

## 11/9 Reviews - Chart Control Log

<u>Chart</u>	<u>Responsibility</u>	<u>JDK/TRL</u>	<u>MC</u>
Agendas			
- TDK / TRL Review Agenda		X	
- MC Review Agenda			X
Volumes	Casey		
Achievements and Shortfalls, Building Block Charts	Casey		
Current Volumes Status	Perez		
Environment	Damassa		
Building Block of Actions	Casey		
OS/2 Key Actions List (3)			
- With Sub-Bullets & Check Mark	Damassa		
- Plain Version	Damassa		
- Plain w/ Check next to Product	Damassa		
Product Actions (3)	Lois		
- Positioning Outlook			
- Workplace Strategy			
- Workplace Rollout			
Organization			
Communications (3)			
- OS/2 Image	Jawlik		
- External Communications	Jawlik		
- Internal Communications	Jawlik		
OS/2 Merchandising Plan	Damassa		
Channels	Darling / Rojas		
OEM	Rojas		

CONTROLAMI

11/04/92 3:30 PM

JAT / P.

## 11/9 Reviews - Chart Control Log

<u>Chart</u>	<u>Responsibility</u>	<u>JDK/TRL</u>	<u>MC</u>
Applications (2)	McAuley		
- Accomplishments			
- Leading Applications			
Pricing (3)	Perez		
- OS/2 Price Schedule Analysis			
- " Base Products / End Users			
- " " Proposed Actions			
Leveraging IBM	Rivas		
Geographic Organization Blueprints	Darling		
- Word Chart			
- Box Chart			
Geographies (4)			
- U. S.			
- EMEA			
- AP			
- LA			

**OS/2 MC REVIEW  
AGENDA**

**INTRODUCTION & ORGANIZATION UPDATE**

**L.R. REISWIG**

**PRODUCT STATUS**

**L.R. REISWIG**

**PSP MKTG**

**L.R. REISWIG**

**US M&S**

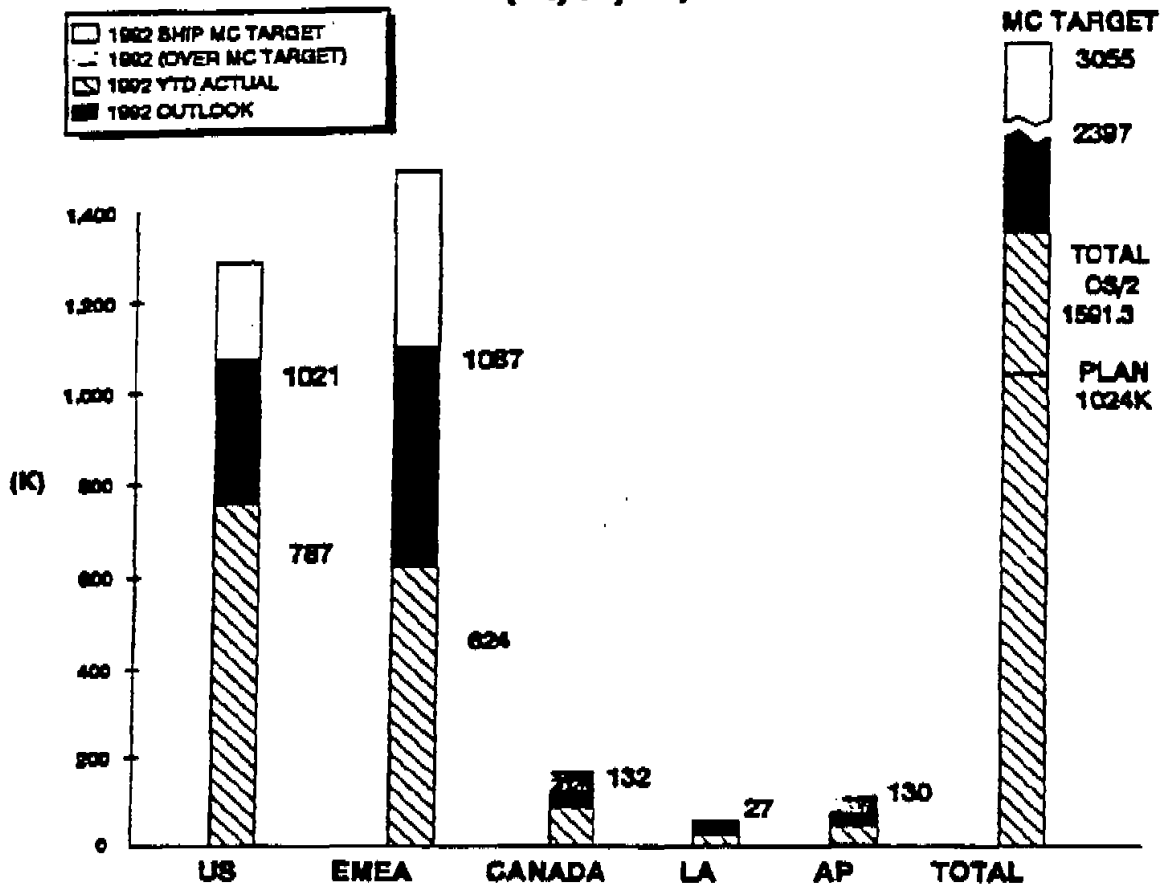
**M.F. MORIN**

**EMEA**

**D. MCAUGHTRY**

**CLOSE**

**L.R. REISWIG**

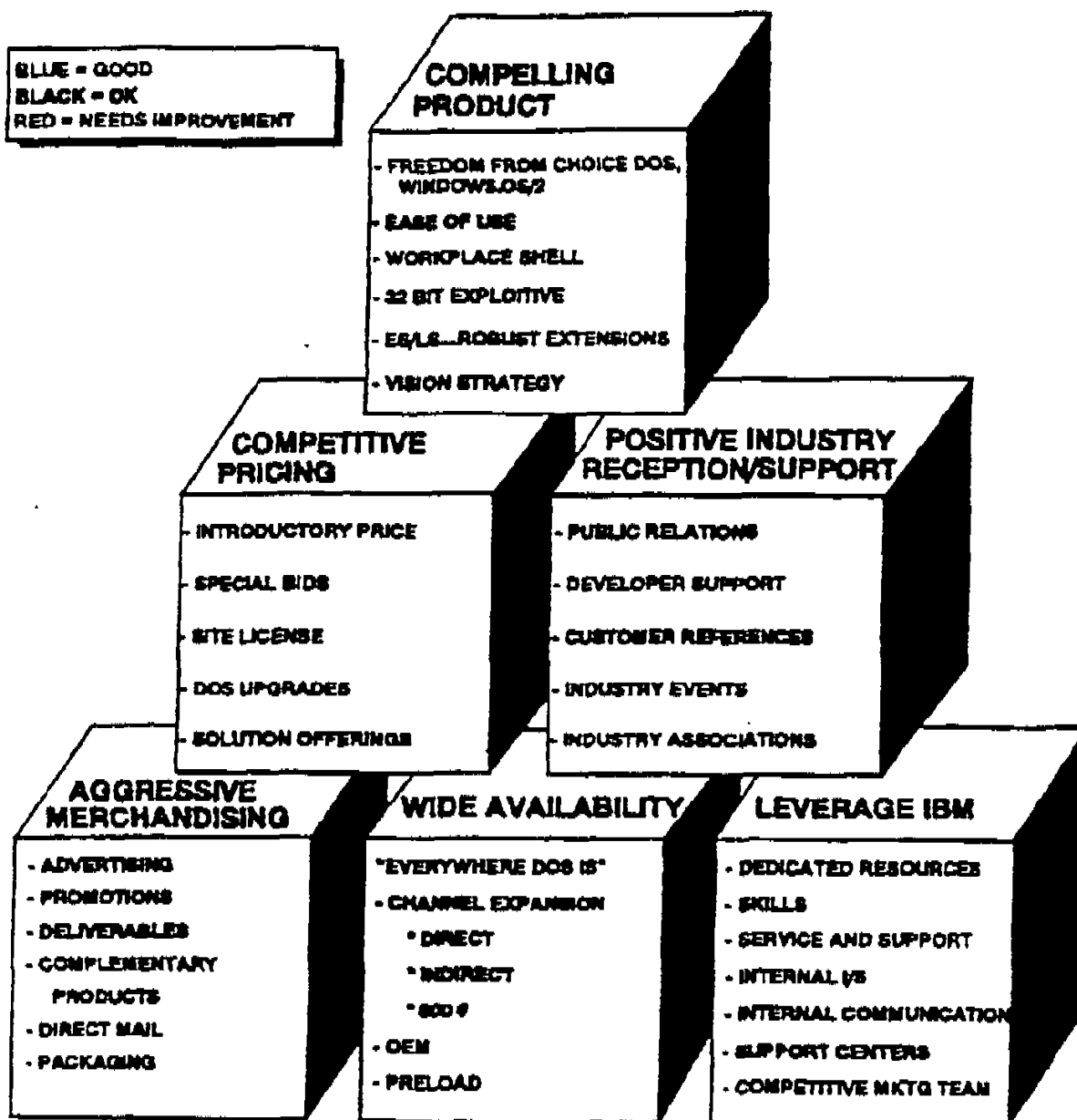
**OS/2 WW VOLUMES (K)****1992****(10/31/92)**

						TOTAL
YTD	787.0	624.0	112.0	10.0	58.3	1591.3
OUTLOOK	1021	1087	132	27	130	2397
SHIP MC TARGET	1300	1500	118	27	110	3055

**J.D. KUEHLER/T.R. LAUTENBACH OS/2 2.0 REVIEW**  
**NOVEMBER 5, 1992 - 9:00AM - 1:00PM**  
**AGENDA**

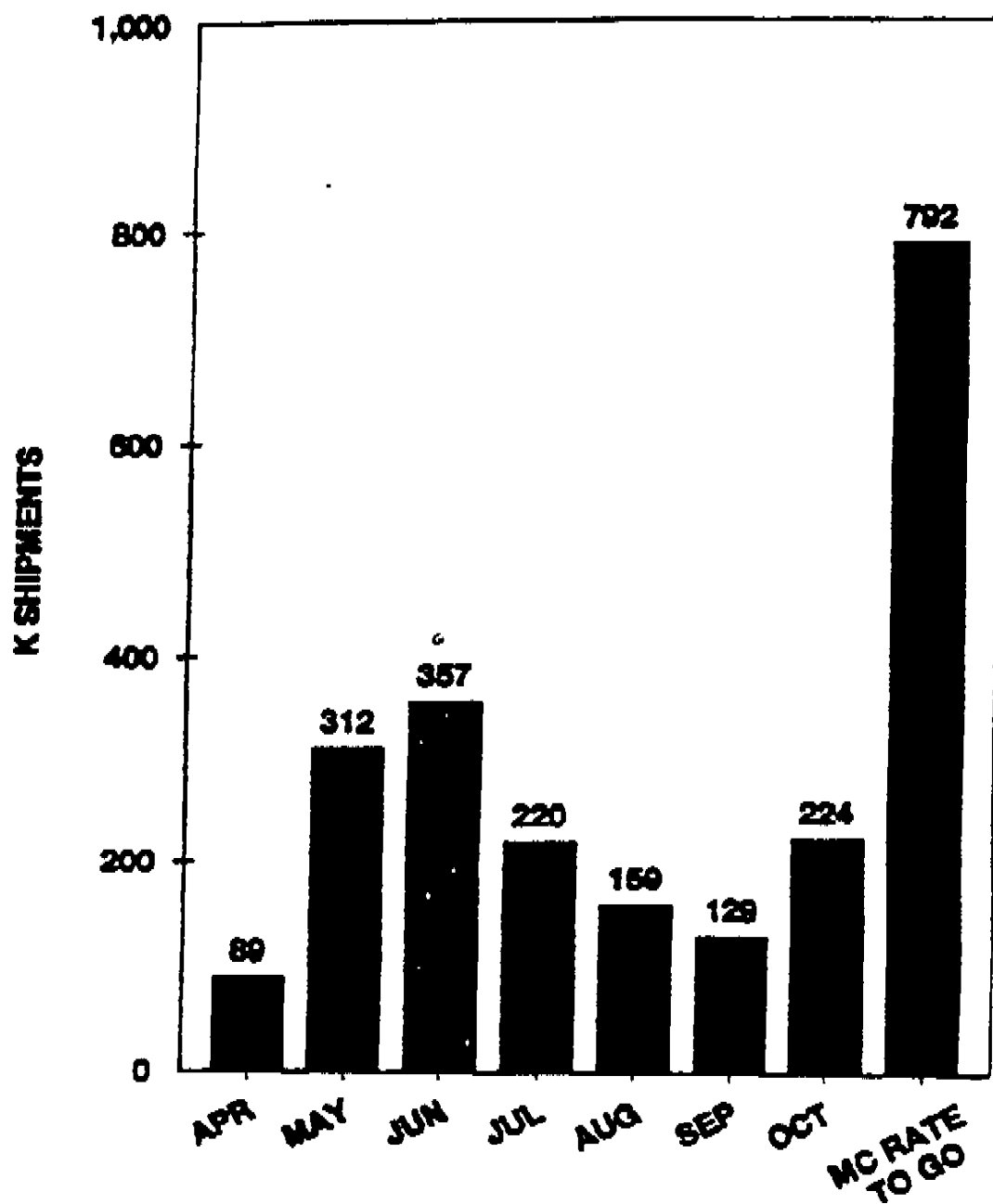
<b>INTRODUCTION &amp; ORGANIZATION UPDATE</b>	<b>L.R. REISWIG</b>
<b>PRODUCT STATUS &amp; SCHEDULES</b>	<b>L.A. DIMPFL</b>
<b>PSP MKTG - WW VOLUMES/STRATEGY/ISSUES</b>	<b>J.R. PATRICK</b>
<b>U.S. REVIEW</b>	
- OVERVIEW/STATUS/'92-'93 OUTLOOK	<b>M.F. MORIN</b>
- LOWEST PERFORMING AREA REVIEW	<b>M.F. MORIN</b>
<b>EMEA REVIEW</b>	<b>D.M. MCAUGHTRY</b>
- OVERVIEW/STATUS/'92-'93 OUTLOOK	<b>D.M. MCAUGHTRY</b>
- LOWEST PERFORMING COUNTRY REVIEW	<b>D.M. MCAUGHTRY</b>
<b>CANADIAN REVIEW</b>	<b>H. LEW</b>
<b>ASIA PACIFIC REVIEW</b>	<b>M.H. COLLEARY</b>
<b>LATIN AMERICA REVIEW</b>	<b>K.R. BARRY</b>
<b>OEM STATUS</b>	<b>H.G. ROJAS</b>
<b>APPLICATION REVIEW</b>	<b>J.A. SOYRING</b>
<b>CLOSE</b>	<b>J.R. PATRICK</b>

