



**BMG872 (63829) - Global Strategy Development and
Implementation. 2024-25**

***Apple's Global Strategy Implementation in Nigeria:
Analysis of Market Adaptation and Performance***

Student Name: Zakariae Elmkanetar

Student ID: B01001720

Campus: Birmingham

Submission deadline: 12th May, 2025

Table of Contents

Introduction.....	1
Competitive Analysis in Nigeria using Porter’s Five Forces.....	1
Threat of New Entrants	1
Competitive Rivalry	1
Bargaining Power of Suppliers	2
Bargaining Power of Buyers	2
Threat of Substitutes	3
Analysis of Apple's Home Country (US) using Theoretical Models.....	3
Porter's Diamond Model	3
Factor Conditions.....	3
Demand Conditions	4
Related & Supporting Industries.....	4
Firm Strategy, Structure & Rivalry.....	5
Government & Chance	5
Bartlett & Ghoshal Framework.....	6
Global Strategy	6
Transnational Strategy	6
Local Adaptation.....	7
Country-Specific Strategies	7
Current External Environment.....	7
Political Factors	7
Economic Factors.....	8
Social Factors.....	9
Legal Factors.....	10

CSR Practices and the 17 UN SDGs.....	10
Recommendations and Conclusion.....	11
References.....	12

Introduction

Apple Inc. is a leading multinational technology company specializing in consumer electronics, software, and digital services. Founded in 1976, Apple has expanded its presence across more than 100 countries, with a stronghold in premium smartphone, computer, and wearable markets. In 2023, Apple reported a revenue of \$394.3 billion and employed approximately 161,000 people globally (Laricchia, 2024). Despite its dominance, Apple has a limited footprint in Nigeria, a rapidly growing market with over 220 million people and a booming tech-savvy population. With smartphone penetration exceeding 50% and rising demand for premium devices, Nigeria presents a lucrative opportunity for Apple's expansion and long-term growth (Statista, 2023).

Competitive Analysis in Nigeria using Porter's Five Forces

Threat of New Entrants - Low

The threat of new entrants in Nigeria's smartphone and tech market is relatively low due to significant barriers to entry. High capital requirements for research, development, and marketing pose challenges for new companies (Nzekwe, 2024). Established brands like Apple, Samsung, and Tecno benefit from economies of scale, making it difficult for newcomers to compete on price and quality. Additionally, the Nigerian market is heavily influenced by brand loyalty and consumer trust in established manufacturers. Regulatory hurdles, import duties, and infrastructure limitations further increase entry costs, discouraging potential new players from entering and disrupting the existing competitive landscape.

Competitive Rivalry - High

Nigeria's smartphone market is highly competitive, with brands like Samsung, Tecno, Infinix, and Apple dominating the landscape. Tecno and Infinix, both subsidiaries of Transsion Holdings, have strong market shares due to their affordability and localized features catering to Nigerian consumers (Figure 1) (Adeyi, 2023). Samsung competes in both the mid-range and premium segments, offering an alternative to Apple's high-end devices. Local retailers and online marketplaces further intensify competition by offering discounts and financing options for rival brands. Despite Apple's global reputation, its premium pricing model limits accessibility, allowing competitors to attract a larger customer base with more affordable alternatives.

