

US Public Sector 3 Year Strategic Plan

Mark Protus

Mission

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

Vision

We revolutionize the reach and impact of government and citizen services by becoming our customers' number 1 trusted advisor for IT solutions that satisfy their most critical mission and business needs.

We host innovative, mission critical capability for customers across the Public Sector and drive exponential growth and respect for Microsoft technology.

Our leadership and solutions help Public Sector customers become the model for secure, efficient and mission-oriented IT.

Core Tenets

Our Leaders run businesses	Customers:	Value:	People:	One-Team:
<ul style="list-style-type: none"> - Operational Excellence - Delivery Excellence - Sales Excellence - People Excellence - Everyone Leads - Everyone Drives Growth & Growth Serves the Customer 	<ul style="list-style-type: none"> - Build confidence, trust and loyalty - Create strong relationships with customers for life - Maintain an External view in the business for everything we do - Be a constant student of your business - Never forget who you are here to serve 	<ul style="list-style-type: none"> - Having value conversations - We must always win on value...it is our differentiator - Value must be an every day focus...not just at contract expiration - Delivery Excellence – Every engagement, all the time - Provide access to the wealth of advantages only the factory team can provide 	<ul style="list-style-type: none"> - GMs, RPMs, PgMs, SEMs, EMs, TAMs, Architects, Consultants and PFES—We're all leaders - Never forget how important our people are to our success - Mentor, coach and support - The sum is greater than the parts...100% cubed - Effectively leverage Rewards and Recognition - Set your people up for Success - Make time, make people a priority 	<ul style="list-style-type: none"> - Sales + Delivery + ATU + MSFT == 1 TEAM - Partnership of commitment, not of convenience - Something you do ALL the time, not some of the time - Common planning, strategy and aligned execution centered around the customer - Constant communication

Executive Summary

This Microsoft Public Sector 3 Year Strategic Plan outlines our: FY12-FY14 opportunities and related business goals; the strategies and priorities we will employ to reach those goals; and a roadmap that shows how we will get there. Implementing this long-term strategic plan allows Public Sector to:

- Plan our shift from opportunistic and organic growth to a strategically focused business investment model.
- List the short-term and long-term go-to-market strategies we will use to win and take market share in Cloud and Tier 1 Mission Critical Applications solutions and services.
- Identify current trends (business, technology and economic) and future opportunities and threats in our federal, state, and local government sectors.
- Identify long-term opportunities for Microsoft technologies, services and solutions in education, healthcare, justice & public safety and cyber sectors.
- Publish a roadmap that outlines key Public Sector priorities, timelines and milestones.
- Summarize and consistently articulate the group's mission, vision and strategic priorities throughout the organization, as well as to related Microsoft organizations and stakeholders.

Based on the current business and economic climate, long-term Public Sector growth will come from increased share, rather than new business. With a total U.S. Public Sector IT Services market of \$56.8B, we are currently only 0.8% of the market and have ample opportunity to displace competitive technologies and services to take additional market share.

Our goal is to become a billion dollar business by FY15, claiming 1.4% of the projected \$73.8B market. This plan includes our strategies and priorities in three key business focus areas:

- **Cloud:** Establish early platform leadership in the cloud to become the recognized market and thought leader in cloud computing across the Public Sector. We will continue future gains by eliminating barriers for customers buying and using our cloud services across devices and providing service excellence to ensure they remain Microsoft Cloud Services customers for life.
- **Tier 1/Mission Apps:** We will become the de facto standard for mission critical applications development in the Public Sector. By creating compelling mission critical solutions that include Dynamics and a wide-range of support-based of services, we will directly compete with Oracle to become the market leader in this space.
- **Deployment:** We will own deployment end-to-end for our customers. By continuing to invest in our core deployment business, we will protect the customer's platform investment, capture additional market share and fund strategic future investments.

Additionally, the plan includes a set of four core operational areas that deliver effective strategies and processes to support our short-term and long-term business priorities and growth:

- **People:** Drive and scale the business by attracting, developing and retaining the right team members, skill sets and leaders, enabling an agile workforce and rapid organizational growth.
- **Operations Management & Planning:** Implement a scalable operations model that makes our business easier to manage and improves the productivity and work experience of our people
- **Technical Strategy & Excellence:** Define, develop and implement the organizational technical strategy, including technical excellence, technical people, technical field enablement, and technical product impact.
- **Delivery Excellence:** Be recognized by our customers and the industry as the best in implementing and optimizing complex, high risk, technology solutions to the satisfaction of all stakeholders.

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1. Current State

Section Owner: Mike Thompson

US Public Sector Services increases the value of Microsoft's platform in government, education and healthcare by solving increasingly complex challenges to support our customers' core mission. To proactively meet these challenges, we will evolve our enterprise-centric business to include compelling solutions and services that impact every member and every device in every organization. Our three strategic priorities are:

- **Cloud:** Establishing early platform leadership in the cloud to become the recognized market and thought leader in cloud computing across the Public Sector. We will continue future gains by eliminating barriers for customers buying and using our cloud services across devices and providing service excellence to ensure they remain Microsoft Cloud Services customers for life.
- **Tier 1/Mission Apps:** We will become the de facto standard for mission critical applications development in the Public Sector. By creating compelling mission critical solutions that include Dynamics and a wide-range of support-based services, we will directly compete with Oracle to become the market leader in this space.
- **Deployment:** We will own deployment end-to-end for our customers. By continuing to invest in our core deployment business, we will protect the customer's platform investment, capture additional market share and fund strategic future investments.

Market Opportunity

Overall public sector spending is expected to remain flat through 2015 because of spending cuts following the economic downturn. The federal deficit is now \$1.5T as states, local governments battle \$122B in shortfalls despite \$75B in spending cuts, and \$33B in tax increases since 2009. Education budgets suffer in K-12 where budgets are on life support and in higher education where endowments necessary to fund operations have been reduced by as much as 80%. As public sector customers look to save money with technology, new entrants such as Amazon, Google and VMware are gaining share. Despite these challenges, there is opportunity for Microsoft Services to take market share through solutions and sales alignment with customer priorities. With a total U.S. Public Sector IT Services market of \$56.8B, we are currently only 0.8% of the market and have ample opportunity to displace competitive technologies and services to take additional market share in the following areas:

- **Cyber Security:** The number of reported cyber-attacks are up 445% since 2006, and U.S. spending on information security is currently \$9.5B (15% of all IT spending) and part of a \$15B market across the Americas. President Obama has described this area as the most important issue our country faces and is expected to grow 12.4% per year through 2015.
- **Health IT:** The health IT market is undergoing intense growth, and is expected to grow 19.6% per year through 2015. Health customers are focused on modernization of legacy systems and information networks, relying heavily on professional services. Health IT services are currently an \$11.6B opportunity across the Americas, with \$9.6B of spending in the U.S. in 2011.
- **Justice & Public Safety:** Spending on technology in this area continues to grow as IT services in this industry surpass \$5.4B in 2011. Spending is focused on cross-agency collaboration, geospatial technologies and real-time tracking/surveillance solutions.
- **Cloud Computing:** Vivek Kundra has issued a "cloud-first" policy for federal IT acquisitions, and many states and local governments are compelled to move to the cloud as they struggle to balance budgets (industry analysts estimate the initial cloud leader will capture 70+% market share by FY14).

- **Tier 1/Line-of-Business Capability:** Public sector spending on IT infrastructure is shrinking, while spending on mission-focused capabilities is growing 14% per year despite budget cuts.

[Click here to view a more complete picture of Market Conditions](#)

Solutions & Offerings

Public Sector is committed to utilizing our collective experience and worldwide knowledge to bring 100% of Microsoft to 100% of our customers 100% of the time. To meet the unique needs of Public Sector customers, our strategies include:

- Developing targeted offerings or solutions that support compelling customer and Microsoft value propositions. Priority will be given to opportunities that align to the FY12 Services Priorities, our core market focus areas (Cyber, Healthcare, JPS, and Education), and have strong repeatability potential.
- Creating a governance plan to ensure: efficiency, strategic use of limited resources, consistent execution, and measurement of ROI/effectiveness.
- Publishing an end-to-end framework for the Offerings and Solutions lifecycle to ensure consistent and effective processes across Public Sector.
- Assigning dedicated management to align Microsoft Products and Services Offerings to government and education requirements, mandates, and priorities (including security, certification and accreditation demands) to ensure compliance.
- Implementing a secure knowledge management repository to support our sensitive Government business and related IP.

Sales Enablers

To drive our strategy, we will increase our investment in intentional marketing and sales, while further reducing our reliance on opportunistic selling:

- Through segmentation of the broader Public Sector market, we will implement different go-to-market approaches, which optimize our ability to capture share through breadth and depth relationships. Through solutions selling, we will pursue strategic opportunities in healthcare, cyber security, education and justice/public safety.
- Develop and execute a Public Sector marketing strategy that is well integrated with the strategy from EPG.
- Develop a targeted set of compelling offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers and accelerate platform adoption.
- While we will own deployment end-to-end, we will scale our business and strategically increase share with targeted customers and accounts by leveraging specific partners/SIs that own critical relationships, contracting vehicles and programs.
- Drive delivery costs down through the increased use of global delivery and lower cost partners based on customer requirements.
- Invest in delivery excellence as a core capability. By continuing to improve the quality of delivery while taking on increased complexity, demand for our services will grow in our markets.

Compete Story

As the Microsoft “factory team” in the public sector we are the authoritative source for consulting and support services for Microsoft products and online services. We drive high customer value and mission

success by delivering best-in-class technology expertise, industry-specific solutions, and intellectual property (IP) that differentiates Microsoft and its partners.

- We provide market specific, industry leading solutions and services for the world’s largest business and IT infrastructures at a time when customers want full lifecycle service.
- Our direct relationship to Microsoft product development, code, organizational assets, IP, and online services is used to provide unique insight to solve our customers’ most critical and timely issues.
- Our growing partner ecosystem allows us to scale to meet customer needs, improve our solution value proposition and open the door to new key customers.

2. Mission, Vision and Values

Section Owner: Mike Thompson

Mission

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

Vision

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3. High-level Vision & Organizational Goals

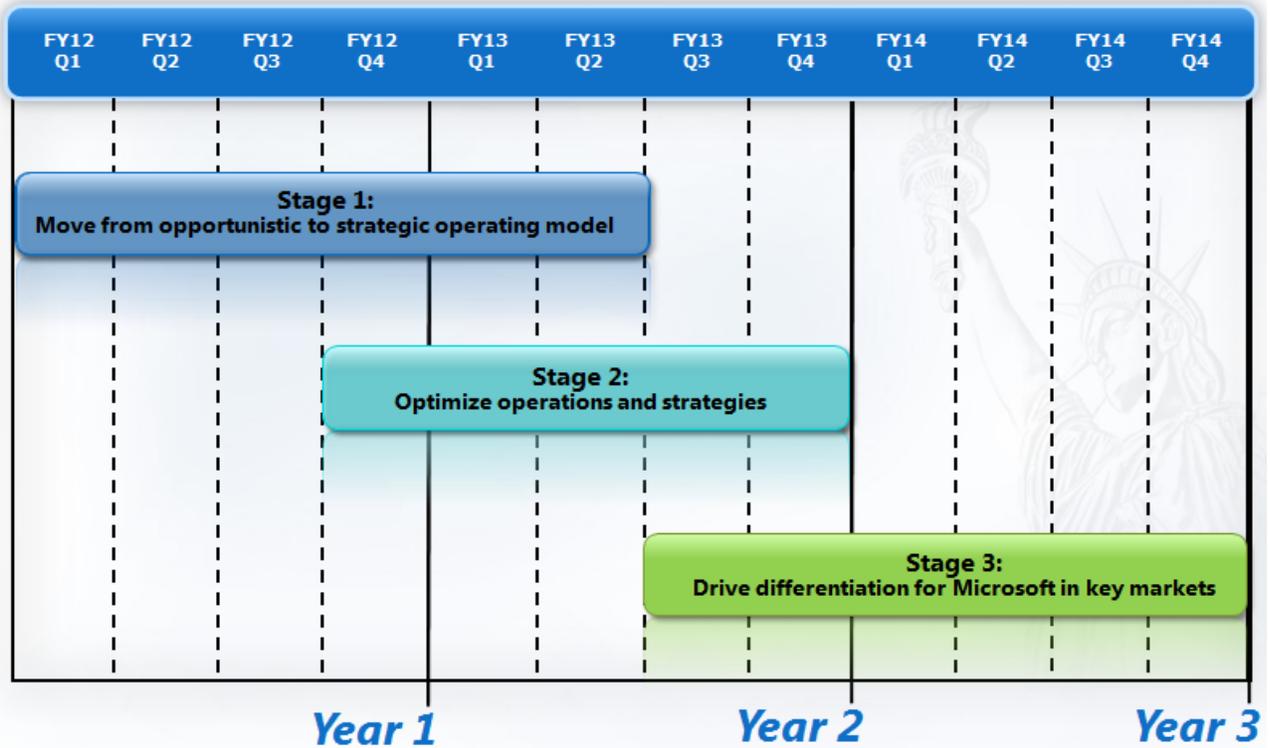
Section Owner: Mike Thompson

This section presents a “Big Picture” summary of the strategic plan:

1. The vision for growing the organization:
 - a. **Stage 1:** Move from opportunistic to strategic operating model

- b. **Stage 2:** Optimize operations and strategies
 - c. **Stage 3:** Drive differentiation for Microsoft in key markets
2. An organizational model that represents the groups' strategic functional areas as well as the supporting operational areas of the business.
 3. Financial Targets for FY12-FY16
 4. A high-level 3-year Roadmap.

Three-Year Vision: Maturity Model



Organizational Model



Organizational Goals

- **Cloud:** To enable Microsoft to be the recognized thought and market leader in cloud computing across the Public Sector by the end of FY13.
- **Tier 1/Mission Apps Goal:** To lead and serve our customers by solving their most complex and mission critical business problems through innovative technology and compelling Services delivery predicated on value, trust, confidence and capability.
- **Deployment Goal:** Lead USPS key customers to establish regular deployment cycles to enable quick activation and deployment of new Microsoft solution capabilities within 2 years of release or EA signing.
- **Industry Solution Areas Goal:** Establish solutions in key areas to displace competitive technologies and services and take additional market share:
 - Cyber Security
 - Health IT
 - Education
 - Justice & Public Safety
- **People Goal:** Drive and scale the business by attracting, developing and retaining the right team members, skill sets and leaders, enabling an agile workforce and rapid organizational growth.
- **Operations Management & Planning Goal:** Implement a scalable operations model that makes our business easier to manage and improves the productivity and work experience of our people.
- **Technical Strategy & Excellence Goal:** Define, develop and implement the organizational technical strategy, including technical excellence, technical people, technical field enablement, and technical product impact.
- **Delivery Excellence Goal:** Be recognized by our customers and the industry as the best in implementing and supporting complex, high risk, technology solutions to the satisfaction of all stakeholders.

4. Operational Plan for the Vertical Tiers: Strategies, Initiatives, Objectives, Roadmaps

The following sections detail specific strategies and objectives each group will use to articulate and achieve their goals.

Cloud Computing

Section Owner: Eric Meister

The overall goal of the Cloud team is to enable Microsoft to be the recognized thought and market leader in cloud computing across the Public Sector by the end of FY13. To achieve their goal, the team is working from the following strategies:

1. **Sales Strategy:** Establish Services as the perceived thought leader for public sector cloud market.
2. **Solutions Strategy:** Provide a broad range of cloud solutions to deploy and support that provide highest value and lowest risk to realize customer/partner potential.
3. **Delivery Strategy:** Scale delivery and support cloud solutions with the highest levels delivery excellence (DE), operational excellence (OPEX) and customer satisfaction (CPE).

