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CONTENT

Introduction.....	3
Chapter 1. Theoretical foundations of building an international marketing strategy of a company.....	6
1.1 Marketing strategy of the enterprise: essence and features of formation in modern economic conditions.....	6
1.2. The main stages of the formation of the international marketing strategy of the enterprise.....	13
Conclusion to Chapter 1.....	23
Chapter 2. Study of modern features of formation and implementation of marketing strategy (on the example of company «Apple Inc.»).....	25
2.1. Activities of the company «Apple Inc.» on the international market.....	25
2.2. Research of the marketing mix of The Apple Company in the international market.....	35
Conclusions to Chapter 2.....	46
Chapter 3. Application of innovative approaches to the formation of the international marketing strategy of company Apple Inc.....	47
3.1. Formation of Apple’s strategy for minimizing the risks of marketing activities.....	47
3.2 Improving Apple's marketing approach through SWOT analysis techniques.....	57
Conclusion to Chapter 3.....	72
Conclusions.....	74
List of information sources.....	76

INTRODUCTION

Actuality of the research. World trends of globalization, the rapid development of technical and technological processes in production, the growth of the pace of development of national markets, and, as a result, increased competition place high demands on strategic marketing in the activities of enterprises. Only strategic marketing with its functional apparatus can predict and determine the future. It is one of the most important elements of competition, and marketing strategy is its main tool.

Considering the fact that positioning in the international market is an integral part of the activities of many successful companies around the world, the study of the problem of forming strategies for international marketing in the context of the expansion of national companies to foreign markets is relevant.

Scientific issues of formation and implementation of the international marketing strategy are covered in the works of such scientists as: Dewi F. M., Sulivyo L., Chen Q., Feng Y., Liu L., Tian X., Greenspan R., Pedchenko N.S., Strilets V.Y., Franko L.S., Hrechko A. and others. Despite the significant contribution of the above-mentioned scientists, as well as their followers, to the study of global marketing strategies, the topic still remains insufficiently disclosed for the effective use of existing scientific achievements in the realities of the global economy.

The aim of the study is to substantiate the international marketing strategy of the enterprise (on the example of Apple Inc.). This goal necessitated the solution of several interdependent **tasks**:

- to determine essence and features of the marketing strategy of the enterprise;;
- to investigate the main stages of the formation of the international marketing strategy of the enterprise;
- to evaluate activities of the company «Apple Inc.» on the international market;
- to examine the current trends in the activities of the European Union;
- to determine the marketing mix of The Apple Company in the international market;
- to analyze the formation of Apple’s strategy for minimizing the risks of marketing

activities.;

– to study the improving Apple's marketing approach through SWOT analysis techniques.

The object of the research is the formation and implementation of an international marketing strategy in transnational corporations.

The research subject is the theoretical and practical aspects of the formation and implementation of the international marketing strategy at Apple Inc.

Research methods. The paper uses methods of scientific research and statistical observation, in particular: the method of analysis and synthesis, induction and deduction – to identify the essence of the company's marketing strategy; Case study – a detailed study of a specific case of an international marketing strategy of a company, such as Apple; classification to investigate different types of marketing strategies; trend and statistical-analytical methods for analyzing the activities of Apple Inc.; Equalization method for comparative analysis of the main indicators of Apple Inc. with competing companies; graphical method for visualization of the obtained analysis results; SWOT analysis and Porter five forces analysis to identify possible alternatives to the marketing strategy of Apple Inc. etc..

Information base of the study. To create the information base of research, the following were used: scientific and analytical studies of domestic and foreign scientists, information available on the official website of Apple Inc., rating assessments of international organizations, analytical studies conducted by the Organization for Economic Development and Cooperation, statistical data from the State Statistics Services of Eurostat, as well as information from electronic Internet resources related to Apple Inc.

Connection of the work with scientific programs, plans, topics. The qualification work is related to the research plan of the Poltava University of Economics and Trade on the topic «Modern processes of globalization: driving forces, megatrends, contradictions» (0113U006220). The author's contribution is to determine the role of the marketing strategy of enterprises in the development of the global economy.

Approbation of the results of qualification work. The main provisions and the results of the research were made public at the International scientific and practical internet conference «The impact of globalization processes and digital transformation on the formation of the

international economic climate and financial ecosystem» (Poltava, March 28, 2024).

Publication. . Exploring Apple's Strategic Landscape: A PEST Analysis Perspective. The impact of globalization processes and digital transformation on the formation of the international economic climate and financial ecosystem : materials of international scientific and practical Internet Conference (Poltava, March 28, 2024). Poltava: PUET, 2024. P. 278-281 [29].

CHAPTER 1

THEORETICAL FOUNDATIONS OF BUILDING AN INTERNATIONAL MARKETING STRATEGY OF A COMPANY

1.1. Marketing strategy of the enterprise: essence and features of formation in modern economic conditions

The intensification of globalization processes contributes to the creation of conditions in which international economic relations develop. This development is accompanied by an increase in the influence of transnational factors on the functioning of international business entities, an increase in international competition, and a more active use of Internet technologies. In such circumstances, it is increasingly important for companies to use international marketing strategies to expand their activities both in domestic and foreign markets.

The concept of strategy acts as a defining and key element in the system of strategic management of an enterprise, since it combines the goals, development potential, and conditions of the marketing environment. Based on the business's overall goals, the strategy determines how the enterprise can transform strategic directions and benchmarks into competitive advantages, considering the influence of factors of the business environment. Without proper strategic adaptation to changes in the market, especially in the face of increasing uncertainty and turbulence, an enterprise cannot function effectively. The problem is exacerbated by the discrepancy between the internal processes of the enterprise and the non-systematic construction of the management process.

The concept of «strategy» is firmly entrenched in the lexicon of management activities in developed and developing countries. Over the past three decades, it has been actively used in the theory and practice of international economic relations (tabl. 1.1). The main goal of the strategy is to effectively use available resources to achieve the main market goal. It plays an important role in ensuring victory in competitive competitions.

Table 1.1 – Views on the definition of the concept of «international marketing strategy of an enterprise»

Source	Definition
Solberg C. A., Durrieu F. [66]	The marketing strategy of the enterprise is a set of marketing activities and a set of tools for their implementation, which is aimed at achieving the mission and long-term goals of the enterprise, as well as meeting the existing needs of consumers
Pegan G., Vianelli D., Luca P. [59]	The marketing strategy of an enterprise is a system of coordinates in which the internal aspects of activity are balanced with the external ones, and that is why the main purpose of the marketing strategy is to mutually coordinate the marketing goals of business entities with their capabilities, to use their competitive advantages, as well as to study and meet the needs of consumers, which in turn have a rapid and unpredictable tendency to change.
Hrechko A. [38]	A marketing strategy is the basis for a firm's actions in specific market conditions, which determines how to apply marketing to expand target markets in order to achieve effective results.
Wikipedia [40]	A marketing strategy is an active marketing process with a long-term plan horizon aimed at exceeding the average market performance by systematically pursuing a policy of creating goods and services that provide consumers with goods of higher value than competitors

Since the second half of the twentieth century, strategy has been used as a methodology and practical tool in entrepreneurial activity and has also developed in the field of macroeconomic management, game theory and general economics. It is worth noting that in modern market relations, military strategy, in its content and options for action, strongly resembles economic strategy. From the standpoint of modern management concepts, strategy is not something abstract, it is the most grounded scientific approach combined with real actions, which can lead this business concept to the formation of a real competitive advantage that can be maintained for a long time [65].

International marketing strategy is a plan developed by a company to promote its products or services in the international market. It involves analysing markets, competitors, cultural, and economic factors in different countries to develop an effective promotion strategy that meets international needs and conditions. Such a strategy may include choosing local partners, adapting the product to local peculiarities, determining optimal pricing policies, and promotion methods. It can be concluded that they are reduced to the following main areas: as a means of achieving marketing goals; method of influencing the consumer; long- and/or medium-term solutions regarding the elements of the complex; marketing; business philosophy and direction of concentration of efforts; the basis of its formation is

marketing strategic analysis; logical and rational construction for solving marketing problems; the most important functional strategy (fig. 1.1).

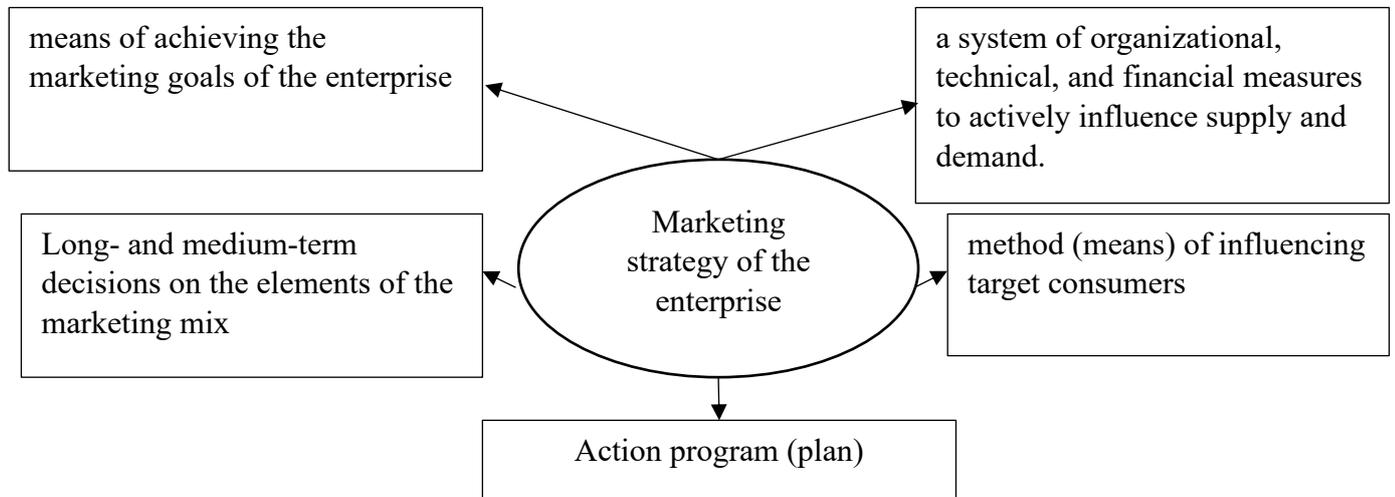


Figure 1.1 – Multivariate approaches to the definition of the term «marketing strategy of the enterprise» [71]

The marketing strategy is part of business planning and covers both the strategy of individual business units and the overall strategy of the entire company (fig. 1.2).

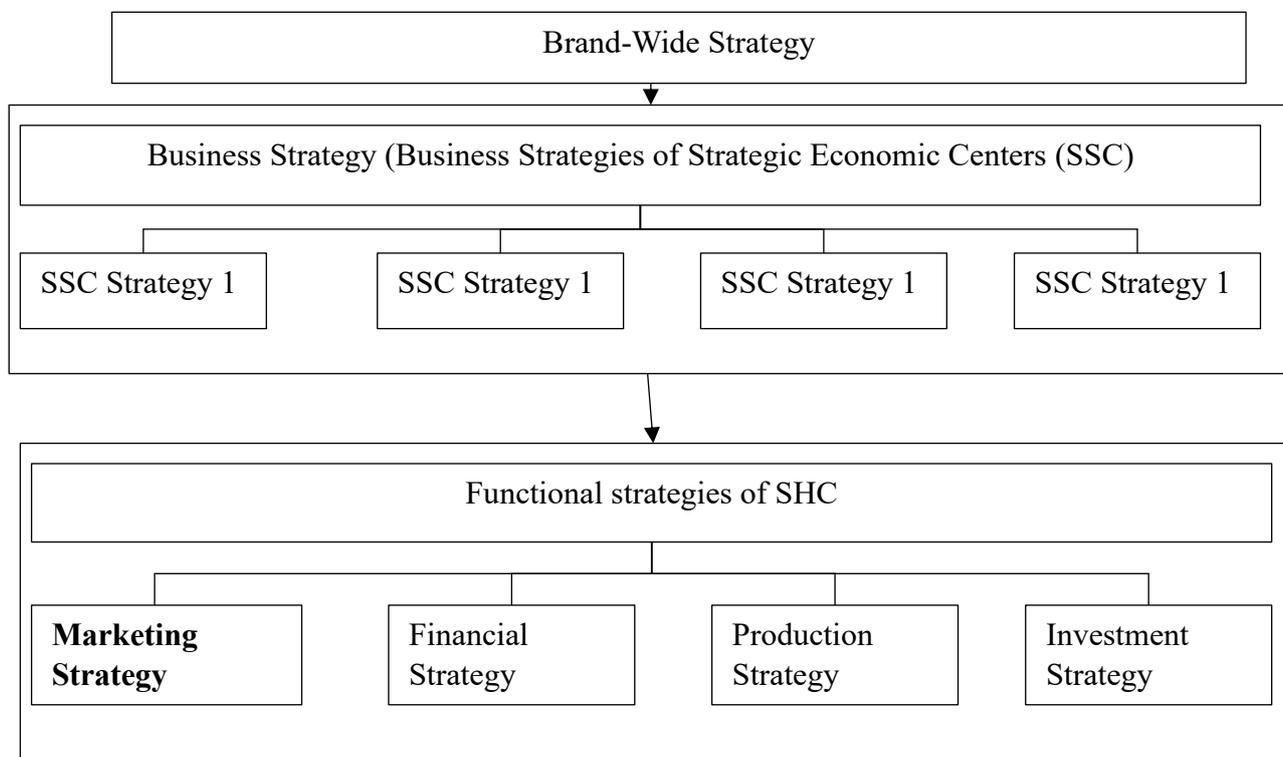


Figure 1.2 – The place of the marketing strategy in the hierarchy of enterprise strategies [19]

This allows to make quality decisions at a higher level and make the necessary adjustments at lower levels of management in case of changes in the market situation. Marketing strategy occupies an important place in the hierarchy of enterprise strategies. According to the definition of American researchers, marketing strategy has a specific weight, which is about 80% in the overall strategy of the company [38].

Marketing strategy involves the process of identifying appropriate products, services, and markets in which they will be offered. It also determines the optimal composition of the marketing mix, which includes market research, product and pricing policy, distribution channels, sales promotion, and product support.

The marketing strategy involves the justification and formation of the following elements:

- 1) The target market is the definition of the group of consumers to which the product or service is directed.
- 2) Nomenclature and assortment – the selection and organization of the range of goods or services that will be offered.
- 3) Pricing policy is the development of a pricing strategy for a product or service.
- 4) Sales system – determining effective distribution channels and ways to deliver goods or services to customers.
- 5) Advertising organization is the development of an advertising strategy, which includes the choice of media, messages, and communication channels to promote a product or service.

When forming a marketing strategy, you can distinguish between input and output elements. Input elements include factors of the marketing environment and the goals of the firm, the analysis of which precedes the development of a marketing strategy. Outgoing elements include strategic decisions about the marketing mix, which includes the components of marketing – product, price, distribution, and promotion. The main task of the marketing strategy is to harmonize the marketing goals of the company with its capabilities and consumer requirements, to use the weaknesses of competitors and its own competitive advantages (fig. 1.3).

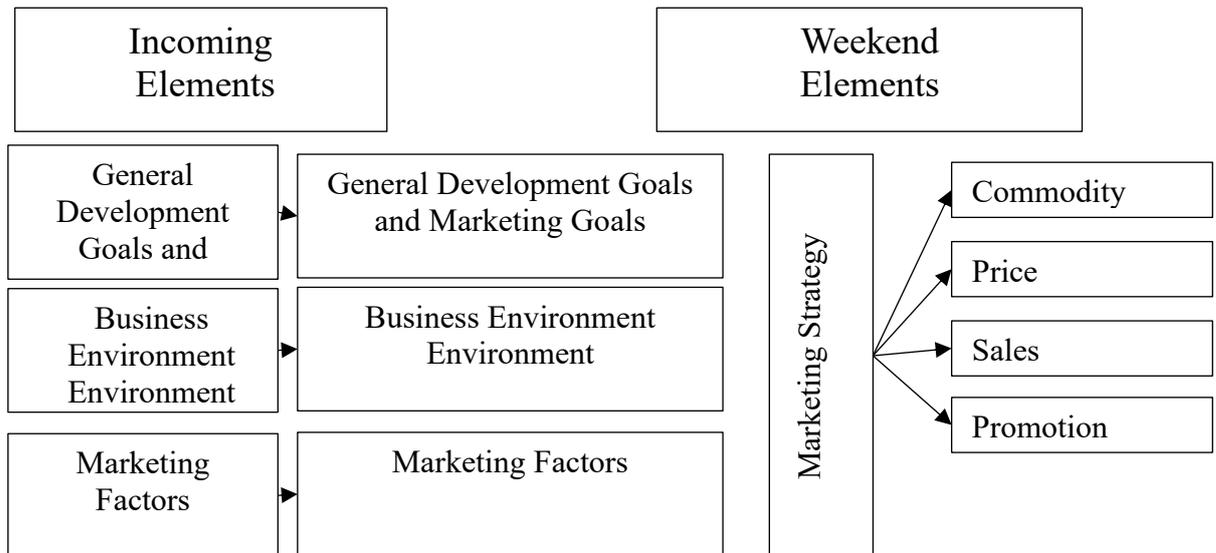


Figure 1.3 – Input and output elements of a marketing development strategy [71]

The characteristic features of the marketing strategy of the enterprise are manifested in the fact that it is long-term oriented; is a means of implementing the marketing goals of the enterprise; based on the results of marketing strategic analysis; has a certain subordination in the hierarchy of enterprise strategies; determines the market direction of the enterprise's activities [48].

Implementing a marketing strategy means translating a strategic plan into concrete action by developing a marketing plan and budget. This process may include changes in the business structure, culture, and management system of the enterprise (firm). A marketing strategy consists of various components or elements (fig. 1.4).

