

TO: Richard Fade
FROM: Mark Chestnut
DATE: 1/15/91
SUBJECT: Q2 Fiscal Year 91 Review and Q391 Plans - MCTeam
CC: Joachim Kempin, John Jenkins, Ted Hannum, George Downing, Melvin Henderson-Rubio, MCTeam

FYQ2 REVIEW

REVENUE

We finished Q2 at 154% of budget, with actual revenue of \$6.6 million vs. budget of \$4.3 million. Northgate, AST and NCR were well above budget for the quarter. Strong shipments of Windows and mice by both AST and Northgate contributed to their strong performance. NCR had strong overall system shipments and mouse shipments, accounting for much of its variance over budget. Poor performers for the quarter were DCA (\$200K under budget) and Atan (\$72K under budget). DCA's numbers were due to a refund of their \$165K due on signing for LanMan. Year to date the group is 144% of budget - \$12.2 million actual vs. \$8.5 million budget.

Account	Actual	Budget	%
AST	\$1,783,666	\$1,151,425	155%
Atari	137,668	203,000	68%
DCA	-146,620	52,275	0%
Embedded Bus.	55,000	0	N/A
Emerson	485,000	485,000	100%
HP	830,026	743,339	113%
Misc.	6,660	75,000	9%
NCR	1,609,555	1,176,500	137%
Northgate	1,139,022	396,250	287%
Novell	158,050	0	N/A
Printer Business	521,500	0	N/A
Total	6,579,527	4,282,788	154%

NEW BUSINESS SIGNED

Account	Product(s)	Comments
LaserMaster	Truelmage	\$1.44 million, 3 years
Linotype	Truelmage	\$600K, 2 years
HP	DOS 3.22 Source	\$10K source fee
HP	TCP/IP	No revenue

PEOPLE

A few changes in account assignments were made in Q2. Jeff Daniels has turned Wyse over to Karen Hurbut so that he can better focus on AST and Northgate. Tom Henningsgard has taken over Emerson and Poqet and has turned over DCA to Susan Carasco. The current organization is as follows:

Teresa Chapman	NCR
Jeff Daniels	AST, Northgate
Larry Edralin	HP
Tom Henningsgard	Atari, Emerson, Momenta, Poqet
Ray Kanemori	Embedded Systems OEMs
Nancy Ritzenthaler	Printer Manufacturers

Q2 FY 1991 ACCOUNT SUMMARIES (as reported by the Account Managers)

NCR (Teresa Chapman)

In October, cooperation with NCR on NT OS/2 and Pen Windows was fleshed out. In addition, we completed negotiations with Sybase and were able to offer NCR SQL Server on a per-seat royalty basis. An opportunity for licensing Multimedia Windows was identified in another major meeting. Draft agreements for the workgroup products, DOS 5 and JetBEUI were all "put on the table" in October. In addition, we began working on a Master License Agreement to allow for enterprise pricing of the workgroup products. NCR announced shipment of the workgroup products at Comdex. However, extra effort will be required to keep the workgroup products in a strategic position at NCR. They continue to be frustrated with Microsoft's perceived lack of direction and longterm strategy regarding the product set. In particular, the announced changes in the Comm Server product plans caused NCR problems with Bell Canada. NCR signed their JetBEUI/LM client agreement, and, despite the GO threat, they evaluated pricing proposals for both Pen and Multimedia Windows. Negotiations also progressed regarding DOS 5, per-seat pricing, and the Master License Agreement. In addition, we shipped an evaluation OAK for LM MP. In connection with the workgroup product set, preliminary plans to reschedule NCR's minimum commitments were developed in November. Finally, Microsoft field personnel successfully participated in a joint sales call with NCR at the State of Mississippi, demonstrating the benefit of the Rules of Engagement. In December, NCR's board unanimously rejected AT&T's \$90 per share hostile tender offer and AT&T is fighting back by initiating a proxy battle for control of the NCR board. IBM initiated some discussions with NCR regarding Extended Services and in response Alok Mohan requested a meeting with Mike Murray to clear up his resulting confusion. The Pen Windows discussions were furthered with a trip to Dayton and an all-day meeting regarding joint marketing opportunities. NCR will license and market the product. However, they will also enter into an "unpublicized", no strings license with GO as an insurance policy. In addition, negotiations continued regarding DOS 5 and per-seat pricing. Agreement was finally reached internally regarding the Master License Agreement.

