

bcg matrix of apple

bcg matrix of apple provides a comprehensive framework to analyze the company's product portfolio and strategic positioning in the competitive technology industry. The Boston Consulting Group (BCG) matrix, also known as the growth-share matrix, helps organizations evaluate their products or business units based on market growth and relative market share. For Apple Inc., a global leader in consumer electronics, software, and digital services, understanding its BCG matrix is essential to grasp how the company allocates resources, prioritizes innovation, and sustains competitive advantage. This article delves into the detailed analysis of Apple's product categories using the BCG matrix, highlighting key insights into each quadrant, and exploring how this strategic tool guides Apple's business decisions.

Understanding the BCG Matrix and Its Relevance to Apple

What Is the BCG Matrix?

The BCG matrix categorizes a company's products or business units into four quadrants based on two key dimensions:

- Market Growth Rate: Indicates the industry or market's potential for expansion.
- Relative Market Share: Measures a product's or unit's share compared to the largest competitor in the market.

The four quadrants are:

1. Stars: High market growth, high market share
2. Cash Cows: Low market growth, high market share
3. Question Marks (or Problem Children): High market growth, low market share
4. Dogs: Low market growth, low market share

This classification aids in strategic decision-making, resource allocation, and identifying growth opportunities.

Apple's Product Portfolio in the Context of the BCG Matrix

Apple's diversified product portfolio spans hardware, software, and digital services. Analyzing each major

product line through the BCG framework reveals how the company maintains its competitive edge and manages its resources effectively.

Stars: Apple's Growth Engines

Key products and services classified as Stars include:

- iPhone:
 - Market position: The flagship product with a dominant share in premium smartphones globally.
 - Market growth: Despite saturation in developed markets, emerging markets and technological innovations sustain growth.
 - Strategic importance: Continual innovation with new models keeps the iPhone in the Star quadrant, attracting high consumer demand and generating significant revenue.
- Wearables, Home, and Accessories (e.g., Apple Watch, AirPods):
 - Market dynamics: Rapid growth driven by health, fitness, and convenience trends.
 - Market share: Leading position due to brand loyalty and ecosystem integration.
 - Future prospects: Innovation and expanding health features position these products as long-term growth drivers.
- Services (e.g., Apple Music, iCloud, App Store):
 - Growth trajectory: The fastest-growing segment for Apple, with increasing user subscriptions.
 - Market share: Dominant in various digital service markets.
 - Impact: Contribute significantly to recurring revenue streams and brand ecosystem lock-in.

Cash Cows: Apple's Stable Revenue Providers

Products and services that generate steady cash flow with less growth include:

- iPad:
 - Market share: Leading in the tablet segment, especially in education and enterprise sectors.
 - Market growth: Slowing in mature markets but sustained in niche segments.
 - Role: Provides consistent revenue, funding innovation in other areas.
- Mac Computers (MacBook, iMac):
 - Market share: Significant in premium laptop and desktop markets.

- Market growth: Mature, with limited expansion but high profitability.
- Strategic position: Generates cash that supports R&D and new product development.
- Digital Services (e.g., App Store, iTunes):
- Revenue stability: Continues to provide a reliable income stream.
- Market position: Strong due to Apple's ecosystem and user loyalty.

Question Marks: Emerging Opportunities with Uncertain Outcomes

Apple's question marks include:

- Augmented Reality (AR) and Virtual Reality (VR):
- Market potential: Rapidly expanding with technological advancements.
- Market share: Currently low but expected to increase with new devices like Apple Vision Pro.
- Strategic challenge: Investment needed to grow market share and establish dominance.
- Electric Vehicles (Apple Car):
- Market outlook: Growing EV market with high consumer interest.
- Status: Rumored and developing, representing a potential high-growth but uncertain return.
- Smart Home Devices (HomePod, HomeKit):
- Growth prospects: Increasing adoption of smart home technology.
- Market share: Still emerging with room for expansion.

Key points about Question Marks:

- Require significant investment.
- Have the potential to become Stars if successful.
- Need careful analysis to decide whether to invest or divest.

Dogs: Low-Growth, Low-Market-Share Products

Apple's Dogs may include:

- iPod (discontinued):
- Market status: Obsolete with declining sales.
- Strategic relevance: Historically important but now phased out.

