



Digital Research
WE MAKE COMPUTERS WORK

LEOPARD LAUNCH PLAN

Presented by: GPOS Product Marketing

March 14, 1990

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MS-CCP-MDL 5005171

Plaintiff's Exhibit

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Comes V. Microsoft

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I Executive Summary

This launch plan is designed to grow sales of Leopard through the following:

- A) Increase industry and end-user awareness of Leopard as a superior alternative to MS/PC-DOS 3.3x or 4.x.
- B) Make additional inroads into the OEM channel by providing a superior product with a higher profile.
- C) Increase attention on the need for alternative operating systems, focus on the shortsidedness of relying on Microsoft as the gatekeeper of microcomputer advances.
- D) Make Leopard available to VARs and end users by placing it into distribution (before Microsoft does).

This will be accomplished through an aggressive advertising and PR campaign. Since we do not have the financial resources to blanket the industry with our advertising message, the plan is to place eye-catching ads in a limited number of high-profile publications.

In addition to advertising, we must campaign for increased discussion of the wisdom of the current O/S monopoly.

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II Marketing Objective

A State of the market

DR DOS is currently sold to OEMs, System Integrators and a small number of VARs. Because of the product limitations of DR DOS 3.41 and earlier versions, this was the best channel. Our OEM customers were responsible for providing support to their dealers and end users.

Currently, MS-DOS and PC-DOS packaged product are not available through the retail channel without hardware. However, resellers have sold grey market copies for many years to end users, VARs and system integrators who do not qualify to purchase from Microsoft. It is rumored that Microsoft plans to take MS-DOS retail in Summer 1990. Recent announcements have scheduled the release of Windows 3.0 for the end of May.

B Product Positioning

The Leopard Launch marks the first time that DR DOS can truly compete head-to-head with Microsoft. The new version will have answered the Network and CD ROM issues while providing continued software compatibility and enhanced product features. In order for Leopard to have a bright future, it is necessary to immediately exploit our product superiority and gain name recognition. This is our opportunity and we must take advantage of it.

Because of market uncertainty about the status of the next DOS release, we need to make an aggressive statement to generate immediate product interest. We must maintain our dominance in the embedded O/S market and recapture those accounts that have chosen to go with Microsoft's ROM version.

C Target Markets

One of the obstacles Leopard has to overcome is our lack of name and product recognition. This is true not only for DR DOS but also for Digital Research as a whole. Some people know of the GEM product line, few associate it with Digital Research. We have a stronger reputation for operating systems, but few know of our complete line.

In a market where a 5 year-old company is remarkable, our 14 years qualifies us as a near institution. Because few people have been involved in the industry this long, memories are short. Bill Gates has evolved from a programmer (who purchased Q-DOS from another small company, made some modifications, and sold it to IBM as MS-DOS) to

"an industry pioneer who designed the operating system software for the original PC." (Wall Street Journal, December 28, 1989). Digital Research is a founder of the micro-computer industry; we should capitalize on our long history.

D Proposed Sales Channels

We will continue to aggressively market Leopard to the OEM channel, but we will also take it into retail distribution. The ultimate destination for Leopard is the end user. Leopard is the product that can be sold through the retail channel as a superior alternative to "The Other DOS."

- 1) OEM Markets Since Digital Research always designed our operating systems for RAM and ROM since the company's beginning, and our DOS in ROM is currently shipping, we should exploit our market strengths and our O/S products' good reputation. DR DOS' success with OEMs has attracted the attention of Microsoft. Microsoft's decision to produce a ROM DOS validates our prediction that embedded systems represent an important growth market. Intel's Erasable Flash-memory technology will eventually make ROM operating systems attractive solutions for all platforms.

Our key OEM market opportunity is still with Embedded Systems. We have the superior, available product. (Microsoft's ROM-executable 3.3x DOS is still not available). Our secondary market opportunity is with standard PC platform bundles, here we still have to overcome the "MS-DOS clone" label.

Other than through a direct sales call, the best way to contact OEM prospects would be via direct mail campaigns. The mailings will promote Leopard features designed for the OEM market: laptop enhancements including patented Idle Detection and ROMability. Text will also be included on Leopard password protection and the easy installation/reconfiguration procedure. Depending on the budget, we may do an introductory mailing when the product ships and send out either subsequent announcements or a large, flashy introduction kit. See Sales Section for a complete overview of collaterals.

Top OEMs should regularly receive copies of press releases, article reprints and copies of our newsletter.

+ sales calls

- 2) Reseller This umbrella term refers to VARs, Master VARs, glass front resellers, chains, discount houses, mail order companies, consultants, system integrators

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and other still undefined companies that sell product to the end user. Operating system software has been sold through the retail channel for some time. Although IBM and Microsoft do not currently provide DOS packaged for resale, it has always been available. More resellers are selling non-brand name computer equipment. (See VAR Business December 1989).

Although 80286 machines still account for the majority of PCs sold, more resellers are choosing to sell 386 machines. All machines require an operating system; but often manufacturers ship systems without a designated O/S. Resellers then purchase operating systems separately to bundle with the CPU, or the O/S is available as a separate option from the OEM.

Because Leopard has the disk partitioning capability (not available in 3.3x) and software compatibility (inconsistent with 4.x), it is a more attractive product for a reseller to offer.

Because of Microsoft's rumored plan to take DOS retail, we need to take advantage of the opportunity to immediately launch Leopard upon release and get a share of the retail market. Because of Microsoft's history of using large national distributors (Ingram/Micro D, Softsel and MicroAmerica), I recommend taking the product through these volume/supermarket type distributors with additional support from national Value-Added distributors (like Tech Data or Robec) and small regionals (Crystal Computer, PC Distributing, PC Distributors, Vitek, MicroWare and one or two others). These regionals have a loyal dealer base and a reputation for strong support of the products they select. The product will not be available through software-only distributors like Kenfil or Software Resource.

Advantages of Supermarket Strategy (with support from Value-Added Distributors) - Resellers who purchase software usually prefer to use a one-stop-shopping strategy. Leopard will be available to resellers who buy quantities of software from the distributor they currently use. They don't have to call around to find the product. Both Softsel and MicroD also carry hardware and are increasing their technical support department, so support for these resellers would be available. The value-added distributors will also be able to offer technical support as well as options for bundling the product with a variety of hardware products including drives, systems, and networks. In addition, Microsoft currently uses Ingram/MicroD, Softsel and MicroAmerica for distributing their application products. Supermarket distributors often

*PC coordinators
MIS directors
VARs
Sophisticated users
dealers
Resellers
OEM's*

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provide a faster sales ramp for non-technical products, it helps if the vendor supports them with marketing activities of some kind.

Disadvantages of Supermarket Strategy Supermarkets carry a lot of products; we could get lost in the crowd. There are limited types of marketing programs available through large distributors. A low cost-product doesn't usually get the attention that a higher priced item (and bigger margin) might get from distribution sales without effort or investment from the vendor. (This is true for any product in any channel).

