

Date: Fri Jun 21 17:04:31 1991

ok. when you hire someone, you have to make sure the people who are most affected are bought in. the ga really works for davidcol and johnen, so they need to feel the person is right.

##### 80  
 From bradsi Fri Jun 21 17:05:59 1991  
 To: janineh kalak  
 Subject: blacklist  
 Date: Fri Jun 21 17:05:57 1991

speaking of GO, GO should not be on dos5 or win3 beta lists.

##### 81  
 From bradsi Fri Jun 21 17:07:14 1991  
 To: davidcol dennisad  
 Subject: Re: Adobe visit  
 Date: Fri Jun 21 17:07:12 1991

I'm saying we have to make a choice. Either support properly or use theirs. Now we're in the middle. If you're saying do our own, we need to see what that takes.

>From dennisad Fri Jun 21 16:42:17 1991  
 To: davidcol  
 Cc: bradsi  
 Subject: Re: Adobe visit  
 Date: Fri Jun 21 16:41:48 1991

I have one concern in this area: TrueType. I frankly do not trust Adobe to put great TT support into their driver. We have a good (good, but could be better sometimes) relationship with HP, and look at the grief we have with getting them to rev the PCL-5 driver to support TrueType.

It pays to remember that Adobe's goal is to get the world converted to PostScript on the screen, PostScript on the printer, PostScript as the application output format, PostScript as the document interchange format, PostScript, PostScript, PostScript. This is in STARK contrast to Windows Everywhere.

I am not calling them the evil empire, not by any means. But Adobe considers TrueType to be a BIG them in the middle of one VERY profitable business that has NOTHING to do with PostScript: the font business.

If you consider PostScript to be a vital Windows printing platform, I would be VERY leery of depending on Adobe for the Windows PostScript driver. Less than great TT support is actually in their best business interests!

>From bradsi Fri Jun 21 13:23:15 1991  
 To: davidcol lins  
 Cc: kensy timmcc  
 Subject: Re: Adobe visit  
 Date: Fri Jun 21 13:22:05 1991

your point, which I agree with, is that we need to make a decision: we need to make a real commitment to our ps driver, or work with adobe and user theirs, like what we do with hp on pcl5.

>From davidcol Fri Jun 21 07:33:10 1991  
 To: bradsi  
 Subject: Adobe visit  
 Cc: kensy timmcc  
 Date: Fri Jun 21 07:32:40 1991

We talked with Adobe again yesterday about their PS driver efforts. They are almost done with a driver for PS Level II support. It is built >from our Win 3.0 PS driver. OEMs who ship PS Level II printers will also ship the driver.

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From: Brad Silverberg  
To: Brad Chase  
Subject: FW: DR and Lotus  
Date: Tuesday, June 02, 1992 12:36PM

From: Joachim Kempin  
To: Brad Silverberg  
Cc: Bill Gates; Jonathan Lazarus; Mike Maples; Steve Ballmer  
Subject: FW: DR and Lotus  
Date: Tuesday, June 02, 1992 12:33PM

FYI, we will find out if true. Jon, any help?

>From sandyd Tue Jun 2 04:48:47 1992  
To: jeffl  
Cc: eoceman joachink  
Subject: DR and Lotus

X-MSMail-Message-ID: EE3FBCAC  
X-MSMail-Conversation-ID: EE3FBCAC  
X-MSMail-WiseRemark: Microsoft Mail -- 3.0.620  
From: Sandy Duncan <sandyd@microsoft.com>  
Date: Tue, Jun 02 92 11:39:46 PDT

Hot Gossip !

We've heard that DR have done a deal to bundle DR DOS 6 with Lotus 1-2-3. We don't know how long this will last for or any details of pricing, but we believe that this could be a European, not just UK, deal.

Sounds a bit crazy - the source is the "Stacker" sales guys who believe they've lost a Stacker deal with Lotus to DR.

Regards, Sandy

From: Brad Silverberg  
To: Karl Stock  
Subject: FW: DR-DOS Situation in Europe  
Date: Tuesday, June 02, 1992 12:40PM

this is why we need astro so bad.

