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**HOW IS THE INDUSTRY FIGHTING** piracy? Several developers share their antipiracy efforts and experiences.

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**APPLE AND IBM** have named senior officers and a board of directors for Taligent, Inc. Taligent is up and running, and begins its business of developing a new genre of system software based entirely on object-oriented technology.

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**WANT TO KNOW MORE ABOUT** Apple's system software directions? Apple is unveiling marketing and technology strategies for the '90s.

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**THE JAPANESE MARKET** is growing. Apple recently unveiled new Kanji products at the Japanese Developers Conference.

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**APPLE HAS INTRODUCED NEW** CPU, printer, and CD-ROM drive products.

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**CD NEWS:** This month's Developer CD, "The Hound of Bitmapsville," offers lots of new and useful System 7 Tune-Ups, tools, demos, utilities and more. Also, Apple has published the *Electronic Apple Intro News*, featuring Quick-Time, on CD-ROM. Also available is the new "Apple CD-ROM Titles Sampler," which describes 100-plus Mac titles offered by more than 50 developers.

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**APPLE HAS PUBLISHED** a white paper, an overview of its font strategy. The paper also includes background about the development of TrueType. The paper is available on the AppleLink network.

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**IF YOU'RE OUTSIDE** the U.S. and want to buy APDA products, you can choose to work with local APDA programs. This month, we provide the most current list of international APDA contacts.

*(see DEVELOPER RESOURCES folder)*

**APDA'S TOP TEN BEST** sellers include the E.T.O. Starter Kit and the QuickTime Developer's Kit. Our listing of new products features the the Apple Event Education Suite v. 1.0, and more.

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**JUST HOW MUCH** will users put up with when learning a new application? How does it affect your app's selling power? Tog offers several guidelines for creating software that sells.

*(see TOG'S COLUMN folder)*

**DEVELOPERS** worldwide shipped a variety of new products in recent weeks.

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## **BUSINESS & MARKETING**

**FOR INFORMATION** about upcoming trade shows and events from April through September, see GetNextEvent.

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**DENEBA SOFTWARE SAYS** that publishing a customer newsletter takes some of the burden off of its customer support department.

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**HOW DO YOU** influence the industry's opinion leaders? With a carefully planned campaign, even resource-limited developers can influence the influencers, says John Pearce of MediaMap.

*(see BUSINESS AND MARKETING folder)*

**APPLE HAS INCREASED** its share of the desktop microcomputer market between certain periods of 1990 and 1991, while other companies stayed the same or lost share.

*(see BUSINESS AND MARKETING folder)*

## **SYSTEM SOFTWARE PREVIEW**

Earlier this month, Apple described and demonstrated a sweeping range of new Macintosh computer system software technology that the company believes will extend its successful market share strategy into the '90s.

Speaking with a group of computer industry analysts and press at the Macintosh System Software Forum in Napa, California, Apple also outlined an aggressive business strategy to make its system software technology more widely and easily available to its customers. This technology includes application integration, scripting, collaboration, media integration, networking, RISC, user interface, and more.

This overview was just a hint of what will be covered in more depth at the Apple Worldwide Developers Conference in May. Next month's *Apple Direct* will also feature a look at many of these technology directions.

## **JAPANESE DEVELOPERS CONFERENCE WRAP-UP**

### **Kanji products announced**

Japan is becoming an increasingly big market for the Macintosh. The Macintosh platform almost doubled its share of the Japanese personal-computer market in 1991 (from 3 percent to more than 5 percent), and Apple Japan plans to achieve \$1 billion yearly sales by the mid-1990s. The installed base in Japan is more than 300,000 units, with projected growth to 500,000 within a year. The increased number of Japanese Macintosh applications—from about 140 in 1990 to more than 350 in 1991—is evidence of developers' enthusiasm for Macintosh computers.

To help Japanese developers and promote the creation of new Macintosh products, Apple Japan recently hosted its third annual Apple Developers Kaigi (conference) on January 23 and 24, 1992, at the Pacifico Convention Plaza Yokohama (outside Tokyo). Approximately 440 commercial software and peripherals developers, most of them from Japan, attended two days of presentations and tutorials.

Eikoh Harada, marketing director of Apple Japan, gave the opening speech, and Yasunori Sekine, service and support director of Apple Japan, gave a closing speech. Jim Abrams, manager of developer support at Apple Computer, Inc., gave the keynote speech at the beginning of the second day. One major theme of the kaigi was Apple Japan's commitment to give developers better business opportunities in the Japanese market.

Apple Japan made two important announcements to the Japanese developer community: the upcoming release of KanjiTalk 7 and Kanji TrueType. KanjiTalk 7 (scheduled for release in the third quarter of 1992) means two things to the Japanese market. It is a localized version of Apple's current operating environment, System 7, and it is also a version of system software that correctly handles the entry and display of the Japanese writing system. (The Macintosh Japanese script system, also called KanjiTalk, uses 2-byte characters to represent more than 6,000 ideographic characters.)

Though printed outline Japanese text is available on PostScript printers, Kanji TrueType makes it available to the more affordable QuickDraw printers. With Kanji TrueType (available this month), more Japanese users will be able to buy complete Macintosh systems that meet their needs.

The kaigi sessions highlighted timely products and issues such as MacApp 3.0, AppleShare Server 3.0, AppleTalk Remote Access, QuickTime, System 7 (technical overview and human-interface guidelines), Data Access Language (for implementation-independent database queries), networking, AppleTalk licensing, and SNA•ps (gateway to IBM SNA networks).

## **THE WAYS AND MEANS TO FIGHT PIRACY**

### **Developer Experiences**

*by Karen Wickre*

Software is the currency of computer users. Unfortunately, some users come by their bounty through an unfair exchange—piracy, software theft, “softlifting,” as it has been called. No matter the slang, the effect is the same. Developers routinely lose out from unrealized sales, users experience a half-baked (or worse) version of your product, and software companies spend valuable resources trying to recoup losses.

Piracy is industrywide and pervades all platforms; it has been a tough issue to grapple with. As Aldus’ General Counsel Curt Blake remarks, “Other industries don’t have to justify battling theft; why do we, as software vendors? Someone [who copies an Aldus program illegally] isn’t paying us anything for our product, and they use it to make money—to create professional pieces for which they’ll charge a lot, using our product that costs a fortune to create.”

The Software Publishers Association (SPA) estimates that piracy, in all its forms, costs the worldwide industry \$10 to \$12 billion per year. Worse yet, the problem extends far beyond single-user problems to entire companies—and even to dealers and distributors who rely on and trade in unauthorized copies.

To compound the problem, customers don’t always know or appreciate the work and resources that are invested in software development, and sometimes balk at paying full price. Sandra Boulton, who specializes in copyright protection for Autodesk, says, “People say to me, ‘I use AutoCAD only 20 percent of the time; why should I pay the full price?’ I tell them that they might drive a car only 20 percent of the time, too, but automakers are going to charge 100 percent for cars, no matter how little they are used.”

The intensive effort some developers and trade associations must put into educating people about what’s wrong with copying software is an indication of how little consumers understand about what goes into creating good software, and of their lack of understanding that piracy is theft.

### **LEGAL MEASURES**

There are legal means of protecting yourself from illegal copying. Pirates can be found and prosecuted. It takes some sleuthing (or an informant) to build a case against them, and commitment on your part to prosecute them.

Large developers often use legal resources to pursue corporate pirates. Litigation has been remarkably successful, but before you embark on this path you must first weigh its potential cost—in time, legal fees, and other resources. A legal solution may work best in situations involving many copies of illegal software, and when it's likely that you can embarrass the company, dealer, or distributor into coming clean and paying up.

## **STRENGTH IN NUMBERS**

Fear of the adverse publicity that sometimes results from software raids keeps some developers from pursuing pirates on their own. Therefore, many developers support collective efforts of the SPA, the Business Software Alliance (BSA), and country-specific associations (see “Worldwide Anti- piracy Associations” at the end of this article). Furthermore, the SPA Copyright Protection Fund, supported by Apple and a dozen or so of the largest software publishers, files lawsuits against companies, large organizations, dealers, educational institutions, and mail-order operations that violate the law. The group also works toward strengthening U.S. copyright legislation.

The BSA is the SPA's international ally, and many companies with large international markets (such as Apple, Microsoft, Novell, Lotus, and WordPerfect) work through it as well as through the SPA itself. The BSA was established in 1988 to combat piracy outside of the U.S., in countries where copyright laws are often weak or nonexistent.

Both organizations have created numerous effective campaigns and legal procedures that member companies collectively use to pursue pirates. Members can use SPA or BSA printed materials, brochures, and guidelines to spread the word to their own staffs, distributors, and customers. The SPA, with assistance from Apple, has created a software inventory program called SPAudit. It searches hard disks and creates an inventory of commercial software programs on them. This helps companies ensure that their employees comply with copyright laws. (For information about where to get SPAudit software, see the sidebar at the end of this article.)

A new piece of ammunition now being widely distributed is the SPA's 12-minute videotape “It's Just Not Worth the Risk.” WordPerfect Corporation has ordered 10,000 copies of the tape to help educate its international sales and marketing group. “We want to train our reps and have them inform their

accounts” about the issue, says Beth McGill of WordPerfect’s corporate communications department.

**Technology solutions.** There are also some technical solutions to pirating, ranging from copy protection to serialized software to user-counting server applications. And there are special integrated security programs that vigilant corporate users can install to protect and control the use of applications. (In upcoming issues of *Apple Direct*, we’ll take a more in-depth look at some of these alternatives as well as the kinds of tactics innovative developers are working toward.)

## CREATE YOUR OWN MIX

In addition to participating in industry groups and exploring technical fixes, you can create your own mix of legal, educational, and marketing activities to combat piracy. When deciding which fronts to fight on, consider these factors:

- **Commitment of resources.** What level of internal commitment is your company willing to make to antipiracy activities? Are you willing to devote a staff person’s time? Do you have the resources to run awareness campaigns, both internally and externally? Will you represent your company at user group and professional association meetings that address the subject?

- **Target market.** If your customers are primarily home users or if your product has a fairly exclusive installed base, you may have to spend more in legal costs to pursue the culprits than you will ultimately recoup. In such a case, public awareness may be your most cost-effective measure.

On the other hand, if you reach a broad corporate market and sell through multiple channels, you may be able to recover some losses and get publicity that will deter other customers from pirating—or at least they’ll recognize that this is a problem that someone cares a lot about. As Bryan Simmons, Lotus’ corporate communications manager, says, “Where we really try to fight hard is against large-scale corporate customers who are abusing us.”

- **Retail price.** When it comes to using pricing strategies to discourage piracy, the results seem to be a bit mixed. Steve Peters, legal counsel for Adobe Software, says, “We have prices on our products that range from a suggested retail of \$99 to \$15,000, with lots of price points in between; we have been surprised to see that pricing doesn’t seem to make a difference in piracy. If you make something affordable, some people view it as something they shouldn’t



have to pay for and they pirate it. If you make it expensive, the incentive is there [to pirate] because the price is high.”

However, Brüderbund Vice President of Product Development Harry Wilker says, “Most of the solutions, such as special pricing deals, work with high-priced soft-ware. Our software is low-cost, so we’re some of the most pirated software around.”

Pricing strategies may be most effective in fighting piracy when you are selling multiple or network copies. When Autodesk recently released version 11 of its best-selling AutoCAD program, it created a new scheme to discourage interoffice (or cross-classroom, where CAD programs proliferate) softlifting, the practice of copying programs within organizations or for office-to-home use.

The new version offers a “floating license,” which essentially limits network use of AutoCAD to a set number of people (as many as the buyer requests) who can log on to the program from their own computers. Only that number of users has access at any one time, although the buyer can request a change in the number (and buy additional access licenses). The price is based on the number of accessible copies needed, and there is a sizable discount offered for large quantities.