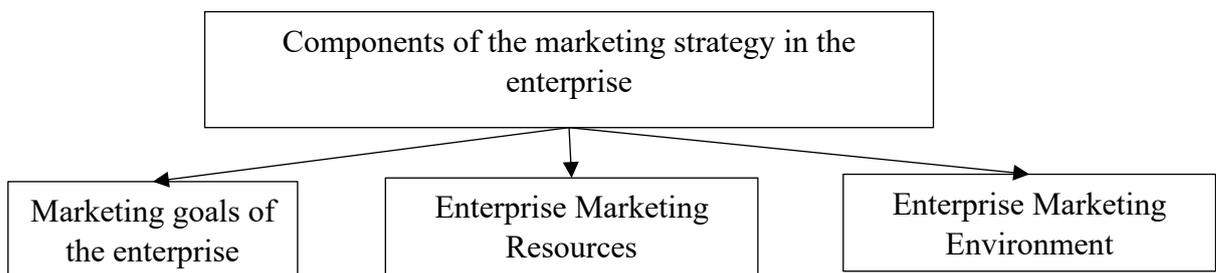


Figure 1.4 – Components of the marketing strategy in the enterprise [48]

There are several approaches to classifying marketing strategies, among which the best known are the following:

«Price – quantity»: the company directs its attention to moderate prices and large sales

volumes of products. It produces a significant amount of standardized (mass) goods for the general market (undifferentiated marketing). This is achieved using efficient technologies that reduce costs and prices.

«Advantage strategy»: the company creates or has a stable advantage over competitors due to the ability to change production technologies, develop service and logistics. This approach allows you to compete not by price, but with the help of products that differ in the market with their unique characteristics (differentiated marketing).

Pegan G. argues that depending on the general economic, financial condition of the enterprise, resource capabilities, and its marketing directions, the following are distinguished:

1. Survival strategy is a defensive strategy suitable in a crisis, when the company is on the verge of bankruptcy. Its goal is to get out of the crisis by restructuring the marketing mix.

2. Stabilization strategy, which can be applied in conditions of rapid or unexpected deterioration of key performance indicators of the enterprise, followed by a transition to the implementation of a growth strategy.

3. A growth (growth) strategy that involves increasing sales, profits, capital, and other performance indicators [59].

Arefyev S.O., Chekis Y.S. distinguish the following classes of marketing strategies: strategy of low production costs; differentiation strategy; diversification strategy; business liquidation strategy [19].

When considering the secondary marketing strategy, which is a sequential extension of the marketing growth strategy, the «product-market» matrix developed by I. Ansoff is often used (tabl. 1.2).

Table 1.2 – Types of intensive growth strategies according to the Ansoff matrix [60]

Market	Commodity	
	Existing	New
Existing	Deep Market Penetration Strategy	Product development
New	Market development	Diversification

This matrix offers four options for the development of the company's business activity to increase profits: market penetration, market development, product development and diversification.

The first option is used when the company is already operating in the market with a well-known product. In this case, it is necessary to focus on strengthening marketing activities to strengthen your position in the market. The second option involves the introduction of an existing product from the product portfolio to new markets. The product development strategy is implemented by offering new products in existing markets. Diversification strategy means entering new markets (for the enterprise) with a fundamentally new product; This strategy can take different forms, and the main task of the enterprise in this case is to avoid the dispersion of resources and use them as efficiently as possible.

A deep market penetration strategy is used when a company promotes products that are already known to consumers on the market. This strategy is recommended if there are still unoccupied positions in the market and there is potential for growth. The goal of this strategy is to increase sales through targeted advertising campaigns, various forms of sales promotion, and improve the organization of sales activities. At the same time, you can try to expand the market by lowering prices to a level that would be attractive to most buyers.

A marketing strategy for product development is effective when new types of products and services are offered to an existing base of loyal customers who are already familiar with the company and have a positive attitude towards it. Traditional sales channels are used here, but it is also important to use marketing activities that inform the target audience about the modernization or innovative characteristics of the product. For example, the active introduction of new products to the market, an intensive advertising campaign, or the use of sales promotion methods.

The market development strategy achieves significant results by identifying uncovered market segments where there is an increased demand for existing products and services, which can bring the planned level of profit. This strategy can also be implemented by entering new regional markets, strengthening export activities and other measures.

The main market strategies can be used as starting points for the development of a

marketing strategy, which is gradually formed and filled with specific content in accordance with the goals of the enterprise, the stage of the product life cycle, demand or technology. In the process of substantiating such a strategy, the strategic tasks to be solved, the timing of their implementation, as well as the volume and composition of resources are determined on the basis of generalized estimates. To choose a specific strategy, it is necessary to assess the available resources in the enterprise and analyze its readiness for market challenges and the possibility of minimizing risks. The level of risk is always different depending on the strategy chosen. If the company does not want to take big risks, but has significant resources, it can choose a market development strategy.

The effectiveness of the marketing strategy directly depends on the quality and relevance of the initial information. The marketing strategy should be formed on the basis of an assessment of performance indicators of production and sales activities, financial indicators, assessment of the investment attractiveness of the enterprise and competitors, a comprehensive analysis of the competitive environment, an analysis of demand in general and for individual segments, an assessment of the level of state intervention in the industry, an analysis of the attractiveness of the industry and the prospects for its development.

So, a marketing strategy is an important component of a company's overall strategy, which includes goals, resources, and business environment. When choosing a strategy, the peculiarities of the economic activity of the enterprise, its prospects for development and key priorities play an important role. At the same time, it is important to determine the key stages in the formation of an international marketing strategy.

1.2. The main stages of the formation of the international marketing strategy of the enterprise

The global process of regionalization entails an increase in regional integration. This means that multinational corporations must change their international marketing strategies to adapt to different regional markets. There is a need to develop an effective international

marketing strategy that will ensure high-quality positioning in the market, maintain a competitive advantage, and consider the need to adapt its products and marketing strategies to local cultural differences between regions.

In the scientific discourse of opposition to globalization and regionalization, scientists note that the regional aspect of the analysis of the economic and technological system, as well as the study of its dynamic characteristics, can make a significant contribution to the formation of regional scientific, technological and innovation policy. Theoretical developments of international marketing issues in the focus of global regionalization processes are the object of scientific research of Ukrainian and foreign scientists. Thus, Zhukov S. and Dyugovanets O. generalize theory and practice, identify trends and establish interdependencies of the processes of globalization, regionalization and the use of types of international marketing of TNCs [77]; It is relevant to identify new opportunities (focuses) that can be obtained by regions on a global scale through more efficient use of existing and hidden resources. Therefore, the scientific substantiation of the main focuses of the study of the challenges of the development of regions and their economies is timely and necessary.

Modern international economic relations are characterized by active integration, internationalization, and globalization. They affect the political, economic, social, and cultural aspects of people's lives in different countries, as well as the scientific and technological development of national economies.

The prospects for expanding the scale of production and markets remain relevant. The latter affects the intensification of competition between transnational corporations, the main tool of which is to reduce the cost of production by moving production to countries that have the necessary resources and cheap labour. This leads to the expansion of the network of TNCs in the world market and stimulates adaptation to national markets, where sales of products and profits will be ensured. A decisive place in the activities of TNCs belongs to the use of international marketing based on opposite processes, such as globalization and regionalization.

We agree with the statement of scientists that the region is now emerging as a natural innovation sphere in the context of globalization; Geographic localization is a great advantage in the development of an innovation system, because it simplifies communication

and exchange of tacit knowledge between specialized organizations [4, p. 69]. That is, development according to the regionalization approach provides an important advantage – the ability to concentrate resources in space and mobilize in time with a full understanding of the territorial specifics and the current situation [5].

Regional markets are becoming increasingly important for multinational corporations, as they provide an opportunity to increase the volume of sales of companies. Regionalization of international marketing means adapting the marketing strategies of transnational corporations to the specifics of specific regions of the world. This means considering the cultural, economic, political, and other factors that affect consumers in each region.

The regionalization of international marketing involves the development of marketing strategies and products that meet the needs and requirements of each region, with the aim of achieving better sales results and increasing customer satisfaction. With increasing regional integration and diminishing importance in global markets, the regionalization of international marketing is a key element of success for multinational corporations wishing to maintain and expand their position in the international market.

International marketing of transnational corporations in the context of the global process of regionalization has its own characteristics and challenges.

Regionalization means an increase in regional integration and a decrease in the importance of the global level, which can affect the international marketing strategies of multinational corporations. Some of these challenges and features include the following:

1. Adapting to local markets: Multinational corporations must adapt their international marketing strategies to local markets that may differ significantly from the global market. For example, they may face different legal and cultural regulations, different consumer demands, and preferences.

2. Development of regional strategies: Multinational corporations should develop regional international marketing strategies that consider specific regional requirements and characteristics. For example, they may use different approaches to promote products in markets that have different levels of competition and different product requirements.

Use of a network of distributors: Multinational corporations can use a network of

distributors that is more efficient at the regional level. This allows you to reduce marketing costs and increase the availability of products in local markets.

In general, to successfully penetrate Western markets, it is necessary to study competitive markets and summarize the results obtained, which will contribute to the development of an optimal model for promoting a trademark to international markets.

Developing global marketing strategies requires significant investment in financial resources, human resources, and research into different markets, countries, cultural backgrounds, and local traditions. Since global marketing is a component of the overall management of a business, its development must provide consumers with products, services, and solutions in the global market. In this regard, companies operating in the international market must constantly make and adapt their strategic decisions and develop appropriate strategies that help to effectively exploit global competitive advantages.

When a company enters a foreign market, the formation of an international marketing strategy includes the process of developing a corporate strategy for international marketing at the initial stages of the company's internationalization. This process requires the use of certain methods, models, and technologies, as well as the implementation of appropriate organizational measures for the practical implementation of the international marketing strategy.

The basis for effective strategic development of enterprises in the product market is the formation of a marketing strategy in modern conditions. This is due to the following factors:

- The product market is saturated and highly competitive, therefore, for successful functioning, market participants need to identify the target segment with its specific needs. This is possible through proper market segmentation and the use of appropriate marketing tools.

- Today's business environment is characterized by high turbulence, which can create new market opportunities or threats to businesses. Constant monitoring of the market situation allows you to track these opportunities and use them in strategic planning, as well as reduce risks. This monitoring is the basis for choosing methodological tools in the formation of a marketing strategy.

– The high level of competition in international and domestic markets requires enterprises to take adequate competitive actions to consolidate their positions in the market. To achieve this, it is necessary to determine a competitive strategy, form a clear mechanism for responding to external changes and solve current business issues.

– Considering changes in the character, habits, preferences and behavior of the consumer is important for adjusting the model of the market strategy of enterprises. Consumers are constantly changing, so it is necessary to focus on their needs and adjust the strategy in accordance with these changes.

Thus, the formation of a marketing strategy under modern conditions is the basis for effective strategic development of enterprises, since it allows you to identify the target market segment, respond to changes in the business environment, determine a competitive strategy and take into account changes in consumers [71]. At the same time, we share the author's opinion that the process of forming an international marketing strategy when a company enters the foreign market involves the following stages at which appropriate decisions are made:

- analysis of the company's current activities in the domestic market compared to the activities of competing companies;
- analysis of the state and trends of the external market (potential, availability, receptivity, stability and opportunities for growth);
- analysis of competition in the foreign market;
- analysis of the company's marketing opportunities and risks;
- selection of foreign markets that are promising for the company;
- development of marketing strategies for target foreign markets;
- choice of the method of presence in target foreign markets, the main forms of which may be paid sales representatives, delegation of authority without investment, transfer of know-how, joint venture, subsidiary production or sales branch with elements of investment;
- evaluation of performance and adjustment of marketing strategy;
- analysis of the company's readiness to use Internet technologies [66].

Strategy development can be broken down into specific steps. A. Vaysman gives the following 10 steps to success in the formation of a marketing strategy [8]: development of

the image of the enterprise and the concept of communications, the philosophy of the enterprise, its image; analysis of the external environment; competitor analysis; consumer analysis; analysis of your own situation; determination of the position in the market. Transition to the practical application of the strategy; goal formation; providing visibility; implementation of the marketing strategy.

Today, there are several approaches to strategy development in the marketing system: 1) Porter's strategic model; 2) General Electric matrix; 3) an approach based on the use of a matrix of opportunities for goods/markets; 4) a method based on the use of the Boston Advisory Group matrix; 5) the program is built on the basis of the impact of market strategy on profit [2]; 6) SWOT analysis of the company's marketing position.

The strategy implementation process can be divided into two major stages:

a) the process of strategic planning – the development of a set of strategies, from the basic strategy of the enterprise to functional strategies and individual projects;

b) the process of strategic management – the implementation of a certain strategy in time, the reformulation of the strategy in the world of new circumstances. At the stage of strategic planning, the strategies of the enterprise (at the level of the corporation) are determined by establishing its mission, analyzing strategic positions, researching external and internal factors and actions that can lead to the achievement, maintenance, development of competitive advantages [49]. Vinnichenko S. V. distinguishes six main stages of the process of developing a marketing strategy, which include an analysis of the current state of the enterprise from a financial and marketing position, evaluation of strategic development alternatives and control of results (tabl. 1.3) [71]. At the stage of goal formation, considering the current situation and market trends, it is necessary to proceed to decision-making.

Table 1.3 – Formation and subsequent implementation of a marketing strategy [71]

Stage	Characteristic
Stage 1	Current state of activity of enterprises Marketing Analysis (Strategic Aspects) Analysis of macro-environment factors (natural, legal, economic, scientific, technical, cultural influence) Analysis of the micro-environment (analysis of the efficiency of production processes, financial status, management, marketing, analysis of competitors, suppliers, accounting changes in consumer needs). SWOT analysis

1	2
Stage 2	Future (expected) state of the enterprise Determination of strategic directions and formation of a marketing strategy Defining (or clarifying) the mission, vision, and market goals Justification of the general development strategy Segmentation and market positioning Portfolio analysis and recommendations on areas of activity. Formation and selection of a competitive strategy
Stage 3	Concretization of the parameters of the future state Functional Marketing Strategies Commodity (qualities, assortment, within the life cycle of the product) Price (taking into account seasonality and value of the product) Distribution (in domestic and foreign markets) Promotion Strategies
Stage 4	Selection of directions and development of mechanisms for achieving the goal Evaluating and Comparing Strategic Alternatives Evaluation of marketing strategies by criteria Taking into account the conditions and existing restrictions. Risk identification. Adaptive Modeling
Stage 5	Ensuring the implementation of the outlined goals Strategy Implementation & Control

The most common areas of goal setting are: expanding the scope and/or scope of activities; increasing market share; increase in customer satisfaction or loyalty [71] (fig. 1.5).

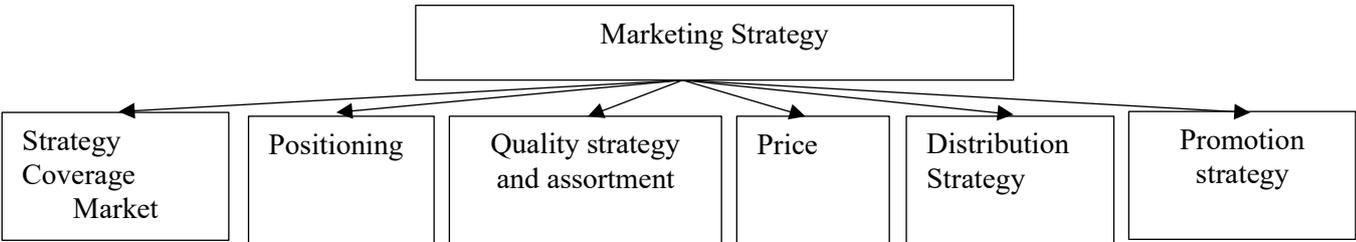


Figure 1.5 – Key areas of the company's marketing strategy [71]

All these areas are components of the company's marketing plan. The market coverage strategy involves a clear selection of target segments; positioning – the choice of key features and properties that distinguishes it from the products of other manufacturers, for example: excellent taste; bright presentation of the product and high-quality packaging that extends the shelf life of the product, design; assortment – its parameters; pricing – taking into account its own competitive status and competitors' prices; distribution strategy – sales to wholesale consumers, and zero distribution channel through its own distribution network;

Promotion strategy – pulling or attracting, choosing means and tools for promotion.

The publication presents a diagram of the process of developing a marketing strategy of an enterprise, which is based on a comparison of the current state of the enterprise in the market and its desired state, which is manifested through positioning. According to this, the following sequence of steps in the development of a marketing strategy is recommended:

1. Analysis of the current positioning of the enterprise. Before developing a marketing strategy, it is important to analyse the current situation in the enterprise, determine its market status, consumer attitude, brand awareness, evaluate the range of goods, determine the presence in different markets and evaluate the effectiveness of the current strategy. It is necessary to describe not only the general situation in the company, but also each direction of product sales.

In the overall positioning of a company or its brand, it is important to consider all the key indicators that determine its effectiveness, depending on the level of organization of marketing and sales processes. In addition, the organizational and functional structure should be described, with a focus on marketing and sales functions.

2. Market analysis. In the marketing strategy section, which is dedicated to market analysis and research, it is necessary to include the following information:

- sources of information used in the analysis;
- information on each market segment in which the company operates;
- price analysis (in particular, comparative analysis of competitors' prices for the main types of products, assessment of factors influencing pricing, etc.);
- evaluation of the effectiveness of product sales (distribution) channels;
- competitor analysis;
- description of factors influencing the development of market segments;
- conclusions drawn on the basis of market analysis.

At the stage of analysis of the company's activities in the domestic market, the following studies are carried out:

- the size of the company;
- market share and position;
- quality and range of goods;

- level of service;
- sales and distribution of products;
- price and payment procedure;
- financial condition of the enterprise;
- human resources (human resources).

The external environment of the firm (suppliers, contracts, buyers, banks, government agencies, tax office) provides for

At the stage of analyzing the state of the external market, the following aspects are studied:

- potential of the foreign market;
- accessibility of the foreign market;
- receptivity of the foreign market;
- stability of the foreign market, which is determined by the political and economic situation (solvency of the population and enterprises, the possibility of confiscation of property by the state).

The purpose of analyzing competition in the foreign market is to determine the competitiveness of the company.

Competitors in international marketing are divided into two groups: foreign competitors and local market competitors. Comparison of competitive advantages is carried out according to the following indicators: elements of the marketing mix, human resources, international relations (with banks, various associations), technological, production and economic indicators.

When analyzing the opportunities and risks that arise during the international marketing activities of the enterprise in the foreign market, the general position of the enterprise in the market, the external environment of the exporting country and the importing country are considered. When developing a strategy, the company must pay attention to the complex situation and objectively assess the factors that allow you to create a correct and realistic action program that meets the requirements of the market and satisfies the long-term goals of the enterprise. To do this, a SWOT analysis of the enterprise is carried out. In the classic version of the SWOT analysis, an analysis of the external environment

(opportunities and threats affecting the enterprise) and the internal environment of the SWOT analysis is carried out.

