**APPLE INC.**

**Introduction**

Apple Inc. is a multinational technology company that designs, develops, and sells consumer electronics, computer software, and online services. It was founded in 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne, and is headquartered in Cupertino, California. Apple is known for its innovative products such as the iPod, iPhone, and iPad, which have revolutionized the way people consume digital media (Verma, 2022). The company has also faced several challenges over the years, including increased competition and changes in the economic and social environment, which have required cultural and business model changes. In this essay, we will explore the nature of the change that Apple underwent, identify2 resistance2 to change and the role2 of leadership2 in managing2 change, critically evaluate2 the change initiatives2 that were introduced, and show how management2 theories can help2 managers learn2 from this case about managing2 change.

**Article 1:** **Nature**2 **of the change: describe**2 **the type**2 **of and reasons**2 **for the cultural/model**2 **change**

Apple has been at the forefront of innovation and disruption in the technology industry for decades. To address effectively the problems of competitiveness and alterations to the financial and social environment, the organization has made substantial cultural and business strategy modifications. This article will describe the type of and reasons for the cultural/model change at Apple Inc.

One of the significant cultural changes at Apple Inc. occurred when Steve Jobs returned to the company in 1997. Jobs had left the company in 1985, and when he returned, he found a company that was in turmoil. The company had lost its focus, and its products were mediocre. Jobs decided to streamline the company's product line and focus on a few core products. He also reorganized the company's structure and introduced a new management team (Meyer, 2022).

One of the most significant business model changes at Apple occurred with the introduction of the iPod in 2001. The iPod was a portable music player that revolutionized the music industry. The iPod was not only a device for playing music but also a platform for selling music. Apple created the iTunes Music Store, which allowed users to purchase music online and download it directly to their iPods. This business model change transformed the music industry and enabled Apple to become a dominant player in the industry (MacDaily, 2017).

Another significant cultural change occurred with the introduction of the iPhone in 2007. The iPhone was a revolutionary product that combined a phone, a music player, and a computer into one device. The iPhone transformed the mobile phone industry and made Apple a dominant player in the market. However, the introduction of the iPhone required significant cultural changes at Apple. The company had to shift its focus from computers to mobile devices and had to adapt to the mobile device market's unique demands (Podolny & Hansen, 2020, p. 30).

The introduction of the iPad in 2010 was another significant business model change at Apple. The iPad was a tablet computer that combined the features of a laptop and a smartphone. The iPad transformed the tablet market and created a new product category. The iPad also enabled Apple to enter new markets, such as education and healthcare (Podolny & Hansen, 2020, p. 33).

The reasons for these cultural and business model changes at Apple were primarily driven by competition and changes in the economic and social environment. Apple was facing intense competition from other technology companies, such as Microsoft and Google. Apple needed to differentiate itself from its competitors and create products that were unique and innovative. The changes were also driven by changes in the economic and social environment. The music industry was undergoing significant changes due to digitalization, and Apple needed to adapt to these changes to remain relevant (Rikap, 2021, p. 131).

To explain the cultural and business model changes at Apple, several frameworks can be used. One of the frameworks that can be used is the Lewin's Change Management Model. Lewin's Change Management Model can be used to explain cultural and business model changes at Apple by breaking down the change process into three stages: unfreezing, changing, and refreezing (Hsu et al., 2021, p. 33). In the unfreezing stage, Apple recognized the need for change and created a sense of urgency through Steve Jobs' leadership and the development of innovative products such as the iPhone and iPad. In the changing stage, Apple implemented changes to its business model and culture, such as increasing collaboration between different departments and adopting a customer-centric approach. Examples of this include the restructuring of the company to create a more efficient supply chain and the creation of the Genius Bar in Apple Stores to provide personalized customer service. Finally, in the refreezing stage, Apple institutionalized these changes and made them a part of the company's culture and processes, creating new norms and values for the organization (Hsu et al., 2021, p. 33).