Because it has a big education market, Autodesk also offers a locked version of the prior AutoCAD release exclusively to its education dealers. The original version 10 retailed for \$3,000, but the locked edition—still a useful tool for all levels of drafting students—costs just \$495. “We wanted to encourage students to use AutoCAD, and a lower price helps us do that,” says Sandra Boulton.

By itself, a single product’s retail price may not make or break an antipiracy strategy. But as part of an overall campaign, creative discounts for group sales or network-access copies can go a long way to discourage all forms of unauthorized use.

In developing a pricing strategy, you’ll need to do a lot of calculations to discover how elastic your price can or should be. It’s a common assumption that simply lowering a product’s price will increase the customer base. However, many more factors enter that equation. You should carefully research and estimate such variables as the potential size of the customer base; the number of stand-alone or multiple workstation environments there might be for your product; what the buying patterns are for your customers and product category; and what margins are acceptable for the market. Making reasonable estimates from this kind of information will contribute to your peace of mind about creating

the best possible pricing schemes. And to whatever extent your prices can discourage piracy, all the better.

## **MARKETING AND EDUCATION METHODS**

So what's the best way to hammer home the concept that piracy ultimately hurts users, hurts you, and slows industry growth in general? A new Autodesk brochure puts it this way: "Software piracy...leads to higher prices and less incentive for innovation. If software were not so frequently stolen, developers could recover their development costs more quickly and go on to fund new development efforts. Overall, the effect is to stifle variety and creativity in the market."

When 18 developers met at Apple last autumn, they discussed many ways to fight piracy collectively and individually. The group felt strongly that education programs are among the most beneficial ones needed to build long-term financial and mind-share successes.

Those who are active in the antipiracy movement favor several approaches:

**End-user education.** Aldus has a new brochure that ships in every software package. It asks, "Is it okay for my colleagues and me to copy each other's software?" After answering several questions in a candid Q&A format, the last comment, "I'll bet most of the people who copy software don't even know they're breaking the law," is followed by "Most people don't purposely break the law—they would never consider, for instance, stealing money out of someone's pocket. If you're part of an organization, see what you can do to initiate a policy statement that everyone respects. And as an individual, you can spread the word."

By distributing information like this, notes Aldus' Blake, "you want to encourage people to do the right thing. And there's no [more] excuse about legalisms or small print." Likewise, Lotus puts a copy of "How to care for and use your software," an antipiracy brochure, into every box it ships.

Autodesk's antipiracy campaign, which began in 1988, is probably the industry's oldest and most comprehensive. In addition to using education and marketing strategies, the company actively pursues pirates; it has sued or settled for full retail price on pirated copies of its products, and has developed materials to distribute to end users, user groups, resellers, and schools. (For a

more in-depth look at that company's efforts, see "How to Discourage Piracy" in the May, 1991 issue of *Apple Direct*.)

"Don't take a risk with a copied disk" is the theme (and the title) of Autodesk's new printed guide to preventing software piracy. The 20-page booklet includes a full explanation of Autodesk's software license; a review of copyright law; and definitions of softlifting, counterfeiting, and hard-disk loading.

Autodesk also provides information about SPA and BSA initiatives, a list of procedures for ensuring legal use, the software code of ethics, a software registration form, and templates for an employee memo and company policy regarding software use. The campaign tag line is used in a poster that features the concept of worldwide software raids. The Autodesk Antipiracy Department is currently producing an animated video about piracy, using Autodesk multimedia products, for distribution to a general audience—with a special emphasis on students.

In addition to creating antipiracy materials, developers can raise the visibility of their companies and the piracy issue by writing about the subject for business and computer magazines, and by speaking to user groups and professional associations. Aldus' Blake says, "We respond actively to requests for speeches from consulting firms, consumer-fraud groups, and business groups." One of the Big Six accounting firms has asked Aldus for information about piracy to factor into software costs, as part of its auditing and consulting services to clients (thereby raising the issue in its own industry).

Another tack is to encourage corporate executives to create policies and procedures that make purchasing software quick and easy; that way there's less incentive or temptation to copy. The more seamless the internal process and the faster the access to a reputable dealer, the easier it is for those who buy software in bulk to stay legal.

**Channel Education and Incentives.** To effectively educate the channel, you must work closely with resellers, dealers, and distributors; you should also create incentives to encourage a quick response. Aldus has created an antipiracy program kit especially for resellers. It emphasizes how to talk to customers about piracy; what to do if buyers appear uninterested in honoring antipiracy measures; and as a last resort, when it's appropriate to send legal reports to Aldus. (In the case of legal action, says Curt Blake, Aldus will settle with the customer for the full list price and give a percentage to the reseller who

reported the theft.) Aldus is also working to educate VARs. "If someone buys numerous machines and no software, red flags go up," says Blake.

The Asian software market is notable in this regard, says Alison Gilligan, Microsoft international antipiracy specialist. Microsoft is currently testing an international program, "Work with the Original," aimed at authorized dealers. It consists of an ad, a direct-mail campaign, trade-show appearances, and press interviews. The theme is carried in a ten-page brochure and single-page "Software Piracy and the Law" fact sheets, tailored to several key Asian markets where piracy is known to be prevalent.

Microsoft also launched the "Protect Yourself Against MS-DOS Counterfeiting" campaign in the summer of 1991. A brochure mailed to retailers focuses on the problem Microsoft has had with the wholesale copying of its operating system.

"Every month, tens of thousands of counterfeit copies...are distributed to unsuspecting users," says the brochure. It goes on to say, "This untested software causes serious problems for PC buyers." As a result, says the brochure to retailers, the company has taken "extraordinary steps to eliminate counterfeiting" to "protect your customers, your profit margins, and ourselves against illegal competition." It reminds dealers that "every illegal copy sold is the loss of a potential sale for you."

The "extraordinary steps" referred to in this campaign are the use of two difficult-to-pirate holograms and a distinctive die-cut that are visible on every package of the MS-DOS 5 Upgrade—a major innovation. Gilligan notes that to-date these measures have slowed the counterfeiting cycle, which boosts legal sales of a new product or version during the critical roll-out period.

Dealers who sign the Microsoft software code of ethics and comply with the anticounterfeiting pro-gram win membership on a "corporate honor roll," meaning that they receive special Microsoft publicity and can participate in promotions and giveaways to attract and keep customers.

**Self-Education.** Although educating customers and the channel is an excellent antipiracy measure, you shouldn't overlook the importance of educating members of your own company. A prudent move is to take the steps necessary to ensure that your own house is "clean;" that is, make sure that everyone in your company understands and is in compliance with copyright laws. This will

set the best possible example for your customers, dealers, and others in the industry.

**Program Cost.** No matter who the audience is, the cost of any education campaign depends on your level of commitment: how many internal resources you provide, how many existing resources (such as SPA and BSA brochures and video tapes) you use, the overall scope of your effort, the size of your audience, and your goals.

## **OTHER MEANS**

In addition to creating marketing materials for antipiracy education and public visibility, developers are working in several other key areas to address piracy.

**Concurrent licensing.** The concurrent-use license is an emerging antipiracy tactic that has been employed by several major developers. They have changed their licenses to allow for “concurrent use” of a software program by a “designated user.” Lotus, Aldus, and Microsoft, among others, now permit users to legally copy their programs for home use. No one wants to “put users in technical violation,” says Aldus’ Blake. “We’re not interested in splitting hairs but instead in [pursuing] people who really violate the spirit of the law by buying ten Macs and one copy of software—with the intent to copy.”

**Site licenses.** A site license gives a corporate buyer the right to have many users working from a single copy (or a specified number of copies) at designated locations for a flat fee. Originally designed for the world of mainframe-to-terminal computing, site licensing has been used in the personal computing market as an attractive sales tool and an effective way to manage large-scale upgrades. Attorney Doney also notes that in some instances, these licenses “are used to assure penetration and uniformity in a single large account or to legalize installations that were simply not amenable to individual license control for one reason or another. In other words, they were a recognition of, and one solution to, the reality of widespread illegal copying—before the advent of aggressive antipiracy campaigns.”

However, some developers today frown on site licensing as a solution to widespread illegal copying. When it comes to piracy, Doney believes that “the attraction of the site license has diminished as user and management sophistication regarding licensing terms has grown over the last few years.”

“There’s some danger in using the term site license,” says Sandra Boulton of Autodesk, “because it becomes an uncontrollable issue in the marketplace. It connotes *carte blanche* use. We prefer quantity discounts and floating licenses to site licensing. In essence, what [some] people really want with a site license is a reduced price. We’d rather deal with it as a discounting procedure than as a licensing issue. That way, it gives us a measure of control.”

However, many developers today do use site licensing and feel it is an effective way to fill customer purchasing needs. (For more information about site licensing, see “The Advantages of a Site-License Program,” in the January 1992 issue of *Apple Direct*. Also see “Caution! Site Licensing Ahead” in the April 1990 issue, and “Building a Site License” in the May 1990 issue of *Apple Direct*.)

**Other licensing strategies.** When the group of 18 developers met to brainstorm piracy solutions, it was recognized that there is a need to achieve more consistency and clarity in license agreements than is available today—perhaps a more standard agreement. Although there would be legal ramifications to a standardized agreement, the industry is working toward making licenses more consistent and clear.

But whatever the exact wording of a particular license, attorney Doney thinks that most of the existing ones “do a pretty good job.” In the majority of the 3,000-plus piracy investigations his firm has handled, “the misuse is fairly blatant, not the result of license agreement misunderstandings,” he says. Continually rewriting licenses to reflect and accommodate new uses and ways of working, coupled with an ongoing education process, can help eliminate user misunderstandings that may contribute to piracy, says Doney.

To help draw users’ attention to the license agreement and to help them better understand it, you might consider adding a “license quickstart” list to the agreement or to the packaging. An easy-to-read list (not “fine print”) of the do’s and don’ts, written in layman’s terms, may attract the attention of customers who don’t take time to read the fine print.

**Registration incentives.** Some estimates indicate that, industrywide, only about 30 percent of software buyers actually register their legally-purchased copies.

If you create attractive incentives to reward customers who take the time to register—such as ongoing or enhanced tech support, special upgrade offers and discounts, user tips, and other perks—more buyers are likely to register. Creating such incentives and actively publicizing them emphasizes the value-added benefits of legal software and encourages the purchase and registration of software.

Also, repeat-purchase incentives can be a particularly enticing alternative. If you offer registered users the opportunity to get future or additional products at a discount, you receive two benefits: More users will register, and you increase the likelihood of cross-selling to your installed base.

Aldus' Blake personally advocates another registration incentive: At purchase, the developer provides only limited printed documentation with the software box and offers a more complete package when the user registers. This approach may work best with a complex product such as PageMaker or Persuasion, with which thorough documentation is desirable for taking full advantage of its features.

Another idea to encourage registration and its benefits is to make the process simpler, perhaps by instituting a short form the user can send directly to the developer via E-mail, for example, when loading a program.

**Amnesty programs.** Developers have mixed reactions to amnesty programs—that is, programs of the sort libraries and local courts sometimes hold to collect for overdue books or parking tickets. “We’ve talked to some current customers who’ve bought one of our products, and they say, ‘How do we justify your excusing thieves when we paid for it?’ It’s hard to make a case for amnesty,” says Aldus' Blake.

Although Microsoft is not inclined toward the concept of amnesty programs, that company has mounted short-term campaigns in Italy, Spain, and the U.K. as part of a BSA effort. The Spanish program, Cease Fire, consisted of an educational promotion about piracy, a well-publicized promise not to sue offenders during the campaign, and a hotline to call about legitimate dealers and proper software-management tools.

