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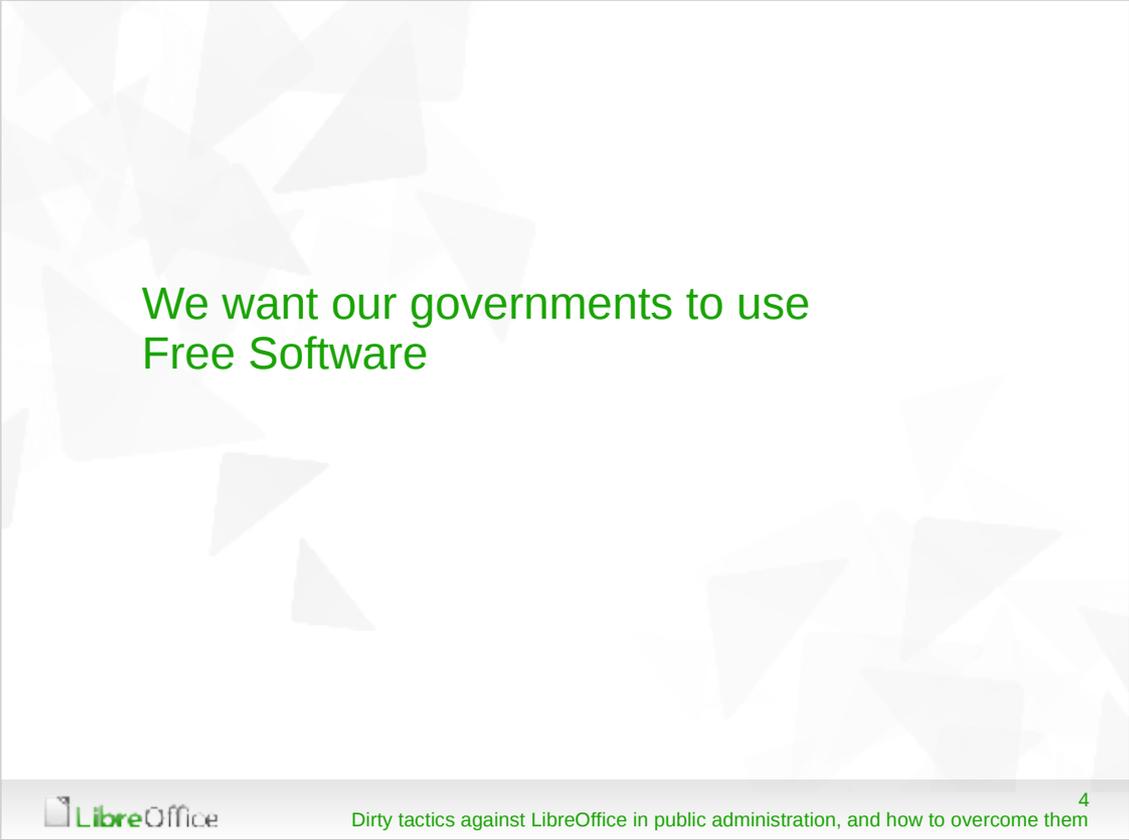
17th-19th October

Dirty tactics against LibreOffice in public administration, and how to overcome them

- Otto Kekäläinen
- Free Software Foundation Europe – FSFE.org

News items at
joinup.ec.europa.eu and fsfe.org/fi/

Helsinki, Tampere and Turku are some of the biggest cities in Finland, and they all had majority backed city council initiatives to increase the use of LibreOffice and other Free Software in the last two years.



We want our governments to use
Free Software

Yes, I assume most of us don't like the idea of paying taxes to governments so that they then spend them on closed source software and ship truckloads of money to the USA, Ireland or some tax haven. Also I assume the idea of denying local business opportunities and limiting the governments own freedoms in computing is not anything any politician has on their agenda. Yet it this is the situation, how come?



Ministry of Justice in Finland 2003 →

Let's start with some history and a great case that exemplifies of the typical issues in LibreOffice migration.

The Finnish Ministry of Justice started planning an large-scale migration to OpenOffice, as LibreOffice was called at that time. After careful preparations and pilots they did the actual roll-out in 2007. The migration was properly prepared and executed, and turned out to be a success.

In 2010 the project manager responsible for the migration later published his doctoral dissertation about the subject.

Martti Karjalainen:
*Large-scale migration to an open source
office suite: An innovation adoption study
in Finland*

Academic dissertation,
Department of Computer sciences,
University of Tampere
ISBN 978-951-44-8216-8 (pdf)
<http://acta.uta.fi/pdf/978-951-44-8216-8.pdf>

This is a great source of information and you can download it for free from the website of University of Tampere. It is written in English and it is of high quality, I really recommend you go and get it.

Ok, so what is there to be learned from this case?

Migration 2003-2010

First of all a migration is a long process. From start to completion of the roll-out it took 7 years. I expect that new LibreOffice migrations starting now can happen a bit faster, but if your data is held hostage in an old closed file format, it takes careful planning to escape from that situation and starting to save all your files with a new software that uses an open and standardized format.

“The study addresses several practically important issues involved in the adoption of open source, e.g., the analysis of software functionality and interoperability, cost evaluations, installation and configuration issues, local language support issues, additional tools to support the migration, user training and support, technical support, and software usage measurements.”

Karjalainen 2010, page 3

As an academic dissertation this document is really good and explains in detail all the things that you need to take into account. It is in particular really great, because it was not only an academic dissertation, but also a description of something that really took place and therefore is easy to prove to be a valid source source of unbiased information. And the conclusion of the study..

“For IS practice, the study shows that the transition to an open source office suite is feasible in a large-scale context and that substantial benefits can be achieved as the result of the transition.”

Karjalainen 2010, page 3

It proves that all the benefits people advocating LibreOffice talk about are real and can be achieved. In fact it was already possible to be achieved with a several years old version of the software, and with LibreOffice 3.6 today, you will get even further and faster.

And finally the big question - what did it cost?

	Lotus SmartSuite alternative	Microsoft Office alternative	OpenOffice.org alternative
License purchases	668 300 €	2 517 000 €	211 000 €
Software maintenance	737 000 €	3 545 000 €	737 000 €
Training and support	200 000 €	370 000 €	560 000 €
Systems development, conversions, and integrations	105 000 €	355 000 €	535 000 €
Costs total	1 710 300 €	6 787 000 €	2 063 000 €

Table 6-4. The revised costs of the migration alternatives 2006-2011

Before execution they calculated that the total cost of ownership for OpenOffice would be 2 million euros in the years 2006-2010, while using Microsoft Office would cost 6,8 million euros in the same timeframe.

Later in 2010 they did another calculation looking back at what the total cost of ownership for OpenOffice really had been.

	OpenOffice.org alternative Cost evaluation (10/2006)	OpenOffice.org alternative Cost evaluation (8/2010)
License purchases	211 000 €	211 000 €
Software maintenance	737 000 €	719 000 €
Training and support	580 000 €	561 000 €
Systems development, conversions, and integrations	535 000 €	468 000 €
Costs total	2 063 000 €	1 959 000 €

Table 9-2. OpenOffice.org migration and deployment costs 2006-2011

“The first 4 years have not brought any special cost surprises in the migration [..]”

Karjalainen 2010, page 187

If fact, OpenOffice had been slightly less expensive than estimated. When you think of government IT projects, you know that actual costs are almost always much bigger than what was originally expected. Thus it is amazing to see that here they did actually go under budget. The total cost of ownership was only 1,9 million euros, compared to the estimated 6,8 million for Microsoft Office. That means that they saved 5 million euros. This means 70% savings from what they would have spent otherwise. It also means that 5 million euros less were sent to Microsoft's tax havens and all of this 2 million euros spent on OpenOffice stayed and multiplied inside the Finnish economy.

