

Finance at Microsoft - An Inside Look

Joel Freedman
Chief Financial Officer
Microsoft Canada

Agenda

- Finance/IT Partnership
- Leveraging Technology – 2 Case Studies

How Microsoft Finance Drives Shareholder Value

Vision: Elevate the role of the finance organization to be leaders in shareholder value creation for Microsoft

BUSINESS INSIGHT

PERSONAL LEADERSHIP



BUSINESS EXCELLENCE

Finance/IT Partnership

Clear definition of roles and responsibilities

Finance (Business Ownership)

- Sustainable Compliance
- Effective reporting
- Strong internal controls
- Improved processes
- Productivity gains
- External leadership
- People development

Solutions Delivery (Stewardship)

- IT advocate
- Investment steward
- Connect and balance stakeholders
- Balance current and long term
- Disciplined management
- Continuous improvement
- Simplification
- Reduce number of applications

IT Center of Excellence (Technology Ownership)

- *Leading Role*
 - Technical Strategy
 - Design
 - Build
 - Test
 - Support
- *Supporting Role*
 - Envision
 - Deploy
 - Measure Results

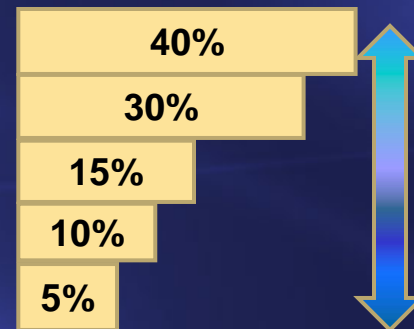
IT Investment Criteria

Weight each project based on the same measures

Executive Sponsors / IT Partners



Weighting of Drivers via
Pair-wise Comparison
(preliminary MBC
example)



Project level weighting /
development of POR

is	MBC - Data Quality 67.5961%	MBC - Self-Service 13.036%	MBC - CPE 6.5778%	MBC - Productivity 12.7901%
OEM Channel Incentives - Jump Start (OEM Funded)	Extreme	Strong		
CLP Engine Updates for Online Customer Business Center	Moderate	Low	Moderate	Moderate
Mid-Market Relationship Process (MMRP)	Extreme	None	Strong	Moderate
Customer Business Center (CYP Portal Consolidation)		Extreme	Strong	Low
SMS&P IR (sub of Sales Transformation)	Strong			Moderate
MSPP Solution Finder Marketplace		Extreme	Moderate	Low
MSPP Campaign Builder		Extreme	Moderate	Low
MSPP Partner Learning Center		Extreme	Moderate	Low
MSPP Partner Membership Center	Extreme	Strong	Moderate	Moderate
MSPP Portal/Newsletters/Scorecard	Strong	Extreme	Moderate	Moderate
IS CRM (Funded by SMSP)				Extreme
Managed Partner Workbench				Strong
MSPP-PYP Integrations and Innovations		Strong	Moderate	Moderate

Strategic Imperatives

Defining Strategic Driver &
Impact Statements

Weighting of Drivers

IT Investment Criteria

ROI
10%

Strategic Driver
65%

Risk
25%

Strategic Imperative

Items	MBC - Data Quality 67.5961%	MBC - Self-Service 13.036%	MBC - CPE 6.5778%	MBC - Productivity 12.7901%
OEM Channel Incentives - Jump Start (OEM Funded)	Extreme	Strong		
CLP Engine Updates for Online Customer Business Center	Moderate	Low	Moderate	Moderate
Mid-Market Relationship Process (MMRP)	Extreme	None	Strong	Moderate
Customer Business Center (CVP Portal Consolidation)		Extreme	Strong	Low
SMS&P IR (sub of Sales Transformation)	Strong			Moderate
MSPP Solution Finder Marketplace		Extreme	Moderate	Low
MSPP Campaign Builder		Extreme	Moderate	Low
MSPP Partner Learning Center		Extreme	Moderate	Low
MSPP Partner Membership Center	Extreme	Strong	Moderate	Moderate
MSPP Portal Portal/Newsletters/Scorecard	Strong	Extreme	Moderate	Moderate
IS CRM (Funded by SMSP)				Extreme
Managed Partner Workbench				Strong
MSPP-PYP Integrations and Innovations		Strong	Moderate	Moderate

ing / R



Leveraging Technology - Case Studies

1. Managing complex compliance processes

IT Strategy

- Initial compliance application – Agile development with quick solution
- Second compliance application – Full build of asp.net application customized for SOX compliance
- Leverage existing tools - Issue Manager, Consensus, LiveMeeting
- Next iteration - a solution to support multiple compliance requirements, likely on SharePoint with some custom build

