

interoffice memo

Date:

To: Brad Chase, Jim Allchin

Cc: Adam Taylor, Yusuf Mehdi, Windows Marketing, IE Marketing

From: Keith White, Windows Org Mktg. Team

RE: Windows Organizational Marketing 2H FY98 Plan

Executive Summary

The Windows Org marketing team has spent the past 6 months fighting the TCO battle, addressing the threat of the NC, executing a number of Windows's sustain marketing programs, as well as begun the preparation for the launch of Windows 98 and Beta 2 of NTW5.

Some of the highlights include:

- We have been closely monitoring, attacking, and winning NC threatened accounts
- Successfully lobbied and changed the Gartner Group TCO model to show Windows as providing the lowest overall TCO
- Developed and shipped the Windows 95 Zero Administration Kit
- Wrote and shipped the beta version of the Windows 98 Resource Kit
- Successfully trained our field sales force and channel on the benefits of Windows 98 in corporations
- Executed on a number of high level keynotes and tradeshows, including a massive PDC and Comdex
- Executed an informative Barrier's & Bridges exercise to find and address key issues with NTW becoming the default OS in organizations
- Developed and began implementing the corporate plans for Windows 98 and NTW5
- Developed corporate focused demonstrations of Win98 and NTW5
- Presented over 80% of the desktop focused EBCs, GERs, and MESSs

Even with this work, organizations are still in a state of confusion on the desktop. They have the issue of running multiple versions of Windows (Win95 Gold, SP1, and OSR1, 2, or 2.5, and NTW4, SP1, 2, or 3) in their environment. There is still a significant amount of Win16 (~35% of the installed base), the Year 2000 issue is taking away focus and diverting resources away from evaluating new OSs, and Windows is still expensive to deploy and support. Corporations see NTW5 as the silver bullet, and many are planning on bypassing Windows 98 in order to deploy NTW5, however many of the TCO benefits are tied to NT Server 5.0, which could expand the evaluation cycle as well.

Given the above situation, our 4 main objectives for 2H FY98 will be to:

1. **Increase Win32 penetration in corporates to 65% in FY98 by focusing on NTW4 sustain activities.** With the huge mind-share NT5 is demanding, it is critical we continue to sell today's products in order to increase Win32 penetration. Along with Billsha's OEM team, we are implementing a number of NTW 4.0 sustain activities including an "NTW Means Business" campaign to drive customers to purchase NTW pre-installed on new systems. We are also demonstrating customer momentum and standardization with case studies at high profile events such as the MS/Intel Workstation Leadership Forum, and working with the OEM team to promote the advances NTW has made in driver, mobile, and application support.
2. **Deliver a worldwide launch of Win98 to corporates in FY98, by delivering a core set of evaluation and migration tools.** Though NTW is the recommended product for organizations, we are positioning Windows 98 to corporates as "A smart upgrade if you can't move to NTW". We are executing on a corporate and partner-driven Rapid Deployment Program in order to understand deployment issues and generate PR references. We are also developing tools such as a Deployment

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Guide and a Zero Administration Kit for Windows 98, as well as working with analysts to demonstrate the support and deployment cost savings realized with Win98.

3. **Prepare our field, channel, and customers for a worldwide launch of NTW5 in FY99.** As Billg has stated that Microsoft is "betting the company on Windows NT5", we are focusing the majority of our efforts on ensuring we generate early wide scale evaluation of Windows NT 5.0 via the Windows NT 5.0 Corporate Preview Program. We'll gain knowledge of deployment issues and process from the Rapid Deployment Program, build tools such as the Evaluation and Deployment Guide, and educate our partners and customers on how to deploy via a series of Windows Technical Workshops and Deployment Conferences. At the same time we are synching with the NT Server, Office 9, and the IE 5.0 teams to promote "Platform 99" as the next generation business desktop.
4. **Halt the NC from making any noise in FY98.** Though the NC has failed to live up to its early threat of mass PC replacement, we are actively tracking threatened accounts and monitoring and attacking the NC constituents (IBM, Sun, Oracle) with high level TCO and Windows messages. We are executing on a PR plan to expose the NC as "dead", continuing to arm our field sales force with competitive analysis and responses, and working with the Hydra and WBT OEM teams to build the Windows value proposition for thin clients.