From: Stephen Oliver  
To: Brad Chase; Brad Silverberg  
Cc: Adam Taylor; David Britton; Hans Apel  
Subject: DR-DOS Situation in Europe  
Date: Tuesday, June 02, 1992 10:29PM

Since meeting with Brad Chase at the end of April, I have been operating a "DR-DOS Watch" in Europe - basically encouraging MS-DOS PMs in the various subs to report non-systematically on any known activity by DR in their markets. The objective is to increase our qualitative awareness of the threat from DR at close to zero marginal cost.

This mail summarises my findings and conclusions during the month of May.

#### SUMMARY

Whilst anxious not to overreact, I am getting increasingly concerned about DR-DOS. Retail share is growing to critical levels - I'll be very conservative and say that DR has 25% of retail market share across Europe. OEM activity is less coherent, however, although some key deals have been struck.

This situation has arisen partly because of DR-DOS's one clear product advantage (disk compression), but also because DR clearly understands and exploits what makes the channel tick (combining good, supportive advertising campaigns with excellent dealer promotion and great margins). After all, even the best of products is doomed to failure if the retailer has no incentive to give it facing. Furthermore, it is increasingly clear that DR is coordinating its marketing drive across Europe, presenting a coherent front across all its markets.

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## NATIONAL REPORTS

### AUSTRIA

#### OEMs

One OEM - JMC Datensysteme - bundles DR-DOS on machines shipping into Eastern Europe, but has limited sales in Austria. VOBIS however ships large numbers of machines running DR-DOS.

#### Retail

Many dealers carry DR-DOS on their price lists, but actual penetration is believed to be low

#### Market Share

Estimated to be around 5%.

### GERMANY

#### OEMs

One significant OEM - VOBIS - is already bundling DR-DOS with their machines as an alternative to MS-DOS. DR-DOS is believed to ship on 40-50% of all machines.

#### Retail

Aggressive dealer campaign running currently, consisting of 22 copies of product for 3,600 DEM (\$100 per), 18 pack "dunky" bin with poster and spec sheets, free films plus 500 DEM (\$350) advertising allowance - even a coupon for a long weekend in a 4 star hotel! This campaign is being backed by aggressive advertising in the German computer press along the lines of "DR-DOS and Windows are designed for each other". Results of campaign as yet unknown.

### UNITED KINGDOM

#### OEMs

Several small OEMs offer DR-DOS, but the only major DR-DOS OEM (OPUS) has recently returned to MS-DOS.

#### Retail

Very aggressive - even proposing a Win 3.1 + DR-DOS 6 bundle in the channel.

#### Market Share

Distributors estimate DR-DOS currently have 30-40% share of retail "sell-in". MS UK estimates something like 10-15% overall share, but DR's current sales (+/- 7k per month) exceed our RUP sales.

### SPAIN

#### OEMs

At present only small OEMs are known to be shipping DR-DOS.

#### Retail

DR's importer, CASA, are doing intensive advertising at present in both technical and general press.

#### Market Share

CASA claims 35,000 units in calendar 1991 and 40,000-60,000 projected in calendar 1992. MS-DOS 5 has shipped 42,000 RUPs and 38,000 Pack this FYTD, suggesting an estimated DR share of around 30%.

### NORDIC

#### OEMs

Limited activity - mostly coming in on Taiwanese machines.

#### Retail

Lots of advertising, but limited action.

#### Market Share

Estimated "very, very low".

## CONCLUSIONS

We are at a critical point in the life-cycle of MS-DOS.

We have no clear product advantages to offer until Astro comes on stream late-1992 or early-1993. We are also apparently still months

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from offering a viable contender in the disk compression area.

Our options? We could do nothing, and simply wait for MS-DOS 6, hoping that Retail Janus will offer some additional momentum during the late-summer and autumn. The risk then is that we have to expend additional effort resuscitating the market in the spring when MS-DOS 6 does arrive. Alternatively we can take some conclusive actions now to stem the growth of DR before they develop and permanent bridgehead.

Steve Ballmer has given us considerable leeway now to cut transfer prices to levels that enable subsidiaries to become more price-competitive. I think we need to do even more, however. I think the UK is right in pursuing an opportunistic deal with STAC, albeit one that cannot continue too long. I would like to know what flexibility we have to negotiate NOW with STAC, or with an alternative disk compression technology supplier.