Kotter's 8-Step Change Model provides a framework for understanding the process of change within an organization. Apple Inc. is a prime example of how this model can be applied to explain cultural and business model changes. For instance, step 1 "Establishing a sense of urgency" was demonstrated by Steve Jobs when he returned to Apple in 1997 and saw the need to change the company's approach to product development (Abdukarimova, 2021, p. 45). He launched the "Think Different" campaign, which emphasized Apple's unique culture and creativity. Step 2 "Forming a powerful coalition" was demonstrated when Jobs formed a strong leadership team that shared his vision for change. Finally, Step 8 "Anchoring new approaches in the organization's culture" was demonstrated when Apple continued to innovate and create new products that reflected its new cultural values, such as the iPod, iPhone, and iPad. Through the application of Kotter's 8-Step Change Model, Apple was able to successfully manage cultural and business model changes that allowed it to remain competitive and relevant in the market (Abdukarimova, 2021, p. 45).

In conclusion, Apple Inc. underwent significant cultural and business model changes under the leadership of Steve Jobs, adopting a customer-centric approach, innovative culture, and rigorous design process. These changes were facilitated by the adoption of Kotter's 8-step model and Lewin's Change Management Model, which allowed for effective communication, engagement, and alignment of stakeholders. By leveraging these frameworks and implementing changes that prioritized customer experience and innovation, Apple Inc. was able to establish a competitive advantage in the market and maintain its position as a global leader in technology.

**Article 2: Identify**2 **resistance**2 **to change**2 **and the role**2 **of leadership**2 **in managing**2 **change.**

Resistance to change is a common phenomenon in organizational change management. At Apple Inc., the introduction of cultural and business model changes was not without resistance from employees and stakeholders. However, effective leadership played a critical role in managing resistance and facilitating successful change implementation (O’Donovan, 2017, p. 71).

One of the common causes of resistance to change is fear of the unknown. In the case of Apple, the introduction of new products and services, such as the iPod, iPhone, and iPad, represented a significant departure from the company's traditional focus on personal computers. This change in focus may have created anxiety and uncertainty among employees who were accustomed to working within the confines of the company's traditional product lines (Raketić & Rašević, 2017, p. 52).

Moreover, resistance to change can also stem from a lack of trust in leadership. Employees may question the motives behind change initiatives or the ability of leaders to manage change effectively. At Apple, the departure of Steve Jobs in 1985 and his subsequent return in 1997 provided a compelling case of the importance of effective leadership in managing change. During his second stint as CEO, Jobs was able to revive the company's fortunes by introducing innovative products and services and instilling a culture of design and innovation within the company (Khan & Alam, 2021, p. 39).

Leadership plays a critical role in managing resistance to change. Leaders must be able to effectively communicate the need for change, create a sense of urgency, and establish a compelling vision for the future. Additionally, leaders must be able to address employee concerns and ensure that the benefits of change are effectively communicated and understood (Harrison, 2017, p. 17).

One model that can be used to explain the role of leadership in managing resistance to change is the Situational Leadership Model developed by Paul Hersey and Ken Blanchard. In the context of change management, the Situational Leadership Model can be used to identify the level of resistance to change among employees and tailor the change management approach accordingly (Komariah et al., 2017, p. 45). At Apple Inc., the leadership team has used the Situational Leadership Model to effectively manage resistance to change. For example, during the transition from a computer company to a mobile device company, Apple faced significant resistance from employees who were reluctant to embrace the new direction. To address this resistance, the leadership team at Apple adopted a coaching leadership style, providing support and guidance to employees throughout the change process. The company also provided comprehensive training programs to help employees develop the necessary skills to adapt to the new product lines. Through this approach, Apple was able to successfully manage resistance to change and ensure a smooth transition to the new business model (Lu, 2022, p. 19).

Another model that can be used to explain the role of leadership in managing resistance to change in Apple Company is the Change Curve model developed by Elisabeth Kubler-Rossin provides a framework for understanding the emotional journey people go through during change. This model has been used by leaders at Apple Inc. to anticipate and address potential challenges during the change process (Mas, 2018). When Steve Jobs initiated changes at Apple Inc., many employees were in denial and resistant to change. However, with effective communication and support from leaders, employees eventually moved through the stages of exploration, commitment, and acceptance. For instance, when Apple shifted its focus from desktop computers to mobile devices, some employees were resistant to the change. However, with effective leadership and communication, the employees eventually moved through the stages of exploration and commitment. They began to see the potential of mobile devices and worked tirelessly to develop new products. The Change Curve model allowed Apple Inc. leaders to anticipate resistance to change and provided a roadmap for effectively managing employee emotions during the transformation process. By understanding the emotional journey of employees during change, leaders can effectively address and manage resistance to change (Jose, 2014).

