

MICROSOFT INTEROFFICE MEMORANDUM

Corr Oct, Nov,  
Dec '88

TO: Bill Gates

FROM: Steve Ballmer

DATE: December 15, 1988

cc: Peter Neupert, Nathan Myhrvold, John Sabol, Adrian King,  
Greg Whitten, Jon Lazarus, Tandy Trower, Mike Maples, Paul Maritz,  
Dave Cutler, Darryl Rubin, Rob Glaser

SUBJECT: DISCUSSIONS WITH DICK HANRAHAN  
December 13th and 14th

On my recent trip to Hursley for an IBM sponsored OS/2 press briefing (a reasonably good event!). I spent some time with Dick. Here are the key points.

1. He favors our object proposal. He likes being evolutionary from PM, staying with GPI, and the fact we could work together (license issues doing that if he wants to use the Next technology). He views the technology decisions as: 1) Objective C versus C++; 2) Display Postscript versus GPI; and 3) Single versus multiple inheritance.

2. I told him we must get detailed information on Dialog Manager (which he is trying to reposition as a tool that lets you write somewhat nicer but still traditional programs under PM), Rexx, Help Manager, and Systems Editor. I said we did not want these in our runtime. Toolkit is fine. We had tough words but agreed to wrestle the packaging issue after they get us details. They will try to get us more information up front in the future.

3. There will be a January meeting to decide on release plans. We will get our thoughts together and meet with you before then. I have asked Peter to try and schedule so you can attend the meeting with Dick in Seattle.

4. I gave him two charts that reflect our view of the business situation. One is our summary of their high volume analysis. The other shows our OEM's steeper discounts to the channel and development expense and your assertion that he should cut development 20%. I also told him we thought their pricing model was interesting but obviously up to them. Johnsa please give me another copy of those two Excel models. I left mine with Dick.

5. I told Dick we had an opportunity to do a wide area communications product and that he needed to let me know by the end of December if they want us to sell EE. We agreed that this was orthogonal to LAN cooperation or their unbundling of Comm and Data Managers.

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6. We discussed Wizard OS/2. He was upset that we had unilaterally allocated resource to this. He did not know much about their board, did not see any a priori issue with us doing the software, but wanted to discuss with Carberry.

7. I explained a little (non-N10) of what Cutler is doing but indicated I was going to keep that effort out of JDA style discussions until Dave had his thoughts together. I did say it might lead to 1.3 design changes. He agreed and agreed not to discuss with Tommy and Ted, the resource watchers. At some point, Peter we should assign a project guy in your group to understand Dave's stuff.

8. He understands the current PM device driver distribution scheme is weak. I told him IBM had to include many drivers in the OS/2 box. Press and ISV's reinforced this message. We need to follow up with Dick and Adrian with Arnie Sanders.

9. Tony Temple owns CUA 2.0 ... a 12/89 targeted thing. Dick will spend one day every two weeks with Tony and the office guys trying to get this to converge. Office will lead, CUA will follow. There will, of course, continue to be a shell with PM. Dick intended CUA 1.5 to be a formalization in CUA of things we had done in the PM shell. He has no goal of creating LOC's in PM or churn with ISV's. He knows this has gone a little out of control.

10. Dick's only goal for 1.4 (or 6/90) is to "finish the distributed system." He does not care about restructuring or 32-bit internals too much in that release. Security, record level I/O and its accompanying DFM, are important to Dick. He needs 286 and 386 support. This is good for Dave's project. It can be the restructured effort.

11. Dick and Roger Rowe explained High Noon a little. It has three pieces. 1) Mainframe code that complements PM that you can send messages etc. to; 2) an interface to comm software that moves data to and from the host; and 3) the Application Manager which runs on the PC and provides a user front end for logon etc. There are no new or changed PM API's.

12. Petern: Three questions:

1. What is DMA/Parallel printing. Is it important?
2. What is Cary's MLE? I thought we were doing.
3. Are anti-aliased fonts really in 1.2?

13. Dick still really hates Windows. He wants to understand out apps strategy from Mike ... a guy he knows to be a confirmed OS/2 bigot.

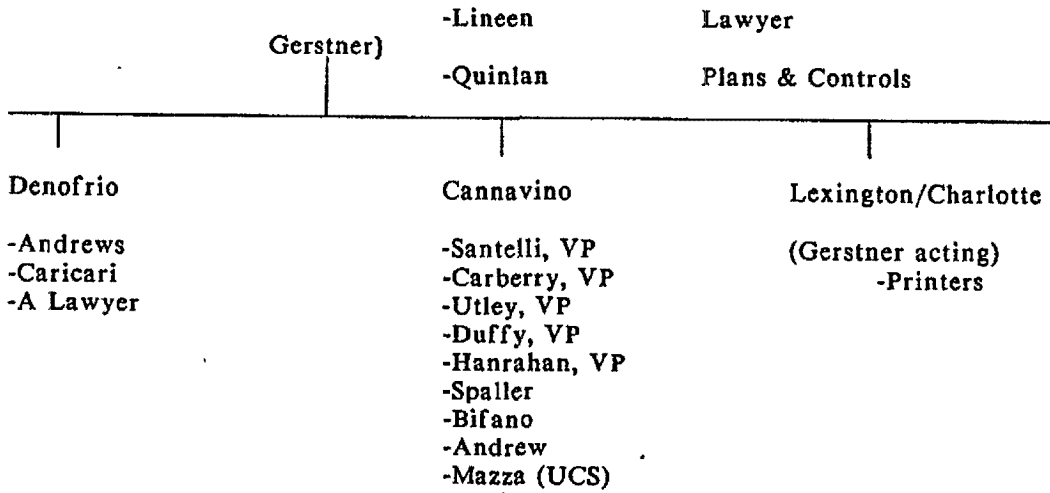
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Here is Gerstner's organization:



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