

Systems Retreat Distribution List

Ballmer, Steve	1/2137
Butler, Jeremy	9N/2212
Cole, David	6/1148
Fade, Richard	9S/1128
Gates, Bill	8S/2110
Gray, Fred	3/2137
Kempin, Joachim	9S/1130
King, Adrian	1/2047
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Maritz, Paul	2/2045
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Rubin, Darryl	1/2154
Sabol, John	2/2047
Shaiman, Steve	ET14/1012
Shirley, Jon	8S/2108
Taucher, Marty	9N/1296
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Werner, Russ	3/1066

File

Systems Retreat

OS/2 Quality:

This was a thread through a variety of our summary conclusions, e.g.:

-2.0 Quality over schedule... even if it means not shipping in 1990. 2.0 must be a complete, well tested end user release which is at least equal to Windows in key end user categories. Key items are drivers, performance, capacity and installation.

-Change JDA process now! The only means to get quality in reasonable time frame is to change JDA process immediately.

-Beef up OS/2 program management: more and better focus on polishing the product and getting results.

IBM relationship:

We recognized that our relationship with IBM had to change in order for us to be successful long term in the systems business. IBM as a development partner inhibits our ability to create quality, market center products. Furthermore their 'value add' as a marketing partner becomes extremely limited as a result of having non-competitive products. They must recognize their weaknesses and our strengths or divorce is inevitable.

Future OS/2 product plans:

While there was limited discussion about specific features, it was determined that getting a quality RISC version to market quickly is the number one priority, over an MP x86 version for example.

Business:

-get both Windows and OS/2 bundle deals with key OEMs like Compaq and IBM if possible. If they won't do both, OS/2 bundle deal is the priority, since we believe we can (and have to) make Windows successful in the retail channel.

-OS/2 needs to have a packaged product model, like retail Windows, in order to get bootstrapped. Channel conflict issues with OEMs and IBM still need more work.

These were are tentative summary conclusions. Attached are copies of the foils from the four workgroup sessions, which were:

- Distribution
- Product Plan
- Positioning
- ISV message

Including Mikemur's 10 great advertising ideas!

2/3/90

SUMMARY

Refocus around Windows

OS/2, LM sell OS/2, not OS/2 apps reliance
- provide ~~extra~~ additional services

Rise above MP

32 bit Windows is not urgent

- but valuable later ~ 1992

OS/2 ^{"32 bit" SDK in early 91} 2.0 Quality over schedule

Must have clean Win → OS/2 2.0 upgrade

Beef up OS/2 Program Mgmt

Change JOA process now!

IBM must shape up or divorce inevitable

OS/2 = Corporate Windows

Goal = Get Windows + OS/2 bundled
compromise on Windows

Channel Conflict still needs work

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DISTRIBUTION

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Distribution

- o Do everything to make Windows a per system product
- o Accept OS/2 not ready to be a per system product alone
- o Make OS/2 distribution more like Windows today, MS takes an MS Branded product to channel

Windows succeeds DOS as per system king
OS/2 succeeds Windows as add on to per system product with "extra" capabilities and extra apps

Requires: IBM, Compaq to bundle, buy in

Distribution - Products

① Total OS

350-500

OOS/WIN + OS/2

one package, one install

② OOS/WIN Package

③ OS/2 add on

- requires # 2 to install

OEM's

- Type 1 can deliver either OS/2 or OOS/WIN at same price ~45
- Type 2 - do OOS/WIN
 - unique OS/2 drivers go in this box
or in separate box
- MS sells OS/2 like Windows today
 - ↳ add-on to OOS/WIN package
 - MS to channel
 - other OEM's could sell add-on MS and
 - IBM
- OS/2 run times for key ISV's "Lotus or Alcatel"

Benefits

- OS/2 doesn't "replace" DOS/WIN -
it turns it into an "advanced"
or "power" system
- removes OS/2 barrier for Windows
to go per system e.g. Compaq
- key to per system relationship is
to have only 1 thing to be per
system not 2 as today
- clearly positions OS/2 as part of
DOS heritage - makes it harder
for Unix to come down - Advanced
is on top of DOS/WIN

