

Team iPhone

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**2-1 Macro Environmental Considerations**

* Governmental Considerations
  + “Jailbreaking iPhones”
    - On July 26, 2010 the Library of Congress made an exemption to the Digital Millennium Copyright Act legally permitting people to perform a “Jailbreak” function on the iPhone (Howard, 2011).
    - Unlocking the software allows the iPhone to run on applications not on the Apple iOS operating system and can be used on other networks that do not carry the smartphone.
* Cultural Considerations:
  + Recognized as the leader in the smartphone category. Apple, Inc. is the main developer for smartphone technology.
  + iPhone is too expensive for the most college aged students with each unit having a cost from $200 to $600 depending on the model and amount of storage space desired.
* Technological Considerations:
  + Apple has control of the majority of smartphone content with the development and use of its App Store.
  + iPhones are subjected to limited software use.
    - If Apple doesn’t have an agreement with certain software providers, they will not be able to be accessed by the iPhone for example, Adobe Flash.
    - iPhones can only run on the iOS interface , Apple’s mobile operating systems.
  + Apple is constantly updating/upgrading its product line.
    - This can frustrate users as their phones become slowly obsolete with each new update. Because of this, Apple has created new generations of iPhones. Since 2007, Apple has released five different versions each with a cost above $200.
    - Adding a new iPhone every two years can be a burden on ones finances.
* Social Considerations:
  + Limited mobile carriers
    - The iPhone is only available on certain cellar networks; AT&T and Verizon.
    - It has been announced U.S. Sprint will carry the new iPhone 4S starting October 14, 2011.
  + Cellular data plans
    - Mobile Networks have implemented the use of data plans because of the high cost of incoming and outgoing data usage by smartphones. The amount of data used is an added cost to iPhone users.
      * According to MRI data, the majority of college students using an iPhone are still on “Family Plan” cellular plans thus greatly reducing the cost for the amount of data used.
  + The iPhone has become the face of mobile computing.
    - As the world’s markets becoming increasingly reliant on instant communication and computing access, iPhones have emerged as their tool as they are available across globe and have access to millions of global business and government apps.
* Economic Considerations:
  + Economic uncertainty and the cash strapped consumer
    - As the U.S. faces the potential threat of another recession and Americans are forced to come to terms with depleted household incomes, current and potential users may not find the added benefits of an iPhone to be worth its current price along with extra costs associated with smartphone plans provided by cellar networks.

**2-2 Company Analysis**

Apple was founded in 1976 by Steve Jobs and Steve Wozniak. The duo built their first order of Apple I computers in a home garage during a time when small personal computers were very uncommon. Jobs had a vision that these personal computers would be the norm and it would prove to be a correct assumption. By 1978, the company was making $7.8 a year and within two years of that, $117 million. (Hoover’s) This exponential growth set Apple up for success in the technology industry but they did have a few tough years ahead of them. Because of a falling-out that Jobs and Wozniak experienced, they parted ways and Jobs hired John Sculley to be Apple’s new president. Sculley did help to boost Apple after a year of bad sales, but in 1985, he undermined Jobs’ vision for the company. With the support of the board members behind him, Sculley forced Jobs out of Apple. (Jobs) Jobs, who has been called “the Thomas Edison of our time,” (ABC) went on to form a new software development company called NeXT and the animation company Pixar. The next ten years brought many ups and downs for Apple as they emerged with new products, but also struggled to keep their sales up.

Although the first personal computer was sold without a monitor, keyboard or mouse, in 1977 Wozniak had developed the necessary components to go along with it, including a color monitor and keyboard, and that was just the beginning. With Sculley at the helm, Apple became the leader in the desktop publishing world when they unveiled the Mac Plus and their Laser Printer. They also expanded into software development and started a company which is now a separate entity from Apple. Around 1993, Apple began to see sales drop with the release of the Newton handheld computer. Apple’s earning fell considerably and it was at that time that John Sculley was let go, along with much of Apple’s workforce. Desperate to see sales rise, Apple made the risky decision of licensing their interface to other companies. Their hope was that the popularity of Mac’s style would catch on and in turn, increase their sales. Their plan backfired, though, as these computers became their competition and took their sales.

