From: Russell Stockdale
Sent: Thursday, June 01, 2000 5:29 PM
To: Russ Stockdale's Direct Reports (Exchange DL); Jonathan Perera; Joseph Krawczak
Subject: tomorrow's slides

Importance: High

all -- these are the slides I plan on presenting tomorrow. Please review. If you have any issues/problems with them, then please page me at 888-614-1858. The majority opinion was that I should do the responsibilities, deliverables, metrics, contacts slides for each group, and you should introduce your teams using the org charts. So please be ready to talk to the org chart slide tomorrow at the meeting. I assume you'll all be there. If not, please let me know asap.

My main goals are 1) explain what the KWSG is all about; 2) explain each team's role within it 3) explain how Richt's org fits in 4) explain the overall org and how other groups relate to us. To that latter end, Andy Lees, VP of the SMGs, will come and present his team's role. Mike Nash, VP of CDDG, will come and present his team's role.

Knowledge Worker SG
- 6-01-00 ...

Knowledge Worker Solution Group

Russ Stockdale

VP

Business Productivity Group

Agenda

Marketing & Solution Marketing Groups

- Business Groups - Overview
- "End to End" Product Groups
- Solution Groups
- Content Development & Delivery Group
- Knowledge Worker Solutions Group
  - Roles & Metrics
  - Organization
  - Team-by-team
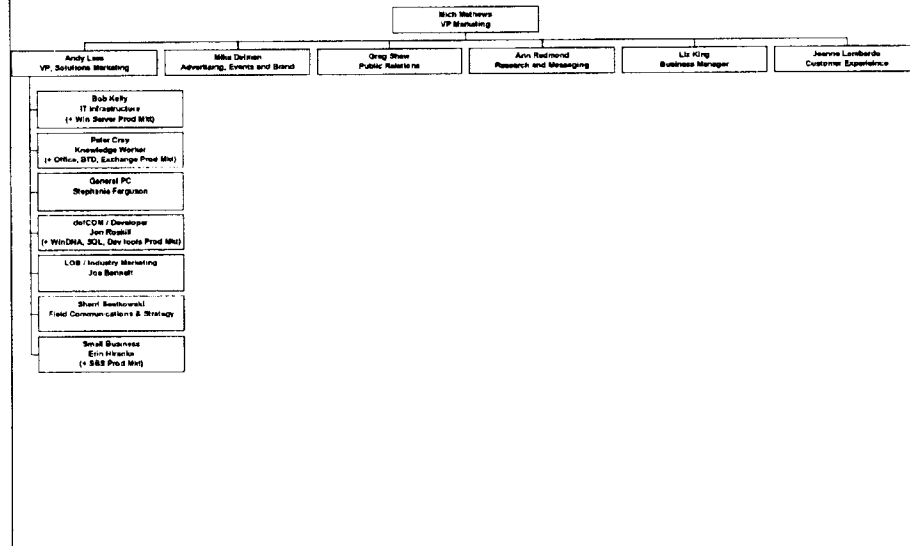
Central Marketing

Functional Marketing Services
- Advertising
- Communicate Global messaging and positioning
- Brand framework and Brand management
- Customer satisfaction programs and customer loyalty
- Events
- Research
- PR

Solutions Marketing Group (SMG)
- Worldwide marketing template, US marketing plan (driving revenue!)
- WW initiative strategy communication
    - Office Productivity, Platform, Line of Business and Developer Initiatives
- US Initiative management and execution (own US marketing spend)
- US "Product Marketing" including:
    - Launch event and launch leverage in US (run launch council)
    - Promotions
- Field communication, strategy, materials

Central Marketing

Rich Mathews
VP Marketing

Andy Lees VP, Solutions Marketing	Mike Delman Advertising, Events and Brand	Greg Shaw Public Relations	Ann Redmond Research and Messaging	Liz King Business Manager	Jeanne Lamberda Customer Experience

Bob Kelly
IT Infrastructure
(+ Win Server Prod Mkt)

Peter Cray
Knowledge Worker
(+ Office, BTD, Exchange Prod Mkt)

General PC
Stephanie Ferguson

dotCOM / Developer
Jon Roskill
(+ WinDNA, SQL, Dev tools Prod Mkt)

LOB / Industry Marketing
Joe Bennett

Sherri Bealkowski
Field Communications & Strategy

Small Business
Erin Hranka
(+ SBS Prod Mkt)

