



Product Development of iMac G3

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Summary of Responsibilities

Individual Member Contribution: Du Pan

“Du Pan wrote the Technical Details section paged 7 to 12 and united all the sections together at last.”

Individual Member Contribution: Qixuan Yang

“Qixuan Yang wrote the Introduction and Market Research sections paged 4 and 13 to 15.”

Individual Member Contribution: Weiping Zhu

“Weiping Zhu wrote the Conclusion section paged 17.”

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“Yuwei Zhao wrote the Conclusion section paged 17.”

Individual Member Contribution: Mengqi Liu

“Mengqi Liu wrote the Strategic Fit section paged 5 to 6.”

Introduction

With the gradual development of science and technology, the worldwide personal computer industry growth rate began to increase. More and more people need a computer to help them finish some work. However, people are not satisfied with those technologies which are already common in markets, they want their computers are out of the ordinary and innovative, but also urge the product with more creative and attractive functions and technologies. Apple, which is well-known for its innovation launch new computer called iMac. iMac is a new radical design and adopt all-in-one to host. Through this research, we believe that iMac which is out of the ordinary other computer will have very good market development in the world.

Strategic Fit

Background

*"Apple has been declared dead 69 times since April, 1995".*¹ Back to 1994, when the board handed Aemlio, *"When I walked in the door, I was facing five crises: We were dangerously low on cash; the quality of our products was poor; the development of our next generation [software] was behind schedule and in disarray; Apple's famously contrarian corporate culture was almost impossible to manage; and our product line and development efforts were fragmented to the point that the company was completely unfocused."*² While Aemlio didn't seem to have substantial experience in the PC business. The financial picture was keeping bleak.

Till 1997, *"with the company operating at a loss and Microsoft's Windows 95 flying off the shelves,"*³ Apple realized that they did need a zealot, and then, Jobs re-joined the board in August of that year.

Identify Trends

In the third quarter of 1997, the computer markets continued a steady stream of growth in the worldwide, *"global PC sales increased 16.2 percent while the U.S. market grew 22 percent over the same period a year ago",*⁴ *"Dell Computer Corp. and Hewlett Packard Co. emerged as the winners in third-quarter computer sales."*

Analyze Competitors

*"Apple today posted a loss of \$56 million for its fiscal 1997 third quarter."*⁵ pointed by ZDNet, Jobs ventured out to contract with Microsoft, *"Microsoft chairman Bill Gates said today that the software giant will invest \$150 million in Apple."*⁶ Looked at the consumer product on the market, their speed is very slow, displays are unclear with a lower performance and hardly to use. Enabled Apple to build laptops that were both simply and fast.

Innovate

Steve Jobs insists *"People don't know what they want until you show it to them."*⁷ And that's how he made the first iMac success.

¹ the Mac Observer, *Apple Death Knell Counter* <http://www.macobserver.com/tmo/death_knell> Last Accessed 05/04/15

² FORTUNE, *SOMETHING'S ROTTEN IN CUPERTINO AS CEO GIL AMELIO AND AN INEFFECTUAL BOARD DITHERED, APPLE COMPUTER LOST MARKET SHARE AND FADED INTO INSIGNIFICANCE. NOW STEVE JOBS HAS RETURNED, WITH A TURNAROUND STRATEGY THAT COULD MAKE APPLE HIS ONCE AGAIN.*

<http://archive.fortune.com/magazines/fortune/fortune_archive/1997/03/03/222710/index.htm> Last Accessed 05/04/15

³ TIME, *The Apple Revolution: 10 Key Moments*

<http://content.time.com/time/specials/packages/article/0,28804,1873486_1873491_1873461,00.html> Last Accessed 05/04/15

⁴ CNN Money, *Big PC makers get bigger*<<http://money.cnn.com/1997/10/27/technology/pcsales/>> Last Accessed 05/04/15

⁵ ZD Net, *Apple posts \$56 million loss*<<http://www.zdnet.com/article/apple-posts-56-million-loss/>> Last Accessed 05/04/15

⁶ CNET, *Microsoft to invest \$150 million in Apple*

<http://news.cnet.com/Microsoft-to-invest-150-million-in-Apple/2100-1001_3-202143.html> Last Accessed 05/04/15

⁷ Forbes, *Five Dangerous Lessons to Learn From Steve Jobs*

<<http://www.forbes.com/sites/chunkamui/2011/10/17/five-dangerous-lessons-to-learn-from-steve-jobs/>> Last Accessed 05/04/15

