

Focus sells stake

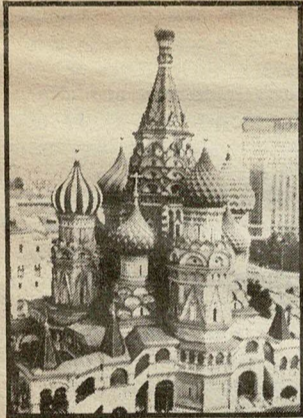
A half share in Popular Computing Weekly and Your Computer publisher Focus Investments has been sold for £1.2 million to paper and packaging firm David S. Smith.

Focus currently publishes nine magazines in all and runs 11 exhibitions. Under the terms of the deal, it will have an additional £3 million available to finance acquisitions and fund future growth.

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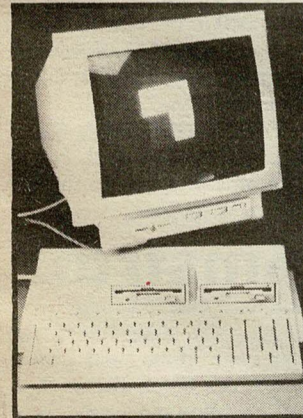
INSIDE:

RUSSIAN AROUND



A look into the pitfalls and difficulties of selling to the Soviets. It would seem that the best policy is patience since the Russians don't like to be rushed. John Baxter, marketing director of Satra, charts the changes. 11

ALL UNQUIET ON THE WESTERN FRONT



This is the PC1 which Olivetti hopes will be stealing some of Amstrad's thunder. Another European firm pitching for a portion of Amstrad's market share is the Brentwood gang's former German distributor Schneider which plans to launch its range later in the year. CTW looks at both their chances and talks to the people in the know 19

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Bertelsmann delays Ariola

The planned management buy-out of Ariolasoft in Germany has run into difficulties.

It has now been postponed, with June looking like the earliest that its boss Hans Krusche can buy the firm from the huge publishing combine Bertelsmann.

The news directly affects a number of major UK and US publishers holding exclusive distribution deals with Ariola for Germany. These include

Ocean, Activision, Telecomsoft, Gremlin, Elite, Grand Slam, Mirrorsoft and Infogrames.

Already there are rumblings that sales have been affected. Though Ariola acknowledges a slight fall off, it is playing down the disruption caused by the delay. It is also stressing that the likelihood of any future financial involvement of UK or US computer firms is minimal.

Officially, the postponement of the deal has more to do with the politics of the

Bertelsmann group than with any difficulties in raising the finance. Krusche will be leading the first management buy-out from the group — when it happens — and Bertelsmann is said to be displaying particular sensitivity and assiduity in scrutinising all aspects to minimise the public embarrassment of a possible failure.

In arguing this line to CTW, Ariola finance director Jurgen Dankow also acknowledged that certain financial difficulties had also played a part in the delay. At the heart

of these are the local supply arrangements with the large German retail chains, which fall some way between full SOR and factoring.

The consequences of these arrangements appear to be threefold: that German chains are clogged with product so new lines are not selling especially strongly; that Ariola is now seeking revised terms with some of its suppliers; and that the overall cost of purchasing Ariola from Bertelsmann will eventually be lower.

"The buy-out is definitely going to happen and the internal timeframe we have is three more months. But it doesn't definitely have to be June 30th: it could be four weeks earlier, it could be eight weeks later," Dankow offered.

"We have had discussions with a number of our suppliers, but that hasn't been about participation in the buy-out. Yet what I cannot deny is that there might be a time when we go back to them

Continued on back page

Acorn loses £3.3m

Acorn remained steadfastly optimistic last week despite posting a loss of £3.3 million for 1987.

The firm is claiming that the turnaround achieved in 1986 — which saw profits of over £2 million recorded — is far from lost. Instead, the shortfall is being blamed on a transitional period which has seen Acorn return to concentrating on volume products.

Some £2.4 million was lost by the unsuccessful custom systems division, which was closed in November causing 47 jobs to be lost. Inevitably, costs were also incurred by the development and launch of the Archimedes range which only began shipping fully in the last quarter.

"Obviously we're dis-

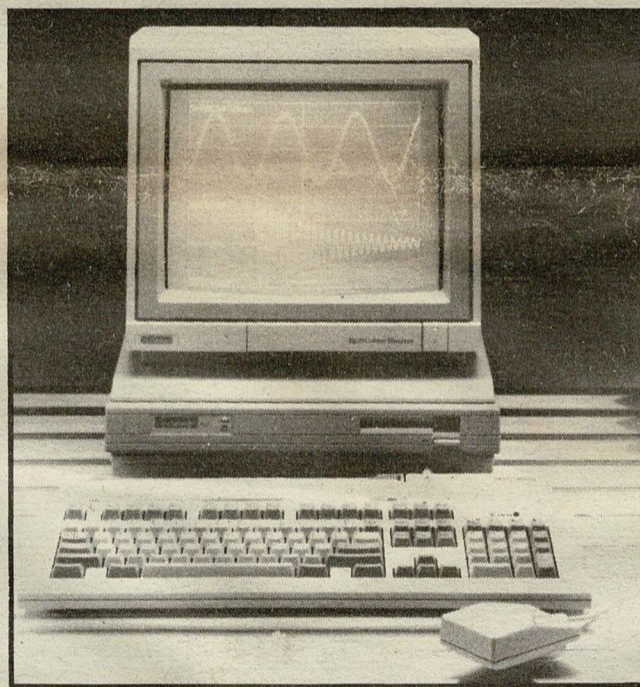
appointed with the loss but when a company of our size brings in new products things will tend to be cyclical. The peaks and troughs will be far more obvious," said the firm.

"We switched from one technology to another and there was a hiccup whilst people waited to see what relationship there would be between our existing products and the new ones."

Sales for the year fell from £46.7 million to £36.1 million. This was in part due to an OEM deal with Olivetti Prodest worth £6.7 million in 1986 not being repeated.

Olivetti itself — which has a near 80 per cent share in Acorn — is also putting a brave face on the results. It has backed "wholeheartedly" the development of new products, according to the Italian

Continued on back page



ARCHIMEDES: Acorn's 1988 hope

Guild picks Hulley

After two years as chairman of the Guild of Software Distributors, Lightning's boss Ray Laren has stepped down.

R&R's boss Roger Hulley has been elected to take his place and was apparently nominated by Laren himself who will take up the role of treasurer.

The GSD's attempts to woo business distributors into the fold appear to be near fruition with two companies likely to join in the near future. Hulley would not reveal the firms' names.

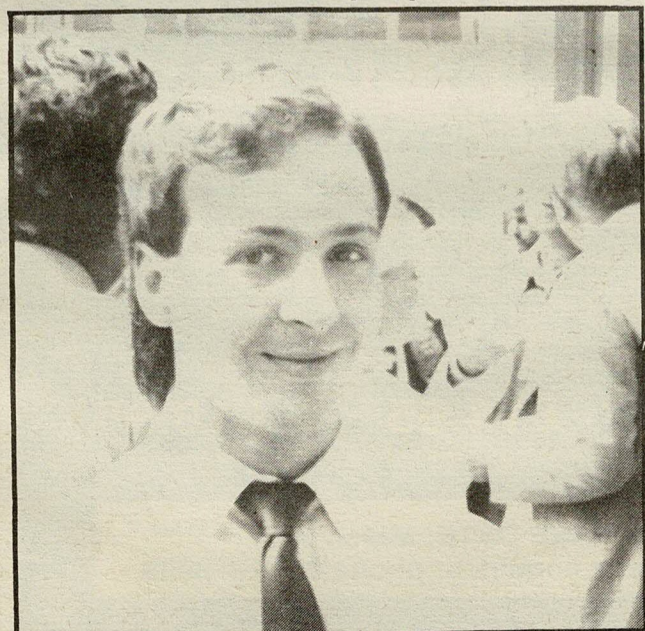
On his election as head of the body he said: "I don't envisage any major changes because we've had a successful formula. We talk sensibly around a table rather than have any emotional battles."

He told CTW that the Guild will continue to work for "as much protection for distributors and dealers as possible" with special concerns being the problems

Continued on back page

Amstrad goes a-wooing

Amstrad will shortly be unveiling a series of chargeable dealer training courses on its business software and peripherals.



ROBACK: Dealer wooer

It is also planning to aid third party games software for the Spectrum +3 by supplying lists of publishers in each machine box.

Amstrad dealers will be mailed in the next few weeks with details of the training courses covering software — WordStar, SuperCalc, PayMaster, AccountsMaster and InfoMaster — and the MC2400 modem with Mirror software. It is likely that the national charge will be under £70 a day, with dealers being given vouchers redeemable against Amstrad products.

"We haven't fully worked out the final details yet but we want to bring the dealers in and talk to them about what our products can do. They'll each get a sales pack with fact sheets on the products, reasons why people should buy them, what they can do with them and so on," Am-

strad's software and peripheral development manager Peter Roback said.

"Obviously we're looking to increase our sales and a one million per cent rise wouldn't be enough. But we're really looking for increased awareness."

The courses will be run via Sapphire Software personnel. Meantime, Roback also claimed that Amstrad's much wanted recent software house "talk-in" on the Spectrum +3 had proved successful. The likes of Ocean, Telecomsoft, Activision, Elite, Mastertonic, US Gold and Mirrorsoft attended the highly secret affair.

One point emerging is that many were "dumfounded" at the relative lack of success for +3 software. "The whole thing's a bit weird: the software houses say they've got

Continued on page two



HULLEY: GSD chief

Logo changes as 1295 disappoints

Logotron's much vaunted ultra low cost business software has thus far failed to catch the imagination of either end users or dealers.

The firm, which trumpeted its arrival last September, has completely repackaged its business range of £12.95 pro-

ducts and drafted in upgrades. The compact disk style case which was supposed to catapult the range into the public eye has proved to be a non starter due to a low perceived value.

