Directions on Microsoft

The Microsoft Corporate Organization *Winter 2001*

BILL GATES
Chairman of the Board & Chief Software Architect

Steve Ballmer
President & CEO

SALES ORGANIZATION

Orlando Ayala
Group VP, Worldwide Sales, Marketing, and Services Group
Oversees Microsoft's sales, marketing, and service initiatives; customer and partner programs; and product support and consulting services.

Joachim Kempin [1]
Sr. VP, OEM
Licensing of desktop operating systems and other Microsoft products to PC hardware vendors.

Jean-Philippe Courtois
Sr. VP & Pres. of Microsoft EMEA
Management of all European, Middle Eastern and African business.

- Emre Berkin — *VP, MENA Region* — Oversees operations for subsidiaries serving the Middle East and N. Africa.
- Patrick de Smedt — *VP, Enterprise Bus. Dev.* — Evangelizes MS strategy, products, & services to enterprise customers.
- Umberto Paolucci — *VP, EMEA Subsidiaries* — Oversees Austria, Benelux, Nordic, South Africa, S. Europe, & Switzerland.
- Christopher Capossela — Dir., Bus. Ops EMEA
- Jan Muehlfeit — Regional Dir., E. Europe
- Neil Holloway — Managing Dir. UK, VP EMEA
- Ulrich Holtz — Dir., Human Res., EMEA
- Simon Witts — *VP, Sales & Marketing EMEA* — Sales, marketing, and support strategies for Europe, Middle East, & Africa.
  - Patrick Burfet — *VP, Enterprise Partner Group* — Sales, marketing, and services for enterprise customers in EMEA.
    - Eduardo Iscoloza — Dir., Consulting Services
    - Henning Sobotta — Dir., Enterprise Solutions
  - Greg Levin — Dir., Mktg Services EMEA
  - Laurent Desaporte — Dir., Small Bus. & Licensing
  - Paul Van Haastrecht — Dir., Prod. Support EMEA
  - Walter Seemeyer — Dir., Dotcom & Developer

Kevin Johnson
VP, US Sales and Service
Manages US field sales, MS Consulting Services, Premier-level product support, and Industries Solutions group.

- Bob Vellone — *VP, East Region* — New York, New Jersey, New England, Mid Atlantic, and Greater PA sales & services.
- Erik Renaud — *VP, Central Region* — Great Lakes, North Central, Mid America, and Midwest sales & services.
- Eugenio Beaurrand — *VP, South Region* — South Central, Gulf Coast, Gulf States, and Southeast sales & services.
- Richard Kaplan — *VP, Western Region* — Rocky Mountain, Pacific NW, South West, and California sales & services.
- Bob Clough — *VP, US Small Business* — Responsible for small business strategy & field sales force efforts.
- Dianne Gregg — *VP, Industries Solutions* — Manages field-based group focused on industry-specific needs.
  - Martin Theil — GM, Comm. Industry SG
  - Michael Hand — GM, Fin. Services
  - Richard Sierra — GM, Consulting
  - Peter Heynes — GM, Government
    - Mitra Azizirad — GM, Federal Systems
    - Al Horowitz — Practice Mngr, MCS
    - Frank Glebutowski — GM, State / Local Gov't
  - Mark East — GM, Educ. Solutions Grp
    - Toby Richards — Dir., Educ. Cust. Mktg
- Peter Bolt — *VP, E-Commerce* — eCommerce bus. strategy; US sales to dotcoms, VCs, and incubators.
  - Frank Murphy — GM, East eCommerce SG
  - Marty Parsches — GM, Central/South eComm. SG
  - Scott Coleman — GM, U.S. B2B Exchange
  - Steve Baumen — GM, West eCommerce SG
- Joe Austin — GM, Premier & Alliance Sup.
- Paul Baxley — GM, US Partner BU
- Mich Mathews — *VP, Marketing Division* — US mktg strategy & execution; worldwide marketing and communications strategy; PR, advertising, & brand identity.
  - Andrew Lees — *VP, Solutions Marketing* — Development and execution of integrated marketing campaigns.
    - Bob Kelly — Dir., IT Infrastr. & Hosting
    - Gleuco Ferrari — Dir., Field Comm. & Strategy
    - Joe Bennett — Dir., Mktng, Bus. SMG
    - Jon Roskill — GM, eComm. & .Net Services
    - Peter Cary — Dir., Bus. Productivity SMG
    - Stephanie Ferguson — Dir., PC Experience SMG
  - Ann Redmond — GM, Strategic Mkt/Research
  - Jeanne Lombardo — GM, Cust. & Partner Loyalty
  - John Pinette — Dir., Public Relations
  - Mike Delman — GM, Adv., Paging, & Events
  - Mark Murray — Dir., Corp. PR & Pub. Affairs