I also think we need to rethink our tactics in the channel and offer many more and much more exciting promotions to keep the retailers on our side. I think we need to become significantly more creative and aggressive.

I would appreciate your suggestions and comments prior to putting out more detailed recommendations.

Thanks

From: Brad Silverberg  
To: Sharon Hornstein; Brad Chase; Brad Hastings; David Cole; Greg Slyngstad; John Ludwig; Mack Mccauley; Richard Tong  
Subject: RE: GA changes...  
Date: Tuesday, June 02, 1992 1:18PM

Basically, the idea is that the ga's (all 6 of them) work for you, not me, not sharon. It should be up to you to determine who works for whom and how many people supported. Further, since some ga's handle more than one person, there should be a primary manager assigned for the ga who is responsible for that ga: review, evaluation, etc. When you do the assignment, recognize that some groups (like marketing groups) have a much higher load on ga's, so the # of people per ga will vary for marketing and non-marketing. [I have data from other product groups on the ratios.]

The old way was that (for most people) the ga's worked for me or sharon. The new way is that they work for you and you are responsible for them. I like the new way better.

---

From: Sharon Hornstein  
To: Brad Chase; Brad Hastings; David Cole; Greg Slyngstad; John Ludwig; Mack Mccauley; Richard Tong  
Cc: Brad Silverberg  
Subject: GA changes...  
Date: Tuesday, June 02, 1992 2:04PM

I know the most recent GA changes have caused some confusion and frankly have been real tough. The proposed support plan I sent out earlier was a collective effort of your GA's thoughts on what might work best.

In taking a step back, Brad and I thought it would be a good idea to open this issue of shuffling out to you for the final decision before announcing it to PSGroup. I can give you the #'s of your departments for FY93 for you to work from and the number of GA's we have to work with. (6 for FY93 - Lorisi, Donel, Maria, Sueti, Janeho, Charu)

Please let me know if Thursday, June 4th at 12:00pm in 3.1003 would be a convenient time for you to meet with each other.

Thanks.

(PS. Brad and myself will not plan to be at this meeting unless you would like for us to lend some "advice" in working this out.)

From: Brad Silverberg  
To: David Cole  
Subject: maryho

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Date: Tuesday, June 02, 1992 1:20PM

Non-responsive material redacted

From: Brad Silverberg  
To: Richard Tong; Claire LEMATTA (WGNR)  
Cc: David Cole  
Subject: FW: compatibility  
Date: Tuesday, June 02, 1992 1:48PM

i sent paul some mail telling him i was puzzled by their os/2 coverage. when win 3.1 came out, pc week ran the Casualty List and has been very aggressive in reporting any problems with windows. but why have they been so silent on os/2? the compatibility and performance problems are far far more serious. i really just want to understand their thinking here. isn't it newsworthy? i want to try to draw paul out.

sounds like they are going to run another windows problems story. david, can you call him and see what's up, if there's anything you can help with?

my reply to paul was to say that sure they've run stories on the weak marketing rollout, but almost nothing on the product problems. if we get a casualty list, why no OS/2 Casualty List? theirs is 10x as long and more serious.

From: Paul Sherer <0004975308@ucimail.com>  
To: Brad Silverberg  
Subject: RE: compatibility  
Date: Tuesday, June 02, 1992 7:13PM

There is no puzzling silence from PC Week. We've written several times about how the development process was rushed and how the product wasn't fully debugged. And we'll be writing about it very soon again (and maybe about problems with Windows too). And we've certainly pointed out plenty all the screwups in the OS/2 rollout. Maybe if you want more coverage about OS/2 problems you should point out the problems in your ads. No, on second thought, the PC business doesn't need to copy the tactics of politics.

From: Brad Silverberg  
To: David Cole  
Subject: RE: joeb  
Date: Tuesday, June 02, 1992 1:58PM

yes, bobmu knows the situation. paul said just take him.

From: David Cole  
To: Brad Silverberg  
Subject: joeb  
Date: Tuesday, June 02, 1992 2:47PM

I assume that bobmu knows the joeb situation? I want to talk with Joe and evaluate where he'd fit best but don't want to do it behind bob's back.

