

**Joe Tarsha**

**From:** Frank Boosman  
**Sent:** Sunday, January 17, 1999 10:43 PM  
**To:** jlg@be.com  
**Subject:** Board meeting presentation -- first draft

JLG:

Following is the first draft of a presentation for the board meeting. Note that I'll be out of the office Monday, but I will be able to revise this based on your feedback and get another draft out Monday evening. See you Tuesday.

-- Frank

[Note: Items preceded by an asterisk are talking points only and not for the actual slides.]

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- Microsoft Competition
  - Peaceful co-existence isn't working
  - Microsoft is aware of and targeting Be
    - Using its influence to limit or stop OEMs from bundling the BeOS
      - \* Known interference at Compaq and Hitachi
      - \* Suspected (?) interference at Gateway and HP
- Be Strategy for Microsoft
  - Indirectly publicize Microsoft business practices
    - Encourage press to write about this topic
      - Avoid direct quotes from Be on the subject
    - Work with the government to bring Microsoft's competitive practices to light
      - \* We need to turn the spotlight on the hyenas
- Marketing Situation
  - Release 3
    - Deliberately avoided broad marketing effort
    - Roughly positioned BeOS as "geekware"
  - Release 4
    - Strong general PR push around COMDEX
    - Excellent press and analyst coverage of R4
    - Application announcements support better positioning
- Marketing Strategy
  - Refine our positioning and brand identity
    - \* Tiger team working on these issues
    - \* Identity design firm search in progress
  - Focus on complete A/V solution demonstrations at PC Expo
  - Public relations push
    - \* Targeting vertical publications, starting with audio
    - \* Numerous announcements at NAMM and Musik Messe
    - \* Going after major business books
  - Trade show booths
    - \* PC Expo
    - \* SIGGRAPH
    - \* COMDEX
  - Trade show suites
    - \* NAMM
    - \* Musik Messe
    - \* NAB
    - \* DV Expo
  - Hiring
    - \* VP of Marketing

To JLG Re: Hitachi

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Plaintiff's Exhibit

9139

Comes V. Microsoft

BE 0072453

- \* Product Marketing Manager
- \* Audio/Music Evangelist
- \* Games Evangelist
- Sales Situation
  - No Tier 1 or Tier 2 OEMs shipping in the US
  - First OEM now shipping in Japan
  - We won't close a Tier 1 OEM in the US in 1H 99
    - \* Key applications not yet shipping
    - \* Pressure from Microsoft on OEMs
  - We can close additional OEMs in Japan in 1H 99
    - \* Lower need for specific applications
    - \* Lower susceptibility to pressure from Microsoft
- Sales Strategy
  - Focus on Japan in 1H 99
    - NEC
    - Sony
    - Matsushita
    - Toshiba
    - Sharp
  - In US, focus on Tier 2s in 1H 99
    - Micron et. al.
  - Hiring
    - \* Reseller Program Manager
    - \* Japanese Program Coordinator
    - \* Hiroshi full-time on Japanese business development
- Internet Appliance Strategy
  - Push the BeOS as a high-end embedded OS for Internet appliances
  - Create an open market to challenge WebTV
    - \* Work with multiple OEMs to manufacture devices
  - Could partner with AOL or with multiple ISPs