Bill Hemingsgaard
VP, Worldwide Licensing and Pricing
Licensing programs including Enterprise Agreements, Select, and Open.

- Bill Landefeld — GM, Licensing Design
- Kim Carnahale — Dir., Licensing Development
- Kris Mukerjee — GM, WW Sales Solutions

Bob McDowell
VP, Enterprise Business Relationships
Evangelizes Microsoft strategy, products, and services to enterprise customers.

- Norm Thomas — Dir., MCS Operations

Charles Stevens
VP, Enterprise & Partner Group (EPG)
Coordinates company's enterprise strategy by industry, market, partner, and customer segments.

- Ian Rogoff — *VP, Enterprise Services* — Oversees consulting services, partner programs, and global partner mgmt.
  - Beverly Kennedy — GM, Enter. Srvcs Fdmwrk
  - Bill Anderson — Dir., Web App Market Dev.
  - Jared Wheeler — Dir., Accenture & Avanade
  - Rosa Maria Garcia — GM, Partner Programs
  - Sunayna Dilly — GM, Industry SG
  - Steve Biron — Dir., Partner Investments
- Jonathan Murray — *VP, Global Accounts* — Coordinates the management of designated global customers.
  - Adrienne Hall — Dir., Services
  - Andre Inderbitzin — Dir., EMEA Global Accts
  - David Roberts — Dir., SPAR/Asia Global Accts
  - John Drake — Bus. Mngr., Global Accts
  - Stephanie Rowland — Manager, Communications
- Ralph Young — *VP, Enterprise Solutions* — Development of sales strategy, processes, tools, & training used by the MS Enterprises sales force.
  - Andrew Hoover — Dir., Manuf. Industry Mngmnt
  - Bill Hartnett — Dir., Fin. Services Industry
  - Christopher Schaller — Dir., Sales Readiness
  - Deirdre Vigeno — GM, Public Sector
  - Edward Monter — GM Enterprise Sales
  - Jan Hjerleroe — Group Bus. Manager
  - Rebecca Kaska — Dir., Retail & B2B
  - Stinkeise Julien — Dir., ERM Solutions
- Bob Lunn — GM, Sales & Support Sys.
- Doug Hauger — GM, Exec. & Tech. Sales
  - John Dehlin — Dir., Tech. Sales Resources
  - Keiko Moriarty — Dir., Exec. Relat., Brief. Cntr
  - Pat Bowhen — Dir., Technical Evangelism
  - Peter Wise — Dir., Competitive Sales
  - Stephen Shay — Dir., Tech. Community Strat.
- Lori Moore — *VP, Product Support Services* — Worldwide technical support services that help customers and partners implement and use Microsoft products.
  - Denise Rundle — GM, Support Automation
  - Jay Vernon — GM, Bus. Apps & Cons. Sup.
  - Kevin Rhea — GM, Platforms Support
  - Walid Abu-Hadba — GM, Developer Support

Benoit Akerlind
VP, Embedded Systems Group
Manages business development and licensing of MS embedded OS technologies.

- Ron Hosogi — Dir., Embedded Sys., Home
- R. Suresh — Dir., Embedded Sys., Auto

Richard Fade
VP, OEM Multinational Accounts
Oversees relationship and licensing to large multinational hardware vendors such as Compaq, HP, and Del.

- Candace Grisdale — Dir., Multinational OEM
- Carl Guiledge — GM, OEM WW Marketing
- Carl Sittig — Dir., OEM Asia
- Kurt Kolb — Dir., WW OEM Bus. Group
- Mike Oldham — GM, Asia Pacific Ops Center
- Thomas Bauer — Dir., OEM EMEA

Thomas Koll [2]
VP, Network Solutions Group
Build relationships & have business with telcos, ISPs, Internet hosting companies, and network equipment mfg.