If others were to follow this example, public agencies in Europe could save 70 % on their office software costs on a very quick schedule, and without any drawbacks. The ministry did not give up on anything, they just switched to another software that is equally good or in some ways even superior. For example LibreOffice natively uses an ISO-standardized file format that is guaranteed to still be accessible in 20 or 50 years time, which is a significant feature not available in current Microsoft Office.

Yes, Microsoft has tried to give the impression that they would also offer that feature, but no version released to date follows the Microsoft OOXML standard, and anyways the standard allows embedded binaries and other creepy features, so even if they were to follow the standard they've written, it allows them to do documents that cannot be fully opened using the information written in the standard.

And you know what, the 70 % in savings is an underestimate...

“However, it can be noted that during the years 2006-2009 the number of workstation computers had increased from 10 500 to 11 600 in the organization. Due to the benefits of open source licensing, the increase of workstations did not involve increases in the office suite licensing costs.”

Karjalainen 2010, page 187-188

It turns out that the cost estimate of the Microsoft option was too low, since the 6,8 million euros would not have covered the costs of the new workstations they needed. So 70% savings was an underestimate and this example shows that when the migration was finally done, there were no significant drawbacks and certainly no drawbacks that would outweigh all the benefits.

And this figure contains the costs of the migration. Now when the migration is done, the ongoing costs of using LibreOffice are likely to be even lower.

As a side note, keep in mind that the cost for LibreOffice is still not zero, only the license cost is zero. You still need invest in a support contract or pay your own staff to operate the office suite on an enterprise level.



Ok, so now the big question is, why isn't LibreOffice more common in Europe? If this is so great, why isn't everybody using it?



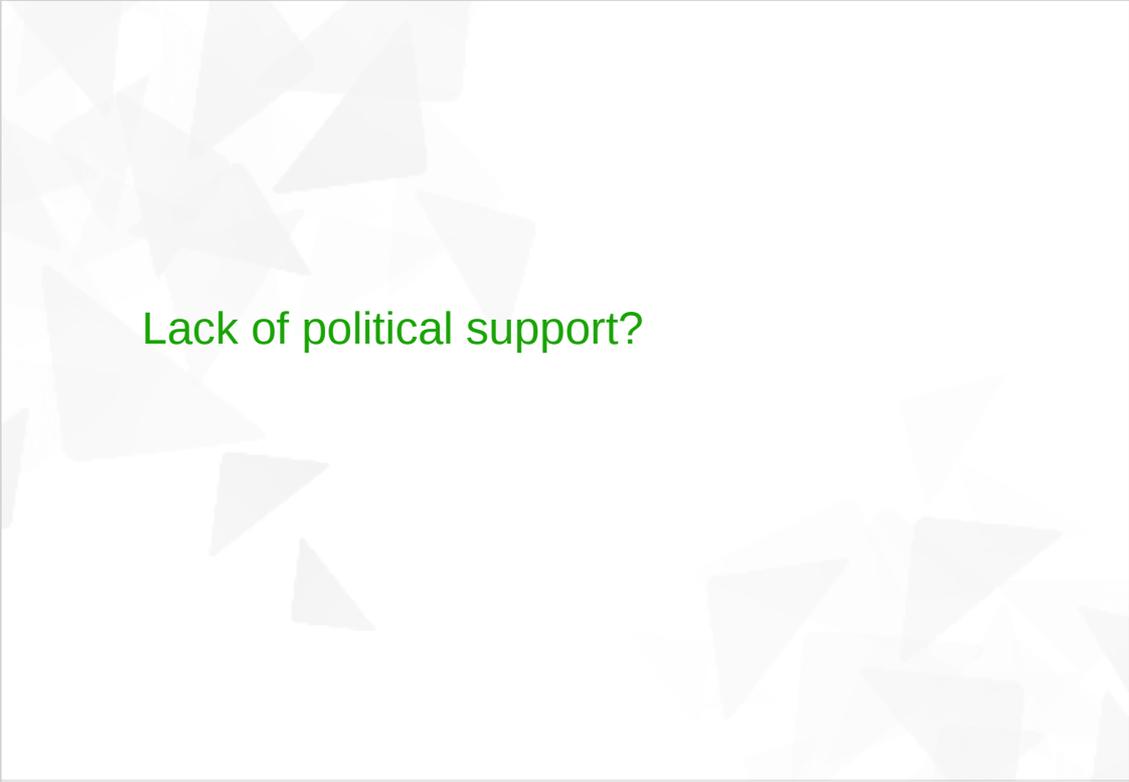
Technical issues?

Is there some technical feature missing from LibreOffice? No, I don't think so. And even if there was a feature missing that is blocking the migration in a specific organization, even if the organization is medium-sized like the Finnish Ministry of Justice, they could invest some of their current budget to develop the missing feature, and still save millions of euros.



Lack of support services?

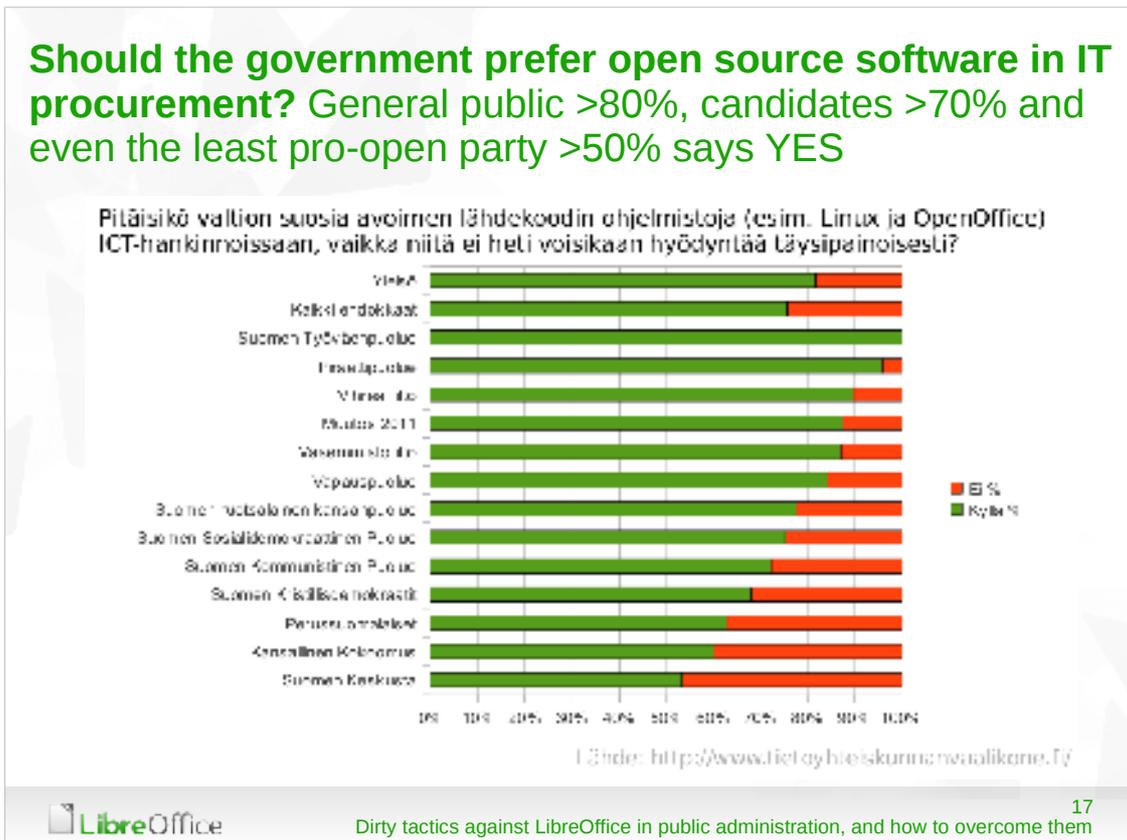
Is there a lack of other support services? No, there are many of companies of all sizes that offer support services and basically anything that needed to successfully deploy and maintain LibreOffice in a way that optimizes the benefits of the using organization is available from professional IT companies.