E Competitive Issues and Counter Strategies

- 1) Windows/DOS All indications are that, although the upcoming Microsoft retail product will be an enhanced 4.x, DOS 5.0 will be a Windows DOS.
- 2) Shell Program DOS 4.x currently ships with a shell program utility. DR DOS has always offered the GEM shell option, but the new version of DR DOS will offer a shell as part of the product. Of course, OEMs can remove this feature.
- 3) Mass Storage
 - o CD ROM The next version of Leopard will support CD ROM extensions.
 - o SCSI Drives Because industry standard SCSI interfaces and extensions have not been established, DR DOS SCSI support has been inconsistent. Our goal is to support the most popular drives by including Seagate and Corvus as beta sites.
 - o Removeable Drives Support for these drives has also been a problem area that will be addressed in the new version. Beta sites will include testing on Bernoulli drives.
- 4) 3rd Party Bundle to counter Works/DOS We have evaluated AlphaWorks as a possible product offering; however customers and the EDC have not been impressed. We talked with WordPerfect about their new version of Executive, due 4Q 1990. It may be helpful to have additional talks on the executive level.
- 5) Networking DR DOS 3.41 is currently compatible with Novell Netware, but does not support some MS-Net extensions. The Leopard release fully supports MS-Net and similar networks (3Com, Tops,

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etc).

- 6) Brand Recognition One of DRI's goals for Leopard should be to increase user acceptance and awareness. Increased industry exposure and strong market support can facilitate our OEMs' sales; it is easier to sell a product with a positive, high profile.
- 7) Pricing MS-DOS pricing has been determined by the grey market. The street prices for MS-DOS 3.3 and 4.0 are \$75-83 with BASIC and \$54-66 without. Our street price cannot be higher than Microsoft's. A summary of grey market prices for MS/PC DOS is included with the Reference Documents.
- 8) DOS/ROS Cards Computer users now have the option to upgrade their operating system with a O/S card. It is anticipated that the user base would be slightly different, more technical, than the packaged O/S product buyers.

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III Advertising

Leopard ads will be produced for three distinct markets: OEMs, resellers and end users.

Everybody loves an underdog, as long as they have a quality product. Microsoft has a small fan club. PC/MS-DOS 4.x has some well-documented compatibility problems. Many people are not only confused about their O/S choices (to upgrade or not to upgrade), but are antagonistic toward Microsoft as well. They want to stick with DOS because of their investment, but they want a comfort level with the software. The launch campaign should capitalize on these feelings of dissatisfaction and the shortcomings of DOS 4.x and promote Leopard as a superior alternative. This would be a much more aggressive position than DRI has ever taken, but it can succeed with this product. In addition, we should also consider a 30-day money back guarantee offer to lower the perceived risk of purchasing an alternate operating system.

Message: DRI is committed to the continued design and delivery of Leopard as the operating system that extends the functionality of the computer while maintaining compatibility with the user's hardware and software.

Specific product features to be emphasized in advertising:

- o Software compatibility with 3.3x
- o Support for large capacity drives
- o Storage options: CD ROM, WORM, SCSI, etc.
- o Network compatible: Novell and MS-NET
- o LIM 4.0
- o Password protection for the directory, file and disk
- o Shell Program
- o ROMability
- o High memory management
- o Help screens
- o Dynamic Idle Detection
- o File Link
- o Disk Cache

In addition, Digital Research ads for operating systems will promote the success Digital Research has had with operating systems by including, in all advertisements, a summary statement similar to the following: Digital Research created PC operating systems and has been providing them worldwide since 1976. We offer a complete line of operating system solutions including: single user DR DOS, multi-user multi-tasking Concurrent DOS 386, and real-time multi-user, multitasking FlexOS.

- 1) OEM Ads will be primarily directed to the embedded system and laptop market and promote the use of DOS in

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ROM. These ads, positioning Leopard as a superior product, will compliment the ads in end-user publications. In addition, they will provide application/platform specific product feature information. In these ads, testimonials from happy users/OEM customers only will be used.

Message: There is one ROM-executable 3.3x compatible DOS - and it isn't available from Microsoft. Our operating systems have been available in ROM since the introduction of microcomputers. Leopard offers one operating system for all platforms, disk-based and ROM-based.

Leopard is also available in modular configurations according to the needs and budgets of our customers.

- 2) **Reseller** Ads in reseller publications will position Leopard as a headache-free sale.

Message: A system sale requires an operating system sale; Leopard is the operating system that will make your sale hassle free. It's a better product with the compatibility of 3.3K and the attractive features of 4.x without the problems.

It's the product to sell for:

a) customer upgrades for improved functionality with software compatibility - sell with the large capacity hard drive;

b) network sales - make sure the existing systems on the new network, or network upgrade, are using a compatible O/S that still lets them access their old files - sell with the network;

c) systems shipped without an O/S or no-name clones - bundle Leopard.

User testimonials from unhappy DOS 4.x users, or press quotes, will be included as samples of what resellers hear when they don't sell the right O/S - Leopard. To gain mind share we may also want to put together a spiff or contest of some kind for the reseller sales rep.

- 3) **End User** These ads will aggressively position Leopard as the superior DOS.

Message: Users no longer have to decide between maintaining software compatibility with DOS 3.3x or supporting larger drives with DOS 4.x. Users can have

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both software compatibility and hardware support with Leopard.

The copy outlining Leopard features will be matter-of-fact without fluff. Testimonial captions from unhappy DOS users or (listing their name and company) recounting a major problem with or press quotes DOS 4.x will be featured. A quote from a happy Leopard user or favorable press review will also be included. Digital Research will offer an upgrade to MS/PC-DOS users who send their O/S diskettes and pay a nominal fee (\$30-35). The ads will be placed in PC Week and other end-user publications. A copy of the ad schedule is attached. An over view of the suggested program for the upgrade promotion is included in the Upgrade section.

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IV PR Campaign

A Press Tour/Conferences

Leopard will go on the road to see end-user, reseller and OEM publications. We will focus on product features as well as the options Leopard offers to the market as alternative to the other DOS. We will talk to key industry writers (Dvorak, Peter Ruber and PC Week's Gina Smith or Peter Coffee) upon submission of the patent, the estimated time is the first week in March. Press releases announcing the patent submission will also be sent out to all other publications upon approval from Legal. A press tour to monthly publications is scheduled for the first week of April, with Steve Tucker. This time would allow us to expect articles in monthlies in June/July. The press tour for weekly publications is scheduled for the week of May 8.

BYTE magazine will sign a beta agreement to do an review of Leopard. They are currently the only publication under this program. Mike Ahern will be offering technical support to the reviewer and the beta agreement has already been sent.

Publications to be addressed include: standard industry publications (PC WEEK, ComputerWorld, Byte, InfoWorld, Electronic Business, PC Magazine, etc); reseller publications (Computer Reseller News, VAR Business, System Integrator, etc.); and OEM books (Embedded Systems, EDI, EDN, Datamation, etc). In addition, DRI should also seek coverage in general business publications (Inc., Business Week, Wall Street Journal, Fortune, etc.).

