AN ANALYSIS ON FIVE FORCES DAN BCG MATRIX FOR APPLE INC. COMPANY

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Abstrak

Kata Kunci: Analisis Lima Kekuatan Apple Inc., Matriks BCG, Daya Saing, Teknologi Industri

Abstract
This research aims to conduct an analysis of Five Forces and BCG Matrix for Apple Inc. The Five Forces analysis is used to evaluate the competitiveness of the industry in which Apple operates, while the BCG Matrix is employed to measure the company's product portfolio. Data for this study are sourced from reliable resources, including the company's financial reports, industry reports, and related publications. The Five Forces analysis reveals that the technology and software industry in which Apple operates is highly competitive. Threats from major competitors, the level of product substitution, and the bargaining power of buyers significantly
impact the company's strategies and performance. However, Apple's strong brand equity and robust product ecosystem provide a competitive advantage in navigating the pressures from these five forces. In the BCG Matrix analysis, Apple's core products such as the iPhone, iPad, and Mac show a position of stars and question marks, indicating high growth potential. On the other hand, some older products and unproven innovations fall into the category of cash cows and dogs, with lower growth prospects. The results of the Five Forces and BCG Matrix analysis provide a comprehensive overview of Apple's market position and aid in formulating the company's long-term strategies. Apple's management can leverage these findings to optimize the product portfolio and address competitive challenges in the ever-evolving technology industry.

While Apple holds a strong market position, new challenges will continually emerge, necessitating effective strategies to maintain competitiveness and ensure the company's growth in the future.

**Keywords:** Apple Inc. Five Forces Analysis, BCG Matrix, Competitiveness, Technology Industry
I. INTRODUCTION

Technological and industrial developments are increasing rapidly, with increasingly fierce competition in various sectors. One company that has become an icon in the technology industry is Apple Inc. Since its founding in 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne, Apple has experienced tremendous growth and become one of the world's leading technology companies. With innovative products such as the iPhone, iPad, Mac and services such as the App Store and iCloud, Apple has managed to dominate the market and gain a loyal following worldwide.

Apple's success didn't just come. The company has faced challenges and made smart strategic decisions to stay relevant in a rapidly changing industry. To achieve this success, Apple must be able to overcome fierce competition from major competitors such as Samsung, Google, Microsoft and other technology companies. In addition, the technology industry is also affected by changes in technology, ever-changing consumer desires, and global market dynamics.

This study aims to conduct an in-depth analysis of Apple Inc. by using two well-known analytical frameworks, namely the Five Forces and the BCG Matrix. Five Forces was developed by Michael E. Porter and is used to identify and evaluate factors that affect the competitiveness of the industry in which a company operates. The five forces that are the focus of this analysis are competition between competitors, threats from substitute products or services, bargaining power of buyers, bargaining power of suppliers, and potential entry of new competitors into the industry.

Meanwhile, the BCG Matrix, developed by the Boston Consulting Group, focuses on assessing a company's product portfolio. This matrix classifies products based on two dimensions: relative market growth and relative market share. Products with high market share and fast market growth will be placed in the "star" category because they have high growth potential. Products with high market share but slow market growth will fall into the "question mark" category because they require a specific strategy to maintain market share and accelerate growth. Products with low market share and fast market growth will be placed in the "budding" category because they have high growth potential, but also require a larger investment. Meanwhile, products with low market share and slow market growth will fall into the "dog" category because they have a limited contribution to the company.

Five Forces analysis will help understand how Apple operates in the midst of intense competition in the technology industry. Factors such as threats from major competitors, potential for product substitution, and the level of bargaining power of buyers will be studied to identify challenges and opportunities faced by the company. In addition, BCG Matrix analysis will provide insight into the position of Apple products in the market. The company's products will be classified based on growth and market share, helping management to determine the allocation of resources and product development focus.

The results of this analysis will provide guidance for Apple's management to formulate an effective long-term strategy, as well as help the company deal with the dynamics of an ever-changing industry. As one of the world's largest technology companies, understanding Apple's position in the market and optimizing its product portfolio will be key to maintaining the company's future growth and competitiveness. With deeper knowledge and insight into the factors affecting the industry and product portfolio, Apple can continue to innovate and meet the needs and expectations of consumers in the ever-evolving digital era.

