

From: David Pritchard [davidpr]
Sent: Monday, March 21, 1994 3:33 AM
To: David Pritchard's HR Group; David Pritchard's Training Group
Subject: FW: Office marketing update - March 11

From: Hank Vigil
To: Bernard Vergnes; Bill Gates; Christopher (VP ITL) Smith; APPS Comm/Pete Higgins'
Direct Reports; Jeff Raikes; Joachim Kempin; Mike Maples; Pete Higgins; Richard Fade;
Roger Heinen; Steve Ballmer
Cc: Brian MacDonald; Bryce Hausmann; Charles Stevens; Chris Peters; Dawn Trudeau; Jon
Reingold; Lewis Levin; Mark Kroese; Peter Pathe; Robbie Bach; Vijay Vashee; Year of the
Office
Subject: Office marketing update - March 11
Date: Friday, March 11, 1994 5:27PM

Over the past few weeks, we've focused heavily on press contact, refinements to the Office Friendly program, and shipment/inventory management issues related to Office 4.2.

- 1) PR
- * Excel clear winner in InfoWorld spreadsheet roundup
 - * Office wins PC Week office suite comparative.
 - * Word won the Software Digest word processing review.
 - * Word won InfoWorld word processing comparative and received the InfoWorld Recommended Product Award.
 - * Word won the PC World word processor product comparison and received the PC World Best Buy award.
 - * Word won the Windows Magazine 1994 recommended product award.
 - * Executed ODK/Office Solutions Tour with positive results
 - * Continued to communicate Office momentum, including 4.2 ships release
 - * Continued to garner positive leak coverage for Access 2.0.

We are hard at work to reflect these review wins in coming advertising and PR efforts.

Other PR Challenges that we will focus on:

- * Successfully manage press coverage of Office Compatible program; present it as an opportunity for ISVs and a benefits for customers. It will be easy for press to view this as tactic for dominance and we must provide them with ISV and customer testimonials about the benefits.
- * Manage perception of Office/PowerPoint in press especially in regard to system resource requirements.
- * Develop messages and demos for Office workgroup strategy in tandem with EMS efforts.

2) SOFTWARE RELEASE AND AVAILABILITY STATUS

Office 4.2 Standard RTM'd on Friday 3/4, but will not be available on the street until 4/8, since we are building 100% of backlog (as we did with Excel 5.0) before shipping. Assuming Office Pro 4.3 RTMs on the week of 3/23, we expect Office 4.3 Pro to be broadly available by late April. There are no availability problems with the recently released PowerPoint 4.0 or Excel 5.0.

Since the availability dates of Office Standard 4.2 and Office Pro 4.3 are going to be less than one month apart, we are canceling Office Pro 4.2 (with Access 1.1) to avoid channel confusion and inventory management problems.

Finally, we are currently experiencing some stock outs of Office 4.0 since we had to rework the Office 4.0 inventory at Canyon Park.

3) VITAL SIGNS

1

Plaintiffs' Exhibit
7718

Comes v. Microsoft

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February was a hard month in the US due to a combination of factors, including January channel stuffage, expected shipment of Office 4.2, returns of Excel 4.0 (\$2mm) and WinWord 2.0 (\$1mm), fulfillment of vouchers resulting in no revenue, and the Office inventory rework. For more information, please see:



FLASHDAD.XLS (78 KB)

March and April should pick up as the channel clears out Word and Excel inventory, and as Office 4.2/Office 4.3 ship (there is now a \$45m backlog for Office, over 140k units). For more information on Office backlog, sell through, and inventory status, please see:



OFFBAKLG.XLS (143 KB)

Finally, we have not received share data for December from the SPA, but will include in the next summary.

4) OFFICE FRIENDLY PROGRAM

Over the past few weeks, we've made great progress on the Office Friendly program. Key areas of progress include:

- * Program name and logo. During the past two weeks, we have been testing various name/logo combinations in several major markets. This week, we will decide on one of three names:
 - Office Advantage
 - Office Companion
 - Office Compatible
- * Marketing License. The marketing license will include:
 - Logo with usage guidelines
 - Demos on Office CD version
 - Announcement reception
 - Press kit
 - Focus magazine listing
 - Inclusion in communication to MS sales force and reseller sales force
- * Compliance testing.
 - We will reach a final decision on which vendor will do the compliance testing next week.
 - Potential vendors include:
 - NSTL
 - American Institute of Research in Palo Alto
 - University of Toronto
- * Key next steps on Office Friendly program
 - Decide on program name/logo (this week)
 - Finalize marketing and development contracts (ongoing)
 - Finalize launch details (Windows World, May)
 - Finalize Intellectual Property document (Jim Conner developing this)

For more detail on the program, please refer to the attached marketing plan:

5) COMPETITIVE UPDATE

Lotus News



OCFNDLY.DOC
(74 KB)

Based on recent meetings with analysts, we expect Lotus to do a tactical release of SmartSuite in the summer/fall timeframe. This will include minor updates to the applications and enhanced Notes integration. We do not expect them to have any OLE 2.0 apps until the post Chicago timeframe.