- Alan Mitchell — GM, Comm. Network Solut.
- Andy Khoo — Dir., NSG Asia
- Fredric Wineves — GM, Engineering
- George Nahon — Sr. Dir., Net. Services EMEA
- Goetz Kaschcka — Dir., Net. Services ICON
- Mark Overton — GM, Bus. Dev. (ISP/ASP)
- Peyton Smith — GM, Network Infrastructure
- Robin Alfred — Dir., ASP Market Dev.
- Rhett Swallowfield — GM, Szzlegc Ops
- Michel Lacombe — Chairman, EMEA Region
  - Mauricio Sentilhan Rosa — *VP, Intercontinental Region* — Sales and consulting efforts for Latin America, Canada, Australia, and New Zealand.
    - Alonso Luna Gutierrez — Dir., Andean Region
    - Axel Biekmann — Dir., South CONE Latin Am.
    - Jose Luis Rodriguez — Dir., Central Am. & Caribbean
    - Paul Houghton — Dir., South Pacific Region
  - Pieter Knook — *VP, Asia Region* — Japan, Korea, Taiwan, Hong Kong/People's Republic of China, Southeast Asia, and India.
    - Christophe Auinette — Regional Dir., South Asia
    - David Smith — Regional Manager, PSS
    - Jun Tang — Regional Dir., PSS
    - Mark Phibbs — GM, Bus. Dev., Asia
    - Michael Rawding — Regional Dir., Greater China

OPERATIONS

William Neukom
Executive VP, Law & Corporate Affairs
Responsible for all legal, government, industry, and community affairs.

- Linda Stone — *VP, Corporate and Industry Initiatives* — Reviews and looks toward improving external relationships; works on issues related to corporate culture.
- Richard Rashid — *Sr. VP, Microsoft Research Group* — Oversees staff researching advanced operating systems, artificial intelligence, graphics, and speech recognition.
  - Daniel Ling — *VP, Microsoft Research* — Management of research operations based in Redmond.
    - Bill Mitchell — GM, Smart Personal Objects
    - Roger Needham — Dir., MS Research, UK
    - Peter Pathe — GM, MS Research Division
    - Ya-Qin Zhang — Dir., MS Research, Beijing
  - Richard Emerson — *Sr. VP, Corp. Development & Strategy* — Leads Microsoft's corporate development activities, including mergers, acquisitions, and partnerships.
    - Amer Nehru — *VP, Corporate Development* — Analyze market opportunities; negotiate mergers, acquisitions, & joint ventures.
  - Sanjay Parthasarathy — *VP, Developer Evangelism & Bus. Dev.* — Relationships with key ISVs, dotcoms, & venture capitalists; coordinates developer evangelism teams within the bus. groups.
    - Mike Kinney — General Manager
    - Vic Gundotra — GM, Bus. Dev.
- Bernard Vergnes — Chairman Emeritus, MS EMEA

Bob Herbold
Executive VP, Chief Operating Officer
Responsible for corporate communications, corporate brand and research, finance, human resources, information technology, manufacturing, distribution, and real estate.

- Richard Devenuti — *VP, Info. Technology Group, CIO* — Responsible for worldwide internal technologies infrastructure, corporate information and key internal systems.
  - Alan Donald — GM, WW Programs Ops
  - Frank Holland — GM, Operations IT
  - Kevin Dillon — GM, European Ops Center
  - Patrick Ling — GM, Asia Pacific Ops Center
  - Rajat Taneja — GM, Americas Ops Center
  - Stan Kapilla — GM, Hardware Ops
  - Tony Rauenbach — GM, MS Licensing Inc.
- Deborah Willingham — *VP, Human Resources* — Recruiting, employee development, leadership development, compensation, diversity, and benefits.
  - Denise White — GM, Human Resources
  - Elizabeth King — GM, Leadership Dev.
- John Connors — *Sr. VP, Finance & Admin. and CFO* — Management of finance, investor relations, treasury, real estate, and corporate services.
  - John Lutbrich — *VP, Venture Integration* — Oversees merger and acquisition activity in EMEA.
  - Mike Boyle — *VP, Tax and Audit* — Responsible for Microsoft's worldwide tax obligations and internal audit activities.
  - Scott Bogge — *VP, Corporate Controller* — Corporate acctng, fin. reporting, & budgeting; also handles administrative IT.
    - Brent Callinicos — Treasurer
    - Chris Liaria — Sr. Dir., Investor Relations
    - Craig Bruya — GM, Finance & Admin.
    - Jean-Francois Heitz — Deputy Chief Fin. Officer