II. LITERATURE REVIEW

Five Forces

In the business world, competition is very intense and constant. To survive and achieve success, companies must have an advantage over their competitors. Competitive advantage is a condition in which a company can operate more efficiently or generate more benefits than similar competing companies (Dustin, 2014). Michael E. Porter in his book entitled "Competitive Advantage" states that to achieve competitive advantage, an appropriate competitive strategy is needed. Competitive strategy is an attempt to find a profitable position in a particular industry. The goal is to build a strong and profitable position against the forces that determine competition in the industry. Competitor analysis aims to develop profiles and identify possible strategic changes that can be made by each competitor.
In 1980, Michael Porter published a book entitled "Competitive Strategy". In the book, he introduces the concept of "Five forces" that form the structure of all industries and are very influential in determining the rules of competition and increasing corporate profits. The five forces are threats from competitive competition, bargaining power of buyers, bargaining power of suppliers, potential new entrants, and substitute products (Kirchner, 2012).

The presence of competition in an industry is strongly influenced by the five main competitive forces mentioned by Porter. The five forces framework is a very effective tool when used by a skilled manager or analyst. The model proposed by Porter has been adapted to the needs and developments of the times. Until now, the use of Porter's theory has provided better strategic understanding and insight (Dobbs, 2012).

By using Porter's Five Forces Model as a basis, we can understand the necessary steps, such as implementation and other techniques, that can contribute to creating competitive advantage for organizations. This process provides a guide for an organization to take the necessary steps in achieving a comprehensive strategy to create competitive advantage (Van Pelt, 2010).

Five Forces is a business analysis framework developed by Michael E. Porter to identify and evaluate the forces that affect the competitiveness and profitability of a particular industry or market. It is an important tool in the analysis of a company's external environment because it helps to understand the external factors that can affect the success and sustainability of a business.

According to Meftahudin, M., et al., (2018), Porter's Five Forces Model is an important tool in formulating competitive strategy. In an industry, continuous competition can reduce the rate of return on invested capital, thereby achieving a balanced and competitive rate of return, or what is often referred to as the basic rate of return in industries facing fierce competition or "perfect competition".

Five Forces is a business analysis framework developed by Michael E. Porter to identify and evaluate the forces that affect the competitiveness and profitability of a particular industry or market (Riky, A., 2014). This helps companies understand external factors that can affect business success and sustainability. Through an analysis of the five main forces, namely competition between competitors, threats from substitute products or services, bargaining power of buyers, bargaining power of suppliers, and threats from new competitors, companies can formulate strategies that are more effective in dealing with competition, overcoming market risks, and take advantage of opportunities to achieve competitive advantage.

The definition of each power in the Five Forces is as follows:

1. Rivalry Among Existing Competitors: Rivalry among competitors is one of the main aspects of the Five Forces analysis described by Michael Porter. It refers to the intensity level of competition among existing companies in the same industry. Today, almost all industries face intense and continuous competition. When competition among these companies becomes intense, companies tend to compete with each other for market share and customer attention. Fierce competition can lead to reduced prices for products or services, which can ultimately result in lower profit margins.

Business people will try to create a competitive advantage in order to compete better. They may be trying to differentiate their product or service, increase operational efficiency, or come up with an innovation that sets them apart from the rest of the competition. However, high competition can also mean that a company's strategy may become less effective or have a shorter life span because competitors are quick to react and imitate.

In addition, intense competition can also lead to industry consolidation, where smaller or less efficient companies can be eliminated from the market or merged with other companies. As a result, in an environment of intense competition, companies must constantly monitor and adapt their strategy in order to maintain a competitive advantage and ensure the continuity of their business.

In order to face high competition, companies must conduct an in-depth analysis of their competitors, understand the strengths and weaknesses of each competitor, and identify gaps in the
market that they can take advantage of. Marketing strategies, product differentiation, and efforts to create customer loyalty are some of the approaches that can help companies face competition between competitors more effectively and successfully.

2. Threat of Substitute Products or Services (Threat of Substitutes): The threat of substitute products or services is one of the important elements in the Five Forces analysis that helps companies understand the competitive environment in their industry. Threat refers to the extent to which alternative products or services can meet customer needs in a better or cheaper way than products or services already on the market.

