

Route Brown's

To: Steve Ballmer
 From: Russ Werner
 Subject: January Monthly Report: DOS/Windows
 Date: 2/14/89

I. Overview

The group has made good progress on the Windows 3.0 development plan. To date we are holding to a 8/31 ship date but it is tight.

We have also made good progress on getting a real plan in place for RomDOS for July and on the Retail Upgrade product for the Fall.

Windows business is ok (109% to USSMD revenue for January; 95% to USSMD revenue y-t-d), but order trends for January and February to date are cause for concern given that we have now exhausted backorder.

IBM has taken up some management bandwidth as they come to terms with learning to love Windows for the HPC project.

Mark Chestnut and Rich Abel have both transitioned over on the marketing side which is a big help. We moved without disrupting things too much—thanks Julie and Lon.

II. Summary Status

A. Window

1. Current Business

a. We have managed to come in reasonably on budget all things considered. Windows Product Line came in at 109% to retail revenue forecast for the month of December. Year-to-date, Windows product line is 95% to revenue forecast.

It has become very difficult to read the business given the impact of feature promotions to the channel. So far, February looks like a lean month in terms of bookings and we have exhausted all the backorder in the system. Hopefully things will normalize very soon. We have not seen any effect of making Win386 a required purchase for this buy-in period. We need to find out why.

Attached is a summary of January and Y-T-D results for the business.

b. Windows 286 and 386, v 2.11, is scheduled to ship the week of 3/13, but will be held up if there is a channel inventory issue for 2.1 product. This release will provide some relief for Excel in low memory situations and provides an 8514 driver for Win386. This will enable IBM to start ordering Win386 for the ACIS program.

c. Windows P&L: After a titanic struggle to crack the code of our accounting system, Lon, Rich and I managed to present a normative model of the Windows Retail profitability model. It certainly underscores the importance of the 386 business to the profitability of the retail franchise. It also underscores how profitable OEM is vs. retail.

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d. Celeste Boyer and Dan Bourgoin participated in the (many) USSMD Road Shows to drum up some business for retail. This did stall our plans to quickly get out info to the field on networking and 3270 compatibility. We will try to recover lost time here. Mike Maples has opened up some lines of communication (so to speak) with IBM Austin re: 3270 since it looks like we can't resolve IBM 3270 problems without their help.

e. Windows ISV activities: Most major Windows ISVs are suffering from product slips. Our apps group: Asymetrix; Software Ventures (Microphone) and Xerox are all further out than originally anticipated. Fortunately a steady stream of Windows apps is finding its way to market and creating news. Our apps group remains a key element of the Windows productivity software story and therefore Windows success.

2. Windows 3.0

a. Since the last report several outstanding issues have been resolved: Asymetrix; Ruby; Codeview for 3.0; Write and a tentative decision to proceed with pMode Windows286 (subject to further testing of the concept).

b. We made some modifications to the Windows 3.0 SDK plan to make it possible to implement 2.1 apps using the 3.0 SDK vs. the previous plan which made it 3.0-specific.

c. The overall project is pretty much on plan, although we are very tight. pMode Windows286 introduces some risk to the 286 plan and we need to dimensionalize that.

d. Test resources remain a key sensitivity. We made an offer for a test manager that was accepted which should help here, although we need to hire more testers fast.

e. I am still concerned about backward compatibility issues and we are going through a number of alternatives to mitigate the problem to the degree possible.

f. On 2/10 a letter went out to 900 ISVs and IHVs regarding the ISV pre-release program. The Plan is to deliver Windows 3.0 binaries and a debugger to allow existing applications to identify where their code generates a GP fault. The goal is to get ISVs to resolve GP faults and ship an update asap to the field for their app so that we have a maximum installed base of apps that work cleanly with 3.0 by the time we ship.

In April, Beta 3.0 SDK's will ship and enable ISVs to begin developing a version of their application that takes advantage of 3.0 features and target the 3.0 version for the 3.0 ship timeframe. IHV's would get DDK's in April as well.

B. DOS

1. We had good meetings with both MS-Japan (Tom Sato) and Phoenix (Jonathan Gordon) to move aggressively at the RomDOS market. We will develop and commercialize a version of DOS executing out of Rom that is based on 3.21, but enhanced for large disk support and with set and Win386 conflicts resolved (hopefully).

- Domestic US would not be active in marketing/adapting code for the embedded systems segment (vs. general purpose pc market). We would help promote Phoenix as a source for adaptations. Phoenix and MS-Japan would both compete for the embedded systems market.

- For general purpose PCs and Laptops, Phoenix will have to compete with MS-Japan and Domestic US OEM for our traditional customer base. We will do adaptations as required for our OEM customers.

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2. Bill Pope and I finalized the text for applications to display when running on non-MS or PC DOS systems that warns that warranties are voided. I will now coordinate domestic and international and get this implemented worldwide ASAP.

3. Mark Chesnut has been discussing the implementation and marketing issues re: the Retail Upgrade (RUP) with several key OEMs. We have some issues to work through, but essentially we can get code etc. from these OEMs but we need to figure out how to get them whole for lost upgrade revenues (however modest they may be today). We also met with ScottO and DavidV to start planning the Fall roll-out of this product. They are enthused and would make it the centerpiece of the Fall activities.

4. Louis will go ahead with 286 and 386 DOS extenders and I read today that Ashton-Tate is looking at them for its huge dBase IV as well. Per a meeting we had with marketing from Dave House's group, Intel looks like they will be highlighting DOS extenders since Intel is focusing on anything that supports 32-bit in their drive to have the world go 386. I complained loudly to them about this.

We are looking to define a very simple API so that DOS extenders can co-exist with Win386. According to David Reed, the DOS extender vendors are not committed to VCPI (Desqview co-existence API) and would embrace our APL. We have one month to resolve this. All this is potentially bad for OS/2 but we cannot derail the train so we are trying to make the least of it.

5. Win/DOS Merge: PhilBa and TomLe met with Feigenbaum and Thorsen from the Vickie Johnson team re: creating a team re: creating a seamless DOS/Windows. This was a requirement for the HPC discussions that are going on, but definitely helps make this a more current discussion.

C. Multimedia

1. We made great progress in getting the Boca Systems groups (OS/2 and DOS) up to speed and enthused about HPC, both hardware and software.

2. The key issue now is to resolve Hanrahan's sometimes emotional view of supporting Windows. PeterN is working through the OS/2 support for multimedia issue. Peter presents OS/2 sizing and strategic issues re: Plan of Record for OS/2 on 2/16 to Hanrahan. BillG meets with Canavino on 2/16 re: OPC.

3. We are trying to come to some consensus internally about the relative role of XA and OPC and timing of these platforms.

4. Suzanne has had good meetings with about 17 ISVs and they are generally supportive. The majority intend to submit formal proposals to participate in the IBM ISV program.

5. The multimedia tools group has made good progress on implementing the MPS engines and scripting environment. The current goal is to have 20 ISVs here in Redmond for a Windows and MPS developer's seminar in April.

D. Staffing (DOS/Win Business Unit Organization chart attached)

We are in reasonable shape on Windows staffing except Test, but have not made significant progress in filling the incremental DOS headcount approved. MMSYS test is also short. PhilBa is going to try to get this fixed up. The new test manager will have to scramble on recruiting.

Key hires last month include: John Enselein (Test Mgr-starts 3/1); Chris Harris (Snr. Tech Writer); Nigel Thompson and Scott Quinn (SDEs); Tim Gerken (Test).

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We have 2 offers out to Campus SDE candidates.

	2/13		Conf. Offers		Plan	FY89	FY 89
	Actual	Hires	Out	Total		Rev.	Rev.
s30 Group	3		0	0	3	3	3
s32 Dev.	37		1	0	38	35	40
s34 User Ed	8		0	0	8	8	10
s36 Test	9		1	0	10	11	16
S38 Mktg.	15		0	0	15	12	15
TOTAL	72		2	0	74	69	84

We agreed on 1/6/89 to add the following positions to the FY89 Plan: 1 DOS SDE; 2 DOS testers; 1 DOS builder; 2 user ed. In addition, we will be converting the BJ Bahk replacement into a 286pMode SDE.

s60 Prod	5	0	0	0	5	5	5
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E. Objectives

For Last Month

1. Resolve Ruby/Win286 3.0 concerns: done--still tracking 286pMode decision. Also resolved Asymmetric; Write
2. Get 3270/Net project fielded: not done
3. Finalize Lotus/DOS Extender Strategy; DOS Shell; Resolve DOS development priorities: done--still tracking extenders
4. Get DOS Retail Upgrade Business Plan/OEM issues resolved; complete technical assessment; progress
5. Finalize February 3.0 Plans/implement: done/underway
6. Get more in-depth on ramsys tools; closure on OEM h/w: not done
7. Complete Win Marketing transition; Get Chestnut on board: done

For This Month

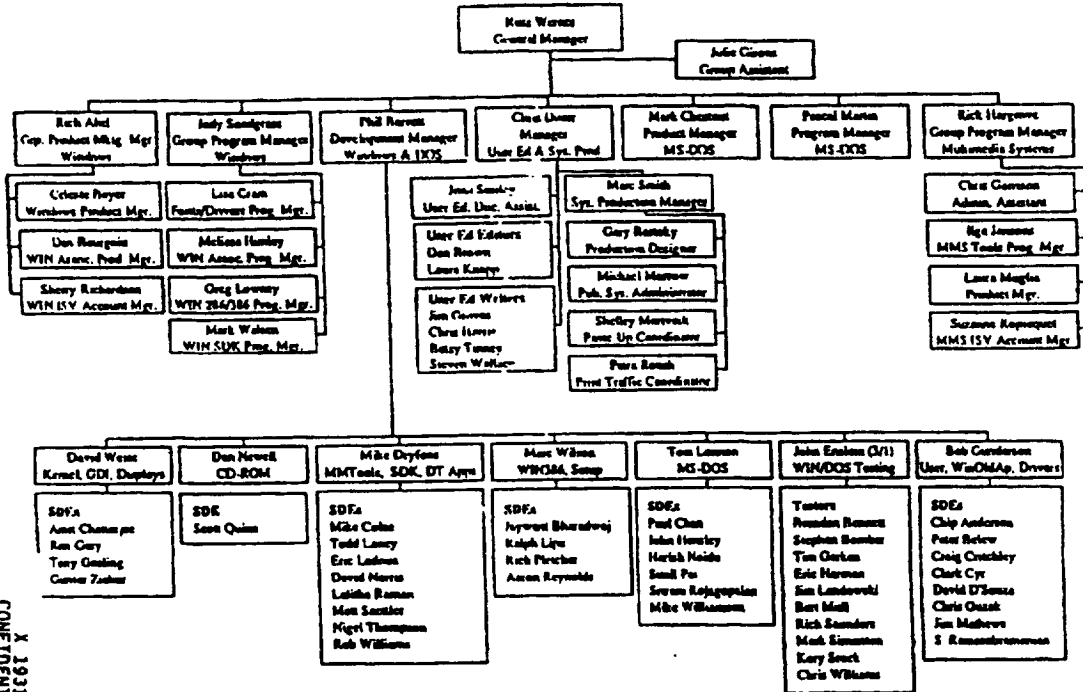
1. Final OEM participation for RUP/revenue sharing issues (Fall intro/ship)
2. Final development plan for RomDOS (July ship) and Phoenix mktg. arrangement
3. Resolve Windows 3.0 schedule issues
4. Action plan for non-MS or PC Dos warning screen for MS apps worldwide (asap)
5. Get Win 2.11 fielded (w.o. 3/13); 3.0 ready for code complete (3/31); finalize pre-release plans for April ISV program; field 3270/net program to field
6. Push to get IBM to closure on HPC and OEMing DSP
7. Get DOS Extender Api's for Win386 defined with Lotus and extender vendors
8. Ship final MSCDEX 2.1; Ship final XA driver to Sony

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DOS & Windows Business Unit Systems Division

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January Financial Data Windows Product Line

	Actual Units	Actual Revenue	Budget Units	Budget Revenue	Revenue as % of Budget
Windows/286					
IBM USSMD	873	\$28,830	0	\$0	NA
Domestic Retail (non-IBM)	8,417	\$484,996	8,616	\$456,347	106%
Total Domestic Retail	9,290	\$513,826	8,616	\$456,347	113%
International Retail	11,870	\$972,781	11,660	\$882,774	110%
Domestic OEM	136,603	\$634,708	104,894	\$969,339	65%
International OEM	27,355	\$98,830	63,304	\$968,920	NA
All Channels	165,218	\$2,220,146	188,474	\$3,277,380	68%
Fiscal Year to Date					
IBM USSMD	50,654	\$1,436,180	0	\$0	NA
Domestic Retail (non-IBM)	85,135	\$4,399,354	66,672	\$3,502,545	126%
Total Domestic Retail	135,789	\$5,835,534	66,672	\$3,502,545	167%
International Retail	78,273	\$6,134,636	84,080	\$6,131,819	100%
Domestic OEM	527,302	\$3,525,080	279,390	\$3,679,099	96%
International OEM	376,178	\$2,542,142	332,090	\$3,996,735	64%
All Channels	1,117,542	\$18,038,372	762,232	\$17,310,198	104%
Windows/386					
IBM USSMD	0	\$0	0	\$0	NA
Domestic Retail (non-IBM)	6,963	\$735,560	8,616	\$898,864	82%
Total Domestic Retail	6,963	\$735,560	8,616	\$898,864	82%
International Retail	2,524	\$354,789	3,399	\$502,282	71%
Domestic OEM	13,281	\$54,200	33,181	\$718,032	8%
International OEM	1,961	\$45,103	14,000	\$250,600	NA
All Channels	24,729	\$1,189,652	68,206	\$2,370,778	50%
Fiscal Year to Date					
IBM USSMD	26	\$1,363	0	\$0	NA
Domestic Retail (non-IBM)	30,982	\$3,225,728	66,672	\$6,898,551	47%
Total Domestic Retail	31,008	\$3,227,093	66,672	\$6,898,951	47%
International Retail	15,603	\$2,232,290	21,793	\$3,157,566	71%
Domestic OEM	31,427	\$410,050	130,841	\$2,967,433	14%
International OEM	37,795	\$747,098	55,500	\$866,200	86%
All Channels	115,833	\$6,616,531	274,806	\$13,890,150	48%
Windows SDK					
Domestic Retail	1,541	\$296,970	431	\$115,239	258%
International Retail	311	\$104,203	80	\$19,676	330%
Domestic OEM	0	\$0	0	\$0	NA
International OEM	0	\$0	0	\$0	NA
All Channels	1,852	\$401,173	511	\$134,915	297%

