

THE PROMPT: 97

MARCH • APRIL

WELCOME TO *The Prompt*

EMPLOYEE NEWSLETTER STRIVES TO INFORM, ENTERTAIN AND MOTIVATE.

What an exciting year at Microware! In 1997, the company celebrates 20 years of developing real-time operating system software; Microware's new corporate headquarters will be completed this year; a recent company reorganization positions Microware for even greater success in the embedded systems industry; promising new products and partnerships are being developed by dedicated Microware staff; and many talented and enthusiastic employees are joining the Microware team.

With so much happening at Microware, internal communications is more important than ever. All Microware employees need reliable sources for information about Microware — including current efforts like the News

Free Press, department meetings, internal memos and others. This new publication, *The Prompt*, will enhance current efforts to inform, entertain and motivate Microware employees.

The Prompt will provide an in-depth look at Microware. Employees worldwide will receive information about everything from employee and department profiles, upcoming events and trade shows to tips on outstanding customer service, announcements of major design wins and new partnerships.

The Prompt will also serve as a vehicle for employee input and questions about Microware. A regular feature beginning with the next issue will be the "MW Forum" — an open exchange of information allowing

employees to raise important questions about Microware and receive a response from an appropriate source. You can find more information about this feature on Page 3. All employees are encouraged to take advantage of this feature of *The Prompt*.

Look forward to receiving future issues of *The Prompt* on a bi-monthly basis. Corporate communications has developed this newsletter based on employee input. We welcome your suggestions for future story topics and we are committed to providing reliable, accurate information about Microware as the company continues to move ahead in the embedded and consumer products industries.

NEW MICROWAROIDS

CONTINUED FROM PAGE 7

UNITED STATES

Dean Bellville has joined Microware as manager of financial information. He had been with Premier Business Solutions. Dean enjoys cycling, running and spending time with his family.

Saul Friedgood has joined Microware as marketing specialist in the consumer products group. Saul had been a field coordinator for Sen. Tom Harkin's reelection campaign. At Microware, he is responsible for gathering market forecasts and putting together competitive profiles. Saul enjoys skiing, boxing, horseracing and politics.

Gretchen Gauss has joined Microware as customer support engineer. Gretchen provides customer support for consumer products. She is a recent graduate of Drake University. With three children, Tyrane, Patricia and Lanay, it is no wonder Gretchen is involved in several youth group activities.

Christina Hammen has joined Microware as an intern. She is a student at Iowa State University. While interning at Microware, Christina will be responsible for quality assurance testing for Macromedia Director. She enjoys traveling, crafts and sports.

Tieu Hinh has joined Microware as customer support engineer. Tieu helps answer technical questions customers might have regarding Microware products. He is a recent graduate of Iowa State University. Tieu is a fan of NCAA football and basketball; and he enjoys volleyball, bowling, billiards and breeding freshwater goldfish.

Mark Keegan has joined Microware as a software engineer in the product group. Mark is a recent graduate of Vanier College where he majored in computer science technology. He is responsible for testing, debugging and adding functionality to existing

products or programs. Mark is from Montreal, Canada and speaks French fluently. In his spare time he enjoys, among other activities, hockey, football, baseball, basketball, coin collecting and Star Trek.

Brad Kiewel has joined Microware as product manager for the consumer products group. Brad's primary responsibilities include managing development of the Web browser and Java Virtual Machine products. He had been senior product manager at CE Software. Brad enjoys in-line skating and ice hockey. He and his wife, Lori have one son, Eric.

Denise Larson recently joined Microware as human resources generalist/recruiter. She will be responsible for technical recruiting and human resources generalist activities. Prior to joining Microware, Denise was a personnel consultant for Boatmen's Bank. She and her husband, Tim, have two children: Danielle and Cole. In her spare time, Denise is

a member of Terra Star (tech recruiters network), Western Hills PTA and serves as a Brownie Girl Scouts leader.

Kristi O'Connor has joined Microware as corporate communications specialist. Kristi will coordinate trade shows and Microware's advertising media buying program. She had been public relations specialist at Schreurs & Associates. Kristi and her husband, Shawn, are die-hard Nebraska Cornhuskers fans.

