

specific ideas that we came to the table with surprised them. Our interest and willingness to propose aggressive ideas took them back a bit. They indicated that the timing of the meeting was excellent for them since they will be having annual planning meetings next week. To our surprise they had not considered the upgrade "batteries" issue or considered Microsoft as a possible source of technical training. They did say that they have conducted field training and that 100% of their field is equipped with Windows.

Next Steps

We will utilize a single point of contact at both companies to track progress on the various marketing issues. Jay Freed agreed (somewhat reluctantly) to be this point of contact for Lotus. I will be the point of contact for MS. I will FAX out today a summary of the key items discussed at the meeting and they will do the same on Monday. I will publish a status report of programs underway every few weeks or so so we can track status.

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From bradsi Tue Aug 06 18:35:05 1991
To: billg steveb
Subject: novell / dri
Date: Tue, 06 Aug 91 18:35:03 PDT

I've been having a number of brainstorming meetings the past 2-3 weeks regarding dri and novell. This will culminate in a document that describes the situation, potential direction for novell, and what our responses should be.

I'd like to get your thoughts and recommendations on the issue. I want to incorporate into our own thinking.

Here is the working outline for the document:

- I. Intro
- II. Executive Summary
- III. The Novell Mindset
 - What is Novell and Noorda thinking and worrying about
- IV. What is Novell going to do with DR DOS
 - A. Analysis of customer classes and the future product and marketing opportunities they raise for Novell/DR DOS (Key classes: OEMs, VARs, Fortune 1000, nonFortune 1000)
Source of Data for this:
 - Quotes from press articles and press releases
 - Speculation from our brainstorm meetings
 - Other opinions, third party info
- V. IBM
 - Will they license DR DOS? If so, when?
 - Implications
 - Microsoft Options
- VI. Potential Microsoft Responses
 - A. MS-Product
 - MS-DOS 5, 6 - Key issue: what unique synergies can we create with Windows 3?
 - Win 3.1, 4
 - Winball
 - MS-DOS Peer to Peer
 - B. Marketing Strategy
 - Derail the train before it starts - communicate DR DOS product weaknesses
 - Sell us much of the MS-DOS 5 Upgrade as we can now
 - Lock in OEMs to long term contracts
 - Develop VAR relationships
 - C. Relationship
 - How do we work with Novell now? We do need each other at least in the short term
 - Should reverse engineer their protocols just in case
 - Include assessment & summary of response by customer segment discussed in IV. above

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EXH 9 DATE 2/13/02
WITNESS Sineberg
MARY W. MILLER

- VII. Current Product Analysis
- A. DR DOS 5 & 6 (latter info will be speculation)
 - B. SLRP
 - C. Future Netware

Appendices:

- A. Novell Financials
- B. Press Releases
- C. Articles from the press

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