

Document Separator Sheet

Plaintiff's Exhibit

6846_B

Comes v. Microsoft

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**HIGHLY
CONFIDENTIAL**

Positioning Background

The positioning framework attempts to capture the "total offering and image" of Office XP at a conceptual level and is intended for internal Microsoft consumption. It is not designed as a sales tool, rather a template to guide creative marketing execution ranging from product demos to print advertising. Positioning defines a meaningful and distinct way for how we, as a company, should think about the product and what we want our customer to "take away" after being exposed to our marketing vehicles. The positioning framework should guide the messaging strategy but it is NOT messaging. Messaging verbiage and tone, how we convey the value proposition to external audiences, will be developed separately and will always support and accompany the positioning framework. This document provides the key End User support points that Office XP delivers for each positioning pillar.

The positioning framework will be also supported by a visual identity. This visual identity consists of the Office Brand, the Office Puzzle Piece, and other associated graphics that are used in conjunction with the Office name to promote the product. The visual identity is being created to reinforce the concepts of "Simplify" and "Connect."

About Microsoft Office XP

The new "XP" in Office XP reflects a change in the way Microsoft's customers should think about interacting with software. XP is a shortened term for the word "experience" which symbolizes and introduces customers to an exciting new set of experiences uniquely enabled in Office XP. These experiences enable customers to unlock their creativity and productivity through the power of Microsoft software and the Internet. Office XP also represents an important step in delivering on Microsoft's .NET vision of empowering customers to move beyond disconnected applications, services, and devices to complete, computing experiences - redefining the relationship between people, software, and the Internet.

Office XP is the most significant version of Office ever released and delivers a smarter work experience by making productivity simple, enabling collaboration for everyone, and extending Office beyond the desktop. Office XP greatly improves personal productivity through simplifying the way people work and providing tools that people can rely on; enables collaboration for everyone by making it easy to collaborate on documents and work more effectively with others; and extends Office beyond the desktop by enabling people to integrate additional services into Office and easily access information anytime.

Microsoft Office XP Customer Promise

Experience the **Smarter Way to Work.**
Experience the **Effective Way to Collaborate.**
Extend your Office Experience.

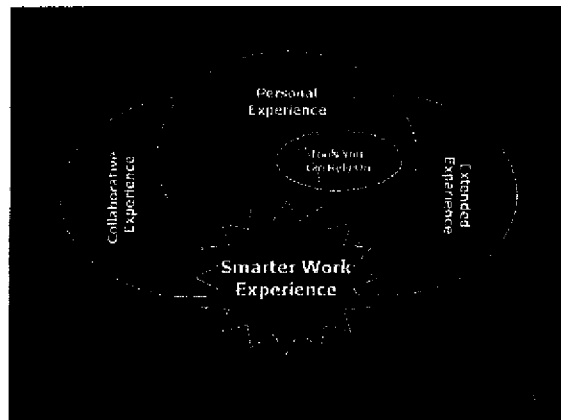
End User Positioning Pillars – The Smarter Work Experience

Office XP is the most significant version of Office ever released and redefines the relationship between people and software by delivering an exciting new set of experiences that provide a smarter way of working. Office XP delivers the *personal experience*, simplifying the way individuals work; the *collaborative experience*, enabling people to easily collaborate on documents and to work more effectively with others; and the *extended Office experience* enabling them to continually integrate additional services into Office and easily access information anytime. Office XP – the Smarter Work Experience (See Figure 1).

As the Microsoft Office team began planning for and developing Office XP, sales force and customer feedback were looked to as a primary source to help guide the development efforts. Microsoft talked with customers worldwide to help determine core areas of innovation and improvement. These customers provided input on business challenges, the solutions needed to solve those challenges, and how the current version of Office they are using helps, or could be improved upon, in order to make them more productive.

