

From W-carrin Wed Nov 6 18:06:07 1991
To: lizsi
Subject: DRAFT FOR YOU
Date: Wed Nov 06 19:29:16 PDT 1991

Date: Wed Nov 6 18:05:03 1991

This incorporates my, Claire's and Pam's comments.
I'll get yours and we'll wrap it up.

Please send mail or call tonight, or first thing tomorrow (before 10).

Thanks.

TO: Steve Ballmer, Brad Chase, Brad Silverberg
FROM: Pam Edstrom, Carrine Greason, Claire Lematta/Waggener Edstrom, Liz Sidnam/Microsoft
SUBJECT: Proactive MS-DOS PR Proposals
DATE: November 7, 1991

Below are recommendations and alternatives for raising visibility of MS-DOS and raising issues surrounding DR DOS.

Third Parties Tell Our Story

Because they are not associated with Microsoft and are not competing with DR DOS, these companies and individuals can speak with credibility. More importantly, they bolster our case and have impact on editors as neutral voices:

J Ray Duncan (and other Respected DOS Gurus) Opinion Piece

There are people in the industry who should be concerned about the adverse effect DR DOS could have on the industry. These influential people, such as Ray Duncan, have less biased voices and can promote safety, security and standards to the reading public.

As our first focus, we recommend Ray Duncan, because he is well associated with DOS and says he wouldn't use DR DOS himself.

He would consider this an endorsement

Software Vendors Affected by DR DOS Incompatibilities

Microsoft is not the only company that should be concerned about software incompatibility with DR DOS. Many software vendors would have their product support service and testing efforts significantly impacted by users operating under DR DOS. Microsoft has turned up DR DOS incompatibilities with LANTastic, Central Point Software and Norton Utilities. In addition, there may be others reported on CompuServe.

We recommend finding out if these companies would share information with their users. This could take the form of a letter to their users (perhaps Microsoft-paid), a letter to an editor, letter to resellers and letter to OEMs. Another option on a lower level is to get them

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① list of 2 pubs surveyed for reviews

② PC Week review

PLAINTIFF'S EXHIBIT
1073
Comes v. Microsoft

Byte Review

14205
8/2333
60008-

EXH 15 DATE 2/13/02
WITNESS Silverberg
MARY W. MILLER

Apps Group should put warnings in prod or send letters to customers

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to send you mail which you could then ask if you could provide to an editor; or, at least have an agreement that we can refer editors and reporters to them.

PC Manufacturer Press Release

This release was developed to counter a possible IBM/DRI announcement.
We have the option of saving this release -- PC manufacturers come out strongly stating that Microsoft is the industry standard -- or releasing it now and possibly being unprepared if IBM announces an agreement with Novell/DRI.

User Groups/CompuServe

^{also} There may be opportunities with user groups and CompuServe to gather and disseminate anti-DR DOS information. The information would come from the users themselves, but Microsoft or an independent company paid by Microsoft would coordinate the information.

We could hit some key user groups with a "DR DOS is not safe" message. This would spread by word of mouth and leak to the press. Trashing in front of user groups is slightly less risky than trashing to press.

Visible Microsoft Actions

BradsI Tour #A

In this press tour, we would emphasize MS-DOS momentum and raise FUD against DR DOS in a positive way.

Issues we would cover include: where personal systems are going, overwhelming momentum facts regarding MS-DOS, major anti-momentum facts against DR DOS (few resellers, few OEMs, few users), concerns about why no one is writing about compatibility, and finally we would squeeze in MS-DOS 5 ROM.

Our hidden agenda for the meetings is to show DR DOS does not have momentum and, on a personal level, our concern over how users may be the losers in the long run because no one is warning them of the risks of going with DR DOS. Our stated purpose would encompass MS-DOS 5 ROM and incredible MS-DOS 5 momentum.

We believe this will result in negative DR DOS articles because publications will take a closer look. We don't provide them the information; they find it themselves.

on the other hand

This tour would preclude going out with Intel on a MS-DOS 5 ROM and Advanced Power Management press tour.

we can't pull out

As part of this tour, we would also visit short-lead PC columnists such as Wall Street Journal's Walter Mossberg, New York Times's Peter Lewis and PC Week's Jim Seymour. With these columnists we would encourage holidays-oriented MS-DOS 5 stories: What better gift for your brother-in-law?

