

To: FY96 WWSMM Attendees
From: Brad Chase, Hank Vigil, Robbie Bach, Jeff Thiel
Date: March 30, 1995
Re: FY96 Marketing Plan

This memo summarizes the FY96 marketing plans for the Windows and Desktop Apps products. In particular, the majority of the plan focuses on our number one priority for FY96: the joint launch and marketing of Windows 95 and Office for Windows 95 — internally known as "Desktop 95". The memo is organized as follows:

- Section I: Overview
- Section II: Business Basics, including objectives, strategies, metrics, etc.
- Section III: PR Activities, both before and after the launch
- Section IV: Pre-launch Momentum Building, with specifics on Org and End User
- Section V: Launch and Demand Creation, with specifics on Org and End User
- Section VI: Windows 95 Specific Plans
- Section VII: Office 95 Specific Plans, including Macintosh marketing
- Appendices

B. Chase
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J.R. HEAD

I. Overview

Windows 95 and Office 95 are truly outstanding products, and set a new standard for software designed around the needs of users. Shipping at the same time, these great products represent a tremendous opportunity. With great marketing and sales efforts, we can blow away even the most optimistic FY96 revenue plans. This is the challenge we have set for ourselves. To deliver, we have joined together to develop Desktop95 (DT95) - a company wide marketing initiative to market and sell Windows 95 and Office 95 simultaneously. This plan is ambitious. For example we will:

- Distribute well over 10MM demos of Windows 95 and Office 95, an all time high.
- Have 2MM people using final betas months before we RTM.
- Train over 100,000 people on the products before we launch.
- Reach record numbers of consumers through advertising and PR.
- Deliver a "SMASH" Windows 95/Office 95 launch event that breaks through in a relevant way to an unprecedented mass audience, kicking off the largest software upgrade in history.

These are just some of the components outlined in the plan to follow. Overall, the plan is driven by the following key imperatives we must jointly execute:

- Build unprecedented pre-launch momentum and develop broad market interest and anticipation for Windows 95 and Office 95.
- Compel the Win 3.1 installed base to upgrade in record numbers in the first 6 months, and become active "word of mouth" recommenders.
- Maximize the attach rate of Office 95 purchases to Windows 95 purchases.
- Communicate the unique benefits of Windows 95 and Office 95 via innovative marketing to activate/engage the huge number of users who rarely upgrade their OS or buy new apps.
- Accelerate the movement to Windows 95 and Office 95 in organizations of all sizes by stimulating early evaluation and providing great migration support.
- Manage PR in a way that delivers excitement, reach and positive reporting/reviews. We must do this while constructively addressing the increasing scrutiny, new press demands and high expectations that accompany Microsoft's market position.
- Flawlessly execute operational logistics - the scale is large so great planning is a must.
- Maximize the impact of on-line information sources such as WinNews for Windows 95 and MSN.
- Create supplemental revenue streams using Frosting (MS Plus! for Windows 95), Office Small Business Pak, and other add-on products (keyboard, mouse, etc.).

Because we are insiders, we should not forget a simple fact: The opportunity is vast and unprecedented. ~~If Windows 95 is the biggest and most anticipated software product this industry has yet seen.~~ This anticipation and interest provides us ~~with we focus all of our resources effectively,~~ the opportunity to create the largest customer movement to a new PC environment of all time. Our teamwork, creativity, energy and smarts are the only limiting factors to the question of "How big".

II. Business Basics

Much like "Year of the Office" in FY94, Desktop 95 is the internal rallying cry we use to focus our resources on encouraging customers to migrate to both products when they ship. It's important to note that we do NOT want to use this term as part of any external marketing communications, and we should not use the phrase with customers or partners. Having said that, DT95 is the key to our business success in FY96.

Objectives:

- Generate significant market momentum/adoption for Windows 95.
- Successfully launch Office 95; maximize attach rates to Windows 95 sales.
- Ensure that the combination of Windows 95 and Office 95 grows the market (1+1=3) by penetrating new segments and increasing overall upgrade rates.
- Maximize Windows 95, Office 95 and Microsoft complementary product revenues.

Key Strategies:

- Significant marketing efforts prior to and during the launch to build major wave of momentum.
- Unified channel push with sim-street availability ~~wherever~~ wherever practical.
- Increasingly integrated marketing activities as the customer moves closer to purchase.
- Synergistic messaging across all vehicles, with a particular focus on PR.
- Aggressive pre- and post-launch efforts to speed adoption across all segments (LORG, MORG, SORG).
- Integrated resource planning for manufacturing, distribution, sales training, PSS and customer service logistics.

Metrics:

The bullets below summarize our primary metrics for measuring success during the DT95 launch period — unless otherwise noted, these metrics are worldwide. Questions regarding how to measure specific variables in subsidiary markets should be directed to Mike Fulton or Bob Foulon.

Windows 95:

- Windows 95 perceived immediately as successor to Win 3.11, WfW 3.11 and MS-DOS.
- Convert Key OEM Windows licenses to Windows 95 within 60 days of RTM.
- Get 1.5M naked systems converted to Windows 95.
- No competitor (excluding Apple) garners market share on the desktop of greater than 5%.
- Major Windows 95 apps within 90 days.
- 20% WW Upgrade Penetration (12 months).

Office for Windows 95:

- Achieve Office 95/Windows 95 attach rate of 30% (attach rate = DAD apps unit sales as a % of total Windows 95 sales, including OEM).
- Increase OfcPro to 40% of our Office mix (US metric).
- Upgrade 30+% of the Ofc installed base in the first 12 months, including all maintenance (aggressive goal — we will budget for something less than this).
- Maintain Ofc share at ~85-90%; grow/sustain individual apps share to ≥70% with Ofc.
- Retain 10-15% overall pricing premium to competition (more in markets that can sustain it).
- Increase office suite category from 47% of total apps market to 60% (US metric).

Pricing:

Our basic US pricing model is outlined below (average \$ retail prices are shown; official ERPs will be slightly higher). Essentially, we will have an introductory \$30 price reduction for all individual app and Office upgraders. Although we will NOT have a price differential between individual app version and competitive upgraders, we will offer an additional \$40 coupon rebate for Office VUP customers. This will ensure that our “best” Microsoft customers get a special offer at launch. All introductory price offers will last through 12/31/95 (although we’ll review the timing of eliminating the intro price in Sept/Oct). ~~We will of course review these prices after launch to determine what the post introductory period price will be.~~ The bottom line is that the Office upgrade SKUs should get advertised to VUP customers for \$199 (Std) and \$299 (Pro), while individual app upgrades (VUP and CUP) will get advertised for \$99.

