

**From:** Mark Calkins  
**To:** FORTUNE.SJF-MAIL2.MARY BURNSIDE  
**Date:** 9/19/95 7:50pm  
**Subject:** Localization

Mary,

The issue of how well we have worked with your localization team came up in our quarterly review.

Based on that discussion, I wanted to give you, Jeff and Bob, feedback from our division on our perception of the localization team. So I asked our marketing and development people who work very closely with your localization team to give me their candid comments on how well things went this year. I asked them to give both positive things and things that need to be improved. I also asked them to give feedback on Mike Grayson. The attached document is their unedited comments.

Clearly, part of our inability to deliver localized product in certain markets this year has to do with product weaknesses and issues that our division needs to fix.

At the same time, there are still MAJOR PROBLEMS that exist RIGHT NOW with localization. The number one problem is the lack of localization tools for Storm. Within the next week or two, THIS MAY BECOME THE CRITICAL PATH for localized versions of Storm. Your team is aware of the situation and is trying to fix the problem, but I wonder if they will.

Quite honestly, Mary, I am tired of hearing how wonderful the localization team is and that all of the problems are ours. I would like someone to recognize these problems and take steps to fix them. Otherwise, it will be my recommendation to go outside of your organization to get our products localized.

I look forward to working with you and Mike to ameliorate this situation.

Thank you,  
Mark

P.S. Please do not forward the first document to Mike or the localization team as it has comments about Mike. The second document has those comments removed and can be sent to Mike and his team. Thanks.

**CC:** ORM-CORP.JWAXMAN, ORM-CORP.BFRANK