Chapter 1

The New Language of 21st Century Business
Key Verticals Focused Upon

- Europe
  - Telecom
  - High Technology
  - Government
  - Media & Entertainment
  - Education
  - Tourism & Hospitality
  - Health care
  - Retail

- North America
  - Telecom
  - High Technology
  - Government
  - Media & Entertainment
  - Education
  - Tourism & Hospitality
  - Health care
  - Retail

- Asia
  - Telecom
  - High Technology
  - Government
  - Media & Entertainment
  - Education
  - Tourism & Hospitality
  - Health care
  - Retail

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Our primary focus should be **Telecom, High Technology and Government** because they show the highest interest in our product.

**Percentage of firms who rated our product very or extremely interesting**

**Europe**
- Telecom: 35%
- High Tech: 18%
- Government: 19%
- Health care: 23%
- Automotive: 12%
- Banking & Finance: 12%
- Media & Entertainment: 11%
- Retail: 19%
- Financial services: 18%
- Education: 8%
- Tourism & Hospitality: 12%

**North America**
- Telecom: 20%
- High Tech: 22%
- Government: 22%
- Health care: 11%
- Automotive: 12%
- Banking & Finance: 12%
- Media & Entertainment: 15%
- Retail: 5%
- Financial services: 4%
- Education: 12%
- Tourism & Hospitality: 4%

**Asia**
- Telecom: 17%
- High Tech: 21%
- Government: 17%
- Health care: 13%
- Automotive: 8%
- Banking & Finance: 17%
- Media & Entertainment: 13%
- Retail: 13%
- Financial services: 13%
- Education: 13%
- Tourism & Hospitality: 17%
The Mindworks Presentation Method

1. Story
   - Answer First
   - Above-water argument
   - Evidence
   - Storyboard

2. Slide
   - Title
   - Chunking
   - Picture-superiority
   - Text

3. Design
   - Color
   - Picture & Wallpaper
   - Aesthetics
   - Charts & Tables
Chapter 2

Boardroom-style PowerPoint
Our primary market should be female professionals
Motivated readers
sensitive to
strength of argument

Unmotivated readers
don’t work hard to
evaluate the argument

High

Agreement

Low

Strong argument

Weak argument

Strong argument

Weak argument

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Motivated readers
agreement not swayed by source credibility

Unmotivated readers
agreement greatly swayed by source credibility

- Motivated readers:
  - Strong argument: Agreement not swayed by source credibility.
  - Weak argument: Agreement greatly swayed by source credibility.

- Unmotivated readers:
  - Strong argument: Agreement greatly swayed by source credibility.
  - Weak argument: Agreement not swayed by source credibility.
Low distraction
strong arguments agreed
with significantly more than
weak arguments

Distracted
strong arguments got weaker
and weak arguments got
stronger
Review of Test Data Indicates Conservatism for Tile Penetration

- The existing SOFI on tile test data used to create Crater was reviewed along with STS-87 Southwest Research data
  - Crater overpredicted penetration of tile coating significantly
    - Initial penetration to described by normal velocity
      - Varies with volume/mass of projectile (e.g., 200ft/sec for 3cu. In)
    - Significant energy is required for the softer SOFI particle to penetrate the relatively hard tile coating
      - Test results do show that it is possible at sufficient mass and velocity
    - Conversely, once tile is penetrated SOFI can cause significant damage
      - Minor variations in total energy (above penetration level) can cause significant tile damage
  - Flight condition is significantly outside of test database
    - Volume of ramp is 1920cu in vs 3 cu in for test
We need additional in-orbit photos of the wing

Crater predicts complete penetration

Crater predicts the SOFI caused damage that was deeper than the depth of the protective shield on the wing edge, indicating complete penetration to the aluminum frame. Significant energy is required for the softer SOFI particle to penetrate the relatively hard tile coating. Test results do show that it is possible at sufficient mass and velocity.

Results inconclusive

SOFI that hit Columbia is 1920cu in, while the largest projectile in the test database is 3 cu in. Most of the data in our database is of projectiles of a small mass and velocity than the SOFI that hit Columbia. The larger the projectile, the more likely it is to cause penetration even at low speeds (eg. 200ft/sec at 3cu in)

Potentially critical damage

An angle of impact less than 15% is a glancing blow and would cause little or no damage. An angle of impact greater than 15% increases the damage. Minor variations in total energy (above penetration level) can cause significant tile damage.

