

UE ONLINE:

Schedule: OK
Resources: OK
Flags: none

Accomplishments:

#Procedures, Definitions and Help Info topics have been handed off to International.
#Commands and Indexes are in Final Edit.
#Screen Regions and Alert topics are ready for final review.

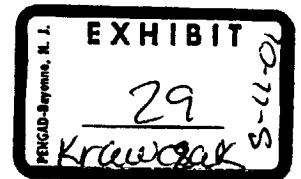
Goals:

#Incorporate Final Review and Final Edit comments for the rest of the topics, then handoff to International.
#Troubleshoot some technical bugs that have emerged.
#Start making compressed builds of Help.

PROGRAM MANAGEMENT:

- System software requirements closed. We officially support systems 6.0.4 and higher (see mail for details).
- Plotter effort closed. Neither product can be used to plot satisfactorily. Pgm will continue working with ISVs. (see mail)
- Beta plans continue. Scottch has identified 33 beta sites. Initial mailing will go next week.
- Posted team of spec changes. In addition, "annotation" for the MacWord spec is now possible! (see mail)
- Completed QAs of Working model booklet sections and Reference index.
- Customize current version of setup for Project as soon as possible.
- Monitor buglist, do unstructured testing.
- Benchmark pass on code complete release.
- Close memory requirements as soon as possible. (relies on benchmarks)
- Continue beta plans.
- Continue monitoring plotter issues with 3rd parties.
- Decide on any Winproj 1.0 bugs to be fixed.
- Help dialog/alert QA.
- Training materials QA.
- Tutorial QA.

Mail-Flags: 0001
From mikemap Thu Apr 11 14:25:15 1991
To: hankv jonre josephk lewisl
Cc: peteh ruthannl
Subject: Re: Hallman mtg issues
Date: Thu Apr 11 14:25:02 1991



I dont think \$199 for the combo is the right price fro windows.

Seems simpler to say
app for \$129
win if neede for \$89 (or whatever)

I am not implying you can buy Win seperate.

MS 5047729
CONFIDENTIAL

It is up to Windows to determine if they want to do any direct windows mailings.

>From hankv Wed Apr 10 19:10:37 1991
To: jonre josephk lewisl mikemap
Cc: peteh ruthannl
Subject: Re: Hallman mtg issues
Date: Wed Apr 10 18:07:13 1991

Maybe we are in violent agreement:

I think there are two options in the mailing

Excel (or Word) at \$129

Excel (or Word) and Windows 3 at \$199

I don't know why we would include a third option of

Windows only at \$75

This will piss off the channel according to Negrin.

>From mikemap Wed Apr 10 17:34:56 1991
To: hankv jonre josephk lewisl
Cc: jonre peteh ruthannl
Subject: Re: Hallman mtg issues
Date: Wed Apr 10 16:28:46 1991

Why should Windows price be bundled? It is easy to figure out what it is! We need to offer with and without windows in the same mailing. By having it separate, we box in the other ISVs to do the same.

What am I missing?

>From josephk Wed Apr 10 12:55:00 1991
To: hankv jonre lewisl
Cc: jonre mikemap peteh ruthannl
Subject: Re: Hallman mtg issues
Date: Wed Apr 10 11:44:19 1991

2) What is the start date of the 2nd upgrade push (both channel and Direct Mail). Given the need to have our message be as comparative as possible, I vote that we start when Lotus and Wordperfect SHIP, not when they announce. This does not address whether we should start both Word and Excel at the same time, or when the other competitive app ships.

Yes, I think we have concensus on starting at competitive ship.

MS 5047730
CONFIDENTIAL

Recommend we start for both XL and Word at the same time.

Reasons-

Starting a single channel upgrade program for both is cleaner. Single app only mailing is inefficient, offering both raises response rates.

Since the bulk of the list are Win lists, it gives the other app a chance to opportunistically harvest the Win base one more time before the competitor mails the Win base.

4) Mike raised the issue of whether or not we will offer \$75 Windows seperately as an option in our Direct Mail. I told him I don't think so. We would offer Word and Excel seperately, and then an option for Word/Window or Excel/Windows. He mentioned that Windows is thinking about selling \$75 Windows direct (???).

We will never present the option of only buying Windows. It can only be purchased bundled with an app.

