

Depo. Ex. 968

Depo. Ex. 1725

Bruce Neiminen

From: bradsi
To: brado; ericst; jimle; johasa; richf; tomle
Subject: bluemoon plan
Date: Wednesday, October 16, 1991 8:07PM

Date: Thu Oct 3 19:38:01 1991

sorry, I'm at home now and don't have the "priorities" mail I sent last night; I think this everyone I sent to.

Apparently my mail got forwarded on to development before we had our own plans buttoned up and crisp, so it was confusing to them.

In case it's not clear, let me briefly describe our situation and what I see needs to happen.

We think IBM is going to announce support for dr-dos at comdex (in just over two weeks). It may happen at comdex, it may happen in january. But I am quite certain it will happen.

When they do it, it will be a direct frontal attack on microsoft's core business. the product that accounts for 35% of the company's income. This is no game, no joke. It's the real thing. Those guys at IBM absolutely HATE us and will do whatever they can to hurt this company. They see their best opportunity by hurting our DOS business and getting other oems to desert ms-dos.

We need to be very prepared to respond. We are lucky we have some advanced signals so we have some time. We did some excellent preparation before the last threat, it put us in a good position to build towards a very strong response.

What that means is that in the grand scheme of things, our highest priority is to prepare our response. Rom dos, disk based 5.0a are all cool and worthy projects. But they can wait a bit. Once the attack starts, there is no tomorrow. We can't tell our oems that we'll let them know in a few weeks (few months) what the problems with Dr-dos are, while in the meantime we're finishing rom-dos or 5.0a. We have to be able to respond IMMEDIATELY with as compelling a response as we are capable.

Our response has two components: finding and communicating reasons for not adopting dr-dos to our oems, customers and press. And preparing the bluemoon product.

Page 39

HIGHLY
CONFIDENTIAL

MX 6171562
CONFIDENTIAL

MSC 00506283

Plaintiff's Exhibit

5399

Comes V. Microsoft

MS-PCA 1179351
CONFIDENTIAL

PLAINTIFF'S
EXHIBIT

526

CA. No. 2:96CV645B

Timeliness is #1. The dr-dos response info needs to be ready at the same time IBM announces. We then have to go into blitz mode talking to all our cems (and the world) warning them of problems. We have to announce our product response (namely Blusmoon) and its availability. we can ship blusmoon a few weeks later. Thus we have a bit of a time between announce and ship, which is why I put DRDOS ahead of blusmoon in priority. But blusmoon has to be ready then, and nothing can hold it up. If interflak's done, it's in, if not, it's out. blusmoon won't be such a high volume product that we have to worry like with 5.0 that there will be a zillion out there. It's ok if we need to rev a few months later to get last minute changes or boundary fixes.

So, that's the background as motivation.

It's clear that for us to respond appropriately in the short amount of time we have, we need to work very closely together as a team. Crisp, clear communications. Cooperation. Well-defined objectives for everyone on the team. Think of it as planning a surgical strike. We are obviously not there yet, as evidenced by the forwarding of my mail to the development team, who received it unprepared and not knowing what it means to them.

Therefore, what I suggest is that we form a small team. This is a real War Team. You guys need to meet daily from now till comdex to formulate and execute the plan. Make sure everyone knows what they need to do and gets it done. Bring other players in as needed, like pr, development leads, etc.

I want IBM, when they announce support for drdos, to get hit hard and fast. People need to say, Wow, Microsoft was really ready! They won't know what hit them.

To do that, all of us need to make it happen.

HIGHLY
CONFIDENTIAL

MX-6171563
CONFIDENTIAL

MSC 00506284

MS-PCA 1179352
CONFIDENTIAL