Summary Strategies Table

Cloud Team Plan			
Goal	Enable Microsoft to be the recognized thought and market leader in cloud computing across the Public Sector by the end of FY13		
Areas	Sales	Solutions	Delivery
Key Strategies	Establish Services as the perceived thought leader for public sector cloud market.	Provide a broad range of cloud solutions to deploy and support that provide highest value and lowest risk to realize customer/partner potential.	Scale delivery and support cloud solutions with the highest levels delivery excellence (DE), operational excellence (OPEX) and customer satisfaction (CPE).
Obj. 1	<i>Create a matrix for an optimized sales motion</i>	<i>Create a menu of customer driven fixed or low-cost repeatable solutions</i>	<i>Create a mature cloud delivery team to own the cloud solution lifecycle</i>
Obj. 2	<i>Create a marketing plan and schedule</i>	<i>Ensure solutions meet government certification requirements</i>	<i>Create a knowledge base of engagement references</i>
Obj. 3	<i>Develop a menu of service offerings for all cloud solutions</i>	<i>Create a partner development strategy</i>	<i>Leverage accounting systems to capture, analyze and control Cloud deployment costs</i>
Obj. 4	<i>Create a prioritized go-to market strategy plan</i>		

Cloud Sales Objectives

To establish Services as the perceived thought leader for public sector cloud market, the Cloud team will complete the following:

1. Create a matrix for an optimized sales motion by x date that includes:

- a. People:
 - i. Sales force role definition.
 - ii. Prioritized workforce plan.
 - iii. Hiring, training, and onboarding process.
 - iv. Revise the compensation model by FY12 to properly motivate, compensate and retain the sale force.
- b. Processes: create templates and workflows for the following:
 - i. Pipeline reporting.
 - ii. Capture contract vehicles.
 - iii. Reporting.
 - iv. Cross-group communications plan with verticals, EPG & BG.
 - v. Review and revise sales process including RFP response process.
2. Create a marketing plan and schedule (with cadence with product groups) by x date that includes marketing activities, priority of required collateral, webinars, webcasts, etc.
 - a. Work with the organizational team to ensure that all collateral, evidence and case study information required by the sales force are being created, prioritized and maintained.
3. Define and develop a menu of service offerings by x date that includes cloud strategies, pre-migration, migration and post-migration activities for all cloud solutions (Azure, Private, Office 365, etc.) for both MCS & Premier.
4. Create a prioritized go-to market strategy plan by x date that includes: identification of key customers and projects; competitors; and partner and implementation strategies.

Cloud Solutions Objectives

To provide a broad range of cloud solutions to deploy and support that provide highest value and lowest risk to realize customer/partner potential, the Cloud team will complete the following:

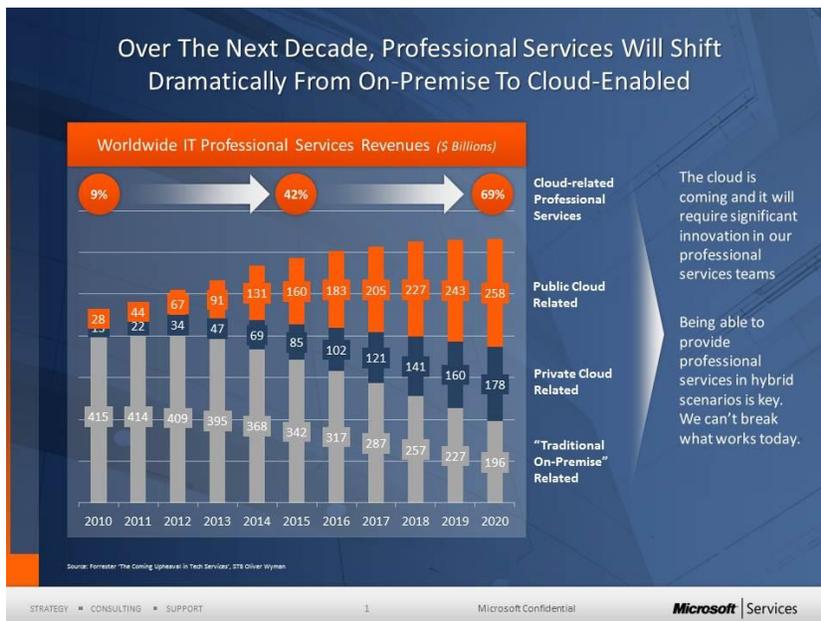
1. Create a menu of customer driven fixed or low-cost repeatable solutions by x date to accelerate platform adoption that include:
 - a. IAAS, PAAS, SAAS.
 - b. Public / Private.
 - c. On Prem, Off Prem.
2. Create solutions that meet government certification requirements by x date by:
 - a. Creating gap analysis that lists current application compliance against a prioritized list of certification requirements by x date.
 - b. Create an application compliance schedule with the product teams identifying when gaps will be closed by x date.
 - c. Create an internal strategy and customer talking points to address gaps prior to product compliance by x date.
 - d. Track government updates to compliance and update gap analysis as certifications change.
3. Create a partner development strategy by x date that includes:
 - a. Create a list of specific partner executives and influencers that own key programs and relationships by x date.
 - b. Create a sales model and value proposition to incentivize and turnkey SIs into committed partners by x date.
 - c. Design a methodology to prioritize which RFPs to pursue and processes for developing and delivering those RFPs by x date.

- d. Create a prioritized resource skills list and work with the PSX team to hire the right talent by x date.

Cloud Delivery Objectives

To scale delivery and support cloud solutions with the highest levels delivery excellence (DE), operational excellence (OPEX) and customer satisfaction (CPE), the cloud team will complete the following:

1. Create a mature cloud delivery team to own the cloud solution lifecycle by x date including verticals and partners. The team will be responsible for:
 - a. Refining the MS solutions framework for specific cloud-based solutions.
 - b. Ensure delivery excellence by providing sufficient training (modality TBD) that provides field enablement, consistent delivery usage, and quality metrics.
2. Create a knowledge base of engagement references by x date that includes:
 - a. Reusable IP (code, tools, architecture, deployment checklists, etc.) to ensure that successful ideas/solutions/lessons learned that can then be applied to other projects.
 - b. Easy to use and effective client-facing IP so a customers’ first support choice is self-help.
3. Leverage appropriate accounting systems by x date to capture, analyze and control Cloud deployment costs by x date in order to meet operational commitments and achieve operational excellence.
4. Create a checklist of customer engagement expectations by x date that can be used for customer level setting, including:
 - a. Project expectations and potential outcomes by customer role (project, technical & executive, etc.)
 - b. Potential issues and solutions
 - c. Communication lifecycle surrounding the project.



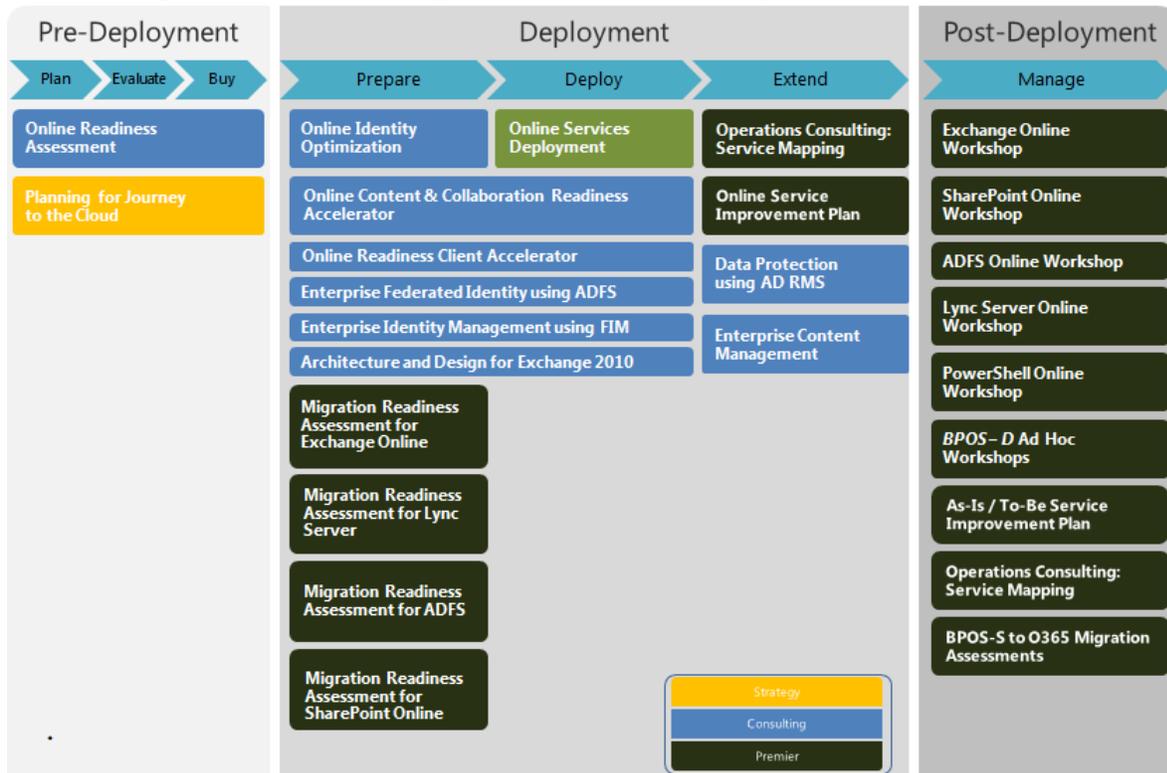
Private Cloud Deployment Strategy

Private Cloud Strategy			
Goal Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Establish Services and packaged IP offerings that position Microsoft as the thought leader for public sector private cloud solutions.	Leverage and build on existing IP like DCS, and our current online offerings to assist public sector in implementing private cloud and hybrid solutions leveraging a customers current investments in Microsoft technology.	Scale delivery and support cloud solutions with the highest levels of delivery excellence (DE), operational excellence (OPEX) and customer satisfaction (CPE) - Develop/refine and reuse.
Objective 1 (Market)	<i>Create a marketing matrix that demonstrates how Microsoft technologies meet the “Cloud First” strategy outlined by the U.S. Chief Information Officer.</i>	<i>Create a menu of fixed or low-cost repeatable solutions that map to the Federal Cloud computing strategy by x date that help customers accelerate private cloud adoption on the Microsoft platform.</i>	<i>Create a mature cloud delivery team of SME resources to develop organic public sector sales and services teams expertise in the cloud. Also supporting verticals and partners throughout the cloud lifecycle.</i>
Objective 2 (Sell)	<i>Create a prioritized go-to market strategy plan that includes: identification of key customers and projects; competitors; and partner and implementation strategies</i>	<i>Map these solutions to the latest Federal Cloud Computing Strategies, and latest NIST definitions and guidance on cloud computing.</i>	Where possible work within the Federal Government, including OMB, NIST, GSA, and DHS, to help them continue to develop practical guidance based on Microsoft solutions and services.
Objective 3 (Deploy)	<i>Define and develop a menu of service offerings that includes cloud strategies, pre-migration, migration and post-migration activities for private cloud solutions.</i>	<i>Leverage organic service teams within public sector supported by cloud practice SME’s, first then create a partner development strategy.</i>	<i>Create a checklist of customer engagement expectations that can be used for customer level setting.</i>
Objective 4 (Support)	<i>Identify and invest into key POC’s and services delivered “TAP”s to generate credibility and viability of the developed solutions. Create business cases and customer references supporting these solutions.</i>	<i>Ensure that the Federal CIO Council considers these case studies for inclusion in their reference libraries. Also review the existing Federal CIO case studies and map our alignment to the examples that they provide.</i>	<i>Leverage appropriate accounting systems to capture, analyze and control Cloud deployment costs to meet operational commitments and achieve operational excellence.</i> Microsoft Services

Office 365 Cloud Deployment Strategy

Specific Key Cloud Strategy Office 365			
Goal Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Align Online Services Sales Motions with Consultative Selling. 1. Improve Sales Motion 2. Drive Intentional Selling 3. Initiate more sales opportunities	Create one Unifying View of the End to End Services we offer. 1. Enhance end to end Solution Framework	Improve People, Process And Tools to deliver successful Cloud Services. 1. Governance 2. Quality Management 3. Workforce and Talent Management
Objective 1	<ul style="list-style-type: none"> Identify opportunities to enhance existing framework. Integrate standards and adoption of MS Engage for Cloud Services projects. Integrate delivery management into 40% sales process. 	<ul style="list-style-type: none"> Develop IP specific to Federal, State and Local Government and Education. Quarterly refresh on sales collateral (<u>Battlecards</u>, etc.) 	<ul style="list-style-type: none"> Fully define a project delivery governance offering to span A,B,C,D Create online Services Project Management Framework
Objective 2	<ul style="list-style-type: none"> Drive local practice revenue associated with Cloud projects to 15% of budget. 	<ul style="list-style-type: none"> Develop standards for Customer Satisfaction specific to Cloud projects. Develop Public Sector specific IP and Offerings material used for standard sales cycle and RFP response. 	<ul style="list-style-type: none"> Define Expected Quality Metrics <ul style="list-style-type: none"> Cost and budget standards. Deployed seats per week goals. Integrate with MPD scorecard. Perform Quality Reviews on every engagement during Initiation, Key Milestones, Project Closeout and Handoffs
Objective 3	<ul style="list-style-type: none"> Drive additional opportunities through relationships and existing projects. 	<ul style="list-style-type: none"> Bring to market three new solution offerings, based on existing customer engagement scenarios. <ul style="list-style-type: none"> Service desk integration and support offerings. SharePoint Governance for the Cloud. Cloud ready identity management solutions. 	<ul style="list-style-type: none"> Attract and hire to achieve hiring plan Continue to develop the expertise of MDP to create internal thought leaders Keep our talent by inspiring and recognizing innovation

Cloud Enterprise Service Offerings for Online Productivity



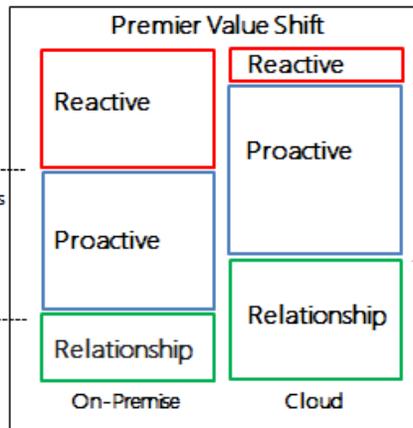
Cloud Support Plan

On-Premise Capabilities

- Case resolution / Critsit
 - Root cause analysis
 - Multi-vendor support
 - Onsite reactive support
-
- Deploy/Migrate Risk & Readiness
 - Technical & Ops Assessments
 - Tech & Ops Remediation
 - Patch Management
 - Capacity, Backup and Recovery
-
- IT-level conversations (transact)
 - Right resources, right problems
 - Risk mitigation & planning

Cloud Capabilities

- Critical Situation Mgmt
 - Pre-deployment & migration readiness
 - Desktop configuration
 - IT monitoring & alerts
 - Roles & Knowledge Mgmt
 - IT services definition & planning
 - Operating Level Mgmt
-
- Services-oriented conv. (senior)
 - Service Mgmt vs. Product Support
 - ITIL / MOF expertise & Chg Mgmt
 - 200-level "cloud" understanding



A Overall mission of Premier does not fundamentally change

- Drive productive use of Microsoft technologies and solutions
- Ensure a long term commitment to Microsoft services & products

B New relationship focus required to meet customer expectations

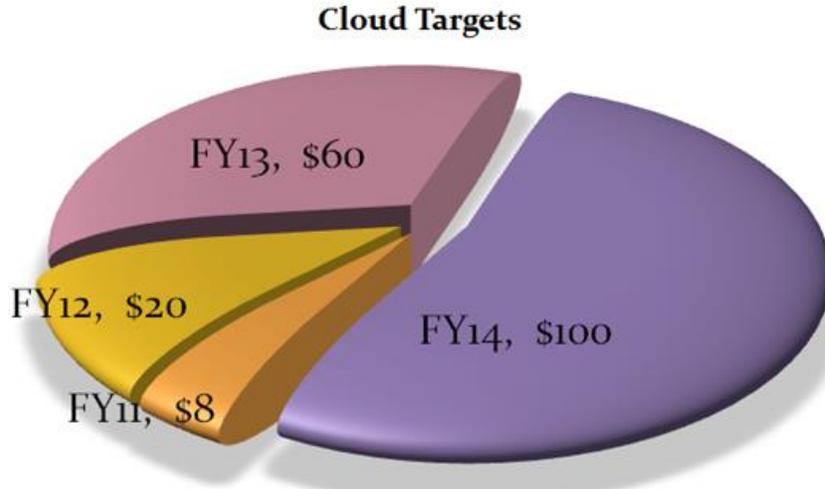
- Significant investments in our TAM readiness approach & program:
 - CSP, Commitments, On-boarding
 - Account Mgmt to Service Mgmt

C IP for cloud has to shift with stronger focus on "Prepare" & "Run"

- Significant investments in IP development for Office 365
- Retooling existing IP for cloud focus. Need remote capabilities.

