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Original Research Article

Diagnosing and Forecasting the Reality of Some Indicators Measuring Apple's Strategic Success in the 21st Century

Asst. Prof. Dr. Ammar Awad Mohammed[1*], Asst. Prof. Kifah Abbas Muhaimeed[1], Asst. Lecturer Fadhil Noori Mahmood[2]

[1]College of Administration and Economics, Tikrit University, Republic of Iraq
[2]College of Islamic Sciences, Tikrit University, Republic of Iraq

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Abstract: The literature on emerging economies still lacks studies on diagnosing and transferring the experiences of successful global organizations to invest in them and even apply them to those economies gradually. Therefore, the study aims to diagnose and forecast the reality of some indicators that measure Apple's strategic success by using some of its performance indicators in the 21st century. This is achieved by studying three measurement dimensions: survival, adaptation, and growth. This study employed a case study method with some descriptive statistical tools and the time series method to achieve its goals. The data was collected from the company's website and some platforms, magazines and specialized sites. The originality of the study was represented by being the first Iraqi study analyzing strategic success and its future in Apple Company. The study reached a set of conclusions, the most important of which is that Apple has achieved great strategic success with all its dimensions under the most difficult circumstances witnessed during the 21st century. Additionally, there is a correlation and integration between the dimensions of success, and the strategic success of Apple will continue at an increasing pace in the future.

Keywords: Strategic success, dimensions of strategic success, survival, adaptation, growth, Apple.

1. INTRODUCTION

Identifying and evaluating project success is a strategic management concept (Shenhar *et al.*, 2001, 699). Drucker (1982) believes that enhancing organizational success helps improve market position, quality, innovation, social responsibility, human resources, financial resources, material resources, cost efficiency and long-term profitability (Chankoson, 2019, 95). In today's rapidly evolving business environment, characterized by intense competition, economic uncertainties and destructive technological advances, organizations face significant challenges in achieving and maintaining financial success (Sugiarto *et al.*, 2023, 559).

The ability to effectively manage financial resources has emerged as a critical factor in determining a company's long- and short-term viability and sustainability (Mahulae, 2015, 1). It is increasingly difficult to achieve strategic success today, as confirmed by many research and journals, as the Wall Street Journal stated on March 29, 2015, that "the glory days of private equity are over: too many funds are chasing too few opportunities, and many of those will be too expensive. It won't end well".

Many private equity industry observers note that the business model has changed significantly in recent years. Previously, private equity managers achieved returns through low buy/ high sell prices, deleveraging of heavily indebted portfolio companies and governance improvements (Hammer *et al.*, 2017, 31).

Understanding why some companies survive while others fail is a central question in strategic management research. Indeed, many consider survival to be the intrinsic indicator of a company's performance. As such, research on survival is extensive, but also frustratingly disjointed across many subject areas in the organization literature (Josefy *et al.*, 2017, 270). Organizational survival is under focus in the management literature due to the threats posed by the uncertain and volatile business environment throughout the world and because of the fierce competition between organizations and the unstable business environment that has made organizations focus on their survival in the first

***Corresponding Author:** Dr. Ammar Awad Mohammed
College of Administration and Economics, Tikrit University, Republic of Iraq

place (Shah *et al.*, 2019, 559). Organizations that achieve adaptation can become innovative organizations and build dynamic capacities (Sherif, 2006, 72).

This applies to the adaptation and adaptive performance of the individual and therefore the organization. Modern jobs are often characterized by adaptive performance necessary for employees to succeed in light of the requirements of new or changing tasks (Jundt *et al.*, 2015, 53). In the context of an increasingly dynamic environment, adapting to market changes is crucial for any business; therefore, a company's need for survival, adaptation and performance in the market requires innovative strategies supported by digitization. Developing the entrepreneurial behavior of human capital and maximizing the financial performance of the company require continuous learning, time management, and building strong and constructive relationships (Maftei & Butnaru, 2023, 71). Business organizations operate in an uncertain and ever-changing environment. With this rapid change, there are some business risks for companies, such as missed opportunities and making the wrong decisions. This risk factor can lead to companies downsizing or inability to operate. Nevertheless, uncertain environmental conditions can create their conditions and provide a great opportunity. Hence, organizational flexibility is an important factor enabling companies to succeed in an uncertain and ever-changing environment. It allows organizations to gain a competitive advantage and maintain their presence. It helps organizations to be more flexible and adapt to environmental changes (Çakmak, 2023, 42).

As for the impact of growth on the organization, studies of growth strategies show varying effects on performance in terms of survival, competitive advantages and profits (Zou *et al.*, 2010, 393). While the growth performance of new ventures has been studied extensively, a few studies have been conducted to examine the complex strategic options through which growth is pursued and achieved (Chen *et al.*, 2009, 294).

It is believed that studying the strategic success of business organizations operating in advanced economies is useful for investors who want to buy Apple shares in the future. It can also incentivize Iraqi organizations to realize the experience of the company studied and try to replicate it in Iraq. This is possible in light of globalization and the openness of countries to each other.

This study is divided into six sections. The first section introduces the study, while the second reviews previous studies to clarify its theoretical framework and hypotheses. The third section clarifies the research methodology and tools, as some measures of central tendency and dispersion are used to describe and diagnose the reality of strategic success dimensions. The time series analysis is also used to forecast these dimensions in the future. After that, the fourth section presents the most important results, and the discussion of these results is presented in the fifth section. Finally, the sixth section demonstrates the most important conclusions reached.

