

## Optimize software product strategy through targeting growth market opportunities...

---

---

---

---

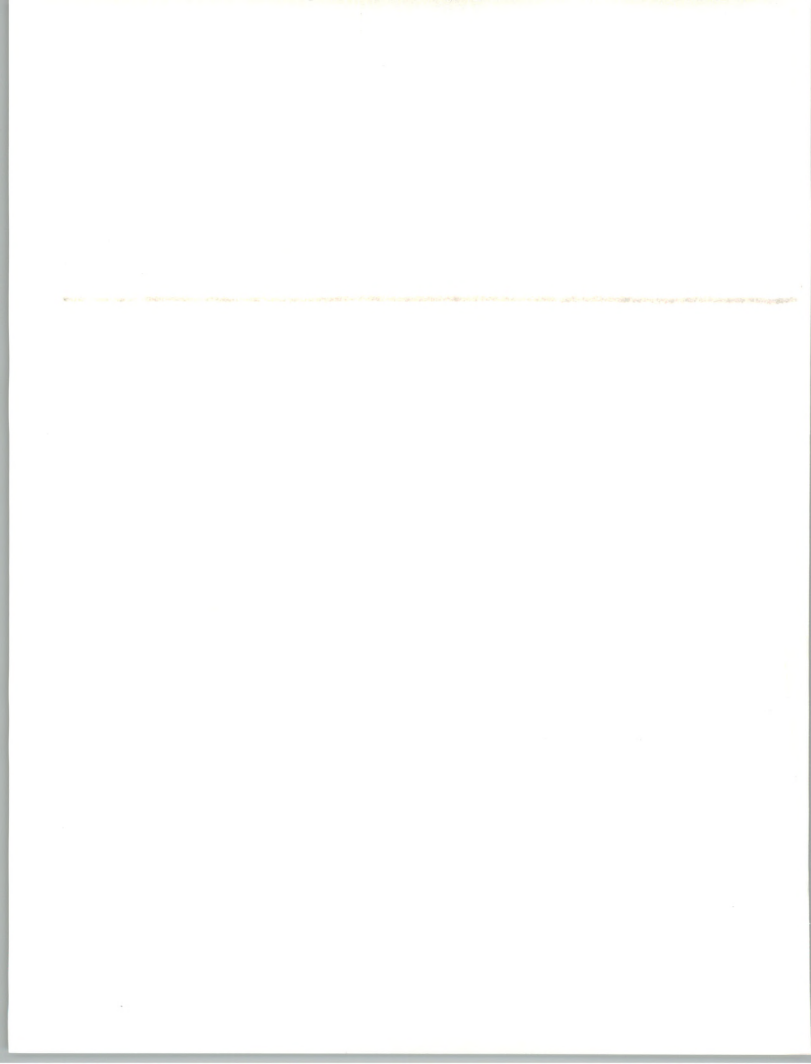
---

### *U.S. Software Products Market, 1989-1994*

#### Current and Prospective Software Vendors:

- FORECAST your potential market for the next five years
- MAXIMIZE YOUR R&D by focusing on the higher growth product opportunities for the 1990s
- INCREASE YOUR MARKET SHARE by effectively restructuring your software product strategy
- COMPETE SUCCESSFULLY by assessing your competitor's software strategies
- IDENTIFY candidates for potential alliances and/or mergers and acquisitions
- STAY AHEAD by evaluating emerging technologies for incorporation into an integrated product strategy
- EVALUATE current software market issues for possible weaknesses in product positioning

CA, Sybase, Ingres,  
McCormack & Dodge,  
The Santa Cruz  
Operation, and more...  
are profiled in INPUT's  
*U.S. Software Market*  
report



## Success in the 1990s

The report outlines approaches for both independent software developers and computer systems vendors to maximize product opportunities within this changing environment.

### *U.S. Software Products Market, 1989-1994*

#### Market Size and Forecasts

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Overall Market, 1989-1994</li> <li>• Applications Software               <ul style="list-style-type: none"> <li>- Overall Market Size and Growth</li> <li>- Industry-Specific Applications Market</li> <li>- Cross-Industry Applications Market</li> <li>- Leading Applications Software Products Vendors</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Systems Software               <ul style="list-style-type: none"> <li>- Market Size and Growth by Principal Sub-Delivery Modes</li> <li>- Leading Systems Software Products Vendors</li> </ul> </li> <li>• Market Forces</li> <li>• Market Opportunities</li> </ul> |
|---|--|

#### Issues and Trends

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Software Products Technology/Market Trends               <ul style="list-style-type: none"> <li>- Client/Server Implementation</li> <li>- Application Development Tool Technology</li> <li>- Voice Recognition</li> <li>- Image Processing/Document Management</li> <li>- Multimedia Applications</li> <li>- Mergers and Acquisitions</li> <li>- Alliances</li> <li>- Standards</li> <li>- Project Management Software</li> <li>- Decision Support Systems/Executive Information Systems</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Principal Software Industry Issues               <ul style="list-style-type: none"> <li>- Migration</li> <li>- Standards</li> <li>- Multi-platform Support</li> <li>- Product Obsolescence</li> <li>- Downsizing</li> <li>- User Confusion</li> <li>- Return on Investment (ROI)</li> </ul> </li> </ul> |
|--|--|

#### Competitive Environment

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Software Markets Structural Change</li> <li>• Competitive Strategies</li> </ul> | <ul style="list-style-type: none"> <li>• Software Company Profiles</li> </ul> |
|--|---|

**Call, mail, or fax  
 your order to INPUT**  
 at any office listed on the back of  
 this brochure



---

---

# Information that's CRUCIAL for Software

INPUT'S U.S. *Software Products Market, 1989-1994*, forecast is based on a survey of over 500 of the larger vendors of software products and in-depth discussions with over fifty company executives on trends and issues impacting the software products industry. In addition, research results from INPUT reviews of fifteen industry-specific and seven cross-industries, based on interviews with leading vendors and end users, are incorporated into this annual study of the U.S. software products industry.

Both vendors and users can benefit from the analysis of the software products market size and growth rates, market trends and issues and the changing competitive environment, featured in this report.

The U.S. software products market is maturing, reflected in slowing annual growth rates. The adjustment to a slower growth environment is being complicated by the requirements for increasing product complexity, global market positioning and accelerating rates of software product obsolescence.

The content of the report addresses the following questions related to the structural changes of the software products industry.

## **What are the largest application software products markets, and what markets represent the higher growth opportunities?**

Much of the historical product development emphasis in the software products industry was on cross-industry (horizontal) solutions. Certain of these cross-industry markets now represent the larger, more mature software product sectors. However, there are still high growth market opportunities in several of the cross-industry sectors, which are identified in the report.

Industry-specific (vertical) software products markets are receiving considerable attention, particularly from the large computer systems vendors, as part of a total solutions marketing strategy. Many vertical markets represent smaller niche market segments. The larger, faster growing vertical markets, which can provide sustained longer term growth, are highlighted in the report.

## **Why the systems software products market will reflect a higher growth rate than the application software software markets in the 1990s**

The application development tool market is projected to represent major product opportunities in the 1990s for independent software vendors, computer systems vendors and professional services companies. The ability to develop quality software in a cost competitive manner will be a major factor for success in the software products markets of the 1990s.

