>From peteh Thu Mar 7 08:16:41 1991
To: jeffr
Subject: Strategic Threat--Lotus Office...
Date: Thu Mar 7 08:16:38 1991

>From richt Wed Mar 6 13:19:46 1991
To: hankv lewisl peteh
Subject: Strategic Threat--Lotus Office...
Cc: chrisbro ruthannl
Date: Wed Mar 6 13:17:18 1991

J-h

Just had a conversation with Chrisbro that pretty much
confirms a lot of what Hankv told me Lotus was going to
do. Apparently, Chris has been working on a deal with Neilf to
get all of Intel converted and Steveb just gave an SBT pitch
where he said Notes was the greatest thing since sliced bread.

At Intel, we've been pitching the Office. Their exec staff
is using our apps. Lotus just came in and said, "well, you love
Notes and so does Msft and we can offer you the same office as
MS. They're going to offer R3.1 (with /W upgrade), Ami, Freelance
(with upgrade to /W) and Notes in one package deal. Intel says
they'll evaluate.

Conclusion:
          - Their office strategy is rolling out even now in our
          corporate accounts. For Scottsdale, it seems to me that
          we have to figure out a way to explain why switching to
          our apps is much better than upgrading to theirs.
          Unfortunately, I don't think that price is a big issue
          with accounts like Intel, so it has to be something like,
          "trust us, we know the future like OLE"--the problem is
          that I'm not sure we can deliver this in Cal92.

          - We have to make sure not to be too "even handed" with
          Notes since this is the competitive difference for many
          people (it's a new enough app and it looks to me like the
          differences between our vs. their Win apps aren't great ─
          enough particularly if you factor in the i.b. of 1-2-3
          and Freelance). Is there any way we can get
          Steveb/Billg, etc. to say nice things about Notes without
          having it come back to us like this. A suggestion would
          be to say that it offers some great features, but is a
          closed system (Chrisbro's suggestion--that is, you can
          buy pieces that are great like open SQL Server,
          Toolbook--maybe Thunder whenever it ships).

Thanks,
Rich

From paulma Thu Mar 7 14:29:40 1991
To: bradsi davec fredg jimall mikemap
Subject: official 486 clone
Cc: billg joem neile steveb
Date: Thu Mar 7 14:27:23 1991
Mail-Flags: 0000

too inflexible? What better approach would you recommend? Remember that a singe CBT localization costs us in the order of $100,000.

All this should change as we move forward with great tools for localizing CBTs and automated glossaries and translations. However these items won't be saving us much money and effort in the coming 18 months.

List of non-FE Languages For Which CBT will be Localized (Applies to all products for DOS and OS/2 environments)

1.	A and Z	yes	(but not into British English)
2.	Canadian French	yes	
3.	Spanish	yes	
4.	Portuguese	no	
5.	Norway	no	
6.	Denmark	no	
7.	Finnish	no	
8.	Sweden	yes	
9.	French	yes	
10.	Dutch	yes	
11.	German	yes	
12.	Italian	yes	
13.	Russian	no	
14.	All E. Europe	no	
15.	Turkish	no	
16.	Greek	no	
17.	Arabic	no	
18.	Hebrew	no	
19.	Farsi	no	
20.	Bahasa (both)	no	
21.	Urdu	no	
22.	Bengali	no	
23.	Thai	no	

HIGHLY CONFIDENTIAL

From josephk Wed Mar 13 16:29:43 1991
To: billg bradsi garygi jimm jonre jonro markk mikehal mikemap mikene
    peteh richab ruthannl scotto xlmktg
Cc: appsmktg
Subject: Word upgrade mailing price test
Date: Wed Mar 13 16:18:22 1991
Mail-Flags: 0000

As part of the upgrade mailing we tested $99, $129, and $149 price points for the Word upgrade.

The test was very clean and designed to make price the only variable. We dropped identical mailings at the same time to three groups of 10,000 each from the same Windows lists. The mail dropped on Feb 13.

The overall response rates through March 12 are:

$99   6.5%
$129 2.7%
$149 2.0%

There is definitely some magic at $99...

