Pete Higgins

From: Paul Maritz
To: Pete Higgins
Subject: sys/apps plans
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I thought more about this overnight, and spoke to Jimall this am as well. I think there are several issues:

- I dont think anyone has a really good understanding of what would be needed in the system platform to give Office (ie. MS Apps) a compelling advantage:
    a. wrt the end-user ("why would a user want it?")
    b. wrt competition ("why could they not trivially clone it?")
I think we all have different, over-lapping, fragmentary views of how this could be achieved, but it has not be articulated / thought thru in a way that one can make good decisions based on it.

- This is really important for me to understand as it will determine how much of "Cairo" has to go onto Chicago - or alternatively convince me that Cairo is a waste of time wrt making "traditional" productivity applications better.

- It will also be important to know this wrt deciding how much risk we can afford to take - ie. how "radically" do the Apps and Systems have to change to create this compelling advantage. It needs to be radical enough, but not too radical. It doesn't help to say that we can get a compelling advantage, but it requires that the Apps be dismembered and totally re-written.

All this leads me to think that before we make org changes, we should get some of the above thinking done. Jimall has already started to do some thinking with 2-3 of his guys plus Tonyw. While this is good, I would think that you would want to have some guy(s) that you trust in addition to Tonyw involved. What do you think? Should we initiate a sys/apps group to solidify outline of the "Q1'95" plan (pick a better name), and you/I meet with them weekly until it is robust enough that we can start driving all the other decisions?