

From: Steve Wells  
To: Brad Silverberg  
Subject: RE: From my WinWorld notes  
Date: Thursday, April 16, 1992 9:25AM

did you want me to forward to bradc?

From: Brad Silverberg  
To: Steve Wells  
Subject: RE: From my WinWorld notes  
Date: Thu, Apr 16, 1992 8:42AM

bradc

From: Steve Wells  
To: Brad Silverberg; Christopher Smith; Peter Neupert; Steve Wells  
Cc: Peter Wong Po Kee; Ron Hosogi  
Subject: RE: From my WinWorld notes  
Date: Thursday, April 16, 1992 8:25AM

We have an office in Singapore with 13 people today, growing to 20 in fy93. This includes a dedicated OEM sales person today, and adding another at the beginning of FY93. Our forecast for OEM business in FY93 is \$5.3M, up from a projected \$2m in FY92. Including the OEM sales head, we have technical support in Singapore and additional expertise in Taiwan. Add to this the fact that we are opening an office in Malaysia in FY93 (manager already on board, we in the process of legally establishing the company) with a target of 8 heads by end of FY93.

David, I'd love to have you come visit Singapore some time and see our success with DOS and Windows to date.

From: Brad Silverberg  
To: Christopher Smith; Peter Neupert; Steve Wells  
Subject: From my WinWorld notes  
Date: Thu, Apr 16, 1992 7:29AM

From davidcol Wed Apr 15 23:12:29 1992  
X-MSMail-Message-ID: 9A710075  
X-MSMail-Conversation-ID: 9A710075  
X-MSMail-WiseRemark: Microsoft Mail - 1.0.589  
To: bradc bradsi  
Date: Wed Apr 15 1992 23:11:38  
Subject: From my WinWorld notes

On the plane from Seattle to Chicago, I sat by one of the Far south/east product managers. (Tialand, Signapore, Melasia, etc, sorry for the bad spelling) I forget the guys name. He talked a lot about the growing market down there, becoming industrialized, etc. Since the language is heavily influenced by French folks, they have a singel byte character set so can localized before Japan. Apparently, plenty of OEMs like DELL have offices and factories in his area.

He said that DRI had a team of technical guys (5?) permanently in Singapore to work with the OEMs answering technical questions and getting them to build machines with DR-DOS in mind, etc. This is a pretty scary thing since MS has no such OEM presence down there. I don't know if you knew about this situation or not, so thought I'd drop you a note.

From: Brad Silverberg  
To: Steve Wells  
Subject: RE: From my WinWorld notes  
Date: Thursday, April 16, 1992 8:32AM

MS 5063310  
CONFIDENTIAL

my mistake. i already forwarded to him. i thought i hit "f" but hit "r" instead.

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From: Brad Silverberg  
To: Joseph Krawczak  
Cc: Richard Tong

MS 5063311  
CONFIDENTIAL

Rolf Skoglund, Regional Director for Northern Europe will be in Redmond the week of May 18-22. He's requested a meeting with you. At this point, his schedule is wide open May 18, 19, 20 and 22. Can you meet with him for an hour one of those days? Let me know!

Thank you, Susan

From: Brad Silverberg  
To: Andy Hill  
Subject: RE: ZiffNet  
Date: Thursday, April 16, 1992 2:47PM

ericst did it for msdos5. richf did it for drdos6. i prefer that it's someone good in the bu rather than some random pss person.

From: Andy Hill  
To: Terry Bourne  
Cc: Brad Silverberg; David Cole; Jerry Fisher; Phillip Fawcett; Richard Tong  
Subject: FW: ZiffNet  
Date: Thursday, April 16, 1992 3:33PM

Terry-

Is anyone in PSS scanning the winnew and winadv forums on compuserve and summarizing 'Hot Issues' on a daily basis? We had andy thomas (our beta sysop) do this for the win 3.1 beta and found it to be extremely helpful.

If not, can we discuss putting together a procedure to do this?

Thanks  
Andy

From: bradsi  
To: andyhi; davidool  
Cc: richt  
Subject: FW: ZiffNet  
Date: Wednesday, April 15, 1992 01:50PM

is someone monitoring the windows compuserve forums? if not, we need to start. and i'd like daily summaries of the issues that have been raised. thanks.

