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# Soft•letter

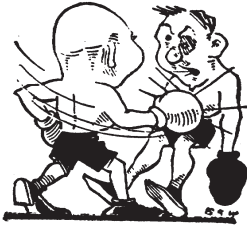
BUSINESS INSIGHTS FOR SOFTWARE DEVELOPERS & PUBLISHERS

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*Extensive industry layoffs make Revenue Per Employee numbers look better than they are by pounding on employee jobs.  
See pages 4 & 5.*

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## Summary Results from the Softletter Lead Generation, Management, and Conversion to Sales Survey, Part I of IV

The Softletter Lead Generation, Management, and Conversion to Sales Survey was launched in June and closed at the end of August. The Allegiance online system ([www.allegiance.com](http://www.allegiance.com)) was used to generate and manage this survey. The purpose of this survey was to develop a comprehensive analysis of how software companies generate, manage, and convert their leads to actionable sales opportunities. *Softletter* believes this is the first and only type of survey ever created in the software industry focusing on these key metrics.

This survey asked respondents to answer 30 detailed questions that provided us with an accurate snapshot of current lead processes and management. The survey recorded 101 valid responses, with 30 respondents stating their title was CEO, president, founder, or variant thereof, 19 vice president of marketing, three vice president of sales, and the remainder a variety of director level titles in both sales and marketing. Throughout this report numbers of particular interest have been **bolded**.

## Company Profiles

Development stage of your company?	%
No significant customer revenue	3%
Privately owned, privately funded	66%
Privately owned, venture funded	22%
Public	9%

Current gross revenue	%
Under \$1 million	20%
\$1 to \$5 million	39%
\$6 to \$10 million	15%
\$11 to \$50 million	17%
\$51 to \$100 million	1%
\$100 million +	9%

*continued on page three*

## Ten Tips for Using Body Language for More Effective Presentations, Part I of II

By Sharon Sayler, MBA, Author, *What Your Body Says*

*Sharon Sayler is a well known expert in the field of using body language and breathing techniques to sharpen and enhance presentations skills. Her just released book, **What Your Body Says**, is highly recommended to anyone who spends time in front of audiences and wants to improve their communication skills and technique. But people in high-tech often present in non-traditional environments such as webinars and desktop video presentations. We asked Sharon to discuss how to apply the skills she teaches when presenting in these venues.*

### When Presenting at Webinars

1. First, remember that words are only a small part of communication. The most influential parts of communication are your nonverbals. And one of the biggest obstacles to communication when the audience can't see you is filling the air with *um, ah, uh, and you know*. Verbal pauses are distracting and muddle what you are trying to say because the audience sees you searching for the next words. Meaningless extra syllables or words make you look less intelligent. Your message will be more effective once you eliminate them. To do so, you must practice breathing techniques to eliminate these presentation tics.

When you run out of oxygen and your brain starts feeding unintelligible words to your mouth, stop talking and start breathing. Working to eliminate the verbal pause may feel uncomfortable at first. However, the number of times you use it will decrease the more you practice. Practice often means saying a verbal pause and noticing that you did it. If you catch yourself doing it less often, then you are making progress. Eventually, the silent pause will replace the verbal pause. Remember, you don't have to fill every minute of airtime with noise.

2. To help accelerate the above process, coach yourself from the third point of view. Use a smartphone with video capture capabilities to film yourself presenting or during a practice session and study it. Key to success in teaching yourself to learn how to pause and breathe naturally is not to say a catechism. Barak Obama's extensive use of a teleprompter is an example of the limitations of this approach; off the teleprompter, the President tends to fill the air with "uhs" and "you knows."
3. When practicing your breathing, begin to incorporate the use of hand gestures into your presentations; this will help you create, control, and manage natural pauses in your presentation.
4. Remember that people can **hear** a smile or a gesture during a webinar. During webinars, the speaker(s) will often tend to hunch over a desk/computer, leading the voice to become softer and throatier. To prevent this, make sure the presenter sits straight up on their chair during a presentation and six inches away from the back; this will help fight the tendency to slump as the session continues.