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January Financial Data Windows Product Line

	Actual Units	Actual Revenue	Budget Units	Budget Revenue	Revenue as % of Budget
SOX Fiscal Year to Date					
Domestic Retail	5,951	\$1,314,816	3,334	\$884,481	149%
International Retail	2,207	\$663,205	600	\$147,570	449%
Domestic OEM	13	\$3,700	0	\$0	NA
International OEM	0	\$0	0	\$0	NA
All Channels	8,171	\$1,981,821	3,934	\$1,032,051	192%

Windows Updates/Promo/Other

Domestic Retail	4,433	\$50,635	0	\$0	NA
International Retail	2,175	\$50,776	0	\$0	NA
Domestic OEM	-735	(\$11,737)	0	\$0	NA
International OEM	0	\$0	0	\$0	NA
All Channels	5,873	\$89,674	0	\$0	NA
Fiscal Year to Date					
Domestic Retail	52,772	\$866,861	15,000	\$515,700	168%
International Retail	14,426	\$529,233	0	\$0	NA
Domestic OEM	3,377	\$40,765	0	\$0	NA
International OEM	0	\$0	0	\$0	NA
All Channels	70,575	\$1,436,859	15,000	\$515,700	279%

January: Product Line

IBM USSMD	973	28,830	0	\$0	NA
Domestic Retail (non-IBM)	21,354	1,568,161	17,253	1,470,450	107%
Total Domestic Retail	22,327	1,596,991	17,253	1,470,450	109%
International Retail	16,880	1,482,549	15,136	1,404,732	106%
Domestic OEM	149,149	677,172	135,085	1,666,371	40%
International OEM	29,316	143,933	77,304	1,219,520	NA
All Channels	217,672	\$3,900,645	248,191	\$5,783,073	67%

Year to Date: Product Line

IBM USSMD	50,680	1,437,545	0	\$0	NA
Domestic Retail (non-IBM)	174,840	\$9,806,859	151,678	\$11,801,677	83%
Total Domestic Retail	225,520	\$11,244,404	151,678	\$11,801,677	95%
International Retail	110,508	\$9,559,464	106,473	\$9,436,855	101%
Domestic OEM	662,119	\$3,980,675	410,231	\$6,646,532	80%
International OEM	413,973	\$3,289,240	367,590	\$4,862,835	68%
All Channels	1,312,121	\$28,073,683	1,055,972	\$32,748,099	86%

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January Status Report
February 13, 1989

To: Russ Werner
From: Jody Snodgrass

General Status

January was a good month for us as we were able to make progress on most of our objectives. Mainly, we were able to resolve our shell strategy, whether to include Assymemx (though there is still some ideas being evaluated here from a marketing standpoint), the incorporation of Write, a resolution from the Apps tools group to deliver the necessary Help engine, and we are very close to resolving the implementation of our network support with the LanMan group.

IT'S GOING TO BE TIGHT MAKING BETA, BUT WE HAVE A CHANCE OF DOING IT IF EVERYONE PITCHES IN!!! We are going to be hosting "dinners and brunches" later this week for the rest of Feb and most of March to motivate people to help us make our April beta.

We are also close to finalizing our 2.11 release. A detailed 2.11 release plan is available and the software should be frozen this Friday with testing to occur for the next 10 days.

Our other main objective was to make progress on delivering the ISV release alpha. And though we have changed the objective of this somewhat, we should be ready to begin distributing this software next week so that our ISVs can begin cleaning up their existing apps to run under 3.0 when it comes out later this year.

Other objectives we have been able to accomplish this month included delivering the first draft of the Setup spec and meeting with the external contractor for implementation, evaluating the Susank user interface recommendations and developing a consensus among the Windows and PM groups and Tandy, completing the first three PSS/SE training sessions on windows 3.0, and working with the LanMan group and our external network vendors to finalize our network strategy for 3.0.

Unfortunately, we were not able to make much progress on the corporate workstation analysis project during January and I am concerned about making much progress on this during February as well given we need to finalize all of our user interfaces for all the aspects of 3.0. March is a more realistic time period for this to occur, but it is not helping us address current problems our corporate accounts are experiencing with windows 2.1.

In addition to the above, we were also able to participate in a number of corporate, GEM, and IHV meetings which enabled us to get feedback on our proposed strategies as well as implementation ideas.

Acquisitions Budget Summary

To date, we have most of the external work contracted out. We are still working on locating a source for the font, network, setup, and DDE work and it is yet to be determined whether we will need any printer work done.

Job	Cost	External Source
Shell	\$900,000	Cooper Software Development
Paint	\$30,000	Zsoft
Terminal/comm driver	30,000	FutureSoft
SDK	40,000	Elkon Systems (doc and Dialog Editor)
SDK	20,000	tbd (icopaint)
Printers	20,000	tbd if necessart
Fonts	55,000	tbd (Bitstream)
Macros	45,000	SoftBridge
DDE	tbd	tbd
Setup	tbd	tbd (Mike Orr)
Networks	tbd	tbd (Resource Machines)
remaining	\$140,000	

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We may need to use some of the remaining monies for 3.0 work on Paintbrush (extra work we requested after contract signing), and additional design work if we need more of Susan's time.

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My January Objectives

Finalize shell strategy for Windows 3.0	done
Review new user interface work with other MS groups and define direction for Susan	done
Work with PM group to finalize future shell strategy and present on 2/3	done
Finalize decision on Write and Assymetrix inclusion for 3.0	done
Evaluate usability testing for Feb/Mar - timing, what to test, how to test, etc.	underway
Review outstanding CUA issues and determine resolution	done
Manage program management team	ongoing

Group January Objectives

Develop ISV release plan with marketing	done
Developer 2.11 release plan with marketing	done
Make progress on corporate workstation analysis--net, memory, 3270 issues	not done
Finalize shell strategy	done
Begin 3.0 training sessions for PSS, SEs, Apps	underway
Make progress on Setup spec	done
Outline criteria for system/peripheral listings in Setup and on sheet	done
Develop DDK release plan with marketing	done
Finalize system font work	done
Finalize DDE strategy	underway
Resolve Help issues with Tools group	done
Review CUA outstanding issues	done
Finalize detailed milestones schedule for 3.0	done
Update 3.0 specs as needed	ongoing

My February Objectives

Finalize internal shell implementation
Resolve remaining open issues -
 pmode 286, app compatibility, networks, and DDE
Demo Win 3.0 to select external folks
Finalize user interface design work
Work with Coopers to continue Ruby development
Manage program management team

Group February Objectives

Ship ISV release on 2/23
Resolve all outstanding 3.0 issues
 pmode 286 schedule, 2.x/3.0 app compatibility, network support, and DDE
Deliver alpha product to user ed and testing -
 user interface work completed
Demo win 3.0 to select external people
prepare for IHV release in March
Finalize user interface design work with Susank
Make progress on corporate workstation analysis
Continue training PSS and SEs on 3.0 product

February Objective Report

To: Jody Snodgrass
From: Melissa Hunley
Date: February 8, 1989

General Status:

During January, I spent a lot of time on Setup. I am meeting regularly with the apps teams to talk about Setup: past, present and future. David Cole and I wrote a plan outlining Setup changes for Windows 2.11, and an Apps developer is implementing those changes. The Setup 3.0 specification is written, and development work will begin next week. DanBo, LisaCr, and I are working on the device compatibility lists for 3.0.

The Write plan is finished, and development work will begin on February 15.

It looks like we have decided on a Color Picker for Control Panel. The palette idea was technically impossible, given the current drawing algorithms. So, we are going with a square which shows saturation and hue, with luminosity separate.

I am meeting weekly with the testing and documentation teams, and have found these meetings to be quite productive. The testers have spent a lot of time on Paintbrush and Write. Documentation is under control.

Development builds 1.12 and 1.13 went out this month. I wrote a README file for 1.13. In future builds, we need more input from development on what's been done.

January Objectives:

- | | |
|--|----------------|
| - Work with Apps on short term Setup issues | Done |
| - Write Setup specification. | Done |
| - Write device compatibility document | In Process |
| - Work with Greg to develop 2.11 plan | Done |
| - Finalize Write plan | Done |
| - Manage design work on Control Panel with Susan Kare. | 25% Done |
| - Complete Solitaire while Wes Cherry is here. | Basically Done |
| - Get IcePaint contract with ZSoft signed. | Not Done |
| - Manage external developer build kits. | Ongoing |
| - Manage work on Desktop Apps. | Ongoing |

February Objectives:

- Refine Setup specification.
- Arrange for additional developer for Setup.
- Finalize Control Panel user interface.
- Work with DanBo on device compatibility document.
- Review Paintbrush.
- Work with PSS to monitor bulletin boards.
- Review documentation.
- Manage design work on Control Panel with Susan Kare.
- Manage external developer build kits.
- Manage work on Desktop Apps.

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February Objectives Report

February 3, 1989

To: Jody Snodgrass
From: Gregory C. Lowney

General Status:

WinNet is still 95% complete, but certain sections are still being revised and we are still waiting for confirmation from development sources. Successful meeting with Novell, and phone conversations with Research Machines. Negotiations continue with LanMan.

Have gotten Trace Center information and suggestions on Comm driver enhancements, but have not had time to review them with Development.

The 2.11 release plan is complete, including final disk layouts which have been approved by product marketing. Next step is to order labels and complete development and testing.

January Objectives:

- | | | |
|--|---------|------------|
| - Develop 2.11 Release Plan | 1/6/89 | done |
| - Meet with 4-5 major net vendors
(confusion due to changing priorities) | | ongoing |
| - Meet with 3-4 major corp accounts who have network issues
(reassigned to apps groups) | | reassigned |
| - Release updates specs | 1/30/89 | not done |
| - Develop plan for Trace Center requirements | | ongoing |
| - Review menu enhancements | | done |
| - Get input from net vendors on WinNet spec | | ongoing |
| - Release final WinNet spec | | not done |
| - Coordinate design and development of the Win386 Debugger | | ongoing |
| - Get commitments from Languages for our Link386 needs | ongoing | ongoing |
| - Get commitments from Languages for our Masm needs | | ongoing |
| - Continue meeting with OEM on OAK issues | | ongoing |
| - Work with Intl to design and develop Language library | ongoing | |
| - Work with Intl on localization package concept | | |
| - Get HP the Winoldap sources they have requested | | done |

February Objectives:

- Finalize WinNet spec
- Get commitments for WinNet schedules
- Begin WinNet development
- Begin Win386 net driver development
- Complete Comm driver respecification
- Finalize Trace Center work
- Release updated specs
- Complete meetings with net vendors
- Finalize Beta procedures
- Release 2.11 to internal beta
- Release 2.11

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January Status Report
February 5, 1989

To: Jody Snodgrass
From: Lisa Cram

General Status:

The Bauer agreement and schedule commitments have been progressing very slow. Most of this is due to the current negotiations with IBM to support this driver under PM. I will be following up with Adrian King to get a resolution in February. Otherwise, I will be looking into getting a commitment specifically for Windows support. They have made progress on the driver, and were able to demonstrate its PCL support in January. I am concerned about other printer support, and the utility which will be used to create the printer tables. They need to commit to the Windows schedule if we are to support them in 3.0.

I spent a lot of time this month finalizing the Spooler specification, especially in regards to the network interface. All of the Spooler coding work is complete, with exception to the network support. This work is on hold until the WINNET spec is implemented.

Negotiations with Bitstream are almost final for the 8514/a resolution screen fonts. The proportional system font work was completed and checked in for the ISV pre-release freeze.

The HPPCL 3.2 and PFM Editor beta was distributed to Ford Motor Co. and to a limited number of font and printer vendors. I am expecting to get feedback on the external font support this month. The driver will be final by the end of February for the Windows 2.11 release. The PSCRIPT driver should be ready to freeze the first week of February. This driver should also be completed by the end of the month for the Windows 2.11 release.

I have been working with Video 7 for the VGA driver work for the ISV and IHV release. I also completed the IHV Pre-Release plan.

The device initialization specification is almost completed. We received a lot of feedback and suggestions from Micrografix, which we have incorporated. With this plan in place, we will be able to make a positive impact on printing under Windows; applications will be able to easily setup the printer settings without changing the system defaults, and they will be able to store this information on a file by file basis.

I've worked out several ideas for the Printer device mode dialog box interfaces for the HPPCL, PSCRIPT, and Generic drivers and for the DDK style guide. I am planning on following up with our graphics designer to finalize these ideas in February.

It is very critical that I get the marketing criteria for the devices we need to support in the Windows Retail product. I will be following up with marketing to get preliminary ideas. I need to measure the amount of work to provide this support, so I can schedule the necessary resources. I need this information to finalize external resources!

In January, I had meetings with Video 7, GSS, Bauer, Aldus, Kofax, Micrografix, Bitstream, MS PSS, and MS applications marketing (font issues).

