

Renee's idea to have a couple practice sessions is a good one. The first practice is scheduled for 445pm next Thursday (7/18) at the sand volleyball courts near Bldg 8. Andrewk (a good program manager, but more importantly a good volleyball player) will be there to give us some coaching in volleyball skills & strategy.

See you all there!

--Sam

From hankv Mon Jul 15 16:46:18 1991
To: criswit josephk markk mattmi
Subject: Re: upgrade licensing
Date: Thu Jul 30 10:17:15 PDT 1992

I will do this.

>From josephk Mon Jul 15 16:45:52 1991
To: criswit markk mattmi
Cc: hankv
Subject: upgrade licensing
Date: Mon, 15 Jul 91 16:48:16 PDT

There is one issue I just remembered that didn't make the transition doc. Lewis wants us to make sure the licensing is correct for upgrades as below.

**Privilege Material
Redacted**

Thanks,
Joe

>From lewisl Wed Jun 12 12:01:49 1991
To: josephk reneew
Cc: hankv jonre markk mikemap ruthannl
Subject: upgrade licensing
Date: Wed Jun 12 12:00:58 PDT 1991

At an exec. staff meeting a concern about the upgrade licensing was raised that may not have been communicated (just a hunch).

The concern is that an acct. with a bunch of 1-2-3 orders a bunch of 129 product legitimately, but then gives all of the upgrades to entirely different users. The 1-2-3 guys keep using 1-2-3 and a bunch of users in a different dept (who are getting new machiens and making the move to Windows) get \$129 Excel even though they never had 1-2-3.

What we want to do with the 129 license or purchase requirements is to make sure that the upgrade unit is "married" to the machine where the competitive product was/is used. If the

competitive product is handed off to another user, then the SWAP has to go with it. This prevents splitting the 129 upgrade off to users who don't qualify.

You need to work out an approach for the licensing, upgrade verification, or offer to reflect this. If we don't get it into all units because of the timing that's ok. But we do need to find some way to cover this. Without this we open the door to a really severe abuse of per system pricing.

Let me know if you need any additional background on this issue.

- Lewis

From hankv Mon Jul 15 17:06:18 1991
To: amyw kathyz leighab lindau peggys pollyho rayg
Cc: reneew t-nancyw
Subject: FW: Identifying Resellers
Date: Thu Jul 30 10:17:21 PDT 1992

Nancy Williams and Renee Watremez, Excel product managers, are researching ways in which Microsoft can partner with the resellers to drive adoption of Windows and Windows applications. The purpose of the research is to develop "tools" and services that resellers can use to support their mid-sized business accounts. The project is unique in that it focuses on the mid-size business segment.

We need help in identifying the right resellers to interview for the project. We need to speak with resellers who meet the following characteristics:

- Greater than 40% of sales from outbound
- At least 20% of sales from "mid-sized" companies, where mid-sized defined as a company with 100 to 10,000 employees and one that a Microsoft CAM team does not call on.

It would be helpful if you and your team could identify for your district as well as your adopted district a list of three to five top INDIRECT, NON SENIOR PARTNER resellers who meet the criteria above. (We have already managed to identify the direct and senior partner resellers who meet our criteria.) If you have time to identify more names, we would be interested in receiving those as well, although we don't expect them.

Please direct any questions to Nancy Williams (t-nancyw).

I appreciate your assistance with this very important project.

Thanks,

Hank Vigil
Excel Group Product Manager

WinMail 1.21

brucen

Thu Jul 30 10:11:01 1992

Page: 64

MS-PCA 2603845

CONFIDENTIAL