interoffice memo

Date: 3 13 98

To: Bill Gates; Steve Ballmer; Paul Maritz

Cc: Jim Allchin, Rich Tong, PBSG Leads

From: Windows Marketing

RE: Windows Marketing FY98 Plan: The Renaissance of Windows

Executive Summary

Windows marketing has spent the last 6 months understanding and responding to the NC. We've used what little gas we've had in the tank by launching the Zero Admin Kit and by heavily leveraging our NetPC and Citrix Windows Terminal announcements. We've also been closely tracking NC progress in our core ECU accounts to ensure significant progress is neutralized. In addition, we've executed on a variety of Windows sustain marketing programs and have seen Windows 95 sales increase in the corporate space with NTW 4.0 sales remaining relatively flat after the initial launch spike. Among our many objectives in FY98, reversing this trend is critical.

We have a very unique challenge this fiscal year. In past years, we have had one primary product (3.0, 3.1, 95) that was the principle focus for both End Users and Corporates, and the focus in both OEM and FG channels. This year we have **four** products (Win 98, NTW 4.0, NTW 5.0, and IE 4.0) that, depending on the customer segment and channel, are the primary focus. Furthermore, we have always generated primary demand through the FG channel and realized most the profit in the OEM channel. This year the OEM channel will be a significantly more strategic driver for both NTW 4.0 and Windows 98 as we need to start the OEM shift to NT for the broad base market and much of Win98's appeal is new hardware related.

Given the above situation, our 3 main objectives for FY98 will be to:

1. **Begin the 18 to 24-month effort to shift the marketplace to NT 5.0.** We will execute on a deep "10k Swat" effort to ensure NT5 delivers on all cylinders for corporate customers, a Win95-style "goliath" program to drive adoption in household named accounts, and a large worldwide preview program that will clearly signal the shift to NT as the platform of the future.

2. **Launch Windows 98 as the 'no brainer' consumer & general purpose upgrade to Windows 95.** We will highlight new levels of ease of use with full IE4 web integration, new levels of performance and innovation such as USB & multi-monitor support, and new levels of reliability and manageability including a 'self healing' ability with the Internet System Update.

3. **Continue worldwide efforts to prevent the NC from gaining any critical mass.** This work is all about keeping Sun, Oracle and IBM from dominating the airwaves with NC/Java FUD. We will concentrate on transitioning this focus from the product group to support organizations including CATM, US field offices and worldwide subsidiaries.

If we are successful, we will have generated $4.7B in worldwide desktop revenue, made this the year Windows became cool & innovative (again), recognized as the engine of the industry, and prevented the NC from gaining any traction. In order to achieve all of this, we will be very prescriptive as to where & when the product team and field sales force spend their time (ie, IE4 in the Fall, Win98 in the Spring, and NT5 as the core field focus). The remainder of this document will provide greater details on revenue, product and marketing deliverables.

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FY98 REVENUE PROJECTIONS

- Overall desktop business grows by 15% from FY97 to FY98
- Finished Goods down by 9% as Win95 hits saturation, with Memphis FG upgrade priced at $49
- OEM up by 25% due to volume and mix shift to NTW. NTW up 193% with corporate shift and Win9x up 26% with PC shipment growth (CAGR).

FY98 Windows Desktop Revenue Summary						
	FY97 Forecast			FY98 Budget		
	OEM	FG	TOTAL	OEM	FG	TOTAL
PBSG NA						
Win95	$1,058,514	$299,754	$1,358,268	$1,383,453	$104,017	$1,487,470
NTW 3.5x/4.0	$142,367	$192,817	$335,184	$379,707	$178,066	$557,773
Memphis	$0	$0	$0	$0	$96,107	$96,107
Other *	$246,039	$182,695	$428,734	$92,905	$257,075	$349,980
Total	$1,446,920	$675,266	$2,122,186	$1,856,065	$635,265	$2,491,330
PBSG WW						
Win95	$2,191,507	$498,030	$2,689,537	$2,761,318	$252,228	$3,013,546
NTW 3.5x/4.0	$221,844	$415,329	$637,173	$649,471	$354,172	$1,003,643
Memphis	$0	$0	$0	$0	$152,489	$152,489
Other *	$459,365	$300,145	$759,510	$175,864	$343,928	$519,792
Total	$2,872,716	$1,213,504	$4,086,220	$3,586,653	$1,102,817	$4,689,470

* Includes custom agreements, maintenance, WFW, Win3 x & MS-DOS

PRODUCT & SALES FORCE EMPHASIS FOR FY98

To avoid confusion with 4x the products we've had in the past, we recommend the following product and channel emphasis.

