
From: Tom Evslin
To: Brad Silverberg; Russ Siegelman; Jim Allchin (jimall); Paul Maritz (paulma)
Cc: Richard Tong; Laura Jennings; Brad Chase (bradc); Jonathan Lazarus (jonl); Mike Maples (Xenix); Pete Higgins (peteh)
Subject: BOOP 2/9
Date: Sunday, February 06, 1994 12:22AM

The enclosure is my strawman for the meeting on Marvel/EMS/Chicago synergy. I've trid to steal liberally from everyone on this. Having the position papers has helped.

I've added a little about Office '95 since is part of the synergy picture. I've assumed Infocenter is available for Office '95 but not necessarily before.

I've also added some on the role of DRG. JonL, I could use help here.

I've talked a little about DNA and Cairo positioning in this context.

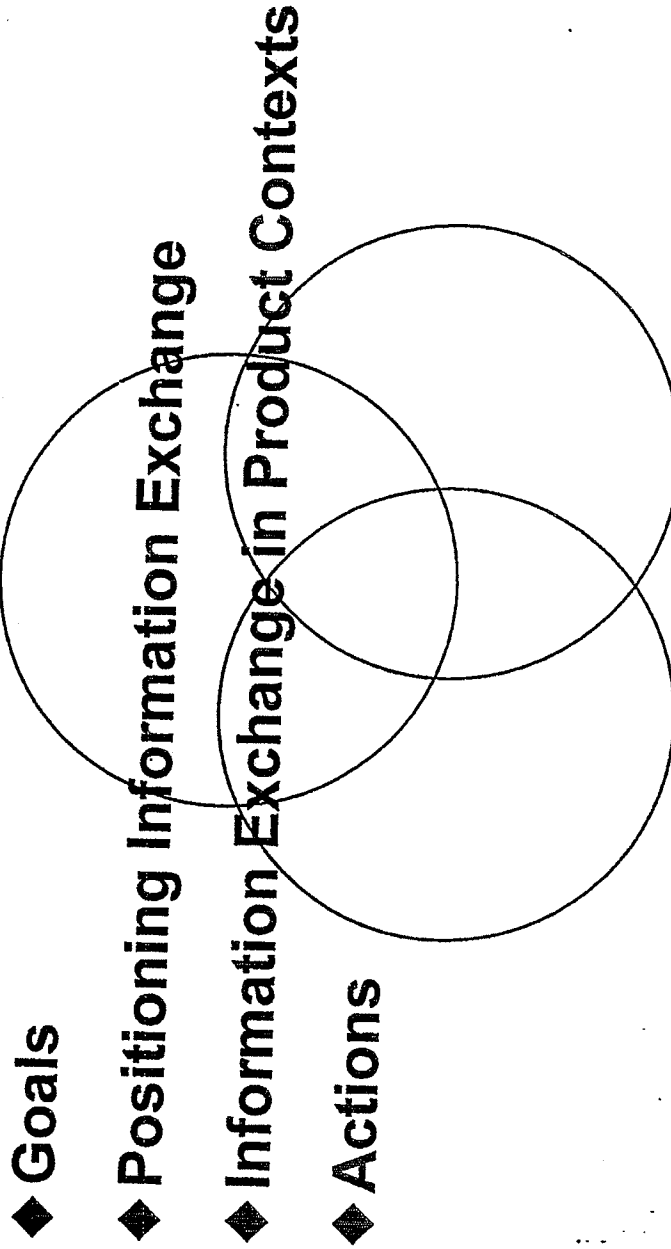
Brad, Russ, Laura, please look carefully at what I've done to position Information Exchange in the context of your product plans. I took from mission statements where I had them but you may not agree with my stretches.

Paul, I included your wider definition of Information Exchange. Think I got it right.

I did not suggest a single campaign for all three products but did suggest a theme campaign for Information Exchange.

