HANS PETER BECH

5,460 MILES FROM SILICON VALLEY

THE IN-DEPTH CASE STUDY OF WHAT BECAME MICROSOFT'S FIRST BILLION DOLLAR ACQUISITION OUTSIDE THE USA

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The In-depth Case Study of What Became Microsoft's First Billion Dollar Acquisition outside the USA

The story of Brdr. Damgaard Data:
Erik and Preben Damgaard establish their software company in 1984, embark on a strategic partnership with IBM in 1994 (only to dissolve it 4 years later), list their company on the Copenhagen Stock Exchange in 1999, merge with Navision Software in 2000 and are eventually acquired by Microsoft in 2002.

English translation by
Sinéad Quirke Køngerskov

5,460 Miles from Silicon Valley
The In-depth Case Study of What Became Microsoft's First Billion Dollar Acquisition outside the USA
(Original Danish title: Fra Damgaard til Microsoft)

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To Sue, Maria and Daniel

Indhold

Foreword by Preben Damgaard

I have been asked quite often, over the years, whether I would be willing to contribute to a book about the experiences my brother Erik and I had while creating and developing Damgaard Data into an international IT company.

A book about Damgaard Data can hardly avoid focusing on both myself and my brother Erik, which personally I don't think is all that interesting. An attitude that I am sure is shared by my brother. I worked closely with the book's author, Hans Peter Bech, in Damgaard Data for many years and, therefore, I was positive and accommodating when he first told me about his project. And I have to admit, I was also sceptical. However, the more he elaborated on his thoughts, the more positive I became. Scepticism had now been replaced by curiosity. Hans Peter wanted to emphasise the technological, pioneering work so characteristic of the time he wanted to chronicle. Just as he wanted to share the stories of – not just the Damgaard brothers – but also the many talented, committed and witty people who helped create Damgaard Data. Colleagues and partners, many of whom are now life-long friends, and without whom Damgaard Data would never have been as successful as it was. Unlike previous inquiries about book projects, he didn't want to write a book about Preben and Erik alone. He wanted to write a book about a company. He wanted to write about Damgaard Data.

That is a story to which I am happy to contribute. Not for my own or my brother's sake, but for the many colleagues who put so much work and energy into creating something together over the years. And also because Damgaard Data was the first entrepreneurial project in which I was involved. A project that, for me, lasted almost 20 years. Since then, I have been involved in a variety of start-ups, and hopefully Hans Peter's book and the story of Damgaard Data can prevent others from making

the same mistakes that we did. This biography may even inspire or motivate others to start their own business.

Thus – just like previous colleagues, partners, customers, suppliers, board members and so on – I have contributed with how I remember my time in Damgaard Data; our victories, defeats, triumphs, challenges, struggles and, not least, the funny moments.

With his impressive research, extensive fact-checking and use of both written and oral sources, Hans Peter relates his story of Damgaard Data.

Some may find the book a little nerdy, but entrepreneurship appeals to a very special kind of person. For me, personally, the book has been a trip and a look down memory lane. Hans Peter's biography has reminded me of many encounters, events and experiences that I still hold dear. In Damgaard Data, we not only learned how to develop, market and sell our software to customers throughout the Western world; we also learned about life, about the satisfaction that comes from creating something and the joy that emanates from achieving results with others. A joy I personally have felt privileged to have been involved in at such an early stage in my life.

I am grateful for all the work that Hans Peter has put into this book. His level of detail has enabled me to relive an amazing time. And it has reminded me of why I enjoy developing businesses and working with young entrepreneurs to this day.

Preben Damgaard
Holte, August 2017

Author's foreword

The inspiration to write a book about Damgaard Data arose after a conversation with Preben Damgaard in early 2014. In connection with preparing a series of courses held on behalf of Sabanci University in Istanbul for top managers within the Turkish software industry, I wanted to use Damgaard Data as an example of how a company from a small country can achieve huge results in just a few years.

My chat with Preben took a little longer than expected as I could feel both his great desire and need to tell his story. In the weeks that followed, my thoughts continued to return to our conversation. Slowly the idea of writing Damgaard Data's biography was formed.

A biography about the company and not just a portrait of the brothers, Erik[1] and Preben Damgaard. Though, naturally, they would come to play vital roles in the book. I contacted Preben again to see if he and Erik agreed with my idea. They did, and in April 2014 we met to discuss the terms; their involvement as primary sources and access to material that they no doubt had kept from the company. They agreed with those stipulations and the work began in earnest.

As early as the first interview it became clear that the memories of what had happened so many years previously differed greatly. Some could recall in detail events which, it later turned out, they hadn't been part of. Others gave very different accounts of episodes in which they had been instrumental. It quickly became evident that successes have many fathers and mothers, while failures are largely orphans. However, as more and more details were unearthed, the questions I posed to my sources became more and more accurate – I could now relate their inconsisten-

1 Erik Damgaard has been somewhat portrayed in Birgitte Erhardsen's two books: *Milliardærklubben* [*The Billionaire's Club*] (Gyldendal, 2009) and *Erik Damgaard – Rigdommens pris* [*Erik Damgaard – The Price of Wealth*] (Gyldendal, 2012).

cies to the other sources. It was a tremendous help for the memories of most, but it didn't eliminate all the situations where there were completely different perceptions of what had passed. I haven't evaluated who told the "true" version. Therefore, I have chosen to refer to the different perceptions in a number of cases. It is difficult for even the best of us to remember the exact times of past events – and with good reason. Fortunately, I had Preben Damgaard's personal notebooks to support me. Moreover, internal staff papers and documents, and newspaper and journal articles covering the entire period helped to determine what took place when. Getting the chronology in place has been instrumental in determining the quality of a large number of statements from the over 100 interviews that were carried out. Many episodes often presuppose each other.

When the project started, I was not aware of the role that the competitor PC&C, who changed its name to Navision Software in 1995, actually contributed to Damgaard Data's view of themselves. Once that became clear, I felt it necessary to dive into their story, too. The two companies merged in December 2000, but they had already meant a lot to each other as early as the 1980s. Thus, this book is also a partial Navision Software biography, despite that not being the original intention.

Damgaard Data was a software company that navigated in an industry where development in the years from 1984 to 2002, which is the period covered in this book, happened at high speed. It is not possible to understand the company's history without having a clear insight into the development that was known as Electronic Data Processing (EDP) in the 1980s, and which later changed its name to Information Technology (IT). The book, therefore, contains a number of professional terms and sections in the hope that it will enable the reader to understand both the technical and industrial reality to which the company was subject. Readers already familiar with this can easily skim over such passages. At the back of the book is a glossary and an index, which the reader can turn to if any doubts regarding the definition and meaning of any professional expressions arise.

The story of Damgaard Data is an attempt at digging deep; going behind the results, illustrating the difficulties, the coincidences, the strokes of genius, the problems and what we so flippantly call the challenges. Some will certainly find the biography of Damgaard Data detailed, and some will also believe that reading it requires a technical prerequisite. But reality is detailed, and there are relationships that cannot be understood without having first comprehended their circumstances. This book about Damgaard Data is for those who would like to delve deeper and gain an understanding of what business success can look like on the inside.

It is also an account of how to create a success without stepping on other people. In my opinion, the founders of both Damgaard Data and Navision Software deserve a great deal of respect for the way in which they ran their businesses. They behaved properly. Despite being businessmen through and through and having to terminate contracts and fire employees, it was done with respect and decency. As the book shows, there were dismissals of both employees and litigation claims for compensation, but that was the exception, not the rule. I myself worked for Damgaard Data in the period from December 1997 to June 2001, when it became Damgaard, NavisionDamgaard and later Navision. I saw first-hand how the company was run. I experienced a management making great strides to behave properly and treat everyone with decency and fairness. A brief summary of my own story can be found after the epilogue.

To finish, let me emphasise that the biography of Damgaard Data is not the recipe for success. Such a recipe doesn't exist. There are certainly elements, which you can take and learn from, but even when two people cook with the same ingredients, they rarely produce the same dish.
Business success requires diligence, talent and luck. Diligence can be present from day one, but talent is relatively unknown until unforeseen challenges have to be faced. Luck is encountered along the way.

In the case of Damgaard Data, both Erik and Preben were extremely diligent, and their first stroke of luck was Erik discovering his talent for software development so early on. And he probably wouldn't have uncovered that talent had he not taken the initiative to study in the USA.

Preben's talent for management was first discovered many years later, but it was instrumental in bringing the company into the big league. They experienced luck many times along the way, but they experienced misfortune many more times. Business luck is a function of the initiatives taken, combined with the ability to quickly bounce back from mistakes and misfortune. Once you have read the book, I think you will know what I mean.

Happy reading!

Hans Peter Bech
Hillerød, August 2017

CHAPTER 1

AFTER MICROSOFT

Preben leaves Microsoft

When Preben Damgaard returns from work on Friday, 20th June 2003, no one is home. He carries the presents he received at his farewell reception at Microsoft in Vedbæk, north of Copenhagen, into the kitchen and takes a deep breath. The silence in the house is almost deafening. It's a nice day, so he brews a cup of coffee, sits out on the terrace, puts his legs up on the fence and looks out over Furesø Lake. The final chapter has now definitely been closed on the story that began when he and his brother, Erik, had the idea to develop a financial management program for micro-computers in 1983. A program that was better than HERA-SOFT, which the master carpenter Helmuth Rasmussen from Gundsømagle, north of Roskilde, had had so much success with. Twenty hectic years that almost cost him his life. From the age of 20 until now, almost age 40, he has been the managing director of his and his brother's business. A myriad of memories, people and experiences are behind him, and only a vast abyss lies ahead. What is he supposed to do now? He takes a sip of coffee as he looks over at the houses on the other side of the lake. They are so far away that he cannot see any signs of life, despite there being people at home on this lovely Friday afternoon.

The twenty amazing years with Damgaard Data were primarily due to working with a lot of inspiring people, particularly his brother, Erik. To work every day with a brother you have always known, and have absolute confidence in, is a gift. They complemented each other nicely. There were, of course, disagreements, but they had a joint project and a common interest. And they respected each other's skills. But Preben is also thinking of all the other people who were just as passionate for the Damgaard project as they themselves were. They translated all the resistance, all the problems and all the regrets into what business jargon calls "challenges". That's how it is. Big solutions require big problems. Big solutions to small problems don't exist. It feels great to do the impossible and give your fellow players a high-five. For Preben, the value of life is found in being together, interacting and cooperating with other people, and he has had all this in abundance every single day for the past twenty years.

He had actually been looking forward to working for Microsoft, where he had been responsible for the marketing of all Business Solutions' products in Europe, the Middle East and Africa after his company had been acquired by the software giant. And he must have been doing something right, because after less than a year, they had offered him the responsibility of an even greater business area. It was only when his wife, Charlotte, asked him why he wanted to spend so much of his energy on a company that wasn't his own that he had actually thought about it. He'd had to admit that although the job title of "Vice President, EMEA[2] operations" sounded nice and included thousands of employees and billions in revenue on paper, it was nothing compared to being the top executive of his own business, despite it being on a smaller scale. The vice presidency didn't include a seat at Microsoft's strategic management table; his job had primarily had an internal focus. Not to mention that having a great love of PowerPoint presentations was necessary for thriving there. As were the insane number of days spent travelling. The new job he had been offered would require even more days on the road, leaving even less time for family and domestic responsibilities.

2 Europe, Middle East and Africa.

Upon accepting the job at Microsoft after the acquisition, he'd had to take a 50 per cent cut in salary, but that didn't matter so much when a nice little sum ending in million was deposited into his account in his holding company.

After reviewing his options with Charlotte, he decided to politely decline the new job offer and indeed any other job as an employee in a company that wasn't his own.

While taking his last sip of coffee, his thoughts drift to how privileged he has been and, of course, still is. What would have happened if Erik hadn't gone to the USA to study in 1983? If he hadn't seen the software program from HERA-SOFT immediately after his return, and if they hadn't purchased a stand at the Kontor&Data[3]exhibition at the Bella Center in 1984?

But that's all in the past now. The last shares in Navision have been sold or exchanged for shares in Microsoft. He is, in principle, unemployed. And despite not having to sign on at a job centre, he now has to figure out where he will find new content – workwise – for his life again. Invitations for positions on boards in a few listed companies are already piling up, so maybe he should take a look at them. At any rate, there's more time to spend with family, and what better way to start than with a good, long summer holiday. He'll just have to wait and see what comes along then.

Erik leaves Microsoft

On 15th April 2004, an SAS flight takes off from Seattle-Tacoma International Airport heading for Copenhagen. In the fore of the cabin sits Erik Damgaard. Looking out of the window, he notes that the pilot is making a right turn over Mercer Island. Soon, he will be able to see Redmond, where Microsoft's headquarters are located, and where he has been endeavouring to get a key role in the development of the company's financial management software products for the past year. It has certainly not gone as hoped. Indeed, the merger with their competitor, Navision

3 Kontor&Data [Office&Data] at the Bella Center in Copenhagen was the largest IT fair in Denmark during the 1980s and 1990s.

Software, at the end of 2000 to which he and his brother Preben had agreed, hadn't been his dream scenario. The merger, which had undoubtedly been a major financial success, had been a disappointment for him in all other areas.

When Microsoft bought out the entire shop in May 2002, he knew the days of the Damgaard adventure were finally over. But he had hoped to be able to play a role at the top of the world's largest software company.

He had been delighted that Microsoft had quickly closed Navision's overly-ambitious Jamaica project, which, he knew, once he had become aware of it after the merger, didn't have a chance of survival. But so great was his disappointment when, after arriving at Microsoft's headquarters, he discovered that Great Plains Software, which Microsoft had purchased at the end of 2000 – and which in practice was the company that had bought Navision – had their own answer to a new financial system. He had observed the development of the system for a few months and couldn't see how it could ever get airborne. There were too many technicians and too few practitioners on the project. It would take far too long before specific applications could be identified for the technology. He tried to offer his input, but nobody would listen. When asked to design a report generator for the new product, codenamed Green, he equated it with being asked to design a bathroom for a building without yet knowing whether it was to be a single-family house or a 50-storey hotel.

He then moved on to the Magellan project, to develop a new financial system for very small businesses. He didn't feel at home here either. To have influence in Microsoft meant being a manager with responsibility for a lot of employees. That was the last thing he wanted. Maybe he should have realised that Microsoft was likely to have even more bureaucracy than Navision after the merger of Damgaard and Navision Software. At least he knew it now, so it didn't make sense to linger. Due to the way in which things had developed, he had lost his motivation. In fact, after the merger with Navision Software it had become increasingly difficult to go to the office on a daily basis and more enticing to leave early. If nothing else, the last twelve months had only confirmed what he had experienced over the last few years in Damgaard: he was not designed for large organisations. Politics and bureaucracy didn't suit his nature. Creating

vast, complicated software products that required planning, coordination and involved many people didn't suit him either.

Even before the merger with Navision Software, Damgaard had grown too large for him. But Axapta was a sublime product. Had he been able to carve out a niche with a handful of skilled developers, they could undoubtedly have made a new international version of the successful Concorde C5.

That wasn't to be the case. What was he supposed to do now? He hadn't asked himself that question once during the twenty years that had passed since he had returned home from studying in the USA in 1983, having discovered that software development was one of the most fun activities in the world. It had taken him six months to develop Danmax, which he and Preben had then presented at the Kontor&Data expo in autumn 1984. It had been an instant success. And when – just two years later – he presented Concorde, in collaboration with Morten Gregersen and Jens Riis, they had nearly brought the house down. In 1991 came XAL; in 1995, Concorde C5 and in 1998, Axapta. During all those years there had always been a list of possibilities and things to do. A list that grew larger than the time he had available. The question of what he was supposed to do had always been about declining something, so he could have the time to accomplish his own ideas.

When he compared Damgaard to Microsoft, he was proud of what he had achieved working with a handful of skilled software developers. Had Damgaard been in the USA, the opportunities would have looked quite different. With half of the world's market on its doorstep, Damgaard would have been in a position to buy out Great Plains Software, not the other way around.

Since Microsoft bought Navision, their plans for the future had become clear. Plans he was convinced wouldn't amount to anything. There were too many chefs and too few cooks on the projects, but there might just be an opportunity for him among the products that Microsoft didn't want to continue in the long run? He'd have to investigate that once he'd returned home.

His thoughts are interrupted by a stewardess, passing with the drinks cart. The chat begins to flow among the family who, after a year in the USA, are also looking forward to coming home to Denmark again. The past is over and the future can easily wait a few weeks.

CHAPTER 4

THE IT INDUSTRY AD 1984

EDP becomes IT

There is already rapid development within IT by the time the two young Damgaard brothers are preparing their entry into the market. However, the brothers are (fortunately?) totally unaware of this.

Actually, it wasn't even called IT back then. Rather it was known as EDP – Electronic Data Processing. In the 1990s, the term EDP disappears in favour of the term IT for Information Technology.

In the early 1980s, IT equipment and software are divided into three main categories: mainframes, minicomputers and microcomputers.

Mainframes

IBM, Control Data Corporation (CDC), Sperry, Siemens Computer Systems, General Electric, Honeywell, NCR, ICL, Burroughs and a number of other major businesses develop and produce computer systems called "mainframes".