SOX 404 Compliance

Purpose

- Centralized repository
- Integrated risks and control objectives
- Visibility to ownership, workflow assignments
- Flexible security model

The screenshot displays the SOX Compliance software interface. At the top, there is a navigation bar with the SOX Compliance logo and the text "Microsoft's Sarbanes-Oxley Compliance Site". Below this, there are several dropdown menus for "SOX Reference Material...", "SOX Compliance Reports...", and "Site Administration...". The main content area is divided into two panes. The left pane, titled "SOX Hierarchy", shows a tree view of the SOX 404 hierarchy, including categories like "Other Cycles", "Business Group Close", "Corporate Close", "Budgeting", "Consolidated Analysis Process", "Disclosure Controls and Procedures", and "Redmond". The right pane, titled "Home > SOX Details", shows the details for a specific control activity (Node ID: 58325). The control activity is titled "T1-CEO Certification meeting is held quarterly...". The description states: "CEO Certification meeting is held quarterly. The deliverables discussed at this meeting are distributed in advance and in the minute's evidence presentation of the information at the CEO Certification meeting. The aim of the meeting is to provide the CEO, review the 10-Q and supplemental information provided, and to answer CEO questions. Nothing is 'approved'". The control activity is owned by Frank Brod and monitored by Frank Brod. The control reference is T1-1.20. The control activity is a key control and is high risk. The control activity is associated with the following financial statement assertions: Completeness (checked), Restricted Access / SOD (unchecked), Cutoff (unchecked), Presentation (checked), Accuracy (checked), Validity (checked), and Valuation (unchecked). The control activity is a quarterly control activity. The application is not specified. The application comments are not specified.

Technologies :

- Office 2007 templates
- SQL Server 2005
- SQL Reporting Services
- ASP.NET web services

