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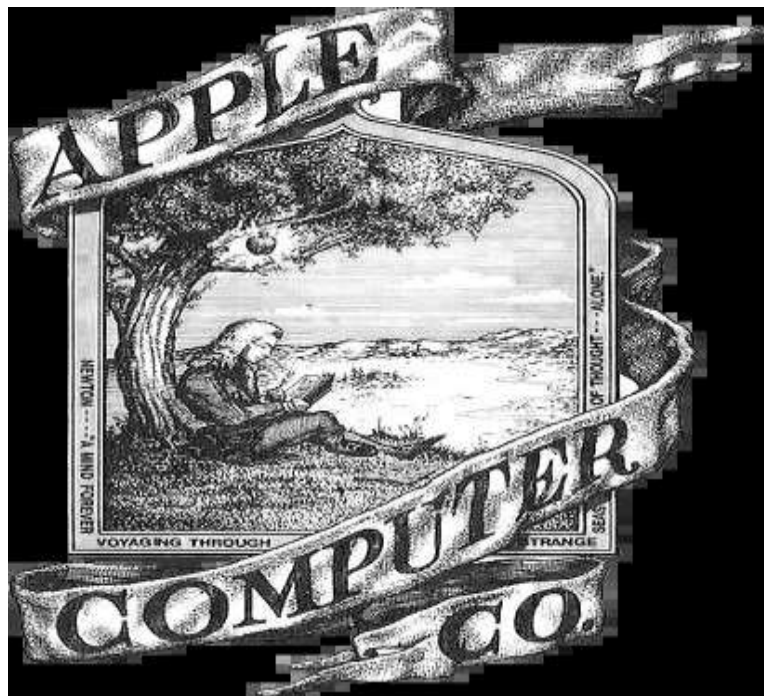
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1.0 BACKGROUND OF APPLE INC

Apple Inc. was first established as Apple Computer Company on April 1, 1976, by Steve Jobs, Steve Wozniak, and Ronald Wayne. (Kaliannan and Ponnusamy, 2014). The headquarters are situated in Cupertino, California, and with rapid growth, the company became a global technology giant. (Linzmayr, 2012). Steve Jobs and Steve Wozniak played pivotal roles in directing Apple towards breakthroughs that completely caused a change in the computer software, internet services, and consumer electronics industries. The early years were defined by the emergence of Apple I and Apple II, which set the stage for Apple's rise in the computer industry. (Sterling, 2012). Despite internal challenges in the mid-1980s, when Steve Jobs returned to Apple, there was an emergence of new and transformative devices like the iMac, iPad, iPhone, and iPod, which strengthened its stance as a global leader in the tech space (MacIsaac, 2011).