2. LITERATURE REVIEW

2.1 The Concept of Strategic Success and Ways to Achieve It

Strategic success is defined as the process of achieving the organization's long- and short-term objectives, as achieving the short-term objectives leads to achieving the long-term ones (Shenhar *et al.*, 2001, 699). Dvir *et al.*, (1993, 155) believe that organizations of all kinds should focus on achieving strategic success by relying on technological innovation, and this is not only specific to prospecting organizations, but even defenders. Although the common knowledge may lead to the conclusion that prospectors rely on technological progress more than other strategic types, the results show that the impact is greater and more fruitful for defenders in the short and long term. Hussey (2001) defines five critical factors that managers should pay attention to for achieving strategic success, as follows:

- Analysis
- Creative strategic thinking
- The Strategic Decision Process
- Implementation
- The Capability of the Decision Leaders

These factors represent some principles and solutions for the organization. If they are misunderstood, the strategy has a high chance of failure. There is a role for chance that falls outside this model, and there can be external events that can destroy the strategy and even the business. However, managers also tend to blame external events for failures (Hussey, 2001, 201). Moreover, Gatzert and Schmit (2016, 26) define the organization's reputation and its preservation as being critical to the organization's success. While Nawikan (2005) believes that organizations aiming for success should develop the staff of their customer service to be able to make decisions and solve problems, as well as support them to exercise their abilities at work effectively (Chankoson, 2019, 95). Korhonen *et al.*, (2023, 1) indicate that performance measurement can support strategic success in business organizations.

2.2 Dimensions Measuring Strategic Success

The dimensions of strategic success are as follows (Al-Wakeel & Al-Saqal, 2024, 39):

2.2.1 Survival

Survival is described as the ability of an organization to continue business operations, maintain its original ownership, and solvency (avoiding bankruptcy and financial hardship) (Josefy *et al.*, 2017, 270). The survival of an organization depends on various factors including the size of the organization, organizational flexibility and specialization,

organizational age, financial position, sales, profitability, working capital, retained earnings, market structure, and government policies (Shah *et al.*, 2019, 561). Galoyan *et al.*, (2023, 616) and Tham (2018) assert that the use of digital tools is a guarantee of economic growth, global competitiveness, innovation and thus survival. When an organization cannot survive, then its failure can be declared. Hence, failure can be of three types: 1) cease of business operations; 2) change of ownership through acquisition or merger; and 3) declaration of the company's bankruptcy or insolvency (Shah *et al.*, 2019, 561).

2.2.2 Adaptation

Organizations facing complex, ambiguous and dynamic environments find that adaptive learning is the key to survival and success (Lant & Montgomery, 1987, 503). In light of the fierce competition between organizations today, every organization must adapt to rapidly changing situations (Chankoson, 2019, 95). The process of adapting to new technology has become crucial, as Galoyan *et al.*, (2023, 616) indicate the urgent need for a correct strategy to adapt business to digital technologies.

2.2.3 Growth

The most compelling reason is that organizations that do not grow may not succeed as there are times when doing nothing is the riskiest path (Levitz *et al.*, 1999, 31). This is because growth is the normal case, while non-growth is an exceptional one. The process of growth and exploiting new opportunities is not easy. Undoubtedly, a corporate venture is a difficult activity to implement, but it has recently shown that it has the potential to deliver valuable strategic benefits to large, established companies. In particular, it may provide a practical and intensive means to discover and benefit from new business opportunities. This is especially the case under the new rules of the increasingly global innovation game (Birkinshaw & Hill, 2005, 244) because when organizations enjoy increased returns due to network effects, economies of scale, or learning effects, they are motivated to invest strongly in growth (Eisenmann, 2006, 1183). Growth leads to greater product diversity, and acquisition is more effective in achieving the internationalization of companies, then both of which lead to a better chance of survival of new enterprises (Chen *et al.*, 2009, 294). Based on the above, two research hypotheses can be stated as follows:

- The reality of the dimensions of Apple's strategic success in the 21st century cannot be diagnosed.
- The dimensions of Apple's strategic success in the 21st century are unforecastable.

3. RESEARCH METHOD

A case study method is adopted, as real data and information are collected about Apple from several sites concerned with this case. The researchers collect data and information on the three dimensions of strategic success (survival, adaptation, and growth). In addition, the time series method is used to analyze the data and information collected to reach the desired results. Some measures of central tendency and dispersion are also used to describe and diagnose the reality of the dimensions under study.

4. RESULTS

This section includes a description and diagnosis of the reality of strategic success dimensions in Apple Company and their forecast in the future.

4.1 Description and Diagnosis of The Current Reality of Apple's Strategic Success Dimensions

This subsection includes three dimensions as follows:

4.1.1 Survival

The dimension of survival in the labor market and at the strategic level was measured by identifying Apple's status and the volume of its revenues and profits in 2023. These elements were diagnosed based on the data available on the website of Fortune Journal specialized in this regard, as shown in Figure (1).