Doug Snyder has joined Microware as a technical writer. Doug is primarily responsible for preparing technical documentation for distribution to customers. He had been senior editor for the Soil and Water Conservation Society. Doug and his wife, Jody, have a son, Joel.

Scott Valbert has joined Microware as internal communications specialist. Scott coordinates production of internal communications, community relations

activities and employee events. He had been public relations coordinator with Iowa Health System. Scott spends most of his spare time cycling, running, reading and preparing for the arrival of his black lab puppy.

John Washburn has joined Microware as product marketing manager for the consumer products group. He had been with OptImage. John enjoys biking, cross-country skiing and computers.

More new Microwaroids will be featured in upcoming issues of *The Prompt*.



New Microware employees in Des Moines include: first row (l to r) Denise Larson, Scott Valbert, Saul Friedgood, Tieu Hinh and Kristi O'Connor. Second row (l to r) John Washburn, Doug Snyder, Gretchen Gauss, Mark Keegan and Dean Bellville. Not pictured: Christina Hammen and Brad Kiewel.

THE PROMPT: 9

The Prompt is a bi-monthly newsletter produced by the corporate communications department for all Microware employees. Send comments or questions to: Editor, The Prompt, Microware Systems Corporation, 1900 N.W. 114th St., Des Moines, IA 50325. Phone: (515) 223-8000, ext. 329. E-mail: scottv@microware.com.

NEW MICROWAROIDS

TAKE A MOMENT TO MEET THE NEWEST MEMBERS OF THE MICROWARE TEAM.

JAPAN



Kazuyuki Otsuka is a member of the sales department at Microware K.K. (MWKK) responsible for core sales. Before joining Microware, he worked as a member of the sales staff for

Goto Shoji Co., Ltd. In his leisure time he enjoys skiing, driving and spending time with his wife.



Mayumi Nakamura is employed as a sales assistant in the MWKK sales department. Before joining Microware, Mayumi worked as a computer instructor for children at Future Kids, Inc.

Mayumi, who is responsible for assisting the sales staff and shipping, enjoys movies, skiing and learning English.



Michiko Inoue is public relations and marketing assistant in MWKK's marketing department. Before joining MWKK, Michiko worked as office computer coordinator for

A.E.G. Japan K.K. Michiko enjoys listening to music, skiing and snow boarding.



Haruki Kashiyama has recently joined MWKK as a research and development engineer. He had recently worked for TOSHIBA.

Haruki enjoys reading mystery books, skiing, playing computer games and spending time with his wife. He shares a birthday with Vincent van Gogh (March 30).



Kazutoshi Shidehara works in research and development for the core group at MWKK. Before joining MWKK he worked at Nippon MARC Co. Ltd.

Kazutoshi enjoys playing the guitar, reading non-fiction books, spending time with his wife and applied math – especially optimization.



Yuichiro Fujiwara is manager of sales promotion in the marketing department of MWKK. Yuichiro worked for Kanematsu Corporation before joining MWKK.

Yuichiro enjoys car rallies – especially the All Japan Championship Series.



Juichi Tahanezawa recently joined the sales department of MWKK. Before joining Microware, he worked for Sophia Systems Corporation. Juichi enjoys skiing and spending time with his wife.



Takeshi (Ken) Kaneko is manager of MWKK's sales department and is responsible for core sales. Ken has a wife and two children.



Sachiko Aoki is an assistant in the MWKK sales department. Sachiko worked for Faggio Corporation as a secretary before joining MWKK. Skiing, swimming and cooking are three of

Sachiko's favorite pastimes.

UNITED KINGDOM

Sheelagh Lee has joined Microware U.K. as personal assistant to Martin Allen. Sheelagh was previously employed as a Programme Administrator at the Thames Valley University. Sheelagh is married and has two teenage children. She enjoys swimming, reading, music and rugby.

Mike Parlett has joined Microware U.K. as senior software engineer in the U.K. technical department. Mike, who had worked for Measurement Systems U.K. Ltd., is responsible for software development and support. Mike is married and enjoys clay pigeon shooting and reading.