If there are many substitute products or services available, customers have many options from which to choose an alternative that may better suit their needs or budget. This can lead to a decrease in demand for certain products or services and have an impact on a decrease in market share or a company's profit margin.

Threats from substitute products or services can come from a variety of sources. For example, technological advances often result in more sophisticated and efficient products. If customers find that the new product offers better benefits or a lower price, they may switch from their existing product.

In addition, changes in consumer trends or preferences can also create threats from substitute products. For example, changes in lifestyle, health needs, or the environment can make products or services that are greener or healthier more desirable to customers.

To deal with the threat of substitute products or services, companies must stay at the forefront of innovation and keep abreast of trends and customer needs. Efforts to continuously improve product quality, offer unique added value, and communicate effectively with customers about the advantages of their products are some of the approaches that can help companies overcome the threat of substitution.

In addition, companies can also look for ways to create customer loyalty and provide positive experiences for customers so that they are reluctant to switch to substitute products or services. Focusing on marketing, branding, and building long-term relationships with customers are strategic moves that can help companies better deal with threats from substitute products or services and maintain a stable market share.

Bargaining Power of Buyers: Refers to the ability and power of buyers to influence the price, quality, or demand for a product or service. If buyers have many choices or are in a strong position, they can pressure the company to provide lower prices or higher quality.

1. Bargaining Power of Suppliers: The Bargaining Power of Suppliers is one of the key aspects of the Five Forces analysis used by companies to understand the extent to which suppliers have the ability to influence price, quality, or the availability of raw materials or components required in their production processes or services.

If suppliers have a strong position in the negotiations, they can charge higher prices or impose favorable terms for them, which in turn can increase the company's production costs. This could result in an increase in the price of a product or service, which could impact a company's competitiveness or even lead to a reduction in profit margins.

The bargaining power of suppliers is influenced by several factors. First, a company's dependence on a single or limited supplier can make it vulnerable to price fluctuations or supply problems from that supplier. Second, if the required raw materials or components have special features or cannot be replaced easily, the supplier has an advantage in price negotiations.

In addition, suppliers operating on large economies of scale may be able to offer lower prices than smaller suppliers. The cost of switching to another supplier can also be prohibitive, especially if it
requires a significant investment of time and resources. To deal with high supplier bargaining power, companies need to adopt the right strategy. Supplier diversification is an approach that can help reduce dependence on a single supplier and improve a company's bargaining position. In addition, building long-term and mutually beneficial relationships with suppliers can create mutual trust and stability in supply. Increasing efficiency in the supply chain and production process is also key to reducing dependence on suppliers and managing production costs more effectively. A strong and intelligent negotiation strategy can also help companies get more favorable prices and terms from suppliers.

By properly managing the bargaining power of suppliers, companies can secure a stable and quality supply of the required raw materials or components, so that they can maintain their competitiveness and healthy profits in a competitive market.

3. Threat of New Entrants: Threat of New Entrants is a critical factor in the Five Forces analysis which provides an overview of how likely there are new competitors to enter an existing industry. If the barriers to entry to the industry are high, then established firms have an advantage as new competitors face difficult challenges to compete with. The presence of new competitors can change the structure of competition in the industry. New competitors often seek to gain market share by offering lower prices or product innovations that attract customers from existing firms. If a new competitor manages to achieve a large enough market share, the established company could face reduced market share and potentially reduced profits.

However, barriers to entry become a defense for companies already in the industry. This barrier could be the high cost of capital required to start a business in the industry, or because established companies have achieved large production scales and have the advantage of economies of scale. In addition, intellectual property rights, such as patents or trademarks, can provide additional protection and make it difficult for new competitors to copy existing products or services. Companies must always be alert to the emergence of new competitors and continuously improve their competitive advantage. Innovation strategies, improving service quality, and building customer loyalty are important steps in dealing with threats from new competitors. In addition, creating stronger barriers to entry through developing intellectual property rights or strengthening relationships with distribution channels can help protect market share and maintain company profits. Thus, companies must continue to adapt to market changes and always be ready to face competition from new competitors.

