



random flames.

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From ericst Tue Nov 27 19:18:44 1990
To: bradsi chrisbr johnen markche mikedr philba tomle
Subject: Re: File Transfer
Date: Tue Nov 27 19:17:37 1990

I'm sure you'll all be surprised to hear my vote: Fastlynx, as
an OEM option only.

Eric.

|>From tomle Tue Nov 27 18:41:22 1990
|To: bradsi chrisbr ericst johnen markche mikedr philba tomle
|Subject: File Transfer
|Date: Tue Nov 27 18:38:26 1990

| You thought it was dead didn't you. It was simply sleeping.
| It appears we may have some OEM problems, particularly in the far
| east becuase of the file transfer removal. We will need to get
| a file transfer as an OEM option in the Rom exe release.

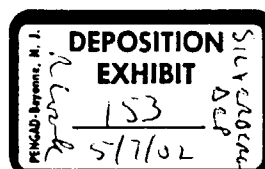
| I need the war team to offer your considered opinion on the
| issue of file transfer. Should we recontact FastLynx or should
| we go after Travelling?

| I will call a special meeting if need be.

| Thanks,
| Tom

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From cameronm Tue Nov 27 19:22:45 1990
To: bradsi
Cc: paulma russw
Subject: RE: AFX
Date: Tue Nov 27 19:12:59 1990

AFX is not necessarily contrary to our strategic goal of monopolizing
ISV mindshare on MS platforms - it may simply be a more realistic
compromise.



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The unfortunate fact is that very few apps use our current API heavily. Look at how many ISVs use their own controls and dialogs - MS apps, Informix, Lotus, WordPerfect, etc. Also look at how many people really use our graphics APIs - not AutoCAD, not Corel Draw!, not Adobe Illustrator, and not Aldus Freehand (Micrografx is the one exception I can think of). The sad fact is that for many apps the best GDI improvement is a faster bitblt from user memory that lets them get their homebrew graphics zapped to the screen faster, and even for those that call our drawing routines, how many pass nothing but line segments to the OS?

Obviously, ISVs do this because they don't want to tie themselves to one platform. This will exist as long as the platforms are different, and as long as it's important to support more than one platform. So, how does AFX help us? Well, it doesn't stop this trend, but it does perhaps offer a compromise. By offering support through our class libraries for Windows and the Mac we might be able to offer enough platform support for ISVs to really jump on our AFX bandwagon and invest in our class libraries. Now this helps Apple, but it might help lock out other competitors like Sun, NeXT, Patriot Partners, etc. It's essentially doing a deal with one devil (the devil-we-know) to hopefully lock other devils.

This begs a several questions:

- Is this the right trade off? Is the Mac really enough additional incentive to get ISVs whole-hog? Does this constitute an effective platform monopoly for ISVs?
- Is Apple a lesser evil than the others? Are we choosing the right poison?
- How do the AFX class libraries compare to the Win API for "isolating" ISV development investment?

I think that you are as good a judge or better than I am on the first two. It's certainly true that we aren't going to kill Apple under any scenario and the gains we could really reap against the Mac even with a very aggressive campaign aren't that big in terms of a share or dollars. Also, in many ways the Mac isn't as threatening as other competitors because it lacks the ultimate potential of UNIX, Sun and even Metaphor to impact our systems business. Apple is closed and is not currently positioned to replace us or grab a big piece of our business under any circumstances. In this respect Sun with its aura of openness and licensing policies is a much scarier enemy with bigger potential to take away/damage our business. Even Jobs/Liddle's approach of replacing us in the IBM relationship is more potentially threatening than Apple's (relatively stagnant) 20% share.

I think a more interesting question is the relative merit of AFX vs. the Windows API for tying-down ISVs. I don't know enough about AFX to judge this, but clearly one of the big advantages of Windows (especially as opposed to DOS) is the fact that it can't really be cloned - certainly not if we keep up even a modest development effort

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on enhancements and future versions. Is this true for AFX? Could this be designed in to AFX? Could we over time work a little harder on the Windows libraries or make releases more timely than the Mac libraries? If so, then maybe AFX could be the thin edge of the wedge.

Ultimately, we have to ask ourselves how we achieve competitive advantage with apps. This is the real question and it may or may not be with the Windows API - and probably not if history and current experience is any judge. What is our strategy for monopolizing ISV "API/development" investment? I think there are also many other factors:

- How well we market Windows unique features and make them competitive requirements (OL&E, Windows Help, Drag & Drop, etc.);
- How aggressive our enhancement, extension strategy is for Windows (at what pace will be raising the bar for ISVs?);
- Our marketshare for Windows; and,
- How well our competitors do (in marketshare and in marketing their platforms to ISVs).

Cam

>From bradsi Tue Nov 27 17:21:00 1990
To: anthony bobmu darryl paulma
Cc: billg cameron davidcol russw steveb
Subject: RE: AFX

Date: Tue Nov 27 17:18:02 1990

I'd like to better understand, darryl, how AFX fits with our systems strategy of tying people into Windows api's; and not providing them with a portability layer that allows the underlying os (eg, Windows) to easily be replaced by something Microsoft does not sell. According to Jeff's memo, AFX hides the win api. This description makes AFX sound like a Patriot Partners look-alike.

Given that the app is easily portable to other platforms, the end-result does seem like an alternative to Windows.

Surely that's not the intention, but it will be quite transparent to the ISV's. Just as we're telling them -- code to Windows.

I feel a lot more comfortable with what you described, namely, "AFX does not replace win api, it simply provides the c++ language bindings (ie, classes) by which app classes invoke win api." I did not get that from Jeff's memo. And I admittedly am quite uninformed about AFX (which is what prompted the original exchange with Jeff).

Binding AFX tightly with Windows would seem to be our goal.

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[The blood-oath of Patriot Partners is to develop a portability layer that will allow the underlying os — the underlying MICROSOFT os — to be replaced by something that Metaphor provides. Make no mistake about it — Liddell's aim in life is to topple Microsoft, to assume the Microsoft position in the IBM relationship.]

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From philba Tue Nov 27 19:38:51 1990
To: dosdev dwdev mikedr vanguard
Cc: bradsi
Subject: Re: 11/30 move
Date: Tue Nov 27 20:35:06 1990

More so than that. The only people that should clear out are those being moved. All others are exempt. If anyone gives you grief about being in the building, send 'em to me and I will be glad to explain how the bread gets buttered in this company.

Also, if you are moving, feel free to come in on the weekend to set up your office — no point in waiting until mo: day.

You can have me paged at 986-0440 if there is a problem.

| >From mikedr Tue Nov 27 17:50:02 1990
| To: dosdev vanguard
| Subject: 11/30 move
| Date: Tue Nov 27 17:49:02 1990

| The DOS group is exempt from the requirement to be gone, with the
| same conditions as last time (except of course for those who are
| actually moving).

| From donel Tue Nov 27 17:43:46 1990
| To: biged dwdev dwgroup iayf windev
| Cc: donel sharonh
| Subject: 11/30 move...
| Date: Tue Nov 27 17:39:05 1990

| We're a group that's going places, and you know what that means.
| We have a 50 person move going this Friday, 11/30, so we're going to
| have to clear the building at 3:00 pm on Friday and not return until
| 8:00 on Monday morning. I know it will be hard, but you're just going
| to have to show some strength and courage and try to persevere.

| If you have any questions, feel free to give me a call.

| Thanks!

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