

T.C. 446

**Microsoft Memorandum**

To: List  
From: Deborah McFarlane  
Date: 11/6/90  
Re: AMC Minutes

**Distribution List**

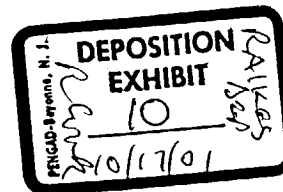
Darrell Boyle - Graphics Business Unit  
Randy Kahle - 10S/1  
Lewis Levin - 10S/2  
John Morey - 5/1  
Jonathan Reingold - 5/2  
Vijay Vashee - 10N/2  
Hank Vigil - 10N/2  
Tom Buttons - 10S/1

Susan Boeschen - 6/2  
Bob Gaskins - Graphics Business Unit  
Pete Higgins - 10N/2  
Peter Morse - 6/1  
Jeff Raikes - 5/2  
Mike Maples - 10N/2  
Charles Stevens - 10S/1

Lisa Brummel - 10/2  
Connie Clark - Graphics Business Unit  
Mike Conte - 10N/2  
Jim Dunnigan - 10N/2  
Mary Engstrom - 10N/2  
Melinda French - 6/2  
Blas Garcia - 5/2  
Cathy Harris - Graphics Business Unit  
Laura Jennings - 6/2  
Mike Johnson - 10/1  
Cynthia Kraiger - 10S/2  
Leslie Koch - 5/2  
Ruthann Lorentzen - 5/2  
Don Miller - Graphics Business Unit  
Shirish Nadkarni - 5/1  
Kathleen Schoenfelder - 5/1  
Ron Souza - 5/2  
Rich Tong - 10N/2  
Liz Welch - 5/2

Brad Chase - 10S/2  
Bruce Jacobsen - 1/2  
Mike Slade - 4/2

David Pritchard - 10N/2



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# Microsoft Memorandum

Applications Marketing Council Minutes - 10/31

## 1. Board Meeting/Status of Window Applications in the US:

Since Windows has shipped, Excel has grown by 80% and WinWord by 60% based on sell through domestic units. Microsoft is selling 55% of all applications for Windows or 3 applications per Windows sale compared to 1.7 applications per Mac sale. The Word character application growth has slowed, but less than the rate that Win Word has grown. Significant competition is expected from Wordperfect and Lotus while Quattro pro has actually gained market share. We need to be aware of this and articulate our Win Apps features. (memo #1)

## 2. Windows Computing:

Windows computing, T3, will end in December. It has consisted of:

- Windows launch,
- Two new application announcements
- Working models
- Road show
- Win line introduction
- Win Computing introduction
- PST
- T3 in store for Win Apps.

New plans for the Win computing are:

- Extension of T3, called T1, Consisting of the continuation of the above promotions as well as, RSP outbound, Windows display station, demo stations, and a new addition of bundling Windows and Win Apps with hardware.
- New Win line ad, for individual product ads with a line ad added at the end. The ad would let people know we have the best spreadsheet and word processor, then sell the line idea. The current ad concept is: "The process of the work you do every day is easier."
- Winworld, an industry trade show paid for by the industry and sponsored by Microsoft. This has been subsequently approved and will occur as part of Spring Comdex in Atlanta.
- Windows Discovery Days, a mini tradeshow patterned after the Apple Business Expo. It would focus on small and medium-sized businesses, show in 30 cities, and cost \$3.6 million with 1.5 million provided by Microsoft and the balance by ISV's. It would involve the software/hardware ISV's, but it would probably be difficult to have them contribute the needed money.

## 3. Direct Marketing:

There are three parts to the Direct marketing program that will take place in January:

- Direct Marketing in EBU, this will consist of all their products, except Works. The price will be the standard SRP with a two week minimum delivery. There will be no price conflict across the channel.
- WinWord Test. This will be on a small scale, testing price sensitivity and the value of repeat mailings.
- Price structure focusing on Excel, and partially on Word which will be marketed directly for a lower price. The same price structure will apply to the customer as well as to the reseller, but the Product Manager will decide how many will go to the reseller.

There is a concern about the channel. At this time Microsoft does not have the capacity or bandwidth to be the channel if we went direct. We support the channel. If we started selling more direct we can put some of the smaller resellers out of business. That is not our intent. There is also concern about price wars when dealing with direct marketing.

## 4. OEM Pricing:

The new pricing will effect high end applications (Works is an exception and needs to be tracked by the Product Manager). Everyone must follow the price schedule. Any deviation from this must be approved by the VP. The price schedule has not been set yet, but it would be about 60-65% for finished goods. This may approach 80% during a Windows launch. All OEM pricing will be hard bundle only. This means that when a CPU is sold it is sold with the software. A customer can not ask how much less would the computer be without the software, because it will not be available without the software. Both resellers and OEMs can do hard bundles.

