From: Joachim Kempin
Sent: Monday, February 16, 1998 10:21 AM
To: Sanjay Parthasarathy
Cc: Steve Bush; Bill Veghte; Sherri Kennamer; Kurt Kolb; Erica Anderson; April Olson
Subject: RE: Memphis Product Registration

i HAVE A STAFF MEETING ON WENDSDAY AND IT MIGHT BE GOOD TO BE THERE TOGETHER WITH BILLV PICK
YOUR TIME
9:00-12:00

—Original Message—
From: Sanjay Parthasarathy
Sent: Monday, February 16, 1998 10:19 AM
To: Joachim Kempin
Cc: Steve Bush; Bill Veghte; Sherri Kennamer; Kurt Kolb; Erica Anderson
Subject: RE: Memphis Product Registration

I'd like to do this today if possible. Kurt is trying to get a meeting pulled together for this.

—Original Message—
From: Joachim Kempin
Sent: Monday, February 16, 1998 9:25 AM
To: Steve Ballmer
Cc: Sanjay Parthasarathy; Bill Gates; Steve Bush
Subject: RE: Memphis Product Registration

I agree and it is getting late, again the issue is not talking early enough. Sanjay when can you meet?

—Original Message—
From: Steve Ballmer
Sent: Monday, February 16, 1998 8:46 AM
To: Joachim Kempin
Cc: Sanjay Parthasarathy; Bill Gates; Steve Bush
Subject: FW: Memphis Product Registration

Please meet and resolve this week with sanjayp   if there are differences in view please air for bill and me   I am on
vacation so bill may need to weigh in   I do not understand why the ms choice is so much worse than the vendor
choice for the oem or why involving the vendor is Os hard for MS   this is a big customer sat issue for the oem and a
big startegic imperative for MS so we may need to put in more energy than planned

—Original Message—
From: Joachim Kempin
Sent: Wednesday, February 11, 1998 7:21 AM
To: Bill Gates; Steve Bush; Brad Chase; Laura Jennings; Sanjay Parthasarathy; Bill Veghte; John Ludwig
Cc: Steve Ballmer; Pete Higgins; Edward Jung; Eric Rudder; Sherri Kennamer; Angus Cunningham; Autumn
Neault (Womack); Rodney Vieira
Subject: RE: Memphis Product Registration

I do not believe the mail below reflects the facts. So I do not understand why a prevents b. We can easily spec this out
so that the outside vendor does promote our services. Nothing prevents us from doing so. The reason why we are
doing this is very simple:
Increase registration, make it easier for customers to register with us and the OEM in one process and not look heavy
handed.
I need to understand why we need to own the transportation process- sounds like heavy lifting without reasons, but I
am flexible. I will be back next week- let's talk then.

—Original Message—
From: Bill Gates
Sent: Wednesday, February 11, 1998 1:22 AM
To: Steve Bush; Brad Chase; Laura Jennings; Sanjay Parthasarathy; Joachim Kempin; Bill Veghte; John
Ludwig
Cc: Steve Ballmer; Pete Higgins; Edward Jung; Eric Rudder; Sherri Kennamer; Angus Cunningham;
Autumn Neault (Womack); Rodney Vieira
Subject: RE: Memphis Product Registration

I agree with this.

Joachim - can we hold the line on this - its important,

DEPOSITION
EXHIBIT
14
Kolb
5/31/01
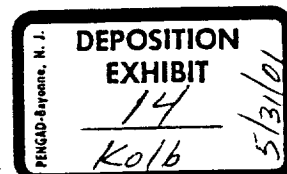
MS98 0120873
CONFIDENTIAL

Issue:
    OEM's want to replace the Memphis product registration process with a third party (IntelliQuest)
Windows product registration process.

Problem:
    Replacing the Windows product registration mechanism lets OEM's own the process and prevents
Microsoft from building into the registration process future valued added Windows Services. In sum, it lets
OEM's interject themselves into the first boot customer experience and offer customers valued added services
before a Microsoft proposition of similar services.

Recommendation:
OEM's be allowed to define the client UI portion of product registration. However, they must submit the
product registration information to a Microsoft product registration server using the Microsoft registration
transport. It's strategically very important that Microsoft owns the transport so that it can build upon this client-
server interaction.

Call to Action:
I only have a very limited amount of bandwidth to dedicate to advocating and designing a Microsoft
registration process that is OEM compatible. From a strategic standpoint, it's critical that we own the
registration process as it's our future vehicle for signing users up for Windows Services. I see no technical
issues to Microsoft hosting the product registration servers. It's merely a matter of trading off OEM concerns
against the strategic value of owning product registration.

Part of the problem is that the overall business ownership of product registration is unclear. Several groups
have a vested interest in this process working flawlessly: customer database marketing, OEM, support,
product groups, etc. Who trades off OEM concerns against the strategic important of owning the Windows
product registration process.

Background:
The product registration process in Memphis is strategically very important. It is the customer's first
impression of Microsoft and a strategic client-server interaction that will be the platform upon which we build ·
for future Windows Services (HotMail, Windows Passport, Licensing, etc.).

Unfortunately, OEM's are unhappy with our current implementation and want a third party IntelliQuest (IQ) to
perform their product registration (IQ will replicate product registrations to us). While I agree that OEM's
should be able to influence the product registration UI, I'm strongly against the OEM's posting product
registrations to IntelliQuest instead of a Microsoft product registration server. This would allow the OEM's to
offer competing Windows services and use product registration to sign users up for these services. The
problem is that if OEM's own the registration process we would be unable to build value added services into
the registration process (ID issuing, Windows Passport, HotMail accounts, licensing, etc.).

I've been a big advocate of OEM's defining the client UI and using the Microsoft backend registration servers
to accept registrations. This approach allows Microsoft to build value added services into the process since
we're accepting the product registrations. The Microsoft.com team who runs these servers would
instantaneously replicate the OEM product registrations to the IQ registration servers. The risk of this
approach is that Microsoft.com is a mission critical portion of the OEM registration process and must deliver
product registrations with no down time. SanjayP and the microsoft.com team have committed to this service
level. This decision is very unpopular with OEM's as it makes them dependent upon Microsoft for their
registration process.

Thx.

Steve