

From: John Vail (Exchange)
Sent: Monday, May 17, 1999 4:28 PM
To: Andrew Kwatinetz
Cc: Craig Fiebig (Exchange)
Subject: RE: Latest Office10 Vision document...



Office 10 Vision.doc

Andy, I have some comments in the attached document. I think it looks good. There are a few questions though that I think we need to address:

- How do we make sure the product plan takes into consideration the business opportunity? For example, if we thought about NRO on the basis of incremental revenue opportunity over the long haul, then projects like Annual License, Office Registration Wizard and possibly our OEM stuff would be really prominent in the discussion
- I really like the feature areas for hosted services, but I think we should start to think of ISPs and ASPs as a new customer type. This means that we need to think about automating administration, scalability, pre-canned setup scripts and tools, integration points with billing systems, etc. These are things that they are going to look for to make hosting OSE a compelling business model for the huge Office installed base.

Let me know if you have any questions or if there is anything we can do to help. Thanks.

John

-----Original Message-----

From: Andrew Kwatinetz
Sent: Thursday, May 13, 1999 8:22 AM
To: John Vail (Exchange); Craig Fiebig (Exchange)
Subject: FW: Latest Office10 Vision document...

Oops, left you guys off.
Thanks,
Andrew

-----Original Message-----

From: Andrew Kwatinetz
Sent: Thursday, May 13, 1999 8:21 AM
To: Antoine Leblond; Grant George; Ralf Harteneck; Richard McAniff; Kurt DelBene (Exchange); Andy Schulert; David Thacher; Andy Held; Kathleen Hebert (Schoenfelder); Brett Bentsen; Jeff Olund; Akio Fujii
Subject: Latest Office10 Vision document...

DRAFT—please do not forward!
Here is the latest version of the Office10 vision.
I'll be getting feedback from many of the GPMs today and then many of the Dev and Test Managers Friday.
We'll start to roll out more widely starting next week, so please don't create any confusion by forwarding the draft now.
Please send me your feedback soon.

Thanks,
Andrew



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Office10 Planning and Vision

May 1999

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"Business is going to change more in the next ten years than it has in the last fifty."
- Bill Gates in "Business @ the Speed of Thought"

Planning for the Future

This is an exciting time of change for businesses around the world. Our customers are looking to Microsoft for leadership on moving from their current world of PCs and individual productivity to the next phase of setting up a "digital nervous system" where connected workers use software to better communicate, share information, and make decisions. With over 80 million users, Office has defined the standard for individual productivity. With the work we've begun with Office 2000, we're well positioned to define the way teams work together in addition to improving how individuals get their work done. But with our ship date focus, strong competition, and scenarios that cut across product team lines, we need to be more focused than ever.

The goal of this document is to provide a playbook or battle plan, but not a recipe or feature list for Office10. As we select features, design, implement, and ultimately release the product, it is critical that each of you maintains the spirit of the vision. Like a football game or a battle, there are many situations and circumstances the vision did not foresee, but this vision serves as a guide for what is important and should help each of you to make the right decisions. Office10 will be an expression of this vision that builds on the skills, creativity, and foresight of everyone on the team.

The Office10 Vision

The long-term Office team vision continues: "Office is the most compelling, integrated suite of Internet-centric communication and productivity tools for creating, editing, sharing, synthesizing, and analyzing business information."

The *soul* of Office10 lies in two powerful, complementary areas:

1. Fundamentally improving the way people communicate and collaborate
2. Providing an exciting, customer-focused, easy-to-upgrade-to release

Office10 must succeed in both. Our customers, sales force, and influentials are telling us loudly and clearly that our collaboration strategy is fragmented, confusing, and weak when compared to competitors. And this is where we see industry excitement and the greatest promise of return on investment for new technology. At the same time, our customers are growing increasingly wary of upgrades. Even before they consider investments in new ways to work (and corresponding infrastructure investments) with a promising return on investment, they need to be convinced that Office10 has a low cost of entry and provides enough basic improvements to independently justify the release. So, we will place bets on the future of communication and collaboration, but balance that with lower-risk, highly-targeted improvements to the functionality people rely on today.

We will create the soul of Office10 by focusing exclusively on six areas:

- Office and Exchange for corporate groupware
- Universal web documents and web sites
- Collaborative document creation
- Unlocking data with Office tools
- Nailing the fundamentals
- Everyday tasks made easier through innovation

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We have a challenge in that the six areas not only span multiple teams, but also rely on each other for success. Full customer satisfaction depends on our ability to address the overlap in a clear and consistent manner. As explained in the tenets, we must have an Office-wide, cross-team strategy for the customer's choice of server, choice of browser, when to use the browser vs. our applications, and use of existing methods for collaboration vs. new methods. We will address these issues head on starting with the vision process.