## OS/2 LAUNCH ANALYSIS



## **OS/2 ENVIRONMENTAL FACTORS**

- **INTENSE EFFORTS FROM OS/2 COMPETITORS**
  - **MICROSOFT**
    - . **WINDOWS 3.1 LAUNCH - \$35M**
    - . **80% INCREASE IN SALES & MARKETING**
    - . **HIRED 100 NT EVANGELISTS**
    - . **\$50M SPENT ON ADVERTISING (YE 6/92)**
    - . **EXPANDED PR STAFF TO 90**
    - . **DEALER BONUS FOR DE-INSTALLING OS/2**
    - . **80+% OF PCM VENDORS UNDER SYSTEM CONTRACT**
    - . **DEEP SITE LICENSING DISCOUNTS**
    - . **AGGRESSIVE WINDOWS/APPLICATION BUNDLES**
    - . **BUILT LARGE ACCOUNT CONSULTANT SERVICES GROUP**
  - **NOVELL**
    - . **"OPERATING SYSTEMS COMPANY" POSITIONING**
    - . **DR DOS 6.0**
    - . **UNIXWARE VENTURE WITH USL**
    - . **TRIPLING LARGE ACCOUNT RESOURCES**
    - . **YES! BUSINESS PARTNER CAMPAIGN \$5M**
    - . **20,000 CERTIFIED NETWORK ENGINEERS**
- **5000 WINDOWS APPLICATIONS AVAILABLE**
  - **WINDOWS APP VOLUME GROWTH - 1H92 - 360%**

**OS/2 2.0 SHIPMENTS MONTHLY**



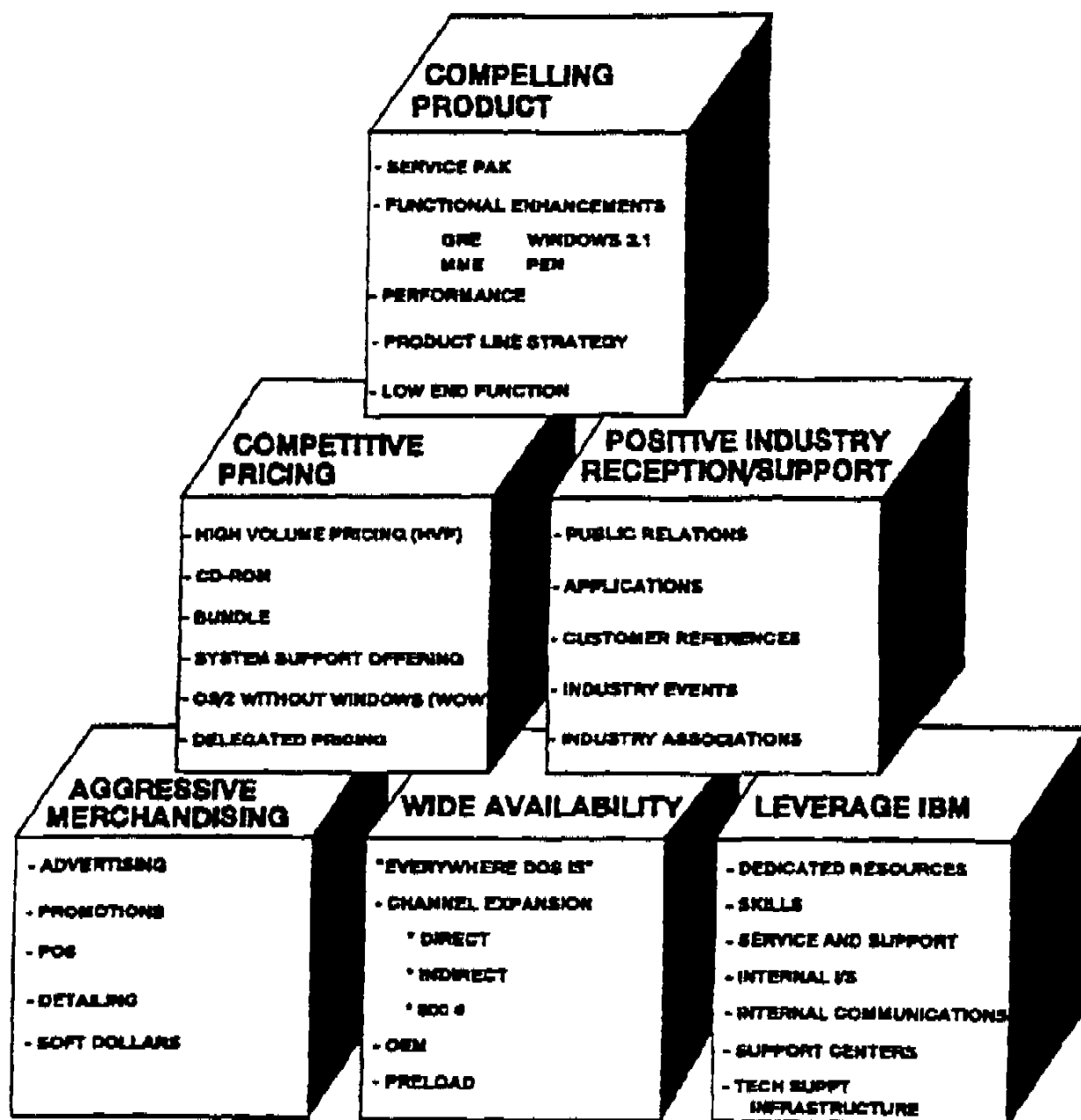
## WINDOWS - OS/2 APPLICATION VOLUME/REVENUE GROWTH

WINDOWS APPLICATIONS GROWTH RATES			OS/2 APPLICATIONS GROWTH RATES	
<u>QUARTER</u>	<u>UNITS</u>	<u>REVENUES</u>	<u>UNITS</u>	<u>REVENUES</u>
1Q91	264.5%	222.0%	28.4%	56.5%
2Q91	429.7%	210.5%	(50.4%)	(37.4%)
3Q91	267.9%	140.7%	(42.5%)	(14.5%)
4Q91	506.5%	228.0%	295.9%	59.4%
TOTAL, 1991	384.4%	196.3%	17.5%	11.4%
1Q92	344.8%	99.3%	210.6%	(12.1%)
2Q92	377.4%	180.9%	(7.6%)	(60.8%)
1H92	362.6%	141.2%	95.5%	(42.9%)

**NOTES:**

- 1) FIGURES ARE FROM SPA PUBLISHERS SOFTWARE SALES REPORTS, A PROGRAM IN WHICH APPROXIMATELY 150 SPA MEMBER COMPANIES REPORT THEIR MONTHLY UNIT SALES AND REVENUES IN 31 CATEGORIES AND 8 FORMATS OF SOFTWARE.
- 2) A TOTAL OF 49 (1991) AND 14 (1992) COMPANIES REPORTED SALES OF WINDOWS APPLICATIONS, WHILE 15 (1991) AND 14 (1992) COMPANIES REPORTED SALES OF OS/2 PRODUCTS.

## OS/2 MARKETING FRAMEWORK



## OS/2 KEY ACTIONS

- ✓ **PRODUCT COMMITMENT**
  - DEVELOP PRODUCT LINE PLAN
  - DEVELOP AND PRODUCE PRODUCT LINE STRATEGY
- ✓ **COMMUNICATIONS**
  - DEVELOP AGGRESSIVE EXTERNAL COMMUNICATIONS PLAN
  - DEVELOP COMPREHENSIVE INTERNAL COMMUNICATIONS STRATEGY
- ✓ **MERCHANDISING**
  - IMPLEMENT PROMOTIONS, FOCUSED ADVERTISING & DIRECT MAIL
- ✓ **INDIRECT CHANNELS**
  - EXPAND OEM COVERAGE
  - EXPAND 800 NUMBER OFFERINGS
  - IMPLEMENT ENHANCED CHANNEL T & Cs
- **APPLICATIONS**
  - DELIVER KEY APPLICATIONS
  - EXPAND KEY SEGMENT COVERAGE
- ✓ **PRICING**
  - COMMUNICATE REVISED PRICING STRATEGY
  - PROVIDE TAGM DELEGATED PRICING AUTHORITY
- **LEVERAGING IBM**
  - EXPAND OS/2 2.0 INTERNAL USE
- ✓ **GEOGRAPHY ORGANIZATION**
  - GAIN COMMITMENT TO ORGANIZATION BLUEPRINT
  - RECOMMEND RESOURCE REQUIREMENT

## OS/2 KEY ACTIONS

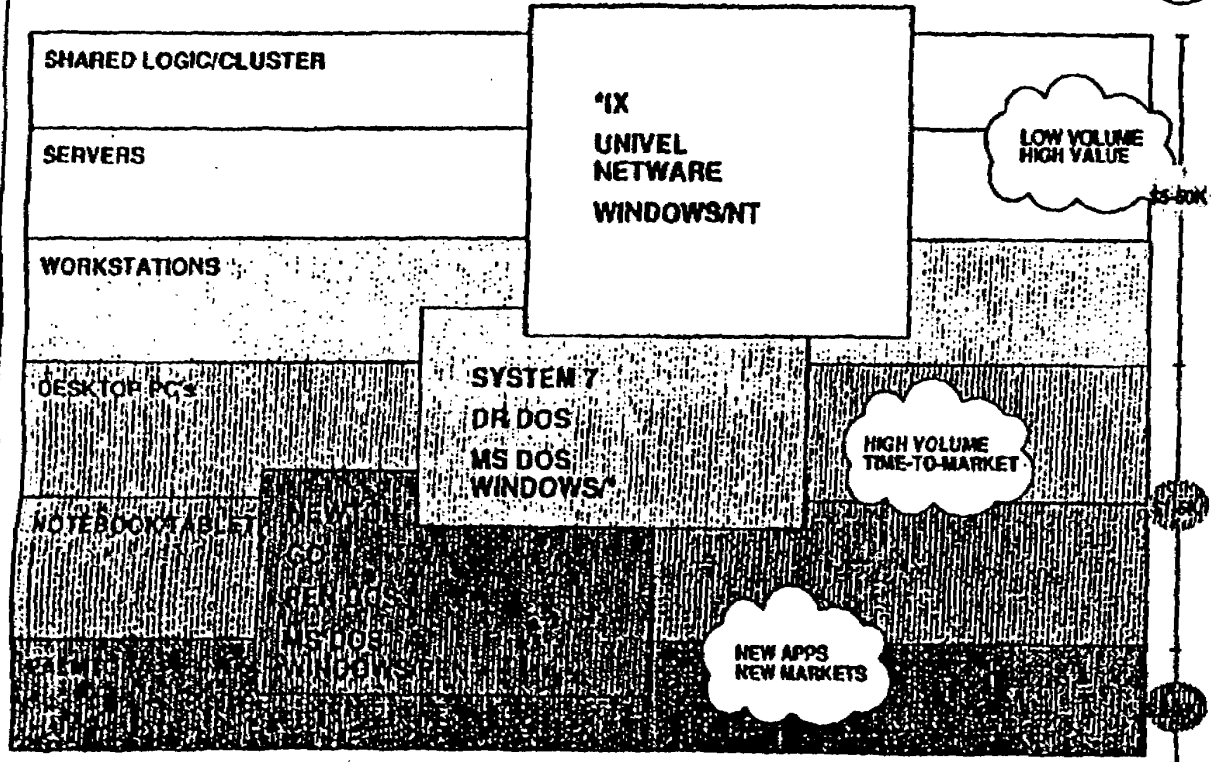
- PRODUCT
- COMMUNICATIONS
- MERCHANDISING
- INDIRECT CHANNELS
- DEVELOPER SUPPORT
- PRICING
- LEVERAGING IBM
- GEOGRAPHY ORGANIZATION

## OS/2 KEY ACTIONS

- PRODUCT ✓
- COMMUNICATIONS
- MERCHANDISING
- INDIRECT CHANNELS
- DEVELOPER SUPPORT
- PRICING
- LEVERAGING IBM
- GEOGRAPHY ORGANIZATION

# Positioning Outlook

850K-5M  
100K



# Workplace Strategy

\$50K+

SHARED LOGIC/CLUSTER

SERVERS

WORKSTATIONS

DESKTOP PCs

NOTEBOOK/TABLET

ALSO

\*  
AIX w/Workplace  
Workplace OS

LOW VOLUME  
HIGH VALUE

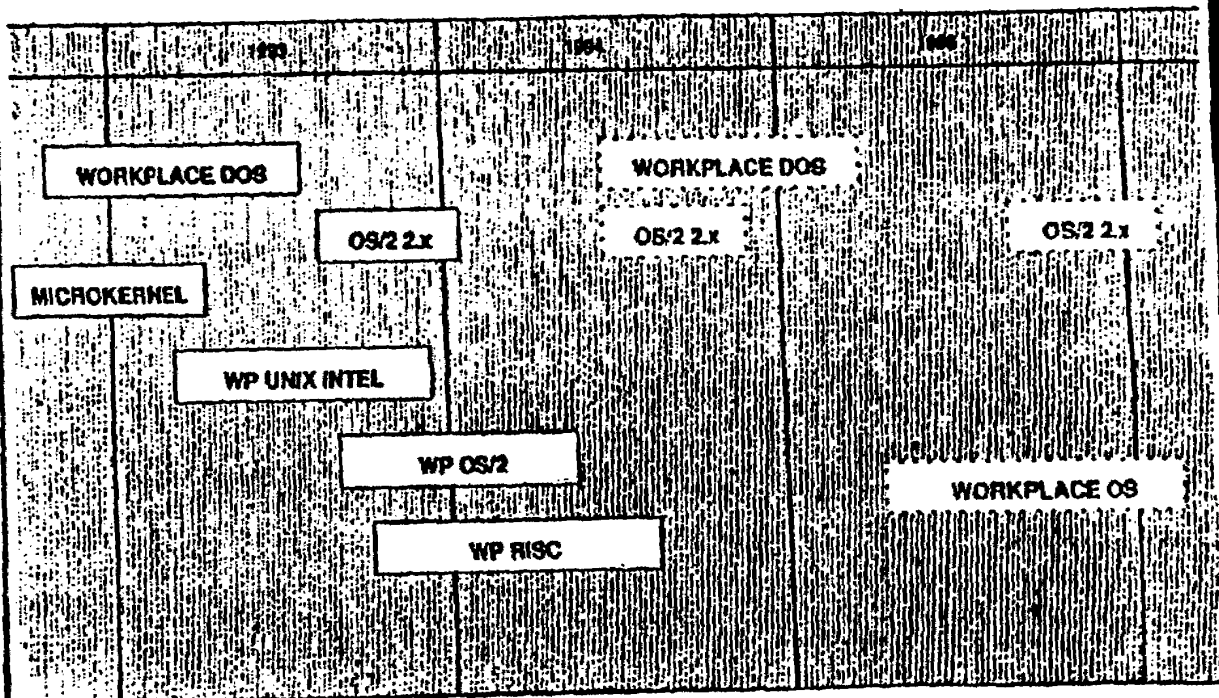
\$5-50K

Workplace OS  
AIX  
OS/2  
Tallgent

HIGH VOLUME  
TIME-TO-MARKET

NEW APPS  
NEW MARKETS

# Workplace Rollout





## OS/2 PRODUCT STRATEGY

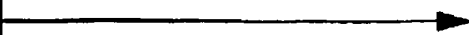
### DELIVERED - 1992

- OS/2 2.0
- MPM/2
- OS/2 SERVICE PACK
- OS/2 2.01 BETA
- OS/2 2.0.1 PRELOAD

### PLAN - 1993

- OS/2 2.01
- OS/2 PEER-TO-PEER
- MPM/2 SW MOTION VIDEO
- OS/2 2.X
- SYSTEM OBJECT MODEL 2
- VISUAL PROGRAMMING TOOLS
- CLIENT/SERVER SECURITY
- PORTABLE OS/2