In turn, it would appear that those who warned of dealer apathy to the range may have been proved correct, at least for the present. "The initial response to the 1295 range was not brilliant

mainly due to the budget type packaging," explained sales director for business products Ian Saunter.

"Also, dealers don't like selling something that doesn't bring in a lot of money even though the margins are good. The consumer hadn't got it in his head that these products weren't dross."

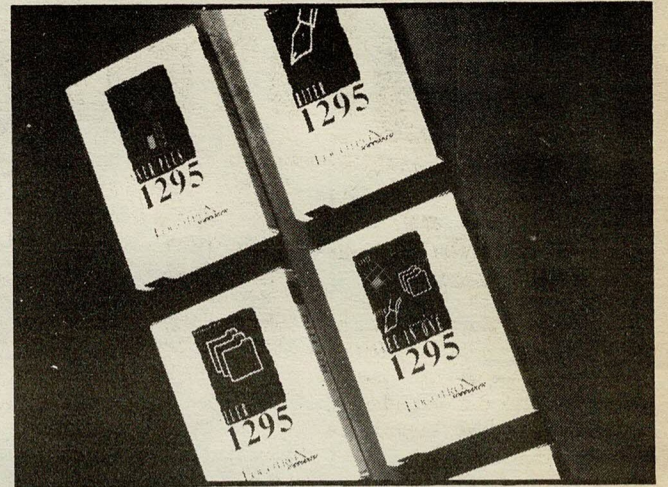
Logotron has released upgraded versions of *Planner*, *Writer* and *Filer* (spreadsheet,

word processor and database respectively). It is also releasing a graphmaking package.

Dealers are being enticed with special offers comprising of a number of the packages. These will cost £100 with a retail value of £230. The integrated package *Three-In-One* is being given away with these bundles. The version 2 upgrades are now in a more traditionally styled packaging.

"We've got our act together now," said Saunter. "The dealers' attitude remains unchanged but consumers are learning from reviews."

He stood by the firm's long held beliefs that such a sector is a potentially lucrative one.



1295: New packaging, upgraded software

"The American experience proves this to be true," Spinaker, which licensed the pro-

ducts to Logotron, claims to have sold over half a million of the packages in the States.

E. Germany boosts CBM

Commodore is predicting that it could have sold nearly 30,000 computers to East Germany by the end of its financial year in June.

According to CBM's West German subsidiary the demand is due to large numbers of East German pensioners who return with computers after visiting relatives in West Germany.

C64 and 128 sales into East Germany "rose sharply" to 15,000 in 1986-7 and the figure is hoped to nearly double this year.

Neither the C64 nor 128 is on the Cocom list of advanced technology goods that cannot be sold to the Eastern bloc.

Focus

Continued from front page

Chief executive Richard Hease is famed both as the most prolific starter of computer magazines and also as the former boss of the now defunct hardware distributor Prism.

He told CTW that little of the planned expansion would be in the computer market. "There's not much happening there these days. We are planning one more computer magazine, but it will definitely not be another PC title," he said.

On the much criticised *Popular* — acquired last autumn by Focus — he said: "It's one of our stars, it's been super for us. It's never not made money and we couldn't have a better magazine."

Focus was set up in 1985 by Hease, following Prism's demise. It had losses of £361,000 in the year to March 1987 on sales of £1.95 million, having lost £150,000 in its first year.

For its £1,235,597, Smith received 50 per cent of the firm plus an option on the rest in five years time.

Amstrad

Continued from front page

games, the distributors say they carry them, and chains like Boots stock them. And yet people say there's very little +3 software. It doesn't stack up."

● Commodore too is wooing dealers. It is in the process of setting up a series of dealer discussion days at its Maidenhead HQ. The aim is to give an informal sales presentation followed by a question and answers session. The initial topic is likely to be CAD (Computer Aided Design).

Time and magik

The trilogy

Interactive fiction from **Level 9**

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RED MOON: *Best Graphical Adventure or Best Adventure of the Year* — *Zzap 64*, *Crash*, *Amtix*, *C&VG*, *CCI*, and *Amstrad Computer User*.
THE PRICE OF MAGIK: "Another superb adventure... their best yet" — *Commodore User*. Also a *Crash Smash*.

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Lightning signs Z88

CTW
Computer Trade Weekly

Cambridge Computer has signed up Lightning as the third distributor of its Z88 laptop.

This is Lightning's first involvement with Sir Clive Sinclair since the two parties split in 1985 due to a claimed shortfall in the Spectrum's product quality.

It joins Northamber and Hugh Symons. "We were getting a growing number of requests for the product over the last few months. I don't think it's a large volume product but sales are likely to increase steadily," commented Lightning's consumer electronics director Loretta Cohen to CTW.

"I have no reservations about product quality otherwise I wouldn't have taken it," she added.

Sir Clive Sinclair refuted suggestions that the split between the two firms had ever been acrimonious. "We've dealt with them for many a year and we're very good

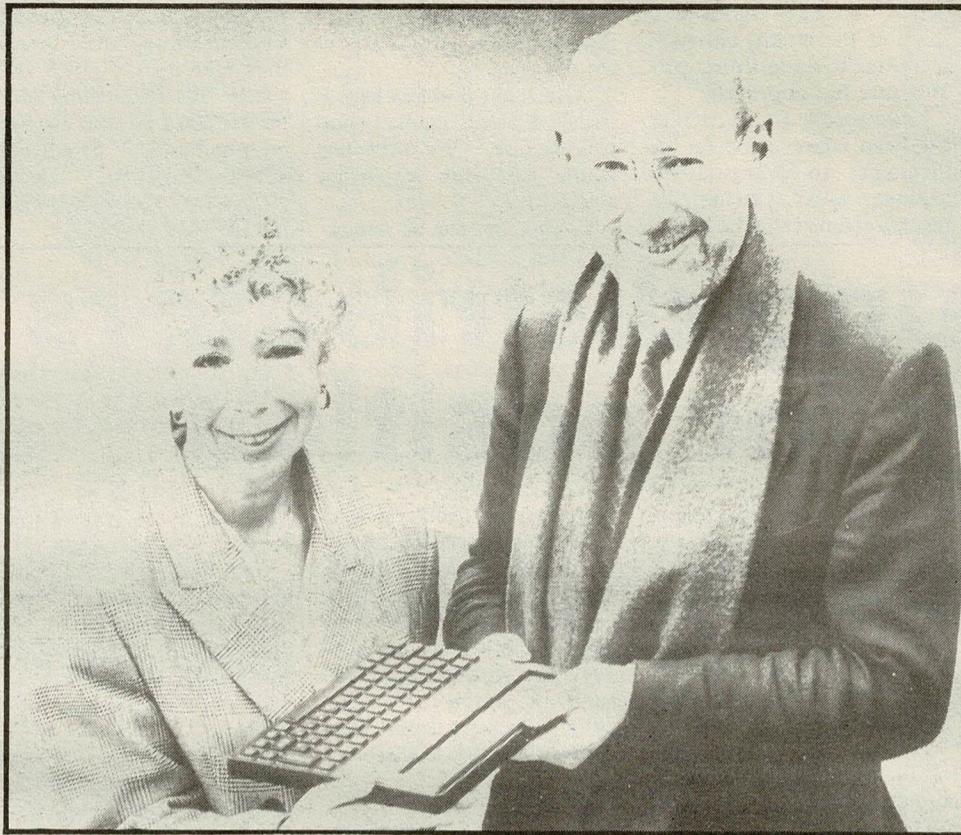
friends. They're fully aware that the Z88 is manufactured by SCI — which handles IBM and is one of the best in the world," he told CTW.

Lightning is launching the Z88 via two starter packs. The first offers four Z88s and sundry RAM packs, cables and added extras for under £1,000 (ex VAT) to dealers. This carries a retail price value of £1,386.40 (ex VAT).

The second pack is exclusive to Lightning and comprises two Z88s, two mains adaptors, two 128K RAM packs, one PC Link II, one parallel cable and a carry-case. This has a total retail value of £669.26 (ex VAT).

"We've no plans or even thoughts of expanding our distribution further. This should cover it," added Sir Clive.

The A4-sized machine is likely to increase its high street presence in the next few weeks with additions to Comet and Dixons still being negotiated (CTW February 22nd).



DEAL SEALERS: Lightning's Loretta Cohen and Sir Clive Sinclair

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Deputy Editor: Stuart Dinsey
Staff Writer: Colin Campbell
Reporter: Jo Grainger-Allen
Software Reviewer: Adam Haylett

ADVERTISING:
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0438 310182

Advertisement Manager: Jerry Hall
Advertisement Executive: Russell Beadle

PRODUCTION & ADMIN:
0438 310106
Administration Controller: Lesley Hunt
Managing Director: Tom Stock

Logistix firm joins Precision



McCALLA: Growth planned

Precision Software has acquired Logistix publisher Grafox.

The move leaves Precision with a combined turnover totalling in excess of £3 million. Grafox last year produced sales of £840,000 with Precision's own business worth around £2.5 million.

An undisclosed sum has been agreed in a "cash now, cash later" deal. Grafox will continue to market products under its own name with some collusion in software development.

"We approached them because we needed a partner to go forward with," Grafox' sales director Ian McCalla told CTW. "We're not quite large enough on our own to step into the next stage. We didn't have enough money to

invest so that we could compete with firms like Lotus."

Grafox will continue to concentrate almost solely on its Logistix spreadsheet, which has sold a claimed 45,000 plus in two years. The tie-up with Precision will be followed by ST and Amiga versions of the package, whilst Precision wants to expand further into the PC market.

"This broadens the base of Precision in the software market. We intend to launch the PC version of Superbase Professional in the summer. Logistix is already established so this means we'll have a major spreadsheet and database," commented Precision's marketing director Bruce Godfrey to CTW.

