Cindy Charleson

From: Pete Higgins
To: Cindy Charleson
Subject: FW: Desktop 95 memo
Date: Tuesday, January 10, 1995 10:15AM

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From: Robbie Bach
To: DAD Marketing Group
Cc: Desktop Apps BUMS; Brad Chase; Greg Perlot; Jeff Sanderson; John Neilson; Liz King (Welch); Pete Higgins; Russell Stockdale; Martha Isham
Subject: FW: Desktop 95 memo
Date: Monday, January 09, 1995 2:40PM

Here is the final version of a memo we have been writing to help the subs in their FY planning for the Win95/Ofc95 sim launch — now referred to as "Desktop 95". This is a subset of our Office 95 marketing plans but since its an incredibly important part of what we will be doing, its great to have this summary in place now. The next round of the marketing plan will flesh both this and the other components of our efforts out in more detail.

MattMt: in case it already hasn't happened, can you forward this to the sub marketing people?
JohnZa: likewise with the ad/dm agencies since I don't have their email addresses at my fingertips.

Let me know if you have questions...

Thanks

Robbie

From: Steve Ballmer
To: GMs of Subsidiaries
Cc: Robbie Bach; Russell Stockdale
Subject: Desktop 95 memo
Date: Thursday, January 05, 1995 10:01PM

Please use this memo as guidance in sorting through plans for the windows 95 and Office for Windows 95 launches. we will have to work very hard second half of this fiscal year with the delay of Windows 95 Windows 95 was almost 20% of the finished goods revenue forecast worldwide in the second half. we will not be able to fill that hole so we will need to hold marketing spend below plan (I look forward to your plans on this in MYR) Also there is some risk that customers will delay Office purchases We do not want that to happen ane need plans to sustain Office and today's dos and windows upgrade busmess. This memo focuses though on the opportunity which will hit early in FY 96.
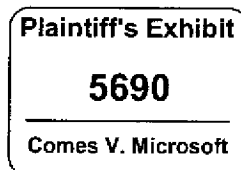

<<File Attachment: DSTOP956.DOC>>

EXHIBIT
33
Higgins

Page 1

To:	List
From:	PSGMktg; DADMktg
Date:	December 28, 1994
Re:	Planning for Desktop 95 (Win95 and Ofc95 Sim Ship)

This memo summarizes the key resource issues, programs, and plans for the joint launch and marketing of Win95 and Office for Win95 (Ofc95) — to be known as "Desktop 95". The goal is to provide everyone, particularly in the field, with the information they need to plan effectively and allocate resources properly. Of course there will be individual plans from the PSD and DAD marketing teams covering issues specific to their respective products. Any questions or comments should be forwarded to RobbieB or RuSt.

Basic Principles and Recommendations

1. "Desktop 95" is the joint launch of Win95 and Ofc95. These two product launches should be viewed as a tightly integrated effort with several components:
   - Integrated planning for a unified channel push. The goal is sim-street availability where ever practical. Plan to maximize leverage from Microsoft's channel funds to link channel marketing and sales of Desktop 95.
   - Aggressive integrated messaging across all communications vehicles, with a disciplined focus on synergistic PR.
   - Aggressive joint effort to speed Corporate adoptions of "Desktop 95" across all segments (LORG, MORG, SORG)
   - Integrated resource planning for manufacturing, distribution, sales training, PSS and customer service logistics.

We are not saying that every Win95 effort and every Ofc95 effort must be joint. We are saying efforts should be focused on maximizing synergy and leverage. For example, while we will have significant joint PR activities, there will continue to be very important specific PR activities for each product group.

2. Budget planning for "Desktop 95" should not be distorted by the overlap of FY95 and FY96. Plan "Desktop 95" as a coherent effort, with the component budgets of Win95 and Ofc95 internally consistent as an integrated effort. For the remainder of FY95 planning you should:
   - Assume no revenue in FY95; Tier 1 countries (except Japan) should plan for revenue for both products in Q1FY96 with most other countries in Q2FY96.
   - Consider additional plans for sustaining marketing activity in Q4FY95 to sustain sales (particularly for Office products) leading up to the launch.
   - Budget in FY95 for pre-launch marketing activities for Win95 to prepare the market for this new product.

Product Schedule

We recommend the following announcement date, street date, and marketing push timing based on the latest RTM information by language. These dates were chosen with the objectives of (1) preserving the benefits of sim-availability of Win95 and Ofc95 in each language, and (2) minimizing the deferment of revenue from holding product. On the Office side, these dates apply to ALL products, including both Office SKUs and Word, XL, PPT, and Access. A complete set of schedules by language can be found in Appendix I.

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Date	Recommendation on announcement & street date
Aug 1	Win95 & Ofc95 sim-announce & street date for US & English speaking subs. Major joint marketing push begins in English language countries. All other subs began selling English product. Subs that have localized versions of Win95 available may begin to sell it but should hold their major marketing efforts until September.
Sept 5	Western European and Latin American announcements of localized versions. Heavy marketing of Win95 & Ofc95 should begin for all Tier 1 Euro/LA languages. (German, French, Italian, Spanish, Swedish).
	Tier 2 European/Latin American languages should participate in Sept 5 announcements. Since they will not have Office for 1-4 weeks, each country will have to decide whether to hold their marketing efforts longer or begin pushing Win95 without Ofc95. (Dutch, Danish, Norwegian, Portuguese, Finnish, Brazilian).
Late Oct	Far East, Eastern European, Greek, Turkish versions sim-announce & sim-availability. Dates will vary by language but Win95 & Ofc95 should have sim-availability in each language.
Jan 1	Bi-Di versions sim-announce & sim-availability. Dates will vary by language but Win95 & Ofc95 should have sim-availability in each language.