1. iMac shattered the status quo with the vibrant colour “Bondi blue” and the gentle curves instead of those harsh corners.
2. The meaningful “i” (“internet, individual, instruct, inform, or inspire,” according to Steve Jobs’ introductory 1998 iMac slide show).
3. “It launched on the Internet wave.”⁸
4. The introduce of USB

⁸ PC World, Eight Ways the iMac Changed Computing
<http://www.pcworld.com/article/149878/apple_imac.html> Last Accessed 05/04/15

Technical Details

Technical review

There are two main parts of computer: monitor and host which contains USB port, mother board, CD ROM and other important hardware. Since these things are heavy, separated, Apple decided to create a new kind of computer product called iMac G3.

*"The iMac G3 is similar to the Power Macintosh G3 All-In-One model except it includes only USB, Ethernet, 56k Modem, and analogy Audio I/O ports and an IrDA (Infrared Data) port. The iMac does not have ADB ports, Serial Ports, or SCSI ports. While this gave companies an advantage to sell new USB accessories, most consumers had to buy new printers, scanners, and other devices. USB to SCSI, ADB, or Serial adapters were available, but most had their share of problems."*⁹

Technical specifications

1. All-In-One

All-In-One means that unit the monitor and host together as one. Then the computer will use less space and not easy to be broken. This reduces the components of computer to at least 3.



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⁹ MacRumors:Guides, iMac G3 (Rev A) Bondi Blue- Description, <http://guides.macrumors.com/iMac_G3> Last Accessed 04/05/15

¹⁰ Neowin, New 'budget iPhone' snaps circulate online, <<http://www.neowin.net/forum/topic/1145614-new-budget-iphone-snaps-circulate-online/>> Last Accessed 04/05/15

“Part of the reason the original iMac design was so popular is that it helped de-mystify the technology and make it less scary to consumers.”¹¹

2. USB1.1

There are three advantages of USB compared to the floppy disk. First one is USB has much larger capacity than floppy disk. The second one is the speed of data transmission of USB is quicker. The last one is floppy disk can be used only once. However, USB can cyclic utilization. Because of these three advantages the USB has, people started to use USB instead of floppy disk in work. *“USB1.1 support data transfer rates of 1.5Mbps and 12Mbps, for low and full speed peripheral devices respectively. USB1.1-enabled software and peripherals, offering customers extensive utility with hundreds of millions of low-speed and full-speed USB devices already on the market. USB can support simultaneous connection of up to 127 devices by attaching peripherals through interconnected external USB hubs.”¹²*



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3. Ethernet

Ethernet is the most widely-installed local area network (LAN) technology. Specified in a standard, IEEE 802.3, Ethernet was originally developed by Xerox from an earlier specification called Aloha net (for the Palo Alto Research Centre Aloha network) and then developed further by Xerox, DEC, and Intel. An Ethernet LAN typically uses coaxial cable or special grades of twisted pair wires. Ethernet is also used in wireless LANs. The most commonly installed Ethernet systems are called 10BASE-T and provide transmission speeds up to 10 Mbps. Devices are connected to the cable and compete for access using a

¹¹ Neowin, New 'budget iPhone' snaps circulate online <http://www.neowin.net/forum/topic/1145614-new-budget-iphone-snaps-circulate-online/> => Last Accessed 04/05/15

¹² VIA, Overview of USB, < <http://www.via.com.tw/en/products/peripherals/usb/overview.jsp> => Last Accessed 04/05/15

¹³ iMac G3 Panel, < http://en.wikipedia.org/wiki/iMac_G3#/media/File:iMac_G3_Panel.jpg => Last Accessed 04/05/15

