GOVERNMENT
EXHIBIT
3334
PENGAD-Bayonne, N.J.

From: Ben Slivka
Sent: Thursday, June 12, 1997 11:52 AM
To: Ted Peters; Ken Cooper; Robert Welland
Cc: Charles Fitzgerald; Michael Toutonghi
Subject: FW: Getting to 30% Share Memo (11/1/95)

Interesting to review now w.r.t. our weblication efforts.
--bens

-----Original Message-----
From: **Ben Slivka**
Sent: Wednesday, September 25, 1996 2:56 PM
To: Adam Denning
Subject: FW: Getting to 30% Share Memo

-----Original Message-----
From: Chris Jones
Sent: Wednesday, November 01, 1995 7:38 PM
To: Ben Slivka's Internet Client Team (Xenix DL)
Subject: Getting to 30% Share Memo

Here is final copy of the memo we sent to BillG for think week about what we should do to get to 30% browser share. Pls do not distribute broadly.

If you have any ideas about things we could do in addition to anything in this memo please send them my way.

Thx.

Chris

Internet Client (final)

How to Get To 30% Share In 12 Months

Summary Recommendations

1. **Get Internet Religion.** Today Netscape is the Internet friendly company, and Microsoft is the company that doesn't understand the Internet. As a company, we need to have Internet religion. Each group at Microsoft needs to ask how they are making the Internet better for customers, and how they are providing new value to the Internet that other companies can benefit from. We need to be emotionally committed to Internet success just as we were to GUI and Windows. We need to get focused on a single PR campaign which articulates how we're making the Internet better for business, and how we are creating more opportunities, instead of how we are making it different.

2. **Clone and Superset Netscape.** PSD needs to get serious about cloning Netscape. We must have a plan to clone all the features they have today, plus new ones they will add between now and our next releases. We have to make this our only priority and put our top people on the job. In addition to our planned Win32/OLE work, we have to get serious about extending and owning HTML as a format, and in the process leverage our existing assets to get ahead. We need to ship the Forms^3 runtime with the Internet Explorer, and make sure that the Forms^3 runtime can handle HTML extended for 2D layout. We also have to take RTF, re-purpose it so it is a natural extension of HTML, and change our Word and other text editors to read and write this new format.

3. **Get 80% of Top Web Sites to Target Our Client.** Content drives browser adoption, and we need to go to the top five sites and ask them "What can we do to get you to adopt IE?" We should be prepared to write a check, buy sites, or add features — basically do whatever it takes to drive adoption. We need to refocus our existing ICP evangelism (MSN focused today) on this effort. We need to assign aggressive drivers to this problem, perhaps JonL/RSegal.

4. **Deliver Microsoft Content and Tools That Target Our Browser.** Building the platform alone is not enough; our tools, content, and applications groups must lead the way in targeting that platform. We need to have the Excel of the Internet, great titles that showcase our runtime. Today, we have terrific technology in MSN and the rest of Microsoft which is not Internet focused; it is instead creating an alternative universe. We have to refocus these technologies on our standard runtime and extended HTML format. It must be the *top priority* of our applications groups to execute on this vision.

- For *Web publishers*, we need a single message, where both MediaView and BlackBird use this extended HTML as their native formats. Coupled with this, we must have a site management tool that can be used to manage existing HTML content as well as different document types (Office).
- For *application developers*, we need to deliver versions of VB and Access which target our runtime, and allow authors to develop both streaming and 2D form types. This must include a 1D streaming Forms^3 form type that can be used in VB
- For *end users*, we have to deliver lightweight editor for send note and home page authoring,. We should not be afraid to spend money here to get in the game — we must consider purchasing existing companies for presence and share.
- *All online titles*, from MSN or from Consumer, must target our runtime. We need to re-purpose our existing MSN focused content (like Car Source and Music Central), and also ensure that new titles (like Cityscape) showcase and drive features in our browser.

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- Invest in *new, distinguishing content types.* We need to take a leadership role in bringing new content to the Internet. We need lead the way in Internet gaming, with a combination of a new Games SDK plus Consumer games products. We must execute on promoting family content.

