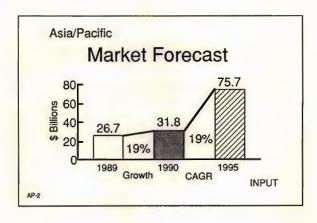
AP-1

INPUT

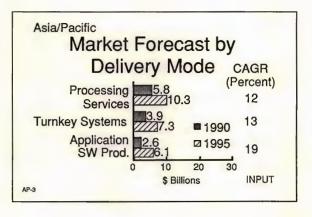
Notes





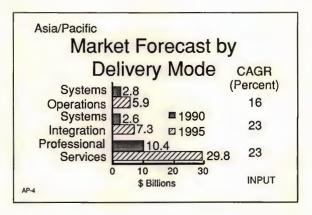


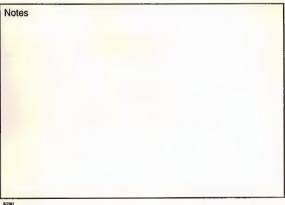


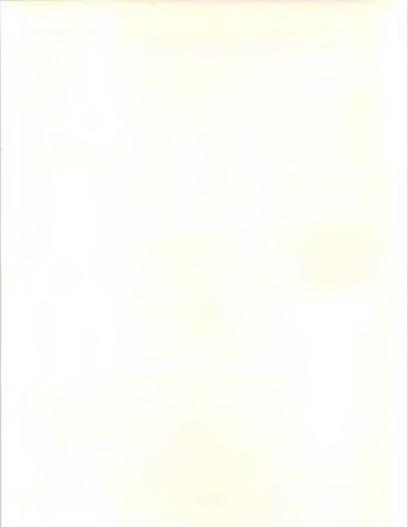


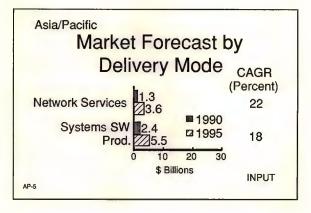




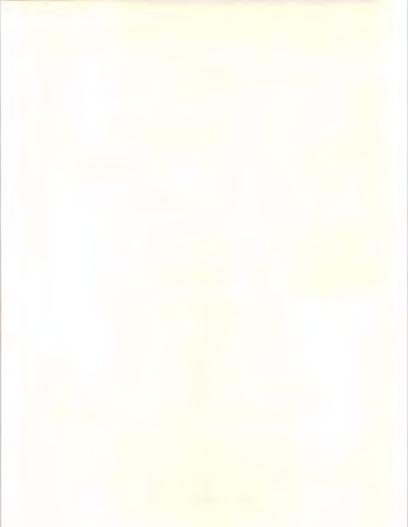


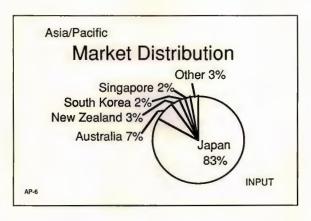












| Notes |  |
|-------|--|
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |



### **Driving Forces/Inhibitors**

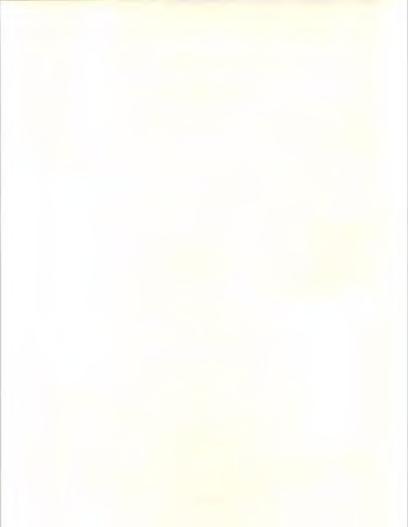
- Strong economic growth
- · Improving labor skills
- Nationalism
- Political stability varies
- Technology value recognized
- Small size of many markets

