

From: Ralf Harteneck
Sent: Monday, October 09, 2000 10:26 AM
To: Steven Sinofsky
Subject: FW: Draft of NGO document



Word NGO.doc

I don't know whether heikki forwarded you my draft from last week; if he hasn't here it is.

Thanks,
Ralf

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

From: Ralf Harteneck
Sent: Friday, October 06, 2000 6:51 AM
To: Heikki Kanerva
Subject: Draft of NGO document

I've got to head to the airport to catch my New York flight but here is a snapshot of where I am with this.

I'll be in Mountain View on Monday, back here on Tuesday. See you next week.

Ralf

Plaintiff's Exhibit

6840_D

Comes v. Microsoft

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NGO pillar ideas (Word/PowerPoint team)

RH's note:

The following is a rough draft of the areas and features that we consider are strong contenders for NGO. I had to cut this exercise short due to my travel but I wanted to get this straw man in for the first round.

- In this first draft we focused on the service pillars (i.e. we did not turn our attention to the "upgrade unconnected users" pillar yet.)
- To help me visualize the pillars, I organized the features into xxx.NET "service families". These are fairly easy to map to Heikki's pillars (a couple of my service families are more granular than a pillar though). I am not married to these names or categories in any way.
- It's safe to say some of these services will be beyond the NGO timeframe; there'll be time to prune and prioritize as we learn more about them.

OfficeRoam.NET

This family of services provides a knowledge worker with ready access to their personal information (documents, email, voicemail, valuable "state" such as settings) at any time and from any applicable device.

Office provides secure, value-added data storage

- **Provide smart, personalized site maintenance:** Control access via easy to use permissions (e.g. let my friends and family see this share), provide understandable document access logs, provide smart search mechanism to navigate storage contents.
- **Monitor health of documents in storage area:** Scan for viruses, heal corrupt documents
- **Provide backup and archival:** Support rich, easy to use backup (e.g. go back to last week's version of this document. Optionally, support legal grade archival for organizations that require it.

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Office bridges device and format boundaries

- **Provide access to & synchronization of personal files from any screen-equipped device:** Allow user to access personal, corporate or public files regardless of where the user is located or what device the user possesses. Degrade document richness and functionality based on device limitations (e.g. full document editing on PC, basic editing/annotation on PDA, read-only on browser-equipped wireless phone.)
- **Support downlevel output for the "screenless" user:** Fax me this document to my hotel, read me my email or calendar over the phone, print this document to my nearest Kinko's (or to a printer at the customer site I am visiting.)
- **Address special format needs via server-based conversion.** Offer language and/or character translation to ensure that documents are usable across cultural and/or language barriers. Offer high quality, continually improving format translation for other applications (e.g. Word-WordPerfect, PPT-Freelance) or specialized uses (e.g. Word-PDF, Word-XML, PPT-Flash).
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Office roams your personalization

- **Let my personalization follow me** – my settings roam with me in a device and bandwidth aware way, so the settings automatically adapt to the device I'm on and the connectivity. (For example, my custom categories for contacts are available on every machine, but my trained speech lexicon only shows up on PC's that are connected via broadband.)
- **Let me share my personalization with others** – In addition to having my personal version follow me around, I can chunk up portions and give it to others. This ranges from the simple (I mail you a toolbar button that is in the well already, but you haven't found) to the rich (I mail a toolbar button that points to a macro that calls a dll, and you get everything you need, set up, and ready to run).
- **Let me share my favorite services with others** – users send specific MS services to other users. This simplifies finding the right tools for the user – the smart guy down the hall or IT simply mails him what he needs. And of course it combats bloat by keeping users out of the "service list" and letting their peers point them to what they need.

OfficeMe.NET

This family of services provides a knowledge worker with an always accessible home base that provides easy access to all the global information, personal documents and other resources that may be relevant to that worker at the present time. This is the place that a knowledge worker will gravitate most often over the course of their work day.

