CSS FTE Onboarding Guide for CS3

CS3 Training and CSS Mergers and Acquisitions

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CSS Onboarding Executive Summary

On behalf of the entire organization, we would like to welcome you to Microsoft. Our desire is to make your transition into Microsoft as successful as possible. To that end, we have prepared this guide to achieve the following:

- Provide you with a high-level overview of Microsoft's organization and the state of the business in 2012.
- Describe Microsoft's Business Groups (BGs) and Product Groups (PGs) and how Skype fits into the Microsoft framework.
- Familiarize you with Customer Service & Support.
- Provide you with valuable resources to help you in your career here at Microsoft.

Information is widely available at Microsoft, which often presents a challenge. We have attempted to take important, disparate information and distill it into a brief that will serve as both a guide and a primer. This document is broken into eight key sections:

- **Microsoft Summary.** This section highlights Microsoft's mission, strategy, and top-level organizational structure. It also covers key market dynamics, competitors, and the Microsoft planning cycle.
- **Business Divisions and Product Groups.** Microsoft products fall into eight business divisions. The Business Divisions and Product Groups focus on bringing the innovative products and services to the marketplace.
- **Sales, Marketing, and Services Group (SMSG).** SMSG is the home of Customer Service & Support (CSS). SMSG establishes the high-level priorities that guide CSS.
- **Customer Service & Support (CSS).** You are now working in CSS. CSS is responsible for supporting the customers that use the product and services delivered by the Product Groups. This section expands on the structure of CSS.
- **Microsoft Global Outsourcing (MGO).** Microsoft Global Outsourcing is a resource for CSS. MGO contracts with preferred vendors around the world to provide the best support possible for Microsoft customers.
- **Resources.** This section provides a variety of resources that may be helpful in better understanding your role here at Microsoft.

Microsoft Corporate Summary

Objectives

In this section, you will become acquainted with the overall structure and organization of Microsoft, our missions and values, and that state of the business going forward in 2012. In addition, you will be introduced to the 2012 priorities that the Sales, Marketing & Services Group (SMSG) has set with relation to Microsoft's customers and competitors. These priorities will have a direct effect on your work at Microsoft because CSS is part of the SMSG organization. Finally, you will see the annual planning cycle so that you can better understand how and when such priorities are established.

Microsoft Overview

OUR MISSION

To enable people and businesses throughout the world to realize their full potential.

OUR VALUES

- *Integrity* and *honesty*.
- A *passion* for customers, for our partners, and for technology.
- *Openness* and *respectfulness*
- Taking on *big challenges* and seeing them through.
- Constructive *self-criticism*, self-improvement, and personal excellence.
- *Accountability* to customers, shareholders, partners, and employees for commitments, results and quality.

Microsoft was founded in 1975 by Bill Gates and Paul Allen to create technology that transforms the way people work, play and communicate. We develop and market software, services, and hardware that deliver new opportunities, greater convenience, and enhanced value to people's lives, and do business worldwide with offices in more than 100 countries.

We generate revenue by developing, licensing, and supporting a wide range of software products and services; by designing and selling hardware; and by delivering relevant online advertising to a global customer audience. In addition to selling individual products and services, we offer suites of products and services.

Our products include operating systems for personal computers, servers, phones, and other intelligent devices; server applications for distributed computing environments; productivity applications; business solution applications; desktop and server management tools; software development tools; video games; and online advertising. We also design and sell hardware including the Xbox 360 gaming and entertainment console, Kinect for Xbox 360, Xbox 360 accessories, and Microsoft PC hardware products.

We provide consulting, and product and solution support services and we train and certify computer system integrators and developers. We also offer cloud-based solutions that provide customers with software, services, and content over the Internet by way of shared computing resources in centralized datacenters. Cloud revenue is earned primarily from usage fees and advertising.

We also conduct research and develop advanced technologies for future software products and services. We believe that delivering innovative, high-value solutions through our integrated software and services platforms is the key to meeting our customers' needs and to our future growth.

Microsoft employs more than 90,000 people on a full-time basis, 54,000 in the U.S. and 36,000 internationally. Of the total, 35,000 are in product research and development, 25,000 in sales and marketing, 16,000 in product support and consulting services, 5,000 in manufacturing and distribution, and 9,000 in general and administration. Our success is highly dependent on our ability to attract and retain qualified employees. None of our employees are subject to collective bargaining agreements.
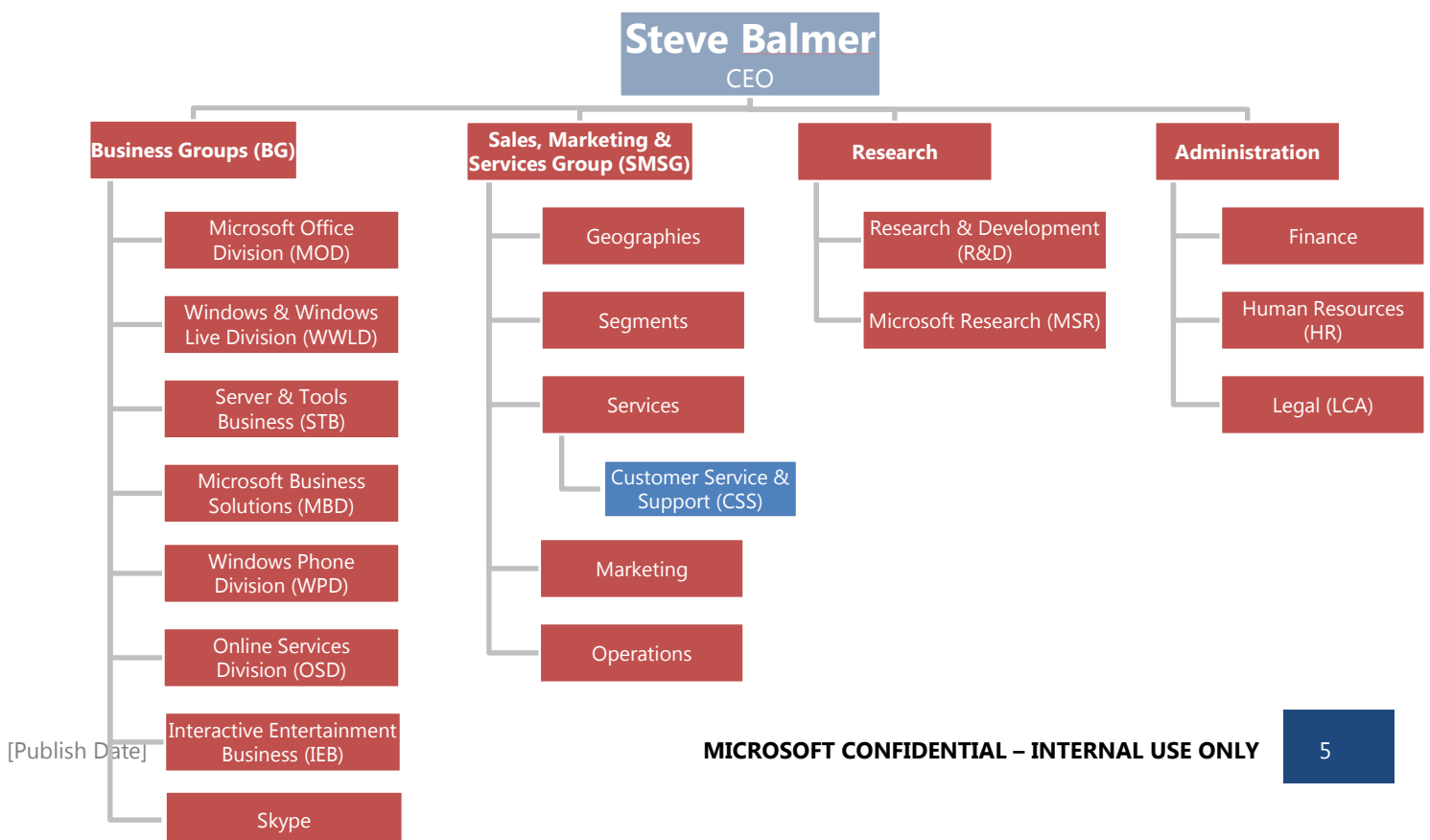
For more information the 2011 Annual Report;
http://www.microsoft.com/investor/reports/ar11/index.html; Financial Review, Business Description, General.