AP-7

**INPUT** 

| Notes   |      |  |
|---------|------|--|
| - Table | <br> |  |

5/7/91



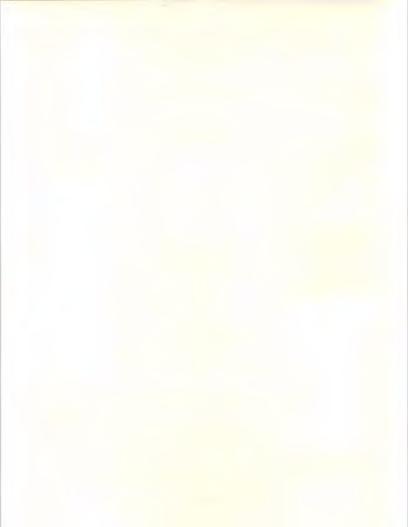
### Market Entry Considerations

- Diversity of region
- Alliances required
- International competitors
- Vendor stability—foreign and local
- Long-term view essential

INPUT

| Notes |  |  |
|-------|--|--|
|       |  |  |
|       |  |  |
|       |  |  |

5/7/91



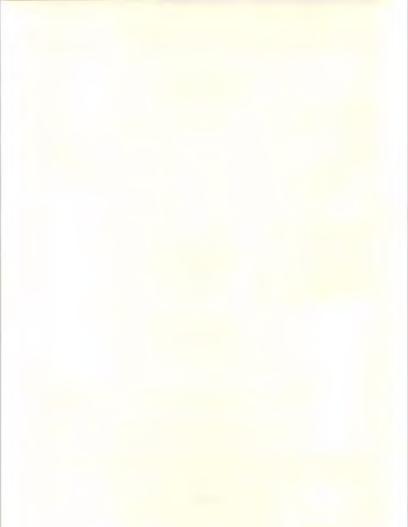
## Areas of Opportunity

- Applications software products
  - CASE
  - Industry-specific—PC-based
- Turnkey systems—mini & PC

AP-9 INPUT

| lotes |  |
|-------|--|
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |

5/7/91

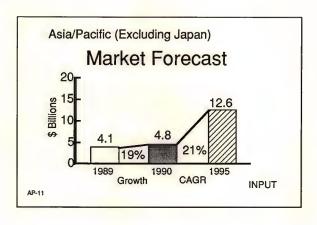


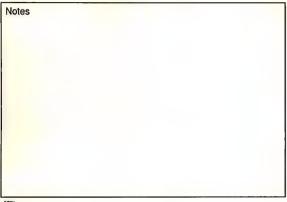
# Areas of Opportunity

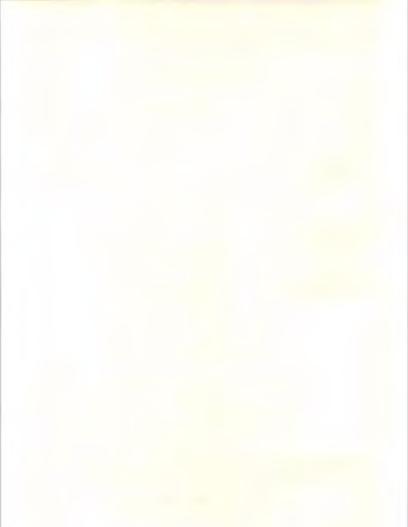
- Systems integration & operations
  - Emerging markets
- Professional services—tied to software products
- New technology—transfer of skills