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Solutions Marketing Group

Andrew Lees
VP-Solutions
Marketing

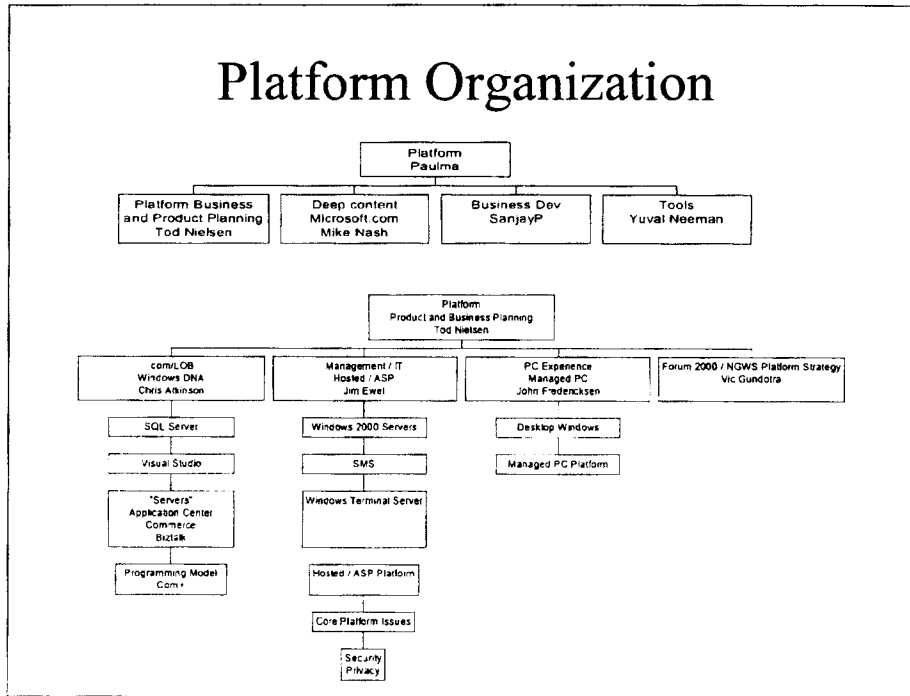|	**Bob Kelly** IT Infrastructure	**Peter Cray** Knowledge Worker	**Stephanie Ferguson** PC Experience	**Jon Roskill** Developer & Win DNA	**Joe Bennett** Industry Solutions Mktg	**Sherri Besikowski** Field Com & Staff	**Erin Hiraoka** Small Business
Initiative	Platform	Office Productivity		Developer	LOB		Small Business
Audience	IT Pro	Knowledge Worker		Developer	BDM		
Products	Windows	Office, Tahoe Exchange, BTD	Desktop Win (Biz & Cons)	Dev Tools, SQL Windows DNA			Small Biz Server

Business Groups

- Business Productivity Group – BobMu
  - Office, Exchange, Tahoe, Mobility, EBooks, IIT, NetDocs
- Platform Strategy & Developer Group - PaulMa
- Platforms Product Group – JimAll
- Consumer and Content Group – RickBe
  - MSN, XBox, Games, Home, Hardware
- Business Applications Division – DavidV
  - Small Business, PACE

Platform Organization

Platform
Paulma

Platform Business and Product Planning Tod Nielsen	Deep content Microsoft.com Mike Nash	Business Dev SanjayP	Tools Yuval Neeman

Platform
Product and Business Planning
Tod Nielsen

com/LOB Windows DNA Chris Atkinson	Management / IT Hosted / ASP Jim Ewel	PC Experience Managed PC John Fredericksen	Forum 2000 / NGWS Platform Strategy Vic Gundotra

SQL Server	Windows 2000 Servers	Desktop Windows	

Visual Studio	SMS	Managed PC Platform	

"Servers"
Application Center
Commerce
Biztalk

Windows Terminal Server

Programming Model
Com+

Hosted / ASP Platform

Core Platform Issues

Security
Privacy

Content Development & Delivery Group (CDDG)
Mike Nash

- Goals
  - Explain technical platform story across audiences/products
  - Make customers successful
  - Improve technical perception of Microsoft
- Responsibilities/Deliverables
  - Microsoft.com
  - MSDN
  - TechNet
  - Rapid Solutions: "Redbooks"/deployment guides
  - Existing product/business sites (excl Shop, PSS, Update)
  - Expertise: Courseware, Certification and Training Channel
  - Support online sales experience
  - Architectural guidance

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Content Development and Delivery Group
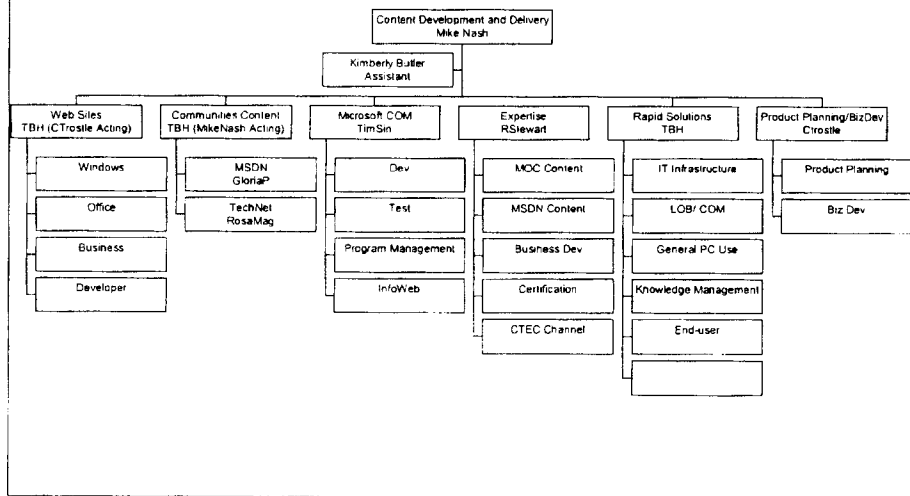
"End to End" (Mktg, Dev, Sales)