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# Board Meeting

Status of Window  
Applications in the US

October 26, 1990

**Microsoft**

Monday #1

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**Summary**

- We are experiencing growth in Windows applications  
Excel - 1.8, Win Word - 1.6
- We are a significant part of all Windows applications - 55%
- We are selling .3 applications per Windows sale
- Word character application growth has slowed, but not at  
the rate that Win Word has grown
- Significant competition expected

WORDPERFECT      1Q91

LOTUS                      2Q91

*Applications Division - Mike Maples*

### **Data Caveats**

**Shipment data - easily distorted in short term**

**Sell through data**

**Depends on Reseller reporting accuracy**

**Covers 4 of 14 channels that represent 75 - 85% of the total US business**

**Not all direct resellers report every month**

**Windows data**

**OEM channel volumes**

**Run times prior to Win 3**

**Upgrades - double counting, big number**

**ACIS data - a special situation**

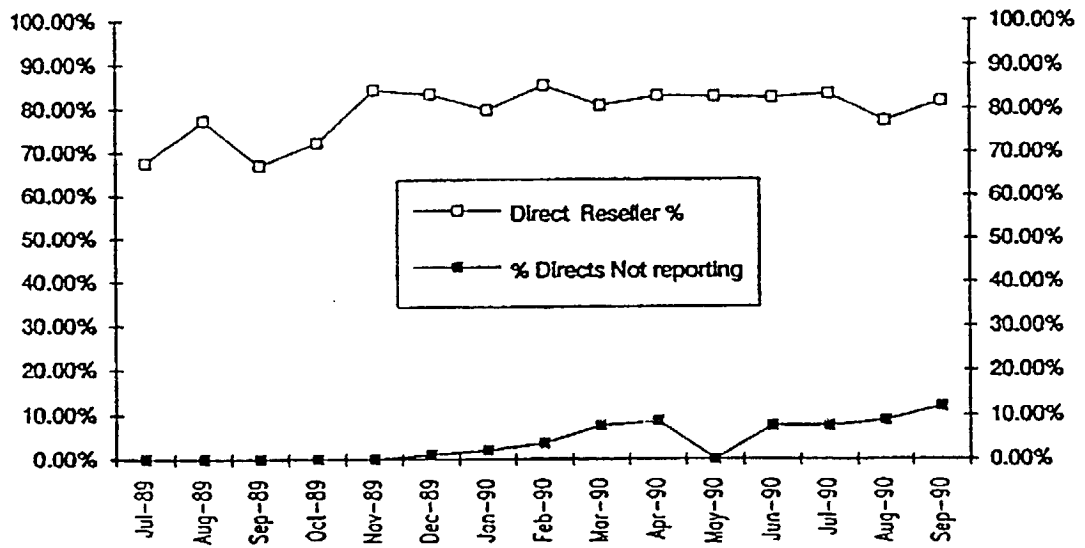
**Win Word update - 8/90**

**Excel update - 8/90**

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**Microsoft**

### Sell Thru Data



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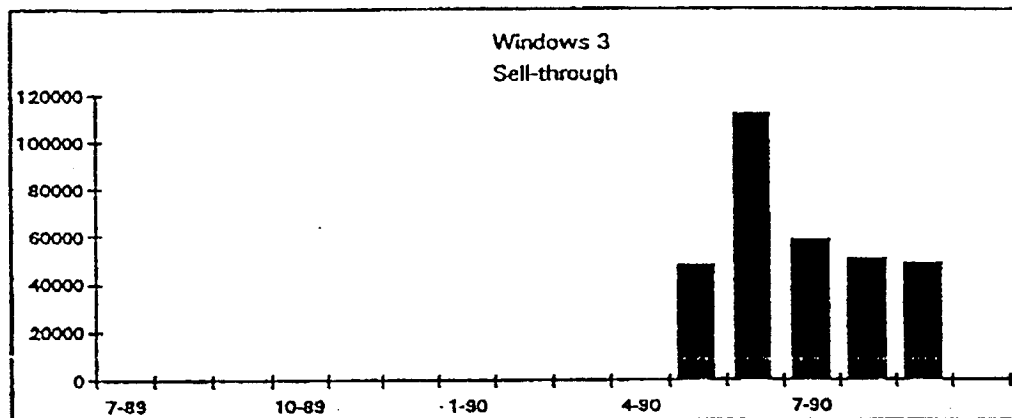
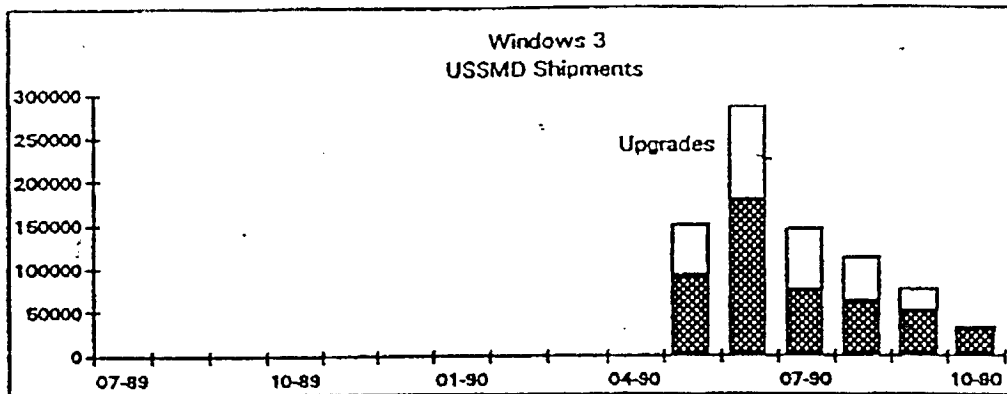
## Windows Application Growth - Sell Thru

	Average	
<b>Excel</b>		
June - Sept 90	13805	
June - Sept 89	8143	1.7
June 89 - May 90	7841	1.8
Feb - May 90	7432	1.9
<b>Word</b>		
June - Sept 90	12447	
Jan - May 90	7803	1.6