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IBM

- put GUI on every machine
 - DOS/WIN on all but 386 +
 - DOS/WIN + OS/2 on 386 +
- helps them feel good about OS/2 momentum
 - makes sure GUI on everything

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MEAN
ROYALTY

DOS

\$ 20

DOS+WIN

40

TOS

50

GRP

DOS → WIN \$150

→ OS/2 \$350

DOS/WIN → OS/2 \$200

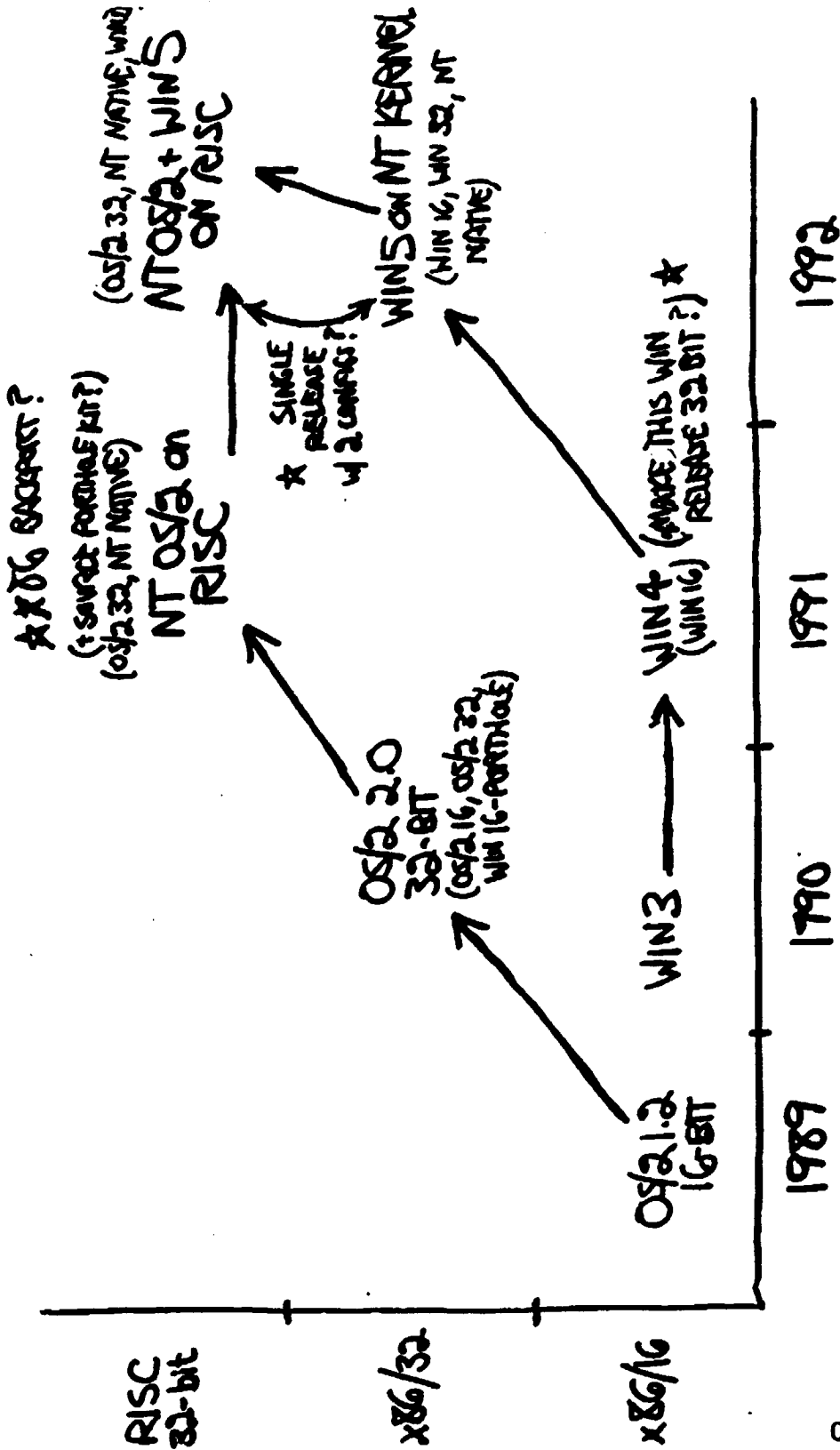
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PRODUCT PLAN

