The scope of legitimacy of commercial competition

Dr. Dema Matrouk Aloun

(Assistant Professor of commercial Law)

Faculty of Law/ Zarqa University

Daloun@zu.edu.jo

Abstract

This essay examines strategic changes derived from the response by governments and industry to large social changes occurring in many high-technology/low-public-interest sectors of national polity. This new competitive environment is identified with a term - the competition of the immaterial - that, according to the concept of meta-war, is in some ways a higher form of war. The study intends to map the strategic change that follows from the rise of immaterial competitive power. It shall offer a general framework for determining the efficacy of global economic competition as a vehicle for national strategy. Because the concept of immaterial competitive power is a military one - properly a meta-war concept - we move from the general to the particular, and describe how immaterial competitive power is raised in biotechnology, aeronautics, and space prior to integrating the forces of bureaucracy and democratic discourse into a single competitive enterprise.

While military power is still critical for national security, intangible commercial values assume strategic authority and credibility in global competition for operational dominance. This chapter will discuss this significant change. The first part will focus on the theory of commercial competition. Is commercial competition an exercise of real military power? What are the implications of the meta-war view of commercial competition? The second part will catalog the tactics of commercial warfare; the last two sections will focus on the dynamics of commercial competition. Evidence will be reviewed to discuss three areas: trends detected in the strategies and tactics of commercial competition; areas where commercial competition is likely to expand most visibly; potential pathways to successful integration and resolution of the most critical commercial problems.

Keywords: *Commercial Competition, Strategies, Trends, Implications*

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2. Theoretical Frameworks in Understanding Commercial Competition

Indeed, the competition theory in neoclassical economics uses many already established traditional economic theories. There is a set of theories that aim to understand competition in the market, such as the atomistic theory, the perfect competition theory, pure competition theory, the perfect market theory of economic argument, the free market economy, and the competitive markets. Since the first economic theory was developed, economists have sought to refine the theories and models by which we understand the functioning of markets so as to make the analysis more accurately reflect the actual world. The elected theoretical framework would provide the cornerstone of various models on strategy and structural approaches to be developed in the subsequent sections of this report.

Understanding competition in the contemporary market can be approached from various theoretical standpoints. One of the most dominant theoretical viewpoints of commercial competition is that of neoclassical economics. This stream of thinking focuses on the traditional structural characteristics of a market, such as the number of firms and the barrier to entry facing potential competitors. Closely related to neoclassical economics approach, the various strands of game theory also give a good explanation for a company's strategic decision in the marketplace. Game theory is a mode of investigation used for demonstrating how rational decision-makers interact and affect each other. This provides insights into the inner working and structure of strategic and dynamic interactions as faced by decision-makers. It also demonstrates how firms behave with a mindset of interdependence. The affinity with economics is sufficiently strong, and that is why game theoretic approaches are designed to generate the outcome of games that maximize the expected utility of the cause.

2.1. Neoclassical Economics Perspective

The upward and downward pressures on prices are the product of the planning activities of resource suppliers on the one hand, and the activities of business owners and traders on the other hand, in addition to the monetary policies of central banks. Effects on production and allocations from prices are observed in parallel. Thus, neoclassical economics views prices as serving rationing and resource allocation functions in the economy through their flow and aggregation across markets.

Should market equilibrium exist, the price level will be at which the quantity produced equals the quantity sold (known as the invisible hand of the market). In practice, the prices are adjustments that bring about market equilibrium, that is, supply equals demand. In general, neoclassical economics concentrates on identifying the set of prices that normalize people's plans without the necessity of requiring statistics about people's abilities and desires.

The neoclassical benchmark illustrates a comprehensive framework to study competitive dynamics. According to neoclassical economics, the supply of each product in a competitive market depends on factors such as production technology, resource prices, and government policies, while the demand for the product depends on the average willingness to pay. The average willingness to pay for each product largely depends on the prices of the product and other related commodities as well as consumers' preferences over products.

Neoclassical economics, also known as marginalism, emerged in the 1870s. It extends the foundational ideas in classical economics proposed by Adam Smith, David Ricardo, and John Stuart Mill. Neoclassical economics formalizes economic reasoning and relies on constrained optimization models in which rational agents maximize utility or profit function subjected to a series of constraints that they face. Herein, our perspective on the dynamics of competition and our discussions are primarily based on neoclassical economics ideas.