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**Microsoft**

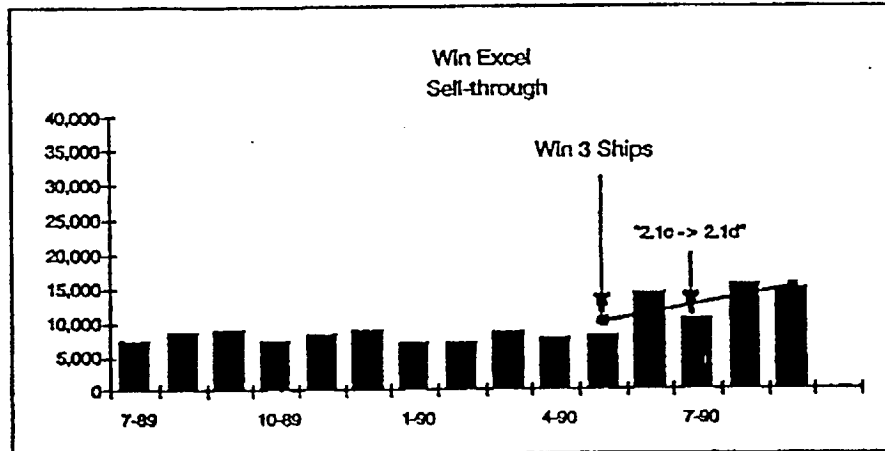
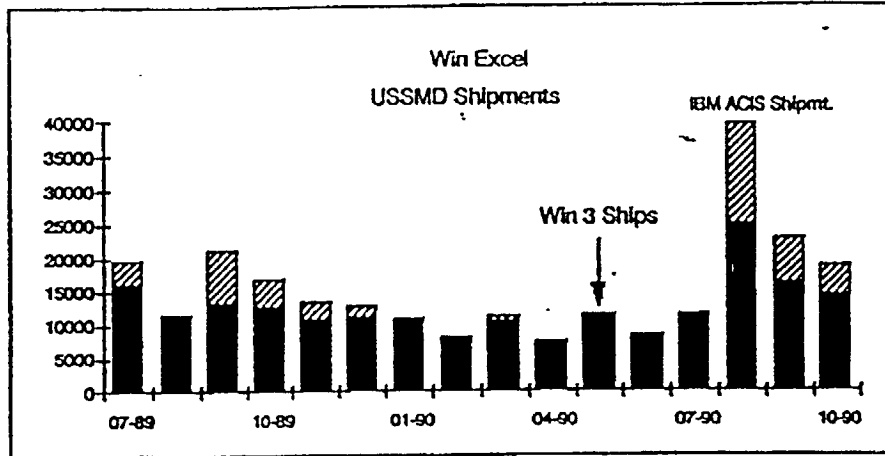
# Windows



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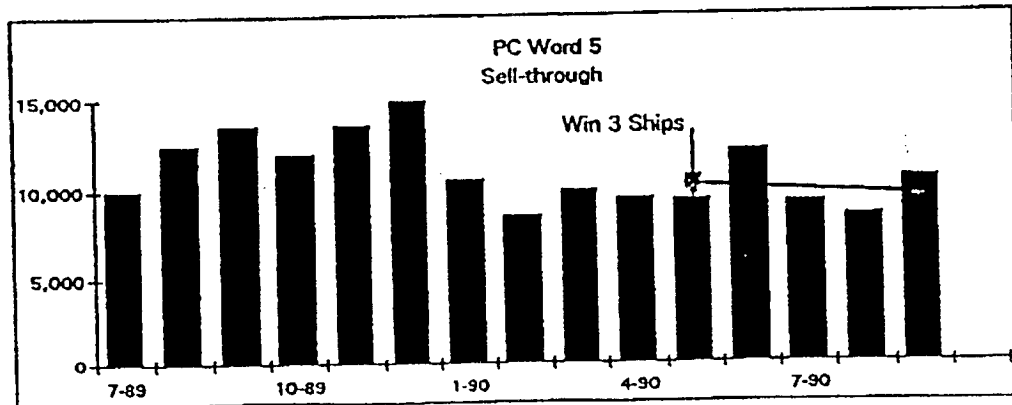
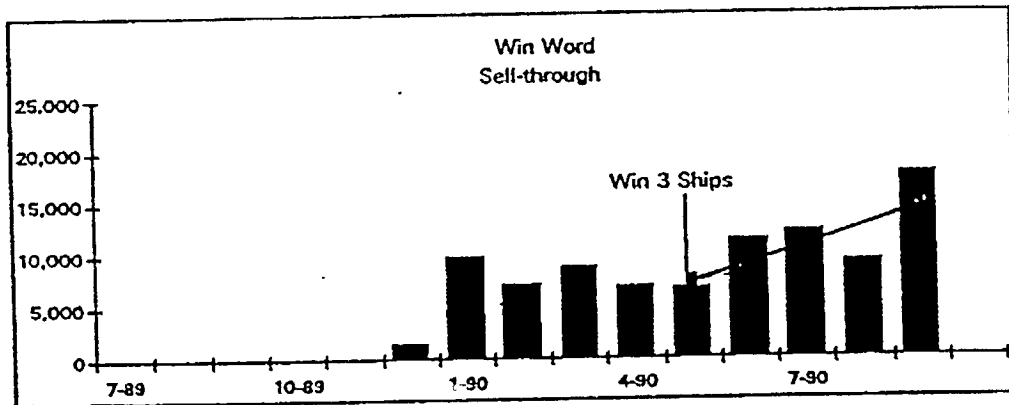
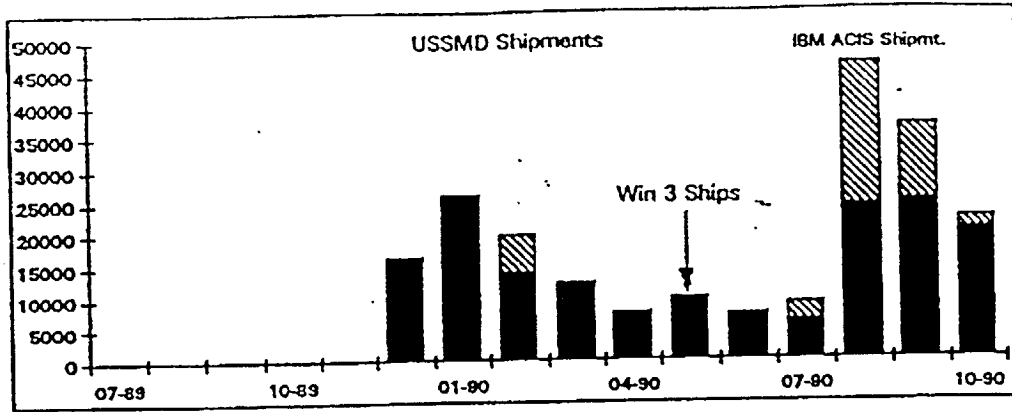