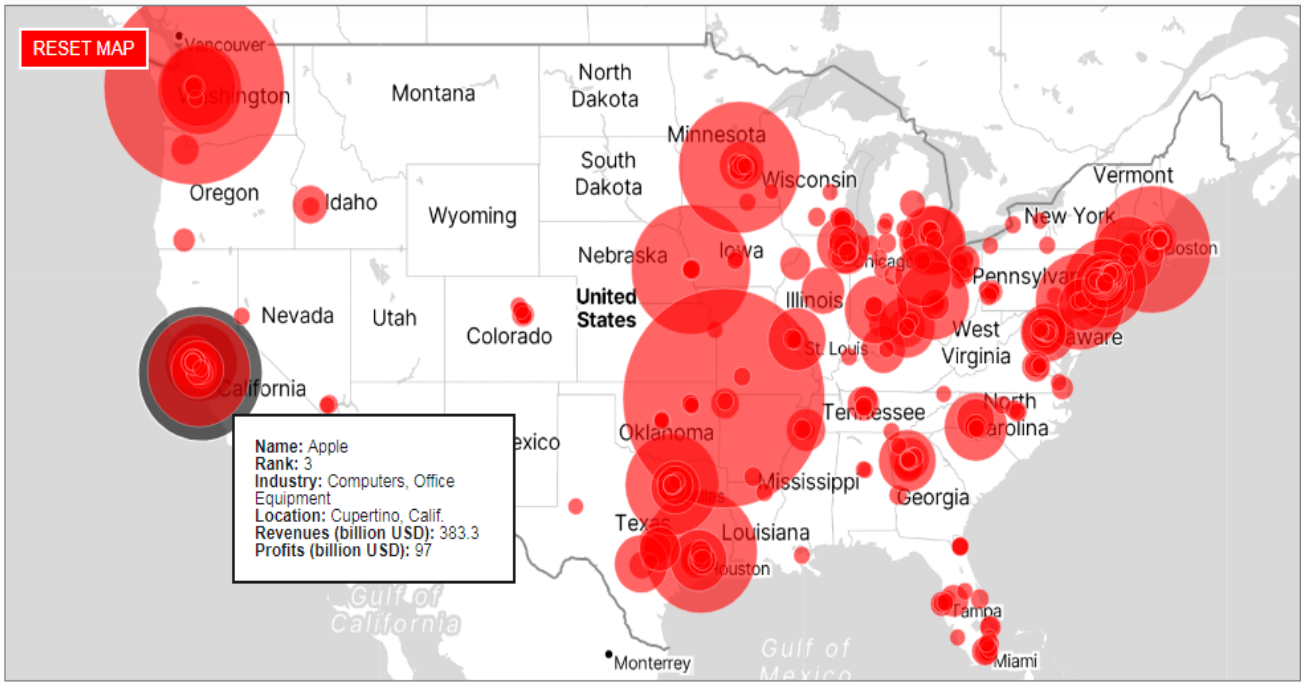

Figure 1: Apple's status and volume of revenues and profits in 2023
https://fortune.com/franchise-list-page/visualize-the-fortune-500-2024/

Figure (1) illustrates the company's current main status in America and that its current competitive position is third after Wal-Mart and Amazon according to the journal's classification in 2023 among American companies in terms of the volume of revenues, showing it as a giant surviving since its establishment in 1976 until now. The volume of its revenues is (383.3) billion US dollars, with profits amounting to (97) billion US dollars.

4.1.2 Adaptation

Table (1) clarifies that the value of the arithmetic mean of Apple's share prices during the period covered by the study from 2001 to 2024 reached (40.2646) with a standard deviation of (57.79040). Additionally, the highest price achieved by the share was in 2024 reaching (184.40) US dollars, while the lowest price was in 2003 with an amount of (.26) US dollars. Then, the total accumulated prices during this period amounted to (966.35) US dollars.

Table 1: Apple's Share Prices from 2001 to 2024

Date	The latest price
01/01/2001	**0.39**
01/01/2002	**0.44**
01/01/2003	**0.26**
01/01/2004	**0.4**
01/01/2005	**1.37**
01/01/2006	**2.7**
01/01/2007	**3.06**
01/01/2008	**4.83**
01/01/2009	**3.22**
01/01/2010	**6.86**
01/01/2011	**12.12**
01/01/2012	**16.3**
01/01/2013	**16.27**
01/01/2014	**17.88**
01/01/2015	**29.29**
01/01/2016	**24.34**
01/01/2017	**30.34**
01/01/2018	**41.86**
01/01/2019	**41.61**
01/01/2020	**77.38**
01/01/2021	**131.96**

Date	The latest price
01/01/2022	**174.78**
01/01/2023	**144.29**
01/01/2024	**184.4**
Total	**966.35**
Arithmetic mean	**40.2646**
Standard deviation	**57.79040**
The highest value	**184.40**
The lowest value	**.26**

4.1.3 Growth

This dimension includes the net income of Apple Company. Table (2) clarifies that the value of the arithmetic mean of Apple's net income during the period covered by the study from 2005 to 2023 reached (41.6047) billion US dollars with a standard deviation of (31.86631). The highest net income achieved by the company was in 2022 with an amount of (99.80) billion US dollars, while the lowest net income achieved by the company was in 2005 reaching (1.33) billion US dollars. The total net income accumulated during this period amounted to (790.49) billion US dollars.

