DAD Marketing – Confidential

Handwritten notes (right margin): New Scheme / Research / SS Response / Steps going forward / — Outline / — Early Draft / — Intl / + Research / + what do they want

FY95 DAD Marketing Plans

Office, Word, Excel, Ren, PPT, Access, Project

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DAD Marketing Overview

Objectives

- Build/Sustain share prior to Chicago launch
  - 80% for Office
  - 60% for individual apps
  - 85+% for Mac apps
  - Bring standalone apps share to parity with 123 and WP
- Achieve x% penetration on Chicago upgrades
- Upgrade 35% of installed base (Mac and Win)
- Capture 50% of DOS switchers; upgrade 1M competitive users
- Increase Smorg share by 10 percentage points
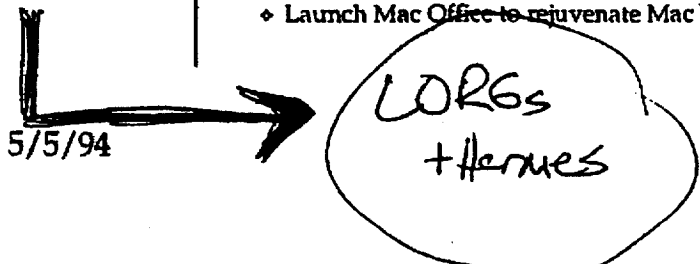- Support development of X number of Office based solutions

Key Strategies

- Run sustaining marketing programs through Chicago launch
  - Utilize individual apps to push "switcher campaigns"; occupy competitors cash cow businesses
  - Tie Office to value added promotions
  - Build distribution and retail presence
- Leverage Chicago and EMS momentum
- Build efficient and profitable engine to sell to installed base
  - Entrench users (value ads, Office compatible apps, etc)
  - Encourage recommendation
- Focus resources on new/low penetration markets
  - Smorg
  - Office as solutions platform
- Launch Mac Office to rejuvenate Mac business

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*Handwritten annotations (left margin): * Document or how work w/ Clients / *Customer Unit Work / * Mac Capable Delivery / *Executive* / Overview / Plan. / *List of Chicago Stuff / We can show / (circled) LORGs + Hermes*

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- Ride coat-tails without negative "early announce" activity
- Contingeny plans if Chicago or our apps slip
- Managing launch logistics and issues of Office 95
  - 16 bit versus 32 bit apps
  - No Mac apps
- Growing Mac apps business
- Generating/sustaining momentum in face of SmartSuite and WP office suite releases
- Determining differentiating factors for Office Pro
- Building working process with customer orgs
- Creating an efficient marketing engine that supports Worldwide activities

11 ☐ *Office Marketing Plan*

12 ☐ *Objectives*

- Sustain share and run rates
  - Worldwide office suite share of 80%
  - Increase mix of OfficePro to 25% of Office sales mix
- Switch 500K DOS users to Office
- Launch new versions of Office apps
  - Mac, PowerMac, NT, "Chicago Office" (aka Office 5.0)
  - Launch Ren as standalone product and key component of Office 5
- Grow share by 10% among SMORGs
- Increase solutions developed in Office; train and certify x%

13 ☐ *Key Strategies*

- Run targeted enduser and distributor promotions to drive demand
- Continue aggressive "switcher" attacks on Lotus and Novell, especially with individual apps
- Leverage Chicago launch/PR to sustain Office momentum
- Exploit other key MS technologies (Daytona, EMS, MOS) to differentiate Office and generate incremental PR
- Evaluate new Office product configurations/offerings (e.g. "roll your own) for potential roll-out in Office 5 timeframe.
- Develop brand as competitive weapon

14 ☐ *Product Release Summary*

Product	Est. Availability
Office F/X	July 94 (+/- 2wks)
NT Office	Daytona + 30 days
Mac Office (68K)	August 94 (+/-4wks)
Mac Office (PowerMac)	September 94 (+/-6wks)

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Office 5	March 95 (+/- 8wks)
Ren	March 95 (+/- 8wks)

15 ☐ *Functional Marketing Areas*

- ◆ Advertising and Direct Marketing
- ◆ PR
- ◆ Channel promotions
- ◆ Events
- ◆ Segments
- ◆ Field Support

16 ☐ *Advertising and Direct Marketing Objectives*

- ◆ Increase name recognition and interest among IEUs/FIEUs
  - – by X% for Office in total; by X% for Office in SMORGs
- ◆ Among those aware and interested, enhance understanding of core Office family benefits (ease, integration, b-o-b apps, etc.)
  - – by X% for Office in total; by X% for Office in SMORG
- ◆ Create measureable demand
  - – Increase intent to purchase our apps by X% among qualified prospects
  - – Convert X total prospects to sales (x% apps; 40% Office/OfficePro)
- ◆ Increase revenue (cross-sell and upgrade) from installed base by X% per customer

17 ☐ *Key Strategies*

- ◆ <u>Beyond PC Press</u>: Achieve effective communications levels across general FIEU/IEU segments and to new SMORG and vertical segments - both advertising and direct.
- ◆ <u>Beyond Awareness</u>: Expand leadership and differentiation in the consumer's mind by building product attributes and brand benefits illustrated with relevant experiences.
- ◆ <u>Beyond Competitive Upgrades</u>: Drive evaluation and sales among an expanded universe of prospects.
- ◆ <u>Beyond Version Upgrades</u>: Derive and secure greater revenue from the installed base through an appropriate array of offers.
- ◆ <u>Beyond Datasheets</u>: Identify and fulfill info needs for target audiences with a limited set of appropriate collateral that moves target closer to purchase.

18 ☐ *Competitive Summary*

- ◆ Lotus will continue to spend heavily on ads - biz and PC press
- ◆ They are leveraging 123 brand and momentum behind Notes to increase SmartSuite adoption
- ◆ The latent awareness of 123 among their huge installed base poses a potential roadblock for building MS Office awareness/interest

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- To date, Lotus advertising has not successfully increased awareness for SmartSuite or AmiPro - Still perceived as 123
- Communications strategy and spending levels for Novell/WordPerfect/QPro are significant unknowns

19 ☐ *Media Plan Summary - still being developed*

20 ☐ *Ad Tactic #1: Buy Media to Achieve Key Goals*

- Build 33% reach against "Influences Software Purchase" target at 3+ freq. on avg. 4-wk. basis.
- Maintain appropriate share-of-voice vis a vis desktop apps competitors (Lotus)
- Leverage Chicago media efforts with Office messaging

21 ☐ *Ad Tactic #2: Use Biz/Consumer Media Aggressively*

- Build awareness and preference of Office and individual apps
- Provide promotional support to drive consumers into stores
- Incorporate stronger "best of breed" message

22 ☐ *Ad Tactic #3: Expand Advertising to New Targets*

- Increase reach against Smorg decision-makers (Owners/Partners)
- Focus on two highest opportunity verticals leading with single app story: Legal (Word) and Accounting (Excel)

23 ☐ *Ad Tactic #4: Refine Approach to Tactical Advertising*

- Expand momentum messages into business press
- Shift tactical messaging from critical acclaim to consumer preference, corporate adoption and ISV commitment (Office Compatible)

24 ☐ *DM Tactic #1: Leverage all Points of Contact:*

- Strengthen advertising calls to action as appropriate to generate leads
- "Hotline" mailings to new or newly active Office customers and prospects to take advantage of their recent responsiveness
- Multiple follow-up waves to "hotline" non responders
- Periodic attempts to reactivate non responders
- In-bound telemarketing to maximize revenue per contact

25 ☐ *DM Tactic #2: Test/Develop a Broader Set of Offers*

- Appeal to customers at different points in the contact flow
  - Evaluation tools (video, autodemo, etc.) as offers to move prospects and upgraders to sale
  - Competitive upgrade offers (premiums, trial etc.) to convert prospects (internal Windows, ad leads etc.)

