

# Matching Dell

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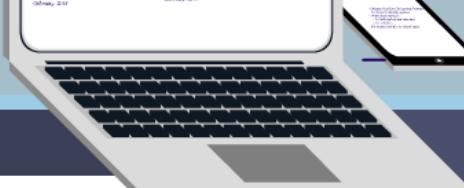
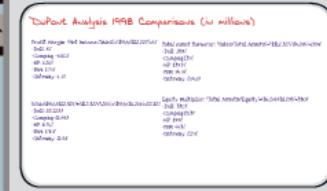
## Personal Computer Industry

- 1981 - IBM created a "open architecture" PC
  - Only alternative was Apple
- Clones:
  - 1982 - Compaq
  - 1984 - Dell
  - 1985 - HP



IBM

- Started out as the leader of the PC Industry
- Early 1980s fell to 2nd in market shares
- Main source of income: hardware, software, and IT services
- Through the 1990s IBM used retailers to sell their PCs



Dell's Competitive Advantage

- Value and marketed
- Production and logistics
- Services and support



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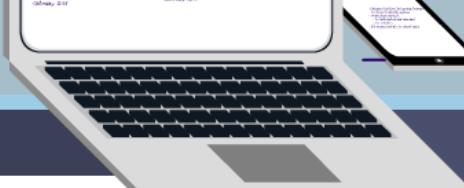
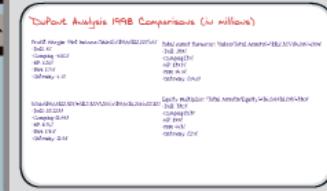
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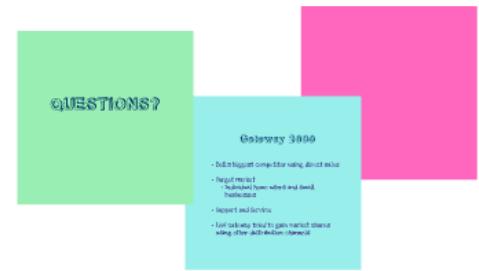
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IBM

- Started out as the leading company in the industry
  - Early 1980s fell to 10% of market share

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