

Message 385:

From bradsi Thu Feb 21 14:06:32 1991
To: davidcol richab richt
Subject: steveb offsite
Date: Thu Feb 21 14:02:26 1991

there was a steveb staff offsite this am where we discussed systems strategy issues. russw went around previously to a number of people in the company to get their issues. I have forwarded copies of the document that russ passed out.

here are some of my notes from the meeting.

- there is a lot of concern in the company over weak us sales of windows. they have been flat since sept and down in january. intl has been very strong. what can we do to pump up windows sales??

- we need much more data about purchasing behavior. such as: how much is windows selling to installed base and how much to new machines? for new machines, how much bought at time of machine purchase, how much after the fact? what's the penetration across cpu types, by machine brand. what's our penetration of new machines (by processor type).

- we should study 2000 pc buyers and find out why/why not they bought windows.

- steveb predicts in 1996 we'll ship 15M copies of windows/year, of total machines 20-22M/year.

we must get to at least 60% penetration in 93. we've got to do whatever it takes to get windows in large numbers. steveb even suggested to the exec strategy council that we sell windows to dealers for essentially cost when they install windows on the hard disk on a new machine.

- there will be a weekly windows focus squad of the top marketing people in the company to review data, programs, and ideas. steveb/bradsi to coordinate. we need to eat, think, drink selling windows.

- we need to put together a GREAT "windows here and now" sales pitch. [we already have systems strategy sales pitches but they focus a lot of (a) futures and (b) systems only perspective.] it needs to cover windows itself as well as windows apps, both ours and others. steveb said that richab did a good pitch in july for the analysts; we need something like that but broader. I own the issue -- the three of us should meet with steveb to get a better idea of what he wants.

- when people ask us about developing apps for unix, our reply is that we are open minded but we only develop for platforms with 10% share or more (or 1M units/year). the smart person might then ask why we develop for os/2 when it's shipped only 300K+ total. the answer is that through wlo, os/2 is a windows platform. we develop for windows (with wlo) and we easily get an os/2 application.

- richab, can you describe some of the comarketing ideas you talked wordperfect about?

Plaintiff's Exhibit

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SUSAN ZIELIE

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3 - what great ideas do we have on isv comarketing for winners? what would isv's like the most?

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