Customer Value Proposition

Office 2000 is a leadership product taking us deeply into new areas: TCO, HTML, web servers, and web components. We have a challenge with Office10 in that for many of our users, Office 2000 provides more technology than they can immediately use. For many, they've just completed difficult rollouts of Office and all future upgrades will be met with intense scrutiny. It is essential that we understand this environment as we make decisions. Whereas Office 2000 was a technology-centric release, Office10 needs to be a customer-scenario focused release.

Office10 will be a leadership product because with our focus on real customers scenarios, we provide out-of-the-box solutions that exploit the technology we introduced with Office 2000. With Office 2000 we had a vision of how people will use the web in revolutionary new ways of working together in teams. With Office10, we further deliver on that vision by eliminating the need for imagination and developers to stitch it all together. Delivering an out-of-the-box experience is a key goal for Office10.

The way our customers work is changing for the better. In the digital future, information is available to the people who need it for their jobs, not just trickling down through the management structure. Workers have the tools to analyze data to make decisions. Meetings are reserved for decisions rather than status. People can work together in virtual teams regardless of time and space constraints. Work is more fun because you focus more on the content and less on the tools or process holding you back. The work we do in Office10 makes this all possible. We shouldn't take for granted the way we use technology at Microsoft and how that's having a profound effect on our business: email as the backbone of communications, continually updated team web sites, web as tool for closer contact with our customers and partners, and open access to data for everyone (MS Sales, Raid). This is the type of return on investment that excites our customers. But as cool as <http://officeweb> and other Microsoft sites are, our customers cannot easily build them with our tools and we also have to account for varying cultures that affect the way companies want to structure their collaboration. Office10 provides the tools they need to exploit new technologies for new ways of communicating and collaborating.

Changes like this take time, often requiring shifts in culture. We expect people will want to test the waters before diving in to these new ways to work or betting on new server infrastructure. That is why nailing the upgrade fundamentals is also a requirement for Office10. This release does not require new hardware. Of course, the file formats remain compatible. A significant new customer-focused advance is that we do not require companies to test all of their other software for conflicts due to required system file updates—it's hard enough just keeping a single machine running through software upgrades, imagine having to upgrade thousands! Office10 takes the traditional negatives associated with an upgrade and turn them into positives, i.e. we claim performance, deployment, and stability as strengths. We have features to back this up, e.g. if the product crashes, data is saved and there are built-in tools to report and help resolve the situation. The end-user excitement features we add are all aimed at mainstream authoring scenarios, involving innovations like web hosting and voice and/or addressing specific customer complaints such as over-aggressive auto-behavior. We generate applause at user groups because we combine innovation with the features they use every day. We generate applause at deployment conferences because we avoid unnecessary barriers to upgrade.

Customer	Value Proposition
End-User / Individual	Office10 addresses common issues and increases basic productivity without introducing the baggage typical of previous upgrades. At the same time, it offers the promise of exciting new ways to work. Lots of useful, usable, and

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	desirable features for Walt Mossberg to write about in his Wall Street Journal column.
Influential End-User	Office10 gives you the tools to make a difference—with your organization, customers, and partners. You can get new solutions (e.g. team web site) up and running quickly, and then introduce powerful customizations as you go. Our power users and early adopters can't wait to roll it out so they can start to justify higher bonuses right away!
Administrator	Office10 is the easiest ever version of Office to deploy. New deployment features, no new system DLLs, and performance and stability work all make Office10 a smooth upgrade. The new out-of-the-box solutions generate value from existing infrastructure, or a new investment in Exchange. Our OAC members continue to tell us we've listened to their input and made their lives significantly easier.
Solution Builder	Office10 introduces powerful new tools for building collaborative solutions on top of Exchange, as well as enhancements to the tools for other forms of web solutions and collaboration. You can easily start by customizing the out-of-the-box solutions, providing customization to solve specific customer business problems. Our developers and solutions providers are excited to use Office10!
Business Decision Makers, Influentials, and CIOs	Office10's end-to-end solutions and collaboration features demonstrate real business value through increased organization efficiency. Office together with Exchange offers a leadership platform for investment. All of this comes at a lower cost than traditionally associated with Office upgrades. Our sales force has a response to groupware development. Tom Austin has something positive to say about our strategy in his Gartner Group reports.