Participating BSA members sold a lot of software during the three-month campaign, says Gilligan. But in the end, she says, “we’re concerned that [offering amnesty] punishes legitimate users more than anything else.”

**Upgrade incentives.** Amnesty may work best in conjunction with an aggressive upgrade program. In 1988, after Symmetry Software realized that its outliner program, Acta Advantage, was among the most pirated pieces of software in the business, the developer made a time-limited amnesty offer to users.

For \$50 and a copy of a screen shot (proving that they indeed had the program), users received the latest upgrade and would from then on be considered legal. The result? Symmetry believes that it doubled its customer base, according to Marketing Coordinator Samantha Kirk.

Acta Advantage also has a large following in Japan, where its Japanese distributor, Nippon Polaroid, estimates that the number of illegal users may be 15 or 20 times as large as the number of registered ones. A new product called Acta 7, released in Japan last month, is now in line for a similar amnesty promotion, says Jaemes Shanley, marketing manager for Nippon Polaroid.

He cautions other developers about the timing of such promotions. They should be held after the product is launched and registered users have been upgraded, he says, because “we are sensitive about the need to ensure that the promotion doesn’t turn into a *de facto* endorsement of illegal copying, and doesn’t compromise the resellers who support Acta in this market.”

The proposed campaign will be targeted to experienced Mac users (those who have been using the Mac for at least two years, says Shanley) and will run for about 60 days. The cost of receiving amnesty will be about half the list price of the product and will also require that a user do the following: turn in the disk with any earlier versions of the program; provide the name of the regular software dealer, who receives a portion of the revenue from the sale; and offer a suggestion in writing for improving Acta or extending its capabilities.

In exchange, users will be registered, become entitled to support and upgrades, and receive the localized Acta 7 Japanese upgrade software and manual. “Our expectation,” says Shanley, “is that we can triple the base of registered Acta users in Japan—and gain valuable insight into user needs, which can guide development of future enhancements or new products from Symmetry.”



## **MAKING A DIFFERENCE**

“The root of the piracy problem,” says attorney Eric Doney, “is that anyone with a personal computer can create an unlimited number of perfect copies of most commercial software tools. Never in the history of the marketplace has there been a comparable situation. Our challenge has been to educate the public that software duplication is not only illegal, but also is unfair and should not be condoned by anyone.”

No matter which means developers use to encourage legal software use, educating buyers as well as dealers about piracy problems—and using a well-stocked arsenal of solutions—is bound to help stem the tide.

*Karen Wickre is a marketing and publishing consultant and free-lance writer based in San Francisco, CA.*

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## **APPLE’S OWN PUSH AGAINST PIRACY**

Apple, as part of an industrywide push against piracy—and in its overall goal to help Macintosh developers be successful—works closely with developers to address piracy problems. The perception, as Evangelism Manager Jonathan Fader points out, is that “hardware companies don’t care about piracy.” But he says the opposite is true for Apple: “What helps make us successful, and what affects developers’ long-term success, is a strong Apple/software development community effort.”

Fader also says that Mac customers buy and use more applications than do users of other platforms. In addition, “We have a more direct relationship with every customer and dealer, and no other hardware dealer can claim that,” he says. For these reasons, Apple launched a major antipiracy campaign last fall, as reported in the December issue of *Apple Direct*. The program has several components and goals:

- Internal education and compliance throughout Apple.
- Consciousness-raising and education about the scope of the problem and suggested solutions for developers, dealers, user groups, and customers.
- An increased level of activity through the SPA and the BSA, and increased support of antipiracy associations worldwide, such as the SPA, the BSA, and country-specific associations.

Also, Apple has produced antipiracy education materials (which are part of this month's Developer Mailing). The materials include a copy of SPAudit, the SPA's own software inventory management program; an educational brochure targeted at users; a selected bibliography of news clippings on the subject; the latest SPA antipiracy brochure; and an order form for the SPA video. In addition, Apple will host a session on May 11 at the Worldwide Developers Conference called "Creative Solutions to Software Piracy."

Apple will also begin conducting an education campaign for user groups and Apple support coordinators at corporate accounts. The latest information and resources on antipiracy measures will also be available via AppleLink to dealers, VARs, and the Apple field sales force.

"We want to help the industry significantly reduce piracy," says Fader. "This range of activities reflects that desire." ••

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## **SPAudit SOFTWARE AVAILABLE**

Apple and the Software Publishers Association (SPA) have just completed the Macintosh version of SPAudit, a software management tool that can help your company and customers fight software piracy in their organizations.

SPAudit helps individuals and organizations audit the software on their computers. It searches the disks used by a computer and generates a list of all the applications stored on them. This list can then be reviewed against purchase records, license agreements, and other information to make sure that all these applications were legally obtained.

Apple and the SPA provide SPAudit free-of-charge as a service to both the software industry and end user community. Apple developers can now get a "golden master" copy of SPAudit from the Developer Services bulletin board on AppleLink (path—Developer Support:Developer Services:Tools & Apps:Misc. Utilities:SPAudit). You will also receive a copy of SPAudit on the April Developer CD. You may distribute as many copies of the program as needed within your company.

Your customers should contact the SPA directly to get copies of this software for their organizations. The SPA Piracy Hotline number is (800) 388-7478. The final SPA version for customers won't be available until late Spring. If SPAudit is ordered through the SPA, requesters also receive the Self Audit

Kit, which includes audit guidelines, sample software policy memos for organizations, and information about software copyright law.♦♦

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**WORLDWIDE ANTIPIRACY ORGANIZATIONS**

Here is a list of worldwide antipiracy associations and their phone numbers:

<b>COUNTRY</b>	<b>SOFTWARE ORGANIZATION</b>	<b>PHONE NUMBER</b>
U. S./Europe	Software Publishers Association	(800) 388-7478 (U.S.)
Europe/Pacific/ America	Business Software Alliance	(202) 737-7060 (U.S.) Latin
Australia	BSA Software Australia (BSAA)	61.8.021.143
Brazil	Associacao Brasileira Empresas de Software (ABES)	55.11.829.6688
Canada	Canadian Alliance Against Software Theft (CAAST)	416.598.8988
Denmark	Brancheforeningen For Kontor & Data (BKD)	45.33.14.33.33
France	Association Française des Editeurs de Logiciels Micro-Informatique (AFEL)	33.32.64.63.10
Germany	Verband der Softwareindustrie Deutschlands e.V. (VSI)	49.89.834.4021
Hong Kong	Multi-Vendor Strategic Alliance (MVSA)	852.540.4380
India	India Federation Against Software Theft (INFAST)	No Number
Italy	Associazione Italiana per la Tutela del Software (ASSOFT)	39.2.540.0025
Japan	Association of Copyright for Computer Software (ACCS)	81.3.3839.8763
Mexico	Asociacion Nacional de la Industria de Programas Para Computadoras, A.C.(ANIPCO)	525.524.7682
Netherlands	BSA Nederland	31.20.697.2021
Portugal	Associacao Portuguesa de Software (ASOFT)	351.1.793.9164

Republic of Korea	Korea Software Industry Association (KSIA)	82.2.704.3411
Singapore	BSA Singapore	65.749.3220
Spain	Asociacion Española de Empresas de Informatica (SEDISI)	34.3.209.9022
Taiwan, R.O.C.	Information Industry Service Association of R.O.C. (CISA)	886.2.436.3900
United Kingdom	Federation Against Software Theft (FAST)	44.628.660.377

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## **CPU, PRINTERS, AND CD-ROM DRIVE UNVEILED**

In these cost-conscious times, giving consumers more value for the same (or less) money is an important way of adding new customers and keeping the current ones happy. On March 23, 1992, Apple Computer, Inc., demonstrated its continuing commitment to that strategy by announcing a new computer (the Macintosh LC II) and CD-ROM drive (the AppleCD 150) that replace existing products,

as well a new low-cost personal printer (the Personal LaserWriter NTR) and enhancements to the existing Personal LaserWriter LS. Apple subsidiaries outside the U.S. will announce separate pricing, configuration, and availability information.

**The Macintosh LC II.** This new model brings the Macintosh LC design into the mainstream of 68030-based Macintosh computing. The original Macintosh LC is the most popular Macintosh for first-time buyers, and the Macintosh LC II represents Apple's commitment to attracting more people to the Macintosh platform, and keeping them.

Except for the Macintosh LC II's 16-MHz 68030 processor (in place of the Macintosh LC's 16-MHz 68020), the Macintosh LC II is virtually identical to its predecessor (it replaces the Macintosh LC). The Macintosh LC II runs the same software, has the same video options, and connects to the same video monitors as the Macintosh LC does. It also accepts the same internal expansion cards, with a few exceptions (see below).

The Macintosh LC II will give customers more Macintosh power for the same price as a similarly configured Macintosh LC. Compared with the Macintosh LC, the Macintosh LC II is slightly faster (up to 10 percent). In addition, the Memory Management Unit (MMU) inside the 68030 chip makes the Macintosh LC II able to use System 7's Virtual Memory feature right out of the box.

The configuration of the Macintosh LC II ensures that customers will be able to use the full power of System 7—all Macintosh LC II systems will ship with 4 megabytes of memory. The computer will be readily available in two configurations: \$1,699 for 256K of video memory and a 40-megabyte internal hard drive, and \$1,849 for 512K of video memory and an 80-megabyte internal hard drive. (All configurations include a mouse, a microphone, and

miscellaneous items. The first configuration includes the standard LC keyboard; the second does not. Both prices are U.S. suggested retail prices.)

The education market will also be able to buy a configuration with 256K of video memory and one internal 1.4-megabyte SuperDrive (no hard drive).

In a few months, current Macintosh LC owners will be able to buy a dealer-installable kit that upgrades their computer to a Macintosh LC II.

Apple engineers designed the Macintosh LC II's internal expansion slot to be compatible with existing Macintosh LC expansion cards. Although well-designed expansion cards work on both computers, the early versions of some expansion cards do not work on the Macintosh LC II. (In some cases, the card is okay but the software driver needs to be updated.)

To alert users to potential problems, Apple will include an expansion-card compatibility list with every Macintosh LC II it ships. Owners of the current Apple IIe Card will need version 2.1 of its software driver, whereas owners of the current Ethernet LC Card

will need a ROM upgrade. Apple

will make these available through authorized service providers.

**AppleCD 150.** Apple is really getting serious about the importance of CD-ROMs to such data-intensive applications as multimedia and educational software, clip art, and large databases. Apple's goal is to increase the installed base of this important technology by making it more affordable.

The new AppleCD 150 matches the performance (380-millisecond average access time) and reliability of the AppleCD SC Plus, with one significant improvement—a price reduction of 25 percent on the suggested retail price (from \$799 to \$599 suggested retail price in the U.S.).

To make sure you don't overlook it, the AppleCD 150 has a sleek new enclosure that looks much better than those of the previous AppleCD SC models.

**Personal LaserWriter NTR.** A PostScript LaserWriter that provides as much as five times the imaging speed for \$400 less than its predecessor? That's what you get with Apple's first RISC-processor-based printer, the Personal LaserWriter NTR, which replaces the Personal LaserWriter NT as Apple's most affordable PostScript Level 2 LaserWriter. (The Personal LaserWriter NTR also

emulates Hewlett-Packard's PCL 4+ printing protocol.) The printer's standard retail price in the U.S. is \$2,199.

The Personal LaserWriter NTR is both fast and versatile. It contains three different input ports—LocalTalk, parallel, and serial (RS-232/RS-422)—that allow it to connect easily to IBM PC-compatible computers. With the “all ports active” feature, this printer (like the LaserWriter IIx and IIg) can automatically switch among the input ports, so it can work easily in a mixed Macintosh/PC environment. (Earlier LaserWriters had to be physically switched to use a different input port.) The Personal LaserWriter NTR can also be connected directly to a Macintosh (through the serial port) or to a network (through its LocalTalk port).