After $1.8 million in financial losses, Apple bought Jobs’ company NeXT, and Jobs was hired on as the interim CEO of Apple in 1997. (Reuters) Even still, sales kept dropping and the company saw no choice but to lay off around 30 percent of its workforce. By the next year, Apple had a new product to release that helped bring the company back to the status it had once been at. For the next 10 years Apple released product after product that revolutionized the world of technology. From the unique all-in-one design to its speedy processors, Apple proved that it was the leader in the world of technology.

In 2001, Apple introduced the iPod digital music player and iTunes software, and increased their reach to consumers considerably. (Apple) In February of 2008, the iTunes Store became the second-largest music retailer in the U.S. (Morris et al). This new product showed how versatile Apple was and put them into a whole new market. Reaching a new target market than they ever had before, Apple increased its sales and popularity. All of this led up to the release of the Apple iPhone in 2007, which made Apple more popular than ever before. The IPhone now dominates the cellular phone industry with 19.1 percent of the market share in the wireless phone industry.

Apple continues to see success with their desktops, laptops, iPods, iPhones and iPads sales as evidenced by the 70.16 percent one year net sales growth in 2010. (Hoover’s) Apple not only stays up-t-date with technological advances, but actually sets trends in the technology industry with their updated products, such as the iPad II that was released earlier this year. This year has also brought much change for the company as Jobs resigned as CEO due to health issues. Timothy Cook was announced as the new CEO a little over a month ago and Apple’s stock fell considerably. (Ostrow) However, the company seemed to be stabilizing again in September of 2011 as Apple prepared for their newest iPhone release. On October 5 of this year, Apple’s founder Steve Jobs died of pancreatic cancer, and the company is currently facing a new set of challenges under the leadership of Cook.

**2-3 Product Analysis**

Apple launched the original iPhone in 2007 and changed the landscape of the wireless phone industry forever. In “What Makes Apple Golden”, Steve Jobs explains, “Nobody had ever thought about putting operating systems as sophisticated as OS X inside a phone.” (Morris et al) The iPhone interface ran smoother than any other phone out at the time. The Blackberry was popular in 2007, but it was nothing compared to the attractive and easy to use interface of the iPhone.

The first touch screen phone, the iPhone was wireless enabled and could connect to wireless internet networks as well as the brand new 3G network. This allowed people to browse the internet and even download right on their phone. When the iPhone was released, Apple also opened the Application marketplace, where you could download apps for free or for a one-time fee. The app store grew quickly and had everything from the doodlejump game to translation apps.

Since the first iPhone was released, there have been three generations of iPhones that have hit the market and one that will be released later this year. Each one has been upgraded and is a better version of its predecessors. Although the general design has not changed, there are advancements with every generation and the technology is getting better and more innovative. The prices have also changed throughout the years. In 2007 when the first generation iPhone was released, it was priced at $599. By the time the second generation came to be, the price had dropped considerably and was $299. The fourth generation, which will go on sale later this year, will debut at $199, lower than Apple has ever sold a brand new iPhone for.

Apple’s iPhone is popular for many reasons, but above all, it is a great product that has caught on. The attractive, sleek look is unlike any other even today, and the IOS interface is the best software in the wireless industry. It seems that Apple will continue to build on the iPhone in the future, and as long as they meet customer demands, their product will remain successful.

**2-4 Competitive Analysis**

"The smartphone market crowned a new leader in 2Q11, and its name is Apple," said Ramon Llamas, senior research analyst with IDC's Mobile Phone Technology and Trends team. This new leader is still closely followed by four major competitors though: Samsung, Nokia, Research in Motion (RIM), and HTC (IDC Press Release, 2011).

Samsung, a Korean based vendor, securely holds the second spot next to Apple. Samsung values ideas such as devoting their talent and technology towards the creation of quality products and services that enrich our society. These ideas go hand in hand with their vision for the next decade, “Inspire the World, Create the Future” (“Corporate Profile”, 2011).

A steady rate of device releases and updates has kept Samsung’s name and phones well out in front of their competitors. Samsung’s bada smartphones, which feature plenty of UI controls, flash support, and interactive sensor support and applications, grew while the demand for their windows smartphones dropped. The global popularity of Samsung’s Galaxy S smartphones was an important part of their continued success. It originally began as a series of high-end smartphones, but became so popular and demanded that Samsung made them available to the mass market, without straying from being high-end technology (IDC Press Release, 2011).

This year Samsung realized the largest year over year growth of any vendor in the top five with 380.6 percent. Its market share value in the second quarter of 2011 sat at 16.2 percent, which is 10.6 percent higher than the previous year’s numbers (Table 1).