- Legacy Software or Older Devices:
- Market share: Declining as newer models and systems replace older versions.
- Resource allocation: Limited focus, as Apple shifts to newer platforms.

Implications of Dogs:

- May be phased out or divested.
- Resources can be redirected to more promising products and services.

Strategic Implications of Apple's BCG Matrix Analysis

Understanding the placement of Apple's products within the BCG matrix informs strategic priorities:

Resource Allocation

- Invest in Stars:
 - Continue innovation and marketing to maintain growth.
 - Expand market share through technological advancements and ecosystem integration.
- Support Cash Cows:
 - Maximize profitability.
 - Use cash flows to fund Question Marks and Stars.
- Develop Question Marks:
 - Decide on investment levels.
 - Focus on transforming promising Question Marks into Stars.
- Divest Dogs:
 - Phase out or reposition low-performing products to free resources.

Innovation and Development

Apple's focus on innovation aligns with maintaining its Stars and nurturing Question Marks, especially in emerging technologies like AR/VR and autonomous vehicles.

Market Expansion

Expanding into new markets or segments can turn Question Marks into Stars, as seen with the global rollout of new iPhone models and services.

Conclusion: The Future of Apple Through the BCG Lens

The BCG matrix of Apple demonstrates a well-balanced portfolio with dominant Cash Cows and promising Stars. The company's strategic focus on innovation, ecosystem development, and market expansion positions its products to sustain growth and profitability. By carefully managing Question Marks and phasing out Dogs, Apple ensures resource optimization and long-term competitiveness. As technological landscapes evolve, Apple's ability to adapt and invest in emerging markets and technologies will determine its trajectory within the BCG matrix framework.

Final Thoughts on the BCG Matrix and Apple's Strategic Success

Analyzing Apple through the BCG matrix offers valuable insights into how the company leverages its strengths and addresses challenges. The integration of high-growth products like wearables and services with stable cash-generating devices like Macs and iPads exemplifies a strategic balance that underpins Apple's global dominance. This strategic use of the BCG matrix continues to guide Apple's investments, innovation, and market positioning, ensuring its position as a leading technology innovator for years to come.

Keywords for SEO optimization:

BCG matrix of Apple, Apple product portfolio, Apple strategic analysis, Apple growth share matrix, Apple product categories, Apple market share, Apple innovation strategy, Apple product management, technology industry analysis, Apple business strategy

Frequently Asked Questions

What is the BCG matrix, and how does it apply to Apple?

The BCG matrix is a strategic tool that helps companies analyze their product portfolio based on market growth and market share. For Apple, it categorizes products like iPhone, iPad, Mac, and services into different quadrants to assess investment strategies and resource allocation.

Where does the iPhone fall in Apple's BCG matrix?

The iPhone is considered a 'Star' in Apple's BCG matrix due to its high market share and high growth rate, making it a key driver of revenue and requiring continued investment to maintain its leadership position.

How does the Mac lineup fit into Apple's BCG matrix?

The Mac is typically classified as a 'Cash Cow' because it has a substantial market share but operates in a mature, slower-growth market, generating steady revenue with less need for aggressive investment.

What about Apple's services like iCloud and Apple Music in the BCG matrix?

Apple's services are often viewed as 'Question Marks' or 'Stars' depending on their growth potential. They are high-growth areas with varying market shares, requiring strategic investment to convert them into dominant revenue streams.

Why is the iPad considered a 'Question Mark' in Apple's BCG matrix?

The iPad has experienced fluctuating market share and growth trends, making it a 'Question Mark' that needs strategic focus to increase market share or decide whether to divest or reposition it.

How can Apple use the BCG matrix to inform product development?

By analyzing each product's position—whether as a Star, Cash Cow, Question Mark, or Dog—Apple can decide where to invest, divest, or develop new features, aligning resources with growth potential.

What strategic decisions does the BCG matrix suggest for Apple's product portfolio?

The matrix suggests investing heavily in Stars like the iPhone, maintaining Cash Cows like the Mac, nurturing Question Marks like services, and phasing out or repositioning Dogs to optimize overall profitability.

Are there any limitations of using the BCG matrix for analyzing Apple's products?

Yes, the BCG matrix simplifies complex market dynamics and doesn't account for factors like technological innovation, customer loyalty, or competitive actions, which are critical for Apple's strategic planning.