The Personal LaserWriter NTR comes with 35 PostScript fonts in 11 font families (like Times, ITC Bookman, and Palatino). And if you own a Personal LaserWriter SC or NT, you will also be able to upgrade it to a Personal LaserWriter NTR through a dealer-installable upgrade kit.

**Personal LaserWriter LS.** Since this printer was introduced in March 1991, Apple has made several improvements to it. Apple is using this occasion to consolidate these (and a few entirely new) improvements to make the Personal LaserWriter LS an even better buy. These changes include:

- Increased print speed via a new printer driver that is up to twice as fast as the one shipped with the first Personal LaserWriter LS. (The new driver also gets better performance than the first one with System 7.)
- The addition of 22 new TrueType fonts (in 11 families), for a total of 39 TrueType fonts in 15 families.
- A price reduction from \$1,299 to \$1,199 (U.S. suggested retail price).
- A larger paper tray (70 sheets—formerly 50) that handles four paper sizes.
- Easier font installation and removal through Apple's One-Button Installer software.

## **EXECUTIVES, BOARD NAMED FOR TALIGENT, INC.**

Apple Computer, Inc. and IBM have announced the appointment of senior officers and the board of directors for Taligent, Inc. Established as a joint venture between IBM and Apple, Taligent is developing a new genre of system software based entirely on object-oriented technology.

The companies announced that Joseph M. Guglielmi was named chairman and chief executive officer, and Edward W. Birss was named chief operating officer of Taligent. Guglielmi, 50, leaves his post as IBM vice president and general manager, Marketing and Business Development, Personal Systems, to join Taligent. Birss, 39, was Apple's senior vice president and general manager of the Object-based Systems division.

Also appointed to executive posts at Taligent:

- Randall S. Livingston, 38, chief financial officer. He was Apple's director of corporate development.
- Michael J. Potel, 43, vice president, engineering. He was Apple's director of engineering, Object-based Systems division.
- Richard J. Berzle, 40, vice president, marketing. He was Apple's business manager, Object-based Systems division.
- Mark A. Vickers, 32, director of product definition and chief technologist. At Apple, he was manager of the Object-based System Software Engineering organization.
- Douglas R. Brent, 37, director of project engineering. He was Apple's manager of the object-based system development environment.
- Susan C. Pohl, 45, director of human resources. She was Apple's human resources manager.
- Gerard J. Fassig, 53, controller. He was IBM's manager of strategy and investment at its Santa Teresa Lab in San Jose, Calif.

The Taligent board comprises six directors:

- Joseph A. Graziano, Apple's executive vice president and chief financial officer.
- Richard A. Guarino, vice president, Apple Alliance, IBM Personal Systems.
- Dr. David C. Nagel, Apple's senior vice president, Advanced Technology Group.



- M. Bernard Puckett, IBM vice president and general manager, Application Solutions.

Guglielmi will be chairman of the board as Taligent chief executive officer. The sixth director will be named at a later date.

“Taligent is up and running,” said John Sculley, Apple’s chairman and chief executive officer. “The appointment of seasoned technology and marketing leaders from both companies signals that Taligent is in the best possible position to define the next generation of computer usage.” That company begins business with more than 160 employees.

For further information about Taligent, watch future issues of *Apple Direct*.

## **APPLE PUBLISHES FONT STRATEGY**

Apple has written a white paper that provides an overview of its font strategy and background on the development of TrueType and its capabilities. It also explains how TrueType fits in with future developments for Macintosh and other Apple technologies, and includes a list of TrueType font and tool vendors.

The paper provides developers with information they need to make informed decisions about whether to support TrueType in their products. It is now available on the AppleLink network (path—Developer Services:Tools & Apps:Graphics & Imaging). It will also be available on the April Developer CD.

## **NEW CDS NOW AVAILABLE**

### **QuickTime Info, Demos, and CD Titles Sampler**

In this month's Developer Mailing, in addition to "The Hound of Bitmapsville," you'll find another CD. It includes 1) the complete contents of the "Apple CD-ROM Titles Sampler" disc (see below for more information), and 2) the electronic version of the *Apple Intro News* (EAIN) edition that features QuickTime. *Apple Intro News* is a newspaper published by Apple that features new third-party products that take specific advantage of new Apple products and technologies.

The electronic version takes the publication a step further by using the technology itself to showcase the product. EAIN not only features more than 60 QuickTime movies that demonstrate new developer QuickTime products, but it is itself a dynamic QuickTime document. As you browse through and "play" the demos, you can listen and watch as developers and members of the Apple QuickTime development team give their views on this exciting new technology.

Apple is making EAIN widely available to its field reps and resellers, who can order copies for their customers. Don't forget: This is an example of a comarketing activity you can participate in if you are developing something that takes advantage of a specific product technology Apple is introducing.

If you are working on a product we should know about, send an AppleLink message to COOL.APP that includes a product description, the features/benefits, the featured Apple technology, and your expected ship date.

**CD Sampler Makes Debut.** Ever wonder what already exists in the realm of for-real CD-ROM titles? Or do you need a cost-effective way to get the word out about your own CD-ROM products? The "Apple CD-ROM Titles Sampler" gives users a taste of more than 100 titles offered by more than 50 third-party developers. It will start shipping this month with the new AppleCD 150 CD-ROM drive (for more information about the new drive, see the article entitled "CPU, Printers..." in the news folder for this issue). The sampler, which will be included with every new AppleCD 150 drive, will also be touted in promotions, at trade shows, and in magazines (beginning this month). Currently it includes 168 titles that are available for the Mac from 59 developers.

To showcase what's available now and to encourage further development, Apple Consumer Products Developer Relations Manager Linda Neumann initiated the idea of a sampler disc. The titles on the disc are organized by subject area, including business, entertainment, and reference.

Titles on this first sampler range from children's books to medical applications. Project Manager Greg Parks predicts that future discs will include more QuickTime titles.

The CD-ROM team plans to produce a new sampler twice a year. Future discs will be timed to coincide with product introductions. Watch for details on submission criteria in future issues of *Apple Direct*.

## CD Highlights, March '92

This column is your guide to the latest Developer Series CD, telling you what's new and notable. To quickly access everything listed below, see the "What's New on This CD" folder (located at Dev. CD Mar '92:Start Here/Read CD License 1st:What's New on This CD?). Here you'll find aliases to every new and updated package on the CD, including all those highlighted below. Our thanks to Darren Giles for requesting the MPW 411 files and also to those who requested the PowerBook Modem Guide and ADB Analyzer. To suggest something for upcoming Developer CDs, send us the survey located in the Start Here folder of the current CD; we'll do our best to include suggested items on subsequent discs.

The March CD, "The Hound of Bitmapsville," includes the following highlights:

**International System Software:** This month we feature ten new System 7 Tune-Ups, including versions in Danish, Dutch, Finnish, French, German, Hebrew, Norwegian, Spanish, Swedish, and more. You can also find Arabic and Hebrew versions of System 7.0.1.

**MPW 411:** These MPW on-line documentation files allow you to search for MPW commands and Macintosh Toolbox traps from within MPW.

**MPW Script Tips 1.1.1:** These sample scripts are heavily commented so that the concepts on which they are based are easy to transfer to other scripts. You can also find tips about writing commands for more useful scripts.

**PowerBook Modem Guide:** Part of this month's new documentation is this guide, which contains extensive information about designing hardware and software for the PowerBook modem interface.

**Utilities:** The new Installer, version 3.3, includes documentation for both versions 3.2 and 3.3. Installer 3.3 implements the new Font Family Resource Atom for installing font resources. Also take a look at System Picker. This utility allows you to designate which will be the active System Folder upon restart.

**New Networking Tools:** The Networking & Communications folder contains five new contributions. Network Management (SNMP) includes the RFCs defining the Simple Network Management Protocol (SNMP) over AppleTalk, the Macintosh System MIB, and the AppleTalk MIB. Also see AppleTalk and PPP, a draft of the specifications for running AppleTalk over the Point-to-Point Protocol. The new MacTCP+ Tool 1.0 updates the MacTCP 1.1 driver to correct a problem with the reception of packets on the Macintosh Plus running System 7. The latest updates of the N&C Parameter Block Diagrams and N&C MacsBug Macros/Templates are also included.

**Data Access Manager Demos:** Two new demos are available this month, an English and a French version. This complete demonstration of the Data Access Manager includes a query builder (DAM Generator), an XCMD that can use some query documents (HyperDAM), and two queries with two types of user interfaces (text and graphic).

**The Rinaldi Collection:** New on the HyperCard scene: Rinaldi's updated collection of XCMDS and XFCNs, in French and English. Most of them are also SuperCard-compatible.

**MODE32 and German MODE32:** This essential utility is for Mac II, IIx, IIcx, and SE/30 users who want to use the 32-bit feature of System 7 to access virtual memory.

**AETracker:** This Apple-event debugging utility allows you to monitor and review any (or selected) Apple Event Manager activity on your machine.

**ADB Analyzer:** Using this tool, you can monitor the Apple Desktop Bus on a host Macintosh. It can capture a sequence of packets and display them in packet and trace forms.

**Report Error 1.2:** This new debugging tool translates OSErr result codes into human-readable diagnostic strings. All the error codes from IM-I through IM-VI are included.

**New Tech Notes:** Among the new and updated Tech Notes is “Principia Off-Screen Graphics Environments,” which discusses the needs of color in a graphics environment and how to create an environment for off-screen drawing. “Fun with PRJobMerge” discusses some interesting behavior you’ll encounter while using PrJobMerge with the 7.0 and 7.1 versions of the LaserWriter driver.

**Snippets:** Among our new snippets (short pieces of sample code) is Easy Video Grabber. This small library of routines grabs a single frame of video from the current grafPort and puts it into a requested rectangle, using the QuickTime component interface.

ReadSector MSDOS demonstrates that reading and writing physical sectors on MS-DOS floppies is easy; you can insert the required functionality directly into your application (as Apple File Exchange does) rather than writing an external file system. Also see Cache Flushing Cache, which contains code for correctly flushing instruction and data caches on all Macintosh CPUs, including the Quadras.

# International APDA Programs

APDA products can be purchased through several international programs. Contact the international APDA programs listed below if you are interested in purchasing tools and documentation locally.

