From: Eric Hennings
Sent: Wednesday, December 10, 1997 9:27 AM
To: Win 3.1 IE Dev Team; IE for Win16 Core Test Team; Shadow Development Team
Cc: Viktor Grabner (Systems); David Cole; Chris Jones; Christopher Carper
Subject: Marketshare for win 3.1

Latest calldown data shows that we have approximately 38% marketshare (which is, accounting for the margin of error, exactly the same as Win 32's marketshare).

This is 16% IE and 22% AOL-IE (versus 22%/18% for Win32).

(It is virtually impossible to use AOL on win 16 to browse the net without using IE (IE is a forced upgrade), so all of the AOL customers are IE customers)

--eric

----Original Message----
From: Christopher Carper
Sent: Thursday, December 04, 1997 12:08 AM
To: Hillel Cooperman; Chris Jones; Vinay Kumar
Cc: Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman, Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

I have some more data on our marketshare for Mac/Win16..

MARKET SHARE

If my notes are correct from the offsite, win32 has 40% market share with 18% of that being AOL. David Cole quoted a Mac market share number of 9%.

Our marketshare on the Mac/Win16 for Sept. based on Kumar's calldown data was:

Win 16 (5.3 Mil total)
NS 56%
IE 16
AOL 22

Mac(4.7 Mil total)
NS 71%
IE 3%
AOL 18%

Of this data if we look at the AOL numbers, of which I only have percentages right now am working on getting raw seats, thier install base looks like this 10% are Mac, and 29% are win16 and 61% are win32.

How are we getting these numbers?
The marketshare numbers are calldown data from Kumar's research on http://aicgweb/research and the AOL numbers are from AOL.

I heard that the mac call downs were based on so few people that they have ranged from 4-14%, is this true?
I am still looking into this..

What is the AOL breakdown overall? (across platforms)

Customer Base Platform breakdown
Mac 10 %
win16 29 %
win32 61 %

If you look at the people currently using IE3 technology (85% of the base) the approx breakdown is

Mac 10%

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Win16 40%
Win32 50%

-----Original Message-----
From: Hillel Cooperman
Sent: Wednesday, December 03, 1997 11:20 AM
To: Christopher Carper; Chris Jones; Vinay Kumar
Cc: Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

Thanks for keeping up on this. Remember, we need to get this moving ASAP, as our planning cycle down here begins in less than a month, and will (hopefully) only last 3-4 weeks. Let's focus first on getting super-detailed understanding of the real impact we can have on LORGs, and what the education numbers stack up. We can deal with MORGs afterwards.

--h

-----Original Message-----
From: Christopher Carper
Sent: Wednesday, December 03, 1997 11:14 AM
To: Hillel Cooperman; Chris Jones; Vinay Kumar
Cc: Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

This is hard because we don't have a good reporting process for MORG data which is what I am trying to gather. The OCU group does not use ATLAS so we are going to get piecemeal data. I think we should definitly hit the top LORGS since there are some large numbers that would dramatically impact our share#'s here, and look at the education space until we can figure out what the Morg 3's look like. I have sent mail and am trying to gather this information from the OCU team, and erichen and I are looking at highering a research firm to get us some better numbers.

-----Original Message-----
From: Hillel Cooperman
Sent: Wednesday, December 03, 1997 10:38 AM
To: Christopher Carper; Chris Jones; Vinay Kumar
Cc: Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

Cool. This is the kind of granularity I was hoping to get.

Let me explore ChrisJo's comments in light of Carper's data. Some hypotheticals:

- What if we targeted the top 10 corps where Macs made an impact on their decision to keep us ("don't lose corporate accounts"), and drove our corp priorities to meet their realistic needs, then spent our other efforts on education (where luckily there is some cross-over with corps as far as priorities)?
- Do we think that there's more opportunity in focusing on MORg/SORG publishing houses, and we should focus on their needs?
- Or do we focus on education and hope that whatever corp features bleed over from edu requests satisfy our corps?

