From: Dan Rosen
Sent: Friday, May 12, 1995 11:45 AM
To: bens; johnlu; paulma; thomasre
Cc: brianf; chrisjo
Subject: RE: prelimary: The Web is the Next Platform

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<These characters have been transformed into a printable form.>

1) I agree with JohnLu that we need to set a context for your memo. =
Other point is that if WWW continues on current trajectory, it has the =
potential to superset Windows, allowing others to prevail in the next =
generation of desktop and home applications. At all costs, we must =
continue to lead the evolution of the desktop software.

2) A theme throughout your memo is authoring and publishing. I believe =
we need to take a holistic view of this. Should consider BlackBird, =
Word Assistant/Office, Media View and MOS View, Multimedia Tools, VRML =
tools, and 4D authoring as all part of the same problem. I=92m not =
suggesting that we push all of this together or put all of our eggs in =
only one of these baskets, but that we ensure that all are Internet =
aware, marketable as part of a single program, and part of coherent =
strategy. In all of these efforts, there are still gaps in our =
authoring tools strategy that need to be identified and parsed out to =
one or more group.

3) Similarly with query services. Being done in NT and being done in =
MSN, and others.

4) You don=92t address the SMTP and NNTP client and server issues. Do we =
need to have a small SMTP and NNTP server (targeted at small and medium =
sized businesses?) Do we just allow others to do this?

5) The nature of the Client and Server platforms is not well thought =
through. Should we provide the base functionality with a good tool set =
and let others write the specific end user apps and server apps? Or =
should we try to provide complete solutions? Examples: would we want =

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others (e.g. Netscape) to take our components, add a lot of value and =

then distribute to customers under their brand. (I believe we should =

do this on the server side, but not the client.)

6) Lastly, and I believe most importantly, you have not thought about =

the services aspects. Do we want to offer a Microsoft-branded service =

that allows millions of consumers access to the WWW? If so, what do we =

need to have a market leading offer? How do we do end-to-end testing =

of this offer? Who determines pricing of the components? (e.g. do we =

give away the WWW explorer? Should we price the NT WWW stuff to gain =

maximum market share, even if it mean allow others fostering a consumer =

offering to have an equivalent/better price structure than our own?)

Call to discuss if you want.

Dan

From: John Ludwig
To: Ben Slivka; Thomas Reardon; Paul Maritz; Dan Rosen
Cc: Brian Fleming; Chris Jones
Subject: RE: prelimary: The Web is the Next Platform
Date: Wednesday, May 10, 1995 7:08AM

i have written comments in detail. this is a good cataloging of the things we need to do; what is not articulated clearly enough is our goal -- what are we driving to. i think you need to state clearly something like:

- popular web sites 3 years from now look like cdrom titles, not like word docs. this will happen with or without our involvement

- these sites will be hugely popular, rivalling traditional use of our platform. we either embrace this usage or get left behind

- we should quit pissing away our efforts to provide interactivity and mmedia in an online world and focus all these efforts on the web. currently we are dissipating our energies by spending them on 17 different efforts.

- the impact of this work will be pervasive throughout MSFT. this is at least as fundamental a change as the current wave of Win32/OLE2 enablement has been.

and then tie your agenda and examples back to this.

From: bens
Sent: Wednesday, May 10, 1995 3:08 AM
To: johnlu; thomasre; paulma; drosen
Cc: brianf; chrisjo
Subject: prelimary: The Web is the Next Platform

Please review and send comments, and I'll incorporate before I send out t=
o
a larger audience. I'd like to send no later than EOB Thursday.
Thanks, bens
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