Microsoft Organizational Structure

Microsoft is organized in a highly matrixed manner. Understanding this organizational structure is critical to your success here.

Steve Ballmer leads all functions at Microsoft.

While these business divisions are separated by their function, nearly all divisions have staff who also report to other departments. For example, R&D not only does research for Microsoft as a whole, but also has specific research departments for each BG. Likewise, while SMSG drives sales and marketing at the corporate level, it also has specific groups within R&D and the BGs. Therefore, at Microsoft, you don't just report up, you also report out.

Steve Balmer
CEO

Business Groups (BG)
- Microsoft Office Division (MOD)
- Windows & Windows Live Division (WWLD)
- Server & Tools Business (STB)
- Microsoft Business Solutions (MBD)
- Windows Phone Division (WPD)
- Online Services Division (OSD)
- Interactive Entertainment Business (IEB)
- Skype

Sales, Marketing & Services Group (SMSG)
- Geographies
- Segments
- Services
  - Customer Service & Support (CSS)
- Marketing
- Operations

Research
- Research & Development (R&D)
- Microsoft Research (MSR)

Administration
- Finance
- Human Resources (HR)
- Legal (LCA)

William (Bill) H. Gates

Chairman

Bill Gates is the founder of Microsoft. In 2008 he transitioned out of a day-to-day role in the company to spend more time on his global health and education work at the Bill & Melinda Gates Foundation Gates continues to serve as chairman and advisor on key development projects.

Born in 1955, Gates grew up in Seattle and discovered his interest in software and programming computers at age 13. In 1973, Gates entered Harvard University, where he lived down the hall from Steve Ballmer, our current CEO. While at Harvard, Gates developed a version of the programming language BASIC for the first microcomputer, the MITS Altair. This led him to leave Harvard to start Microsoft with his childhood friend Paul Allen.

Under Gates' leadership, our mission has been to continually advance and improve software technology, and to make it easier, more cost-effective and more enjoyable for people to use computers. The company is committed to a long-term view, reflected in its industry-leading investment in research and development each year.

Gates was married on Jan. 1, 1994, to Melinda French Gates. They have three children. Gates is an avid reader and enjoys playing golf, tennis and bridge.

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Steve Ballmer

Chief Executive Officer

Steven A. Ballmer is Microsoft's current CEO after joining in 1980 as the first business manager hired by Bill Gates. Since then, Ballmer's leadership and passion have become hallmarks of his tenure at the company.

Variously described as ebullient, focused, funny, passionate, sincere, hard-charging, and dynamic, Ballmer has infused our company with his own brand of energetic leadership, vision, and spirit over the years.

Ballmer was born and raised near Detroit, where his father worked as a manager at Ford Motor Co. He graduated from Harvard University with a bachelor's degree in mathematics and economics. While in college, Ballmer managed the football team, worked on the Harvard Crimson newspaper as well as the university literary magazine, and lived down the hall from fellow sophomore Bill Gates. After college, he worked for two years at Procter & Gamble Co. as an assistant product manager and, before joining Microsoft, attended Stanford University Graduate School of Business.

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State of Business

We have a lot to be proud of in FY11 (July 1, 2010-June 30, 2011)! The outstanding efforts of our employees around the world have enabled our company to weather the 2008-2009 economic storm. We have emerged a better and stronger company with increased revenues, profits, and market share. We have a compelling vision for our future that includes aspiring to have a "Continuous Cloud Service for Every Person and Every Business." We invested in our growth with an annual R&D budget of over $9B, our acquisition of Skype, and in our strategic partnerships with Yahoo! and Nokia.

We've learned a lot this past year. Our first lesson was missing the importance of the *private cloud*. As a result, we alienated IT pros and gave VMware an opportunity to get ahead of us. Second, we were too slow to get our Business Groups to react to the *consumerization of IT*, particularly with the success of iPad and the growth of Android phones. Third, we learned that *clarity of accountability is far more important than artificial synergy;* this must become a principle for how we operate going forward. Finally, the importance of *deployment* was reinforced as a clear predictor of our future success. When we do a good job on deployment, Customer and Partnership Experience (CPE) improves and renewal rates improve.

For more information, see SMSG_WWSMM_FY12; http://wwsmm; pages 9-31.

Microsoft Planning Cycle
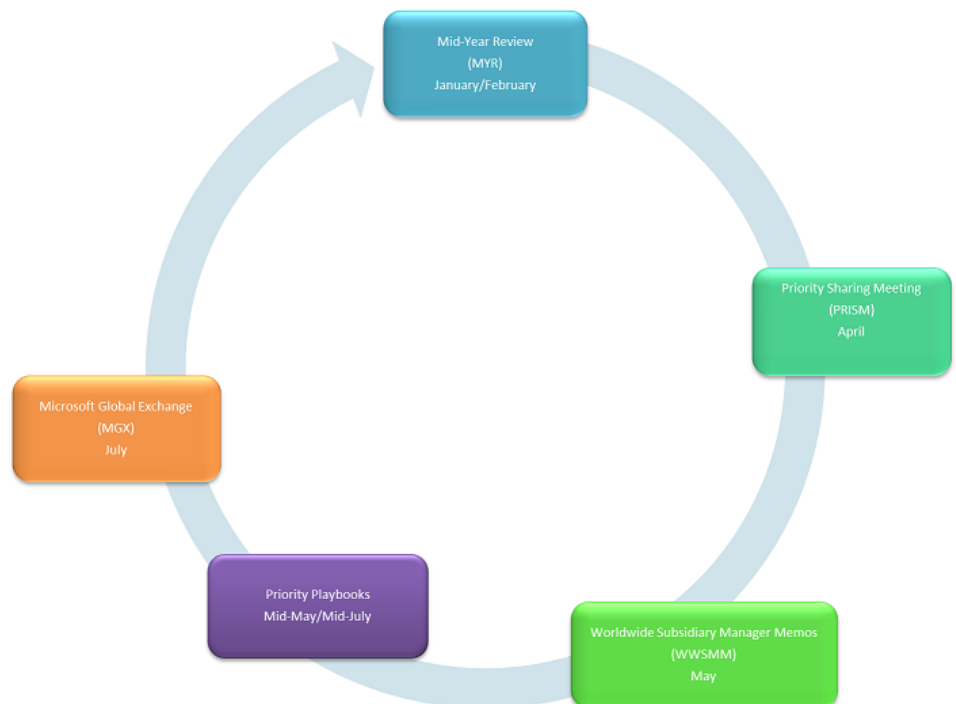
The SMSG Business Planning team manages four major events for SMSG Worldwide:

Mid-Year Review

The purpose of Mid-Year Review (MYR) is to review overall Group/Area/Subsidiary performance and future fiscal year outlook. Business divisions complete annual in-depth analyses of the market including competitive positions and hardware shipments. They initiate discussions around the upcoming fiscal year growth, productivity opportunities, and priorities as kick-off to fiscal year planning cycle and target setting. The review provides a forum for Corporate and HQ groups to absorb field feedback and cultivate connections between Corporate, HQ, and Field leaders.