2.2. Game Theory Applications

Consequently, game theory has untangled many commercial-level phenomena, such as spatial competition models, differentiation models, entry-deterrence and -promotion strategies, marketing competition, price, quantity, location, promotion, and other gesture analyses, innovations with geographical information systems to map spatial data, game-theoretic approaches to auctions, and oligopolistic behavior, all of which seek to unveil strategic dimensions of business competition specifically involving two or more viable (real, hypothesized, inferred) players in the market and their potentially sequenced decision-making. In varying degrees of complexity, these models purport to illuminate firm interaction in the realm of competition. Their findings - which have been plainly established in thousands of contributions to the literature using game-theoretic argument - often confirm one's general intuition: commercial actors compete using a vast number of differing, at times coordinated, strategies and, ultimately, arrive at varied outcomes.

The application of game theory - a framework to make sense of strategic interactions - to commercial competition has been going on for decades. Game theory has generated a rich body of theory and evidence in economics, political science, operations research, computer science, and other fields, and it has brought to light many valuable phenomena to be reckoned with in the study of competition. The theory posits that players, given their preferences (objectives) and beliefs (expectations, assessments of others), will deliberately select courses of actions (strategies) informed by an informational context (a "structure") so as to achieve the best relative payoffs.

3. Key Players in Commercial Competition

Other small and medium enterprises compete in niche markets. They produce, design, promote, and ensure after-sales services with a preference for quality. Often their objective is to gain market loyalty, protect their brands and image, and lead consumers to accept the brands as market "leaders". These companies commit a large slice of their assets to company promotion via advertisement and therefore have an interest in safeguarding the brand and anything it represents.

Looking specifically at the European Union, this area is home to very crucial economic players in addition to small and medium enterprises. Small and medium enterprises are key actors in the business fabric and in the priority of the European Union's industrial policy. In addition, they are key in competitive conditions on non-European Union markets. These companies act as subcontractors for larger corporations in a variety of sectors. In this case, they must compete not only with those small and medium enterprises in the country of the contractor, but are also subject to commercial pressure from small-scale enterprises in low-income countries which may have lower personnel costs. Sometimes they are involved in overseas activities in order to create or strengthen commercial business in those target countries.

Large multinational corporations have the most significant influence on commercial competition. Their assets surpass the gross national product of many countries. Transnational corporations have influence in the field of global strategies and the execution of core components of the production structure. Current business world trends reveal that the strengthening and internationalisation of the services sector, the growing role of the Internet - electronic commerce and electronic banking in particular - and regionalisation and globalisation (e.g. through economic blocs such as the European Union) are central factors determining change and creating new competitive conditions.

3.1. Multinational Corporations

It is complexly nested by high strategic similarities among the firms in one country while their level of economic integration is low. However, multinational corporations can also implement another two strategies with direct or reverse multinational hysteresis: decentralizing their production activities across distinctive regions, such as to new members of the European Union, so that labor and production costs can be taken into lower effects; and restructuring regions to obsolete weak new markets of old plants, which are difficult and expensive to restructure in the home market, by relocating current structures with multinational expansion. Multinational corporations could achieve "a three-one" (one-axis, one-pole, and one-bloc just got deals) on the scale, technology, investment, founding, resources, and partners, a cabinet, and manufacturing management and register so far. Another value strategy of "a three-one" is based on technology exports, mainly in the form of contracted projects, a significant trading policy.

Economic globalization has been propelled by multinational corporations that tend to work at the forefront of globalization, and the changes in the dynamics of competition have been significantly influenced as well. In the 21st century, multinational corporations have rapidly consolidated their strength both by scale and market presence. They play a predominant role in the global economy and contribute to an elevated share of international trade. Multinational corporations benefit from the foreign exchange reserves and have formed various sorts of strategies in their business expansion, when making an investment decision as location-based hedging owing to regional synchronization adjustments and dimensioned strategy. Hedging can be taken by investing in locally pegged assets to avoid the reality of moving exchange rates for each investment in sync with their local region.

