

*An Organization Study Report of*  
**APPLE Inc.**

*Submitted by*  
**MS. POOJA B C**  
**1CR19MBA61**

*Submitted to*  
**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**



*In partial fulfillment of the requirement for the award of the degree of*  
**MASTER OF BUSINESS ADMINISTRATION**

*Under Guidance of*

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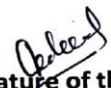
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### CERTIFICATE BY THE INSTITUTION

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# DECLARATION

I, **Ms. POOJA B C** bearing **USN 1CR19MBA61** hereby declare that the organization study conducted at **APPLE Inc.** is record of independent work carried out by me under the guidance of **Prof. NAMITHA P KONNUR** faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

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**Place: BANGALORE**  
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**Mr./Ms. POOJA B C**  
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## EXECLUTIVE SUMMARY

Apple Inc. is an American multinational company that designs, develops, and sells consumer electronics, computer software, and personal computers. In the past five years, the cumulative total return on Apple stock has increased by 331%. The reason for this growth is twofold: the technology sector has transformed and Apple has capitalized on this wave of technological dependence; and Apple has captured the computing market through improving existing technology and creating demand for new products through pervasive transformative innovation.

While Apple is enjoying market dominance in the United States, its growth depends on the production of new and improved technology for emerging and developed markets. Apple has yet to demonstrate true multinational flexibility; however, Apple's iPhone 5C is an initial attempt to penetrate emerging markets with a product aligned with local customer demand and buying power. Forecasts show that the iPhone is where the international growth opportunity exists. But Apple needs to open its software to outside hardware to compete in the global market. This control on software and hardware has allowed Android a further reach.

Until Apple bends on its strategy, it is going to leave unrealized global opportunity on the table. Unless Apple addresses the needs of middle and bottom of the pyramid markets, scaling, and market penetration will be challenging. Apple needs an array of models from low to highend to compete in emerging markets. Apple should disrupt these markets by leveraging its core capabilities to come up with "frugal innovations."

Alternatively, Apple could just offer its software to the emerging markets. This allows Apple to penetrate with lower risk, greater reach, and a lower cost to the end consumer. This would be targeted at emerging markets only as Apple would not want to cannibalize its own hardware sales in developed markets. These are not just options for Apple, rather oxygen for sustainable, global growth.

**CHAPTER 1**  
**INTRODUCTION ABOUT**  
**“APPLE Inc”**



Industrial organization or industrial economy is a field that builds on the theory of the firm by examining the structure of (and, therefore, the boundaries between) firms and markets. Industrial organization adds real-world complications to the perfectly competitive model, complications such as transaction costs, limited information, and barriers to entry of new firms that may be associated with imperfect competition. It analyses determinants of firm and market organization and behaviour as between competition and monopoly, including from government actions.

There are different approaches to the subject. One approach is descriptive in providing an overview of industrial organization, such as measures of competition and the size-concentration of firms in an industry. A second approach uses microeconomic models to explain internal firm organization and market strategy, which includes internal research and development along with issues of internal reorganization and renewal. A third aspect is oriented to public policy as to economic regulation, antitrust law, and, more generally, the economic governance of law in defining property rights, enforcing contracts, and providing organizational infrastructure.

The extensive use of game theory in industrial economics has led to the export of this tool to other branches of microeconomics, such as behavioural economics and corporate finance. Industrial organization has also had significant practical impacts on antitrust law and competition policy.

The development of industrial organization as a separate field owes much to Edward Chamberlin, Joan Robinson, Edward S. Mason, J. M. Clark, Joe S. Bain and Paolo Sylos Labini, among others.



## **CHAPTER 2**

# **ORGANISATIONAL PROFILE**

## **Industry**

“Computer Hardware & Software, Consumer Electronics.”

## **Introduction**

“Man is the creator of change in this world. As such he should be above systems and structures, and not subordinate to them.”

Apple lives this vision through the technologies it develops for consumers and corporations. It strives to make its customers masters of the product as they have bought. Apple doesn't simply make a statement. It lives it by ensuring that its employees understand the vision and strive to reach it. It has put systems in place to enable smooth customer navigation. It has put objectives in place to continuously move forward; implemented strategies to fulfil these objectives; and ensured that the right marketing, financial and operational structures are in place to apply the strategies.

Apple Inc. (previously Apple Computer, Inc.) is an American multinational corporation that designs and markets consumer electronics, computer software, and personal computers. The company's best-known hardware products include the Macintosh line of computers, the iPod, the iPhone and the iPad. Apple software includes the Mac OS X operating system; the iTunes media browser; the iLife suite of multimedia and creativity software; the iWork suite of productivity software; Aperture, a professional photography package; Final Cut Studio, a suite of professional audio and film-industry software products; Logic Studio, a suite of music production tools; and iOS, a mobile operating system. As of now, the company operates 301 retail stores in ten countries, and an online store where hardware and software products are sold. Till date, Apple is one of the largest companies in the world and the most valuable technology company in the world, having surpassed Microsoft.

Established on April 1, 1976 in Cupertino, California, and incorporated January 3, 1977, the company was previously named Apple Computer, Inc., for its first 30 years, but removed the word “Computer” on January 9, 2007, to reflect the company's ongoing expansion

into the consumer electronics market in addition to its traditional focus on personal computers. As of September 2010, Apple had 46,600 full time employees and 2,800 temporary full time employees worldwide and had worldwide annual sales of \$65.23 billion.

For reasons as various as its philosophy of comprehensive aesthetic design to its distinctive advertising campaigns, Apple has established a unique reputation in the consumer electronics industry. This includes a customer base that is devoted to the company and its brand, particularly in the United States. The company has also received widespread criticism for its contractors' labour, environmental, and business practices.

## **I. Apple's History**

### **History 1976-1978**

- Wozniak and Jobs form the Apple Computer Company on April Fool's Day.
- Wozniak and Jobs finish work on a preassembled computer circuit board. It has no keyboard, case, sound or graphics. They call it the Apple R I.
- The Apple I board is released for sale to hobbyists and electronics enthusiasts at the price of \$666.66.
- Apple's first formal business plan sets a goal for sales to grow to \$500 million in ten years. As it turns out, the company will pass that mark in half the time.
- Apple I computer boards are sold through to retail stores in the U.S.
- Apple moves from Jobs' garage to a building on Stevens Creek Boulevard in Cupertino, California.
- The new Apple R II is unveiled at the first West Coast Computer Fair. It is the first personal computer able to generate color graphics and includes a keyboard, power supply and attractive case.

- The Apple logo as seen today is designed by Rob Janoff, art director for Regis McKenna Advertising.
- Regis McKenna Advertising launches its first ad campaign for Apple. Although advertising is initially aimed at electronics enthusiasts, Apple will soon become the first company to advertise personal computers in consumer magazines.
- Monthly orders reach a \$1 million annual sales rate.

### **History 1978**

- Apple introduces various interface cards for connecting to most printers.
- Apple's Disk II R is introduced at the Consumer Electronics Show. It is the easiest to use, lowest priced, and fastest mini-floppy disk drive ever offered by a computer manufacturer. It will make possible the development of serious software. Production at first is handled by just two employees, turning 7 out 30 drives a day.
- In only its second year, Apple is one of the fastest growing companies in America. Sales have increased, and its dealer network has grown to over 300.

### **History 1979-1981**

- Apple's first printer, the Silent type R, is introduced.
- Apple opens a manufacturing plant in Carrollton, TX. Apple facilities now occupy more than half a million square feet of floor space in the U.S. and Europe.
- Apple goes public. Morgan Stanley and Co. and Hambrecht & Quist underwrite an initial public offering of million shares of Apple common stock at a price of \$22 per share. Every share is bought within minutes of the offering, making this the largest public offering since Ford went public in 1956.

- Apple's distribution network is the largest in the industry-800 independent retailers in the U.S and Canada, plus 1,000 outlets abroad.
- Apple's first mass storage system, the 5MB Profile (tm) hard disk is introduced, priced at \$3,499.
- Apple becomes a household name. Surveys show that public awareness rose from 10 percent to 80 percent in 1981.

