

**Claire Lematta**

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**From:** Steve Ballmer  
**To:** claire; bradsi  
**Cc:** CLAIRE; collinsh; dwaynew; garygi; jonl; martyta; paulma; ncht; steveb; PAMED  
**Subject:** RE: Windows NT and Michael Miller feedback  
**Date:** Thursday, December 10, 1992 3:36PM

I really dislike NT lite we do not need NT lite we need two things windows the thing for ms-doss and windows NT Pls the concepts are sinking in I would characterize chicago as MD-dos based do we think otherwise

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**From:** <CLAIRE@wa.wagged.com>  
**To:** <pcmgate1!bradsi@microsoft.UUCP>  
**Cc:** <PAMED@or.wagged.com>; <CLAIRE@wa.wagged.com>; <microsoft!collinsh>; <microsoft!dwaynew>; <microsoft!garygi>; <microsoft!jonl>; <microsoft!martyta>; <microsoft!paulma>; <microsoft!richt>; <microsoft!steveb>  
**Subject:** RE: Windows NT and Michael Miller feedback  
**Date:** Thursday, December 10, 1992 11:02AM

brad i think we really need to think about the windows nt lite name - there is starting to be a thread in the trade press that ms plans to change it's windows naming scheme (i.e., spencer the katt this week where it talks about nt changing it's name) the windows franchise is very powerful and we really ought to think through any reference to win nt lite which could have potential to really confuse the issue. i agree that it's important to be clever in how we decide to talk about chicago before we tell the press in detail what it is. i look forward to sitting down and talking through our positioning for the next six months.

claire

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**From:** bradsi  
**To:** claire; billg; collinsh; dwaynew; jonl; martyta; paulma; richt; steveb  
**Cc:** CLAIRE; PAMED  
**Subject:** RE: Windows NT and Michael Miller feedback  
**Date:** Wednesday, December 09, 1992 6:03PM

i agree that we should keep chicago as quiet as possible in the press until after NT. i thought that we had already agreed upon that. i don't see what we gain with press interviews in feb and briefings in march/april -- they will only cause confusion. yes, the sdr will create some leaks but so be it; we only fan the flames with press interviews and briefings.

in the same vein, i have found it useful to characterize chicago as "nt lite". nt has a tremendous positive halo on it. we want to bolster that.

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**From:** claire  
**To:** bradsi; billg; collinsh; dwaynew; jonl; martyta; paulma; ncht; steveb  
**Cc:** PAMED; CLAIRE

Plaintiff's Exhibit

5522

Comes V. Microsoft

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WE006986

RBC 04395

|Subject: Windows NT and Michael Miller feedback

|Date: Wednesday, December 09, 1992 12:54PM

|Michael Miller was at MS this week and JonL decided to disclose under nda  
|chicago to get michael's viewpoint of our positioning challenges. Jon said  
|chicago would have Windows 32 (NOT Win 32s, a superset including threads),  
|OLE 2.0, preemptive multitasking, no DOS. He told Michael Chicago will be  
|public probably in May, and we are doing an SDR in February. Jon indicated  
|he is thinking we would likely allow press interviews in february and  
|press  
|briefings possibly in the March/April timeframe. So he asked Michael what  
|he  
|thought about this.

|in a nutshell, michael was shocked. he had no idea what chicago  
|encompasses.

|this was his reaction:

- | - "I had no idea"
- | - "This is NT, why do you need NT now?"
- | - "what you are saying is that NT will only be a server operating system."
- | - (JonL said, well NT will have security, portability, MP--chicago does  
|not)

|his reaction: "oh, fine, but that stuff is not that interesting for the  
|desktop."

| -well, this is totally cool, but gosh, i still don't get why we need NT  
|now.

|If we extrapolate Michael's reaction to the rest of the press,we believe  
|that early disclosure of Chicago, (that is, before NT ships) , will  
|severely

|severely impact our relationship with customers and confuse the press and  
|be

|a disaster:

- | - kill NT momentum in the press. We should not lose site of the tremendous

|momentum behind NT in the press etc.

| --severely impact corporate customer relationships

| - repeate OS/2 all over again.

| --give IBM another huge opportunity to sell OS/2.

|This is not meant to say that Chicago is not totally cool and a great PR  
|opportunity. It is. but we need to really really really think about our  
|disclosure strategy. Why do we need to talk about Chicago in the next six  
|months? what do we gain and what do we lose. we need to think this through

|carefully.

|We would like to schedule a meeting next week with PaulMa, JonL, Dwayne,  
|PamE, Marty or Collins and someone from corporate accounts to come to

agreement on our strategy. I'll drive this.

Claire

Claire Lematta

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From: Steve Ballmer  
To: bradsi  
Cc: w-clair  
Subject: RE: Windows NT and Michael Miller feedback  
Date: Monday, December 14, 1992 4:24PM

jonl does not liek win 4 tho it seems

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From: Brad Silverberg  
To: Steve Ballmer  
Cc: Claire Lematta  
Subject: RE: Windows NT and Michael Miller feedback  
Date: Monday, December 14, 1992 9:00AM

*this was  
fwd to ms sean  
Exec this  
a.m.*

it's fine to call it win4 now.