CASE, image processing, and voice recognition all represent technologies in early stages of development, with large market potential over the next ten years.

## **Why many software products companies should have formal alliance and mergers and acquisitions programs**

The software products industry is undergoing major structural changes which will continue well into the 1990s. These relate to the maturing of particular market segments, accelerated R&D cost stemming from the increased product complexity of an integrated product requirement, and the rapid rate of change in hardware technology which is accelerating the pace of software product obsolescence.

Also, the relative performance of the high technology sectors in recent years versus the broader market indexes reflects investors' perceptions of the maturing of this industry. The ability to raise capital for both new and mature software products companies through the traditional public markets has become much more difficult since the stock market 'crash' of October 1987.

Increasingly, software company managers will be required to look to alternative methods for leveraging their technology, including marketing relationships and equity from non-traditional market sources.

In addition, the larger computer systems, professional services, and non-industry companies with strong financial and marketing capabilities are becoming much more aggressive in the software products markets. This is increasing the level of competition.

---

the 1990s, the number of people with a university degree has increased in all countries, but the increase has been particularly rapid in the United Kingdom, where the number of university graduates has increased by 100% since 1990. In the United States, the number of university graduates has increased by 50% since 1990. In the United Kingdom, the number of university graduates has increased by 100% since 1990. In the United States, the number of university graduates has increased by 50% since 1990. In the United Kingdom, the number of university graduates has increased by 100% since 1990. In the United States, the number of university graduates has increased by 50% since 1990.

The increase in the number of university graduates has led to a corresponding increase in the number of people with a university degree. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990.

The increase in the number of people with a university degree has led to a corresponding increase in the number of people with a university degree. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990.

The increase in the number of people with a university degree has led to a corresponding increase in the number of people with a university degree. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990.

The increase in the number of people with a university degree has led to a corresponding increase in the number of people with a university degree. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990. In the United Kingdom, the number of people with a university degree has increased by 100% since 1990. In the United States, the number of people with a university degree has increased by 50% since 1990.

# About INPUT

---

---

INPUT provides planning information, analysis, and recommendations to managers and executives in the information processing industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

Continuous-information advisory services, proprietary research/consulting, merger/acquisition assistance, and multiclient studies are provided to users and vendors of information systems and services (software, processing services, turnkey systems, systems integration, professional services, communications, and systems/software maintenance and support).

Many of INPUT's professional staff members have more than 20 years' experience in their areas of specialization. Most have held senior management positions in operations, marketing, or planning. This expertise enables INPUT to supply practical solutions to complex business problems.

Formed as a privately held corporation in 1974, INPUT has become a leading international research and consulting firm. Clients include more than 100 of the world's largest and most technically advanced companies.

---

## INPUT OFFICES

---

### North America

#### Headquarters

1280 Villa Street  
Mountain View, CA 94041-1194  
Tel. (415) 961-3300  
Fax (415) 961-3966

#### New York

959 Route 46 East, Suite 201  
Parsippany, NJ 07054  
Tel. (201) 299-6999  
Fax (201) 263-8341

#### Washington, D.C.

1953 Gallows Road, Suite 560  
Vienna, VA 22182  
Tel. (703) 847-6870 Fax (703) 847-6872

### International

#### Europe

Piccadilly House, 33/37 Regent Street  
London SW1Y 4NF, England  
Tel. (071) 493-9335 Fax (071) 629-0179

#### Paris

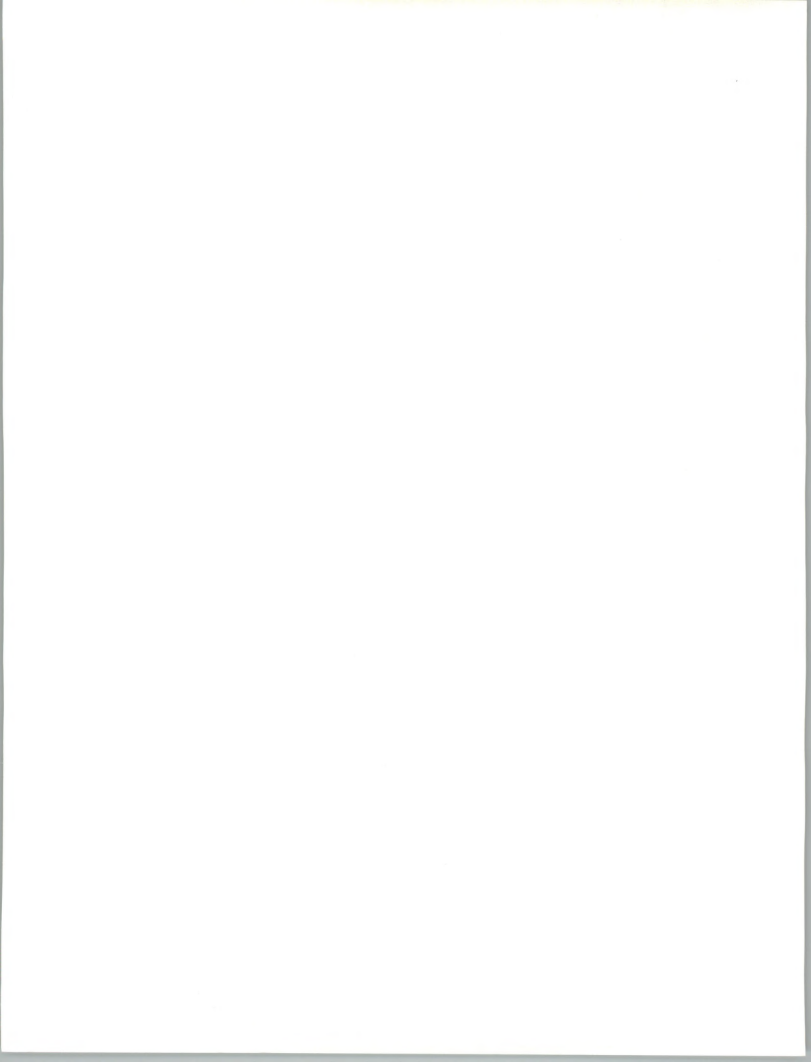
52, boulevard de Sébastopol  
75003 Paris, France  
Tel. (33-1) 42 77 42 77 Fax (33-1) 42 77 85 82

#### Frankfurt

Sedetenstrasse 9  
D-6306 Langgöns-Niederkleen, West Germany  
Tel. (0) 6447-7229 Fax (0) 6447-7327

#### Tokyo

Saida Building  
4-6, Kanda Sakuma-cho  
Chiyoda-ku, Tokyo 101, Japan  
Tel. (03) 864-0531 Fax (03) 864-4114





# Optimize software product strategy through targeting growth market opportunities...

## *U.S. Software Products Market, 1989-1994*

### Current and Prospective Software Vendors:

- FORECAST your potential market for the next five years
- MAXIMIZE YOUR R&D by focusing on the higher growth product opportunities for the 1990s
- INCREASE YOUR MARKET SHARE by effectively restructuring your software product strategy
- COMPETE SUCCESSFULLY by assessing your competitor's software strategies
- IDENTIFY candidates for potential alliances and/or mergers and acquisitions
- STAY AHEAD by evaluating emerging technologies for incorporation into an integrated product strategy
- EVALUATE current software market issues for possible weaknesses in product positioning

**CA, Sybase, Ingres,  
McCormack & Dodge,  
The Santa Cruz  
Operation, and more...  
are profiled in INPUT's  
U.S. Software Market  
report**



# Information That's CRUCIAL for Software

INPUT'S U.S. *Software Products Market, 1989-1994* forecast is based on a survey of over 500 of the larger vendors of software products and in-depth discussions with over fifty company executives on trends and issues impacting the software products industry. In addition, research results from INPUT reviews of fifteen industry-specific and seven cross-industry markets, based on interviews with leading vendors and end users, are incorporated into this annual study of the U.S. software products industry.

