WordPerfect
CORPORATION

and

WORD PROCESSING LEADERSHIP

UPDATED MONDAY, JULY 26, 1993.

This document started as a proposal that I put together in late May, for marketing to do more to assert our leadership in word processing. Since then all the WordPerfect brand PMDs, Glen Mella of corporate marketing, and Mark Calkins, the VP of Corporate and Strategic, and some others, have contributed to these thoughts.

This word processing leadership campaign, for North America, in part has evolved into a corporate marketing campaign that also includes asserting our leadership in Customer Support, Windows applications and Workgroup applications. Glen Mella is leading this corporate marketing campaign.

Don Harris

WordPerfect Corporation
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WordPerfect Corporation is losing its leadership status in the area of word processing.

The perception about leadership in word processing is changing as a result of these circumstances:

1) Microsoft has attacked our leadership in word processing with several recent press releases. The MS "The Switch is On" video gives the impression that most WP users are switching to Word. MS is now using "the world's leading selling word processor in trade shows presentations and spiffs, etc.

2) Analysts and industry research companies (like Dataquest) are starting to state that their data shows MS to be the leading supplier of word processing software. These statistics and opinions are being quoted in publications, like the recent Business Week article.

3) While WP has a market leader position in some markets like the U.S., Holland the UK, WordPerfect is not the leading selling word processor in France, Germany, Japan and other important markets.

4) There is a perception among many that, since MS wrote Windows, and since they were first to market with a Windows word processor, that MS Word is " state of the art" and the leader in windows word processing.

5) In our own marketing efforts to make the point that WordPerfect Corporation does more than just word processing, (Beyond Words), we have allowed our word processing stronghold to go unguarded. In North America, the marketing efforts of the past few years have not asserted our leadership strengths in word processing.

    Because we are trying to become known as "more than just a one product company," WordPerfect Corporation has been shy about saying we are #1 in word processing. This is hurting our ability to market WordPerfect as well as our other products.

Why the success of WordPerfect, our word processor, is so important to WordPerfect Corporation:

1) WordPerfect is WordPerfect Corporation's largest revenue producer.
    In 1993 revenues from our word processors will account for more than 80% of company revenues. In 1994 WordPerfect will likely account for approximately 70% of our revenues.
    -   Approximately $500 million dollars 1993; more than $400 million in 1994.

2) **WordPerfect is our company's name.**
   Our company takes its name from our leading brand — our word processor. Anything but a strong leadership position in word processing would be detrimental to our company — WordPerfect Corporation.

   Our product (WordPerfect Office, WordPerfect Presentations, etc.) names borrow from the brand equity in the WordPerfect name. If we are going to extend the brand in our other key products, then the WordPerfect brand name must remain strong.

3) **Word processing is the largest business software application category.**

Total Word Processing Market Estimates

Year	Units	Revenues
1993	9.1 million	$1.601 billion
1994	10.4 million	$1.817 billion
1995	11.6 million	$2.023 billion
1996	12.8 million	$2.221 billion

Source: IDC forecast figures for the word processing market.

Overall Business Software Application Market Percentages

Business Application	Installed base as of 4Q 1992	Plans to purchase in '93
Word Processing	44%	49%
Spreadsheets	32.5%	28.3%
Databases	14.2%	14.2%

Source: From IDC study in 4Q. '92, published in July '93

4) **The word processor is the leading/most important application in a suite.**
   Research shows that the word processor is the most used application in the suite. Research also shows that the word processor has more influence on the customer's purchasing decision for a suite, than any of the other applications in the suite.

Analysis:

In order to achieve long-term success as a company, we must not only expand effectively into new software application market segments, but we must also continue to lead and grow in units sold and market share in the word processing category. Maintaining (and in some countries, building) a perception of leadership in word processing is vital, and it can only be achieved with effort and resources.

Proposed:

While we must work hard on marketing Office, Presentations, InForms, our consumer products, etc, we must also assert our long-standing leadership in word processing that is being attacked. We must make efforts to accomplish the following OBJECTIVES:

1) Retain and grow the leadership position in word processing in the minds of the consumers and the industry, in all the major markets of the world. .

2) Boost sales and market share of the different version of WordPerfect, our word processor. This is especially important for WordPerfect for Windows, where we stand to win or lose the most. By borrowing from our leadership in Dos and the others that are listed in this document, we add credibility to our Windows version. This campaign can serve as a spring board and reinforcement for the shipment of WordPerfect SIX.0 for Windows.

3) Elevate the equity of the WordPerfect brand, which will produce greater sales for our brand extended products (WordPerfect Office, WordPerfect InForms, etc.) Leadership attacks on word processing from Microsoft, and sales and market share losses in word processing, will not only hurt our word processing revenues, but will also have an adverse effect on the sales of our other products.

Word Processing Leadership Points:

These points will need to be more benefit/solution oriented toward the customer
More research is being done to substantiate the following assertions.

1. Customers are more loyal to WordPerfect than to any other word processor. LOYALTY. WP users are more loyal. Tout the fact that our users are the MORE loyal than the users of any other word processing software package. The same sort of idea needs to be communicated as was with these slogans: "I'd rather fight than switch." "I'd walk a mile for a camel."

