



>From: Stewart Alsop, II
EMS: MCI Mail
MBX: 0002508917
Handling: LETTER
Message-Id: 90910303203909/0002508917NC2EM

>From: Stewart on Sun, Mar 3, 1991 12:31 PM
Subject: Social Register
To: Mike Maples

Mike:

I only just realized (and today's Sunday) that I never returned your call about your Social Register question. Do you still have a question to ask about it? Perhaps e-mail would be a more reliable way to get an answer to you soonest.

Stewart

Mail-Flags: 0001
From mikemap Sat Mar 16 16:03:56 1991
To: ibmboca?bpcdir
Cc: ibmboca?clauson ibmboca?colin ibmboca?sanders ibmboca?sosaliga
steveb steveve
Subject: Re: Invalid IBM Ids in Your Mail
Date: Sat Mar 16 16:03:50 1991

Think you missed the point. WinWord is not a true WLO application. We forked off the code 9 months before we shipped and made apps specific changes. Therefore WLO code is more than a year mature. As always the app guys are helping find the rocks for the systems developers. I would hope that you get other OS/2 applications that are a tight and efficient as ours. So far Lotus etc has not broken the code.

In terms of performance, I dont think it is WLO or the apps problem. Most of the performance difference is that OS/2 is slower than windows.

>From ibmboca?bpcdir Sat Mar 2 03:42:46 1991
To: mikemap
Cc: steveb steveve ibmboca?clauson ibmboca?colin ibmboca?sosaliga
ibmboca?sanders
Subject: Invalid IBM Ids in Your Mail
Date: Sat Mar 2 06:40:57 1991

X 506335
CONFIDENTIAL

>FROM: Tom Steele Dir Boca Programming Center - 982-6945

Mike, this obviously is a death march for all of the SMK produced OS/2 applications.... or did I miss the point... I guess that you folks are saying too bad , it's slow fat and ugly and that's that..... Thanks for the investigation...I'll need to ask Steve B what the WLO really will be able to do...

RegardsTom Steele
*** Forwarding note from MSMAIL --BCRVMP1 03/01/91 19:12 ***
To: BPCDIR --BCRVMP1

>From: PROFS/E-MAIL Processor in Boca Raton
Subject: Invalid IBM Ids in Your Mail

- MS - Sent: FRI - 03/1/91 16:00:59 (PacificTime)
-E-MAIL- From: MIKEMAP at MICROSOFT
-HEADER- To: BPCDIR at BCRVMPC1
----- EMail Message Text -----

>From mikemap Fri Mar 1 15:44:52 1991
To: ibmboca?bcpcdir ibmboca?royc
Subject: OS/2 WORD
Date: Fri Mar 01 15:38:54 1991

FYI

>From chasef Wed Feb 27 09:37:46 1991
To: mikemap
Cc: chrissp gerardba ronso
Subject: Re: OS/2 WORD
Date: Wed Feb 27 09:36:29 1991

. Do you understand?

i think so, mike. see below for some details.

MS's OS/2 WORD experienced major memory growth and performance degradation from a final beta level to the shipped level product.

We have experienced OS/2 WORD load times being 16% slower, and our benchmark OS/2 WORD macro ran 12% slower. Memory usage also increased by 135KB (135KB is a WORKINGSET snapshot growth shown during Application LOAD)

This data is very disappointing and is difficult to understand why the product was allowed to degrade this much and still ship. Can you make the correct OS/2 WORD folks aware of this and find out why this occurred.

Details:

	BETA	SHIP	DELTA
MSWORD	565248	684160	118912
PMWORDG	68928	71840	2912
PMWORDK	14848	21120	6272
PMWORDU	60832	69984	9152
PREV	0	960	960
	709856	848064	138208

X 506336
CONFIDENTIAL

Mr. Sierra's analysis, on the surface, seems to make a pretty good point: between the "final beta" and ship we got code fat and slow. what actually happened is much more complicated than that, however. first, the phrase "final beta" is very misleading since for all intents and purposes we shipped only one beta and that was in June. second, one would normally expect a beta in June to be a pretty faithful indicator of a product which ships only 5 months

later. however, with Word for OS/2 this was decidedly not the case.

the amount of changes both the main EXE and Porthole went through in the last two months of the project were both substantive and fundamental. between the so called "final beta" we added or modified in a wholesale manner the following items:

Support for 1.30's Adobe Type Manager (and fractional character widths in general). Fundamental code, much of it hand native code, was required in both PMWORD.EXE and components of Porthole. (this modification accounts for much of the speed degradation since the fix was to rewrite the most basic routine of Word's layout code.)

the complication of ATM's fonts competing with "normal" device fonts (both printer and screen fonts) in what was essentially Windows, broke most of the assumptions used to design Porthole's version of the Windows font mapper. Word's motto, "the printer is king," causes our most basic layout capabilities and performance to be inextricably tied to the operation of the font mapper and the font metrics it returns to Word. as a result, we had to make very substantial changes to the font mapper in Porthole (one of the more twisted and pervasive chunks of code deep in the bowls of Porthole) and to PMWORD's font handling code.