Lack of political support?

Is there maybe some political agenda that steers our governors away from using LibreOffice? I don't think any politician in Europe has the opinion that shipping loads and loads of license fees to Microsoft's tax havens is a good policy. I don't think any politician in Europe objects paying support service fees to local businesses. Neither do I think that there are any politicians who would view the ability to do local customization, translations or other independent adaptations as negative things.

Should the government prefer open source software in IT procurement? General public >80%, candidates >70% and even the least pro-open party >50% says YES



This poll was made in 2011 to parliament candidates and it shows that the majority of candidates in all political parties in Finland are in favor of increasing the usage of Linux and other opens source software in Finland.

The problem lies somewhere else. I do not claim that I know everything, but I have some experience with the issue and I'll try to outline what I've found out while trying to advocate the cities of Helsinki and Tampere to start using LibreOffice. I will also try to suggest some possible solutions.



Yes, at the core of the problem is Microsoft. If you look at software like LibreOffice, Firefox and Linux, they all threaten Microsoft's core business and Microsoft has a strong incentive to do everything they can to stop them from becoming common.

I am not trying to be politically correct, when we speak about LibreOffice and its competitors, there is really only one enemy, and that is Microsoft, so I'm going to refer to Microsoft directly by name.

I think the best way to resist a huge international company is to join forces and make our own huge international organization. To support LibreOffice you can for example donate to The Document Foundation or get active by and do some contribution, although I assume everybody here already does that.



To promote Free Software in general I recommend you also sign up as supporters of the FSFE. It's like signing a petition and it does not cost a thing. You can easily be both in the Document Foundation and the FSFE, they are not in any way exclusive options.

A few slides ago I asked you why isn't everybody using LibreOffice if it is so great. There certainly is already a lot of LibreOffice users, it is just not nearly everybody yet.



The European Commission has a website called JoinUp, which some of you might remember by its former name OSOR.EU. There is a large collection of case studies and news related to Open Source Software usage in the public sector in Europe. I know many Finnish cases are missing from there, so the directory of cases is certainly not complete, but there are a lot of good successful cases presented there.

The image shows a screenshot of a news article. The main headline is "Need for multiple document formats lead Danish ministry to LibreOffice". Below it, there is a sub-headline: "A legal requirement to support multiple document formats, including the open document format, is the main reason for the support when departments at the national ministry of transport moved to LibreOffice in the end of 2011 and open source suite of office tools." To the right of the article, there are three buttons: "The page is...", "Add article to Newsletter", and "Share this on...".

Example of headlines:

- “Mayor of Munich: EU laptops should have LibreOffice”
- “MIMO: a working group of French ministries to certify a LibreOffice release”
- “Administration of the Italian region Umbria moving to LibreOffice”
- “Greek municipality of Pilea-Hortiatis migrating to LibreOffice”
- “Katowice Municipality: saving public PC money with OpenOffice.org”
- “Spain's Las Palmas' moves 1200 PCs to LibreOffice”
- “The Swedish National Police: How to avoid locking yourself in while saving money”

Source: The news comes from the Ministry of Transport and Infrastructure of Denmark.

LibreOffice



It is a pity that if somebody visits the current LibreOffice website, there is no case presentations or success stories available. I've also checked the websites of some of the support service provider companies and they are not doing a much better job either.

Microsoft again has done a much better job at listing these cases..

Linux Account Wins/Threats/Losses

Account	Country	Date	No. of TCO	Industry	Linux Drivers	Reasons: Win/Loss
Wins						
Capital Federal Gov.	Poland	11/1/2001	2	Public Sector	TCO Standardization	Proven better TCO vs. vendor, contractual, and Linux
Lappeenranta Finant Govt	Finland	11/1/2001	7	Public Sector	TCO Standardization	Proven better TCO vs. current equipment and Linux
Losses						
Account Name	Country	Customer Segment	No. of TCO	Industry	Reasons for Loss	Other reasons for Loss
Corporate Expenses	Australia	MOSES	480	Services	Cost	
Dept of Education - Northern Territory	Australia	Academics	10,000	Public Sector	Cost	
Single Local Gov.	China	Major	2,000	Public Sector	Govt Endorsement	
Central Finance & Controls	India	Major	500	Public Sector	Cost	
Two National Fundamental Research	India	Academics	200	Education	Anti-Linux	
Government Procurement Agency	Korea	Corporate	1,000	Public Sector	Govt Endorsement	
Department of General Education	Thailand	UPWS	1,500	Public Sector	Cost	
University System	Thailand	Major	1,000	Public Sector	Performance	
Department of Local Administration	Thailand	MOEA	5,000	Public Sector	Govt Endorsement	
Columbia Gasworks	US	MOEA	100	Public Sector	Cost	

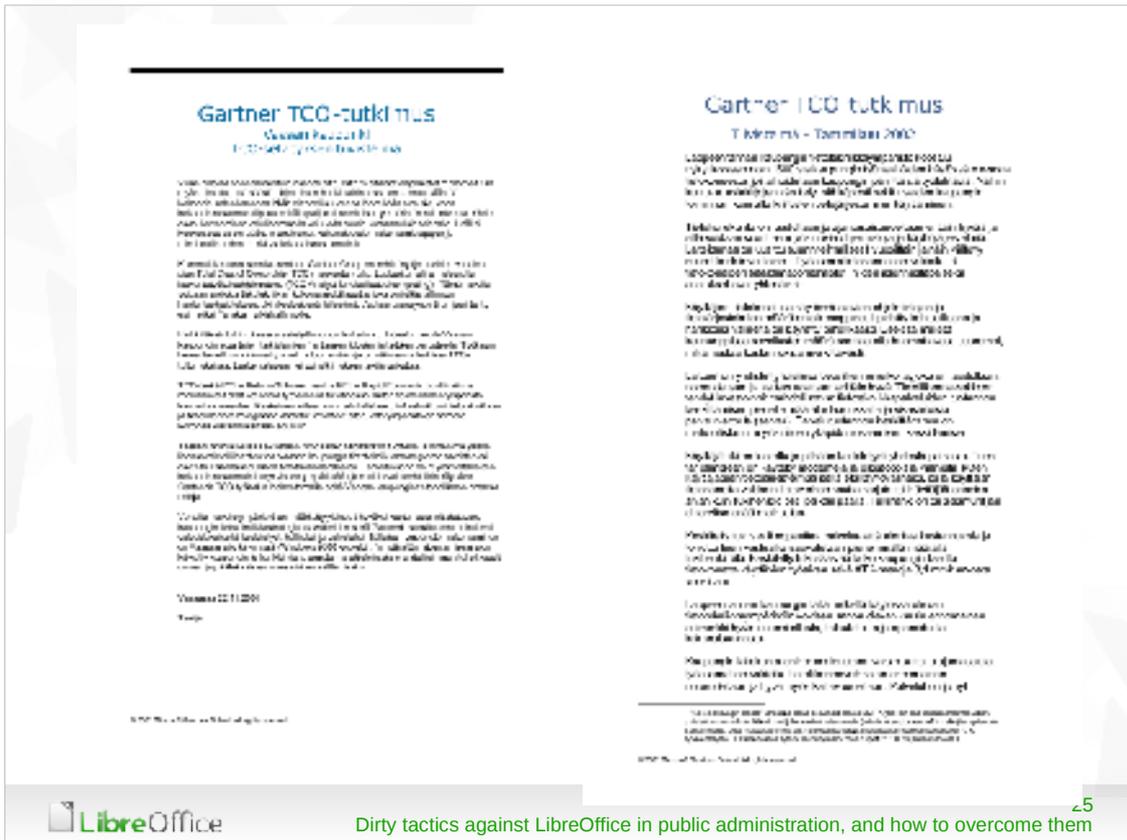
MS-CC-MS 00000361464
HIGHLY CONFIDENTIAL

..and this example became public as it was used as an evidence at a monopoly trial in the USA.

