Microsoft Corporation

Developer Relations Group

DRG Public Internet Plan

(**draft** version 0.975)

Table of Contents

Executive Summary	3
Objectives	4
Competitive Situation	7
Strategies	10
Points of Light and ISV/ICP Targets	13
Key Programs	18
Tools and Training	25
Segment Plans (links)	29

MS6 6012189
CONFIDENTIAL

Scope

DRG is attacking the Internet arena in two key areas – the Public or "True" Internet, and Private Internet (or IntraNet) or Business Internet. This document focuses on the "Public Internet" space. The Business Internet Plan is being developed in parallel, a draft of which you can find, along with all Internet-related planning documents/ppts in \\starling\drgstaff\internet\plans, or \\starling\drginfo\internet\plans.

Executive Summary

DRG's key strategies in the Internet space are designed to leverage off of Microsoft's structural advantages in the areas of technology, worldwide marketing and distribution, worldwide, corporate resources and evangelism experience. This plan sets very specific short term objectives, moving at great speed, to develop momentum and key design wins in the Public Internet Space between now and March. The primary components of DRG's plan to do this are below. As you will see, DRG's plans required significant coordination with and support from MSDN and DD Marketing as the Internet space is far more "grass roots" than any space DRG has attacked in the past.

1. Pursue a 3-tiered attack strategy, with DRG attacking Tiers I and II, and partnering with MSDN and DD Marketing to go after Tier III (the *internet masses*).
    - Go after the "cream of the crop" (Tier I) controls vendors, tools vendors, browser vendors and content and corporate sites with a much-enhanced "FirstWave-type" Program, to get strong and early commitment.
    - Reach the second tier of ICPs and Corporations through a mini-FirstWave type program, called TidalWave.
    - Building large (no "huge") numbers of adopters of MS Internet technologies, with a "Internet Gold Developers Program" (or some such catchy named program) by combining a MSDN-like content offering, tailored specifically for non-technical content designer/developers, with scaleable co-marketing incentives (automatable and scaleable like what PSD is thinking about for their logo program, but with some real incentives).
2. Offer significant co-marketing incentives to the Tier I FirstWave group to build strong "reasons to adopt", especially by building significant traffic to their Web sites (this is the key to our success with this audience).
3. Develop an Internet Specialist (SP) Program, by building a *worldwide, tiered* program for getting trained, certified, and motivated, "Internet Specialists" (designers, developers, and webmasters) to enable ICPs and Corporations to easily develop sites using Microsoft technologies. (*plus*, make this group a surrogate Microsoft evangelism force)
4. Leverage our international presence to rapidly build ICP, ISV and SP loyalty for our platform before competitive mind-share begins to build. Then close in on the US as international mind-share is won
5. Create immense focus in DRG and the product group, by rallying around two key momentum milestones –D-Day on January 15th and P-Day on March 10th.

MS6 6012190
CONFIDENTIAL

6. Organize DRG's evangelism/recruiting efforts around customer segments (such as publishers/media companies, financial institutions, games, education, tools ISVs, productivity ISVs, vertical market corporations, etc.)
7. Engage the masses through a great Web presence (taking away Netscape's advantage as great "virtual evangelists" using the Internet as a communications medium in selling the Internet/Web.
8. Engage the masses face-to-face, in a grass roots, distributed set of events, as soon as can be set up, leveraging the efforts of PSD and BSD ("50-city Tour"?). As Netscape cannot reach this type of scale in a face-to-face way.
9. Equip evangelists, account managers, and market segment leads with the best "evangelism/selling tools" and leveraged training that we've ever done before.

Objectives

Of Microsoft in the Internet Space

1) Own the client platform (i.e., all Internet clients run Win32) and maintain control over the client side standards and API. Key to accomplishing this is to own, with other sweeper-enabled browsers, the browser market. This includes having the most content and corporation sites featuring Sweeper functionality, and to have the most visible and visited sites encourage the use of IE and other Sweeper-exploitive browsers.

2) Similarly, with allies, gain control over server-side standards, and get Gibraltar to become the market share leader for internet and WWW servers.

3) Lead the e-commerce revolution, by setting security and digital cash standards and leading the client and server segments in this space.

4) Protect and expand Microsoft's position in the businesses of (i) messaging and (ii) workgroup/ collaboration.

Of DRG in the Internet Space

1) **Feedback to Product Groups.** Facilitate Microsoft's developing great technologies in the client, server, security areas by seeking feedback from ISVs, Web sites, tools vendors and synthesizing and reporting these back to the respective products groups.

2) **Design Wins by D-DAY (January 15, 1996)**

   a) **Platinum Content and Corporate Sites on line.** Have 15 Platinum WWW sites up and running on the Web, publicly accessible (and willing to announce so around D-Day) supporting our internet Logo requirements (possibly a higher bar than just Logo), with at least 3 sites being platinum/gold corporate sites (visible consumer products type companies that

have sites to promote products to prospective and current customers) and at least 5 being non-U.S. sites). The "Platinum/Gold" target list includes at minimum the 20 most active Web sites, and at least 5 of these "most actives" will be included in the "15" wins, above. "Up and running" here means that the site can be accessed by anyone with the appropriate browser; it can be a mirrored site to the main site of that company, and it can say "trial", it just must be useable and follow the guidelines above.

b) **Platinum Content and Corporate Sites signing commitment LOI.** By the same time, get 40 Platinum sites to sign a special LOI committing to having sites meeting the same requirements as above that are up and running by P-Day, and are willing to announce the fact that they have made such a commitment on D-Day. At least 8 of the above sites must be from Corporations and 12 from non-U.S. sites.

c) **Blackbird sites on line.** If there is a way to get the Blackbird group to support this, have 5 out of the 15 sites in (a), above, hosted on Blackbird (and Gibraltar, as is automatically required of BB titles).

d) **Using Gibraltar servers.** Get 8 of the sites from (a), above, to be hosted on Gibraltar, with 5 or 6 showing ISAPI functionality (or at least announcing commitment to extend functionality through ISAPI).

e) **DocObject support with productivity ISVs.** Get 10 of our "Top 40/FirstWave" ISVs to have signed a special LOI committing to support DocObjects, either as a container or server, with products that are at least beta by P-Day, and have at least 5 of these 10 be demonstrable by D-Day (and commitment for them or Microsoft to demonstrate those publicly on or after D-Day).

f) **Sweeper support in Browsers.** Get 3 browsers ISVs to also support DocObjects as a container and be Sweeper Control Containers and have at least 2 of them to commit to be demonstrable by D-Day (and willing to go public with that information on or after D-Day).

g) **OLE Controls.** Get 20 demoable "Sweeper" OLE controls to host in IE and other sweeper-enabled browsers, with permission to show/announce the existence of the control by D-Day. Out of the 20 demoable Controls, at least one will be from each of the following categories: animation, 3D, sound/music, image/effects, video, voice, VRML, searching, conferences/chat/bbs, and utilities and services (winsock, connection tracking, ODBC, font encapsulation).

h) **OLE Controls Clearinghouse.** Also have a great information repository for content/corporate sites/webmasters to find what OLE Controls are available for their needs up and available by D-Day.

i) **Sweeper Authoring Tools.** Get 4 HTML authoring tools to publicly commit and that their tools will host the above Sweeper Controls, with a strong focus on Pagemill, and Vermeer (also targeting Quarterdeck WebAuthor, HTML Assistant Pro, InContext Spider, SoftQuad HoTMetaL), with at least 2 which will be demonstrable and willing to demonstrate on D-Day.