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PRODUCT PLAN

EVOLUTIONARY MODEL

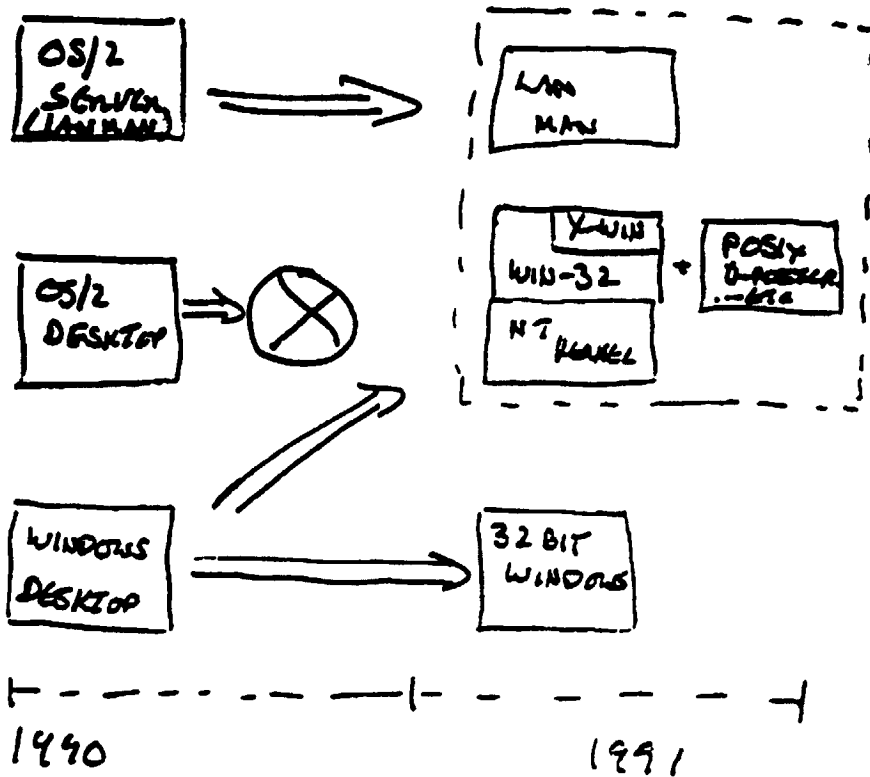


RADICAL PLAN

1. PUBLICLY DIVORCE IBM:

- IBM KEEPS CUSTODY OF OS/2
- MS TERMINATES FURTHER OS/2 WORK

2. MS PRODUCT PLAN:



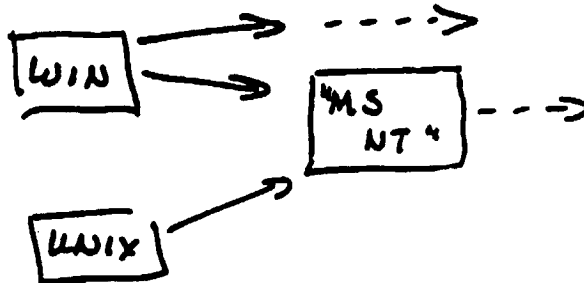
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3. DISTRIBUTION:

- PACKAGED GOODS EVERYWHERE

4. MARKET POSITIONING:

- (1) IT WAS ALL IBM'S FAULT
- (2) BEST MIGRATION PATH, BEST OF ALL WORLDS



5. OTHER ACTIONS: (SOME OR ALL OR NONE?)

- (1) BUY NOVELL ?
- (2) BUY SCO ?
- (3) JOIN OSF ?
- (4) FORM "GISA" CONSORTIUM ?