<<File Attachment: SYNERGY.PPT>>

Information Exchange Synergy and Strategy



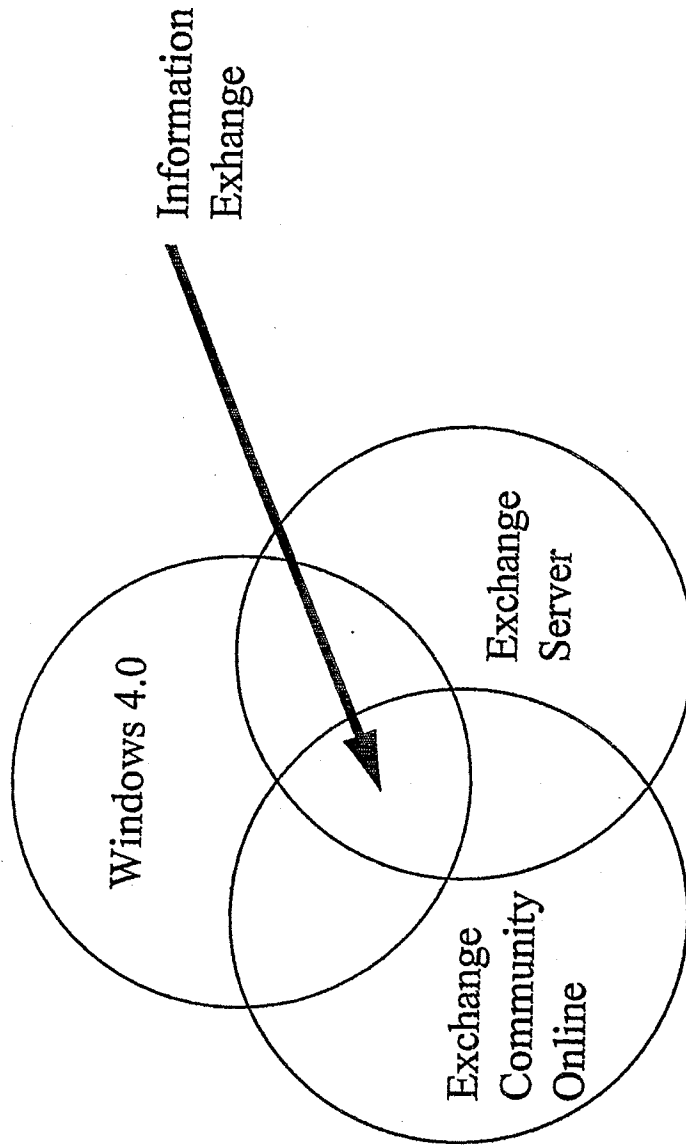
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The Opportunity



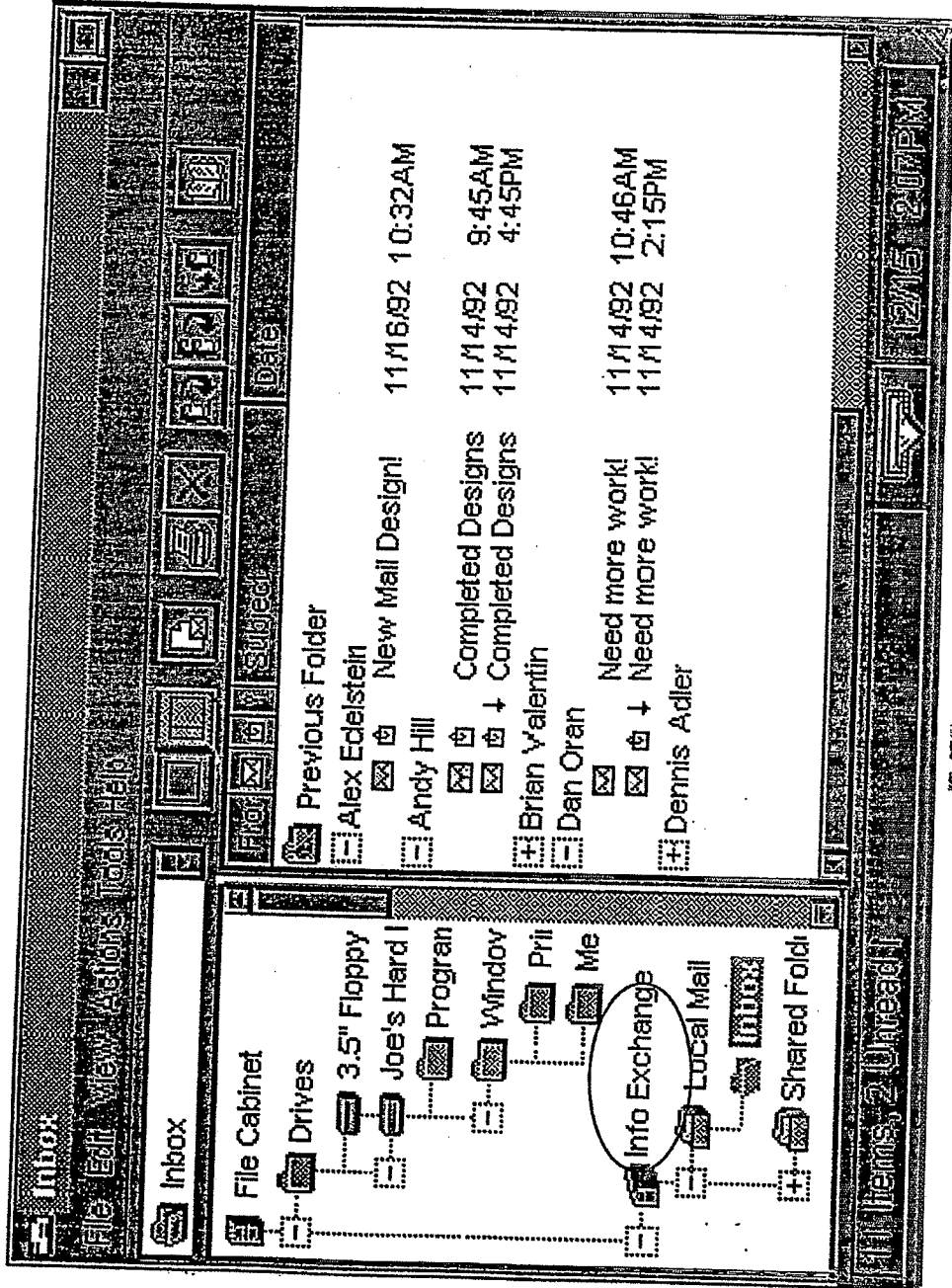
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Information Exchange in Windows