After compiling the customer feedback, we found that the ideas, comments, and concerns fell into one of three categories—solutions that benefit *individuals, teams, and organizations*. This document highlights only *some* of the key features and advancements in Office XP that provide solutions for this wide range of issues. Specifically, this document focuses on the needs of the End User and will discuss in how Office XP delivers the Smarter Work Experience by concentrating on 3 out of the 4 positioning pillars (See Figure 2).

Figure 2. The End User Office XP Experience.



1. Personal Experience – Making Productivity Simple

Whether you are a small business owner, a user in an organization, or a user working from home, Office XP provides the tools you can rely on to maximize your productivity. Office XP allows you to work smarter by simplifying the way you work and allowing you to use more of the rich functionality within the Office XP applications.

1.1. The Smarter Way to Work

Research has indicated that Office customers realize that because of the depth of feature sets, many are not taking full advantage of each application's functionality to help them be more productive. Many of these customers felt some valuable features are too difficult to learn about, find or utilize; or if they could find the feature they often lacked the confidence to try it. In response, Office XP was designed to give users the tools they need to discover and use more of the functionality in the product, while at the same time providing them new functionality to advance their personal productivity.

1.1.1. Simplify the Way You Work.

1.1.1.1. Key Benefits:

- **Work efficiently:** Saves you time, Tasks are easier and take fewer steps to complete
- **Intuitive:** Allows experimentation while you work, Exposes relevant features to what you're working on
- **Familiar and Flexible:** Not intimidated to try, Increases confidence

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1.1.1.2. Support Points:

1. **Task Pane** - Office XP applications give users easy access to accomplish important tasks with a new Task Pane view. From the Task Pane, which appears on the right-hand side of the screen, users can perform searches, open an existing or create a new document, view the contents of the Office Clipboard, format their documents and presentations, or even access translation and template services via the web.
 - a. **Clipboard** - The Office Clipboard enables users to "Collect & Paste" up to 24 pieces of information at once across all the Office XP applications and store them within the Task Pane. The Task Pane gives users a visual representation of the copied data and a sample of the text so they can easily distinguish between items as they transfer them to other documents.
 - b. **Styles and Formatting** - Styles and Formatting, utilizes the Task Pane to show available styles and formatting options that the user can apply to text in their document. As the user changes any of the options, those changes are immediately reflected in the document. If the user creates a unique style, it is automatically added to the list of available options.
 - c. **Multiple Masters** - PowerPoint users will be able to easily create and customize more than one slide, title master, or slide master within the same presentation. This solves the common user scenarios of wanting to combine multiple presentations or create distinct sections within the presentation.
2. **Smart Tags** - Microsoft Office XP Smart Tags are a set of buttons that are shared across the Office XP applications. These buttons appear when the user might want to perform additional actions on a piece of data (e.g. when a user makes in error in an Excel formula, when Word automatically corrects a users action, or when a user pastes some data).
 - a. **Paste Options** - Allows users to decide whether they want to paste their data as they originally copied it, change the style so it fits the style of the document they are pasting the data into, or apply specific characteristics to the data based on the content.
 - b. **AutoCorrect Options** - When Office automatically corrects something within your document, the AutoCorrect Options button appears and provides an easy mechanism for users to control and modify the auto features in Office XP applications. Users can undo an auto correction, choose to not have that correction take place in the future, or access the AutoCorrect options dialog.
 - c. **Excel Error Checking** - Alerts users to a possible error in a calculation. Users can choose to ignore the error, edit the calculation, or even access the Error Checking options.
3. **Speech** - Office XP increases user productivity by supplementing traditional mouse and keyboard input methods with voice commands. Users will be able to dictate text, make direct formatting changes and navigate menus using speech and voice commands.
4. **Improved data access page (DAP) design** - The DAP designer in Access 10 has been significantly enhanced to make building data access pages even easier by adding new features such as multi-select and multi-undo/redo.
5. **New Look and Feel** - Office XP's new look and feel is guided by 5 design strategies to improve the user's Office experience: 1) Simplicity

- Remove visually competing elements, 2) Hierarchy – Visually prioritize items on a page, 3) Readability – increase letter spacing and word spacing to increase readability, 4) Color Usage – Use color for interaction to enhance visual feedback, and 5) Contrast – Define foreground and background color to bring the most important elements to the front.

