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Assessing Strategic, Cultural, and Operational Adjustments for Effective Multinational Expansion into Emerging Economies

A Case Analysis of Apple Inc.

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1. Introduction

At present, the connected nature of international markets have transformed the way firms compete in most countries. Hill (2024) says that globalisation connects markets, people and ideas across the world. Global strategy is a concept that has been adopted by tourism organisations in order to operate across borders. The global tourism strategy assists companies in their growth, innovation, and meeting the challenges of the world (Williams, 2023). This report is a study of Apple, a technology and services-based global organisation. Apple was founded in 1976, and currently it is present in numerous markets across the globe (Apple, 2024). The firm has a high level of global strategic management as demonstrated by innovation and internationalisation.

This report provides an in-depth examination of Apple's global strategic activities, including its international operations, value-chain structure, and competitive positioning. It presents detailed internal and external analyses, evaluates cultural differences affecting expansion, and critically assesses strategic entry options. The study concludes by recommending a comprehensive future global strategy and implementation plan for sustained success.

2. Benefits and challenges of international operations

2.1 Explaining how Apple can be designated as an MNC

Apple Inc. can be referred to as a multinational (MNC) corporation because of its considerable operations all over the world and its high presence in various countries, including emerging economies such as China and India. The business is reported by the company in five key geographic units, which are Americas, Europe, Greater China, Japan, and Rest of Asia Pacific, which indicates its international diversified presence (Apple, 2024). Apple is also dependent on the international markets, as it earned US$167.05 billion in the Americas (Cpa Australia, 2025). It also holds around US$101.33 billion in Europe and US$66.95 billion in Greater China during the fiscal year 2024 (Apple, 2024). Its increasing activities in India, such as 14% of iPhones produced domestically and US$8 billion in turnover, also underline its activity in terms of involvement in the economy of the emerging countries (Reuters, 2024). This expansion highlights Apple's commitment to deepening its manufacturing footprint in emerging economies.

The geographic segmentation of Apple organisation is structured to support sales, distribution and customer relations on a local level, which is one of the characteristics of a transnational company (Apple, 2024). The economic influence of Apple cuts across continents with the total revenue at about US$391 billion in 2024, almost half of which is not in the U.S, which means it has a global presence (Visual Capitalist, 2024). This widespread presence reinforces Apple's identity as a globally integrated and influential corporation.

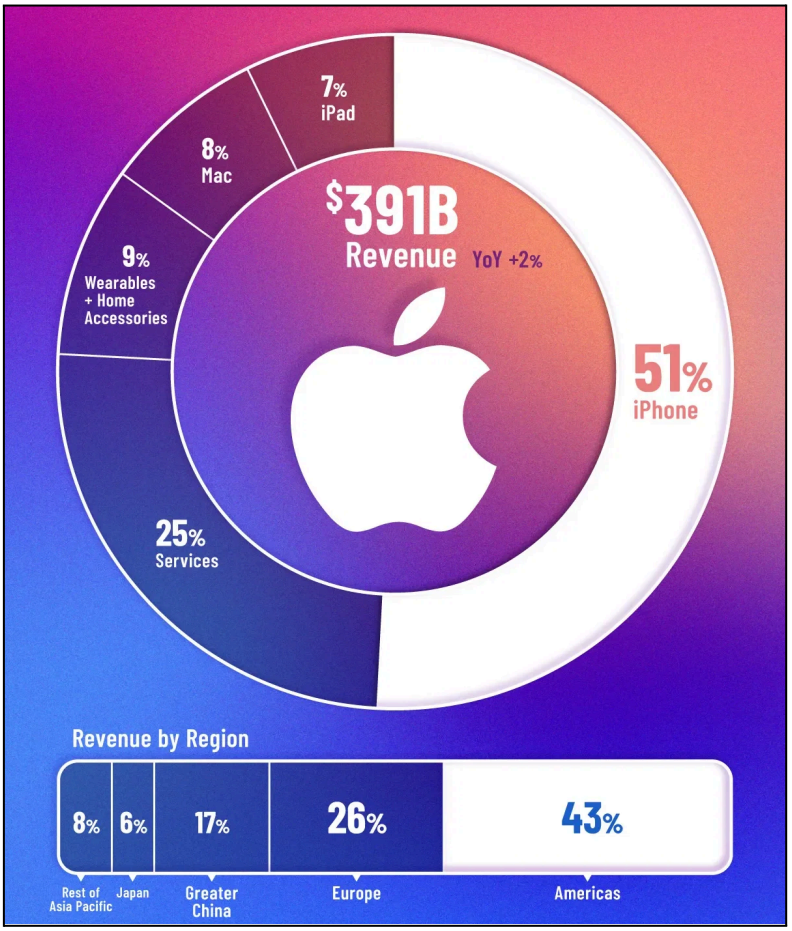


Figure 1: Revenue of Apple

(Source: Visual Capitalist, 2024)

Figure 1 shows how in 2024 Apple will earn 391billion revenues with the largest part of 51 per cent going to iPhone and Services (25 per cent), Wearables and Accessories (9 per cent), Mac (8 per cent), and iPad (7 per cent). It also displays what revenues are distributed to the regions in the world (Visual Capitalist, 2024). Diversified products and international distribution foundations of Apple stimulate the steady increase in revenues and strong positions on the market.

2.2 Summary of Apple's Global Operations Across Key Value Chain Activities

Research and Development (R&D): In FY 2024, Apple invested **US$31.37 billion** in R&D (~8% of net sales), primarily in the **U.S.** for hardware, software, and services innovation, while China supports applied development and testing through its manufacturing and assembly operations, enabling global product rollout and quality consistency (Apple Inc., 2024). These coordinated efforts ensure streamlined innovation processes and sustained technological leadership across global markets.

Sourcing & Production: Although Apple does not disclose all supplier expenses, its global supply chain spans countries with notable discrepancies. For example, manufacturing is concentrated in China and Vietnam, assembly in India, and component sourcing in the U.S. and China, reflecting regional cost, labour, and regulatory differences. Its property, plant, and equipment net value was US$45,680 million in September 2024, with significant investment in capacity to produce. Long-term purchase commitments reached US$11.23 billion by FY 2024 (Apple Inc., 2025).

Sales & Distribution: Apple divides its net sales geographically. In FY 2024, net sales totalled US$167.0 billion in the Americas, US$101.3 billion in Europe, US$66.95 billion in Greater China, US$25.05 billion in Japan, and US$30.66 billion in the rest of Asia-Pacific (Apple Inc., 2025). It integrates its retail outlets, online storefronts, and external sales representatives and distributors.