On the one hand, there is certainly a lot of cross-over in the varying needs of the different corps and edu sites. However, there are not unlimited resources and time. That's why I think it is key to prioritize very very clearly between our different customer focuses. I'd like to do that by comparing the numbers of customers, and determining what is the highest percentage shot. I realize there will be other factors impacting our decisions, but I want clarity for our team so that we can execute with confidence.

Carper: could we work through some of the LORG vs. MORG vs. EDU numbers? I would also like us to get a sense of the largest mac (or hybrid) accounts out there that we think we could win/keep if we answered their needs. Are these alone enough to give us our highest priority ticket items? Any depth we can add to our data will help.

--h

-----Original Message-----
From: Christopher Carper
Sent: Wednesday, December 03, 1997 10:05 AM
To: Chris Jones; Hillel Cooperman; Vinay Kumar
Cc: Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

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I have some ATLAS data that states that MAC is 1.6% of the total desktops (215,330) and, unix represents 3.5 percent (446,370). This data comes from the same data that Vinay has and there are some significant corporate accounts that have MAC based enviornments. Some of the larger accounts are:

Eastman Kodak - 20000 seats
KPMG - 22000 seats
Lockheed martin - 30000 seats
Motorolla - 44000 seats

I am trying to find the Morg/Smorg data to help with this, I bet there is more since a lot of design and ad agencies would be in this category...

—Original Message—
From: Chris Jones
Sent: Wednesday, December 03, 1997 9:59 AM
To: Hillel Cooperman; Vinay Kumar
Cc: Christopher Carper; Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett, Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

let's be careful here, just because we're not hearing anything about mac's doesn't mean that they don't exist. remember unix is a low low percentage of desktops, but the fact that we don't have a unix browser kills us. i would be willing to bet (but don't know for sure) that there are shops where mac is as important as unix. the fact that we have a solid mac browser has helped us, we can't afford to lose these accounts.

that said, it m be that the growth is in education for mac share. so i would summarize as:
1) don't lose corporate accounts, priority 1.
2) gain education accounts, priority 2.

thoughts? vinay, yusuf, does data back this up?

—Original Message—
From: Hillel Cooperman
Sent: Tuesday, December 02, 1997 11:51 PM
To: Vinay Kumar
Cc: Chris Jones; Christopher Carper; Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Jeff Henshaw; Stephen Lovett; Debra L. Weissman; Lee Gates; Lauren Antonoff
Subject: RE: focus for IE5 mac

Thanks for the detail. This is great stuff. If we give a low priority to corp issues (which was one of the major focuses for IE5 that came out of the recent offsite) then I'd like to get just a little more data to back up that call. Just to recap my impressions of what you wrote below:

- **Although lack of crossplatform support is a major stumbling block to beating netscape in many corporate [illegible] not include the mac in any significant way. Education is the area for us to focus.**

Please correct me if I misinterpreted your comments below. If my summary is accurate, my outstanding questions remain:

> Just how small is the number of corps that you're running into for which mac is an issue? Just as you have some data that Unix represents 3.5% of the desktops in LORGS (1000 PCs or more), is there any way to get that number for the Mac? Carper is that your area? Are there any numbers for MORGs? And even if we can get that number, is that a segment that we want to pursue?

Remember, the issue for us now is getting our objectives clear from the outset so we can prioritize with very clear focus for IE5 Mac. We're looking for places where we can get the biggest bang for our buck as far as overall IE market share is concerned. Thanks in advance for your input. It is incredibly helpful in our planning process.

