

**From:** Bill Veghte  
**Sent:** Thursday, November 01, 2001 8:56 AM  
**To:** Cliff Reeves  
**Subject:** FW: Two sales scenarios we should be better at



Feedback from the field

How do you want to pull together and make sure we have got the right content and then circle back with Steve?

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

**From:** Kevin Johnson  
**Sent:** Wednesday, October 31, 2001 5:48 PM  
**To:** Cliff Reeves; Kurt Sibold; Christophe Aulnette  
**Cc:** Bill Veghte; Jay Jamison; Jean-Philippe Courtois; Andrew Lees; Orlando Ayala  
**Subject:** RE: Two sales scenarios we should be better at

Kurt is the country manager for Germany and can get you in touch with team on Allianz/Dresdner Bank

Christophe is the country manager of France and can get you in touch with the team on Carrefour

You might also want to sync up with Andy's team on the general opportunity where customers are reducing IT spend and to do so, moving off Sun/Oracle onto an intel platform. The key competition is IBM who is pushing Linux. I saw it in several wall street firms. See attached email I sent on this last week on feedback from the field. (third from bottom bullet). I think we have peter wise and bob Kelly working on that one. You should be engaged in that set of opportunities as well.

Thx, KJ

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

**From:** Cliff Reeves  
**Sent:** Tuesday, October 30, 2001 6:57 AM  
**To:** Kevin Johnson; Orlando Ayala  
**Cc:** Steve Ballmer; Bill Veghte; Jay Jamison  
**Subject:** FW: Two sales scenarios we should be better at

Kevin, Orlando .. Jay Jamison's team has been working with several accounts (Merrill Lynch, Daimler Chrysler, DC Abbey and Orange County Scools) to understand the server consolidation threat and to build and validate our response.

They now have a pilot under way at Merrill, competing with an IBM-proposed Linu/390 file and print proposal.

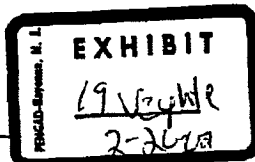
If you can get us in touch with the Carrefours and Allianz/Dresdner teams we'll dig in there as well.

Regards

Cliff

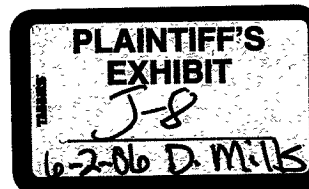
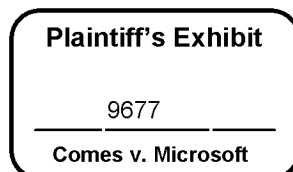
-----Original Message-----

**From:** Steve Ballmer  
**Sent:** Monday, October 29, 2001 1:27 PM  
**To:** Jackson Shaw; Cliff Reeves; Bill Veghte; Paul Flessner; Orlando Ayala; Jay Jamison; Peter Conway



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Cc: Charles Stevens; Rick Belluzzo; Kevin McCuiston; Malcolm Pearson; David Thompson (NT)  
Subject: RE: Two sales scenarios we should be better at  
Why are you sending these mails There is a customer issue and opportunity Engage with the field go do that

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

From: Jackson Shaw  
Sent: Monday, October 29, 2001 11:40 AM  
To: Cliff Reeves; Bill Veghte; Paul Flessner; Steve Ballmer; Orlando Ayala; Jay Jamison; Peter Conway  
Cc: Charles Stevens; Rick Belluzzo; Kevin McCuiston; Malcolm Pearson; David Thompson (NT)  
Subject: RE: Two sales scenarios we should be better at

Per Cliff's request I've listed some links below regarding MMS generally and Exchange specifically...

<http://www.microsoft.com/mms> for general overview, concepts and architecture, 3rd party partners that can help with implementations, training resources, etc.

<http://infoweb/msproducts/MetaDirectoryZoomIt/tools.asp?dirID=Presentations> for slide decks on MMS, identity management, competitive, and which dir synch tool to use for what purpose/job.

In addition, we have a number of technical "cookbooks" that go into the use of MMS in specific scenarios including the following Exchange specific scenarios: (These are a bit too big to attach to the message)

- **Exchange 2000 Peer Forest Scenario:** This scenario outlines how to synchronize multiple Active Directory forests where Exchange 2000 is deployed. Each forest is managed locally and they are all peers. Active Directory is the only directory. This scenario also covers interoperability with Exchange version 5.5.