If we are successful with the above objectives, we will have made significant progress in migrating the majority of corporate desktops to 32-bit Windows, adequately prepared the marketplace to shift to NTW, and stopped our chief competitor, the NC, from making any inroads. The remainder of this document will provide greater detail on the core objectives, including budget, timeline, and roles and responsibilities.

CORE MARKETING OBJECTIVES-DETAILS

1. NTW 4.0 Sustain Marketing-"NTW Means Business"
2. Windows 98 Corporate Plan- "A Smart Upgrade if you can't move to NTW"
3. Windows NTW 5.0 Plans- "Get Ready for NTW5" and "Platform 99"
4. NC Attack Plan-"The NC is Dead"

1) NTW 4.0 Sustain Marketing-"NTW Means Business"

In order to continue to drive Win32 penetration, and prepare the market for the shift to NTW, we are working closely with Billsha's OEM team in executing on a number of NTW4 sustain marketing programs. The strategy is to generate customer demand to drive OEMs to pre-install NTW as the default OS on their business line of PCs. These programs include:

- **Windows Strategy Tour:** In the April-May timeframe we will hit the road for an 18-city roadshow that will clearly define our overall Windows strategy targeted at the Business Decision Makers. This roadshow will focus on moving customers to NTW4 today, and defining where Hydra, Win98, and NTW5 fit into the overall picture, and how to choose the appropriate desktop OS for your needs.
- **Advertising:** Loribi and her communication team will be continuing the existing NTW ads, focusing on a TCO ad in the spring time frame, partnering with Kingston on their customer reference ads, and partnering with some of the top OEMs for joint ad campaigns.
- **Tradeshows Presence:** This "NTW Means Business" campaign actually started at Comdex and will flow into Spring Network + Interop, where we are taking over the show with OEM partners, banners, SWAT efforts, etc. to give NTW a very visible presence. This also includes theater and booth presentations driving home the NTW message.
- **Addressing the key barriers to NTW adoption:** We are also marketing the fact that NTW has made great strides in addressing some of its key issues:
 1. We now support as many devices as Win95
 2. Many of the top OEM vendors are building APM and PnP into their laptop lines using the APM kit from MS
 3. We have increased the number of 16-bit and MS-DOS based applications in our Software Compatibility List.
- **PR References and Case Studies:** In order to show momentum for NTW, we are driving the case study team and ECU in finding customers to act as PR references and to develop case studies. We aggressively targeting customers who fall into the following segments:
 - **UNIX to NTW switchers:** This includes accounts like John Deere, Caterpillar, Morgan Stanley
 - **Standardized on NTW4:** This includes accounts such as UAL, Bridgestone, Xerox, and Kimberly-Clark

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- **Aggressively planning the move to NTW5:** This includes accounts such as Boeing, Texaco, KPMG, Compaq and Intel
- **Easier Deployment and Support:** To demonstrate to customers that NTW is truly the standard business desktop we are taking the following actions:
 - **Increasing Support:** Moving NTW support from 2 free incidents to 90 days free support which puts it inline with Windows 95.
 - **Supporting cloning of hard drives for deployment:** Previously we did not support the use of cloning tools such as "Ghost" in order to deploy NTW. We have been working with development to add support for this into the NTW setup routine, and are working directly with the cloning ISVs to add support in to their products.

2) Windows 98 Corporate Plan-"A Smart Upgrade if you can't move to NTW"

With the launch of Windows 98 expected in the June timeframe, we need to ensure that we have the appropriate experience, knowledge, and tools to help customers with their migration to Windows 98. Even though NTW is the main focus in organizations, we need to make sure we do our due diligence for those customers who will continue with Windows 98. We'll execute on the following programs to ensure we are prepared for this launch:

- **Rapid Deployment Program:** Define and execute a Rapid Deployment Program targeted at 5 accounts (TVA, BC Telecom, Northeast Utility, City of San Diego) and 12 partners in order to understand the key deployment issues, generate PR references and case studies, and show momentum for Win98 in corporates at launch. The program will also help us to define and create tools to help other customers migrate to Win98 easily.
- **Windows 98 Resource Kit:** Windows Marketing is responsible for the creation of the Windows 98 Resource Kit. This 16 chapter 1600 page booklet goes to beta Feb 11th, and will be completed prior to launch, turned into HTML and distributed to the masses with the Corporate Eval and Deployment Guide. The kit will also include approximately 45 tools to assist in support, deployment, and management of the Windows 98 desktops.
- **Windows 98 Management and Deployment Guide and Tools:** Utilizing our knowledge from Win95 and NTW4 deployments we have contracted with Gartner Group and MCS to develop a "Best Practices" Guide to managing your desktop environment, and preparing for deployment of Win32 desktops. Also, via the Rapid Deployment program, we are creating an in-depth Windows 98 Deployment Guide which describes the different tools and methodologies for easily deploying Win98, including the new "Dolly" disk cloning tool, Batch98, and the new INFInstaller.
- **Windows 98 Preview Program:** In order to reach the MORG audience in a cost effective way, and provide them with the most up-to-date technical information on Windows 98, we created a preview program which is Windows 98 Beta 3 bundled with the Beta release of the Windows 98 Resource Kit. We have shipped 45,000 copies of the Preview Program Kit. The kit retails for \$69.95 and will be on shelves Feb. 11th. Internationally, we are shipping 10K units of the English Resource Kit only to the UK and Australia.
- **Zero Admin Kit for Windows 98:** Following on the success of the Win95 and NTW4 Zero Admin Kits, we are updating the existing ZAK for Windows 98. This will allow administrators to have the ability to lock down Windows 98 desktops in either Taskstation or Appstation mode, and will give them the tools and methodologies to adjust this control over the desktop according to their needs. The ZAK for Win98 will be released at the launch of Win98 and may be included on the Resource Kit CD.
- **Reduced Deployment and Support Costs, Business Justification:** Internally we have found that Windows 98 addresses a number of support and deployment issues, in fact the original numbers showed a reduction of 19% in support costs, and 22% in deployment costs. We have contracted with Workgroup Technologies in order to have a 3rd party validate these numbers. The report is due in April.
- **Windows 98 Marketing Day:** We will tie into the March 16-17 Windows 98 Marketing Day put on by the Chrwild's team by inviting our top 50 LARs to San Francisco to hear about corporate opportunities with Windows 98. We'll discuss migration tools and strategies as well as business benefits, and also utilize this time to re-enforce our overall client positioning.

3) Windows NTW5 Plans-"Get Ready for NTW5" and "Platform 99"

It is critical we prepare our field, partners, and customers early for the launch of NTW5. Our focus in the 2H of FY98 will be on early education, early access to code, and to kick off the evaluation process in

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organizations with the help of our partners in the Beta 2 timeframe. We'll execute on the following programs to ensure we are prepared to launch Beta 2 to the world:

- **Corporate Preview Program:** This worldwide program is designed to generate wide-scale evaluation of Windows NT 5.0 targeted at the breadth LORGs and MORG audience in the Beta 2 timeframe. The kit will include 5 NTW licenses, 2 NTS licenses, 100 NTS CALs, as well as the Evaluation and Deployment Guide, and access to online and limited phone technical support. The cost of the kit is \$59.95. We are planning on shipping over 1 million NTW licenses with this program, and as part of Platform 99, we'll refresh the participants with RC1 and the Office 9 marketing beta in the fall.
- **Rapid Deployment Program:** At the same time we are driving the Win98 RDP, we will be driving an even bigger NT5 program. This program will include 14 accounts worldwide including: Lucent, Ford, MCI, Intel, Charles Schwab, Boeing, Texaco, GE, Nedcor Bank/South Africa, Petroleos Venezuela, Swedish Post/Sweden, Credit Suisse/UK, Bankers Trust/Australia, Japanese Account TBD, as well as 45 partners who will be driving and additional 2 accounts each. Again the key objective of this program is to understand and solve deployment issues, generate momentum and PR references at launch, and develop necessary tools to help the masses evaluate and deploy. As part of Platform 99, the NTW RDP will have a number of accounts that are also participating in the NTS RDP, Office9 RDP, and the IE5 RDP in order to understand cross product deployment issues. This is part of our Platform 99 initiative to understand and communicate the benefits of the new generation desktop from Microsoft.
- **Evaluation and Deployment Guide:** It's critical that we supply our customers with effective tools to evaluate and deploy Windows 98 and NTW5 prior to the launch of these two products, in order to condense the eval and deployment cycle. The objective of the guide is to deliver an open and structured framework of tools and information to accelerate the evaluation period and deployment-planning phase. Targeted at the Technical & Business Decision-Makers, this CD will ship with the Corporate Preview Program, and will be a snapshot of our <http://www.microsoft.com/windows/org> web-site. As part of Platform 99, this guide will have the same look and feel, and integrate content from the Office9 and IE5 sites. The beta of the Windows portion will be delivered on 3/31.
- **NT5 Deployment Conferences:** In order to ensure we have a number of our corporate customers and partners up to speed on deploying Windows NT 5.0, Microsoft is hosting 3 deployment conferences in the next year, targeted specifically at early adopters. The first NT5 Deployment conference will take place in San Jose on March 17-20, and will be targeted at the 25 accounts and 45 partners participating in the Rapid Deployment Program. The second conference is June 30-July 2 in Bellevue, and will be an invite only event for our top customers and partners. The third event is scheduled for Feb. '99, and will be an open event, targeted at 5-6000 attendees. The 3-day conferences will feature hands-on labs, planning and deployment training from our RDP customers, and all attendees will leave with a copy of the Corporate Preview Program. As part of Platform 99, we will also include Office9 and IE5 sessions at the conference.
- **Windows Technical Workshops:** We plan to revive the very successful Windows Technical Workshop in June to accelerate the deployment of 32-bit Windows (with focus on Windows NT 5.0) by educating breadth LORG and MORGs on deployment tools and strategies. This roadshow will be a 17-city one-day event in the U.S. and in Europe and the Far East (train the trainer format). The WTWs will be presented by product marketing, with corporate and field driven attendance of MORG and breadth LORG, LAR, MCSPs, and Value Added Providers. The content will be very technical, with a lot of "How to" do something. We'll also use this opportunity to set expectations for NT5 planning.
- **NT5 ECU Migration Team (MSNA Only):** In order to accelerate the strategic and named ECU accounts thru the eval and deployment process, we are working with the ECU Telesales team to drive the top ECU accounts through the 5 migration steps prior to launch. The goal is to have 40% in the deployment phase 90 days post launch of NT5. The evaluation starts with Beta 2 of NTW, and continues to 90 days post launch. The benefit for the account is they will have direct contact with the product group for updated information, product updates, migration tools, and can get their specific product issues addressed. ECU Telesales will be responsible for monthly reporting of account status, key product and business issues and barriers, and can assist with what tools and information is needed to address these issues. As part of Platform 99, we will also integrate Office9 and IE5 into the program.
- **NTW5 Deployment Tools:** We are planning a number of tools to assist accounts in their migration to NTW5. Along with the tools described above, also planned are:
 - **"Get Ready for NTW5"**-This web based tool will automatically scan a PC and identify if that PC is "ready" to be upgraded to NTW5. The tool will check processor speed, memory, hard disk

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space, and compare the device drivers to those listed in the Hardware Compatibility list to ensure we have the appropriate drivers. We'll also extend this to software, and identify the different applications, and let you know if possible issues with supported applications from the Software Compatibility List.

- **Application Certification Tool-** One of the biggest barriers with accounts rolling out new OSs is testing and certifying all of their internal applications. We plan on decreasing the amount of time it takes to certify applications with a set of tools and methodologies based on work done with Morgan Stanley in their rollout of NTW4.
- **Channel/Partners:** A significant amount of our efforts will be to integrate the channel and our partners into the above programs. They will play a critical role in the Corporate Preview Program and our Rapid Deployment efforts. We will utilize events such as Tech-Ed, Tech Fusion, and VAP and Partner tech briefings to educate and get the channel and our partners up to speed and motivated. We will also utilize the ATEC "train the trainer" model and subsidize NTW5 classes.

4) NC Attack Plan-"The NC is Dead"