Financing & Capital Structure: At the end of FY 2024, Apple held US$35.23 billion in cash and US$29.94 billion **in marketable securities**, with the majority managed through its U.S. operations. Its global earnings, particularly from China and other international markets, contributed to an effective **tax rate of 24.1%**, reflecting both domestic and international tax obligations (Apple Inc., 2025). In FY 2024, Apple's net sales by region were: Americas US$167.0B, Europe US$101.3B, Greater China US$66.95B, Japan US$25.05B, Rest of Asia Pacific US$30.66B. These financial dynamics demonstrate Apple's strong global revenue diversification and resilient capital performance.

Operating Efficiency: In FY2024, Apple's total operating expenses of US$57.47billion, including R&D and SG&A, were primarily incurred in the U.S., supporting innovation and corporate functions. China, as a key manufacturing and

sales hub, contributed significantly to the **segment's operating income** of US$162.04 billion, while corporate-level expenses reconciled to US$123.22 billion, highlighting operational efficiency across its U.S. and Chinese operations (Apple Inc., 2025)

As described, Apple organises its global value-chain operations (innovation, sourcing, production, distribution, and financing) in many geographies.

2.3 Entry Modes Used by Apple in International Markets

Apple Inc. uses various modes of entry to international markets, depending on the conditions in the local markets, regulatory policies, and its strategic priorities (Hasan et al., 2024). These approaches reflect its dual objectives of maintaining brand control while maximising operational performance. ***Foreign Direct Investment (FDI)*** is one of the major entry modes in the form of wholly owned subsidiaries (Jaworek et al., 2021). Apple sets up a fully-owned company in the major markets to control the retailing, marketing, and services. As an example, Apple established Apple Computer Trading (Shanghai) Co. Ltd. and Apple Electronic Products Commerce (Beijing) to manage its flagship stores and service centres in China (Apple Inc., 2024). This model gives Apple full control over its high-priced brand image, pricing, and customer experience, which is necessary in a brand that highly depends on the stability of quality and international recognition.

In order to supplement its FDI strategy, Apple uses ***contract manufacturing and strategic sourcing alliance***s. Its products are outsourced to suppliers across the world, such as Foxconn, Pegatron, and Wistron, so that mass production can be achieved without necessarily having all production plants owned by the company. This will minimise the fixed expenses and enable Apple to implement rigid quality measures and flexibility in the supply chain. Gupta et al. (2021) stated that in India, Apple has over 45 local suppliers that supply components or sub-assemblies, which aligns with government incentives, such as the Production-Linked Incentive (PLI) scheme.

Joint ventures or strategic alliances are also employed at selective times by Apple, especially in the emerging markets where there are regulatory or infrastructural hurdles (Attah et al., 2024). Contract manufacturers in India assist Apple in going through compliance processes, localisation, and entering markets.

This cooperative structure makes sure that Apple is able to expand its operations in markets with intricate regulations and reduce the risk.

Apple uses a ***hybrid distribution strategy*** in terms of distribution, whereby it uses both direct distribution in its company-owned Apple Stores and indirect distribution in its authorised resellers, Telecom partners, and e-commerce distribution channels (Tahirov, 2023). This will enable Apple to retain control of the brand as well as reach a wider range of markets in an effective manner.

Therefore, Apple favours the entry mode of FDI through wholly-owned subsidiaries, especially in such cases as retail operations and direct customer operations (John-Mariadoss, 2023). This strategy gives the greatest level of control as far as brand experience, prices, and quality of service. Additional approaches, such as outsourcing manufacturing and forming targeted alliances, enhance operational effectiveness and facilitate market adaptation.

2.4 The key benefits obtained by Apple from its international operations

Apple's international operations provide significant strategic and financial benefits, driving global growth and reinforcing its market position. By operating across multiple countries, Apple reduces reliance on any single market, with over 50% of its FY 2024 revenue (US$391 billion) generated internationally (Visual Capitalist, 2024). This geographic diversification mitigates risks from economic fluctuations, regulatory changes, or demand shifts in individual markets. Expanding into emerging economies like India and China not only increases sales but also enhances brand visibility and strengthens customer loyalty through broader ecosystem adoption, including services like Apple Music, iCloud, and App Store subscriptions. International production and supply-chain diversification, with manufacturing hubs in China, Vietnam, and India, also delivers cost efficiencies, faster product rollout, and higher operational resilience. Additionally, access to global talent for engineering, retail, and customer service supports innovation and superior customer experiences. Overall, Apple's international expansion drives revenue growth, customer satisfaction, and brand loyalty, sustaining long-term profitability.

Benefit Area	Explanation
Revenue Diversification	Over **50% of FY 2024 revenue (US$391 billion)** comes from international markets, reducing reliance on the U.S. and spreading financial risk.
Risk Mitigation	Operating across multiple countries protects Apple from economic downturns, regulatory shifts, and market saturation in any single region.
Expansion in Emerging Markets	Growth in India and China boosts product sales and ecosystem adoption, increasing long-term customer loyalty.
Supply Chain Efficiency	Global manufacturing hubs in **China, Vietnam, and India** reduce production costs, increase speed-to-market, and improve resilience.
Brand Visibility & Loyalty	Wider global presence strengthens brand recognition and expands use of Apple services (Music, iCloud, App Store).
Access to Global Talent	International operations allow Apple to leverage expertise in engineering, retail, and customer support across regions.
Operational Resilience	Geographic distribution of suppliers and factories reduces disruption risk from geopolitical or environmental events.

Table 1: Benefits area

(Source: Author)

3. OLI factors impacting the international market entry mode for Apple

The OLI framework explains international business expansion through three factors: Ownership advantages, Location benefits, and Internalisation of operations (Batschauer et al., 2022; Luo, 2021).

Ownership: The benefits of ownership have a strong influence on the way Apple would enter Myanmar. Being a high-quality and professional global brand with proprietary hardware and software, as well as a highly integrated ecosystem, Apple would likely utilise Foreign Direct Investment (FDI) to establish wholly-owned retail stores or service centres in major cities such as Yangon (Apple, 2024). With this approach, Apple will be able to manage customer experience, sustain its image of high quality, and secure its intellectual property. This direct investment provides Apple with protection of its design, R&D products, and branding, which are major aspects of its competitive advantage (Doan and Phan, 2025). Simultaneously, Apple has considerable financial means, and such FDI is possible even in a more risky place such as Myanmar. Instead of depending on outside sources, Apple would outsource core services such as after-sales service, whereby any service or any contact with customers is handled to global standards, and hence retaining the confidence in their products.

