

Karl Neumann (LCA)

From: Takeshi Numoto  
Sent: Thursday, October 23, 1997 10:44 PM  
To: Dan Neault  
Subject: RE: Microsoft Confidential: Recommendation on Mainsoft waivers

Agreed on waiving for Motorola, but not for Borland.

A couple of questions regarding next steps.

- If we are still within the deadline, who should be delivering the message to Mainsoft?
- We got no response from Morrisb or Normj. Should I try to sell these decision to them, or just go ahead and talk to Mainsoft. This is particularly an issue when we are under time pressure.
- If we are out of luck with the deadline, what should our approach be towards Mainsoft? What should we say to them, if they decline to acknowledge our refusal for waivers?

Thanks,

-Takeshi

-----Original Message-----  
From: Dan Neault  
Sent: Thursday, October 23, 1997 9:45 PM  
To: Takeshi Numoto; Morris Beton; Norm Judah  
Cc: RoAnn Corbisier  
Subject: RE: Microsoft Confidential: Recommendation on Mainsoft waivers  
Importance: High

I generally agree with the recommendations below, with some uncertainty on borland and motorola.

Please agree or dissent quickly.

Thanks,

-Dan

-----Original Message-----  
From: Takeshi Numoto  
Sent: Thursday, October 23, 1997 9:37 PM  
To: Dan Neault; RoAnn Corbisier  
Subject: Microsoft Confidential: Recommendation on Mainsoft waivers

My recommendation for each application is listed below.

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ISV: Franz (<http://www.franz.com>)

Application: Allegro  
Recommendation: waive  
Rationale

- Friend, enemy or neutral: between neutral and friend
- Allegro is visual programming environment for LISP which is capsulated by C, C++ calling Win 32 APIs

ISV: Wind River Systems (<http://www.wrs.com>)

Application: Tomado, WindView  
Recommendation: do not waive  
Rationale

- Friend, enemy or neutral: enemy (we probably don't want to help people develop applications for a variety of embeded system on UNIX systems.)
- Tomado is visual application development environment for embedded systems.
- WindView is visual instrumentation module for use in analyzing and developing applications for embedded systems.

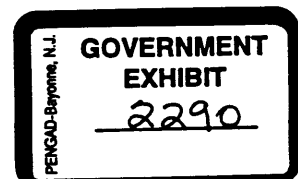
ISV: Universal Analytics (<http://www.uai.com>)

Application: RenderMaster

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Bristol Technology vs. Microsoft  
398 CV 1657 (JCH)  
PX 408

MSB 0002950



Recommendation: waive

Rationale

- Friend, enemy or neutral: neutral
- RenderMaster is 3D visualization and animation tools for display of solid models and their analysis (Finite Element Analysis) results. Their product line looks like a typical traditional UNIX-based offering. Would be good to induce them to move over to Win32 based development.

ISV: Net Objects (<http://www.netobjects.com/>)

Application: Fusion

Recommendation: do not waive

Rationale

- Friend, enemy or neutral: between neutral and enemy
- Fusion is a product for designing, building, and updating Web sites.
- Netobjects has already been writing to Win32, and Fusion has not been available for UNIX until now. Waiver doesn't seem necessary to keep them writing to Win32, and we probably would not want to help make UNIX a better environment for hosting web sites.

ISV: Chillsoft (<http://www.chillsoft.net/>)

Application: Chili!ASP

Recommendation: waive

Rationale

- Friend, enemy or neutral: friend
- Chili!ASP is Active Server Page server on UNIX, extending the coverage for ActiveX

ISV: Integrated Chipware (<http://www.chipware.com/>)

Application: IE Workshop

Recommendation: do not waive

Rationale

- Friend, enemy or neutral: enemy (we probably don't want to help people develop applications for a variety of embeded system on UNIX systems.)
- IE Workshop builds embedded real time operating systems.

ISV: Ameritech Library Services (<http://www.als.ameritech.com/>)

Application: Dynix, Webserver

Recommendation: waive

Rationale

- Friend, enemy or neutral: neutral
- Top company in library database. Had Windows-based product since last summer. Would be good to induce them to develop to Win32 first. By getting them on our track, they will also be using OCOM in the future.

ISV: Motorola

Application: GRCP Generic Communications Processor

Recommendation: do not waive

Rationale

- Friend, enemy or neutral: Between neutral and enemy
- See no particular positive reason to waive.

ISV: Ansys (<http://www.ansys.com/>)

Application: ODA (Direct Data Access)

Recommendation: waive

Rationale

- Friend, enemy or neutral: neutral
- ODA is high-end CAD analysis tool for computational fluid dynamics. Similar reason for waiving royalties for Universal Analytics' product.

ISV: Borland (<http://www.borland.com/>)

Application: IntraBuilder

Recommendation: do not waive

Rationale:

- Friend, enemy or neutral: enemy
- IntraBuilder is visual development environment for corporate Intranet webmasters and database developers to easily create, maintain, and deploy live, data-driven applications over the Web. Strong ties

with Netscape JavaScript and Platform One suggested.

**ISV: SoftImage**  
Application: Sumalia & Twister  
Recommendation: waive

**ISV: Microsoft Corporation**  
Application: Visual Sourcesafe 5.0  
Recommendation: waive

**ISV: Integrated Systems (<http://www.isi.com/>)**  
Application: Prism Plus  
Recommendation: do not waive  
Rationale:

- Friend, enemy or neutral: Enemy
- Prism Plus is a development suite for the embedded application development environment based on the CORBA open standard for distributed object interoperability.

In order to save Mainsoft from wasting their sales efforts, we should informally give our rejection criteria. The idea is to tell them what kind of projects are doomed to be rejected by MS discouraging them from wasting their time on them.

**Initial Blacklist (should be expanded and/or granularized over time)**

1. Hostile ISVs, unless this waiver gets them to start changing camps.
2. ISVs in business MS does not like to see flourishing, e.g. Embedded systems development environment vendors

We should also have Mainsoft include in their request for waiver, the following information.

- ISV's ownership structure
- Detailed description of ISV application's functions
- Has the ISV traditionally been a UNIX shop or not? When did the ISV first release Windows-based version of their product? Was this before or after their release of their UNIX version? Is this the first time that the ISV is conducting the initial development for this product in Win32, then porting to UNIX, or has this switch taken place before?

In essence, we should put the onus on Mainsoft to present in their request why it makes business sense for MS to grant them a waiver on royalties for that specific ISV and for that specific application.