SOX Dashboard



SOX Compliance | Finweb | DocMan | WebJE | Recon Manager | Issue Manager | SODA

Home

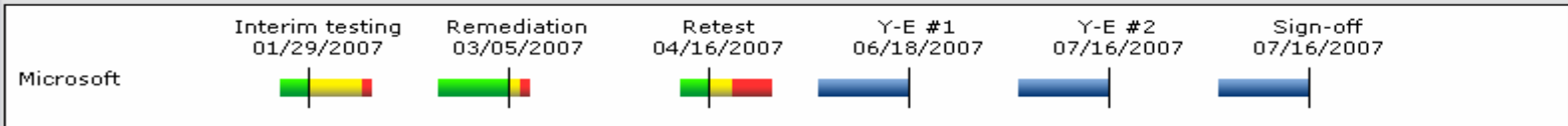
Privacy Statement

>>

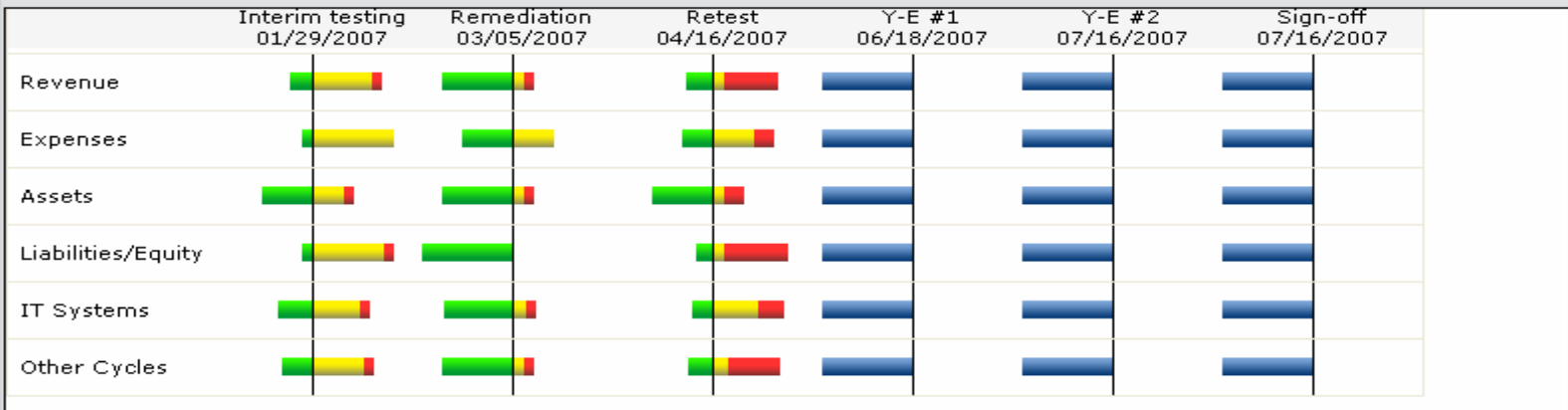
Milestones

T
R
E
E

Microsoft



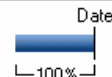
FSClazz



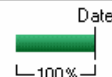
About the Milestones Report

- Milestones are tied to due dates. In the Milestone report these due dates are represented by vertical lines. Items that are not due yet (blue), or which were completed by a due date (green), are represented as being prior to the due date. Items completed after a due date (yellow), or which are overdue (red), are represented as being completed after the due date. Each horizontal band of color represents 100% of the work items to be completed for the category. [More...](#)

Blue:
Not completed
and is not due.



Green:
Completed on or
before the due
date.



Yellow:
Completed after
the due date.



Red:
Not completed
and after the
due date.



- Example:**



This example starts by showing work items that are on track. Once the due date is reached any uncompleted work items are shown as red; as these items are completed they change to yellow.

Evolving Compliance Objectives

- **Leverage compliance information; SOX404, SOX302, ERM, FCPA, PCI, HIPAA**
- **Automate assessments and mapping**
- **Common tool**
- **Lower TCO**

- One Compliance
- Strategic Objectives
- Risk Assessments
- Frameworks
- Control Activities
- Controls Assessment
- Issue Management
- Reports

View Finweb RSS Feeds

Overview

OneCompliance is an integrated GRC platform that supports compliance with multiple regulations and standards. The platform covers the Sarbanes-Oxley, ERM, and Internal Audit requirements. However it will be developed to allow for other compliance requirements such as: PCI, GLBA, HIPPA or internal policies. The Platform will allow users to assess risks, document frameworks, identify and test controls, track deficiencies and create reports on them. The main benefit of OneCompliance is allowing different groups to leverage each other's work, such as testing a control once and using that test in multiple instances.

OneCompliance Framework



OneCompliance Resources

- ### Training
- SOX404
 - ERM
 - PCI
 - ISO
 - FAQ

Compliance Contacts

- OneCompliance: Ramadan Chokr
- Sarbanes-Oxley: Marilee Byers
- ERM: Brad Jewett
- Internal Audit: Kendall Tieck

Compliance Initiatives

- Accelerator: Derick Campbell
- OCI: Steve Cloherty
- Compliance Quest: Tom Gemmell
- PCI matters: Michael Lumia

My Tasks

Actions		View: All Items
Title	Total	
Controls Not Tested ! NEW	15	
Control Objectives With no Control Activities ! NEW	7	
Risks Not Mitigated ! NEW	2	
Open Issues ! NEW	12	
S302 Survey Completed ! NEW	No	

- OneCompliance
- Strategic Objectives
- Risk Assessments
- Frameworks
- Control Activities
- Controls Assessment
- Issue Management
- Reports
- Libraries
 - Processes
 - Risks
 - Control Objectives
 - Control Activities
 - Issues

OneCompliance > Frameworks > SOX404 Hierarchy

SOX404 Hierarchy

Create View Report on Frameworks

SOX404 Hierarchy | Ramadanc (owner)

- Microsoft
 - > Revenue
 - > Expenses
 - > Assets
 - > Liabilities/Equity
 - Other Cycles
 - BG Close
 - Client
 - Journal Entry
 - Journal Entries a
 - (1) JE.s Inc
 - JE.s
 - (Con
 - (2) Rouni
 - (Contro
 - Journal
 - (Cor
- IT Systems
 - General Computer Controls
 - Infrastructure IT - O/S
 - Security Update
 - CO2:Modi
 - (Control O

