Charting Your Course
The Business Basics of Going International

by Lisa Raleigh, Apple Direct staff

One way or another, your company is probably involved in international business. On one end of the spectrum are developers who fill orders reactively when they get inquiries from other countries. At the other end are companies that have identified which international markets are most strategic for them and are actively cultivating those markets.

Where you fall on the continuum depends a lot on resources, of course. But more than anything else, it depends on how much control you want to exercise over your international activities and how much success you want to have internationally *long-term.* Even with limited resources, there are ways to investigate and manage international distribution that give you a greater degree of control, protect you from making long-term mistakes, and increase your chances for success. (This article focuses only on the business issues surrounding internationalization—for a discussion of technical localization issues, see "Plan It for the Planet," *Apple Direct's* February 1991 cover story.)

Why Globalize? If you haven't yet made the decision to internationalize your business, you may be wondering why there's so much talk about it. There's some simple math involved: Each year, Apple's sales mix becomes more and more worldwide. In fiscal 1990, non-U.S. revenues accounted for almost half of Apple's sales. Thus far this year, unit sales in Europe are up 100 percent year-to-year, and Apple Japan expects a similar growth rate in 1991. In short, developers who are consciously creating a worldwide presence for themselves have a better chance to capitalize on the increase in sales. And this is borne out by many developers now reporting that they're bringing in as much as 50 percent of their revenues from countries outside the U.S.

Besides reaping raw revenues, developers experienced in international business claim that having multiple markets protects them from the ups and downs of individual markets. If your native market goes into a slump and your sales are worldwide, you're in a better position than a competitor who hasn't internationalized and depends on only that particular market to survive.

"It spreads the risk. You don't have all your eggs in one basket from a competitive standpoint," says Ken Krugler, of Starboard Systems, a U.S. company that specializes in Japanese and Far East localization.

Don't Sign That Contract Just Yet The time is definitely now to investigate international opportunities, but the universal advice is to proceed with caution. "It's very easy to make a false start," says Peter Scatchard, director of consultancy services for MacTec, a U.K.-based marketing and management consultant. "And, once done, it's hard to get turned around."

The most common mistake, says Suzanne Forlenza, Apple's International Business Evangelist, is not taking the time to properly investigate your options. She sees many developers following this scenario: The developer has been thinking about internationalizing...a potential partner (a distributor or republisher) approaches the company...they sign a deal...and *voilà!* the developer has a new market. "But that's not necessarily going to be the best choice for you in the long run," says Forlenza.

"Just accepting the check is very short-term thinking—it's the path of least resistance," says Alexis Gerard, a former Evangelism manager who is now president of Future Image, Inc., of Burlingame, California, an international consulting firm specializing in desktop imaging products.

Instead, there's a "due diligence" process that's really required if you're going to choose the best partner. It's important to see if a particular partner is the best one out of the range of available choices (and later in this article, we'll get into how you go about doing that). Just remember, whoever you choose is going to be creating an impression and perception of you and your product in that particular market.

"The market thinks the distributor is *you,*" says Rebecca Barthel, director of sales for Canada and the Pacific for SuperMac Technology of Sunnyvale, CA.

Right Partner, Wrong Country? The most experienced partners in the world aren't going to do you any good if they are in a country that doesn't represent a good business opportunity for you. So the first step toward identifying an appropriate international partner is to take a step back, revisit your overall business objectives, and look at which countries make sense for you to pursue.

When you investigate a market, what should you look for? Your first instinct is probably to find out what Apple's installed base, run rate, and projections are, but there's another dimension worth investigating, says MacTec's Scatchard: market *shape.*

"The absolute size of the market may not prove the most important factor for you," says Scatchard. "Look at the split among corporate, educational, small business, and so on, and how these factors fit in with your company's products and your target markets."

SuperMac, for instance, puts the greatest emphasis on the markets in which there's a strong following for desktop publishing and graphics, whether or not the overall installed base is one of Apple's biggest. This is the case in the Far East, says Barthel, so SuperMac makes a heavy investment in market development there.