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<b>Primary market sector?</b>	<b>%</b>
Desktop/retail	11%
Mobile applications	2%
OEM	5%
<b>On premise, client/server</b>	<b>31%</b>
<b>SaaS (Software as a Service)</b>	<b>51%</b>

## Lead Generation

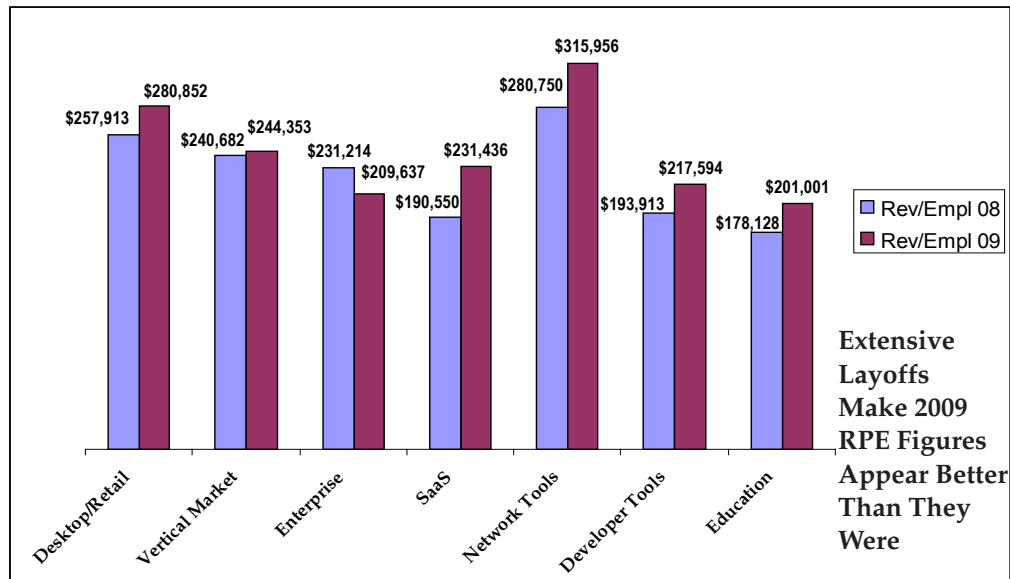
<b>What is your primary source of marketing leads?</b> (For the purposes of this survey, a marketing lead is defined as a contact or company that has expressed interest in your company's products or services, but <b>HAS NOT</b> been qualified as being ready to buy based on such criteria as having the budget to purchase, having the authority to make a purchase, discussed a particular need to solve a problem, or indicates a timeline to purchase. This is sometimes referred to as <b>BANT</b> )	<b>%</b>
<b>Indirect marketing (PPC, E-mail campaigns, print/web advertising, SEO, social systems, etc)</b>	<b>80%</b>
A dedicated telemarketing group	4%
Cold calling by our salesgroup	9%
Other, please specify (significant answers included "strong brand," "seminars/presentations," and referrals (3)).	7%

While we expected indirect marketing to be the predominant method of lead generation, we were a bit surprised at how dominant this methodology is among software companies.

<b>What types of marketing lead generation programs do you use?</b> (Please pick all that apply)	<b>%</b>
<b>Indirect marketing (PPC, E-mail campaigns, print/web advertising, SEO, social systems, etc)</b>	<b>93%</b>
A dedicated telemarketing group	25%
<b>Cold calling by our salesgroup</b>	<b>48%</b>
Other, please specify (significant answers included "referrals (5), "seminars (2), and "tradeshows" (2))	15%

<b>What operations group in your company has the primary responsibility for generating new marketing leads?</b>	<b>%</b>
Sales	14%
<b>Marketing</b>	<b>66%</b>
Upper management (CxO), VP of X, etc)	17%
External outsourcing group	2%
Other, please specify	1%

*continued on page six*



## Benchmarks: Revenue Per Employee, 2009

Revenue per employee is a highly watched metrics because a high RPE number generally denotes financial strength. However, this number can be deceiving in many circumstances; in tough times, it's possible to boost RPE through the expedient of making sure you have less employees; this dynamic was at work at such firms as AutoDesk, which in 2009 laid off 10% of its employees. Similar situations were in place at McAfee, Symantec, Citrix, Scientific Learning, etc. This leads to our 2009 RPE figures looking better than they really are. But a company can only play the layoff game so long before it becomes clear that the firms's financial health is poorer than its RPE metrics indicate.