## **AUSTRALIA**

Charmaine O'Keefe  
AAPDA  
16 Rodborough Road  
Frenchs Forest NSW 2086  
AppleLink: AUST0214  
Phone: 61-2-4528245

## **AUSTRIA**

Rainer Bernert  
Apple Computer Ges.m.b.H  
Ungargasse 59  
A-1030 Vienna  
AppleLink: BERNERT.R  
Phone: 43-1-711.82-27  
Fax: 43-1-711.82-55

## **CZECHOSLOVAKIA**

James Guidi  
TIS  
Evropská 94  
16000 Prague 6  
AppleLink: CZ.IMC  
Phone: 42-2-311-92-84

## **DENMARK**

APDA Nordic  
Ole Stakemann  
Fortunvej 55  
DK-2920 Charlottenlund  
AppleLink: DK0016  
Phone: 45 31 64 10 68

## **EGYPT**

Tarek Thabet  
PACC  
70, Gameat El Dowal  
El Arabia Mohandessin, Cairo



AppleLink: AMME.COMM  
Phone: 202-3-481.381

### **FINLAND**

APDA Nordic  
Ole Stakemann  
Fortunvej 55  
DK-2920 Charlottenlund  
Denmark  
AppleLink: DK0016  
Phone: 45 31 64 10 68

### **FRANCE**

Marcel Averbuch  
Prim'Vert  
36 Rue des Etats-Generaux  
Versailles 78000  
AppleLink: PRIMVERT  
Phone: 33-1-39-02-33-44

### **GERMANY**

Rupert Holzbauer  
Apple Computer GmbH  
Gutenbergstrasse 1  
D-8045 Ismaning  
AppleLink: GER.APDA  
Phone: 49-89-996400  
Fax: 49-89-99640180

### **GREECE**

George Georgaras  
Rainbow Computer Applications S.A.  
El. Venizelou 184  
Kallithea, Athens  
AppleLink: IT0026  
Phone: 30-1-959.40.82

### **HUNGARY**

Andras Szigeti  
Graphisoft Trading Co.  
1146 Budapest  
Hermina út 35  
AppleLink: HUNGARY.IMC  
Phone: 36-1-121-66-93

### **ICELAND**

APDA Nordic  
Ole Stakemann  
Fortunvej 55  
DK-2920 Charlottenlund  
Denmark  
AppleLink: DK0016  
Phone: 45 31 64 10 68

### **ISRAEL**

Igal Dekel  
Yeda Computers Ltd  
110 Igal Alon St.  
Tel Aviv 67891  
AppleLink: IT0029  
Phone: 972-3-330-743

### **ITALY**

Paola Reitano  
ESSAI srl  
Via Cesare Correnti 15  
20123 Milano  
AppleLink: ITA.APDA  
Phone: 39-2-27326334

### **JAPAN**

Taiju Tachibana  
MANPOWER Co., Ltd.  
No. 2 Anzen Bldg.  
6-6 Moto-Akasaka 1-Chrome Minato-ku,  
Tokyo 107  
AppleLink: APDA.JAPAN  
Phone: 81-3-3478-6531

### **NORWAY**

APDA Nordic  
Ole Stakemann  
Fortunvej 55  
DK-2920 Charlottenlund  
Denmark  
AppleLink: DK0016  
Phone: 45 31 64 10 68

### **POLAND**

Bogdan Jedrzejczyk  
S.A.D. Ltd.  
ul. Mangalia 4

02-758 Warsaw  
AppleLink: POLAND.IMC  
Phone: 48-2-635-54-97

### **PORTUGAL**

Paula Gentil-Homen  
Interlog, Informatica, SARL  
R. Prof. Mira Fernandes,  
Lote 20/21 r/c  
P1900 Lisboa  
AppleLink: IT0040  
Phone: 351-1-8470513/20

### **SAUDI ARABIA**

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Makkah Road (Islam Road)  
P.O. Box 317  
Riyadh 11411  
AppleLink: SAUDI.IMC  
Phone: 01 4624597

### **SPAIN**

Juan Carlos Rubio  
APDA Spain, SYMSA  
C/ Doctor Fleming 54  
1 Dcha., 28046 Madrid  
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Phone: 34.1.2506618

### **SWEDEN**

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Ole Stakemann  
Fortunvej 55  
DK-2920 Charlottenlund  
Denmark  
AppleLink: DK0016  
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### **SWITZERLAND**

Urs Binder  
Industrade AG, APDA  
Apple Computer Division  
Hertistrasse 31  
CH-8304 Wallisellen, Zürich  
AppleLink: URS

Phone: 41-1-832-8276

**TURKEY**

Yakup Dursen

Bilkom AS

Abdi Ipecki Cad 16/3

80200 Nisantasi

Istanbul UB11 1BB

AppleLink: IT0112

Phone: 90-11-32-15-06

## Now available from Apple

The following list shows which APDA products have become available to developers within the last several weeks. To get a full listing of all APDA products, check the current *APDA Tools Catalog*. For new-product announcements and the most up-to-date price lists, check AppleLink (path—Developer Support:Developer Services:Apple Information Resources: APDA—Tools for Developers).

If you're interested in the latest version numbers of all Apple system software products, check "Latest Rev" in the Information Resources folder on the current Developer CD. "Latest Rev" also tells you where to obtain these system software products. In addition, the "Developer CD Highlights" section on page 3 of this issue tells you which new system software releases appear on the current CD.

To place an APDA order from inside the U. S., contact APDA at (800) 282-2732. APDA's number in Canada is (800) 637-0029. And for those who need to call the U. S. APDA office from abroad, the number is (408) 562-3910. You may also send an AppleLink message to: APDA.

If you're outside the U. S., you may prefer to work with your local APDA contact. For a list of non-U.S. APDA contacts, see the "International APDA Programs" listing in the most recent version of the *APDA Tools Catalog*.

### Apple Products

#### **AppleShare Server 3.0 API Developer's Kit**

R0177LL/A  
\$99.00

#### **Apple 3270 API v.2.0 Developer's Kit**

R0013LL/A  
\$100.00 (license is available from Software Licensing)

#### **Apple 3270 API v.2.0 Documentation Kit**

R0220LL/A  
\$70.00

#### **Apple Event Education Suite v.1.0**

R0218LL/A  
\$25.00

#### **Apple Event Registry: Standard Suites**

R0130LL/A

\$85.00

**Macintosh to VAX Integration Toolkit v.1.1**

M0942LL/B

\$450.00 (license is available from Software Licensing)

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**APDA TOP TEN**

**SELLERS\***

1. E.T.O. Starter Kit
2. QuickTime Developer's Kit v. 1.0
3. Macintosh Programming Fundamentals v. 1.0.1
4. MPW C v. 3.2 bundle
5. Macintosh Common Lisp v. 2.0b1
6. E.T.O. Renewal
7. MacTCP v. 1.1 License
8. DAL v. 1.3 MVS/TSO Server
9. Inside Macintosh, Vol. I-VI + X-Reference
10. DAL v. 1.3 VM/CMS Server

\*as of 2/14/92

## CREATING SOFTWARE THAT SELLS

Last fall, we invited a genuine fine artist, David Em, to visit our computer video lab for three weeks and see what he could do with all our state-of-the-art toys. David Em is a renowned painter whose smaller oils sell for about 1.5 Yugos apiece (air and automatic transmission extra).

Mr. Em discovered that he could do a lot with a Macintosh Quadra and a small Wacom graphics tablet, but only after we'd provided him with a serious amount of on-board memory (16 megs didn't cut it; 64 megs was somewhat adequate) and sufficient hard-disk space (a 400-meg hard drive was nice, but adding several 160-meg drives on the side was definitely a help).

We also provided well for his software needs, with several image capturing and manipulation applications, most of the current Macintosh 3-D applications, and the three top 24-bit graphics programs along with Painter, a young upstart from Fractal Design. Mr. Em typically had several applications, one of each type running simultaneously, and dragged his work in rapid fire from application to application as he needed to carry out various kinds of activities—hence his need for so much memory.

After he had been hard at work for a couple of weeks, I wandered in one day to see what he was up to. He was up to about 720 megabytes and rising, turning out shimmering images with rich, flowing color and haunting, icelike beauty.

He had settled on a single 3-D package, one image capturing and manipulation package, and one graphics package. He explained that he was finding the learning curve severe enough with all these classes of applications that it made sense to narrow the field after trying out each potential application for perhaps an hour or two.

He had chosen a super-high-end image package and a super-high-end 3-D package—but had picked Painter as his graphics package, which I found intriguing.

Painter is a fine application but, being a first-release product, would not win any specification wars with the other, far more expensive, blockbuster graphics packages we had supplied. What's more, I knew that Mr. Em could have been far more productive with some of the other, far more expensive packages, because he was having to move his art from Painter into an image-manipulation

package to carry out functions that were built into some of the graphics packages he had rejected.

Why did David Em choose Painter? Because using it was a pleasurable experience from the first moment he launched it. Because after two hours of using each of the other packages, he felt confused, frustrated, and out of control—and he still had no grasp of what the other packages could or could not do. Because Painter is an application designed to sell.

## **72.5 HOURS TO VICTORY**

The critical time in the life of an application lies from a half-hour before it is sold to three days later, when the check clears. If a salesperson of passing intelligence cannot demo your software without embarrassment, if its benefits cannot instantly be perceived by a customer, if the first day or evening spent learning it is about as much fun to users as driving nails through their feet, your sales may fall just a little short of early projections.

Programmers, designers, and even product marketers tend to leave to others the task of seeing that a piece of software is snatched off the shelves by customers. Little thought seems to go into making the products themselves into sales tools. True, sometimes a feature or 20 are shoehorned into an otherwise fine product so the reviewers' checklists will look really good, but usually little attention is given to making the software reach out and grab new users. Painter reached out and grabbed David Em, leaving the competition in the dust. Your product can do the same.

Painter doesn't even have to be turned on to be attractive: Painter is a paint program, so it comes in a bright, shiny, gallon-sized paint can. Not only does this attract attention on dealers' shelves but when users are showing off Painter to their friends, they inevitably end the demo by saying, "and catch this, dude—it comes in this bright, shiny, gallon-sized paint can!"

When it's running, Painter is even more attractive. Its graphics are clear and concise, yes, but they are also bright, flashy, and enticing—enticing enough to catch the eye of the most wary shoppers and gently seduce them into sitting down and trying it.

## **SUCCESS EXPERIENCES**

Consider my initial experience with the average 24-bit paint program. After rushing home from the store, I plunge 15 disks into the drive in heady



anticipation, anxious to select a nice piece of charcoal and start sketching. Sure, no problem. All the user has to do is specify it (see Figure 1 at end of article).

Are we having fun yet?

But after less than ten minutes of using Painter, I felt successful and empowered. Rather than expecting me to apply my vast knowledge of physics and art (not!) to the construction of custom paint brushes, Painter presented me with the palette of familiar tools (Figure 2). By scrolling, I got to other familiar tools (Figure 3).

Recognizing my limitations, I selected the crayon tool and fell to drawing the same house, tree, and flower I have been drawing since the traumatic days of second grade, and they looked just as they always have. I could not have been more pleased! In ten short minutes, I had experienced success.

Over the next three days, I spent another three or four hours dabbling with Painter. Then I compared my results with David Em's. Sobering. Oh, well, I was having a lot of fun, and besides, by then the check had cleared. Two months later, I'm still having fun, I'm still no David Em, and I still don't mind that the check cleared.

## **GUIDELINES FOR SOFTWARE THAT SELLS**

***Guideline: Customers should be able to accomplish a familiar task, comfortably, within 20 minutes.*** I don't expect to be able to use every feature and accomplish every advanced operation in 20 minutes, but I do expect to accomplish some very real task and feel good about the experience. The following guideline can help accomplish this goal.

***Guideline: Begin in a familiar domain.*** If this is an application for artists, then make them feel at home by offering them charcoal versus watercolor, not low-percent moisture versus high-percent moisture.

***Guideline: Offer familiar tools and behaviors.*** If software is a more advanced version of a current type of product, it should emulate the current product where possible. For example, if you expect people to manipulate tables of data with ten dimensions, consider displaying the first two dimensions in a spreadsheet. Then people can create a two-dimensional spreadsheet in their first 20 minutes

and muster the courage to launch into the third dimension during the next 20 minutes.

**Guideline: Make existing work transfer into your application easily and intelligently.** The early adopters of computer technology have already bought computers. If you are developing new and more powerful tools, a large percentage of your users will be drawn from people already using a less powerful tool to accomplish the same task. It is not enough to be able to open up old documents. You must do it intelligently so that people can, with a minimum of fuss, take advantage of the new, more powerful feature set you offer.

I explored a hot new application this month that let me do a straight, dumb copy of old data, but manipulating that data into a form in which the application could make it stand up and dance would have required more than 100 separate cut-and-paste operations. It wasn't worth it. I went back to my tired old standby.