Precision will also use Grafox' European distribution to increase its own profile overseas.

Ocean doubles up

Criticised PC Show organiser Montbuild has received a fillip from Ocean in the shape of a stand twice as big as last year's.



PC SHOW '88: Thumbs up from Ocean

Leisure software houses have complained in recent weeks that Montbuild has priced the show too high, with some previous exhibitors even declining to attend (CTW February 29th). Despite Montbuild's counter argument that its costs are no higher than any comparable event and have to cover the marketing/advertising spend necessary to generate high attendance, at least three publishers are taking hotel suites

away from the show at Earl's Court. This damaging trend appears likely to continue, with others contemplating a mini-exhibition of their own.

But Ocean has shown its commitment to the event by taking a stand of 295 square metres — more than double its 1987 size. The firm is currently experiencing its best ever spell, with a run of solid chart hits and a spattering of awards.

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NEXT WEEK:

GALLUPING AHEAD

Between the end of last November and the middle of January Gallup interviewed nearly 9,000 adults about varying aspects of the computer industry. Next week CTW publishes salient figures and analysis. Aspects under scrutiny include where games and other programs are being purchased, publisher recognition, how many units individuals are forking out for and the split between computers and consoles. The various sectors of the public — class, sex, age et al — have been divided to find out who buys what, where and why....

FLIGHT STIMULATION

Digital Matrix boss Clive Warner looks at the leading PC flight simulators currently on offer and finds the bulk lacking. What with "appalling" keyboard layout and "primitive" landscapes the genre doesn't appear to have a great deal going for it. According to Warner the pick of the bunch is Microprose's Gunship although even that has its shortcomings.....



Commodore has renegotiated its shirt sponsorship deal with Chelsea Football Club. The three year roll-on agreement has been extended to run an extra season. This means that by 1991 Chelsea

could have made £1.4 million from the deal — depending on performances. The deal has been extended despite Chelsea's impressively appalling form since October.

Dealers rap packaging

Shoddy packaging by publishers and rough handling by distributors have been attacked by leisure dealers.

They say that breakages are at an unacceptable level now and the blame is mostly being placed at the door of pub-

lishers designing flimsy and insubstantial boxing. Distributors too have received a share of the wrath, although according to dealers their performance has improved.

Leisuresoft in particular has been commended for its attempts to bring down breakage levels. One retailer though claimed that he had to

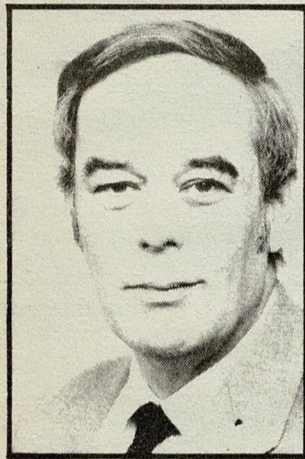
buy alternative packaging en masse due to a 70 per cent level of damaged boxes. Most though put the level nearer to ten per cent.

"Our main problem here is smashed plastic cases," complained one. "We have had whole caseloads which we sent back."

Another source of annoy-

ance is the extra large packaging for compilations by the likes of Elite and Gremlin. Dealers are aggrieved because they take up too much shelf space. "It's aggravating and it means that I have to cut back on purchasing," commented another stockist. "There's stuff I just won't buy because it's too big."

Samsung distributors jockey for position



MADDERN: Playing down distribution split

A row has broken out in the Samsung distribution world at a time when the Korean manufacturer is looking to increase its supply network.

Official distributor Hugh Symons has ceased to supply Samsung machines to Southampton based sub-distributor Addons, apparently due to staff poaching of sales personnel by the latter.

Addons is now being supplied by Ideal Hardware — another official distributor.

According to Addon's boss Ross Grant this rift is preventing the firm becoming an official Samsung supplier. "I would like very much to be appointed but Samsung have given us their blessing to handle the product. I've been taking products from Ideal Hardware for the last week or so."

He added: "They [Hugh Symons] don't like me taking their defectors and are trying to stop me acquiring product." For its part, Hugh Symons is refusing to comment. Sales director Kenneth Abrahams would only de-

scribe it as a "confidential" matter.

Samsung's UK business development manager Derek Maddern attempted to play down the split saying that Addons had switched its supplier and "are doing a good job".

He preferred not to comment on the suggestions that Samsung will shortly be appointing two more distributors. It is understood that two of the companies currently in negotiations are Northamber and Logitek. Samsung recently appointed Pronto as its third distributor.

Chain charts growth

Eleven-strong games chain Software Plus is hoping to have nearly doubled its size by the end of the year.

The South Eastern independent is soon to open up a new store in Stevenage with further sites in Kent, Bright-

on, Guildford and Hatfield all under discussion.

Managing director is expecting 20 'leisure shops' to be up and running by next year. CDs and sell-through videos are currently being added to the 1,500-2,000 games stocked in each store.

"The software market has been shrinking in turnover

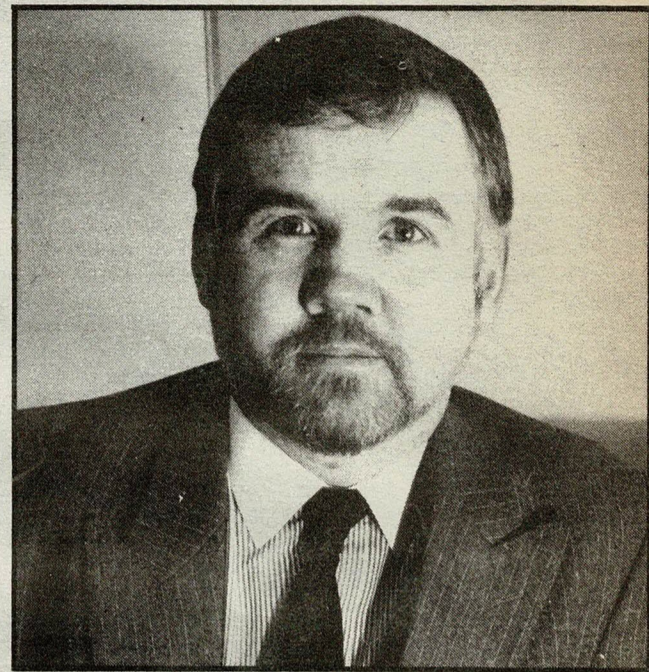
over the years although it seems to be levelling off at the moment," Yates told CTW.

"If you've got a number of shops and so many square feet why not add new lines? We want to make ourselves more like a record shop that majors on software. We will even be selling T-shirts and stuff like that."

Games currently make up some 90 per cent of Software Plus' business. The only hardware stocked are Sega and Nintendo consoles.

"We don't stock hardware because then Dixons recommend us. Consoles are okay because people don't need to be intelligent — they just stick in the cartridge and go. They've taken off everywhere else in the world so shouldn't they do the same here?"

Cahill surfaces with Dac offer



CAHILL: Above noise level
Ex-Borland and Ashton Tate senior figure Tom Cahill is launching his own company with an accounts package costing just £7.

His company ACM (UK) has been set up in partnership with Dutch distributor ACM. Cahill has also gained sole UK rights to the Dac range of software by buying out its British licensee Technology Software.

Dac Easy Accounting is being offered at £7 retail until June 1st when it will revert back to its normal price of £49.95. Cahill claims that around 1,000 units were shipped last week as a result.

"If you add VAT and postage it's less than £10. People are doing it at the rate of 200 a day because they think it's too good to be true," Cahill told CTW.

"We've launched like this in order to get above the noise level of accounting packages

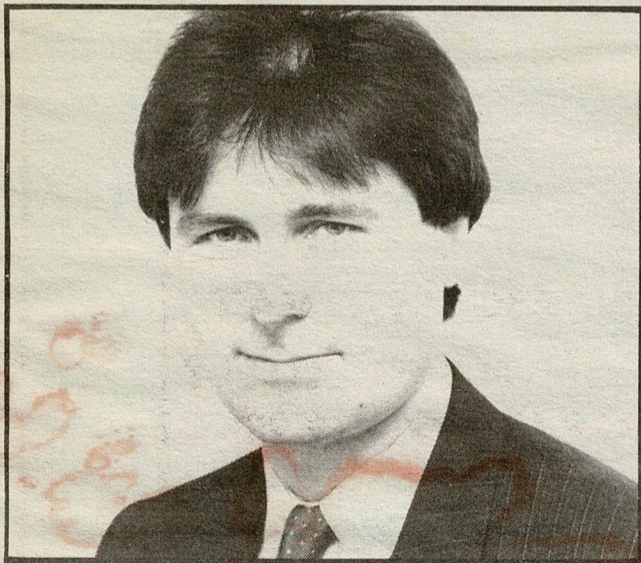
out there already. This product has sold 400,000 units worldwide so it should be able to do 40,000 here. But so far it's nowhere near that."

The Dac range comprises *Dac Easy Port* (£19.95), *Dac Easy Mate* (£29.95), *Dac Easy Word II* (£39.95), *Dac Easy Base* (£39.95) and *Dac Easy Tutor* (£19.95).

Cahill is currently finalising plans to relaunch the complete range with the Open University already having placed an order for 6,000 copies of the database.

"We'll be looking at appointing two or three major distributors and two or three of the smaller ones, but we'll probably be sticking to mail order sales until September time," added Cahill.

Activision gears up as Cook joins



COOK: Into the Activision bed

Bold notions of doubling the size of its UK operation were unveiled by Activision last week.

First changes see erstwhile PSL boss Jeremy Cook taken on to handle European sales, and industry outsider Robert Ezra becoming financial director.

Cook will be employed on a freelance basis, since he has also recently become Konix's head of European sales.

