

Erik Stevenson

From: Brad Silverberg
To: Bill Neukom (bilin); Debra Vogt (debrav)
Subject: FW: WfW, DDJ
Date: Monday, October 04, 1993 9:15AM

From: Andrew Schulman
To: Brad Silverberg
Subject: RE: WfW, DDJ
Date: Sunday, October 03, 1993 10:40AM

Here's your message from the other day. Thanks too for the message re: NeXT. I think you should add Mitch Kapor's "ON" to the list of serious competitors too. :-)

----- Forwarded Message -----

FROM: INTERNET:bradsi@microsoft.com, INTERNET:bradsi@microsoft.com
TO: Andrew Schulman, 76320,302
DATE: 01-Oct-93 at 00:38:31

SUBJECT: RE: WfW, DDJ

Sender: bradsi@microsoft.com
Received: from netmail.microsoft.com by dub-img-1.compuserve.com (5.67/5.930129sam)
 id AA13996; Fri, 1 Oct 93 00:37:52 -0400
Received: by netmail.microsoft.com (5.65/25-eef)
 id AA09074; Thu, 30 Sep 93 21:36:55 -0700
From: bradsi@microsoft.com
Message-Id: <9310010436.AA09074@netmail.microsoft.com>
To: 76320.302@CompuServe.COM
Subject: RE: WfW, DDJ
Date: Thu Sep 30 21:36:29 1993

I didn't mean to convey that Taligent, NeXT, Go were my only competitors. Hardly. I also have IBM, Novell, Apple, Sun, HP (Unix), Novell Unix, SCO, ... These are very determined companies that each have strengths, both technically and marketing wise. [Not the least with IBM the will to lose hundreds of millions of dollars in the process.] I have to keep improving Windows as quickly as I can to stave these guys. OS/2 has made strong inroads. Apple is 15% or more of the market. Novell is coming at us from every direction possible and has a very concerted, multilayer attack strategy, including using the political system. I would include other companies who are intent on building "middleware", which is just system software by another name. In fact, Jim Manzi just said today that by 1995 Windows will just be a graphical C: prompt; users will instead live in Notes.

I think many people -- yourself included -- vastly underestimate the competitive situation for operating systems. We have to invest our meager resources in building a better product. And it's not easy with a big installed base either. The other guys have the luxury of not being tied down with compatibility and can have the opportunity to move quicker. A major part of the win 3.1 and chicago efforts is dedicated just to staying compatible with existing dos and windows apps and drivers. Do you know how many people work in total on windows and ms-dos?

Including development, testing, marketing, documentation, it's just over 300. That's all! And that includes marketing.

So you can see, we have to work hard and smart to stay ahead. Each competitor can exploit a weakness, and they are getting better everyday. They've learned a lot from our "playbook" over the last two years and have become much tougher competitors. We naturally have to take bigger and bigger risks, push harder to avoid falling behind. Chicago and Cairo are ambitious projects but necessary to compete with ... IBM, Novell, Apple, Sun, Taligent, NeXT, Go, ...