From: Brad Silverberg  
To: Brad Chase  
Subject: FW: DOS 6  
Date: Tuesday, June 02, 1992 2:12PM

i agree.

From: Bill Gates  
To: Brad Silverberg  
Cc: Jonathan Lazarus; Paul Maritz  
Subject: DOS 6  
Date: Tuesday, June 02, 1992 2:49PM

I think we should disclose our disk compression strategy to a number of utility software vendors ASAP. I think we need to get them to support our strategy - partly strengthen our relationship with them,

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partly because users need it and partly because we will look strange picking a low popularity approach unless the industry is behind us. I know this creates a disclosure risk but as long and the deal is SIGNED I think it is worth taking Central point, symantec and perhaps a few other into strict confidence on this.

From: Brad Silverberg  
To: Bill Gates  
Cc: Jonathan Lazarus; Paul Maritz; Brad Chase  
Subject: RE: DOS 6  
Date: Tuesday, June 02, 1992 2:18PM

The DD contract is signed. We are evaluating the code right now and say yes/no by Friday. So far, it looks good.

We will go to beta mid-august, so the world will find out then. We should disclose to key utility vendors, oem's, and ihv's before then, latest mid-July. We can tell central point, symantec, fifth generation, etc after final approval (next week) though we should expect leakage, including to novell, stac, and the press.

I mention ihv's also because we want to see chips and addon boards that support our compression.

From: Bill Gates  
To: Brad Silverberg  
Cc: Jonathan Lazarus; Paul Maritz  
Subject: DOS 6  
Date: Tuesday, June 02, 1992 2:49PM

I think we should disclose our disk compression strategy to a number of utility software vendors ASAP. I think we need to get them to support our strategy - partly strengthen our relationship with them, partly because users need it and partly because we will look strange picking a low popularity approach unless the industry is behind us. I know this creates a disclosure risk but as long and the deal is SIGNED I think it is worth taking Central point, symantec and perhaps a few other into strict confidence on this.

Non-responsive material redacted

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you been riding much?

From: Antonio Salerno (Millennium Micro)  
To: Brad Silverberg  
Subject: RE: RE:  
Date: Tuesday, June 02, 1992 3:35PM

OH... THAT shift level... yeah, wearing the edges makes sense.

Don't know the scoop myself. Jobs really tore him up regarding being a manager and doing the technical stuff of late. Article in the Mercury. Let me know if you need the article...

From: Brad Silverberg  
To: Joachim Kempin  
Cc: Brad Chase; Susan Boeschen  
Subject: RE: Important - DR DOS rumor  
Date: Tuesday, June 02, 1992 2:46PM

this may have nothing to do with endorsement from YOUR point of view but will have everything to do with endorsement from Novell's. You will see, Novell will be telling each of our oem's that Microsoft has now endorsed dr-dos.

From: Joachim Kempin  
To: Brad Silverberg  
Cc: Brad Chase; Susan Boeschen  
Subject: RE: Important - DR DOS rumor  
Date: Tuesday, June 02, 1992 3:15PM

This has nothing to do with endorsement. I completely agree with Susan, MS-DOS needs to be sold on its own merits. DR-DOS seems to be working fine with WORKS, no reason to decline a deal. I actually think it is great to close it, not only because of the \$ I might get but because of the alibi. I could actually demonstrate that we do not tie things together.

>From bradsi Tue Jun 2 12:56:40 1992  
To: joachink  
Cc: bradc  
Subject: RE: Important - DR DOS rumor

X-MSMail-Message-ID: A1AEE06F  
X-MSMail-Conversation-ID: A1AEE06F  
X-MSMail-WiseRemark: Microsoft Mail -- 3.0.620  
From: Brad Silverberg <bradsi@microsoft.com>  
Date: Tue, Jun 02 92 11:52:44 PDT

i do not understand this joachim.

i can easily imagine novell running a big advertisement that says, Now, Microsoft Endorses DR-DOS. They will go to every one our own oem's saying how this is proof that their is completely compatible with ms-dos. Even Microsoft now agrees, they will say.

Is this what you want?