AST (Jeff Daniels)

In October, Joachim, Richard and I met with Safi and began high management discussions. During this meeting, AST discussed their future product plans and their aggressive pricing plans for their 486 and notebook products. Bill Gates, Mike Hallman, Mike Maples, Rich Abel and the Windows group participated in AST's GUI video. AST advertised their \$2,795 Bravo and Microsoft Windows 3.0 and this was immediately successful. Price negotiations for Windows 3.0 and DOS 5.0 pricing began. I positioned an aggressive \$15 DOS royalty on all PCs and a \$15 Windows 3.0 386sx per processor royalty. This was needed to get AST seriously considering bundling Windows.

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In response to AST's Mike Kreiger's (Director of AST's Advanced Products Group) request, I organized a NT OS/2 meeting for AST with Carl Stork. The result was AST has a NT system engineer who will answer Mike's questions directly. I received AST's Q3 mice purchase orders. AST announced their low priced notebook products at COMDEX. In December, negotiations on AST's three year DOS license with a January 1, 1991 effective date continued. MS repositioned a \$15 DOS royalty (250K min commit) for PCs which are also bundled with Windows, and a \$15 Windows royalty. On January 8th, Mark Chestnut and I will visit AST and discuss their price points on each product they manufacture. AST is seriously considering this aggressive offer but may conservatively chose to keep their costs down by licensing MS-DOS only. AST received MS's written response to all their requested license changes. Reaching agreement on pricing, patent infringement protection, bundling software with all their hardware, and receiving their signed licenses this month are the key challenges.

Northgate (Jeff Daniels)

Northgate continued their monthly purchases of 5K mice from MS in October. This was significant because Northgate threatened to discontinue ordering our mice in an attempt for better pricing. Northgate dropped their plans for a SPARC product announcement at COMDEX. They purchased Cheetah Technologies as an answer for the VAR market and then learned they has a signed (\$200K) DR-DOS license. Northgate sent all their PCs to John Enslin's group and began assembling a new notebook product. NG finished testing their OS/2 1.21 and began manufacturing. In November, Northgate's President, Larry Greenberg, was fired along with most of Northgate's outside sales people. All license negotiations were put on hold as Northgate's financial woes hit the PC press. I organized a meeting with Bill Miller and Northgate's Cheetah Technologies at COMDEX. Northgate announced their plans for a SPARC PC in January. 20/20, the ABC feature story news program, selected Northgate as an example of an OEM who does not support their Windows customers. In December, I visited Northgate's new President, Gary Held. We discussed Northgate improving their Windows support and a new three year license. During this conversation, Mr. Held assured me that Northgate is financially doing well. However, two weeks later I received a letter asking for a revised payment schedule.

Hewlett-Packard (Larry Edralin)

The quarter started with a new organization announcement from HP where PCG was now assigned to Jacques Clay and subsequently that this division would now report to Dick Hackborn. Two more adjustments were made by year end and now the high level re-orgs seem to have settled down. Significant events this quarter were the negotiating of a TCP/IP agreement with HP, the shipping of OS/2 1.21, decisions to work with HP peripherals group on several products and drivers that focused on Windows, and continuing developments with the New Wave group. We had another steering committee meeting between Hackborn, Gates and Ballmer and the most significant decisions here were the Efax project and decisions to move forward on device independent color. We also established the need to finally assign a team of engineers from both companies to research Windows printing solutions for LaserJets. Meetings were held with PCG in this quarter to better identify their strategic focus since the reorganization so we could make a new umbrella type proposal which would possibly uplift their DOS royalty and include a Windows 3.0 exhibit. PCG representatives attended the OEM briefing and we followed that with a specific session with the new management to reinforce our strategic directions. HP also had representation at the OL&E conference and has initiated projects for input devices and with New Wave genenc encapsulation using this new technology as a basis. Progress was made this quarter on the Jaguar project out of Corvallis and the ELI network printer. ELI is somewhat dissappointing since it will see a netware release about 6 months prior to a Lanman version.

