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Give back

Microsoft

Memo

To: Management Conference Attendees
Executive Staff

From: Jeremy Butler

Date: April 12, 1991

oil

Presentations Given at the Sudden Valley Management Conference

Attached are the five presentations given at the Conference. As Mike Hallman mentioned at the end of the conference, he will be responding to the recommendations with action assignments for executive staff, within a few weeks.

My thanks to everyone who attended this conference.

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Microsoft 1991 Management Conference Discussion Groups

Group 1 - Servers Room C-34

We are making enormous investments aimed at gaining a major share of the server operating system and server applications markets, but we are having very limited success. What are we doing wrong, in the products, and in the marketplace? Make recommendations on how we can be more successful. If we have not gained more than 18% share in the NOS market worldwide by the end of FY 92, how should we extricate ourselves from our predicament?

Darrell Boyle
Chris Buecker
Ray Emery
Charlotte Guyman
Ron Hosogi
Dwayne Walker
Jim Minervino
Bob McDowell - resource person

Group 2 - Windows Room C-50

Our vision is that all personal computers use a graphical user interface. For the vast majority of workstations that means Windows. How can we assure that Windows is used on 90% of all machines of 16Mhz and faster as quickly as possible? What must be done to the product? What must be done in the market?

Chris Graham
Jackie Jones
Denis Gilbert
Koji Kaneko
Tina Podlowski
Bill Pope
Dave Weil
Scott Oki - resource person

Bill Gates - floating resource person
Mike Hallman - floating resource person

Group 3 - Customer Room C-12

We talk a lot about getting "closer to the customer", offering "better customer service", and "understanding the customers' needs". What do these things really mean for the various divisions of Microsoft? Outline a plan for Microsoft to gain an earned reputation for excellence in its customer relationships. Should we reduce our profitability in order to pursue these goals, and if so by how much in what years?

Laura Jennings
Elton Welke
Karen Hargrove
Tricia Green
Rolf Skoglund
Mike Delman
Jeremy Butler - resource person

Group 4 - Culture Room C-23

What should be Microsoft's culture in 1995? What are our current cultural and behavioral assets and liabilities? Propose a plan for getting us to the kind of culture we should have in 1995.

Tom Reeve
Sharon Maghie
Jochen Haink
Doug Woodward
Bob Muglia
Marta Tyler
Steve Ballmer - resource person

Group 5 - Image Room C-15

We have had a lot of bad press lately. Propose changes in the company's behavior and communications programs, designed to assure a positive image and success in our business goals.

Jeanne Sheldon
Natalie Yount
Michel Lacombe
Rick Thompson
Sharon Decker
David Weise
Mike Maples - resource person

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Group 1 - Servers

We are making enormous investments aimed at gaining a major share of the server operating system and server applications markets, but we are having very limited success. What are we doing wrong, in the products, and in the marketplace? Make recommendations on how we can be more successful. If we have not gained more than 18% share in the NOS market worldwide by the end of FY92, how should we extricate ourselves from our predicament?

**Darrell Boyle
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Jim Minervino**

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Products

Lan Man

LM - OS/2
LM - UNIX
LM - VMX
LM - VMS

Server App Platform

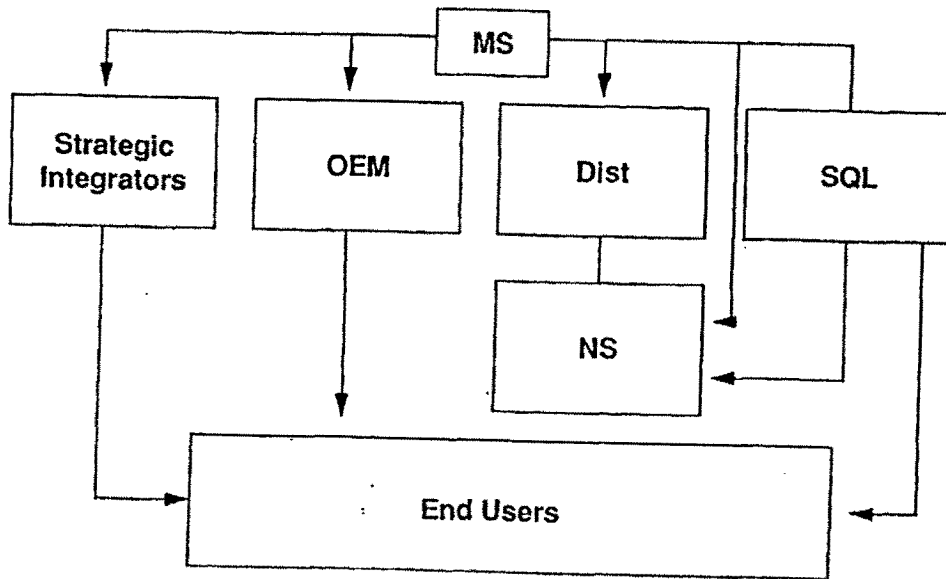
- * SQL Server
- * Comm Server(s)
- SNA (DCA/MS)
- * Spitfire
- * Text/Image