Microsoft and Google continue to lead these benchmarks, but Microsoft continues to display the wounds from the Vista failure, with RPE dropping from 2008's \$663,956 to 2009's \$656,596, a 2% drop (it might have been worse but Microsoft implemented its own series of layoffs). In the 2008 RPE analysis, we stated that "2009's Microsoft numbers will be a departure from its sterling record to date" and this forecast has been born out.

Google's slight slippage is representative of the economy's hard times and continuing recession. And speaking of the recession, last year we stated in *Softletter* that the record of stimulus packages in battling economic recessions has been poor. The record continues to **remain** poor, and the U.S. economy increasingly resembles the Jimmy Carter era of the late 70s. A Washington shakeup in current approaches to encouraging economic growth is clearly needed; it will be interesting to see what changes the November 2010 mid-term elections bring.

Looking at the categories individually, notable winners in 2009 were Desktop Applications (+8%), SaaS (+19%), Education(+11%) and Developer Tools (+11%). But drill down into each category (with the exception of SaaS) and layoffs play a major role in RPE metrics. As noted, Scientific Learning laid off 14% of its workforce, Intuit 4%, and Symantec 5% to 8% (estimated); the company went to lengths to avoid providing actual numbers.

# The Benchmark 50: Revenue Per Employee, 2009

	Revenues (000)			Rev. Per Emp.			Avg. '07-'09
	2007	2008	2009	2007	2008	2009	
<b>Microsoft</b>	\$51,122,000	\$60,420,000	\$58,437,000	\$647,114	\$663,956	\$656,596	\$655,888
<b>Google</b>	\$16,593,986	\$21,795,550	\$23,650,563	\$987,443	\$1,077,814	\$1,192,365	\$1,085,874
<b>Desktop Applications</b>				<b>\$315,013</b>	<b>\$257,913</b>	<b>\$280,852</b>	<b>\$284,593</b>
Adobe	\$3,157,881	\$3,579,889	\$2,945,853	\$519,218	\$488,056	\$340,168	\$449,147
Corel	\$250,480	\$268,230	*	\$225,658	\$257,913	*	\$241,786
Intuit	\$2,672,947	\$3,070,974	\$3,182,537	\$325,969	\$374,509	\$408,018	\$369,499
Smith Micro	\$73,377	\$98,424	\$107,279	\$326,120	\$274,162	\$220,739	\$273,673
Symantec	\$5,199,366	\$5,874,419	\$6,150,000	\$304,056	\$337,610	\$353,448	\$331,705
Bitstream	\$23,610	\$24,008	\$21,489	\$352,507	\$250,083	\$221,536	\$274,709
Nuance Commo. (Scansoft)	\$602,000	\$868,500	\$950,400	\$79,961	\$142,377	\$163,862	\$128,733
<b>Vertical Market Applications</b>				<b>\$235,835</b>	<b>\$240,682</b>	<b>\$244,353</b>	<b>\$240,290</b>
Ansys	\$385,340	\$478,339	\$516,885	\$939,854	\$273,337	\$323,053	\$512,081
Autodesk	\$1,839,800	\$2,171,900	\$2,315,200	\$355,930	\$278,449	\$340,471	\$324,950
Unica	\$102,243	\$121,131	\$100,618	\$204,078	\$233,393	\$228,677	\$222,049
Allscripts	\$281,908	\$383,771	\$548,439	\$244,076	\$161,997	\$225,881	\$210,651
Advent	\$215,303	\$264,832	\$259,508	\$227,593	\$247,970	\$260,028	\$245,197
Micros	\$785,727	\$954,184	\$911,847	\$180,213	\$206,578	\$191,685	\$192,825
<b>Enterprise Applications</b>				<b>\$201,732</b>	<b>\$231,214</b>	<b>\$209,637</b>	<b>\$214,194</b>
Sapient	\$565,989	\$687,488	\$666,678	\$91,039	\$109,125	\$94,537	\$98,234
SPSS	\$291,000	\$302,913	*	\$233,547	\$296,103	*	\$264,825