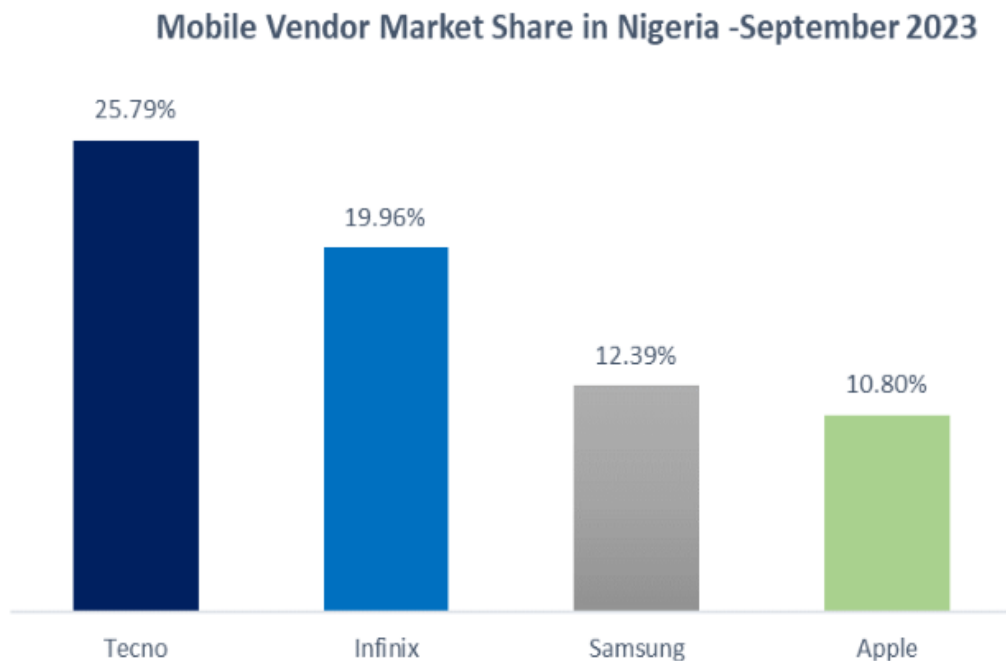


Figure 1: Mobile Vendor Market Share in Nigeria (Adeyi, 2023)

Bargaining Power of Suppliers - Moderate

Apple's global supply chain is heavily dependent on suppliers from China, Taiwan, and other Asian countries for key components such as processors, displays, and batteries. In Nigeria, Apple faces supply chain constraints due to high import taxes, logistics challenges, and fluctuating foreign exchange rates (Rudge, 2025). Unlike competitors that assemble devices locally, Apple relies on imports, increasing costs and limiting accessibility. Supplier bargaining power is moderate, as Apple maintains strict quality controls and long-term agreements with key suppliers. However, disruptions in the global supply chain, such as chip shortages, directly impact product availability and pricing in Nigeria.

Bargaining Power of Buyers - High

The bargaining power of buyers in Nigeria is high due to price sensitivity and the availability of numerous alternatives. While Apple is perceived as a luxury brand, the majority of Nigerian consumers prioritize affordability over premium features. With lower disposable incomes, many buyers opt for installment plans or turn to brands offering budget-friendly options with competitive specifications (Cook, 2023). Additionally, the presence of counterfeit Apple products in the market affects brand perception, as consumers may seek cheaper alternatives.

Apple's premium pricing strategy makes it accessible mainly to high-income earners, limiting its mass appeal in a price-conscious market.

Threat of Substitutes - Moderate to High

The threat of substitutes in Nigeria's smartphone market is moderate to high, given the availability of budget smartphones and alternative tech solutions. Locally popular brands like Tecno and Infinix offer cost-effective smartphones with features tailored to Nigerian consumers, such as long battery life and dual SIM functionality (Umoh et al., 2023). Additionally, second-hand smartphones and refurbished devices provide alternatives for price-sensitive consumers. Mobile phone financing schemes and emerging mid-range brands further challenge Apple's market share. With an increasing demand for digital connectivity, Apple must navigate these substitutes strategically to expand its reach in Nigeria.

Analysis of Apple's Home Country (US) using Theoretical Models

Porter's Diamond Model

Factor Conditions

The United States provides Apple with a highly favorable environment for talent, innovation, and supply chain management. The country has a well-established ecosystem of top universities, including MIT and Stanford, which produce a skilled workforce in software engineering, artificial intelligence, and hardware development (Zhao, 2024). In 2023, the U.S. remained the global leader in R&D spending, investing over 7.8% of its revenues, with Apple allocating \$27.5 billion to innovation (Figure 2) (Business Models Inc., 2024). The U.S. also offers a robust infrastructure, with advanced logistics and distribution networks that facilitate Apple's operations. Additionally, Apple benefits from a highly developed supply chain, with key component suppliers such as Corning (glass) and Qualcomm (chips) based in the U.S. However, Apple's heavy reliance on Asian manufacturers like Foxconn for assembly increases exposure to global supply chain disruptions, such as the semiconductor shortages and trade restrictions imposed on China, affecting product availability and pricing in the U.S.