- BPG
  - Mobility – Pgross
- PPG
  - Embedded – BillV
  - Windows Digital Media – WPoole
- BAD
  - Small Business – DavidV
- CCG
  - Consumer Services (MSN, MSNIA) – DavidCol
  - HRD – RobbieB
  - TV Platform – JonDe

The 4 Solution Groups (SGs)

- BPG – Knowledge Worker – Russ Stockdale
- Platform – .Com/LOB – Chris Atkinson
- Platform – IT Infrastructure – Jim Ewel
- Platform – PC Experience – John Fredricksen

Russ Stockdale:

Get the point across that we are all about getting the KW biz to a services model. Dream big. Take it to the next generation.

KWSG Charter

- Championing knowledge workers needs, and bringing the best products and services to market to meet those needs
    - Customer Requirements
    - Strategic Planning
    - Worldwide Product Management
    - Business Planning

Think at the broadest level about customer and marketplace scenarios.

Bring greater focus to our overall Knowledge Worker strategic planning and business development

Knowledge Worker Solutions Group
What does "doing a great job" mean

- Identify key knowledge worker scenarios and how we address them with our product line and marketing
- Gain thought leadership, in absolute and relative to Lotus
- Develop a plan for transitioning product offerings and business model to annuity subscriptions
- Increase Office upgrades
- Increase attachment of BTD products to Office
- Accelerate Exchange 2000 deployments
- Establish bottom-up collab server
- Establish MS Knowledge Worker Service – focus on early adopter segment and killer usage scenario
- Have fun in the process!

Think at the broadest level about customer and marketplace scenarios.

Bring greater focus to our overall Knowledge Worker strategic planning and business development

SG SCORECARD – FY01

Thought Leadership

Knowledge Worker
- Forum 2000 & beyond – Demonstrate vision and value for knowledge workers, relate it to NGWS vision, product roadmap
- Establish MS leadership in the KW services market through launch of Microsoft "knowledge worker service"

Office
- Demonstrate Microsoft improving the way people can share info and collaborate through Office 10
- Paint long term vision for for product and category at Forum 2000

Collaboration
- Strengthen collab competitiveness through Exchange 2000, Airstream, Tahoe and Office 10 launches

Customer/Marketing Goals

- Optimize business model to improve revenue forecast
- Transition product offerings and biz model to annuity subscriptions
- Increase Office upgrades via end user excitement & business value
- Increase BTD (Visio / Office) attach rate to Office
- Establish Tahoe as dept/BU server
- Accelerate Exchange 2000 deployments
- Establish knowledge worker services with targeted early adopters

Key Product Deliverables

- Office Productivity Init – PR, demos, customer collateral for KW scenarios w/ Office, Visio, Project, Tahoe, Exchange, PPC, Airstream
- Platform Initiative – Deployment guides, PR, biz value justification, demos, customer collateral for Exchange
- LOB Initiative – Developer & DSC collab solutions content; Soln JDP
- KW Services -- Biz plan, killer customer scenarios; service offers
- Product plans for Mercury, Tahoe v2, KW Services v2

Organizational Goals

- OHI = 60, Goal 67
- Establishing roles and responsibilities, reestablish clear vision for the KWSG and how we contribute to the overall vision of the company
- Professional Development – continued focus on enhancing skills providing opportunities for growth and development. E.g. PM 2000

Business Goals	FY00	FY01	FY03
Revenues			
Office Division Revenue	$7,412	$8,362	$8,914 *
Project & Visio Revenue	$600	$744	$1,254
Exchange Server Revenue[1]	$500	$825	$883
Services Revenue	-	-	$286
Market Segment Share			
Legal Office Suite Penetration	30%	31%	33%
Exchange Revenue as % of Notes	54%	62%	78%
Project attach to Office (RunRate)[2]	7%	9%	10%
Visio attach to Office (RunRate)[2]	6%	8%	14%
Tahoe attach to Office (RunRate)[2]	na	1%	12%
Design Wins			
# of Collaboration Design Wins	500	650	1000
Deployment and Support			
% US Enterprise Office Desktops Running Current Version[3]	30%	70%	70% -O*0
% of US Enterprise Desktops Running Current Version - Exchange[4]	70% (5.5)	10% (2K)	70% (HG)
Controllable Expenses			
$ million total[5]	$11	$12	$13
total Regular ending headcount	71	71	78
$ head	164,030	169,460	$178,080