Mainframes were large computer systems that required rooms, designed specifically with raised floors to both conceal the many cables and maintain a constant temperature. Servicing also required specially trained staff, and work was often done in a three-shift operation so as to optimise the use of the system. The picture shows a Cyber installation from the company Control Data Corporation.

Mainframes are big and – for the time – powerful computers, and with prices from one million dollars and upwards, also ludicrously expensive. The programs (software) for mainframes are typically bespoke for the individual customer and, therefore, also cost millions of dollars. Only the largest businesses with many customers and many transactions or public companies with many routine tasks can justify purchasing and operating mainframe-based IT systems.

Much of the work for mainframes such as batch jobs, which can be run at any time of the day, thus keeping the expensive computer fully occupied, is planned and carried out by specially trained technicians. To service small and medium-sized enterprises with IT services, service centres, which purchase and operate large, mainframe-based systems, are set up whereby customers only pay for the capacity they actually use. Typically, the service works by customers sending in their data on forms, after which the service centre inputs the data and a few days later, the results are returned as lists and pre-printed forms.

The interactive and online use of computers that we know of today, where we each have our own screen, tablet or smartphone with direct access, begin to gain popularity in the early 1980s. Developing, establishing and running interactive programs for mainframes is astonishingly expensive, and the terminals themselves – the screens and keyboards – are costly. In 1984, an IBM 3179G terminal is introduced at a price of about 3,000 USD, which equates to approximately 6,000 USD today (2017). Without a connection to the mainframe, which is facilitated via a separate communications server, the terminal can't do anything and is, therefore, often called a "dumb" terminal.

Service centres lay the early foundation for the development of software to handle tasks that are generally identical in all businesses. For example, almost every business pays its employees, records customer information, sends invoices, tracks inventory, pays suppliers and charges their customers money for not paying on time. Every business also likes to keep an eye on the state of its financial situation at the end of the month.

When the Damgaard brothers enter the market in 1984, German SAP[6] opens its first office abroad, in Biel, Switzerland. SAP, today the world's largest provider of financial systems for large enterprises, had been operating since 1972 and employed 163 employees. The then software, SAP R/2, ran exclusively on IBM mainframes and had no customers outside of the German-speaking countries.

6 SAP is an abbreviation for Systems, Applications and Products in data processing.

From today's perspective, minicomputers were not exactly mini, but compared to mainframes, they were significantly smaller systems. Moreover, installing a minicomputer was less demanding and whereas many mainframes needed water cooling systems, too, minicomputers were all air-cooled. Shown is a minicomputer system from Norsk Data.

Minicomputers

Companies such as Regnecentralen, Nixdorf, Norsk Data, Olivetti, Christian Rovsing A/S (which filed for bankruptcy in August 1984), Digital Equipment Corporation, Prime Computers and Data General, developed so-called minicomputers in the 1970s. With prices starting at a couple of hundred thousand dollars, they are far cheaper than the bulky mainframes, but they're not as powerful. Nevertheless, they earn huge success in specialist areas such as technical calculations and financial analyses. Large and medium-sized enterprises are particularly interested in minicomputers and, in the early 1980s, both service bureaus and mainframe manufacturers are threatened by them to the extent that a few years later, most of them have gone out of business or have been bought over.

Minicomputers are, however, still too expensive for very small businesses and there is nonetheless a need for user-friendly and inexpensive software to cope with everyday tasks such as financial and administrative office work.

Microcomputers

Technological developments within IT are greatly accelerated by the US space programme. High quality, highly reliable and compact computers are needed for sending a man to the moon and back again, all while keeping him alive and in good condition.

For the first time, in the early 1970s, an entire computer was integrated successfully on a small silicon plate (a microprocessor). It is given the nerdy name 8080 and is developed by Intel. The computer's operating system, known as CP/M, is developed by a small American company, Digital Research. With an Intel 8080, you can build a complete single-user computer system with a keyboard, monitor, two floppy disk drives and a printer for a retail price of around 8,000 USD.

A Commodore microcomputer with the CP/M operating system and a single 5¼" floppy disk drive.

In 1974, one of Intel's development engineers establishes his own company under the name Zilog Inc. It then develops the Z80 microprocessor, which is bit-compatible with the 8080s. Zilog gives other manufacturers of electronics licence to produce their processor, thereby creating a much greater production capacity than Zilog is capable of under its own roof. At the same time, this creates a price war, driving the price down and the quantity up. The Z80 is, in many ways, a better processor than the 8080 and, thus, it is widely distributed. Indeed, both the technology

and business models around the Z80 and CP/M are the starting point for another acceleration in the IT industry.

The Intel 8080 and Z80 technology have a critical limitation: an 8-bit processor. In practice, it means that the programs for the computer can't take up too much memory. The programs for the CP/M systems are, therefore, quite primitive but, on the other hand, they are far cheaper than the solutions based on mainframes and minicomputers. And from the beginning of the 1980s, microcomputers also gain ground in Denmark.

An IBM Personal Computer (PC) with two 5¼" diskette drives and the PC-DOS operating system from Microsoft. The first model, launched in August 1981, is named 5150.

The Personal Computer

IBM is the first to market with a microcomputer that has a 16-bit processor. It dubs the machine "Personal Computer" (PC). IBM wasn't the first to use the moniker Personal Computer, but due to the commercial success of the product concept, the name becomes associated with IBM for the next 30 years. With a 16-bit processor, bigger programs with more functions can be developed.

The operating system doesn't come directly from IBM, but from the completely unknown company, Microsoft. However, the overall system faces two fundamental challenges when it launches in autumn 1981. Firstly, a usable system costs about 20,000 USD and, secondly, there is no application software. A Personal Computer without applications only evokes excitement among a few IT-savvy enthusiasts, and despite the situation changing dramatically later, it will be some years before it really gets going.

Despite IBM's superior technology, Z80 and CP/M-based systems, which cost about half as much and have many available software packages, are allowed to survive for the time being. This is due in part to the fact that it takes IBM a few years to become aware of the potential of the personal computer.

IBM first introduces its new PC in Denmark on 18th January 1983.

CHAPTER 5

THE START

Kontor&Data 1984

When Kontor&Data (Denmark's largest exhibition of office furniture, EDP equipment and software) opens its doors at the Bella Center, in Copenhagen, on 3rd October 1984, Preben and Erik Damgaard are ready in their nine square metre stand. Every bit of furniture, right down to the red woollen rug, comes from Preben's room at their parents' house on Solbærvænget. He has written a few pages about the new financial management system, describing the most important features and benefits, and he has made enough copies for passers-by to take one home. He has also made small cards on which visitors can leave their names and phone numbers to be contacted after the fair.

They each have their computers with them. Erik has set his up with the screen facing out to the aisle where the many visitors walk by. When someone asks for a demonstration, other passers-by become curious, stop and peer over their shoulders. Their product demonstrations often attract a gaggle of people. During the breaks, or when Preben demonstrates on his own, Erik continues programming the system, after which the fresh changes are immediately transferred to the demo-machine.

Maxisoft has to change its name

At another stand in the Bella Center, their first reseller, Havidan, is also presenting the new Maxisoft, which the easy-to-use financial system for bookkeepers in small businesses has been named. Many visitors are referred from their stand to the Damgaard brothers to hear more.

One of the very early versions of Danmax on 5¼" floppy disks. The program was contained on one disk while user data could be saved onto the other (Photo Bob Hansen).

The competing product from HERA-DATA is represented at the exhibition, too. It is available in two versions, one of which is called Maxi. As some of the visitors at the fair ask Erik and Preben if Maxisoft is based on HERA-DATA's program, they quickly realise they have to find a different name.

The exhibition is an undeniable success. Roughly 40 customers place orders for the system, and two companies, in addition to Havidan, want to resell Maxisoft.

The product is delivered in a number of modules, which can be purchased individually:

- General ledger (800 USD)
- Accounts receivable (600 USD)
- Accounts payable (440 USD)
- Stock control (600 USD)
- Invoicing (500 USD)

40 units of Maxisoft at 2,940 USD is 117,600 USD (corresponding to 240,000 USD at 2017 prices), and less the reseller discount, it leaves about 60,000 USD for the Damgaard brothers. Attending Kontor&Data cost them approximately 2,400 USD, so they have made a nice profit. The figures correspond roughly to the takings they later report as turnover for the whole of 1984. The biggest hurdle that almost all start-up companies struggle long and hard with – convincing and selling to the first customers – is overcome by Brdr. Damgaard Data in only eight days. They now have to deliver what they have promised, so the customers are happy and can spread that happiness via word-of-mouth to other potential customers. They also need more resellers selling the product.

Maxisoft becomes Danmax

After the show, the brothers discuss their experiences with their parents, particularly the problem of their Maxisoft being confused with Maxi from HERA-DATA. Although the exhibition was a huge success, Brdr. Damgaard Data is still much less well known than HERA-DATA, and it is too great a risk for this confusion to continue. Kirsten proposes the name be changed to Danmax. And so it is. After Kontor&Data, the brothers have a long list of contacts to be processed. Preben prepares an official price list, and together they decide that a business partner can buy the licences for 60 per cent of the recommended retail price. Contacting the visitors on the list is the next step. Even the brothers themselves are surprised at just how fast they're able to start selling. They haven't even considered how to organise the work. However, as resellers begin selling, and ringing in orders on a daily basis, they need to establish a permanently staffed office. Preben moves out of the basement of Solbærvænget, which instead is turned into a work base for the newly minted entrepreneurs.

When work is done, the whole family often gathers for dinner and chats about the day's events in the business based in the basement. Erik (left), who finished his military service at the end of November 1984, is now in the office every day, continuing his work on Danmax. Preben is in the office when not at his other job or at Business School. (This picture is from 1986, when they moved the company to Landemærket in Copenhagen city centre.)

Eight years before the internet

1984 is still eight years before the internet becomes a reality, so communication is based primarily on landline telephones and the postal service. The fax has been invented, but the cost is still too high for it to have become widely used in business. Therefore, resellers continue to ring in their orders and, in 1984, these are initially follow-up orders stemming from the Kontor&Data exhibition, but soon additional orders start rolling in. Erik puts all his energy into the company, travelling around Denmark and visiting new business partners, while Preben, who still has to study and do his other job, answers the phone, and processes and dispatches orders.

PCs are still too expensive

When Danmax was presented at the Kontor&Data expo, it ran on a computer with the CP/M operating system. That type of computer had been on the market for more than ten years, and cost around 8,000 USD,[7]

7 Unless otherwise stated, all prices in this book are given excluding Value Added Tax.

CHAPTER 6

CONCORDE IS LAUNCHED

The business in Landemærket 51

When Erik and Preben chat about where the company should move to having out-grown Solbærvænget, money isn't the deciding factor. Since their start in October 1984, they have been increasing revenue, keeping costs down and building up a nice little reserve. The ongoing business remains highly profitable and it makes sense to invest some of that profit in property. With the acquisition of Landemærket 51 in Copenhagen's city centre for 600,000 USD, Damgaard Data is now a real company.

For the brothers, the move away from the basement of their childhood home is also a shift in their daily contact with their parents, though Kirsten Damgaard continues to look after the payroll. It gives her an insight into the staff of the company and she works at Landemærket several times a week. Their parents remain supportive from the side-lines and show a great interest in the business. Erik and Preben listen to their parents' advice and concerns, but make their own independent decisions regarding the company's strategies, investments and operations.

The move from the basement on Solbærvænget to their premises at Landemærket 51 was announced in the trade press. The text reveals that in the mid-eighties, the formal form of you in Danish, *De*, was still in use.

A sign is hung on the door of Landemærket 51, second-hand office furniture is purchased and a reception area is created in the hallway. Preben gets his own office. Erik, and his newly appointed programmers, Morten and Jens, establish a development department in a slightly larger room, while facilities for copying floppy disks, printing labels and manuals, packing and shipping are set up in the basement.

Later on in the year, a training venue is organised on the first floor. And as the courses increase in popularity, Preben gets in touch with Jørgen Holck-Christensen, who had shown an interest in Danmax earlier and is now working as a dedicated freelance consultant for Damgaard Data's customers and business partners.

Although sales are going well and there is a growing demand for training from both resellers and customers, Preben has difficulty finding the money to hire yet another full-time employee. He, therefore, makes a

freelancer agreement with Jørgen, whereby he will be paid only for the time he spends on Damgaard tasks. And so, when the oil company Q8 enquires about purchasing Danmax as a PC-based accounting solution for their fifty self-employed oil-tanker drivers, Jørgen immediately takes the bull by the horns. Q8 wants Damgaard Data to provide direct support. The result is that Q8 becomes a reseller with Jørgen providing training and support through his own company, essentially guaranteeing him full-time employment without being on the pay-roll at Damgaard Data.

Erik decides to sell his apartment in Østerbro and moves in on the top floor of Landemærket. However, it's not long before he has to find somewhere else to live as the number of employees greatly increases.

Caught red-handed

Meanwhile, one of the young employees assigned by Gladsaxe municipality is apparently confused about which bank account the cheques received by the company should be lodged to, and a number of them find their way into her own account. Preben fires her upon discovering the source of the discrepancies in the cash box. He also contacts her parents who, astounded, make sure the misplaced money is paid back immediately. It's a vital lesson for Preben: employing the right people is a critical responsibility of management. Employing the wrong people creates difficulties, unease and extra work. And due to firing her, Preben now finds himself acutely short on resources. But a quick search among friends reveals that an acquaintance, who is in the process of selling her clothing fashion boutique in Hellerup, just north of Copenhagen, can jump aboard at short notice until a permanent replacement is found. A "temp" position it isn't – she stays for nine years.

A serious competitor

Soon after the Mikrodata exhibition in February 1986, PolySoft starts selling its new financial system, Albatros. Albatros, unlike the other competitors, is a PC-based multi-user system, focusing precisely on the niche Erik had intended for his new Danmax XT. As the associated company, PolyData, handles distribution and already has a well-established network of resellers, it is a serious competitor.

Development needs to be accelerated so that the new product can be launched as soon as possible. Otherwise, they risk losing their market share. Danmax alone won't be able to go the distance competing with systems such as PCPLUS, and Albatros shouldn't be allowed to get too much of a head start on the market on which Danmax XT is to be sold. Erik gets stuck in immediately, fine-tuning Danmax XT according to the strengths and weaknesses of the competing products to ensure it's a stand out program. While Erik, Morten and Jens toil away with development and programming, Preben plans the marketing. Erik and Preben agree that "Danmax XT" is not the best name for the new product. It suggests backward compatibility, and it sounds a tad provincial, too. Preben comes up with the idea of borrowing the Concorde name from the civil aviation industry. The supersonic passenger aeroplane Concorde, set into operation in 1976, represents the best in international aviation in the 1980s. It signals advanced technology, ultra-high speed, quality and comfort. Compared to PolySoft's choice of Albatros, Preben believes that Concorde alludes to something more modern, more streamlined, faster and more agile. An albatross can almost certainly endure, but it has difficulty getting airborne and its landings aren't particularly elegant.

Whether customers perceived the suggested connection is doubtful, but for the brothers the choice of the name Concorde was far from random and was greatly inspired by their competitor.

Finn Kusk further develops Danmax

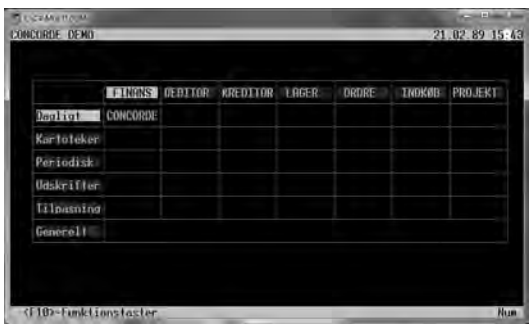
In mid-1986, when Erik and Preben's attention and focus are aimed at getting the new Concorde product on the market, Finn Kusk continues to sell his versions of FK-SOFT in large quantities and he is still submitting a steady stream of suggestions for improvements. As Erik has decided to put his new developers on the Concorde project, only he can make the changes and fix the bugs in Danmax. Something he's not particularly motivated to spend his time doing. Therefore, an agreement is made in which Finn Kusk receives a copy of the source code for Danmax. If he hires a programmer, he can have any bugs repaired and make any changes requested by his customers. Finn thinks it's a good idea, and from that date on, he further develops Danmax for his customers. The

rights to the source code still belong to Damgaard Data, but Finn is entitled to make changes to the program.

Erik invents the grid menu

Based on his knowledge of HERA-DATA, PCPLUS and Albatros, Erik knows exactly which points to improve on Concorde so it's even better. PCPLUS is an easy-to-use program, but it has limited functionality and is only developed for a single user, so it doesn't pose any real risk in the competition for Concorde's customers. Albatros is a multi-user system that also has many features, and it will be difficult to develop something similar if the product is to come quickly to market. Albatros' weaknesses are a combination of its dependence on the relatively primitive network 10-net, which PolyData itself imports and distributes, and the many features that make the product somewhat complicated.

While working on designing the Concorde user interface, Erik invents the grid menu – which later becomes well renowned – and gives the user access to the features supported by the system. The grid menu enables users to get a complete overview of the application's facilities at a glance and to then choose directly which application to activate.



When Erik Damgaard presented his grid menu for the forthcoming Concorde to Morten Gregersen, the latter recognised it as a breakthrough in user-friendliness. Via the grid menu, the user had easy access to 35 options.