### **History 1982-1985**

- Apple Dot Matrix printer introduced for \$2.195.
- Apple becomes the first personal computer company to reach \$1 billion annual sales rate. It throws a "Billion Dollar Party" for employees.

### **History 1986-1990**

- Apple announces plans to create an independent software company, to be known later as Claris.
- For the first time, Apple uses its HyperCard technology to distribute a 1987 HyperCard supplement on diskette for Macintosh personal computers.
- Apple files suit against Microsoft and Hewlett-Packard to protect its Macintosh audio visual display. The lawsuit is seen as having industry wide implications regarding copyright laws
- Apple reports first billion dollar quarter in its history as net income rises 108 percent
- Apple reports net sales of \$4.07 billion and net income of \$400.3 million for fiscal year 1988
- Apple acquires Coral Software Corp., which markets programming languages and artificial intelligence tools for Macintosh computers.

Apple introduces 32-Bit QuickDraw(tm) that allows Macintosh personal computers to process and display photo-quality documents, images and visualizations with exceptional color clarity.

- Apple donates \$2 million in computers to 23 schools to help at-risk students
- Fiscal 1990 revenues surpass \$5.5 billion.

## **History 1991-1995**

- Apple announces it will restructure the company over the next 12 months to reduce operating expenses. Apples workforce is reduced approximately 10 percent.
- Apple and IBM sign a letter of intent to cooperate on major technology initiatives for the 1990s.
- Apple, IBM, and Motorola finalize milestone technology alliance.
- Apple announces a new Token Ring 4/16 NB Card, for the Macintosh product line. It is the first product to emerge from Apple and IBM alliance.
- Apple and Kodak announce that they are working together to integrate support for Photo CD images into future versions of QuickTime.
- The U.S. Environmental Protection Agency officially releases the Energy Star emblem for display with energy-efficient computers and peripherals. Apple has more than 20 products that meet the EPAs the technical requirements.
- Apples Macintosh celebrates 10th birthday!

## **Apple in 2005**

As of January 2005 Apple has introduced the Mini Mac and the iPod Shuffle

## **II. NATURE OF BUSINESS**

### **MINI MAC**

The Apple Mini Mac is a compact desktop computer. It is 2 inches tall and weights2.9lbs. It is 2 inches tall and weights 2.9lbs. The Mini Mac starts at \$499 and comes standard with iChat AV desktop video conferencing, Mail, Address Book, QuickTime®, iSync, and a DVD Player.

### **IPOD SHUFFLE**

The iPod shuffle is a smaller version of the original iPod. It is much smaller and lighter and can double as a portable USB flash drive with up to 1GB of storage space to back up personal files and exchange them between computers. For \$99 you can purchase the 512MB holding up to 120 songs or the 1GB holding up to 240 songs for just \$149.



## MAC OS X TIGER

**Tiger unleashed.**



On April 29, 2005, the Mac OS XTiger is released. This is an advanced operating system that requires a Macintosh computer with a PowerPC.

### III. VISION STATEMENT (PROPOSED)

To become the worldwide leader in computer and mp3 player sales



### Mission Statement (ACTUAL)

Apple ignited the personal computer revolution in the 1970s with the Apple II and reinvented the personal computer in the 1980s with the Macintosh. Apple is committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings.

### Mission Statement (Proposed)

The Apple commitment to excellence is its mission to provide computers and service for people that meet the highest standards of value and reliability. Apple is one of leaders in the computer industry and makes the best-selling computers in the world. Apple provides the highest level of quality and value for our customers. Those are timeless fundamentals. We also apply innovative technology to our core business to differentiate ourselves and make our products irresistible to our customers, beneficial to society, and profitable to our company. We strive to provide additional opportunities for growth and enrichment of company personnel while maintaining a work environment for all employees that encourages personal commitment and participation in support of achieving excellence.



## IV. WORKFLOW MODEL



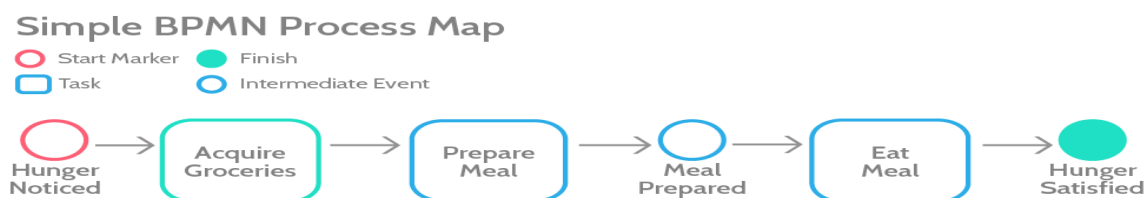
Apple is well-known for being innovative and immensely successful, to the point where the company is worth \$750 billion (and counting). However, without a healthy dose of workflow analysis they would've crumbled under their own business model back in the late 1980s. The

simple truth is that any company (no matter the size or success) needs to regularly review its workflows and processes in order to keep them up to date and efficient. Tasks should be updated, improved, and automated where possible to save time and money, but without using the best workflow management software around to analyse and improve your business practices, your entire business model itself can prevent your success.

*"We could no longer afford the limitations that went with our product development processes... The lack of a formal new product development process led to confusion, wasted time, and often caused project teams to 're-create the wheel'"* – Jackie Streeter (then VP of Engineering at Apple), *Apple Rethinks Core Process: Improves Cycle Time*

Workflow analysis is a fancy term for analyzing your business and picking out faults. You're boosting your efficiency by improving and automating your business model as a whole, rather than an individual process.

As for the difference between a workflow and a process, many seem to think the terms are interchangeable, but this isn't the case. Workflows (like the one below) are a collection of processes and events which fulfill a need or purpose, whereas processes accomplish a single goal. Workflows are flexible guidelines while processes are defined steps to follow.



Think of it this way; when carrying out your tasks, when was the last time you stopped to think about why you were doing them in that way? How do you know you're doing them correctly? Without analyzing your workflows, the answer is that you have no idea, and could just as easily be doing more harm than good.



Think of it as business process analysis, but with a wider focus. By talking to everybody involved in your company, you can get an accurate view of what their workflows are and how to improve them.

It's important to note that workflow analysis does not involve fine tuning individual processes. Instead, it's a measure to identify the key areas that need improvement and the various ways you could tweak them. You're improving the higher-level framework rather than a specific process (although there is certainly some overlap).

## **V. PRODUCTS**

- Mac and accessories Mac mini, consumer sub-desktop computer and server introduced in 2005
- iMac, consumer all-in-one desktop computer introduced in 1998.
- Mac Pro, workstation-class desktop computer introduced in 2006, replacing the Power Macintosh
- Mac Book, consumer notebook introduced in 2006, replacing the iBook
- Mac Book Air, ultra-thin, ultra-portable notebook introduced in 2008
- Mac Book Pro, professional notebook introduced in 2006, replacing the PowerBook
- X serve, rack mounted server

Apple also sells a variety of computer accessories for Mac computers including the AirPort wireless networking products, Time Capsule, Cinema Display, Magic Mouse, Magic Trackpad, Wireless Keyboard, the Apple Battery Charger and the Apple USB Modem.

### **APPLE PHOTO SERVICE**

Apple photo service to get digital pictures

### **MOBILE ME**



MobileMe (formerly .Mac and iTools) is a subscription-based collection of online services and software offered by Apple Inc. Originally launched on January 5, 2000, as iTools, a free collection of Internet-based services for users of Mac OS 9, Apple relaunched it as .Mac on July 17, 2002, when it became a paid subscription service primarily designed for users of Mac OS X.

## **Find My iPhone**

MobileMe allows users to track the location of their iPhone, iPod Touch or iPad via the web portal at me.com.