Joe

From joachimk Thu Mar 14 18:03:59 1991
To: jeffr mikemap
Cc: billg jeremybu mikehal richardf
Subject: FW: DAK - Winword Opportunity
Date: Thu Mar 14 18:44:09 1991
Mail-Flags: 0000

I cannot believe we are letting this opportunity slip. I would go for $50-60/system and laugh all the way to the bank, what are we doing here not beeing interested in penetration? In particular these guys sell through catalogues, no reseller conflict. Any outside opinion? I am leavimng for Europe, I would appreciate if we agree that this is a great deal and go for it. Richard pls follow up.

>From   kathyg Thu Mar 14 15:40:42 1991
To: richardf
Cc: davidben joachimk melvinh
Subject: DAK - Winword Opportunity

Date: Thu Mar 14 15:39:08 1991

I wanted to let you know that DAK is about to license Legacy (Wordstar) on all of their 386sx systems (50,000 units per year). We have been working with DAK and the apps group for some time now but we have been unable to reach agreement on price.

DAK is EXTREMELY interested in winword over legacy but our pricing is simply too high ($99 per processor). Richard and I did talk to Mikemap about this a couple of weeks ago and he was willing to go to $90 - his main concern is retaining the intellectual value of winword (DAK prices their systems super cheap bundled with a variety of software).

I understand Mike's concerns, however, this is a good windows customer and if we get winword on their systems then Excel and a mouse will likely be next (this is being qualified now). We need to decide if we are in the OEM apps business or not. If we are, then we should let DAK license this product for $50 if they support and bundle with every 386sx system ($5 million over 2 years - 50K units per year).

Kathleen

From jeffr Thu Mar 14 18:27:13 1991
To: mikemap
Subject: Need your help
Cc: darrenr
Date: Thu Mar 14 18:27:12 1991
Mail-Flags: 0000

We suffered a set back when NathanM sent out mail saying he didn't want BruceB. (You were copied on the mail, and Darren also sent you mail.) Can you twist his arm? or what other ideas do you have? His replacement has already started.

Thx. Jeff

From billg Thu Mar 14 19:25:14 1991
To: jeffr joachimk mikemap
Subject: FW: DAK - Winword Opportunity
Cc: jeremybu mikehal richardf
Date: Thu Mar 14 19:25:12 1991
Mail-Flags: 0000

With a hard bundle and this type of bundle commitment and a market where
we are a distant number 2 it is a mistake not to do the deal -- even at
$50. DAK sells in a special way which includes lots of visibility in their
catalogs that get mail to everyone - I am sure you could get them to
include a lot about what a great product win word is that would be seen
by lots of people who get the catalog who dont buy machines.

If we were number one in this market I would agree that anything less than
$90 is too low but we are not.

From joachimk Fri Mar 15 06:24:03 1991
To: billg jeffr mikemap
Cc: jeremybu mikehal richardf
Subject: RE: FW: DAK - Winword Opportunity
Date: Fri Mar 15 07:05:47 1991
Mail-Flags: 0000

Thanks Bill. We will try hard to get it Hope Legacy has not won!
>From   billg Thu Mar 14 19:27:54 1991
To: jeffr joachimk mikemap   **HIGHLY**
Cc: jeremybu mikehal richardf   **CONFIDENTIAL**
Subject: FW: DAK - Winword Opportunity

Date: Thu Mar 14 19:25:12 1991

With a hard bundle and this type of bundle commitment and a market where
we are a distant number 2 it is a mistake not to do the deal -- even at
$50. DAK sells in a special way which includes lots of visibility in
their
catalogs that get mail to everyone - I am sure you could get them to
include a lot about what a great product win word is that would be seen
by lots of people who get the catalog who dont buy machines.

If we were number one in this market I would agree that anything less
than
$90 is too low but we are not.

From richardf Fri Mar 15 11:06:43 1991
To: mikemap
Subject: This mail   MS 5047926
Date: Fri Mar 15 11:03:24 1991   CONFIDENTIAL
Mail-Flags: 0000

came as the result of kathleen sending mail to Joachim explaining that
we were unable to sell at $99, and that we were in effect leaving this
business to go to Wordstar, that she wanted everyone to know this
was what was going to happen.
We are now back on the phone with the customer today to try to win the busines.
richardf

>From billg Thu Mar 14 19:27:54 1991
To: jeffr joachimk mikemap
Subject: FW: DAK - Winword Opportunity
Cc: jeremybu mikehal richardf
Date: Thu Mar 14 19:25:12 1991

With a hard bundle and this type of bundle commitment and a market where
we are a distant number 2 it is a mistake not to do the deal -- even at
$50. DAK sells in a special way which includes lots of visibility in their
catalogs that get mail to everyone - I am sure you could get them to
include a lot about what a great product win word is that would be seen
by lots of people who get the catalog who dont buy machines.