## OS/2 Strategy Summary

1992		1993		1994
<b>Microsoft</b> NT Beta Win 3.1		Win NT - 32 Bit - SMP - Portable - POSIX - Secure (C2)		(Calro) - OO Interface - OO File Sys - Dist Services - Sys Mgmt - Natural Lang
<b>OS/2</b> OS/2 2.0 - 32 Bit - Multitasking - OO Interface		NEOS/2 - Peer-to-Peer - E-Mail OS/2 WOW (Tashia) - Secure Client SOM2 UPFRONT1		OS/2 2.X - Sys Mgmt - Dist Svcs - MM & Pen (Worf) - Client & Server - DCE & C2 SOM3 UPFRONT2
<b>Events/Strategy PR</b> Fall COMDEX - New Software Co. - Win 3.1/32 Bit GRE - MM/SW Motion Video - LAN Systems - Workgroup - Microkernel - Object Tools		Spring COMDEX - Portable OS/2 - Pen/Speech - MM - Starlight on PPC - Security - ... PC Expo - Starbase SDK Beta - Starbase on PPC - WPS Pen/Speech - ...		Fall COMDEX - Sys Mgmt - Dist Svcs - Mobile/ROMable - Starlight on Intel - 32 Bit Power Apps - ...
Strategy White Papers				

## PRODUCT ACTIONS

1Q92	2Q92	3Q92	4Q92
<div>OS/2 2.0 3/92</div> <div>INTEGRATING PLATFORM INDUSTRY STANDARD 32 BIT EXPLOITATION INCREASED USABILITY</div>	<div>OS/2 2.0</div> <div>32 BIT GRE/DOs - BETA</div> <div>OS/2 2.0 PRELOAD 4/92</div>	<div>OS/2 2.0</div> <div>32 BIT GRE/DOs - EXPANDED BETA WINDOWS 3.1 SUPPORT - BETA SEARS - BETA</div> <div>OS/2 2.0 PRELOAD 8/92</div> <div>PERFORMANCE ISO FONTS DISPLAY DRIVERS (TSNG, BETA SPEEDWAY, XGA-HI)</div>	<div>OS/2 2.0</div> <div>SERVICE PAK WINDOWS 3.1 SUPPORT ISO FONTS 256-COLOR SEAMLESS SYGA MOBILE STANDARDS (PCMCIA, APM, LARGE CURSOR, FAX APPLET) ADDITIONAL CD ROM MOBILE STANDARDS (PCMCIA, APM, LARGE CURSOR, FAX APPLET) ADDITIONAL CD ROM SUPPORT ADDITIONAL PRINTERS TECHNOLOGY ENABLING - PEN - MULTIMEDIA</div>

## **PSP - SALES & MARKETING**

### **ACCOMPLISHMENTS**

#### **INTEGRATED PART OF PSP BUSINESS UNIT**

- WORLD-WIDE MARKETING / BRAND MANAGEMENT**
- U.S. CHANNEL SALES**
- DEVELOPER SUPPORT**
- OEM MARKETING**
- MERCHANDISING**
- COMMUNICATIONS**
- SPECIALIZED MARKETING SUPPORT TEAM**

### **IN PROCESS**

#### **RECRUIT KEY SKILLS**

- INTERNAL / EXTERNAL**

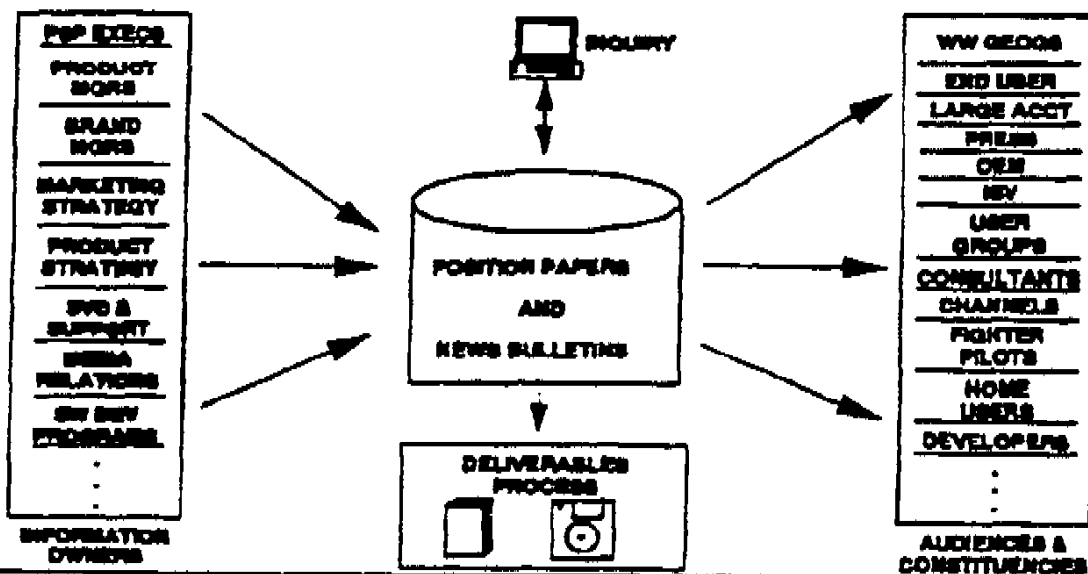
## WORLDWIDE COMMUNICATIONS

### ACCOMPLISHMENTS

- WHY OS/2 WHITE PAPER
- WEEKLY WW MARKETING CALLS
- LAN SYSTEMS WHITE PAPERS
- COMPETITIVE MKTG FTM, OCT 16
- BI WEEKLY US CONFERENCE CALLS
- VIDEOS
- EXEC SPEECH DISTRIBUTION
- WORLDWIDE LINKAGE
- AMBASSADOR PROGRAM
- TEAM OS/2

### IN PROCESS

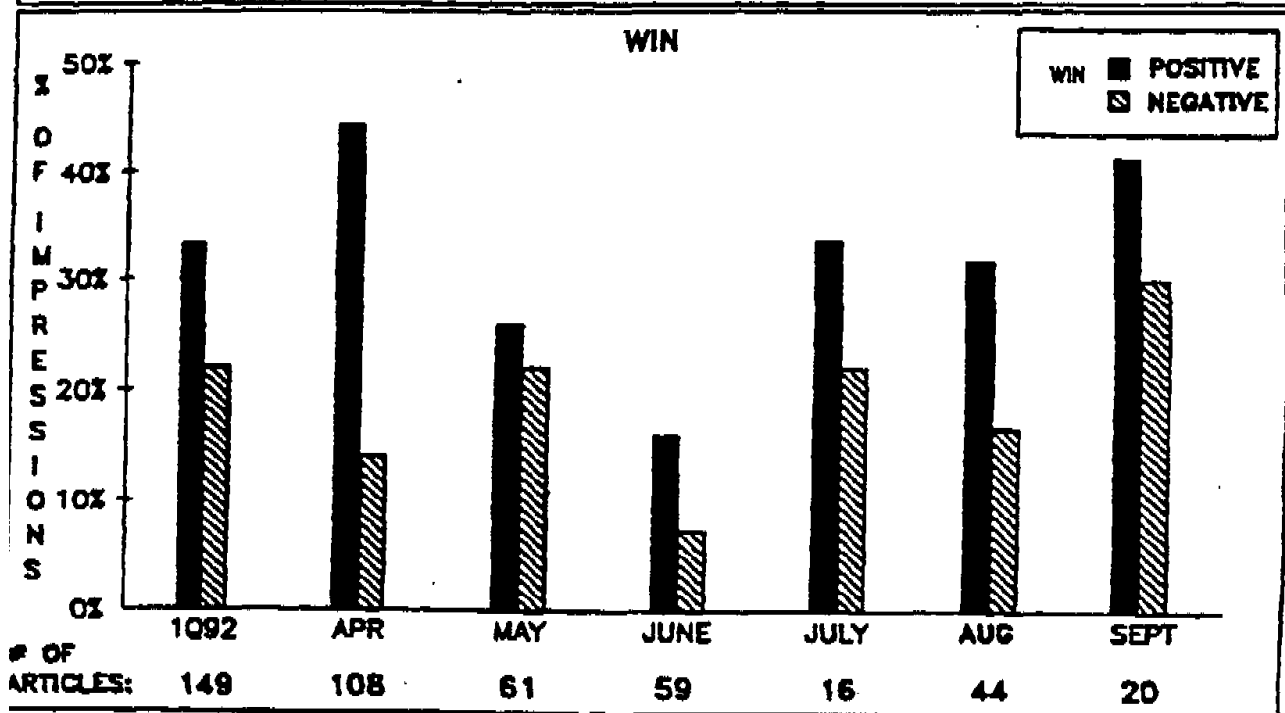
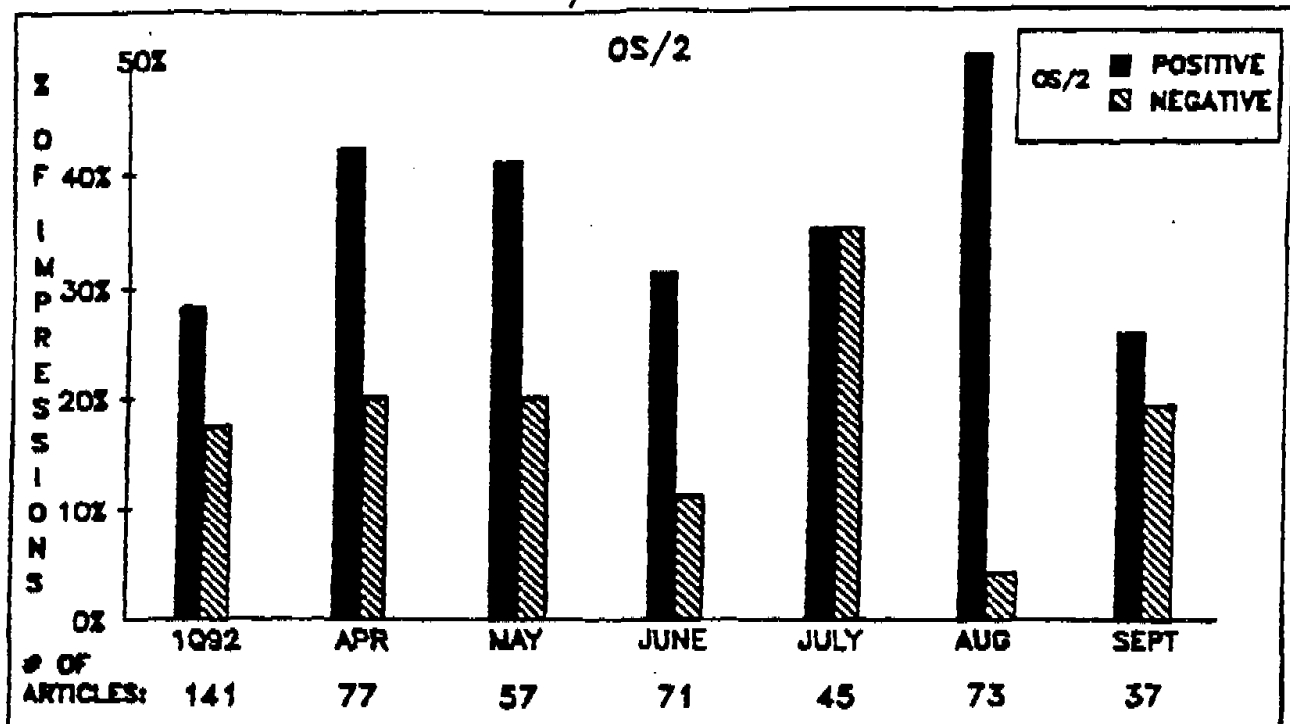
- EXPAND ELECTRONIC BULLETIN BOARD COVERAGE JAWLIK 1/83
- SOFTWARE SECTION IN "PC ENCYCLOPEDIA" JAWLIK 1/83
- POSITION PAPERS ON ALL KEY TOPICS NOLAN 2/83
- AUTOMATE COMMUNICATIONS PROCESS JAWLIK 1/83



REF-222

IBM CONFIDENTIAL

## OS/2 IMAGE



SOURCE: SURVEY BY DELANTE

FSM028A

IBM CONFIDENTIAL

## MEDIA COMMUNICATIONS

### ACCOMPLISHMENTS

- NEW LEAD AGENCY RETAINED
  - FOCUS ON MARKETING STRATEGY
  - AGGRESSIVE PRO-ACTIVE PUBLIC RELATIONS CAMPAIGN
- SECONDARY AGENCY
  - FOCUS ON VERTICAL & LOCAL PUBLICATIONS
- INCREASED ACCESSABILITY
- ESTABLISHED ZIFF-DAVIS RELATIONSHIP

### IN PROCESS

- |   |                |
|---|----------------|
| ● 1993 MARKET DEVELOPMENT<br>& COMMUNICATIONS PLAN                  | JENNINGS 11/92 |
| ● INCREASED AGENCY RESOURCE   | JENNINGS 1/93  |
| ● EXTERNAL COMMUNICATIONS SHIFTING<br>FROM DEFENSIVE TO COMPETITIVE | JENNINGS 1/93  |

## OS/2 MERCHANDISING PLAN

### ACCOMPLISHMENTS

- **AGGRESSIVE ADVERTISING**
  - \$28M U.S. INVESTMENT - PRINT & TV
  - POSITIVE BRAND RECOGNITION
- **ESTABLISHED DIRECT AD AGENCY LINKAGE**
- **EXCELLENT COMPLEMENTARY PRODUCTS PROGRAM**
  - 3 OS/2 BOOKS ON TOP 10 LIST
- **EXPANDED BUSINESS SHOW PRESENCE**
  - OS/2 TO YOU & PS/FORUMS
  - SPRING COMDEX, OS/2 & WINDOWS CONFERENCE
  - PC EXPO, NETWORK

### IN PROCESS

- |   |                |              |
|---|----------------|--------------|
| ● <b>FOCUSED ADVERTISING</b>              | <b>CASEY</b>   | <b>11/92</b> |
| - TAGLINE                                 |                |              |
| - PRODUCT SPECIFIC                        |                |              |
| - TRADE PUBLICATION FOCUS                 |                |              |
| - JOINT ISV/OEM ADVERTISING               |                |              |
| - MAJOR ZIFF-DAVIS ADVERTORIAL IN PROCESS |                |              |
| ● <b>DEALER CO-OP ADVERTISING</b>         | <b>DARLING</b> | <b>1/93</b>  |
| ● <b>EXPAND DIRECT MAIL</b>               | <b>CASEY</b>   | <b>11/92</b> |
| - TARGET SEGMENT-SPECIFIC USER            |                |              |
| ● <b>DEDICATED BUSINESS SHOWS FOCUS</b>   | <b>TIEDE</b>   | <b>11/92</b> |
| - MAJOR COMDEX EVENT READY                |                |              |
| - KEY SOFTWARE SHOWS IN PLAN              |                |              |