3.2. Small and Medium Enterprises

SMEs often promote innovative business processes that can be an important way of promoting macroeconomic development in a country, according to their activity in different sectors of the economy. Therefore, in order of importance, there is a diversification of the elements researched in the theoretical literature. In a competitive market economy, the volume of services offered by SMEs is so high that they are responsible for most of the employment. Given the importance of small and medium enterprises for the countries involved, there is continuous support for their development. SMEs are encouraged to work in the Paris region, especially with public authorities and other enterprises working in the field of SMEs. SME specialists working with the European Union and the Paris Region are more than beneficial to large companies both at national and international levels, offering comprehensive services and recommendations on the quality, safety, and value of positively and efficiently SMEs.

Small and medium enterprises (SMEs) are part of commercial competition. They are faithful followers of trends and best practices in communication and activities related to customer service. SMEs often transmit positive financial results and revenue growth rates to interested business entities when they grow from a small to a medium enterprise. When it comes to the expansion and development of SMEs, they often use their own funds or apply for bank loans, which, of course, is not always approved due to the lack of collateral. In this context, the support of small and medium enterprises by the state, especially at the initial stage of development, implicitly plays an extremely important role. In general, due to their ability to adapt and innovate, small and medium enterprises are often able to occupy market niches. At the same time, the capabilities of small and medium enterprises to provide innovation go beyond the strict framework of incentives or growth.

4. Market Analysis and Research in Commercial Competition

It is difficult to develop an effective long-term strategy without a sufficient understanding of market dynamics. Accordingly, firms invest significant resources in market analysis and research. Tools employed for these pursuits include historical data (to gain insight into previous market trends and aid the development of projections), future scenarios (which test assumptions and ensure a company's readiness for potential market trends), and consumer surveys (utilized to guide firms in meeting or shaping consumer interest). Datasets may include any number of variables, such as consumer behavior and preferences, product substitutes, and market capacity. These variables should be surveyed to an extent that would enable predictions of the overall behavior of the market. Many firms also utilize price sensitivity analysis or discrete choice model methodologies to model consumer decision making in home-use product testing with small groups of consumers. Competitive Landscape Assessments will focus heavily on identification of competitors in regard to their competitive strategies, pricing tactics, distribution capabilities, basic philosophies, product innovation strategies and development processes. The ability to gather intelligence involves a thorough desktop survey coupled with outside in-person data retrieval which includes order, invoice, shipping and other data from competitors to consumers with the intent of discerning strategy and capability. These assessments focus on gathering information necessary to understand when to compete, when not to spend, what markets to enter or avoid and where to lead or follow. These assessments perform a market scan identifying industry driving forces, market outlook, market segments, market size, long-term industry attractiveness and strategic considerations and outside-in consumer research. Types of information gathered include market share, price, cost position, industry growth, competitive intensity and demand potential.

5. Innovation and Technology as Drivers of Commercial Competition

In technology-driven industries, the competitive strategies pursued by companies and the policies introduced by the regulatory framework have been turning points over the years, sometimes varying greatly. We can summarize some of the most important moments in commercial competition. In the seventies and eighties, the core of commercial competition was linked to the state-of-the-art. Over time, technology that was state-of-the-art in certain industries began to be used widely, thus losing strategic relevance. To remain ahead of the competition, companies began to look for new technological and organizing paradigms. The objective was to find new core competencies, linked not so much to the technology used, but to the dynamics with which this technology was applied. The so-called 'best practice frontier' began to take hold.

Technology, a driver of competition over the years

Innovation represents one of the fulcrums around which competition is organized. Over time, the strategies pursued and the policies implemented in the various competitive contexts have varied in relation to the cognitive, organizational, and regulatory framework. In this overview, we want to illustrate the main trends in innovation and technology as drivers of competition. In so doing, particular attention will be given to their role in defining strategies, market positioning, and also the implications that may stem from it.

Introduction

6. Strategic Management in Competitive Environments

In the box, we list the sorts of issues that the participants in our groups came up with when discussing this. That list is not an exhaustive one, of course, and you may well want to add to it. These notes represent a basic tool that can be used in many other ways, as part of the market analysis. Partly, this is because it contributes to your understanding, and it is also because it provides an easy way to communicate the situation of your company to others. The SWOT analysis is the first step in a sequence of strategic planning that can be used in companies for a wide range of purposes. It is an important basis for identifying strategic alternatives. There are many different ways to think about it beyond these basic ways. In the activity for this module, you will be looking at how it is useful. Another useful framework is Porter's five-force model that was used to understand industrial economics, which is used for understanding and analyzing the location of market competition and predicting profitability. The five solutions are the bargains of the buyers and suppliers, the threat of radical input, the threat of substitute output, and competitive rivalry.