Additional Resources

BCG Matrix of Apple: An In-Depth Analysis

The BCG Matrix (Boston Consulting Group Matrix) serves as a strategic tool that helps organizations analyze their product portfolio based on market growth and relative market share. When applied to a global technology giant like Apple Inc., the BCG Matrix provides valuable insights into which of its products and services are stars, cash cows, question marks, or dogs. This comprehensive review explores each component of Apple's BCG Matrix, analyzing the company's product categories and strategic positioning in detail.

Understanding the BCG Matrix Framework

Before delving into Apple's specific positioning, it's essential to understand the core components of the BCG Matrix:

- Market Growth Rate: Reflects how rapidly the industry or segment is expanding.
- Relative Market Share: Indicates Apple's dominance within each segment compared to competitors.
- Quadrants:
 - Stars: High market share in high-growth markets.
 - Cash Cows: High market share in low-growth markets.
 - Question Marks (Problem Children): Low market share in high-growth markets.
 - Dogs: Low market share in low-growth markets.

The matrix helps determine resource allocation, investment strategies, and divestment decisions.

Apple's Product Portfolio Overview

Apple's product ecosystem is diverse, spanning hardware, software, and services. Its primary segments include:

- iPhone (Smartphones)
- iPad (Tablets)
- Mac (Laptops and Desktops)
- Wearables (Apple Watch, AirPods, etc.)
- Services (Apple Music, iCloud, App Store, etc.)

- Other Devices (HomePod, Apple TV, etc.)

Each segment varies in market growth and share dynamics, influencing their positioning within the BCG matrix.

Positioning of Apple's Products in the BCG Matrix

Stars: High Growth & High Market Share

1. iPhone

- **Market Dynamics:**

- The smartphone industry, especially premium segments, continues to grow due to technological innovations and increasing consumer adoption.

- Apple maintains a dominant position in the premium smartphone market globally.

- **Market Share & Growth:**

- Apple consistently holds a significant share in the global smartphone industry, often ranking as the top or among the top players in revenue.

- Despite fluctuations, the iPhone still benefits from high consumer demand, especially with new releases.

- **Strategic Implication:**

- iPhone is a Star because it commands a high market share in a growing market. The company invests heavily in R&D, marketing, and innovation to sustain this position.

2. Services (Apple Music, iCloud, App Store, etc.)

- **Market Dynamics:**

- The digital services sector exhibits rapid growth driven by increasing internet penetration and consumer reliance on digital ecosystems.

- Cloud storage, streaming, and app downloads are booming globally.

- **Market Share & Growth:**

- Apple's services sector has seen exponential growth, with Apple's ecosystem creating high customer retention.

- The company is expanding its services portfolio, capturing a larger share of the digital economy.

- **Strategic Implication:**

- Positioned as a Star, services are critical for future revenue streams and brand loyalty, warranting continued investment.

Cash Cows: High Market Share in Low-Growth Markets

1. Mac Computers

- Market Dynamics:
 - The PC market is mature with relatively slow growth.
 - Despite saturation, Apple maintains a loyal customer base, especially among professionals and creative industries.
- Market Share & Revenue:
 - Apple commands a substantial share of the premium laptop and desktop segments.
 - Mac sales generate consistent revenue, often subsidizing other innovations.
- Strategic Implication:
 - Mac is a Cash Cow; it provides stable cash flow with minimal investment needed for growth, allowing Apple to fund other high-growth segments.

2. Wearables (Apple Watch, AirPods)

- Market Dynamics:
 - The wearables industry is growing rapidly, but Apple's dominant position and brand loyalty make its products highly profitable.
 - The segment's growth is tapering off as the market matures.
- Market Share & Revenue:
 - Apple leads in wearables with a significant global market share.
 - Profit margins are high, and the segment is a major revenue contributor.
- Strategic Implication:
 - Considered a Cash Cow because of high margins and steady sales, although the growth rate is slowing.

Question Marks: High Growth & Low Market Share

1. Apple TV and Streaming Services

- Market Dynamics:

- The streaming industry is experiencing explosive growth with fierce competition from Netflix, Disney+, Amazon Prime, and others.
- Apple TV+ is relatively new, with a smaller market share but significant growth potential.