Support for international keyboards in Porthole came late in the game. this was not implemented in Porthole when we took over and literally consisted of nothing more than a comment in the Porthole sources pointing to a location where it seemed logical for international keyboard support to begin.

it was not until late in the project when OS/2, PMWORD and Porthole became stable enough in concert that we discovered much of Porthole was virtually devoid of meaningful error recovery code. many Porthole calls would fail and return no indication of the failure. consequently we had to add code in numerous locations in Porthole to provide Word notice of errors before Word worked itself into a corner and died.

in addition to these are some larger things that i'm forgetting right now and countless smaller bugs and problems that required additional code to surmount.

X 506337
CONFIDENTIAL

in general Word for OS/2 is an application that works very well in spite of the fact that it is based upon imature technology (Porthole to a large degree and OS/2 1.30 to a lesser degree). considering the magnitude and number of 11th hour changes forced upon the Word for OS/2 project, is it not surprising that klocs increased while performance declined. our release criteria in the end was basically, make the product work on current IBM OS/2 and ship it so WoBU can get on with the task of killing WordPerfect. relative to it's competition and the stability of PM, Word for OS/2 works extremely well.

unfortunately Mr. Sierra based his benchmarks on beta code that did not accurately predict the shipping version of the product. to be sure this is our fault. but to balance that, we could not have shipped Word for OS/2 in November without making the many hard choices i did.

in the end, we became convinced that additional work on Word for OS/2 would have demonstrated diminishing returns in the face of the horrendous opportunity cost of doing the work.

chase

Mail-Flags: 0001
From mikemap Sat Mar 16 16:21:14 1991
To: lauraj
Subject: RE: Revenue Plan review
Date: Sat Mar 16 16:21:12 1991

The 15 seems low as compared to what CSI would have done, plus what we would have done.

How you doing in the new job? Is there enough to do?

>From lauraj Sat Mar 16 16:11:38 1991
To: mikemap
Cc: davidpr jeffr
Subject: RE: Revenue Plan review
Date: Sat Mar 16 16:14:44 PDT 1991

Didn't that \$7.5M US include CSI gateway revenues?
I have our total PCMail and gateway revenues growing to \$15Mil in FY92. Do you think it should be higher?
MacMail and Schedule+ represent only \$5M of our projected \$20M FY92 revenue.

Mail-Flags: 0001
From mikemap Sat Mar 16 16:29:30 1991
To: tinam
Subject: thanks for the picture.
Date: Sat Mar 16 16:29:27 1991

Mail-Flags: 0001
From mikemap Sun Mar 17 20:27:02 1991
To: lauraj
Subject: Re: WGA revenue plan
Date: Sun Mar 17 20:26:59 1991

Laura, could you send me over the market growth and share numbers.
Thanks.

>From lauraj Sun Mar 17 14:44:02 1991
To: mikemap
Cc: davidpr jeffr lauraj
Subject: WGA revenue plan
Date: Sun Mar 17 14:49:19 PDT 1991

X 506338
CONFIDENTIAL

sarahch todn tomb
Cc: dabu mikemap pmlintl thunder v-donar
Subject: Thunder vs. ObjectVision
Date: Tue Mar 12 15:36:54 1991

I've written up an analysis of Borland's ObjectVision as a Thunder competitor. (Bottom line: ObjectVision is not a credible competitor, not even in the same category, but is a potential marketing threat.)

I've distributed copies to everybody on the To: line. If you didn't receive a copy and would like one, let me know. Or, save a tree and read the WinWord file, OBVISION.DOC, on \\APPUSER\DABU\NEVET.

Thanks to all who contributed to this investigation...

--Nevet

Mail-Flags: 0001
From mikemap Tue Mar 19 11:23:48 1991
To: scottbu
Cc: cathyw chasst scottbu
Subject: Re: Compaq 486 PO
Date: Tue Mar 19 11:23:44 1991

fine

that would be 4 Northgate, 2 compaq and 2 IBM - correct

>From scottbu Tue Mar 19 11:07:37 1991
To: mikemap
Cc: cathyw chasst scottbu
Subject: Re: Compaq 486 PO
Date: Tue Mar 19 11:07:44 1991

Since the cost is about the same, how would you feel about substituting the 4 386/25's you suggest with Northgate 486's. I have heard about some Northgate problems, but as long as we get good in house support I would rather have 486's than 386/25's. We could really use the speed to help reduce the turn around time for some of our test runs. The few 486's that we have can execute a test suite in about half the time that it takes some of our 386's.

thanks, scott

>From mikemap Tue Mar 19 07:44:19 1991
To: scottbu
Cc: cathyw chasst scottbu
Subject: Re: Compaq 486 PO
Date: Tue Mar 19 07:40:13 1991

X 506339
CONFIDENTIAL

I am more concerned over the processor than the file size. What I would suggest is something like the following.

1 486 33mz
1 486 25 mz

Can you also get the 91 to 92 share growth for me. Thanks.