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January Objectives Status:

Finalize Objectives from December:

Bauer Agreement and schedule - on hold, PM group following up
Generic driver interface - in process
System fonts - COMPLETE
Spooler Interface - COMPLETE
Finalize Spooler interface spec - COMPLETE
Finalize milestones - COMPLETE
Follow up with Marketing on the device support criteria - IN PROCESS
Develop detailed DDK release plan - COMPLETE
Evaluate Generic Raster Driver from Bauer - COMPLETE
Spec and track Video 7 VGA driver work for ISV rel - IN PROCESS
Follow up with PSS and apps on drivers problems - COMPLETE
Distribute HPPCL 3.2 and PFM Editor Beta (added) - COMPLETED

February Objectives:

Finalize Device Initialization Specification
Finalize Printer Dialog Box Style Guide
Finalize HPPCL, PSCRIPT, and the Soft Font Installer Interface
Finalize the 3.2 HPPCL and PSCRIPT drivers for the Windows 2.11 release
Get Bauer's commitment to the Windows Generic driver schedule
Follow up with the PM group on the Bauer Agreement issues
Follow up with Marketing on the device support criteria
Track Video 7 VGA driver work for ISV and IHV releases
Negotiate FRALC.DRV (TTY) driver enhancements and distribution rights
Planned meetings with HP Boise, IBM, and Canon

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January Status Report
February 6, 1989
Mark Walsen

General Status

Although almost all of the objectives for January were met, I feel frustrated that I did not make much progress on RussW's request for me to research alternative programming environments. Perhaps it is unrealistic to engage in longer term SDK planning at this stage of the project cycle, but I'm concerned that the overall high priority of this planning may remain neglected because on a daily basis it has the illusion of having a low priority.

February is the month where schedule commitments obtained from Development, User Ed, Marketing, and Product Support Services will be proven or otherwise. Finding solutions for contractual problems with Eikon Systems and Zsoft may be major challenge this month.

January Objectives Status:

1. Obtain commitments for February ISV release from Windows Development, User Ed, and Marketing. - Commitments were obtained and documented in February ISV Pre-Release Plan.
2. Make all arrangements for the 10 Windows 3.0 training seminars. Obtain speaking commitments from Development and Marketing. - Arrangements made and first three seminars held.
3. Obtain formal consensus among MS Apps groups and selected ISVs, and present Windows 3.0 DDE strategy to upper management. - Consensus obtained, ready to be presented to BING, SteveC, and RussW.
4. Conduct research of alternative programming environments, per RussW's request. - Very little accomplished here.
5. Identify all unspecified APIs and send detailed requests to Development for completion of specifications. - All unspecified APIs as of date have been identified. JimOr and I are actively requesting Development for answer.
6. Obtain Eikon System's second milestone delivery, for 4 additional documentation topics. - Eikon schedule is at risk.

February Objectives:

1. Coordinate delivery of ISV pre-release with Development, User Ed, Marketing, and Product Release Services.
2. Formulate and implement alternative plan for Windows 3.0 training seminars, to more adequately meet PSS's need for detailed information.
3. Finalize plan for Windows 2.1/3.0 "bridge app" compatibility.
4. Obtain upper management approval for DDE plan. Determine resource to implement DDE API and protocol converter.
5. Formulate solution for schedule and quality problems with Eikon deliveries of advanced programming documentation and sample source code.
6. Identify improvements to be made to Learning Guide examples. Arrive at confidence that PSS will be able to do the implementation, or else negotiate contract with third party.
7. Identify Style Guide examples to be implemented, if any, and finalize plan for implementation.
8. Formulate solution for schedule problem with ZSoft's implementation of ICOPAINT.

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Windows and DOS Development
January Status Report
Phil Barrett

DOS

The retail upgrade package development is still on schedule.

DOS 4.1 is moving forward quickly. The System Editor is no longer a big issue however, the OnLine Help is becoming a major issue. IBM is also adding some object orientation to the shell in the form of action icons. Extended Attributes and On-line help (ds) have been added and IFS will remain undocumented. In addition, there is a move afoot to incorporate the Pinball FileSystem into 4.1.

Meetings were held with IBM to explore merging DOS and Windows products. The result was a better understanding of what is required. It appears to be about 18 MM of work.

Good progress on the ROMDOS front has been made. TomLe has written up a proposal and we have assigned developers. The current plan is to base ROMDOS on DOS 3.21 since MSKK has resources to bring to bear on it and they need 3.21 for their market. We will add large partition support.

Windows Rel 3.0

The ISV Release is currently being tested. It should be ready to go by 2/23, as scheduled. There have been several problems that testing has uncovered. I expect at least one more round of bugs/fixes.

In Win386, demand paging is working. There is still a lot of work to be done in the area of performance tuning, though. The main area of risk is VMDOApp. We have moved Jaywant onto it (as well as AaronR) but this puts the VDD at risk.

Compatibility issues continue to be the focus of windows core. Several approaches have been examined but none appear to be clear wins. We have identified several things that can be done to minimize the number of GP Faults. There is still the key issue of bridge applications. BobGu has come up with some good ideas for making it easy to construct bridge apps. Win 3.0 unique APIs are still outstanding, however.

Good progress on User, Kernel, GDI and drivers continues. Kernel features added include caching of file handles, custom profiles (.ini's) and exit api. Printing performance looks like it has been improved by 30% to 50%. In addition, the spooler resident requirements have dropped to 12Kb and the printer buffer size has been made 4 times larger (1024 bytes). We will be measuring the actual improvement in Feb. User is progressing well and looks like it is ahead of schedule! Specific items: edit controls were resegmented, desk top pattern/image done, save/restore desktop state was added, taskmanager hot key support was added and MDI support was nearly completed. International

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support in User spec'd and looks like it won't be much work. Good progress has been made in the display driver area with the 4 plane VGA/EGA driver completed. Herc driver for protect mode, the PM dithering scheme was added to all the drivers, 8514A driver in protect mode and > 64K fonts were added. TextOut was speeded up by 20% to 40%.

Interface/Tools

The DeskTop App work is nearly complete. The Shell was continue, see JodyS's status report for details. The 'Chip Shell' is pretty much functional and currently lacks drag/drop and the tree visual display.

Additions were made to RC to allow declaration of an app as a bridge-app and to support binding of both old and new style resources.

Recruiting & Personnel

We have made good progress in recruiting. Both the Test Manager and Builder positions have been filled. This also means that the Windows SDE position is filled by Mike Colee. Also, The following positions remain open:

- 2 MM Testers
- 1 Windows Tester
- 1 Builder
- 2 DOS Tester
- 2 DOS SDE

Headcount Plan:

<u>Group</u>	<u>Current</u>	<u>Offers Out</u>	<u>Accepts</u>	<u>FY89 Rev.</u>
Windows 286	19			19
Multimedia	4			4
Windows 386	5			5
DOS	6		1	5
CD-ROM	2			2
Test	9		1	16
<u>Group</u>	<u>1</u>			<u>1</u>
Total	46		2	56

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Microsoft Windows Product Marketing

Status Report - January, 1989

Contents

January Accomplishments
Key February Objectives and Activities
Marketing Activity
Product Planning
Attachment: Windows Product Line - January Financial Data

January Accomplishments

Settlement negotiated with Carlson Marketing on System Forum billing dispute.

Participated in Seattle, LA, and Boston Road Shows. (San Francisco was covered by Guy Armstrong.)

Participated in On-Line CompuServe Conference.

Completed budget revisions for FY 1989.

Completed Wind. vs product line sales analysis/plan.

Began distribution of prototype OS/2/1HV Guidebooks.

Finalized plans for Spring Windows Shopping Catalog.

Continued work on Windows Workstation program.

Continued notification and planning activities for Windows version 2.11 and version 3.0.

Key February Objectives and Activities

Establish working organization of new Windows marketing team: Rich Abel, Celeste Boyer, Dan Bourgojn, Sherry Richardson.

Establish revised schedules/priorities for Windows marketing programs and advertising for FY 1989.

Participate in Road Shows in New York, DC, Chicago, Philadelphia. Bob Rechul will cover Detroit and Dallas.

Preparation for and participation in Systems Seminar.

Release preliminary information on Windows version 3.0 to select ISVs, IHVs, Corporate accounts, and OEMs.

Continue planning and release activities for Windows version 2.11.

Continue activities on Windows Workstation program.

Continue planning activities for Windows version 3.0.

Marketing Activities

General:

- Progress on several Windows product marketing activities was impeded in January as CelesteB and DanBo spent a significant amount of time in preparing for and participating in the USSMD Road Shows. Road Show resource requirements will continue to be a resource drain through the first half of February. We were able to obtain field personnel to cover the Windows presentations in San Francisco, Dallas, and Detroit.
- RichAb starts as Windows Group Marketing Manager on 02/06/89.

Budget:

Examination and adjustments to the FY 1989 budget were completed by RichAB and RussW and approved by SteveB. Budget cuts have been made in advertising media to compensate for over expenditures in the first five months of the fiscal year on samples, the System Forum, and PR. In addition, the AST promotion was killed and the Windows Shopping Catalog was reconfigured to be self-funding.

Promos:

- As noted above, the AST promotion will not be implemented at this time. We'll reevaluate the potential for Q1 FY 1990.
- As part of the Microsoft In-Store Program (for the Winter Tri-mester Promotion), key Windows features/functions/benefits are listed on a product "pocket card." These cards are designed to be carried by Dealer sales personnel as an aid in selling the products. As added reinforcement, Dealer sales personnel can participate in a \$50K sweepstakes by taking the Telephone Quiz Call and answering a series of questions on Windows and other products. The Quiz questions reinforce the feature/function/benefits outlined on the Windows pocket card.

Winter Road Show:

Windows is making a very strong showing in the Winter Road Show. After packed houses in the single daily sessions at the Seattle Show, the decision was made to add an additional session for the remainder of the Road Show sites. Even with less than ideal time slots, attendance was excellent. Walk up demonstrations at the Windows PCs set up in the lobby areas have also been going relatively strong, especially on Corporate Day.

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The presentation portion of the Windows session focuses on the current momentum in the industry and product/market positioning. The hands-on exercise portion of the session walks participants through the basics of the environment, some of the desktop applications, DDE, and multitasking Windows and DOS applications.

Overall, Dealers indicate that the Windows session helps them understand how to better identify the Windows prospect and correctly market/sell the products. Corporate customers seem to leave the session with a greater level of confidence that Windows is a viable environment and a greater understanding of how the users in their organizations interact with and benefit from the product.

Key areas of issue/concern continue to be:

1. 3270 functionality the Windows environment - especially for "true blue" organizations.
2. Availability of Windows applications.
3. Using Windows with complex system configurations, often, but not always including a LAN.
4. Memory - misunderstanding of the entire range of the topic, concern about pricing and availability.
5. Understanding the availability and use of Windows device drivers.

Note that the Windows Workstation program should assist in addressing items 1,3, and 4 above. In addition, we are currently researching our device driver strategy and plan to implement changes with Windows version 3.0.

The Windows Workstation program:

Progress on this project have been delayed by lack of available resources at Corporate and in the field (for data collection activities). CelesteB will essentially be dedicated to this project and getting it back on track after the Chicago Road Show the first part of February. Several preliminary activities have moved forward.

- Programs management has met with several of the selected network vendors. Meetings and research, headed up by GregLo, will continue through the month of February to determine
 - exactly how Windows and Windows applications run (or don't run) within various network environments.
 - the size of the problem(s), i.e. - how many customers and level of customer effected.
 - what solutions are immediately available, and
 - each vendors willingness to work with MS on long term solutions.

In addition to gaining a technical understanding of how Windows works in these LAN environments, we also want to gain each vendors commitment to Windows from a marketing perspective. This is especially important with Novell as they view themselves as a Microsoft competitor and have reportedly been disparaging Windows to their customers. GregLo, CelesteB, and DerekW (OEM Account Manager) visited Novell on 01/27/89.

- Two of their executive vice presidents expressed to us and to their marketing, support, and development staff the importance of working closely with the Microsoft Windows

Microsoft Windows Product Marketing, Status Report - January, 1989

- 3 -

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group to resolve any technical and marketing issues head on. Although there was a frank awareness that Microsoft and Novell are competitors in some areas, the message was clear that they are committed to working closely with the Windows group to insure that our mutual prospects and customers are well cared for.

- We were reminded of Novell's "distance" from their end-users. All Novell products are sold and supported through their dealer channel. Novell has very little knowledge of how these dealers sell and configure Novell products with Windows. To their knowledge, no Novell or dealer personnel have indicated that Novell prospects/customers should not purchase Windows for use in their LAN environment. However, they agreed that currently there is no way for them to track how each dealer sells the product. We all agreed that having a better understanding at the corporate level of how our products interact will assist in educating our respective field personnel on the compatibility of Windows and Novell products.
 - Although not specifically tracked, the general impression from the Novell support staff is that very few of their customers have problems with Windows. They could not identify any specific bug or incompatibility (later, however, their development staff was able to identify some specifics). The Novell support personnel committed to changing their call database to allow them to specifically track Windows related problems. Although of somewhat limited value, due to the low number of user calls that actually reach Novell, this does provide a means of identifying and quantifying user concerns as they arise.
 - The support group also committed to exchanging "technical transfers" on Netware and Windows with Microsoft personnel, including assisting us in setting up and using a Novell network. If each company has a better technical understanding of the others product, we should be able to more readily identify and solve user concerns.
 - They committed to purchasing On-Line for their support and development personnel.
 - They committed to working with us on future software compatibility and development. For additional information on the technical exchange at this meeting, please contact GregLo for a copy of his trip report.
 - Six key accounts have now been selected for in-depth phone and on-site interviews/working sessions on problems they are experiencing with Windows in the LAN environment, 3270 in the Windows environment, or both. The accounts selected are Manufactures Hanover, Rockwell, Ford, Protor & Gemble, Boeing Computer Services, and US West.
- While participating in the Road Show, initial contact was made with several of these accounts and substantial background information obtained on others.
- Further information on the manifestations of the problems/solutions will be obtained by compiling case histories on an additional ten accounts. Email notification was sent to all SEs the end of December requesting account names by 01/08. As of 01/31/89, the following accounts have been submitted and placed on the list to be included in the case studies.

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Arthur Anderson - Mary Nader
Firemans Fund - Guy Anderson
Latham & Watkins - SE unknown
CIA - Sam Jadallah (CraigFi taking over soon)
EDS/Saturn - Bob Rechul
Dow Chemical - Bob Rechul
Southern California Gas - Dhiren Fonseca
AETna - Paul Houghton

We will continue to add to this list through 02/13/89.

Communications:

- The Windows Differentiation advertising campaign continued to run. RichAb will be working with Corporate Communications during the month of February to revise the advertising campaigns and media schedules.
- Copy for the Windows/286 and Windows/386 data sheets are under review and will be submitted to Corporate Communications by the middle of February for pre/production.
- All plans for the Spring Windows Shopping catalog were finally completed after a great deal of effort to include ISVs who had missed earlier deadlines and to make the publication self funding by the participating ISVs. This catalog is scheduled for availability the first week of June and features a new creative and improved design. A number of new ISVs, including Xerox and Corel, are included.