- Market Share & Growth:

- Apple's streaming platform is still establishing itself, with room to grow but currently holding a modest share.
- The segment's future depends on content quality and strategic investments.

- Strategic Implication:

- Apple TV+ qualifies as a Question Mark. It requires strategic investment to increase market share and capitalize on the high-growth trend.

2. Smart Home Devices (HomePod, HomeKit)

- Market Dynamics:

- The smart home market is expanding rapidly, driven by IoT advancements.
- Apple's HomePod and HomeKit are competing in a crowded space dominated by Amazon and Google.

- Market Share & Growth:

- Apple's presence is limited compared to competitors, making this a Question Mark.
- Potential for growth exists if Apple invests in ecosystem integration and innovation.

- Strategic Implication:

- The segment needs focused investment to transition into a Star or Cash Cow.

Dogs: Low Market Share & Low Growth

1. iPod and Legacy Devices

- Market Dynamics:

- The iPod and similar legacy devices have been phased out or are declining rapidly.
- The market for dedicated MP3 players is virtually nonexistent.

- Market Share & Revenue:
- Apple has discontinued iPod sales, and remaining units are negligible in contribution.
- Strategic Implication:
- These are Dogs, representing product lines that no longer support strategic growth or profitability.

2. Other Niche Products

- Examples include the Apple Newton or discontinued accessories that no longer serve strategic purposes.
- These segments should be considered for divestment or minimal resource allocation.

Strategic Implications for Apple Based on the BCG Matrix

1. Invest in Stars

- Apple should continue investing heavily in the iPhone and services segments to sustain their growth and dominance.
- Innovation, ecosystem integration, and expanding into emerging markets could ensure continued leadership.

2. Milk Cash Cows

- Mac and wearables should be managed efficiently to optimize cash flow.
- Investment should focus on maintaining market share without overextending resources.

3. Nurture Question Marks

- Apple TV+ and smart home devices require strategic investments to increase their market share.
- Focused marketing, content creation, and ecosystem integration are essential.

4. Divest or Reevaluate Dogs

- Products like legacy devices or marginal segments should be divested or phased out to free up resources.

Conclusion: Strategic Positioning of Apple in the BCG Matrix

Apple's strategic product portfolio, as depicted through the BCG Matrix, showcases a well-balanced ecosystem with clear leadership in high-growth, high-market-share segments like the iPhone and services. These are Apple's Stars, representing the core of its current and future success.

Simultaneously, its Cash Cows—Mac and wearables—continue to generate stable revenue streams with minimal investment, supporting innovation and expansion in other areas. The Question Marks, such as Apple TV+ and smart home devices, hold promising growth potential but necessitate strategic investment and market penetration efforts.

Finally, Apple has phased out or minimized the role of Dogs, focusing on innovation and market leadership in high-value segments. This disciplined portfolio management ensures that Apple remains a dominant force in the technology industry, leveraging its strengths while strategically addressing areas requiring growth and attention.

In essence, the BCG Matrix of Apple underscores a sophisticated and strategically balanced approach to product portfolio management, enabling sustained growth, innovation, and market dominance for years to come.

Bcg Matrix Of Apple

bcg matrix of apple: Kritische Diskussion der BCG-Matrix bei Apple , 2019-09-04
Studienarbeit aus dem Jahr 2019 im Fachbereich BWL - Allgemeines, Note: 1,8, , Sprache: Deutsch, Abstract: In dieser Ausarbeitung werden die BCG-Matrix und ihre empfohlenen Normstrategien genauer beleuchtet. Am Beispiel des Weltunternehmens Apple Inc. wird eine Portfolioanalyse durchgeführt. Schließlich werden die Matrix und ihr Anwendungsbereich kritisch diskutiert. Ziel der Ausarbeitung ist es, die Vor- und Nachteile der Matrix aufzuführen und zu diskutieren. Jedes Unternehmen hat Ziele, die es zu erreichen gilt. Unternehmensziele können sich bei genauerer Betrachtung unterschiedlicher Unternehmen stark voneinander unterscheiden, so sind beliebte Ziele zum Beispiel eine höhere Kundenzufriedenheit oder gesteigerte Nachhaltigkeit, das Hauptziel eines jeden Unternehmens bleibe aber immer dasselbe: Gewinnerwirtschaftung. Je nach Ziel des Unternehmens und immer mit Blick auf das Hauptziel müssen also bestimmte Wege bzw. Vorgehensweisen entwickelt und befolgt werden, um diese zu erreichen: Diese Wege nennt man Strategien. Die Firma Boston Consulting Group (BCG) ist eine der beliebtesten Strategieberatungsunternehmen und hilft dritten Unternehmen dabei, Strategien für die Erreichung ihrer Ziele zu entwickeln. Ein Mittel der BCG bei der Strategieentwicklung ist die BCG-Matrix, auch Marktwachstums-/Marktanteilmatrix (Growth-Share-Matrix) genannt. Bruce Henderson, einer der Mitbegründer der Boston Consulting Group im Jahre 1963, entwickelte diese Matrix, die das Unternehmensportfolio analysiert und in unterschiedliche Kategorien einteilen lässt, sodass eine simplifizierte Ableitung von Normstrategien möglich ist. Erstmals erwähnt wurde die Matrix in der BCG-Publikation The Product Portfolio im Jahr 1970, aber noch heute ist die BCG-Matrix ein gerne genommenes Instrument der Portfolioanalyse, obwohl sie die Geister spaltet: Einerseits ist die