OneCompliance
Control Activities

New Item | Edit Item | Delete Item | Manage Permissions | Workflows | Alert Me

Control Number	48228
Title	MSIT-INFRA-OS-PATCH-MGMT-SMS-02 -New and changes to OS
CA Description	MSIT-INFRA-OS-PATCH-MGMT-SMS-02 -New and changes to OS security updates are appropriately tested prior to implementation into the production environment.
Frequency	Daily
Control Owner	Jeremy Young
Date Tested	
Test Details	
Test results	
Tester	
SOX CO	CO2:Modifications to Production Servers via the Server Patch and IPAK Update Process
PCI Requirement	Testing of all security patches and system and software configuration changes before deployment

Created at 11/26/2007 5:07 PM by Ramadan Chokr
Last modified on 11/28/2007 10:19 AM by Ramadan Chokr

Close

- > MSIT-INFRA-OS-PATCH-MGMT-SMS-02 -New and changes to OS security updates are appropriately tested prior to implementation ... (Control Activity)
- > CO1:New and changes to OS security updates are appropriately tested prior to implementation.... (Control Objective)

Legends:
 Green = Control Activity is tested
 Red = Control Activity is not tested

2. Performance management

Business Challenge

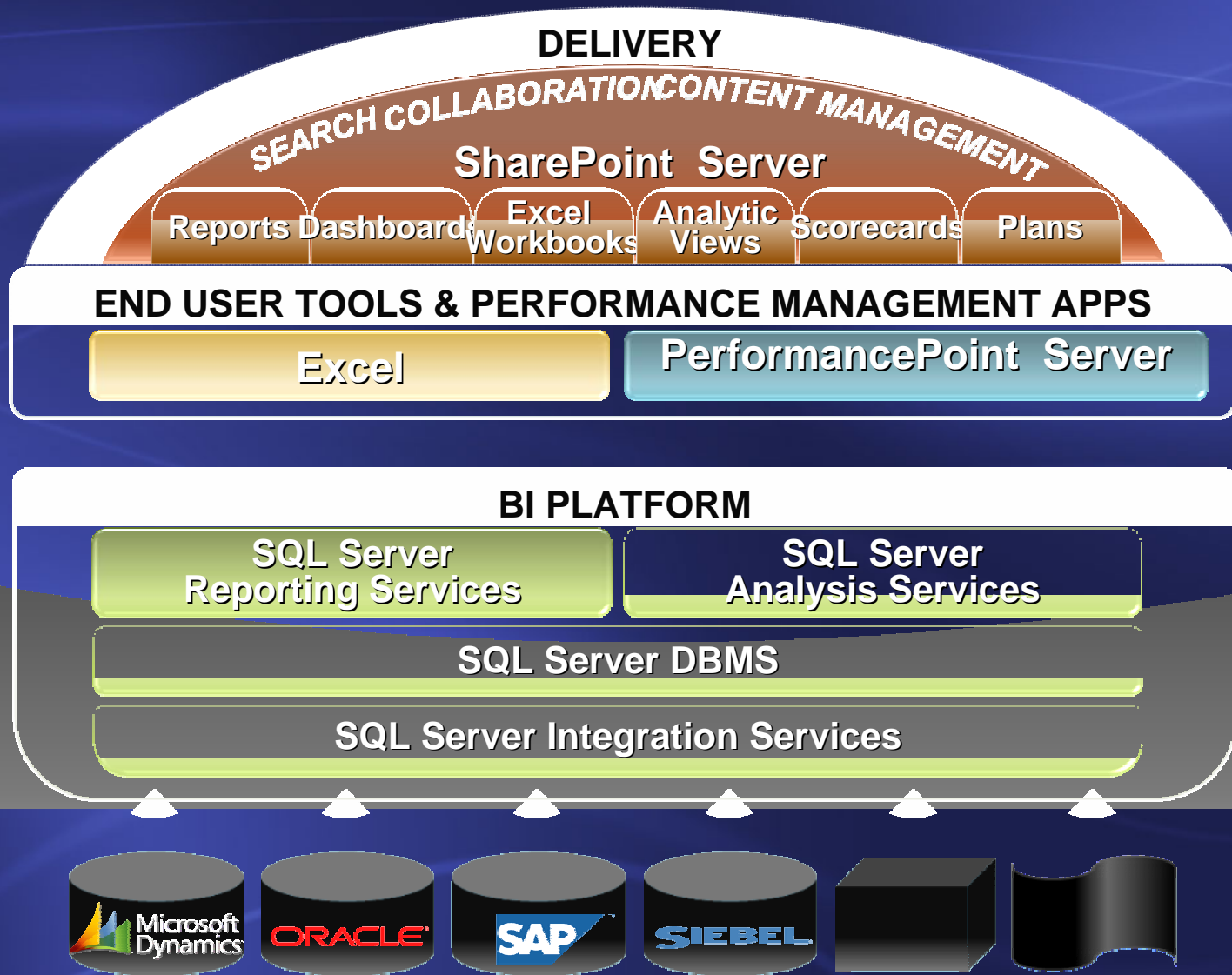
- **Silo environment vs. a unified view of financial performance**
- **Inconsistent data definitions and sources**
- **Customized, sometimes offline reporting**
- **Analysis vs. data-gathering**

