

the NUMBER of projects Corpcom works on.

Shall I approach Val to confirm?

- ) - Were did the 59.4% come from? What was Systems %?
- \ - Corpcom's non-specific expenses & allocations from F&A and Legal are allocated based on BUDGETED marketing expenses. In fiscal 1991 the commodities split was as follows:

|         |        |         |
|---------|--------|---------|
| Apps    | 59.4%  | \$36.6M |
| Systems | 28.9   | 17.8    |
| SPAG    | 6.3    | 3.9     |
| Lang    | 5.2    | 3.2     |
| Multi   | 0.2    | 0.1     |
|         | -----  | ----    |
|         | 100.0% | \$61.6M |
|         | -----  | ----    |

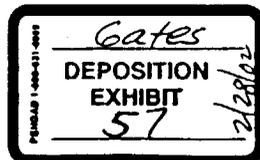
If Val is saying that she spends less than 37% of her time on Apps, then this rule is not fair for Apps. If I annualize Vals YTD expenses through November and assume she only spends 25% of her time on Apps. Then Apps is going to get over allocated at least \$1M to \$2M this year. Fault in rule appears to be no allocation to F&A and USSMD. Remember that Apps would indirectly get hit with more F&A and USSMD if rule is changed. But net should still be better for Apps.

Shall I analyze further and advocate change in method for FY 92?

From jonre Sat Jan 12 17:05:02 1991  
 To: mikemap  
 Subject: Moving Quickly  
 Cc: chrisp hankv jeffr lewisl peteh  
 Date: Sat Jan 12 17:02:50 1991  
 Mail-Flags: 0000

I think Hank has already talked to you about this, but I also want to express my dismay that Lotus beat us to the punch with their \$129 direct response offer on Ami Pro. While we have been bickering among ourselves and involving billg and mikehal first in agreeing to do this three times, then in every implementation detail, Lotus went out and beat us to the punch. This doesn't say much for our ability to move fast, which is going to hurt us in this industry. Lotus kept the program clean and simple, and aggressive. We spend too much time having our implementers question strategy instead of making the programs work quickly and effectively. I told Scotto I hoped the good will we get from the channel for involving them will offset the cost of being preempted, but I personally don't think it will. I think this bolsters our argument for USSMD to be more strictly a service organization.

From bobmc Sun Jan 13 10:06:33 1991  
 To: mikemap  
 Subject: RE: Tarbolk  
 Date: Sun Jan 13 10:04:21 1991  
 Mail-Flags: 0000



MS 5046971  
 CONFIDENTIAL

Not yet but I will try to connect Monday. I am traveling but back

are allowed this and a manager can do it.

I'll ask him to meet with Mike next week, where Mike can get into perspective and potential dramatic change in role. I'll test him later with what if the answer is no. An escalating concern I have is that Brian is not setting the correct example in terms of work, pace. On occasion he is not available for their developers and this has begun to worry me, since this attitude can rub off onto the new comers.

I did also talk to JohnPr. We don't give paternal leave normally, a few days off often is done. Given that both he and Suchada have family in the area, and there are no other children or financial issues, the case is not compelling. Brian did not bring this up again though.

-p

From tonyw Mon Jan 14 14:22:19 1991  
To: edwardj mikemap randyk  
Cc: darrylr gregw hanifaw raor royl  
Subject: Mac DDE: the rebellion begins  
Date: Mon Jan 14 14:19:11 1991  
Mail-Flags: 0000

I just had a call from Rich Gartland at Aldus. He is doing DDE in pagemaker and making it work with Excel, supports execute strings etc so excel macros can drive pagemaker. Also they are doing OLE but that's someone else (Rick Trent).

They are real interested in DDE on Mac to do the same things as on PC. We wants to adopt the excel mac dde spec.

He would be interested in having DDEML on Mac since he uses that on PC. I don't think any of our apps use DDEML. I don't know how much it would simplify coding on Mac compared with doing Apple events directly.

He thinks we should be more aggressive about gathering support from other developers for Mac DDE. Also suggested that to get Apple to play along maybe we should do a true-type like deal and cross-licence the apple event manager for windows (any interest in that?)

Rich suggested calling a brainstorming meeting for a few Mac ISVs and our apps guys to work out cool cross-platform integration things to do.

It seems to me that a priority item for OLE 1.x is to make sure the API is sufficient to support all of DDE, so that developers can have one API set to use for all of this.

Ed: I said you would get in touch with him some time when the plan clarifies.

Randy: What do you think about this set of issues?

Tony

From richardf Mon Jan 14 19:10:13 1991  
To: mikemap  
Subject: Any interest  
Cc: dorism  
Date: Mon Jan 14 19:07:45 1991  
Mail-Flags: 0000

MS 5046972  
CONFIDENTIAL

this low a price ? we are probably talking about 75k+ units  
nardbundled\* with every system.

richardf

>From dorism Mon Jan 14 14:25:31 1991  
To: richardf  
Cc: dorism  
Subject: RE: What think  
Date: Mon Jan 14 14:24:21 PDT 1991

Based on my discussions with DAK, I believe that offering Word 5.5 at a  
royalty rate of \$30 is the highest we could go and still possibly get  
the business. DAK's target is low \$20's, but I don't believe that is  
possible for MS.