Desktop Applications

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Distribution

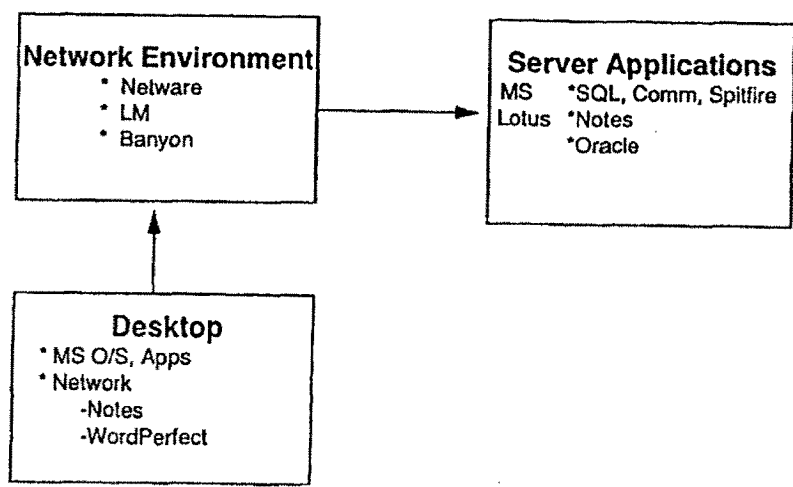


PSS	NSE	NRX	CAM
			LAM

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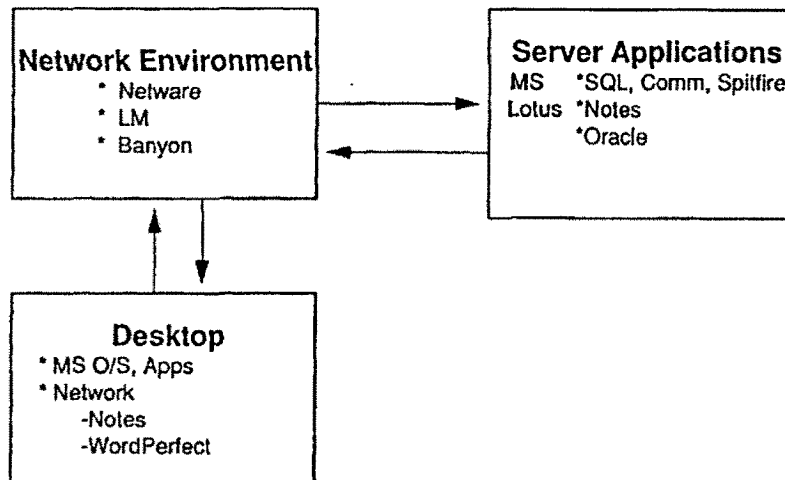
Markets



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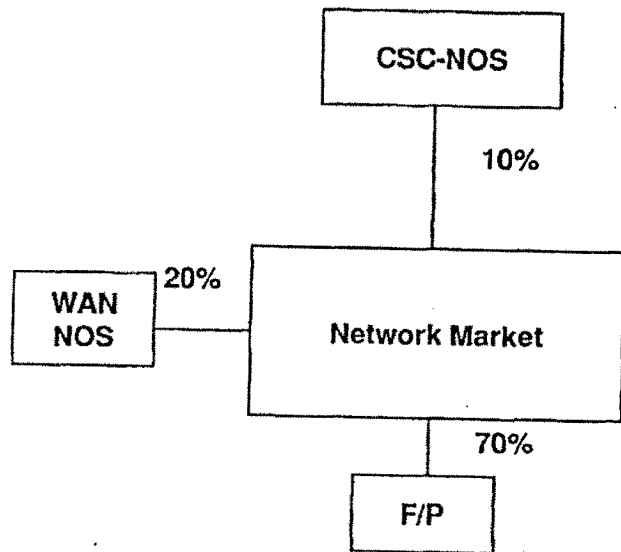
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Opportunities: Threats



