

BAB III

GAMBARAN UMUM OBJEK PENELITIAN

Keseluruhan data gambaran umum Apple diperoleh dari <http://www.apple.com/investor> karena sejak tahun 1980 Apple telah go public sehingga data perusahaan secara detail dapat diperoleh dalam websitenya (berupa annual report untuk tahun fiskal yang berakhir pada 29 September 2007), <http://id.wikipedia.org/wiki/Macintosh>, [http://id.wikipedia.org/wiki/Apple Inc.](http://id.wikipedia.org/wiki/Apple_Inc.), dan [http://en.wikipedia.org/wiki/Apple Inc.](http://en.wikipedia.org/wiki/Apple_Inc.) Data diperoleh dalam kurun waktu bulan Mei 2008. Juga tambahan dari buku dan artikel lokal mengenai Macintosh.

A. APPLE INC.

Apple Inc. Awal 2007 Apple mantap menanggalkan "Computer" dari nama perusahaannya. Merespon industri komputer yang sudah menua, Apple bernetamorfosis dari "computer company" menjadi "gadget company" dan "entertainment company". Kini Apple tak hanya hebat membuat Mac, tetapi juga piawai menciptakan produk-produk elektronik yang *fun & cool* seperti iPod dan iPhone.

Di bawah komando dua Steve (Steve Jobs dan Steve Wosniak), Apple menemukan PC pertama yang memicu revolusi industri komputer dunia. Melalui Mac, Apple menjadikan komputer *user-friendly, fun, human, cool*, tidak seram layaknya produk teknologi tinggi. Apple juga memicu

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revolusi di industri elektronik dan hiburan melalui produk legendarisnya, iPod. Terakhir, Apple berinovasi mengubah diri menjadi retailer paling *profitable* di Amerika melalui gerai iStore-nya. Tiada hari tanpa inovasi di Apple.

Sisi baik dari Apple adalah keunggulan superior produk komputernya. Hal itu dikarenakan Macintosh mampu membantu konsumen untuk melakukan pekerjaannya lebih efektif dan efisien. Dengan produk iPod-nya, perusahaan ini mampu membantu konsumen menikmati hidup, atau pun karena kedua alasan di atas. Sesungguhnya produk Apple Macintosh dan iPod tidak hanya bagus: produk tersebut hebat, *insanely great*, seperti yang sering diucapkan Steve Jobs.

Kemampuan Apple adalah berkreasi dan terus mencari ide-ide *fresh* dan membuat kagum pesaingnya. Sukses Apple ini terletak pada inovasi. Tiada hari tanpa inovasi di Apple. Komputer Macintosh – yang familier disebut Mac – sekarang sudah banyak digunakan oleh masyarakat umum, baik kalangan mahasiswa, profesional maupun eksekutif muda³⁷

1) Background Perusahaan

Apple Inc. (sebelumnya bernama Apple Computer, Inc) merupakan perusahaan multinasional Amerika yang fokus pada merancang dan membuat perangkat elektronik untuk konsumen dan software produk yang berkaitan, juga pelayanan perbaikan, *peripherals*, dan solusi *networking*. Apple menjual produknya ke beberapa benua melalui gerai online, gerai retail, tenaga penjual langsung, distributor pihak ketiga (*third-party*),

³⁷ Hermawan Kartajaya, op cit hal 129

³⁸ Dirgayuza setiawan, panduan lengkap menggunakan Mac OS X Leopard untuk pemula. Mediakita, 2008 hlm4

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resellers, dan *value-added resellers*. Sebagai tambahan berbagai perlengkapan Macintosh dari pihak ketiga, produk yang sesuai dengan iPod dan iPhone. Termasuk *printer*, media penyimpanan, *speaker*, *headphones*, dan berbagai aksesoris serta *peripheral*. Target penjualan **Apple** di bidang pendidikan, konsumen, *creative professional*, bisnis, dan konsumen pemerintah.

Tidak seperti di Singapura atau Amerika Serikat, Apple tidak mempunyai kantor pusat di Indonesia. Sejak tahun 2001 penjualan produk Apple di Indonesia dilakukan oleh distributor resmi Padang Digital Indonesia. Di Indonesia telah berdiri tak kurang dari 35 Apple Authorized Reseller seperti iBox, IBK, Causa Prima, Terang Powercom, dan PC Max.

2) Strategi Bisnis

Apple memiliki komitmen untuk mempersiapkan komputer personal, pemutar musik digital *portable*, dan pengalaman komunikasi mobile terbaik kepada para pelajar, pendidik, profesional di bidang kreatif, pebisnis, agensi pemerintah, dan konsumen melalui inovasi hardware, software, peripherals, layanan, dan penawaran internet. Strategi bisnis **Apple** meningkatkan kemampuan uniknya untuk merancang dan mengembangkan sistem operasi sendiri, hardware, software aplikasi, dan layanan untuk menyediakan produk baru dan solusi dengan kemudahan penggunaan yang unggul, seamless integration, dan desain industri yang inovatif. **Apple** percaya investasi yang berkelanjutan dalam research & development sangat penting bagi perkembangan dan kemajuan produk dan teknologi yang inovatif. Sejain mengubah komputer personal dan

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solusi terkait, Apple terus mendanai seluruh pengembangan komputer personal, elektronik konsumen digital, dan komunikasi mobile dengan menciptakan dan memperbaiki inovasi, seperti iPod, iPhone, iTunes Store, dan Apple TV. Strategi Apple juga termasuk memperluas jaringan distribusinya untuk secara efektif menjangkau lebih banyak target konsumen dan menyediakan layanan penjualan berkualitas tinggi dan pengalaman pendukung paska penjualan.

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a) Gaya Hidup Digital

Apple percaya bahwa bagi profesional dan konsumen umum, komputer personal telah menjadi pusat perkembangan gaya hidup digital dengan mengintegrasikan dan meningkatkan utilitas peralatan digital mutakhir, seperti iPods, iPhones, kamera video dan foto digital, televisi, PDA (personal digital assistants), dan peralatan digital lainnya. Atribut komputer personal yang memungkinkan fungsionalitas ini meliputi antar muka pengguna (user interface) berkualitas tinggi, akses yang mudah pada penyimpanan data yang relatif tidak mahal, kemampuan untuk menjalankan aplikasi yang kompleks, dan kemampuan untuk dihubungkan ke berbagai peralatan digital lainnya dan internet dengan mudah. Apple merupakan satu-satunya partisipan dalam industri komputer personal yang mengendalikan desain dan pengembangan seluruh komputer personal, dari hardware dan sistem operasi sampai aplikasi software yang sangat canggih. Hal ini, bersama dengan desain industri yang kreatif, kemudahan pemakaian intuitif, built-in graphics, multimedia dan kemampuan jaringan produk,

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memposisikan Apple untuk menawarkan solusi gaya hidup digital terintegrasi yang inovatif