## **Storage**

MobileMe has two different plans. The Individual plan includes 20 GB of email and file storage and 200 GB of monthly data transfer. The Family Pack includes 40 GB of storage split among one 20 GB individual and four 5 GB sub-accounts, each sub-account having its own email address, online storage and being able to use all the MobileMe features. Members can buy additional storage in 20 GB or 40 GB allocations, although sub-account storage cannot be upgraded.

## **Address book and calendar**

MobileMe maintains a synchronized address book and calendar feature using Push functions. If a user makes a change to a contact or event on one device it will be automatically synced to the MobileMe servers and, by extension, all the user's other devices. Supported devices include the iPhone, Address Book and iCal on Mac OS X, or Microsoft Outlook 2003 or later on Microsoft Windows.

## **MobileMe Gallery**

MobileMe has a public photo and video gallery feature. Photos and videos can be uploaded in the web browser at me.com, synced by iPhoto or Aperture on MacOS X or uploaded from the iPhone and iPod touch. Users can also upload movies from within applications available on the Mac, including iPhoto and iMovie. MobileMe also provides the user with an e-mail address that is used only for uploading photos and videos. All uploads by viewers of the gallery (either by the iPhone or iPod touch, me.com, or sent by the dedicated e-mail address), will be synced back to iPhoto or Aperture. Galleries can be made public or hidden, or can be password protected - but only through iPhoto or iMovie on MacOS X

## **iDisk**

MobileMe features iDisk, an online storage repository accessible via a web browser at me.com, Finder on Mac OS X, various Apps for the iOS, or as a remote disk in Microsoft

Windows. It also allows sharing of files by selecting a given file using me.com/idisk or the iDisk iPhone app, and then clicking a Share button that will generate a unique link to this file, protected by password, that can be then shared by email. Another way to use iDisk to share several files easily is by placing them in the iDisk Public Folder, which can also be password protected.



## **iWeb Publish**

Users of Mac OS X v10.5 or later can use the iLife 08 or iLife 09 or iLife 11 application iWeb to publish websites hosted on their MobileMe account, either to a domain name that they control or to a page on the me.com website. Users without iWeb can also publish websites by placing files to the Web/Sites folder in iDisk. However, the web host doesn't support any server side language such as PHP.

## **Web applications**

MobileMe uses Ajax and Dynamic HTML to simulate the look and feel of desktop applications within the users web browser. Applications on me.com include Mail, Contacts, Calendar, Gallery, Find My iPhone and iDisk access, plus an Account section. Most of the me.com web applications are built on top of the open source Sprout Core JavaScript framework. Users can also configure features such as e-mail aliases or domain names for the iWeb Publish feature.

Supported browsers for me.com are Safari 3.1 or later (Mac OS X and Windows), Firefox 3.5 or later (Mac OS X and Windows), and Internet Explorer8 (Windows). Internet Explorer 7 (Windows), Safari 3.0, and Firefox 3.0 will run the web applications, but are not fully supported.

MobileMe is accessible from Linux using Firefox3 despite a warning that will be presented to the user upon entry. Success has also been reported using the Conqueror browser on Linux, however this has not been confirmed by Apple.



## iChat/AIM

MobileMe users can connect to the AIM service with their @mac.com or @me.com accounts. MobileMe connections are secured by SSL encryption.

In addition, iChat users using a MobileMe account can encrypt their chats with other MobileMe members using iChat. PC synchronization Users who wish to sync their MobileMe data with a PC must download and install MobileMe Control Panel. To install, the user must first download and install the latest version of iTunes, and then install MobileMe Control Panel.



After installation, the user signs into the control panel using their username and password, and can control sync settings for contacts, calendars and bookmarks, and iDisk settings such as public folder access, in a similar manner to the MobileMe preference panel built into Mac OS X.

## MobileMe Mail Beta

MobileMe Mail Beta was released on May 13, 2010. MobileMe Mail Beta includes many new features such as photo inserting, font changing, wide screen views and much more. It was released as a final version on June 18, 2010.

MobileMe Calendar Beta MobileMe Calendar Beta was released on July 6, 2010. MobileMe Calendar Beta includes a new web application at me.com with redesigned day, week, and month views, as well as a new list view to make scanning events easier. Performances have also been increased. It also features new sharing options that allow invited users to edit a shared calendar. It supports invitation through RSVPs, which sends an email to invited persons, then they answer by clicking a simple link (they don't have to be MobileMe members). It also supports Cal DAV standard for compatibility with multiple devices.

## LOCATION-BASED SERVICES

To provide location-based services on Apple products, Apple and our partners and



licensees may collect, use, and share precise location data, including the real-time geographic location of your Apple computer or device. This location data is collected anonymously in a form that does not personally identify you and is used by Apple and our

partners and licensees to provide and improve location- based products and services. For example, we may share geographic location with application providers when you opt in to their location services.

## **VI. OWNERSHIP PATTERN**

Apple has just become the first company to be valued at \$1 trillion, which is triumphant or depressing depending on how you look at it. The company was founded by Steve Jobs, Steve Wozniak, and Ronald Wayne in April 1976, and went public in 1980. They've come a long way since that first Apple 1 computer, and are now the biggest information technology company in the world. But who owns Apple now, and have they been there since the start?

As it's a public company, it is owned by its shareholders. The largest shareholder is Arthur Levinson, who holds 1.16 million shares in the company. He is also chairman of the board at Apple, and CEO of research and development company Calico. As of December 2017, Tim Cook is second with 901,474 shares. Cook has been CEO of Apple since 2011 following on from Steve Jobs, and prior to that was COO of the business. Craig Federighi, a senior vice president of software engineering (who works on development of Apple's operating systems) owns 460,367 shares.

After that is current COO Jeff Williams and Apple's Senior Vice President of Legal and Global Security and General Counsel Bruce Sewell. Institutional shareholders including The Vanguard Group and Blackrock own 15.93% of the company's outstanding shares. Those who invested early will have made plenty of money,, with commentators saying that an investment of \$990 back in 1980 would have grown to \$521,740 today – not including dividends.

## **VII. Achievements of Apple Inc.**

- Developed the first line of personal computers called the Apple II series in the late 1970's. In the early 1980's they created Macintosh, an all-in-one desktop computer.
- Steve Jobs left Apple and starts a new company called Next Step and founds the Next Computer in 1985. He bought The Graphics Group, later renamed Pixar in 1986
- Pixar produces box-office hits such as "Toy Story," "A Bug's Life," "Monster's Inc.," "Finding Nemo," The Incredibles," and "Ratatouille."

Apple created the iTunes store, revolutionizing the downloading of music. It also released the iMac in 1998, which became the fastest-selling PC in history

Apple created a line of cell phones, introducing the iPhone in 2007, which phones, introducing the iPhone in 2007, which includes the features of an iPod and its own mobile browser. It also released the iPad, a tablet computer that displays media such as books, music, movies and web content.

### **AWARDS RECEIVED BY APPLE Inc.**

- ‘Brand of the Years’ for iPhone, iPad and MacBook.
- Computer Brand of the Year.
- Tablet Brand of the Year
- Mobile Phone Brand of the Year
- Mobile Network Brand of the Year.

### **VIII. NEW PLANS OF APPLE Inc.**

- Apple is Planning Production of New iPhone which will be iOS 8 AND OS X 10.10.
- Apple has Submitted Revised Plans for its New ‘Spaceship’ Campus, Including New Rendering.



# **CHAPTER 3**

## **McKINSY'S 7S FRAMEWORK & PORTER'S FIVE FORCE MODEL**

## **3.1 INDUSTRY ANALYSIS**

### **ANALYSIS OF APPLE WITH THE HELP OF MCKINSEY'S 7-S MODEL**

The **7s framework of McKinsey** is a value-based management (VSB) model that describes how one can holistically and effectively organize a company. Together these factors determine the way in which corporations operate. The 7-s of McKinsey model is:

- Shared values
- Strategy
- Structure
- System
- Staff
- Style
- Skill

#### **1) SHARED VALUES**

Apple established in year 1976 with perfect vision and mission. Its vision was —to change the world through technology and mission was —to bring an easy to use computer to every man, woman, and child. Today Apple is committed to bring the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovation, software, and internet offerings.