SWOT (Strengths-Weaknesses-Opportunities-Threats) is a simple framework used in strategic management to evaluate your current and future leadership. It is typically used at the start of a strategic planning model. The basic idea is to first analyze your environment, both internal to the firm (what you are good at and what you are not so good at) and externally (the opportunities open to you and the dangers you may face), and then to use the results of that analysis to inform your planning for the future. An analysis of your strengths and weaknesses will help you to decide where to put your effort and where you can afford to be weak. Similarly, an analysis of the opportunities and threats will help you to work out the right strategies. You could also use a SWOT analysis to check your future plans to ensure that they are realistic.

Developing and implementing a competitive strategy can be tough in fast-moving markets where competition is always changing. It is even more difficult when a market becomes completely competitive, meaning that there is no longer anyone, firm or otherwise, with enough influence to affect the market on their own. This module will share some strategies that will help you respond to a competitive market or how you can make it hard for smaller competitors to attack you in particular.

6.1. SWOT Analysis

Strategic management encompasses the final executive purpose of an organization because it decides the key process for the executive level's basic points (for example, the definition of the main business), prepares the strategy development process of the following level, and gives assistance and connection for those strategies. The SWOT analysis is a strategic management tool that assesses the strengths, weaknesses, opportunities, and threats facing the manager of organizations. Each component of a SWOT analysis is associated with a significant level of internal capability and external influence. These points, in turn, contribute to the generation of competitive strategies. Strategic management literature provides a multitude of definitions, ideas, and ideas about what strategies are.

The SWOT analysis forms the foundation of strategic management. By comparing the strengths and weaknesses of an organization with the opportunities and threats available in an industry and between industries, the competitive strategy and implementation processes can be established to create an organization's vision. Afterward, an organization can take the development, establishment, and refining of its strategy from the SO strategies, WO strategies, ST strategies, and the WT strategies. The primary concern of strategic management is to determine the main target of an organization, and then to design and administer the strategies that will assist in reaching these goals.

6.2. Porter's Five Forces Framework

- Bargaining power of buyers - Bargaining power of suppliers - The threat of new entrants - The threat of substitute products - The intensity of competitive rivalry within the industry.

By way of a shorter overview, it is possible to say that the five forces are a systematic way to thinking about the forces affecting competition in an industry, including forces external to the firm which affect the ability of that industry to produce. That is, the central issue is paying attention to the dynamics of the industry, and as such, the industry being analyzed and companies in question are but two of many forces accumulating to generate outcomes in the industry. One may analyze those five forces as follows.

The Five Forces Framework, developed by Michael Porter in 1979, offers a structured way of thinking about the competitive forces that shape industries. While 'classic' commercial competition was visible through companies' rivalry and the rivalry of key stakeholders, such as suppliers or customers, it has become increasingly clear that to try to understand the dynamics of markets, it made more sense to understand the rules of the game and how one best plays that game rather than focusing on the players. The five forces represent the kinds of market analyses that business people interested in strategic competition might conduct in order to gain an informed view of the kinds of pressures they and other competitive organizations operate within. It is important always to note that these five forces represent inherent properties of the kind of game of commerce interested in.

The Five Forces Framework

7. Marketing and Branding Strategies in Competitive Markets

The thrust towards obtaining new market be completed and the transformation of frequently buying customers into loyal customers leads businesses to implement a series of strategies intended to create marketing mixes with real added value that will compete more. Although this kind of competitive environment has become increasingly frequent with every passing day, there is very little in the way of real knowledge or research about this kind of new trend. So the aim of the present paper is to pinpoint useful information, theories, and marketing and communication strategies that can be applied in a business in the current competitive markets. Along these lines, in this paper, we will try to patch together a range of marketing and communication strategy models created by various authors in the field of marketing, focusing on commercial marketing or business-to-customer (B2C) marketing.