–hillel

—Original Message—
From: Vinay Kumar
Sent: Tuesday, December 02, 1997 11:19 AM
To: Chris Jones
Cc: Christopher Carper; Craig Beilinson; Yusuf Mehdi; Robert Bennett; Hadi Partovi; Hillel Cooperman; Jeff Henshaw; Vinay Kumar

MS98 0109145

Subject: RE: focus for IE5 mac

I have answered some of your questions below from the Unix angle for corps. Please feel free to ask if there are questions

-----Original Message-----
From: Yusuf Mehdi
Sent: Monday, December 01, 1997 8:34 PM
To: Chris Jones
Cc: Vinay Kumar; Christopher Carper; Craig Beilinson
Subject: Re: focus for IE5 mac

yep we have much of this data. ccarper on the mac and vinayk on unix and craigbe (right craig?) on win31 are the experts and can answer many of the questions below.

net, corps want a common platform for web apps, basic end user feature similarity, simship and it is the number one reason corps and isps visit or don't go with ie as the std browser.

-----Original Message-----
From: Chris Jones < chrisjo@microsoft.com <mailto:chrisjo@microsoft.com>>
To: Yusuf Mehdi < yusufm@MICROSOFT.com <mailto:yusufm@MICROSOFT.com>>
Date: Monday, December 01, 1997 12:14 PM
Subject: FW: focus for IE5 mac

can you make this a priority for your team? would be super helpful for us in getting a x-platform story together to have this data, not just for mac but for win16 and unix as well.

thx -- chris

-----Original Message-----
From: Hadi Partovi
Sent: Monday, December 01, 1997 11:57 AM
To: Hillel Cooperman; Yusuf Mehdi; Robert Bennett; Brian Hall
Cc: Jeff Henshaw; Chris Jones; Stephen Lovett; Lauren Antonoff; Debra L. Weissman; Lee Gates
Subject: RE: focus for IE5 mac

brian hall and rbennet - can you guys help with hillel's questions re corp market and education market? would help mac team a lot if we had real data since seems everybody is guessing around this area.

chrisjo, can you follow-up on this since you owned follow-up for x-platform issues from our offsite?

-----Original Message-----
From: Hillel Cooperman
Sent: Tuesday, November 25, 1997 8:16 PM
To: Hadi Partovi; Yusuf Mehdi
Cc: Jeff Henshaw; Chris Jones; Stephen Lovett; Lauren Antonoff; Debra L. Weissman; Lee Gates
Subject: focus for IE5 mac

Hi Hadi and Yusuf:

The good feedback you guys presented at the offsite last week (and on other occasions) has helped spark some of our thinking down here about what our focus should be. I have two specific areas on which I'd like to to get more detail. They aren't necessarilly the only areas we could focus on, but from your presentations they certainly seem to be ones we should think about first. Specifically: corps and education.

The hypothesis on corps is:

- they want cross-platform (i.e., sim-ship, same feature set, ui, TCO, etc.)
- even though the mac is tiny in corps, a win on the mac could be a win for overall MSIE market share (exponentially from the mac's value alone)

The hypothesis on education is:

- macs are 50% of the market
- IE has 10% market share in education
- once again the mac "could" have larger than expected impact on MSIE market share in this space because of its unusually high market share in this space

In order for us to focus our planning efforts down here, I need to try and add some texture to these assertions and be able to characterize them with a finer degree of detail. In general I'd like to ask both of you (because you've been talking to these segments, especially corps) to give me any detailed feedback you have on these issues. To help, I've put together some basic questions that I am trying to answer below. I know you won't be able to answer all of them. And I know that Hadi may not have the bandwidth to delve deeper than what you already know. Yusuf, I'm hoping you may have some cycles to assign to someone in your group to get us more data on the stuff you don't have answers for. Lastly I realize that when doing market research, the specifics aren't always there to answer some of the questions I've listed below.

CORPS

[Vinay Kumar] All data I have quoted below is through internal MS tracking system known as Atlas.