Cloud FY12-FY14 Business Goals & Assumptions

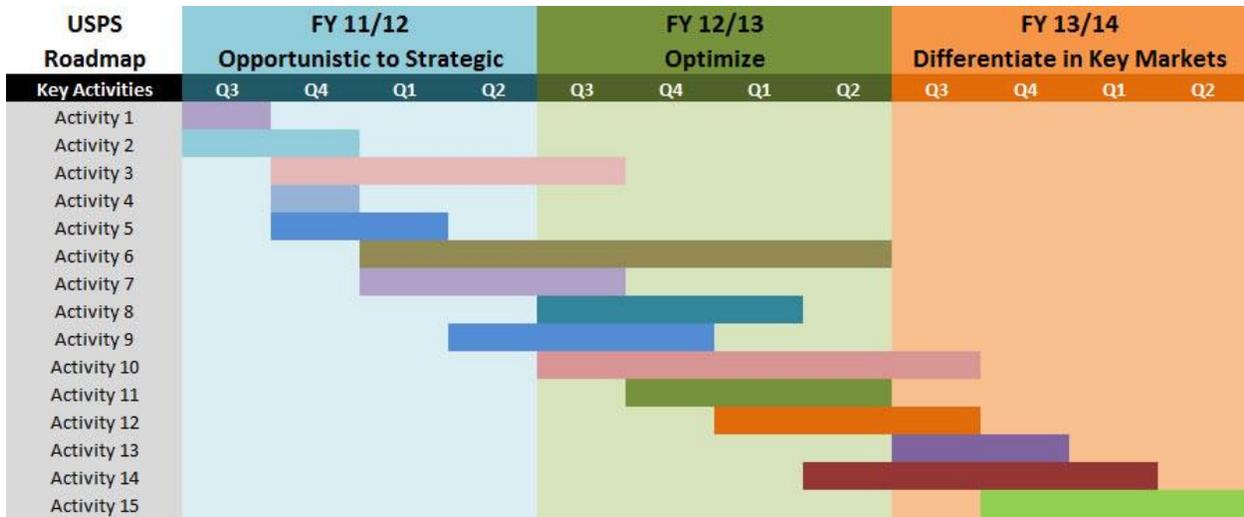
The following is a placeholder until financial planning model direction is set at the LT3 Meeting.



FY11 Current	Target Growth	FY12 Projected	Target Growth	FY13 Projected	Target Growth	FY14 Projected
\$8M	150%	\$20M	200%	\$60M	66.67%	\$100M

Cloud 3 Year Roadmap

The following is a placeholder pending direction approval at the LT3 Meeting.



Tier 1 Applications

Section Owner: Erik Hoheneder

The overall mission of the Tier 1 Applications team is to lead and serve our customers by solving their most complex and mission critical business problems through innovative technology and compelling Services delivery predicated on value, trust, confidence and capability.

The goal of this mission is to outpace the growth of core IT Services and propel Public Sector Services to a \$1B in 5 years. To accomplish this goal, the team is working from the following strategies:

1. **Sales Strategy:** Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.
2. **Solutions Strategy:** “Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team to build valuable relationships (experience, credibility & trust) to define and pursue enterprise programs.
3. **Delivery Strategy:** Evolve the organization’s Tier 1 delivery capabilities into a core competency

Summary Strategies Table

Tier 1 Applications Team Plan			
Mission	Lead and serve our customers by solving their most complex and mission critical business problems through innovative technology and compelling Services delivery predicated on value, trust, confidence and capability.		
Goal	Outpace the growth of core IT services across all segments by FY 14		
Areas	Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team to build valuable relationships (experience, credibility & trust) to define and pursue enterprise programs.	Evolve the organization’s Tier 1 delivery capabilities into a core competency
Obj. 1	<i>Build off existing Federal Programs Team with aligned, integrated services and sales resources with shared goals, commitments, and processes to target specific Tier 1 opportunities</i>	<i>Design a menu of high value low cost or fixed price solutions</i>	<i>Integrate with Public Sector Development Center (SDC) and Microsoft Global Delivery (GD) to leverage investments in repeatable, firm fixed price application development capabilities</i>
Obj. 2	<i>Create a broad Public Sector Services marketing plan that ensures our messaging and capabilities to meet customer Tier 1 needs are well understood by external PubSec audiences and consistent with go-to-market strategies developed by WW & US Services teams</i>	<i>Create a prioritized and targeted list of experiences, projects and expertise to turn tactical wins into a larger solution set</i>	<i>Ensure all development is consistent with patterns and practices established by cloud working groups to ensure solutions are built with eventual cloud deployment model in mind</i>
Obj. 3	<i>Identify and build beneficial relationships with specific SI/partner executives and</i>	<i>Use Vexcel to prime and offer end-to-end Tier 1 experience</i>	<i>Create a development plan and investment model to overcome government requirements gaps in</i>

	<i>influencers that that own key programs and relationships in target accounts</i>	<i>from inception to O&M</i>	<i>our products and cloud infrastructure</i>
Obj. 4	<i>Create a sales model and value proposition to incentivize key SIs and partners to lead with Microsoft solutions and co-engage with PubSec Services</i>		<i>Work with PSX and OCTO to develop and hire Tier 1 skills and resources</i>
Obj. 5			Grow our Tier 1 by creating a list of potential partners that allow the team to work side-by-side with experts who have successfully led large, complex projects.
Obj. 6			Create a Public Sector Tier 1 community and local delivery teams across MCS and Premier
Obj.7			Educate, evangelize and evolve Tier 1 force multipliers: PSSC, AopFX, ESP, VSPAT, PMC, PSfD

Sales Objectives

To Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions, the Tier 1 Apps team will complete the following:

1. Build off existing Federal Programs Team with aligned, integrated services and sales resources with shared goals, commitments, and processes to target specific Tier 1 opportunities
 - a. Team must understand large federal program procurement lifecycles and be able to build relationships with government executives as well as form partner/industry alliances to proactively influence and compete for key RFPs:
 - i. 5 Industry Solution Specialists (EPG Sales).
 - ii. 3 Services Business Development Regional leads (Services Sales).
 - iii. 6 Services Architects (Investment).
 - iv. 5k Services hours (Investment).
 - b. Members of this team have both product & services sales quota’s tied to Tier 1 product mix
 - c. Design a methodology to scope & prioritize which RFPs to pursue and processes for developing and delivering those RFPs by x date. Examples of criteria include:
 - i. Single pipeline for Tier 1 opportunities.
 - ii. Accounts with the largest, unsatisfied problems.
 - iii. Accounts with Enterprise Architect (ESP) and/or established Services presence.
 - iv. Business Gap Analysis (BGA) & App Gap Analysis (AGA).

2. Create a broad Public Sector Services marketing plan that ensures our messaging and capabilities to meet customer Tier 1 needs are well understood by external PubSec audiences and consistent with go-to-market strategies developed by WW & US Services teams
 - a. Create a messaging brand similar to those from Lockheed / Northrup / Boeing (e.g. “We never forget who we’re working for.”) by x date .
 - b. Create an educational program (modality TBD) for the Microsoft field that defines the PubSec Tier 1 apps market, business trends, and Microsoft capabilities/leadership in the space by x date.
 - c. Create a solutions matrix that maps Public Sector mission critical market needs (next 3 years) against Microsoft capabilities by x date (allowing sales force to speak intelligently about business and align with solution leadership).
3. For situations where our preference to Prime is not yet practical, identify and build beneficial relationships with specific SI/partner executives and influencers that own key programs and relationships in target accounts.
4. Create a sales model and value proposition to incentivize key SIs and partners to lead with Microsoft solutions and co-engage with PubSec Services

Solutions Objectives

To “Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team to build valuable relationships (experience, credibility & trust) to define and pursue enterprise programs, the Tier 1 Apps team will complete the following:

1. Design a fixed price menu of high-value, low-cost solutions
 - a. Use the marketing solutions matrix (previous objective) to design a fixed price menu of high-value, low-cost solutions (mapped to enterprise Tier 1 targets of large incumbent ERP / Enterprise/ Mission application needs).
 - b. Create a list of data access and collaboration opportunities in which Microsoft can play a differentiating role in an overall customer solution by x date.
 - c. Create a menu of mission capabilities with fixed fee accelerators by x date.
 - i. Leverage solution accelerators to address defined market needs across vertical industry focus areas:
 1. Healthcare
 2. Justice & Public Safety
 3. Cyber Security
 4. Education
 - ii. Develop horizontal offerings based on historical delivery successes
 1. Interactive citizen services including the collection, dissemination, and analysis of data throughout its lifecycle in that broader system.
2. Create a prioritized and targeted list of experiences, projects and expertise needed to build off tactical wins and solutions to build a larger solution set by x date.
3. Use Vexcel to prime and offer end-to-end Tier 1 experience from inception to O&M:
 - a. Create an operational Program/project management office similar to other large SIs model for priming by x date.
 - b. Create a list of qualifications and partnerships that can be used to bid on solicitations involving more than just Microsoft services (i.e., hardware, 3rd party products, etc.) by x date.
 - c. Build a portfolio of contracting vehicles in addition to Vexcel’s GSA schedule (such as more Agency ID/IQs and GWACs) by x date.

Delivery Objectives

To evolve the organization’s Tier 1 sales and delivery capabilities into core competency, the Tier 1 Apps team will complete the following:

1. Integrate with Public Sector Solutions Center (PSSC) and Microsoft Global Delivery (GD) to leverage investments in repeatable, firm fixed price application development capabilities.
2. Ensure all development is consistent with patterns and practices established by cloud working groups to ensure solutions are built with eventual cloud deployment model in mind.
3. Create a development plan and investment model to overcome government requirements gaps in our products and cloud infrastructure by x date.
4. To bolster delivery capabilities to support Tier 1 growth, work with PSX and OCTO to develop and hire Tier 1 skills and resources:
 - a. Create a prioritized list of talent needed to develop repeatable IP and manage delivery of FFP offerings and work with the PSX team to hire the right talent by x date.
 - b. Create a prioritized and scalable list of required delivery talent that have skills not historically housed within MCS (lower level programmers, hardware people, business analysts, tech writers, QA/testers, etc.) by x date.
 - c. Establish Tier 1 Program Executive role to own named engagement success and customer satisfaction.
5. Grow our Tier 1 by creating a list of potential partners and opportunities by x date that allow the team to work side-by-side with experts who have successfully led large, complex projects.
6. Create a Public Sector Tier 1 community and local delivery teams across MCS and Premier.
7. Educate, evangelize and evolve Tier 1 force multipliers PSSC, AopFX, ESP, VSPAT, PMC, PSfD.

Services Tier 1 Enablement Strategy

Services Tier 1 Enablement Strategy			
Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team	Evolve the organization’s Tier 1 delivery capabilities into a core competency
Objective 1	<i>Build off existing Federal Programs Team with aligned, integrated services and sales resources with shared goals, commitments, and processes to target specific Tier 1 opportunities</i>	<i>Design a menu of high value low cost or fixed price solutions</i>	<i>Integrate with Public Sector Development Center (SDC) and Microsoft Global Delivery (GD) to leverage investments in repeatable, firm fixed price application development capabilities</i>
Objective 2	<i>Create a broad Public Sector Services marketing plan that ensures our messaging and capabilities to meet customer Tier 1 needs are well understood by external PubSec audiences and consistent with go-to-market strategies developed by WW & US</i>	<i>Create a prioritized and targeted list of experiences, projects and expertise to turn tactical wins into a larger solution set</i>	<i>Create a Public Sector Tier 1 COE to drive technical pursuits, community and local delivery teams across MCS and Premier</i>

	<i>Services teams</i>		
Objective 3	<i>Identify and build beneficial relationships with specific SI/partner executives and influencers that own key programs and relationships in target accounts</i>	<i>Use Vexcel to prime and offer end-to-end Tier 1 experience from inception to O&M</i>	<i>Work with PSX and OCTO to develop and hire Tier 1 skills and resources and create local delivery capacity and capabilities</i>
Objective 4	<i>Create a sales model and value proposition to incentivize key SIs and partners to lead with Microsoft solutions and co-engage with PubSec Services. Develop own SI model using Vexcel.</i>		<i>Educate, evangelize and evolve Tier 1 force multipliers: PSSC, AopFX, ESP, VSPAT, PMC, PSfD</i>

Tier 1 Solution /Framework Strategy

Tier 1 Solution / Framework Strategy			
Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team	Evolve the organization’s Tier 1 delivery capabilities into a core competency
Obj. 1	<i>Perform market research to identify industry gaps and recommend solution opportunities where Microsoft has strong technology / services capabilities</i>	<i>Create a solutions evaluation board consisting of Sales, Solutions Team, OCTO and field SMEs</i>	<i>Identify field skills in consulting and PFE and map to industry / vertical areas of expertise</i>
Obj. 2	<i>Target opportunities in primary verticals:</i> <ul style="list-style-type: none"> • Healthcare • JPS • Cybersecurity • Education 	<i>Develop high-fidelity, industry specific solutions that can be developed into frameworks and accelerators.</i>	<i>Engage field SMEs on a virtual team to contribute to solutions development</i>
Obj. 3	<i>Create solutions marketing materials and target marketing, engage in external industry conferences, develop independent and partner identity</i>	<i>Create solutions lifecycle and define roles and responsibilities</i>	

Obj. 4	<i>Engage in a solution-oriented, services aligned sales motion. EPG/Services joint APO account plan for PPS/SE-aligned customer list and go to market together starting with BGA/AGA/BizInsight process</i>	<i>Manage IP for field consumption that is industry / vertical specific but not included in a formal solution</i>	
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Tier 1- Oracle Compete Strategy