EUROPEAN MANAGING DIRECTORS MEET IN DES MOINES



Pierre Moulin (left), managing director of Microware France; Martin Allen, managing director of Microware U.K. and Gerhard Rosch, managing director of Microware Germany all visited corporate headquarters in Des Moines recently for a series of meetings. It was the first time in Des Moines for both Pierre and Gerhard.

Microwave Offers New Series of Training Classes

COURSES HELP COMPANIES SPEED THEIR DEVELOPMENT AND TIME TO MARKET.

Microwave training and education instructors Erin Arbabha, Allen Huffman and Boisy Pitre have developed a new series of courses to help companies create and deliver real-time embedded products. Series courses include Internet OS-9, Embedded OS-9 and DAVID OS-9.

Allen Huffman (far right) conducts an Internet training course—one of three new courses offered by Microwave



According to Arbabha, manager of training and education, the courses offer a hands-on approach to learning OS-9. Each student is expected to write a program in the Windows environment. Students participate as a team involved in the total life cycle of a project, from design to completion. Classes are informal, fast-paced and highly interactive – everyone is encouraged to participate. Microwave course materials are project oriented and the instructors use their expertise and understanding of OS-9 and real-time systems to relate topics to real world situations.

"We've had great reception so far," said Arbabha. "A few minor changes have been made – and we welcome suggestions for improvement from participants."

Courses are offered throughout the U.S. and usually last five days. A rigid course description is followed as trainers provide a five-step project management methodology with practical exercises. The five steps are:

- 1 Project definition – Defining a real-time system project in an OS-9 environment, from the target hardware/software environment, to functional requirements and development tools and facilities.
- 2 Project design – Learning the design of the OS-9 real-time operating system, including the OS-9 kernel, I/O managers and drivers.
- 3 System design – Understanding the OS-9 porting process to the target environment, the OS-9 booting components and system state debugging of device drivers.
- 4 Application design – Designing real world applications; understanding inter-process communication, process scheduling, multi-tasking, memory management and associated APIs.
- 5 Project development – Integrating designs into code and developing a project. This lab consists of compilation, execution and testing on a real target.

Once the five steps are finished, students will have built an OS-9 intelligent product. Arbabha said today's training environment is very competitive. Many companies offer courses to attract new clients and secure existing relationships. "Training is an excellent opportunity to present a good image of Microwave to clients and potential clients," said Arbabha. "By showing people how to use Microwave products correctly in an environment similar to their working environment, they are more likely to want to use Microwave products in the workplace."

While the courses are designed primarily for engineers at other companies who need a working knowledge of OS-9, technical writers and marketing/sales staff also attend so they are more aware of the systems their company uses or plans to use. Microwave employees are also encouraged to attend when possible. "Having Microwave employees on hand is helpful," said Arbabha. "We get a head start and can develop courses faster when we have input and feedback from Microwave employees – especially those with customer contact because they can teach us what customers look for in a training program. We are very thankful to the Microwave employees who helped us design these courses."

In addition to the new regional courses, Microwave offers on-site seminars to companies worldwide. Such customized training sessions last one week and are conducted by a single instructor.

Due to Microwave's recent reorganization, training and education is now part of the sales department. "Our new position in the company benefits our customers," said Deb Schroeder, sales and training coordinator. "Being part of the sales department, we are now much closer to customer activity. This makes it easier to develop courses tailored to our customers' needs. It also aids in scheduling."

If you'd like to learn more about Microwave's training and education program, contact Erin Arbabha at ext. 447 or Deb Schroeder at ext. 335. Or, you can visit Microwave's external Web site at <http://www.microwave.com>.