Manhattan Associates	\$337,401	\$337,201	\$246,667	\$150,558	\$161,805	\$135,606	\$149,323
Concur Technologies	\$115,996	\$215,491	\$247,596	\$201,732	\$231,214	\$225,087	\$219,344
Pegasystems	\$161,949	\$211,647	\$264,013	\$246,498	\$256,542	\$245,365	\$249,468
Lawson	\$750,388	\$851,926	\$757,328	\$197,471	\$230,250	\$194,187	\$207,302
Open Text	\$595,664	\$725,532	\$785,665	\$220,290	\$248,896	\$230,333	\$233,173
<b>SaaS</b>				<b>\$200,739</b>	<b>\$190,550</b>	<b>\$231,436</b>	<b>\$207,575</b>
Blackbaud	\$257,038	\$302,495	\$309,338	\$155,310	\$153,007	\$158,148	\$155,488
Callidus	\$101,657	\$107,181	\$81,058	\$266,118	\$252,785	\$285,415	\$268,106
Omniure	\$143,127	\$295,613	*	\$200,739	\$248,623	*	\$224,681
salesforce.com	\$497,098	\$748,700	\$1,076,769	\$328,783	\$209,955	\$271,295	\$270,011
RightNow Technologies	\$112,077	\$140,435	\$152,687	\$163,378	\$190,550	\$191,577	\$181,835
Savvis	\$793,833	\$857,041	\$874,414	\$355,501	\$21,164	\$403,514	\$260,060
Vocus	\$58,076	\$79,383	\$84,579	\$170,311	\$171,454	\$163,280	\$168,348
<b>Network Tools</b>				<b>\$281,516</b>	<b>\$280,750</b>	<b>\$315,956</b>	<b>\$292,741</b>
Novell	\$932,499	\$956,513	\$862,185	\$227,439	\$239,128	\$239,496	\$235,354
Citrix Systems	\$1,391,942	\$1,583,354	\$1,614,088	\$301,286	\$314,158	\$335,151	\$316,865
McAfee (Network Associates)	\$1,308,220	\$1,600,065	\$1,927,332	\$307,816	\$285,726	\$315,956	\$303,166
iPass	\$191,732	\$191,368	\$171,377	\$380,421	\$376,709	\$440,558	\$399,229
VMWare	\$1,325,811	\$1,881,027	\$2,023,937	\$265,162	\$280,750	\$285,062	\$276,991
NetScout	\$102,472	\$168,956	\$267,604	\$281,516	\$134,749	\$338,311	\$251,525
Quest Software	\$630,981	\$735,377	\$695,236	\$188,578	\$211,498	\$206,608	\$202,228
<b>Developer Tools</b>				<b>\$252,159</b>	<b>\$193,913</b>	<b>\$217,594</b>	<b>\$221,222</b>
Magic Software	580,400	\$620,000	\$550,400	*	*	\$1,386,398	\$1,386,398
Red Hat	\$400,624	\$523,016	\$652,572	\$222,569	\$186,791	\$203,929	\$204,430
Sybase	\$1,025,530	\$1,131,930	\$1,170,569	\$252,159	\$283,337	\$306,512	\$280,669
Progress Software	\$493,500	\$515,560	\$494,137	\$296,931	\$267,684	\$271,355	\$278,657
Pervasive Software	\$40,783	\$42,467	\$47,218	\$162,084	\$193,913	\$217,594	\$191,197
TigerLogic Corp.	\$18,744	\$19,772	\$16,252	\$495,000	\$193,843	\$165,837	\$284,893
MicroFocus	\$268,781	\$172,027				\$196,214	\$196,214
<b>Education</b>				<b>\$145,067</b>	<b>\$178,128</b>	<b>\$201,001</b>	<b>\$174,732</b>
Apollo Group	\$2,723,793	\$3,140,931	\$3,974,202	\$74,792	\$177,094	\$184,726	\$145,537
Renaissance Learning	\$107,932	\$115,223	\$121,513	\$101,919	\$116,978	\$136,839	\$118,578
Scientific Learning	\$46,053	\$47,754	\$55,288	\$214,200	\$214,143	\$275,065	\$234,469
Skillssoft	\$225,172	\$281,228	\$328,494	\$225,397	\$250,203	\$302,759	\$259,453
Saba Software	\$99,867	\$107,777	\$102,821	\$174,288	\$186,789	\$171,941	\$177,673
SumTotalSystems	\$121,924	\$126,646	*	\$76,031	\$146,543	*	\$111,287
Plato Learning	\$69,632	\$68,401	\$65,183	\$145,067	\$178,128	\$217,277	\$180,157
<b>All companies (median)</b>	<b>\$314,201</b>	<b>\$360,486</b>	<b>548,439</b>	<b>\$227,593</b>	<b>\$233,393</b>	<b>\$231,436</b>	<b>\$240,290</b>