Key Points

- The decision to have English product sim-announce & sim-availability on Aug 1 is based on the assumption that US/English subs would not wait to announce with localized European/Latin American languages on Sept 5 due to the large revenue impact of holding English product.
- Enabling subs to sell localized Win95 prior to the official announce date in early September is necessary given the market pressure to supply product for early adopters created by the availability of English language product.
- The decision to hold marketing efforts until September for European & Latin American versions is due to the fact that August is a particularly poor time to launch products and there is more marketing leverage for Tier 1 languages from pushing both Win95 and Ofc95 together in September.
- Tier 2 European languages will have to manage a delta between announce and availability of Ofc95. They will need to determine whether to begin their major marketing push for Win95 at launch in early September or when Ofc95 is actually available in late September or early October.

Business Planning

FY95 Revenue Reforecast

Based on performance in the first half of FY95 and the best information we have on shipping dates, we are reforecasting our revenue plans in the US. As it turns out, even though we won't see USPG Win95 revenue in this fiscal year, we still plan to meet the total revenue forecast in the US due to over-budget Office apps sales. So, for reference, here is the basic reforecast we are proposing in the US for PSD and DAD — this should help other markets work through their numbers.

In the US, we did not forecast any revenue for Ofc95 apps in FY95 and our forecast for Ofc 4.x apps assumed a relatively normal trendline throughout the year. Consequently, the slip itself has had little effect on our revenue planning. However, DAD US Finished Goods business was substantially over budget in the first half (estimated at 124% of revenue budget or $117M over budget), so we are re-forecasting the second half of the year. Our initial estimate puts USFG revenue for the second half at $500M for all DAD products which is $58M over budget (113% of budget). This means that DAD will end the year a total of $175M over budget.

In the US, PSD Finished Goods was also substantially over budget in the first half (estimated at 276% of plan or $55.5M over budget). However, since we forecasted Win95 revenue starting in March, 1995, our

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Page - 2

Desktop 95 : Launch Planning Memo

re-forecast for the second half of the fiscal year is now $45M for all PSD products which is $156M under budget (22% of plan). This means that PSD will end FY95 a total of $100M under budget.

FY96 Revenue Planning

Based on the revised Win95 RTM dates and the related Ofc95 deltas, all revenue for these products should be budgeted in FY96. Specifically we recommend the following conservative revenue dates by language:

- English language product will begin generating revenue in August 95.
- German, French, Italian, Spanish, Swedish products should be forecasted beginning in September 95.
- Dutch, Brazilian, Portuguese, Danish, Norwegian, and Finnish versions should be forecasted beginning in October 95.
- Japanese, Chinese (traditional), and Korean will begin generating revenue in November 95.
- Tier 3 languages will generate revenue in the November to January timeframe (see Appendix 1 for specific languages.

We are currently planning the following US English pricing schedule. The specific "waterfall" of prices down through all Select levels will be available shortly. Note that while this is the plan of record, there is still some concern about whether the Office Std/Pro upgrade prices are too high, especially given that the user has to also buy Win95 to run the upgrade. This pricing issue will be discussed with the BOOP shortly, and will definitely be resolved before FY96 revenue planning begins.

Product	New User (SERP)	Upgrade (SERP)
Office Standard	$499	$299*
Office Pro	$599	$399*
Indiv Ofc Apps	$339	$129*
Schedule+	$99	$79*
Win95 Retail	$209	$109*

Includes $40 rebate for version upgrades from individual app or Office itself.
Includes $30 rebate for version upgraders.
Based on $20 rebate for version or competitive upgraders included in New User SKU.
* Expected avg street to be $99 and below.

We are currently developing mix and unit volume projections for Win95 and Ofc95. These will be available shortly and certainly prior to the WWRDM.

Marketing Budget

To help subsidiaries and the US field plan, we have included pivot tables from a six month Win95/Ofc95 DRAFT marketing budget. This budget divides the timing of spending into two periods: (1) the two months prior to launch (L-2) and (2) the launch plus the following four months(Launch/L+4). The data below indicates that a smaller portion of the spending will take place in FY95, in particular in markets where English language product will be sold. One major exception is for Windows pre-launch education, where we do need to spend significant marketing dollars to prepare customers. The other exception is incremental promotional work required to sustain Office sales through the late spring and early summer. In general, however most spending will fall into FY96, and this means that some planned marketing dollars should "fall to the bottom line" in FY95.

The table below summarizes the total product marketing spend for Win95 and Ofc95 in the US for the six months around the launch. Note that this does not include $21MM in Win95 advertising that is proposed as part of the brand campaign and does not include channel marketing funds/rebates. We separated these out so that subsidiaries without brand executions or with different channel marketing models can gauge how much to spend in each category. It also assumes that there will be no Office TV executions during the launch timeframe which is still a possibility under discussion.