With his two developers, Erik decides that Concorde must be ready for launch at the Kontor&Data exhibition taking place from 1st to 8th October, 1986.

In September, Preben takes out a number of full page advertisements in newspapers and trade magazines. The ads contain neither text nor logo; rather they depict a single floppy disk with white contrails in a blue sky. For those in the know, it's a nudge and a wink to Albatros whose ads show just the eponymous bird on a blue sky background.

Damgaard Data's first advertisement for Concorde was completely devoid of text and logo. It was to create interest and curiosity among the potential retailers and customers.

Concorde at Kontor&Data 1986

As the brothers themselves wish to focus on the financial-side of Concorde at the upcoming Kontor&Data fair, there is a need for someone to demonstrate Concorde Text, its word processing program. One of Eric's acquaintances, Henrik Steen Petersen, who after a short career as

CHAPTER 10

A NEW DECADE AND TURNOVER OF MORE THAN 20 MILLION USD

From hardware to software

At the beginning of the 1990s, the IT industry is turned upside down and inside out. Digital Equipment Corporation (DEC), which broke into the market at the end of the 1970s and during the 1980s with its PDP and VAX minicomputers, making life difficult for large companies such as IBM, Control Data, Honeywell, Burroughs and Sperry to name but a few, records a loss of 256 million USD in the first half of 1990. Regnecentralen, Norsk Data, Nixdorf, Data General, Prime Computer, Wang Laboratories and many, many more – who all enjoyed great success in the 1980s – follow in the aftermath of DEC as the 1990s are proven to be very difficult times. Most of them go bankrupt or are bought for next to nothing, after which their activities are closed down. Minicomputers, which exerted hard pressure on mainframe producers in the 1980s, were in reality only small and slightly cheaper mainframes that enabled medium-sized enterprises and departments of large companies to acquire their own EDP facilities. The concept was to choose the hardware first and then search for or develop software for the machines afterwards. As

the software couldn't be transferred between the various manufacturers' machines, customers were well and truly bound to their hardware supplier. This monopoly-like situation hindered innovation and evoked arrogance among the suppliers. When PC manufacturers, who are subject to competition and have a completely different cost structure, business model and corporate culture, storm and penetrate the market at the end of the 1980s, almost all mainframe and minicomputer manufacturers are caught napping.

The capacity of the PCs, supplied by many of the manufacturers, is increased; they become cheaper and start to make inroads into businesses, organisations and even private homes; thereby, making the PC the preferred platform for software developers, who can now reach millions of customers around the world. Parallel to this, network technology to connect PCs also becomes more efficient, robust and cheaper to acquire. With the PC platform, customers are not bound to a single supplier, but can shop around and switch hardware according to whom has the best deal. Customers don't love PCs because of the technology or because the DOS operating system from Microsoft is comprehensive and user-friendly – something it certainly isn't – but rather because the fierce competition, technological innovation and penetration make IT both more cost efficient and more accessible, allowing customers more freedom of choice. The 1990s is the decade in which the IT industry switches from being hardware-driven to being software-driven. Even IBM receives a slap in the face in the form of a loss of no less than eight billion dollars at the beginning of the 1990s – the biggest deficit ever recorded in an American company at that time.

IBM or Microsoft

It is still unclear whether the market will choose OS/2 from IBM or stick to DOS from Microsoft. UNIX is gaining a good foothold on the minicomputer side, and a number of manufacturers such as Sun Computer Systems, Silicon Graphics, NCR, Data General, Olivetti and DDE bet exclusively on that operating system.

Apple's introduction of Macintosh featuring a graphic user-interface in the mid-1980s is the catalyst for a wave of innovation within the soft-

ware industry. One aimed at making it much easier to use computers. Microsoft launches the first versions of Windows in the 1980s, but it was only in the 1990s that the serious development really began.

PC platforms being cheaper create a sharp demand for software that can help improve and make the thousands of slow, expensive and faulty manual processes in businesses more efficient and effective. However, software development is in itself a costly discipline that requires employees with specific qualifications. Many program elements have to perform the same tasks, regardless of the ultimate aim of the software. Therefore, a new industry that develops software to help software developers do their job emerges during the 1980s. The aim of these tools is to assume some of the routine tasks to help quicken development and ensure higher quality (fewer bugs) and better performance. DSI-SYSTEM from Dansk System Industri is a good example of such development, but giants like Microsoft, Oracle and many others are developing productivity tools for their colleagues in the software industry, too.

An appraisal in the FK-DATA case

The case against Finn Kusk, which the brothers filed in May 1988, has been handed over to the lawyers. Nevertheless, it appears on Preben's desk from time to time, demanding his attention. At the beginning of January 1990, the results of a legal appraisal to determine whether or not Finn Kusk violated Damgaard Data's copyright are available. The conclusion is definite. It is estimated that FK Soft Finance Version 5 is 90 per cent identical to Danmax Version 4.01 and thus must, in essence, be considered a copy. Finn Kusk has violated Damgaard Data's copyright, which he acknowledges. The final allegation against Finn Kusk is now formulated and the case sent to the High Court of Eastern Denmark. But the cogs of justice turn slowly. A preliminary decision is first reached in 1991.

Erik and Preben have to demonstrate leadership

At the beginning of the 1990s, turnover exceeds 20 million USD, and the 100th employee is hired. 80 work in Zealand, and 20 are affiliated to the office in Jutland. While Erik and his ten employees work on technological innovation, Preben works on everything else.

Nowhere is it written that those who are good at starting a business are also good at running it. When it comes to Erik and Preben, however, there is not the slightest doubt in their own minds. They are extremely successful and proficient in their respective job roles. Their individual interests and driving forces ensure that the entire spectrum of leadership is covered without any major overlapping between them. Their mutual relationship and trust in each other ensures that conflicts are quickly identified, handled and resolved so that they can move on.

However, the 1990s is the decade in which Erik and Preben have to prove in all seriousness that together they can develop not only a company with global potential but also one that can operate in every way in a turbulent market. They have to demonstrate whether they can attract, retain, develop and motivate skilled employees. Despite the core roles that Erik and Preben play in the company, it is increasingly the staff who get the everyday cogs and gears to run smoothly and at a constant level of acceleration. From the moment the company started employing staff in 1986, the management philosophy has been clear. Erik and Preben seek employees who are more skilled than themselves in their respective fields and who will take the initiative and responsibility for developing their areas. Neither of them wants to micro-manage their employees. As owners of the business, they are never challenged by political pressure from above and don't need to make themselves look good in front of a board of directors. Therefore, they have no reason not to hire only the best and most skilled employees they can find.

Preben, who has the top and most comprehensive management position, has – apart from this Higher Diploma in Organisation – no management concepts or experience from previous jobs. He and Erik have to deal with challenges as they arise.

Erik focuses on development

For Erik, leadership as a professional discipline is not interesting in itself. His focus is on developing innovative and competitive products, which retailers can refine and extend and customers will buy. He operates from a completely flat team structure where everyone can contribute and everyone can partake in the decision-making. Due to the nature of the work, he

has to know the details of the development work, but that doesn't equate to him deciding everything. Not that he wouldn't like to – but a good argument can win him over and change his opinion. Since the beginning, in 1983, Erik has always spent a lot of time and energy on being in close contact with retailers and customers. The development of both Danmax and Concorde took place in close interplay between his own ideas regarding the design of user-friendly software and an open and welcoming attitude to input and feedback from those selling and using the product. He focuses all of his energy on the product, ensuring both new versions of current products and new thinking for the years ahead. He deliberately chooses to entrust development of the rest of the organisation to Preben and only expresses his opinion when and if he is asked directly.

Concrete ambitions

For Preben, leadership as a professional discipline holds great interest and passion. And being responsible for 80 employees means that there is a need for a certain amount of structure and a team of middle managers. From the start, Preben is aware of not always being the driving force and the sole initiative-taker. He lays out and maintains the overall strategy together with Erik, and is the one developing and running the organisation, the one executing the strategy. After experiencing success first with Danmax and then with Concorde, there is a now more concrete ambition: to be the leading supplier of user-friendly software for financial management in small and medium-sized companies. The strategy to ensure that goal is based on customers being served by retailers, and that goal is to be achieved in Denmark before international penetration gets underway in earnest.

Both brothers want to pursue an aggressive growth strategy. They know the market is changing rapidly, and that the software company that takes the lead will find it easier to maintain its leadership position. That aggressiveness is clearly visible in the accounts, where there is heavy investment in product development, organisation and marketing while the brothers refrain from withdrawing money for themselves. All initiatives from employees and managers are compared to the strategy and are only escalated if they clearly support the overall objectives.

There has to be room for all employees to do their work based on a thorough understanding of the company's strategy and values. In particular, managers taking ownership of their respective business areas and pursuing the strategy without having to run it past Preben has to be accommodated.

A formal management team is established, which holds weekly meetings where decisions are maintained and documented in minutes. Erik Damgaard is responsible for all product development and the related technical documentation. Claus Winblad, who has taken over from Henrik Rose as sales manager, is responsible for the sale of Danmax, Concorde and later Concorde XAL to retailers as well as for distributing the products from DSI and Computer Associates, including logistics and shipping. Support and training are Jørgen Holck's remit. Michael Sander is responsible for marketing and PR, while Jesper Carl Hansen is responsible for Jutland, but not for sales and marketing, which falls under Claus Winblad and Michael Sander, respectively. Bo Nielsson is responsible for Large Accounts, which is legally located in a separate company, but is managerially a department on an equal footing with all the others. Carsten Kaae is responsible for the sale and support of network products for the entire country. Each of them must focus on optimising the business within their respective areas, and they have free rein to do so.

Some of those employees, who came aboard in Landemærket during the very first year, where everyone worked as a single team, find it difficult to accept that there is now an intermediary between them and the brothers. So they find their way to Preben's office from time to time to express their dissatisfaction with the situation, but Preben backs up his managers and asks them to try working together.

Carsten runs his own course

Each of the mid-level managers handles their areas satisfactorily, but there are difficulties with collaborating across the company. As the business grows and new employees are recruited and trained, it becomes a mounting challenge. The network department under Carsten Kaae, in particular, runs its own course. The department, originally a technical support function for the sale of Concorde, develops a new vision un-

der Carsten: it now targets the entire Danish market. The demand for network products and expertise is not limited to retailers who sell Concorde. Everyone needs these types of products and services, so Carsten's philosophy is why not serve the whole market. Networking is Carsten's home field, and he does it well. Turnover and earnings are significant and deliver a welcome contribution to the entire business. But both Carsten's management style and activities outside of Damgaard Data's core market are often met with raised eyebrows from his colleagues in the management team.

Damgaard Data moves to Birkerød

The company can no longer be accommodated in the premises on Landemærket with adjacent rented offices on Gothersgade. The big question is whether to stay in the centre of Copenhagen with the distinct atmosphere associated with being close to the city's heart and nightlife, or to move to the suburbs? Erik and Preben are both starting families, so proximity to Copenhagen is less urgent. Plus it's difficult for many visitors to find parking spaces when attending courses or going to meetings at the office in Copenhagen city centre.

After a few searches and viewings, the choice falls on a residential building on Bregnerødvej in Birkerød, where rent prices are reasonable, there are good transportation links and the surrounding buildings offer opportunities for expansion.

The Volkswagen Passat principle

The choice of Bregnerødvej and the subsequent interior layout is characteristic of the management culture of Damgaard Data, which is later entitled "the Passat principle" (after the Volkswagen Passat). The company earns good money and could easily have moved into a marble palace in the city centre – that would have been the Rolls-Royce solution – and the company certainly had the finances for it. Erik and Preben could also have chosen some inexpensive warehouses in southern Copenhagen, have lowered their outgoings, increased earnings and paid themselves a bigger dividend. That would have been the Lada solution, which the employees would probably have accepted but not been too excited about.

The brothers choose an upper middle class solution, thereby signalling a certain level that shows that they are neither extravagant nor stingy. Decisions have to be made daily in every business in matters where it is difficult to determine the correlation between investment or cost on the one hand, and customer satisfaction, employee well-being as well as the company's results on the other. The Passat principle makes it easier for everyone with budget responsibility to make sound decisions that agree with that stage of development at which the company finds itself. In June 1990, they move into premises at Bregnerødvej 133, 3460 Birkerød, which become the background for the business until the merger with Navision Software in 2000.

Later in the month, Preben's girlfriend, Charlotte, gives birth to their daughter Katrine.

Bregnerødvej 133, to where Damgaard Data moves on 1st June 1990, becomes synonymous with the company in the 1990s. With the major investments in the development of Concorde Version 5, cash flow is a bit tight in 1990/91 and savings have to be made where possible. The move from Landemærket in central Copenhagen to Birkerød in North Zealand is done by the employees themselves. The picture shows Michael Sander (L), Erik Damgaard and Preben Damgaard (Photo: Morten Gregersen).

CHAPTER 12

LEADERSHIP PROBLEMS

The Calc for XAL becomes the Licence Generator

In the late 1980s and the early 1990s, significant improvements were made in data communication technology. Not only is it now possible to connect PCs internally in businesses, but data communication with the outside world via telephone lines becomes both faster and cheaper. Many companies were already using the technology to connect their own departments in different locations, enabling their computers to exchange data. It is becoming more and more common to call another computer – outside of a company – to gain access to different information services. Naturally, this development emerges among IT nerds, who set up so-called "bulletin boards", where they can exchange information about and discuss technical subjects. Mads Westermann, responsible for the development and maintenance of the UNIX versions of Concorde XAL, makes extensive use of the knowledge available via bulletin boards, thereby, identifying a range of options that would make it easier for resellers to obtain licence codes for new customers and download new versions of the software.

In 1992, the logistics department of Damgaard employs several people. When a customer orders Concorde Version 4 or Concorde XAL, the logistics department adds a sequential serial number and the customer's name to the licence generator, which then generates codes for all mod-

ules in the product. Codes for the modules, which the customer has ordered, are delivered in a "code letter", while the additional codes remain ready for when and if the customer returns to purchase them. With the introduction of XAL for UNIX and later for OS/2, the complexity of this logistical work is also significantly increased, and as there are regular updates, logistics is not only costly but often a source of both mistakes and bottlenecks.

With the beginnings of internationalisation in the early 1990s, where customers come from countries such as Norway, the UK and Singapore, the manual logistic procedure involving postal deliveries is unbearably cumbersome and slow. Therefore, Mads Westermann proposes that he set up a computer, which resellers can call and from which they can download the relevant versions of the programs as well as retrieving patches and updates error recoveries as they become available. Given the contemporary speed of the data lines, downloading Concorde XAL takes a couple of hours, but it's significantly faster than waiting several days to get a large stack of floppy disks by post. As many of the resellers have neither the experience nor the facilities to make this kind of electronic transfer, a computer, called an FTP server, is the primary modus operandi of the international resellers only. Maintenance of the server starts as a side project for Mads Westermann.

Leadership problems continue

The launch of Concorde XAL the year before caused an intensified level of activity throughout the organisation, but cooperation in management did not improve, rather the reverse. There are continuous discussions regarding the remit of duties and complaints about lack of efficiency and professionalism in "the others'" departments within the company. Internal collaboration problems land more and more often on Preben's desk, and he then has to spend time and energy on understanding and mediating between the conflicting parties. The expanding business entails the constant recruitment of new employees throughout the organisation and their onboarding is impeded by the many controversies of middle management.

Damgaard Data is still considered an excellent place to work by the employees, but cracks start to show in several places. After the somewhat lean result for the 1990/91 financial year, there is, naturally, full focus on reaping the rewards of the major investments, particularly of XAL. That increase in activity and the many new jobs that follow in the aftermath of XAL and the many third-party products places great demands on management and internal collaboration, which the organisation struggles to deliver.

At the end of 1992, the number of employees has passed the 100 mark and so as to have something to work further on, Preben commissions an external consultant to be in charge of the company's first internal employee satisfaction survey at the beginning of 1993.

Damgaard Data at the world's biggest IT exhibition

Once XAL launches, international marketing activities increase significantly. Despite the product not being ready for internationalisation in the first version, there is nothing preventing it from being presented abroad in an English-language version.

After entering into the partnership with DEC in April 1991, a handful of employees, led by Erik and Preben, attend a major international event in Orlando, Florida, and in March 1992, Damgaard Data participates in the world's largest IT exhibition, CeBIT, in Hanover, Germany, for the first time. There is a lot of interest in the product from all quarters, but nothing concrete comes from it. There is still a little bit of activity in the UK as a result of the original investments, and likewise Morten Vedel's activities in Singapore bring in a few projects, but none of these ventures are at a level that seems to be growing or of crucial importance for the markets concerned.

After the CeBIT fair, Preben gives a statement to *Berlingske Tidende* on 11th March 1992: *"We have to acknowledge that our distribution network is not built for it [internationalisation]. The penetration time for financial systems is long and difficult, so it is about finding the right partner abroad"*.

CHAPTER 13

TWO AMERICAN COMPANIES PROPOSE

Criticism and crisis

While the business breaks records in turnover and earnings, the challenges within the management team become more and more pronounced. At the same time, the results of the external satisfaction survey completed by resellers are not particularly positive. Concorde products are still popular and receive positive reviews, but the company is criticised for being less responsive and service-minded than before. Some of this dissatisfaction can be attributed to the company becoming stricter regarding whom it allows into its reseller circle. Increasing demands for training and certification are imposed, and a deliberate policy of treating all business partners the same is followed. Some partners perceive this as a lack of flexibility.