In terms of current marketing, their messaging has evolved to position 1-2-3 for Windows as the "anchor" product. SmartSuite is described as "1-2-3 + four proven winners", AmiPro is being promoted as "1-2-3's eloquent twin". For a complete summary of Lotus messaging, as seen at a recent SmartSuite seminar, open this document:

We continue to track Office and individual app wins and losses. No major losses



SEMINAR2.DOC (34
KB)

were reported in the past two weeks, but we have summarized all significant wins and losses in the attached document. This document also discusses trends we are seeing with losses.

6) POWER MAC LAUNCH PLANS



WLJAN.DOC (41
KB)

* Power Mac announcement on 3/14 in NYC. Pete Higgins will participate. We will announce our PPC Office plans and announce our free upgrade plans.

Summary

Desktop Apps
 MTD Flash
 Summary,
 USFG Only -
 Final February
 1994

10/6/2003 1:09

MAC

STANDALONE MTD DAD UNITS						
Office	Office Pro	Office Subtotal	Word	Excel		DAD Total
Academic	46	11	57	9,251	3,377	12,685
CUP	0	0	0	0	0	0
License	656	0	656	328	125	1,109
Select	526	0	526	37	82	625
Retail	6,786	0	6,766	2,490	2,110	11,366
NEW USERS	7,994	11	8,005	12,106	5,674	25,785
FORECAST	12,081	1,190	13,271	18,901	21,597	53,769
VARIANCE	(4,087)	(1,179)	(5,286)	(6,795)	(15,923)	(27,984)
Maintenance	3,262	0	3,262	1,784	1,183	6,229
VUP	102	0	102	1,878	1,200	2,980
TOTAL VUP	3,364	0	3,364	3,462	2,383	9,209
FORECAST	4,564	0	4,564	3,660	22,209	30,433
VARIANCE	(1,200)	0	(1,200)	(196)	(19,826)	(21,224)
MAC TOTAL	11,358	11	11,369	15,568	8,057	34,994
FORECAST	18,645	1,190	17,835	22,581	43,808	84,202
VARIANCE	(5,287)	(1,179)	(6,466)	(6,993)	(35,749)	(49,208)

STANDALONE MTD DAD REVENUE (in \$1,000's)						
Office	Office Pro	Office Subtotal	Word	Excel		DAD Total
	\$15	\$04	\$19	\$4040	\$1659	\$5718
	\$00	\$00	\$00	\$00	\$00	\$00
	\$1821	\$00	\$1821	\$717	\$270	\$2808
	\$1051	\$00	\$1051	\$61	\$101	\$1213
	\$2,6602	\$00	\$2,6602	\$6648	\$5186	\$3,8435
	\$2,9489	\$04	\$2,8493	\$1,1466	\$7216	\$4,8174
	\$4,3737	\$3483	\$4,7220	\$2,0383	\$2,7329	\$9,4933
	(\$1,4249)	(\$53)	(\$1,4301)	(\$8918)	(\$2,0114)	(\$4,3332)
	\$3149	\$00	\$3149	\$518	\$373	\$4039
	\$285	\$00	\$285	\$1345	\$1123	\$2754
	\$3434	\$00	\$3434	\$1863	\$1496	\$6793
	\$1,4107	\$00	\$1,4107	\$2793	\$1,8433	\$3,5333
	(\$1,0673)	\$00	(\$1,0673)	(\$930)	(\$1,6938)	(\$2,8540)
	\$3,2923	\$04	\$3,2927	\$1,3329	\$8711	\$5,4967
	\$5,7844	\$3483	\$6,1327	\$2,3178	\$4,5763	\$13,0266
	(\$2,4921)	(\$3478)	(\$2,8400)	(\$9848)	(\$3,7051)	(\$7,5299)