Both vendors and users can benefit from the analysis of the software products—market size and growth rates, market trends and issues, and the changing competitive environment—featured in this report.

The U.S. software products market is maturing, reflected in slowing annual growth rates. The adjustment to a slower growth environment is being complicated by the requirements for increasing product complexity, global market positioning, and accelerating rates of software product obsolescence.

The content of the report addresses the following questions related to the structural changes of the software products industry.

## **What are the largest application software products markets, and what markets represent the higher growth opportunities?**

Much of the historical product development emphasis in the software products industry was on cross-industry (horizontal) solutions. Certain of these cross-industry markets now represent the larger, more mature software product sectors. However, there are still high growth market opportunities in several of the cross-industry sectors, which are identified in the report.

Industry-specific (vertical) software products markets are receiving considerable attention, particularly from the large computer systems vendors, as part of a total solutions marketing strategy. Many vertical markets represent smaller niche market segments. The larger, faster growing vertical markets, which can provide sustained longer term growth, are highlighted in the report.

## **Why will the systems software products market reflect a higher growth rate than the application software software markets in the 1990s?**

The application development tool market is projected to represent major product opportunities in the 1990s for independent software vendors, computer systems vendors, and professional services companies. The ability to develop quality software in a cost competitive manner will be a major factor for success in the software products markets of the 1990s.

CASE, image processing, and voice recognition all represent technologies in early stages of development, with large market potential over the next ten years.

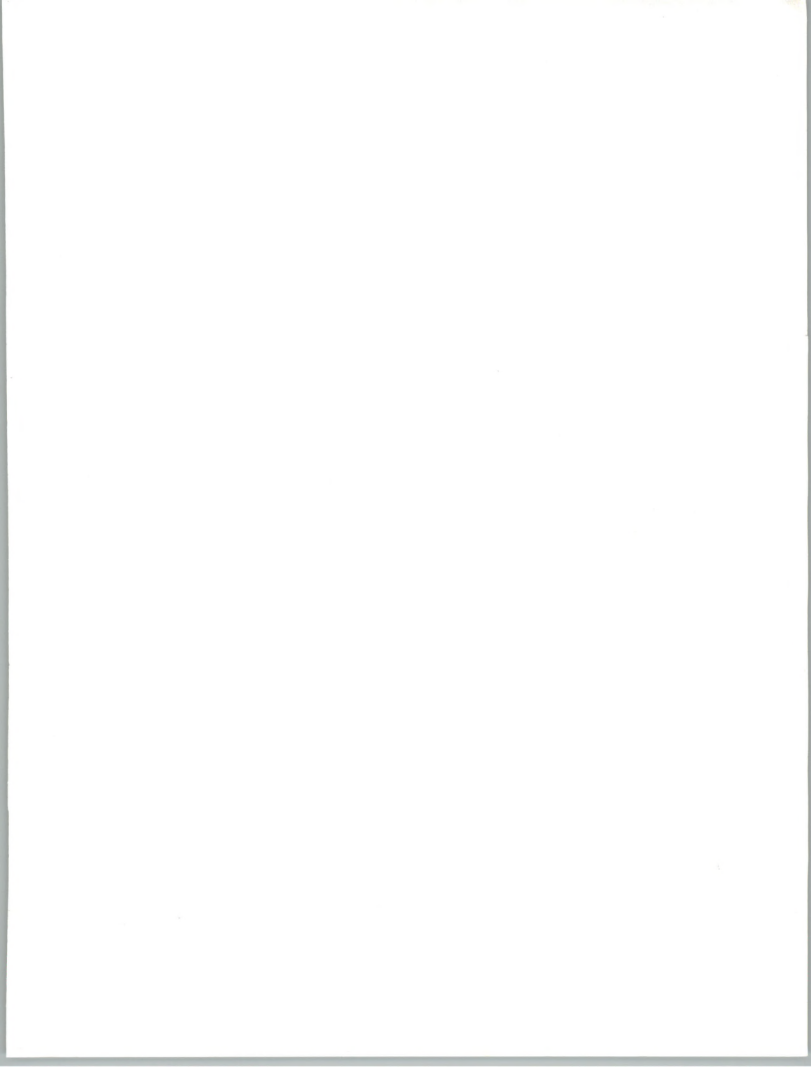
## **Why should many software products companies have formal alliance and mergers and acquisitions programs?**

The software products industry is undergoing major structural changes which will continue well into the 1990s. These relate to the maturing of particular market segments, accelerated R&D cost stemming from the increased product complexity of an integrated product requirement, and the rapid rate of change in hardware technology which is accelerating the pace of software product obsolescence.

Also, the relative performance of the high technology sectors in recent years versus the broader market indexes reflects investors' perceptions of the maturing of this industry. The ability to raise capital for both new and mature software products companies through the traditional public markets has become much more difficult since the stock market 'crash' of October 1987.

Increasingly, software company managers will be required to look to alternative methods for leveraging their technology, including marketing relationships and obtaining equity from nontraditional market sources.

In addition, the larger computer systems, professional services, and non-industry companies with strong financial and marketing capabilities are becoming much more aggressive in the software products markets. This is increasing the level of competition.



# Success in the 1990s

The report outlines approaches for both independent software developers and computer systems vendors to maximize product opportunities within this changing environment.

## *U.S. Software Products Market, 1989-1994*

### Market Size and Forecasts

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Overall market, 1989-1994</li><li>• Applications software<ul style="list-style-type: none"><li>- Overall market size and growth</li><li>- Industry-specific applications market</li><li>- Cross-industry applications market</li><li>- Leading applications software products vendors</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Systems software<ul style="list-style-type: none"><li>- Market size and growth by principal sub-delivery modes</li><li>- Leading systems software products vendors</li></ul></li><li>• Market forces</li><li>• Market opportunities</li></ul> |
|---|---|