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b) Perluasan Distribusi

Apple percaya pengalaman membeli yang berkualitas tinggi dengan tenaga penjual yang memiliki pengetahuan tentang produk, mampu menyampaikan nilai dari produk dan layanan Apple yang dapat meningkatkan kemampuannya untuk menarik dan mempertahankan konsumen. Apple menjual berbagai produknya dan menjual kembali produk *third party* tertentu di sebagian besar pasar utamanya secara langsung kepada para konsumen pribadi, konsumen pendidikan, dan bisnis melalui gerai-gerai retail dan online-nya. Apple juga telah menginvestasikan berbagai program untuk meningkatkan penjualan reseller, termasuk Program Konsultasi Penjualan Apple yang menempatkan karyawan dan kontraktor Apple di lokasi-lokasi reseller pihak ketiga yang telah ditentukan. Apple percaya dengan menyediakan kontak langsung dengan konsumen targetnya merupakan sebuah langkah efektif untuk mendemonstrasikan keunggulan komputer Macintosh dan produk lainnya dari para pesaingnya. Di akhir tahun 2007 Apple telah membuka 197 gerai retail, meliputi 174 gerai di Amerika Serikat serta total 23 gerai di Kanada, Jepang, Inggris, dan Italia. Apple umumnya menempatkan gerai-gerainya di lokasi strategis dengan tingkat keramaian yang tinggi di pusat-pusat perbelanjaan berkualitas dan kawasan perbelanjaan perkotaan.

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Salah satu tujuan inisiatif retail adalah untuk memperluas basis

terinstalasi Apple melalui penjualan kepada konsumen yang belum memiliki produk dari Apple pada saat itu. Dengan mengoperasikan gerai mereka sendiri dan menemukannya di lokasi ramai yang diinginkan, Apple berada dalam posisi yang lebih baik untuk mengendalikan pengalaman berbelanja konsumen dan menarik konsumen baru. Gerai dirancang untuk menyederhanakan dan meningkatkan presentasi dan pemasaran produk Apple dan solusi terkait. Untuk itu, pengaturan gerai retail telah berkembang menjadi beragam ukuran untuk mengakomodasi permintaan pasar spesifik. Tiap gerai mempekerjakan karyawan yang berpengalaman dan berpengetahuan yang memberikan saran mengenai produk dan layanan pendukung tertentu. Gerai-gerai tersebut menawarkan pilihan yang luas dari *hardware* pihak ketiga, *software*, dan beragam aksesoris produk dan peripherals tertentu.

c) Pasar Dibidang Pendidikan (pelajar dan pengajar)

Sepanjang sejarahnya, Apple telah berfokus pada penggunaan teknologi dalam pendidikan dan akan selalu berkomitmen untuk menyediakan peralatan yang membantu para pendidik dan siswa dalam proses belajar mengajar. Apple percaya pada integrasi teknologi yang efektif ke dalam instruksi ruang kelas dapat menghasilkan tingkat prestasi siswa yang lebih tinggi, terutama ketika digunakan untuk mendukung kolaborasi, akses informasi, dan ekspresi serta representasi pemikiran dan gagasan para pelajar. Apple telah mendesain cakupan produk dan layanan untuk memenuhi kebutuhan

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konsumen pendidikan. Produk dan layanan tersebut meliputi komputer Mac, iPod, iTunes, dan Apple TV, selain berbagai macam solusi untuk penciptaan video dan editing, jaringan nirkabel, pengembangan profesional, dan pembelajaran one-to-one (1:1). Solusi pembelajaran 1:1 biasanya meliputi komputer portabel dan instalasi jaringan nirkabel untuk setiap siswa dan pengajar.

d) Profesional di Bidang Kreatif (creative professional)

Profesional di bidang kreatif merupakan salah satu pasar terpenting Apple untuk produk hardware dan software. Pasar ini juga penting untuk banyak pengembang pihak ketiga yang menyediakan solusi hardware dan software yang kompatibel dengan Mac. Konsumen di bidang kreatif menggunakan produk Apple untuk berbagai aktifitas termasuk video digital dan produksi dan editing film; video digital dan efek khusus film, compositing dan titling; fotografi digital dan manajemen alur kerja; desain grafis, penerbitan, dan produksi percetakan; kreasi dan produksi musik; audio production dan sound design; dan desain, pengembangan, dan administrasi web.

Apple mendesain solusi hardware high-end, termasuk server, desktop, dan sistem portable Macintosh, untuk menggabungkan kekuatan, kemampuan yang dapat ditingkatkan (expandability). Fitur-fitur yang diidamkan oleh creative professionals. Sistem operasi Apple, Macintosh OS X, menggabungkan kemampuan grafis yang kuat dan teknologi software. Mengoptimalkan sistem dan performa aplikasi ketika menjalankan solusi kreatif yang disediakan oleh developer.

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e) Lainnya

Selain pasar konsumen pribadi, pendidikan dan profesional di bidang kreatif, Apple menyediakan produk dan solusi hardware dan software untuk konsumen di pasar teknologi informasi, ilmu pengetahuan, bisnis, dan pemerintahan.

3) Pengelolaan Bisnis

Apple mengelola bisnisnya terutama berdasarkan lokasi geografis. Segmen operasi Apple yang dilaporkan meliputi Amerika, Eropa, Jepang, dan Retail. Di Segmen Amerika, Eropa, dan Jepang yang dilaporkan tidak termasuk aktivitas yang berkaitan dengan segmen Retail. Segmen Amerika meliputi Amerika Utara dan Selatan. Segmen Eropa meliputi negara-negara di Eropa, Timur Tengah, dan Afrika. Segmen Retail mengoperasikan gerai-gerai retail yang dimiliki sendiri oleh Apple di Amerika, Kanada, Jepang, Inggris, dan Italia. Tiap segmen operasi geografis dan segmen operasi Retail yang dilaporkan menyediakan produk hardware dan software serta layanan yang sama.

4) Produk

Apple menawarkan serangkaian produk komputasi pribadi (personal computing) termasuk desktop dan komputer pribadi portabel, perangkat dan peripherals yang berkaitan, serta beragam produk hardware dan software pihak ketiga. Selain itu, Apple menawarkan produk software termasuk Macintosh OS X, software sistem operasi yang dimiliki Apple; software untuk server dan solusi yang terkait; software aplikasi profesional;

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dan *software* yang berorientasi pada konsumen; pendidikan, dan bisnis.

Apple juga mendesain, mengembangkan, dan memasarkan kepada pengguna Macintosh dan Windows. Rangkaian produk iPod pemutar musik digitalnya dan iPhone alat komunikasi genggamnya/ handphone. Seiring dengan aksesoris yang terkait dan layanan yang termasuk distribusi *online* dari isi pihak ketiga melalui iTunes. Produk utama Apple dalam rangkaian komputer Macintosh adalah:

a) Produk Hardware

Apple menawarkan serangkaian produk komputer termasuk PC dan *notebook*, server dan produk penyimpanan, perlengkapan yang terkait dan *peripherals*, dan beragam produk *hardware* pihak ketiga. Sistem Macintosh PC dan portable menggunakan prosesor Intel. Macintosh OS X versi 10.5 Leopard yaitu sistem operasi yang tersedia sejak Oktober 2007. Rangkaian produk iLife untuk kreasi dan manajemen fotografi digital, musik, film, DVD, dan website. Transisi Apple dari PowerPC menjadi Intel prosesor untuk sistem Mac, selesai pada Agustus 2006.