Location: Myanmar has some of the strong yet difficult factors as far as location advantages are concerned. Its manufacturing industry has received increased FDI, and manufacturing in the country has been receiving US$182.6 million FDI to build or expand production, according to the Directorate of Investment and Company Administration, which shows that foreign investors have the capacity and interest in developing or expanding production here, especially labour-intensive production (Global New Light of Myanmar, 2025). Apple can take advantage of this through contract manufacturing or strategic sourcing partnerships with local companies to manufacture parts, save on production expenses, and enjoy the market incentives. As an example, Myanmar has special economic zones such as Thilawa SEZ, which offer favourable conditions to the manufacturing process with tax breaks or lax regulations. Besides, the electronics market of Myanmar is on the rise: the overall electronics market is expected to stabilise at US$739.12 million in 2025, with a CAGR of 4.99% from 2025 to 2030 (Statista, 2025). In the meantime, the consumer electronics market alone is also expected to demand 2.12 US$2.12 billion by 2025 (Statista, 2025). This increasing demand means that there is a potentially appealing consumer market, especially in the urban market, that Apple can tap directly or through local agents.

Nevertheless, there are also poor infrastructure, particularly logistics, transportation, and energy, as some of the major risks. Things are also complicated by political instability and poor institutional capacity, further adding to the uncertainties in mass FDI investments (Anjum et al., 2024). Such trade-offs would suggest that Apple pursues a hybrid approach, utilising a contract manufacturer in areas and aspects where cost-efficiency and adaptation to the local market are needed, but would also implement FDI to retain control in consumer-facing businesses.

Internalisation: The third dimension, internalisation benefits, helps in understanding why Apple would not outsource all its functions and would not license its brand. Apple will be able to preserve the quality of its customer experience, which is crucial to the brand promise, by internalising its retail and service functions (Airaksinen, 2022). The full ownership or close ownership of service centres is how the company achieves quality repairs, customer relationships, and support at the global standard of Apple. In the case of manufacturing, Apple may not wholly outsource production to Myanmar, but it may employ strategic sourcing alliances or contract manufacturing to incorporate local production into its worldwide chain of supply. This will enable Apple

to implement its stringent quality standards, safeguard its proprietary designs, and organise its logistics, while also enjoying the advantages of inexpensive labor and the availability of local capacity. In addition, in regions where Apple is still immature, such as beyond Yangon, it can establish joint ventures or strategic partnerships with local distributors, telecom providers, or retailers (Moon, 2022). Such alliances would prevent risk: domestic partners would introduce market awareness, distribution channels, and regulatory contacts, while also being able to retain ownership of its fundamental resources and functions. These partnerships would especially come in handy during the manoeuvring around Myanmar's fragmented market and infrastructural gaps.

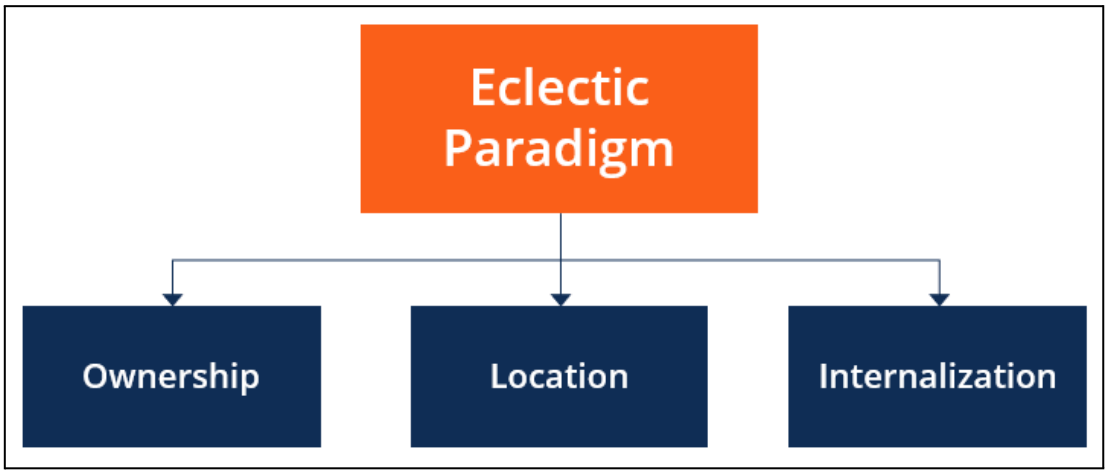


Figure 2: OLI framework

(Source: Corporate Finance Institute, 2025)

However, the internalisation-based strategy of Apple in Myanmar would also entail a lot of risk management. The country's political climate remains unstable, and long-term investments may be threatened by international sanctions or a shift in policy. The degree of risk could prompt Apple to avoid full internalisation of all its activities at the onset as a method of curbing risks. To illustrate, it can internalise the branding and after-sales, but can outsource the production to contract manufacturers to limit the outlay and exposure of capital. In the meantime, the joint venture with local firms would enable Apple to avoid all the risks of local regulation and network altogether.

Combining these OLI factors, the best entry mode of Apple in Myanmar must be the combination of FDI, contract manufacturing, sourcing alliances, and joint ventures. The flagship stores and service activities would be anchored on FDI to help protect the brand name and customer experience. Contract manufacturing or strategic

sourcing would leverage the benefits of local manufacturing without compromising Apple's design and technology capabilities (Attah et al., 2024). Local partnerships should be leveraged to enter markets with challenging regulatory and infrastructural landscapes, thereby making Apple more accessible to the market. This hybrid model provides a compromise between the control and quality imperative of Apple and the feasible opportunity of local cost structures and market experience.

Nonetheless, Apple would also have to manage a number of risks effectively. The unstable political environment, lack of infrastructure, and potential disruption of the supply chain risk the FDI as well as alliance-based strategies. Moreover, the average consumer in Myanmar will not be able to spend on expensive Apple products, thus restricting the size of the retail business even as it grows. However, the new electronics market, the enhanced manufacturing FDI, and the good ownership costs of Apple make Myanmar a possibly feasible, but risky opportunity, assuming that Apple employs a subtle, hybrid entry approach that utilises each of the three OLI dimensions.

4. Evaluating Cultural Differences Influencing Market Entry Strategy and Success Potential

4.1 Cultural Differences

The United States and Myanmar exhibit significant cultural and geopolitical disparities affecting business strategies and market entry. The 2025 Global Power Index ranks the U.S. 1st (score 81.7) and Myanmar 23rd (6.7), highlighting differences in economic, military, diplomatic power, and soft power (Lowy Institute, 2025). Companies like Apple must adapt leadership, communication, and governance practices to align global standards with Myanmar’s local, hierarchical culture for successful operations.