j) **ISAPI Development Tools.** Get at least 3 "programming tools" vendors to announce that they are developing ISAPI tools, including at minimum Borland, others among Watcom, Symantec, Metrowerks, Micro Focus.

k) **ISAPI servers.** Get 3-4 web server vendors announcing support of ISAPI as a WOSA API, including being able to support Blackbird.

l) **ISAPI solutions**. Get 3 major solutions vendors to announce IIS / ISAPI support, with at least 2 from SAP, PeopleSoft, or the like.

m) **Internet Specialists (Solution Providers)**. Get 75 additional Internet Specialists worldwide trained on our Internet technologies (total being 100), with at least 50 who have signed an LOI committing to deliver solutions based on Gibraltar/IE.

n) **Internet Specialist courses/courseware**. Get at least 3 ATECs delivering courses and courseware on Internet technologies for Solution Providers.

o) **VB Script**. Get commitment from at least 3 key Win32 ISVs (from Win95 FirstWave list) saying they will use/support "VB Script" to script-enable their applications, and have at least 1 ready to demo/announce at P-Day.

p) **OLE scripting**. Get at least 3 scripting vendors to sign LOIs by D-Day that they will deliver by P-Day scripting languages that support our OLE scripting interface, and have 2 of them be prepared to demonstrate their language by D-Day. Target scripting tools should include telescript, Java clone, VB clone and possibly REXX and Perl.

3) **Design Wins by P-DAY (March 10, 1996)**

a) **Platinum Content and Corporate Sites on line.** Have 25 Platinum/Gold WWW sites up and running on the Web, publicly accessible (and willing to announce so around P-Day) supporting our Points of Light (described in the "Points of Light" section, later in this document), with at least 5 sites being platinum/gold corporate sites (visible consumer products type companies that have sites to promote products to prospective and current customers) and at least 8 being non-U.S. sites). The "Platinum/Gold" target list includes at minimum the 20 most active Web sites, and at least 10 of these "most actives" will be included in the "25" wins, above. (Following the same definition of "up and running" as the 2a item above.)

b) **Platinum Content and Corporate Sites signing commitment LOI.** Also by P-Day, get 200 sites announced and under development by Gold ICPs meeting the above requirements. Of these 40 will be corporations and 60 will be non-U.S. sites.

c) c) **Blackbird sites on line.** Have 10 out of the 25 sites in (a), above, hosted on Blackbird (and Gibraltar, as is automatically required of BB titles).

d) **Using Gibraltar servers**. Have all 25 of the sites in (a) be hosted on Gibraltar.

e) **DocObject support with productivity ISVs.** Get 20 of the Top 40/FirstWave ISVs to sign an LOI that states their commitment to support DocObjects as a container or server by June 30 and to have 10 of these 20 have demonstrable result by P-Day and be willing to demonstrate and announce it on P-Day (PDC).

f) **DocObject support in Browsers.** Get 4 of the top 5 browsers to sign an LOI stating their commitment to support DocObjects, and have 3 of them be willing to demonstrate this browser by P-Day (at PDC).

g) **OLE Controls**. 100 demoable OLE controls, ready to demo or announce at P-Day, with at least 3 great OLE controls in each of the above mentioned categories.

MS6 6012193
CONFIDENTIAL

h) **Sweeper Authoring Tools.** Get 3 of the top HTML authoring tools to host Sweeper controls and ship beta by P-Day. Focus on Pagemill, Word IA, Vermeer, Quarterdeck WebAuthor, HTML Assistant, InContext, and SoftQuad HoTMetaL. Plus, get another 2 of the above listed tools (or 5 total) to announce this level of support, and get another 2 to announce that support from the tier B and C candidates.

i) **ISAPI Development Tools.** Get at least 2 ISAPI development tools (including Borland) demonstrates/betas a version of their ISAPI development tool by P-Day and at the PDC.

j) **ISAPI servers**. Get at least 50% market share for server vendors announcing support of ISAPI including being able to support Blackbird, if the BB Team allows.

k) **ISAPI components**. 10 shipping ISAPI functional components like Verity's search engine, or Cold Fusion, or NetGen.

l) **Internet Specialists (Solution Providers)**. Scale with Microsoft SP group to over 1000 total Solution Providers worldwide trained on our internet technologies with at least 500 who are in process to become "qualified" Microsoft Solution Providers.

m) **Internet Specialist courses/courseware.** Have at least 20 ATECs up and running with courseware for becoming a Microsoft SP trained on our internet technologies.

n) **Internet Specialist (SP) certification in place.** Have Microsoft "Qualification Exams" in place for Solution Providers trained on our Internet technologies.

o) **DRG-wide Evangelist targets.** Every DRG Evangelist must have 50% of his/her owned ISVs (productivity, tool, Back Office ISVs) to have done the following:

- Gotten a license deal signed to have them bundle the (free) Internet Explorer with their product
- Publish a Web site that uses IE 2.0 (or higher rev) and Gibraltar/ISAPI in their Web sites

**** The requirements for the objectives (for D-Day and P-Day) are listed later as Points of Light.***

Competitive Situation

In the Internet space today, Netscape, together with Sun, is our primary competitor on the client side, Netscape and Oracle are on the server side, Sun is on the Scripting side, and Netscape and Macromedia are on the Authoring/Tools side. There are other players as well including Novell, IBM, and O'Reilly & Associates, to name a few. None commands the market momentum and mindshare as Netscape does. This section focuses on the competitive advantages and disadvantages of Netscape and Microsoft side-by-side.

MS6 6012194
CONFIDENTIAL

Key advantages for Netscape include a) very fast time to market on products and announcements, b) huge market/mind share on html extensibility, and c) very successful partnering ability with OEMs, software vendors.

Our advantages include a) ownership of client OS, b) huge OEM channel advantage, c) existing relationships with Fortune 500 sites, and d) access to large resources.

Netscape and Sun have another advantage through their scripting capabilities via Java. Java is a programming language derived from C++ without its complex features. Designed and developed at Sun, Java provides a portable language for developing "applets" that can be delivered fast on narrow bandwidth connections. These applets are small, interactive applications that run within the browser.

Java applets are secure in the sense that the applets cannot access local storage on the client side. Java applets can run on any system (Windows, MacOS, Unix) since the applet is a compiled bytecode that relies on the Java runtime to run it at the client location.

Netscape's advantages with Java include a portable scripting language, a "secure" runtime, and industry momentum behind Java. Their disadvantages are that they don't have enough applets and classes that can be used by others, not enough time to ramp up support, and mediocre tools for developing Java applets.

We don't have a solution that competes with Java directly. OLE controls are our best answer to Java applets. Our advantages are that we have a large installed base of controls and control developers, visual tools that can help control development, and a good developer support system. Our disadvantages are the perception that OLE is proprietary, not portable, and not secure.

