Date: Fri Jun 21 17:04:31 1991

ok. when you hire someone, you have to make sure the people who are
most affected are bought in. the ga really works for davidcol and
johnen, so they need to feel the person is right.

80
From bradsi Fri Jun 21 17:05:59 1991
To: janineh kalak
Subject: blacklist
Date: Fri Jun 21 17:05:57 1991

speaking of GO, GO should not be on dos5 or win3 beta lists.

81
From bradsi Fri Jun 21 17:07:14 1991
To: davidcol dennisad
Subject: Re: Adobe visit
Date: Fri Jun 21 17:07:12 1991

I'm saying we have to make a choice. Either support properly
or use theirs. Now we're in the middle. If you're saying do
our own, we need to see what _that_ takes.

> From dennisad Fri Jun 21 16:42:17 1991
> To: davidcol
> Cc: bradsi
> Subject: Re: Adobe visit
> Date: Fri Jun 21 16:41:48 1991

I have one concern in this area: TrueType. I frankly do not trust Adobe
to put great TT support into their driver. We have a good (good, but
could be better sometimes) relationship with HP, and look at the grief
we have with getting them to rev the PCL-5 driver to support TrueType.

It pays to remember that Adobe's goal is to get the world converted to
PostScript on the screen, PostScript on the printer, PostScript as
the application output format, PostScript as the document interchange
format, PostScript, PostScript, PostScript. This is in STARK contrast
to Windows Everywhere.

I am not calling them the evil empire, not by any means. But Adobe considers TrueType to be a BIG
them in the middle of one VERY profitable business that has NOTHING
to do with PostScript: the font business.

If you consider PostScript to be a vital Windows printing platform,
I would be VERY leery of depending on Adobe for the Windows
PostScript driver. Less than great TT support is actually in their
best business interests!

> From bradsi Fri Jun 21 13:23:15 1991
> To: davidcol lins
> Cc: kensy timmcc
> Subject: Re: Adobe visit
> Date: Fri Jun 21 13:22:05 1991

your point, which I agree with, is that we need to make a decision:
we need to make a real commitment to our ps driver, or work with
adobe and user theirs, like what we do with hp on pcl5.

> From davidcol Fri Jun 21 07:33:10 1991
> To: bradsi
> Subject: Adobe visit
> Cc: kensy timmcc
> Date: Fri Jun 21 07:32:40 1991

We talked with Adobe again yesterday about their
PS driver efforts. They are almost done with
a driver for PS Level II support. It is built
> from our Win 3.0 PS driver. OEMs who ship PS
Level II printers will also ship the driver.

MS 5062977
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From: Brad Silverberg
To: Brad Chase
Subject: FW: DR and Lotus
Date: Tuesday, June 02, 1992 12:36PM

From: Joachim Kempin
To: Brad Silverberg
Cc: Bill Gates; Jonathan Lazarus; Mike Maples; Steve Ballmer
Subject: FW: DR and Lotus
Date: Tuesday, June 02, 1992 12:33PM

FYI, we will find out if true. Jon, any help?
>From   sandyd Tue Jun 2 04:48:47 1992
To: jeffl
Cc: eoemman joachimk
Subject: DR and Lotus

X-MSMail-Message-ID: EE3FBCAC
X-MSMail-Conversation-ID: EE3FBCAC
X-MSMail-WiseRemark: Microsoft Mail — 3.0.620
From: Sandy Duncan <sandyd@microsoft.com>
Date: Tue, Jun 02 92 11:39:46 PDT

Hot Gossip !

We've heard that DR have done a deal to bundle DR DOS 6 with Lotus
1-2-3. We don't know how long this will last for or any details of
pricing, but we believe that this could be a European, not just UK, deal.

Sounds a bit crazy - the source is the "Stacker" sales guys who believe
they've lost a Stacker deal with Lotus to DR.

Regards, Sandy

From: Brad Silverberg
To: Karl Stock
Subject: FW: DR-DOS Situation in Europe
Date: Tuesday, June 02, 1992 12:40PM

this is why we need astro so bad.