<http://dcccweb/Projects/mmscb/Cookbook-Section2-Chapter3.doc>

- **Exchange 2000 Service or Resource Forest Scenario:** This scenario explains how to set up MMS when you have a dedicated Active Directory forest with Exchange 2000 deployed. All other forests are peers (like in the Peer Forest Scenario), but they use the Exchange 2000 in the resource forest. Active Directory is the only directory.

<http://dcccweb/Projects/mmscb/Cookbook-Section2-Chapter4.doc>

- **Exchange 2000 and Active Directory Interoperability with Third-Party E-mail System and Directory:** This scenario describes how to set up MMS version 2.2 in an environment where one Active Directory forest and Exchange 2000 need to synchronize and collaborate with another directory and e-mail system. In this example, the iPlanet Directory Server is the third-party system.

<http://dcccweb/Projects/mmscb/Cookbook-Section2-Chapter5.doc>

I hope you find this helpful. We're in the process of turning the dir synch tools slide deck into a white paper that will be posted on ms.com shortly.

Cheers,

J

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

From: Cliff Reeves  
Sent: Sunday, October 28, 2001 11:23 AM  
To: Bill Veghte; Paul Flessner; Steve Ballmer; Orlando Ayala; Jay Jamison; Jackson Shaw; Peter Conway  
Cc: Charles Stevens; Rick Belluzzo; Kevin McCuiston; Malcolm Pearson; David Thompson (NT)  
Subject: RE: Two sales scenarios we should be better at  
Jackson, will you give PaulFle the material he needs on using Zoomit as part of directory migration?

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Jay, will you send BillV your file/print server consolidation paper?

Peter Conway is our point man for Unisys scale-up. Unisys is not an obvious advantage in Lotus-Exchange or Exchange consolidation situations, because the primary Unisys distinction is 32-way and Exchange doesn't support that.

Thanks.

Cliff

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

From: Bill Veghte

Sent: Sun 10/28/2001 11:09 AM

To: Paul Flessner; Steve Ballmer; Orlando Ayala

Cc: Charles Stevens; Rick Belluzzo; Kevin McCuiston; Malcolm Pearson; David Thompson (NT); Cliff Reeves

Subject: RE: Two sales scenarios we should be better at

I got the second scenario. Is there a particular customer/account team that you encountered that would be a good test case for us to use?

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

From: Paul Flessner

Sent: Sunday, October 28, 2001 7:21 AM

To: Steve Ballmer; Orlando Ayala

Cc: Charles Stevens; Bill Veghte; Rick Belluzzo; Kevin McCuiston; Malcolm Pearson

Subject: RE: Two sales scenarios we should be better at

We are all over the Notes thing so we should continue to drive this one.

We have a lot of info on Notes conversions today and we are packaging it up for the field. We are also working to put together a major Notes conversion push with the field. We will start this in January and ramp it through the rest of the fiscal year. Notes is stumbling and we must take advantage of this.

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

From: Steve Ballmer

Sent: Sunday, October 28, 2001 6:18 AM

To: Orlando Ayala

Cc: Charles Stevens; Bill Veghte; Paul Flessner; Rick Belluzzo

Subject: Two sales scenarios we should be better at

On my trip to Europe this week I repeatedly encountered two scenarios where the field needs to be equipped to be more effective selling. The first is in companies that merge where one of them uses Exchange and the other Notes. I actually think if we handle these well this could be a big source of new Exchange customers.

We should always try and get a conversion right away but mostly we will fail. They will want to take things in step merging the directories than converting apps etc. Someone should write a white paper on how to approach these situations. I saw them at Carrefour in France and Allianz/Dresdner Bank in Germany. They come up a lot.

The second scenario comes up where the acct says they want to do server consolidation. I do not think we ask questions well about what type of server consolidation: SAP? Exchange File and print. We do not know when to push our scale up solutions versus selling a manageable scale out solution. Finally when the customer objects to Unisys who is viewed as our scale up solution what do we do?

I want to ask BillV to drive these even though the exchange Notes things spans his group Paul's and office.

