From: Amar Nehru
Sent: Monday, July 29, 1996 7:52 PM
To: Dan Rosen
Cc: Richard Liotta; Amar Nehru
Subject: Netscape Exec Staff Meeting

Dan:
We are working on a Netscape presentation for Bradc/Bradsi for the exec staff. J Allard suggested we speak with you. Could we pls spend a 1/2 hour or so with you at your earliest convenience...preferably this week, since we have very limited time. Wed 7/31 4-6pm, Thursday 8/1 4-6 pm and Friday 8/2 3-6pm work best for me. Pls let me know what works for you and we will come over to your office.

We have some questions and would like to get your pov and feel/understanding for the company. Below are some topics and questions that Billg wants us to focus on. If you could pen some key bullets and thoughts on these questions, Dan, it would be super.

Topics & Questions:

- Netscape development methodology-cross platform a lot of work for them, is quality an issue for them (Billg question # 4)
- Netscape Product/platform strategy: what is it? and is it effective
- Deficiencies in their products and how they might respond to these deficiencies (specific acquisitions, other ways)
- Also how they might respond to IE3, IE4 etc
- What they do better than us
- What we do better than them
- Core assets
- Where they are vulnerable and where we are vulnerable
- What we should do to counter them from a product and business perspective
- Relationship of Netscape with Sun and Oracle
- Who might they buy or partner with

Thanks, amar

From: Bill Gates
Sent: Sunday, July 28, 1996 6:08 PM
To: Amar Nehru
Cc: Brad Chase; Brad Silverberg; Mike Brown; Greg Maffei; Richard Liotta
Subject: RE: 8/19 Netscape Exec Meeting Agenda

The outline you give below covers everything. However given the time limit I want to be clear on what is really important:

- Personnel. Really getting their headcounts and headcount plans for different areas is very important.

2) Future growth plan. Any data analyst's have about how they will grow their revenues. People are expecting Netscape to make a lot of money. How does that pencil out?
3) Geographic. Any data about sales by region and special regional strategies.
4) Development methodology. This gets into staffing but would have to be put together by someone in program management or engineering. Is cross-platform a lot of work for them? Is quality a challenge for them?
5) Recent speeches/interviews/analyst discussions from them about how they will beat us. Why didn't they outbid us on Eshop/Frontpage? Why haven't they attacked us on these distribution deals more - if AT&T was important enough for them to announce why didn't they offer AT&T compelling reasons to work with them? Of particular interest is how they will respond to ActiveX - clone? Opendoc?
6) Anything about the relationship between Netscape and Sun and Oracle would be quite valuable.
7) We should make sure our goals for Internet presence are low enough that we can achieve them but also say that Netscape has lost control. As we achieve our goals people should start to question Netscapes leadership.

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