From: Stephen Oliver
To: Brad Chase; Brad Silverberg
Cc: Adam Taylor; David Britton; Hans Apel
Subject: DR-DOS Situation in Europe
Date: Tuesday, June 02, 1992 10:29PM

Since meeting with Brad Chase at the end of April, I have been
operating a "DR-DOS Watch" in Europe - basically encouraging MS-DOS
PMs in the various subs to report non-systematically on any known
activity by DR in their markets. The objective is to increase our
qualitative awareness of the threat from DR at close to zero marginal
cost.

This mail summarises my findings and conclusions during the month of May.

SUMMARY
========

Whilst anxious not to overreact, I am getting increasingly concerned
about DR-DOS. Retail share is growing to critical levels - I'll be
very conservative and say that DR has 25% of retail market share
across Europe. OEM activity is less coherent, however, although some
key deals have been struck.

This situation has arisen partly because of DR-DOS's one clear
product advantage (disk compression), but also because DR clearly
understands and exploits what makes the channel tick (combining good,
supportive advertising campaigns with excellent dealer promotion and
great margins). After all, even the best of products is doomed to
failure if the retailer has no incentive to give it facing.
Furthermore, it is increasingly clear that DR is coordinating its
marketing drive across Europe, presenting a coherent front across all
its markets.

NATIONAL REPORTS
========================

AUSTRIA

OEMs
One OEM - IMC Datensysteme - bundles DR-DOS on machines shipping into
Eastern Europe, but has limited sales in Austria. VOBIS however ships
large numbers of machines running DR-DOS.

Retail
Many dealers carry DR-DOS on their price lists, but actual
penetration is believed to be low

Market Share
Estimated to be around 5%.

GERMANY

OEMs
One significant OEM - VOBIS - is already bundling DR-DOS with their
machines as an alternative to MS-DOS. DR-DOS is believed to ship on
40-50% of all machines.

Retail
Agressive dealer campaign running currently, consisting of 22 copies
of product for 3,600 DEM ($100 per), 18 pack "dunky" bin with poster
and spec sheets, free films plus 500 DEM ($350) advertising allowance
- even a coupon for a long weekend in a 4 star hotel! This campaign
is being backed by agressive advertising in the German computer press
along the lines of "DR-DOS and Windows are designed for each other".
Results of campaign as yet unknown.

UNITED KINGDOM

OEMs
Several small OEMs offer DR-DOS, but the only major DR-DOS OEM (OPUS)
has recently returned to MS-DOS.

Retail
Very aggressive - even proposing a Win 3.1 + DR-DOS 6 bundle in the channel.

Market Share
Distributors estimate DR-DOS currently have 30-40% share of retail
"sell-in". MS UK estimates something like 10-15% overall share, but
DR's current sales (+/- 7k per month) exceed our RUP sales.

SPAIN

OEMs
At present only small OEMs are known to be shipping DR-DOS.

Retail
DR's importer, CASA, are doing intensive advertising at present in
both technical and general press.

Market Share
CASA claims 35,000 units in calendar 1991 and 40,000-60,000 projected
in calendar 1992. MS-DOS 5 has shipped 42,000 RUPs and 38,000 Pack
this FYTD, suggesting an estimated DR share of around 30%.

NORDIC

OEMs
Limited activity - mostly coming in on Taiwanese machines.

Retail
Lots of advertising, but limited action.

Market Share
Estimated "very, very low".

CONCLUSIONS
========================

We are at a critical point in the life-cycle of MS-DOS.

We have no clear product advantages to offer until Astro comes on
stream late-1992 or early-1993. We are also apparently still months

·from offering a viable contender in the disk compression area.

Our options? We could do nothing, and simply wait for MS-DOS 6, hoping that Retail Janus will offer some additional momentum during the late-summer and autumn. The risk then is that we have to expend additional effort resuscitating the market in the spring when MS-DOS 6 does arrive. Alternatively we can take come conclusive actions now to stem the growth of DR before they develop and permanent bridgehead.

Steve Ballmer has given us considerable leeway now to cut transfer prices to levels that enable subsidiaries to become more price-competitive. I think we need to do even more, however. I think the UK is right in pursuing an opportunistic deal with STAC, albeit one that cannot continue too long. I would like to know what flexibility we have to negotiate NOW with STAC, or with an alternative disk compression technology supplier.

I also think we need to rethink our tactics in the channel and offer many more and much more exciting promotions to keep the retailers on our side. I think we need to become significantly more creative and aggressive.