My Office

- **Single entry point for all your daily activities:** One step access to your current projects, commonly accessed data sources, relevant real time information (e.g. today's sales), frequently contacted coworkers, help about Office, etc. As you access things (e.g. join a community), they get a foothold on the page and with additional use they start to grow to take up more of the available real estate. We quickly morph your "My office" into the things you are using on our service. "Microsoft Office", the non-personalized version of our services is always there as a choice, so you can have a standard view on the world.

Data filtered and sorted according to my likely activity

- If I am traveling, or on a Pocket PC, I want my "data" morphed not just to fit the hardware, but to fit my current likely state. For example, if I am in a meeting and looking at my inbox, it might be nice to have mail to or from the meeting attendees sorted to the top of the list. Likewise, documents related to the meeting (e.g. the meeting site) should bubble to the top of my "My Office" home page.
- **Find folks like me** - we group you with similar users, based on usage patterns, doc content, etc. and guide you to similar communities.
- **Find my information** - we use similar technology to guide you to the information that is most relevant. When you do an internet search, we get the right sense of all the words you're using, because we have much more context than the search box.

Office knows who you are

- **Support a "SuperPassport" for each user:** know who I am via one identity and password. Office associates an XML user schema that describes me as a user (with attributes such as user community - e.g. Legal). The schema gets populated or automatically as I work in Office and/or manually by me filling out a form.
- **Morph Office Sites to match user type** - Office sites are all capable of responding to the user schema. The sites modify their layout and or content to emphasize areas that are likely of interest to me. For example, if I am a lawyer, new legal services are emphasized when I hit the "Office Central" Homepage. More subtly, if I print a lot, we may push a Kinko's print service to you. Or if I tend to open and read newswire articles on Cisco - the newswires are automatically ordered to show Cisco- related ones first.

Office meets all your search needs

- **Personalize searches based on patterns/interests:** Recognize user and associate patterns/interests with search parameters. Present and catalog information in preferred format.
- **Include non-document findings in search outcomes:** Search the Office universe to find pertinent resources to satisfy the search requirements. For example, when searching on a topic present relevant contacts for experts, seminars, communities, etc.

- **Search reference info based on selection.** Supplement smart-tags with service component (lookup encyclopedia entry for selected word, verify mailing address against USPS database, etc.)
- **Peer-to-peer indexing and trading of files:** Access to files within specified special-interest communities, a la Napster (e.g. look in the Legal community files for a specialized will template.) Allow users to exchange files for compensation, handle inter-user billing.
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OfficeMeeting.NET

This family of services helps a knowledge worker handle all aspects of setting up, running, and following up on a meeting (be it in person, remote, or a mixture thereof.)

Office coordinates every aspect of your meeting

- **Effortless, world-wide meeting scheduling:** Allow scheduling of meetings with any other Office user in the world, no matter what company or other secure domain they happen to belong to. Let users easily control who accesses a given Internet-wide calendar (i.e. expose golf course calendar to club members only.)
- **Each meeting spawns a community** – a community is automatically created around each meeting. The community can scale from nothing but the meeting announcement, to a full commercial website (e.g. you have a meeting about starting a product, and the community grows into the webpage for the product).
 - **Help the participants get to the meeting:** Offer link travel services, provide driving directions. (If we know your travel itinerary, we can even update your time zone properly so that your meetings appear at the correct times in your calendar.)
- **Handle meeting notes and any follow up.** Support the TabletPC (and possibly a PDA) as a note-taking device during a meeting. When later docked, upload the notes automatically and associate them with the meeting (e.g. upload them to the meeting community and/or enter a link into the Outlook appointment for the meeting.)