Priority Sharing Meeting

The Priority Sharing Meeting (PRISM) focuses on showcasing product leadership in the planning stage. It is the next key planning milestone each fiscal year where we synchronize our priorities and opportunities and gather your feedback for the coming year in preparation to setting our final quota and commitments. PRISM is a critical milestone in the Microsoft fiscal year planning cycle, acting as the primary forum for priority sharing between corporate and field leaders. Attendees at PRISM will hear from top executives on company strategies, engage in dialogue around future fiscal year priorities within their specific businesses, and also influence how we will execute on these priorities in the Area and Subsidiary. PRISM directly impacts the rest of the planning cycle, including the WWSMM memos, content for MGX, and commitment setting.

Worldwide Subsidiary Managers Memos

Worldwide Subsidiary Managers Memos (WWSMM) is about giving Microsoft full-time employees (FTEs) worldwide a 360° view of the overall market, competitive intelligence, deep context into our strategy, driving alignment, providing clarity, and outlining plans for our top priorities for the coming year. WWSMM consists of online memos from organizations around Microsoft to communicate the strategy for the upcoming fiscal year. Hours of work and feedback go into crafting and finalizing the template to ensure good cross-group compliance.

Priority Playbooks

The result of the preceding meetings and consultations is a set of priorities that each group sets for the coming fiscal year.

Microsoft Global Exchange

The main objectives of the Microsoft Global Exchange (MGX) are to celebrate exceptional performance of our people and to motivate, personally engage, and emotionally instill Microsoft pride in each and every attendee. At this meeting we communicate the fiscal year strategy, objectives, and priorities; exchange feedback and ideas; and prepare our sales and marketing employees through readiness and skills improvement. MGX is designed primarily for field-based sales and marketing professionals, with a priority placed on people in these roles that are new to Microsoft. Ideally, all field-based sales and marketing professionals will attend MGX at least once every three years.

For more information on the planning cycle, see:
http://sharepoint/sites/SMSGBizPlan/MYR/default.aspx

Working at Microsoft

Microsoft, like every business, has its own distinctive culture made up of expectations, opportunities, and traditions. No handbook can truly explain the full depth of a corporate culture, but we can give you a few tips that will give you a head start in learning ours. Microsoft's culture could be described as a set of balancing acts: team/individual, work/life, time management.

Microsoft is made up of teams and teamwork is rewarded. If you acknowledge the value of the team and help others be successful, you will be successful, too. But, being a part of a team should not be an excuse to surrender responsibility and fade into the background. The balance within a team is in proving your unique value to the team. Work on your persuasive skills and learn how to influence people without falling back on positions of authority. Don't over commit. If you do volunteer, first make sure you have the time and resources to excel.

In the end, take ownership in your work/life balance. You're no use to anyone if you wear yourself out. Take time to recharge. Microsoft offers many opportunities to play with your coworkers, but don't be shy about spending time with your family, non-work friends, or with yourself.

Review

Key Points

1. Point
2. Point
3. Point

Review Questions

1. Question?
2. Question?
3. Question?

Business Divisions and Product Groups

Objectives

Microsoft Business Divisions is one of the highest level units in the corporation. It includes all of Microsoft's software and hardware products. In this section, you will be introduced to each of the groups with a special emphasis on Skype.

Microsoft Office Division

Kurt Delbene, President

The MOD system products are designed to deliver the best productivity experience on PCs, phones, and browsers, while leading customers to the cloud on their own terms. These products increase personal, team, and organization productivity through a range of programs, services, and software solutions that can be delivered on-premise or as a cloud-based service. Our revenue growth depends on our ability to add value to the core Office product set and continue to expand our product offerings in other areas such as content management, enterprise search, collaboration, unified communications, and business intelligence.

Windows and Windows Live Division

Steven Sinofsky, President

WWLD develops and markets PC operating systems, related software and online services, and PC hardware products. Our collection of software, hardware and services is designed to simplify everyday tasks through efficient seamless operations across the user's hardware and software. In FY12, we will focus on three areas for Windows Live: 1) Become the primary inbox with Hotmail; 2) Transform Messenger into the leading video chat service; and 3) Establish SkyDrive as the leading cloud storage and sharing solution.

Server & Tools Business

Satya Nadela, President

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STB develops and markets server software, software developer tools, services, and solutions that are designed to make IT professionals and developers and their systems more productive and efficient. Our server software is made up of integrated server infrastructure and middleware designed to support software applications built on the Windows Server operating system. Server offerings can be run on-site, in a partner-hosted environment, or in a Microsoft-hosted environment. Our cloud-based services consist of a scalable operating system with computing, storage and management capabilities, and a relational database. We also offer a broad range of enterprise consulting and product support services (Enterprise Services) that assist customers in developing, deploying, and managing our server and desktop solutions. We offer training and certification to developers and IT professionals.

Microsoft Business Solutions

Kirill Tatarinov, President

MBS develops and markets integrated, adaptable business applications and services that allow small, medium, and large businesses, as well as divisions of global enterprises, to connect employees, customers, and suppliers for improved efficiency. Microsoft Dynamics is a line of adaptable solutions designed to work with familiar Microsoft software. These solutions automate and streamline financial, business intelligence, and supply chain processes in a way that can help customers drive business success. Microsoft Health Solutions include Amalga and HealthVault. Amalga is an enterprise health intelligence platform that offers insights into an enterprise's operations and care delivery processes along with comprehensive patient views, promoting continuous improvement across the organization. HealthVault is a trusted place for people to organize, store, and share health information online.

Windows Phone Division

Terry Myerson, CVP

WPD is designed to bring users closer to the people, applications, and content they need, while providing unique capabilities such as Microsoft Office and Xbox LIVE. With the recent release of Windows Phone 7.5, we are celebrating the availability of a new global portfolio of phones that are beautiful and demonstrate the breadth of choice that a consumer gets with Windows Phone across a range of price points. With the combination of this new release and new partnerships with handset makers, including Nokia, we are enabling a broad range of phones that will be delivered around the world over the next several months.

Online Services Division

Qi Lu, President

OSD develops and markets information and content designed to help people simplify tasks and make more informed decisions online that help advertisers connect with audiences. With MSN and Bing, we have the opportunity to make search experiences and portal browser experiences come together naturally as part of the one-network initiative. In December 2009, we entered into an agreement with Yahoo! to provide the exclusive algorithmic and paid search platform for Yahoo! websites worldwide. Our advertising experience will align in this direction by unifying display ads and paid ads to create an ad experience that is useful and compelling and which offers a cohesive path to the overall consumer experience.

Interactive Entertainment Business

Don Mattrick, President

IEB is focused on the development of products and services that span gaming, music, and video across multiple screens. We are revolutionizing entertainment, with a rich set of entertainment products such as Xbox 360, Xbox Live, Zune Marketplace, and more. Our newest innovation, Kinect, has sold over 10M units since its launch. The set of services making up the Xbox Live cloud is optimized around social, casual, and hardcore gaming, and modern entertainment experiences.

Skype

Skype is a software application that allows users to make voice and video calls and chat over the Internet, and one of Microsoft's newest acquisitions. Skype is also popular for its additional features including instant messaging, file transfer and video conferencing. It is transforming communications for computers, mobile devices and the connected living room.

Skype is free for Skype-to-Skype communication including the newest offering, group chat. For an additional fee, users can also call phones, access Wi-Fi or send texts. In the business world, this means bringing your entire ecosystem of workers, partners, and customers together to get things done. You can pay as you go or buy a subscription.