Finding Facts

Getting information about another country and about Apple's activities there can be, well, a challenging experience. Not only are there time-zone and language differences to contend with but sometimes it's even difficult to know where to look for information in the first place. Here's a list of resources to get you started:

2 *Apple's Third-Party Managers.* In most of the Apple subsidiaries, there's an Apple person specializing in third-party and distribution issues. (See Table 1 below for a list of subsidiary contacts). These Apple contacts can give you information about market segmentation and market share, potential demand for your product, the competitive environment, and localization, and they can furnish you with names of distributors/republishers and additional Apple contacts.

At least one subsidiary can also provide a further service. At Apple AMME (Africa, Mediterranean, and Middle East), if the subsidiary considers a product to be important for its market, it can provide assistance with software localization and translation. Although you won't be able to expect this from many other Apple offices, third-party managers can often connect you with an appropriate service provider.

"Work with and get to know the Apple folks as early as possible in the process," says Eric Gould, Marketing Vice President for International Business Solutions, a U.K.-based developer of networking software. "But remember, they can only provide guidelines. They can't sell your product for you."

2 *Apple Europe's International Marketing Guide- book.* If you're interested in European countries in particular, check out the International Marketing Guide- book folder on AppleLink (AppleLink path: Developer Support: Going International: International Marketing Guidebook).

Within this folder are documents describing Apple Europe's venture-capital fund, market data and profiles on several countries, a service-provider list, and a listing of European magazines and events. First and foremost, though, there are profiles of the main distributors in each country and their product lines, services provided, and company size.

2 *Market Guides.* Several Apple offices have published guides to their specific markets. There's also an American Electronics Association guide to Japan that has proved popular with Apple developers (see Table 2 below). Also, watch for Apple to soon update its Worldwide Marketing Opportunities data sheets, which give country-by-country distribution profiles.

2 *The Software Publishers Association International Resource Guide.* If you're looking for a one-stop directory of resources, this is probably it. The SPA has put together a remarkably comprehensive guide that covers topics ranging from international financing issues to logistics, to market research, to trade shows, to just about anything you can think of that you'll have to know about if you're going to engage in international business. Each section of the 500-page directory starts with a page or two of advice and then lists pages of resources and contacts from which you can obtain additional information.

The *International Resource Guide* also contains country-by-country profiles that describe each nation's business environment, personal-computer market, distributors, government and trade agencies, localization services, publications, and lots more.

The *Guide* is $495 (FF 2,475) for SPA members and $1,750 (FF 8,750) for nonmembers. This price is for a one-year subscription, which includes the book and quarterly updates. For further details, contact the Software Publishers Association at 1101 Connecticut Ave., NW, Suite 901, Washington, DC 20036 USA; fax: (202) 223-8756. Or at 2 Place de la Défense, World Trade Center, CNIT BP 416, 92053, Paris, La Défense, FRANCE; phone: 33-1 46 92 27 0304; fax: 33-1 46 92 25 31; AppleLink: SPALADEFENSE.

2 *Magazines.* Bruce Twickler, Vice President of CT Software, a utility software company, suggests working with the major international magazine-publishing organizations, such as IDC and M&T, to get market data. As a potential advertiser, ask them to present their international magazines to you. What you'll get in the course of the sales presentation, says Twickler, is the installed base and demographic data that the publishers have on the individual markets. You can also use their circulation figures to project your own numbers, if you like.

Another angle on magazines is to obtain as many local-language publications as possible from a country you're interested in. From these you can find out which republishers are handling competing or complementary products, which republishers seem to be able to afford prime ad space, and what the dominant product areas and companies appear to be.

"Even though you might not understand the language," says Twickler, "you can get a read on how well your competitors are doing." 2

2 *Your lawyer.* Before you get too far in any investigation, you'll be much better off in the long run if you consult with a lawyer who specializes in international business. When it comes to negotiating a contract with a partner, there will be a great many legal issues with which you'll have to contend, not the least of which is: What happens to your copyrights and trademarks when you begin to sell your product outside your native market? Refer to the *SPA International Resource Guide* for a list of attorneys if you're unable to find one through a referral. A general legal resource is Baker & McKenzie's *Computer and Software Update,* a quarterly newsletter that covers worldwide copyright issues. You can obtain it by contacting Michael S. Mensik in Baker McKenzie's Chicago office (phone 1-312-861-8000; fax: 1-312-861-2898).