Note: "Years" may not correspond to company fiscal years. Individual firms are averages; segments are medians. \* 2009 filings not yet available.

<b>What indirect marketing programs does your company find most effective in generating marketing leads?</b>					
	<b>Very Effective</b>	<b>Moderately Effective</b>	<b>Moderately Ineffective</b>	<b>Very Ineffective</b>	<b>Not used</b>
<b>Email campaigns</b>	13%	55%	18%	5%	9%
<b>Direct (snail) Mail</b>	1%	14%	18%	15%	52%
<b>Advertising - Print</b>	0%	12%	17%	23%	47%
<b>Advertising - Web Ads/ Banners</b>	1%	26%	31%	18%	23%
<b>Trade Shows</b>	6%	38%	23%	13%	19%
<b>Virtual Trade Shows</b>	3%	11%	9%	11%	66%
<b>Webinars/ Videonars</b>	19%	45%	12%	3%	20%
<b>Telemarketing</b>	2%	33%	17%	7%	40%
<b>Pay Per Click</b>	19%	24%	24%	5%	27%
<b>E-mail Newsletters</b>	10%	40%	21%	4%	24%
<b>Customer Concern Surveys</b>	8%	18%	16%	7%	51%
<b>SEO (search engine optimization)</b>	17%	49%	19%	3%	11%
<b>Social Media Systems (Linked-In, Facebook, Twitter, etc)</b>	9%	27%	22%	14%	27%
<b>White Papers</b>	18%	29%	23%	7%	22%
<b>Other (please specify. Significant answer included "Networking and sponsorships")</b>	2%	3%	3%	1%	91%

Virtual Trade Shows are a newcomer to our marketing measurement metrics and we were curious to see how software firms would rate them. While a plurality of respondents aren't that impressed, usage is too low to reach any firm conclusions at this time.



