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**Microsoft Windows Applications Pricing, Support, and
Services Proposal for Cigna Corporation**

August 30, 1991



**DEFENDANT'S
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Executive Summary

Since the introduction of Microsoft Windows 3.0 in May 1990, the Windows environment and Windows applications software products have been widely adopted by end-users, application developers, OEMs, and corporate accounts. The success of Windows since its introduction is widespread:

- Over four million copies of Windows 3.0 have been shipped, and IDC forecasts sales of nearly eight million in 1992.
- Over 1500 Windows 3.0 applications are shipping from 730 vendors. Windows 3.0 is the top priority platform for PC application developers.
- Sales of Software Development Kits for Windows 3.0 have reached an incredible 60,000 units. This number is astounding considering that only 10,000 SDKs were sold for Windows 1.X and 2.X combined. SDKs are just one of the many tools available to write Windows 3.0 applications.
- Over 50 hardware vendors (OEMs) are supplying Windows with their machines worldwide.

Windows is now established as the graphical operating environment of choice for desktop PCs. In keeping with industry adoption of Windows and the clear call from our customers for a consistent, scalable software architecture, Microsoft is focusing on the Windows environment across its product offerings: networking, applications, development tools, and operating systems.

In parallel to Microsoft's development of the Windows Graphical Environment, it has pioneered the market for Windows applications software. Microsoft Word for Windows and Excel for Windows have consistently received top honors in all competitive reviews for applications software products. To further set off the advantage of Microsoft's Windows applications, Microsoft has embarked on a strategy of utilizing extensive usability testing during the actual development process of its next generation applications software products. Microsoft believes that the impact of this research will become quite substantial in distinguishing Microsoft's next generation Windows applications software products from those of its competitors.

In participation with Cigna's transition to graphical workstation computing utilizing Microsoft's Windows Graphical Environment, Microsoft offers Cigna a comprehensive product, support, and services proposal. Its purpose is to outline the steps necessary toward achieving Cigna's goal of enhanced individual and organizational productivity. This will be accomplished by adopting Microsoft's leading Windows applications software products as Cigna's standard desktop environment. The fundamental idea is to create a relationship between Cigna and Microsoft in which Microsoft will provide substantial added value to Cigna in return for Cigna's commitment to Microsoft's advanced Windows technology.

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Proposal

To achieve the above stated goal, we ask that Cigna agree in writing to the following:

1. To upgrade the identified 10,000 PCs in the Cigna end-user base to Microsoft DOS 5.0, Word for Windows, Excel for Windows, PowerPoint for Windows, and Microsoft Mail for PC Networks by December 31, 1991. To accomplish this goal, Microsoft will provide Cigna with a compelling fee schedule, products, support, and services, including Microsoft Consulting Services, designed to enable corporate-wide application software conversions.
2. To conduct a thorough cost study of this implementation to be used as a model for demonstrating the value of adopting Microsoft's Windows technology to other areas within Cigna, approved corporate customers, and the computer industry trade press.

Microsoft's Commitment

Outlined below is a summarized listing of product fees, support, and services which Microsoft will deliver to Cigna upon acceptance of this proposal. Detailed descriptions of the following products and services are provided in the body of this proposal.

Pricing Proposal

The pricing proposal is detailed in the Pricing Proposal section of this document. The pricing proposal is detailed in three components: systems software, Windows applications software, and Microsoft Consulting Services. Cigna may accept the components in total or each individually.

Microsoft Corporate Account Team Technical and Marketing Support

Microsoft will provide:

- One full-time equivalent systems engineer distributed across the Cigna enterprise over the first year of implementation.
- One full-time equivalent marketing representative distributed across the Cigna enterprise over the first year of implementation.

Microsoft Support Products and Services

Microsoft Consulting Services

The Microsoft Support Advantage Program

Microsoft Support Coordinator Program (MSCP)

The Windows Transition Team

The DOS Transition Team

The Word for Windows Developers Program

The Word Push Team

The Excel Push Team

Technical Documents, Updates, and User Guides

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Microsoft Named Account Services

Microsoft Corporate Technical Account Briefing Program

Microsoft Corporate Executive Briefing Program

Microsoft Corporate Preview Program

Microsoft Beta Program

Microsoft Upgrade Days

Microsoft Competitive Update Agreement

Microsoft Extended License Agreement

Microsoft DOS 5.0 100% Upgrade Program

Recommended Microsoft Training Products and Services

Microsoft University Course Offerings and On-site Training

The Microsoft Professional Training Network

Microsoft Press Publications

Additional

This proposal has been developed in specific accordance with the needs of Cigna which have been identified thus far for Microsoft. Microsoft offers the flexibility to further customize this proposal for Cigna as additional requirements are identified.

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Pricing Proposal

Systems Software

Cigna purchases 10,000 units of the Microsoft DOS 5.0 Retail Upgrade Product at a suggested retail price of \$37 per copy by December 31, 1991.

Estimated cost for the Microsoft DOS 5.0 Retail Upgrade Program = \$370,000.

discuss w/ MS or their reseller?
reseller cost = \$25.53 at this volume

Windows Applications Software

Cigna purchases 10,000 units of Microsoft Word for Windows, Excel for Windows, PowerPoint for Windows, and Microsoft Mail for PC Networks for the price of \$154.80 per workstation by December 31, 1991.

Estimated cost for Microsoft Word for Windows, Excel for Windows, PowerPoint for Windows, and Microsoft Mail for PC Networks = \$1,548,000.

Office 360.000 22P

How reseller calculated? Full Day Support? reseller cost? KSA - computer software

Microsoft Consulting Services

Cigna retains a 3 person Microsoft Consulting Services team for a one year commitment.

Estimated cost for Microsoft Consulting Services = \$691,000.

get notes - MCS needs to review this piece MCS working with...

Total Investment

Cigna upgrades its identified 10,000 PCs to Microsoft DOS 5.0, Word for Windows, Excel for Windows, PowerPoint for Windows, and Microsoft Mail for PC Networks. The total estimated cost to Cigna is:

Microsoft Products, Support, and Services	Estimated Cost
10,000 units of the Microsoft Dos 5.0 Upgrade @ suggested retail price of \$37 per unit	\$370,000
10,000 units of Word for Windows, Excel for Windows, PowerPoint for Windows, and Microsoft Mail for PC Networks @ \$154.80 per workstation	\$1,548,000
Microsoft Consulting Services	\$691,000
One full-time equivalent systems engineer distributed across the Cigna enterprise over the first year of implementation.	No Charge
One full-time equivalent marketing representative distributed across the Cigna enterprise over the first year of implementation.	No Charge
The Microsoft Support Advantage Program	No Charge
Microsoft Support Coordinator Program (MSCP)	No Charge
The Windows Transition Team	No Charge
The DOS Transition Team	No Charge
The Word for Windows Developers Program	No Charge
The Word Push Team	No Charge
The Excel Push Team	No Charge
Technical Documents, Updates, and User Guides	No Charge
Total estimated cost of Microsoft Product, Support, and Services to Cigna:	\$2,609,000