Matrix im Vergleich zu anderen Analysesystem leicht verständlich und schnell anwendbar, andererseits steht sie durch ihre Simplizität auch stark in der Kritik.

bcg matrix of apple: BCG Matrix Apple. Eine Untersuchung des iPad-Segments Marco H., 2018-03-19 Studienarbeit aus dem Jahr 2018 im Fachbereich BWL - Offline-Marketing und Online-Marketing, Note: 1,3, AKAD University, ehem. AKAD Fachhochschule Stuttgart, Veranstaltung: MKG65, Sprache: Deutsch, Abstract: Das Primärziel dieser Ausarbeitung besteht in der Darstellung des Aufbaus und Verfahrens der BCG-Matrix. Weiterhin wird eine praxisorientierte Anwendung aufgezeigt werden. Im Rahmen der Teilziele soll vermittelt werden, wie entsprechende Strategien und Handlungsalternativen abgeleitet werden können, ebenfalls auch im praxisorientierten Kontext. Um diese Ziele zu erreichen ist es notwendig, vorab die Begriffe der Strategie und der Strategischen Geschäftseinheiten sowie der Strategischen Geschäftsfelder zu präzisieren. Dieser Definition wird sich in Kapitel 2 gewidmet. In dem darauffolgenden Kapitel wird anschließend die BCG-Matrix betrachtet. Diese Betrachtung erfolgt differenziert in den einzelnen Unterkapiteln, so beginnt Kapitel 3.1 mit dem Verfahren zur Erstellung der BCG-Matrix. Das folgende Unterkapitel beschreibt danach die verschiedenen Klassifizierungen sowie die abgeleiteten Strategien. Um dem Ziel der praxisorientierten Darstellung gerecht zu werden, erfolgt in Kapitel 4 eine Darstellung des Beispielunternehmens Apple mit dem Fokus auf die Tablet-Sparte. Darauffolgend wird eine BCG-Matrix anhand des Beispiels erstellt, grafisch ausgewertet und es werden entsprechende Strategien abgeleitet. Abschließend behandelt das Kapitel 5 ein gezogenes Fazit sowie die kritische Würdigung und einen Ausblick über das Themengebiet.

bcg matrix of apple: Principles of Marketing Dr. Maria Gomez Albrecht, Dr. Mark Green, Linda Hoffman, 2023-01-23 Principles of Marketing is designed to meet the scope and sequence for a one-semester marketing course for undergraduate business majors and minors. Principles of Marketing provides a solid grounding in the core concepts and frameworks of marketing theory and analysis so that business students interested in a major or minor in marketing will also be prepared for more rigorous, upper-level elective courses. Concepts are further reinforced through detailed, diverse, and realistic company and organization scenarios and examples from various industries and geographical locations. To illuminate the meaningful applications and implications of marketing ideas, the book incorporates a modern approach providing connections between topics, solutions, and real-world problems. Principles of Marketing is modular, allowing flexibility for courses with varied learning outcomes and coverage. This is an adaptation of Principles of Marketing by OpenStax. You can access the textbook as pdf for free at openstax.org. Minor editorial changes were made to ensure a better ebook reading experience. This is an open educational resources (OER) textbook for university and college students. Textbook content produced by OpenStax is licensed under a Creative Commons Attribution 4.0 International License.