1.1.2. Use Your Resources More Effectively

1.1.2.1. Key Benefits:

- Store, Manage, and Search your information; Take the important information with you
- Brings relevant information to you
- Extends Office's feature set; Enriches the interaction of Office and the Web to continuously add value to the product.

1.1.2.2. Support Points:

1. **Office Tools on the Web** - Office Update can help you increase your productivity by providing easy access to Microsoft Office Tools on the Web, directly within the Office applications. For example, you can look up contact information in the White or Yellow Pages Tool, add this information to Outlook with a mouse-click, and access an Internet postage Tool to print stamps for your envelope.
 - a. **Template Gallery** - Provides a resource for sample Word documents and templates. Now you don't have to waste time creating documents from scratch; at Template Gallery you will find thousands of letters to use as starting points for your own correspondence, in addition to résumés for a wide variety of job types and levels, and business forms for such things as billing and inventory. You can also customize any of these to fit your specific needs.
 - b. **Media Gallery Live** - Thousands of clip art images, sounds, photos and animations are available via the web and accessed right from the Office XP applications. The Media Gallery is updated monthly so you can continuously extend their design possibilities.
2. **Smart Tags** - (See Section 1.2.1.3)
 - a. **Web Queries** - You can easily access, analyze, and refresh data from the Web right from within Excel. When information from the Web is copied into Excel, a Smart tag appears giving users the option to create a refreshable query. You can manually refresh the data or identify how often Excel should automatically refresh the data.
 - b. **Content Specific** - Smart tags in Word 10 and Excel 10 expose relevant options for information from Outlook or the Web, including stock ticker symbols, names, dates, addresses, and phone numbers.
3. **Office Document Scanning and Imaging** - Microsoft Office Document Imaging allows users to easily scan multi-page documents, view scanned documents and FAX documents, use optical character recognition to recognize text and reuse (cut and paste) this text into other applications, and locate these image documents using full text search.

4. **Web Parts/Digital Dashboards** - A customized page in Outlook that allows you to access their most important data, whether it's on the web, company intranet, or on your desktop. You can easily add Web parts from a Web part catalog, remove parts from their digital dashboard, and/or modify the layout.
5. **Office Web Component integration into Access** - Office Web components (pivot and chart controls) are integrated into Access 10 so users can now do even better analysis of their data directly within Access.
6. **My Data Sources** - Office adds a new folder that appears in "My Documents" that keeps track of the data sources that you have accessed previously. This enables you to quickly find a connection to a database or other data source reducing the time spent searching for it.

1.2. Tools You Can Rely On

A key goal for Office XP was to ensure that users spend their time accomplishing their objectives, rather than worrying about or having to "manage" their software. For example, in the past if an error occurred and data was lost, you would have had to spend valuable time recreating their work. In the unlikely event of an application or system error, the new reliability and data recovery features in Office XP will automatically recover the data and return users to the environment you were working in. Additionally, a number of security enhancements have been included in Office XP, to ensure the safety and integrity of the data you are working with.

1.2.1. Protect your Work, Work with Confidence

1.2.1.1. Key Benefits:

- **Confidence:** Consistent performance, Familiarity
- **Reliability:** No recreation of work, Ensures the protection of your data
- **Continuous improvement:** Error reporting allows you to be notified when solution is available

1.2.1.2. Support Points:

1. **Application and Document Recovery** - Microsoft Word, Excel, and PowerPoint give you the option of saving their current files at the time an error occurs in an application. As a result, you will spend less time re-creating your documents, spreadsheets, and presentations.
2. **AutoRecover** - The AutoRecover feature found in Microsoft Word and PowerPoint has now been added to Excel and Publisher meaning files are automatically saved at specific time intervals. If an error occurs the recovered file is opened giving you the option of discarding the file, saving it over the original, or saving it as a separate file.
3. **Repair and Extract** - Microsoft Word and Excel have a corrupt document repair and extract feature that is automatically invoked in the event of an error or a failure to load a file. You can also invoke this functionality by choosing Open and Repair from the File Open dialog (drop down menu to the right of Open).