#### **2) STRATEGY**

Strategy of Apple is to focus on its target customers (or market) that is niche market.

#### **3) STRUCTURE**

Organization structure of Apple is functional by nature and it operates in different companies forming a network.

#### **4) SYSTEM**

Apple recognizes the best of its employees. Apple has —Apple fellowship program — awarding individuals who made extraordinary technical or leadership contributions to personal computing.



## 5) STAFF

Total of 49,400 (2010) numbers of employees including team of effective managers, supervisors and CEO of company.

## 6) STYLE

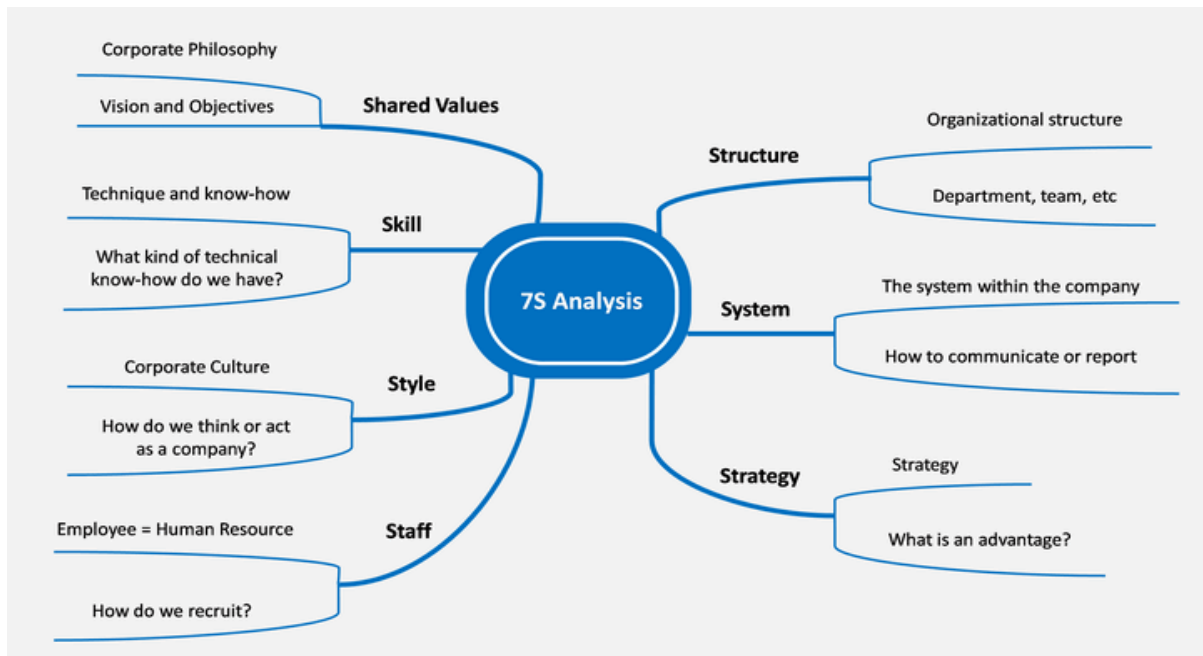
Apple has Achievement oriented leadership style. The path goal theory of Robert House says that a leader can affect the performance, satisfaction and motivation of a group by:

- Offering rewards for achieving performance goals
- Clarify paths towards their goals
- Removing obstacles to performance.

Apple has good leader, Steve Jobs that often walked around the office barefooteven after Apple was a fortune 500 company.

## 7) SKILL

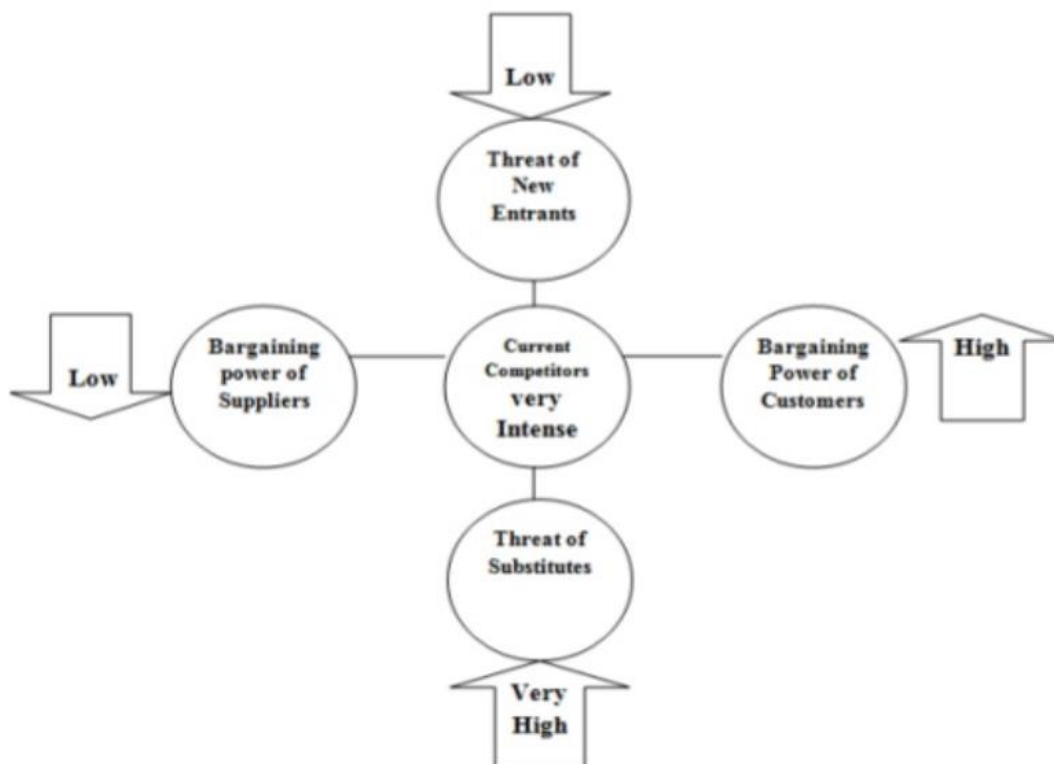
skill of any organization is its core competency and Apple has core competency in innovation and in its R&D department. Apple invests more in R&D department than any other company of the industry.



### 3.2 External analysis using Porter's five forces model

The industry has a fast growth. Everyday new and innovative products flood the markets. From mobile phones to laptops there is a new product advertised almost every week. The major players of the industry are Dell, HP, Apple, Acer and Lenovo. There is a high entry barrier due to the standardization of the PC components. If any new players wish to come into this business, they need to have a differentiated strategy from the existing companies. Also, a high learning curve exists which means the customers take time to get accustomed with the new product. The existing brand names make the entry barriers high.

#### Bargaining power of suppliers:



Suppliers for this industry are powerful. There are only a handful of companies like Intel and Microsoft which manufactures microprocessor and operating systems (OS). These suppliers are hard to switch due to dominant production of such components. There is always a threat of forward integration by the suppliers since the products manufactured by these suppliers are highly sophisticated and the other components needed for the production of PCs are not so difficult to imitate. But there are many sources which do provide small PC components like memory chips, disk drives and keyboards.

**Threat of substitutes:**

Substitutes for most of the products are easily available at a lower price. Although buyers do look for quality and brand name, some of the components they need are purchased from these substitute providers at a low cost. For example if a consumer cannot afford to buy an Apple iPod then he/she has the option to buy any alternative low cost CD player or recorder from some other company. There is high competition due to high industry growth. Manufacturers of these products try every possible strategy to attract the attention of customers through promotion and advertising. Apple fights with its highly innovative products whereas Dell and HP have better marketing and distribution strategies.