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1. **Why people stay with WordPerfect:**
    Our "off the top of our heads" list:
    - Productivity
    - Less training needed — savings on training
    - Customer satisfaction — customer support
         State the fact of the thousands of letters from satisfied customers thanking us
    - Well known brand that is perceived as #1
         - Familiarity
         - Multiple platforms
         - Powerful/productivity — WP always known for powerful
         - Compatible files — easier to use old documents
         - Flexible licensing

    Tout the fact that most users of WP are STAYING with WP, dos or windows or some other version. Make this known in such a way that it is just assumed that ALL WP users are staying with WP, because they are satisfied users. In other words, it is only logical that WP users will continue to use new versions of WP because it is logical for all the listed reasons.

2. **There are more users of WordPerfect than any other word processor.**
    The largest installed base of all word processors in the world. We can say something like, "12 million legal users and growing, fast.!"

    In the U.S., 65% of the installed base for word processing is WordPerfect. MS Word accounts for 22.6%. (IDC)

    (Interestingly enough, this is largely due to the huge numbers of former WordStar, Multimate, DisplayWrite and Word users who have Switched to WordPerfect. I'm referring to MS's "The Switch is On" video.)

3. **In 1993, more people are buying WordPerfect than any other word processor.**
    Tremendous success with the launch of WordPerfect for Dos makes this a true and powerful statement, but we don't need to state "Dos" while making this claim, thus boosting our prestige on the Windows, MAC, OS/2, Unix and Vax platforms.

4. **97% of WordPerfect users are satisfied customers.**
    Customer satisfaction. According to research done by the Wirthlin Group, 97% of WordPerfect users are satisfied with WordPerfect . Touting customer satisfaction should get us a lot. This also highlights our quality customer support.

5. **More customers are planning to buy WordPerfect than any other word processor.**
    Great trend! WordPerfect accounted for 47.2% of the word processing applications installed during the last 6 months, compared to 33.5% for MS Word. 62% of word processing "plan for purchase" over the next 6 months is WordPerfect, compared to

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29% for MS Word planned installs. (Statistics from 12-92 IDC study published in July '93.)

6. More users are using WordPerfect on more platforms, in more languages, than any other word processor
Emphasize our leadership in providing word processing for multiple platforms, number of language versions, licensing, etc. Many large companies are choosing WP because of file compatibility across several platforms. Unlike MS, we offer freedom of choice and better utilization of the customer's existing hardware and software investments.

7. Sales and market share of WordPerfect for Windows are growing fast.
Get the right/best unit sales and market share numbers in the press. Emphasize the trend -- the growth for WP in the Windows word processing market share.

8. WordPerfect is the most technologically advanced, innovative word processing product on the market.
WordPerfect for Dos and for Windows, OS/2 and Macintosh do a better job of exploiting the OS than any others. There are many technologically advanced features implemented in the products. Usability testing has been thorough and intensive to create wonderful word processing software.

Other ideas:

* Use Testimonials:
Message: "I was happy with WPdos, now I'm still happy with WP in Windows."
Or, in other words, "9 out of 10 WPdos users that go to a windows word processor, go to WPwin, and are satisfied." These are testimonials about people who 1) Went from WP 5.X dos to WP SIX.0 dos, 2) from WP dos to WP windows, and, 3) from WP dos to Word for Windows, then back to WP win or dos.

These ideas can be accomplished in a video, in print ads, etc.

* Find ways to effectively involve our employees in this effort. All must understand how important it is to be leaders in word processing. Alternatives are being discussed for how to best go about achieving this. Ideas include an internal, company-wide (Orem employees) motivating meeting which could include a live performance of our WordPerfect SIX.0 for Windows CD entitled, "Innovators." Another idea is to involve as many employees that wish to volunteer working on Saturday, Oct. 16, in the street date of WordPerfect for Windows. Employees on that Saturday could help with manufacturing, channel efforts in the stores, sending letter and CDs to large accounts, and other promotional efforts for WordPerfect for Windows.

*   Find an effective way to INVOLVE the customers and the channel in this campaign. This helps advertise in a grass roots way and gets the channel hearing about our products. Involvement can substantially increase the effectiveness of the campaign. Maybe have all people going to retailers asking for WordPerfect by saying something like "Win with WordPerfect." When they say this, they then receive a discount on some other WordPerfect Corporation software product. Or maybe they get some free software product... (Similar to McDonald's campaign years ago when they asked customers to say, "Two all beef patties, ...on a sesame seed bun." These McDonald's customers received a better price on the burger.)

Timing:

For North America, this campaign should begin in August or September. In every country where this idea is used, it would be ideal to begin this campaign between the rollout of WP SIX.0 DOS and WP SIX.0 WIN. The successful launch of WP SIX.0 Dos will give added credibility for the lauding of our leadership status. This campaign to promote our overall leadership in word processing will aid our efforts as we roll out WP SIX.0 Win in October and November.

Scope:

Some of the following marketing vehicles should be considered to effectively assert our word processing leadership:

Press	Advertising	Trade Shows	Channel
Field Sales	Direct Marketing	Events	Video tape
Seminars	Speaking opps.	City-to-city tour	POP materials
Customer involvement promotions			
Customer support and info services			

Plans need to be developed for many of the above marketing components. Individuals throughout the company need to feel responsible to make sure that this leadership campaign is promoted and applied to their focus in the following months.