Product	New User	Upgrade (Until 12/31/95)	Upgrade (After 12/31/95)
Office Standard	\$475	\$239*	\$269
Office Pro	\$575	\$339*	\$369
Indiv Ofc Apps	\$309	\$99	\$119
Schedule+	\$89 [†]	N/A	N/A
Windows 95 Retail	\$199	\$99	\$99

*Plus \$40 rebate for version upgraders from individual app or Office itself.

[†]Plus \$20 rebate for version or competitive upgraders included in New User SKU.

Primary Message:

The overall message we need to deliver across our communications is that Windows 95 and Office 95 allow you to “Unlock the potential of your PC through access to the full power of your tools”. More specifically:

- “With Windows 95 everyone can unlock the potential of personal computing”

- ⇒ What you do now will be easier and faster
- ⇒ What you want to do, and more, is now possible
- ⇒ Whatever you do will be more fun
- "Office 95: Access the full power of your tools so you can focus on getting your job done"
 - ⇒ Freedom to focus on your work
 - ⇒ Share information easily between applications
 - ⇒ Communicate in a connected world
 - ⇒ Build business solutions

Announce/Availability:

While both Windows 95 and Office 95 will be shown extensively in the late spring and promoted aggressively throughout the summer, the official announcement event will not be held until August 24, 1995. Channel availability for English product will also begin on August 24, 1995. Appendix II contains an updated schedule for localized RTMs and expected channel availability.

Product System Requirements:

- Windows 95 will require that the user have a 386DX or better machine with 4MB minimum. However in order to get optimal app performance we recommend at least an 8MB system. Minimum hard disk space required is 35MB. A VGA capable monitor is required, but SVGA is the recommended option.
- Office 95 requirements will be very similar to Office 4.x. We will require a 386DX (486 recommended) and 8MB to run two apps simultaneously. People running 3 or more apps simultaneously on a regular basis will want 12MB. Overall performance of the apps in these configurations will be ~~substantially~~ as good or better than Office 4.x. Our goal is to keep "typical install" at the same size as Office 4.x (about 60MB for English OfcPro). Minimum and maximum install will increase, but we are still determining actual figures.

III. Public Relations

As usual, both teams have significant efforts to address the entire spectrum of the enthusiast press: analysts, features, news and reviews. For details, contact the individual marketing groups directly. The items below represent a few of the key activities that involve both groups:

- Analyst briefings: We will conduct about 15-20 full day briefings in Redmond to individual analysts (IDC, Dataquest, etc), including some international groups. The primary goal is to educate them on the products, our development process, and why Office 95 will be the best apps for Windows 95 — so that they will be able to comment when weeklies or monthlies contact them. Some of these briefings will be done in tandem, while others will be done separately.
- DT95 tour: In late March/early April, the Office and Windows teams will meet with both US weeklies and monthlies to show "how apps will support Windows 95" with a focus on showing how Office 95 is a great Windows 95 app. The target audience is primarily editors/news writers who cover Desktop apps — many of whom are not well versed on Windows 95 and the apps implications. We will do a limited demo of Office 95 to weeklies and a broader demo under NDA to the monthlies. This will generate news in the weeklies and get the monthlies preped for reviews and first looks. Some subsidiaries are doing similar events in the same timeframe so that there local editions are prepared for the same coverage.
- Reviewers workshops: In May, we will hold a 2 day workshop with comprehensive demonstrations and presentations on Windows 95 and Office 95 specifically designed for the general consumer press. In June, there will be a similar workshop for the industry/industry press. Both workshops will be worldwide events and we will work with you to invite your key press contacts to attend them.
- Consumer press: In addition to the above, there will be a major effort by both groups to dramatically expand our coverage in the general press.
- WinNews: We will continue to use WinNews as our on-line source for the latest information on Windows 95. This is available on CompuServe, AOL, Prodigy, Genie, and the Microsoft Network through a service that sends regular email updates to subscribers. Office is gearing up to provide similar services. We hope to have this up and running on the Microsoft Network in April with some early (already public) information on Office 95 (and standard Ofc 4.x info) and expanding this as the preview program begins in May.

- Contingency planning: We are developing PR plans to address key risks such as press on a “killer bug” (real or perceived).

- Post launch PR management: As with before launch, in the enthusiast press, we will continue to have targeted plans for analysts, features, news and reviews. Once the products ship, all territories need to focus on three important PR tasks.
 - ⇒ Cover the basic block and tackle work to ensure that all of the products receive good reviews and are covered as "best of breed" products.
 - ⇒ Generate broader consumer coverage for the products beyond the industry press. This is our opportunity to capitalize on the consumer reviewer's workshops, the launch event, and other consumer seeding activities. The overall goal is to build momentum for the "second wave" of customers to buy.
 - ⇒ Prepare for stories about bugs, slow moving product, and other generally negative coverage. This is particularly important in the current environment of "piling on Microsoft" and the general focus on quality caused by the Pentium bug. The general strategy is to do significant amounts of work before the products ship to define "quality", demonstrate the extra effort we are doing to produce quality products, and be as responsive as we can to specific issues that arise. In particular, we need to manage/monitor on-line forums very aggressively since this is where much of the "negative PR" gets started today. Although its difficult to be specific, we will have a general contingency plan in place in the event of a major bug.

IV. Pre-Launch Momentum Building

Given the size of the migration that DT95 will bring about, it's critical that we prepare all segments of the market, both in terms of educating and setting expectations with key influentials, and providing training and support for key partners. The joint programs described below are complemented by major efforts by both Windows 95 and Office 95 teams which are specific to each product.

End-User Customer Segment Activities:

Reseller activity around Windows 95 will not integrate Windows and Microsoft applications effectively unless we work with the channel to do so. There is a huge opportunity to sell each and every Windows 95 upgrader other Microsoft products, especially Office. We need to make sure resellers are ready for this opportunity. The challenge is to plan early, build the infrastructure needed to move large volumes of product, train the partners who will be selling it, and define marketing activities that always include applications with Windows.

