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**cc:Mail for: Paul Brainerd**

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**Subject:** Re: T3 promotion perception  
**From:** Paul Brainerd 6/16/94 3:18 PM  
**To:** Chuck Geschke at cchubusa

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Chuck: fyi...I dug into this one because it really did have a negative impact on several of our best people...people we do not want to loose in the combined company (including Katherine who found herself caught in the middle of it). Quite honestly this is "toned down" from the emotional level some people feel. In any case I felt it was important for David to be aware of the perception and give him some words of advice going forward. Paul

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Subject: T3 promotion perception  
From: Paul Brainerd  
Date: 6/16/94 3:09 PM

Dave:

In our discussion on Tuesday we briefly discussed the outcome of the T3 promotion and my concerns regarding the Aldus perception of how that decision was made. As I indicated to you I am only concerned about the perception that has formed as a result of the set of interactions that took place...NOT the content, or even if it WAS the right decision to kill the promotion.

You indicated that the decision was "mutually" made in that our AUSA people and people within the product TMT also had problems with the promotion. In general, everyone agreed that it was "the wrong thing to do." Therefore it was cancelled.

At one instant in time that may have been true during a specific set of TMT meetings that took place in Mt. View. It is not accurate to indicate that our people were not aligned regarding the need for a T3 joint Aldus/Adobe promotion.

While various opinions were expressed and specific people debated the specifics of the proposal, we did reach agreement of the need to move forward with the promotion with Adobe.

This brings me back to the perceptions that were formed. I feel it is very important that we learn from these early interactions...because the leadership, especially in your role, needs to be sensitive to what people are really thinking and feeling...otherwise we are going to loose some of our best people on both sides.

As I told you on Tuesday our people came away with the distinct impression of a political power play by you and your people...basically telling our people "play by our rules or else we won't play." In this case the Adobe product people will determine the content of any promotions, corporate marketing has nothing to say or contribute to this process.

Now I am sure there are two sides to the story and your people may have an equally compelling argument that our people were at "fault" for any number of reasons.

Which is the entire point: we can't be blaming each other, the only rewards should go to those people with the good ideas and the ability to move them forward as it impacts the positive sales of our products.

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Words of advice: be careful to evaluate both sides of these early interactions until a level of trust is established between the various people. Reach out. I would be especially suspicious of people stating strong positions...seek out the other side of the argument before making any response to them.

Paul