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Implementation:

For North America, part of the word processing leadership efforts will be achieved in a new corporate advertising campaign Glen Mella is spearheading. This campaign will tout WordPerfect Corporation's leadership in four areas: 1) Word Processing, 2) Workgroup Applications, 3) Customer Support/Satisfaction, and, 4) Windows Applications.

However, this advertising campaign is not the only way that WordPerfect Corporation should assert our word processing leadership in North America. Efforts need to be made with the press, in speaking opportunities of our executives and sales force, at trade shows, in our city-to-city tour, at events, etc.

For the affiliate offices, efforts in asserting our leadership status in word processing mostly depend on the desires and strategies and resources of that office. I (Don Harris) am happy to help as much as possible in these efforts. If there is enough desire for a worldwide, proactive effort to promote this concept, I will be glad to do whatever possible to make it successful. However, the approach mentioned above — asserting leadership in all four important areas — may also be the approach affiliate offices wish to take.

Summary:

In order to achieve long-term success as a company, it is important that we expand effectively into new software application market segments, like Workgroup and Consumer software products. Yet we must also continue to lead and grow in word processing. This need becomes obvious when we consider that WordPerfect accounts for the largest share of the company's revenues, that the company is named after our word processor, that word processing is the largest business software application market, and that the word processor is the most important application in a suite.

Because of the assault on our word processing leadership from Dataquest and Microsoft, because it simply makes good business sense to do so regardless of these attacks, WordPerfect Corporation needs to make efforts to publicize and assert our leadership status in word processing.

We must make efforts to accomplish the following OBJECTIVES:

1)   Retain and grow the leadership position in word processing in the minds of the consumers and the industry, in all the major markets of the world. .

2)   Boost sales and market share of the different version of WordPerfect, our word processor. This is especially important for WordPerfect for Windows, where we stand to win or lose the most. By borrowing from our leadership in Dos and the others that

are listed in this document, we add credibility to our Windows version. This campaign can serve as a spring board and reinforcement for the shipment of WordPerfect SIX.0 for Windows.

3) Elevate the equity of the WordPerfect brand, which will produce greater sales for our brand extended products (WordPerfect Office, WordPerfect InForms, etc.) Leadership attacks on word processing from Microsoft, and sales and market share losses in word processing, will not only hurt our word processing revenues, but will also have an adverse effect on the sales of our other products.

Implementation for asserting our leadership in word processing is happening, in part, in North America, with our corporate leadership campaign. For the affiliate offices, efforts in asserting our leadership status in word processing mostly depend on the desires and strategies and resources of that office. Don Harris, (Senior Director of Product Marketing — Business Applications) and Glen Mella (Director of Corporate Marketing), are glad to help as much as we can with these efforts.

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WordPerfect Office:
DOS, Windows, Macintosh, UNIX, OS/2

MARKET PERSPECTIVE

Market Conditions
- Rapidly expanding market due to significant trends:
  - Downsizing of large computer systems and associated e-mail systems driven by:
    - Expensive hardware/software
    - Proprietary
    - Lack functionality and/or interface of alternatives
  - Networking of small/mid-sized organizations driven by:
    - Much lower barrier of entry (price & knowledge)
    - Off-the-shelf solutions
    - Recognized productivity enhancements
  - Wide-area networking of distributed organizations
  - Practice of communicating electronically with strategic partners, sister companies, and others — the virtual organization will play a more important role
  - Product and administrational standardization within organizations
- Current market profile

Electronic Mail Market Statistics[1]			
	Mailboxes		Revenue
	1992	Installed	1992
Mainframe	n/a	4,371,115	85,300,000
Proprietary Midrange	n/a	6,718,900	234,580,000
UNIX Host/Server	n/a	3,152,400	181,110,000
LAN E-mail	4,803,600	11,174,661	164,763,000
Total..........		25,417,076	665,753,000
1 — from IDC report dated 6-21-93			

- Projected Growth of E-mail market

1993 IDC E-mail Forecast (worldwide)				
	Mailboxes	% change	Revenues	% change
1991 (Actual)	6,802,251	106%	95,996,029	51%
1992	11,174,661	64%	156,853,448	63%
1993	17,070,696	53%	223,819,732	37%

1994	25,928,006	52%	358,363,949	60%
1995	37,268,160	44%	510,292,049	42%
1996	50,797,485	36%	711,485,410	39%
1997	65,566,671	29%	834,487,354	17%

WPCorp Market Position
● According to IDC, WP Office currently has the third largest installed base within the LAN-based e-mail market. Its market share in the US is 11%, while worldwide market share is 10%.
● The LAN-based e-mail market is extremely fragmented. The market leader, cc:Mail, holds a 25% market share.
● The "introduction" strategy employed to roll out Office 4.0 has been successful. We are now getting recognition from industry experts, press, and (most importantly) from large accounts. This is a significant change from the past—in which Office was consistently not considered when comparisons, reviews, or discussions of LAN-based e-mail occurred.
● With the release of Office 4.0, WP Office is now in a strong position to vie for market leadership. The marketing strategy for at least the next 6-12 months is to "challenge" the existing market leaders as well as the e-mail product classification. The principal objective is to get the product into situations where it can be compared—and prove itself.
● With an existing total installed base of LAN-based mailboxes estimated at just over 11 million, and a projected growth to 50 million mailboxes over the next 3 years, WPCorp will achieve its market objectives by increasing its share of new licenses purchased.