Competition

The competitive landscape has a combination of familiar and direct threats, as well as subtle and indirect threats (the kind you usually notice when it's too late).

Our biggest competitive fears are:

Relevance: There's lots of excitement about Notes, eCommerce, cell phones, and anything web-related that represents a new way of doing business. That excites many people much more than "yet another version of Office which already has more features than I ever could use." Our competitors in this space are old versions of Office and anyone promising tools to solve problems that directly impact the bottom line.

Direct attack: If Office's relevance, quality and/or customer satisfaction drops, we are susceptible to competitive numerous pressures. Traditional competitors will also look to exploit new UI (e.g. speech), locale-specific features, and bets on other technology (e.g. Linux) to make inroads.

Back-door attack: Our Office business is one of the most profitable in the world and as we speak there are many companies (new and old) eyeing that profit and getting funded in the hopes that some bet on a new technology or business model will pay off. It could be components, hosted Office, web service based, speech or radical new UI, or any other bet we are not or cannot make.

Competitive Space	Concern	Products
Existing Office	Creating a reason to upgrade and providing a no-brainer upgrade that maintains 100% compatibility and does not require a hardware upgrade. This will be a challenge because Office 97 and 2000 have plenty of functionality, will coexist well with Office10, and took a lot of work to deploy.	Office 97 and Office 2000.

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Traditional Competitors	Currently rewriting the review criteria by including speech recognition. Will look for other advantages, including price to make inroads. The potential for tighter SmartSuite integration with Notes/Domino could cause us to look at adding features to Office 2000 to remain competitive.	Lotus SmartSuite, Corel WordPerfect, StarOffice, Ichitaro, ARA Hangul.
Component Applications	The role of small component applications as specific competitors to Office is probably more credible this release than with Office 2000. Customers are done being enamored with Java and Java has stabilized to the point that it is possible to build <i>something</i> that looks like a useful application. The credible threat is to incorporate component applications with a substantial groupware product. There is a continued threat that these component applications are easier to manage and have lower TCO. Some customers are even asking us if they can reduce Office usage in favor of our own web components.	ESuite, OWC
Groupware Platforms	Never before has the threat been so great to Office. The value of email and collaboration for our large customers as surpassed the value of document creation (from the IT perspective). The "ROI" for Office does not compare with the "ROI" for groupware applications. In addition, the application model for groupware applications makes the traditional "desktop" a liability, rather than an asset as thin-client thinking predominates.	Notes / Domino Server, Groupwise
Web Services for Intranets	Web services that provide free/cheap "project spaces" all make it easy to exchange Office documents. But they all view Office integration as a necessary evil not an asset. It is not hard to imagine any one of them providing basic document creation through components as an option, possibly targeting new, non-Windows, browsing devices.	eRoom, TeamRoom, and many others.
Hosted Services	Many companies are offering internet services that create support for mobile users, offer free email or calendaring, or even offer more intranet project management facilities. These services also offer Office integration, but more out of necessity. The lure of free products with low switching costs is quite high.	MagicalDesk, Visto, and many others

Product, Priorities, and Timing

Office10 represents the first time the Office Premium applications have all begun planning at the same time and will finish at the same time. This should allow us to more easily make progress on major cross-Office initiatives, such as those involving Outlook and FrontPage.

We conducted extensive post-mortem analysis of Office 2000 (see <http://officetest/postmortem>). We aim to continue the things that worked well with Office 2000 like single vision process, shared Raid database, and developer check-in mail. We found that doing things the same way across teams allowed us to focus more on the specific problems of each team rather than the difficulties of cross-team communication.

The Office 2000 post-mortem also turned up a number of areas we aim to improve on (taken directly from <http://officetest/postmortem/Office 2000 Post Mortem Summary.htm>):

- Establish expectations early in MI with all component providers through a "contract" that defines handoff, quality expectations, setup and test requirements, etc. Ensure there's a single owner on each end to monitor progress/delivery.
- Calibrate all feature investments for Office10 to the vision, understand and manage (including early cut decisions) all exceptions
- Improve checkin mail quality/content and create searchable store

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- Review and commit to setup/migration plans early in Office10 and make platform support decisions early.
- Implement a complete one-stop solution for information on Office10 project (build information, schedules, cross-team contacts, bug trends, test results, specs, etc) with crisply defined format and usage/posting directions
- Ensure user scenarios established early in M1 as part of specs and part of test plan and get additional help from usability team and customer calibration efforts (quality gate, OAC, MOSE) to help validate. Ensure scenarios articulate interactions with all related features.
- Overhaul the build process to simplify # steps, handoffs, complexity and improve turn-around
- Overhaul spec template to make more comprehensive, include checklist to "test" for spec completion
- Make sure all core tools (localization, release authoring, test & dev tools, etc) are treated like products with discrete owners responsible for their delivery, deployment success in Office10 and changes/schedule for those tools communicated effectively.