One long-term trend in consumption markets is that they are becoming increasingly crowded. Such saturation in global or local consumption markets makes it increasingly difficult for a business and for certain brands to stand out above its competitors. The goal of this paper, therefore, is to identify the latest patterns in marketing and branding strategies that are being used in these highly competitive markets and to consider their implications.

Marketing strategies and brands in competitive environments Branding and marketing strategies must strive to generate differentiation and, consequently, brand recognition and positioning in increasingly demanding competitive markets.

8. Globalization and its Impact on Commercial Competition

The consequence of this concentration is that the competition landscape of major industries is nowadays organized globally in the environment of a 'global factory'. Each of these large industries, except for some special cases, has a few dominant firms that control 60-80% of the total world market. The structure of production and distribution has been re-globalized. A transnational enterprise exhibits global supply chain functions. New special and separated business subsystems from the main product producer to the ultimate end-users with the functions of design, finance, goods producing, goods distributing, marketing, assembly, networking, IT, R&D, training, and after service form a global manufacturing commercial chain. The most recent vehicle technology shows a clearly positive relationship between productivities and the market value of the vehicle enterprise. The monopoly position depends on the innovation capital investment that the leading international vehicle company possesses and the accumulation or total sum of the total structure capital investment of that industry. The structure capital investment of the automotive industry is equal to the added total aftermarket share.

The dynamics of commercial competition have changed significantly in most industries in the past three decades. Three trends have driven this redirection in industry development. First, the market size and market structures of most major industries concentrated in large scale. In the 1880s, the average market value of a US industrial company was only US$ 50 million, but by the 1990s it had risen to US$ 2.5 billion. As points of comparison, in 2002, the global telecommunications market was worth US$ 1.4 trillion, the pharmaceutical industry was worth over US$ 400 billion, the worldwide auto market was valued at US$ 1 trillion, the global air transport market was worth US$ 400 billion, and the world financial derivatives were worth US$ 109 trillion. Earlier in 1980, the world oil supply industry had produced 63.3 million barrels per day, consuming 64.8 million barrels per day. By 2003, the global oil supply had reached 75.8 million barrels per day, consuming 78.5 million barrels per day.

9. Ethical Considerations in Commercial Competition

The relevant ethical principles cover a wide range of duties, ranging from the obligations to care for the environment and to upholding employees' rights to guidelines on what to do with information about competitors or how to act towards consumers. It is hardly surprising, therefore, that the concept of corporate social responsibility around which these duties are often organized is in need of a more explicit discussion of the limits of what is considered socially responsible behavior. To start with, the discussion of ethical dilemmas faced by decision makers with respect to competitor information and consumer policy presents a number of guidelines on responsible conduct in the field. To the extent that the dynamics of commercial competition limit the impact of the discussion to managerial decision-making, the at the same time addresses the issue of "responsible business conduct". Ethical decision-making in competition.

The preceding discussion of the dynamics of commercial competition spotlights some of the challenges posed to companies in their attempts to outperform rivals. But it is, of course, only one dimension of competition. Every industry is also characterized by more or less explicit or implicit ethical norms, some of which are challenged by the dynamics discussed so far. Managers at companies engaging in competition have to master some of these ethical principles, regardless of competitive pressures, as a result of their role as corporate citizens. Other principles, however, have to be applied in a manner that is sensitive to industry practice, the attitudes of society, and the interests of the firm. As a result, commercial competition faces decision-makers with difficult ethical questions about which form of conduct is appropriate in the face of competitive pressures which leave little room for moral arguments.

10. Regulatory Frameworks and Antitrust Laws

Firstly, in order to understand the legal dimensions of competition, trade, and industry, the readers should consider the role that antitrust laws and competition statutes play in defining the legal concept of market power. In general, a single nation-state governmental administration agency carries the burden of interpreting and enforcing the legal rules. In the majority of cases, the entity charged with this responsibility is known as the Tong Ji Hue Chang Szu. This means The Ministry of Economic Affairs, or the Bureau of Fair Trade Practitioners or the antitrust agency. In the European Union, it is the European Commission or the Competition Directorate-General. In the United States of America, it is the Federal Trade Commission and the Antitrust Division of the U.S. Department of Justice.

