

Anatomy of an Interop Deal

Marshall Phelps

Executive VP, IP Policy and Strategy

Microsoft

Customer Needs

Maintain Heterogeneous Software Systems

Innovate to Gain Linux-Windows
Interoperability

Gain IP Assurance

Top-Secret “Project Summer”

Get Customer Feedback

Enlist Customer Support for MS-OSS
Détente

Confidentiality Critical to Success

Heading Off an IP War

Customers Worried About SCO Linux Suits

RIM-NTP Suit Threatens Business Continuity

Rumors of MS Legal Action

Project “Bridge Builder” Begins

Complex Philosophical, Business, Legal and Technical Barriers to OSS-MS détente

GPL Licensing Problematic

Flexibility, Good Faith and Trust Essential

Elements of a (Near) Deal

Red Hat Pays Per-Copy Royalty Under GPL

MS Pays Technical and Marketing Support

CEOs of Both Firms Establish Trust

Why the Deal Failed

Red Hat Board Approval Not Enough

Open Source Radicals Oppose Any Peace

Red Hat CEO Feared Community Reaction

“Project Blue” Launched

Novell Initiates Secret Talks

Overcoming Past Legal Conflicts

Focus on Customer Benefits Yields Results

Elements of a Successful Deal

Indemnified Customers, Not Vendors

Revenue Neutral to Novell

Technical Collaboration Highest Priority

Bonds of Trust Built Through Time & Hard Work

Benefits of Novell-MS Deal

Novell Revenue & Market Share Soars

Novell Gains Highest Subscription Growth Rate

Advanced Interoperability Movement in Industry

Collaboration Solved Customer Problems

What Customers Say About It

“We wanted interoperability and IP assurance. MS and Novell delivered it.”

-- Nancy Stewart
CTO, WalMart

“MS and Novell put customers and innovation before ideology – an achievement!”

-- Jonathan Zuck
ACT

Lessons From the Deal

“Voice of the Customer” Key Innovation Driver

Corporations Don’t Make Deals – People Do!

IP Negotiations Need Non-Lawyers to Succeed

IP Can Turn Enemies Into Friends

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