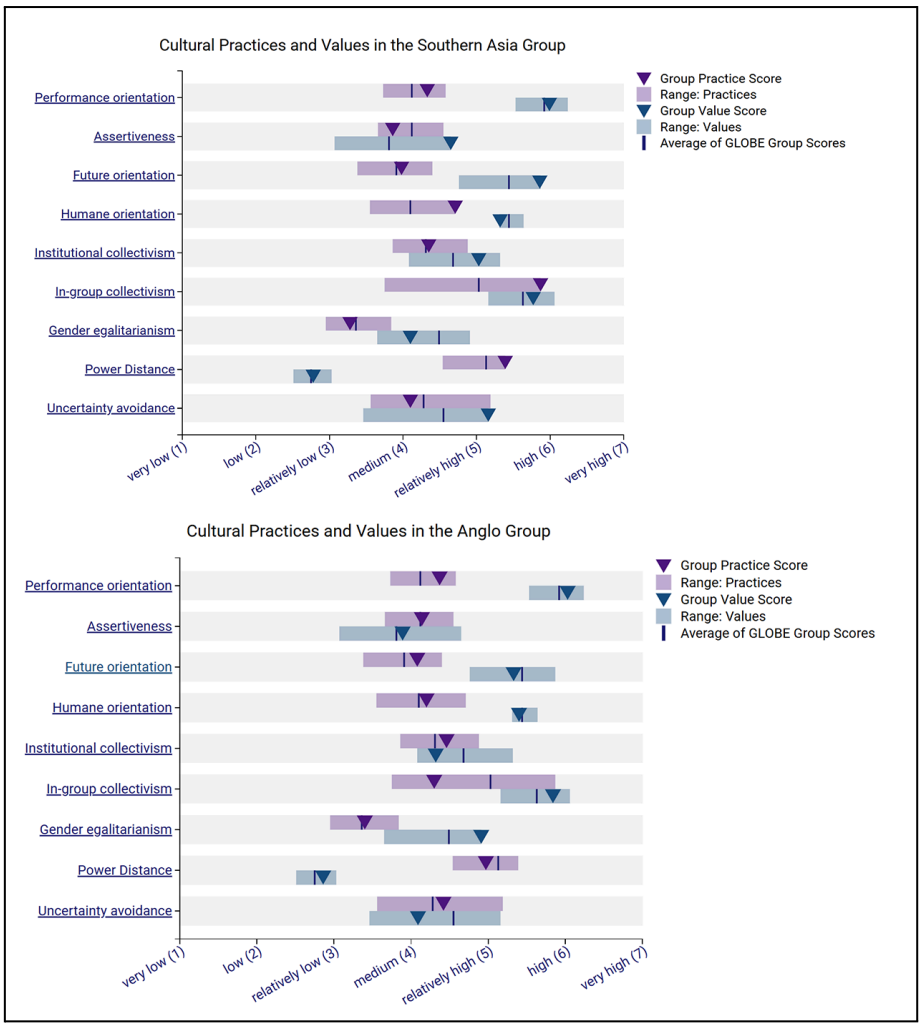


Figure 3: Cultural Visualisation of Southern Asians and Anglo Individuals

(Source: GLOBE Project, 2025)

The Southern Asia cluster (such as Myanmar) cluster is family and group orientated, hierarchical and humane and emphasises loyalty, power and group interests, and these characteristics determine charismatic, team, and humane leaders. Conversely, the U.S., which is a member of the Anglo cluster, lays more emphasis on individualism, performance, innovation, and efficiency, with more preference for charismatic, team-oriented, and participative leadership (GLOBE Project, 2025). Such cultural diversities emphasise dissimilar ways of power, teamwork, and decision making, and multinational corporations must adjust strategies, communication, and leadership styles to meet the local values, social values, and organisational demands.