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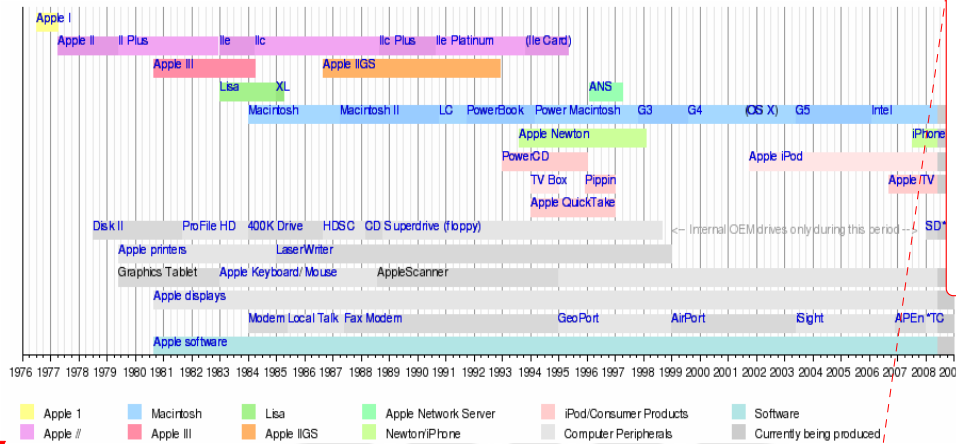
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Sumber www.en.wikipedia.org/wiki/Apple_Inc 17 Juni 2008

i) **MacBook® Pro.** Keluarga komputer notebook MacBook Pro didesain untuk para profesional dan konsumen pengguna ahli. Pertama kali diperkenalkan pada Januari 2006. MacBook Pro termasuk layar widescreen 15 dan 17 inci, built-in iSight® kamera video, Front Row dengan Apple Remote, Mag Safe® magneticpower adapter. Pada Juni 2007, Apple memperbarui model MacBook Pro hingga menggunakan prosesor Intel Core2 Duo dan kartu grafis Nvidia GeForce 8600 MGT. Termasuk didalamnya memori hingga 4 GB dari 667MHz DDR2 dan serial 800 MHz didepan, Serial ATA hard drive, dan slot-loading double-layer Super Drive®. Sebagai tambahan, memiliki fitur penutup alumunium setebal 1-inci dan termasuk Air Port Extreme® 802.11n jaringan nirkabel, Bluetooth 2.0+EDR, Gigabit Ethernet, USB 2.0, dan FireWire® port, audio and video port, DVI video-out, Express Card/34, scrolling track pad, dan

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backlit keyboard.

ii) **MacBook®.** MacBook dirancang bagi konsumen creative dan pendidikan. Pertamakali dikenalkan pada Mei 2006. MacBook memiliki spesifikasi 13-inch monitor, kamera iSight video terintegrasi. MagSafe *magnetic power adapter*. Pada bulan Mei 2007, produk MacBook ditingkatkan dengan Intel Core 2 Duo-2.16GHz, *Intel integrated graphics*, memori 4GB dari 667MHz DDR2, Serial ATA *hard drive*. *Slot-loading Combo optical drive* atau *double-layer SuperDrive*. *AirPort Extreme 802.11n wireless networking*, Bluetooth 2.0+EDR, Gigabit Ethernet, USB 2.0. FireWire ports, *audio input dan output ports*, *mini-DVI video output port*, dan *scrolling trackpad*.

iii) **Mac® Pro.** Ditargetkan untuk konsumen bisnis dan profesional. Dirancang untuk memenuhi *performance, expansion, dan networking*. Spesifikasi Mac Pro Intel Xeon dual-core atau quad-core-3.0GHz. 4MB dan 8MB Level 2 cache dan *independent 1.33GHz front-side buses*. 667MHz *buffered memory*, *256-bit wide memory architecture*. Mac Pro *direct attach storage solution* untuk *snap-in installation*. 750GB Serial ATA hard drives, 3TB of internal storage. Tiga *PCI Express expansion slots*, *double-wide PCI Express graphic*. *Dual Ethernet ports*, *optical digital input dan output ports*, *analog audio input dan output ports*, FireWire 400, FireWire 800 dan USB 2.0 ports.

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b) Software OS

Macintosh adalah proyek ambisius Steve Jobs untuk mengembangkan komputer dengan OS pertama di dunia yang berbasis GUI (Graphical User Interface). Pada saat penciptaannya, Steve Jobs bahkan mengadu tim Apple Macintosh dan tim Apple Lisa. Macintosh OS pun dikenal sebagai OS yang jauh meninggalkan pesaing terdekatnya dan menjadi pilihan banyak pekerja kreatif profesional di Amerika.

Kemampuan inovasi Apple untuk menciptakan OS ber-GUI pertama di dunia, dengan cepat mencapai kejatuhan. Melangkah dari Macintosh OS 9 ke Macintosh OS X adalah sebuah revolusi bagi Apple dan industri komputer pada masa itu. Untuk pertama kalinya, lahir OS untuk khalayak umum berdasarkan UNIX. Pada saat itu, bahkan sampai saat ini UNIX adalah OS yang paling stabil yang biasa digunakan untuk keperluan server.

Tidak seperti Microsoft, Apple memilih untuk melangkah secara cepat dan pasti untuk Macintosh OS X, dimulai dari 10.0 yang merupakan sebuah prototype, lalu menanjak ke Macintosh OS 10.1, 10.2 yang dikomersilkan. Macintosh OS 10.3 yang disebut Panther, membantu Apple menciptakan *brand image* OS yang stabil, mudah digunakan, dan handal bagi penggunanya.³⁹

Apple menyatakan, Panther memiliki 150 fitur baru dibandingkan dengan Jaguar. Selang dua tahun, Apple menyatakan Tiger memiliki 200 fitur baru dibandingkan dengan Panther. Perubahan versi dari 10.3 ke 10.4 merupakan langkah panjang menuju inovasi.