At Apple, effective leadership was able to manage resistance to change and facilitate successful implementation of cultural and business model changes. Steve Jobs, in particular, played a critical role in communicating the need for change, establishing a compelling vision for the future, and creating a culture of design and innovation within the company. His leadership style was characterized by a strong vision, attention to detail, and a relentless focus on innovation and design (Sayyed, 2017).

In conclusion, resistance to change is a common phenomenon in organizational change management, and effective leadership plays a critical role in managing resistance and facilitating successful change implementation. At Apple Inc., effective leadership was able to manage resistance to change and facilitate successful implementation of cultural and business model changes. The Situational Leadership Model and the Change Curve model can be used to understand the role of leadership in managing resistance to change. Ultimately, change management is about people, and effective leadership and communication are critical factors in achieving successful change implementation.

**Article 3: Critically**2 **evaluate the change**2 **initiatives**2 **that were introduced**2**.**

Apple Inc. has undergone numerous change initiatives over the years, ranging from cultural changes to business model changes. These changes have been introduced to help the company adapt to the changing business environment and remain competitive. This article critically evaluates the change initiatives that were introduced at Apple Inc. and considers issues such as employees' reactions and impact on customers.

One of the major changes that were introduced at Apple Inc. was the shift in the company's business model from a focus on desktop computers to mobile devices. This change was driven by Steve Jobs, who recognized the potential of mobile devices and the need for Apple Inc. to diversify its product portfolio. The change was met with mixed reactions from employees, with some employees being resistant to the change, as discussed in article 2. However, with effective leadership and communication, employees eventually embraced the change, and it has been successful, as evidenced by the popularity of Apple's mobile devices (Robert, 2022).

Another change initiative that was introduced at Apple Inc. was the implementation of the Apple Store. The Apple Store was created to provide customers with a unique shopping experience and to showcase Apple's products. The store was designed with a minimalist and sleek look, and customers could interact with Apple's products and receive expert advice from Apple employees. The Apple Store has been a significant success, with the stores generating the highest revenue per square foot compared to any other retail store globally (Kim, 2019).

In addition to the above changes, Apple has also introduced several cultural changes over the years. One such change was the implementation of a design-driven culture, which was championed by Steve Jobs. The design-driven culture placed a strong emphasis on the importance of design in product development and required all employees to have an eye for design. This cultural change has been instrumental in helping Apple create products that are not only functional but also aesthetically pleasing, which has contributed to the company's success (Hughes, 2010).

However, not all change initiatives introduced at Apple Inc. have been successful. One such initiative was the introduction of the Apple Maps app, which was intended to compete with Google Maps. The app was plagued with numerous technical issues, and customers were dissatisfied with the app's performance. The introduction of Apple Maps resulted in a decline in customer satisfaction and a decrease in Apple's stock price. This shows that not all change initiatives will be successful, and organizations need to carefully evaluate the potential impact of change initiatives before implementing them (Niessen, 2021, p. 11).

The McKinsey 7-S framework can be used to evaluate the effectiveness of change initiatives introduced at Apple Inc. The framework consists of seven interdependent factors: strategy, structure, systems, style, staff, skills, and shared values. When one or more of these factors are not aligned, it can create challenges for implementing change. Apple Inc. has utilized the McKinsey 7-S framework to ensure that its change initiatives are effective (Borishade et al., 2022, p. 39). For example, when Apple Inc. shifted its focus from desktop computers to mobile devices, it had to ensure that all seven factors were aligned to support this change. This involved restructuring the company's organizational chart, developing new systems to support mobile device development, and hiring staff with mobile device expertise. Additionally, Apple Inc. has a strong shared value of innovation, which supports the development of new products and the adoption of new technologies. The McKinsey 7-S framework has helped Apple Inc. effectively evaluate and implement change initiatives, ensuring that all factors are aligned to support the desired outcomes (Yusianto, 2018, p. 55).