By analyzing the Five Forces, companies can understand potential threats and opportunities in the market and design effective strategies to maintain competitiveness and better face industry challenges.

**BCG Matrix**

According to Gassman et al. (2016), a business model is not a separate structure, but a network of complex and independent relationships with an ever-changing business environment. A business person must be able to pay attention to the changes that occur around the business environment. Osterwalder and Pigneur (2018) state that a business model describes the rationale for how an organization creates, delivers, and captures value. The basic concepts of a business model must be simple, relevant, and intuitive to understand, but must not oversimplify the complexities of how a business operates.

BCG matrix analysis is used to determine the position of a company against its competitors. Amstrong and Brodie (1994) state, "The BCG Matrix measures market attractiveness based on market growth rates, and assesses a company's ability to compete based on its relative market share. The BCG Matrix assumes a causal relationship between market share and profitability." Day (1984) states, "Market attractiveness represents the potential for profit
and long-term growth for all participants in an industry or market, whereas competitive position relates to the strength of the organization compared to competitors."

The BCG Matrix (Boston Consulting Group Matrix) is a product portfolio analysis framework developed by the Boston Consulting Group. The aim is to assist companies in grouping their products based on market growth rates and relative market share. By analyzing the product portfolio using this matrix, companies can understand the position and contribution of each product to the company's overall business.

The BCG Matrix classifies a company's products into the following four categories:

1. Stars: Products that have a high market share and are in a fast-growing market. Stars are products that are performing well and have the potential to continue to grow in the future. Companies need to invest in star products to maintain and increase their market share.

2. Question Marks: Products with a low market share but are in a fast-growth market. The question mark has the potential to become a star in the future, but it also carries a risk of being unproven or not yet established in the market. The company needs to make a strategic decision about whether to develop the question mark product further or withdraw investment from the product.

3. Cash Cows: Products with a high market share but in a slow growth market. Tunas are products that are well established in the market and bring stable income to the company. Companies can allocate fewer resources to shoot products because growth is limited, but still make a profit.

4. Dogs: Products with low market share and are in slow growth markets. Dogs are products that don't contribute significantly to the company's revenue. If there are no plans to increase market share or growth, the company may consider discontinuing production or reducing investment in dog products.

The BCG Matrix helps companies to understand the composition of their product portfolio and make the right strategic decisions. By placing products in the right categories, companies can allocate resources efficiently, identify products that require further investment, and develop strategies for long-term business growth.

**Apple Inc**

Apple Inc. is one of the largest and most well-known technology companies in the world (Kristanto et al., 2022). Founded in 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne, Apple has experienced tremendous growth and become an icon in the technology industry. The company is headquartered in Cupertino, California, United States.

Apple is known for its innovative products that have changed the way we interact with technology, including iPhone, iPad, Mac, iPod and software products such as iOS, macOS and iTunes. Apple products are known for their elegant design, reliability and well-integrated ecosystem, which allows users to experience a seamless experience between their devices.

With the success of its products, Apple has achieved competitive advantage and won numerous awards in the technology industry. The company also has an extensive network of retail stores, known as Apple Stores, which provide a unique shopping experience for users of Apple products. Beyond consumer products, Apple also has a significant presence in digital services such as the App Store, iCloud, Apple Music, and Apple TV+, further strengthening its ecosystem.

While Apple has achieved great success, the company has also faced various challenges and pressures, including intense competition in the ever-evolving technology market. Innovative strategies, continuous improvement of products and services, and attention to customer satisfaction have been key factors in maintaining Apple's dominance in the market.

In the Five Forces and BCG Matrix analysis for the Apple Inc. company, we will examine how this company operates in the midst of a competitive technology industry competition. Then, Apple's top products will be assessed based on market growth and market share to understand their position and contribution in the company's portfolio. All of this analysis will provide in-depth insight into the company's strategy and help Apple to remain one of the major players in the global technology industry.

**III. RESEARCH METHODS**

This research uses the method of literature study or library research as the main approach.
Literature study is a research method that focuses on the analysis and synthesis of literature, namely written sources that are relevant to the research topic. These literary sources include articles, books, scientific journals, and other sources related to the Apple Inc. company, and analysis of the Five Forces and the BCG Matrix.