**Guideline: Make the simple case simple.** When we decided to install a more sophisticated Find command in the Finder for System 7, we hid it from users on their first day with a Macintosh. The original installer required users to know enough about the Macintosh to be able to decide which files they would and would not install, all for the benefit of a few power users. The new Installer has a Custom button for power users, and the other 99 percent of us no longer have to learn anything.

**Corollary: If you offer simple alternatives, keep them simple.**

It would be tempting, in the Installer, to start asking questions of the noncustom user: "Do you want me to install all these printer drivers?" Resist! If you want to add such an option, make it the first level of Custom. Keep what is simple simple.

**Guideline: Sales people should be able to learn, in less than 30 minutes, a 5-minute demo they can give without fear of embarrassment.** A lot of software is still sold by actual humans. Painter offers a special brush called Artists, which comes in two flavors, Van Gogh and Seurat. These brushes are the equivalent of the drum box on the electronic organ down at the mall: They enable a salesperson with the most minimal of training to turn out "instant art" that looks

halfway decent. They are also a lot of fun for new users, including trained artists, to play around with.

**Guideline: Test constantly on users who are unfamiliar with the new product.** In Chapter 2 of *Tog on Interface*, I talked about the dangers of the creeping learning curve, which results when one new object or behavior is added day after day, month after month. Over and over, I see developers who have created really wonderful new capabilities but have completely lost sight of how much time they, the developers, have put into learning how to use them. You must test constantly on new users. Field sites, alpha sites, and beta sites will deliver a wealth of useful information, but if you want to find out what happens during the first 20 minutes of using your product, you have to try it out on someone new. Chapters 14 and 36 of *Tog on Interface* explain in detail how to do it, and how to do it cheaply. So do it!

Initial success experiences are what sell software. Users, unless unusually motivated, are rarely willing to toil 10, 20, 30 hours or more before they feel the faintest glimmer of competence. And don't count on the fact that someone is an experienced Macintosh user or computer user to somehow make them stick it out: David Em is not just an oil painter; he is one of the foremost computer artists of our time, with a quarter century of experience in manhandling mainframes.

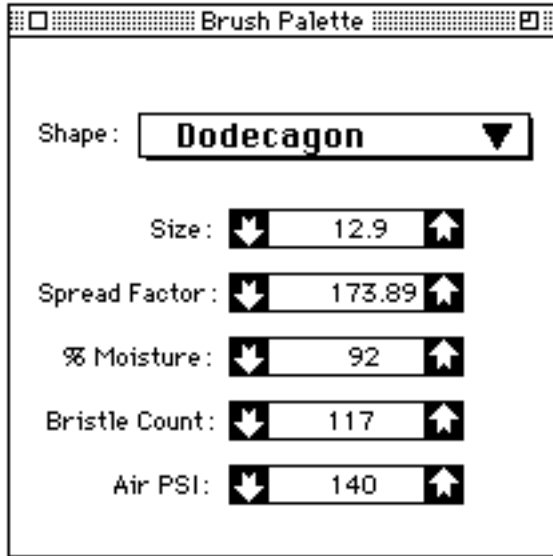
If he won't put up with software requiring initially high levels of technical manipulation, you can bet that the average new user off the street won't.

Until next month, my link address remains TOG.

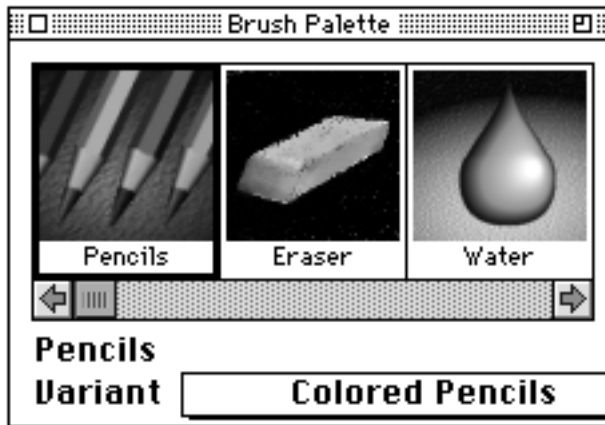
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*Be sure to pick up your copy of Tog on Interface, from Addison-Wesley, available at fine book stores and cheese shops everywhere.*

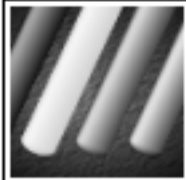
**FIGURE 1:**



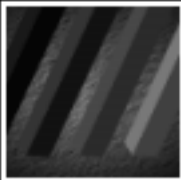
**FIGURE 2:**



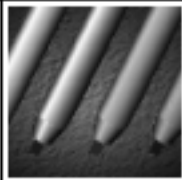
**FIGURE 3:**



Chalk



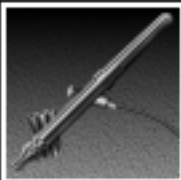
Charcoal



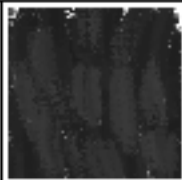
Felt Pens



Crayons



Airbrush



Brush

## **GETNEXTEVENT**

The \*\* indicates the trade shows/events at which Apple Computer, Inc. is scheduled to exhibit as of press time. This list may be incomplete. If you have information about a show you want listed here, write to Apple Direct Event Calendar, 20525 Mariani Avenue, Mail Stop 75-2B, Cupertino, CA 95014. For further information, check the Events folder on AppleLink (path—Developer Support:Developer Services:AppleInformation Resources: Developer Events).

### **April 4 through 7**

#### **ASCD – Assn. for Super. & Curriculum Dev.**

New Orleans, LA  
Contact: ASCD  
(703) 549-9110

### **April 8 through 10**

#### **Macworld Expo, New York, NY**

Contact: Mitch Hall & Assoc.  
(617) 361-8000

### **April 8 through 10**

#### **Macworld Expo, Stockholm**

Contact: Torgny Husén  
(46) 8-6679180  
Fax: (46) 8-6653132

### **April 13 through 16**

#### **SCOOP West**

Contact: Suzanne Dinnerstein  
(212) 274-0640

### **April 15 through 18**

#### **NBEA – Nat'l Business Education Assn.**

Boston, MA  
Contact: NBEA  
(703) 860-8300

### **April 21 through 23**

#### **EUC Conference (European University Consortium)**

Bruges, Belgium  
Contact: Veerle Vandereecken  
32-2-741 22 11  
Fax: 32-2-741 22 42

### **April 23 through 25**

#### **The Mac Show, Tampa, FL**

Contact: Libby Barland  
(215) 540-9111  
Fax: (215) 628-0882

**April 23 through 26**

**\*\*Macintosh Consultants Conference**

Boston, MA

Contact: Mac Consultants Network

(209) 545-0569

**April 25 through 28**

**NSBA – Nat'l School Boards Assn.**

Orlando, FL

Contact: Teresa Dumouchelle

(703) 838-6722

**April 28 through May 1**

**\*\*Computer 92, Lausanne**

Contact: Kathrin Mäder

Phone: Switzerland 1 832 81 11

Fax: Switzerland 1 830 63 06

**May 3 through 8**

**\*\*IRA – Int'l Reading Assoc.**

Orlando, FL, Contact: IRA

(302) 731-1600

**May 5 through 8**

**\*\*Worlddidac, Basel**

Contact: Kathrin Mäder

Phone: Switzerland 1 832 81 11

Fax: Switzerland 1 830 63 06

**May 12 through 16**

**\*\*IFABO, Vienna A-1020**

AppleLink: A.MARCOM or BONENGL.L

**May 13 through 15**

**GTC West, Sacramento, CA**

Contact: Dave Draxler

(916) 452-4902

**May 28 through 29**

**\*\*QuickTime: The Conference & Film Festival**

San Francisco, CA

Contact: Macworld Communications

(415) 267-1745

Fax: (415) 442-0766

**May 31 through June 3**

**\*\*SPA European Conference**

Cannes, France

Contact: SPA

(202) 452-1600

**June 8 through 11**

**\*\*AEC Systems, Dallas, TX**

Contact: AEC Systems

(215) 444-9690

**June 10 through 13**

**\*\*Logic Zurich**, Apple Expo

Contact: Kathrin Mäder

Phone: Switzerland 1 832 81 11

Fax: Switzerland 1 830 63 06

**August 4 through 7**

**\*\*Macworld Expo**, Boston, MA

Contact: Mitch Hall & Assoc.

(617) 361-8000

**September 8 through 12**

**\*\*Orbit**, Basel

Contact: Kathrin Mäder

Phone: Switzerland 1 832 81 11

Fax: Switzerland 1 830 63 06

**September 23 through 30**

**Bureau 92**, Brussels, Belgium

Contact: BKK

Phone: 02 7627183

Fax: 02 7629434



## **INFLUENCING THE OPINION LEADERS**

### **Get High Impact For Low Investment**

*by John Pearce, MediaMap*

Wouldn't it be great if you had to sell only a few people to make your company's next product a success, instead of having to convince thousands or even millions of potential buyers that they should invest in your latest and greatest offering?

In very oversimplified terms, that's the idea behind an opinion-leaders campaign. It's also why almost all successful computer-product companies, big and small, make opinion-leaders campaigns an integral part of their PR, product development, and product marketing process.

### **FIRST, SOME MARKETING THEORY**

The phenomenon of the "opinion leader" is recent and is largely a result of the special challenges facing buyers of computer products. Computer-product buyers have a major problem: They have to decide what to buy in a complex market that sometimes defies their ability to make the best possible choices.

The stakes of purchase decisions are often very high, and in many cases company productivity and profitability are on the line. But the technological details and pace of computer-product change leave buyers bewildered.

So what are buyers to do? They turn to sources of authority that they trust. These sources are the "opinion leaders," and as I'll detail below, they include a select group of industry analysts, editors, "gurus," and other experts. If, as a developer, you have the opinion leaders on your side, you have gone a long way toward influencing the decision-making process of your entire market.

Especially in more-technical markets, there can be a dramatic domino effect. A few expert opinion leaders evaluate emerging technologies and products. Based on judgments of these experts, the most knowledgeable, active computer buyers tend to turn to a product. The real payoff for you, however, comes when the mainstream of the market makes its decision.

And which product does the mainstream buy? Whatever everyone else is buying. In this model, the conclusions of a few experts end up driving the decisions of the leading-edge thousands, who in turn ultimately shape the purchases of the entire market you are selling to.

There's another reason for making an opinion-leaders campaign an integral part of your product's life cycle. In addition to having a direct influence on leading-edge buyers, the opinion leaders themselves represent a microcosm of your market.

As such, they are more than just influential people to be convinced; they are also a test bed for your product concepts, your marketing messages, and your market intelligence.

As I'll detail below, even if opinion leaders had no impact on buyers at all, this golden opportunity to adjust your strategies before setting your company on a specific marketing or development path would be reason enough to build an opinion-leaders campaign into your strategy.

The rest of this article examines the concept of an opinion-leaders campaign. Because there are so few leaders for a given market segment—usually 10 to 40—the task of building these personal relationships and effectively initiating two-way communication is relatively manageable.

When done right and as an ongoing part of your product development and marketing strategy, these campaigns can yield a high impact for a low investment.

## **WHO ARE THE OPINION LEADERS?**

Opinion leaders vary with each market. In general, they include industry analysts, newsletter writers, prominent members of professional associations, leaders of market-focused special-interest computer user groups, and editors who are prominent authorities in a market. In short, they are the sources of expertise to which your leading-edge buyers turn. They are also the sources of expertise to which the media turn: You can hardly read a *Wall Street Journal* or computer magazine story without seeing quotes from an industry analyst, passing judgment on the moves of the company in question.