Thanks

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**From:** Kevin Johnson  
**Sent:** Tuesday, October 23, 2001 4:27 PM  
**To:** US Leadership Team; Jonathan Murray; Peter Wise  
**Subject:** Feedback from the field

Here are some items I captured yesterday and today from visits to New York Metro District and the Financial Services industry team in NY:

- Paulb: Suggestion that we should be using the MSTE training for partners. The sense was that partners weren't getting enough training and that we are doing enough to train them through delivery vehicles like MSTE
- Jon Roskill: We should have a focused marketing/sales/services campaign around migrating Sybase servers to SQL. We have good experience in a few accounts (Merrill Lynch is one) and we should leverage that and create a broad focus to go after this install base. Customers are concerned about future of Sybase and if we don't get the business, IBM will with Linux and UDB. I funded Mike Hard and Susan Hauser to do some work on this at Merrill that you can leverage. Certainly, Morris Beton will need a focused services approach with MCS and we need some std selling message and first step program that helps customer migrate.
- Morris/Bob Kelly, Lot's of feedback around get secure/stay secure and what tools/training are we going to offer the field (MCS and TS) to respond to the needs/expectations that customers have. The Brianv conf call set expectations that the field will be engaging with customers to help them with this. Do we have a plan? If so, what is it? I also think there will be some amount of BIF funds that should be set aside for this so that the field can respond to the most serious situations. We should have a plan and understand what we need to do to help the field on this. I would like to review what you have when I return on Friday.
- Jonathan Murray/Jmchenry: I am concerned about our recruiting and staffing of global acct managers. Specifically we need to help Kim with GE and Phillip Morris GAM. In order to attract the level of people I think we need in these roles, I think we should consider some of these as level 64/65 positions (and perhaps on exception level 66). We should consider the title as well (perhaps something like Client Executive or Relationship Director, xyz ). I also think we will need to have situations where this person reports directly to the District GM. We should discuss these ideas and specifics around helping Kim and Bobv on candidates
- Andy Lees/Peter Boit: We need to be more clear on the processes that go behind our proactive selling priorities. People understand the concept and we need the specifics of what they can expect and what they are expected to do when we call a proactive selling priority like Supplier Enablement. Some is in marketing (andy owns) and some is in field sales (Peter owns)
- Jon Roskill: Field says we don't have a Software Assurance plan for dev tools and that we are asking customers to buy MSDN. Is that correct? There is issues in how msdn is delierved and customers want to get dev tools on their normal ea cds. Look at goldmann sach account and mike hard for more details
- Paulb: I want us to call on sales/mktg execs from intel to get them to partner with us and get them to stop pushing linux. they are doing it now because they know not what they do. We need to help get them busy helping us move customers from sun to intel/windows.
- Jonros/peter boit: We seem to be underinvested in training around dev tools. Concerns in the field on whether we have CTECs doing training on dev tools
- Peter Boit: Field says that there are no plans and lack of progress in getting MTCs sped up for MSA and MSOs. They wouldat least like to see the milestones and timelines to get MSA and MSOs in the MTCs
- Bob Kelly/Peter Wise: We should work on a broad sales/ktg campaign to move sun customers to w2k as a way to save costs. We need to do this in a way that differentiates ls from linux. Ibm is doing this systematically and we are having acct by acct figure it out. I would like to work with you on a std high-level presentation that describes the situation customers are in to lower operating costs and how we see the breakdown of those costs and what they can achieve by moving to intel/w2l platform. we need specific steps that we can sell to the customer to help them with this. These steps are services steps and some can be mcs and some should be

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partners. I funded some work with susan hauser and mike hard to help provide the tools and learning that they have from morgan Stanley and we should package that. I have specific things I would like to see and we should discuss when I am back in Redmond

- Paulb: feedback that we need to do much more training for accenture. A lot of what the field teams are having to do in initial discussions is train them on .net
- Peter Gray: Feedback at Citigroup that we need an Instant Messenger solution that uses Exchange director and has enterprise features such as audit trails/logs and special security. It would have to federate with passport so they can use internal email directory for IM. Is exchange in your group? I will send some mail to prod teams and cc you. would be good if you followed up with susan hausers team to get more specifics and worked to help us get plugged into prod team on this one

That's the summary thus far.

KJ

**Kevin Johnson**

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US Sales, Marketing and Services

Microsoft Corporation

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