**Rivalry:**

It is almost reaching a status of mature market with intense competition but it is still growing. There are companies which are coming up with low cost strategies to compete with the existing manufacturers and this had led to intense rivalry. Companies like Lenovo and HP are already competing with Apple and other companies with notebooks on the basis of cost. Also there are a wide range of MP3players available in the market which ranges from \$30 to \$499 and from 1 GB to160GB. Also there are several websites which give access to downloading and listening music which becomes a high threat for products like iTunes.

**Bargaining power of customers:**

The type of consumers for this market can be categorized as home, small and medium sized business, corporate, education and government. Since buyers are mostly not concentrated they have less bargaining power for prices and models. Buyers do have a high switching cost which discourages them from buying a similar product from another supplier. But there are a number of substitutes available which makes buyers powerful to choose from the available options and also because they are very price sensitive. The customers always have an advantage of choosing the electronic good according to the need and taste. This industry has a vast customer base and companies have to be customer oriented and should innovate according to their demand. Apple targets customers who are “techno savvy”, who look for something unique. They have a wide range of products like computers (Mac book), iPods and iTunes which are highly differentiated. Customers desire to buy its products as they are —icons of the digital industry”.

**Threat of new entrants:**

Exit barriers for this industry are high. There is a lot of capital requirement to establish a firm inside the electronics and PC industry. There is a chance of exit becoming almost impossible due to strategic interrelationships between these firms. The firms depend on other firms in the industry for making a final product ready for the customers. That is the reason why there are low entrants.

# **CHAPTER 4**

# **SWOT ANALYSIS**

## **SWOT ANALYSIS**

### **Strengths:**

- Branding (Well established Brand)
- Innovation
- Differentiated product
- Ease of Use (plug & play solutions)
- Technically Elegant Products
- Superior Quality
- Marketing and Distinctive Advertising
- Customer loyalty

### **Weaknesses:**

- High Priced Proprietary system
- No Customization
- Lack of Compatibility
- Cannibalization

### **Opportunities:**

- Fast growing Industry (Customer Electronics Industry)
- Technological Innovations
- Extend new products to loyal customers
- High Potential music phone market
- Strategic Alliances with peripheral component manufacturers

### **Threats:**

- Extensive Competition
- Substitute Products
- Low prices of Competitors
- Technical Advancement



## Technology and Product Design

This Component is the true core of Apple’s Capability. Apple contributes around 5-9% of its sales in R&D. From being the first platform to run an electronic spreadsheet (VisiCalc on the Apple II Plus) to the first to establish a — digital life style hub (the Macintosh product lines), Apple’s history is rich with cutting-edge technology development. The Apple operating system is universally regarded as more stable and reliable than Windows. The learning and innovation in technology in its products has led Apple to leverage its expertise in iPod, iTunes and iLife suite of products.

## Suppliers

It is really the strongest advantage for a company to be independently manufacturing from scratch to finished product with application and peripherals. Apple produces its own disk drives, monitors, computer’s chassis and unique chips. The company never backward integrated in Microprocessors. In 1990s it was supplied by Motorola. Later on Apple switched to IBM and then finally to Intel (2005) for its Core D microprocessors.

## **Production**

The bundled packages of Apple-developed hardware and software became the cornerstone for its own production process though there were situations when the company outsourced the production of iMacs to Foxconn electronics. Apple achieved unparalleled performance via 64-bit architecture, integrated distinctive styling with the multi-colored translucent iMac cases, and redefined intuitive operation with the iPod. The research and development oriented products give an extra ordinary performance and products like Mac which soon became an identity of Apple Inc.

## **Distribution**

Earlier Apple used small outlets to deal with its customers. Later in 1997, Steve job revamped the distribution system by eliminating relationships with thousands of small outlets and expanding in National's presence. For the first time it also a website to directly deal with it customers. By 2001, the online store accounted for 40% of the company's sales. In 2001, company opened its own retail store in Virginia. The company now owns 135 and above stores all over the world.

## **STRATEGIES**

### **Vertical & horizontal integration**

The company practiced horizontal & vertical integration. It designed its products from scratch, using unique chips, disk drives, and monitors. It never backward integrated into microprocessors which were supplied exclusively by Motorola. It also developed own Operating system and bundled it with Mac, own application software and peripherals like printers.

### **Premium price strategy**

Apple provided the complete desktop solutions for its customers, including hardware, software, and peripherals that allowed customers to „plug and play“. On the other hand, customers found it difficult to handle IBM's PC. Customers were, hence, more attracted towards Apple, products. This easy to use strategy allowed apple to sell its products at a premium price.





## **Offensive strategy**

In 1990's Apple planned to compete head-to-head with low priced IBM clones to become a low cost producer of computers with mass market appeal. For this, Apple launched Mac classic and one year later it again launched the Power book notebook.

## **Targeting price sensitive segments**

Apple always offered premium price to its customer that could not be afforded by middle class customers. For the first time, in almost a decade, Apple launched MacMini to target price sensitive customers.

## **Differentiation Strategy**

- Unique Features and characteristics
- Commands Premium Price
- High Customer Service
- Superior Quality
- Prestige
- Rapid Innovation



## **Competitor Environment.**

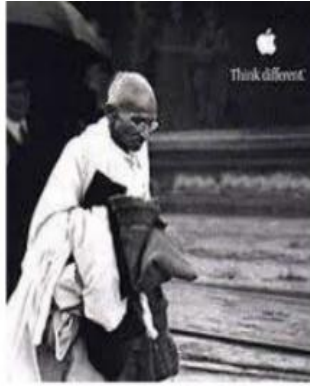
- High Competition
- Share of Dell and HP
- Microsoft and Intel-Leaders of Software
- CE Industry- Sony, Nokia, Samsung, Cisco, Motorola



## Strategies for India

The demographics of India can be a major factor for apple to succeed in India. The cost premium attached to apple products could play a hindrance, and hence Apple would have to devise a cost leadership strategy while maintaining the product differentiation. Apple would

need to devise a Supply chain initiative to maintain its operation. The following



segments could be targeted by Apple. There is a huge demand for better processing powers in Business analytics and Market research firms in India. Apple could target these companies, by demonstrating its technical expertise over Microsoft. By leveraging its expertise in the education segment K-12, Apple could enter into tie-ups with major educational institutes in India. Animation is another segment which is picking up in India, Apple along with its

association with Pixar could become a huge hit in India, if it plans to launch its own animation centre of excellence, and thus promoting the brand Apple.

# CHAPTER 5

## FINANCIAL STATEMENT

Name	Jun 27, 2020	Mar 28, 2020	Dec 28, 2019	Sep 28, 2019	Jun 29, 2019
Total Current Assets	<b>1,40,065</b>	<b>1,43,753</b>	<b>1,63,231</b>	<b>1,62,819</b>	<b>1,34,973</b>
	93,025	94,051	1,07,162	1,00,557	94,614
Cash and Short Term Investments					
Cash	20,253	24,405	11,383	12,204	12,075
Cash & Equivalents	13,130	15,769	28,388	36,640	38,455
Short Term Investments	59,642	53,877	67,391	51,713	44,084
Total Receivables, Net	32,075	30,677	39,946	45,804	26,474
Accounts Receivables - Trade, Net	17,882	15,722	20,970	22,926	14,148
Total Inventory	3,978	3,334	4,097	4,106	3,355
Prepaid Expenses	-	-	-	-	-
Other Current Assets, Total	10,987	15,691	12,026	12,352	10,530
<b>Total Assets</b>	<b>3,17,344</b>	<b>3,20,400</b>	<b>3,40,618</b>	<b>3,38,516</b>	<b>3,22,239</b>
Property/Plant/Equipment, Total - Net	43,851	43,986	44,293	37,378	37,636
Property/Plant/Equipment, Total - Gross	1,09,081	1,06,840	1,05,252	95,957	93,984
Accumulated Depreciation, Total	-65,230	-62,854	-60,959	-58,579	-56,348
Goodwill, Net	-	-	-	-	-
Intangibles, Net	-	-	-	-	-
Long Term Investments	1,00,592	98,793	99,899	1,05,341	1,15,996
Note Receivable - Long Term	-	-	-	-	-
Other Long Term Assets, Total	32,836	33,868	33,195	32,978	33,634
Other Assets, Total	-	-	-	-	-
	<b>95,318</b>	<b>96,094</b>	<b>1,02,161</b>	<b>1,05,718</b>	<b>89,704</b>
Total Current Liabilities					
Accounts Payable	35,325	32,421	45,111	46,236	29,115
Payable/Accrued	-	-	-	-	-
Accrued Expenses	1,353	1,185	1,245	-	-
Notes Payable/Short Term Debt	11,166	10,029	4,990	5,980	9,953
Current Port. of LT Debt/Capital Leases	7,529	10,411	10,238	10,260	13,529
Other Current liabilities, Total	39,945	42,048	40,577	43,242	37,107
<b>Total Liabilities</b>	<b>2,45,062</b>	<b>2,41,975</b>	<b>2,51,087</b>	<b>2,48,028</b>	<b>2,25,783</b>
Total Long Term Debt	94,678	89,715	93,705	91,807	84,936
Long Term Debt	94,048	89,086	93,078	91,807	84,936
Capital Lease Obligations	630	629	627	-	-

