

Pete Higgins

From: Ben Waldman  
To: Don Pickens; Joan Morse; Kirk Mosher; Pete Higgins; Renee Watremex  
Cc: Cindy Charleson  
Subject: RE: INPUT ON APPLE NEEDED  
Date: Tuesday, November 02, 1993 5:34AM

One thing we might want to add to the list is having our sales forces work together more effectively—perhaps joint training or joint sales calls to mutual customers – at the very least, it would help us if Apple presented Windows as the enemy rather than Microsoft.

I agree that the Lotus/WordPerfect favoritism doesn't seem to have hurt us much, but I do find it galling that 123 Mac is in all their screen shots at a time when Lotus is considering cutting Mac support altogether, and we're supporting them in many ways. So while it may not merit a mention in the letter, it might be something Bill would want to bring up. Also, though Lotus may be becoming less enthusiastic on the Mac, WordPerfect has been particularly aggressive in adopting Apple technologies. They have a better story today than Word does (AOCE, Applescript), and I think we'll see them featured by Apple quite a bit in the future, especially given Apple's attempts at solutions marketing. Often, Apple tries to play fair by showing wordperfect and XL.

One issue with Claris bundles is that every sub makes its own decisions regarding bundles. I guess Spindler as CEO could end this; I just don't know how autonomous subs are permitted to be with such things. I don't know why we'd want to bundle Word/Excel/Office on PPC – given their very aggressive price-point goals, there's not much room to give us much money. Given our current market share and the likelihood that we will be among the first on PPC, won't we do better financially by just selling through current channels? (of course we want to make sure they don't do anything super-stupid – I expect that native ClarisWorks will be there on day one (shipping), and they better not bundle that...)

I think the patent stuff is moving along. Kate Sako here and Paul Carmichael in Apple legal are talking, and Nagel seems to have given this a push. I will check with Kate about progress. I don't know if this needs to be brought up with Spindler. Perhaps the scope of a patent exchange is appropriate to discuss. Their OpenDoc stuff will likely violate several of our pending OLE patents.

As for what we can offer them, PowerPC apps are #1 here; I can't overemphasize how desperate they are. One year ago, there was a camp of people that thought they could be successful on PPC without us; their focus groups have convinced them otherwise. Obviously, we don't want to commit to a date, but by end of 1st half 94 is pretty achievable. Continued support for their technology is something we may want to highlight, though I think that this will be less effective with Spindler than it was with Sculley. Does Spindler even care about this stuff, I wonder? How about comarketing, either on the road or in advertising dollars – I think that the new "Every division must be profitable" thing has hit them hard. Perhaps a few of our dollars can go a long way. I think the Workgroup Apps Division-AOCE agreement is a good working together example.

I also think we need to anticipate the things that Spindler may want to bring up with BillG, and make sure he has all the answers— CD distribution, OLE/OpenDoc, PPC (I think the fact that Nagel allocated an hour to discuss this in August signals that they're worried – also we haven't really articulated our Intl plans for PPC – though Europe should be simple, Japan will be some effort for us, potentially), TrueType (this has basically fallen apart, and our guys really don't want to do anything with Apple anyway, since there's the potential to get a ton of money from Adobe by licensing our rasterizer to them). Someone should also finally write feedback on the Apple UNDX meeting from last week.

Ben

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Waldman 8/22/01

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| From: Pete Higgins  
| To: Ben Waldman; Don Pickens; Joan Morse; Kirk Mosher; Renee Watremez  
| Cc: Cindy Charleson  
| Subject: INPUT ON APPLE NEEDED  
| Date: Tuesday, November 02, 1993 12:53AM

| Quickly, I need you guys to pull together your collective  
| wisdom on this. We will need to draft a letter than can do  
| from Bill to Spindler this week.

| You should focus on what we should say we can do and what we should ask for.

| My personal view is that Claris bundling relief would have the  
| biggest impact on the business followed by dropping the  
| lawsuit, exchanging patents, and getting equal treatment with  
| Lotus and WordPerfect. You might think ranking that latter so  
| low is odd, but my thinking is that despite Apple's best  
| efforts to favor these guys our share remains at historical  
| highs, so it doesn't really matter. Claris, however, is a  
| huge threat.

| Anyway, pls jump on this and let's get together in the next 24 hours.

| thx, Pete

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