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Shared Goals

- ◆ Exploit the synergy between Microsoft products to uniquely advantage each product
- ◆ Position Microsoft as a vertical supplier on the information highway with a complete product line
- ◆ Position Information Exchange as a successor category to workgroup (ie. beat Notes and SmartSuite)
- ◆ Develop equity in Information Exchange concept which carries forward to Cairo

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Microsoft Exchange Goals

- ◆ Have committed customers in excess of Notes installed base at launch (est. 750,000)
- ◆ Migrate 40% of MS Mail installed base within 1 year of ship
- ◆ Switch 1,000,000 mainframe mail users within 18 months of ship
- ◆ Develop trained solutions provider channel by deploying broad beta through 100 SPs
- ◆ Hold Notes growth in CY94 to 350,000 seats

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Windows 4.0 Goals

- ◆ Sell over 30M OEM and retail units in the first twelve months
- ◆ Reach \$3B in desktop OS revenue by FY97
- ◆ Make the entire line of Windows products - Windows NT, Chicago, AtWork and Winpad - a complementary, scalable asset and not a confusing liability
- ◆ Keep middleware such as Notes, Novell, OpenDoc, and DSOM and OS competitors such as OS/2 and Personal Netware at bay

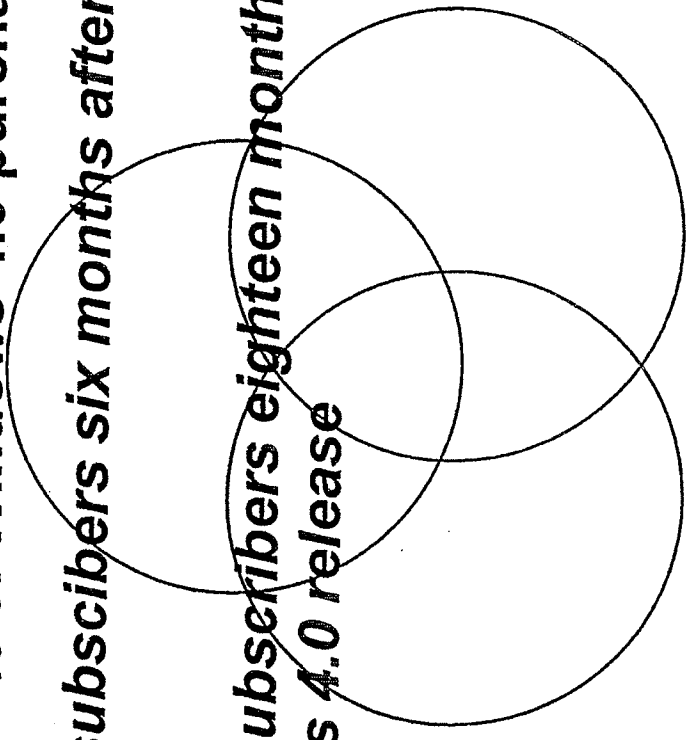
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Marvel Goals (placeholder)

- ◆ Register x% of Windows 4.0 purchasers
- ◆ Have y subscribers six months after Windows 4.0 release
- ◆ Have z subscribers eighteen months after Windows 4.0 release



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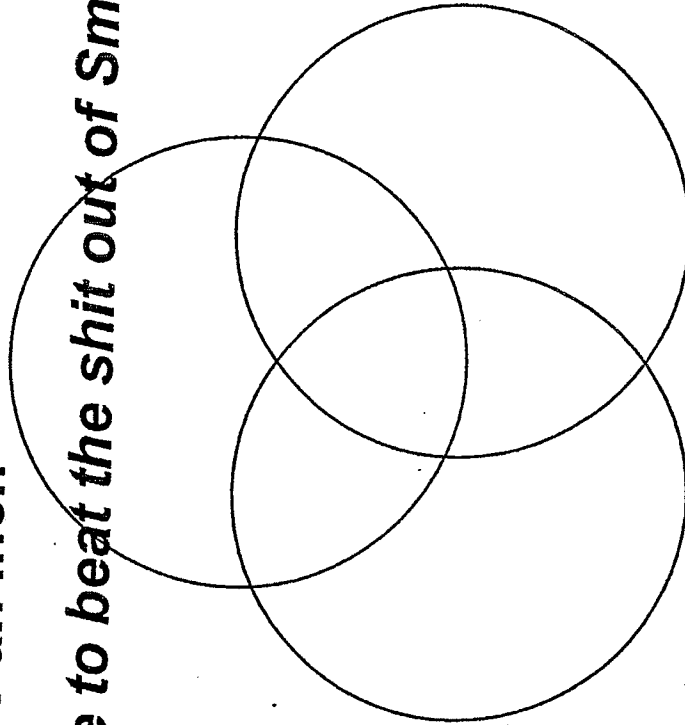
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Office Goals (placeholder)

