TO: Brad Chase, Marty Taucher/Microsoft Corporation

FROM: Marianne Allison, Carrine Greason/Waggener Edstrom

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SUBJECT: MS-DOS Announcement Event Revised

Below is a proposal for the MS-DOS announcement. To recap, the event serves to "kick off" MS-DOS to broad constituencies who will care about it (including, but not limited to, press.) However, it is not the primary vehicle for communicating product news. Much of our work with the press will have already been accomplished prior to the event.

This includes:

    o   Pre-negotiations with monthlies. We expect this to result in covers for at least two of the following:

       -    *PC World*
       -    *BYTE*
       -    *PC Computing*

    o   Advance briefings of weeklies (the prior week) targeting coverage the week of the announcement. This is to ensure that we have a controlled forum to get our messages out and respond to specific questions. We would expect weeklies to write for the launch week ANYWAY (whether we visit or not).

    o   We will talk to dailies the Friday or Monday before the event.

In summary, basic product publicity will primarily be negotiated in advance. The event itself is not a primary vehicle for product news.

The purpose of the event is:

    o   Public demonstration of partnership with IBM/others
    o   Reinforcing long-term messages of industry commitment and acceptance of MS-DOS 5
    o   Create enthusiasm and product momentum -- "kick it off"

To build press value into the event, we should consider "holding" news for that Tuesday, such as

    o   A MAJOR order from a reseller
    o   A MAJOR corporate adoption

The volume of one of these sales/orders should be precedent-setting in order to be meaningful and newsworthy.

Pending approval of this format, a creative brief and budget estimates will be prepared.

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Key Issues

1) Everyone should leave thinking "no PC should be without it." This means we must communicate our product messages, OEM, IBM, ISV, customer and reseller commitment.

2) The significance of DOS gives us the opportunity to say some important things beyond DOS and help improve our image. However, this event will not in and of itself solve our "image problems". It is the MS-DOS 5 event.

3) The event should be interesting -- otherwise we will not achieve #1.

EVENT

This MS-DOS launch event will consist of three parts:

- o   Video
- o   Speech
- o   Party

It is designed to cover both Microsoft's role in the industry and the MS-DOS version 5 product. While guests will come in knowing about version 5, we want to have them understand the significance of the product and clarify rumors with truth.

MS-DOS is the basis of the software industry. It has become great because of standards and industry support.

The sum total of the event will cover the product in about the same level of detail as the theater-oriented event presented earlier. This will be communicated primarily through an exhibit area, secondarily through a video focusing on the evolution of DOS, and minimally through a presentation by Bill Gates and/or other industry leaders.

Flow

Below is the flow, as seen from the viewpoint of one of the guest. A guest would enter a theater-style area.

- o   There would be a fairly plain stage and podium.
- o   OEM banners or other paraphernalia on the walls.

After everyone was seated, the lights go down and the moderator, Bradsi would reach the podium and welcome everyone. The room quiets down.

Key points might include: Everyone here has an interest in PCs, that revolution couldn't have happened without industry commitment and support to DOS.

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Video: MS-DOS: No PC Should be Without It

This video would start the event, and cover the evolution of DOS, weaving in how the product has been resilient and evolved throughout the years. The video message again is that no PC should be without it.

Creative treatment of the video is to be determined; however it should be fast-paced and entertaining.

Messages reinforced in the video are those discussed earlier for the play: key product features, OEM support, reseller adoption, customer adoption. The point of the video is to show that MS-. DOS 5 is the right DOS for today, not just any old version of DOS will do.

Each version has reflected the needs of the users at that time. What they needed is different from what is needed today. Past versions of DOS would be compared to version 5.0. Rather than going through each and every version of DOS, we would select three key versions (1.0, 2.x, 3.x). Interlaced between historical pictures of relevant hardware and "new" applications of the time could be interviews with vendors who are excited today (such as Egghead, a representative customer, and selected others).

Depending on how closely we are working with IBM, the video could be produced to make a strong IBM statement as well.