Deleted: <#>iMac®. The iMac desktop computer is targeted at consumer, education and business customers. In August 2007, the Company updated the iMac to include 2.0GHz, 2.4GHz or 2.8GHz Intel Core 2 Duo processors, up to 4 GB of 667 MHz DDR2 SDRAM, a faster graphics card using ATI Radeon HD 2400 XT or ATI Radeon HD 2600 PRO graphics, and slot-loading double-layer SuperDrive. All iMac models include a built-in iSight video camera, AirPort Extreme 802.11n wireless networking, Bluetooth 2.0+EDR, built-in Gigabit Ethernet, USB 2.0 and Fire Wire ports, and mini-DVI video out.¶

<#>Mac® mini. In February 2006, the Company introduced the Intel-based Mac mini that includes Front Row with the Apple Remote. The Mac mini offers 1GB of 667MHz memory expandable to 2GB and either a 1.83GHz or 2.0GHz Intel processor. Every Mac mini includes built-in Gigabit Ethernet, AirPort Extreme 802.11g wireless networking, Bluetooth 2.0+EDR, a total of four USB 2.0 ports, and one FireWire 400 port. Mac mini includes a full-size DVI interface and a VGA-out adapter to connect to a variety of displays, including televisions, and features both analog and digital audio outputs.¶

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Sekarang ini Macintosh memang sudah bisa berjalan pada dua sistem operasional. Dengan *dual system* ini apa pun bisa masuk: Microsoft Office, AutoCad atau Maya. Mulai diterapkannya dual OS pada Macintosh ini sejalan dengan kebijakan radikal Apple. Mengalihkan seluruh produk buatanya ke prosesor buatan Intel Corp. Hasilnya, Apple telah merilis Macintosh pertama yang menggunakan prosesor Intel Core Duo, yakni iMac untuk desktop dan MacBook Pro untuk *notebook*. Jadi sekarang konsumen diberi pilihan. Selain itu, dengan menggunakan teknologi Intel ini Apple ingin memperluas pasar, yakni memberi kemudahan bagi pengguna Windows. Keseriusan Apple dalam memperluas dan menangkap peluang pasar, misalnya ditunjukkan dengan menambah jumlah distributor di Indonesia.

5) Research & Development

Karena PC, produk elektronik konsumen, dan industri komunikasi seluler dikategorikan oleh cepatnya perkembangan teknologi maju, kemampuan Apple untuk memenangkan persaingan sangat bergantung pada kemampuannya untuk memastikan mengeluarkan produk yang kompetitif secara kontinu dan sesuai jamannya, layanan, dan teknologi yang ada di pasar. Apple secara kontinu mengembangkan produk baru dan teknologi inovatif.

6) Corporate Affairs

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Top Operating System Share Trer	
Enter Date Range	
Month	Window
February, 2007	93.05
March, 2007	93.40
April, 2007	93.21
May, 2007	92.94
June, 2007	93.34
July, 2007	93.28
August, 2007	93.06
September, 2007	92.47
October, 2007	92.49
November, 2007	92.42
December, 2007	91.79

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a) Kantor pusat

Kantor pusat Apple Inc. terletak di ditengah-tengah Silicon Valley, tepatnya 1 Infinite Loop, Cupertino, California. Kampus (sebutan untuk kompleks perkantoran Apple) Apple ini memiliki enam gedung dengan total 79.000m² dan dibangun pada tahun 1993 oleh Sobrato Development Cos. Tahun 2006 Apple mengumumkan rencananya untuk membangun kampus kedua pada lahan seluas 50 acres yang disatukan dari berbagai lahan berbeda. Kampus perkantoran baru ini juga berada di Cupertino, sekitar 2 km dari kampus yang sekarang ini.

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Sumber www.en.wikipedia.org/wiki/Apple_Inc 30 Mei 2008

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b) Properti

Apple memiliki fasilitas manufaktur di Cork, Irlandia seluas 367.000 *square-foot*. Bangunan yang disewa berjumlah seluas 3.7 *million square-foot*, di Amerika, Eropa, Jepang, Kanada, dan kawasan Asia Pasifik. Fasilitas utama memiliki jangka waktu sewa selama 3-15 tahun dan umumnya menyediakan pilihan untuk memperpanjang hingga 3-7 tahun. Fasilitas lahan yang dimiliki Apple berada di Sacramento seluas 805.000 *square-foot*, pusat data seluas 107.000 *square-foot* di Newark, California.

c) CEO

- 1977–1981: Michael "Scotty" Scott
- 1981–1983: A. C. "Mike" Markkula
- 1983–1993: John Sculley
- 1993–1996: Michael Spindler
- 1996–1997: Gil Amelio
- 1997–sekarang: Steve Jobs

d) Dewan Direksi

- Bill Campbell, chairman dari Intuit Inc.
- Millard Drexler, chairman dan CEO dari J.Crew
- Al Gore, mantan wakil presiden US
- Steve Jobs, CEO dan pendiri Apple
- Andrea Jung, Chairman dan CEO dari Avon
- Eric E. Schmidt, chairman dan CEO dari Google

e) Executive

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- Steve Jobs, chief executive officer
- Timothy D. Cook, chief operating officer
- Peter Oppenheimer, chief financial officer
- Philip W. Schiller, senior VP dari *worldwide product marketing*
- Tony Fadell, senior VP dari the iPod division
- Jonathan Ive, senior VP dari *industrial design*
- Bertrand Serlet, senior VP dari *software engineering*
- Sina Tamaddon, senior VP dari *applications*

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Deleted: <#>Ron Johnson, senior VP dari retail¶

Deleted: <#>Scott Forstall, VP of iPhone software¶

Deleted: Daniel Cooperman, senior VP, general counsel and secretary¶

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Deleted: ¶ <#>7. Advertising¶ Sejak pengenalan dari komputer Macintosh pada tahun 1984 dengan iklan Super Bowl hingga iklannya yang modern versi "Get a Mac", Apple telah dikenal dimasa lampau akan usahanya dalam iklan dan pemasaran yang efektif.¶

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f) Karyawan

Pada akhir tahun 2007 Apple memiliki karyawan tetap sejumlah 21.600 dan tambahan 2.100 karyawan sementara dan kontraktor.

B. DATA FINANSIAL APPLE

Penjualan bersih Macintosh meningkat \$3 billion atau 40%, sementara penjualan unit Macintosh meningkat 1.75 miliar unit atau 33%. Pertumbuhan 33% unit Macintosh secara signifikan sangat besar dari perkiraan rata-rata keseluruhan industri PC selama jangka waktu tersebut. Pengiriman produk portable meningkat dari 54% menjadi 62%, sedangkan penjualannya meningkat 55% dan 51%. Kenaikan ini disebabkan karena tingginya permintaan terhadap MacBook dan MacBook Pro. Sedangkan Mac desktop penjualan unit meningkat 21% dan 12%, disebabkan tingginya permintaan terhadap iMac.⁴⁰