# Excel



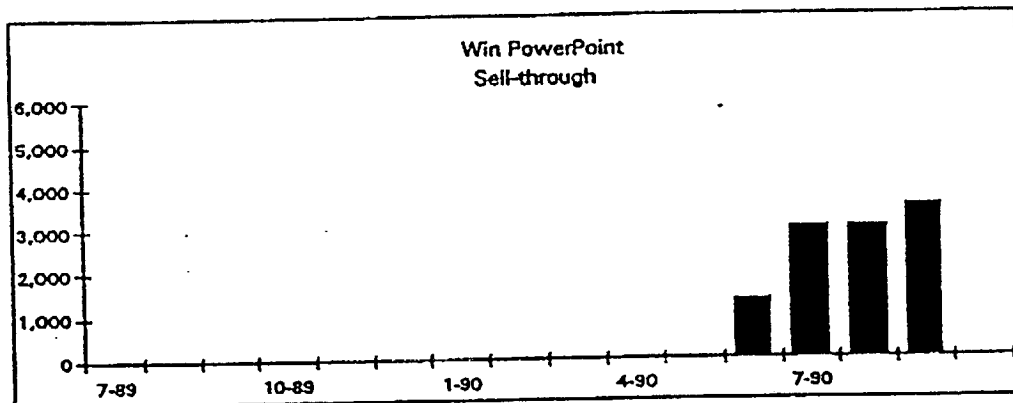
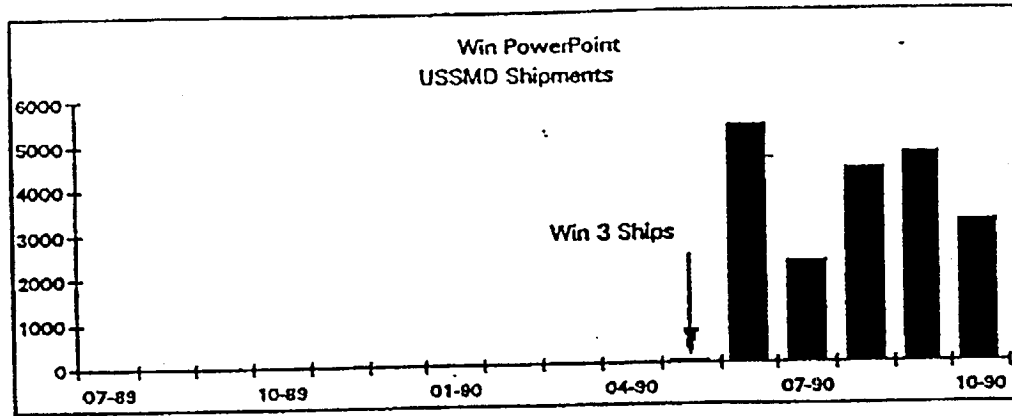
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## Word for Windows



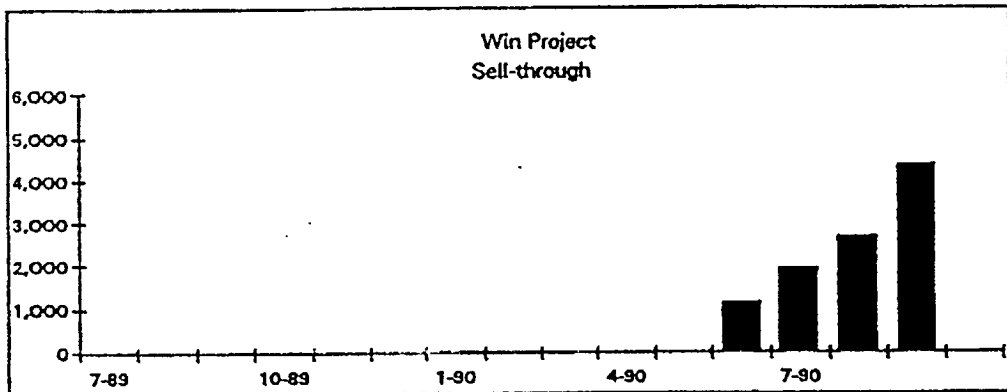
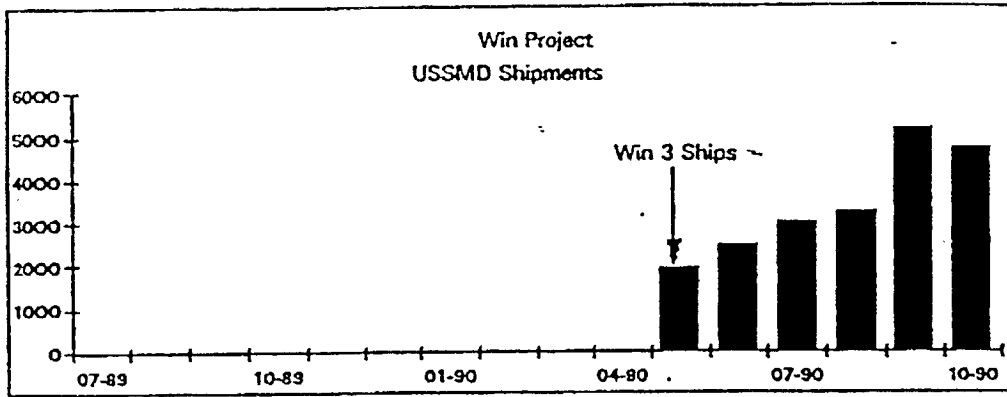
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# PowerPoint for Windows



