**PART 1 TODAY’S BUSINESS ENVIRONMENT**

**Chapter 1: Starting Out**

**1.1 Business & Profits: The Basis of Wealth**

The Essential Question: *What is business, and how are profits made?*

**1.2 Business as Benefactor: Payoffs Beyond Money**

**The Essential Question:** *What are the main sources of wealth?*

**1.3 Risk, Entrepreneurship, & the Factors of Production: The Creative Fire of Business**

**The Essential Question:** *What are the main sources of wealth?*

**1.4 The Business Environment: Forces That Encourage & Discourage Entrepreneurship**

**The Essential Question:** *What major forces affect the way companies and individual businesspeople operate?*

**1.5 Seven Key Business Rules: The Great Adventure of Being in Business in the 21st Century**

**The Essential Question:** *What are seven key business rules to observe in pursuing business success?*

Chapter Summary:

In this first chapter we describe how business benefits society, how for-profit and nonprofit organizations differ, how selling goods and services generates revenue and profits, and how the American economy has evolved from providing goods to principally providing services. We also consider how businesspeople, particularly entrepreneurs, take risks and how factors of production—natural resources, capital, human resources, and entrepreneurship—are the building blocks of wealth. We next consider the business environment and the forces that encourage and discourage entrepreneurship—economic, competitive, technological, global, and social.

**1.1 Business & Profits: The Basis of Wealth**

The Big Idea

Business seeks to make a profit by selling goods or services to others. We distinguish for-profit organizations from nonprofit organizations and explain how businesses make money by taking in revenue.

***PPT 1.3***



The Essential Question: *What is business, and how are profits made?*

1. **Two Types of Organizations: For-Profit & Nonprofit**
2. **For-Profit Organizations: For Making Money**

A ***for-profit organization*** is a business—an organization formed to make money, or profits, by selling goods or services

1. **Nonprofit Organizations: For Offering Products or Services**

Purpose of a ***nonprofit* *organization*** is not to distribute its surplus funds, or profits, to owners but rather to further its goals.

1. **What You Learn about Business Is Applicable in Any Organization**

The biggest difference among these two groupings is the measure of accomplishment: In for-profits, the measure generally is profit (or loss). In nonprofit organizations, money and expenses are important concerns, but success is usually measured by how effectively services are delivered.

1. **The Fundamentals of What Businesses Do: Selling Goods or Services to Generate Revenue & Profits**

***PPT 1.4***



A ***business*** is any activity that seeks to make a profit by satisfying needs through selling goods or services to generate revenue.

1. **How the Sales of Goods or Services Produce Revenue & Possible Profits**

***Selling*** is the exchange of goods or services for an agreed sum of money.

***Revenue:*** the total amount of money that the selling of goods or services produces for a business during a defined period of time,such as every 3 or 12 months.

***Goods*** are defined as tangible products—things you can touch—such as food, clothing, appliances, gasoline, and books.

***Services*** are defined as intangible products—things you can’t touch—  
 such as education, recreation, or health care.

***Profit*:** the amount of money a business makes after paying for its salaries and all other costs—that is, revenue minus expenses

***Loss*** occurs when business expenses are larger than revenues.

1. **The New American Economy: From Goods to Services**From an economic standpoint, providing services—intangible things—is what most Americans do today.

* At the time of the founding of our republic, the great majority of the workforce was employed in agriculture.
* During the late 19th and 20th centuries, the United States evolved into an industrial nation selling manufactured goods. steel, tools, and machines—everything from ships to locomotives to automobiles to toasters
* In the United States, in the last 25 years, most new jobs can be attributed to the growth in services: entertainment, health, legal, financial, educational, personal care, repair, janitorial, and other services.

**1.1 Critical Thinking Question**

*Should a limit be placed on the amount of profit a business can earn?*

**1.2 Business as Benefactor: Payoffs Beyond Money**

**The Big Idea**

Business can raise people’s standard of living and contribute to long and healthy lives and to human knowledge. It benefits society by producing useful goods and services, providing employees with paychecks and benefits, paying taxes, and donating to community causes.

***PPT 1.5***



**The Essential Question:** *What are the main sources of wealth?*

**I. Business Can Improve People’s *Quality of Life***

1. **Raising the *Standard of Living***

Defined by how many goods and services people can buy with the money they have.

