

Microsoft Confidential

November 1, 1991

Launch Plan--Draft

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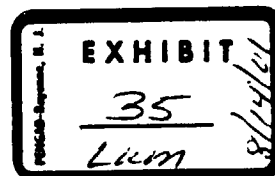
To: Brad Silverberg, Rich Abel
From: Joseph Krawczak, Jon Roberts, Rich Tong
Re: Windows 3.1 Launch Plan--For Discussion Only
Cc: See Attached List

A. Overview

In the U.S., there are over 10MM Windows-capable machines installed and over 500K Windows-capable machines ship every month. This compares to a U.S. Windows installed base of 3MM and we ship 200K OEM+Retail units per month.

However, we have a unique opportunity to do better with the launch of Windows 3.1, the most practical way to make MS-DOS PCs easier to use. We can make OS/2 2.0 still born if we can make Windows 3.1 the standard operating system. Here's how:

- **Combine Satisfaction and Demand:** The Champions program will be to combine satisfaction and demand generation. The Focus newsletter will also be our update offer. WTW will become a "combo" event that will merge an hour demo with two hours of technical help.
- **More Demand Faster:** We will generate trial on an unprecedented scale: 100,000 IEUs will see a Windows 3.1 launch at WinWorld'92; the entire show WILL be the launch event. We will hold simultaneous events in 25 cities nationwide simultaneously for a week. Pre-launch advertising will drive IEUs not just to update to Windows 3.1, but to attend a combo WTW.
- **Sustain Demand and Satisfaction with Partners:** Resellers, OEMs, and Consultants will all be trained on Windows 3.1 and equipped with 3.1 Satisfaction tools prior to launch. Through the use of co-op advertising we will, like MS-DOS 5, generating retail demand and get an additional 150,000 IEUs to go to a combo event.



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B. Launch Goals

Our launch goals are:

1. Sell 400,000 upgrades in the first three months of ship.
2. Sell 250,000 retail units in the first month of ship
3. Sell 500,000 OEM licenses in the first three months of ship *Alan*
4. Train 100,000 people on Win 3.1 within two weeks of ship
5. Train 6,000 OEM, ISV, Reseller partners prior to ship
6. Sell 250,000 Windows Resource Kits within the first three months of ship.

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C. Positioning

Microsoft Windows 3.1 is the most practical way to make your PC easier to use for everyone

*Curt Linstead
feedback*

There are four important ideas in the positioning:

- **Practical.** Windows is the only practical way to get a graphical user interface on MS-DOS PCs. It runs on MS-DOS PCs and it has a huge base of support from applications to hardware. The Mac operating systems can't run on PCs, GeoWorks doesn't have a base of applications. OS/2 is too complicated to use for the average user.
- **Easier to Use.** Windows makes the most common task simpler. Whether it is learning a new application, to learning how to manage files. Thanks to the graphical user interface and careful design.
- **For Everyone.** Windows is designed to work for everyone from the least sophisticated clerk who just wants to get the job done to the rocket scientist.
- **By Design.** Windows 3.1 in particular is engineered to be easier to use for everyone. We took a very close look at Windows 3.0 and improved the fit and finish everywhere. There are literally a thousand improvements in the product.

*True + manner Point
Observed*

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D. Support Points

Easy to Use by Design

We've spent a lot of time honing Windows to make it easy for MS-DOS users to get up to speed. Nothing is easier to learn or use.

- **Easy to setup.** Our setup analyzes the hardware that you are running and automatically installs itself, applications you have running. If you already run Windows 3.0, setup retains all your settings.
- **Easy to learn.** A new tutorial gets novice users up and running. On-line help is always available. And, with a consistent user interface, just a few basic concepts are all you need to learn.
- **Easy to use.** Pull-down menus and intuitive dialog boxes help you use the product everyday. And, with improved Drag and Drop™, it's never been easier to take file and drag it to the Print Manager to get your output.
- **Easy to manage your PC.** You don't have to remember commands anymore. Use the File Manager to navigate, copy and move your files. Or, use the Program Manager to start applications—you don't have to remember where the applications are anymore. If you already have Windows 3.0, File Manager is 2-10x faster than before and Program Manager has never been easier to use.

Great Applications

Windows has the largest base of applications designed specifically for it. Nearly 5,000 today and growing everyday. And, you can still use your old favorites, the nearly 20,000 MS-DOS applications available today.

- **Easy to learn.** Once you've learned one applications you're well on your way to learning them all thanks to the consistent interface of Windows applications.
- **Great Output.** Now with Windows 3.1, we've added TrueType™ for the highest quality fonts on the screen. And, they'll print exactly the same any printer from dot-matrix to laser.
- **Mix text, data, graphics** from multiple applications. With Super Cut and Paste™ when you want to edit something from another application, just double click and the applications appears ready for editing. This uses Windows exclusive Object Linking and Embedding™ technology.
- **Run MS-DOS Applications.** You can to run DOS apps next to Windows apps and copy information from them or paste information into them. Improved! DOS applications that break the 640KB barrier run under Windows or use full VGA graphics can run in a window.

Powerful Operating System

- **No Memory Limits.** Gets the most out of your 286 by breaking the 640KB barrier. On a 386, you get access to 4GB of memory and you can even use your hard disk as memory.