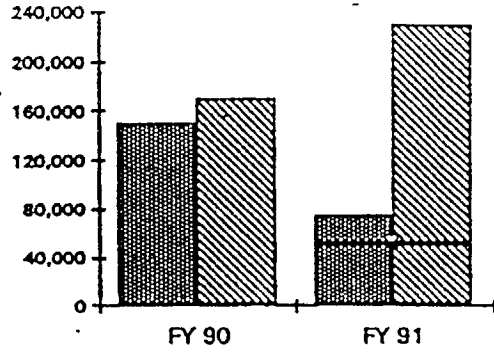
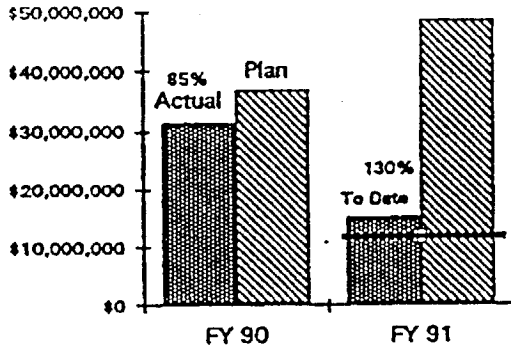
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# Windows Project

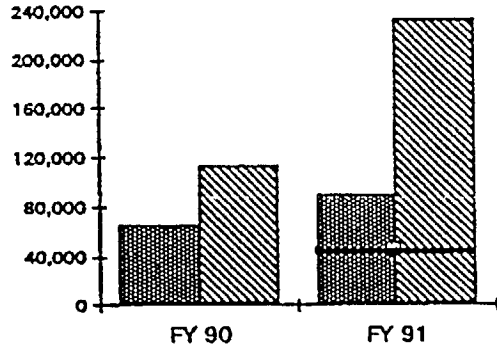
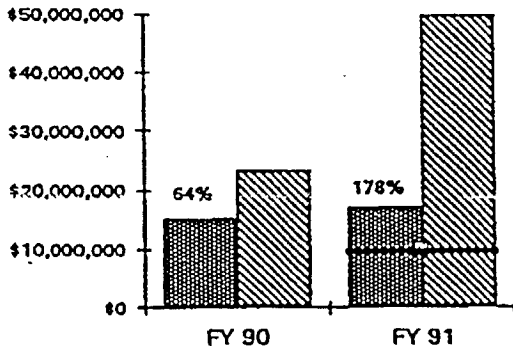


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Excel-USSMD



Win Word -- USSMD



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DOS/Windows Spreadsheet Analysis

Domestic Market Share (Estimated)

Units	Q1, CY89		Q2, CY89		Q3, CY89		Q4, CY89		Q1, CY90		Q2, CY90		Q3, CY90	
	Units	Mkt Share	Units	Mkt Share	Units	Mkt Share	Units	Mkt Share	Units	Mkt Share	Units	Mkt Share	Units	Mkt Share
Lotus 123 (1)	212,100	21.1%	217,000	21.7%	220,500	21.9%	206,500	20.5%	241,500	23.9%	256,900	25.5%	245,000	24.3%
Microsoft Excel (4)	34,002	3.4%	42,621	4.2%	57,268	5.6%	49,311	4.9%	38,113	3.8%	34,410	3.4%	82,568	8.1%
Lotus 123 (2)	14,996	1.5%	14,996	1.5%	14,996	1.5%	14,996	1.5%	14,996	1.5%	14,996	1.5%	14,996	1.5%
Microsoft Quattro Pro (5,7)	(1)	0.0%	14,996	1.5%	25,716	2.5%	68,171	6.7%	132,224	13.0%	120,000	11.9%	91,000	9.0%
Total of the big 5*	256,102	25.6%	274,617	27.4%	303,484	30.3%	324,182	32.4%	411,837	41.1%	411,310	41.1%	418,568	41.8%

Revenues (3)	Q1, CY89		Q2, CY89		Q3, CY89		Q4, CY89		Q1, CY90		Q2, CY90		Q3, CY90	
	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share
Lotus 123 (2)	\$47,377,000	21.1%	\$51,861,000	21.7%	\$67,791,000	21.9%	\$61,124,000	20.5%	\$71,547,000	23.9%	\$66,316,000	25.5%	\$66,316,000	24.3%
Microsoft Excel (4)	\$5,781,598	2.6%	\$7,950,692	3.0%	\$9,310,599	3.1%	\$10,125,226	3.4%	\$7,607,263	2.5%	\$7,694,444	2.8%	\$7,694,444	2.8%
Microsoft Quattro Pro (5,7)	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%
Total of the big 5*	\$54,658,598	24.4%	\$61,311,692	26.1%	\$78,601,599	26.7%	\$73,249,226	24.6%	\$80,654,263	27.1%	\$75,410,444	28.9%	\$75,410,444	28.9%