1. **Contributing to Long & Healthy Lives & to Human Knowledge**

Business research, products, and services may help to advance:

* life expectancy,
* educational attainment, and
* income

**II. Business Supports Employee, Government, & Community Interests**

Business can advance the interests of society in four ways:

* **Producing Goods & Services**

Food and medicine, clothing and shelter, heat and light, and other necessities of life are generally produced by businesses.

* **Providing Paychecks & Benefits for Employees**
* **Paying Taxes to Support Government Services**
* **Donating Funds, Goods, & Services for Community Causes**

**1.2 Critical Thinking Question**

*Do you feel the average person has a positive or negative view of business?*

**1.3 Risk, Entrepreneurship, & the Factors of Production: The Creative Fire of Business**

**The Big Idea**

Entrepreneurship means taking risks to create new products or a new enterprise. Entrepreneurship, natural resources, capital, and human resources constitute the four fundamental resources, or factors of production, needed to create wealth. Some scholars also add knowledge as a factor of production.

**The Essential Question:** *What are the main sources of wealth?*

***PPT 1.6 & 1.7***



**I. The Wealthy People Next Door**

**A. How do most wealthy people make their money?**

* Most wealthy people are self-employed business owners
* The self-employed are more likely than the salaried to be rich

**II. Do Only Entrepreneurs Take Risks?**

Which is more risky—being an ***entrepreneur*** or being a salaried employee?

**III. Factors of Production: The Building Blocks of Wealth**

Businesses rely on ***factors of production****,* or resources, to create wealth.

**A. The Traditional Four Factors of Production**

* ***Natural resources*** consist of production inputs that are useful just as they appear in nature (e.g., land, forests, water, wind, sunlight, etc.)
* ***Capital*** includes the buildings, machines, tools, and technology used to produce goods and services.
* ***Human resources*** consist of labor, the physical and intellectual contributions of a company’s employees.
* ***Entrepreneurship*** is the process of taking risks to try to create a new enterprise.

**B. A Fifth Factor of Production—*Knowledge***

**1.3 Critical Thinking Question**

*What are the personality traits of successful entrepreneurs?*

**1.4 The Business Environment: Forces That Encourage & Discourage Entrepreneurship**

**The Big Idea**

Companies operate within the business environment, which consists of economic, technological, competitive, global, and social forces that encourage or discourage the development of business.

***PPTs 1.8 & 1.9***



**The Essential Question:** *What major forces affect the way companies and individual businesspeople operate?*

**I. Economic Forces: The Tension between Freedom & Restraint**

A continual source of tension is that between the amount of freedom allowed for people to establish and run their businesses and the amount of restraints that governments impose on business.

* ***Taxation.*** Some countries (and states) have higher tax rates on businesses, which restrict how much companies can invest in various business programs and keep in profits.
* ***Contract enforcement.*** In countries that don’t have strong enforcement of contract laws, businesspeople are reluctant to enter into legal relationships with other businesspeople.
* ***Corruption.*** Countries that don’t punish corruption and bribery allow uncertainty that hurts honest businesspeople.

**II. Technological Forces: The Effect on Productivity & Security**

***Technology*** includes not only digital technology, but also all machines required to help a company get things done (delivery vans, vending machines, or surveillance cameras). Technology can have both positive and negative effects on:

* ***Productivity:*** The purpose of installing technology is to improve productivity.
* ***Security:*** Technological systems can enhance productivity but they can also compromise security, such as allowing hackers to break into customer credit files.

**III. Competitive Forces: The Influence on Customer, Employee, & Investor Satisfaction**

* ***Customers:***A company such as a public utility that is the only one in its industry has no particular incentive to improve service with its customers, since it knows they have nowhere else to go.
* ***Employees:*** A technology company trying to recruit and keep top talent will go to greater lengths if it knows there are other companies fiercely competing for that talent.
* ***Investors:*** A bank that is the only one in a state or country may pay its investors whatever it wants.

**IV. Global Forces: The Effect on Trade & Stability**

Global forces***—***for example, trade pacts, economic agreements, military alliances, currency exchanges, immigration policies, and environmental influences***—***can have a powerful influence on business in that they can affect:

* ***Trade:*** Formalized agreements, such as trade pacts, can facilitate the exchange of goods and services between nations, which in turn can affect a nation’s manufacturing, employment, travel, and other policies.
* ***Stability:*** Wars, terrorism, recessions, currency panics, epidemics, refugee flows, and ecological changes can undermine national stability.