SWOT Analysis serves as a straightforward yet potent tool for assessing an organization's internal strengths and weaknesses, as well as identifying external opportunities and threats that may impact its future trajectory. The acronym SWOT represents strengths, weaknesses, opportunities, and threats. Additionally, the SWOT Analysis, also known as the «SWOT Matrix», can be alternatively structured as the «TOWS Analysis» or «TOWS Matrix». In Turkish, accounting for the adaptation of capital letters, the acronym can be represented as «GZFT Analysis/Matrix» or «FÜTZ Analysis/Matrix» [36].

Strengths and opportunities serve as advantageous factors in attaining organizational objectives, offering favourable conditions for organizations. Conversely, weaknesses and threats present obstacles to achieving organizational goals, representing unfavourable conditions. Therefore, the foundation of any successful strategy selection lies in analyzing the organization's internal strengths and weaknesses stemming from its internal environment, as well as the opportunities and threats originating from the external environment. In essence, the manager's role involves aligning the analysis of external and internal factors to harmonize the organization's strengths and weaknesses with environmental opportunities and threats. The framework outlined in Table 1.4 identifies numerous variables that management should scrutinize.

Table 1.4 – Framework for SWOT Analysis

Possible Organizational Strengths and Weaknesses	Sources of Possible Environmental Opportunities and Threats
Advertising, distribution, brand names, economies of scale, channel, environmental scanning, company reputation, financial resources, computer information system, forecasting, control systems, government lobbying, costs, human resources, inventory management, decision making, leadership, product service quality, location, promotion, management, public relations, manufacturing and operations, purchasing, quality control, organizational structure, physical facilities equipment, selling, product service differentiation, technologies	Economic forces Political-legal forces Social forces Technological forces Industry forces

Source: based on data [36]

Thus, international marketing activities determine the necessary factors of success in international markets, the formation and implementation of an international marketing strategy are necessary, strategic decision-making processes play a central role in achieving the market success of an enterprise, and the choice of strategy should be justified and consider the specifics of each enterprise.

Conclusion to Chapter 1

In the first section «Theoretical foundations of building the international marketing strategy of enterprise» the essence and features of the formation of the marketing strategy of the enterprise in modern economic conditions are investigated and the main stages of the formation of the international marketing strategy of the enterprise are determined.

The paper examines the genesis of the interpretation of the concept of «marketing strategy». It is determined that the main goal of the strategy is the effective use of available resources to achieve the main market goal. Emphasis is placed on the fact that the marketing strategy is part of business planning and covers both the strategy of individual business units and the overall strategy of the entire company. Generalization of the views of scientists allowed to form a definition of marketing strategy as a process of determining the relevant products, services, and markets in which they will be offered and substantiating the optimal composition of the marketing mix, including market research, product and pricing policy, distribution channels, sales promotion and product support.

It is determined that the development of global marketing strategies requires significant investments in financial resources, labor resources and research of different markets, countries, cultural characteristics, and local traditions. At the same time, the main stages of strategy formation are the analysis of the current positioning of the enterprise; market analysis; analysis of factors of the external and internal environment for the formation of a marketing strategy; analysis of competition in the foreign market.

It is determined that today in the marketing system there are several approaches to

strategy development: Porter's strategic model; General Electric matrix; an approach based on the use of a matrix of opportunities for goods/markets; a method based on the use of the Boston Advisory Group matrix; The program is built on the basis of the impact of market strategy on profits; SWOT analysis of the company's marketing position. It is determined that the comparison of competitive advantages is carried out by the following indicators: elements of the marketing mix, human resources, international relations (with banks, various associations), technological, production and economic indicators.

A mechanism for conducting a classic SWOT analysis to identify external marketing opportunities and threats and identify the strengths and weaknesses of the firm is provided.

CHAPTER 2

STUDY OF MODERN FEATURES OF THE FORMATION AND IMPLEMENTATION OF MARKETING STRATEGY (ON THE EXAMPLE OF COMPANY «APPLE INC.»)

2.1. Activities of the company «Apple Inc.» on the international market

Company «Apple Inc.» is a prime example of the successful implementation of an international marketing strategy, characterized by its astute understanding of global markets, innovative product offerings, and cohesive branding initiatives. Apple Inc., headquartered in Cupertino, California, is a global corporation that designs, manufactures, and markets a range of consumer electronics and services. Their product lineup includes the iconic iPhone smartphones, Mac computers, versatile iPad tablets, and a variety of wearables such as AirPods and Apple Watch. They also offer accessories like Apple TV, Beats products, and HomePod. Additionally, Apple provides support services like AppleCare and cloud services, and operates platforms like the App Store, where users can explore and download apps, music, books, videos, games, and podcasts. Beyond hardware, Apple offers a suite of subscription services including Apple Arcade for gaming, Apple Fitness+ for personalized fitness routines, Apple Music for curated music experiences, and Apple News+ for access to a range of news and magazines. They also produce original content for Apple TV+, and provide financial services like Apple Card and Apple Pay.

Apple serves a wide range of customers including consumers, small and mid-sized businesses, as well as education, enterprise, and government sectors. Their products are sold through various channels including retail stores, online platforms, direct sales, cellular network carriers, wholesalers, and retailers. Founded in 1976, Apple has established itself as a leader in the tech industry with its innovative products and services (tabl. 2.1). Apple's pivotal moment arrived with the launch of the Macintosh in 1984, a groundbreaking device that evolved into the modern Mac product line, encompassing models such as the MacBook Air, Pro, and iMac.

Table 2.1 – Basic information about the company « Apple Inc. » [5]

Indicator	Characteristic
Date and place of foundation	April 1, 1976, in Los Altos, California, USA.
Industries Served	Consumer Electronics: Apple designs and sells devices such as the iPhone, iPad, Mac, Apple Watch, Apple TV, and AirPods. Software: Operating systems like iOS, iPadOS, and macOS, as well as applications and services like iTunes, iCloud, Apple Music, and Apple TV+.
Geographic Service Areas	Global level
Income	\$383.29 billion USD (2023)
Net profit	\$97.00 billion USD (2023)
Employees, persons	161,000 employees (2023)
Main competitors	Alphabet (Google's parent company), Amazon, Meta (Facebook's parent company), and Microsoft.

Another significant milestone occurred in 2010 with the introduction of the iPad, which quickly became an industry leader, selling over three million units within its first three months and maintaining its dominance over a decade later.

In 2001 and 2007, Apple made waves with the unveiling of the iPod and the iPhone, respectively. While the iPod achieved remarkable success, it was the iPhone that truly revolutionized the mobile phone industry by introducing the concept of a handheld device that doubled as a full-fledged computer and communication tool. As Apple's flagship product, the iPhone significantly contributes to the company's overall revenue. In 2023, Apple marked the release of its 17th generation iPhone, the iPhone 15 lineup, coinciding with the company's historic achievement of surpassing Samsung in smartphone shipments for the first time ever.

Continuous waves of groundbreaking products have been instrumental in driving Apple's remarkable growth over the years. From the pioneering Mac computer to the transformative iPhone, iPad, and Apple Watch, each of these innovations has not only sparked its own revolution but also achieved tremendous commercial success. The extraordinary trajectory of Apple's stock price further underscores its remarkable journey. Over the past decade, Apple's shares have surged more than tenfold, propelling the company to the unprecedented milestone of becoming the first trillion-dollar company by market capitalization. As of 2022, Apple stands as the world's most valuable brand.

The concept of the Apple store stands as a unique and influential innovation in the

retail landscape. Characterized by expansive glass facades and minimalist design aesthetics, Apple stores have become synonymous with the brand. Since their inception in the early 2000s, these stores have played a pivotal role in Apple's ongoing success story. Notably, the Apple store achieved the distinction of being the fastest retailer globally to surpass the one-billion-U.S. dollar annual sales mark. Today, Apple stores can be found in hundreds of locations worldwide, serving as showcases for the company's diverse range of products.

In Apple's home market of the United States, the concentration of Apple stores is particularly high. California boasts a staggering 54 Apple stores, underscoring the brand's strong presence and popularity within the state. This widespread network of retail outlets further solidifies Apple's position as a dominant force in the global technology and retail sectors.

Apple Inc. has 10 subsidiaries in different parts of the world (tabl. 2.2).

Table 2.2 – Subsidiaries of Apple Inc. in 2023

Subsidiaries	Jurisdiction of Incorporation
Apple Asia Limited	Hong Kong
Apple Asia LLC	Delaware, U.S.
Apple Canada Inc.	Canada
Apple Computer Trading (Shanghai) Co., Ltd.	China
Apple Distribution International Limited	Ireland
Apple India Private Limited	India
Apple Insurance Company, Inc.	Arizona, U.S.
Apple Japan, Inc.	Japan
Apple Korea Limited	South Korea
Apple Operations International Limited	Ireland
Apple Operations Limited	Ireland
Apple Operations Mexico, S.A. de C.V.	Mexico
Apple Pty Limited	Australia
Apple Sales International Limited	Ireland
Apple South Asia (Thailand) Limited	Thailand
Apple Vietnam Limited Liability Company	Vietnam
Braeburn Capital, Inc.	Nevada, U.S.
iTunes K.K.	Japan

Source: based on data [5]

In 2023, Apple's quarterly revenue distribution across different regions worldwide was as follows:

–America: \$42.2 billion;

- Europe: \$24 billion;
- China: \$20.2 billion;
- Japan: \$5.7 billion;
- Asia Pacific: \$7.9 billion.

This breakdown shows that America accounted for the highest revenue, followed by Europe and China. Japan and the Asia Pacific region contributed relatively smaller portions to Apple's quarterly revenue during this period. This distribution highlights the importance of the American market to Apple's overall revenue, while also indicating significant revenue streams from Europe and China.

Financial statements serve as essential instruments, furnishing in-depth quantitative insights into a company's performance, financial stability, and cash flow. These records present a thorough overview of a company's activities, enabling stakeholders such as investors, creditors, management, and regulatory bodies to make well-informed decisions. They are pivotal in promoting transparency, upholding accountability, and serving as a foundation for strategic planning and projections [22].

The objective of analyzing Apple's financial activities is to conduct a thorough evaluation of the company's operational well-being and financial robustness, focusing on its core financial documents including the cash flow statement, balance sheet, and income statement. This assessment seeks to shed light on the financial tactics that underpin Apple's leadership in the industry and how these strategies will guide its response to market shifts through 2023. Moreover, leveraging financial data as a lens can yield valuable insights into Apple's operational dynamics.

In the fiscal year 2023, Apple recorded total net sales of \$383.29 billion, which represented a slight decline from the historic high of \$394.33 billion achieved in fiscal year 2022. However, it's noteworthy that Apple's annual revenue has quadrupled over the past decade. Apple Inc. net sales increased from 2021 to 2022 but then slightly decreased from 2022 to 2023 (fig. 2.1).

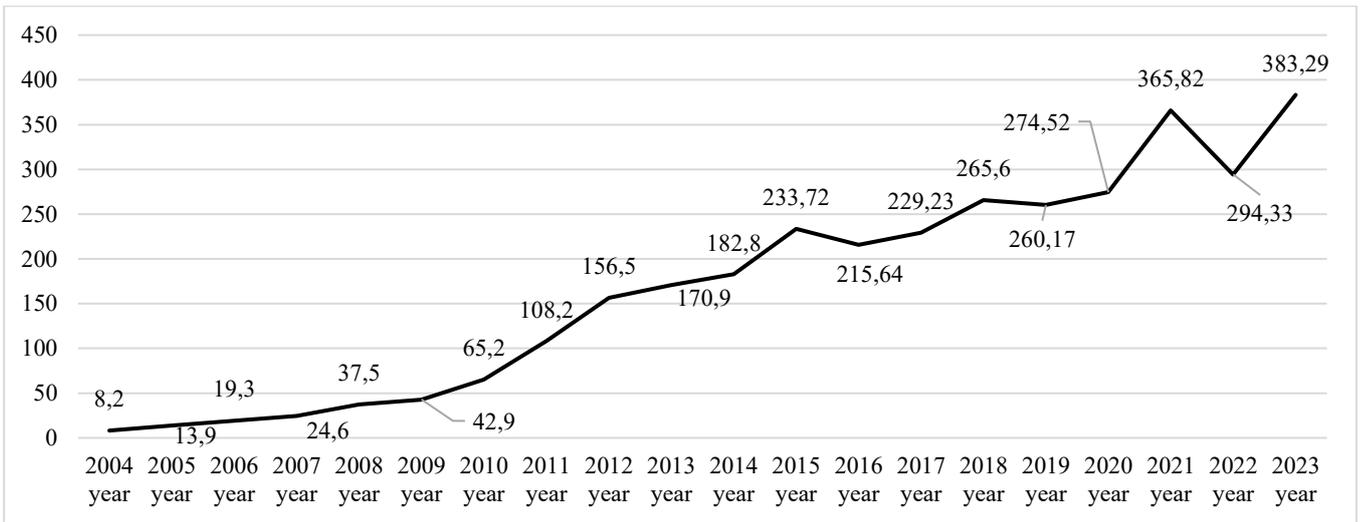


Figure 2.1 – Global revenue of Apple from 2004 to 2023 year (in billion U.S. dollars)

Source: based on data [5]

For a detailed financial analysis of Apple's product line from 2019 to 2022, we'll examine quarterly revenue for each major operating segment: iPhone, Mac, iPad, Wearables, Home and Accessories, and Services (fig. 2.2).

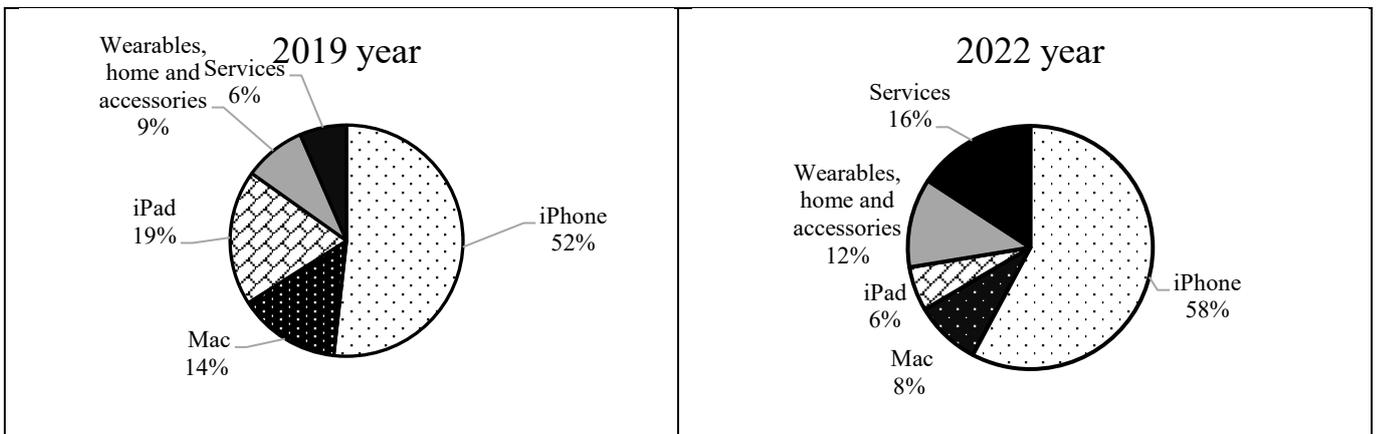


Figure 2.2 – Quarterly Apple revenue by operating segment 2019-2022 years, %

Source: based on data [67]

Quarterly revenue for each segment is as follows: iPhone revenue was \$51.7 billion in 2019 and increased to \$71.6 billion in 2022. Mac revenue was \$14.2 billion in 2019 and decreased to \$10.8 billion in 2022. iPad revenue was \$18.9 billion in 2019 and decreased to \$7.3 billion in 2022. Wearables, Home and Accessories revenue was \$8.6 billion in 2019 and increased to \$14.7 billion in 2022. Services revenue was \$6.5 billion in 2019 and significantly increased to \$19.5 billion in 2022. The overall trend shows growth in iPhone

revenue over the period, indicating stability in this segment. Mac and iPad revenue decreased, suggesting challenges in these product categories. Wearables, Home and Accessories, as well as Services, experienced significant growth, indicating expansion into new areas and markets by Apple.

In 2022, the market capitalization of several leading companies stood as follows (in USD billion) (fig. 2.3):

- Apple: \$2640.32 billion;
- Alphabet (Google): \$1581.72 billion;
- Amazon: \$1468.4 billion;
- Tesla: \$1038.73 billion;
- PepsiCo: \$238.13 billion;
- Alibaba Group: \$237.78 billion;
- Toyota Motor: \$237.73 billion;
- Walt Disney: \$215.33 billion;
- Cisco Systems: \$213.36 billion;
- Shell: \$211.1 billion.

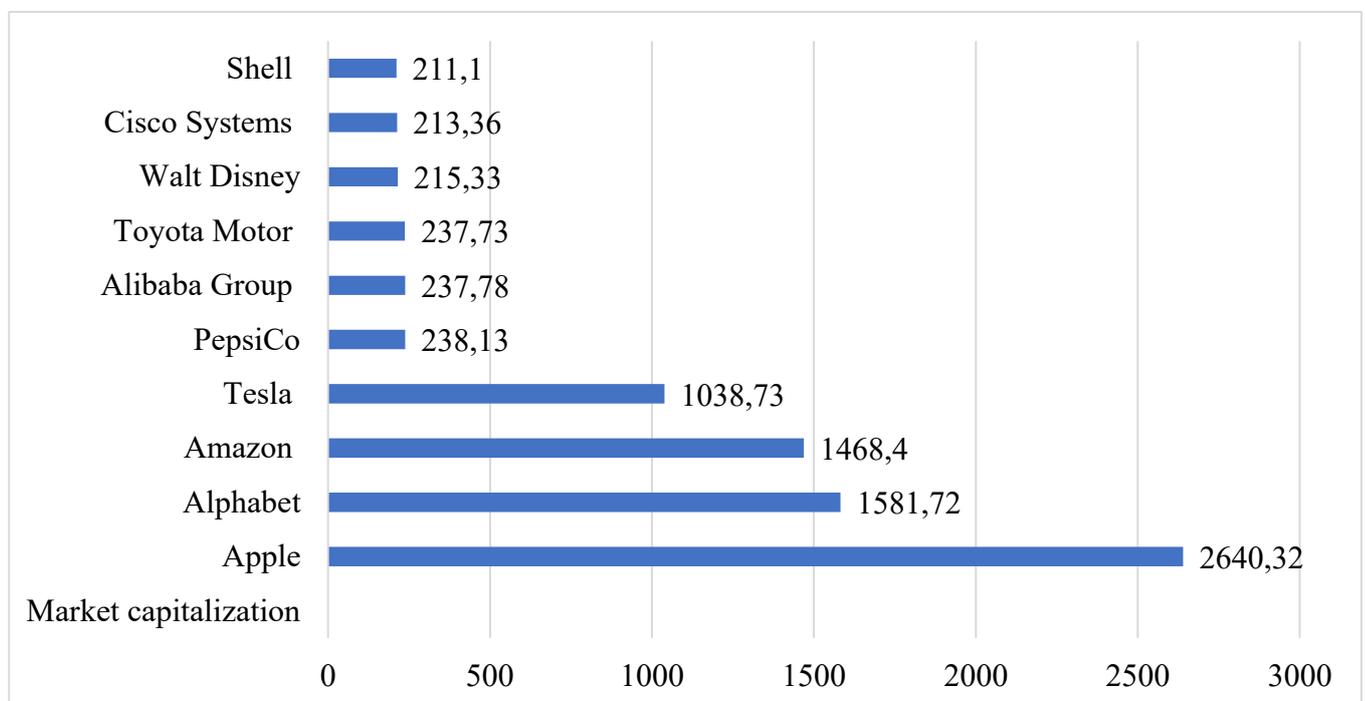


Figure 2.3 – The Apple Company's place among the world's largest companies by market value in 2022, USD billion

Source: compiled by the author based on data from [41]

Apple holds the top position with the highest market capitalization, followed by other prominent tech giants like Alphabet (Google) and Amazon. Tesla also stands out with a significant market capitalization, reflecting its status as a leading player in the electric vehicle market. Additionally, traditional companies like PepsiCo, Toyota Motor, and Walt Disney maintain substantial market capitalization, highlighting their enduring presence and influence in their respective industries.