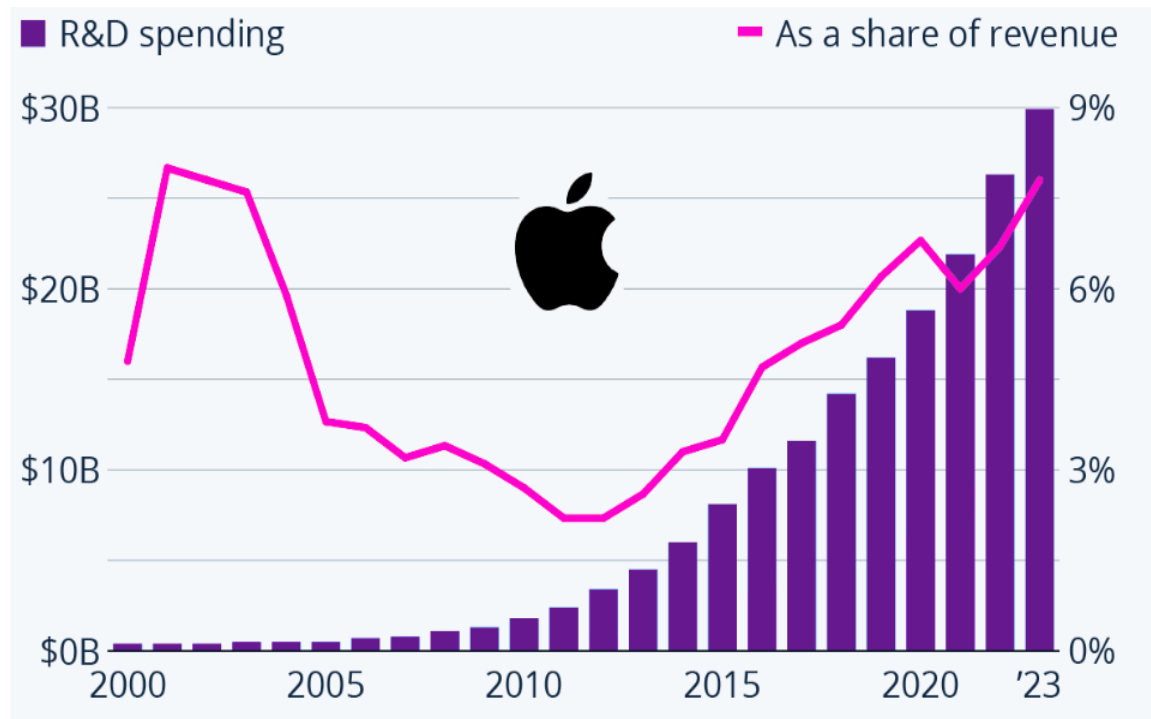


Figure 2: Apple R&D Spending as of 2023 (Business Models Inc., 2024)

Demand Conditions

The U.S. market is characterized by strong demand for premium technology products, making it a key revenue driver for Apple. With a high-income consumer base and a digital-first culture, Apple dominates the smartphone and personal computing segments (Tang et al., 2021). Apple controls approximately 57.39% of the U.S. smartphone market, with iPhone sales contributing nearly 52% of its total revenue. The increasing adoption of 5G technology, cloud computing, and AI-driven services further fuels demand for Apple's ecosystem, including iPads, MacBooks, and wearables (Oberlo, 2024). American consumers value brand prestige, seamless user experience, and data privacy, which aligns with Apple's core offerings. Subscription-based services, such as Apple Music and iCloud, have also gained traction. This high level of demand and brand loyalty ensures Apple maintains a competitive edge, although it faces growing challenges from rivals like Samsung and Google in specific product categories.

Related & Supporting Industries

Apple thrives within the U.S. due to its proximity to Silicon Valley, the world's leading hub for technology and innovation. The region is home to major industry players such as Intel, NVIDIA, and AMD, which contribute to Apple's technological advancements (Thapa, 2022). The

semiconductor industry in the U.S. is worth over \$275 billion, providing Apple access to cutting-edge chip design and manufacturing (Semiconductor Industry Association, 2022). Furthermore, Apple's partnerships with firms like TSMC (Taiwan Semiconductor Manufacturing Company) for chip production ensure it stays ahead in performance and efficiency. In the software sector, Apple benefits from a vast pool of third-party developers who create applications for its App Store. The U.S. government has also prioritized semiconductor independence through initiatives like the CHIPS Act, which allocates \$52 billion to domestic chip manufacturing, ensuring Apple has access to high-quality components without relying entirely on foreign suppliers (Hopstack, 2024).

Firm Strategy, Structure & Rivalry

Apple's strategy in the U.S. revolves around premium branding, vertical integration, and ecosystem expansion. The company controls its hardware, software, and services, ensuring a seamless experience across its product lineup. Apple's direct-to-consumer sales model, through its Apple Stores and online platforms, strengthens its brand loyalty while maintaining high-profit margins (Siahaan, 2023). Competition in the U.S. is intense, with Samsung, Google, and Microsoft posing challenges in different product categories. Samsung competes in the premium smartphone market, while Google's Pixel devices leverage AI-driven enhancements. Microsoft remains a strong competitor in the laptop and software segments. Despite these rivalries, Apple maintains its lead by consistently innovating and offering exclusive features, such as the M3 chip in its latest MacBook lineup.