"I specifically wanted to work for Activision: I'd been talking to them for several months prior to PSL's demise. I won't be taking on new deals but maximising all

its sales opportunities. It's not really been pushed as hard as it might've been — there's been no real support behind the sales for six months," Cook told CTW.

Under the terms of his agreement with Activision, he is not allowed to represent any other full price software house.

"Activision are extremely well established, they have a very healthy bank balance and so they're very good people to get in bed with," Cook added.

On the still-mysterious demise of PSL, Cook said that he was hopeful of obtaining all the monies owed to the firm which will apparently virtually cover what it owes to others in turn. He believes

that the European distributors in debt to PSL will pay, since they will hope to continue dealing with the UK software houses owed money by PSL. One debtor nonetheless dubbed this notion "non-sense".

Meantime, Activision has signed an exclusive publishing deal with US software house Microillusions covering Europe, Australia and Japan.

Previously, the firm's products were handled by HB Marketing in Europe and according to Activision's UK boss Rod Cousens both firms will be "working closely together". It is claimed that Microillusions is releasing 50 titles over the next twelve months.

To date Microillusions has concentrated on the Amiga format with some fantasy role playing games. However, its interests are diversifying into shoot 'em up games for other formats and business products for the PC.

"What is unusual about them is that in the US they have been largely based in the Amiga market which isn't as yet established," said Cousens. "They did exceptionally well with *Faery Tale Adventure*."

Initial releases will begin in May with *Faery Tale* as well as *Firepower*, *Galactic Invasion*, *Blackjack Academy* and *Romantic Encounters At The Dome*.

Glasgow chartists cite independence

The UK games software charts have no relevance to the needs and buying habits of the Scots.

That's the view of Paul Tate of WH Smiths in Argyle Street, Glasgow. He organises a special Glasgow Chart with the help of software departments in all of the city's multiples. According to Tate the difference between the Glaswegian chart and national

charts proves his theory to be correct.

For instance, a cricket game is of little interest in Glasgow and selling patterns across the board are different. Also, the chart is adjusted according to value by Tate so that "budget doesn't completely fill it up".

Even so, the value adjusted figure still puts *Ghostbusters* at number one followed by *Exploding Fist*, *Kik Start 2* and *Matchday 2*. "I've bought a

number one game before and it was so bad that I asked for my money back," said Tate. "So I decided to start up a Glasgow specific chart." He added: "I think it's a magic thing to do."

Another helper Isabelle Ramsey remarked: "The English market doesn't bear a great deal of resemblance to what's happening here. *Nigel Mansell's* done well in the WH Smiths chart but it hasn't done a thing here."

The chart is displayed in all stores which participate. "If it's not," noted Ramsey, "then the children tell us to get it out".

Burocare: not yet ...

Plans for north London based firm Burocare to become a Commodore distributor have been shelved to July at the earliest.

Even then it is not clear whether Eurocare will actually wish to handle the CBM line-up in any case.

Back at the beginning of February Eurocare had trumpeted that it had just been appointed to handle the

machines, even though Commodore itself appeared to know next to nothing about the firm. Almost immediately Burocare changed its mind, denied any deal had been signed and promptly went to ground for a number of weeks.

Last week, though, sales and marketing manager Phillip Breindel said: "We're still in negotiations and all that's really been decided is that nothing can be decided until

July. That's the earliest we could take anything if we still wanted it then."

Though Breindel is tight-lipped on any details under discussion, it appears most likely that any possible interest will focus on the Amiga rather than on the C64 or PCs. Burocare currently handles a number of Amiga peripherals and software packages on an exclusive basis. It is also a Commodore Business Centre.

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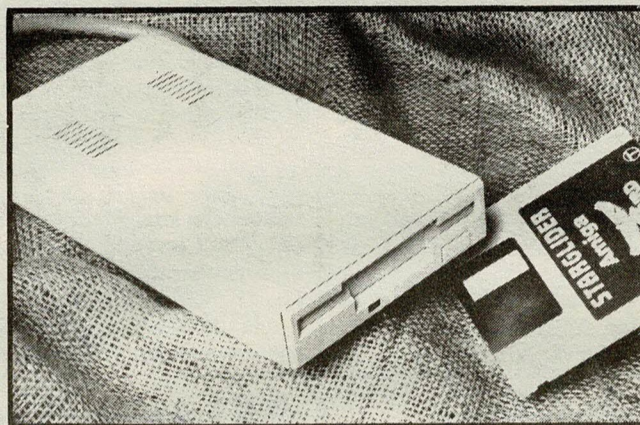
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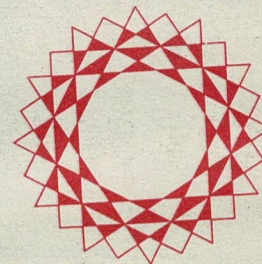
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ST file paves gaming way

ST games releases are still clearly ahead of Amiga releases in the UK despite an insistence from various people in the Commodore world that the gap is closing quickly.

The major publishers are mostly devoting their games to the ST with the ratio of Amiga titles considerably smaller. Only Telecomsoft comes close to an equal poicy with 5:4 in favour of the ST.

Elite's packed schedule includes nine ST games but only one of those, *Battleships*,

is likely to be available on the Amiga before the autumn rush starts up again. Activision's two major releases *Predator* and *Rampage* are only available on the ST.

US Gold's ratio is 11:3 with even *Out Run* not yet scheduled for an Amiga launch. Out of 15 68000 games pencilled in for Mirrorsoft's spring season five are on the Amiga. Gremlin is showing a ratio of 4:1 in favour of the ST.

Though the ST is evidently doing well in the UK Commodore has traditionally held a strong lead in Europe and the Amiga's position on the continent reflects this.

CDS on cue for budget success?

According to CDS Software Steve Davis Snooker is set to become one of the biggest selling games of all time in the UK.

The title was recently released at £1.99 on the firm's budget label Blue Ribbon on a plethora of 8-bit formats. It is claimed that as a full price game it clocked up sales of 180,000. CDS is also saying that since its release as a budget title sales have reached 200,000. Currently the game is at number three in the Gallup All Formats Chart.

Sales manager Martyn Wilson commented: "I think this

really proves the value of endorsements. We're hoping to sell another 100,000 over the next twelve months." According to Wilson these figures are all the more impressive because of the low numbers being shipped abroad.

"It probably is one of the best sellers because snooker is a very English game. Sales to Australia have been good but not to the US, where it's not such a major sport."

He also commented on the rarity of publishers releasing sales figures. "We accept that there's always going to be scepticism but these are *bona fide*. What's the point of lying?"

MIL gains access to Woolies rack

Woolworths is giving Maynard International's budget range a trial run in 58 of its stores in the UK.

The Top Ten line of titles will hold 20 per cent of the much coveted budget racks on which there are 100 faces. The range will be advertised with a marketing device in the shape of a small man called Bogie.

"We came up with a good campaign and Woolworths liked it," said boss Martin Maynard. "Of course we were looking to take a small stake in Woolworths — they like

the idea of the Bogie character."

"It's a vehicle from which we can sell value added compilations with things such as badges inside. We understand that Woolworths is increasing its commitment to games software and we believe they will become the High Street's major player in this area," he said.

Meanwhile, Maynard International has licensed out its business products to Cosmi in the United States. Its forthcoming Lotus compatible spreadsheet is being licensed to Mindscape over there. This, claimed Maynard, will net the firm £120,000.

Bus caught by eager Mandarin

Mandarin has completed its third software house deal since its inception last month.

This time Bubble Bus has been commissioned to write five games which the Europress subsidiary will publish. First up will be the ST version of *Starquake* which enjoyed moderate success previously as an 8-bit title. Following titles will be original games though rather than conversions.

Level 9 and Powerhouse were previously tied up for *Time And Magik* and *Icarus* respectively. "Obviously

we're looking for joint ventures which will give us the type of games we want," commented Mandarin's Mike Cowley. "The quality of Bubble Bus's work is what attracted us to them."

This officially marks the end of Bubble Bus's activities as a publisher. According to boss Sandy Marchant the firm will now concentrate on writing for other publishers.

"We weren't a powerful enough sales and marketing force to compete with larger firms," he said. "Although we were making a profit it was terribly hard work. Mandarin came up with a good offer."

Micronet pushes as Jago joins up

Micronet has embarked on a re-launch, poaching Focus Magazines starlet Francis Jago in the process.

Jago was formerly executive director at Focus, responsible for publications including *Your Computer* and *Popular Computing Weekly*. He takes over from Sid Smith as Micronet's managing editor. Smith has joined Emap title *PC User* as news editor.

The electronic magazine is currently running an "on-going" advertising campaign throughout the consumer computer press and has added a number of services.

From April 14th Micronet

will include an "enhanced" daily news service covering the home and small business market and new on-line weekly magazines for Atari ST, Amiga and PC users.

"Micronet is obviously very successful and number one in its field. We intend to stay there so we've made our product bigger and better," bubbled communications manager David Rosenbaum to CTW.

"We're covering parts of the market that we either haven't covered at all before or only in a low key way."

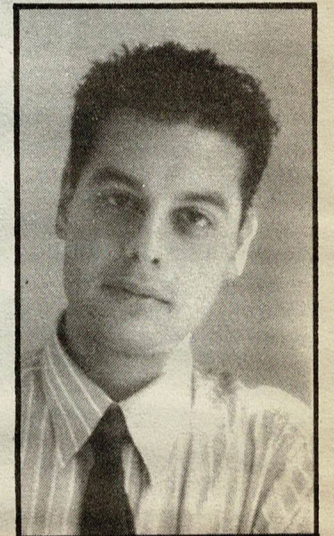
Forty per cent of Micronet's 25,000 subscribers are BBC owners and 25-30 per cent own Spectrums. These

figures are expected to be diluted somewhat as a result of the current ads.