In fiscal year 2023, Alphabet reported a revenue of 307.39 billion U.S. dollars. In comparison, Apple, with its hardware-focused approach, generated a revenue of 394.33 billion U.S. dollars in fiscal year 2022, nearly double the amount of Microsoft's revenue, which stood at 198.27 billion U.S. dollars during the same period (Fig. 2.3). While each of these companies possesses distinct market strengths, there are also areas of overlap, leading to competition. Notably, Apple and Google are direct competitors in the mobile phone market, with their respective iOS and Android operating systems.

The great success of Apple Inc. is highly connected to its numerous strategies employed. By analyzing Apple's strategies, other high-tech companies can understand where the excellent operating ability comes from.

The Porter's five forces model serves as a common framework for assessing the profit potential within an industry, encompassing five key categories: threat of new entrants, bargaining power of customers, threat of substitutes, and industry rivalry.

1) Threat of new entrants. Regarding the threat of new entrants for Apple Inc., the likelihood of a new competitor posing a significant challenge to its established position and market dominance is minimal. This can be attributed to two primary factors. Firstly, the barrier to entry for establishing a new company in this industry is exceedingly high, requiring substantial financial investment and resources. Secondly, building a strong reputation for the brand also necessitates considerable effort and time, further deterring potential new entrants.

2) Bargaining power of suppliers: On one hand, due to the presence of numerous suppliers, the negotiating leverage of suppliers remains relatively weak. Conversely, as a tech giant with ample resources and extensive connections, Apple possesses the ability to switch between suppliers with minimal cost. Generally, the bargaining power of suppliers

is deemed to be quite low.

3) Bargaining power of customers: When assessing the bargaining power of customers, it's essential to consider various scenarios. Initially, when Apple interacts with individual customers, their negotiating power is limited. However, when customers unite as a collective, their combined market influence becomes significant. To mitigate the risk of mass customer defection to competitors, Apple invests heavily in research and development to deliver distinctive products.

4) Threat of substitutes: Apple's products and services are renowned for their innovation and superior quality. Despite the existence of potential alternatives, they often lack the breadth of features found in Apple's offerings. Consequently, the threat of substitutes is deemed to be very low for Apple.

5) Industry rivalry: Apple faces competition from various companies, including Google, Inc., Hewlett-Packard, Samsung Electronics Co., Ltd., and Amazon, Inc. Overall, the level of industry rivalry experienced by Apple Inc. is notably intense [51].

Apple faces competition from various companies across different sectors of the technology and consumer electronics industries. Some of the main competitors of Apple include:

1. Samsung Electronics Co., Ltd. Samsung is a leading manufacturer of smartphones, tablets, televisions, and other consumer electronics. It competes directly with Apple in the smartphone market with its Galaxy series of devices.

2. Alphabet Inc. (Google). Google's Android operating system is a primary competitor to Apple's iOS. Additionally, Google competes with Apple in various other areas, including cloud services, search engines, and online advertising.

3. Microsoft Corporation. Microsoft competes with Apple in the computer software and hardware markets. While Apple focuses on macOS and iOS operating systems, Microsoft develops Windows operating system and Surface line of computers.

4. Huawei Technologies Co., Ltd. Huawei is a major player in the smartphone market and competes with Apple globally. Despite facing challenges related to sanctions and trade restrictions, Huawei remains a significant competitor in the industry.

5. Amazon.com, Inc. Amazon competes with Apple in areas such as digital content

distribution (e.g., music and video streaming), smart home devices (e.g., Amazon Echo), and cloud computing services (Amazon Web Services).

6. **Xiaomi Corporation.** Xiaomi is a Chinese electronics company known for its smartphones, smart home devices, and other consumer electronics. It competes with Apple in the global smartphone market, particularly in emerging markets.

The study of two key competitors of Apple, Samsung, and Microsoft, revealed that Samsung holds the leading position in terms of revenue volume (tabl. 2.3). From the table, it can be observed that Apple leads in terms of revenue, gross profit, and assets. However, Microsoft has the highest total liabilities among the three companies. In terms of the number of employees, Samsung has the highest count, followed by Microsoft and then Apple. Overall, this comparison provides insights into the competitive landscape of these tech giants in 2023.

Table 2.3 – Comparison table of the company Apple and its competitors in 2023

Indicators	Revenue, billion USD	Gross profit, billion USD	Assets, billion USD	Total Liabilities, billion USD	Employees, persons
Apple	383 285	169148	352583	290.437	161000
Samsung	194300	54912	352450	71290	270000
Microsoft	211915	146052	411976	205753	221000

Source: compiled by the author based on data from [41; 54]

From the table, it can be observed that Apple leads in terms of revenue, gross profit, and assets. However, Microsoft has the highest total liabilities among the three companies. In terms of the number of employees, Samsung has the highest count, followed by Microsoft and then Apple. Overall, this comparison provides insights into the competitive landscape of these tech giants in 2023.

In 2023, The Apple Company demonstrated a high-performance indicator (tabl. 2.4). Apple's revenue slightly increased from \$365.82 billion in 2021 to \$394.33 billion in 2022 but decreased to \$383.29 billion in 2023. The cost of goods sold increased from \$212.98 billion in 2021 to \$223.55 billion in 2022 but decreased to \$214.14 billion in 2023. The gross profit increased from \$152.84 billion in 2021 to \$170.78 billion in 2022 but decreased slightly to \$169.15 billion in 2023.

Table 2.4 – Financial and economic results of The Apple for 2021-2023

Indicators	2021 year	2022 year	2023 year	Changes, %		Changes, USD	
				2022 year/ 2021 year	2023 year/ 2022 year	2022 year/ 2021 year	2023 year/ 2022 year
Revenue, millions USD	365817	394328	383285	107,79	97,20	28511	-11043
Cost Of Goods Sold, millions USD	212981	223546	214137	104,96	95,79	10565	-9409
Gross Profit, millions USD	152836	170782	169148	111,74	99,04	17946	-1634
Research And Development Expenses, millions USD	21914	26251	29915	119,79	113,96	4337	3664
SG&A Expenses, millions USD	21973	25094	24932	114,20	99,35	3121	-162
Operating Expenses, millions USD	43887	51345	54847	116,99	106,82	7458	3502
Operating Income, millions USD	108949	119437	114301	109,63	95,70	10488	-5136
Total Non-Operating Income/Expense, USD	258	334	565	129,46	169,16	76	231
Pre-Tax Income, millions USD	109207	119103	113736	109,06	95,49	9896	-5367
Income Taxes, millions USD	14527	19300	16741	132,86	86,74	4773	-2559
Net Income, millions USD	94680	99803	96995	105,41	97,19	5123	-2808
EBITDA, millions USD	120233	130541	125820	108,57	96,38	10308	-4721
EBIT, millions USD	108949	119437	114301	109,63	95,70	10488	-5136
Basic Shares Outstanding, millions USD	16701	16216	15744	97,10	97,09	-485	-472
Shares Outstanding, millions USD	16865	16326	15813	96,80	96,86	-539	-513
Basic EPS, USD	5,67	6,15	6,16	108,47	100,16	0,48	0,01
EPS - Earnings Per Share, USD	5,61	6,11	6,13	108,91	100,33	0,5	0,02

Source: compiled by the author based on [54]

Apple's R&D expenses increased steadily from \$21.91 billion in 2021 to \$26.25 billion in 2022 and further to \$29.92 billion in 2023. SG&A expenses increased from \$21.97

billion in 2021 to \$25.09 billion in 2022 but slightly decreased to \$24.93 billion in 2023. Operating expenses increased from \$43.89 billion in 2021 to \$51.34 billion in 2022 and further to \$54.85 billion in 2023. Despite fluctuations in revenue and expenses, Apple's operating income showed a slight increase from \$108.95 billion in 2021 to \$119.44 billion in 2022 but decreased to \$114.30 billion in 2023. Apple's net income fluctuated, increasing from \$94.68 billion in 2021 to \$99.80 billion in 2022 but decreasing to \$96.99 billion in 2023. Both EBITDA and EBIT followed a similar trend to operating income, showing a slight increase from 2021 to 2022 but a decrease in 2023. Basic and EPS increased from \$5.67 and \$5.61, respectively, in 2021 to \$6.15 and \$6.11 in 2022 and further to \$6.16 and \$6.13 in 2023. Overall, while Apple experienced revenue growth and maintained healthy profitability in 2022, there was a slight decline in revenue and profitability in 2023. However, the company continued to invest significantly in research and development to drive future innovation and growth.

In conclusion, Apple Inc. is a leading innovator in the technology industry, pioneering groundbreaking products and services that have shaped the digital landscape for decades. With its rich history and unwavering commitment to excellence, Apple remains a revered and influential force globally, consistently outperforming its rivals. As we look ahead, the company must navigate evolving market dynamics and emerging challenges strategically. Apple's unparalleled success makes it a prime subject for in-depth marketing strategy analysis. It offers valuable insights into effective approaches for sustaining competitive advantages and mitigating risks in an ever-changing landscape.

2.2. Research of the marketing mix of The Apple Inc. in the international market

The marketing mix is extremely important for multinational corporations (MNCs) for a variety of reasons. It helps MNCs develop their brands, take a leading position in the market and gain a competitive advantage. Through market research and analysis, MNCs can understand the needs of their target audiences and adapt their strategy to local markets. In

addition, the marketing mix helps to ensure effective communication with consumers, maintain stable sales, innovate, and attract new customers. In general, the marketing mix is a strategic tool for MNCs to help them achieve their business goals and strengthen their positioning in the global market.

The marketing mix, also known as the four P's of marketing, refers to the four key elements of a marketing strategy: product, price, place, and promotion. Yu B. claims that the classical marketing mix with its well-known and familiar components is a wide-profile tool for the formation of marketing programs of enterprises [76]. As noted by Rajer N., the formation of the marketing complex of enterprises is due to both generalized and specific factors, among which it is expedient to single out The most important are: the level of market coverage, legal restrictions, profitability of goods and price elasticity of demand [62].

By paying attention to the following four components of the marketing mix, a business can maximize its chances of a product being recognized and purchased by customers:

- Product. The product or service being sold must satisfy the needs or desires of the consumer;
- Price. The product must be sold at a price that meets the consumer's expectations, neither low nor high;
- Promotion. The public should be informed about the product and its features;
- Place. To optimize sales, the place where you can buy the product is important.

Apple's marketing mix (4P) encompasses the synchronization between the company's marketing strategies and the dynamics of the global market. It entails a set of strategies and tactics aimed at executing marketing plans to attract target customers across the information technology, consumer electronics, digital content distribution, and online services sectors. The focal point of Apple's marketing mix revolves around the 4P variables: product, place, promotion, and price. In this context, the marketing mix is tailored to the tech-centric nature of Apple's operations.

For instance, Apple's 4Ps span across its multinational presence in the consumer electronics and internet services arenas, among other pertinent markets. This positioning pits Apple Inc. against competitors in the information technology and consumer electronics

spheres, including giants like Google (Alphabet), Samsung, Microsoft, and Sony. Additionally, it competes with video-streaming service providers such as Netflix, Disney, Amazon, and Facebook (Meta), with IBM and Intel also influencing its competitive landscape, marketing strategies, and marketing mix. These competitors are renowned for their innovation and marketing prowess, thus prompting Apple to devise a marketing mix comprising strategies and tactics aligned with the approaches of these competing firms.

Within its marketing mix, Apple adopts a strategic emphasis on premium branding, leveraging its esteemed brand identity while ensuring that each of the 4P elements contributes to upholding this strong brand image. For instance, iPhone pricing aligns with the company's premium brand positioning, resonating with consumer perceptions of Apple products as synonymous with superior value and quality. Supported by well-aligned 4Ps, this strategic approach enables the company to maintain substantial profit margins, thereby advancing the objectives outlined in Apple's mission and vision.

Apple's product marketing mix deals with the outputs of the firm. It includes services and goods which are categorized as or involve technology. However, Apple continuously expands its product mix, making it possible to add non-IT-related services in its 4Ps [7]

This aspect of the marketing mix pertains to the offerings within the technology and online services sectors. Apple's product assortment encompasses both goods and services categorized under information technology. Nonetheless, the company is actively diversifying its product range, potentially incorporating non-IT items into this element of the 4P framework. Within its product lineup, Apple's primary product categories include: Mac, iPhone, iPod, Apple watches, Other software and services, iPad (tabl. 2.5).

Table 2.5 – Apple's product marketing mix in 2024

Products and services	Characteristics
1	2
Products	
Mac	This product was introduced by Steve Jobs in 1984 and is one of the pioneering products of Apple. Mac was the first personal computer introduced to the public with a mouse and a graphical user platform and interface. Mac is the Company's line of personal computers based on its macOS operating system. The Mac line includes laptops MacBook Air and MacBook Pro, as well as desktops iMac, Mac mini, Mac Studio and Mac Pro .

Continuation of the tabl. 2.6

1	2
iPhone	It's no secret that almost everyone uses an iPhone today. Apple is also one of the pioneering brands that introduced smartphones with a multiple touch feature. It was designed thinking about the combination of an iPod and a smartphone. Phone is the Company's line of smartphones based on its iOS operating system. The iPhone line includes iPhone 15 Pro, iPhone 15, iPhone 14, iPhone 13 and iPhone SE
iPad	Pad is the Company's line of multipurpose tablets based on its iPadOS operating system. The iPad line includes iPad Pro, iPad Air, iPad and iPad mini
Wearables, Home and Accessories	Wearables includes smartwatches and wireless headphones. The Company's line of smartwatches, based on its watchOS operating system, includes Apple Watch Ultra™ 2, Apple Watch Series 9 and Apple Watch SE . The Company's line of wireless headphones includes AirPods , AirPods Pro , AirPods Max™ and Beats products. Home includes Apple TV, the Company's media streaming and gaming device based on its tvOS operating system, and HomePod and HomePod mini, high-fidelity wireless smart speakers. Accessories includes Apple-branded and third-party accessories
Services	
Advertising	The Company's advertising services include third-party licensing arrangements and the Company's own advertising platforms.
AppleCare	The Company offers a portfolio of fee-based service and support products under the AppleCare brand. The offerings provide priority access to Apple technical support, access to the global Apple authorized service network for repair and replacement services, and in many cases additional coverage for instances of accidental damage or theft and loss, depending on the country and type of product.
Cloud Services	The Company's cloud services store and keep customers' content up-to-date and available across multiple Apple devices and Windows personal computers. Digital Content
Digital Content	The Company operates various platforms, including the App Store , that allow customers to discover and download applications and digital content, such as books, music, video, games and podcasts. The Company also offers digital content through subscription-based services, including Apple Arcade , a game subscription service; Apple Fitness+ , a personalized fitness service; Apple Music , which offers users a curated listening experience with on-demand radio stations; Apple News+ , a subscription news and magazine service; and Apple TV+ , which offers exclusive original content and live sports.
Payment Services	The Company offers payment services, including Apple Card , a co-branded credit card, and Apple Pay , a cashless payment service

Source: compiled by the author based on [8; 10; 42; 9]

In the study, Greenspan R. categorized Apple's products as follows: iPhone, Mac, iPad, wearables and accessories, advertising, AppleCare, Cloud Services, Digital Content, and Payment Services. [34]. The initial four items listed denote physical goods, indicating Apple's marketing mix is tailored to the consumer electronics sector. The Mac line encompasses both desktop and laptop computers catering to diverse market segments with varying sizes and specifications. Products like the iPhone, iPad, and wearables such as the

Apple Watch complement each other within the product range.

The remaining components of the product mix illustrate how Apple's marketing strategy extends to the online services arena. Advertising services predominantly operate within the App Store, while AppleCare offers limited warranty and technical support upon the purchase of consumer electronics. Concerning Cloud Services, iCloud serves as online storage primarily designed for Apple products like MacBooks and iPhones, though it's accessible to non-Apple devices as well. The Digital Content category encompasses digital music, videos, e-books, and mobile apps, while Payment Services include offerings like Apple Pay, easily accessible through various consumer electronics. These intersecting goods and services create an ecosystem that enhances the appeal of Apple's products, supporting its competitive advantage and growth strategies. Reflecting on these strategies, the product lines within this element align with Apple's product-development approach. These product lines are also indicative of Apple's organizational structure, reflecting its evolution from a computer technology-centric business to a more diversified entity with a strategic focus on information technology [34].

In 2023, iPhone net sales experienced a 2% decline, amounting to \$4.9 billion less compared to 2022. This decrease was primarily driven by lower net sales of non-Pro iPhone models, although there was a partial offset from higher net sales of Pro iPhone models (tabl. 2.6).