IBM Response To Radical Plan

- Take custody of OS/2
- Finish OS/2 2.0
(Release in 1st 1/2 of '91
CSD until working in 1st
1/2 of '92)
- Migrate to "NT" AIX
NextStep
Display Postscript
Subsystems of Unix (???)
- DOS 4 Forever
- Package Dos Business
- DOS Licensing } \$200M
per Year
- Rally Lotus, WP, A-T, Next

"TEAM UNIX" RESPONSE TO THE
RADICAL PLAN

- Prey on confusion
- Woo ISVs to UNIX
- Go after OEMs offering server workloads to get UNIX there in place of OS/2
- Strive for unity within their own camp.

PLAN CRITERIA

	R	E
* Server Mkt Share		
vs. NETWARE	WORSE	NO CHANGE
vs. UNIX	WORSE	NO CHANGE
vs. APPS SERVER	WORSE	NO CHANGE
* CPU penetration		
RISC	SAME?	SAME?
x86 MP	BETTER	
high end x86	BETTER??	NO CHANGE
low end x86	NO CHANGE	NO CHANGE
* Supports well		
DT APPS	?	?
Groupware solutions	WORSE	BETTER
Multimedia APPS	BETTER	WORSE NO CHANGE
* OEM RELATIONSHIPS	BETTER	NO CHANGE

Criteria List

	R	E
* OSU issues will follow us	?	YES
* MS-growth profit Revenues	?	?
* R+D issues one API set one Drive model Achievable	YES (ONE DO MODEL FOR NT) YES	NO NO ?
* PC solutions increase usage? penetrate MIS APPS promote new APPS complete product "Cool Stuff"	NO NO ? YES YES	NO NO CHANGE ? NO HARDER

COMPETITORS

NeXT

R
W

E

SUN

?

SCO

✓

UNIX INT'L

✓

APPLE

✓

LOTUS

W

WORDPERFECT

✓

BORLAND

✓

ADOBE

✓

NOVELL

W

CUSTOMERS

COMPAQ

ZENTH/BILL

OLIVETTI

NEC

ACER

DEC

H-P

LARGE BIG BLUE ACCTS

LARGE NON-BLUE ACCTS

MEDIUM/SMALL USERS

R/S/R

✓

✓

1

✓

✓

1

✓

W

✓

1

✓

1

POSITIONING

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SITUATION ANALYSIS

- WE DON'T HAVE A CLEAR POSITION
- CUSTOMERS ARE JUDGING OS/2'S LACK OF APPS
- SUCCESS HAS COME WITH HIGH-END STRATEGIC, MISSION CRITICAL SITUATIONS
- APPLICATIONS IS A KEY ADVANTAGE OVER UNIX
- ISVs DON'T LIKE THE CONFUSION OR THE EXPENSE

You Can Make It Happen!

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Boeing

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the BIG idea

EXTENDING PERSONAL
COMPUTING INTO THE
ENTERPRISE ENVIRONMENT

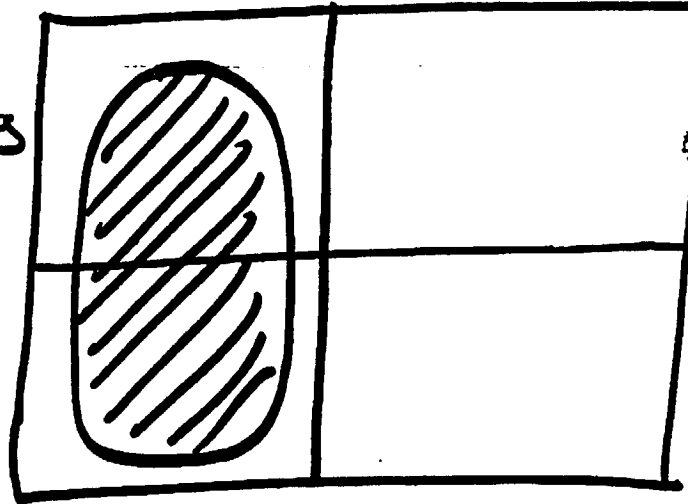
OS/2 ADDS ENTERPRISE
COMPUTING + MISSION CRITICAL
SUPPORT TO ~~IBM~~ DOS + WINDOWS

