

(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  
activities: annual report, trade shows, SBT

Goal of this is to have one set of objectives for the whole company, not  
separate sets of goals. The total of our spending should be examined  
against these goals.

Time is very short if we want to redo how the plan is constructed. We  
will have to decide soon.

## 2. Program implementation fo new things.

The decision and implementation of the direct mail campaign was very hard.  
It took a very long time, the schedule is hard to manage and it cost a lot  
in personnel capital. I would like to propose that we form a task force  
to define a better process for apps and USSMD to use when these sort of  
programs and announcements happen. I would suggest that Lewisl, GaryGi,  
and DavidJaw personally do it.

Mail-Flags: 0001  
From mikemap Wed Jan 16 07:03:36 1991  
To: davidcol  
Subject: Bugs in Win write  
Date: Wed Jan 16 07:03:34 1991

Who can give me the list of problems / bugs in WinWrite?

Mail-Flags: 0001  
From mikemap Wed Jan 16 07:05:27 1991  
To: jimpe  
Subject: Windows Write  
Date: Wed Jan 16 07:05:25 1991

Can you tell me how many and what type of problems have been reported on  
Windows Write (the applet that ships with Windows). How does this compare  
to Windows bugs in total? Thanks?

Mail-Flags: 0001  
From mikemap Wed Jan 16 07:07:17 1991  
To: chrisp  
Cc: jeffr  
Subject: WinWrite  
Date: Wed Jan 16 07:07:15 1991

Could you ask someone in PM to do an analysis of the bugs reported in  
WinWrite? I would like to know the number reported to PSS, the Severity,  
how many we deferred, and how many if any should be fixed now. Maybe by  
next monday. Thanks

From w-connib Tue Jan 15 18:32:37 1991  
To: mikemap

Subject: regarding your 1/29 presentation  
Cc: cathyw sarahch w-karenf  
Date: Tue Jan 15 18:26:15 1991  
Mail-Flags: 0000

Due to scheduling conflicts, I won't be able to be at your meeting with Sarah tomorrow about your presentation for the 1/29 seminar. But wanted to give you a summary based on the meeting yesterday afternoon where they fleshed out the speaker topics in more detail. This may be repetitive for you if Bill Miller has already talked to you today.

Apparently there was some amount of discussion as to whether you should speak at all -- the group wasn't sure what you should talk about. But, you're all signed up. As you know, the purpose of the seminar is basically to emphasize that Windows is where it's at (i.e., we've changed our minds about OS/2). They will give a short, medium, and long term look at Windows' advances. Here is a rundown on the speaker schedules and topic.

Russ -- moderator  
Hallman -- short overview of MS and customer needs  
Steveb -- goes thru the 5 businesses MS is in.  
Bradsi -- short-term Windows (3.1, extensions to Win)  
Muglia -- mid-term Win ( NT kernal, move to 32-bit)  
Allchin/Murray -- NBU overview  
Mikemap -- ?  
Manny Vellon -- AFX, sea of objects  
Billg -- IAYF, long-term Windows (hints at 4.0 stuff)

So what might you add to all of this in your half hour? One theory that was tossed around at yesterday's meeting was that you talk of Thunder and Cirrus (apparently Billg is already going to mention the Silver conceptually in his presentation, as it will be a part of Win 4.0). I think any more talk of the database would be a disaster, it's just too far away and not good practice to preannounce the apps stuff. But Thunder maybe. Systems argues that it's not necessarily an application but a programming tool and MS needs to give the world direction in terms these tools.

It would make sense for you to focus on how to create the best applications and solutions to take advantage of this evolving Windows environment that is being described. You could start by describing the great programmability in Excel 3.0 and how this will evolve into a tools like Thunder -- conceptually only, no dates, no names. You might also give a snappy but short demo of Thunder to pique their interest. Basically, you'll have to do something interesting and visual because it will be 3 p.m. and everyone will be tired and non-attentive.

Even if you talk this conceptually, you should expect coverage of Microsoft's upcoming "macro basic". The press will write it up and will call with more questions for detail. Same situation as the recent PC Week fiasco with Cirrus. We can still have the "announcement" at Windows

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World, and just call this a technology demonstration, but that is a fine line to walk. We should just all be aware of the consequences if you do choose to describe Thunder.

I am not necessarily for this type of preannouncement. There are pros and cons. Whether or not you do demo Thunder on 1/29 needs to be preceded by a LONG conversation between the DABU P.R. team and Charles Stevens. But if you are going to speak on 1/29, you can't just give a Win line demo (yawn). I sense that you want to talk about this, that Systems wants you to talk about this, and this topic of apps tools to take advantage of the Win environment does make sense for the seminar program.

So, this is my two cents. Sarah will carry this on, and please do talk with Charles. I hope to see one of your rehearsals next week.

Mail-Flags: 0001  
From mikemap Wed Jan 16 07:14:31 1991  
To: chasst  
Subject: Borland releases...fyi  
Date: Wed Jan 16 07:14:29 1991

>From buckf Tue Jan 15 18:20:22 1991  
To: billg frankga jeffr mikebro mikehal mikemap peteh steveb  
Subject: Borland releases...fyi  
Cc: buckf daveco stevegr  
Date: Tue Jan 15 18:17:32 1991

Rick Sherlund just called to update us on Borland' release a few hours ago...he said it was a "blow out qtr"....:

Revenues: 62.3M vs 30.2 a year ago

EPS: \$ .52 vs .24

Street estimate was \$ .44-49 (rick was at .49)

Languages: est of \$13M or basically flat.

Paradox: est of 22-23 M

Quattropro: est of 22-23 M

On Feb 12 they will announce/release Object Vision...  
Feb 13 Windows C++

Revsied ann estimates by Rick: EPS \$1.70-1.80 vs \$ .90 a year ago  
REVs 220M vs \$113.

Mail-Flags: 0001  
From mikemap Wed Jan 16 07:21:22 1991  
To: mikehal richmac  
Cc: billg scotto  
Subject: Re: SWAP Wars

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