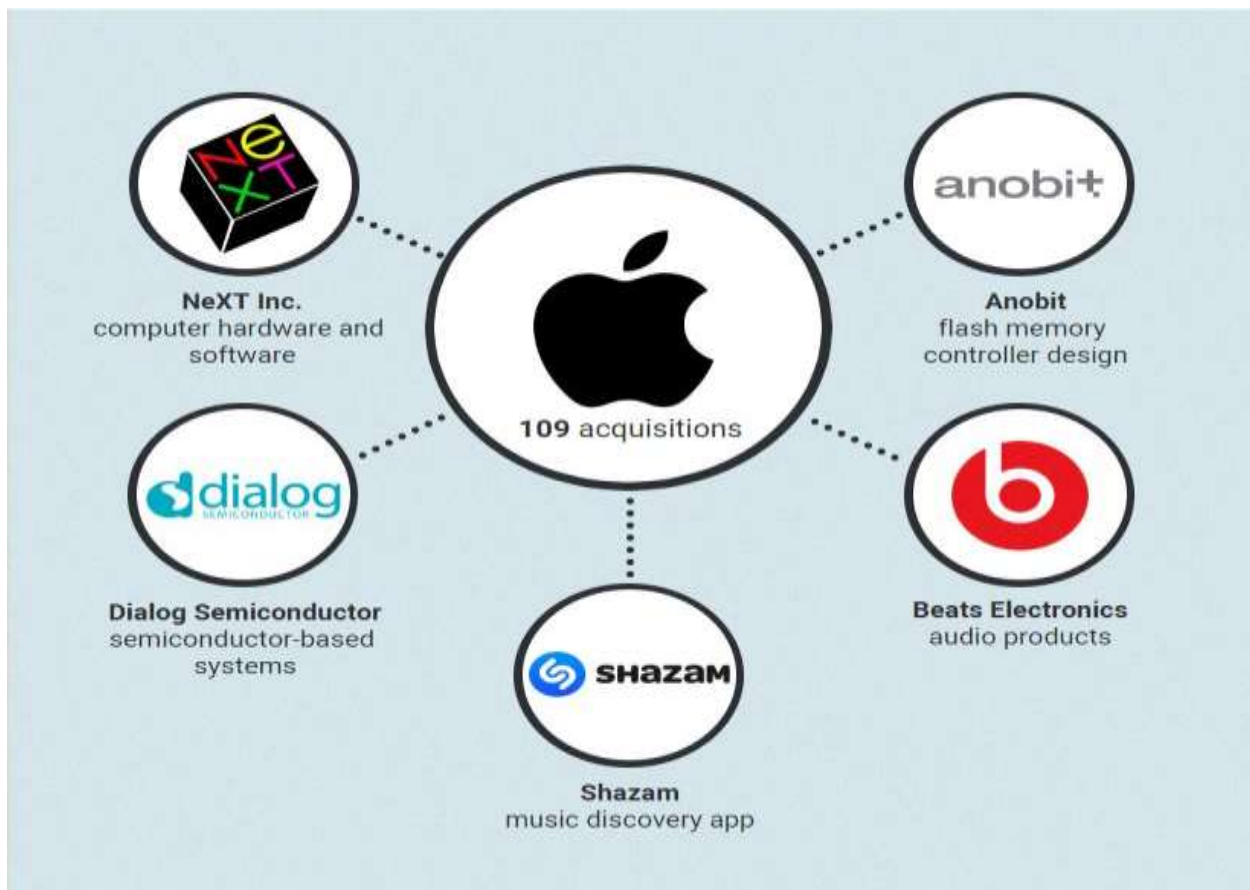
Figure 1.1: Apple first logo: created by Ronald Wayne in 1976



1.1 Core Values and Milestones

Apple's guiding principles have been surrounded by innovation, exceptional design, and pushing the frontiers of technology (Apple, 2021). In the late 1990's, the company experienced financial struggles, but a stunning comeback was experienced with the return of Steve Jobs. The "Think Different" campaign emancipated Apple's ethos of challenging the impossible (Gibbs, 2014). Despite the constant bad criticism, Apple maintained a devoted spirit, achieving milestones such as becoming the first U.S. company to attain a trillion dollars in 2018, while it also reached \$2 trillion in 2020 and \$3 trillion in 2022 (NPR, 2006).

Figure 1.2: Apple Subsidiaries



1.2 Historical Context and Transformative Journey

Apple's history can be defined by technological innovations and strategic steps towards innovation (The Sydney Morning Herald, 2006). The Apple II series made a name for the company in the personal computer market, with the Macintosh introducing a graphical user interface in 1984 (Shabanek *et al.*, 2005). Under Tim Cook's leadership, the company diversified into services, wearables, and original content, solidifying its status as a tech giant (Kim, 2020).

2.0 EXTERNAL ENVIRONMENTAL ANALYSIS: IMPACT ON APPLE INC. IN SOUTH AFRICA AND INDIA

Factors	South Africa	India
Political	Stability of Political Environment which increases foreign investment.	"Make in India" and "Digital India" initiatives present opportunities for local manufacturing. Complex regulations may pose challenges.
Economic	Uneven income distribution affecting sales potential	Growing middle class offers a potential market. Currency fluctuations and economic downturn risks may affect affordability.
Social	Shift among young adults favouring older smartphones for a screen-free experience	Tech-savvy young population provides an opportunity. Shifting consumer preferences and data privacy concerns need adaptation.
Technological	Expanding 5G infrastructure fostering adoption of data-intensive products	Rapid smartphone adoption and 5G technology offer opportunities. Fierce competition from Android-based devices poses a challenge.
Legal	Challenges which includes potential change in tax laws and import duties, which impact	Adapting to data privacy regulations and complex legal landscape. Compliance adjustments may be necessary.

	operation and profitability in South Africa	
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Recently, Apple has been facing several challenges in South Africa spanning from empowerment regulations, currency fluctuations, impacts of black empowerment regulations and sanctions due to trade restrictions (Rahman, 2020). The political scenario in India provides opportunities and challenges for the company, Apple's growth goals is enhanced with initiatives like 'Make in India'. Also, a growing middle class offers growth potential for Apple while they are adapting to transitioning consumer references and data privacy concerns which are crucial and important. (Apple PESTLE Analysis (2024), 2023).