- ◆ Don't give an inch
- ◆ Continue to beat the shit out of SmartSuite



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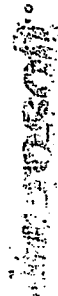
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Positioning of Information Exchange

Implementation of Information at Your Finger Tips vision

- ◆ Where the rubber hits the road on the information superhighway
- ◆ The unifying theme of Microsoft's products (including Home)
- ◆ Connects the computers on every desktop and in every home
- ◆ Information access on the desktop, information dissemination and sharing on servers and CDs, information supplied online

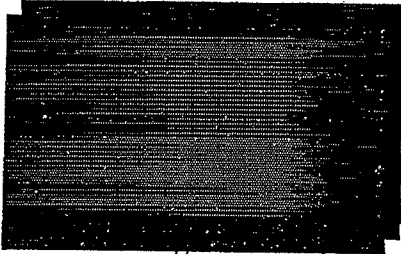
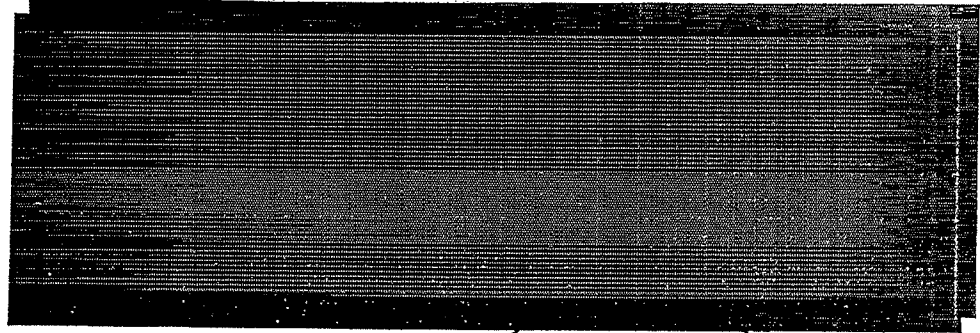
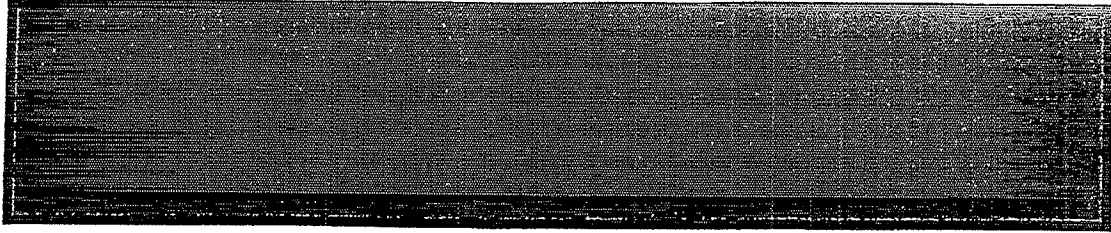
◆ Something only Microsoft can do



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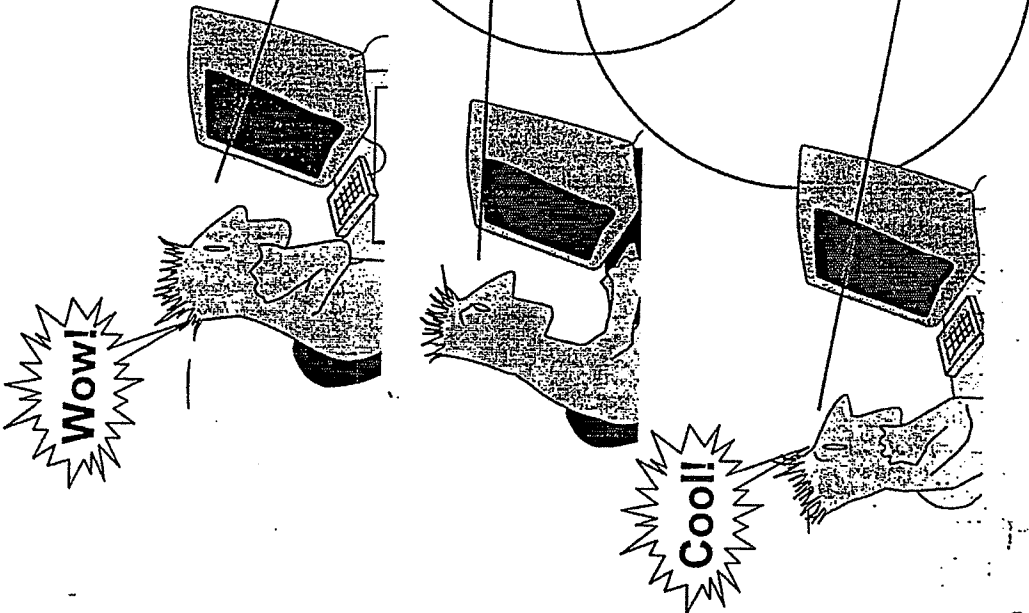
Enterprise Information