Oracle Tier 1 Compete Strategy			
Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team	Evolve the organization’s Tier 1 delivery capabilities into a core competency.
Objective 1	<i>Develop targeted customer list of SAP/Oracle customers to replatform on SQL Server. Leverage DUET as a value-add for integration of Microsoft technologies with SAP.</i>	<i>Develop solutions showcasing Microsoft strengths against Oracle strongholds using our keystone products: SQL & PDW, SharePoint, BI, Dynamics.</i>	<i>Educate consulting and support resources to understand Oracle offerings and how to architect, deploy and support SQL in displacement scenarios</i>
Objective 2	<i>Drive ISV platform share shift/adoption - SQL/Windows + SharePoint. Develop partner message and build relationships in partner-managed spaces</i>	<i>Position Dynamics solutions in direct competition with Oracle PeopleSoft, Siebel, and E-Business Suite</i>	<i>Develop EPM and BI internal delivery teams and deprecate the current partner-driven model in this space</i>
Objective 3	<i>Change the market’s perception that Microsoft (SQL/Win) is a viable platform alternative for mission critical scenarios. Create customer evidence and Tier 1 reference desk</i>	<i>Position EPM, BI and SharePoint in direct competition with Oracle Primavera and Oracle EPM + BI</i>	<i>Grow technical consulting and support resources in DW and Application Modernization where we have very limited capacity today</i>
Objective 4	<i>Engage in awareness and industry/customer events to drive demand generation</i>		<i>Leverage GD to drive value proposition against Oracle compete</i>

Tier 1 Cloud Integration Strategy			
Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team	Evolve the organization’s Tier 1 delivery capabilities into a core competency
Objective 1	<i>Hire Public Sector SSSPs to work directly with EPG PPSs to drive Tier 1 deals in coordination with Cloud Practice and OCTO</i>	<i>Engage Azure POC Factory to demonstrate Tier 1 cloud capability and drive deal closure</i>	<i>Drive Azure FISMA compliance to resolution via WhiteSpace</i>
Objective 2	<i>Educate our sales force to identify Tier 1 cloud opportunities and engage customer conversations in the cloud around Azure, public cloud and private cloud offerings</i>	<i>Develop targeted architecture for mainframe modernization and workloads are well-suited to Azure</i>	<i>Leverage the Azure Platform Access program to provide curriculum-based consultant and PFE training</i>
Objective 3	<i>Develop Public Sector battle card for internal and competitive cloud offerings</i>	<i>Develop workloads on DCS / private cloud reference architectures</i>	<i>Develop Public Sector variant of Premier Managed Applications for Tier 1 deployments. Develop an Azure / private cloud support program that includes cleared resources</i>
Objective 4		<i>Create hydration scenarios for commonly deployed workloads. Demonstrate efficiency in infrastructure deployment that increases Tier 1 development velocity.</i>	<i>Engage GD resources for Azure scalability and cost efficacy</i>

Tier 1- MCP Strategy

Tier 1 MCP Strategy			
Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Maximize Tier 1 investments across Microsoft to accelerate the establishment of Microsoft Public Sector Services as a competitive and compelling Public Sector integrator of Tier 1 solutions.	“Embrace, Extend & Surround” existing Tier 1 mission critical systems using Microsoft solutions deployed via a world-class factory team	Evolve the organization’s Tier 1 delivery capabilities into a core competency
Objective 1	<i>Identify and approach PMC stakeholders in existing Tier 1 accounts - those hired, fired or measured by mission critical application uptime.</i>		<i>Develop WW Public Sector PMC capability and capacity. Solve for Public Sector classification concerns</i>
Objective 2	<i>Include PMC in every Tier 1 deal with GM approval required for exclusion</i>		<i>Develop Public Sector variant of Premier Managed Applications for Tier 1 deployments</i>
Objective 3			<i>Educate delivery resources on PMC offering to drive advocacy and engagement</i>

Tier 1 – Mission Applications Premier Support Plan

- Include MCP in every Tier 1 proposal.
- Compete head-to-head: Industry-leading support organization, Service Delivery Methodology, Worldwide 24x7 coverage, and guaranteed response times provide unparalleled support to Mission Critical environments, helping reduce downtime and business risk.
- Demonstrate Tier 1 capacity and capability to *proactively* anticipate prevent and resolve issues based on our existing record of accomplishment.
- Develop Premier Managed Applications (PMA) offering for Public Sector that meets Federal requirements.
- Develop Premier for Private Cloud offering leveraging DSE model.

Tier 1 – FY12-FY14 Business Goals & Metrics

FY12 Definition:

- The “Tier1 Wins” metric is a count of CP engagements associated with key Application Platform and BPIO products including products on Dominant Product list

Key Criteria:

- At least one project which specifies one of the Tier 1 Dominant Product values. This is referred to as a “Qualifying Project”.
- The total contracted hours across all qualifying projects must be 2,000 hours or more.

Primary Usage/Intent of Metric: Tier1 Projects are intended to support the company’s objective to position Microsoft and US Public Sector Services as the leading Application Platform provider in the

Enterprise and to increase market share against key competitors like Oracle/IBM/SAP. This metric is designed to measure Tier1 projects that are sold in FY12.

Dominant Products:

Dominant Products	
adCenter	SQL Server 2008 R2 DataCenter
BizTalk Server	SQL Server 2008 R2 Ent Edition
Commerce Server	SQL Server 2008 R2 PDW
Expression	SQL Server 2008 R2 Std Edition
Internet Information Services	Visual Studio Premium
SharePoint 2010 - Tier 1	Visual Studio Test Professional
Silverlight	Visual Studio Ultimate
SQL Azure	Windows Azure
SQL Server 2005	Windows Azure App Fabric
SQL Server 2008	

Issues and Observations:

- Dynamics and PMC are excluded from FY12 Tier 1 metric
- Azure wins over 2,000 hours can be double-counted
- Amendments to existing projects will not be counted in FY12

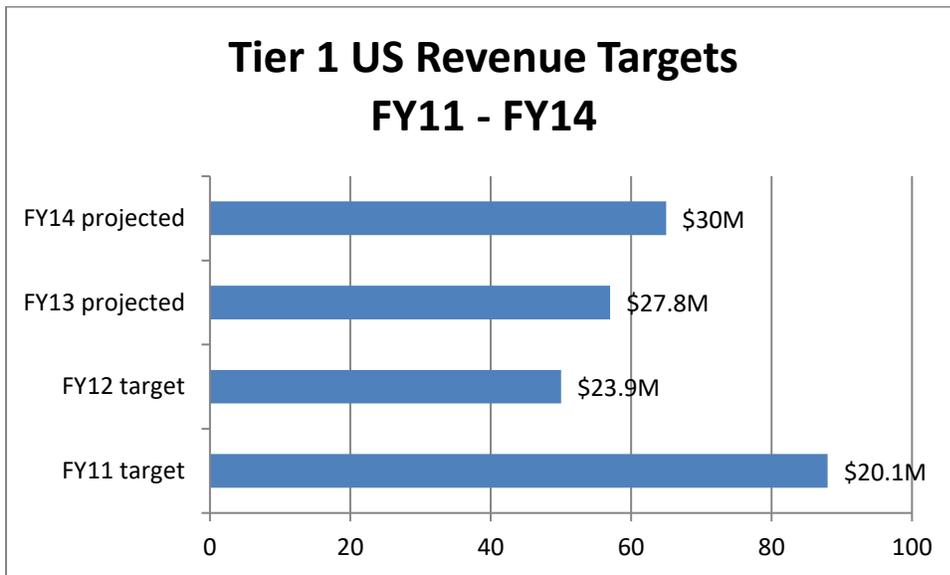
FY12 US Tier 1 Target - Approved:

Worldwide approved a metric of 50 Tier 1 wins for the US in FY12, representing a revenue target of at least \$24M. The FY12 target was determined based on the following calculations:

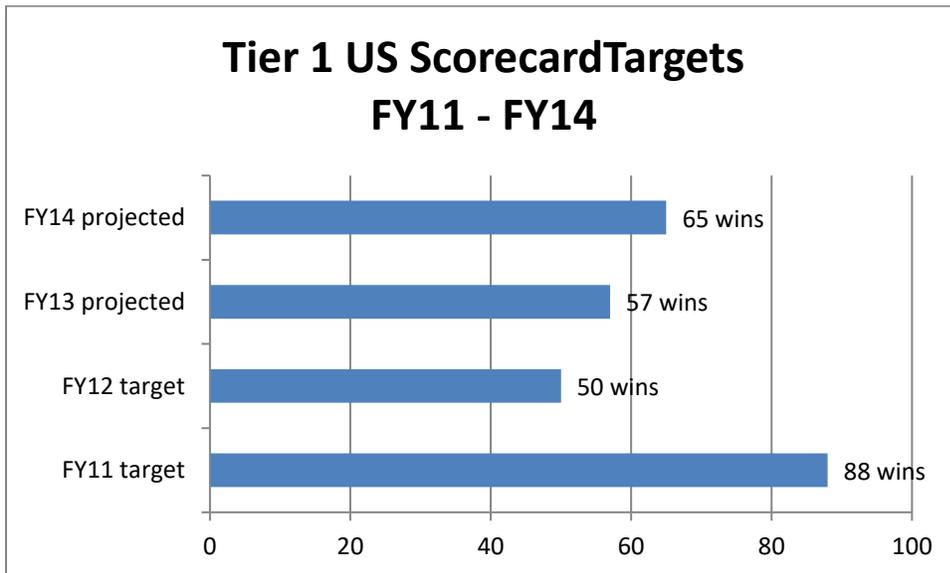
Approach	Calculations	Assumptions / Comments
FY11 Tier 1 wins through May	55	Total Tier 1 wins in Fy11 including Dynamics
Minus the number of wins which are <i>not</i> Dynamics	41	14 FY11 Tier 1 wins are Dynamics. Dynamics will not be included in Tier 1 in FY12.
Less number of wins due to Aggregated amendments	36	Less 5 Aggregated Amendments (8 amendments in total but 3 are Dynamics Amendments)
Including non-Dynamics deals in the pipeline	44.4	8.4 = 14 deals x 60% Weighted pipeline All FY11 non-Dynamics deals are at 60%
Growth Target	12%	In agreement with WW growth target

Total – US Metric	50	50 wins US Target
Total – US Public Sector Metric	25	25 wins anticipated Public Sector target, representing 50% of the MCS business* *as of writing, still in negotiation

FY11 through FY14 US Tier 1 Revenue Targets:

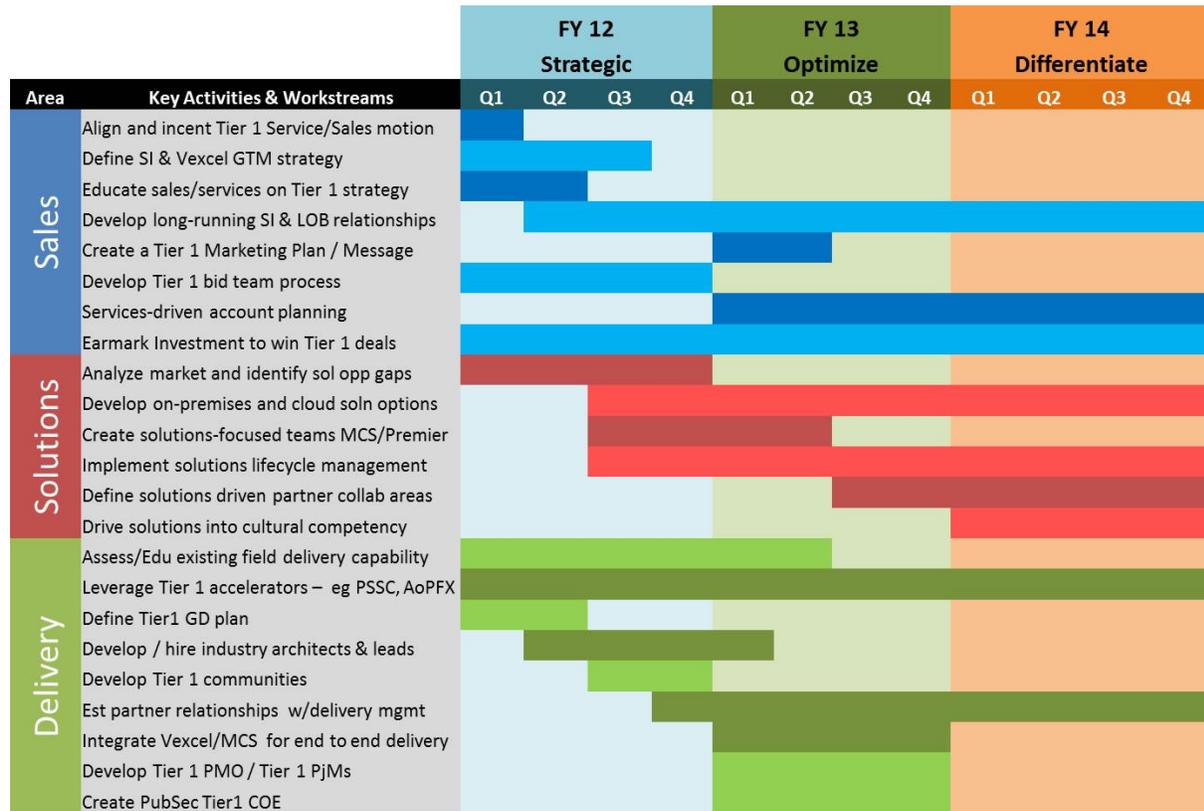


FY11 through FY14 US Tier 1 Metric Targets:



US Public Sector was responsible for 45 of the total 88 target wins in FY11. As of May, 2011 the metric had not yet been satisfied.

Tier 1: 3 Year Roadmap



Tier 1 “Wins”

FY11 Tier 1 deals were sold across the US Public Sector Services business in FY11, with particular velocity in the NSG region, although all regions successfully sold at least one Tier 1 deal. Impacting the aggregation of Tier 1 deals was the fact that many were classified as SL1 wins. Moving into FY12, with a US target of 50 Tier 1 wins, the business will need to continue to focus on driving many large deals across the regions.

FY11 Tier 1 aggregated wins as of 05/31/2011

- 1129050-NID-MPO-20101252-Agility *CL*
- 1315876-NYCOMB-20100840-SharePoint2010
- 1998985-NYSOCFS-20110281-CONNECTIONSPhase3
- 2038318-NSG-MID-20110012-CCF-CATS-Insider-Threat-0059**CL**
- 2083818-NSG-MID-INSCOM-20100745-OptYr1-0047**CL**
- 5151152-MARICOPA-20100643-MRIF-CRM
- 5359066-NSG-NID-GD-20101242-NGA NCE *CL*
- 6040824-NSG-MID-SOI-20100737-JITF CT *CL*
- 641195-VCA CENTCOM-20100531-TMT.*CL*
- 641306-LM-20100905-AFRICOM SQL Server 2008*CL*
- 641307-NETCONN-USFLEET-20080867-SP-MOD0014*CL*
- 652426-CPSC-INFO-20100880-RMS-PHASE2
- 7064402-NSG-HSD-20100481-ICE-HSCETC-10-J-00013-OCIO-PEO *CL*

9635373-NID-USP-20110168-EAST-CLIN91 *CL*
 9635373-NID-USP-20110168-WEST-CLIN91 *CL*
 9635373-NSG-NID-20100125-AVC-OY4**CL**
 FF-641195-Inforeliance-20100359-DISA-CIWS CRM SL5 *CL*
 FF-641307-NETCONN-Navy Portal Services**CL**
 FF-645311-VA-INS-20101032-PMAS
 FF-646453-CMMS-DHHS-LMCO-20100963-PROJECT-PROJECTSVR-SP
 FF-782090-NSG-HSD-20110089-CBP-TASPO-HSBP1011J00178 *CL*

Tier 1 “Asks”

- Hire 1-2 seasoned industry and competitive technology Tier 1 experts, similar to how we recruit EAs, to augment each of the services sales regional business development leads (3-6 total new Solutions Architects).
- Hire firm similar to Cortec to help formalize knowledgebase of Tier 1 sales and marketing IP
- Fund and develop a Solutions Lifecycle Management program

Deployment

Section Owner: Alex Bogdanovsky

The overall goal of the Deployment team is to lead USPS key customers to establish regular deployment cycles to enable quick activation and deployment of new Microsoft solution capabilities within 2 years of release or EA signing.