	Netscape	Microsoft
Client/Viewer	**Advantages** • Mind share • HTML extensibility mind/mkt share • Successful partnering with OEM • Ability to partner with industry players, ISVs (e.g. Sun, IBM, Apple, SGI) • Defining add-on standards • Faster time-to-market • Plug-in architecture • Internationalized **Disadvantages** • browser jail • Non-portable plug-in architecture (OLE, X properties, AppleEvents)	**Advantages (Comprehensive)** • Bill Gates • **Own the client OS** • OEM channel advantage • existing relationships with Fortune 500 companies ("foot in the door") • Plenty of resources • OLE leverages existing knowledge base, provides better biz. model for developers, compelling content, full OS layer access • Programming tools • Large tools user base (Word, Excel users) • Largest corporate body of legacy content • 200K developers on MSDN • List of core developers • An SP channel that can evangelize on our behalf in the corporate IS space • International presence **Disadvantages**

		• Perceived monopolistic • Not "open" • Not the "darling" of the industry • Don't have a well articulated Internet strategy and vision from the execs
Server Deployment	**Advantages** • Own new developers • Very smart product positioning and strategy (commerce, merchant, publishing, community servers) • Site management (first to market via LiveWire) • OEM mgmt (Sun, SGI, DEC) • Portable add-on via Java/Netscape **Disadvantages** • Tiny DRG • Can't ramp up support • Much smaller existing corporate sales force • No development tools owned by them	
Scripting	• LiveScript (lot like VB) Java **Java Advantages** • Huge market and mind share as the de facto portable scripting language for the Web. • Sun has been successful in lining up tools vendors (Borland, MetroWerks) to provide interactive development environment for Java. • Netscape, SpyGlass, and Oracle have publicly announced support for Java in their browsers, making it a requirement on those that don't support it yet (IE for example). • Being portable at a language level makes Java much more appealing for developers who want to target multiple platforms (Mac, Windows, Unix). • Java being secure ensures "good citizen" applets. **Java Disadvantages** • Not tried and tested for non-trivial applications; currently limited to multimedia enhancements.	**Advantages** • Compare this to tried and tested controls, and VB based applications. • VB and VC++ are light years ahead compared to Java development tools as of today. • Large installed base of controls that can be leveraged in a reasonable amount of time. • We have a very good developer support system in place for VB and VC++ that can be leveraged for OLE controls. **Disadvantages** • VB or OLE controls are not portable (yet). • VB is not "secure" in the same sense as Java is. • We are the only tool vendor and that can be perceived "proprietary." MS6 6012196 CONFIDENTIAL

	• The tools that are available today via Java Developer's Kit (JDK) is very poor. The documentation is minimal (although the on-line docs at java.sun.com is not bad). There is no visual programming environment. • There aren't enough applets, classes, etc. available for Java. • Sun is just ramping up support staff for Java.	
Authoring	• Navigator Gold (browser + authoring and playback) • Authoring suite for Web via PowerPack add-on	• Internet Assistant • Blackbird (indirectly)

MS6 6012197
CONFIDENTIAL

DRG Strategies

DRG's key strategies are designed to leverage off of Microsoft's structural advantages in the areas of technology, worldwide marketing and distribution, worldwide organization (especially SP and field sales organizations), corporate resources and evangelism.

1. **FirstWave Program...** *great incentives for strong and early commitment.* Increase the business attractiveness (ROI) of the top Content and Corporate Web sites (Top 50 ICPs and Corporations) by implementing a "FirstWave/LOI" program to (i) marshal the necessary resources to assist these *Platinum/Gold sites* in developing to Microsoft technologies and (ii) increase the revenue/profit impact on doing so through co-marketing incentives, in return for supporting a defined list of requirements. These requirements will at least include the Logo requirements for IE 2.0 and Gibraltar (all included in an LOI which participants must sign). This program will include a combination of what Alexjo used in the games space (extensive use of contractors, we will call "special envoys", to directly assist site developers), and the Windows 95 FirstWave program, where there was a clear "inside track" to information, special access to early software, special technical assistance (PSS's new higher-level commitment to specially supporting a "Top Group" of ISVs/ICPs), and special co-marketing benefits.

2. **FirstWave Co-marketing incentives.** The major co-marketing incentives for the First Wave Program will be centered around *building traffic* to their Web sites, including their having links to their sites in a "Designed for Microsoft Technologies Cool Sites Catalog" on WWW.Microsoft.com, MSN Home Page (or close to), Windows 95 CD (with shortcut to on-line/Web version), and "hardwired" under the "Open Search Page" in I.E. 2.0. In the broader co-marketing arena, there will be scavenger hunts for users/consumers and promotions for developers.

3. **Secónd-Tier "TidalWave" Program.** Extend off of existing relationships within DRG to offer a "mini-FirstWave" type program to another 800 - 1000 content and corporate sites.

4. **"Internet Gold Developers Program".** Offer a fully-scaleable Developers' Program that combines an MSDN Internet type offering (on CD-ROM and on the Web) with some easily scaleable co-marketing incentives, including things such as the Logo, discounts on MSN advertising, participation in Microsoft's "Cool Site Catalog" (but straight listings/links, where the FirstWavers get premium listings), and whatever PSD and BSD can dream up that's scaleable. Offer this program to the "masses" of Internet developers to build the numbers, and reinforce the program with a DRG TidalWave program. The benefits offered may be similar or equal to TidalWave but don't involve DRG personal contact and evangelism.

5. **Internet Specialists Program (Solution Providers).** Drive a *worldwide, tiered* program for getting trained, certified, and motivated, "Internet Specialists" (designers, developers, and webmasters). Then work this force to get them to evangelize to key sites and in cases match them up with content providers. In the process, mobilize the Microsoft SP and MES programs to both (1) train and certify their existing base and (2) actively recruit for the hot new Internet-oriented developers. (These people may well be the most important influencers to the Web site decisions.)

6. **International.** Leverage our *international* presence to rapidly build ICP, ISV and Solution Provider loyalty for our platform before competitive mind-share begins to build. Then close in on the US as international mind-share is won

MS6 6012198
CONFIDENTIAL

7. **Momentum Targets:** *D-Day* and *P-Day*. Create immense *focus* on our Internet mission within DRG, by rallying around two key milestones

   - *D-DAY* on January 15th. This is approximately when we expect Netscape to announce their next major releases of their Browser and Server offering. It is also at the time of Gibraltar shipment and just before our SDR, which will be where we launch our full-bore evangelism at senior levels of management. Therefore, we want to have real momentum to demonstrate at that time.

   - *P-DAY* on March 10th. This is just prior to our PDC, which will be the next major momentum point in the war. We will be announcing Nashville – our "Internet OS Release" – and offering it as a beta to PDC attendees. We want to be able to demonstrate the next major momentum jump at that conference.

7. **Organize around customer segments.** Organize DRG's Internet efforts to leverage it's numerical "evangelist" advantage. Mobilize DRG to have greater depth in all major evangelism areas as a result of this numerical advantage, and have local, face-to-face relationships in the key markets of New York, Los Angeles and San Francisco. Related to this, really extend our market-segment depth we have built up in DRG. With a particular emphasis understanding each market segment (with people who come from those segments), being clear on the key targets within each segment, tailoring our tools, demos, and presentations on a segment-by-segment basis, and tracking and reporting on a segment-by-segment basis. Netscape has gone so far as to package their products around (their idea of) specific segments, we need to make sure we conquer the segments we think are strategic. These segments are:

   a) Consumer Content Companies (including personal finance companies – see "Content Matrix)).

   b) Games and entertainment companies. This is an area that Netscape has not apparently conquered as of yet, so will get a lot of attention in our strategy.

   c) Education. (who should be the target here?)

   d) Tool/controls software companies.

   e) Top Windows productivity software companies.

   f) Large corporations interested in promoting/advertising their products, supporting their customers, and potentially doing complete commerce over the Internet.

   g) Corporations interested in collaboration, messaging, information sharing/distribution either across different companies, or within companies or workgroups.

   h) Solution Providers/Internet Developers. This is an area we have tremendous advantage in that we have a base of 11,000 Solution Providers.

8. **Engage the masses through the Web**. Be a super cool inbound stop on the Web, and be super active on the Web forums. (at minimum, we need to take this advantage away from NetScape, who is handling "50,000" developers with reportedly 3 people, through the Web). Currently this is planned for the "www.microsoft.com/intdev" site. However, we want to explore developing a mini-FirstWave type Developers Program that's administered on the Web. It offers more than Netscape's Developer Partners Program, both from development/support and co-marketing standpoint. It may be centered around the "Logo" program, with a lower-than-FirstWave set of requirements, and lower-than-FirstWave set of incentives. It may be completely self-administered (or at least highly automated).