Product	(All)

Sum of Amount	Time		
Area	L-2	Launch/L+4	Grand Total
Advertising	$4,482,000	$14,205,000	$18,687,000
Channel Materials	$225,000	$400,000	$625,000
Direct Mktg	$200,000	$2,650,000	$2,850,000
Events	$150,000	$2,995,000	$3,145,000
Marketing Research	$280,000	$380,000	$660,000
Other	$111,000	$850,000	$961,000
Packaging/Collateral	$300,000	$100,000	$400,000
PR	$1,288,000	$1,150,000	$2,438,000
Sales Tools	$795,000	$130,000	$925,000
Samples	$400,000	$1,100,000	$1,500,000
Grand Total	$8,231,000	$23,960,000	$32,191,000

This table looks at the same data on a percentage basis by time period. Not surprisingly, the vast majority of spending takes place after the launch.

Product	(All)

Sum of Amount	Time		
Area	L-2	Launch/L+4	Grand Total
Advertising	24%	76%	100%
Channel Materials	36%	64%	100%
Direct Mktg	7%	93%	100%
Events	5%	95%	100%
Marketing Research	42%	58%	100%
Other	12%	88%	100%
Packaging/Collateral	75%	25%	100%
PR	53%	47%	100%
Sales Tools	86%	14%	100%
Samples	27%	73%	100%
Grand Total	26%	74%	100%

This table summarizes the data based on marketing discipline. Advertising is clearly the highest spending area, although PR is significant prior to the launch as are direct marketing/events during and after the launch.

Product	(All)

Sum of Amount	Time		
Area	L-2	Launch/L+4	Grand Total
Advertising	54%	59%	58%
Channel Materials	3%	2%	2%
Direct Mktg	2%	11%	9%
Events	2%	13%	10%
Marketing Research	3%	2%	2%
Other	1%	4%	3%
Packaging/Collateral	4%	0%	1%
PR	16%	5%	8%

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Sales Tools	10%	1%	3%
Samples	5%	5%	5%
Grand Total	100%	100%	100%

The attached budget file contains all of the detail from these tables. We recommend that you look at the specific pivot tables for Win95 and Ofc95 since some timing and functional spending areas differ significantly between the two products.

launchg2.xls

Manufacturing and Distribution Challenges

Sim-shipping Win95 and Ofc95 will strain every step of the manufacturing and distribution process. We will examine each of these key areas relative to the needs of an integrated Desktop 95 launch. Activities in process include:

- Securing enough raw materials
- Securing sufficient disk duping, CD pressing, manual printing, and assembly capacity
  ⇒ Mfg needs to consider capacity required under different RTM deltas between Win and Ofc
- Securing adequate storage capacity (either with assemblers, channel partners, or 3rd party warehouse) to stage the inventory pre-street
- Mapping the build schedule for all Win and Ofc SKUs across multiple build locations
- Managing the logistics of shipping all Win95 and Ofc95 SKUs assembled at multiple sites to multiple different customers
- Managing post-sell in inventory flows and stock balancing to ensure good supply levels across all accounts; this includes managing the mix of SKUs (FPP versus upgrades, Ofc95 versus Ofc 4.x, etc.)
  — input on this will be provided shortly.

Ali Baba provides additional manufacturing challenges. If Ali Baba is on the Win95 CD and it includes encrypted products, manufacturing will need to produce multiple Win95 CD masters (one for every 25,000 units) and track which units were made with each master. If Ofc95 is encrypted, then the Win95 CD cannot begin being pressed until Ofc95 RTMs. Given that Win95 is forecasting 35-40% CD mix, this would move a significant percentage of the Win95 assembly into an overlapping position with Ofc95 assembly.

Marketing Communications

Public Relations

Overall, the primary objective in PR is creating positive momentum for the Windows 95 platform leading up to the launch. At the same time we want influentials to perceive Microsoft Desktop 95 as the finest and first complete Win95 solution. Win95 will continue to position itself as the successor to MS-DOS and Win 3.1 that increases ease of use, with Ofc95 highlighted as the leading example of how apps can take advantage of this new environment. Likewise, we will position Ofc95 as the next generation of our leading business applications that make it easier to get your job done by specifically taking advantage of Win95's new capabilities. The net result should be a view from customers that we have one, consistent product strategy that drives both our systems and apps business. Here are some examples of PR activities for Desktop 95:

- In early February, we will conduct a joint tour to demonstrate applications support for Win95 with Office and Office Compatible apps featured along with some other smaller category applications.

- From the Office perspective, its critical that we educate press, analysts and customers on the key attributes of a great Win95 apps — this is especially important given that our early contacts with the press covering applications indicate they are pretty poorly informed on Win95 itself. Once they have this basic knowledge, we then need to show how our apps exploit those attributes as part of the first look/reviews process.
- Office participation in the second Win95 reviewers workshop to be held in April for industry pub cover dates in July/August. Office will also participate in the Win95 consumer pubs reviewers workshop to be held in the same rough timeframe.
- To create joint testimonial opportunities, Office marketing will mirror the Windows 95 Goliath and Marquee account seeding model. We will target 3 accounts who will verbally commit to moving to Office 95 by launch time and 25 accounts who will act as approved press references during the launch period.
- The Win95 team will be able to demo various components/features of the Office applications during tradeshows and other advanced showings of Win95. A specific set of features and capabilities that can be shown (and appropriate venues/audiences for this) will be available shortly.
- We will do a joint launch event for both products based on the retail availability dates discussed above. Specifics of how this will work are still TBD.