Objectives, Guiding Principles & Tenets

Objectives	Guiding Principles	Tenets
Integrated... standard reporting across the organization	Right information, right hands, right time	<ul style="list-style-type: none"> • Consistent performance drivers and accountability • Stable metrics and reporting • Information is align to strategy and driving decisions • Right time processing and availability of reporting • Take advantage of global time zones and geography
Reliable... single master data source & taxonomy	Discipline at the core, flexibility at the edge (Enabling agility with discipline)	<ul style="list-style-type: none"> • Guaranteed data quality and integrity of Financial Reporting • Define & Implement common control standards • Centralize governance and change management • Enterprise consensus around definitions & methodologies
	One Source of Management Information	<ul style="list-style-type: none"> • Single Finance vision aligned to the business • Single version of the truth for finance reporting • Common definitions, data accuracy and quality
Powerful... world-class tools & simple workflow	Role based productivity and satisfaction	<ul style="list-style-type: none"> • A balanced approach to reporting creating and analysis • Simplify and automate report generation • Ability to manage and respond to change efficiently
	Leverage Microsoft BI technologies	<ul style="list-style-type: none"> • Deploy integrated solutions • Align system investments with strategy

Core Finance Platform

Agile and integrated platform



MS Sales BI

This Site: MS Sales BI

- MS Sales BI
- SMSG Reports
- Warehouse Reports
- Basic Revenue Views
- RPS Reports



MS Sales BI Report Center

- MS Sales
- Publish Schedule
- MS Sales Training
- Legal Notice
- Documentation
- Preferences

Welcome to MS Sales BI

MSSales BI currently houses the following reports:

SMSG Reports -

These standard reports are relevant to users at the Subsidiary level as well as at Corp and to be used during recurring processes such as Close, ROF, ROB, CFO Review, Weekly Flashes. In addition, MS Sales data will be available for the first time through ProClarity, allowing for enhanced "live" analytic capabilities through clear visualization of data via decomposition trees, bar charts, and heat maps.

Warehouse Reports -

Uniquely, these reports can be run during MS Sales Reports "blackout" periods such as Weekly processing, Month End (FME), and Restatement. These reports allow users to view the latest sales revenue data during the periods where MS Sales data is static.

Basic Revenue Views -

Sell In and Sell Thru basic revenue views meant to replace MSRA queries for beginning MS Sales users.

Announcements

New MS Sales SMSG Standard Revenue Reporting Tools for FY08 - Standard Revenue Reports and **ProClarity Analytics!** A new set of standard tools resulting from collaborative efforts between MS International (MSI), MS Sales, SMSG Corp, and Core Finance will be available the first week of August (in time for July fiscal close) and have been designed and updated based on feedback received from the Field. The new tools will leverage the latest Microsoft versions of SQL Reporting Services (SRS) and SharePoint. MS Sales data will be available for the first time through ProClarity, allowing for enhanced "live" analytic capabilities through clear visualization of data via decomposition trees, bar charts, heat maps, etc.

If you are interested in a great resource containing Cross Team information such as an issues list, data flow diagrams, and descriptions of key applications, please click [here](#).

Central repository for reports

Personalized dashboard based on role

Using MSRA Catalog

For users who prefer to see these reports in Excel you can use the MSRA Catalog Assistant that is an optional component in the MSRA installation. If you do not have this Excel Add-In, you can install it from [here](#). Once you have done this you can download the workbook of interest under the "Open all in a workbook via Catalog" header in the respective reporting tab (ex. SMSG Reporting).

