

From: Steven Sinofsky <steven@sinofsky.com>
To: Jeffrey Epstein <jeevacation@gmail.com>
Subject: Fwd: Come back
Date: Sun, 25 Aug 2013 23:10:41 +0000

----- Original Message -----

Subject: Come back
From: Rob Mauceri <rmauceri@exchange.microsoft.com>
To: 'Steven Sinofsky' <steven@sinofsky.com>
CC:

You probably have dozens of these in your inbox. At the risk of embarrassing myself – here's my vote of confidence if you were to decide to come back to Microsoft in our most senior executive position. I believe your vision, experience, and willingness to take calculated, deliberate bets is what we need for Microsoft to change and thrive again. I suppose this is super unlikely given your recent news about a16z (congrats btw!). But if it matters, I know I'm one of many who would be re-energized and eager to sign-up for more if you came back. I hope you're thinking about it (and understandably, I expect no reply).

Best,

Rob

From: Rob Mauceri
Sent: Tuesday, May 21, 2013 9:50 AM
To: Steven Sinofsky
Subject: RE: Trip report: Google I/O 2013

I'm glad you enjoyed it. +1 on impressed by Google and Apple. Google in particular seems to be executing well across the board. We have our work cut out for us. But, that's what makes it fun 😊

From: Steven Sinofsky [<mailto:steven@sinofsky.com>]
Sent: Tuesday, May 21, 2013 9:21 AM
To: Rob Mauceri
Subject: Re: Trip report: Google I/O 2013

thank you so much for sharing this. It is a remarkable report on all the dimensions I bet you intended.

I felt like I was there reading it.

I am definitely blown away by what google is doing. I'm equally blown away by what Apple is doing. Being on the "outside" brings a different sense of being impressed and seeing the quality of the work and their unique point of views.

It truly warmed my heart that you wrote this and shared it. It was emotional for me on that level alone.

All the best. Please keep in touch and keep up this awesome work.

Sent from Windows Mail on Surface RT

<http://blog.learningbyshipping.com> | @stevesi

From: Rob Mauceri

Sent: Monday, May 20, 2013 10:20 PM

To: Steven Sinofsky

Sending this to you for 2 reasons (nothing company confidential, just my observations and opinions)

1. Writing this reminded me how much I learned reading your trip reports over the years – thank you!
2. You might find some of the contents interesting.

Hope you are well,

Rob

From: Rob Mauceri

Sent: Monday, May 20, 2013 9:52 AM

To: IE Leadership

Subject: Trip report: Google I/O 2013

Last week I attended Google I/O, Google's annual developer conference; this year taking place over 3 days at Moscone Center west in San Francisco. IO covers a broad range of Google technology and products from client platforms like Android, Chrome/Chrome OS, to cloud and services like Search, YouTube, Maps, Drive, Google Now, Google+, Google Compute Engine, and more. The attached document covers the details of the conference, observations, and session notes.

For the TL;DR; crowd: Here are 5 observations that stand out for me and that I believe are worth considering in the context of how we attract developers to building for Microsoft platforms and devices going forward:

1. **Many screens, one Google to bind them.** In the [keynote address](#) and [many sessions](#), the consistent refrain was "It is a multi-screen world, Google platforms and services cover all of it." There was a bit of a mantra around "not just desktop, not just mobile." Google is courting developers with equal attention to Android and the Web platforms with a message of think about all the screens from very small to very large (phones, tablets, laptops, watches, in cars, Glass, more). The take away for developers is that Google is the one company that enables you as a developer reach all of these screens in massive volumes with a consistent set of platform and commerce services. In contrast, at Microsoft we've talked about 3 screens for many years, and while we are making progress, in many dimensions (app models, store, UX, identity, available services) the developer story remains fragmented and there is more work to do.
2. **Enabling developers to make more money on Android.** Google claims Android is the most popular platform with 900M activations world-wide. They are building out the Android ecosystem to help developers build better apps and make money. This includes new developer tooling (preview of "[Android Studio](#)", a VS-like, full IDE based on IntelliJ), beefing up Google Play for new scenarios in gaming (leaderboards, achievements, cloud storage, and multi-player), new Google Now and G+ APIs, music (new All Access subscription service), improved developer analytics, support for alpha/beta testing, improved consumer experience in the store.

