MICROSOFT MEMORANDUM

TO: Rich Abel, Jim Allchin, Phil Barrett, Mike Delman, Bob Kruger, Jonathan Lazarus, Rich Macintosh, Paul Maritz, Mike Murray, Cameron Myhrvold, John Nielsen, Scott Oki, Brad Silverberg, Steve Shaiman, David Thacher, Rick Thompson, Dwayne Walker, Russ Werner

FROM: Steve Ballmer

DATE: May 28, 1991

cc::   Bill Gates, Mike Hallman

SUBJECT: Trip to New York / Windows World
                    May 16 thru May 22, 1991

I spent May 16-May 22 on an Adopt-A-District visit to New York and a trip to Windows World. In New York, I had dinner with our best Network Specialists and called on American Express (Systems strategy, open doors for NY team) and the Prudential (Lan Man sales, call open senior doors for NY team). At Windows World, I did two panels on operating systems, keynoted our ISV and IHV events, attended the support coordinator's event and addressed half of our corporate account team nationwide. I also had various other discussions and internal meetings. I summarize here key impressions and action items.

Action Items / Impressions

1.   Windows is <u>hot</u>, but IBM has attracted a lot of OS/2 2 interest. We must make sure our people understand we want Windows to beat OS/2 on the desktop. We must execute with precision on Windows 3.1, NT, and Windows 4.

2.   We need a good sales pitch and comparison on Windows 3/ 3.1 versus OS/2 1.x, 2.x. This should be used only for accounts where OS/2 is the competition on the desktop. *(Richab, 6/15)*

3.   We need a clear, crisp presentation of our plans in the networking area including a summary of our support commitments. *(Davidt, 6/15)*

4.   We need to be more aggressive promoting LM and SQL according to the network specialists — particularly in PR. *(Mikemur)*

5.   We need good sales pitches and comparisons of LM and Netware, LM and IBM Lan Server — also SQL Server and Netware - SQL and Oracle. *(Davidt, Dwaynew, 6/15)*

6.   Is anyone trying to get Sun excited about LM/U? We should be. I will be glad to help. *(Bobkr)*

7.   LM still does poorly on small i/o benchmarks. I think Netbeui is the problem. What is our plan? *(Jimall)*

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8. Does NT product 1 contain all functions in the LM 2 box? What about domains, replication? Who has this comparison? How will NT product 1 do in Lan reviews? *(Paulma)*

9. Bambi must meet or exceed IBM's Super FAT performance. *(Philba)*

10. Network Specialists think we are passive about doing what it takes to make our products succeed on Novell. Novell was willing to do a DOS requestor without our help. We are not willing to do Novell shell support for our OS's without Novell. *(Jimall, Paulma)*

11. DOS and Windows should be smarter for portable computers. They should have a notion of deferred activities (sending mail, printing, updating files) when the user returns to his desk or base station. We should study GO's Penpoint on this. *(Bradsi)*

12. Our sales force could benefit from more video and written corporate account case studies. We should encourage and support that activity. *(Russw)*

13. The sales force thinks our support for LM is weak. We need more transition team support, more PSS support and more development support (fixes between releases). I do not concur with everything they say, but I think we do need to do more. *(Mikemur, 7/1)*

14. I want to meet with Rick Thompson and Rich Abel to discuss business press advertising. I propose we pool their monies and advertise Windows with a Mouse. *(Rickthom, Richab, 6/15)*

15. Cameron needs an attack plan for CASE and AD/Cycle ISV's. I am glad to help (Knowledgeware, TI, Pacbase, etc.) We should encourage some CAD vendor to do a Windows renderer for Catilla (IBM host CAD) drawings. There is an ISV called Tally Systems in New Hampshire with a product called PC Census that we should communicate with. They have an application that is like MSD but also reports the apps on your hard disk with their version numbers. *(Cameronm)*

16. Users suggested three or four nice little Windows support utilities we should write and give away — a tool like Sherlock that helps an end user understand which app is causing Windows to run out of resources and an app like Apple did for System 7 that non-Windows users can get that tells them what (if anything) they must change to run Windows well (drivers, more machine, etc.). Is there any charge required in this last idea for 3.1? Separately, one user complained that under OS/2 you can kill apps that do not yield but not under Windows. If this a priority for 3.1? I assume it is not an NT problem. *(Bradsi)*