## SOFTWARE DEVELOPER PROGRAMS

### KEY ISV OBJECTIVES

- ASSURE COVERAGE OF SELECTED APPLICATION MARKET SEGMENTS
  - DRIVE SIGNIFICANT PRESENCE OF OS/2 2.0 SOLUTIONS IN ALL MAJOR MARKET SEGMENTS
- 

### KEY APPLICATION STATUS

#### COMMITTS

#### POTENTIALS

#### WORD PROCESSORS (8 TO SHIP IN 1992)

* LOTUS AmiPro	5%	MICROSOFT WORD	32%
* DESCRIBE WORDPERFECT	42%		

#### SPREADSHEETS (1 TO SHIP IN 1992)

* LOTUS	58%	MICROSOFT EXCEL	20%
CAI SUPERCALC	<1%	BORLAND QUATTRO PRO	18%

#### DATABASES (57 TO SHIP IN 1992)

* MICRORIM Rbase		BORLAND PARADOX	> 49%
* CAI DBFAST		BORLAND DBASE	
* INFO BUILDER		MICROSOFT FOXPRO	
* ORACLE SERVER	6%		11%
* SYBASE SQL SERVER			
GUPTA SQL BASE			
DATAEASE	10%		

- \* 1992 COMMIT TO SHIP



## SOFTWARE DEVELOPER PROGRAMS

### KEY APPLICATION STATUS

#### COMMITTS

#### POTENTIALS

##### GRAPHICS (29 TO SHIP IN 1992)

- |                               |     |                      |     |
|-------------------------------|-----|----------------------|-----|
| • LOTUS FREELANCE             | 14% | SPC HARVARD GRAPHICS | 14% |
| • COREL DRAW                  | 5%  | MICROSOFT POWERPOINT | 11% |
| • MICROGRAPHX DESIGNER/DRAW   | 8%  | ALDUS PERSUASION     |     |
| • ZSOFT PUBLISHERS PAINTBRUSH |     |                      |     |
| CSC ARTS & LETTERS            |     |                      |     |

##### OFFICE & E-MAIL (14 TO SHIP IN 1992)

- |                    |                |
|--------------------|----------------|
| • LOTUS CC:MAIL    | MICROSOFT MAIL |
| WORDPERFECT OFFICE |                |
| LOTUS NOTES        |                |

##### ACCOUNTING (32 TO SHIP IN 1992)

- |                                 |                |     |
|---------------------------------|----------------|-----|
| COMPUTER ASSOCIATES             | INTUIT QUICKEN | 20% |
| - ACCPAC BEFORD                 | MECA MYM       |     |
| - ACCPAC PLUS                   | GREAT PLAINS   | 1%  |
| • - SIMPLY ACCOUNTING           |                |     |
| • INTELLISOFT ACCOUNTING SERIES |                |     |
| • LIBRA                         |                |     |
| PEACHREE ACCOUNTING             | 2%             |     |

##### UTILITIES (59 TO SHIP IN 1992)

- |                |                  |
|----------------|------------------|
| • GAMMATECH    | NORTON UTILITIES |
| • STAC STACKER | CENTRAL POINT    |



## SOFTWARE DEVELOPER PROGRAMS

### KEY APPLICATION STATUS

#### COMMITTS

#### POTENTIALS

#### COMM. & NETWORKING (150 to ship in 1992)

- Novell Netware
- Banyan Vines Requester
- IBM LAN Server
- SCA Talkthru
- Hilgraeve's HyperAccess
- Cowthon ChipChat
- Hilgraeve KopyKat
- Microformatic Remote PM

Microsoft LAN Manager  
DCA Crosstalk  
Hayes Smartcom  
Datastorm ProcommPlus  
Microrim CarbonCopy

#### FAX

- \*Microformatic FAXPM
- \*SoftNet PMFax
- Keller Group PMfax\Delrina Winfax

Delrina Winfax

#### DESKTOP PUBLISHING (7 to ship in 1992)

Aldus PageMaker  
Ventura Publisher  
Spinnaker PFS: First Publisher  
Frame Technology Framemaker  
Quark Quark Express

#### DEVELOPMENT TOOLS (136 to ship in 1992)

- \* IBM C
- \* WATCOM C/C++
- \* ZORTECH C++
- \* Knowledgeware ADW
- \* Computer Associates Realizer
- \* Digital Smalltalk
- \* Intelligent Environments
- \* Borland Objectvision
- \* Zinc
- \* Many, many others...
- IBM C++

Microsoft C++  
Asymetrix Toolbook  
Spinnaker Plus  
Oracle Card  
Powersoft PowerBuilder  
Microsoft Visual BASIC

## OS/2 PRICING

### ACCOMPLISHMENTS

- INTRO PRICING FOR OS/2
- ~~FREE~~ 1,000
- INTRO PRICING FOR LAN SERVER 3.0

### IN PROCESS

- SIMPLIFIED HVP PROGRAM PEREZ 11/82
- REDUCED MINIMUM QUANTITY FROM 1,000 TO 100
- DELEGATED AUTHORITY TO TAGM'S
- IMPLEMENTED STREAMLINED PSP SPECIAL BID PROCESS PEREZ 11/82
- INCENTIVE FOR 1992 COMMITMENTS
- NEW SPINNAKER APPLICATION BUNDLE McAULEY 12/82
- DEVELOP SYSTEMS SUPPORT OFFERING CASEY 12/82

**OS/2 SPECIAL BID STATUS****APPROVED**

<u>CUSTOMER</u>	<u>VOLUME</u>
PRICE WATERHOUSE	22K
WESTINGHOUSE	5K
INTEGRA	3K
TEXAS INSTRUMENTS	1K

**IN PROCESS**

GTS 1 (REMARKETER)	NA
US TRUST	250
1ST CHICAGO	UNDEFINED
COMERICA	UNDEFINED OPEN
NYNEX	UNDEFINED OPEN

OS/2 PRICE SCHEDULE ANALYSIS

## o CURRENT SCHEDULE STATUS:

- MULTIPLE PRICES, TERMS AND CONDITIONS, AND PRODUCT LIMITATIONS:

## o SCHEDULE ISSUES:

- PRICE INCONSISTENCIES
- COMPLEX TERMS AND CONDITIONS
- UNJUSTIFIED PRODUCT AVAILABILITY LIMITS
- UNTIMELY SPECIAL BID PROCESS
- CONFLICTING CHANNEL/END USER PRICES

## o ACTIONS

- ELIMINATE CROSS SCHEDULE PRICE INCONSISTENCIES
- STANDARDIZE AND EXTEND HIGH VOLUME PRICE SCHEDULES
- STREAM LINE SPECIAL BID PROCESS
- ESTABLISH END USER/CHANNEL PRICE EQUITY

**OS/2 US PRICE SCHEDULE ANALYSIS  
BASE PRODUCTS/MSD USERS**

VOLUME	B900/CATALOG				AAS/VPA				HVP			
	FP/S	FP/A	UG/S	UG/A	FP/S	FP/A	UG/S	UG/A	FP/S	FP/A	UG/S	UG/A
>20	\$157	\$120	\$99	N/A	\$195	\$149	\$149	\$99				
20-49					171	131	131	87				
50-149					163	125	125	83	SPECIAL BID			
150-249					156	119	119	79				
250-499					148	113	113	75				
500-999					142	108	108	72				
1.0K-1499					136	104	104	69				\$54
1.5K-2999												54
3.0K-4999					SPECIAL BID							49
5.0K-9999												44
10.0K+												39
- LOW VOLUME				- HIGH VOLUME				- VERY HIGH VOLUMES				
- INDIVIDUAL BUYER				- MAXIMUM PRODUCT AVAILABILITY				- LIMITED PRODUCT AVAILABILITY				
- CONVENIENT TERMS				- FLEXIBLE TERMS: 1 YEAR PAY AS YOU GO				- INFLEXIBLE TERMS:				
- ARM CHAIR SHOPPING				- MULTI PRODUCT AGGREGATION LIMITS				- BEST DISCOUNTS				

BSC/H01DP307/1

OS/2 US PRICE SCHEDULE ANALYSIS  
BASE PRODUCTS/END USERS

"PROPOSED ACTIONS"

VOLUME	1800/CATALOG				AAS/VPA				HVP			
	FP/S	FP/A	UG/S	UG/A	FP/S	FP/A	UG/S	UG/A	FP/S	FP/A	UG/S	UG/A
>20	\$157	\$120	\$99	N/A	\$195	\$149	\$149	\$99				
20-49					171	131	131	87				
50-149					163	125	125	83				
150-249					156	119	119	79				
250-499					148	113	113	75				
500-999					142	108	108	72				
1.0K-1499					136	104	104	69				
1.5K-2999												\$54
3.0K-4999												54
5.0K-9999												49
10.0K+												44
												39
ACTIONS												
- EXTEND PRODUCT AVAILABILITY				- NONE				- LOWER GRID TO < 50				
. RUP A/L								- EXTEND PRODUCT AVAILABILITY				
. ES/LS								. FULL PACK SW & AL				
								. RUP SW				
- RESET TO PRICE POINT HIGHER THAN VPA-20-49 LEVEL PRICES								. OTHER OS/2 PRODUCTS				
								- RESET CHANNEL EQUITY				
								. REMARKETER				
								. OEM				
								. END USER				

BSC/B01DP307/3



**OS/2 INTERNAL USE - US M&S****ACCOMPLISHMENTS**

	<u>COUNT</u>	<u>PENETRATION</u>	<u>STATUS</u>
M & S PS/2s	33K	100%	
OS/2 2.0 CAPABLE	22K	66%	
OS/2 2.0 INSTALLED	4K	12%	
PS+ (OS/2 1.3)	16K	48%	
PS+ (OS/2 2.0)	1K	3%	ESP ROLLOUT

---

- COMPLETED PS+ APPLICATION TEST ON OS/2 2.0 (8/92)
- INITIATED PS+ ESP (8/92)

**IN PROCESS**

- UPGRADED M&S SYSTEMS FOR OS/2 2.0 1Q93
- PS+ PLATFORM GA & ROLLOUT 1/93
- US M&S ADMIN APPS CERTIFIED 1Q93
- DISKETTE FREE OS/2 2.0 INSTALLATION 1Q93
- LAN-ENABLED PLATFORM/APPLICATIONS (C/S) 3Q93

## GEOGRAPHIC ORGANIZATION

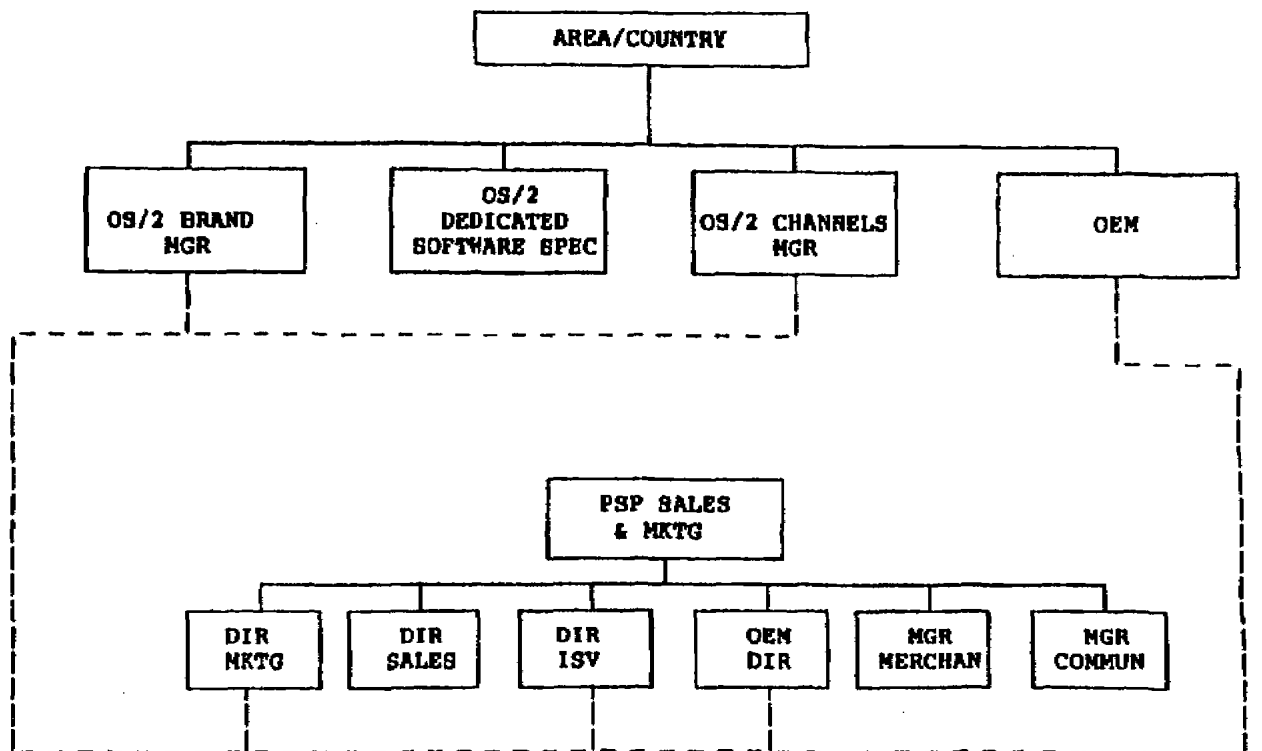
### ACCOMPLISHMENTS

- COUNTRY INTEGRATED BRAND MANAGEMENT FUNCTION  
(MERCHANDISING, COMMUNICATIONS, CHANNEL MANAGEMENT  
PRICING, MARKETING SUPPORT)
  - DEPLOYED IN NORTH AMERICA
  - EMEA HQ SUPPORT GROUP IN PLACE
  - AGREEMENT TO DEPLOY IN AREAS & EMEA COUNTRIES
  - ~~- AP NOT COMMITTED~~
- DEDICATED INDIRECT CHANNEL SALES FORCE & MARKETING
  - DEPLOYED IN NORTH AMERICA
  - AGREEMENT TO DEPLOY IN EMEA COUNTRIES
  - ~~- EMEA HQ SUPPORT GROUP IN PLACE~~
  - ~~- AGREEMENT TO DEPLOY IN AREAS & EMEA COUNTRIES~~
- DEDICATED MARKETING SPECIALISTS ~~IN DIRECT SELLING~~
  - ~~- SMALL TEAMS DEPLOYED IN NORTH AMERICA & EMEA COUNTRIES~~
  - ~~- AGREEMENT TO ROLLOUT AT FIELD LEVEL IN NORTH  
AMERICA & EMEA COUNTRIES~~

### IN PROCESS

- |   |             |       |
|---|-------------|-------|
| ● ROLLOUT OF DEDICATED SKILLS PLANS                                       | GEOGRAPHIES | 1/93  |
| ● TRAINING  | POWELL      | 12/92 |
| ● ENHANCED LINKAGE BETWEEN PSP & AREA/<br>COUNTRY DEDICATED ORGANIZATIONS | JAWLIK      | 11/92 |
| ● STANDARDIZED MEASUREMENT/OUTLOOK PROCESS                                | SCHLICK     | 11/92 |