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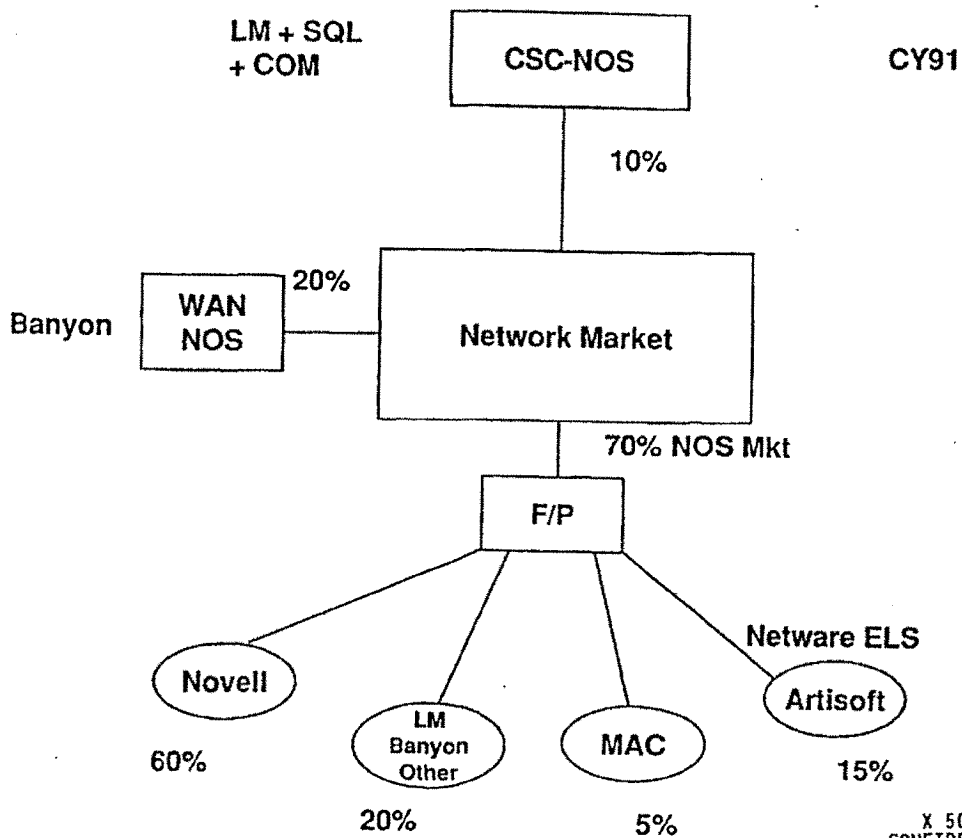
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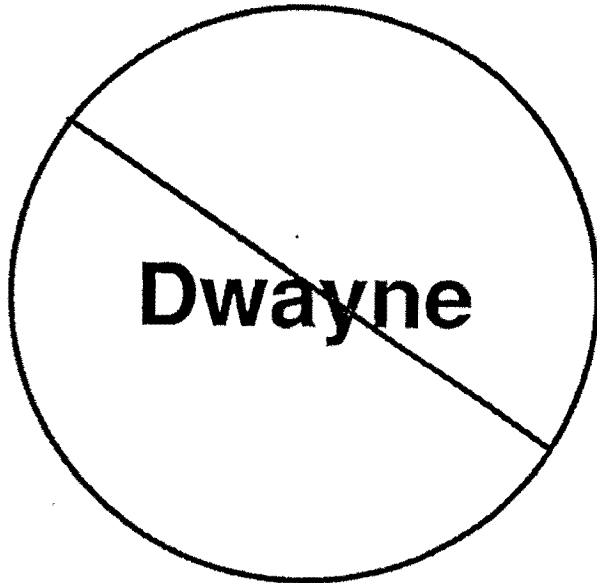
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Problems

	NOS	SA
* Product	Not complete product today Performance Missing Net protocol No MAC client No Netware interoperability	Comm Server not NOS independent Lack of Ownership
* Distribution	New Lack of Expertise Dist.ribution model not appropriate for all market segments	-- --
* Marketing	Positioning Pricing model Uncoupling OS/2 & LM Novell - Centric Marketing	Ditto
* Services	Underestimated support burden Not in touch with our customers Poor implementation of support plans	
* Organization	Focused on product push Org. not set up to meet channel: customer satisfaction "Force Fit" LM Sales Team	

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Server Business Goals

Market today is \$1.7B ----> \$700M NOS

- * Capture 60% client server/NOS business
- * Sustain 10% of general F/P share
- * Capture/own windows peer-to-peer net biz

BY MS' FY96, Market size grows to \$8B ---> \$3.7 NOS

- * MS File/Print Business: 10%
- * MS client server business: 60%
- * MS overall net revenue: \$900M

(23% of \$3.7B)