With these changes we hope to improve our ability to ship on time through continuous stability and better dependency management, improve product quality by catching holes in scenarios and missing cases earlier, and improve our efficiency through better and more reliable processes and tools.

The current proposed schedule for Office10 is:

Milestone	Start	Duration (weeks)
MM1 coding	7/12/99	12
MM1 final debug	10/4/99	6
Finalize MM2 plan	11/15/99	1
MM2 coding, part 1	11/22/99	4
Holidays	12/20/99	2
MM2 coding, part 2	1/3/00	8
MM2 final debug	2/28/00	6
Code Complete	3/7/00	
Preview beta debug	4/10/00	10
Preview Beta	6/16/00	
ZBR debug	6/19/00	5
ZBR	7/21/00	
Broad beta debug	7/24/00	7
Broad Beta	9/1/00	
Final debug	9/4/00	22
RTM US	2/16/01	

Over the next weeks, the Directors of Program Management, Development and Testing will deliver the guidelines for the specific changes we are making to the product development process.

Office and Exchange for Corporate Groupware

There are 28 million users of Exchange and growing, all of which are also running Office. Our customers (including the ones we are losing to Notes) and sales force are telling us they want us to provide a platform for collaborative solutions, and that platform should be based on Exchange and use all of Office as the "client". We're way behind in this space today. If we fail to achieve in this in this area, IBM/Lotus or some other competitor can gradually make Office irrelevant by moving more and more functionality into the groupware environment or subsuming Office within their "shell". Success in this area means great head-to-head comparisons against Notes. We should specifically seek feedback on our plans from

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customers, the sales force, and analysts and influentials. We can't match all of Notes in a single release, but we aim to be competitive by focusing on Office strengths like TCO and UI consistency, tight integration with Office for a smoother customer experience, and supporting Notes-like application functionality but with easier to create with richer results.

The functionality goals in this area include:

- **Integrating Exchange into everyday tasks:** Outlook10 is rearchitected to take advantage of all of the new Exchange Platinum features. Office users are easily able to store documents and applications in the Exchange store, getting rich properties, views and workflow model, including the ability to take them offline with the local store. The Office open and save as dialog expose the rich properties, views, and document management directly in Office.
- **Out-of-the-box solutions:** Document libraries, discussions, tracking applications such as helpdesk call tracking, Outlook Today-like information "portals", and other highly demanded solutions ship as templates in the box and can be easily customized and deployed. They are rich solutions and make good use of Office features.
- **Outlook is the primary collaboration client:** Your collaboration solutions run and view great in Outlook with new support for HTML forms, improved views like column subtotals, improved security like field-level security, symmetric client/server object model (CDO), and richer navigation to better scale for the increased number of sites you'll want to be able to reach via the Outlook Bar.
- **Application designer:** Office introduces a new collaborative application designer tool with easy rules-based customization UI that can be used to create new application or easily customize the solutions we ship. It is integrated into Office UI (most visible in Outlook), supports scripting, allows you to target applications specifically for web/browser delivery, and scales to Visual Studio for the professional developer.
- **Easy deployment:** We allow easy distribution and updating of solutions.
- **Offline support:** The Exchange local store allows you to take documents and solutions offline. Outlook has richer replication for smarter and faster replication.

Universal Web Documents and Websites

The web has revolutionized the way people share information. Web servers are spreading quickly due to simplicity of installation and management, cross-platform support, and an entire industry built around training, tools, and applications (like search engines). ISPs make it easy for anyone to outsource administration, and compete on their ability to add value to the experience. Customers are using web technologies to better share information within their company as well as their customers and partners. We ourselves have made great use of the web for sharing specs and status, and for communicating with our customers. However, even with Office 2000, we spend a lot of time working around problems our tools weren't built to solve. Our competitors are the server-side or component applications who will provide the "20% of Office that you need" along with deep ties to the web scenarios. They may run on the server and require no client setup like HotMail and web services, they may also serve as the building blocks for applications like eSuite and components, and/or they may be more integrated into the web experience like Trellix. Success in this area means Office10 enables the coolest, easiest to set up, and most productive webs for sharing and collaborating in a department or on a hosted ISP. We aim to round out the scenarios we introduced with Office 2000 based on customer feedback. The key assets we build on are the HTML file format in our authoring tools, FrontPage web site authoring and management, Office/FrontPage server extensions, and MSN.