Competition
● WP Office faces intense competition on a number of fronts:
  ○ LAN-based e-mail and scheduling
  ○ Vendor provided or standards-based mail
  ○ E-mail licenses bundled with Suite purchases and network operating systems
● Lotus cc:Mail is considered as our primary competitor — with regard to product. Currently the market leader (with 25% market share), cc:Mail has established mind share and is being aggressively developed and promoted by Lotus.
● Lotus Notes is a competitor mainly in the area of mind share. Lotus Notes "owns" the groupware classification. While it is a fine product, it is not an electronic messaging application and provides only a very limited e-mail system.
● Lotus will be merging their cc:Mail and Notes technologies in the future. This will be a challenge for them as both products were developed by separate companies and have very different architectures. Lotus' success in merging these technologies will directly impact their long-term competitiveness.
● Even with Lotus' marketshare lead, Microsoft is the most dominant organization with a competitive product offering. While Microsoft holds a 21% market share with Microsoft Mail, their product isn't their strength. Their market share has increased

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dramatically over the course of the past 2 years. Microsoft's marketing strategy seems to be directed at convincing customers that e-mail is part of the operating system and should be acquired in conjunction with the Network Operating System (NOS) or as part of a suite purchase. It appears that the e-mail services of MS Mail will be moved into the operating system (Windows for Workgroups, Chicago, NT). Microsoft's MAPI (Messaging API) is a part of their broader WOSA (Windows Open Services Architecture) blueprint. Microsoft is very strong in marketing the "architectural framework" of their products.

- LAN-based scheduling vendors: Currently Powercore (maker of Network Scheduler III) is the market leader of this segment. All vendors in this category are currently aligning themselves with e-mail vendors.
- Back-end mail systems: In large, strategic accounts we find ourselves competing against vendors who are providing "standards-based" back-end e-mail systems. HP OpenMail is an example of this type of competitor. Both cc:Mail and MS Mail have committed to providing client support for the HP OpenMail back end.

Industry Trends and Observations
- Electronic messaging services are moving to the network operating system. Directory and Message Transfer services are being improved in all major network operating systems.
- Vendors in the LAN-based e-mail industry are currently involved a low-profit struggle for market share. Both Microsoft and Lotus are subsidizing the effort to acheive dominance in the e-mail market with profits/revenues from other products (as is WPCorp). The smaller vendors who are unable to do this are struggling financially to stay in the game.
- Standards-based messaging is becoming more important to government and business customers. X.400 and SMTP are the dominant standards worldwide; Internationally X.400 has an even stronger presence than it does within the US marketplace. XAPIA is a defined API for access to X.400 systems and is being widely adopted by government in Europe. Within the US and Canada, GOSIP compliance, in general, and X.400, in particular, are being mandated within many government organizations. MHS and various e-mail API standards (VIM, MAPI, CMC) are evolving to allow the back-end mail service to be separated from the e-mail client.
- E-mail solutions are being extended to provide work flow, calendaring/scheduling, task management, and application-enabled messaging services. E-mail and Scheduling vendors are partnering or merging to provide more integrated solutions.

GENERAL PRODUCT OBJECTIVES
Target Market(s)
- The most important target market for the next year is the large, distributed organization. We *must* be successful at providing electronic messaging solutions for these accounts. They are the trend setters (the early adopters of the technology) and will give us the visibility to be a market leader.
- Also of importance in the WP Office marketing plan is the educational community. This market has little chance of ever being profitable. But, it is from the universities that MIS personnel gain product experience and prejudices. Also, if we can be successful in providing solutions for the widely diversified University environment, we'll be able to

compete in any other market.

- Not to be ignored is the current installed base of WordPerfect users. As these users evaluate electronic messaging, we must have WP Office positioned as a leading contender for their business. We must communicate our message to the networking segment of this loyal market.
- Any networked, multi-platform (or even single-platform) organization.

Market Share Objectives
- By end of '93—30% of new product purchase; by end of '94—40% of new product purchase; by end of '95—45% of new product purchase.
- To have market leader (1 or 2) mind share by mid '94.
- To continue leading industry in providing integrated electronic messaging solutions.

Product Positioning
- Integrated electronic messaging technology: e-mail, calendar, scheduler, task management, and work flow.
- Scalable messaging solution for organizations ranging from 50 users to over 100,000 users.
- Easy-to-use messaging tools independent of platform.
- Electronic messaging transport services which extend the functionality of traditional applications (eg. electronic forms transport for WP InForms).

Product Description
- Electronic messaging: e-mail, scheduling, task management
- Group calendaring (proxy and access control)
- Rules-based message management
- Simple workflow (ordered distribution)
- Scalable architectural model capable of supporting 100,000+ users
- Plug-and-play Client, Post Office, Message Server, Gateways, and Administration
- others...

