



- i said that in the past, borland has revelled in the underdog role. it has helped shaped their culture. they now face the challenge to see if they can transition from underdog to leadership

- he has a section on the fact that there is little turnover at borland. there may be a mention that one of the few execs to leave was me, with the statement that it was painful and difficult.

i was low key and noncontroversial. he asked some tough questions which i passed on. for example, philippe portrays borland as decentralized decision making. jonathan wonders if that's true, he wonders if philippe decides everything (and by extension what role do others play). i passed because i couldn't say something at the moment that would sound sour-grapes. i think just the fact that he asked the question shows he make the point.

i told jonathan that talking about philippe/borland is like talking about your first wife.

i asked jonathan if he was going to write any ms stories. he said he might, especially just as os/2 comes out. windows vs os.2. i told him that claire would give him a call.

From: Joseph Krawczak
To: Richard Tait
Cc: Brad Silverberg; Richard Tong
Subject: catm doc
Date: Tuesday, February 25, 1992 9:24

Richta,
Just read your doc on why corp customers want os2. Bradsi forwarded a copy. Very good summary of the issues, i agree with all your points as i have heard them myself. should be required reading for exec staff. Richt, get a copy from me and take a look.

Paulma is launching a sys division effort for os2 attack next week. we are going to have swat teams focused on taking apart os2 on product issues. it will be an end user, product focused effort for pr and materials. i think this is what we have to do in the short run, esp for pr.

But winning the pr battle will not make the MIS os2 momentum go away. for longer run we also need to think more about the legion of corp issues you raise. they are non trivial and many imply fundamental changes to how ms approaches the corp business.

we should get together again soon to go over plans. any time later this week?
thx
Joe

From: Karl Stock
To: David Cole
Cc: Brad Silverberg; John Enslin
Subject: postponed bug sample
Date: Tuesday, February 25, 1992 9:30

Random sample (hardcopy) of ~100 postponed bugs is in your mailbox. I can have donel make copies for anyone else who is interested. I suggest you not give these to bg before Thursday. Let's talk tomorrow am.

From: David Cole
To: Brad Silverberg
Subject: RE: dr and windows
Date: Tuesday, February 25, 1992 9:41

I'm rolling on the ground laughing..... :)

|From: Brad Silverberg



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