Tabel III.2 . Net Sales

³⁹annual report Apple Inc. end in 2007* www.apple.com/investor 6 Mei 2008

	September 29, 2007	Change	September 30, 2006	Change	September 24, 2005
Net Sales by Operating Segment (a):					
Americas net sales	\$11,596	23%	\$ 9,415	41%	\$ 6,658
Europe net sales	5,460	33%	4,096	33%	3,073
Japan net sales	1,082	(11)%	1,211	31%	924
Retail net sales	4,115	27%	3,246	42%	2,278
Other Segments net sales (b)	1,753	30%	1,347	35%	998
Total net sales	<u>\$24,006</u>	24%	<u>\$19,315</u>	39%	<u>\$13,931</u>
Unit Sales by Operating Segment:					
Americas Mac unit sales	3,019	24%	2,432	11%	2,184
Europe Mac unit sales	1,816	35%	1,346	18%	1,138
Japan Mac unit sales	302	(1)%	304	(3)%	313
Retail Mac unit sales	1,386	56%	886	45%	609
Other Segments Mac unit sales (b)	528	58%	335	16%	290
Total Mac unit sales	<u>7,051</u>	33%	<u>5,303</u>	17%	<u>4,534</u>
Net Sales by Product:					
Desktops (c)	\$ 4,020	21%	\$ 3,319	(3)%	\$ 3,436
Portables (d)	6,294	55%	4,056	43%	2,839
Total Mac net sales	<u>10,314</u>	40%	<u>7,375</u>	18%	<u>6,275</u>
iPod	8,305	8%	7,676	69%	4,540
Other music related products and services (e)	2,496	32%	1,885	110%	899
iPhone and related products and services (f)	123	NM	—	NM	—
Peripherals and other hardware (g)	1,260	15%	1,100	(2)%	1,126
Software, service, and other sales (h)	1,508	18%	1,279	17%	1,091
Total net sales	<u>\$24,006</u>	24%	<u>\$19,315</u>	39%	<u>\$13,931</u>
Unit Sales by Product:					
Desktops (c)	2,714	12%	2,434	(3)%	2,520
Portables (d)	4,337	51%	2,869	42%	2,014
Total Mac unit sales	<u>7,051</u>	33%	<u>5,303</u>	17%	<u>4,534</u>
Net sales per Mac unit sold (i)	<u>\$ 1,463</u>	5%	<u>\$ 1,391</u>	1%	<u>\$ 1,384</u>
iPod unit sales	<u>51,630</u>	31%	<u>39,409</u>	75%	<u>22,407</u>
Net sales per iPod unit sold (j)	<u>\$ 161</u>	(17)%	<u>\$ 195</u>	(3)%	<u>\$ 202</u>
iPhone unit sales	<u>1,389</u>	NM	<u>—</u>	NM	<u>—</u>

Sumber: annual report apple 2007

C. IMPLEMENTASI EXPERIENTIAL MARKETING

1) Komunikasi

Salah satu yang dijual Apple selain inovasi adalah cool (menyentuh sisi emosi konsumen). Diterapkan melalui produk dan kampanye promosi yang dilakukan (advertising and PR campaign). Pada tahun 1983 Steve Jobs berkata bahwa:

“kita tidak punya kesempatan menggunakan strategi iklan yang menonjolkan feature dan benefit, juga dengan tabel dan perbandingan.

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Net Sales by Operating Seg

Americas net sales	...
Europe net sales	...
Japan net sales	...
Retail net sales	...
Other Segments net sales	...
Total net sales	...

Unit Sales by Operating Se

Americas Mac unit sales	...
Europe Mac unit sales	...
Japan Mac unit sales	...
Retail Mac unit sales	...
Other Segments Mac uni	...
Total Mac unit sales	...

Net Sales by Product:

Desktops (c)	...
Portables (d)	...
Total Mac net sales	...

iPod	...
Other music related produc	...
iPhone and related product	...
Peripherals and other hardw	...
Software, service, and other	...
Total net sales	...

Unit Sales by Product:

Desktops (c)	...
Portables (d)	...
Total Mac unit sales	...

Net sales per Mac unit sold	...
iPod unit sales	...
Net sales per iPod unit sold	...
iPhone unit sales	...

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Satu-satunya kesempatan yang kita miliki adalah dengan feeling. Harus seperti Sony Walkman, sebuah cult product. Kita ingin menciptakan image yang takkan dilupakan orang.”

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Dengan kata lain memimpin dengan yang terbaik dari Apple: *imagery, feelings*. Sejak pengenalan dari komputer Macintosh pada tahun 1984 dengan iklan Super Bowl hingga iklannya yang modern versi “Get a Mac”, Apple telah dikenal dimasa lampau akan usahanya dalam iklan dan pemasaran yang efektif.

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- *Sense*: Apple menggunakan tokoh dengan karakter yang unik pada iklan tv-nya agar memberikan kesenangan dan kegairahan
- *Feel*: Apple menggunakan iklan TV-nya untuk membuat konsumen merasa tertarik dan turut merasakan semangat, dan menjadikan diri mereka unik seperti semboyan Apple yang tercermin dari iklan tersebut.
- *Think*: Apple menggunakan tema iklan PC VS MAC untuk menggantikan pemikiran konsumen terhadap produk Macintosh. Menonjolkan kelebihan dibandingkan PC Windows.
- *Act*: Apple menggunakan banner/media iklan lainnya untuk mendorong konsumen mengunjungi outlet retail
- *Relate*: tema iklan Apple PC VS MAC dapat menghubungkan konsumen dengan produk Macintosh

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Gambar: III.2 iklan tv Mac



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Sumber: www.apple.com 28 April 2007.

2) Identitas Visual dan Verbal

Logo Apple menggarisbawahi: kami adalah orang-orang yang menyenangkan untuk diajak bergaul. Macintosh menggunakan logo Mac/iMac untuk produknya, dan menjadi sebuah merek yang sangat familiar bagi iMac enthusiast. Para Macintosh enthusiast adalah pribadi-pribadi yang selalu nyeleneh dan berpikir berbeda dari orang kebanyakan seperti termanifestasi dalam pribadi-pribadi Gandhi, Caesar Chaves, atau Dalai Lama. Karena itu Macintosh muncul dengan desain yang sangat funky dengan karakter yang humanis, tampilan yang colorful-look dan

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hangat, bentuk yang *simple* dan minimalis. Memiliki iMac akan membuat konsumen merasakan bergabung dalam sebuah klub elite dengan nilai-nilai yang unik dan dijunjung oleh setiap anggota klub: *rebellious, free thinking, dan creativity.*

Gambar III.3 logo Apple



Sumber: www.wikipedia.org 25 Mei 2008

Memasuki klub elite ini konsumen tak sekedar menjadi pengguna PC berlabel iMac, tapi konsumen mengemban tugas "misionaris" untuk sebuah merek karismatik Apple Macintosh. Belakangan memang tak lagi hanya digunakan oleh sekelompok kalangan, seperti para pekerja desain grafis, *movie maker*, atau pun rumah produksi (*production house*).

- Sense: merek, logo, dan slogan Apple Macintosh menciptakan pengalaman sensorik
- Feel: merek, logo, dan slogan Apple Macintosh menimbulkan rasa ingin tahu konsumen

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▪ Think: ketenaran merek, logo, dan slogan Apple Macintosh dimaksudkan untuk menciptakan image komputer yang berbeda dari produk komputer lain

▪ Act: merek, logo, dan slogan Apple Macintosh dimaksudkan untuk mendorong minat membeli

▪ Relate: merek, logo, dan slogan Apple Macintosh dimaksudkan untuk menghubungkan konsumen dengan yang lainnya (konsumen dan calon konsumen)

3) Produk

Daya tarik lainnya adalah desain produk. Selama ini desain komputer Macintosh memang dikenal unik dan menarik. Desktop iMac, misalnya, dirancang sangat praktis dan ringkas. Sebab, CPU-nya disatukan dengan monitor yang berdiri pada satu kaki, sehingga terlihat menarik dan menghemat ruang. Macintosh dijamin tidak akan terinfeksi virus. Karena, Macintosh berbasis Unix sehingga sistem keamanannya lebih bagus dan tertutup. Macintosh sudah melakukan pergantian prosesor, desainnya menarik, dan tidak terinfeksi virus. Lebih dari itu, Macintosh sekarang sudah menjadi gaya hidup. Itu menjadi dorongan tersendiri bagi orang-orang untuk menggunakannya.

