

Robbie Bach

From: Robbie Bach
 To: Bill Gates; Steve Ballmer; Mike Maples; Pete Higgins; Hank Vigil
 Cc: Hank Vigil Direct Rpts; John Neilson; Jon Anderson; Brian Fleming; Jeff Sanderson;
 Jeff Raikes; Joachim Kempin; Johan Liedgren
 Subject: Boop Meeting Summary
 Date: Tuesday, November 01, 1994 11:10PM

Here is a summary of the conclusions/action items from last Thursday's Boop meeting based on notes that Kathleen and I took. Let us know if you have any additions or other comments.

Business performance issues

- Identify problems and solutions in German and Mac business
 - Germany discussion already on-going in email
 - Mac report to summarize budget shortfall due this week
- Revisit academic pricing/sales to understand recent surge and academic piracy into other segments.
- Get better metrics on segments where we are weak (verticals, channels, customer type, etc); propose activities to gain share or grow market
- Cross check Fast Trak share data with SPA data to validate info
- Understand PC Watch installed based data better; reconcile with known historical shipment data
- Review basic biz model starting with saturation analysis (next Boop)

Positioning/Communications

- Reached general agreement on basic positioning directions
- Goal is to use product/feature and market evidence in combination with compelling consumer benefits
- Need to make sure it works from PC Press all the way up to broad media work
- Next step to develop 3 key support areas (equivalent to the "Beyonds")
- Will also take another crack at the "leveraging Windows" message to see if we can make it compelling
- Need to clarify our positioning and key messages for W&K. Have already addressed this with W&K and discussed ad process with GregPe - see separate email.

Pricing and SKU mgmt

- Agreed that base pricing model will be the same as with Office 4.x
- Need to address issue of paper docs for CD buyers (including costs in Select)
- Need to revisit how/which countries can handle rebates for VUP buyers
- Reconsider if need \$20 rebate for Sched + VUP/CUP buyers
- Will review SKU situation to see if there are others to cut; some potential in A/Z/AA and Fr Can/Fr
- Should develop specifics on how the NT SKUs will shake out when Win95 ships
- Need proposal for how to handle Access/Ofc Pro situation; no consensus during meeting
- Concerns expressed about Sched + "access charge" issue but current plan still stands

Key PR issues

- Agreed on "32 bit only" positioning; discuss publicly in January
- "No Mac in 95" positioning needs more work; MacIS is next checkpoint on this
- HTML to be shown/discussed at Comdex; tie to broader info highway discussion
- Need more creativity to generate Office news
 - Office as your information viewing tool (e.g. pivot tables)
 - More cool customer-based demos
 - Need to make apps category "exciting" for people

Leveraging Win95

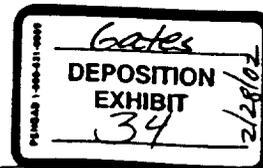
- Agreed that we should plan for simship with Win95; Office gets first priority in working with Win95
- Will be aggressive in leveraging Win95; escalate issues where Ofc and Win teams disagree
- December check-point on simship and other leverage plans; BradC to attend this meeting
- Consider rebates to channel partners for selling Win95 and Ofc95 at same time
- Need to understand the pure logistics/mechanics of simship better to make sure we can execute in key operational areas.

Upgrade Marketing

- Need the "how and why to upgrade" doc; sync with Win95 work in January
- Idea to pre-book some sales needs more thought
- Need to look carefully at our projections for Office 95 upgrade rates; no consensus in meeting whether

FL AG 0042552
CONFIDENTIAL

Page 1

MX3107357
CONFIDENTIAL

these would be higher or lower than on Ofc 4.x

Other issues

- General view that we need to inject more creativity, in particular in PR, into our work
- Some perception that our advertising has not been as focused on "product benefits" recently; RobbieB will distribute a packet of recent ads for Boop review
- Concerns expressed about WordPad's cannibalization of word processing sales; feature cuts needed; unclear to us who owns this action item.
- Need to understand home market for biz apps better; customer calldown underway
- Working on more comprehensive CD ROM marketing plan to accelerate adoption of CD ROMs.

On-going communications

- Continue monthly Office update emails and weekly PR flash mails
- Make sure we meet with Boop quarterly to review progress (next mtg in Dec)
- Do a better job summarizing our Office Focus Squad meetings on email
- Be more proactive on publishing wins/losses/issues that come up; may want an OfcSquad alias for this

Upcoming Boop meeting topics

- Saturation model (next Boop)
- Office Compatible status
- Mac business investments
- FE development update
- Quarterly marketing update (Dec)

MX3107358
CONFIDENTIAL

FL AG 0042553
CONFIDENTIAL