End User Retail:

- **1H** is IE 4.0 focus. Featured SKU is IE 4.0 (IE Plus) stand-alone in Internet section and Win 95/IE 4.0 bundle (need Sschiro commitment) in OS area
- **2H** Win 98 is featured SKU.

End User OEM: Win 98 is featured product. Targeted promotions emphasizing the "beyond personal productivity" capabilities of Windows 98 as well as the fact that Win98 will be the "customer satisfaction" release to many corporate customers who are in the process of migrating to Win95.

Corporate FG:

- **1H**, Drive aggressively on TCO messaging & NC competitive positioning. Provide following product direction to corporate customers:
  - Move to IE 4.0 if your business depends on users leveraging the best browser.
  - If not, plan on moving to Win98 if Win95 is your corporate/departmental standard, or, prepare for NTW 5.0 on capable systems if NTW 4.0 is your corporate/departmental standard.
- **2H**, we will do aggressive Goliath (top accounts to move) and 10k swat to get 10,000 NTW 5.0 desktops successfully installed by time of launch. Same as original Win 95 push from 2 years ago.

Corporate OEM: We will push the dual install option of Win98/NTW 4.0 to give corporates an easy way to get either OS. NTW 5.0 prep will be the key emphasis in Q4 of FY 98 if it is ready to ship on Fall machines.

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SUMMARY PRODUCT MESSAGES/POSITIONING

Similarly, to avoid confusion on what we are saying with 4x products, we recommend the following set of product messages and positioning.

- **Windows 95**: The first wave of Win32 operating systems with new levels of ease of use, reliability and performance. Win95 launched today's new 32-bit Windows applications.
- **Windows 98**. The most exciting software advancement upgrade beyond personal productivity. A 'no brainer' upgrade for Win95 users and the best upgrade from Windows 3.x. Win98 is the ideal operating system for consumers and general-purpose use.
- **Windows NTW 4.0**: The most powerful OS for business desktops with the highest levels of reliability and robustness. NTW 4.0 is the ideal operating system for all high-end needs and is the corporate stepping stone to NT 5.0.
- **Windows NTW 5.0**: The finest OS for business desktops with systems of 32MB or more. NTE 5.0 will significantly raise the bar on performance, robustness and manageability, and will be the future desktop operating system platform from Microsoft.
- **Windows CE**: Mobile companion for both end user and corporate PC users.

FY98 MAJOR DELIVERABLES TIMELINE

- **SUMMER**
  - Windows Platform Briefing, July 23rd
  - MGS, July 25-29
  - TCO/NC WW Press & Customer Briefings, July August
  - Wide scale Windows Brand & TCO TVO Ad Campaigns, July – December
- **FALL**
  - PDC, Sept 23
  - Windows 95 Fall "Get Current" Sustain Mktg Campaign
  - NT 5.0 "10K" Swat Program
  - Wide scale NTW 4.0 Testimonial Pentium Ad Campaign, Sept – December
- **WINTER**
  - Windows 98 IEU Preview Program, Nov – Dec
  - Windows 95 Fall "Get Current" Sustain Mktg Campaign
  - NT 5.0 "10K" Swat Program
  - Wide scale NTW 4.0 Testimonial Pentium Ad Campaign, Sept – December
- **SPRING**
  - NT 5.0 WW Preview Program (beta 2)

FY98 MARKETING SPEND PROJECTIONS

- Overall desktop marketing spend grows by 7% from FY97 to FY98.
- Large ticket items include Advertising (46%: includes TCO, NTW Testimonials and Memphis launch campaigns), PR (12%: includes News, Analysts & Events), and Mktg Materials (9%: NC Attack).
- Will also include $$ from Bherbold's broad reach bucket, not listed below.