Corporate Account and OEM Activity:

- Participated in meetings with MCI, Rocketdyne, Excelan, and Hi? (conference calls). The Road Shows have also provided to numerous opportunities for casual discussions with key Corporate accounts such as Manufacturer's Hanover, AllState, etcetera.
- CelesteB participated in the domestic OEM Account Managers meeting. All Managers were asked to review their OEM agreements for notification requirements on product releases in preparation for the upcoming Windows version 2.11 release.

Product Planning

Windows version 2.11:

Activities for the release of Windows version 2.11 continued throughout the month of January. The key focus is to provide this maintenance release while minimizing the financial impact of moving from version 2.10 to 2.11. The release plan has been presented to the PRC and has received general approval. The final 2.11 release implementation plan will be distributed the week of 02/13/89.

Notes:

- An exact release schedule is needed to assist the various organizations in planning activities. However, the actual release date is closely tied to the depletion of current

Microsoft Windows Product Marketing, Status Report - January, 1989

- 8 -

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inventories. Updated information will be published as available. Currently, key milestones are scheduled as follows:

- Internal Beta 02/16/89
 - Release to Manufacturing 03/06/89
 - First build 03/13/89
- IBM will be placing a large order for Windows/286 version 2.10 the first part of March. This will significantly reduce inventories at Canyon Park.
 - Given the release notification, USSMD feels they can successfully manage down Distributor inventory levels.

Windows version 3.0:

- During January, several press leaks on Windows version 3.0 were written up in industry mags, including PC Week. We continue to emphasize the confidentiality of the topic. No information on the release should be provided to non-Microsoft personnel without prior approval by RussW or RichAb.
 - Planning and activities continued throughout the month for the Windows 3.0 Pre-Release to the ISVs, IHVs, OEMs, and Corporate Accounts. The goal of the Pre-Release is to:
 - Help ISVs/IHVs anticipate changes from Windows 2.1X to 3.0. The 6 month lead time before our scheduled release of 3.0 will enable most vendors to adequately plan for product upgrades that incorporate new Windows features, and to adapt their products to certain Windows changes that may "break" current 2.1 compatibility.
- Corporate Accounts that do in-house Windows development require early notification so that they can begin planning upgrades as well.
- Keep Corporate and OEM Accounts on the Microsoft Windows bandwagon by showing them that we are responding to their requests and concerns with the next generation of Windows and allowing them adequate time to meet their planning, purchasing, and implementation cycles.

Approximately 800 organizations will be receiving a letter indicating our interest in keeping them informed on upcoming releases and a special non-disclosure form. These organizations are required to complete and return the non-disclosure before receiving any information on Windows version 3.0 and being included in future 3.0 activities.

- Beginning 02/23, ISVs and Corporate Accounts developers (having met the criteria outlined in the letter mentioned above) will be getting preliminary information packettes and Windows 3.0 binaries and pMode debugger code. The focus is on cleaning up existing applications so that they will run with 3.0 - a complete listing of all of the 3.0 enhancements will not be provided.

MarkWa's Windows 3.0 ISV Pre-Release Plan provides detailed information on the various activities and the contents of the ISV packettes.

- Some presentations and very preliminary demonstrations to Corporate and OEM accounts have already taken place. Additional presentations/demonstrations will be scheduled throughout the month of March.

Miscellaneous:

- The decision was made not to bundle Asymetrics product with Windows 3.0. However, we will work closely with them on joint promotional activities. The feasibility of a bundle will be discussed again at a future date after the release of Windows 3.0.
- The decision was made not to include coupons or literature from font vendors in the Windows packages at this time. All efforts will be made to insure that all compatible font products are listed in the next edition of the Windows Shopping Catalog (the issue after Spring, 1988). This catalog is included in each copy of Windows.

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TO: Rich Abel, Marty Taucher, Russ Werner/Microsoft Corporation
FROM: Marianne Allison/The Waggener Group
Kathrya Hinsch/Microsoft Corporation
DATE: February 9, 1988
SUBJECT: DOS and Windows Monthly Summary: January, 1989

Windows January Summary/Activity Focus:

- Microsoft Windows focus in January was on ISVs. This month we worked with Corel to help maximize coverage of their Corel Draw program. We did a call-down to New York-based editors to encourage attendance at Corel's press conference at the Computer Graphics Show, and identified key editors and influentials for their review program. Editors seem to be very enthusiastic about Corel Draw and Corel has been very appreciative of the PR support.
- We've also been in contact with Xerox, Asymetrix, and Software Ventures to discuss what launch support they may need and get an early buy-in for a possible Windows roadshow. We had successful meetings with David Hindawi of Software Ventures and Xerox PR agency contacts in the Bay Area. Asymetrix launch date has slipped into June and we are currently coordinating with Win Word so the two will not fight for news. There is a possibility that Asymetrix and other applications may be used in "Windows family" demonstrations at Win Word press event. This is a decision the Word group will make.
- We continue to look for corporate story opportunities. We are leveraging efforts by the Excel team, since most "Windows offices" are built around Excel. We've seen interest in the press with the "Windows on Wall Street" stories; PC Week's is due in early February and Doug Barney is also interested. We have some potentially interesting applications in Arthur Andersen, who has an internally developed a CD-ROM package that uses a Windows front-end. Merrill Lynch is apparently in negotiation over some aspect of Darwin (built with SQL Windows) and has pulled back after agreeing to work with the press on this. We expect floodgates to open with the shipment of Windows Word.
- Coverage continues to be dominated by Windows applications. Word on Microsoft's Windows applications is getting out as well, with leaks from developers contributing to a round-up in Computerworld on upcoming applications, including Omega.
- We began the process for the Spring '89 Windows directory. Our goal is to mail in April to make this as comprehensive as possible. If ISVs don't return their survey, we'll just list company and product name. We continue to hear from editors that this directory is very valuable.

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- We met to determine key messages for Windows 3.0 and resolve what we would be saying about it at the Systems Seminar. The tool kit will be shipped to developers just after the seminar. We will brief some long-leads and influentials on 3.0 this month and/or early March.
- We worked with Russ on the Systems Software presentation and on his speech for a software and interfaces conference in Portland on February 8.
- Visits with Jeff Tarter and the PC World editorial staff were successful. Hints about 3.0 developments were extremely well received.

Windows Issues:

- We continue to walk on eggshells about certain 386 questions. We will have some improvements to address with 2.11.
- We hear from some ISVs that Microsoft seems to be promoting OS/2 and Windows simultaneously and this is seen as mutually exclusive to some. A backgrounder under preparation for the systems seminar could be adopted for ISVs to include in press kits; this could also include current market research and runrate numbers for Win.
- Now that editors accept that there is a large volume of Windows applications they are beginning to look at the quality of those applications. PC Week did a story saying, "where are the bread-and-butter applications (word processors, spreadsheets, databases)?" PC World echoed this. Perception is that drawing packages dominate. We will continue to hear this question and do not have a great answer currently. This will improve nearly on a week-by-week basis.
- Leak management. Once developers get tool kit for 3.0, we can expect chatter.

Windows February Focus:

- Systems Software Seminar.
- Develop support materials and begin briefings for long leads/influentials.
- ISV support.

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- Resolve announcement plans for 2.11 and begin implementation.
- Continue user story development; work with Excel team to leverage their effort.
- Continue work on ISV directory.

DOS December Summary/Activity Focus:

- Call-down to editors and analysts who have packaged product MS-DOS 4 yielded frustrating results due to holiday schedules. We did receive extensive feedback from Andy Seybold. We are using these calls to remind editors about key DOS messages: the shell, OEM support and stability of product. A status report will be completed by February 10.
- We met with Tom Lennon and Pascal Martin to be briefed on DOS extender technology.
- We talked with DOS product management at IBM to clarify what IBM is saying about PC-DOS 4.01. We are satisfied that the message is congruent with our own, i.e., IBM is stating a commitment to fix EMS support in PC-DOS 4.01 and will release this as an upgrade through customer service "ASAP."
- Lack of publicity (no OEMS shipping) and some press confusion are having an adverse effect on negotiations with some international OEMs. We are evaluating ways to respond to this and are considering PR tactics.
- We are beginning to receive calls from editors (Infoworld, PC Week) interested in writing about DOS user acceptance. Although BAK did not ship until November, the perception is that OEMs have had MS-DOS BAK forever and why aren't they shipping? Unfortunately, this has been interpreted to mean a lack of end-user demand for DOS 4 (January 30 PC Week story).

DOS Issues:

- There is a group of editors who are now saying that DOS 4 is fine, but does not represent a significant "leap" in functionality over DOS 3 (see PC Magazine). This is an issue we need to respond to.
- Because OEMs are still trying to sell systems with 3.3, they may be putting out confusing signals about 4.01. This was the case with Zenith; their PR group is following a policy of treating DOS 4 as an unannounced product and not commenting until about a month from anticipated ship date (April). This confuses editors (PC Week) who wonder if they are waffling on their commitment. We are in contact with Zenith to see if their message can be crafted so as not to preclude acceptance of 4.01.

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- Over the past few months, it has been surprising to see that some editors are vague about how DOS is distributed. It is easy to see why: they see bootlegged copies of MS-DOS packaged product for sale in the back of computer magazines, even on the shelf at Fry's. They fuzzily understand the difference between PC-DOS and MS-DOS. It is worth making it absolutely clear in upcoming press releases how Microsoft distributes DOS.
- We know Microsoft is evaluating DOS extender technology and need to be kept closely informed as to any progress or decisions on this. There are some major PR issues pursuant to any Microsoft action, or even position, on DOS extenders.

DOS February Focus:

- Monitor OEM activity.
- Work with IBM on DOS 4.01(2) announcement.
- Brainstorm PR options during OEM "quiet period."

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January Coverage Summary, DOS/Windows

DOS

PC Week -- January 9, 1989 -- Article -- Page 31

Industry Cautiously Eyes DOS-to-Unix Converter -- XDOS and its ability to convert DOS programs into Unix applications is under evaluation from Ashton-Tate and Microsoft. However, at this time both companies remain largely noncommittal.

PC Week -- January 9, 1989 -- Article -- Page 65

Drop in DOS Software Sales Stirs Mixed Responses -- There appears to be a steady decline in the growth of DOS-based application software sales last year. One Wall Street analyst predicts a 1989 recession in the DOS software marketplace while others predict a strong PC software marketplace.

PC Week -- January 16, -- Article -- Page 45 and 48

IBM Won't Support Named Pipes, Mailslot APIs Under DOS -- Internal dissension and confusion at IBM have left its OS/2 LAN Server unable to support the much-heralded Named Pipes and Mailslot application programming interfaces (APIs) on DOS workstations, although it will support them on OS/2.

PC Week -- January 30, 1989 -- Article -- Page 21 and 22

Lack of Demand Pushes DOS 4.0 to Back Burner -- Citing a lack of demand from users, hardware vendors are putting Microsoft DOS 4.0 on the bottom of their release lists.

Infoworld -- January 9, 1989 -- Article -- Page 30

Shift to OS/2 May Mean Rough Sailing for DOS Market Leaders -- The excitement and apparent market share for OS/2 is creating a great deal of skepticism for the continued success of DOS.

Infoworld -- Page 16, 1989 -- Article -- Cover and 81

DEC Sets Price/Performance Standard -- Digital Equipment Corp's committed using the newly introduced DEC Windows to unify the interface for its new MS-DOS, VMS, and Unix workstations.

Infoworld -- January 30, 1989 -- Editorial -- Page 15

Developers Struggle with DOS Choices -- Many of the major software developers are looking into the option of bank switching or DOS extenders.

PC Magazine -- January 17, 1989 -- Article -- Page 329

Taking a Realistic Look at DOS 4.0 -- DOS 4.0 certainly contains some improvements in usability and functionality, it offers nothing that warrants a major version number change, let alone the awestruck coverage it initially received in personal-computer trade magazines.

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Windows

PC Week -- January 9, 1989 -- Article -- Cover and 6

Developers Extending Windows Protocol for User over Networks - Developers are working to add network extensions to DDE and Windows protocol allows applications to be linked dynamically.

PC Week -- January 9, 1989 -- Article -- Page 27 and 31

Users Await Full Suite of Windows Programmers -- The popularity of Microsoft Windows is on the upswing but many are worried by the lack of software "staples" i.e., Word processing, database and communications packages.

PC Week -- January 23, 1989 -- Article -- Page 6

Microsoft To Back C++ Compiler for Windows, PM -- In an effort to spur development of key graphical environments, Microsoft Corporation plans to formally endorse the use of, but not sell, a C++ compiler for writing Windows and Presentation Manager applications.

PC Week -- January 30, 1989 -- Article -- Page 47

Microsoft Paints a Picture of Programming's Future -- Microsoft's endorsement of Glockenspiel's CommonView for Windows and Presentation Manager programming efforts.

Personal Computing -- January 1989 -- Editorial -- Page 57 - 62

Displaying Strength of Character -- The article challenges the importance of "fancy treatment" from the graphical user interface.

PC World -- January 1989 -- Special Issue -- Page 134 -152

Presenting the Future -- The article is generally positive highlighting Legend, CFO Advisor, Opus I and Q + E dBASE utility. It did contain a negative review of Windows/286. Challenging speed improvements over 2.03, and using NSTL benchmarks.

Windows Applications

PC Week -- January 9, 1989 -- Article -- Page 4

HI-Q Software Due - HI-Q International Inc. plans to ship this quarter a multitasking, asynchronous communications package for Microsoft Corporation's Windows environment. The product is called APE (A Programmable Emulator)

PC Week -- January 9, 1989 -- Article -- Page 77 and 80

DesignVision Praised for Its Flexibility -- DesignVision is a new Windows-based tool system--design from Optima Inc priced at \$7,500. DesignVision, the first CASE tool to run under Windows, is a drawing program that allows systems developers to diagram large complex applications systems using high-resolution color graphics.