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Proposal

High
End

Mini <ul style="list-style-type: none">• Product• Service• Maintenance

PC-Net High End <ul style="list-style-type: none">• Product (+ Maint.)• Service

Low
End

\$5K

LM

\$5K

SS

1-900 Support
\$200/Call

\$5K

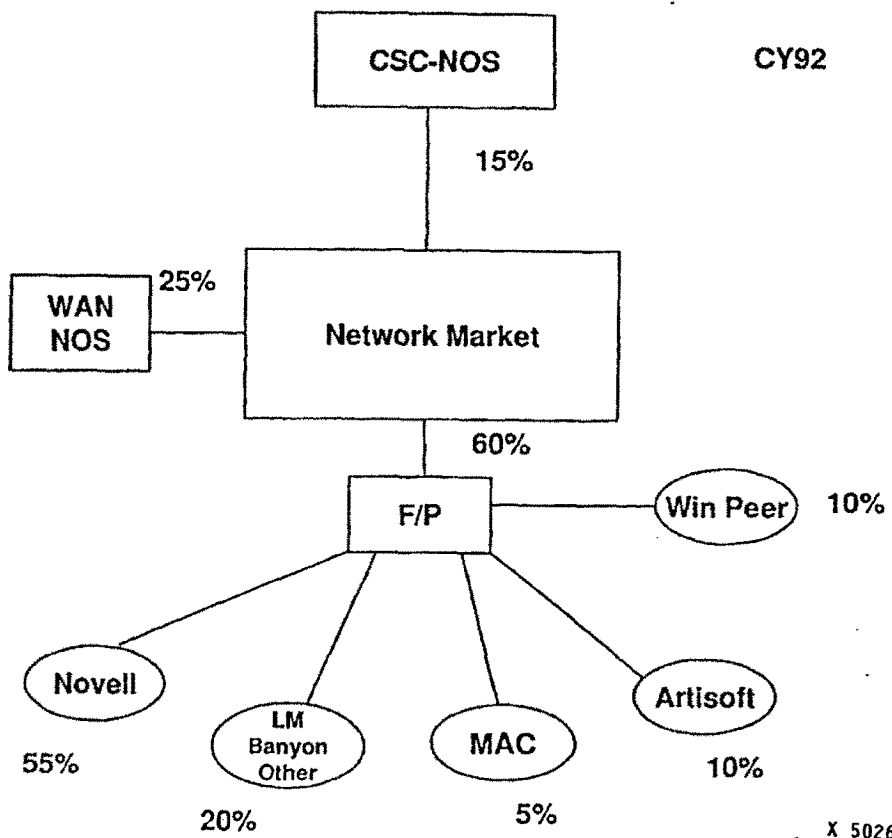
MS Mail



WIN-P

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Revenue Plan

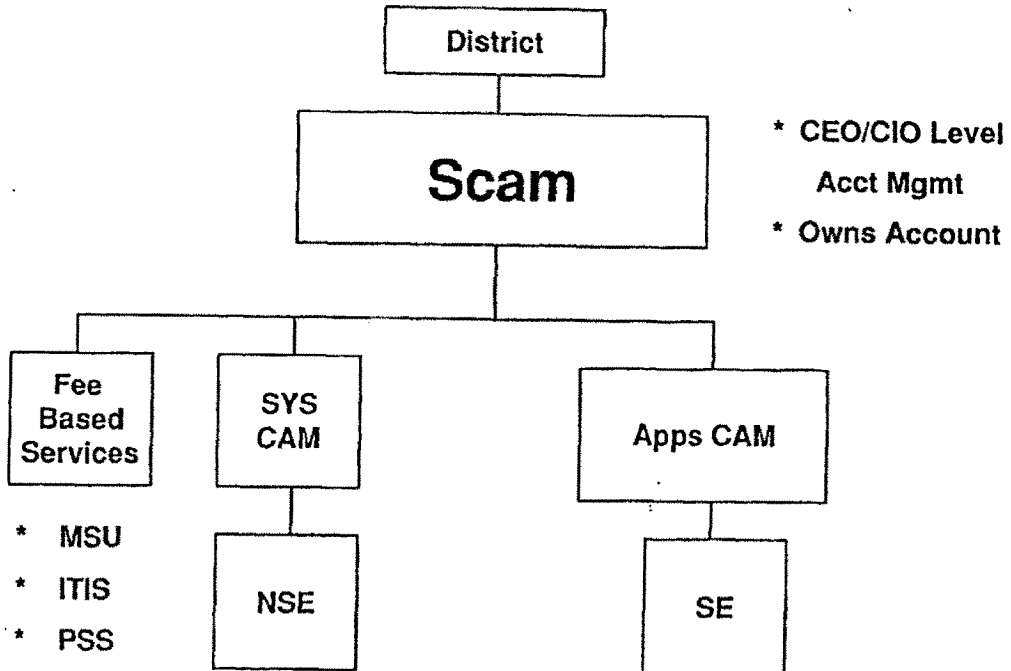
	FY92	FY93	FY94	FY95	FY96
High End	Test 20 accounts \$10M	120 \$60M	- \$180M	- \$360M	- \$720M
Low End	\$40M	\$60M	\$90M	\$135M	\$200M
Total	\$50M	\$120M	\$270M	\$495M	\$920M