For an idea of the diversity of these firms and how their focus differs, let's look briefly at three examples (of course, there are also many others):

Dataquest is a very large research firm that tracks product developments in nearly every computer-market segment. The company is built around industry service groups that cover 30 areas of technology, including semiconductors, systems and applications, telecommunications, peripherals, service and support, and more. Within each major group are as many as eight or ten subareas, with scores of analysts who are busy scrutinizing almost every part of the computer and electronics industry.

An example of a much smaller opinion-leading entity is *Soft•Letter*, a newsletter read by many leading software industry executives. Its founder, Jeffrey Tarter, is an experienced, well-respected commentator on the software industry. Unlike Dataquest, Tarter isn't covering every development in every market segment; rather, he's looking for the innovation that indicates a new trend or the marketing strategy that is taking the industry by surprise. Very selectively, he writes about companies and the big-picture trends he feels will move the entire software industry.

Another kind of organization is Seybold Publications, a long-time opinion leader in a special-ized market: electronic publishing. Seybold does a variety of things, ranging from publishing newsletters such as the *Report on Desktop Publishing* to putting on its industry-defining conferences.

## **WHEN TO START YOUR CAMPAIGN**

Your opinion-leaders campaign should be an ongoing part of company operations. It begins when your product is in gestation, not when it is born. Several months before you introduce a product, you should be developing relationships with key opinion leaders. After all, the very point of your opinion-leaders campaign is to shape the market response to your company and product *before* your announcement, *before* you commit marketing resources, and *before* you're on a development track you can't alter.

**Step 1: Target The Right People, and Research Each One.** Your essential first task is to create a list of targets, the 10 to 40 individuals who you conclude are the leaders of thinking, evaluation, and expertise for your market. By

keeping your target group small, you can afford to offer the required personal attention to each one without making a big investment.

Targeting is easier said than done. Even choosing the right analyst at one organization can be a challenge. A company such as Dataquest has scores of analysts, only a few of whom should be on your list.

The problem is exacerbated by how quickly staff members change roles in such organizations. In the fourth quarter of 1991, for example, our research showed that in a single major research firm, of the 20 most senior staff four members were new to the company and another 10 had significantly changed job responsibilities—all in a single 13-week period!

Once you've assembled your list, it's time to analyze the analysts. You must learn enough about them to conduct a personalized communication campaign with each one. As the above profiles of *Soft•Letter*, Seybold Publications, and Dataquest should make clear, if you approach each without knowing what they're after, you may as well not pick up the phone.

This job of selecting the key opinion leaders and then understanding them adequately is a task you can undertake yourself by calling the organizations and researching them. However, there are resources available to you (such as MediaMap) who constantly track and organize this information.

**Step 2: Decide What to Say and Tailor Your Message.** After you've chosen your targets, define your messages for them and prepare materials that convey those messages effectively.

This does not mean writing press releases. It means tailoring the content of your communication to each person on your list.

The best way to influence opinion leaders is to find a way to help them do their job; you'll be successful if you make them successful. Remember, some research firms put on conferences; others publish newsletters and magazines. Most view their success in terms of whether they can anticipate market trends. They'll be more receptive if you can offer them advance knowledge or unique thinking about a particular market. If they plan conferences, your great idea for a conference topic or a speaker may well get their attention. If they thrive on being quoted in the press, advance briefings on your product plans and inside market data may be just what they're looking for.

In any case, never just send them a press release, alone. A press release, by definition, is a standardized communication to lots of people. An opinion-leaders campaign is the opposite: It is exclusive communication program tailored to the interests of an expert. Opinion leaders don't want to receive the same information the rest of the world is getting. The objective is to give them something that is insightful, exclusive, or unannounced.

Typical materials to prepare for a campaign include:

- Your interpretations of market trends: who's hot, who's not, sales data, the plans of major players, and how your plans relate to them.
- Positioning. How you position your product compared with its competition, and your view of the potential of each market segment.
- Beta-test data, including benchmark test results, user experiences, and other information.
- Company background. The crucial differentiating aspects of your firm, its principals, its capabilities (here, brevity is best).

Whatever form these materials take, make sure they do not look like materials for mass distribution.

**Step 3: Make Contact.** The next step is making contact. You basically have two choices: meeting your opinion leaders personally or working through phone and mail.

It is by far more effective to meet them in person. Like anyone else, analysts or other key contacts value personal relationships and, despite efforts at impartiality, will give greater "share of mind" to people they know.

One of the best ways to make personal contact is through a product tour, generally conducted months before your product launch. Product tours may seem expensive; they take time to prepare, and you have to spend a week or so trekking around the country (usually Boston, New York, and Silicon Valley are adequate). But if well-executed and conceived, a product tour can be one of the the most effective uses of your time and money.

To set up the tour, start with a phone campaign to arrange appointments. Before making the calls, put together a pitch for each person on the list. That's why, as noted above, your background research on each analyst, editor, or other target contact is so important. Tailor a few key points designed to arouse the individual's interest. For instance, a newsletter writer who covers end-user trends will probably be interested in seeing a demo of the specific technology

and hearing unannounced test data and reactions of beta users. These are the key points to make in the pitch call to that person.

In short, you need to give analysts and other opinion leaders a clear idea of why they should care about meeting with you. They're busy, and they have seen more than a few product demos in their time.

During this call, you should also set expectations about nondisclosure. Most analysts and other opinion leaders respect nondisclosure agreements; but don't take nondisclosure for granted, especially with editors. Although signed nondisclosure agreements often are unnecessary, make sure you are explicit about the terms under which you are informing your contacts of your unannounced plans. With editors, be explicit about dates until which coverage should be embargoed.

**Step 4: Meet the Opinion Leaders.** Once your appointments are scheduled, it's time to get your presentations together and hit the road. A good presentation is an art form. It is credible, reasonably entertaining, well paced, and clear. It is short, with a few key points established effectively, followed by an open-ended discussion. Let the opinion leader's questions, reactions, and interests drive a good portion of the meeting.

(Several other key points for a successful appointment are detailed in the accompanying sidebar, "Tips For A More Successful Opinion-Leader Product Tour," below.)

Above all, keep two factors in mind: First, your meeting should be a two-way street. Certainly you want to persuade opinion leaders of the value and importance of your product and convey a sense of authoritative reliability; but you also should listen, as well. Even if an opinion-leaders campaign ends up having no impact on sales—which is hardly conceivable—it is a golden opportunity to test your product and marketing message on a microcosm of your market.

If you listen and carefully note what works and what doesn't, your meetings will indicate your strengths and warn you of possible problems. If you're lucky and receptive, the input you get can help you avoid major missteps in marketing message, market interpretation, and product features.

And if the tour does result in your redefining product features or marketing messages, you'll have obtained that input at a time when you can actually do something about it.

Also, listening carefully tells you who is likely to favorably comment on your product and company, which will be useful information when you announce your product.

Second, view your relationship with each opinion leader as a long-term investment. The meeting is not an end in itself, but is the beginning of an ongoing process. This means that your credibility is crucial.

So it is very important to convey objective expertise in each presentation. Opinion leaders have heard every line in the book, and even if you manage to fool them, they won't appreciate it the next time around.

The ideal relationship is a friendly, expert interaction based on mutual respect. You help opinion leaders with insight and advance information on important industry developments, and they help you refine your product, messages, and marketing approaches; find potential marketing alliances; and shape market acceptance of your product.

An opinion-leaders campaign is a small company's least expensive route to getting mindshare in its market. The campaign can help you refine your business and disseminate your message to the few most crucial evaluators of your company's products.

In short, your opinion-leaders campaign helps take the suspense out of your company's product announcements. After an effective campaign, the market's response—and your company's success—should be considerably more assured.

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*John Pearce is a founding partner of MediaMap, a PR research and support company for the computer industry. It is based in Bedford, Massachusetts.*

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## **TIPS FOR A MORE SUCCESSFUL OPINION LEADER PRODUCT TOUR**

A good opinion leader campaign is truly an art form. Here are some tips to help make your tour more successful:

- **Take the right people from your company.** You need people with two kinds of skills on your tour: someone who is a communicator and someone who is technically knowledgeable. They don't always come in the same package. Often your top technologist will be hopeless as a communicator. You'll need both skills at your disposal; if that can be one person, great. Otherwise, splurge: Take them both.

- **Create an opinion-leaders database or file.** Before your tour, create a database or file with information on each of your targeted opinion leaders. Your dossier on each person should include all contact data, what clients they serve, what publications they produce or conferences they put on, where you've seen them quoted, their preconceptions about your company that should be addressed, and a few hot buttons and specific objectives for the appointment.

- **Brief your team.** Before each meeting, use your file on each opinion leader to brief all the people on the tour about the analysts or editors they will speak to. The more you know about whom you're talking to, the easier it is to tailor your remarks to their interests and needs.

- **Brief one analyst or organization at a time.** For most companies, such an approach is self-defeating. Analysts live by creating unique added value in the form of insights and exclusive knowledge, neither of which are available as they sit in a crowded room with their competitors. Let analysts succeed by forming their own perspective and adding their own value to your information. In-person presentations are far more conducive to two-way exchanges, relationship building, and the kind of exclusivity analysts prefer.

- **Make your points concise and clear.** Analysts are very busy, have heard hundreds of developer presentations, and may be predisposed to a rather bored skepticism. After a very brief introduction, focus on the three or four key points of product differentiation or market interpretation that are the most important. Don't use precious time waxing philosophical about the bios of company principals or other extraneous information. Get to the heart of your messages, and leave time for questions and reactions.

- **Demonstrate that you value their input.** Like any of us, opinion leaders want to be taken seriously. If they have concrete reactions, are skeptical, or make suggestions, make a note of what they say. Make it clear that you are listening as well as talking.

- **Debrief and follow up.** After each meeting, debrief your team about what you've learned. The debriefing can be informal, even in the car as you're driving between meetings. Ask yourselves specific questions: Did our messages play well? How should we adjust those messages based on the contacts' input and reactions? What features did they react to particularly well, what features did they react to poorly? How do their marketing interpretations compare with ours? How should we follow up (what information was promised,



initiatives suggested, contacts to be made, review copies to be shipped, and the like).

- **Update your opinion-leaders database or file.** When your tour is finished, update your files on each contact. This should include their reactions to what you have said, what you have promised them, any issues you need to address with them, and any suggestions they may have made. This data will help you fulfill your commitments, steer media toward sympathetic analysts, and better understand the preconceptions of your target contacts in the future.

- **Take the results back home.** Last but not least, be sure that you convey the conclusions you've reached on your tour to your company's marketing and product-development staffs or departments. This feedback is critical if your organization as a whole is to be fully in touch with the experts whose opinions will have such a bearing on the success of your products. It will also underscore the value of your opinion-leaders campaign, establishing the return on this unique marketing investment. ••

## **PUBLISHING A CUSTOMER NEWSLETTER**

### **The Making of the *Deneba News***

*by Maria Abreu and Doug Levy, Deneba Software*

Although some companies view their customer newsletters as sales tools, we think of the *Deneba News* as an extension of customer support. Our quarterly user newsletter might have the effect of generating sales—for instance, an existing or prospective customer might make a purchase based on information that appears in the *Deneba News*—but that's not the publication's main goal. Instead, the newsletter serves to strengthen the relationship that began when the customer bought our product. Thus, we view it as a function of customer support.

We believe that end-user support is just as important as the software we develop and market. Having an ongoing relationship with our customers helps us stay on the cutting edge of software development and offer features and services our competitors haven't even thought of. We want to know how our customers use our products, what they use now, and what they're looking for in the future.

### **A FORUM FOR EXCHANGE**

How does our newsletter fit into this philosophy? Together, the customer support department and the *Deneba News* act as a forum for the exchange and dissemination of ideas between end users and Deneba.