From: Paul Maritz  
To: Brad Silverberg; Jeff Raikes; Mike Maples; Steve Ballmer  
Cc: David Cole; Richard Tong; Claire LEMAITA (WGNR)  
Subject: RE: ZiffNet  
Date: Wednesday, April 15, 1992 1:31PM

What is the reality? Zachman is going to poison the waters to greatest extent possible - including saying that OS/2 2.0 is better upgrade than Win3.1 in his next column. He was and is determined to find any chink in Windows's armour.

Best antidote is get some examples of corps that have successfully upgraded to Win3.1 and deployed in large numbers, and get the news out. Ideas? We should n't underestimate. The one consistent question I got at the SBT's was people asking for information on the PC Week compatibility article, and saying how it had created a hurdle that they had to now overcome.

>From mikemap Wed Apr 15 13:06:40 1992  
To: bradsi jeffr paulma steveb  
Subject: ZiffNet

Date: Wed, 15 Apr 92 12:06:05 PDT

He is what Will Zackman is saying about Windows. This was posted on a Forum that I participated on on Compuserve.

#: 193150 S9/Special Guests  
15-Apr-92 01:36:10  
Sb: #192601-MS->Direct  
Fm: Will Zachmann [PCMAG] 72241,43

MS 5063312  
CONFIDENTIAL

To: Mike Maples [MSoft] 72241,732

Mike,

Yes, I have been using the shipping version of Windows 3.1 for about two weeks now. I reported my initial experiences with it in my PC Week column last week. More to come.

You (Microsoft) have a very serious problem with Windows 3.1. It does not keep the promises made by Microsoft in regard to DOS and Windows applications

compatibility. It is "breaking" numerous Windows 3.0 applications as anyone who reads the message traffic on WINNEW, WINADV, or WINSDK can readily see.

It

has more compability problems with DOS and Windows 3.0 applications than OS/2

2.0 does.

Will

From: Brad Silverberg

To: Don Elkins

Subject: RE: Snappy slacks...

Date: Thursday, April 16, 1992 2:57PM

submit an expense report... thanks.

From: Don Elkins

To: Brad Silverberg

Subject: Snappy slacks...

Date: Thursday, April 16, 1992 3:58PM

Would it be possible for me to get reimbursed for the slacks? How should I work this out?

don

From: Brad Silverberg

To: Luann Suthers

Subject: RE: Windows for Pen Computing Ship Party

Date: Thursday, April 16, 1992 3:15PM

thanks. you probably meant bill gates, not bill gallagher...

From: Luann Suthers

To: Bill Gallagher; Brad Silverberg; Jeff Raikes; Mike Maples

Cc: Cathy Walker; Debe Mckeand; Julie Girone; Sharon Hornstein

Subject: Windows for Pen Computing Ship Party

Date: Thursday, April 16, 1992 4:01PM

The WEP ship party will be May 9th from 7p to 10pm.

We would like to invite each of you (and guest) to attend.

The Islander will be picking us up in Kirkland. Dinner and dancing are the plan.

Please RSVP to me with the number attending.

Exact detail of when/where to follow.

I hope you can join us.

Luann Suthers  
Admin for GregS

From: Brad Silverberg

To: Jim McCarthy

Subject: RE: thanks

Date: Thursday, April 16, 1992 3:17PM

MS 5063313  
CONFIDENTIAL

X-MSMail-Conversation-ID: AD2AE0F9  
X-MSMail-WiseRemark: Microsoft Mail - BETA 1  
Date: Tue Apr 14 1992 13:52:42

another product is windows resource kit (1.0, 1.1, and now 2.0). it's supplemental technical material for windows that we sell for \$20. We have shipped over 300,000 units by now.

From: Brad Silverberg  
To: Lynn Krueger  
Cc: Sandra Jacobson; Wynne Wolf  
Subject: RE: Alex Howard  
Date: Wednesday, April 15, 1992 8:35AM

it's true alex has been very active in the msdos5 and win3.1 betas. he basically doesn't want to pay the \$. it would be ok with me if he had to take the test but we waive the cost, if that's possible. but most of all, i don't want to get in the middle. it's your program.