Tony Bates

President, the Skype Division of Microsoft

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Tony Bates is president of the Skype Division and is responsible for overseeing the company's mission to become a global communications provider that will eventually reach billions of users.

Before joining Skype, Bates was at Cisco where he was at various time VP and GM of the Enterprise, Commercial and Small Business Group; senior VP and GM for the Service Provider business unit, and VP and GM of their high-end router business. Before working at Cisco, Bates spearheaded the backbone-engineering strategy for Internet MCI. He has more than 20 years of experience in the Internet and telecommunications industries, and has published 12 IETF RFCs in the areas of Internet Routing and Operations. He holds nine patents in the area of Layer 2 and Layer 3 innovations. He has also served as a board member of YouTube and LoveFilm.

Bates was born in the U.K. and taught himself code by reading programming manuals on the way to work. He began his career as a network operator at the University of London. Bates is married with four children and in his spare time enjoys skiing and tennis.

For more information on Microsoft business groups, see: http://wwsmm and http://www.microsoft.com/investor/CompanyInfo/Overview/default.aspx under Segment Information.

Review

Key Points

1. Point
2. Point
3. Point

Review Questions

1. Question?
2. Question?
3. Question?

Sales, Marketing, and Services Group (SMSG)

Objectives

Customer Service & Support (CSS) is a part of the Sales, Marketing, and Services Group (SMSG). In this section you will be introduced to the organization and objectives of SMSG.

Summary

The Sales, Marketing, and Services Group (SMSG) is the engine behind the successful adoption, deployment, and use of Microsoft solutions and technologies by customers worldwide—from individual to enterprise. Through a global partner network and support infrastructure, SMSG connects with customers to generate rapid, meaningful, and measurable business results. SMSG is responsible for the strategic and operational leadership of worldwide sales, marketing, and service professionals, as well as corporate operations and IT. SMSG customers include individual consumers, small- and medium-sized businesses (SMBs), enterprises, governmental institutions, educational institutions, Internet service providers, application developers, and original equipment manufacturers (OEMs). In 2009, SMSG expanded into the Retail Stores business and is responsible for this newly created business division. The division includes a global organization of over 45,000 employees, including field sales and marketing professionals.

Organization

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                    │   B. Kevin Turner     │
                    │     COO, SMSG         │
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                        │Customer Service│
                        │and Support(CSS)│
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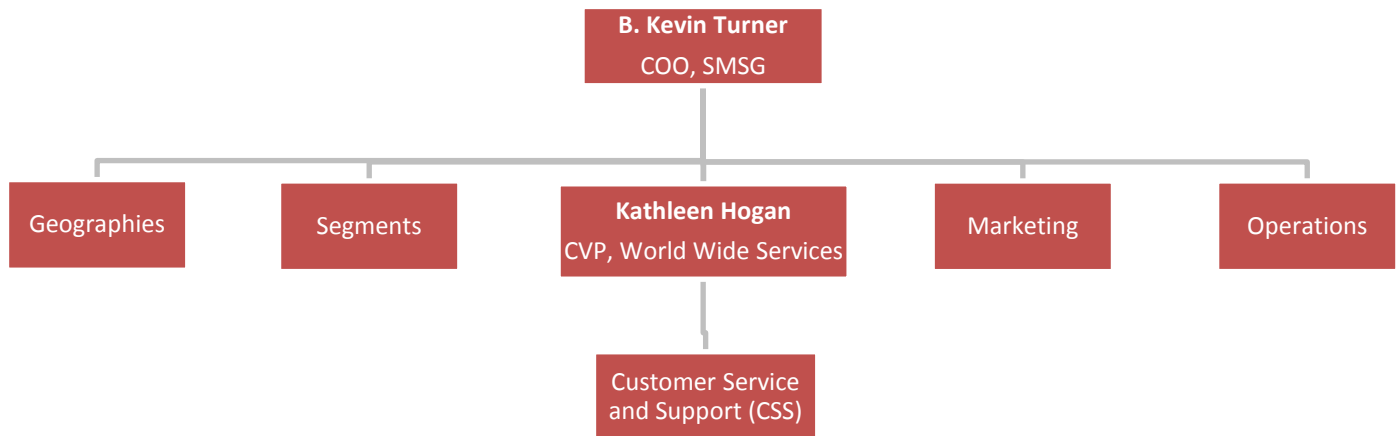
B. Kevin Turner

Chief Operating Officer

As Microsoft's COO, Kevin Turner is responsible for the strategic and operational leadership of the entire Sales, Marketing and Services Group.

Before joining Microsoft, Turner worked nearly 20 years at Wal-Mart Stores Inc., where he started as a cashier while going to college. Upon graduating from college he held various leadership positions within Wal-Mart including most recently as president and CEO of SAM'S CLUB, with over 46M members and over $37.1B in annual sales. Before this role, Turner worked for 13 years in Wal-Mart's IT department, where he reached the level of EVP and CIO, overseeing all information systems and IT operations for the company worldwide.

Turner graduated in 1987 from East Central University in Ada, OK with a Bachelor of Science degree in management where he was also the Distinguished Alumnus in 2003. Turner lives in the Seattle area with his wife and three children.

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FY 12 Focus

Kevin Turner, COO and leader of SMSG, highlighted the following priorities for FY12.

Priority 1: Execute and Land Our Three Operating Mechanisms: Budgets/Profit & Loss (P&L), Scorecard, Share Dashboard. Our Scorecard is a powerful tool to drive company-wide alignment across our matrixed environment on our highest priorities. The Share Dashboard equips us to measure our success with an external view relative to our competitors.

Priority 2: Build New Skills and People Capability. To compete in a complex and unpredictable world requires talented and prepared people and a special leadership skill set.

This starts with developing new capabilities through on-the-job experiences, mentors, and formal training and by creating the type of environment that enables us to expect more and achieve more.

Priority 3: Drive and Improve CPE and Deployment. While we have made great strides in customer and partner satisfaction over the past year, the coming year is about sharing our product and services excitement with our customers and partners and leading them to the Cloud. We must continue to drive deployment hard while listening and responding as customers engage with us. *Our goal remains to be No. 1 in all audiences and every market!*

Priority 4: Compete to Win. Competing to win customers and growing share is fundamental to who we are. We have seven competition priorities:

1) **Apple:** To compete against the iPhone and iPad, we will continue to execute the Apple Compete Execution (ACE) framework of getting the original equipment manufacturer (OEM) ecosystem to bring Windows 7-based hardware, software, and content to market.

2) **Google:** To counteract threats in the consumer and commercial spaces, we will target Office 365 in key markets including Education and Small and Medium-Sized Businesses (SMB). The competitive fight for browser share, against Google Chrome and Mozilla Firefox, is a critical battle for Microsoft as the browser is the gateway between our Cloud Services and our rich client investments.

3) **Nintendo and Sony:** Although Xbox 360 outsells the competition in the U.S., U.K., Canada, Mexico, and the rest of LATAM, Xbox is still catching up to the competition across many European markets as well as in Japan. In FY12, we will continue to build on the strong momentum of Kinect and aggressively scale our games and innovative entertainment.

4) **VMware:** Our No. 1 competitor in the enterprise and in almost all of our large customer accounts, VMware is the leading virtualization technology company. In order to win against VMware, we need to promote and sell our entire Windows platform.

5) **Amazon:** Amazon has emerged as a formidable competitor in the public cloud space. The launch of a new version of Windows Azure and a new version of WebsiteSpark are meant to combat this. We are improving our tooling (WebMatrix/Visual Studio) and support of Open Source Software (OSS) applications to ensure low friction in building, deploying, and operating Web apps on Windows Azure.