5. **Promote Internet Explorer Aggressively.** Microsoft has always won through marketing, yet we are being out-marketed on the Web by Netscape. *This must change.* We have to match Netscape in the online marketing department, as well as leverage our existing channels to win. Key actions:

- Get to *one site.* It is confusing that we have two sites, we should have one site, which has premium and advanced services. It must be a high-end, slick site with great content, and should be focused on establishing Internet Explorer as the platform; all pages should showcase new features that target Internet Explorer. This site should have great services and content that make users want to come back. This includes traditional content (product support, upgrades, etc.) as well as "new" content (Internet Find, White Pages, etc.). We have to have a product team staffed up whose review goals are based on share of Internet Explorer, and whose focus is keeping IExplore users happy.
- Promote the Internet to *new users.* We need to make sure that Windows is seen by users as the best way to get on the Internet. We need to provide end users with more choices, so that Internet Explorer works for them regardless of access. We need to make new Internet features available in a step-up kit, and get every single Windows 95 user to upgrade.
- Win all *corporate sales.* There is no reason for us to lose a corporate sale. We should focus our sales force on getting Internet Explorer installed in sites. We have to push Office and NT integration. We can't lose these battles.

6. **Reposition and Focus MSN and Related Technologies.** This strategy affects many groups, but has the most impact on MSN. The MSN team has great technology that could be used solve Internet problems and is currently planning their migration to the Internet; we must make sure our new MSN strategy is changed where necessary to promote our Internet browser. There are three issues here.

- The first issue is *positioning,* we need to define MSN and make sure we are evangelizing Internet first, with MSN as a great site on the Internet. We have to consider branding new services from the MSN team as "Internet" and not "MSN."
- The second issue is *distribution;* our bundling of MSN is making it impossible to gain key partnerships for browser distribution. We need to open up the Windows box and give equal access to online services [illegible]
- The third issue is *technology;* we have to make sure that the great technology from the MSN team is focused on formats that extend the Internet. This means BlackBird and MediaView must target Internet Explorer as the runtime, and we have to merge www.microsoft.com and www.msn.com so that there is one site focused on promoting Internet Explorer.

The remainder of this document is divided into two parts: an analysis of customer segments and the messages we need to have, and a proposed release timeline for PSD over the next 12 months.

Customer Messages and Action Needed

In order to make significant investments, we have to understand our customers, particularly the value proposition Netscape has for those customers. We need to have a compelling message for each of these customers, and based on that message, a plan of action which outlines both technology deliverables *and* Microsoft-wide support required to execute. This document assumes that we are planning to clone everything that Netscape does in our Win32 client, and focuses on action needed to provide a compelling reason to switch to our browser.

Industry Partnerships

Open • Documented formats. • Cross platform. A Great Partner • Not competing with ISP's and ICP's.. • More opportunity working with Netscape. Making The Internet Solve Your Problems • The Internet is our job, we understand it. • Security leader (SSL). • Publishing leader (HTML extensions). Netscape = Internet • HTML innovators. • Most popular Web browser. • Netscape understands the Internet.	We're Committed to the Internet • We understand Internet problems, we've been working to solve them for a long time. • We bet on the wrong platform, but we are changing (MSN, BlackBird). • Our top priority is using our technology to make the Internet better and create more opportunities. We're Open, It's How We Make Money • Great Internet standard support in Win95, hooks for you to plug in your service, open for any service provider (AOL, AT&T). We're Making The Internet A Better Place • Improving security (PCT), innovating in formats (2D HTML), going beyond HTML (games, VRML, DocObj). • Bringing the desktop to the Internet single user model. MSN is Just Another Internet Service • MSN is one option for customers, but our platform works great with other offerings.

Action Needed

Consistent Message. Today our message about the Internet is fragmented. We say the Internet is our top priority, but we still have the MSN marketing team promoting the MSN data center and BlackBird to ICP's, instead of Internet Explorer and Gibraltar. We say we are open, but are still pushing proprietary formats in our Internet authoring tool. We say Windows is the best platform for ISV's, but our Setup Wizard calls internal API's and we haven't licensed our scripting tool. This must change today. We need to deliver platform features like RNA scripting and SMTP/POP mail to any provider. MSN must be *clearly* positioned as just another place on the Internet. BlackBird has to become an authoring tool that targets Internet Explorer, with well documented formats (2D extensions to HTML) which can be created by any authoring tool. And all marketing to ICP's should be focused on establishing our Internet browser.