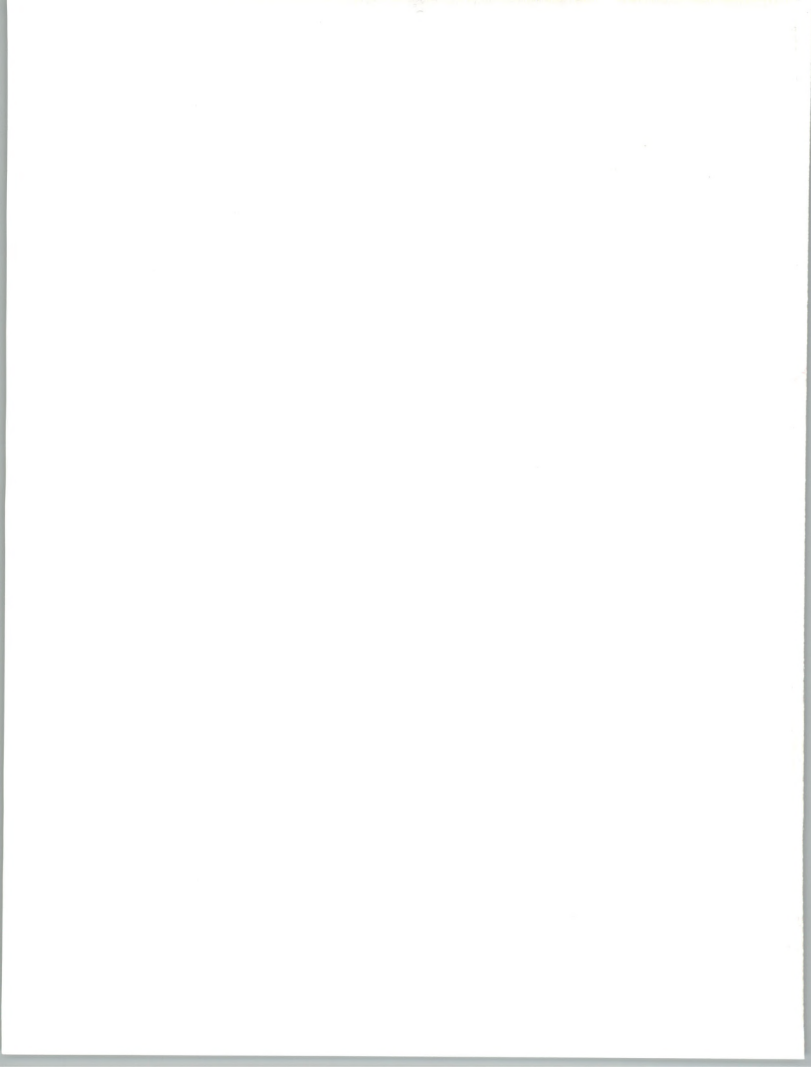
### Issues and Trends

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Software products technology/market trends<ul style="list-style-type: none"><li>- Client/server implementation</li><li>- Application development tool technology</li><li>- Voice recognition</li><li>- Image processing/document management</li><li>- Multimedia applications</li><li>- Mergers and acquisitions</li><li>- Alliances</li><li>- Standards</li><li>- Project management software</li><li>- Decision support systems/executive Information systems</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Principal software industry issues<ul style="list-style-type: none"><li>- Migration</li><li>- Standards</li><li>- Multi-platform support</li><li>- Product obsolescence</li><li>- Downsizing</li><li>- User confusion</li><li>- Return on investment (ROI)</li></ul></li></ul> |
|---|--|

### Competitive Environment

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Software markets structural change</li><li>• Competitive strategies</li></ul> | <ul style="list-style-type: none"><li>• Software company profiles</li></ul> |
|---|---|

**Call, mail, or fax  
your order to INPUT**  
at any office listed on the back of  
this brochure.



# About INPUT

INPUT provides planning information, analysis, and recommendations to managers and executives in the information processing industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

Continuous-information advisory services, proprietary research/consulting, merger/acquisition assistance, and multiclient studies are provided to users and vendors of information systems and services (software, processing services, turnkey systems, systems integration, professional services, communications, and systems/software maintenance and support).

Many of INPUT's professional staff members have more than 20 years' experience in their areas of specialization. Most have held senior management positions in operations, marketing, or planning. This expertise enables INPUT to supply practical solutions to complex business problems.

Formed as a privately held corporation in 1974, INPUT has become a leading international research and consulting firm. Clients include more than 100 of the world's largest and most technically advanced companies.

---

## INPUT OFFICES

---

### North America

#### Headquarters

1280 Villa Street  
Mountain View, CA 94041-1194  
(415) 961-3300  
Telex 171407 Fax (415) 961-3966

#### New York

959 Route 46 East, Suite 201  
Parsippany, NJ 07054  
(201) 299-6999  
Telex 134630 Fax (201) 263-8341

#### Washington, D.C.

1953 Gallows Road, Suite 560  
Vienna, VA 22182  
(703) 847-6870 Fax (703) 847-6872

### International

#### Europe

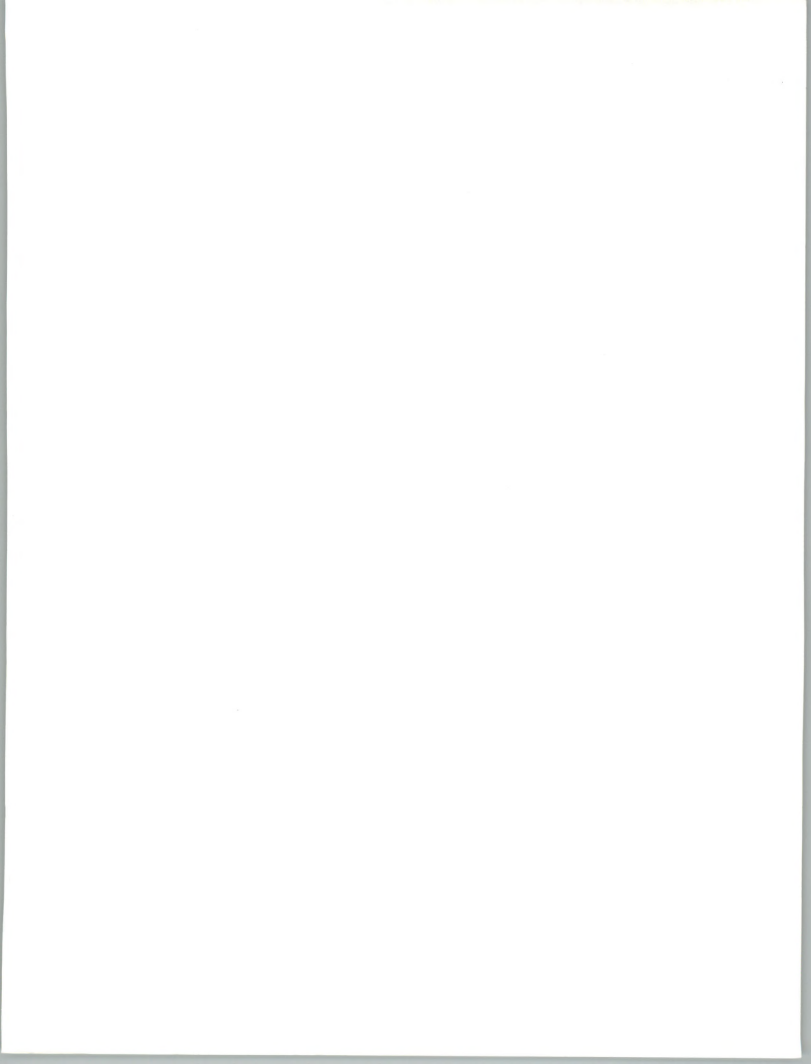
Piccadilly House  
33/37 Regent Street  
London SW1Y 4NF, England  
(01) 493-9335  
Telex 27113 Fax (01) 629-0179

#### Paris

52, boulevard de Sébastopol  
75003 Paris, France  
(33-1) 42 77 42 77 Fax (33-1) 42 77 85 82

#### Tokyo

Saida Building  
4-6, Kanda Sakuma-cho  
Chiyoda-ku, Tokyo 101, Japan  
(03) 864-0531 Fax (03) 864-4114





# INPUT®

1280 Villa Street, Mountain View, CA 94041  
415-961-3300 Fax 415-961-3966

## *Optimize software product strategy by targeting growth market opportunities*

The U.S. software products market overall growth is projected to slow modestly over the next five years as the industry continues to show signs of maturing. However, INPUT projects that this market will continue to provide strong growth opportunities in many software market sectors.