Government & Chance

The U.S. government plays a crucial role in shaping Apple's business environment through regulations, policies, and trade agreements. Tax incentives for innovation and investments in domestic manufacturing, such as the CHIPS Act, provide Apple with strategic advantages. However, the company also faces regulatory challenges, particularly in antitrust investigations concerning its App Store policies and restrictions on third-party apps (Jiang, 2024). In 2023, the U.S. Department of Justice filed a lawsuit against Apple, alleging anti-competitive behavior in restricting alternative app marketplaces. Additionally, geopolitical tensions with China, Apple's primary manufacturing hub, pose supply chain risks (Siahaan, 2023). The U.S. has imposed tariffs on Chinese imports, leading to increased production costs. In response, Apple is diversifying its assembly plants, shifting production to India and Vietnam. Global economic uncertainties, such as inflation and fluctuating interest rates, also impact Apple's pricing strategies and consumer

demand. Navigating these regulatory and macroeconomic challenges will be critical for Apple's sustained dominance in the market.

Bartlett & Ghoshal Framework

Global Strategy

Apple follows a global strategy characterized by standardized product offerings with minimal local adaptation. Its core product lineup including iPhones, MacBooks, iPads, and Apple Watches maintains a uniform design and functionality across all markets (Budiono & Ellitan, 2024). This strategy allows Apple to achieve economies of scale, reducing production costs while ensuring brand consistency. The company's global supply chain, centralized software ecosystem (iOS, macOS), and App Store regulations reinforce this approach. In 2023, Apple generated \$394.3 billion in revenue, with over 60% coming from international markets, demonstrating the effectiveness of its global standardization (Laricchia, 2024). Despite this, Apple customizes certain elements, such as adding dual SIM functionality for China and physical keyboards for Arabic markets. However, its overarching product experience remains consistent worldwide. The global strategy ensures Apple maintains its premium positioning while leveraging its brand loyalty, innovation, and seamless integration across hardware, software, and services to dominate the high-end technology market.

Transnational Strategy

Apple's transnational strategy balances global efficiency with select local adaptations to optimize competitiveness. The company centralizes its research and development (R&D) in the U.S., ensuring innovation leadership while adjusting certain aspects to suit regional market demands (Zhao, 2024). For instance, in India, Apple increased local manufacturing efforts to comply with government policies and avoid high import tariffs. Additionally, the company has established region-specific supply chains, such as expanding manufacturing in Vietnam and diversifying assembly plants to mitigate risks from U.S.-China trade tensions. Apple also introduces localized services, such as Apple Pay integration with country-specific banking systems and language support enhancements (Toman & Zhyvko, 2024). This strategy allows Apple to maximize efficiency while remaining flexible enough to adapt to regulatory requirements, economic conditions, and consumer preferences in different global markets.

Local Adaptation

While Apple primarily relies on a global strategy, it integrates local adaptations when necessary to align with market-specific needs. One significant example is in China, where Apple modified iOS to comply with government regulations by storing iCloud data within the country and removing certain restricted apps. In Japan, Apple introduced Suica and PASMO transit card support for Apple Pay to cater to local commuting habits (Apple Support, 2024). Similarly, in South Korea, it adapted its policies to allow third-party payment systems within the App Store, following regulatory changes. Apple also modifies pricing strategies based on purchasing power; in emerging markets like India and Brazil, it offers financing options and trade-in programs to increase accessibility (Anas & Vida, 2023). Despite these adaptations, Apple maintains product consistency, ensuring its global ecosystem remains intact. By selectively localizing its software and services, Apple enhances customer satisfaction while preserving its core brand identity and competitive edge.

Country-Specific Strategies

Apple employs country-specific strategies to navigate market variations, regulations, and competitive landscapes. In China, one of its largest markets, Apple faces intense competition from Huawei and Xiaomi. To maintain market share, it offers exclusive promotions, engages in partnerships with Alibaba for mobile payments, and invests in local production to comply with government policies (Xing, 2024). By contrast, in Europe, Apple focuses on sustainability, aligning with stringent EU regulations by introducing USB-C charging ports for the iPhone 15 to comply with the 2024 EU directive (SimplyMac, 2024). In the U.S., Apple leverages its strong brand presence and innovation leadership to drive premium pricing and loyalty through services like Apple One. In emerging markets such as Nigeria and India, Apple adopts a pricing differentiation strategy, offering older iPhone models and promoting refurbished products to attract cost-conscious consumers. This adaptive approach enables Apple to sustain its global dominance while optimizing for local market conditions.

