

>From lins Mon May 13 01:49:26 1991
To: davidcol dennisad karlst lisacr timmcc
Cc: bradsi larryed philba
Subject: Re: Bringing HPPCL5A Up To Snuff

Date: Sat May 11 01:03:05 1991

Giving HP the source code is only the beginning, it will be followed by tons of support questions regardless of whether they get the source code or not. History showed that they just plugged in the source code w/o understanding the problem, and they could never fix any bugs or make enhancements themselves.

Secondly, I might be willing to give them the source code with some mutual exchange of technology. We put in some great halftoning algorithm which proved to be 10 - 12 times faster than the old code. HP has this photographic image halftone feature which I kind of like. I might be willing to exchange our halftone code for the equivalent implementation to that piece of code. Basically, I want to be tougher about giving away our hard work.

Further, what are we going to tell the Vancouver and San Diego divisions if the Boise division gets the source code? These 2 divisions are ready to jump on the Unidrv band wagon, I don't want this special treatment with the Boise division to spoil our relationship with Vancouver and San Diego.

Lin

>From davidcol Sun May 12 15:59:20 1991
To: dennisad karlst lins lisacr timmcc
Subject: Re: Bringing HPPCL5A Up To Snuff
Cc: larryed
Date: Sun May 12 15:56:56 1991

Why don't you want to give them source code for the sole purpose of understanding some new feature we want them to add?

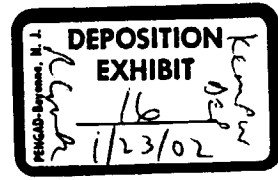
Certainly we don't want them shipping a second unidriver, but we certainly do want them shipping a GREAT PCL5 driver, if they need to look at source to pull that off, what's the problem?

From richardf Thu May 16 21:28:08 1991
To: oemman randym
Subject: Loaners
Date: Tue Jun 30 15:28:10 PDT 1992

Date: Thu May 16 21:27:27 1991

anyone get a loaner in here on this fshort of notice ? iof so please contact randy

>From joachimk Tue May 14 08:55:42 1991



X 565976
CONFIDENTIAL

To: jeffl richardf ronh timb
Subject: FW: steveb's "14 points on OS/2"
Date: Tue May 14 08:36:55 1991

not to distribute

>From paulma Tue May 14 00:06:04 1991
To: mikemur steveb steveve
Cc: billyg jeremybu joachimk mikehal pattys petern
Subject: steveb's "14 points on OS/2"

Date: Tue May 14 00:03:29 1991

Below are my short commenst on Steveb's "14 points". To cross check them, I ordered my own thoughts and came to similar set of conclusions. This thinking is the longer section that follows.

Steveb's points:

1. Work with IBM-J on OS/2 2.0 in Japan. Agree.
Not totally understanding the situation, I agree with this. However I wonder how realistic it is (ie. does MSKK have the strength/depth?).
: Another concern would be bugs that other Japanese OEMs report on OS/2
1.21 - IBM is not motivated at all to fix these. We should ensure that as we wrap up our "Tiger" (Packaged Product 1.3) work that we fix as many problems as we can for MSKK.
1. Do not do PP OS/2 2.0 - Agree, but take out some insurance with Citrix (see below).
This will mean that we can move at some resources off the Tiger effort over coming months.
2. For OEM's be a pass-thru distributor. Agree. We are already rapidly becoming this, with the inevitable effect that the few OEMS that care about OS/2 (eg. Compaq) will work directly with IBM, probably to help IBM to a limited "packaged product OS/2 2.0" (ie. ensure that BM's OS/2 2.0 runs on Compaq gear). Our SCO experience taught us that few people want to work with a "OAK distributor". People either want Pakcaged Goods, or they want to work with the real source.
3. Do not do OS/2 Apps. Yes.
4. Do not do OLE for OS/2. Agree.
5. Stop pushing OS/2 for the server, push Win32 - Agree.
6. Plan on not doing LM for OS/2 2.0, but leave option open. Agree.
7. Finish our current OS/2 server apps and then move on to Win32 - Agree, what about things like LM and Mail GUI Admin on OS/2, should we be doing that?
8. Do not localize OS/2 - Agree, may need to work some expectations with

X 565977
CONFIDENTIAL

some OEMs.

9. Meet or customer support commitments on OS/2 - Agree, but we should probably concentrate all the expertise in the "Tiger" group, and not require PSS to struggle to build up separate group to support OS/2. Get out of the OS/2 2.0 SDK business - agree. We should get IBM to pick up next revision of SDK.
10. Do not take new IBM 1.3 CSD's. Agree, actually it is unlikely that there will be any from IBM - they are going to ride the OS/2 2.0 horse and have taken most of their resource off OS/2 1.x.
11. Do not tell the world we will not support OS/2 with apps, leave it open. Agree, but internally we should ensure that we are not spending further resource on this (eg. WLO).
12. Evaluate implications for WLO team. Done below. Summary - do not do work on WLO past WLO 1.0. I need to check again, but work beyond WLO 1.0 was to support OS/2 2.0 specific features and OLE. Exception might be some drag/drop work the LM, Mail GUI admin needs, but we can pull this into WLO 1.0 if needs be.
13. Use Citrix as OS/2 insurance - Agree.
14. Do not help IBM with LS. Agree.

What follows below is a slightly different cut at the above issues. Read it when you have time.

Steveb is right in that we have "conflcting goals" wrt OS/2. In order to marshall my thoughts about Steveb's proposal, I found it useful to order my own first - so here is my "ordering":

Our Goals wrt OS/2 are as follows - in order of priority:

1. To see Windows (an "MS OS") evolve and win. This means that OS/2 (an "IBM OS") has to fail as a high volume operating system (as the two competa for the same space).
2. Do not lose the goodwill of our customers, particularly those that have investments in OS/2.
3. Maintain the viability of our LAN Man business over '91 and '92.
4. Maintain some insurance - lest OS/2 does in fact "win".