Advertising

A broad advertising push will kick off in both consumer and industry press at the time of launch. This will include a major TV campaign for Win95 as well as related print campaigns for both Win95 and Ofc95 (Ofc95 TV still TBD). Total expected expenditures in the US will be roughly $40M — see the budget data above for more details. While there are no plans for joint advertising, we will utilize media placement and the general brand look to tie the work together. In addition, the Office advertising will incorporate both Win95 and BackOffice as important sub-themes in both launch and sustaining campaigns. Promotional advertising for the launch will be driven by resellers utilizing marketing opportunity funds provided through the Desktop 95 channel promotion (see below). We may provide some national promotional advertising as "air-cover" during the launch but that is still TBD

Direct

Our direct activities will be organized into two components: Microsoft reg base activities and prospecting off of other lists. Specifically, 7MM Windows registered names will be contracted out to key Mail Order resellers who will offer both Win95 and Ofc95 apps upgrades. In addition, Office may direct mail offers for individual apps and Office to its own reg base with an emphasis on targets we can identify outside of Morg/Lorg accounts. This would include an offer for Win95 (since "batteries" are required).

The issue of whether we provide a direct mail offer (as opposed to just providing notification that refers people to the channel) is an area where the Windows and Office teams are not yet in agreement. We will resolve this in our next BOOP review meeting in January.

On the prospecting front, the Win95 team has developed a highly qualified prospect list of 80k key individuals in 52k medium-size business sites (representing nearly 8mm PC's) who will be targeted for the Win95 Preview Program. Office will leverage this prospect list (and those who participate in the preview program in particular) as a lead generation source. All preview program participants will be mailed a special Ofc95 upgrade offer when the product ships.

Seminars

We want the field to conduct joint seminars to announce and push Win95 and Ofc95. The current plan is to have one seminar event that incorporates both products so that customers only have to come once to get the information they need to move to Desktop 95. Specific scripts and content for these seminars is still being worked out and will be provided as soon as possible.

Retail/Sorg Activities Plan

Objectives
Overall, we have four objectives in the retail (inbound) channel where we will emphasize Sorg customers:
- Maximize Win95 & MS complementary product revenues
- Launch Ofc95, establish MS as Win95 platform leader
- Achieve an attach rate of 40% of Ofc95 on new Win95 purchases
- Sustain high post-launch run-rates; prepare for Holiday 95 promotion

We will focus on a Desktop 95 channel promotion that uses three tools centered around the Win95 launch: (1) an end user offer, (2) a channel rebate, and (3) targeted marketing fund spending.

End User Offer
We are still working out the specifics for the basic end user offer. The goal is to provide a strong incentive for the customer who buys Win95 to also buy other Microsoft applications (Office or Consumer titles) at the same time. Past experience indicates the channel will use Win95 aggressively to draw consumers into the store and then sell them on other products once they are there. The primary task of the end user offer is to make sure they sell them Microsoft products at this time.

Channel Rebate
We will provide incremental rebates on "Win95 products" (Ofc95 apps and Consumer apps) revenues. The rebate will be based on the ratio of Win95 products-to-Win95 units. In general the higher the number of Win95 products purchased relative to the number of Win95 units purchased, the higher the rebate. The precise ratios to be used in the promotion are currently being defined and will be provided ASAP.

Marketing Funds
We will work with each major account to customize individual channel plans for this launch. This will enable the channel to offer a variety of differentiated offers that still map consistently to our overall goals. We will make the following funds will be available for this effort
- Funding plan
  - ⇒ 2% of Win95 & Win95 products revenues
  - ⇒ $7 million supplemental marketing funds to be allocated
- Funding plan priorities
  - ⇒ Pre-launch channel RSP training, education, communication & events.
  - ⇒ Launch events, BU offer advertising, secure shelf & page space (retail & mail order)
  - ⇒ Collateral, sales, seminars & training kits

Other Activities
Due to Win95's visibility, there are two channel-related activities that are planned just before launch. These two programs are outlined below; details are still being defined with OEM and ECU.
- Win95 OEM coupon program – this program is designed to minimize the disruption to OEM sales due to customers waiting for Win95. It would allow OEMs to include a Win95 coupon pre-launch in return for an incremental royalty.
- "Coming Soon" period – Some resellers will start early and begin reserving units pre-street. We can turn this into positive sales momentum and provide more control and equity by making this into a program. The channel could start taking orders from customers 4 weeks before street, saying that the Microsoft products are 'coming soon' and providing a specific availability date. This could include Ofc95 apps as well.

Since we will still need to sell meaningful quantities of Ofc 4.x applications to users who don't buy Win95, we need to work with the channel on stocking and selling priorities. We may also need to provide

Desktop 95 : Launch Planning Memo

financial support/incentives to ensure proper stocking levels for both sets of SKUs. Details on this are still being worked out.