From: Lynn Krueger  
To: Brad Silverberg  
Cc: Lynn Krueger; Sandra Jacobson; Wynne Wolf  
Subject: Alex Howard  
Date: Wednesday, April 15, 1992 8:52AM

Hi Brad,

My name is Lynn Krueger. I'm the Assistant Manager for the MS Consultant Relations Program (CRP), in the Channel Marketing/Services Group. To join the CRP an independent computer consultant must take a minimum of two exams (Dos/MicroHardware and Windows 3.1) through Sandraj's Microsoft Certification Program.

A consultant by the name of Alex Howard is pursuing membership in the CRP and has asked me to waive the required entrance exams. This is not a standard policy, however if you were to agree then we will waive the exams.

In a letter that was send to you Mr. Brown stated, "After beta testing Windows 3.1 since June of 1991 and using and manipulating DOS 5.0 (as can be demonstrated by reading my numerous reports), I believe I have already qualified for this Associate membership" in the CRP. And in a letter send to me, Mr. Howard said, "Brad Siverberg had me placed into a subset of the 15,000 tester; this subset numbered 200. It was to this smaller group that a new beta buid was sent in advance of the entire 15,000 testers. I also was selected as one of fifty to receive the written documentation for proofreading and review."

What are you thoughts? Do you feel we should make an exception and waive these exams? As a policy we do not normally waive the criteria, but if you feel that we should in this case, I will do so.

Thank you for your feedback!

-Lynn

From: Brad Silverberg  
To: Joseph Krawczak  
Subject: RE: URGENT- dr dos in ad  
Date: Wednesday, April 15, 1992 8:38AM

not tested and not supported. right?

From: Joseph Krawczak  
To: Greg Perlot; Kathleen Fiander; Patty Stonesifer; Terry Bourne  
Cc: Brad Silverberg; Joe Long; Joseph Krawczak; Kiersten Keester; Trish May  
Subject: URGENT- dr dos in ad  
Date: Wednesday, April 15, 1992 9:31AM

Both Patty and Steve would like to include DR DOS info in the ad. I do not have any official statement on this from PSS other than the mail you gave me yesterday Patty. From that, I've written this answer, which is going to O&M for typesetting at 10am.

Q:

MS 5063314  
CONFIDENTIAL

I run DR DOS and Windows 3.0, and when I tried to upgrade to Windows 3.1, I got the error message "Standard Mode: Fault in MS-DOS Extender."

A:

This error can be caused by installing Windows 3.1 on an operating system not tested by Microsoft. The system requirements for Windows are MS-DOS 3.1 or higher, installing on other operating systems may result in an error. To restore your system after this error, delete any Windows 3.1 files

installed and reinstall Windows 3.0. Then either upgrade to MS-DOS or contact your operating system vendor for more information on compatibility with Windows 3.1. For more information regarding DR DOS, call Digital Research Technical Support at 408-646-6464.

Non-responsive material redacted

MS 5063315  
CONFIDENTIAL

> going too well. that is, borlad is shipping their products but that's  
> about the extent of the relationship. rick schell is the reason behind  
> this; he's long been jealous of the purart relationship and  
has cut them off.  
>  
> purart has been thinking their next generation debugger and interested  
> in talking to us.  
>  
> they are also very capable in many other areas. further, they have a  
> lot of contacts in the boston area with many ex-mit people who they use  
> as contractors.  
>  
> i think we should bring them in -- or go visit them. it would be good  
> to get a relationship going with them.  
>  
> ph: 617/437-7168.  
>  
> they are also on mcimail (purart).  
>

From: Brad Silverberg  
To: John Enslein; Mack Mccauley  
Cc: David Maritz  
Subject: RE: chrissh  
Date: Wednesday, April 15, 1992 12:43PM

in what way do the opportunities for him here not fit his career goals?

From: John Enslein  
To: Brad Silverberg; Mack Mccauley  
Cc: David Maritz  
Subject: chrissh  
Date: Wednesday, April 15, 1992 1:13PM

Too bad - we're losing a good guy. David - you'll need to get a replacement req going.

>From: chrissh Wed Apr 15 12:11:58 1992  
To: davidma johnen  
Cc: jimla richsa  
Subject: Cougar testing...  
  