Considering each of these points in turn:

X 565978
CONFIDENTIAL

1. What makes an "OS" win or lose as a high volume OS? I would claim that following factors are relevant:

- #1 ISV Applications
- #2 "Fit/Finish"
- #3 Broad H/W Support
- #4 OEM Support
- #5 Evangelism/Marketing/PR

Considering our possible actions in light of these points then:

- #1 We ought to do nothing to promote the availability of OS/2 applications from ISVs, particularly applications that might be OS/2 specific. To the extent that we can, we (MS) should starve OS/2 of applications.

-> This means that we ought not to develop WLO further. We should fulfil our public commitment (WLO 1.0), and thereafter

only use it proactively to help corporate accounts who are committed to deploying OS/2, but who may want to switch to Win API's now. As part of our insurance efforts, we should keep the group intact in systems - at least until H1'92 when it will be clear whether we need insurance or not. They may also need to fix couple of critical bugs that will surface after WLO 1.0.

-> We ought to change the MS apps division stance on OS/2 from one of "using WLO to support OS/2" to one of:

- "near term": support of OS/2 by writing pure Windows apps (by virtue of IBM's promise to support such apps). This in effect means delaying any OS/2 support

as it means waiting for Windows support in OS/2 2.0, and forcing IBM to take care of such Windows features

as OLE (ie. DDE extensions).

- "longer term": if we have to say what MS apps will do for "32bit apps" we should say that we expect OS/2 3.0 to support Win 32, and will target that API.

- #2 Fit/Finish:

For OS/2 2.0, this largely to of our hands.

-> But we should (for instance) not put the Windows Applets (which we have WLO'd) out with the WLO kit. FYI - IBM has been working a replacement set of applets for their OS/2 2.0 and claim to have all but replacement for Terminal (?).

-> My feeling on this is that IBM will do a reasonable job on

IBM h/w, but are likely to not do a good job on install/config of non-IBM h/w. For this reason, we should become totally passive of OS/2 2.0 OEM support issues. This will drive certain OEMs (Compaq) to begin to work directly with IBM. This will start to educate IBM about multi-vendor support, but on the other hand the schedule pressure that IBM

is under will ensure that they only do a mediocre job. It is

a risk worth taking.

#3 Broad H/W Support:

This follows from the above. Compaq will almost certainly start to give IBM device drivers for their h/w, but IBM will be only equipped in a limited way to do the kind of compatibility testing that we did for Windows or even for Tiger.

-> We should not encourage IBM to pick up LADDR or any other device support improvements we have made. Even though we may be liable to give it to them legally, with their current schedule pressures they just wish we would go away - and we should not press them to take stuff from us.

#4 OEM Support:

OEMs fall into three categories:

- the few like Compaq who want to claim that OS/2 runs as well on their systems as on IBM's, who will work with IBM to ensure that IBM's OS/2, EE, LS run on their systems. They (Compaq, Olivetti, few others) will work directly with IBM no

matter what we do. This has already started.

-> a couple of system integrator-like OEMs (Nixdorf, Nokia) whom we have to switch to NT and Win32, they are going to require some hand-holding.

- the rest who are metal bashers and don't care what happens to OS/2.

#5 Evangelism/Marketing/PR:

IBM has started to and will beat the drum for OS/2 2.0. We should stay out of direct fist fights, but continue to make it clear that Windows is successful, will have a future, and there is no fundamental need for OS/2 per se.

2. Do not lose the goodwill of our corporate customers (with OS/2 investments)

We should stress OS/2 as something that we will provide compatibility with in future releases of Windows (/NT).

X 565980
CONFIDENTIAL

-> We should form an OS/2 transition team (1-2 program managers) whose job it is to handle these accounts and the few systems integrator OEMs (Nixdorf, Nokia). The job of this team is to gather the requirements of these accounts and advise on:

1. use of WLO where appropriate (ie. if the account is deploying OS/2 1.x, how can they get back onto Windows API's),
2. use of higher tools where appropriate,
3. gathering of data on API's used so that we can phase in "OS/2

- on NT" so as to pick up these accounts early,
4. data on device drivers (etc) needed to get these accounts over early.

I would propose using program management heads from WLO (davidwo) and OS/2 (stevek or dougho) to do this. With focus off WLO and OS/2 2.0, we can afford to do this.

3. Maintain viability of our LAN business over '91 and '92.

- > only invest in Packaged OS/2 1.3, not in packaged OS/2 2.0. Play the OS/2 2.0 issue out by being vague and waiting. OS/2 2.0 and NT are going to be "close" in timing (six months apart). LM will run on NT product 1, LS will not.
- > get all of our LM partners and server applications focussed on migrating to Win32.
- > Consider not doing GUI admin for OS/2 1.x systems - it will not be a major factor, and it will absorb resource (user ed, etc.).

4. Insurance:

If we have to "turn on OS/2 efforts" again, it will to enable us to do a good packaged product OS/2 2.0, and to do OS/2 apps again (via WLO). To this end, we should:

- > get deal with Citrix, and have them incorporate our Tiger work (eg LADDR) into OS/2 2.0, and ensure that we have rights back. This is important as in the absence of anything meaningful to do, our OS/2 1.x and 2.x development capability (what little there is left of it) is going to evaporate.
- > keep WLO team in systems so that we have expertise to hand to turn things back on if we have to.
- > keep on working on OS/2 for NT (which we are doing).

X 565981
CONFIDENTIAL