MICROWAVE TRAINING AND EDUCATION
WILL OFFER THE FOLLOWING COURSES
IN MARCH AND APRIL

MARCH

DATES	COURSE	LOCATION
3 to 7	EMBEDDED	IRVINE, CA
10 to 14	OS-9 OPERATING SYSTEM	DES MOINES, IA
17 to 21	INTERNET	SEATTLE, WA
17 to 21	DAVID	DES MOINES, IA
24 to 28	DAVID	TEMPE, AZ
24 to 28	INTERNET	DES MOINES, IA

APRIL

DATES	COURSE	LOCATION
7 to 11	EMBEDDED	ROCHESTER, NY
7 to 11	INTERNET	SAN JOSE, CA
7 to 8	OS-9000 DRIVERS/PORTING	DES MOINES, IA
14 to 18	DAVID	SAN JOSE, CA
14 to 18	OS-9 OPERATING SYSTEM	CHARLESTON, SC
21 to 25	INTERNET	CHICAGO, IL
APRIL 28 to MAY 2	EMBEDDED	WASHINGTON, D.C.
APRIL 28 to MAY 2	DAVID	DES MOINES, IA

Microwave Pushes Deeper Into the Wireless Communications Market with Ericsson Deal

ALLIANCE STRENGTHENS MICROWARE'S POSITION IN THE INDUSTRY.

Microwave recently entered into a long-term strategic alliance with Ericsson Inc., the world's leading provider of telecommunications equipment. Ericsson will use Microwave's OS-9 real-time operating system in future products and services for the mobile market.

"This is a very big design win for Microwave," said Mike Burgher, executive vice president and chief technology officer of Microwave. "This alliance validates Microwave's strong position among the major players in the wireless communications industry. Our partnership with Ericsson strengthens our role in the wireless market which gives us more credibility with other wireless companies."

Based on subscribers served, Ericsson is the world's leading wireless supplier, with a 39.2 percent market share. "Microwave's relationship with Ericsson further illustrates our strong position in the intelligent world," said Ken Kaplan, president of Microwave. "Our real-time operating system is the choice of major players – such as Ericsson, Uniden and Motorola – in the personal mobile communications market. This strong position benefits Microwave, the companies we partner with and, ultimately, the consumers using these devices and services because of the comfort level it affords."

Microwave is offering Ericsson what Burgher hopes will become the standard in the industry – OS-9 licensing to create wireless communications devices with a variety of capabilities. "Ericsson is very impressed with Microwave's technology," he said.

Ericsson has also licensed Microwave tools and applications for Java environments, including Java Virtual Machine and HotJava browser.

"Microwave's OS-9 packages, together with their Java support, enable flexibility and opportunity for a supplier to answer the demands of the wireless market now and in the future," said Billy Moon, manager of new concepts at Ericsson Inc. "The flexibility and modularity of OS-9 are appealing because it makes it possible to add features, such as Java-based applications or expanded Internet services, as they become available. We believe that Java support will be crucial to the future of the Internet and mobile communications."

According to Burgher, Ericsson approached Microwave, citing the combination of Microwave's quick time to market, OS-9's reliability, experience with wireless communication technology, Java, talented engineers and an understanding of pricing points for consumer wireless products as reasons for their interest.

Ericsson employs nearly 90,000 employees. The company is active in more than 130 countries. Their combined expertise in switching, radio and networking makes Ericsson the world's leading supplier in telecommunications.

"MICROWARE'S OS-9 PACKAGES, TOGETHER WITH THEIR JAVA SUPPORT, ENABLE FLEXIBILITY AND OPPORTUNITY FOR A SUPPLIER TO ANSWER THE DEMANDS OF THE WIRELESS MARKET NOW AND IN THE FUTURE."

"Microwave's relationship with Ericsson will extend into the 21st century," said Burgher. "Ericsson is a huge player in the wireless communications industry and has a large presence in the world's computer network infrastructure. Both these areas offer a great deal of potential for Microwave."

MICROWARE TRADE SHOW ACTIVITY

SPEAKING OPPORTUNITIES & PARTNER ACTIVITIES MAXIMIZE MICROWARE'S EXPOSURE AT TRADE SHOWS.