I would appreciate your suggestions and comments prior to putting out more detailed recommendations.

Thanks

From: Brad Silverberg
To: Sharon Hornstein; Brad Chase; Brad Hastings; David Cole; Greg Slyngstad; John Ludwig; Mack Mccauley; Richard Tong
Subject: RE: GA changes...
Date: Tuesday, June 02, 1992 1:18PM

Basically, the idea is that the ga's (all 6 of them) work for _you_, not me, not sharon. It should be up to you to determine who works for whom and how many people supported. Further, since some ga's handle more than one person, there should be a primary manager assigned for the ga who is responsible for that ga: review, evaluation, etc. When you do the assignment, recognize that some groups (like marketing groups) have a much higher load on ga's, so the # of people per ga will vary for marketing and non-marketing. [I have data from other product groups on the ratios.]

The old way was that (for most people) the ga's worked for me or sharon. The new way is that they work for you and you are responsible for them. I like the new way better.

From: Sharon Hornstein
To: Brad Chase; Brad Hastings; David Cole; Greg Slyngstad; John Ludwig; Mack Mccauley;
Richard Tong
Cc: Brad Silverberg
Subject: GA changes...
Date: Tuesday, June 02, 1992 2:04PM

I know the most recent GA changes have caused some confusion and frankly have been real tough. The proposed support plan I sent out earlier was a collective effort of your GA's thoughts on what might work best.

In taking a step back, Brad and I thought it would be a good idea to open this issue of shuffling out to you for the final decision before announcing it to PSGroup. I can give you the #'s of your departments for FY93 for you to work from and the number of GA's we have to work with. (6 for FY93 - Lorisi, Donel, Maria, Sueti, Janeho, Charu)

Please let me know if Thursday, June 4th at 12:00pm in 3.1003 would be a convenient time for you to meet with each other.

Thanks.

(PS. Brad and myself will not plan to be at this meeting unless you would like for us to lend some "advice" in working this out.)

From: Brad Silverberg
To: David Cole
Subject: maryho

Date: Tuesday, June 02, 1992 1:20PM

Non-responsive material redacted

From: Brad Silverberg
To: Richard Tong; Claire LEMATTA (WGNR)
Cc: David Cole
Subject: FW: compatibility
Date: Tuesday, June 02, 1992 1:48PM

i sent paul some mail telling him i was puzzled by their os/2
coverage. when win 3.1 came out, pc week ran the Casualty List and
has been very aggressive in reporting any problems with windows. but
why have they been so silent on os/2? the compatibility and
performance problems are far far more serious. i really just want to
understand their thinking here. isn't it newsworthy? i want to try
to draw paul out.

sounds like they are going to run _another_ windows problems story.
david, can you call him and see what's up, if there's anything you
can help with?

my reply to paul was to say that sure they've run stories on the weak
marketing rollout, but almost nothing on the product problems. if we
get a casualty list, why no OS/2 Casualty List? theirs is 10x as
long and more serious.

From: Paul Sherer   <0004975308@mcimail.com>
To: Brad Silverberg
Subject: RE: compatibility
Date: Tuesday, June 02, 1992 7:13PM

There is no puzzling silence from PC Week. We've written several times about
how the development process was rushed and how the product wasn't fully
debugged. And we'
ll be writing about it very soon again (and maybe about problems with Windows
too). And we've certainly pointed out plenty all the screwups in the OS/2
rollout. Maybe if you want more coverage about OS/2 problems you should
point out the problems in your ads. No, on second thought, the PC business
doesn't need to copy the tactics of politics.

From: Brad Silverberg
To: David Cole
Subject: RE: joeb
Date: Tuesday, June 02, 1992 1:58PM

yes, bobmu knows the situation. paul said just take him.

From: David Cole
To: Brad Silverberg
Subject: joeb
Date: Tuesday, June 02, 1992 2:47PM

I assume that bobmu knows the joeb situation? I want to talk
with Joe and evaluate where he'd fit best but don't want to do it
behind bob's back.

From: Brad Silverberg
To: Brad Chase
Subject: FW: DOS 6
Date: Tuesday, June 02, 1992 2:12PM

i agree.