FY98 Windows Desktop Marketing Budget	FY97			FY98			
Marketing Categories	Spend	% of Total	% change in 96 - 97	Spend	% of Total	% change in 96 - 97	Notes
PR	$2 497	9%	-30%	$3 500	12%	40%	Consumer Mktg Launch
Events	$4 295	15%	-37%	$2 325	8%	-46%	No NOISE Roadshow
Advertising	$11 186	40%	-31%	$13 750	46%	23%	Launch Campaign
On-line Advertising	$1 792	6%	0%	$2 020	7%	13%	Diff cost model
Seminars	$2 909	10%	178%	$800	3%	-72%	WinHec $$
Marketing Materials	$2 288	8%	0%	$2 700	9%	18%	NC Attack tools Case Studi
Packaging	$330	1%	10%	$430	1%	30%	Multiple SKUs for Memphis
Samples	$110	0%	-75%	$400	1%	265%	Memphis Launch
Reseller Marketing	$827	3%	18%	$1 850	6%	124%	Fall Campaign
Market Research	$793	3%	-35%	$710	2%	-10%	
Direct Marketing	$267	1%	-58%	$250	1%	-6%	Memphis Launch upgrade W
Web Site Development	$957	3%	0%	$980	3%	2%	
Other	$212	1%	-78%	$285	1%	34%	Logo Program
Total	$28 114	100%	-16%	$30 000	100%	7%	

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CORE MARKETING PLAN SNAPSHOT SUMMARIES

1. NTW 4.0 Shift
2. NT 5.0 10K, Goliath, Preview Programs
3. Memphis Launch Plan
4. NC Attack
5. Windows PR Plan
6. WW Mktg Plan

NTW 4.0 Shift

NTW 4.0 is currently less than 10% of OEM shipments and only 26% of corporate licenses. Win95 sales have **increased** since the launch of NTW 4.0 as customers fundamentally think NTW is still too expensive (both the software and the cost to upgrade hardware) and have compatibility issues with legacy 16-bit applications. Given we don't have the benefit of NTW 5.0 for likely a year from now, we will begin planting the seeds of a mass shift to the NT kernel during FY97 with the following strategies. Our objective is to double the OEM run rate to 20% by the end of FY98 and then double again to 40% by the end of FY99.

- **NTW 4.0 Testimonial Advertising.** We will run ads starting in August which will highlight well known customers who have migrated or otherwise made NTW 4.0 their corporate or departmental standard. As a 2nd tier objective, we'll promote new HW purchases (ie, PII) to NTW in the campaign.
- **OEM incentive to increase % of NTW shipments.** We will use MDA funds to give discounts to OEMs who increase shipments. This will be augmented with an "NTW 5.0 Ready-to-Run" campaign where we will promote OEM machines running NTW 4.0 as "guaranteed smooth upgrade" to 5.0 when it ships. This is to ensure a) customers increase their confidence of 'upgradeability' and b) we prevent NTW 4.0 sales from dropping as we make more noise on NTW 5.0.
- **Modify our "agnostic" positioning at W-Day and officially declare NTW as the "future business OS".** This will require delicate wording giving the high percentage of Win95 migrations in place in the corporate sector. Current positioning, recently discussed with Gartner simply states a) Win95 is the ideal upgrade for Win 3.x users, and is well suited for consumer and general purpose use, b) NTW is the most powerful business OS, and will eventually be the foundation (kernel) for all desktop OSes. We will support this positioning shift with a whitepaper, Website update and most importantly, instructions to the field delivered at the MGS in July.
- **Leverage NTW 5.0 beta 1 or 2 with a Worldwide Preview Program.** Use the same successful tactic from the Win95 WW Preview Program and blanket 500,000 users with the beta in the Fall

NT 5.0 10K, Goliath, Preview Programs

While planning on shifting the market to NT, it's important we remember a critical fact: we spent 2 years pushing on the Windows 95 migration with a huge amount of marketing, technical and field resources. The shift to NT is reminiscent of the same set of issues, including product barriers, application & device compatibility, breadth of installation experience and pricing levels. That said, we will embark on the following:

- **"10K" Swat Program.** We will spend weeks on the road with a team from program management, test, development and marketing, installing NTW 5.0 in 10,000 desktops across a broad range of customers. This will provide the invaluable experience of determining exact requirements, bugs, and compatibility hurdles before NT 5 can be considered a broad scale operating system.
- **Operation Goliath.** We will target a handful of corporate and medium sized businesses to execute a onsite, staged upgrade of 1,000 – 2,000 desktops. We learned from Win95 goliath program a huge amount of broad deployment issues, which lead to completion of the Win95 Deployment Guide. We also leveraged the mktg & PR aspects heavily with a launch video. This effort taught the division more about real life OS deployments than the bulk of our in house testing efforts.
- **Worldwide Preview Program.** Again, with compelling experience from the Win95 rollout, we will execute upon a 500,000 user preview program late in the stage of the NTW 5.0 beta. This will allow us extremely broad beta feedback as well as unprecedented IEU & IT momentum & enthusiasm.

