

Desktop Applications Division

3-Year Plan

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DAD 3-Year Plan

12/2/93

1



Mission Statement

**To develop and market the most
popular suite of desktop
productivity tools in the world**

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DAD 3-Year Plan

Strategic Goals

- Obtain and maintain 80% share of Windows office suite category, 60% of individual product categories
- Develop long(er) term product differentiation
- Become a more strategic purchase to customers
- Develop annuity business
- Expand into new geographies

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Medium Term Objectives

- Increased focus on Office
- Maintain individual product excellence
- Synchronize with and exploit systems releases
- Increase long-term investments in technology
- Increased focus on development efficiency
- Reduce cost of using cross-product technology
- Decrease documentation, localization, and support costs

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Customer and Market Issues

- Increasing feature parity and price competition
- Market saturation and slowing of Windows upgrade wave
- More business must come from updates
- Workgroup computing
- Use of desktop applications in solutions development
- Long-term importance of Macintosh?
- Increasing diversity of installed base?
- New product opportunities?
- How get to new users?

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Core Competencies

- **What do we build on**
 - Customer understanding
 - Individual product excellence, Office excellence
 - Technology/System SW leadership
 - Great development teams

- **New ones want to create**
 - Longer-term strategic/architectural thinking, planning
 - Workgroup
 - 12/24
 - Dependency management, code sharing
 - Component-based development
 - Efficient user assistance, localization
 - CD apps, on-line doc, content

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Why Do We (Will we) Win?

- Leadership/momentum/standard
- Innovative products, strength of Office/product line
 - Usability leadership
 - Interoperability
 - VBA
- Systems synchronization and exploitation
- Cross-platform
- Microsoft (ability to set standards, scale advantage)
- Best workgroup applications

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Competition

■ Lotus

- Strong individual products, DOS installed base
- Links to Notes ("best workgroup applications")
- Approach?
- Aggressive corp. acct. pricing
- Market share in small organizations
- Fall, 1993 release with OLE 2.0, LotusBasic?
- OS/2 foothold?

■ Borland

- No credible suite to date
- Good products
- Aggressive pricing
- Bias to action
- Lean structure but also lean bank account
- OLE 2.0/ OpenDoc/ Borland OLE extensions? Macro language?

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Competition

- **WordPerfect**
 - No credible suite
 - Loyal customer base
 - Good product
 - WordPerfect Office, Doc library
 - High cost structure
 - Finances?
 - OLE 2.0/Open Doc? Macro language?

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Organizational Issues

- **Managing Trade-offs**
 - "Office features" and "Category Features"
 - "App features" vs. "System features"
 - "Product innovation" vs. "architectural investment"
- **Longer-term focus**
- **Making 12/24 work**
- **Platform proliferation**
- **Synchronization with non-DAD Office applications, systems**
- **Making code sharing work, managing dependencies**
- **Smaller, interdependent development teams**

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SWOT Summary Analysis

■ Strengths

- Market share, momentum, reputation
- Individual products, Office quality
- Broad product line
- Interoperability
- Programmability
- Mac
- Microsoft: Image, systems, vision
- Great development teams

■ Weaknesses

- Notes, Workgroup strategy
- DOS app installed base
- High cost, esp. localization and UE
- # of localized languages, time to market
- Oversold VBA, OLE
- Code base, development practices, efficiency

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SWOT

■ Opportunities

- Keeping ahead in categories
- VBA and Solution Platform
- Synchronization with systems
- New levels of usability, interoperability
- New level of development efficiency

■ Threats

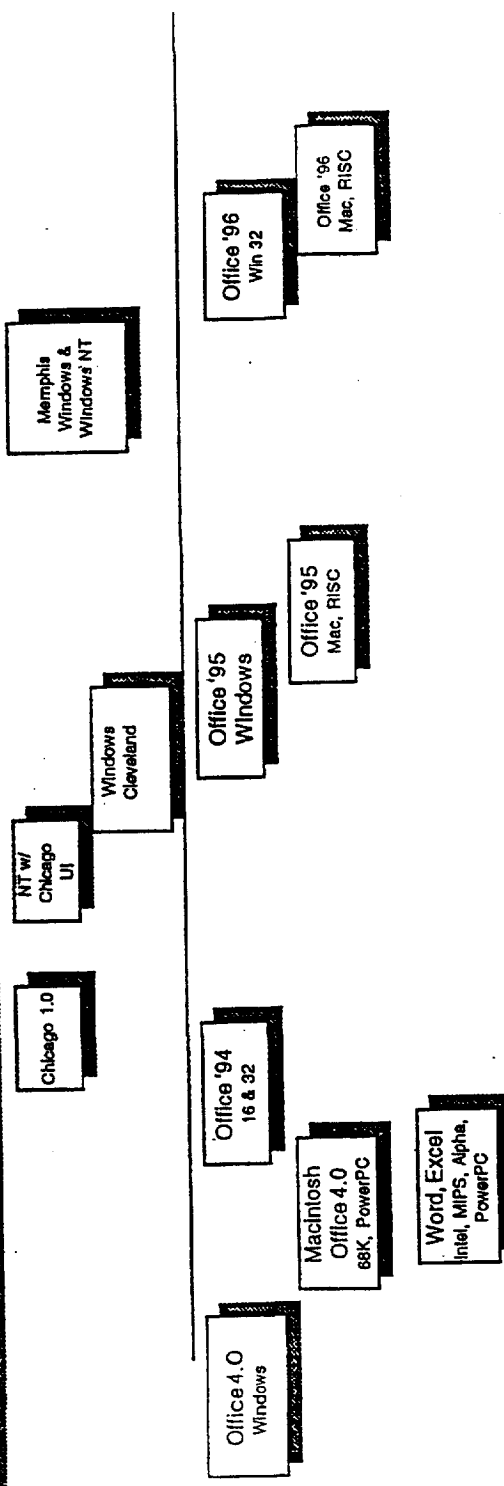
- Lack of differentiation, pricing
- Notes, Workgroup in general
- Lack of focus (RISC, PowerPC, Mac)
- Long-term technology investments