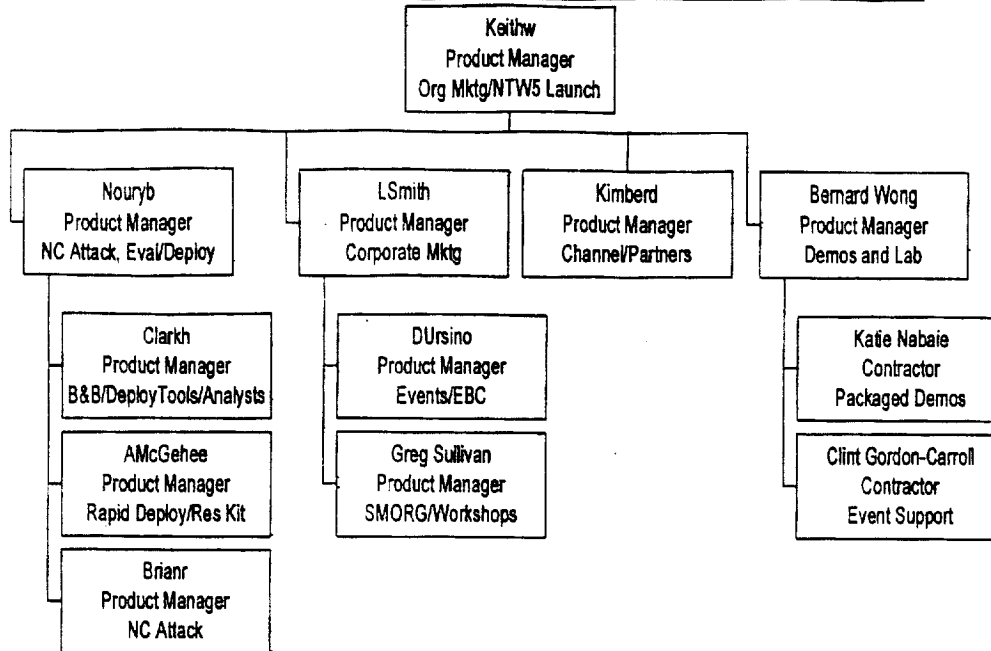
Though we have made great strides to ensure the NC does not gain footholds in any of our accounts, we can expect another big push from IBM and Sun in the 2nd half. IBM is already pushing their NetStations hard into accounts, and Sun is planning on releasing their Java Stations in the first half of CY98. Our focus will be to continue to expose the issues with the NC idea, while communicating the benefits of Windows and our thin client strategy with Hydra and the Windows-based Terminal. We'll execute on the following programs to ensure the NC makes no headway in the 2nd half of FY98:

- **Expose the NC as Dead to the press and analyst:** We will spend a considerable amount of our time focused on educating the press about the pitfalls of the NC in order to generate "The NC is Dead" press articles. This will cumulate in a press and analyst tour in March, coinciding with Internet World in LA. Prior to the tour, we will be delivering monthly Windows TCO wins to the press, as well as NC trial/rejecter case studies. We'll leverage our NetPC and WBT OEM and Partner successes, and utilize the web, online news banners, and other online delivery channels to get this information to our customers.
- **Arm our field and customers with tools and competitive information:** In order to keep the worldwide field sales force up to speed, we'll continue to utilize the NCSQUAD alias as our core information mechanism, and our NC Champs program in the US will be expanded internationally. Starting in February, we'll provide NC competitive reports on IBM NetStation & Sun JavaStation including Technical Reviews, Market Bulletins, Competitive Updates, and Presentations all on our <http://winmarketing/nc> web site.
- **Continue to monitor and track threatened accounts and NC standards groups:** We have done a good job to date on tracking and responding to any NC threatened account worldwide, and we'll keep this up over the next six months. We'll maintain a direct focus on tier 1 & ECU Strategic customer threats. To help facilitate this worldwide, we are planning a couple of tours to South East Asia and Europe in the March and April to visit threatened accounts, educate subs & generate PR. We'll also implement a monthly conference call series with NC Champs for intelligence gathering & updates. We'll also continue to track and attend meetings of NC related standards groups such as The Open Group's NCMG.

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WINDOWS ORGANIZATIONAL MARKETING ROLES & RESPONSIBILITIES



- Keith White: Org Mktg., NC Attack, & NTW 5 Launch
 - Overall Windows corporate marketing plan for both NTW and Win9x
 - Overall TCO and NC Attack plans and strategy
 - Overall NTW5 launch plan and efforts
 - Overall Platform 99 plans and strategy
- Noury Bernard-Hasan: NC Attack Lead & Evaluation and Deployment efforts
 - Define and execute our NC Attack Strategy
 - Track and participate in competitive standards councils and drive strategic recommendations
 - Define and create the Evaluation and Deployment Guides
- Leighton Smith: Corporate Marketing and NT5 Corporate Preview Program
 - Define and execute the NT5 Corporate Preview Program
 - Define and execute the Windows 98 corporate launch
- Kimber Dodge: Channel and Partners, CFO
 - Define and execute our plans to prepare the channel for Windows 98 and NTW5
 - Manage the Windows and Customer Unit relationship
 - Drive all Licensing issues with ECU
 - Chief Financial Officer for Windows Marketing
- Bernard Wong: Demos and Demo Lab
 - Define and create our Windows 98, NTW5 and TCO demonstrations
 - Manage the demo lab and inventory
- Clark Heindl: Technical Tools and Migration, Analyst Relations, Corporate Migration Issues
 - Define and develop our technical migration tools for Windows 98 and NTW4 and 5
 - Drive our analysts relationship and define and develop studies associated with Windows and TCO
 - Manage our Year 2000 compliance