6) **Oracle:** The market leader in databases, Oracle aspires to become the most trusted provider of IT products and services. The battle with Oracle is a fight for credibility in the enterprise and represents a significant opportunity for our business.

7) **Open Source Software:** OSS is making a comeback on the client, in the cloud, with developers, and in public sector (PS) with open source, open government, open data, and open standards policies. Every person within each Area, Region and Subsidiary, led by the General Manager, is accountable for being able to have confident, fact-based conversations with customers and partners about how we compete with open source competitors and how we participate in open source communities.

Priority 5: Win with Businesses, Win with Consumers, and Win with Advertisers. At Microsoft, we invest for the long term and are tenacious in building or buying new businesses while continuing to grow existing ones. To continue to realize our ambitions we are counting on SMSG to be great at:

OUR EXECUTION FOCUS:

#1	#2	#3
Win with **BUSINESSES**	Win with **CONSUMERS**	Win with **ADVERTISERS**

1) **Selling to Businesses and Governments** by leveraging and accelerating our strengths such as cloud services, platform servers, System Center, and our worldwide partner ecosystem; maximizing new opportunities by updating the desktop, attaching Lync, and SMB cloud services and enterprise services; and fighting to hold share with businesses particularly with the consumerization of IT and the virtualization of desktops.

2) **Selling to Consumers** by building on our Xbox and Kinect momentum; maximizing new opportunities, such as our Nokia partnership and our renewed value proposition in IE9; expanding our reach through new retail stores; and driving share through our new Consumer Channels Group (CCG). We will hold share by pushing customers to migrate to IE9 and to the new releases of Hotmail, Messenger, and SkyDrive, and expanding the Windows device market.

3) **Selling to Advertisers** by leveraging and accelerating our strengths, such as Bing, Yahoo!, Nokia, and MSN, to increase our share of advertising dollars and utilizing our many touch points with consumers with PC, mobile, TV, and gaming customers.

For more information, see SMSG_WWSMM_FY12; http://wwsmm, pages 9-31.

Review

Key Points

1. Point
2. Point
3. Point

Review Questions

1. Question?
2. Question?
3. Question?

Customer Service and Support (CSS)

Objectives

Microsoft Customer Service and Support (CSS) is a large and multi-faceted organization. In this unit you will be introduced to the goals, high-level organization, and teams that make up this group.

Summary

Responsible for more than three billion customer interactions each year, Microsoft Support is the frontline for customer and partner contact. Microsoft Support is dedicated to anticipating and resolving issues often before they cause our customers pain. We provide proactive online, self-help, community, and assisted support across all of our products and services, for all customers—from large enterprises and governments, to small and medium businesses, to consumers, developers, and partners. Microsoft Support recently embarked on a journey to "earn customer loyalty for a lifetime," driven by a needed response to market dynamics, the anticipated technological advancements of new computing platforms and form factors, and the expected changes in customer behaviors.

With more than 8,000 employees worldwide in over 60 countries, helping customers is the heart of what we do in CSS. But "helping" is not limited to answering questions about technology—it means leading and serving our customers in order to help them realize their potential. Customers want us to lead—in their journey to the cloud, in their implementation planning, in their requests for technical support, and in their selection of the services, software, and devices they use to improve their businesses and daily lives.

Whether it's advice on adapting to the cloud, selecting the right services, making the most of software and devices, or good old-fashioned technical support, our job is to find ways to improve the daily lives of the customers who rely on Microsoft.

Watch the video that shows the value of Microsoft Support to our customers and the company.

The CSS website is located at http://portals/servicesweb/cssweb/Pages/Home.aspx.

Goals

The CSS mission:

> *"To lead and serve our customers and partners as they realize their full potential through software and services."*

To achieve our mission, we hold ourselves accountable to four goals, common across all groups.

Customer & Partner Experience (CPE)

Building on the strong transactional satisfaction we deliver today, we aspire to earn lifetime loyalty for Microsoft from our customers and partners. Earning loyalty requires we understand our customer/partner needs, coordinate across Services, the company and ecosystem to provide seamless service and reduce customer effort and strive to earn trusted advisor status.

Members of the CSS leadership team created a "Virtual All Hands" podcast discussing their dedication to One Services mission and goals, our progress toward Lifetime Loyalty, and the role you play every day in achieving our objectives. Watch the video now.

People

We are a people business, and developing people and helping people realize their full potential is one of our goals. So it's not just about realizing the potential for our customers, but it's just as important that our employees feel that they've realized their full potential. We want to create a workplace where every day people are passionate about what they do and feel a deep sense of purpose.

Market Share

We drive overall Microsoft market share, and are a reason why customers buy Microsoft, and why they stay on our platform—ultimately making the difference to our customers and winning against the competition. No other organization within Microsoft is in a better position to teach and deliver the value of our products to customers and partners.

Operational Excellence

The final goal is Operational Excellence. Our goal is to improve Microsoft's profitability, conduct business with the highest integrity, scale effectively to our targeted audiences, and develop and execute best practices for sales and delivery.

How CSS Serves Customers

Helping customers is the heart of what we do in Customer Service and Support. But "helping" is not limited to answering questions about technology—it means leading and serving our customers in order to help them realize their potential. Whether it's advice on adapting to the cloud, selecting the right services, making the most of software and devices, or good old-

fashioned technical support, our job is to find ways to improve the daily lives of the customers who rely on Microsoft.

CSS uses the following "funnel framework" to describe our breadth of activities, starting on the left with preventative work (product quality and proactive support) and extending to reactive support through online, phone, and on-site assisted options.

CSS "Funnel Framework"

Reading from left-to-right, here is a description of each part of the "funnel framework."

Product Quality influences the product groups to avoid issues and improve the customer experience with high-volume products including BPOS / Office 365, Office 2010, Exchange, and Windows 7.

Proactive Support includes monitoring tools and IT-health analysis for customers and partners to prevent issues before they occur.

Online Self-Help & Communities deliver world-class self-help including KB articles, communities including MVPs and Microsoft Answers, and automated diagnostic tools including Microsoft System Center Advisor, and Fix-It to enable customers to solve their own issues quickly and painlessly.

Automated Assistance & Routing includes global customer service and support teams of technicians and engineers who to respond effectively and efficiently to customer and partner issues, and proactively reach customers online and through outbound services such as phone, email and chat.

Assisted Support is provided to enterprise customers with Premier agreements; customers receive onsite prioritized problem resolution support 24 hours a day, seven days a week. While total customer and partner interactions have increased 50% over the past 3 years, assisted support volumes are down 24% over the same time period. Our focus on product quality improvements, proactive services, and online/self-help/automation across the funnel is paying dividends.

