Erik Stevenson (LCA)

From: Carl Stork
Sent: Wednesday, March 26, 1997 12:30 PM
To: Moshe Dunie; Jim Allchin (Exchange)
Cc: Bill Veghte
Subject: RE. Closure on Memphis action items from 3YO and Billg Memphis review

The question we face is not Memphis in July vs. Memphis/IE4 in October. If that were the tradeoff, I would pick Memphis/IE4 and end the discussion.

The question that we have to face up to is a Memphis release this Fall vs. Memphis/IE4 slipping into 1998.

If you add up the facts around IE4, there is low confidence that it is possible to ship an integrated Memphis/IE4 product this year. The IE4 product will need to go through several resets and unplanned work items before it is shippable. Among the issues that will need to be worked through include: security, corporate customer acceptance of push, customer feedback on UI, OS integration, performance, competitive response to Netscape.

We won't know the schedule impact of these items until later in the year. As in the past six months there have been ongoing unexpected delays and new requirements, the reasonable expectation is to that there will be more of the same. Further, the goal is to provide the release concurrently on multiple OS platforms and the development project is not focused on the Memphis deliverable.

In terms of hitting OEM milestones, we have to factor in that OEMs have been trained to expect us to miss our schedule predictions, so they will not believe our schedule until we make a release candidate. While OEMs may be able to receive our code as late as November, they need to place their bets earlier in the Fall as to where they invest their testing and release management resources. We see evidence of this as we see whether we get scarce prototype hardware, whether OEMs fix bugs that we find, etc. With all due respect to Joachim, I think we need to target for a September release if we want to achieve Spring 1998 OEM machine penetration.

We need to face up to the question of whether it is important to get a release to OEMs for Spring 1998. If the answer is yes, then we need to take some actions now to be able to accomplish that - either deciding we are going to make a release w/o IE4, or that the IE4 project is reset on Memphis. Until now we have been victims of the IE4 schedule - we would have made different development & release decisions if we had known what the IE4 scheduled would turn out to be.

By the time it is clear that Memphis/IE4 is too late to make Spring 1998 PCs, it will also be too late for Memphis w/o IE4 to make those machines - we need to pick the development & beta test target earlier.

We need to reach closure on this decision.

—Original Message—
From: **Moshe Dunie**
Sent: Tuesday, March 25, 1997 7:55 PM
To: Carl Stork; Jim Allchin (Exchange)
Cc: Bill Veghte
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

Paul is not ready at this point to give up on IE4 on memphis, unless it means missing the spring 98 PCs. Edst thought that we can defer decision to beta 1 and by that time the risk for spring 98 will be clearer. I hear your message. We should discuss in our 1:1 how to pursue this.

—Original Message—
From: **Carl Stork**

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Sent: Tuesday, March 25, 1997 7:31 PM
To: Moshe Dunie; Jim Allchin (Exchange)
Cc: Bill Veghte
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review
Importance: High

The plan outlined below is not attainable if we wait until after Beta 1 to decide. If we want a chance to succeed at a late July release, we have to start gunning for it now. If we don't turn up the intensity now, we won't make July. I do not recommend turning up the intensity now and then turning it back off in 4 weeks. This burns up the team needlessly and leads to another round of morale and attrition problems.

We need to make a decision and execute. I see fundamentally two choices:

1) We take fate into our own hands and drive hard to make a 7/31 release. This means Memphis ships with the Windows 95 shell. The hardware advances will ensure broad OEM adoption. The performance enhancements and quality improvements will appeal to a portion of the installed base and should make for a reasonable upgrade business.
2) The goals & objectives of the IE4 project are reset to enable a Memphis release in the second half of the year (and an NT5 beta). This means that Memphis & NT5 are the focus, not Win95 gold. Unix, the Mac & NT4. It means that features will be compromised to meet schedule & quality & perf. This is not how the IE4 project has been run to date.

We are not on either of these two paths today. As the manager of the Win9x team and Memphis product, I am communicating to you that we are on a path to failure today. We don't have consensus at the executive level, the IE4 project has a ton of open issues & risks, and we do not have a committed ship vehicle for new hardware support for our industry partners (they have been reading all the press about the Memphis delay to 1998 as well.)

We need to reach closure on these issues via you with Paul & Bill. I do not see a path to resolution though. I see starts and restarts. What should/can we do to drive this to closure?