- Auto demos: We are creating a Windows 95 demo/tour (including interactive component) with a disk and CD version. This will be localized into 13 languages for the subs to use at their discretion. The demo will include code that will analyze the user's system. We will be able to tell the user if their machine is ready for Windows 95 or whether they need to do something to get ready (buy more memory, more disk space, etc.). Office 95 is doing similar demos (in 7 languages), including work for both Office and the individual apps. These will be used both as standalone demos and for Exposition. The Windows 95 and Office 95 demos will be on the same CD. We are also looking at ways to develop and use VidCam videos.
- Ziff demo program: We are negotiating with Ziff Publishing in the US to distribute over IMM CDs with the Windows 95 and Office 95 demo plus other info to help customers prepare for both products. Our goal is for all subscribers or buyers of any of their mags (PC Mag, PC Computing, Computer Shopper, Windows Sources and a few others) to get the demo free. There would be a way for users to download or get the disk version too. We may do this with other publications, and most the European subs are negotiating with their publishing houses to do the demos in huge numbers too (if you have not begun working in this area, you should do so now).
- Channel planning: Our goal is to have specific "account by account" plans for the top accounts (30 targeted in the US) to ensure that we have focused programs at all of our major accounts to move Windows 95/Office 95. In addition to working with the field managers for each account, we will be doing a "key accounts" tour to the senior managers at key accounts in April/May. Note that all of our channel planning and roll-out materials will be fully integrated into one set of kits that will be available for other countries.
- Channel and field training: North American field training will take place at the SE Forum next week as well as during a full District Tour in late April. We will train reps on both Desktop95 marketing/selling programs and the Office applications during the tour. We will also hold customer/channel briefings at the option of the district.
- Coming Soon: We are finalizing plans for a "coming soon" effort that would allow users to pre-book their copies of Windows 95 and Office 95 in advance (in through the North America channel). The goal is to build excitement and early momentum for the products in the channel. This offer will begin 4-6 weeks prior to availability (probably July 15th) and will be preceded by a retail outlet tour to train the channel reps. We expect some channel partners to advertise/promote this, and we are planning a direct mail piece to our "regular upgraders" to encourage them to "act now." We will make an offer available to channel partners to use at the

point of ~~purchase~~ purchase. For example: a \$1-\$2 booklet on "making the move to Windows 95/Office 95" — a fun way to learn about the basics of why Windows 95/Office 95 are great — along with an autodemopak. The channel will also offer autodemopak for customers to review.

- World Tour: This tour is designed for influential end users to get them pumped on the products. Windows 95 will be the draw and lead but this will include Office 95 as well. During the months of May through July, we currently plan to visit 21 cities in the US with a goal of reaching at least 2K key influential attendees per city. Many subsidiaries are planning similar events.
- AliBaba/Exposition: The Windows 95 CD product (US and localized) will include Microsoft Exposition, which will be an on-line catalog containing product information and interactive demos on other Microsoft products. Note that we will NOT include the "unlock" technology so anyone reviewing the catalog will be referred back to resellers for purchases.
- Tradeshows: Given that Windows 95 will be widely displayed and demoed at tradeshows between now and launch, Office will take a more aggressive approach to showing the product than we have in the past. We showed a very limited version of Office 95 at last fall's Comdex and more recently at Cebit. Broader exposure for Office 95 will first occur at Tech Ed in late March where we will have a session on how to plan for the migration to Office 95 with a sneak preview of the product. In April, selected portions of Office 95 will be demoed in BillG's keynote at Spring Comdex as well as shown in the ~~theater~~ theatre on the floor. By late June at PCExpo, we will be demoing Office 95 exclusively and will be showing the full product. Office 95 demos at major subsidiary tradeshows will follow the same leak timing. Finally, we are considering an "enthusiast event" (currently looking at the NY User Group before PCExpo) to generate excitement and kick off the Coming Soon program.

Organization Customer Segment Activities:

Corporate migration to Windows 95 (and therefore Office 95) will start late (CY96) and occur slowly (2-3 years) unless Microsoft drives it aggressively. In fact, 76% of MORG/LORG customers don't plan to begin deploying Windows 95 until 1996 (March 1995 OS Tracker Study). Windows 95 represents a huge change for organizations who have standardized on Windows, and IS managers are anxious about and overwhelmed by the challenge of upgrading their desktops to Windows 95 and new applications. They will wait because they assume Windows 95 is not ready to deploy until release 1.1 (ala MS-DOS 6.0, Windows for Workgroups 3.1, Windows NT 3.1). They will move slowly because they lack the skills and resources to sell, plan and implement the deployment. Without our help, LORGs will typically take 6 months of planning to prepare for roll-out rollout, and the customer can get blocked at any point in the planning cycle.

The revenue opportunity moving organization desktops is huge — nearly \$3 billion \$3BN in the U.S. alone. The overall objective of our efforts is to make Windows 95 and Office 95 adoption happen soon and fast, while strengthening the channel and cross-selling System Management Server. Specifically this means:

- Get 75% of LORGs, and 50% of MORGs, to begin deploying Windows 95 and Office 95 for production use within 60 days of product launch (September 30, 1995).
- Compress the adoption cycle from 36 to 18 months. Achieve 30% upgrade rate of Windows 95 and Office 95 on current Windows and Office systems within 7 months of launch (February 28, 1996).
- Identify opportunities for effective trial of System Management Server. We will be successful if 20% of LORG's use System Management Server to deploy Windows 95 and Office 95, at least on a pilot basis.
- Build a strong channel infrastructure to offer Windows 95 and Office 95 migration services, System Management Server migration services, and increase sales of Select (esp. MOLP) contracts.

The joint programs that will be implemented before launch to achieve these objectives include:

- TrainCast: this is a series of 8 technical training sessions on Migrating to Windows 95 (including some Office content) broadcast via MSTV from January through May. MSTV reaches over 2,000 corporate sites, 150+ "host" sites (open to public) and 13mm households via cable TV. Videotapes are available at cost via an 800#. Beginning Beginning in April, we will use Office's own show on MSTV to supplement the Windows 95 training sessions. By late May, we will be running 2 hour broadcasts which will focus on Office deployment as well as review key product feature.
- Technical training for partners: Both Windows 95 and Office 95 will have a similar set of technical training materials, ranging from self-study (Resource Kits and TrainCast videos) to formal classroom training offered through ATEC's. We are also developing an exam that will be used to qualify SP's as "migration specialists" to whom we will pass referrals from customers who are planning deployment of Windows 95 and Office 95. In

addition, we are developing Support Engineer and End User Certification Exams for both Windows 95 and Office 95 which will be available at launch.