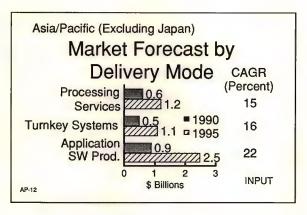
AP-10 INPUT

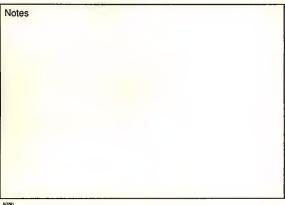




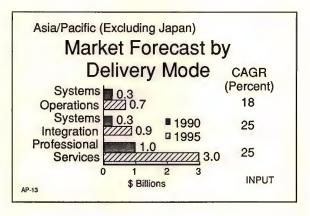


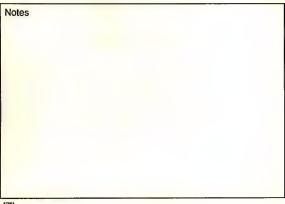


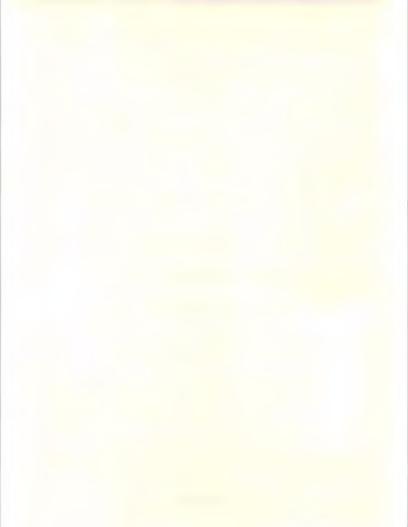


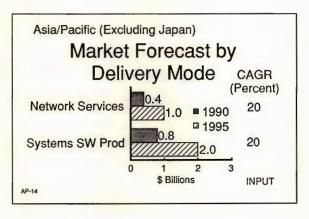


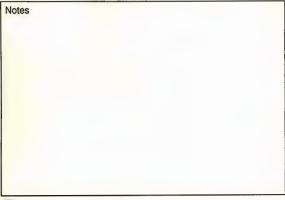




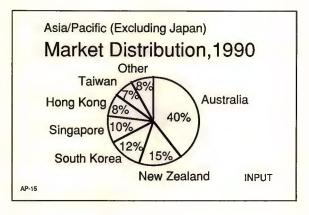




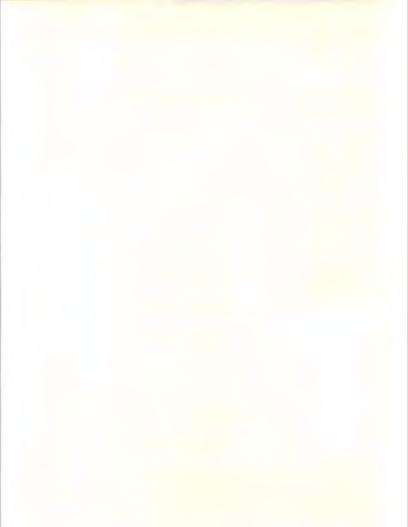


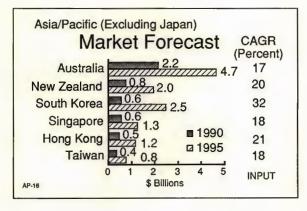


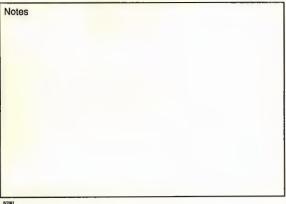




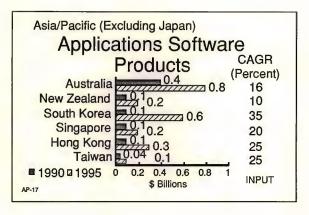


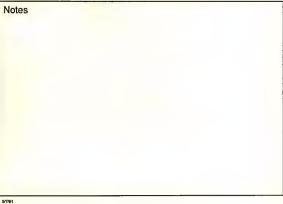




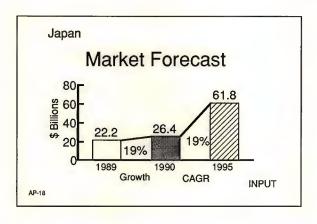


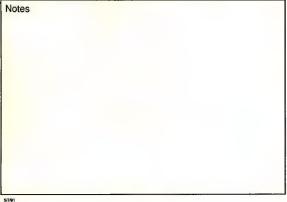




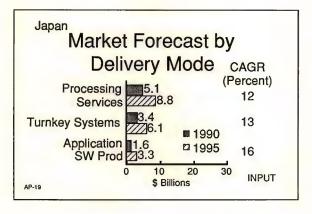


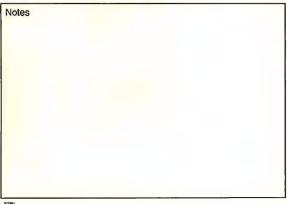




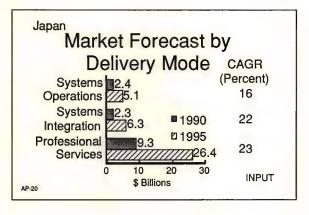


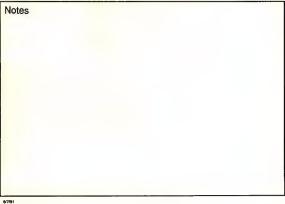


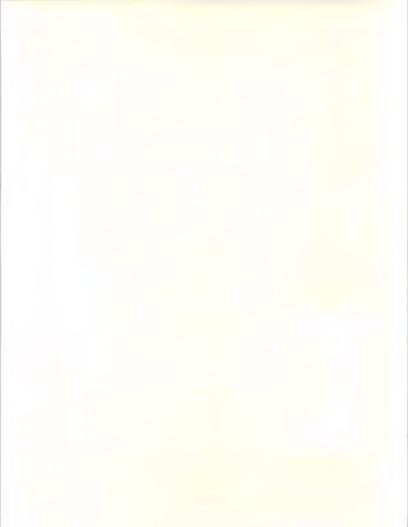


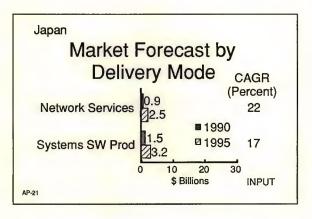


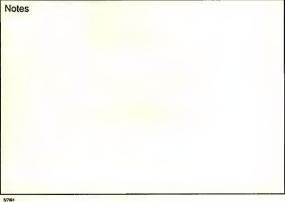


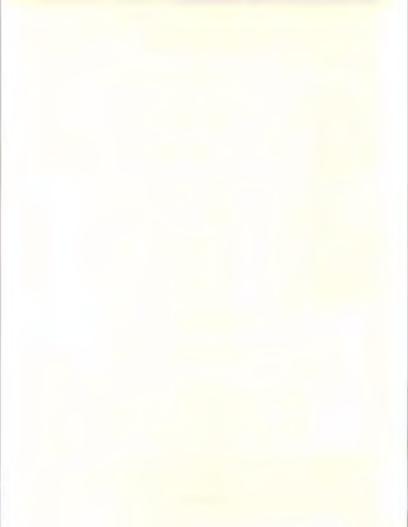


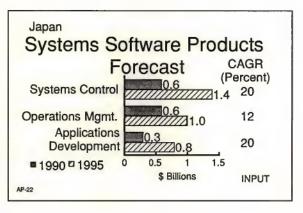












| Notes |  |
|-------|--|
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
|       |  |
| \$7@1 |  |



### Leading Information Services Vendors

| Company         | 1989 Revenue<br>(\$ U.S. Billions) |
|-----------------|------------------------------------|
| NTT Data        | 2.2                                |
| Nomuro Research | 0.8                                |
| Hitachi IS      | 0.7                                |

AP-23 INPUT

Notes