A year's subscription to Micronet currently costs £66 with a free modem or £199 (ex VAT) with the higher spec Propak modem.

Rosenbaum added that selling the service through dealers is still a possibility but not in the near future. "It makes a lot of sense to turn Micronet into something that people can just go and buy, but the problem is working out a way to give dealers sufficient margin."

On the appointment of Jago, he claimed: "He has a quite impressive track record."



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APRIL 19TH sees the release of two of the most important ST emulators to date. The **MONO EMULATOR** will enable users to run software designated as 'colour only' on high resolution (mono) monitors.

The **COLOUR EMULATOR** does exactly the opposite of the first, enabling low resolution colour monitor owners to use word processor, DTP packages and a host of other utilities designated for 'mono only' machines.

Both retail at £49.95.

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ARCADE CLASSICS consists of three top games: Brands Hatch, Bouncer and Swooper. It will be supported by full colour advertisements in all the relevant magazines.

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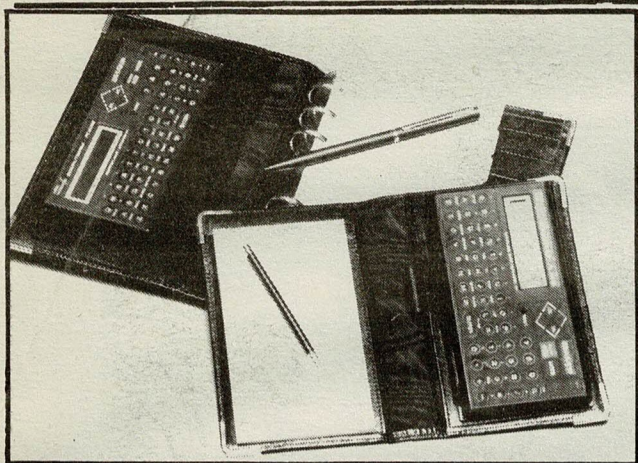
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COMPUTERFILE: Not for yuppies

Computerfile is strongly denying that its personal organiser pocket computers in "stylish" leather cases is another toy for the yuppie generation to play with. The firm says that they are aimed at the serious business user.

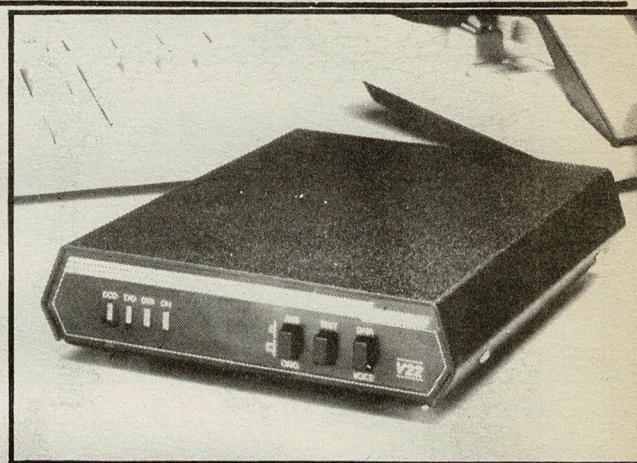
After eventually finding some success on the Atari ST, *Star Trek from Firebird* is set to appear on PCs in June. As yet no price has been set . . .

A clock card for the ST is being marketed by Harrogate based Frontier Software, *Forget-Me-Clock* retails at

£22.95. When the ST is switched off the clock continues to run in much the same fashion as a digital clock for a motor car . . .

Another firm beginning to release material for the PC is Tynesoft. Currently, it is developing *Summer Olympiad* for the format with *Winter Olympiad* nearly completed. Meantime, the firm is on the verge of tying up two licensing deals in the States, on which no-one is as yet prepared to comment . . .

Inmac has added another



V22: The latest from Inmac

modem to its range. The V22 retails at £425 and is fully Hayes compatible with either 75, 300, 1200 or 2400 bauds per second . . .

Robtek has launched two more emulation products to add to its highly controversial range. The latest are the *Mono Emulator* which enables users to run 'colour only' designated software on Mono monitors. The *Colour Emulator* does the reverse . . .

Commodore has appointed Ken Weber as vice president of sales for US operations. Weber has been with IBM since 1967 working in the PC arena over the past six years and helping to launch PS/2 in the States last year . . .

The sequel to *Driller, Dark Side*, is set to be launched onto SpAm64 for £9.95 from Incentive. Based on the ludicrously entitled *Tricuspid Moon*, the plot appears to involve a plethora of similarly stupid names . . .

The Atari User Show has been set for Friday April 22nd to 24th at the West Hall of Alexandra Palace. As always organiser Database is predicting a good show with exhibitors including Silica Shop, Kuma, Arnor, CPM, Mandarin and Red Rat Software . . .

Panasonic has appointed Software Limited as distributor for its full range of printers. The distributor recently took on Zenith's range of PCs . . .

Educational specialist Kosmos is releasing a new series of learning programs called *Answer Back*. It covers such subjects as arithmetic and football. Programs retail at £19.95 . . .

Peter Norton Computing releasing its *On-Line Programmers Guide to OS/2 Kernal*. It is one of the first pop up programs operating in the OS/2 protected mode . . .

On the Spectrum comes *Ballbreaker II* from CRL retailing at £7.95 . . .

Recent promotions within MicroPro include Jacky Kearns from sales manager to general sales manager and John Tuohy from marketing support executive to distribution sales manager.



KEARNS: Promotion at Micropro

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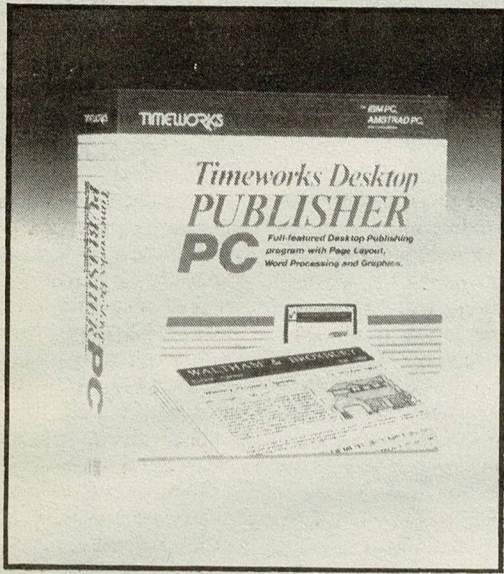


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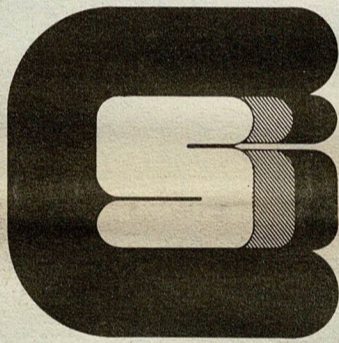
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GLASNOST, PERESTROIKA AND BACKING THE USSR

In these days of Gorbachevian glasnost (openness) and perestroika (re-structuring), how can UK computer and electronics companies realise the undoubted potential for business in the USSR? Which companies have the best chance of success? Marketing director of manufacturing and trading company Satra JOHN BAXTER — formerly Commodore's sales chief — attempts to provide some answers . . .

When I first joined Satra I asked our chairman, Ara Oztemel what one single attribute does a businessman need to have to be successful in the USSR. His reply was "patience".

Unfortunately, in the computer business, the trend for companies exporting is to look at short term sales, ie business today not potential

for tomorrow. If this is your company's viewpoint then my first advice would be to forget about the Soviet market.

The Soviets do not like being rushed into decisions and not only do they research the market/competition carefully, but they feel much happier working with companies they know and trust so starting from scratch is never easy. You cannot expect to make a few quick trips to Moscow and sign the deal. How many companies are willing to invest time and money for no apparent initial gain but if this isn't considered as part of the long term strategy then the attempt will surely fail.

Unfortunately, there are very few UK companies who are really successful in the Soviet Union. One that comes to mind is Simon Engineering, which in conjunction with GEC has recently successfully concluded a £246 million contract to build a plant to manufacture 25,000 GEM 80 based program logic controllers per year.

The contract took several years of very hard work and if it hadn't been for both companies' willingness to take the long term view it is unlikely the project would have been won. Many companies would have called it a day and not persevered.

28,000 by 2000

The Soviet Union has a declared aim to have more than 28 million PCs in use by the year 2000. This means an average requirement of some two million a year but the bulk of this requirement will be met by internal production either using exclusively Soviet technology or production in partnership with Western companies.

The Cocom licensing restrictions make exporting difficult and expensive. Even with the new relaxation in rules (from January 1988) licences are still required for 10MHz based 8086 XT compatibles. Especially expensive is the need not just for UK licences but also US re-export licences and our practical experience is that Washington lawyers are not cheap!!

Additionally, delays in obtaining licences can be extensive particularly for lan based systems where it can take up to a year or longer to receive a decision.

As yet there are no computer systems dealers in the USSR so sales have to be made direct to end users. This necessitates a company being both distributor and dealer, supplying the complete service in the same way as a company would expect of a

Continued on page 23

Soviet etiquette

Many companies know how to go about getting business. This is generally true for most markets and our approach has always been to companies please try it your way then if it doesn't work try ours.

Here are a few tips that may save companies making simple mistakes.

- Don't try to go it alone. The Soviets prefer to deal with companies they are already familiar with.
- Do use a good, successful trading company with offices in Moscow and a proven track record.
- Use the government depts to help you — Commercial Dept at the British Embassy, The East European Trade Council. Talk to the Soviet Trade Delegation in Highgate.
- Unfortunately there are a limited number of companies operating in Moscow and some of them employ just a handful of people yet represent dozens of companies. It's not possible to do an effective job in the USSR unless the number of companies handled is deliberately limited.
- Do you really believe you have the best product or service? If yes then OK, if not then remember Soviet business is usually large scale so competition will be fierce and any failings in your product or service will become apparent.
- Above all have patience and be sure your company is committed to the long term approach.