There is obvious potential for overlap with the Exchange scenarios. Our goal is that everything we do in this space should just work on an Exchange Platinum server since support for installable file system and full IIS allows it to operate like a web server as well—where necessary we will ensure that our efforts do the right thing for Exchange so that the server's data integrity is maintained. We want to continue to provide the best support for straight-forward HTTP servers which will remain popular because of installed base, ease-of-install and management, and the popularity of Apache and Unix with ISPs. Where there is a conflict, we will consciously work to design a consistent user experience. But the goal is not to spend time

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on unification and shared code except where there is big short-term customer benefit or less overall combined effort. Each group should target the feature set most necessary to succeed in its space.

The functionality goals in this area include:

- **Office web authoring—not just “page authoring”:** Office documents understand they are part of a web site as demonstrated by improved linking to other documents in the site, better control over navigation, support for web site meta data associated with the document, and ability to more easily create new documents to match the site. Users can spend more time creating and posting documents with fewer barriers or time spent fixing up the site.
- **Out-of-the-box team and project web sites:** “Instant Collaboration—just add web server.” Office has a simple UI to create a new team or project site from scratch or initiating from a document. The user can decide the components that make up on the site: e.g. documents, team members, status, discussions, shared calendars, task lists, other structured lists, contacts, data analysis, and project management (via Project). This is the closest thing to a “new app” in Office, and like <http://officeweb> has the potential to fundamentally change the way teams share information. When Exchange is the server, we exploit better ties to Exchange’s discussions, messaging, and scheduling.
- **Out-of-the-box external web sites:** “Instant external collaboration—just add Internet connection.” Via out-of-the-box ties to new MSN web services or through an ISP-hosted solution, users can simply and quickly create an external project web site on a secure Internet location. Supports setting up meetings associated with the shared space, notification, and tie-ins with other available Internet services. Collaborating and sharing information with customers and partners is now easy.
- **Easy to install and administer server extensions:** We address the main server extension adoption blockers like easy setup and administration for ISPs and IEUs, great out-of-box experience, easy site creation, roles-based security, and cross-platform server support
- **Copy and Paste HTML improvements:** Cut, copy and paste are frequent operations across Office and improved CF_HTML support makes it work better across applications and from browsers.
- **HTML improvements:** We fix the biggest customer issues with Office 2000 HTML, which may include ability to generate “clean” HTML, consistent browser and server targeting, mhtml for multi-doc scenarios, and other top HTML and XML requests.
- **Richer web documents:** Power users can use Office to make state-of-the-art web pages taking advantage of advanced functionality like DHTML/IE behaviors (e.g. animation in presentations), improved web components, FrontPage bots in Office documents, the newest server extensions features (e.g. usage tracking), and powerful HTML made easy in FrontPage.
- **Easier web site management:** For those users who manage web sites, FrontPage and Office Server Extensions offer the most exciting and broadly appealing customer features (along the lines of the “Everyday tasks” vision), such as cross-web find and replace (e.g. code name or staffing change), usage analysis, and simple browser-based customization.

Collaborative Document Creation

It is quite common for customers to work together on documents, yet they rarely use the features we’ve provided to make it easier. As more documents are stored on collaborative servers like Notes or Exchange, customers will want to use the technology to better manage the collaboration process, including document management and workflow. The more they move collaboration into Notes, the less we’ll be able to help them. Strong document collaboration is a key to the start-to-finish scenarios we hope to enable. The success of these features is fully tied to their ability to attract usage. As such, we will focus on enhancing the way people are already working (e.g. file and email), and lead users to more advanced functionality from that point where the benefit can be explained and justifies the change of usage (e.g. web server and Exchange).

It might be tempting to not invest in file and email sharing in favor of pure server approaches. However, we have to account for the unique advantages, popularity, and simplicity of the file and email approaches—

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we know from our instrumented studies just how popular mail attachments are and we hear from customers consistently that this is the *de rigueur* way to work. We will not try to recreate the advanced scenarios using file and email.