For some strange reason the only two successes from Microsoft's side was two cases in Finland, the city of Vaasa and the city of Lappeenranta. In both cases Microsoft marked as the success factor the use of the Total Cost of Ownership argument, abbreviated TCO. Neither of these cities actually did any migration, as their plans where stopped in the planning stage.

Total Cost of Ownership – TCO

Let's think a bit about the TCO argument. It forms the cornerstone of Microsoft's argumentation and we need to help people see through it.



Even though the cases of Vaasa and Lappeenranta are almost 10 years old, Microsoft Finland still has these case studies on their website.

These are highly questionable calculations claiming that TCO for Microsoft products is less than any with any open source option. In fact in Lappeenranta, some years later, they did switch to Linux desktops, but in schools only, and based on the school administrations own calculations the TCO for Linux desktops was 70% less expensive. This seems to happen all the time. TCO estimates done by pro-Microsoft analysts predict huge costs, but cost analysis made afterwards by public institutions themselves looking back on actual costs, show that there are 40-70% of savings in total cost of ownership.

Helsinki migration to LibreOffice: 21,5 million euros

At the end of 2011 the City of Helsinki also made a TCO calculation that showed that the migration to LibreOffice would cost over 21 million euros, spanning a seven year migration period, and using report referencing this calculation the IT department tricked the city board to make the conclusion that LibreOffice is not worth investigating further. Later the IT department of the City of Tampere referred to that same calculation as a motivation to why they don't need to take LibreOffice seriously either and the Tampere City Board swallowed it.

In all of these cases the actual TCO calculation of is secret, so nobody really knows why these calculations ended up with the figures they did. The cities (or the consultants working for the cities) used a proprietary calculation model from the so called research institute Gartner. Gartner considers the calculation model their trade secret and forbids any publication of it. In the case of Helsinki, not even the City Board members have yet had access to the calculation.

So in the end what has happened in Finland is that we've had city council initiatives demanding LibreOffice usage in many of the biggest cities, including Helsinki, Tampere and Turku. All of this initiatives passed the council with clear majority but it seems that the officials working in the IT departments want to continue to celebrate their relationship with Microsoft and the **execution of these initiatives have halted, using the TCO as the excuse.**

fsfe.org/news/2012/news-20120412-02



The screenshot shows the FSFE website with a navigation menu on the left and a main content area. The main content area features a press release titled "Executive summary and analysis of the Helsinki City and OpenOffice case in 2010-2011" dated April 12, 2012. Below the title is a sub-heading "Background: History of the OpenOffice pilot project" followed by a detailed paragraph of text. The LibreOffice logo is visible in the bottom left corner of the page.

fsfe Free Software Foundation Europe: the free software organization dedicated to the promotion of Free Software, and with a special focus on the European continent.

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Executive summary and analysis of the Helsinki City and OpenOffice case in 2010-2011

on 2012-04-12

This document was prepared by the Free Software Foundation Europe (FSFE) for readers who are interested in the details of Helsinki's OpenOffice pilot project, and the reasons for its success. Here is our background.

Background: History of the OpenOffice pilot project

The initial reason for the project to emerge was a political initiative made by city council member Jorma Oksanen of the Social Democratic Party of Finland (SDP) in 2010. The SDP had been in power since the 2011 municipal elections. The SDP's program for the 2011 municipal elections included the goal of "reducing the costs of public administration by switching to open source software". The SDP's program also included the goal of "reducing the costs of public administration by switching to open source software". The SDP's program also included the goal of "reducing the costs of public administration by switching to open source software".

In the summer of 2011, the Helsinki City Council approved a new OpenOffice pilot project to be used in a number of departments. The project was led by the city's Chief Information Officer (CIO), Risto Piipponen. The project was also supported by the FSFE. The FSFE also helped the new Helsinki City CIO Piipponen to prepare the plan. First he would appoint a project manager.

 LibreOffice

Dirty tactics against LibreOffice in public administration, and how to overcome them ²⁷

There is an analysis of the Helsinki case at the FSFE.org if you want to read all the details.

www.gartner.com/id=1389621

Gartner **Gartner for IT Leaders**

TO Number: G0001535

Toolkit: The Cost to Upgrade Microsoft Office or Move to OpenOffice.org

23 June 2010

INTRODUCTION

Organizations need to understand the cost to migrate to a new version of Office and OpenOffice.org (and other alternatives) to make their own budget decisions and ensure that the project will have a good start.

Purchasing this document is fast, easy and secure, but you must be registered with gartner.com so we can track your order. Please select your status from these three choices:

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We don't have any of the details of the TCO claims, since the Gartner report is secret.

In theory we could get a copy..

www.gartner.com/id=1389621

Gartner Gartner for IT Leaders
TO Number: G0001535

Toolkit: The Cost to Upgrade Microsoft Office or Move to OpenOffice

23 June 2010

Price: US\$7,500.00

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..but we would need to pay 7500 US dollars, and that is a barrier we can't justify ourselves to overcome.

I really wonder how Gartner has any credibility left as a research institute if their research is secret, and there is no possibility to do any kind of scientific validation. Also, the latest calculation model used by the City of Helsinki is written by one man alone, Michael Silver.

www.gartner.com/id=1389621

Gartner Gartner for IT Leaders

TO Number: G0001535

Toolkit: The Cost to Upgrade Microsoft Office or Move to LibreOffice

23 June 2010

Michael A. Silver
Organizational Analyst

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How come is he supposed to alone be an expert on these issue? What sources did he use? To what extend are any of his conclusions valid?

Gartner
Analyst Profile



PRINT THIS PAGE

Michael A. Silver
VP Analyst/Principal Analyst
 November 7, 2014

Years of Experience

- 16 years of IT experience
- 17 years IT industry

Areas of Coverage

- IT Asset Management
- IT Management Workflow
- IT Service

View Latest Research

Role and Responsibilities

Michael Silver is a vice president and research director in Gartner Research, where he is part of the Client Computing group. His areas of coverage include client operating systems, office productivity suites, Windows and Office applications, and how cloud services fit into the client arena. Mr. Silver has also been helping clients decide how to handle their Microsoft Enterprise Agreements.

Previous Experience

Mr. Silver has more than 20 years of experience in the IT industry. Prior to joining Gartner, he spent more than 11 years at IBM.

Professional Background

- IBM, Systems Engineer, 11 years

Education

- M.S.A., Marketing and International Business, Stern School of Business at New York University

Resources

- Client Computing Group
- Client Computing


LibreOffice

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This is his profile at Gartner..

LATEST RESEARCH		More by this author
Title	Publish Date	Author(s)
How HMRC's Use of Browserium Kick-Started Its Move to Windows 7	26-Sep-2012	David Mitchell Smith, Michael A. Silver
Is Windows 8 in Your Future?	14-Sep-2012	Michael A. Silver, Stephen Kleynhans
Windows 8 Will Be Successful on Touch-Optimized Devices, Less so on Others	14 Sep 2012	Michael A. Silver, Stephen Kleynhans
Windows 8 Will Affect Organizations' PC, iPad and Application Development Plans	13-Sep-2012	Michael A. Silver, Stephen Kleynhans, David Mitchell Smith
Microsoft Makes Windows SA More Compelling for Some, Less for Others	13 Sep 2012	Michael A. Silver, Francis O'Brien


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 Dirty tactics against LibreOffice in public administration, and how to overcome them

...and he certainly is an expert on Microsoft issues, but what about Free and Open Source Software?

techrights.org/2008/03/03/michael-silver-ooxml-shill/



03.03.08 | **Microsoft Sends Its Friend 'Analyst' Michael Silver to Bat for OOXML?**

Account of the multiple papers

"Analysts sell out – that's their business model... But they are very concerned that they never look like they are selling out, so that makes them very prickly to work with."