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Implementation Programs

To execute this proposal, Cigna will utilize the following Microsoft programs:

The Extended License Agreement and The Competitive Upgrade Program

- 1) Cigna purchases 6,000 units of Excel for Windows and 6,000 units of Word for Windows at a suggested retail price¹ of \$129 per unit by December 31, 1991, utilizing the Microsoft Competitive Upgrade Program. $6,000 \times 129 = 774,000$
- 2) Cigna removes all competitive word processing and spreadsheet products (Lotus 1-2-3 and WordPerfect) from each of the 6,000 identified PCs within 60 days of the installation of the comparative Microsoft Windows applications.
- 3) Microsoft provides Cigna at NO CHARGE 4,000 licenses of the Microsoft Office for Windows (includes Word for Windows, Excel for Windows, PowerPoint for Windows and Microsoft Mail for PC Networks) for the remaining 4,000 workstations.
- 4) Microsoft provides at NO CHARGE 6,000 licenses of PowerPoint for Windows and Microsoft Mail for PC Networks to back fill the remaining 6,000 workstations.
- 5) Cigna commits to purchase Microsoft Office for Windows for 60% of all new workstations purchased from January 1, 1992 to December 31, 1992.
- 6) Microsoft will provide at NO CHARGE licenses for Microsoft Office for Windows for the remaining 40% of new workstations purchased from January 1, 1992 to December 31, 1992.

The DOS 5.0 100% Upgrade Program

- 1) Cigna purchases 10,000 units of the Microsoft DOS 5.0 Retail Upgrade Product through a participating reseller for a suggested retail price¹ of \$37 per unit by December 31, 1991.

Microsoft Consulting Services

Microsoft Consulting Services (MCS) has identified three areas that together comprise a core expertise that is leveraged, and in many cases necessary, for major corporations to successfully undertake development and delivery of strategic, PC-based client-server systems. These are:

- Applications Architecture, Design, and Life Cycle Expertise
- Client Technologies Expertise
- Server Technologies Expertise

As part of Microsoft's total offering to Cigna, Microsoft Consulting Services proposes to place three full time, on-site Consultants to work as a team to provide this base of core expertise to Cigna.

The MCS Consultants will have access on an as needed basis to Microsoft expertise through the MCS Technology Services Group and its liaisons to Microsoft Product Support Services (PSS) and Microsoft

¹ Actual street price for Microsoft software products may be significantly less than suggested retail prices stated.

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product development groups. In addition, MCS will act as liaisons to Microsoft and help Cigna to make leveraged use (on a standard basis) of other expertise and offerings of MCS and Microsoft University.

- 1) Application Architect. This Senior MCS Consultant will focus on the design, implementation, and support for strategic PC-based client-server systems. The Applications Architect will provide leading expertise in developing client-server applications architectures that leverage existing off-the-shelf software, are open and extensible, can be built incrementally, and deliver on performance. This Consultant will work to ensure viable and leveraged development support, and life cycle-plans and their implementation. It is envisioned that this Consultant will work across multiple projects.
- 2) "Client" Technologies Consultant. This MCS Consultant will provide a solid foundation of on-site expertise in:
 - Windows SDK, memory management, optimizations
 - Applications development
 - Graphical user interface design and development
 - Microsoft applications products (Word for Windows, Excel, PowerPoint, Project)
 - Interoperability
 - Macro development, DDE, OLE, DLL's
 - C and Visual Basic Programming
- 3) "Server" Technologies Consultant. This MCS Consultant will provide a solid foundation of on-site expertise in:
 - SQL Server/distributed database design and implementation
 - Electronic mail network design, implementation, and support
 - Server OS/2 operating system support
 - LAN administration and optimizations
 - Integration of Windows and OS/2 clients
 - Lab environments for server technologies

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Microsoft Vision

Microsoft's vision in the 80's was that someday there would be a PC on every desk and in every home, helping people to communicate faster, easier and with more accuracy. Because of this vision, we've been able to take a leading role in the development of the computer industry at large; setting desktop software standards with products such as the MS-DOS, Macintosh, OS/2 and XENIX operating systems and the Windows 3.0 and Presentation Manager graphical environments. We possess extensive expertise in developing a wide range of software including operating systems, graphical environments, applications, development tools and languages. Microsoft has grown to become the world's leading developer of personal computer software with 1991 revenues of over \$1.8 billion and employing over 7,000 people in more than 26 locations worldwide. Our business is healthy and strong. We will continue to invest in new technologies to keep our company in the forefront of the personal computer industry.

We haven't lost sight of our '80's vision of a "PC on Every Desk and in Every Home", but have since evolved it with a new crusade for the '90's: The concept of "Information at your Fingertips." We believe that in the new decade, firms like Cigna will require a new breed of information and resource sharing available from powerful client-server applications and more powerful server platforms. Corporations will require tools to help administrate large, multi-server networks. Better reliability and security to protect mission-critical applications moved to PCs will be an issue. And, we expect that multi-platform connectivity, support of industry standards and the ability to hide network complexity from users, will become increasingly important. These concepts have been taken to heart by Microsoft and are central to our current and future product development efforts.

Microsoft's vision is to make products that help businesses operate more efficiently as organizations and help people perform more effectively as individuals. We're committed to excellence in everything we do, and are committed to quality in everything we produce. Our pledge is toward "Making it all Make Sense" among what can sometimes be very confusing technologies and products. For customers like Cigna, this commitment means we will work to understand your business and deliver the products you need to get the job done.

Microsoft Product Strategy

Overall Product Strategy

Our overall product strategy is simple: to create superior business solutions that take the latest advances in technology and match them to the specific needs of our customers. We believe great software has to be powerful as well as easy to use. A key factor in our success has been our ability to identify important trends early and to work quickly to incorporate those new directions into our products.

Commitment to Leading Development in Graphical Computing

For several years, Microsoft has focused industry attention on the importance of the graphical user interface to the growth of personal and workgroup computing. Windows 3.0 significantly enhances, while taking full advantage of, the newest, most powerful personal computers. In 1985 we introduced the Windows graphical environment which extends the use of DOS by providing enhanced performance, increased productivity, and multitasking. This technology adds important improvements over using DOS along with saving users time and ultimately, their company's money.