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4. **Digital Signatures** - Office XP gives you the ability to digitally sign entire documents. These signatures enable you to know if a document has come from a reliable source as well as if the document has been altered from its original state.
5. **Safe Mode** - Office XP can recognize common problems associated with booting up an application and can automatically run the appropriate work-around. This enables you to launch the application in the event of a boot-related error.
6. **Application Error Reporting** - Office XP allows you to have the applications automatically report any errors that occur directly to Microsoft or your corporate IT departments (no personal data is sent). This gives Microsoft the data needed to further diagnose and correct these errors, as well as, a mechanism to report back if a solution or fix is available.

2. Collaborative Experience – Enabling Effective Collaboration

Today, more than ever, working and communicating with teams is critical to success. Whether you are working with one other person on a document, working with a group of co-workers, or external partners on a project, Office XP gives you easy solutions that help your team(s) share and collaborate with one another more effectively. More specifically, customers highlighted their need to be able to share, review, and merge documents, as well as, collect team knowledge in a simple and organized way. Below are examples of some of the new functionality that helps teams share information and work with others more effectively.

2.1. Collaborate Effectively

Working with others on documents is extremely common in today's workplace. The most common way that users share information is by attaching a document to an e-mail. Utilizing this process it is often difficult to keep track of multiple versions of the document, and tracking and merging changes from others is often too difficult or forgotten altogether. Office XP simplifies the way users review, compare, and merge documents with others via e-mail without changing the way they do things today.

2.1.1. Making document collaboration easier

2.1.1.1. Key Benefits:

- Simplifies communication and collaboration; Document routing and review process automatically set in motion through email
- Easy to use process for merging documents; Improved Annotation and tracking/accepting/ rejecting reviewer changes

2.1.1.2. Support Points:

1. **Send for Review Process** - Office XP understands each user's specific role in the review cycle, and gives users the tools they need so they can successfully work on documents with one another. When a document is sent for review (from the File > Send to menu),

the correct reviewing tools are automatically turned on for others to review. Furthermore, when the document is sent back, users can merge the changes back into the original document.

2. **Reviewing Toolbar** - Changes in Word 10 are represented by "call outs" in the right hand margin of the document. These changes which identify revision or comments from a reviewer do not obscure the original document or affect its layout and gives the user a more visible and comprehensive view of the changes that have been made. The author can switch between views with the click of a button.
3. **Compare and Merge** - Office XP gives users the ability to merge comments and revisions from multiple reviewers together and gives the author (document owner) the control of accepting and rejecting one or all revisions that can be viewed from a gallery of reviewers.
4. **Search Task Pane** - As part of the Task Pane, the new search capabilities of Office XP make it simple to find text in a document, and find files or folders regardless of where they are stored. All without leaving the document users are working on. Users can also index the files on their machine, enabling faster and more comprehensive searches.
5. **ReportML** - Share your data with anyone. Access 10 uses XML to produce ReportML which allows Access to transform its native objects to web objects. Users can now take their forms/reports and save them as data access pages or XML/XSL documents that can be viewed with a browser.
6. **Multi-user Documents** - Word 10 provides the ability for multiple users to edit one document at the same time. Although Word 10 doesn't support true simultaneous editing, users do not need to wait for a file to be unlocked before starting to work on it.
7. **Format Checking** - Format Checking in Word 10 finds inconsistencies in formatting and allows the user to quickly fix them to create a consistent, professional-looking document. The Format Checker can automatically fix common formatting errors such as odd bullets and numbering and mixed paragraph spacing.

2.1.2. Storing and Sharing Information and Knowledge

Today team collaboration consists primarily of e-mail and links to file shares. While commonplace, this existing method of team collaboration is fraught with redundancy and other inefficiencies and provides no means of capturing and storing the combined team product. Team web sites or intranets/extranets were believed to be the solution, but too often they required that team members learn web-authoring software and they fell into disuse.