Marvel Exchange NT/AS

10

Agreement



Chicago

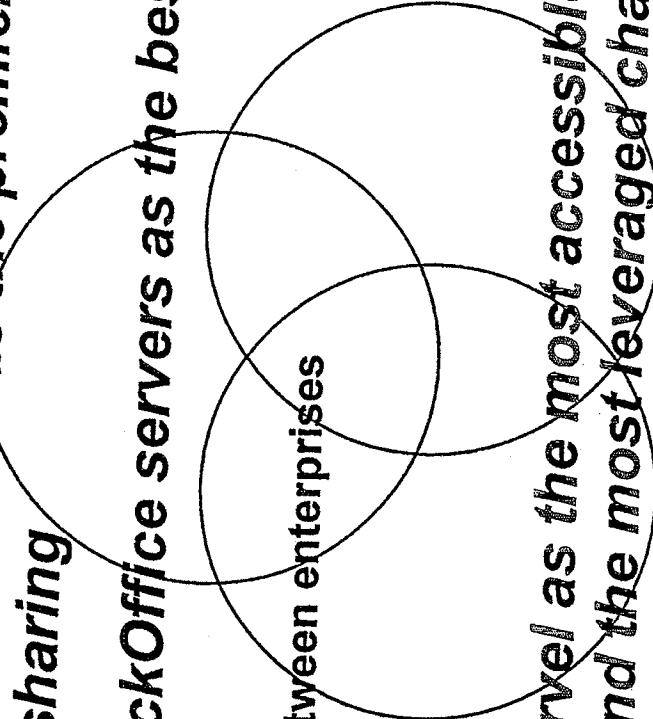
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Objectives for Information Exchange

- ◆ *Establish Windows as the premier view into shared information*
- ◆ *Establish Windows APIs as the premier APIs for information sharing*
- ◆ *Establish BackOffice servers as the best way to share information*
 - ▲ within and between enterprises
 - ▲ commercially
 - ▲ to consumers
- ◆ *Establish Marvel as the most accessible community for consumers and the most leveraged channel for providers*
- ◆ *Distinguish Microsoft apps by their information exchange capability*



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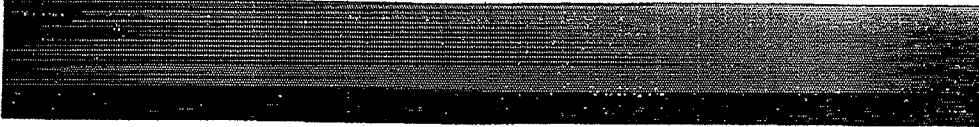
Microsoft Exchange Server

- ◆ Overall positioning
 - the best way to manage, distribute, and share information with anyone, anytime, anywhere
- ◆ Use of Information Exchange
 - ▲ New category beyond workgroup
 - ▲ Access built into Window
 - ▲ Marvel is exchange at retail
 - ▲ Exchange is an enterprise's online system
 - ▲ Exchange is supported by information providers
 - ▲ Exchange is for structured and unstructured information