- Logical up-sells and cross-sells to further entrench current app customers (Office/Pro, other Office/non Office apps)
- "Office Personal Maintenance" to secure future upgrades
- "Champions" programs to drive recommendation

26 ☐ DM Tactic #3: Explore Alternative Delivery Vehicles

- ◆ "Office family" catalogue to allow self-selection from a broad range of products
- ◆ Solo promotions to target specific product needs
- ◆ Understand to what degree and how to use MORs to deliver/pay for our direct efforts
- ◆ Alternative selling vehicles - MOS and Ali-baba

27 ☐ DM Tactic #4: Expand targets: both broader and new segments:

- ◆ Expand universe using MORs, external list sources, lists from third parties (ISVs, OEMs), and leads from all communications efforts
- ◆ Refine universe by modelling the regbase and profiling inquiries
- ◆ Identify SMORG and vertical segments and target appropriately - testing specific vertical list sources.

28 ☐ Packaging/Collateral Tactics

- ◆ Strengthen Office brand identity in-store (packaging and POS), enhancing relationship between individual apps and Office.
- ◆ Explore potential benefits of linking packaging look and feel and messaging between Office and Chicago.
- ◆ Explore an Office family catalogue and other collateral alternatives as consolidated means to fulfill information needs and drive inquiries closer to sale.

29 ☐ Outstanding Advertising and DM Issues

- ◆ Ensure consistent metrics across efforts with clear benchmarks and understanding of impact on both channel and direct
  - Committed communications research budget and headcount
  - Committed database resources
- ◆ Need to integrate all communications planning and execution including PR
- ◆ How much of this work can be leveraged outside North America
- ◆ Can MORs deliver as efficiently/effectively as our own DM efforts
- ◆ How does our branding effort develop

30 ☐ PR Objectives

- ◆ Leverage Chicago and systems PR activities to boost Office 5.0
  - Manage Office 5.0 press coverage in conjunction with Chicago M7 press

tour in August, or golden reviewer's tour in September
- Include Office 5.0 in Win32 apps stories, targeted for Dec. issues
- Generate great Mac Office launch PR
  - Run Mac long lead press tour in June; short lead press tour in August
  - Launch at Macworld in August

31 ☐ PR Objectives (cont.)

- Create strong press interest in Ren
  - Develop Ren leak strategy by July 1
  - Begin Ren long and short lead press tours (exact dates TBD)
- Sustain top of mind awareness with key stories
  - EMS and implications for our apps
  - NT apps launch
  - Smorg and solutions initiatives
  - "Supportability" message
- Use PR to quickly and aggressively blunt competitive action
  - Use PR to strengthen individual app messages (e.g. Word time savings)
  - Implement aggressive Lotus counterstrike when SmartSuite launches

32 ☐ Key Strategies

- Keep Office and Office apps in the press, maintain mindshare
  - Office Campaigns, Individual product campaigns, leak strategies
- Broaden "Editor Buddy" program to build relationships with key editors
- Get Office mentioned in SmartSuite coverage
- Explore PR opportunities outside traditional vehicles
- Coordinate PR with advertising and channel efforts where possible

33 ☐ PR Calendar

- Will have updated PR calendar by 5/9/92
  - Press tours
  - Campaigns
  - Events/Trade Shows
  - Launches
- Office 5.0 PR Plan
  - Develop overall strategy
  - Rollup individual product PR tactics into overall PR Plan

34 ☐ Channel Objectives

- Capture Lotus and WP "switchers" in retail & mail-order
- Increase presence & sell-thru in segments where SMORGs buy
- Successfully launch Mac Office and individual Mac apps
- Leverage Chicago channel plan to boost Office 5.0 launch

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♦ Make Office apps the default recommendation of RSPs

35 ☐ *Key Strategies*

- ♦ Focus on 3 campaigns in FY95
  - – "Summer Switcher" campaign from June-Aug
  - – "Business Value" promo Sept-Jan
  - – "Office 5.0 Launch" sell-in promo April-June '95
- ♦ Run RSP/store mgr. "push" promos in concert with campaigns
- ♦ Leverage Chicago distribution to generate sales in new channels
- ♦ Investigate winter 95 promo to sustain sales until Office 5.0 ships
- ♦ Strong support for Mac Office 4.2 launch

36 ☐ *Channel Calendar -- still being developed*

37 ☐ *"Summer Switcher" Campaign*

- ♦ North American focus; extendible to some regions
- ♦ Extension to Word switcher promotion; runs July 1-Aug. 31
- ♦ Single theme with multiple product offerings
  - – Word @$99 price for competitive users; Word "timesavings" message
  - – Excel @$99 for competitive users; momentum message
  - – Office bundle with Office Assistant as premium
- ♦ Heavy spending to ensure premium display and channel "push"
- ♦ Dial up "money back guarantee"
- ♦ Consumer and business press advertising to drive demand

38 ☐ *"Business Value" Campaign (worldwide)*

- ♦ Note: still just preliminary ideas; still discussing with EU group
- ♦ Runs October 1-Jan 15 (tentative)
- ♦ Enduser software/hardware premiums with Office app purchase
  - – e.g. "buy Word or Excel, get Publisher or Add-on product"
  - – e.g. "buy Office, get Publisher or mouse and choice of other MS bits"
  - – e.g. "buy 3+ OfficePro, get a CD-ROM drive/fax machine/phone, etc.
- ♦ Can claim premium after initial purchase, or can accumulate points for the duration of the promotion
- ♦ Retail and enduser messages very targeted at "SMORG" users
- ♦ Fulfillment by Microsoft (in US), not reseller (tentative)
- ♦ Open issues: tie in the Mac; premiums are different; subs need to pick their own "value-adds"

39 ☐ *Concurrent Store Manager/Buyer Promo*

- ♦ Runs October 1-Jan 15
- ♦ Choice of prizes to benefit the store managers and buyers. Mirrors enduser promo.

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[Handwritten margin notes:] INGMBH Not allowed to add value w/o putting it in box — Don't use vouchers — Don't want to compete to MS Plus scheme

> - Based on reported sell-thru. Will also award person designated to report sell-thru.
> - Implementation by a 3rd party vendor (probably Business Incentives (BI)

40 ☐ *Office 5.0 Launch*

> - Materials and details ready 3 months prior to availability
> - Materials better suited to reseller needs
>   - ie guidance and creative for direct mail, POS artwork online
> - Display in top 20 accts thru sales efforts and possible incremental funds
> - Street date and inventory management

41 ☐ *Channel--Open Issues*

> - Test "roll-your-own" Office concept
> - Test "free trial" program
> - Integration with EU group
>   - Process
>   - International process
>   - Funding

42 ☐ *Events*

> - Support key tradeshows
>   - Comdex/Winworld; MacWorld, PC Expo, etc.
>   - New tradeshows for Ren
> - Evidence and testimonial collection
> - Coordinate SMORG tradeshows for targeted verticals

43 ☐ *Segment Marketing*

> - Smorg
> - ISVs
> - OEM
> - Developers

44 ☐ *Smorg Objectives*

> - Raise SMORG market share to parity with overall share
>   - Word from 34% to 60%
>   - Excel from 45% to 60%
> - Raise SMORG awareness to parity with Large orgs
>   - Word from 25% to 37% (lorg)
>   - Excel from 17% to 28% (lorg)
> - Increase retail presence (numbers TBD)
>   - Standard from 800 to 1400

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- Pro from 340 to 900
- Word from 650 to 1200
- XL and Access from 800 to 1400

45 ☐ *Key Smorg Strategies:*

 ❖ Increase Smorg end user awareness of Office and Office apps
 ❖ Expand Office presence where Smorgs buy
 - Channel
 - Solution Providers/VARs
 - OEMs
 ❖ Mobilize Smorg influencers (Associations, etc)
 ❖ Determine what it will take to move to the "next level"
 - Right product SKU offerings, Role of Add-ons, Role of individual apps vs. Office as lead messages