- Windows 95 Preview Program : WPP is the broad corporate evaluation program for Windows 95. It will be available at the end of March and will include 400K sites globally. When customers enroll (for US \$32 including shipping), they will receive Windows 95 Beta 3 release on CD-ROM and 3.5" diskettes with a license to install it on 5 systems at a business site (with option to request additional licenses from PSS to conduct deployment tests); Windows 95 Migration Planning Kit described below on CD-ROM, and free phone support through PSS until launch.
- Office 95 Preview Program: OPP is the broad corporate evaluation program for Office 95 which will only be available in English. It will begin in mid-May and cover roughly 75K sites. For no charge, customers will receive the Office 95 Marketing Beta release on CD-ROM (if customers want diskettes, they will need to pay ~\$50 for 3.5"), the Office 95 Migration Planning Kit on CD-ROM, and free Phone support through PSS until launch.
- Channel participation in WPP and OPP: Solution Providers will automatically receive the beta and will be entitled to install the beta at 5 customer sites (5 desktops per site) if they provide support. Outbound Resellers have the option of directly distributing the beta to their customers, but support will be handled by Microsoft.
- Migration tools and milestones: Both Windows 95 and Office 95 will have a "Migration Planning Kit" which provides a complete collection of tools to plan and implement the deployment in an organization. The kits will ship first with the WPP and OPP, and also be available separately. A complete listing of tools is included in Appendix III.
- Early Migration Program: Windows 95 has ~~targeted~~targetted high visibility corp customers to move a significant number of users (from 500 to 2,000) to Windows 95 between RTM and launch. These companies will provide PR at launch. 13 customers have been identified in N. America (including Deloitte and Touche, ATT, Sprint, Fed Express, Ford, J&J, Coca-Cola, Dow Chemical, Saturn, NASA, Xerox, etc....) and each key subsidiary should have at least one EMP customer as well. Office has 5 accounts targeted for participation in EMP (J&J, Saturn, 3M, AirTouche, Weyerhaeuser/or Deloitte). Office EMP involves installation of Office 95 on 100 desktops.
- Organization Migration Program: To drive evaluation and adoption with the broad base of companies beyond just the early adopters who participate in WPP and OPP, Microsoft N. America will execute a comprehensive seeding program with high potential SMORG customers (defined as companies with which MS has no 1:1 account relationship and as small as 50 employees in size). This program will combine a variety of activities to lead customers through migration and identify barriers to adoption and overcome them, including:
 1. Direct mail seeding offers of Windows 95 and Office 95
 2. Telesales followup with selective offers of migration tools, training and support
 3. Seminars on both "why to move" and "how to move"
 4. On-site migration services from qualified migration specialistsAll these activities will be conducted in combination with channel partners and the field. A critical element in the program will be a central repository of data on the status of the customer in the adoption cycle, and "closed loop" tracking of customer participation in seminars and work with migration service providers.

V. Launch and Demand Creation

Once we have product available in August, we need to capitalize on the momentum we have already built AND put in place programs and plans to build the "second wave" of demand. Note that given the scale of what we are trying to accomplish and the number of products/language versions we will be releasing, we have to do an excellent job of managing and executing logistics if we hope to be successful. Here are the key demand generation tactics we will utilize:

- Launch event: In many ways, the launch event being planned for August is really the culmination of a "rolling launch" based on our momentum generating activities — particularly the Preview Programs and Coming Soon plans. Our goal is to use the launch as a platform to kick-off a broader consumer based phenomenon that will generate excitement for the products and drive people into the stores. To do this effectively, we are currently reviewing multiple proposals to generate a "big idea" that can create the kind of major noise/news we need. We will have the final concept selected in early April and expected to be the largest, most creative launch event this company has ever done.
- Advertising: A broad advertising push will kick off in both consumer and industry press at the time of launch. This will include a major TV campaign for Windows 95 as well as closely related business/consumer print campaigns for both Windows 95 and Office 95. While there are no plans

for joint advertising, we will utilize media placement and the general brand look to tie the work together. In addition, the Office advertising will incorporate significant Windows 95 (and BackOffice) content as important sub-themes in both the broad media and industry press campaigns. Promotional advertising for the launch will be driven by resellers utilizing marketing opportunity funds and our materials. We will strongly encourage them to advertise and merchandise Office 95 and Windows 95 together.

- Direct marketing: Our direct activities will be organized into two basic components: promotions to end users (from our reg base) and business-to-business efforts. In the end user area, we will utilize an Office 95 upgrade mailing or a Desktop apps catalog (which includes all products) to our own reg base with an emphasis on targets we can identify outside of MORG/LORG ~~aMorg/Lorg~~ accounts. This will include Windows 95 since the "batteries" are required. In addition, 3XMM Windows registered names will be contracted out to key Direct Marketing Resellers who will offer both Windows 95 and Office 95 apps upgrades. On the business-to-business front, the Windows 95 team has developed a highly qualified prospect list of 80K key individuals in 52K medium-size business sites (representing nearly 8MM PC's) who will be targeted for the Windows 95 Preview Program. Office will leverage this prospect list (and those who participate in the Windows 95 Preview Program in particular) as a lead generation source. First we will offer the Office 95 Preview Program to them — we will then mail either Office 95 information or an Office 95 upgrade notice depending on the accounts participation in the Office 95 preview program. In both the reg base and business-to-business efforts, we will include lead generation efforts (new Windows 95 registrations, responses to ads, etc.) and make appropriate direct mail offers to them.
- Channel promotion: Our primary objective is to cross-sell buyers of Windows 95 to other MS products, with an emphasis on Office 95. Since this is the point closest to product purchase, our Windows 95/Office 95 activities will be fully integrated from the account planning phase all the way through to the actual merchandising, demand generation work, and offers. We are preparing a set of joint kits to help the channel plan their programs, prepare advertising and merchandising, and train their reps. We will also conduct joint RSP training through a temp-reps tour. Depending on the channel, we will work with accounts to customize their offerings. For example, for price point and target audience reasons, some retailers will focus on selling Word/XL/Access upgrades and Consumer products while outbound accounts will concentrate on Office 95 and BackOffice. In terms of our demand generation efforts, our end user offer focuses on the special Office 95 pricing — "the best new apps for Windows 95 at great introductory prices." We will rely primarily on the channel to drive demand through local advertising using Windows 95 availability as the key factor moving consumers to the store.
- Organization Customer segment activities: The campaign activities that began prior to launch will continue through launch and post launch. Organization Migration Program will continue through 1996 until target penetration levels have been reached. In addition, Organization Migration Program will be complemented by specific Windows 95 and Office 95 advertising of adoption success stories (eg, with Early Migration Program customers) and press coverage of the migration.
- Manufacturing and logistics: In terms of forecasting Office sales, all subs have received an FY96 forecasting template to use as a guide for producing local forecasts for Office 95. This tool is intended to look at forecast scenarios for the 16-bit/32-bit situation, attach rates, varying Windows 95 forecasts, etc. The model can be found at \\ofcpush\marketing in the \\forecast\adadfcst1.xls directory (password = srebmun). In terms of forecasting Windows 95 sales, all subs have provided their initial forecasts. ChrWild has integrated them into a worldwide forecast and is reviewing outliers with individual subs to reach a final forecast. In addition, Manufacturing has asked their operational contacts to provide information in order to lock-in capacity at key suppliers for this huge launch. If you have questions about this process, contact your operations pipe manager.