The functionality goals in this area are:

- **Emailing attachments automatically initiates collaboration:** Office is more proactive about helping you in obvious collaboration scenarios. When you receive files authored by someone else, the collaboration features automatically turn on or become more visible. When the author receives them back, other features (e.g. compare, merge) become available. Sending to multiple people allows for routing and tracking. Office users will get advanced collaboration without having to learn new ways of working.
- **Unified save/send/post:** The strength of the Office solution relies on our ability to present the different document collaboration possibilities together so the customer can understand the difference and make the appropriate choice, quite possibly opting for the higher-end possibilities provided for by the new server technologies. You should be able to route it to multiple people with tracking, send a document as a meeting request, post it to a server and send out email notification, or post a document to a new or existing team web site. Our rich UI makes the advanced functionality usable and desirable.
- **Consistent co-authoring:** Office10 provides the basic tools to help multiple people co-author a document or presentation, in a consistent, cross-application interface.
- **Richer communication options with voice and real-time:** Users can share a document right on the spot via NetMeeting and NetShow integration. Support for buddy lists and conferencing allows you to immediately get a team together for discussion. Voice (which you users are still using quite a bit) is now captured on the computer more—supporting voicemail in your Inbox (which WordMail now supports—respond with voice or text to any message), easier voice-over (or video) in PowerPoint along with easy archival of presentations, and easier voice annotations in documents for collaboration scenarios.

Unlocking Your Data with Office Tools

Customers want to find the right information at the right time, so they can make more qualified and informed decisions. There are few things as valuable to a knowledge worker than the ability to make quicker, better decisions. Despite the amount of data stored digitally, it is hard to get at today. This is an opportunity and also threat for Office because a customer will trade any tool for better use of the mission critical data they need to get their job done. Office10 is a great front end for reporting, collecting, tracking and analyzing business data for all types of users, and all types of data. This includes publishing and finding data, world-class reporting and data analysis, getting to data in Office documents, and collaborating with lists. We take advantage of our strong analysis and authoring capabilities.

The functionality goals in this area include:

- **Publishing and finding data as easy as documents:** Features to Excel and Access that allow users to easily publish data or a report to a team web site for easy sharing. It includes query information and additional metadata that will allow it to be found, reused, and analyzed by others.
- **Improved reporting and analysis:** Unify the reports, queries, and data sources so typical Office users don't have to understand the multiple concepts, add simple data mining features to Excel, and improve the Access interface to SQL Server.
- **Structured and unstructured data sources:** Superior access to databases like SQL, ability to get to your mission critical corporate data stored in places like SAP, and even simple data from Excel ranges and Word tables.
- **Design, share and collaborate with lists:** Lists are a general purpose way people collaborate on semi-structured data. Office10 includes shared Office list services for use on team web sites, ability to store list contents in multiple formats, and PivotTable support for lists.

Nailing the Fundamentals

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Customer satisfaction with our product quality has been decreasing—Microsoft's overall product quality rating is weak relative to other category leaders outside our industry (typically more than 60% are very satisfied, but Microsoft has less than 35% for in our FY' 99 worldwide customer satisfaction survey). Upgrades have been increasingly costly for many reasons ranging from difficult deployment, requiring new hardware, solutions breaking, and file format incompatibility. Most computer users are frustrated by instability and data loss that results, difficulty getting support, and poor performance. New features are great, but we also need to spend some time on pure customer delight! Each time we get this wrong, we teach more and more users to delay upgrading until the service release or altogether. Our biggest competition is Office 97 and Office 2000, which are very feature rich (already more than most people think they need) and will be very compatible with Office10. Plus, customer dissatisfaction is what causes people to seek out competitors in the first place. Success in this area is taking the traditional negatives associated with an upgrade and turning them into positives, i.e. we demonstrate improvements to performance, deployment, stability, and lower TCO.

