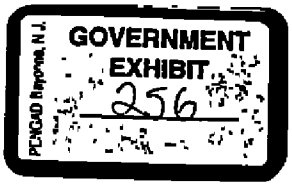
From: Tod Nielsen
Sent: Monday, August 25, 1997 10 08 PM
To: Bill Gates
Cc: Brad Chase
Subject: RE Marshall Goldberg



It's not accurate to judge what DRG does based solely on the enterprise ISV space As you know, we transferred the account management of the "vertical" and most of the enterprise ISVs to ADCU Our work with these accounts is very focused on getting them to support a specific initiative (right now we are working with many of the ADCU ISVs to get them to suppor' NT5 0)

Marshall handles the competitive ISVs (primarily Lotus, IBM, Oracle, and CA for historical reasons) As you point out, we can do a lot better here

As far as the other activities that DRG is focused on, we have a major effort under way getting content providers to target IE4 Because of the efforts of our content evangelists, we will have 50 ICPs in the US deliver content targeted solely at IE4. You may not have seen much of the evangelists efforts, but without them, there would be no content for IE4 on September 30th I should have done a better job getting you involved or making you aware of their efforts, but I know David Cole and BradC will agree that IE 4 is a better product thanks to the feedback the evangelists championed to the IE product team, and the content ICPs will deliver for consumers to view

Once IE ships, these same evangelists will go back to their ICPs and will get them to target our back end technologies (e g NT, IIS, MTS, etc) So, by next spring all of the top content providers in the US will be targetting IE4 content on the client, and doing this on Microsoft server technologies

We have another team of evangelists that are working on the NT 5 early adopter program. We have 110 ISVs that are going to be shipping apps that are NT 5 0 exploitive when NT 5 ships (Many of these ISVs are accounts that are managed by ADCU, and we are just providing the direction and help to get these guys to target NT 5 0) They are getting these ISVs to target the ZAW technologies, Dsys technologies, and COM Most of these evangelists are currently cranking on the PDC content and breakout sessions In fact, the evangelists are making sure that all of the content can be leveraged into seminars, white papers, and other form factors to be re-delivered throughout the year by the ADCU reps and other parties Without these evangelists, there would be no PDC, and there would be few NT5 apps sim shipping

The multimedia evangelism effort is being rebuilt after the destruction that alex left us to clean up. Nonetheless, these guys are working to make ASF the standard streaming format, and D3D as the primary 3d rendering technology Once Chrome becomes more real, this group will drive a lot of the evangelism efforts behind Chrome

As far as Java goes, we are slowing down any proactive java evangelism (meaning we are slowing down our efforts to get ISVs to to target AFC) and are spending most of the 2 evangelists time that we have on java throwing bombs at Sun Since AFC has a questionable future, it doesn't make sense for us to get folks to target AFC and then screw them later. So, we are just proactively trying to put obstacles in Sun's path and get anyone that wants to write in java to use J/Direct and target Windows directly

In the publishing arena, we have all of the major Mac publishing tools targeting NT5 as their primary platform for the next release of their software. We need to do a better job getting PR and attention around this Once NT 5 0 gets out in widespread beta, many of these ISVs will go public with their strong support of NT.

Our marketing organization has done a good job working with the evangelists, and put programs in place so we can leverage their technical expertise to a large audience. For example, based on your feedback we have enhanced our ISV program to work with start up companies. In the coming months every startup will be inundated with information and excitement about Microsoft's platform. Our goal is that 8 of the next 10 cool start ups to hit the market in 1998 will be targeting our platform Sitebuilder continues to grow and deliver more Microsoft specific content on the internet In fact, we will have 1,000 IE4 channels by March of 98 thanks to the efforts of the site builder program We just had another successful WWLive event that will be rebroadcast around the world and reach as many as 30,000 content developers once it makes the complete rounds There are a many other programs and results from this group, but their overall mission is to effectively communicate with the developer community on a 1 to many basis and get them to target our platform

In short, I will take the action item to do a better job of making you aware of the efforts, successes, and failures of DRG I will also make sure that we more effectively use you in our efforts However, I think if you look at the specific initiatives that we are focused on, the work is impressive There are things we can and will do better, but we have accomplished many things in the past few months that we are very proud of

- Tod

—Original Message—
From: Bill Gates
Sent: Monday, August 25, 1997 11 33 AM
To: Tod Nielsen
Cc: Brad Chase
Subject: RE Marshall Goldberg

It seems very strange to me that the only person from DRG I see is Marshall - whether its CA or Lotus or any enterprise Isv I never see anyone who talks to me about product related issues Maybe this new person will change that but my impression of DRG will always be shaped by how you manage the big accounts that I see and right now I am not impressed

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From: Tod Nielsen
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Your observation is right on Marshall is a great at the relationship building aspect of evangelism, but lacks a lot in the ability to drive and account, think strategically, and be hard core to get ISVs to do what we need them to do To address this, we assigned a an evangelist to work with Marshall on his accounts The hope is that Marshall will be able to play good cop and build the relationship, and we can get the other person to play bad cop and drive the technical initiatives we need adopted Unfortunately, the person we had working with Marshall left when the ADCU org was created, so we are trying to recruit someone else In the interim, we are going to have robert hess and charlie kindel work with Marshall to develop a more comprehensive plan on what we should be getting from Marshall's accounts

- Tod

—Original Message—
From: Bill Gates
Sent: Monday, August 25, 1997 9 47 AM
To: Tod Nielsen, Morris Beton
Subject: Marshall Goldberg

I enjoy Marshall's positive attitude He seems willing to get to know people and get a dialog going

However in the recent LOTUS meeting I developed a concern which is similar to one I have had with the CA account over the years

Does Marshall really do more than just trying to create a positive social atmosphere?

Does he dig into the critical issues like Corba or product quality or exploitation of our platform?

In the Lotus meeting it seemed he wanted me to come in and just say how nice it was that we are all so friendly

Corba had not even been raised as an issue Getting their support for the HP proposal had not been raised

Even mundane issues like our auto-install proposal require someone who follow up on the facts and not just the feelings

DRG has to be a fact based, technology based organization as well as friendly and outreaching