Finally, as a follow-up to the launch promotion, we are looking at ways to sustain momentum in the retail/sorg channel. One option being considered is an extension of the "Business Source" program that the Office team is running in the US this spring to reach Sorgs and DOS switchers. This would involve a similar set of services (migration guides, SP referrals, training, etc.) as the current Business Source campaign except with an emphasis on version upgraders of both Windows and Office apps. More information will be provided on this as soon as its available.

Morg/Lorg Plan

Objectives:
- Prepare customers to begin deployment of Win95 and Ofc95 within 30 days of launch
- Move 30% of desktops to Win95 and Ofc95 within six months
- Stimulate use of SMS as deployment tool
- Identify & capitalize on other BackOffice sales opportunities

The Desktop 95 Migration Challenge
The Desktop 95 Migration Challenge program is a set of tools and a process for using them designed to lead customers through each milestone in the deployment process. The program will be executed both by the Microsoft LORG account teams and by Solution Providers. For every milestone in the planning process there is a specific deliverable which will be monitored either by the Microsoft Corporate Migration Challenge Team (for participating LORG's) or by the Solution Provider or Outbound Reseller partner. The key milestones are listed below. The associated field deliverables are currently being defined and will be distributed shortly:

Evaluation Kickoff briefing	Evaluation team formed	First phase internal testing complete	Pilot deployment plan and test complete
Pilot deployment plan revised	Final phase testing complete	Deployment begins	

Channel Promotion
As with Sorg's, we will develop customized programs with key outbound channel partners and solution providers. These programs have the same basic goals as outlined above with the added goal to encourage large and medium sized accounts to do large scale upgrade programs quickly. Details of this effort will be available shortly.

Key Field Tools

The following tools are available to implement the Windows 95 and Office 95 Migration Challenge:

Windows Tool	Office Tool	Tool Description
Win 95 Reviewers Guide	Ofc 95 Reviewers Guide	Comprehensive description of product features
Support Resources Listing	Part of ORK, could be separate as well	Comprehensive of information and training sources
WinNEWS data sheet		Where to get information on-line

Long Lead Kit	Long Lead Kit	SKUs, pricing, order info, marketing materials list
Desktop 95 Ad Kit	Desktop 95 Ad kit	Box shots, promo tag line, offer description
Desktop 95 Merchandising Kit	Desktop 95 Merchandising Kit	Point of Purchase materials
Desktop 95 Retail Training Kit	Desktop 95 Retail Training Kit	Training materials
Windows 95 Interactive Demo	Office 95 autodemo	Gives customers the feel of working with these new products on their existing system
Leverage Office kit	Sorg Marketing Kit	Sales tools kit that supports the field in leveraged Sorg marketing activities.
N/A	Vertical Marketing Kit	Same as above, for Legal, Accounting and Health Care
Structured Trial Materials	Structured Trial Materials	PPT w/notes, demo script, setup instructions
CD/Disk set and license	Marketing beta	Product and demo files
Windows 95 Resource Kit (WRK)	Office 95 Resource Kit (ORK)	Comprehensive technical documentation on how to plan and implement the deployment of Win95
Deployment Guide	Deployment Guide	Guidelines for how to create a deployment plan (part of WRK)
Deployment Plan Gantt Chart Template	Deployment Plan Gantt Chart Template	Microsoft Project file
Windows 95 Business Case	Similar	Collateral summarizing key benefits of Windows 95 for organizations, with evidence
Windows 95 Evaluation Guide	Office 95 Evaluation Guide (Competitive and Upgraders)	Walks the customer through evaluating the desktop products.

Events & Tradeshows

Our Desktop 95 event marketing plan for CY95 will be designed to maintain the momentum that we've established via participation at industry events over the past several months. Below is a summary of the major events we have planned between January 1995 and launch. The program schedule following this section includes the timing for each of these events, as well as the largest industry tradeshows at which we'll highlight Windows 95 and Office 95.

MSTV   January through May 1995
Both Win95 and Ofc95 will make use of MSTV. The Windows 95 TrainCast is a series of broadcast events on MSTV which are geared towards high level IT managers, solution providers, VARs, IS implementers at corporate sites, corporate help desk and support professionals and trainers. Content will focus on two major issues: "Why move to Windows 95" and "How to move to Windows 95." One of these sessions will also discuss how to coordinate Office migration with Windows. Please see Appendix II for a schedule of the Windows broadcasts and topics to be covered. Office sessions will continue to run monthly (currently on show #3) with discussions about Office as a solutions platform. From Feb-April, we will add a short, 5 minute segment which will show some new capability from Ofc95 that we are willing to show publicly. In May, we will highlight an on-going case study (Muscular Dystrophy) and how they are preparing for the move to Ofc95. Subsequent to the launch, these Office MSTV sessions

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will focus on the new capabilities in Ofc95 and the implications for the corporate user. A schedule for these sessions will be provided separately.

Windows 95 Multimedia Reviewers Workshop: Feb. 1&2, 1995

The Windows 95 Multimedia Reviewers Workshop will be held at Microsoft corporate campus February 1 and 2. We hope to draw at least 100 qualified, multimedia-oriented journalists. Through demo-rich sessions we will communicate the key multimedia messages. We will look to the subsidiaries to identify appropriate multimedia journalists who should attend the workshop.