Rev - Upgrade Rev	Q1, CY89		Q2, CY89		Q3, CY89		Q4, CY89		Q1, CY90		Q2, CY90		Q3, CY90	
	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share	Revenue	Mkt Share
Lotus 123 (2)	\$47,377,000	21.1%	\$51,861,000	21.7%	\$67,791,000	21.9%	\$61,124,000	20.5%	\$71,547,000	23.9%	\$66,316,000	25.5%	\$66,316,000	24.3%
Microsoft Quattro Pro (5,7)	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%	\$1,500,000	0.7%

Rev/Unit	Q1, CY89		Q2, CY89		Q3, CY89		Q4, CY89		Q1, CY90		Q2, CY90		Q3, CY90	
	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share	Rev/Unit	Mkt Share
Lotus 123	\$223	21.1%	\$236	21.7%	\$249	21.9%	\$250	20.5%	\$261	23.9%	\$246	25.5%	\$246	24.3%
Microsoft Quattro Pro (5,7)	\$130	0.7%	\$87	0.7%	\$51	0.7%	\$86	0.7%	\$61	0.7%	\$80	0.7%	\$80	0.7%

1) Since 59% of revenue came from US, assume that app. 70% of unit sales were US (incl. rev/unit are greater than US). Since WW units sold in Korea, we can solve for Domestic units sold based on this assumption. (US Units = 70 \* WW Units)  
 2) Estimation based on fact that 59% of total Lotus revenue came from US in CY 1989 (Lotus Annual Report, 1989)  
 3) These numbers include upgrade revenue  
 4) Microsoft numbers reported to SP7  
 5) Estimation based on fact that app. 65% of Borland WW revenue came from US also in CY 1989 (Borland Quarterly Report, Dec. 1989)  
 6) Based on unit market share figures released by Borland (Press Release, 6/6/90)  
 7) Quattro was shipping until the release of Quattro Pro in Nov 89  
 8) My estimate (an educated guess)

Word Processing Market Share Analysis

(Domestic Market Share) (US & Canada)

	Qtr 1 CY89		Qtr 2 CY89		Qtr 3 CY89		Qtr 4 CY89		CY 89	
	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share
Revenues	\$32,742	5.12%	\$47,660	6.69%	\$48,392	6.84%	\$59,701	8.52%	\$188,495	60.30%
WordPerfect (1)	\$4,600	7.20%	\$14,460	18.40%	\$11,100	14.53%	\$11,500	12.27%	\$41,660	13.33%
PC Word	\$4,600	7.20%	\$14,460	18.40%	\$11,100	14.53%	\$11,500	12.27%	\$41,660	13.33%
WinWord	\$26,558	41.56%	\$16,480	20.97%	\$16,908	22.13%	\$22,499	24.01%	\$82,445	26.37%
Word Total	\$63,900		\$78,600		\$76,400		\$93,700		\$312,600	
Other										
Total Word Processing (2)										

	Qtr 1 CY90		Qtr 2 CY90		Qtr 3 CY90		Qtr 4 CY90		CY 90 YTD	
	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share	\$M	Mkt Share
Revenues	\$67,704	9.34%	\$66,331	8.20%	\$71,573	8.67%	\$71,573	8.67%	\$205,608	64.49%
WordPerfect (1)	\$8,500	7.45%	\$6,600	6.69%	\$5,749	5.42%	\$5,749	5.42%	\$20,849	6.54%
PC Word	\$11,800	10.34%	\$7,268	7.36%	\$18,911	17.84%	\$18,911	17.84%	\$37,979	11.91%
WinWord	\$20,300	17.79%	\$13,868	13.05%	\$24,660	23.12%	\$24,660	23.12%	\$58,828	18.45%
Word Total	\$26,096	22.87%	\$18,501	18.74%	\$9,767	9.21%	\$9,767	9.21%	\$54,364	17.05%
Other	\$114,100		\$98,700		\$106,000		\$106,000		\$318,800	
Total Word Processing (2)										

Assumptions

- 1) Based on WordPerfect's reported revenues
- 2) SPA data
- 3) Qtr 3 estimated

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	FY88	FY89	FY90	YTD FY91 Post Win3
<b>Penetration Calculations</b>				
<b>Base: Win 2,3 US: OEM,upg,runtime</b>				
Cum. Penetration US inc. Office	7.2%	8.2%	12.1%	15.7%
Win Word			3.4%	5.1%
Win Excel	7.2%	8.2%	8.4%	9.4%
Win PowerPoint			0.1%	0.6%
Win Project			0.1%	0.5%
SPA Win Apps US	Using only data available		16.9%	19.7%
Microsoft share of Win apps	from SPA: 1-89 to 8-90.		55.8%	53.2%
<b>Base: Win 2,3 runtime, upg</b>				
Cum. Penetration US inc. Office	36.4%	36.2%	38.9%	42.6%
Win Word			10.9%	13.7%
Win Excel	36.4%	36.2%	27.2%	25.3%
Win PowerPoint			0.4%	1.3%
Win Project			0.4%	1.5%
SPA Win Apps US			54.4%	53.5%
Microsoft Share of Win apps	MS cumulative through 8-90 / SPA			81.3%
<b>Run rate penetration</b>				
Win Word			19.7%	24.1%
Win Excel	36.4%	36.1%	20.0%	20.0%
Win PowerPoint			0.8%	5.5%
Win Project			0.7%	5.1%
Total Apps licenses	36.4%	36.1%	41.1%	54.7%
SPA Win Apps US			74.6%	n/a
Microsoft Share of Win apps			55.1%	55.4%
<b>Base: Win 2,3 US runtimes</b>				
Cum. Penetration US inc. Office	36.4%	36.2%	45.3%	53.4%
Win Word			12.7%	17.2%
Win Excel	36.4%	36.2%	31.7%	31.7%
Win PowerPoint			0.5%	1.7%
Win Project			0.4%	1.8%
SPA Win Apps US			63.2%	67.1%
<b>Run rate penetration</b>				
Win Word			26.3%	41.0%
Win Excel	36.4%	36.1%	26.8%	33.9%
Win PowerPoint			1.9%	16.3%
Win Project			0.9%	8.7%
Total Apps licenses	36.4%	36.1%	55.1%	93.0%
SPA Win Apps US			99.9%	n/a