[Microsoft Internal document](#)

Not counting before about Michael Silver, but it does not seem to me to be who it is trying to expose about the issue

Post Author: [Michael Silver](#)

Supporting the Efforts

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I Googled this name and it turns out he has been accused of favoring the Microsoft OOXML standard over the Open Document Standard used by LibreOffice, IBM and almost all other office suite vendors today.

Buy Vista or die

[...]

Gartner research vice president **Michael Silver** said that outfits have delayed their Vista migrations to the point of stupidity and now some are considering late 2008 or even 2009, while others mull skipping the OS completely.

<http://www.theinquirer.ncl/gb/inquirer/news/2007/12/07/vista-die>

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He is also quoted to have said that all who skip Vista and upgrade XP to the Windows version after Vista are idiots. It seems this Mr. Silver surely had a bias towards making any alternative to Microsoft Office look bad.

This surely enough evidence to seriously question the validity of this type of unscientific analyst sources.

Just think about it. How on earth can Gartner's calculation show that the migration to LibreOffice would cost the City of Helsinki 21 million euros? And the report from the City of Helsinki even states that they were conservative using the Gartner model, not including all possible costs. Among others we know that this figure did not include any estimates on what support contracts for LibreOffice could cost, thus the 21 million consists purely of exit costs caused by escaping the Microsoft Office lock-in. And yet it is 21 million euros?

This is a huge gap to any figures presented in the European case studies at Joinup or compared to the Ministry of Justice in Finland. Surely there are some Helsinki specific differences, but they can't amount up to a tenfold cost compared with the Ministry of Justice in Finland.

TIETO KONE

Suomi-softa
 Miksi valittiin LibreOffice? Miksi ei valittu Microsoft Office? [Lue lisää >>>](#)

Uusi lehti
 Tietokone
 Keskustelu
 Laitteisto
 Tietokone

Etusivu Uutiset Sofit Digiti Keskustelu Lahti

Uutiset

- Avoimia eettisiä kysymyksiä julkisissa...
- Julkisen hallinnon turvallisuus varmistuu...
- Applen iGlasses-kaappeli myytävänä...
- Päättökäsiä: Miksi julkisissa moduulissa...
- Tulot ovat Windows 2:stä Microsoftin...
- Sony soitti PS3:n hakemisto- ja verkko-...
- VIC:llä läbi tuvat haajutukset...
- Osoite- ja IP-osoitteiden...
- Netcomin kukaan ei voi...
- Miksi valittiin Microsoftin...

Microsoft painosti ministeriötä OpenOffice-hankkeessa

20.10.2010 klo 14:28 | 20 kommenttia | Artikkelit



Perjantai 20.10.2010 klo 14:28. Omatkassa viikotkin olevalle linjastoille ei ollut aikaa. Vain kahdeksan päivää valmistautumista, josta osa oli jo aiemmin...

Uusi ministeriö on nyt käyttänyt muutama vuosi aikaa toimitusjohtajien ja muiden toimittajien kanssa ja on nyt...
 projektin toteuttamiseksi...
 ja...
 ja...
 ja...

LibreOffice

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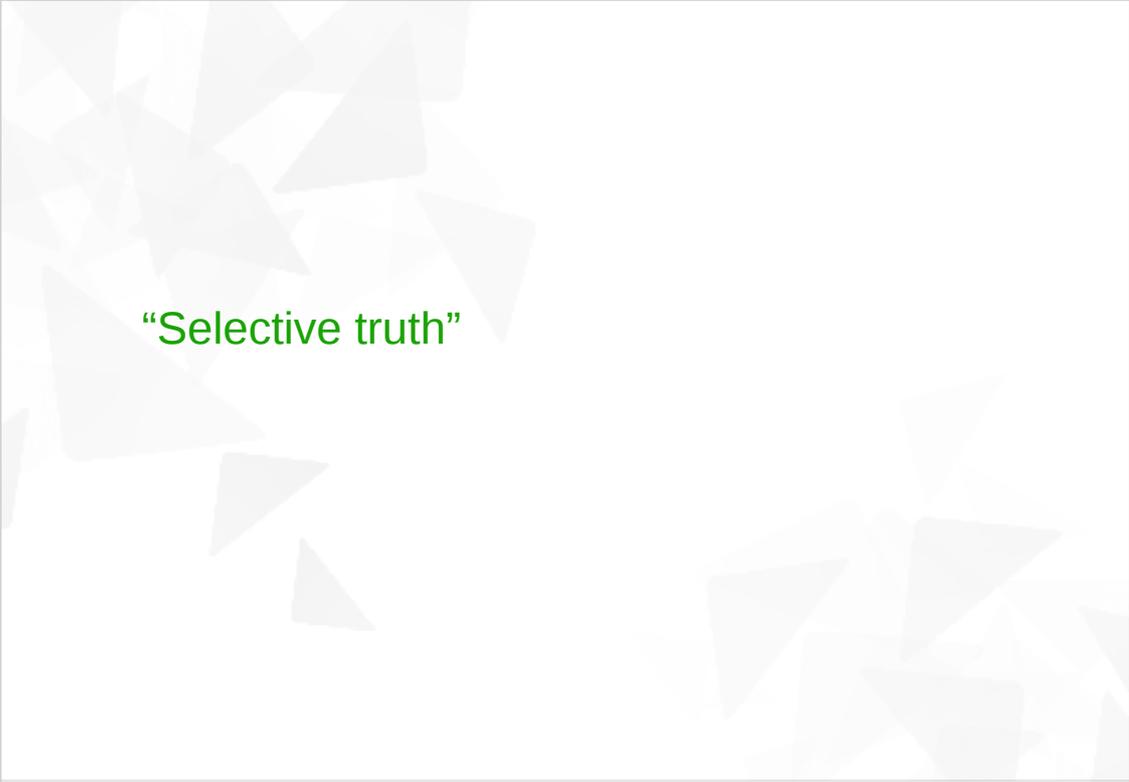
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If we think about the success factors at the Ministry of Justice, one very central piece was this.



Did Microsoft lie?

No, Microsoft just selects the part of the story they want to tell and leave to others the job of filling the gaps. Microsoft spokesmen are trained to never lie. They leave that job to their partner companies to do.



“Selective truth”

But you can't call Microsoft's version of the story true either. They are trained to tell what is called 'selective truth'.

you'll get a major win on your terms.

Finding a weakness is key to setting up a stacked punch. The best sources of possible weaknesses are:

- **Analysts:** Analysts call out - that's their business model. But they are very concerned that they never look like they are calling out, so that makes them, very possibly, to work with.
- **Consultants:** These guys are your best bet as well. Get a well-known consultant on your side early, but don't let him publish anything publicly pro-Microsoft. Then, get him to propose items to the Iowa state regulator as a mediator. Whenever a point appears to come up. Some are well-known, but apparently independent, or it'll be accepted... one way of thinking for the community-oriented consultant organizations worry about, right?

Uniform intelligence on every weakness is critical to the success of the strategy. We need to know who these folks are and what they know and how they think. There are always sources of intel: business allies, so that we can find ways to get the word out. Knowing the state press, looking at newspapers, attending conferences, and (above all) talking to ISV's is crucial to gathering this intelligence.

This is a very tough phase of the process. You'll be pulled in every direction at once, surrounded by short- and long-term goals and objectives, suggested by your Tier A ISV's and preferred by every other ISV that wants to become a Tier A. Management will want to know right now how you're going to respond to some bogus accusations by some random ISV. Some PM over in Cleveland will demand that you drop everything to go talk to an ISV in Utah. Microsoft, meanwhile, isn't just by an old college class of his. Competitors will make surprise announcements, in through their back, and generally try to screw you just as hard as you are trying to screw them.