The newsletter was born three years ago, when we realized that many calls coming into our support lines comprised a fairly common set of questions—meaning that our support team was spending a lot of time answering the same queries over and over. It became obvious that if we had a broadcast mechanism for addressing these questions, our customers would get the information they needed and our support people would have more time to spend on specialized customer inquiries.

It also meant that we didn't have to add more support people, phone lines, and so forth just to keep up with the increasing incidence of most-asked questions that results from a growing customer base. Of course, the support staff still must grow as the installed base increases, but it doesn't have to grow as much if there's a communications vehicle that sends out effective information about the most common problems.

In our case, the economics are pretty simple: It costs much less to produce a newsletter that goes out to 250,000 people than it does to hire, train, insure, and equip a larger staff of support personnel.

## **A GREATER RESOURCE COMMITMENT**

The *Deneba News* began as a four-page, black-and-white, no-frills newsletter that was written, edited, and produced by Deneba's communications director in his "spare time." It quickly became apparent, though, that the project deserved a greater resource commitment, because it was creating exactly the intended effect: When the newsletter covered a particular area, the number of calls to the support lines about that area would drop significantly, once the newsletter had reached the customer base.

It didn't take long, then, to recognize the value of this communications tool and assign a full-time editor to the project. We also brought in our advertising agency to redesign the publication so that its "look and feel" was more in keeping with the overall corporate and product image Deneba was trying to convey. Since our ad agency was already responsible for creating and maintaining Deneba's corporate identity, we knew that the agency would be the perfect choice for redesigning the newsletter along those lines.

In addition to wanting the design to better tie in with our corporate look, we also had to face the issue of putting our money where our mouth was. Our main products—Canvas and UltraPaint—are, after all, graphics products, so we naturally wanted a design that reflected a professional graphics orientation.

With these goals in mind, though, we made sure that the new look wasn't too slick—after all, the *Deneba News* isn't a sales piece. We wanted it to look like a credible, usable information source. The newsletter, in its professionalized form, is now eight pages in length and uses two or four colors, depending on the nature of the topics in a particular issue.

## **THE PLANNING PROCESS**

Since we've established the *Deneba News* as a mainstay of our customer communications, we've put a process in place that ensures that it addresses the most significant issues facing our users. The process basically involves having the customer support department monitor the pulse of the registered user base and contribute the bulk of the material for the newsletter.

In all cases, the content of the newsletter ultimately originates from our end users, whether it be in the form of letters or phone calls to Deneba's customer support department or through our on-line forums on AppleLink, CompuServe, and GEnie. The customer support department currently handles approximately 500 inquiries per day, 75 percent of which are technical in nature.

Each customer support representative maintains a "call log," a database that records the nature of each incoming call: which product the call is about, the specific problem or question dealt with, any user suggestions, and the length of time it took to resolve the issue.

We compile the information from this database into a report and print it regularly. The reports help us monitor user needs and determine new directions for development—and they are a main source for generating the content of the newsletter.

**Priorities and Pizza.** Preparing for a new issue of the *Deneba News* is a team effort. All the customer support representatives submit an outline of topics and/or specific items they feel are important, based on the information in the call logs. We compile the outlines into a master list; then we discuss them in a brainstorming session that includes the editor of the *Deneba News* and representatives of the customer support staff, complete with pizza and lots of espresso. Together, we distill and prioritize the outlines and sort them into the three general categories discussed below.

In prioritizing items for the newsletter, we take several factors into account. We are especially concerned about the frequency with which an issue comes up, and which items would benefit the largest number of users. We make a special effort, though, to address specialized uses of our product in occasional articles throughout the year.

Although a member of the customer support staff occasionally writes an individual article, the editor (who is the only full-time newsletter staff member) does the bulk of the writing. Once completed, the articles go to the customer support team, which double-checks them for accuracy and general content.

**The Big Three.** In general, material included in the *Deneba News* falls into three categories: product-update news, tips on how best to use the software, and frequently asked technical questions.

Product updates, as you might expect, cover upgrades and revisions. We devote as much space as necessary to tell readers about new features and benefits.

Product tips generally consist of time-saving shortcuts and/or methods for achieving special effects. For instance, we might run a half-page article on how to deal with the seemingly unexpected appearance of low-memory messages or include a two-paragraph item on working with TIFF files.

Frequently asked technical questions appear in a question-and-answer format. We break these out by product so that all the Canvas questions, for instance, are grouped together and are separate from the Spelling Coach and UltraPaint questions.

In feature-length articles, we also address complex issues such as editing pixel maps in Canvas or UltraPaint or saving Canvas files as Encapsulated PostScript (EPS) files.

No matter what kind of article, we try to use as many screen shots, illustrations, and pieces of spot art as we can and still not clutter up the page. The graphics not only clarify the content but also liven things up.

Our driving theme is to give readers as much “meat” as possible. We like to think that we “cut right to the chase,” sticking to meaningful and useful information and avoiding any kind of padding. This is in keeping with our philosophy that the newsletter isn’t a sales tool but is a communication vehicle to let our customers know that we’re there and that we’re listening.

## **THE PAYOFF**

It really doesn’t cost much to produce the *Deneba News*, relative to the savings we realize in other areas. The biggest budget hit comes from postage. Like any other newsletter publisher, we don’t get the same economies of scale with postage as we do with printing costs; that is, as our print run goes up, our cost per unit for printing goes down, but there’s no similar break for postage. Right now, we print 250,000 copies of the newsletter each quarter. We mail them to our registered users, resellers, field salespeople, and user groups—so postage isn’t a trivial issue, even at third-class bulk rates.

As mentioned earlier, though, our experience is that this method of customer communication results in a substantial decrease in the demands placed on our support lines. We’ve never specifically quantified the actual savings, but it’s safe

to say that we can see a 40 to 50-percent drop in questions on a particular topic once it's been covered in the *Deneba News*. As far as an overall return on investment goes, then, it's pretty clear that the newsletter saves the company significant money, although the budget for the newsletter is a straight expense.

Even though our support people spend a fair amount of time researching and contributing material for the newsletter, they're spending much less time than they would answering the same questions on the phone. In short, their time is better spent and benefits a much larger base of users.

The other payoff is more direct: Our customers tell us that they appreciate the newsletter, which validates the main reason for its existence. We receive lots of unsolicited tips and ideas from our readers plus general feedback that they enjoy it.

Should this be a more sales-oriented tool? Who knows how users might respond if that were the case? We suspect that they wouldn't be as enthusiastic if we treated it so. The right approach for Deneba has been to focus on the support angle. If someone sees an article and is motivated by it to buy one of our products, that's just icing on the cake.

*Maria Abreu is the editor of the Deneba News, and Doug Levy is Deneba's vice president of corporate communications.*

## IT SHIPPED!

Through the "It Shipped!" program, you can announce new and revised third-party products in *Apple Direct*. It Shipped! listings are also made available on the 3rd Party Connection AppleLink bulletin board. You can obtain an It Shipped! application by downloading it from the AppleLink network (AppleLink path—Developer Support:Developer Services:Apple Information Resources:Developer Program Information:It Shipped! Program). Or contact Todd Luchette at (408) 974-1241 (voice) or (408) 974-3770 (fax). Once you've completed the application, send it to Engineering Support, Apple Computer, Inc., 20525 Mariani Ave., M/S 42-ES, Cupertino, CA 95014; Attn: It Shipped! Program. Or send it via AppleLink to IT.SHIPPED.

Optionally, you may wish to send us a copy of your product to be placed in the Engineering Support Library, where it may be checked out by Apple's testing groups for compatibility testing, or by research and development employees for evaluation. If you would like your product(s) to be included in the Engineering Support Library, send them to the address above. The following products shipped in January, 1992:

### Publisher

### Product (Version)

*U.S.A.*

<b>Alpha Technologies Group</b>	ClipTime Vol 1 (V1.0)
<b>Dream Maker Software</b>	Cliptures Volume 4 (World Flags)
<b>Ergonomic Software Prods.</b>	Panoramix CD Vol 1 (1.0)
<b>Excalibur Software</b>	Medical Office System (2.0)
<b>Great Plains Software</b>	Great Plains Accounting (6.0)
<b>Heizer Software</b>	CompileIt! (2.1)
<b>Inst. for Computers in the Arts</b>	Symmetry Studio (1.0)
<b>Interactive Learning Materials</b>	Write This Way/LD (R1.0)
<b>Jam Software USA</b>	Smart Alarms with Appointment Diaries (3.1) Smart Schedules (1.0EB)
<b>Koala Acquisitions, Inc.</b>	MacVision Image Processing Software (4.1)
<b>MicroStrategy Incorporated</b>	EISToolkit for Macintosh (1.0)

**Nolo Press**

Nolo's Living Trust (1.0)

**Penelope Craft Programs**

KNIT ONE for Macintosh (3.0.2)

**Sebastian Software**

Image Grabber (3.0)

**TPS Electronics**

LaserMan Integrated Bar Code Scanner(LM-300)

**Vernier Software**

Graphical Analysis (Macintosh Version) (1.31)

*AUSTRALIA*

**Human Media Limited**

Galactic Frontiers (1.0)

*CANADA*

**Immedia Telematics Inc.**

Immedia Express for the Macintosh (1.2)

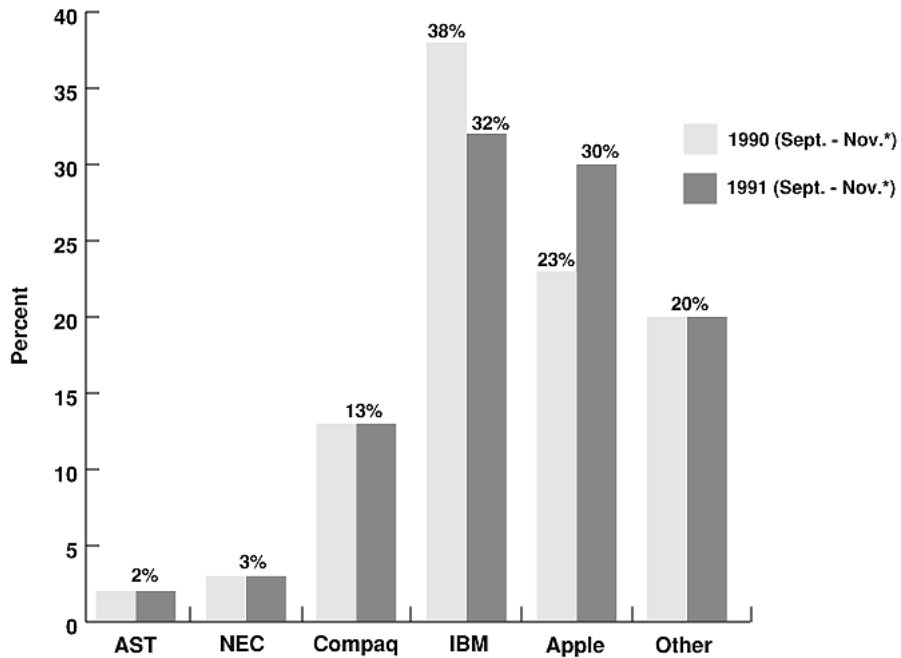
**Image Club Graphics, Inc.**

Evolution (2.0.2)



# Apple Increases

## Desktop Microcomputer Share



Apple's share of the desktop microcomputer market in the U.S. (measured in dealer-sold units) increased by 7 percent for the periods indicated. During the same timeframe, IBM's share dropped 6 percent, and all others remained the same.

\*Average for the period.

**Source: Audits & Surveys Inc. via Kidder-Peabody**

## **APPLE DIRECT**

*Apple Direct* is Apple's monthly developer newspaper, covering business and technical issues for decision makers at development companies. It is published by Apple Computer, Inc.'s Developer Support Systems and Communications (DSSC) group.

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