### Leading Information Services Vendors

| Company          | 1989 Revenue<br>(\$ U.S. Billions) |
|------------------|------------------------------------|
| CSK              | 0.5                                |
| Japan Research   | 0.5                                |
| Hitachi Software | 0.4                                |

AP-24 INPUT

Notes



## **Driving Forces**

- Office automation
- Governmental investment/incentives
- Worldwide opportunities
- Software is an enabler of capabilities

AP-25a

**INPUT** 

| Notes |  |  |
|-------|--|--|
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |



# **Driving Forces**

- Culture
- Language inhibits foreign vendors
- Customized versus packaged software

AP-25b

| Notes |  |  |  |
|-------|--|--|--|
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |
|       |  |  |  |

5/30/91

**INPUT** 



### Market Entry Considerations

- High cost of entry
- Long-term view essential
- Kanji language
- · Native representation essential

AP-26 INPUT

| Notes |  |  |
|-------|--|--|
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |



### **Areas of Opportunity**

- Applications Software Products
  - Less than 10% purchased
  - CASE/RDBMS
  - DSS/EIS/Project Mgmt.

AP-27

INPUT

| Notes |  |  |
|-------|--|--|
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |

5/7/91



# Areas of Opportunity

- License agreements
  - Local translation
  - Local marketing

AP-28 INPUT

| Notes |  |  |
|-------|--|--|
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |
|       |  |  |