Sales figures show that Samsung shipped out 17.3 million units the second quarter of 2011. The Galaxy S II, one of the company’s newest dual-core smartphones, was sold over five million times by the end of July (Gartner, 2011).

Samsung’s media mix budget for the first two quarters of 2011 was $4,696.5 Million, which made its Share of Voice among the top five about 16.5 percent. Outdoor advertising accounts for 99.6 percent of the budget. This seems to be very similar to the allocation of the budget in the previous year: 85 percent in the outdoor category (Table 2, 3, 4 & 7).

The Nokia Corporation is a Finnish based group whose mission is simple: connect people and build great mobile products. Nokia has recently outlined their corporation’s new strategic direction, which included changes in their operational and leadership structure. These were done to accelerate and facilitate the company’s ability to remain competitive globally (“Vision and Strategy”, 2011).

Nokia’s global market share in the second quarter of 2011 was 16.7 percent, less than half of their market share in 2010 (Table 1). Only around 16.7 million units were shipped in the second quarter of 2011. Low sales in the second quarter may have been due to the competitive market which caused a drop in demand for Symbian. Issues with inventory management in Europe and China could also be a cause for the disruption (Gartner, 2011).

Its media mix budget of the first two quarters of 2011 was the second-lowest of the top five competitors with only $156.6 Million, which gave it a Share of Voice of 0.5 percent. The allocation of its budget is similar to the year before and mainly concentrated on US-Int. Displays, with 89.4 percent (Table 2, 3 & 4).

The company’s new smartphones run on a new system called Symbian^3. The demand for their products still running on the older Symbian platforms shifted to other devices. It recently revealed their new primary ventures in regards to smartphones, which are powered by MeeG or Windows; they have yet to reach the market (IDC Press Release, 2011).

Even though the company has a strong market presence overseas, it is almost nonexistent in North America. (Winstead, 2010) Its new CEO, Stephen Elop, confirmed the company’s re-organization plans which would help them to become more globally oriented. Their goals are to acquire and explore the new partnership with Microsoft, with the hope of delivering an unrivaled amount of innovative products filled with depth, reach and unquestioned brand identity (“Vision and Strategy”, 2011).

Research in Motion, or RIM, is a Canada based firm. Their Blackberry smartphone was a wireless innovation introduced in 1999. RIM believes in giving back to the community whether it’s local, national, or global. It reaches out to students, especially to students studying science, engineering, and business (“Corporate Philanthropy”, 2011).

RIM’s market share has fallen nearly 5.8 percent from a previous high of 17.4 percent in 2010. It shows the lowest year over year growth out of the top 5 vendors with only 10.7 percent, but still managed to ship enough Blackberry smartphones to remain the number four vendor worldwide (Table 1)

Its total media mix spending for the first two quarters of 2011 was $4,684.2 Million, and just slightly below Samsung’s. This gave them a Share of Voice of 16.3 percent, which is much lower than the 65.7 percent they had in the previous year. The outdoor category spending alone comprised 88.4 percent of the budget (Table 2, 3 & 4).

The bulk of RIM’s shipments this year were comprised of older models. This allowed competitors to grab mindshare and market share by introducing multiple new models. The demand for Blackberry smartphones, though reduced, still remains healthy (IDC Press Release, 2011). Delays with shipments and an aging portfolio was the main reason for this impairment. In the future quarters RIM will have to face even more competition to their software transition from Blackberry 7 to QNX (Gartner, 2011).

HTC, a corporation based in Taiwan, is a fast growing company in the mobile phone industry. It’s is known to put their consumers first in regards to their technology. HTC’s innovations continually try to broaden the range of devices they offer (HTC Press Release, 2011). It has many partnerships with firms such as: Microsoft, Intel, Texas Instrument, and Qualcomm. HTC has made it its duty to become the leading innovator in the supply of mobile information and communication devices, while still providing quality design, globally appreciated manufacturing and logistic services with competence (“About HTC”, 2011).

HTC’s market share in the second quarter of 2011 rose 4.2 percent from the second quarter of 2010. It shows growth with a year over year growth of 165.9 percent. HTC shipped 11.7 million units in the second quarter of 2011 and is well on the way to reach their goal of shipping nearly 50 million units for the entire year (Table 1).