A key element of our logistics plan is putting in place a timely feedback loop from the channel. In the U.S. each of our key reseller partners will be providing daily sell-through reporting for Windows 95 and Office 95 applications. Through this feedback we can quickly adjust our manufacturing plans to synch up with actual product demand, saving substantial inventory costs.

VI. Windows 95 Specific Plans

- IS advertising campaign for Windows 95: at the end of March we will begin a campaign designed to educate the IS professional about the benefits of Windows 95 for organizations, and point them to sources for more information to get prepared (eg, Windows 95 Deployment Guide on WinNEWS). The campaign will begin with an insert, and follow with multiple spreads over a 3 month period, culminating in a spread which will communicate that the product is ready for deployment. Total reach in N. America will be 75% of 2MM IS professionals with a frequency of 9.4x.

- Competitive Tactics: We are ~~continuing~~ continuing to conduct benchmarks on product features, performance and app compatibility for OS/2 Warp, Win 95 and the Mac OS. The audience for these is all ~~internal~~ internal groups, the press and the field. By the end of April we will be creating a contingency plan that takes into account Apple and IBM's possible competitive moves and our responses. These will be distributed to a select internal audience only.
- Verbatim demo program: We expect to distribute 7MM disk copies of the auto demo approximately a month before launch via a worldwide program with Verbatim. The user buys a box of disks and gets a free 11th disk with the Windows 95 demo on it. The cost to us is only cost of demo creation. There's not enough space to include the Office 95 demo, although we are looking into including a screen about Ofc.
- Special "Gold Edition" box for strategic partners: We plan to hand out specially designed boxes of Windows 95 as gifts to select partners (details need to be worked out)
- Channel training: Train 15,000 sales reps through on-site events, district training, World Tour, TrainCast, and a third party outlet tour.
- Multimedia and Mobile tactics: These key technologies require separate targeting. Our efforts for MM will include: launching a Games Developer Kit at Game Developer Conference in April; publishing a Windows MM and Windows Games support white papers by launch; building presence in key MM specific trade events and publications (Wired, Next Generation, CES, Siggraph); driving a major promotion based on CD+ sample disks etc. To promote mobile technology in Windows 95 we have a separate Mobile section in Reviewers' Guide. We are seeding the field with Windows 95 Portable PCs to demo mobile features to corporate accounts, driving Mobile execution of industry "partnership" advertising and ensuring a significant mobile presence at major tradeshow.

VII. Office Specific Plans

The Office 95 marketing plan includes three key campaigns: Desktop 95 (covered above), Platform 95, and Outreach 95. The sections below provide a brief summary of the work we are doing for the latter two campaigns plus an update on our Macintosh marketing plans.

Platform95:

The Platform95 initiative is being jointly driven by Office Marketing and Developer Marketing. Our goal is to establish Office as a solutions platform to key audiences: developers, computer professionals and business decision makers. Platform in this context means a suite of tools, an environment on which solutions are built, and a complete end user environment for which third party applications are available and custom solutions easily built. We want users to associate Microsoft Office with personal computing; make it the baseline functionality that users associate with their PCs.

Objectives:

- Build awareness, evidence and usage of Office as a platform and an integrated suite of tools among business decision makers, developers, computer professionals, and industry influencers.
- Build brand value for Office Compatible, grow applications to 500 worldwide from targeted ISVs
- Build a 1,000+ member corps of solutions developers that have viable businesses based on building customer Microsoft Office Solutions
- In the long term, establish Office as the standard computing environment ("platform") for business computer users.

Messages:

- Office Solutions, based on proven Office technology, allow users to make better decisions and complete tasks in less time.
- Reduce development backlog through rapid turnaround of solutions development.
- Office Professional provides a comprehensive set of tools to quickly and easily build powerful custom solutions.
- Office Professional forms the core of Microsoft's component-based development strategy: VBA common language, rich object models, and OLE support. Access95 has VBA.

- Office Professional provides easy programmatic access to BackOffice services for building enterprise solutions.
- Office Professional brings with it a broad base of branded Office Compatible applications.

Tactics:

- Distribute Office Professional development tools/information through all available developer targeted channels.
- Conduct Office Compatible Developers Conference in March to provide both marketing and technical product briefings to ensure that vendors have apps in beta or shipping at the time of the DT95 launch.
- Use Access95 launch to communicate improved Office programmability story, emphasizing VBA and Excel integration.
- Develop effective Office Solutions demos for Office 95 and BackOffice.
- Field marketing:
 - ⇒ Use the Office Solutions Push program, with its Roadmap and Seminar Kit, to drive Office/BackOffice seminars and marketing.
 - ⇒ Use Executive Briefing Center to demo and drive Office Solutions story.
 - ⇒ Ensure the field hosts MSTV events covering Office Solutions.
- Public relations:
 - ⇒ Place Office Solutions case studies in the business press, trade press, and developer press.
 - ⇒ Use MSDN, TechNet, Microsoft Network, the Internet and CompuServe to reach a broad audience of technical professionals.
- Advertising: Develop and place Office Solutions ads in trade and developer press; include Office Solutions message in Office broad-reach communications.
- Trade shows: have an Office Solutions booth and demo at all appropriate trade shows.

Outreach95:

Outreach 95 is an explicit effort to broaden our revenue base beyond our traditional segments to reach new users. In particular, as our large account business matures and becomes an upgrade business, we need to be more successful in new markets or areas where we are under-performing relative to our average share and revenue generation.

Objectives:

- Generate growth in markets where we have ~~under-performed~~ underperformed, such as SORG and Home.
- Penetrate low share verticals.
- Increase our share of the DOS switcher market.
- Increase Office PR presence in broad reach media.

Strategies:

- Execute targeted small organization marketing programs.
- Focus vertical marketing efforts at low share verticals that we can leverage.
- Execute an ongoing plan to generate PR in broad reach media.
- Capitalize on on-line marketing as a proactive PR medium and emerging marketing tool.
- Use OEMs opportunistically to reach new users and switchers.

Tactics:

- Launch Microsoft Small Business Pack for Office 95 (OSBP), an add-on set of templates that provide solutions to common small business needs (probably US ERP \$79.95). We will use OSBP as a key messaging and promotional offer in all SORG efforts. OSBP will not be localized by Microsoft, but we are working with subs to provide information to ISVs in local markets which will allow them to develop similar products.
- Launch Business Source v2.0 with Windows 95/Office 95 content to target version upgraders in addition to DOS switchers. This is an extension to our Business Source campaign running today which provides an 800 number plus switcher tools, special PSS support, and customer and channel

referrals to people who are switching to Microsoft applications. This will be our key SORG sustaining effort in North America.