**Second Quarter M&A License Public Peer Group Analysis**

Ticker	Company	Market Enterprise			Trailing Twelve Month		Forward		TTM Multiples		Forward Multiples			
		Price	Value	Value	Sales	1	EPS	Sales	EPS	EV/S	EV/EBITDA	P/E	EV/S	P/E
ADBE	Adobe Systems, Inc.	32.4	17,080	15,510	3,020.0	982.3	0.67	4,070.0	2.11	5.14 x	15.79 x	48.42	3.81 x	15.37
DOX	Amdocs Limited	28.1	5,800	4,360	2,870.0	589.5	1.60	3,230.0	2.46	1.52 x	7.40 x	17.56	1.35 x	11.42
ADSK	Autodesk, Inc.	28.5	6,540	5,250	1,760.0	285.8	0.54	2,050.0	1.49	2.98 x	18.37 x	52.78	2.56 x	19.13
BMC	BMC Software, Inc.	37.4	6,790	5,610	1,910.0	621.8	2.17	2,130.0	3.11	2.94 x	9.02 x	17.24	2.63 x	12.03
CA	CA, Inc.	20.3	10,440	9,040	4,350.0	1,630.0	1.47	4,720.0	2.05	2.08 x	5.55 x	13.82	1.92 x	9.91
CSCO	Cisco Systems, Inc.	23.3	133,010	106,130	37,740.0	10,260.0	1.18	45,880.0	1.79	2.81 x	10.34 x	19.74	2.31 x	13.01
CTXS	Citrix Systems, Inc.	45.1	8,370	7,480	1,660.0	370.5	1.24	1,960.0	2.14	4.51 x	20.19 x	36.35	3.82 x	21.07
CPWR	Compuware Corp.	8.7	1,960	1,710	982.2	87.2	0.60	1,020.0	0.55	1.74 x	9.14 x	14.48	1.68 x	15.80
ERTS	Electronic Arts, Inc.	16.0	5,280	3,400	3,650.0	(358.0)	(2.08)	4,010.0	0.86	0.93 x	nm	nm	0.85 x	18.62
EMC	EMC Corporation	19.2	39,490	34,400	14,770.0	2,640.0	0.61	18,300.0	1.37	2.33 x	13.03 x	31.49	1.88 x	14.02
EPIQ	EPIQ Systems, Inc.	12.2	448	441	233.6	51.6	0.35	268.7	0.88	1.89 x	8.56 x	34.94	1.64 x	13.90
FISV	Fiserv, Inc.	48.8	7,440	10,150	4,060.0	1,240.0	3.19	4,290.0	4.42	2.50 x	7.15 x	15.28	2.37 x	11.03
MCK	McKesson Corp	70.7	19,180	17,170	180,700.0	2,400.0	4.63	115,660.0	5.30	0.10 x	16.22 x	nm	0.15 x	13.33
MENT	Mentor Graphics	9.4	1,010	1,080	789.5	66.6	(0.32)	932.4	0.86	1.37 x	7.62 x	13.64	1.16 x	10.95
MSFT	Microsoft Corp	26.3	230,660	192,290	59,540.0	25,250.0	1.93	67,140.0	2.31	3.23 x	7.63 x	16.35	2.86 x	11.39
MSTR	MicroStrategy, Inc.	78.1	921	647	390.9	84.8	4.78	452.0	5.27	1.66 x	9.29 x	40.45	1.43 x	14.83
OTEX	Open Text Corp.	40.1	2,270	2,250	875.3	242.3	0.99	976.9	3.30	2.57 x	12.45 x	nm	2.30 x	12.14
OPWV	Openwave Systems,	2.2	188	65	187.6	5.2	(0.08)	181.3	0.06	0.34 x	nm	nm	0.36 x	37.33
ORCL	Oracle Corp.	23.2	116,340	112,120	24,180.0	11,290.0	1.12	34,670.0	1.88	4.64 x	9.93 x	20.70	3.23 x	12.33
QADI	QAD, Inc.	4.9	153	115	211.1	16.3	0.09	221.0	0.19	0.54 x	7.05 x	54.33	0.52 x	25.74
QSFT	Quest Software, Inc.	19.6	1,750	1,370	700.8	154.0	0.82	758.1	1.44	1.95 x	8.89 x	23.88	1.81 x	13.60
RNWK	RealNetworks, Inc	3.4	461	103	550.1	(18.0)	(1.48)	395.7	(0.14)	0.19 x	nm	nm	0.26 x	nm
SYMC	Symantec Corp.	15.1	12,040	10,350	5,980.0	1,790.0	0.87	6,630.0	1.65	1.73 x	5.78 x	17.32	1.56 x	9.13
TIBX	Tibco Software, Inc.	12.0	1,990	1,650	643.5	138.4	0.39	740.6	0.75	2.56 x	11.92 x	30.67	2.23 x	15.95
TSS	Total System Services	14.8	2,910	2,550	1,690.0	484.1	1.12	1,800.0	1.06	1.51 x	5.27 x	13.18	1.42 x	13.92
UNCA	Unica Corporation	10.6	226	187	105.4	6.7	0.03	135.7	0.57	1.78 x	28.08 x	352.00	1.38 x	18.53
		Min	153	65	105	(358)	(2.08)	136	(0.14)	0.10 x	5.27 x	13.18 x	0.15 x	9.13 x
		Max	230,660	192,290	180,700	25,250	4.78	115,660	5.30	5.14 x	28.08 x	352.00 x	3.82 x	37.33 x
		Average	24,336	20,978	13,598	2,323	1.02	12,409	1.84	2.14 x	10.95 x	40.90 x	1.83 x	15.38 x
		Median	5,540	3,880	1,725	328	0.85	2,005	1.57	1.92 x	9.08 x	20.22 x	1.74 x	13.90 x