↓
Breakeven
Mid FY94

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New Organization



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Problems

	NOS	SA
* Product	<p>Near term improvements --> TCP/IP, MAC client, Network client, mgmt tools for LM Build windows peer-to-peer</p>	<p>Make Comm Server Independent Splitfire NOS Ind. Msg. Svr Secure ownership of SA technology</p>
* Distribution	<p>New distribution model; establish high end service bundle, direct sales of product At low end, keep same product channel & SKU but with limited product support</p>	
* Marketing	<p>Clear positioning in place at high & low end segments Focused customer-centric tack Won't take Novell head-on Create LM Op. Env., include OS/2 in LM Low-end win peer-to-peer product positioning</p>	
* Services	<p>Implement customer specific, tailored solutions Charge correctly for support</p>	
* Organization	<p>Corporate resource (NSE) redeployed to generate revenue while keeping sales force mission in tact Restructure existing sales force: redeploy NBU resource within new org. Align NBU to meet new strategy directions</p>	

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Finale

---> The Server business is a key long-term opportunity

- * Protect the "cash cow" desktop
- * Own the network ---> toll booth
- * \$8B market high growth

---> We need to change direction, not head on with Novell

- * High end focus on CSA/WAN
- * Corp. Acct. Sales force, sell services
- * Low end LAN, SS, Win-P
- * Low end distribution

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Group 2 - Windows

Our vision is that all personal computers use a graphical user interface. For the vast majority of workstations that means Windows. How can we assure that Windows is used on 90% of all machines of 16Mhz and faster as quickly as possible? What must be done to the product?

Chris Graham
Jackie Jones
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Koji Kaneko
Tina Podlodowski
Bill Pope
Dave Weil

Slide 1

Windows penetration* in 386/486 sales (Q2 FY91)

US.	Non-Win	67.6%	ROW	Non-Win	67.6%
	Retail	17.0%		Retail	20.4%
	OEM	15.4%		OEM	12.0%
	976K Machines			969K Machines	

How to increase *penetration* from 32.4% to 57.6%?

How to get 177% more people to use Windows?

* source: stevea/richab 2/20/91

Slide 2

Barriers

1. Awareness:
 - * Effective promotion reach
 - * Influential user education
 - * Computer literacy

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Slide 3

Barriers (cont.)

2. Defects:
 - * Unrecoverable errors without diagnostics
 - * Intuitivity and lack of basic training
 - * Network, printing, and installation problems

Slide 4

Barriers (cont.)

3. Perception of Value:
 - * Value as a DOS shell (integration, perf.)
 - * ROI not clear (hardware, training, support)
 - * "Cool" and solitaire doesn't cut it
 - * Applets not promoted. Lacking entry level solution (e.g. spreadsheet)

Slide 5

Barriers (cont.)

4. OEM Bundling:
 - * Especially Compaq + IBM
5. Applications:
 - * DOS development easier & faster
 - > No vertical or inhouse apps
 - * No "star" windows apps (mail?)
 - * GUI advantage unclear for some apps
 - * More ISV apps ---> more UAE's
 - > less acceptance

Slide 6

Microsoft Levers

- * Bundling
- * Dealer Incentives
- * Pricing
- * One Windows worldwide

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Slide 7

Enhancements & Investments

- * Multithreading
- * Multimedia
- * SQL/C drivers
- * True type - WYSIWYG
- * Pen support
- * Ole 2.0
- * Silk

Slide 8

Enhancements & Investments (cont.)

- * Build in support for better development tools
- * Automate installation of top "100" DOS programs with custom ICONS
- * Install from network
- * Better applets
- * Include support tools
- * Mail

Slide 9

Usability

- * Optimize top ten operations
- * More accessible printed documentation
- * Better help
 - cue cards
 - stays on top
 - "how to..."
 - "what is..."

Slide 10

Usability (cont.)