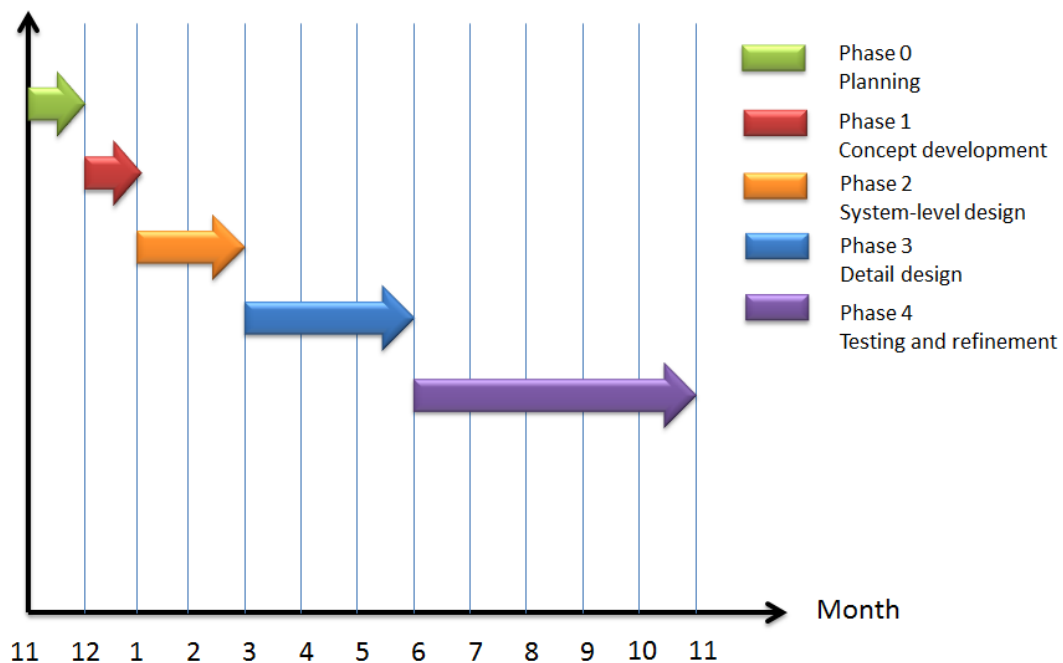
Carrier Sense Multiple Access with Collision Detection (CSMA/CD) protocol.

USB:	 2 (1.1)	Firewire:	 None
Modem:	 1 (RJ-11)	Ethernet:	 1 (RJ-45)

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Project Plan for the next year

iMac is a whole new series apple product. So along with high profits there are still aspects need to be improved. We as a group of research and development of iMac decided to continue our research, try to complete the function to make iMac more popular and stronger.



Totally there are five phases in project plan. But in the next year we will only focus on the first four phases.

● Phase 0

a. Identify opportunity

Internet is developing fast in the whole world. So does computers. The market of computer selling is crowded but none of them have something special like iMac G3 does. According to our marketing team's analysis it is a great time for Apple to launch G3. For company launching iMac means a big revolution both in technology and producing. Meet the challenge take the chance.

b. Evaluate and prioritize projects

Our strategy is market follower. In detail, we exactly pay attention to the customers' needs and watch out their remarks. We closely follow the trend in the market. This is a less risky strategy in a new technology development environment

c. Allocate resources and plan timing

¹⁴ EveryMac.com, Apple iMac G3/233 Original - Bondi (Rev. A & B) Specs

< http://www.everymac.com/systems/apple/imac/specs/imac_ab.html#macspecs2 => Last Accessed 04/05/15

We consider resources allocation such as human resources, development equipment, test equipment, manufacturing capacity, availability of raw materials and components and so on. Then we consider project timing. We must be the first one who launch the all-in-one computer so that we can hold the market then make profits.

d. Complete pre-project planning

This activity is completed by the core team. We created mission statement and provide clear guidance for the project.

e. Product development process

● **Phase 1**

There are 7 steps to this process: First is to identify the needs of the target market. The goal is to understand customer needs and then communicate them to the development team. Second is establishing target specifications which are transform the customer needs into technical terms. Third is generating product concepts to explore the space of product concepts that may address the customer needs. Forth is concept selection to identify the most promising concept. Fifth is to test product concept to verify if the customer needs have and shortcoming of the product. Sixth is setting final specifications. And final activity is to plan downstream development which is to create a detailed development schedule

● **Phase 2**

a. Appearance

"We could make a computer look like a grapefruit," Ives said. Computer companies have just been afraid to break out of the status quo and make anything that differs too much in form, Ives said. "The computer industry is creatively bankrupt," he said. The form of computers has never been important, with speed and performance being the only things that mattered," he said. "We knew that iMac was fast, we didn't need to make it ugly."¹⁵



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¹⁵ Original iMac introduction – Apple Special Event (1998), <<http://everystevejobsvideo.com/original-imac-introduction-apple-special-event-1998/>> Last Accessed 04/05/15

¹⁶ A.P.BARRATT Professional Greek, RECYCLING THAT OLD IMAC G3 WITH UBUNTU,

b. Hardware function

Next year we set enlarge storage as our main target. G3 has the newest technology in computer area so we don't have to worry about other companies may copy our product. Storage has the biggest potential to be improved in one year. G3 hard drive now is 4GB and we may expand it to 6GB next year.