From: Joachim Kempin  
To: Brad Chase; Susan Boeschen  
Cc: Brad Chase; Brad Silverberg; Donna Garrison; John Williams;

Sergio Pineda

Subject: RE: Important - DR DOS rumor  
Date: Tuesday, June 02, 1992 11:14AM

You are completely out of line BRAD. We cannot tie MS-DOS sales to APPS sales and that is what You are suggesting. I take their money for WORKS and continue to turn the DOS situation around which we lost because we slipped product schedules in the first place.

From: Brad Silverberg  
To: Sharon Hornstein  
Subject: reorg  
Date: Tuesday, June 02, 1992 2:47PM

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Non-responsive material redacted

From: Brad Silverberg  
To: Claire LEMAITTE (WGNR); Collins Hemingway  
Subject: FW: compatibility  
Date: Tuesday, June 02, 1992 3:28PM

fyi. wonder why infoworld can find the users? wonder why they don't read the readme? the win 3.1 Casualty List article wasn't based on user feedback, but on the APPS.HLP file.

From: Paul Sherer <0004975308@mcimail.com>  
To: Brad Silverberg  
Subject: RE: compatibility  
Date: Tuesday, June 02, 1992 10:17PM

We've given it the coverage we deem appropriate. There are definitely problems with OS/2 2.0, and as I said in my last message, we will be covering them in additional detail very soon. I've been hearing about some problems from developers, and less, so, from users, so I'll be doing a story. However, I'm not going to do a story because the product manager of a competing product is pressuring me to do it.

From: Brad Silverberg  
To: Paul Sherer <0004975308@mcimail.com>  
Subject: RE: compatibility  
Date: Tuesday, June 02, 1992 3:34PM

Paul, you say you haven't heard much from users about problems. Infoworld has had no problem finding such users. The Win 3.1 Casualty List wasn't based on user feedback, it was based on the APPS.HLP file. But why no similar Casualty List for OS/2 based on their readme, which would indicate far more pervasive and serious problems? It sure seems like pc week has been very aggressive about reporting supposed problems with Windows but far less aggressive on os/2. I'm really just trying to understand the thinking, perhaps I'm not getting that across. Am I looking at it wrong? Is there

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something I am missing? Is it because we're "the incumbent"? I guess I'm asking for your opinions and advice. That's all.

From: Brad Silverberg  
To: Russell Siegelman  
Subject: FW: Sparta  
Date: Tuesday, June 02, 1992 3:35PM

From: Marty Taucher  
To: Brad Silverberg; Jonathan Lazarus  
Cc: Collins Hemingway  
Subject: Sparta  
Date: Tuesday, June 02, 1992 4:24PM

What is the current thinking about this announce?  
We are running into dependancy issues related to Schedule + which the workgroup people beleive that they need to announce before the July systems breifing. The product will not be ready to ship until late July or August and We talked today about putting off the announcement until the later in August when the product is real.

The workgroup folks would probably not want to wait if we were going to go ahead with sparta in late July.

From: Brad Silverberg  
To: Lori Sill  
Cc: Sharon Hornstein  
Subject: RE: Vacation Coverage  
Date: Tuesday, June 02, 1992 4:05PM

ok.

From: Lori Sill  
To: Brad Silverberg  
Cc: Lori Sill; Sharon Hornstein  
Subject: FW: Vacation Coverage  
Date: Tuesday, June 02, 1992 4:53PM

Brad, can you let me know your thoughts on this? Thanks.

From: Lori Sill  
To: Brad Silverberg  
Cc: Lori Sill; Richard Tong; Sharon Hornstein  
Subject: Vacation Coverage  
Date: Tuesday, April 14, 1992 10:47

Brad, starting August 17 I will be off getting married and will be out until September 8. Sharonh/Richt and I have discussed having Ingrid fill in for me, as she knows my groups and knows Microsoft. If Ingrid does cover for me, that would mean having a temp at the front desk for this time frame. Can you please advise if this sounds doable?

I will work with the receipt coordinators for their buy-off, pending your approval.