Doris  
////////////////////////////////////  
>From richardf Fri Jan 11 14:42:20 1991  
To: dorism  
Subject: What think

**HIGHLY  
CONFIDENTIAL**

What do you think we should need to offer to get DAK's business, be  
realistic  
we should not waste Mikemaps' or our time.

richardf  
>From mikemap Fri Jan 11 14:16:08 1991  
To: richardf  
Subject: Re: Interest in DAK

I am interested but not a give away. What is the price we would need to  
offer?

>From richardf Fri Jan 11 07:34:01 1991  
To: mikemap  
Subject: Interest in DAK  
  
DAK is an electronics direct mail retailer whom we have signed to  
per system Windows deal ( months ago) they are shopping to replace  
Wordstar  
as WP on their systems. I believe we could get real aggressive and get  
this  
business with Word 5.5 ( not WinWord but Word), I do not know how we  
position  
Word today and need your input as to whether you have interest in this  
kind of aggressive bundle for Word .  
word ( I have happy fingers this morning can't seem to type...)  
thanks  
richardf

From jeffr Mon Jan 14 19:53:41 1991  
To: billg gregs  
Subject: Handwriting  
Cc: joachink mikemap pradeeps  
Date: Mon Jan 14 19:53:39 1991

**MS 5046973  
CONFIDENTIAL**

Mail-Flags: 0000

agree with Greg. NCR must have changed their mind too late to stop the press from picking up their commitment. So the only difference would be whether their on the stage or not. (Although one could argue that if they don't stand up on the stage, it might make Go look bad --- however, I think NCR would probably admit their commitment to penpoint if pressed.)

Maybe we could tell them it is too early right now to commit, but that were open to discussing the joint announcement. If they want to have a press conference in April where we would participate, the downside is probably that we slip out a ways. (But I wonder if we'll slip more than their hardware....)

-----  
>From gregs Mon Jan 14 19:06:08 1991  
To: billg jeffr  
Subject: Handwriting  
Cc: joachink mikemap pradeeps  
Date: Mon Jan 14 19:02:45 1991

NCR is still on the fence relative to the Go announce. They have agreed to license PenPoint (Go offered them great terms with no obligation). They originally declined to participate in the Go announce but are getting pressure from Go and are asking for some concessions on our part (like announce Pen Windows with them). They were mentioned in PC Week today as a Go OEM.

My view on this is that the NCR agreement with Go has already leaked and it will be public in a few weeks even if they do not announce with Go so we should not agree to their terms to keep them from participating in the Go announcement. We will offer them something less than what they want to see if we can still prevent them from announcing (limited participating in their announcement.) Comments? Bill, they are asking for your participation, are you interested?

Olivetti was also mentioned in the PC Week article as a Go OEM and a participant in the Go announcement. We are following up to see if we can confirm.

>From teresach Mon Jan 14 14:35:52 1991  
To: gregs pradeeps  
Cc: markche richardf  
Subject: NCR-TIME CRITICAL  
Date: Mon Jan 14 14:34:48 1991

I had a conference call with Alok Mohan today. At the end of the call he told me that he was again considering participation at the GO announcement. He is making decisions right now regarding whether or not he goes and what the content of his message will be. While he reiterated that NCR's strategy to promote Pen Win has not changed, he told me that the GO participation/content decisions were now hinging largely on if MS will accept the idea of a "big/joint announcement of Pen Windows and the NCR hardware platform with high-level MS participation" (i.e. Billg) sometime during the 4th week of April. While I have explained that MS is a corporation has moved away from early announce of product, etc. NCR is adamant that MS must respond to GO's competitive threat with something stronger than early press tours.

MS 5046974  
CONFIDENTIAL

Keeping in mind that the details are probably negotiable (i.e. Billg, joint concurrent), is there ANY way that we would consider announcing in April in order to keep NCR "on the straight & narrow" with regard to GO. If so, I absolutely must have an indication of our willingness to discuss this by tomorrow am. (I would proceed with some kind of LOI that encompassed both the Pen Win license and this announcement.) If not, we need to start working on damage control with regard to the level of NCR participation at the GO announcement. Please respond asap.

Thanks much, Tdc

From billg Mon Jan 14 21:02:03 1991  
To: mikemap  
Subject: Embed draw  
Date: Mon Jan 14 21:02:02 1991  
Mail-Flags: 0000

The status report says they cut most of the features. Have you looked at this? Have the people who will have to use it? Where is a damn summary of what they cut? I hate not being able to do simple things like this.

Thanks goodness we didnt get Excel to share code with these guys!