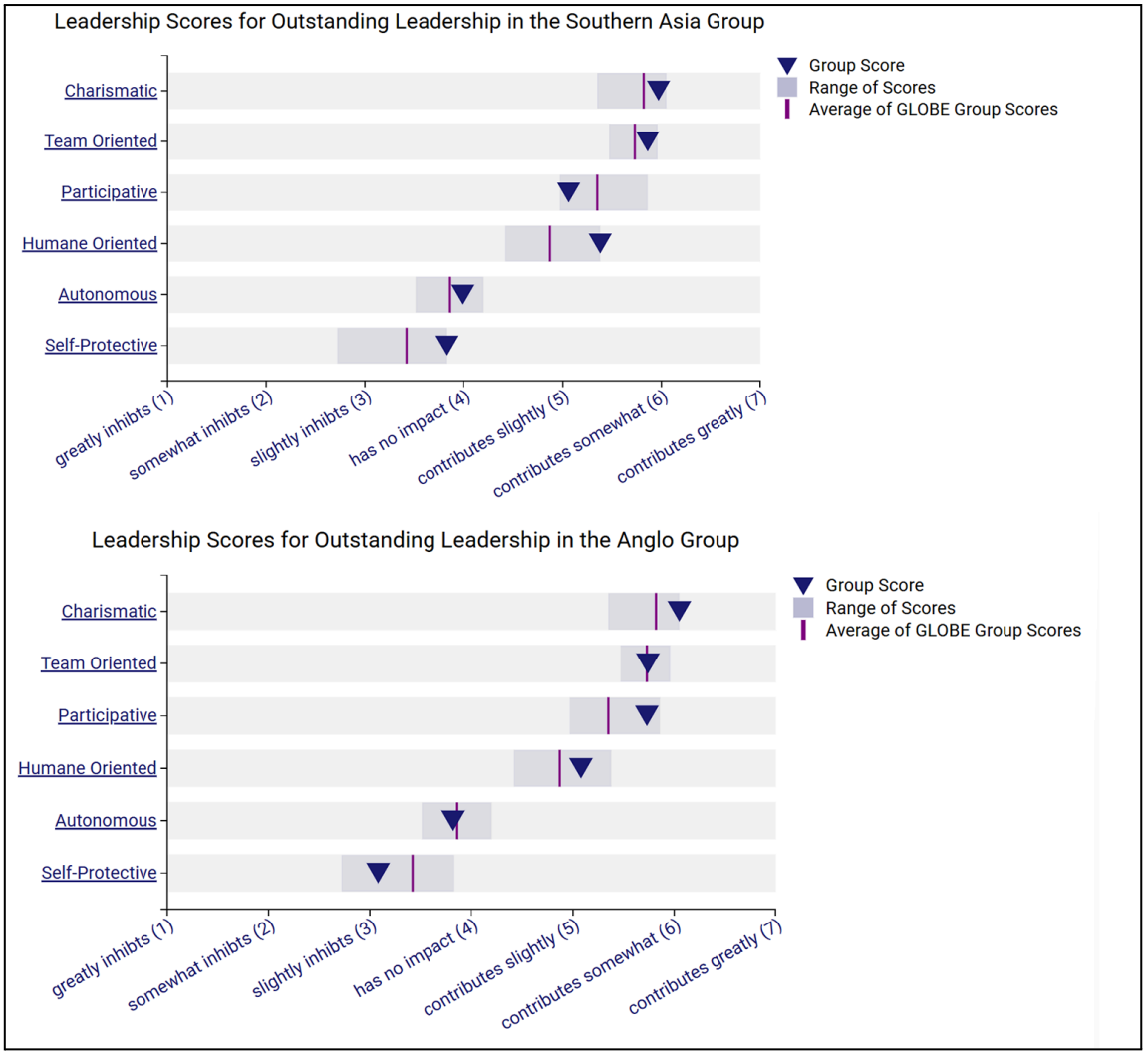


Figure 4: Leadership Visualisation of Southern Asians and Anglo Individuals

(Source: GLOBE Project, 2025)

In the U.S, which is part of the Anglo cluster, the best leaders are charismatic, team-based, and participative and focus on high performance, inclusivity, delegation, and vision (GLOBE Project, 2025). By comparison, Myanmar, which belongs to the cluster of Southern Asia, believes in charismatic, team, and human-oriented leaders who tolerate hierarchical authority, value family and group cohesion, and have self-protective behaviours.

4.2 Cultural Impacts on Companies' Cross-Border Market Entry Mode Strategies

The sharp cultural and structural disparities between the United States and Myanmar have a severe influence on the market strategies of the companies. American companies such as Apple have to adjust their standardised international practices to the hierarchical and relationship-oriented business culture of Myanmar that focuses

on personal contacts, local rules, and bargaining leeway. Although Apple is likely to capitalise upon the technological and brand leadership, it may fail to gain adoption and sales when it does not align with the local expectations (GLOBE Project, 2025). These cultural differences strongly shape the suitability of FDI, contract manufacturing, and joint ventures, requiring firms to choose the entry mode that best matches local norms and operational realities. On the other hand, Myanmar-based companies entering the U.S. markets have intense competition, evolving consumer demands, and complexity in the regulations of the countries, which demand strict compliance, innovation, and brand positioning. The two environments require strategic adjustment to arrive at home country advantages and host country cultural and market facts.

4.3 Potential Success In The Chosen Market

The cultural distance in Myanmar is high, and the national capability of Myanmar is low. The economic score of Myanmar is 1.6, a score very different from the score of the US, which is 90.2 (Lowy Institute, 2025). This is an indication of low incomes and poor purchasing power. It has restricted access because of Apple's premium pricing, like iPhones priced at $800 and MacBooks at around $1500 (Apple, 2025). These products are only affordable to a small elite in the cities. A low score of 13.5 in resilience indicates that there are weak institutions and instability in Myanmar (Louw Institute, 2025). Apple likes predictable and constant surroundings. A score of -1.29 in Myanmar puts the risks (The Global Economy, 2025). The 2021 coup and the Rohingya conflict damaged trust and increased operational costs (Crisis Group, 2021). These instabilities disrupt supply chains and reduce Apple’s chance of success significantly.

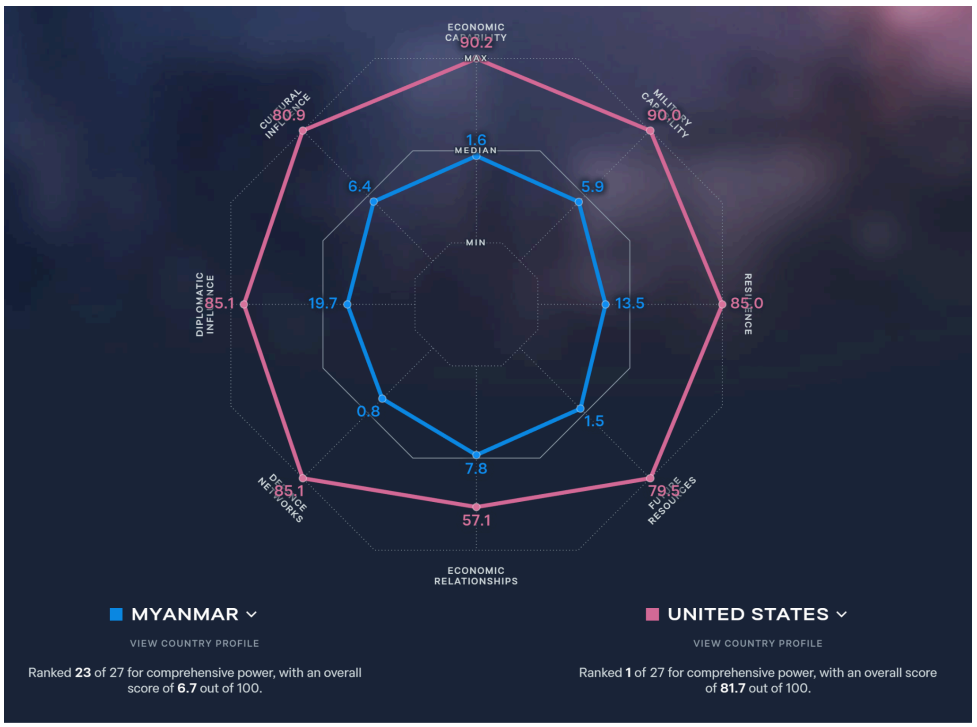


Figure 5: Country Comparisons Based on Asia Power Index

(Source: Lowy Institute, 2025)

The lack of a good defence network and cultural influence in Myanmar is a barrier to the success of Apple (Lowy Institute, 2025). Large power distance and high collectivism do not align with Apple's individualistic brand values. Uncertainty avoidance is also high, making the interest in fast-changing technology less effective, as it is less adopted in Apple products in the local market.