46 ☐ *Competitive Summary*

 ❖ Lotus and WordPerfect outperform us on awareness, market share, distribution support and SP support
 ❖ However, not clear they have made this an explicit strategy

47 ☐ *Smorg Tactic 1: Build Office Apps Awareness*

 ❖ PR (vertical and horizontal Smorg press)
 ❖ Advertising (Legal, Acctg, Biz press)
 ❖ Events
 - Vertical tradeshows
 - Seminars
 - User Groups/Associations
 ❖ Direct Mail (Reach incremental 2mm Smorg switchers/upgraders)

48 ☐ *Smorg Tactic 2: Build Presence Where Smorgs Buy*

 ❖ Increase distribution breadth
 - Distributor promos
 - Territory development reps
 - Attach to Chicago distribution
 - Superstores/mass merchants, 123 outlets
 ❖ End-user Fall promotion - add-on bits for Smorgs
 ❖ Grow retail presence
 - Trial kiosks
 - Displays
 - RSP training/spiffs

49 ☐ *Smorg Tactic 3: Mobilize Smorg Influencers*

 ❖ Leverage partners
 - OEMs: small biz and vertical PCs

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- SPs: embeded license, sales tools, SP training
- ISVs: Office Compatible (acctg, fax, communication etc)
  - Mail partner lists
  - Joint advertising, PR
  - Tradeshow/user group "solutions"
- Build Relationships with Associations
  - Vertical associations (ABA, AICPA, NAR)
  - Business associations (Chamber of Commerce, Rotary Club)
  - Small biz associations
    - Small Business Development Centers
    - Small Business Administration Biz Info Centers
    - National Business Incubator Association
- Leverage Businesses which reach Smorgs
  - Phone companies
  - Banks
  - Print Shops (Kinko's)
  - Hardware (HP Deskjet)
  - Pitney Bowes (mail equipment)

50 ◻ *Smorg Tactic 4: Develop the Right Product*

- Right mix of apps for Smorgs
- Specific features in future Office
- Add-on bits vs ISV solutions

51 ◻ *Outstanding Smorg Issues*

- Responsibilities and resource use relative to Org customer unit
- Bandwidth: lots of great ideas, but what is realistic to implement

52 ◻ *ISV Objectives*

- Keep ISVs focused on adding value to Office
  - Enlist 250 Office Compatible (OC) ISVs in version 1.0
  - Enlist 100 Office Compatible ISVs for the launch of Office 95
- Support ISVs by fostering joint marketing opportunities w/ MS
  - This should be leveraged
  - Goal of helping 250 ISVs w/ marketing
- Entrench Office users by ensuring the applications they use on their desktop work well with Office
- Support efforts to raise awareness/extension of Office brand

53 ◻ *Key Strategies*

- Entrench Office users
  - Build brand awareness
  - Ensure they have an "Office environment"
- Expand OC feature set

- License code and encourage more in-depth integration
- Office as a development platform
- Enlist Office 95 ISVs

◆ Provide joint marketing opportunities

54 ❏ *Competitive Summary*

◆ We expect that Lotus will offer a similar program to ISVs

◆ We have heard rumors that WordPerfect/Novell is also following suit

55 ❏ *ISV Tactic #1: Entrench Office Users*

◆ Expand OC applications from 25 to 250

◆ Encourage OC Smorg solutions

◆ Encourage OC Vertical solutions

◆ Expand depth of OC to elevate degree of consistency and integration

56 ❏ *ISV Tactic #2: Build Brand Awareness*

◆ OC logo to build Office brand
- Distribute on ISV boxes, collateral, advertising
- ISV startup screen/splash screen/help files to mention Office
- Catalog
- Focus Magazine articles (Aug, Oct)

◆ Joint Mailings
- Smorg message to upgraders (VU and CU)

◆ Advertising
- Joint ISV/MS ads
- Media strategy to synchonize media placement

◆ PR
- User stories
- Review category "Beyond Office" what it means to user's desktop

57 ❏ *ISV Tactic # 3: Expand OC Feature Set*

◆ Add depth and real code components to OC spec

◆ Market Office as a Development Platform
- Build base of OC 1.0 and 2.0 participants
- Maintain technical leadership
- Learn from MS Systems group
- Provide technical information and support to strategic developers

◆ Recruit Office 95 ISVs
- Determine technical content to leverage Chicago
- Work w/ ISVs so that they are on similar release cycle to Office

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58 ☐ *ISV Tactic #4: Leverage Joint-Marketing Opportunities*
- Salesforce on-line help file/database
- Reseller leverage
- CD-ROM catalog browser on Office CD version
- Alibaba?
- Advertising
- Direct mail/catalogs
- Newsletters/ publications/training vehicles
- On-going pr

59 ☐ *Outstanding ISV Issues*
- Good communication across organizations is critical
- How to measure the success of these efforts
- How much joint marketing do we want to do and can it be self funding
- Are we staffed to provide the support needed for a large number of ISVs
- Roll-out and integration of Mac and Intl components

60 ☐ *OEM Objectives*
- Protect our share
  - Keep SmartSuite and Lotus apps off high penetration hardware
  - Use bundles to grow business in Smorg market
- Limit impact of OEM deals on retail channel
- Generate upgrade and cross-sell opportunities

61 ☐ *Key Strategies*
- Leverage Smorg/vertical opportunities
- Watch the bottom line
  - Provide cost effective SKU options
  - Push premium pricing relative to SmartSuite
- Win against Lotus on strategic OEMs
  - Encourage individual app bundles rather than Office
  - We shouldnt get caught up by OEMs w/ low share

62 ☐ *Outstanding OEM Issues*
- Office OEM strategy is under-developed today; needs work
- Need to determine pro-active plans to pursue OEM biz, if any
- Must ensure that we leverage big deals like Gateway into cross-sell and upgrade opportunities
- What role does Works play in overall plan

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63 ❑ *Developer Objectives*
- ◆ Build Office sales by providing robust programmability
- ◆ Entrench users through custom applications (corp accts, Smorgs)
- ◆ Build/maintain Office technical leadership
- ◆ Enlist and support 500+ developers to develop applications which require Office

64 ❑ *Developer Strategies*
- ◆ Leverage our VB base and OLE2 object model investment
- ◆ Create demand for end-user Office based solutions
- ◆ Foster adoption among developers
  - − Provide development tools, hooks, and opportunities
  - − Help SPs resell solutions based on Office apps
- ◆ Support w/ evidence the Office message "Beyond Personal Productivity"

65 ❑ *Developer Tactic #1: Create Demand for Office Solutions*
- ◆ Educate market on solutions strategy thru DevCase, BizCast, etc.
- ◆ Evangelize VARs and SPs
- ◆ Build Awareness via PC Press, tradeshows, user groups

66 ❑ *Developer Tactic #2: Enlist 500+ developers to develop applications which require Office*
- ◆ Build Office as a development platform
  - − Develop the right tools (ODK, VAR Tools)
  - − Office Compatible and more
  - − Certification (training, custom solutions)
  - − Momentum, leads and opportunity
  - − Embedded licensing
- ◆ Mobilize a core set of Smorg and vertical SPs w/ Office based solutions

67 ❑ *Developer Tactic #3: Support 500+ developers who develop applications which require Office*
- ◆ Develop communications to support Office developers
  - − Tradeshow, conference and event support
  - − Sales Tools
  - − Demos
- ◆ Enhance support infrastructure
  - − SP Program for information
  - − Technical assistance (PSS, PgrMgmt)

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⬦ Deliver certification program

⬦ Communicate benefits of ODK effectively

⬧ Publications: Books/Training/Newsletters

68 ▢ *Developer Tactic #4: Support w/ evidence the Office message " Beyond Personal Productivity"*

◆ Develop custom solutions and testimonials as evidence

    − Solutions based marketing tools

◆ PR/Messaging

69 ▢ *Outstanding Developer Issues*

⬦ Agree internally to process, nomenclature and strategy for developers and ensure that the DDT group is successful w/ their charter

