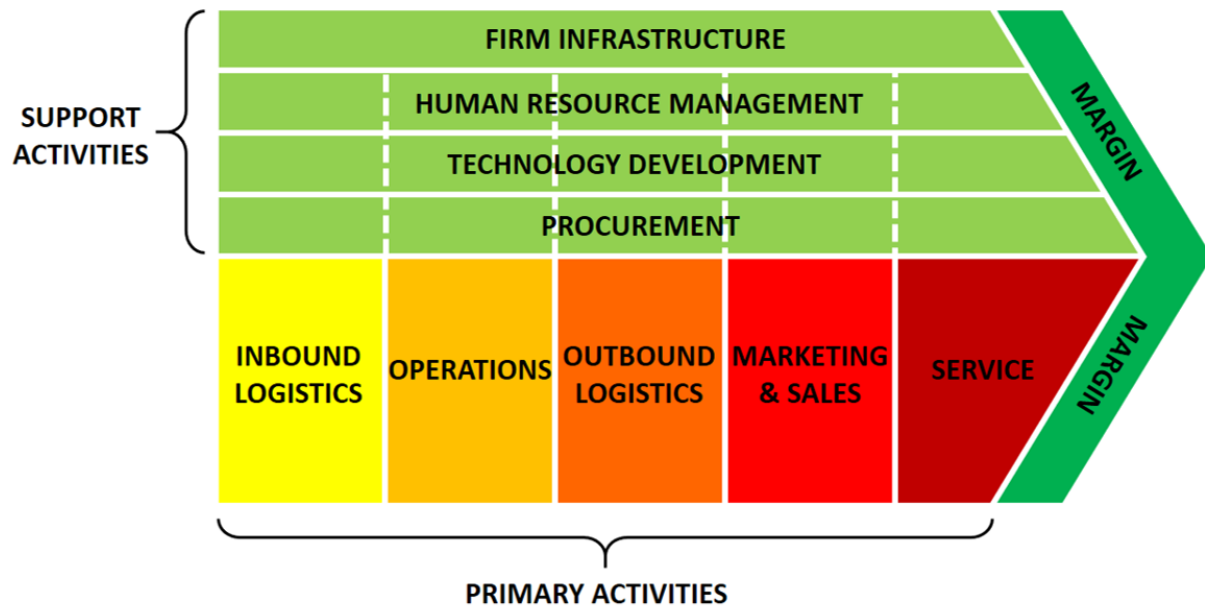
(Faria, 2023)

As per the above-shown figure by Julia (Faria, 2023) Statista, Apple Inc. is one of the most valuable brands in 2023, which values 297.51 billion US dollars. Therefore, due to its high

brand reputation and customer loyalty, Apple Inc is one of the most valuable companies of 2023, and it holds a vast number of stakeholders, trademarks, and copyright that protects the intellectual property portfolio, such as technological innovation, design, and software for the company. However, the company's products are typically exceptional, and their combination of aesthetics with functionality is very popular with the users, which creates distinctive and premium appeal for the specific products in the market.

Additionally, the ecosystem integration retail network of the company Apple increases user convenience. It has been observed that the ecosystem of software-hardware service accessories in the company typically influences their customer loyalty and the integration between different products such as Apple watches, iPad, MacBooks, and iPhones, and the retail stores of the company serve as an iconic destination for consumers by offering personalised customer service which critically enhances the convenience of the users (Yie, et al., 2021). Furthermore, supply chain management of Apple is very efficient, which allows the overall process to be effective and enables the company to respond quickly to the demands of customers in a smaller period.

## Value Chain Analysis



**(Figure 8: Value Chain Analysis)**

**Sources:** (Bruin, 2021)

The above-mentioned figure shows the critical value chain analysis of an organisation. According to Porter's Value Chain Analysis model in Apple Inc., the margin or value of the organisation critically depends on the support activities and primary activities. These support activities include the firm infrastructure, Human Resource Management, Technology development, and procurement, and similarly, the primary activities involved the inbound logistics, operations outbound logistics, market, and sales and service. This value chain analysis of Apple reveals the strategic management of Apple with its activities. It critically indicates how the company creates a unique differentiation from other brands with its customer-centric Strategies (Jones, et al., 2019). However, the Human Resource Management and Technology development of the company emphasises the ability to maintain its valuable position as a leading brand.