Overall the press tour presentation should include these points:

- o DR DOS/DRI Position Statement - Leopard is designed to be the high performance DOS-application compatible operating system of choice.
- o Current Market - Provide overview of the operating system market and significant players (DOS, UNIX, OS/2, XENIX, proprietary O/S)
- o Leopard product definition - Leopard is the single user, single tasking operating system from DRI's complete line of O/S solutions.
- o Leopard features, market identification and "Why buy" information - dynamic idle detection (battery powered systems), password protection, cache, memory management (multi-platform), ROMable (embedded and portable systems), shell (desktop users), etc.

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During meetings with editorial contacts, DRI would push for increased press coverage questioning the dominance of one O/S, and one company. This dominance effects the industry as a whole and its impact should be examined. The press may choose to say that there are O/S options available; and they may choose to identify Leopard as one of those options; but we would not be looking for DRI propaganda pieces.

We should encourage editorial discussion of Microsoft industry dominance. Investigation should be suggested into one or all of the following concerns in any publications dealing with business, computers, resellers, etc. The issue has relevance for all users of computers. In addition, a ghost written article should be created and made available to publications.

*John My
Opinion
pages*

The PR campaign would look for additional exposure on these issues:

- a) Restriction of software innovation Because the O/S is controlled by one firm who receives over half its revenue from application software, the market should be concerned about the obvious advantages of designing in O/S changes into applications before the rest of the market has an opportunity to do so. In addition, since one company dictates the developmental direction of the O/S, their application software is designed to take advantage of these changes and to easily accomodate the next update. Other application software developers constantly play catch up.

Because there has been no historical inclination to insure compatibility from one release to the next, these developers are in a double bind of attempting to improve their own product features while maintaining compatibility with various incompatible versions of the "same" operating system. The O/S/Application developer can also build in a requirement that only their operating system be used with their own application software, not clones, even though these O/S clones are fully compatible.

*Focus here is
the application
developer*

- b) Hardware innovation dictated by O/S manufacturer
The market assumption that allegiance to the O/S standard be maintained at all costs has dramatically effected hardware innovation. Often advances in technology can not be accessed until the O/S developer has determined its desirability and the advantage of supporting it. Examples of

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this belated and sometimes partial support: EEMS, large capacity drives, CD ROM, ROM cards, Flash memory, VCPPI, etc. The O/S developer also determines how this support will be available. The choice may be an extension of an existing technology, whether or not that is the superior choice.

The O/S developer has the opportunity to shut down innovations because of their lack of interest or support. Hardware manufacturers become more conservative in their designs because lack of O/S backing often means product failure.

- c) User uncertainty and hesitance about investing in any new computer solutions, including new versions of DOS (staying with the tried and true). MS-DOS has become the industry standard not because it's an innovative, superior product, but there's no awareness of alternatives. Microsoft owns the market and isn't about to let it go. Users are reluctant to investigate options because they've been intimidated into believing that Microsoft is the only route to the future.

B Spokesperson

The press announcement of Leopard should be made by an upper-level management person within the GPFS group. This person should also be able to address global marketing issues. In addition, they should understand the technical aspects of Dynamic Idle Detection and be able to present them in layman's terms. Steve Tucker would be the preferred spokesperson, Greg Swald would be the spokesperson for the US. We will set up individual meetings each press contact; they will be held in the Santa Clara offices.

C Reviewer Kit Contents

The reviewer's kit should contain the following:

- o press release
- o complete product including documentation
- o list of beta test sites and current users
- o list of changes since last release
- o list of special features &/or compatibility information
- o system requirements, if any
- o pricing information (retail) and where to buy
- o company contact(s)
- o company backgrounder
- o feature comparison with competition

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- o Q & A list
- o set of product collaterals
- o photo of product

This kit will also be provided to large OEMs and other significant prospects for in-house product evaluations.

D Announcement Strategy

Press releases to announce the Leopard product will be sent upon the issue of the patent for Idle Detection. These releases should be sent to sales prospects as well as to the press. The press tour should begin in April. The following is a summary of the press releases to be created for the Leopard Launch. The dates listed are the earliest anticipated times when the release would be required. PR will be informed when they can actually be sent.

1) Idle Detection Patent Submitted

Date: 1 March 1990

Pubs: Weeklies/Monthlies (PC Week, Infoworld, ComputerWorld, PC Magazine, Byte, etc), Business Publications (Inc., WSJ, etc), OEM Pubs (Embedded Systems, Computer Design, EDN, etc), Reseller books (CRN, VAR Business)

Target Audience: Computer users, designers, and resellers

Market Position: This product feature will affect the desirability, functionality, design, cost, weight and market of portable, battery-powered products, especially laptop and handheld systems.

Objective: This announcement should reinforce Digital Research's position as the operating system developer committed to the development of DOS, and to providing increased O/S functionality to the DOS marketplace.

Key Message: Digital Research has applied for a patent on a feature incorporated into Leopard and available to manufacturers of battery-powered systems. Called Dynamic Idle Detection, it interacts with the system hardware to increase battery life by 2-3 times.

Key Features/Benefits: Dynamic Idle Detection monitors the system to sense when it is idle. When this power wasting is detected the software will switch the system into a low power state. The idle status is regularly evaluated. The user does not perceive any loss of power and there is no degradation of performance. In addition, battery savings are available without

did we get any press on this?

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shell), enhanced features (password protection, high memory management, and large disk support) and full DOS application compatibility. It's DOS the way it should be done.

Key Features/Benefits: The following is a list of the features provided with Leopard:

- o support for disk partitions larger than 32MB
- o high memory management
- o help screens
- o password protection for systems, directories, files, and hard and floppy disks
- o shell program with full mouse and keyboard support
- o file link facility
- o cursor utility
- o enhanced ROM-disk support
- o executable from ROM
- o idle detection
- o retail availability
- o upgrade program available for DR/EZ/PC/MS-DOS users (discount/rebate for limited time)
- o disk cache

Summary: Leopard is the enhanced operating system designed to provide additional functionality to the multi-billion dollar investment in DOS software and hardware.

3) **DR DOS Now Available in the Retail Channel**

Date: 15 May 1990

Pubs: Weeklies/Monthlies (PC Week, Infoworld, ComputerWorld, PC Magazine, Byte, etc), Business Publications (Inc., WSJ, etc), OEM Pubs (Embedded Systems, Computer Design, EDN, etc), Reseller books (CRN, VAR Business)

Target Audience: All computer users in all industry areas

Market Position: Leopard is now available in the retail channel; for end users to purchase and for resellers to provide with systems, hardware or stand-alone. Leopard is the operating systems that provides extended features and DOS compatibility without the headaches.

Key Message: The enhanced operating system with extended features and DOS compatibility is Leopard and it's available through general distribution. Resellers can rely on Leopard to provide a headache free addition to a new or existing system.

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modifications to standard DOS applications.

Summary: The Dynamic Idle Detection feature will revolutionize the portable system market. We anticipate that portable system users will demand this feature.

