

Thinking Outside The Box In Talent Development: Inter-Company Employee Exchange (A)

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Measuring performance, one product at a time.

Apple's environmental footprint is measured by the amount of energy used to produce each product. The amount of energy used is measured in kilowatt-hours (kWh). The amount of energy used is measured in kilowatt-hours (kWh). The amount of energy used is measured in kilowatt-hours (kWh).

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Company Background

Founded in 1976.

A lot of innovative products.

1985 Jobs out of apple.

1996 Apple bought NeXT, the actual CEO resigned.

No actual CEO until 2000.

Continue with innovative products.

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SAMSUNG

External analysis

- Changes and grow levels (market, society and culture)
- Competitor's SWOT (Hp, Samsung, Microsoft)



- Lower price
- Lower operating cost
- Large number of apps.
- Standard software

Creating of customer loyalty
New markets

Low loyalty
*Sale on price
weaker brand recognition

Customer loyalty to other brands
Customer perception



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Internal Analysis

Strenghts

Offer of superior products compared to competitors.

Pioneer in the computer industry.

Apple has set standard of high quality products.

Commitment to excellence /Loyal consumers.

Weaknesses

Advanced technology is being developed, hard task of consitency and quality with in its products.

Many other companies creating similar and cheaper products.

Technological error in devices.

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Internal Analysis

Opportunities

Creating its own apps instead of sharing profit with app companies.

Share application with a game console

Apple Intel Chips to run the Windows operation system.

Threats

Internet, due to the online radios, social networks and other mp3 players.

Microsoft is Apple's historic rival.

Dell with low-budget computers

Exchange rates challenge the organization and create a shift in supply and Demand.

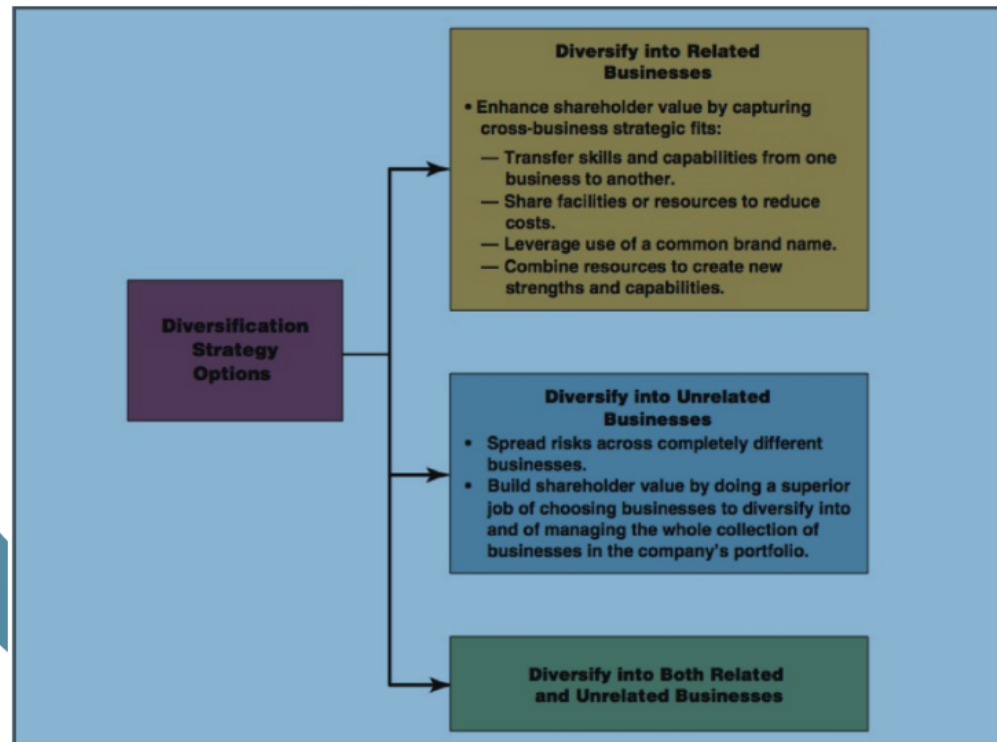
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Analysis of Strategic Choices and Actions

- * Price differentiation.
- * Standardize Product.
- * Cross - Business Strategy.



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Social Responsibility / Sustainability

The story behind Apple's environmental footprint.

Apple reports environmental impact comprehensively. We do this by focusing on our products: what happens when we design them, what happens when we make them, and what happens when you take them home and use them.



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Financial Analysis

Exhibit 1 Financial Performance for Apple, Fiscal Years 2005–2007 (in millions, except share amounts, employees, and contractors)

	FY 2007	FY 2006	FY 2005
Income statement data			
Net sales			
Domestic	\$14,128	\$11,486	\$ 8,334
International	9,878	7,829	5,597
Total net sales	24,006	19,315	13,931
Cost of sales	15,852	13,717	9,889
Research and development	782	712	535
Selling, general, and administrative	2,963	2,433	1,864
Total operating expenses	3,745	3,145	2,399
Operating income	4,409	2,453	1,643
Other income and expense	599	365	165
Income before provision for income taxes	5,008	2,818	1,808
Provision for income taxes	1,512	829	480
Net income	\$3,496	\$1,989	\$1,328
Earnings per common share—diluted	\$3.93	\$2.27	\$1.55
Shares used in computing earnings per share—diluted (in thousands)	889,292	877,526	856,878
Balance sheet data as of September of year			
Cash, cash equivalents, and short-term investments	\$15,386	\$10,110	\$ 8,261
Accounts receivable, net	1,637	1,252	895
Inventories	346	270	165
Property, plant, and equipment, net	1,832	1,281	817
Total assets	25,347	17,205	11,516
Current liabilities	9,299	6,443	3,487
Noncurrent liabilities	1,516	778	601
Shareholders' equity	\$14,532	\$ 9,984	\$ 7,428
Other data			
Regular employees	21,550	17,787	14,806
Temporary employees and contractors	2,116	2,399	2,020
International net sales as a percentage of total net sales	41%	41%	40%
Gross margin as a percentage of net sales	34%	29%	29%
R&D as a percentage of net sales	3%	4%	4%

Source: From Apple Investor Relations, http://media.corporate-ir.net/media_files/irol/10/107357/AAPL_3YR_Q407.pdf (accessed July 13, 2008).

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