## **Primary Activities**

The primary activity of Apple has the company gain an overall analysis of the value chain, which reveals how the company strategically maintains its activities. The inbound logistics of the company ensure the effectiveness of the global supply chain in the case of sourcing components and receiving materials from Global suppliers (Zuhriyah, et al., 2019).

This collaboration of Apple maintains its high quality and improves the products by ensuring timely delivery. Moreover, for effective inbound logistics, collaborating closely and effective manufacturing processes are the critical aspects that the company significantly considers. On the other hand, the primary activity of operation in the Apple company creates Innovation and user-friendly product concepts, which is one of the critical aspects that help the company to maintain its standard position in the market. In Apple, operations are the most important primary activity which controls the stages of product design, manufacturing, and assembly. The design of the products focuses on increasing user experience and functionality while the manufacturing and assembly team of the company involves the experienced and best workforce to provide the products, including iPhones, iPad, MacBooks and Apple watches hardware products (M.A. Kushendriawan, et al., 2021).

Therefore, in Apple Inc, the outbound logistics involve various channels such as retail stores, authorised resellers, and online platforms, which ensure that the products are delivered to the global market, and this also manages the overall transportation, shipping, and inventory management critically. However, it can be understood that due to the effective outbound logistics of the company, Apple products are very available in the Global market compared to other brands. Furthermore, in marketing and sales, the Apple company critically involves different brands, campaigns, and influences that make effective marketing and sales, and promotional activities (Chen, et al., 2021). Moreover, the company has effective services such as iCloud, Apple Music, AppleCare, and new features of Name Drop. These increase the

company's importance in the market, provide overall customer satisfaction and generate recruiting revenue streams.

## **Secondary Activities**

### **VRIO Analysis**

#### ***Value***

The value proposition of Apple Inc. is highlighted by its unique design and user-centric approach. Apple ensures the utmost user experience with the help of effective integration of hardware, software, and services in its products, such as iPhone, and MacBook. Also, the customer value of Apple Inc. is further enhanced by the App Store, which enables users to access a wide range of applications (Hiremath & Gupta, 2022).

#### ***Rarity***

The brand reputation and ecosystem of Apple Inc. are rare assets for the organisation, which aids the organisation in distinguishing itself from its competitors. The brand value of Apple inc is significantly aligned with innovation, luxury, convenience, and quality. Also, the easy duplication of Apple's products by other companies is significantly prevented due to the exclusivity of the iOS ecosystem, which is associated with proprietary connectors, including Lightning ports (Reuvid, 2019.). Also, the rarity of Apple's items is significantly enhanced due to the vertically integrated supply chain of the brand, which ensures utmost management and control of its critical components.

#### ***Imitability***

The competitors of Apple inc are significantly challenged by the focus of the brand on unique and comprehensive design and a culture of secrecy. The replication of the brand's aesthetics is heavily challenging for other brands due to the company's minimalist design philosophy, coupled with the complex process of manufacturing (Nooney, 2023.). Also, the imitability of the products of Apple by other brands is moreover challenged by intellectual property rights

in the form of patents and trademarks. Also, the imitation of Apple's goods further becomes hazardous for other companies due to the brand's user base and eco-system lock-in.

### ***Organisation***

The organisational alignment of Apple inc is a key asset. The resources and capabilities of the brand are significantly driven by its strategic emphasis on innovation and premium experiences. The hardware and software synergy in the products of Apple inc is ensured by cross-functional collaboration in its design and development teams. The comprehensive decision-making and adaptation are also supported by the cohesive organisational culture of Apple Inc.

