

no matter what. Probably over exposure? Should we lay low for a while, and can we expect similar treatment from others?

From tonyw Mon Dec 17 19:08:29 1990  
To: kathrynh viktorg w-clairl  
Cc: cameronm darrylr msftpr russw  
Subject: Re: PC Week article 12/17, pp 13  
Date: Wed Apr 29 16:51:34 PDT 1992

Date: Mon Dec 17 19:05:41 1990

Sigh, sorry about the quote. It is something developers need to be aware of, but maybe I gave it too much emphasis.

We ought to point out somewhere that New Wave links are not managed across networks either (as far as I know). They track links on the local disk, and do some good things when sending linked files all together to another place, but I don't think they track remote links. I am not even sure they have remote links.

Tony

From w-clairl Fri Dec 21 17:07:00 1990  
To: bradsi cameronm darrylr mikemap paulma russw steveb viktorg  
Cc: msftpr peteh richab w-clairl  
Subject: OLE press tour report (LONG mail)  
Date: Wed Apr 29 16:51:35 PDT 1992

Date: Fri Dec 21 16:58:38 1990

Darryl Rubin and I went on the road Dec. 2-6 to see the industry trade press, business press and industry analysts with the objective of educating them on object linking and embedding. It was a very valuable trip in several ways. We gained early and good visibility for OLE. It also afforded an opportunity to take the pulse of the editorial community.

Generally editors thought OLE was slick, easy to understand and of immediate benefit to users. Interestingly, editors more readily understood linking than embedding even though it is actually harder concept. Overall however view of OLE was positive.

The issues that commonly emerged were:

- o Separation of church and state. Apps drove this but its now in systems. What does this mean. It's a Chinese wall.
- o Limitations of OLE--networking support is not there, this is

WinMail 1.21

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Comes V. Microsoft



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key.

NewWave was brought up but we had relatively fewer hard questions on this that I would have anticipated. (This contrasts with the ISV response at the OLE conference).

- o Great interest in object oriented file system and timeframe for this. Ditto for drag and drop capabilities.

- o Editors will take a "wait and see" attitude toward delivery of OLE applications.

- o Interest among the hard-core PC infrastructure was not as strong as could be expected. I think we will see lots of feet dragging/arm chair quarterbacking as Microsoft moves increasingly toward a new generation of technology. We have a large ongoing education process to do.

Also of note:

We were roundly taken to task by Zachmann, Tarter, Forrester Research, Strom regarding the feasibility of Microsoft really being able to deliver on our strategy. I believe the feeling is based on two factors:

.. Broad criticism of how MS has handled OS/2 and the IBM relationship. There is a view that Microsoft's total focus on Windows is opportunistic. Also there is the opinion that Microsoft has just not been honest, up-front or willing to admit to a change in strategy. (See notes below on Zachmann meeting). In a way, we are being criticized less for the Windows-centric strategy than for how we have handled the move to Windows. Peter Lewis from the New York Times said he has never noticed so much anti-Microsoft feeling. He was recently at Comdex and was amazed at all the people (primarily ISVs) that complained to him about Microsoft, the big bully.

2. View that Information at Your Fingertips is a Microsoft-centered strategy that does not address real user needs today and will benefit Microsoft most in the future. Our tour for OLE was good in that it showed that we are both moving to make IAYF possible and that the technology is open and will be available to the industry. However, we will have to work very hard to continue to prove that IAYF is an open vision that the industry can participate in.

Individual Meeting Notes:

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David Strom, Network Computing

his meeting was a last minute addition to the schedule. David had informed us that he is publishing an "open letter" to Bill Gates on the IAYF speech at Comdex, in which David takes Bill to task for not dealing with reality. The letter will run in the next edition. The two main points in the letter are that the mainframe is not going to be replaced by the microprocessor any time soon and that IAYF is nice but doesn't address the real connectivity needs of real companies. Darryl pointed out that IAYF was meant to be a vision of the future, and that of course Microsoft understands and is working on the problems of today. David expressed that IAYF did not dwell sufficiently on networking issues and that this is key in his mind to its success or failure. He also complained that the users scenarios in the speech were not very realistic. David was not very interested in discussing OLE as a technology and did not want a demo.