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Investitionsentscheidungen verwendet wird: die BCG-Matrix. Die BCG-Matrix erlaubt eine Bewertung strategisch relevanter Geschäftseinheiten auf Basis zukünftiger Gewinnchancen (Marktwachstum) und der gegenwärtigen Wettbewerbsposition (relativer Marktanteil) und kann so eine wichtige Grundlage strategischer Entscheidungen darstellen.

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and evaluating cross-functional decisions that will enable an organization to achieve its objectives. It is the process of specifying the organization's objectives, developing policies and plans to achieve these objectives, and allocating resources to implement the policies and plans to achieve the organization's objectives. Strategic management, therefore, combines the activities of the various functional areas of a business to achieve organizational objectives. This book is designed to support and enhance both learning and teaching. An important aspect of the style adopted for this book is the use of exhibits, presenting a vast gamut of information regarding special theoretical matter.

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bcg matrix of apple: Management John R. Schermerhorn, Jr., Daniel G. Bachrach, Barry Wright, 2020-11-16 Today's students are tomorrow's leaders and managers. The Management, Fifth Canadian Edition course helps students discover their true potential and accept personal responsibility for developing career skills to become future leaders in the workplace. New content on topics like disruption, Big Data, AI, machine learning, and sustainability, plus thought-provoking exercises give students a fundamental understanding of today's world of management while urging them to reflect on their own behavior and decision-making processes. Management provides exciting new student engagement features on key themes of Analysis, Ethics, Choices, Insight, and Wisdom to attract learners' attention and prompt additional reflection, while fresh author videos, updated video cases accompanying each chapter, and other digital assets bring managerial theory to life. By the end of the course, students will be able to understand and apply management principles, have developed concrete skills for career readiness, gained confidence in critical thinking, and embraced lifelong learning to ensure professional success.

bcg matrix of apple: Celebrating America's Pastimes: Baseball, Hot Dogs, Apple Pie and Marketing? Kacy Kyungok Kim, 2016-03-10 This book contains the full proceedings of the 2015 Academy of Marketing Science Annual Conference held in Denver, Colorado. Marketing has become ubiquitous: it doesn't matter who you are, where you are or what you are doing, you cannot escape it. In these times of instantaneous news, information and entertainment, everyone is exposed to messages from the moment they awake until the minute they drift off to sleep. America spends the

most money in the world on advertising and other marketing communication. So, it could be said that marketing is America's pastime, as much so as the classics: baseball, hot dogs, and apple pie. Under the theme of "Celebrating America's Pastimes: Baseball, Hot Dogs, Apple Pie and Marketing", this volume discusses all of the good things that marketing can do. Showcasing research from academics, scholars and practitioners from around the world, this volume provides insight and strategies that will help marketers move forward and focus on the positive that marketing can provide to consumers, stakeholders and society. Founded in 1971, the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory, research, and practice. Among its services to members and the community at large, the Academy offers conferences, congresses and symposia that attract delegates from around the world. Presentations from these events are published in this Proceedings series, which offers a comprehensive archive of volumes reflecting the evolution of the field. Volumes deliver cutting-edge research and insights, complimenting the Academy's flagship journals, Journal of the Academy of Marketing Science (JAMS) and AMS Review. Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science.

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der Erhebung von validen Kennzahlen sowie der Einordnung in die BCG-Matrix. Zu Beginn dieser Arbeit wird im Kapitel theoretische Grundlagen mit der erforderlichen Definition des Begriffspaares „Strategische Geschäftseinheit / Strategisches Geschäftsfeld“ begonnen. In Kapitel 3 geht diese Arbeit auf das Thema BCG-Matrix näher ein. Hierbei werden das Verfahren der BCG-Matrix, die Vier Felder und deren Strategieableitungen sowie etwaige Kritikpunkte betrachtet. Nachfolgend in Kapitel 4 wird die BCG-Matrix am Beispiel des Unternehmens Apple anhand des strategischen Geschäftsfeldes iPad angewandt. Abschließend erfolgt eine kurze Zusammenfassung sowie eine Schlussfolgerung der im Rahmen der Arbeit gewonnenen Ergebnisse.

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