At this time, governmental regulations play a defining role in economic affairs and, more particularly, in shaping the competitive behavior of firms and market structures. Since its birth, antitrust and competition laws have been constantly evolving to improve their rules and priorities. Nowadays, many different people strictly connect antitrust laws with one of the main objectives: the free and equal access to the market. In any case, although a consensus has been recently reached about the antitrust laws role, its rules and regulations vary from one country to another. Indeed, the harmonization within countries of antitrust laws and related procedures is thought to be a successful approach in order to gain transparency and to increase efficiency.

11. Case Studies in Successful Commercial Competition Strategies

In analyzing and drafting case studies, researchers rely on a variety of sources, including company information materials, websites, and media releases; coverage of a company in trade and business, technology, and non-technology media outlets; annual reports; investment-related research from sources such as Bloomberg, The Wall Street Journal, and The New York Times; scholarly and policy research articles, professional organization reports, press releases, and so on. Governments and non-governmental organizations may also periodically issue reports that provide a wealth of data on major companies. From one case to the next, such sources may come in the form of company filings, company websites, publicly available market research reports, academic scholarly research reports, news articles in trade and popular press, social media sites and tools, business journals and periodicals, and ProQuest reports among others; and press releases and industry commentary.

In this chapter, we have presented 11 case studies of commercial competition strategies employed by companies on the cutting edge. Nearly all of these companies are among the best-known in their respective industries, if not the most well-recognized in the world. Each case explores the details of a specific company, its products and services, its internal and external operations, its history, and its competitive landscape. For each company, we examine their activities in innovation, leadership, marketing, international strategy, social media, public relations, and more. Each study ends with the "So What?" analysis indicating what vital lessons strategic thinkers and business and government leaders can draw from the exemplar.

11.1. Apple Inc.

As a company present in the competition, the strategies made by Apple Inc. are among the best. With its iconic design and product aesthetics, Apple Inc. has built a strong brand. Moreover, compatibility of varied applications and users for business and personal use are the key factors of Apple's competitiveness. Furthermore, absorption of several companies those who are likely to design the chips for iPhones signifies its business strategy swagger. In a nutshell, immaculate product design and technical innovation are the consumer marketing strategies made by Apple Inc. In 1990, Apple temporarily hired a charismatic CEO from PepsiCo, whose brilliant leadership shifted Apple through several changes. Steve Jobs re-created the company's hallmark innovative spirit in some ways but stripped its predecessor as a product line for a profit. Described as a charismatic genius by current and former employees, Jobs, who held his respect or fear, was repeatedly credited with saving Apple from management disaster. He was credited, however, with the rise of Apple. From 1997 to 2000, Apple's market share increased from 3.2 percent to 5.8 percent, making Apple the leading computer manufacturer for the first time in 20 years, and a clever series of campaigns directed by Tina Rober eradicated the inaccurate image of Apple. In those years, Apple again marked the path in the products, producing computers with the iMac and iBook, whose innovation, together with the design, attracted consumers, increasing sales and accumulating record profits. From the ashes and ashes of a Macintosh company and the dissolution of the independent music studios, it emerged. It presents our culture with an initially hostile Macintosh heritage, adding iTunes. A well-funded business option for computers and electronics compared to Windows, Apple directed music-related software, which over the years matured, initiated an 8-octave hardware musical instrument (an Apple computer and an iPod). In 2001, or an Apple computer alone), can be selected from the known music file store and then loaded into the desired music player. The terms were revised to Apple Inc. in order to bring in the introduction of the iPod mini, noting that it was a standalone corporation with other projects ongoing. As the company was profitable under the name of "Apple," it was already profitable.

This report will discuss in detail the significance of Apple Inc. in terms of the competition between commercial organizations. It will evaluate the significance of the competition for businesses and analyze the impact that inward and outward influences have had on the competition. Here, the case of Apple Inc. is taken into account.

Case Study: A part of technological history, Apple Inc. has been presenting a significant contribution in its technological areas like computer software, consumer electronics, and personal computers. It has several stores worldwide in countries like China, France, Italy, United Arab Emirates, etc., with subsidiaries running in retail management, digital distribution, and other variety of works. It is currently employing approximately 60,400 full-time employees as well as 2,500 casual employees across the globe. Some of the products include Macintosh; iPhone family includes iPhone 4, 4 Plus, 4S, 5, 5C, and 5S; iPad family includes iPad 2, 3rd generation, 4th generation, and mini; other products are like iPod which includes iPod shuffle, iPod Nano, iPod Touch, Apps, Services, software applications, operating systems, iLife, and iWork, support offerings, and peripheral and other hardware which include Apple TV and time capsule. However, here a special emphasis is given to Apple's product, i.e., iPhone.