**V. Social Forces: The Changes in Population**

Changes in a country’s ***demographics*** can change the numbers of customers and customer needs and tastes. It can also change the employee pool and skills that a company has to deal with.

**1.4 Critical Thinking Question**

*How is productivity related to the standard of living?*

**1.5 Seven Key Business Rules: The Great Adventure of Being in Business in the 21st Century**

**The Big Idea**

The general universe of changing forces suggests you will need to observe seven key business rules to be successful in today’s business world: (1) You must keep an eye on 10 types of groups whose interests are affected by your firm’s activities. (2) You must deal with many uncertainties. (3) You must strive to assert your competitive advantage. (4) You must operate in a global economic system. (5) You must try to stay true to your values. (6) You must deal with others who are diverse in race, ethnicity, religion, and so on. (7) You must develop superior personal skills.

**The Essential Question:** *What are seven key business rules to observe in pursuing business success?*

**I. Seven Key Business Rules for Success.**

Notice that the initial letters for these rules spell *success…*

**A. Stakeholders: Rule 1—You Must Meet the Needs of Stakeholders, Those with an Interest in Your Organization**

***PPTs 1.10 - 1.17***



Who are 10 ***stakeholders*** that you must recognize and deal with?

* ***Owners***: Hoping for Profit but Risking Loss
* ***Customers***: The Focus of Business
* Employees: The Need for Performance
* ***Suppliers***: Providing the Parts for the Product
* ***Distributors***: Directing Products to Customers
* Lenders: Carrying the Company When Money Is Short
* Nearby Communities: The Local Environment
* ***Government Regulators***: Local, State, Federal, & World government agencies that establish rules and regulations under which organizations may operate
* ***Interest Groups***: People with Specific Issues; special-interest groups—groups whose members try to influence businesses and governments on specific issues.
* Media: From Print to Internet

**B. Uncertainty: Rule 2—You Must Deal with Constant Change, Including Technological Change**

* ***E-commerce:*** the buying and selling of products or services over computer networks
* ***E-business:*** using the Internet to facilitate *every* aspect of running a business
* ***Green businesses*** are those that adapt practices for the use of renewable resources and otherwise operate in ways that solve, rather than cause, both environmental and social problems.

**C. Competition: Rule 3—You Must Master the Competitive Environment to Stay Ahead of Rivals**

Four areas in the competitive environment you must master to be successful:

* Being responsive to customers
* Making continual improvement in the quality of your product or service
* Finding ways to deliver new or better products or services (what’s called *innovation*)
* Striving for employee efficiency

**D. Common Economy: Rule 4—You Must Deal with an Interdependent Global Economic System**

***Globalization***: The trend of the world economy toward becoming a more interdependent system.

**E. Ethics: Rule 5—You Must Be Ethical & Socially Responsible**

**F. Social Differences: Rule 6—You Must Learn to Deal with Different Kinds of People**

**G. Self-Development: Rule 7—You Must Acquire the Personal Skills Needed for Business Success**

* Ability to Perform a Specific Job
* Ability to Think Analytically
* Ability to Interact Well with People

**1.5 Critical Thinking Question**

*Can these seven rules be applied to your success as a college student?*

**Teaching Tips**

* Brainstorm with students how the shifting economy has affected the middle class and the need for education.
* Based on Demographic projections ask students how they feel the business environment will change over the next 20 years.

**Related Homework Assignments**

* The American Space Program is a non-profit program sponsored by the U.S. Government. Some products developed in the space program are now sold for a profit by businesses. Using Google find five products that are now sold commercially for a profit that were developed as a result of the space program.
* The cost of living varies depending on the city and part of the country in which you live. Visit the “Cost of Living Comparison Calculator” at [www.Bankrate.com](http://www.Bankrate.com) to compare the cost of living in the city in which you now live and a city in which you might like to live in the future.