Video
Monitor: 15"
VRAM: 6 MB SGRAM
Max Resolution: 1024x768

Storage
Hard Drive: 6 GB
ATA Bus: EIDE
Optical Drive: 24x CD-ROM

Input/Output
USB: 2
Audio Out: stereo 16 bit mini
Audio In: stereo 16 bit mini
Speaker: stereo, SRS
Microphone: mono

Networking
Modem: 56 kbps
Ethernet: 10/100Base-T

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● Phase 3

IOS system produced by apple is the only operating system that allowed on iMac. Every user who need to download or install any kind of software has to go to APP store and Itunes. As we all know, windows is the most powerful system before IOS appeared. Everybody already have used to windows operating rules. If we want to promote iMac we must make IOS be convenient for every age of users. Next year on one hand, we do research on windows to see what we can learn or imitate from it. On the other hand, we have to improve IOS make it has its own features also easy to use.

● Phase 4

In this process our prototype will be built. We need do lots of tests on it to see whether it meets our requirements. For example, how large is the storage? Will it influence the speed when running a programme? Dose it valuable for customers? And so on. Every question asked need to be answered. Refinement should follow these answers.

< <http://apbarratt.scot/recycle-imac-g3> = >Last Accessed 04/05/15

¹⁷ < <http://apple-history.com/imacrevc> = >Last Accessed 04/05/15

Group member responsibilities

	Planning	Concept Development	System-level Design	Detail Design	Testing and Refinement
Marketing Team	Analyze potential market	Investigate the demands of customers	Give advice to Design team	Make an initial marketing plan	Summarize customers' feedback
Design Team	Provide creative idea	Compare with competitors' products	Study the function, advantages and disadvantages	Improve the appearance and hardware	According to the feedback give better design
Manufacturing team	Evaluate the work force	Prepare work force	Define production process, equipment	Train work force	Refine quality assurance process

Market Research

Market analysis in 1998

The worldwide personal computer industry experienced a growth rate of 15 percent in 1998, according to new numbers from Dataquest Inc. *"The U.S. and European PC markets accounted for nearly 65 percent of all 1998 PC shipments, and the Dataquest numbers indicate that as many as 37 percent of U.S. households are now connected to the Internet."*¹⁸ What about the computer market of the worldwide? *"Compaq continued to lead the worldwide PC industry with nearly 14 percent market share in 1998. IBM held onto the No. 2 position, but Dell closed the gap between the two vendors: Dell grew 65 percent last year, pulling strongly away from Hewlett-Packard with only a 25.5 percent growth rate for the year."*¹⁹

And for our company, everyone thought that must be a difficult time. *"Its market share eroded, losses were accumulating, and Mac OS was aging in comparison to Windows 95, which was busy revolutionizing the PC landscape"*.²⁰ Some sites evaluate our company just like this in 1997 *"Stock in Apple Inc. was trading at a ten-year low (\$13 per share). The Macintosh was outdated, the Newton had flopped, and Apple's board of directors had just ousted their second CEO in as many years."*²¹

Customers' needs and wants

To obtain the need and want of customers in the round, we take a market research for secondary data to help us improve the basis for designing and carrying out the more difficult and expensive primary data collection.

We know that *"In 1998 information technology was dominated by a single event, the Microsoft Corp. antitrust trial, but although the outcome of that trial promised to have ripple effects throughout the computer and software industry, the year produced other notable events as well."*²² When we gather raw data and then interpret raw data in terms of customers need. We find that we need to express the customers' need in term of what the product has to do. Most half of the customers tell us that they need a computer's speed and performance being the only things that mattered. And we also want our design what's not a computer.

When we solve the speed and performance, we establish the relative importance of the needs for customers. we asked customers questions about "besides speed and performance which function most attracts you and precipitate you must to buy the computer?" over 40% participates choose the design of the computer. "Do customers prefer beauty or size small?" over 45% participates choose the beautiful of the computer. No one can deny the beautiful thing. So if we design our computer which has more colorful ,also smaller than before, we think we will succeed.