STRATEGIC PLATFORM PLANNING
Overall Strategy
- Build upon product and architectural strengths to become the premier product for workgroup computing.
- Develop product using core engine code for portability. All Office products and supporting applications are currently being developed in this manner. Platform specific developers adapt the engine code to the specific platform and interface.
- Simultaneous development on as many platforms as possible to maximize portability of engine and tools.
- Provide platform independent Post Office (message storage) so that customer can use any available Client software.
- Provide backward compatibility with one major version (eg 4.X to 3.X).

DOS
- We have the most functional e-mail and calendar/scheduler program available for DOS.
- Large installed base of DOS systems warrants continued development in this environment *to insure compatibility with future WP Office versions*. No significant

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features will be added in this development.
- Character-based interface
- Remote Office client
- Server technology/products moving away from DOS due to lack of functionality and scalability (over the long term)
- Most new Gateway products will be developed on platforms other than DOS

Windows
- Most important client platform at this time
- Graphical interface taking full advantage of Windows services (Drag & Drop, OLE, DDE)
- Remote Office client *integrated with the regular client*
- Administration program
- No Server products will be developed for Windows 3.1. This may change with Windows 4.0 (based on how widely accepted Windows NT becomes as the Windows server platform).

Windows NT
- Client software: initially we will support NT as a client platform through the existing Windows 3.1 client version. As new versions of Office are released, NT may have a native client version (based on the acceptance of Windows NT for client platform computing).
- Windows NT will be an important platform for server and gateway development; an NT Message Server will be released as quickly as possible after the actual release of Windows NT

Macintosh
- Client software
- Remote Office client
- Administration program
- No Message Server development is currently being conducted for Macintosh. However, as with our primary competitors, we can provide Message Server back-end services through DOS. And, we alone provide these services through UNIX and OS/2 as well.
- No gateways currently planned for Macintosh other than OCE
- Strategic direction for Macintosh products is to provide the most functional client software possible to Macintosh users. Development emphasis will be placed on key client technology such as: PowerPC, Newton, and Apple OCE.

UNIX
- Client software; both graphical (MOTIF) and character-based interfaces
- No Remote Office client — however, the UNIX user's messages will be accessible using any other Remote client software (DOS, Windows, Mac).
- Server products (Message Server, Async & API Gateways, Admin)
- Gateways (SMTP, X.400)
- Reference ports: Sun, HPUX, IBM AIX, SCO UNIX, DG Aviion, Univel, COSE

OS/2
- Client software; graphical PM interface
- No Remote Office client
- Server Products; the OS/2 platform will largely replace DOS as a Server platform.
- Key gateway platform (X.400, PROFS, SNADS)

Netware
- Server and Gateway products platform: OFS, full Message Server, NGM/MHS gateway.

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OpenVMS

- Office 3.1 for VMS in maintenance; e-mail and scheduler support between 3.1 and 4.0.
- Current development concentrating on gateway products (DEC Message Router, VMS Mail).
- Future Client and Server product development depends on market, success of WP 6.0 for OpenVMS, and ease of developing for OpenVMS (both VAX & Alpha AXP architectures). The outcome current negotiations with DEC on joint marketing agreement will also influence the long-term future of WP Office for OpenVMS.
- Server/Gateway products developed for NT will likely be easily compiled to run on the DEC Alpha AXP processors.

DG AOS/VS

- Office 3.1 available through end of '93
- No plans for ongoing development or support

Platform & product module matrix

Legend of symbols:
- ✓ — Shipping
- o — Under development
- — — Under consideration
- ! — Strategic for future development
- ? — Questionable for future development

Platform	Client	Remote Client	Administration	Message Server
DOS	✓	✓,!	✓,?	✓,?
Windows 3.1	✓,!	o,!	o,!	
Windows 4.0	!	!	!	!
Windows NT	—		o,!	o,!
Macintosh	✓	o	o	
UNIX				
Solaris 1.x	o		o	o
Solaris 2.x	o		o	o
IBM AIX	o		o	o
HP UX	o		o	o
SCO UNIX	o			o
DG UX	o			o
Univel Unixware	—		—	—
OS/2	o			✓,!

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Netware NLM				o,1

Gateway Products/Platforms Schedule

Gateway	Platform	Status	Date
API*	DOS	Shipping	6/93
API*	OS/2	Development	4Q93
API*	NT	Planned	
API*	UNIX	Development	4Q93
Apple OCE	Macintosh	Planned	
Asynchronous*	DOS	Shipping	6/93
Asynchronous*	OS/2	Planned	
Asynchronous*	NT	Planned	
Asynchronous*	UNIX	Development	4Q93
Banyan Mail	OS/2	Development	1Q94
cc:Mail	DOS	Development/Beta	4Q93
DEC Message Router	DOS/VMS	Development	4Q93
Fax/Print	DOS	Shipping	6/93
Lotus Notes	OS/2	Development	1Q94
Microsoft Mail	DOS or NT	Under consideration	
NGM/MHS	DOS	Shipping	6/93
NGM/MHS	NLM	Development	1Q94
OfficeVision/VM	OS/2	Shipping	8/93
Public Mail (AT&T, MCI Mail, Sprint, Compuserve, etc)	Strategy in progress — working jointly with vendors		
SMTP	DOS	Shipping	6/93
SMTP	UNIX	Development	4Q93
SNADS	OS/2	Development	1Q94
Soft•Switch	OS/2	Development	4Q93