2 *Consultants and reps.* This category runs the gamut from people who simply give you advice to those who set up the relationship with your republisher or distributor and manage it for you. Opinions about consultants and reps range far and wide. Some developers use them, some don't. Alexis Gerard of Future Image advises: "It's not enough to find consultants who are active in international markets. If they don't understand the business *you* are in, you'll spend a lot of time and money just educating them. Try to work with someone who has demonstrated expertise in your product category and your markets." Also, make sure you know what the consultant is offering and charging before you make any commitments. Ask Apple third-party managers for referrals to consultants. Also, the *SPA International Resource Guide* has extensive lists of consultants who specialize in individual markets or particular aspects of internationalization.

Approaching a Partner

Assuming that you've done your research and know what markets fit best with your company's objectives, the next step is to select a distribution partner to approach and begin preparing your sales pitch.

Distributors (also called *republishers* outside the U.S.) provide a range of services. They typically expect a higher percentage than U.S. distributors do, because these additional services are costly. Most importantly, they create market demand for your product. When you work with a republisher in, say, Germany, you aren't expected to put together your own marketing campaign in that country. Instead, your distribution partner handles that for you, and the extra percentage points compensate for that service.

Republishers/distributors also provide local technical support and can handle packaging and manufacturing. Many of them also offer localization services. Some developers opt to turn all these functions over to their republisher, and others retain some for themselves,   usually depending on what kinds of resources a developer has. For instance, a developer who can afford it might choose to have the product localized before handing it over to a republisher (see the "Localization Options" sidebar, page 16). Or a company that has a programming team in Europe may choose to handle some tech-support functions itself.

Knowing exactly what you want out of the relationship is crucial to its success. For details on how to negotiate a contract with a distributor or republisher, see Matt Miller's article "International Distribution Agreements," elsewhere in this issue.

Getting Names, Making Contact There are several ways to get distributors' or republishers' names. Apple's third-party managers can give you referrals and help you pinpoint the distributors that have experience in your product category and would be most in tune with your business. If you've decided to work with consultants, they might be able to help you identify republishers/distributors and make contact. If you're attuned to industry gossip, you might be aware of a competitor who's ending a relationship with a distribution partner in order to set up a local subsidiary. And if you've looked through the magazines, you've probably seen who's carrying a line of products that is complementary to yours.

Understanding a distributor's entire product line is essential, says Alan Tawil-Kummerman, Vice President of the Articulate Systems, Inc., development organization in Switzerland.

"Overall, the key to success with a distributor is to get mindshare. You need to understand the importance your product will have in the distributor's overall line of products," he says. "Make sure the distributor has genuine enthusiasm for your product."

And getting mindshare might be easier with a smaller distributor. Keep in mind that the biggest distributors may not be the best for your product.

One Chance to Make a First Impression It's not necessarily a given that the distribution partner you want is going to reciprocate. You may be competing with other firms, or the distributor may be unfamiliar with your company. No matter what the circumstances, third-party managers consistently stress the importance of advance preparation for meetings with potential partners.

In its *U.K. Market Guide,* for instance, Apple U.K. recommends that developers prepare a report that covers the following:

2 A description of your company and its history, past successes, and future objectives.

2 Your product, its benefits, its competitors, and how it differs from the competition.

2 Your potential customers and the size of your target market.

2 The benefits the distributor would derive from carrying your products and how your product fits in with the distributor's line.

2 A suggested price structure, which includes dealer and distributor margins, site licenses, and volume discounts.

2 The roles that you and the distributor expect to fulfill.

2 Ideas for product introductions and joint promotions.

As Apple U.K. points out, "It's essential to do your research before going in." Apple U.K. further suggests that once you've prepared such a document, you send letters of introduction, follow up with phone calls, and set up an initial face-to-face meeting.

Check It Out Timing a visit with a distributor/ republisher to coincide with a major trade show is sometimes the best approach, say veterans of distribution negotiations. That way you can see what the distributor's presence is like at the show. If you can plan an extended trip, you may also be able to visit dealers that work with your potential partner.

