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FROM: RUSS WERNER (fsw)  
SUBJECT: FY '92 PLAN FOR CORPORATE ACCOUNT MARKETING  
DATE: 6/6/91

The following provides the FY '92 Marketing Plan for Corporate Account Marketing. Attached are the individual plans for:

Programs and Communications (Ron Davis)  
Technical Marketing (Richard Tait)  
SMSD Network Marketing (Brian McCarthy)--3102 costs allocated to Net Budget

#### OVERVIEW/SITUATION SUMMARY

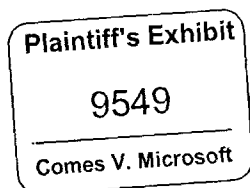
In FY '92, Microsoft has some immediate product-specific revenue opportunities and challenges. These include: building market share for the key productivity applications in an increasingly competitive market; accelerating the momentum for Windows 3.0; capitalizing on the MS-DOS 5.0 Upgrade revenue opportunity; and stabilizing the Lan Manager and SQL business.

Strategically, the company has made a decision to take a leadership position in the industry for Information At Your Fingertips, which is based on successfully transitioning the PC industry to a distributed Windows-based architecture and clearly establishing the PC workgroup as the central element in the corporate computing infrastructure. This process is expected to take several years before all of the technology components are developed and the support infrastructure is in place.

In FY '92, corporate decision-makers and the development community will make platform decisions that will materially affect Microsoft's ability to be successful over the 3-5 year time-frame. The company needs to be prepared to respond adequately to the short-term deliverables of pre-release sdk's and strategy position papers/presentations etc. that will help determine the outcome. Being able to monitor the market conditions quickly is also important to ensure that the strategy isn't being compromised.

Microsoft has recognized the need to enhance the service and support side of the business to deliver higher levels of customer satisfaction in an increasingly complex technical environment. From the perspective of the corporate account market, Microsoft needs to do even more given its unique role in the industry and the central role the company plays in the decision being made by corporations regarding technology. The company has made a decision to put extra focus on the Top 30 accounts, including the concept of National Account Managers. Microsoft must define affordable and appropriate service and informational materials across the broad spectrum of audiences, from CIO's to Corporate Developers to IEUs in the top 30, 31-300 and 301-1000 accounts.

Corporate Account Marketing is a new group that is in the process of building its staff and developing its role in the company relative to the sales and service organizations and the product divisions. Corporate Account Marketing plays a variety of roles from managing processes that are leveraged by product managers (e.g. Corporate Preview Program for early product releases) to project initiator/manager (e.g. Support Coordinator Program); to component manager (e.g. Seeding) to information analyst (e.g. Sun competitive Review).



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## MISSION STATEMENT

To help develop the necessary marketing tools, service offerings, and infrastructure to :

- maximize the business opportunity over time created by the Windows-based Information At Your Fingertips strategy in the F1000 accounts and Government.
- help ensure that the products and services developed meet the customers needs.

## FY '92 GOALS FOR CORPORATE ACCOUNT MARKETING

The following summarizes the key goals for the groups:

### 1. Meet FY '92 product-specific market priorities in F1000 and Government accounts for desktop products:

- increase category share for Excel to 30% and Word to 20%
- achieve MS-DOS 5.0 Upgrade intro goals
- assist further penetration/standardization for Windows
- assist other products as possible ( Pen, Multimedia, Mail, Visual Basic etc.)
- develop/implement pricing/policies to facilitate rapid market adoption of products
- Integrate Computer Intelligence/PC Week and MS market data to identify opportunities
- develop case studies and reference accounts to leverage successes.

### 2. Help stabilize the Lan Manager and SQL Server business

- complete recruiting and train the Net Specialist channel
- develop the Systems Integrator channel
- identify/achieve District-level revenue goals
- provide marketing tools/infrastructure to support

### 3. Focus on customer satisfaction

- provide packaged service offerings to offload support/training
- enhance account's ability to plan strategy decision short/long-term
- enhance two-way communication between key accounts and MS re: products/services/strategy/

### 4. Help secure Microsoft-based design-ins for key IAYF platforms

- facilitate field training and directly participate in account technical planning discussions
- develop information and programs to evangelize corporate developers
- continue emphasis on Windows development tools evangelism
- help design PSS programs that meet customers needs
- set up process/analysis for better information flow between customers and development groups

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**5. Significantly increase field focus on closing business vs. managing programs**

- develop/implement "team selling" with hq telemarketing and field CAM teams
- joint planning with field/more interaction for all activities
- focus on selling tools to enhance ability to close business
- develop MIS system for integrating field account profiles/corporate account database of leads
- better follow-up from lead generating activities to pre-qualifying sales opportunities
- better competitive information/information flow.

**6. Develop relationship marketing and departmental position for Microsoft**

- develop on-going communications with all levels of organization including CIO, VP MIS
- establish Corporate Advisory Committee
- create programs for consistent participation by accounts in product development process
- help identify corporate account support/customer satisfaction needs
- seek to better integrate applications and net businesses to consolidate opportunity at departmental level in major accounts

**7. Develop understanding of alternative business models and how to use strategic alliances**

- analysis of how business model/lessons learned from mainframe/mini vendors
- develop Alliance Marketing process/program
- analysis existing Microsoft programs and determine profitability/effectiveness.
- field market research to get better understanding of Microsoft's market position

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**ORGANIZATION AND STAFFING SUMMARY ( SEE APPENDIX FOR CURRENT STAFF)**

**SMSD : 49**  
**NET (3102): 9**

**NOTE:** This plan assumes that Programs Management in SMSD continues to serve as the logistical service to the SMSD and Net marketing organizations. The staffing plan assumes 10 heads in Programs Management.

**Group: 2**

**Programs and Communications ( Ron Davis): 20**

End User and Departmental Programs: 7  
Government/Special Audiences/Pricing and Policies: 7  
Marketing Communications: 4  
Group: 2

**Technical Marketing ( Richard Tait): 18**

Corporate Developers: 4  
Corporate Relations: 5  
Technology Partner: 3  
Competitive Analysis: 2  
Downsizing Technologies: 2  
Group: 2

**Corporate Market Development: 9**

SBT/Executive Programs: 2  
Business Development: 1  
Alliance Marketing: 4  
Group: 2

**SMSD Network Marketing (Brian McCarthy): 9**

Net Specialist Channel Marketing, Planning and Administration: 3  
Large Account and Education Marketing: 3  
Co-Marketing: 1  
Group: 2

**BUDGET SUMMARY**

The budget specified to cover marketing expenses for Corporate Account Marketing are either located in Above the Line as a distinct budget or are carried throughout the product groups budgets. *The budgets carried by product groups are identified here for completeness- only and should not be misinterpreted as incremental to product division budgets.*

**Programs and Communications Group ( see attached for detail)**

Above the Line:	\$ 1,780,000
Carried in Budgets:	\$ 3,155,000
Carried in Systems Budgets:	\$ 720,000 ( ex Win Workshops)
Other:	\$ 2,380,000 ( for /telemarketing)

**Technical Marketing**

Carried in Systems Division Budgets: \$ 380,000

**Network Marketing:**

All costs carried in 3102 as part of Net P&L: \$370,000