

From: Bill Gates
Sent: Tue, 1/19/1999 1:48 PM
To: Christine Turner
Subject: FW: Organization

I need to see Jim today.

-----Original Message-----
From: Bill Gates
Sent: Tuesday, January 19, 1999 1:44 PM
To: Jim Allchin (Exchange)
Subject: FW: Organization

4pm or anytime after works for me. Lets say 4pm if that is ok.

-----Original Message-----
From: Jim Allchin (Exchange)
Sent: Tuesday, January 19, 1999 1:35 PM
To: Bill Gates
Subject: RE: Organization

ok. I am basically just reading till the 3pm call with DC. I can come over now or sometimes after 4pm. just let me know.

thanks,
jim

-----Original Message-----
From: Bill Gates
Sent: Tuesday, January 19, 1999 12:31 PM
To: Jim Allchin (Exchange)
Subject: Organization

I would really like to get 60 minutes with you to discuss org this week. The sooner the better ideally.

My thinking is not really coming together as much as I would like.

I need to figure out what to do with David. Paul says he is crafting our ONLY future hopes so we need to use him as a line person and not have him leave.

I need to find out if bringing Brad back is an option or not. Steve wants him to reenergize MSN, WinCE and Consumer Windows. A lot of people want him to come back. Steve meets with him on Friday.

Paul would prefer to focus on the developer challenge but feels bound to do whatever will help us with the product.

I need to create an organization that has more risk in terms of what we do.

I see a need to take at least 5 new "risks"

- a) Consumer Windows. This is the most concrete piece. Cole runs it. We need to decide how big it is.
- b) High end Windows. This is still unclear to me. The hypevisor stuff was very educational for me so I am off of my VM dream. However I still need to figure out NOVEL and CREATIVE partnerships with HP, Compaq and most likely Unisys, SGI and perhaps one or two others. I need to understand about clustering, I/O bandwidth. I need to understand what freedom we

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need to provide for high end releases. Bayer doesn't seem good enough to me but I am not certain.

c) Developers. I don't see any choice but to go cross platform. We are losing to Java. If you had an alternate plan to beat Java I would listen but I just don't think there is one. I need to reach out to SAP in a NOVEL and risky way to engage them in this piece. We need more than COM+ cross platform and cool. We need to take leadership on XML, schema and XSL and get people excited about how that solves problems they care about more than JAVA does. We need to be the leader in apps servers and it can't be Windows only.

d) Storage. I have decided on the 2 track plan and am writing this up. However it interacts with org stuff. I need a megaserver. I need to get our storage out as a service soon using Platinum.

e) Replumb Windows. I am unclear on this. The idea of using what I think COM+ will become (message oriented with events/aggregation...) and building some new stuff around that seems cool. Getting Rick involved seems cool. Windows tone is an orphan.

The status quo plan has none of these things.

Meanwhile we have so many other things we need to do better on:

- a) Software deployment
- b) Error handling - broadly defined
- c) UI
- d) Speed of development. Internal tools.

I am good at "panic" about 2 things at a time and stepping back and fixing them.

Here we have crises in so many areas - thin client, reliability, our source complexity, JAVA in enterprise, Java in consumer, MSN restart, Open source, peoples commitment to stay and help. I am having a VERY hard time getting a plan together.

The plan that Paul likes you don't like. The plan that you like (if I understand) is very status quo. Bob is the most flexible but on things like Platinum now he gets dug in.

If we could talk for 60 minutes this all may come into focus more.

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