- Focus on three low share verticals, with the appropriate product team owning the initiatives: Excel/Accounting, Word/Legal, and PowerPoint/Sales and Marketing. Note that Access plays an important role in each of these areas as the tool that manages a SORG's business data.
- Evaluate several broad reach PR "campaigns" (with the leading candidate being "Office for a New Age") to establish Office leadership and provide an ongoing mechanism to promote Office successes in other areas (eg. SORG, verticals, testimonials). The "New Age" campaign would have multiple components:
 - ⇒ The Microsoft Office Report on the State of American Business - a MS-sponsored report on business trends and opportunities written by respected academics and business thinkers
 - ⇒ MS Office for Business Innovation Awards - recognition of top 100 companies implementing innovation/leading edge technology solutions built on MS platforms, awards delivered at black-tie event by BillG
 - ⇒ MS Individual Innovation Awards - similar to above, recognizing individuals who have used MS technology in innovative or surprising ways.
- Execute opportunistic event-driven, theme and testimonial PR tactics. First, we will leverage highly visible events such as the Academy Awards, NCAA Final Four, G7 meetings, etc. to gain Office PR (for example, create an Academy Awards Worldwide Web home page using Microsoft Word and have an on-line "vote for your favorite star" contest). Second, we will seed user success stories to associate Office with in-the-news themes such as healthcare reform, women in business, minority enterprise, education, large corporate downsizing. Third, we will aggressively find and use customer testimonials by targeting users involved in newsworthy industries, users with celebrity appeal, users using Office in unusual and surprising ways, or pushing the envelope in technical innovation.
- Proactively monitor and quickly respond on key on-line forums such as MSN, AOL, CompuServe, etc. We will use a combination of MS and third party contractors to structure support and chat forums to contain negative on-line threads, broadly distribute marketing and technical information (including using MS' worldwide web page), create self-sustaining technical user forums, and point to formal MS support resources.
- Focus on Microsoft Network as the key on-line service to develop and deliver new marketing approaches. This will include both monitor/response as above, as well as more aggressive approaches to using MSN as a proactive marketing tool in direct marketing, advertising, and PR. For launch, we will set up MSN forums for end users and computer professionals to receive marketing and technical information, access chat forums, get technical support, etc. Post-launch we will expand our focus to channel and SP partners, target verticals, SORGs and LORGs, test new direct marketing, advertising and research approaches, etc.
- Continue with our current strategy to use single app OEM bundles to respond to low price competitive suite bids, and opportunistically cut Office deals for high volume opportunities.

Macintosh Marketing Update:

The last 6 months have been very difficult for Mac apps. Customers have been slow to adopt our new versions due to perceptions of poor performance and, to a lesser degree, concerns that they did not support the Mac UI well. We are at about 80% of plan worldwide and our \$ per Mac sold have continued to decline. Furthermore, we will have no updates to the Mac apps until the fall of 1996. With this in mind, we will pursue a three phased approach to our Mac marketing efforts: first, we must transition out of the difficult situation we have today; second, we will "re-launch" the apps; and third, we will pursue more normal sustaining marketing activities.

Objectives:

- Build an annuity revenue stream based on upgrading the installed base.
- Regain historic Mac penetration levels with a modest marketing investment.
- Maintain market share relative to ClarisWorks.
- Grow the business in selected areas where Mac sales are growing.

- Focus on customer satisfaction, regardless of whether the customer is primarily a Win or Mac user.

Strategies:

- Focus marketing efforts on the PowerMac platform to capitalize on market transition.
- Optimize marketing to influence upgraders since they are our primary revenue source.
- Push efforts in SORG/SOHO since this is where Apple business sales are strongest.
- Dedicate significant resources to aggressive press management and "on-line" communications; intercept negative perceptions of Microsoft before they can build.
- Ramp up market research to prepare for the next version of PowerMac Office in late 1996.

Tactics:

- Phase I: Transition (Now to August 1995)
 - ⇒ Conduct editor briefing days to turn PR coverage from performance to new capabilities in products.
 - ⇒ Focus advertising on factual presentations of apps strengths and how the maintenance releases have addressed many performance issues.
 - ⇒ Lead with individual apps messages since Mac users have not caught on to Office.
 - ⇒ Drive upgrade sales through major direct mail campaign through channel DMRs.
 - ⇒ Provide sales tools that focus on migration to new generation of apps.
- Phase II: Relaunch (August to December 1995)
 - ⇒ Use advertising and other communications to launch a more Mac-like personality.
 - ⇒ Re-launch apps at Mac World Boston in August — focus on PowerMac apps.
 - ⇒ Conduct second-wave user group tour to drive IEU/"Machhead" perceptions.
 - ⇒ Focus fall promotion on upgrades with a value added bundle (possibly Quicken or Bookshelf).
 - ⇒ Consider upgrade price or promotion for ClarisWorks users.
 - ⇒ Leverage Apple PowerMac marketing opportunities (still TBD).
- Phase III: Sustaining (1996 — plans still TBD)

Platform95

~~TO BE PROVIDED BY PATBE/ERICWELL~~

Outreach95

~~TO BE PROVIDED BY JOANMO/MIKEHEB~~

Appendix I

This spreadsheet summarizes the Windows 95 and Office 95 availability situation for each language on August 24, the proposed date of the US/English announcement.

Worldwide RTM & Ship dates for Windows & Office '95

Enter announce or street date here:

Please see explanations at bottom of page.