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Memphis Launch Plan

Windows 98 will be a challenging launch in many respects. The bulk of the new user experience is available free from the web. The bulk of the new feature set is plumbing related and or targets a new class of hardware. This boils down to figuring out the compelling installed base upgrade messaging as well as a pricing strategy that allows us to maximize revenue.

- **Targeted Upgrade Messaging.** We will develop messaging which incents the current installed base user, HW upgraders and business users to upgrade to Windows 98. We must prepare for the inevitable press that claims "no need to upgrade, just download IE4" for the installed base of Win95 users. We also need to spin the upgrade for Win 3.x users who are forced to wait 3-4 months before having just one seamless upgrade experience. The bright note here is our ability to leverage HW vendors (digital cameras, etc) that have new support with Memphis, and provide new areas of co-marketing opportunity.
- **Pricing & Packaging Strategy.** We are currently doing research to determine the price elasticity between $49 and $99. It's clear from initial qualitative research users can see paying over $100 before hearing IE 4 is free. After hearing this, they typically drop from $10 to $30, although nearly everyone commented on the value of one integrated setup. Details to come before MGS. Secondarily, we need to figure out a smooth upgrade path for Win 3.x users re: packaging. We need to eliminate the Win95 box from the channel if possible, so we are testing the impact of adding the current Win95 upgrade CD to the Win98 upgrade box.
- **Hype but not too much hype.** Memphis has gotten off to a rocky start internally at MS, due to IE4 being free and so much of the innovation being plumbing related. But we can't ignore the appeal of a new OS from Microsoft, the demand for a "customer satisfaction" style release (remember Win 3.0 to Win 3.1?) and the fact Memphis will offer a integrated upgrade for all the web components. We need to determine the right level of mtkg push, without attempting to go to the limits of the original Win95 launch.

NC Attack

As indicated above, we've made substantial progress in the last 6 months with strong customer awareness of "Zero Admin" initiative, the NetPC and our Windows-based Terminal efforts. However, Sun & Oracle are clearly going down the path of IBM's bottomless OS/2 marketing pockets. That said, we need to continue our efforts to provide tools, messaging and corporate based support. However, we will move forward with a focus to transition the core work from corporate resources to the field, the subsidiaries and our partners.

- **Targeted communication of the Windows TCO 'story'.** We've already kicked off initial TCO communication and will continue to do so with an even more IT targeted efforts. The objective will be to provide our core IT influentials enough messaging and response to not appear "absent" on the entire TCO issue. In addition, we will leverage specific TCO numbers as appropriate. This effort will include a) Events, such as the upcoming W-day, b) Web-based information, including Waggoner Edstrom-based NCFACTS website publishing of specific information to respond to NC FUD, and c) Windows website publishing of core Windows (NetPC, Winterm, etc) information, and c) Advertising, with specific targets in mind such as the Terminal market.
- **TCO Roadshows, Seminars, & Events.** We will continue with our normal TSB seminar model and incorporate core TCO messaging. In addition, we will help the field & subsidiaries tool up to handle 1:many NC communication events moving forward.
- **Help the field fight the NC in accounts.** We will continue to provide corporate-based aircover to those accounts who need a "corp" resource to present to core accounts. We do foresee, however, limiting this level of interaction to a minimal level, and instead focus on providing the field with the best tools and information possible so they are well armed.

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Windows PR Plan

PR is an ongoing battle for the Windows platform. We typically have over 200 requests each week, which result in about 100 calls being made. This doubles in times of crisis (O'Reilly) or product launch. Most of the time the press are looking for chinks in the armor because we are Microsoft and this is Windows. This all boils down into a constant, resource intensive effort to be very crisp with messaging and strategy, as well as being proactive as possible. To improve our PR efforts, we will execute on the following.

