

The part I don't get is why you have to applaud like this.

If I had sent the engine group a rude memo saying that they were a bunch of turkeys, that would be one thing. I thought that I had actually given them every possible opportunity to get my suggestions without having their little egos threatened. But no, they charge off and you encourage them.

The part I really do not get is you fucking asked me to send suggestions . SteveB did too.

Even if I was technically wrong, which I'm not in this case, is that how you thank somebody for giving suggestions - by encouraging people to say he's STUPID, WRONG and BRAIN DAMAGED?????

I just don't get it. It sure doesn't give me much incentive to ever help out your guys again.

Nathan

From nathan Thu Jan 05 17:28:11 1989  
To: tonyw  
Cc: valoriso  
Subject: Re: Graphics Algorithm Suggestions  
Date: Wed Mar 11 09:29:07 PDT 1992

Val will send you a copy via interoffice mail. He never published it - I got a draft of it from him directly.

Nathan

From nathan Thu Jan 05 18:53:02 1989  
To: billy carls paulma steveb  
Cc: adriank petern  
Subject: Re: M10  
Date: Wed Mar 11 09:29:08 PDT 1992

I don't think that anyone contests that we want to tell users to buy 386 machines in 89, and 486 machines as soon as they are available. Certainly I never have wanted us to do otherwise.

The question is what we want to tell OEMs and ISVs and when.

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The problem that I have with Intel is that they do not seem to be interested

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WITNESS [Signature]  
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in pushing OEMs or anyone else - or at least that is what they say. Getting PC industry OEMs to build M10 PCs cheaply in the appropriate time scale isn't going to happen without somebody pushing on them, and starting the process very soon. I think that we play a critical role in this because the availability of OS/2, and the existence of a credible plan on our part to gain ISV support for it makes or breaks the market for these machines.

This is a private message, so it doesn't affect the general market positioning. I don't think its just a matter of saying "sure, we'll tell the OEMs" however - it will take some thought, and will need a really believable plan for the whole thing. Intel is presently not in tune with this from either a technical point of view (there are NO M10 support chips) or a marketing point of view. At some point we'll have to turn them around on this.

Getting IBM on line is also quite important to the strategy, but this raises the stakes. It is hard to get them involved with hardware without having the software question come up, with resulting difficulties.

The ISV question is even more interesting. I think the key word is capability. I think that we must have the capability to tell them that their investment in 32 bit OS/2 apps is a great long term bet because we will support the M10. The goal is to prevent any RISC hoopla generated by Sun's SPARC PC and IBM's new RT from stalling the ISV move to 32 bit OS/2. Given this, there are two questions - when do we or might we say this and what does it take to have the capability.

The question of when and whether to tell ISVs is a delicate one that depends on timing and the impact our competitors have with their plans. The key thing is to prevent any snowball effect of UNIX with ISVs. This is really hard to judge since it depends on lots of variables. The later you wait to go in and tell them, the easier it is to know you have to do it, but the harder it is to achieve the results. There is a real danger of being too little too late, especially if all you have is some weak words. That leads to the capability discussion.

I think that there is a risk (no pun intended) that aggressive action on the part of the UNIX and RISC camp will be strong enough in the later part of 89 and through 90 that it will be very hard to counter them with words alone. The minimal level of stuff we have to have to appear credible and have an impact is to have some kind of plan and seem like we have our shit together. This is harder than it may seem. The best weapon to have is some real firepower - development tools which allow people to get started. This also doubles as a product for people that really can use the speed right away. It is possible to take the chance that we don't need to have any such project and assume right now that we'll get by on words alone. I think that it is taking on one hell of a risk if we DON'T have this and work on it now, because the lead times are such that we can't recover if we guess wrong and wind up needing it.

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I will discuss this more in another memo (of course). One parting comment is that this reminds me of the Windows vs Vision issue. The analogy isn't perfect, but the situation was that we ("we" is to be taken lightly - I sure wasn't here) preannounced Windows, signed up the major OEMs and showed a demo to freeze the market and prevent Vision from getting any momentum. It sure worked - Vision died, VisiCorp died, and Dos kept on chugging. In this case one could also argue that this would have happened anyway because VisiCorp self-destructed. This is hard to judge now, and was even harder to have known up front - just like it is hard to say if UNIX and/or RISC will win over our ISVs. The basics certainly were right - control of the graphical user interface environment was and is totally key to the systems business - its just the quantitative questions that are the trouble. The validity of the decision has to be based on how you play the odds.

Nathan

From nathan Thu Jan 05 18:57:04 1989  
To: bobm bruceb chriss ericca henryb neilk nickh robsh virgith  
Cc: object  
Subject: NeXT App Screens  
Date: Wed Mar 11 09:29:15 PDT 1992

GregW has a neat NeXT broucher which shows several almost life size pictures of the screen with apps on it. One of them shows their interface builder, with several tear off menus up and showing lots of features - Henry you should look at it!

One of the other full page shots is of their graphical mailer - it too shows most of its commands, the use of graphics (they have face icons like we discussed) and so forth.

Check it out!

Nathan

From nathan Thu Jan 05 19:10:39 1989  
To: petarn  
Cc: steveb  
Subject: Calmer now...  
Date: Wed Mar 11 09:29:15 PDT 1992

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