- * Basic training for GUI
- * File manager
- * Better DOS apps integration
- * Ease of running applications
- * Very easy access to accessories

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Slide 11

What must be done to the product?
(Win 3.1, 4.0)

Basic Fixes

- * Setup
- * Printing
- * UAE diagnostics
- * Network
- * Performance

Slide 12

Windows - The Product

Problems and Opportunities

- * 3.1 & 4.0
- * Support Cost (MS and customer)
- * Need word of mouth
 - great customer experience
- * Need Windows software
 - Horizontal
 - Vertical
 - Custom
- * More reasons to have Windows in your computer
 - Fundamental (useful stuff and cool stuff)
 - New frontiers

Slide 13

What must be done in the market?

Strong identification with DOS

- * DOS 5.0 RUP bundle
- * Combined setup (with DOS)
- * Promote as preferred DOS shell
(remove DOS shell?)

Slide 14

Maximize "socket" availability

- * OEM deals
- * Reseller bundles
- * Try/train/buy seminars
- * A true worldwide product
- * Penetration pricing for large accounts

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Slide 15

Create a new "mass market" development standard

Maximize customer satisfaction

1-800-WINDOWS

Slide 16

Reach the masses

- * A word from our sponsor broadcast
- * Where you least expect us ATMs
- * MTV, The Terminator...
and Windows

Slide 17

Penetration Rates

Windows	90%
Other stuff	10%

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Group 3 - Customer

We talk a lot about getting "closer to the customer", offering "better customer service", and "understanding the customers' needs". What do these things really mean for the various divisions of Microsoft? Outline a plan for Microsoft to gain an earned reputation for excellence in its customer relationships. Should we reduce our profitability in order to pursue these goals, and if so by how much in what years?

Laura Jennings
Elton Welke
Karen Hargrove
Tricia Green
Rolf Skoglund
Mike Delman

Slide 1

Process

- Why is customer satisfaction important?
- Who is our customer?
- How does each customer define needs and service?
- How would they prioritize these needs?
- How do we currently rate?
- Where would we like to be?
- Suggestions for improvement
- Costs

Presentation

- Underlying assumptions
- Recommendations
 - * Global
 - * End-User
 - * Corporate
 - * ISV
- Cost/Analysis
- Q&A

(Portions of this presentation have been blatantly stolen from Sharon Decker.)

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Slide 2

Assumptions

- * Product quality is a price of entry.
- * Some aspects of this program will be tested in the US and gradually rolled out worldwide.
- * We better understand OEM and reseller customers better than other customer types, so should concentrate on ISVs, corporate customers, and end-users.
- * Some of our recommendations may already be in process.

Slide 3

Global Recommendations

- * Customer service is an attitude, not a position.
 - Executive level commitment
 - VP level customer advocate
 - Customer goals tied into review cycle
- * Only the customer can tell us what (s)he needs
 - Research investment
 - customer profiles
 - annual benchmarks
 - centralization/coordination
 - Advisory councils
 - corporate and reseller
 - executive level commitment
 - be prepared to follow their direction
- * Rationalize the marketing model
 - Clear delineation of product marketing and SMSD roles
 - Create product group review committee
- * Beef-up international fulfillment resources
 - Systems
 - Headcount

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Slide 4

Product Support

- * It's everyone's job
- * Acknowledge that PSS is a strategic weapon
 - Encourage everyone to listen to PSS calls
 - Change perception that PSS employees can get "promoted" into testing and development
- * Standardize services
 - Base-level (free) support
 - Achieve goals (1/5) for all products
 - Constantly strive to improve 800 #?
 - Custom support
 - Eliminate randomness
 - Extend customer satisfaction program
 - Add: 7 X 24 service
 - on-site support if problem isn't solved within 24 hours maintenance

Slide 5

Individual End-Users

- * Good product experience
 - Give them what they asked for
 - Competitive Response Teams
 - Test with 5 key products (WD, XL, Win)
 - Not tied to major releases
 - fix problem areas (PSS problems)
 - seize opportunities (Hud graphics translator)
- * Establish long-term relationships
 - Consolidate databases
 - Capture inbound contacts
 - Historical record of customer relationships available to PSS, inside sales, etc.
 - Maintenance commitment/management
- * Foster Microsoft customer culture
 - Annual acknowledgements
 - Multiple product rewards
 - Arm champions
- * Perception is reality
 - Commit \$1M to company image PR
 - Develop other industry spokespersons
 - Use customers as a theme at major events

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Slide 6

Corporate Customers

- * They buy services, not products.
- * Become easier to do business with
 - Electronic distribution
 - Licensing options/support
 - Corporate council
- * Help them help themselves
 - Support tools
 - Training tools
- * Rationalize the model
 - Decide who "owns" these accounts
 - What should a CAM do? Be?
 - What is the role of executives
 - What is the role of on-campus briefings
- * Mission-critical support services
- * Consistent strategy messages
 - Provide migration path