Today, Microsoft Windows features a design based on several key features and benefits. These key features and benefits of the graphical user interface (GUI) are:

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- Consistent design across different products and different platforms. All GUI applications share a similar look and feel, so a user who's familiar with one GUI application is well on their way to learning others, so less training and support are needed.
- An interface that's based on visual display, not text. People can process more information through graphic visuals than any other way, so a user interface should be based on pictures, and not strictly on text. Traditional character-based software (software that is not written to take advantage of a graphical environment such as Windows), the computing standard for the first 15 years in the PC industry, is limited by its strict display requirements. Compounding the problem, commands in programs written by different companies are inconsistent; therefore a user has to relearn commands to use various applications. By contrast, in a GUI application, selecting a display object is easier than entering text, so incorporating a method of on-screen pointing to select text and commands increases user productivity.
- On screen display of what the final document will look like. What users see on screen matches what they'll get on paper, giving them a simpler more direct view of their documents as they produce them. This lowers user frustration and fatigue and saves time, so users can accomplish more work.
- Dynamic while-you-work feedback. In place of confusing system messages, GUI-based software uses information boxes and pictures to establish a natural dialogue between the user and their system. GUI software is easier to use and working with GUI applications are more enjoyable.
- Easy to get help, anytime. You can ask for assistance on a single command, so there's no need to thumb through a thick manual. Or, you can access a complete on-line tutorial about a program, to find what you need when you need it.

GUI applications are typically more robust and offer more functionality than their character-based counterparts. They take advantage of the power inherent in the next generation of computing, which is built around more powerful processors, greater memory, and improved graphics. Based on a study conducted by Temple, Barker, and Sloane, consultants from Cambridge, Massachusetts (enclosed), the measurable benefits that the graphical user interface, and in turn, graphical applications bring to Cigna are: greater user productivity (users can work faster and produce more accurate work), reduced training and support costs (as a result of users being more self-sufficient with GUI applications), and decreased user fatigue and frustration.

Compatible product design and upgrades

As we introduce improvements to our products, you can be sure that they're compatible with our existing programs. Many of our leading applications are updated on an ongoing basis, demonstrating our dedication to building the latest features of technology into our software. We fully intend to continue to offer support for the broad base of our existing customers by providing regular updates of products as well as by building in ways for graphics-based and character-based products from multiple applications developers to share files and information. In this way, we can continue to take advantage of state of the art industry technologies, while providing a focused migration path from today's applications standards.

Focus on Enhancing Both Personal and Group Productivity

Microsoft's revenue is distributed across several product areas:

- Systems Products
- Applications

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- Languages
- Hardware (Microsoft Mouse, primarily)
- CD-ROM Products
- Microsoft Press Publications

A carefully targeted plan, to only provide selected strategic products that enhance both personal and group productivity, has been the key to Microsoft's success in the personal computer industry.

Microsoft Operating System Strategy

Microsoft's strategy for operating systems can be stated in one word: *Windows*.

Building on the Microsoft Windows graphical environment version 3.0 phenomenon, Microsoft will continue to extend and enhance Windows. The overriding goal of our systems strategy is to provide a common user interface and application platform which exploits current as well as new hardware configurations—whether Intel or MIPS RISC-based—while supporting existing Windows 3.0 applications. The Windows environment is Microsoft's vehicle for achieving that goal.

Since the introduction of Windows 3.0 in May 1990, the Windows environment and Windows applications have been widely adopted by end-users, application developers, OEMs, and corporate accounts. The success of Windows since its introduction is widespread:

- Over four million copies of Windows 3.0 have been shipped, and IDC forecasts sales of nearly eight million in 1992.
- Over 1,500 Windows 3.0 applications are shipping from 730 vendors. Windows 3.0 is the top priority platform for PC application developers.
- Sales of Software Development Kits for Windows 3.0 have reached an incredible 60,000 units. This number is astounding considering that only 10,000 SDKs were sold for Windows 1.X and 2.X combined. SDKs are just one of the many tools available to write Windows 3.0 applications.
- Over 50 hardware vendors (OEMs) are supplying Windows with their machines worldwide.

Windows is now established as the graphical operating environment of choice for desktop PCs. In keeping with industry adoption of Windows and the clear call from our customers for a consistent, scalable software architecture, Microsoft is focusing on the Windows environment across its product offerings: networking, applications, development tools, and operating systems.

Windows Architecture

Since the introduction of the IBM PC in 1981, personal computers have become much more diverse in capabilities as well as configurations. It can no longer be said that one operating system implementation is suitable for all PCs or all users' needs. However, achieving a unified interface and one platform for application development is as important as ever.

Windows has been designed so it can be scalable—with different modes that can take maximum advantage of the underlying hardware. For example, Windows on a 80386-based PC can run in enhanced mode, which exploits properties of the 386™ processor such as virtual memory. Similarly, there are other modes of Windows under development that will take advantage of emerging hardware configurations such as MIPS RISC processors. As new hardware technologies come to market, such as

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more powerful CPUs, graphics hardware, or multimedia capabilities. Windows can and will be enhanced to exploit them. However, *Windows will retain compatibility with the large installed base of 286s.*

Systems Strategy Directions

	Today	Near Term (Now through 1992)	Medium Term (1992 through 1993)
What the CLIENT runs	Windows 3.0	Windows 3.1 (enhanced, standard) Windows NT	Next release of Windows Next release of Windows NT
What the SERVER runs	OS/2, UNDX, VMS	Windows NT Support on OS/2 ² , UNDX, VMS	Windows NT Support on OS/2, UNDX, VMS

Systems Strategy

Near Term³

In 1991, Microsoft plans to deliver the next release of the Windows operating environment, Windows 3.1. Version 3.1 represents a significant improvement to Windows 3.0, with a focus on stability, ease of use, performance, and application integration. Windows 3.1 will provide a much more stable platform: a top goal is to eliminate Unrecoverable Application Errors (UAEs). Changes in the shell will also make Windows 3.1 easier to use: a faster File Manager, persistent network connections (connections existing at system shutdown are automatically reestablished at reboot time), and a startup group for the Program Manager. Additionally, particular attention has been paid to improving performance in Windows 3.1. This appears in faster print times and in faster overall performance.

Windows 3.1 is also the initial platform for extensions to the Windows environment. Microsoft is developing extensions to Windows that will broaden the reach of Windows to multimedia machines and pen-based computers. Windows with Multimedia extensions provides support for audio, high-resolution video and CD-ROM storage. Windows for Pen Computing supports use of a pen as an input device in place of a mouse, provides high quality character recognition, and works with existing Windows 3.0 applications.

Like Windows 3.0, Windows 3.1 will offer multiple operating modes. Windows 3.1 will support standard and enhanced modes found in Windows 3.0 today. Both of these modes are built upon MS-DOS® operating system. In 1992 a new mode of Windows will be added, Windows NT (New Technology) mode, to support the high-end desktop or server requirements.