If you're on a really tight budget, you might try inviting a distributor to visit you on your home turf. Many non-U.S. republishers, for instance, come to the U.S. Macworld Expos, so if you're exhibiting there, you might be able to meet with a distributor at the show or at another event such as the Worldwide Developers Conference or Apple's annual Pacific Market Forum.

If you were to set up a deal without ever meeting face to face with your partner, you wouldn't be the first company to do so, but if you don't make the investment in taking a trip to the the distributor's office, you can never quite be sure exactly what kind of operation it is. Just about anyone who gives advice on the subject recommends making a trip abroad.

Whether you visit in person or not, it's very important to check out the distributor's network, says Suzanne Forlenza of Apple Evangelism. That means getting references, talking to dealers, talking to localizers, and getting a sense of what the organization's reputation is. And be sure to get references from development companies who were the same size you are now when they began working with the distributor, says Peter Scatchard of MacTec.

"The single most important piece of advice I can give is to choose your partners carefully, after talking to Apple and fellow developers—and then trust them," says Laurent Martres, Executive Vice President of Alsyd, a European republisher.

Back at the Ranch... Making a commitment to internationalization clearly takes a fair amount of time and possibly money (depending on how much travel you do). But there's another kind of resource that is part of the internationalization package: people.

"You've got to budget not only dollars but also organizational resources," says Alexis Gerard.

In one sense, that involves devoting resources to setting up financial and administrative systems to handle international transactions.

"Administration can be a major distraction," says Rebecca Barthel of SuperMac. "You need someone on your staff who understands international shipments, freight, legal issues, logistics, taxes, import and export licenses, and so forth."

She recommends that you "don't wait until you've shipped $10,000 worth of product internationally to worry about the paperwork" but instead set up the systems and either hire or train a support person in the first place so you don't have to untangle it all later.

The other organizational resource involves managing the relationships with your international partners. Once you've gotten the contracts signed, there needs to be ongoing contact between your company and theirs,

and that means assigning an individual that ongoing responsibility.

"Making someone accountable for the distributor relationship is a must," says Forlenza. "Managing this relationship is very important. You need to treat distributors as partners. You need to visit them, go to trade shows with them, generally show your support."

Starting Somewhere. If yours is a very small company, you may not be able to afford the travel budget or the extra personnel to manage a worldwide campaign, but perhaps there are some ways to take a more proactive stance as a player in the world market. As Rebecca Barthel says, "It will pay off if you take the time to lay the foundation."

Localization Options

A localized product stands a much better chance of gaining acceptance than one that's not. For instance, a Chinese-language version of a product is going to do much better in Taiwan than an English version.
        In the February issue of *Apple Direct,* we extensively covered the technical aspects of localization. Here, we'll assume you want to localize and look at how you might actually go about having it done:

• *Do it yourself.* This works only if you have someone on staff or on contract who is completely fluent in the target language and has the "extra cycles" to get the job done.

• *Have your distributor/republisher do the localization.* This is often a package deal along with the rest of the distribution contract—a common agreement is for the republisher to take additional percentage points in return

for the localization. However, you'll probably be better off negotiating localization and distribution separately, suggests Ken Krugler, a member of the board of directors of Starboard Systems, a San Jose, California, company that specializes in Japanese localization.

Rather than tie the localization to a percentage of future sales, you might be able to negotiate a one-time fee, says Krugler. Or, if you're strapped for cash, ask the distributor to do the localization in exchange for a specified number of units of your product.

Keep in mind, though, that there's still an "ownership" issue that arises when your republisher or distributor does the localization for you. To protect yourself, you'll need to work out an agreement that very clearly spells out who owns the trademark, copyright, supporting materials, and so forth, should the relationship with the distributor end.

• *Have a separate firm localize your product before you hand it off to a distributor.* In the February issue of *Apple Direct,* we listed 20 companies that specialize in localization services. Additional company names can be acquired from the third-party managers in Apple's subsidiary offices. Also, check the International Marketing Guide on AppleLink (described in table 2, accompanying this article.)

• *Find a middle ground until you can fully localize.* Starboard Systems is working with some of its clients to bundle a "Japanese Notes" product with English-language versions of the clients' software; these "Notes" allow Japanese buyers to view menus, dialogs, and so forth in Japanese, without changing the actual program or packaging. According to Krugler, this allows clients to gain entrance into the market without waiting until the full-scale localization is complete—thus, the software company has a product that's more palatable than an English-only version and a foot in the door while the rest of the localization takes place. It also allows software companies to get the latest version of a product to Japanese buyers while the upgrade is being localized.