[1] Includes Exchange, Conferencing and Tahoe Servers
[2] FG Licenses excluding Academic & Pre-Installed
[3] FY00 estimate based on 16% Office 2000 mix from Nov research
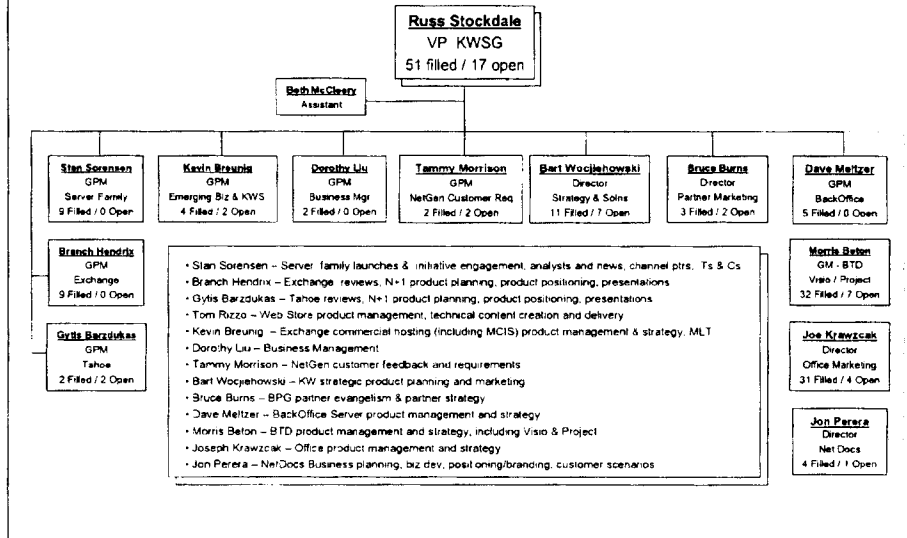[4] FY00 estimate based on Siebel data
[5] Marketing spend not included
* Assumes current business model

•Microsoft's end to end solution enables Knowledge Workers to access people and information any time they want to, from anywhere they want to be, from from any device they want to use.

•Client, Server, Wired or Wireless - PC, Web, PDA or Phone

Knowledge Worker SG - ORGANIZATION CHART

Russ Stockdale
VP KWSG
51 filled / 17 open

Beth McCleary
Assistant

| **Stan Sorensen** GPM Server Family 9 Filled / 0 Open | **Kevin Breunig** GPM Emerging Biz & KWS 4 Filled / 2 Open | **Dorothy Liu** GPM Business Mgr 2 Filled / 0 Open | **Tammy Morrison** GPM NetGen Customer Req 2 Filled / 2 Open | **Bart Wocjiehowski** Director Strategy & Solns 11 Filled / 7 Open | **Bruce Burns** Director Partner Marketing 3 Filled / 2 Open | **Dave Meltzer** GPM BackOffice 5 Filled / 0 Open |

Branch Hendrix
GPM
Exchange
9 Filled / 0 Open

Gytis Barzdukas
GPM
Tahoe
2 Filled / 2 Open

Morris Beton
GM - BTD
Visio / Project
32 Filled / 7 Open

Joe Krawzcak
Director
Office Marketing
31 Filled / 4 Open

Jon Perera
Director
Net Docs
4 Filled / 1 Open

- Stan Sorensen – Server family launches & initiative engagement, analysts and news, channel ptrs, Ts & Cs
- Branch Hendrix – Exchange reviews, N+1 product planning, product positioning, presentations
- Gytis Barzdukas – Tahoe reviews, N+1 product planning, product positioning, presentations
- Tom Rizzo – Web Store product management, technical content creation and delivery
- Kevin Breunig – Exchange commercial hosting (including MCIS) product management & strategy, MLT
- Dorothy Liu – Business Management
- Tammy Morrison – NetGen customer feedback and requirements
- Bart Wocjiehowski – KW strategic product planning and marketing
- Bruce Burns – BPG partner evangelism & partner strategy
- Dave Meltzer – BackOffice Server product management and strategy
- Morris Beton – BTD product management and strategy, including Visio & Project
- Joseph Krawzcak – Office product management and strategy
- Jon Perera – NetDocs Business planning, biz dev, positioning/branding, customer scenarios

WW Product Management

- Bring a compelling product to market with thought-leading messages, and solid market/channel readiness
- Strategy for sustainable category leadership
- Creation of in-depth materials for subsidiaries and major initiatives
- Reviews & PR
- Launches (cooperatively with initiative team)
- Product planning
- Competitive analysis and response – e.g. StarOffice, Domino

Product Management Responsibilities

- N+1 product planning (work with product team to prioritize features, emphasizing support of strategy, supplying data to support tradeoffs)
- Research (product feature prioritization, message testing, technical competitive analysis)
- Product category thought leadership
- Message development (positioning, collateral copy, reviewer's guides, website content)
- Sales tool creation (demo scripts, presentations, case studies, evidence/benchmarks)
- Spokesperson (reviews, field training, etc)
- Content for initiative mktg programs, seminars, events,...