▪ Sense: desain yang unik, kemasan yang simpel, display yang bersih putih polos, dan karakter merek dari Macintosh bertujuan untuk memberikan kepuasan kepada konsumen

▪ Feel: desain yang unik karena bentuknya, kemasan polos dengan warna putih cerah, display, dan karakter merek. Dikombinasikan

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dengan sistem operasi *easy-to-use* bertujuan untuk memberikan kesenangan ketika mengkonsumsinya.

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▪ Think: desain, kemasan, display, dan karakter merek dari Macintosh bertujuan untuk memberikan pemikiran kreatif terhadap produk

▪ Act: variasi produk, inovasi, kualitas Macintosh merupakan strategi untuk mendorong gaya hidup yang diinginkan

▪ Relate: desain, kemasan, display, dan karakter merek dari Macintosh bertujuan untuk menghubungkannya dengan budaya, sosial, eksklusifitas, dan penyamaan diri dengan Gandhi.

4) Co-branding

Perfilman Hollywood dan Apple merupakan sebuah kombinasi yang alami. Efek cool yang diwakilkan oleh bintang besar sepertinya mampu mewakili brand image Apple dengan baik. Melalui product placement pada beberapa serial televisi seperti: Sex and the City, Ally McBeal, dan film

you've got mail menyebarkan nama harum Apple Macintosh ke berbagai benua.⁴¹

- Sense: partnership Apple pada suatu event seperti Olympiade dimaksudkan agar konsumen dapat merasakan euphoria kemenangan.
- Feel: event marketing yang diadakan dimaksudkan untuk membangun hubungan emosional yang tidak terlupakan dengan konsumen pada saat bekerja dan bermain.
- Think: eksklusifitas perfilman Hollywood dimaksudkan agar konsumen menggunakan produk yang sama, seperti karakter dalam film.
- Act: dengan penempatan produk pada film seperti James Bond dimaksudkan untuk konsumen melakukan tindakan yang sama, yaitu menggunakan Macintosh dalam menjalankan aktifitasnya.
- Relate: dengan seringnya Macintosh menjadi produk yang digunakan oleh tokoh protagonis (karakter Meg Ryan dalam you've got mail) dimaksudkan agar konsumen menyamakannya dengan tokoh tsb.

5) Website (www.apple.com)

Saat ini dunia Maya telah menjamah berbagai kalangan, seiring dengan berkembangnya ketersediaan koneksi diberbagai daerah. Apple menjadikan website sebagai salah satu alat pembentuk komunikasi dan image. Website Apple memberi banyak kemudahan bagi konsumennya, dari mulai

⁴⁰ Jeffrey L. Cruickshank, the Apple way. Mcgraw-hill, 2006.

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after sales service, komunitas sesama pengguna, juga segala kebutuhan perusahaan (seperti *annual report* bagi para investor).

- *Sense*: tema dan style desain web Apple yang simpel dan interaktif, digunakan untuk diferensiasi produk, memotivasi konsumen dan memberi nilai tambah bagi produk.
- *Relate*: komunitas konsumen Machintosh, dimaksudkan untuk memberi rasa keterlibatan dan kedekatan antar sesama pengguna dan menarik konsumen baru.
- *Feel*: tema dan style desain web Apple yang simpel dengan dominasi warna putih, digunakan untuk menciptakan pengalaman yang efektif.
- *Think*: desain dan *content* dari web yang informatif, dimaksudkan untuk mendorong konsumen menggunakan pemikiran yang kreatif dan elaboratif.
- *Act*: forum yang ada didalam halaman web dimaksudkan untuk mendorong konsumen berpartisipasi memberikan komentar.

D. JMLEMENTASI WORD OF MOUTH

Menggunakan *word of mouth*, dan *contiguos products*. Apple melakukan pendekatan pemasaran yang unik, dan jarang beriklan. Kekuatan utama strategi pemasarannya terletak pada kombinasi antara kehebatan produk, PR, dan *community marketing*, yang diramu dengan *word of mouth* yang canggih. Salesman utama Apple adalah produknya. "Great products advertise them selves!" Kehebatan produk inilah yang menimbulkan efek *word of mouth*, yang menjalar cepat melalui internet ke

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seluruh dunia. Tak hanya itu, karena salesman-nya adalah produknya sendiri, wartawan pun dengan sukacita menulis iMac, iPod, atau iPhone di lembar-lembar gadget majalah mereka.

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Di samping itu, kekuatan strategi pemasaran Apple juga terletak pada peran "Apple fans" dan "Apple advocates" yang secara sukarela menyebarkan virus "fanatisme Apple" ke seluruh dunia.

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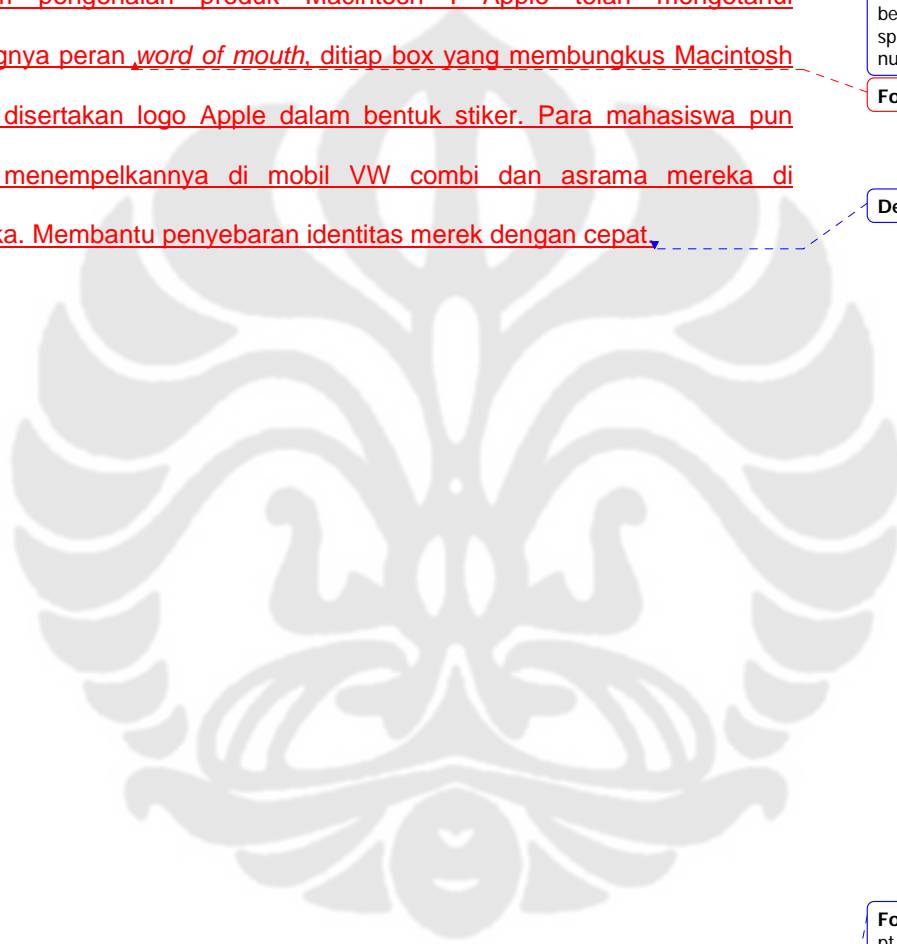
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Dari pengenalan produk Macintosh I Apple telah mengetahui pentingnya peran *word of mouth*, ditiap box yang membungkus Macintosh selalu disertakan logo Apple dalam bentuk stiker. Para mahasiswa pun mulai menempelkannya di mobil VW combi dan asrama mereka di Amerika. Membantu penyebaran identitas merek dengan cepat.