Be wary, though, of the gray-market implications—if a "middle ground" product encourages Japanese buyers to go around the Japanese distribution system, the Japanese distributors might not be too enthusiastic about doing business with a company they perceive as undermining the channel. If you're contemplating a middle-ground alternative, be sure to discuss it with your distributor/republisher.

Tables & Sidebars

Table 1: Non-U.S. Developer Contacts

APPLE EUROPE
Rebecca Ford
Phone: 33-1-49 01 43 54
Fax: 33-1-47 78 09 60
AppleLink: FORD.R
Apple Computer Europe, Inc., Le Wilson 2, Cedex 60; 92058 Paris-La Défense, FRANCE

APPLE PACIFIC
Stu Berman
Phone: 1-408-996-1010
Fax: (408) 974-6622
AppleLink: BERMAN3

Apple Computer, Inc.; 20525 Mariani Ave.,
M/S 29H, Cupertino, CA 95014 USA

**AMME (AFRICA,
MEDITERRANEAN, MID-EAST)**
Howard Sloan
Phone: 33-1-49 01 49 01;
Fax: 33-1-47 78 09 60;
AppleLink: SLOAN.HOWARD
Apple Computer Europe, Inc.; Le Wilson 2,
Cedex 60; 92058 Paris-La Défense, FRANCE

AUSTRALIA
Peter Higgs
Phone: 61-2-452-8000
Fax: 61-2-452-8160
AppleLink: AUST3PP

Apple Computer Australia Pty. Ltd.
16 Rodborough Street; Frenchs Forest,
NSW 2086 AUSTRALIA

AUSTRIA
Richard Hornung
Phone: 43-222-711 820;
Fax: 43-222-711 82 55;
AppleLink: HORNUNG.R
Apple Computer Bes.m.b.H; Ungargasse 59;
A-1030 Vienna, AUSTRIA

BELGIUM (and LUXEMBOURG)
Martine Ballegeer
Phone: 32-2-741 22 11;
Fax: 32-2-735 76 19;
AppleLink: BEL.3RDPARTY
S.A. Apple Computer N.V.; Rue Colonel Bourgstraat 103; 1040 Brussels, BELGIUM

DENMARK (and ICELAND)
Jeff Snider
Phone: 45-48-14 02 02;
Fax: 45-48-14 02 22;
AppleLink: SNIDER1
Apple Computer A/S; Sortemosevej 2;
3450 Allerød, DENMARK

FAR EAST
Kok Onn Chia
Phone: 825-844-2400
Fax: 825-810-0073
AppleLink: CHIA.K
Apple Computer International Ltd.
14/F, Exchange Square Tower III; 8 Connaught Road; Central, HONG KONG

FRANCE (and NORTH AFRICA)
Antoine Henry
Phone: 33-1-69 34 00;
Fax: 33-1-69 28 74 32;
AppleLink: HENRY.A
Apple Computer France; 12, Avenue de l'Océanie; ZA Courtaboeuf, 91956 Les Ulis Cedex, FRANCE

GERMANY
Gertraud Unger
Phone: 49-89-35 03 40;
Fax: 49-89-35 03 41 80;
AppleLink: GER.3RDPARTY

Apple Computer GmbH; Ingolstädter Str. 20;

8000 München 45, GERMANY

IRELAND
Mick O'Toole
Phone:353-1-60 42 33;
Fax: 353-1-60 42 84;
AppleLink:: OTOOLE.M
Apple Computer Ltd.; Mount Street Crescent;
Dublin 2, IRELAND

ITALY
Giovanni Ferrari
Phone: 39-2-273 26 1
Fax: 39-2-273 26 555
AppleLink: FERRARI
Apple Computer S.p.A; Via Milano 150;
20093 Cologno Monzese; Milano, ITALY

JAPAN
Junichi Kawaminami
Phone: 81-3-5562-6000
Fax: 81-3-5562-6030
AppleLink: KAWAMINAMI1