MS6 6012199
CONFIDENTIAL

9. **Engage the masses face-to-face**, in a grass roots, roadshow way. Leverage PSD's 50-city tour concept domestically (and DD's ATEC program), and own doing an international Roadshow as early as February. Related to this is an face-to-face training effort directed towards the hot internet development houses that get hired by the most visible potential Web sites. (program referred to currently as "SP" program)

10. **Great selling tools**. Equip evangelists, account managers, and market segment leads with the best "*selling tools*" and leveraged training that we've ever done before. We want to increase evangelists' productivity by 30+% over the Windows 95 FirstWave effort, with particular emphasis on having "Kick Ass Demos" (as Doug puts it ☺).

In order to effectively execute on these strategies across segments in pursuit of our D-Day and P-Day objectives, DRG will have a "Field General" (Tammyst) to monitor and support each team's efforts towards these incredibly important milestones. *Plus*, we will have a reporting process and weekly iWar Team meetings to properly track internally and report to senior management and product groups on progress relative to our objectives.

Points of Light and ICP/ISV Targets

The Points of Light and ICP/ISV Targets are listed below for each of the key segments (Content and Corporate Sites, Browser/Client, Server and Site Management Tools):

Points of Light – *Content Sites* and *Corporate Sites* (and their SPs/consultants that support them)

(1) For IE Logo Only

Client

1. Support one of following HTML extensions :
   - BGCOLOR attribute of TABLE, TR TD tags
   - COLOR attribute of the FONT tag
   - Inline AVI's
   - Marquee
   - Background sound
   - Watermark
2. Put on "Enhanced for Internet Explorer...." logo, and link to MS home page (actual wording determined by PSD)

(2) For First Wave/Platinum Program (actual LOI language, please see LOA at \\starling\drgstaff\internet\icp for latest version of LOAs as they are realtime documents) *(requires both Client and Server commitments)*

1. COMPANY will support 2 of the following 6 HTML extensions in its home page :
   - BGCOLOR attribute of TABLE, TR, TD tags
   - COLOR attribute of FONT tag
   - Inline AVI's
   - Marquee
   - Background sound
   - Watermark

2. COMPANY will support the Fetch tag, and offer a "Download MS Internet Explorer" link in its web site.

3. COMPANY will use the Windows NT Internet Information Server as the web server for its site.

4. COMPANY will display the authorized MS Internet Explorer logo and the authorized MS NT BackOffice logo in its web site, and provide a link to the MS home page from therein.

5. COMPANY will support any press releases, or other public activity that MS carries out relating to the Internet, and sites using MS technology.

The following are additional requirements COMPANY intends to complete upon the availability of the following products and technologies:

1. COMPANY intends to launch an Internet application, designed with Blackbird, within 90 days of the shipment of the Blackbird product.

2. COMPANY intends to use at least 1 OLE control in its web site, within 90 days of the shipment of MS IE 3.0 (version with built-in OLE support).

3. COMPANY intends to use the Secure Transaction Technology protocol in its web site transactions, within 90 days of the shipment of the final STT protocol.

4. COMPANY intends to add functionality to company's web page with VB Script by 60 days after IE 3.0 ships.

List of Content Sites (list of Corporate Sites still under development)

1. ***30 Domestic ICPs***

   Addison Wesley
   Cap Cities/ABC
   CNBC
   Conde Nast

MS6 6012201
CONFIDENTIAL

CUC International
DealerNet
Digital Pictures
Discovery
Disney
Encyclopedia Brittanica
ESPN/Starwave
FCB/RGA
Hearst
Hollywood On-line
Hotwired
HSN Interactive/ISN
Lightspan
Lycos
NTN
PBS
PG&E
San Jose Mercury News
SBC/Cornerstone Info
Sci-If Channel
Time Warner/Pathfinder
Tribune Interactive
TRO Learning
US Postal Service
Viacom
Yahoo

2. **23 International ICPs**

Open University (UK)
Financial Time Television (UK) [part of Pearson Group]
Reuters Television (UK)
TF1 (France) [part of Bouyges Group]
Pro 7 (Germany)
Futuremedia (UK)
Epic Interactive (UK)
Dentsu (Japan)
East (Japan)
TBS (Japan)
Dreamtime (Japan)
SBC (Korea)
Sunjoy (China)
Centro (HK)
ITRI (Taiwan)
Adroit Innovations (Singapore)
Digital Video (Australia)
Empire Ridge Pty (Australia)
Glenhurst (Australia)
Harrow Media (Australia)
Lintas On-line (Australia)
Pacific Star (Australia)
Praxa Limited (Australia)

Site Management Tools

Points of Light

1. Recognize and maintain links to content pages including HTML pages, BB titles, OLE controls, DocObjects, and ISAPI server extensions in addition to CGI scripts, CGI executables, HTML pages, and image files.

2. If the tool supports "drag and drop" capability for adding and deleting a page to the current page hierarchy, that operation must support drag-and-drop operation on BB titles, DocObjects, OLE controls, and ISAPI server extensions.

3. In addition to testing link integrity to local and remote content including HTML pages, images, CGI scripts, etc., the tool must support link integrity checks to BB titles, OLE controls, DocObjects, and ISAPI server extensions testing their existence.

4. If the site management tools include authoring capability, the authoring part of the tool must support the requirements specified for authoring tools.

5. Work in conjunction with Microsoft's Internet Information Server (IIS) with regards to access control of published content. Where possible, we recommend that the tool take advantage of NT access control mechanisms for the content pages published via the IIS.

Targets

- SiteMill (Adobe)
- FrontPage (Vermeer)
- @Mezzanine (Saros)
- Web Page Manager (SilkNet Software)
- Personal Web Site or PWS (W3.COM)

Some site management tools provide HTML authoring tools as well (e.g. Vermeer's FrontPage). In these cases, the POL criteria for authoring tools apply here as well.

Target "Platinum" Internet Specialists

Company	City	State
Aaron Marcus and Associates	Emeryville	CA
Anatec	Bengham Farms	MI
AND Interactive Communication	Los Angles	CA
Axime Formation	Paris	France
b. a. s. GmbH	Munich	Germany
CKS Interactive	Cupertino	CA
Crossover Technologies	New York	NY
Data Wiz Centers	San Mateo	CA
DevelopMentor	Hillsboro	OR
Free Range Media	Seattle	WA
Genesys	San Bruno	CA

MS6 6012203
CONFIDENTIAL

Gestalt Systems, Inc.	Herndon	VA
Highway One Media Entertainment	Santa Monica	CA
Ikonic Interactive	San Francisco	CA
Jones & Jones Multimedia	Fremont	CA
Mechadeus	San Fransico	CA
Media Artists	Munich	Germany
Music Pen, Inc.	New York	NY
nTouch	El Granada	CA
R/GA Interactive	New York	NY
Radical.media	New York	NY
SoftAd	Mill Valley	CA
STEP Technology	Portland	OR
The Digital Foundry	Tiburon	CA
The HyperMedia Group	Emeryville	CA
Virgin Sound and Vision	Los Angeles	CA
Windsor New Media	New York	NY