Microwave plans to maximize its presence at trade shows in 1997 by incorporating Microwave speakers and various partner activities designed to highlight Microwave products and services. Here is a look at a few of the most recent trade shows:

- Microwave K.K. (MWKK) Wireless Seminar was the highlight of February. Ken Kaplan, Arthur Orduña and Rob Beaver joined MWKK employees Kijiri Kurosaka, Yasu Ishihara, Mick Hoshi and Yuichiro Fujiwara to present Microwave's Internet and wireless developments to companies in western Japan. See a complete article about this seminar on Page 3.
- At the beginning of March, Ken Kaplan participated on a panel entitled "The Guts: Software, Operating Systems and Standards" at the Consumer On-line Services Show in New York. The conference was sponsored by Jupiter Communications.
- The Vancouver Real-Time Computer Show debuted Microwave's new tabletop display graphics. The display highlights Microwave's vertical markets of embedded OS-9, Internet, wireless and digital TV. Microwave regional sales managers will participate in 21 similar tabletop shows across the nation in 1997. Each one-day show fosters lead generation and sales.
- Microwave staff members just returned from Embedded Systems Conference East in Boston where more than 2,500 individuals in the embedded systems industry were exposed to Microwave's vertical market products.

The following trade shows are scheduled for the next few months.

This schedule is subject to change.

MICROWARE U.S.:

SHOW	LOCATION	DATES
NCTA	New Orleans	March 17 to 19
Javaline	San Francisco	April 2 to 4
Real-Time tabletop shows	Chicago	April 29
	St. Louis	May 1
	Boston	May 20
	Greenbelt, MD	May 22
	Detroit	June 10
	Toronto	June 12
	Albuquerque	June 24
	Phoenix	June 26
Competitive Strategies for Wireless Communications Conference	Denver	May 21 to 22

MICROWARE GERMANY:

SHOW	LOCATION	DATES
Embedded Systems Show '97	Stuttgart, Germany	Feb. 19 to 21
Real-Time Embedded Systems Show	Zurich, Switzerland	April 15
Real-Time Embedded Systems Show	Munich, Germany	April 1

MICROWARE UK:

SHOW	LOCATION	DATES
Embedded Systems Show '97	London	May 21 to 22

Call Kristi O'Connor (ext. 321) or Deb Fry (ext. 338) for more information about these shows or to submit ideas for trade show activity.

MICROWARE

A LOOK BACK AT 20 YEARS
OF MICROWARE
ACCOMPLISHMENTS
AND PRODUCTS.

Microwave Incorporated RT/68 released	1977
A/BASIC Compiler and LISP Interpreter released Motorola basic development license signed	1978
OS-9/6809 development begins	1979
OS-9/6809 and BASIC/68 released Foreign distributors established	1980
Pascal compiler released C Compiler development begins	1981
OS-9/68000 development begins Major PC deals signed with Tandy, Fujitsu and Hitachi	1982
OS-9/68000 released 68000 C compiler released Significant third-party software made available	1983
Established Japanese joint venture Signed Philips consumer products license	1984
Green Book and CD-RTOS projects begin 68000 Pascal compiler released High-level Graphics software released	1985
Philips, Sony and Microwave CD-I project announced 68000 Fortran Compiler released	1986
OS-9000 development begins Established U.K. subsidiary VME market leadership recognized	1987
Ethernet TCP/IP software released Unilbridge and PCBridge released Optimage venture formed with Philips	1988
OS-9000 released RAVE released Established Microwave France and new Japanese subsidiary	1989
OS-9/LES released ISSN project announced	1990
OS-9/X Window system released MicroMail formed R&D wing added to headquarters building	1991
OS-9000 for 386-486 PCs released, introducing Virtual PC Ultra C compiler introduced	1992
Microwave headquarters survives flood FastPak introduced OS-9 3.0 introduced	1993
Microwave becomes the first real-time embedded operating system software provider to receive ISO 9001 certification Microwave hosts inaugural DAVID developers conference	1994
FastPak for Windows introduced Microwave restructures into three distinct business units: Core Technologies, New Media and International Operations	1995
Microwave announces initial public stock offering Groundbreaking for new Microwave corporate headquarters building Established German subsidiary Ken Kaplan named Master Entrepreneur of the Year for Iowa and Nebraska	1996
Microwave restructures internal organization into the embedded products and consumer products groups Microwave celebrates 20th anniversary	1997

microwave® 70s

Not just another product of the

A look back at 1977 – harvest gold appliances, shag carpet, bell bottoms, disco and the birth of Microwave (in a spare bedroom in Des Moines). If you can't quite place where you were 20 years ago, here are a few momentous occasions from 1977 that might help you remember:

The original Star Wars was released.