Thanks,
Joe

Mail-Flags: 0001
From mikemap Thu Apr 11 14:30:26 1991
To: exstaff
Subject: Apps Division meeting
Date: Thu Apr 11 14:30:10 1991

The Applications Division is holding it's annual meeting on Thursday April 18th from 1pm to 5pm at the Fifth Ave Theater in Seattle, followed by a reception at the Four Seasons Hotel.

The theme of the meeting is "Climbing High" -- focusing on the great things we have done as a division over the past year, and what we need to do in the future to stay that way. James Burke, who created the PBS "Connections" TV series and authored numerous books will be our guest speaker.

If your schedule permits, you are more than welcome to attend. Please contact DavidPr to confirm your attendance.

Mail-Flags: 0001
From mikemap Thu Apr 11 17:40:54 1991
To: davidpr
Subject: Apps Division meeting
Date: Thu Apr 11 17:40:52 1991

>From mikemap Fri Apr 12 15:28:17 1991
To: exstaff
Subject: Apps Division meeting
Date: Thu Apr 11 14:30:10 1991

MS 5047731
CONFIDENTIAL -

ok on new split

>From davidpr Sun Apr 14 14:12:58 1991
To: mikemap
Subject: Re: MAC office revenue
Date: Sun Apr 14 14:10:45 1991

the old ones were:

OBU: 47%
GBU: 11%
ABU: 41%

From mikemap Sun Apr 14 10:38:56 1991
To: davidpr
Subject: Re: MAC office revenue
Date: Sat Apr 13 09:33:36 1991

what were the old breakouts?

>From davidpr Fri Apr 12 06:11:14 1991
To: jeffr
Subject: MAC office revenue
Cc: mikemap
Date: Fri Apr 12 06:09:53 1991

since the word & work groups are 2 business units now, i have talked with lewisl on the breakout of revenue for the mac office. this is what the revenue allocation will be for FY'92:

OBU
Word 43%
Work 4%
GBU 11%
ABU 42%

pls let me know if you have any concerns. thx.

Mail-Flags: 0001
From mikemap Sat Apr 13 13:19:09 1991
To: lewisl
Subject: RE: fy91 marketing funds
Date: Sat Apr 13 13:19:07 1991

>From rickde Sun Apr 14 13:54:43 1991
To: mikehal
Cc: frankga garygi mikemap rickde scotto
Subject: RE: fy91 marketing funds
Date: Sun Apr 14 16:55:07 PDT 1991

Sorry to have missed the meeting.

MS 5047732
CONFIDENTIAL

For question 1:

I see no problem funding the program based upon where we are YTD.

YTD USSMD is \$10.2 million under spent on its marketing plan. Apps represents \$5.9 million of this variance. Committed spending is a hard number to come up with due to the fact that the biggest component, advertising, doesn't hit the GL in the form of an open PO. I will get an analysis prepared on monday but I expect committed XL advertising to take a big bit out of the \$5.9million.

As you know we accrued \$14.9 million in marketing expenses in Q91-1 and 2 on the theory that the marketing underspending would turn around. \$7.0 million of this accrual was made under the assumption that we would do some incremental program this year. In other words, \$7.9 million of the accrual relates to the underspending which occurred in Q1 and 2 and \$7.0 of the accrual is unrelated to our budgeted marketing plans and can be used to fund this \$3.9 million program. In case you are wondering, we were underspent in Q91-3 by \$2.4 million, but no accrual was made. This explains why the \$7.9 million doesn't tie to the YTD variance of \$10.2 million.

As to your second question, I am a little unclear about what you want in the way of a forecast. Are you asking for a forecast of FY 91 total marketing expenditures? Please let me know what you would like pulled together and when you would like to meet.

I do have two questions relating to the FY 92 pool which have put on hold this week when you were out of town.

1) Steveb as requested that marketing for SPAG be at 4.5% instead of 5%. I have started the model under the assumption that this is approved.

2) Based upon our discussion last year, I am not planning on accruing funds for Apps OEM revenue. Please confirm.

>From mikehal Sun Apr 14 12:33:14 1991
To: rickde
Cc: frankga garygi mikemap scotto
Subject: fy91 marketing funds

Date: Sun Apr 14 11:31:00 PDT 1991

Where are we with this years budget both on what is expensed and committed. I have approved incremental funding for advertising, and marketing for the win apps and promoting the office bundle to take advantage of the lack of product from WP and Lotus. The total was \$3.9m. You missed the last meeting and I elected to procede on the basis we were going to under run anyway.