Thanks,  
Lori

From: Brad Silverberg  
To: Richard Tong; Brad Chase  
Subject: promotions  
Date: Tuesday, June 02, 1992 4:24PM

your promotions will go into official effect at annual review time. to promote you now, instead of in six weeks, would mean that you don't get a merit increase, but only a promo increase. so you'd come out ahead by waiting six weeks. ok

From: Brad Silverberg  
To: Brian Valentine  
Subject: RE: We need help !  
Date: Tuesday, June 02, 1992 4:30PM

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run up to talk to you? Shouldn't take but 20Minutes

Tom

From: Brad Silverberg  
To: Claire LEMAITIA (WGNR)  
Subject: RE: Compaq Meeting Agenda  
Date: Tuesday, June 02, 1992 5:05PM

i think steveb needs to go out next week to take his swings at the plate.

From: Claire LEMAITIA (WGNR)  
To: Brad Silverberg; Jonathan Lazarus; Steve Ballmer  
Cc: Mark Baber; Claire LEMAITIA (WGNR); Delona LANG (WGNR); Windows Focus Squad  
Subject: Compaq Meeting Agenda  
Date: Tuesday, June 02, 1992 5:42PM

RichT, Jonro, Timbre and PR met to discuss a strategy for supporting the Compaq announcement and leveraging it for Windows. The following are the points we would like to propose to Compaq. Given that SteveB meets with executives from Compaq tomorrow, it would be good to discuss this with them.

1. Compaq does not want to have a Microsoft executive on stage with them. However, we think it would be appropriate for a Microsoft Executive to be in the audience at the time of the announcement and to do press interviews afterward to assure the Windows message is understood. These would be positioned as separate interviews from Compaq. Suggested Exec would be SteveB, who could also use trip to get out the "real story" on OS/2 with editors. We would have the positive messages of Compaq support as excuse to get in front of editors. If not SteveB, then other high-level guy.

2. We will issue a Microsoft release supporting the announcement based upon the following outline and including a supportive quote from Compaq:

- Compaq's Windows Optimized Line is the perfect fit to meet the "sweet spot" 4MB configuration high-volume demand
- Purchasers want machines that are easy for everyone in their organization to use, and Windows is the perfect solution for making your PC easier.
- Compaq is responding to customer demands for Windows ease-of-use offering Windows preinstalled.
- Compaq's Windows Optimized Line demonstrates the scalability of Windows
- Performance benchmarking shows that the Compaq line outperforms PS/2 configurations (in other words, better Windows performance).
- The addition of Compaq means 9 of top 10 OEMs support Windows ready to run.

PR is proceeding with the release and clear indication from Compaq about their willingness to support the Windows message is key.

Feedback?

From: Brad Silverberg  
To: Mike Murray; Nathan Myhrvold; Rick Rashid  
Cc: Cameron Myhrvold; Edward Jung; Jonathan Lazarus; Kevin Shields  
Subject: RE: Sun Microsystems; former NeXT VP joins SunSoft  
Date: Tuesday, June 02, 1992 5:08PM

You were born to be an HR God.

A friend from the bay area said there recently was an article in the Mercury where Jobs complained about the job Bud was doing. Not being

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Date: Tuesday, June 02, 1992 7:11AM

FYI...

From: Sherry Smith <sherry@ccmail.momenta.com>  
To: Greg Slyngstad; Pradeep Singh; Darcy Hollie; Thom Kozik; Clara Jong; Jim Dunnigan  
Cc: <rizz@ccmail.momenta.com>; <bethf@ccmail.momenta.com>;  
<kevinm@ccmail.momenta.com>; <tracyw@ccmail.momenta.com>;  
<mike@ccmail.momenta.com>; <sherry@ccmail.momenta.com>  
Subject: Momenta in the news  
Date: Monday, June 01, 1992 19:19

Confidential memorandum. Forward only as appropriate.

There have been some recent changes at Momenta. This e-mail will attempt to summarize the events. Should you have further questions, PLEASE feel free to call myself, John Rizzo or Beth Fisher.