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PC Week -- January 16, 1989 -- Article -- Page 4

Excel Promo Could Trim Price to \$200.00 -- Microsoft is offering dealers a rebate on Excel software in hopes of increasing sales.

PC Week -- January 16, -- Article -- Page 25 and 31

Windows Comm Market Heats Up -- Digital Communications Associates Inc.'s Crosstalk, Future Soft Engineering Inc.'s Dynacomm 3270 Synchronous Edition and HI-Q International's APE (A Programmable Emulator) are three examples of new or enhanced products that Windows users say could answer their longstanding communications needs.

PC Week -- January 23, 1989 -- Article -- Page 33 and 36

Mac Software that Mirrors Windows Wins Support -- Future Software Engineering Inc. began shipping a version of its DynaComm asynchronous communications package. The product is a communication software for the Mac that mirrors the interface of its Windows-based PC software.

PC Week -- January 30, 1989 -- Article -- Page 65 and 66

Programmers Cross Bridge to Batch-File Access -- Softbridge Microsystems Corporation releases Bridge/286 priced at \$149.00 and Bridge/386 for \$299.00. Bridge is a powerful Windows-based batch language that can be used to automate procedures and transfer data between applications.

PC Week -- January 30, 1989 -- Article -- Page 47

CASE Tool Eases Windows Programming -- Developers who have used a test version of CASE:W for Microsoft Corp.'s Windows applications, praise it as a effective tool to introduce their staffs to the intricacies of Windows programming.

PC Week (Desktop Publishing Supplement) -- January 30, 1989 -- Article -- Page S/3

Word Processors Take on Desktop Publishing Features -- A number of Desktop Publishing packages are charging into the Windows and Macintosh graphical user interface environments with two unnamed products for Windows: one a basic character-based application and the other a graphical program with multiple on-screen columns and dynamic links with other applications.

Computerworld -- January 9, 1989 -- Article -- Page 31

Ami Molds Graphics, Word Processing -- Samna Corporation's Ami a graphics-based word processing package which makes use of Microsoft Corp.'s Windows, enables user to perform graphics-oriented functions with a what-you-see-is-what-you-get type of environment.

Computerworld -- January 23, 1989 -- Article -- Page 12

Opening More Windows -- Microsoft to-date has not showed strong applications support for its Windows interface. However, things seem to be changing with Windows Word and the up-and-coming "Omega," a graphical database manager. There are plans for all other Microsoft applications to be ported to both Windows and Presentation Manager.

Computerworld -- January 23, 1989 -- Article -- Page 53

Meta Systems Ltd. -- Meta systems Ltd. has announced Quickspec \$3,500 a Microsoft Corp. PC/Windows computer aided software engineering (CASE) tool.

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Infoworld -- January 9, 1989 -- Article -- Page 16

Corel Will Release Windows-Based Drawing Program -- Corel Systems Corporation released Corel Draw a new Windows-based drawing program that provides a full set of text, drawing, and coloring tools.

Infoworld -- January 16, 1989 -- Article -- Page 31

Software Link's Updated PC-MOS Runs Under Microsoft Windows/286 -- Software Link Inc. began shipping a Microsoft Windows/286 compatible version of its PC-MOS multitasking operating system.

Infoworld -- January 16, 1989 -- Article -- Page 50

Product Comparison -- Microsoft Excel Version 2.1 -- Excel is attractive in appearance and is the most powerful spreadsheet available for MS-DOS systems. Another powerful feature is the macro function, which you can use to develop your own functions. Excel is an analytical powerhouse and easily deserves an excellent score for formulas/analysis.

Infoworld -- January 23, 1989 -- Article -- Page 19

New Designer Meets Competition -- Micrografx is readying themselves against the competitors such as Adobe Illustrator, and Arts & Letters with its release of Designer 2.0. Designer 2.0 for Windows and PM has enhanced color support, Bezier curves, and an auto-trace tool, and lets users create linear and radial gradient fills and can automatically produce four-color and spot separation.

Infoworld -- January 23, 1989 -- Article -- Page 39

Microsoft Gives Lotus Users Excel Rebate -- As part of a \$5 million Excel marketing program, Microsoft will provide rebates to current Lotus users who switch to Excel and to distributors and sellers who meet certain sales volumes.

Infoworld -- January 30, 1989 -- Article -- Page 11

Firm Working On Crosstalk for Windows -- Crosstalk Communications is developing a Microsoft Windows version of its telecommunications software as a step toward running under OS/2 PM.

PC Magazine -- January-17, 1989 -- Article -- Page 95 - 119

5th Annual Awards for Technical Excellence -- Micrografx was the winner with Designer for graphic software section. Microsoft Mouse won in the design category.

PC Magazine -- January 17, 1989 -- Article -- Page 127 -

The Best of 1988 -- Most important trends of 1989; Microsoft's OS/2 LAN Manager will take the ground that OS/2 Extended Edition was supposed to grab. The Legal front was occupied by Microsoft and Hewlett Packard with their battle over the look and feel between Windows and New Wave. Connectivity was controlled by the huge P.R. campaign for OS/2 LAN Manager. DDE from the Microsoft Windows environment was recognized as a sophisticated way to move data among programs. Additional products such as Excel, Bookshelf, OS/2 and DOS were also mentioned.

PC Magazine -- January 17, 1989 -- Article -- Page 138 and 139

The Best of 1988 -- Graphics Micrografx, Inc.'s Graph Plus and Aldus Corporation's PageMaker.

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Microsoft Memo

TO: Russ Werner
FROM: Mark Chestnut
SUBJECT: Status Report for January, 1989
DATE: 2/8/89
CC: Phil Barrett
Tom Lennon
Pascal Martin

The following is a summary of current projects. For a more detailed summary of schedules, etc. please see Pascal's status report.

RUP

A. OEM Issues

My primary focus since starting this position on 1/16 has been to gain the cooperation of key OEMs for the RUP. It seems clear that getting the cooperation of these OEMs is critical to the success of the product - without their cooperation we will be able to offer only a very generic product targeted primarily at users of no name clone machines, which considerably reduces our market potential.

To date I have had meetings with two of the top 5 OEMs - AT&T and NCR - and have also begun discussions with Compaq, Zenith, Tandy, and Unisys. As a result of these discussions, it is clear that each of these OEMs has different concerns about the RUP, and that a different approach will be required for each to gain their cooperation. The following summarizes what at this point I feel will be required to gain each OEM's cooperation:

<u>OEM</u>	<u>Requirements</u>	<u>Likelihood of Cooperating</u>
AT&T	1. Must include their code 2. Financial Compensation 3. AT&T to support end users 4. Assurance of support for AT&T machines in future releases	Better than 50%
Zenith	1. Financial Compensation 2. Must include their code	Better than 50%
NCR	No specific requirements; they see value in us upgrading their installed base	80%

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Unisys	No specific requirements; they see value in us upgrading their installed base	80%
Compaq	1. Must include their code 2. Financial Compensation (currently pays no royalty for DOS upgrades) 3. Must alleviate their religious objections to MS doing this	Less than 50%; we will have to be very creative
Tandy	Lengthy list - they are opposed to including the • Shell, don't see any benefits in cooperating, etc.	Close to zero

One of my main objectives for this next month will be to gain agreement from all of the above OEMs, with the exception of Tandy, to cooperate with us on the RUP. Of these, Compaq is the most important to the success of the product, and will also require the most effort. If all 5 of these OEMs can be brought into the fold, the confidence level that we can be successful with this product should increase dramatically.

B. Retail Issues

I have spent considerable time the past 3 weeks trying to sort out the retail issues for the RUP. At this point, it appears that we can probably get the RUP included in USSMD's fall trimester retail promotion/program, which would best insure that we initially achieve the distribution and channel awareness needed for this to be a successful retail product. It is also very clear that, if we are to leverage the fall trimester program, we must have a marketing plan completed in the next few weeks. Because of the lead times required by our ad agency and the trade pubs, it will be necessary to have a marketing plan approved by 3/1, which would then allow Corpcomm to set the wheels in motion so that we could insure that RUP ads would appear in time for the fall trimester.

Over the next two weeks I will be meeting with Software Etc. (B Dalton) and Egghead to get their input on positioning, promotion, packaging, etc. and I plan to have a marketing plan completed by 2/21.

C. Phoenix

Phoenix is interested in being a second channel for the RUP. They foresee selling this with their ROM BIOS upgrade product, and distributing it primarily through service companies (TRW would be their main customer). Phoenix in general is concerned about potential compatibility problems with the RUP and previous versions of their BIOS. Tomie and I will be talking to their development people about this next week, but we believe that this is not actually a problem. In any event, Phoenix appears to offer an additional channel for our product that could be very profitable for us, since it would be a royalty deal in which Phoenix would manufacture and support the product.

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D. International Issues

It seems clear that our European OEM guys are very unenthusiastic about the RUP (and the Far East guys even less so). We have not had good results in getting the info we need from our European Account Managers to complete our technical feasibility study for European OEMs. I have worked with Bob O'Rear to see if we can get a better message across to these guys as to the significance of the business opportunity and to answer some of their concerns/skepticism. I will be putting together a RUP presentation for Bob to give at the Country Managers' meeting in March.

It is currently my opinion that a major effort will be required to get the RUP off the ground in Europe, and that therefore my primary focus for now should be to make this program a success in the U.S., after which it should be easier to sell (and I will be able to focus more of my efforts on selling it) to the Europeans.

DOS In ROM

I talked with several OEMs who have expressed interest in ROM executable DOS projects. The following are OEMs who appear to have definite plans for ROM executable DOS products:

<u>OEM</u>	<u>Product</u>
Telxon (U.S.)	Handheld data collection
Poqet (U.S.)	Laptop PC
Atari (U.S.)	Pocket PC (OEM'd from DIP)
PSION (U.K.)	PC with Flash EPROM
DIP (U.K.)	Pocket PC
Kyocera (Japan)	IC Viewer
NEC (Japan)	Real Time DOS (to be supplied with V30 chip)
Kanematsu (Japan)	Chip on board for controllers, robotics, etc.
Acer (Taiwan)	X terminal and Home PC

It seems clear that, while some of these such as Acer may for now settle for ROM DOS executing from RAM, there is a market for ROM executable DOS now, and that we need to have a product very soon or we will lose ground to DRI. Of the above companies, most have expressed indifference as to which version of DOS we make ROM executable - many are concerned about size and so would prefer a down version, but most would take either DOS 4.0 or 3.21. From a marketing standpoint, it would be best if we could offer ROM executables for both 4.0 and 3.21 - this would cover the broadest spectrum of OEMs and would give us the strongest competitive answer to DRI in that we would have both a more functional product (4.0) and a much smaller product (3.21) than DRI for the ROM executable market.

Of the above, the most time critical is DIP. DIP has developed their own ROM DOS for their product, and they and Atari are announcing this at the end of this month. DIP has told us that they will switch to MS as soon as we have a ROM executable product for them. Telxon is also moving forward aggressively - they have actually licensed DOS 3.21 source code from us and are planning to develop their own ROM executable DOS. Tom and I talked to them this week and they will be coming to visit us soon - we are interested in finding out if it might be possible for us to leverage the work that they are planning to do. If so, perhaps we could focus our development efforts on 4.0 and leverage some combination of MSKK, Telxon, and/or other OEMs to get a 3.21 product developed in parallel.

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DRI Competitive Issues

We are getting strong competitive pressure from DRI in the Far East, particularly Taiwan, and we are still having problems with negative PR on DOS 4.0 in the U.S. and other parts of the world. To combat the Taiwan problem, I put together and distributed a "DOS 4.01 Competitive Overview". (This month I will make revisions and will work with Corpcomm to produce a final product that will be an effective sales aid for our OEM folks.) Rick Tsang took this with him to Taiwan for distribution to the MEC salespeople, and in addition MS International has committed to assigning a resource to Taiwan to help MEC sell DOS more effectively. This should help the Taiwan problem to some extent. On the larger PR issue, Waggener will be meeting with us this week to put together a 6-month plan for DOS 4.01 PR, the first phase of which will be to do some joint PR with IBM focused on their release of the EMS fix for DOS 4, plus whatever else is needed to gain maximum impact. This should help alleviate some of the problems we are having internationally with negative DOS 4 press.

DOS 4.1

I am still in the process of getting up to speed on DOS 4.1 and the larger IBM relationship issues. Tom, Pascal and I met with IBM last week to discuss the status of 4.1, and a large number of action items were generated on both sides. My impression is that, given the number and complexity of outstanding issues (IFS/Pinball support, EA's, OnLine doc, DOS in HiMem, etc.) that need to be resolved, this will not be a 9/89 release as IBM had planned (which should be good news for the RUP since we are targeting 9/89 and it is based on 4.01).

A follow up meeting in Boca is planned for this month. At that time I hope to address some of the broader marketing issues, such as agreeing on a plan for communicating to ISV's what we are doing in 4.1 and how it affects their apps, so that they can make necessary changes prior to the release and we won't repeat what happened with 4.0.

Support

We've had a large number of support calls from people who have trashed their select disk when installing DOS 4 packaged product. This is a common mistake made by people if they are careless in following the install program. I worked with Mark Rolsing and got his agreement to change the BOM so that the Select disk will be write protected beginning with the next build. In the meantime, PSS has a supply of Select disks and is sending free replacements to those who call in about this.

February Objectives

1. Get agreement on RUP cooperation from : Compaq, Zenith, AT&T, NCR, Unisys
2. Get input from key retail players on RUP: Egghead, Software Etc., BusinessLand
3. Finalize Marketing Plan for RUP
4. Finalize Plans for Productization of ROM DOS
5. Revise "DOS 4.01 Competitive Overview"
6. Finalize and begin implementation of 6-month PR plan for DOS 4.01

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Pascal Martin
Status Report
For December 1988

To: Russ Werner
From: Pascal Martin

Product Release/Ship dates

4.01 OEM BAK was released 12/22

Packaged Product 4.01 shipped last week of December. Shipments numbers for December
(November):

	5 1/4"	3 1/2"
<u>DOS 4.0</u>	301 / (8,886)	993 / (162)
<u>DOS 4.01</u>	1,038 / (N/A)	51 / (N/A)

DOS 4.0 Status

4.0 OEM development status: Development is over. We will be meeting with PSS in January to go over the list of outstanding DOS 4.0 bugs and define our strategy in this respect. We do not know of any "killer" bug at this point.

