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2.0 Toolkit:

IBM is developing one and plans to have GA at same time as OS/2 2.0 on 10/91. We could consider licensing and selling ourselves, as with the 1.3 Toolkit, or consider pointing our customers to IBM.

2.0 DDK:

No plans at this time. IBM's toolkit contains a superset of SDK and DDK, and IBM is considering breaking into a separate DDK. Today they would have IHVs use the retail toolkit when available.

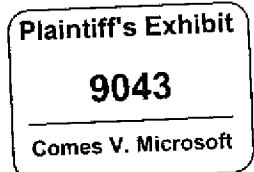
One other issue with this is LM. If we start bundling OS/2 with Lanman, does it make sense to provide a LM development kit from MS and OS/2 development kit from IBM?

From garyfe Tue Mar 19 18:09:36 1991  
To: cameronm dang gregl jodys stevek stevewe  
Cc: bobh cameronm dougbo dwaynew jerryyp mikebor  
Subject: Re: OS/2 kits  
Date: Wed Apr 29 17:22:36 PDT 1992

Date: Tue Mar 19 18:06:44 1991

LDK:

we developed the Laddr development kit to support our plans with packaged product. We are still working with IBM to get them to adopt, resolution not expected soon. I don't want to put much additional effort into this kit other than with the strategic IHVs: NCR, adaptec, western digital, etc.



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This is NOT the impression we have been giving IHVs. They all believe that we are doing the LDK to solve the SCSI problem for large disks and CD-ROM, and to simplify writing block device drivers. We will not be able to avoid putting a certain amount of effort into supporting the LDK. Problems have already arisen that need to be resolved (how to boot the LDK setup disk on a PS/2 machine); people have taken this product as confirmation that we ARE still interested in OS/2 and have started to request things like a removable hpfs file system. Ignoring these requests won't work. I'm not sure what the effect of telling people we won't support that kind of enhancement is; we need to think that through.

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| Lanman, does it make sense to provide a LM development kit from  
| MS and OS/2 development kit from IBM?

In any case, if we want continued innovation on the LM server platform (uhhh, OS/2, right?) \*WE\* need to enable ISVs and IHVs to get complete development kits. This argues for reselling IBM kits, if only for the convenience of our LANMAN customers.

Gary

From brianv Thu Mar 21 08:52:45 1991  
To: cameronm dang garyfe gregl hansw jerryyp jodyl lauriel stevek  
Cc: doughe mikebor  
Subject: RE: OS/2 kits  
Date: Wed Apr 29 17:22:43 PDT 1992

Date: Thu Mar 21 08:49:53 PDT 1991

I think we have to ship all os2 tool kits, sdks, etc as long as they exist. We can't give the market the message that ms is decommitting from os2 at all. We need them to think we are 100% os2 (well, at least as much as possible) so we can continue to sale lanman and os2 on the server as a very valid solution. I can't beleive IBM on this crap... they should be jumping for joy to help us promote os2...

>From jerryyp Tue Mar 19 11:19:46 1991  
To: brianv hansw lauriel  
Subject: OS/2 kits

Date: Tue Mar 19 11:17:13 1991

FYI...

| >From steveve Tue Mar 19 11:15:33 1991

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To: cameronm dang garyfe gregl jodys stevek  
Cc: bobh cameronm doughe jerry p mikebor  
Subject: OS/2 kits  
Date: Tue Mar 19 11:17:15 1991

recent mail for janc highlighted issues regarding the support by SSBU of OS/2 users. I think we need to determine our general product strategy for OS/2 developers and how they are supported.

1.x PM Toolkits:

Currently we have been shipping a MS PMTK that is at the 1.21 level. I understand we are running low on product. At one time we considered licensing IBM's 1.3 PMTK components and updating our kit to the 1.3 level. IBM balked and now we are exploring licensing the whole package and reselling as a MS product. We would add no value, just keep MS customers buying from MS.

In light of janc's mail, do we really want to do this? It may make sense from a resource perspective to just send our customers to IBM for the toolkit and for support, eliminating significant effort. SSBU has to depend on IBM anyway to get help answering certain technical questions, and this interface is not very efficient. This has the negative implication of IBM building relations with what has been traditionally MS ISVs. I suspect that this is a small problem given current interest in OS/2, but I look to you for feedback.

LDK:

we developed the Laddr development kit to support our plans with packaged product. We are still working with IBM to get them to adopt, resolution not expected soon. I don't want to put much additional effort into this kit other than with the strategic IHVs: NCR, adaptec, western digital, etc.