US Off 95 RTM=Win95+2 weeks

Tier	Language	Loc deltas		Build time	RTM		Inventory built		Street date:		
		Win 95	Off 95		Win 95	Off 95	Win 95	Off 95	Win 95	Off 95	
1	Eng. US	0 d	0 d	6 w	12-Jun	27-Jun	24-Jul	8-Aug	Ship	Ship	
	Eng. A	0 d	0 d	6 w	12-Jun	27-Jun	24-Jul	8-Aug	Ship	Ship	
	Eng. Z/AA	n/a	10 d	6 w	n/a	7-Jul	n/a	18-Aug	n/a	Ship	
	Eng. EE	14 d	n/a	4 w	26-Jun	n/a	24-Jul	n/a	Ship	n/a	
	German	7 d	30 d	4 w	19-Jun	27-Jul	17-Jul	24-Aug	Ship	Ship	
	French/FC	7 d	40 d	4 w	19-Jun	6-Aug	17-Jul	3-Sep	Ship	3 w build only	
	Italian	21 d	30 d	4 w	3-Jul	27-Jul	31-Jul	24-Aug	Ship	Ship	
	Spanish	21 d	40 d	4 w	3-Jul	6-Aug	31-Jul	3-Sep	Ship	3 w build only	
	Swedish	21 d	45 d	4 w	3-Jul	11-Aug	31-Jul	8-Sep	Ship	2 w build only	
	Japanese	90 d	90 d	4 w	10-Sep	25-Sep	8-Oct	23-Oct	Not RTM'd	Not RTM'd	
2	Dutch	21 d	55 d	4 w	3-Jul	21-Aug	31-Jul	18-Sep	Ship	1 w build only	
	Brazilian	21 d	55 d	4 w	3-Jul	21-Aug	31-Jul	18-Sep	Ship	1 w build only	
	Danish	35 d	65 d	4 w	17-Jul	31-Aug	14-Aug	28-Sep	Ship	Not RTM'd	
	Norwegian	35 d	75 d	4 w	17-Jul	10-Sep	14-Aug	8-Oct	Ship	Not RTM'd	
	Portuguese	55 d	90 d	3 w	6-Aug	25-Sep	27-Aug	16-Oct	Ship	Not RTM'd	
	Finnish	45 d	80 d	3 w	27-Jul	15-Sep	17-Aug	6-Oct	Ship	Not RTM'd	
	Chin. Trad.	90 d	90 d	4 w	10-Sep	25-Sep	8-Oct	23-Oct	Not RTM'd	Not RTM'd	
	Korean	90 d	90 d	4 w	10-Sep	25-Sep	8-Oct	23-Oct	Not RTM'd	Not RTM'd	
	3	Czech	90 d	85 d	3 w	10-Sep	20-Sep	1-Oct	11-Oct	Not RTM'd	Not RTM'd
		Polish	90 d	90 d	3 w	10-Sep	25-Sep	1-Oct	16-Oct	Not RTM'd	Not RTM'd
Hungarian		100 d	95 d	3 w	20-Sep	30-Sep	11-Oct	21-Oct	Not RTM'd	Not RTM'd	
Russian		100 d	100 d	3 w	20-Sep	5-Oct	11-Oct	26-Oct	Not RTM'd	Not RTM'd	
Turkish		110 d	110 d	3 w	30-Sep	15-Oct	21-Oct	5-Nov	Not RTM'd	Not RTM'd	
Greek		110 d	110 d	3 w	30-Sep	15-Oct	21-Oct	5-Nov	Not RTM'd	Not RTM'd	
Catalan		120 d	120 d	3 w	10-Oct	25-Oct	31-Oct	15-Nov	Not RTM'd	Not RTM'd	
Slovenian		120 d	120 d	3 w	10-Oct	25-Oct	31-Oct	15-Nov	Not RTM'd	Not RTM'd	
Chin. Simp.		120 d	120 d	3 w	10-Oct	25-Oct	31-Oct	15-Nov	Not RTM'd	Not RTM'd	
Arab./US		180 d	180 d	3 w	9-Dec	24-Dec	30-Dec	14-Jan	Not RTM'd	Not RTM'd	
Heb./US	180 d	180 d	3 w	9-Dec	24-Dec	30-Dec	14-Jan	Not RTM'd	Not RTM'd		
Arab./FR	180 d	180 d	3 w	9-Dec	24-Dec	30-Dec	14-Jan	Not RTM'd	Not RTM'd		
Farsi	n/a	180 d	3 w	n/a	24-Dec	n/a	14-Jan	Not RTM'd	Not RTM'd		
Thai/US	120 d	120 d	3 w	10-Oct	25-Oct	31-Oct	15-Nov	Not RTM'd	Not RTM'd		
4	Bulgarian	n/a	150 d	3 w	n/a	24-Nov	n/a	15-Dec	Not RTM'd	Not RTM'd	
	Romanian	n/a	150 d	3 w	n/a	24-Nov	n/a	15-Dec	Not RTM'd	Not RTM'd	
	Estonian	n/a	150 d	3 w	n/a	24-Nov	n/a	15-Dec	Not RTM'd	Not RTM'd	

Delta relative to US RTM.
 - Win95 deltas are 45-90 for Tier 2, 90-120 for Tier 3. For calculations purposes, a specific date within the range was assigned to each language here.
 -P & F1 are Tier 3 languages for Office, but are included in Tier 2 here to map to Win95.

Number of weeks needed to build inventory and fill in channel, for each product.
 - Potential capacity problems due to Win and Off overlap not considered here.
 - Manufacturing feedback will be requested to refine these numbers.

For each product, RTM date for each language is: Product US RTM + delta

For each product and language, inventory built time is added to RTM date to calculate ship date.

For a given Street date entered at top, these columns show the status of each product and language version:
 1. "Ship": Inventory defined in "Build time" has been built.
 2. "x w build only": RTM'd but inventory not fully built.
 3. "Not RTM'd".

Appendix II

Migration Tools and Milestones

Both Windows 95 and Office 95 will have a "Migration Planning Kit" which provides a complete collection of tools to plan and implement the deployment in an organization. The kits will ship first with the WPP and OPP, and also be available separately. They will include the following tools:

Customer Tool	Description	Date
Intro Presentation/Demo	PPT w/notes, demo script, setup instructions for use in providing an introduction to the product	Windows 95: 3/15 Office 95: 4/1
Business Case Collateral	Collateral summarizing key benefits of Windows 95 for organizations with evidence	Windows 95: 3/15 Office 95: 4/1
Feature Review	Comprehensive description of product features	Windows 95

		5: 3/ 1 O ffi ce 9 5: 4/ 1
Deployment Guide	Guidelines for how to create a deployment plan	in W R K; 3/ 1 5 in O R K; 4/ 1
Resource Kit	Comprehensive technical documentation on how to plan and implement the deployment	W in d o w s 9 5: 3/ 1 5 O ffi ce 9 5: 4/ 1 5
Deployment Plan Gantt Chart	Microsoft Project file template	W in d o w s 9 5: 3/ 1 5 O ffi ce

		9 5: 4/ 1 5
Support Resources Listing	Complete list of information and training sources, including WinNEWS and TrainCast	in W R K: 3/ 1 in O R K: 4/ 1 5

