Karl Neumann (LCA)

From: Takeshi Numoto
Sent: Thursday, October 23, 1997 10:44 PM
To: Dan Neault
Subject: RE: Microsoft Confidential: Recommendation on Mainsoft waivers

Agreed on waiving for Motorola, but not for Borland.

A couple of questions regarding next steps.

- If we are still within the deadline, who should be delivering the message to Mainsoft?
- We got no response from Morrisb or Normj. Should I try to sell these decision to them, or just go ahead and talk to Mainsoft. This is particularly an issue when we are under time pressure.
- If we are out of luck with the deadline, what should our approach be towards Mainsoft? What should we say to them, if they decline to acknowledge our refusal for waivers?

Thanks,

–Takeshi

—Original Message—
From: Dan Neault
Sent: Thursday, October 23, 1997 9:45 PM
To: Takeshi Numoto; Morris Beton; Norm Judah
Cc: RoAnn Corbisier
Subject: RE: Microsoft Confidential: Recommendation on Mainsoft waivers
Importance: High

I generally agree with the recommendations below, with some uncertainty on borland and motorola.

Please agree or dissent quickly.

Thanks,
–Dan

—Original Message—
From: Takeshi Numoto
Sent: Thursday, October 23, 1997 9:37 PM
To: Dan Neault; RoAnn Corbisier
Subject: Microsoft Confidential: Recommendation on Mainsoft waivers

My recommedation for each application is listed below.

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ISV: Franz (http://www.franz.com)
Application: Allegro
Recommendation: waive
Rationale

- Friend, enemy or neutral: between neutral and friend
- Allegro is visual programming environment for LISP which is capsulated by C, C++ calling Win 32 APIs

ISV: Wind River Systems (http://www.wrs.com)
Application: Tornado, WindView
Recommendation: do not waive
Rationale

- Friend, enemy or neutral: enemy (we probably don't want to help people develop applications for a variety of embeded system on UNIX systems.)
- Tornado is visual application development environment for embedded systems.
- WindView is visual instrumentation module for use in analyzing and developing applications for embedded systems.

ISV: Universal Analytics (http://www.uai.com)
Application: RenderMaster

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Recommendation: waive
Rationale
- Friend, enemy or neutral: neutral
- RenderMaster is 3D visualization and animation tools for display of solid models and their analyisis (Finite Element Analysis) results. Their product line looks like a typical traditional UNIX-based offering. Would be good to induce them to move over to Win32 based development.

ISV: Net Objects (http://www.netobjects.com/)
Application: Fusion
Recommendation: do not waive
Rationale
- Friend, enemy or neutral: between neutral and enemy
- Fusion is a product for designing, building, and updating Web sites.
- Netobjects has already been writing to Win32, and Fusion has not been available for UNIX until now. Waiver doesn't seem necessary to keep them writing to Win32, and we probably would not want to help make UNIX a better environment for hosting web sites.

ISV: Chilisoft (http://www.chilisoft.net/)
Application: Chili!ASP
Recommendation: waive
Rationale
- Friend, enemy or neutral: friend
- Chili!ASP is Active Server Page server on UNIX, extending the coverage for ActiveX.

ISV: Integrated Chipware (http://www.chipware.com/)
Application: IE Workshop
Recommendation: do not waive
Rationale
- Friend, enemy or neutral: enemy (we probably don't want to help people develop applications for a variety of embeded system on UNIX systems.)
- IE Workshop builds embedded real time operating systems.

ISV: Ameritech Library Services (http://www.als.ameritech.com/)
Application: Dynix, Webserver
Recommendation: waive
Rationale
- Friend, enemy or neutral: neutral
- Top company in library database. Had Windows-based product since last summer. Would be good to induce them to develop to Win32 first. By getting them on our track, they will also be using DCOM in the future.

ISV: Motorola
Application: GRCP Generic Communications Processor
Recommendation: do not waive
Rationale
- Friend, enemy or neutral: Between neutral and enemy
- See no particular positive reason to waive.

ISV: Ansys (http://www.ansys.com)
Application: DDA (Direct Data Access)
Recommendation: waive
Rationale
- Friend, enemy or neutral: neutral
- DDA is high-end CAD analysis tool for computational fluid dynamics. Similar reason for waiving royalties for Universal Analytics' product.

ISV: Borland (http://www.borland.com)
Application: IntraBuilder
Recommendation: do not waive
Rationale:
- Friend, enemy or neutral: enemy
- IntraBuilder is visual development environment for corporate Intranet webmasters and database developers to easily create, maintain, and deploy live, data-driven applications over the Web. Strong ties

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with Netscape JavaScript and Platform One suggested.

ISV: SoftImage
Application: Sumalia & Twister
Recommendation: waive

ISV: Microsoft Corporation
Application: Visual Sourcesafe 5.0
Recommendation: waive

ISV: Integrated Systems (http://www.isi.com/)
Application: Prism Plus
Recommendation: do not waive
Rationale:

- Friend, enemy or neutral: Enemy
- Prism Plus is a development suite for the embedded application development environment based on the CORBA open standard for distributed object interoperability.

In order to save Mainsoft from wasting their sales efforts, we should informally give our rejection criteria. The idea is to tell them what kind of projects are doomed to be rejected by MS discouraging them from wasting their time on them.

Initial Blacklist (should be expanded and/or granularized over time)
1. Hostile ISVs, unless this waiver gets them to start changing camps.
2. ISVs in business MS does not like to see flourishing. e.g. Embedded systems development environment vendors

We should also have Mainsoft include in their request for waiver, the following information.

- ISV's ownership structure
- Detailed description of ISV application's functions
- Has the ISV traditionally been a UNIX shop or not? When did the ISV first release Windows-based version of their product? Was this before or after their release of their UNIX version? Is this the first time that the ISV is conducting the initial development for this product in Win32, then porting to UNIX, or has this switch taken place before?

In essense, we should put the onus on Mainsoft to present in their request why it makes business sense for MS to grant them a waiver on royalties for that specific ISV and for that specific application.

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