

Microsoft Corporation
One Microsoft Way
Redmond, WA 98052-6399

Tel 206 882 8080
Telex 160520
Fax 206 93MS FAX

PLAINTIFF'S
EXHIBIT
1789
Comes v. Microsoft

Microsoft Memo

TO:
FROM: Jeff Raikes
DATE: September 16, 1993
RE: District Tour I - district-wide presentation notes

CC:

District Wide presentation notes

Intro of JeffR

- Farm boy
- Apple Computer
- Microsoft
- Apps and product marketing
- VP Office Systems
- SR VP of MS North America
 - Sales
 - Marketing and Solutions Marketing
 - Product Support
 - MCS
 - MSU

Why I love this job
success to build on
opportunity to learn
great people

opportunity to impact

Value I expect to add

- Ability to represent MS strategy to our customers
- Tighter integration with rest of company
- Feedback to product divisions

improved product line

Enhance customer focus

Things I care about

- passion
- smart work
- honesty
- a great environment
- no politics
- respect/sensitivity for cultural differences

Key words from "jeff's dictionary"

reducing

- leverage
- redeployment
- efficiency and effectiveness

DEPOSITION
EXHIBIT
Raikes
10/17/01

FL AG 0082739
CONFIDENTIAL

Microsoft

MX 2324170
CONFIDENTIAL

Why I Love My New Job

- ◆ Learning
- ◆ Established success
- ◆ Opportunity for impact

I am learning all kinds of new things

I'm learning to SPIN
how we interact with customers
where are the leverage points in sales

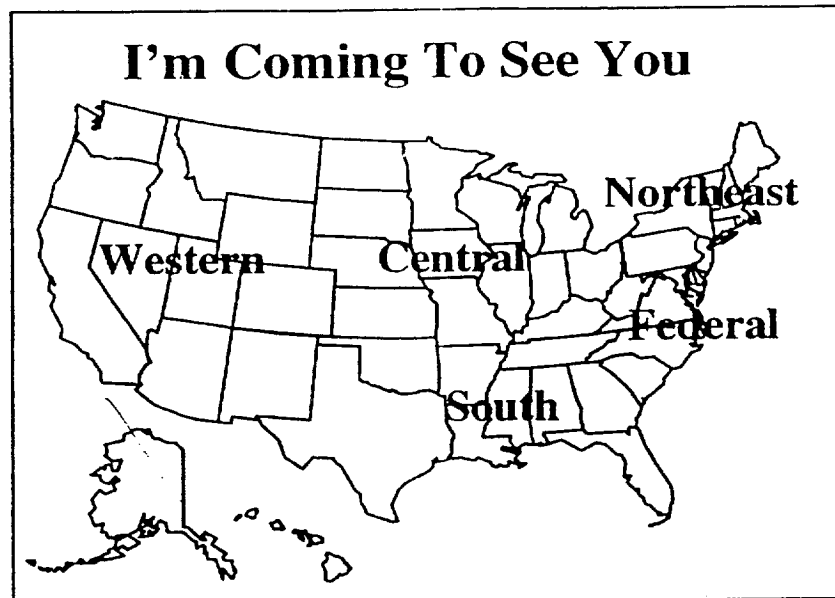
Another reason -- established success to build on

nothing really broken, or to fix

Opportunity for impact

during 80's — clearly product technology leader
during 90's — differentiation will come from our sales asset
from you, the sales force and your ability to work with our customers

Best way to build the "sales asset" is to listen to you, so I'm coming to see you...



I'm coming to see you

FY93 District Tour

(Fall campaign?)

1 day in each district between 8/1 and 11/6

Two purposes

Meeting you

learning from you

#1 Advocate

you must help me

you are the developers of this division

how do we better leverage your efforts?

the primary job of marketing is to leverage our selling efforts

Already been to 3 districts

I thought it would be hard

enthusiasm

wealth of ideas

The tour is so valuable, I have already decided...

Value I Can Add

- ◆ Enhance customer focus
- ◆ Represent broad product line
- ◆ Integration of strategy and execution

Mention value I can add

◆ Enhance customer focus

I know the product divisions, which buttons to push
capture un-met explicit needs, and build the right capabilities into next
version or new products

◆ Represent broad product line

our product line is getting broader --- technical --- consumer
help you better represent our broad product line

◆ Integration of strategy and execution

tighter integration with rest of company
both at strategy level and execution
sales architecture and commitment to SPIN as an example
(don't believe this type of NSM would have been possible a year ago)

Now mention things I care about

Things I Care About...

Passion

First thing --- passion

yesterday's windows demo --- greatest company in the greatest industry in the world?

when you see your customer's eyes light up when you show a Microsoft solution for their explicit needs?

(very few people in history will ever have the opportunity we have --- mission from god)

→ I expect you to feel the passion --- for what we do, for our products, for our customers

probably won't hear me talk about maniacal work ethic

Things I Care About...

Passion

Smart work

I care about working smart

in general, our competitors outnumber us
you face incredible customer demands

We must work smarter

focus on the right things
leverage our efforts
gain synergy from our efforts

Things I Care About...

Passion

Smart work

Honesty and integrity

Openness

I also care about honesty and integrity

you expect that from me

I expect it from you

our customers expect it and we will deliver

Related to this is openness

key value of sales asset comes from learning where we fail to meet
explicit customer needs

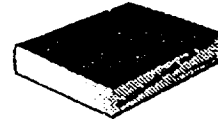
we will lose some business

we must learn from those losses --- I expect you to be open and honest
--- and not defensive

Next, I want to remind you of our goals in FY'93

Microsoft Windows

- ◆ “Make it the standard!”
- ◆ Drive Windows penetration
- ◆ Sell the Windows family
- ◆ Win the desktop - defeat IBM



Metrics

You will find I use a few words alot
So this is “Jeff’s dictionary”
Metrics

Microsoft Office

- ◆ Win the upgrade war
- ◆ Learn to SPIN Office
- ◆ Defeat Lotus and WordPerfect



**Continuous
Improvement**

“Jeff’s dictionary”

Continuous improvement

never let up

Lotus bigger than Microsoft

Then Microsoft passed them

Then Microsoft apps

Then our spreadsheet business will pass them

Then our PC spreadsheet business will pass them

Solution Providers

- ◆ Grow industry #1 field force
- ◆ Build design win business
- ◆ New approach
- ◆ Plan for success



Leverage

Jeff's Dictionary

Leverage

fundamental to business success

key strategy of Microsoft — leverage via channel