Of course, if you are very, very lucky, there will be an acquisition to your technology. But this is almost never the case. IBM had its iSeries, Dell had its OpenDoc, COM had its CRM, DODM had its COBRA, HP had its VBA, etc., etc., etc. The existence of a Microsoft technology nearly guarantees that a competing technology will spring into existence overnight, backed by an enormous association of Microsoft competitors which have decided to fund yet another Lie to the Truth. (If we don't stop Microsoft here, then there are going to talk over the whole world!)

Without a competing technology to fight, you just lose; everything over to MSN, give your Tier A ISV's a PR, and find a new technology to compete. But that takes most of the fun out of the game. ☹

3: Final Remarks

Remember if a given technology finally ends with the best, shipping release of that technology. One last big press event, with demos, a website, press releases, etc., is often called for, showcasing the apps that are starting to use the customer's face as using them. In the face of strong competition, it's a great way to

MS-PCA 1513194
MS-PCORE204124

Unmodified Transparencies/Transcripts

Microsoft Confidential

Page 18 of 27

This is another document from the Comes vs. Microsoft monopoly trial. It is from an internal marketing training material and shows what kind of tricks they recommend at Microsoft.

you'd get a major win on your terms.

- Finding a moderator is key to setting up a stacked panel. The best sources of pliable moderators are:
- Analysts: Analysts sell out - that's their business model. But they are very concerned that they never look like they are selling out, so that makes them very prickly to work with.
 - Consultants: These guys are your best bet as moderators. Get a well-known consultant on your side early, but don't let him publish anything blatantly pro-Microsoft. Then, get him to propose himself to the conference organizers as a moderator, whenever a panel opportunity comes up. Since he's well-known, but apparently independent, he'll be accepted - one less thing for the constantly-overworked conference organizer to worry about, right?

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competitive technology will spring into existence overnight, led by an impatient, unscrupulous Microsoft competitor which have decided to fund yet another Linux in the fund ("If we don't stop Microsoft here, then there are going to take over the whole world").

Without a competing technology to fight, you just lose everything over to MSN, give your T100 to P2P, and find a new technology to compete. But that takes most of the fun out of the game. ☹

3: Final Remarks

Integration of a given technology usually costs with the best, shipping volume of that technology. The last big price point, with direct, a network, press releases, etc., is often called for, showcasing the apps that are starting to use the customer can see using them. In the face of strong competition, integration's

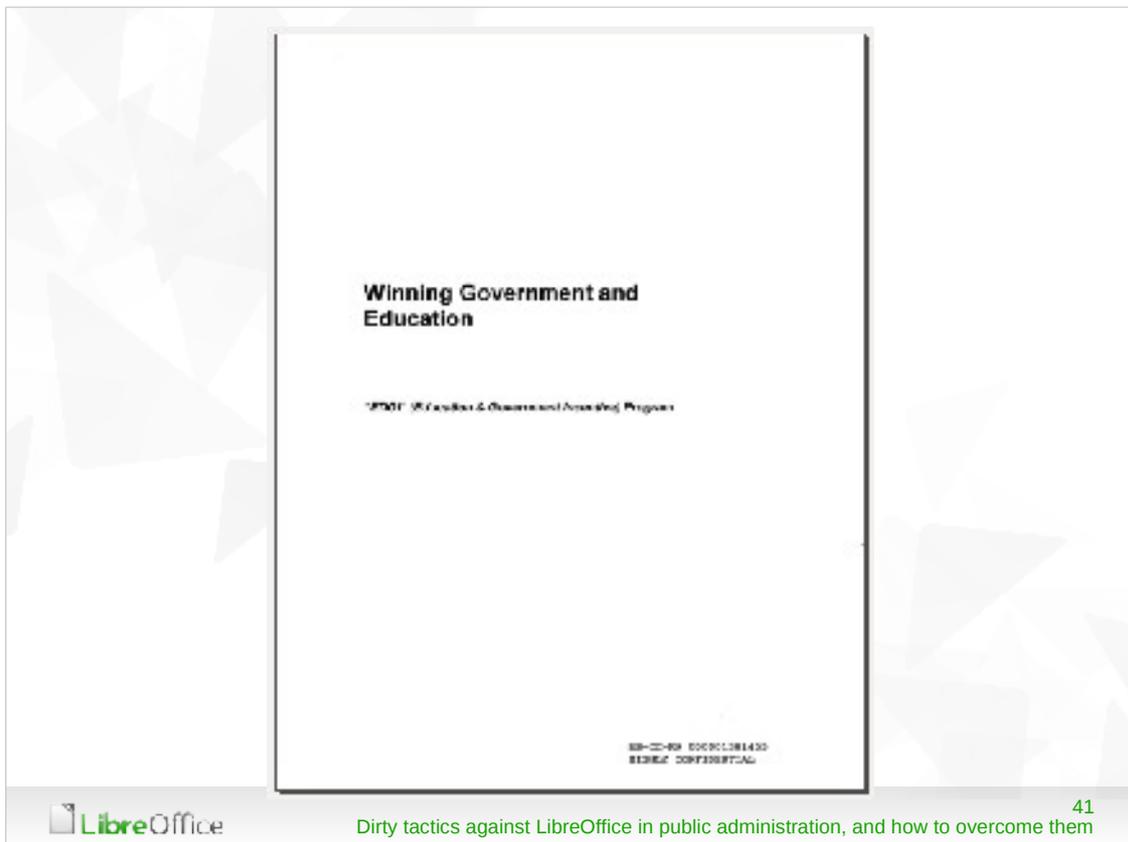
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Let's have a look at the same Microsoft document I presented you earlier.



This document includes a description of Microsoft's Education and Government Incentives Program, abbreviated EDGI. It is a special fund inside Microsoft that local Microsoft branch managers can draw funds from to fight Linux. The slogan goes "Never loose".

Example scenario:

The government of "X" is advocating using open source for all government-funded computers in order to keep "X" dollars inside the country and save the taxpayers millions of dollars. They are therefore looking at rolling out 50,000 PC's with Linux to all their K-12 schools and run StarOffice for free or a locally-produced package that they can purchase for \$5/desktop.

After extensive selling by the local MS account team, including the country GM, to convince them of the higher value, lower TCO, and overall advantages of the Windows-based ecosystem in their country, the government still maintains that while there might be some premium attached to our software, it's not enough to justify the investment and they will stick with their plan to go open source across all schools.

Here is a little about the mindset they have.

Who ultimately approves EDGI funds? The WW Area VP's (Kevin Johnson, Jean-Philippe Courtois, Michael Rawding). Before EdSG approves the funding, we will make sure VP approval has been obtained.

