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## Technology Alliances and Partner Programs

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### Hfreeman Project Summary: Cloudscape

Client Type	Vendor of Object/Relational DBMS implemented in Java
Assignment	Create overall alliance strategy, implement partner program for development partners (ISVs), achieve key alliance with Sun.
Situation	In the late '90s, during the rapid growth of the Java application server market a group of Sybase engineers implemented a object/relational database server in the Java language. The company's executives knew they needed to "do something" about Alliances and Partners but didn't have the bandwidth to work on it. They asked us to help.
Development Partners	The company had limited its growth by asking prospective ISVs to purchase development licenses. Our assessment was that if Cloudscape didn't become the de-facto standard Java-language database, something else would. We recommended doing everything they could to get their bits in the hands of as many developers as possible. To speed uptake, we recommended that Cloudscape offer free development licenses to "embedding ISVs" and grow revenue with royalties based on our partners' commercial distribution of applications. Though this advice met initial resistance we convinced them to adopt it.
Platform Partner	Building a close relationship with Sun Microsystems was necessary if the company were to achieve its goal of becoming "The Database For Java." We helped the company evangelize its software widely across Sun departments. In conversations with the J2EE development team (prior to even the beta release) we learned that they needed to distribute a J2EE compliant database server with the J2EE SDK. We worked with Cloudscape and Sun and negotiated the agreement by which Cloudscape would be distributed as part of the first two releases of J2EE.
Results	The agreement with Sun and the subsequent millions of J2EE downloads put Cloudscape software in the hands of a critical mass of Java engineers. Not long after Informix purchased Cloudscape for \$89 million -- a price justified not by previous revenue but on the high visibility the Sun agreement provided. Informix was later purchased by IBM. Their page on the software, now open-sourced, is at <a href="http://www-306.ibm.com/software/data/cloudscape/">http://www-306.ibm.com/software/data/cloudscape/</a>