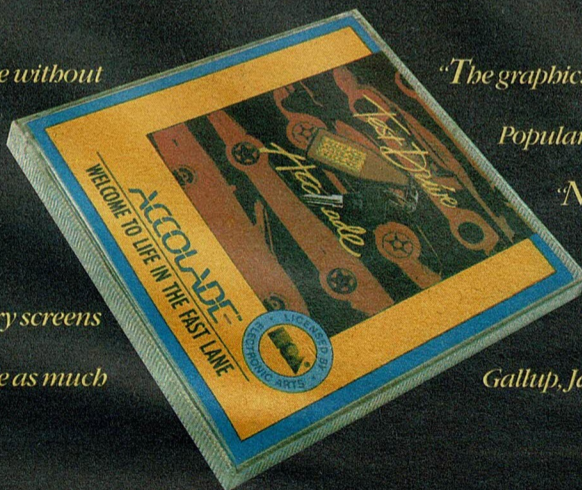


RUSSIA: Patience needed

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"The graphics are out of this world"

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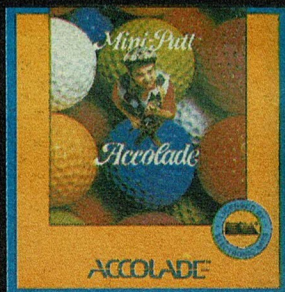
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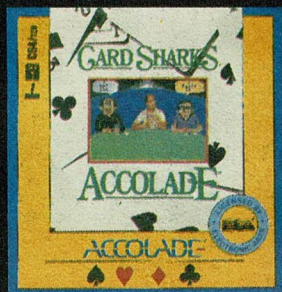
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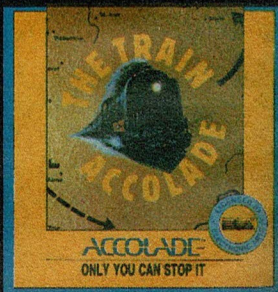
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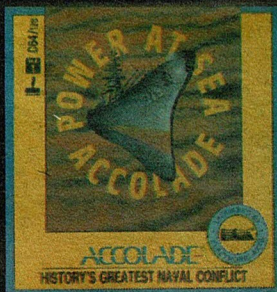
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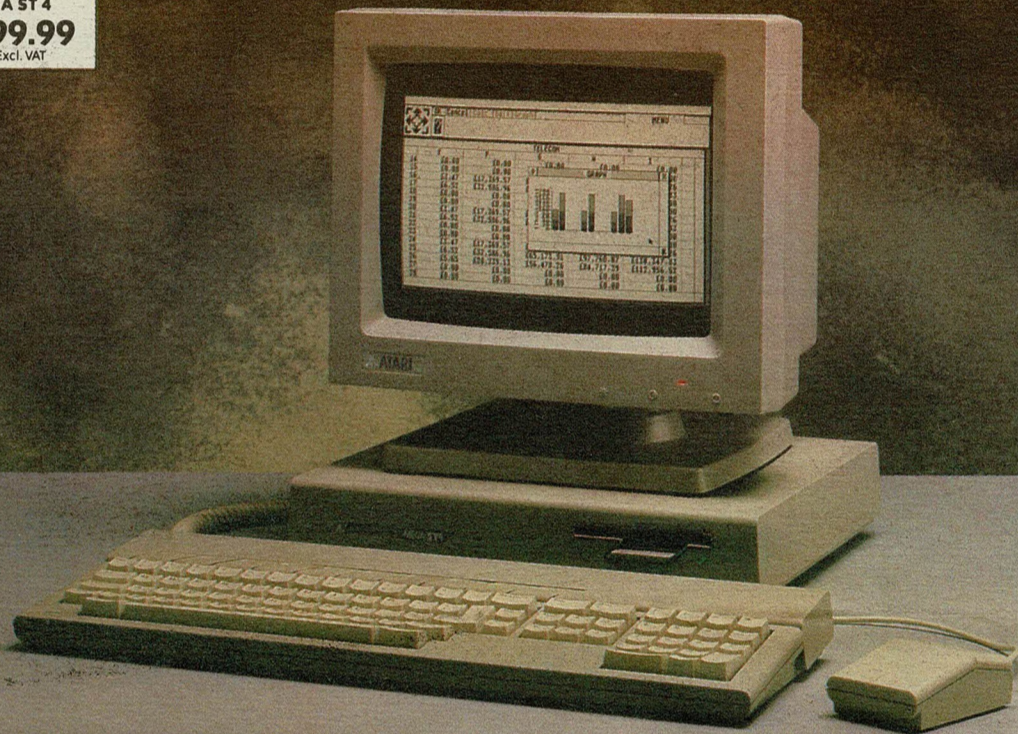


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ATARI DTP SYSTEMS	Atari Mega ST 2 (System 1). Atari Mega ST 4 (System 2). Atari SLM 804 laser printer. Mirrosoft Fleet Street Publisher. 2 x 3.5 inch floppy disk drives (System 1). 20 Mbyte hard disk drive (System 2). Monochrome monitor.	SYSTEM 1 £2499.99 RRP Excl. VAT
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SPIELING THE BENEFITS

In the second of his exclusive series on selling, the former business products sales manager of Amstrad KEITH WARBURTON explains how to defeat FUD with FAB. FUD, of course, is that old triumvirate Fear, Uncertainty and Doubt. And FAB? Read on . . .

As I said last time, appearance is a major factor in confidence. If you look good you feel good (and vice versa!), and if you remove any possibility of worry over your appearance you are free to concentrate on other aspects of the sale without having your attention diverted.

There are other negative constraints that may affect your performance. It would seem logical that a full product knowledge is essential for high performance selling, but it is not just the fact of knowing the attributes of your product inside out that leads to success.

When you know your pro-

duct (including your company and its services) thoroughly, it would seem that you can go confidently into virtually any sales situation knowing that you can handle it. You cannot be personally faulted on your product knowledge. Your customers will certainly react to your confidence in your product in a most positive

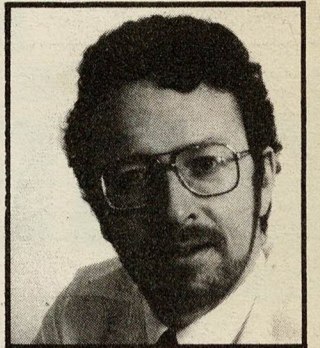
manner. It must be stressed however, that knowing the product inside out is not always essential. What is important is knowing how your product will benefit your customer. This brings us to a major point that so many people neglect to fully appreciate. *People buy the benefit that the*

product will bring them.

Sweet FA

Any product (or service) may be identified by its FEATURES ("F"). Memory size, processor speed, display resolution, physical size, price, guarantee, technical support and so on.

The relationship of your



WARBURTON: FAB, not FUD products' features to those of a competitive product (perhaps even an existing manual method of work) are the ADVANTAGES ("A"). This then means that you should know your competitors' products (at least the relevant features) as well as your own.

It also means, where you are proposing a new technology replacement to an existing system, that you must be willing to listen to your prospect as he expounds the virtues and vices of the existing method, and to learn sufficient about it to enable you to identify and compare its advantages. Be aware before making any criticism of the existing system that the man to whom you are speaking may have purchased it in the first place!

Always remember as you listen to a customer "drone on" — as some indeed do — that your attentiveness and your questioning of him is very flattering. It will bind him closer to you and make him more receptive to your subsequent proposals, because he feels that you really do understand his problems.

Only when you understand the alternatives, are you able to demonstrate the advantages of your product over the competition. As you illustrate your advantages it is natural to skate over any weaknesses that your offering may have. This is not always the best thing to do, as you must assume that your competitors will cover your shortcomings very well indeed.

What you must do is to reduce the impact of any critical area, and if you can dig a hole for your competitors to fall in at the same time, all well and good.

"To be honest, Mr Prospect, some people might feel our 8k memory to be a bit on the low side, and indeed it almost certainly would be in a relational database application, but the use you require of the system both now and in the conceivable future (as you so ably covered in your seven hour monologue), indicates no chance of such a requirement. Indeed I am sure you would agree that to go for a more extensive, and expensive, system would be an unnecessary extravagance, or have I misunderstood you?"

State benefits

Once you have covered the Features and Advantages of your product, you can get down to relating them to the specific customer requirement, the BENEFIT.

Continued on page 23

SPYCAT

An Interactive Exposé of M.I.4½

The London Skyline Viewed from Blackhall

Outside No. 10 Downing Street

Meeting the P.M.