From: Bill Gates
To: Brad Silverberg
Cc: Jonathan Lazarus; Paul Maritz
Subject: DOS 6
Date: Tuesday, June 02, 1992 2:49PM

I think we should disclose our disk compression strategy to a number
of utility software vendors ASAP. I think we need to get them to
support our strategy - partly strengthen our relationship with them,

partly because users need it and partly because we will look strange
picking a low popularity approach unless the industry is behind us. I
know this creates a disclosure risk but as long and the deal is
SIGNED I think it is worth taking Central point, symantec and perhaps
a few other into strict confidence on this.

From: Brad Silverberg
To: Bill Gates
Cc: Jonathan Lazarus; Paul Maritz; Brad Chase
Subject: RE: DOS 6
Date: Tuesday, June 02, 1992 2:18PM

The DD contract is signed. We are evaluating the code right now and
say yes/no by Friday. So far, it looks good.

We will go to beta mid-august, so the world will find out then.   We
should disclose to key utility vendors, oem's, and ihv's before then,
latest mid-July. We can tell central point, symantec, fifth
generation, etc after final approval (next week) though we should
expect leakage, including to novell, stac, and the press.

I mention ihv's also because we want to see chips and addon boards
that support our compression.

From: Bill Gates
To: Brad Silverberg
Cc: Jonathan Lazarus; Paul Maritz
Subject: DOS 6
Date: Tuesday, June 02, 1992 2:49PM

I think we should disclose our disk compression strategy to a
number of utility software vendors ASAP. I think we need to get
them to support our strategy - partly strengthen our
relationship with them, partly because users need it and partly
because we will look strange picking a low popularity approach
unless the industry is behind us. I know this creates a
disclosure risk but as long and the deal is SIGNED I think it
is worth taking Central point, symantec and perhaps a few other
into strict confidence on this.

Non-responsive material redacted

you been riding much?

From: Antonio Salerno (Millennium Micro)
To: Brad Silverberg
Subject: RE: RE:
Date: Tuesday, June 02, 1992 3:35PM

OH... THAT shift level... yeah, wearing the edges
makes sense.

Don't know the scoop myself. Jobs really tore him
up regarding being a manager and doing the technical
stuff of late. Article in the Mercury. Let me
know if you need the article...

From: Brad Silverberg
To: Joachim Kempin
Cc: Brad Chase; Susan Boeschen
Subject: RE: Important - DR DOS rumor
Date: Tuesday, June 02, 1992 2:46PM

this may have nothing to do with endorsement from YOUR point of view
but will have everything to do with endorsement from Novell's. You
will see, Novell will be telling each of our oem's that Microsoft has
now endorsed dr-dos.

From: Joachim Kempin
To: Brad Silverberg
Cc: Brad Chase; Susan Boeschen
Subject: RE: Important - DR DOS rumor
Date: Tuesday, June 02, 1992 3:15PM

This has nothing to do with endorsement. I completely agree
with Susan, MS-DOS needs to be sold on
its own merrits. DR-DOS seems to be working fine with WORKS, no
reason to decline a deal. I
actually think it is great to close it, not only because of the
$ I might get but because of the
alibi. I could actually demenstrate that we do not tie things together.

> From   bradsi Tue Jun 2 12:56:40 1992
> To: joachimk
> Cc: bradc
> Subject: RE: Important - DR DOS rumor
>
> X-MSMail-Message-ID: A1AEE06F
> X-MSMail-Conversation-ID: A1AEE06F
> X-MSMail-WiseRemark: Microsoft Mail — 3.0.620
> From: Brad Silverberg <bradsi@microsoft.com>
> Date: Tue, Jun 02 92 11:52:44 PDT
>
> i do not understand this joachim.
>
> i can easily imagine novell running a big advertisement that says, Now,
> Microsoft Endorses DR-DOS. They will go to every one our own oem's
> saying how this is proof that their is completely compatible with
> ms-dos. Even Microsoft now agrees, they will say.
>
> Is this what you want?
>
> > From: Joachim Kempin
> > To: Brad Chase; Susan Boeschen
> > Cc: Brad Chase; Brad Silverberg; Donna Garrison; John Williams;
> > Sergio Pineda
> > Subject: RE: Important - DR DOS rumor
> > Date: Tuesday, June 02, 1992 11:14AM
> >
> > You are completely out of line BRAD. We cannot tie MS-DOS sales
> > to APPS sales and that is what You
> > are suggesting. I take their money for WORKS and continue to
> > turn the DOS situation around which we
> > lost because we slipped product schedules in the first place.