To achieve their goal, the team is working from the following strategies:

1. **Sales Strategy:** Position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SI’s and partners.
2. **Solutions Strategy:** Develop a targeted set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers.
3. **Delivery Strategy:** Scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction.

Summary Table

Deployment Team Plan			
Goal	Lead USPS key customers to establish regular deployment cycles to enable quick activation and deployment of new Microsoft solution capabilities within 2 years of release or EA signing		
Areas	Sales	Solutions	Delivery
Key Strategies	Position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SI’s and partners	Develop a targeted set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers	Scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction

Obj. 1	<i>Create a prioritized communication plan</i>	<i>Create a map of capabilities to align government mandates and priorities to Microsoft solutions releases and schedules</i>	<i>Deliver on key POCs and production jumpstarts with key customers</i>
Obj. 2	<i>Identify and invest into key POCs and production jumpstarts with strategic customers</i>	<i>Develop a Deployment maturity model and offerings that enable fast, low risk, affordable deployment</i>	<i>Create 3 best practices playbooks (MS deployment, Customer self-deployed, Partner deployed)</i>
Obj. 3	<i>Create an ongoing training process to drive value-based deployment sales with customers and partners</i>	<i>Assign dedicated resources to drive Microsoft product certification</i>	<i>Establish a deployment tracking capability to identify specific customers and completed deployments</i>
Obj. 4	<i>Create an incentive plan that rewards deployment</i>	<i>Assign ownership for deployment customer evidence</i>	
Obj. 5	<i>Engage the customer in deployment conversations during or immediately following their EA renewal</i>	<i>Assign ownership for TAPs for Public Sector projects</i>	

Deployment Sales Objectives

To position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SI's and partners, the Deployment team will complete the following:

1. Create a prioritized communication plan by x date that includes:
 - a. Current messaging needs, trainings and events.
 - b. A compelling need story that aligns with key government priorities and programs.
 - c. Proven Microsoft capabilities and solutions.
 - d. An ROI model that demonstrates value over time.
 - e. A process to evaluate customer needs and solution trends to continually update and change the communication plan.
 - f. Identify and develop key partner messaging collateral.
2. Identify and invest into key POCs and production jumpstarts with strategic customers.
3. Create an ongoing training process by x date for our services and product sales force to drive value-based deployment sales with customers and partners.
4. Create an incentive plan by x date for the internal sales force, SIs and partners that rewards deployment (regardless of Prime).
5. Create a strategy and workflow by x date that intersects deployment conversations with EA renewal. The goal is to engage the customer in deployment conversations during or immediately following their EA renewal.

Deployment Solutions Objectives

To develop a targeted set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers, the Deployment team will complete the following:

1. Create a map of capabilities by x date that align government mandates and priorities to Microsoft solutions releases and schedules, assign ownership of the map and identify a regularly scheduled maintenance process.
2. Develop a Deployment maturity model and associated solutions offerings by x date that enable fast, low risk, affordable deployment of required capabilities and assign ownership for on-going updates to the offerings.
3. Assign dedicated resources by x date to drive Microsoft product certification for Public Sector segments.
4. Assign ownership for deployment customer evidence by x date.
5. Assign ownership for the technology adoption program TAPs for Public Sector projects by x date.

Deployment Delivery Objectives

To scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction, the Deployment team will complete the following:

1. Deliver on key POCs and production jumpstarts with key customers according to dates and priorities identified in the Sales objectives.
 - a. Set targets for the number of POCs and production jumpstarts offered.
2. Create 3 best practices playbooks (MS deployment, Customer self-deployed, Partner deployed) that can be customized and updated by x date and includes:
 - a. Engagement framework, required roles and division of responsibilities.
 - b. Quality assurance criteria for delivery excellence.
 - c. Processes to measure delivery excellence and customer satisfaction.
 - d. A process and contractual framework to deliver solution IP to partners & strategic customers.
3. Establish a deployment tracking capability by x date to identify specific customers and completed deployments.

Win 7 Deployment Strategy

Win 7 Deployment Strategy			
Goal Areas	Sales	Solutions	Delivery
Key Strategies	<i>Position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SIs and partners</i>	<i>Develop a broad set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers</i>	<i>Scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction</i>
Objective 1	<p><i>Create a prioritized communication plan:</i></p> <ul style="list-style-type: none"> • Win 7 key to cyber-security initiatives • Key to meeting telework requirements • Key to meeting data-at-rest mandate • Webcast and YouTube videos • Integration with EPG marketing • Win7 Deployment Blog • Win 7 product certification story 	<i>Stand-up v-team of pubsec HiPos to drive alignment of mandates and capabilities and prioritize offerings development</i>	<p><i>Deliver on key POCs and production jumpstarts with strategic customers</i></p> <ul style="list-style-type: none"> • Work with ATU managers to identify key strategic Win 7 deployment customers
Objective 2	<i>Identify and invest into key POCs and production jumpstarts with strategic customers</i>	<p><i>Develop a specific list of deployment solutions:</i></p> <ul style="list-style-type: none"> • Win 7 Image Factory • Win 7 App Factory • Application rationalization • Win 7 direct access • Win 7 VDI 	<p><i>Create 2 best practices playbooks:</i></p> <ul style="list-style-type: none"> • Partner: Work with SI ATU to define key components for the partner playbook; pick an SI and a partner to collaborate with; engage with PSP program to incorporate key learnings; engage with SBD on developing a contractual framework • Customer: Engage with SBD and LCA for contractual framework; identify shareable IP; work with HiPo v-team to define needed IP
Objective 3	<p><i>Drive Win 7 value-based deployment sales by:</i></p> <ul style="list-style-type: none"> • Train 100% of services executives and account managers • Create prioritized targeted opportunity list • Create and distribute Win 7 partner collateral 	<p><i>Certification:</i></p> <ul style="list-style-type: none"> • Drive Win 7 & Win 8 FISMA certification through Whitespace 	<p><i>Establish mandatory tracking policy:</i></p> <ul style="list-style-type: none"> • Develop a SharePoint site to enable services PGMs to track Win 7 deployment • Mandate reporting • Analyze results and adjust marketing and sales campaigns accordingly.
Objective 4	<p><i>Create a Win 7 monetization plan for partners:</i></p> <ul style="list-style-type: none"> • Access to sequenced application repository, ability to resell for profit to customers • Executive quarterly conversation for deployment (regardless of prime) 		

System Center Deployment Strategy

System Center Deployment Strategy			
Goal Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SI's and partners	Develop a targeted set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers	Scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction
Objective 1	<p><i>Create a deployment maturity model</i></p> <ul style="list-style-type: none"> • <i>Emphasizes ROI at every phase</i> • <i>Clear roadmap from one phase to the next</i> • <i>Emphasizes security benefits</i> 	<p><i>Develop a set of offerings to take customers up the maturity ladder, to enable fast, low risk, affordable deployment</i></p>	<p><i>Delivery on key POC's and production jumpstart with key customers</i></p>
Objective 2	<p><i>Identify and invest into key POCs and production jumpstarts with strategic customers</i></p>	<p>Develop an automated deployment/hydratation capability for all system center products/common configuration scenarios</p>	<p>Execute a program to up-skill delivery and support personnel on the upcoming versions of System Center</p>
Objective 3	<p><i>Create an ongoing training process to teach SEs to articulate MCS competitive advantage and value add around SC. Incorporate 2012 capabilities messaging</i></p>	<p><i>Assign dedicated resources to drive Microsoft product certification</i></p> <ul style="list-style-type: none"> • <i>With Premier customers, enable the TAM to identify and manage delivery of selected deployment planning services</i> • <i>Create an EA Health Assessment</i> 	<p>Ensure that we track deployments of system center-based solutions for follow-on support and upsell opportunities.</p>
Objective 4	<p><i>Create an incentive plan that rewards deployment</i></p> <ul style="list-style-type: none"> • <i>Tie Partner incentives to Premier deployment planning services</i> • <i>Incentives Premier pull through</i> 	<p>Assign ownership for System Center TAPs and customer evidence</p>	

Partner and Services Adoption Strategy

Partner and Services Adoption Strategy			
Goal Areas	Marketing/Sales	Solutions	Delivery
Key Strategies	Position services as a strategic thought leader for removing deployment blockers, creating a compelling need message to drive value-based customer sales, and a monetization strategy for SI's and partners	Develop a targeted set of deployment offerings to enable high velocity, low-cost and low-risk deployment solutions, which meet accreditation demands of Public Sector customers	Scale deployment and support by leading teams of trained partners & SIs to provide the highest levels of delivery excellence and customer satisfaction
Objective 1	<p><i>Create a prioritized communication plan:</i></p> <ul style="list-style-type: none"> • <i>Emphasizes operational health</i> • <i>Emphasizes maintaining a current and relevant production computing environment</i> • <i>Emphasizes cyber security</i> 	<p><i>Expand our planning services and deployment assistance program</i></p> <ul style="list-style-type: none"> • <i>Create a customized offering that can be adjusted based on the customers EA</i> 	<p><i>Delivery on key POC's and production jumpstart with key customers</i></p>
Objective 2	<p><i>Identify and invest into key POCs and production jumpstarts with strategic customers</i></p> <ul style="list-style-type: none"> • <i>Leverage deployment planning services immediately following EA</i> • <i>Leverage deployment planning services immediately following gov. product accreditations and align with mandate requirements.</i> 	<p><i>Develop a Deployment maturity model and offerings that enable fast, low risk, affordable deployment</i></p> <ul style="list-style-type: none"> • <i>Create MCS certification program for EA deployment planning service</i> • <i>Create Partner certification program for EA deployment service</i> 	<p><i>Create 3 best practice playbooks (MS deployment, Customer self-deployed, Partner deployed)</i></p> <ul style="list-style-type: none"> • <i>Create 1 playbook that helps guide the customer through deployment planning</i> • <i>Create 1 playbook specifically for certified RA's which leverage in-depth knowledge of customer community</i> • <i>Create a 3rd playbook for partners as part of the certification program</i>
Objective 3	<p><i>Create an ongoing training process to drive value-based deployment sales with customer and partners</i></p>	<p><i>Assign dedicated resources to drive Microsoft product certification</i></p> <ul style="list-style-type: none"> • <i>With Premier customers, enable the TAM to identify and manage delivery of selected deployment planning services</i> • <i>Create an EA Health Assessment</i> 	<p><i>Establish a deployment tracking capability to identify specific customers and completed deployments</i></p> <ul style="list-style-type: none"> • <i>Include the TAM's assessment of support lifecycle</i> • <i>Leverage the Premier delivery plan</i>
Objective 4	<p><i>Create an incentive plan that rewards deployment</i></p> <ul style="list-style-type: none"> • <i>Tie Partner incentives to Premier deployment planning services</i> • <i>Incentives Premier pull through</i> 	<p><i>Assign ownership for deployment customers evidence</i></p> <ul style="list-style-type: none"> • <i>Leverage RA's for delivery of customized deployment planning offering</i> • <i>All RA's should be certified</i> 	

Industry Solution Areas

Section Owner: Francois Dunoyer

The goal for this area is to establish solutions in key areas to displace competitive technologies and services and take additional market share:

- Cyber Security
- Health IT
- Education
- Justice & Public Safety

Business Opportunities

Numerous opportunities exist for these emerging areas, including:

- **Cyber Security:** Federal investment in information security will increase to \$13.3 billion by 2015 at a compound annual growth rate of 9.1 percent, nearly twice the rate of overall federal IT spending.
- **Health IT:** State and local governments' spending on health IT will increase from \$7.6 billion in 2009 to \$9.6 billion in 2014, a compound growth rate of 4.6%.
- **Education:** Total government spend will increase from \$840B in 2011 to >\$1100B in 2016 with focus on: IT cost optimization; Consolidation & rationalization; Cloud-based services; Broadband and wireless services; & Content management.
- **Justice & Public Safety:** Remains a top priority for US and world governments. Well-positioned with solutions, IP and quals from NYPD to tap this growing market. IT market in US SLG alone is \$62.5B growing at 4.5% CAGR to \$67.5B.

5. Horizontal Operational Plans: Deep Dive into Strategies & Objectives

Four core operational areas deliver effective strategies and processes to support our short-term and long-term business priorities and growth:

- **People:** Drive and scale the business by attracting, developing and retaining the right team members, skill sets and leaders, enabling an agile workforce and rapid organizational growth.
- **Operations Management & Planning:** Implement a scalable operations model that makes our business easier to manage and improves the productivity and work experience of our people
- **Technical Strategy & Excellence:** Define, develop and implement the organizational technical strategy, including technical excellence, technical people, technical field enablement, and technical product impact.
- **Delivery Excellence:** Be recognized by our customers and the industry as the best in implementing and optimizing complex, high risk, technology solutions to the satisfaction of all stakeholders.

People

Section Owner: Larry Clark

The goal of this group is to drive and scale the business by attracting, developing and retaining the right team members, skill sets and leaders, enabling an agile workforce and rapid organizational growth.

To achieve their goal, the team is working from the following strategies:

1. **Workforce Planning Strategy:** Build and manage a short- and long-term workforce planning capability to balance our skills and leadership portfolio with business demand.

2. **Talent Acquisition Strategy:** Improve capacity of the recruiting process, while attracting a high caliber of diverse and targeted talent required by the growing business.
3. **People Development Strategy:** Provide a consistent rhythm of essential skills for people's performance in role, while investing disproportionately in the development of leaders and high-potential ICs to facilitate growth of the business.
4. **Employee Engagement Strategy:** Build a PubSec work experience "brand" with supporting activities that facilitate an emotional attachment, involvement, and commitment for the members of the PubSec organization.
5. **Workforce Governance Strategy:** Establish and manage the business with a set of workforce metrics and related governance model to track the health of the organization's workforce.

Workforce Planning Objectives

To build and manage a short- and long-term workforce planning capability to balance our skills and leadership portfolio with business demand, the PSX team will complete the following:

Strategic workforce planning (12-36 month window based on Business Plan)

1. Refine the workforce capacity model to align to key skill-sets and to each fiscal year of the operating plan by x date.
2. Create headcount projections (skills, management and overhead) for each fiscal year of the strategic plan (rolling 3 year workforce plan) by x date.