Slide 7

ISVs

- * Improve communications worldwide
 - Increase headcount
 - Quarterly "topic" meetings around the world
 - Establish local ISV contacts
 - Porting center in CA
- * Mirror Applelink service
- * Explore CD-ROM information distribution
- * Audit how we handle "novice" calls
- * Deliver one ISV program worldwide
 - Non-US headcount
 - Localization support
 - tools
 - expertise
 - Topic meetings outside US

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Slide 8

Q1 FY92 Internal Roll-out
 New review forms
 NSM theme
 PSS emphasis
 Form marketing, corporate task forces
 Central database work begun
 External
 Increase ISV headcount
 Announce support plans
 Begin image PR

Q2 FY92 Internal
 Kick-off research
 Marketing, corporate task force findings
 Appoint VP of customer service
 Advisory Councils
 "Applelink" decision
 External
 Comdex theme, other worldwide trade shows
 Begin "topic" discussions
 Corporate licensing options

Slide 9

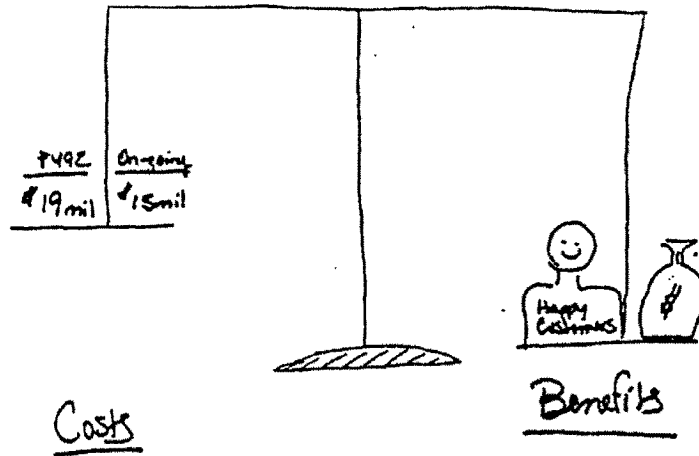
Q3 FY92 International
 Fulfillment customers in satisfactory operation
 ISV programs at parity with US
 External
 Advisory councils meet
 Second ISV topic session
 Internal corporate support producers

Q4 FY92 Consolidated database in place
 "Easy to do biz with" programs

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Slide 10



Slide 11

Costs

	<u>FY92</u>	<u>FY93</u>
Central history database	\$5M	\$3M
Additional Headcount	\$6M	\$6M
Proactive image PR	\$1M	\$1M
Additional ISV Programs	\$3M	\$3M
Additional Corporate Support Programs	\$1M	\$1M
International fulfillment improvements	\$2M	\$1M
Sub Total	\$18M	\$15M
Research	\$1M	\$1M
Total	\$19M	\$16M

Slide 12

What are the benefits?

- * More people will buy our products
Brand loyalty
Goodwill
Reduce piracy(?)
- * More people will register
Cross-sell opportunities
Upgrade sales potential service cross-sales

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Additional Info:

- * Headcount- 60 at 100k ea = \$6M
- * d-base mgmt+ reg. - \$7M first year (+maintain annual)
- * Advt. and PR- \$3M per year
- * Other Misc. - \$3-4M
- * 1 1/2 pt. margin loss in the first year

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Group 4 - Culture

What should be Microsoft's culture in 1995? What are our current cultural and behavioral assets and liabilities? Propose a plan for getting us to the kind of culture we should have in 1995?

Tom Reeve
Sharon Maghie
Jochen Haink
Doug Woodward
Bob Muglia
Marta Tyler

Slide 1

Cultural Assets

- * Strong work ethic
- * Self motivation
- * Driven / empowered
- * Technical / business vision
- * A will to succeed
- * Pride
- * Individual identification with whole company
- * Believe we can change the world
- * High standards

Slide 2

Nothing will happen unless
you make it happen, but you
can make anything happen....

Slide 3

Cultural Liabilities

- * Arrogance
- * Focused on technology, not on customers
- * Inadequate emphasis on being a good manager
 - People development
- * Encroaching bureaucracy

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Slide 4

Microsoft Culture - 1995

- * Strong work ethic
- * Self motivation
- * Driven / empowered
- * Technical / business vision
- * A will to succeed
- * Pride
- * Individual identification with whole company
- * Belief we can change the world
- * High standards

- * Personal accountability
- * Success as measured by customer satisfaction
- * People oriented (employee)
 - developing, mentoring, growing, rewarding
- * Improving process - working smarter

Slide 5

The Plan

- * New hires are assigned a "buddy" who's objectives include instilling the culture.
- * Keep recruiting standards high
 - All interviewers are trained in standards and methods
- * Maintain current level of cultural reinforcement via company meetings
- * Publish successes
 - Company wide
 - Customer centric
 - Marketing successes
 - Explain process
- * Customer contact goal on review form
- * Top down focus on fixing customer problems and preventing reoccurrence
- * Followup on all customer contacts

Slide 6

The Plan (cont.)