Office takes care of all your communication needs

- **Effortless and rich broadcasting:** Extend our presentation broadcasting functionality to work easily even with users behind firewalls. Allow audience to provide feedback to presenter, e.g. polls. (No need to understand how to set up a server – just mail people and the link is provided, or one shows up on the broadcast web site.)
- **Great IM and NetMeeting integration.** Make it easier to find folks in these various name spaces. Solve firewall problems by hosting externally. Integrate these services in all the relevant places (e.g. if my Team site notifies me that somebody just finished their work, the notification should have a "Send an Instant Message" option on it so I can thank them.)

- **Office as your communication center.** Provide every office user with a hosted email, fax and voicemail inbox. Support voice calls in the same rich way that we support email (e.g. call multiple folks for a conference, reply to a voicemail by calling the CALLER ID of the sender, have rules to handle different callers differently, etc.) Offer "find me now" feature - use calendar info plus personal rules to reach an Office user in real time in the most efficient/richest way (home phone, work phone, mobile phone, instant messaging, NetMeeting, etc.) Consider enabling Internet telephony between Office users.

OfficeTeam.NET

This family of services helps a knowledge worker with all aspects of running a project, from finding qualified team members, to setting up a team site to tracking project progress, to publishing and/or delivering the team's work, to billing for that work.

Office helps you run your project

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- **Provide a community/team space to store all related project information.** This would include archived meetings & presentations, calendars, notes, whiteboard comments, etc. in a secure, team-controlled environment. Provide access to project-related documents via an intelligent search mechanism that can recognize data tags in relevant documents.
- **Provide tracking info on state of the project:** keep track of who did what work when. Support rich notifications (e.g. "notify me the following 5 folks read the business plan")
- **Provide billing for your project:** Allow project coordinator to tally up billable hours spent or actions performed (e.g. reviewed document) by each member and consolidate into total bill. Let me submit the bill to the recipient of the project (and possibly collect it) using Office.

Office helps you staff your project

- **Access to Office-related experts and the services they offer:** Provide users with connection to other Office users and experts who can solve their individual productivity needs. Examples skills are:
 - Copy edit service – punch up my Word article so it speaks to the reader
 - Presentation finishing – take my basic PowerPoint presentation and enhance it with expert design, animations, etc.
 - Financial analyst – build an Excel spreadsheet for the following analysis
 - Graphic artist – design the following image or logo; make a template that looks like these documents, design letterhead
 - Dictation services - Transcribe my dictated document

- o Desktop publishing - make a newsletter out of these articles
- o Mail merge – mail this document to the following 5,000 names/addresses
- o **Access to non-Office experts and the services they offer:** Provide users with connection to experts in arbitrary subject matters. Make office a place for people in general to exchange services.
- o **Management fee-for-service arrangements on marketplace:** Provide the means for individuals to pay or receive payment for services completed in the Office world. Develop secure transaction site for use by members.

OfficeHealth.NET

This family of services lets MS maintain your entire Office installation in top shape and up to date, remotely and with no effort on the user's part.

Office improves and heals itself

- **Proactively manage the integrity/health of Office applications.** Upgrade minor versions (e.g. SR1, QFE's) silently. Upgrade major versions with customer agreement (and payment if applicable.) Make it easy to trickle out new client features between major releases and without user intervention.
- **Identify corrupt files and restore them.** Make the file maintenance process transparent to the user. (This is mainly geared at hosted files but might be nice to have on client files also.)

Office gets you in touch with others who can help

- **Provide a focused conduit to Microsoft support:** When a user has a problem, automatically diagnose of likely problem based on actions leading to the problem. Channel user to Knowledge Base article and/or PSS specialist that can help. Allow specialist to remotely repair problems ranging from hardware/software malfunction to user error to corrupt document.
- **Facilitate Office Help communities:** Nurture and give visibility to a community of Office users who can answer questions about product usage. Let users rate the help they get and surface the most helpful folks to the top. Allow qualified experts to charge for their help, provide billing of transactions. Alternatively (or in addition) offer "Office frequent flyer points" when experts help users, which they can later redeem with MS (e.g. in exchange for a free Office subscription.)