Date: Fri Feb 15 12:**:57 1991

I would like to invite you all to a meeting to review the second
phase of the Windows/Windows appications tracking study.
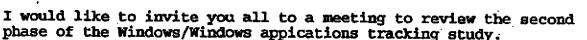
The meeting will be held on March 1st from 2:00 - 3:30pm.
Room number to follow at a later date.

The first phase of this study was launched last August. The
goal of the research is to determine awareness level, intention
to buy, trial rates and overall opinions about Windows 3.0,
WinWord, WinExcel and WinPowerPoint among readers
of the PC and business press that we advertise in.

The first wave of the research is our baseline, as it was
fielded prior to any of our major fall advertising and pr
campaigns. The second wave will help us determine how
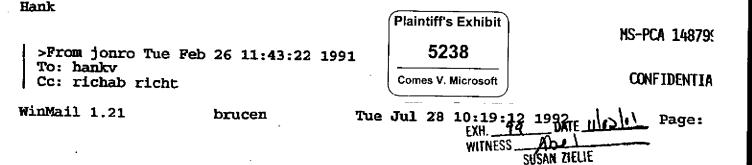well our promotional efforts are doing.

Please rsvp to beckis.

From hankv Tue Feb 26 12:26:08 1991
To: jonro
Cc: lewisl richab richt
Subject: Re: Champions
Date: Tue Jul 28 10:22:50 PDT 1992

I wasn't suggesting you weren't playing team
ball, just the when it comes to thinking hard
about why Apps share is slow in coming, we shouldn't
think just about radical apps programs that don't address
environment specific constraints.

I am and will remain concerned about Windows Marketing
efforts that aid our primary competitors since I view
both Lotus and Wordperfect as much less of an underdog
than Windows Marketing does. I don't like complimentary
programs - even if in the windows view they are level
and fair. This assumes Excel and Word have the same
market presence that Lotus and Wordperfect have - a false
assumption. Helping them hurts us (apps) much more than
helping us by remaining "fair". I do plan to meet with
Richab soon to get an update on this. My comments were
directed to you based on the memo I read this morning.

Richab, we should do the status check we discussed before
I left for two weeks. I'm will be in town for a bit.
Let me know a time that works for you.

Hank

>From jonro Tue Feb 26 11:43:22 1991
To: hankv
Cc: richab richt

MS-PCA 148795

CONFIDENTIA

WinMail 1.21   brucen   Tue Jul 28 10:19:12 1992   Page:

EXH. ___ DATE _____
WITNESS_____
SUSAN ZIELIE

Subject: Re: Champions
Date: Tue Feb 26 12:31:10 1991

Hank, on both issues I think your overreacting.
If you refer to my Champions memo which was
routed on 12/7, I explicitly state that we
need a corporate wide support program that
includes Windows and Windows Apps. Different
SIGs if you will. We will not create a program
that is not complimentary to similar application
relationship programs. In fact, they should
be the same program. As far as maximizing
Lotus and Wordperfect announcements, both are
good for the environment. No specific
promotions are planned at this time, although
Richab is closer to this issue.

Apps and Windows marketing are working closely
together in the Windows Usage Campaign. For instance, we're
including a few MS Apps specific articles in our
care and feeding newsletter. Also, we're working
with apps people on standardizing tech notes and
other tech materials. Garygi, Lewisl, and the
rest of the ORC are intimately aware of our
Spring marketing plans and think they're on target
for Windows, Apps, and the company.

Before you suggest to Mikemap and Billg that we're
not playing team ball or suggest that we're actually
hindering your sales you should talk to Richab, Bradsi,
and me. I think you'll find that we are working together
just fine. I'm anxious to hear any specific suggestions
you might have on how we can achieve company objectives.

    Jonathan

From hankv Tue Feb 26 12:49:55 1991
To: jodid mikecan
Subject: Headcount
Date: Tue Jul 28 10:22:56 PDT 1992

I spoke to Peteh today about headcount.

We agreed that we would keep the headcount
for Lisawe open for now, and assume that
I will need 3 assoc and 1 asst for next year
from Campus. Let's discuss.

Also, where do things stand with Joan and
Jacqueline. Pete agreed that if we need
a signing bonus for Joan, we would look at this.
Let me know the status.

Hank