Opportunities are provided to the company through the rapid adoption of smartphones India, Although the android markets have an intense competition. Adapting to data privacy regulations by local communication commission and also a complex legal principle is some of the challenges currently facing Apple in the India (McCarthy, 2021). Nevertheless, navigating through these challenges are the key to Apple success in both South Africa and India.

3.0 ANALYSIS OF APPLE CONSUMER'S BEHAVIOUR IN THE TWO MARKETS (SOUTH AFRICA AND INDIA)

3.1 Consumer Behavior in the South Africa

South Africa's tech can be seen as dynamic, where consumer preferences and responses influence Apple's strategies. The market has a high affinity for price sensitivity. As such, there is a need for Apple to place emphasis on their product uniqueness to enhance their value proposition, which will justify their pricing system and improve their competition for more affordable alternatives. The current mobile-first approach in South Africa underscores the importance of seamless online and digital experiences and the integration of mobile apps. Despite price consciousness, brand loyalty towards Apple persists, necessitating consistent brand image maintenance and premium after-sales service. Social media wields substantial influence, requiring targeted campaigns and influencer partnerships to shape positive brand perception. As South Africa's middle class and youth demographic grow, Apple has the opportunity to tailor offerings to these segments, ensuring budget-friendly options and student-focused marketing campaigns. Adapting to these trends positions Apple to optimise its product strategies, maintain brand loyalty, and tap into emerging market segments in South Africa.

3.2 Consumer Behavior in the India Market

The emergence of Apple in the Indian market has different yet special consumer behaviour trends. In India, an individual owning an Apple product signifies technological sophistication. The Indian landscape is an ecosystem that requires adaptation to unique cultures and affordability concerns. Since the market is majorly driven by value conscious consumers, this leads Apple to innovate and also offer a compelling value propositions (Ten Trends That Are Altering Consumer Behavior in India, 2020). The location of retail store has a direct significance to providing and effective

services to the Indian populace, this also emphasises the importance of local connections. The digital ecosystem also provides opportunities in niches like mobile gaming and entertainment. but challenges like digital stratification impede Apple's consideration of affordability and wider distribution channels.

3.3 Comparative Analysis

To ensure Apple's continuous success in the South African market, there is a need for strategic balancing in price sensitivity while emphasising the uniqueness of their product, which will justify their premium pricing. The dominant mobile-first approach calls for seamless online experiences while maintaining brand loyalty demands. The application of social media and tailoring the offerings to the developing middle class and youth demographic also puts the company in a suitable position to optimise strategies while fostering brand loyalty and also capturing the emerging market segments in South Africa (Paul et al., 2006). The apple ecosystem is aspirational and valued in all markets. However, the Indian market is an exception. The ecosystem is different as it places emphasis on the local retail system and has also been influenced by local and Chinese businesses. Apple's ability to adapt and adjust helps in striking a balance between aspirational branding and also providing satisfaction to customers in each cultural segment, which will determine the overall success in the diverse markets.

4.0 ANALYSIS OF APPLE COMPETITOR'S IN THE TWO MARKETS (UNITED STATES AND INDIA)

4.1 Competitor Analysis in the South Africa

Apple faces dense competition in South Africa's dynamic tech ecosystem. Currently, Samsung holds the second-largest market share in the market. This poses a challenge with its diversity in the Galaxy Series and also its competitive pricing, driving Apple to innovate and present a good value proposition to their customers. Despite recent challenges, Huawei remains a major competitor in the domain. They focus on cameras and competitive pricing, which influences Android users and presses Apple to make a turn in their pricing system. (Farooq, 2019). Xiaomi's growth in the budget segment is tremendous, which also forces Apple to focus on a better value proposition and a more competitive pricing system while catering to young, tech-savvy consumers. With an aim for stylish design, Oppo creates a kind of competition in the new and distinct segment, the fashion-conscious consumer segment, prompting them to also work more on their camera and photography features. Furthermore, Voldacom and MTN are the dominant telecommunications giants. Not only do they influence smartphone adoption through their bundled deals, but they also impact Apple market penetration and retail competition. (Taylor, 2017). The South African market is a complex mix of local brands and online retailers, which contributes to the competitive landscape.