1) System weight: Because the weight of a portable system varies, according to the size of the battery configured, a battery saving feature could allow for smaller batteries to be configured in the machine. A lighter box, with a longer battery life, will be more attractive to purchase and easier to sell.

2) Cost to Implement: OEMs can configure systems with Leopard in ROM or RAM and take advantage of the Idle Detection technology immediately. The battery originally configured with the system would have an immediate power extension; or a smaller battery could be used for equivalent power.

In addition, contracts signed with key OEM(s) should also be included, with a quote from the signed company(s). Separate releases should also be prepared for each actual contract signing.

2) Leopard Product Release

Date: 15 May 1990

Pubs: Weeklies/Monthlies (PC Week, Infoworld, ComputerWorld, PC Magazine, Byte, etc), Business Publications (Inc., WSJ, etc), OEM Pubs (Embedded Systems, Computer Design, EDN, etc), Reseller books (CRN, VAR Business)

Target Audience: All computer users in all industry areas

Market Position: This product is available to system users who want extended features with full DOS compatibility. It also offers an option to those who want to upgrade their operating system but are concerned about the reported problems with DOS 4.x.

Objective: This announcement should reinforce Digital Research's position as the operating system developer committed to the development of DOS, and to providing increased O/S functionality to the DOS marketplace.

Key Message: Digital Research has the DOS operating system designed for the user with increased functionality (command line history, help screens, and

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Key Features/Benefits: The following is a list of the features provided with Leopard:

- o support for disk partitions larger than 32MB
- o high memory management
- o help screens
- o password protection for systems, directories, files, and hard and floppy disks
- o shell program with full mouse and keyboard support
- o file link facility
- o cursor utility
- o enhanced ROM-disk support
- o executable from ROM
- o idle detection
- o retail availability with list of distributors
- o upgrade program available for DR/EE/PC/MS-DOS users (discount/rebate for limited time)
- o list of authorized distributors
- o disk cache

Summary: DR DOS has been available to OEMs to bundle with their hardware since 1988. Now Leopard is available, by popular demand, to all computer users.

E Trade Show Participation

We are currently scheduled to participate in the following industry shows:

FOSE This March 20-22 show is scheduled before the product is ready to ship. However, at this time the patent for Idle Detection should have been issued and announced. Private demonstrations to OEMs may be scheduled.

Hannover Fair This show is scheduled for March, before the product is available for distribution. However, the patent for the Idle Detection Feature should have been issued and announced. Demonstrations to potential customers would be appropriate.

Comdex Spring Leopard should have a suite for showing demonstrations of the product to OEMs, corporate accounts, the press and volume distributors and resellers. The show is scheduled for June 3-6.

Computex This show is scheduled for June 9-15 1990 in Taiwan, after the scheduled ship date of Leopard. All product features are to be demonstrated.

PC Expo This show is scheduled for June 19-21 1990, after the scheduled ship date of Leopard. All product features are to be demonstrated.

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Embedded Systems This show is scheduled for September in San Francisco. Leopard should exhibit with FlexOS and possibly CDOS. The show attracted designers of embedded systems. We should also investigate the possibility of presenting a paper.

Comdex Fall The product should already be readily available in the retail channel. We should be able to display OEM products which utilize the Idle Detection feature. The show is scheduled for November 12-16.

F Digital Research Articles

- 1) Application stories Application stories provide examples of product innovations as well as validation that Leopard is a viable and desirable product. These stories can be worked from many angles (strictly tech to business oriented information stories). A minimum of one story per quarter should be prepared.

DRI has a superior product that is designed to be compatible and easy to use. This is a tested product with over 4 Million license worldwide. We have no intention of abandoning DOS. We do intend to continue to support and improve the product.

Stories to be issued would be:

- o Corporate installations (Marriott)
- o OEM contracts (Headstart)
- o Testimonials from happy users regarding product superiority (PanAm)
- o Innovative uses for DR DOS and embedded system platforms that take advantage of special features of Leopard (Arche, MSI, Veridata)

These stories should be reprinted and distributed to OEM sales people, OEM business partners and target accounts, and authorized distributors and resellers.

In addition, public attitudes are leaning towards a preference for non-proprietary operating systems in hand held machines. (Wall Street Journal, 11/27/89) DR DOS in ROM not only provides access to standard DOS software but was designed to increase functionality in the battery powered system market. This feature should be promoted so that eventually it is requested by laptop purchasers. We should make the announcement when the patent has been filed.

The application stories will inform users, OEMS, software resellers that there are O/S options available. DRI

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has an opportunity to remind people of the problems they have had with their O/S and upgrades: loss of data, inability to access files, software and hardware incompatibilities, lack of information about how clean the software really is, having to hear of problems through the press and never knowing when or if they will be addressed, lack of clear message from the manufacturer as to the continued support of DOS (and consequently the life of most user's systems). The operating system is more than just a C:\, it's the engine that makes the whole system run - or not.

- 2) Industry Affiliations Promote Digital Research affiliations with other key manufacturers, such as Intel (and future alliances with Novell). Our involvement in bringing out new technology with organizations including PCMCIA, need recognition. DRI needs to gain increased exposure as an industry innovator.

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V Sales Plan

A Sales Activities

Advertising and PR activities have been outlined in previous sections. Section C presents an overview of the collaterals, mailers and presentations to be prepared in support of the sales groups.

B Collaterals The following brochures will be produced.

- 1) Story reprints - These will be reprinted for sales people and resellers and will include application stories, favorable product reviews, and letters from satisfied, big name users. The back of these testimonial sheets may have a product overview and/or a comparison of Leopard, DOS 3.3x and DOS 4.x.
- 2) DR DOS Collaterals The following pieces will be created specifically for the Leopard product.
 - o The product data sheet and brochure will be combined and will include quotes from happy users or positive reviews. It will also capitalize on Leopard's superiority to the other DOS. A comparison of Leopard vs DOS 3.3x and 4.x will be included.
 - o Comparison Chart - comparison of DOS 4.x, 3.3 and Leopard
 - o Veritest - One Veritest sheet would contain a list of tested networks and communications products. This list would be widely distributed. The second list of compatible applications would be available as requested.
 - o List of Beta Sites - This would be a printed list of the beta sites where the product was tested. Beta Agreement include a sections on the use of Beta participant's names in collaterals. We would request permission to use names before any collateral was developed.
 - o Reseller Sales Guide - This guide will be condensed with the listing of compatible products removed. The position of this document is: you as a reseller will have to sell an operating system when you sell a computer, sell one that will make your life easier. The guide should also focus on sales issues that may be brought up by customers: why Leopard over the other DOS, who is using the product, what's the difference,

etc.