Deferred Income Tax	-	-	-	-	-
Minority Interest	-	-	-	-	-
Other Liabilities, Total	55,066	56,166	55,221	50,503	51,143
<b>Total Equity</b>	<b>72,282</b>	<b>78,425</b>	<b>89,531</b>	<b>90,488</b>	<b>96,456</b>
Redeemable Preferred Stock, Total	-	-	-	-	-
Preferred Stock - Non Redeemable, Net	-	-	-	-	-
Common Stock, Total	48,696	48,032	45,972	45,174	43,371
Additional Paid-In Capital	-	-	-	-	-
Retained Earnings (Accumulated Deficit)	24,136	33,182	43,977	45,898	53,724
Treasury Stock - Common	-	-	-	-	-
ESOP Debt Guarantee	-	-	-	-	-
Unrealized Gain (Loss)	1,613	-1,474	822	707	328
Other Equity, Total	-2,163	-1,315	-1,240	-1,291	-967
<b>Total Liabilities &amp; Shareholders' Equity</b>	<b>3,17,344</b>	<b>3,20,400</b>	<b>3,40,618</b>	<b>3,38,516</b>	<b>3,22,239</b>
<b>Total Common Shares Outstanding</b>	<b>17,135.76</b>	<b>17,295.95</b>	<b>17,539.84</b>	<b>17,772.94</b>	<b>18,125.58</b>
<b>Total Preferred Shares Outstanding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Financial Analysis

Apple's financial results for its fiscal 2019 third quarter ended June 29, 2019. The Company posted quarterly revenue of \$53.8 billion, an increase of 1 percent from the year-ago quarter, and quarterly earnings per diluted share of \$2.18, down 7 percent. International sales accounted for 59 percent of the quarter's revenue.

"This was our biggest June quarter ever — driven by all-time record revenue from Services, accelerating growth from Wearables, strong performance from iPad and Mac and significant improvement in iPhone trends," said Tim Cook, Apple's CEO. "These results are promising across all our geographic segments, and we're confident about what's ahead. The balance of calendar 2019 will be an exciting period, with major launches on all of our platforms, new services and several new products."

"Our year-over-year business performance improved compared to the March quarter and drove strong operating cash flow of \$11.6 billion," said Luca Maestri, Apple's CFO. "We returned over \$21 billion to shareholders during the quarter, including \$17 billion through open market repurchases of almost 88 million Apple shares, and \$3.6 billion in dividends and equivalents."

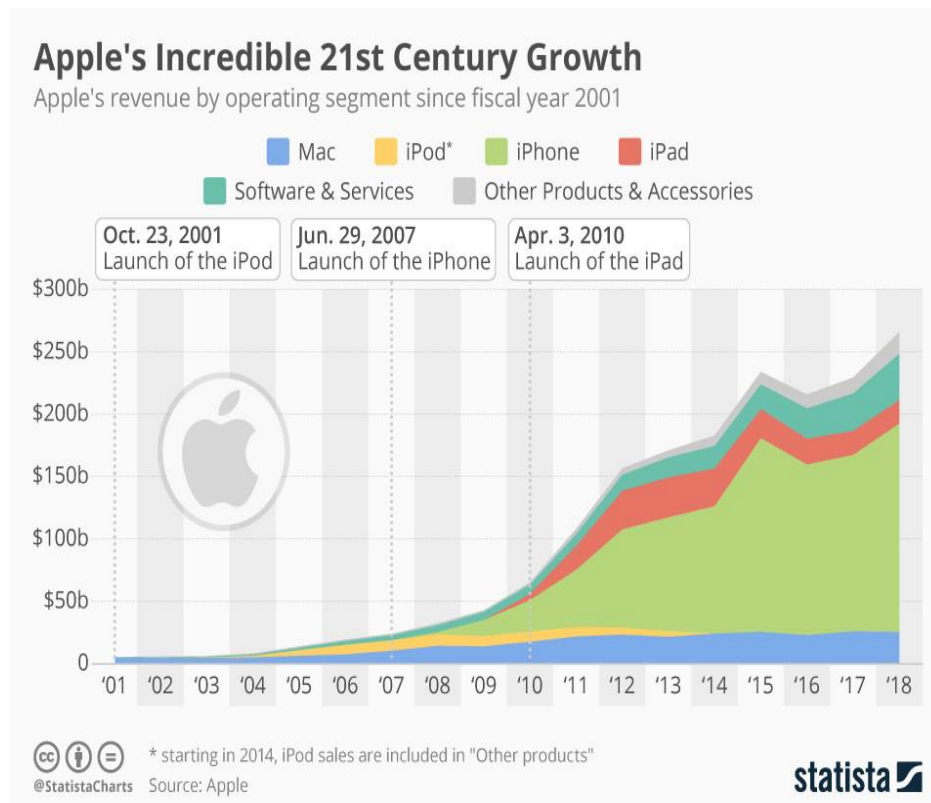
Apple is providing the following guidance for its fiscal 2019 fourth quarter:

- revenue between \$61 billion and \$64 billion
- gross margin between 37.5 percent and 38.5 percent
- operating expenses between \$8.7 billion and \$8.8 billion
- other income/(expense) of \$200 million
- tax rate of approximately 16.5 percent

Apple's board of directors has declared a cash dividend of \$0.77 per share of the Company's common stock. The dividend is payable on August 15, 2019 to shareholders of record as of the close of business on August 12, 2019.

Apple will provide live streaming of its Q3 2019 financial results conference call beginning at 2:00 p.m. PDT on July 30, 2019 at [www.apple.com/investor/earnings-call](http://www.apple.com/investor/earnings-call). This webcast will also be available for replay for approximately two weeks thereafter.

Apple periodically provides information for investors on its corporate website, [apple.com](http://apple.com), and its investors relations website, [investor.apple.com](http://investor.apple.com). This includes press releases and other information about financial performance, reports filed or furnished with the SEC, information on corporate governance and details related to its annual meeting of shareholders.