Organization
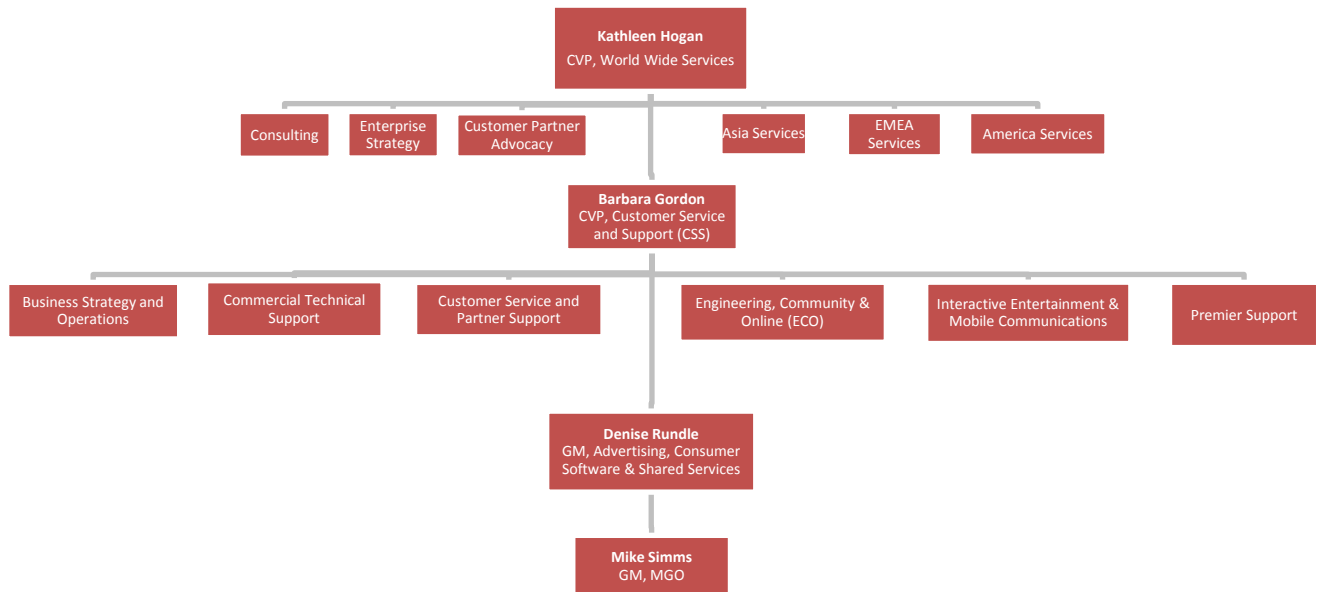
Customer Service and Support is committed to leading and serving our customers and partners as they realize their full potential through software and services. CSS consists of various segments, regions, and supporting groups, which are led by Barbara Gordon, Corporate Vice President.

Segments

Advertising, Consumer Software & Shared Services
Denise Rundle, General Manager

Advertising, Consumer Software & Shared Services (ACS) provides advertisers, consumers and small and medium-size business customers with advertising support and consumer software support. ACS also provides several shared services, including business operations (through Microsoft Global Outsourcing), and CSS Last Mile Excellence (LMX).

Business Strategy & Operations
Casey McGee, Senior Director

The Business Strategy & Operations team provides shared services to the CSS community. The team manages cross-org business intelligence, drives internal communications and external marketing strategies, manages Lifetime Loyalty activities, and orchestrates Barbara Gordon's executive communications.

Commercial Technical Support
Marlena Werder, Vice President

Commercial Technical Support (CTS) delivers world-class assistance round the clock to small, medium and enterprise businesses, as well as partners and developers. CTS represents the commercial business together with Premier Field Engineering and the Premier HQ business.

Customer Service and Partner Support
Todd Parsons, General Manager

Customer Service (CS) and Partner Support is dedicated to helping Microsoft customers and partners worldwide use technology to change and improve their worlds. Passion is core to who we are as a business and underscores our goals. We leverage this passion to make CS the workplace of choice, deliver a great support experience and operate with fiscal responsibility.

Engineering, Community & Online (ECO)
Andy Erlandson, General Manager

Engineering, Community & Online (ECO) delivers online support such as Microsoft Answers, support.microsoft.com, and Knowledge Base articles to small, medium, and enterprise businesses, as well as partners and consumers. Through supportability efforts, ECO also drives improvements back into Microsoft products and services.

Interactive Entertainment & Mobile Communications
Todd Parsons, General Manager

Interactive Entertainment & Mobile Communications support provides worldwide customer support services for Xbox, Windows Phone, and Zune. The group partners across the company to drive initiatives that increase customer loyalty. Interactive Entertainment & Mobile Communications support represents the consumer business together with Advertising, Consumer Software, and Shared Services.

Premier Field Engineering
Shannan Collins, General Manager

Premier Field Engineering (PFE) provides technical leadership for Microsoft's Premier customers around the world to promote health in their IT environments through onsite, remote and dedicated support services. PFE partners with Commercial Technical Support (Marlena Werder, GM), Premier HQ and Enterprise Services to strengthen the Microsoft Services field engineering capability worldwide.

Premier Support
Bryan Belmont, General Manager

Premier Support helps customers manage and support their IT operations effectively and efficiently by delivering world class technical account management, proactive advisory services and fast issue resolution through packaged and customized offerings.

Kathleen Hogan
Corporate Vice President, Microsoft Services

As CVP of Services, Kathleen Hogan leads a global team of more than 17,000 professionals in 80 countries who are dedicated to helping businesses and individual consumers maximize the value of their investment in Microsoft technologies.

Hogan joined Microsoft in September 2003 as VP of Customer and Partner Experience (CPE) and Worldwide Field Operations, helping develop the company's strategy for improving customer and partner satisfaction. Before joining the company, Hogan was a partner with the consulting firm McKinsey & Co. in Silicon Valley. She helped lead McKinsey's North American high-tech sales and marketing practice and was a core member of the firm's global software practice. She provided counsel on sales, service, support and other topics to Microsoft and McKinsey's other high-tech clients.

Hogan earned her bachelor's degree in applied mathematics and economics, magna cum laude, from Harvard University. In addition, she holds an MBA from the Stanford University Graduate School of Business.

Kathleen Hogan
Corporate Vice President, Services
KHogan@microsoft.com
+1 (425) 722-0655 X20655

Barbara Gordon
Corporate Vice President, Customer Service and Support (CSS)

Barbara Gordon joined the CSS organization at Microsoft Corp. in July 2009.

Before taking on the role of CSS corporate vice president, Gordon was the vice president, Enterprise and Partner Group, EMEA, for two years, dedicating herself to delivering the best possible customer experience to all of Microsoft's enterprise customers. Her passion and focus on execution excellence and long-term customer relationships helped drive revenue, market share and customer satisfaction across Europe, the Middle East and Africa. Gordon joined Microsoft in November 2003 as vice president of Global Accounts. Before coming to Microsoft, she worked for AT&T, Digital Equipment Corp. and Sun Microsystems Inc., where she held various executive positions including leading worldwide sales teams for 10 years. In all her roles at Microsoft and outside Microsoft, Gordon has dedicated herself to delivering the best possible customer experience.

Gordon earned a bachelor of science in business administration with a minor in history from Bowling Green State University in Bowling Green, Ohio.

Barbara Gordon
Corporate Vice President, Customer Service and Support

Denise Rundle
GM, Advertising, Consumer Software & Shared Services (ACS)

Denise Rundle has been with Microsoft since 1990.

Prior to taking over ACS, she spearheaded the company's first 24x7 efforts, built online support assets in the early days of the Internet, established Microsoft's first MVP/community strategy, and has led several different Service Delivery organizations. Before joining Microsoft, she worked for a consultant teaching small businesses how to deploy software and networking touch is an opportunity to show customers that Microsoft listens and cares, and to engage with them to make the company's products and services better.

She has an undergraduate degree in speech communications, journalism, and public relations.

Denise Rundle
GM, Advertising, Consumer Software & Shared Services

Roles and Teams

Business Groups (BG)

A Business Group is the internal unit responsible for the revenue and profit of certain products or services. The BG is the decision-maker & approver for the support strategy, offering, and support costs of their product or service.

Product Groups (PG)

PGs are the internal business units responsible for the engineering, design, and development of products or services. PG contacts provide input for the support offering and delivery method proposed by the BG, but, because the BG provides the funding, the BG has the final say on the support strategy.

Planning

Planning works closely with both the BG and PG on the scope of the support solution. They are responsible for looking six months or more into the future to understand the impact, budget accountability and the support needs of upcoming releases as well as existing products.