- o Del Yocam has resigned as President & CEO of Momenta. The Board of Directors' vision for Momenta was inconsistent with Del's personal goals therefore he has departed to pursue other interests.
- o Perry Odak and Angelo Pezzani of Odak Pezzani & Company have been brought in to assist the executive team during this transitional phase. Both have extensive experience with companies in all stages of growth.
- o Momenta is NOT going out of business. Momenta has restructured the company to align and trim the business to balance its current financial/sales position.
- o Momenta continues to receive funding and support from its current investors, who believe strongly in the pen-based market and the value that Momenta has provided to that market. The exact amount is not available for public release.
- o A number of companies have contacted Momenta with interest in a variety of types of partnerships. We will continue to evaluate these opportunities.
- o Momenta will continue to focus on its existing leading technology solutions; the Windows for Pens products and the Backlight and Overhead products. All development on MADE (the proprietary Momenta Application Development Environment) has been cancelled.
- o The entire Windows for Pens team that you have been working with is intact.
- o Our existing partnership with Microsoft remains unchanged. We will continue to work with you to incorporate future versions of Windows for Pens, to share pen technology information and to develop the Pentop market.
- o We are formalizing the Microsoft employee discount pricing for Momenta computers.
- o We have sent the agreed 13 Overhead units (OH-P) to Clara Jong for the Sales force. All financial commitments and contractual agreements are current.

We will keep you fully informed of developments. Again, call us if you have any questions.

/SLS

From: Brad Silverberg  
To: Paul Maritz  
Subject: FW: Sears - Navy Lapheld Contract Win  
Date: Tuesday, June 02, 1992 7:36AM

fyi. this is a big big win for us. they had chosen dr-dos. we called the msdos trans team in and they turned it around.

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From: Jon Kechejian  
To: Brad Silverberg  
Cc: Brad Chase; SYS MS-DOS Marketing Team  
Subject: Sears - Navy Lapheld Contract Win  
Date: Monday, June 01, 1992 1:57PM

Debbie Rea (MS Federal Sales Rep) and I called on Sears Business Systems - Federal Group in their Washington, DC, offices on May 13, 1992. Sears had recently won the Navy Lapheld contract (25,000 to 75,000 PCs per year for three years - the only notebook award in the Federal government) which included DR-DOS. Debbie and I met with Sears' technical lead to discuss DR-DOS support issues (versus MS-DOS) and future Windows compatibility in an effort to get Sears to replace DR-DOS 6 with MS-DOS 5. Sears said they were going with DR-DOS unless DR cannot abide by the terms of the Navy contract. Sears was content to let DR assume the risk of Windows compatibility.

Debbie Rae and Brett Swartz found a clause in the Navy contract requiring compatibility with Windows and got the Navy to insist Sears honor it. After Debbie and I made clear to Sears DR-DOS and Windows compatibility would always be a major issue, as well as DR's regular "business" updates for which Sears is responsible. Sears included a clause guaranteeing DR-DOS would be compatible with Windows now and in the future in Sears' agreement with DR. DR's lawyers refused to sign the contract.

In the course of a week Don Hardwick and I were in daily contact with Sears to address immediate support and education issues (MS-DOS (JonK) and Windows (TyCar)), product needs (creating disk images in 1.44MB format so the current Sears packaging could be maintained), and getting the OEM agreement signed.

The deal was signed Friday, May 29, with Sears solidly behind MS-DOS and already looking to swap the bid applications for Windows and Windows applications. Sears expects to sell at least 150,000 PCs over the life of this contract to Federal agencies.

Jon

From: Brad Silverberg  
To: Paul Maritz  
Subject: RE: windows campaign  
Date: Tuesday, June 02, 1992 7:37AM

they already asked me to give the speech for the windows campaign at the nsm. it'll either be me or richt... i guess you're going to be at the australian winworld then.

From: Paul Maritz  
To: Brad Silverberg  
Subject: RE: windows campaign  
Date: Tuesday, June 02, 1992 7:56AM

OK, lets talk. Most of this campaign managership boils down to who is going to win the national sales mtg, etc.

From: Brad Silverberg  
To: Greg Slyngstad  
Subject: brian moura  
Date: Tuesday, June 02, 1992 7:46AM

he's with the city of san carlos, ca. he's is a very active windows user and supporter. often quoted in the trade journals. also active in windows support groups. a good guy.

From: Brad Silverberg  
To: Brad Chase  
Subject: FW: Fwd: Police Find Kidnapped Adobe Systems Pres, Arrest Abductors  
Date: Tuesday, June 02, 1992 7:48AM

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