OS/2 "Crush" Plan

To: Brad Silverberg, Brad Chase

From: Adamt

Cc: Psgmktg

Re: OS/2 "Crush" Plan—Draft

OVERVIEW

IBM has successfully increased worldwide momentum for OS/2 through a combination of FUD, a new release (OS/2 for Windows) and hard work. Despite their apparent gains, Windows momentum continues with increasing sales for WFW 3.11. However, OS/2 is not going away, and the intensity at which IBMers, OS/2 diehards and the press continue pushing the product is a clear warning sign to Microsoft. Therefore, OS/2 "Crush" will focus, in the next 6 months, on OS/2's three major weaknesses: compatibility & support, performance running Windows applications, and a deadend future. Armed with the best test data available to date (including missing drivers, broken apps, bugs discussed on Compuserve, bugs fixed by IBM's latest service pak, and hard hitting performance results), we will proactively meet with the weeklies, distribute OS/2 response docs internally to our field and externally on CS, and kick off a 30-city user group tour to stop IBM from further successful promotion of OS/2.

SITUATION

IBM has successfully re-ignited OS/2 momentum, including:

- major coverage in PC weeklies and the Wall Street Journal
- achieving a general perception that OS/2 is now ready for "prime time"
- massive FUD against Windows 3.1 and Windows NT
- successfully comparison against slow selling NT

KEY ISSUES

To contain and snuff OS/2 momentum, we must address:

- constant press hype of OS/2 as a "real" alternative
- OS/2's claimed sales momentum, including OFW
- 16 vs. 32-bit code issue between OS/2, Chicago, WFW and NT

- the key weaknesses in OS/2 (perf, drivers, bugs, compatibility)

OBJECTIVES

In the next six months, we will:

- **turn the tide on OS/2 momentum** by meeting with all PC weeklies and generating 3-5 positive articles

- **equip our domestic sales force and the subs to fight off IBM** in their accounts by distributing a document that exposes OS/2's terrible performance running Windows apps, identifies OS/2's poor driver support & broken apps and articulates OS/2's bleak future

- **fight fire with fire in electronic forums** by distributing on Compuserve multiple documents that spotlight OS/2's weaknesses and successfully plant the seed of doom on OS/2's future as a mainstream OS

- **evangelize the Windows family to 24k IEUs in a 30-city user group tour** by clearly positioning Win 3.x, WFW 3.x and Win NT in a newly developed superdemo which will include a "sneak preview" of Chicago

- **hit IBM where it hurts the most:** hire David Barnes for 2HCY94 Chicago user group tour, kick off legal initiatives on false advertising and usage of Windows code in OFW, prepare backpocket ad campaign on Windows compatibility and perf running Win apps

PLAN

Kick Off
Jan 1 to Feb 1

OS/2 Testing	Finish internal testing; kickoff external testing	Start Date: 1/1
		Complete Date: 2/1
16/32 Code Analysis	Finish 16/32 code analysis, including background article on where and why 32-bit is important	Start Date: 1/1
		Complete Date: 2/1
Comparison Documents	Complete internal OS/2 response doc; ship to field	Start Date: 1/1
	Complete first (of series) OS/2 resp doc for public bbs	Complete Date: 2/1
User Group Tour	Complete plan for 30-city tour to run Feb-May	Start Date: 1/1
		Complete Date: 2/1
PSG Training	Do competitive overview & demo of OS/2 to PSG mktg, development and execs	Start Date: 1/1
		Complete Date: 2/1
Press	Complete press plan for hitting PC weeklies Feb-June	Start Date: 1/1
		Complete Date: 2/1

Winter Activities Feb 1 to May 1		
Press	Visit PC weeklies	Start Date: 2/1
		Complete Date: 5/1
Legal Initiatives	Drive for resolution on IBM usage of Win code	Start Date: 2/1
	Leak to press possible legal infringement on use of code, raising questions on royalty obligations to MS	Complete Date: 5/1
Comparison Documents	Continue posting documents in public bbs	Start Date: 2/1
		Complete Date: 5/1
User Group Tour	Kick off 30-city user group tour	Start Date: 2/1
		Complete Date: 5/1

Winter Sustain May 1 to July 1	Plan	Dates
Advertising	(only if nec) Run hard hitting perf/comp ads	Start Date: 5/1
		Complete Date: 71

BUDGET

OS/2 Crush Budget				
Item	Amount	Comments		
External Testing	$150,000			
User Group Tour	$300,000	will split 50/50 with NT		
Advertising	$500,000	estimate only; need meeting with O&M		
total	$950,000			

MISC

- Catmc (PSS tech) returns to PSS as of Jan 1.

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