INPUT projects that the systems software products market, in particular, will provide a number of high-growth product opportunities.

The just-completed *U.S. Software Products Market, 1989-1994*, focuses on the reasons behind the slowing growth rate, identifies the product and market areas expected to provide the highest growth rate potential, and discusses strategies for maximizing growth opportunities within these software product markets.

To receive your copy of this pivotal report, please mail or fax the enclosed order form, or call INPUT at (415) 961-3300.

Best regards,



Mary A. Raymond  
Senior Consultant

# INPUT®

1280 Villa Street, Mountain View, CA 94041  
415-961-3300 Fax 415-961-3966

## *Optimize software product strategy by targeting growth market opportunities*

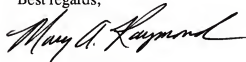
The U.S. software products market overall growth is projected to slow modestly over the next five years as the industry continues to show signs of maturing. However, INPUT projects that this market will continue to provide strong growth opportunities in many software market sectors.

INPUT projects that the systems software products market, in particular, will provide a number of high-growth product opportunities.

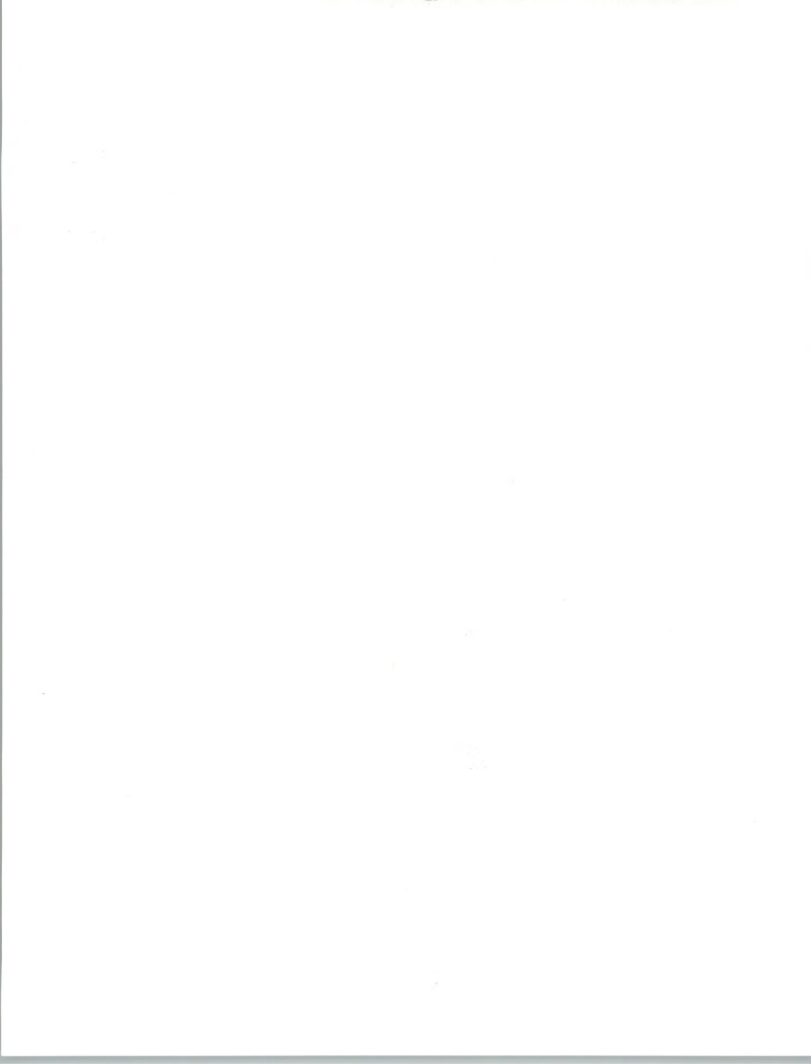
The just-completed *U.S. Software Products Market, 1989-1994*, focuses on the reasons behind the slowing growth rate, identifies the product and market areas expected to provide the highest growth rate potential, and discusses strategies for maximizing growth opportunities within these software product markets.

To receive your copy of this pivotal report, please mail or fax the enclosed order form, or call INPUT at (415) 961-3300.

Best regards,



Mary A. Raymond  
Senior Consultant



# Optimize software product strategy by targeting growth market opportunities...

Call, Mail or Fax Your Order Today

Order Form

INPUT's Research Studies

Yes!  
Please enter my  
order as described:

**U.S. Software Products Market, 1989-1994** report at  
the fee of \$3,000

SAVE \$150 if check included with order

#### TERMS OF PAYMENT

Payment in full is due within 30 days of invoice date.

- Enclosed is my check in the amount of \$ \_\_\_\_\_.
- Bill my company on purchase order number \_\_\_\_\_ in the amount of \$ \_\_\_\_\_.
- Charge \$ \_\_\_\_\_ to my American Express # \_\_\_\_\_.
- Exp. date \_\_\_\_\_ Signature \_\_\_\_\_

California clients: Please add applicable sales tax on 70% of purchase price.

Connecticut clients: Please add 8% sales tax on the total amount.

#### CONDITIONS AGREEMENT

The information provided shall be used only by the employees of and within the current corporate structure of the client and will not be disclosed to any other organization or person including parent, subsidiary, or affiliated organizations without written consent of INPUT. INPUT exercises its best efforts in preparation of the information provided under this Agreement and believes the information contained therein to be accurate. However, INPUT shall have no liability for any loss or expense that may result from incompleteness or inaccuracy of the information provided. INPUT reserves the right to change or modify the content of the program in response to changing client requirements.

## INPUT

1280 Villa Street  
Mountain View  
CA 94041  
(415) 961-3300  
Telex 171407  
Fax (415) 961-3966

Authorized By:

Organization \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_

Signature \_\_\_\_\_

Accepted By INPUT:

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_



*Inst  
MAPP*

**Optimize software product strategy through targeting growth market opportunities**

**U.S. Software Products Market, 1989-1994**

**Current and Prospective Software Vendors:**

- \* FORECAST your potential market for the next five years
- \* MAXIMIZE YOUR R&D by focusing on the higher growth product opportunities for the 1990s
- \* INCREASE YOUR MARKET SHARE by effectively restructuring your software product strategy
- \* COMPETE SUCCESSFULLY by assessing your competitor's software strategies
- \* IDENTIFY candidates for potential alliances and/or mergers and acquisitions
- \* STAY AHEAD by evaluating emerging technologies for incorporation into an integrated product strategy
- \* EVALUATE current software market issues for possible weaknesses in product positioning

**CA, Sybase,  
Ingres,  
McCormack &  
Dodge, The  
Santa Cruz  
Operation,  
and more are  
profiled in  
INPUT's  
U.S. Software  
Market Report**



## **Information that's CRUCIAL for Software Success in the 1990s**

INPUT'S **U.S. Software Products Market, 1989-1994**, forecast is based on a survey of over 500 of the larger vendors of software products and in-depth discussions with over fifty company executives on trends and issues impacting the software products industry. In addition, research results from INPUT ~~annual~~ reviews of fifteen industry-specific and seven cross-industries, based on interviews with leading vendors and end users, are incorporated into this annual study of the U.S. software products industry. +

Both vendors and users can benefit from the analysis of the software products market size and growth rates, market trends and issues and the changing competitive environment, featured in this report.

