From:	Laurie Buchanan
To:	Network Reseller Account Managers; RG Corporate Account Managers; RG Domestic SE's Only; RG Education Account Mgr/Exec/Rep/Assoc; RG GMs/DMs in Field SMSD; RG US Field Sales Reseller Sales Manager; Representatives; VP of Sales Field and RG Managers Commun
Cc:	CATM Strategy Flash Communication
Subject:	Correction: CATM Strategy Flash - 1/21/93
Date:	Thursday, January 21, 1993 6:03PM

a typo was found in the customer piece, CHICFLSH.DOC just sent. The corrected version is below.
We apologize for the error--the SmartPages version has been corrected

This is the corrected version of the Microsoft Strategy Flash that you can give to customers:

   < <File Attachment: CHICFLSH.DOC> >
This MS Internal Only memo explains when the 'Strategy Flash' should and shouldn't be used:

   < <File Attachment: CHICMEMO.DOC> >

Both are available on the network on \\SMARTPGS\USERS!PROD\SYS\CHICAGO

From: Laurie Buchanan
To: cams; dms; eaxs; nram; rams; reps; rgms; seonly
Cc: CATM Strategy Flash Communication
Subject: CATM Strategy Flash - 1/21/93
Date: Thursday, January 21, 1993 4:30PM

Given the fact that we are having the Systems Design Review for our top ISV's next week--where Chicago will be a major topic- we are trying to preempt any wide spread press coverage and possible customer confusion, by getting the word out to the Worldwide Sales Force and customers FIRST. What a novel concept!!

Below you will find a 3 page "Microsoft Strategy Flash" (CHICFLSH.DOC) that was written in conjunction with the product groups. It provides an overview of our long term strategy, with a spin to secure near term business for Windows and Windows NT, focusing on Chicago.

We are providing the sales force with the flexibility to determine which customers need this type of information for reassurance, and have provided guidelines as to when these materials should be used in the attached memo - (CHICMEMO.DOC).

We will be working closely with the PR organizations here to ensure that we are abreast of other possible "leaks" and intend as best as we can to preempt them, by providing similar tools to the field in the form of more Strategy Flashes.

Hope these help, thanks to Jeff Teper for the hard work.

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Microsoft Strategy Flash

The Future of Microsoft®Windows™

Microsoft is committed to providing customers with the strategic information they need to make long-term decisions. Therefore. we have created the *Microsoft Strategy Flash* to update you on our latest product plans. In this issue, we will explain how we will carry Windows forward during 1993-94 Please note that we continue to refine these plans based on feedback from customers on how we can best meet their needs.

Windows Today

Microsoft's vision for the future of personal computing is called *Information at Your Fingertips*. We want to make it dramatically easier for people to find and use information regardless of its type or location. Our strategy for helping customers achieve this vision is Windows, an industry standard graphical operating system enabling powerful yet easy to use off-the-shelf applications and custom solutions.

Because our customers have a range of computing requirements. we have created different versions of Windows each optimized for a class of end-user needs and hardware capabilities. In 1993, these products include Windows 3.1 (including Windows for Pen Computing 3.1). Windows for Workgroups 3.1, Windows NT™ 3.1 and LAN Manager for Windows NT 3.1. All share the same user interface, programming model and applications. All are ready for development today Windows NT will be available for deployment in the first half of 1993.

The response to this strategy has been outstanding We continue to sell over 1 million copies Windows a month: there are over 5,000 Windows applications available; and we have shipped over 45,000 Windows NT Software Development Kits.

1993: Evolution to "Information at Your Fingertips"

We will make significant progress toward our vision this year We will release both Windows NT and MS-DOS® 6 0 during the first half of 1993 MS-DOS 6 0 will provide an enhanced base for Windows and Windows for Workgroups, adding integrated disk compression, improved memory management and Windows utilities.

In addition. we will deliver three enhancements that enable new capabilities for applications running on current versions of Windows including Windows NT. We will provide them primarily in developer kits as libraries for royalty-free distribution You may use them in your own applications or have them automatically installed when you purchase one of the many Microsoft or third-party products planning to take advantage of them in 1993.

- *Windows 32-bit Application Programming Interface:* Win32™, the new 32-bit API for Windows supported by Windows NT, enables powerful new applications Developers will be able to write 32-bit applications that run without modification on 386-based machines running either Windows 3.1 or Windows NT. On Windows 3 1, we will implement this using a software layer that supports a subset of the Win32 API.