BUSINESS DIVISIONS

Jim Allchin
Group VP, Platforms Product Group
Windows OSs, platform infrastructure, server apps, & developer tools; tech. content development & delivery; various mktg efforts.

- Brian Valentine — *Sr. VP, Windows Division* — Development of Windows 2000, Windows ME, & embedded OS product lines.
  - Chris Jones — *VP, Windows Client* — Release and lesture set of Windows client operating systems.
    - Robert Short — *VP, Windows Base OS* — Developing & testing the core components of Windows OS.
      - Jawad Khalid — *VP, Network & Comm. Tech.* — Windows' networking & communications infrastructure.
  - Bill Veghte — *VP, Embedded & Appliance Platforms Group* — Windows CE & Windows 2000/NT embedded platforms, tools, and mktg.
    - Bruce Beachman — PUM, Embedded Windows
    - George Moore — Dir., Platform Strategy
    - Keith White — Dir., EAPG Mktg & Bus. Dev.
    - Thomas A. Adams — GM, WinCE Platforms Dev.
    - Tom Phillips — PUM, Network Appliances
  - David Thompson — *VP, Windows Server* — Windows server products, from small business server to .NGIC Datacenter.
    - Brian Reid — GM, Enterprise Svr Prod.
    - Eric Lockard — GM, Win. Small Bus. Svr
  - Deborah Black — *VP, Win. Mngmnt Services* — Windows mngmnt infrastr., SMS, Windows Update, & appcompatcy tech.
    - Bharat Shah — GM, Mngmnt Supportability
    - Eugene Ho — PUM, Windows Update
  - S. Somasegar — *VP, Windows Exp. Services* — Int. releases, app & device compatibility, documentation, & sustained engineering.
    - David Grieselpoon — GM, Productivity Services
    - Srinivas Koppolu — Mngng Dir., Indiv. R&D Corr
  - Tie Bie Hirsel — *VP, Server Product Mngmnt* — W2K Server, Adv. Server, DataCenter, SMS, and Terminal Services.
    - David Hamilton — GPM, Management Tech.
    - Doug Meier — GPM, Competitive Strat.
    - Dwight Krcess — Dir., ISP/ASP Hosting
    - Mark Perry — Dir., Win Svr Mngmnt
    - Pete Conway — Dir., Datacenter & 64-bit
    - Peter Dilodart — GPM, Partners & Evang.
- John Fredericksen — GM, PC Experience SG
- Carl Stork — GM, Hardware Strategy
- Michael Nash — *VP, Content Development & Delivery* — Microsoft.com, MSDN, TechNet, MS Press, courseware, certification, & training programs.
  - Christine McCaffrey Trowbs — Dir., Bus. & Prod. Planning
  - Grant Dunn — GM, MS Press
  - Jack Llewis — GM, Product Web Sites
  - Kimberly Saunders — Dir., Relationships
  - Michael Kopp — GM, Solutions Content
  - Rick Grindley — Dir., BUIT and Operations
  - Robert Stewart — GM, Training & Cert.
  - Tim Sinclair — GM, Microsoft.com Plat.

Paul Flessner
Sr. VP, .NET Enterprise Server Group
Server-based products including NS, MSMQ, AppCenter, Host Integration Server, BizTalk, and Commerce Svr.

- Gordon Mangione — *VP, Exchange Server* — Exchange Server dev., test, program management, & user education.
  - Chris Atkinson — *VP, .Net Enterprise Svr GG* — Markets .NET Enterprise Server products and e-business platforms.
    - Alain Gauthiermoz — Dir., Evangelism
    - Benoit Van Thiboutot — Dir., Enterprise Bus. Dev.
    - Brad Goldberg — Dir., Enterprise Strategy
    - Lisa Kelley — Dir., Enterprise Partners
    - Michael Rizza — GM, Enterprise Servers
- David Reed — GM, XML & Data Tech.
- Hal Berenson — GM, SQL Server
- Ron Soukup — GM, SQL Svr Replication
- Bill Baker — GM, SQL Svr Data Warehousing
- Yaron Shamir — GM, Hails Design Cntr.