John Verity, Business Week

John was surprisingly interested in OLE and watched the demo carefully. He could only meet for a short while as he was covering the AT&T/NCR story (we experienced this with all the business press editors during the trip). John asked how OLE compared to New Wave, and what role Microsoft was playing in the object management group. Darryl explained that we weren't involved in this group but we stay informed about their activities. John asked about drag and drop functionality; Darryl said absolutely it is a goal and would be supported in future Windows versions.

Paul Carroll, Wall Street Journal

Paul was primarily interested in who, what, where. He wanted to know how long it would take to be good (he said, software always gets better in subsequent versions), who was supporting it, who was working on it. He asked if the ISVs had to do a lot of work to support it. Darryl explained that it is a relatively minor enhancement for applications developers. Our meeting was cut short so Paul could return to working on AT&T/NCR story.

Scott Leibs, Information Week

This was a good meeting with Scott. He is a senior feature writer for Information Week. The publication appreciates the attention from Microsoft. Darryl described OLE as a facility to create compound documents and outlined the differences

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between object linking and embedding. Scott asked how it would be supported and Darryl explained how it would be evangelized o ISVs. Scott asked if Microsoft gets a piece of the action; we said no, it is to be an open interface.

Scott then turned to OS/2. He asked us to explain what we tell corporate customers about moving to OS/2. Darryl explained that it is when the customer needs networking, the security, multitasking and protection afforded by OS/2. OS/2 is really optimal when server resources such as remote administration, need to be available on all workstations on the net. Darryl said this is possible under DOS/Windows but its more reliable with OS/2.

Scott asked if OLE conflicts with other types of object oriented approaches. Darryl explained that OLE is only one step on the long path toward an OO architecture. We are beginning to introduce object orientation incrementally to the user. Scott also asked how OLE fits into IAYF and what are the next things we will see. Darryl explained that we will implement drag and drop and eliminate the clipboard operation. Scott commented that the downside is that users won't know that they are "messing" with something they shouldn't. Darryl replied that this is essentially a design issue, that the system can provide a dialogue to notify users what they are doing.

Scott asked what the corporate buying trends for 1991 will be. Darryl responded: strong continuation of Windows momentum; an uptick of Windows applications, Lotus, WordPerfect and Borland will ship their Windows applications; shift will cause a new set of applications to be purchased.

Trudy Neuhaus, Charlie Petzold, Jim Gallagher, PC Magazine

As expected, the PC Mag folk asked detailed questions about how OLE operates and what its limitations are. Charlie said that the implementation in NewWave is kludgy and that adding object capabilities needs to happen in Windows itself (funny how this didn't come up at the Technical Excellence awards). Jim is the new head of the PC Magazine labs. He recently joined PC Magazine from Manufacture's Hannover where he was in charge of investigating new leading edge technologies. Jim commented that ultimately these changes to the operating environment will change how users view their work, that the world will no longer be applications centric. Darryl said that is exactly right. Jim wanted to know when we would see a distributed file system.

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Action: send Charlie the OLE specification.

Jonathan Yarmis, Steve Wendler, Michael Anderson, Gartner Group

Darryl went through the presentation and demo and fielded many questions from this group. The meeting took an ironic tone as per usual (so, this is just more goodness from Microsoft, right?). They were interested in understanding how OLE would be supported across the enterprise network, not just at the LAN level. Darryl noted that we will solve the link tracking problem to make OLE capable over the network. He indicated that the object oriented file system is coming, but that we could not be specific about when it would come. Yarmis wanted to understand how the Mac will play. Darryl noted that Apple will have to address the issue of reliable link management.

They asked how this will impact Saros, since they do a distributed file system. Darryl said that in some ways this will replace what Saros does today, but that the difference is that Saros is doing this now in a good way and by the time that MS has a true distributed file system solution, Saros will be able to be value added.