Browser/Client

Point of Light	Elements	Targets
Authoring Tools	• - If the authoring tool generates HTML, tool must support all HTML extensions in the latest shipping version of IE within 30 days of release of that version • If the authoring tool uses another file format: • Implement a DocObject server, including support for hyperlinks • Use OLE Scripting to add scripting support. Recommend using VB Scripting. • Host Sweeper Controls • Support Active VRML	• Macromedia Director • SoftQuad HotMetal • Quark Express and QuarkAMedia • Caligari • Adobe Acrobat • Borland • Powersoft • Vermeer Front Page • InContext Spider • LookingGlass MediaVerse • Common Ground • GoldDisk Astound • AimTech IconAuthor
Desktop/ Productivity Applications	• Include "Go to <web site>" button on tool bar and Help menu (web site = home page, help desk, template source, etc) • Incorporate Internet access into "File... Open/Save" • Bundle/install the latest version of IE with application • Either generate IE-compliant HTML or become a DocObject server • Use hyperlinks for navigation • Use OLE Scripting to add/incorporate scripting support	•
Development Tools	• Enable all of the functionality listed in the Desktop Productivity application points of light	• Borland • Symantec

	• Support WinInet and ISAPI
	• Provide an easy point-and-shoot way (commonly known as wizards or experts) to build each of the following things:
	  • Sweeper controls and containers
	  • DocObjects and DocObject containers
	  • Hyperlinks
	  • Filters and data connectors
	•
		• Powersoft

Controls	• Write Sweeper controls • Use STT and PCT for encryption • Support our code signing/downloading strategy •	• Macromedia Director • Adobe Premiere, Photoshop • Micrografx Picture Publisher • Twelve Tone • Sonic Foundry • Caligari, Lenel, etc.
Browsers	• Use HyperLink API for navigation • Host DocObjects • Browser must support all HTML extensions in the latest shipping version of IE within 30 days of release of that version • Host Sweeper controls • Support our code signing and downloading strategy • Use PCT and STT for encryption and authentication	• Air_Mosaic (SPRY) • NetCruiser (NetCom) • NCSA Mosaic (Windows) • SPRY_Mosaic • NetManage • SpyGlass • EI*Net (WinWeb)

Key Programs

First Wave or "Platinum" Program (formerly known as "Strike Force")

Target Participants (Segments of Program)

The targeted vendors/products are the most strategic (i.e. "Platinum") players/products from each of the following segments:

1. **OLE Control Vendors**
2. **Content Sites (ICPs)**
3. **Corporate Sites**

MS6 6012205
CONFIDENTIAL

4. **ISVs**
    - Productivity ("firstwave") ISVs
    - Development Tools ISVs
    - Authoring tools (HTML and multimedia authoring tools) ISVs
5. **Internet Developers (Solution Providers)**

The specific number of sites are found in the *Objectives* section above. The specific company/ product targets are in the *Points of Light and Targets* section below.

Technical/Development Incentives

- Assigned a Technical Envoy (for ISV/Control vendors) or a "Special Envoy" (for content/Corp sites). The Technical Envoy will be the FirstWave type technical for each ISV to resolve technical issues. The Special Envoy will help with client side HTML + Blackbird issues. Both "special" and "technical" envoys will also make sure they get whatever help they need, including "making referrals" to ISAPI/ODBC/Gibraltar hired guns, or OLE experts or the like.
- Special Porting Labs with envoys, hired experts, developer support, product specialists (from the product group) and on site and "inside access" to the best Microsoft has to help them do a great site (maybe the ICPs aren't as familiar with our Porting Lab and we can really "build it up" to them), or great controls and apps.
- Free development systems with necessary tools installed (150 machines current target/limit)
- Regular "Inside Track" updates to their developer/designer and marketing person.
- Training on our technologies and tools, as part of the Porting Labs, and separately (maybe we give them "3 free tickets to the ATEC's or MCS's training" for instance)
- For corporate and content sites: Direct access to the up-to-the-minute "directory of OLE Controls" and how to employ them.
- For ISVs: Sample application and "how to do a like one"
- Special "Highest Level" private PSS support (over Web or whatever)
- Special private access to the latest and greatest code (FTP or whatever)

Co-marketing Incentives

Independent Content Providers (ICPs) are driven more by business models and bottom line revenue perhaps more than any ISV segment we have targeted in the past. They have no real platform loyalties, most often viewing platform choice more as a nuisance (requiring multiple development paths) rather than genuine choice. The platform choices these ICPs make today are determined entirely by current browser market share, and especially mind-share. Netscape has phenomenal numbers in both, and is the de facto platform choice that ICPs instruct their internal and external (i.e. SP) developers to develop to. Another technology that is rapidly gaining mind-share and development dollars is Java.

The critical challenge then is how do we help our ICPs make money. The three fundamental sources of revenue are :

MS6 6012206
CONFIDENTIAL

1. *Advertising*
2. *Subscriptions*
3. *Transactions*

We currently have ideas and projects underway to figure out and enable mechanisms for generating these cash flows. The immediate challenge, in the absence of real revenue flows today, is how to convince ICPs to develop to our platform in spite of our single digit market share.

The answer lies in an aggressive suite of co-marketing incentives. These are incentives over and above the technical and development incentives we are accustomed to providing our ISVs. In providing these incentives, we need to look at our core business and marketing assets, and propose how these may be leveraged to provide ICPs with something of value.

The following is a list of ICP co-marketing incentives currently being proposed. The labels characterize the benefit to the ICP resulting from each incentive.

1. **Traffic.** The number one need for ICPs is to increase viewership of their interactive media, ie maximize traffic coming through their web sites. This is a more powerful form of media advertising in the traditional media world. There are several assets Microsoft has to offer to make this viable :
   - ICP Directory + "Cool Site of the Day" on microsoft.com - provides links into ICP sites from one of the top-10 traveled sites on the web. "Cool Site of the Day" is a mechanism to provide featured advertising at the very root of microsoft.com, and hence of tremendous value.
   - Sites catalog on Plus Pack/IE CD - provides an opportunity to get on a very widely distributing CD, and with every install, serve as a hot-link directly into the ICP's web site.
   - Shortcut from IE Toolbar Search button or "prepopulating the Favorites folder"- provides another short-cut to the ICP's site right from the toolbar of the Internet Explorer.
   - In addition, having a shortcut in MSN to the ICP Directory (above), as close to the home page as possible.

2. **Subscription.** ICP deals on MSN - Conventional wisdom among many ICPs is that to raise subscription money, they need to belong to a bundle of services/content that is offered to the consumer for a fee. This is the model that has made the cable business successful, and is believed to be the key for subscription revenue on the Internet. What this requires is us being able to guarantee a deal on MSN, to be part of an aggregated bundle. If, for some reason, this can't be assured, then we need to look at alternative aggregate bundles to provide this.

3. **IE Sponsorship**. ICP Downloadable and Personalized IE - Another way to provide value to the ICP is to offer the ability to download IE directly from a qualified ICP's site. When an end-user does this from an ICP's site, IE is presented as a sponsorship by the ICP, and gets updated to automatically enter the ICP on the favorites list, and automatically sets to the ICP's home page as being the default home page.

4. **Branding**. IE Logos on ICP sites - We need to make it as easy and painless as possible for ICPs to put up IE logos anytime they use something IE differentiated.

5. **Joint PR.** Joint Press Releases - We need to use a stream of press releases, peaking around certain key events like the D-Day and the P-Day, to constantly promote each others interests in the PR realm. Specifically, we need to be ready to support any ICP press release that goes out, at a minimum with a quote.

6. **Promotions.** Joint ICP Treasure/Scavenger Hunts - These are treasure hunts kicking off at microsoft.com that lead end-users through a chain of engaging clues (viewable only in IE 2.0) embedded in ICP sites, to a goal. Along the way, end-users are exposed to a variety of cool IE features. Also, with each clue they uncover, they get a certain number of credits that they can apply towards the purchase of Microsoft software, or some other ICP product such as Disneyland trips. This is an analog of the frequent-flier program successfully used in the airlines business to generate customer loyalty, and seeks to achieve similar results by rewarding browser user loyalty.