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From steveve Mon Mar 25 14:58:21 1991  
To: cameronm dangar garyfe gregle jodys lauriel lioneljo  
Cc: bobh doughe mikebor richta stevek  
Subject: 1.3 and 2.0 devleoper's kits  
Date: Wed Apr 29 17:22:58 PDT 1992

Date: Mon Mar 25 14:57:14 1991

I recently sent mail asking for feedback on the options we several os/2 developer toolkits. The consensus seems to be:

(1) MS must maintain its relationship with ISVs developing for OS/2. Even though a large number of these developers are probably Windows developers as well, we want to continue to provide support on the high end to maintain our relationship with these ISVs and corporate developers.

(2) I doubt that there is enough volume to justify the expense of SSBU support, they should probably be subsidized in some way.

(3) The LAN group needs to provide developer support for Client Server apps requiring both OS/2 and LM developer's kits.

Recommendation:

- I will continue negotiation with IBM to license and resell their 1.3 and 2.0 toolkits. At this point due to our deteriorating relationship, I'm not optimistic

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for a quick resolution. I suspect that it could be done before this gets resolved.

- dangar and grege need to consider how best to support OS/2, assuming that MS will just resell IBM's toolkits and that IBM is primary source of technical support.
- lauriel should assume that my group can provide her with the 1.3 and 2.0 toolkits from IBM and consider bundling with the LM kit.

From jonl Tue Mar 26 06:22:56 1991  
To: richab steveb  
Cc: bobmu cameronm jodys  
Subject: Windows and OS/2  
Date: Wed Apr 29 17:23:05 PDT 1992

Date: Tue Mar 26 06:20:39 1991

I bet we could get a list of customers from each and then get a research company to do a study. It wouldn't have to be too big maybe 100 names per company with mixed distribution of Win & OS/2 copies. It wouldn't be expensive and a lot more credible than if we call ourselves.

My main question would be if there are enough 'experience months' with the Windows versions?

From steveb Mon Mar 25 08:20:43 1991  
To: jonl richab  
Subject: Windows and OS/2  
Cc: bobmu cameronm  
Date: Mon Mar 25 08:20:39 1991

Is there anything we should do in partnership with easel/microfocus and caseworks to understand their customers os/2 versus windows deployment plans We might understand os/2 usage better

From stevek Tue Mar 26 10:53:01 1991  
To: cameronm  
Cc: a-sbull bobh jeffmc sherryr  
Subject: Re: ISV's and os/2 1.3  
Date: Wed Apr 29 17:23:06 PDT 1992

Date: Tue Mar 26 10:49:56 1991

Cam,  
Sorry for the confusion. If you guys are willing to be the ones

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are interested in getting it for testing.

What are the differences between our 1.3 and IBM's

Is there a pre-release distribution mechanism for getting it to interested ISVs?

FYI: ISV is Ventura.

From dangar Fri Mar 29 15:00:33 1991

To: stevewe

Cc: bobh cameronm dangar dougho garyfe gregle jancl jodys lauriel lioneljo  
lornam mikebor richta stevek theresa

Subject: Re: 1.3 and 2.0 developer's kits

Date: Wed Apr 29 17:23:20 PDT 1992

Date: Fri Mar 29 14:55:36 1991

We are stuck between a rock and a hard place. Here's the dilemma. On the one hand, MS \*must\* support its current OS/2 development customers in order to maintain its relationship with ISVs and corporate sites who are developing for OS/2. On the other hand, the support we are offering these people is poor -- and our customers know this.

We have two major means of supporting these customers: providing them an MS OS/2 toolkit, and offering technical support for their development efforts.

We don't score well in the OS/2 toolkit game. MS has chosen not to offer an MS OS/2 Toolkit or DDK for 1.3/2.0. The best MS will do is resell/repackage IBM's Toolkit (and if I understand correctly, even this much is not guaranteed). This sends a negative signal to our customers - more than one developer has mentioned to me that this is just one more sign of MS's lack of commitment to OS/2. Other developers report feeling insulted; they have become quite loyal to MS's brand of development tools, and here we are offering them what many consider to be an inferior product.

When it comes to support, we score only marginally better. We are still offering MS support for OS/2 and PM development, but the quality of the answers we provide, and the speed with which we are able to provide these answers, has decreased significantly over the last six months. Part of the reason for this decline in quality is that when development responsibility for OS/2 1.x and 2.x moved into IBM's hands, SSBU lost all its contacts in OS/2 development. We no longer

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have means to escalate technically tough customer problems. We compensate by doing more and more research on our own, but this has the negative side-effect of decreasing the speed with which we can respond.