Apple Computer Japan, Inc.; 25 Mori Building;

1-4-30 Roppongi, Minato-ku; Tokyo 106, Japan

LATIN AMERICA
Ricardo Gonzalez
Phone: 408-974-6366
AppleLink: GONZALEZ3
Apple Computer, Inc.; 20525 Mariani Ave.
M/S 63LA; Cupertino, CA 95014 USA

NETHERLANDS
Hans Appel
Phone: 31-3404-86 911/2;
Fax: 31-3404-17 727;
AppleLink: APPEL1
Apple Computer B.V.; Handelsweg 2;
3707 NH Zeist, THE NETHERLANDS

NORWAY
Knut Holmqvist
Phone:47-2-59 18 00;
Fax: 47-2-12 30 84;
AppleLink: HOLMQVIST1
Apple Computer AS; Sandviksveien, 26;

1322 Hovik, NORWAY

SINGAPORE
Henry Lau
Phone: 65-226-2278
AppleLink: HENRY.LAU
Apple Singapore Pte. Ltd.;
10.Shenton Way, MAS Bldg. #08-02/03;
Singapore 0207

SPAIN
Emilio Puerta
Phone: 34-1-597 47 50;
Fax:: 34-1-556 95 54;
AppleLink: SPA.TPS
Apple Computer España S.A.; Paseo de la Castellana 95; Piso 26; 28046 Madrid, SPAIN

SWEDEN
Jan Jivmark
Phone:46-8-793 09 00;
Fax: 46-8-751 07 61;
AppleLink: JIVMARK1
Apple Computer AB; Box 31; S-164 93 Kista, Stockholm, SWEDEN

SWITZERLAND
Urs Binder
Phone:41-1-832-8111;
Fax: 41-1-830-6306;
AppleLink: URS
Industrade AG—Apple Computer Division; Hertistrasse 31; CH-8304 Wallisellen, SWITZERLAND

TAIWAN
David Tang
Phone: 886-2-738-3242
Fax: 886-2-737-2222
AppleLink: TANG.D
Apple Computer Asia, Inc.; 16/F, Number 1035;
Tua Hwa South Road; Taipei, TAIWAN R.O.C.

UNITED KINGDOM
Melanie Rhodes
Phone: 44-81-569 11 99;
Fax: 44-81-569 29 57;
AppleLink: RHODES2
Apple Computer U.K. Limited; 6,
Roundwood Avenue; Stockley Park; Uxbridge; Middlesex UB11 1BB; ENGLAND 3

Table 2: Market Guides

All these guides are published by Apple country subsidiaries, except for *Soft Landing in Japan,* which is published by the American Electronics Association. Watch future issues of *Apple Direct* for details on an upcoming update to Apple's *Worldwide Marketing Opportunities* guide that will also give you country-specific information.

Apple, Belgium and You

Covers country information, Apple Belgium, Macintosh market share, end-user information, localization, distribution issues, distributors' names, and other pertinent information.
Where to find it: On AppleLink (AppleLink path: Developer Support: Going International:International Marketing Guidebook:Market Information)
OR contact Martine Ballegeer (AppleLink : BEL.3RDPARTY); S.A. Apple Computer N.V.; Rue Colonel Bourgstraat 103; 1040 Brussels, BELGIUM; phone: 32-2-741 22 11; telex : 21 632; fax: 32-2-735 76 19

Apple Sweden:
A Hot Market in a Cold Climate
Covers country information, distribution, publications, working with Apple Sweden, information resources, and more.
Where to find it: On the ADG Developer Series CD—latest version: *Gorillas in the Disc* (CD path: Reference Shelf:International Guidebooks)
On AppleLink (AppleLink path: Developer Support: Going International: International Marketing Guidebook:Market Information)
OR contact Jan Jivmark (AppleLink : JIVMARK1); Apple Computer AB; Box 31; S-164 93 Kista, Stockholm, SWEDEN; phone: 46-8-793 09 00; fax: 46-8-751 60 97

A Guide to Italy
for Macintosh Developers
Covers country information, Apple Italy, distribution, marketing issues, localization, developer technical support, and information resources.