◆ Gain support of SP group

    − Currently their 4th priority is Office

    − Get the SP group to think about using Office as the lead-in for NT or SQL Server, rather than the reverse

70 ▢ *Field Marketing Objectives*

⬦ Provide fast, efficient field support and training (US and Intl)

⬦ Upgrade installed base of Corp Accts to Office (Win/Mac)

◆ Penetrate and sell new markets (Smorgs, switchers)

⬦ Support launch of Office 95

71 ▢ *Key Strategies*

◆ Sytematize our support of OfcPush

◆ Analyze and develop the right sales tools

◆ Leverage and support marketing efforts in field, HQ

    − Office seminar engine

    − Support district in efforts to generate attendance and reach new customers

72 ▢ *Field Marketing Tactic #1: Assist in Market Planning*

◆ Provide information to FMS channel

    − Office mktplan, positioning, key competitive data

    − Office mission objectives, strategy

    − NSM, RSM, ESM meetings

    − Office PM liason for field

73 ▢ *District Marketing Tactic #2: Support Local Marketing*

◆ Seminar Materials

    − Content input (switchers, upgraders, Mac, verticals, technical, solutions seminars)

                  – Demo scripts, video, tips & tricks, Q&A, eval forms, guidelines, promotional tools and templates.

                  – Access to prospect list mgmt, ISV lists

           ◆ Communication assistance

                  – Content for PR, direct mail and advertising

                  – Articles for newsletters, publications

                  – Assistance w/ lists

74 ❑ *Outstanding Field Marketing Issues*

    ◆ Need to quantify goals

    ◆ Need to ensure there isnt overlap w/ seminar group and field marketing people

75 ❑ *Outstanding Issues for Office Marketing*

    ◆ Extent to which we "can" leverage Chicago activities

    ◆ Timing of Office 5.0; localization plans and timing

    ◆ Integration with customer orgs; especially on developer and Smorg issues

    ◆ Office Pro vs Office Standard positioning

    ◆ Incorporation of Ren into Office product and positioning

    ◆ Key strategies still need to be defined

        – Add-on strategy being finalized

        – OEM strategy in development

        – Developer strategy needs resources

76 ❑ *FY95 Macintosh Line Marketing Plan*

77 ❑ *Macintosh Line Objectives*

    ◆ Successful Launch of Office 4

        – Recapture leadership in Mac apps market

        – Beat FY93 sales by 25% (revenue)

        – Maintain market share of >75% on Power Macintosh

        – Improve Upgrade Rates to 30% for all applications (eligible)

        – Maintain Office sales at >50% of Individual Apps in business sales

    ◆ Other MacLine

        – Lower the noise level with Apple

        – Leverage joint marketing opportunities

78 ❑ *Key Strategies*

    ◆ Launch

        – Use major events to convey Office 4 messages, and image of commitment to Mac

        – Implementation of Launch plan including successful positioning of Office 4 vs. Works products and vs. individual apps

- Successful positioning of PowerMac entries to maintain share on new platform
- Utilize MORs for Upgrade success
- ◆ Other MacLine
  - Continue relationship building with PeteH/Ian Diery as drivers

79 ▣ *Competitive Summary*

- ◆ WordPerfect
  - Gaining share with PowerMac version: how much is unknown today
- ◆ Adobe/Aldus Persuasion, Claris Impact
  - Strong competition against PowerPoint, especially with new multimedia products
- ◆ The "Claris Works" Office with Quicken and a PIM
  - New, even stronger Works product expected in the fall
  - We should beat them to market with Office 4 and have time to pre-empt their messages

80 ▣ *Competitive Summary (cont)*

- ◆ Upgrade issue: Ourselves as competition
  - We are leaving System 6 users behind
  - High system requirements are a problem: product groups addressing

81 ▣ *Product Release Summary*

- ◆ Timing of releases (with "+/-" range)
  - 7/25 for Word, Excel and PPT (Office) on 68K, and Excel PowerMac
  - 8/25 for Word, PPT on PowerMac and thus Office
  - Works 4 and FoxPro 2.6 in the July timeframe

82 ▣ *Advertising and Direct Mail Tactics*

- ◆ Reinforce Microsoft commitment to the Macintosh
  - Mac Office/Office app launch ads
  - Apple-Microsoft "PowerMac/MS Office" advertising
- ◆ Support Office's availability on both Win and Mac platforms in all business press advertising and appropriate PC press advertising
- ◆ Employ consolidated Office/Office Apps messages to launch Mac Office to installed base:
  - In Mac 1-1
  - In upgrade mailings
  - Through MORs

83 ▣ *Launch*

- ◆ End Users: Launch event at MacWorld 8/2/94, promoting Office concept to Word/Excel brand-aware audience
- ◆ Corporate: Increasing NDA demo availability leading to launch

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- ◆ Resellers: Participation in Envision tour
- ◆ Sales Force: Training at RSM
- ◆ Press: Long Lead tours beginning 5/94

84 □ *PR/Positioning/Messaging*

- ◆ Long leads begin with Office, lead to products
  - Go for Office reviews in Sept covers, Ind products later
- ◆ Very similar to Office/Win messaging plus "beyond platform"
- ◆ Mac strategy presentation available with positioning
- ◆ Advertising to stress Office message, and announcement of upgrade

85 □ *Apple Relationship*

- ◆ Goals: Lower the noise level, leverage joint opportunities
  - Ian Diery from Apple will participate in MS launch
  - Joint ads with Apple this fall
  - Joint field seminars planned for fall

86 □ *Outstanding Macintosh Issues*

- ◆ Office '95/Core Code positioning
  - As we position Office 4 as core-code, it will be a problem 6-9 months later when Office '95 ships with EMS support and REN
  - Need to maintain file compatibility
  - Need to emphasize core-code is about functionality only
  - Need to evaluate bundle opptys with third party PIMs
- ◆ Bad feeling in Mac Community about apps delays
  - Need to address head-on in launch activities, stress commitment

87 □ *FY95 Word Marketing Plan*

88 □ *Word Objectives*

- ◆ Switch 1 Million WordPerfect DOS users
- ◆ Upgrade 500K WinWord and 700K MacWord users
- ◆ Achieve parity share vs. WordPerfect in SMORGs
- ◆ Win reviews, blunt competitive initiatives
- ◆ Successfully launch Word95, leverage Chicago

89 □ *Key Strategies*

- ◆ Use TimeSaving evidence and $99 upgrade to compel switching/upgrading
- ◆ Aggressively target the legal market, leverage Office activities to win in SMORGs
- ◆ Successfully launch Word 6.0 for the Mac, focus on version upgraders
- ◆ Maintain constant pressure on WordPerfect thru PR and promotions
- ◆ Position Word 95 as the obvious word processor for Chicago

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90 ☐ *Competitive Summary - Novell/WordPerfect*

◆ Product plans:
- 8/94: Mac WP 3.1 ships
- 9/94: Win WP 6.x with OLE 2 ships
- 3/95: WP 7.0 for Chicago

91 ☐ *Competitive Summary (cont)*

◆ Weaknesses
- internal confusion from the merger
- "one product" perception
- limited core code cross platform story

◆ Strengths
- brand recognition
- channel breadth and depth (now including Novell CNEs)
- installed base in SMORGs

92 ☐ *Competitive Summary (cont)*

◆ Opportunities
- DOS ->Win migration in SMORGs = switching opportunity
- Highlight MS generous support policy in appropriate markets
- Claim category leadership and best of breed, communicate momentum
- Take advantage of merger confusion

93 ☐ *Competitive Summary: Ami Pro*

◆ Product Plan
- 6/94: Ami Pro 3.1, Smartsuite 3.1 (minor release)--
- 3/95: Ami Pro 4.0 for Chicago (major release)

◆ Strengths
- perceived by influentials as innovative
- Win share thru SmartSuite,Notes
- leverage 1-2-3 story