The U.S. software products market is maturing, reflected in slowing annual growth rates. The adjustment to a slower growth environment is being complicated by the requirements for increasing product complexity, global market positioning and accelerating rates of software product obsolescence.

The content of the report addresses the following questions related to the structural changes of the software products industry.

### **WHAT ARE THE LARGEST APPLICATION SOFTWARE PRODUCTS MARKETS, AND WHAT MARKETS REPRESENT THE HIGHER GROWTH OPPORTUNITIES?**

Much of the historical product development emphasis in the software products industry was on cross-industry (horizontal) solutions. Certain of these cross-industry markets now represent the larger, more mature software product sectors. However, there are still high growth market opportunities in several of the cross-industry sectors, which are identified in the report.

Industry-specific (vertical) software products markets are receiving considerable attention, particularly from the large computer systems vendors, as part of a total solutions marketing strategy. Many vertical markets represent smaller niche market segments. The larger, faster growing vertical markets, which can provide sustained longer term growth, are highlighted in the report.

### **WHY THE SYSTEMS SOFTWARE PRODUCTS MARKET WILL REFLECT A HIGHER GROWTH RATE THAN THE APPLICATION SOFTWARE PRODUCTS MARKETS IN THE 1990s?**

The application development tool market is projected to represent major product opportunities in the 1990s for independent software vendors, computer systems vendors and professional services companies. The ability to develop quality software in a cost competitive manner will be a major factor for ~~competitive~~ success in the software products markets of the 1990s. +





CASE, image processing, and voice recognition all represent technologies in early stages of development, with large market potential over the next ten years.

### WHY MANY SOFTWARE PRODUCTS COMPANIES SHOULD HAVE FORMAL ALLIANCE AND MERGERS AND ACQUISITIONS PROGRAMS?

The software products industry is undergoing major structural changes which will continue well into the 1990s. These relate to the maturing of particular market segments, accelerated R&D cost stemming from the increased product complexity of an integrated product requirement, and the rapid rate of change in hardware technology which is accelerating the pace of software product obsolescence.

*Also,*  
The ability to raise capital for both new and mature software products companies through the traditional public markets has become much more difficult since the stock market 'crash' of October 1987. *this* The relative performance of the high technology sectors in recent years versus the broader market indexes *also* reflects investors' perceptions of the maturing of *an* industry.

*obtains*  
Increasingly, software company managers will be required to look to alternative methods for leveraging their technology, including marketing relationships *as well as and* encouraging equity from non-traditional market sources.

*strong*  
In addition, the larger computer systems, professional services, and *many -* industry companies with *deep* financial pockets and *great* marketing capabilities are becoming much more aggressive in the software products markets, *which is - This is* increasing the level of competition.

The report outlines approaches for both independent software developers and computer systems vendors to maximize product opportunities within this changing industry structural environment.

#### U.S. Software Products Market, 1989-1994

##### Market Size and Forecasts

\* Overall Market, 1989-1994

\* Applications Software

Overall Market Size and Growth

Industry-Specific Applications Market

Cross-Industry Applications Market

*key and properly so whole exhibit in a separate*



<b>Leading Applications Software Products Vendors</b>
<b>* Systems Software</b>
<b>Market Size and Growth by Principal Sub-Delivery Modes</b>
<b>Leading Systems Software Products Vendors</b>
<b>* Market Forces</b>
<b>* Market Opportunities</b>
<b>Issues and Trends</b>
<b>* Software Products Technology/Market Trends</b>
<b>Client/Server Implementation</b>
<b>Application Development Tool Technology</b>
<b>Voice Recognition</b>
<b>Image Processing/Document Management</b>
<b>Multimedia Applications</b>
<b>Mergers and Acquisitions</b>
<b>Alliances</b>
<b>Standards</b>
<b>Project Management Software</b>
<b>Decision Support Systems/Executive Information Systems</b>
<b>* Principal Software Industry Issues</b>
<b>Migration</b>
<b>Standards</b>
<b>Multi-platform Support</b>
<b>Product Obsolescence</b>
<b>Downsizing</b>



<b>User Confusion</b>
<b>Return on Investment (ROI)</b>
<b>Competitive Environment</b>
<b>Software Markets Structural Change</b>
<b>Competitive Strategies</b>
<b>Software Company Profiles</b>

<b>TOTAL SOFTWARE PRODUCTS EXPENDITURES, 1989-1994</b>
--

(The above exhibit is from Exhibit II-3 in the U.S. Software Products Report, 1989-1994



**Optimize software product strategy through targeting growth market opportunities**

**U.S. Software Products Market, 1989-1994**

**Current and Prospective Software Vendors:**

- FORECAST your potential market for the next five years ~~efficiently~~ x
- MAXIMIZE YOUR R&D by focusing on the higher growth product opportunities for the 1990s
- INCREASE YOUR MARKET SHARE by effectively restructuring your software product strategy
- COMPETE SUCCESSFULLY by assessing your competitor's software strategies
- IDENTIFY candidates for potential alliances and/or mergers and acquisitions
- STAY AHEAD by evaluating emerging technologies for incorporation into an integrated product strategy
- EVALUATE current software market issues for possible weaknesses in product positioning

CA, Sybase,  
Ingres,  
McCormack &  
Dodge, The  
Santa Cruz  
Operation,  
and more are  
profiled in  
INPUT's  
U.S. Software Products  
Market report.





**Products, 1989-**

**1994 Report**



## Information that's CRUCIAL for Software Success in the 1990s

INPUTS U.S. Software Products Market, 1989-1994, forecast is based on a ~~revenue~~ survey of over 500 of the larger vendors of software products and in-depth discussions with over fifty company executives on trends and issues impacting the software products industry. ~~Several hundred smaller company revenue estimates were derived from INPUT's extensive files on the information services industry.~~ In addition, research results from INPUT annual reviews of fifteen industry-specific and seven cross-industries, based on ~~extensive~~ interviews with ~~both~~ leading vendors and end users, are incorporated into this annual study of the U.S. software products industry. +

Both vendors and users can benefit from the analysis of the software products market size and growth rates, market trends and issues and the changing competitive environment, featured in this report.

The U.S. software products market is maturing, reflected in slowing annual growth rates. The adjustment to a slower growth environment is being complicated by the requirements for increasing product complexity, global market positioning and accelerating rates of software product obsolescence.

The content of the report addresses the following questions related to the structural changes of the software products industry.

### WHAT ARE THE LARGEST APPLICATION SOFTWARE PRODUCTS MARKETS, AND WHAT MARKETS REPRESENT THE HIGHER GROWTH OPPORTUNITIES?