VMS Mail	VMS	Development	4Q93
Wang Office		Under consideration	
Wireless	OS/2	Development	
X.25	OS/2	Development	4Q93
X.400	OS/2	Shipping	6/93
X.400	UNIX	Planned	
* Bundled with Admin/Server or Message Server package for platform			

3 YEAR PLAN SUMMARY

1993
- August '93 — OfficeVision/VM gateway
- October '93 — Office 4.0 for UNIX (Sun MOTIF client and Message Server only)
- October '93 — 4.01 interim release for DOS, Windows, Macintosh (bug fix and performance)
- December '93 — Remote Office for Windows & Macintosh
- Q4 '93 — DEC Message Router Gateway
- Q4 '93 — VMS Mail Gateway
- Q4 '93 — Soft•Switch Gateway
- Q4 '93 — cc:Mail Gateway

1994
- Q1 '94 — *Houston*: Office 4.02 (4.1?) for Windows
- Q1 '94 — Home Office (productized Remote Office for Public Mail & standalone)
- Q1 '94 — Office 4.0 for OS/2
- Q1 '94 — Office 4.0 for UNIX (all platforms)
- Q1 '94 — Full 32 bit Message Server for OS/2, NLM, NT
- Q1 '94 — SNADS gateway
- Q1 '94 — Lotus Notes gateway
- Q1 '94 — Public mail partnerships
- Q1 '94 — Novell NGM/MHS integration & directory synchronization
- Q1 '94 — Banyan IMS gateway, integration & directory synchronization
- Q4 '94 — *Dearborn*: Office 4.x (5.0?)

1995
- November '95 — *Geneva*: Office 5.0

1993 PRODUCT DELIVERABLES
< WP Office 4.0 for UNIX>
- Beta: 7/93; Disks to Man: 9/93
- Major Features
  - o Full Office 4.0 functionality for UNIX
- System Requirements
  - o Depends on platform version
- Level of Documentation Required
  - o Following model of Office 4.0, printed documentation will include:
    - Quick & Easy user guide
    - User Reference manual
    - Administration Reference manual
    - Gateway Reference manuals
  - o On-line documentation
    - All client documentation will be available with on-line help
  - o No on-line Tutorial required
- Level of Technical Support Required
  - o Because of the nature of Office and of the UNIX platform, Office 4.0 for UNIX will require a highly trained & competent support staff. They will be supporting Client, Administration, Message Server, and Gateway programs on various UNIX operating systems.
- Target Languages: see language table in Appendix B
- Quarterly Unit Targets: Unit forecasts have not been broken out individually at this time. This will be done as we move forward with these products and as the accounting systems are in place to support this activity. For now, all forecasting has been done on a composite basis. See unit/revenue forecast in Appendix A
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats — These products are targeted at the growing UNIX population in corporate, educational, and government markets. They will differentiate us from our competitors in key accounts.

	SunOS 4.x Solaris 1.x	Sun Solaris 2.x	HP UX	IBM AIX	SCO UNIX	DG UX	Univel UnixWare
Motif Client	10/93	1Q '94	1Q '94	1Q '94	1Q '94	1Q '94	?
Text Client	12/93	1Q '94	1Q '94	1Q '94	1Q '94	1Q '94	?
Administration	11/93	1Q '94	1Q '94	1Q '94	None	None	None
Async	11/93	?	?	?	?	?	?
API	11/93	1Q '94	1Q '94	1Q '94	1Q '94	1Q '94	?
MFC	11/93	1Q '94	1Q '94	1Q '94	1Q '94	None	None
Message Server	10/93	1Q '94	1Q '94	1Q '94	1Q '94	1Q '94	?
SMTP Gateway	12/93	1Q '94	1Q '94	1Q '94	1Q '94	1Q '94	?

X.400 Gateway	'94	?	?	?	?	?	?

< WP Office 4.01 for DOS, Windows, Macintosh>
- Code complete: 8/93; Beta: 8/93; Disks to Man: 10/93
- Major Features (bug fixes and following):
  - Performance
  - Printing(?)
  - Inclusion of SCC viewer technology
  - Windows:
    - Next,Previous,Delete,Read in outbox info screen.
  - Dos:
    - Full text wrapping in the calendar window
    - Bolding of days with events
- System Requirements: Same as Office 4.0
- Level of Documentation Required: No additional documentation needed
- On-line Tutorial Required? Yes, Quick Tour training tutorial will be provided for all client platforms
- Level of Technical Support Required
- Target Languages: see language table in Appendix B
- Quarterly Unit Targets: see forecasts table in Appendix A
- Quarterly Revenue Targets: see forecasts table in Appendix A
- Anticipated Product Life
- Key Issues & Competitive Threats — The fundamental objective behind this interim release is to resolve problems identified with Office 4.0 after its initial shipment. And, equally as important, to be responsive to customer concerns about speed and printing issues.