GEOGRAPHIC ORGANIZATION



## GEOGRAPHIC ORGANIZATION

### ACCOMPLISHED

- COMMITMENT BY AREA/COUNTRY TO IMPLEMENT
  - AREA/COUNTRY OS/2 BRAND MANAGER
  - US/COUNTRY OS/2 CHANNELS MANAGER
  - TRADING AREA/COUNTRY OS/2 DEDICATED SOFTWARE SPECIALIST
  - US/COUNTRY OS/2 OEM MANAGER

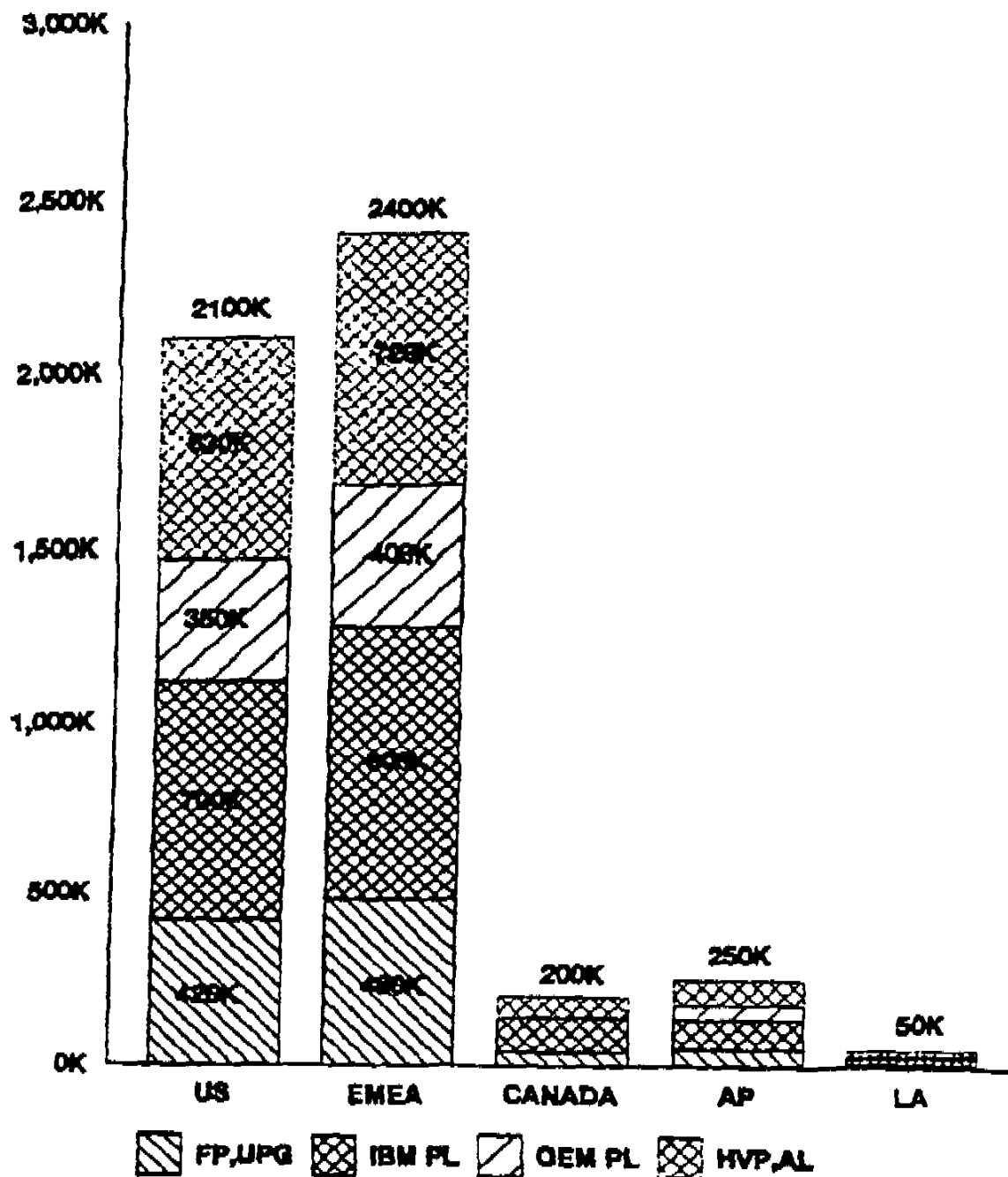
### IN PROCESS

- DEDICATED SOFTWARE RESOURCE & FOCUS
- SKILLS TRAINING
- COMMON MEASUREMENTS & OUTLOOK PROCESS
- ENHANCED LINKAGE BETWEEN PSP & AREA/COUNTRY

**1993 VOLUMES**

	<u>OS/2 CAPABLE INVENTORY</u>	<u>CA's</u>	<u>INV.</u>	<u>SHARE</u>
1991	10 M	1.0 M	1.0 M	10%
1992	16 M	2.3 M	2.8 M	18%
1993	26 m	5.0 M	7.3 M	28%

## 1993 TARGETS



**1993 MODEL**

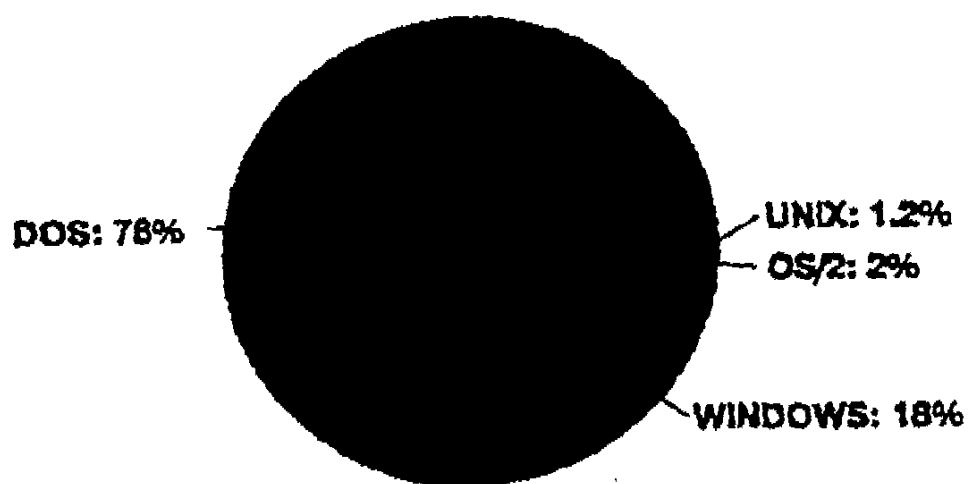
<b>FULLPACK, UPGRADES</b>	<b>20%</b>
<b>PRELOAD</b>	<b>50%</b>
<b>IBM = 2/3</b>	
<b>OEM = 1/3</b>	
<b>HVP, AL, SPEC BID</b>	<b>30%</b>
	<hr/>
	<b>100%</b>

**1992 - 1993 TARGET COMPARISON**

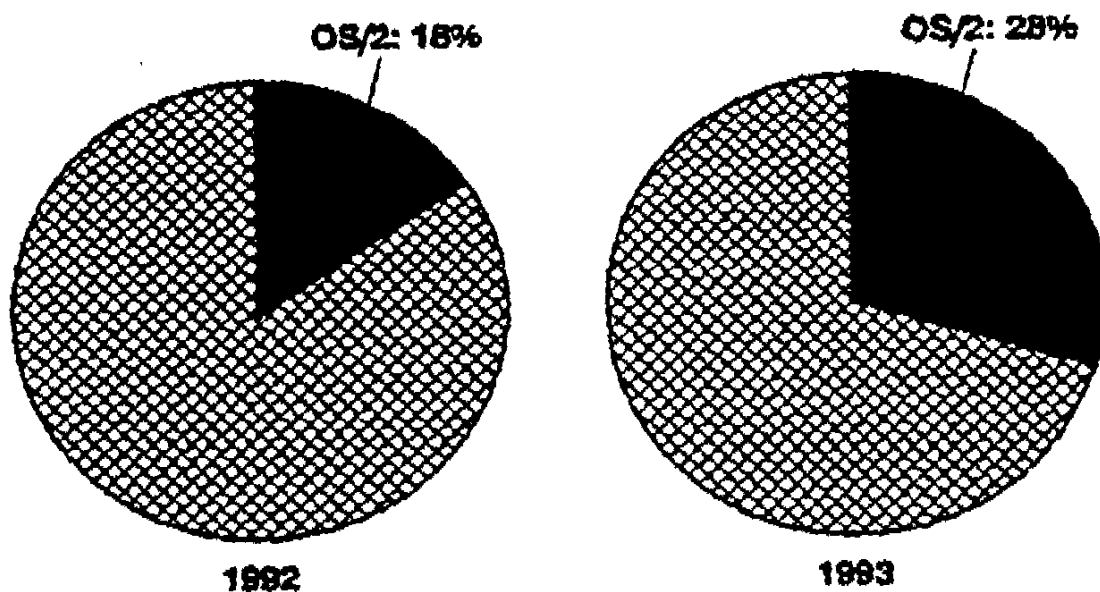
	1992 O/C W/O OEM	1993 PLAN W/O OEM	% △	1993 OEM	1993 TOTAL
US	1021K	1750K	71.4%	350K	2100K
EMEA	1087K	2000K	84.0%	400K	2400K
CANADA	132K	200K	51.5%	-	200K
AP	120K	208K	73.3%	42K	250K
LA	<u>28K</u>	<u>42K</u>	<u>61.5%</u>	<u>8K</u>	<u>50K</u>
TOTAL	2388K	4200K	76.0%	800K	5000K



## TOTAL SYSTEMS



## OS/2 CAPABLE SYSTEMS



## AND THE WINNER IS ...

*ALTHOUGH MOST PUNDITS ARE BETTING ON WINDOWS BECAUSE OF ITS BIG EDGE OVER OS/2 IN TODAY'S MARKET, THERE IS NO WINNER YET IN THE OPERATING SYSTEM ENVIRONMENT WAR. SOME 90 PERCENT OF PC USERS ARE STILL USING DOS, AND THAT IS QUITE A SWING VOTE.*

PC MAGAZINE, 10/10/92

## CHANNELS

### ACCOMPLISHMENTS

- REMARKETER CHANNELS
  - BROAD AVAILABILITY
  - SUCCESSFUL PROMOTIONS
  - PRELOADED OFFERINGS
  - OS/2 DEALER TOURS
  - NFS CODE
- DIRECT RESPONSE (800#)
  - SUCCESSFUL PROMOTION
- CATALOG
  - INITIAL PRODUCT VISIBILITY

### IN PROCESS

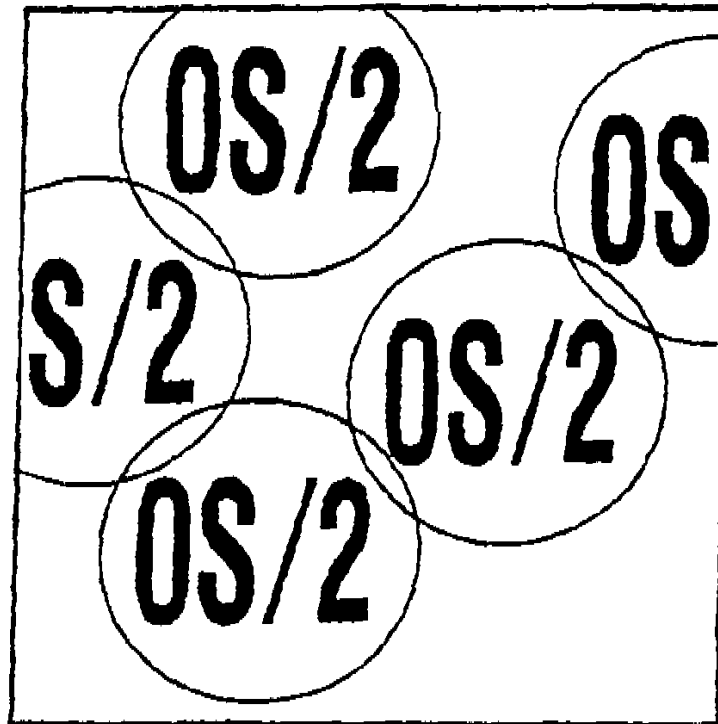
- |                                      |         |       |
|--------------------------------------|---------|-------|
| ● REMARKETER CHANNELS                | DARLING | 1Q93  |
| - 4Q PROMO                           |         |       |
| - ENHANCED SKILLS TRAINING           |         |       |
| - ENHANCED MARKETING TOOLS AND T&C's |         |       |
| - DETAILERS FOR 2ND TIER             |         |       |
| - RETAIL POS                         |         |       |
| ● DIRECT RESPONSE (800#)             | CASEY   | 12/92 |
| - EXPANDED PRODUCT OFFERINGS         |         |       |
| - IMPROVE T&C's                      |         |       |
| ● CATALOG                            | DARLING | 1/93  |
| - CHANNEL EXPANSION                  |         |       |
| - EXPANDED PRODUCT OFFERINGS         |         |       |