Table 2.6 – Apples products and Services Performance in 2021-2023 years

Net sales by category	2021 year		2022 year		2023 year	
	millions USD	percentage in the overall structure	millions USD	percentage in the overall structure	millions USD	percentage in the overall structure
iPhone	191973	52,48	205489	52,11	200583	52,33
Mac	35190	9,62	40177	10,19	29357	7,66
iPad	31862	8,71	29292	7,43	28300	7,38
Wearables, Home and Accessories	38367	10,49	41241	10,46	39845	10,40
Services	68425	18,70	78129	19,81	85200	22,23
Total net sales	365817	100,00	394328	100,00	383285	100,00

Source: compiled by the author based on [5]

Mac net sales saw a significant decrease of 27%, totalling \$10.8 billion less in 2023

compared to 2022. This decline was primarily attributed to lower net sales of laptops. iPad net sales also experienced a decline of 3%, equivalent to \$1.0 billion less in 2023 compared to 2022. This decrease was primarily due to lower net sales of iPad mini and iPad Air models, although there was a partial offset from the combined net sales of iPad 9th and 10th generation models. Wearables, Home and Accessories net sales decreased by 3%, totalling \$1.4 billion less in 2023 compared to 2022. This decline was primarily attributed to lower net sales of Wearables and Accessories. On the other hand, Services net sales witnessed a notable increase of 9%, amounting to \$7.1 billion more in 2023 compared to 2022. This increase was driven by higher net sales across all lines of business within the Services category.

The company operates its business primarily based on geographical regions. Its reportable segments comprise the Americas, Europe, Greater China, Japan, and the Rest of Asia Pacific. The Americas segment encompasses both North and South America. Europe includes various European nations, alongside India, the Middle East, and Africa. Greater China comprises mainland China, Hong Kong, and Taiwan. The Rest of Asia Pacific covers Australia and other Asian countries not included in the company's other reportable segments. While these segments offer similar hardware, software, and services, each one is managed independently to better align with the company's customers, distribution partners, and the unique market conditions of each geographic area [5].

In 2023, net sales in the Americas declined by 4%, equivalent to \$7.1 billion compared to 2022 (tabl. 2.7). This decrease was primarily attributed to lower sales of iPhone and Mac products, although it was partially offset by increased sales of Services.

Table 2.7 – Apples revenues by the segments in 2021-2023

Segment	2021 year	2022 year	2023 year
Americas	153306	169658	162560
Europe	89307	95118	94294
Greater China	68366	74200	72559
Japan	28482	25977	24257
Rest of Asia Pacific	26356	29375	29615
Total net sales	365817	394328	383285

Source: compiled by the author based on [5]

In Europe, net sales decreased by 1%, totalling \$824 million less in 2023 compared to 2022. The decline was mainly due to weakness in foreign currencies relative to the U.S. dollar, which accounted for more than the entire year-over-year decrease. This decrease primarily stemmed from lower sales of Mac and Wearables, Home and Accessories, although there were higher sales of iPhone and Services.

In Greater China, net sales dropped by 2%, amounting to \$1.6 billion less in 2023 compared to 2022. The decline was primarily driven by weakness in the renminbi relative to the U.S. dollar, accounting for more than the entire year-over-year decrease. Lower sales of Mac and iPhone products were the main contributors to this decrease.

In Japan, net sales saw a 7% decline, equivalent to \$1.7 billion less in 2023 compared to 2022. The weakness in the yen relative to the U.S. dollar accounted for more than the entire year-over-year decrease. This decline was primarily due to lower sales of iPhone, Wearables, Home and Accessories, and Mac products.

Meanwhile, in the Rest of Asia Pacific region, net sales increased by 1%, representing a \$240 million rise in 2023 compared to 2022. However, the weakness in foreign currencies relative to the U.S. dollar had a significantly unfavourable impact on year-over-year net sales.

The increase in net sales was driven by higher sales of iPhone and Services, although there were lower sales of Mac and iPad products.

Distribution, or Place, within Apple's marketing mix entails the strategic selection of venues for the distribution of its products within target markets. This encompasses company-owned establishments as well as authorized distributors authorized to sell Apple's IT goods and services. The distribution strategy in Apple's marketing mix encompasses the following channels (tabl. 2.8): Apple Store locations, company-owned websites and online stores, authorized resellers, telecommunications companies.

Apple Store is a subsidiary that operates physical or brick-and-mortar stores that sell the company's products, along with related products from other manufacturers. For example, these stores sell MacBooks, as well as peripheral devices from other companies. In Apple's marketing mix, these stores are arguably the most visible and easily recognizable locations that carry the company's brand.

Table 2.8 – Apple's distribution channels in 2024

Channels	Characteristics
Apple Store locations	These physical retail outlets, operated by Apple, offer the company's products alongside related items from other manufacturers. For instance, Apple Stores sell MacBooks and peripheral devices. These stores are highly visible and serve as prominent representations of the Apple brand.
Company-owned websites and online stores	Apple's online platforms, including its official website and the App Store, provide customers with access to its products globally. These digital channels enhance Apple's international market reach and accessibility.
Authorized resellers	Apple partners with authorized resellers who operate stores in strategic locations such as major shopping malls worldwide. These resellers, which include large retailers like Walmart and consumer electronics outlets like Best Buy, contribute to Apple's expansive multinational distribution network. Some authorized resellers also sell Apple products through their own physical stores and online platforms like Amazon.
Telecommunications companies	Apple collaborates with telecom providers such as Verizon, AT&T, and T-Mobile, integrating iPhones into their service plans. This allows subscribers in local or regional markets to access iPhones as part of their service offerings.

Source: compiled by the author based on [8; 10; 42; 9]

Aside from these brick-and-mortar stores, customers can buy products through the company's websites and online stores (e.g., App Store) for desktop and mobile. These online distribution channels help Apple optimize its international market reach [9].

This element of Apple's marketing mix includes authorized resellers as part of the distribution strategy. These resellers operate stores that offer consumer electronics and accessories in various strategic locations, such as key shopping malls in different markets around the world. Such resellers include large retailers, like Walmart, and consumer electronics retailers, like Best Buy. Some authorized resellers sell through their own stores as well as their seller accounts on Amazon. Authorized resellers enable Apple's 4Ps to maintain an extensive multinational network for reaching target customers. Moreover, this element of the marketing mix uses agreements with various telecommunications companies, such as Verizon, AT&T, and T-Mobile, which offer iPhone units integrated into some of their service plans available to subscribers in local or regional target markets. The location strategy in Apple's operations management supports this element of the company's marketing mix in taking advantage of online and non-online distribution channels to reach

target markets [34].

Apple's promotional efforts, encompassing the promotional subset of the marketing communications mix, dictate the communication strategies employed by the company to engage its target audience. Apple utilizes various communication channels and partners to promote its products. When addressing this aspect of the marketing mix, the company underscores its premium brand identity and the exceptional quality of its consumer electronics and associated offerings. The promotional mix integrated into Apple's marketing strategy includes the following activities:

- advertising;
- personal selling;
- sales promotion;
- public relations [7].

Apple employs advertising across online digital ad networks, websites, and print media as part of its marketing mix. The company has partnerships with prominent websites to showcase and promote its products. Additionally, Apple utilizes personal selling through its knowledgeable store employees who provide tailored product information to visitors, aiming to drive sales. Furthermore, within the promotional mix, Apple implements sales promotion strategies for its products. For instance, discounted pricing is offered to students and military personnel on iPhones and iPads [42].

Furthermore, Apple leverages public relations to bolster its corporate image as a pioneering technology and online services entity. Initiatives such as Apple Events, product feature leaks, press releases, and exclusive interviews are meticulously orchestrated to enhance the company's positive perception in the market. Apple's marketing strategy also includes public relations endeavors like the Community Education Initiative, aimed at enhancing educational outcomes while simultaneously promoting the brand and its products in target markets. Thus, this aspect of the marketing mix actively engages with target customers and organizations to promote the technology business. These initiatives are aligned with Apple's corporate social responsibility (CSR) and ESG strategy, supporting sustainability and addressing stakeholder interests. By employing such communication tactics, Apple effectively addresses this element of the marketing mix while meeting

business objectives to reach a broader customer base globally and uphold social responsibility and corporate citizenship initiatives [10].

Pricing Strategies and Price Points in Apple's 4Ps – this component of Apple's marketing mix determines the pricing structures, levels, and ranges for the company's consumer electronics, online services, and related offerings. Apple employs the following pricing strategies within its 4Ps:

1. Premium Pricing Strategy. Apple implements a premium pricing strategy by setting higher prices for its products. Essentially, premium pricing entails charging an amount above the standard or average price. Within Apple's marketing mix, this strategy involves positioning its products at premium price points. For instance, iPhones are priced higher compared to many other smartphones in the market, enabling Apple to maximize its profit margins. Despite the potential weakness highlighted in the SWOT analysis of Apple Inc., the company leverages premium pricing alongside its premium brand image and innovative product features to ensure profitability and maintain competitiveness. However, the effectiveness of this strategy also relies on the support from Apple's organizational culture and its impact on human resources [8].

2. Freemium Pricing Strategy. Apple also employs a freemium pricing strategy, which combines elements of both «free» and «premium» pricing to enhance the attractiveness of its technology products. In this approach, certain Apple products are offered for free initially, but users are required to pay for access to advanced or enhanced features. For example, Apple provides 5 GB of iCloud storage for free. However, users must pay a subscription fee to access additional storage capacity. This pricing strategy aligns with Apple's premium branding efforts and complements its product design and development initiatives [6].

One remarkable aspect of Apple is its pricing strategy and steadfast commitment to maintaining higher prices, even if they do not align with those of competitors. Additionally, Apple justifies its premium pricing by offering cutting-edge features and technologies in its products. Whether your brand is a startup or has a long-standing presence in the market, there are valuable lessons to be learned from Apple's approach. Implementing higher prices can be beneficial if it meets or exceeds customer expectations.

Another key aspect of Apple is its consistent delivery of premium features in new iterations of its products. This practice generates anticipation, excitement, and curiosity among target customers. There are several principles from Apple's marketing mix that can offer valuable insights, applicable not only to startups but also to non-tech firms.

The paper analyzes the strategy of international marketing of The Walt Disney Company (fig. 2.4).

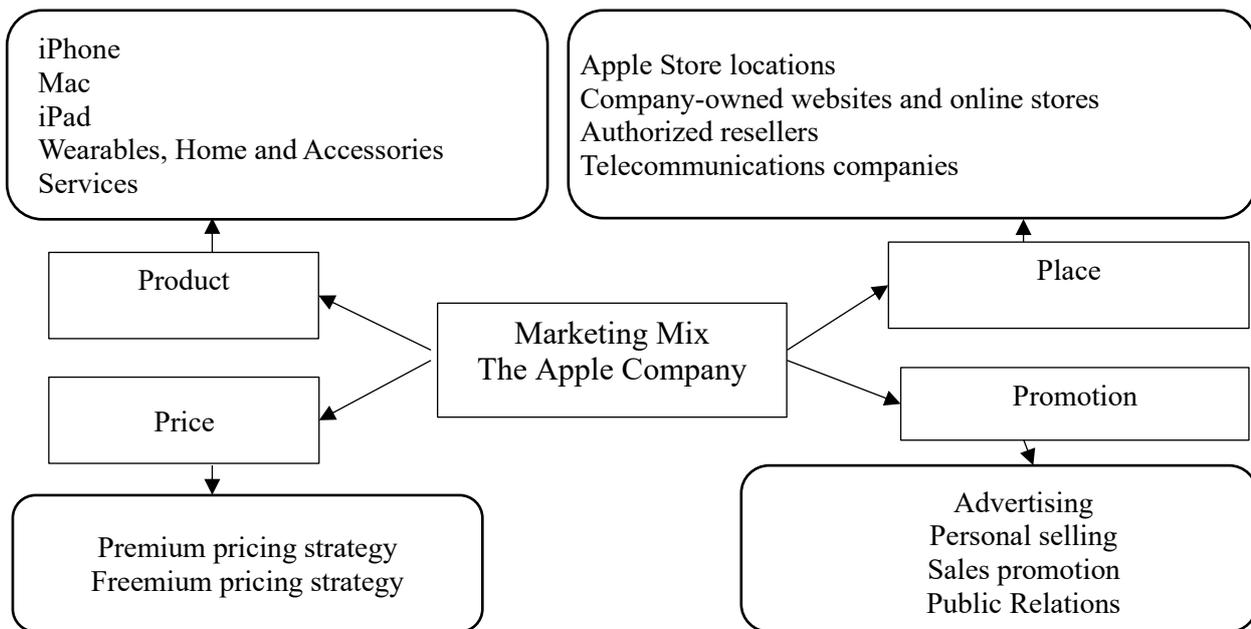


Figure 2.4 – The Apple Company's marketing mix

Source: compiled by the author

Through our analysis of the 4Ps, we have identified the key factors contributing to Apple's successful marketing. The exceptional consumer experience, innovative advertising, and strong brand image play pivotal roles. These factors are orchestrated through Apple's management of the product, price, promotion, and place elements. As the Internet and IT market continue to expand, competition intensifies. In this dynamic landscape, a well-defined marketing strategy becomes crucial for survival. Apple's consistency and meticulous control across all areas ensure a seamless consumer experience, thereby sustaining its success. A distinct brand image is essential for brands seeking greater control over their marketing strategies, as it fosters consumer trust and loyalty.

Conclusion to Chapter 2

In the second section «Study of modern features of the formation and implementation of marketing strategy (on the example of company «Apple Inc.»)» the activities of the company «Apple Inc.» on the international market are researched and a study of the marketing mix of the Apple Inc. in the international market is carried out.

Apple Inc. exemplifies successful international marketing strategy implementation, demonstrating adeptness in understanding global markets, innovating product offerings, and executing cohesive branding initiatives. Headquartered in Cupertino, California, Apple is a global corporation specializing in the design, manufacturing, and marketing of consumer electronics and services. With subsidiaries across the world, Apple's quarterly revenue distribution in 2023 was notable, with significant figures recorded across America, Europe, China, Japan, and the Asia Pacific. While witnessing a quadrupling of annual revenue over the past decade, Apple experienced a slight decrease in net sales from 2022 to 2023, despite an increase from 2021 to 2022. Porter's five forces analysis unveils the competitive landscape, showcasing minimal threat from new entrants, weak supplier bargaining power, and significant customer bargaining power, necessitating continuous innovation. Research into Apple's main competitors, Samsung, Microsoft, and Amazon, alongside Apple's financial performance for 2021-2023, underscores improving absolute and relative financial indicators for the company.

The marketing mix of Apple has been investigated, and its main components have been analyzed. Thus, the company's key products include iPhone, Mac, iPad, Wearables, Home and Accessories, and Services. For distribution, the company utilizes the following channels: Apple store locations, company-owned websites and online stores, authorized resellers, and telecommunications companies. The company's products are positioned in the premium price segment, with two main pricing strategies employed: Premium pricing strategy and Freemium pricing strategy. In terms of product promotion, the company employs both traditional and innovative methods, including Advertising, Personal selling, Sales promotion, and Public Relations.

CHAPTER 3

APPLICATION OF INNOVATIVE APPROACHES TO THE FORMATION OF THE INTERNATIONAL MARKETING STRATEGY COMPANY APPLE INC.

3.1. Formation of Apple's strategy for minimizing the risks of marketing activities

In the current era of globalization and dynamic shifts in business dynamics, local businesses encounter a multitude of hurdles when venturing into global markets. Among these challenges, crafting a robust international marketing strategy stands out as a pivotal consideration. Nevertheless, the complexity of this task amplifies when these businesses operate amidst heightened risks.

The global landscape has evolved into a realm of heightened volatility and unpredictability, marked by fluctuating exchange rates, economic instabilities, and regulatory flux. These variables present formidable obstacles for local enterprises striving to devise and execute effective international marketing plans. Successfully navigating these hurdles and mitigating associated risks is paramount to ensuring enduring competitiveness and sustainable expansion.

Examining risks within an international framework is a crucial step in crafting the international marketing strategy for local businesses. This examination aids in identifying and assessing potential threats that could affect the company's activities in overseas markets.

Management of marketing risks as a confrontation of a set of unforeseen circumstances thanks to strategic diagnostics using the optimal tools, planning of further actions and the path of development can not only reduce the gap between plans and results of enterprise management, but also ensure the success of their management in general. It is advisable to consider marketing risk management as a set of interrelated methods and techniques that make it possible to predict the possibility of creating risks in time and take measures to prevent them, minimize or overcome negative consequences. However, it is worth remembering that although risk is usually defined in the economic environment as a danger,

it can still have positive results and become a prospect for obtaining profit in the future. The peculiarity of marketing risks is that they can arise not only under the influence of internal uncertainty of the enterprise, but also under the influence of uncertainty in the development of external factors related to economic processes and the lack of necessary information about the market environment [55].

The emergence of marketing risks is associated with several reasons due to various factors. Ostapchuk A. et al. conducted a survey of 100 retailers who identified and evaluated the reasons for the emergence of marketing risks (fig. 3.1).