Windows 95 World Tour: May through July, 1995

The North American leg of the Windows 95 World Tour will visit 22 sites in the US and Canada; each event is expected to draw 2,000 - 3,000 attendees. A preliminary schedule will be available in January. We are currently looking at ways to implement internationally. The objectives of the tour are to generate excitement for Win95 amongst PC enthusiasts and first wave customers, demonstrate the built-in networking support for Microsoft and Novell networks to VAR's, CNE's and corporate customers, deliver pre-launch Win95 messages, and demonstrate Ofc95 as a premier set of Win95 applications. Office demos will be confined to features designed to leverage Win95; this will not be an unveiling of the entire Ofc95 feature set. The field has been asked to:

- Provide a customer list of no more than 10,000 to include in each city promotional mailing.
- Help generate excitement and attendance for the event with accounts through various methods (e.g. account calls, district newsletters, word of mouth).
- Provide 5 or more staff on-site for the event to help field questions, provide general support, and show a strong MS presence.

Event Marketing Materials

In early January we will be communicating the details of a program by which the field and subsidiaries can order materials for their event and tradeshow programs including signage, lapel pins, datasheets, and "SWAT" materials which can be used to highlight booths of ISVs, IHVs and OEMs designing products to be Windows 95 compatible. Localization of the materials will need to be coordinated by the subsidiaries.

Launch Event (Date & Location TBD)

Specific launch event plans and creative are yet to be determined. Ideas and suggestions should be directed to ShaunaB.

Programs Schedule

This calendar summarizes the activities in the preceding sections and their associated timings.

Activity Type	Event	Date(s)
Event	CES Winter - Las Vegas, NV	January 6-9
Mktg Comm	Industry Analysts Day (Win 95 event)	January 20
MS Training	Regional Sales Mtgs (Desktop 95 Migration Challenge KickOff)	January
Event	MSTV - Office Broadcast	January
Event	MSTV TrainCast Broadcasts - Broadcast from MS Campus	January 24
Event	Win 95 Multimedia Reviewers Workshop - MS Campus	February 1-2
Mktg Comm	PR Tech Tour — Joint Ofc95/Win95 demo of 3rd Party Win95 support	February
LORG/MORG	Migration Challenge Kickoff with LORGs, SPs	February
LORG/MORG	Migration Challenge seminars with MORG's	February
Event	Office Compatible Developer's Conference	February
Event	MSTV - Office Broadcast	February
Event	MSTV TrainCast Broadcasts - Broadcast from MS Campus	February 14 & 28
LORG/MORG	Migration Challenge seminars with MORG's	March
LORG/MORG	Windows Preview Program distributed	March

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LORG/MORG	Marquee and Goliath Accounts Seeding Program	March
HQ Activity	Win95 MIS Ads	March-May
Retail/SORG	Long lead kits to resellers	March
Retail/SORG	Tech training kits to resellers	March
Retail/SORG	Top reseller account visits	March
Product	Ofc95 US Tech Beta 1 RTM	March 8
Event	MSTV - Office Broadcast	March
Event	MSTV TrainCast Broadcasts - Broadcast from MS Campus	March 14 & 28
MS Training	SE Forum - New Orleans, LA	March 28-31
Event	MSTV TrainCast Broadcasts - Broadcast from MS Campus	April 11 & 25
Product	Ofc95 US Tech Beta 2 RTM	April 14
Event	MSTV - Office Broadcast	April
Mktg Comm	Win 95 Reviewers Workshop II	April
Mktg Comm	Win 95 Consumer Press Workshop	April
Retail/SORG	Ad kits — reserving ad space and developing ads	April
Retail/SORG	Resellers sales training kits and training prep	April
Retail/SORG	Resellers place initial orders at distis	April
Event	Windows World & Spring COMDEX - Atlanta, GA	April 24-27
Event	Windows "Windows 95" World Tour (N. American Leg) 24 sites (US & Toronto)	May-July
Event	MSTV - Office Broadcast	May
Event	MSTV TrainCast Broadcasts - Broadcast from MS Campus	May 9
Product	Ofc95 US Mktg Beta RTM	May 19
Reseller	Guaranteed initial reseller orders due to Microsoft in U.S.	May
MS Training	District Tour	June
Event	PC Expo - New York	June 19-21
Retail/SORG	Merchandising Kits	July
Retail/SORG	Reseller Sales Training	July
HQ Activity	Win95 "Coming Soon" Ads	July
Event	Windows World Chicago - Chicago, IL	July 26-28
HQ Activity	Windows 95/Office 95 Launch Event	Aug 1
HQ Activity	TV and print ads (consumer & industry press)	Aug
LORG/MORG	Select 3.0 agreements	Aug
Event	Windows World Dallas - Dallas, TX	September 12-14
Event	Networld + Interop Fall - Atlanta, GA	September 25-29
Event	COMDEX/Fall 94 - Las Vegas, NV	November 13-17

Desktop 95 : Launch Planning Memo

Appendix I

This spreadsheet summarizes Win95 & Ofc95 availability situation for each language on August 1, the proposed date of the US/English announcement.

Worldwide RTM & Ship dates for Windows & Office '95

Please see explanations at bottom of page.