## 4Q PROMOTIONS

- **LAN SERVER**
  - PROMOTIONAL PRICING
  - DIRECT MAIL TO 2.0 USERS
  - ADVERTISING & COMDEX
  
- **OS/2 CHANNELS REVENUE INCENTIVE**
  - REVENUE INCENTIVE - 8%
  - OS/2 END USER SALES
  - 11/1/92 → 2/1/93
  
- **HVP ENHANCEMENTS**
  - EXTEND TO ALL OS/2 PART NUMBERS
  - CLIP LOWERED TO 100 LICENSES
  - INCENT BID CLOSURES

# OS/2

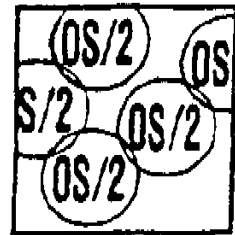
## PSP CHANNELS REPORT



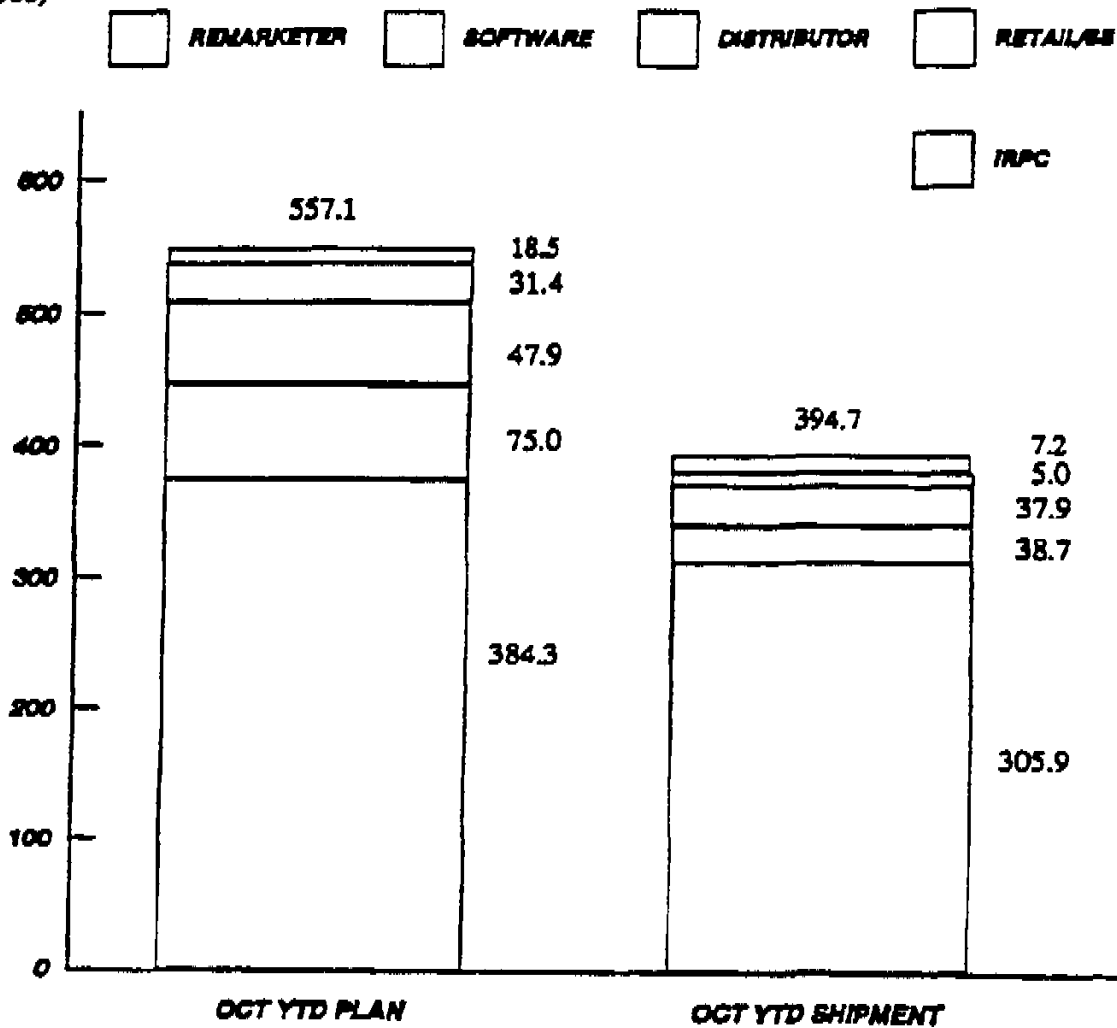
### AGENDA

- CHANNELS YTD RESULTS
- ORGANIZATION RESULTS
- CHANNEL ACTIONS
- SUMMARY

# REMARKETER CHANNELS 1992 OCTOBER YTD RESULTS



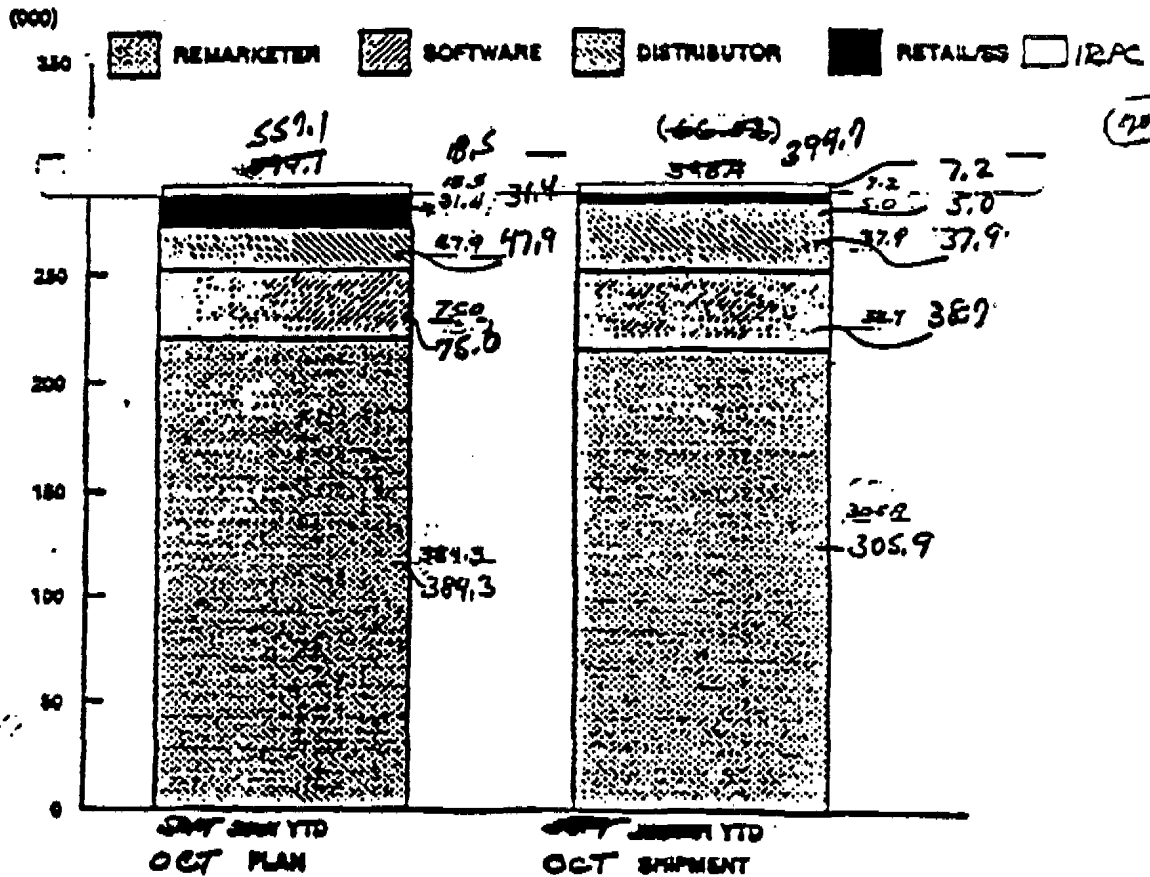
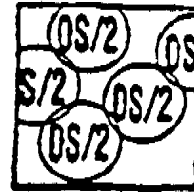
(000)



\* INCLUDES OS/2 LICENSES & PRELOAD

# CHANNEL AVAILABILITY REMARKETER CHANNELS 1992 YTD RESULTS

OCT



\* INCLUDES OS/2 LICENSES & PRELOAD

BA/DA/PL/DRW

BM CONFIDENTIAL

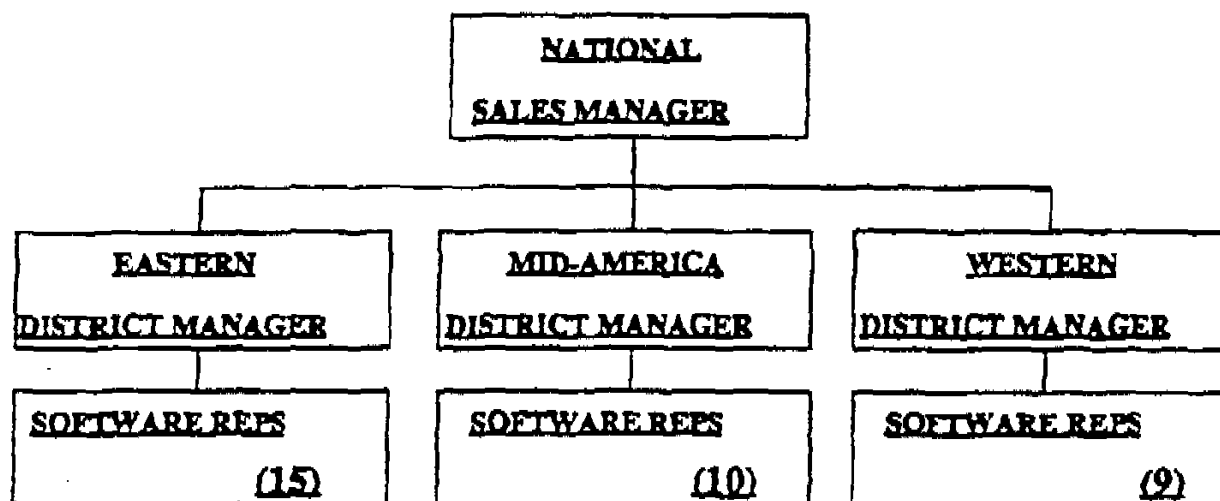
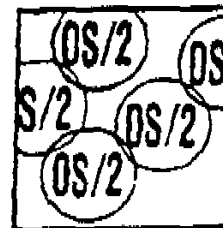
ACIS - plan = 42.0

NO

NO ACIS = actual 3.7

## CURRENT PSP COVERAGE PROFILE

---



### PSP FIELD FOCUS

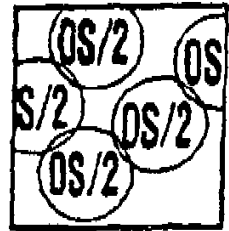
- 100% OS/2 DEDICATED FIELD
- 100% AT SKILL LEVEL 4/5
- DEALER/IF/SWD/DISTRIBUTER/MAIL ORDER COVERAGE
- CHANNEL HEADQUARTERS PROGRAMS

### PC COMPANY NORTH AMERICAN FOCUS

- 500 PS MARKETING SPECIALISTS
- OS/2 QUOTA/ATTAINMENT
- LARGE ACCOUNT DEMAND GENERATION



# REMARKETER CHANNELS



## "BE WHERE THE CUSTOMER BUYS"

### PROFILE

- COMPOSITION
  - AGGREGATORS/CO. OWNED
  - DISTRIBUTORS
  - SUPERSTORE/RETAIL
  - SOFTWARE DEALERS
- KEY OUTLETS
  - PC DEALERS, 1500
  - SUPERSTORES, 274
  - RETAILERS, 2235
  - SOFTWARE DEALERS, 225
- OPERATIONS
  - CENTRALIZED FULFILLMENT
  - RAPID DELIVERY
  - OUTBOUND VS RETAIL SALES
  - CORPORATE VS CONSUMER
  - BROAD RANGE OF PRODUCTS

### STRATEGY

- WIDE AVAILABILITY
  - 1ST TIER: CHANNEL LOAD
  - 2ND TIER: RESPONSIVE FULFILLMENT
- OUTLET COVERAGE
  - PRODUCT KNOWLEDGE
  - IMPLEMENT PROGRAMS
  - SOFT DOLLAR FUNDING
- ENHANCED CHANNEL QUALITY
  - SKILLS
- OS/2 PRELOAD ON 386+
- CHANNEL EXPANSION
- M&M/PARTNER TEAMWORK

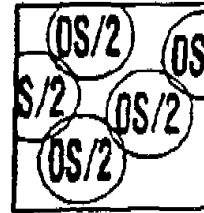
### INHIBITORS

- 'LIMITED' IBM DEMAND GENERATION
- 'LIMITED' 32-BIT APPLICATIONS
- 'LIMITED' MKTG & MERCHANDISING TOOLS
- 2ND TIER COVERAGE
- SKILLS & PRODUCT KNOWLEDGE
- REPORTING REQUIREMENTS
- RETURNS POLICY

### ACTIONS

- IMPLEMENT DEDICATED IBM RESOURCE
- ENHANCED ADVERTISING, DIRECT MAIL, DIRECT MAIL & PR
- ENHANCED H.V.P.
- ACCELERATE ISV DEVELOPMENT PLAN
- BUNDLED PROMOS WHEN READY
- REVENUE INCENTIVE PROGRAM
- HQ MARKETING FUNDS
- P.O.S. STRATEGY DOCUMENTS & MKTG DELIVERABLES
- DETAILERS
- VIDEO EDUC. & CERTIFICATION PGM
- COMPENSATION VIA R.L.P.
- SIMPLIFIED PROCESS

## PC DEALER CHANNEL



### PROFILE

- 28 HQ's/1500 LOCATIONS
- OUTBOUND SALES
- CORPORATE FOCUS
- MINIMAL STOCKING
- PROFITABILITY
- MULTIPLE SOURCES OF PRODUCT
- SEARS, COMPUTERLAND  
JWP, IE, MICROAGE, GTSI,  
INACOM

### STRATEGY

- WIDE AVAILABILITY
- SOFTDOLLAR FUNDING
- ENHANCE CHANNEL QUALITY  
- SKILLS
- DEDICATED PSP COVERAGE
- OS/2 PRELOAD ON PS/2,  
VALUEPOINT
- CHANNEL EXPANSION

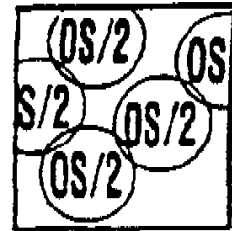
### INHIBITORS

- 'LIMITED' IBM DEMAND  
GENERATION <sup>32</sup>
- 'LIMITED' 32-BIT APPLICATIONS
- "LIMITED" MARKETING TOOLS
- SUPPORT FOR OEM DRIVERS
- SKILLS & PRODUCT KNOWLEDGE
- REPORTING REQUIREMENTS

### ACTIONS

- IBM DEDICATED RESOURCE
- ENHANCED H.V.P.
- FOCUSED ADVERTISING & PR
- ACCELERATE ISV DEVELOPMENT
- BUNDLED PROMOS WHEN READY
- P.O.S., STRATEGY DOCUMENTS &  
MARKETING DELIVERABLES
- REVENUE INCENTIVE PROGRAM
- HQ MARKETING FUNDS
- ACCELERATE CODE AVAILABILITY
- VIDEOTAPE EDUCATION 4Q'92
- COMPENSATE VIA R.I.P.