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- Andrew McGehee: Rapid Deployment Programs and Resource Kits
 - Plan and execute the Windows 98 and NTW5 Rapid Deployment Programs
 - Manage and write the Windows 98 Resource Kit
- Brain BJ Riseland: NC Attack, Technical Presentations, SE/MCS Swap
 - Track and respond to all NC threatened accounts worldwide
 - Create and deliver tools (competitive, proactive) to fight the NC
 - Develop and deliver Windows technical presentations
- David Ursino: Events and Tradeshows, EBCs, Migration Team
 - Define and execute on Windows tradeshows and event presence
 - Create a new process and strategy for effective Windows presence at the EBC
 - Prepare and drive the ECU telesales corporate migration team to assist in NTW5 migrations
- Greg Sullivan: SMORG Marketing , Workshops, and Conferences, Field Training Events
 - Plan and execute the Windows Technical Workshop series
 - Plan and execute the Windows NTW5 Deployment Conferences
 - Plan and execute all field and customer focused events such as the MTB, MGS, and Tech-Ed
- Katie Nabaie: Demo Packaging
 - Responsible for overall demo packaging for the field and partners
- Clint Gordon-Carroll: Event Support
 - Responsible to support Windows Marketing at all tradeshows and events

2H FY98 DELIVERABLES TIMELINE

FEBRUARY 98

CATEGORY	DELIVERABLES
NTW4 Sustain	Identify NTW4 PR references Announce PSS support expanded to 90-days
Win98 Launch	Win98 Preview Program Windows 98 Beta Resource Kit
NTW5 Prep	Finalize NTW5 pricing waterfall Begin Platform 99 integration
NC Attack	ZAW Strategy Video and CD Gartner Group TCO Market Bulletin IBM NetStation Competitive Response MBNA ZAK Case Study
Events	none

MARCH 98

CATEGORY	DELIVERABLES
NTW4 Sustain	MS/Intel Workstation Leadership Forum NTW4 Momentum Press release Support and Cloning Tool announce Kingston Customer Reference Ads
Win98 Launch	Windows 98 Marketing Day
NTW5 Prep	Messaging Focus Groups NT5 Deployment Conference Ship updated NTW5 demos and PPT to field NT5 Migration Team on-line

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NC Attack	The NC is Dead Press/Analyst Tour NTW ZAK TCO ad drops European NC Tour
Events	Internet World WinHec

APRIL 98

CATEGORY	DELIVERABLES
NTW4 Sustain	Launch NTW4 Cloning Tools
Win98 Launch	Win98 RTM RDP Case Studies
NTW5 Prep	NT5 Reviewer's Workshop NTW5 Beta 2 RTM
NC Attack	SE Asia NC Press Tour Windows World PC vs. NC panel
Events	WWSMM Windows Strategy Roadshow Windows World/Comdex IT Forum

MAY 98

CATEGORY	DELIVERABLES
NTW4 Sustain	NTW Means Business N+I promotion Windows Strategy Roadshow
Win98 Launch	Announce Analyst Studies Ship Win98 Deployment Guide
NTW5 Prep	Launch the Corporate Preview Program Ship NT5 Evaluation and Deployment Guide Beta
NC Attack	ZAK for Win98
Events	Networld+Interop Tech Fusion

JUNE 98

CATEGORY	DELIVERABLES
NTW4 Sustain	PC Futures 98 Event
Win98 Launch	Rollout RDP Accounts Distribute the Eval and Deployment Guide
NTW5 Prep	NT5 Deployment Conferences Windows Technical Workshops ATEC Train the Trainer 2-day NTW5 class
NC Attack	NC Working Group Conference
Events	Tech-Ed PC Expo

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FY98 ORG MARKETING SPEND PROJECTIONS