Gates Presentation

After the video, Brad introduces Bill Gates. This presentation is at a higher level and more strategic than the video. It is statesmanlike and communicates the interdependencies in the industry and the role of operating systems standards in coalescing the industry. This is where industry and the role of operating systems standards in coalescing the industry. This is where we communicate that MS-DOS 5 is a new focal point of this tremendously exciting industry. A secondary tacit purpose of the presentation is to demonstrate that MS-DOS 5 is the "official" DOS. DRI could not pull this off.

Bill talks about what goes into standards. Microsoft alone can't set standards. It writes software products. Standards come about when the industry unites around a software platform for the benefit of users. Over the years, the industry has "told" Microsoft that it wants the company to continue investing in DOS, and to keep doing better versions of DOS. This is why we are here today.

Bill's speech should also emphasize the industry coalescence around DOS 5. He should reinforce the incredible OEM, reseller and customer commitment to the product. If we have a "major order," it should be announced in his speech.

Bill should reflect on how MS-DOS has been an enabler for a lot of incredible development in both HW and SW. Microsoft just provided the operating system, but it wouldn't have been significant without other vendors developing the hardware, software applications and utilities. The industry ran with it.

The quality of this speech is central to the event's success. This must be a memorable, even transcendent speech, revealing the very best side of Microsoft.

After Bill's speech, which should be about 15 minutes, he introduces an IBM representative, who speaks for approximately 5 to 10 minutes. Bradsi would then return to the stage and invite everyone to join in the celebration. He would also encourage people to go through the exhibit area on one end of the room and see the product.

Exhibit Area

A recommended way to continue reinforcement of product messages throughout the party is an exhibit area. This would occupy one end of the room and would allow attendees to learn more about MS-DOS 5. Sectioned off to create a traffic flow pattern, there could be five-to-six stations that would include actual historical objects (drives, applications), clear, short text, audio information, monitors running talking heads videos or a product demonstration station.

People would wear headphones or audio information would be available at the push of a button at the exhibit area.

The challenge to making these exhibits a success are to:

    o   Provide guests a reason to see the exhibits. Offer a button, coupon for free product, or other incentive.

    o   Limit text and emphasize messages through visual or audio means.

See Appendix B below for suggestions for how these stations will flow.

APPENDIX A

NO PC SHOULD BE WITHOUT IT

Everyone should leave thinking no PC should be without DOS 5. This means we must communicate our product messages, OEM, IBM, ISV, customer and reseller commitment. Each of these is detailed below:

Product Messages

    o   Memory management. Memory management is going to be really appreciated by corporations with networks or applications with large data files.

    o   Ease of Installation. There is technical support for the retail upgrade, but we don't think users will need much help because we've gone out of our way to make this retail upgrade really easy to install. You don't even need to know DOS.

    o   Less Mystery. Features designed to take the mystery out of DOS. Undelete, unformat, online help.

    o   Networking aware. Network support is key for corporations. Not only can you install over a network, but you can get network drivers out of conventional memory.

    o   Solid. Huge beta test of 7,000 people. Is this the largest beta test in the history of software? —.-.

    o   Standard. This is the new version of DOS, superseding all others. It's better than both 3.3 and 4.01. Everyone is behind this version.

    u   ROM. It is not available just yet, but we'll make a version for laptops and embedded systems. It will have special power management features.

    o   Product Support. This is the first time Microsoft has offered free technical support for DOS.

    o   International. Over a third of the beta testers were international. International versions in 9 languages will ship within three months.

5

o   Q-BASIC. This is a point of differentiation for MS-DOS 5 and a selling point for
     power users.

o   Windows. MS-DOS is the basis for Windows today. Microsoft designed this to be the
     best DOS for DOS applications running under Windows.