From: Brad Silverberg
To: Sharon Hornstein
Subject: reorg
Date: Tuesday, June 02, 1992 2:47PM

Non-responsive material redacted

From: Brad Silverberg
To: Claire LEMATTA (WGNR); Collins Hemingway
Subject: FW: compatibility
Date: Tuesday, June 02, 1992 3:28PM

fyi. wonder why infoworld can find the users?   wonder why they
don't read the readme? the win 3.1 Casualty List article wasn't
based on user feedback, but on the APPS.HLP file.

From: Paul Sherer   <0004975308@mcimail.com>
To: Brad Silverberg
Subject: RE: compatibility
Date: Tuesday, June 02, 1992 10:17PM

We've given it the coverage we deem appropriate. There are definitly problems
with OS/2 2.0, and as I said in my last message, we will be covering them
in additional detail very soon. I've been hearing about some problems
from developers, and less, so, from users, so I'll be doing a story. However,
I'm not going to do a story because the product manager of a competing
product is pressuring me to do it.

From: Brad Silverberg
To: Paul Sherer   <0004975308@mcimail.com>
Subject: RE: compatibility
Date: Tuesday, June 02, 1992 3:34PM

Paul, you say you haven't heard much from users about problems.
Infoworld has had no problem finding such users. The Win 3.1
Casualty List wasn't based on user feedback, it was based on the
APPS.HLP file. But why no similar Casualty List for OS/2 based on
their readme, which would indicate far more pervasive and serious
problems?   It sure seems like pc week has been very aggressive about
reporting supposed problems with Windows but far less aggressive on
os/2. I'm really just trying to understand the thinking, perhaps I'm
not getting that across.   Am I looking at it wrong? Is there

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something I am missing? Is it because we're "the incumbent"? I
guess I'm asking for your opinions and advice. That's all.

From: Brad Silverberg
To: Russell Siegelman
Subject: FW: Sparta
Date: Tuesday, June 02, 1992 3:35PM

_____

From: Marty Taucher
To: Brad Silverberg; Jonathan Lazarus
Cc: Collins Hemingway
Subject: Sparta
Date: Tuesday, June 02, 1992 4:24PM

What is the current thinking about this announce?
We are running into dependancy issues related to Schedule
+ which the workgroup people beleive that they need to
announce before the July systems breifing. The product will
not be ready to ship until late July or August and We talked today
about putting off the announcement until the later in August when
the product is real.

The workgroup folks would probably not want to wait if
we were going to go ahead with sparta in late July.

From: Brad Silverberg
To: Lori Sill
Cc: Sharon Hornstein
Subject: RE: Vacation Coverage
Date: Tuesday, June 02, 1992 4:05PM

ok.
_____
From: Lori Sill
To: Brad Silverberg
Cc: Lori Sill; Sharon Hornstein
Subject: FW: Vacation Coverage
Date: Tuesday, June 02, 1992 4:53PM

Brad, can you let me know your thoughts on this? Thanks.
_____
From: Lori Sill
To: Brad Silverberg
Cc: Lori Sill; Richard Tong; Sharon Hornstein
Subject: Vacation Coverage
Date: Tuesday, April 14, 1992 10:47

Brad, starting August 17 I will be off getting married and will
be out until September 8. Sharonh/Richt and
I have discussed having Ingrids fill in for me, as she knows my
groups and knows Microsoft. If Ingrid
does cover for me, that would mean having a temp at the front
desk for this time frame. Can you please
advise if this sounds doable?

I will work with the recept coordinators for their buy-off, pending
your approval.