- *Windows in standard mode.* Standard mode is available for all machines with an 80286 or higher processor and at least 256K of extended memory. It effectively breaks the 640K application barrier, with direct access to up to 16 MB of memory. Standard mode enables the user to run Windows applications concurrently and allows multiple DOS⁴ applications to be run full-screen.
- *Windows in enhanced mode.* Enhanced mode in Windows runs on 386-based systems with at least 1 MB of extended memory. It offers all of the capabilities of standard mode, plus it takes full

² Microsoft will continue to support LAN Manager and server applications for OS/2 in the near and medium terms. In addition we will work to provide an easy migration path for those customers interested in moving from OS/2 to Windows NT on the server.

³ Near Term=Between Now and 1992

⁴ As used herein, "DOS" refers to the MS-DOS and PC-DOS operating systems.

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advantage of the 80386 processor's functionality, adding support for virtual memory. With virtual memory, a portion of the hard disk is allocated for applications to use much like an extension to physical memory. Since Windows applications are device independent, they can use virtual memory without being specifically written to take advantage of it. Enhanced mode also permits DOS applications to be run full-screen or in a window, and multiple DOS boxes can even be preemptively multitasked (Windows sets up "virtual machines" to accomplish this).

- **Windows in NT mode.** NT mode in Windows will run on 386, 486™ and higher x86 systems with eight megabytes of memory. The benefits Windows NT mode will deliver over Windows in enhanced mode include support for symmetric multiprocessing; a transaction-based, fault-tolerant file system with full recoverability; C2-level security; and portability to other hardware platforms. In addition, Windows NT mode will run *all the same applications* as Windows in standard and enhanced mode: both DOS and Windows 3.0 applications. Applications written to the new Windows 32 programming interface (fully preemptive multitasking, multithreading, memory protection, advanced graphics, advanced networking) will also run in Windows NT mode. Windows NT mode will also support POSIX compliant applications (may be of interest in government accounts). Finally, Windows NT mode will ship with Microsoft LAN Manager file and print sharing capabilities.

Windows NT mode will initially be available on the forthcoming Windows NT product. Windows NT extends Windows to server-class machines and other processor architectures such as MIPS RISC-based chips. Windows NT is built upon Microsoft's New Technology (NT) kernel, a development effort spearheaded by one of the principal architects of DEC's VMS®, who joined Microsoft three years ago to lead one of the most experienced operating system teams ever assembled. The underlying operating system has been rewritten to provide a broader feature set and alleviate the restrictions of DOS. Windows NT has been written almost entirely in the C programming language, allowing it to be easily ported to other hardware platforms, like the MIPS RISC architecture.

Windows NT mode represents a major advance in operating system functionality for networked PCs and network servers. NT mode will include a host of new networking control capabilities, including network monitoring tools, performance management tools and network administration facilities. Further, the underlying Windows NT operating system is being specifically designed to support high speed network operations, with a new file system, high-speed drivers and enhancements in other performance-sensitive areas. Microsoft will support Windows NT with our current server applications such as Microsoft SQL Server and DCA@Microsoft Communications Server.

The Windows environment running in enhanced mode, of course, will remain the preferred client for most network applications. Windows 3.0 is already a highly robust, network-aware client. With the release of Windows 3.1 robustness and network connectivity will improve sharply, with new features like network persistence. Further, Windows running in enhanced mode on DOS will support the Windows 32 API (and its many benefits, such as memory protection, preemption, etc.) in a future version. However, for clients demanding such high-end features as multiprocessing support, fault tolerant data storage and portability to high-end Intel and RISC machines, Windows NT will provide an operating system which delivers a very scalable and long-term solution supporting the exact same user environment as Windows in standard or enhanced mode.

Microsoft plans to ship Windows 3.1 with standard and enhanced modes by the end of 1991. Windows NT is scheduled to be available in 1992 (see timeline at the end of this document for further details).

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Medium Term⁵

Microsoft will continue to extend and enhance Windows for the foreseeable future. In the medium term, the user interface and shell are being designed using object oriented techniques to provide a more natural and intuitive user interface. The networking architecture will be modified to allow it be more extensible. A standard, open set of interfaces will be defined for network services such as file sharing, printer sharing, mail, database access, administration, and configuration. All of these features will be available for Windows running in enhanced or NT mode.

Enhanced mode running on DOS will be extended to support the Windows 32 API. Enhanced mode will thus gain preemptive multitasking capabilities, separate address space for applications, multiple threads, and more. Windows in enhanced mode will be positioned for laptops and desktops, while Windows NT will be positioned for the high-end machines such as workstations and servers.

Role of MS-DOS

Given that Microsoft is focusing on Windows as the operating system for PCs, where does MS-DOS fit in? MS-DOS continues to play an important role for customers with low-memory machines who want to run character-based applications. Microsoft will continue to enhance MS-DOS over time, reducing memory requirements, adding utilities, and improving networking support. However, its association with Windows will gradually change, becoming more of a boot mechanism to bring the machine alive and then turn over control to Windows. In addition, there are new opportunities in the embedded operating system area (e.g., ROM-based systems) where keyboard interfaces are not needed. Examples could include a coffee maker that stores the number of pots brewed or a sewing machine that runs programs for the particular stitch chosen.

Role of OS/2

In today's computing environment, OS/2® plays a valuable role as a server operating system. This role will continue for those customers interested in OS/2. Microsoft will continue to deliver and support LAN Manager, SQL Server, and server applications on the OS/2 platform as well as other server platforms. Today Microsoft LAN Manager is supported on OS/2, UNIX®, and VMS; in the near future LAN Manager will be supported on OS/2, UNIX, VMS, and Windows NT. Microsoft feels that there will be clear advantages to the customer running Windows on both the client and server (Windows NT) with Windows client-server applications.

In general, Windows NT has been designed to be extensible. For example, Windows NT could be extended with an OS/2 subsystem, gaining the ability to run OS/2 applications (16-bit and 32-bit). Microsoft has proposed to IBM that Windows NT, together with this OS/2 extension, form the basis for a future OS/2 version: OS/2 3.0. Whether IBM will accept this proposal is an open question. Microsoft has no current plans to ship this product due to IBM's uncertain commitment to OS/2 3.0. However, Microsoft is committed to providing a migration layer that will allow OS/2 1.X and 2.0 applications to run on Windows NT for those customers with significant investments in those platforms, regardless of IBM's decision.

⁵ Medium term=From 1992 through 1993

Time Line

<i>Today</i>	<i>Near Term (Now through 1992)</i>	<i>Medium Term (1992 through 1993)</i>
-Windows 3.0	-Windows 3.1 (including standard and enhanced modes) -Windows NT -Windows with Multimedia Extensions -Windows for Pen Computing -Windows 32 PDK	-Next release of Windows enhanced mode on DOS (including Windows 32 API support) -Next release of Windows NT

Summary

Few companies can state their strategy in one word. Microsoft can: *Windows*. Microsoft believes that the current momentum behind the Windows environment will grow, carrying with it the PC industry and the rapidly growing customer base. These forces, combined with Microsoft's commitment to developing and innovating Windows, help ensure that it will continue to be the operating environment of choice for PC computing.