**Answers to End-of-Chapter Material (textbook pages 27-29)**

**Pop Quiz Prep**

1. **What is a nonprofit organization?**

*Correct answer: A nonprofit is an organization whose purpose is to further its goals.*

*Explanation: An organization is a group of people who work together to accomplish a specific purpose. There are two types of organizations—for-profit and nonprofit. A for-profit organization is simply another name for a business—an organization formed to make money, or profits, by selling goods or services. The purpose of a nonprofit is not to distribute its surplus funds, or profits, to owners but rather to further its goals. Most nonprofits pay their employees. Some, such as the University of Massachusetts, are in the public sector; others, such as Harvard University, are in the private sector.*

1. **How is *revenue* defined?**

*Correct answer: Revenue is the total amount of money that the selling of goods or services produces for a business during a defined period of time.*

*Explanation: Revenue is the total amount of money that the selling of goods or services produces for a business during a defined period of time, such as every 3 or 12 months. Profit is the amount of money a business makes after paying for its salaries and all other costs—that is, revenue minus expenses. The opposite of profit is a loss, which occurs when business expenses are larger than revenues.*

1. **How is *standard of living* defined?**

*Correct answer: By how many goods and services people can buy with the money they have*

*Explanation: Quality of life expresses a society’s general well-being as measured by standard of living, healthcare, educational opportunities, freedom, happiness, art, environmental health, and innovation. A large part of an enhanced quality of life for individuals results from an improved standard of living, defined by how many goods and services people can buy with the money they have.*

1. **When businesses sponsor Little League teams or help disaster victims by making monetary contributions, which method of businesses benefitting society does this illustrate?**

*Correct answer: Donating funds, goods, and services for community causes*

*Explanation: In many communities, businesses are strong supporters of charitable causes, helping everything from earthquake disaster victims by donating supplies to making monetary contributions to the United Way to buying ads in high school yearbooks and in Little League baseball fields. The other ways in which businesses benefit society are by producing goods and services, by providing paychecks and benefits for employees, and by paying taxes to support government services.*

1. **According to research mentioned in this chapter, what group of people is most likely to be wealthy in America?**

*Correct answer: People who are business owners or self-employed professionals*

*Explanation: In their book The Millionaire Next Door, researchers Thomas Stanley and William Danko revealed some surprising facts. One of them is that most wealthy are self-employed business owners: It’s seldom inheritance, luck, advanced degrees, or even intelligence that enables people to amass fortunes. “Most of the affluent in America are business owners, including self-employed professionals,” they write. “Twenty percent of the affluent households in America are headed by retirees. Of the remaining 80%, more than two-thirds are headed by self-employed owners of businesses.”*

1. **In terms of the factors of production, what are buildings, machines, tools, and technology considered?**

*Correct answer: Capital*

*Explanation: Wealth is created from the factors of production, which consist of natural resources, capital, human resources, and entrepreneurship. Capital includes the buildings, machines, tools, and technology used to produce goods and services. As used in this sense, however, capital does not include money, although money is used to acquire buildings and other capital.*

1. **How is an organization likely to behave if it has no competition?**

*Correct answer: It will not have much incentive to improve customer service.*

*Explanation: Having no competitors—people or organizations that compete for customers or resources—or having lots of competitors can certainly determine the amount of effort that a company is willing to put into satisfying customers, employees, and investors. A company such as a public utility that is the only one in its industry has no particular incentive to improve service with its customers, since it knows they have nowhere else to go. On the other hand, a company with lots of competition will need to put more effort into keeping its customers, employees, and investors happy, so that they don’t go to a rival.*

1. **How is *productivity* defined?**

*Correct answer: The amount of output given the amount of input*

*Explanation: Productivity is defined as the amount of output given the amount of input—such as the number of doughnuts produced for given number of hours worked.*

1. **Who are the distributors of a business?**

*Correct answer: The people or organizations that help sell goods and services to customers*

*Explanation: The principal stakeholders of a business include its distributors, the people or organizations that help sell its goods and services to customers. Distributors can be quite important in industries in which there is not a lot of competition because they have a lot of power over the price and placement of the product.*

1. **What is *globalization*?**

*Correct answer: The trend of the world economy toward becoming a more interdependent system.*

*Explanation: The common economy is the global economy, or globalization—the trend of the world economy toward becoming a more interdependent system.*

**Critical Thinking Exercises (10 minutes each)**

1. Booker T. Washington was an African American educator, author, orator and political leader… **Utilizing the textbook and class lectures, interpret and discuss this quote.**   
   *Possible Answers:*

* *Mr. Washington’s quote is one of entrepreneurial spirit, and even though it is 100 years old, it is still true today.*
* *Mr. Washington was referring to the self sufficiency of African Americans, but this holds true for other groups as well.*
* *Mr. Washington may have been referencing the independence and autonomy that entrepreneurship offers (away from a history of slavery). Some entrepreneurs have built businesses with the most scarce of resources, and have gone on to become very successful.*
* *Mr. Washington felt strongly that some of the skills learned by the slaves (things like carpentry, cooking, farming, tailoring and shoemaking) were seeds for businesses that could be started at home and with little or no capital*
* *Some people may feel that their small one or two person business doesn’t make a difference.*