Areas of investment are:

- **Improved Maintenance, Deployment and Upgrade:** For all users, predictable "drag and drop" install aims to remove the magic from setup, improved setup UI for end-users, ease of copying your current installation, and integration across our multiple CDs (or perhaps a single DVD). We continue to improve maintenance and deployment features for administrators based on top customer requests.
- **Top upgrade-blocking issues:** No new system files (see Tenets) and eliminating the new for reboots greatly reduces the cost of upgrading.
- **Performance:** No hardware upgrades required. No performance degradations from Office2000. Big (marketable) wins in 2-3 key scenarios such as boot and HTML to web servers.
- **Reliability and Supportability:** Crashes are our number one PSS issue. Office10 introduces data loss prevention features (like autorecovery or exception handling) across all products. When a crash does occur, we record the details and offer to report it to Microsoft and look to see if there are available fixes or help topics on the web (as well as recording the details so we know which problems we have to find and fix in service releases). For crashes preventing access to applications or data, we offer safe mode and document recovery.
- **Registration is a positive experience:** We make registration a positive experience and subscriptions to Office a possibility through newer license verification and direct ties to web services on MSN and content on Office Update. Should support a better customer experience for our positive anti-piracy, annuity efforts, and trial programs.
- **Security:** "Making the world safer for macros."
- **Top PSS issues:** Keyed off the critical PSS issues for each app.
- **Worldwide:** We finish the great international work in Office2000. Sim ship. Worldwide exes. Easier langpack deployment.
- **Satisfy the legal market:** Top customer requests / upgrade drivers like document comparison in Word.
- **Satisfy the financial market:** Top customer requests / upgrade drivers like multi-threaded recalc in Excel.

Everyday Tasks Made Easier Through Innovation

Nothing generates customer applause better than innovative features that improve the efficiency of the work they do. Background spellcheck, AutoCorrect, new normal view and AutoFit in PowerPoint all have broad reaching appeal. As with Fundamentals, our largest competitors are Office 97 and Office 2000, which already have enough features for everyone. Office10 gives every user a reason to upgrade by simplifying everyday tasks in customer-focused, exciting, and innovative ways. These features cause regular customers to perk up with enthusiasm or cause them to sigh with relief ("you finally fixed that!"). They target the most common activities, like basic authoring. Done correctly, they should appeal to end-user focused reviewers like Walt Mossberg. Any customer should identify value with Office10 even if they are uninterested in Exchange, web features, or new ways of collaborating. These investments are meant to be risk-free, i.e. these are meant to be features that existing customers would take advantage of today

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without any barriers (like having to learn a new way of doing things). If it's not risk-free, we shouldn't do it.

The priorities in this area are: Hard problems made easy, frequent tasks streamlined, Auto features done right, and innovative technology solving real problems. Consistent themes across Office have the most impact. They're most effective when they also have an impact on the other vision areas (e.g. consistent formatting is part of the ad-hoc collaboration scenarios).

Specific areas of investment:

- **Auto Improvement:** More auto things happen, you know they happened, you have a better UI for exposing undo and turning off undesired behaviors, and we have improved UI to deliver more than one alternative (i.e. expose multiple guesses like AutoPasteSpecial). This improves our ability to assist the user automatically, but directly addresses the frustration many users express of the software taking too much control.
- **Speech and Handwriting:** Unified input including dictation, simple command and control, and more natural voice annotation and note taking with recognition optional. (Voice annotation is part of the real-time improvements we are doing for Document Collaboration.)
- **Formatting:** Address top app-specific and Office-wide formatting inefficiencies (e.g. apply new formatting to this entire presentation, make this document internally consistent without having to define styles).
- **Improved Graphics and Animation:** More visual documents. Cool animation with fidelity in the browser. Improved diagramming.
- **Find & reuse content more easily:** Reusing content is such a common way to work, but there is little support for it in our applications. We improve collect & paste, slide re-use (especially common), and document reuse without having to define templates.
- **Better access to new commands:** Aim to have fewer concepts and entry points. More start-to-finish solutions to bring together related functionality (e.g. photo album and product catalog web site wizards). Connection to the web for more specific solutions and services.
- **New Devices.** CE, ePad, and phone combinations as companion devices can more easily take advantage of and synch with your Office data.

Area Owners

The senior managers in Office will each coordinate a vision area, with implementation responsibilities spanning more than their own team. This is not a reporting relationship change or a matrix management style. Rather each of these area coordinators will serve as a focal point for understanding scenarios, ensuring product-wide communication, guaranteeing that we deliver a superb out-of-the-box experience for each of these vision areas.

Coordinator	Vision Area
KurtD	Office and Exchange for corporate groupware
AndySchu	Universal web documents and websites
RalfHa	Collaborative document creation
RichardM	Data access and analysis
Antoine and JeanneS	Nailing the fundamentals
AndrewK	Everyday tasks made easier through innovation
GrantG	Process improvements, follow up on Office 2000 post-mortem

The single owners in no way implies that these areas are silos and without overlap. Our full success depends on our ability to follow the tenets and nail the strategic points of interaction that span the areas.