Focus On Making The Internet Easier. Currently, we are perceived as promoting our own agenda instead of trying to make the Internet easier for our customers. There are two things we

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have to do to change this. The first is a technology shift; we have huge numbers of resources who have been working on solving Internet problems, but in a Microsoft specific context. In particular, we bet hard on MSN, and the Internet caught us by surprise. We need to refocus the great technology we have in MSN, STT, and BlackBird on solving Internet problems. BlackBird must change from a "closed," Microsoft only system, to become the leader in extending Internet formats and protocols to enable next generation publishing.

Aggressive PR Campaign. We have to increase mind share, and need an aggressive campaign to make Microsoft equal Internet. We need to take leadership in solving Internet problems *and* make sure we get credit (PCT, WinSock, RNA, etc.). WinSock and STT are both great products that add value to the Internet community, but each was perceived negatively in the press. We need a dedicated PR story which educates the community about things we are doing to make the Internet better.

Open Up the Windows Box. As per above, we have to be a better partner than Netscape. In particular, we need to remove barriers to browser adoption by Online Services and Internet Access Providers. Today MSN is an access service (UUNet), an online service (the data center), and an Internet site (msn.com); in other words, it competes with everyone. By bundling MSN in the Windows box, we are threatening ISV's in each of these areas, who in turn have no incentive to promote our Internet Browser. MSN (the service) *must* become just another service option in the Windows box, and UUNet *must* become just another access option; it should be as easy for users to choose AOL or AT&T.

Open BlackBird Formats, Embrace and Extend HTML. BlackBird brings many new capabilities to Internet authoring. Unfortunately, HTML and related tools are catching up fast, and by the time BlackBird ships they will provide much of it's value to using Internet/Netscape "open standards." In order for BlackBird to succeed, it has to deliver it's current feature set, but adjust the underlying formats and protocols to be documented extensions to HTML and HTTP. It must also *interoperate* with existing HTML content, and *gracefully degrade* to downlevel clients. Finally, we need to do the work in Windows and Internet Explorer to ensure that they can be the BlackBird client.

Deliver New Services and Products on the Internet. We have to make sure that our new and compelling products and services are perceived as Internet focused – our new technology must be perceived as adding value to the Internet, not just MSN the data center. The MSN team has great ideas for "meta-services" that add value to the Internet. Given the new MSN positioning, we should brand all new services as "Microsoft Internet Services," and have "Microsoft Internet Cards Accepted Here." The consumer division has great products (like Car Source and Music Central) which are published in MSN proprietary formats today. We need to bring these products to the Internet, and focus them on our Internet platform, as a showcase for how great products can be delivered using our new "open" technologies.

Consumers/Home Users

[redacted]

View All Content • All interesting sites support Netscape. • HTML is the format of choice. The Internet Standard Browser • *The way* to get on the Internet. • Superior product you are willing to pay for. • Easy to upgrade. More Choices • Choose your existing Service Provider, Netscape offers lots of options. • Cross platform, works on any machine you have. Netscape = Internet • HTML innovators. • Most popular Web browser. • Netscape understands the Web better. • Installed with your Internet access.	Taking the Internet to the Next Level • We're making Web browsing better. • We will make the Internet useful for you. • We will lead the way in solving Internet problems. A Better Web Experience • All top sites support Internet Explorer, even Netscape sites look better using IExplore. • Great offline reading, parental control, quality, support, performance. Brings The Internet to Your Desktop • Shell is your browser, one history/favorites for all applications, painful to switch to another browser. • Play games against your friends. Personalizing the Internet • Easy for people to find you, easy to publish information (email or Web), easy to find friends/pages.

Action Needed

Get New Users. The best way for us to gain share is to make sure users get Internet Explorer by default in all channels before their first connection. *We need to make it financially profitable for OEM's, LAP's, and online services to distribute or promote our browser.* This means leveraging assets that Netscape doesn't have; the Windows box, hardware OEM's, and our MDA agreements.