Competitor	Market Share & Position	Strengths	Weaknesses	Impact on Apple
Samsung	2nd largest market share	Competitive pricing, diverse Galaxy series	Brand perception not as premium, potential quality concerns with	Drives price competition, forces innovation

			budget models, reliance on Android ecosystem	
Huawei	Significant competitor	Strong brand recognition, camera technology focus	Political/security concerns affecting brand image, limited access to Google Play services	Offers compelling alternative, drives innovation
Xiaomi	Rapidly growing brand	Aggressive pricing, diverse product portfolio	Brand perception not as premium, concerns about software updates and customer service, potential quality issues with lower-priced models	Captures budget segment, forces competitive pricing
Oppo	Growing challenger	Stylish design, focus on photography features	Limited brand recognition, reliance on online sales channels, concerns about long-term software support	Appeals to fashion-conscious consumers, competition
Vodacom & MTN	Dominant telecom giants	Extensive retail network, bundled smartphone deals	Limited product portfolio, focus on affordability over premium features	Influences adoption rates, creates retail competition

4.2 Competitor Analysis in India:

In the dynamic Indian market, Apple's competitors employ strategies tailored to local preferences. Samsung, with a diverse product portfolio, relies on Bollywood appeal and financing options. Xiaomi's unbeatable prices and online-first approach resonate with tech-savvy consumers. Vivo and OPPO focus their strengths on trendy designs and offline marketing to attract a youthful audience. Realme targets budget-conscious gamers with affordable, gaming-centric phones. Local players like Micromax and Lava cater to the extreme budget segment. Apple's strategies in India, including budget-friendly options, expanding offline presence, localization, and premium services, are evaluated. The figure below visualises the competitors' strategies, brand positioning, and customer loyalty scores.



5.0 MARKET ENTRY STRATEGY EVALUATION FOR APPLE INC. IN THE SOUTH AFRICA AND INDIA

5.1 Apple's Entry Strategy in the South Africa

The emphasis on cutting-edge technology and design set Apple apart, attracting early adopters and establishing it as a trendsetter. The company established partnerships with retailers like RadioShack and Sears to facilitate distribution. However, their expensive product pricing, limited accessibility, and production issues affected meeting demand. The entry strategy was effective in creating a premium brand image and securing a loyal customer base. Yet, challenges such as pricing and distribution constraints could have initially limited the broader market impact, necessitating strategic adjustments (Apple Market Entry Strategy: Apple's Mode of Entry into Foreign Markets, 2023).

5.2 Apple's Entry Strategy in India

Apple's entry into the Indian tech space stems from a strategic evolution. Initially targeting affluent consumers, Apple's premium positioning created a niche market. However, challenges related to affordability and limited accessibility prompted adjustments. The introduction of budget-friendly options and increased presence in tier-2 and tier-3 cities show the company's adaptability and also its flexibility in addressing price sensitivity (Cohan, 2023). Apple faces intense competition from Chinese and Indian brands. Despite these adjustments, the competitive landscape poses challenges to market share, emphasising the need for continuous innovation and adaptation to evolving consumer preferences.

5.3 Strategic Market Entry Approach: Comparison Study

- Apple utilized a localised marketing approach in both South Africa and India, while engaging brand ambassadors and gearing its ecosystem towards resonating with the aspirations and preferences of the local consumer base.
- In South Africa, Apple's commitment to aligning with the unique cultural dynamics of the region was evidenced by collaborations with local retailers, multilingual initiatives, and community engagement initiatives.
- Apple understands the impact of local and Chinese businesses in India, thereby establishing a mix of branding and an understanding of the culture of physical retail.
- The company's entry strategy in both markets reflects its capacity to balance global brand consistency with local strategies; this adaptability is an attribute of the company and the value system it has developed to suit the distinctive characteristics of each market.
- Apple carefully implements a blend of global consistency and local adaptation, as evident in its entry approach in both countries. This is a strategic and tailored approach for any company that wants success in diverse (culturally different) markets.

5.4 Apple's Success Principles in the South Africa and India

- i. Innovative Technology and Design: Apple specializes in providing cutting-edge technology and also products of sleek design that create product uniqueness, setting them apart and also establishing a brand as a trendsetter.
- ii. Strategic Partnerships: The company has also moved forward by establishing a sustainable partnership with local market retailers, such as RadioShack and Sears in

South Africa. to facilitate efficient distribution, making the product accessible to a large audience.