10.1. Apple Inc.

11.2. Amazon.com

Amazon.com was able to develop into an online store stocking millions of items and that adopted one standard price policy for all countries. The former online retailer invested in technology solutions to improve efficiency and customer relationship, developing proprietary technology and software that has become a recognized and sought-after e-commerce platform by third-party retailers. The case that follows provides solid and empirical evidence of how the development of e-commerce can take place, the ways in which customers can be exploited and historical explanations of Amazon's business and marketing strategies. The case study illustrates how the concept and construct of commercial competition can be applied to the case of a small bookstore in the United States that grew into the world's best e-commerce firm. The case is set up for academic purposes and for use by individuals dealing with the market, strategic positioning, strategic marketing, market trends, sales and consumer relationships.

Amazon.com, originally known as Earth's Biggest Bookstore, is a B2C electronic commerce firm, which was founded by Jeffrey Bezos in 1995. The company was formed to exploit opportunities that had emerged as a result of the soaring demand for book retailing worldwide. The name of the company was changed to Amazon.com in 1997. Amazon's vision was to become a global enterprise and expand beyond e-commerce. However, being a big player in the e-commerce industry, Amazon.com had to develop and implement strategies that would enable it to compete effectively in a highly competitive and global environment.

12. Future Trends and Emerging Issues in Commercial Competition

7. Relationships between business, labor, and government will continue to evolve. In the drive to introduce a global economy, businesses and governments will seek solutions which satisfy the diverse interests of different countries and cultural traditions. Even after agreements are reached, labor is likely to oppose the global economy's leveling effects on lifetime salary structures and job security found in many industrialized nations. The U.S. is likely to continue its relatively anti-labor policies, weakening American labor's position. Political trends in a number of countries suggest that labor's position will continue to exist in a mode of drift and relative decline.

1. Technological advancement will continue to disaggregate broad industries into distinct niche markets. 2. The increasing importance of after-market support will diminish the role of research and development in achieving and retaining market position. 3. As manufacturing technologies improve and physical production becomes less costly, successful businesses of the future will focus more on developing new marketing and sales strategies, systems, and technologies. 4. The novelty effect of digital commerce will wane, but convenience and access to new products will continue to drive consumers away from traditional retailing. 5. As the global consumer base grows more diverse, commercially successful businesses will become increasingly adept at communicating with and selling to very disparate populations. 6. As the U.S., Europe, and Japan market continues to reach saturation, more and more companies will seek global markets for exports. Eastern Europe, Russia, and India will become more important as sources of raw materials and a few, very specialized labor markets.

13. Conclusion and Recommendations for Businesses

The aim of this essay was to map the terrain of competition, especially experienced and revealed strategies of firms. The essay has outlined some relevant observations. They have some elements of consistency—such as a suggestion of trends and changes over time. They also present an insight into the mix of business tactics. They have strengths, reported in various independent literature. The essays spotlight some substantial variation between the cases and help to add weight to an examination of business strategies. The central observation is of the dynamism and variety of the strategic responses of business as they seek to carve out a niche for themselves and compete. This observation, drawn from Darwinian dynamics of genetic change and diversity, might itself become the strategic starting point for businesses to become more competitive. For startups and others, for would-be entrants to an industry, a sophisticated, evolving but practical approach to understanding markets and the larger industry cottage chains should lay the grounds and smooth away some of the risks in their path towards profit.

An important finding in this essay is that the basic dynamics of commerce and markets are still adequately explained by the original logic of supply and demand. This suggests it is important for businesses to invest in understanding the nuts and bolts of the markets in which they operate, as a point of departure. In the end, it still is about combining goods and services with the market demand potential across the input supply chain. While this does sound rather mechanistic from a contemporary policy, law, and ethics perspective, it could be considered to be part of the normal 'art' of the firm in pursuit of gaining competitive advantage and delivering profits. From a strategic perspective, awareness of the market, supply, and demand dynamics also contributes to an understanding of the diversity of large and small businesses that have either succeeded or failed in commercial supply chains.

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