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Atari (Tom Henningsgard)

The main piece of work for this last quarter with Atari has been just keeping the Works for the ST/TT Agreement moving while it goes through a lot of evolution. We began with Atari getting a third party to "port" the product to their ST from our source code. Then reality struck, they decided it would be easier to rewrite the code in "C" from scratch rather than try to integrate changes into five year old code. So Atari would effectively be licensing the MS name for this code. Antonio left Atari, frustrated with his inability to get something (anything) done while the Tramiels "ran" the company. Then Leonard comes up with a Works look alike from India that is written for the ST and is in nearly shippable form. He asks us if we would allow him to ship this using the MS name, while paying him the royalties we originally negotiated for the "ported" code.

DCA (Tom Henningsgard)

This was DCA's real first quarter of shipping CommServer, in October they shipped \$800,000 worth. I have been working on ways to improve the sales of CommServer by coordinating MS and DCA's sales personal. We swapped field phone lists, exchange sales collateral materials, traded sales training kits, and greased the skids so that any DCA salesperson needing MS assistance can get it. The Lan Manager seminars have worked out well in this regard, in that this is the first time many of our sales people get to meet with DCA sales people to coordinate sales calls. However, the response I got from DCA about our USSMD field people is that they need to be more committed to our product. This account has been turned over to Susanc in early January.

Emerson (Tom Henningsgard)

I picked up this account in late October and immediately met with them to discuss their expiring license and DOS 5.0 and Windows for their new license. These discussions resulted in finding Emerson Technologies is a company at a turning point. The impending middle eastern war and resulting recession have turned Emerson's plans for big sales into the mass market into a bust. Orders from WalMart, Kmart, and Best are down, so Emerson Radio and Emerson Technologies are re-evaluating their business. Should it be decided that Emerson Technologies stay in business, we are prepared for it with a new DOS 5.0 and Windows contract that is awaiting their signature.

Momenta (Tom Henningsgard)

We began this quarter with Momenta's president being miffed at MS due to Bill's actions or lack thereof at the Agenda conference. We turned this around with an apology letter from Bill and a visit from Jeffr. We did a lengthy evening presentation to Kamran and the rest of Momenta's senior staff about Windows and how PenWindows would be using this leverage to open up the new market while maintaining profitability (since currently shipping apps. will give customers a reason to buy now instead of later, when pen aware apps become available). This presentation turned them around, so that they now understand the benefit of moving with MS instead of Go. Since this presentation I have presented them with a DOS 5.0 and Pen Windows amendment, which we are haggling through right now.

Poqet (Tom Henningsgard)

Picked this account up in December. Set up a big Redmond meeting with them, which they postponed at the last minute so that their new management team can get up to speed. We are shooting for the first week in February to reschedule this meeting which will include DOS 5.0, power management, Flash memory, Windows for ROM, PenWindows, Apps on ICL cards, Trackball, and remote wireless mail communications. Poqet appears to be dedicated to MS even though they just hired DRI's DOS manager to be VP of Engineering. Apparently their dollars spent on past advertising and Fujitsu's allegiance to standards keep them committed to MS.