## CHANNEL ACTIONS



CRITICAL SUCCESS FACTORS	ACTION PLANS
ACCELERATED DEMAND GENERATION	<ul style="list-style-type: none"> <li>• ADVERTISING &amp; PR</li> <li>• DEDICATED PSP &amp; IBM RESOURCE</li> <li>• 32-BIT APPLICATION AVAILABILITY</li> <li>• BUNDLED PROMOTIONS</li> </ul>
WIDE AVAILABILITY	<ul style="list-style-type: none"> <li>• DISTRIBUTOR</li> <li>• CONTINUED TRAINING</li> <li>• 2ND TIER PENETRATION</li> <li>• CHANNEL EXPANSION</li> </ul>
ENHANCED MERCHANDISING PROGRAMS	<ul style="list-style-type: none"> <li>• MERCHANDISING P.O.S. DELIVERABLES</li> <li>• REMARKETER T'S &amp; C'S</li> <li>• REVENUE INCENTIVE PROGRAM</li> <li>• HQ MARKETING FUNDS</li> </ul>
CONTINUED PSP/M&S FIELD FOCUS	<ul style="list-style-type: none"> <li>• ENHANCED H.V.P.</li> <li>• DEDICATED RESOURCE</li> <li>• SKILLS ENHANCEMENTS</li> </ul>

**"WINDOW OF OPPORTUNITY REQUIRES IMMEDIATE ACTION"**

## OEM

### ACCOMPLISHMENTS

- Developed OEM Marketing Plans/Offerings/Ts & Cs
  - Crossborder Contracts
  - Prices, Fulfillment Process
- Establish US OEM Marketing Team
  - Sales : 2/92 = 1    11/92 = 10
  - Support : 2/92 = 0    11/92 = 7
- Defined and Packaged
  - OEM Adaptation Kit - Development Tools
- Contracts Closed
  - May = 1    July = 7    Nov = 63

### IN PROCESS

- Small OEM Coverage
  - Telemarketing Pilot : Dec/92
  - Simplified Contract : Available
- Key SVGA Device Drivers : 12/92
- "Try It - You Like It" Program : 1Q93
- OEM Customer Council : 1Q93

**OEM**

<u>CONTRACTS</u>	<u>CLOSED</u>	<u>IN PROCESS</u>	<u>CONTRACT VOLUMES</u>
US	7	31	286K
EMEA	51	18	214K
AP	5	8	75K
	<u>63</u>	<u>55</u>	<u>545K</u>

**INHIBITORS/ACTIONS**

- **MS PRESENCE - SYSTEMS CONTRACTS (80% OF MFG)**
  - MS FULFILLS - IBM SUPPORTS
  - TRY IT-YOU LIKE IT
    - . NO COST PRELOAD
    - . CUSTOMER PAYS YOUR ACCEPTANCE
- **INDUSTRY STANDARD HARDWARE SUPPORT**
  - KEY SVGA DEVICE DRIVERS AVAILABLE IN 12/92
  - ADAPTATION KIT AVAILABLE ON REQUEST
- **IBM VIEWED AS HARDWARE COMPETITOR**
  - PUBLIC ANNOUNCEMENT OF SOFTWARE CO
  - COMPETITIVE PRICING/T&C'S
  - HIGH LEVEL MANAGEMENT CONTACTS
- **SMALL OEM COVERAGE**
  - TELEMARKETING
  - SIMPLIFIED CONTRACT

## INHIBITOR/ACTIONS

- END USER DEMAND
  - WORLDWIDE MARKETING PROGRAMS
  - CUSTOMER PILOT -> ROLL OUT VOLUMES
- INDUSTRY STANDARD SUPPORT
  - DEVICE DRIVERS
    - SCSI - NOW
    - SVGA - 12/92
    - S3 - 4/93 (16BIT 1/93)
    - EARLY RELEASE STRATEGY (1/93)
  - ENHANCE IHV SUPPORT
    - STAFFING IN PROCESS - 15 HC
  - OEM ADAPTATION KIT
    - ON REQUEST
- MICROSOFT SYSTEM CONTRACT - NOW
  - MS FULFILLS - IBM SUPPORTS (MARKET/TECH)
  - 'TRY IT - YOU'LL LIKE IT' PROGRAM - 11/92
    - 0 COST PRELOAD
    - END USER PAYS ON ACCEPTANCE
- PCM LEVEL PLAYING FIELD
  - PC COMPANY - POSITIVE IMPACT
  - COMPETITIVE PRICING/T&C'S
  - OEM COUNCIL/CEO MEETING
- OEM SELLING SKILLS (U.S.)

	<u>8/92</u>	<u>11/92</u>	<u>93</u>
- ON BOARD DIRECT	3	9	17
- TELEMARKETING	0	1	3
	<hr/> 3	<hr/> 10	<hr/> 20
- SMALL OEM COVERAGE
  - TELEMARKETING OPERATION
    - PILOT 92/1993 LAUNCH
  - SIMPLIFIED CONTRACT
    - IN PLACE 11/1/92

## WM - OEM OVERVIEW

### CONTRACT STATUS

	<u>CLOSED</u>	<u>ORDER VOLUME</u>	<u>IN-PROCESS</u>	<u>VOLUME</u>
U.S.	7	40K AVG CONTRACT 5K+	+31	216K 7K+
EMEA	51	142K AVG CONTRACT 2K+	+16	72K 4K+
AP	5	25K AVG CONTRACT 5K	+8	40K 5K
WW	63	207K	+55	328K

- U.S. DIRECTION TOP 25
- EMEA DIRECTION CONTRACTS PER COUNTRY
- AP DB/DAK CONSTRAINTS
- USAGE ON OEM MACHINES HIGH  
- MORE THAN 50%
- 1992 TARGETS      400K CONTRACT VOLUMES  
ATTAINMENT      >400K

# WM OEM TOP PROSPECTS

<u>U.S. TOP 10</u>	<u>STATUS</u>	<u>YDL</u>	<u>CLOSE</u>	<u>INHIBITORS</u>	<u>SYS CONT</u>	<u>ODDS</u>
PACKARD BELL	NI	-	-	END USER/LOW END TARGET	Y	-
COMPAQ	IP	20K+	12/92	CONTRACT/DD SUPPORT	N	HIGH
TANDY/GRID	NI	-	-	END USER/LOW END TARGET	Y	-
AST	IP	10K+	12/92	END USER/DD SUPPT/B. CASE	Y	HIGH
DEC	IP	10K+	1093	END USER	Y	HIGH
ZENITH/BULL	IP	10K+	1093	END USER/CONTRACT	Y	MEDIUM
INTEL	IP	3K+	12/92		Y	HIGH
TOSHIBA	IP	-	1093	END USER	Y	-
DELL	CLOSED	20K+	8/92	DD SUPPORT	Y	CLOSED
NCR/ATT	IP	10K+	1093	END USER/CONTRACT	N	MEDIUM
 <u>EMEA</u>						
ICL/NOKIA	CLOSED	20K+	6/92	OAK	Y	CLOSED
OLIVETTI	CLOSED	20K+	6/92	OAK		CLOSED
SIEMENS	IP	10K+	1093	LINK TO PS HW		HIGH
HP		20K	1093	END USER/USA CONTRACT		MEDIUM
BULL/ZDS		20K	'93	END USER		MEDIUM
AMSTRAD		20K		END USER		
TANDON		20K		END USER		
 <u>AP</u>						
TOSHIBA	IP			OAK-SC/DB		
NEC	IP			OAK-SC/DB		
FUJITSU	IP			OAK-SC/DB		
SAMSUNG	IP			DB/PRICE		
DAEWOO	IP			DB/END USER		
GOLDSTAR	CALL 11/92					
SAMBO	IP			DB/END USER		
HYUNDAI	CALL 11/92					
ACER	IP			DB/END USER		

IP= IN PROCESS  
NI= NO INTEREST

SDK30301.DOC-11/04/92



## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ◆ TOSHIBA  
IRVINE, CALIFORNIA

### KEY CONTACTS - TITLES

- ◆ GRANT JOHNSON, DIRECTOR - PC MARKETING
- ◆ RON WHITAKER, DIRECTOR - PC SOFTWARE DEVELOPMENT
- ◆ STEVE ANDLER, DIRECTOR - PRODUCT PLANNING AND STRATEGY

### LAST 3 CALLS/PURPOSE DESCRIPTION

- ◆ 9/15/92 - OS/2 UPDATE WITH STEVE ANDLER
- ◆ BEGAN PRE-LOADING DOS/WINDOWS 9/1/92
- ◆ COMPLETED OS/2 ENABLING PORT (SINGLE DISKETTE) TO SHIP WITH TOSHIBA SYSTEM
- ◆ DISTRIBUTORS TO CONFIGURE SOFTWARE 10/16/92
- ◆ NOTIFIED GRANT JOHNSON OF NAVY BID FOR OS/2 ON TOSHIBA PORTABLES.

### INHIBITORS

- ◆ POOR OS/2 INITIAL QUALITY
  - DISPLAY PROBLEMS
  - LOADING PROBLEMS
  - MOUSE AND K/B PROBLEMS
- ◆ ERRATIC TECHNICAL SUPPORT RESPONSIVE
- ◆ LACK OF EXECUTIVE COMMITMENT
- ◆ NO OS/2 DEMAND IN DISTRIBUTION CHANNELS

### ACTION REQ'D/ISSUES

- FOLLOW-UP VISIT WITH KEN TOSHIBA
- BEGIN DIALOG WITH IBM PCM TECHNICAL SUPPORT TEAM
  - WORK TECHNICAL ISSUES TO A CLOSE
  - ADDRESS QUALITY PROBLEMS

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ◆ NCR  
MIAMISBURG, OH  
LIBERTY, SC

### KEY CONTACTS - TITLES

- ◆ JILL STONE, PROGRAM MANAGER - (OHIO)
- ◆ JIM VON HOLLE, DEV DIRECTOR - PC (SC)
- ◆ STEVE SEFICK, ASSISTANT VP - PC (SC)

### LAST 3 CALLS/PURPOSE DESCRIPTION

- ◆ 10/20 - CONFIRM PRODUCT REQUIREMENTS WITH P. MGR.
- ◆ 10/22 - COMPLETE CONTRACT SUBMITTED TO NCR.
- ◆ 11/03 - JILL STONE REVIEW OF CONTRACT WITH LEGAL  
OUTLOOK POSITIVE

### INHIBITORS

- ◆ NCR LEGAL REVIEWS OF CDA, PRODUCT LOAN AGREEMENT -  
TESTKIT
- ◆ NCR LACK OF SIGNIFICANT OS/2 DEMAND
- ◆ NCR PC SENIOR MANAGEMENT LACK FOCUS ON OS/2

### ACTION REQ'D/ISSUES

- ◆ AWAIT LEGAL COMMENTS ON CONTRACT FROM OHIO
- ◆ FOCUS ON THE ATM US/EUROPE POTENTIAL OPPORTUNITY

### PROJECTED CLOSE DATE/ODDS

- ◆ 12/92-01/93 (MOST LIKELY) REASON: NO ONE HERE TO PUSH!

DELL (P-2)

ACTION REQ'D/ISSUES

- ◆ WEEKLY SCHEDULED MEETINGS ESTABLISHED
  - SALES ISSUES
  - QUALITY ISSUES - FIX RIKER PROBLEMS AND START SHIPPING OS/2.
  - TECHNICAL SUPPORT FOR KEY DEVICES
  - EARLY CODE AND DRIVERS
- EXECUTIVE SCHEDULE 12/10/92
  - REISWIG AND KEY STAFF
  - MICHAEL DELL AND KEY STAFF
  - OS/2 COMMITMENT TO OEM'S.

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ♦ DELL PRODUCTS, LP

### KEY CONTACTS - TITLES

- ♦ MICHAEL DELL, PRESIDENT
- ♦ MIKE O'DELL, VP DEVELOPMENT
- ♦ KENT ROBERTS, VP OPERATIONS
- ♦ DONNA CANTER, ADVANCED SYSTEMS - MARKETING MANAGER, SW

### STATUS

- ♦ CLOSED CONTRACT 8/25/92
  - INITIAL ORDER FOR \$80K
- ♦ PRESENTED OS/2 STRATEGY TO DELL SENIOR MANAGEMENT TEAM 8/26/92
- ♦ REQUESTED FOLLOW-UP EXECUTIVE MEETING WITH REISWIG ON IBM OS/2 COMMITMENT FOR OEM's
- ♦ CONDUCTED STRATEGY AND PLAN UPDATE 10/26/92

### INHIBITORS/CONCERNS

- ♦ INCOMPLETE SUPPORT ON OS/2
  - SVGA DRIVERS
  - S-3 ACCELERATOR CHIPS SUPPORT
  - DPT DRIVERS
  - TSENG LAB DRIVERS
- ♦ RIKER AVAILABILITY ON DELL MACHINES 1 MONTH OVERALL TO IBM OS/2 QUALITY PROBLEMS
- ♦ ON-GOING CONCERN WITH IBM'S ABILITY TO DELIVER CRITICAL OEM OS/2 FUNCTION IN A TIMELY MANNER
- ♦ OS/2 "EQUITY" WITH RESPECT TO DELL AND IBM PROGRAM.

TOSHIBA (P-2)

- PROVIDE TOOL KITS
  - OAK
  - DAK
  - VIDEO DRIVER KIT
  - 32-BIT HARD FILE DRIVER KIT
- ◆ ENROLL IN EARLY CODE PROGRAMS
  - BORG
  - RIKER
  - EARLY DRIVERS

PROJECTED CLOSE DATE/ODDS

◆ 1Q93 - 75%

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ♦ VTECH - MERGER LASER AND L. TECHNOLOGY  
BEAVERTON, OR  
SALES: LAKE ZURICH, IL

### KEY CONTACTS - TITLES

- ♦ LARRY BARNES, MANAGER - DEVELOPMENT
- MIKE DENEFF - VP MARKETING
- ♦ DANA DEMARCO - MARKETING MANAGER

### LAST 3 CALLS/PURPOSE DESCRIPTION

- 10/22 - BARNES COMPATIBILITY AND SUPPORT
- ♦ 10/27 - DEMARCO/DENEFF INTERIM NEGOTIATION LETTER
- ♦ 10/29 - EVALUATION COPY OF OS/2 WITH T&C's

### INHIBITORS

- END USER DEMAND
- ♦ ORGANIZATIONAL STRUCTURE
- DD SUPPORT

### ACTION REQ'D/ISSUES

- CONTRACT NEGOTIATIONS
- ♦ DD SUPPORT 1/93

### PROJECTED CLOSE DATE/ODDS

- 12/92 < 10k PRE-LOAD AND SHRINKWRAP  
CLOSE ODDS - 70%

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ♦ ZENITH DATA SYSTEMS  
2150 EAST LAKE COOK ROAD  
BUFFALO GROVE, IL 60089

### KEY CONTACTS - TITLES

- ♦ ERIC PLANCHARD, DIRECTOR - NEW PRODUCT LINE
- ♦ PATRICK DUMAS, PRODUCT MANAGER - NW SYSTEMS
- ♦ JOHN HUCK, MANAGER - NW SYSTEMS
- ♦ RICHARD J. RITZEMA, DIRECTOR - STRATEGY/IBM ALLIANCE

### LAST 3 CALLS/PURPOSE DESCRIPTION

- ♦ 10/06 - OEM OS/2 OPPORTUNITY.
- ♦ 10/14 - LETTER RESPONSE TO ZDS ON QUESTIONS/ANSWERS  
DISCUSSION DRAFT ON CONTRACT MAILED
- 10/26 - FORMAL LETTER FROM ZDS TO CONFIRM  
COMMITMENTS FOR:
  - CARRY OS/2 SHRINKWRAP IN THE Z-DIRECT CATALOG
  - IF POSITIVE; PRE-LOAD IN SPRING 1993
  - EXPAND COMMITMENT FOR COMPATIBILITY TESTING
  - ZDS EUROPE/FRANCE INVESTIGATING OS/2 MARKET
  - BULL ATM PLANNING TO OFFER OS/2 PRE-INSTALLED  
ATM EARLY SPRING

### INHIBITORS

- ♦ END USER DEMAND
- ♦ ZDS LEGAL REVIEW OF CONTRACT
- ♦ ZDS EXEC CONTACT COMMITMENT OF TIME

### ACTION REQ'D/ISSUES

- ♦ ZDS TO PROVIDE REQUIREMENTS FOR WORLDWIDE AGREEMENT
- ZDS TECHNICAL QUESTIONS PCMICA AND ADVANCED POWER  
MANAGEMENT

### PROJECTED CLOSE DATE/ODDS

- 12/92 - ODDS 70%

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- GATEWAY 2000  
610 GATEWAY DRIVE  
N. SIOUX FALLS, SD 57049      605 232-2000

### KEY CONTACTS - TITLES

- ◆ TED WAITT - PRESIDENT
- ◆ ROB CHENG - DIRECTOR
- TOM GRUESKIN - MANAGER PRODUCT MARKETING - SW

### LAST 3 CALLS/PURPOSE DESCRIPTION

- 10/15 - EXEC CALL WAITT/CHENG/GENESKIN  
- SHANNON/STONE/LIBERTY
- ◆ 10/22 - INTERIM NEGOTIATION LETTER SIGNED
- ◆ 10/29 - DISCUSSION ON IBM PROPOSAL CONTRACT PREPARATION

### INHIBITORS

- END USER DEMAND
- ◆ DD SUPPORT
- PRICE FOR <10K COMMITMENT
- DOS INTEREST

### ACTION REQ'D/ISSUES

- CONTRACT NEGOTIATIONS
- ◆ EXEC COMMITMENT OF TIME
- DD SOLUTION 1/93
- ◆ NOT ACTIVE WITH ES/LS

### PROJECTED CLOSE DATE/ODDS

- 12/92 10K+ PRE-LOAD AND SHRINKWRAP  
CLOSE - ODDS - 70%



## AST RESEARCH (P-2)

- EXTREMELY DIFFICULT CONTRACT "MOST LENGTHY AND DEFENSIVE IN THE INDUSTRY" VS. MS, NOVELL, SCO UNIX
- ◆ LACK OF CONFIDENCE THAT IBM CAN SUCCESSFULLY FOCUS ON FUTURE OEM NEEDS AS WELL AS MICROSOFT

## ACTION REQ'D/ISSUES

- COMMITTED A PLAN FOR JOINT LARGE ACCOUNT CALLS WITH AST AND IBM OS/2 MARKETING TEAM.
- ◆ SCHEDULE WEEKLY PHONE CALLS ADDRESSING:
  - PRODUCT PLAN
  - DRIVERS
  - EARLY CODE
  - CONTRACT ISSUES
  - BUSINESS CASE PREPARATION
- ◆ MONTHLY MEETING ADDRESSING:
  - KEY DRIVER OR CODE DELIVERIES
  - TRAINING MATERIALS
  - REQUIREMENTS
- ◆ SCHEDULE EXECUTIVE MEETING BETWEEN QURESHEY AND REISWIG
  - IBM OEM STRATEGY FOR OS/2
  - PRESENT ONGOING COMMITMENT FOR OEM'S TO AST
  - NOTE: GATES AND QURESHEY MEET TWICE A YEAR TO DISCUSS RESPECTIVE BUSINESS OUTLOOKS.