*enhanced,
Completes
Geo Works
Desk View*

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- **Multiple Applications.** Run as many Windows applications as you want. And, with a 386, MS-DOS applications can run in a window too. (On a 286, a MS-DOS applications run full-screen).
- **Performance.** Windows includes a improved SmartDrive™ typically doubles disk access compared to Windows 3.0. And, for most machines, Windows 3.1 added a revolutionary new 32-bit Disk Access that can add another 20% speed improvement.
- **Reliability.** MS-DOS and Windows applications that give you trouble can be ended with no problem Application Reboot™. Windows stays up and running. Also available is Dr. Watson, an applications monitor that logs application problems to the disk.

Broadest Support in the Industry Now and in the Future

Today, over 6MM people use Windows everyday. It's easy to find some to help.

- **Hardware Compatibility.** Broadest industry support means 100 brands of hardware, over 500 displays and 500 printers work with Windows. Look for the Windows compatible logo to ensure you're buying the right hardware for Windows.
- **Support.** Windows help is available from over 5,000 resellers nationwide. There is one near you. Count on it. When you register, you get a free subscription to Focus on Windows, the latest in support information on Windows. Also ask about the Windows Resource Kit chock full of facts on Windows support.
- **Scalability.** You will soon be able to run Windows on everything from a palmtop to a multiprocessor computer. Buying Windows 3.1 means you can use a family of Windows operating systems.
- **Extensions** are available to let you use a stylus for handwriting recognition and to attach to a variety of multimedia devices. Improved! Any application can use Multimedia sound. The drivers are built right into Windows. With optional hardware and suitable drivers, you can have video, animation.

Sys Street Programme
Clarity

Description Features

Win 3.0
EU

EU Win
TO

COMMS

OEMs

Resellers - Implication

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E. Competition

IBM is positioning OS/2 2.0 as "The Integration Platform", providing full support for OS/2, DOS, and Windows applications. OS/2 2.0 can:

- Run Windows applications in a full-screen Windows box in Standard Mode, with clipboard support and promised DDE support to PM applications.
- Run most DOS applications well.
- Include a new object-oriented Workplace Shell.

OS/2 2.0's disadvantages are:

- Significantly higher system requirements, including 80386 chip, minimum 4 MB of memory, and 15-30MB hard disk space.
- Will not support many Windows 3.1 features, such as OLE, TrueType, Pen extensions, Multimedia extensions.
- Higher support needs and fewer peripheral drivers available.

OS/2 2.0 currently has very high awareness, particularly among MIS Directors and PCC in large organizations. IBM is attacking key perceived weaknesses in Windows 3.0: reliability and our 16 bit foundation. They are also fighting a fairly effective vapor war. Until they ship they can make unsubstantiated claims that make OS/2 2.0 look perfect and creates FUD for Windows.

The good news is that OS/2 2.0 has slipped and will be launching concurrent to Windows 3.1. Consequently, the real OS/2 2.0, flaws, bugs and all, will have to compete directly with 3.1, opposed to 3.0. Also, it is not likely that IBM will have a coordinated launch which will drive significant end user demand and ensure a high level of customer satisfaction.

We will counterattack IBM in the following ways:

- Trench warfare in OS/2 2.0 inclined large corporate accounts. We will ensure that all such accounts are on the Win 3.1 beta program, are visited by a Corporate Marketing and or Transteam member, and are given our full scalable strategy, including an NT presentation.
- Secure massive 3.1 trial among IEUs within IBM accounts through the Win 3.1 beta program.
- Out shout IBM in the enthusiasts and business press with aggressive pre-launch advertising
- Roll over IBM at launch with our Combo Events and associated programs

Product Repositioning

OS/2 2.0 is too complicated for the average user. You can certainly use it with alot of help and assistance, but Windows is the practical choice if you have limited support budget and patience.

Company Repositioning

We will reposition IBM as a company who can't write PC software. All of their past attempts such as, Office Vision, SAA, Top View, DOS 4, have been dismal failures.

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D. Competition

Intention: Apple, GeoWorks

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E. Customer Analysis

We will tune and target our marketing messages based on whether we are talking to one of the following five user segments. See attached research.

Clerk

Clerks typically do routine data entry into a mainframe, PC database or spreadsheet application. Customer service representatives, bank tellers, and travel agents are all essentially Clerks. They use custom query/data entry applications and often email. Their median hardware configuration is a dumb terminal connected to a mainframe or a XT class PC. MIS directors or support person buy Windows for the Clerks they support because it is easier to train on and it provides easy access to mainframe information. Their primary concerns are terminal emulation and support.

Administrative Assistant

Administrative Assistants primarily use a word processor to create letters, they also use spreadsheets and graphics packages on occasion. Secretaries, Office Managers and even Lawyers all fit into this category. The median hardware configuration is a 286 or low-end 386. The PCC or IEU, who make the purchase decision for this class of users, appreciate the ability of Windows to mix text, data, and graphics together in a document.

Inside Professional

Inside Professionals typically use a word processor to create memos and often another vertical application, like an accounting package, depending on their function. Product Managers, accountants, sales managers, and small business owners are all Inside Professionals. Inside Professionals use a 386 class machine and often have a home machine as well. The ability of Windows to create compound documents, run multiple apps at the same time, and run some of the powerful vertical apps they enjoy is what attracts them to the product.

Mobile Professional

The Mobile Professional profiles very similar to the Vertical Professional except that he or she spends a great deal of time out of the office. Salespeople, real estate agents, and consultants are all mobile professionals. In addition to having the same needs as the inside professional, the mobile professional also cares about remote communication, either through electronic mail or fax, data exchange, and remote support.