The Microsoft SharePoint team web site solution promises to bring structure and uniformity to team collaboration. SharePoint, which ships with Office 10, provides an "out of the box" team web site that allows people to easily manage group activities and work together effectively. Using only a browser, team members can view and contribute information to shared lists such as events, announcements, discussions, tasks, and contacts or they can create their own custom lists to share additional types of information with their team. Office XP tightly integrates with Microsoft

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SharePoint making it easy for all team members to effectively use the team Web sites.

2.1.2.1. Key Benefits:

- Coordinate your teams projects and organize shared documents with Team Workspaces; Tight integration with Office

2.1.2.2. Support Points:

1. **Save to/Open from Document Libraries** - Document Libraries provide a location on the web for users to store their documents and work on those documents with others. Each library displays documents in a list that can be filtered or sorted. Within each Document Library, users can create new documents, upload existing documents to their team space, associate templates with libraries, add custom properties to lists of documents, and filter on those documents - all directly in the browser.
2. **Send for Review from Document Libraries** - You can invoke the Send for Review process (see section 2.1.2.1)
3. **Notifications** - User can receive automatic notifications via email when any of the SharePoint lists are modified.
4. **Import/Export Contacts to Outlook** - From a SharePoint team Web site, you can import and export contacts into Outlook.
5. **Export to Outlook** - From a SharePoint team Web site, you can export events to your Outlook calendar.
6. **Export to Excel** - From the Team Workspace, you can export list information directly into Excel to perform analysis.
7. **FrontPage Customization** - Users can customize their Team Workspace with FrontPage. Customize and personalize your team site by applying styles, inserting logos and more.

2.1.3. **Communicate Clearly, Coordinate Effectively**

In today's work environment communicating and coordinating with others is as important as staying on top of your information. Scheduling meetings, sharing information, and improving response time are all customer concerns. Office XP delivers unique ways to facilitate this with others both inside and outside your organization.

2.1.3.1. Key Benefits:

- Integration of digital communication tools.
- Simplifies the coordination of activities with others; Improved calendaring, scheduling and notifications.

2.1.3.2. Support Points:

1. **Multiple email accounts** - You no longer need to leave Office to check other email accounts. Outlook 10 now allows you to easily access multiple email accounts in a single view. Outlook supports the addition of the following server types: Exchange, POP3, HTTP, IMAP and more.
2. **Propose New Time** - Eliminate resending meeting requests. When a user receives a meeting request that is scheduled for an inconvenient or unavailable time, the recipient can directly suggest a

new time when they reply. The Propose New Time feature allows you to see the meeting attendees' schedules, select an alternative time, and send the alternate proposed time to the organizer for confirmation.

3. **MSN Instant Messenger Integration** - When an Outlook user opens an e-mail message (or views it via the Preview Pane), they can immediately identify if the user who sent it is online and can initiate an MSN IM session with them right from within Outlook.
4. **Group Schedule** - Group individual free/busy information into a single view. Group Schedule simplifies the process of creating new meetings by keeping team members stored together so you do not have to retype the names for each and every meeting. You can also now securely view each group member's schedule, including appointment details.
5. **Online Free/Busy** - Conveniently schedule meetings with people outside of your organization. Now scheduling meetings with individuals outside your organization is as easy as with your internal co-workers. By securely publishing your personal free/busy summary on Office Update, anyone using the meeting planner in Outlook can view the schedules of those who have made them available online, pick a convenient meeting time, and send the meeting request.
6. **Outlook Mobile Manager** - Let Outlook notify you of important information wherever you are. With Outlook Mobile Manager, you can browse to and get notifications from Outlook email, calendar, tasks and contacts on your mobile device.