◆ Weaknesses
- No Mac story
- Low share, low momentum
- Bad conversion from WP DOS

◆ Opportunities
- Win reviews
- Claim leadership, do not validate as competitor

94 ☐ *Product Release Summary*

◆ Multimedia Word 7/94 (+/- 2wks)
◆ Word NT 8/94 (Daytona + 30)
◆ Mac Word 8/94 (+/- 2wks)
◆ SGML Author 11/94 (+/- 6wks)
◆ Ofc 95: Chicago + 30 days US English
- full use of Chicago UI
- focus on usability features, eg. Wizards
- fully 32-bit

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95 ▢ *Tactic #1 - TimeSavings*

- ◆ Use compelling TimeSavings research to arget WP DOS switchers and Word version upgraders. Highlight $99 summer promo
- ◆ PR: "scientific" press release, unique switcher stories
- ◆ Ads: promotional campaign, "what I would do with the time Word saves me"
- ◆ Field, SPs: Deliver compelling sales tools
- ◆ Channels: POS, sales tools

96 ▢ *Tactic #2 Version Upgraders*

- ◆ DM: test usage scenario messages to move the reluctant upgrader
- ◆ Channels: targeted MOR promos
- ◆ Ads/PR: leverage TimeSaver activities
- ◆ Premiums: Use MM Word, "the future is now"
- ◆ Mac: test and communicate version upgrade messages, big focus at launch

97 ▢ *Tactic #3 - Legal, SMORGs*

- ◆ Ads: awareness/switching in key legal pubs
- ◆ PR: case studies, momentum releases; press tour
- ◆ SPs: mobilize with tools, drive enduser demand
- ◆ Channels: OEM legal bundle
- ◆ DM: to 400K legal trade association members
- ◆ Events: 9 legal tradeshows
- ◆ Sales tools: videos, white papers, demos, etc.
- ◆ Products: build more legal features into products

98 ▢ *Tactic #4 - Pressure WordPerfect*

- ◆ Claim leadership, blunt WP, Ami initiatives
- ◆ Time promos and events around competitive launches
- ◆ PR: Continuous momentum releases, corporate and individual switching stories; customer testimonials and editor call-downs; highlight PSS advantage vs. Novell
- ◆ Events: promo, momentum announcements at WP, Lotus launches
- ◆ Ads: include leadership message in all ads; highlight PSS advantage

99 ▢ *Tactic #5: Launch Mac, NT, SGML*

- ◆ PR: Win Mac reviews, launch NT and SGML; be everywhere Daytona is
- ◆ Ads: Mac intro ads w/MacOffice, leverage Daytona launch ads for NT Word
- ◆ Promos: $99 upgrade to target MacWord version upgraders
- ◆ DM: to MacWord installed base; to NT installed base

100 ▢ *Tactic #6: Launch Word 95*

- ◆ PR: Win reviews, be the obvious word processor for Chicago
- ◆ Ads: Switcher and upgrade

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◆ Channels: leverage Chicago breadth and new channels; Alibaba as trial method
◆ Other: TBD

101 ☐ *Outstanding Word Issues*

◆ Top 5 issues that need to be resolved
- Test Massive Trial and Build Your Own Office
- Is our advertising and DM strategy pragmatic enough?
- Office 95, Word 95 positioning
- What is our measurement plan for SMORGs?
- What is fall promo?

102 ☐ *FY95 Excel Marketing Plan*

103 ☐ *Excel Objectives*

1) Increase our upgrade rate
  ◆ with our installed base, to 30% (from 25%)
  ◆ with 1-2-3 DOS switchers, by selling 100K units of competitive upgrades.
2) Increase share in key segments
  ◆ Increase awareness among SMORGS to 20%
3) Maintain leadership among influentials
  ◆ Win all comparative reviews
  ◆ Achieve "perception" of best spreadsheet among influentials
4) Counter erosion on the Mac
  ◆ sell 546K units of upgrades, 405K units of fpp (including Office and maintenance)
5) Leverage the Chicago release to maximize spreadsheet sales

104 ☐ *Key Strategies*

1) Utilize "never been a better time to switch" message and $30 rebate to capture DOS switchers& promote upgrades
2) Utilize ads, pr, seminars, mailings, seeding and 3rd parties to increase awareness of Excel among SMORGs...
3) Leverage awards, new releases (NT), and "current events" to maintain "leadership" perception among influentials
4) Launch Excel 5.0 for the Mac and PowerMac to regain leadership & penetration in this market.
5) Build "ease of use" message, and tightly link Excel 95 to Chicago

105 ☐ *Competitive Summary*

Competitor Product Plans:
1-2-3 v4.1 expected in June (notes, minor features). Major rev (5.0) in Chicago timeframe.
Quattro Pro new version in fall (network enhancements, better consistency w/WordPerfect, some feature stuff). Chicago version timing?

Lotus
Strengths: High awareness among DOS users; huge DOS installed base; new versions this summer; better workgroup solution; better reseller breadth/depth & presence; better value in their suite.
Weaknesses: slightly weaker 1-2-3 product; no cross-platform story; weaker integration between apps; weaker customer support; no "windows heritage".

106 ☐ *Competitive Summary (cont)*

Borland/WordPerfect/Novell:

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Strengths: Strong product; low price; combined with WP, so high awareness; network story will be good with Novell

Weaknesses: merger problems; low price heritage; no integration with other apps;

Opportunities for MS

We're the Windows company

Cross-platform

Better integration

Better service

Great DOS transition tools

107 ☐ *Product Release Summary*

Timing of releases:

FX & bug fix 6/15/94 (+/-2wks)

NT Excel 6/30/94 (+/-2wks)

Mac & PowerMac Excel 7/1/94 (+/-2wks)

Office 95:

XL95 Mar 95 (+/-4wks)

Key areas of emphasis:

- 1) "Best Chicago App" (speed, long file names...)
- 2) Intellisearch & ease of use features
- 3) Workgroup features

108 ☐ *Tactic #1 -"Never been a better time to switch" campaign - summer '95*

Pricing: Offer a $30 rebate to encourage purchase

Direct Mail:

1) Utilize dmail to our DOS installed base (3rd wave mailing - fy94 budget)

2) Partner with MORs to get DOS names& mail with "switching" message..

Ads - do broad-reach advertising devoted to upgrading DOS users

Reseller Programs:

1) Fund end-aisles, facings, co-op ads, POP to gain in-store traffic & generate demand

2) Consider reseller "secret shopper" to ensure "recommendation of Excel"

PSS leverage new "1-2-3 transition" hot line to prove "never been a better time to switch"

Conduct research to "prove" easier transition. Use this data in continuing "switching" efforts.

109 ☐ *Tactic #2 - Increase Version Upgrade Rate*

PR -

1) Get new focus/reviews on upgrades - compare us to ourselves, not our competitors (Define what it means to be a "full" upgrade. Set criteria for "why you should upgrade")

2) Get a "second life" out of upgrade sales by utilizing testimonials from early buyers in the 6-12 month post-launch period.

Ads Utilize fall sustaining ads to message importance of upgrading

Direct Mail: Create 4th wave upgrade mailing in fall to generate second wave of upgrades

Leverage Office's fall-promos to gain awareness/sales in fall timeframe

Participate in Office's "subscription" program to increase upgrade rate.

Research: Conduct another "Recommenders" test - How do we harness huge word of mouth power?"

110 ☐ *Tactic #3 - Market Excel to SMORGs by concentrating on the "accounting discipline"*

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PR - Create PR messages & plan targeted toAccounting pubs.
Advertising: Create ad plan to target top Accouting publications
Seminars -
   Utilize Envision to gain large-scale awareness with Accounting smorgs.
   Partner with Peachtree to create joint seminars
Value-added solutions:
   Work with XL PU to create "val-add" bundle to work with top accocunting packages.
   Work with accounting VARs to leverage their reach. Train downstream VARS
   Seedaccounting influentials with solutions.
Tradeshows: Provide tools to Appe's org. to ensure proper messaging at key accounting
   tradeshows (leverage DanBo's plans)
Direct Mail: Mail AICPA Affinity names with special accounting offer
Create Case study video: promote to industry influentials & use as salestool.