Product Management Deliverables

- Awesome PR
- Winning comparative reviews
- Positioning framework
- Technical content
- Reviewer's guide
- Competitive Information/Response
- Preview programs (betas, isv code drops)
- Case studies
- White papers
- Website content
- External presentations
- Product plan

Product Management Key Contacts

- Product team
- PR (press, agency, product team, mktg team)
- Initiative teams
- CDDG
    - Courseware, MS Press direction
    - TechNet, MSDN, Web content
- Research
- Key beta sites/ref. accts

Product Management Metrics

- Win all reviews
- Product definition complementary to other divisional products while meeting needs of given audience
- Quality (impact) and reusability of sales tools
- Speaker ratings at events

Product Champ/
Product Lifecycle

vN Ships

vN+1 Ships

Sustaining
win all reviews and awards
trade shows
dev conferences
field/sales support
user groups
partner co-marketing

Spec phase
cust feedback
press feedback
research
competitive analysis
market requirements
positioning

Dev phase
tech communications
positioning framework
evidence
case studies
demos
website contents
reviewer's guide
curriculum plan

Rollout & Launch
field training
long lead press
NDA cust briefings
partner summits
short lead press
launch events

Spec phase
cust feedback
press feedback
research
competitive analysis
market requirements
positioning

Server Family Responsibilities

- Business planning (forecasting, budgeting, SKU planning, pricing, BOMs, licensing) so they meet category goals while fitting with the family
- Launch planning
- Launch management (program manager of launch team, including schedule management and dependency tracking)
- Server family PR
- Partner management (SI, SP)
- Platform Initiative Liaison

Server Family Deliverables

- Business plan
- Marketing plan
- BOMs
- PR (news, analysts), Disclosure Calendar

Server Family Key Contacts

- Platform Initiative team
- EPG for SI & SP partners
- PR (agency, press, analysts)
- Finance for forecasting, budget tracking
- Manufacturing / build planning
- Legal
- PSS for load forecasting, cost tracking

Server Family Metrics

- Launch impact
- Performance against business objectives ($$, share)
- Team leadership, organization, communication
- Timely/quality deliverables
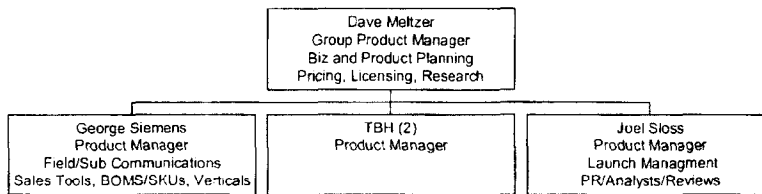
Office Product Management Team
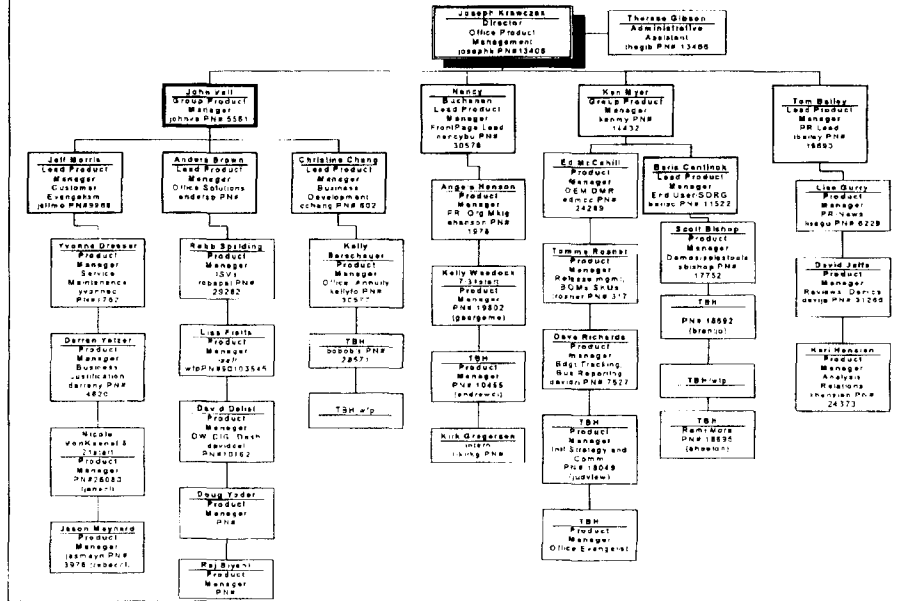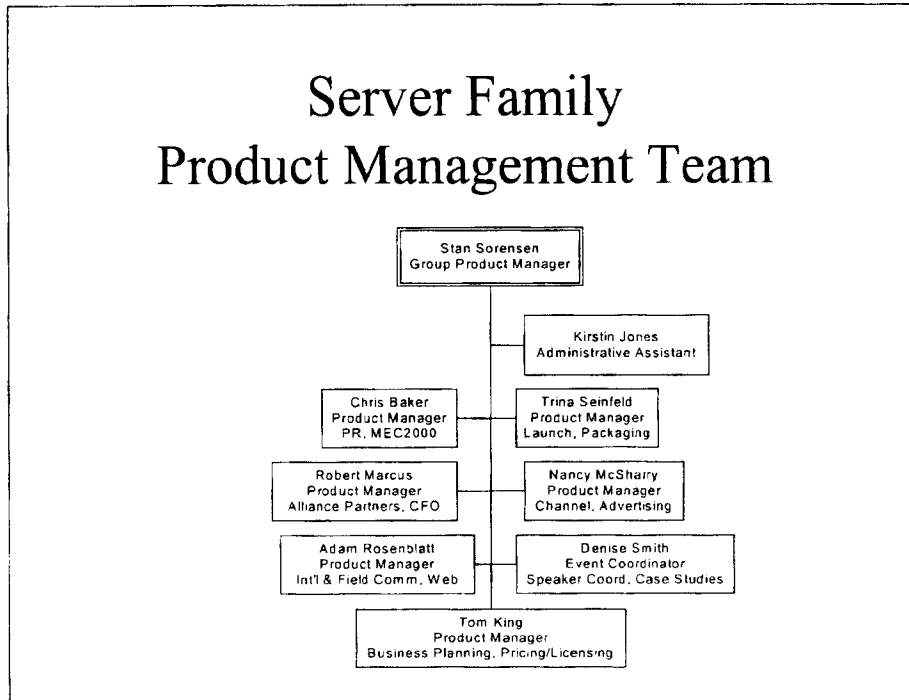
Exchange
Product Management Team