The information contained in this section represents the current view of Microsoft Corporation on the issues discussed as of the date of publication. Because Microsoft must respond to changing market conditions, it should not be interpreted to be a commitment on the part of Microsoft, and Microsoft cannot guarantee the accuracy of any information presented after the date of publication.

Applications Strategy

An Applications Family Approach

Microsoft offers Cigna an applications family. As mentioned earlier in this proposal, Microsoft is investing in application product development across all of today's standard software platforms including DOS with Windows, OS/2 with Presentation Manager, and the Macintosh with Multifinder. This development includes both depth products, that serve as high-powered productivity tools, as well as integrated breadth products that offer several different applications in a single program. The personal productivity applications that Microsoft develops include: word processors, spreadsheets, project management software, presentation graphics software, and local area network based electronic mail products that are designed for a broad range of users.

Our application strategy is to create a line of application products that deliver on the potential of new technology, while providing ongoing support for existing customers. Today, applications account for 48% of Microsoft's total revenues; and many of our applications have won numerous industry awards. Our intention is to be the leader in graphics-based applications products in the 90's. On the Macintosh platform, we already are.

Design

MSC 00799751

Microsoft's design strategy is to create a new generation of visually oriented software that allows more people to do perform tasks more quickly with their personal computers. The philosophies behind our product design include:

- Consistency across multiple platforms- our "Shared Code Resources Approach" to development means that the bulk of an application's code can be transferred from one hardware platform to

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another, allowing us to get to market faster and at a lower cost while offering enhanced reliability and consistent program design to our customers.

- **Data exchange and integration** - the ability to exchange data effortlessly from one program to another greatly extends the power of each program involved. We design products so that this exchange can happen easily and dynamically not only from one program to another, but from one platform to another.
- **Enhanced usability** - Microsoft has always been committed to providing customers with easy to use products with the tools users need to make the most of our programs.
- **Programmability** - We realize that a piece of software that we produce can't always meet everyone's needs. That's why we've designed applications like Word and Excel to include the most powerful macro languages available so that customers, like Cigna, can use these productivity tools to build line of business applications. Microsoft products are so flexible that you could actually quickly re-design them so they don't even look like the original retail products! No character based word processor or spreadsheet can do this. In fact, most Windows-based products do not offer this capability. With software from other vendors, you customization capabilities are limited.

Software Business Units

Microsoft's software marketing and development is accomplished within the following business units:

- **Graphics** - Microsoft PowerPoint presentation graphics software for the business professional.
- **Office** - Microsoft Word word processing, and distributed applications.
- **Data Access** - database (front-end products such as Q & E and SQL server) and end user languages like Visual BASIC.
- **Data Analysis** - Microsoft Excel spreadsheet and Microsoft Project for project management.
- **Entry Products** - Microsoft Works integrated software application and Learning DOS.

The Integrated Office

Microsoft's vision for an integrated office encompasses a combination of hardware, system software, and office applications. It is our mission to put together a family of applications that share a common interface (similar function keys, menus, etc.) and work together (via object linking and embedding technology) to enhance both individual and work group productivity. Consistency (sharing functionality, commands, interface) and upgrade ability between applications are important goals for us.

A Single Vendor Solution

Microsoft is a company with proven industry leadership, a full line of products, and worldwide support. We have the ability to cover the broadest variety of software needs, whether it be spreadsheet, word processing, project management, presentation graphics, electronic mail and more. Microsoft believes in providing a complete applications family, and is therefore, your one-stop vendor for office productivity applications. Our products bridge divergent platforms and applications, including PCs and Macs. Windows and Presentation Manager applications, as well as character-based applications.

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We also provide synergy among our own products. Our Shared Code Resources Technology enables us to essentially share 80% of the software code we write across multiple software products whereby the other 20% of the code can be designed specifically to take advantage of a particular hardware or operating system platform. This enables us to produce higher quality, bug-free products, maintaining all of our design criteria in a shorter time period and with less effort. This means our customers see new products and upgrades sooner. It also means that we don't waste time on porting applications, instead we spend our time on advancing the power and capabilities of our products that are available to all environments.

Microsoft Corporate Account Team Technical and Marketing Support

We believe that when you significantly invest in any Microsoft product for your organization, you are also buying into a full range of product support services. Large corporate accounts are compiled on a national list and are "named" so to speak, assigned an account team, and are privy to special service, programs and support. Through our corporate services program, Cigna can take advantage of product support, training programs, simple upgrade plans, additional product administration services and a variety of communications tools. With our field sales force and support teams we remain clearly focused on you and can provide Cigna with outstanding service.

Greater Philadelphia District Account Team, Philadelphia, PA.

Named accounts are provided with a local team of support. The account team which has been assigned to Cigna in Philadelphia includes the following individuals:

Larry Mascioli, Corporate Account Manager, Greater Philadelphia District

- Main focal point for all issues/overall account management
- Listens to your problems and works aggressively to solve them, whenever appropriate
- Provides strategic direction for Cigna, suggested retail pricing on products, and working models, evaluation, and beta copies of software
- Liaison between Cigna and Microsoft corporate offices and management
- Organizes Corporate Briefings, Microsoft Days, Upgrade Days, etc.

Barbara Cogswell, Corporate Marketing Representative, Greater Philadelphia District

- performs general product presentations and demonstrations
- provides product training

David Ostroff, Senior Systems Engineer, Greater Philadelphia District

- Provides a local contact to address any issues and/or concerns Cigna may have regarding Microsoft applications
- Performs technical presentations on Microsoft applications

Philip Moyer, Associate Systems Engineer, Greater Philadelphia District

- Provides local support for highly technical networking and connectivity issues
- Performs highly technical presentations on Lan Manager and SQL Server products

MSC 00799753

Judy Carr, Inside Sales Representative, Redmond, WA

- Provides general sales information, as well as information on and agreements for product upgrades and updates

Kathryn Segress, The Microsoft Support Advantage Program Sales Representative, Product Support Services, Redmond, WA

- Provides information and contracts for The Microsoft Support Advantage Program services

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New England District Account Team, Hartford, Connecticut

Named accounts are provided with a local team of support. The account team which has been assigned to Cigna in the greater Hartford area includes the following individuals:

Ian Warhaftig, Corporate Account Manager, New England District

- Main focal point for all issues/overall account management
- Listens to your problems and works aggressively to solve them, whenever appropriate
- Provides strategic direction for Cigna, suggested retail pricing on products, and working models, evaluation, and beta copies of software
- Liaison between Cigna and Microsoft corporate offices and management
- Organizes Corporate Briefings, Microsoft Days, Upgrade Days, etc.

