

From mikeap Mon Jun 21 07:59:13 1993  
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From: Mike Appe <mikeap@microsoft.com>  
To: jefft johnni jonl richta  
Date: Sun, 20 Jun 93 13:54:58 PDT  
Subject: RE: Os/2 status  
Cc: cameronm jeffr paulma stevesil yorkb

I think the question of are we missing "big" encampments of OS/2 depends upon your definition of "big". We could certainly ask the field to identify "big" encampments of OS/2 if we could quantify "big" for them. Working with our corporate account resellers who presumably would be selling OS/2 and apps to these accounts - we can track them down. In many cases I'm sure the field also knows many of them.

We do have a section in the monthly report to track OS/2 battles. Many of the accounts and situations are outlined in there. I believe those we are losing in are accounts that have and did build internal systems under OS/2. back when we endorsed that - and either can't make the move else where today (missing features in Windows up till now - that NT can and will address). If we want to take the battle to IBM in this area - the time to do it is when NT is available and capable of addressing the needs of the customers in this area.

mikeap

From: Jonathan Lazarus  
To: Jeff Thiel; John Neilson; Mike Appe; Richard Tait  
Cc: Cameron Myhrvold; Jeff Raikes; Paul Maritz; Steve Silverberg; York Baur  
Subject: FW: Os/2 status  
Date: Wednesday, June 09, 1993 8:00PM

"There are only a few pockets of desktop OS/2 (Royal Bank, MCI, Chubb) that we know of, although there may be accounts that we don't have good information on because the field has abandoned them as lost or hostile."

I remain concerned that there are corps particularly in Europe where we (the field) have abandoned pursuing OS/2 for the reasons described. I'm not suggesting that we do battle just because it's there but we need to make sure that we are tracking OS/2's real impact.

Do you guys think we are missing large encampments of OS/2?

From: Jeff Thiel  
To: Jonathan Lazarus; Paul Maritz; Richard Tait  
Cc: Jeff Raikes; johnni; Steve Silverberg; York Baur  
Subject: RE: Os/2 status  
Date: Tuesday, June 08, 1993 6:40PM

I think you all were on the dist. list, but just in case here's the update I did recently in response to billg's questions:

<<File Attachment: OS2UPDAT.DOC>>

From: richt  
To: jefft; jonl; paulma; richta  
Cc: jeffr; johnni; stevesil; yorkb

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Subject: FW: Os/2 status  
Date: Tuesday, June 08, 1993 12:22PM

Could you please send these folks a copy of your mail?

Rich

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From: jefft  
To: richt  
Subject: RE: Os/2 status  
Date: Wednesday, May 26, 1993 2:39PM

yes, these issues were all addressed in my report. I worked with richta's guys (stevesil and jeffte) to get the latest info on specific accounts. I have not received any followup questions since I sent the report.

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From: richt  
To: jefft  
Subject: FW: Os/2 status  
Date: Tuesday, May 25, 1993 12:18PM

Did we ever finish off these action items?

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From: Richard Tait  
To: jonl; paulma  
Cc: jeffr; johnni; richt; stevesil; yorkb  
Subject: FW: Os/2 status  
Date: Tuesday, May 25, 1993 10:55AM

Billg assigns action items at teh bottom of this mail to both of you and also mentions a 45 day time frame for response. I was wondering what your plan is for addressing his questions. Do you need help from us? We could help with some specific customer info. But I was interested in who was assigned to what action item etc. Thanks  
Richard

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From: Bill Gates  
To: Jonathan Lazarus; Paul Maritz  
Cc: Brad Silverberg; Jeff Raikes; Joachim Kempin; John Neilson; Mike Maples; Richard Tait; Steve Ballmer  
Subject: Os/2 status  
Date: Friday, April 30, 1993 3:54PM

Who really tries to track what is going on with Os/2?

I am a little bit out of touch with what is going on. I do run into a measurable number of large accounts with measurable amount of Os/2 - banking and financial being most common but many other types of companies as well. However, I dont get a sense they are adding companies. I also don't know if we can get people to switch.

I also dont get a sense they are picking up many random power end users either but this could be wrong.

Some data points to look at:

1. OEMS. We can ask OEMs how much they are selling. Dell, Compaq and others. I doubt it is much.
2. We can analyze the SPA data. I think if you take tools out they are still super small and not growing. This is interesting.

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3. We can look at retail seller lists and talk to dealers and distributors.
4. We can talk to ISVs and get their attitude and experience.
5. We can analyze the IBM bundling situation - how many machines is OS/2 going out on nowadays.
6. We can try and get a sense whether they still give the product away.
7. We can get ones of these "workplace Os" presentations they give and try and analyze what they are really saying.
8. Someone should look over the survey that CAMP (chicago business user group) did that shows amazing numbers of Os/2 in lots of their accounts. Does this show accounts we didnt know about and if so how deep is that phenomena?
9. Is the situation for Os/2 different outside the US than inside the US?
10. What revenue is PSP getting from DOS or other products that allows them to fund their future plans? Could we be more aggressive at avoiding this.

To give them credit - they are still not humiliated - they do win awards - their ads are very direct which ours are not. Os/2 2.1 will ship very soon and is a solid product. Amazingly all the improvements focus on running Windows applications and it is somewhat better than Windows NT at this in certain respects.

However we should be able to communicate the following points clearly:

API: This is a KEY KEY point. Os/2 started out as SAA and the plan was to attract lots of PM applications. People thought PM might be more popular than Windows and we would not be able to have the best applications. Today no one believes this will happen - virtually nothing is done on Os/2 first and less than 10% do their applications in a special version and even those who do often do inferior versions that cost more money (Lotus as an example). The repositioning of Os/2 as a form of Windows puts it in a very different position - it no longer is an issue for ISVs or corporate developers - they know to develop to the Windows API. It does mean that Microsoft has to deliver the BEST form of Windows and this is healthy - we feel we will be able to do this very well so this is a great situation - clarity for developers about the high volume API they should focus on (windows) - a clear challenge to MS to keep Windows moving ahead so that people buy Windows itself rather than clones. I make this point vividly when I talk about WABI - I say this just shows than even in SUNS markets the developers want to focus on the Windows API and they have been forced to come up with some support for it but we will announce a better way to run Windows API on UNIX. I wish a few slides could make this point clearly.

Grand strategy: When IBM had a grand strategy rather than independent businesses they could have their big sales force spend time explaining and supporting OS/2. Now they have moved into a new era and this wont work. We see this with their software groups providing increasing support for Windows. I wish I had a complete list of these things on a slide for everyone to use. [I also wish I knew which internal software is still Os/2 only and what we should be doing to fight this - we are still super naive about IBM as an ISV. Mike Maples - do you know someone who could help us figure out who is who in software development at IBM nowadays so at least we have a chance to do good evangelization?]

Bundling trojan horse: IBM PC hardware will deliver based on customer demand.

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No future - I often dont make this point because so far I am not very good at it because I am confused about what they are promising and it comes across as rude which is in sharp contract to the other points I make which seem very rational and business oriented. When I am pushed I do remind people it will be harder for them to keep up with us because they get no code and no user interface license from us and they lose a lot of money.

Action items:

1. Paul Maritz to pick someone to gather some of the recent data about what is going on with OS/2 and have special report sent to Windows focus squad. This is not urgent but I would like to see something in the next 45 days if possible. I would love to see included in there information about our transition plan for OS/2 customers. My basic attitude is to get some visible accounts to move over by helping them in any way that we can.

2. Jon Lazarus to make sure some group tries to capture our best OS/2 messages including the ones I give about into some slides that can be used in presentations or in material to brief the sales force.

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