Much of the historical product development emphasis in the software products industry was on cross-industry (horizontal) solutions. Certain of these cross-industry markets now represent the larger, more mature software product sectors. However, there are still high ~~o~~ growth market opportunities in several of the cross-industry sectors, which are identified in the report. x

Industry-specific (vertical) software products markets are receiving considerable attention, particularly from the large computer systems vendors, as part of a total solutions marketing strategy. Many vertical markets represent smaller niche market segments. The larger, faster growing vertical markets, which can provide sustained longer term growth, are highlighted in the report.

### WHY THE SYSTEMS SOFTWARE PRODUCTS MARKET WILL REFLECT A HIGHER GROWTH RATE THAN THE APPLICATION SOFTWARE PRODUCTS MARKETS IN THE 1990s?

The application development tool market is projected to represent major product opportunities in the 1990s for independent software vendors, computer systems vendors and professional services companies. The ability to develop quality



software in a cost competitive manner will be a major factor for competitive success in the software products markets of the 1990s.

CASE, image processing, and voice recognition all represent technologies in early stages of development, with large market potential over the next ~~many~~ <sup>few</sup> years.

#### WHY MANY SOFTWARE PRODUCTS COMPANIES SHOULD HAVE FORMAL ALLIANCE AND MERGERS AND ACQUISITIONS PROGRAMS?

The software products industry is undergoing major structural changes which will continue well into the 1990s. These relate to the maturing of particular market segments, accelerated R&D cost stemming from the increased product complexity of an integrated product requirement, and the rapid ~~phase~~ <sup>rate</sup> of change in hardware technology which is accelerating the pace of software product obsolescence.

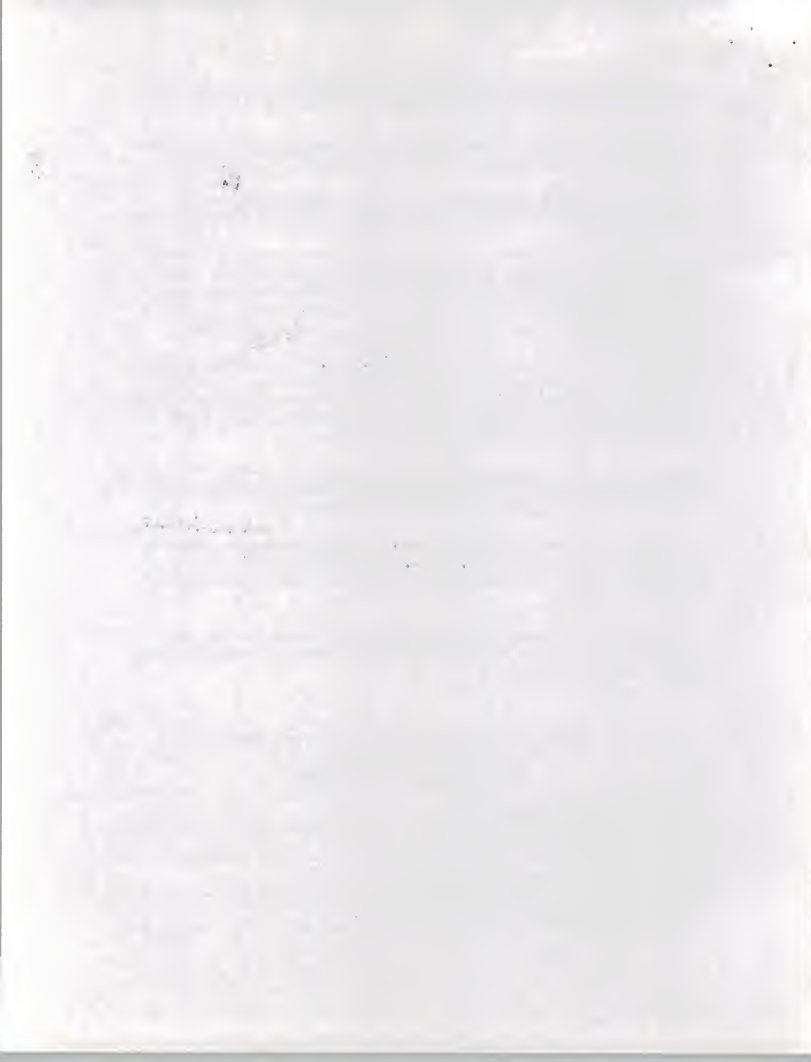
The ability to raise capital for both new ~~and~~ <sup>and</sup> ~~as well as more~~ mature software products companies through the traditional public markets has become much more difficult since the stock market crash of October 1987. The relative performance of the high technology sectors in recent years versus the broader market indexes also reflects investors' perceptions of the maturing of an industry.

Increasingly, software company managers will be required to look to alternative methods for leveraging their technology, including marketing relationships as well as encouraging equity from non-traditional capital ~~market~~ sources.

In addition, the larger computer systems ~~and~~ <sup>and non-industry</sup> professional services companies with deep ~~of~~ financial pockets and ~~much greater~~ marketing capabilities are becoming much more aggressive in the software products markets, which is increasing the level of competition.

The report outlines approaches for both independent software developers and computer systems vendors to maximize product opportunities within this changing industry structural environment.

<b>U.S. Software Products Market, 1989-1994</b>
<b>Market Size and Forecasts</b>
<b>* Overall Market, 1989-1994</b>
<b>* Applications Software</b>
<b>Overall Market Size and Growth</b>
<b>Industry-Specific Applications Markets</b>



<b>Cross-Industry Applications Market 3</b>
<b>Leading Applications Software Products Vendors</b>
<b>* Systems Software</b>
<b>Market Size and Growth by Principal Sub-Delivery Modes</b>
<b>Leading Systems Software Products Vendors</b>
<b>* Market Forces</b>
<b>* Market Opportunities</b>
<b>Issues and Trends</b>
<b>* Software Products Technology/Market Trends</b>
<b>Client/Server Implementation</b>
<b>Application Development Tool Technology</b>
<b>Voice Recognition</b>
<b>Image Processing/Document Management</b>
<b>Multimedia Applications</b>
<b>Mergers and Acquisitions</b>
<b>Alliances</b>
<b>Standards</b>
<b>Project Management Software</b>
<b>Decision Support Systems/Executive Information Systems</b>
<b>* Principal Software Industry Issues</b>
<b>Migration</b>
<b>Standards</b>
<b>Multi-platform Support</b>
<b>Product Obsolescence</b>





<b>Downsizing</b>
-------------------

<b>User Confusion</b>
-----------------------

<b>Return on Investment (ROI)</b>
-----------------------------------

Competitive Environment
-------------------------

**\* Software Markets Structural Change**

**\* Competitive Strategies**

<b>* Software Company Profiles</b>
------------------------------------

<b>TOTAL SOFTWARE PRODUCTS EXPENDITURES, 1989-1994</b>
--

(The above exhibit is from Exhibit II-3 in the U.S. Software Products Report, 1989-1994



**Optimize software product strategy through targeting growth market opportunities**

The U.S. Software Products market overall growth is projected to slow modestly over the next five years as the industry continues to show signs of maturing. However, INPUT projects that this market will continue to provide strong growth opportunities relative to both the broader industrial markets and the general information services markets.

INPUT's projects that the systems software products market, in particular, will provide a number of high growth product opportunities.

The just-completed U.S. Software Products Market, 1989-1994, focuses on the reasons behind the slowing growth rate, identifies the product and market areas expected to provide the highest growth rate potential, and discusses strategies for maximizing growth opportunities within these software product markets.