But that doesn't explain everything. The internal collaboration problems seem to bring about challenges on the outside. After a meeting of the management team in January 1993, during which the discussions are endless and fraught with conflict, Erik says to Preben: *"You have to fix this now. If you can't play the hand, new cards have to be dealt"*. Preben returns home and contemplates the situation. Via his personal network, he gets in touch with Kåre Fjalland, a consultant specialising in organisational relationships. Together they implement an organisational development project.

Staff start their own newsletter

That spring a group of employees takes the initiative to release an informal staff newsletter *DDE* (Damgaard Data Exchange), which premieres on 17th March 1993. The initiative is typified by coming from employees and not from management. It is further characterised by being a newsletter completely independent of management and, for the first few years, it is produced on a voluntary basis with Anna Eskelund as the driving force, but with the full support of both Erik and Preben. It epitomises the informal culture, which empowers employees to take initiatives that can solve the problems they encounter and seize the opportunities that arise. When a number of employees realise that an informal employee newsletter could contribute positively to the company's development, they immediately get the green light to launch such a project alongside their other tasks. The DDE project is run by those employees who are motivated, and only time will tell how it will evolve.

As early as the second issue, published 23rd March, Preben has an editorial on the front page entitled "Embrace changes or die," where he writes:

If a frog is thrown into a pot of boiling water, it will instantly jump out of the pot unharmed. If, on the other hand, the frog is put in a pot of cold water and the pot is slowly warmed up until it boils, the frog will not notice the change and will be boiled alive.

I use this example as it can be applied to Damgaard Data and the EDP industry.

We are in a market that constantly and rapidly changes. Today's EDP industry doesn't resemble the EDP industry of 1988, and it almost certainly won't resemble the IT industry to come in 1998.

If we are to ensure the survival of Damgaard Data as a healthy company, we need to adapt to the constant changes.

The problem for Damgaard Data might actually be that things are going as well as they are. Unless we remain vigilant, we risk the great years we're experiencing now lulling us into a false sense of security, so we won't notice

the changes and we will slowly let ourselves be boiled alive. There is no crisis now, but a crisis could occur if we don't adapt on a regular basis.

Being a member of a company such as Damgaard Data, in a changing industry, places great demands on each individual employee. But change doesn't mean that we adjust everything overnight. It's about all employees, through the way we think and work, continually adjusting and gradually adapting the business to the changing market conditions.

In other words, Damgaard Data is dependent upon all employees helping the company adapt. To make this possible, we will launch an organisational development project (see elsewhere in the newsletter), which will include all employees.

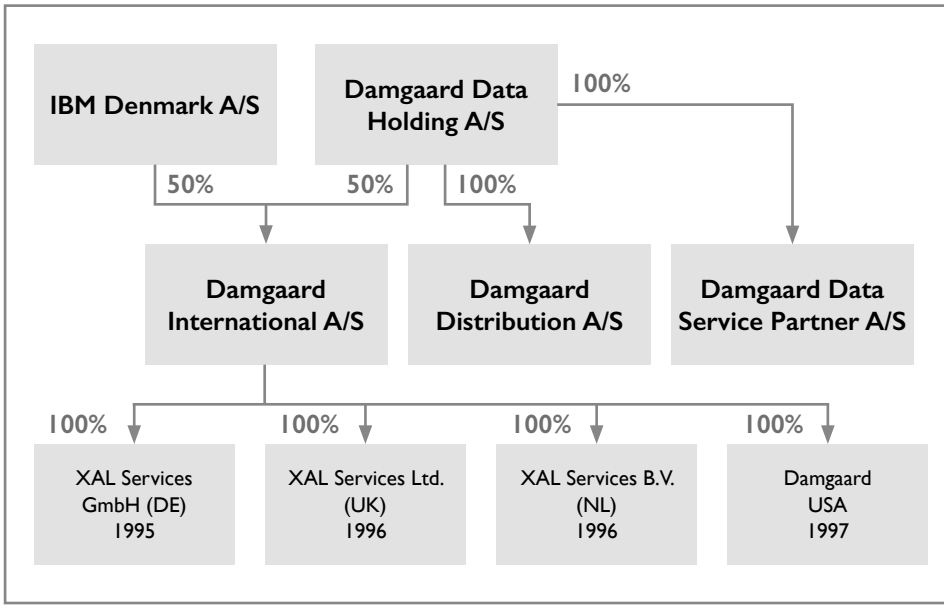
I have various suggestions as to what changes we will experience in the years to come. The price of EDP programs will fall because end-users will know more about IT, and competition will become tougher and harder. We have experienced how the prices of products such as, Lotus and WordPerfect have fallen sharply over the past year, and that, too, will happen to products such as CONCORDE Økonomi [Version 4]. Instead, Damgaard Data and similar companies will increasingly earn their living selling training, support, consulting and other forms of services.

Moreover, an increasing proportion of the programs will be sold via mail order companies and in large IT supermarkets like Metro, Fona, Merlin, etc., where the programs sit on shelves, like in SuperBrugsen. This will also apply to programs such as CONCORDE Økonomi.

End-users want branded goods. Therefore, CONCORDE has to be a name for financial management, just as Levi is for jeans. Standards for almost everything in a program will be a requirement. If a program doesn't meet the standards for keyboard layout, menu structure, data saving and downloading, screen display, etc., the program won't sell. Thus, programs are resembling each other more and more.

The message is this: learn to embrace change. If you don't adapt you'll die.

Preben Damgaard



IBM Denmark bought half of the shares in Damgaard Development, which thereafter changed its name to Damgaard International A/S (commonly known as DIAS).

The agreement means IBM actually gets exclusive distribution of Concorde products outside of Denmark. According to the purchase agreement, IBM will initially launch the products in Norway, Sweden and Finland, "after which IBM will also commit to making the greatest of efforts to launch the products in other countries". Maintaining this exclusivity necessitates IBM buying for a minimum of 8 million USD during the period from when the agreement starts until 1st May 1997. If this minimum is met, exclusivity can be sustained as long as buying from the joint venture amounts to a minimum of 30 per cent of the company's annual total royalty and licence income. If the minimum conditions are not fulfilled, Damgaard Data Holding may buy back the shares for the prices agreed in the shareholders' agreement. Both the purchase agreement and the shareholders' agreement explicitly state that the purpose of the collaboration is to "develop Damgaard International into a high-quality, internationally competitive software company by employing the existing

and future sales and distribution channels of the IBM Corporation". The price paid by IBM Denmark lies just within the limit of what they have at their disposal without having to involve the European headquarters. Therefore, not only can the contracts be drawn up in Danish, but there is also more licence to write what is deemed fit for the situation. This context may explain how the agreements could describe vast global visions and expectations for the partnership that have not the slightest backing from IBM's international organisation.

Competitors – not enemies

The collaboration with IBM comes as a huge surprise to the employees, to the public and, not least, to PC&C, who knew nothing of the negotiations between their main competitor and their exclusive distributor and close business partner. And despite Jesper Balser from PC&C not predicting an agreement between IBM and Damgaard Data as a future competitive scenario, his experience tells him that partnering with IBM is a two-edged sword. When he had politely declined a similar collaboration, it hadn't been without thorough and mature consideration. When journalists request a comment, he is positive and offers his congratulations on the engagement, but inside he knows that getting involved with the world's largest IT company is by no means a bed of roses. He is later proven more than correct in his reservations than he himself could have imagined at this time, when he is also somewhat shaken by the sudden loss of his biggest distributor and by having learned from people at IBM that they will deliberately target his business.

In a double interview in the trade journal *Datatid* in March 1994, Preben and Jesper respond to questions about the new competitive situation. It is evident from the interview that Jesper Balser is surprised – bordering on shaken – and also significantly disappointed by IBM's engagement to the competitor. On the other hand, there is no hint of jealousy, and PC&C's decision not to sell to IBM is still completely supported. Damgaard Data has an annual turnover of 34 million USD, employs 160 members of staff and has an export share of just five per cent of the total revenue. Corresponding figures for PC&C reveal a turnover of around 8 million USD, 45 employees and an export share of 30 per cent due, in

part, to having landed the large German market, but also due to them breaking into Spain, Austria and the USA. Both Preben Damgaard and Jesper Balser are fully aware that the key to great success isn't to be found in the relatively small Danish market, where it is difficult to move market shares that don't yield very much either. Success is to be found in the international markets, where both Concorde XAL and Navigator have proven to be extraordinarily competitive. PC&C has a really nice head start in precisely that area. Neither of the two directors is dismissive regarding the question of whether they can envisage a closer collaboration in the future. Jesper Balser says: "We may be competitors, but we're not enemies", and he refers to the positive experience from their distribution partnership of PC&C's PCPLUS. There is no love lost between the two companies, but Jesper's remark is clever and it strikes a chord with something in both his and Preben's personalities: only business opportunities can determine what is conceivable for the future and nothing is sacred.

CHAPTER 16

THE PARTNER-SHIP WITH IBM FALTERS

Damgaard Data in the press

An article in *Berlingske Tidende* at the end of December 1995 entitled "Honesty as a Management Tool" describes the ongoing Learning-to-Learn project. It causes former employee, Morten Vedel Nielsen, to contact a journalist at *Computerworld* in January 1996 and tell of his ongoing conflict with the company. Morten is now co-owner of competitor, The Software Company, and hears that Damgaard Data's employees are speaking badly about his activities. Moreover, Damgaard Data has asked The Software Company to stop running an ad in which the company compares their product, Visual Business, to Concorde products. Morten manages to get the journalist to write two full articles about his quarrel with Damgaard Data, including a capsized project in Singapore, for which he claims Preben Damgaard should have offered him 80,000 USD in compensation. Head of PR, Michael Sander, talks to the journalist, but the many details means it's difficult for readers to grasp the ins and outs of the story. The same issue of *Computerworld* features an article by the same journalist about foul play at IBM – the promotion of Damgaard Data's interests in Sweden at the expense of Navision Software. Damgaard Data isn't a direct player here, but is placed in a bad light due to the partnership with IBM. After the articles, the stories die and nothing more emerges in the wake of the claims, but it demonstrates clearly that

Damgaard Data has become a well-known name in Denmark and that even relatively small and isolated events can give substance to sudden exposure in the media.

Michael Sander publishes press releases and talks with journalists from both the press and trade journals regularly. The effort bears fruit, and he consistently receives fine editorial mentions in all the printed magazines. The activity is supported by Damgaard Data being Danish, being personified by Erik and Preben Damgaard and being an undoubtedly huge success. As the company simultaneously becomes a well-known public name via broad marketing campaigns, including television commercials, it stimulates journalists' desire and motivation to write about the company.

The not quite so nice articles in *Computerworld* in January 1996 underline the golden rule that applies in all work with the press: *"if you invite journalists to your wedding, they'll also show up at your divorce"*. Journalists know that the content of press releases and of a company's own communication on the whole is a one-sided beautification of the circumstances and never represents the full truth. The more known a company becomes, the more journalists themselves will start looking for holes. Not many months pass before it is Navision Software's turn in the press, when a former employee files a lawsuit against the company claiming several million USD in compensation as a result of an alleged breach of contract. Generally though, both Damgaard Data and Navision Software do well in the media due to their good behaviour and as they are Danish growth comets, they represent something that many Danes admire and feel proud of.

Starting up in Sweden

In spring 1996, IBM Sweden gently launches its small distribution activities by appointing an internal employee to run the project. However, competition in Sweden differs significantly from the situation in both Denmark and Norway in that it features a number of large, local players who already have a good grip on the market and who have also begun to internationalise. Once Nordic management sees that development in Norway is moving significantly faster than in Sweden, a decision is made

to extend Jan-Elling's responsibility to include the business in Sweden. External recruitment works well, so the same model is followed in Sweden. While a head-hunter seeks out suitable talents, Tommy Ødegaard starts recruiting resellers in Sweden from his base in Oslo.

When the head-hunter presents the candidates for the post of head of Swedish activities – the two top candidates are from the same company. They even insist on being employed as a team. But as the budget only allows for a single employee, IBM faces a dilemma. Either they have to move to candidate numbers three or four or increase the budget and hire the two top candidates. They find the money and hire both Thomas Laine and Michael Uhman, who come from the Swedish department of the Norwegian company, Ergosoft. Thomas starts in May 1996, while Michael has to wait until September 1996 due to a competition clause in his Ergosoft contract. At the time of their appointment, IBM doesn't duplicate the Norwegian ambition of becoming a market leader within three years. Instead, it endeavours to ensure that distribution in Sweden be greater than Navision Software's Swedish activities.

A Concorde for every business

With the launch of C5 Light for Windows via retailers, Damgaard Data in Denmark has a product portfolio aimed at virtually every type of business in all industries. Per Pedersen, who joined as marketing and sales director in July 1994, introduced a breakdown of resellers into three categories as early as August that same year, corresponding to the three market segments. The breakdown affects all of the company's activities in the years that follow given that products, messages and resellers differ to a large extent in each segment. This strategy contrasts starkly with that of competitor Navision Software, where there is only one product and focus is exclusively on small and medium-sized businesses.

The strategy ensures access to a larger market, but also means more products, different market segments and more competitors; thereby enabling the spread of marketing and sales resources across many more areas. Navision Software, on the other hand, is able to focus all efforts on one product in one market segment, which they estimate is large enough to be able to support their aggressive growth ambitions.

BACKGROUND MATERIAL

Product overview

Damgaard Data product chronology overview:

1984:

Maxisoft, which changed its name to Danmax after its launch in October 1984. An invoicing and financial management program for very small businesses with only one or very few users. The product was developed for CP/M, but could also be delivered to PC/MS-DOS.

1986

Concorde. An invoicing and financial management program for small and medium sized businesses with 2-5 users. The product was developed for PC/MS-DOS and used Novell Netware for multi-user solutions.

1987:

Production of own network cards via the joint ownership of Connect A/S. The activity is abandoned in September 1989. Damgaard Data takes over the distribution of PCPLUS from Sophus Berendsen Computer Products.

1989:

Concorde Version 4 with the possibility of customised solutions. Partnership with DSI commences and a connector for DSI-SYSTEM is launched.

1990:

The toolbox for Concorde Version 4 is released. Distribution of third-party products activities are intensified.

1991:

Concorde XAL released. A program for managing financial and other business processes in medium-sized businesses. The product comes with a separate development environment that enables customers and resellers to develop customisations and extensions. The program can be delivered to PC/MS-DOS and OS/2 as well as a wide range of variants of UNIX.

1993:

Concorde XAL Version 2 is released with a whole range of improvements, including enhanced functionality for production and material management as well as support for the Oracle database system.

1994:

Concorde C5. Considered a replacement for Concorde for small businesses. The product is built on Concorde XAL technology and can be delivered on PC/MS-DOS and OS/2. Distribution activities of third-party products are spun off.

1995:

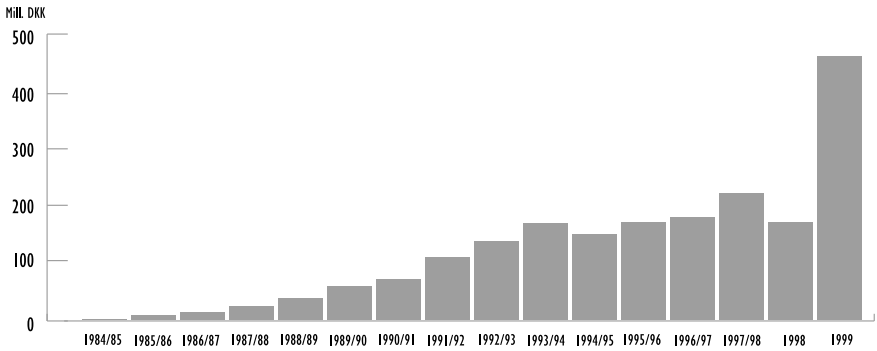
Concorde C5 Light for Windows. Replacement for Concorde Light, which is sold through DIY centres and computer retailers.

1998:

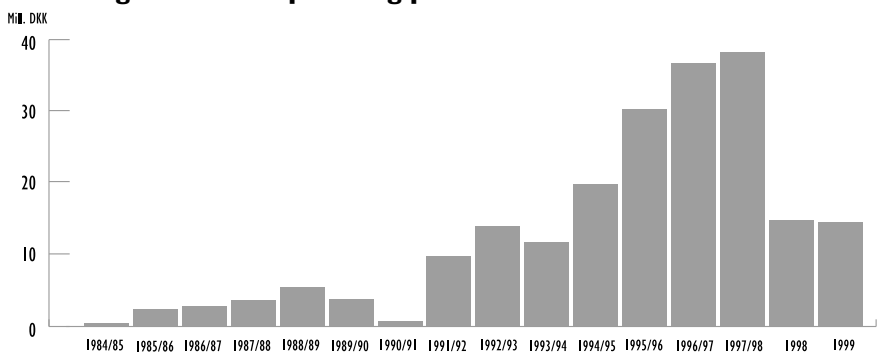
Concorde Axapta. First thought of as a Concorde XAL substitute, but launched as an independent product for managing financial and busi-

ness processes in medium and large companies with international activities. The product is developed solely for Microsoft Windows and requires a database system from either Microsoft or Oracle.