LOGICAL, RATIONAL EXPLANATION

- SAME APPLICATION BASE
- NEW SERVICES: (RICH ENVIRONMENT)
 - PROTECTION
 - SECURITY
 - NET MANAGEMENT
 - SW DISTRIB/CONFIG
 - "PEER SERVICES"
 - MP
- KEY POINTS
 - TOTALLY TRANSPARENT INSTALLATION
 - TOTALLY TRANSPARENT MOVE FROM PERSONAL WORLD TO PERSONAL WITH CORPORATE SERVICES

SERVICES

APP

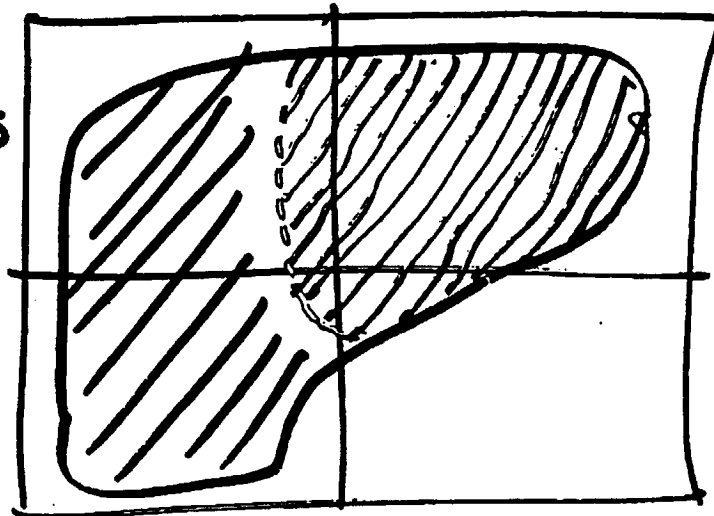


INDIVIDUAL

ENTERPRISE

SERVICES

APP



INDIVIDUAL

ENTERPRISE

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ISV

WRITE FOR WINDOWS
MOST OF YOU WILL

- security
- Protection
- Net Mgmt
- Peer Services
- MP

DP/MIS

WE GIVE YOU THE TOOLS YOU
NEED WHICH BRING YOUR PC'S
INTO YOUR ENTERPRISE

END-USER

"DON'T WORRY - BE HAPPY"
BUY THE APPS YOU WANT
YOUR ENVIRONMENT IS THE SAME

ISV MESSAGE

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W IN DOWS
↓ easy
OS/2 2.0 32bit

RESEARCH
TOPIC

Exp'or: threads, long file names,
pre-emption, ???

Porthole's group next focus?

"source" port hole You Can Make It Happen!