Waiting to see "M"

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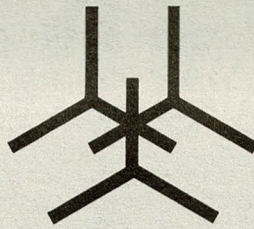
INDEX GUIDE

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Amiga Magic	Director selling well	70	Martin Lowe 031 557 4242	Several exciting new packages
Master	Networking	400	Maureen Lindridge 0705 210012	Athena disks
Brooklyn Bridge	CAD programs	500	David Neal 021 356 3388	Lifetree range
Star 1512	Low cost networks	1,600+	Sales desk 0925 814529	None at present
Wedge work	DTP	300-500	Sales desk 0274 722512	None at present
works DTP	Spectrum 512	300	Sarah or Sue 0954 61258	Phone for details
Choice	None to mention	60-70	Sales desk 0256 463344	Integrated packages
Accounting ware	Newsletter	70	Sales desk 0245 460788	PCW ribbons
Star Press	Amiga utilities and business products due in	400	Rita Bailey 0279 412441	Sage
products	"Surge in business software due to budget"	850	Peter Leighton 0532 458800	Data Slow/Main Slow III (various)
software	"Moving shortly. A lot of changes"	100+	Victoria Farmer 01 844 1202	None
Calc 3.21	DTP	750	John Appleton 0202 745744	Phone for details
Office Professional	None to mention	500	Laura Hibbard 0604 768711	None
Instant	None to mention	500+	Millie Cherns 01 965 5555	Good prices on Casio keyboards
Star	DTP packages	300	John Parratt 0908 74000	PC Promise Fleet Street Editor
anner	Coming soon - new version of Multi Writer Professional	800+	Jane Nolan 0277 220573	None
Kick	"None to mention"	800	Lesley Hoole 0706 217744	Phone for details
ate	New: Memory expansion boards for Amiga 500	120	Karen Burwood 01 330 7166	Phone for details
Office Professional	SageNet	250	Finuala Owens 0977 795544	Various special offers
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anner	Borland software	2,000	Richard North 01 568 8866	Various offers
ublisher	Digitiser upgrade	100+	Keith Mason 021 328 3585	Phone for details
	Brooklyn Bridge	800	Mike Watkins 01 278 2377	Free software with Zenith 2183 lap tops
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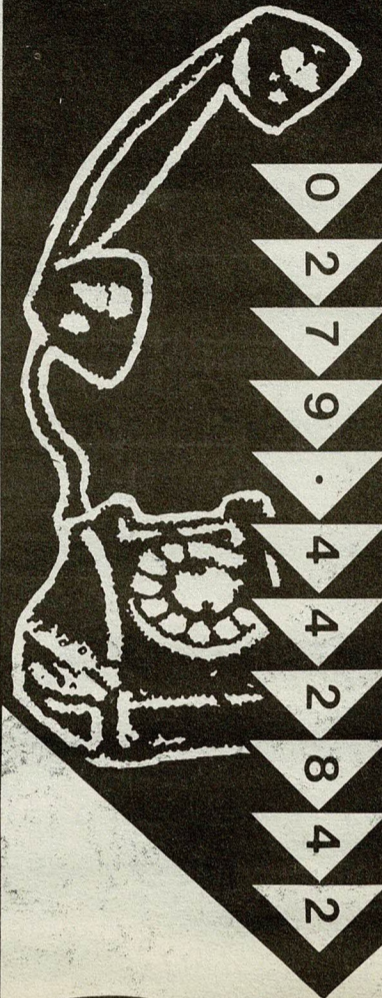
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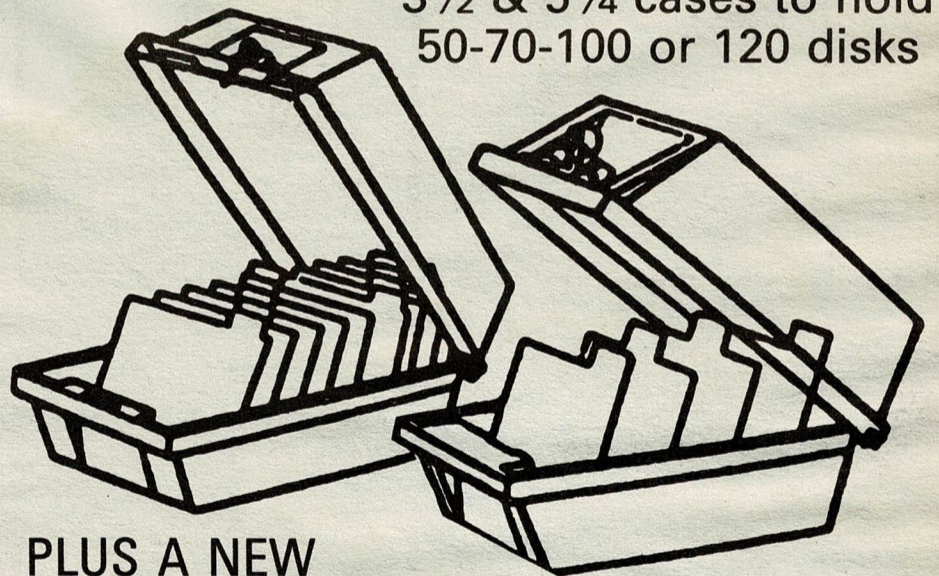
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BREAKING POINT

Continued from page 16
 then they can make the boxes as big as they like."

Joan Mail of MKM Computers of Lisburn, County Antrim said: "If everything was uniform then it would help us a lot. We could organise our sales. But we have racks which will take all sizes."

Of course all these points are arguable. Despite retailers' universal dislike for variety and their quickly drawn upon comparisons with parallel leisure markets, they have forgotten the entirely massive markets which manage without any kind of uniformity. It would be absurd for a bookseller to call for all books to be of the same size.

It's fair to suggest that what the dealers are asking for is not in the slightest bit commercially sensible or even possible. Software is often not just a tape or disk. Micro-Prose and Infocom are amongst those which offer booklets and gimmicks with the software and these do need video size packages. Presumably such trinkets aid sales.

Also, if the entire industry decided tomorrow to keep all boxes the same size there would be one with a bigger pack the next day attempting to gain the upper hand. Are publishers expected to stifle their marketing ideas so the dealer can have an easier time of it?

Even this is only up to a point though. Software

houses might be advised to keep dealer reaction in mind when designing packages the size of Manchester.

Breaking farce

Software packaging does have an appalling record when it comes to durability. If a dealer can claim 70 per cent breakages then something is very wrong — either with packaging or mathematics. According to dealers the situation has improved but not enough. They say that two factors contribute the breakages. The first is penny-pinching by publishers and the second is carelessness by distributors.

"We have to buy replacement packages in the hundreds," claimed Peter Midgeley. "If they come from Leisuresoft there's hardly any breakages but with the others there seems to be loads. Leisuresoft pack them so well it's hard to get them out of the box."

"The distributors have improved, particularly R&R," said Brown. "It used to be very bad and I used to think Securicor were playing football with the games."

Kohen agreed that the way games are packaged contributes to breakage rate and praised Leisuresoft for its assiduity in that task. He pointed out that very flimsy and cheap packaging was a source of constant annoyance.

Joan Mail said that busted packages make up about ten per cent. "We have com-

plained to some distributors but it doesn't really do any good."

Andrews' figure of four per cent was lower than most and he felt it was acceptable. Carr was less generous. "Our main problem here is smashed plastic cases. If there's just one in a box we don't bother complaining but we have had whole caseloads which we send back."

Judging by the terribly weak and sometimes bafflingly stupid nature of some cases it seems that dealers do have a point on this score. Why the disk has to fall out of some boxes every time they are opened is still a mystery.

Unfortunately such a lack of commonsense is all too often apparent in products by the larger and more mature companies who have spent a great deal of time and money on the image their packages are supposed to reflect.

Perhaps as the industry finally moves out of its technological age (obsession with detail, content, internal matters) and into its marketing age (concerned with presentation and selling) things will improve. Video boxes that go click when you close them, tough boxes that don't crack when you open them, hinges that hold and don't hinder: these are a few of the sensible things.

To put it another way: crackable boxes at £1.99 are unfortunate; crackable boxes at £9.95 — let alone £24.95 — are unforgivable.

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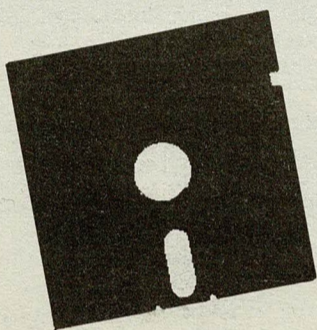
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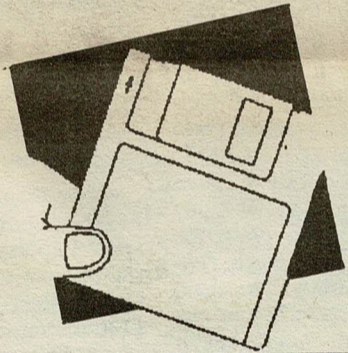
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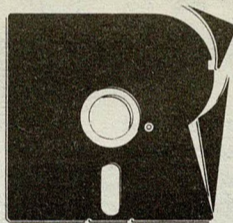
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SPEAKEASY

SPEAKEASY

Plus factor Yearbook praised OS/2 — The sequel . . .

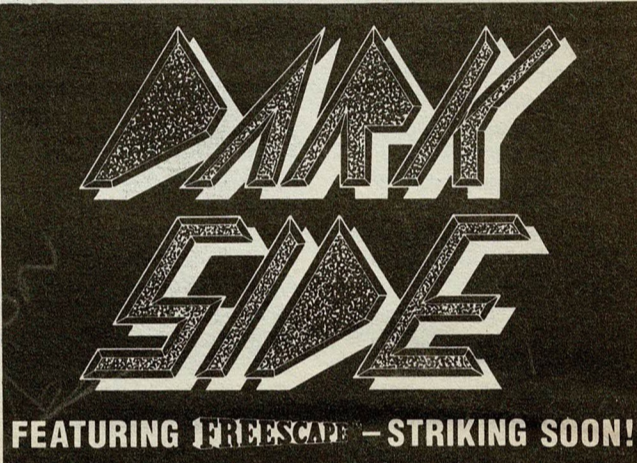
Our new "add-in" word processor TopCopy Plus got rave reviews in the press — it even won an award from What Micro magazine. Armed with optimism, TopCopy Plus and our rave press reports I eagerly approached some larger dealers and distributors. Boy was I in for a surprise. Conversations tended to proceed something like this:—"Did you like TopCopy Plus?" "Yes — we think it's a great product." "Good. When will you be adding it to your range?" "Well it isn't the good products that sell best, you know." "Pardon me?" "Well will people come to me asking for it?" "Yes, but since it's new it's bound to take a while for demand to build up." "You mean I'd have to actually sell it to them?!!!" "Well . . . yes but that wouldn't be difficult — remember it's a good product." "Don't like the sound of this at all — tell you what give me a ring again in a couple of months when your product's more established."

know from talking to end-users that it's not much fun being in their shoes either; stories of dealers who won't even unwrap products much less demonstrate them are commonplace. I must point out that thankfully NOT EVERYBODY IS LIKE THIS. After all if they were there would literally be no new products at all! We now have two excellent distributors; Centresoft and R&R and an ever-growing number of dealers. And a fair smattering of independent dealers are actually actively searching for new improved products to sell their customers. Contrary to what some people in this business might think these people are not naive fools, they're professionals offering a top class service to their customers. I also know from talking to prospective agents and distributors in Europe, where the computer industry is perhaps in a similar state to that in the UK three or four years ago, that it is new exciting products that they're looking for. That's why I wonder — have we grown up too fast?