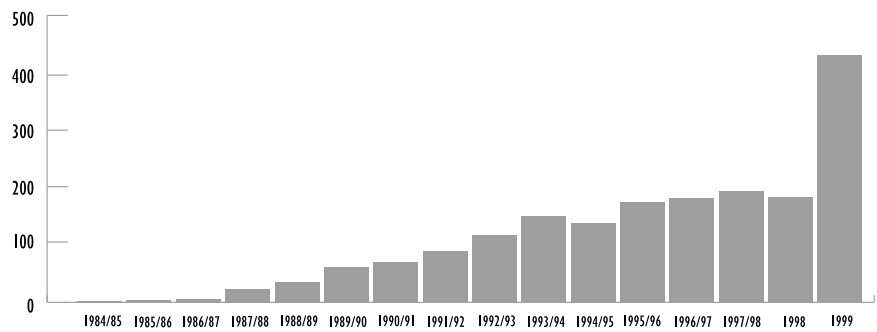
Damgaard Data turnover 1984-1999



Damgaard Data operating profit 1984-1999

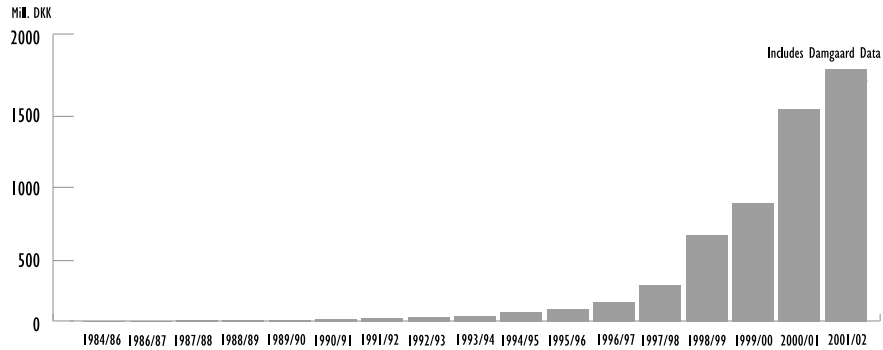


Damgaard Data number of employees 1984-1999

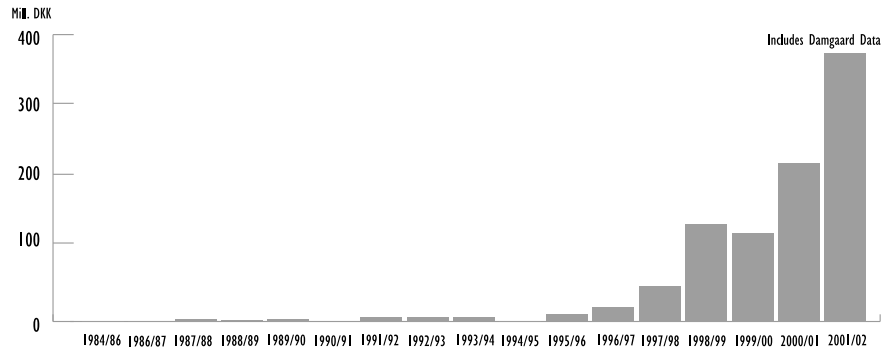


Comments:
1984/85 are estimated figures
1996/97 covers the 14 months May 1996 to June 1997
1998 covers only the 6 months July 1998 to December 1998
For 2000-2002 the figures are included in the merged company NavisonDamgaard, which changed its name to Navision in 2001.

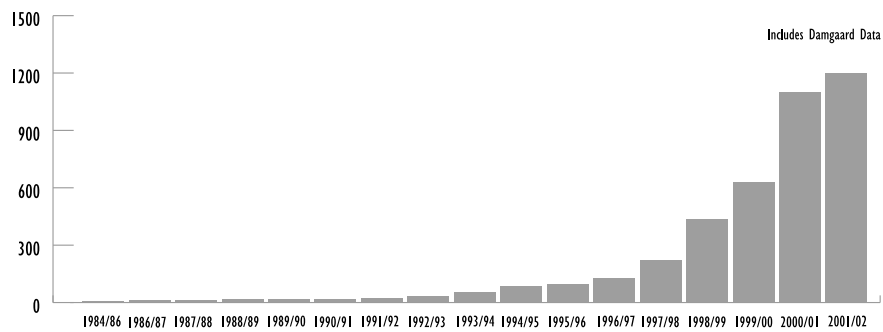
Navision Software turnover 1985-2002



Navision Software operating profit 1985-2002



Navision Software number of employees 1985-2002



Comments:
1984/86 covers the 18 months November 1984 to April 1986
1994/95 covers the 14 months May 1994 to June 1995
2000-2002 contains figures for the merged company NavisonDamgaard, which changed its name to Navision in 2001.

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GLOSSARY

10-Net

10-Net was a network product from Fox Research in Ohio, for connecting PCs. 10-Net, which was imported and distributed in Denmark by PolyData, used a cheap telephone cable instead of the more expensive Ethernet cables or coaxial cables. The product was also known for not needing a dedicated PC to act as a file or print server. The product was introduced in the mid-1980s and cost 695 USD per PC – about 1.450 USD today (2018).

8-bit processor

The emergence of microcomputers was made possible by the development of integrated circuits where the core parts of the computer were gathered into a single microprocessor that didn't take up much space, didn't overheat, didn't use much energy and finally could be produced cheaply in very large quantities. The earliest microprocessors had an 8-bit registry and data bus and address architecture, which, in practice, meant they could accommodate and handle an 8-bit byte at a time. A byte represents a single letter, number or character. However, the first 8-bit processors – the Intel 8080 and the Z80 – used a 16-bit address space and could, thereby, address, at most, a 64,000- character memory. The computer operating systems and other key software components (networking software, screen, keyboard and printer drivers, anti-virus, etc.) also had to be accommodated within the 64,000 characters after which any surplus space could be used for the users' programmes and data. If there wasn't enough room, the operating system had to send those components not being used to external media, such as floppy or hard disks, which made the computer very slow.

16-bit processor	With the introduction of the Intel 8086 16-bit processor, the address space increased to 20 bit; thereby expanding the memory area, which the central microprocessor could address, to one million characters. Despite the operating system and other key system components also growing in size, there was now more room for user programmes and data. When Intel introduced its 80286 processor, the address bar increased to 24-bit – the computer could now handle a memory of 16 million characters (see also 8-bit processor).
32-bit processor	The first 32-bit processors had the same address space as the 16-bit processors and were, therefore, also limited to handling a memory of 16 million characters. Only with the expansion of the address space to 32-bit did the possible memory increase to 4 billion characters (see also 8-bit processor).
4GL tools	4GL (4th Generation Languages) was the term used to describe of a range of tools that were to make it both easier and faster to develop software. Whereas 3GL was the name given to the common programming languages, such as C, C++, C# and Java, 4GL tools offered not only a higher level of abstraction, but also report generating facilities, user interfaces, database management and, later, development for the web.
5 1/4" disk	The first microcomputers that Erik Damgaard worked with, used "floppy disks": thin and soft magnetically coated discs in a plastic sleeve. Their diameter was 5 1/4 inches.
Accounts payable	See creditor.
Accounts receivable	See debtor.
ACE	ACE was the name of a development project launched by Navision at the beginning of 2000, which was to be a Software-as-a-Service product with industry-wide functionality for very small businesses. The product was scheduled for launch in Denmark in spring 2002, but was delayed and then cancelled when Microsoft acquired the company.
ADSL	Asymmetric digital subscriber line (ADSL): communication technology enabling fast data transfer via ordinary phone lines while talking on the phone. The technology was implemented in the late 1990s and spread rapidly due to the great need for easier and faster access to the internet.
AL	Application Language that PC&C (Navision) used in its Navigator product, which launched in 1989. Customers and resellers could make adjustments and extensions to the standard functionality with AL.

Albatros	Albatros was the name of a multi-user finance system for MS-DOS developed by the PolySoft company, announced at Kontor&Data 1985 and released for sale in February 1986. The product received very good reviews and started off well, but the parent company, PolyData, ran into financial difficulties that demanded the management's attention. Therefore, it didn't respond quickly enough to the product's problems, which then quickly lost ground to Navigator and Concorde.
AltaVista	AltaVista was a web search engine developed in 1995 by researchers at Digital Equipment Corporation. It was one of the most used search engines for a number of years, but it lost ground to Google and was purchased by Yahoo! in 2003.
Application	"Application" is the term used to describe the program with which the user is in direct contact. Damgaard Data's programs are applications, while operating systems, database systems, network applications and so on are called system software or middleware.
ApS	An Anpartsselskab (ApS) is a Danish private limited company, which is required to have capital of at least 50,000 DKK (10,000 USD).
A/S	An Aktieselskab (A/S) is a Danish private limited company with higher capital requirements than the Anpartsselskab (ApS) and a requirement for a registered board of directors (see Anpartsselskab (Aps)).
AS/400	A minicomputer from IBM. This product line started in 1983 as System/36, changed to AS/400 in 1988 and became eServer and iSeries in 2000.
ASP	Abbreviation for Application Service Provider, covering companies offering software solutions that customers could access via the internet. The term has now been replaced by *SaaS*: Software-as-a-Service.
Atlanta	See Axapta.
Attain	See Navision Attain
Attain CE	See Navision Attain CE
AudioScan	AudioScan was a Danish importer of hi-fi equipment that sold directly to consumers; thereby, skipping the wholesaler. AudioScan also tried to import IT equipment but couldn't make it work and closed the activity in the mid-1980s.
Axapta	Axapta started out as a development project under the name Concorde XAL Version 3, after which the project briefly changed its name to Royal Oaks only to get the code name Atlanta in 1996. With the help of an external advertising agency, the name Axapta was found. The product, which was Damgaard Data's largest development project, was developed during the period when Damgaard Data's development department was co-owned by IBM. Today, Axapta is called Microsoft Dynamics AX.

Azanta	Azanta was a software package with Concorde C5 and Lotus SmartSuite for OS/2, developed in 1995 by Damgaard International for IBM for marketing in Denmark, Norway and Sweden.
Azlan	Distributor of network and PC Products with headquarters in the UK.
Baan	Baan Corporation was created by Jan and Paul Baan in 1978 in Barneveld, the Netherlands, to provide financial and administrative advice. Baan launched an ERP system for UNIX in the early 1980s and gained considerable success. After winning a major contract with Boeing in 1994 and completing a stock market listing in 1995, Baan became a real threat to the market leader, SAP. It was revealed in 1998 that Baan's management was cooking the company's accounts by posting software licences, which had been transferred to a distributor, as revenue. The company had to report huge deficits and its stock price plummeted. In June 2000, Baan was sold to Invensys and, in June 2003, to SSA Global Technologies. In May 2006, SSA was acquired by Infor Global Solutions.
Backward compatibility	A control system is backward compatible if it can run programs that were developed for earlier versions. User programs are backward compatible if users can upgrade to a new version without having to make significant changes. Keeping a program backward compatible over extended periods of time demands significant investments. Therefore, Damgaard Data broke the backward compatibility between Danmax and Concorde, between Concorde and Concorde XAL, between Concorde Økonomi and Concorde C5 and between Concorde XAL and Axapta.
Ballmer, Steve	Steve Anthony Ballmer (1956) was CEO of Microsoft from 2000 to 2014.
Basic software	Basic software is a term for those software components, which lie under the software that the user has direct contact with. Thus, basic software includes operating systems, development tools, database systems, data communication, backup and security, etc.
Batch job	A batch job or batch processing is an IT job, typically initiated by an operator when there is available computer capacity. A batch job could be the monthly employee payroll or the printing of customer invoices and bank statements. The rapid expansion of computer capacity as well as the development of more user-friendly software meant that tasks no longer needed to be scheduled and processed according to when there was available capacity on the computer. The term is rarely used today. To exploit the very expensive mainframes most efficiently, the running of batch jobs was strictly prioritised in 24-hour operations, seven days a week. Data for a batch job was typically entered by a "typing pool", after which the actual calculations were performed by the computer, which then printed the results in long lists or on pre-printed forms (product lists, customer lists, invoices, payrolls, bank statements, returns, etc.).

Berendsen Computer Products	Berendsen Computer Products was a subsidiary of Berendsen A/S, which began importing and distributing hardware and software for PCs in 1984. The company obtained the distribution rights to PCPLUS from PC&C in 1985, but was passed over for IBM when PC&C launched Navigator in October 1987.
Beta test	It's widely known that developers can't test their own software. Therefore, an internal test (alpha test) is required before sending the product to selected customers for external testing (beta test). Normally, suppliers recommend that products being beta tested not be used for production purposes as there may be critical bugs in the product. Thus, customers, who participate in a beta test are often compensated for the inconvenience of testing the product.
Bit compatible	The term "bit compatible" refers to computers that are able to run the same programs without needing any changes. For example, software developed for Intel's 8080 was able to run easily on systems based on Zilog's Z80, which in the 1980s was a ground-breaking innovation.
Brdr. Damgaard Data I/S	Brdr. Damgaard Data I/S was the name of Erik and Preben Damgaard's first company, which formed the framework for the activities until April 1985, where the activities were transferred to Damgaard Data ApS, CVR number 77627111.
Brooks, Frederick	Frederick Brooks is author of the book *The Mythical Man-Month* (Addison-Wesley, 1975). The book explains why software development can't be accelerated by adding more programmers.
Bug	All software products contain bugs or errors. The more extensive the products become and the more customisations added, the more bugs that automatically occur. Errors are prioritised and remedied in the order in which they are considered critical. Some bugs will only be corrected in a later version of the product, and some, considered insignificant, will never be rectified. Thus, reporting and correcting bugs is a completely normal task within the software industry.
Bulletin Board System	A Bulletin Board System (BBS) was an electronic bulletin board that users could ring to upload or download data, read and write messages and, in some cases, even chat with each other. The emergence of Bulletin Board Systems gained serious momentum in the early 1990s, when the price of data communications fell sharply, but they were replaced rapidly as early as the mid-1990s by ordinary websites accessible via the internet.
Bundling	Bundling is a standard expression within the IT industry that refers to offering several products or services for sale in a combined package.
Burgum, Doug	Douglas J. Burgum (1956) was CEO of Great Plains Software from 1984 to 2001. After which he became Senior Vice President for Microsoft Business Solutions Group (2001-2007), under which the acquisition of Navision occurred.

Burroughs	Burroughs Adding Machine Company was officially launched in 1904 in Detroit, Ohio. The company entered the computer industry in the 1960s, achieving reasonable success with its mainframe systems. In September 1986, Burroughs Corporation merged with Sperry Corporation to form Unisys. Shortly after the merger, the amalgamated company ceased developing Burroughs' mainframes.
C	C is a language for software development that was used increasingly in the 1980s. C made it possible to run programs on different operating systems and computer types with only modest adjustments. Concorde XAL was written in C.
C4	See Concorde Økonomi.
C5	See Concorde C5.
Calc, the.	The Calc was a program developed by Erik Damgaard for the copy protection of Danmax. When the customer's company name was entered, the Calc generated a set of codes for each of the modules in Danmax. When customers entered the codes while installing Danmax, the modules opened and the customer's name was encoded into all the screen displays. In principle, the codes could be reused by others, but the original customer's name would still appear in all screen displays.
Cashcow	A company's products are divided into four stages of development: children, stars, cashcows and dogs. A company with products in all four stages is well-covered in relation to its future development.
CDC	See Control Data.
CeBIT	CeBIT (Centrum für Büroautomation, Informationstechnologie und Telekommunikation) [Centre for Office Automation, Information Technology and Telecommunications] took place for the first time in 1970 as a division of the Hannover Messe [Hanover Fair] in the newly built Hal 1. The CeBIT section grew rapidly and, in 1986, this part of the exhibition was held separately four weeks before the main exhibition. From 1986 until the turn of the millennium, CeBIT was the most important global IT exhibition with a display area of 450,000 m2 and close to one million visitors.
Channel	In Damgaard Data jargon, the "channel" was a term used to refer to all resellers at once. Thus, how to expand the channel, how to increase its capacity and its productivity and so on were regularly discussed. The channel was Damgaard Data's way to the customers, and there was a clear awareness that the channel was to be continuously utilised to reach the goal: the greatest possible market share (see also reseller).
Channel Entry	See Attain CE.