## **COMPETITORS ANALYSIS**

### **TOP COMPETITORS**

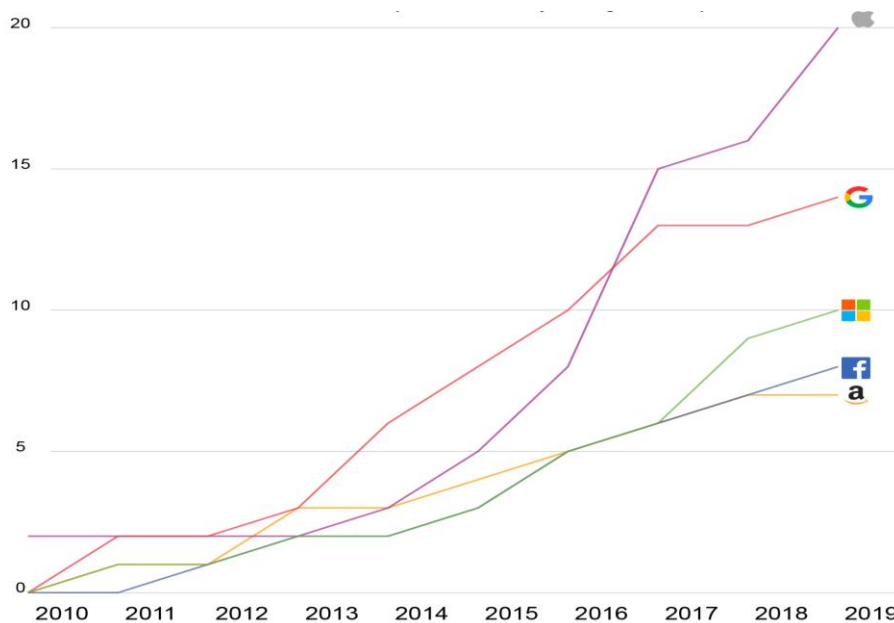
#### **The major competitors of Apple Computer, Inc.:**

- Ceridian Corporation
- Micro Electronics, Inc.
- NEC Corporation
- Unisys Corporation
- ViewSonic Corporation
- Seiko Epson Corporation
- PC Connection, Inc.
- Canesta, Inc.
- RM plc
- Adobe Systems Incorporated
- Casio Computer Co., Ltd.
- Dell Inc.
- Fujitsu Limited
- Gateway, Inc.
- Hewlett-Packard Company
- International Business Machines Corporation
- Micron Technology, Inc.
- Microsoft Corporation
- Novell
- Oki Electric Industry Company, Limited
- Oracle Corporation
- Samsung Electronics Co., Ltd.
- Sony Corporation
- Sun Microsystems, Inc.
- Toshiba Corporation
- Silicon Graphics, Inc.
- Sybase, Inc.

- RealNetworks, Inc.
- BenQ Corporation
- Insight Enterprises, Inc.

### Apple`s major competitive advantages

- I. Apple combination of superior software, such as Aldus (Later Adobe) PageMaker and Microsoft Excel and Peripherals, Such as laser Printers, gave the Macintosh unmatched capabilities in desktop publishing.
- II. Apple developed its own proprietary operating system and application software and many peripherals including printer.
- III. Analysts generally considered Apples product to be more versatile than IBM.
- IV. Apple core software technology, such as multimedia, due to this Apple retains a big lead.
- V. Apple controlled all its aspect of computer and Apple offer customer a complete solution, including hardware, software and peripheral that allowed customer to —plug and play”.



- VI. Apple devoted 9% of sale to research and development compared with 5% at Compaq and 1% at any other IBM clone manufacturers.
- VII. Apple launched a website to sell its products directly to consumer.
- VIII. While there is always a potential for new competitors to emerge, the personal computer industry is dominated by five main competitors: Dell, HP, Compaq, IBM, and Apple. The presence of dominant players deters the entry of new players to immediately enter this market and establish their brand.
- IX. A greater threat to the computer industry is the existence of a great number of amongst industry leaders. In such a competitive environment, these companies often pool costs together on the research and development field. This creates an increased competition between companies who are competing to build superior products based on the same information, and the larger companies often engage in buying out the smaller companies, increasing their competitive edge.

#### **DRAWBACKS OF APPLE STRETEGY INCLUDE**

- Not attracting price conscious customers.
- Risk of change in customer taste.
- Low market share because of high price and low customization.

#### **ALTERNATIVES OF APPLE TO GROW ITS MARKET SHARE**

- Concentrating on low price customers, like it has launch Mac Min to compete with its competitor IBM.
- So it should again launch Man Min or other similar concept for the lower price segment.



## **Recommendations**

### **Strategy 1**

Open six computer retail stores (not just peripheral and accessories). Apple currently has stores opened throughout the United States with only peripheral and accessories for their computers. Adding the hardware should generate more hands-on awareness and use already established locations.

- This will increase product accessibility for those who wish to view items other than just accessories and increase awareness of the originality of Apple's products.
- 2 percent increase over the next 2 years in sales representatives for the computer hardware.

### **Strategy 2**

Contract music spokesperson to attract the upcoming generation who are attending high school and college. This will invoke a sense of style and linking apple with a distinctive and memorable top 10 hit. This will stay in the customer's awareness and influence future purchase decisions.

- Contracting one music spokesperson estimated \$6 million.

### **Strategy 3**

Add more features to current products for greater Wintel compatibility. Features such as iTunes software compatible with windows based computers, Office programs loadable from PC installation disk (This would require a software agreement with Microsoft). In late October 2003 Apple released an iTunes software package that is PC ready.

- It will increase the United States market share at least 30 percent for the next 2-3 years.
- \$50 million is the estimated cost for Research and Development.

# **CHAPTER 6**

## **LEARNING EXPERIENCE**

Steve Jobs didn't have a master's degree, and he certainly wasn't an engineer, but he excelled at marketing. Those marketing skills propelled Apple into the top spot and turned the company around from near bankruptcy.

Apple's marketing has become a benchmark for other companies that want to reach similar heights of recognition and revenue. Whether you are a top tier content marketing agency or a SaaS (software as a service) product, you can learn a thing or two from Apple.

### **10 Main things I learnt from APPLE Inc are :-**

#### **1. Keep it simple.**

Customers and prospects don't need complex marketing campaigns that overwhelm them with information. Apple understood this concept early on and made sure that their marketing was as simple as possible. They took out product feature lists, price, voice-overs and special effects.

In Apple marketing, there isn't typically any information on where and how to buy their products. Instead, the ads and other marketing messages are very straightforward -- typically showing the product and letting it speak for itself. Leave out the flashy noise, strip down the content to the bare minimum, and display simple graphics that translate your message.

There is no need for jargon or technical terms that take away from what you are really offering your audience.

#### **2. Use product placement.**

Apple has the budget to get its devices on television shows and movies, but it's fine to start smaller too. Any marketer can place a product with an influencer who can then share it on their social media sites like Instagram or Snapchat. Once an influencer shares your product and shows their followers how beneficial it is, the seed is planted and leads are made.

### **3. Leverage reviews.**

Apple has done well getting reviews from its customers -- and you can too. A free trial or sample can be offered in exchange for a testimonial or a review that appears on social media or a review website. Many times, customers are happy to give a review if you just ask them. A coupon or some other exclusive deal is icing on the cake.

Make sure each testimonial has the person's name and image or avatar. If it's a B2B relationship, be sure to add a link back to their website for further credibility.

### **4. Focus on unique value proposition rather than price.**

A big part of Apple's marketing strategy is that they never get involved in price wars. They stick to their pricing albeit it is often much higher than any of the competition. They can do this because they focus on touting their unique value proposition that no other competitor has been able to emulate -- beautiful products that work straight from the box.

### **5. Stand for something.**

Customers want to know that you represent something -- core values that they can see in action in order to feel comfortable buying and using your products. This stand goes beyond just the product. It must be apparent in everything else connected to it -- the packaging, retail appearance and marketing collateral. The messages must repeat those values throughout all platforms.

### **6. Create experiences, not just products.**

Anyone can make a product, but not many can create an experience for the customer that is memorable and entices them to come back again and again. From product launches that feel like going to a rock concert, to movie-style ads, to stores and online shops that revolutionize the shopping experience -- Apple invented the idea of customer experiences.



## **7. Speak to audience using their language.**

Because Apple has studied their customers intently, they know how to speak to them in their own language, which creates a deeper bond and encourages more sales.

By avoiding terms and explanations that only serve to confuse and overwhelm, Apple has found a way to reach customers on a new level that the competition still has not figured out. Focus on studying your customer, how they interact and talk on social media, and speak to those aspects of your product or service that they are most interested in, and use the words they would use.

## **8. Develop an aura and mystery around what you are doing.**

The best marketing approach Apple has used is to create mystery about what they are doing next with product launches and announcements that keep what they are up to under wraps until the big unveiling.