- **Create a new Windows Talking Points Program.** We will implement a new program post the MGS which will have desktop specific points on a proactive, weekly basis. We need to extend the existing talking points program to include all Windows groups, not just Win95 & NTW. This will allow us to communicate the broader Windows News and demonstrate that we have the "scaleable" Windows family that focus's on different markets dependant on customer requirements
- **Pitch customer and partner case studies to the press.** Over the last six months we have constantly focused our efforts responding to competitors. While that still has to happen, we need to return the PR focus to our success's, both customer and partners. By demonstrating that our products offer solution to customers we can take the high road much more and focus on the positives of Windows. For this to happen we will focus on an improved customer reference program to provide higher quality content.
- **Leak new features being delivered in the Windows platform.** We have a habit of saving all the news for major events, either product releases (beta's or final) or major shows (strategy day etc). The end result is that we often lose some of the news value of many of the new features in our Windows OS's. To combat this, and to provide more news of the new innovate features of the Windows platform we will start to "leak" news of up-coming new features to the press. These leaks will contain details of the new technology, benefits, positive customer endorsement (we need to pre-brief them) details of when customers can see this in the stores. These "leaks" will be scheduled to appear before major milestones (beta's, major events, RTM, etc) and will be scheduled within the PR calendar.
- **Technical briefing's on key new technologies.** To re-establish Windows as the platform of innovation we need to speed more time with the technical press educating them new areas of technology that we are building into the Windows platform. These briefings or "tech tours" will focus on technology, rather than products, and will cover a new of key areas. This will allow us to deliver education, with potential stories on key areas of technology, also avoiding potential negative pieces because we do not have product for some time (NTW 5.0 especially)
- **Set criteria for network computing reviews.** We need to take our TCO messages and start to educate the technical press on our solution to reduce TCO. This will allow us to start to define the criteria for network computing reviews and make sure the press understands what we are doing here.

Worldwide Windows Marketing Plan

The subsidiaries have even fewer resources than corporate and need to be very selective in their efforts. Andreasb will work with our WW PM team to determine exact "phoenix" style WW programs but they will likely consist of our 3 big challenges: NT shift, Memphis launch, and NC Attack. Andreasb will public his plan in conjunction with the WW PM meeting at the upcoming MGS in July.

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FY98 DETAILED 12 MONTH DELIVERABLES TIMELINE

JULY 97

CATEGORY	DELIVERABLES
PRODUCT	IE 4.0 Beta 1 Memphis Beta 1
PR EVENTS	Windows Platform Briefing (7/23) Financial Analyst Day (7/24)
MS FIELD	MGS (7/25-29)
COMMUNICATIONS	Windows Brand & TCO TVO Campaigns
ORGANIZATIONS	TCO Strategy Briefings, both from corp & field Window Family Briefings, both from corp & field Close on updated Gartner TCO numbers
IEUs	Planning for Memphis Preview Program Determine final pricing/SKU's for Memphis
OEMs	Windows Terminal negotiations planning

AUGUST 97

CATEGORY	DELIVERABLES
PRODUCT	Memphis Beta 2 (poss this will slip to September)
PR EVENTS	WW TCO/NC Press Briefings
MS FIELD	Prepare for Fall TSB Series
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns
ORGANIZATIONS	Planning for NT 5 "10k" Swat Program
IEUs	(cont) Planning for Memphis Preview Program (cont) Determine final pricing/SKUs for Memphis
OEMs	Hardware SDR

SEPTEMBER 97

CATEGORY	DELIVERABLES
PRODUCT	Windows 98 Beta 2 or RC1 NT 5 Beta 1 (this might slip to Oct/Nov) IE 4 RTW (this might slip to Oct)
PR EVENTS	PDC (9/23)
MS FIELD	Fall TSB Series Communicate new Windows app strategy (PDC info) Fall Trade Shows circuit begins
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns Windows app strategy ad campaign? (vs. 100% java)
ORGANIZATIONS	NT 5 "10k" Swat Program Memphis Corp Mktg Beta
IEUs	Windows 98 User Group Tour Windows 98 Preview Program
OEMs	OEM Briefings

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OCTOBER 97

CATEGORY	DELIVERABLES
PRODUCT	Windows 98 Beta 2 or RC1? NT 5 Beta 1? IE 4 RTW
PR EVENTS	(cont) Fall Trade Shows
MS FIELD	(cont) Fall TSB Series
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns
ORGANIZATIONS	(cont) NT 5 "10k" Swat Program (cont) Memphis Corp Mktg Beta
IEUs	(cont) Windows 98 User Group Tour (cont) Windows 98 Preview Program
OEMs	OEM Briefings

NOVEMBER 97

CATEGORY	DELIVERABLES
PRODUCT	Windows 98 Beta 2 or RC1? NT 5 Beta 1
PR EVENTS	(cont) Fall Trade Shows
MS FIELD	(cont) Fall TSB Series
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns
ORGANIZATIONS	(cont) Memphis Corp Mktg Beta NT 5 Corp Beta
IEUs	
OEMs	OEM Briefings

DECEMBER 97

CATEGORY	DELIVERABLES
PRODUCT	Windows 98 Beta RC1
PR EVENTS	
MS FIELD	Fall TSB Series Communicate new Windows app strategy (PDC info)
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns Windows app strategy ad campaign? (vs. 100% java)
ORGANIZATIONS	(cont) Memphis Corp Mktg Beta (cont) NT 5 Corp Beta
IEUs	
OEMs	OEM Briefings