Tracey Adkins, Corporate Marketing Representative, New England District

- performs general product presentations and demonstrations
- provides product training

Jamie Beaulieu, Senior Systems Engineer, New England District

- Provides a local contact to address any issues and/or concerns Cigna may have regarding Microsoft applications
- Performs technical presentations on Microsoft applications

Doug Leland, Networking Systems Engineer, New England District

- Provides local support for highly technical networking and connectivity issues
- Performs highly technical presentations on Lan Manager and SQL Server products

Roxanne Anderson, Inside Sales Representative, Redmond, WA

- Provides general sales information, as well as information on and agreements for product upgrades and updates

Lynne Thomas, The Microsoft Support Advantage Program Sales Representative, Product Support Services, Redmond, WA

- Provides information and contracts for The Microsoft Support Advantage Program services

Recommended Implementation Options

Below are the major areas for consideration when implementing Microsoft Windows applications on a large or departmental scale. We have outlined the options available to Cigna, and the existing programs and resources offered by Microsoft that are designed to help plan and implement a successful implementation. We are committed to ensuring success in every phase of this project, and the corporate resources outlined below have been offered to Cigna ensure initial and ongoing success.

Technical Resources

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A major factor in a successful Microsoft Windows applications implementation is having a high quality, centralized technical support mechanism. Difficulty in obtaining technical information can mean long delays in resolving configuration issues. This in turn can slow down the initial implementation process, which may threaten user acceptance and delay further implementations. It is our recommendation that each business unit be assigned an internal technical support resource from Cigna Systems organization or from the internal information systems organization of each business unit. This will limit end-user confusion, speed resolution of technical problems, and allow Cigna Systems to more accurately monitor

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support requirements in the initial implementations. The data gathered from this monitoring process will not only prepare Cigna for subsequent implementations, but it will also provide quantifiable statistics for a detailed support cost analysis. This will also provide an efficient mechanism for obtaining and communicating information provided by Microsoft.

Microsoft programs to facilitate this process are:

1. The Microsoft Support Advantage Program (in place at Cigna)
2. Microsoft Product Support Services (free with Microsoft applications)
3. Microsoft Support Coordinator Program (MSCP)

Software Conversion

An implementation plan must be designed to outline the method of software conversion that will optimize acceptance of the proposed changes. The recommended option for introducing the new standards is an immediate introduction of software. In this scenario, the applications are switched during down-time. When the user returns, they find Microsoft Windows applications products have replaced their previous character based programs.

In working with other corporate clients who have made similar transitions, Microsoft has identified several techniques that have contributed to the success of moving a group to Microsoft Windows applications:

- Sell the end-users I - gaining user acceptance of the move is critical. A platform demonstration, customized to a workgroup task, goes a long way toward building enthusiasm.
- Sell the end-users II - one month in advance of an agreed upon conversion date, the applications can be loaded on the server of the area that is targeted for conversion. This gives the end-users the opportunity to become familiar with the applications by experimentation and working through tutorials. Users can also become familiar with converting their existing files.
- Lead User - developing one person to use the new environment in advance of the group. This provides a method of making sure the configuration works (printing, email, host access, networks) and also makes sure that the group has a local source of advice and support.
- Managed vs. Unmanaged Change - In general, users are going to be much more satisfied and immediately productive if someone internal to the organization is assigned project responsibility for the implementation.

The majority of this work will be done internally by Cigna personnel, however, Microsoft does have programs in place to assist Cigna in the development and monitoring of this process. These are:

1. Microsoft University course offerings
2. The Windows Transition team
3. The Word for Windows Developers Program
4. The Word Push Team
5. The Excel push Team
5. The Microsoft Support Advantage Program

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6. Microsoft Word for Windows Getting Right to Word Guide (included with standard Word for Windows documentation set)
7. The Switching to Microsoft Excel Guide (a tutorial for Lotus 1-2-3 Users)
8. The Step Up to Microsoft Excel Kit

File Translation

Our experience has shown that the most successful process is to provide a translation service to end-users for a fee per file. Users may select their critical files for translation prior to the migration. Otherwise, they are taught how to do it themselves. This avoids tremendous wasted expense in translating folders consisting of old files. One method of achieving this is to require users to print out listings of their files, and to have them rank the importance of these files. Our experience has been that an average of 50% of existing files prove to be ranked as unnecessary by the users.

File compatibility between Microsoft Excel and Word and competitive applications is excellent. However, it may be necessary to work with certain files to achieve 100% conversion. Some of the file formats which Word can both read and write to are RTF, DCA/RFT, WordPerfect, Wordstar, and Multimate. Some of the formats which Excel can both read and write to are WKS, WK1, WK3, Excel 2.1, Syk, DBF2, DBF3, DBF4 and DIF. Also, documents are interchangeable among all Microsoft Word and Excel products including Word and Excel for Windows, Word and Excel for OS/2, Word for DOS, Multiplan for DOS and Word and Excel for the Macintosh.

Cigna's internal support organization will be responsible for file conversion, but Microsoft does have corporate programs that will help to guide them through the process. These are:

1. Microsoft approved third party consulting organizations
2. Microsoft University course offerings
3. The Windows Transition team
4. The Word for Windows Development Program
5. The Word Push Team
6. The Excel push Team
6. The Microsoft Support Advantage Program
7. Microsoft Word for Windows Getting Right to Word Guide (included with standard Word for Windows documentation set)
8. The Switching to Microsoft Excel Guide (a tutorial for Lotus 1-2-3 Users)
9. The Step Up to Microsoft Excel Kit

Systems Optimization

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Technical issues will center around configuration, printer and network drivers, memory management, fonts, and DOS applications. In order to fully maximize workstation performance, it is recommended that a complete study is done in advance of actual implementation. One method of achieving this, the "lead user" concept, has been outlined above. Another option is to set up a separate "research area" where a workstation typical to the specific Cigna business unit can be fully tested and optimized before actual implementation.

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Microsoft has programs in place to give Cigna the internal expertise to plan for and maximize workstation performance. These are:

1. The Microsoft Support Advantage Program
2. Microsoft University course offerings
3. The Windows Transition team
4. Technical documents and updates available through the corporate account team

Training and Support

A comprehensive training program is a critical component of any successful product implementation. Training can be delivered by Cigna's internal training organization, by Microsoft University, and Microsoft Professional Training Network.

Initial training classes for Microsoft Windows and Windows applications should be customized for end-user needs. For example, executives may need only half-day "conceptual" training, while administrative systems, and financial staff may need two full days of training. Attendance at these classes should be mandatory for all personnel.

Equally important is having a support mechanism in place that will ensure a smooth transition. Having a dedicated internal support resource is key. Also, a "roving" technical person should be available to the recently converted area for one week after the initial transition. Making sure that the users are able to get their work done during this initial phase is very important.

Microsoft has programs in place to give Cigna the training and support necessary to successfully move to the Microsoft Windows applications environment.