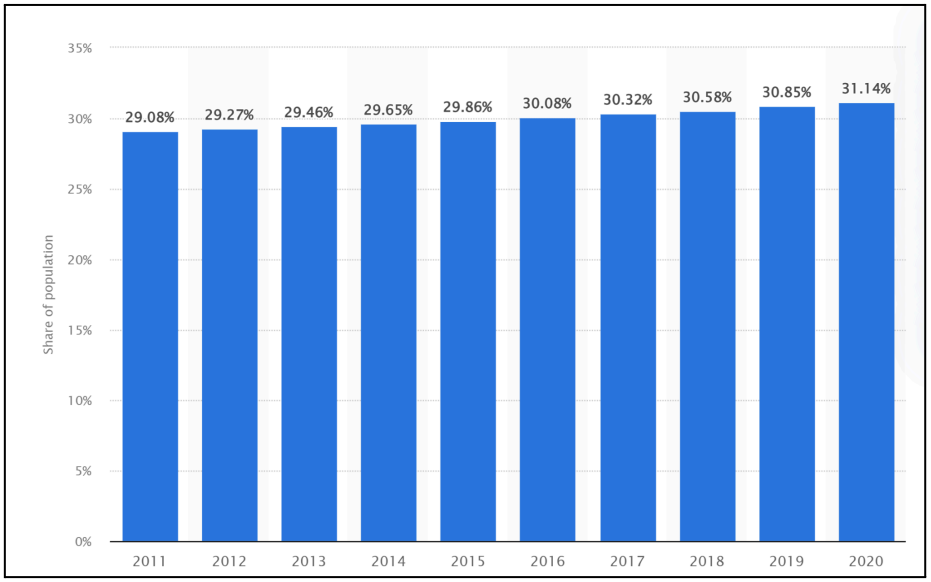


Figure 6: Urban Population in Myanmar

(Source: Statista, 2020)

Apple can still gain partial success in Myanmar by targeting growing urban middle-class tech consumers in cities like Yangon and Mandalay. The urbanisation rate of Myanmar is approximately 31% and the rate of internet penetration is increasing annually (Statista, 2020). Furthermore, Myanmar's internet penetration continues to rise. These individuals often buy older and less expensive iPhone models, which, according to O'Flaherty (2025), increases instances of security breaches because of paused iOS updates or end-of-life devices.



Figure 7: Increased Security Risk on Older iPhones

(Source: O'Flaherty, 2025)

Though this group might not afford the high-end pro models, they can be target for the iPhone SE models and entry-level products. This will enable Apple to secure a niche share but fixed in the mobile phone market in Myanmar. Furthermore, Peters (2025) highlighted that Apple's R&D team is working on the iPhone's ARM-based SoC that can power a Mac laptop. With such products under development, Myanmar will be the perfect market for capturing.

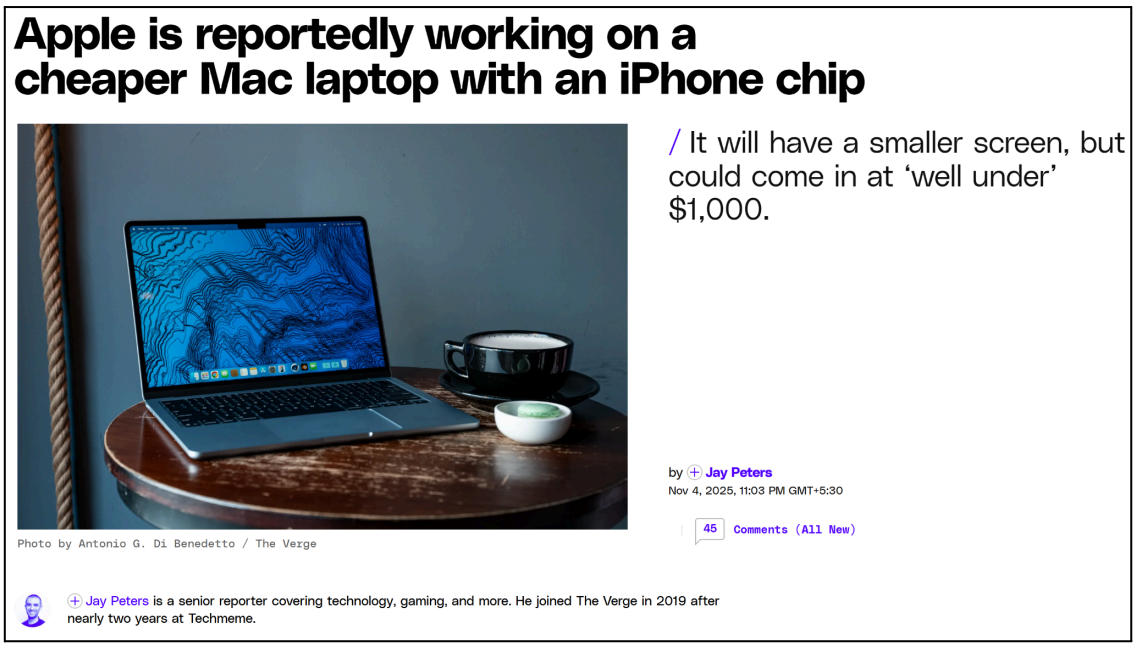


Figure 8: Cheaper Mac under R&D

(Source: Peters, 2025)

The use of social media is also high, with 21.0 million social media users (as of October 2025), equating to 38.2% of the population (DataReportal, 2025). This favours the aspirational brand image of Apple. Apple has become more of a status symbol, an international brand among younger consumers (Biloš et al., 2022). Local partnerships and authorised service providers build trust, reduce risks, and strengthen customer loyalty for Apple (Vigneshwaran and Mathirajan, 2021). Pricing adjustments, instalments and trade-in deals can increase access amongst price-sensitive consumers. The increasing level of digital payment usage in Myanmar can also be an advantage to Apple since it facilitates online sales. According to Ajouz et al. (2023), an organisation needs strong alliances, clear segmentation, and effective risk management. This can help Apple ensure its success in the new market.

5. Standard Operating Procedures (SOP) Adjustments for Ensuring Apple's Success in Myanmar

Apple has to make changes in its SOPs to ensure that it is sensitive to the cultural and institutional environment of Myanmar. In-group collectivism and power distance are very high in Myanmar. According to Grosz et al. (2023), this implies that the consumers are very loyal to reputable local groups and demand to have clear authority in business dealings. The existing SOPs at Apple focus on individualistic

and standardised branding, as highlighted by Htet (2024), which is defined by the U.S. cultural profile, which might not be perceived in Myanmar. Apple might like to change its communication approach to consider the local group loyalty and hierarchy. As highlighted by Akbar (2025), it is important that organisations need to focus on enhancing trust. This can be enhanced by having transparent customer service and partnership authority structures. According to Akbar (2025), local influencers and community groups can be employed by an organisation. This might become helpful for Apple to enhance the Myanmar market in terms of cultural acceptance.