1. Wealth is created from the factors of production… **Using the criteria of creating wealth, rank the factors of production in order of importance. Explain your ranking.**   
   *Possible Answer: Answers will vary. For instance, some students will say that knowledge and entrepreneurship are at the top, while human resources, capitol and land and natural resources rank lower; and other students will likely rank natural resources and capital more highly.*
2. As discussed in the chapter, a country’s demographics (the measurable characteristics of a population such as race and age) affect customer needs as well as the pool from which a company draws employees… **Discuss how each might impact U.S. business practices and give examples of how businesses could respond to these changes:…**  
   *Possible Answers:*

* *An increased number of minorities (diversity) may mean greater diversity awareness and acceptance will be needed. This could be achieved through diversity training and workshops supporting a more multi-lingual environment, changing holiday schedules to reflect some groups who do not celebrate dominant holidays (Muslims, Buddhists, Jews), and appreciating new perspectives and ways of problem solving that may arise from having a more varied experience base.*
* *An aging workforce may need new/different perks for employees such as onsite day care for their aging parents (this group is called the sandwich generation) and may need to provide job opportunities for aging workers who continue to work for financial reasons., Businesses may benefit from retiree entrepreneurs and tapping the labor market in the sunbelt (where older people live) and a demand for older managers with experience.*
* *Single parent households may need flexible work schedules resulting in more job sharing and on-site day care.*
* *Families extending across borders may need longer vacations (possibly unpaid) to see family members who are across borders, a more global environment of shared experiences.*

1. A NPR (National Public Radio) article “Defining Diversity: Beyond Race and Gender” says that diversity in the current workplace often goes beyond the traditional gender and race quotients… **How would you define diversity at your school, work or a community group in which you’re involved? Is it defined differently than traditional age, gender and race?**  
   *Possible Answer: Answers will vary. Students may list: sexual orientation, employees with pets (allowing pets at the workplace), gender reassignment, the sandwich generation (those baby boomers caring for aging parents and small children, former inmates reentering the workplace, recreational habits or marital status.*
2. Buy Nothing Day (BND) is an international day of [protest](http://en.wikipedia.org/wiki/Protest) against [consumerism](http://en.wikipedia.org/wiki/Consumerism) observed by [social activists](http://en.wikipedia.org/wiki/Social_activists)… **As a member of the buying public, would you be interested in participating in this? Do you think BND is effective in achieving its goal as stated above**?  
   *Possible Answer: The answers will vary depending upon the student’s level of consumerism. To some degree most students are aware of the impact of marketing and the hyper-consumer world in which they live. While some students may reject BND entirely, others may be very interested in such a movement and actually support the day, or a similar exercise, already.*

**Video Case**

**Making a Difference in Society: Saving Lives of Senior Dogs**

1. “Quality of life” reflects a society’s general well-being as measured by standard of living… **Based upon the definition of quality of life, which of these measurements is most prevalent in the work that Sherri Franklin and Muttville Senior Dog Rescue performs to improve the quality of life for both dogs and humans?**  
   *Possible Answer: Muttville contributes to increasing the quality of life for its animals, volunteers and new pet owners, as follows:*

* *A pet provides instant companionship, love and affection, and for some seniors (and non-seniors as well), as described in the video, the companionship of a pet can lesson depression and isolation.*
* *A pet provides an excuse to exercise and hike for increased health benefits and reduced stress.*
* *A new family addition like a pet not only teaches children about responsibility and care, but also adds love.*
* *A pet-loving volunteer may feel an immense sense of gratitude: finding a forever home for an abandoned dog at a pet adoption event, being around other likeminded pet lovers, nursing a neglected or abused pet back to life, creating an end of life hospice arrangement, or saving a life worth living from euthanasia.*
* *Volunteers involved in education and advocacy at Muttville are working diligently to create awareness about neutering dogs in order to, in addition to other reasons, avoid unplanned litters resulting in pet overpopulation -- both which can be prevented.*
* *This is quality of life for dogs, not people. Muttville’s mission, according to their website, is to change the way the world thinks about and treats older dogs and to create better lives for them through rescue, foster, adoption and hospice.*