Vertical Professionals

The vertical applications that Vertical Professionals use demand high powered PCs or workstations. Like the Clerk class, this category of users work with one principle application. Circuit designers, theoretical physicists, financial analysts, and engineers are all vertical professional. Powerful specialized Windows Applications are what will draw them to the platform. They are also very interested in being connected to many sources of data. NT, with its multiprocessor support and built-in networking will be very appealing to this group.

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F. Packaging, Pricing, Requirements

Package	Price	Part number	Media
Retail	\$149	p/n's coming	single media
Upgrade - direct	\$49		single media
Upgrade - channel	\$49		single media
Upgrade - bundling ^{Gold box} WTWs	\$49		single media
Academic 10 pack	\$650		single media
Promo	\$20		single media
MLP	\$125		single media
Upgrade MLP	\$40		single media
MLP Documentation	\$25		single media
ACIS	\$149		single media
OEM Windows/DOS bundle	\$99-\$115		single media
360k Conversion	\$0		single media
720K Conversion kit	\$0		single media

System Requirements

- 80286 or higher processor
- One hard disk & one floppy disk drive
- 1 MB memory (2 MB recommended)
- EGA or higher resolution monitor
- MS-DOS operating system version 3.1 or higher

Hard disk space needed

- Minimum installation = 4 MB
- Full installation = 8 MB

Options

- Microsoft Mouse or compatible pointing device
- Hayes or compatible modem for communications
- Sound board

Note:

This package contains 1.2 MB high density 5.25" disks or 1.44 MB high density 3.5" disks. 720KB and 360KB available via fulfillment

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ATTACHMENT L MAJOR PROGRAMS

To make Windows a success, we're going to rely on four major programs that cut across different channels:

- Windows Steamroller
- Windows Champions
- Upgrade Program
- Partners

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A. Windows Steamroller

With Windows 3.1, we want our IEUs to do more than just upgrade. We want them to move their workgroups.

By building upon our experience with satisfaction programs and the Windows momentum, we can carry on an extraordinary series of launch programs that will tie the industry into Windows 3.1.

Prelaunch Awareness (Jan-Mar)

Windows 3.1 is perhaps the worst-kept secret in the industry. We will take advantage of the interest in the industry before the official launch of the product on April 6.

- Train our partners. Starting in February, begin WTW 2.0 to reseller, OEM, ISV and IHV partners. They should know all about 3.1 the day it launches.
- IEU Awareness. Starting March 1, begin a countdown to the Windows launch in the trade and business press. Begin to accept registration for the event itself via 800 number.
- IEU Updates. Starting March 15, drop IMM piece Windows Newsletter mailing that pops a special offer for Windows updates that cost \$49 and include the cost of going to a three hour Windows launch events.

Windows Week

At the start of Windows World, we launch the product.

- The main city will be Windows World where we expect attendance of 20,000. We would run back-to-back Windows 3.1 events that would accommodate all 20K people.
- At the satellite cities, we would run events set for 500 people morning and evening. The target will be cover an additional 80,000 people in these cities.
- The events will target IEUs who have used Windows. Overriding message for the first hour will be that Windows makes it practical and easy for you to use your PC. We will make this believable through momentum, use of scenarios of real people based on segmentation.
- The final two hours will be the Windows Technical Workshop with detailed support and satisfaction information.

Post-launch Blitz

Following this week, we will find reseller, OEM and ISV partners who will sponsor additional launch events. We would allow them to tailor the material so that they could add their own messages. Target is to reach an additional 150,000 people through the next three months. We would modify the launch video to include segments shot on Wmworld floor of neat apps, hardware and customer reaction.

We will revert back to standard WTWs for the seminars group as well.

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Done 3-0 Apr
Win World Video or Report

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B. Windows Champions

Windows Champions has been a big success. With Windows 3.1, we will refine the existing newsletter, Resource Kit and workshops. And expand the Champions program to include the deliver of Tech Notes from PSS, OEMs, ISVs and IHVs via bulletin boards, direct mail and fax.

Activity	Objective	Pre launch	At launch	Post Launch	Budget
Program planning and promotion	Develop comprehensive collection of support information services to increase user satisfaction	Finalize service offerings and develop execution plan Implement pilot of information services	PR announcement	Measure impact	20k
Promotional collateral development	Multiple, flexible executions of promotional piece	Create collateral pieces Start including in retail, OEM packaging			120k
Focus on Windows Newsletter	Promote service offerings through newsletter	Create new edition of Focus	Mail newsletter Include in PR announcement	Process responses Measure results	Included in upgrade mailing
Windows Resource Kit	In-depth technical support information	Create new 3.1-specific WRK	Include in PR announcement	Fulfill orders Measure results	Breakeven
Windows Technical Workshop series	Technical overview of Windows	Revise WTW presentation for 3.1	Include in PR announcement	Ongoing administration of WTW series Measure results	\$3mm FY92
Windows Technical Support Library	Provide ongoing flow of technical support notes on key issues	Create initial collection of tech notes	Include in PR announcement	Fulfillment Measure results	20k

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C. Upgrade Program

Windows 3.0 now has an installed domestic base of approximately 3 million copies. Because Windows 3.1 will eliminate many of the barriers that have prevented users from fully adopting Windows, it is critical that our upgrade program have a very broad reach.