¹⁸ Tom's Hardware, *Worldwide PC sales climb in 1998*

< <http://www.tomshardware.co.uk/worldwide-pc-sales-climb-in-1998,news-24.html> =>Last Accessed 5/3/2015

¹⁹ Tom's Hardware, *Worldwide PC sales climb in 1998*

< <http://www.tomshardware.co.uk/worldwide-pc-sales-climb-in-1998,news-24.html> =>Last Accessed 5/3/2015

²⁰ Matthieu Lamelot, *In Pictures: Iconic Machines From Computing History*

< <http://www.tomshardware.com/picturestory/619-31-history-personal-computers.html> =>Last Accessed 5/3/2015

²¹ Nick Scheidies, *How Apple Became the World's Most Valuable Company*

< <http://www.incomediary.com/how-apple-became-the-worlds-most-valuable-company> =>Last Accessed 5/3/2015

²² Steve Alexander, *Computers and Information Systems: Year In Review 1998*

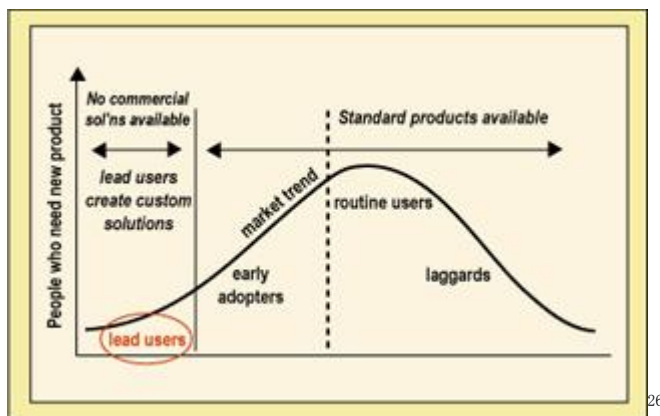
< <http://www.britannica.com/EBchecked/topic/130431/Computers-and-Information-Systems-Year-In-Review-1998> =>Last Accessed 5/3/2015

*"We could make a computer look like a grapefruit," Jonathan Ive said, who is vice president of Apple Computer's Industrial Design Group and head of the team that designed the futuristic, translucent aqua bubble known as the iMac, there are many similarities. Computer companies have just been afraid to break out of the status quo and make anything that differs too much in form, Ives said. "The computer industry is creatively bankrupt, We knew that iMac was fast, we didn't need to make it ugly."*²³

Lead Customer

We know that consumer need can be very elusive and also we must know our intuitions are often wrong. So lead customer describe the small percentage of your current customers who are truly innovative. *"Apple Lead Customer Service Representatives earn \$30,000 annually, or \$14 per hour, which is equal to the national average for all Lead Customer Service Representatives at \$30,000 annually and 68% lower than the national salary average for all working Americans."*²⁴ These may not be your most vocal customers, your most profitable customers, or your largest customers. But they are the customers who care deeply about the way in which your products or services could help them achieve something they care about.

*"Because they need a solution sooner than most people, lead users have an incentive to create innovative products and services."*²⁵



We can invite some people who are famous in the area of electric product and know lots of computer knowledge to use the samples and write trial usage results for the new product. If they feel good on this product, there will be more customers who would like to try it. At the same time, they can provide us advice on technical details. Such as how to make your files open more conveniently. Also they may think the computer is too fancy, they want the designer to change. Lead customer must be found and sensibility, he does not like the designer to design work, but they must help our company to help us develop and try out their idea. With the help from the lead customers, our new product must have a remarkable market share.

²³ Kristi Essick, *The man behind iMac* <<http://edition.cnn.com/TECH/computing/9809/22/imacman.idg/>> =>Last Accessed 5/3/2015

²⁴ Job Title ,1 APPLE lead customer service representative

<<http://www.careerbliss.com/apple/salaries/lead-customer-service-representative/>> =>Last Accessed 5/3/2015

²⁵ Prof. Eric von Hippel, *How to Develop "Breakthrough" Products and Services* <<http://ocw.mit.edu/courses/sloan-school-of-management/15-356-how-to-develop-breakthrough-products-and-services-spring-2004/>> =>Last Accessed 5/3/2015