From billg Mon Jan 14 21:03:19 1991  
To: darrylr jeffr mikemap  
Subject: Win write  
Date: Mon Jan 14 21:03:19 1991  
Mail-Flags: 0000

I want to know the name of the person who is fixing the win write bugs. I want to know what % of their time they have on it and how much work they have done. I want this done so that you dont mess up the win 3.1 group. ANYthing short of first class performance on this is undermining our key applications asset: windows.

From lewisl Tue Jan 15 12:13:54 1991  
To: mikemap  
Subject: RE: notes  
Date: Tue Jan 15 12:09:44 PDT 1991  
Mail-Flags: 0000

Here are the notes:

revision of the 12% above/below the line approach:

1. agree on product forecasts & marketing priorities
2. determine marketing activities that are necessary and the ones that should be emphasized
3. match products and activities. Look hard at non-product expenditures.
4. put together all of the marketing spending for ea. product (regardless of which dept. owns) against ea. product's revenue. Do the same for channels: look at all spending for a channel against revenue forecast for the channel
5. Product plans should embrace all channel activities.
6. We should allow a limited no. of non-product specific

MS 5046975  
CONFIDENTIAL

X 188049  
CONFIDENTIAL

1 wishes and small bugs were removed from this list.

As a contrast, Terminal has 22 open bugs, no priority 1s, and almost all are priority 3.

From rond Wed Jan 16 17:14:45 1991  
To: mikemap  
Subject: Win 3.0 Sales to Corporate Accounts  
Date: Wed Jan 16 17:11:34 1991  
Mail-Flags: 0000

FYI - this is the info I mentioned:

**HIGHLY  
CONFIDENTIAL**

>From rond Wed Jan 02 13:28:07 1991  
To: garygi jonro richab richmac russw scotto steveb  
Subject: Win 3.0 Sales to Corporate Accounts  
Date: Wed Jan 02 13:27:50 1991

RichAb recently inquired why the sale of License Paks (MLP) were low for Win 3.0. MLP's have been running approximately 12% of overall sales for Win Excel and Win Word, while Win 3.0 MLP was 1.8%. There was some concern that MLPs get purchased once companies have made a commitment and are moving on to large scale adoption and perhaps the low MLP rate was an indication that companies were still in the trial phase.

After looking at LVA data and talking with several DMs in the field it looks like this is not the case. We pulled LVA data for accounts purchasing greater than 10 units, May-August (our most recent complete reporting period).

|   |   |     |       |
|---|---|-----|-------|
| Number of Unique accounts purchasing > 10 units | = | 422 |       |
| Number Buying one month only                    | = | 285 | 67.5% |
| Number Buying two months only                   | = | 66  | 15.6% |
| Number Buying three months only                 | = | 25  | 5.9%  |
| Number Buying all four months                   | = | 46  | 10.9% |

|  |   |     |
|--|---|-----|
| Percentage of accounts buying month 1 or month 2 and then rebuying | = | 49% |
|--|---|-----|

There are a number of key accounts that seem to be well on their way to large scale adoption, i.e. buying consistent quantities month after month. The following is a list of a few accounts that showed up in LVA. Each line represents ONE account by location. The UNITS represent Win 3.0 in all forms (full package product and MLP).

In answer to the MLP question, after talking to the field - I would speculate that most apps MLP sales are being driven due to the cost savings (20% discount). The demand for Win 3.0 has been so high, and the price point is significantly different from our Windows apps - I don't think resellers or our Corp Acct reps are having to address pricing - yet with MLP.

MS 5046976  
**CONFIDENTIAL**

|                 | Units Reported by Date |      |      |      |       |
|-----------------|------------------------|------|------|------|-------|
|                 | 5/90                   | 6/90 | 7/90 | 8/90 | Total |
| JM              | 23                     | 21   | 12   | 15   | 71    |
| ARTHUR ANDERSEN | 0                      | 40   | 45   | 143  | 228   |
| AT&T            | 174                    | 98   | 290  | 301  | 863   |