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~~_____~~

LINT? (pointer size) ISV

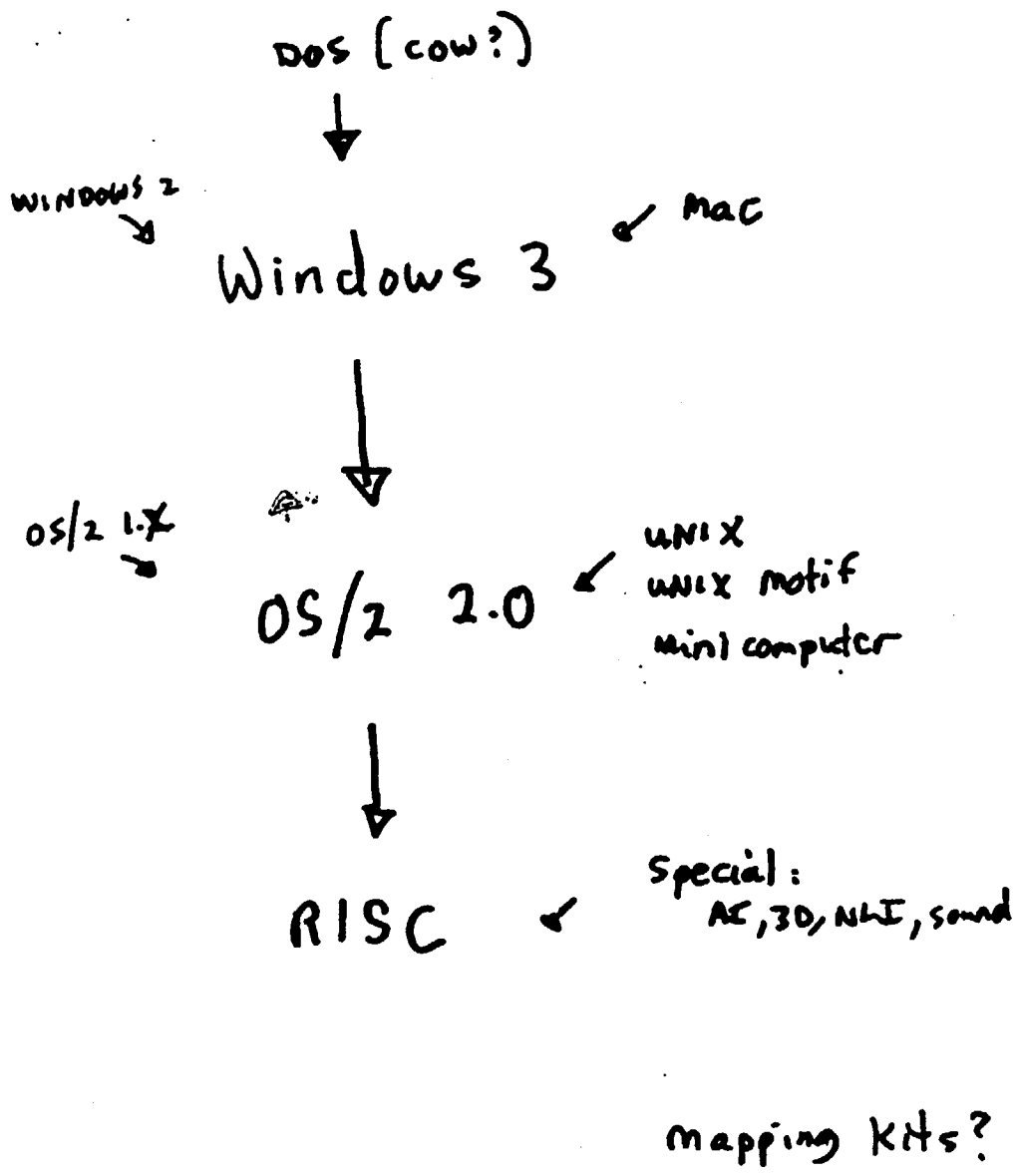
Ideas from Borland, Informix, VENTURA!!

Publish EXCEL layer in SDK?

OZZIE's ideas, ALDUS

Recommend FAR MODEL / Rules for near model

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competitors: Mac
 SUN
 Motif
 Platform independence

Low end

IE + 32)
windows pm

write for WINDOWS

+ with 20% extra

exploit ~~write~~ OS/2 32bit

+ with 20%

☐ C ☐

exploit RISC

I wrote for OS/2

now what do I do?

changing 16bit OS/2 to
32bit OS/2

back part

simplify OS/2

OS/2 2.0



OS/2 RISC

Use C - Microsoft vs. MIPS
- ANSI + harmless - Preprocessor?

Clarify 32bit APIs - what do people use?
- App note to guide usage -

Support Character mode

who are the pioneers?

	<u>DOS</u>	<u>WIN</u>	<u>OS/2</u>	<u>RISC</u>
1990	-	3.0	2.0	
1991	Long file names? ?	[32bit] SDK [OS/2] 3.1	-	NT
1992	Advanced file system client?	WIN 4 32bit GPI?	NT w/ Advanced file system?	

