From:	Steve Ballmer
Sent:	Tuesday, May 23, 1995 6:50 PM
To:	bradc; bradsi <bradsi@oxygen.itg.microsoft.sfs>; jimall; paulma; richt <richt@oxygen.itg.microsoft.sfs>
Cc:	billg <billg@oxygen.itg.microsoft.sfs>; joachimk
Subject:	MSB 0013637: RE: Product feedback from my recent trip to PSS, DC and intergraph

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we do need an aggressive upgrade price from win 95 to NT in retail as
well as select who should make sure that happens richt???

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From: Paul Maritz
To: Brad Chase; Brad Silverberg; Jim Allchin; Richard Tong; Steve Ballmer
Cc: Bill Gates; Joachim Kempin
Subject: MSB 0013637: RE: Product feedback from my recent trip to PSS, DC and intergraph
Date: Wednesday, May 17, 1995 6:39PM

In terms of our position on Windows NT as a desktop system:

1. It is clear that some customers would prefer us to come out and be
more forceful in blessing Windows NT for the desktop - but I think
there is more to be gained in the near term by generally sticking
(unless specific situation clearly warrants otherwise) to our
somewhat vague & mealy-mouthed positioning (ably articulated by
Bradc yesterday - "Windows NT is for the most demanding apps...
etc.") until we have Windows 95 safely launched and until we have
the "shell update" to NT widely available. I know this frustrates
some customers - but if we make it more decisive in favour of NT, I
worry about this getting out in the general market as a vote of no
confidence in Win95.

2. Wrt putting Windows NT "on the same CD" as Windows 95 (or by
implication giving it to OEMs at same royalty rate), I am not in
favour of doing this - unless someone can convince me that we will
lose significant market share if we don't. One of our biggest
challenges in the client OS business is to raise prices - and
Windows vs Windows NT presents us a real opportunity to "do an
Intel" (raise prices by having two compatible products that coexist
for a period, and being able to charge a premium for the new part).
We may want to consider having reasonably aggressive "upgrade"
pricing for Select customers for conversion of machines that come
with Win95 - but I think we should set a new, higher price for

Windows NT and stick with it (just as we did with Windows vs MSDOS).
If we bundle Win95 & Win NT, we are trapped at the Win95 price and
it is much harder to move. As I said before, you can change my mind
if you think there is a competitive risk - but I don't think so
(provided we have the upgrade for large select accounts).

[BTW - there is no reason for the NT HC list not to be on the Web
server - richt?]

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From: Steve Ballmer
Sent: Monday, May 15, 1995 10:21 PM
To: nathanm; paulma; peteh
Cc: billg; bradsi; craigfi; dwilling; jeffr; jimall; mikemap; paulbu;
rogerh
Subject: MSB 0013637:   Product feedback from my recent trip to PSS, DC and intergraph

Welcome to your new jobs!

1. The postal service has been disappointed so far by the
manageability   of win 95 desktops and what they see in sms

2. They believe windows NT workstations may be more manageable but
they   find ourposition on Win Nt desktops "mysterios" I gave them
our   standarad position but they said if you are serious why can we
find   information on your web serevre about win 95 hardware
compatibility but   not about win NT NT feels like a server product
only to them

3. Are we thinking we will package win 95 and win NT with the 95 UI on
 the same CD I think we should I read in the press we are thinkign
about   changing the NT workstation price when win 95 shipos is that
true I do   not know that

4. I had many many people complin to me about how we help people
mainatin   and manage environmenst where they have multiple versions
of our apps in   deployment   The Postal service the navy and the air
force all asked for   some facility that would administrtaively let
them decide that all their   users would save documents ina given file
forma rather than letting users   decde so they could count on mail
and servers passign documenst that   everyone could read they want a
swith that admins can set that says   force excel5 for example to save
in excel 4 format could we do this