DOS in ROM: This project is now our #1 project in terms of priority. We will be working closely with MSKK on this product. MSKK will be able to sell this product for use in many machines such as hand held IC card viewers and embedded computers. MSKK will be here for a visit in January and we will define a process and a development plan with a target release of July 1989.

DOS Licensing progress: No progress on this front. The only significant OEM that has not licensed DOS 4.0 is AST. Dell is now shipping DOS 4.0.

PP DOS: The Packaged Product shipped during the last week of December as originally planned. This product is now 4.01 from the software to the box.

DOS 4.1 Development

4.1 contract: IBM incorporated our feedback in this document and I will now circulate it along with the DOS 4.1 draft contract proposal for russw's and tomle's review. While we are making good progress on the contract/process document, V. Johnson at IBM is not very successful in getting her DOS 4.1 business plan (aka "business case" in IBM jargon) approved. This approval is necessary for the contract to be signed. I am following up on this. I will insure that the necessary steps are taken so that our development team can get hold of DOS 4.1 source code even though the contract might not be ready in time for the first scheduled DOS 4.1 source code shipment, ie February 8th.

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Design Issues : All the issues are now on the table and most are getting resolved. The remaining potential hot buttons are the On Line Documentation, the Editor and some application incompatibilities due to IBM's proposed implementation of DOS in Himem. OS/2's position on these topics is undecided at this point and of course Boca's level of effort has decreased significantly as Christmas gets closer. We will have a review meeting with IBM in January.

Build issues : We now have a schedule in place for when we will be getting our first source drop on the new media (optical disk) and with the improved Makefiles on January 17th. We will be sending comments back in time for incorporation for the first DOS 4.1 source drop on February 8th.

Marketing activities

PR : As expected, the two PC Week articles on the PC DOS EMS problems were both favorable to Microsoft. They also gave IBM some breathing room to implement our "Buffers in EMS" changes in their code. IBM should release their version of our fixes in February or March of 1989.

Sales Managers Presentation : I gave a presentation to the Sales Managers on DOS 4.01, DR DOS and our competitive response and the RUP.

DOS upgrade in retail channels : I now have gathered data on the installed base of all of our OEMs. This will data will help us put a final touch to the testing plan and also get a better understanding of what the key OEMs are that we need to support. It now appears that we will need the OEMs full cooperation to pull this off. Compaq expressed some concerns about the project which including quality of support, brand name implications that we will need to address. We also now have a detailed engineering development plan and it looks good. Markche who has come on board as the DOS product manager will take care of all marketing aspects of the product.

New people : Markche is coming on board as DOS product manager. Welcome Mark ! I still am holding the DOS program manager position.

January Plans

DOS 4.0

- Define DOS 4 bug fix strategy with development and PSS
- Provide Markche with Novell/Banyan/MS Net compatibility info
- Follow up on licensing and shipment status

DOS in ROM

- Define common implementation plan with MSKICK
- Meet with Acer and help MS get their DOS in ROM business

Packaged Product

- Prepare PP OEM presentation
- Track PP Sales

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Hand over PP activities to Markche

DOS 4.1

Hold review meeting with IBM
Insure that DOS 4.1 build process works smoothly
Complete contract process document for final signature
Provide draft of the 4.1 specification to User Ed.
Insure that 4.1 development plan first draft is done

DOS retail upgrade product

Hand over marketing activities to Markche
Hold review meeting with development
Hold review meeting with russw

December Plans in review :

DOS 4.0

Ship 4.01 upgrade BAKs to OEMs Done
Monitor IBM implementation of EMS changes Done/Ship Feb 89

Packaged Product

Ship 4.01 Packaged Product Done
Monitor PP sales Done

DOS 4.1

Ensure all DOS IBM make files are modified On going
Follow up on DOS contract implementation Done
Produce final draft of process document Done
Reach a decision on CW based DOS Shell Done

DOS retail upgrade product

Publish a preliminary testing plan 90% complete
Review meeting presentation Not Done

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Multimedia Systems Group January 1989 Status Report

Rick Hargrove - Manager

Overview

IBM

After a major presentation of Bluegrass by Cannavino to mainstream IBM product planners, the importance of OPC's hardware definition and the inevitability of an important Windows/386 bundle finally sunk in. Marathon meetings were called to help IBM understand the implications of the OPC project on both the general computer market and IBM's current product strategy.

The highlights of the meetings were:

- 1) The Character-Works bundle agreement for the non-OPC Bluegrass machines has been decoupled from contract discussions about the OPC product so that it can be closed asap. IBM is to present a contract on 3/1 based on our original royalty agreement 4 months ago.
- 2) IBM is to get back to us by 3/1 with a specific price and date proposal for OEM access to the IBM DSP. At this time we will also attempt to finalize a business relationship for the "beta" machine. Our intention is to stick to the original agreement here also.
- 3) We will be meeting with IBM on 3/1 to define the content of an OPC statement BillG will make at the March CD-ROM conference. This will likely be a general profile description geared toward leading multimedia developers to Windows rather than CD-I or the Macintosh.
- 4) The OS/2 people will be evaluating the impact of Bluegrass support in PM. There are serious concerns about slowing down both PM and Windows 3.1 as a result of this interest, but because of the DLL emphasis ADI and MPS have been implemented through. IBM-OS/2 has found it acceptable so far to stay on the side lines.
- 5) A proposal will be made by IBM for MS to "own" the DSP OS and basic local programs, (modem, ADPCM decoder, music synthesizer, PCM record & playback), so that we can simply deliver them to OEMs as part of Windows. This will significantly simplify clone access to this technology but it is

dependant upon reaching an agreement with IBM on the fee for this software technology.

- 6) IBM is interested in setting up a marketing and channel meeting with MMSys and Works.

Audio

A major software design meeting was held with the IBM DSP people. In addition to finalizing the software architecture, implementation plan, and delivery schedule, it was decided that the best way to cut through bureaucratic software ownership issues and cross country development overhead was to send our DSP software designer (MarS) to Raleigh for 4 weeks to jointly develop a Win386 DSP driver/manager with the IBM software people. DavidN has made good progress on the core ADI implementation and is finishing up the ADI sequencer for the ISV release in March.

Multimedia Tools

Because of dependencies on the 3.0 alpha and a complete absence of the two allocated multimedia testers the MPS release has slid to early March. Developers are making a great effort to meet the deadline, and Ilgal is driving the completion of the extensive deliverable list. Progress has also been very good with documentation. Meetings were held with both Asymetrix and ICOM to identify opportunities to work together, and as soon as the March release is out the door, we will be getting back to them, (Epyx, Electronic Arts, and Meridian as well), about dividing up tool requirements and coordinating resources and schedules.

ISVs

OPC presentation visits continued this month with consistently positive responses from the ISVs we contacted. The emphasis of ISV recruitment is now shifting as planned from the first phase, (strong multimedia/consumer companies), to the second phase, (strong business/Windows oriented software houses). Visits will be limited in February as we wait for application proposals to come in and IBM to get the necessary approval to actually commit to ISVs their intentions of delivering the OPC machine as specified. This will give Suzanne a valuable opportunity to finalize an ISV support plan and complete the Development System Specification that will describe to ISVs our entire Windows based multimedia development picture and the important role MPS will play in that environment.

CD-ROM XA

With a very significant last push by DanN and LauraMu, the agreement with Meridian and Sony has been finalized

and beta XA drivers are now being shipped to Sony beta sites.

Staffing

We are still significantly understaffed in Program Management and MPS testing. Additionally, ISV communication, coordination, and support is likely going to also become a significant resource issue as we enter into formal development agreements with ISVs in March. We will be bringing on board Scott Quinn in February as an Extensions engineer for DanN. Scott worked in the former CD-ROM Division as an intern last summer.

February Objectives - Overview

- MPS release to ISVs finalized for delivery in March
- ISV contract and tool licensing agreement finalized
- Key home office ISVs identified and OPC presentation visits setup
- Engine Multimedia Development Environment Document completed
- At least one tester for MPS brought on board!
- Plans for MMSys' involvement at the CD-ROM Conference finalized (MPS introduction?)
- A contract with a home shell designer established and legal opportunities defined.

Multimedia Tools

The MPS tools team is still progressing well considering their shortage of manpower. Our SDE that was expected mid-January will not make it through immigration procedures until February. Testing will start the minute this SDE arrives (Nigel Thompson).

Although the project has slipped to nearly 3 weeks behind schedule because of the lack of Testers and the delayed SDE, a great many bug fixes and design issues were resolved by our engineers and Tech Lead. PhilBa has continued to explore alternative strategies to fill our open headcount reqs. Staffing remains our most significant problem for the third month in a row.

We will be finishing the first draft of the API documentation by mid-February.

Work completed on the tools during January includes:

- Integrated the sprite library and task scheduler
- Wrote methods to access effects library
- Defined MPS animation file format
- Implemented animation driver
- Integrated concurrency into MPS
- Completed API documentation for FX, sprite, and SPL

Multimedia Systems Group
January Status Report

- Implemented MacRecorder temporary solution

February/March Goals - Tools Group

MPS:

- Integrate synchronization
- Implement resource manager
- Write methods to access ADI
- Implement temporary text display mechanism
- Determine best means of initialization
- Finalize user interface of presentation system

Documentation, Testing, etc.:

- Write first draft of author documentation
- Test and debug MPS, FX, Sprite Lib., animation, etc.
- Write template scripts (and demo)
- Enlist and encourage CBT and Press to usability test
- Identify search strategy
- Determine best tactic for SGML, RTF file format issues
- Define API requirements for WinHelp/MPS integration

Product Marketing

CD-ROM Extensions

The CD-ROM Extensions V2.1 beta was released towards the end of January. DanN and LauraMu are handling the feedback well, they will start proactive calls towards the middle of February. The goal for final release is still as early in March as possible. They must be out of manufacturing before the CD-ROM Conference (March 28, 29, 30). However, the release date is subject to developments in XA.

We have had some interest from NEC Home Electronics in a Unix version: LauraMu will pursue the details at a later date. No significant progress has been made on the OS/2 version of the Extensions.

CD-ROM XA

The audio spec for XA was not completed during January. The technical details are being traded via fax among Sony, Philips and MS. Philips has responsibility for the master document and was to distribute the master with all updates by early January. This has yet to happen and Sony and MS aren't clear on the reasons for the delay: LauraMu will be following-up shortly. Philips told Sony they intended to have the audio spec published by the CD-ROM Conference. Sony has agreement from both Philips and MS to distribute an abridged form of the spec to their beta sites for the XA-1 board in mid-

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February (after we see draft).

Sony XA-1 Pre-production hardware: Meridian is writing the device driver and we expect to be able to release software by February 13th to Sony (subject to agreement of legal terms) with finalization of the agreements by the week of February 13th. DanN has worked very hard on XA issues, particularly in the last few weeks to finalize the spec. The goal is to give Sony XA-1 beta sites a copy of our 2.1 Extensions beta with adjustments for XA and have them do testing of the driver software, then have the Extensions revised for XA, get the bugs fixed and be able to announce 2.1 (which is an XA release) by the CD-ROM Conference. Achieving these goals also depends on Sony/Philips/MS agreement on the XA audio spec.

Market Research

LauraMu and a team from Apps met for a day with Tom Miller of Link. His information substantiated many of our market hypotheses. Details of the meeting has been summarized in a lengthy document by LauraMu.

LauraMu has spoken with Lynie Arden, who is an expert on Home Office, several times during January. Suzanne and Laura will have a conference call with her the week of 2/13 to (1) test our market hypotheses and question her on critical OPC market issues, and (2) to determine her usefulness in doing an app for OPC; teamed with technical people, she would provide the home office focus.

DVI

We had a productive meeting with the DVI folks: They are very interested in Windows as the graphical user interface for their hardware. There appears to be an opportunity to sell Windows to the DVI OEMs. We were to follow-up with a technical meeting late in February to determine how to integrate Windows with their hardware (two planes, with Windows in foreground and DVI in background?). Since then IBM called and wants to meet with MS and DVI, in the same room, and their priority is PM, not Windows. RickHa is pursuing this with the Bluegrass people to learn of their DVI involvement, if any, and the appropriate next step for MS (maybe a meeting just with PM folks and DVI and MS). We do not want to lose sight of the possible Windows opportunity with their OEMs, yet PM may be the better answer.

CD-ROM Conference

MS Press is deciding what they'll show at CD-ROM Conference. LauraMu has put them in touch with Sugiyama of Sony so they can develop software for the new XA-1 board and to demo software at Conference if they choose. Windows and MPS will not be demoed as

an XA platform. The bigger issue is what BillG will say on XA and how it will be positioned relative to OPC and the products which have been announced, such as DVI. RickHa is working this issue through with BillG and is talking to IBM about what, if anything, they could say at the Conference.

OEMs

We are on hold with all OEMs until IBM decides their OEM policy. We will get back to Tandy and Zenith, there has been no real feedback from them, thusfar.

February Objectives - Product Marketing

CD-ROM XA:

- Get audio spec as close to release as possible
- Mail Meridian driver and MS material to Sony by 2/13
- Get Meridian driver legalities signed off by 2/18
- Follow-up with Sony beta sites

CD-ROM Extensions:

- Get feedback on Beta
- Work with C-Charlie to make a proposal on how to handle networking licensing agreements

Market Data:

- With Suzanne resolve major market issues outstanding (via phone call/meeting with Lynie Arden, finish Dataquest report, hire another outside consultant if necessary).
- Get update from IBM of their market research

ISVs

In January we completed the first phase of our ISV round-up. This phase began in December and is now nearing completion. To date, this phase has been extremely successful, with only 2 out of 25 contacted ISVs declining, (unable), to submit application proposals. Many of these developers have been waiting for such a platform and have redirected their company's strategies to accommodate it.

In summary:

- 17 ISV candidates have or will have submitted proposals by 2/28/89
- 6 remain undecided
- 2 will not bid
- 10 remain to be visited.

