

From: Jeff Raikes [jeffr]
Sent: Monday, June 05, 1995 9:07 AM
To: Brad Chase; Jeff Sanderson; Rick Devenuti; Steve Schiro; Steve Ballmer
Cc: Bob Herbold; Brad Silverberg; Pete Higgins; Ray Emery; Robbie Bach
Subject: RE: Strategy Document

Absolutely concur with SteveB. I made this point a month ago and was told by BradSi and PeteH that we were OK up until at least Mid-July (we didn't specifically discuss late July).

We have the Channel Partner Summit here next week. I don't want to stand up and say we're on for 8/24 unless we're sure were going to have both products on 8/24. Please confirm. Thx.

From: Steve Ballmer
To: Brad Chase; Jeff Raikes; Jeff Sanderson; Rick Devenuti; Steve Schiro
Cc: Bob Herbold; Brad Silverberg; Ray Emery; Robbie Bach
Subject: RE: Strategy Document
Date: Saturday, June 03, 1995 2:24AM

lets be clear though If we cannot get office in the stores we will need to move the win 95 street date I will not want to move forward with win street if we cannot have office in quantity in stores that is an absolute requirement for me

From: Rick Devenuti
To: Brad Chase; Jeff Raikes; Jeff Sanderson; Russell Stockdale; sschiro; Steve Ballmer
Cc: Bob Herbold; Brad Silverberg; Ray Emery; Suzan Davidson
Subject: RE: Strategy Document
Date: Friday, June 02, 1995 2:42PM

Brad we have run several senerios on later RTMs. The model i sent was the current planning assumptions. We have not been able to get clarification on how long after Win95 RTM we would get Office 95 (we are using the current 2 week lag between products).

Using this assumption, we have been telling the launch group that if Win 95 rtm on 7/17 (builds starting on 7/19) we can still hit street date - however office may not be put in merchandise pallets in order to hit the street on 8/24. After 7/17 the street date looks less solid.

We could run senerios all day, but as outlined on the build XLS, we have a known quantity of disk capacity and a known mfg capacity (disk dupe is the gating factor). So, we can build about 2M units a week from the time we get code. We continue to look at air freight alternatives to speed delivery and can throw money at the channel to get the distis to air freight.

I think the launch is a question if RTM is after 7/17. Our customers just can get this kind of volume through their sites and into retail in less than two weeks. We need give them time to space out shipments. We can build the Window demand in 2 weeks and office in about a week. We can do some drop shipping. We can add capacity by not building any of the academic, promo, mlp type skus, but we need at least 4 weeks from the time we get office code to get enough product to market. We also need CD to rtm at the same time cause we lose 4 days in mastering and pressing CDs.

I will send you the 7/19 build schedule and if you have a favorite senerio, i'll get it run but i don't want to use resources updating these models for all the multiples. As we slip we need to discuss options on build plans from there.

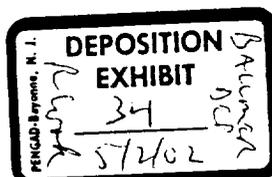
I am in Puerto Rico today, back in the office on monday. I'll give you a call brad

From: Brad Chase
To: Russell Stockdale; Jeff Raikes; Jeff Sanderson; Rick Devenuti; Steve Schiro; Steve Ballmer
Cc: Suzan Davidson; Brad Chase; Bob Herbold; Ray Emery; Brad Silverberg
Subject: RE: Strategy Document
Date: Friday, June 02, 1995 10:17AM

as i have said many times i think it is quite possible for us to release as late as mid-july and it is prudent to have a plan for release as late as late july even though i think that is less likely. i don't understand where we are at in these scenarios

thanks. alot of work has gone into this

From: Rick Devenuti
Sent: Friday, June 02, 1995 9:36 AM
To: bradc; jeffr; jeffsa; rust; sschiro; steveb
Cc: bherbold; raye; rickde



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Subject: FW: Strategy Document

Sorry for the delay in this. I have been mail challenged lately. I am sure it has nothing to do to the step up to the new build of Win 95, but I am back on M8 anyhow.

following up on the "blood oath". Attached below is an updated copy of the NA planning memo. It spells out our plan to get product to the channel. At the bottom of the memo are imbedded docs which summarize the 1) current street date forecasts from our customers 2) units to be build by product by sku and 3) required time to ship to our customers.

We are counting on Windows 95 RTM of disk and CD on 6/30 with production starting 7/5. Office RTM is not clear but we can not get boxes before 7/17 and are planning production to start 7/19. Plus rtm 7/14.

Issues currently being resolved

1) Office pro air box has been raised again. We need to nail down are we doing this or not? The production plan was changed to reflect it this but none of our customers have ordered it as we told them the Office pro slipped. We are also not clear on where the are on artwork for Pro.

2) Determination of DMF/not DMF is not clear. We are planning on DMF.

If this is changed, we need to slip out production by the corresponding increase in disks since disk dupe is the key constraint. (This also has heavy implications for Intl product)

3) Plus - rumor has it it slipped

4) our distis are saying that demand for pallets is smaller than we thought so they want us to move from pallet master packs to regular master packs by mid july. We are working out orders with them now to make this conversion smooth.

Based on the above we are signing in blood to execute

From: Jennifer Molloy
To: Doug Taylor; Rick Devenuti; Tom Hudson; Tom Neary; Wayne Hamilton
Cc: Joanne Gates; Margie Parikh; Melanie Eberle
Subject: Strategy Document
Date: Thursday, June 01, 1995 3:34PM

Here is the latest version of the strategy document with changes <<File Attachment: STRAT530.DOC>>e discussed yesterday incorporated.

Thanks,
Jen

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