7. **Contests.** Best ICP Site by PDC - While this yet another contest idea, the distinction is in the valuation metrics. These are not sites measured for technical merit (# of ole controls used on page!), but measured for quality of media. The assessment process is very similar to the Oscars, or the Emmys, and is supposed to get carried out by professional media reviewers.

8. **Cash Flow.** Advertising Media Buys from ICPs - This is plain and simple purchase of advertising on ICP traditional media outlets (TV channels, magazines, etc.). The point is to give ICPs some real business where it really matters, and is probably best exploited by making these ads Internet related (ie or IIS).

Execution

Technical

- Each segment owner develops tailored LOIs outlining promises and their commitments down in a formal LOI and get the 2-signature thing, like FirstWave.
- Hire 4 HTML/Designer contractors for site support
- Hire 2 OLE control contractors for site support
- Train Robert to help develop OLE Controls for on site support
- Set up List-Server (Rob Aney) for Priority support
- Set up ftp site for download of interim builds of whitepapers, technology, and tools
- Set up our own secure Priority Web Page for keeping these folks up to date - or use intdev page from msdn

Marketing

- Get owner for D-Day press release and Online event
- Get owner for Treasure hunt for D-day
- Get owner "Galleria" type page with links to their pages

Timing

Controls: December 3-7 controls lab before workshop or we should do it after - maybe even on the weekend.

ISVs: ??

MS6 6012208
CONFIDENTIAL

ICP/Corporate Sites: Kickoff Strike Force Lab Dec 14 - 17 (for ICP sites, and MAYBE? Corporate sites?), with some really good perks for the poor sons-o-guns who stay through the weekend. We'll probably need other labs for the other segments, if not already nailed down. Plus, scheduling any other special porting labs out to P-Day.

Internet Developers: Kicked off first training Nov 6/7. ATECs in process to develop further training now. Next sessions first 2 weeks of January.

One-to-Many or "Gold" Program

The Internet space is much less concentrated than the Windows software market. Including all of our target segments – content sites (ICPs), corporate sites, and several different types of ISVs – there are thousands of potential targets/wins. With Windows 95, getting the top 40 ISVs accounted for over 90% of the Windows applications sales. Clearly we're in a different ballpark now.

So, in evangelizing to the Internet target audiences, we need to have a very solid recruiting effort aimed at a "third tier" group of players and the "grass roots" or "masses". The way we covered this with Windows 95 was to have a logo program with almost no incentives other than the expected pervasiveness of the installed base of Windows 95. Now we have no such attraction, as we are not the real or expected installed base leader in browsers or servers arenas.

Therefore, we are seriously considering a "mini-FirstWave" type program, perhaps we call the "Internet Gold Program". This may simply be a combination of the MSDN Internet Developers Program, and additional marketing and other incentives. The program should have the following key features:

1. Positioned as a special "Internet Developers Program", which offers more value than the Netscape Developer Partners Program.
2. Includes several co-marketing benefits that are easy to administer (preferably self-administering) and easy to scale (in case we have hundreds or thousands of developers sign up). A couple examples of this are:
    - a listing in a "Cool Internet catalog (galleria)" which can be accessed from www.microsoft.com (this could be the same catalog as for the FirstWave/Platinum Program, but the Platinum folks get the premium space. The design of the galleria must be must more attractive and compelling than Netscape's Galleria.
    - 10% discounts for MSN advertising
    - use of the Logo (where sign-up to this Gold Program requires Logo compliance)
3. In addition to the planned MSDN Internet Developers' Program, we should includes the following development-related benefits:
    - Special discounts on support (or a special Web-based support offering)
    - Special discounts on other Microsoft Developer products or even Microsoft applications
    - All the goodies in the planned MSDN program, including downloadable code/technologies
    - Up-to-the-minute on-line catalog site of OLE controls and how to access them (and maybe even have them available to be purchased from this site, so we make it super easy to access these!)

MS6 6012209
CONFIDENTIAL

Then DRG can use this ***Gold Program*** as the basis for the 1000 site TidalWave calldown and offer a preview of the program at a discounted price to these key "second tier" ISVs/sites if they commit to supporting at least our Logo features by P-Day. Having a program such as this to sell would be a much more productive way to attack a second-tier audience for such a calldown blitz, as well as for "one-to-many" evangelism, overall.

Internet-Specialists - Solution Providers

Tier 1: Top 25 drg one to one managed companies

- build 1 to 1 Internet developer solution provider program
- targeted, focused list of 25 identified top Internet / Web developers
- drive technology adoption within their organizations
- help them drive technology adoption with content companies
- business relationship / referrals
- co-marketing with web site, exposure at events

Tier 2: train "next 75" managed in one to few fashion

- identified from DRG, ATECs, user groups, and SP
- leverage ATECs, user groups, and MCS to roll out training
- potentially some co-marketing
- leverage /intdev website content
- identify certification process

Tier 3: successful handoff and scaling of one to many efforts

- ensure successful scaling and handoff of Internet Developer program to Microsoft Solution Provider program
- "package" above efforts
- expand the scope of Tier 2 utilizing leveraged resources
- standard Solution Provider programs in place
- standardized certification process in place

Tools for SP Program

- One to one communication / evangelism: NaseemT, DeniseSh, SundarK, ScottSm
- "Letter of Intent" to define what keeps someone in the core program.
- Identify "package" needs and turn one to one evangelism tools into packaged tools:
  - Whitepapers
  - Videos
  - Bengal audio
  - Automated training/certification

MS6 6012210
CONFIDENTIAL

- Be the "catalyst" in getting internal groups to deliver on this mission (MCS, SP, MES, DD, MSN, MOLI, and Intl)
- Work with ATECs to build standard training for Blackbird / Gibraltar
- Sample titles on the web and ftp site
- Drive /Intdev content on website (a lot of this will be derived from Solution Provider needs).
- Mailing List (or newsgroup) for private communications and for one to many evangelism
- Drive all tiers of Internet developers plan worldwide utilizing some one to one communication and leveraging one to many through international roadshow, internet tour, or potentially worldwide live.

Web Presence

We need to leverage what Shawn and Lois are doing on the developer page. Robert Hess and Tammy will own making sure the page has all the right stuff. If need be, we will create our own page, but the POR is to use the existing framework.

- Need 12 hour turn around for posting on intdev
- Need to set up listserver for key partner support
- Need to hire Gibraltar, Sweeper, and Tools support specialist
- Need all of DRG to hang on the Internet in a number of newsgroups - we should organize this and assign each DRG'er a group. Lee sent out a listing of these recently. We should be posting and building a presence.
- We need to follow JamesPl's advice about responding to attackers. Treat them as if we are listening and want their input (because we do!) Even if it's a hostile post, we may be able to derive some good from it.