Release

The Release Managers provide a suite of business services including, but not limited to, service onboarding management, reporting, planning, forecasting, and project management. Their services are designed to help all key stakeholders achieve success with their programs and practices, improving operational efficiency. Release Managers ensure that all the boxes are checked before anything is released.

Supportability (SPM)

SPMs work closely with the Product Group to drive product/service improvements, CPE improvements, safety improvements, systems requirements, and cost savings through customer feedback or regulatory requirements. SPMs act as the customer's advocate throughout the product lifecycle and ensure that the Voice of the Customer is heard and used to improve product quality and the customer, partner, and support experiences.

Partner Technical Lead (PTL) and Service Delivery Manager (SDM)

PTLs and SDMs ensure support is delivered to customers and Partners in a manner commensurate with business goals and objectives. Their goal is to satisfy customers and Partners during their first contact with accurate, up-to-date support, content, and quality customer engagement.

Training

The Training group designs curriculum for new launches and writes training and procedures side by side with subject matter experts. They also hold training sessions with vendor trainers and/or agents.

Vendor Agents

Vendor Agents are the tier 1 and tier 2 agents that provide personal contact with customers for their support issues. Vendor Agents use all available tools of interaction including phone, email, chat, and community.

Escalation Engineers

Escalation Engineers are dedicated resources available to assist with consumer's more complex technical and safety issues. They team up with Product Groups and Operations teams to resolve end-user or service-wide issues. They also handle high-visibility/time-sensitive support incidents concerning executives, press, Better Business Bureau, and Attorney General.

Award Programs

Recognizing and awarding people for their contributions and achievements is embraced by the CSS Leadership Team as an important lever for motivating and retaining our employees. The CSS organization proudly participates in award programs sponsored by Microsoft, SMSG, and the Services organization. These programs are designed to recognize and reward individuals and teams for their outstanding performance and results.

Impact Rewards Program

TBD

Great People Great Performers Program

The GPGP program is a quarterly and annual award program designed to recognize and showcase key desired behaviors and performance of great people across CSS in several categories: One Services, Silent Heroes, Client/Customer Satisfaction, Execution Excellence and Management Excellence.

Review

Key Points

1. Point
2. Point
3. Point

Review Questions

1. Question?
2. Question?
3. Question?

Microsoft Global Outsourcing (MGO)

Objectives

CSS could not meet its goals without outsourcing to support specialists located in key markets around the world. This unit introduces you to the organization that is responsible for recruiting, evaluating and supervising those vendors.

Summary

Microsoft Global Outsourcing (MGO) is a global team, delivering world-class, end-to-end vendor management and support functions on behalf of internal Microsoft business partners. MGO was chartered to extend its industry recognized vendor management processes and establish cross-divisional governance for all Business Process Outsourcing (BPO) needs across Microsoft. (BPO) at Microsoft is defined as the act of transferring responsibility for a specific business function and its processes to a third-party service provider. MGO provides centralized BPO services to support teams requiring functions to be outsourced, including: strategy development and execution, program management, RFP support, standardized processes & quality management, contracting management, vendor performance management, business analysis, and invoicing. One of MGO's first and most important BPO clients was CSS. By outsourcing support functions through MGO, CSS is able to provide dependable support in 41 languages to almost every country on earth.

MGO maintains a strict certification program for vendors. Support vendors must be ranked among the top 20 global contact center providers, service a minimum of four client regions, support at least eight languages, and employ more than 6,000 agents. MGO rates its Preferred Vendors on a quarterly basis and shares new best practices with all vendors. In addition to the seven fully certified Preferred Vendors, MGO periodically uses niche vendors to fill gaps not covered by the Preferred Vendors, such as adding new languages. MGO develops and manages a multi-year vendor roadmap for each division and product. Working with MGO provides benefits to the vendors in the form of shared best practices, a dependable volume of business with a long-term plan, references to prospective clients, and the prestige of working with an internationally recognized industry leader.

The MGO website is located at http://sharepoint/sites/mgoweb/pages/default.aspx.

Organization

Outsourcing Services
Rick Kerbs, Sr. Director

The Outsourcing Services team delivers the following core functions: standardized vendor management process framework, benchmarking & strategic program management, auditing standards, contracting services, and new client vendor account management incubation.

CSS Outsourcing
Mark Wootton, Sr. Director

The CSS Outsourcing team delivers end-to-end vendor management services including: strategic planning, relationship management, RFP support, contract negotiation and management, budgeting and forecasting, vendor performance management, and vendor migration and termination services for all CSS global segments and regions.

Global Tools and Operations
Denise Kahue, Director

The GTO team includes the Tools & Reporting team owning and managing all MGO financial and process tracking tools, and all associated reports; the Invoicing team, ensuring on-time and accurate payment of all vendor invoices; and the Business Analysis team, providing deep expertise in financial and pricing analysis to support RFPs & run management needs.

Strategy, People, and Communications
Lisa Anderson, Director

The Strategy, People, and Communications team manages a variety of activities across MGO including: MGO Strategy development; MGO Rhythm of the Business (ROB); MGO, CSS Outsourcing, and Outsourcing Services Dashboards; MGO People and Community services; and internal/external communications.

Mike Simms

General Manager

Mike Simms has been with Microsoft for over 12 years.

TBD

Review

Key Points

1. Point
2. Point
3. Point

Review Questions

1. Question?
2. Question?
3. Question?

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Resources

Aliases to Join

TBD

Mentoring

As part of the on-boarding process, new hires are appointed a peer mentor by their managers. The mentors share their experience and help new hires understand the intangible aspects of a job that defy neat definition in manuals, such as institutional culture and how to get things done in their specific place of work.

Global Consumer Support Learning (GCSLearn)

GCSLearn is a training portal for many groups including Live Services, Online Services, Consumer Windows & Office Support, Specialized Devices and Applications, Zune, adCenter and CSS. Through GCSLearn you access training courses. Each course includes individual lessons, supporting materials, and automatically graded assessments.

Sharepoint

Sharepoint is a Microsoft collaboration tool that can be used in a wide variety of ways including project management, as a document library, to host blogs, and as a training tool. Most departments have a Sharepoint site.

Answer Desk

Answer Desk, is a dedicated website for live technical support for Windows and Office software, PC tune-ups, virus removal, and software training. It offers support 24/7 and 365 days a year. Answer Techs are specially trained to address all types of concerns. For many problems, the Answer Techs remotely connect to your computer and make repairs themselves. This results in

a significant saving in time over trying to do it yourself. Answer Desk help is available to Microsoft employees and as paid support to consumers.

The Answer Desk site is located at http://www.answerdesk.com.

GetHelp

GetHelp is an internal site offering field employees access to a suite of advocacy and escalation tools. Visit this site to log and submit a customer or partner issue, appeal a response to an existing issue to the Customer Advocacy Review Board (CSS Executive Team) or provide feedback about products, programs, or services. Use GetHelp for issues regarding:

- Technical Support Assistance.
- Issue Submission.
- CompHot.
- Make It Right.
- Partner Help.
- Community Central.
- Early Warning.
- New Product Issues.

The Get Help site is located at http://gethelp.