111 ▢ *Tactic #4 - Maintain "leadership" position among Influentials*

PR:
   Win all upcoming comparative reviews in the PC Press
   Utilize NT launch to prove technology leadership
   Prove leadership via market share/evidence toAnalyst audience
   Cultivate top accounts for key solution stories
   Create "top of mind" solution stories (tax, healthcare, info hwy, education)
Dennis Connor Endorsement: utilize Dennis Connor's publicity machine to increase
   awareness, and associate xl with "mainstream winner".
Resellers
   grow from 1200 to 2000 breadth distribution; grow from 600 to 1000 depth
   Increase joint marketing/awareness of msft apps in channel - Store w/in a store
Launch NT Excel: use tradeshows, pr, & co-marketing with the NT group
Tradeshows: Utilize tradeshows to message leadership to IEUs/Press/Analysts,etc.
ISVs/SPs - exploit potential development partnerships (eg, Essbase)

112 ▢ *Tactic #5 - Launch XL5 for the Mac and the PowerMac*

1) PR -
   Obtain "rave" reviews for XL. Own best of breed & defining PPC app status.
   Leverage Office PR to broader audiences.
   Introduce concept of "Upgrade" article in place of competitive article.
2) Ads -
   Create ads to introduce MacXL5. Own best of breed & defining PPC app.
   Leverage Mac Office ads, and joint Apple/Msft ads.
3) Reseller Programs
   Introduce XL5 to channel in conjunction with Office
   Utilize intro $99 pricing to encourage high upgrade rate ($30 rebate)
   Work with resellers to gain timely coverage in MOR catalogs
4) Direct Mail - to upgrade installed base
5) Sales tools/field rollout - per usual launch
6) Create sustaining plan - leverage increased sales of PowerMacs
7) Seminars - leverage joint Apple/Msft seminars

113 ▢ *Tactic #6 - Introduce Excel '95*

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1) PR_- Win comparative reviews. Leverage Office PR to broader audiences. Message "best Chicago or 'ease' spreadsheet"
2) Ads - Create ads to introduce Excel 95. Own best of breed & defining Chicago app status.
3) Reseller Programs
    1) Introduce XL '95 to channel at RTM
    2) Do XL promotion in conjunction with Office
    3) Work with resellers to gain timely coverage in reseller catalogs
    4) leverage broader channels from Office obj
4) Direct Mail - to upgrade installed base. Partner with MORs
5) Sales tools/field rollout - per usual launch

114 ▢ Outstanding Excel Issues

- 1) Do research - Can we quantify "easier transition" for DOS switcher?
- 2) Can we modify the CUP package? Would a "Microsoft Windows Spreadsheet Starter Kit" work?
- 3) Will "free Trial" and "grow your own Office" work at retail?
- 4) What is our distinct competitive advantage - what should our brand be?
- 5) Why don't people upgrade?
    - 1) Research to understand why people do/don't upgrade
    - 2) Research to understand best upgrade/subscription model
- 6) Is there a new IEU model that we need to understand?What else can we do to generate "low-risk trial" for DOS upgraders?
- 7) How can we better leverage Word of Mouth?
- 8) How will Novell be viewed by our apps customers? How much of a threat will Qpro become???
- 9) What is our "contingency plan if Chicago slips?

115 ▢ FY95 Ren Marketing Plan

116 ▢ Objectives

- Successfully launch standalone Ren
- Grow the WIM category
- Win market share from PIMs
- Win market share from paper planners

117 ▢ Key Strategies

- Identify product success factors
- Differentiate Ren clearly from Microsoft & competitive products
- Create strategic alliances to coexist with paper planners
- Leverage communications to create awareness and generate trial
- Leverage Office 95 launch plans

118 ▢ Competitive Summary

- Lotus Organizer plans:
    - Release v. 2.0 with SmartSuite this summer
    - Release Mac version (unclear)
- Strengths:

– Great UI, cheap ($99 street), OEM bundles

❖ Weaknesses:

– Few advanced features, no review wins

119 ☐ *Competitive Summary (cont)*

◆ Microsoft opportunities:

– Ren's workgroup functions will entice Office 95 competitive upgrades

120 ☐ *Product Release Summary*

❖ Timing of releases

– RTM: 1/16/95

– DBCS: 2/13/95 (possibly + 2 months)

– Mac: 6 months after Ren 2.0 & after MacOffice 96

◆ Note: Ren is architected to be ported easily to Win16 & Win32

121 ☐ *Product Success Factors*

❖ Easy UI

◆ Coexist with paper planners (printing)

◆ Solid workgroup support (admin, security, install, remote usage)

◆ Interoperability with Schedule+ & Mail (Windows and Mac)

◆ Tight integration with Office 95

❖ Easy migration for competitive users

122 ☐ *Product Definition*

◆ Tentative name: DayPro

❖ Product duality: PIM & WIM

◆ (need drill down on functionality in each area)

123 ☐ *Strategic alliances*

❖ Co-marketing with paper planners and companion products for coexistence & new marketing opportunities

◆ Leverage SPs to minimize Ren evaluation cycle

◆ Create OEM bundles to broaden distribution

◆ Leverage ISVs to differentiate Ren

124 ☐ *PR*

◆ Define new category: workgroup information manager (WIM)

◆ Position Ren as "defining WIM app" and superior relative to electronic and paper-based competitors

◆ Clearly position Ren relative to other MS products

– EMS, Chicago, Schedule +, Capone

◆ Leverage Ren to create excitement for Office 5.0 and open up new potential markets for Office apps

125 ☐ *Launch Activities*

- ◆ Create product awareness with strong communications (adv, PR & tradeshows)
- ◆ Minimize eval cycle with evaluation tools and program
- ◆ Upgrade Mail & Schedule+ and competitive users

126 ☐ *Leverage Office 95 Launch*

- ◆ Distribution
- ◆ Retail/Channel promotions
- ◆ Advertising & PR
- ◆ Smorg/vertical efforts
- ◆ Direct marketing

127 ☐ *Outstanding Ren Issues*

- ◆ Ren product definition & name
- ◆ Positioning overlapping MS products
- ◆ Positioning Ren in overall corporate workgroup strategy
- ◆ Ren pricing, licensing & SKU strategy
- ◆ Cross-platform message
- ◆ If we do Ren Win 16, what are Office 94 implications?

128 ☐ ***FY '95 Access Marketing Plan***   *25 % in Ofc*

129 ☐ *Access Objectives*

- ◆ Achieve 45% market share in the Windows database market
- ◆ Upgrade 40% of Access installed base and 40% of Office user base to Office Pro
- ◆ Increase our secured customer index to be at parity with Excel and Word
- ◆ Switch 200K DOS database users to Access
- ◆ Increase SMORG market share by 20%
- ◆ Own the Chicago database market

130 ☐ *Key Strategies*

- ◆ Establish Access as the "Best of Breed" Windows database
- ◆ Increase our upgrade and satisfaction rates
  - – Upgrade Access installed base
  - – Move Office Std users to Office Pro
- ◆ Move DOS database users to Access
- ◆ Explore opportunities with SMORGs, key verticals
- ◆ Leverage the launch of Chicago

131 ☐ *Borland dBASE/Paradox Summary*

- ◆ dBASE/Win 1.0 scheduled to ship in June, Paradox/Win 5.0 scheduled for

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summer
- ◆ Areas of emphasis for dBASE/Win
  - – "Best of Breed" Xbase Windows database
  - – Object-Oriented Xbase (Two-way Tools)
  - – Fully compatible with dBASE/ DOS
- ◆ Areas of emphasis for Paradox/Win
  - – Ease of use (Tutors, better integration with Quattro Pro/WordPerfect via OLE 2.0 support)
  - – Improved performance
  - – Better links to back-end databases