|                                |     |      |      |     |      |
|--------------------------------|-----|------|------|-----|------|
| BLUE CROSS                     | 0   | 33   | 40   | 27  | 100  |
| BOEING                         | 190 | 214  | 245  | 464 | 1113 |
| BORLAND INTERNATIONAL          | 0   | 28   | 14   | 25  | 67   |
| BULL WORLDWIDE INFO            | 0   | 34   | 14   | 11  | 59   |
| C J ENTERPRISES                | 0   | 55   | 19   | 34  | 108  |
| CHEVRON                        | 18  | 23   | 46   | 27  | 114  |
| CHEVRON/STANDARD               | 0   | 23   | 46   | 27  | 96   |
| CIA                            | 0   | 24   | 46   | 44  | 114  |
| CNT MICROSYSTEMS               | 10  | 12   | 24   | 19  | 65   |
| COMPAQ                         | 17  | 201  | 174  | 166 | 558  |
| COMPUTER SCIENCES CORP         | 0   | 32   | 67   | 0   | 99   |
| DELL COMPUTER CORPORATION      | 0   | 18   | 255  | 82  | 355  |
| DIGITAL EQUIPMENT CORP         | 0   | 35   | 21   | 37  | 93   |
| DISNEY STUDIOS                 | 0   | 53   | 11   | 38  | 102  |
| DOW                            | 86  | 95   | 113  | 123 | 417  |
| DOW (2)                        | 0   | 55   | 0    | 0   | 55   |
| DOW (3)                        | 33  | 0    | 50   | 0   | 83   |
| DUNN & BRADSTREET              | 0   | 21   | 34   | 19  | 74   |
| DUPONT                         | 26  | 40   | 62   | 39  | 167  |
| DUPONT (2)                     | 26  | 29   | 0    | 0   | 55   |
| EDS/15 - RICHARDSON            | 0   | 190  | 350  | 125 | 665  |
| EXXON                          | 0   | 44   | 38   | 96  | 178  |
| GE/NBC/RCA                     | 0   | 158  | 255  | 96  | 509  |
| GTE                            | 12  | 53   | 36   | 53  | 154  |
| HEWLETT PACKARD                | 606 | 1347 | 1415 | 690 | 4058 |
| HEWLETT PACKARD (2)            | 0   | 1347 | 0    | 0   | 1347 |
| HEWLETT PACKARD (5)            | 566 | 0    | 0    | 0   | 566  |
| HEWLETT PACKARD - CORVALLIS    | 40  | 0    | 0    | 0   | 40   |
| HONEYWELL                      | 51  | 71   | 66   | 85  | 273  |
| HONEYWELL (3)                  | 0   | 25   | 26   | 0   | 51   |
| HUGHES                         | 24  | 68   | 176  | 60  | 328  |
| HUGHES                         | 24  | 68   | 176  | 34  | 302  |
| HUGHES                         | 24  | 0    | 76   | 0   | 100  |
| IBM                            | 0   | 595  | 421  | 589 | 1605 |
| INTEL                          | 19  | 86   | 102  | 195 | 402  |
| JET PROPULSION LABS            | 30  | 80   | 160  | 86  | 356  |
| KODAK                          | 0   | 45   | 54   | 54  | 153  |
| LOCKHEED                       | 20  | 48   | 36   | 55  | 159  |
| LOS ALAMOS NAT'L LABS          | 0   | 77   | 69   | 34  | 180  |
| LOTUS                          | 0   | 102  | 85   | 40  | 227  |
| MARTIN MARIETTA                | 25  | 228  | 116  | 192 | 561  |
| MARTIN MARIETTA (3)            | 25  | 216  | 0    | 0   | 241  |
| MCDONNELL DOUGLAS              | 15  | 0    | 11   | 299 | 325  |
| MCI TELECOMMUNICATIONS         | 0   | 10   | 14   | 47  | 71   |
| METROPOLITAN LIFE              | 0   | 22   | 24   | 12  | 58   |
| MPK COMPUTING INC -            | 50  | 70   | 12   | 10  | 142  |
| NCR                            | 75  | 129  | 171  | 127 | 502  |
| NCR (2)                        | 0   | 129  | 0    | 0   | 129  |
| NEW ENGLAND, THE               | 0   | 37   | 11   | 0   | 48   |
| NORTHERN TELECOM/BELL NORTHERN | 0   | 41   | 72   | 44  | 157  |
| NOVELL                         | 0   | 25   | 18   | 59  | 102  |
| PACIFIC BELL                   | 0   | 26   | 70   | 10  | 106  |
| PEPSICO/TACO BELL/FRITO LAY/P  | 13  | 0    | 23   | 37  | 73   |
| PROCTER & GAMBLE               | 12  | 86   | 139  | 129 | 366  |
| PROCTER & GAMBLE (2)           | 0   | 86   | 0    | 0   | 86   |
| RAYTHEON/UNITED ENGINEERS      | 0   | 25   | 22   | 13  | 60   |
| ROCKWELL                       | 96  | 214  | 153  | 79  | 542  |
| ROHM & HAAS                    | 23  | 15   | 12   | 0   | 50   |
| SANDIA NATIONAL LABS           | 0   | 44   | 29   | 41  | 114  |
| SOFTWARE PUBLISHING CORP       | 0   | 44   | 25   | 19  | 88   |

HIGHLY  
CONFIDENTIAL

MS 5046977  
CONFIDENTIAL

|                       |    |     |     |    |     |
|-----------------------|----|-----|-----|----|-----|
| STORAGE TECH          | 0  | 22  | 24  | 23 | 69  |
| TANDEM                | 47 | 69  | 83  | 53 | 252 |
| TANDEM (2)            | 0  | 34  | 36  | 0  | 70  |
| TEXAS INSTRUMENTS     | 27 | 188 | 747 | 36 | 998 |
| TEXAS INSTRUMENTS (3) | 0  | 90  | 0   | 0  | 90  |
| TRW                   | 0  | 71  | 34  | 51 | 156 |
| TVA                   | 0  | 16  | 25  | 30 | 71  |
| UNOCAL                | 36 | 0   | 66  | 0  | 102 |
| US AIR FORCE          | 0  | 18  | 50  | 47 | 115 |
| US ARMY 0             | 0  | 13  | 62  | 47 | 122 |
| US NAVY 0             | 0  | 41  | 37  | 55 | 133 |
| US POSTAL SERVICE     | 0  | 10  | 26  | 66 | 102 |
| US SPRINT             | 16 | 0   | 21  | 15 | 52  |
| USX CORP              | 14 | 19  | 0   | 20 | 53  |
| WEYERHAUSER           | 19 | 20  | 15  | 15 | 69  |
| XEROX                 | 14 | 41  | 10  | 11 | 76  |