In a literature study, researchers will collect secondary data from various trusted literary sources. This data will be used to understand the company's history, market conditions, financial performance, and external environmental factors that affect Apple Inc. Researchers will also collect literature on concepts and theories related to the Five Forces analysis and the BCG Matrix, so that they can apply these analytical frameworks appropriately to the corporate context.

Next, the researcher will conduct an in-depth analysis of the collected literature data. The data will be interpreted and synthesized to identify the forces from the Five Forces that affect the competitiveness of Apple Inc. as well as classifying the company's product portfolio in the BCG Matrix.

Literature study provides an advantage in this study because it allows researchers to access extensive and in-depth data about companies, industries, and relevant analytical concepts. Researchers can also use historical data and trends from the literature to provide a more complete context for business analysis. By using a literature study, this study will provide in-depth insight into the factors that influence Apple Inc. and enable better strategic decision-making for companies in the face of challenges and opportunities in a constantly changing business environment.

IV. RESULTS AND DISCUSSION

Five Forces for Apple Inc.

Apple Inc. company has become an icon in the global technology industry (Cuandra, F., et al., 2023). Known for innovative products such as iPhone, iPad and Mac, Apple has created a strong ecosystem and changed the way we interact with technology. Apple's success and dominance in the technology market has generated a lot of interest and curiosity about the strategy and factors that influence the company's success.

In this analysis, we will apply Michael Porter's Five Forces framework to explore Apple Inc.'s positioning and competitiveness in the technology industry. The five elements of Five Forces will help us understand the dynamics of the external environment affecting Apple, including competition among competitors, threat from substitute products or services, bargaining power of suppliers, threat of new competitors, and bargaining power of buyers.

Here is a Five Forces analysis for the company Apple Inc:

1. Rivalry Among Existing Competitors

Apple Inc. operate in a highly competitive information technology industry. The company is involved in the production and sale of a variety of technology products, including smartphones (such as the iPhone), computers (such as the MacBook), tablets (such as the iPad), and software (such as the iOS and macOS operating systems). As one of the world's largest technology companies, Apple has to face tough competition from its main competitors in various market segments.

In the hardware market, Apple competes with companies like Samsung, which is one of the world's leading smartphone manufacturers. In addition, Google, through its product lines such as the Pixel Phone and Microsoft with its Surface product line, is also a strong competitor to Apple in the computer and tablet hardware segment. Amazon also owns the Kindle Fire tablet product, creating competition in the tablet category with Apple's iPad.

On the software side, Apple competes with Google through its popular Android operating system, which is the opposite of the iOS operating system on smartphones. Microsoft also has Windows and Office Suite software that competes with macOS and Apple products like the MacBook.

Competition in the information technology industry is very profitable for consumers because it generates innovation and a variety of product choices. However, for Apple, this competition requires the company to continuously improve and update its products and services to keep them relevant and attractive to consumers.

Apple has always tried to maintain its attractiveness through product differentiation strategies and unique user experiences. They focus on design aesthetics, material quality and flawless integration between hardware and software. Periodic updates to the iOS and macOS operating systems are also key to ensuring users stay loyal and get the best experience.
Apple's ability to continuously innovate and maintain its position in the midst of intense competition has been a key factor in its success and dominance in the technology market. The company continues to attract consumers' attention and trust with innovative products that combine elegant design and powerful performance.

2. Threat of Substitutes

Apple does have a loyal following and a strong customer base for its products, especially the iPhone, which has become an icon in the smartphone industry. However, like all technology companies, Apple continues to face threats from substitute products and services. The technology market is very dynamic, and competitors are always trying to create new innovations that can change market dynamics.

One of the main threats to Apple is the emergence of competitors with smartphone products comparable to the iPhone. For example, competitors such as Samsung, Xiaomi, and Huawei have presented smartphones with superior features and attractive designs that challenge the dominance of the iPhone. These companies may offer more affordable prices or innovative features that the iPhone doesn't have, thus pulling some market share from Apple.

Also, when it comes to apps, Apple faces competition from other platforms that offer alternatives to the App Store. The Google Play Store for Android devices is an example of a popular application platform that is a direct competitor of the App Store. Many application developers also try to release their applications on a multi-platform basis in order to reach a wider market share, thereby reducing dependence on a particular ecosystem.