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Embedded Systems OEMs (Ray Kanemon)

October was a busy month in starting to develop a viable embedded DOS business in the US. During the first week of October, prospected at the Scantech Show and visited embedded system accounts (such as Xycorn, Allen-Bradley, Interbold, & Cincinnati Millacron) with Chips & Technologies in the MidWest. During the second week of October, visited accounts with Intel (such as Melard Technology, Smith-Corona, NCR POS Division and Financial System Division) and prospected at the ISA conference. A lot of interest for MS-DOS ROM Version 3.22 and Flash Memory File System but larger volume opportunities are waiting for MS-DOS ROM Version 5.0 because of its advanced features especially power management. Developed a standard Embedded System agreement to simplify licensing. The embedded system opportunities tend towards having longer design cycles and require longer periods of licensing. In November, explored the European embedded system market and developed sales strategies for the European market. Published the Embedded System OEM Sales Plan which concentrated our internal efforts on large-volume embedded system business in portable terminals and financial/POS terminals and finding Value-Added distributors. In December, gathered additional information about manufacturer's and semiconductor distributors to develop a recommendation in January. The Award contract wasn't signed so the VAD effort didn't get off the ground in the US. The manufacturer's representative firms may be a more viable solution in the US but the amount of support needs to be analyzed. Kanematsu-America maybe another alternative. Met with AMD to explore a potential Value-Added Distributor relationship. Similar Intel and Chips&Technologies, AMD wants to reference sell rather than be a Value-Added Distributor since these semiconductor manufacturers do not want to get into the software business. Started the long road to unseat DRI at Symbol MSI in their next generation handheld terminals with MS-DOS 5.0. There have been a number of small embedded system opportunities that have come up and the contract negotiations are in process. The mailing to the Embedded System Magazine have resulted in only three \$395 ROM-DOS evaluation kit sales but there has been a lot of calls (about 21 prospects) from the December 10th EE Times coverage of the press release about the kit. Uncovered a potential 15,000 unit lead with TRW Financial Systems.

Printer Manufacturers (Nancy Ritzenthaler)

The following was accomplished during the past quarter

1. Closed forecasted license agreements
 - Linotype
 - LaserMaster Truelmage
2. Negotiated pending agreements
 - Conducted negotiations with Lanquest
 - Conducted negotiations with IBM
3. Prospected for business
 - with Kodak, Siemens, Texas Instruments, Unisys, and other accounts
4. Mounted collection effort for forecasted accounts payable
 - Billed Olivetti
 - Arranged meetings and communication with two unhappy Bauer customers, BGL and MT who owe us money
5. Provided interim account management for Tandon with the specific accomplishments of ensuring uninterrupted revenue flow to Microsoft for minimum commitments