- iii. **Adaptability and Flexibility:** Adaptability has been adjusting its strategy in response to consumer preferences and market demands. E.g., when the Indian market was facing an affordability problem, Apple introduced a pocket-friendly system and increased its presence in tier-2 and tier-3 cities.
- iv. **Premium Brand Image:** Apple's entry strategy was devised to establish and maintain a premium and distinct brand image. This positioning was directed at a particular audience, which makes the product appealing.
- v. **Continuous Innovation:** Apple acknowledges the importance of continuous innovation and creativity. The company continues to stay at the forefront of technology, which ensures its relevance and success.

6.0 SEGMENTATION, TARGETING AND POSITIONING OF APPLE INC IN THE TWO MARKETS (SOUTH AFRICA AND INDIA)

6.1 Segmentation, Targeting, and Positioning in the South Africa

The company strategically targets affluent individuals, urban youth, and professionals who prioritise premium technology and status. This is complemented by a psychographic focus on tech-savvy consumers who value innovation and design (Manji, 2022). Apple positions itself as a premium brand, emphasising superior design, a sophisticated lifestyle, and the symbolic status of ownership. Some challenges in an African market like this are affordability and competition from lower-priced alternatives since they mostly gather more audience attention through their pocket-friendly and differentiation strategies. Nevertheless, Apple has been able to adapt through localised market campaigns, sleek design stores across various cities, and diverse product sales (Apple Market Entry Strategy: Apple's Mode of Entry into Foreign Markets, 2020).

6.2 Apple Inc.'s Segmentation Strategy in India

Apple's segmentation strategy is a special one that recognises the diverse market dynamics and price sensitivity. Segments include affluent urban residents, tech-savvy individuals, and budget-conscious consumers. The approaches ushered by Apple in targeting encompass a differentiated product portfolio, localised marketing campaigns featuring Bollywood celebrities, and an expanded physical presence in tier-2 and tier-3 cities (South Africa's Apple Market Report 2024: Prices, Size, Forecast, and Companies, 2024). The positioning helps in stabilising a premium aspirational value, associating Apple with high quality and cutting-edge technology. While the strategy exhibits strengths in effective targeting and cultural localization, challenges include limited reach for budget-conscious consumers and competition from affordable alternatives.

Future opportunities involve exploring micro-segmentation based on regional preferences, collaborations with local developers, and offering affordable financing options.

6.3 Analysis of Segmentation, Targeting, and Positioning Approaches

- Apple strategically targets individuals in South Africa who prioritise premium technology and status.
- In India, Apple's segmentation includes tech-savvy individuals and budget-conscious consumers, showcasing an awareness of diverse market dynamics.
- Apple consistently positions itself as a premium brand in both South Africa and India by producing superior design, a creative lifestyle, and symbolic symbols in their product use.
- Cost and competition are also some viable challenges from lower-priced alternatives that are addressed through Apple's introduction of budget-friendly options, localised marketing campaigns, and an expanded physical presence in various cities.
- Apple's continuous success in both markets over the years is due to its comprehensive segmentation, targeting, and positioning approaches, showcasing adaptability to distinct market characteristics and challenges.

Aspect	South Africa	India
Segmentation	- Affluent individuals - Urban youth - Professionals	- Affluent urban residents - Tech-savvy individuals - Budget-conscious consumers
Targeting	- Tech-savvy consumers valuing innovation and design	- Differentiated product portfolio - Localized marketing campaigns with Bollywood celebrities - Expanded

		physical presence in tier-2 and tier-3 cities
Positioning	- Premium brand emphasizing superior design and sophisticated lifestyle	- Premium aspirational value associated with high quality and cutting-edge technology
Challenges and Adaptations	- Affordability challenges addressed through localized market campaigns, sleek designs, and diverse product sales	- Challenges include limited reach to budget-conscious consumers; adaptation involves an expanded physical presence in various cities and offering affordable financing options
Future Opportunities	- Continued exploration of micro-segmentation based on regional preferences, collaborations with local developers, and offering affordable financing options	- Exploring micro-segmentation based on regional preferences, collaborations with local developers, and offering affordable financing options

7.0 MARKETING MIX (4 P'S) ASSESSMENT OF APPLE INC IN THE TWO KEY MARKETS (SOUTH AFRICA AND INDIA)

7.1 Apple Inc.'s Marketing Strategies in South Africa

7.1.1 Product Strategies

- In South Africa, Apple positions its products as premium, thereby focusing on aesthetics and user-centric design and styling.
- This method creates an appeal to the market that values quality. The company recruits brand ambassadors and influencers to build an interactive ecosystem, enhancing the aspirational value of its products among tech-savvy consumers.
- Apple's marketing reflects an aspirational image, resonating with various consumer segments and positioning its products as symbols of status.

