Subject: **conversation with Allen Loren**
Date: Thu, 30 Jan 1997 17:38:03 -0500
From: kyounger@netscape.com (Kristofer Younger)
Organization: Netscape Field Systems Engineering
To: mikeh, jimb
CC: fredg, lynne, wackerma, kevinf, todd

Mike and Jim:
Last night and today, assisting Lynne Smith in Dallas with a high level meeting between SABRE (AMR) and AMEX, i had occasion to have a bit of a conversation with Allen Loren, who Mike used to work for at Apple, and who is now a CIO of AMEX TRS. I was attending a dinner last night before today's meeting of presos and so on.

He indicated that he had spoken to Jim during a recent NY visit and that he hadn't gotten enough of a chance to talk with you at that time. I had been briefed that he can be a bit prickly asking tough questions, and has a very good bullshit detector, so I had gone over and introduced myself in order see just what was in store for me. We talked about apple and NeXT, and Novell and CA and a bunch of other things when he said, "You know your company has a difficult time in front of you." So I asked him to characterize what he saw. The long and the short of it is his concern that in moving from an Internet focus to Intranets, we don't have the maturity as a company to make an individual like him, as a big CIO, comfortable that we can discharge large solutions to his large problems.

He thinks we need to closely ally ourselves with one of more large consulting firms (and he mentioned Anderson, et al) and get a real partnership going. "You can't build a consulting organization fast enough" and even if we did, all the effort would distract us from Microsoft. I told him of our plans to enlist 3rd parties as well as assemble a modest Prof Svc force, and he dismissed that with a wave. "You need to be bought." Stymied, I thought. So, I asked him about his deal with Microsoft.

"We went with Microsoft not because of their technology, because yours is better, but because they could be a better distribution channel for me. I can put my stuff on every copy of Windows95 or 97 or whatever." He feels that the embedding of Inet stuff into OS leaves us behind and limp. As for distribution, I pointed out 50 million customers and 120 million hits per day, but he seemed to feel the Win97 strategy was a fait d'accompli and that "any day now, Microsoft with eat your lunch". It brought to my mind Hitler saying he would wring England's neck like a chicken and Churchill saying "Some Chicken, Some Neck!" (but then, I am a partisan.) I went on about cross platform and so on...

Anyway, if either if you have a chance to speak with Loren, I feel he has more to say and perhaps some of it might help our thinking. He wants us to survive, he said that much, and he likes our stuff. I thought you two should be briefed on it in case you come across him.

cheers from the trenches,
Kristofer

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