HIGHLY  
CONFIDENTIAL

MS 5046978  
CONFIDENTIAL

pecifically:

- . We need to address the problem within Apps, but not necessarily for all of MS. Greg will drive a separate solution with Systems.
- . The critical problem to address is strings, menus, and dialogs. Runtime localization is not as big a problem. Right-to-left languages, DBCS, feature differences between languages are important, but much more difficult and should be added later.
- . The immediate need is to have an app by app plan for moving to a single EXE model for strings, menus and dialogs. This solution may be different for each app, but we should have a plan for moving to a final solution that is consistent with Bill's proposal. Disputes about this model can be made on a case by case basis with Bill, or apps may choose to raise an alternative model as a unit. Greg believes that a DLL model, where we party on a DB and create alternative DLLs for different languages may be an adequate and reasonable mid-term solution - subject to apps thinking and the facts of life for each product. Greg intends to meet with MikeMap to verify his impression of the details of what Bill wanted, and then send mail documenting it.

Action Items:

1> GregTi will specify his understanding of BillG's localization goals, and meet with Mike to verify. He will then send this to me and other interested folks.

2> After this meeting, I would like to meet with Mike to get additional info and feedback before making detailed plans. We should defer and discussion of resources or other actions until then to have a better understanding of what is require.

Thanks, Rich...

From bobga Fri Jan 18 09:46:08 1991  
To: mikemap  
Subject: GBU Review Excel Model  
Cc: cathyw davidpr  
Date: Fri Jan 18 09:45:31 1991  
Mail-Flags: 0000

Mike,

The printed (signed) and diskette versions of the final GBU review model are in the diplomatic pouch today, to arrive Monday AM.

All the changes we discussed are made, and the result is as anticipated. (In one case I adjusted by one-tenth of one percent to round better.)

Bob

From susanb Fri Jan 18 14:00:29 1991  
To: mikemap  
Subject: Views -- fyi

MS 5046979  
CONFIDENTIAL

Date: Fri Jan 18 13:58:58 1991

File-Flags: 0000

Since steveb has been dealt in on this, I thought you'd like a summary of the interchange in case he raises the topic with you. No action here. Barry has said he wants to continue doing what he's doing for now but would consult on Views issues if it is picked up by another group.

>From barryl Fri Jan 18 10:47:01 1991

To: susanb

Subject: Views summary

Date: Fri Jan 18 10:46:57 PDT 1991

-----  
Quick History  
-----

---People who know about "Views"---

Over the 1.5 years i have had talked with or sent mail to a number of people regarding "Views"...including billg, darrylr, tandyt, colela, griker, mikemap, robertbu, jabebe, and markcl. Folks were generally very encouraging.

---Recent Events-----

Recently markcl (Win32 program manager) took up the idea connection with his work on metafiles for Win32. met with darryl and i, and came away convinced that views was something to make happen for Win32. He then sent mail that:

1. proposed what needs to be fixed in metafiles
2. proposed that views is something different from metafiles and that it should be done. He said he would make views happen if people were in agreement that it is a good idea.

The mail was sent to the following people:

To: billg nathanm paulma robg

Cc: barryl bobmu darrylr davec edwardj leifp steveb

Response was strong that views was indeed a good idea and should happen. A number of specific technical issues were raised and debated over email. (Excepts of the some of the mail are provided in the below.)

The current status as i understand it, is that markcl has gotten the OK to take views on as an official project. He is now talking to a number of people to rough out the technical issues and strategy.

-----  
Some except from recent email on views  
-----

MS 5046980  
CONFIDENTIAL

---EXCERPTS FROM MARKCL'S INITIAL MAIL-----

The scenario I'd like to enable is that a user can tell any application to write out a View of the document, and any other user can look at that view on their own machine whether they have the application installed or not. Today, there are two options for distributing a document. The first is distributing the application datafile, and having the readers

load it into their own copies of the same application. This works ok today's world, but in the OLE world, where documents can be made up data specific to several different applications, it will be less and less likely that the readers will have all the same applications. The second option is printing the document and distributing hardcopy. This also has a number of problems:

- the target audience can't easily leverage the document by cutting pasting key charts, quotes, etc.
- there are things you can't print, e.g. sound and animation, that will be more and more important in the future.
- hardcopy has to be manually filed and searched for
- hardcopy can't be interactive, i.e. no hyperlinks

View files solve all of these problems.