In conclusion, Apple Inc. has introduced several change initiatives over the years, and while some have been successful, others have not. The success of change initiatives at Apple Inc. can be attributed to effective leadership, employee buy-in, and effective communication. The Apple Store and the shift in the company's business model from desktop computers to mobile devices are examples of successful change initiatives. On the other hand, the introduction of Apple Maps highlights the importance of evaluating potential change initiatives carefully. Ultimately, change initiatives are necessary for organizations to remain competitive and adapt to changing business environments, and organizations that can effectively manage change are more likely to be successful.

**Article 4: Show**2 **how management**2 **theories can help**2 **managers**2 **learn from this case**2 **about managing**2 **change**2**.**

Apple Inc. is a company that has undergone significant cultural and business model changes to stay ahead in a highly competitive market. The success of the company's transformation can be attributed to its leaders' ability to anticipate change, embrace innovation, and effectively communicate the vision for change. The use of management theories has also played a crucial role in the company's success (Cai, 2021).

One theory that has been evident in the case of Apple Inc. is Kotter's 8-Step Change Model. The top management were able to create a perception of importance, forge a powerful team, forge a strategy and mission, converse the vision for change, empower staff for widespread action, produce swift achievements, solidify successes and bring about more change, and ingrain new methods into the institution’s culture. This model has been used by many organizations to achieve successful change, and the case of Apple Inc. is a prime example of its effectiveness (Peña-Acuña, 2017, p. 16).

Another theory that has played a crucial role in managing change at Apple Inc. is the Situational Leadership Model. This model emphasizes that there is no one-size-fits-all approach to leadership, and leaders must adapt their style to suit the situation. At Apple Inc., the leaders were able to identify the level of development of their employees and adjust their leadership style accordingly (Chemers, 2014). For example, when Steve Jobs returned to Apple in 1997, he adopted a directive leadership style to turn the company around. He provided clear instructions to his employees, monitored their progress closely, and made quick decisions. As the company's performance improved, Jobs gradually adopted a more delegative leadership style, empowering his employees to make decisions and take ownership of their work. This approach helped to build employee morale and motivation, resulting in increased productivity and innovation (Gallo, 2010).

The Change Curve model developed by Elisabeth Kubler-Rossin has also been used by Apple Inc. to manage resistance to change. The model provides a framework for understanding the emotional journey people go through during change and consists of five stages: denial, resistance, exploration, commitment, and acceptance. At Apple Inc., the leaders were able to anticipate and address potential challenges during the change process by understanding the emotional reactions of employees (Heracleous & Papachroni, 2016, p. 18). For example, when Apple shifted its focus from desktop computers to mobile devices, some employees were resistant to the change. However, with effective communication and support from leaders, employees eventually moved through the stages of exploration, commitment, and acceptance. This model has been useful in guiding leaders on how to manage resistance to change effectively (Dzulfaisal, 2022).

The McKinsey 7-S framework has also been used by Apple Inc. to ensure that all aspects of the organization are aligned with the change vision. The framework consists of seven elements: strategy, structure, systems, shared values, skills, staff, and style. At Apple Inc., the leaders were able to align all these elements with the company's change vision. For example, the company's shift to mobile devices required a change in strategy, and the introduction of new products required a change in the structure and systems of the organization. The shared values of innovation and customer-centricity were also reinforced, and employees were provided with the necessary skills and training to support the change. This framework has been useful in guiding leaders on how to ensure that all aspects of the organization are aligned to support change (Zylla-Woellner, 2013).

In conclusion, the case of Apple Inc. demonstrates how the use of management theories can help managers learn from managing change. The adoption of Kotter's 8-Step Change Model, Situational Leadership Model, Change Curve model, and McKinsey 7-S framework facilitated the successful implementation of change at Apple Inc. These theories have helped leaders to anticipate and address potential challenges during the change process, adapt their leadership style to suit the situation, manage resistance to change effectively, and ensure that all aspects of the organization are aligned with the change vision. The success of these theories in managing change at Apple Inc. has resulted in the company's continued growth and dominance in the technology industry. However, it is important to note that no single theory can be used in isolation to manage change effectively. Managers must be able to evaluate the situation and choose the most appropriate theory or combination of theories to use based on the specific needs of the organization.

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