However, despite the threat of substitute products and services, Apple is still trying to maintain its appeal by focusing on product quality and a consistent user experience. The company also relies on its well-integrated ecosystem, such as the Apple ecosystem with features such as iCloud and Apple Music, which increase its competitive advantage.

To overcome this threat, Apple continues to innovate and launch new products with the latest features to satisfy customer needs and wants. The company also relies on strong marketing campaigns and effective branding strategies to maintain a strong brand image in the eyes of consumers.

In a highly competitive technology marketplace, Apple recognizes the importance of remaining relevant and adaptive to changing market and consumer demands. By confronting the threat of substitute products and services with a proactive and innovative attitude, Apple continues to strive to maintain its market share and position as a leader in the technology industry.

3. Bargaining Power of Suppliers

Apple as a technology product manufacturing company depends on a number of suppliers to supply various components and raw materials needed in the production of its products. Critical key suppliers to Apple include chip manufacturers (such as TSMC and Samsung), display manufacturers (such as Samsung Display and LG Display), and battery manufacturers (such as LG Chem and Panasonic).

These suppliers have bargaining power in negotiations because Apple relies heavily on the quality, reliability and innovation of their products. High-quality components and raw materials are critical to Apple to ensure optimal product performance and a good user experience. Therefore, these suppliers can hold a strong bargaining position in setting prices and contract terms.

However, on the other hand, Apple also has bargaining power in its relationship with suppliers. The company has a large production scale and is one of the largest buyers in the technology industry. As a result, Apple is able to influence the market and has a stronger bargaining position in negotiating with suppliers. Apple also has a strong brand image and high product popularity, which makes suppliers compete for cooperation with this company.

In addition, Apple is also trying to diversify its supply sources to reduce the risk of dependence on a single supplier. By having multiple suppliers of key components, Apple can reduce the potential impact of production or supply issues from a single supplier.

In facing the dynamics of bargaining with suppliers, Apple must maintain a good working relationship and mutually beneficial with its suppliers. The company should also focus on efficient supply chain management and smart procurement strategies to ensure a stable and high-quality supply of components and raw materials required in the production of its products.
Overall, bargaining power with suppliers is a crucial factor in Apple's operations and affects the company's ability to produce high-quality products and compete in the competitive technology marketplace.

4. Threat of New Entrants

Apple has several strong competitive advantages that set the company apart from its competitors in the technology market. First, Apple has a strong and globally recognized brand. The Apple brand has become a symbol of quality, innovation and design excellence. This positive brand image helps Apple attract and retain a loyal market share of customers who are more likely to identify with this brand.

Second, Apple's broad product portfolio provides additional advantages. Apart from the iPhone as its flagship product, Apple also has product lines such as the iPad, Mac, Apple Watch and other products that cover various market segments. In this way, Apple can achieve a wider market share and reach different consumer groups.

In addition, a well-integrated ecosystem is also an important strength for Apple. With a connected ecosystem of Apple hardware, software, and services, customers can have a seamless and consistent experience across the company's products and platforms. For example, customers using iPhones can also easily connect with their MacBook or iPad and access data and services via iCloud.

However, in the ever-evolving technology industry, the threat from new competitors is always present. Some new competitors may try to enter the market with innovations and new products that can shift Apple's position in the market. High barriers to entry, such as the large capital required to conduct research and development, the strong intellectual property rights owned by Apple, and efficient distribution, can be barriers to new competitors.

In addition, Apple must provide superior customer service to provide a positive experience to consumers. Prompt response to customer problems or questions, excellent after-sales service and priority to customer satisfaction will help build long-term relationships with customers.

However, fast-changing technology and gaps in the market can attract new companies to try their luck in the industry. In response to the threat of new competitors, Apple must continue to innovate and continuously develop its products and services to remain relevant and attractive to consumers. In addition, companies must keep a close eye on the market and identify new emerging trends, so that they can quickly respond to changes in the business environment. By remaining focused on innovation, product differentiation and maintaining the edge of its ecosystem, Apple can continue to compete with new competitors and maintain a leading position in the technology industry.