Channel Stuffing	The term refers to producers generating revenue by selling goods to their resellers, which are placed in stock and not immediately sold to customers. IBM and Damgaard International used this practice for a few years to artificially inflate revenue.
Christian Rovsing A/S	Christian Rovsing A/S was a Danish producer of minicomputers, who achieved some success in the 1970s and early 1980s, but went bankrupt in 1984.
Client/server	When PCs were seriously considered and installed in large companies in the 1990s, a new model was needed for implementing IT solutions. The model named "client-server" split tasks so that data management and special resource-demanding tasks ran on powerful central computers (server), while data entry, data presentation and less resource-demanding tasks were carried out on the individual user's PC (client). The client-server model was further motivated by being able to use cheaper PCs (thin clients), PCs from different manufacturers and not having to provide too much support for the individual user. Concorde XAL supported a partial client-server model as the database could run on an independent server, while Axapta was directly designed according to this model.
Cloud Computing	Cloud Computing refers to the delivery of software and other online services via the internet, where most of the computing work takes place on the supplier's computer and, thus, not on the user's computer (see also Hosting).
Commodore	Commodore International, with headquarters in Toronto, Canada, was a pioneer of the development and production of cheap microcomputers. Most well-known is the Commodore 64 (1982), where the entire computer (without the screen) was built into the keyboard.
Compaq Computers	Compaq was one of the major players in the PC market in the 1990s. The company was acquired by HP in 2002.
Compatibility	Compatibility meaning "co-existing". In the IT industry's youth, each supplier had its own standards, which is why hardware and software from different suppliers didn't match. Once customers had chosen a supplier, they were almost subjugated into continuing the relationship as changing to another supplier demanded completely replacing all hardware and software and retraining the IT staff. This situation impeded the innovative incentives of established suppliers, leading to very high prices. When IBM opened the PC architecture and allowed Microsoft to sell the DOS operating system to other manufacturers in the early 1980s, market forces were released that completely changed the IT market in the space of only a few years, enabling customers to reward producers who made themselves compatible with other suppliers. Customers quickly learned the advantages of compatibility and could increase the pressure on manufacturers for both better products and lower prices.

Compilation	See compiler.
Compiler	A compiler is a software program that can collect and translate source codes written in one programming language into another programming language and typically into binary form or machine code. Typically, software is written in a language with a high level of abstraction, while computers can only run programs in machine code. Compilers collect and translate the code modules written by the programmer into a language that the computer can understand.
Concorde	See Concorde Økonomi.
Concorde Business	In the early 1990s, Damgaard Data bundled Concorde Økonomi with software for word processing, spreadsheets, presentations, e-mail and calendar, etc. The package was marketed as Concorde Business with attractive price tags.
Concorde C4	See Concorde Økonomi.
Concorde C5	Concorde C5 was launched by Damgaard Data on 15th November 1994 as a replacement for Concorde Økonomi, which was released on the market in November 1986. Concorde C5 was built on Concorde XAL technology, but the user functionality was simplified to primarily target companies with up to five users.
Concorde C5 Light	Concorde C5 Light was a version of Concorde C5 with fewer accounts and a smaller database that ran exclusively on Microsoft Windows and was targeted at very small businesses. The product, which was to replace Concorde Light, was launched in late 1995 and was the first software product in Denmark marketed via a TV advertisement. Concorde C5 Light cost less than 400 USD and over 14,000 copies were sold via selected computer stores and wholesale markets in 1996.
Concorde Light	A full version of Concorde with a maximum of 150 financial accounts, 50 accounts receivable, 25 accounts payable, 150 products and a 4 MB database sold via retailers for less than 400 USD.
Concorde Software A/S	In 1998, Damgaard Data Distribution A/S changed its name to Concorde Software International A/S, and, a few months later, to Concorde Software A/S and, in 1999, to Damgaard A/S.
Concorde Tekst	Concorde Tekst was a simple word processing program accompanying Concorde. Tekst could be used to write letters to customers or suppliers, after which names and addresses from the financial management system could be merged into the text of the letter. The program was built on standard components that came with the PolyPascal development tool. Over time, WordPerfect, and later Microsoft Word, established themselves as affordable standard word processing products. Damgaard Data didn't expend resources on offering similar facilities in subsequent products.

Concorde XAL

Concorde XAL, a financial management system for medium-sized companies, was launched in April 1991 and became Damgaard Data's third quick product success. The product was an innovation in the financial management systems' market as it was equipped with development tools that enabled resellers and customers to customise and further develop the product with new facilities and features. Concorde XAL, thus, ended up serving many more types of businesses and purposes than Damgaard Data would ever have been able to offer with its own development resources. Concorde XAL was one of the first examples of the multiplication effect a software program with development tools could achieve via resellers and customers' further development. Moreover, Concorde XAL was available on a wide range of operating systems, which also contributed to the wide spread of the product. Concorde XAL was also the product that formed the basis of Damgaard Data's internationalisation efforts.

Concorde Økonomi

Concorde was Damgaard Data's second product, launched at the Office & Data Fair in the Bella Center in autumn 1986. The product, which was a multi-user financial system for small businesses, earned enormous success and formed the backbone of Damgaard Data's development from a small start-up business with only a handful of employees to a company with 100 employees and a turnover of 20 million USD in 1991, when the next major product, Concorde XAL, was launched, after which Concorde was renamed Concorde Økonomi.

Connect A/S

Connect A/S was a partially-owned subsidiary of Damgaard Data, which was involved in the development and production of network cards for PCs. The company went bankrupt in September 1989 after which Michael Konnerup bought the activities from the bankruptcy estate.

Control Data

Control Data or CDC was a computer and software company based in Minneapolis, Minnesota. Since being founded in the 1950s, the company primarily developed computers for computational-heavy tasks, but when the company established itself in Denmark, it managed to win a number of large customers within administrative data processing via the establishment of a local software development department. Control Data's management misjudged both the emergence of minicomputers and PCs and suffered huge losses in the 1980s and had to lay off thousands of employees until the company was almost dissolved in the 1990s via divestments and shutdowns. From 1991 to 1997, the Danish subsidiary of Control Data became one of Damgaard Data's greatest Concorde XAL resellers in Denmark.

Country manager	The head of a foreign subsidiary; usually the most senior manager of the subsidiary in the legal sense and, thus, the job title reflects that in the country in question. For instance, the name in Denmark is administrende direktør, in Germany it is Geschäftsführer, and in Sweden verkställande director (VD). However, internally in a group, the subsidiaries managers are mostly referred to as country managers.
Country Specific Engineering	Country Specific Engineering (CSE) was a division of Damgaard International, whose task was to specify and develop national versions of the products.
CP/M	CP/M stood for Control Program/Monitor and later Control Program for Microcomputers. It was developed by American Gary Kildall from the Digital Research, Inc. company (see also Operating System).
CPM-86	CPM-86 was the successor to CP/M, which was also able to run on IBM's PC. Despite people with technical insight rating the system as better than PC-DOS from Microsoft, it was never a success due to factors such as its high price.
Creditor	A creditor or accounts payable is a person or organisation to which a business owes money (see also debtor).
CRI	Computer Resources International (CRI) was a Danish software and consulting company with activities in space and defence. The company emerged after Christian Roving's bankruptcy and employed more than 150 employees. It was owned by Unibank, BG Bank and IBM. In 1997, CRI was acquired by Terma A/S.
CRM	An abbreviation for Customer Relationship Management. The term covers business processes and software for optimising the relationship between a company and its customers.
CVR Number	The Danish Centrale Virksomhedsregister: the unique number of a business in the Danish Central Business Registry.
Cyber	Cyber was the name of a series of mainframe computers from Control Data Corporation (CDC), which was very popular for computational-heavy tasks in the 1970s and 1980s.
DACH	DACH is an abbreviation for Germany (D), Austria (A) and Switzerland (CH).
Damgaard Data Large Account	See Damgaard Consulting
Damgaard Data ServicePartner	See Damgaard Consulting.

Damgaard Distribution ApS	Damgaard Distribution ApS (CVR number 11668216) was founded on 13th January 1987 and was turned into an A/S on 28th February 1995. Until 1998, the company was responsible for all marketing activities in the Danish market. Its name changed in January 1998 to Concorde Software with the company now also running the international sales activities. The company then changed its name to Damgaard Data A/S in September 1998 and to Damgaard A/S in January 1999 and was listed on the Copenhagen Stock Market in September 1999. The company merged with Navision Software in December 2000.
Damgaard International A/S	The company was founded on 27th October 1986 as Damgaard Development ApS and formally obtained all rights to the products. In 1994, IBM Denmark bought half of the shares for one million USD, and the company changed its name to Damgaard International A/S. When IBM was bought out for 15 million USD in November 1998, the company changed its name to Damgaard Development A/S. The ownership of the company was transferred to Damgaard A/S prior to the stock market listing. The company merged with Navision Software in July 2001.
Damgaard Development [Damgaard Udvikling]	See Damgaard International A/S.
Damgaard, Charlotte	Preben Damgaard's wife.
Danmax	See Maxisoft.
Danmax Mini	A full version of Danmax, retailing at 1,600 USD, which was limited to 30,000 postings. After that, the user could upgrade for a further 2,000 USD to a version without limits. After the launch of Concorde, the price of the Danmax Mini was reduced to 800 USD.
Danmax XT	The first project name for the development project, which became Concorde in 1986, and later became Concorde Økonomi.
Dansk Data Elektronik	Dansk Data Elektronik (DDE) was founded in 1975 and stock market listed in 1984. The company became known for its Supermax computers, which were widely distributed in Denmark, particularly in the public sector. The company's management misjudged the market's development, sending hardware prices into free fall; instead it spread itself over a wide range of solution areas that it failed to internationalise for which it was greatly criticised. DDE went bankrupt in 2001.

Dansk System Industri	Dansk System Industri was started by Anne Grethe Pind in 1980. When Thomas Hejlsberg came aboard, and DSI-TEKST was launched in October 1984, the company's run of success began. DSI- TEKST contained a database and a report generator as well as word processing. The system formed the basis for several large IT projects in both the private and public sectors. When DSI released a new version under the name DSI SYSTEM in spring 1989, it also signed an agreement with Damgaard Data, which enabled the system to work with Concorde Økonomi. DSI never managed to do any significant business outside of Denmark, and as the foreign suppliers – in particular Microsoft – gained more and more Danish customers, DSI was outmatched.
Database	A database (or a database system) is a software program, whose primary task is to manage the data that a user or other software programs are to use.
Datacentralen	I/S, of 1959, was a partnership consisting of the Danish state, counties and municipalities (KL) with the state, represented by the Ministry of Finance, at the head of the table. The municipalities later stepped down and formed their own Kommunedata [Municipal Data] (later called KMD). At the beginning of the 1990s, Datacentralen became a limited company and, in 1996, CSC (Computer Sciences Corporation) acquired 75 per cent of the shares, changing its name to CSC Denmark.
Daybook	When a business has to post to the accounts, each entry is typed into a daybook first, which is subsequently checked to ensure it has been typed and entered into the accounts correctly. After that, the entries are sent to bookkeeping. This approach is widely used and helps reduce the number of typing and posting mistakes.
DB/2	The name of a database system from IBM.
DDE	Damgaard Data Exchange was a staff newsletter started by employees in Damgaard Data in 1993. For the first few years, it was run by volunteers. DDE was also the abbreviation for Dansk Data Elektronik.
Debtor	A debtor is someone who owes a business money. In accounting terminology, customers and borrowers are called debtors, while suppliers and lenders are called creditors (See also accounts receivable).
DEC	See Digital Equipment Corporation.

Digital Equipment Corporation	Digital Equipment Corporation was launched in 1957 in Maynard, Massachusetts and, with its PDP-8 computer, it became the father of what was later called the minicomputer within the IT industry. In 1977, the company introduced the first edition of their 32-bit minicomputer named VAX. The series was widely distributed and, with over 400,000 units sold in the 1980s, DEC was the IT industry's second largest company, surpassed only by IBM. The company's management miscalculated the importance of the PC in the late 1980s and early 1990s and later also of UNIX and, therefore, had to report some mighty deficits during the same period, culminating in a loss of 3.4 billion USD in 1992. To get back on track, the company reduced its staff from 130,000 to 53,500. In 1998, DEC was acquired by the PC company, Compaq, which had half the number of employees, but twice as much turnover and significantly better earnings.
Digital Research	Digital Research was started in 1974 in California, and developed the first operating system for microcomputers based on Intel's 8080 or Zilog's Z-80. When IBM chose Microsoft's DOS operating system for their new 16-bit PCs with Intel processors in the early 1980s, Digital Research launched an alternative that, many believed, was a technically superior system, but it wasn't able to fight IBM's marketing muscle and was acquired by Novell in 1991.
Disk drive	See hard disk.
Distributor	For Damgaard Data, a distributor was a company that recruited and managed resellers on behalf of the producer. Distributors also carried out all tasks associated with general marketing.
DITEC	DITEC was the former consultancy department of the German subsidiary of the American Digital Equipment Corporation, which purchased the German IT company Mannesmann-Kienzle in 1991. In the aftermath of the major financial difficulties experienced worldwide by Digital Equipment Corporation in the 1990s, the staff in Germany had to be drastically reduced and, thus, DEC wanted to completely spin off its consultancy department, employing 1,500 employees at this time. No buyer was found for the activity and due to labour law rules in Germany it wasn't possible to layoff the 1,500 employees without having to pay large compensation sums to the individual staff members. Therefore, in October 1994, the owners of DEC offered DITEC's staff the consultant department on favourable terms.
DOS	DOS is an abbreviation for Disk Operating System. PC-DOS and MS-DOS from Microsoft were the most well-known.

Dotcom bubble, the.	From 1997 to 2001, coincidental circumstances evoked a quite unusual desire to invest, in particular, in newly-launched IT companies that had the internet as their strategic focal point. The companies used their internet addresses as their names – all ending in ".com" (pronounced "dot com"). The vast majority of dotcom companies weren't able to meet expectations, and as the disappointing results began to be reported, the propensity to invest fell substantially from one day to the next. The phenomenon was like a soap bubble that burst.
Dotted line	Large companies that operate with multiple product lines to multiple customer segments in many countries often have a matrix organisation whereby employees have a manager with whom they negotiate salary and working conditions (full line) and one or more other managers with whom they coordinate their activities (dotted line).
DSI	See Dansk System Industri.
DSI-SYSTEM	DSI-SYSTEM was a new version of DSI-TEKST, launched in early 1989. It had a greatly improved file system and improved possibilities for developing user-specific customisations. In September 1989, Damgaard Data and DSI entered into a partnership that allowed Concorde resellers to use DSI-SYSTEM to develop more comprehensive customer-specific solutions than was possible by using Concorde alone.
DSI-TEKST	DSI-TEKST was a word processing system with a variety of programs for data handling, printing reports and data communication. It became very popular in the 1980s and early 1990s (See also Danish System Industry).
Due diligence	The term refers to the thorough review of a company's finances, obligations and other important issues.
EDP	EDP is an abbreviation for electronic data processing (See also IT).
EMEA	An abbreviation for Europe, the Middle East and Africa. Many international companies gather all countries in this area into one managerial region.
Encryption	Encryption is a technique for reformatting information so it can't be read by anyone without authorisation. Encryption is particularly relevant when sensitive information is to be transmitted via a non-secure communication channel (e.g. email or the internet) or for data security (such as files on a computer that may be stolen or hacked).
Error	See bug.

ERP	During the 1990s, Enterprise Resource Planning (ERP) became the category name for software developed by Damgaard Data, SAP, Navision Software, Baan, IFS and others, and which included support for more and more business processes. ERP, also called business management software, had to contain a suite of integrated applications, which an organisation could use to collect, store, manage and interpret data from its many business activities.
Ethernet	Ethernet is the term for computer connecting technology in a communication network. The technology was developed by Xerox in the 1970s and gained popularity as a PC connector during the 1980s. Despite the fact that IBM invested heavily in getting its own Token Ring technology accepted on the market, it only succeeded within the company's traditional customer segments, while more and more manufacturers supported Ethernet. With better products at significantly falling prices, IBM lost its highly-gained market share during the 1990s. Today, Ethernet is the dominant standard for connecting computers.
File system	The file system is that part of the computer's operating system, which handles the user's data. When a user begins a task, the computer can't know how much space is to be allocated to data. Modern file systems handle this task, ensuring the user can easily store and retrieve data, although in practice it's spread across many locations on the physical media.
Floppy Disk Drive	Floppy disk was the term given to data-storage medium that resembled small LPs and which could be inserted into the computer via a floppy disk drive. The computer could read data from and write data to the disk via the disk drive.
Fourth Generations Tools	See 4GL tools.
FK-DATA	See FK-SOFT.
FK-SOFT	FK-SOFT was an activity under FK-DATA, started by Finn Kusk in 1984, which marketed Danmax under its own name. In 1986, FK-SOFT also marketed a version of Concorde Økonomi under its own name. From 1984 until the end of the partnership in March 1988, FK-SOFT was Brdr. Damgaard Data's largest reseller and distributor.
FK-Soft Revisor [FK-SOFT Chartered Accountant]	A version of FK DATA's version of Danmax, which was made available free of charge to chartered accountants.
FTP	FTP stands for File Transfer Protocol; a standard method for transferring data files between computers.
Gates, Bill	William Henry Gates III (1955). Founder, and until 2000, CEO of Microsoft.