How does this impact the subsidiary financially? What about my quota? We are still working out reporting and accounting issues. At a minimum you can expect the following:

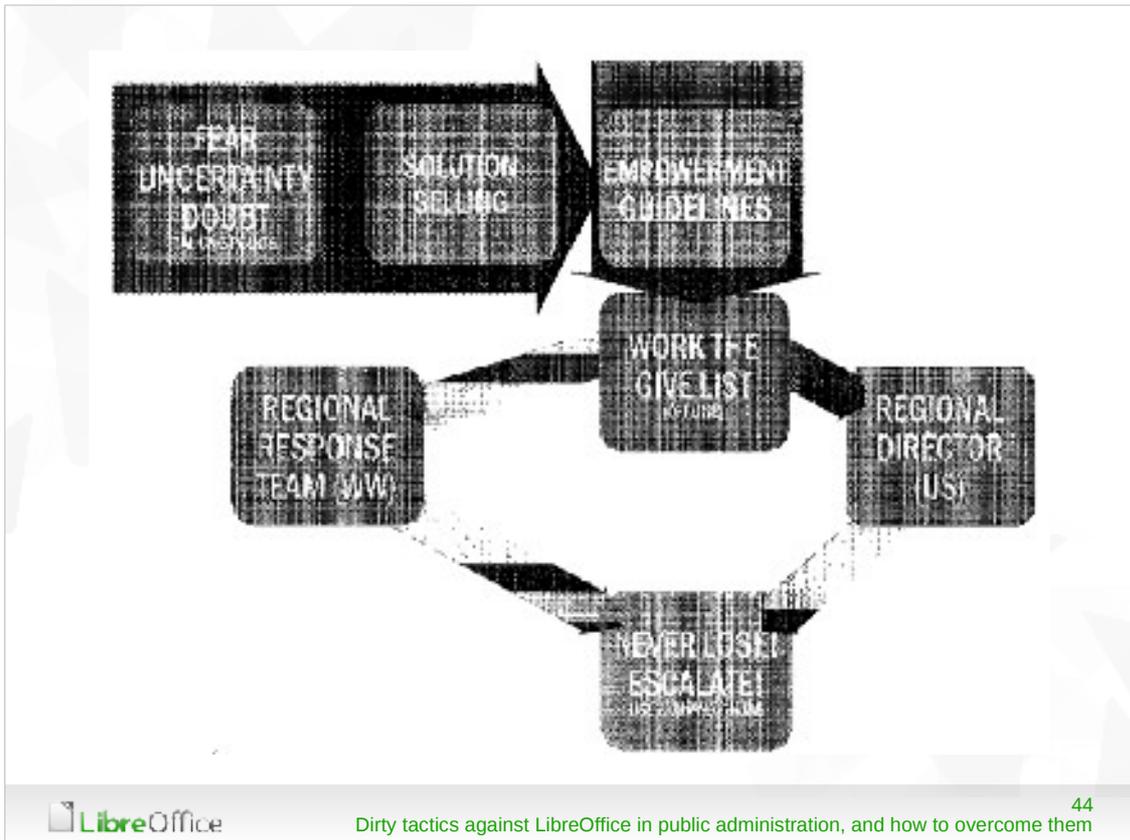
- Review at MYR to ensure the deals ended up being net positive for Microsoft
- Subsidiary (and sales team) should only expect revenue credit for the net impact of the deal. I.e. If we do a deal that generates \$500k in COEM Windows Revenue and \$500k in MS Office revenue, but we had to invest \$250k back into the customer, then the sub would only see \$750k total revenue credit. Also the rep responsible for the account should only expect to receive credit for net revenue after the investment. In other words, we still have to meet our revenue targets, so we should only use this if it means that we would not normally have seen the revenue as it would have been lost to Linux or another low-cost competitor.

Can I use this money to fund pilots, or other pre-sales activities? EDGI funds are only disbursed after the OEM revenue is recognized. This is not to be used to support pre-sales activities. Pre-sales activities such as pilots, architecture assessments, etc. should be funded through BIF. EDGI is neither a replacement nor an extension of BIF.

I cover government accounts, also. Can I use EDGI for those accounts? While it is expected that the majority of EDGI deals will be government-driven education deals, EDGI can be used for government-only deals if appropriate.

Is EDGI just for developing countries? What about developed countries? While it is expected that this is a larger issues in countries that have extremely limited resources available, EDGI can be used in both developed as well as developing countries.

This is just an example showing how well managed Microsoft is.



The same document also recommends using the Fear, Uncertainty and Doubt tactics at Microsoft, to stop customers from switching to Linux or LibreOffice (at that time called StarOffice).



wikipedia.org/wiki/Fear,_uncertainty_and_doubt

Contemporary examples [edit]

Microsoft [edit]

Although originally associated with IBM, from the 1990s on the term became most often associated with software industry giant Microsoft. Roger Irwin said:^[10]

“ Microsoft soon picked up the art of FUD from IBM, and throughout the '90s used FUD as a primary marketing tool, much as IBM had in the previous decade. They ended up out-FUDding IBM themselves during the OS/2 vs Win3.1 years. ” 99

The leaked internal Microsoft "Halloween documents" stated "OSS [Open Source Software] is long term credible... [therefore] FUD tactics cannot be used to combat it."^[11] Open source software, and the GNU/Linux community in particular, are widely perceived as frequent targets of Microsoft FUD:

- + Statements about the "viral nature"^[12] of the GNU General Public License (GPL).
- + Statements that "...if OSS [free and open source software] infringes on no fewer than 236 Microsoft patents," before software patent law precedents were even established.^[13]
- + Statements that Windows has lower total cost of ownership (TCO) than Linux, in Microsoft's "Get-The-Facts" campaign. It turned out that they were comparing Linux on a very expensive IBM Mainframe to Windows on a PC.^{[14][15]}
- + Statements that "if an open source software solution breaks, who's gonna fix it?"^[16]

Fear, Uncertainty and Doubt is abbreviated FUD and if you look up the definition in a dictionary, you will find Microsoft.

The FUD tactics has been used by Microsoft for a long time, but it is still seems to work and we need to tackle it better.



“licence cost only 7,5 %”
 “labour biggest source of costs, and since MS has the most productive tools according to Forrester research, MS has lowest TCO”
 “MS provides 24/7 support while nobody provides support for OpenOffice”
 “Barcelona, DoJ Belgium and Amsterdam failures”

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LibreOffice Dirty tactics against LibreOffice in public administration, and how to overcome them

One of the main arguments that I've seen used by Microsoft spokesmen over and over again is, is that even though the license fee makes Microsoft the more expensive option, the license fee is only a small part of the total IT budget and it does not really matter. What these spokespersons leave untold, is that the license of the platform creates a major lock-in situation, that actually controls all other costs too.

Helsingin Kaupungille tarjoamamme premier-tukipalvelun hinnoittelu

Seuraavassa taulukossa on esitelty tukipalvelun ja konsultointipalvelun hinnoittelu.

Helsingin Kaupunki Premier Support Services - Vuosi (2022) - SUMMAARIT		
Premier Support Service	Estimated Premier Support Hours	414
	Total Premier Support Hours (including all services)	1,149
	Total Premier Support Hours/year	46,748
Consultancy Service	Total consultancy hours	500
	Total consultancy cost/year	40,000
	Total cost for Premier Support and Consultancy Services YEAR 1	138,748

Helsingin Kaupunki Premier Support Services - Vuosi (2023) - SUMMAARIT		
Premier Support Service	Estimated Premier Support Hours	414
	Total Premier Support Hours (including all services)	1,148
	Total Premier Support Hours/year	47,148
Consultancy Service	Total consultancy hours	500
	Total consultancy cost/year	40,000
	Total cost for Premier Support and Consultancy Services YEAR 2	138,748

Helsingin Kaupunki Premier Support Services - Vuosi (2024) - SUMMAARIT		
Premier Support Service	Estimated Premier Support Hours	427
	Total Premier Support Hours (including all services)	1,147
	Total Premier Support Hours/year	72,504
Consultancy Service	Total consultancy hours	500
	Total consultancy cost/year	40,000
	Total cost for Premier Support and Consultancy Services YEAR 3	133,704

Helsingin Kaupungille tarjoamamme premier-tukipalvelun hinnoittelu

Seuraavassa taulukossa on esitelty tukipalvelun ja konsultointipalvelun hinnoittelu.