\*nm (not meaningful) for multiples over 100x or negative  
 \*\* figures are in U.S. dollars

## Body Language Resources

- **Body Language Card App** ([www.sixvoices.com](http://www.sixvoices.com)): Mobile application uses video “cards” to reinforce good body language skills. Cards are also available as physical decks. (These days, there’s an app for everything.)
- **Bifaloo.com** ([www.blifaloo.com/info/lying-resources.php](http://www.blifaloo.com/info/lying-resources.php)): Intriguing site with games, puzzles, mind extenders; has interesting section on body language.
- **Kinesics** ([www.kinesics.com](http://www.kinesics.com)): Site dedicated to kinesics, a body language methodology developed in the 70’s; regarded as one of the most effective approaches to the practice.
- **eHow** ([www.ehow.com/videos-on\\_5431\\_read-body-language.html](http://www.ehow.com/videos-on_5431_read-body-language.html)): Site provides a series of free online videos you can watch on analysing body language in various situations.
- **What Your Body Says** ([www.whatyourbodysays.com](http://www.whatyourbodysays.com)): Website for book of the same name. Offers free resources and a 90-day free trial for paid access to web community.

**THE NEW YORK TIMES ON MICROSOFT AND RUSSIA’S WAR AGAINST SOFTWARE PIRACY:** “Microsoft announced sweeping changes on Monday to ensure that the authorities in Russia and elsewhere do not use crackdowns on software piracy as an excuse to suppress advocacy or opposition groups, effectively prohibiting its lawyers from taking part in such cases.” (Quoted in *The New York Times*, 09/13/2010)

**EDOCUMENT MARKETING VP RONALD ARDEN ON SOFTWARE, SAAS, AND EULAS:** “I was listening to This Week in Tech (TWit) earlier this week as Leo Laporte and crew were discussing a recent ruling by the US Court of Appeals for the 9th Circuit. The case was *VERNOR v. AUTODESK, INC.* and involved Timothy Vernor trying to resell used copies of AutoCAD on eBay. Vernor claimed that he had the right to resell the software since he was the rightful owner. Autodesk maintained that their EULA (End User License Agreement) prevented him from doing so. The court ruled that according to the EULA, no one can resell the software even though they have legitimately purchased it. The AutoCAD EULA says that you purchase the software with a license to use it and it is non-transferable.

I am not going to debate whether this is fair or reasonable, but it got me thinking about Software as a Service (SaaS). The court ruling applied to shrink-wrapped software. Most of us probably assume that if we purchase software, then we own it. Most EULAs state that the company is not selling it to us, but licensing the software to use.... So if I don’t own the software and I can’t resell it, why am I purchasing it in the first place? It’s like buying a car and telling me that I don’t own it and can’t resell it. If that’s the case, I’m better off renting and paying a lower price. Whether or not they intend it, the shrink-wrapped software companies are moving me to SaaS.” (Quoted on <http://edocumentsciences.com/category/blog>, 08/31/2010)

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