Graphical user interface	Today, almost all types of computers have a graphical user interface, which means that all functions are represented by icons or menu texts that are activated by pressing or clicking on them. This wasn't the case in earlier computers, where you needed to know and enter the commands that made the computer perform tasks. Apple was the first with a commercial product – Macintosh – that could only be served via a graphical user interface. With Microsoft's launch of Windows95, the graphical user interface became the default for most types of computers and software systems.
Great Plains Software	Great Plains Software, based in Fargo, North Dakota, managed by Doug Burgum, launched its first financial management system under the name Dynamics in February 1993. The program was designed to run on Microsoft Windows alone. The company was purchased by Microsoft in April 2001 and became the backbone of the new Microsoft Business Solutions division, which purchased Navision in July 2002. Great Plains Software was very successful in the USA, but it had difficulty gaining a foothold in the international markets.
Gregersen, Morten	Software developer and the first employee at Damgaard Data.
Hard drive	Data can be stored on magnetic discs similar to LPs. The discs rotate and a reader similar to the needle of a record player can write to and read data from the disc. The technology was introduced by IBM in 1956 and became a regular component of major computer installations in the 1960s and 1970s. The technology developed rapidly during the 1980s, and in 1984, IBM launched its PC AT model, which contained a 10-megabyte hard drive.
Havidan	Havidan was a little Danish company that imported microcomputers from the Far East in the 1980s. Erik Damgaard's friend, Morten Gregersen, got a job at Havidan and was, thereby, introduced to HERA-SOFT from HERA-DATA, which he then presented to Erik Damgaard in 1984, who found it an inspiration for Danmax's development.
HERA-DATA	See HERA-SOFT
HERA-SOFT	HERA-SOFT was a financial management system for microcomputers developed by HERA-DATA, founded by carpenter Helmuth Rasmussen. The first version of the program came on the market in 1982 and it experienced some popularity in the mid-1980s.
High level programming	Programming languages, such as C, FORTRAN or Pascal, are high-level languages that allow a programmer to write programs, which are more or less independent of a particular type of computer. Such languages are deemed high-level languages because they are closer to human languages and further away from machine language.

Hosted services	See Hosting.
Hosting	Hosting refers to IT tasks being "hosted" on computers belonging to a hosting provider. Typically, in large and professionally driven data centres. Since the turn of the millennium, more and more companies have chosen to run their IT tasks at hosting providers. Today (2018), hosting is often called cloud computing.
IBM PC	See Personal Computer.
IBM Personal System/2	IBM Personal System/2 was a new series of PCs launched by IBM in 1987 in an attempt to regain control over the PC market by introducing an advanced and copy-protected architecture. IBM's dominant market position was to ensure that the systems would sell in relatively large numbers, particularly to large companies. Others, who wanted to develop and market PS/2 compatible systems, had to pay a royalty to IBM. The major manufacturers bristled at IBM's licence terms, which demanded royalties for every machine sold, and counteracted by developing the Extended Industry Standard Architecture (EISA). Despite some of the innovations in PS/2 becoming the cornerstone of the industry, IBM failed to gain control over the PC market.
ICL	International Computers Limited (ICL) was a major British hardware, software and computer service provider in operation from 1968 to 2002. ICL tried to expand its product range over the years, but most of its earnings came from the company's mainframe customer base, consisting primarily of large public sector contracts in the UK. In 1989, ICL bought the Danish company, Regnecentralen, and in 2002 the company was acquired by the Japanese company, Fujitsu.
IDG	International Data Group Inc. (IDG) is an America-based market analysis and media company.
Intel 8080	The Intel 8080 was the first 8-bit microprocessor from Intel Corporation.
Intel Corporation	Intel Corporation (Intel) was launched in July 1968. It primarily produced electronic components for data storage. The company's major breakthrough came when it was chosen as the supplier of the core microprocessor for IBM's PC.
I/S	An Interessentskab, or a Danish Incorporated Partnership, is a partnership of at least two members, individuals or companies, who are fully liable for the company's obligations.
ISDN	Integrated Services Digital Network (ISDN) is a set of communication standards for the simultaneous transmission of voice, video, data and other network services via the public telephone network. The key feature of ISDN was that it integrated speech and data on the same lines and added features that weren't available in the classic telephone system. ISDN has now been replaced by ADSL.

IT	An abbreviation of Information Technology.
Jamaica	Jamaica was the codename of a quite ambitious development project started by Navision Software prior to the merger with Damgaard. The purpose of the project was to develop a technology platform on which new versions of the company's financial systems could be based. The project was immediately ceased after Microsoft acquired Navision in 2002.
Kontor&Data	Kontor&Data [Office&Data] at the Bella Center in Amager was the largest IT fair in Denmark during the 1980s and 1990s. As IT gradually became a part of almost every area of business and as penetration of the internet increased, the reason for general IT fairs disappeared.
Kusk, Finn	See FK-SOFT.
Learning-to-Learn	An 11-day training programme for all Damgaard Data employees, designed to enable them to carry out their tasks more independently and encourage them to regularly take initiatives to improve their work. The programme was implemented in 1995-97 and cost the company approximately 2 million USD.
Lotus	Lotus 1-2-3 is a spreadsheet program from Lotus Software (now part of IBM). It was IBM's first major application, and its popularity in the mid-1980s contributed significantly to the success of IBM's PC in the professional world.
Lotus Ami Pro	Lotus Ami Pro was a word processing program developed by Samna Corp, Atlanta, Georgia, which was acquired by Lotus Development Corporation in November 1990 for 65 million USD.
Lotus Approach	Lotus Approach is a database system that Lotus Development Corporation acquired the rights to in 1994.
Lotus Development Corporation	Lotus Software (known as Lotus Development Corporation before being purchased by IBM for 3.5 billion USD in 1995) was a software company based in Massachusetts. Lotus achieved great success with the Lotus 1-2-3 spreadsheet program, launched at the same time as the emergence of the first PCs. The company later developed Lotus Notes, in association with Ray Ozzie's Iris Associates, a calendar and collaboration system that also achieved wide market penetration.
Lotus Freelance Graphics	Lotus Freelance Graphics is a software program for making presentations similar to Microsoft PowerPoint. Lotus Development Corporation obtained the rights to the product when it purchased Graphic Communications Inc. in 1986.
Lotus Organizer	Lotus Organizer was a Personal Information Manager (PIM) that contained a calendar as well as contacts and checklists. It was originally developed by the company Threadz, which was acquired by Lotus Development Corporation.

Lotus SmartSuite	IBM launched SmartSuite in 1994. It included the programs Ami Pro 3.0, Lotus 1-2-3 4.0, Freelance Graphics 2.0, Approach 2.0 and Organizer 1.1. The product competed with Microsoft Office.
M&A	Mergers & Acquisitions. The term for the purchase, sale and merging of businesses.
Macintosh	Macintosh was the first computer with a graphical user interface (like Windows), which was launched by Apple Computers in January 1984. Despite Macintosh being far easier to use for the non-IT-savvy user, its high price prevented the computer from defeating the technically more complicated DOS-based IBM-compatible PCs. However, Macintosh won its followers and gained widespread popularity among users working with creative tasks. Apple shortened the name to Mac in the late 1990s, and at the beginning of the millennium, its laptop, in particular, achieved great success and – perhaps due to its still high price – also achieved a cult-like status as a symbol of freedom and individuality. In October 1991, the Danish company PPU launched the Maconomy financial system for Macintosh. The product, which had a graphical user interface, got a lot of media coverage, but Macintosh wasn't a platform for administrative computing, and with a price of 4,200 USD for a single user, Maconomy was significantly more expensive than any other product on the market.
Magellan project, the.	Microsoft's Magellan was a financial system for very small businesses that was to compete with the then market-dominant product Quicken from Intuit. Microsoft attempted to buy Intuit in the mid-1990s, but the initiative was stopped by the US competition authorities. Microsoft was going to try to take market share from Intuit with Magellan, which, at that time, held over 60 per cent of the US market.
Mainframe	The word "mainframe" comes from the quite large cabinets that the first computers on the market in the late 1950s required. Later, it became the term for large and powerful computers, which, in contrast to the later mini- and microcomputers, required special rooms with raised floors and cooling systems. Large data centres today are furnished similarly to those earlier mainframe installations, but now the cabinets contain dozens of cheap standard components.
Matrix printer	Numbers, letters and simple graphics were formed by a print head with pins punching through a coloured ribbon to leave marks on the paper. Matrix printers were widely used until HP launched a cheap laser printer in May 1984.
Maxisoft	Maxisoft was the name of Brdr. Damgaard Data's first financial management system, which they presented at the Office & Data Exhibition at the Bella Center in 1984. As the competitor HERA-DATA used the term "Maxi" for a version of its program, Maxisoft was renamed Danmax.

MB	MB is an abbreviation of megabyte, meaning a million bytes. In reality, a megabyte is often more than one million bytes (see byte).
Method, the.	See OnTarget.
Microcomputer	In the mid-1970s, "microcomputer" became the name for a small, relatively inexpensive computer, where most of the key components were placed on a single printed circuit board and where the entire system was delivered together with a screen and keyboard. In the mid-1980s, the term was replaced by "Personal Computer" or "PC".
Microsoft Excel	A spreadsheet program from Microsoft, launched in 1987. With Version 5, which came on the market in 1993, Excel constantly increased its market shares.
Microsoft Office	Microsoft Office is a series of applications sold as a single suite, typically including Word, Excel, PowerPoint, OneNote and Outlook. The package was announced by Bill Gates at the Comdex Exhibition in Las Vegas in August 1988 and was ready for delivery in November 1990.
Microsoft Power-Point	A program for presentations from Microsoft, launched in May 1990.
Microsoft SQL	A database system from Microsoft. The first edition was launched in April 1989.
Microsoft Windows	Microsoft Windows was Microsoft's first operating system using a graphical user interface known from Apple Computers' Macintosh (Apple Computers actually sued Microsoft for violating their rights. A settlement was reached in 1993). With Windows95, launched in August 1995, Microsoft continued its monopoly-like status in the market for PC operating systems. Windows95 was a huge step forward for Microsoft and featured a number of technical improvements that drove IBM's OS/2 out of the market. Despite Windows95 being delayed several times, the product was very much supported by software developers around the world, and an enormous marketing investment ensured the product tremendous attention prior to its launch.
Microsoft Word	Microsoft Word is a word processing program, launched in October 1983, which has gained market share over the years and is the most widely used today (2018).
Microsoft Works	Microsoft Works was a simple and cheaper (40 USD) alternative to Microsoft Office, which was launched in 1987. Due to its low price, and as it was often preinstalled on new PCs, the product was quite popular. The product was replaced by Microsoft Office Starter Edition in 1999.
Middleware	Middleware is a common term for that software between the operating system and the application.

Minicomputer	The term "minicomputer" was introduced with the launch of the VAX computer from Digital Equipment Corporation in 1977. By modern standards, there is nothing "mini" about the minicomputer, but, in the 1970s, when they were compared to mainframes, it was a fitting term.
MRK	The Marketing, Research and Communication company, where Preben Damgaard had a student job in the early 1980s.
MS-DOS	See DOS.
MSF	Microsoft Solution Framework (MSF) is a set of principles, models, disciplines, concepts and guidelines for the development and delivery of software products and services. MSF was developed by Microsoft for internal use, but was released for external use in 1993.
MS-SQL	See Microsoft SQL.
Native filesystem	The data and file management system that Damgaard Data developed for Concorde XAL was called "Native".
Navi-Hub	Navi-Hub was the name of a development project initiated by Navision Software prior to the merger with Damgaard, which was to enable the delivery of information services directly to users of the company's products via the internet. For example, information required for credit checking customers could be downloaded from the software whenever a user needed it. The project was continued after the merger and expanded to include all of the company's products, but was suspended after Microsoft bought the company.
Navigator	Navigator was the name of a financial management system developed by PC&C, which was launched in October 1987 and distributed in Denmark by IBM until December 1994.
Navision Attain	When Damgaard Data merged with Navision Software, all the products were renamed. Navision Financials, which was renamed Navision Solutions in a new edition, was further renamed Navision Attain after the merger with Damgaard Data.
Navision Financials	In 1995, PC&C changed its name to Navision Software, and launched the first global financial management system, Navision Financials, that was certified for Microsoft Windows 95.
Navision Solutions	Navision Financials changed its name to Navision Solutions in December 2000, shortly before the merger with Damgaard. When the merged company changed its name from NavisonDamgaard to Navision in February 2001, all products were renamed and Navision Solutions became Navision Attain.
NCR	Cash register manufacturer NCR Corporation (National Cash Register) was founded in 1884 in Ohio. From the 1960s and until the company was acquired by AT&T, NCR was active in almost every area of IT and even had solid representation in Denmark.

Netscape	Netscape Navigator was the most widely used web browser in the early 1990s with a market share of over 90 per cent. That position was quickly eroded when Microsoft included its free web browser, Internet Explorer, in the operating system with Windows 95.
Netware	Software from Novell enabled software programs on PCs to share, for instance, data and computer equipment.
New Line	See ACE.
Nixdorf	Nixdorf Computer AG was a German computer company founded by Heinz Nixdorf in 1952. In the 1980s, the company had more than 30,000 employees and was Europe's fourth largest IT producer. Nixdorf overlooked the possibilities and threats of the PC wave and, after reporting large deficits for a number of years, was acquired by Siemens Informationssysteme in 1990, which also changed its name to Siemens Nixdorf Information System (SNI).
Norsk Data	Norsk Data was a computer manufacturer established in Oslo, Norway, in 1967. The company was most active from the early 1970s to the end of the 1980s. At its peak in 1987, it was Norway's second largest company with more than 4,500 employees. The company had offices in several countries, including a large and quite active branch in Denmark. Norsk Data failed to respond quickly enough to the PC wave and was almost dissolved as early as 1992.
Novell	See Netware.
Object-oriented Programming	Object-Oriented Programming (OOP) is a method of separating data and program logic in such a way that you can reuse the same program logic in different contexts and divide large programs into smaller self-contained modules (objects). OOP makes developing large programs and distributing that development to separate organisational entities easier.
OEM	OEM stands for Original Equipment Manufacturer: the term for companies that manufacture products, which are included in other companies' products.
Office & Data	See Kontor&Data
Olivetti	Olivetti started in Ivrea, in Northern Italy, in 1909, as a producer of typewriters and became a player in the IT industry in the 1980s after several barely successful attempts in the 1960s and 1970s. The IBM-enabled PC M24, launched in 1983, formed much of the basis for the company's success. When the PC market experienced frequent product shifts and rapidly falling prices during the 1990s, Olivetti couldn't keep up and it eventually sold off its PC business in 1997.

Olivetti M24	Olivetti M24 was launched by Italian Olivetti in 1984, making the company the third largest supplier of PCs in Europe for a short period of time. The machine was also sold on OEM contracts by AT&T and XEROX in the USA, but it didn't achieve the same popularity. When Damgaard Data introduced Concorde in 1986 and was to deliver multi-user solutions with Novell Netware, the M24 had technical problems, which could, thankfully, be solved by replacing the keyboard.
Online	Online refers to a user having direct access to the computer and receiving an immediate response to their input. This is how all computers work today, but in the IT industry's youth and until the introduction of minicomputers – and microcomputers, in particular – this wasn't the case. Today, the term is most frequently used in relation to accessing the internet. Someone without access to the internet is offline.
OnTarget	OnTarget was the name of a comprehensive program of business development tools developed by Navision Software's subsidiary in Spain, which was to be used to professionalise all aspects of their resellers' businesses. In the 1990s, both Navision Software and Damgaard Data experienced how the capacity of their reseller channels limited the growth of their market share. Therefore, both companies invested considerable resources into recruiting new resellers and helping existing resellers to expand their business. After the merger of Navision Software and Damgaard, the OnTarget project changed its name to The Method and was to be used by all the company's resellers in all countries.
Operating system	An operating system manages the very basic tasks, such as starting up the computer, reading the user's keyboard entries, sending signals to the screen, retrieving and sending data to be processed by the computer to and from the hard drive, floppy disks and communication ports
Oracle	Oracle is the name of both the company that started in 1997 in California, and its first product, which was a relational database. The Oracle database became almost an industry standard for particularly large IT installations and, in the 1990s, Damgaard Data developed Concorde XAL to be able to use it.
OS/2	OS/2 was an operating system for PCs started jointly by IBM and Microsoft in 1985. The first version was released in December 1987, but didn't gain any significant market share. In 1990, Microsoft pulled out of the partnership to invest in its own Windows operating system instead, while IBM continued to invest billions in further developing OS/2.

OSF/1	Open Systems Foundation was a partnership between a wide range of UNIX-based systems suppliers, which was to lead to a joint version of UNIX for the benefit of both customers and suppliers. The collaboration, initiated by Digital Equipment Corporation in 1988, quickly gained support from Apollo Computer, Groupe Bull, Hewlett-Packard, IBM, Nixdorf Computer and Siemens AG, while Sun and AT&T chose to stand alone. OSF ceased its activities in 1994, when several of the companies were struggling with major financial difficulties and it proved that UNIX couldn't win the battle for users, who preferred Windows from Microsoft, whose offer of cheap user software was growing steadily.
OUP	An abbreviation of "organisationsudviklingsprojekt" in Danish; the major organisational development project initiated by Damgaard Data in 1993.
Partner	See reseller.
Pascal	Pascal is a programming language developed by Swiss computer scientist Niklaus E. Wirth in 1968-69, first published in 1970 and named after the French mathematician and physicist Blaise Pascal (1623-1662), who was also one of the first inventors of the calculator. Damgaard Data's first two products, Danmax and Concorde, were written in Pascal.
Passat principle, the.	The culture of Damgaard Data gave its employees very wide scope, including the delegation to make decisions that could have major financial consequences. The slogan, guiding many decisions that couldn't immediately establish a close relationship between investment and dividends, was the "Passat principle" (with the VW Passat car as a symbol): the sensible solution that was neither cheap and flimsy nor expensive or extravagant.
PC Personal Computer	See IBM PC.
PC-DOS	See DOS.
PC&C	PC&C (Personal Computing and Consulting) was started by college friends, Jesper Balser, Torben Vind and Peter Bang on 2nd November 1984. It launched its first financial management system, PCPLUS, in 1985. Berendsen Computer Products distributed PCPLUS until October 1987, when PC&C entered a distribution agreement with IBM Denmark for their new product Navigator. After that, Damgaard Data took over the distribution of PCPLUS. In 1995, the company changed its name to Navision Software; in spring 1999, the company was introduced on the Copenhagen Stock Exchange, and in December 2000 they merged with Damgaard Data.