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	FY88	FY89	FY90	YTD FY91	Post Win3
Base: Win 3: upg					
Cum. Penetration US inc. Office			104.9%	82.4%	
Win Word			29.3%	26.5%	
Win Excel			73.4%	49.0%	
Win PowerPoint			1.2%	2.6%	
Win Project			1.0%	2.8%	
SPA Win Apps US			146.5%	103.5%	
Run rate penetration					
Win Word			29.3%	24.1%	13.6%
Win Excel	n/a	n/a	29.9%	20.0%	11.7%
Win PowerPoint			1.2%	5.5%	3.2%
Win Project			1.0%	5.1%	2.9%
Total Apps licenses			61.4%	54.7%	31.2%
SPA Win Apps US			111.3%	n/a	36.0%

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## Word Perfect - Window Word Processor

- **Schedule** 1Q91
- **Advantages**
  - WordPerfect 5.1 keystroke, file compatibility
  - Nice graphics
  - Enhanced file manager
  - Excellent printer support
- **Disadvantages**
  - Cluttered, keystroke intensive, interface
  - 12 top level menus, lots of sub menus
  - Limited customization - no document templates, no macro language

## **Lotus 1-2-3 for Windows**

- **Schedule**      1Q91
- **Advantages**
  - 1-2-3/ G interface and features
  - Keystroke/macro compatibility
  - 3D
- **Disadvantages**
  - Large
  - Limited presentation capabilities
  - No Mac version
  - First Windows app

## **Borland Quattro for Windows**

- **Schedule**      2Q91
- **Advantages**
  - Quattro 2.0 - good solid product
  - Market momentum
  - Presentation features
- **Disadvantages**
  - No Mac version
  - First Windows app

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**Microsoft**

4) Software products used:

	Win 3.0		Pre-Win 3.0	
	Yes	No	Yes	No
Word Processing	100	6	192	8
Word for Windows	34%	33%	41%	33%
Aml or Aml Pro	5%	33%	7%	33%
DisplayWrite	7%	4	8%	11
Word	15%	12	13%	15
WordPerfect	53%	38	40%	48
WordStar	1%	0	5%	7
Multimate	13%	9	8%	10
Professional Write	15%	13	5%	7
Other	14%	11	14%	16

Corporate User Survey

4) Software products used:

	Win 3.0		Pre-Win 3.0	
	Yes	No	Yes	No
Word Processing	187	13	178	22
Word for Windows	20%	33%	36%	33%
Aml or Aml Pro	3%	33%	4%	33%
DisplayWrite	4%	1	2%	1
Word	13%	14	11%	13
WordPerfect	82%	36	38%	37
WordStar	13%	5	7%	10
PFS First Choice	2%	2	2%	2
Works	5%	0	2%	2
Professional Write	6%	5	1%	1
Q&A Write	2%	2	2%	0
Write	3%	0	2%	2
Other	28%	22	8%	12
Don't know	3%	2%	1%	2

Registered User Base User Survey

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**Spreadsheets**

**Win 3.0**

	92%	Yes		8%	No	Under Windows	
Excel	38	34%	XX	XX	XX	XX	XX
Quattro	18	17%	5	28%	13	72%	72%
Lotus	74	70%	24	32%	50	68%	68%
Symphony	6	6%	2	33%	4	67%	67%
Wingz	4	4%	3	75%	1	25%	25%
SuperCalc	6	6%	2	33%	4	67%	67%
Other	1	1%	0	0%	1	100%	100%

**Pre-Win 3.0**

	187	94%	Yes		7%	No	Under Windows	
Excel	115	58%	XX	XX	XX	XX	XX	XX
Quattro	17	9%	4	24%	13	76%	76%	76%
Lotus	109	55%	39	36%	70	64%	64%	64%
Symphony	4	2%	1	25%	3	75%	75%	75%
Wingz	4	2%	4	100%	0	0%	0%	0%
SuperCalc	5	3%	3	60%	2	40%	40%	40%
Other	5	3%	2	40%	3	60%	60%	60%

**Corporate User Survey**

**Spreadsheets**

**Win 3.0**

	159	80%	Yes		21%	No	Under Windows	
Excel	39	20%	XX	XX	XX	XX	XX	XX
Quattro	38	19%	18	42%	22	58%	58%	58%
Lotus	75	38%	35	47%	40	53%	53%	53%
SuperCalc	6	3%	3	50%	3	50%	50%	50%
Symphony	8	3%	3	50%	3	50%	50%	50%
Wingz	2	1%	2	100%	0	0%	0%	0%
Other	17	9%	6	35%	11	63%	63%	63%
Don't know	0	0%						