### **SWOT Analysis**

#### ***Threats***

- **Intense competition:** Various other technology companies present intense competition with Apple Inc., including Samsung, Google, and Microsoft (Brandenburger & Nalebuff, 2021)
- **Changing customer preferences:** The demand for Apple items can be adversely impacted by changes in customer preferences.
- **Supply chain Disruptions:** The manufacturing and availability of products of Apple Inc. can be impacted by geopolitical tensions, natural disasters, and supply.

#### ***Weaknesses***

- **High prices:** The market share of Apple's goods can be limited by the premium pricing of its items, specifically in price-sensitive markets.
- **Dependence on iPhones:** The sales of iPhones cover a significant portion of the revenue for the company, which makes the company vulnerable to customer preferences.
- **Limited customisation:** Some tech-savvy customers can be discouraged from buying Apple goods due to the lack of customisation available in the products because of its

closed ecosystem.

- **Dependency on suppliers:** Disruptions in the supply chain can be inflicted due to Apple's reliance on outside suppliers.

### *Opportunities*

- **Services Growth:** The company can expand its services, including Apple Music, Apple Pay, and Apple TV+, to diversify its revenue streams and optimise its ecosystem.
- **Healthcare Technology:** In the growing healthcare technology sector, Apple has the opportunity to develop wearable devices for health monitoring.
- **Augmented reality:** New avenues for customers to enjoy immersive experiences with technology can be facilitated by the incorporation of augmented reality into the products of Apple inc (Pide & Ackermann, 2020.)
- **Sustainability:** The ecological efforts of Apple inc can be highlighted due to the recent trend towards sustainable technology in the marketplace, which can allure environmentally conscious customers.

### *Threats*

- **Intense competition:** Various other technology companies present intense competition with Apple Inc., including Samsung, Google, and Microsoft (Brandenburger & Nalebuff, 2021)
  - **Changing customer preferences:** The demand for Apple items can be adversely impacted by changes in customer preferences.
- Supply chain Disruptions:** The manufacturing and availability of products of Apple Inc. can be impacted by geopolitical tensions, natural disasters, and supply.

## **Strategies to Sustain Competitive Advantage**

Apple has acquired a unique market proposition with the help of utilising various strategic analyses, including Porter's generic strategies, Ansoff Matrix, and resource-based view.

### ***Porter's generic strategies***

A combination of differentiation and focus strategies are utilised by Apple Inc. Apple develops items with unique designs, characteristics, and user experiences with the help of differentiation, which aids in differing its offerings from its rivals. The premium pricing of goods and hazardless integration of the Apple ecosystem are evident in the differentiation strategy (Khalid & D.V.Viktoria, 2023). The targeted approach towards specific market segments, including professionals, creatives, and technology enthusiasts, is facilitated by the focus strategy.

### ***Ansoff Matrix***

A mix of market penetration, product development, and diversification is significant in ensuring the strategic growth of Apple Inc. The company achieved market penetration through aggressive marketing campaigns and gaining more market shares for existing goods such as iPhone (Opondo, 2019). The introduction of new iterations of existing products and services is involved in product development. The expansion of Apple's services, including Apple Music and Apple TV+, is included in the diversification strategy, which facilitates the company to capitalise on the existing customer base.

