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From: Brad Silverberg
To: Cynthia Krass
Cc: Brad Chase; Russell Stockdale; Sharon Hornstein; Yusuf Mehdi
Subject: RE: chicago positioning
Date: Tuesday, April 26, 1994 4:47PM

you make good points. rust and i just had a good conversation. he's going to send mail.

no more dos works better in person or presentations than as the theme for an ad campaign. users really do hate dos, and what it stands for.

rust and i agreed that we just are not there yet with positioning. very hard problem. but we don't have the message or position that really compels people to want to buy chicago. it's not just a matter of tagline or wordsmithing yet.... we also agreed that once we've identified the kind of user we're talking to, we will dive down to the next level of detail where we *are* in fact compelling.

the best analogy i can come up with is the introduction of a new generation of an automobile model. a car company will do a new generation every 4-5 years typically. the inbetween years are minor improvements. we need to convey that chicago is the next generation windows. it has lots of cool things you've been dreaming of; it's got some great new things you hadn't thought of but once you get used to you'll love (ie., we show some vision); it's looks great; and it feels great when you drive it. it's a "car ahead"... it also maintains the things you liked the most about the old one. this analogy goes further. in many ways, our biggest competitor is 3.1. we need to set up the dynamic tension with it. so that while many people may be happy with 3.1 today (and sure, many not), when they see/hear about/use chicago, they aren't so happy anymore. it's like buying a car at the end of the model year, only to have the "next generation" model come out a few months later, and then you're not so happy anymore.

there are some good and bad examples of new generation car model introductions. this are my personal opinions... the new accord is too conservative, and as a result, it's not doing as well. they didn't go forward enough. when you look at it, it just doesn't look a generation ahead. it may have all the "features" people wanted, but it lacked that "gotta have it" look and position.

the new saab 900, as rust pointed out, is an even better example of a bad intro of a new generation. the old 900 was probably 15 years old. with the new one, they had a huge ad campaign trumpeting how cool the new 900 was. "it took us 15 years but it sure was worth the wait". but you look at it and it looks like the old one, maybe a little more rounded.

the new jeep cherokee, though, is how to do it right. the old one was a best seller. the new explorer came out and made the cherokee #2. but the new cherokee is so cool looking, you just gotta have it. the old cherokee now looks old.

you get the picture. tough problem.

From: Cynthia Krass
To: bradsl
Cc: bradc; rust; sharonh; yusufm
Subject: RE: chicago positioning
Date: Tuesday, April 26, 1994 3:50PM

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agree with first two comments. the last one is interesting, but scary. "no more dos!" could be very powerful, motivating, exciting - a social phenomenon, no doubt. but when we put this message in front of customers in focus groups, many respond with concerns about compatibility. In this kind of medium (primarily TV) it will be difficult to backtrack and explain that it's still compatible with MS-DOS apps and data. if we're willing to make that tradeoff, we could have some really compelling work. creatives would have a field day with "no more dos," so if we include it in our messaging, we can count on lots of exciting work in this area.

"no more dos" is powerful, but i wonder if it's aiming too low. keep in mind, next wavers are not synonymous with novice. brand campaign is aimed at FIEUs and GUs, not just novice.

From: Brad Silverberg
To: Cynthia Krass
Cc: Brad Chase; Russell Stockdale; Sharon Hornstein; Yusuf Mehdi
Subject: RE: chicago positioning
Date: Tuesday, April 26, 1994 3:17PM

a few comments:

- I would hesitate to say that chicago is a complete redesign. one of the things about chicago is that while it's a big big improvement, it's still an incremental step forward. i would be afraid of scaring people off, thinking, whoa, i better let this settle down before i try it. it's a generation step forward. like a new Honda Accord. A redesign for sure, a big step forward for sure, a "car ahead" as they like to say, but still retains the best parts of their heritage. Just like in automobiles: they may make minor upgrades most years, but every 4-5 years, it's the generation ahead model. Chicago is that "generation ahead" model of Windows. [it's the windows for the mid-90's. easy to use. information highway. faxing. online services. email. mobile computing. integrated networking. plug and play. wow, this is cool.]