Will Poole
VP, Windows Digital Media Division
Software for viewing, serving, protecting, authoring, & managing digital media content.

- Amir Majidimehr — GM, Dig. Media Everywhere
- Dave Fester — GM, Mktg
- Harlan Beskin — GM, Audio & Video
- Kurt Buechner — Sr. Dir., Bus. Dev.
- Mike Beckerman — GM, Digital Media Plat.
- Richard Lappenbusch — Dir., Strategic Planning
- David Cutler — Sr. Distinguished Eng.
- Yousef Mesmma — *VP, Developer Tools* — Development tools, such as Visual Studio, and related platform technologies.
  - Craig Symonds — GM, Languages
    - Drew Fletcher — PUM, Visual C++/C#
    - Robert Crowshaw — PUM, Visual Basic
  - David Treadwell — GM, .Net Framework
    - Brian Harry — PUM, Common Lang. Runtime
    - Geoffrey Stribling — PUM, Embedded Tools
    - Mark Anders — PUM, .Net Framework
    - Osborne Mcmich — PUM, .Net Compact Framwk
    - Sara Williams — PUM, .Net Framework Integr.
- Eric Peterson — GM, UE & International
  - Fabrice Fanoit — Dir., Developer Intl
- Tom Button — GM, Dev Tools
  - Michael Halcrowski — Dir., Visual Studio Dev.
  - Patricia Friel — PUM, Office Developer
  - Rick LaMarche — PUM, Frameworks & Tools

Jeff Raikes
Group VP, Productivity & Business Services Group
Desktop productivity products (including Office and Office.NET), publishing & learning technologies, eBooks, and tablet PCs.

- David Vaskevitch — *Sr. VP, Business Applications Division* — Internet-hosted services that enhance how businesses interact with one another and with customers.
  - Norm Judah — *VP, Business Development* — Vertical frameworks & strategic partnerships with providers of business apps.
  - Kathleen Hebert — *VP, Small Business Division* — Web services for small businesses including bCentral and Classmat.
    - Bethye Hostetler — *VP, bCentral* — bCentral mktg, bus. dev., Web site, and infrastructure & commerce services.
      - Jet Redd — GM, bCentral Ops & Support
      - Jessie Juneaud — PUM, bCentral Infrastructure
      - Nigel Burton — Dir., bCentral Bus. Dev.
    - David Thacker — GM, bCentral Front Office
      - Alex Simons — PUM, Cust. Relationship BU
      - Dana Lawton — GM, Site Mngr. & Publishers
    - Frank Schott — GM, bCentral Int.
- Dick Brass — *VP, Emerging Technologies Division* — Organize and execute MS's efforts in eBook software, eBook devices, tablet PCs, and handwriting recognition.
  - Alexandros Loeb — GM, Tablet PC
  - Bob McKenzie — GM, Automotive BU
  - Iris Snyder — PUM, Ink & Handwriting
  - Michael Cooper — Dir., Bus. Dev. & Mktg
  - Steve Sinofsky — GM, Electronic Books BU
- Steven Sinofsky — *Sr. VP, Office* — Design, implementation, & mktg of MS Office; Word, Excel, PowerPoint, Access, FrontPage, & Outlook.
  - Grant George — *VP, Office Test* — Quality assurance testing of Office products and technologies.
  - Paul Hartsveeck — *VP, Word & PowerPoint* — Word, PowerPoint, & shared Office tech. for text, graphics, & animation.
  - Richard McAniff — *VP, Office Data & Analysis* — Excel, Access, Web components, and Office designer.
- Akio Fujii — Dir., Far East Prod. Dev.
- Antoine Leblond — Distinguished Engineer
- Heikki Kamarna — Dir., Progress Mngmnt
- Jeanne Sheridan — Dir., Sustaining Eng.
- Jeff Olund — Dir., Worldwide Products
- Joseph Krzewinski — Dir., Office Mktg
- Kurt Dollhaus — GM, Outlook
- Reed Koch — GM, FrontPage & SharePoint
- Ted Johnson — *VP, Business Tools Division* — Management of Visio, Project, and geography product units.
  - Lori Pearce — GM, Visio BU
  - Michael Gazaff — PUM, Geography BU
  - Morris Beaton — GM, Product Mktg
  - Todd Weintraub — GM, Project BU
- Russell Bacciaiola — *Vice President*
- Jeff Teper — GM, Publishing, Know. Mngmnt, & Learning Tech.