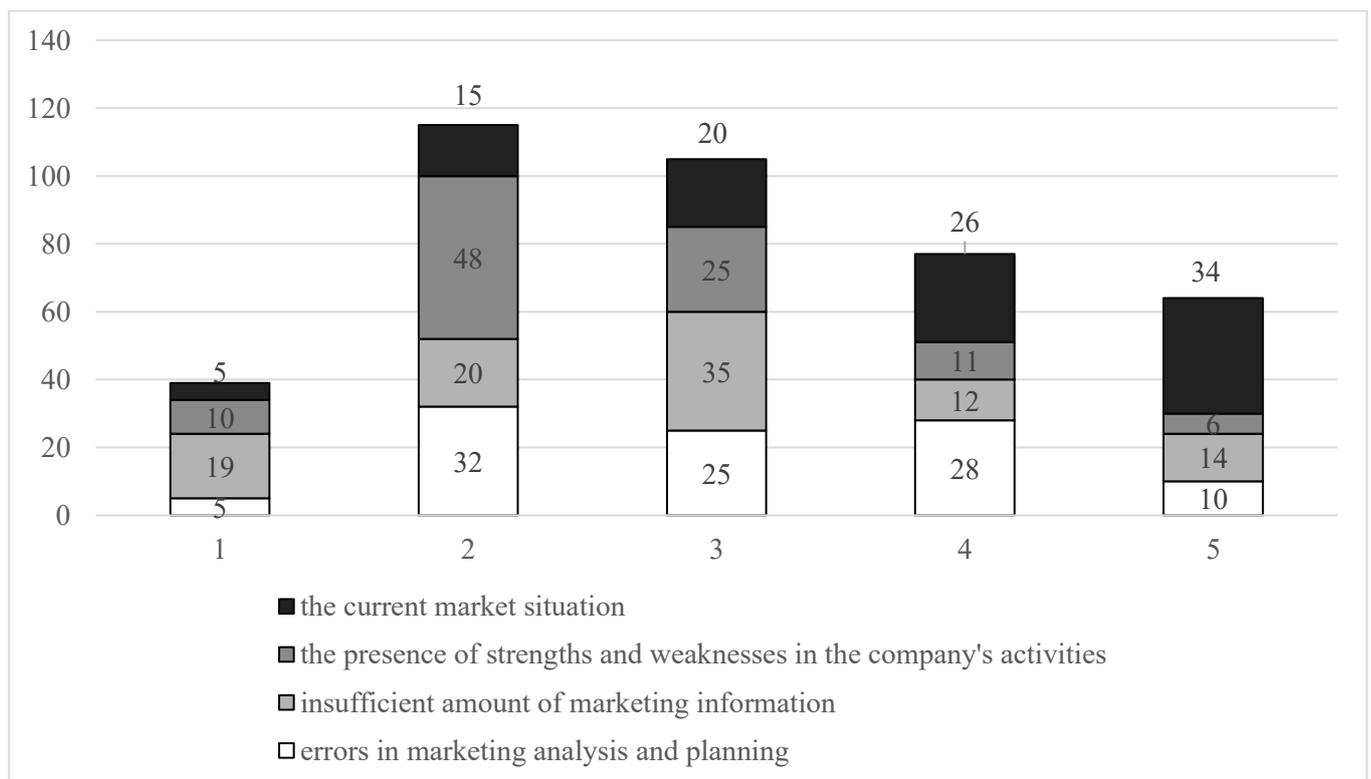


Figure 3.1 – Predominant causes of marketing risks according to retailers, % [55]

Respondents rated the proposed causes of risks on a scale from 1 to 5, where the number 5 is the highest level of impact. According to the interviewees, the current situation on the market and the insufficient amount of marketing information have the greatest influence on the formation of marketing risk, and the least – the presence of strengths and weaknesses in the company's activities and errors in marketing analysis and planning.

The business, reputation, operational outcomes, financial state, and stock value of the Company may be influenced by various factors. The occurrence of any of these risks at any given time could significantly and unfavorably impact the Company's business, reputation,

operational outcomes, financial state, and stock value. Due to the presence of these factors, along with others affecting the Company's operational outcomes and financial state, previous financial performance should not be relied upon as a dependable predictor of future performance. Investors should refrain from using historical patterns to forecast results or trends in subsequent periods.

The Apple company faces many risks during the formation of an international marketing strategy (tabl. 3.1).

Table 3.1 – Risks faced by the Apple company when forming an international marketing strategy

Risks	Types	Characteristics
1	2	3
Macroeconomic and Industry	Economic Downturns	Fluctuations in global economic conditions can impact consumer spending on Apple products, affecting sales and revenue.
	Currency Exchange Rate Volatility	Apple operates in multiple countries with different currencies, exposing it to risks associated with fluctuating exchange rates, which can affect pricing and profitability.
	Competitive Pressures	Intense competition from other tech companies in the industry can erode Apple's market share and profitability.
	Technological Disruptions	Rapid advancements in technology can render Apple's products obsolete or less desirable, posing a risk to its market position and revenue streams.
Business Risks	Supply Chain Disruptions	Disruptions in the supply chain due to factors such as natural disasters, geopolitical tensions, or supplier issues can impact Apple's ability to meet customer demand and fulfill orders
	Product Quality Issues	Any defects or malfunctions in Apple's products can lead to recalls, warranty claims, and damage to its brand reputation.
	Intellectual Property Infringement	Apple faces the risk of intellectual property theft or infringement by competitors, which could undermine its competitive advantage and revenue streams
	Market Saturation	Saturation in key markets or product categories can limit Apple's growth prospects and necessitate the exploration of new markets or product innovations.
Legal and Regulatory Compliance Risks	Data Privacy and Security Regulations	Apple must comply with stringent data privacy and security regulations in various countries, failure to do so can result in legal penalties and damage to its reputation.
	Antitrust and Competition Laws	Apple faces scrutiny from regulators regarding its market dominance and practices related to competition, which can result in regulatory fines or forced changes to its business model.
	Intellectual Property Litigation	Apple is involved in various legal battles related to patents and intellectual property rights, which can result in costly legal proceedings and reputational damage.

Continuation of the tabl. 3.1

1	2	3
Financial Risks	Revenue Concentration	Apple's heavy reliance on iPhone sales for a significant portion of its revenue exposes it to risks associated with fluctuations in iPhone demand or disruptions in iPhone production.
	Debt and Financial Obligations	Apple carries significant debt and financial obligations, including bond issuances and lease liabilities, which can impact its financial flexibility and liquidity.
	Investment Risks	Apple's investments in research and development, acquisitions, and capital expenditures carry inherent risks, including the potential for failed investments or insufficient returns.

Source: compiled by the author based on [5; 6; 76; 2; 56; 69]

The Apple's operational performance is heavily contingent upon the prevailing global and regional economic conditions. Unfavourable economic circumstances can significantly impede the Apple's business operations, financial health, and overall performance. With a substantial portion of its net sales originating from international markets outside the U.S., and with a sprawling and intricate global supply chain, the Apple's operations are intricately tied to the broader economic landscape.

The occurrence of adverse macroeconomic factors, such as sluggish growth, economic downturns, elevated unemployment rates, inflationary pressures, tightening credit availability, heightened interest rates, and currency fluctuations, can precipitate a downturn in consumer confidence and spending habits. This, in turn, can substantially diminish the demand for the Apple's products and services. Moreover, alterations in fiscal and monetary policies, financial market instability, reductions in income or asset valuations, and other economic variables can further exacerbate the decline in consumer confidence and spending.

Beyond the direct impact on consumer demand, uncertainties surrounding global or regional economic conditions can significantly disrupt the operations of the Apple's suppliers, contract manufacturers, logistics partners, distributors, cellular network carriers, developers, and other channel participants. Potential ramifications may include financial instability, challenges in securing credit for business operations, and even insolvency.

Additionally, adverse economic conditions can elevate credit and collection risks associated with the Apple's trade receivables, trigger failures among derivative

counterparties and financial institutions, impose constraints on the Apple's debt issuance capabilities, reduce liquidity, and erode the fair values of its financial instruments. Collectively, these factors pose substantial risks to the Apple's business continuity, financial performance, and overall stability [63].

The Apple operates a large, global business, with sales outside the U.S. constituting most of its total net sales. The Apple believes it generally benefits from the growth in international trade. Nearly all the Apple's manufacturing is performed wholly or partially by outsourcing partners primarily located in mainland China, India, Japan, South Korea, Taiwan, and Vietnam. Restrictions on international trade, such as tariffs and other controls on imports or exports of goods, technology, or data, can significantly impact the Apple's operations and supply chain, limiting its ability to offer and distribute products and services. These impacts can be particularly pronounced if such measures affect countries and regions where the Apple generates a significant portion of its revenue and/or operates a significant portion of its supply chain.

The Apple may be required to take various actions in response to such restrictive measures, including changing suppliers, restructuring business relationships, and discontinuing third-party applications on its platforms. Adjusting the Apple's operations to comply with new or modified restrictions on international trade can be costly, time-consuming, and disruptive. Additionally, such restrictions may be implemented with little or no advance notice, making it difficult for the Apple to effectively mitigate all adverse impacts. For example, historical tensions between governments, including the U.S. and China, have led to tariffs and other restrictions on the Apple's business. If disputes escalate further in the future, government actions in response could be even more severe and restrictive, materially affecting the Apple's business. Political uncertainty surrounding trade and other international disputes could also negatively impact consumer confidence and spending, thereby affecting the Apple's business.

Many of the Apple's operations and facilities, as well as those of its suppliers and contract manufacturers, are in areas prone to earthquakes and other natural disasters. Additionally, these operations and facilities are subject to risks such as fire, power shortages, industrial accidents, terrorist attacks, ransomware and other cybersecurity threats, labor

disputes, and public health crises, including pandemics like COVID-19. Global climate change is resulting in more frequent or intense natural disasters, such as droughts, floods, hurricanes, and wildfires. These events can hinder or prevent the Apple from manufacturing and delivering products, create delays and inefficiencies in the supply chain, disrupt service offerings, and negatively impact consumer spending and demand in affected areas. Following a business interruption, the Apple may require substantial recovery time, incur significant expenses to resume operations, and suffer significant sales losses. Additionally, because the Apple relies on single or limited sources for the supply and manufacture of many critical components, a business interruption affecting these sources would exacerbate any negative consequences for the Apple [68].

To maintain competitiveness and stimulate customer demand, the Apple must effectively handle the frequent introduction and transition of products and services. Given the highly dynamic and competitive nature of the markets and industries it operates in, continuous innovation is essential. This involves consistently launching new products, services, and technologies, improving existing offerings, driving customer interest in new and upgraded products and services, and smoothly managing the transition to these innovations.

The success of new product and service launches depends on various factors, including timely and successful development, market acceptance, managing risks associated with new technologies and production scalability, ensuring the availability of application software, effectively managing inventory levels to meet demand, and addressing potential quality or operational issues. However, there is no guarantee that the Apple will successfully navigate future product and service introductions and transitions.

The Apple heavily relies on outsourcing partners for component and product manufacturing, as well as logistical services, many of which are situated outside the U.S. Most manufacturing activities are carried out by outsourcing partners primarily located in China, India, Japan, South Korea, Taiwan, and Vietnam. Moreover, a significant portion of manufacturing is concentrated among a few outsourcing partners, often in single locations. Any changes or additions to the supply chain entail substantial time, resources, and inherent risks [9].

Additionally, the Apple outsources a considerable portion of transportation and logistics management, which can reduce operating costs but also limit direct control over production and distribution. This diminished control may negatively impact product quality or quantity and impede the Apple's agility in responding to market shifts. Although agreements with partners may include provisions for product defect expense reimbursement, the Apple remains responsible to consumers for warranty and out-of-warranty service in case of defects, resulting in occasional unexpected liabilities.

Despite the Apple's efforts to enforce its supplier code of conduct, violations do occur and can significantly harm the Apple's business, reputation, financial performance, and operational integrity.

The Apple facilitates the distribution of third-party applications for its products through the App Store, where developers typically retain all revenue generated. The Apple earns a commission from app sales and sales of digital services or goods initiated within apps. Periodically, the Apple implements changes to the App Store in response to factors such as competition, market dynamics, and legal/regulatory obligations. Anticipated adjustments include those driven by legislative initiatives like the EU Digital Markets Act, which the Apple must adhere to by March 2024.

Furthermore, the Apple faces legal actions and inquiries related to the App Store, leading to modifications in business practices and potential future alterations. These changes have affected how developers interact with consumers outside the App Store regarding alternative purchase methods. Potential upcoming modifications may impact developer access fees, app distribution outside the App Store, and developer-consumer communication within the platform regarding alternative purchasing channels. Such changes could reduce sales volume and subsequently decrease the Apple's commission earnings. A reduction in the commission rate or its narrowing or elimination could significantly impact the Apple's business, financial performance, and overall financial health [32].

The Apple operates within a complex and evolving regulatory landscape worldwide, which poses potential liabilities, increased operational costs, and other adverse effects on its business. Various aspects of the Apple's global operations are subject to intricate and dynamic laws and regulations covering a wide range of topics, including antitrust, privacy,

data security, consumer protection, advertising, financial services, intellectual property, digital platforms, telecommunications, labor practices, and environmental regulations.

Compliance with these laws and regulations is demanding and costly. New and evolving regulations can negatively impact the Apple's business by raising operational expenses, restricting its ability to offer certain products or services, necessitating changes to product design, influencing consumer demand, and requiring adjustments to its supply chain and business practices. Moreover, the interpretation and application of these laws and regulations can be uncertain, adding further complexity.

These regulatory challenges may intensify as the Apple expands into specialized sectors like healthcare and financial services. While the Apple has implemented policies and procedures to ensure compliance, there is no guarantee that employees, contractors, or agents will always adhere to these regulations and internal protocols. Violations of laws and regulations could significantly harm the Apple's reputation, financial performance, and overall business operations.

Furthermore, regulatory changes or actions that adversely impact the Apple's business may be announced abruptly, allowing little time for mitigation strategies. For instance, the Apple is subject to evolving regulations concerning the export and import of its products. Despite having programs, policies, and procedures in place to address regulatory requirements, there is no certainty that these measures will prevent violations or claims thereof. Consequently, there is a risk that the Apple's products could face bans, delays, or importation prohibitions, which could materially harm its business, reputation, financial results, and overall financial condition [43].

The Apple is currently under investigation for antitrust concerns in multiple jurisdictions worldwide, which may lead to legal actions and claims against the Apple. These legal proceedings, whether individually or collectively, could have a significant adverse impact on the Apple's business, financial performance, and overall financial health. For instance, investigations into the Apple's App Store terms and conditions in Europe and other regions could potentially result in substantial fines and necessitate changes to the operation of the App Store, both of which could materially harm the Apple's business operations and financial stability.

Litigation related to the App Store has already prompted adjustments in the Apple's business practices, with the potential for further modifications in the future. Moreover, the Apple's commercial collaborations with other technology firms may also be affected by investigations and legal actions targeting those partners. Adverse resolutions against these partners could significantly impact the Apple's relationships and, consequently, its business, financial performance, and overall financial condition. For instance, revenue earned through licensing agreements for offering search services on the Apple's platforms and applications is subject to ongoing government investigations and legal proceedings.

There is no guarantee that the outcomes of these investigations or legal proceedings will not materially harm the Apple, either individually or collectively. Compliance with new laws and regulations or adjustments made in response to legal challenges could potentially tarnish the Apple's reputation for privacy and security, negatively affecting user experience and resulting in reputational damage, loss of competitive edge, diminished market acceptance, reduced demand for products and services, and decreased sales.

The Apple anticipates that its quarterly net sales and financial performance will vary over time. Profit margins for the Apple's products, services, geographic segments, and distribution channels differ significantly. These margins are subject to fluctuations and downward pressure due to various factors, including industry-wide pricing pressures, increased competition, demand stimulation efforts, compressed product life cycles, supply chain constraints, potential increases in component costs and manufacturing services, management of product quality and warranty expenses, shifts in product/service mix or geographic distribution, foreign exchange rate fluctuations, inflation, and the introduction of new products/services with different cost structures. These factors may adversely affect the Apple's financial results and overall financial health [50].

Historically, the Apple experiences higher net sales in the first quarter due to seasonal holiday demand, and new product/service launches can also significantly impact sales and operating expenses. Additionally, a substantial portion of the Apple's net sales comes from a single product, so any decline in demand for that product could have a notable impact on quarterly sales. The Apple is also susceptible to unforeseen events such as lower-than-expected demand, challenges with new product introductions, IT system failures, network

disruptions, or issues with logistics, supply chain, or manufacturing partners.

Furthermore, the Apple's financial performance is influenced by fluctuations in foreign exchange rates relative to the U.S. dollar. Most of the Apple's exposure to currency movements relates to non-U.S. dollar-denominated sales, cost of sales, and operating expenses worldwide.

When foreign currencies weaken against the U.S. dollar, the value of the Apple's foreign currency-denominated sales and earnings in U.S. dollar terms decreases. This often prompts the Apple to raise international pricing, potentially reducing demand for its products. However, in some cases, the Apple may opt not to adjust international pricing due to competitive factors, which could negatively affect the U.S. dollar value of gross margins earned on foreign currency-denominated sales [5]. To minimize the risks faced by Apple in each category of macroeconomic, business, legal, and financial, the company employs various strategies (tabl. 3.2):

Table 3.2 – Apple's strategies to minimize the risks

Risks	Types of strategy	Characteristics
1	2	3
Macroeconomic and Industry Risks	Diversification	Apple diversifies its product portfolio and revenue streams beyond just the iPhone, investing in services like Apple Music, iCloud, and Apple TV+, which can mitigate the impact of economic downturns or product-specific risks.
	Hedging and Currency Management	Apple utilizes financial instruments such as currency forwards or options to hedge against currency exchange rate fluctuations, reducing the impact of currency risk on its financial performance.
	Continuous Innovation	By investing heavily in research and development, Apple ensures it stays ahead of technological disruptions and maintains its competitive edge, minimizing the risk of obsolescence in the rapidly evolving tech industry.
Business Risks	Robust Supply Chain Management	Apple maintains close relationships with its suppliers and implements risk mitigation strategies such as dual sourcing, inventory management, and supplier diversification to minimize the impact of supply chain disruptions.
	Quality Control	Apple implements stringent quality control measures throughout its manufacturing processes to minimize the risk of product defects and ensure high product reliability, thus protecting its brand reputation.
	Patent Protection and Innovation	Apple aggressively protects its intellectual property through patents and legal actions against infringement, safeguarding its technological innovations and maintaining its competitive advantage.

Continuation of the tabl. 3.1

1	2	3
Legal and Regulatory Compliance Risks	Compliance Programs	Apple implements comprehensive compliance programs to ensure adherence to data privacy regulations, antitrust laws, and intellectual property rights, minimizing the risk of legal violations and regulatory penalties.
	Engagement with Regulators	Apple engages proactively with regulators and policymakers to shape regulatory frameworks and demonstrate its commitment to responsible business practices, reducing the likelihood of regulatory scrutiny and enforcement actions.
	Settlements and Agreements	Apple may enter into settlements or licensing agreements with parties involved in intellectual property disputes to mitigate legal risks and avoid prolonged litigation that could harm its business operations.
Financial Risks	Financial Planning and Analysis	Apple conducts thorough financial planning and analysis to manage its revenue concentration risk and ensure adequate diversification of revenue sources, reducing dependence on any single product or market.
	Debt Management	Apple employs prudent debt management practices, including refinancing debt at favorable terms and maintaining a healthy balance sheet, to mitigate financial risks associated with debt obligations and interest rate fluctuations.
	Risk Assessment and Monitoring	Apple continuously assesses and monitors its investment risks, adjusting its investment strategies as needed to optimize returns while minimizing exposure to potential losses.

Source: compiled by the author based on [5; 27; 34; 70; 68]

Overall, Apple's risk management approach involves a combination of strategic diversification, operational excellence, legal compliance, and financial discipline to navigate uncertainties and sustain long-term growth in its global operations.