NewWave came up. Darryl said that the basic problem with NewWave is that it requires the user to import files into a "black box" environment, which is a lot of work. OLE is easy to move to, it is evolutionary.

Gartner was also interested in the relationship between systems and applications--how much of a role does applications play in defining the systems platform.

Action: send specification and handouts from OLE developers conference.

Paul Sherer, Susan Fisher, PC Week

Paul mostly focused on the hard news--when is this delivered, how will it be documented. He asked a lot about file manager improvements that will support OLE concepts. Darryl said that a good guess is that we will see file manager improvements in Windows 3.1. Darryl also covered how link tracking needs to be implemented for network support of OLE. Paul also asked for information on in place editing. Darryl explained that this is a future direction, that it will require work in the user interface. Paul asked about the role applications had in OLE and the implications. Darryl assured him its a good thing to get ideas from apps that are then included in the systems

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software.

ry Conte Lafredo, Rich Villars, Dave Atlas, IDC

The IDC analysts basically wanted an complete overview. Dave is the email analyst for IDC. He had just been at Lotus, where they talked up OLE extensively. They stated that OLE is Hypercard like. They asked about relationship to OMG, and also how will be supported on OS/2 PM and the Mac. They were curious about how Apple would view this. We told them it is complimentary, not competitive.

Action: Send them the spec and background materials.

Paul Gillan, Pete Bartolich, Computerworld

Paul is the editor in chief. He came because he said he has not been very up to date on Microsoft lately. He basically is the only one at Computerworld that really cares about PC technology. Pete is the news editor but he doesn't understand our industry. The regular MS editor, Tish Keefe, was on vacation so we missed her. Paul asked about IBM, how this relates to IBM's investment in Metaphor. Darryl explained that IBM has always had many investments in new technologies and there is no conflict.

Action: Paul wants to plan a trip to Microsoft in early 1991. PR to follow up.

John Dodge, Joel Shore, Bob Falerta, CRN

John was working on a story on object oriented technology, so our visit was timely. He was very impressed with OLE, and said he would highlight it as one of the few real object oriented technologies really available now. He was interested in how OLE fits into our future plans, which Darryl explained. He mentioned that while other OO technologies, such as Metaphor's, require a complete overhaul, OLE and our approach is evolutionary. Darryl also said that there are lots of opportunities for software developers to innovate and be successful using the new technologies.

Bill Bluestein, John McCarthy, Mary Modall, Janet Hyland, Stuart Woodring, Forrester Research

This was a lively session. There was great interest in how OLE would work with various network protocols and general network support. Mary asked if we have talked to DEC about OLE. She compared OLE to ODA--Darryl said this solves a different

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problem. Forrester asked why we didn't just support NewWave. They also said in the future scenario with in place editing and the document as the metaphor, what is the "owning application." Darryl said it is the shell.

Will Zachmann

He was not interested in discussing OLE. He spent the time lambasting Microsoft for its failure to provide a clear systems strategy and for our lack of understanding of the importance of our IBM relationship. He said:

MS and IBM have to agree on a strategy and communicate it.

OS/2 is perceptually dead. This perception was started back in September with the Infoworld story, but that was backed up by the fact that the two companies were not talking to one another last year. The Fall Comdex 89 announcement was obviously cobbled together.

Microsoft should get behind OS/2 in a big way, even if it means backing PM for a while longer.

Zachmann said he understands the strategy to have Win on DOS and OS/2, and he thinks people will understand this.

Windows is not all its reputation leads one to believe. Will reads Compuserve mail, and people are having major problems with Windows, even going so far as to pull it off their systems.

The question is not what is on the desktop today but in 3-5 years. Unix is it for multisystem situations today, in his view. Will thinks who wins the desktop is up for grabs but that companies need secure, multi-tasking multi-threaded applications.

OS/2 has to be successful even if IBM does one interface and MS does another.

He predicts the Unix forces will consolidate around OSF Motif. That Sun will be left as the lone wolf. All the ISVs are doing Motif apps.

Microsoft has to remember what we said in 1987 about OS/2 and admit that we told the world something that is not true any longer.

Will is doing articles in PC Magazine about the above in