Thanks,
Lori

From: Brad Silverberg
To: Richard Tong; Brad Chase
Subject: promotions
Date: Tuesday, June 02, 1992 4:24PM

your promotions will go into official effect at annual review time.
to promote you now, instead of in six weeks, would mean that you
don't get a merit increase, but only a promo increase. so you'd come
out ahead by waiting six weeks. ok

From: Brad Silverberg
To: Brian Valentine
Subject: RE: We need help !
Date: Tuesday, June 02, 1992 4:30PM

run up to talk to you? Shouldn't take but 20Minutes

Tom

From: Brad Silverberg
To: Claire LEMATTA (WGNR)
Subject: RE: Compaq Meeting Agenda
Date: Tuesday, June 02, 1992 5:05PM

i think steveb needs to go out next week to take his swings at the plate.

From: Claire LEMATTA (WGNR)
To: Brad Silverberg; Jonathan Lazarus; Steve Ballmer
Cc: Mark Baber; Claire LEMATTA (WGNR); Delona LANG (WGNR); Windows Focus Squad
Subject: Compaq Meeting Agenda
Date: Tuesday, June 02, 1992 5:42PM

RichT, Jonro, Timbre and PR met to discuss a strategy for supporting
the Compaq announcement and leveraging it for Windows. The
following are the points we would like to propose to Compaq. Given
that SteveB meets with executives from Compaq tomorrow, it would
be good to discuss this with them.

1. Compaq does not want to have a Microsoft executive on stage with
them. However, we think it would be appropriate for a Microsoft
Executive to be in the audience at the time of the announcement and
to do press interviews afterward to assure the Windows message is
understood. These would be positioned as separate interviews from
Compaq. Suggested Exec would be SteveB, who could also use trip to
get out the "real story" on OS/2 with editors. We would have the
positive messages of Compaq support as excuse to get in front of
editors. If not SteveB, then other high-level guy.

2. We will issue a Microsoft release supporting the announcement
based upon the following outline and including a supportive quote
from Compaq:

        -       Compaq's Windows Optimized Line is the perfect fit
        to meet the "sweet spot" 4MB configuration high-volume
        demand

        -       Purchasers want machines that are easy for everyone
        in their organization to use, and Windows is the perfect
        solution for making your PC easier.

        -       Compaq is responding to customer demands for
        Windows ease-of-use offering Windows preinstalled.

        -       Compaq's Windows Optimized Line demonstrates
        the scalabilty of Windows

        -       Performance benchmarking shows that the Compaq
        line outperforms PS/2 configurations (in other words, better
        Windows performance).

        -       The addition of Compaq means 9 of top 10 OEMs
        support Windows ready to run.

PR is proceeding with the release and clear indication from Compaq
about their willingness to support
the Windows message is key.

Feedback?

From: Brad Silverberg
To: Mike Murray; Nathan Myhrvold; Rick Rashid
Cc: Cameron Myhrvold; Edward Jung; Jonathan Lazarus; Kevin Shields
Subject: RE: Sun Microsystems; former NeXT VP joins SunSoft
Date: Tuesday, June 02, 1992 5:08PM

You were born to be an HR God.

A friend from the bay area said there recently was an article in the
Mercury where Jobs complained about the job Bud was doing. Not being

Date: Tuesday, June 02, 1992 7:11AM

FYI...

From: Sherry Smith <sherry@ccmail.momenta.com>
To: Greg Slyngstad; Pradeep Singh; Darcy Hollie; Thom Kozik; Clara
Jong; Jim Dunnigan
Cc: <rizz@ccmail.momenta.com>; <bethf@ccmail.momenta.com>;
<kevinmm@ccmail.momenta.com>; <tracyw@ccmail.momenta.com>;
<mike@ccmail.momenta.com>; <sherry@ccmail.momenta.com>
Subject: Momenta in the news
Date: Monday, June 01, 1992 19:19

Confidential memorandum. Forward only as appropriate.

There have been some recent changes at Momenta. This e-mail
will attempt to summarize the events. Should you have
further questions, PLEASE feel free to call myself, John
Rizzo or Beth Fisher.

o Del Yocam has resigned as President & CEO of Momenta.
  The Board of Directors' vision for Momenta was
  inconsistent with Del's personal goals therefore he has
  departed to pursue other interests.

o Perry Odak and Angelo Pezzani of Odak Pezzani & Company
  have been brought in to assist the executive team during
  this transitional phase. Both have extensive experience
  with companies in all stages of growth.

o Momenta is NOT going out of business. Momenta has
  restructured the company to align and trim the business
  to balance its current financial/sales position.

