

**From:** Bill Gates  
**Sent:** Monday, June 28, 1999 5:11 PM  
**To:** Steven Sinofsky; Bob Muglia  
**Subject:** RE: Michelman demo

I don't understand the comments about Platinum at all. Platinum stores do HTTP just fine.  
If Platinum forces us to do things a non-Internet way then Platinum is misdesigned and off strategy.  
This discussion is pretty frustrating. We have a way to make the next round of Office relevant to our customers.  
This is to present to the users tasks where they can create shared documents very easily. I am not aware that Office is doing this.  
I know it is not technically hard to do it or dependent on Platinum.  
Right now the asset we have of having peoples lists, contacts, addresses, mail etc.. is draining away every day.  
Office 2000 is viewed as modestly relevant because it doesn't take Intranet sharing to a task oriented approach  
We need be more relevant to our users than even Office 2000 was.  
This means the starting point of some of the UI has to be task oriented sharing.  
Maybe we should talk face to face on this to.  
I was very excited by Eric's demo. I can back it as an anti-Office thing like I am being asked to do with Netdocs or I can try and make Office and this approach work together.

-----Original Message-----

**From:** Steven Sinofsky  
**Sent:** Monday, June 28, 1999 10:50 AM  
**To:** Bill Gates; Bob Muglia (Exchange)  
**Subject:** RE: Michelman demo

I have seen this work, though not recently. We're certainly aware of the coolness of these scenarios and the risk to Office because of them.

There seems to be dozen or so products that are already shipping that are very much like this work, though I think at the server side Casablanca is more extensible and more focused on Windows. It is not clear how well this work scales to something that could be hosted on MSN. It is easy to see how something like this could be used for workgroups or departments, if there is an administrator (SQL).

In terms of being the centerpiece of Office10, this is something that is going to run into a lot of challenges with Platinum. As we talked about in our 3 year plan, we're caught in this world where we seem to have to do everything twice-once for Platinum and once for the internet. I do not think it is reasonable to assume some magic API layer will make the difference between these go away. I realize over time our goal is to have Platinum hosted in the internet space, but that is not going to happen in the next year. My personal bias is towards making the internet scenario work, but for Office10 we have made a clear bet in terms of where our teams are focusing, on Platinum. It just isn't the case that we can move something like what you saw in Eric's work (or what I showed you in our discussions, or any of the other products out there like eRoom, Visto, etc.) to be a "legitimate" Platinum service. It is not something that goes away if you have a forms model and some schema-it is all the other code that is written that takes up the bulk of our time, and how things like security, offline, etc. all work.

That said, if you really want to take this work and make it part of Office10 then we do need to make an organizational change. I think if this work is far enough along then we can make something work in the internet space.

-----Original Message-----

**From:** Bill Gates  
**Sent:** Monday, June 28, 1999 10:17 AM

Plaintiff's Exhibit

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**To:** Steven Sinofsky; Bob Muglia (Exchange)

**Subject:** Michelman demo

This demo had a HUGE impact on me.

On the positive side I felt like if we can make these scenarios better and easier to access through office we can lead in collaboration.

On the negative side it showed how easy a server based approach can reduce the value of Office dramatically and how little coordination we have to handle things like calendars and lists in the easy scenario way that people want.

I want this to be the centerpiece of Office 10. If we need to reorganize somewhat to do this then lets do it.

I need you to help me think about how we get there. I am not saying I know the solution but I know we have to go this direction.

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