This turns customers into rabid fans and gets them pumped up in a way that has them buying whatever it is rather than stopping to think if they even need what Apple is introducing. However, Apple has gone even farther by leaking certain information and starting rumors to further stir the mystique around a product introduction, They really know how to stir up the audience.

Usually, marketers tell their customers everything about a product, but Apple creates more excitement by withholding information and making everyone speculate.

## **9. Appeal to emotions.**

Apple has created evangelists out of their customers primarily because they have been able to reach and hold on to them at an emotional level. Apple's ads show happy people having a great time with their iPads and iPods rather than focusing on memory size or battery life.

The more their visual content appeals to emotions like happiness, enjoyment and inclusion, the more likely that content will be shared with others and generate the viral movement that Apple has leveraged. This can be emulated by any business niche or company through strong visuals, emotionally charged language and a positive tone as the basis for all content.

## **10. Use visuals.**

We live in a world of content where people are bombarded with words all the time. That's why videos have become so popular. There's far fewer words and more images that can make a greater impact upon the customer experience.

Apple even had ads with only 10 words because they understand that the words, especially the excess of words, is not what resonates with customers and prospects. When creating marketing campaigns, fewer words mean more to the audience, especially when they are given images that resonate on a deeper emotional level.

Apple has a marketing strategy that continues to drive growing sales throughout the globe. Any company can do the same if they apply these lessons within their marketing strategy, and continue to use these tactics for both new and existing products and services.

## **CONCLUSION**

- Driving Apple's growth strategy has been the desire for the company to increase its distribution and availability through the introduction of clones. Unfortunately, this strategy has not provided the company with a strategic fit with its major strength which is the company's innovation. Apple's reputation is that of reliability and quality and should look to exploit these characteristics. Its pure performance is partly attributed to this failing of not matching its strength with its strategy.
- First and foremost, Apple is faced with the continuing challenge of growing user base, and analysts say they will be looking for an update on whether the company's ad campaign featuring Windows computer-users has had any effect on gaining new customers.
  - Due to the pricing strategy of Apple's products and due to its low compatibility with products other than Apple's, it suffered low market share constantly.

## Logo's



The original Apple logo featuring **Isaac Newton** under the fabled **apple tree**.



The **rainbow** Apple logo, used from late 1976 to early 1998



The monochrome Apple logo, used from 1998 to late 2000, predominantly on hardware. Still appears on various products in various colors, such as **iLife** packaging.



Stylized Apple logo, used 2001 to around 2007 on Apple software.



Logo used from 2007 to present.

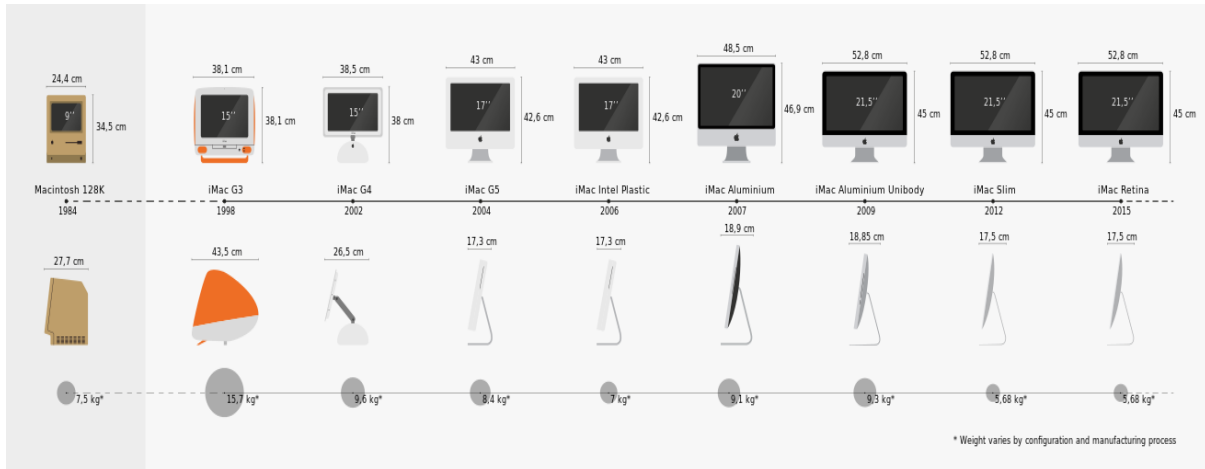


Source: Bloomberg

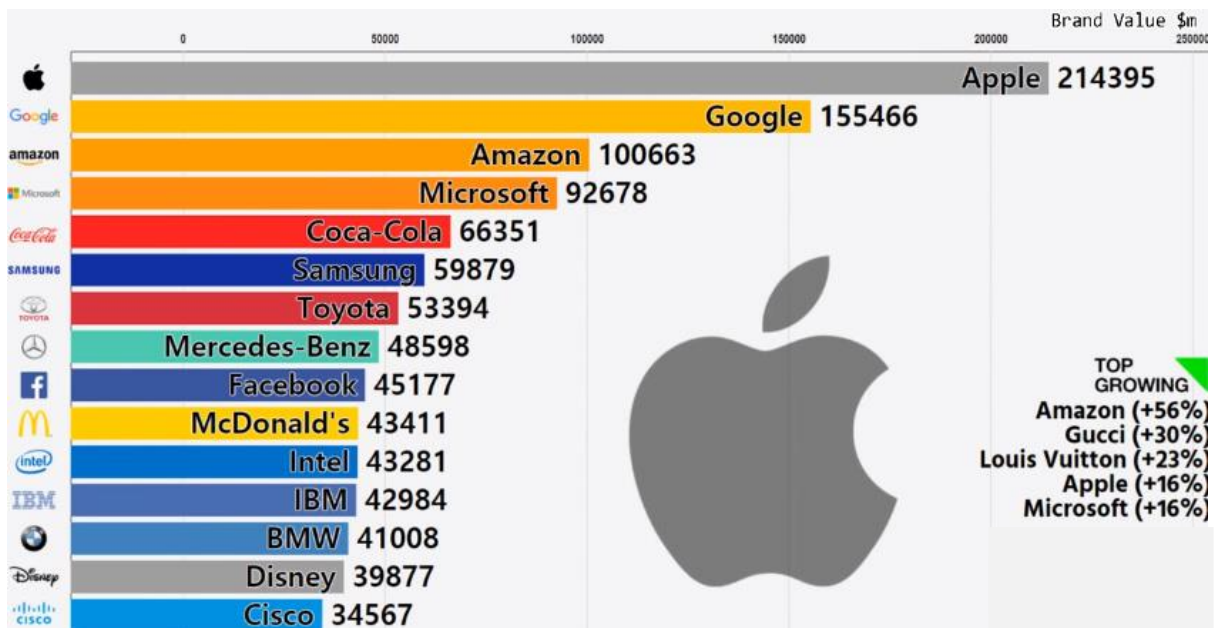
BBC

## How APPLE as grown

## Manufacturing Process




## Position of APPLE



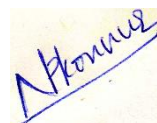
## Annexure

### WEEKLY PROGRESS REPORT

Student Name	POOJA B C
USN	1CR19MBA61
Title of the Study	Organizational Study.
Organization	APPLE Inc.
<b>WEEK-1</b>	
Duration (start date - End date)	<b>6.8.2020 - 12.8.2020</b>
Chapter s covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
<b>WEEK-2</b>	
Duration (start date - End date)	<b>13.8.2020 - 18.8.2020</b>
Chapter s covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
<b>WEEK-3</b>	
Duration (start date - End date)	<b>19.8.2020 - 26.8.2020</b>
Chapter s covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
<b>WEEK-4</b>	
Duration (start date - End date)	<b>27.8.2020 - 30.8.2020</b>
Chapter s covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography



**Signature of the Student**



**Signature of the Guide**



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