City of Helsinki

Microsoft Premier Support:

1926 man hours

395 000 €

205 €/h

Consultancy Service	Total consultancy hours	200
	Total consultancy cost (hrs)	61 200
	Total cost for Premier Support and Consultancy Service (EARS)	133 704


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 Dirty tactics against LibreOffice in public administration, and how to overcome them

For example City of Helsinki was forced to buy 1900 hours of support services from Microsoft to the price of 205 €/hour. These would never happen in a competed market

Also Microsoft spokespersons claim that organisations using Microsoft products are much more productive than those using other products, thus the added productivity saves more man-hours of work than what the Microsoft premium costs. And the claim that Microsoft users have the best productivity is based on research done by an independent research institute. Does anybody want to make a guess what the name of that institute is?



Now it is time to welcome TFC

FUD → TFC

fear → trust
uncertainty → facts
doubt → confidence

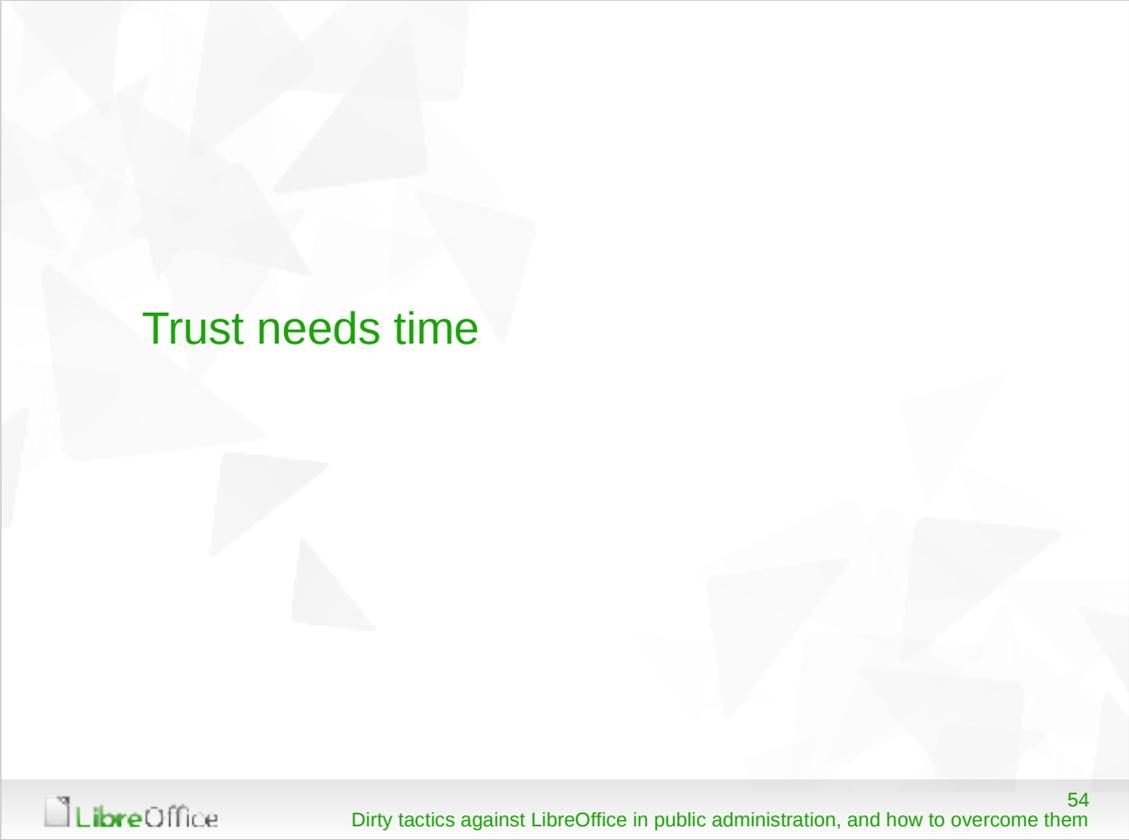


Trust – make them experience LibreOffice

There are still surprisingly many who have not tried LibreOffice themselves, or who might not even heard much about LibreOffice before. Give LibreOffice to individuals and help them try it on their own computers. Install LibreOffice as the secondary office suite in organizations to allow the personnel to try it out.



Personally I've been doing this VALO-CD-project in Finland, which I use to distribute among others LibreOffice to people who distrust downloading stuff of the Internet and think that proper software comes in a box. I will give out a few hundred of the English version here, and you can come and pick some if you want after the talk.



Trust needs time

Another thing about trust is that also needs time to develop. The fear of the unknown will go away once people have first hand experience of LibreOffice. But only if people experience LibreOffice for a several years, even if it is only their secondary office suite, then also their fear for the community behind LibreOffice will diminish.

Sometimes it also happens that Microsoft makes a mistake and turns fear against themselves. For example in Helsinki, after the city council initiative to investigate LibreOffice had been made, a senior Microsoft executive contacted the author of the initiative, Johanna Suomuvuori, who was not only a Helsinki city council member but also at that time a Member of Parliament in Finland. The Microsoft spokesperson requested to get an audience as soon as possible. Suomuvuori was baffled about their attitude but did manage to make room in her schedule to have a meeting. When the Microsoft spokesperson came to the parliament he had three pages of paper with him. It was a version of the city council initiative, with every paragraph annotated with a pro-Microsoft arguments trying to prove the whole initiative false. This only reinforced Suomuvuori's hunch that she was onto something big and she started pushing the execution of the initiative harder.

Facts:
case studies
academic publications
scientific cost model

This should be relatively easy. The Document Foundation needs to publish case studies, academic research and a scientific cost model. The former two already exist, they just need to be summarized at the LibreOffice website or some other prominent place. There are also some cost models, but they need to be fine tuned and made into an online calculator that is easy to use and that of course has the source code and calculation model publicly available.

Confidence – Made a personal connection

This is the hardest part. I think the only way to gain confidence is to make a personal connection. You have to put yourself as a person on the line and allow for confidence to grow. Those who learn to know you and respect you, are also likely to have confidence in your recommendations and opinions. And to make a good personal connection you need to meet people in real life, talk with them, meet them over lunch or for example organize some joint event or something.

Even though many technical developers might not love the idea, we do need sales people. Sales people know how to build confidence. Unfortunately I don't know in Finland a single case of some kind of LibreOffice salesman meeting a public sector representative and telling what kind of services the support vendors in Finland could provide.



We also have a tool that Microsoft does not have. We have democracy. We can vote and influence how our tax money is spent. Next time there are elections in your country, remember to check the stance on this issue from your candidates. FSFE works with collecting this data, you might want to check the "Ask you candidates" -campaign at the [FSFE.org](https://www.fsfe.org) website.



When I read these internal Microsoft documents that have become public via the monopoly trials. I can clearly see that they are very afraid of Linux and LibreOffice gaining so called critical mass. Nobody knows how big the mass needs to be to become the tipping point, but it certainly does not have to be a 50% market share. If we look at Firefox that in Europe reconquered the market back from Microsoft Internet Explorer and made the web an innovative place again, I'd say the tipping point was somewhere around 10%. Apple computers has certainly gone very fashionable and still if you count it's popularity in terms of market share of desktop computers and laptops, it is just around 10%.

StarOffice, OpenOffice and finally LibreOffice has gone a long way to reach where it is today. Some certainly hope that it would have gone further by now. But history does not dictate the future. The speed is bound to become faster from now on, and I believe the download figures at LibreOffice.org proves that.

I believe we are close to critical mass, we just need to push a little bit more and we will see the gates flood.

Let's work so that by the time of the next LibreOffice conference, in choosing LibreOffice does not constitute a risk to the decision maker's career, but is the expected thing to do all around Europe and *not* migrating to LibreOffice will need to be justified.

Thank you!



BERLIN 2012
CONFERENCE
17th-19th October

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Dirty tactics against LibreOffice in public administration, and how to overcome them

FSFE also has a lot of important work going on related to software patents, open standards, public procurement and other stuff which I just could not fit into this presentation, so please read more at FSFE.org. And while you are at it, please also sign up as supporters, thanks!