Date: Wed Apr 15 12:07:45 1992

I just wanted to let you guys know that I've been offered a test lead position in the AFX group working on composer and I've decided to accept it.

I'm sorry to have to leave the BU, but the opportunities that are available to me at this time in DOS/WIN do not fit in with my carrer goals, and I had a tough decision to make moving on.

If you have any questions let me know. I'm over at PSS this week on the phones. You can also contact richsa.

Thanks,

Chris

From: Brad Silverberg  
To: David Cole; Andy Hill  
Cc: 'richt'  
Subject: FW: ZiffNet  
Date: Wednesday, April 15, 1992 12:46PM

is someone monitoring the windows compuserve forums? if not, we need to start. and i'd like daily summaries of the issues that have been raised. thanks.

From: Paul Maritz  
To: Brad Silverberg; Jeff Raikas; Mike Maples; Steve Ballmer  
Cc: David Cole; Richard Tong; Claire LEMATTA (WGNR)  
Subject: RE: ZiffNet  
Date: Wednesday, April 15, 1992 1:31PM

MS 5063316  
CONFIDENTIAL

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It has more compatibility problems with DOS and Windows 3.0 applications than OS/2

2.0 does.

Will

From: Brad Silverberg  
To: Sharon Hornstein  
Subject: RE: 4 calendar issues  
Date: Wednesday, April 15, 1992 12:51PM

From: Sharon Hornstein  
To: Brad Silverberg  
Subject: 4 calendar issues  
Date: Wednesday, April 15, 1992 1:49PM

I have a handful that need your input.

1. Martyta would like to meet w/you this week to discuss his groups organizational structure. Want me to set up after reviews with Paul on 4/20 or earlier ?

i am certain i won't be able to meet with paul on 4/20. i won't get to reivews till next week at the earliest.  
i can meet with marty this week or next.

2. Win93 Product meetings w/Steven, Bobmu and Mackm, I will be putting them on your calendar with a ( ) around them just in case you want to drop in. Steven, Bobmu, Mackm and Paulma will be meeting with Billg April 23rd at 10:00am. Do you want me to set you up for this one for sure ?

johnlu should be in all of those meetings. please make sure he's there. include on my calendar.

MS 5063317  
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will propose to your corp account sales guys, the guys in ECS, etc.  
we would get approval.

I was thinking of a flat out incentive program. Like \$\$\$, like wine, women  
and song (you get the drift). Rich, do you want to discuss?

Claire

>From bradsi Wed Apr 15 16:22:02 1992  
X-MSMail-MailClass: IPM.Microsoft Mail.Note  
X-MSMail-Priority: 0002  
X-MSMail-Message-ID: 20FE58F0  
X-MSMail-Conversation-ID: 20FE58F0  
X-MSMail-WiseRemark: Microsoft Mail — BETA 1  
To: richt w-clairl  
Date: Wed Apr 15 1992 15:21:40  
Subject: corp wins

we gotta counter this zachmann stuff with corp wins and corp  
references. how are we doing?

From: Brad Silverberg  
To: Marianne ALLISON (WGNR); Paul Maritz  
Subject: RE: didn't inhale  
Date: Wednesday, April 15, 1992 4:38PM

i think he gave out his product dates after a long toke.

he is the only non-ms person participating with matt griffin on the  
egghead windows vision 24-city tour.

From: Marianne ALLISON (WGNR)  
To: Brad Silverberg; Paul Maritz  
Subject: didn't inhale  
Date: Wednesday, April 15, 1992 5:06PM

maybe philippe should have inhaled. he might have his products out by  
now

>From collinsh Tue Apr 7 10:03:06 1992  
To: msftpr twg  
Subject: ibm press conf on os/2 2.0  
Date: Tue Apr 7 10:03:51 1992

>From paulma Mon Apr 6 23:46:02 1992  
To: bradsi camerom collinsh davidt dwaynew jonl richt w-clairl w-pamed  
Subject: ibm press conf on os/2 2.0  
Cc: billg dougho dwaynew mikenap richta russw steveb  
Date: Mon Apr 6 23:45:38 1992

Pam Edstrom and I went to the IBM press conference this pm - it was not that  
well put on of an event, but it is clear that OS/2 2.0 is going to enjoy a  
"honeymoon" for a while. Cannavino (dressed in "casual" uniform) did the  
honours and said that "OS/2 2.0 is 10x better quality than OS/2 1.3, it has  
2x the lines of code, written by 1/2 the people, etc." All BS, but it went  
over well. He did not take any especially rude swipes at MS per se. He then  
introduced: John Landry, Alan Ashton, Philip Kahn, Jack Blount, George  
Grayson, CEO of Corel, CEO of Stac, guy from MCI (who are using OS/2), and a  
lunatic from the "Corner Store" (a high tech store that stocks electronic  
toys and OS/2 2.0).