When corps say they want cross-platform what do they mean?
Are they really talking about UNIX and Win16 (as opposed to Mac)?
[Vinay Kumar] They are definitely talking about Win 16 and Unix. There are only around 44.8% 32 bit capable PCs among larger organizations (companies with 1,000 or more PCs). Non-32 bit portion mainly consists of Win 16 and Unix and very little of Mac. Unix represents around 3.5% of total desktops and Win 3.x around 40% (it is my guess because we don't track Win 3.x separately). So, Mac is not a big concern for corps but it is for educational institutions.
Do they want simship?
[Vinay Kumar] Yes.
Do they want same runtime engine?
[Vinay Kumar] They don't want any authoring inconsistencies across platforms. If we can deliver this, they would not care what the underlying runtime engine is.
Do they want same [illegible] features?
[Vinay Kumar] Yes. They want our offerings to be as consistent as possible to avoid confusion among their users and support staff.
Do they want same deployment options?
[Vinay Kumar] Yes. They want same deployment and management options.
What is their minimum/average platform on the mac?
[Vinay Kumar] I don't have this. Ccarper?
What are the real numbers?
[Vinay Kumar] There are only 44.8% 32 bit capable PCs among larger corps. There are 540 companies out of a total of 4000 companies with 1000 or more PCs which have some Unix. Total number of Unix worksation is around 3.5% of overall desktops. Around 110 of these Unix companies are exclusively standardized on Netscape. I don't have data for Mac.
How many corps (and seats) have we lost and why?
[Vinay Kumar] Many (I will try to get you some more info if you really want it). It is also a question of how many we can't win becaue of our lack of cross platform support. This is the #1 complaint we hear from field and from accounts themselves.
How many corps/seats could we win if we answered these issues?

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[Vinay Kumar] We could potentially wipe netscape out of these 110 accounts which are exclusively on Netscape (representing around 1.25 MM seats) and drive a lot of other dual standardization in another 100 or so Unix companies to IE exclusive standardizations representing another 2.9 MM seats.

Where is the balance with corps between their desires for uniformity across platforms versus user pushback wanting xplat-specificity?

[Vinay Kumar] It is a balance. They want uniformity on authoring, deployment, management and general browser user interface. X-platform specificity comes more in the areas of "feel" for the product as Unix users do not want to learn a whole new set of keystrokes and want a UI which is consistent with X-windows or whatever else they may be used to.

And when they say they want cross-platform, what do they really want?

In a world of unlimited resources (which we don't have) corps may want all of the above. How do we know what to really focus on?

[Vinay Kumar] Ideally we would deliver everything together on all platforms. My opinion is if we can offer core pieces such as browser and email consistently across multiple patforms simshipping (with a promise to deliver the rest at some small delta) with IE 5 we should be in a good shape. One thing that we really need to focus on is consistency both in UI and authoring environment.

EDUCATION (need answers for K-12 as well as Higher Ed)

Who are the decision-makers, and what do they want?

Do they want simship?

Do they want same runtime engine?

Do they want same end-user features?

Do they want same deployment options?

What is their minimum/average platform on the mac?

What are the real numbers?

How many edu sites(and seats) have we lost and why?

How many sites/seats could we win if we answered these issues?

And when they say they want cross-platform, what do they really want?

In a world of unlimited resources (which we don't have) educational sites may want all of the above. How do we know what to really focus on?

MARKET SHARE

If my notes are correct from the offsite, win32 has 40% market share with 18% of that being AOL. David Cole quoted a mac market share number of 9%.

How are we getting these numbers?

I heard that the mac call downs were based on so few people that they have ranged from 4-14%, is this true?

Does the mac number include AOL?

What is the AOL breakdown overall? (across platforms)

Most important in the answers to all of these questions is how we got there. Your analyses are good. The more details and figures I can get, the better case I can make for whatever we decide to focus on. If you think it would help, I would be happy to get some anecdotal data by talking to corps that you think are either representative of what we're going for, or represent potential big account wins for IE5.

One more note: in some of the key adoption blockers for corps on win32, the mac version does well. Specifically - download size and ram footprint. However that is not translating into market share for us, just removing some of the potential blockers. I think answers to the questions above will help us capitalize on that.

Thanks in advance. Please let me know if you have any questions. I look forward to getting any information you have.

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--hillel

Hillel Cooperman - (408) 474-3801
Internet Explorer for Macintosh Team

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