1994 PRODUCT DELIVERABLES
<Houston: WP Office 4.02 for DOS(?), Windows, Macintosh(?)>
This particular release may end up simply being the incorporation of Shared Code 2.0 into the Windows client. The Remote clients for Windows and Macintosh will release separately when ready. Other features listed may be rolled back into Dearborn.
- Code complete: 11/93; Beta: 12/93; Disks to Man: 1/94
- Major Features (bug fixes and following):
  - Read Only mode
  - Remote Office for Windows
  - Remote Office for Macintosh
  - Background processing support for Remote (except DOS)
  - Increase throughput/performance of Remote
  - List users by host
  - Filter Userlist
  - Mailing of personal groups and rules.
  - Windows:
    - Shared Code 2.0
- System Requirements: Same as Office 4.0
- Level of Documentation Required: Reprint with corrections existing documentation

- On-line Tutorial Required? Yes, Quick Tour
- Level of Technical Support Required
- Target Languages: See language table appendix B
- Quarterly Unit Targets: See forecasts appendix A
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats — The importance of this release is to provide suite compatibility for WPOwin. If time permits, we would like to make a few enhancements to carry us into Dearborn. However, if the inclusion of such enhancements would cause Dearborn to miss its target release or delay the suite, these will not be implemented.

<Home Office: Productized version of Remote Office for standalone and Public Mail Service users>
- Code complete: Should require no specific development—simply productizing the existing Remote Office product.
- Major Features:
  - Standalone calendar
  - Public mail connections
- System Requirements: Same as Remote Office 4.0
- Level of Documentation Required: Documentation will be adapted for this use from existing documentation. Some new documentation sections will be required for this product.
- On-line Tutorial Required? Yes, Quick Tour
- Level of Technical Support Required: Same as regular Office product
- Target Languages: See language table appendix B
- Quarterly Unit Targets: See forecasts appendix A
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats
  - This product will provide a needed upgrade path for many of the existing users of the standalone version of WP Office and WP Library. While not all of these users want/need this type of product (no Notebook or other utilities), there has been significant demand for this type of product offering.
  - Small Office / Home Office product enabling businesses to establish world-wide communications capability without the cost of purchasing networks and gateways.
  - Similar product offerings for E-mail have been announced/released by our major competitors. Our's is the only product that also provides calendaring.

<WP Office 4.0 for OS/2>
- Code Complete: 7/93; Beta: 12/93; Disks to Man: 7/94; Street date: 3/94
- Major Features
  - Full Office 4.0 functionality for OS/2
- System Requirements
  - 386 or better CPU
  - OS/2 2.x
  - 8 MB RAM

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o 11 MB disk
- Level of Documentation Required
  o Following model of Office 4.0, printed documentation will include:
     - Quick & Easy user guide
     - User Reference manual
     - Administration Reference manual
     - Gateway Reference manuals
  o On-line documentation
     - All client documentation will be available with on-line help
  o No on-line Tutorial required
- Level of Technical Support Required
  o Because of the nature of Office and of the OS/2 platform, Office 4.0 for OS/2 will require a highly trained & competent support staff. They will be supporting Client, Administration, Message Server, and Gateway programs.
- Target Languages: see language table appendix B
- Quarterly Unit Targets: see forecasts table appendix A
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats — Lotus is currently shipping an OS/2 cc:Mail client. No other competitors have released OS/2 versions. This product will give us a competitive edge in key large accounts. It will position us as the dominant electronic messaging product for OS/2.

<Dearborn, WP Office 4.x>
- Design complete: 3/94; Code complete: 6/94; Beta: 8/94; Disks to Man: 10/94
- Client Platforms:
  o Windows, DOS, Chicago (Windows 4.0), Macintosh, UNIX, OS/2
- Major Features:
  o Linkable API for Windows, Macintosh, OS/2, and NT
  o Full VIM/MAPI support at the server.
  o Personal Address list (Contact management)
  o Cross-server calendar retrieval
  o Cross-server bulletin boards with message threading
  o Major Enhancement of Rules
  o Full Workflow model at the server
  o Enhance Security Model
  o OLE 2.0
  o Wireless
  o Telephony
  o QuickFinder/document management support (depending on tools, direction, and assistance of relevant groups at WPCorp)
- System Requirements
- Level of Documentation Required: Full documentation rewrite using latest documentation techniques from Publications.
- On-line Tutorial Required? (Yes/No) <list any other learning aids desired>
- Level of Technical Support Required
- Target Languages: Languages to be determined based on market demand using

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language table in appendix B as the foundation.
- Quarterly Unit Targets: See forecasts appendix A
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats—

1995 PRODUCT DELIVERABLES
< Geneva, WP Office 5.0>
Being developed concurrently with Dearborn, this major release will modify the architecture of Office 4.x to be more open on the back end (Directory and Message Transfer Services).
- Street: <6/95>
- Major Features
  - N-level addressing
  - Native support for X.400, X.500, MHS, etc.
  - Document Management Integration
  - OpenDoc Support
- System Requirements
- Target Languages
- Quarterly Unit Targets
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats

1996 PRODUCT DELIVERABLES
<Product name, version #, platform>
- Street: <3/96>
- Major Features
- System Requirements
- Target Languages
- Quarterly Unit Targets
- Quarterly Revenue Targets
- Anticipated Product Life
- Key Issues & Competitive Threats