5.1 Localised Market Operations and Culturally Aligned Customer Engagement

This is associated with **Location (L)** advantages since Apple needs to be flexible in its operations to conform to the local standards in order to leverage urban clusters of consumers in Myanmar. Increased acceptance can be achieved through localised marketing by use of the Burmese language, culturally relevant imagery and community-based engagement (Baggio, 2024). It is also advisable that Apple employs respected local intermediaries since people have a high level of dependency on authority figures. In light of this, Al-Sakaf (2025) argued that deep localisation would water down the premium Apple global image. Furthermore, oy might also be argued that localisation is a necessity due to the low score of 6.4 of Myanmar in cultural influence, as highlighted by the Lowy Institute (2025), which indicates that people are not very exposed to global lifestyle brands. In light of this, the case example of Samsung could be highlighted. According to Việt Nam News (2025), Samsung succeeded in Vietnam after adopting local festivals in marketing campaigns.

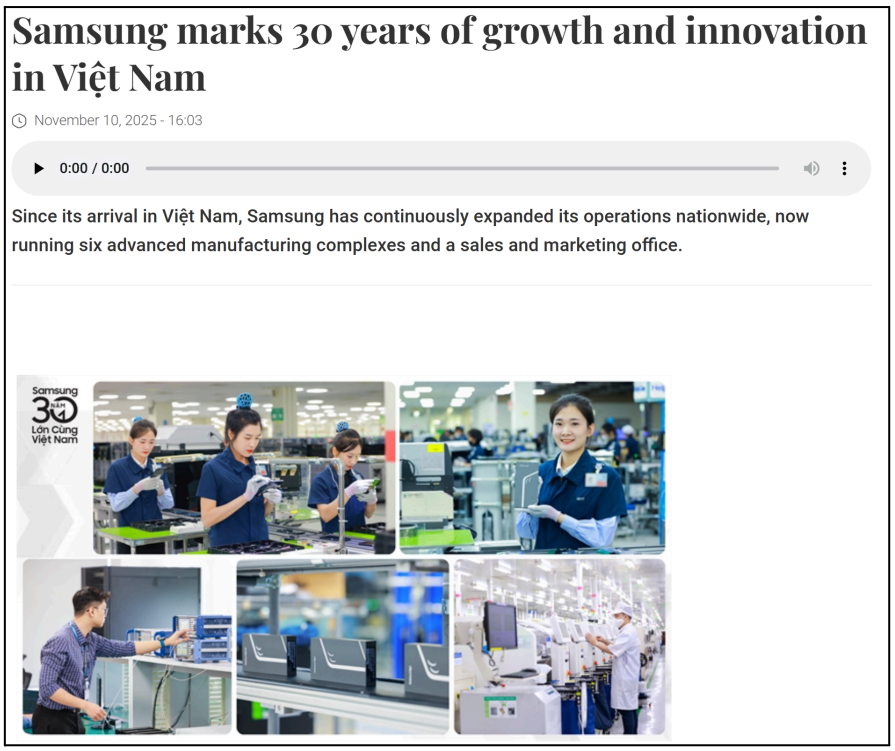


Figure 9: Samsung's Success in Vietnam

(Source: Việt Nam News, 2025)

Apple might also need to re-create its customer-service SOPs to have a collectivist outlook. Myanmar consumers tend to use face-to-face communication with the assistance of relational trust instead of the impersonal digital communication medium (Tong and Chan, 2022). Apple can also build additional authorised service providers in Yangon and Mandalay to consolidate its **Internalisation (I)** margin, whereby Apple retains its quality control through the local labour force. Power distance is high, indicating that customers should have formal communication and a visible hierarchy (Song et al., 2021). This is contrary to Apple's informal and minimalistic attitude, which its leaders adhere to (Ahmed, 2023). This gap can be mitigated by adjusting the staff communication protocols.