Current External Environment

Political Factors

Nigeria's political landscape significantly impacts Apple's market potential, particularly through government policies, import restrictions, and taxation. The Nigerian government imposes

high import duties on foreign electronics, making Apple products more expensive. In 2023, the federal government increased customs duties on smartphones and accessories to 20%, further raising costs for consumers (Panle & Okpara, 2021). Additionally, Nigeria has strict foreign exchange controls, limiting the ability of retailers to access foreign currency for importing Apple devices. Political instability, frequent policy changes, and regulatory challenges create uncertainty for multinational corporations. While the government has initiatives to boost the local tech industry, such as the Nigeria Startup Act, these policies primarily benefit local businesses rather than foreign giants like Apple (World Intellectual Property Organization, 2024). The lack of strong intellectual property enforcement and occasional disruptions due to government regulations, such as bans on social media platforms, add another layer of complexity for Apple's potential expansion in Nigeria.

Economic Factors

Nigeria's economic environment presents both opportunities and challenges for Apple. The country has the fourth largest economy in Africa (after South Africa, Egypt, and Algeria), with a GDP of \$199.72 billion in 2024, but high inflation (reaching 28.92% in December 2023) and currency depreciation limit consumer purchasing power (Figure 3) (Galal, 2024; National Bureau of Statistics, 2024). The Nigerian Naira's volatility makes imported goods, including Apple products, significantly more expensive. With an average monthly income of around ₦340,000 (\$202.86), Apple's premium pricing places its products beyond the reach of most consumers (Timeular, 2024). However, Nigeria's growing middle class, projected to reach 35 million people by 2030, presents an emerging market for high-end technology (Novatiaconsulting, 2024). The demand for installment payment options and trade-in programs is rising, indicating a shift in consumer purchasing behavior. Apple may need to adjust its pricing strategy or introduce financing options to capture this market, as seen in India, where it successfully implemented trade-in and installment-based models.

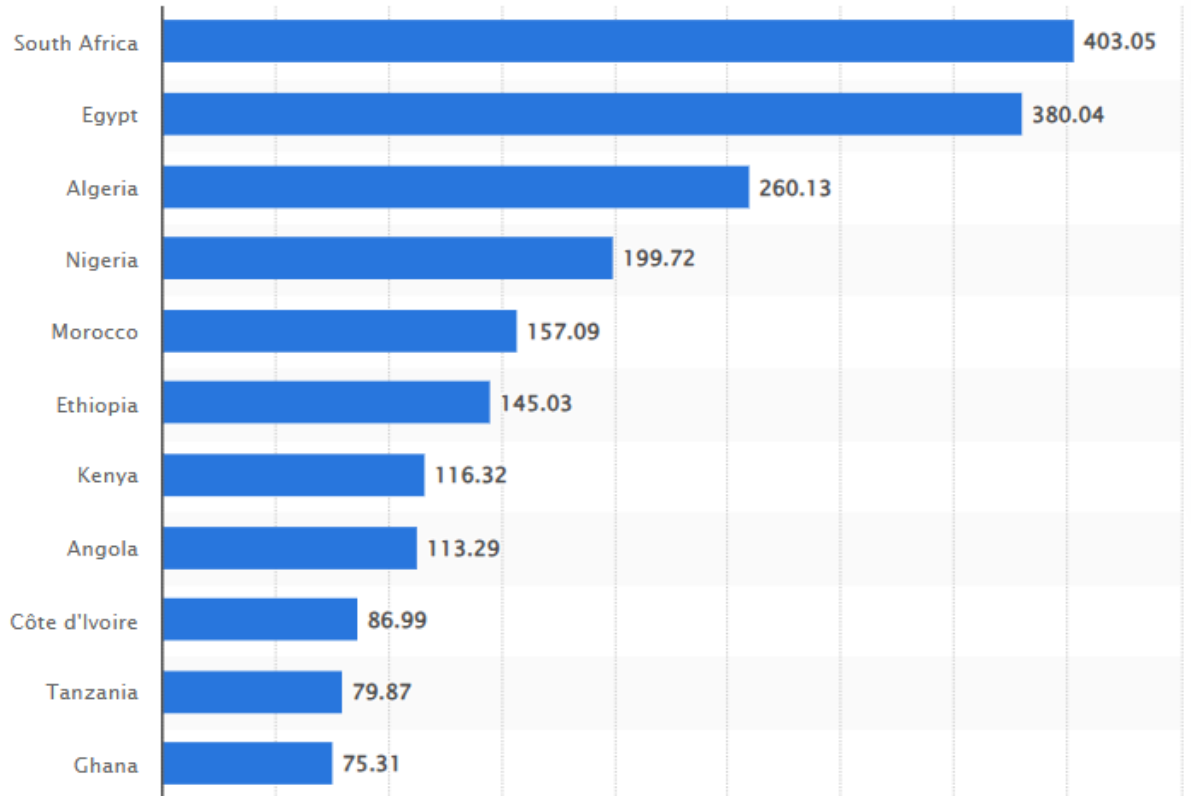


Figure 3: African countries with the highest Gross Domestic Product (GDP) in 2024 (Galal, 2024)