5. Customers and the field on thsi trip and many others complain to
em   that we market to them instead of informing them ie too much of
what we   gives them shines on and slls around issues instead of
helping them   erally understand how to do what they need to do even

if it means admitting to shortcomings in our products this theme
is recurrent amongst our sales people and PSS peopel and customers
less marketing more facts (technically accurate)

6.The army is trying to do master domain planning for win NT a
domain is limited to 30000 names and they need many more what do
they do what is our stratgey they would love to get some R&D
person to discuss this with them as well as a host of UNIX and WIN
NT integrations scenarios where they think we could learn and get
our products right in their envornment Remember every tank has an
sco UNIX system in it they do know a lot (iknow sco in tanks is scary)

7. If we want people to use our web browser and remote web
connectivity to build internal corporate webs (the army is doign
this) they think we need a win 3.1 implemenatation of our web
browser much the way we have a win 3.1 exchange client

8. Versioning was a recurring theme in the goverment and at intergraph
ALl of these document management suystems need versioning and
people wonder wthere ofs will have this or when and how we add
versioning to sql server and nts erver

9. Intergraph ahs built NFS clinet and server for win nt they have
also built a win NT batch scheduling facility they will not do a
good job of sellign these I bet we could buy them cheap if we want
them (ie they are good) Customers do ask for these thinsg what
think somebody should chat with tommy steele they also have a
translation facility for english to german and french and spanish
and italian that they use for their docs could it help us???

10. PSS tells me that VB 4 was in beta in march btu has now
disappeared is ti stll shippin in August as I think they thought not

11. Any product group that does QFE should follow the same processes
as BSD There was aview in PSS DAD wanted to do QFE but with
another process and the same with PSD I did not know DAD wanted to
put a QFE process in place

12. PSS people all unanimously concurred that acme setup quality is
very very poor many people think it is worse than "mac word" they
also did not think we were improving it in office 95

13. there was a lot of concern in PSS Charlotte that the Visual FoxPro
team was under schedule pressure and that they might ship before the
product was really ready froma quality standpoint

14. Is a full office 95 install really 40 MB larger than an Office 4.2
install PSS thought so but i could not find the data in infobase

15. there were many issues that had come up as a result of the win 95
preview and the goliath support we are doing for large accounts here
are the ones peopel mentioned to me
 ----PSS thinks it will take an IT department an average of 1.5

hours   per workstation to upgrade a PC to win 95 over the network
That does not   include office 95 they say 45 minutes is a minimum
that sounds high   enough to me to put our large account upgrade
targets at risk Also we   apparently do not have an sms support for
upgrading to win 95 at leats   not for several months

   ----Win 95 does not support environment variables which makes it a
step backward for many IT administrators why? Pss says it will
beadded   in memphis

   ----why do we not have any tools that we can give a user that
checks   his machine somehow pre a win 95 upgrade and then helps the
user verify   that the upgrade has happened successfully checking out
printers and app   compatibiltiy is completely an ad hoc exercise for
users and admin   Certainly we could help them and consequently our
PSs peopel support them   with an upgrade install verification tool

   ----We will not have a dlc stack when win 95 ships worse than that
 tho is the stackw e are building does not support 16 bit emulators
or   other apps at all that means effectively i hink that our
support story   for sna networls is weak!!! worse yet our setup over
the ibm 16 bit DLC   stack is messy and always requires tweaking we
will nto look good in sna   worlds potentially

   ----Did we really take the internet mail driver out of the win 95
box   the value of the exchange client is reduced further out of the
box by   that Is it in plus i guess so but i want to say win 95
itself has soem   mail value

   ----apparently win 95 is somehow not win 32s compatible at leats
PSS   says our win nt server admin tools will not work on win 95
there appears   a problem in design but even if not won't those tools
be important to   have on win 95

16. Last but not least I hink visiting a PSS site is one of the most
interesting valuable and himbling experience in etrms of gettign
straight   scoop on our products that I do I really really recommend
two such   visits per year for every WPG VP I will ask dwillign to
try and engage   and ste these up for the wpg folks on this mail ok???