

##### 155  
From bradsi Fri Jun 28 08:38:47 1991  
To: davidcol  
Subject: Win vs. OS/2 mktg - some thoughts/ideas  
Date: Fri Jun 28 08:38:45 1991

>From paulma Thu Jun 27 07:40:59 1991  
To: steveh  
Subject: Win vs. OS/2 mktg - some thoughts/ideas  
Cc: bradsi jonl  
Date: Thu Jun 27 07:40:27 1991

Input to your "points of light" memo - here is the kind of thing I think we need to be doing:

I. Defensive Moves:

Goals:

1. Respond to IBM's positioning of Windows as "unreliable", hence bad,
2. Respond to IBM's positioning of OS/2 as the "safe choice",
3. Respond to IBM's positioning of OS/2 as the "future", "hi-tech",
4. Respond to IBM's positioning of OS/2 as "cheap", "easy-to-buy".

Responses:

1. Develop and market the "Windows Family" pitch with heavy emphasis on:
  - Windows 3.1 as "better Windows than Windows", ie. meeting key objections of robustness,
  - Windows 3.1 as "better DOS than DOS"
  - Windows 3.1 as where all the app action is.
  - Windows/NT as "highest tech" and "real".
2. Back above pitch up with great demo's.
3. Set up a pitch/demo squad that can be called into corporate accounts in US and Europe to give the Windows Family Pitch and do the demo's. This needs to be a full-time job for some set of folk. Maybe we should be planning a Q3/Q4 corporate tour to give the Windows Family pitch.
4. Developer written version of the above pitch that can be left in the hands of corporations.
5. Develop anti-OS/2 presentation that above team can give as well. Once first OS/2 beta is shipped we should be showing:
  - benchmarks (fight dirty - eg. do demo of ParcPlace with WinMem32 vs. native OS/2 1.x version running on OS/2 2.0) do the app scenario comparisons etc, and
  - show bad OS/2 apps (that bring down PM, ericfo is going to do simple app that trashes PM).
  - high-light lack of OS/2 applications, do great apps demo's on Windows and then try to do the same on OS/2.We need an owner who will own developing this material - the benchmarks, the bad apps, etc. I/bobmu/russbl can contribute a lot but it needs an owner.
6. Educate all key MS personnel to able to give the Windows Family pitch - Systems and Apps people. (Still amazes me that the Europeans could do something like inviting Amadeus to come to IEB to tell the audience that Windows can't hack it).
7. Have Windows be and be perceived as easy-to-buy:
  - announce "free" upgrade from Win 3.0 to Win 3.1 NOW! - to enable us to heavily sell Win 3.1 vs OS/2 2.0 (the robustness and DOS apps support).
  - do anything legal to bundle DOS 5 upgrade and Windows.
  - get every bundle with h/w that we can.
  - offer and make public the offer for aggressive corporate pricing for "large quantities".
8. Developer Print Advertizing to re-inforce the above points:
  - talk about benefits of Windows 3.0 now (users, apps, etc.)
  - talk about the Windows Family strategy now

MS 5062942  
CONFIDENTIAL

Plaintiff's Exhibit

7589

Comes V. Microsoft

- talk about the upgrade policy, etc.

9. Develop a high quality pitch on Windows for the corporate, connected environment - this is to address the Systems Management, Extended Edition E.F.U.D. that IBM is now starting to throw up. IBM simply being more active is appearing more responsive to corporations on this front.