However, Microsoft currently only has names of about 1 million users to reach directly. Therefore, it is critical that we make the Windows 3.1 upgrade program compelling, easy, and widely available. We will do this through massive direct mail, state-of-the-art reseller and corporate upgrade programs, and by assisting OEM's with their upgrade programs.

Activity	Objective	Pre launch	At launch	Post Launch	Budget
Direct mail program	Reach 1.5mm users	Create mailing collateral - Gather lists Setup phone and mail operations	Send mail	Send targeted follow-up mailing Process orders Measure results	\$1.6mm
Reseller program	Obtain 100% distribution of upgrade package	Sign up resellers Provide materials for reseller program Build upgrade SKU	Conduct field promotion events	Process orders Measure results	Reseller promotion activities covered by reseller marketing funds
Corporate account program (CUA's)	Obtain involvement of X% of corporate accounts	Train field Sign up corp. accounts Sign up resellers Setup operations for CUA's	Conduct field promotion events	Process orders Measure results	Covered in reseller and corporate marketing funds
OEM program	100% participation by current Windows OEM's	Establish policy Create collateral materials Train OEM reps Sign up OEM's Setup operations	Send mail (for some OEM's)	Process orders Measure results	

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D. Windows Partners

The aggressive MS-DOS 5 promotion by Egghead shows that partners can be very active in supporting our products. Windows 3.1 promises to be the next big thing to drive demand in our industry. When our partners sell a unit of Windows, they have a great chance to sell applications, hardware, support, etc.

Moreover, we need these OEMs, resellers, IHVs and ISVs to support our customers. They can help us achieve great end-user satisfaction.

Activity	Objective	Pre launch	At launch	Post Launch	Budget
Reseller Partners	<p>Demand. Get top five resellers to build Spring promotions around Windows</p> <p>Satisfaction. Train 4,000 RSPs on selling and supporting Windows before the launch.</p>	<p>RSPs attend WTW trainings on the product and its selling points</p> <p>Planning of retail promotions.</p>	<p>Stock the Windows update and fall product. Take the money.</p>	<p>Resellers plan their own events in their local cities</p>	TBD
OEM Partners	<p>Demand. Get top 10 OEMs to carry certified Windows machine with a logo. Get 5 OEMs to preinstall and run Windows promote</p> <p>Satisfaction. Train 1,000 of their PSS techs and carry the newstart is pack.</p>	<p>Their PSS techs attend WTWs.</p> <p>Certification of Windows machines</p> <p>Generate tech notes based on beta test problems.</p>	<p>Show off machines at launch event.</p> <p>Kickoff their Windows 3.1 promotions and Windows machines at Winworld.</p>	<p>Generate tech notes as needed based on user problems.</p>	
ISV Partners	<p>Demand. Get top 10 ISVs to give us their names for update mailings.</p> <p>Satisfaction. Train 2,000 ISV PSS techs on Windows 3.1 before launch.</p>	<p>Train PSS Techs at WTW 2.0s.</p> <p>Generate tech notes based on beta test issues</p>	<p>Show off Windows 3.1 applications at Winworld.</p>	<p>Generate tech notes as new versions of software come out.</p>	
IHV Partners	<p>Satisfaction. Get drivers certified in Windows Driver Library.</p>	<p>Generate tech notes based on beta test issues</p>	<p>Show off hardware at Winworld</p>	<p>Generate tech notes as new products ship.</p> <p>Update drivers as needed.</p>	

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E. Key Milestones

Key milestones for this launch are:

- 11/1 Kickoff launch activities with support groups. Finalize product positioning, support points, target audience analysis and product objectives.
- 11/15 First drafts of plans of support groups.
- 12/1 Exstaff final approval of launch plan and support plans.
- 1/91 Rollout to U.S. field sales force. Training of field.
- 2/91 Training begins for partners
- 3/91 Pre-launch awareness campaign begins
- 4/91 Winworld launches; Windows Month events
- 5-6/91 WTWs return to normal format; Partners WTWs begin.

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F. Budget

Total Windows Marketing budget for FY92 is 10.4MM of which \$5.2 is allocated to the launch. This includes \$3.1MM for WTWs, \$1.6MM for updates and newsletters and \$500K for the event. See detailed budget attached.

Additional funds include Winworld event budget, reseller marketing funds and marketing dollars our partners contribute. These are TBD.

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ATTACHMENT II. PLAN SUMMARIES FOR SUPPORT GROUPS

Program Roles and Responsibilities

The following events, partners and programs will make the launch of this product a success. If you need the detailed marketing plans, you can contact people below. To get them all, email Jouro.

	Winning Owner	Program Owner
Tools	Tom	N/A
Certification	Jasiek	Sandruj
PR	Rich/Richab	Lizzi
Trade Shows/Events	TBD - <i>John</i>	TBD
User Groups	Timbre	Tonyad
Advertising	Jouro	TBD <i>Lumina</i>
Marketing Materials	Timbre	Corrad
Direct Mail	Jeff	Corrad
Workshops	Jasiek	Caroleba
Retailers	Timbre	TBD <i>Horvath</i>
Corporate Accounts	Joseph, Tyca	Richa, Billie
Salesforce	Bobf	Colenah
OEM	Alexa	TBD <i>Sum Ly?</i>
PSS	Bobf	TBD
MSU	TBD <i>Tom/John</i>	Lina
ATCs	TBD <i>Jeff</i>	Alay
Manufacturing	Timbre	TBD <i>D. Mast</i>
Fulfillment	TBD <i>Jeff</i>	TBD
MS-DOS 5	TBD <i>Jeff</i>	TBD
Systems Marketing	TBD <i>John</i>	TBD <i>Bilca</i>

re launch

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 Dev Return Alexa
 Int'l.
 Excel *Senec*
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*Amelia Stone
PARISAGO*

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A. Tools

The current satisfaction and adoption tools produced by Windows Marketing have been very successfully received by customers, with over 170K Resource Kits shipped and over 35,000 people attending a Windows Technical Workshop.