Table 2: Net Income of Apple from 2005 to 2023

Year	The latest price
1	**1.33**
2	**1.99**
3	**3.50**
4	**6.12**
5	**8.24**
6	**14.01**
7	**25.92**
8	**41.73**
9	**37.04**
10	**39.51**
11	**53.39**
12	**45.69**
13	**48.35**
14	**59.53**
15	**55.26**
16	**57.41**
17	**94.68**
18	**99.80**
19	**96.99**
Views	19
Total	790.49
Arithmetic mean	41.6047
Standard deviation	31.86631
The highest value	99.80
The lowest value	1.33

4.2 Forecasting the Future of Apple's Strategic Success

This subsection includes three stages, as follows:

4.2.1 Forecasting Future Survival

Figure (2) illustrates that Apple survived in the labor market during the period covered by the study from 2001 until 2024, and remained within the list of the best (500) American companies in terms of the volume of revenues according to the classification of Fortune. It is noticeable that the company is still advancing in its position within the ranking included in the journal, ranking third in (2012) after being in the late ranks with a sequence of (300) within the journal's ranking in (2001). It still maintains this rank up to date despite the difficult circumstances that have passed, especially the Corona pandemic, indicating that the company has the ability to survive in the future.

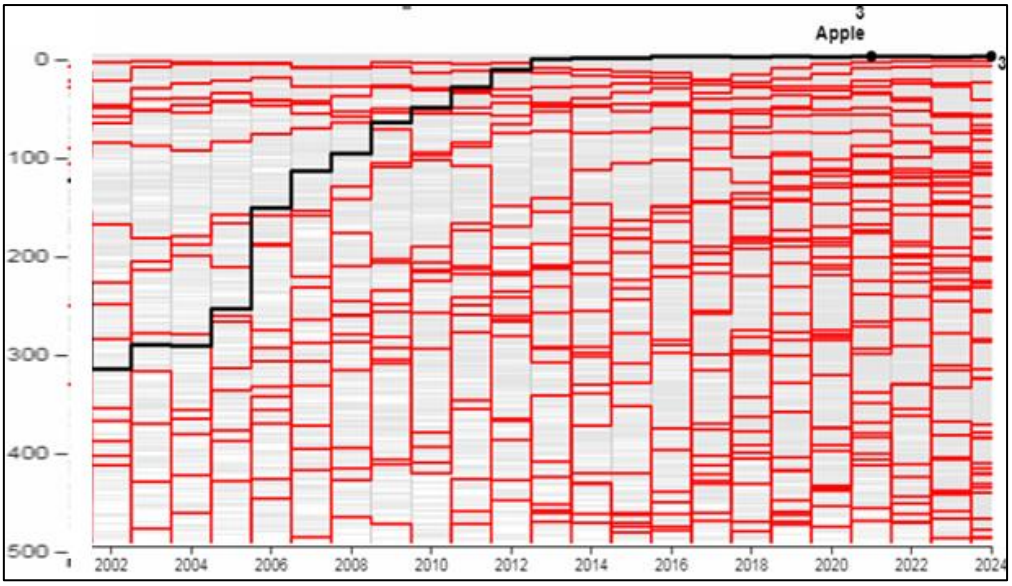

Figure 2: Apple's position among the list of the 500 largest American companies from 2001 to 2024
https://fortune.com/franchise-list-page/visualize-the-fortune-500-2024/

4.2.2 Forecasting the Future of Adaptation

To measure this dimension, the data on Apple's share prices for the latest price in the financial markets was used within a time series that extended from (2001) to (2024). The first column of Table (3) shows the time series, which extended for 24 years, and the second column shows the real data. This table demonstrates that the share price changed and adapted to market prices and the inflation rate, which is supposed to increase the share price every year to adapt to it and maintain its real value. It is observed that the value of the share price was (.39) dollars in (2001), while it increased to (184.4) dollars in (2024). The third column of this table represents the estimated data forecast using the simple average, and the values of errors are presented in the fourth column.

Table 3: Apple's real and expected share prices in the 21st century using the simple average method

06-22-2024	Actual	Forecast by	Forecast	CFE	MAD	MSE	MAPE (%)	Tracking	R-square
1	0.39								
2	0.44	0.39	5.000001E-02	5.000001E-02	5.000001E-02	2.500001E-03	11.36364	1	
3	0.26	0.415	-0.155	-0.105	0.1025	0.0132625	35.48951	-1.02439	0.3595678
4	0.4	0.3633333	3.666669E-02	-0.0683333	8.055557E-02	9.289816E-03	26.71523	-0.8482753	0.1618469
5	1.37	0.3725	0.9975001	0.9291668	0.3097917	0.2557189	38.23898	2.999328	0.2812722
6	2.7	0.572	2.128	3.057167	0.6734334	1.110252	46.35415	4.539672	0.4475658
7	3.06	0.9266667	2.133333	5.1905	0.91675	1.683728	50.24792	5.661849	0.6174492
8	4.83	1.231429	3.598571	8.789072	1.299867	3.293155	53.71316	6.761514	0.6546122
9	3.22	1.68125	1.53875	10.32782	1.329728	3.17748	52.97242	7.76687	0.769931
10	6.86	1.852222	5.007778	15.3356	1.7384	5.610853	55.19767	8.821675	0.7191259
11	12.12	2.353	9.767	25.1026	2.54126	14.5892	57.73649	9.878014	0.5543849
12	16.3	3.240909	13.05909	38.16169	3.497426	28.76653	59.77109	10.91136	0.5234979
13	16.27	4.329167	11.94083	50.10252	4.201044	38.25128	60.90614	11.92621	0.5775871
14	17.88	5.247693	12.63231	62.73483	4.849602	47.58389	61.65571	12.93608	0.6283079
15	29.29	6.15	23.14	85.87483	6.156059	82.43215	62.89481	13.94964	0.5701755
16	24.34	7.692667	16.64733	102.5222	6.855477	95.41225	63.26148	14.95478	0.6220532
17	30.34	8.733125	21.60688	124.129	7.77744	118.6276	63.75863	15.96014	0.6465216
18	41.86	10.00412	31.85588	155.9849	9.193819	171.3434	64.48465	16.96628	0.6163938
19	41.61	11.77389	29.83611	185.821	10.34061	211.2796	64.88573	17.97002	0.6341343
20	77.38	13.34421	64.03579	249.8568	13.16668	415.9797	65.82623	18.97646	0.5014822
21	131.96	16.546	115.414	365.2708	18.27904	1061.2	66.90797	19.98304	0.3629282
22	174.78	22.0419	152.7381	518.0089	24.68186	2121.568	67.88326	20.98744	0.3253483
23	144.29	28.98455	115.3055	633.3143	28.80111	2629.467	68.43003	21.98923	0.3613018
24	184.4	33.99783	150.4022	783.7165	34.08811	3498.656	69.00103	22.9909	0.3815905
25		40.26458							
26		40.26458							
27		40.26458							
28		40.26458							
29		40.26458							
CFE		783.7165							
MAD		34.08811							
MSE		3498.656							
MAPE		69.00103							
Trk.Signal		22.9909							
R-square		0.3815905							

