

11/17/89 09:59:15

-MSG FROM: MSMAIL --BCRVMP1 TO: CLAUSON --BCRVMP1
TO: CLAUSON --BCRVMP1
DICKW --BCRVMP1
TDSTEELE--BCRVMP1

FROM: PROFS/E-MAIL PROCESSOR IN BOCA RATON
SUBJECT: OS/2 COMPETITIVENESS

MS -- SENT: FRI - 11/17/89 06:54:10 (PACIFIC TIME)
E-MAIL -- FROM: PAULMA AT MICROSOFT
HEADER -- TO: CLAUSON AT BCRVMP1 DICKW AT BCRVMP1
-- TDSTEELE AT BCRVMP1
-- CC: STEVEWE AT MICROSOFT

----- MESSAGE TEXT FOLLOWS -----

TOMMY, ROGER, ROY, DICK, LARRY:

THIS IS TO UPDATE YOU ON WHAT I AM DOING TO FOLLOW UP ON MEETINGS IN SOMERS RE OS/2 COMPETITIVENESS (I USE THE PHRASE "COMPETITIVENESS" AS MEMORY OCCUPANCY IS ONLY ONE OF THE ISSUES WE FACE). HERE IS WHAT I SEE AS WHAT IS NEEDED:

1. MARK ZBIKOWSKI HAS SPENT LAST WEEK STUDYING OS/2 (16 AND 32BIT) LOOKING NOT ONLY AT MEMORY (HE HAS SEVERAL MEETINGS WITH BOCA FOLK ON MEMORY), BUT ALSO AT WHAT IS CAUSING US TO BE SLOW ON PROGRAM LOAD, FOCUS SWITCH, ETC.

NOT SURPRISINGLY, A LOT OF SNAKES HAVE COME WIGGLING OUT FROM UNDER THE COVERS (RANGING FROM THE FACT THAT WE DO 700+ CONTEXT SWITCHES SIMPLY TO GET EXCEL CODE INTO MEMORY ON A 16BIT, 2.5MB MACHINE, TO THE FACT THAT PARTS OF GPI APPARENTLY CHECK TO SEE IF THEY ARE RUNNING IN REAL MODE (I EVERY TIME THEY ARE CALLED, ETC). MARK HAS PREPARED A LIST OF THINGS WE NEED TO GO FIX - INTERESTING ENOUGH NEARLY ALL OF THEM APPLY TO 32BIT AS WELL AS 16BIT.

WHAT I WOULD LIKE TO PROPOSE IS THAT PAUL GIANGARA MEETS WITH MARKZ NEXT WEEK TO VALIDATE THAT LIST AND GET IT INTO PRIORITY ORDER. WE NEED TO DO THIS QUICKLY AS ALL OF THIS WILL HAVE TO GET FIXED IN CRUISER!

EQUALLY IMPORTANT IS TO APPOINT A TECHNICAL MOTHER AND FATHER FOR OS/2 (16 AND 32BIT) TO ENSURE THAT WE DELIVER SOUND PRODUCT. THIS CANNOT BE A COMMITTEE! THESE TWO GUYS (I PROPOSE MARK ZBIKOWSKI AND PAUL GIANGARA - BOTH SMART, REASONABLE) NEED TO HAVE THE AUTHORITY TO DECIDE WHAT SHOULD BE FIXED, HOW THINGS SHOULD BE IMPLEMENTED. WHEN AND WITH WHAT RESOURCES THESE THINGS SHOULD BE FIXED IS FOR US SITE MANAGERS TO DECIDE - BUT WE CANNOT CONTINUE IN OUR CURRENT MODE OF HAVING AN AMORPHOUS PRODUCT WITH QUESTIONABLE INTERNAL CONSISTENCY AND EFFICIENCY.

2. I HAVE ALSO ASKED MY MARKETING/PROGRAM MANAGEMENT GROUP TO PREPARE AN ASSESSMENT OF OS/2'S OVERALL COMPETITIVENESS/APPEAL VERSUS ALTERNATIVE PLATFORMS (WINDOWS 3.0, MACINTOSH, NEXT, UNIX/MOTIF). WE HAVE GOT TO GET INTO THE MODE OF USING THIS KIND OF DATA TO GUIDE OUR DECISIONS.

Plaintiff's Exhibit

9011

Comes V. Microsoft

PLAINTIFF'S EXHIBIT

2-1 dm

IBM 04 0000139506

OS/2 CANNOT BE JUST "GOOD ENOUGH" - IT HAS TO BE BETTER, NOT JUST FOR SPECIALIZED USE (LIKE SERVERS), BUT IN THE GENERAL DESKTOP, UNSOPHISTICATED USER MARKET. EQUALLY IMPORTANTLY, OS/2 HAS TO BE PERCEIVED TO BE BETTER. RIGHT NOW I FEAR THAT WINDOWS 3.0 WILL NOT ONLY RUN ON SMALLER MEMORY CONFIGURATIONS, BUT WILL ALSO BE PERCEIVED TO BE A MUCH MORE "FRIENDLY PRODUCT" (IE. WILL INSTALL/CONFIGURE MUCH MORE EASILY, HAS MORE SHELL FEATURES, HAS MORE ATTRACTIVE VISUALS, ETC). THE INITIAL PASS OF THIS ASSESSMENT SHOULD BE COMPLETE NEXT WEEK.

I WOULD LIKE TO HAVE BOTH THESE ASSESMENTS - TECHNICAL AND MARKET ORIENTED AVAILABLE FOR OUR REVIEW IN EARLY DECEMBER. AT THAT POINT WE ARE GOING TO HAVE TO FIGURE OUT HOW TO INCORPORATE THE RECOMMENDATIONS IN 16 AND 32BIT OS/2. AT THIS POINT, I VIEW NOTHING AS "SACRED" - IE. IF THERE ARE CRUCIAL THINGS THAT HAVE TO GET FIXED IN EITHER 16BIT OR 32BIT OS/2 IN ORDER TO HAVE A STRONG COMPETITIVE SE PRODUCT, THEN WE NEED TO DO THEM - EVEN TO EXTENT OF MOVING SCHEDULE - BUT ONLY AFTER WE ARE SATISFIED THAT IS THE LAST RESORT (IE. WE NEED TO LOOK AT ALL WAYS OF WORKING SMARTER).

UNTIL THE ABOVE ASSESMENTS ARE COMPLETE, I AM NOT WILLING TO COMMIT TO ANY PLANS OTHER THAN THOSE WE ARE ALREADY WORKING ON (IE. CRUISER). THIS IS NOT THAT I DONT THINK WE WILL HAVE TO MAKE ADJUSTMENTS, BUT I WANT TO USE THIS OPPORTUNITY TO REALLY GET TO A PLAN THAT WE ARE ALL CONFIDENT IS GOING TO RESULT IN AN SE PRODUCT THAT IS GOING TO SELL IN HIGH VOLUME IN A VERY COMPETITIVE ENVIRONMENT.

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