

Bill Neukom

From: Paul Maritz
To: Jonathan Lazarus
Subject: FW: Suggestion for FY'94
Date: Tuesday, May 04, 1993 11:54AM

?? Good idead, issue as usual would be whom?

From: Cameron Myhrvold
To: Paul Maritz
Subject: Suggestion for FY'94
Date: Saturday, April 24, 1993 11:52AM

One clear way we can maintain an advantage over all of the renewed OS competition is by keeping ISVs on a fast-paced Windows treadmill. Keep them so focused on Windows that any other platform is squeezed out or at least second in priority.

The best way to do this is through our apps group. I know I am a one-time ISV guy, but it is PeteH that is your most powerful weapon because only he can make it a competitive necessity for big ISVs to focus on new Windows innovation.

So, I think you need a senior person dedicated to being a liaison to the apps group. Someone who is well respected in the company, reasonably technical and can really drill down with each of the apps groups, know them all and over time help influence them. What do you think the apps 3 year plan would have looked like if this guy had been around for a couple years pre-selling Win32 and Cairo to the apps group?

I don't think DRG can do this for two reasons - one, it's a full time job for a senior guy (don't kid yourself it is, if it isn't they aren't really doing their job), and two the apps guys will not respect a "mere" DRG evangelist. For sales-sake you want someone not part of DRG. Ideally you want one of their own - somebody who is or used to be in the apps group, and somebody well liked. I also think this person has to report to you or I think they could work for Bobmu. Jonl is too combative, too much a marketing guy and it will look too salesy. Reporting to you will give the guy stature that will help get his job done. Bobmu is the only other guy who I think would work. Bradsi, Jimall are too strongly associated with particular products. If they work for Markcl or Moshed it isn't a "cabinet-level" position.

Think about it this way. Apps has one full time sr program mgr dedicated to Apple and no one for MS systems. Don't you think it shows? I do. PeteH is going to support EVERYTHING Apple does - PowerPC, QuickDraw GX, OCE, etc. They'll even support VIM. Which is fine, it's great, they should and I would never try and stop them. But why can't we get him to treat MS systems the same way? Why does Apps take the attitude that they must support everything that Apple does, but everything that Systems does must be questioned/doubted? All we can expect is parity, but I honestly don't think we have it now. It is your problem to fix and the later you start the later it will get fixed.

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