May I first congratulate you on the forthcoming CTW 1989 Yearbook, and the proposed donations to Great Ormond Street Hospital. Such a reference book is long overdue, and should provide a much needed platform from which many smaller, and medium size, companies can pedal their wares. This brings me to the main point of my letter which concerns the categories, listed on page 21 of the March 28th issue of CTW. Although, by your esteemed publication's own admission, there is only one Programmer's Agent active in this country at the moment ("Tales Of The Unexploited" — same issue as above, pages 11 & 12) you have, quite rightly seen fit to include this activity in the aforementioned category list. Far from knocking such a decision, I would ask you to further expand the category listing to include an activity, practiced by far more than just one company; that of games design. There are a number of individuals, or groups of individuals, who design games, on a freelance basis, for many of the country's top companies. The forthcoming Yearbook will provide an excellent opportunity for these people to promote their talents to a wider audience. I

realise that you can't keep on expanding the category list, as it would otherwise become useless as a method of reference. But, I would ask you, in this instance, to make an exception and add Games Designer to the list. One further suggestion; it may be useful for publishers, looking for programmers, if you split the 'Programmers' category into: 2a) Development houses b) Freelance programmers I hope this letter is of some use. Thanks for the weekly read. Yours sincerely David Bishop (freelance games designer and journalist) Lower Earley Reading — In between dealing with the vast sackloads of submissions from firms keen to be included in the Yearbook, and coping with the ridiculous number of characters actually trying to advertise in the dear thing, we will be considering this request. Without wishing to descend even further into adspiel puffery, the response to the Yearbook has been genuinely heartening already. Something that collates all the salient information about companies in this market would seem to be useful. But it can only work if all firms can find the time to supply their details.

Perhaps we need a new phrase to describe this kind of software — after all, "VAPOURWARE" isn't really adequate any more. May I suggest "IONISED GASWARE" or, perhaps "VACUUMWARE" as being a better description? Or would this more accurately describe the cranial cavity of the person responsible for perpetrating this particular piece of "OPSYWARE"? Yours sincerely Clive Warner Managing director Digital Matrix Solihull West Midlands



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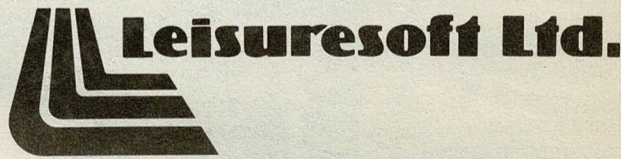
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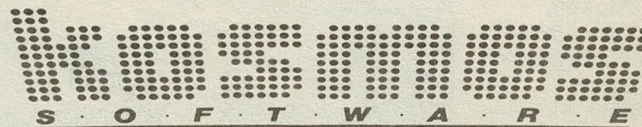
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GLASNOST, PERESTROIKA AND BACKING THE USSR

Continued from page 11

systems dealer in the West. Too many companies look at the Soviet Union in terms of population, GDP, natural resources, level of exports/imports etc and think what a great opportunity to sell x million widgets per year. Unfortunately, this is their downfall. Paradoxically those companies who look at any activity in the USSR in terms of what they can buy from the USSR have the best chance of selling to them. Computer and electronics companies should remember one of the prime

aims of the new approach in the USSR is to become a major, efficient, quality conscious exporter of goods to the West. As a simple example of PC computer manufacturer who buys keyboards from the USSR or helps the Soviets set up a keyboarding manufacturing plant and sources part of their keyboard requirements from them, may well find that they can sell large quantities of PCs to the USSR. **Opportunity knocks** So which type of electronics

companies have the best chance of success? Cocom restrictions mean that companies such as Meiko in Bristol using the Transputer chip to manufacture supercomputers (watch this company — it's one for the future) can effectively forget the Soviet market for the time being. However those companies like GEC (mentioned above) or Polytechnic Electronics producing licenceable 8, 16 or 32 bit computers as the basis of specific applications have tremendous opportunity for doing business. In general the Western view of Soviet technology may not be as accurate as we are

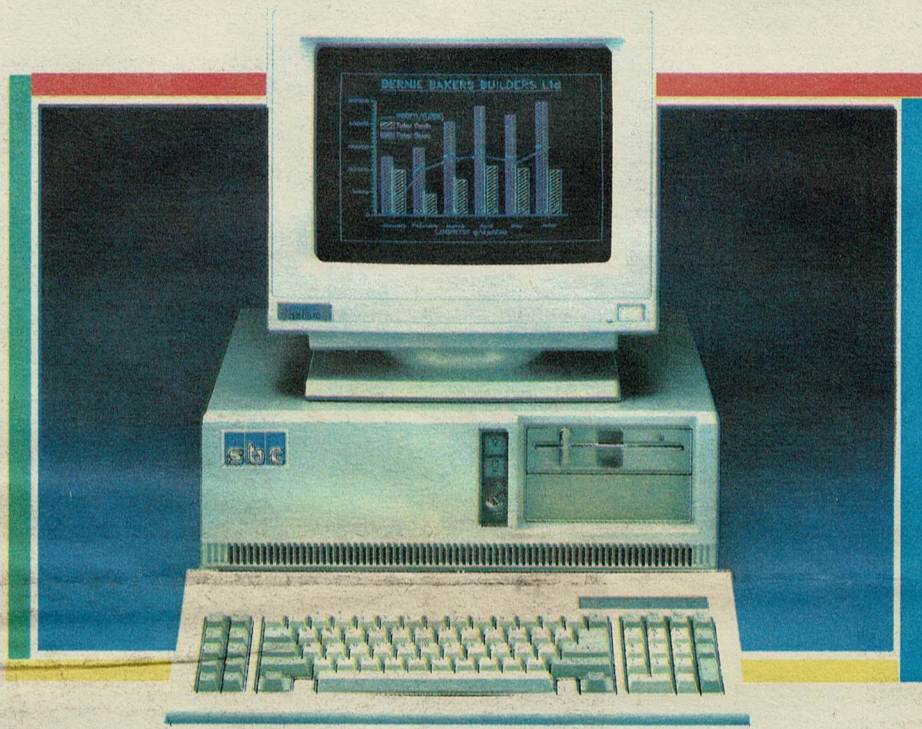
led to believe. I would simply like to give my company's view on a few areas of Soviet technology where we have some direct experience. Firstly it is not widely known that the USSR carries out more pure research and files more patents than any other country and in many fields leads the world. There is even a company in the US called Kiser Research whose main activity is researching Soviet technology for use in the West. Many computer and electronic companies will find there may well be products in which they could be interested. For example, the Soviets already have labora-

tory holographic digital storage system. The potential storage capability of these 3D systems could well dwarf even the largest optical disk. As research in the West becomes increasingly concentrated in areas that will reap tangible near term benefits in either commercial or military terms, it is likely that the USSR will become increasingly the source for new products/markets as a result of their pure research findings. How many pure research developments/inventions have already been or are being developed in the USSR which may be just waiting for Western companies to pick up and run with.

The problem in the USSR is that there isn't the market/competitive forces to develop commercially the Soviet findings and the potential benefit is the combination of Western technology and marketing with Soviet ingenuity, which can result in world class products. Satra has been trading with the Soviets for some 40 years, with a total trade in excess of \$12,000 million. In the past it has handled IBM in the USSR; more recently, it tied up deals worth more than \$1 million on Commodore XT and AT kit (CTW March 14th). Satra can be reached on 01 402 5151.

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SPIELING THE BENEFITS

The benefit of the product is quite simple: it is what it will do for the customer. How it will make his life easier, more productive, happier, benefit his environment, remove his worries, improve his sex life, help him earn more? A product may have a hundred features; ten of them may be real advantages over the competition. But the prospect may only need to be convinced of the benefit to him in one very specific area in order for him to decide to buy. It is up to the salesman to correctly identify and present that one "real" benefit.

One of the most difficult areas to sell into the hardware business, is that of "third party" peripherals for mainframe and super-minicomputers. The big enemy is "FUD" (Fear, Uncertainty, and Doubt).

When the director of a million pound computer installation is offered low cost disk storage from an alternative supplier, perhaps saving £100,000, his initial reaction is to say no, because he does not want to imperil the integrity of his installation, or his guaranteed back-up from the computer manufacturer.

With this background, there are still some companies making a very good income from the market. One of the best of them works on the basis that their salesmen do not need to know a great deal about these very complex systems, so they relate their products to the benefit the customer will achieve in very specific areas.

As an example, the imagination of the prospect can really be fired up by it being pointed out by clear logical presentation that the bandwidth of the backplane is capable of supporting far faster disk drives than the original manufacturer supplies, and that faster drives will increase the performance of his whole system by as much as 20 per cent.

The benefit of installing the alternative drives will be that he can support 20 per cent more work, and delay the purchase of a new computer until next year.

This sort of argument is very powerful, but it did not need the salesman to know all the details of the computer system, nor all the details of his own product, such as "head over disk" technology, but only those relevant to performance.

The salesman needs to uncover his prospects' "hot-button", and then firmly press it!