1. In for-profits, the measure or metric of success is generally profit (or loss)… **Name at least five ways you would measure the success of Muttville Senior Dog Rescue.**

*Possible Answers:*

*Number of dogs placed for adoption or finding a “forever home” for a pet deemed “unadoptable”   
Number of dogs placed in foster homes while waiting for their “forever home.”   
Creating awareness of the benefits of adopting a senior dog  
Successful fundraising from donations, grants, and events   
Covering expenses, primarily consisting of veterinary costs  
Organizational Structure and Management: Effectiveness of team leaders and office manager delegating to reliable volunteer team members covering different support functions, including transport (bringing a dog to Muttville from a shelter), social media, adoption events, press, public relations, fundraising, grant solicitation, special programs (Seniors for Seniors).*

*Finding Board Members who are passionate, committed, and insightful*

1. An entrepreneur is a person who sees a new opportunity… **Describe how Sherri Franklin can be considered an entrepreneur. What would you say are the primary differences between what Ms. Franklin’s “startup” and a for-profit entrepreneurial startup?**

*Possible Answer: The difference between a for-profit and a nonprofit is that an entrepreneur may possess the same passion for an innovative product or service, but the focus on profit is mostly always the reward. In Ms. Franklin’s case, her “profit” comes from the satisfaction of creating better lives for older dogs through rescue, foster, adoption, and hospice care.*

1. **Did you know that it is illegal to abandon a pet? Think about and explain some of the reasons why owners may surrender their dogs. Which are direct results of the economy? What do you think the impact of the economy has been on animal rescue organizations like Muttville Senior Dog Rescue?**   
   *Possible Answers (those with an asterisk are a direct result of the economy):   
   Death of a guardian  
   Lack of time for the dog\*  
   Change in work schedule\*  
   A new baby  
   The need to move to a place where dogs are not allowed\*  
   Foreclosure\*  
   Allergies  
   Change in lifestyle\*  
   Prospective spouse, boyfriend or girlfriend/roommate doesn’t like dogs  
   Veterinary costs\*  
   House training issues  
   Hyperactivity  
   Aggression or not getting along with other pets  
   Animal shelters: Pets may be the newest victims of the economic recession. Animal shelters become more crowded in a recession due to events such as a lifestyle change or foreclosures. It is more difficult to raise funds in a time of recession, and there are more people who are looking for paid work over volunteer work (which leaves fewer volunteers).*

**Business Decision Case**

**Apple and Google: Relationship Status Change (20 minutes)**

1. **Is this just a situation of capitalism and friendly competition? Do you have any ideas as to what the future holds in terms of the competitive landscape between these two companies?**

*Possible Answer: This is probably not a case of friendly competition, especially the move away from the Apple Board of Directors by Eric Schmidt, former CEO of Google. As mobile computing continues to grow and advertising, search, content delivery and the growing apps market heats up, there will be even more competition between these companies.*

1. **As the competition between Apple and Google continues to intensify, do you think that Apple may decide to dump Google as the default search engine on its mobile devices? If they do, any idea of who they would turn to for search or how they would deal with search on their devices?**

*Possible Answer: Yes, Apple may eventually decide to use a search engine other than Google’s. There is always a possibility that they could use Microsoft’s search engine, BING, or they could develop their own search engine. It is probably true that many of Apple’s customers have come to rely heavily on Google search, so any switch could feel like a “bait and switch,” making it harder to foresee what might happen and when.*

1. **Are there any benefits for the consumer of increased competition?**

*Possible Answer: Increased choice, lower prices, better customer support and more apps.*

1. **If you were considering purchasing a smartphone (iPhone, HTC or Blackberry), or replacing an older model, would any of the competitive issues outlined above be a factor in your purchase? Explain why these issues would or would not affect your decision.**

*Possible Answer: Answers may vary between iPhone, Google Android and other users. Decision factors may include number and variety of apps, ease of content delivery and experience with and loyalty to a company.*

1. In an effort to take greater control and to increase profits, Apple is moving to a system of delivering and billing for electronic content… **As a user, if you wanted to purchase content, would you have an issue if you had to do so through the content publisher’s website, for example, or an iTunes store?**   
   *Possible Answer: Some may answer they would not have a problem going through the iTune store since many already do so. Others may philosophically not like being restricted or limited to a single place for purchase, or being told where they can or cannot purchase.*