Though many of these announcements represent incremental improvements, they generated some of the biggest applause during the keynote, and most of the related sessions were packed. It is also notable that the only presence Google's advertising services had at IO was the [mobile advertising services](#), which they claimed are improving with more flexibility and better tools (campaigns, cross promotion, improved analytics). It was eye opening to see how the Android story and developer platform consistency for phones and tablets is coming

together, especially in areas where they are weak today like dev tooling and gaming services (areas where we are strong with VS and Xbox Live).

- 3. Ubiquity of Chrome and the Web.** The web is Google's "other platform" and their message to developers is that Chrome is/will be everywhere, and they are working to make Chrome consistent across all the devices where they make it available (Windows/Mac/Linux desktop OS's, Android phones/tablets, iOS, Chrome OS). Google claims 750M active monthly Chrome users last month (up from 450M last IO) with most of the growth in the last year coming from phones and tablets. Chrome OS growth was also highlighted, with Samsung Chromebook at #1 sales position on Amazon for 190 last 200 days, and as an exclamation point, every attendee left IO with a Chromebook Pixel. More on Pixel in attached trip report.

Emphasis throughout IO for Chrome was "speed, simplicity, and security" across devices and the goal to "Do for the mobile web, what we did for the desktop." Improved performance (faster & smaller) was a constant refrain, especially for mobile where they noted 57% improved speed on Octane JS benchmark (vs 25% improvement on desktop) and 2.4x improvement running ASM.js. Other perf related investments include support for webP image format (30% smaller than jpeg, with support for lossy, lossless, and animation), new VP9 codec with 63% reduced bandwidth use with higher quality than H.264, and a new data compression proxy service for Chrome mobile. Clear call to action for developers was to design for many screens and consider performance across these screens/devices. It is telling that more than 1/3 of the 48 Chrome sessions were on responsive web design or optimizing performance for mobile. More on Chrome sessions in attached trip report.

- 4. Google services is the glue across devices.** Services, starting with Search, are the heart of Google's business. IO covered a broad range of services, with many incremental improvements (G+ feed/photos/hangouts), and some major updates (eg. Maps, Music All Access). Services were consistently demonstrated on mobile devices either in apps, in Chrome, or both. While there are a number of interesting Google+ improvements for consumers (like auto-enhancing, "auto awesome" for auto generated Vine-like animations from your pictures, and 15GB free storage for full size images), it is even more notable how G+ ID is being integrated as single sign-on for Android and Chrome, with lots of opportunity for developers to plug into G+, Google Now, Google Wallet, and more once they use Google ID.

Google describes the changes to Search as "the end of search as we know it," with an emphasis answers through conversation and anticipating the user, searching through your own information in the cloud, and Google Now – including coming to Chrome browser and Chrome OS to bring voice driven search and actions across devices. Google Drive (for storage) and Google Maps are other examples where Google is investing in app and web with consistent APIs and capabilities, and Google Wallet which supports Android is being integrated into new auto form filling for payment in Chrome. Together these services enable a broad range of end-to-end value for developers whether they are building apps for phones, tables, or the web.

- 5. Creating new value with sensors and data gathering.** It's in obvious interest to Google that they continue to gather all kinds of data to improve their services and devices. This came through several places at IO. Google proudly displayed the hardware they are using to expand "street view" in Maps to cover everything from hiking trails, to ski slopes, to museum corridors, to maritime reefs (see below). Improving sensors in phones and tablets and exposing that data to developers in Android and web was mentioned in several places in the keynote, including by Larry Page.

The conference facility was covered in sensors throughout the Moscone center, in every session room and most public spaces, constantly gathering and streaming temperature, humidity, pressure, air quality, light, motion, noise and RF levels. One can argue that Glass is itself "just" a mobile sensor connected to the internet. Though much of this is experimental (something they say with pride), they are building potential to crowd source massive amounts of very granular data on many attributes of the physical environments that matter to people and businesses. With services like Google Now, Maps, G+ it is easy to imagine how this data could turn into increased end user (or advertiser) value in Google devices and services. In a future where Microsoft has both software and data businesses that power our devices, sensors and data gathering seems an area worth understanding better.

Increasingly, we're in an ecosystem competition for developers (and consumers) of devices, services, and software. Google is a formidable competitor in this space. We have many assets to enable developers and our business, and I like the direction we're headed as a company and the investments we're making across Windows, Phone, Xbox, Office, Bing,

and more. IE plays a huge role in making our MS devices and services compelling and successful through everything we're doing to enable amazing apps and browsing experiences – starting with Windows 8 and Blue. Let's get it done 😊

Rob