** Newspaper Regional columnists - Campaign to get them to write*

BradsI Tour #B

A second option, as you have pointed out, is a "Crashing, Trashing" anti-DR DOS press tour. As we have communicated, we feel this will have significant long-term negative results for Microsoft as a whole. This tour would preclude going out with Intel on a MS-DOS 5 ROM and Advanced Power Management press tour.

In essence, we would be giving DR DOS significant visibility while fostering negative press about Microsoft.

What is Important in DOS?

Both users and the press are taking a short-term, superficial view when looking at DR DOS. Microsoft believes this conflicts with what people really look for in an operating system, which is compatibility, stability and memory management, and not an extra utility here or there.

A statistically significant research project would provide information to back up Microsoft's assertions and could both influence future reviews and result in at least one news story. In addition, this information may prove useful to subgroups within the Microsoft MS-DOS group.

Again, this would enable third-parties (the ^{user} survey group) to tell what's important in an OS rather than giving Microsoft's opinion, which is less credible.

InfoWorld Response

We invested significant time with InfoWorld reviewing their earlier DR DOS 5 review. We prepared documentation, point-by-point on errors in the earlier review. This resulted in InfoWorld rescoring MS-DOS; however, they have scored DR DOS even higher still.

Rather than repeating the previous moderately effective point-by-point tack, we recommend meeting with Stuart Alsop and Rafe Needleman of InfoWorld to communicate our overall concern that this review does not address the issues that will affect their readers and that their readers will be concerned about.

Brett Glass is a techie hacker; he is not the average InfoWorld reader -- InfoWorld advertises that they reach the corporate audience. We will ask them to have a corporate individual review the product; based on that information, they may do what they will. Microsoft believes that MS-DOS is a better product for InfoWorld readers and believes this will be revealed if InfoWorld were to proceed with this tactic.

BYTE Response

BYTE really stepped out on a limb to come out so positively with DR DOS, especially when they were working with beta software. Because they concluded their review early, we did not have DR DOS 6 information to share with them while they were preparing it.

We recommend getting them to cover bits of information we uncover. As they are not planning to do a full review of DR DOS, we don't recommend encouraging them to revisit their coverage at this time.

PC Week Response

We recommend no response to PC Week. PC Week listened to our concerns in advance, and wrote about many DR DOS 6 bugs that we shared with them. We did not have our full testing completed when they wrapped up their review.

Microsoft-promoted Articles

Influential's Systems

Everyone wants to know about how rich and influential

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people live. We would research the PC systems (brands of hardware and software) of industry notables such as Bill Gates, Andy Grove, Michael Dell, Lee Reiswig and political notables such as George Bush. We would share this information with InfoWorld or PC Week and encourage them to dig even further. We are confident that Microsoft MS-DOS and other Microsoft systems and applications software would show up repeatedly; DR DOS would not.

We would promote this as filler for a near-holidays issue.

PC Week DR DOS Bugs Story

InfoWorld has already found some show-stopping DR DOS bugs, which they published in the same article as the InfoWorld DR DOS review. Unfortunately, the review was typeset and wrapped up before they discovered these bugs. They wrote about them in a news story. *issue*

We believe there is a similar opportunity for PC Week. We would provide PC Week faxed copies of CompuServe-posted DR DOS problems and encourage them to do further digging.

We can keep feeding him and Stuart Johnston, Infoworld, as we get additional information.

Carrine

Survey of key industry analysts to get them to say that DR DOS isn't important enough to track.

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Write a DOS or 386 program.

Identify credible influencers, analysts, book authors, developers + end-users that believe in MS-DOS and have negative opinions on DR DOS.

Take every opportunity to use as reference w/ press, set them up as seminar + user group speakers, do user profiles on them. In essence, give them visibility and establish them up as credible influencers in industry and opinion leaders.

to voice negative opinions on DR DOS. Again, this enables credible third parties to speak out against DR DOS, which is much more credible than a company speaking out against competition.

CompuServe gets free copy of MS-DOS

*Independent testing company send letter
InfoWorld letter from DR DOS testing*

*Compatibility Kit
Resource Kit*

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