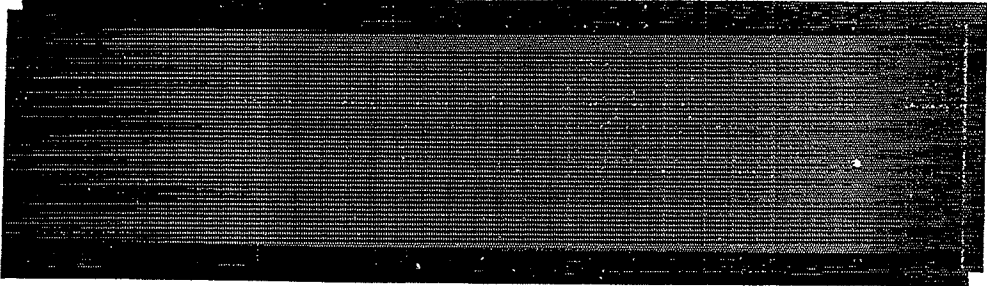
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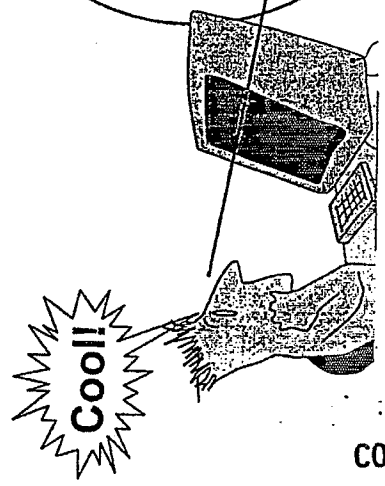
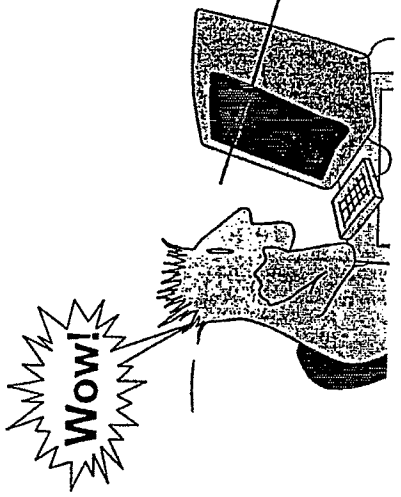
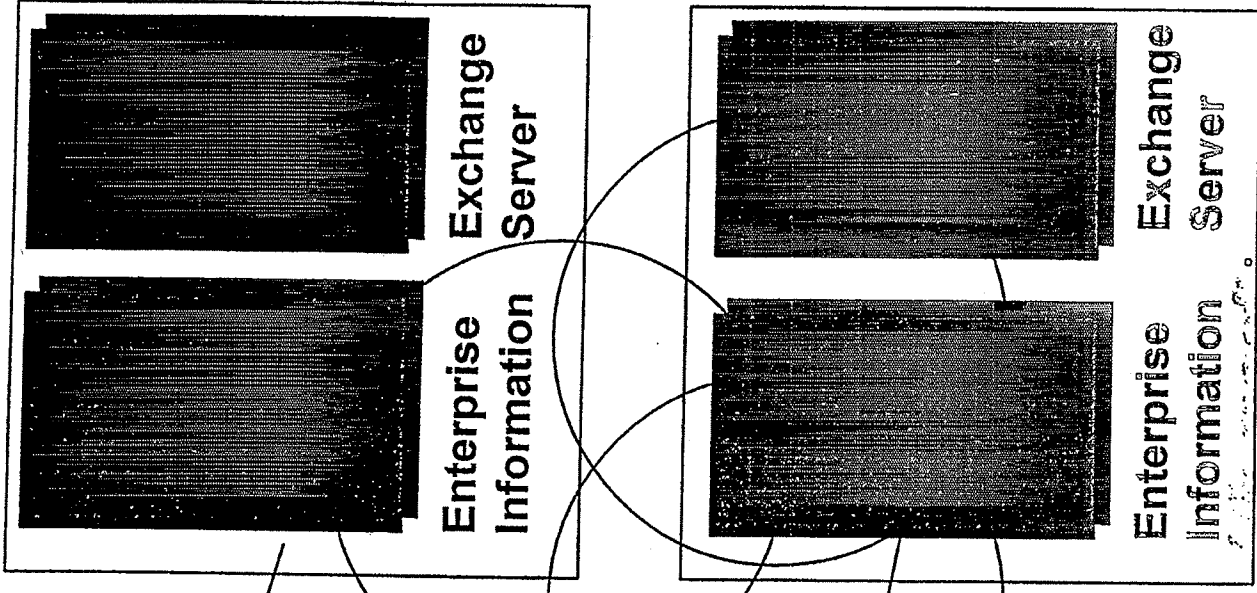


MARS



Exchange Commercial Server

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Marvel

◆ Overall positioning

a low price communication service appealing to the widest audience
an electronic community

◆ Use of Information Exchange

- ▲ Windows distribution makes this the largest electronic community with the best variety of electronic neighborhoods
- ▲ Information exchange technology and windows distribution make this an incredibly leveraged outlet for information providers
- ▲ So the best information is here as well
- ▲ This community is on the highway!

