Erik Stevenson

From: Brad Silverberg
To: Jonathan Roberts; bradsi; davidcol; johnlu; winmlead
Cc: jonl; paulma; richt
Subject: RE: The Big Bang!
Date: Wednesday, October 13, 1993 10:30AM

We need to say at the PDC that ms apps is targeting chicago and will have chicago optimized apps at release.

That will get the other isv's motivated!

From: Jonathan Roberts
To: bradsi; davidcol; johnlu; winmlead
Cc: jonl; paulma; richt
Subject: The Big Bang!
Date: Wednesday, October 13, 1993 8:15AM

It is Chicago's destiny to be the engine for the next big shift in the
industry. This shift will either take place over a period of years,
like it did with Windows 3.0, or it will happen fast, like it did with
3.1. As Brad said in his mail yesterday, Chicago represents our
biggest challenge ever because it is a hybrid of both 3.0 (we're
introducing significant change) and 3.1 (we are trying to move a huge
installed base, which makes any change an obstacle). We need this
change to happen fast, a frenzy if you will, to achieve our revenue
forecast and to vanquish OS/2. The following has to happen for the
Chicago Big Bang to occur:

1) Apps have to be Chicago optimized-
-no hedging by writing only to Win 32s
-MS apps absolutely have to be targeting Chicago for their next rev,
otherwise everybody else will hedge. As NT has demonstrated, unless
our apps commit, nobody else will. More on this below.
-the PDC is our golden opportunity to clearly focus the industry on
this challenge and opportunity. Key to this is to have the big guys
totally committed. Whether we actually announce it or not doesn't
matter. The information market is efficient, everybody will know. If
this doesn't happen, we'll be in WFW tweener land all next year. Gee,
it could be a really big deal, but than again, it might not be, you
have to decide (wink, wink, nod, nod). Unfortunately, this isn't
aggressive enough. People won't bet their businesses unless Microsoft
herself is maniacally committed.

2) Hardware has to meet PnP specs
-We can introduce this standard prior to ship. Get Chicago Ready
Machines Now! As Paul pointed out yesterday, first we have to build
awareness of what PnP is. Currently it is a very narrowly understood
industry program. We should consider marketing programs to build
equity and awareness in the Winter time frame.

3) Our user base has to be equipped to move
-PC Administrators and SPs trained and able to move before launch.
This means targeted beta/evaluation programs to accounts and SPs in the
March timeframe. We hook them up with the SP apparatus (email links,
Dev Casts, Seminars), and we get them mobilized. This also means
Resource Kits, Evaluation Guides and other tools have to be ready
months before launch. The problem that NT is experiencing is that they
didn't build a quality infrastructure prior to launch. They had very
shallow evaluation (many who bought the SDK never even installed it),

and now they are having to boot strap evaluation under a huge shadow.

Our absolute number one priority is to get Pete Higgins to target Chicago with optimized apps. I know that Brad, Jonl, and Paul our all working with Pete on this. Here's my pitch on why they should target Chicago.

1) New software purchases are tied to operating system change. Based on MS Office reg base research. 40% of MS Office purchasers bought the office at the same time they bought Windows. Another 20-25% bought the Office with in two months of getting Windows. It's like remodelling a house, you generally try to do it all at once.

2) Chicago will be the next OEM standard, as well as a significant upgrade. If you are not Chicago optimized than you lose. Jonl, Rich and I are planning to rev the Windows logo slightly so that we can differentiate Chicago optimized machines and apps. If apps aren't associated with this new image, than they will miss the boat.

3) There is no meaningful differentiation they can do on Win 16 base after the next release. Pete has to decide whether to do his next .1 rev on Win 16 or Win 32. The main reason to do a Win 16 rev in the Spring or Summer is so that they can win competitive shoot outs in the Fall. Generally what happens is the competitors take a look at our apps, steal the best features, and turn around a quick rev prior to us being able to rev, and than they win the Fall reviews.

The thing to focus on is who is going to buy more of the office based on these enhancements. Their audience falls into three categories:
-MS Office upgraders. .1 Win 16 changes aren't going to affect these guys. Their going to move to the new version if their machines can run it. Best thing to get them to move again is do a Chicago optimized version.

-Non Windows Users. There are already so many features in these apps that the added features won't really influence them.

-Competitive Upgraders. These are really the people the Office Guys are targeting. By the Spring or Summer of next year these sophisticated users will have Chicago on the brain. Chicago will be in wide evaluation. All the editorial and comparisons will be on Chicago. It could be that we need to change the way we evangalize our Apps. In many ways, as they become a development platform (Office opens up hundreds of APIs), they are like an operating system. Maybe they should do a development conference in the Spring or Summer focused on how vendors and customers can build on the Office in the Chicago timeframe. Let's change the Apps rules so that we win the Fall reviews and keep the mind share of these core users.

Finally, we need to appeal to the apps guys competitive instinct. This company is built upon making bets. Bill's speech on the bets we have made and how they have paid off is the the best one I have ever heard him give. Chicago is the right and safe bet. It works on todays machines and offers significant advantages. The company has a whole has to believe the shift to Chicago is going to happen. The risk is relatively low and the pay-off is huge.

Jonathan