Its media mix spending total was the highest of the top five competitors with $19,157.5 Million and a Share of Voice of 66.8 percent. This shows a great difference to the previous year’s spending, where it only received 6.9 percent of Share of Voice. HTC was the only top five competitors that allocated its budged across a great variety of categories. The majority was allocated in the network TV, cable TV and spot TV categories, while 16.1 percent went to syndication, magazines, and national newspapers for example (Table 2, 3, 4 & 6).

HTC’s products are strong and reliable; it has a broad selection of devices and a steady stream of device releases, which helped developing their brand identity. They have introduced several new smartphones into the market and established new forward thinking technology such as 3D displays and 4G speeds (IDC Press Release, 2011). It unveiled their next version of HTC Sense at the Mobile World Congress in February, which will feature Facebook Connect. The HTC ChaCha and Salsa are the first phones that will feature the easy use of the new system, along with dedicated buttons in order to connect directly to Facebook (HTC Press Release, 2011).

**2-5 Consumer Market Analysis**

Our target audience for marketing the Apple iPhone is the 18-24 year old college student. The Apple iPhone has originally appealed to the working business professional with a household income of $150,000 or more (*Mriplus.com, 2010*). The reason we believe our target audience has the most potential for profit is because they will soon rely on smartphones for business transactions when they enter the work force. While still completing their undergraduate degrees, college students are looking for a sleek, fun, up-to-date phone that can do it all. The Apple iPhone can provide all that and more. It is a product that can organize their present lives and prepare them for their future globalized lives in the business world.

Our target audience belongs to the young, tech-savvy group Generation Y. These millennials are educated, connected, technologically advanced and productive (*Herbison & Boseman, 2009*). Today’s college students know what they want and they expect to get it. They offer the workforce something that has not been offered by any other generation—effective and efficient use of technology (*Herbison & Boseman, 2009*). Generation Y college students use their cell phones to make use of new features. For them, cell phones are used for activities such as social networking, listening to music, watching movies, downloading media, redeeming mobile coupons, and responding to advertisements (*Mriplus.com, 2010*). They use the following phone features most often: IM, text messaging, games, FM Radio and MP3 Player (*Mriplus.com, 2010*). Generation Y college students also use their phones view/create spreadsheets and text documents.

What makes Generation Y so marketable is the amount of spending money that they get from family. Most of Generation Y college students are on family plans, which means that they spend a large amount on cell phone purchases. Most college students spend $200 dollars or more for a cell phone (*Mriplus.com, 2010*).

The Apple iPhone fits Generation Y is because this group of people craves sleek, beautiful, innovative technology. The iPhone does exactly that as Simon Middleton, founder of Brand Strategy Guru, points out in the article “All You Need is Love”. He says that “great brands give you something beautiful to look at” and that they give you “a sense that you are at the cutting edge” (*Nichols, 2010*). For years, that is what Apple has delivered.

Out of all consumer brands and products available today, Apple’s iPhone users are the most loyal. Apple has been able to form such a high amount of consumer loyalty by establishing a high level of emotional connection with their brand (*Nichols, 2010*). Apple customers are also so loyal to the brand because they feel as though the product will deliver a great experience (*Nichols, 2010*). Being a part of the customer’s emotional appeal is not the only thing that keeps customers coming back to a brand. A brand must also be authentic, highly distinctive and excellent (*Nichols, 2010*). Apple has achieved all of this with their iPhone by creating a product that makes consumers feel as though they belong to a special class of people or “culture”. Most of all, Apple customers keep coming back because they feel a level of contentment with the Apple brand. For customers, it’s about “making a choice and knowing that your selection will perform well” (*Nichols, 2010*). Apple customers have proven their loyalty by allowing Apple to pocket 66.3 of the world’s cell phone profits despite only selling 20 percent of the world’s supply of cell phones (*Yin, 2009*).

The majority of Apple iPhone users in the United States are found in the West. The second area with the most iPhone users is in the southern part of the country.

Generation Y college students are always on the go and ready to face the world. They need a smartphone that can keep up with their fast-paced lives, which is what the iPhone does. The Apple iPhone makes a great target for today’s college student because it not only prepares them for now, but for the hustle and bustle of the innovative future as well.