Social Factors

Cultural attitudes toward technology and brand loyalty in Nigeria influence Apple's market positioning. Nigerians are highly tech-savvy, with over 122 million internet users in 2023 and a strong social media presence (Busara, 2025). However, affordability drives smartphone adoption, making brands like Tecno, Infinix, and Samsung more popular. Apple enjoys a luxury brand perception, primarily appealing to high-income earners and professionals. The iPhone is seen as a status symbol, especially among younger demographics and business elites, influencing purchasing decisions. Despite this, the lack of official Apple retail stores in Nigeria affects after-sales support and customer experience. Many consumers rely on third-party resellers, increasing the risk of counterfeit products. While Apple's iOS ecosystem is highly desirable, high device costs and limited localized services reduce its accessibility (Shi et al., 2022). If Apple establishes official retail and service centers, it could strengthen its brand loyalty and expand its customer base in Nigeria.

Legal Factors

Legal considerations, including intellectual property rights, trade policies, and compliance with Nigerian regulations, affect Apple's operations. Nigeria struggles with widespread counterfeiting, with an estimated 40% of mobile devices in circulation being fake or substandard, posing a challenge for brand protection (IP Helpdesk, 2024). Weak enforcement of intellectual property laws makes it difficult for Apple to combat unauthorized resellers. Additionally, trade policies, such as Nigeria's ban on foreign exchange transactions for certain imports, limit Apple's ability to efficiently operate in the market. The country's Data Protection Act (2023) also requires companies to comply with strict data storage and privacy regulations, impacting Apple's cloud services (Techpoint Africa, 2025). To establish a strong legal foothold, Apple must navigate Nigeria's regulatory environment carefully, possibly by partnering with local businesses or engaging with policymakers to advocate for fairer trade regulations and stronger intellectual property protections.

CSR Practices and the 17 UN SDGs

Apple has positioned itself as a leader in corporate social responsibility (CSR), emphasizing sustainability, ethical sourcing, and social impact. The company aims to become carbon neutral across its entire supply chain by 2030, utilizing 100% recycled aluminum in its products and reducing reliance on rare earth materials (Apple Inc., 2020). Apple's ethical sourcing policies ensure responsible mining practices, particularly for conflict minerals like cobalt, which is essential for lithium-ion batteries. By investing in renewable energy, Apple has transitioned all its global corporate operations to be powered by clean energy, significantly reducing its environmental footprint.

In Nigeria, Apple has made limited direct social contributions but indirectly impacts the country through its coding and education initiatives. The company's Apple Developer Academy, launched in partnership with institutions in Africa, provides training in app development, benefiting aspiring Nigerian developers (Nairaland, 2025). Additionally, Apple's Everyone Can Code program equips students with digital literacy skills, preparing them for the evolving job market. However, Apple lacks a significant on-the-ground presence in Nigeria in terms of direct CSR investments, such as infrastructure development or localized sustainability projects.

Apple aligns with several UN Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) through its carbon-neutral commitments, SDG 8 (Decent Work and Economic Growth) by ensuring fair labor practices, and SDG 12 (Responsible Consumption and Production) by promoting recycling initiatives (Cui, 2024). Expanding its CSR efforts in Nigeria through renewable energy partnerships and digital education programs would strengthen Apple's commitment to sustainable development.

Recommendations and Conclusion

To successfully enter and expand in Nigeria, Apple should adopt a strategic approach that balances affordability with premium branding. Given Nigeria's high import duties and fluctuating foreign exchange rates, Apple could explore local assembly or regional manufacturing to reduce costs and make its products more competitive. Partnering with telecom providers to offer subsidized iPhones through installment plans would increase accessibility and drive adoption. Additionally, establishing official Apple retail stores and service centers would enhance customer experience, improve after-sales support, and reduce the prevalence of counterfeit products in the market. Collaborating with local fintech companies for digital payment integration and expanding mobile service offerings, such as Apple Pay, would further increase Apple's presence in Nigeria's digital ecosystem. For long-term sustainability, Apple should integrate leadership in innovation with expanded CSR efforts. Investing in renewable energy projects, digital education initiatives, and developer training programs in Nigeria would align with Apple's global sustainability goals while fostering local economic growth. By adopting these strategies, Apple can position itself for sustainable success in Nigeria's fast-growing technology market.