Content. Content drives adoption. We will make sure that even Netscape authored content looks and performs better in Internet Explorer using simple extensions that add simple value to existing HTML; for example, extending tables with colors and borders. We also need a group of people who think about ways to buy or co-opt the top 20 sites and seed them with Microsoft-sponsored content (maybe JonL/RSegal?). See the Publisher's section for more ideas and information. The Internet Explorer page should be the coolest page on the net, leveraging rich media (audio/video). It must be fast, updated constantly, and give me a reason to come back. We need to take some of the services on MSN today, and make them work on our Internet site when talking to our browser. Things like stock quotes & news feeds & sports scores – live, automatic content that needs little day-to-day hand editing.

Games. We are the company that can bring games to the Internet. The Games SDK 2.0 should be the Internet games SDK. In particular, we should introduce Internet Game API that let you find opponents out on the Internet – these API will refer to game "rendezvous" servers that do this opponent matching, high score list management stuff. To promote Internet gaming, we should start a games server, get the top 100 game ISV's to post content there, and offer free "trial games" to Internet Explorer users. TonyGa's group in Consumer must leverage these services in the next release of their games products.

Shell Integration. The Internet is a part of Windows. We will bind the shell to the Internet Explorer, so that running any other browser is a jolting experience. Shell/Browser user model becomes the same.

Great Support for Services. Out of the box we have to provide access to the best services.

Most home users will want to "contract out" their mail, news, and web access to one company, and we need to make sure all services recommend Internet Explorer as the browser. We need to define the services users want (Find Person, Find Site), deliver default services for use only with Internet Explorer, but allow ISV's to upgrade these services.

Be The Best Consumer Browser. We should focus on making the consumer experience rich. Internet Explorer users should never hit a file they can't view, we should fetch the browser for them automatically. We should innovate in searching services, and provide the Internet equivalent to "Go" on MSN. We can make the Internet safe for family. Parental control and access should be built in, and we should also work with Kids team on a Kid browser. We have to lead in personalizing the Internet for end users, and make it easy to publish Web pages using Windows with any service. Is there something we can do for schools?

Corporations

Bringing the Internet Into Your Corporation • The Internet will change the way you communicate in your organization. • To adapt you must make changes in your infrastructure. • Netscape is the company who can manage that transition. GroupWare • News, Mail, and Web solve all of your information publishing needs. • Republish all of your documents in HTML format. • Your existing tools don't help you, need to write safe, secure forms using Java and LiveScript. Open and Cross Platform • The same UI on all your company machines, choose from many different vendors for tools and products. Netscape = Internet • All interesting Internet activities happen in Netscape, we're the HTML innovators, we've got the most popular Web browser.	Bringing the Desktop and the Internet Together • The Internet is important, and we understand it. • It is only a part of what you do today, and we can bring it to your existing enterprise. Works Best With Your Existing Products • Best browser for Office suites, no need to convert your documents, work the way you work today. • Works with today's mail system (MSMail, cc:Mail, Exchange). • Use your existing tools (VB, VC). • Best performance, part of BackOffice. You are already moving NT into your enterprise today. Easiest to Administer/Setup/Configure • Easier to install, integrated with Win95 installation, integrates with LAN security. • Shell, Internet have same UI, same way to navigate, same training. • Easy to configure for your corporation, add your branding, homepage, favorites, etc. • Single vendor to work with.

Action Needed

- **Office Integration.** A critical piece of our success is executing on WebOffice. The Internet Explorer/Windows Shell must support DocObj, and the Office team must use Windows services for favorites/history. We should make sure that IExplore ships in the Office box, and that HTML documents can be viewed and added to the Office binder. The big hole in our strategy is document and site management; we *must have* a product that manages both Office and HTML files.
- **Plug In Mail.** We have to have the best mail support – we must interoperate with all

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mail systems. The Exchange client is designed to plug into existing corporate mail sites, but also we also need to provide hooks for different mail and news clients for those corporations who don't want to switch.

