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**From:** Will Poole  
**Sent:** Monday, September 30, 2002 10:42 PM  
**To:** Rich Lappenbusch; Mike Beckerman; Chadd Knowlton; Linda Averett; Amir Majidimehr; Jordi Ribas; Ming-Chieh Lee; Ian Mercer; Dave Fester; Kurt Buecheler; Alex Limberis; Paul Campbell (WINDOWS MEDIA); Tom Honeybone; Michael Toutonghi; Kevin Eagan; Harsh Naidu; Joe Belfiore; Keith Laepple; Dennis Flanagan; Sriram Rajagopalan; John Manferdelli; Brad Brunell; Peter Biddle; Kosar Jaff  
**Cc:** Patty Jackson; Will Poole; Michael Dillon (HR)  
**Subject:** Offsite agenda for Thursday  
**Attachments:** NMPD Strategic planning offsite agenda v0930.doc

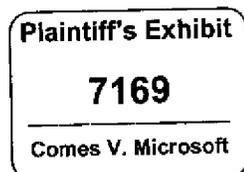
Here's the context for our Thursday offsite meeting and a draft agenda. (Thanks to BradBr for putting it together). Sorry for the delay in getting this out. If there are one or two additional people who might be invaluable contributors to the discussions indicated, please email me (don't invite more without asking first). I'm of course open to additions/changes to the agenda if you have ideas. Brad and I are working a PPT to provide more context and discussion initiation – plan to complete the draft tomorrow.

Thanks

Will

(those of you who don't have the S+ yet: pls email patty and she'll forward)

5/18/2005



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## **Windows NMPD Offsite: Consumer Media End-to-End Strategy**

"Come Together to Win"

October 3, 2002, 8am-6pm

Meeting location: Honeywell Learning Center, 4980 NE 31st

### **Context**

Much of the Digital Media landscape was set by actions of the Content industries, Consumer Electronics industry and Broadcast industries in the 1970s and 1980s, before Microsoft engaged in Digital Media. We missed involvement key evolutions in the 90's also, including especially security systems for removable media. Over the past 5 years, we have evolved Digital Media delivery over IP Networks to the PC from "dancing postage stamp" video quality to being a serious contender for next-generation high definition audio and video implementations via the work we've done for the end to end solution with Windows Media Series 9 and DRM. We have learned the scope of Digital Media by understanding the context of physical media and broadcast networks. And we have begun to define the possibilities, with eHome, and to see the scary competition of how the Home Network might evolve.

As management, we've come to a milestone to set the course for the next 3 years. We have a unique opportunity to "take the end-to-end win" in Digital Media and change the consumer experience to be richer, higher quality and more flexible than any predecessor bound to physical media and the consumer electronics device can come to. But the CE and Cable/Satellite operator industries are learning fast (adding photos, games, email) and adapting to try to neutralize the PC from a competitive position. And the content industry is attempting to slow or derail the PC's participation via legislation and tight alignment with a subservient IHV community.

For us to win, we must come together and align to a crisp, definable set of strategies that can form a "spine" that each division (DMD, eHome and WTPT) can align to and execute on in a coordinated fashion. It has become apparent that we have many great ideas being pursued in pockets of NMPD, but many are without the comprehensive alignment and sum-is-greater-than-the-parts throughput that we'll need to drive the Microsoft vision of Digital Media production, delivery and consumption.

So this offsite is an opportunity for us to find a common construct to approach the opportunities... a way to agree on what we should do and not do... and to drive a coordinated, focused execution through all aspects of our technologies and business so we can define Digital Media victory in the Longhorn timeframe

## Objective

- Formulate Strategies for how we win:
  - Format (compression, metadata, storage container)
  - DRM
  - Home/Personal Network
- Align strategies across 3 areas of the value chain
  - Production (creation, archiving, editing)
  - Data Delivery (physical media, network infrastructure) to Home/Car/Person
  - Personal / Home Network
- Aligning NMPD efforts to execute on big projects that will drive the wins

## Agenda

Time	Agenda	Speaker
8:00-8:30	Breakfast	
8:30-9:15	Planning kickoff <ul style="list-style-type: none"> <li>• Framework: Ecosystem of A/V delivery and home network</li> <li>• Defining a win/tie/loss</li> <li>• Setting Scope Scoping to "Big Ideas"</li> </ul>	Will Poole and leads
9:15-10:30	<b>Assumptions Exercise and Discussion</b> <ul style="list-style-type: none"> <li>- Sticky note list of all of our assumptions</li> <li>- Discuss/prioritize likelihood of assumptions</li> <li>- Choose our "filters" of how we want to view and proceed</li> </ul>	Working session and discussion
10:30-10:45	Break	
10:30-11:45	<b>Competitive/Cooperative Strategies Dissection</b> How does Company win? What is their strategy? Areas that we might align? How important are they in value chain? Where is their margin? Where is their strategic control? <ul style="list-style-type: none"> <li>- Content Owners               <ul style="list-style-type: none"> <li>○ Studios</li> <li>○ Labels</li> </ul> </li> </ul>	Working session and discussion

	<ul style="list-style-type: none"> <li>o Broadcasters</li> <li>- Delivery pipes <ul style="list-style-type: none"> <li>o Cable ops</li> <li>o Satellite</li> <li>o Telco</li> <li>o Wireless operator</li> <li>o Other (Fiber, parallel systems ..etc )</li> </ul> </li> <li>- Devices <ul style="list-style-type: none"> <li>o Sony</li> <li>o Nokia</li> <li>o Phillips</li> <li>o MEI</li> <li>o Apple</li> </ul> </li> </ul>	
11:45-1:00	Lunch and email/phone break	
1:00-2:30	<b>Projects Exercise. How do we win?</b> <ul style="list-style-type: none"> <li>- Sticky Notes. What ideas/projects can we do to win</li> <li>- Review "F4" plans</li> <li>- What about subscription services?</li> <li>- Discuss and sift the best ideas. Stack Rank as a group</li> </ul>	Working session and discussion
2:30-2:45	Break	
2:45-4:00pm	<b>Break into Groups:</b> Execution plans on Top 3 Ideas  High level detail of Product Dev, Integration with other MS tech, Interdependencies on MS groups, Content, Pipes, Other client technologies (CE), standards, legislation, licensing, Timing of efforts and Metrics for success	Working session and discussion
4:00-5:00	<b>Group presentations</b> (20 minutes each)	Virtual Team Leaders for Top 3 Big Ideas
5:00-5:45	<b>Next Steps</b> Actions to prepare for 10/11 JimAll review Ensuring a through-line of execution. Identify owners and virtual team members	All

## Next Steps

**Oct 11, 11am-1pm 26/3243 (20 people max)**

Present Plans of How we're going to win in consumer media creation->delivery to Jim Allchin

Goals of meeting:

1. Clarify direction/investments for NMPD and/or other platforms groups to build technologies to win
2. Identify necessary virtual team/resources to accomplish big ideas that we want to pursue