- * Empower people at lowest possible level to make decisions, yet encourage people to raise decisions to management when stalled
- * Publish attributes of success for managers
 - Review and reward, in part, on attributes

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Slide 7

Attributes of Success for Managers

- * Honest, timely feedback to employees
- * Developing successors
- * Personal contact and availability
- * Praise in public, criticize in private
- * Individual empowerment
- * Manager as keeper of corporate culture
- * Set a clear vision for team

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Group 5 - Image

We have had a lot of bad press lately. Propose changes in the company's behavior and communications programs, designed to assure a positive image and success in our business goals.

Jeanne Sheldon
Natalie Yount
Michel Lacombe
Rick Thompson
Sharon Decker
David Weise

Slide 1

Lying
System Strategy
IBM

Cheating
OLE
Inuit
GO
Sys/Apps relationship

(Just Plain) Arrogance
Competitor Bashing
Unilaterally set standards
Inflexibility

Slide 2

Cost of Bad Image

- A. Loss of Confidence:
 - Customer base
 - Lost opportunities for technical partnerships
(Steveb's comment "what partners?")
 - ISVs choose not to support platforms
(Johnson's comment)
- B. More vulnerable to legal action
- C. Confusion in marketplace
- D. Inability to attract talent

Slide 3

Constituencies

- | | |
|--------------------|--------------------------|
| 1. ISVs | 6. OEM |
| 2. End User | 7. Investors |
| 3. Corporate Users | 8. Channel |
| 4. Press | 9. Educational Community |
| 5. Recruits | |

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Slide 4

Common Image problems

- * System Strategy
- * Arrogance
- * ISV Relationships
- * Business Tactics

Slide 5

System Strategy

Perception: We have misled (deceived) ISVs and corporate customers on our systems strategy.

- Problems:**
1. System Strategy is not fully defined before being communicated.
 2. Systems Strategy changes too often. Poor cohesion between strategies -- LM, OS/2, DOS/Windows
 3. Efforts to preserve our relationship with IBM confuses our message to the world.

- Solutions:**
1. Improve strategy development process.
 2. Better anticipation of responses to our strategy.
 3. Improve internal communication and sell-in of our strategy.
 4. Communicate only after understanding and solving the tough problems.
 5. Senior management at MS and IBM need to redefine and communicate our respective positions.

Slide 6

Arrogance

Perception: Arrogance in our dealings with ISVs, OEMs, resellers, end users.

- Problems:**
1. Unflexibility
 2. We know better!
 3. We set standards "alone" (see ISVs relationships)
 4. No credit for outside contribution
 5. Combative, adversarial communication style

- Solutions:**
1. Focus on customers' needs, excellence
 2. Quality rather than competitive bashing. (Dwayne's 60%).
 2. Give credit where it's due.

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Slide 7

Business Tactics

Perception: Microsoft employs questionable tactics to address competitive threats.

Problems:

1. Preemptive announcements
2. We don't manage the process of investigating intellectual property acquisitions well
3. We focus more on destroying the competition than on market opportunity

Solutions:

1. Develop business practice guidelines and provide training.
2. Be more thoughtful about preemptive announcements.
3. Focus more on excellence than on competition.
4. Strive for win-win solutions/relationships.

Slide 8

ISV Relationships

Perceptions:

1. We give our own apps preferential support
2. We give ISVs poor support
3. If an ISV business gets big enough, we'll go after it

Problems:

1. Inadequate tools and docs
2. Insufficient staffing for support
3. See "arrogance", "system strategy"

Solutions:

1. Better support ---> Apple development support as model
2. Better tools
3. Enlist more ISV participation in evolving system standards and solutions

Slide 9

Press Handling

Problems:

1. Sound bites
2. Press has access to too many people at MS
3. Untrained in dealing with press

Solutions:

1. Clarify and provide consequences for policy on talking to the press
2. Training
3. Limiting information sources
4. (Windows tool for) consistent messages

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Slide 10

Actively Promote Positive Image

- * Advertise benefits of standards
 - * Advertise our mission: IAYF
 - * Sponsor universities
 - * Worldwide visible philanthropic sponsoring activity
(research to be done)
 - * Testimony advertising
- Have customers express: "They (Microsoft) do nice things"

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