Operational workforce planning (6 mo. window based on GSX data & skills data)

3. Refine the existing MCS workforce-planning model to enable data-driven decisions (e.g. include financial and other business impact metrics related to workforce planning).
 - a. Ensure consistent implementation of the existing WFP process by x date.
 - b. Add business impact metrics to the data set by x date.
4. Add Premier data set to the MCS workforce-planning model by x date.
5. Improve data integrity for operational workforce planning by 80% by x date (inaccuracies, omissions, etc.).
6. Create a quarterly review process to assess the validity of the strategic workforce plan against the operational workforce plan data by x date.

Talent Acquisition Objectives

To improve capacity of the recruiting process, while attracting a high caliber of diverse and targeted talent required by the growing business, the PSX team will complete the following:

Capacity

1. Achieve average run rate of x hires per month for all of FY13:
 - a. Reduce time to hire to eight weeks by x date.
 - b. Increase average applicant pool per position by x% by x date.
 - i. Explore career pathing with CTS, et al.
 - c. Improve funnel metrics by x% by x date:
 - i. Design a set of competency-based question scripts to assess potential employee skills, acumen, and experience for various stages prior to finals day interviews by x date.

Quality/Caliber

2. Create a sourcing plan to attract more experienced industry talent and thought leaders into the candidate pool.
 - a. Create and implement a targeted search model for key positions (depth model).
 - b. Create (breadth model).

Diversity

3. Analyze the US labor force statistics and apply Microsoft diversity goals to create a candidate pool list for key markets, defining their unique diversity make-up and requirements by x date.
4. Create a sourcing plan based on the candidate pool list for each market to find, and attract candidates in each region by x date.
5. Measure the effectiveness of the matrix and sourcing plan against aggregate organizational candidate pool by x date.

People Development Objectives

To provide a consistent rhythm of essential skills for people's performance in role, while investing disproportionately in the development of leaders and high-potential ICs to facilitate growth of the business, the PSX team will complete the following:

IC Technical Readiness *(TBD with Larry/Darryl)*

1. *TBD: Develop an objective to include the following:*
 - a. *Balance of field and experiential learning?*
 - b. *Technical content required per level per technology.*
 - c. *Performance support?*
 - d. *Events (TechReady, etc.).*
 - e. *Modality strategy*

IC Professional Development

2. Onboarding: Reduce time to customer-ready by x% by x date.
 - a. Define the customer ready profile by role.
 - b. Implement a formal on-boarding process that trains to the readiness profile.
 - c. Implement an assessment process to test readiness against profile (level 2 validations).
3. Implement Career Stage Profile (CSP)-based role readiness roadmaps by x date.

Implement a Program-based Delivery Model for Professional Development

4. Define "rhythm-of-readiness" schedule for the delivery of all professional and technical core development activities by x date.

Develop a pipeline of Ready-now Successors for current and future Leadership Positions

5. Implement a Leadership Academy that includes the following components:
 - a. A formal sponsorship model for program admittance.
 - b. Structured learning tracks (includes manager job skills, general management and leadership curricula) 10%.
 - c. Mentoring and coaching plan 20%.
 - d. Stretch assignments 70%.
 - e. Leadership assessment process (assessments + tools).

Employee Engagement Objectives

To build a PubSec work experience “brand” with supporting activities that facilitate an emotional attachment, involvement, and commitment for the members of the PubSec organization, the PSX team will complete the following:

1. *Need to create ...*

Workforce Governance Objectives

To establish and manage the business with a set of workforce metrics and related governance model to track the health of the organization’s workforce, the PSX team will complete the following:

Workforce Metrics

1. Develop a dashboard of leading and lagging indicators to measure the health of workforce planning and development by x date.

ROB

2. Implement a monthly and quarterly rhythm of review for workforce metrics and related people projects/initiatives.

Operations Management & Planning

Section Owner: Larry Clark

This cross-organizational group is responsible for the business processes that occur at an organization level, including the infrastructure needed for:

- Day-to-day business operation (business model, contracting, support, finance, etc.)
- Communications
- Organizational Planning & Reporting
- Rhythm of the business (governance model, determining what gets tracked, measuring success, status reporting, operational functions required and decision making approval and support).

The goal of the group is to Implement a scalable operations model that makes our business easier to manage and improves the productivity and work experience of our people.

To achieve their goal, the team is working from the following strategies:

1. **Governance Strategy:** Create a scalable business model with planning cadence that allows us to build the infrastructure required by the organization in the coming x months that integrates intelligently with our partner teams and groups at Microsoft.
2. **Scheduling Strategy:** The right meetings with the right people on the schedule in advance.
3. **Communications Strategy:** Simple, clear and streamlined internal and external communications.
4. **Business Intelligence& Reporting Strategy:** Apply deeper insights to better serve our customers.

Governance Objectives

To create a scalable business model with planning cadence that allows us to build the infrastructure required by the organization in the coming x months that integrates intelligently with our partner teams and groups at Microsoft, the team will complete the following:

1. Work with the People team to create a blueprint for determining: practice creation, organizational divisions, growth requirements and skill/talent requirements.
2. Define a matrix (clear swimlanes) by x date that overlays PubSec business functions with overall MS business functions and clarifies SLA's between PubSec and other groups (such as USES) + in/out scope responsibilities, etc.
3. Define an operational model by x date internal to PubSec that defines the boundaries and policies of each business/region, outcome management, resource and headcount management, accountability for operational processes, cross-group ownership definition and support structure (admin, biz management, finance/ops, people, Marcom, etc.).

Scheduling Objectives

To ensure the right meetings with the right people on the schedule in advance, the team will complete the following:

1. Create, integrate, own and update the all-up ROB.
2. Make meetings simpler and easier to prepare for by refining our prioritized list of the required regularly scheduled business meetings (when), business data (what) and attendees (who) required by the organization and create an optimized cadence schedule of meetings (fewest number of meetings required to eliminate redundancy and standardize reporting requirements) by x date.
3. Create a spreadsheet template by x date that includes the take-away decisions and action outcomes from each meeting.

Communications Objectives

To ensure simple, clear and streamlined internal and external communications, the team will complete the following:

1. Work with the organization to ensure the case study and evidence system implemented by the organization includes the following types of information
 - a. Create a template that includes: Customer; mission; specific solution & outcomes; impact on constituents (numbers = money saved, time, etc. + human interest = lives saved, people/community impact, etc.); elevator pitch (key story); product pull through; service revenue; BIF/other biz investment; further information contact.
2. Create a self-service, centralized, push SharePoint portal of touch point internal communications and data with each constituent organization by x date.
 - a. Create a schedule by x date of prioritized touch points required by each group along with required timelines.
 - b. Create and organize a SharePoint portal by x date with required dashboards, categories, groups and touch points (including asks per quarter and how communication is rolled out externally).
 - c. Publish the site and processes of the portal by x date and plan for refresh after biz meetings.

Business Intelligence & Reporting Objectives

To apply deeper insights to better serve our customers, the team will complete the following:

1. Create the ability to automatically generate custom report queries required by each group by x date:

- a. Evaluate existing tools by x date to identify: Which tools are already there? What data is being collected? What's data is missing? How can the tools be automated to ensure requirements are included for each report type, including: financial, operations, workforce planning, CPE, and recruiting.
- b. Create a change management process for all tool and process changes by x date.

Technical Strategy & Excellence

Section Owner: Darryl Schaffer

The goal of this group is to define, develop and implement the organizational technical strategy, including: technical excellence, technical people, technical field enablement, and technical product impact.

To achieve their goal, the team is working from the following strategies:

1. **Voice of Customer Strategy:** Ensure that Microsoft product capabilities and services offerings meet the requirements of US Public Sector customers.
2. **Technical Vision Strategy:** Establish the necessary methods and processes to collaboratively and systematically develop and bring to market services offerings and solutions which address the needs of the US Public Sector customers, while establishing Microsoft US Public Services as a technology thought leader.
3. **People Strategy:** Intentionally grow individual technical and professional capabilities and foster communities to meet business priorities and customer demand.
4. **Excellence Strategy:** Drive standard delivery methodologies, solutions and offerings to ensure consistent and repeatable results, while balancing predictability and innovation to meet customer needs.
5. **Growth Strategy:** Enable the organization to achieve business and technical goals by driving and optimizing standardized solutions and offerings; supporting immediate business needs; and planning for new business models and capabilities.
6. **Field Enablement Strategy:** Ensure the organization has the knowledge, IP and tools to achieve their business and sales goals by setting and communicating "technology" vision.

Voice of the Customer Objectives

To ensure that Microsoft product capabilities and services offerings meet the requirements of US Public Sector customers, the team will complete the following:

1. Insert here ...

Technical Vision Objectives

To establish the necessary methods and processes to collaboratively and systematically develop and bring to market services offerings and solutions, which address the needs of the US Public Sector customers, while establishing Microsoft US Public Services as a technology thought leader, the team will complete the following:

1. Establish a process and framework for discovering, assessing, and prioritizing potential offerings and solutions.
2. Develop a standardized approach to developing offerings and solutions that enables the sales process, delivery excellence, solution support, and field readiness; and promotes awareness through internal and external marketing.
3. Establish a process and tools to drive a culture of secure IP harvesting, management, and reuse

4. Identify Partner offerings, solutions, and delivery capabilities to compliment Public Sector services offerings and drive feedback into the PSP program
5. Establish a process to develop and maintain readiness roadmaps for US Public Sector Services resources
6. Establish PubSec as the industry thought leaders in Tier 1, Cloud, and Deployment solutions

People Objectives

To intentionally grow individual technical and professional capabilities and foster communities to meet business priorities and customer demand, the team will complete the following:

1. Generate individual passion for technical excellence and growth
 - a. Understand the capability we have
2. Track of skills and certifications for all roles using existing tools (RoleGuide) and measure by role and level
 - a. Understand the capability we need
 - b. Identify technical resource needs based on Workforce Planning (Backlog and Sales pipeline)
3. Identify future technical resource needs based on product and industry trends
 - a. Implement intentional readiness
 - b. Define formal (ILT/VIL) training investment based business needs in cooperation with USES stakeholders
 - c. Develop a program to drive OJT through mentoring, shadowing, TQR – fostered through community
4. Early industry hire/MACH program to develop capability
 - a. Enable Communities as a readiness engine
5. Use “curriculum based approach to drive community”* - enable readiness and communities

Excellence Objectives

To drive standard delivery methodologies, solutions and offerings to ensure consistent and repeatable results, while balancing predictability and innovation to meet customer needs, the team will complete the following:

Drive Standardization and Productization by:

1. Creating a standard set of objectives and KPIs
2. Envisioning, defining and consistently measuring “Excellence” including drivers such as a consistent customer experience, market penetration and deliberate market capture
3. Developing, delineating, highlighting and communicating a well thought out delivery framework and playbook
4. Instituting a feedback mechanism to drive self-correction and offering improvement
5. Developing standardized reporting and dashboards on KPIs along with appropriate communication strategies
6. Defining key communication lines and mechanisms, both internal and external, to foster integration and awareness
7. Adopting an approach to enhance offerings YOY based on changing customer needs

Balance predictability and innovation by:

1. Adopting a deliberate sales and delivery framework based on market research and identified areas of interest that drives intentional account penetration

2. Defining and adopting a well thought out Innovation Framework to drive strategic vs. opportunistic solution and offering creation to move the market segment
3. Creating an idea framework that fosters the development of creative ideas and solutions, while providing a measured approach to reviewing and selecting efforts to be pursued.

Growth Objectives

To enable the organization to achieve business and technical goals by driving and optimizing standardized solutions and offerings; supporting immediate business needs; and planning for new business models and capabilities, the team will complete the following:

1. Insert here ...

Field Enablement Objectives

To ensure the organization has the knowledge, IP and tools to achieve their business and sales goals by setting and communicating “technology” vision, the team will complete the following:

1. Establish a solutions catalog that articulates the value prop of the solutions
2. Create Readiness Roadmaps for Public Sector solutions
3. Create intentional technical training by role and responsibility and measurement to ensure field readiness
4. Formalize technology training and readiness programs
5. Create a scalable infrastructure mechanism (leverage) (iterative University) to allow for continued growth and readiness
6. Formalize the process and training to onboard partners

Delivery Excellence

Section Owner: Larry Clark

Working with related groups, the mission for this team is to create high stakeholder satisfaction (customers, project teams, MCS, partners and sales) and increased MCS business performance by continually improving delivery quality through the advancement of; our delivery management community, delivery disciplines and skills, methodologies, communication, processes and tools.

To achieve Delivery Excellence we will:

- Help customers realize their full potential through accelerated adoption and productive use of Microsoft technologies
- Consistently meet customer project expectations resulting in high stakeholder satisfaction
- Hire, develop and retain the best professionals in our domain
- Consistently apply and develop the best delivery practices in the industry
- Manage business risk and enable profitable growth for MCS via portfolio programs

The goal of this group is to be recognized by our customers and the industry as the best in implementing and optimizing complex, high risk, technology solutions to the satisfaction of all stakeholders.

To achieve their goal, the team is working from the following strategies:

- **Service Delivery Role Alignment & Enablement Strategy:** Build and train the Services communities to utilize industry-leading practices and processes. Enable our people to deliver high quality services.

- **Service Delivery Execution Strategy:** Leverage experience and IP to drive innovative and consistent support and delivery methodologies in every Services interaction to enable consistency, efficiency and quality.
- **Evaluation & Continuous Improvement Strategy:** Drive continuous improvement and organizational performance by consistently measuring and evaluating the results to drive systemic improvements.
- **Portfolio Management Strategy:** Assess and manage the growth, health, quality and composition of our services portfolio to enable decision makers to impact outcomes and improve business performance.

Service Delivery Role Alignment & Enablement Objectives

To build and train the Services communities to utilize industry-leading practices and processes and enable our people to deliver high quality services, the team will complete the following:

Community

1. Achieve xx% score for community impact on participants' perception of improved job performance.
2. Achieve xx% active participation.

Role Alignment

1. Define what delivery management roles we must have in the US Services organization.
2. Clarify existing DM role scope and integration points

Readiness

1. Comprehensive accreditation/validation program in place for all DM roles
2. Assess gaps in role readiness and implement road map for DM roles
3. Validation levels map to portfolio risk

Service Delivery Execution Objectives

To leverage experience and IP to drive innovative and consistent support and delivery methodologies in every Services interaction to enable consistency, efficiency and quality, the team will complete the following:

KM (100%)

1. Reusable delivery management IP to ensure that successful ideas/solutions/lessons learned that can then be applied to all Services engagements.

Methodology

1. Continue to advance our execution methodologies and ensure they are integrated across the Services life cycle for all engagements.
2. Implementation is appropriately scaled across the entire portfolio (100%) of engagements.

Tools

1. Comprehensive set of DM performance support tools
2. Influence DM infrastructure (MSIT, WW, ES)

Evaluation & Continuous Improvement Objectives

To drive continuous improvement and organizational performance by consistently measuring and evaluating the results to drive systemic improvements, the team will complete the following:

1. Create a closed-loop feedback system for continuous improvement.
2. Ensure 100% of Services engagements have a structured evaluation protocol. (Appropriately scaled to engagement size and complexity).
3. Analysis, reporting & communicating engagement lessons learned and improvements.

Portfolio Management Objectives

To assess and manage the growth, health, quality and composition of our services portfolio to enable decision makers to impact outcomes and improve business performance, the team will complete the following:

1. Define the engagement portfolio metrics required to measure portfolio health across the Services organization.
2. Ensure accurate data capture and reporting systems exist to support the required portfolio metrics
3. Every manager with delivery portfolio responsibility has a relevant portfolio health dashboard that rolls up to all levels in the organization.