- o List of OEMs for all O/S products
- o Ad reprints
- o Corporate Brochure - This would be an overview of Digital Research as a company and would include copy on: company history, market philosophy/strategy, product focus and direction, successes worldwide, etc. (This is in process in the Marketing Department).
- o OEM Merchandising Kit - This kit would contain logosheets for Digital Research and DR DOS, sample text for use in ads, and product shots (1 B/W half-tone, one line shot and one color slide or transparency). Rules for the use of these items will be included with a list of available collaterals, (literature samples and current Leopard ad reprints). These will be available for our distributors as well as our OEMs to provide to their retailers for promotional purposes.
- o DR DOS Newsletter - This quarterly publication will provide information about Leopard features, applications and improvements. Additional information to be included: media schedule, major contacts signed, show schedule, favorable review/quotes from the press, and other marketing information. A sample format for the newsletter is included with the Reference Documents.
- o Operating System Brochure (Tentative) - This brochure will include descriptions of all operating system products: Leopard, Concurrent DOS and FlexOs. Features requested in this piece are: list of OEMs for all three products, examples and photos of platforms, and editorial on how DRI's three Operating Systems offer a complete O/S solution.
- o OEM Data Sheet - This brochure will consist of the following elements. The main piece will provide an overview of the product and applicable platforms. Product features will be explained. The brochure will be designed for both embedded system manufacturers and desktop computer companies. It will contain more technical information than the general product brochure, but is designed to be an overview. In order to provide technical details, additional slicks will be created to cover specific product features or to focus on particular technologies. Topics to cover would include: ROM

O/S, Idle Detection, and Memory management. The general product brochure will be able to provide good product information, while the additional materials will be available to provide specific platform information. Additional topics would be covered as needed.

3) Direct Mail Pieces The following direct mail campaigns are scheduled:

- o Embedded System OEMs - This mailer is actually scheduled to go out in February to embedded systems manufacturers. The mailing list will include names provided by OEM sales, as well as a list of subscribers to Embedded Systems magazine, and attendees of the Embedded Systems Conference.
- o Packaged Product Piece - This will be sent to smaller non-specific OEMs to promote packaged product - This mailer will be designed to provide an overview of the packaged product program. The piece will be sent to the OEM mailing list and additional copies will be available for use by the OEM sales group.
- o VARs - This mailer will be sent upon the introduction of Leopard into the retail channel. The mailing list will be provided by VAR Business. The mailer will outline the authorized reseller program and provide a list of distributors who stock the product. The suggested retail price will be included on the piece, but no additional pricing will be listed. Copies of the mailer would be available for the distributors to mail to their customer base.
- o MIS departments of Fortune 1000 companies - A mailer will be sent to MIS department heads of Fortune 1000 companies. The mailer might include a demo product offer. *Why?*
- o Government accounts mailing - This piece would either be sent to a mailing list from a federal computer magazine or to a list provided by IOSC or ATGI.

E Packaging

- 1) Box - The entire box will be redesigned for a retail lock (in keeping with the corporate identity program still being defined). The back of the Leopard box will be more sales oriented and

will, again, include comparisons of Leopard and DOS 3.3x & 4.x and a list of features with information of how easy it is to access them. Screen shots of Help display, installation menu and shell interface would be included. There would also be an explanation of the memory management feature. The format would be similar to the boxes designed for graphics products to insure a consistent corporate look.

- 2) **Documentation** - The documentation is being completely re-written for the new product release. The new version will better accommodate the first time user with more command examples and explanations of technical terms. In addition, because perfect bound texts tend fall apart and are difficult to read while working on the system, a spiral or wire binding of some kind is suggested. OEMs could select perfect bound books according to their desired configuration. A new registration card would be designed. We would also include a quick start card to inform users of hints they should know when using the product (DEBUG=SID86, EDLIN=EDITOR, etc.) The information to be included will come from a review of current tech support issues.

D Presentations

A presentation is being created to show the features of Leopard. It would be produced on color transparencies. The presentation will cover specific product features. Corporate information will include: international office locations, sale figures for operating systems since the company's beginning, product history, company organization, list of O/S OEMs, company firsts, etc. The presentation may be customized as needed and additional slides could be added as needed.

For training distribution and reseller sales people, slides will also be prepared on the operation and function of operating systems and a comparison of DR vs MS-DOS commands, product size, and comparative performance.

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VI Training Plan

A Support Personnel Training

Training would be provided to the following Digital Research support people: Corporate Marketing, Customer Service, Customer Support, and Retail and OEM Sales. In addition, training would also be provided to distributor sales and tech support staffs. Training would be provided by product marketing in conjunction with the training department.

B Training Tools and Presentation Materials

All or part of the presentation prepared for sales will be used to train DRI retail sales, customer service and support, OEM sales and marketing, as well as distribution and reseller sales and tech support.

Specifically, the training will include the following:

1 Digital Research History (5 - 10 minutes)

This overview will cover the CP/M and language products, and the development of our current line of O/S and GEM product lines.

2 Operating System Market (10 - 15 minutes)

A Evolution of the O/S

B Current state of the market and trends

3 Introduction of Leopard (20 - 25 minutes)

A Design Criteria/Market Needs

B Feature Overview & Sales Opportunities

- o Installation/Setup
- o Password Protection
- o Help
- o Idle Detection
- o Shell Program

C Comparison with PC/MS-DOS 3.3 & 4.x

D Product Evolution and Future - Product introduction dates and target markets will be included.

*Legal
would
like to
attend*

In addition, the training itinerary will be modified as follows for these groups.

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- 1) OEM Sales Training - Features designed for ROM/Embedded Systems, space/memory requirements, high memory management, Shell, and any differences from MS-DOS.
- 2) Distribution Training - Telemarketing group at the distribution offices will receive an overview of the special features of Leopard. We will prepare a 5 x 7" card with a comparison chart and list of features for use by sales and technical people. The distributor(s) will work with DRI to organize seminars for reseller introduction to Leopard.
- 3) Support personnel - Customer service will receive a product overview. Topics to be covered are: features and benefits, installation procedures, Q & A - why to buy, and list of OEMs and distributors that carry the product. Customer support will also receive a copy of the 5 x 7" feature card described above.
- 4) Marketing - The marketing department training will be a combination of the customer service and OEM/Retail sales training. Along with a general product overview, a description of the features for the embedded system market will be provided.
- 5) Retail Sales - Because the retail sales group has a broad focus (retail stores, corporate accounts, government and distribution) The training will provide a product overview and feature and benefits summary.

B Training tools and presentations required

A modification of the sales presentation can be used for the product overview. This same presentation will be used for distributor sales training.

C Training Schedule

Training should begin 2-3 weeks before advertisements are running in magazines.

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VII Upgrade Policy

OEM sales will determine individual upgrade policies for existing contracts. A two-for-one exchange program is under consideration.

However, an upgrade policy should be established at this time for end users. I have included the proposal for providing upgrades to existing DOS users, we could make this available to DR DOS users as well. This upgrade procedure is based on using an outside fulfillment house, but manufacturing is investigating the requirements for implementing this plan in-house.

Upgrade Procedure: PC users who wish to upgrade their operating system would hear of the program in all of our end-user advertising. In addition, resellers would also hear about the program in VAR Business as an offer for a demo unit or evaluation copy. Ads would include a coupon for the reader to clip and send, a copy of the coupon would also be accepted. We want to make it as easy as possible for people to get Leopard. The reader would send the coupon, a check for the determined amount (approximately \$30-35), and their "Other DOS" diskettes. The diskettes could be legal product or backup copies.