If we were number one in this market I would agree that anything less than
$90 is too low but we are not.

From steveb Fri Mar 15 18:13:44 1991
To: billg jeffr mikehal mikemap
Subject: Apps PR
Cc: w-pamed
Date: Fri Mar 15 18:13:41 1991
Mail-Flags: 0000

Have we ever done a press release on the size of our apps busimess
are we the #1 apps company now   should we promote
might switch our image view off of soem touchy systems questions
and on to apps but might be bad in the context of some of the recent
bashing

From billg Sat Mar 16 14:36:10 1991
To: chasst nevet tomb --
Subject: Object vision
Cc: mikemap
Date: Sat Mar 16 14:36:09 1991
Mail-Flags: 0000

Reading this review reminds me of a number of key Thunder issues.

Do we have someone doing the addon that gives us fields with input masks,
field borders and help for controls? The best solution is to include these
features in the standard controls for V2 but meanwhile we have to use
our extensibility to add a field type with these capabilities. It seems
to me that if someone has hacked around with something like this it should
be easy. Are we shipping the extended controls the systems guys did when
they were using visual basic? Are we using extensible controls to deal
with our pathetic graphics capbilities? We do a demo with Objectvision of
Pen windows that works great -- there is an insurance forms that is quite
nice - ask Lloyd to see a copy of it. I dont think Visual basic is usable
for most business forms because of its limitations but if it is easy to make
that insurance form then I must be wrong.

Data access: You dont describe this feature of Objectvision at all. It is
another key reason why they will sell in places we will not. Do they allow
you to fetch and store records from Paradox engine on Windows? If we dont
have a strong story here we wont be used for business applications. Why dont
we make Q&E hooked up to Thunder available as an ehanced version (along
with a way to do local storage). I understand steve funded our SQl server
group to do something - but I doubt it will be easy to work with.

3270: I havent heard abything about the followup of my saying to work with
the 3270 api guys to have a story at least as strong as toolbook had on
building mainframe front end applications. This is easy since all the groups
are right here and they have done windows apis - it would be a strong statement
to be able to show some 3270 applications that were done using VB along with
rumba or attachmate;s apis.

How many Isv's have we given out the extensible control information to and
are they doing anything interesting?

The best form building tool (better than our many incompatible approaches -
cirrus, VB, case:w, dialog manager, excel dialog manager, word basic, sdm,
...) I have seen recently is this powersoft from powerbuilder. Its expensive
($2k) but it looked very nice and seems to be getting positive reviews.

From billg Sat Mar 16 14:56:10 1991
To: mikemap
Subject: Text editing in Win draw
Date: Sat Mar 16 14:56:10 1991
Mail-Flags: 0000

Please look at this and see if you agree that it is ridiculous --
not being able to edit in place? This is a real throwback. Please
make them change it -- it is a joke.

From lewisl Mon Mar 18 11:43:01 1991
To: hankv jonre
Cc: chrisp jimdu mikemap peteh
Subject: Scottsdale
Date: Mon Mar 18 11:40:20 PDT 1991
Mail-Flags: 0000

After Pete was as close to publicly upbraided by Scotto as you
can imagine for not having an aggressive enough market share
gain for FY92, the "big idea" or "nuclear option" became
Scott's recurring them on the last two work days of the retreat.
Scott, disregarding Pete's clear statement that "plan" and
goal are not the same thing, argued that if you don't pick
the big share number then you don't get the big dollars to
spend.

Later in the week, one of the work groups was charted
with coming up with ideas for increasing Win Apps
market share. This will definitely be SMSD's no. 1 goal for FY92.
The work group presented its ideas, none of which
were different than what we have considered. Scott
embarked on a heated (relatively) discussion of the
big idea:
  - if awareness is the problem how can we spend to
    solve it? broadcast?
  - if we really think the message won't play in ads
    then how about 20,000 seminars (not people, 20,000
    seminars)
  - Martyta threw out the idea that if profitability
    isn't the goal then let's spend $200 million
    on marketing, not the roughly $100 mil we would
    otherwise spend

No specific "nuclear idea" came out. But, I believe that
Scott wants one. The good news is that it will be product
related and totally behind Word and Excel. The bad news
is that the product groups will not be considered capable enough
to develop and manage such an idea and that SMSD will lead it.

