

From: Steven Sinofsky
Sent: Thursday, March 28, 2002 10:28 AM
To: Jeff Raikes
Subject: RE: uDRM and office and corona

Thanks.

Here are dates to think about:

| | |
|-----------------------------------------|---------------------------------------------------------------|
| Office RTM | April 2003 |
| Office Launch Best Case | June 2003 |
| Office Launch "Practical" Case | September 2003 (which also allows for a non-perfect RTM date) |
| Windows Longhorn Beta I | Spring/Summer 2003 |
| Windows Longhorn RTM Base Case | July 1, 2004 |
| Windows Longhorn Launch Best Case | August 2004 (allows for OEM and mfg) |
| Office Longhorn Planned Case | November 2004 |
| Office Longhorn Launch "Practical Case" | January 2005 |

From a practical point of view, I don't see a June launch for Office.NET unless we just force field folks to do it. Also, the end of fiscal year launches are awful because it becomes a budgeting nightmare. If we miss by just a couple of weeks then everyone has a bunch of money left. But if we hit the date then we have to budget for it in the next 8 weeks during FY03 planning. I've been exchanging mail with LisaB about this. I don't know how prudent it really is to budget for the launch. If you want to we can, but if the field pressure mounts the only thing that will give is the quality of the product (as Windows consistently demonstrates by having very public and aggressive launch dates, rather than RTM dates).

As you recall this was exactly the conversation in Paris in January 2000 ☺

Of course we could RTM in December 2004 as well, but still launch in January

At the end of the day, this is a 16 month delta between launches, but it is the Windows best case. In a heartbeat, Windows could RTM in December 2004 and then we can decide to sim-ship with them or still stick to +4 months.

While all of this can pan out to be very hectic for customers, the odds are that this will work out just fine for them and for us. That's just the odds, not a certainty.

I don't know what else we can or should know to plan on a launch date. All we can do is run the schedule more and get more data in about 6-8 weeks. But my belief is we should plan on September and then let the dates above play out.

If we're going to worry we should continue to focus more than anything on the timing, quality, and richness of Office.NET. Things I am not worried about:

- Engaging Longhorn
- Driving great features for the Longhorn release at the right time
- Creating a vision for Longhorn Office
- Launch timing for Longhorn and Longhorn Office

Things I am worried about in order for me (these are all in process):

1. Building the P's around Scribbler and XDocs – the Scribbler/XDocs Business Plans
2. Packaging, Positioning, Pricing of Office.NET suite – the Office Business Plan

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3. Timing, quality, richness of Office.NET –
4. Getting an alpha of Scribbler, XDocs, STS out there for feedback in time to make any changes
5. Full launch plans and process
6. Getting a beta out there with all the features and code complete
7. Getting momentum now for STS
8. The mechanics of STSv2 for Windows.NET server

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

From: Jeff Raikes
Sent: Thursday, March 28, 2002 10:03 AM
To: Steven Sinofsky
Subject: RE: uDRM and office and corona

I hear you. Of course I was responding to their suggestion that we should slip Office.Net release by a month or so for DRM.

You should jump into the debate.

Jeff Raikes

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

From: Steven Sinofsky
Sent: Thursday, March 28, 2002 9:56 AM
To: Jeff Raikes
Subject: RE: uDRM and office and corona

As a favor, it is really important when we work with other teams, especially Windows, that we put forth confidence and be specific about our dates. I know here you were talking about the launch.

But what happens is mail gets forwarded around and rumors of slipping start and it makes it very tough to work with partners because they second guess our dates.

In this case, the debate to really have is:

- What good is Corona for Microsoft in terms of DRM?
- What is to be gained by waiting until Longhorn for DRM?

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

From: Jeff Raikes
Sent: Thursday, March 28, 2002 9:54 AM
To: Will Poole; Jim Allchin
Cc: John Manfredelli; Dick Brass; Steven Sinofsky
Subject: RE: uDRM and office and corona

Having spent more time with the team this week, I have a real problem with delaying Office.Net further. We are on the borderline of being able to do a June launch. Europe doesn't even like June, but if we slip further, they will say we must launch in September. (we wouldn't add time to the release date, but only time between release and launch). If we end up in September, then we are too close to Longhorn Office

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(we are still planning on Longhorn + 4 months).

Jeff Raikes

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

From: Will Poole

Sent: Thursday, March 28, 2002 7:59 AM

To: Jim Allchin; Jeff Raikes

Cc: John Manfredelli; Dick Brass

Subject: uDRM and office and corona

Quick update: the teams are still doing the second pass on a bunch of resource / requirements reviews, thinking deeper about platform legacy issues/costs, and schedules. Dick and I are meeting with them again on monday am. That will result in a final recommendation to you. We are going to need to decide fast at that point, or the clock will make the decision for us.

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