To make this scenario work we need to do four things:

- define what the View file format is. That's what this mail is about.
- evangelize to ISVs that their applications should be able to write out a view file.
- provide all the helper functionality we can to make it easy for ISVs to do this.
- finally, ship a Viewer with every copy of the operating system. This allows any Windows user to view any View file written out by any application.

---EXCERPTS FROM DARRYL REPLY-----  
Good writeup of the metafile / view file problem.....I thought of a few additional requirements on view files:

- The format would need to support annotation.....
2. The format should ideally support compression.....
3. The view file needs to carry content keywords.....

---EXCERPTS FROM ROBG REPLY-----  
Mark your analysis of this seems very cogent. A few additional points:

- There are a number of media/data types missing that would be needed to really making universal viewing useful.
- It seems to me that a very important part of making viewfiles viable is to ensure that a basic set of viewers/renderers ships with each copy of the base operating system.
- The farallon folks have done a fair amount of thinking about this... I definitely recommend you pick their brains (Reese Jones esp.).... They are already planning a Windows version of Diskpaper and while we probably would end up doing work that would obviate some of that, they have thought about cross-system correspondence issues....

---EXCERPTS FROM STEVEB REPLY-----  
this sounds cool to me!!!

---EXCERPTS FROM NATHANM REPLY-----  
View files as discussed are clearly a good idea....  
(long technical discussion)

MS 5046981  
CONFIDENTIAL

---EXCERPTS FROM EDWARDJ REPLY-----  
A viewfile seems to be nothing more than an evangelized standard

container file format. If indeed this is so, the following things fall out.....(long technical discussion).....

....This is the start of the "generic document", since by using OLE, the standard viewer will look for any app that has registered as being able to handle the different sections in the viewfile and automatically handle them....

....The longer-term issue is to make certain that what you are doing with this file format will be leveraged by AFX with their multiple streams serialization protocol for generic container documents, and Vulcan requirements (although using OLE should keep you clean with regard to Vulcan)....

From darrylr Fri Jan 18 16:24:35 1991  
To: billg mikemap  
Subject: viewer project  
Date: Fri Jan 18 16:25:33 PDT 1991  
Mail-Flags: 0000

I'd like to propose that my group take ownership of the view file and generic viewer problems. I've talked to gregw and peterm about this. I'd have greg's group (mainly bobatk) work on the view file architecture, getting input from systems, mm, and word groups. The viewer ui would be designed by tandy or one of his people. The help group would do all the detailed design and implementation.

we'd target win 3.2 for this work, and would handle it very much like we did for ole, ie, getting input from a couple key isv's early and releasing specs and code late in the year. I don't believe that any part of this would depend on 3.2 (ie, it would work on 3.1) but we'd use 3.2 as the release vehicle for the viewer.

We'd need a strong program manager for this project. One possibility might be Ralph Hartenik, who I understand wants to come back to apps.

Comments?

From frankga Sun Jan 20 11:45:29 1991  
To: mikemap  
Subject: Re: SBPC  
Date: Sun Jan 20 11:43:26 1991  
Mail-Flags: 0000

sure i can...  
there is a war on....

also just gave doris our schedule [yes yours].  
she gasps at our annula exec retreat as it is on same weekend of fred hutchison ball. and you know waht that means!!!

>From mikemap Fri Jan 18 11:55:52 1991  
To: frankga  
Subject: Re: SBPC  
ate: Fri Jan 18 11:51:05 1991

MS 5046982  
CONFIDENTIAL

translated text so that they would be included in the ink that changes as well  
arrows that point to them.

Apparently there are some things that prevent this approach today and I would like to understand them. Do we have different page sizes? Do we have different rules for how the page is laid out? All of these are things I would be glad to consider having the US change or asking you to change in order to move towards more commonality. I wonder what other roadblocks exist to this approach of localization. My key goal is not so much saving the press set up costs (that would be nice) but rather to reduce the number of differences between the localized manual and the english manual - this will mean that taking a comparison of difference to see what changes were made will map very directly into the localized manual - reducing effort/cost and time delta as we move into an era when most of our software will be updates. Of course this is not a short term goal but one that I would like us to move to unless there is some reason I am not aware of that makes it unappealing or impossible.

Maybe someone in your group should explain how different we are from this and what makes it hard or unattractive to do things this way.

(in a memo)

From vijayv Mon Jan 21 17:55:09 1991  
To: mikemap peteh  
Subject: Brian  
Cc: vijayv  
Date: Mon Jan 21 17:50:25 1991  
Mail-Flags: 0000

I will be asking Brian to come and talk to you guys. I tried one more time to convince him to stay fulltime for one more year with little success. I even suggested that in lull periods, we could be more flexible and allow for more time off for his personal vacation. Only new data is that Suchada has asked for the same priviledge, and Bill Bader has indicated that it should be no problem, and the two need to work out what it will mean ie 20 hours per week or what ever.