²⁶ Prof. Eric von Hippel, *How to Develop "Breakthrough" Products and Services* <<http://ocw.mit.edu/courses/sloan-school-of-management/15-356-how-to-develop-breakthrough-products-and-services-spring-2004/>> =>Last Accessed 5/3/2015

Target market

The information we gather from the questionnaire survey show that the features of computer satisfy the need and want of the majority of customers perfectly. Because the types of the computer very few to let the user can choose. That reflects the good market outlook of our product. *"Apple's co-founder pointed out that of its 22 million customers, 10 million are in the consumer category."Those users haven't been upgraded because of viability concerns about Apple, which I think we've overcome," Jobs said. "And we haven't given them a good product in a long time."*²⁷

In our questionnaire survey, the participates whose age are in 28 to 40show the strongest interests on our product and are more likely to accept a fresh product like that. And they can afford the price of the computer. After all, it is more expensive for the ordinary people.*"This one is incredibly sweet. This \$1,299 product is faster than the fastest Pentium II you can buy. The market's never had a consumer computer this powerful and cool-looking," Job said.*"²⁸So we need better appearance design and system performance than other companies to impress consumers.

²⁷ Steve Jobs, *Apple unveils iMac* <<http://cnfn.cnn.com/1998/05/06/technology/apple/>>=>Last Accessed 5/3/2015

²⁸ Steve Jobs, *Apple unveils iMac* <<http://cnfn.cnn.com/1998/05/06/technology/apple/>>=>Last Accessed 5/3/2015

Description of the Department

Jony Ive, the designer for iMac

Jony Ive and his top deputy, Danny Coster, began to sketch out futuristic designs. The plastic casing that Ive and Coster proposed was sea-green blue.

Jon Rubinstein, who was in charge of hardware

Rubinstein adapted the microprocessor and guts of the Power Mac G3, Apple's high-end professional computer, for use in the proposed new machine.

Phil Schiller, Apple's marketing chief

Marketing, advertising planning of Apple product done by him.

Ken Segall, named "iMac" for Apple

Jobs asked Lee Clow and Ken Segall and others from the TBWA\Chiat\Day ad team to fly up to see what he had in the works. Jobs asked them to suggest names. Segall came back with five options, one of them "iMac."

Conclusion

By strategy making, technical research and market analysis of PC, summary all the findings:

- The sales of global PC increased rapidly in 1997, more and more people selected PC. But the consumer product on the market had low speed, and their displays are unclear with a lower performance and hardly to use. Enabled Apple to build laptops that were both simply and fast.
- It's a difficult time for our company in 1997, Some sites evaluate our company Stock in Apple Inc. was trading at a ten-year low (\$13 per share). It's necessary to develop a good new product to make profits and tide over difficulties.
- In this situation, we decide to develop a new product named iMac to attract customer attention. It has a groundbreaking USB accessories, and one built-in microphone one sound-in one sound-out and two headphone ports. These can provide consumer more choice to chose when listening to the music or having a video chat, an attractive candy looking, a convenient IOS system, a meaningful app (iBook) and a satisfactory price.

Recommendations:

1. Increase the efforts in product development.

In order to achieve a bigger competitive power, it is necessary for company to go further to develop the product technology, which needs to pay more attention to feelings and feedback from our customers. For example, as a advanced tool of people, the product should be light and handy for human to take everywhere. However, iMac is all-in-one shape computer, the size of the G3 is a little big. How can we minimize our elements in host meanwhile maintain the size of the monitor. That need advanced technology waiting for us to research.

2. Reduce the production of other undesirable products suitably.

Since we were dangerously low on cash, the key is creating the biggest value with limited funds. In some way, that implies us cut down the outputs in producing such undesirable product. Meanwhile, put more funds into the production of the development of our new product.

3. Spare no efforts in advertisement

We can see varieties of sparkle points on our new product -iMac G3. Larger capacity, higher speed and friendly recycling use of USB, the advanced Ethernet, the good quality of the sound and the cute colour and shape. All of them are enough to draw the customers attention. Call for skilful work team to create an exquisite advertisement is extremely worthwhile. The profits brought by the huge number of the sale is much more than input in the Ad.

4. experience and the small weakness of property. After withdrawing the data, do an analysis. Only in this way can we make sense of the fact whether our new product do well or has some disadvantages in some ways. Only in this way, can we go further in the research of the technology improvement.

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