**3. SWOT Analysis**

Strengths

* The number of Apple iPhone users has increased by 270 percent in the last year and Apple now has the highest market share of all wireless phone brands.
* They are able to keep up with wireless technological advancements worldwide through the use of 4G wireless standards.
* They have a positive brand identity.
* The company is rated the highest of all wireless companies for reliability and customer service.
* They have the best consumer loyalty of all wireless brands.

Weaknesses

* iPhones are only available on certain wireless networks because they Apple IOS interface is different than any other phones.
* It lacks certain features available on other phones, such as the Flash player.
* High prices of the iPhone and the accompanying data plan may keep some consumers from purchasing the product.
* The social networking integration is not as advanced as other cell phones.
* There have been some technical issues, such as the difficulty the iPhone has with multi tasking.

Opportunities

* Apple spend more money on research than anyone in the wireless industry, so they have endless opportunity for product development.
* Because Apple is on the cutting edge of technology, they have the opportunity to set the standard for wireless products. An example of this is the company using the same computer chip in the new iPhone 4S that is used in the iPad II, which makes it run faster and smoother.
* Apple could expand their wireless carriers so that it is available through more channels.
* The mobile phone industry has grown by 65.4 percent since 2010, which means that more customers will be looking for cell phone options.

Threats

* Android phones are becoming increasingly popular and are less expensive, with almost as many features as iPhones.
* Other cell phone brands are constantly releasing new phones, while the iPhone has made minimal changes over the years and has not kept up with customer demands.
* There is a high level of competition in the technological market.
* Many companies are producing similar products that copy the iPhone interface and look.
* The loss of Steve Jobs could potentially impact the company in a negative way since he was the driving force behind all of Apple’s most successful products.

**4. Problem Identification Statement**

The biggest challenge that the Apple iPhone faces in relation to the target market of 18-24 year olds the high costs of obtaining an iPhone, maintaining the monthly bill because of the data plan, and keeping up with the newest generation of iPhones.

**5. Media Objective**

Apple’s marketing objective is to increase sales of the newest generation of iPhone, the iPhone 4S, by 20 percent over sales of the last generation of iPhone. The company will also aim to increase their share of voice from 0.1 percent last year to 0.5 percent to help them maintain their market share.

**6. Advertising Objective**

Apple will increase the iPhone’s brand loyalty through a few different ways. They will engage more in the social media space in order to facilitate more two-way communication between them and the target market, which encourages an emotional connection to the product. They will also use advertisements that promote a sense of belonging and depict the Apple culture.

**7. Media Budget**

In 2010, Apple spent $53,000 on advertising. Since the goal is to increase share of voice by 0.4 percent, the company will increase their media budget by $110,000, making their total media budget $145,000 for the year. Specifically, Apple will focus on internet advertising targeting 18-24 year olds.

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**Appendix**

**Top Five Worldwide Smartphone Vendors, Shipment Volumes, Market Share, and Year-Over-Year Growth, 2Q11 (shipments in millions)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Vendor** | **2Q11 Shipments** | **2Q11 Market Share** | **2Q10 Shipments** | **2Q10 Market Share** | **2Q11/2Q10 Change** |
| Apple | 20.3 | 19.1% | 8.4 | 13.0% | 141.7% |
| Samsung | 17.3 | 16.2% | 3.6 | 5.6% | 380.6% |
| Nokia | 16.7 | 15.7% | 24.0 | 37.3% | -30.4% |
| Research In Motion | 12.4 | 11.6% | 11.2 | 17.4% | 10.7% |
| HTC | 11.7 | 11.0% | 4.4 | 6.8% | 165.9% |
| Others | 28.1 | 26.4% | 12.8 | 19.9% | 119.5% |
| **Total** | **106.5** | **100.0%** | **64.4** | **100.0%** | **65.4%** |

Table - IDC Worldwide Mobile Phone Tracker, August 4, 2011

**CMR Data for Reported Time Period: 1/1/2011-6/30/2011**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Total DOLS (000)** | **Network TV** | **Cable TV** | **Syndication** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** |
| **Samsung** | **4696.5** |  |  |  |  |  |  |  | 20.0 | 4676.5 |
| **Nokia** | **156.6** |  |  |  | 0.2 |  |  |  | 140.0 | 16.4 |
| **Blackberry** | **4684.2** |  |  |  |  |  |  |  | 541.9 | 4142.3 |
| **HTC** | **19157.5** | 3408.8 | 4611.9 | 172.8 | 8059.6 | 372.9 | 383.6 | 930.6 | 1217.3 |  |
| **Total** | **28694.8** | **3408.8** | **4611.9** | **172.8** | **8059.8** | **372.9** | **383.6** | **930.6** | **1919.2** | **8835.2** |