We are now beginning the second phase of recruitment by presenting OPC to ISVs with existing business applications that can be enhanced by the OPC's multi-me-

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Page 3

dia features. These applications do not need to be as multimedia-intensive as the first phase apps to be appreciated by the busy home office user. We are looking for top PC producers and publishers (such as Lotus, Software Publishing, Aldus, Reed Telepublishing, etc.) who are willing to take advantage of some of the OPC features and Windows enhancements to make significant ease of use improvements and interface customization for the home markets. We have not planned to move forward on this until the IBM/Microsoft agreement is signed and executed, due to the competitive nature of this group of ISVs.

Our objective during the next 3 months is to sign up 20 - 35 multimedia applications that fall in the following six categories. After tools and hardware delivery schedules are known and more predictable we will do another ISV campaign with an objective to sign up 30 - 100 additional applications.

will not charge ISVs for tools or support during the alpha and beta stages of development.

- Set up dedicated bulletin board for ISVs and MS developers. This will be linked to Raid and will be the primary means of supporting ISVs for OPC-specific tools until PSS can be officially brought in. We will also need to set up Online accounts for all OPC ISVs so that they can have access to the standard Windows 3.0 support.

- Begin arranging April ISV conference.

- Work with IBM to decide on the final round of "target" applications. This decision has been delayed until February 28.

Categories	Goal (# of apps)	Actual (proposed to date)
1. Home Business Productivity	12	3
2. Creativity Tools	3	3
3. Adult Enrichment/Education	5	3
4. General Information/Reference	5	2
5. Education (K-12)	5	4
6. Entertainment	5	6

In early February, RickHa and Suzanne will complete the OPC Vision Statement. This is an important document that outlines the philosophy and assumptions that underlie our department strategy. This document will be distributed internally in early February.

February Objectives

- Write and compile the Multimedia Tools Strategy Document and Implementation Plan. This document will outline our vision of multimedia tools, describe our current implementation plans and our strategy for ISV involvement in tools development.
- Identify the appropriate 10 ISV candidates to complete phase 2 of our ISV campaign. We will focus on home business developers, but will also continue to work with several key publishers.
- Finish the ISV Agreement that outlines what MS will provide in terms of tools, support, and training. MS

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DOS/Windows User Education & Systems Production
January Accomplishments/February Goals
Chris Doerr

Windows 3.0 Project

We held documentation reviews of both sets of Win 3.0 books during this month. Feedback was positive, and many good issues were discussed. Specific progress on each doc set since then is described below:

SDK Books: The ISV Release Notes were completed on time for tech review. Most of the work done is applicable to the final Win 3.0 release. Two areas of concern: the contract with Kevin Welch (Advanced Techniques book) and the CVW documentation effort. Chris Harris joined the team on Feb 6.

User Books: We have been seriously delayed this month by a number of unresolved product design issues. The Ruby decision was welcome, but descriptions and prototypes are just becoming available for the alternate Shell components. Areas of key concern are: Control Panel, Setup, Networks, Task Manager, Program Starter, File Manager. Feature changes continue (e.g., SciCalc and Soft Font Installer)—mostly they improve the product but they each one causes rework of completed material, and thus additional schedule slippage. The bottom line is that the scheduled Beta date of April 14 is unmakeable from our side. Another contract writer, Dave Edelman, has joined the effort and will be working on Write and the Macros chapter. Our best estimate, assuming that Alpha software is delivered March 15 and all code is complete March 31, is that the Users Guide will be two weeks late.

The good news is that we're up and running with Ventura. The ISV Release Notes were produced with it and all written chapters from the Users Guide have been formatted and printed. Joan is providing the writers with a lot of support on both SLM and VP.

DOS 4.1 Project

No activity

HPC

I'm working on the multimedia tools documentation whenever I can. I've completed the API description for the Effects Library and the Sprite Library, and am currently working on the language API. Mark McCulley has a good draft of the ADI documentation completed, and is working on the DSP API description.

Systems Production

Two major projects are being worked on: FORTRAN (1700 pp) and OS/2 Toolkit (2700 pp). Marc's group is also involved in design work and COGS research for DOS/Win, Languages, and Networks.

Recruiting

We interviewed four candidates for my job (one possible).

	Actual 2/10/89	Confirmed Hires	Offers Out	FY89 Revised Plan
User Education	8	0	0	10
Production	5	0	0	5

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Progress on January Goals

- User books: Complete lessons 2 and 3 of Getting Started. Complete Accessories, Control Panel, Macros, and Paintbrush. Edit all existing material. All but Macros completed. Control Panel has many holes.
- SDK books: Complete ISV Release Notes for tech review. Done (Betsy, Jim, Laura). Complete 12 chapters of Tools book. None completed (Release Notes took much more of Betsy's time than she had anticipated. Complete first draft of API descriptions, file formats, and overview of DIBs. Done (Jim).
- DDK: Reformal and print font kit notes. In process Feb 10. Incorporate Win/386 into and separate 286 and 386 device driver information. In process. Start gathering printer escape information. Done.
- ADI documentation: Complete first draft. Done. Work is underway on the DSP documentation.
- Multimedia tools: Complete outline and first draft of the most essential parts of the script language documentation. Outline completed. Began work on API descriptions.
- Production: Global production procedures. In process. Windows page design. In process. Develop relationships with other groups. Done. Formalize scheduling. Done. Get wire-o binding approved by Packaging Committee. Done.

February Goals

- SDK books: Complete ISV Release Notes. Resolve CVW issue. Complete drafts of 5 chapters of Tools. Complete drafts of functions, messages, and data structures; special windows and RIP functions, and RC script chapter. Begin work on Quick Reference Guide.
- User books: Complete first draft of Getting Started. Complete second draft of Terminal, Printing, and Accessories. Complete first draft of Basic Skills, Using Windows Applications. Write. Complete outline for Macros.
- DDK: Complete font kit notes. Prepare IHV Release Notes for tech review. Complete work on printer escapes.
- ADI/DSP documentation: Complete DSP first draft and distribute both ADI and DSP documentation for tech review. Incorporate tech comments and prepare masters for the release on March 3.
- Multimedia tools: Complete API descriptions and first draft (sketchy) of Author's Guide to MPS.
- Recruiting: Hire my replacement. Find a contract writer to write the Windows 3.0 Help text. Fill one of the two remaining open positions.
- Production: Complete OS/2 Toolkit. Complete development of procedures. Continue research for 600 dpi printer. Present COGS research to UE managers.

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To: Chris Doerr
From: Betsy Tinney
About: January Status Report
Date: February 7, 1989

- January Progress:
- With rest of SDK doc team and designer, completed preliminary page design for SDK reference manual. Converted existing WORD-format drafts to use new Ventura style sheets.
 - Revised SDK doc plan and doc specs to reflect new structure of doc set.
 - Prepared and gave presentation of SDK doc plan.
 - Completed first draft of "What's New" and submitted it to language edit; incorporated edits and other comments to produce review draft.
 - Prepared ISV release notes and distributed for tech review and production edit.
 - Attended first three sessions of Windows PSS training seminars.
 - Kept abreast of changes to SDK and Windows software for the ISV release and the final 3.0 release.

- February Goals:
- Incorporate comments on ISV release notes and prepare masters for release to ISVs.
 - Resolve open issues surrounding CVW documentation (how much info should we provide, who will write it, and where should it go in the doc set).
 - Incorporate updates and corrections in the rest of the SDK doc set.
 - Complete drafts of the following and submit them to edit and informal review:
 - Programming Tool/PROFILER chapter
 - Programming Tools/SHAKER chapter
 - Programming Tools/SWAP chapter
 - Programming Tools/ICOPAINT chapter
 - Programming Tools/FONTEEDIT chapter
 - Pack, move to Building 3, and unpack.

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Progress Report for
Jim Groves
February 7, 1989

Accomplishments in January include:

- Wrote overview of device-independent bitmaps for ISV release; portions will be usable in the *Programmer's Reference*.
- Wrote overview of palette manager functions for ISV release; entirety will be usable in the *Programmer's Reference*.
- Documented new file formats (icon, cursor, DIB, resource, and .EXE header) for ISV release; will be usable in revised form in *Programmer's Reference*.
- Wrote summary of other new functions and messages for ISV release.
- Wrote user documentation on running the palette manager demonstration program for the ISV release.

Plans for this month include:

- Finish text-functions overview.
- Finish first-draft documentation of new functions, messages, and data structures.
- Revise RC script chapter in current *Programming Tools* manual for inclusion in *Programmer's Reference*.
- Prepare overviews for special windows and RIP functions.

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To: Chris Doerr
Fr: Laura Knapp
Re: January Month-End Report
Date: February 6, 1989

January Goals and Accomplishments

Attend C programming class on Monday and Wednesday evenings.

Completed, in spite of an instructor who had an overwhelming accent.

Edit SDK documents for ISV release.

In addition to editing documents for the release, an interim style sheet design and tag implementation were completed for the February ISV release.

Orient contract editor/indexer.

Appropriate research materials were gathered to bring Sharon up to speed on the project. Sharon spent her first week checking the *Programmer's Reference* conversion and reading about U.C. product.

Complete and distribute departmental procedures.

Completed and distributed January 25.

February Goals

ISV release

Establish and distribute master project schedule.

Work with Marcsm on production's scheduling needs.

Begin work on Kevin Welch's material.

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Steven Wallace
Monthly Progress Report
January 1989

I completed most of my January objectives; those I didn't complete were dependent on other factors out of my control. Chapters 1, 2, and 3 of the Guided Tour were finished on schedule, that being revised slightly to accommodate work on the design of Setup for Windows 3.0 with Melissa. After reviewing chapters 1 and 2, Jody suggested we add a fourth tutorial on customizing Windows, so I moved some exercises into the new chapter and outlined the other lessons. This writing should only take a few days and not seriously affect the current schedule. The only possible holdup in the Getting Started book lies with the section on Setup, which may be removed.

I worked with Melissa the last couple of weeks in January to develop a plan and detailed specification for the new Setup program. Melissa did the technical spec and I helped her with designing the interface and text. A preliminary meeting with Phil and Jody gave us an indication that our plan to make Setup a Windows application would probably fly, so we continued to work out the details. After we felt comfortable with our rough draft, we arranged for a formal meeting with program development to get them to sign-off on the plan. They seemed to buy off on the plan as a whole, but were uncomfortable with some parts of it as stands. All in all, I'd say Setup is coming together very well with relatively minor problems. These problems are what Melissa and I have to define better in the next few weeks.

Danna Miller sent round her new Help model/proposal for review. It came at a busy time for me, but Dan and I both took an afternoon to write up our concerns and send a formal letter to Danna. I don't know if what we have to say will make any difference in the future design of Help, but I feel better now that I have voiced my objections.

The one area that didn't progress very well in January was Getting Started design. Gary is back-logged with other work, and since I have already had a lot of his time, he needed to do some other work (e.g. the User's Guide) before continuing our work. I am not blaming Gary—I know he has plenty to do—but I am concerned that the design work is not keeping up with our schedule.

February Objectives

- Complete writing of Chapter 2 in Brief Tour of Windows
- Complete rest of Getting Started book (probably just intro pages)
- If software is delivered this month, start revisions of Brief Tour chapters
- Work with Melissa to complete design of Setup program
- Work with Gary to complete the design of Getting Started

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To: Chris Doerr

From: Joan Kirsch

RE: January Accomplishments, February Goals

Date: February 6, 1989

JANUARY ACCOMPLISHMENTS:

Wrote and distributed "How to Create a New Chapter" and SLM procedures for the department.

Spent some time with each writer to be sure they understand the concept of SLM.

Re-converted all SDK files and cleaned up tables

Learned tables.

Got the ISV Technical Review release out!

Converted half of the MS-DOS 4.0 manuals.

Re-numbered entire SDK.

Did proof of SDK Learning Guide.

FEBRUARY GOALS:

Finish MS-DOS 4.0 conversion

Incorporate changes to SDK, continue clean up.

Get ISV Release out.

Work with new writers to get Ventura and SLM loaded onto their systems and help them learn the tags and how our systems work.

Learn "cross-referencing" in VP Prof. Extension.

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Memorandum

To: Chris Doerr
From: Dan Brown *Dan*
RE: Status Report
Date: 1/6/89

This outlines the status of my work from 1/10/89 to the present:

January Goals/Results:

Goal: Continue to edit first-draft material for *Windows User's Guide* and *Getting Started*.
Result: Second and third sections of *Guided Tour* edited. "Accessories" and "Control Panel" chapters of *Windows User's Guide* edited. Partial draft of "The Basics" edited. "Paintbrush" chapter being edited.

Goal: Work with Gary Bastoky to produce page design for *Getting Started* and *Windows User's Guide*.

Result: Basic page design for *Getting Started* completed (Gary is checking with Marc Smith to see how to get it implemented). Reviewed basic design issues for *Windows User's Guide* with Gary; gave him sample material to work with. He is working on a mock-up to show us this week.

Goal: Continue to monitor style for end-user books.

Result: I continue to refine the end-user style and publish periodic style updates.

Goal: Continue to set agenda for and facilitate weekly meetings of end-user group

Result: We continue to meet every week.

Goal: Continue to steer the development of the outlines for *Getting Started* and *Windows User's Guide* and respond to software changes.

Result: We have reasonably final outlines for both books, barring unexpected changes in the software. I will be designating chapter numbers this week.

February Goals:

Edit first-draft material as it becomes available, to include remainder of *Getting Started* and the Paintbrush, Basic Skills, and Write chapters of *Windows User's Guide*.

Work with production to develop basic page design for *Windows User's Guide* and remaining elements of *Getting Started* design.

Continue to facilitate weekly meetings of user documentation group and to address editorial issues raised there and in the editing.

Continue to monitor and refine style for user documentation.

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File : c:\vsmail\mailbox.fid
Message : .