- *Object Linking and Embedding 2.0:* OLE 2 (allows end-users to build compound documents naturally using the in-place editing support provided by OLE 2 0-aware applications. It also lets developers assemble custom solutions rapidly using high-level tools like Visual Basic to call application services exposed through the OLE 2 0 object model

- *Windows Open Services Architecture:* WOSA lets Windows work seamlessly in enterprise computing environments. We are working with software and hardware vendors to ensure a standard Windows interface for each class of service an application may use including data access with Open Database Connectivity (ODBC) and SNA connectivity. WOSA hides the differences and complexities from both end-users and developers

Because these benefits apply to current versions of Windows, the industry is rapidly adopting them for products to be released this year. These same applications will gain new capabilities in 1994 running on new versions of Windows with user interface and base operating system enhancements designed to exploit these extensions. Our evolutionary approach to creating customer benefits and vendor opportunities is how we will insure you have a wide variety of applications that take advantage of the most exciting features in future releases of Windows

1994: Chicago and Cairo

We are planning major new releases of all versions of Windows for 1994 based on tremendous customer and industry feedback. Our strategy remains constant: delivering implementations of Windows to exploit both the large installed base of PCs as well as exciting new computing technologies that are coming available.
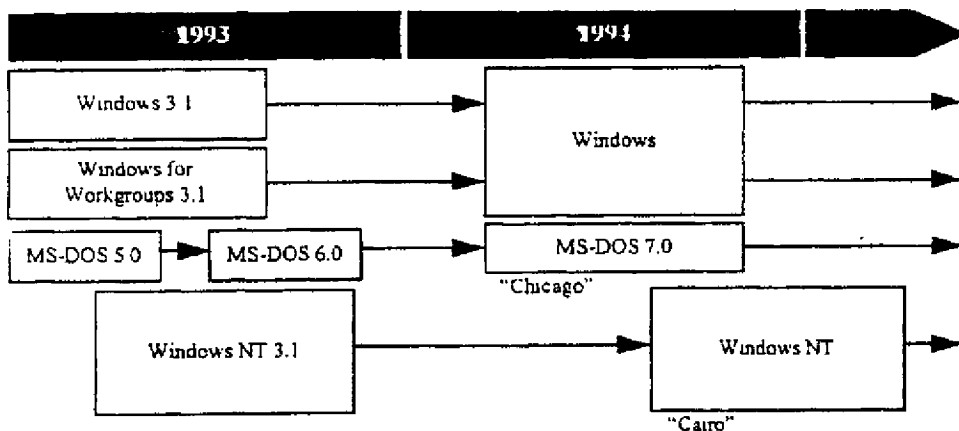
Chicago is the code name for the successors to MS-DOS 6 0, Windows 3.1 and Windows for Workgroups that we plan to release early in 1994 to target the volume desktop and consumer market. Cairo is the code name for the successor to Windows NT 3.1 planned for release at the end of 1994. We are using code names until we finalize product marketing plans later this year.

All products will share an improved user interface and OLE 2 0-based object-oriented programming model Chicago will run on mainstream PCs (386sx, 4 megabyte) while Cairo will require more hardware to provide an object storage system and distributed computing facilities which fully deliver *Information at Your Fingertips*.

What is Chicago and Where Does it Fit?

We are targeting five primary areas of improvement:
1. Easy setup and configuration: for both existing devices and new hardware standards including improved auto-detection
2. Improved user interface more visual cues, drag and drop, consolidated Program Manager and File Manager, full support for OLE 2.0, ability to browse and view file contents, support for long file names
3. Single integrated protect mode operating system faster, more reliable, easier to configure
4. Great network client, peer server and workgroup functionality building on the success of Windows for Workgroups
5. Windows 32-bit application support including advanced graphics, preemption, threads, separate address space and asynchronous input model - all consistent with Windows NT

We have defined five key requirements as we make these improvements:
1. Compatibility: simple upgrade from Windows 3.1 and Windows for Workgroups, run existing MS-DOS-based and Windows-based applications and device drivers
2. Great 386sx, 4 megabyte system: defined as running 2 major applications. Email and peer services well
3. High performance at least as fast as Windows 3 1 and Windows for Workgroups
4. Robustness: bad applications should not crash the system
5. Available in early 1994 assuming other requirements are met

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For these releases, we are building an enhanced base, tentatively called MS-DOS 7.0, using 32-bit protect mode code providing preemptive multitasking and multithreading. This is an evolution from our MS-DOS and Windows technology, rather than a stripped down version of Windows NT. While our primary product for the corporate market will be the successors to Windows 3.1 and Windows for Workgroups, we do plan to offer the MS-DOS component separately and to continue MS-DOS development for years to come.