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From: Steve Ballmer  
To: bradsi  
Cc: w-clair  
Subject: RE: Windows NT and Michael Miller feedback  
Date: Friday, December 11, 1992 9:20PM

we have to avoid that i do like using win 4 now what is yuor reaction to that

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From: Brad Silverberg  
To: Steve Ballmer  
Cc: Claire Lematta  
Subject: RE: Windows NT and Michael Miller feedback  
Date: Thursday, December 10, 1992 7:42PM

i understand all the reasons why NT Lite is bad. When i first heard it i hated it too. i still don't like it.

Yet, i found that it's the term people say back to me when i explain Chicago to them. 32-bits, 32-bit api, full prot mode, integrated dos. they say, "Oh, it sounds like NT Lite".

So i expect that NT Lite is a term the press will latch on to and use to describe chicago.

**Claire Lematta**

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**From:** bradsi  
**To:** bradc  
**Cc:** jonf; paulma; richt; w-clair  
**Subject:** microkernel dos  
**Date:** Monday, December 14, 1992 4:17PM

I've been reading about this a number of times, the latest in this week's rags in stories featuring reiswig.

they say it will be for 4+M systems, so my guess is that this will be the mach kernel with just the char mode surface, akin to os2 1.0 or ms-dos7.

it's a rather clever positioning. they get to sprinkle "microkernel dust" on all their os's.

i know we all hate the term "nt lite" but it would be nice to have some "NT dust" that we can sprinkle on our entire product line. it's also why i like cairo as services rather than a specific product: we can sprinkle "cairo dust" on all of Windows.

*This was  
fixed to  
ms team Exec  
this a.m.*

Claire Lematta

From: bradsi  
To: collinsh; dwaynew; joni; steveb  
Cc: cameronm; mikemap; paulma; richt; w-clair; w-pamed  
Subject: RE: Using the name "Chicago"  
Date: Monday, December 14, 1992 4:58PM

*This was  
fixed to  
ms sean  
Exec this  
a.m.*

we have three choices: (1) continue with chicago, (2) use a version number, or (3) a new code name. (3) is obviously stupid and not worth discussing.

in general i prefer using code names instead of version numbers. i have in the past already argued the reasons, echoing the thoughts joni discusses.

however, in this case, what other version would we call chicago? it's certainly not 3.x, and it's not >4. further, there is just too much confusing and too many code names floating around. what is chicago? what is cairo? what does chicago have to do with cairo? we get those questions and more all the time, and it's only going to increase.

windows 4.0 for MS-DOS sure eliminates a lot of confusion in peoples' minds. it also cements the fact that yes, there will be a future to windows on ms-dos.

|From: Steve Ballmer  
|To: bradsi; collinsh; dwaynew; joni  
|Cc: cameronm; mikemap; paulma; richt; w-clair; w-pamed  
|Subject: RE: Using the name "Chicago"  
|Date: Monday, December 14, 1992 4:21PM

|win 4 is very clear tho it would be nice to use unless it is not true

|From: Jonathan Lazarus  
|To: Brad Silverberg; Collins Hemingway; Dwayne Walker  
|Cc: Cameron Myhrvold; Mike Maples; Paul Mantz; Richard Tong; Steve Ballmer; Claire Lematta; Pam Edstrom  
|Subject: RE: Using the name "Chicago"  
|Date: Sunday, December 13, 1992 11:20PM

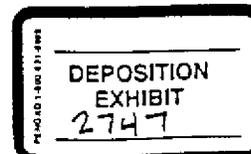
|i don't think we would gain anything by using Win 4 0 instead of Chicago and certainly it would limit our flexibility in naming and packaging. We have too many 'versions' of Windows to talk about 'the next version'.

|Cairo as a name is working establishing an identity for the next generation of Windows computing - at this point independent from Windows 3.x or Windows NT - exactly what we want. We certainly don't want to imply that Win3.x isn't object oriented.

|Code names serve a purpose and are a lot less damaging than a descriptor like NT-lite which will get us into trouble.

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RBC 04400

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| From: Collins Hemingway  
| Subject: RE: Windows NT and Michael Miller feedback  
| Date: Friday, December 11, 1992 5:30PM

| I agree we should stop using the name "Chicago" publicly — and other  
| code words in the future. We've got such a big franchise with the word  
| "Windows" that any different name in public means, prima facie, a  
| different product. Once Bill and others give major speeches about a  
| thing called "Chicago" with the name at the top of slides, with a  
| feature set listed below, you leave a clear, strong perception that  
| Chicago is a thing unto itself, different than Windows just as Cairo is  
| different than Windows — or wouldn't you just say "future versions of  
| Windows"? We're then in a weird situation of trying to correct an  
| impression we ourselves mis-set by becoming enamored with cool code names.

| (I've never understood the MS practice of using code names publicly,  
| since the purpose of a code name is to disguise it until you're ready  
| to talk about it.)

| It would radically simplify things if we're willing to just say  
| "Windows 4.0," in place of Chicago from henceforth. This won't  
| eliminate all the confusion WRT WinNT positioning but it keeps the  
| context simple and clear. People understand that Win3.x will evolve,  
| and we've told them it will one day incorporate 32-bitness. We don't  
| have to first explain what this Chicago thing is and then relate it  
| back to Win3.x and then relate it back again to WinNT.

| If not Win4, then just "the next version of Windows" and fade out the  
| use of Chicago.

| Ditto with Cairo. "The object-oriented version of Windows," or  
| "object-oriented technologies for the Windows family, which we  
| code-named Cairo." And then slowly drop use of Cairo outside the  
| house. Otherwise, we'll have exactly the same problem about how it  
| fits into the family as its time approaches; esp. if different parts of  
| it get incorporated at different times.