WINDOWS 3.1 app note soon.

SERVER

- RPC
- Standard Client Api's
 - MAIL
 - SQL

MP message?

UNIX OS/2 Novell

ISV - Relationships

- Compare to Apple
- more resources
- Experts (RISC, ^{main}os/2...)
- Source code (S)
- NLS
- Politics
- Systems Design Review
- Common interface?

OBJECT'S - 18 months

MULTIMEDIA - separate

ISV's who shouldn't work at low level

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- EXCEL - Database - toolbook - Central Control

log, index, query, links
Advanced file system

client DOS/WIN better than
standalone DOS/WIN?

1992?

message early '91

$$\sum_{i=1}^n (SUN + ATT + 500 \dots) < OS/2$$

Microsoft

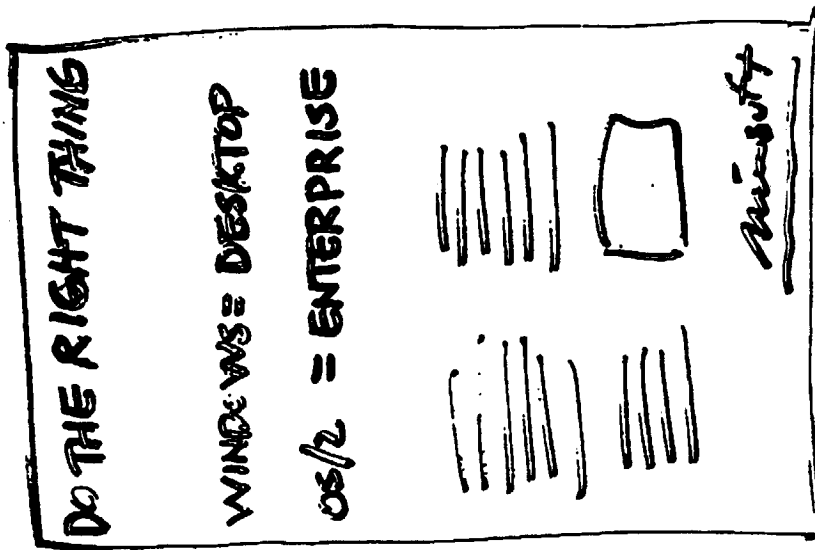
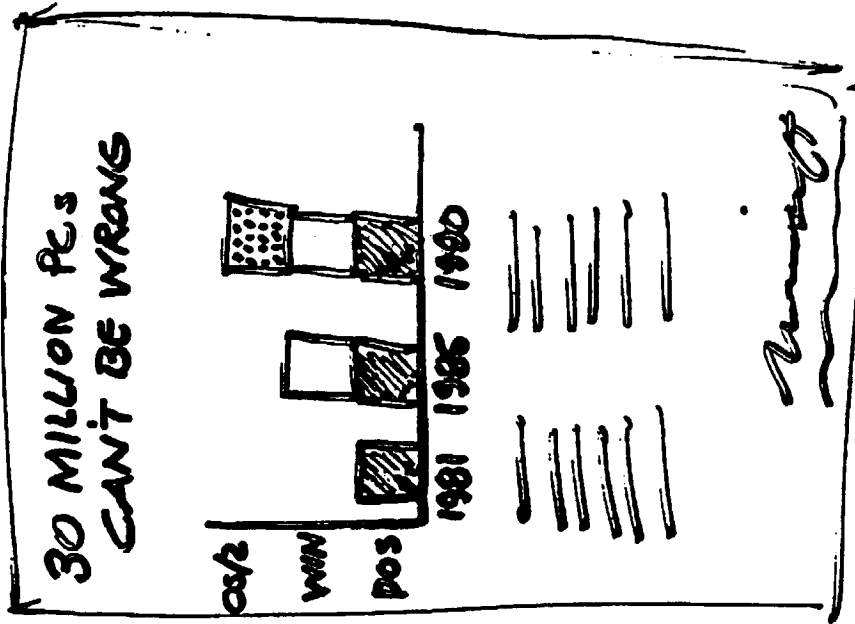
TAKING THE TRAIN TO
 MCDONALDS - AND WHY
 YOU DON'T