—Original Message—
From: **Moshe Dunie**
Sent: Tuesday, March 25, 1997 5:06 PM
To: Carl Stork; Jonathan Roberts; Megan Bliss; Jim Allchin (Exchange); Bill Veghte
Cc: Jeff M. Johnson; Adam Taylor; Phil Holden
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

Please don't forward

Jonathan,

The plan that Carl outlines below is the plan I approved. We agreed with Paulma and Joachim that at the time we ship the Beta, we may decide to drive to 7/31 RTM without IE, if it looks we may miss the spring 98 PCs. In such case we will execute on the schedule below. As you can see to have this option, this has to be a beta test by end users. Feel free to come and discuss this with me.

If at the time we ship Beta 1, we get the team totally focused on making a memphis release based on old shell, the team will drive toward the following schedule:

4/3 - WinHEC build, also represents RC1 for Beta 1
4/18 - Beta 1
6 /1 - Beta 2
7/1 - RC1
7/31 - RTM

There is some risk in that schedule, but if 7/31 is OEM only followed by retail that supports also win3.1 three months later (10/97) the confidence level of Carls' team is quite high.

Thanks.....Moshe

-----Original Message-----
From: **Carl Stork**
Sent: Tuesday, March 25, 1997 4:03 PM
To: Jonathan Roberts; Moshe Dunie; Megan Bliss; Jim Allchin (Exchange); Bill Veghte
Cc: Jeff M. Johnson; Adam Taylor; Phil Holden
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

The release at WinHEC is being called a Developer Release, the same terminology we used in December.

We are planning to move on to release a Beta release fairly soon thereafter. The beta release will go to end users and will be used to test upgrade, apps, etc. The IE4 shell is available via the display control panel but it is not set by default.

-----Original Message-----
From: **Jonathan Roberts**
Sent: Tuesday, March 25, 1997 3:47 PM
To: Moshe Dunie; Carl Stork; Megan Bliss; Jim Allchin (Exchange); Bill Veghte
Cc: Jeff M. Johnson; Adam Taylor; Phil Holden
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

Philh needs to create a press response that covers:
1) dev release without IE. I still don't think we should call it a beta. Without IE it is not code complete, therefore it is not a beta. We can call it anything but a beta.
2) A statement about 3.1 support, since that won't be in the next release and we are already being asked about it.

Carl, can you confirm what we are calling the next release?

Thanks,

Jonathan

-----Original Message-----
From: **Moshe Dunie**
Sent: Tuesday, March 25, 1997 1:35 PM
To: Carl Stork; Megan Bliss; Jim Allchin (Exchange); Jonathan Roberts; Bill Veghte
Cc: Jeff M. Johnson; Adam Taylor
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

It has been decided to ship Beta 1 with the old shell. Will decide at that point based on IE4 schedule whether Memphis will be based on IE shell. A key factor is that we don't want to miss the spring 98 PC season. Externally though we cannot disclose the possibility of shipping Memphis without IE4. Plan of record is still to have IE4.

-----Original Message-----
From: **Carl Stork**
Sent: Tuesday, March 25, 1997 12:06 PM
To: Megan Bliss; Jim Allchin (Exchange); Jonathan Roberts, Bill Veghte; Moshe Dunie
Cc: Jeff M. Johnson; Adam Taylor
Subject: RE: Closure on Memphis action items from 3YO and Billg Memphis review

The assumption about the date is missing <g>

We do not have closure on the issues below at present. 16 Mb will be a challenge for acceptable perf with IE4 & other apps. IE4 is not being developed as joined to Memphis at the hip - at present Memphis is an afterthought. It is not one of the four main test platforms for IE4. We are being encouraged by the IE4 team to release a Memphis Beta 1 with the old shell.

We need to rethink the plans & make sure we have a plan that makes sense. Today I would not tell anyone that it is possible to ship an integrated IE4/Memphis product in 1997.

——Original Message——
From: **Megan Bliss**
Sent: Tuesday, March 25, 1997 11:43 AM
To: Jim Allchin (Exchange); Carl Stork; Jonathan Roberts; Bill Veghte; Moshe Dunie
Cc: Jeff M. Johnson; Adam Taylor
Subject: Closure on Memphis action items from 3YO and Billg Memphis review
Importance: High

From the 3YO, and the subsequent BillG Memphis review, these are the things that we agreed upon. I want to make sure that they still hold true.

1) The Memphis minimum system configuration is 486, 16Mb
2) We will be doing a Win3.1 upgrade.
3) IE 4 and Memphis are joined at the hip.

It is important to get closure on these issues so that we can start to effectively communicate what to expect with this release to the various involved parties (internally, the field, etc.) For instance, we have yet to see a plan for the Win3.1 upgrade.

I am also concerned that we haven't come to any closure about the proposed additional features that were brought up at the Billg Memphis review.

Please correct me if these are not plan of record. Our teams are marching with these assumptions.

Thanks,
Megan

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