References

- Adeyi, O. (2023, October 17). *Smartphone Market in Nigeria: Market Landscape and Growth* | Webhaptic Intelligence. <https://www.webhaptic.com/smartphone-market-in-nigeria-market-landscape-and-growth/>
- Anas, M., & Vida, V. (2023). *Strategic Marketing Plan for APPLE Inc.* https://seaopenresearch.eu/Journals/articles/NIS_21_7.pdf
- Apple Inc. (2020, July 21). *Apple commits to be 100 percent carbon neutral for its supply chain and products by 2030.* Apple Newsroom (Kenya). <https://www.apple.com/ke/newsroom/2020/07/apple-commits-to-be-100-percent-carbon-neutral-for-its-supply-chain-and-products-by-2030/>
- Apple Support. (2024, July 23). *Use Suica, PASMO, or ICOCA cards on iPhone or Apple Watch in Japan - Apple Support (KE).* Apple Support. <https://support.apple.com/en-ke/120474>
- Budiono, K., & Ellitan, L. (2024). The Efficiency and Performance of Apple's Supply Chain Management. *ULIL ALBAB: Jurnal Ilmiah Multidisiplin*, 3(5), 46-67. https://www.researchgate.net/profile/Lena-Ellitan/publication/379540501_The_Efficiency_and_Performance_of_Apple's_Supply_Chain_Management/links/660e4f12390c214cfd35d1a9/The-Efficiency-and-Performance-of-Apples-Supply-Chain-Management.pdf
- Busara. (2025, January 22). *What impact does social media have on Nigeria's digital creative economy?* – Busara. Busara. <https://busara.global/our-works/what-impact-does-social-media-have-on-nigerias-digital-creative-economy/>
- Business Models Inc. (2024). *The business model of Apple.* Business Models Inc. <https://www.businessmodelsinc.com/en/inspiration/blogs/the-business-model-of-apple>
- Cook, B. (2023, August 28). *Bargaining Power of Buyers: Overview & Strategy* | Tipalti. Tipalti.com. <https://tipalti.com/en-uk/procurement-hub/bargaining-power-of-buyers/>
- Cui, C. (2024, March). A Three-Dimensional Discourse Analysis of SDGs Reports and Apple's Environmental Progress Reports: A Corpus-Based Study. In *3rd International Conference on Culture, Design and Social Development (CDSO 2023)* (pp. 229-234). Atlantis Press. <https://www.atlantispress.com/article/125999047.pdf>

- Galal, S. (2024, July 8). *African Countries with the Highest Gross Domestic Product (GDP) in 2021*. Statista. <https://www.statista.com/statistics/1120999/gdp-of-african-countries-by-country/>
- Hopstack. (2024). Hopstack.io. <https://www.hopstack.io/newsletter/how-the-chips-act-is-transforming-u-s-semiconductor-and-global-supply-chain>
- IP Helpdesk. (2024, November 11). *Challenges of Counterfeiting in Nigeria*. https://intellectual-property-helpdesk.ec.europa.eu/news-events/news/challenges-counterfeiting-nigeria-2024-11-11_en
- Jiang, B. (2024). Apple's Journey: The strategic evolution from startup to tech Giant. In *SHS Web of Conferences* (Vol. 207, p. 01027). EDP Sciences. https://www.shs-conferences.org/articles/shsconf/pdf/2024/27/shsconf_icdeba2024_01027.pdf
- Laricchia, F. (2024). *Apple revenue by fiscal quarter 2005-2025* | Statista. Statista; Statista. <https://www.statista.com/statistics/263426/apples-global-revenue-since-1st-quarter-2005/>
- Nairaland. (2025). *Apple Developer Academy Naples Calling - Programming - Nigeria*. Nairaland.com. <https://www.nairaland.com/5251445/apple-developer-academy-naples-calling>
- National Bureau of Statistics. (2024). *Reports* | *National Bureau of Statistics*. Nigerianstat.gov.ng. <https://www.nigerianstat.gov.ng/elibrary/read/1241533>
- Novatiaconsulting_. (2024, November 21). *Emerging Market Analysis in Nigeria* | *Novatia Consulting - Novatia Consulting*. Novatia Consulting - Management Consultancy Company in Nigeria. <https://novatiaconsulting.com/emerging-market-analysis-in-nigeria/>
- Nzekwe, H. (2024, August 23). *WeeTracker*. WeeTracker. <https://weetracker.com/2024/08/23/nigeria-smartphone-market-decline/>
- Oberlo. (2024). *US Smartphone Market Share [Updated July 2022]* | *Oberlo*. Wwww.oberlo.com. <https://www.oberlo.com/statistics/us-smartphone-market-share>
- Panle, R. A., & Okpara, A. J. (2021). The Nigerian Tax Policy on E-Commerce on Social Media: A Study of E-Informal Sector. *Open Journal of Business and Management*, 9(5), 2223–2239. <https://doi.org/10.4236/ojbm.2021.95119>
- Rudge, sarah. (2025, January 9). *Supply Chain World*. Supply Chain World Magazine. <https://scw-mag.com/news/how-apple-handles-its-china-dependent-supply-chain-amid-global-tensions/>