Branch Hendrix
Group Product Manager

| Mike Ulvestad
Product Manager
Mercury Product Planning,
Mercury Reviews | Mark Adcock
Product Manager
Exchange 2000 Reviews,
Demos, Outlook for Mac |

| Kevin McCuistion
Product Manager
Unified Messaging, Conferencing | David Siroky
Product Manager
Competitive Content, Field Readiness |

| Tony Walsh
Product Manager
Lotus Competitive Content | Doug Stumberger
Product Manager
Content Strategy, Core Content,
Customer Readiness |

Open
Product Manager
Lotus Competitive content
IBM BLT review prep

Tahoe
Product Management Team

Gytis Barzdukas
Group Product Manager

| Brian Murphy Product Manager Product Planning Collateral | Wayne Tynes Product Manager Demos, Reviews, Competitive Collateral | TBH Product Manager Field and Customer Readiness Collateral |

BackOffice
Product Management Team

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                    ┌─────────────────────────┐
                    │      Dave Meltzer        │
                    │   Group Product Manager  │
                    │  Biz and Product Planning│
                    │ Pricing, Licensing, Research│
                    └─────────────────────────┘
         ┌──────────────────┼──────────────────┐
┌─────────────────────┐ ┌──────────────┐ ┌─────────────────────┐
│   George Siemens     │ │   TBH (2)    │ │     Joel Sloss       │
│  Product Manager     │ │Product Manager│ │  Product Manager     │
│ Field/Sub Communications│ │              │ │ Launch Managment     │
│Sales Tools, BOMS/SKUs, Verticals│ │        │ │ PR/Analysts/Reviews  │
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Server Family
Product Management Team

NetDocs Marketing

- Mission
  - Demonstrate MS thought leadership
  - Enter KW services market with momentum
  - Build business model for KW software as service
- Deliverables
  - Positioning, branding, scenarios
  - Go-to-market strategy and execution

NetDocs
Product Management Team

Jonathan Perera
Overall strategy

Andrew Dixon
Business planning

Judy Lew
Branding, research

Doug Groncki
Business development
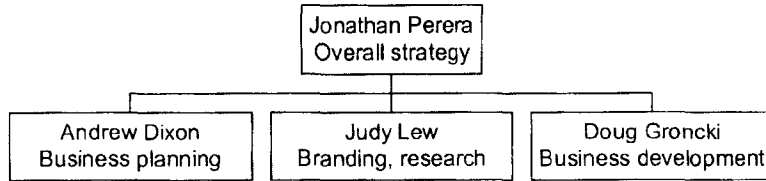
Strategy & Solutions Responsibilities