Windows 3.1 will require new product information for successful customer adoption, which will be provided by:

Description	Objective	Pre-Launch	Launch	Post-Launch	Cost
Windows Technical Workshops	Give support professionals the basic information necessary to successfully adopt and support Windows in their organizations.	Jan.- WTWs to move to SMSD Seminar group. Jan.- New 3.1 WTW content in development.	One month of intensive WTWs around the country, including a new feature overview for 3.1.	Ongoing WTWs.	Budget \$3.089M 175 WTWs X 200 attendees = 35,000
Windows Resource Kit	Provide support professionals with a source for all technical information necessary to successfully adopt and support Windows in their organizations.	Resource Kit 2.0 under development.	Resource Kit 2.0 to ship at product launch.	Ship a 2.1 update to the Kit within 6 months.	N/A Revenue neutral price TBD.
Windows Diagnostic Tool	Software tool to provide support professionals with key diagnostic info for Windows.	Tool under development.	To ship in the Resource Kit.	Updating as needed.	TBD
Windows White Papers	Deliver a series of short articles on Windows technical internals	Prepare a series of four to salesforce, PR, etc.		Continuing series as needed. Include Winball	N/A
Windows Certification	Enable support professionals to become certified Windows experts.	Develop test content, beta test it, and revise as needed.	Launch the Windows certification program in March.	Ongoing revisions as needed. Promoted via newsletter and WTWs.	N/A

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Windows Technical Notes	More timely information based on PSS Tech Notes and ISV/OEM/THV notes	Develop contents based on beta testing	Ready for delivery on BBS, Fax or paper	Ongoing revisions	TBD
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B. Public Relations (Lizsi, Richt)

Currently, most of the people in the trade press use Windows and like it. They are also reasonably skeptical of IBM's ability to deliver OS/2 2.0 particularly after the most recent slip and like the features that we've been pushing with Windows 3.1 to date.

However, our reach has been limited to the trade press and we want Windows to be a larger phenomena. We have the opportunity with Windows 3.1 to go into the local press and the business press. Therefore, we should push hard in business and local press.

Top line Objectives:

Activity/Objective	Pre launch	At launch	Post Launch	Budget
Monthly Trade Press . Covers of PC Magazine, PC World and PC Computing. Windows 3.1 tips series in PC Magazine and PC Computing	Deliver betas to the press starting with Beta II. Provide series of white papers on Windows issues we want them to write about. Sponsor conference for tech weenie editors	April covers drop including articles on TrueType, OLE and reliability of Windows.	Continuing series of Windows support Q&A. Win OS/2 2.0 vs. Windows 3.1 reviews	
Weekly Trade Press. Goal is to get front cover Win reviews in PC Week and Infoworld	Provide white paper series. Another tour in February.	Get the April 6 covers Get favorable first looks.	Place articles that compare OS/2 2.0 vs. Windows 3.1.	
Business Press Get WSJ, New York Times and LA Times articles	Repositioning messages on IBM, the company. Make OS/2 2.0 the do or die release.	WSJ technology article on Windows 3.1 compared to OS/2 2.0	N/A	
Local Press and Columnists Reach top 20 metro area columnists	Identify key local columnists (use EBU list)	Get them to come to the launch nearest them.	Place articles on Windows 3.1 referring them to Champe program.	

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C. Tradeshow (TBD, TBD)

Windows 3.1 is of general interest to many people. The incredible interest in WTWs shows that with nearly 50K people trained in the last six months.

However, with current WTWs, we can't teach more than 25K per quarter. We can really win against OS/2 if we combine WTWs with a demand generation for the product. Therefore, we should:

Activity	Pre launch	At launch	Post Launch	Budget
Windows World. Get 1,000 press and influentials to see Billg.	Prepare launch videos and script main messages.	Windows World keynote will be the launch of Windows 3.1.		\$350K including free product and launch video production.
Top 25 metro areas in the U.S. Train 100,000 Windows champions on the use of Windows 3.1	Register key accounts and Windows Champions for April 6 event and purchase of Win 3.1 upgrade	Simulcast the launch event to 20 cities. Rerun the launch event plus 2- hour WTWs twice daily. Do this April 6-10	Seminar team will pick up WTW after April	100K x \$55 per person=\$5.5M M. We do get the revenues from them however.
International events		Simulcast event to major European cities		

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D. User Groups (Tonyad, TBD)

User groups have traditionally been some of our biggest supporters and are a big pool of influential end-users. However, we don't typically treat them differently and Windows 3.1 launch will no doubt interest them. Therefore, we should:

Activity	Pre launch	Launch month	Post Launch	Budget
User Group Visits Visit the top 20 user groups	Get on their calendars. Get their names on Champs lists.	Get them to attend the WTW 2.0 events.	Visit user groups in metro areas that aren't covered in top 25.	T&E only.
User Group Newsletters Get Windows help section in top 20 user group newsletters	Deliver to them white papers on Windows.	Series of white papers on using Windows 3.1.	Continue to deliver white papers on Windows	