WIN

Academic	23	16	39	11,590	9,756	21,385
CUP	7,113	0	7,113	39,640	(8,922)	37,831
License	3,812	755	4,567	1,786	2,690	9,023
Select	5,828	313	6,141	(395)	1,272	7,018
Retail	14,088	1,510	15,598	868	(1,800)	14,586
NEW USERS	30,864	2,594	33,458	53,469	2,918	89,843
FORECAST	63,201	29,705	92,906	61,911	53,389	208,206
VARIANCE	(32,337)	(27,111)	(59,448)	(8,442)	(50,473)	(118,363)
Maintenance	15,480	1,355	16,835	748	452	18,035
VUP	38,294	5	38,299	6,965	186,705	231,969
TOTAL VUP	53,774	1,360	55,134	7,713	187,157	250,004
FORECAST	16,589	4,280	20,869	31,259	48,749	100,877
VARIANCE	37,185	(2,920)	34,265	(23,546)	138,408	149,127

	\$07	\$06	\$14	\$5033	\$3610	\$8657
	\$1,6272	\$00	\$1,6272	\$3,6907	(\$8837)	\$4,4343
	\$5285	\$2889	\$8174	\$3212	\$5084	\$1,8470
	\$1,1397	\$939	\$1,2336	(\$186)	\$2439	\$1,4589
	\$5,7867	\$7414	\$6,5081	\$1801	(\$6181)	\$8,0700
	\$9,0629	\$1,1248	\$10,1877	\$4,6787	(\$3886)	\$14,4759
	\$17,8462	\$11,5040	\$29,1502	\$8,6817	\$7,7009	\$45,5327
	(\$8,5833)	(\$10,3792)	(\$18,9625)	(\$4,0049)	(\$8,0894)	(\$31,0568)
	\$6991	\$65	\$7057	\$576	\$480	\$8092
	\$9,2095	\$00	\$9,2095	\$5594	\$5006	\$10,2695
	\$8,9087	\$65	\$8,9152	\$6169	\$5466	\$11,0787
	\$2,7303	\$1,0459	\$3,7762	\$2,4480	\$3,9627	\$10,1869
	\$7,1784	(\$1,0394)	\$6,1389	(\$1,8310)	(\$3,4161)	\$8918

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Summary

	WIN TOTAL	84,638	3,954	88,592	61,182	190,073	339,847	\$18,971.5	\$1,131.3	\$20,102.8	\$5,293.7	\$158.1	\$25,554.6
	FORECAST	79,790	33,985	113,775	93,170	102,138	309,083	\$20,376.5	\$12,549.6	\$32,926.4	\$11,129.6	\$11,663.6	\$55,719.5
	VARIANCE	4,848	(\$3,031)	(\$25,183)	(\$31,988)	87,935	30,764	(\$1,404.9)	(\$11,418.3)	(\$12,823.5)	(\$5,835.9)	(\$11,505.5)	(\$30,165.0)
TOTAL	ACTUAL	95,996	3,965	99,961	76,750	196,130	374,841	\$22,263.8	\$1,131.7	\$23,395.5	\$6,626.5	\$1,029.2	\$31,051.3
	FORECAST	96,435	35,175	131,610	115,731	145,944	393,285	\$26,160.8	\$12,898.2	\$39,059.0	\$13,447.3	\$16,239.8	\$68,746.1
	VARIANCE	(439)	(\$1,210)	(\$31,649)	(\$38,981)	52,186	(18,444)	(\$3,897.0)	(\$11,766.5)	(\$15,663.5)	(\$6,820.7)	(\$15,210.6)	(\$37,694.8)

Note: Report does not include all actuals for Select, MCD, and other licensing revenue. Part of this revenue is maintained outside the daily sales analysis system.

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Office MTD Flash
 Summary, USFG
 Only - February
 Final 1994
 10/5/2003