Source: designed by the researchers using winQSB based on data from www. investing.com

As for the fifth, sixth, seventh, eighth, ninth and tenth columns, they represent these statistical standards: CFE, MAD, MASE, MAPE, tracking signal and R-square (R^2), through which the forecasting method is evaluated and compared with other forecasting methods to choose the best one, in which the error rate is as low as possible. These standards clarify that the value of R^2 was less than half, as it amounted to about (38%). This means that the method of forecasting using the simple average could not explain even half of the changes occurring to Apple's share prices in the future; therefore, it cannot be relied upon to forecast the behavior of Apple's future share price by studying its behavior in the past. This is evident through its representation shown in Figure (3).

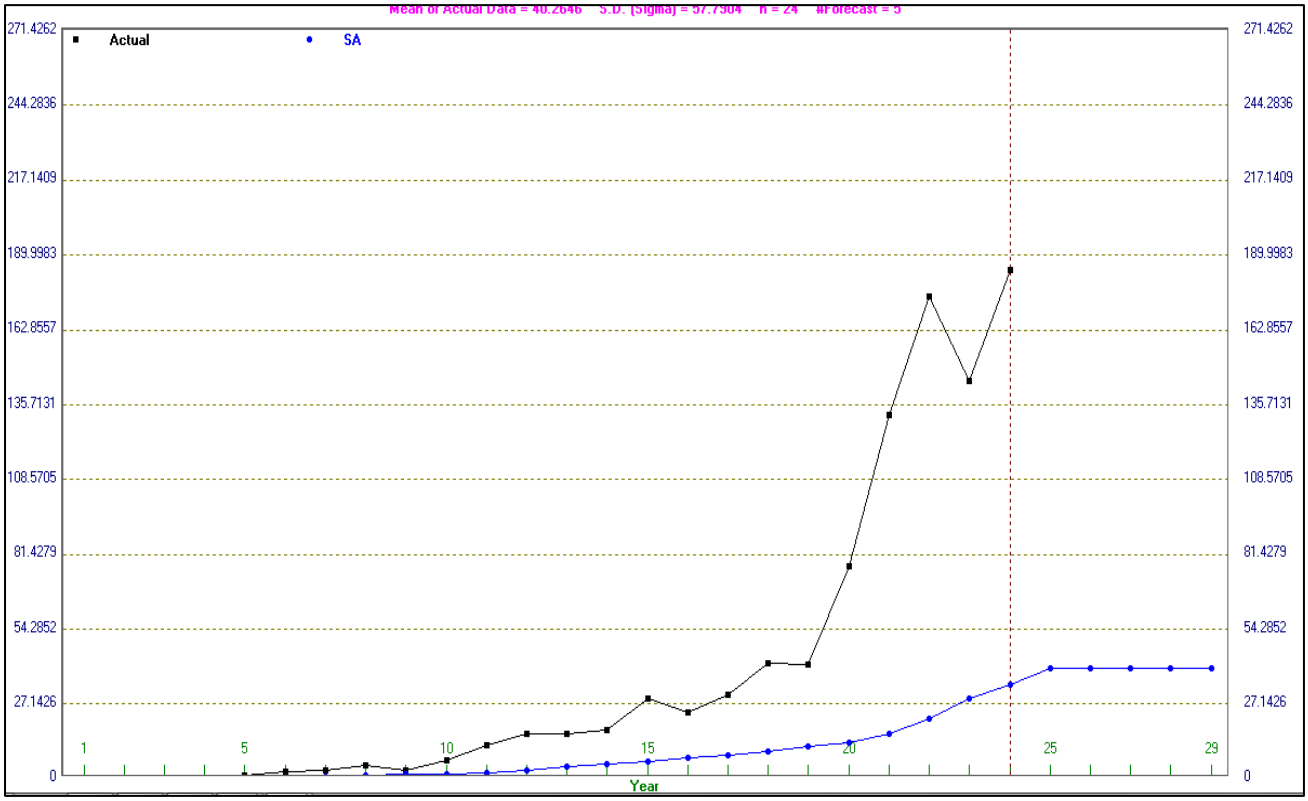

Figure 3: Apple's real and expected share prices in the 21st century using the simple average method

Figure (3) shows that there is a significant difference between the real and estimated values, especially in the third decade of the 21st century due to the changes and complexities that occurred in the business environment, including the emergence of the Coronavirus pandemic, making the forecast by using simple average inappropriate for such environments. This prompted the researchers to use the moving average method, in which the value of R^2 was (0.569) which is higher than its value when using simple average, as it exceeds half, reaching about (57%), as shown in Table (4).