Org Mktg Budget FY98
Kellner

	Q1 Actual	Q2 Actual	YTD Committed	YTD Used	Q3 Plan	Q4 Plan	YTC	ROI period	Total Plan FY98
Event and Deployment									
NIW6 Corp Review Program			\$ 25,000	\$ 25,000	\$ 225,000	\$ 200,000	\$ 425,000	278	\$ 490,000
NIW6 District Tour			\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	575	\$ 20,000
Win98 AIEC Voucher			\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000	331	\$ 30,000
NIW6 AIEC Voucher			\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	571	\$ 300,000
MBTV (TCC Deployment)			\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000	275	\$ 100,000
Windows Technical Workshops (15 cities)			\$ -	\$ -	\$ 200,000	\$ 250,000	\$ 450,000	375	\$ 450,000
Win98 Rapid Deployment Program		\$ 3,000	\$ -	\$ 3,000	\$ 247,000	\$ 200,000	\$ 447,000	Y	\$ 450,000
NIW6 Rapid Deployment Program			\$ -	\$ -	\$ 200,000	\$ 100,000	\$ 300,000	Y	\$ 300,000
Total Event and Deployment			\$ 25,000	\$ 25,000	\$ 952,000	\$ 1,120,000	\$ 2,072,000		\$ 2,100,000
Analyst Studies									
Gartner Group TCO Model FY97	\$ 90,000		\$ -	\$ 90,000				Y	\$ 90,000
Gartner Group TCO Model FY98			\$ 90,000	\$ 90,000				Y	\$ 90,000
Zira Research NC Study	\$ 33,250		\$ 33,250	\$ 66,500				Y	\$ 66,500
Win98 Support/Deployment Study			\$ 50,000	\$ 50,000				Y	\$ 50,000
NIW6 Support/Deployment Study			\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000	331	\$ 40,000
New Gartner TCO2 Model			\$ 90,000	\$ 90,000	\$ 30,000	\$ -	\$ 30,000	Y	\$ 120,000
Gartner Group Whitepaper			\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	Y	\$ 55,000
Forrester consulting			\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	521	\$ 50,000
Mita consulting			\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	275	\$ 50,000
Total Analyst Studies	\$ 123,250		\$ 318,250	\$ 441,500	\$ 120,000	\$ 50,000	\$ 1,740,000		\$ 611,500
Tools									
Development for ZAK Win98	\$ 130,000		\$ -	\$ 130,000				Y	\$ 130,000
ZAW TCO in a Box Kit			\$ 59,600	\$ 59,600				Y	\$ 59,600
Win98 ZAK NC Case Studies			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 40,000	Y	\$ 60,000
Development of ZAK for Windows 98					\$ 85,000	\$ -	\$ 85,000	375	\$ 85,000
Desktop TCO ISE		\$ 17,000		\$ 17,000			\$ -	Y	\$ 17,000
TCO/ROI Financial Advisor Tool	\$ 36,000			\$ 36,000			\$ -	Y	\$ 36,000
Win98 Corp and Bal Planning Kit					\$ 250,000	\$ 130,000	\$ 380,000	221	\$ 380,000
Get Ready for Win98 Tool					\$ 50,000	\$ 50,000	\$ 100,000	371	\$ 100,000
Revised Win98 TCO/ROI Tool					\$ 11,900	\$ 11,900	\$ 11,900	575	\$ 11,900
Total Tools	\$ 166,000	\$ 17,000	\$ 79,600	\$ 252,600	\$ 405,000	\$ 211,900	\$ 616,900		\$ 879,500
NIW6 Studies									
NIW6 Means Business' Comdex Promotion			\$ 140,000	\$ 140,000				Y	\$ 140,000
NIW6 Drive CD for VARs, SRs, Partners		\$ 11,000	\$ 18,000	\$ 29,000				Y	\$ 29,000
NIW6 Means Business' NH Promotion					\$ 60,000	\$ -	\$ 60,000	430	\$ 60,000
Total NIW6 Studies		\$ 11,000	\$ 158,000	\$ 169,000	\$ -	\$ 60,000	\$ 60,000		\$ 229,000
Total	\$ 289,250	\$ 28,000	\$ 501,850	\$ 901,100	\$ 1,477,000	\$ 1,441,900	\$ 2,918,900		\$ 3,820,000
% of Total	8%	1%	15%	24%	39%	38%	78%		100%

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