

strategy for a software firm is to "define itself broadly in terms of the needs that it satisfies, not in terms of any one particular product" [3, p. 208]. **This requires the knack of partitioning the market into appropriate, homogeneous submarkets (or segments) to maximize market penetration.** As suggested in Figure 1, these industry segments may be as broad as educational and scientific software, government users, home computers, software for small businesses/home offices, and systems for large corporations. It is occasionally convenient to differentiate the market according to specific geographical regions, such as the telephone calling areas identified in Figure 2. A major challenge for the software developer, therefore, is to examine the changing market conditions in New York State within the context of market or geographical segments, and to plan accordingly.

Kenneth G. Hardy offers some suggestions to business executives of small and medium-sized Canadian firms about doing business in the United States [5]. According to his findings, of all of the factors that can work against effective marketing in the U.S., the most important are related to deficient management skills. In particular, he finds poor marketing skills to include inadequate targeting of customers and market segments, inadequate market research to determine a competitive pricing structure, little information on competitive products and companies, and ineffective distribution systems.

To address these deficiencies in marketing strategy, Hardy sets forth several recommendations based upon the experiences of Canadian firms that have been successful in selling south of the international border. **First, Canadian firms that are successful in exporting to the U.S. search out niche markets** where increased specialization can oftentimes protect the firm from direct competition. Once these niches have been identified, the firms tend to emphasize product characteristics over price competitiveness as the more important asset to exploit. **Second, he emphasizes the important reality that, while the U.S. marketplace is large and generally unrestricted to international competition, it is also composed of many distinctly different regional submarkets,** and the Canadian businessperson must be cognizant of such diversity. **He also stresses the importance of attending trade shows.** Such fairs offer attendees the opportunity to examine products and services of suppliers, engage in comparison shopping, see demonstrations of new product, exhibit new products, determine needs of various industry groups, contact reps or agents, and become known in the industry.

To become informed about the major trends and key competitors in the New York State marketplace, the most likely first step is to attend a computer trade