- Semiconductor Industry Association (SIA). (2022). *SEMICONDUCTORS ARE THE BRAINS OF MODERN ELECTRONICS, enabling advances in medical devices*. (n.d.). <https://www.semiconductors.org/wp-content/uploads/2023/04/SIA-Industry-Factsheet-2023.pdf>
- Shi, X., Luo, Y., Hou, H., Rong, K., & Shi, Y. (2022). Exploring the process of business ecosystem emergence from value chains: insights from the Chinese mobile phone industry. *Management and Organization Review*, 18(1), 4-42. https://www.researchgate.net/profile/Xianwei-Shi/publication/354903711_Exploring_the_Process_of_Business_Ecosystem_Emergence_from_Value_Chains_Insights_from_the_Chinese_Mobile_Phone_Industry/links/627bbb28973bbb29cc759026/Exploring-the-Process-of-Business-Ecosystem-Emergence-from-Value-Chains-Insights-from-the-Chinese-Mobile-Phone-Industry.pdf
- Siahaan, M. (2023). Analysis and Evaluation of the Business Innovation Strategy: A Case Study of Apple Inc. *Enigma in Economics*, 1(2), 42-48. <https://www.enigma.or.id/index.php/economy/article/download/30/33>
- SimplyMac. (2024, December 14). *Apple To Discontinue iPhone SE3 and iPhone 14 Sales In Europe Due To USB-C Law - SimplyMac*. <https://www.simplymac.com/iphone/apple-to-discontinue-iphone-se3-and-iphone-14-sales-in-europe-due-to-usb-c-law>
- Statista. (2023). *Smartphone users in Nigeria 2014-2025 | Statistic*. Statista; Statista. <https://www.statista.com/statistics/467187/forecast-of-smartphone-users-in-nigeria/>
- Tang, T. Y., Zhang, S. K., & Peng, J. (2021). The value of marketing innovation: Market-driven versus market-driving. *Journal of business research*, 126, 88-98. <https://nscpolteksby.ac.id/ebook/files/Ebook/Journal%20International/Marketing/Journal%20of%20Business%20Research/Volume%20126%2C%20March%202021%2C%20Pages%2088-98.pdf>
- Techpoint Africa. (2025, February 17). *NITDA's new rule mandates cloud providers to host key data within Nigeria*. <https://techpoint.africa/news/nitda-cloud-providers-host-data/>
- Thapa, S. (2022). How the Silicon Valley IT cluster contributes to the competitiveness of Apple?. https://www.theseus.fi/bitstream/handle/10024/753884/Thapa_Sophiya.pdf?sequence=2
- Timeular. (2024, November 13). *Average Salary in Nigeria - Timeular*. Timeular. <https://timeular.com/average-salary/nigeria/>

- Toman, I., & Zhyvko, M. (2024). Navigating global markets: Apple's approach to international management. <http://dspace.wunu.edu.ua/bitstream/316497/50973/1/Ihor%20Toman.pdf>
- Umoh, V. A., Umana, E. S., & Udoh, M. A. (2023). Porter's Five Forces and Competitive Advantage of Telecommunications Firms in Nigeria. *European Journal of Logistics, Purchasing and Supply Chain Management*, 11(1), 43–55. <https://doi.org/10.37745/ejlp SCM.2013/vol11n14355>
- World Intellectual Property Organization. (2024). *Nigeria's Startup Act's Impact on Innovation*. Global-Health. https://www.wipo.int/en/web/global-health/w/news/2024/news_0004
- Xing, Y. (2024). Innovation and China's Global Emergence. *Innovation and China's Global Emergence*, 109. <http://www.epress.nus.edu.sg/innovationandchina/chaptereleven/>
- Zhao, W. (2024). Strategic Innovations in Apple's Supply Chain Management: Objectives, Methods, and Strategies for Navigating Global Market Challenges. *Advances in Economics, Management and Political Sciences*, 113, 9-16. <https://cdn.weijiwangluo.com/docs/1731514428824.pdf>