

To: Steve Ballmer, Brad Silverberg, Ron Davis, Mark Chestnut, Brad Chase,
Michael Merker, Tom Lennon, Bill Heningsgard, Ben Algaze, Andy Hill,
Eric Straub
From: Richard Freedman
Re: Final DOS RUP Pre-Release Corporate Accounts Plan

This plan addresses DOS RUP corporate marketing activities before release; a post-release plan is forthcoming.

OBJECTIVES

1. Promote widespread awareness in Fortune 1500 corporations and large government agencies.
2. Communicate the compelling benefits of upgrading to the above accounts.
3. Begin the product evaluation cycle early in order to leverage announce publicity.
4. Identify high potential accounts and focus on them to generate early commitments and references.

COMPETITION

* Pain of Upgrading: Corporations need a compelling reason to upgrade their DOS. They view large disk support as the only incremental benefit of DOS 4.01, and that is not enough. Furthermore, DOS 4.01's buggy legacy, particularly its network incompatibilities, has made corporations wary of any DOS upgrade. Many force their OEMs to ship DOS 3.3 with new PCs, and it has become the de facto standard. Although viewed as a do-nothing OS, corporations buy DOS 3.3 because it is safe and stable. To overcome the fear and inertia in corporations, we must communicate the message that the benefits in DOS 5.0 make an overwhelming case for upgrading.

* OEM upgrades: OEMs may not aggressively market DOS upgrades, but if a corporation wants one, OEMs will take the order. Several accounts have mentioned that they would rather upgrade to an OEM-tailored DOS 5.0 than to the generic RUP. The net we will generate from OEM upgrades is substantially less than that from a packaged RUP or a license pak, and is often nothing. Our edge over OEM upgrades is the RUP install program, which not ship with OEM DOS 5.0. Our OEM install program is designed to install DOS 5.0 on a fresh system, and will be cumbersome to use when upgrading an old DOS. Upgrading using the RUP install will be nearly automatic for the user.

TACTICS

Beta 3 Seed

Objective: Promote awareness and move up the evaluation/purchase cycle.
Goal: Seed 1200 DOS Beta3's into 50% of the Fortune 1500 and 50 large federal, state and local government agencies.

The first tier of the beta seed is in our named and gunslinger accounts. Each of the 20 Corporate Account Managers (CAMs) has been asked to recommend DOS beta sites, and we expect to get 25 recommendations per CAM for a total of 500. We also expect multiple recommendations within the same account, and the 500 will probably contain 300 unique accounts.

The second tier of the beta seed will be based on a calldown. The names for this calldown come from the Roadshow attendance list, which consists entirely of people who have demonstrated interest in Microsoft products. It was whittled down to 4500 names with technical and IEU-type titles from Fortune 1500



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corporations and government agencies. Once the list is screened by the CAMs for conflicts, Inside Sales will begin calling and screening for technically-aware, non-Macintosh users willing to be beta testers. The calldown order is designed to seed as many unique accounts as possible, and will continue until a total of 1200 beta3's have been seeded including the first tier. If need be, we expect to be able to seed as many as 1000 beta3's off this list into 500 unique accounts.

DOS 5 Tour

Objective: Promote awareness, communicate benefits, identify key accounts
Goal: Reach 300 corporate, government and educational accounts through DOS presentations

DOS Product Management has offered to give Non-Disclosure DOS 5 presentations for large corporate, government and educational accounts in each Microsoft sales district. The goal is to generate Windows-like, pre-release excitement about DOS 5.0 by giving restricted sneak previews. We expect to hold 10 presentations with an average attendance of 30 per presentation for a total of 300 accounts reached. Product Management will also call on high-potential accounts individually in the districts in order to generate and nurture big volume reference accounts.

Corporate Account Representative (CAR) Presentations

Objective: Promote awareness, communicate benefits
Goal: Reach an additional 50 corporate accounts not reached through the DOS Tour

Product management will send presentation materials (PowerPoint presentation, scripts, slides, feature/benefit summary, etc.) to each district for CARs to use in presentations in targeted accounts that were not reached by the DOS 5 Tour.

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