5. Bargaining Power of Buyers

Even though Apple has a loyal customer base and loyal following for its products, the company is still faced with the bargaining power of buyers in the highly competitive technology market. The bargaining power of buyers arises because of the large selection of products and brands available in the market. Customers have the ability to choose between a variety of available product alternatives, including products from competitors to Apple.

One of the main factors affecting the bargaining power of buyers is the price of Apple products, which is often at a premium or higher than that of its competitors. This premium price is a reflection of the high-quality design, innovation, and user experience that Apple products deliver. However, for some consumers, this higher price may be a determining factor in their purchasing decision, and they may switch to a more affordable alternative.

Therefore, the Apple company must pay attention to the preferences and needs of customers and provide exceptional value in its products and services. Apple must continue to innovate to create products that are attractive and fulfill consumer desires, while maintaining the quality and excellence expected of this brand. Innovation in features and technology, attractive design and superior performance will help attract and retain a loyal customer base.

In addition, Apple must also provide superior customer service to provide a positive experience to consumers. Prompt response to customer problems or questions, excellent after-sales service and priority to customer satisfaction will help build long-term relationships with customers.

Companies must remain sensitive to changing market trends and needs, and adapt quickly to maintain competitiveness. By understanding customer preferences and wants and delivering exceptional value, Apple can maintain a loyal customer base and stay competitive in this challenging marketplace. Prioritizing customers as the main focus will help Apple maintain its position as one of the leaders in the technology industry and win the competition from its competitors.

BCG Matrix for Apple Inc.
To apply the BCG Matrix (Boston Consulting Group Matrix) to Apple Inc., we will assess Apple's product portfolio based on two main dimensions: market growth rate and relative market share.

1. Stars: Apple products in this segment are products that have a high market share and are in a rapidly growing market. Examples of Apple products that fall into this category are the iPhone and MacBook. These two products have a large market share and continue to experience growth due to high demand from consumers.

2. Cash Cows: Apple products that fall into this category are products that have a large market share, but are in a market that isn't growing fast. Examples of these products are the iPad and Mac. Although the market share of this product is large, the market growth is not as fast as products in the star category. However, these products still generate stable cash flow and a positive contribution to the company's profit.

3. Question Marks: Apple products that fall into this category are products that are in a fast-growing market, but the market share is still low. Examples of Apple products that fall into this category are the Apple Watch and AirPods (at the beginning of their introduction). While these products show growth potential, they have not completely captured the market yet. Companies need to invest more in marketing and product development to turn these products into stars or make other decisions regarding product portfolio.

4. Dogs: Apple products that fall into this category are products that have a low market share and are in a market that isn't growing fast. Examples of these products could include some products that are old or that are no longer in demand by consumers. Even if there are sales of this product, its contribution to company profits is insignificant, and the company should probably consider reducing or discontinuing production of this product.

Through BCG Matrix analysis, Apple can understand the position and contribution of each product in its portfolio. Companies can allocate proper resources and attention to different products to increase profits and business growth. Products in the star and cash cow categories can be a major source of revenue and profit, while products in the question mark category may need specific strategies to optimize their growth. Meanwhile, products in the dog category may need to take corrective action, such as innovation or production outages, to optimize the performance of the product portfolio as a whole.

CONCLUSION

In the face of intense competition in the technology industry, Apple Inc. retain a competitive advantage thanks to a strong brand, broad product portfolio, and well-integrated ecosystem. However, the company is also faced with several challenges, including the threat of substitute products and services, the bargaining power of buyers, and the possibility of entry of new competitors.

Apple must continue to pay attention to customer preferences and needs and provide exceptional value to maintain a loyal customer base. The ability to innovate and adapt quickly to market changes will be the key to Apple's success in maintaining its position as a leader in the technology industry.

Through BCG Matrix analysis, Apple can understand the position and contribution of each product in the portfolio. Companies can allocate resources wisely and make the right strategic decisions to increase profits and business growth. Star and cash cow products should be the main focus to maximize yields, while question mark products require further investment to reach their growth potential. In addition, dog products need to be evaluated and may require corrective action to optimize the performance of the entire product portfolio.

By remaining focused on customer satisfaction and focusing on product innovation and improvement, Apple can continue to compete in this challenging market and maintain its position as one of the world's leading technology companies.
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