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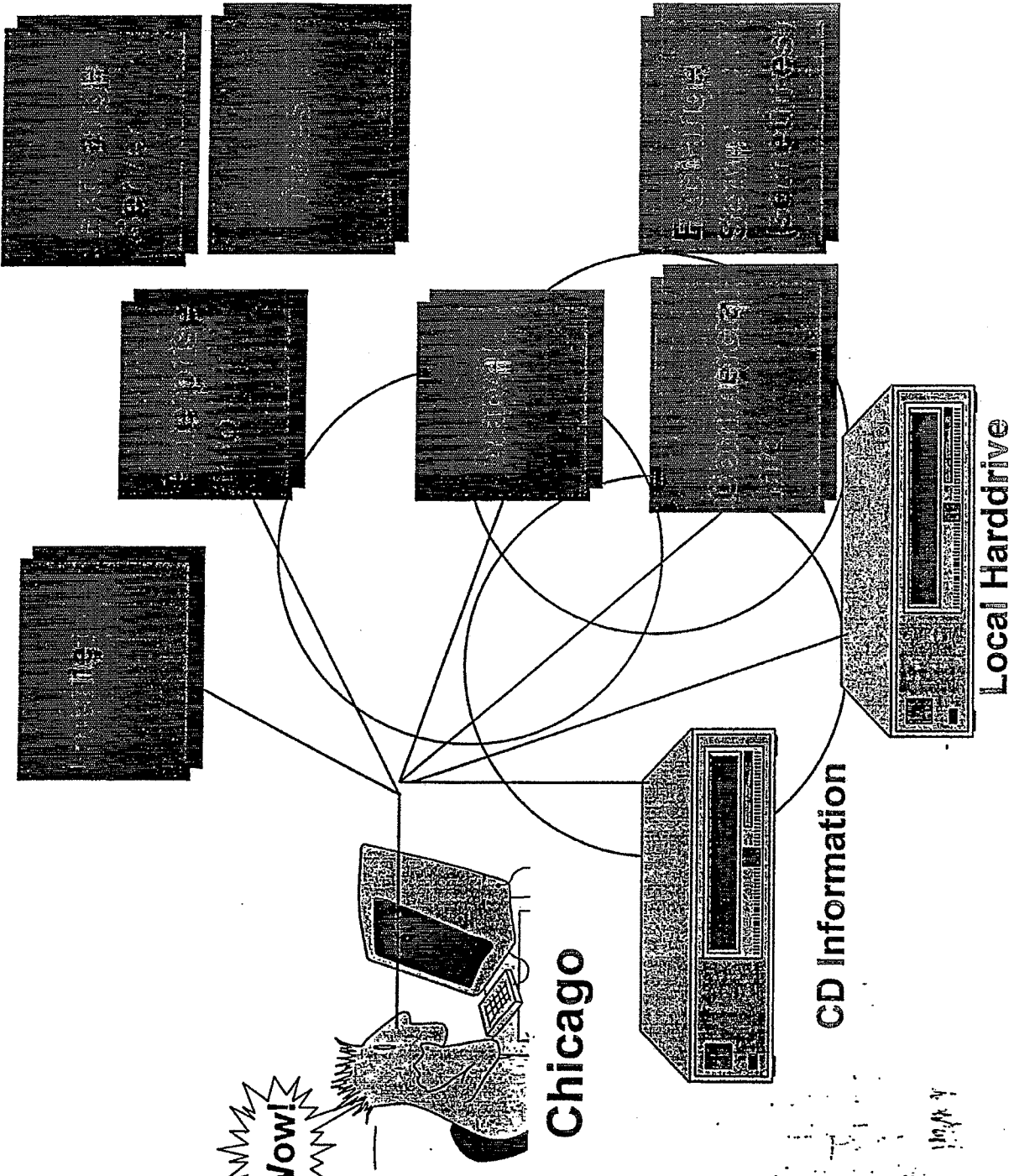
Windows 4.0

- ◆ Overall Positioning
 - ▲ Cool, Compatible, Connected
- ◆ Use of Information Exchange
 - ▲ Support points for "Connected" to individual buyer
 - » Internet access
 - » Fax
 - » Marvel
 - ▲ Information Exchange in Explorer is cool and better than Mac
 - ▲ Information Exchange APIs for developers
 - ▲ Corporate sales helped by access to Information Exchange servers

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Wow!

Chicago

CD Information

Local Harddrive

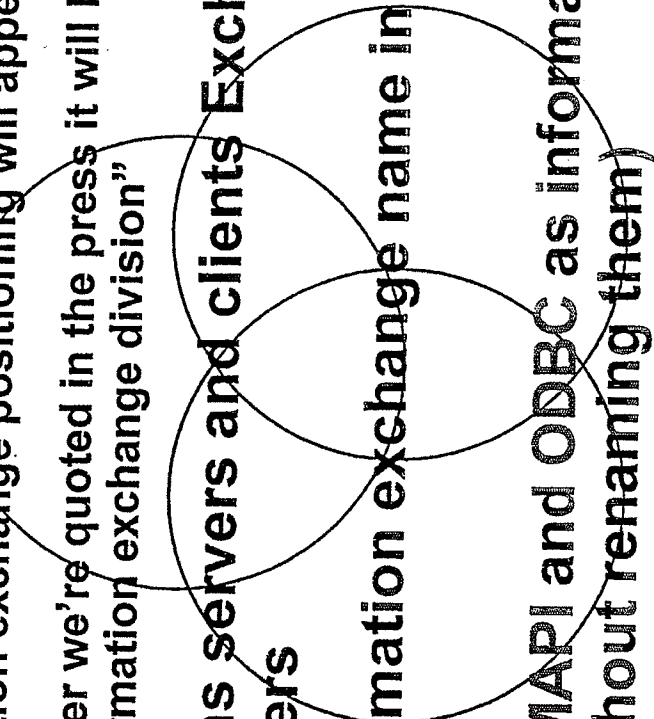
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Nomenclature Actions

