From: David Cole
Sent: Wednesday, August 06 1997 5 48 PM
To: John Ludwig's & David Cole's Directs Ramesh Parameswaran, Gerard Zytnicki, Colin Miller; David D'Souza, Seetharaman Hankrishnan, John Cordell, Chee Chew, Julian Jiggins, Jeff Henshaw, Hadi Partovi, Michael Wallent; Joe Belfiore, Christian Fortini, Gary Burd, Rod Chavez, Ken Ong, Jean Powers; Frank Mantek, Arye Gittelman; Dinarte Morais, Jay Arnold, Laurent Vernhes, Craig Eisler, Cristiano Pierry; Ralph Lipe, Robert Welland
Cc: David Cole
Subject: post IE4 thinking (long but please read)

The IE4 team still is heads down getting IE4 done, but I have been trying to do some thinking on what we do post IE4 so that we can get to work on it as soon as IE4 is out the door. BTW. IE4 is considered out-the-door when our Memphis deliverables are complete, not when we release to the web, so you won't see that included in activities below I will assume we'll post a new IE (IE 4 01) to the web when memphis goes RTM which will contain any bug fixes we had to do for memphis and any other short term customer response issues.

I don't want to have a big down period where we stumble around trying to figure things out, we've got great IE momentum going and I want to maintain that This mail should be considered as just some framework level thinking that helps set the stage for what the IE team does following IE4, it should not be considered a complete or final plan, it's certainly not some grand vision of the future either.

Goals
Number 1 goal for IE continues to be market share Let's not forget that. We should be agressive here to force ourselves to think about breakthrough ways to gain share We should be after 50% by the end of FY98 (June 98), and 75% by the end of FY99 which is June 99 Second to market share, we should be thinking and working hard to add value to Office, Windows, and Backoffice as those are where we'll focus on growing MS revenue.

Post IE4 activities
This is a run down of all the key post-IE4 activities that should happen This is not a statement about org, just about group wide activities As we move forward and get clarity around this, we'll be figuring out orgs and details around each one of these.

1) Respond to day-to-day IE3/IE4 issues. This includes responding to any security issues, corp QFEs, and other customer's problems with IE. I'm looking to Rwaddell define how this works and lead the charge. The model we'll follow is that we'll have a small response team to coordinate and investigate, but fixes and testing come from the main development and test teams I'm expecting us as a team to do way better at this than we have the past 8 months

2) Help the cross platform IE teams Although the Win32 side will be done, the Win16, Unix, and Mac teams are still finishing up They will need help by the core Win32 team to finish up as quick as possible. Getting the cross platform versions done is key to market share on all platforms, including Win32.

3) Deliver a great NT5 shell. The shell team's top priority is producing an awesome shell for NT5 I will be bold and say that new Windows shells will not come with future versions of IE, so the shell team will also be working on any architecture changes which let us easily update the browser independent of the shell. The browser will be well integrated into the NT5 shell. The shell will support all NT5 initiatives like ZAW, and in general be a great Windows/NT shell

4) Define, build and deliver IE5 We should ship by May 98 and competitive browser that will gain us the next big bump in browser share We should think of IE5 as an incremental release, no architectural changes. Our big focus should be integration and support of Office 9, NT5, and Outlook We need to be a well integrated component of Office9 and all the Office initiatives like TCO, the Office Web server, Office tool bars, etc Support for Chrome (multimedia version of IE) needs to be in IE5 Next level of XML support Support NT5's ZAW. Tune more on size and perf. A lot more thinking needs to be done here of course. We will need to be very careful and think of IE5 more like an incremental "IE 4 1" in order to do a 9 month schedule for this, but I think it's the right thing to do for market share, and helping Office and Windows

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Timeframe for IE5 goes like
11/1/97 milestone 0, specs complete full coding begins
Jan 98. beta 1 ships
March 98 code complete beta 2 ships
May 98 RTM

To pull this off we'll need to have a relatively smaller team working on IE5, and have a large number of people working on key technologies for IE6

5) building key weblications technologies for IE6. There are plenty of key technology investments we should begin on for IE6, which I think of as a Q2 99 product Componetization of Trident, like abstracting out text editing for example Advancements in storage needed for Weblications Advancements in filtering personalization, using natural language quiry, etc Again a bunch more thinking and planning needed here, but I think more people will work on this product than IE5 I am tempted to call out weblications as a separate activity from IE6, but that won't really help us focus better Weblication features are in IE4, more will be in IE5, hopefully the full model with storage is there for IE6

6) New Windows User interface As the prototype gets more and more complete, we will ramp this up and drive hard to have a new innovative Windows user interface under development for Windows 2000 I'm certain that innovations here will be used in IE5 and IE6 to help improve those products, but the real target is a new generation of UI for Windows in 2000

That's certainly quite a list of stuff, and I didn't even try to cover the Outlook side of things I hope it gets people thinking about the future a bit I'll continue to drive on this from a feature definition point of view, and an org point of view If you have comments, questions bitches, etc please feel free to reply to me and johnlu, or the everybody

Note to john/david direct reports If I missed anybody on this mail, my apologies Feel free to forward to key leads Let's not forward broadly until we get the next level of refinement here

thanks,
David