From joachimk Mon Jan 14 08:47:04 1991
To: stevek stevewe
Cc: jeffl richardf ronh
Subject: FW: OS/2 partner....
Date: Mon Jan 14 09:30:10 1991

I HOPE WE ARE IN AGREEMENT THAT THE COMPAQ MEETING IS THE FIRST AND LAST
IBM?MS OS/2 MEETING. PLS TALK TO ME AFTER WE HAVE TIME TO EVALUATE ITS
MERRITS WHERE WE WANT TO GO FROM THERE.
>From   joachimk Fri Jan 11 16:56:51 1991
To: joachimk
Subject: FW: OS/2 partner....

Date: Fri Jan 11 17:40:02 1991

>From   richardf Fri Jan 11 08:07:47 1991
To: fteam jeffl joachimk ronh
Subject: OS/2 partner....

Date: Fri Jan 11 08:07:44 1991

I have a feeling things are going to accelerate in this area, (ie IBMs
wanting direct invlvemnt) I wonder how our OEMs will feel about dealing
direct with IBM, this could be an ugly trend over time.....DOS next ?

>From stevewe Tue Jan 8 09:26:18 1991
To: richardf
Cc: stevek
Subject: joint ibm/ms/oem meetings
Date: Tue Jan 08 09:25:28 1991

Richard, here is the agenda we are proposing with IBM to use with
Compaq. The background on this is that IBM is pushing ahead with
1.3 / 1.31 as their primary release and don't plan on supporting
1.21 with unbundled EE. They informed us of the reality of 1.31 as
another release during my visit with them in December. I am still
trying to decide what my group can handle wrt to 1.3 and 1.31, the
issues being intl versions and user-ed. My initial reaction
is to ship a final 1.3 with docs to domestic OEMs at the end of Jan
and then wait for 1.31 before I provide translated versions. The
current IBM 1.31 schedule is 3/28 for general availability. I'll let you

know the schedule for 1.31 intl versions in the next several weeks.

IBM now feels solely responsible for the success of OS/2. Especially
against Windows. They see MS as their distribution channel for
that 25% of the market that is non-IBM, but an important market since
their customers want a second source of hardware and OS/2. They view
us as a risk to the success of OS/2 and hence their angst over when
and what we ship. They have been holding meetings on their own with
OEMs to discuss their ES plans, getting loaner hardware in Austin
for ES testing, and IBM SE plans. Based on my conversations with Compaq
and Olivetti, the OEMs are getting mixed messages from IBM and MS.
My objectives in having joint meetings with selected OEMs are:

(1) discuss the technical content of 1.31 and determine if their
    are any OEM issues.
(2) discuss the IBM ES plans in general, I doubt that IBM would
    give specific dates, but would let it be known that they
    won't support 1.21 and would actually prefer 1.31.
(3) have the OEMs tell IBM in front of me their issues with shipping
    multiple releases, resource, user-ed, manufacturing, etc. We
    carry this message to IBM, but they suspect we are intentionally
    dragging our feet to slow down OS/2.
(4) discuss early 2.0 plans and also OEM content issues we have
    identified and represented to IBM. I think IBM wants to get
    validation from the OEMs.

The bottom line is that IBM is driving toward independence from us and
I think they will try to deliver their own retail OS/2 with OEM H/W
support in the 2.0 timeframe (10/91). In the meantime, I'm trying to
keep IBM out of the OEMs by convincing them we are representing them well

and convincing the OEMs that our public statements about IBM owning core
development and MS the OAK and OEM distribution channel are true. I
wanted
to have these meetings to present a united front. As you and I agreed,
we
will only meet with Compaq, since they themselves requested such a
meeting.
We have told IBM we will not meet with Tandy, IBM is planning on meeting

with
them anyway, they already have contacts established. I don't agree that
this is the best way to proceed, but I'll respect your desire to maintain

account control. Just be aware that IBM will be meeting with the OEMs
without us and I think we will continue to look like less than partners.

>From stevek Mon Jan 7 15:23:12 1991
To: peterbra
Cc: dougho stevewe
Subject: RE: joint ibm/ms/oem meetings
Date: Mon Jan 07 15:19:45 1991

Peter,
Yes this is the same people that
Compaq has already talked to (Jim Gillig & Jeff Dean at Boca,
Cindy Erdman or possibly Craig Bender from Austin). The Austin
people would be there because they are the ones who started IBM's
interaction with the OEMs, because they are still interested
in supporting ES/LS on OEM hardware, and because they dont trust
Boca to say the right things? Anyway, the proposed agenda is
below. We are shooting for the week of the 14th.
 Agenda:
    Speaker: MS
    Subject: MS/IBM Relationship/Process
        IBM primary developer of 1.x & 2.x, MS primary
        developer of DOS, Win, future OS/2. IBM owns
        1.x/2.x schedule, MS owns OEM interface, OAKs,
        OEM issues. IBM/MS share technical content.

    Speaker: IBM
    Subject: 1.3x Status
        1.3/1.31 contents and schedule

    Speaker: IBM
    Subject: 1.3 Future Plans
        IBM pitch to outline emphasis on 1.3 (include
        maintanance issues, ES/LS issues)

    Speaker: MS
    Subject: 1.3x OAK Plans
        MS schedule for delivery to OEMs, including doc, nls

    Speaker: IBM
    Subject: Cruiser status (contents/schedule)

    Speaker: MS
    Subject: HCT/Adaptation issues
        Discuss HCT and ask general "how to make OEM adaptation
        easier" questions

    Speaker: IBM
    Subject: Boca OEM test lab rqmnts
        This was an IBM item, I think it relates to
        general compatibility testing (not ES/LS)

    QUESTIONS or COMPAQ ITEMS

>From peterbra Sun Jan 6 15:15:09 1991
To: stevek
Cc: stevewe
Subject: RE: joint ibm/ms/oem meetings
Date: Sun Jan 06 15:11:20 PDT 1991

I have just got back from vacation. I would like to understand this
better. Compaq would certainly like to see a joint MS/IBM pitch.