Environment	Product	Class	MTD Shipments		Current Backlog				
			QTY	Revenue	QTY	Revenue			
MAC	Office	Academic	46	\$1,472	0	\$0			
	Office	License	656	\$182,136	1	\$0			
	Office	Maintenance	3,262	\$314,864	0	\$0			
	Office	Retail	6,766	\$2,660,168	96	\$29,505			
	Office	Select	526	\$105,099	0	\$0			
	Office	VUP	102	\$28,531	0	\$0			
	Office Professional	Academic	11	\$432	0	\$0			
	ACTUAL TOTAL			11,369	\$3,292,702	97	\$29,505		
	Forecast:								
	New			13,271	\$4,722,012				
VUP			4,564	\$1,410,652					
FORECAST TOTAL			17,835	\$6,132,664					
WIN	Office	Academic	23	\$736	14,396	\$1,024,989	19,912	34,331	
	Office	CUP	7,113	\$1,627,235	81,526	\$19,863,056	19,713	108,352	
	Office	License	3,812	\$528,510	4,410	\$1,531,376	19,714	27,936	
	Office	Maintenance	15,480	\$699,141	0	\$0	19,715	35,195	
	Office	Retail	14,088	\$5,766,657	50,105	\$19,385,716	19,716	83,909	
	Office	Select	5,828	\$1,139,735	0	\$0	19,717	25,545	
	Office	VUP	38,294	\$9,209,519	70	\$7,256	19,718	58,082	
	Office Professional	Academic	16	\$640	0	\$0	19,719	19,735	
	Office Professional	License	755	\$288,803	534	\$222,294	19,720	21,009	
	Office Professional	Maintenance	1,355	\$6,512	0	\$0			
	Office Professional	Retail	1,510	\$741,438	6,385	\$3,174,306			
	Office Professional	Select	313	\$93,857	0	\$0			
	Office Professional	VUP	5	\$0	0	\$0			
	ACTUAL TOTAL			88,592	\$20,102,844	157,426	\$45,205,995	138,205	373,350
	Forecast:								
New			92,906	\$29,150,151					
VUP			20,869	\$3,776,232					
FORECAST TOTAL			113,775	\$32,926,383					
TOTALS	Actual:								
	New		44,021	\$12,563,311	151,067	\$42,053,937			
	VUP		55,940	\$10,832,234	6,456	\$3,181,564			
	ACTUAL TOTAL		99,961	\$23,395,545	157,523	\$45,235,500			
	Forecast:								
New		106,177	\$33,872,163						
VUP		25,433	\$5,186,884						
FORECAST TOTAL		131,610	\$39,059,047						

Note: Report does not include all actuals for Select, MCD, and other licensing revenue. This

*revenue is maintained
outside the daily sales
analysis system*

**Word MTD Flash
Summary, USFG
Only - Final
February 1994**

10/6/2003

<i>Environment</i>	<i>Class</i>	<i>MTD Shipments</i>		<i>Current Backlog</i>	
		<i>QTY</i>	<i>Revenue</i>	<i>QTY</i>	<i>Revenue</i>
MAC	<i>Academic</i>	9,251	\$403,986	0	\$0
	<i>License</i>	328	\$71,686	0	\$0
	<i>Maintenance</i>	1,784	\$51,782	0	\$0
	<i>Retail</i>	2,490	\$664,809	55	\$15,518
	<i>Select</i>	37	\$6,081	0	\$0
	<i>VUP</i>	1,678	\$134,530	3	\$167
	<i>Word Subtotal</i>	15,568	\$1,332,874	58	\$15,685
	<i>Office</i>	8,005	\$1,268,163	97	\$12,687
	<i>Office Update</i>	3,364	\$147,796	0	\$0
	<i>Office Subtotal</i>	11,369	\$1,415,959	97	\$12,687
	ACTUAL TOTAL	26,937	\$2,748,833	155	\$28,372
	Forecast:				
	<i>New</i>	18,901	\$2,038,320		
	<i>VUP</i>	3,660	\$279,326		
	<i>Word Subtotal</i>	22,561	\$2,317,646		
<i>New</i>	13,271	\$1,999,120			
<i>VUP</i>	4,564	\$606,580			
<i>Office Subtotal</i>	17,835	\$2,605,700			
FORECAST TOTAL	40,396	\$4,923,346			
WIN	<i>Academic</i>	11,590	\$503,286	1,155	\$49,793
	<i>CUP</i>	39,640	\$3,690,735	10	\$1,023
	<i>License</i>	1,766	\$321,239	45	\$10,710
	<i>Maintenance</i>	748	\$57,555	0	\$0
	<i>Retail</i>	868	\$180,062	80	\$22,572
	<i>Select</i>	(395)	(\$18,578)	0	\$0
	<i>VUP</i>	6,965	\$559,364	20	\$1,663
	<i>Word Subtotal</i>	61,182	\$5,293,662	1,310	\$85,761
	<i>Office</i>	33,458	\$4,279,467	157,356	\$19,129,763
	<i>Office Update</i>	55,134	\$4,262,938	70	\$3,121
	<i>Office Subtotal</i>	88,592	\$8,542,405	157,426	\$19,132,884
	ACTUAL TOTAL	149,774	\$13,836,067	158,736	\$19,218,645
	Forecast:				
	<i>New</i>	61,911	\$8,681,651		
	<i>VUP</i>	31,259	\$2,447,959		
<i>Word Subtotal</i>	93,170	\$11,129,610			
<i>New</i>	92,906	\$11,499,207			
<i>VUP</i>	20,869	\$1,529,644			
<i>Office Subtotal</i>	113,775	\$13,028,851			

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FORECAST TOTAL 206,945 \$24,158,461

TOTALS

Actual:				
New	107,038	\$11,370,935	158,798	\$19,242,066
VUP	69,673	\$5,213,965	93	\$4,951
ACTUAL TOTAL	<u>176,711</u>	<u>\$16,584,900</u>	<u>158,891</u>	<u>\$19,247,017</u>
Forecast:				
New	186,989	\$24,218,298		
VUP	60,352	\$4,863,510		
FORECAST TOTAL	<u>247,341</u>	<u>\$29,081,807</u>		

Note: Report does not include all actuals for Select, MCD, and other licensing revenue. Part of this revenue is maintained outside the daily sales analysis system.