Table 4: Apple's real and expected share prices in the 21st century using the moving average method

06-17-2024	Actual	Forecast by	Forecast	CFE	MAD	MSE	MAPE (%)	Tracking	R-square
1	0.39								
2	0.44								
3	0.26								
4	0.4	0.3633333	3.666669E-02	3.666669E-02	3.666669E-02	1.344446E-03	9.166673	1	
5	1.37	0.3666666	1.003333	1.04	0.52	0.5040111	41.20134	2	
6	2.7	0.6766667	2.023333	3.063333	1.021111	1.700633	52.44698	3	
7	3.06	1.49	1.57	4.633333	1.158333	1.8917	52.16203	4	
8	4.83	2.376667	2.453333	7.086666	1.417333	2.717129	51.88836	5	
9	3.22	3.53	-0.3099999	6.776666	1.232778	2.28029	44.84485	5.497071	
10	6.86	3.703334	3.156667	9.933332	1.507619	3.378041	45.01209	6.588756	0.9639425
11	12.12	4.97	7.15	17.08333	2.212916	9.346098	46.75975	7.719827	0.5953082
12	16.3	7.4	8.9	25.98333	2.955926	17.10875	47.63103	8.790252	0.5363964
13	16.27	11.76	4.510001	30.49333	3.111333	17.43189	45.6399	9.800729	0.6479185
14	17.88	14.89667	2.983333	33.47667	3.099697	16.65629	43.00766	10.79998	0.7620437
15	29.29	16.81667	12.47334	45.95	3.880833	28.2336	42.97249	11.84024	0.6282989
16	24.34	21.14667	3.193335	49.14333	3.827949	26.8462	40.67612	12.83803	0.7246211
17	30.34	23.83666	6.503336	55.64667	4.019048	27.94957	39.30175	13.84573	0.7538864
18	41.86	27.99	13.87	69.51667	4.675778	38.9114	38.89058	14.8674	0.6856119
19	41.61	32.18	9.430004	78.94667	4.972918	42.03725	37.87635	15.87532	0.7074942
20	77.38	37.93666	39.44333	118.39	7.000589	131.0807	38.64677	16.91143	0.4932396
21	131.96	53.61666	78.34334	196.7333	10.96408	464.7806	39.79801	17.94345	0.3324916
22	174.78	83.65	91.13	287.8633	15.18333	877.4067	40.44758	18.95917	0.3250825
23	144.29	128.04	16.25	304.1133	15.23667	846.7395	38.9883	19.95931	0.4793233
24	184.4	150.3433	34.05666	338.17	16.13286	861.6498	38.01119	20.96157	0.5692664
25		167.8233							
26		167.8233							
27		167.8233							
28		167.8233							
29		167.8233							
CFE		338.17							
MAD		16.13286							
MSE		861.6498							
MAPE		38.01119							
Trk.Signal		20.96157							
R-square		0.5692664							

Source: designed by the researchers using winQSB based on data from www. investing.com

The moving average method is better than the simple average method in terms of forecasting the behavior of Apple's share price in the future. This is evident by the graph shown in Figure (4).