Microsoft Training Products/Services:

1. Microsoft University On-Site Training
2. The Microsoft Authorized Training Center program
3. Class-In-A-Box Instructor Guide and Student Workbooks
4. Product Training Videos
5. Microsoft Press publications, for example "Microsoft Word Technical Reference" and "Getting Started With Excel 3 For Windows"
6. Microsoft Product tutorials (included with Word, Excel, and PowerPoint)
7. The Switching to Microsoft Excel Guide (a tutorial for Lotus 1-2-3 Users)
8. The Step Up to Microsoft Excel Kit

Microsoft Support Products/Services:

1. Microsoft Support Coordinator Program (MSCP)
2. The Microsoft Support Advantage Program
3. Microsoft Product Support Services (free with Microsoft applications)

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Microsoft Support Products and Services

Microsoft Consulting Services

To help corporations take advantage of the most up to date technical opportunities in computing with increased user effectiveness and productivity, Microsoft has formed Microsoft Consulting Services (MCS). The charter of MCS is to assist clients in building mission-critical client-server systems and taking full advantage of Microsoft's lead edge technology. MCS services assist management and technical staff through all the phases of a project, ensuring effective planning, rapid technology transfer, high-quality design, and integration with the organization's established information technology and business systems. MCS services fall into the following categories:

Executive Education

MCS workshops, seminars, and conferences help executives understand the business impact of client-server computing and manage the successful integration of these new technologies into their information systems.

Strategic Planning

Starting with a review of relevant business and operational objectives, MCS helps clients develop both tactical and strategic plans for selecting and building applications that offer the highest payback. Strategic planning projects can deal with conversion, integration, connectivity, and organizational issues.

Systems Design

A major hurdle in moving to a client-server architecture is that applications must be designed in a new way. To overcome this hurdle, MCS designed consultants work collaboratively with clients throughout the entire design process: Initial concept, system design, periodic design reviews, and quality assurance.

Custom Development

MCS can provide programming resources for the development of specialized code that requires technical knowledge and experience unique to Microsoft. This includes device drivers, specialized interfaces, and limited product modification.

Systems Support

As new applications move into a production phase, support at both the network and the workstation levels becomes critical. MCS serves as part of the client's support team, ensuring that problems are anticipated and effectively resolved. MCS consultants offer both skilled technical resources and a direct link to Microsoft product developers.

Working with MCS

There are MCS offices located in major cities throughout the world. Each office is staffed with consultants who have been selected for their breadth and depth of technical knowledge and business experience. MCS consultants are available to work on projects of all sizes at every phase of the development cycle. The assistance MCS offers ranges from developing quick feasibility studies to providing on-site consultants who serve as full-time members of client planning, design and support teams.

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The fees for a MCS Consultant will vary in accordance with the technical level of the consulting assignment. A standard guideline for MCS Consultant fees includes a range from \$140 per hour plus travel and expenses to \$210 per hour plus travel and expenses.

The Microsoft Support Advantage Program

Microsoft Support Advantage is a multi-tiered support service for Microsoft customers. Support Advantage features multiple levels of service to allow customers to purchase only the support they need. The services included are:

Support Advantage - Solution

The solution level is for developers needing occasional technical assistance. It includes support for Microsoft products, unlimited access to the Knowledge Base and the freedom to "pay as you go" in submitting Service Requests. Included in the package are five Service requests and 10 hours of connect time.

Support Advantage - Professional

The Professional level offers telephone support (7am to 5pm PST), the ability to submit an unlimited number of Service Requests and defined escalation procedures for responding to those requests. The goal at this level is to provide 24-hour callback on all Service Requests. A special networking option provides developers with support for Microsoft LAN Manager and Microsoft SQL Server. Also, a device driver option provides support for all device driver products.

The audience for Support Advantage - Professional is Microsoft systems and applications developers. The device driver option is suitable for independent hardware vendors or independent software vendors (ISVs) who are writing device drivers for specific hardware.

Support Advantage - Premier

Support Advantage - Premier is the ultimate support for corporate helpdesks/developers, large ISVs and hardware OEMs (original equipment manufacturers). In addition to receiving all Professional-level features, Premier customers are assigned a Strategic Account Manager (SAM) who is responsible for all their support needs. The SAM is a senior technical engineer who maintains a profile on the account, sets up account reviews and sends summary on reports that customer's activity with Microsoft support. The Premier level also includes unlimited phone support, a goal of four-hour callback and priority resolution. The SAM is available between 8 am and 5 pm PST.

There are three options within the Premier category, each with a different focus: Helpdesk, Developer and OEM. The Helpdesk option is for customers supporting Microsoft applications and environments. The Developer option is for customers who depend on immediate support for their development projects. For hardware manufacturers there is an OEM option that provides support for all OEM-type adaptation products.

The subscription price for Support Advantage - Solution is \$795 per year and includes five services incidents; \$295 for access to the Knowledge Base only. Support Advantage - Professional starts at \$1,295 per user for six months of support, depending on the option purchased. Support Advantage - Premier ranges from \$9,900 to \$14,900 per year. Customers currently supported under Microsoft OnLine and OnLine Plus support services can upgrade to one of the Support Advantage levels while maintaining their investment in their current support contracts.

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The Microsoft Support Coordinators Program

The Microsoft Support Coordinators Program (MSCP) provides complimentary service and technical support for key Microsoft software implementers in accounts as selected by the Microsoft Corporate Account Team. This program was developed to increase the technical knowledge of and confidence in Microsoft software among key support providers. The MSCP will support Microsoft cross-platform applications, i.e. Windows, Mac, and PC versions of Word, Excel, Project, PowerPoint, and Works.

The MSCP is comprised of five major components:

1. CD-ROM sent out every two months containing tools such as technical notes, the Knowledge Base, product news, White Papers, evaluation copies of Microsoft software (Windows, Mac, and DOS versions), a materials catalog.
2. Local peer forums in each Microsoft district to exchange information on how to convert and support users of Microsoft software.
3. Special access phone line to Microsoft Product Support Services.
4. Feedback survey mechanism contained on each CD-ROM to be completed and returned with disc to Corporate Account Programs Management.

In return for this complementary Microsoft program, the MSC will be required to:

1. Purchase a CD-ROM player, if they currently do not own one. (Provided by Microsoft is an offer letter from a leading CD-ROM player manufacturer offering the MSC a 40% discount off the hardware purchase.)
2. Disseminate information among appropriate co-workers where appropriate.
3. Participate in district forums held about every 2-3 months.
4. Answer brief survey questions provided in each CD.
5. Return each CD to Microsoft as they receive updates in specially provided packaging.

The Microsoft Support Coordinators Program will be offered to Cigna on a world-wide scale. Microsoft and Cigna will initially determine the appropriate MSC at 5 specific business sites throughout the corporation. As the program is further developed, the appointed MSCs will be increased within Cigna.