- **Innovating HTML.** People are publishing using HTML, but are not happy with the presentation capabilities. We can take a leadership role here by merging HTML and RTF to make a "better" page description for corporations, and enhancing HTML to support better printing and properties.
- **Great Tools.** Corporations use VB and VC today. We need to ensure that VB, VC are the best tools for creating corporate "Web apps." We must have a response (VB/OCX) to Netscape (LiveScript/Java) for groupware forms.
- **Server/Client Integration.** Administration is a huge leverage point for us. To compete with Netscape, we need to have cross-platform (Win 3.1, Win32, Mac) clients which support the NT server (log-on, security, etc.). There should be no reason for corporations not to decide on Microsoft.

ISV's

The Internet Requires Dramatic Change • Totally new paradigm, everyone needs to rethink their investments. • Netscape understands this problem, we can help you rewrite your applications. Scripting • Safe and interpreted is the way to go. • LiveScript and Java are open foundations for everyone. Platform Specific • Platform specific code is bad, cross platform is better. • Take your existing applications and move them cross-platform. Plug-Ins • Simple *and* designed for Internet problems. • OLE is too complex, not open.	Leverage • Every investment you make in Internet Explorer (OCX, DocObj, etc) is leveraged in the most popular Windows products (Office, VB, VC, Windows Shell). Development Tools • Use the tools you want to, and the language you want to. Open Scripting and OLE controls will support you. • Your existing tools (VC, VB) help you move. Migration • You don't have to rewrite your application if you don't want to. Easy to migrate to the Internet on Win32. • HTML is just another format. We're the company who helps you bring your formats to the Web. Customization/Components • We give you more control/branding. Take over the menu bar, toolbar, icon. Embed HTML in your frame and provide your own UI. Go full screen if you want to. Mindshare and Distribution • We will bundle your runtime in Windows, on microsoft.com. • We support signed code to help you deliver your binaries. • We help you upgrade/install your app.

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Action Needed

Safe Code. We need to be the leaders in promoting safe Win32 code. We have to set up a certificate hierarchy so that any vendor can "sign" code and deliver it to customers. This should be vendor neutral, and enable anyone to plug their certificate in. In the short term, we should consider per-server download security, where end users can "trust" different code sites, and staff up a Microsoft "secure" server where we post code that our browser can download.

Distribution. Coupled with safety, we need to provide runtime distribution for Win32 code. We should set up an applet zone on Microsoft with the latest runtimes and viewers, and automatically check that location from the browser. We also need to leverage Windows distribution for runtime applets.

Internet Win32. We need to make it easy for all Win32 applications to move to the Internet. Where possible, we have to make existing applications just work (File Open URL). We must execute on the Sweeper plans, including DocObj, URL Moniker, and hyperlinking. We have to extend the Games API's with a simple set of interfaces for Internet gaming and get our games ISV's excited. We need to focus the Oprah team on remoting Win32 applications.

CDK for Lightweight Controls. We have to establish OCX as the best control architecture. The primary complaint about OCX from ISV's is complexity and working set, and our CDK must make it easy to write OLE controls that are designed for runtime.

Scripting. To compete with LiveScript, we should leverage other language vendors, and provide an Open Scripting API which provides opportunity for scripting vendors. In parallel, we need to deliver a version of VB that plugs into it which matches Java on safety and security.

Publishers and Content Providers

We Will Continue to Be The Share Leader • 80% of Web users run Navigator. • We are committed to cross platform. • We are bundled with all access providers. Best Presentation • If you want to look the best, target our extensions. If you don't someone else will. • All the other sites are doing it. • We will migrate your investment. Best Authoring Tools for Your Content • Designed for HTML. • We understand your problems and will deliver. • Simple to update to new extensions. • Many vendors to choose from.	Significant Client Share • We're bundled with the OS, our share is going to grow. Pay attention. Incentives • Our extensions provide more traffic to your site. Great Extensions • You can customize Internet Explorer fully to your branded front end. • New extensions for 2D layout. Easy to Migrate CD-ROM Content • Easy to migrate your titles to the Internet using Internet Autoplay. Next Generation Authoring Tools • Great site management. • Supports existing products. • Make it easy to design for both extensions.

