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 From: Adam Taylor <adamt@microsoft.com>  
 To: bradsi, jonl, paulma  
 Date: Wed, 3 Nov 93 14:47:46 PST  
 Subject: OS/2 Attack Update  
 Cc: adamt, jonro

Thx for the feedback yesterday. After being 'on the job' for a week, I see these as the following three key issues:

- OS/2 2.1 is gaining enthusiast momentum, and leveraging this into a desktop positioning. IBM is putting themselves right in the middle of Win 3.1 and Windows NT, aiming squarely for the desktop. They are spending millions on advertising and cheap retail offers. IDC forecasts OS/2 2.1 units at 3MM in FY94, 3.4MM in FY95 and 3.7MM in FY96. Although these strong numbers are seriously suspect, we still are at risk to lose mind and market share to IBM.

- IBM is doing an excellent job promoting their "world class" technology, especially on the user group circuit. The recent HAL user group fiasco aptly demonstrates how many cycles IBM is spending going after IEUs. We were blown away in that presentation, on all accounts. Without responding to this type of technology demonstration, we are losing the battle of the 'cutting edge' OS war.

- With Chicago not shipping for probably 9 months, OS/2 has a key window of opportunity to get further entrenched into retail, OEM and corporate channels. The industry has already started, and soon everyone will be comparing OS/2 to Chicago, instead of Win 3.1 or Windows NT. Our early showing of "chicago leg" becomes an important tool to dampen OS/2 momentum.

Given the above situation and issues, I recommend the following:

Tactic	Timeline
- Create initial PR response to Ferengi, one page summary on OS/2 rude Q&A w/ early test results & positioning on MS operating systems. Ship to field & press. Position OS/2 as taking a big technical risk attempting to ship a "windowless" version, with a deadend future.	Pre-Comdex
- Test the hell out of ver. 2.1. Find the bugs, driver problems, app incompatibility & weird UI issues. Document. Ship to field. Leak to press. Put a stake through OS/2's "robustness & stability" reputation with solid evidence of problem after problem. Be sly in getting message out to press & large accounts. Utilitze MS execs.	
- Dec/M5	
- Create killer WFW, NT, Office, Chicago demo. Take on the road to top 20 user groups. Push technology envelope & crush OS/2's multi-tasking & multimedia demo.	Jan - Ma
- Identify OS/2 "alarm" accounts. Plan visits with comparison materials based on test results. Lock corporate accounts into a Chicago future. Position OS/2 as a totally deadend OS and an unsafe bet with 3 or 4 possible directions.	Jan - Fe
- Prepare for hitting the "red button" if OS/2 momentum grows. This would be an all out effort with possible widespread Chicago distribution, such as a "technology guarantee" program.	MS 5034733 CONFIDENTIAL M6

This is in addition to the Speed & Space promotion to keep OS/2 off

retail shelves. The OS/2 attack team would roll over to a Corporate Chicago "trans team" function post M6 to drive evaluation & implementation within our named accounts.

Let me know if you have any questions or if I've missed anything. Thx.  
Adamt

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