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Release Plan Summary

FY 1994			Fiscal Year 1995			Fiscal Year 1996			FY 1997			
4Q 93	1Q 94	2Q 94	3Q 94	4Q 94	1Q 95	2Q 95	3Q 95	4Q 95	1Q 96	2Q 96	3Q 96	4Q 96
Oct Nov Dec	Jan Feb Mar	Apr May Jun	Jul Aug Sep	Oct Nov Dec	Jan Feb Mar	Apr May Jun	Jul Aug Sep	Oct Nov Dec	Jan Feb Mar	Apr May Jun	Jul Aug Sep	Oct Nov Dec



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Release Plan Summary

- Office '94
 - Minor .1 release
 - High sex, low effort
 - ~10% of resource
- Office '95
 - "Medium" release
 - 60-70% of resource
- Office '96
 - Major architectural and UI changes
 - 20%=> 30% when '94 ships

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Release Principles

- All Office components (Office, Word, Excel, PPT, Access, REN) ship simultaneously
- Extended family members (Project) ship within 60 days
- French, German, Swedish, Italian within 60 days
- Far East releases within 90 days
- All releases with 120 days
- Floppy and CD. CD delta to zero by 1995.
- Always extend and leverage the system

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Office '94

- **Themes:**
 - Refresh products
 - Leverage Chicago
 - Incorporate workgroup features
- **Design Goals: Chicago/NT, 16-bit also for Word, Excel, and PowerPoint**
 - Minimal doc, localization impact
- **Technology changes: 32-bit, Lego, thread(s)**
- **Key Features:**
 - Exploit Chicago: Long file names, Visuals, plug and play event aware
 - Shell integration
 - AtWork support
 - Performance: OLE, esp. docfiles, distributed OLE, VBA
 - DAO support from VBA/Macros

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Office '94

■ Features (cont.)

- New find file (indexing)
- Doc library/EMS integration
- Application Field Exchange, save to Notes
- Ren is unlikely
- Ease of Use: New Wizards, improved charting UI
- 1-2 cool new product features
- Viewers?
- Features for small organizations?

■ Issues

- Is this a Sept. 94 release or a Chicago release? What if Chicago slips? At what point converge with '95 release if ever? How far ahead can we safely pre-exploit? Guarantees?
- What if NT OLE slips?
- No Mac or RISC re-release

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Product Feature Ideas

- **Word 6.1**
 - Viewer
 - Review-oriented stuff
- **Excel 5.1**
 - Sheet wizards
 - Charting improvements (UI, graduated fills)
 - Address review deficiencies

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Office '95

■ Themes:

- VBA
- New user assistance model
- Workgroup
- Re-invigorate feature set
- Begin investment in application architecture

■ Design Goals: 32-bit only, Mac (68K?), RISC, WW .exes

■ Technology changes:

- VBA 2.0
- Component forms
- Programmability consistency
- Consistent add-in architecture
- OLE improvements (e.g. Inside-out editing, speed)
- Shared components (OLE charting, others)
- DAO

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Office '95

■ Key Features:

- Reduced doc set, new user assistance model
- Cleveland visuals
- Ren
- RPM?
- SDI?
- Workgroup features to be inserted here
- New round of consistency
- IntelliSense innovations across all products
- Additional Chicago integration
- Doc library improvements

■ Issues:

- Lots of dependencies

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'95 Feature Ideas

■ Word 7

- Auto and background everything
- Group authoring, rich forms
- On-line authoring and viewing
- Some structured editing, opportunistic DTP (linked frames)

■ Excel 6.0

- Improved data access, building corporate systems
- Multi-level undo
- Access interoperability
- Multi-user sheets
- Charting improvements

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Office '96--"Integrated Office"

■ Themes:

- Radical simplification via new user mode, UI makeover, nicer visuals, concept convergence
- Synch with Memphis
- More architectural investment
- Continued usability, category features

■ Technology Changes: Separation of code and UI, Leverage OFS, componentization, distributed OLE(?)

■ Features:

- SDI
- Cross-app workbooks
- Shell integration

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Office '96

■ Features:

- Advanced IntelliSense (Tip Wizard based on common action-catching and analysis database, common rules)
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■ Issues:

- Evolution vs. Revolution
- Macintosh....what level of support?

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'96 Product Feature Ideas

■ Word 7

- NLP
- Full structured editing
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■ Excel 7

- Time intelligence
- Pivot table modelling & high-level formulas
- Re-move internal limitations?

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