From: Bertou Mon Feb 6 17:43:24 1999
To: c-bertou
Subject: Status Report Jan/Feb
Date: Mon Feb 06 16:32:03 1999

JANUARY ACCOMPLISHMENTS

- Continued refinement of outline.
- Revised doc plan
- Prepared presentation for management
- Wrote Terminal; incorporated technical comments and edits
- Wrote Control Panel; incorporated edits
- Reviewed graphics with Gary; Boss's work
- General administrative/design tasks

FEBRUARY GOALS

- Get Terminal back from FutureSoft and incorporate technical comments and editor's additional comments
- Get Control Panel back from Hellaso and incorporate technical comments
- Research memory issues
- Finish chapter on Using Windows Apps
- Review page design
- help new writer

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To: Chris Doerr
From: Mark McCulley
Date: February 7, 1989
Subject: Status Report

ADI Document

Currently, I'm incorporating changes from Laura's edit. That should take about three more days and then the document will be ready for technical review.

DSP Document

I've completed a first pass of the function directory with no overview material. This stuff will be changing a lot while Matt is working in Raleigh. I guess we just freeze what we have now for ISV release. I really need the IBM hardware spec to do the overview. Sent Rickha email about this, but haven't got a response yet.

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**JANUARY STATUS REPORT AND FEBRUARY GOALS
PEGGY ETCHEVERS**

January Major Activities:

Reviewed both Aldus documents with CraigC and, then, with Mike DeLaurentis at Aldus. Incorporated all their comments and prepared the documents and electronic files for a word processor to come in February and input it all.

Edited Lisa/Craig's PFM Editor and PCM File Format specs, input them into electronic files, had them reviewed by Lisa and Craig, and then cleaned them up for Lisa to distribute to some customers.

Enlisted all my project files on SLM.

Attended two Win3.0 training seminars.

Started working on Windows/386 specs, comparing old vs. new, editing them, discussing them with Ralph Lipe and Marc Wilson, and deciding on how to reorganize the document. Ralph Lipe has rewritten and reorganized most of Marc's earlier specs. He will incorporate my initial edits as he finishes putting in all the information we need. After that, he will turn over the document to User Ed for enlisting under our SLM. Also received more service descriptions from Aaron. Ralph says there should be a total of about 300. We will need to decide on how to incorporate them into the document after the Alpha IHV release. They will go out in their current unedited state for the Alpha release.

Incorporated reviewers comments and reorganized Front Matter, Preface, Terms and Acronyms, Ch. 1-Intro, and Ch.3-Win/286 Device Drivers (formerly Foundation Info for both 286 and 386). Distributed copies for review to key people from whom I needed answers to specific questions.

Did an initial brief review and edit of Peter Colew's new Keyboard Driver documentation. Will need to discuss it with him and decide on how best to reorganize it.

February Goals:

Work with the temporary word processor to convert and update the two Aldus documents.

Reorganize and clean up the Keyboard Driver document. This must go out with the Alpha release.

Clean up the Win386 document I got from Ralph Lipe.

Edit the Printer Escapes and device initialization documents and work with CraigC and LisaCr on making them presentable for Alpha.

Attend two Win3.0 training seminars on Device Drivers.

Distribute technical review copies (of whatever is ready) by February 17th.

Go to Florida for a week! Then, come back and hit the ground running! (This is a list of goals and not necessarily reality!)

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JAN Goals

- 1 Ramp up on Windows Write, Mac Excel, and if possible PC Excel.
Learned (pretty much) Mac Excel...sm doing the schedule on it. Only one preliminary class in Write
2. Formalize schedule and distribution list YES
- 3 Re. Production Process Definition: Present UE Mgrs with production's landmarks for Research/Print support, Design, Conceptual Art, Production to use as a starting place in developing global production procedures Yes. Working specifically with DGSWIN and NETWORKS to develop production procedures relevant to them Providing input to stewk on production tasks/procedures for his Languages Product Development Process proposal. OS/2 in place.
4. Ongoing typesetting efficiency evaluation...ie: what will really happen with FORTRAN.
FORTRAN into typesetting 2/7almost as scheduled (snow and software permitting) with the COMP group being very accomodating. See Feb. goals re: further output issues
5. Finalize the Production Group's individual goals. One more to finalize
6. Get list of morale activities, career development plans and production accomplishment landmarks to Chris No. See Feb goals
7. COGS Summary: Present to UE Mgrs on Jan. 10 meeting. No. See Feb goals
- 8 Get 7 3/8 x 9" wireo (LUE C6.0 Reference) approved by the Packaging Committee
Tentative YES. Final page trim will be 6 3/4 x 9 as low end packaging requires the total size not to exceed 7 3/8 x 9. We have book mockups to show the packaging committee to get the final ok.
- 9 Re. Developing good working relationships within and without Syst. UE groups:
 1. Meet with Janie Gull to discuss SysProd/Purchasing relationship and LUE's cogs needs. never met. Instead had various meetings with pamra, gordonjo, danb, jeffs to discuss issues. Feel very good about Systems Prod and petra's current relationships with Purch, Mig, Donnelley and other local presses
 2. meet with Mary Lou Morris re: COGS matrix
No need. Cleared with judycr and other production managers. It will be used by marketing to help in preliminary estimates (maybe). Jeffs (purchasing) has a much more extensive matrix which UE will use. It uses most current numbers, to be revised every 6 months or as necessary. The matrix will allow partial to one at most two day turnaround on getting COGS This is a new service and procedure that is possible because of the Purchasing position added in January (jeffs)
 3. meet with Sandra Jacobsen about attending a project leads meeting for FORTRAN, C6.0, QuickPASCAL, QuickMASM, and MASM 6.0.
Met with Sandra. She will begin receiving Production's schedule. Meeting with stewk, danb, stewc, dianar, purch, to discuss how to facilitate information sharing sooner, and what UE can expect fro Purch and Mig. Because of the new awareness of PiF and BOM purposes and procedures, I don't see needing to meet with project leads at this time
 4. meet with UE Mgrs Jan 10 to give information about SysProds' activities, and get feedback, concerns, etc. Yes. See item #3
- 10 Hired Part-time free-lance Ventura Specialist. Ric Birmele
11. Preliminary discussions started with OS/2 concerning TROFF and VP. Production will not provide technical support for TROFF. We will provide additional pasteup work as needed OS/2 realizes they will change publishing systems sometime in the next 1-2 years. They

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will wait until DOS/WIN produces their summer releases before evaluating VP. In the meantime I will gather information from dianar and LUE's DAs concerning first time VP pitfalls as possible help for each of the groups.

FEB Goals

1. Get list of morale activities, career development plans and production accomplishment landmarks to Chrs.
2. COGS Summary: Present to UE Mgrs
3. Get OS/2 1.1 ToolKit, SoftSet, and SDK out the door
4. Ramp up on WINDOWS WRITE.
5. Complete production procedure development with DOS/WINDOWS and NETWORKS
6. First announcement of System Production's "arrival" once we move.
7. continue research for 600dpi printer

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Feb 6, 1989
WHO'S DOING WHAT

Gary Bastoky, Designer

- Windows Users design (Getting Started, User Guide)
- Windows SDK design
- Lanmarc (LUE) design revision
- C 6.0 Ref. worked on page change needed to adapt to wire-o
- MASM: working on pan openings—involves dealing with photo vs illustration issue
- designed T-shirt for Multi-Media Group
- LANMAN: "Getting to Know LANMAN"
- consulted with stevewa re: install program screen design and concept. On hold. seems to be resistance from programmers

Petra Roush, Print Specialist Coordinator

- COGs research and support:
 - FORTRAN
 - OS/2 1.1 Tool Kit
 - C6.0
 - Quick MASM
 - LANMAN 1.2
 - DOSWINDOWS END USER and SDK
- blue lines: LAN MAN
- preparing OS/2 References Vols 1, 2, 3 for printer
- meetings with Purchasing and Donnelley re: working out MS partnership with Donnelley
- arranging art files
- Art advice: FORTRAN
 - OS/2 ToolKit
 - QMASM

Shelley Mortvedt, PU Coordinator

- On-Line Design support for LUE (specifically LUE help screens)
- lots of ramping up, becoming familiar with unique needs for each of the languages (estimated 40-60% of Jan spent on LUE screen design)
- conceptual art process defined.
- Designed and worked with Paul to impliment OS/2 1.1 ToolKit conceptual art
- OS/2 1.1 ToolKit in production-6 books
- found 2x/awk pasteup coordinator, who will take over for her when she goes on pregnancy leave full time
- building up freelance pool

Michael Morrow

- NET work conversion complete working with OAs
- assisted Networks with VP installation
- wrote, debug ged installation program for VP on the net for Sys. use
- wrote program for DOS/Windows to move index entries to end of every paragraph
- start ted converting old LUE VP files to Pro Extension
- re-tested conversion programs for WLANG, especially tables coded in TROFF
- implimented changes to rel style sheet for WINDOWS SDK release

Paul Irvin, Fulltime Freelance On Line Paste Up Artist

- implimented Ventura styles for the FORTRAN ORG
- FORTRAN conceptual art
- OS/2 1.1 ToolKit (200 pieces with troff.....) finished
- testing how to bring art done in Canvas into Ventura. So far, impossible

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FREELANCE JAN

- Obadinah Heavner, Designer for OS/2 1.1 Toolkit
- Barb Rowan, Designer for FORTRAN, C6.0 Reference, QuickC Newsletter
- Cathy Platt, Paste Up Coordinator and Paste Up (2 days/week-on-going)

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Microsoft

Application Notes

Running Microsoft Paintbrush from Windows

Microsoft Product Support Services
(206) 454-2030

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Note: The following information applies to running Microsoft Paintbrush (non-Windows version) in conjunction with Microsoft Windows/286 and Windows/386.

Windows/286

To run Paintbrush from Windows the following steps must be taken:

1. Install Paintbrush on your hard drive as described in the Paintbrush manual.
2. Create a PIF file to run PBRUSH.EXE.
3. Modifying your PAINT.BAT and AUTOEXEC.BAT files.

Step 1: Installing Paintbrush

Follow the instructions described in your Paintbrush manual for using the PBSETUP.EXE program to install Paintbrush on to your hard disk. During the setup program you will be asked to enter information about the type of graphics adapter and printer you will be using. This information will be used by PBSETUP.EXE to create a PAINT.BAT file in the PBRUSH subdirectory or the directory where Paintbrush is installed.

Step 2: Creating a PIF file for PBRUSH.EXE.

1. Start Windows and run NOTEPAD.EXE
2. Select File Open and enter C:\PBRUSH\PAINT.BAT.
3. The last line in PAINT.BAT starts with PBRUSH and is followed by a string of parameters. Make note of these parameters exactly as they appear. An example of these parameters may look like this:

M 1CNQ 640 480 4

4. Quit Notepad, then run PIFEDIT.EXE
5. Create a PIF file with the following entries:
 - a) Program Name: C:\PBRUSH\PBRUSH.EXE
 - b) Program Title: Paintbrush
 - c) Program Parameters: (enter the parameters taken from the PAINT.BAT file)
 - d) Initial Directory: C:\PBRUSH
 - e) Memory Req: 384 Memory Des: -1
 - f) Directly Modifies: Screen and Memory only
 - g) Program Switch: Prevent
 - h) Screen Exchange: Graphics/Text
 - i) Close Window on Exit: Put an X here
6. Save this file as PBRUSH.PIF by choosing File Save and typing: C:\WINDOWS\PBRUSH.PIF.

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Step 3: Modifying the PAINT.BAT and AUTOEXEC.BAT files.

1. After closing the Pif Editor run NOTEPAD.EXE.
2. Open PAINT.BAT by choosing File Open and typing in C:\PBRUSH\PAINT.BAT.
3. Delete the entire line (line #2) containing PBRUSH and the parameters recorded earlier.
4. Save this file as FRE.BAT by choosing File Save As... and typing in C:\PBRUSH\FRE.BAT.
5. Open your AUTOEXEC.BAT by choosing File Open and typing in C:\AUTOEXEC.BAT.
6. At the end of your AUTOEXEC.BAT file add the following lines:

```
CD\PBRUSH  
FRE.BAT
```

7. Save these changes by choosing File Save, then exit Notepad.

Note: This procedure will load FRIEZE.COM in the AUTOEXEC.BAT at boot up. Thus, FRIEZE will be memory resident.

After rebooting your computer, Paintbrush can be started from Windows by running PBRUSH.PIF.

Windows/386

In order to run Paintbrush from Windows/386, these steps must be followed:

1. Install Paintbrush as described in the Paintbrush manual.
2. Create a PIF file for PAINT.BAT.

Step 1: Installing Paintbrush

As described earlier, follow the instructions in the Paintbrush manual for running PBSETUP.EXE program.

Step 2: Creating a PIF file for PAINT.BAT

1. Start Windows/386 and run PIFEDIT.EXE.
2. Create a PIF file with the following entries:
 - a) Program Name: C:\PBRUSH\PAINT.BAT
 - b) Program Title: Paintbrush
 - c) Program Parameters: (leave blank)
 - d) Initial Directory: C:\PBRUSH
 - e) Memory Required: 384 Memory Desired: 410
 - f) Usage Controls: Select Full Screen and Exclusive
 - g) Program Switch: Prevent
 - h) Screen Exchange: Graphics/Text
 - i) Close Window on Exit: Put an X here.

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3. Save this as PBRUSH.PIF by choosing File Save As... and typing:
C:\WIN386\PBRUSH.PIF.

After completing this procedure, Paintbrush can be started by running PBRUSH.PIF.

Important: When running Paintbrush under Windows 286 or Windows 386, you will not be able to use ALT-TAB or ALT-ESC to switch between Paintbrush and Windows.

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Microsoft

We have a commitment to excellence: "Good" service isn't good enough for us. We know you expect an excellent Product from Microsoft. We expect to give you excellent Service when you have questions, problems, or comments. Please let us know how we can serve you better.

Did you receive excellent support that fully solved your Problems?

YES

NO

Please note the name of the person or group who assisted you. (Use the following space for any additional comments you have. We'll appreciate it if you can be specific about what we did well or how we can improve our service.)

Your Name (Optional) _____

Phone Number _____

Product Name _____

Thank you for your time. Please return this form to the following address:

Jim Peterson, Director
Product Support Services
16011 NE 36th Way
Box 97017
Redmond, WA 98073-9717

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