*Leopard
license*

The packet (coupon, disks, and check) would be sent to the fulfillment house, the address will be included on the coupon and referred to as Digital Research. The fulfillment house would receive packaged product directly from DRI for fulfilling the coupon offer. The product would be manufactured in plain white boxes. The boxes would have a message (e.g., Your copy of DR DOS), and the fulfillment house would simply label the box and send it out. The box would contain complete product including manuals, diskettes, quick reference card, registration card, a thank you letter and the DRI product brochure.

The fulfillment house would enter information from the coupon onto a database. The information includes name, address, company, phone number and five market research fields that we determine. Additional fields can be included for a fee. I have initially requested weekly summaries of the promotion response. At the end of the promotion we would receive a full accounting of every participant. This information will be printed for us and provided on diskette. Because the procedure is fairly uncomplicated, the fulfillment house estimates that the handling costs would be fairly low. The following is a summary of their cost estimates. An "*" indicates that this figure represents the high end of the estimates.

Description	Cost
Processing Fee - per unit	\$5
Program Management Fee - per week	\$75*
Program Setup	\$1500*

If we choose to make the program available from the launch of the [0726156

product May 14 until July 4, the total management fee would be \$350-525 for 7 weeks. The total fixed cost would be \$1350-2025, plus incremental costs. This cost would be included in the cost of goods for the product sold. This assumes that the program will be moderately successful. If only 5000 units are distributed, the total cost per unit would be \$5.81.

Description	5000ea	10,000ea	15,000ea
Processing Fee	5.00	5.00	5.00
Management Fee	.11	.01	.01
Program Setup	.30	.15	.10
Program Cost/Unit	5.81	5.56	5.51
Total Program Cost	29,050.00	55,600.00	82,650.00

I will investigate other delivery options like UPS or 3rd/4th class mail.

The following is a revenue estimate. Of course, if we take the administration of the program in-house, the shipping costs would remain the same and the true costs would not be readily apparent (handling, database maintenance, etc).

With Fulfillment House

Description	5000ea	10,000ea	15,000ea
#1 Unit Price	\$30	\$30	\$30
Production Costs	\$ 9	\$ 9	\$ 9
Program Cost	\$ 7.81	\$ 7.56	\$7.51
Unit Cost - High	\$16.81	\$16.56	\$16.51
Net Unit Revenue	\$13.19	\$13.44	\$13.49
Total Net Revenue	\$65,950	\$134,400	\$202,350
#2 Unit Price	\$35	\$35	\$35
Program Cost	\$16.81	\$16.56	\$16.51
Net Unit Revenue	\$18.19	\$18.44	\$18.49
Total Net Revenue	\$90,950	\$184,400	\$277,350

In-house Administration

Description	5000ea	10,000ea	15,000ea
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#1 Gross Revenue	\$30	\$30	\$30
Unit Cost	\$ 9	\$ 9	\$ 9
Net Unit Revenue	\$11.00	\$11.00	\$11.00
Total Net Revenue	\$55,000	\$110,000	\$165,000
#2 Gross Revenue	\$35	\$35	\$35
Unit Cost	\$ 9	\$ 9	\$ 9
Net Unit Revenue	\$21.00	\$21.00	\$21.00
Total Net Revenue	\$105,000	\$210,000	\$315,000

*The in-house costs do not include manufacturing overhead.

The fulfillment house can also set-up a toll-free number to take credit card orders, provide information on order status, and answer general questions about the product. All orders would ship within 48 hours from order placement. The cost for responding to phone inquiries would be \$3-5 depending on the complexity of the response we require. The toll free number would be provided at no charge.

The current packaged product with GEM desktop was used to get the postage and weight figure. There would be additional unit cost reductions from discounts for volume product production. The figure used was an estimate based on the current packaged product and has been padded to absorb the changes in the product.

The costs reflect an anticipation that purchasers would pay for shipping and handling separately. The cost for shipping in the US via UPS is approximately \$3. Canadian shipment would be sent for approximately \$6 via the post office. International shipment would cost approximately \$30 (9.60/lb). We will also request users to ad in appropriate sales tax.

To add to the attraction of this promotion and to get over any sales hurdles, we would offer a 30-day money back guarantee and technical support.

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VIII Beta Test Plan

A Overview of beta plan

The beta sites will concentrate on hardware compatibility issues. Twenty-one sites have been selected including: AT&T, Borland, Novell, Quarterdeck, WordPerfect, Ontrac, SyQuest, NCR, and Seagate. The contract will include a release for DRI to list beta sites in any collaterals.

B Testing Objective & Highlighted Significant Features

The goal will be to confirm compatibility with MS-NET type networks (Novell, Tops, 3Com, MS-Net) and a variety of drives including CD ROM, WORM, SCSI, and removable (Bernoulli).

In addition, we will also test the second beta with one or two novice users. This will allow us to get the type of feedback that we would get from first time users - before the product is released.

C Outside testing service requirement

Veritest confirmation of network and application compatibility would be required.

D Beta test administrator

Beta test administrators are Sue Nageotte and Brad Kerth. Mike Ahern will be the contact for any OEM beta participants.

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IX Technical Support

With the placement of Leopard into the retail channel, Digital Research can no longer rely on OEMs to provide technical support to DR DOS users. The distributors we select will all provide technical support to the reseller base. Many of those resellers do provide technical support to their customers. However, we can no longer be non-responsive to customer calls. The following measures are being taken to reduce the need for the majority of calls.

A Improved Product Documentation

The documentation has been totally re-designed and re-written to better serve the typical DOS-illiterate computer user. Explanation of terms used, examples of command entries and system responses, and an explanation of error messages will be included in the documentation. In addition, the packaged product will include a Quick Reference Card with a summary of commands, switches and syntax. Technical Support and Marketing are also working on a Hot Tips card for inclusion into the package product. The card, designed for new DR DOS and "Other DOS" users, will provide explanations for most asked questions. Topics include: DEBUG=SID86, EDLIN=EDITOR, How to Install, commands available only from DR DOS, etc.

B Distributor Support

Digital Research GPOS will provide DR DOS training to distributor sales and technical staff upon the introduction of the product and at 6 month intervals. Additional training will also be provided upon the release of any new product version. The technical staff will all be provided with evaluation product. In addition, each distributor technical support department will be provided a DRI technical counterpart for quick answers.

After the product introduction, training for resellers on selling and supporting DR DOS will be offered through distributors. Programs will vary by distributor.

C Access to Technical Support

Because distributors do not provide technical support to end users, and resellers will not be immediately trained, some technical support will be needed for DR DOS users. In addition, some resellers prefer, for whatever reason, to address their product questions to

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the vendor directly. It is anticipated that many of these calls can be addressed by the improvements in documentation and by providing the Hot Tip and Quick Reference Card. However, because people may feel insecure about using a different operating system we need to be sensitive and responsive to their concerns.

During the upgrade program time period, GPOS Marketing and Technical support have proposed measures to insure responsiveness to new users. We are examining the opportunity of using individuals to serve as buffers, answering basic questions, before passing them to a technical support representative. These buffers could be temporary workers until the need for additional support staff is determined.