This does make it tougher for me to convince Brian though. I will also need to think about the possibility of him working for some other group at MS that will give him the reduced load, or some other alternative. As far as he understands, I am still thinking about his request and have been mainly listening to him. He did mention that quite a few people in DABU have this work request approved, don't know what that means other some names he mentioned : Bill Aloof, Tim Paterson.

Thx

From billg Mon Jan 21 18:35:33 1991  
To: garygi scotto  
Subject: Marketing approaches  
Cc: jeffr lewisl mikehal mikemap peteh russw  
Date: Mon Jan 21 18:35:31 1991  
Mail-Flags: 0000

MS 5046983  
CONFIDENTIAL

days ago I spent an afternoon in Phoenix talking with Vern Raburn. Vern started USSMD a long time ago and has always been the best person I know at watching what is going on with the channel and understanding

what kind of marketing activities make sense. He was General Manager of Lotus when 1-2-3 was introduced and did a lot of innovative things. He was Chairman of Symantec when Q&A was introduced. Here at MS we decided to use a sales force before anyone else based on Vern's thinking. Vern was the first person to tell me superstores would be important (almost 3 years ago he talked about starting a company to do this stuff). We used Vern as a consultant on the introduction of PC works. Enough background --- this is just to say he is a very credible guy who continues to be totally on top of this stuff even though his new company slate doesn't really need to care about these issues.

I discussed with Vern the challenge we face in gaining share against LOTUS and asked how we should spend money to win over them. I have embellished these ideas some but here is what he said:

1. Creating some excitement at retail is really cheap. For example making sure the superstore has more on your boxes stocked even though you don't sell as well or giving you a good position of giving windows stuff in general a good position.
2. "software that sells the high end hardware" an old adage we used to use.
3. Direct marketing. This is where Vern was the most "wild" and articulate. He thinks mailing is one thing but that calling is a LOT better. When you get stuff in the mail it is too easy to put aside. When someone calls you up it is immediate - agreeing to buy something for \$129 if you are a serious computer user is very reasonable. Vern feels phone numbers are available - doesn't mean phone followup - that fine - but it doesn't get to the issue of charge -- only a call does that. Vern thought the cost to call every subscriber of LOTUS magazine would be well worth the investment. It would be easy to see if \$129 or \$99 did the trick. At the very least you could send out a brochure or demo disk. This kind of calling can be made very efficient if the operator has the database on line and can easily fill out the disposition of the call. Personally if we had good phone numbers I don't see why the call would cost more than a PSS call does. He thinks other forms of direct marketing might make sense. I explained our seminar stuff and he was a real fan of that although we both wondered why we haven't seen the type of advertising that Oracle does where they use a national magazine and list all the dates around the country.

I probably should have spent more time talking with him about direct marketing stuff but we got off on price and GO and many other things. (On price we ended up agreeing that Borland will as usual set the price expectations and as usual get all the credit for it and we will probably have to react if we are looking to gain a lot of share in a short period of time).

Just for your information and to think about.

From gregti Wed Jan 23 10:10:44 1991  
To: billg  
Cc: jeremybu mikemap steveb  
Subject: RE: Localization of manuals  
Date: Wed Jan 23 10:08:25 PST 1991  
Mail-Flags: 0000

MS 5046984  
CONFIDENTIAL

MikeMap and I met yesterday morning to discuss the software issue, and I'll be sending out a short consensus memo defining the goal and the general approach. You'll be copied, of course.

On the doc side, I've asked Tricia Green to prepare the memo you're

asking for. If I'm interpreting it correctly, you're asking for two things: where are we non-standard with the BUs and why; and what are the reasons preventing us from moving to a two black plate type of printing system. These questions have a lot of hidden ramifications, and the latter question is perhaps too narrow. The goal is to create localized manuals fast and efficiently, so I'd prefer to have the two black plate system be one possible alternative to be looked at among many others. Clearly, there are some large wins to be had from some standards like a common, company-wide publishing tool and better change detection and management. Other standardizations, though, like some elements of page layout, have a smaller benefit, especially in an environment where page redesign, due to language expansion for example, is fast and often automatic. If the environment and the tool set are well enough integrated with respect to text and other page elements, then the two black plate system provides little gain, especially when compared with the increased complexity of changing point sizes and so on.

Tricia's memo will identify the places we are non-standard with the BUs, the root cause, and whether the cause is a "concrete" problem, such as differences in physical parameters (paper/print) or policy decisions (reduced colors), or a style issue like marginalia. She will also look at them from the standpoint of what impact would changing our procedures have on other steps, like translation, and she'll talk to Min about the two plate process to see how it fits with the type of work we do. Finally, she will not limit her examination to pure print production. There are other areas perhaps, like manual organization and writing style, where small changes toward effective standards may have worthwhile payoff.

It will take some time to put this together, but we'll do what we can to expedite it.

