

*called Roy - msg - Don't distribute discuss*

From: CLAUSON --AUSTIN

Date and time 06/29/95 02:07:23

Date: 28 June 1995, 23:02:00 PDT  
From: Roy Clauson  
To: Lack, Elaine D.  
Tony Santelli  
Subject: Remembrances of our meeting last night  
Encoding: 41 TEXT  
X-Mailer: Microsoft Mail V3.0

CLAUSON at AUSTIN  
ELAINEL at RHQVM02  
SANTELL at RHQVM02

*[Handwritten signature]*  
*206-823-0600*  
*cont. #102*

Tony/Elaine,

What I heard:

- 1) MS is definitely worried about SmartSuite being given away and eating into their "office heartland".
- 2) There are lots of "combative" people in MS ready to go to war with IBM.
- 3) Joachim's fear is that will not help the industry, and further fragment it.
- 4) Joachim is looking to "grow" the pie so both companies can prosper
- 5) I believe he said he was unsure when Win '95 and NT would converge. I'm fuzzy on his exact words here.
- 6) He wants a Bill G meeting with Lou to set the stage for areas of cooperation/collaboration..
- 7) If it is Thoman, then Ballmer would probably get into it, instead of Gates.
- 8) We have to carefully orchestrate what the objectives of this meeting are and identify how both sides collaborate and win together.
- 9) MacOS was troublesome to them as well. Phantom could be an alternative if we convince them of performance. We need to show them a detailed plan including EAU.  
We also have to show them the date to do Phantom is sooner than a full port of Win '95 and also, perhaps the full Win '95 functionality on NT (Cairo).
- 10) Joachim thinks Lou and Bill need to talk, at times, as a professional courtesy, when significant events are about to take place. He sighted Noorda as a bad example here.

I enjoyed the evening. I hope you both had an uneventful trip home.

Regards.....Roy

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Plaintiff's Exhibit  
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