o Momenta continues to receive funding and support from its
  current investors, who believe strongly in the pen-based
  market and the value that Momenta has provided to that
  market. The exact amount is not available for public
  release.

o A number of companies have contacted Momenta with
  interest in a variety of types of partnerships. We will
  continue to evaluate these opportunities.

o Momenta will continue to focus on its existing leading
  technology solutions; the Windows for Pens products and
  the Backlight and Overhead products. All development on
  MADE (the proprietary Momenta Application Development
  Environment) has been cancelled.

o The entire Windows for Pens team that you have been
  working with is intact.

o Our existing partnership with Microsoft remains
  unchanged. We will continue to work with you to
  incorporate future versions of Windows for Pens, to share
  pen technology information and to develop the Pentop
  market.

o We are formalizing the Microsoft employee discount
  pricing for Momenta computers.

o We have sent the agreed 13 Overhead units (OH-P) to Clara
  Jong for the Sales force. All financial commitments and
  contractual agreements are current.

We will keep you fully informed of developments. Again,
call us if you have any questions.

/SLS

From: Brad Silverberg
To: Paul Maritz
Subject: FW: Sears - Navy Lapheld Contract Win
Date: Tuesday, June 02, 1992 7:36AM

fyi. this is a big big win for us. they had chosen dr-dos. we
called the msdos trans team in and they turned it around.

From: Jon Kechejian
To: Brad Silverberg
Cc: Brad Chase; SYS MS-DOS Marketing Team
Subject: Sears - Navy Lapheld Contract Win
Date: Monday, June 01, 1992 1:57PM

Debbie Rea (MS Federal Sales Rep) and I called on
Sears Business Systems - Federal Group in their
Washington, DC, offices on May 13, 1992. Sears had
recently won the Navy LapHeld contract (25,000 to
75,000 PCs per year for three years - the only
notebook award in the Federal government) which
included DR-DOS. Debbie and I met with Sears'
technical lead to discuss DR-DOS support issues
(versus MS-DOS) and future Windows compatibility in an
effort to get Sears to replace DR-DOS 6 with MS-DOS 5.
Sears said they were going with DR-DOS unless DR
cannot abide by the terms of the Navy contract. Sears
was content to let DR assume the risk of Windows
compatibility.

Debbie Rae and Brett Swartz found a clause in the Navy
contract requiring compatibility with Windows and got
the Navy to insist Sears honor it. After Debbie and I
made clear to Sears DR-DOS and Windows compatibility
would always be a major issue, as well as DR's regular
"business" updates for which Sears is responsible.
Sears included a clause guaranteeing DR-DOS would be
compatible with Windows now and in the future in
Sears' agreement with DR. DR's lawyers refused to
sign the contract.

In the course of a week Don Hardwick and I were in
daily contact with Sears to address immediate support
and education issues (MS-DOS (JonK) and Windows
(TyCar)), product needs (creating disk images in
1.44MB format so the current Sears packaging could be
maintained), and getting the OEM agreement signed.

The deal was signed Friday, May 29, with Sears solidly
behind MS-DOS and already looking to swap the bid
applications for Windows and Windows applications.
Sears expects to sell at least 150,000 PCs over the
life of this contract to Federal agencies.

Jon

From: Brad Silverberg
To: Paul Maritz
Subject: RE: windows campaign
Date: Tuesday, June 02, 1992 7:37AM

they already asked me to give the speech for the windows campaign at
the nsm. it'll either be me or richt... i guess you're going to be
at the australian winworld then.

> From: Paul Maritz
> To: Brad Silverberg
> Subject: RE: windows campaign
> Date: Tuesday, June 02, 1992 7:56AM
>
> OK, lets talk. Most of this campaign managership boils down to
> who is going to won the national sales mtg, etc.

From: Brad Silverberg
To: Greg Slyngstad
Subject: brian moura
Date: Tuesday, June 02, 1992 7:46AM

he's with the city of san carlos, ca. he's is a very active windows
user and supporter. often quoted in the trade journals. also active
in windows support groups. a good guy.
From: Brad Silverberg
To: Brad Chase
Subject: FW: Fwd: Police Find Kidnapped Adobe Systems Pres, Arrest Abductors
Date: Tuesday, June 02, 1992 7:48AM