US Off 95 RTM=Win95+2 weeks

Tier	Language	Loc dates		Build	RTM		Inventory built		Street dates	
		Win 95	Off 95	times	Win 95	Off 95	Win 95	Off 95	Win 95	Off 95
1	Eng. US	0 d	0 d	6 w	22-Jun	25-Jun	24-Jul	7-Aug	Ship	5 w build only
	Eng. A	0 d	0 d	6 w	12-Jun	26-Jun	24-Jul	7-Aug	Ship	5 w build only
	Eng. ZAA	n/a	10 d	6 w	n/a	6-Jul	n/a	17-Aug	n/a	4 w build only
	Eng. EE	14 d	n/a	4 w	26-Jun	n/a	24-Jul	n/a	Ship	n/a
	German	7 d	30 d	4 w	19-Jun	26-Jul	17-Jul	23-Aug	Ship	1 w build only
	French/FC	7 d	40 d	4 w	19-Jun	9-Aug	17-Jul	2-Sep	Ship	Not RTM'd
	Italian	21 d	30 d	4 w	3-Jul	26-Jul	31-Jul	23-Aug	Ship	1 w build only
	Spanish	21 d	40 d	4 w	3-Jul	9-Aug	31-Jul	2-Sep	Ship	Not RTM'd
	Swedish	21 d	45 d	4 w	3-Jul	10-Aug	31-Jul	7-Sep	Ship	Not RTM'd
	Japanese	90 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
2	Dutch	21 d	58 d	4 w	3-Jul	20-Aug	31-Jul	17-Sep	Ship	Not RTM'd
	Brazilian	21 d	58 d	4 w	3-Jul	20-Aug	31-Jul	17-Sep	Ship	Not RTM'd
	Danish	35 d	85 d	4 w	17-Jul	30-Aug	14-Aug	27-Sep	2 w build only	Not RTM'd
	Norwegian	35 d	75 d	4 w	17-Jul	9-Sep	14-Aug	7-Oct	2 w build only	Not RTM'd
	Portuguese	55 d	90 d	3 w	9-Aug	24-Sep	27-Aug	16-Oct	Not RTM'd	Not RTM'd
	Finnish	45 d	90 d	3 w	27-Jul	16-Sep	17-Aug	5-Oct	1 w build only	Not RTM'd
	Chin. Trad	90 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
	Korean	90 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
3	Polish	90 d	95 d	3 w	10-Sep	19-Sep	1-Oct	10-Oct	Not RTM'd	Not RTM'd
	Hungarian	100 d	90 d	3 w	20-Sep	24-Sep	11-Oct	16-Oct	Not RTM'd	Not RTM'd
	Czech	100 d	95 d	9 w	20-Sep	29-Sep	11-Oct	20-Oct	Not RTM'd	Not RTM'd
	Russian	90 d	100 d	3 w	10-Sep	4-Oct	1-Oct	25-Oct	Not RTM'd	Not RTM'd
	Turkish	110 d	110 d	3 w	30-Sep	14-Oct	21-Oct	4-Nov	Not RTM'd	Not RTM'd
	Greek	110 d	110 d	3 w	30-Sep	14-Oct	21-Oct	4-Nov	Not RTM'd	Not RTM'd
	Catalan	120 d	120 d	9 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Slovenian	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Chin. Simp.	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Arab./US	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Heb./US	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Arab./FR	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Farsi	n/a	180 d	3 w	n/a	23-Dec	n/a	13-Jan	n/a	Not RTM'd
	Thai/US	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Bah./Ind	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd

The data for each language is relative to US RTM. Win and Off dates are independent of one another (except Bi-Di, DBCS).
- Win & dates are officially 45-90 for Tier 2, 90-120 for Tier 3. For calculations purposes, a specific date within the range was assigned to each language here.
- P & FI are Tier 3 languages for Office, but are included in Tier 2 here to map to Win95.

Number of weeks needed to build inventory and fill in channel, for each product.
- Potential capacity problems due to Win and Off overlap not considered here.
- Manufacturing feedback will be requested to refine these numbers.

For each product, RTM date for each language as: Product US RTM + data.

For each product and language, inventory build time is added to RTM date to calculate ship date.

For Street/Ship date: Inventory + channel build time is added to RTM date...
- Ship: inventory defined in "Build field"...
- See build date / RTM data...

FL AG 0063782
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MX 6046381
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Desktop 95 : Launch Planning Memo

RTM & Ship status on September 5, 1995

This spreadsheet summarizes Win 95 & Office 95 availability situation for each language on Sept 5, the proposed date of the European & Latin American announcements.

Worldwide RTM & Ship dates for Windows & Office '95

Please see explanations at bottom of page.