Tenets

Office10 will begin with a base set of assumptions that cross all applications and functional areas. These represent requirements in that they should be taken seriously as each decision is made that impacts the product. The intent is to set out a framework where hundreds of contributors to Office10 can each be certain of a small set of global issues.

Specifically:

- **Customer can choose which server technology they use:** We are betting long-term on Exchange as both a web server and messaging server, but recognize that not all customers will have Exchange. Departmental webs, small business webs, ISPs, and MSN remain great opportunities for us. We provide a consistent user experience on all server platforms, where Exchange is generally a superset except for platform specific customer scenarios we target.
- **Customer can choose their browser:** Office will not require users to change their browser. Browser access is exciting and empowering to users for roaming scenarios, browser-based solutions, browser-based reporting, and universal viewing. Unfortunately, for each of these scenarios the current Office 2000 story is fragmented and inconsistent in terms of browser version support, UI for targeting specific browsers, license and download requirements, migration to rich client, and in-browser UI. As we add new functionality to these areas in Office10, we aim to make our story more consistent for each scenario across product teams so we can use fewer variables to explain this to customers. We should have an HTML level 3 story for each scenario, often just run on the server. IE5 and 6 requirements should introduce clear new benefit yet and are not required. For all applicable scenarios, there should be a consistent single step to switch to the rich, Office client experience, preferably operating against the same copy of the data.
- **Office10 works with the Office 2000 level of system components.** This is a real customer need—we have to consider their point of view on this issue. We love new Windows features, but simplifying upgrade is a high priority requirement for this release. First of all, a number of files on Windows 2000 are marked as OS-protected and cannot be upgraded. Secondly, customers are telling us they don't want us to risk breaking other products. Software configuration testing and maintenance is too hard today, and we cannot just assume their software universe revolves around Office. We need to separate out both Office 2000-level and newer system components into separate, optional installs. It's OK to require the Office 2000 level for Windows earlier than Windows 2000. We do want to take advantage of new Windows features that make sense for our customers, and it's OK to disable new features that depend on a new system DLL. We can make the Windows "service pack" and "option pack(s)" available on our CD for convenience. The spirit of this should be clear—the goal is not to work around this by creating new static libraries, although that might be necessary at times. We will work closely with the Windows group on a special plan for the most difficult cases.
- **Continued file format compatibility, including Access.** Office 97 (except Access) and Office 2000 will read Office10 files and only brand new features are lost (with special effort to minimize loss—e.g. opening nested tables from Word 2000 as regular tables in Word 97).
- **Existing Office 97 and Office 2000 solutions function flawlessly.** We test early with solutions as with Office 2000, and avoid product changes that introduce risk to breaking solutions.
- **Hardware requirements (RAM, HD) remain the same** except possibly for optional advanced input features like speech.
- **Office10 is a single worldwide executable.**

General design and process tenets:

- **Customer gets a consistent UI across apps and servers:** Consistency allows customers to use more of the product without having to learn new ways of doing the same thing. The products will always have some differences, so there is often ambiguity about when to be product-specific vs. the same. Two good rules of thumb are: Don't be different unless it's twice as good. Don't add a feature to your product if there is no way to explain the benefits without implying another product in Office is bad.
- **All features must fit easily within the product vision described.** For Office10 to be successful and focused it is important to follow the spirit of the vision. Office10 will not unilaterally advance

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a single application when it is clear that the advance is applicable across applications. Resist tweaking existing features.

- **Always focus on customer scenarios motivating a design before team and product boundaries.** We are specifically targeting a customer-focused release with Office10, as opposed to Office 2000 which was technology focused as per the vision.
- **Only finished features.** Features will be cut totally if we are failing to meet the scenario credibly.
- **Evaluate features against the current workaround.** It is not good enough to be better than the existing feature, the new feature will only get used if it is better than the workaround. For instance, the ability to add annotations to documents is only better when you get enough benefit to make it worth not printing out and just writing on the paper (the way most comments were submitted about the vision). It takes unique benefit—not just copying the workaround (otherwise, the workaround is still easier). Ideally, the new feature exposes itself when doing the workaround.
- **Not aiming for grand unifications:** The difficult problems of SQL vs. Platinum, Platinum vs. Web Server, etc. are beyond the scope of this release. We aim for consistent user experience and ability to take advantage of multiple technologies in ways most appropriate.
- **When in doubt, do it the same way across teams.** This makes our jobs easier and the product better. Similar process and tools made it easier to work together across teams in Office 2000.