TRAINING

- Attended OEM Systems Training class

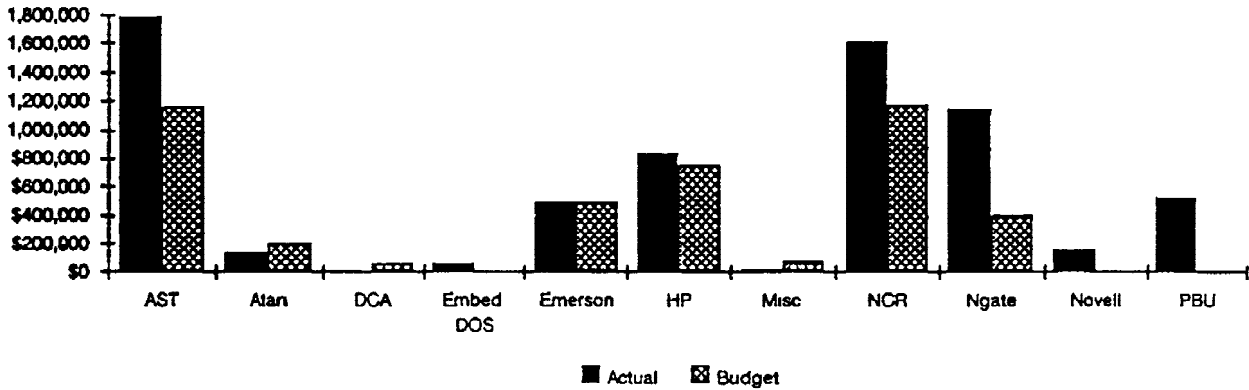
Q2 Fiscal Year 1991 Review and Q2 Plans

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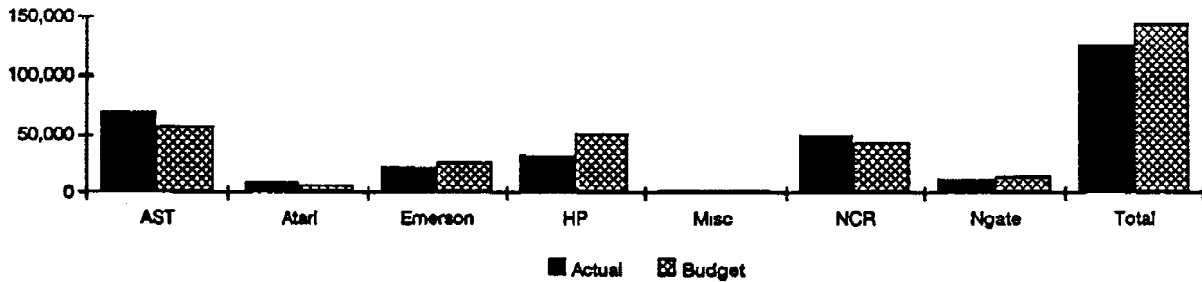
FISCAL 1991 Q2 REVENUE - ACTUAL VS. BUDGET

Revenue for Q2 was \$6.6 million vs budget of \$4.3 million. The breakdown by account is as follows:



PROCESSOR SHIPMENT REPORT FOR FISCAL Q2 1991 - ACTUAL VS. BUDGET

The group finished Q2 at 87% of budgeted units. HP was 20,000 units under budget for the quarter, due to excluding HP's numbers, the remainder of the group was 101% of budget. AST's business continues to be very healthy due to the success of its Bravo and Premium lines - AST shipped 69K units for the quarter, 12K over budget. NCR also posted a strong quarter, with 48K units shipped, 4K over budget.



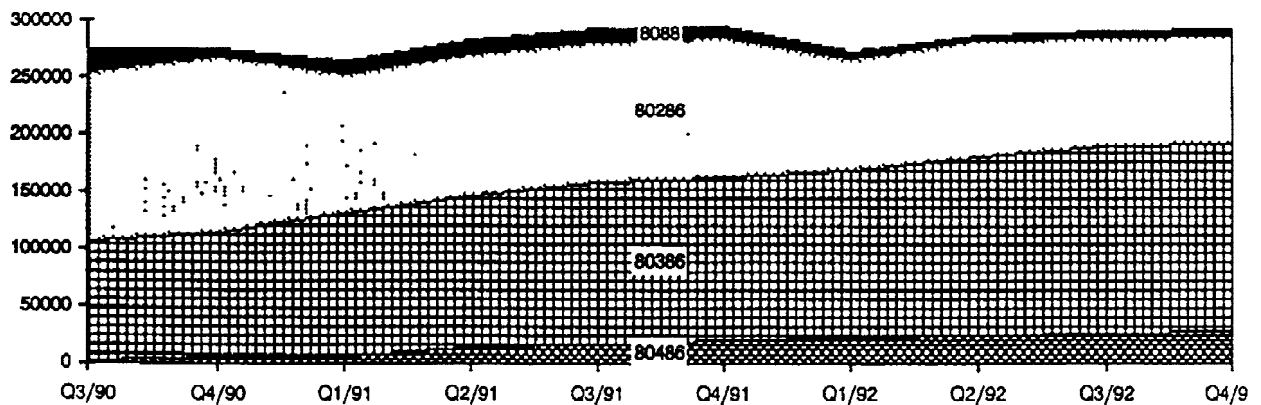
FYQ3 OBJECTIVES

REVENUE OUTLOOK

Revenue forecast for Q3 is \$5.0 million vs. plan of \$4.5 million (112% of plan). Printer business will be below plan as a result of LaserMaster and Linotype business falling into Q2 instead of Q3. Northgate should finish Q3 well above budget as Windows and mouse revenue not anticipated in the plan will continue to come in. NCR is expected to be \$800K over plan for Q3. AST and HP are expected to be very close to plan for Q3.

