

**Bill Neukom**

**From:** Paul Maritz  
**To:** Jim Allchin; Pete Higgins; Brad Silverberg; Jonathan Lazarus; Roger Heinen; Nathan Myhrvold; Rick Rashid; David Fulton  
**Cc:** Bill Gates; Mike Maples; Kay Barber-Eck  
**Subject:** Systems/Apps retreat  
**Date:** Wednesday, May 19, 1993 11:35AM

Sometime ago I placed a retreat on most of your schedules for June 10-12 (ie. Thurs eve, Fri, Sat) at the Gateway on Hood Canal. In discussing this with billg, peteh, rogerh - I am proposing that we use this retreat to focus on how we can get "Systems" and "Apps/Tools" to leverage each others products more fundamentally from a functionality/features point of view. This is a crucial issue if both systems and apps products are to remain competitive and differentiated.

The proposed agenda is:

**Thursday evening:** Guest presentation by Rick Rashid (OK - rick?):  
 - MS Research Activities (what are we doing, what should product groups factor into their plans)  
 - Software Technologies that will have big impact in 2-4 timeframe

**Friday:** Overview of the "four" Microsoft "platforms" that will ship in next 24 months:

- Chicago - owner: Bradsi
- Cairo (from OFS, DFS point of view) - owner: Jimall
- Cairo Development Environment (ie. OLE components, controls, forms, tools) - owner: Jimall (with help from Rogerh)
- The Microsoft Database Platform - owner: Rogerh

**Friday pm/evening:** Topic discussion/preparation groups focussed on what can be done to increase leverage in light of above.

**Saturday am/pm:** Topic presentations

**Proposed Attendees:**

Exec Staff: Billg, Mikemap, Nathanm, Rashid, Darrylr, Paulma, Bradsi, Jimall, Jonl, (Pete), Rogerh, DaveFul = 11

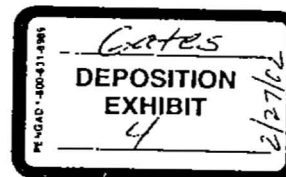
Apps: LewisL, Chrisp, ChrisGr, EdF, TonyW = 5

DB/Tools: DaveV, DenisG, LenO, AdamB (?) = 4

Chicago: Davidcol, DennisAd, JohnLu = 3

Cairo: Bobmu, + 3 = 4

Pete, Rogerh, Bradsi, Jimall: Please let me/kayb know specific names today and/or know if you want to add or delete from the list.



**Donna Poreda**

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**From:** Paul Maritz  
**To:** bobmu; chrisgr; chrisp; davidcol; davidv; denisg; dennisad; edf; odwardj; johnlu; leno; lewisl; stevem; tonyw  
**Cc:** bradsl; jimall; kayb; peteh; rogerh  
**Subject:** "systems" retreat  
**Date:** Sunday, May 23, 1993 5:54PM

You have been nominated by your division manager, and I would like to invite you to take part in an MS retreat.

**What:** With approval of Billg, Mikemap, Peteh, Rogerh, etc., we have decided to use this years "systems" retreat to focus on ways that MS's underlying "platform" products (OS's and DB's) and our "applications" products can better leverage each other. The format of the retreat (more detailed agenda to come) will be presentations on our platform products (Chicago, Cairo, OLE2/Cairo dev env., DB), followed by working groups to focus on ways these platforms can be leveraged in apps and vice versa. This is a crucial issue for both "systems" and "apps" if we are both to avoid "commodization".

**When:** Thurs evening (June 10) to Saturday (June 12) pm.

**Where:** Hood Canal - Gates Family "Gateway"

Kayb will be handling logistics, and will be sending out advance material, etc.