The Windows Transition Team

The Microsoft Windows Transition Team is available to selected corporate accounts who are in the process of transitioning to the Windows environment. The team gives you contact with those Microsoft individuals involved in Windows development, through your local Systems Engineer. This team is available to discuss and resolve highly technical issues, especially in the area of network implementations and the future direction of the Windows product.

The DOS Transition Team

Like to the Microsoft Windows Transition Team, the DOS Transition Team is available to selected corporate accounts who are in the process of upgrading to the MS DOS 5.0 operating system. The team gives you contact with those Microsoft individuals involved in DOS development, through your local Systems Engineer. This team is available to discuss and resolve highly technical issues, especially in the area of DOS support for applications and network environments.

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The Word for Windows Developers Program

The Word for Windows Developers Program is designed to help select corporate accounts overcome development obstacles when implementing Word for Windows on a large scale. The Cigna Systems Group will become a part of this program, which includes the following services:

- Free copy of the Windows Technical Reference manual
- An introduction manual to Word Basic
- The Dialog Editor
- An overview of third-party products that integrate with Word for Windows. Word Basic macros are included with the third-party products. Some of the capabilities the third-party products include are: OCR text recognition, FAX, Database Query tools, macros for email systems.
- Free copies of the Microsoft Word for Windows Macro Translation Guide.

The Word Push Team

The Word Push team is designed to help select corporate accounts overcome technical obstacles to implementing Word products on a large scale. The Cigna Systems Group will have access to this program through the local Microsoft account team. The Push Team will provide support on advanced implementation issues and troubleshoot technical problems that cannot be addressed through normal Product Support Services channels.

The Excel Push Team

The Excel Push team is designed to help select corporate accounts overcome technical obstacles to implementing Excel products on a large scale. The Cigna Systems Group will have access to this program through the local Microsoft account team. The Push Team will provide support on advanced implementation issues and troubleshoot technical problems that cannot be addressed through normal Product Support Services channels.

Technical Documents, Updates, and User Guides

Microsoft publishes an ongoing variety of technical documents that are available to our corporate customers. Some of the recent titles include:

- Microsoft Systems White Paper
- Microsoft Communications Server White Paper
- Microsoft Lan Manager 2.0 White Paper
- Microsoft Lan Manager/UNIX White Paper
- MS SQL Server White Paper
- MS SQL Server 3rd Party Directory
- Computing in the 90's
- Microsoft Mail for PC Networks White Paper

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MS C Compiler 6.0 White Paper

Microsoft Word for Windows Getting Right to Word Guide

The Switching to Microsoft Excel Guide (a tutorial for Lotus 1-2-3 users)

The Step Up to Microsoft Excel Kit

Microsoft Windows Technical Workshop Kit

Microsoft Named Account Services

Microsoft Corporate Executive and Technical Account Briefing Program

One or two day corporate briefings can be arranged for Cigna at Microsoft's corporate offices in Seattle. This is an opportunity for executives and senior technicians from Cigna to meet with Microsoft executives and product marketing managers to ask questions about the future direction of Microsoft products and systems architectures, and to gain a clearer sense of Microsoft's vision and overall short and long-term corporate direction.

Microsoft Corporate Preview Program

As a named account, Cigna is eligible for participation in Microsoft's Corporate Preview Program. This program enables selected named accounts to obtain a "sneak preview" of new or dramatically updated products for early evaluation. CPP products are delivered to the selected named accounts at least four to six weeks prior to their general availability through resellers. Support for these products is handled locally by the Microsoft account team.

Microsoft Beta Program

As a named account, Cigna is eligible for participation in Microsoft's beta programs. These programs enables selected named accounts to obtain beta code of future Microsoft products. This program allows for the extensive testing and evaluation of Microsoft products within Cigna several months before the product's release. Most importantly, the program allows for extensive feedback to be given to Microsoft to actually tailor the product's functionality to meet Cigna's requirements.

Microsoft Upgrade Days

On-site, Microsoft product fairs can be organized by the local account teams. These fairs provide an excellent opportunity for your end users to see current Microsoft products and gain tips on how to better use Microsoft applications. We can also organize a Microsoft Upgrade Day to assist Cigna in facilitating upgrades of Microsoft products. Cigna can choose a certain day to upgrade all end user's systems in a certain department, or company-wide, to a new release of software, or to swap out a competitive software product for a Microsoft version. The Microsoft account team can be on hand to answer questions, and assist with the process. This is a popular program with our customers in that it ensures that all users are up on the latest release of an application, and that older versions are properly destroyed.

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Recommended Microsoft Training Products and Services

Microsoft University

Microsoft University includes a comprehensive curriculum for Microsoft operating environments, network environments, graphical environments, and applications. Our courses emphasize hands-on training in a lab environment staffed by Microsoft Engineers and are designed for highly technical individuals, including programmers and support personnel, who need to broaden their knowledge of software development and support. These programs are available at designated Microsoft University sites across the country, on site at customer locations, and in video format.

The Microsoft Professional Training Network

One of the biggest factors influencing the purchase of computer equipment and software is the availability of training and support. Microsoft makes it easy to identify professional resources that can help corporations make the most of their microcomputer investment. This organization is called the Microsoft Professional Training Network.

The Microsoft Professional Training Network provides training and support on Microsoft applications and networking products. The Network encompasses several distinct kinds of facilities and organizations including:

- Microsoft Authorized Training Centers
- Microsoft Reseller Training Alliance
- Microsoft Consultant Relations Program
- Microsoft Certified Trainer Program

Microsoft Authorized Training Centers

The Microsoft Authorized Training Centers program offers Microsoft support to dedicated training companies that conform to the highest professional standards. When you choose training for your company from a Microsoft Authorized Training Center, you're likely to find that the courseware, product information, and instructional techniques are the most up-to-date available anywhere.

Microsoft Reseller Training Alliance

The Microsoft Reseller Training Alliance is a coalition of resellers who also provide training on Microsoft software products. Members pledge to maintain the highest standards of user training. Only resellers with a serious commitment to user training and support are invited to join the alliance.

Microsoft Consultant Relations Program

The Partner member of the Microsoft Consultant Relations program have demonstrated their technical expertise with Microsoft products. These independent computer consultants are qualified to provide the best technical support available. Microsoft Consultant Relations program Partners are dedicated to providing a full range of computer consulting services on Microsoft products, including customization to meet the needs of large corporate customers.

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Microsoft Certified Trainer Program

The individuals who qualify to provide instruction on Microsoft software must meet rigorous standards. Chief among these is successful completion of our Product Competency and Certification Course, a comprehensive workshop and skills examination. It signifies Microsoft confidence in an individual's expertise.

Microsoft Press Publications

Microsoft Press publishes books for both end users and developers. Many of these books complement the Microsoft product documentation by providing insights into specific uses of our business applications, as well as programming techniques and development approaches. Microsoft Press publications can customize Press books for your company.

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