Account	Forecast	Budget	%
AST	\$1,145,602	\$1,263,925	91%
Atari	\$125,000	\$205,000	61%
Embed Bus	\$55,000	\$0	N/A
Emerson	\$0	\$0	N/A
HP	\$865,000	\$818,375	106%
Misc	\$0	\$75,000	0%
NCR	\$1,759,500	\$1,486,750	118%
Northgate	\$733,750	\$396,250	185%
Poqet	\$262,500	\$0	N/A
Printer Bus	\$143,750	\$250,000	58%
Total	\$5,090,102	\$4,495,300	113%

PROCESSOR MIX - 3 YEAR FORECAST



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NEW BUSINESS PENDING

Account	Product	Royalty	Commit	Expected Close
AST	DOS/Win/OS2/ Mouse	\$15/15/115/20	\$7.9M	1/91
Northgate	Mouse	\$24	\$1.2M	1/91
NCR	Pen Windows	\$40	None	2/91
NCR	DOS 5.0	\$19	None	2/91
HP	Windows	\$35	\$1M	2/91
HP	FG Win/Excel	\$65/273	\$637K	2/91
Alan	DOS/Works	\$2/5	\$540K	1/91
Alan	Works	1% of SRP	\$1.26M	1/91
Emerson	DOS/Win	\$18/27	\$675K	1/91
Lanquest	TrueImage	\$75	\$750K	1/91
DataBook	Flash File System	\$2.50	\$68K	1/91
Zitech	ROM DOS	\$22/35	\$67K	1/91
Group Tech	ROM DOS	\$12	\$66K	1/91

OVERALL GROUP OBJECTIVES FOR Q3

Goal: Maximize MS Design Wins

Objective: DOS 5 per processor licenses signed for all applicable OEM accounts

Key results:

1. Signed DOS 5 0 per processor licenses with all OEMs by 3/31/91
2. No design losses to DR DOS

Objective: Gain additional per system Windows design wins

Key results:

1. Signed license with HP by 3/31/91
2. Signed license with AST by 3/31/91

Objective: Gain Pen Windows design wins for all applicable OEM accounts

1. Signed license with NCR by 3/31/91
2. Signed license with with Momenta by 3/31/91
3. Publish competitive analysis memo by 2/15/91
4. No design losses to GO during Q3

Objective: Gain additional design wins for Truelmage and embedded DOS

Key results:

1. 3 additional signed ROM DOS licenses by 3/31/91
2. Qualify 2 additional ROM DOS VAD prospects by 3/31/91
3. 1 additional Truelmage license signed by 3/31/91
4. Qualify 3 additional Truelmage prospects by 3/31/91

Objective: Gain Multimedia Windows design wins

Key results:

1. Signed license with NCR by 3/31/91
2. Qualify opportunity with Emerson by 2/15/91

Goal: Maximize account penetration

Objective: Qualify additional short term opportunities

- Key results:**
1. Qualify at least one Ballpoint opportunity by 3/31/91
 2. Qualify at least one additional Multimedia Windows opportunity by 3/31/91
 3. Sign 5K unit packaged product agreement with HP by 3/31/91
 4. Increase group mouse shipments by 20% over Q2 actuals

Objective: Identify long range strategic opportunities within each major account

- Key results:**
1. Qualify fax opportunity with HP by 3/31/91
 2. Gain HP commitment to Windows in a printer by 3/31/91
 3. Identify and qualify one additional long range opportunity with NCR
 4. Identify and qualify one additional long range opportunity with AST

Objective: Develop increased understanding of all accounts, improve customer relationships

- Key results:**
1. Each account visited by AM at least once a month
 2. Develop at least 2 additional customer contacts at Atan
 3. Increase number of contacts and frequency of visits to HP PCG

Objective: Improve executive level relationships with all accounts

- Key results:**
1. Executive review with NCR by 3/31/91
 2. Executive review with Atan by 2/15/91
 3. Finalize dates for AST and HP executive reviews (to be held in Q3)
 4. No "surprise" issues brought up at MS executive level