Rick Belluzzo
Group VP, Personal Services and Devices Group
.NET platform components; Internet services for consumers, consumer software & hardware products, mobile services & infrastructure.

- Bob Muglia — *Group VP, .NET Services Group* — Responsible for the services platform for .NET and MSN, and for the development of new subscription services.
  - Brian MacDonald — *Sr. VP, Subscription Service Division* — Communications-centric subscription services, such as collaborative (working shared calendars & documents.
    - Eric Gagnon — GM, Client Platform
    - Jo-anne Feraca — Dir., Marketing
    - Craig Unger — GM, Hosting Platform
      - Charles McMurray — GM, SSG Bus. Ops
  - David Cole — *Sr. VP, Personal Services Platform* — Back-end service infrastructure for MSN & .NET, including Hotmail, instant messaging, Passport, and chat.
    - Brian Arbogast — *VP, MSN Platform & Storage* — Platform services that support MSN as well as .NET storage service strategy.
      - Gideon Zelic — GM, MSN Platforms
      - Michael Burrell — PUM, Storage.NET
    - Lucas Lewis — *VP, Passport.Net* — Dev. & mktg of passport and identification infrastructure technologies.
      - Colin Jetter — Dir., Passport Prog. Mgmnt
      - Mike Howard — GM, Passport
      - Ruthanne Lowestein — GM, Mktg & Bus. Dev.
    - Blake Irving — *VP, Communications .NET* — MSN Messenger, Hotmail, chat, communities, and personal calendar.
      - Curt Smith — PUM, Chat & Communities
      - Dan Bradford — GM, Hotmail Dev.
      - John Scarrow — PUM, Comm. Services
      - Raj Abburi — Dir., Voice.NET
      - Stephen Litvak — GM, Messenger & Mktg.
    - Paul Smith — *VP, MSN Operations* — MSN datacenters, including the Hotmail datacenter in CA.
      - Richard Waddell — Dir., MSN Ops Services
      - Steven Gavit — Dir., MSN Ops
      - Stephen Lowell — GM, Bay Area Ops
    - Ted Kummert — *VP, MSN Internet Access* — Network services, portal, & client tech., including Internet appliances.
      - Bob Feert — Director, MSN Companion
      - Cam Mirsky — GM, Customer Care
      - James Kramer — GM, Partner Mgmt
  - Carl ed Zylstra — GM, MSN Int
  - Jack Llewicd — GM, Personal Services
  - Bill Slaughter — Dir., Business Planning
  - Kai-Fu Lee — *VP, .NET User Interface* — Development of the .NET user interface.
    - Joe Peterson — GM, .Net User Experience
    - K.D. Hallman — GM, Natural Lang.
    - Lua Jong Huang — GM, Speech.Net
- Bruce Burns — Dir., Bus. Dev.

Robert Bach
Sr. VP, Home & Retail Division — Games, learning titles, hardware peripherals, software for the Macintosh, and X-box development.