Online Resources

10K Report. http://www.microsoft.com/investor/reports/ar11/

The CSS Webpage. http://portals/servicesweb/cssweb/Pages/Home.aspx

Compete Handbooks. http://Compete

Customer and Partner Experience Handbook. http://cpe/Strategy; http://cpe/portal

Executive Biographies.
http://www.microsoft.com/about/companyinformation/executivesanddirectors/en/us/default.aspx

Finance. http://finweb/Pages/Default.aspx

Future of Productivity Story. http://productivity/

Human Resources. http://hrweb/Pages/default.aspx

Infopedia. http://infopedia

Microsoft General. http://www.microsoft.com

Microsoft Global Exchange. http://www.msmgx.com/

Microsoft Library. http://mslibrary

Marketing & Operations. http://sharepoint/sites/wwcsm/cacp

Sales, Marketing, and Services Group.
http://sharepoint/sites/SMSGBizPlan/MYR/default.aspx

Glossary

Term	Definition
A&O	Advertising & Online
ADR	Authorized Direct Reseller
AER	Authorized Education Reseller
APAC	Asia Pacific
APS	Advertiser & Publisher Solutions
ATS	Account Technology Specialists—Individuals responsible for providing pre-sale technology support by designing technical programs that guide customers in realizing annuity value by establishing both deployment and future product plans.
AX	Version of Microsoft Dynamics (ERP)
BCC	Broad Customer Connection
BDM	Business Decision-Maker
BG	Business Group (i.e., product group)
BMO	Business & Marketing Organization
BRIC	Brazil, Russia, India, China
CA	Corporate Accounts
CEE	Central and Eastern Europe
CM	Contribution Margin
CMG	Central Marketing Group
COA	Certificate of Authenticity
COGS	Cost of Goods

Term	Definition
COS	Conditions of Satisfaction
CPE	Customer & Partner Experience
CRM	Customer Relationship Management
CS3	Consumer Software & Services Support
CSI	Commercial Software Initiative—An initiative designed to improve Microsoft's image and trust by engaging in a dialog with commercial customers, governments, academia, partners, and developers about the value of the Commercial Software Model and the Windows integrated software platform.
CSS	Customer Service & Support
DMR	Direct Marketing Reseller
DSP	Delivery Service Partner—A type of distributor
E&D	Entertainment & Devices
EA	Enterprise Agreement
ECMA	European Computer Manufacturers Association
EE	Enterprise Editions
EMEA	Europe, Middle East and Africa
EPG	Enterprise & Partner Group
EPIC	Electronic Privacy Information Center—A public-interest research center based in Washington, D.C., dedicated to directing public attention toward civil liberties and online privacy related to electronic communication, cryptography, and related technologies.
ERP	Enterprise Resource Planning
ES	Enterprise Services
FGC	Field Governance Council
FOM	Field Operating Model
FPP	Full Packaged Products
FRI	Field Readiness Index—A Sales, Marketing & Services Group (SMSG) measurement used to indicate the readiness of an individual, team,

Term	Definition
	organization, country, region, segment, or SMSG overall. An individual or organization's Field Readiness Index score is the percentage of all required courses that have been completed with a maximum score of 100.
GCR	Greater China Region—Part of the Greater China Area sales territory, covering China, Hong Kong, and Taiwan.
GP	Version of Microsoft Dynamics (ERP)
GRS	Global Relationship Study—A relationship survey conducted twice per fiscal year designed to provide a measurement of customer and partner attitudes and perceptions. The Global Relationship Study is used to identify what the strategic drivers are for building strong relationships with customers and partners.
GSI	Global Systems Integrators
GSM	Global, Strategic & Major accounts—Enterprises that spend more than $45 million a year in IT expenditures.
GTM	Go-to-Market
HED	Home Entertainment Division
IaaS	Information as a Service
IB	Installed Base
IBA	International Business Area
ICE	Integrated Communication Experience
IE	Internet Explorer
IEB	Interactive Entertainment Business
IO	Infrastructure Optimization
IPR	Intellectual Property Rights
ISO	International Organization for Standardization
ISV	Independent Software Vendor
ITDM	IT Decision-Maker
IW	Information Worker
KTD	Kevin Turner Directs

Term	Definition
LATAM	Latin America
LAR	Large Account Reseller
LCA	Legal & Corporate Affairs
LOB	Line of Business
MBD	Microsoft Business Division
MBS	Microsoft Business Solutions
MCB	Mobile Communications Business
MCI	Microsoft Culture Index—An MS Poll indicator of current state of Microsoft's culture from an employee's perspective, encompassing a short list of some of the historic and aspirational cultural attributes of Microsoft. It is a score derived from employee responses to a subset of items from the MS Poll.
MCS	Microsoft Consulting Services
MGO	Microsoft Global Outsourcing
MGX	Microsoft Global Exchange
MM	Midmarket
MPI	Microsoft Pulse Index—An MS Poll indicator of the current state of Microsoft as a company from an employee's perspective, encompassing outcome-based items such as employee commitment to, belief in, and satisfaction with Microsoft. It is a score derived from employee responses to a subset of items from the MS Poll.
MPN	Microsoft Partner Network
MSR	Microsoft Research
MSDN	Microsoft Developer Network
MSI	Microsoft International
MSNA	Microsoft North America
MSPP	Microsoft Partner Program
MYR	Mid-Year Review
NALT	North America Leadership Team

Term	Definition
NAV	Version of Microsoft Dynamics (ERP)
NTE	Not to Exceed
NSAT	Net Satisfaction—Overall measure of customer satisfaction.
NSP	Network Service Providers
O&O	Owned & Operated
OEM	Original Equipment Manufacturer
OM	Operating Model
Opex	Operating Expenses
OSD	Online Services Division
OSS	Open Source Software
P&L	Profit & Losses
PaaS	Platform as a Service
PAM	Partner Account Manager—A Microsoft job title for individuals who are responsible for business planning, recruiting, developing, and managing a diverse set of Microsoft Small and Medium Business partners.
PCIB	PC Installed Base—Installed base excluding server and other non-PC products.
PFE	Premier Field Engineering
PG	Product Group
PRB	People Ready Business
PRISM	Annual Priority Setting Meeting
PS	Public Sector
PSD	Platform & Services Division
PTL	Partner Technical Lead
QBU	Quarterly Business Update
QFA	Quarterly Financial Accountability

Term	Definition
R&D	Research & Development
RGE	Resident Guest Employees—Individuals located in one subsidiary, but who report to the organizational structure of another subsidiary or regional or corporate headquarters. Resident guest employee costs flow to the organization to which they have direct managerial responsibility.
RIM	Research In Motion Limited—A technology company that specializes in wireless hardware and software solutions for mobile communications.
ROI	Return on Investment
ROB	Rhythm of the Business
ROMI	Return on Marketing Investment
RPM	Revenue per Thousand Searches
RSI	Regional Systems Integrators
RVP	Regional VP
SA	Software Assurance—A software maintenance program that supplements an annuity or perpetual license; includes upgrades, training and technical support.
SaaS	Software as a Service
SAM	Software Asset Management
SDM	Service Delivery Manager
SI	Solutions Integrators
SL	Version of Microsoft Dynamics (ERP)
SLT	Senior Leadership Team
SLA	Service Level Agreement
SMB	Small & Medium Sized Businesses
SMS&P	Small and Mid-market Solutions and Partners Group
SMSG	Sales, Marketing, & Services Group
Socket	The first Microsoft product a customer purchases in the stack of products; at Microsoft there are four sockets: Windows Client, Office, Windows Server and

Term	Definition
	Server Client Access License.
STB	Server & Tools Business
TAM	Technical Account Manager
TCO	Total Cost of Ownership
TDM	Technical Decision-Maker
UC	Unified Communications
UPC	Unlicensed PC
UU	Unique Users
VAR	Value Added Reseller
VL	Volume License
Vlabs	Virtual Labs
v-team	Virtual Team
WE	Western Europe
WPD	Windows Phone Division
WPF	Windows Presentation Foundation
WWLD	Windows & Windows Live Division
WWLP	Worldwide Licensing & Pricing
WWSMM	Worldwide Sales Memorandum
x86	Any of the Intel 80x86 range, or compatible processors. CEPC and emulator work with x86 processors.