**Pre-Win 3.0**

	162	81%	Yes		19%	No	Under Windows	
Excel	100	50%	XX	XX	XX	XX	XX	XX
Quattro	23	12%	11	48%	12	52%	52%	52%
Lotus	60	30%	27	45%	33	55%	55%	55%
SuperCalc	5	3%	2	40%	3	60%	60%	60%
Symphony	5	3%	0	0%	5	100%	100%	100%
Wingz	1	1%	1	100%	0	0%	0%	0%
Other	10	5%	3	30%	7	70%	70%	70%
Don't know	2	1%						

	Win 3.0	Pre-Win 3.0
7) Are you planning to purchase Windows-based applications?		
Yes	77 73%	159 80%
No	15 14%	29 15%
Don't know	14 13%	12 6%
If yes, which?	d=77	d=159
Word Processing	28 36%	43 27%
Spreadsheet	26 34%	39 25%
Desktop Publishing	8 10%	17 11%
Presentation Graphics	23 30%	45 28%
Database	15 19%	34 21%
Project Management	12 16%	25 16%
Don't know	23 30%	45 28%
Other (see page 37)	6 8%	36 23%

	d=15	d=29
If no, why not?		
Satisfied using current software under DOS	0 0%	1 3%
Satisfied with current Windows applications	0 0%	3 10%
Cannot justify the additional expense	1 7%	0 0%
I have all the software I currently need	7 47%	14 48%
I am not that interested in Windows	1 7%	0 0%
Don't know	3 20%	2 7%
Other (see page 38)	3 20%	9 31%

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8) Are you willing for Windows versions of a particular product to be introduced?

Yes	52	49%	88	44%
No	48	43%	82	41%
Don't know	1	1%	5	3%
No response	7	7%	15	8%

Which?					
DisplayWrite	0	0%	1	1%	
WordPerfect	28	26%	43	22%	
WordStar	0	0%	1	1%	
Other	8	8%	9	5%	
Harvard Pro. Publisher	0	0%	1	1%	
Other Desktop Publishing	2	2%	3	2%	
Quattro	2	2%	7	4%	
Lotus 123	30	28%	45	23%	
SuperCalc	3	3%	0	0%	
dBase	6	6%	16	8%	
FoxBase	0	0%	2	1%	
Paradox	7	7%	12	6%	
RBase	1	1%	4	2%	
Rellex	0	0%	1	1%	
Other Data Bases	3	3%	5	3%	
DrawPerfect	0	0%	1	1%	
Lotus Freelance	1	1%	6	3%	
Harvard Graphics	5	5%	8	4%	
Other	1	1%	5	3%	
Harvard Project Mngr.	1	1%	2	1%	
SuperProject	0	0%	1	1%	
Timeline	0	0%	1	1%	
Other	0	0%	3	2%	
Other	14	13%	35	18%	

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	FY88	FY89	FY90	YTD FY91 Post Win3
<b>Penetration Calculations</b>				
Base: Win 2,3 US: OEM,upg,runtime				
Cum. Penetration US inc. Office	7.2%	8.2%	12.1%	15.7%
Win Word			3.4%	5.1%
Win Excel	7.2%	8.2%	8.4%	9.4%
Win PowerPoint			0.1%	0.6%
Win Project			0.1%	0.5%
SPA Win Apps US	Using only data available		16.9%	19.7%
Microsoft share of Win apps	from SPA: 1-89 to 8-90.		55.8%	53.2%
Base: Win 2,3 runtime, upg				
Cum. Penetration US inc. Office	36.4%	36.2%	38.9%	42.6%
Win Word			10.9%	13.7%
Win Excel	36.4%	36.2%	27.2%	25.3%
Win PowerPoint			0.4%	1.3%
Win Project			0.4%	1.5%
SPA Win Apps US			54.4%	53.5%
Microsoft Share of Win apps	MS cumulative through 8-90 / SPA			81.3%
Run rate penetration				
Win Word			19.7%	24.1%
Win Excel	36.4%	36.1%	20.0%	20.0%
Win PowerPoint			0.8%	5.5%
Win Project			0.7%	5.1%
Total Apps licenses	36.4%	36.1%	41.1%	54.7%
SPA Win Apps US			74.6%	n/a
Microsoft Share of Win apps			55.1%	55.4%
Base: Win 2,3 US runtimes				
Cum. Penetration US inc. Office	36.4%	36.2%	45.3%	53.4%
Win Word			12.7%	17.2%
Win Excel	36.4%	36.2%	31.7%	31.7%
Win PowerPoint			0.5%	1.7%
Win Project			0.4%	1.8%
SPA Win Apps US			63.2%	67.1%
Run rate penetration				
Win Word			26.3%	41.0%
Win Excel	36.4%	36.1%	26.8%	33.9%
Win PowerPoint			1.9%	16.3%
Win Project			0.9%	8.7%
Total Apps licenses	36.4%	36.1%	55.1%	93.0%
SPA Win Apps US			99.9%	n/a

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	FY88	FY89	FY90	YTD FY91	Post Win3
Base: Win 3: upg					
Cum. Penetration US inc. Office			104.9%	82.4%	
Win Word			29.3%	26.5%	
Win Excel			73.4%	49.0%	
Win PowerPoint			1.2%	2.6%	
Win Project			1.0%	2.8%	
SPA Win Apps US			146.5%	103.5%	
<b>Run rate penetration</b>					
Win Word			29.3%	24.1%	13.6%
Win Excel	n/a	n/a	29.9%	20.0%	11.7%
Win PowerPoint			1.2%	5.5%	3.2%
Win Project			1.0%	5.1%	2.9%
Total Apps licenses			61.4%	54.7%	31.2%
SPA Win Apps US			111.3%	n/a	36.0%

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