6. Using the Strategic Plan in the Business

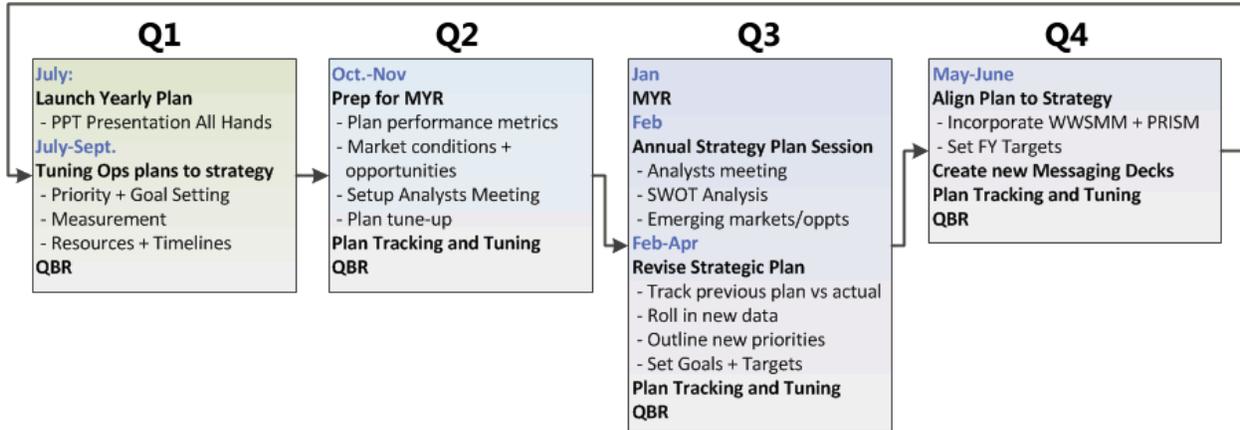
Section Owner: Larry Clark

The purpose of this Strategic Plan is to increase the efficiency and decision-making capabilities of the organization, not burden the group with additional meetings and collateral activities. In that vein, the plan will best be used to:

- Inform quarterly business review meetings by establishing a regularly scheduled communications and information rhythm.
- Set team goals and targets.
- Collect and analyze actual performance data.
- Make decisions on future group direction and priorities.

The goal of this v1.0 version of the strategic plan is to begin utilize the plan in line-of business operations. The plan is basic now and will continue to grow over time (as need, groups changes and usage dictate). Plan usage at first might be awkward and require additional effort and time to implement. Employing the plan now in current line-of-business operations will be

The following Rhythm of Business shows how the plan will be used at key times within the quarterly calendar:



Revising and Approving Plan Changes

To review, update and approve plan changes, the needed actions are as follows:

1. Appoint a Strategic Plan owner. This individual will be responsible for:
 - a. Creating a governance plan (change management process) for the Strategic Plan.
 - b. Maintaining the plan ROB and maintenance schedule.
 - c. Defining the “triggers” that indicate needed plan changes or review.
 - d. Maintaining the master plan document and master plan ppt deck (and associated SharePoint assets).
 - e. Creating change schedules and assigning ownership responsibility and timelines for each section of the plan as well as tracking progress against the schedule.
 - f. Reporting strategic plan status.
 - g. Communicating plan changes.
2. Additional operational personnel may be required to:
 - a. Analyze and research current marketplace conditions and changes.
 - b. Report internal conditions and changes that effect the plan and group.
 - c. Conduct competitive, partnership and technology analyses.
 - d. Conduct SWOT analyses on current and future business priority areas.
 - e. Conduct scenario planning opportunities (“What If” test case scenarios).
 - f.
3. The Leadership Team and section owners will be responsible for the following:
 - a. Setting plan goals, strategies and target measures.
 - b. Measuring actual performance against the plan.
 - c. Changing course on plan direction and priorities.
 - d. Reviewing and approving plan changes according to the governance plan.
 - e. Identifying emerging growth areas each fiscal year.
 - f. Checking appropriate dashboards and heat maps to assess the health of the organization according to the plan.
 - g. Reviewing commitments at the GM level.

7. Strategic Plan Next Steps

Section Owner: Larry Clark

The effort to develop this plan has been tremendous, with widespread participation, enthusiasm, and thought leadership by several individuals throughout the organization. This team effort has produced

several tangible results in a short period of time. Despite the great effort, more work needs to be done to complete remaining portions of the plan and incorporate the plan into regular business cycles.

Must Complete Steps

The following is a list of next steps to complete plan sections and begin to follow the proposed ROB schedule:

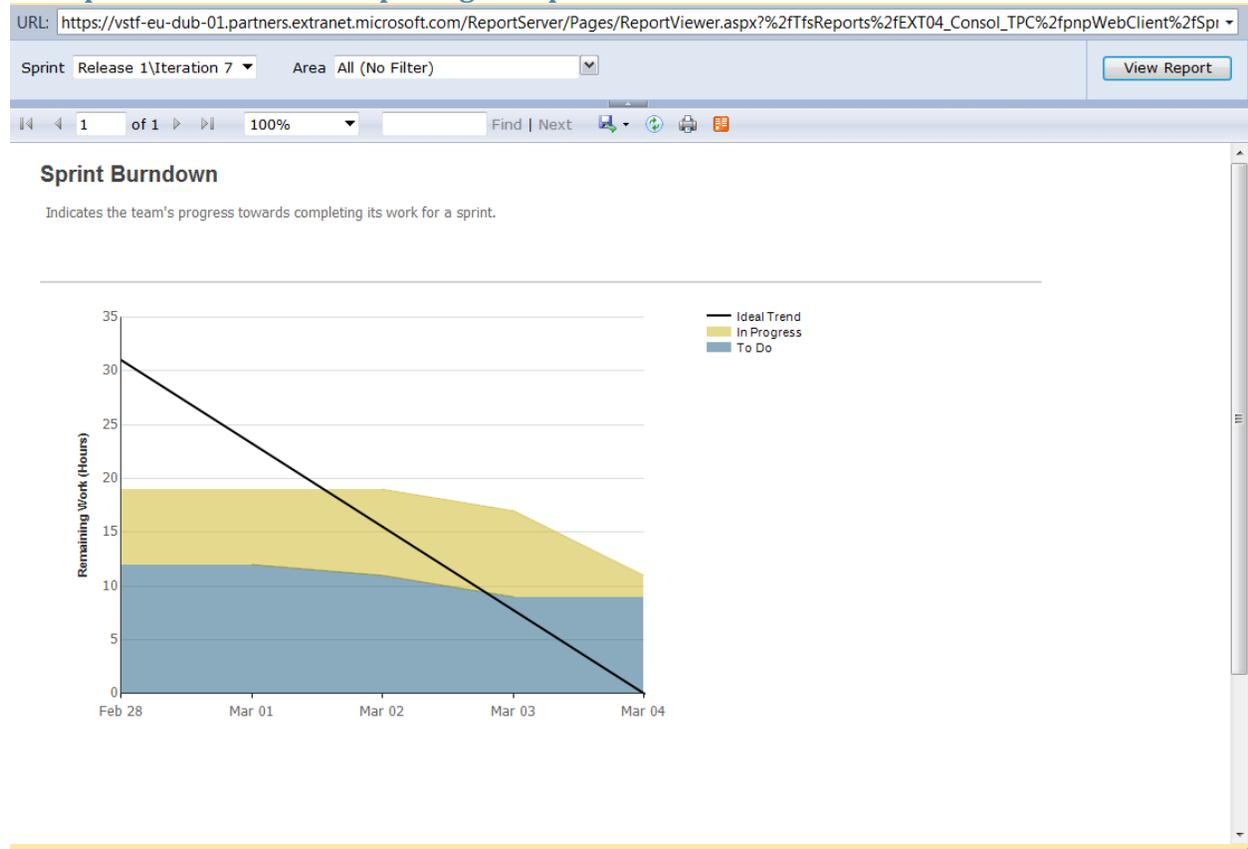
1. Complete Vertical Priority areas:
 - a. Cloud, Tier 1, and Deployment priorities are nearly complete. The following work needs to be done to complete these areas:
 - i. Review and revise each area to ensure consistency and accuracy.
 - ii. Further break-down strategy objectives into actionable items.
 - iii. Assign personnel, timelines and priorities to each actionable item.
 - iv. Develop the ROB calendar for each team.
 - v. Measure and track actual performance against the plan.
 - b. Industry Solution Areas: This is a newly defined tier. Time needs to be spent:
 - i. Developing goals, strategies and objectives.
 - ii. Targets and priorities need to be set.
 - iii. Actionable items need to be created, assigned and tracked.
 - iv. Develop the ROB calendar for each team.
2. Complete the Operational horizontal tiers. To-date, each tier has been drafted at a high-level. These draft were completed before completing the vertical tier goals. The recommendation is to first complete the vertical tier plans, and then:
 - a. Review the existing strategies and objectives created for each operational area.
 - b. Revise the strategies to support the business objectives and needs of the vertical tier groups.
 - c. Break down objectives into actionable items.
 - d. Assign personnel, timelines and priorities to each actionable item.
 - e. Develop the ROB calendar for each team.
 - f. Measure and track actual performance against the plan.
3. Develop Financial and Plan Tracking criteria. Currently there are several methods, metrics and pivots used to assess the state and health of the business. We need to agree upon a common set of financial metrics we can use repeatedly to assess the state of the plan, set future targets and analyze group health.

Optional Steps

The following are optional steps that will help the group save time, create efficiencies or consistent messaging:

1. Develop the ROB down to the team level and add to a combined group calendar.
2. Create consistent decks for individual teams to be able to socialize the ideas they've developed (and message group and plan goals consistently).
3. Create a Partner strategy. Each team will have a different partner strategy depending on the business, opportunities and market conditions. In this iteration of the plan, we haven't had time to fully develop partner strategies with each of the groups.
4. Create Vexcel strategy. A group-wide strategy for partnering with Vexcel is appropriate. Partnering with Vexcel could also be a part of each team strategy.
5. Identify Voice of the Customer programs

Example: Executive-level report against plan:



Example: Individual Contributor Dashboard

The screenshot shows the 'My Dashboard' in pnpWebClient. It features a left-hand navigation pane with sections like 'View All Site Content', 'Team Web Access', 'Dashboards', 'Reports', 'Documents', 'Lists', and 'Process Guidance'. The main content area is divided into three sections: 'My Tasks', 'My Bugs', and 'My Test Cases'. Each section contains a table of items with columns for ID, Priority, State, and Title. The 'My Tasks' section shows 114 results, with one selected. The 'My Bugs' section shows 91 results, with one selected. The 'My Test Cases' section is partially visible. On the right side, there is an 'Important Dates' section with a list of items categorized by status (e.g., Done, New, Ready For Test, Removed).

Example: Excel Used to Update Task Status and Database

The screenshot shows a Microsoft Excel spreadsheet with a table of bug data. The table has columns for ID, Work Item, Severity, Title, Assigned To, State, and Changed Date. A yellow circle highlights the 'Publish' button in the 'Table Tools' ribbon. The data in the table is as follows:

ID	Work Item	Severity	Title	Assigned To	State	Changed Date
3	31488 Bug	High	Time out causes the JS Error "Object doesn't support property of method index" in loading the requested data		New	5/25/12
4	31490 Bug	High	Summary of Reminders not being updated correctly when a Reminder is Fulfilled		New	5/25/12
5	31531 Bug	Medium	Reminder does not show up in summary reminders pane when reminder miles is less than 500 miles of odometer read	Christopher Bennage	New	5/25/12
6	31532 Bug	Medium	Remove or rename Country Data's which has special characters in profile region list	Christopher Bennage	New	5/25/12
7	31533 Bug	Medium	Disappearing Chart page		New	5/25/12
8	31489 Bug	Medium	Inconsistent Zip code validation when user changes country		New	5/25/12
9	31447 Bug	Medium	On a deploy release site error messages are not informative when trying to saving an incomplete form on the "Compl	Christopher Bennage	New	5/24/12
10	31486 Bug	Medium	In VSTS F5/CTRL-F5 404 occurring in Getting Favicon.ico for various scenario's		New	5/25/12
11	31487 Bug	Medium	Adding more than 10 vehicles - button should be disabled		New	5/25/12

Example: Writing a Query to Collect Plan Data

Save Query Run Type of Query: Flat List (Default) View Results Column Options

And/Or	Field	Operator	Value
	Team Project	=	@Project
And	State	=	Ready For Test
And	Work Item Type	=	Bug
Or	Work Item Type	=	Task

* Click here to add a clause

Save Results Refresh Open in Microsoft Office Column Options

Query Results: 6 items found (1 currently selected).

ID	Work It...	Title	Assigned To	State
28451	Task	Pass through TODOs. Remove or address	Larry Brader	Ready For Test
29499	Task	JS Lint Cleanup	Larry Brader	Ready For Test
29778	Task	Remove JsonRequestBehavior.AllowGet	Larry Brader	Ready For Test
29784	Task	Rename certain classes for consistency		Ready For Test
31445	Bug	Fix script for deploying site - expecting Modernizr		Ready For Test
31524	Bug	remove modernizr-1.7.min.js from Scripts directory in M...		Ready For Test

Example: Query Result

Save Results Refresh Open in Microsoft Office Edit Query Column Options

Query Results: 9 items found (1 currently selected). The query has been modified.

ID	Work It...	Severity	Title	Assigned To	State	Changed Date
31488	Bug	2 - High	Time out causes the JS Error "Object doesn't support property of method index" in loadin...		New	5/25/2011 2:54:46 PM
31490	Bug	2 - High	Summary of Reminders not being updated correctly when a Reminder is Fulfilled		New	5/25/2011 1:22:38 PM
31531	Bug	3 - Medium	Reminder does not show up in summary reminders pane when reminder miles is less then...	Christopher Bennage	New	5/25/2011 3:34:54 PM
31532	Bug	3 - Medium	Remove or rename Country Data's which has special characters in profile region list	Christopher Bennage	New	5/25/2011 4:37:32 PM
31533	Bug	3 - Medium	Disappearing Chart page		New	5/25/2011 4:47:15 PM
31489	Bug	3 - Medium	Inconsistent Zip code validation when user changes country		New	5/25/2011 1:22:52 PM
31447	Bug	3 - Medium	On a deploy release site error messages are not informative when trying to saving an inco...	Christopher Bennage	New	5/24/2011 7:43:12 AM
31486	Bug	3 - Medium	In VSTS F5/CTRL-F5 404 occurring in Getting Favicon.ico for various scenario's		New	5/25/2011 1:21:35 PM
31487	Bug	3 - Medium	Adding more than 10 vehicles - button should be disabled		New	5/25/2011 3:55:14 PM

While Team Foundation Server would probably not be useful to the group “right-out-of-the-box,” our initial estimate is that 1-2 months of customization would be initially required to “tweak” the workflows and associated data to be useful to the group and produce the tracking and reporting required to measure Strategic Plan results. Our recommendation is to:

1. Develop the initial system customizations and use the tools to track first year performance against plan.
2. Plan to use the tools for the first 4-6 months and develop a list of fixes and changes (based on actual group usage). Plan approximately one month for additional development and changes.
3. Repeat one more time as appropriate (if needed).

The contact within the Patterns and Practices group is Steve Elston, steveel, Content Publishing Manager, US-Developer User Education. The group is currently considering a book on using Team Foundation Server. There may be a terrific tie-in with their book, and your group needs as a test case scenario. There could be a big WIN/WIN for PubSec, Patterns & Practices and Microsoft as a whole if the

groups collaborate on this potentially game-changing tracking system.