OR

WHY OS/2 WILL BEAT
 UNIX:

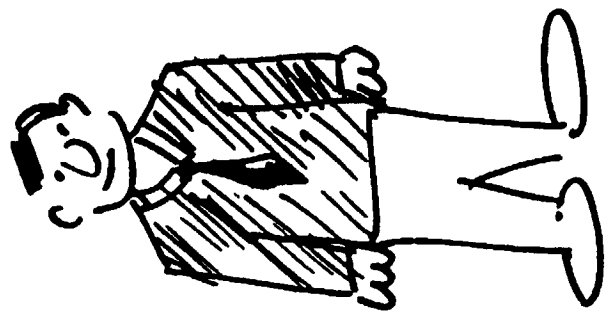
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POST DIVORCE AD

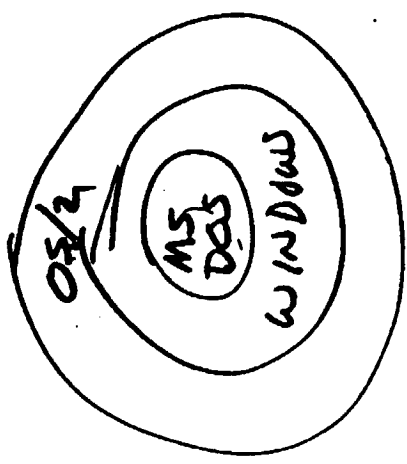
FEELING BLUE?
TRY OS/2!



IBM

FORMER PARTNER OF
IBM

POWER COMPUTING
FOR
PERSONAL COMPUTING



Microsoft

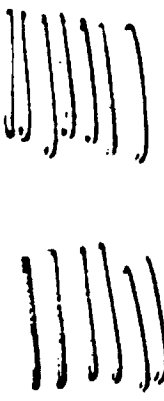
IT ALL STARTS HERE

1981 - MS-DOS

1985 - WINDOWS

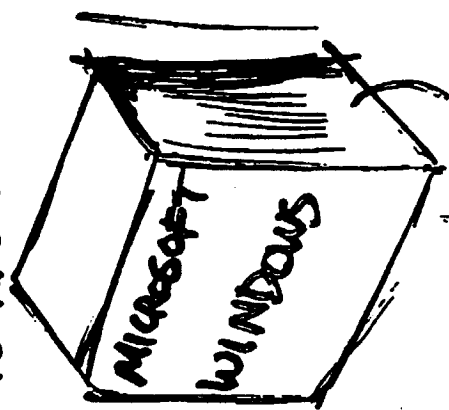
+ 1990 - OS/2

34,000,000 PCs



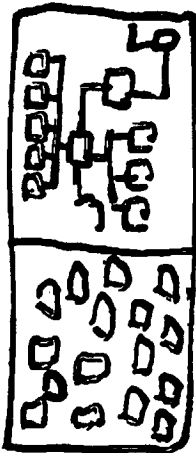
Microsoft

MACINTOSH - NOW ONLY
\$99 - INCLUDES FREE
PATH TO THE FUTURE



Microsoft

HAVING YOUR CAKE
AND OS/2



CHAOS

CONTROL



Manoff

THE MYTH CALLED UNIX

OS/2 UNIX

X	
X	
X	
X	
X	

APPS

COST

PERF

CONNECT

UNITS

SHARED



Manoff

OBJECTIVE COMPARISON

	OS/2	UNIX
SAME PC APPS	*	☹
Better Networking	*	☹
SMALLER + FASTER	*	☹
SECURITY	*	*
BINARY STD + GUI	*	☹
PORTABLE	COMING SOON!	*
LAND OF THE FREE, HOME OF THE BRAVE	*	☹

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