I think we, specifically Word, XL, Office, need to propose
a model-breaking (> 12%) marketing recommendation that
could actually work. It is easy to spend lots of money at
the push of a button, but much harder to make sure the
extra spending produces results. Thinking how to get results
should be our contribution. And, to be aggressive and in
charge, I think we should look at what we would do with
an incremental $20 to $30 million across Word, XL, Office.
That's about 5% of USSMD Apps revenue (before revisions)
for FY92 so it's not totally of line (especially if you
delete somewhere else).

Mike hasn't been debriefed on Scottsdale yet so this kind
of spending is by no means approved. I think we should take
the lead on thinking how to really move market share in a
realistic, but big way--with or w/o a magic bullet.

From chrisp Tue Mar 19 10:31:37 1991
To: jeffr mikemap peteh
Cc: bradsi jimpe
Subject: FW: FYI
Date: Tue Mar 19 10:29:44 PDT 1991
Mail-Flags: 0000

>From   dawntr Mon Mar 18 14:37:16 1991
To: garygi
Cc: martyta mikede mstaff
Subject: reinforcement of Brand

Date: Mon Mar 18 14:34:29 1991

This is just confirmation of what we heard last week, but its
scary that its this noticable to our presenters. Hopefully it
can be turned around with resources put towards brand image management.

thanks,
dawn
- - - - - - - - - - - - -
>From greglev Thu Mar 14 11:18:52 1991
To: mcssteam
Subject: Short trip report(not urgent)
Date: Thu Mar 14 11:14:51 1991

I am wondering if anyone else has been hearing the following
on the road recently. During my last 4 seminar weeks,
I have never heard harsher feedback about our products,
our services, our support, or our strategy.

1. I have had >= 15 peole per seminar complain
bitterly about 40 minute waits for support - and then
very poor or no answers.

2. Other software vendors with Windows applications

* Volume and profitability of the personal and professional segment products
* Marketing costs associated with each segment
* Profitability of add-on products
* Cost and effectiveness of direct mail program
* Cost of professional product distribution

E. Documentation (12:30-1:00)

* Cost of documentation
* Process and timing of documentation creation

F. Product Support

* Average cost of support per package sold by segment
* Role of support in product success

G. Financial Projections (1:00-1:30)

* What products generate the revenue growth in 1992 and what are the underlying assumptions
* Will increased sales and marketing expense be required
* What are the category growth and market share assumptions
* Are product returns a big issue in this category
* Who are royalties paid to and in what percentages
* How is G&S cut in half from 1990 to 1992
* Do you have a projected balance sheet for end of FY1992
* Do you have any other legal liabilities besides the royalties
        and notes payable

From adamr Tue Mar 19 18:23:34 1991
To: appsdev appsmktg appspm appstest dabu dotteam lmark pmlintl pslh
    seonly syspm systest thc thunder
Cc: adrianw alany alexm alistair andrewk andrewki angelar angusc annmi
    anthonys barbbe barryl barryp barts beng bens billbl billg billsm
    billva bobal bobatk bobjo bobse bobt bradb bradhi bradsi brandyt
    brucej bruceki brucel brucem brucery bryanp byrond cbl chadd
    charlesf charlesp charlesr chrisdu chrisms chrisz chuckc chuckca
    chucko cindyr clayg clifs colela colleenl craigh danba dann danq
    darrylr daveba davebo davegi davewe davidcol davidgon davidj
    davidry davidsmi deanh derekho devindra donh donha dougm ebbea edj
    elizd ericda ericpe fordm garthh garye georgemc geraintd gerardba
    gregba gregcr gregl gregs gregw griker gshaw hanifaw hansp haraldh
    henryb hollys jabeb janets jawadk jeanannb jeff jeffbe jeffle
    jeffli jeffm jeffw jeffwi jimbr jimfu jimh jimmyd joega joeke joels
    johnho johnj johnje johnlu johnm jonl juanhe juliee kalak karenfr
    kathrin keithro kenho kevinl kevinru kornelma kurte larrye laurell
    leon lewisl lindalu lisacr lisad lisawi lloydfr mannyv marcelas
    marjorie markcl markj marshall martind maryr matts melk meloras
    michael michm mikaelt mikegal mikeh mikehal mikemap mikemar mikevk
    nareng neile neilk nigelt oliviere onnoh paulma peterj philhe
    raleighr ralfha randyk reuelr richardv richg richt rickha robg robp
    ronso ronsou royb royl russb russellj sanjayk scottbe scottkr
    scottla smitch stevealb steveb stevebu stevel stevemas stevewo
    stewc stewk syojin t-robme tandyt terryl thomk timbr toddt toddw
    tomar tomcor tomr tonyb tonyw trishmi v-acrs v-cnamc vesas virginia
    warrenl winkt wolfm
Subject: Visual Basic internal beta
Date: Tue Mar 19 18:12:13 1991