- ◆ Rename workgroup mission and division as information exchange mission and division
 - ▲ Whenever wgd people are on a panel with Lotus people, the information exchange positioning will appear
 - ▲ Whenever we're quoted in the press it will be "so and so from the information exchange division"
- ◆ Name ems servers and clients Exchange clients and servers
- ◆ Use information exchange name in Chicago Explorer
- ◆ Identify MAPI and ODBC as information exchange APIs (without renaming them)
- ◆ DNA should be version 2.0 of information exchange APIs



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Nomenclature Actions (cont)

- ◆ Use tagline "Windows with Information Exchange" for Windows 4.0
- ◆ Use tagline "Microsoft Office with Information Exchange" for Office '95
- ◆ Get "Exchange" or "Information Exchange" into Marvel's name
- ◆ Describe Cairo as NT/AS with information exchange
 - ▲ Exchange 1.0 unifies the inbox and the view of different data stores and directories
 - ▲ Exchange 2.0 (Cairo) unifies the data stores and directories themselves

◆ Name or describe REN as Exchange/Personal Edition

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Product Actions

- ◆ Implement Infocenter proposal in time for Office '95
- ◆ Add data conferencing and possibly video conferencing to Exchange server as frosting in cq1/95
- ◆ Get Marvel capabilities into Exchange for '95
- ◆ Get the capability to produce and view metafile based docfiles into Chicago ASAP
 - ▲ application independent documents for mail, public folders
 - ▲ format for information publishers
 - ▲ compete with Acrobat/Notes format
- ◆ Ship Internet access with Chicago
- ◆ Do fit and finish items in Capone/Chicago

▲ Unified backup and recovery

▲ consistent UI

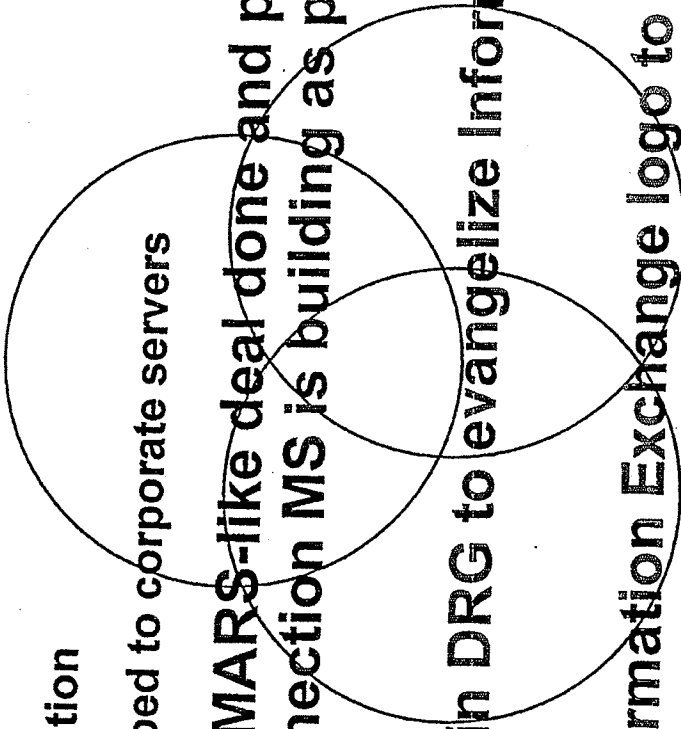
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Other Actions

- ◆ Intensify and coordinate evangelism of information providers. Emphasize one format for:
 - ▲ CDs
 - ▲ Online information
 - ▲ Information piped to corporate servers
- ◆ Get MARS or MARS-like deal done and publicize as essential connection MS is building as part of Information Exchange
- ◆ Create group in DRG to evangelize Information Exchange APIs
- ◆ Create an Information Exchange logo to go on products from CDs to apps which support Information Exchange to OEM products with Information Exchange components bundled



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Other Actions (cont)

- ◆ Hold Information Exchange Event with BillG in Spring
- Windows World?
- ◆ Have Mike, Steve, Bill mention Information Exchange constantly for three months
- ◆ Train WGD, Chicago, Marvel, later Office, marketing folk to say "Information Exchange" at least half as often as Jim Manzi says "Notes"
- ◆ JonL tell developers that Information Exchange is a ground floor opportunity akin to Windows 3.0 and help that come conspicuously true for some

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