Goal: Exceed revenue targets

Objective: Exceed budgeted revenue for Q3

- Key results:**
1. Q3 actual revenues at least 110% of budget
 2. AST, HP, NCR all above budget for Q3

Goal: Improve account managers' professional skills

Objective: Implement individualized professional development program for each AM

- Key results:**
1. Complete skills assessment with each AM by 1/15/91
 2. Develop and begin implementation of individualized AM programs by 3/1/91

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OBJECTIVES BY ACCOUNT

NCR (Teresa Chapman)

Goal: Maximize MS Design Wins

Objective: Close DOS 5 license

By February 28

Key results:

- Review NCR's proposed changes.
- New draft of license
- NCR Augsburg meeting.
- Final draft to NCR.
- NCR/MS signature

Objective: Close Pen Windows license

By February 28

Key results:

- Draft license reviewed by legal, finance and product marketing
- Draft to NCR.
- Review NCR's proposed changes.
- Final draft to NCR
- NCR/MS signature

Objective: Close Multimedia Windows license

By March 31

Key results:

- Re-enroll MS product marketing
- Conference call/meeting with A. Mohan re marketing fund.
- New pricing proposal
- Draft license to NCR.
- Review NCR's proposed changes.
- Final draft to NCR.
- NCR/MS signature.

Objective: Reach agreement on essential details of LM Multiprocessor license

By March 31

Key results:

- Identify new decision makers at Ciemson
- Pricing proposal to NCR

Goal: Maximize Account Penetration

Objective: Account status letter to T. Mays and A. Mohan

By January 31

Key results:

- Identify key topics
- Draft letter.
- Review by manager
- Finalize and send
- Follow-up phone call/meeting

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Objective: Resolve IBM Extended Services threat

By February 28

Key results:

Enroll NBU.

Develop joint strategy.

Schedule Mikemur/A. Mohan conference call/meeting

Call.

Follow-up at Executive Review.

Objective: Negotiate new Master Non-Disclosure Agreement

By February 28

Key results:

Evaluate proposed NCR changes

New draft to NCR.

NCR/MS signature

Objective: Identify one additional long range opportunity with NCR

By March 31

Key results:

Meet with retail division

Meet with V Holloway (strategic planner)

Objective: NCR Executive Review

By March 31

Key results:

Schedule date

Finalize attendees.

Identify key topics.

Draft agenda.

Brief MS participants

Objective: Develop knowledge of retail/financial group product plans

By March 31

Key results:

Schedule visits to two plants

Visit

Goal: Exceed Revenue Targets

Objective: Resolve outstanding credit issue

By February 28

Key results:

Letter to NCR WPD Finance group.

Follow up meeting

Objective: Present new minimum commitment structure

By March 31

Key results:

Re-evaluate minimum commitment plan

Obtain NCR's revised forecasts for product shipments

Meet with A Mohan to discuss mutual objectives

Make any necessary revisions

Present new plan

Objective: NCR at least 110% of budget in Q3

By March 31

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AST (Jeff Daniels)

Gain additional per system Windows design wins with AST	January 31
Gain additional mouse sales with each AST Windows design win	January 31
Create AST 1991 mutual account plan and present to MS & AST	February 28
Have a mutually signed AST DOS 5.0 per processor license	March 31
Identify and qualify one additional long range AST opportunity	March 31

Northgate (Jeff Daniels)

Resolve Northgate's Windows delinquent payment issue	January 31
Have Northgate's keyboard and Windows amendments signed	January 31
Have a mutually signed two year NG mouse license	February 28
Get Northgate's commitment to fully support Windows	February 28
Have a mutually signed NG DOS 5.0 per processor license	March 31
Sign a new Windows 3.0 license agreement with Northgate	March 31
Identify and qualify one additional long range NG opportunity	March 31

Hewlett-Packard (Larry Edralin)

Goal: Ensure Products Success.
Sell and Promote Microsoft Products!