3.2. Improving Apple's marketing approach through SWOT analysis techniques

Today, many organizations actively participate in strategic planning, which serves as a method to enhance productivity by guiding the allocation of resources towards achieving specific goals. It functions as a tool within the broader framework of strategic management, which encompasses the continuous process of formulating, implementing, and evaluating decisions aimed at accomplishing organizational objectives. Strategic management enables

organizations to take a proactive approach to shaping their future, empowering them to initiate and influence activities rather than merely react to them, thereby exerting control over their destiny.

At its core, strategic management involves the analysis, decisions, and actions undertaken by an organization to establish and maintain competitive advantages. This process follows a sequential pattern of analyses and choices designed to enhance the likelihood of selecting effective strategies that yield competitive advantages [36].

The strategic management process commences with vision, which represents a forward-looking image of the organization's desired future state. It articulates the long-term aspirations of the organization and outlines its intended path while identifying areas to avoid in the interim. Mission, the second step, defines the organization's long-term purpose, encapsulating both its future aspirations and current strategic direction. Objectives, the third step, encompass the specific, measurable goals that an organization aims to achieve [57].

Subsequently, the strategic management process involves external and internal analyses, often referred to as SWOT Analysis, which evaluates the organization's strengths, weaknesses, opportunities, and threats. These analyses provide crucial insights into the internal and external factors influencing the organization's strategic decisions and help inform the development of effective strategies to navigate its competitive landscape.

It is important to conduct a SWOT analysis when determining the features of the company's strategy. Thus, conducting a SWOT analysis is an important tool for determining the features of The Apple Company's strategy in the international market. SWOT analysis helps to identify the strengths and weaknesses of a company, as well as the opportunities and threats it faces. SWOT analysis helps The Apple Company understand its strengths, weaknesses, and opportunities, and make informed strategic decisions that will contribute to its success in the international market.

SWOT Analysis is a strategic assessment method that categorizes four key areas into two dimensions. It comprises four components: 'Strengths', 'weaknesses', 'opportunities', and 'threats'. Strengths and weaknesses pertain to internal factors and attributes of the organization, while opportunities and threats relate to external factors and attributes of the environment. Typically depicted in a four-quadrant box, the SWOT Analysis facilitates a

structured summary aligned with the four section titles.

Researching Apple's strengths revealed that one of them is:

1. Most Valuable Brand. Apple has held the first position in the Interbrand ranking for 10 consecutive years, with a brand value of \$502 billion (fig. 3.1). Microsoft ranked second with a brand value of \$316 billion, followed by Amazon in third place with a brand value of \$276 billion [35].

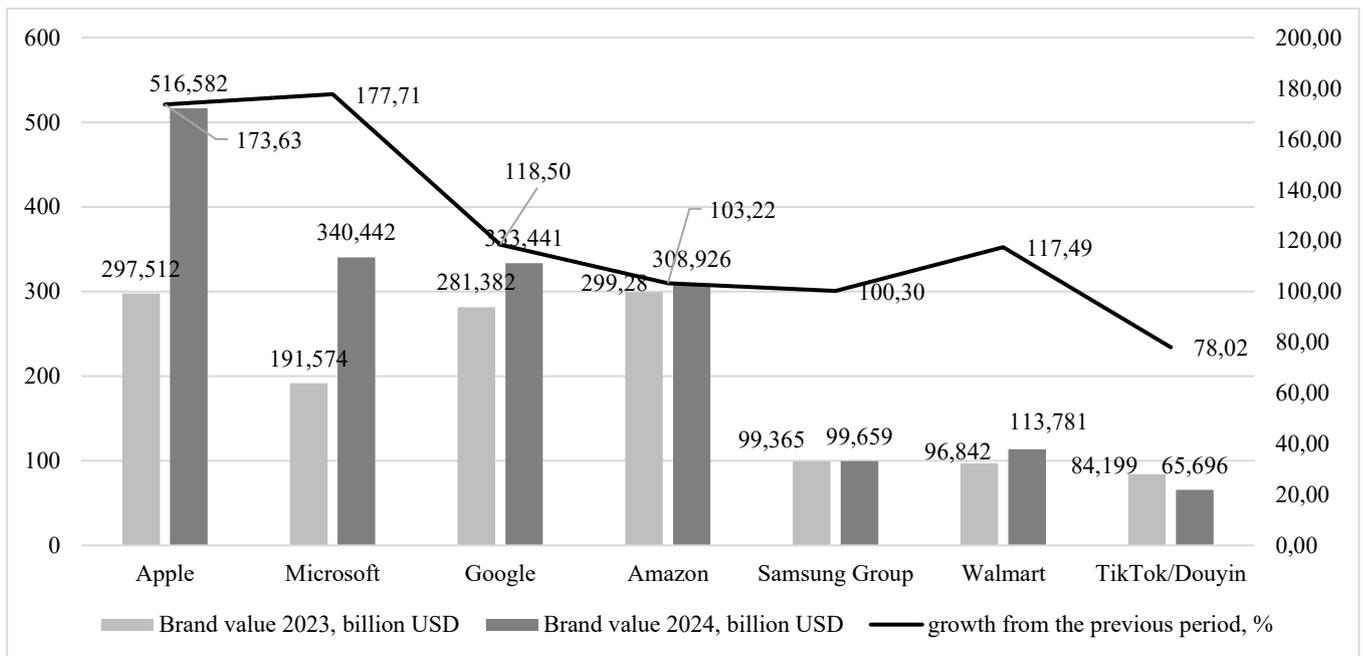


Figure 3.2 – The World's Most Valuable Overall Brands in 2023-2024 years

Source: compiled by the author on the basis of [33]

2. Trusted and Dependable. Apple is widely regarded as one of the most trusted and dependable companies in the realm of personal computers, cutting-edge consumer electronics, application software, and smart technology devices. With millions of devoted customers, its customer base continues to grow steadily. Apple boasts one of the highest Net Promoter Scores (NPS) in the industry. The NPS serves as a metric for measuring customer satisfaction and brand loyalty, with Apple achieving an impressive score of 72 compared to the industry average of 54.

3. Cutting-Edge Technology. Apple has been a pioneer in introducing some of the most groundbreaking products that have revolutionized the world, including iPhones, iPads, AirPods, Apple Watch, Apple Vision Pro, Mac, and more. Apple remains committed to continually innovating and refining technology devices to enhance efficiency and

functionality.

4. Preferred Brand. It's no secret that Apple is the preferred brand in corporate environments, particularly among creative professionals. Apple offers premium-quality technology solutions tailored to meet the needs of every business. Professionals favor high-performance technology such as Mac Pro or iMacs for tasks like visual design, animation, video production, and other creative endeavors.

5. Effective Research & Development. Apple places a strong emphasis on product design, employing thorough study and extensive research to understand customer needs and market trends. The company consistently allocates a significant portion of its revenue towards research and development, ensuring ongoing growth and maintaining a competitive edge. For instance, in fiscal year 2023, Apple allocated \$29.92 billion (approximately 8% of its revenue) to R&D.

6. Sustainability Enabled by Daisy. Daisy, an iPhone recycling robot, is instrumental in advancing Apple's sustainability efforts. Daisy efficiently disassembles iPhones, breaking them down to individual components, with most parts being reusable. The robot is designed to recover and categorize as many reusable parts as possible, which are then securely stored for use in new manufacturing processes. Daisy's contributions bring Apple closer to its goal of incorporating recycled or renewable materials into its products.

7. Diversification in Service Offerings. Apple has been diversifying its portfolio of services over several years. For instance, approximately 22.3% of Apple's annual revenue, equivalent to \$85.2 billion out of \$383.2 billion in fiscal year 2023, stemmed from its services division, making it the second largest contributor to its revenue after the iPhone (which accounted for 52% of its revenue). Apple's services encompass a range of offerings, including digital content stores, streaming services, iCloud, AppleCare, and payment services, among others. Recently, Apple has introduced several new services, such as Apple TV+, Apple News+, Apple Card (credit card services), Apple Arcade (game subscription), and Apple Fitness+, further expanding its service ecosystem [35].

Apple's services division, encompassing Apple Pay, Apple Music, Apple TV+, and the App Store, among other offerings, achieved record-breaking revenue in the fourth quarter of fiscal year 2023. Quarterly services revenue for Apple surged to \$22.3 billion in the three

months ending on September 30, marking a significant increase from \$10 billion five years ago. With an installed base of over two billion active devices and continuous investment in new service offerings over the past decade, Apple now boasts over one billion paid subscriptions, nearly double the figure from three years ago. Despite being traditionally perceived as a hardware-centric company, Apple has made substantial strides in expanding its services business in recent years. The rationale behind this emphasis on services is evident: as the market for smartphones, tablets, and other devices matures and groundbreaking innovations become less frequent, the replacement cycles for these products have lengthened. This trend poses challenges for Apple to sustain its revenue growth or even maintain it at its exceptionally high level. Enter services—a strategic move that provides Apple with a reliable stream of recurring revenue, characterized by high profit margins. Given Apple's vast installed base of over two billion active devices, leveraging services presents an irresistible opportunity. Furthermore, Apple's services are deeply integrated with its hardware, fostering customer lock-in and binding users to the company's ecosystem. The seamless experience offered within Apple's renowned "walled garden" ecosystem further reduces the likelihood of customers opting for non-Apple devices when considering a new smartphone, laptop, tablet, or smartwatch [63].

8. Exceptionally Profitable. Apple stands as an exceptionally profitable company, consistently achieving net income levels approaching \$100 billion over the past three years. The net income for the preceding three fiscal years is outlined as follows:

- in 2023 – \$96.99 billion;
- in 2022 – \$99.8 billion;
- in 2021 – \$94.68 billion.

According to Statista, Apple attained a net income of \$3074 per second during fiscal year 2023 (fig. 3.3) [67].

9. Apple Claims the Leading Position. In 2023, Apple's iPhone emerged victorious over Samsung as the best-selling smartphone. According to IDC estimates, Apple shipped 234.6 million iPhones, capturing 20.1% of the global market share, while Samsung slipped to second place with 226.6 million shipments, accounting for a 19.4% market share.

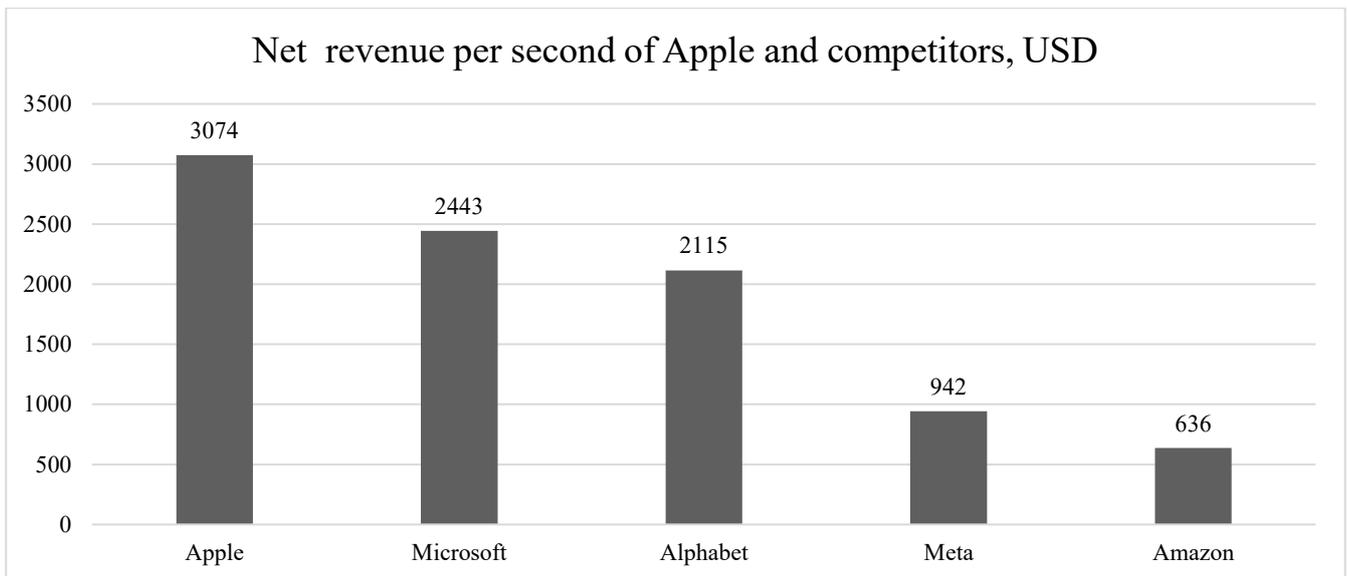


Figure 3.3 – Net revenue per second of Apple and competitors in 2023, USD

Source: compiled by the author based on [33]

This marks the first instance since 2010 that Samsung has been surpassed for the top position. Apple's sustained dominance throughout the year suggests its ability to navigate the industry downturn more effectively than its competitors.

10. Apple Ecosystem – A Strategic Advantage. Apple's closely integrated hardware, software, and services ecosystem has cemented its position as a frontrunner in the consumer electronics sector. The seamless fusion of devices and services, coupled with an enhanced user experience, network effect, pricing influence, and switching barriers, establishes a formidable economic moat for the company. This affords Apple a sustainable competitive edge in the technology industry for the long term.

When examining Apple's weaknesses, it is essential to identify the key ones:

1. Premium Pricing Strategy. Apple's products are positioned as luxury items due to their premium pricing, targeting middle and high-income consumers. This pricing strategy renders Apple products inaccessible to low-income individuals. Due to their premium pricing, only individuals with middle or high incomes can afford Apple products.

2. Limited Advertising and Promotional Activities. Apple has cultivated a loyal customer base with minimal reliance on extensive advertising efforts. The company's marketing largely revolves around its iconic flagship retail stores. Despite its success, Apple opts for restrained spending on advertising compared to other prominent brands like P&G,

Pepsi, Verizon, and Coca-Cola. However, dwindling foot traffic in retail stores or shopping malls poses a challenge to Apple's brand visibility and product engagement.

3. Expansion into Non-Core Areas. Apple is swiftly diversifying into new services such as video content streaming, game streaming, and payment services (credit cards), directly competing with established players like Netflix, Disney, PayPal, Wells Fargo, Citi, Chase, etc. This expansion may lead Apple into areas where it lacks expertise, reminiscent of the failure of Apple Maps.

4. Ecosystem Lock-In. Upon purchasing an Apple product, customers are drawn into the Apple ecosystem—a cohesive network of hardware, software, and services. Apple products often lack compatibility with other software or technologies, necessitating the exclusive use of Apple apps or accessories to maintain functionality. Customers are compelled to invest in Apple-exclusive apps or accessories to ensure seamless integration with Apple products.

4. Interoperability challenges with third-party software. Upon purchasing an Apple product, users become part of the Apple ecosystem—a tightly integrated network of hardware, software, and services. However, Apple's products often lack compatibility with third-party software or technologies, creating interoperability challenges with other devices. Customers may find it necessary to exclusively acquire Apple apps or accessories to maintain seamless compatibility with Apple products.

5. Accusations of User Tracking. Allegations of user tracking erode trust. Apple has faced accusations of incorporating tracking features into its phones, which divulge users' precise locations. Despite offering users the option to decline tracking in the latest iPhone models, rebuilding trust becomes challenging once it is compromised.

6. Scrutiny over Business Practices. Apple is facing scrutiny over its business practices, particularly regarding allegations of receiving payments to designate Google's search engine as the default option for its Safari web browser. The perceived collusion between these tech giants hampers competitors' entry and expansion in the search engine market.

7. Strengthening parental control software. Critics argue that Apple's parental control software lacks effectiveness, especially as popular apps like Instagram, YouTube, and

TikTok integrate independent control systems, complicating efforts to monitor children's social media usage. Despite assertions from Apple and Google about the robustness of their parental control features, children often find ways to circumvent these controls, posing challenges for parents.

8. Overreliance on iPhone revenue. Apple derives over half of its revenue (52%) from iPhone sales. However, this heavy dependence on a single product line exposes the company to market fluctuations and evolving consumer preferences. Diversification is essential to mitigate this risk and ensure long-term sustainability.

Considering the company's leading market positions, high financial stability, and rapid technological advancement, Apple has significant growth opportunities. Here are the main ones:

1. Steady customer base expansion. Apple has maintained its dominance in the technology sector for an extended period. It consistently delivers high-quality, innovative technology that enhances the customer experience. With an impressive customer retention rate of 92%, Apple can leverage the internet's power to seize future opportunities and establish new partnerships.

2. Skilled workforce. Apple boasts a team of highly qualified professionals, including researchers, developers, and product specialists, with extensive experience in branding consumer products. With continuous team expansion, Apple can explore ongoing opportunities for innovation.

3. Broadening distribution channels. There lies an opportunity for Apple Inc. to broaden its distribution network. Currently, the company's distribution channels are relatively limited, leaving room for modest growth. By expanding its distribution network, Apple can enhance revenue generation and sales, especially through strategic marketing and promotional efforts.

4. Absence of sustainable technology. Apple has yet to introduce products manufactured using sustainable, eco-friendly technology. The company has not engaged in developing or implementing green technology solutions.

5. Capitalizing on smart wearable technology. The smart wearable technology market is experiencing significant growth, projected to expand from \$84 billion in 2024 to \$205

billion by 2029, with a CAGR of 19.48%. Apple must diversify beyond its current offerings like the Apple Watch, AirPods, and Vision Pro to tap into the vast potential of this burgeoning market segment.

6. Using Artificial Intelligence. To enhance profitability and secure a robust market position, Apple should leverage artificial intelligence (AI). Recent expansions of its AI portfolio, including acquisitions like Regaind and DeskConnect, demonstrate Apple's commitment to integrating intelligent features into its products. Expanding its AI capabilities further will fortify its position in the evolving market landscape.

7. Expansion of music streaming services. The burgeoning youth population and rapid economic growth in emerging markets present significant expansion opportunities. Apple's plans to extend its music streaming services to 52 emerging markets in Africa and the Middle East underscore its commitment to capitalizing on these growth prospects.

8. Development of self-driving software. With the increasing demand for autonomous vehicles, Apple possesses the necessary expertise to develop self-driving car technology. Rather than focusing solely on producing autonomous or electric cars like Tesla, Apple can prioritize the delivery of self-driving software technology, aligning with evolving market trends and consumer preferences.

9. Collaboration with Kia Motors for autonomous vehicles. Apple has forged a partnership with Kia Motors, a subsidiary of Hyundai, to manufacture electric autonomous vehicles in Georgia. According to reports from the Wall Street Journal, production is set to commence by 2024, with an initial target of manufacturing approximately 100,000 vehicles in the first year.