**Excel MTD Flash
Summary, USFG
Only - Final
February 1994**

10/6/2003

<i>Environment</i>	<i>Class</i>	<i>MTD Shipments</i>		<i>Current Backlog</i>	
		<i>QTY</i>	<i>Revenue</i>	<i>QTY</i>	<i>Revenue</i>
MAC	<i>Academic</i>	3,377	\$165,918	1	\$70
	<i>License</i>	125	\$26,966	0	\$0
	<i>Maintenance</i>	1,183	\$37,266	0	\$0
	<i>Retail</i>	2,110	\$518,554	70	\$18,711
	<i>Select</i>	62	\$10,130	0	\$0
	<i>VUP</i>	1,200	\$112,305	20	\$2,064
	<i>Excel Subtotal</i>	8,057	\$871,138	91	\$20,845
	<i>Office</i>	8,005	\$1,238,670	97	\$12,392
	<i>Office Update</i>	3,364	\$144,358	0	\$0
	<i>Office Subtotal</i>	11,369	\$1,383,028	97	\$12,392
	ACTUAL TOTAL	19,426	\$2,254,166	188	\$33,237
	Forecast:				
	<i>New</i>	21,597	\$2,732,922		
	<i>VUP</i>	22,209	\$1,843,342		
<i>Excel Subtotal</i>	43,806	\$4,576,264			
<i>New</i>	13,271	\$1,951,900			
<i>VUP</i>	4,564	\$592,474			
<i>Office Subtotal</i>	17,835	\$2,544,374			
FORECAST TOTAL	61,641	\$7,120,638			
WIN	<i>Academic</i>	9,756	\$361,001	6,090	\$259,434
	<i>CUP</i>	(8,922)	(\$883,694)	1,435	\$152,659
	<i>License</i>	2,690	\$508,418	11	\$2,413
	<i>Maintenance</i>	452	\$46,029	1	\$0
	<i>Retail</i>	(1,880)	(\$618,144)	634	\$171,082
	<i>Select</i>	1,272	\$243,857	0	\$0
	<i>VUP</i>	186,705	\$500,583	36,182	\$426,175
	<i>Excel Subtotal</i>	190,073	\$158,050	44,353	\$1,011,762
	<i>Office</i>	33,458	\$4,177,590	157,356	\$18,677,776
	<i>Office Update</i>	55,134	\$4,163,786	70	\$3,048
	<i>Office Subtotal</i>	88,592	\$8,341,376	157,426	\$18,680,824
	ACTUAL TOTAL	278,665	\$8,499,427	201,779	\$19,692,586
	Forecast:				
	<i>New</i>	53,389	\$7,700,880		
<i>VUP</i>	48,749	\$3,962,671			
<i>Excel Subtotal</i>	102,138	\$11,663,551			
<i>New</i>	92,906	\$11,207,705			
<i>VUP</i>	20,869	\$1,491,882			

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Office Subtotal 113,775 \$12,699,587
FORECAST TOTAL 215,913 \$24,363,138

TOTALS

Actual:
New 50,053 \$5,749,266 165,694 \$19,294,536
VUP 248,038 \$5,004,327 36,273 \$431,287
ACTUAL TOTAL 298,091 \$10,753,593 201,967 \$19,725,823

Forecast:
New 181,163 \$23,593,407
VUP 96,391 \$7,890,369
FORECAST TOTAL 277,554 \$31,483,776

Note. Report does not include all actuals for Select, MCD, and other licensing revenue. This revenue is maintained outside the daily sales analysis system.

SKU
CUP
Retail
VSP
TOTAL

Cell# 999 -
120,528
87,840

145,241

374,307

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MS-CC-Sun 000001394985
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Total per	
Inventory =	Channel
22,000	132,813
9,368	107,200
36,750	169,011
<u>68,287</u>	<u>442,214</u>

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Less actual
sales
144,756
123,386
220,473
497,500

equals
unaccounted
for difference
8,137
-16,181
43,382
81,928

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CONFIDENTIAL

5%
-15%
-19%
-10%

Web Author 11/7/2003 3:47 PM

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