X Product Launch Schedule

The dates are indicated by the week that the project must be completed.

March 5 Complete Ad Specification with Agency for Embedded System Ad #1

Complete Idle Detection Press Release. Upon approval from legal, fax it to key industry targets (Dvorak and PC Week), mail to other contacts. Phone follow-up.

Present Leopard to retail sales.

March 12 Specify Merchandising Kit

Presentation to Softsel and Micro D

Submit proposals for all Collaterals (Fact Sheet/Product Brief), Feature Comparison, Q & A List, OEM Data Sheet, Reseller Reference Guide, Merchandising Kit, Beta List, etc.

Get preliminary approval for End-user and VAR ad. Present to marketing.

Have upgrade program in preliminary stage. Establish bill of materials and cost of goods. Decide venue.

Launch Presentation and approval

March 19 FOSE

Schedule meetings with targeted east coast distributors.

Assemble press kits

Presentation to Robec

Get Idle Detection info to 800 support - upon completion of Press Release

March 26 Also line up sample platforms for photos as well for collaterals.

Specify mailers for VARs, government accounts and Fortune 500 per PC Week program.

Submit Embedded System Mailer

Assemble Press Kits

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Submit final package product plan to Manufacturing
o distribution forecast & upgrade forecast

Meet with fulfillment house

Create Hot tips sheet for product

April 2 Monthlies Press Tour (Steve Tucker & Gale Steiner)

April 9 Documentation completed - to manufacturing with Bill of materials

Train OEM Sales

April 16 Packaging design completed

Mail Embedded Systems mailer

April 30 Finish additional contents of packaged product (letter, hot sheet, etc)

Get white box designed, line up printing

Train sales, and DRI support

Printing packaged product/retail box and manual covers.

First article inspection

May 7 Manufacture of upgrade product (disk and manuals)

Train distributors

Weeklies Press Tour (West Coast)

Initial inventory to fulfillment house

May 14 Product release

Send out reviewers kits

Send out press releases (they will be sent out earlier with a release date to pubs not included on tour)

*This schedule assumes that all manufacturing will remain in-house.

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DRI COMPANY CONFIDENTIAL

MS-CCP-MDL 5005205

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XI Cost Analysis

The following is a summary of costs for the activities planned. The Advertising budget is based on the figures in the merchandising plan. Costs quoted for other projects reflect the lower cost (the higher estimates are included in brackets).

A complete description of the pieces used for cost estimates follows the summary. Prices are based on costs for production of similar collaterals. All quotes are high in anticipation of changes in the piece, delays, rush charges etc.

I	Advertising	\$284,000	
II	Collaterals	\$ 29,600	(32,275)
III	Direct Mail *Postage for VAR piece not included	\$ 14,800	(16,700)
IV	Presentations	\$ 1,500	
Total		\$328,400	

This figure does not include costs for packaging, press tour and kits, press releases, training, and outside product testing. The printed materials (collaterals and packaging) will be designed in the UK and printed in the US.

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Cost Breakdown for Budget Components

I Advertising \$284,000 (34,000 creative cost included for 2 ads)

II Collaterals

Data sheet/Product Brief - 25,000 each: 4-page, 4-color, full-bleed, 11 x 17" includes screen, drop outs and 6 photos. Printed on 50 pound 2nd grade matte stock. Anticipated inclusive cost, \$15,150 - 17,000.

Comparison Chart - 2500 each: 1 side, 2-color no bleeds or screens. Printed on uncoated 65 pound card stock. Anticipated inclusive cost, \$975-1100.

Veritest sheets (2 each) - 2500 each: 1-side, 2-color no bleeds or screens. Printed on uncoated 35 pound text. Anticipated inclusive cost, \$575-650 each; for 2 \$1150-1300.

Reseller Sales Guides - 5000 each: 2-sides, 1-color no bleeds or screens. Printed on 3rd grade matte 11 x 17" 50 pound text. Anticipated inclusive cost, \$1100-1400.

Ad reprints (3 each) - 2500 each: 1-side, 4-color full bleed, photo, screen. Printed on 2nd grade gloss 8 1/2 x 11" 50 pound text. Anticipated inclusive cost \$875-950 each; for 3 \$2625 - 2850.

OEM Merchandising Kit

-Photo sets (1 transparency, 1 half-tone, 1 line shot/stat). Set cost \$15 each. These can be created as needed, we would want to have a minimum of 10-15 on hand.

-Logo sheets - 500 each: logos for DRI and DR DOS with typeset sample text. 1- color printed on 3rd grade coated 25 pound stock, drilled. \$100-150.

-Guidelines - 500 each: laser printed guidelines 1-color on 11 x 17" folded 35 pound uncoated stock, drilled. No bleeds, screens or photos. Guidelines would include information on use of logos, approved colors, and use of photos. \$100-150.

-Envelope - 500 each: All contents would be placed in a standard catalog 9 x 12 envelope. Top closure, 1-color face printing. \$100-125.

-Printed material cost \$300 - 425 for 500 units. Photo sets \$15 each upon request.

Newsletter - 5000 each: 2-color, no bleeds, 14 screens 6 pages. (1 - 11 x 17", 1 - 8 1/2" x 11" inserted). 4-6 photos - b/w halftones. Printed on gloss 3rd grade 35 pound text. \$1600-1800 each, one issue per quarter, first issue due in June.

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Story Reprints - 5000 each: Size and specification determined

by article. Standard 1-color printing on uncoated 35 pound stock. Pricing subject to buyout cost available from publications.

OEM Brochure - 2500 each: 4-page, 4-color, full-bleed, 11 x 17" includes screen, drop outs and 4 photos. Printed on 50 pound 2nd grade matte stock. Anticipated inclusive cost, \$5175 - 5350.

Add in sheets - 1000 each: 2-color, 2 page, no bleeds, no screens, no photos. Printed on 35 pound 2nd grade matte stock. \$450-600.

O/S Brochure - TBA - Tentative

1-page sheets (List of OEMS, beta sites, etc as needed) 2500 each: 1-side, 2-color no bleeds or screens. Printed on uncoated 35 pound text. Anticipated inclusive cost, \$575-750 each.

Sales Hint Card - This 5 x 7" card is designed as a hand-out to distributor and reseller sales people. 5000 each: 2-side, 1-color, no bleeds, screens, or photos. Printed on 65 pound uncoated card stock. Anticipated cost \$500-750.

III Direct Mail

Embedded System Mailer - 5000 each: 4-color, 2 page, Bleeds, screens, 2 photos. 8 1/2 x 11" tri-fold. Design with bang-tail BRP. Printed Self-mailer. \$3500-4000 includes mailing cost.

Package Product Mailer - 250 each: limited mailing to DRI/NAS list. Send current ad with personalized letter in regular #10 envelope. \$300-500 includes mailing cost.