132 ▢ Borland dBASE/Paradox Summary

- ◆ Strengths
  - – Huge DOS installed base (6 million dBASE users)
  - – Huge awareness: dBASE = database
  - – Strong partnership with Novell to market Paradox
- ◆ Weaknesses
  - – Financial problems
  - – Decreased credibility with customers due to major slips in product schedule
  - – Weak suite story
- ◆ Opportunity for MS: Major migration of users from DOS to Windows databases => HUGE oppt'y for us to intervene and grab these users

133 ▢ Lotus Approach Summary

- ◆ Approach 3.0 scheduled to ship in June
- ◆ Areas of emphasis for Approach
  - – Front-end to Notes
  - – Extensive integration with 1-2-3
  - – Enhanced macro capabilities
  - – OLE 2.0 support
- ◆ Strengths (in terms of Approach)
  - – Approach is "darling" of the press
  - – Notes integration gives Approach credibility as database solution for corporate accounts

134 ▢ Lotus Approach Summary

- ◆ Weaknesses (in terms of Approach)
  - – Low awareness
  - – Approach isn't scaleable
- ◆ Opportunity for MS:
  - – Customers/Resellers don't consider Approach to be a true competitor of Access, Approach is only being considered as part of SmartSuite
  - – By aggressively marketing Office Pro against SmartSuite, we can squeeze Approach out of the competitive landscape

135 ▢ Access Release Summary

- ◆ Access '95 scheduled for June '95
- ◆ Areas of emphasis
  - – Be the easiest, full-featured desktop database
    - ◆ Query-by-Form and more "wizardry"

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- ◆ Laptop replication
- – Give developers more power and flexibility
  - ◆ Visual Basic for Applications support
- – Exploit Chicago
  - ◆ Chicago Office look and feel
  - ◆ 32-Bit architecture
- ◆ No other Access releases planned for FY '95

136 ☐ *Win "Best of Breed" Windows Database Battle*

- ◆ PR:
  - – Work with press to change database review criteria to reflect "single solution", create "single solution" user stories
  - – Win all comparative reviews in the PC press
  - – Use momentum releases and mini-app updates (ie wine database) to stay "top of mind" with press
  - – Time PR thrusts around major competitive announcements
- ◆ Ads/DM/collateral: Include "single solution" message in all communications pieces

137 ☐ *Win "Best of Breed" Windows Database Battle*

- ◆ Continue to target diverse database audience by leveraging Office and DD marketing efforts
- ◆ Approach Competitive Response:
  - – Sales Tools: Create competitive evaluation guide/ tools for customers, resellers, field, press
  - – Leverage Office Pro marketing tactics against SmartSuite
- ◆ dBASE/Paradox Competitive Response: See tactics under DOS Database Switchers Campaign

138 ☐ *Version Upgrade Campaign: upgrade and satisfy current users*

- ◆ PR:
  - – Win all comparative reviews in the PC Press
  - – Use testimonials from early adopters to convince others to upgrade
- ◆ Direct Mail: 2nd and 3rd wave mailings
- ◆ Ads:
  - – Continue launch advertising campaign
  - – Execute sustaining campaign that highlights "single solution" positioning and/or customer solutions

139 ☐ *Version Upgrade Campaign: upgrade and satisfy current users*

- ◆ Seminars: Launch Access Developer seminars
- ◆ Add-ons: Use add-ons (Solutions Pack, wine database, "goodies" disk, training video) as incentive to upgrade and to increase satisfaction
- ◆ Research: Early adopter study to understand Access 2.0 usage and measure satisfaction
- ◆ Channel Promos: Get broad distribution of Access upgrade SKU
  - – Buy Office Pro upgrade, get Access upgrade free
  - – Buy Access upgrade, get Solutions Pack free

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140 ❏ *Move Office users to Office Pro*

- ◆ PR: Create Office Pro users stories that highlight Access, win suite reviews with Office Pro
- ◆ Direct Mail: Mail Access upgrade offer to Office Standard regbase, cross-sell DM to Excel, Word regbase
- ◆ Sales Tools: Create spreadsheet/database co-existence kit, ie: "How to get the most from a spreadsheet and database", others as necessary
- ◆ Add-ons: Use add-ons to help Office users get value from Access right out of the box
- ◆ Research: Understand Access 2.0 usage and measure satisfaction with Office customers

141 ❏ *DOS Database (dBASE/Paradox) Switchers Campaign*

- ◆ Research:
  - Determine what it will take to get dBASE/Paradox DOS users to switch to Access, incorporate into campaign theme
  - Do competitive usability study
- ◆ PR: Create switcher stories, win reviews against dBASE/Paradox for Windows
- ◆ Ads: Execute competitive ad campaign, use research findings as the hook

142 ❏ *DOS Database (dBASE/Paradox) Switchers Campaign*

- ◆ Direct Mail: Competitive DM to our DOS installed base, third party dBASE/Paradox lists, partner with MORs
- ◆ Sales Tools: Create competitive evaluation guides and migration kits
- ◆ Seminars: Develop and launch migration seminars, partner with reseller and local SP
- ◆ Channel: Launch stocking promo, investigate special promotional hook (for ex., potentially use add-ons as switcher incentive)

143 ❏ *SMORGs / Verticals Push*

- ◆ Research: Investigate SMORG and vertical opportunities for Access
- ◆ PR: Create case studies for SMORG/vertical trade press
- ◆ Sales Tools: Create SMORG/vertical sales tools
- ◆ Add-ons: Investigate creating value-added mini app (i.e. Mailing list manager) for SMORGs
- ◆ OEM: Investigate OEM deals to reach SMORGs
- ◆ Leverage all MSFT SMORG /vertical market initiatives

144 ❏ *Ride the Chicago Wave: Launch Access '95*

- ◆ PR: Work with press to define Chicago database review criteria; win comparative reviews
- ◆ Ads: Create launch ads to introduce Access '95, position Access as best "Chicago" database
- ◆ Direct Mail: Upgrade installed base via various selling vehicles (upgrade mailing, subscription program, catalog)
- ◆ Channel: Distribution push to obtain breadth
- ◆ Add-ons: Create a database of value-added content (i.e. zip code database) and distribute via "CD unlock", use to promote trial and as upgrade incentive

145 ❏ *Outstanding Access Issues*

- ◆ Need action plan from DDT re: support for Access developer community

- How do claims of "BOB" for Access affect marketing of FoxPro? Who owns marketing to DOS database switchers?
- Who owns moving Office Standard users to Office Pro - Access or Office marketing?
- Access '95 is scheduled to ship 3 months later than Office '95. How will Access leverage Office '95 marketing efforts?

146 ☐ *FY95 PowerPoint Marketing Plan*

147 ☐ *PowerPoint Objectives*

- Expand the Market for PowerPoint
- Increase PowerPoint purchase consideration in Office from 12% to 20% in FY95

148 ☐ *Key Strategies*

- Expand the Market
  - Redefine the category to appeal to a brader audience, e.g. "Communications Graphics"
  - Switcher activities
- Increase Value of PPT to Office to increase consideration
  - Effectiveness + Usage = Value
- Effectiveness:
  - Define Effectiveness by creating new evidence to show the value of good business communications and
  - Reposition PPT attributes for leadership in this area
- Usage:
  - Utilize "trigger" concept to increase usage in Office from 54% to 67% in FY95
  - Increase frequency of category use number of category users by redefining the category to something broader, e.g. "Communications Graphics"

149 ☐ *Competitive Summary*

- Windows: Lotus Freelance
  - Outsells PPT standalone, has received better reviews
  - Better reputation on first time user ease of use
  - Weak since they get less licenses out in SmartSuite
- Harvard Graphics/SPC
  - Dying, but has over 1M users on DOS; oppty to switch
- Mac: Aldus Persuasion, Claris Impact
  - Persuasion more high end, Impact less presentation oriented