As most of you know from the company meeting, using Visual Basic (a.k.a. Thunder) is the fastest, easiest way to create real Windows applications. Visual Basic is now available for general Microsoft distribution -- now is your chance to experience the "Thunder" for yourself!

In return for a sneak preview of the product, we need your help tracking down remaining bugs; see the information about VBBUG below.

NOTE: Visual Basic is an unannounced product. As such, all information
      about it is strictly confidential.

Server information

                \\vb\beta (password: easyapps)

Connect to this server and change to the VB directory. Run SETUP.EXE while in standard or enhanced mode Windows. After you install, please disconnect from the server.

You may have difficulty connecting in the next few hours, due to the number of people installing the product. However, if you experience continual problems with the server, let me know.

Learning to use the product

TUTORIAL   The on-line tutorial provides a valuable, interactive
           introduction to the product. Using it is the fastest way
           to get you up to speed.

HELP   On-line help contains detailed reference information about
           all properties, events, methods, error messages, procedures,
           and keywords in the product. When you need help, simply
           press <F1>.

MANUALS   Copies of the printed manual are available outside 10S/1118.
           The manual augments the on-line materials mentioned above. At
           this time, we are not able to distribute these via I/O mail.

SUPPORT   Official product support for Visual Basic began yesterday
           morning. If you have any difficulties with the product,
           call 206/646-5105.

Important aliases

VBBUG   Send ALL product, setup, and documentation bugs you find to this
           alias -- don't assume it's already been found! Please include
           your hardware configuration, the version number (0902), and the
           exact steps necessary to reproduce the bug.

VBIDEA   Send feature suggestions for future versions to this alias.

VBUSER   Add yourself to this alias, and join the internal Visual Basic
           users group. This is a forum for asking questions about the
           product and contacting those who may have already solved the
           problem you're working on. Mail ACCTREQ directly to be added
           to VBUSER. (We plan to have a forum on APPSBBS shortly as
           well).

Feel free to forward this information to other interested employees.

Adam Rauch
Visual Basic program manager

From melindaf Tue Mar 19 18:50:04 1991
To: mikemap
Subject: Plan Changes
Cc: davidpr melindaf susanb
Date: Tue Mar 19 18:49:12 1991
Mail-Flags: 0000

My comments are ** below. Let me know if you still disagree
with the forecast after understanding the rationale below.
===
>From mikemap Tue Mar 19 17:00:35 1991
To: melindaf susanb
Cc: davidpr
Subject: Plan corrections
Date: Tue Mar 19 16:56:30 1991

There are several thing that should be correct in your forecast.

Why is PC Works losing share. The numbers look right. However I would
expect the entire category to shrink as fast as us. If you add together
PC and WinWorks we are still loosing share. Dont think it is correct.
Probably WinWorks is too low.

**Spinnaker will be coming on strong in the Windows integrated
category. PFS:WindowWorks will likely ship this Spring and   ___
the product is good (their WP looks to be a version of Ami).
My forecast assumes that PC Works will get cannibalized
by WinWorks and that Lotus will come on strong in FY'93.
Also, I'm assuming Spinnaker will do a new version by FY'94.
I do think that we will lose 3% mkt share out in FY'93 - 94
given stronger and better competition in our mkt. Thus,
this decrease was forecasted on purpose.