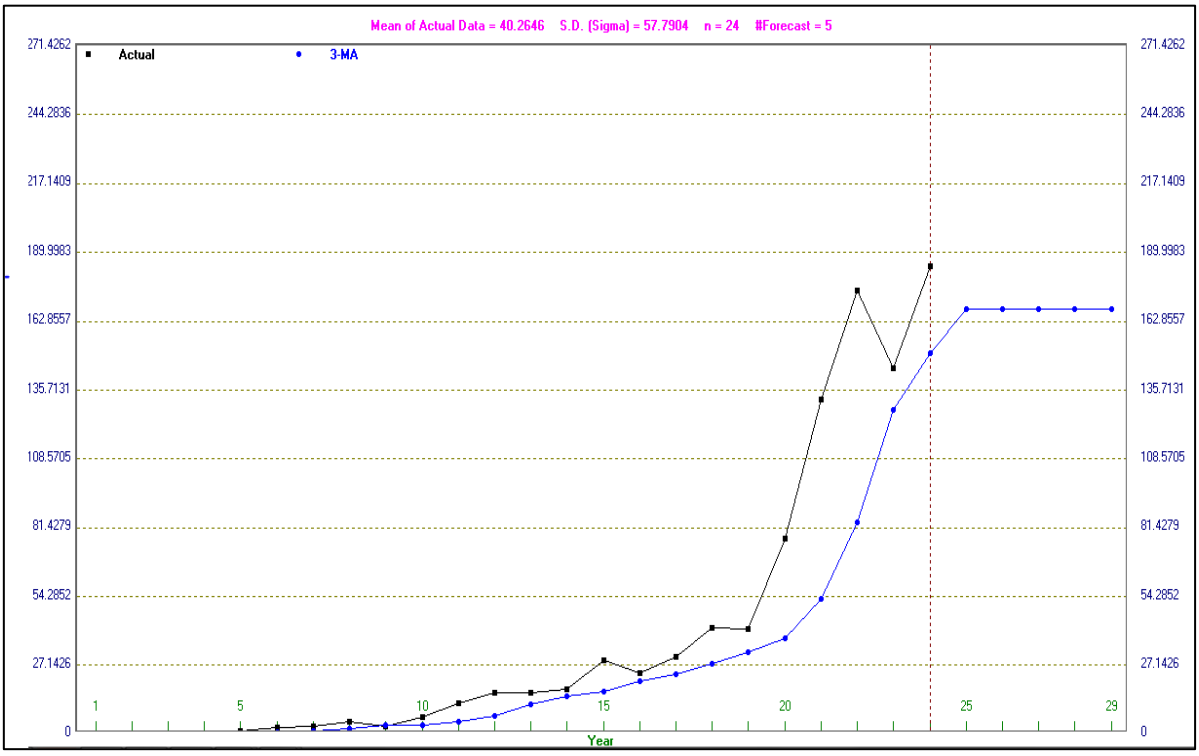

Figure 4: Apple's real and expected share prices in the 21st century using the moving average method

Figure (4) shows that there is a large correspondence between the real values of the share price and the forecast values, indicating that the moving average method is better than the simple average method in terms of studying the behavior of the share in the future.

4.2.3 Forecasting the Future of Growth

To measure this dimension, data on Apple's net income was used within a time series that extended from (2005) to (2023), as shown in Table (5). The first column of this table shows the time series, which extended to (19) years, and the second column shows the real data. It is observed that the company achieved growth in net income in less than two decades from (1.33) billion US dollars in (2005) to (96.99)) billion US dollars in (2023). This means that it achieved a growth rate of about a hundred times in less than two decades. The third column represents the estimated data forecast using the moving average, and the values of errors are presented in the fourth column.

Table 5: Apple's achieved and expected net income in the 21st century using the moving average method

06-06-2024 Year	Actual Data	Forecast by 3-MA	Forecast Error	CFE	MAD	MSE	MAPE (%)	Tracking Signal	R-square
1	1.33								
2	1.99								
3	3.5								
4	6.12	2.273333	3.846667	3.846667	3.846667	14.79684	62.85403	1	
5	8.24	3.87	4.37	8.216666	4.108333	16.94687	57.944	2	
6	14.01	5.953333	8.056667	16.27333	5.424445	32.93454	57.79819	3	
7	25.92	9.456666	16.46333	32.73667	8.184167	92.46124	59.22763	4	
8	41.73	16.05667	25.67333	58.41	11.682	205.793	59.6866	5	0.9211993
9	37.04	27.22	9.820002	68.23	11.37167	187.5663	54.15747	6	
10	39.51	34.89666	4.613335	72.84334	10.40619	163.8115	48.08875	7	
11	53.39	39.42666	13.96334	86.80667	10.85083	167.7069	45.34684	8	
12	45.69	43.31333	2.376671	89.18334	9.90926	149.7004	40.88627	9	
13	48.35	46.19666	2.153339	91.33669	9.133669	135.1941	37.243	10	
14	59.53	49.14333	10.38667	101.7234	9.247578	132.7112	35.44344	11	
15	55.26	51.18999	4.070007	105.7934	8.816113	123.0324	33.10359	12	
16	57.41	54.37999	3.030006	108.8234	8.371029	114.2746	30.96314	13	
17	94.68	57.39999	37.28001	146.1034	10.43596	205.3835	31.56397	14	0.955643
18	99.8	69.11666	30.68334	176.7867	11.78578	254.4557	31.50937	15	0.8481902
19	96.99	83.96333	13.02667	189.8134	11.86334	249.1581	30.37946	16	0.8813905
20		97.15665							
21		97.15665							
22		97.15665							
23		97.15665							
24		97.15665							
CFE		189.8134							
MAD		11.86334							
MSE		249.1581							
MAPE		30.37946							
Trk.Signal		16							
R-square		0.8813905							
		m=3							

Source: Designed by the researchers using winQSB based on data from https://www.statista.com/statistics/267728/apples-net-income-since-2005/

As for the fifth, sixth, seventh, eighth, ninth and tenth columns, they represent these statistical standards: CFE, MAD, MASE, MAPE, tracking signal and R-square (R^2), through which the forecasting method is evaluated and compared with other forecasting methods to choose the best one, in which the error rate is as low as possible. These standards clarify that the value of R^2 was more than half, as it amounted to about (88%). This means that the method of forecasting using the simple average explained most of the changes occurring to Apple's net income in the future; therefore, it can be relied upon to forecast the behavior of Apple's future share by studying its behavior in the past. This is evident through its representation shown in Figure (5).