PCPLUS	PCPLUS, launched at the Office & Data Exhibition in autumn 1985, was the first financial system from the company PC&C (later Navision Software). The product was designed for the first versions of the DOS operating system from Microsoft and placed great emphasis on design and user-friendliness. Until October 1986, it was distributed by Berendsen Computer Products. When PC&C signed an agreement with IBM to distribute its new product, Navigator, Damgaard Data took over the distribution of PCPLUS.
PDP	Programmed Data Processor (PDP) was a series of minicomputers from Digital Equipment Corporation, which achieved great success in the period between 1957 and 1990.
Performance	The term "performance" is used frequently within the IT industry. Despite the performance of computer systems being doubled since the 1980s with 18-24 month intervals (a phenomenon called Moore's law) and prices simultaneously decreasing, the interaction between users' needs and the software developers' imagination has continuously managed to exploit the increased performance to the full. Therefore, we can still experience computer systems running slowly, despite the capacity available on even our mobile phones far exceeding the total capacity available to the USA when it sent the first humans to the moon and back in 1969.
Personal Computer	The term Personal Computer or PC was already used in the early 1970s in Xerox's Palo Alto Research Center (PARC). However, it was IBM, with the launch of its first 16-bit Personal Computer in August 1982 that took ownership of the concept. It wasn't the computer itself that started a revolution of the IT industry, but rather the business model that IBM chose to employ. Almost every component was taken from other suppliers and the operating system was developed by Microsoft. IBM didn't copyright the design and, thereby, enabled others to produce both hardware and software, which kick-started major competition that pushed prices down and demand up. This meant that first smaller companies and later private consumers could have PCs.
Platform	Platform is a term used in the IT industry to describe a number of related hardware and software components required for using a software application.
PolyData	PolyData was one of Denmark's biggest importers and distributors of hardware and software in the 1980s.
PolyPascal	PolyPascal was a version of the Pascal development language developed by Dane Anders Hejlsberg and marketed by PolyData.
PolySoft	PolySoft was a software company of the PolyData Group, which developed the financial management programs PolySoft and Albatros (see PolyData and Albatros).

Porting	Porting is the process of customising software so that it can run in a computer environment that differs from that for which it was originally designed (e.g., different CPUs or operating systems).
PowerPoint	Software from Microsoft for making presentations.
Pre-sales	Selling solutions within the IT industry often requires preparing detailed offers, demonstrating the products and answering technical questions. This work, which doesn't directly concern the commercial terms of sale, is called pre-sales.
Prime Computer	Prime Computer, Inc. Massachusetts, was a producer of minicomputers from 1972 to 1992. The alternative spellings "PR-1ME" and "PR1ME Computer" were used as company names or logos by the company.
Private label	Private label is an expression covering products marketed under a name other than that of the manufacturer. The phenomenon is widely used in all industries and is used when companies consider their own brand to be strengthened by suppressing the original producer's name.
Product management	Product management is the discipline (and in larger companies often an independent organisational entity) dealing with maximising the yield of a product or product line over its entire life cycle.
Product marketing	Product marketing is the discipline (and in larger companies often an independent organisational entity) responsible for formulating, illustrating and communicating how the company's products can create value for customers and partners in such a way that they clearly differ and appear more attractive than the competitors' products.
Project Dambuster	The project name for preparing Damgaard's stock market listing, which happened on 8th October 1999.
Project Hveen	The project name for the preparation of the merger between Damgaard and Navision Software, which happened on 21st December 2000.
ProjectPartner	The name of an ambitious project management method that Damgaard Data developed and introduced to the largest resellers in 1992-1995.
PS/2	See Personal System/2.
Raikes, Jeff	During the acquisition of Navision and until 2008, Jeffrey Scott Raikes (1958) was president of Microsoft Business Division.
Rasmussen, Helmuth	Owner of HERA-DATA and developer of HERA-SOFT.
RC	See Regnecentralen.

RC-Partner	RC-Partner was Danish company Regnecentralen's replacement for the Piccolo microcomputer, which was again replaced by Piccolinen in 1984. Regnecentralen's microcomputers used the CP/M operating system and, later, as 16-bit processors gained ground, the CPM-86. The systems experienced considerable success, primarily because they had a monopoly-like position in Danish primary and secondary schools and colleges, and they even experienced some success in the private sector. When Microsoft's DOS operating system won the market, Regnecentralen failed to adjust and quickly lost its otherwise good position on the Danish market (see also Regnecentralen).
Regnecentralen	Regnecentralen, founded in 1955, was the first Danish computer manufacturer. Despite the company employing highly qualified technicians and developing advanced products, it had difficulty selling its products outside of Denmark. The company became too dependent on the domestic market and didn't get the production volume needed to keep up with the development. Regnecentralen was acquired by the British company ICL in 1989 (see also RC-Partner).
Release	Release is used in the IT industry in different contexts. It's used to indicate a version of a product with a specific purpose. Thus, a beta release is for testing purposes only, while a general release is for production purposes. It's also used to specify the time at which a product is ready for a particular purpose.
Reseller	In Damgaard Data's sales concept, the reseller is the company, which manages the relationship with the customers and assists them in implementing and supporting the products (see also Distributor).
Response time	Within IT, the response time is the time that elapses from when an IT user presses the return key until there is a response from the computer. Even today, when most computer systems have very high capacity, long response times can be a problem. Many bottlenecks can cause long response times, but often it's down to the interaction between the number of transactions, the number of concurrent users and the way in which the software is developed that causes the overall system to be unacceptably slow.
Riis, Jens	Jens Riis (now Svanholdt) was a software developer and employee number four in Damgaard Data.
Royal Oaks	See Atlanta.
Sabanci University	A relatively young (1995) and well-reputed private university with campuses in and around Istanbul in Turkey.

Sandbagging	Sandbagging is a well-known phenomenon in all major companies whereby budget managers battle to get their sales targets as low as possible and their cost targets as high as possible. If successful, they can reach their budget more easily and successfully, ensuring they receive their bonuses. The phenomenon also includes all managers giving their employees higher targets than they themselves have. That way managers can achieve their targets, despite their employees not reaching theirs.
SAP	SAP (Systeme, Anwendungen und Produkte in der Datenverarbeitung) was founded in 1970 in Germany by five system developers from IBM. Until mid-1995, the company's software ran exclusively on mainframes, after which it gradually introduced products that could run on PCs and UNIX machines. SAP, which was stock market listed in 1988, is currently the world's largest supplier of financial management systems and related products to large and medium-sized companies.
Senge, Peter M.	Peter M. Senge (born 1949) is an American author and founder of The Society for Organizational Learning. In 1990, he published the book *The Fifth Discipline: The Art and Practice of the Learning Organisation*. Senge introduced the term "learning organisation", which is based on the conscious development of the individual employee's ability to realise their own visions, which, thereby, create the dynamics that develop the entire company.
Service bureau	Service bureau was an expression that emerged in the 1960s: the majority of companies didn't have their own IT systems but rather had their IT tasks carried out by companies that owned large computer systems and executed IT tasks for many companies, which each paid for the capacity they used. Throughout the 1980s and 1990s, many companies acquired their own IT systems, and service bureaux experienced hard times. After the breakthrough of the internet and a significant improvement in data communication capacity, the service bureau concept has gone through a renaissance as cloud computing and Software-as-a-Service.
Silicon Graphics	Silicon Graphics (later SGI) was launched in Mountain View, California, in November 1981. The company was known for developing and producing highly powerful UNIX workstations, which were mainly used for engineering purposes – and the generation of 3D graphics in particular. During the 1990s, the company faced strong competition from PCs, which were growing ever more powerful while continuously falling in price. Many technical and graphical software programs, which had previously been used primarily on Silicon Graphics computers, were now being ported to cheaper PC systems. The company first filed for bankruptcy in May 2006, and the remains of the company were sold for next to nothing in April 2009.

Software-as-a-Service	Software-as-a-Service means subscribing to a software program. Typically, the program is run on computers installed in large data centres, which the provider organises while the user interacts with the program via their web browser. However, there is nothing to prevent all or part of the program from running on the user's own computer while data is being synchronised and stored on a central server. In 2016, Erik Damgaard launched the new Unicota financial management system, delivered as Software-as-a-Service, whereby the program is delivered to the user via a component running on their computer. This form of delivery (which doesn't use a web browser) allows for a more customised user interface, which is better suited to the task that the software is to carry out.
Softwarefabrikken	Softwarefabrikken [the Software factory] was an activity started in 1995 under Damgaard Data ServicePartner, where resellers could purchase development capacity for smaller projects.
Source code	Source code is the text of a programming language written by the programmer. The source code can either be interpreted and executed directly by the computer or compiled (translated) to machine code for later use on the computer. Thus, source code can be read and understood by programmers who know the programming language in which the source code is written. To change a piece of software, you need to have the source code, which is why some software contracts require the delivery of the source code (see also compiler).
Sperry	Sperry Corporation (1910-1986) was an American company that, via a number of acquisitions, entered the computer industry and developed mainframes under the name UNIVAC and achieved significant success throughout the 1970s. The company merged with competitor Burroughs and changed its name to Unisys in 1986.
SQL	Structured Query Language: a method of handling data in a database.
Standard Edition	Standard Edition was a version of Axapta with limited functionality that could only run on a Microsoft SQL Server Express database. The product was intended for smaller companies that could upgrade, once they developed, to Axapta Professional Edition and from there to Enterprise Edition. After the merger with Navision Software, Standard Edition was removed from the product list as it competed directly with Navision Attain.
Subscription	Software products are virtual, which means that the marginal cost of producing an additional copy is close to nothing. Therefore, it's attractive for software manufacturers to provide customers with access to new versions with error corrections and new features in exchange for paying a fixed annual subscription sum, rather than paying full price each time.

Sun Microsystems	Sun Microsystems, Inc. founded on 24th February 1982 in Santa Clara, California (part of Silicon Valley), became most famous for its quite powerful UNIX (Solaris) workstations as well as for developing the Java programming language, the Solaris operating system and the NFS file system. Sun contributed significantly to the development of several key computer technologies, including UNIX, RISC processors, thin client computers and virtualised computing, but, after the dotcom bubble burst in 2001, it was severely hit by falling sales and subsequent major losses. On 27th January 2010, Oracle Corporation purchased Sun for 7.4 billion USD.
Support	"Support" in the IT industry refers to both helping customers use products and to the continued development of a software product. However, the word "service" typically refers to the maintenance and repair of hardware.
SWAT	Special Weapons And Tactics. The term is often used in business to describe a small group temporarily brought in to tackle a difficult problem.
System 2	A new financial management system developed by FK-Data as a replacement for FK-Soft, based on Damgaard Data's Maxisoft.
System integrator	A system integrator is a company that helps its customers design and implement IT systems, which often require that sub-systems developed by different vendors interact.
Tatung	Tatung was a Taiwanese electronics and computer company with its development department in the UK and production in Taiwan.
Testimonial	Customer testimonials are quite often an important factor in companies deciding to invest heavily in new IT solutions. Crucial for the vast majority of companies is that they aren't the first to use a new technology; that they can see it operating in other companies. Therefore, suppliers of IT solutions work hard on targeting as many customers as possible to act as references. In other words, suppliers can make public the customer relationship and that customer is ready and willing to tell other (potential) customers about their experience.
Thy Data Center	EDB-Butikken [the EDP Shop] was founded by Egon Østergaard in Thisted, North Jutland, in 1986, as a reseller of FK-Soft. In 1991, Egon Østergaard entered into a partnership with Per Møller and after receiving an angry letter from another company by the same name, they changed their name to Thy Data Center. Within a few years, the company was one of the largest and most loyal Concorde XAL resellers in Denmark. Thy Data Center also initiated the development of independent program modules for Concorde XAL, and later Axapta, which were sold via other resellers. To support product development activities, they were separated into the independent company Dynaway. Both Thy Data Center and Dynaway were acquired by EG A/S in 2011.

Token Ring	A Token Ring is a technology for connecting computers. As products for connecting PCs emerged in the mid-1980s, most manufacturers supported the Ethernet technology developed by Xerox. So as to avoid a competitive rat race controlled by others, IBM invested heavily in developing and maturing the alternative Token Ring technology in the 1980s. On paper, Token Ring had a number of advantages, but in practice it turned out that the much cheaper Ethernet was able to handle the same tasks. IBM experienced some initial success with Token Ring with its core customers in the financial world and in the public sector, but the wide spread of Ethernet ensured rapid development and constantly falling prices that even large companies and public institutions couldn't ignore. Token Ring lost the battle to Ethernet (see also Ethernet).
Transactions	In an IT context "transaction" refers to the completion of a task. For example, if you buy a book via the internet, the transaction includes both ordering, delivery and payment. Only if all parts of the transaction are successful is the overall transaction successful. Dimensioning a computer system to handle a given amount of transactions within a given time frame and a given response time is by no means a trivial task. All computer system subcomponents, such as the computers, data media, network, operating system, database system, application program, network, and so on can have a decisive influence on how fast transactions can be processed.
TurboPascal	TurboPascal was a software development system for Pascal's programming language developed by Dane Anders Hejlsberg and originally sold through the company PolyData. Damgaard Data's first two products, Danmax and Concorde, were developed using TurboPascal
Ultrix	Ultrix was a variant of the UNIX operating system, which ran on minicomputers from Digital Equipment Corporation (see UNIX and Digital Equipment Corporation).
UNIX	UNIX is an operating system originally developed by AT&T for internal use and use on many different types of hardware. As AT&T allowed academic and public institutions to use UNIX without paying, it won enormous market penetration. Many users developed extensions for the system, thereby making it a complete operating system that could be used as an alternative to the commercial and proprietary operating systems from hardware manufacturers.
VAX	VAX (Virtual Address eXtension) was a series of minicomputers from Digital Equipment Corporation (DEC), launched in the mid-1970s, which achieved immense success (see also Digital Equipment Corporation).

Version	As software, unlike many other product types, can be further developed and new features continuously added, which the user can immediately utilise (but can also choose not to use for several reasons), version numbers are attached to the different editions.
Vice President	An American job title; a high position, which, however, isn't included in the company's top management.
Wang Laboratories	Wang Laboratories was founded in 1951 and until its bankruptcy in 1992 had offices in Massachusetts. In the 1980s, Wang Laboratories had an annual turnover of 3 billion USD and employed over 33,000 people. Wang became particularly known for word processing systems and what was called Desktop Publishing (DTP) in the 1980s.
WordPerfect	WordPerfect was a word processing program developed in the late 1970s for Data General for delivery on their minicomputers. The developers retained the rights to the program and formed Satellite Software International (SSI) to sell it under the name WordPerfect in 1980. A porting to MS-DOS followed in 1982. The program's list of functions was significantly more advanced than the main competitor WordStar, which dominated the market for microcomputers with the CP/M operating system. WordPerfect quickly replaced the majority of other systems, especially after the release of Version 4.2 in 1986. When 5.1 was released in 1989, WordPerfect became an industry standard on the DOS market. When Microsoft Windows charged forward in the mid-1990s, WordPerfect launched a number of versions that malfunctioned and were difficult to use. At the same time, Microsoft launched highly-improved versions of its own word processing system Word, including the ability to run the program with known WordPerfect commands. Within a few years, WordPerfect completely lost its leadership position in the market for word processing systems.
XAL	See Concorde XAL.
XAL Services	XAL Services is the name of the subsidiaries established by Damgaard International to educate and support the resellers in the countries where IBM handled the distribution.
Zilog Inc.	Zilog Inc. was founded in 1974 by two engineers from Intel Corporation and developed the Z80 microprocessor, which was bit compatible with the Intel 8080 processor. Zilog Inc. chose to outsource the production of Z80 to various manufacturers, who then competed against each other, driving prices down and demand up.

Hans Peter Bech

About the author

Hans Peter Bech, cand. polit. (born 1951), has been working with international business development, marketing, sales and leadership for almost 40 years.

Starting out as a sales trainee for Control Data Corporation in 1980, he was promoted to sales manager in 1982. From 1986 Hans Peter worked for several start-ups, building their global marketing and sales organisations.

He joined Damgaard Data in 1997 and was responsible for their activities in the German-speaking markets. After the merger with Navision Software in 2000, he was appointed Vice President, Central Europe.

In 2001, he returned to Denmark and founded the consultancy firm TBK Consult. Since 2008, he has been blogging about international business development.

He published his first book *Management Consulting Essentials* in 2013 and, in 2015, he released *Building Successful Partner Channels*, which became an international bestseller.

Hans Peter lives with his wife, Sue, in Hillerød, Denmark. He has two children and seven grandchildren, enjoys travelling, skiing, biking, hiking and plays guitar and sings in two bands.