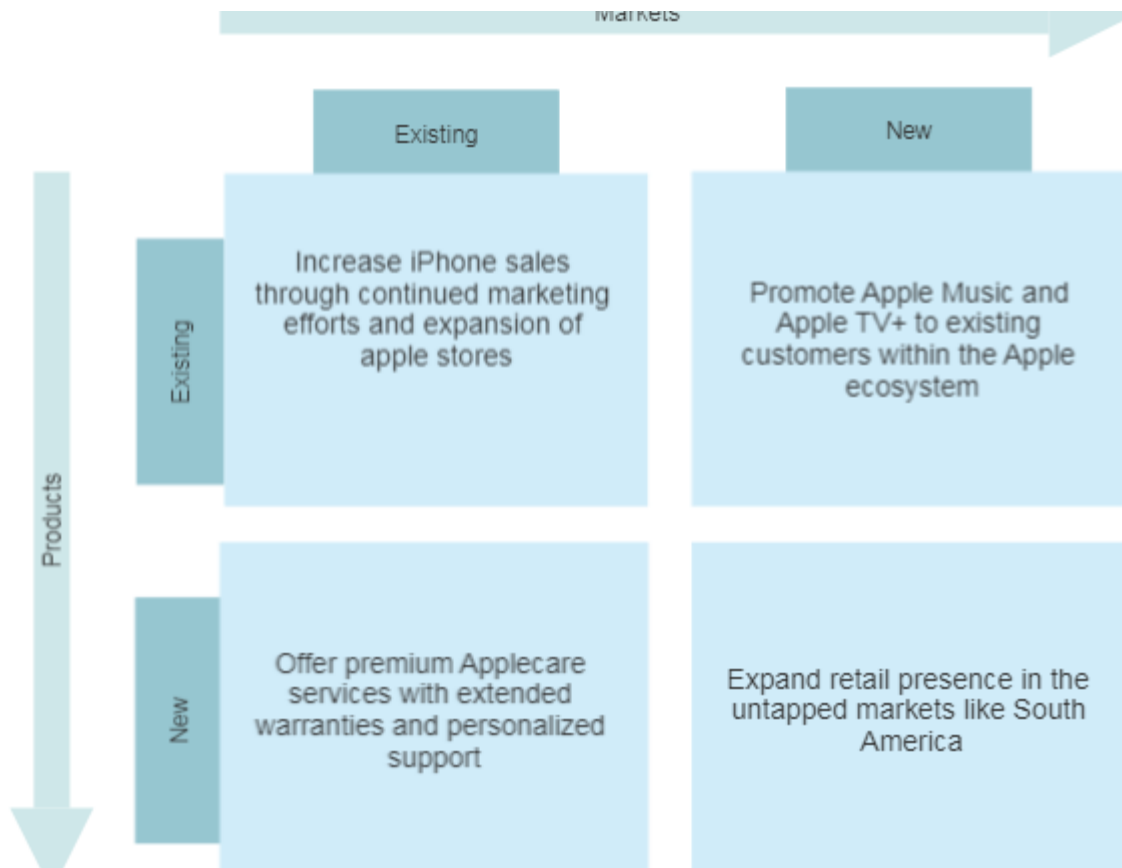


**Figure 9: Ansoff Matrix**

(Source: Self-made)

### ***Resource-based view***

The competitive advantage of Apple Inc. is significantly contributed by the distinctive resources and capabilities of the company. Brand equity, expert designing, proprietary software, and a vertically integrated supply chain are all significant resources for the company that makes it hard for its competitors to replicate the services of Apple inc (Legenvre, et al., 2022). Apple is significantly enabled to innovate, develop customer value, and manage production processes with the aid of these resources, which also facilitates the market leadership of the brand.

### ***Innovative culture:***

A key role in maintaining the competitive edge of Apple inc is played by Apple's culture of innovation. The company encourages a work culture that is innovative, creative, and risk-taking. The significant culture of the organisation aids in developing exceptional products like iPhone and MacBook.

### **Growth Strategies**

The Ansoff matrix is a tool for the expansion grid for products and markets and helps firms in analysing and planning possible growth strategies. This involves market penetration, product development, diversification, and market development. The annual revenue for Apple was \$394.328 billion in 2022, which was an increase of 7.79% from 2021 (Apple, 2023). In the context of market penetration, the Apple organisation operates globally in five segments, namely the Americas, Japan, Europe, China and parts of Asia Pacific. However, there is considerable scope for the Apple organisation to penetrate the Indian market with cheap and innovative models designed specifically for the Indian population. In the context of product development, the innovation initiatives of, Apple organisation should consider the targeted population in its different market segments to satisfy their needs. Therefore, instead of innovating from a broader perspective, the unique needs and requirements of individual market subpopulations in every segment can help in effective innovations and growth by fostering demand.