150 ☐ *Competitive Summary (cont)*

- Indirect competition from outside the "Presentation Graphics" category

- ◆ Multimedia Authoring tools
  - – e.g. Gold Disk's Astound for Mac, Macromedia's Action! for Mac and Win, Asymetrix Compel for Windows
- ◆ Drawing Programs
  - – e.g. Visio, Corel, etc
- ◆ Business Graphics
  - – e.g. Claris Impact

151 ❑ *Product Release Summary*

- ◆ Timing of releases (with "+/-" range)
  - – Mac 6/15 -0/+6 wks
  - – PowerMac 7/15 -0/+4 wks
  - – PowerPoint '95 March '95
  - – No NT version now in planning
- ◆ Ofc 95
  - – 3 Main areas of improvement
    - ◆ Intellisense: e.g. one stop slide formatting
    - ◆ Effective Communications: e.g. better speaker notes facilities
    - ◆ Impressive Presentations: animation

152 ❑ *Sustaining Marketing*

- ◆ Evaluate feasibility of switcher campaign for Harvard Graphics users; implement what's feasible
- ◆ Pre-emptive move against Lotus Freelance summer update - launch FUD
- ◆ OEM Marketing: PPT pre-installed on "Salesperson's" Laptop computers with a PIM? (Dell doing now)

153 ❑ *Office Solutions Providers Strategy*

- ◆ PPT 5 will expose OLE-based object model
- ◆ Develop market for automated presentations using macros
- ◆ Identify PPT-Based Business Solutions
- ◆ Encourage new presentation-oriented SPs

154 ❑ *Office Mac Apps Efforts*

- ◆ Opportunity: 68K & PowerMac Launch Provides Key Opportunity to Exploit Key Differentiation Between Microsoft and Lotus
- ◆ Issue: Linking Mac/Win Efforts Together to Appeal to SMORGs Requires Cross-Platform, Version Translation
  - – Win PPT 4 Must Be Able to Read Mac PPT 3 Files (see notes)

155 ❑ *Office Revenue From Installed Base*

- ◆ Increase perceived value of PPT as part of Office to continue upgrades to Office (vs. regression to standalone apps)

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- Continue to convince Office users that Office as a whole is more valuable than standalone apps by marketing productivity value of ALL Office apps.

◆ Enhance Office upgrade message with PPT consistency and ease of learning positioning

156 ⬚ Outstanding PowerPoint Issues

◆ Top 5 issues that need to be resolved

- Best positioning for PowerPoint to go beyond "Presentation Graphics" category restrictions, focusing on the "Communications" or the "Graphics" parts of this
- Using new positioning to add more value to Office
- Increasing Usage of PowerPoint both by growing category and usage in Office
- How to define "sales" as a "functional" vertical: one that we can direct PPT-focused SMORG efforts on
- Fending off multimedia incursions as this becomes more mainstream

157 ⬚ FY95 Project Marketing Plan

158 ⬚ Project Objectives

◆ Win all reviews, maintain best of breed

◆ Increase International to 50% of biz. (from 40%) by end of FY95.

◆ Grow the Category: $76MM in US in FY95

◆ Build SP/VAR Relationships: 20 new US, 5 new each Int'l Sub.

◆ Prepare to launch Microsoft TeamPlanner (a/k/a RPM) by June '95.

159 ⬚ Key Strategies

◆ Aggressive, Proactive PR

◆ Intensive support of International

◆ Target new Microsoft Project 4.0 Users

◆ Proliferate Corporate Accounts

◆ Leverage Solution Providers

◆ Leverage EMS, Chicago launch excitement

160 ⬚ Competitor Product Plans

◆ Symantec Time Line *April '94 (shipped)*
- Enterprise; Challenging on solutions

◆ CA-SuperProject *Summer '94*
- Feature rich (resources)

◆ Scitor Project Scheduler *Dec. '93 (shipped)*

        – Database/ODBC; attempt at ease-of-use

    ◆ ABT Project Workbench *1.0 Win ver. in 1993*

        – MIS focus; tracking; bigger presence lately

161 ▢ *Strengths/Weaknesses & Opportunities*

    ◆ Strengths

        – Ease of Use, Workgroup, Solutions (VBA)

    ◆ Weaknesses

        – Database/Connectivity (no ODBC)

        – Resource management; detailed tracking

    ◆ Opportunities

        – **COMPETITORS HAVE CONCEDED EASE OF USE.**

        – Office/Ren/EMS Integration

162 ▢ *Product Release Summary*

    ◆ Project 4.0 for Macintosh

        – November 28, 1994

    ◆ Project 4.1 for Windows /Chicago

        – April 30, 1995

    ◆ TeamPlanner 1.0 (a/k/a RPM)

        – May 25, 1995

163 ▣ *Aggressive, Proactive PR*

    ◆ Redefine evaluation criteria

        – Ease of Use (capitalize on superiority)

        – Workgroup: You've gotta have it

    ◆ Sell Project Management stories to pubs

        – Something new to write about!

        – Leverage case studies, LVA wins to sustain

    ◆ Develop new "gurus" in the press

        – Spreadsheet reviewers a key source

164 ▣ *Intensive, "Hands On" International Support*

    ◆ Localize core tools for major markets.

        – e.g.. Strategy Presentation, Eval Guide

    ◆ Direct support of high-potential subs.

        – Visits to help build leveraged relationships (SPs; major, multinational customers)

        – Global Team: Help drive int'l mktg. efforts

    ◆ Help Subs. build a Project SP network

        – Help fund/staff SP training seminars

165 ▣ *Target New 4.0 Users*

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- ❖ Targeted launch advertising
  - – Reach category newcomers (PC Press)
  - – Drive upgrades/trial (Vertical Press)
- ❖ Seminars (with SPs) to sell the category
- ❖ Develop Compelling Evidence
  - – Case Studies (US and International)
  - – Leverage Ease-of-use PR wins, Time Savings
- ❖ Drive trial with Autodemos, Eval kits, ...

166 ③ *Establish and Expand Corporate Account Beachheads*

- ❖ Leverage Office Accounts
  - – Arm salesforce to get the follow-on sale
    "Double your Office Revenue"
  - – Sell benefits of planning
  - – Sell consistency/synergy with Office
  - – Tools to convert competitive product files
- ❖ Invest in ISS LVA Eval Support
  - – Drive adoption (target 65%+ adopt rate)
  - – Backstop sales force on Project issues

167 ② *Continued...*

- ❖ Grow existing Project Accounts
  - – Expand usage within departments:
    "Easy Enough for Everyone to Use"
  - – Expand into new departments
    - ❖ Sell benefits of planning
    - ❖ Use Testimonials
  - – Encourage Solutions: drive mass adoption
- ❖ Testimonial database across industries
  - – Identify prospects, drive trial, Evidence

168 ③ *Leverage Solution Providers*

- ❖ Continue to build <u>WW</u> relationships
  - – *for example:* KPMG, E&Y
- ❖ Extend reach to Office/DDT SP's
  - – Leverage "Office as a Solutions Platform" to include Project
  - – Use <u>ODK 2.0</u> to reach Excel, Access SPs
- ❖ Target large-scale solution providers
  - – *for example:* Lucas Management Systems
  - – Tool/Methodology vendors

169 ③ *Leverage EMS and Chicago*

- ❖ Be the quintessential "Workgroup App"
  - – Exemplify Microsoft Workgroup Strategy

5/5/94

        – Key component of EMS demos worldwide
        – Tie in to worldwide EMS launches/tours
    ◆ Chicago
        – Be the best planning product for Chicago
        – Use Chicago excitement to drive upgrades to Proj'95.

170 ◻ *Outstanding Project Issues*

- Key component of EMS demos worldwide
- Tie in to worldwide EMS launches/tours
- Chicago
  - Be the best planning product for Chicago
  - Use Chicago excitement to drive upgrades to Proj'95.

170 ▢ Outstanding Project Issues