10. Enter chip production. Apple has announced its entry into chip manufacturing, a move that puts it in direct competition with established players like Intel and Broadcom. The company is expanding its silicon team and has begun recruiting engineers for a new facility in Southern California. This strategic shift in chip manufacturing has significantly contributed to Apple's market value, bringing it closer to the milestone of \$3 trillion.

11. Market leadership in smart speakers. Apple has emerged as a dominant force in the smart speaker market with its HomePod mini, achieving remarkable success. According to a report by Strategy Analytics, Apple now commands a 12.7% market share, having sold

4.5 million smart speakers.

12. Enhanced fitness features for Apple Watch. While the Apple Watch's activity rings provide users with valuable insights into their exercise routines, there is growing demand for additional features, such as a readiness score similar to those offered by competitors like Oura and Fitbit. This feature helps users prioritize rest and recovery, a functionality currently available only through third-party apps like AutoSleep.

13. Introduction of "Apple Pay Later" Service. Apple has introduced a new service called "Apple Pay Later" in the United States, enabling customers to make purchases and pay overtime. With this service, users can split their payments into four instalments over six weeks without incurring additional charges or interest fees. The repayment process is streamlined through Apple Wallet, allowing users to apply for loans ranging from \$50 to \$1,000 for in-app and online purchases made on iPad and iPhone devices.

14. Market expansion in India. Apple CEO Tim Cook has expressed optimism about the company's prospects in India, citing significant revenue growth since the onset of the COVID-19 pandemic. With a notable 6.5% market share gain in the Android-dominated Indian market, Apple is strategically positioned for further expansion. To bolster its presence in India, Apple has opened retail stores in Mumbai and Delhi, expanded its online presence, and introduced trade-in and financial options to enhance accessibility for Indian consumers. Additionally, the adoption of Equated Monthly Installment (EMI) and No Cost EMI schemes has facilitated the purchase of premium-priced products through installment plans, driving growth in the Indian market.

Despite the positive opportunities and prospects, the Apple company faces a number of threats:

1. Antitrust Concerns: Apple Facing Regulatory Scrutiny. Apple is currently under investigation for antitrust violations, a situation that poses potential legal risks and reputational damage. The U.S. Department of Justice is examining Apple's alleged restrictions on software and hardware for its iPads and iPhones, which are believed to stifle competition in the market. Additionally, the European Union has already imposed a hefty fine of €1.8 billion (\$1.95 billion) on Apple for its unlawful practices related to music streaming. While Apple endeavors to maintain control over its ecosystem, it must also

navigate the delicate balance of fostering fair competition. This presents a complex challenge that may necessitate adjustments to Apple's business strategies (fig. 3.4).

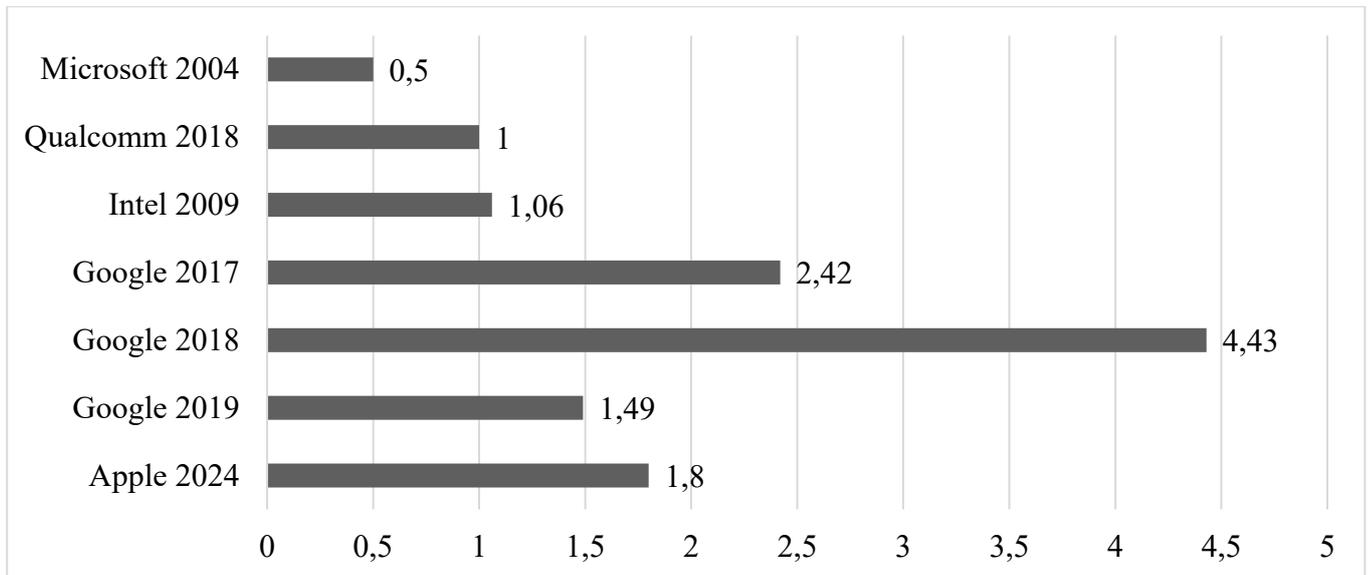


Figure 3.4 – Major antitrust fines imposed by the European Commission against U.S. tech companies, billion euro

Source: compiled by the author based on [35]

2. AirTags vulnerabilities: Apple Struggles to Address Misuse. Despite the intended purpose of Apple's AirTags to assist users in locating misplaced items via Bluetooth, the technology has been exploited for nefarious activities. Instances have arisen where criminals have utilized AirTags for car thefts and even to track individuals without their consent.

Apple has stated that its Find My app promptly notifies users if an unknown accessory is tracking them. However, a more permanent solution to mitigate misuse remains elusive. Apple's efforts to combat abuse inadvertently lead to ongoing location broadcasting within a 30-50 foot radius, underscoring the challenges faced in balancing abuse prevention with user privacy in the recent AirTag system updates.

3. Counterfeit predicament: Apple's battle against counterfeits. Apple finds itself increasingly susceptible to counterfeiters in developing nations who exploit the brand's image to sell unauthorized products. These counterfeit dealers market their products at prices equivalent to genuine Apple merchandise, deceiving consumers into purchasing low-quality imitations. Such illicit practices can tarnish Apple's reputation and lead to negative reviews and publicity.

4. Intensifying competition: Apple Faces Growing Rivalry. Despite Apple's established brand presence, it confronts formidable competition from rivals in the tech industry. Advancements made by companies like Samsung, Google, and Dell pose significant challenges to Apple's market dominance. To maintain its competitive edge, Apple must either innovate with new technologies or adapt its pricing strategies.

5. Market share erosion: Challenges in market penetration. The landscape of the smartphone market has witnessed a notable shift as other brands gain traction. Competitors such as Samsung, HTC, and Lenovo leverage Android software to introduce new smartphones, eroding Apple's market share. Presently, Android commands a 70.24% share of the global market, leaving Apple with a 29.04% share.

6. Impact of China tariffs on Apple. The imposition of higher tariffs by the US government on imports from China has financial ramifications for Apple. These tariffs escalate the overall cost of Apple products, adversely affecting gross margins and potentially rendering products more expensive for consumers.

7. Legal battles: Apple faces consumer backlash. Apple has found itself embroiled in a legal quagmire, with 60 class-action lawsuits lodged against the company. Consumers expressed dismay and frustration when Apple disclosed its deliberate throttling of CPU performance on older iPhone models with degraded batteries. The tech giant justified this measure to prevent unexpected shutdowns. However, consumers felt betrayed, perceiving Apple's actions as lacking transparency. Consequently, a wave of lawsuits ensued as individuals sought recourse against the company.

The first class-action lawsuit was initiated on December 21st, 2017, alleging that Apple's actions not only diminish the resale value of its products but also compel users to prematurely upgrade to newer versions.

8. Encryption debate: Apple resists backdoor requests. Government agencies have persistently pressured Apple to create a backdoor mechanism to unlock iPhones, granting access to encrypted data. Apple has consistently refused such requests, citing concerns that a backdoor could be exploited by malicious actors, compromising the security of millions of iPhone users.

9. European Union mandates USB-C chargers. The European Union has enacted

legislation mandating that all electronic devices, including phones and tablets, must utilize USB-C chargers by the conclusion of 2024. However, Apple exclusively employs lightning chargers, a proprietary technology, in its iPhone devices. Consequently, the company will need to adhere to the directive to market its products within the European Union. This regulation aims to streamline production and minimize waste by eliminating the need for consumers to purchase distinct chargers for various devices.

10. General Motors to Discontinue Apple CarPlay in Future EVs. As part of its strategy to transition entirely to electric vehicles by 2035, General Motors has declared its decision to eliminate Apple CarPlay and Android Auto from its upcoming electric cars, starting with the 2024 Chevrolet Blazer.

CarPlay and Android Auto enable drivers to access their smartphone functionalities via their vehicle's dashboard screens. However, GM plans to substitute them with its own Google-based software. As per Reuters, this new software will incorporate Google Maps, Google Assistant, and other popular applications such as Spotify and Audible. While CarPlay and Android Auto will no longer be integrated into electric vehicles, they will continue to be offered in gas-powered cars.

Currently, Apple is in the field of SWOT analysis, where it needs to consider its opportunities and threats, as it already has solid strengths and weaknesses (3.5).

To maximize its potential and mitigate threats, Apple needs to focus on the following opportunities:

1. Expansion of music streaming services. Develop and expand the Apple Music service, as well as introduce new services that meet users' needs in music.
2. Development of self-driving software. Develop innovative software for autonomous vehicles, which can be used in collaboration with Kia Motors.
3. Introduction of chip manufacturing. Start manufacturing its own chips and semiconductors to supply its devices with new technologies and increase control over suppliers.

<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none"> 1. Most valuable brand 2. Trusted and Dependable Top Technology 3. Cutting-Edge Technology. 4. Preferred Brand. 5. Effective Research & Development 6. Sustainability Enabled by Daisy (an iPhone recycling robot) 7. Diversification in Service Offerings 8. Exceptionally Profitable 9. Apple Claims the Leading Position 10. Apple Ecosystem – A Strategic Advantage 	<p style="text-align: center;">WEAKNESSES</p> <ol style="list-style-type: none"> 1. Premium Pricing Strategy 2. Limited Advertising and Promotional Activities 3. Expansion into Non-Core Areas 4. Ecosystem Lock-In. 5. Interoperability challenges with third-party software 6. Accusations of User Tracking 7. Scrutiny over Business Practices 8. Strengthening parental control software 9. Overreliance on iPhone revenue
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Steady customer base expansion 2. Skilled workforce 3. Broadening distribution channels 4. Absence of sustainable technology 5. Capitalizing on smart wearable technology 6. Using Artificial Intelligence 7. Expansion of music streaming services 8. Development of self-driving software 9. Collaboration with Kia Motors for autonomous vehicles 10. Enter chip production 11. Market leadership in smart speakers 12. Enhanced fitness features for Apple Watch 13. Introduction of "Apple Pay Later" Service 14. Market expansion in India 	
<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none"> 1. Apple facing regulatory scrutiny 2. AirTags vulnerabilities 3. Counterfeit predicament 4. Intensifying competition 5. Market share erosion 6. Impact of China tariffs on Apple 7. Apple faces consumer backlash 8. Apple resists backdoor requests 9. European Union mandates USB-C chargers 10. General Motors to Discontinue Apple CarPlay in Future EVs 	

Figure 3.5 – Swot-matrix Apple in 2024 year

4. Market expansion in India. Focus on developing strategies to increase popularity and market presence in India, including the development of new products, advertising campaigns, and pricing strategies.

In conclusions, SWOT Analysis transcends mere compilation of four lists. Its true value lies in discerning the narrative conveyed by these lists regarding the organization's circumstances and strategizing appropriate actions. Fundamentally, SWOT Analysis operates on the premise that internal activities must harmonize with external realities for organizational success. By delineating internal strengths and weaknesses alongside external opportunities and threats, SWOT Analysis furnishes a structured approach to capitalize on strengths, address weaknesses, and exploit available opportunities. Consequently, integrating both external and internal factors is imperative, as it elucidates the operational landscape, enabling the organization to envisage its desired future more clearly.

Among the key recommendations for building a high-quality marketing strategy for Apple Inc. the following should be highlighted:

- Understanding the target audience. First, Apple Inc. needs to understand its target audience - children, families, and fans of entertainment products. A detailed study of the needs, interests, and behaviors of the target audience will help the company effectively guide its marketing strategy.
- Brand building. Apple Inc. already has a strong brand, but it's important to continue to build and strengthen it. This can be done by using advertising campaigns, sponsoring events, creating a unique corporate identity, and positioning the company as a leader in the industry.
- Use of multimedia channels. Given the current technological environment, it is important to use a variety of multimedia channels to reach your target audience. These can include TV commercials, social media, streaming platforms, a company's website, and other digital channels.
- Development of innovative products and services. To attract attention and meet the needs of its audience, Apple Inc. must constantly develop new products and services. Innovation and creativity will help the company maintain its competitive advantage in the market.

– Ensuring high quality. All products and services of Apple Inc. must meet high quality standards. Ensuring customer satisfaction and loyalty is key to success.

Partnership and cooperation. Apple Inc. may consider partnerships with other brands that complement their own values and target audiences. Such partnerships can help expand your audience and get new opportunities for marketing campaigns.

Social responsibility. Apple Inc. should prioritize environmentally appropriate and socially responsible practices. This includes protecting the environment, promoting equality and diversity, supporting charities and employee health.

These recommendations will help Apple Inc. build a marketing strategy aimed at attracting and satisfying its target audience, strengthening the brand, and achieving competitive advantage.

Conclusion to Chapter 3

In the third chapter, «Application of innovative approaches to the formation of the international marketing strategy of company «Apple Inc.»», the Formation of Apple's strategy for minimizing the risks of marketing activities evaluated and Improving Apple's marketing approach through SWOT analysis techniques is carried out.

An analysis of the risks impacting the formation of Apple's international marketing strategy has been conducted. Key risks identified include macroeconomic and industry risks, business risks, legal and regulatory compliance risks, and financial risks. The main methods of mitigating these risks are outlined, including diversification, hedging and currency management, continuous innovation, robust supply chain management, quality control, patent protection and innovation, compliance programs, engagement with regulators, settlements and agreements, financial planning and analysis, debt management, and risk assessment and monitoring.

SWOT-analysis shows, that Apple Inc. boasts numerous strengths that have solidified its position as a top player in the technology industry. It holds the title of the most valuable

brand globally and is synonymous with trust and reliability in top-notch technology. With a focus on cutting-edge innovation and a strong brand preference among consumers, Apple continuously invests in effective research and development, leading to exceptional profitability. The company's commitment to sustainability is evident through initiatives like Daisy, an iPhone recycling robot, while its diversification into service offerings strengthens its market presence. The Apple ecosystem serves as a strategic advantage, fostering customer loyalty and expanding opportunities for growth. Despite these strengths, Apple faces threats such as regulatory scrutiny, counterfeit products, and intense competition, which could erode its market share and lead to consumer backlash. Additionally, weaknesses like premium pricing strategy, limited advertising, and ecosystem lock-in pose challenges for the company's growth and interoperability with third-party software. However, opportunities abound for Apple to capitalize on its steady customer base expansion, skilled workforce, and advancements in smart wearable technology, artificial intelligence, and self-driving software. Collaboration with Kia Motors and market expansion in regions like India present avenues for further growth and innovation.

CONCLUSIONS

Based on the results of the study on the topic «International marketing strategy of the enterprise (based on the materials company «Apple Inc.».)», the paper considers the theoretical foundations of building the international marketing strategy of the enterprise. A study of the modern features of the formation and implementation of a marketing strategy (on the example of Apple Inc) is carried out Proposed Application of innovative approaches to the formation of the international marketing strategy of Apple Inc. This led to the following conclusions:

1. In the study of the genesis of marketing strategy, it is found that its main goal is the effective use of resources to achieve market goals. The marketing strategy is included in business planning and covers the individual business units and the overall strategy of the company. The development of global strategies requires significant investment in resources and research of markets, countries, and cultural characteristics.

2. Analysis of positioning, market, environmental factors, and competition are key stages in strategy formation. Strategy development can use different approaches, such as Porter's strategic model, General Electric's matrix, SWOT analysis, etc.

3. Apple Inc. serves as a prime example of effective international marketing strategy implementation, showcasing prowess in comprehending global markets, innovating product offerings, and executing cohesive branding initiatives. Based in Cupertino, California, Apple operates as a global corporation specializing in designing, manufacturing, and marketing consumer electronics and services, with subsidiaries worldwide. In 2023, the company's quarterly revenue distribution demonstrated notable figures across America, Europe, China, Japan, and the Asia Pacific, despite a slight decrease in net sales from 2022 to 2023 following an increase from 2021 to 2022. Analysis using Porter's five forces model reveals a competitive landscape characterized by minimal threat from new entrants, weak supplier bargaining power, and significant customer bargaining power, necessitating ongoing innovation. Research into Apple's main competitors, Samsung, Microsoft, and Amazon, alongside the company's financial performance for 2021-2023, highlights

improving absolute and relative financial indicators.

4. The marketing mix of Apple has been scrutinized, with a focus on its key products, distribution channels, and pricing strategies, complemented by a combination of traditional and innovative promotional methods.

5. An assessment of the risks influencing the development of Apple's international marketing strategy has been undertaken. Identified risks encompass macroeconomic and industry risks, business risks, legal and regulatory compliance risks, and financial risks. Strategies to mitigate these risks include diversification, hedging, continuous innovation, supply chain management, quality control, patent protection, compliance programs, engagement with regulators, settlements, financial planning, debt management, and risk assessment.

6. SWOT analysis reveals Apple Inc.'s numerous strengths, solidifying its position as a top player in the technology industry. It holds the title of the most valuable global brand and is renowned for trust and reliability in high-quality technology. With a focus on cutting-edge innovation and strong brand preference, Apple invests in effective research and development, resulting in exceptional profitability. Commitment to sustainability, exemplified by initiatives like Daisy, and diversification into service offerings, strengthens market presence. The Apple ecosystem fosters customer loyalty and growth opportunities. Despite strengths, Apple faces threats including regulatory scrutiny, counterfeit products, and intense competition, which may erode market share. Weaknesses like premium pricing, limited advertising, and ecosystem lock-in pose challenges. However, opportunities exist for Apple to leverage steady customer base expansion, skilled workforce, and advancements in technology for growth and collaboration with Kia Motors and market expansion present avenues for innovation.

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