Jimmy Carter was president of the United States.

ABBA's "Dancing Queen" was a hit song in Europe and the U.S.

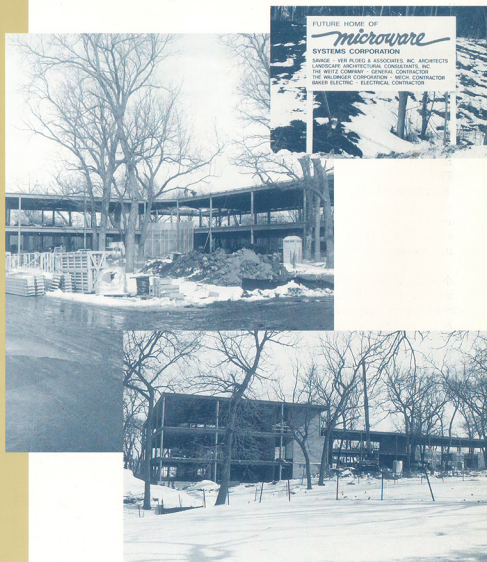
Elvis Presley died (so they say).

The New York Yankees triumphed over the Los Angeles Dodgers in the World Series.



The Bee Gees and "Saturday Night Fever" boogied their way to success.

Future home of Microwave. Construction continues on Microwave's new corporate headquarters in Des Moines. Completion is slated for late summer.





AN OPEN EXCHANGE OF INFORMATION AND ANSWERS TO YOUR QUESTIONS ABOUT MICROWARE.

Input from employees is important to the quality of Microware products and, ultimately, to the overall success of the company. That is why each issue of *The Prompt* will include the "MW Forum" – a way for employees to ask questions and receive answers directly from management.

If you have a constructive Microware-related question, simply direct it to *The Prompt* editor, Scott Valbert, via internal mail or e-mail (scottv), along with your name. He will then forward the question to the appropriate person for a response. Questions will be responded to as soon as possible. Due to limited space, all questions may not be published.

As always, the best way to receive answers to your questions about Microware is to go directly to your supervisor. But if you have a question you think others should be aware of too, feel free to submit it to *The Prompt*.

Look for the first "MW Forum" in the next issue.

OSAKA WIRELESS/INTERNET SEMINAR A SUCCESS

FIRST WIRELESS/INTERNET EVENT IN WESTERN JAPAN ATTRACTS MANY ATTENDEES.

Microware K.K. (MWKK) hosted a Wireless/Internet OS-9 seminar Feb. 12, at Hotel Granvia in Osaka, Japan. The seminar was held due to requests from customers who missed a similar event in Tokyo last October. It was the first time MWKK has held a seminar of this kind in western Japan, also known as the Kansai region.

"This event allowed MWKK to introduce Wireless OS-9 and Internet OS-9 to the Kansai region, which is home to several consumer electronics manufacturers including Matsushita, Mitsubishi, Sanyo and Sharp," said Doug Lewis, manager of international business development.

Nearly 60 representatives from area companies attended the one-day seminar. Registration was limited to one person from each company because the seminar area was at full capacity.

Ken Kaplan, president of Microware, was a featured speaker at the event. He kicked off the seminar with a presentation to attendees. "Ken's presence at the seminar was a special feature," said Mariko Yoshizaki, director of marketing at MWKK. "It gave him a chance to talk directly to customers in the Kansai area."

The seminar also included an introduction of PwrMan and MAUI/Java demonstrations along with the sessions from Tokyo.

Mark Ewen, business development director for *Unwired Planet* provided a demonstration of the UPBrowser, which proved to be a hit in Osaka as well as Tokyo.

Other speakers included Kinji Kurosaka, managing director; Yasu Ishihara, manager of technical research; Mick Hoshi, director of marketing; Yuichiro Fujiwara, manager of sales and promotion – all from MWKK; Arthur Orduña, director of marketing for consumer products; and Rob Beaver, managing director for consumer products – both from Microware's corporate headquarters.

According to Yoshizaki, attendees showed strong interest throughout the full-day seminar. "I'm very thankful to everybody who helped make this seminar such a big success," he added.