Action Needed

Great Tools Support. Tools drive content. We need a Web authoring tool that targets Internet

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Explorer (and it's formats) as the runtime. We either have to refocus BlackBird on this problem, or purchase another tool. We also need to make sure that existing HTML vendors can quickly migrate to our extensions; it is in our best interests to have many tools that target our formats. Finally, we need to make sure VB and Access make it easy to create database front ends which are driven using IE. Coupled with this, we need to seed the market with the top controls that make sites zing. We should pay contractors to put these out, and use them on the Microsoft site.

CD ROM Migration. Ideally all CD titles would "just work" over the Internet. We need someone to understand how we can lower the barrier. We should migrate all MediaView titles automatically, and work with Director on the same services. For CD-ROM vendors who want to extend using the Internet, we have to make it easy to search for information on both local and Internet resources.

Great Microsoft Content. We need to change our focus so that all content targets Internet Explorer (or DocObj's that plug in) as the premium runtime. In particular, MSN content, Consumer titles, Games, and Office integration.

Co-Opt Top Sites. We should consider purchasing or co-opting the top sites (StarWave?) and having them use our content. We should give JonL/RSegal the mandate to do this; they would be responsible for enticing the best sites to use our content by whatever means necessary.

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Proposed PSD Release Timeline

Based on the above goals and messages, below is the proposed PSD release timeline. Every feature of every PSD release for the next 12 months will be focused only on getting to 30% browser share. We will execute on a plan to leapfrog Netscape in 12 months, with interim releases designed to maintain new users we gain, and blunt Netscape momentum until we can draw even.

3 Month Release

Goals

- **Maintain 50% of Win95 users.**
- **Nobody switches from Internet Explorer.**
- **Sign two major telco/ISP deals.**
- **Close 80% of corporate deals.**

Product Features (Parity)

- **HTML enhancements.** Framesets, basic style sheets are top priority, others if time permits. Need new person to start Frameset work ASAP.
- **Plug In's.** OCX hosting, Netscape plug-in compatibility. OCX hosting is on track and staffed, need to focus
- **Cool Controls.** Quartz controls (MPEG, QT, JPG, PNG, BMP, WMF – Quartz team), interesting controls for web masters (possible contractor?).
- **Applets.** Smartmarks or WebWatch (buy it), IRC chat client (buy it - Comm), make Acrobat, Director, Quicktime runtimes available.
- **Telco-Ready Releases.** Mac (verify w/ DonBrad), Win3.1 (buy email, dialer, comm, need 1 to manage, robwi?), WinNT (port underway, need setup work).
- **Corporate Releases.** Add features to all clients as necessary for corporate (mostly setup work here). Mac (DonBrad), Win3.1 (still need 1 to manage, robwi?), WinNT.
- **Netscape Conversion.** Simple bookmarks import. Code written, can A-ZekeL complete?
- **HTML 3.0 [illegible]** Simple style-sheets, table fixes, table extensions for borders. ArthurBi.

Preview Features (Parity)

- **DocObj Support.** PhilCo scheduled for this work, issues is can we get this done for RTM?
- **Athena Beta.** Beta Athena support as an "add-on" to our Win32 client. Check w/ EricBer/SungR.

Preview Features (Win)

- **VRML 1.1.** Performance and features. JonMarb, WendyWu.
- **Base Code Fetch.** Simple service that, given it doesn't find an app, calls our server

securely to look for a viewer/OC. Needs staffing.

- **Prelim SDK for Sweeper.** Alpha available for ISV's. See staff below.

Other Products (PArity)

- **NT Server.** Required for corporate bundles (BSD needs to drive business, marketing).
- **Word IA.** Bundle WordIA/Internet Explorer in channel. (PSD owns marketing, need 1 from mikecon).

Other Products (Win)

- **Services.** Roll out first free services to IE users. Combine ClubWin and IE. Free MSN hours or email. Need list of these, plus schedule with MSN/Windows team.

