From: Cameron Myhrvold
Sent: Wednesday, October 22, 1997 6 31 PM
To: Susan Norberg Cameron Myhrvold's Direct Reports
Subject: RE Competitive Review

Importance: High

We should do this There are also some things that I want to know out of this, such as

1) NetScape's client revenue – is it rising (hope not) falling (I think so) and do we think they are getting any money from ISPs/netops for their browser?
-- If so, which netops are still paying them and construct a hunting list for us to go after

2) NetScape's ISP business (their hosting editions, Actra products, etc) where and how are they selling servers successfully to netops? What products? What netops are buying? What should we do to respond with products, pricing and with focused sales efforts on particular customers

3) NetScape's sales org and process It's crazy that we do not know how NSCP's salesforce is organized and how they are going after ISPs ICPs and netops we should know this

Volunteers to work with Susan and drive this? I think it is quite important This will involve working with the competitive review team Susan and also working with the field and salesforce to collect and vett the information and our conclusions

Cam

-- -Original Message --
From. Susan Norberg
Sent Tuesday October 21, 1997 1 05 PM
To. Cameron Myhrvold's Direct Reports
Subject RE Competitive Review

I have been attending the meetings on Netscape and will need participation from some of the ICU Account Teams - specifically the same group as last time ISPs Telco's, and ICP's (and maybe Cable this time) The exercise will involve call downs to our accounts about competitive browser and server information (revenue per unit and total volumes over the past year)

It would be helpful to have an ICU representative on the team (besides me) to assist in the design of the templates as well as some of the overall competitive issues There is good representation from the Product Groups (Tanya van Dam, Mike Nash, Michael Bernard and Yusef)and Other Customer Units (Aubrey Edwards, Bengt Akerland) and I feel that I can only do so much in representing ICU Is there someone that can help me out on this?

There is an aggressive schedule for this project and it will receive Exec Level Review in mid December Steveb will review our format in mid November Meetings are at a minimum weekly and more frequently for the subteams There is a subteam meeting again this week on the template and I would love some help on this

Thanks & Regards,
Susan

----Original Message----
From: Cameron Myhrvold
Sent Monday, October 13, 1997 3 32 PM
To Cameron Myhrvold's Direct Reports
Subject FW Competitive Review
Importance: High

FYI - We certainly need to support this activity as much as we can

— Original Message—
From: Thomas Koll
Sent Monday, October 13 1997 11 09 AM
To Rich Tong, Charles Stevens, Sam Jadallah, Deborah Willingham, Cameron Myhrvold Steve Schiro, Brad Chase
Cc Amar Nehru, Jeff Raikes
Subject Competitive Review
Importance: High

SteveB has kicked off another round of competitive reviews The deadline for the reviews is first half of December. AmarN and I will jointly lead the effort to analyse Sun, Oracle, IBM/Lotus, Novell and Netscape With limited resources we want to streamline the process, utilize the existing knowledge in many departments/business partners and limit the distraction of contributors from their ongoing tasks

The Competive Reviews will be an annual project that will be completed in calendar Q4 They will give us timely knowledge prior to MYRs, 3-year planning and the annual business planning

Please support the teams involved and sponsor the responsiveness of your organizations It is critical to the success of the project that we work closely with the CUs and our channels to understand the business of our competitors

Thomas / Amar