Mac Works prices are wrong. It should stay 295 until the new version and
then go to 199. The forecast for MacWorks seems much too high. Why is it
doubling?

** I disagree. We think Claris Works is in beta right now and
will ship this Spring. If we are going to do a price
decrease, I think we should go for it this Spring and not
wait until the new version. It seems odd to ship a new
version and announce a price decrease; we'd be sending   -
a very mixed message about how good the new version is.   MS 5047932
                                                                  CONFIDENTIAL

The forecast for Mac Works is really not doubling.
The retail forecast increases 31%, the academic
forecast increases 20%. Per your last email, I
did increase the Mac Works updates and if you include
updates when looking at the forecast, then sure
the overall Mac Works numbers look huge, but
new sales are not growing substantially.

From chucko Wed Mar 20 09:45:39 1991
To: mikemap
Subject: RE: Capital expendures
Date: Wed Mar 20 09:42:21 PDT 1991
Mail-Flags: 0000

For my group, cutting down on the size of the second machine is
acceptable. The VGA displays are our standard with the exception of
a higher resolution card and monitor so that we can test any
special development done for the larger displays.
Having MIS do the file servers is great except for the cost of the server.
They require the Compaq Systempro which is more expensive than using
a deskpro.

Ofcourse another standard for my group is the handwriting tablet,for
now and then notebook computers when they come out. When that happens
we'll need to change over to a notebook and a desktop as new people
come on.

Chuck

>From   mikemap Wed Mar 20 09:15:46 1991
To: appstm
Cc: bobga chasst chrisp darrylr gregs jeffr peteh susanb vijayv
Subject: Capital expendures

Date: Wed Mar 20 09:12:22 1991

As I looked over the plan, it seems that we are out of control on capital
expenditures.

I would like to insure that Corp MIS manages all of our file servers and
that we learn how to effectively use them to reduce our desktop file
needs.

With this in mind I would like to suggest configurations for use. I would
like your comments.

The following configuration seems appropriate to me for testing:

386 - 25 mz   (there may be a need for a few 33mh or 486, but they should
be the exception)
8 meg of memory
100 meg hard file
VGA monitors

Second machines should be smaller configrations.

We should also be buying few macs by reusing the machines we have.

I want to also insure that we turn in old machines that we are no longer using.

Thoughts?

From jefco Wed Mar 20 12:40:43 1991
To: mikemap
Return-receipt-to: jefco
Subject: Product Development Advisory Council
Date: Sat Sep 08 12:40:22 PDT 1990
Mail-Flags: 0000

Hi Mike;

Thank you for taking the time to meet with me after the Los Angeles Strategy Briefing Tour. During the National Sales Meeting, I met with Steve Madigan from the NBU, and discussed the possibility of starting MS Internal "Technical Committees" that would focus on Microsoft products. The committee would meet to provide input to developers that the Field Engineers acquire by supporting their customers with the intent of designing customer/competitor features into future products, so that Microsoft programs would "be exactly what our customers wanted."

In December the Network Business Unit hosted the first meeting on Microsoft Campus. Field Engineers from USSMD, Federal Systems, ITIS and International were invited to participate with developers and management from the NBU. The meeting scheduled for six hours, and covered current and future releases of SQL Server, COMM Server, and LAN Manager. The meeting was such a success, that another one has been scheduled for March 25 & 26, and will include developers from OS/2 1.x, 2.0, NT, DOS 5 and DOS 6.

Attendies are all briefed about the confidentiality of the information, and are expected not to disclose this information to other SE's, accounts, ISV's or other Microsoft Employees.

Enclosed you will find my proposal for the PDAC (Product Development Advisory Council) that I submitted to Dave Staehlin in the fall. — The proposal is written very "loosely" so that each PDAC could — define their guidelines. Dave's group has been very helpful in implementing the PDACs, and has provided me the support of Craig Lokken (for Application oriented programs), and Ted Reindal (for Systems oriented programs) to coordinate these activities.

Thank you for taking the time to review my proposal. I am interested in gaining your support for the development of Application oriented PDACs. With your help, I hope each product manager will endorse the concept.

Jeffrey Cohen
CNSE LA Office
SEAC Chairman

<<<<<<<<<<<<<<<<<<<<<<<<<<<< ATTACHMENT >>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>>
The following is a description of an idea I call "MS Product Development Advisory Council (PDAC)."