Where to find it: On AppleLink (AppleLink path: Developer Support: Going International:International Marketing Guidebook:Market Information)

OR contact Giovanni Ferrari (AppleLink: FERRARI); Apple Computer S.p.A; Via Milano 150; 20093 Cologno Monzese; Milano, ITALY; phone: 39-2-273 26 1; fax: 39-2-273 26 555

A Guide to Japan
for Macintosh Developers
Covers country information, the Japanese markets for Macintosh software, CPU shipments in 1990, publications, events, interviews with developers, and more.
Where to find it: On the ADG Developer Series CD—latest version: *Gorillas in the Disc* (CD path: Reference Shelf:Inter-national Guidebooks)
OR contact Junichi Kawaminami (AppleLink: KAWAMINAMI1); Apple Computer Japan, Inc., 25 Mori Bldg., 1-4-30 Roppongi, Minato-ku, Tokyo, JAPAN 106; phone: 81-3-5562-6000; fax: 81-3-5562-0050

Guide to Selling 3rd Party
Products in France
Covers country information, the Macintosh market, distribution channels, how to distribute your product in France, working with Apple France, French publications, and more.
Where to find it: On AppleLink (AppleLink path: Developer Support: Going International:International Marketing Guidebook:Market Information)

OR contact Fabienne Latxague (AppleLink: FRA.APPLIMKT); Apple Computer France; 12, Avenue de l'Océanie; ZA Courtaboeuf, 91956 Les Ulis Cedex, FRANCE; phone: 33-1-69 86 34 00; fax: 33-1-69 28 74 32

A Guide to Successful
Distribution in Australia
Covers country information, Apple sales trends, Apple's markets, distribution, localization, gray marketing, information sources, and more.
Where to find it: Contact Peter Higgs (AppleLink:AUST3PP); Apple Computer Australia Pty Ltd., 16 Rodborough Rd., Frenchs Forest, Sydney NSW 2086 AUSTRALIA; phone: 61-2-452-8026; fax: 612-452-8160

High Quality Distribution in a Strategic Market (Germany)
Covers country information, the German personal-computer market, target markets, the German buyer, distribution, support from Apple, and more.
Where to find it: On the ADG Developer Series CD—latest version: *Gorillas in the Disc* (CD path: Reference Shelf:International Guidebooks)
On AppleLink (AppleLink path: Developer Support: Going International: International Marketing Guidebook:Market Information)
 OR contact Gertraud Unger (AppleLink : GER.3RDPARTY); Apple Computer GmbH; Ingolstädter Str. 20; 8000 München 45, GERMANY; phone: 49-89-35 03 40; fax: 49-89-35 03 41 80

Soft Landing in Japan—a Market Entry Handbook
for U.S. Software Companies
Covers market overview, sources of information, Japanization, distribution, legal issues, case studies, and more.

Where to find it: Contact the American Electronics Association; phone: 1-408-987-4200; fax: 1-408-970-8565. Price: $50 (members), $95 (nonmembers) plus $5 shipping. Credit-card orders only.

The U.K. Market Guide
This HyperCard stack covers country information, Apple U.K., distribution channels, gray marketing, localization issues, and more.
 Where to find it: On the ADG Developer Series CD—latest version: *Gorillas in the Disc* (CD path: Reference Shelf:International Guidebooks)
  OR contact Melanie Rhodes (AppleLink : RHODES2); Apple Computer U.K. Limited; 6, Roundwood Avenue; Stockley Park; Uxbridge; Middlesex UB11 1BB; ENGLAND; phone: 44-81-569 11 99; fax: 44-81-569 29 57. 3

Table 3: Top 10 Questions…

 …TO ASK YOURSELF AS YOU CONTEMPLATE INTERNATIONALIZATION

1

What's my competition doing on a worldwide basis?

2

In what countries does the "shape" of the market match my business objectives?

3

What's the local competition like in those countries?

4

For what countries would it be easiest for me to localize?

5

How difficult is it to localize for other markets I'm interested in?

6

If my distributor/republisher localizes my product, who will have "ownership" of that version of it?

7

How many distributor/republisher relationships can I effectively manage?

8

Do I have the resources to handle some of the functions of a republisher?

9

How much money will I have to bring in to make internationalization worthwhile?

10

What will it cost me if I don't create an international business plan? 3