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All numbers in 1,000's		1Q94	2Q94	3Q94	4Q94	'94	1Q95	2Q95	3Q95	4Q95	'95	1Q96	2Q96	3Q96	4Q96	'96
New Mailbox	Units	200	300	400	450	1,350	400	500	600	650	2,150	600	700	800	800	
	Revenue	6,000	9,000	12,000	13,500	40,500	12,000	15,000	18,000	19,500	64,500	18,000	21,000	24,000	27,000	90,000
Mailbox Upgrades	Units	100	100	50	50	300	670	1,173	670	335		1,100	1,925	1,100	550	
	Revenue	1,000	1,000	500	500	3,000	6,700	11,725	6,700	3,350	28,475	11,000	18,250	11,000	5,500	
Message Server	Units	1.0	1.5	2.0	2.3		2.0	2.5	3.0	3.3		3.0	3.5	4.0	4.5	
	Revenue	100	150	200	225	875	200	250	300	325	1,075	300	350	400	450	
Gateways	Units	0.4	0.6	0.8	0.9	2.7	0.8	1.0	1.2	1.3		1.2	1.4	1.6	1.8	
	Revenue	160	240	320	360	1,080	320	400	480	520	1,720	480	560	640	720	
Total	Revenue	7,260	10,390	13,020	14,585	45,255	19,220	27,375	25,480	23,695	95,770	29,780	41,160	36,040	33,670	
Installed Mailboxes		2,200	2,500	2,900	3,350		3,750	4,250	4,850	6,500		6,100	6,800	7,600	8,500	

Notes about the projections provided above:

- Unit/revenue forecasts have not been broken out individually by platform or language at this time. This will be done as we move forward with these products and as the accounting systems are in place to support this activity. For now, all forecasting has been done on a composite basis.

- Unit forecasts are for world-wide sales with revenue figures calculated based on US dollars.

- IDC predicts LAN-based E-mail mailbox growth at 8M in '94, 12M in '94, 13M in '95, 13M in '96

- Revenue projections for new mailboxes based on WPCorp receiving an average of $30 net per mailbox. SRP for mailbox licenses ranges from $85 per mailbox to $70 per mailbox. CAP pricing ranges from $35 per mailbox to $31 per mailbox.

- Upgrade unit projections beginning with 1Q95 based on a 20% upgrade of existing customer base in the first quarter following a major product update, a 35% upgrade in the second quarter, a 20% upgrade in the third quarter, and a 10% upgrade in the fourth quarter — for a total upgrade of 85%.

- Upgrade revenue figures based on WPCorp receiving $10 per mailbox on upgrade. SRP for the 4.0 upgrade currently ranges from $29 per mailbox to $24 per mailbox (all upgrades are carried by channel at discount level 2 - 35%?). CAP upgrade/maintenance ranges from $18 per mailbox to $12 per mailbox.

- Message Server unit volume projected at 1 Message Server per 200 new mailboxes sold.

- Message Server revenue figures based on WPCorp receiving an average of $100 per Message Server license. SRP for Message Server is currently $295. Under CAP, Message Server price ranges from $140 to $120.

- Gateway unit volume projected at 1 Gateway product per 500 new mailboxes sold.

- Gateway product revenue calculated based on WPCorp receiving an average of $400 per gateway sold. SRP for gateways ranges for $695 to $9,995 with most gateway products currently priced at $995. CAP gateway pricing ranges from $470 to $410 for most gateways.

WordPerfect Office 3.1 and 4.0 Availability Chart (As of August 4, 1993)

Progress / Platform	DOS 3.1	MAC 3.0	UNIX 3.1	WIN 3.1	V3.1 3.1	DOS 4.0 Client	WIN 4.0 Client	MAC 4.0 Client	UNIX 4.0 (Sun)
Arabic							? 94		
Chech						? 93	? 93		
Chinese							? 94		
Danish	O		O	O		Oct 93^A	Sep 93^A	Oct 93	Dec 93^A
Dutch	O		O	O		Oct 93^A	Oct 93^A		Dec 93^A
English AUS	O		O			O	O	Aug 93^B	Nov 93^B
English Can	O		O		O	O	O	O	Nov 93^B
English UK	O		O		O	O	O	O	Nov 93^B
English US	O	O	O		O	O	O	O	Sep 93^B
Flemish	O		O		O	Aug 93^A	Sep 93^A		Dec 93^A
French Can	O		O			Aug 93^C	Aug 93^C	Sep 93^B	Dec 93^A
French Nat	O		O			Aug 93^C	Sep 93^C	Sep 93^B	Dec 93^A
German Nat	O					Sep 93^C	O	Fall 93^A	Dec 93^A
German Swiss	O					Sep 93^C	O	? 93^A	Dec 93^A
Greek						? 93^A	? 93^A		
Hebrew							? 93		
Hungarian						? 93	? 93		
Italian						O	O	Nov 93^A	Dec 93^A
Japanese						? 94	Jan 94		
Korean							?		
Norwegian	O					Oct 93^A	O		Dec 93^A
Polish						? 93	? 93		
Portuguese Br.						Sep 93^A	Oct 93^A		
Portuguese Po.						Mar 94	Dec 93^A		

WP Office—Product Plan
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