Product Support

- Rob Aney from Premier Support has agreed to train one person and more later to handle questions via list server. This will be used for our
- We need to brief Priority Support (Dan Deffe) on the strategy so they can come up to speed
- We should build a user community of MVPs to support on ALL MS groups: We need an owner for this - We may be able to convince PSS to take ownership

Selling Tools and Training

Demos

A key part of DRG's tactics will be to increase the effectiveness of it's one-on-one and one-to-few evangelism by having a much higher quality and integrated set of demos and slide decks. We believe we need to raise the bar significantly on the tools we have for evangelizing our messages and getting design wins. The primary elements will be the following:

1. We will change the mix in our presentations to *more demonstrations* and *fewer "word slides"*
2. We will *tailor* the slides and demos to the *type of audience* we're presenting to
3. We will *invest* in developing really good, real-world demos, using contractors where necessary.
4. We will periodically and regularly update and *upgrade* our demos and presentation decks to build on the lessons we learn. (this means that good ideas for doing this should be sent in meeting reports)
5. Demos scripts (including lessons learned), with the necessary code and setup instructions will be kept in a centralized DRG Internet information depository (see below) so everyone knows exactly where to get the latest and greatest demos

Below are listed some general guidelines for demonstrations that demo developers should consider. There are 3 types of demos that will likely be developed at different times:

Scenario Demo

A demo that is intended to illustrate a 'real life' scenario. An example of such a demo, would be an "Online Financial Transaction" demo, illustrating the steps that a user would go through to connect to an on-line service, locate/select a desired goods/service, and initiate a purchase transaction.

Feature List Demo

A demo who's intention is to quickly illustrate one or more specific features of some technology. An example of such a demo, would be a "Drag/Drop" demo, illustrating the notion of DragSource and DragTarget.

Coding Demo

A demo for a developer audience, which is primarily targeted at showing the source code necessary to implement a feature/technology. An example of such a demo would be a "OLE Control" demo, showing how to use VC++ and MFC to create an OLE Control.

Then for each of these demo situations, a process list would be determined. This would list the basic steps of the demo procedure, and might look something like:

Scenario Demo

- Announce the Scenario
- Identify the User / Environment
- Perform the demo

MS6 6012212
CONFIDENTIAL

- State the accomplishments

Feature List Demo

- Announce the Feature(s) to be demoed
- Perform the demo
- Identify how this can be directly applied to and/or utilized by the audience

Coding Demo

- Announce the Feature(s) to be demoed
- Demo the finished code
- Open / Identify the development environment
- Add the appropriate code
- Demo the finished code again
- Identify how this can be directly applied to and/or utilized by the audience

There would also be a need to partially identify the "Quality" aspects of the demos, as well as suggested hand-out materials. All of this, including the demo scripts, setup instructions and demo code would be located in the DRG Internet Internal Web site (see below).

Presentations

As suggested above, the quality of materials in the Internet space that will be made available to evangelists needs to be the highest of any effort DRG has ever done. We have the first really strong competition we've ever had (i.e. we're significantly behind and we'll have to be very very smart to take back the lead).

In giving presentations, both in individual ISV/ICP meetings and in larger group presentations, we intend to enable presenters with great demos and great "kernels" of slide decks, to start from. It is very much part of our strategy (Strategy #6 above), to tailor these demos and slides to the type of audience we're presenting to. Gone are the days of using one presentation, unchanged, that we borrowed from a program manager in a product group and used for Roadshows, individual company presentations, and small meetings, alike. We must think of the "presentation" as "constantly improving set of visual aids that are heavily demonstration-driven, and highly tailored to the type of business of our audiences.

The latest and best presentations will be stored in the central DRG Internet Internal Web site, along with related demos.

The first presentation that will be developed/refined, is "Microsoft's Vision and Strategy for the Internet", which Bradstr and Vicg will develop (first draft by 15th and final by the 30th, with any updates from Bill's December 7th Internet Strategy Day event/announcements).

MS6 6012213
CONFIDENTIAL

Collaterals/Leave Behinds

Much more thinking needs to be done here, but the primary goal is to have a few components to a "leave-behind" packet that serve as an effective reminder as to our key selling points, and clear action items we would like to have them take as a result of the meeting.

In addition to a "leave behind", it would be very interesting to have some sort of "mailer" or "trinket" that encourages people to look at our Internet Evangelism site on /intdev, to get "the gospel" on developing for our Internet technologies, and to answer key questions. It may be no more than a graphic that attracts attention, looks cool and says to "go to WWW.Microsoft.com/intdev".

More on collaterals in the next week.

Training (from Inside to Outside Microsoft)

Training is an area that DRG identified as one of the 3 or 4 most important areas DRG should improve in. In the Internet space, we have more people than probably ever before in DRG that have a common mission. Plus we have the toughest evangelism challenge than we've ever had before. Therefore the payback to good training should be very high in this area, if done well. The following is the plan of record for doing this training:

Module I **– One full-day training, *either* Tuesday, Dec 19th or Wed, Dec 20th, from 9:00 - 5:00 at Ridgewood bldg**

Web Authoring. This hands-on training is designed to make everyone familiar with HTML so each person can then develop/create their own home page. We'll cover the basics of HTML, HTML extensions, how to author in HTML, and then go into using Blackbird for this same material. There is only space for 20 people each day, as this is a hands-on classroom at Ridgewood. We will be video taping this. Outline of training:

Web Design - components of a "great" web page (architecting the content of your website)

Standard HTML - existing HTML standards (HTML 2.0 with some 3.0 features)

IE HTML extensions (including VRML) - enhancing for Internet Explorer

- BGCOLOR attribute of TABLE, TR TD tags
- COLOR attribute of the FONT tag
- Inline AVI's
- Marquee
- Background sound
- Watermark
- Fetch tag, and "Download IE" link
- Client pull
- VRML

Hands-on authoring with Blackbird

MS6 6012214
CONFIDENTIAL

Module II **- Early January, probably on Jan 3rd.**

- How to give the standard Internet Presentation and Internet Demo to get a content site win (using the demo being developed by Tammy and Robert). This will include getting the necessary speaker notes and demo scripts.
- Demonstration-intensive training showing where Netscape/Sun solutions are better than Microsoft's and where Microsoft's are better than theirs, including how to respond to the tough questions we get about us compared to them.

Module III **-- Early January (probably on January 4th and 5th)**

- Hands on Gibraltar/ISAPI training. How to be a Webmaster -- How to set up IIS. How to operate/administer IIS. How IIS and ISAPI/ODBC can do database queries. What kinds of applications you can develop with ISAPI.

In order to have "accountability" and encouragement that people have reached this level, we will have the following "follow-up requirements" from the training:

1. Each person must put up a Web page, following some minimum requirements.
2. Each person much be prepared to give the standard demo/presentation at a DRG staff meeting on a specified date (a couple people would then be called on and the group would critique).
3. Possibly also a written test/quiz to test depth of understanding of each person (in DRG).

Timeline

Tracking and Reporting

Reports will follow the firstwave format and be distributed to DRG and exec's of PSD and BSD.

Each leader owns creating contact list in the DRG database

- Client - Sara Williams
- Server - Mark Brown
- Content Providers - Narendra Nath
- Internet Developers (Solution Providers) - Scott Smith
- Site Management - Sundar

We need to figure out how Tim created the product list in the DRG database for first wave so that we can use the same format

Reports to be rolled up regularly

- End of November: Report listing all contacts and current owners
- December 15
- January 15
- February 15
- April 15
- May 15

Lesley Halverson (LCA)

From:	Yoke Sim Chong [yokec]
Sent:	Thursday, March 07, 1996 10:57 PM
To:	Scott Smith
Cc:	Anmar Alani; Shane Leonard Williamson; Chek Yoon Wong; Steve Glenner; Robert Hess; Margaret Anderson; Bruce Chamberlin; Terry Clancy; Steve Jackson (Aust); Mike Hargreaves; Doug Henrich; Brad Struss; Brad Chase; Cameron Myhrvold; DRG Internet Trip Reports; George Meng; Steven Sinofsky; Developer Relations Staff; Brad Silverberg; Yuen Ching Natasha Kwan; Philip Meyer; Nabeel Youakim
Subject:	RE: Internet Roadshow in APAC

Hi Scott,

Thanks to DRG and DRG APAC for the sucess of the event. Have spoken to some of the participants esp. Content Providers, they think that it was an excellent session and they've for a PDC equivalent or a session esp for ICPs. Would appreciate if DRG/DRG APAC could kindly consider.