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E. Advertising (KathrynH, v-Mattr, Richt)

We have been running business press advertising focused on momentum this fall. However, with the Windows 3.1 launch, we will want to tie advertising closely with the launch of the product and to get customers (particularly influential end-users) to try the product. And, we the number of events that we are running, we will want to tie the advertising with these events:

Activity/Objective	Pre launch	At launch	Post Launch	Budget
Business Press Get 50% reach into IEUs. Increase awareness of Windows 3.1 to 30% of IEUs.	Continue the momentum and testimonial campaigns. In March, switch to an anticipation campaign telling users about Windows 3.1	Announce Windows 3.1 and provide 800# for customers to register for WTW 2.0s and get their updates	Momentum campaign would continue as a series that covers how Windows can be used by any five target end-user segments.	TBD
Trade Press Get 30% reach into IEUs. Response rate of 10,000 users from ads.	In March, drop anticipation ads	In April, drop ads getting customers to register for WTWs	Go silent.	\$350K
Local Press Co-op advertising in top 10 metro areas driving response of 50,000 IEUs	N/A	Begin co-op ads with key reseller and OEM partners driving demand and attendance to WTWs	Continue co-op ad campaign series.	TBD our contribution.

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F. Marketing Materials (Johnbarr, Tomja)

The standard marketing materials will work for us. The primary goal will be reducing the amount of collateral to just a few pieces. We expect most customers won't need a datasheet to understand the product. Therefore, the minimum collateral will be:

Activity	Objective	Pre launch	At launch	Post Launch	Budget
Retail Packaging This include variants for ACTS, AE, etc.	Ensure it pops off the shelf.		Insert a "New!" stripe at the top of the box	Update stripe as review wins come in	\$25K
Datasheet	Prepare single page datasheet.		Ready one month before launch.		\$175K
Windows Driver Library packaging and cover letter. A set of six separate SKUs			Ready for drop at the launch.		
Demo Script	Train ASRs to <ul style="list-style-type: none"> • impart the benefits of 3.1 to RSPs • train RSPs to sell to various customer types. 	Winmktg creates a demo script for ASRs to demo to RSPs			\$2,500
Demo Video	Tool to help ASRs learn the 3.1 demo script	Film, dupe and distribute to the field			\$10K

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G. Direct Mail (Coraed, Jeff)

Although we will reach a significant number of people through resellers and our corporate account salesforce, our mailing list remains our single most important resource for getting updates and communicating with champions.

	Objective	Pre launch	At launch	Post Launch	Budget
Update mailing/Champions newsletter	Two drops of IMM pieces each to get 100K updates	Drop in March,	Begin taking orders for updates	Second drop three months after launch of second mailing	\$1.2MM
Resource Kit Update mailing	Need to decide if we need this				

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H. Seminars (Carolsha/Janellek)

Our long-term WTW will be the key vehicle in the first month of product shipping. Because we will do many cities, it will be handles by corporate events. Both before and after, we will use the lower-cost, more efficient seminars group

	Objective	Pre launch	At launch	Post Launch	Budget
WTW 1.1 Windows 3.0 training	Train 20K users in Jan-March	WTW 1.1 seminars to ramp people up.			\$1.0MM
WTW 2.0 Updated workshops that is Windows 3.1 specific. The first set also include an hour of demonstration of Windows 3.1	Train in top 50 metro areas. 50K users in all.	Learn the WTW 2.0 and start beta test training	Switch over to WTW 2.0. In April, WTW presenters will be used for Corp Events.	Return to standard seminar team-like events.	\$2.0MM of FY92 moocy, Additional funds in FY93.

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I. Reseller Channel Plan

Reseller Channel Planning

Activity	Objective	Pre-launch	At launch	Post-launch	Budget
RSP Training	Train RSPs on the product and how to sell it.	Schedule ASR time at reseller outlets to conduct training sessions			\$25,000 for Pizza Party or other incentives
POS promotion	Create POS materials to give 3.1 BIG in-store presence	Work with Nancybi to create these materials	Distribute materials to 5,000 reseller outlets		\$200,000
Leverage existing programs	Make sure Windows programs complement existing efforts	Work with Nancybi to make Windows a major part of the merchandising section and training call-in quiz			
RSP Seeding	Give non-resaleable product to all RSPs who pass a quiz. This will be for their personal use, because RSPs are better able and more likely to sell what they know.	Determine qualification criteria. ASRs to distribute product.			\$100,000 Marketing funds
RSP Incentive	To give RSPs incentive to understand the product and to increase mind-share	Create an incentive program that will include a give away (i.e. Windows wrist watch) that is earned by passing a 3.1 Quiz ASRs to administer quiz and prizes			\$100K marketing funds

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J. Corporate Account Programs

Windows today has a substantial presence in corporate accounts. However there is still high awareness and consideration of OS/2, especially in MIS organizations. Redoubling the Windows ground swell in corporate account is the most effective way of shutting out OS/2, along with providing customers with product information for making decisions and countering IBM claims. We will achieve this by:

Description	Objective	Pre-Launch	Launch	Post-Launch	Cost
Corporate Champions	Enroll 30,000 Named Account champions (this is 100 per Named Account). 50% will attend a field seminar or WTW.	Field training. Oct. - Focus newsletter.	Focus mailing. District Launch Seminars. 2 per district with 250 people each. Special Tech Workshops for Launch.	Ongoing field seminars, Focus mailings, WTWs, Resource Kits.	Field Seminars- 20 dists. x 2 sem. x 250 people x \$15/pers. = \$150K
Named District Program	Develop marketing plans for Windows in each district.	Assign Win Mktg. person to each district. Prepare local launch plan.	Execute launch plan with field seminars, seeding, and district-specific programs.	6 month district marketing plans and account tracking.	N/A
Seeding - Share Drive	Cover a share of IEUs seeded by MS applications who need Windows	Ongoing Share Drive Activity with Win 3.0 seeding. Jan. - C.A. marketing beta (20 per CAM team)	Launch Seeding - 25 units X 300 Named Accounts = 7500 seed units.	Ongoing Share Drive seeding.	40 CAM teams x 20 seeds x \$20 = \$16K
Corporate Account Product Info	Get Accounts the info they need to choose a Windows strategy.	Ongoing white papers on product features, strategy, and competition.	Widest possible distribution of white papers.	New topics as needed.	N/A

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K. Sales force

Description	Objective	Pre-Launch	Launch	Post-Launch	Cost
Field Product Training	Insure that the entire field knows the product and can effectively present and demo 3.1.	SE's trained on features at NSM. Ship standard demo script to field 12/1. Training group to develop 3.1 training courses. Train field on product and standard pitch at Jan. RKO's.	Field presentations on 3.1 in accounts and at Launch Seminars.	Ongoing training for WinBall, WinLogin, new reps.	N/A
Competitive Training	Insure the field knows key competitive info vs. OS/2 and can answer customer objections.	Ship Product Comparison to the field 12/1. Train on competitive product issues at Jan. RKO	Update field materials with latest product info vs. OS/2.	White Papers on key topic areas vs. OS/2 as needed.	N/A
Field Launch	Maximize field participation in the launch.	Nov. 15-RM/DM conference calls on launch plans Ongoing from Nov.- Sales force "launch countdown" communique's Nov.-Feb.- 3.1 presentations to corp. accounts. Jan.- RAX management of reseller inventories. Feb.- RAX order taking for 3.1 Feb.- ASR training of RSPs.	Field Launch Seminars in each district. Corp. account and reseller presentations.	Follow up with Focus, Res. Kit.	N/A

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L. OEM

OEMs are an important part of Windows 3.1 marketing. The most critical thing is to make sure that they have their people trained to support the OEM product and to get them to get behind preinstall and developing Windows specific machines.

Description	Objective	Pre-Launch	Launch	Post-Launch	Cost
Compatibility Testing	Insure that 3.1 runs on every OEM machine.	Run test suites.	Promote compatibility via logo program.	Coopt ads with OEMs.	N/A
Performance	Insure that preinstalled PCs are fully optimized for Win 3.1.	Distribute performance tests done by t-richo.	Promote optimized Win 3.1 PCs.	Encourage comparison of machines based on Windows performance.	N/A
Training	Insure that OEMs are fully trained to support Win 3.1.	Training in each of top 8 OEM accounts on Win 3.1.	Promote partership with OEMs for customer satisfaction.	Insure that OEMs have regular contact with PSS to stay current.	N/A
Tools	Insure that OEMs are fully equiped with tools to support Win 3.1.	Distribute and train on Res. Kits.	Promote partership with OEMs for customer satisfaction.	Update materials as needed.	N/A
Upgrade	Upgrade 25% of OEM Win units.	Design upgrade program with each OEM.	Roll out OEM upgrade programs. Fulfilled by OEM or MS.	Get the customer name.	N/A

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M. PSS

PSS is only just now meeting the support demand on Windows. The experience of launching Windows 3.0 taught us some critical lessons regarding supporting Windows: 1) Windows is inherently harder to support than an app, especially given the complex hardware and software interactions, 2) this requires that technicians be trained extensively on Windows troubleshooting, and 3) it is critical to forecast unit sales correctly to staff adequately.

To insure that Windows 3.1 has first-class product support from day one, we will do the following:

Description:	Objective:	Pre-Launch	Launch	Post-Launch	Cost:
Meet Demand	Insure staffing to handle volumes needed. Get to average 1 minute waits and <5% ATBs	Forecast retail, OEM, and upgrade sales correctly. Begin training adequate number of technicians.	Fully staffed at launch.	Provide them with weekly unit updates. Train/move techs as needed.	NA
Train Technicians	Insure all techs are highly skilled in Windows troubleshooting and support. Reduce call-back rate to X%.	Nov.- Biweekly tech talks with Transition Team. Nov.-Jan- Win 3.1 tech training content under development, including the Windows Support Handbook. Feb.- Train all techs on Win 3.1.	Fully trained.	Ongoing biweekly tech talks on new issues as needed. Update Support Handbook regularly.	N/A
Product Feedback	Get PSS to give clear feedback on what's wrong with product. Improve tracking codes.	Design new tracking system with detailed, meaningful tracking codes for Program Management.	Have system in place. Weekly reporting back to Windows Group.	Revise as needed based on product issues that arise. Ongoing reporting.	NA
Better communication	Improve working relationship with regular contact on many levels.	Get every Win BU person to man the phones. Meet biweekly with PSS managers and techs. Monthly reports to management.	20 BU people a week to man phones for immediate feedback on 3.1.	Ongoing weekly meetings and monthly reports. Quarterly business review with Bradsi.	NA