PC Manufacturers (OEM)

There are too many OEMs to address personally or even for the audience to absorb; however,
we can address the general message of overwhelming support. OEMs are key to the success of
DOS. OEMs have sold 60 million copies to date. "All" of them are signed up to sell version 5.0.

o   OEM representatives in audience as guests.

o   Hang banners in party and/or theater

o   Bursting press kit of OEM releases

o   Key video message is OEM support.

o   Word search puzzle on OEM press kits. Can the guests find all the MS-DOS 5.0 OEMs
     names?

o   Provide a list of all OEMs and a Microsoft summary press release to the press

o   OEMs wear special name tags tied to the word search puzzle on the press kits

o   Hardware boxes could line the walls, floor to ceiling, act as tables, chairs, etc.

IBM

IBM is an important partner. We assume they play a special role in this announcement. We
cannot foresee whether or not they will still be willing, excited participants come June.

o   This is a joint announcement with IBM, but invitations come from Microsoft.

o   Video content reinforces role of IBM.

o   IBM executive pairs with Bill on stage

o   Executive press Q&A with IBM after event

ISV

Some ISVs (such as Symantec) will be have products available that are especially designed for
MS-DOS 5.0.

o   We will accept press releases from these vendors.

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Customer commitment

This message can be best communicated to the press in other ways besides the event itself. Customer adoption is already happening. In fact, we should name corporations who have bought huge numbers of copies.

o   Beta tester corporations attend the event

o   Video content reinforces customers -- perhaps features one.

o   Customers wear special name tags which designate them as customers/beta testers so press can find them.

o   Press materials will cite these 2-3 examples. Include a quote from a happy customer.

o   Publish a list of large corporations who have already signed on

o   Provide PC Week, Infoworld and Computerworld with "happy" beta testers to call

o   Follow up a month after the event announcing new large installations of MS-DOS 5.0.

Reseller commitment

Dealers are key to the success of the upgrade. Retail upgrade makes the upgrade easy. There is one system with two different installation flavors. One box upgrades any DOS machine and even preserves the value-added that an OEM may have included.

o   Reseller commitment and upgrade message is reinforced in   video.

o   Invite large volume dealers to the event as guests.

o   Dealers issue press releases

o   Upgrade clearly distinguished in Microsoft press materials.

o   Include a dealer quote in the Microsoft press release.

Appendix B

EXHIBIT AREA: STATIONS

These stations may include:

o   MS-DOS 1.0 -- First operating system on IBM PC. Highlight what hardware it
    was designed for. Include an original IBM PC.

        -   Contrast that (i.e., no hard disk support) to the type of hardware
            MS-DOS (i.e., version 5.0 has huge hard disk support, no need for
            share, etc.) is used on today.
        -   Compare utility tools to undelete/unformat used today.

o   MS-DOS 2.x -- Support for hierarchical files and hard disks.

        -   Detail how version 5 handles that same task better/differently
            (i.e., not only does version 5.0 have hierarchical files, it allows
            you to search for files through the entire hard disk). Include a
            disk drive or application relevant to the time.

        -   Compare size of beta program with 7,000 testers today.

o   MS-DOS 3.x -- Networks, foreign characters.

        -   Compare to how version 5.0 will be available in 9 languages in
            three months,

        -   memory management means network drivers are out of the way,
            etc.

        -   Ease of installation of DOS 5, even over a network.

o   Why DOS evolved. Focus on the market focus changes that impacted version 5,
    how DOS remains resilient. Feature oriented.

        -   Show applications as they have grown bigger and fuller featured.
            Mention how memory management is now a big issue.

        -   Hardware has changed. Laptops. MS offering DOS 5 in ROM.

o   Upgrade opportunity. Taking a new focus with version 5 in distribution.

        -   New installation makes it easy.

        -   Product support for the first time ("free")

o   Customer adoption. Now that MS-DOS is available both OEM and Upgrade, talk....
    about "how to get it."

        -   How this version surpasses all others. Perhaps include happy beta
            tester quotes.

        -   Show visual of two ways to buy DOS 5 -- OEMs and Upgrade.

        -   Summarize with the version superseding all others.   MS 0117049
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