While the next version of Windows will have many performance and robustness improvements, it will not have several key features of Windows NT including advanced security, administration, file system fault-tolerance, portability to non-Intel CPUs, multi-processor support or the degree of robustness provided by Windows NT's microkernel, subsystem-based architecture. Therefore, Windows NT will remain the platform of choice for not only servers, but also high-end desktops running mission-critical applications, workstation-class applications and development tools. We will continue our strategy of a shared user interface and programming model across the products with an update to Windows NT coming shortly after Chicago. We will cover these plans in more detail in a future *Microsoft Strategy Flash*.

Planning Windows Solutions for 1993-94

A key benefit of our strategy is that it provides you the flexibility today and tomorrow to choose the right mix of Windows implementations for your application requirements and hardware availability. Because each organization is unique, there is no single answer about what to run where. Instead, we provide customers with guidelines on how to determine where different versions fit in the design, development and deployment of their business solutions

Application/Hardware Characteristics	Preferred Windows Applications	Preferred Windows Product
Low-End Desktops (286-386, <4MB)	16-bit	Windows 3.1
Mainstream Desktops (386, 4-8MB)	32-bit and 16-bit	Windows for Workgroups 3.1 and Windows 3 1
High-End Desktops (requiring highest performance, security, robustness and administration and having 386+, 8MB+)	32-bit	Windows NT 3.1
Servers (486+, 12MB+)	32-bit	Windows NT 3.1 and LAN Manager for Windows NT 3 1

When buying off-the-shelf applications, look for vendors committed to Windows 32-bit applications, OLE 2.0 and ODBC to insure you will realize all the benefits of future releases of Windows. You can deploy these applications on Windows 3 1 and Windows for Workgroups 3 1 today and Windows NT 3.1 during the first half of this year.

When developing your own applications, target the Windows 32-bit API and OLE 2.0 wherever possible to give you the greatest flexibility and capabilities in the future. For high-end desktops, develop for the full Win32 API and OLE 2.0 and deploy on Windows NT in 1993. For a mixture of high-end and mainstream desktops, develop for the subset of the Win32 API and OLE 2 0, deploy on Windows for Workgroups and Windows NT in 1993, and evaluate Chicago in late 1993. If you must develop Windows 16-bit applications because you have existing code, need to do OLE 2.0 or ODBC work before the Win32 versions are available or must run on 286 PCs, write portable code that will recompile unmodified when ported to Win32.

Next Steps

Feel free to contact your Microsoft Account Representative with any questions on how our Windows strategy addresses your business needs Please realize that as our plans for future products are evolving rapidly, we may not have all the answers just yet. Once we are confident the details are finalized, we will provide them to you as quickly as possible.

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To:	Microsoft Worldwide Sales Force
From:	Technical Solutions Marketing (TSM)
Subject:	*Microsoft Strategy Flash* addressing Chicago
Date:	January 14, 1993

Note: This cover memo is for internal use only. Do not share with your accounts.

What is Chicago?

"Chicago" is the code name for the next major release of Windows (and Windows for Workgroups) that Microsoft is targeting at the mainstream desktop and planning to ship in early 1994. Additional product details are covered in the Strategy Flash.

Why are we talking about Chicago now?

It is crucial that our systems strategy is extremely clear to corporations, solution providers and ISVs. Discussion of Chicago by the press, research firms (Forrester and Gartner) and our competitors confuses customers, especially since some of Chicago's new features overlap with Windows NT's. This puts the tremendous momentum you have built for Windows NT, particularly for high-end desktops, at risk. We anticipate this will become worse after press leaks from design reviews that we are holding for ISVs in January.

What are the goals of this Strategy Flash?

While it is too early to discuss the product widely, we need a short statement covering Chicago that you can provide to selected accounts. The Strategy Flash addresses the following goals:
- Build trust in Microsoft as a vendor committed to delivering strategic information to customers
- Reinforce our existing systems strategy as the best choice for meeting customers' business needs
- Minimize any impact Chicago news has on adoption of Windows NT without sounding defensive
- Guide customers on how to factor Chicago into long-term design, development and deployment plans
- Accelerate development of Windows 32-bit applications

Where should the Strategy Flash be used?

It should be used where it helps clarify our strategy, thereby increasing sales. This includes:
- Accounts whose understanding of our strategy or commitment to Windows NT is endangered by Chicago misinformation
- Accounts that are committed to our Windows strategy but are requesting strategic information for long-term planning

It should <u>NOT</u> be used where it may confuse an account, thereby slowing sales. This includes:
- Accounts comfortable with our Windows strategy and deploying Windows NT during 1993
- Accounts evaluating Windows NT vs. OS/2 or Unix (it may undermine the credibility of Windows NT)

When will we have additional information to share with accounts?

More details will be available at the RSM, but additional information for customers will probably not be available until the second calendar quarter of 1993.

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