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6 Month Release

Goals

- **Maintain 50% Win95 client share.**
- **Achieve 10% non-Win95 share.**
- **Sign two more telco/ISP deals.**
- **Mail and news ready and integrated.**
- **Rev retail/OEM products for broad distribution all components.**
- **Give OEM's incentive to push our browser.**
- **Solid net beta of 12 month release, get ISV's/content providers to target it.**

Retail Product (Parity)

- **Mail, News.** Athena with SMTP, NNTP support. Integrated in frame in the browser.
- **Basic Integration.** HTML in Athena, simple back/next integration, menus and toolbars.
- **Code Download/Posting for Applets.** Hardwired to www.microsoft.com, need owner.
- **Download/Run EXE.** For Win95 applications, easy to install. Issue here is should we make this IE applet only? (andyhi/setup)

Retail Product (Win)

- **Open Sign Up API.** Open Win95 box to other services. Need staff to design/own (RNA?).
- **Setup Work.** Rev Win95 setup so all this stuff just gets installed. Can Win95 Setup team handle?
- **MDA Work.** Change MDA to push browser adoption. Need owner.
- **Applets/Runtimes on Win95 CD.** Any ISV writing IE plug-ins can put them on Win95 CD, OEM machines. This may not be worth it, probably better to do this online.

Non-Public Support (Beta quality, no release, PArity Features)

- **Run Java Applets.** Any applets that run in Netscape (includes applets w/ Livescript

events). Issue here is whether to clone or license runtime, also whether to develop new classes. Needs owner.

- **Livescript Support.** Interpreter loads, run common pages. Needs staffing.
- **Netscape Automation Model.** We need to clone all of their events and their programming model. Needs staffing.

Beta Features for Demo/Release (Parity)

- **2D Extensions to HTML.** Need specification and runtime (owner to define/deliver, Forms' team?). Netscape will do this before we do otherwise.
- **Open Scripting API's.** API's to plug in different script providers. Used for Livescript and VB. VictorS.
- **Browser Automation Model.** Automation model for IExplore, compatible with VB/Office. Used to support Netscape automation plus our model. Needs staff.

Beta Features for Demo (Win)

- **URL Moniker.** Includes caching stuff. JohannP.
- **Navigation.** HLink, history, favorites. Verify with Shell team.
- **DocObj.** Browser frame is DocObj host. PhilCo.
- **OCX.** Final extensions for Internet, runtime split, hosted in Shell views. VictorS.
- **Customizable Toolbar.** A likely Netscape addition which we should plan to track. ArthurB For efficiency, we might want to consider being an MFC app for the 2/96 release, and get toolbars for free.

Other Groups RTM (Parity)

- **Track Livewire.** Beta "Microsoft Site Manager (BlackBird?)," Internet Explorer is unique runtime for it, convert native formats to HTML extended.

Other Groups RTM (Win)

- **VB Script Engine.** Takes VB text and runs it in browser. Need to confirm owner with VB team.
- **VB 4.0 Add In That Targets IE as Runtime.** Simple tool that let's you generate HTML/2DML plus VB script plus OCX's. VB team to assign owner.
- **Safe VB Excodes.** Minimum beta quality. VB team to assign owner.
- **CDK w/ OC 96.** Generates both Netscape plug-in and OLE controls. VC team to assign owner.
- **VB/VC Host OC 96.** Both containers hosts our OCX's VB/VC to assign owners.

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12 Month Release

Goals

- **Maintain 75% of new Win95 users.**
- **Total share 60% of Win95 users.**
- **Achieve 15% non-Win95 share.**

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- **Web publishers don't show Netscape bias.** 1000 Internet Explorer Enhanced sites, including 10 of top 20 (non-exclusive).
- **Transition to ISV's driving share.** Top 50 Win32 ISV's release Internet Win32 applications.
- **Every Win95 user upgrades to our new features (including Shell?).**

Features (Parity)

- **2D HTML Extensions.** RTM of beta features. Staffing per 6 month release.
- **Base 1D Editor.** HTML/RTF convergence in Athena. Homepage editor (possible to combine with control, need 1 to investigate, 3 to do work).

"Free" Features for Win95 Users (win)

- **Shell Integration.** Page view in Shell, raises Netscape switching costs. Issue: do we give this away? Recommend yes. Shell team.
- **Internet Shadowing.** Microsoft SmartMarks, works for all documents (LAN and Internet). Shell team.
- **More Java.** If we introduce Java, add interesting classes. Needs staffing.
- **Components for ISV's.** HTML (with 2D) control, Quartz OC's.

Features (win, Retail Box Only)

- **Peer HTTP Server.** Allows customers to share their machine over the Internet.