7.1.2 Pricing Models

- Apple adopts a pricing strategy with focus on premium based plans.
- To resolve the affordability concern, Apple decide to provide financing options and also signed collaborations with carriers, making its products more accessible to a wider audience.

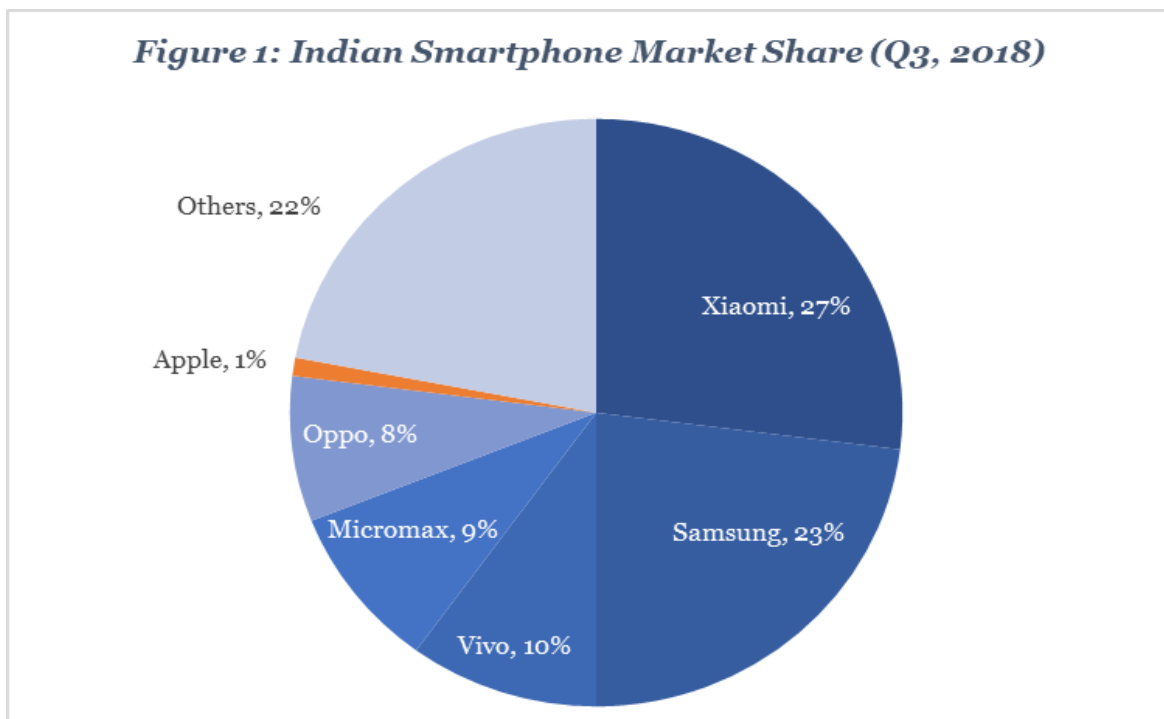
7.1.3 Place/Distribution Channels

- Apple's stores provide a premium retail experience for new customers to emphasise to consumers that the brand is committed to quality and design.
- The company employs a multi-channel distribution strategy, which combines the premium in-store experience with online platforms to reach a wider audience.

7.1.4 Promotional Activities

- Apple's marketing in South Africa continues to be in a minimal and elegant style, aligning with the brand's image of sophistication.
- The company runs targeted campaigns catering to diverse consumer segments, reinforcing its products' relevance across different demographics.
- The company constantly endorses celebrities and also employs word-of-mouth marketing.

7.2 Apple Inc.'s Marketing Strategies in India



7.2.1 Product Strategies

- In India, Apple aims to strike a balance between global brand consistency and local Apple adopts a pricing strategy with a focus on premium-based plans.

- To resolve the affordability concern, Apple decided to provide financing options and also signed collaborations with carriers, making its products more accessible to a wider audience. relevance, recognising the influence of local and Chinese businesses.
- The company adapts its product strategies to align with the unique dynamics of the Indian market, incorporating features that resonate with local preferences.