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Keseluruhan data gambaran umum perusahaan diperoleh dari <http://www.apple.com/investor> karena sejak tahun 1980 Apple telah *go public* sehingga data perusahaan secara detail dapat diperoleh dalam websitenya (berupa *annual report* untuk tahun fiskal yang berakhir pada 29 September 2007), <http://id.wikipedia.org/wiki/Macintosh>, http://id.wikipedia.org/wiki/Apple_Inc., dan http://en.wikipedia.org/wiki/Apple_Inc. Data diperoleh dalam kurun waktu bulan Mei 2008. Juga tambahan dari buku dan artikel lokal mengenai Macintosh.

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A. Executive Overview

The Company believes that for both professionals and consumers the personal computer has become the center of an evolving digital lifestyle by integrating with and enhancing the utility of advanced digital devices such as the Company's iPods, iPhones, digital video and still cameras, televisions, personal digital assistants, and other digital devices. The attributes of the personal computer that enable this functionality include a high-quality user interface, easy access to relatively inexpensive data storage, the ability to run complex applications, and the ability to connect easily to a wide variety of other digital devices and to the Internet. The Company is the only participant in the personal

computer industry that controls the design and development of the entire personal computer—from the hardware and operating system to sophisticated applications. This, along with its products' creative industrial designs, intuitive ease-of-use, and built-in graphics, multimedia and networking capabilities, uniquely positions the Company to offer innovative integrated digital lifestyle solutions.

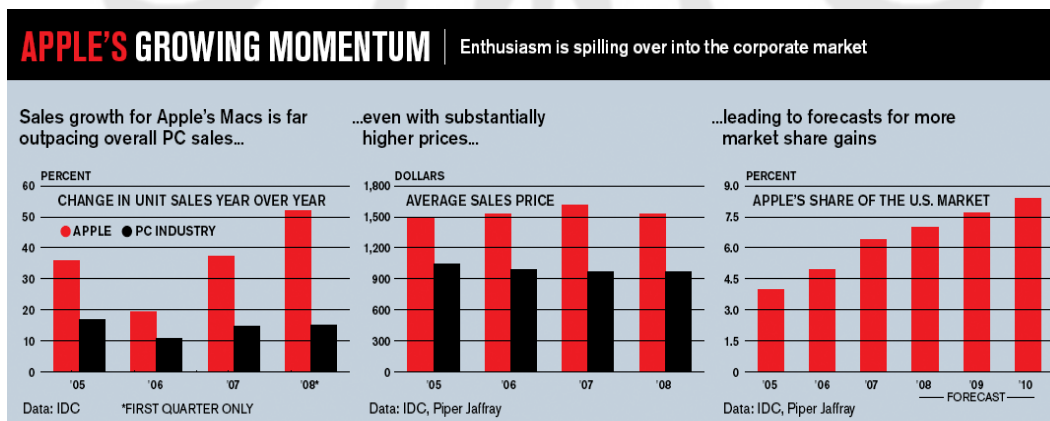
The Company's business strategy leverages its ability, through the design and development of its own operating system, hardware, and many software applications and technologies, to bring to its customers around the world compelling new products and solutions with superior ease-of-use, seamless integration, and innovative industrial design.

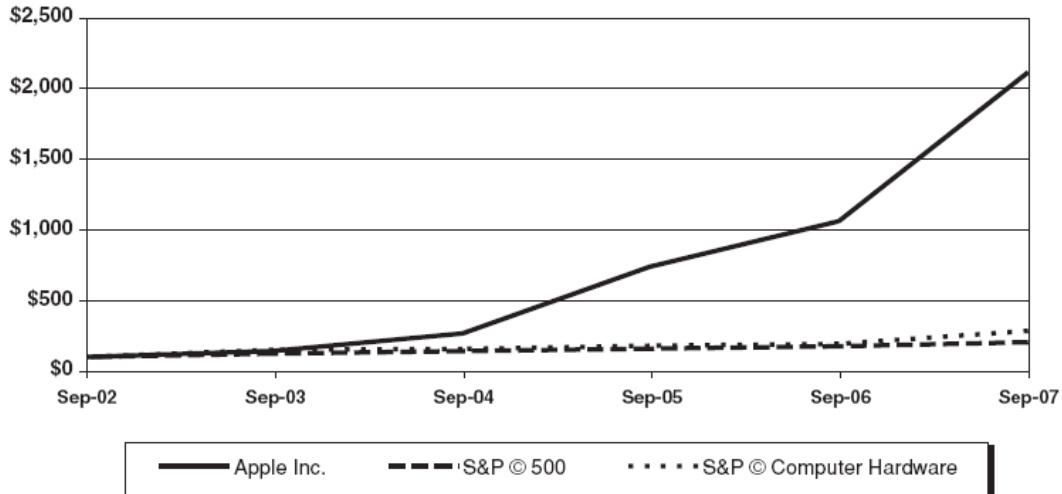
The Company participates in several highly competitive markets, including personal computers with its Mac line of computers, consumer electronics with its iPod product family of portable digital music players, and distribution of third-party digital content through its online iTunes Store. With the introduction of iPhone, the Company has also begun to compete with mobile communication device companies that have substantial experience and technological and financial resources. While the Company is widely recognized as a leading innovator in the personal computer and consumer electronics markets as well as a leader in the emerging market for distribution of digital content, these markets are highly competitive and subject to aggressive pricing. To remain competitive, the Company believes that increased investment in research and development ("R&D") and marketing and advertising is necessary to maintain or expand its position in the markets where it competes. The Company's R&D spending is focused on further developing its existing line of personal computers, operating systems, application software, and portable digital music players; developing new digital lifestyle

consumer and professional software applications; and investing in new product areas such as iPhone and wireless technologies. The Company also believes increased investment in marketing and advertising programs is critical to increasing product and brand awareness.