The ISV guys all went out of their way to trowel on the praise for OS/2 2.0,  
saying how good/stable/friendly/priced right it is, and saying how important  
it was to have a multi-platform world, and important it was to trust those  
vendors who can span all the platforms. Grayson went so far as to say that  
they are now running their internal apps on OS/2 because they can do in "3  
seconds" what they could before only do "in 20 seconds" for phone service  
reps.

They handed out of book of 800 (yes, 800) press releases of folks that are  
"committing" to do 32bit PM apps (I did not get a copy - did anyone else?).  
Lotus, WP, Borland said that they would all do 32bit PM apps to ship "later  
this year", and said how much better these apps would be than their Windows  
apps. Philip's latest line: "We wrote Windows applications, but we didn't  
inhale".

MS 5063318  
CONFIDENTIAL

Separately, I did a panel for Michael Miller of PC Labs - there was myself, guy from Apple, guy from SunSoft, and Soyring from IBM. Apple actually has interesting spin - they are now explicitly position themselves as having a "scalable family" - ie. Mac UI and API on Systems 7 for "personal systems", and Mac UI and API on UNIX for "industrial strength" systems, and in each case 68K and RS6000. There were about 50 folk in the audience, Miller asked them which environments people planned to standardize on:

- Apple System 7 - 0 hands
- Sun or UNIX - 0 hands
- Windows - about 25% of hands
- OS/2 - also about 25% of hands!

We are going to have 9-12 months during which we are going to have to live with OS/2. We need to contain it, by:

- (i) continue to position Windows as the overwhelming defacto standard, and give a lot of case studies of people who are using it (to position Win3.1 as "safe"), showing more added value with Sparta/Jumbo, and
- (ii) on the other hand start turning up the heat under Windows NT and positioning it as "more of operating system than OS/2". IBM is going to spin "multi-tasking" and the fact that OS/2 is "shipping" as their key points,

We are not going to get any help on this from the mainline ISVs or the press, so we should focus our reach to end-users, and to ISVs who are not hung-up (I think we can get a lot of UNIX ISVs to give us support). Jonl - we should scope this out at our upcoming marketing offsite.

From: Brad Silverberg  
To: Sergio Pineda  
Subject: RE: appreciate your help with intel...  
Date: Wednesday, April 15, 1992 4:39PM

thanks for your help.

From: Sergio Pineda  
To: Brad Silverberg  
Subject: appreciate your help with intel...  
Date: Wednesday, April 15, 1992 5:14PM

today. i requested a copy of the video and will let you know when i receive it.

we really are very far ahead of anyone in this technology. i expect we'll get some good press coverage next week...

thanks again.

From: Brad Silverberg  
To: Paul Maritz  
Subject: RE: philba and MSKK  
Date: Wednesday, April 15, 1992 4:40PM

i think a 1-2 weeks should be fine. phil will get more done in that time than anyone else could.

From: Paul Maritz  
To: Brad Silverberg  
Subject: RE: philba and MSKK  
Date: Wednesday, April 15, 1992 5:33PM

I need to let Robg know whether this is a week or a month. I think it will be a week as I don't think Philba will want to go for more.

>From bradsl Wed Apr 15 16:08:05 1992  
To: paulma  
Subject: RE: philba and MSKK

X-MSMail-MailClass: IPM.Microsoft Mail.Note  
X-MSMail-Message-ID: 534A42EF  
X-MSMail-Conversation-ID: 534A42EF  
X-MSMail-Priority: 0002  
X-MSMail-WiseRemark: Microsoft Mail - BETA 1  
Date: Wed Apr 15 1992 15:04:06

MS 5063319  
CONFIDENTIAL