

The Long Island area: Although thought of primarily as a suburban environment, this part of the state is a growing high-technology center serving such markets as defense, telecommunications, and computers. Located in the 1200 square mile area are prime defense contractors, large manufacturers in the communications, computers, and instruments industries, numerous publishing firms, eleven technical laboratories, and over 20 colleges and universities.

The Buffalo/Rochester area: This area has undergone significant change in recent years, which has propelled services to outdistance manufacturing as the major economic force in the region. Increasingly important in the area are high technology and research facilities (e.g., the Western N.Y. Technology Development Center, and the R & D facilities of Kodak and Xerox), and over 30 institutions of higher education are located in the multi-county region.

4. GUIDELINES FOR STRATEGIC DECISION-MAKING IN THE SOFTWARE INDUSTRY

Canadian developers of computer software who wish to enter or expand their business in the U.S. marketplace must determine the optimal strategy for doing business in such a rapidly changing industry environment. More particularly: **"How do executives make strategic decisions in industries where the rate of technological and competitive change is so extreme that market information is often unavailable or obsolete, where strategic windows are opening and shutting quickly, and where the cost of error is involuntary exit?"** This question is posed by two authors studying strategic decision-making in the microcomputer industry [1, p. 816].

Based upon personal interviews with corporate executives, Bourgeois and Eisenhardt generate a number of guidelines for managers of computer-related establishments. For example, they find that in high velocity environments, which is certainly characteristic of the computer industry, successful executives deal with their extremely uncertain world by structuring it--by employing a thorough, analytical process; by carefully searching for strategic alternatives; and by being capable of articulating the goals of the establishments. Moreover, the more innovative and risky the set of strategic alternatives examined and chosen, the better the financial performance of the establishment. Finally, the authors find that the shorter the time frame in which strategic decisions are made, the better the performance of the establishment. The overall lessons advanced by the authors are, in their words, "apparent paradoxes: **Plan carefully and analytically, but**