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09:17 ET

BW650 NOV 14, 1991 6:17 PA :TICKER: MSFT :SUBJECT: SOFT NPRD
WA Copyright (c) 1991 Business Wire Received via NewsEDGE
from Desktop Data, Inc.: 11/14/91 06:34

From hankv Mon Oct 28 15:34:26 1991
To: bradsi dawntr jonl lewisl mikemap mikemur peteh philipg vijayv
Subject: Excel Brainstorm Notes
Date: Sun Oct 27 16:35:22 1991
Mail-Flags: 0000

Here are my notes from this morning:

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* 123 /W version 1A is still buggy. We need to capitalize on this to drive home the perception that Lotus is really incompetent as a Windows developer.

* Need to get higher awareness of the Market share gains made at Lotus' expense. Ongoing effort

* Make Excel the natural "Windows Spreadsheet upgrade" from DOS 123. This means addressing the compatibility issues of Macro, Style, file and keystroke. Some notion of Macro guarantee is appealing. Undermine Lotus and the company that you can safely bet on as you move to Windows. Position them as the high risk choice. Lots of discussion on this. Examples of Borland on DOS. Raise the comfort level of choosing Excel as the natural upgrade from Lotus.

* Draw Lotus's out of their silence on 123 W. The longer they are silent, the more likely their ability to ride out the storm.

* Develop a College focused trial/shootout effort. "Test Drive". Target top 50 universities, top Biz schools. Pay-offs within 18-24 months.

* Broad Scale communication: use humor, something arresting. Massive campaign that generates awareness to the 80% that don't read the trade press. Wacky, award winning executions that break with MS tradition. Attack the notion that adequate is OK for the avg. user. Media ideas: Drive time radio. Small, pervasive small scale executions (1/4 pg). Use of direct Mktg (mainly direct mail) used as an awareness vehicle. Example of mailing PC Mag insert. Lots of Discussion of Lotus reject ideas. Exp of the ATT campaign. Specific MIS ad campaign, with white paper response (Eval and Migration guides). Have a campaign for each audience. Broadcast

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campaign that emulates Apple's "Macintosh advantage" campaign.
Discussion about the pros/cons of TV. Several specific execution
ideas from Jonl.

* Use Garygi consultants (Miller and Zeeman) to develop a political
style PR campaign that undermines Lotus; focuses the choice of Excel
AS a choice for Microsoft the company. Positions Lotus as the next
Ashton Tate. This would be very head-on.

* User group shootouts. Pepsi challenge. Public challenge to Lotus.
Loser gives 1,000,000 to charity.

* Testimonial campaign. "I switched and it was easy" "Happy I did".
both lg and small companies. Lotus 123/W rejectors. Use limited
time offer.

* Use MS stock as an incentive for recommendation/referral program.
Each referral purchase is rewarded with share/fraction of share.
Use direct mail to get the message out. Lots of discussion on this.
Lots of benefits. Would get large general press attention.
Limit to 20K, 50K. Develop a fractional share stock fund that referrals
get points for. The ideas about satisfied users and referral were tied
together.

* Lot's of satisfied Excel user care and feeding ideas. special deal
on MSFT products. Letter campaign to all Excel 3 reg users thanking
them. Make stock incentive offer available to them. Related idea of
airline mileage as an incentive.

* Develop 1/2 hr - 1hr Excel presentation/seminar module showing Excel
as the ideal Windows application. Attach to all Windows and Windows
app marketing forums. Discussion/Concern about Windows requirement
/danger of Windows application neutrality.

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Pls add anything I left out that seemed like a good idea.

Thanks for your time on this.

Hank

From chrissm Mon Nov 11 11:55:37 1991
To: mikemap
Subject: Re: Incremental spending for Excel ***Confidential***
Cc: bernardv bryann chrissm orlandoa petern stevewe
Date: Mon Nov 11 11:53:59 1991
Mail-Flags: 0000

Mike,
attached is the response from each of the subs
wishing to participate in the program.

The grand total comes to close to \$ 1 million

A summary by sub is as follows;

ARGENTINA..... \$30 K PLUS 20 SAMPLES
VENEZUELA..... \$32K

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BRAZIL.....\$130K
 MEXICO.....\$85 K PLUS 150 SAMPLE COPIES OF EXCEL
 JAPAN.....NO ADDITIONAL NEEDED. BUDGET SUFFICIENT
 TAIWAN.....\$75K
 KOREA.....NO ADDITIONAL NEEDED... BUDGET SUFFICIENT
 HONG KONG.....\$40K
 FAR EAST OVERALL..... NEED REDMOND TO MAKE EXCEL 4 DBCS WORK
 A HIGH PRIORITY.NEED MORE MATERIALS FOR TRAINING
 CENTERS AND CONSULTANTS...EST \$100K
 AFRICA/ MIDDLE EAST.....\$175K
 SINGAPORE.....\$50K
 AUSTRALIA.....\$250K
 =====
 GRAND TOTAL= \$967k

Per our emails below, we are assuming this excess funding does not hit the subs p/l's.

The detailed inputs from each region are attached below.

let me know what the next steps are.

=chris=

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>From mikemap Sat Nov 9 13:19:45 1991
To: bernardv chrissm
Cc: hankv peteh
Subject: Re: Incremental spending for Excel ***Confidential***
Date: Sat, 09 Nov 91 14:19:45 PST

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It can be discussed with your senior managers. Billg has suggested that we should use some incremental funds to try to really go after lotus. They would come outside of the budget. I am not sure how they would be accounted for. The idea is to only spend where we can really hurt Lotus.

Any ideas or places where I should seek incremental funding for your business areas would be welcome.

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>From chrissm Mon Nov 4 12:58:40 1991
To: bernardv mikemap
Subject: Incremental spending for Excel ***Confidential***
Cc: chrissm
?
Date: Mon Nov 4 12:57:49 1991

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Mike,
 I assumed this added funding would come out of your P/l, and would not hit the subs p/l.
 was this a correct assumption ?

and what level of justification do we need for the additional p̄ograms/funding ?

=chris=

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>From mikemap Thu Oct 31 15:43:56 1991
To: bernardv chrissm

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