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N. MSU

As the need for product information and training on 3.1 grows, MSU will be a valuable resource for customers and will help drive adoption of Windows. Opportunities for the Windows group to work with MSU on Windows 3.1 are:

Description:	Objective:	Pre-Launch	Launch	Post-Launch	Cost:
Windows SE Course In depth training course on supporting Windows.	Get this done and promote a formal training course	Promote current course through WTWs. Develop revised content for 3.1.	Begin revised course at launch.	Revise as needed. Continue to promote through WTWs.	NA
Windows 3.1 video course.	A tool for easy on-site training in accounts.	Course under development.	Ship course.	Revise as needed. Continue to promote through WTWs.	NA

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O. ATCs

Authorized Training Centers will also help fill the tremendous demand for information and training on Windows. We will equip them by:

Description:	Objective:	Pre-Launch	Launch	Post-Launch	Cost:
Windows 3.1 training information	Provide ATCs with information and materials for developing their own training courses.	Material TBD	Insure that all ATCs are ready to train on 3.1.	Ongoing promotions TBD.	NA

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P. International

Top-Line Objectives:

Description:	Audience:	Objective:	Cost:
Localize Champions		Localize Champions support materials	NA
Windows 4.0 feedback		Determine country specific issues for Windows 4.0	NA

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Q. Manufacturing

Program	Nov-Dec Planning	Jan-Mar Planning	April Launch	May-July - Planning
Manufacturing	Meet with Dianet, Robertu, Dianap, Scoth, Jamest re: <ul style="list-style-type: none"> • Raw Materials • On Hand Inventory • New 3.1 SKUs • Returns/Rework 	By 3/1, CP's FG and RM inventory should be gone. Need to build up massive (TBD) 3.1 Update inventory. This will involve warehousing issues.		
COGs reduction	<ul style="list-style-type: none"> • Review BOMs • Evaluate Thin Manuals for update and ACIS SKUs • Work with DianaP regarding other cost saving measures. 	-		
Channel Management	Meet with Sylviasz to reduce channel inventory to 0 by launch		Call downs?	
Reseller Channel Promo	Work with Nancybi to plan reseller rollout <ul style="list-style-type: none"> • In-Store training • POS promo • In store and outbound sales materials 	<ul style="list-style-type: none"> • Produce materials • Begin training RSPs 	<ul style="list-style-type: none"> • Make sure displays are being used 	<ul style="list-style-type: none"> • Follow up/ongoing training

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R. Fulfillment

Major goal here is to handle the demand for the update units. Also, to handle demand for Windows resource kits.

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S. Telesales

Major goal is to make sure people get called back and to ensure that WTWs come.

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- 33 -

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T. Customer Service

Get them trained to answer common Windows 3.1 questions.

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U. Developer Relations

TBD. Need to check on with Cameroon on this.

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V. System Marketing Events

TBD. We will want to work with Billmi for Winworld event coordination.

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- 2 -

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ATTACHMENT III RELATIONSHIP TO OTHER PRODUCT GROUPS

Windows is critical to many product groups and there will be many launches occurring when we launch Windows 3.1. Here is how we will cooperate with all of them.

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- 30 -

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A. MS-DOS 5

How can we leverage retail activities in particular, TBD until 11/7 meeting with MS-DOS marketing. Possibilities include:

- Sharing of local co-op advertising. This is expensive and we could potentially do this in the six months after the launch.
- Include MS-DOS positioning point in Windows 3.1 materials. This would include the need for additional memory for large DOS applications and some others TBD.
- Join reseller promotions particularly if Star Wars gets implemented.

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B. Pen

Windows for Pen Computing is Windows 3.1 specific. They will launch concurrent with Windows 3.1. Meeting set with Pradeeps week of 11/7, but preliminary ideas include:

- Demonstration of Windows 3.1 should include a module integrating pen support.
- Ensure that Windows for Pen materials include the basic positioning of Windows 3.1.
- Include Pen specific tech notes in the Windows Tech Note Library.

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C. TrueType and Jumbo

These discussions are still being held with Danste and SPAG. However, we will want to leverage off of both Jumbo and any font packages put together by SPAG. Preliminary ideas include:

- Reseller promotion of Windows 3.1 and Jumbo together at the launch
- If Danste does a Microsoft Fonts for Windows package, use this as a registration incentive.
- If all the Lucida fonts don't make it inside the box, fill up the Windows Resource Kit disk with them and put them on the BBS.

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D. Winball

The WinBall issues is especially knotty given the anticipated launch date of June/July. TBD until more detailed discussions with Russ. Preliminary ideas are:

- Make Winball a separate SKU that includes Windows 3.1
- Also create a special update SKU for Windows 3.1 owners that makes installing over Windows 3.1 a snap.
- Don't discuss Winball at the Windows 3.1 announce, but when it does announce, have an easy update program in place.
- Prepare an update to the Resource Kit that includes Winball specific information.

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E. MS Applications

We will want to investigate working with Word, Excel, Cirrus and whatever other applications product launch in the Spring.

- Excel will launch in March. TBD if we should do co-marketing.
- Cirrus will launch in June. Not clear what impact there will be.
- EBU. Will investigate whether we can use Productivity Pack as registration incentive.

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-47-

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