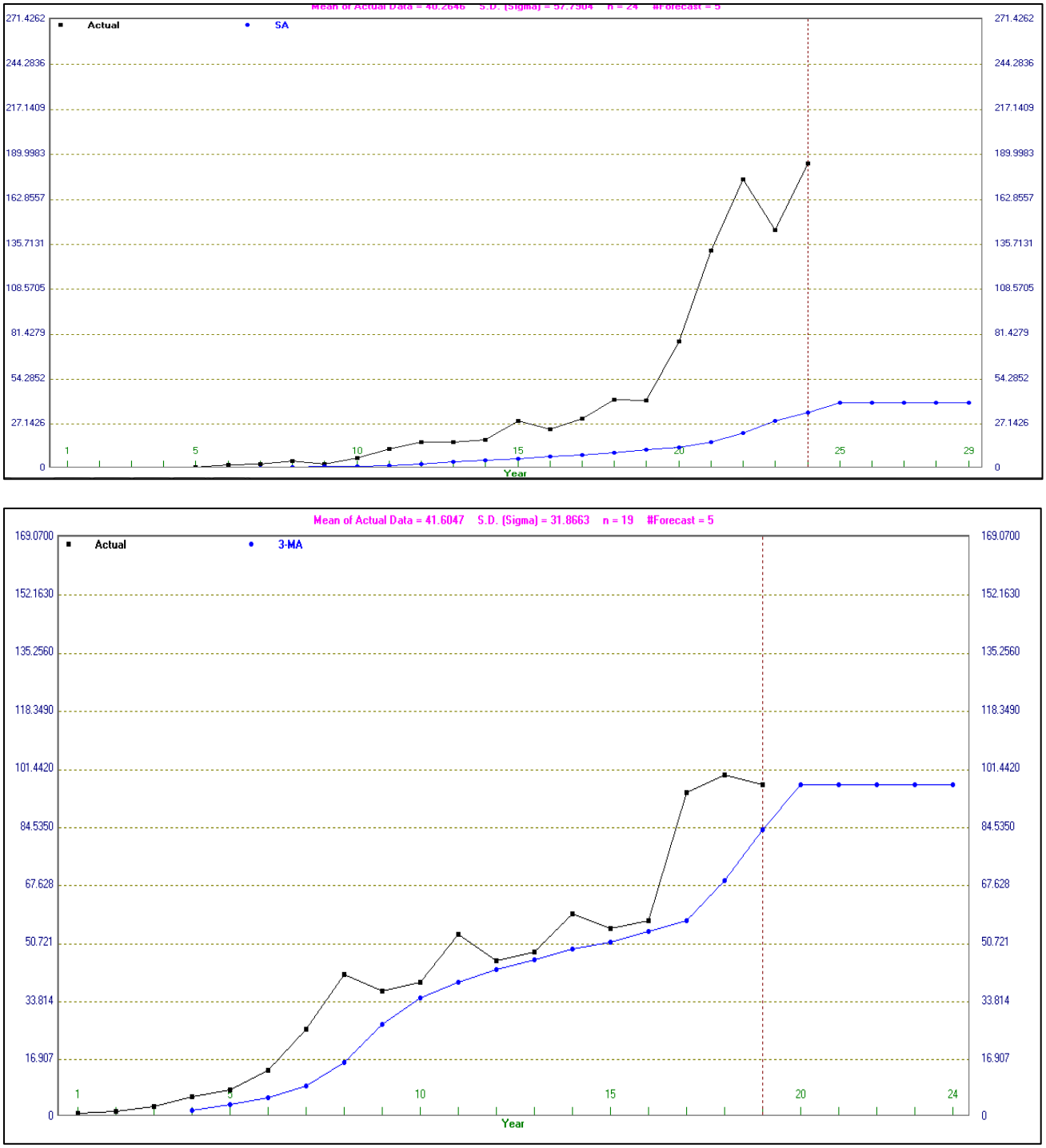

Figure 5: Apple's real and expected net income in the 21st century using the moving average method

Figure (5) shows that there is a significant correspondence between the real values of Apple's net income and the forecast values, indicating that the moving average method is better than the simple average method in terms of studying the behavior of the share in the future.

5. DISCUSSION

This can be illustrated by the following:

5.1 The results presented in the previous sections show that Apple survived, adapted and grew in the labor market with advanced positions. This company enjoyed a prominent status among the American companies addressed by Fortune Journal specialized in this field within its publication of the largest (500) American companies in terms of the volume of revenues since the beginning of the 21st century to the present day. This indicates its strategic success and makes it a good opportunity for the Iraqi investors who want to invest their money, especially since the price of its shares doubled to a hundredfold during the period covered by this study. The profits achieved by the share during the

study period also doubled. The future of strategic success dimensions was optimistic for all dimensions according to the forecasting method used in the study and with a high explanation rate that exceeded half in the dimension of adaptation, as shown by the value of (R^2), exceeding its value of three quarters in the dimension of growth, indicating the possibility of investor wishing to invest and double his wealth to rely on the same forecasting method used by the current study to predict the future of strategic success in global organizations.

5.2 The results also showed that the use of dynamic statistical tools is compatible and gives more accurate results in dynamic environments than static statistical tools. This is clarified through the use of simple and moving arithmetic mean, as the latter showed more identical results between the estimated values and the real ones. Therefore, the study recommends the Iraqi investor who wishes to invest in dynamic environments to consider this result and use the appropriate statistical tool that suits the environment in which he wishes to invest.

5.3 The obtained results represent a successful experience transferred to the managers and leaders of Iraqi organizations or those wishing to establish new companies to take Apple as an example to follow to achieve strategic success in the future by carrying out the same experiment and repeating it in Iraq. The researchers assert that the Iraqi scientific competencies have the scientific potentials to replicate that experience using the method of benchmarking and conducting more studies about Apple in the future.

6. CONCLUSIONS

It is concluded from the above that Apple achieved great strategic success during the 21st century under the most difficult circumstances witnessed by this century, and within all the dimensions of strategic success addressed in this study. Furthermore, there is a correlation and integration between the dimensions of strategic success. This result is consistent with the empirical evidence proven by the studies of Filatotchev and Toms (2003, 895) and Hopenhayn (2006,229), proving that the greater the age of the company (its survival), the greater its size, the size of its investments and growth. Additionally, the future of strategic success in Apple continues at an increasing pace according to the results of this study. It is also concluded that each business environment has statistical analysis tools that suit it and that the researcher or successful investor is the one who chooses the statistical tool that suits that environment.

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