Offensive Moves:

Goals:

- get Windows positioned as the thing that is working for corporations, where reality is, where the apps are
- get Windows installed wherever possible - buy market share
- get OS/2 2.0 positioned as vaporware

[What are our real advantage/assets vs. OS/2?? I think the basically there are only three - (i) Windows units sales momentum, (ii) Applications availability, (iii) NT - ability to run on higher end hardware - RISC/MP, and ability to boast a bit more on technical issues. Unfortunately it is not as though there is something fundamental that you can do with Windows that cannot be in theory done with OS/2]

Responses:

10. SELL Windows as working, delivering benefit to millions:
  - need high-class testimonials, not the vague stuff we have now
  - work these into pitches and print advertizing
11. Get Windows sold in as large a numbers as possible - sacrifice some profitability, buy whatever market share we can:
  - grovel to every major OEM to get the bundle, especially Compaq
12. Get Windows positioned as where the action/apps are:
  - Leverage the releases of 123/W and WP/W in any way possible - the lack of a decent WP & 123 for OS/2 is a big negative for OS/2, and positive for Windows. Is there anyway we can really get this to work for Windows? Personally I would be willing to sacrifice Excel/Word a little on this front.
13. Keep the ISVs loyal - sell Win architecture to them heavily.
14. Develop a pro-active plan to sell Windows to the corporate developers:
  - Visual Basic focus in H2'CY91?
  - Corporate Developers focus on Win32 and Win/NT in H1'CY91?

##### 156

From bradsi Fri Jun 28 08:38:57 1991  
To: davidcol  
Subject: PM Bad App...  
Date: Fri Jun 28 08:38:56 1991

>From paulma Thu Jun 27 09:38:17 1991  
To: bobmu bradsi carls jonl steveb  
Subject: PM Bad App...  
Cc: ericfo  
Date: Thu Jun 27 09:30:12 1991

>From ericfo Thu Jun 27 09:27:07 1991  
To: paulma  
Subject: Re: One Bad App  
Date: Thu Jun 27 09:28:30 1991

I tested on 1.21, 1.3 and 2.0 and it hangs all systems equally well...

>From paulma Thu Jun 27 07:30:47 1991  
To: ericfo  
Subject: One Bad App

MS 5062943  
CONFIDENTIAL

Date: Thu Jun 27 07:30:08 1991

OK, thx. I will come round.

>From ericfo Wed Jun 26 19:59:16 1991  
To: paulma  
Subject: One Bad App  
Date: Wed Jun 26 20:02:30 1991

I have written a PM app that hangs the system (sometimes quite graphically).

You can take a look at it anytime, just let me know...

Eric

##### 157  
From bradsi Fri Jun 28 10:36:14 1991  
To: karlst lins  
Cc: philba  
Subject: Re: people etc  
Date: Fri Jun 28 10:36:10 1991

You have nothing to worry about. If your people continue to do well, they will get promoted in time, make more money, and do good work. If they continue to perform at above average levels, they will continue to get above average ratings, etc.

##### 158  
From bradsi Fri Jun 28 10:38:28 1991  
To: ericst  
Subject: Re: johnen  
Date: Fri Jun 28 10:38:27 1991

excellent points. yes, improved test methodology is a key objective.

##### 159  
From bradsi Fri Jun 28 10:41:19 1991  
To: camerom richab richt ruthannl w-clairl  
Cc: chrisp jonre w-connib w-gabya  
Subject: Re: PC Magazine readership survey  
Date: Fri Jun 28 10:41:10 1991

we have heard the same from jonathan seibold.

>From w-clairl Fri Jun 28 09:57:27 1991  
To: bradsi camerom richab richt ruthannl  
Subject: PC Magazine readership survey  
Cc: chrisp jonre w-connib w-gabya  
Date: Fri Jun 28 09:36:12 1991

An interesting tidbit. Bill Machrone, PC Mag, gave the results of a recent PC Mag readership survey at PC Expo. He said that there is a definate trend away from Macs for desktop publishing and wordprocessing use toward Windows—that Windows appears to be making significant inroads into this traditional Mac stronghold.

Claire

n

##### 160  
From bradsi Fri Jun 28 10:42:37 1991  
To: richab richt  
Subject: Systems Software Marketing - FY 92 Objectives  
Date: Fri Jun 28 10:42:34 1991

| >From jonl Fri Jun 28 10:27:19 1991

MS 5062944  
CONFIDENTIAL