To receive your copy of this pivotal report, please mail or fax the enclosed order form, or call INPUT at (415) 961-3300.

Best regards,

Mary A. Raymond  
Senior Consultant



## Optimize software product strategy through targeting growth market opportunities...

### *U.S. Software Products Market, 1989-1994*

#### Current and Prospective Software Vendors:

- FORECAST your potential market for the next five years
- MAXIMIZE YOUR R&D by focusing on the higher growth product opportunities for the 1990s
- INCREASE YOUR MARKET SHARE by effectively restructuring your software product strategy
- COMPETE SUCCESSFULLY by assessing your competitor's software strategies
- IDENTIFY candidates for potential alliances and/or mergers and acquisitions
- STAY AHEAD by evaluating emerging technologies for incorporation into an integrated product strategy
- EVALUATE current software market issues for possible weaknesses in product positioning

CA, Sybase, Ingres,  
McCormack & Dodge,  
The Santa Cruz  
Operation, and more...  
are profiled in INPUT's  
*U.S. Software Market*  
report

# Information That's CRUCIAL for Software

INPUT'S *U.S. Software Products Market, 1989-1994* forecast is based on a survey of over 500 of the larger vendors of software products and in-depth discussions with over fifty company executives on trends and issues impacting the software products industry. In addition, research results from INPUT reviews of fifteen industry-specific and seven cross-industry markets, based on interviews with leading vendors and end users, are incorporated into this annual study of the U.S. software products industry.

Both vendors and users can benefit from the analysis of the software products—market size and growth rates, market trends and issues, and the changing competitive environment—featured in this report.

The U.S. software products market is maturing, reflected in slowing annual growth rates. The adjustment to a slower growth environment is being complicated by the requirements for increasing product complexity, global market positioning, and accelerating rates of software product obsolescence.

The content of the report addresses the following questions related to the structural changes of the software products industry.

## **What are the largest application software products markets, and what markets represent the higher growth opportunities?**

Much of the historical product development emphasis in the software products industry was on cross-industry (horizontal) solutions. Certain of these cross-industry markets now represent the larger, more mature software product sectors. However, there are still high growth market opportunities in several of the cross-industry sectors, which are identified in the report.

Industry-specific (vertical) software products markets are receiving considerable attention, particularly from the large computer systems vendors, as part of a total solutions marketing strategy. Many vertical markets represent smaller niche market segments. The larger, faster growing vertical markets, which can provide sustained longer term growth, are highlighted in the report.

## **Why will the systems software products market reflect a higher growth rate than the application software software markets in the 1990s?**

The application development tool market is projected to represent major product opportunities in the 1990s for independent software vendors, computer systems vendors, and professional services companies. The ability to develop quality software in a cost competitive manner will be a major factor for success in the software products markets of the 1990s.

CASE, image processing, and voice recognition all represent technologies in early stages of development, with large market potential over the next ten years.

## **Why should many software products companies have formal alliance and mergers and acquisitions programs?**

The software products industry is undergoing major structural changes which will continue well into the 1990s. These relate to the maturing of particular market segments, accelerated R&D cost stemming from the increased product complexity of an integrated product requirement, and the rapid rate of change in hardware technology which is accelerating the pace of software product obsolescence.

Also, the relative performance of the high technology sectors in recent years versus the broader market indexes reflects investors' perceptions of the maturing of this industry. The ability to raise capital for both new and mature software products companies through the traditional public markets has become much more difficult since the stock market 'crash' of October 1987.

Increasingly, software company managers will be required to look to alternative methods for leveraging their technology, including marketing relationships and obtaining equity from nontraditional market sources.

In addition, the larger computer systems, professional services, and non-industry companies with strong financial and marketing capabilities are becoming much more aggressive in the software products markets. This is increasing the level of competition.

## Success in the 1990s

The report outlines approaches for both independent software developers and computer systems vendors to maximize product opportunities within this changing environment.

### *U.S. Software Products Market, 1989-1994*

#### Market Size and Forecasts

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Overall market, 1989-1994</li> <li>• Applications software               <ul style="list-style-type: none"> <li>- Overall market size and growth</li> <li>- Industry-specific applications market</li> <li>- Cross-industry applications market</li> <li>- Leading applications software products vendors</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Systems software               <ul style="list-style-type: none"> <li>- Market size and growth by principal sub-delivery modes</li> <li>- Leading systems software products vendors</li> </ul> </li> <li>• Market forces</li> <li>• Market opportunities</li> </ul> |
|---|--|

#### Issues and Trends

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Software products technology/market trends               <ul style="list-style-type: none"> <li>- Client/server implementation</li> <li>- Application development tool technology</li> <li>- Voice recognition</li> <li>- Image processing/document management</li> <li>- Multimedia applications</li> <li>- Mergers and acquisitions</li> <li>- Alliances</li> <li>- Standards</li> <li>- Project management software</li> <li>- Decision support systems/executive information systems</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Principal software industry issues               <ul style="list-style-type: none"> <li>- Migration</li> <li>- Standards</li> <li>- Multi-platform support</li> <li>- Product obsolescence</li> <li>- Downsizing</li> <li>- User confusion</li> <li>- Return on investment (ROI)</li> </ul> </li> </ul> |
|--|--|

#### Competitive Environment

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Software markets structural change</li> <li>• Competitive strategies</li> </ul> | <ul style="list-style-type: none"> <li>• Software company profiles</li> </ul> |
|--|---|

**Call, mail, or fax  
your order to INPUT**  
at any office listed on the back of  
this brochure.

# About INPUT

INPUT provides planning information, analysis, and recommendations to managers and executives in the information processing industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

Continuous-information advisory services, proprietary research/consulting, merger/acquisition assistance, and multiclient studies are provided to users and vendors of information systems and services (software, processing services, turnkey systems, systems integration, professional services, communications, and systems/software maintenance and support).

Many of INPUT's professional staff members have more than 20 years' experience in their areas of specialization. Most have held senior management positions in operations, marketing, or planning. This expertise enables INPUT to supply practical solutions to complex business problems.

Formed as a privately held corporation in 1974, INPUT has become a leading international research and consulting firm. Clients include more than 100 of the world's largest and most technically advanced companies.

---

## INPUT OFFICES

---

### North America

#### Headquarters

1280 Villa Street  
Mountain View, CA 94041-1194  
(415) 961-3300  
Telex 171407 Fax (415) 961-3966

#### New York

959 Route 46 East, Suite 201  
Parsippany, NJ 07054  
(201) 299-6999  
Telex 134630 Fax (201) 263-8341

#### Washington, D.C.

1953 Gallows Road, Suite 560  
Vienna, VA 22182  
(703) 847-6870 Fax (703) 847-6872

### International

#### Europe

Piccadilly House  
33/37 Regent Street  
London SW1Y 4NF, England  
(01) 493-9335  
Telex 27113 Fax (01) 629-0179

#### Paris

52, boulevard de Sébastopol  
75003 Paris, France  
(33-1) 42 77 42 77 Fax (33-1) 42 77 85 82

#### Tokyo

Saida Building  
4-6, Kanda Sakuma-cho  
Chiyoda-ku, Tokyo 101, Japan  
(03) 864-0531 Fax (03) 864-4114