VAR/Authorized Dealer Mailer - 20,000 each: 4-color (1-side; 1-color 2nd side) oversized postcard (e.g. 6 x 9"), 2-page, bleeds, screens, photos, reverses and dropouts. Production cost \$9500 - 10,500. Postage additional.

Fortune Mailing via PC Week. Quote pending.

Government Accounts Mailing - 2000 each: 4-color (1-side; 1-color 2nd side) 8 1/2" x 11" self mailer with bleeds and photos. \$1500-1700 includes mailing cost.

IV Presentations

Sales Presentations will be produced on color 8 x 10" transparencies. Each sales representative will receive a set. The cost is \$13 per transparency. A complete set for each rep would cost approximately \$1500.

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XII

Reference Documents

**Pricing Matrix
Newsletter Layout**

**WSJ- Palm-top Computers 11/27/89
Computer Reseller News
VAR Business - System sales
PC Week 2/5/90
Infoworld 1/29/90
WSJ - Hand-Held Computers 1/30/90
Personal Computing 2/90**

Leopard PRD

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DIGITAL RESEARCH COMPANY CONFIDENTIAL

ANALYSIS OF MS-DOS PRICING AS OFFERED IN VARIOUS PUBLICATIONS

March 11, 1990

COMPANY	PUBLICATION	DOS 3.3		DOS 4.01		OS/2		WINDOWS 2.1
		WO/GW	W/GW	WO/GW	W/GW	STD	EXT	
LIST PRICE NUMBER REPORTED		N/A 4	N/A 29	N/A 2	N/A 29	\$395 3	\$795 1	\$195 25
Advanced Computer Products	PC - 2/90							\$127
ALpc Inc	CS - 1/90		\$70		\$75			\$119
American Computer Systems	CS - 1/90	\$58	\$70		\$72			
Augusta Warehouse	CS - 1/90		\$99		\$99			\$135
Binary Technology	CS - 1/90		\$79		\$99			
California Microchip	CS - 1/90		\$79		\$85			
Central Technology	CS - 1/90		\$65		\$65			
Clone	CS - 1/90							\$127
Compuclassics	BY - 3/90		\$95		\$125	\$295		\$129
Computability	CS - 1/90				\$100			\$125
Computer Creations, Inc.	CS - 1/90		\$59		\$69			
Computer Direct, Inc.	CS - 1/90							\$128
Computer Discount Warehouse	BY - 2/90							\$129
Computer Expert, Inc.	CS - 1/90		\$75		\$85			
Dallas Systems	CS - 1/90		\$70		\$72			\$124
Data Dynamics	CS - 1/90		\$60		\$60			
Dustin Discount Software	CS - 1/90				\$75			\$129
ELS Enterprises	CS - 1/90							\$130
FAST Micro	CS - 1/90				\$79			\$117
GEMS Computers	CS - 1/90	\$49	\$79	\$59	\$82	\$339	\$795	
Global Computer Supplies	MO - 2/90							\$139
Harmony Computers	CS - 1/90		\$89		\$89			\$129
JB Micro Sales	CS - 1/90				\$75			\$135
MHI Warehouse	CS - 1/90		\$59		\$72			
Micro World Computers	CS - 1/90		\$78		\$88			
Microlab	CS - 1/90		\$69		\$69			
Micro-Mail	CS - 1/90		\$59					
Modern Business Systems	IW - 1/90							\$118
Nationwide Computer Distr.	CS - 1/90		\$63		\$73			
PC Connection	BY - 3/90							\$129
PC Discount Center	CS - 1/90		\$79					
Programmer's Paradise	BY - 3/90							\$129
SAI Systems	CS - 1/90		\$79					
Silicon Express	CS - 1/90		\$93		\$115			\$139
Software Add-ons	CS - 1/90		\$75		\$79	\$299		\$119
Soft+More	CS - 1/90							\$123
Softline	BY - 3/90		\$62		\$70			
Sunnytech Inc.	CS - 1/90		\$70		\$80			
Swan Technologies	CS - 1/90							\$129
Syntax	CS - 1/90	\$50		\$50				
S&W Computers & Electronics	CS - 1/90				\$75			
Telemart	CS - 1/90							\$120
Tredex	CS - 1/90							\$69
USA Flex	CS - 1/90		\$60					
U.S. Micro	CS - 1/90							\$125
Warehouse Data Products	PC - 2/90		\$70		\$70			
Wholesale Direct	CS - 1/90		\$75		\$85			
XXFRA	CS - 1/90		\$75					
5M American Technology	CRN- 3/90	\$49	\$59		\$59			1 0 7 2 6 1 7 0
AVERAGE PRICE		\$52	\$73	\$55	\$81	\$311	\$795	\$125

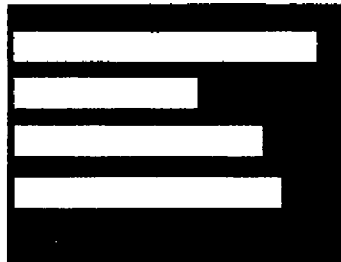
MS-CCP-MDL 5005212

MS-CCPMDL 000005005212

DR DOSsier



International MarketWatch



OEM Spotlight



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MS-CCP-MDL 5005213

MS-CCPMDL 000005005213



TechLine

Q

A

Q

A

DR DOS Product Update

C0726172

MS-CCP-MDL 5005214

MS-CCPMDL 000005005214

Feature Spotlight

Looking at CD ROM

Market Trend

Implementation



Where the sales are

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MS-CCP-MDL 5005215

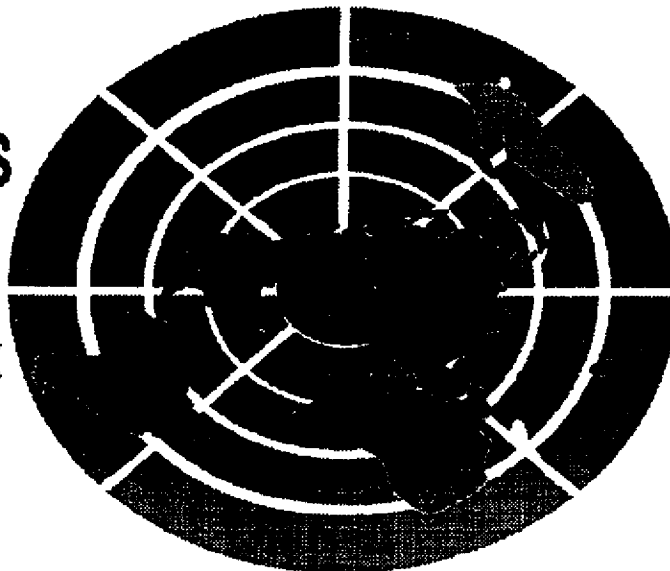
MS-CCPMDL 000005005215

Q & A (from page 2)

OEM (from page 1)

Digital Research International Offices

**Monterey, CA
Santa Clara, CA
Newbury, Berkshire, UK
Hungerford, Berkshire, UK
Munich, West Germany
Vellzy, France
Tokyo, Japan
Taiwan, Taipei**



CD726174

MS-CCP-MDL 5005216

MS-CCPMDL 000005005216