Ken Kaplan, president of Microware, addresses attendees at Microware's Wireless/Internet Seminar held in Osaka, Japan in February.

Microware Unites Under New Organizational Structure

CHANGE STRENGTHENS MICROWARE'S POSITION IN THE EMBEDDED SYSTEMS INDUSTRY.

According to Ken Kaplan, president of Microware, good companies never stop changing because change is a natural consequence of growth.

"WE HAVE
EXCELLENT PEOPLE
AND TECHNOLOGY"

"Every once in a while you have to stop and ask yourself if what you're doing is the best way to approach business," said Kaplan.

Kaplan and others at Microware recently stopped to ask themselves just that. As a result of their inquiry, a new organizational structure designed to strengthen Microware's position in the embedded systems industry now and in the future was announced Feb. 4. This change will help Microware achieve its mission of making

OS-9 the world standard for smart products. The company is also more unified and better positioned to meet the changing demands of the marketplace.

The new structure focuses on two primary areas: embedded systems and the consumer products market (wireless, Internet, and digital television). An overview of the new structure can be found in the box below.

The structure places greater emphasis on product management, marketing and development. These three areas are working closely to develop and produce quality products in a timely fashion to meet our customers' expectations, which include: reliability; timely delivery; readily available technology; and new technology for embedded systems and microprocessors.

Kaplan said one of the most obvious and positive differences Microware employees will see because of this reorganization is increased unity. The company is bringing a lot of people back together — especially technical people.

"We have excellent people and technology," he said. "And this new organizational structure helps us capitalize on those strengths."

This new structure also allows directors and other managers to assume more responsibility and make more decisions. "Senior management is now able to focus more on strategic issues," he said.

According to Kaplan, response to the new structure has been positive. He suggested employees seek out information about these changes. "Microware employees should always feel free to ask questions about their work environment," said Kaplan. "And management should continue to be open and honest when answering such questions. Internal communications efforts and trade publications are also helpful ways for employees to stay on top of important information both internally and externally."

A LOOK AT MICROWARE'S NEW ORGANIZATIONAL STRUCTURE

EMBEDDED SYSTEMS/CONSUMER PRODUCTS

Mike Burgher now serves as executive vice president and chief technology officer and oversees technical teams for the embedded systems and consumer products areas.

- **EMBEDDED SYSTEMS** is charged with fine-tuning Microware's OS; developing a solid tools and networking strategy; and focusing on our graphics. Ron Ambrosio, managing director, embedded OS-9, leads the embedded systems technical team.
- **CONSUMER PRODUCTS** focuses on development of wireless, Java™, browsers and digital television. The consumer products area was formed through the combination of Internet, digital television and wireless communications. Rob Beaver, managing director, consumer products, manages this technical team.
- **PROFESSIONAL SERVICES** also reports to Burgher and is managed by Richard Russell.

Other areas reporting to Burgher include product quality assurance, technical publications, product integration, corporate quality program, systems administration and order fulfillment services.

MARKETING

Marketing's new structure is designed so marketing and product development work cohesively. Kristi Kramersmeier is director of product management and Brian Steffen is director of marketing for embedded systems (OS, tools, graphics, etc.). On the consumer products side (Internet, wireless, and digital television), Arthur Orduña is director of marketing and Bob Sorenson is director of product management.

CORPORATE

Corporate remains largely the same with a few changes in staff assignments. Finance, corporate communications, advanced research, legal and a new area, business development, report to Kaplan. Vinay Goel leads the business development area as vice president. Goel is charged with identifying new business opportunities and markets for the company.

SALES

Tom Michel continues to run the North American sales division and reports to Kaplan. Newcomers to the sales group include customer service (formerly known as the Hotline), FAEs and training and education. By combining these areas under sales, Microware becomes more customer-focused.

INTERNATIONAL

Management in Europe and Japan now report to Kaplan for corporate matters and Kent Kelderman for financial matters. Doug Lewis is coordinating Microware's day-to-day international operations. The rest of the international division remains unchanged.

Java is a registered trademark of Sun Microsystems, Inc.