Appendix A: Strategic Plan Contributors

The following people helped to drive the technical and operational content and direction of this strategic plan:

Plan Owners	Role	email
Larry Clark	Plan Owner	lclark
Mark Protus	Consultant	v-markp
Liz Russell	Consultant	v-lizru

Steering Committee	Role	email
Larry Clark	Owner	lclark
Scott Miller	Owner	scottmil
Darryl Schaffer	Owner	darrylsc
Jim Hsu	Owner	jameshsu
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Aaron Bishop	Core	aaronbi
Andrew Harnett	Core	aharnett
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Erik Hohender	Core	erikhohe
Jim Lee	Core	jimmlee
Mark Dowd	Core	mdowd
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Adam Nowak	Core	adamn

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Cloud Team	Role	email
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Jim Lee	Contributor	jimmlee
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Ashu Chatterji	Contributor	aschatte
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Dana Brigman	Contributor	danabrig
Jeff Beane	Contributor	jbeane
Jeff Huckle	Contributor	jhuckle
Leo Escoto	Contributor	leescoto
Michael Hatheway	Contributor	michat
Scott Thompson	Contributor	scot
Zaheer Tanveer	Contributor	zaheert

Core Biz Team	Role	email
Scott Miller	Owner	scottmil

Appendix B: All-up Organizational Issues

The following issues have been raised by all groups as needing to be handled at the organizational level:

Focus

Based on the strategies presented here (growth, threats, and opportunities), *are there things that the organization will NOT do in the future in order to achieve its growth plans?*

A strategy, plan or decision matrix needs to be developed to determine when to:

1. **Accept or pass** on certain types of assignments based on some criteria?
 - a. Size of a particular engagement?
 - b. Technology involved?
 - c. Expertize required?
 - d. Importance of client or solution?
 - e. Innovative opportunities?
2. **Leverage partners** to deliver certain strategies?
3. **Own deployment:** When to own all or part of the deployment (maybe just taking on the solution strategy or architecture) and how to prime deployment that includes, PM, delivery, etc.
4. **Influence deployment:** Create customer pull/demand to drive deployment; need to track engagement, quality; support deployment solutions from partners/implementers

As part of our focus, a related question is: *What are we doing RIGHT and need to keep doing the same?* The organization has grown by leaps and bounds – what are the aspects of our business that remain core to the organization?

Service Offerings

A need has been expressed by all the groups to have a **menu of service offerings** that:

1. Can be delivered at a fixed cost.
2. Are optimized for particular configurations creating reliable, repeatable solutions.
3. Offer alternatives to lower-cost competitors.
4. Are solution centric (as opposed to product-based sales packages).
5. Can be sold all or in part by partners/SIs (utilizing them as a virtual expanded sales force).

Reusable Solutions Library

While there are several ways in which solutions and IP are reused at MS, there is a consensus that contributing to and using a solution library should be part of all engagements. In addition to archival functions, the system should include:

1. A method for entering, searching and reusing good strategies and solutions (for particular engagements and technology implementations).
2. Reusing code and IP from custom solutions.
 - a. Tagging that code with any related security concerns that would bar or restrict reuse in particular cases.
3. A dedicated resource with the responsibility to ensure system population, maintenance, usage and support.

Evidence and Case Study Ownership

In marketing and selling solutions and strategies, all groups want to be able to utilize a ready library of client success stories, case studies and other supportive evidence. They would like to be able to show how industry needs were solved by Microsoft technology and solutions and the related positive impact of those engagements.

The groups feel this information needs to be created and updated regularly. For the library to be effective, it needs to be owned by a group or individual whose mission is to make sure the right information is being created, updated, maintained, timely and accessible.

Deployment Incentives

There should be a compensation model created that aligns sales and deployment (EPG + services sellers + delivery + partners) and rewards deployments (driving conversation to importance of deployment regardless of who implements).

Appendix C: FY11 Market Conditions

Impact on delivered revenue is less acute as the funding is ultimately released. However, the tendency is for some agencies to reduce funding for each increment, requiring intense value selling to take share from other programs. Some IC agencies have instituted cuts as deep as 20% across the board until the uncertainty is resolved.

Fiscal Environment: Record Deficits:

There are record deficits at all levels of government:

- **Federal:** US Federal government is running a \$1.5 Trillion dollar deficit, cutting areas like Defense by \$100B.
- **State and Local:** \$122.2B in State and Local Governments across 47 states must be reconciled before end of June '11. State deficits persist despite \$75 billion in spending cuts and \$33 billion in tax increases over the past two years. State furloughs are prevalent. There is a real risk of state bankruptcies and municipal defaults. Last November, the financial market hammered municipal bonds when these fiscal challenges became apparent and when Congress chose to end the Build America Bonds program. Ever since, there has been talk of state bankruptcies and municipal defaults.
- **Education:** Most education budgets are on life support, having cut all non-student related costs with many states targeting teacher salaries & benefits for reduction.

Budget Uncertainty

- **Political:** As a result of the Fall 2010 election, 87 newly elected Republicans took control of House on a spending-reduction platform. This is causing intense pressure to cut deficit spending at all levels of government.
- A formal budget has not yet been adopted for the current government fiscal year which began October 1, 2010. The House extended government funding through April 8th with an additional \$4 billion in cuts, for an overall reduction of \$10 billion.
- **Uncertainty Workarounds:** Uncertainty in budgets is creating a need for contracting officers to fund ongoing work in increments as small as 30 days or even two weeks, in the case of some intelligence community customers. This is true even with mission critical programs. Instead of funding a 5 month \$1 million renewal for example, the customer may fund \$200k each month. In addition, our customers are developing contingency plans in the event of a government shutdown.
- **State and Local:** State pension obligations of \$3 trillion are creating tough decisions and unrest, putting pressure on the states to cut employee benefits or face steep cuts in operational budgets. This has already lead to demonstrations of government employees in some states.

Market Contraction

- In February, the House passed \$60 billion in cuts, though this is unlikely to pass the Senate in this form. Most Federal and State and Local Gov't. agencies seek to cut contractors to save employees' jobs. Most analysts' best guess is that the Federal budget will shrink 2% relative to inflation the next X FY.
- The House seeks to cut at least \$60B from budget for FY11 before approval.
- *Federal:* All of our Services growth in this sector is coming from taking share and differentiating our value propositions and competitive bids increasing our cost of sale. Assume a -4.7%

contraction in addressable market through 2012 (inflation adjusted) and Defense spending cut by \$100 billion in the next 5 years.

- *State & Local Gov't.*: Are suffering from a reduced tax base and unemployment burden with \$12 billion deficit running across 47 states. Despite adopting \$75 billion in spending cuts and \$33 billion in tax increases over the past two years, the states will have to trim another \$175 billion over the next few years. This will result in a flat addressable market; -0.5% compound annual growth rate through 2015 (inflation adjusted).

Spending Shifts

- Discretionary Freeze
 - A 3 year, \$387B freeze on Federal discretionary spending has been implemented.
 - Federal stimulus tails off rapidly in 2012 severely impacting State and local Governments.
 - Education funding is strictly for ongoing operations—most new projects need quick ROI and Federal grant funding.
- Budgets Shifting Outside IT
- Mission and business area spending has increased 10% per year since 2001 at the cost of infrastructure and IT budgets.

Microsoft Services Impact

- Federal budgets will likely not be approved until late FY11/FY12. This will require a surge in sales, B&P, contracts, ops and people.
- Impact on delivered revenue is less acute as the funding is ultimately released. However, the tendency is for some agencies to reduce funding for each increment, requiring intense value selling to take share from other programs. Some IC agencies have instituted cuts as deep as 20% across the board until the uncertainty is resolved.
- Growth by taking share means competitive bids and selling value with long business development and sales cycles.
- Sales and contracting motions see increased volume as States are required to put contracts out to bid. In some cases, contracts above \$250k must be competed. This increases risks and cost of sale for NWS. “New new” programs are typically delayed.
- Federal customers are funding in 15-30 day increments due to budget uncertainty. Incremental funding requires new task orders and contract renewals, greatly increasing transaction volume in our contracts and operations motions.

Payment in Arrears

- Demand for this is increasing from Government customers. This will require a change to our model at a worldwide level.

LOB/Mission Critical Solutions

- Mission-enhancing capability replaces infrastructure cost savings as dollars flow out of infrastructure O&M.
- Premier value proposition resonates exceptionally well in a time of tight budgets and has some insulation because the sole source argument is easier for customers to make. That said decreased funding puts pressure on sales motion and upselling on renewals.
- A 20% “haircut” standard to fund line of business needs

Existing Contract Vehicles

- Discretionary spending in existing contract vehicles is often a source of “new new” IT program funding from which unsolicited consulting projects are financed. In the Federal space, this work is often already owned by SI’s. New work is often delayed months at a time until the smoke clears in Congress.

Appendix D: SWOT Analysis

The following SWAT analyses were completed at the first Strategic Planning offsite.

Tier 1 Apps SWOT Analysis	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Low cost TCO 2. Ability to support 3. Value 4. ESP ↔ tier 1 5. Agile development 6. Partner network 7. SDL 8. SDC 9. SharePoint as Trojan horse 10. End-to-end solutions 11. Global Delivery 12. Broad application platform <ol style="list-style-type: none"> a. ISV ecosystem 13. Customer relationships 14. Quality and reputation in delivery 15. Unmatched support 	<ol style="list-style-type: none"> 1. No CMMI 2. Unknown in apps space 3. Compliance (FISMA, etc) 4. Referencable projects 5. Market messaging/perceptions 6. Experience of workforce 7. Deployment of ESPs 8. Compensation 9. Don't support solutions very well 10. PG-EPG experience 11. Evangelizing capabilities of existing MSFT platforms (SharePoint, etc) 12. Critical mass of people who understand LOB – SMEs 13. Customer relationships 14. Inability to monetize IP, don't know how to evangelize it 15. Our SW portfolio is thin on LOB applications 16. Influencing SIs 17. Focus predominantly on CIO, not biz 18. What is our value to SIs?
Opportunities	Threats
<ol style="list-style-type: none"> 1. Deployment options for cloud 2. Take share through low TCO 3. Datacenter consolidation 4. PMA-Premier managed apps 5. Policy changes – OMB 6. Aging legacy systems 7. Aging of people supporting apps 8. Lack of secure solutions 9. Need a Trojan horse for CRM/ERP disruption 10. Integrated identity management 	<ol style="list-style-type: none"> 1. SIs 2. Perception of security weakness 3. Status quo on legacy apps 4. Budget tightening 5. Moving to O&M away from new-new 6. Entrenched vendors/solutions

Cloud SWOT Analysis	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Money (R&D, investment, etc.) 2. Factory team talent, reputation for success with customers 3. Experience (BPOS, Live@edu Hotmail, LiveID, etc.) and lessons learned 4. Market share of certain workloads today, e.g. messaging, collaboration 5. One of first in market 6. Breadth of cloud services 7. People 8. We are pervasive in the industry 9. Strong PubSec brand 10. Premier SDM and other offerings 11. Great solution (Services) 12. Identity 13. .NET framework 14. CRM 15. Mature product (office 365) 16. Partners 17. Developers 18. Choice 19. Demand 	<ol style="list-style-type: none"> 1. Lack of coordination (Sales, Deployment, Ops Support) 2. MSFT own worst enemy: Too many owners, Understaffed, unresponsive, CSAT 3. Price point 4. Intentional selling 5. Lack of compliance and standards support 6. Understanding of all cloud based services (both internal and external) 7. Role clarity 8. Lack of brand recognition and solution awareness 9. Azure roadmap evolving 10. Regulatory compliance 11. Transition to O365 12. Sales readiness particularly around Edu 13. Workforce planning 14. CSAT 15. Continuing sales process 16. Role confusion 17. MPD not integrated w/ Services 18. Market taker 19. Marketing 20. Cost to migrate
Opportunities	Threats
<ol style="list-style-type: none"> 1. Budget and austerity measures forcing customers to evaluate cloud-based services 2. Ability to capture a large portion of the market fast: wide open 3. Capitalize on government’s focus on efficiency and cost savings—turn \$ into mission capability 4. Capture non-customers (e.g. breadth) 5. SIs switch from on-premises to cloud—ownership or capture of existing funding 6. Growing demand <ol style="list-style-type: none"> a. Budget constraints b. Optimization c. Shared services 7. Dissatisfied customers on competitive platforms 8. Social networking phenomena 9. Consumerization of IT 10. Large segment of IT workforce retiring 11. Consortium model for economically challenged orgs 12. Demand for citizen services (transparency) 13. Healthcare 14. JPS 15. Cybersecurity 16. live@edu, RttT 	<ol style="list-style-type: none"> 1. GOOG, AMZN 2. Price point 3. Brand recognition 4. Technology/service offering 5. SIs 6. EMC/VMware/Cisco for private cloud 7. Security (impact of a breach), standards, compliance, trust 8. Displaced customer workforce (political) 9. New entrants to market 10. Customer perception & awareness 11. Competitors like GOOG, AMZN, AAPL, VMW, Salesforce 12. Public perception of security 13. Public brand perception 14. Lack of access to business owners 15. CIO alienation 16. Threat to IT livelihood 17. Premier, MCS mission confusion 18. Competitor pricing 19. Developers (there’s an app for that) 20. Devices impact our integration 21. We control very little (BPOS)

Deployment SWOT Analysis	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. People 2. Factory team 3. Partner network 4. Integrated solutions/better together 5. Products support tier 1 and cloud solutions 6. Customer relationships 7. In-depth knowledge of MS tech 8. Customer knowledge and presence – deep awareness 9. MSFT SW/cloud platforms 10. Direct relationships with customer (USAF vs. USN/HP) 11. Open, frank feedback culture, ability to adapt 	<ol style="list-style-type: none"> 1. App compatibility 2. Certification and compliance 3. Labor costs 4. Low \$ revenue = low priority for sales 5. Efficient deployment is not a focus/priority 6. Lack of services alignment with some of the key customers 7. Randomization 8. Inability to capture deployment ROI 9. EA process can hinder deployment (ATU license) <ol style="list-style-type: none"> a. Services viewed as impediment to EA sale 10. Lack of FISMA, HIPPA, SIPPA, etc. compliance 11. Internal business processes 12. Services sales, BD structure <ol style="list-style-type: none"> a. Tools b. Contract/prime c. Legacy processes and EA models 13. Lose relevance
Opportunities	Threats
<ol style="list-style-type: none"> 1. EA Sales and renewal integration 2. Product EOL 3. Link to tier 1, cloud, security 4. Focus on virtualization, consolidation, cost reduction drivers 5. MSFT EA legacy software is good enough—services optimizes what customer already has in EA 6. Budgetary environment; IT drives efficiencies/effect/cost savings 7. Cloud is the oppy—deploy onramps to cloud 	<ol style="list-style-type: none"> 1. SIs are gatekeepers for O&M and deployment <ol style="list-style-type: none"> a. Need model to monetize deployment 2. Customer competing priorities <ol style="list-style-type: none"> a. Need to tell the story about capability alignment to priorities 3. Perceived risk and cost versus benefit <ol style="list-style-type: none"> a. Need offerings optimized for cost and risk 4. Good enough mindset 5. Competing products 6. Low operational maturity 7. SI interest across purposes 8. Gov budgetary environment 9. Competitors and partners with MS skillsets at lesser rates