- Ed Fries — *VP, Games Publishing* — Development of PC, X-box, & online games.
  - Adam Woolfson — PUM, Roleplaying/Adventure
  - David Cortes — PUM, Sell Labs Games Grp
  - Dean Hachamovitch — PUM, Online Games
  - Scot Bayless — PUM,Simulations Products
  - Shane Kim — PUM, Life Games
  - Stuart Moulder — GM, Action & Strat. Games
  - Pat Cook — PUM, Sports/Racing Games
    - David Malcolm — Dir., Bus. Dev.
- Mitchell Koch — *VP, Worldwide Retail Sales* — Retail sales for Office, Windows, games, consumer software, and hardware.
  - Stephen Schirs — *VP, SMA Retail Sales* — Retail sales for Office, Retail distribution for US, Canada, Latin America, & Australia.
    - John Traynor — GM, US Retail Sales
    - Sandy Duncan — Sr. Dir., Home & Retail
  - Eduardo Rosiel — GM, Bus. Management
  - John O'Rourke — Dir., Games Mktg
  - Todd Holmdahl — GM, X-box Hardware
  - Bryan Lee — GM, Bus. Dev.
  - J Allard — GM, X-Box Platform & Tech.
    - Connie Fennell — GM, X-box Online
    - Jon Thompson — Dir., Software Engineering
- Joe DeVivo — *Sr. VP, TV Service & Platform Division* — Design & development of Web TV, Microsoft TV Platform, & home automation efforts.
  - Bruce Leak — *President, WebTV* — Responsible for the WebTV service and parts of the Microsoft TV Platform.
    - Phil Goldman — *VP, Advanced TV Services* — Building new business around enhanced services for digital TV.
    - Frank Heinz — *VP, Product Dev.*
- Kevin Eagan — GM, Connected Home
- Ofir Paz — GM, MSTV Plat., Israel
- Thomas Pirnack — Dir., MSTV Plat. Deployment
- Alan Yates — Dir., Plat. Mktg & Bus. Dev.
  - Michael Comes — Dir., MSTV Bus. Dev.

Brad Chase
Sr. VP, MSN
MSN programming, core technology and operations, and vertical properties & services such as MoneyCentral.

- Judy Gibbons — *VP, MSN EMEA* — Runs MSN business in EMEA region; includes localized services in 15 countries.
  - Lindsay Sparks — *VP, MSN E-Services* — Manages MSN ecommerce businesses & bus. dev. for MSN content & services.
    - Bill Miles — GM, MSN Search
    - David Pann — GM & CFO, HomeAdvisor
    - Jeff Camp — GM, MSN Music Service
    - Jeff Dossett — GM, CarPoint.com
    - Jim Barr — GM, Commerce Services
    - John Nicol — GM, MSNBC
    - Liza Thomas — Dir., Bus. Management
    - Michael Kinsley — Editor, Slate
    - Peter Atkins — GM, E-Services Dev.
  - Lisa Brummel — *VP, Home Products Division* — Hardware and non-entertainment consumer software & online services.
    - Craig Bartholomew — GM, Learning BU
    - Fukiko Ogisu — Dir., Bus. Dev., Retail Channel Mktg
    - Kevin Browne — GM, Mac Office
    - Matthew Price — Dir., Marketing
    - Phil Spencer — GM, Home Imaging & Pub.
    - Randy Ringer — GM, Hardware Dev.
  - Yusuf Mehdi — *VP, MSN* — MSN marketing, sales, business development, and network programming.
    - Cary Van Arsdale — GM, MSN.com Bus. Dev.
    - Dan Britton — Dir., MSN Sales Ops
    - Heide O'Connell — Dir., MSN Sales Mktg
    - Jed Savage — National Dir., MSN Sales
    - Leslie Osborn — GM, MSN Network Prog.
    - Bob Bejan — GM, MSN Strategic Accts
    - Christophe Dalligault — GM, Marketing
      - Bill Hensling — Dir., Mktg & Retention
      - Jay Goldstein — Dir., Mktg & Prod. Mngmnt
      - Rajesh Aravaud — Dir., Bus. Dev., .NET Foundation Servs
      - Kumar Mehta — Dir., MSN Mktg
      - Lara Steiner — GM, PR, Ads, & Prod. Mktg
  - Adam Taylor — Regional GM, Canada & LA
  - Bert Wojciechowski — Dir., MSN Bus. Planning
  - Celia Cheng Wu — Regional GM, MSN Asia
  - Joel Sendonaris — GM, Strat. Bus. Dev.
  - Richard Bray — GM, Financial Products
    - Alessandro Giacobbe — Dir., Intl Products
    - Erik Jorgensen — GM, MSN MoneyCentral
    - Robert Cape — GM, Money

Paul Gross
Sr. VP, Mobility Group
Mobile devices & accompanying server-based infrastructure; also manages sales force calling on telecos.