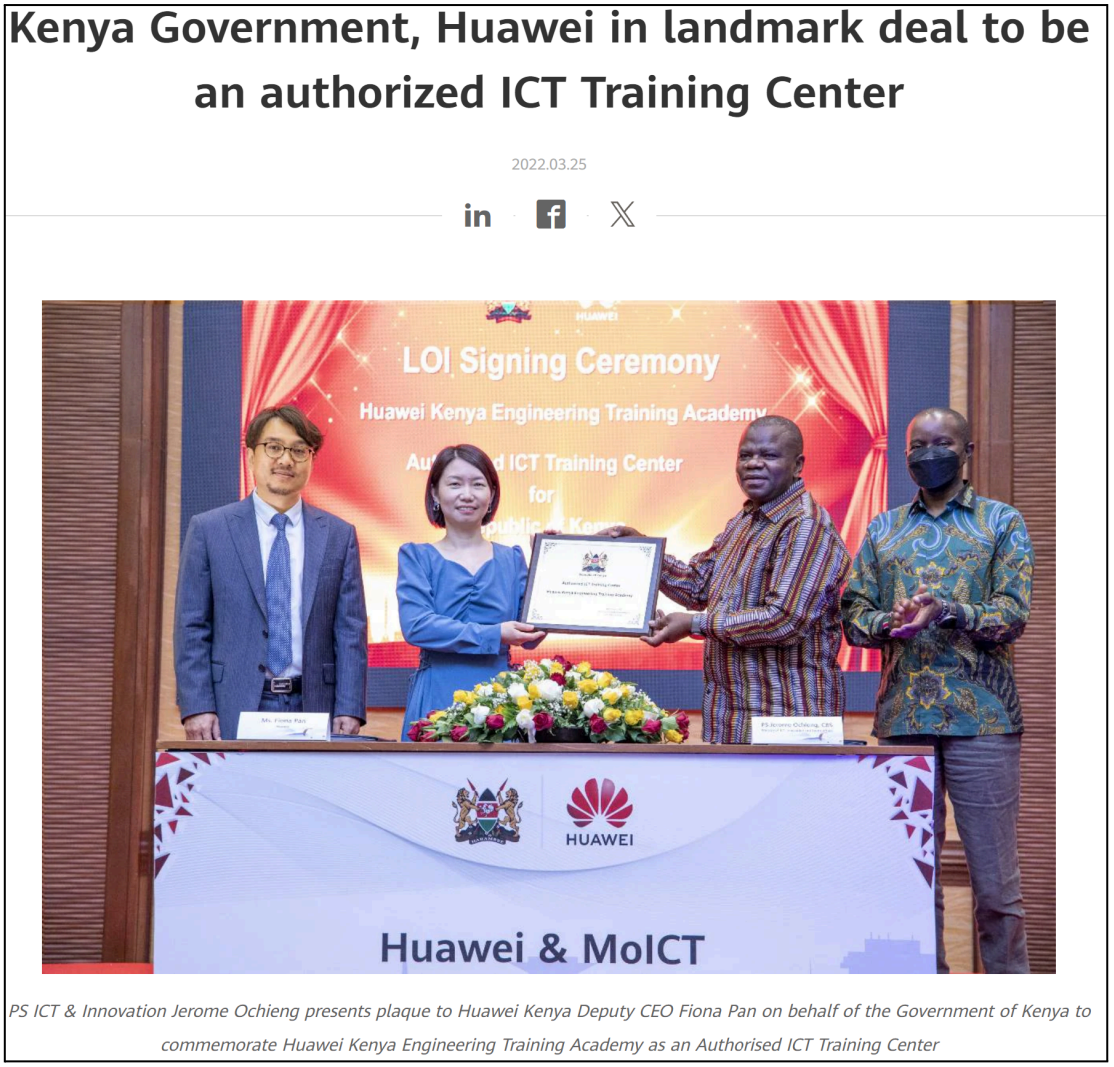


Figure 10: Huawei's ICT Training Initiative in Kenya

(Source: Huawei, 2022)

In light of this, additional information could be gained from the case example of other competitors like Huawei and Xiaomi. Huawei improved service acceptance in Kenya by expanding authorised community repair centres (Huawei, 2022). Xiaomi increased trust in Indonesia through local-language support (Xiaomi, 201). However, it is also true that Apple already has an efficient standardised global service model, as highlighted by Sekar (2024), which should not be changed. However, the low resilience score of 13.5, as highlighted by the Lowy Institute (2025), and the history of institutional instability in Myanmar, need more adaptive systems of local engagement. The locally based and culturally fit SOP structure will enable Apple to be in effective operation without losing strategic control.

5.2 Risk-Resilient Supply Chain and Distribution Framework

To create a risk-resistant distribution system, Apple has to revise its SOPs to ensure the stability of the distribution system in the unstable environment of Myanmar. The problem of political instability is the greatest, following the military coup in 2021, which has hampered logistics and introduced unpredictable checkpoints (BBC, 2021). Road transport and business mobility were also curtailed by previous clashes in the Rakhine State.



Figure 11: The 2021 Military Coup

(Source: BBC, 2021)

The poor infrastructure also makes the operation of Apple difficult, as constant power failures and bad roads make delivery take longer. As an example, the blackout in Yangon in 2020 paralysed the work of warehouses for several hours (The Irrawaddy, 2025). These problems diminish the **Internalisation (I)** advantage of Apple since the company cannot make use of easy internal coordination. According to critics like Antwi et al. (2024), an organisation should not risk-taking fragile markets at all because of such instability. However, at the same time, it is also true that risk-diversified supply chains still can provide strategic long-term benefits.



Figure 12: Yangon Power Cut Incidence

(Source: The Irrawaddy, 2025)

Apple needs to redesign SOPs that will encompass contingency routing, diversified distributors, and more powerful local alliances. A low score of 13.5 in Myanmar, as highlighted by the Lowy Institute (2025), translates to weak institutions and an inability to respond to crises due to fragile institutions. This is demonstrated by the interference with supply during the 2015 floods (Oo et al., 2023). Such challenges highlight that Apple needs to have strong risk-mapping processes, such as alternative storage centres beyond risk areas. The continuity can be ensured even in times of unrest by establishing small authorised service centres in areas that are secure. Nonetheless, it is also true that regulated decentralisation enhances resiliency and sustains the **Internalisation (I)** edge of Apple through quality control. A properly designed risk-focused framework will enable Apple to continue its operations in a reliable manner even when faced with continuous uncertainties.

5.3 Inclusive Pricing, Financing, and Product Strategy for Low-Purchasing-Power Markets

Apple experiences affordability limitations that limit mainstream usage in less developed economies. Most of the consumers have meagre monthly incomes that are not able to sustain a high premium pricing structure. It might be beneficial to employ instalment programmes and trade-in programmes that lower the initial prices (Zant, 2023). These processes increase penetration in low purchasing power markets that have increased digital demands. However, Breitenbach et al. (2022) believed that these measures are still inadequate because income fluctuations are still present. There are those analysts who point out that Apple has not offered actual low-cost models to the world. However, Arantola and Juntunen (2023) indicated that premium integrity safeguards the brand's prestige and long-term customer loyalty. Apple thus weighs the revenue targets and the ability to penetrate the market inclusively. This conflict influences the purchasing decisions of tight economies.

Apple should consider focused pricing that would suit the volatile economic times. However, Stavdas (2021) suggested that region-dependent variants of specifications with compromised specifications and lower component costs. This can assist Apple in entering into markets that are dominated by low-cost Android competitors. The critics believe that localisation will erode the image of innovation and profitability margins of Apple. Apple must enhance financing tools that safeguard its brand status as a result of competitive pressures. According to Alumasa and Muathe (2021), the micro-credit partnerships that can be encouraged with the help of local banks, which took place in Kenya, would divide the costs of devices. Apple needs to consider the strategies of affordability that should correspond to the economic reality and not deter the image of value. Thus, it will be ideal to point out the fact that it is this balance that contributes to inclusive growth decisions in the developing market settings.

6. Conclusion

This report examined the global strategy of Apple and its operations in most regions. This analysis indicated how Apple enjoys the competition of innovation, strong branding, and global integration. Apple employs efficient international entry modes which will facilitate control, quality and growth. The OLI framework was used to explain the impact of ownership, location and internalisation on the decisions made

at Apple. Another issue that was significant in entering the emerging economies with distinct social values was cultural differences. The Myanmar review revealed that there were significant challenges that were associated with low income, instability, and poor institutions. Nevertheless, there are prospects in the expanding cities markets where online penetration is on the increase. These results indicated that Apple will have to adjust itself in the entry of culturally remote and financially vulnerable markets.

Its analysis revealed that it needs a local sensitivity and flexibility to succeed. Apple will have to change its service standards, communication models, and market practices in Myanmar. New SOPs would assist Apple to handle risks, gain customer trust and facilitate effective operations. The company also needs to enhance the resilience of the supply chain through the use of diversified partners and contingency planning. Pricing policy should be appropriate to low purchasing power and at the same time safeguard the premium identity of Apple. The international operations will continue to be critical in the competitiveness and global growth of Apple in the long term. Thus, it will be ideal for Apple to pursue a hybrid strategy combining FDI, alliances, and subcontract manufacturing.

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