- Knowledge worker thought leadership
- Knowledge workers requirements, and requirements for those who provide solutions to them
- Key knowledge worker scenarios and how we address them with our product line and marketing
  - Look across products (focus on customer first, not product)
- Strategic planning process (assisting BobMu) across products focused on the core customer and usage scenarios
  - Cross-product solutions
  - Work closely with development leadership
  - Influence product and service directions

Strategy & Solutions Deliverables

- Most compelling vision for knowledge workers
- Plans for key KW scenarios
- Deep content addressing key KW scenarios
  - Focus on key audiences (KW, IT, DSC)
- Roadmap
- "Account Plan" for key influentials
- Internal solutions

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Strategy & Solutions Key Contacts

- Lead analysts
- EPG for DSCs
- CDDG
- Office Productivity Initiative Team
- LOB Initiative Team
- Product groups

Strategy & Solutions Metrics

- Gains in thought leadership, in absolute and relative to Lotus
- Product feature, solution ideas improving competitiveness
- Quality (impact) and reusability of customer scenario-focused content
- Internal solutions that meet team needs

KW Strategy & Solutions Team
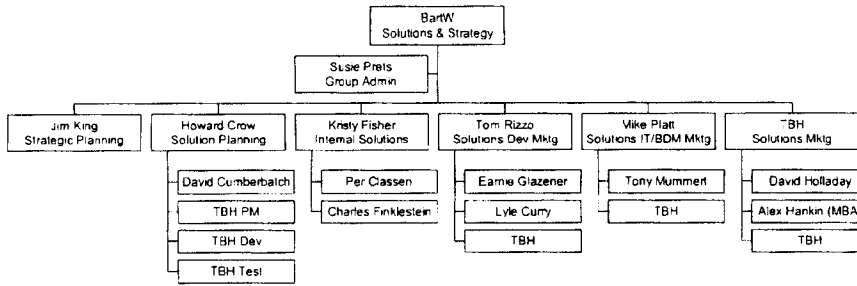
BPG Evangelism Responsibilities

- Provide early momentum at launch for new BPG technologies via support from strategic ISVs
  - Exchange 2000 / Webstore
  - Tahoe / Webstore
  - Airstream
  - KWS 2.0 / NetDocs

BPG Evangelism Deliverables

- Management ISVs at MEC supporting Webstore
- Solution ISVs at MEC using Webstore
- Management & Solutions ISVs supporting Tahoe
- Key ISV Apps for Airstream Launch
- Drive developer dev labs & conferences Webstore
- ISV plan for services/hosted model for KWS

BPG Evangelism Key Contacts

- EPG / BSG
  - Datacenter ISVs (Management & Utilities)
  - LOB Apps -- those ISVs using Webstore
- Product Groups (Webstore / Airstream)
  - SDK / JDP teams
    - JDP Solutions "Tier 2"
  - Development teams
    - DevLabs, dev support escalations, etc
  - Developer Support

BPG Evangelism Metrics

- Exchange 2000 – 20 ISV applications at MEC
- Tahoe – 20 ISV apps supported at the Tahoe launch
- Airstream – 20 ISV apps supported at launch
- KWS 2.0 – 20 ISV partners for launch

BPG Evangelism Team

Bruce Burns
Director

Ulf Schoo
GPM
Knowledge Worker Services

Mitch Goldberg
Technical Bus Dev Mgr
Mobility

TBH
ISV Evangelist

TBH
ISV Evangelist
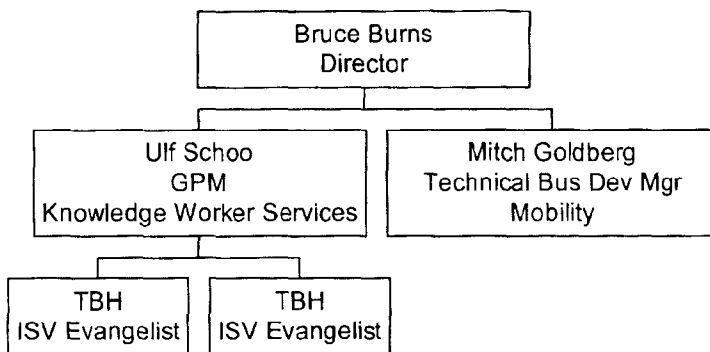
Emerging Business Responsibilities

- Services Partners readiness
  - ASP
  - ISP/Portal/Carrier
- Services Planning
  - Services Licensing, Pricing, Modeling
  - Services Biz Dev
- MLT readiness