B. Performa saham perusahaan

The following graph shows a five-year comparison of cumulative total shareholder return, calculated on a dividend reinvested basis, for the Company, the S&P 500 Composite Index (the “S&P 500”) and the S&P Computers (Hardware) Index (the “Industry Index”). The graph assumes \$100 was invested in each of the Company’s common stock, the S&P 500, and the Industry Index on September 30, 2002. Data points on the graph are annual. Note that historic stock price performance is not necessarily indicative of future stock price performance.





Grafik saham Sept 02 - Sept 07

Data keuangan perusahaan tahun 2003-2007

Five fiscal years ended September 29, 2007 (In millions, except share and per share amounts)	2007	2006	2005	2004	2003
Net sales	\$ 24,006	\$ 19,315	\$ 13,931	\$ 8,279	\$ 6,207
Net income	\$ 3,496	\$ 1,989	\$ 1,328	\$ 266	\$ 57
Earnings per common share:					
Basic	\$ 4.04	\$ 2.36	\$ 1.64	\$ 0.36	\$ 0.08
Diluted	\$ 3.93	\$ 2.27	\$ 1.55	\$ 0.34	\$ 0.08
Cash dividends declared per common share . . .	\$ —	\$ —	\$ —	\$ —	\$ —
Shares used in computing earnings per share (in thousands):					
Basic	864,595	844,058	808,439	743,180	721,262
Diluted	889,292	877,526	856,878	774,776	723,352
Cash, cash equivalents, and short-term investments	\$ 15,386	\$ 10,110	\$ 8,261	\$ 5,464	\$ 4,566
Total assets	\$ 25,347	\$ 17,205	\$ 11,516	\$ 8,039	\$ 6,817
Long-term debt (including current maturities) .	\$ —	\$ —	\$ —	\$ —	\$ 304
Total liabilities	\$ 10,815	\$ 7,221	\$ 4,088	\$ 2,976	\$ 2,594
Shareholders' equity	\$ 14,532	\$ 9,984	\$ 7,428	\$ 5,063	\$ 4,223

Tabel data keuangan perusahaan

Net Sales

Perbandingan fiskal tahun 2007 vs 2006

Penjualan bersih Mac meningkat \$3 billion atau 40%, sementara penjualan unit Mac meningkat 1.75 miliar unit atau 33%. Pertumbuhan 33% unit Mac secara signifikan sangat besar dari perkiraan rata-rata keseluruhan industri PC selama jangka waktu tersebut. Pengiriman produk portable meningkat dari 54% menjadi 62%, sedangkan penjualannya meningkat 55% dan 51%. Kenaikan ini disebabkan karena tingginya permintaan terhadap MacBook dan MacBook Pro. Sedangkan Mac desktop penjualan unit meningkat 21% dan 12%, disebabkan tingginya permintaan terhadap iMac.

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C. Financial Statements and Supplementary Data**1. CONSOLIDATED BALANCE SHEETS****(In millions, except share amounts)**

	<u>September 29, 2007</u>	<u>September 30, 2006</u>
ASSETS:		
Current assets:		
Cash and cash equivalents	\$ 9,352	\$ 6,392
Short-term investments	6,034	3,718
Accounts receivable, less allowances of \$47 and \$52, respectively ..	1,637	1,252
Inventories	346	270
Deferred tax assets	782	607
Other current assets	3,805	2,270
Total current assets	<u>21,956</u>	<u>14,509</u>
Property, plant, and equipment, net	1,832	1,281
Goodwill	38	38
Acquired intangible assets, net	299	139
Other assets	1,222	1,238
Total assets	<u>\$25,347</u>	<u>\$17,205</u>
LIABILITIES AND SHAREHOLDERS' EQUITY:		
Current liabilities:		
Accounts payable	\$ 4,970	\$ 3,390
Accrued expenses	4,329	3,053
Total current liabilities	9,299	6,443
Non-current liabilities	1,516	778
Total liabilities	<u>10,815</u>	<u>7,221</u>
Commitments and contingencies		
Shareholders' equity:		
Common stock, no par value; 1,800,000,000 shares authorized; 872,328,972 and 855,262,568 shares issued and outstanding, respectively	5,368	4,355
Retained earnings	9,101	5,607
Accumulated other comprehensive income	63	22
Total shareholders' equity	<u>14,532</u>	<u>9,984</u>
Total liabilities and shareholders' equity	<u>\$25,347</u>	<u>\$17,205</u>

2. CONSOLIDATED STATEMENTS OF CASH FLOWS**(In millions)**

<u>Three fiscal years ended September 29, 2007</u>			
	<u>2007</u>	<u>2006</u>	<u>2005</u>
Cash and cash equivalents, beginning of the year	\$ 6,392	\$ 3,491	\$ 2,969
Operating Activities:			
Net income	3,496	1,989	1,328
Adjustments to reconcile net income to cash generated by operating activities:			
Depreciation, amortization and accretion	317	225	179
Stock-based compensation expense	242	163	49
Provision for deferred income taxes	78	53	50
Excess tax benefits from stock options	—	—	428
Gain on sale of PowerSchool net assets	—	(4)	—
Loss on disposition of property, plant, and equipment	12	15	9
Changes in operating assets and liabilities:			
Accounts receivable, net	(385)	(357)	(121)
Inventories	(76)	(105)	(64)
Other current assets	(1,540)	(1,626)	(150)
Other assets	81	(1,040)	(35)
Accounts payable	1,494	1,611	328
Other liabilities	1,751	1,296	534
Cash generated by operating activities	<u>5,470</u>	<u>2,220</u>	<u>2,535</u>
Investing Activities:			
Purchases of short-term investments	(11,719)	(7,255)	(11,470)
Proceeds from maturities of short-term investments	6,483	7,226	8,609
Proceeds from sales of investments	2,941	1,086	586
Purchases of long-term investments	(17)	(25)	—
Proceeds from sale of PowerSchool net assets	—	40	—
Payment for acquisition of property, plant, and equipment	(735)	(657)	(260)
Payment for acquisition of intangible assets	(251)	—	—
Other	49	(58)	(21)
Cash (used for) generated by investing activities	<u>(3,249)</u>	<u>357</u>	<u>(2,556)</u>
Financing Activities:			
Proceeds from issuance of common stock	365	318	543
Excess tax benefits from stock-based compensation	377	361	—
Repurchases of common stock	(3)	(355)	—
Cash generated by financing activities	<u>739</u>	<u>324</u>	<u>543</u>
Increase in cash and cash equivalents	<u>2,960</u>	<u>2,901</u>	<u>522</u>
Cash and cash equivalents, end of the year	<u>\$ 9,352</u>	<u>\$ 6,392</u>	<u>\$ 3,491</u>
Supplemental cash flow disclosures:			
Cash paid for income taxes, net	\$ 863	\$ 194	\$ 17

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