Here's some interesting customer feedback that reflects on our ability to provide accurate, timely PM support. Note that we were not able to solve the problem. The customer got his answer by contacting IBM's support staff:

Thanks for your help in trying to resolve the MLE problems in detecting overflow past the format rectangle. I realize that this was a rather subtle problem, but we hadn't made any headway in several months and this application was nearing the release date... I finally secured a contact into IBM support and sent them the same information. Their reply, the next day, explained some of the message traffic initiated during an MLE overflow together with the actions taken by the MLE depending upon the status I return to it... This solved the overflow processing problem, and also eliminated all of the other issues of erratic behaviour that I've seen. After two weeks of extensive testing, no further problems have surfaced with MLE's and we're getting all of the functionality that we needed.

Attrition of OS/2 support engineers has also been a major problem. We have lost over 50% of our senior OS/2 engineers in the last six months. It's very hard to keep engineers interested in what is perceived to be a "dead" product.

So, we have a dilemma. We want to retain our current customer base, but the support we can offer them leaves much to be desired.

Is the answer to this problem to resell IBM's kit and continue to provide less-than-stellar OS/2 support? Perhaps that is all that we can do -- at least in the short-term. If this is what we are stuck with, let's do it right. Ship some sort of MS 1.3 upgrade to our 1.21 toolkit. A doc update would do. We could distribute it over OnLine in QuickHelp files, if nothing else. But give them something that says MICROSOFT, not IBM. Next, get very proactive about creating formal escalation paths into IBM development. Let's fly the right people to Boca asap and negotiate this. Any negotiations for IBM toolkits should also address support concerns.

This may help. Maybe it won't. At best, it is just a finger in the dike. OS/2 developers are already seeking out IBM support instead of Microsoft's. There's plenty of evidence for this in message traffic on OnLine, CompuServe and other BBSs.

In my opinion, we should conduct a strategic retreat, holding on to as much OS/2 ground as we can, while at the same time preparing a brand

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new solution to this problem - refashion how we do toolkits. I suggest we dump the idea of an OS/2 toolkit, and instead create an "MS Client-Server Application Development Kit" (or perhaps an "Information At Your Fingertips Toolkit"). This would contain tools and docs necessary to develop OS/2 client-server apps. We could emphasize the Windows API on top OS/2 of using WLO. Ideally, we should put this together for delivery in conjunction with LAN Man 2.1 and WLO 1.0. Have it ready this the fall. MS would have to work hard to do this, but I fear we do not have a choice.

If we do not come up with a creative way out of this problem, I think both our customers and ourselves will start to feel very uncomfortable very soon. They are already starting to fidget in their seats.

Dan  
Team Manager, OS/2 Support East

> >From stevewe Mon Mar 25 15:00:27 1991  
> To: camerom dangar garyfe gregle jodys lauriel lioneljo  
> Cc: bobh dougho mikebor richta stevek  
> Subject: 1.3 and 2.0 devleoper's kits  
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- >
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- > with the LM kit.
- >

From waded Mon Apr 1 13:29:26 1991

To: andersk andreab bobh bredad chrisa gunnij intlsys joses jurgens markj  
maurb os2champ ose path philwo stavego stevek thijsg tomjo

Subject: OS/2 Bi-Weekly Status Report - APRIL 91 (1)

Date: Wed Apr 29 17:23:43 PDT 1992

Date: Mon Apr 01 13:23:25 1991

TYPE: Informational

PROJECTS: OS/2 1.21 OAK only  
OS/2 1.3 ORK, OAK, and packaged products  
OS/2 2.0 ORK, OAK, and packaged products

LPM: Wade Dieter    PLA: Marcello Savoca [marcello] (1.21 Italian version)  
                         PLA: Jose Sabugo [joses] (1.21 Spanish version)  
                         PLA: Ludwig Coulmann [ludwigc] (1.3 German version)  
                         PLA: TBH (1.3 French version)

OBJECTIVES ACHIEVED:

- Ludwig Coulmann hired as PLA for German OS/2 1.3.
- Finished building Italian OS/2 1.21 OAK.
- Received sample screen dump files for OS/2 1.3 from IBM Boca for examination.
- All IBM subsidiaries, except France, have sent their respective OS/2 1.3 screen dumps to IBM Boca.

SUMMARY:

- 1.21 Italian: The OAK is finished. I expect to release this week.
- 1.21 Spanish: Having continuing difficulties with the software build process, which is slowing down the completion of testing. Am working to resolve this problem.
- 1.3 French/German: Released first draft of 1.3 localization schedule. The German PLA will begin his work on German OS/2 1.3 at the end of this week.

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