Emerging Businesses Deliverables

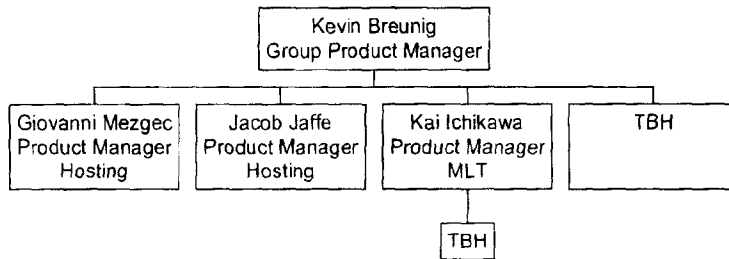- ASP Partners plan
- ISP/Portal/Carrier offerings
- Services business plan
- MLT launch

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Emerging Businesses Key Contacts

- Enterprise licensing group
- NSG
- KW services group
- Office team
- Exchange team

Emerging Businesses Metrics

- Service partners (ASP, ISP)
- Service economics
- Complementary services tiers
- MLT business model, branding, pricing, launch, transition to services

Emerging Businesses Team

Kevin Breunig
Group Product Manager

Giovanni Mezgec
Product Manager
Hosting

Jacob Jaffe
Product Manager
Hosting

Kai Ichikawa
Product Manager
MLT

TBH

TBH

Business Manager Responsibilities

- General Business Management
  - Manage planning cycle, WWSMM, MGS planning
  - Projecting revenue, tracking key business drivers
  - Research and evaluate new business opportunities
    - Includes expected revenue, headcount/other resources required
    - Assist in acquisitions
- KWSG Organizational Health and Development
  - Guide and develop culture of excellence
  - Liaison to HR, Training (MSTE/MDG), other divisions
  - Act Employee Advocate to BPGMktg Sr. Mgmt Team

Business Manager Deliverables

- KWSG business plan
  - Include all presence plans for events in FY01
  - Drive development/review across division and MSFT
- Organizational Health
  - Employment Development Strategy
    - Establish ourselves as company-wide thought leaders
    - To set standard for MSFT of leaders
      - Business, management and technical excellence
    - Invest in individual career plan and implementation
  - Drive OHI improvement to 66 by next summer
    - Develop and sustain current and new programs as required
- Key projects

Business Manager Key Contacts

- RustDir
- BMDir
- Finance
- HR
- Research (business drivers)

Business Manager Metrics

- Business Management
  - BPG presence at key sales events
  - High level of BPG Awareness across MSFT
  - Drive production of all planning memos & reviews
- Org Health/Development: reach OHI score of 66
  - Quarterly employee survey of OHI
  - Drive regular all hands and VP internal outreach
  - Ensure there are career plans for each employee (9/30/00)

Business Manager Team

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│       DorothyL          │
│    Business Manager     │
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             │
┌─────────────────────────┐
│        KellyJ           │
│  Marketing Coordinator  │
└─────────────────────────┘
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NetGen Team Responsibilities

- Product planning/input for NetGen-rich products
- Sales and marketing strategy to reach NetGen consumer
- Improve Microsoft image about & among NetGen
- HR input on NetGen recruiting & retention

NetGen Team Deliverables

- NetGen product strategy direction
  - MSN
  - Windows Media Player
  - NetDocs
  - Mobility/Devices
- Sales, marketing and thought leadership plan
- HR related recommendations

NetGen Key Contacts

- Finance
- Product Teams (NetDocs, WMP, MSN, PPC)
- PR
- Branding
- HR & Real Estate

NetGen Metrics

- NetGen intent to purchase / market share of key products & services
- NetGen employee acquisition, retention
- Gains in thought leadership, about and among the NetGen

NetGen Team

Tammy Morrison

| Michael Furdyk | Jennifer Corriero | TBH | TBH |
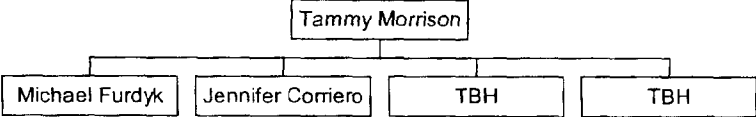
Discussion

Backup

Gain Thought Leadership, in Absolute and Relative to Lotus

- Define broader vision for knowledge worker than competition
  - Span work and home
  - Span enterprises
  - Relate to products, services roadmap
  - Compelling, unique, believable, sustainable and forward-looking
  - Appropriate to the market and our competitive assets and position
- Drive vision back into product teams
- Clearly articulate thought leadership in upcoming releases (Office 10, E2000, Tahoe)
- Treat key influentials like accounts
  - Define "account manager"
  - Categorize current perception "wins" and "loses" by influential
  - Develop plan for providing product feedback (inbound) and briefing on plans (outbound) to turn loses to wins

Solution Groups

- Define solution messaging, positioning, and value proposition
- Technology road map
- Product planning and feedback loop
- Business planning
- Business development/Special relationships
- Competitive Information/Response
- BOM's SKU's
- Preview programs (betas, isv code drops)
- PR
- Analysts
- Drive and support Reference wins
- OEM technical relationships
- Launch readiness (tech readiness. Launch demos, product positioning, presentation slides)