

"Critics of the Redmond, Wash.-based company, the world's largest software publisher, have repeatedly claimed that it has used its dominance and relationship with IBM to crush tiny competitors and outmaneuver larger rivals.

"Particularly upsetting to many smaller software publishers is Microsoft's unique strategy of providing both system software, which controls the computer's basic operations, as well as application programs, such as word-processing and spreadsheet packages.

"Critics argue that because Microsoft controls the system software, it has an unfair advantage in developing application programs that must operate with the system software."

*Los Angeles Times*, 3.13.91, p. D-2.

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"Microsoft['s] ... effort to unseat Netscape as the Internet's dominant power... is creating a major split in the Net and new headaches for Net developers who are being pressured to take sides. ...the end result is that a market in which Netscape once set the de facto standard is increasingly being split in two.... [and launched a ] ... battle [that has] standards-setting bodies ... throwing up their hands.

[...]

"Microsoft, with its huge war chest and its control over 80% of the world's PC desktops, is well-positioned for a long battle. The company will soon integrate its browser tightly into its Windows operating system, for example, a measure analysts say will increase its power to shape the future of the Net.

[...]

"Following its offer ... of hundreds of dollars' worth of free subscriptions to popular Web sites such as Wall Street Journal Interactive and ESPN

SportsZone to those who use its latest browser, tens of thousands of Net surfers are downloading the Microsoft browser everyday... [a]nd Microsoft is offering lucrative incentives to content providers to use Active X technology on their Web sites.

"In exchange for getting a new TV Guide-style site called NetGuide Live to use Active X, 'Microsoft committed themselves to a significant amount of advertising,' says Newt Barrett, publisher of the new service. Barrett says his site will also be included in Microsoft's list of hot Web sites.

[...]

"Observers expect Microsoft's browser share to jump again when CompuServe and America Online begin offering a customized version of Internet Explorer to their millions of subscribers early next month."

*Los Angeles Times*, 8.17.96, p. D-1.

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"Speaking on CNNfn's Digital Jam, O'Reilly & Associates president Tim O'Reilly said he was questioned earlier this week by Justice officials, and that he told them that Microsoft is artificially trying to keep some competitors' software from functioning properly on its desktop Windows NT environment.

[...]

"O'Reilly said he's concerned by the fact that Microsoft -- which by its own admission is somewhat of a late-comer to the Internet software market -- is trying to take control of the global network. 'They're doing all they can to take control (of the Internet). In the process, I think they're damaging it pretty seriously.' ... Microsoft started creating a showdown when it began bundling its Web server with Windows NT, its high-end operating system. Microsoft is reportedly telling companies they can't use competitors' software on the NT workstation platform and have sought to limit the use of standard Internet protocols with their software. ...

""They're saying 'you have to use our platform the way we want you to.' The

vision they have is contrary to the way people want to use it. They're saying we'll tell you how to use the Internet and saying the way we want you to use it is the way that benefits our revenue the most."

CNNfn, 8.22.96

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"... Bill Gates vows that his company will lead consumers to a dazzling, new multimedia future that seamlessly blends the best of audio, video and computer technology. As the world's richest and most powerful software entrepreneur, he's got the vision, the cunning and the money to do it.

[...]

"So how does Gates manage to place himself in an apparent conflict-of-interest situation that could draw the attention of federal securities regulators? Has America's top techno-preneur become a little too entrepreneurial?

[...]

"Given that Microsoft is now under scrutiny by the Federal Trade Commission for possible anti-competitive business practices, one would think Microsoft's directors would be particularly sensitive to potential conflicts of interest.

[...]

"These are precisely the kind of legal and ethical questions that the industry's leading entrepreneur should want to avoid. ... Entrepreneurs at public companies can be too entrepreneurial... But as the leader of one of America's most important public companies, Gates and his board should be held to the same legal, ethical and fiduciary obligations as a GM or IBM."

*Los Angeles Times*, 1.7.93, p. D-1.

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"The issue, industry sources say, is whether Microsoft has been maintaining its lead by hard work, investment and innovation or by using its market power to chill innovation by competitors. ... That Microsoft is trying to elbow tiny Go Corp., a company trying to develop software that recognizes handwriting for its notebook computers, is seen as excessive competitive zeal by the company's critics."

*Los Angeles Times*, 3.20.91, p. D-1.

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"In the most dramatic allegation yet that Microsoft Corp. uses bullying tactics to protect its turf, Apple Computer Inc. has charged that the software giant threatened to withhold a key piece of software unless Apple agreed to drop two lawsuits and a competing product.

"The allegations are contained in a Feb. 13 letter from Apple to U.S. District Judge Stanley Sporkin. In a stunning decision last week, Sporkin rejected as too narrow a consent decree that settled antitrust charges by the Justice Department against Microsoft.

[...]

"Microsoft ... denied the allegation, and Chairman Bill Gates said he was disappointed by Apple's treatment of Microsoft.

[...]

"According to Apple... the computer maker a year ago attempted to obtain a copy of Windows 95, a yet-to-be released version of Microsoft's best-selling operating system software. ... Typically, Microsoft gives an early version of its software to independent software developers. Since December, 1993, about 40,000 independent software developers have received the early, so-called beta versions of Windows 95.

"Apple claims that Microsoft withheld Windows 95 because of two copyright infringement cases. In 1988, Apple filed suit against Microsoft, contending that Windows copied the Macintosh operating system. ... In December, Apple filed a lawsuit against San Francisco Canyon Co., charging that the start-up company gave Apple's copyrighted video software to Intel Corp. and Microsoft. Later, Apple sued Microsoft.

"... Apple Chief Executive Michael Spindler and Microsoft's Gates met to settle their disputes .... Apple contends that Gates issued a veiled threat against Apple, saying that withholding Windows 95 was 'cause and effect' for Apple's decision to file a second lawsuit against Microsoft.

"At the same meeting, Gates asked Apple to drop Open Doc, a software program that competes with a Microsoft product called Ole.

"Apple said it informed Assistant U.S. Atty. Gen. Anne K. Bingaman of its problems with Microsoft. After a phone call from Bingaman, confirmed on Thursday by the Justice Department, Apple received the early version of Windows 95.

"Although unorthodox, Bingaman's decision to intervene falls within her rights, legal experts said. 'I wouldn't call it mediation,' said Stanford University law professor William Baxter. 'I would call it law enforcement.'

[...]

"Gates ... sent a letter to Spindler, saying that he was 'disappointed' by Apple's actions. 'Microsoft develops more software for Apple than any other company,' he stated. Reflecting the tense relations between the two, Gates listed more than two pages of grievances."

*Los Angeles Times*, 2.24.1995, p. D-1

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