7.2.2 Pricing Models

- Apple in India creates a balance between aspirational branding and affordability while understanding the price sensitivity of the market.
- The company also adopts pricing structures that are stratified and segment-based to cater for diverse consumer channels, ensuring flexibility in pricing.

7.2.3 Place/Distribution Channels

- Recognizing India's culture of physical retail, Apple adapts its distribution channels by expanding its offline presence, while also recognising India's culture of physical and local retail.
- Collaborations with local retailers and mobile carriers also further extend Apple's reach in the Indian market.

7.2.4 Promotional Activities:

- Apple directs its advertisements and promotions to fit in with India's cultural dynamics while ensuring that marketing messages reach the majority of the local audience.
- Leveraging local influencers and advertisements, Apple adapts its promotional strategies to align with the diverse cultural influences in India.

- Local influences have also been adopted by Apple, associating its products with high quality and cutting-edge technology.

7.4 MARKETING STRATEGIES COMPARISON: SOUTH AFRICA VS. INDIA

Aspect	South Africa	India
Product Strategies	- Premium, aesthetic, and user-centric.	- Balance global consistency with local relevance.
	- Exclusive ecosystem with influencers.	- Adapt to local and Chinese market influences.
	- Aspirational image for diverse segments.	- Adjust to India's physical retail culture.
Pricing Models	- Tiered pricing with a premium focus.	- Balance aspirational branding and affordability.
	- Financing options and carrier collaborations.	- Segment-specific pricing for diverse channels.
Place/Distribution Channels	- Iconic Apple Stores for a premium experience.	- Adapt to India's retail culture with offline presence.
	- Multi-channel distribution, including online.	- Strong online focus with e-commerce partnerships.
	- Strategic offline expansion in suburban areas.	- Collaborate with local retailers and mobile carriers.
Promotional Activities	- Minimalist and elegant marketing.	- Align promotions with India's cultural dynamics.

	- Targeted campaigns for diverse segments.	- Adapt to local influences using influencers and ads.
	- Celebrity endorsements and word-of-mouth.	- Emphasize aspirational branding amid local influences.

Similarities:

- i. Diverse Product Portfolios: Both markets benefit from Apple's strategy of offering a diverse range of products that target various consumer segments.
- ii. Premium Positioning: Apple maintains a premium brand image in South Africa and India, leveraging exclusivity and unique status.

Differences:

- i. Localization in India: Apple adapts its product features and marketing strategies more significantly in India, considering cultural intricacies and religious preferences.
- ii. Pricing Strategies: India sees more explicit segmentation in pricing structures, addressing the significant price sensitivity of the market.

Adaptations:

- i. Localized Marketing in India: To gain more love and build a lasting relationship with the Indian people, Apple tailors its marketing campaigns, celebrity endorsements, and advertising content,
- ii. Affordability Strategies in India: Acknowledging the price-sensitive nature of the Indian market, Apple developed considerable affordability strategies, which includes budget-friendly models and partnerships for financing.

- iii. In India, Apple places its offline presence to fit the diverse geographical landscape, not only major cities are targeted but rural and suburban areas.

CONCLUSION

Finally, Apple Inc.'s strategic emergence into the South African and Indian markets is an adaptation to diverse cultural, economic, and technological landscapes. The company has successfully navigated through numerous challenges while employing a blend of global brand consistency and localised strategies. In South Africa, Apple maintains a premium brand image, emphasising aesthetics and user-centric design, backed by an enabling environment and influencer.

The pricing strategy, with a focus on pricing and financing options, addresses Apple's success in India due to its ability to balance branding and aspirations with affordability. Firstly, they recognise the influence of local and Chinese businesses, and then the company adapts its product features and marketing strategies significantly, incorporating elements that fit into local needs and preferences.

The pricing system is also stratified and segmented, catering to diverse consumer channels. Additionally, recognising India's culture of physical retail, Apple adapts its distribution channels and collaborates with local retailers and carriers. Both markets experience Apple's commitment to continuous innovation, strategic partnerships, and tailored promotional activities.

The company's segmentation, targeting, and positioning strategies are comprehensive, considering the unique dynamics of each market. In essence, Apple's success principles in South Africa and India mainly consist of innovative technology, strategic partnerships, adaptability, premium brand image, and continuous innovation, revealing its prowess in navigating and succeeding within distinct global marketing environments. This case study provides insights into the complex

interplay of internal and external factors influencing a multinational company's marketing decisions.

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