- i think of the ui as having great "dynamic range". not only does it make the system much much easier to use for novices; but also it's both easier to use for experts as well as substantially more powerful/capable for experts. that is, it extends further down in the skill set but yet takes us much further too.

- the message among novices that i've found the most compelling is some variation of "no more dos!". they hate dos with a passion. it makes them feel stupid. they struggle with it. they hate 8.3 names, colons, backslashes, IRQ's etc etc etc. If Chicago _really_ delivers the ease of use they associate with other systems, then they are excited.

From: Cynthia Krass
To: bradsi
Cc: bradc; rust; sharonh; yusufm
Subject: FW: chicago positioning
Date: Tuesday, April 26, 1994 2:23PM

Brad, as rust mentions below, we need to finalize the positioning for the agency briefings next week. 4 very talented agencies are going to do a bunch of work, much of which will be focused on chicago. if we don't have final positioning, it's a huge missed opportunity.

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A little more on that topic:

It's important we do a good job briefing the agencies next week. Originally, it was going to be a creative exercise, mainly just to select an agency. the winning agency would then go back, with more direction and create actual work. This has changed. SteveB wants all 4 agency finalists to concept REAL work, developed from good direction. Great agency work that serves key businesses will increase chances that this brand thing will really happen. The better the briefing - the better the work. Chicago stands to gain alot by this brand air cover. Therefore, these briefings are VERY important.

What we need from you:

- to review the briefing documents. attached are drafts of the presentation and chicago-specific addendum to brand brief. bradc has not reviewed these drafts yet. (reflects place-holder positioning - need to finalize before first briefing 5/2) It's important you review this, as it will directly impact the creative that they develop.

<<File Attachment: CHIC1PGR.DOC>> <<File Attachment: AGENBRF.PPT>>

- you are encouraged to attend the agency briefings next week. Would like to make sure agencies know Chicago is the most important think to Microsoft. Having senior level representation helps. Also, it gives you an opportunity to interact with the agencies, and although the BOOP is the final decision-maker, it gives you oppty to have a voice if you feel strongly about one vs. another. And finally, if you are involved in the input sessions - you increase your chances of work that's on target. chicago is scheduled for 9-10 each day, 5/2-5. if you decide to attend, you must attend all four sessions, because we need identical presentations to all four agencies. PattyS will be there, possibly PeteH, too.

Brad and I discussed whether it makes sense for you to attend when the agencies return in June to present their work. Current plan is for BOOP only to attend, and corp mktg (liz/greg). You should probably talk to billg and/or mikemap about getting into these meetings.

I am anxious to get your feedback, and to know if you want to attend the briefings next week.

From: Russell Stockdale
To: Brad Silverberg
Cc: Brad Chase; Cynthia Krass; Russell Stockdale; Yusuf Mehdi
Subject: chicago positioning
Date: Tuesday, April 26, 1994 1:44PM

I'd like to summarize where we are with positioning and our current thinking. We have made progress and are working hard to close on this topic this week. First, the things we know it isn't:

- * Even Easier -- this has positive associations with users, but comes off as incremental and doesn't capture essence of product.
- * Broadens Possibilities -- this works for some users but not others. Many people feel they are not using Windows to its potential now and broader possibilities translates to more stuff to learn.
- * Possibilities of Computing Easier -- users find 'possibilities of computing' and other such phrases too vague. They don't understand what it means so all they hear is 'easier'.

We now have a new concept. So far feedback from Bradc and others has been positive. However, we need a tighter way to articulate it and are working on that now. Want to share our current thinking with you as directional.

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The key is to make it personal for people. Instead of telling them Chicago gives them something they can't relate to (like the possibilities of computing), tell them Chicago makes it so they can do what they really *want* with the PC. That way we talk to them where they are, and it can be tailored to specific audiences. Chicago is the great enabler – making it so people can do with their PCs the things they want to do. It has something that delivers on this for everyone, from the novice to power user. This approach has promise, but again needs a tighter articulation. We want to nail this down this week. Its needed for the reviewer's workshop and it will help in next week's briefings of the brand campaign ad agencies. Cynthia will be sending you more info on that. Comments welcome. Thx.

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