I'd like to review a forecast for year end and also get your assessment as to how the process is comming together. I am hearing about some pretty big numbers.

MS 5047733
CONFIDENTIAL

No Hire.

His resume was a bit pumped up, especially with regard to having Windows experience. He demonstrated decent 'C' programming skills, but not as good as other candidates I've interviewed lately.

From jimdu Fri Apr 19 13:59:52 1991
To: billy lewis lisab mikemap stephl
Cc: lisaw martyta sarahch w-connib w-loril
Subject: WinOffice Announcement & Apple
Date: Wed Apr 17 00:54:22 1991
Mail-Flags: 0000

We are very aware of the sensitivity of announcing the WinOffice promo at around the same time as the Apple System 7 announcement on May 13. We absolutely do not want to dilute the message of Microsoft's commitment to the Mac. I have spoken with Conni regarding this and we have come up with the following proposal:

Announce the WinOffice promo on May 15

Rationale:

- By announcing AFTER the apple event we do not create the impression of stealing their day in the sun.
- It is critical to kickoff our reseller sell-in process with ASR's for the WinOffice promo so we have to be announced in order to do so. The 15th is the latest feasible time to start this process.
- A lot of the press articles for Apple's event will occur early in the week of May 13 due to typical "scoop" stories that get published. (particularly in the WSJ, NY Times, and other daily pubs). Thus, in these articles and at the Apple event there will be no mention or questions about the WinOffice promo.
- WinOffice press will occur the week of Windows World and will most likely be treated as "Winworld Announcements" and NOT as a separate move on Microsoft's part to block Apple's announcement.

Does everyone agree with this strategy?

Jim

From sarahch Fri Apr 19 14:26:43 1991
To: billy jimdu lewis lisab mikemap stephl
Subject: WinOffice Announcement & Apple
Cc: lisaw martyta w-connib w-loral
Date: Fri Apr 19 14:23:34 1991
Mail-Flags: 0000

I have serious reservations about this plan. You have suggested a Wednesday announcement, which is deadly for

MS 5047734
CONFIDENTIAL

the publications to work with. It doesn't give them time to do a good job on the story. This may result in the story being cast as a "fire sale" on our products.

Also, we will be out seeing the weekly press that week for the Quick C for Windows and Visual Basic announcement. We need the coverage of those products to garner front page attention during Windows World. I do not want our own company to be competing with that.

Connie, Lisa and I had thought through the possibilities when we recommended announcing your program through one-on-one visits at Windows World. IF you need to start the sell-in on the 15th, that's fine. You can do that and still hold the press announcement. If you start seeing resellers on the 15th, the leakage would not happen til the time we would get the info out anyway.

I recommend that we stay with an announcement through visits at Windows World and coverage targetted to 5/27.

Mail-Flags: 0001
From mikemap Wed Apr 17 17:49:58 1991
To: w-pamed
Subject: Re: Intuit negotiations
Date: Wed Apr 17 17:49:55 1991

MikeS did most of the neogiation. This is a simple timeline. I am sure I can find more details if you want.

We approached MECA about buying them. After discussion we decided not to. We then went to Intuit. We did quite a bit of due diligence (ie learned all about their financials and business). We decided not to buy them. (they had little technical skills, their product was hot which made them overvalue themselves.)

After 2 months or so we approached them on putting together a JDA like deal. They would build Quicken for Windows and we would sell it. Mike really wanted this deal. We spent time disclosing all of our joint technical plan:

When I looked at the deal it was obvious that we could not make it work. They would do the work and they had the current reputation. We would market and wanted control of the design. We also want a big part of the profit. They clearly thought they could market it without us. In fact the deal we offered made them think we were not really serious.

I visited Scot Cooke in Calif and told him that I was calling off the project. A few weeks later we decide to fund the Barney project. At Alsops conference, I told Scot that we were building our own.

They believe we were working on Barney all along and was just trying to get info from them.

The place we went wrong was by not being realistic about the deal we could make and about how much info we got from them. We might have been better about seperating the investigators from the developers of the new product.

|>From w-pamed Fri Apr 19 11:11:05 1991

MS 5047735
CONFIDENTIAL