Objective: Increase product penetration in PCG

- Key Results:
1. Close and MS-DOS per processor deal by March 15.
 2. Complete a channel study with PCG marketing by March 31.
 3. Close a Windows agreement by March 31

Goal: Revenue.
Meet Revenue goals for HP Sales

Objective Supplement royalty business with Packaged product sales

- Key Results
1. Close Win3/DOS4 01/Excel 2 1d deal with HP Scientific Instr by Jan 15.
 2. Close a Mouse deal with HP MCG by Jan 15

Objective: Sell new products.

- Key Results
1. Get a Windows peripherals development team assigned by Feb 1

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Goal: Strategic Account Control
Expand HP Account plan

Objective: Develop a strong relationship with HP

Key Results: 1. Complete a new org chart with names of frequent contacts by Jan 31.

Objective: Expand account plan for HP

Key Results 1. Draft expanded plan by Mar 31

Atari (Tom Henningsgard)

Signed DOS 5 per processor license by 3/31/91
Signed ROM DOS license for Atari Portfolio by 3/31/91
Qualify Pen Windows opportunity by 3/31/91
Establish 3 new day-to-day contacts by 3/31/91
Hold executive review by 2/15/91

Emerson (Tom Henningsgard)

Signed DOS 5.0 per processor license by 3/31/91
Signed per system Windows license by 2/15/91
Qualify Multimedia Windows opportunity by 3/15/91
Create account plan by 1/15/91

Momenta (Tom Henningsgard)

Signed DOS 5.0 per processor license by 3/31/91
Signed Pen Windows license by 3/31/91
Publish GO competitive analysis memo by 2/15/91
Create account plan by 1/15/91

Poqet (Tom Henningsgard)

Qualify DOS 5 0 per processor by 3/31/91
Qualify per system Windows opportunity by 3/31/91
Qualify Pen Windows opportunity by 3/31/91
Establish contact with Engineering, Marketing, and Advanced Technologies by 3/15/91
Create account plan by 1/15/91

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Embedded Systems (Ray Kanemori)

DOMESTIC:

Distribute Major Account and VAD Plan and get buy-in	January 28
Complete implementing VAD Plan	March 29
Close at least three of the following:	
Telxon amendment	January 31
Group Technology amendment	February 20
Databook Flash contract	February 28
American Auto-matrix contract	January 31
Ziatech contract	January 31
Paravant Computer	January 31
Escorp	January 31
Qualify at least three large volume leads from:	
Consumer Electronics Show in Las Vegas	January 10
EIA Winter Conference	January 11
NEC Semiconductor list	February 28
Meet with Award to develop strategy	January 31
Present DOS 5 to following large OEMs:	
Telxon	February 28
Norand	February 28
Mars Electronics	March 29
Melard Technologies	March 29
Sign letters of intent/NDAs for the following large OEMs	
Interbold	January 31
Intermec (DOS 5.0)	March 29
TRW Financial Systems	January 31
INTERNATIONAL:	
Get buy-off on the plan for semiconductor distributors	January 31
Gather info on semiconductor distributor relationships in the major subs	January 18
Develop pre-printed embedded system license forms	January 31
Develop logistics for small volume sales and \$495 embedded DOS kit	January 31
Qualify leads at CeBIT in Hanover, Germany	March 13-20
Firm up semiconductor distributor relationships	
in Sweden, Benelux	February 28
in Germany, France, Holland	March 29

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Printer Manufacturers (Nancy Ritzenthaler)

1. Close forecasted license agreements

- Lanquest Jan 15
- IBM Mar 31

2. Qualify 20 prospects from Priority A and B list

- 1st 10 Feb 15
- 2nd 20 Mar 15
- Identify 3 qualified prospects for active selling of Truelmage Mar 31
- Conduct introduction road tour with Keymv for US and European accounts Feb 28

3. Conduct "amnesty" campaign (free source code) directed at former Bauer customers

- Send proposal to 14 former Bauer customers Feb 15
- Follow-up with phone call to each account Mar 15

TRAINING

- Improve presentation skills by attending ToastMasters each Monday (when in town) Ongoing
- Set up color printer for preparing better presentation visuals Jan 31