Field /Partner Tool	Description	Date
Windows 95 "Benefits and Features" SIB	PPT w/notes, demo script, setup instructions for explaining to IS professionals why they should deploy the product.	W i n d o w s 9 5: 3/ 1 5 O f f i c e 9 5: 4/ 1 5
Office 95 "Benefits and Features" SIB	PPT w/notes, demo script, setup instructions for explaining to IS professionals why they should deploy the product.	W i n d o w s 9 5: 3/ 1 5 O f f i

		ce 9 5: 4/ 1 5
Windows 95 "Migration Strategies and Tactics" SIB	PPT w/notes, demo script, setup instructions for educating IS professionals to plan and implement migration	Win d o w s 9 5: 3/ 1 O ffi ce 9 5: 4/ 1 5
Office 95 "Migration Strategies and Tactics" SIB	PPT w/notes, demo script, setup instructions for educating IS professionals to plan and implement migration	in W R K; 3/ 1 5 in O R K; 5/ 5
Evaluation Kit (Office only)	Kit designed to get corporate accounts to standardize on Office.	5/ 5/ 9 5
Migration Partner Business Case	8 page collateral explaining why partners should build migration services to capitalize on the Windows 95, Office 95 and System Management Server migration opportunity.	3/ 1/ 9 5

Note: Windows Resource Kits will be localized by the corporate product marketing team. Other tools can be localized as needed by individual subsidiaries.

The tools listed above will help drive customers through a series of steps required to plan and implement a successful migration. In field experience we have identified six milestones leading up to product roll-

outrollout. Each of these milestones is marked by a discrete deliverable which should be measured and tracked to ensure progress toward goal:

Milestone	D a t e (L O R G)	Win dows 95 Deliv erabl e	O f f i c e 9 5 D e l i v e r a b l e	Syst em Mg mt Ser ver Deli vera ble
Evaluation Kick Off	F e b	kick off repor t		
Eval Team formed; checklist of milestones complete	F e b	Team roster , Miles tones list		SM S testi ng begi ns
First phase internal test; complete Pilot Deployment Plan	M a r c h	Test repor t/bug s filed; deplo ymen t pilot plan comp lete		
Pilot deployment test complete	A p r i l / M a y	Pilot repor t	B r i e f i n g r e p	SM S used for pilot test

			o r t, P i l o t P l a n	
Deployment plan complete	J u n e	Depl oyme nt plan	D e p l o y m e n t t e s t	SM S used for pilot test
Final test	J u l y	Test repor t	D e p l o y m e n t p l a n	Dep loy men t plan
Deployment begins	A u g u s t	Instal l!	I n s t a l l !	Inst all!

Desktop 95 Reseller Channel Tools List

In addition to the above tools for customers and the field, the following tools are available to train and equip our resellers:

T	Purp	Contents	D	Ho	O
---	------	----------	---	----	---

o o o	use		a t e A v a i l	w to G e t i t	w n e r
L o n g L e a d K i t	A p l a n n i n g t o a i d i n f o r e c a s t i n g l o g i s t i c s p l a n n i n g a n d p r e l i m i n a r y p l a n n i n g o f l a u n c h m a r k e t i n g a c t i v i t y	<ul style="list-style-type: none"> • SKUs (including MLP, AE, NFR, UG) Product name, description, system requirements & media • UPC Codes • ERP, Dist net cost • Special Ts&Cs • Dimensions & weight for retail boxes & masterpacks • Pallet quantity & weight • Order estimating worksheet (ROQs) • Marketing information & programs • Channel Rebates • End & Organizations Programs • Demand Creation Plans • Key Dates • Illustrations of merchandising skus 	3 / 2 7 / 9 5	C o n t e n t w i l l b e p r o v i d e d o n t h e n e t l o f c o s t p u s h i n g m a r k e t i n g a c t i v i t y	M a r y m s / L i n d a l e
S e l l - i n K i t	A c c o u n t P l a n n i n g T o o l	<ul style="list-style-type: none"> • Cover letter • POS concepts for Coming Soon and launch • Trash and trinkets order form • Mktg. program overview sheet • Marketing Materials List • Note sell-in kit and ad kit will be shipped concurrently 	4 / 1 4 / 9 5	S a m p l e s t o b e s e n t / S c a n n e d i m a g e s p o s t e d t o t h e	H e i d i M o r / K i m Y o

				net llofc pus hvm ark etn gvnt lch ann el	
A d K i t	Provi de materi als for accou nts to build ads, direct marke ting materi als, etc	<ul style="list-style-type: none"> • Carton box slides (front and side all products) • Screen shots (all products) • Ad sticks all products • "Coming Soon" ad sticks • Advertising templates • DT 95 ad slicks • Logo slicks • Box mock ups • Trash & Trinket order form 	4 / 1 4 / 9 5	Sa mpl es to be sent /Sc ann ed imp age s post ed to the net llofc pus hvm ark etn gvnt lch ann el	J o l i e L / L i n d a L e
" C o m i n g S o o n " M e r c h	Provi de merch andisl ng materi als to help resell ers annou nce and accep t order s for produ ct prior	<ul style="list-style-type: none"> • Counter Card • RSP Button • Poster • Demo toppers • Possibly some way to provide customer incentive to pre-order their product 	6 / 1 6 / 9 5	Ima ges Pos ted to the net llofc pus hvm ark etn gvnt lch ann el	H e l d i M o r / K i m Y o

K i t	to street date				
L a u n c h M e r c h a n d i s i n g M e r c h a n d i s i n g K i t	Provi de merch andisi ng materi als at launc h	<ul style="list-style-type: none"> • Instruction sheet • RSP gift • Counter card/Counter card • Clear acetate sticker • Shelf Talkers & Laminated Card (MS Win 95 products) • Demo Wrappers (MS Win 95 products) • Sample Merchandising sheets (retail and DMR) • Orderable Items: (costs associated) • Info Center Wrapper • End Cap / poster artwork • MS perm. fixture header card • Oversize Product Boxes (Win95 & Office 95) • Double-sided Banner 	7 / 1 5 / 9 5	Ima ges Pos ted to the net \\ofc pus h\m ark etn g\nt hch ann el	H e i d i M o r / K i m Y o
R S P T r a i n i n g	Provi de top level produ ct info and cross- sell mess aging to sales peopl	<ul style="list-style-type: none"> • Datasheet • Fast Fact • Telemarketing Guide • Monitor Template with key information on product • Training opportunities summary: World Tour, district events, etc. 	4 / 1 5 / 9 5	Sa mpl es sent /con tent post ed to the net \\ofc pus	H e i d i M o r / L i n

K i t	e	<ul style="list-style-type: none"> • Interactive Demo • Sales Flow Chart • Sales training video 		h\m ark etn g\nt hch ann el	d a L e
-------------	---	--	--	---	------------------