## PROJECTED CLOSE DATE/ODDS

- 12/92 - 90% (BURG DELIVERY)

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- AST RESEARCH  
IRVINE, CALIFORNIA

### KEY CONTACTS - TITLES

- ◆ SAFI QURESHEY - PRESIDENT/CEO
- ◆ MICHELE SMITH - SENIOR MARKETING MANAGER
- ◆ GREG YOUNG - SOFTWARE MARKETING MANAGER

### STATUS

- ◆ STRATEGY AND PLAN REVIEW WITH D. HARRINGTON AND AST EXECUTIVE STAFF - 9/21/92
- ◆ CONTRACT REVIEW - 10/13/92
- ◆ DETAILED PRODUCT AND DRIVER PLAN REVIEW WITH AST TECH.

### INHIBITORS

- ◆ LACK OF OS/2 BUSINESS CASE TO JUSTIFY ENTERING INTO AGREEMENT WITH IBM
- ◆ LACK OF FOCUSED OS/2 MARKETING
- ◆ INCOMPLETE PRODUCT - MISSING KEY INDUSTRY DEVICE SUPPORT
  - WD            - DPT            - PCMCIA SUPPORT
  - C&T          - S-3           - MULTIPROCESSOR SUPPORT
  - WILL NOT BUY OS/2 UNTIL BORG DELIVERS
- ◆ "INDUSTRY STANDARD" CLAIM WITHOUT INDUSTRY WIDE AVAILABILITY
  - EARLY CODE
  - EARLY DEVICE DRIVERS
  - TOOL KITS, ADAPTATION KITS
  - AS COMPARED AGAINST MS. NT.

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- TANDY CORP. (RADIO SHACK & GRID SYSTEMS)  
FORT WORTH, TX

### KEY CONTACTS - TITLES

- ♦ HOWARD ELIAS - VP - TANDY CORP.
- ♦ STAN SCHILLER - SR DIRECTOR - DESKTOP MKTG - GRID
- ♦ DAVID CLAYPOOL - MANAGER - DESKTOP MKTG - GRID
- ♦ JOEL COHEN - BUYER - RADIO SHACK
- STEVE CURRY - TANDY ELECTRONICS

### LAST 3 CALLS/PURPOSE DESCRIPTION

- ♦ 9/29 - LEFT MESSAGE WITH HOWARD ELIAS REGARDING  
POSSIBLE PATRICK CALL - NO RETURN CALL
- ♦ 9/30 - BRIEF DISCUSSION WITH COHEN RE: CONSIGNMENT DEAL
- ♦ 10/1 - DISCUSSION ON WESTERN DIGITAL SUPPORT, NEED FOR  
BETA CODE

### INHIBITORS

1. END USER DEMAND "NO INTEREST IN BUNDLING OS/2
2. PRICE VS. WINDOWS
3. SUPPORT FOR INDUS. STD. VIDEO (WESTERN DIGITAL)

### ACTION REQ'D/ISSUES

- ♦ WILL TRY OUT CONSIGNMENT IDEA AT RADIO SHACK
- ♦ WILL KEEP TRYING TO WORK THROUGH TECHNICAL CONTACTS WHO  
ARE POSITIVE ABOUT OS/2 - MULTIMEDIA, ETC.
- ♦ WILL WORK WITH PENDOS PEOPLE TO CALL ON GRID

### PROJECTED CLOSE DATE/ODDS

- 1Q93 - <50%

## ACCOUNT REVIEW

DATE: 10/30/92

### NAME/LOCATION

- ◆ COMPAQ COMPUTER CORP.  
HOUSTON, TEXAS

### KEY CONTACTS - TITLES

- ◆ GARY STIMAC - SR VP - SYSTEMS DIV.
- ◆ MIKE CLARK - VP - NA MARKETING DIV.
- ◆ VIC MAHAVEDAN - DIRECTOR - SYSTEMS DIV.
- ◆ DAVID STREET - IBM PROGRAM MANAGER - SYSTEMS DIV.

### LAST 3 CALLS/PURPOSE DESCRIPTION

- ◆ 10/28 - CLARIFICATION OF ISSUES
- ◆ 10/29 - FIVE HOUR CONTRACT NEGOTIATION AT COMPAQ
- ◆ 11/2 - TEST KIT AGREEMENT AND NUMBER OF OS/2 COPIES  
REQUIRED

### INHIBITORS

9 MAJOR CONTRACT ISSUES

- SEE NOTE DATED 11/2 <

| PRICING/T'S & C'S

| IBM AS COMPETITOR

| INTERNATIONAL T'S & C'S

| MARKETING REQMTS

- ◆ DECISION MAKING PROCESS IN BOCA/AUSTIN WITH LEGAL, BUS.  
PLANNING/PRICING, CONTRACTS, OEM OPERATIONS.

### ACTION REQ'D/ISSUES

- ◆ SPEEDY RESOLUTION OF ISSUES
- ◆ POSSIBLE EXEC. INVOLVEMENT TO INFLUENCE DECISION MAKERS

### PROJECTED CLOSE DATE/ODDS

- ◆ 12/92 - 90%

ACCOUNT REVIEW

DATE: 10/30/92

NAME/LOCATION

- ◆ PACKARD BELL, CHATSWORTH, CALIFORNIA

KEY CONTACTS - TITLES

- ◆ JAKE METZLER - VP RESEARCH AND DEVELOPMENT
- ◆ FRED KERN - DIRECTOR OF MARKETING

LAST 3 CALLS/PURPOSE DESCRIPTION

- ◆ 5/28/92 - OPENED DISCUSSION WITH KERN - PRICING AN ISSUE
- ◆ 6/8/92 - OPENED DISCUSSION WITH METZLER - HARDWARE REQUIREMENTS ISSUE
- ◆ 10/30/92 - PHONE CALL WITH METZLER, NEW INTEREST

INHIBITORS

- ◆ EMPHASIS ON ENTRY LEVEL SYSTEM/LOW PRICE
- ◆ DOS/WINDOWS SYSTEM AGREEMENT
- ◆ SUPPORT COMMITMENT - HAD REQUESTED RETURN OF SYSTEM IN COMPATIBILITY LAB

ACTION REQ'D/ISSUES

- ◆ END USER DEMAND
- ◆ PRICE VS. DOS/WINDOWS
- ◆ SVC/SUPPORT COMMITMENT

PROJECTED CLOSE DATE/ODDS

- ◆ NOT LIKELY 92 OR 1Q93 < 50% ODDS

**DEVELOPER SUPPORT****ACCOMPLISHMENTS****APPLICATION SUMMARY - 1992**

- 448/1000 APPLICATION SOLUTIONS SHIPPED THRU 10/30
  - OUTLOOK TIGHT - 75 APPS/WEEK NOW SHIPPING
  - CHALLENGE - MAINTAIN RATE THRU YE 92
- KEY SEGMENTS COMMITTED EXCEPT:
  - DATABASE (NEGOTIATIONS W/BORLAND)
  - DESKTOP PUBLISHING (NEGOTIATIONS W/SPINNAKER)
  - UTILITIES (SPC + SYMANTEC DISCUSSIONS)

**WW DEVELOPER ASSISTANCE PROGRAM (DAP) - 1992**

- MARKETING PROGRAMS
  - JOINT ADV
  - COUPON BOOK
  - DIRECT MAILER
  - OS/2 LOGO
- TECHNICAL CONFERENCES WW (OVER 6500 ATTENDEES)

**IN PROCESS - 1993 ONGOING**

- FILL GAPS IN KEY APPLICATION SEGMENTS (SOYRING/GOLDSTEIN) 1Q93
- CLOSE LAN SYSTEM COMMITMENTS (GOLDSTEIN) YE93
- IMPROVE DEVELOPER SAT W/PROGRAMS (GOLDSTEIN) YE93
  - EXPAND TECHNICAL SUPPORT
  - ADDITIONAL MARKETING OFFERING
- EXPANDED DIRECT SOFTWARE DEVELOPER MARKETING (McAULEY) 1Q93



## SOFTWARE DEVELOPER PROGRAMS

### EXECUTIVE SUMMARY SEGMENTATION COVERAGE

SEGMENTS	INDUSTRY LEADERS 1992			
	1	2	3	4
WORD PROCESSING	Word Perfect (1Q)	MS:Word	Wordstar	Ami Pro (1Q)
SPREAD SHEET	Lotus 123	Excel	Quattro Pro	Plan Perfect
DATABASE	dBase	Paradox	FoxPro	DataEase (2Q)
PRESENTATION GRAPHICS	Freelance	Harvard Graphics	Power Point	Designer
DRAW GRAPHICS	Draw Perfect (1Q)	Corel Draw	Draw Applause	Draw
OFFICE & EMAIL	cc:Mail	MS:Mail	Word Perf Office (3Q)	Higgins
COMMUNICATIONS	Netware	Crosstalk	Smartcom	PC:Anywhere
DESK TOP PUBLISHING	PageMaker	Ventura Pub	PFS:First Pub	Power-Up
UTILITIES	PC Tools	Norton Utilities	Fastback	Norton Desktop
DEVELOPMENT TOOLS	Borland C++ (1Q)	ObjectVision	Microfocus Cobol (1Q)	Visual Basic

Blue: Shipped or Committed to Ship in 1992

Green: Committed

Black: Discussions Under Way

Red: Not Committed

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# SOFTWARE DEVELOPER PROGRAMS

## EXECUTIVE SUMMARY SEGMENTATION COVERAGE

SEGMENTS	INDUSTRY LEADERS 1992			
	1	2	3	4
WORD PROCESSING	Word Perfect (1Q)	MSWord	Wordstar	Amd Pro (1Q)
SPREAD SHEET	Lotus 123	Excel	Quattro Pro	Plan Perfect
DATABASE	dBase	Paradox	FoxPro	BaseLine (2Q)
PRESENTATION GRAPHICS	Freehand	Harvard Graphics	Power Point	Designer
DRAW GRAPHICS	Draw Perfect (1Q)	Corel Draw	Draw Apples	Draw
OFFICE & EMAIL	ccMail	MSMail	Word Perf Office (3Q)	Engins
COMMUNICATIONS	Netware	Crosstalk	Smartcom	PCAnywhere
DESK TOP PUBLISHING	Pagemaker	Venture Pub	PFS:First Pub	Power-Up
UTILITIES	PC Tools	Norton Utilities	Fastback	Norton Desktop
DEVELOPMENT TOOLS	Borland C++ (1Q)	ObjectVision	Microfocus Cobol (1Q)	Visual Basic

Green: Shipped or Committed to Ship in 1992

Blue: Committed

Orange: Discussions Under Way

Black: Not Committed



# ACCOMPLISHMENTS

## APPLICATION SUMMARY - 1992

- 448/1000 Application Solutions Shipped thru 10/3
- OUTLOOK TIGHT - 75 APPS/WEEK NOW SHIPPING
- CHALLENGE - MAINTAIN RATE THRU YE '92
- KEY SEGMENTS COVERED EXCEPT:
  - ~~DATABASE~~ (negotiations w/Borland)
  - DESK TOP Publishing (negotiations w/SPINNAKER)
  - UTILITIES (SPR + SYMANTEC DISCUSSIONS)
- LAN SYSTEM APPLICATION COMMITMENTS

## WW DAP - 1992

- Relaunch 9/16/92 for WW, ~~for~~
  - OPEN TO ALL WHO APPLY (1500+ since 9/16)
- Added Comprehensive TECHNICAL SUPPORT
- MARKETING PROGRAMS
  - JOINT ADV
  - COUPON BOOK
  - DIRECT MAILER
  - OS/2 LOGO
- Technical Conferences WW (OVER 6500 ATTENDEES)
- DIRECT Software Developer Marketing PROGRAMS

## IN PROCESS - 1993

- EXPANDED DAP ENVIRONMENT + ~~SUPPORT~~ (GOLDSTEIN)
- FILL GAPS IN KEY APPLICATION SEGMENTS (SOYRINE/GOLD)
- CLOSE LAN SYSTEM COMMITMENTS (GOLDSTEIN)
- IMPROVE DEVELOPER SAT W/ PROGRAMS (GOLDSTEIN)
  - EXPAND TECHNICAL SUPPORT
  - ADDITIONAL MARKETING OFFERING
- EXPANDED DIRECT SOFTWARE DEVELOPER MARKETING (McAU)

# IBM PERSONAL SYSTEMS ===== OS/2 LAUNCH

## LEADING APPLICATIONS

	1ST	2ND	3RD
WORD PROCESSING	WORDPERFECT 4Q92	WORD	AMI PRO 3Q92
SPREADSHEET	1-2-3 2Q92	EXCEL	QUATTRO
DATABASE	DBASE	PARADOX	DATAEASE
PRESENTATION GRAPHICS	HARVARD GRAPHICS	FREELANCE 2Q92	POWERPOINT
EMAIL	LOTUS NOTES 4Q92	CC: MAIL 3Q92	MS MAIL

### CHALLENGES

- MICROSOFT
- SOFTWARE PUBLISHING

GREEN = COMMITTED TO OS/2 32-BIT  
RED = TARGETED COMMITMENTS

SOURCE: IDC