- Ben Waldman — *VP, Mobile Devices Division* — Dev. & mktg of mobile device software; client portion of wireless strategy.
  - Bill Verthein — PUM, Smartphones
  - Kevin Shields — PUM, Pocket PC
  - Roberto Cazzaro — Dir., International
  - Robert O'Hara — PUM, Mobile Explorer
  - Sarah Zuberec — Dir., User Experience
  - Rogers Weed — GM, Mktg & Bus. Dev.
    - Kevin Dallas — Dir., Mktg, Mobile Phones
    - Phil Holden — Dir., Mktg, Mobile Devices
- Jake Christensen — *VP, Mobile Mktg & Sales* — Mktg & sales of MS's Mobile Internet brands, tech., products, & services.
  - Edouard Mercier — Regional Sales Mngr
  - Helmer Winblad — GM, EMEA Mobility Sol. Cntr.
  - Michel Yacbak — GM, SPAR Mobility Sol. Cntr.
  - Patrick Fox — Dir., Mobile Internet Mktg
  - Soon Kon Kim — Dir., Solution Dev.
- David Kurtender — PUM, Adaptive UI
- Mark Lederne — GM, Mobile Internet BU
- Phillipp Oosterhout — Dir., Smart Cards
- Vincent Mercaldo — Dir., Business Planning
- Bryan Meiosis — GM, Mobile Services
  - Nick Fent — Dir., Wireless Apps/Services
- Henri Vigil — *VP, Consumer Strategy* — Partnerships to exploit emerging consumer platforms & consumer services.
- Moshe Lichtman — *VP, Consumer Group Intl* — Oversees international business for the Personal Services and Devices Group.
- Steven Guggenheimer — Sr. Dir., PSDG Strategy

LEGEND

Accts	Accounts	LA	Latin America
Admin	Administration	Manuf	Manufacturing
Adv	Advertising	MCS	Microsoft Consulting Services
Am	America	Mktg	Marketing
App	Application	Mngmnt	Management
ASP	Application Service Provider	Mngng	Managing
B2B	Business-to-Business	Mngr	Manager
Bmkt	Boeing	Notif	Notification
BU	Business Unit	NSG	Network Solutions Group
BUIT	Business Unit Information Technologies	Ops	Operations
Bus	Business	Pkging	Packaging
Cert	Certification	Plat	Platform
Cntr	Center	PR	Public Relations
Comm	Communications	Pres	President
Cons	Consumer	Prod	Product(s)
Corp	Corporate	Prog	Program or Programming
CRM	Customer Relationship Management	PSDG	Personal Services and Devices Group
Cust	Customer	PSS	Product Support Services
Dev	Development	Pub	Publishing
Dig	Digital	PUM	Product Unit Manager
Dir	Director	Relat	Relations
eComm	Electronic Commerce	Res	Resources
Educ	Education	SG	Solution Group
EMEA	Europe, Middle East, and Africa	SMG	Solutions Marketing Group
Eng	Engineering or engineer	Sol	Solution
Entsr	Enterprise	Solut	Solutions
Evang	Evangelism	SPAR	South Pacific and Americas Region
Fin	Financial	Sr	Senior
Fmwrk	Framework	Srvcs	Services
GM	General Manager	SSD	Subscription Service Division
GPM	Group Product Manager	Strat	Strategy or Strategic
Grp	Group	Sup	Support
Info	Information	Svr	Server
Infrastr	Infrastructure	Sys	System(s)
Integr	Integration	Tech	Technology
Intl	International	UI	User Interface
ISP	Internet Service Provider	VP	Vice President
Know	Knowledge	WW	Worldwide
Lang	Language		

(1) Richard Roy, the current General Manager of Microsoft's German subsidiary, will replace Joachim Kempin effective July 1, 2001.

(2) On December 18, 2000, Thomas Koll announced that he will be leaving Microsoft to become the CEO of Infoseek Software. At press time, no successor had been announced.

Who does what at Microsoft? The online version of the OrgChart (www.DirectionsOnMicrosoft.com/members/) includes even more names, titles, and job descriptions for top decision makers at Microsoft. To subscribe, call 425.738.4000 or email info@DirectionsOnMicrosoft.com

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