3. Extending the Office Experience

Office XP is an "information hub" that will enable people to harness information from multiple locations (i.e. desktop, intranet, Web) by linking them to relevant resources when they need them, helping them find information more easily through advanced search capabilities, and offering integrated Web services that are tightly integrated into Office XP. Integrated into the Office applications, these services take advantage of the interaction between Office and the Web to continuously extend the value of Office. These services are highlighted throughout this document. For a non-exhaustive list of Web services available in Office XP, see Appendix 2. Office XP will continue to advance these services by allowing users to connect to data that's on the Web, on their organization's intranet, and on their personal computer.

3.1. Enhance Your Work with the Web

3.1.1. Information hub for the workplace

3.1.1.1. Key Benefits:

- Single location to work with information
- Access to information and integration of that information into your work
- Rich set of digital communication tools

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3.1.1.2. Support Points:

1. **Office Tools on the Web** - Office Update can help you increase your productivity by providing easy access to Microsoft Office Tools on the Web, directly within the Office applications. For example, you can look up contact information in the White or Yellow Pages Tool, add this information to Outlook with a mouse-click, and access an Internet postage Tool to print stamps for your envelope.
 - a. **Template Gallery** - Provides a resource for sample Word documents and templates. Now you don't have to waste time creating documents from scratch; at Template Gallery you will find thousands of letters to use as starting points for your own correspondence, in addition to résumés for a wide variety of job types and levels, and business forms for such things as billing and inventory. You can also customize any of these to fit your specific needs.
 - b. **Design Gallery Live** - Thousands of clip art images, sounds, photos and animations are available via the web and accessed right from the Office XP applications. The Media Gallery is updated monthly so you can continuously extend their design possibilities.
2. **Smart Tags** - (See Section 1.2.1.3)
 - a. **Web Queries** - You can easily access, analyze, and refresh data from the Web right from within Excel. When information from the Web is copied into Excel, a Smart tag appears giving users the option to create a refreshable query. You can manually refresh the data or identify how often Excel should automatically refresh the data.
 - b. **Context Specific** - Smart tags in Word 10 and Excel 10 expose relevant options for information from Outlook or the Web, including stock ticker symbols, names, dates, addresses, and phone numbers.
 - c. **Extensible Smart Tags** - Microsoft and its partners such your favorite websites, other business applications you are using inside your company and many other information sources make information "come alive" with context relevant custom smart tags displaying appropriate actions. Import data, link to real time data, find relevant or related information, even provide custom reports all directly within Office.
3. **Search Task Pane** - You can use the Search in Microsoft Office XP to find files wherever you work: on your computer hard drive, your local network, your Microsoft Outlook mailbox, and your network places. You can also find e-mail messages, meetings, and other information that are stored in your Outlook mailbox folders.
4. **Office Document Scanning and Imaging** - Microsoft Office Document Imaging allows users to easily scan multi-page documents, view scanned documents and FAX documents, use optical character recognition to recognize text and reuse (cut and paste) this text into other applications, and locate these image documents using full text search.

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Appendix 1.

Appendix 1.

The .NET Services Platform

Enriching the value of the Web within Office – Continuously adding value to Office

A key component in Office XP is the introduction and support of the Office.NET platform.

End User Support Points:

1. Web Services
 - a) Template Gallery
 - b) Media Gallery
2. Collaboration
 - a) Save files to MSN Community
 - b) Share Free/Busy Time over Internet
 - c) SharePoint (Hosted)
 - d) Small Business Customer Management
 - e) Hotmail integration into Outlook
3. Link to Web Features
 - a) Answer Wizard on the web
 - b) Knowledge Base and Support links
 - c) Map an Outlook contact's address
 - d) Alerts that link to web
 - e) Translation services
 - f) WordMail envelope for electronic stamps
 - g) Template Gallery
 - h) Media Gallery
 - i) Office Update
4. Features
 - a) Digital Dashboard
 - b) Smart Tags (and links to the web)
5. Downloadable Features
 - a) Smart Tags
 - b) Web Queries
 - c) Dashboard Parts
 - d) Outlook Holidays
6. Application Error Reporting

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