Also, the entry mode strategies are significant aspects for Apple inc to ensure its growth. The company has exported its items to over 150 countries all over the world in the year 2022. Also, the company is able to save its manufacturing costs with the help of licensing strategy. Apple licenses its technology to other corporations, including Foxconn, which produces iPhones. Apple is enabled to expand its reach without investing in manufacturing capabilities with this strategy. Also, the company is able to gain the expertise of other companies with the help of its joint ventures with firms from China, Japan, and India.

## **Green Strategy and CSR**

The green strategy focuses on those plans which develop sustainable supply chains for meeting regulatory requirements, achieve environment stewards and ensure agile and smarter supply chains (Raji & T. Rossi, 2019). The purpose of using green strategies by the Apple organisation is to ensure the use of natural assets so that full economic potential can be delivered sustainably. Therefore, a green strategy, including the use of eco-friendly raw materials and processes in manufacturing IT products for Apple, helps the firm to improve its bottom line and increase the sustainability of the brand. In this context, reduction in business costs, devising innovative strategies, improving reputation and attracting additional customers are the important advantages enjoyed by the Apple organisation through green strategies, thereby generating higher revenue.

By contrast, corporate social responsibility is a managerial concept where environmental and social concerns are effectively integrated by firms into business interactions and operations with stakeholders (Zaman, et al., 2022). The Apple organisation considers the interest of people and focuses on empowering them with technology, ensuring equity, creating opportunities and promoting an inclusive work environment by supporting diversity (Apple, 2023). Therefore, the Apple organisation excels in respecting the human rights of individuals through their actions and formulates corporate social responsibility schemes effectively. According to Apple Corporate Social Responsibility (2023), Apple supports local communities in Oregon, USA, by partnering with Bluestone Natural Farms, thereby transforming compostable materials to generate rich organic materials for use by the farm.

Additionally, Apple also invests in CSR projects to provide rooftop solar-powered projects for disadvantaged children in the Philippines and fishing communities in Thailand. Furthermore, Apple also invests in training courses to educate and empower workers and also provide them with employee benefit packages. Therefore, these initiatives by the Apple organisation help the firm to participate in philanthropic activities, improve brand image and create a positive social value.

## Recommendations

The plausible recommendations for the Apple organisation to strategically ensure growth are as follows:

- Firstly, the maintenance of product innovation is essential for technology firms to remain competitive in a dynamic business environment (Yin, et al., 2020). As such, the Apple organisation should also consider design thinking to remain competitive in a technology industry which is rapidly changing. This requires the collection of reviews and feedback for understanding demographics and consumer demands to evaluate diverse expectations. Therefore, maintaining design thinking and innovations are vital for all products and services of Apple.
- Next, the Apple organisation should also collaborate with governments of large markets of Apple products to devise a long-term strategy. The long-term strategies for technology firms are essential to manipulate and create demand for new commodities which can be supplied (Chen, et al., 2021)). Collaboration with the governments of India and Australia can help Apple organisation to penetrate its existing products into untapped markets, thereby increasing its market share. This requires further investments in CSR to influence public policymaking in such countries in favour of Apple.
- Furthermore, the Apple organisation should also redefine its existing and new products by considering the individual requirements and demands of various consumer segments. Therefore, this is possible by gathering feedback and reviews from consumers and implementing them in product designs.

## **Conclusion**

The Apple organisation is a major technology firm and is part of one of the Big Five companies that focuses on providing high-quality commodities to targeted markets. The present study has found that the high economic growth of Asian countries helped the firm to increase its revenue. However, the industry life cycle has found Apple's organisation to have reached the maturity stage with saturation in market demand for iPhone and associated products. Brand reputation, intellectual property portfolio and customer loyalty were found to be the strategic resources for Apple. However, the firm has scope to maintain its relevance and sustainability in global operations through maintaining product innovation, collaborations with supply chain players and CSR.

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