Thanks & Best Regards.

From: Scott Smith
Sent: Friday, March 08, 1996 2:52 AM
To: DRG/MSDN/MSJ Internet Focus Group; Doug Henrich; Brad Struss; Brad Chase; Cameron Myhrvold (Xenix); DRG Internet Trip Reports; George Meng; Steven Sinofsky; Developer Relations Staff; Brad Silverberg
Cc: Anmar Alani; Shane Leonard Williamson; Chek Yoon Wong; Scott Smith; Steve Glenner; Robert Hess; Margaret Anderson; Bruce Chamberlin; Terry Clancy; Steve Jackson (Aust); Mike Hargreaves; Yoke Sim Chong; Yuen Ching Natasha Kwan; Philip Meyer; Nabeel Youakim
Subject: TR: Internet Roadshow in APAC

Internet Content Developers Roadshow: Auckland, Melbourne, Sydney, and Singapore

Goal: Get our Internet platform and strategy message out internationally to content developers and build mindshare for Microsoft as the resource to turn to for Internet information.

DRG: RobertH, SteveGl, ScottSm
APAC DRG: AnmarA, ShaneW

Deliverables:
CD with IE, IIS, Internet Assistants, Office Viewers, Sweeper, HTML references (from RobertH), and trial copy of FrontPage

Summary: As part of our effort to get out to Internet content developers, we spent one week in APAC and reached 3000 people who were interested in our Internet strategy for content developers. It was amazing to see the number of people that turned out for this! In Singapore, we only had seats for 900 folks so about 50 people had to stand for most of the day. In Sydney, we had to set up an video feed overflow room for about 100 people. (details on breakdown per city are below). Overall, these people were starved for information on our Internet strategy (and on Internet stuff in general). We briefed them on our Internet strategy, IE 2.0, Sweeper, authoring tools, IIS, ISAPI, and the database connector. We also had a hands on area in each city with 10 machines connected to the Internet. This gave people a chance to play with our browser and the things we were demo'ing to them.

This was the second leg of briefings for content developers (two weeks ago DRG also did briefings for the major content providers and service providers in HongKong, Korea, Taiwan, and Tokyo). We will continue this effort both internationally and domestically over the next 8 weeks covering US, Europe, India, Latin America. This should give us broad coverage worldwide with our Internet message for content developers.

MS6 6012218
CONFIDENTIAL

In every city, Robert asked how many folks are doing HTML work now and roughly 50% of the people raised their hand. He then asked how many expected to be doing HTML work shortly and the other 50% of the attendees raised their hand. These folks were very interested in Robert's talk on authoring IE html and how to optimize for IE. They also showed a lot of interest in the IE 3.0 work and Nashville. We did get a few questions about Java, frames, and Netscape plug-ins (but not a lot of difficult ones). FrontPage was a big hit with this crowd. They definitely want easy to use authoring tools and site mgmt tools. Biggest questions here were about support for tables, frames, and IIS. For IIS, we got lots of good feedback and lots of questions about the database connector. Steve did a great job giving the IIS overview and then walking them through what can be done with ISAPI and the database connector (Steve even wrote a couple cool db connector demos backstage: one for doing currency conversion and one with the pubs demo that uses a marquee to build a bar chart on book sales).

It's clear that Internet access providers are how Netscape is getting broad reach. Many of the people I talked to said they got their browser from the access provider they signed up with. All of them said they got Netscape's browser. AT Sales was involved with us getting access providers at the event. As we do the other events we're working on, we need to really leverage this for getting more access providers on board with us. (On a side note, on Saturday we went to a presentation by one of the local access providers. there were about 80 or so people at this. the guy doing the presentation gave a great overview of the Internet in general and their services. he also told everyone that when they get connected to the web, the first thing they should do is go to Netscape's sight and download the latest version of Navigator).

Announcements:
New Zealand: press conference was held in conjunction with the event to announce 3 Internet solution providers who'll be working closely with Microsoft to deliver solutions based on on IE / IIS.

Singapore: press conference held in conjunction with the event to announce : 1) SingNet (largest access provider) will be exclusively shipping IE to their customers; and 2) Five OEMs announced bundling of IE on their machines.

Next Steps:
International folks who hosted the event(s) and APAC DRG need to do some aggressive follow up with all attendees and keep them up-to-date on what's happening with our Internet strategy and roll out of technologies. This will help to keep these folks looking to Microsoft as the resource to turn to for Internet related information. Should also take advantage of and use the /intdev site as a great resource to continue pointing these folks to.

APAC DRG will be taking this event and materials to 5 more countries at end March to beginning April:

Philippines	25-26 March
Thailand	27 March
Malaysia	28-29 March
Vietnam	1-2 April
Indonesia	4,8 April

Details
Agenda:
Internet Strategy Overview (45 minutes)
Internet Explorer: Overview, authoring for IE, Sweeper for content developers (1 hour 45 minutes)
Authoring Tools: Internet Assistants, FrontPage (and Internet Studio positioning) (1 hour)
Internet Information Server: Overview of IIS, ISAPI, and Database Connector (2 hours)
Wrap Up / Call to Action (30 minutes)

New Zealand
200 attendees, each paying $150
3 Internet Solution Providers announced: Datacom, Eagle Technlogy,

MS6 6012219
CONFIDENTIAL

TeraByte
Thanks to Margaret Anderson and Bruce Chamberlin for setting this up

Melbourne
750 attendees
Event was free
Thanks to Terry Clancy and Steve Jackson (Aust) for setting this up.

Sydney
1050 attendees
Event was free
Thanks to Terry Clancy, Mike Hargreaves, Nabeel Youakim, and Phil Meyer for setting this up.

Singapore
950 attendees, each paying $50
SingNet announced they'd ship IE exclusively
Five OEMs announced bundling/shipping IE on their machines.
Thanks to YokeC and NatashaC for setting this up.

If you have any questions on this, please let me know.

Thx
--Scott

Lesley Halverson (LCA)

From:	Anthony Bay [abay]
Sent:	Thursday, February 08, 1996 1:42 AM
To:	Bill Gates; Brad Silverberg; Cameron Myhrvold; John Ludwig; Nathan Myhrvold; Patty Stonesifer; Paul Maritz; Pete Higgins; Russell Siegelman; Steve Ballmer
Cc:	Anthony Bay
Subject:	Abay (MSN Systems) Strategy, Mission & Goals

I have spent time lately thinking thru key issues relating to our Internet services businesses and drilling down specifically into what I would propose my group tackle in terms of strategy and mission as we move into Platforms.

There is clearly a need to balance the primary goals of making the change as I understand them; integrating the work my team is doing with related and synergistic work in Platforms to maximize leverage and market position; and to separate more cleanly the platforms/content businesses in services as we have in our core business.

I believe we are all cognizant of the business risk inherent in this transition; we are in the midst of day to day triage to support extremely rapid growth in MSN on a 1.x platform which won't scale very much farther; while concurrently developing the MSN 2.x architecture on an extremely aggressive schedule to get us to an Internet standards based platform which will scale to much larger user population, support the Consumer content businesses and scaling up of netop partners, and is designed to be simpler and less expensive to operate. We can't afford to have my team get defocused from these goals during this transition or we put at risk the MSN business, the emerging Consumer content businesses and even CameronM's Network partner relationships.

although this memo is a work in progress it made sense to send it out now given the immediacy of decisions we face. comments very welcome

ABAYST~1.DOC