Greg

From gregs Wed Jan 23 10:58:20 1991  
To: jeffr  
Subject: Go  
Cc: mikemap  
Date: Wed Jan 23 10:56:05 1991  
Mail-Flags: 0000

If you are going to be talking with Campbell, here are some possible areas that we could work with Go:

Cooperate on gesture definition. We have a preliminary set, but we should work together to create a standard. We'll show them ours if they show us theirs.

If they are providing applications they should consider Pen Win. Wasn't Campbell a fan of having Claris do Win Apps? Likewise, we may consider Pen Point for our applications (maybe it makes sense for something, possibly an Email gateway as Bill suggested.) We will give them our SDK if they will let us buy a development system.

Barring some surprise our alpha version SDK will be released today and sent to around 7 ISV/OEMs after duplication.

We should look into standardizing the interface to recognizers. A recognizer vendor should be able to create a single recognizer that

MS 5046985  
CONFIDENTIAL

works with both Pen Win or Pen Point.

Let me know how it goes and what the next steps should be.

From davidpr Thu Jan 24 15:24:13 1991  
To: mikemap  
Subject: infoworld  
Date: Thu Jan 24 15:21:45 1991  
Mail-Flags: 0000

i checked ms-bell, and found the following calls that were made to Johnson and Cringley:

calls made to Johnson: (641-7770)

Mark Montsomery 12/17 - working in ms-av  
Tanya Vandam 12/4 - PR group  
Paul Maritz 12/20  
Viktor Grabner 12/12 - sys mktg  
Cameron Myhrvold 1/9 & 1/17 - sys mktg  
Makaylaa Powers 1/18 (a temp working in networking)

calls made to tip line: (415-329-3555)  
John Browne 12/28 - systems\*  
Note: John transferred to IPG on or about 1/9/90

seems to me that browne, montsomery, and powers should be visited by their mgrs. it could be they have a good reason for the calls-- but my guess is, they don't!

From mikemap Wed Jan 23 10:15:40 1991  
To: davidpr  
Subject: infoworld  
Date: Wed Jan 23 10:12:12 1991

There a quote from RuthAnn Quinlin. I would like to see if we can track down where it came from. Can we check phone records to see if anyone called the Cringley 800 number or if anyone called stu Johnson in Seattl

From chasst Sun Jan 27 22:11:22 1991  
To: mikemap  
Subject: PR policy.  
Date: Sun Jan 27 22:07:20 PDT 1991  
Mail-Flags: 0000

MS 5046986  
CONFIDENTIAL

I have thought long and hard about this issue this weekend. it is the issue of whether we should be releasing information like the delivery date or feature information about our dbms product to the press and whether we should be demoing a product in public before it is announced. I understand your arguments: that these are only discussions of strategy and technologies but I cant agree. they are real products, they are not technologies. hence I think describing them to the press is against Microsoft's policy of preannouncement and is against our best interests. i wont labor all the arguments, we have discussed them. the issues of disclosing what we are doing to competitors, risking damage to

Microsoft, and internal morale are the ones that concern me the most.

is your prerogative how to present apps strategy and long term direction but this is conflict between that and what I believe is in the best interests of these two products. how can we resolve that because I dont want to leave the situation as it is, which would mean disagreeing every time it comes up again. I plan to make sure that the PR plans for both products state very specifically that neither should be demoed in public nor should information on specific features or delivery dates be given unless sanctioned in the PR plan (ie. like tours for long-lead monthlies etc.). these PR plans are approved by me, Martyta, yourself, MikeHal and BillG. this will force the issue to get resolved one way or another. what is Microsoft's announcement policy? are Thunder and Cirrus products or technologies? I will implement whatever the final PR plan says, but I will argue as strongly as I can that we should not release any type of information on these products before official announcement. this uncertainty is damaging to my and other people's morale. it needs to get cleared up once and for all. perhaps you, I and Martyta should meet this week. perhaps Marty can help us get to a point where we all agree on the correct "interpretation" and implementation of the announcement policy.

From lewisl Mon Jan 28 09:27:05 1991  
To: davidpr mikecan nataliey  
Cc: mikemap  
Subject: RE: campus hc  
Date: Mon Jan 28 09:23:15 PDT 1991  
Mail-Flags: 0000

think that this is too many prod mgr. interns by about 6. I realize we don't have any obligation and that the work they get done is useful, but we need to do a quality job finding work for them and we want to cultivate the best. So, I'd recommend 15 MBA interns, not 21.

And, I'd add 5 undergrad interns. We have had great success with many of our undergrad marketing hires and in the past we have had good folks who come back for multiple summers (Charles Fitzgerald, for example).

>From davidpr Wed Jan 23 08:38:46 1991  
To: kathywe mikecan nataliey  
Cc: davem lewisl mikemap  
Subject: campus hc

Date: Wed Jan 23 08:35:37 1991

should have the final approved listing to you today, broken out by BU.

the numbers will be as follows:

SDE: 37  
Test: 25  
rog Mgr: 16  
-Prod Mgr Undergrad: 12  
Prod Mgr MBA: 8

MS 5046987  
CONFIDENTIAL