For users outside of Corporate you can review the following performance improvement steps [\[PDF\]](#).

Integrated collaboration

MS Sales BI

This Site: MS Sales BI

- MS Sales BI
- SMSG Reports
- Warehouse Reports
- Basic Revenue Views
- RPS Reports



MS Sales BI > Flash Reports

Flash Reports

Pre-Defined reporting categories

- Flash Reports
- Close Reports
- Forecast Reports
- All Core Reports

HELPFUL LINKS:

- 1st time user?
- Data or technical issues?
- New reports or changes?

REFRESH STATUS (REDMOND TIME)

ApplicationName: MS Sales BI
RefreshDate: 2008/03/02 10:29PM

- MS Sales
- Publish Schedule
- MS Sales Training
- Legal Notice
- Documentation
- Preferences

STANDARD REVENUE REPORTS

CORE REPORTS:

1. SI Daily Flash	5. ST Daily Flash
2. SI Revenue Summary	6. ST Revenue Summary
3. SI Sales Location Benchmark	7. ST Geo by Segment
4. SI Pricing Level by BG	8. ST Pricing Level Summary
	9. ST BG by Segment

(Open all in a workbook via Catalog)

ADDITIONAL REPORTS:

SI Annuity Chart	ST Annuity Chart
SI Attainment Chart	ST Attainment Chart
SI Banked Revenue Chart	ST Banked Revenue Chart
SI BG by Geography	ST Lower Geo by Segment
SI Month Trend	ST Top Deals

Unified dashboards

PROCLARITY ANALYTICS

SELL IN:

	Billed	Adjusted	Combined
Business	⏪	⏪	⏪
Geography	⏪	⏪	⏪
Pricing Level	⏪	⏪	⏪

SELL THRU:

	Billed	Adjusted	Combined
Business	⏪	⏪	⏪
Geography	⏪	⏪	⏪
Pricing Level	⏪	⏪	⏪
Segment	⏪	⏪	⏪

MS Sales BI

This Site: MS Sales BI

- MS Sales BI
- SMSG Reports
- Warehouse Reports
- Basic Revenue Views
- RPS Reports



MS Sales BI > Close Reports

Close Reports

Pre-Defined reports

- Flash Reports
- Close Reports
- Forecast Reports
- All Core Reports

HELPFUL LINKS:

- 1st time user?
- Data or technical issues?
- New reports or changes?

REFRESH STATUS (REDMOND TIME)

ApplicationName: MS Sales BI
 RefreshDate: 2008/03/02 10:29PM

- MS Sales
- Publish Schedule
- MS Sales Training
- Legal Notice
- Documentation
- Preferences

STANDARD REVENUE REPORTS

CORE REPORTS:

- | | |
|--|--------------------------------|
| 1a. SI Revenue Summary - Corp/Field View | 6. ST Revenue Summary |
| 1b. SI Revenue Summary - RoB View | 7. ST Pricing Level Summary |
| 1c. SI Revenue Summary - RoB Area View | 8. ST BG by Segment |
| 1d. ST Revenue Summary - RoB View | 9. ST Sales Location Benchmark |
| 1e. ST Revenue Summary - RoB Area View | 10. ST Pricing Level by BG |
| 1f. Revenue Drivers Summary - RoB View | 11. ST RevSum Category |
| 2. SI Sales Location Benchmark | 12. Compensation by Segment |
| 3. SI Pricing Level by BG | |
| 4. SI RevSum Category | |
| 5. SI Daily Flash | |

ADDITIONAL REPORTS:

- | | |
|---------------------------|--------------------------------|
| SI Run Rate | ST Emerging Markets by Segment |
| SI vs ST | ST Top Deals |
| SI Emerging Markets | Compensation by BG |
| SI Emerging Markets by BG | Comparison Benchmarking |
| SI Purchase Type | ST Purchase Type |

(Open all in a workbook via Catalog)

PROCLARITY ANALYTICS

SELL IN:

	Billed	Adjusted	Combined
Business			

SELL THRU:

	Billed	Adjusted	Combined
Business			



MSSales Data as of: 3/2/2008				
Subsidiary:	Canada	Business Summary:	SMSG	Business
Super Rev Sum Division:	All	Rev Sum Division:	All	Rev Sum
Peer Sales Location Benchmarking:	All	Cluster Subregion Benchmarking:	All	MTD Forecast
QTD Forecast Version:	Jan Forecast			Display

Flexibility to define different parameters and pivots

[View Daily Version](#)

Billed	February									
	Actual	Budget	\$VTB	%VTB	Feb Fcst	\$VTF	%VTF	Prior Year	\$VPY	YoY%
Canada	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Field	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: MM	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: EM				-			-			-
N. America	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: Brazil				-			-			-
Memo: Russia				-			-			-
Memo: China				-			-			-

Billed	February									
	Actual	Budget	\$VTB	%VTB	Feb Fcst	\$VTF	%VTF	Prior Year	\$VPY	YoY%
EA New	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Renewal	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Recurring	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA True-Up	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Subscription	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total EA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Select Non Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Select Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Select	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Non Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open L&SA/SA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Subscription/Value	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Open	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
COEM MNA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX

Parameters

Geography Level
Subsidiary

Geography Value
Canada

Business Summary
SMSG

Business
Information Worker, Server & C

- DPE
- Information Worker
- MBS
- Mobile Communications
- MSPP
- OSB (SMSG)
- Server & CAL

Chart Period
Year to Date

Revenue Type
Billed

Peer Sales Location Benchmarking
All

Cluster Subregion Benchmarking
All

Super Rev Sum Division
All

Rev Sum Division
All

Rev Sum Category
All



Report is being generated

Parameters

Geography Level
Subsidiary

Geography Value
Canada

Business Summary
SMSG

Business
Information Worker, Server & C

Display Currency
Const \$

MTD Forecast Version
Feb Forecast

QTD Forecast Version
Jan Forecast

Chart Period
Year to Date

Revenue Type
Billed

Peer Sales Location Benchmarking
All

Cluster Subregion Benchmarking
All

Super Rev Sum Division
All

Rev Sum Division
All

Rev Sum Category
All

Apply

Actions

- Open with Report Builder
- Print
- Export
- Excel

MSSales Data as of: 3/2/2008

Subsidiary:	Canada	Business Summary:	SMSG	Business
Super Rev Sum Division:	All	Rev Sum Division:	All	Rev Su
Peer Sales Location Benchmarking:	All	Cluster Subregion Benchmarking:	All	MTD F
Version:	Jan Forecast	Revenue Type:	Billed	Display

Integration with existing applications and tools

[View Daily Version](#)

Billed	February									
	Actual	Budget	\$VTB	%VTB	Feb Fcst	\$VTF	%VTF	Prior Year	\$VPY	YoY%
Canada	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Field	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: MM	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: EM				-			-			-
N. America	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Memo: Brazil				-			-			-
Memo: Russia				-			-			-
Memo: China				-			-			-

Billed	February									
	Actual	Budget	\$VTB	%VTB	Feb Fcst	\$VTF	%VTF	Prior Year	\$VPY	YoY%
EA New	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Renewal	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Recurring	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA True-Up	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
EA Subscription	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total EA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Select Non Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Select Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Select	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Non Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open L&SA/SA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Subscription/Value	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Open Annuity	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Total Open	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
COEM MNA	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX

Parameters

Geography Level: Subsidiary

Geography Value: Canada

Business Summary: SMSG

Business: Information Worker, Server & C

- DPE
- Information Worker
- MBS
- Mobile Communications
- MSPP
- OSB (SMSG)
- Server & CAL

Chart Period: Year to Date

Revenue Type: Billed

Peer Sales Location Benchmarking: All

Cluster Subregion Benchmarking: All

Super Rev Sum Division: All

Rev Sum Division: All

Rev Sum Category: All

Apply

Finance/IT Key Success Factors

- Collaboration in defining requirements
- Solutions delivery role
- Good balance between user and IT “development”
- Clear budget , cost and benefit information to make trade-offs
- Clarity and appreciation of expertise and roles
- Communication

Thank you!

Microsoft[®]

Your potential. Our passion.[™]

© 2004 Microsoft Corporation. All rights reserved.

This presentation is for informational purposes only. MICROSOFT MAKES NO WARRANTIES, EXPRESS OR IMPLIED, IN THIS SUMMARY.