JANUARY 97

CATEGORY	DELIVERABLES
PRODUCT	Final Memphis RC?
PR EVENTS	Prep for Memphis Launch
MS FIELD	Prep for Memphis Launch
COMMUNICATIONS	(cont) Windows Brand & TCO TVO Campaigns Windows app strategy ad campaign? (vs. 100% java)
ORGANIZATIONS	(cont) Memphis Corp Mktg Beta (cont) NT 5 Corp Beta
IEUs	
OEMs	OEM Briefings

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FEBRUARY 98

CATEGORY	DELIVERABLES
PRODUCT	Windows 98 RTM NT 5 Beta 2 NT 4 Hydra Beta 2
PR EVENTS	Windows 98 news & reviews
MS FIELD	
COMMUNICATIONS	Windows 98 Launch
ORGANIZATIONS	Windows 98 Goliath Program Win Tech Workshops for Memphis NT 5 Goliath Program
IEUs	Windows 98 Channel Launch Windows 98 Preview Program
OEMs	Windows 98 Launch OEM participation NT 5 Preview Program

MARCH 98

CATEGORY	DELIVERABLES
PRODUCT	NT 5 RC1
PR EVENTS	Windows 98 news & reviews
MS FIELD	
COMMUNICATIONS	(cont) Windows 98 Launch
ORGANIZATIONS	(cont) Windows 98 Goliath Program (cont) Win Tech Workshops for Memphis (cont) NT 5 Goliath Program
IEUs	Windows 98 User Group Tour Windows 98 Preview Program
OEMs	OEM Briefings

APRIL 98

CATEGORY	DELIVERABLES
PRODUCT	Win98 Upgrade for Win 3.x (may slip out) NT 5 RTM (likely will slip and be NT RC1)
PR EVENTS	Spring trade show circuit begins
MS FIELD	Customer briefings on Win98 NT5
COMMUNICATIONS	(cont) Windows 98 Launch
ORGANIZATIONS	(cont) NT 5 Goliath Program
IEUs	NT 5 Reseller Tour Prep for channel launch for NT 5
OEMs	WinHEC

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MAY 98

CATEGORY	DELIVERABLES
PRODUCT	Win98 Upgrade for Win 3.x (may slip out) NT 5 RTM (likely will slip and be NT RC1)
PR EVENTS	Spring trade show circuit begins
MS FIELD	Customer briefings on Win98 NT5
COMMUNICATIONS	
ORGANIZATIONS	(cont) NT 5 Goliath Program
IEUs	NT 5 Reseller Tour Prep for channel launch for NT 5
OEMs	WinHEC

JUNE 98

CATEGORY	DELIVERABLES
PRODUCT	Win98 Upgrade for Win 3.x? Zero Admin Service Pack for Windows 98? NT 5 RTM?
PR EVENTS	PC Expo. CES
MS FIELD	Customer briefings on Win98 NT5
COMMUNICATIONS	NT 5
ORGANIZATIONS	(cont) NT 5 Goliath Program
IEUs	(cont) NT 5 Reseller Tour (cont) Prep for channel launch for NT 5
OEMs	WinHEC

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DETAILED BACKGROUND PLANS (rollout scheduled for MGS)

WINDOWS FAMILY CLIENT STRATEGY (ADAMT/STEVENGU)
[insert updated "how to choose" doc that incorporates WinTerm, NetPC, etc.]

WINDOWS COMMUINICATION SCHEDULE(ROBSCHO)
[ad & comm plan for Windows]

MEMPHIS LAUNCH PLANS (CHRWILD + ALECS + BILLSHA)
[insert retail upgrade launch plan and hardwaer oem plan to evangelize cool memphis HW technologies]

NT 5.0 OEM MIGRATION PLAN (PATFOX/BILLSHA)
[insert plan to get OEMs to make the move first to NT 4 and then to NT 5]

NT 5.0 CORPORATE MIGRATION PLAN (KEITHW)
[insert nt 5 plans to do in one year what we did for win95 in 2 years]

CLUB WINDOWS PLAN (MEGANB)
[insert club windows plan]

WINDOWS REVENUE & MARKETING BUDGET AND HEADCOUNT SUMMARY(KEITHW/JKRASS)
[insert final FY98 revenue and marketing budgets, plus headcount plans]

INTERNATIONAL PLAN (ANDREASB)
[insert worldwide rollout of programs]

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