>From jonre Tue Mar 19 18:33:54 1991
To: chrisp mikemap
Subject: plan forecast
Cc: davidpr
Date: Tue Mar 19 18:32:40 1991

We have adjusted the FY '93 and '94 numbers to give us more aggressive growth. In FY '92, we are already projecting a 4% unit share increase, which I think falls well into the prudent/realistic spectrum. Then we are going to project 4% for I think this is reasonable, although I hope we will do even better.

>From mikemap Tue Mar 19 17:09:47 1991
To: chrisp jonre
Cc: davidpr
Subject: plan forecast
Date: Tue Mar 19 17:00:28 1991

Can we get some market share growth in WinWord?

Mail-Flags: 0001

From mikemap Wed Mar 20 09:06:32 1991
To: appsgmkt appsgpm
Cc: bobga chasst chrisp darrylr gregs jeffr peteh susanb vijayv
Subject: Capital expenditures
Date: Wed Mar 20 09:06:11 1991

As I looked over the plan, it seems that we are out of control on capital expenditures.

I would like to insure that Corp. MIS manages all of our file servers and that we learn how to effectively use them to reduce our desktop hardfile needs.

With this in mind I would like to suggest configurations for use. I would like your comments.

Mkt and PM should be using to a Windows based system. The following configuration seems appropriate to me:

386 - 25 mz
8 meg of memory
100 meg hard file
VGA monitors

X 506340
CONFIDENTIAL

We should also be buying few macs by reusing the machines we have.

I want to also insure that we turn in old machines that we are no longer using.

Thoughts?

SteveB said we were bring in a large number of corporate developers who had developed line of business OS/2 applications and learn what features they had used and how hard it would be to go to 32 bits. That is about all I know.

>From richta Thu Mar 21 12:48:03 1991
To: mikemap
Subject: FW: Re: FW: Bank of America
Date: Thu Mar 21 12:48:21 PDT 1991

Mike,

WHICH conference were you talking about?

Richard

Date: Wed Mar 20 10:56:56 1991

Per pamelab --- BofA met with mikemap this week and mikemap said that there was a high-level conference being planned for our "top, VIP, OS/2 corporate accts" to address things like "should we move to OS/2 2.0 or wait for 3.0". Have you heard anything about this? if not, apparently it was incredibly well received by senior BofA execs and we should look into it.

Second -- Peter Hill, Sr. VP of Telecommunications at BofA is meeting with Lee Reiswig today or tomorrow. Pamelab is setting up a similar meeting with steveb with Peter Hill.

Mail-Flags: 0001
From mikemap Wed Mar 20 19:08:59 1991
To: jeffr lewisl
Cc: gregs jodid pradeeps
Subject: Re: FW: RE: Moshe
Date: Wed Mar 20 19:08:54 1991

Will do if I have his number.

>From lewisl Thu Mar 21 19:03:45 1991
To: jeffr mikemap
Cc: gregs jodid pradeeps
Subject: FW: RE: Moshe
Date: Thu Mar 21 19:01:52 PDT 1991

X 506341
CONFIDENTIAL

A sort of friendly call to Moshe from one of you this weekend could help make the difference on closing him. Pradeeps can give you his phone # and update you on details.

He originally wanted mid-50's salary and 5-6K in stock. We got him the stock (5760) but he is thinking about the salary (50). I think we need to emphasize how we want people to be able to make a difference and we think he really can. The upside over even the relatively short term will be there for the stars.

1. Get several SystemPros
2. Get LanMan to up their connection limit

Rick

Mail-Flags: 0001
From mikemap Thu Mar 21 18:46:43 1991
To: billg
Subject: retreat
Date: Thu Mar 21 18:46:42 1991

Thanks for coming. Your input makes all the difference. The folks really like the exposure to your ideas and guidance.

I had hope for more concrete results, but at least many areas of improvement were highlighted.

Mail-Flags: 0001
From mikemap Fri Mar 22 10:19:50 1991
To: vijayv
Subject: Re: Customer Interaction
Date: Fri Mar 22 10:19:47 1991

I assume you mean the lack of the chinese wall. I will follow up.

>From vijayv Sat Mar 23 06:47:05 1991
To: mikemap
Subject: Customer Interaction
Cc: vijayv
Date: Sat Mar 23 06:44:36 1991

Last week in Boston, I visited 24 accounts and close to 80 people. Of these 2 were really strong "Blue" accounts. After my demo, one had come up to me and mentioned two things.

- Loves project, and her guys after seeing it, are put their SuperProject copies outside their door and insisted on Project for Windows.
- She asked about MS, using words like "image we get is Microsoft is ruthless" and that "Bill is a money grabber". Disturbing. Anyway I spent time talking to her about how Bill is visionary, about how long we have been working on windows, patience, investment with the end result products like Project. While she was all smiles at the end of the conversation, yesterday it struck me that there is a lot of information I picked up that will help me explain other things even better eg the chinese wall.

It would not be a bad idea for PR to prepare a guideline on what to say when certain points are raised, so that those of us who have lots of customer interaction are saying the consistent message.

Thx

X 506342
CONFIDENTIAL

Mail-Flags: 0001