

Microsoft OFFICE

Draft

To: Pete Higgins
From: Kathleen Schoenfelder
Date: April 10, 1993
Re: Microsoft Office Messaging takeaways
cc: Hank Vigil

The following is a top-line synopsis of where we are currently for Office messaging. This was discussed at the Office offsite on April 8 and will be developed into the formal positioning to be presented next week.

Requirements

Scalable Message:

The power of Lotus' "Working Together" is that it has relevant for all audiences. For end users, it means using applications together, for corporate developers it signifies groupware and Notes. Fortunately, research has proven that "Working Together" is not memorable (awareness of it is low, even recall among their closest corporate accounts) and in isolation it is not meaningful.

However, the lesson learned is that for a company message to be effective, it needs to be *scalable* from user experience to corporate solution.

Grounded in technical strategy:

Office positioning must have its roots in the technical strategy and vision for the company. IAYF was successful from this point of view but we neglected to ground it on an ongoing basis to our company developments. The positioning must retain its significance and be reinforced with each new technology enhancement. New product or technology introductions become "markers" on a roadmap to the fulfillment of the company's promise and vision.

Again, Lotus is a successful case study in a company evaluating its assets and building a strategy around their common vision of present/future technology. Notes and cc:Mail are their market leaders, so innovation around workgroup technology is a natural and believable position. A similar technology assessment of Microsoft's assets yielded several areas of potential advantage:

- windows and systems futures
- development tools/programmability
- data access
- application integration
- customer-driven development process
- service and support
- quality of products
- breadth and depth of products and services
- vision
- track record/safe choice

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Plaintiff's Exhibit

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Comes V. Microsoft

Ubiquitous across products/company:

An applications, "Office", positioning needs to be applicable for all applications in the family. Perhaps even extending into consumer apps or systems as other means of proof. Every product and service should reinforce the message. *ROLE OF COMPANY PHILOSOPHY?*

Name and Claim:

The fourth key requirement is that Microsoft "name and claim" elements or technologies that provide proof of delivering on the positioning. In an increasingly competitive and commoditized market, this is the best means of gaining credit for assets that provide strategic advantage. In the process of naming the technology and claiming the credit, we must be aware of its translation into a directly usable customer benefit. While OLE is an accurate technological description of object linking and embedding it is not evocative of the user experience. These technologies become the recognizable delivery of our customer promise. The following are candidates:

1. VB for Apps/"programmability"
2. Data Access
3. OLE
4. Usability

Office Messaging

Support of existing technologies and messages

The Office message must leverage the existing equity we have in both "Making it Easier" and IAYF. In many aspects, these messages represent the low-end and high-end delivery of the same customer benefit: software that works more the way you do.

Necessary Impressions

Customer-focused, grounded in people
Visionary, leading the next generation
Quality, leadership
Integrated, tying technologies together
Safe, low difficulty and little obsolescence
Easier, software should not get in the way of your job

Potential Candidates

*Software for People, Not Computers.
or- Software for the Way You Work.*

Audience Messages

The same message will mean different things to different audiences. In addition, support for the message will be common "core set", but will differ in emphasis and depth. (*note: we need to find "benefit" phrasings of the support below*)

There are three significant points of reference:

- End User Experience
- Solutions perspective
- Managing technology

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End User	You can focus on your work, not the software.	<ul style="list-style-type: none"> • Usability • Application Synergy • Migration • Support
Influential	Software is moving from application-centric to task-centric.	<ul style="list-style-type: none"> • Usability • Application Synergy • Data Access • Workgroup productivity • Support
Solution Developer	Software that allows you to create customized solutions for people.	<ul style="list-style-type: none"> • Usability • Application Synergy • Data Access • Workgroup productivity • Programmability • Migration • Support
Corporate Decision Maker	Software that allows you to use your people and data as your strategic assets.	<ul style="list-style-type: none"> • Usability • Application Synergy • Data Access • Workgroup productivity • Programmability • Migration • Support • Managing technology
Customers	We do business with people, whose business is most important .	<ul style="list-style-type: none"> • Support • Relationship • Services

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