US Off 95 RTM=Win95+2 weeks

Tier	Language	Loc dates Win 95	Loc dates Off 95	Build Wks	RTM Win 95	RTM Off 95	Inventory built Win 95	Inventory built Off 95	Street date Win 95	Street date Off 95
1	Eng US	0 d	0 d	6 w	14-Jun	28-Jun	24-Jul	7-Aug	Ship	Ship
	Eng A	0 d	0 d	6 w	12-Jun	26-Jun	24-Jul	7-Aug	Ship	Ship
	Eng Z/AA	n/a	10 d	6 w	n/a	6-Jul	n/a	17-Aug	n/a	Ship
	Eng EE	14 d	n/a	4 w	26-Jun	n/a	24-Jul	n/a	Ship	n/a
	German	7 d	30 d	4 w	19-Jun	26-Jul	17-Jul	23-Aug	Ship	Ship
	French/FC	7 d	40 d	4 w	19-Jun	5-Aug	17-Jul	2-Sep	Ship	Ship
	Italian	21 d	30 d	4 w	3-Jul	26-Jul	31-Jul	23-Aug	Ship	Ship
	Spanish	21 d	40 d	4 w	3-Jul	5-Aug	31-Jul	2-Sep	Ship	Ship
	Swedish	21 d	45 d	4 w	3-Jul	10-Aug	31-Jul	7-Sep	Ship	4 w build only
	Japanese	90 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
2	Dutch	21 d	55 d	4 w	3-Jul	20-Aug	31-Jul	17-Sep	Ship	2 w build only
	Brazilian	21 d	55 d	4 w	3-Jul	20-Aug	31-Jul	17-Sep	Ship	2 w build only
	Danish	35 d	65 d	4 w	17-Jul	30-Aug	14-Aug	27-Sep	Ship	1 w build only
	Norwegian	35 d	75 d	4 w	17-Jul	9-Sep	14-Aug	7-Oct	Ship	Not RTM'd
	Portuguese	55 d	80 d	3 w	6-Aug	24-Sep	27-Aug	15-Oct	Ship	Not RTM'd
	Finnish	45 d	80 d	3 w	27-Jul	14-Sep	17-Aug	5-Oct	Ship	Not RTM'd
	Chn. Trad	80 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
	Korean	90 d	90 d	4 w	10-Sep	24-Sep	8-Oct	22-Oct	Not RTM'd	Not RTM'd
3	Polish	90 d	85 d	3 w	10-Sep	19-Sep	1-Oct	10-Oct	Not RTM'd	Not RTM'd
	Hungarian	100 d	80 d	3 w	20-Sep	24-Sep	11-Oct	15-Oct	Not RTM'd	Not RTM'd
	Czech	100 d	95 d	3 w	20-Sep	29-Sep	11-Oct	20-Oct	Not RTM'd	Not RTM'd
	Russian	90 d	100 d	3 w	10-Sep	4-Oct	1-Oct	25-Oct	Not RTM'd	Not RTM'd
	Turkish	110 d	110 d	3 w	30-Sep	14-Oct	21-Oct	4-Nov	Not RTM'd	Not RTM'd
	Greek	110 d	110 d	3 w	30-Sep	14-Oct	21-Oct	4-Nov	Not RTM'd	Not RTM'd
	Catalan	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Slovenian	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Chn. Simp.	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Arab.A/S	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Heb.A/S	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Arab.FR	180 d	180 d	3 w	9-Dec	23-Dec	30-Dec	13-Jan	Not RTM'd	Not RTM'd
	Farsi	n/a	180 d	3 w	n/a	23-Dec	n/a	13-Jan	n/a	Not RTM'd
	Thai/A/S	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd
	Ban-Ind.	120 d	120 d	3 w	10-Oct	24-Oct	31-Oct	14-Nov	Not RTM'd	Not RTM'd

Desktop 95 : Launch Planning Memo

Appendix II

Win95 TrainCast Schedule

The Microsoft Windows 95 TrainCast is broadcast via satellite. For satellite coordinates and more information call 1-800-206-3000 in the United States and Canada. Registration will be centralized through the 800 number. There is no registration fee, but if attendees wish to acquire the training materials they will need to pay $50 per set.

Topic	Date	Length
1. The IS Tour: An edited version of the current IS tour with product demos and education for IS managers.	1/24/95	2 hrs
2. Reducing Support Costs for Windows Desktops: conference session addressing ways that organizations can reduce their desktop support costs using Windows 95, featuring industry experts from the Gartner Group, Masie Institute, Corporate Software, and Usability Sciences, Inc.	2/14/95	4 hrs
3. Setup/Install and UI support issues: Detailed training on what to expect when you set up Windows 95 in stand alone and networked environments.	2/28/95	4 hrs
4. System administration and tools: An MIS manager's guide and troubleshooting resource to remote administration of PCs in a heterogenous environment.	3/14/95	4 hrs
5. Networking with Windows 95: Supporting Windows 95 based PCs connected to Windows NT and other servers.	3/28/95	4 hrs
6. Networking with Netware: Supporting and troubleshooting Windows 95 based PCs connected to a Novel NetWare server.	4/11/95	4 hrs
7. Printing issues: Details on how to install, setup and troubleshoot the more than 800 printers that Windows 95 will support.	4/25/95	4 hrs
8. What we've learned about support from the beta programs: Microsoft's own support staff will provide a first look anf real-world data on what to expect in rolling out Windows 95.	5/9/95	4 hrs

There is an opportunity for Reseller, LORG, SMORG and SP field reps to build events surrounding the broadcast. Programs should be tailored for the specific audience. The following is a rough framework for potential events by audience at the field offices:

- **VARs:** Deliver a session to VARs which educates them on how to make money with Windows 95 and also train them on how to implement the "Desktop 95 Migration Challenge with their customers.
- **LORG's:** educate LORG's on benefits of Windows 95 for organizations, and deliver key tools to them to help them plan deployment.