Table - CMR

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Total DOLS (000)** | **Network TV** | **Cable TV** | **Syndication** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** |
| **Samsung** | **16.4** |  |  |  |  |  |  |  | 1.0 | 52.9 |
| **Nokia** | **0.5** |  |  |  | 0.0 |  |  |  | 7.3 | 0.2 |
| **Blackberry** | **16.3** |  |  |  |  |  |  |  | 28.2 | 46.9 |
| **HTC** | **66.8** | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 63.4 |  |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

Table - Share of Voice

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Network TV** | **Cable TV** | **Syndication** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** |  |
| **Samsung** |  |  |  |  |  |  |  | 0.4 | 99.6 | **100.0** |
| **Nokia** |  |  |  | 0.1 |  |  |  | 89.4 | 10.5 | **100.0** |
| **Blackberry** |  |  |  |  |  |  |  | 11.6 | 88.4 | **100.0** |
| **HTC** | 17.8 | 24.1 | 0.9 | 42.1 | 1.9 | 2.0 | 4.9 | 6.4 |  | **100.0** |
| **Total** | **11.9** | **16.1** | **0.6** | **28.1** | **1.3** | **1.3** | **3.2** | **6.7** | **30.8** | **100.0** |

Table 4 - Media Mix

CMR Data for Reported Time Period: 1/1/2010-12/31/2010

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Total DOLS (000)** | **Network TV** | **Cable TV** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** |
| **Apple iPhone** | 53.0 | 36.0 |  |  |  |  | 17.0 |  |  |  |
| **Samsung** | 14,330.5 | 32.4 |  | 25.4 |  |  |  |  | 2,089.2 | 12,183.4 |
| **Nokia** | 1,460.3 |  |  |  |  | 332.2 |  |  | 1,100.1 | 27.9 |
| **Blackberry** | 38,000.1 | 20,308.1 | 8,371.6 | 5.9 | 301.8 | 659.7 |  |  | 3,432.8 | 4,920.3 |
| **HTC** | 3,980.0 | 23.8 | 6.3 |  | 3,110.7 |  |  | 365.5 | 370.9 | 102.8 |
| **Total** | **57,823.9** | **20,400.3** | **8,377.9** | **31.3** | **3,412.5** | **991.9** | **17.0** | **365.5** | **6,993.0** | **17,234.4** |

Table 5 - CMR

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Total** | **Network TV** | **Cable TV** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** |
| **Apple iPhone** | 0.1 | 0.2 |  |  |  |  | 100.0 |  |  |  |
| **Samsung** | 24.8 | 0.2 |  | 81.2 |  |  |  |  | 29.9 | 70.7 |
| **Nokia** | 2.5 |  |  |  |  | 33.5 |  |  | 15.7 | 0.2 |
| **Blackberry** | 65.7 | 99.5 | 99.9 | 18.8 | 8.8 | 66.5 |  |  | 49.1 | 28.5 |
| **HTC** | 6.9 | 0.1 | 0.1 |  | 91.2 |  |  | 100.0 | 5.3 | 0.6 |
| **Total** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** | **100.0** |

Table 6 - Share of Voice

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Product** | **Network TV** | **Cable TV** | **Spot TV** | **Magazines** | **Natl Newspaper** | **Newspaper** | **Nat Spot Radio** | **US Int-Display** | **Outdoor** | **Total** |
| **Apple iPhone** | 67.9 |  |  |  |  | 32.1 |  |  |  | **100.0** |
| **Samsung** | 0.2 |  | 0.2 |  |  |  |  | 14.6 | 85.0 | **100.0** |
| **Nokia** |  |  |  |  | 22.7 |  |  | 75.3 | 1.9 | **100.0** |
| **Blackberry** | 53.4 | 22.0 | 0.0 | 0.8 | 1.7 |  |  | 9.0 | 12.9 | **100.0** |
| **HTC** | 0.6 | 0.2 |  | 78.2 |  |  | 9.2 | 9.3 | 2.6 | **100.0** |
| **Total** | **35.3** | **14.5** | **0.1** | **5.9** | **1.7** | **0.0** | **0.6** | **12.1** | **29.8** | **100.0** |

Table 7 - Media Mix



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