Best-case scenario
SOFI struck heat tiles and caused insignificant damage

Worst-case scenario
SOFI struck leading edge of wing and completely penetrated to aluminum frame
Chapter 3

Answer First
Summary

• Our company needs to win 1,100 new customers onto our email platform

• Competitor is winning early adopters and becoming perceived as the market leader

• How can we regain the lead in customers’ minds?
Recommendation

• Call-downs to drive attendance at webinars and local events

• Trade shows to generate leads for call-downs

• Joint news releases and case studies with customers
We are losing share to Rival

Our share has dropped to 30% from 55%... While Rival’s share has increased to 40% from 10%
Chapter 4

Above-water Argument
Answer

Details
Chapter 5

Evidence
Trend data showing rising usage of the product category, overall and by company → Analysis of your product vs competitors → Research showing high demand among college students → Quotes from college students
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Trend data showing rising usage of the product category, overall and by company → Analysis of your product vs competitors → Research showing high demand among college students → Quotes from college students
Quotes from college students → Demand data → Comp Analysis → Trend data
70% of students would buy
70% of students would buy

I would buy this and tell all my friends!”
-Undergrad, University of Washington
70% of college students said “I would buy this” and tell all my friends!”

- Undergrad, University of Washington
Students next growth opportunity
Better perceptions for competitor

Higher awareness for competitor

Sales trends growing faster for competitor

Competitive analysis showing mostly feature parity

? 

SWOT showing field force and telesales are main advantage

?
Better perceptions for competitor

Higher awareness for competitor

Sales trends growing faster for competitor

SWOT showing field force and telesales are main advantage?
Sales trends growing faster for competitor → Higher awareness for competitor → Better perceptions for competitor leading to more WOM → Competitor is seen as upstart with a simpler product

SWOT showing field force and telesales are main advantage → ?
Details of telesales plan → SWOT showing field force and telesales main advantage → Sales trends growing faster for competitor → Higher awareness for competitor → Better perceptions for competitor leading to more WOM → Competitor is seen as upstart with simpler product.
Chapter 6

Storyboard
Increase sales

New products
- Handsets
- Applications
- Advertising

Higher prices
- Line extension
- Subscription

New markets
- Geographies
- Europe
- Canada
- Students
- Empty Nesters

New channels
- Web
- Telesales
- Kiosks
Reader’s Question: Should we expand into Canada?
A: Yes, on a trial basis

Expand on trial basis

Large market
- 27 M
  - 33% urban prof
  - 20 M top 3 markets
    - Vancouver
    - Montreal
    - Toronto
  - Replace 17 mo
  - 3.5% YoY

Channel coverage
- 3 large telcos
  - Rogers Telecom
  - Hoyt
  - 90%!

why?

how large?

how much coverage?
Plan on Paper

- Faster
  - 2 months
  - 2 days
  - Zen
  - manager

- Storyboard first draft
  - why?
  - how?
  - Film-makers, advertisers
  - 3x5 cards
    - title, placement, critical point
    - example
      - Wrigley
      - save time
      - simple
      - test flow

- above-water argument and evidence
  - why?
  - how?
  - advantages
    - visualize
    - organize
    - generate
    - how mind works

- example
  - Chapter 5
  - Canada

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Chapter 6

Slide Title
Mission & Vision

**Vision**

By RTM:

*Copenhagen v3 will be the Social Hub on the web and the single destination for consumer end user services*

**Business Goals**

- Build loyal customer base
- Increase relevance of online services offering

**Copenhagen v3 will let people around the world:**

- try and buy Copenhagen and other services via token/subscription
- locate and connect with long-lost friends.
- anywhere access with any OS (Windows, Mac, Linux)
- connect and share with others while having fun at the same time while using the web and online
- access games, entertainment and social activities
- maintain their single online social identity

**Roadmap**

**2011 – v3.3 Begins**

Q1 – ABCv: Canada launch
  - DEF: Russian, Polish, Korean, Chinese, Dutch, Italian, Portuguese
Q2 – ABCv: India and Mexico launch
  - DEF: Nordic Languages, Czech, Turkish, Greek
Q3 – DEF: Slavic languages
Q4 – v3 Begins, AgX Beta 1, More languages

**2012 – v3 .4**

Q1 – RTM again beta 2, AgX Beta 2
Q2/Q3 – RTM again Availability
  - OXOG and BLLR merge into a single site
  - BLLR services available in all 38 AgX languages (14 countries where a fee is charged)
  - VPBX (Burt) Rollout in Botswana

**2012 Goals**

- Trillions of gross adds
- Continued progress in engaging developers for web sites and online fun and games
- Improved NPS + 45
- Increase in Unique Visits and Page Views

**2013 – RTM**

*OGOX, RTM, BLLR and ABCv3 in a single site*
*RTM online services available in all 38 RTM languages*
*VPBX (Ballyr) Rollout in Madagascar*

**Longer-Term Goals**

- 603M AgX/DEF registered users by FY12
- Substantial trial and cloud performance issues assured

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Q: How abundant is iron in the earth’s crust?

An abundant metal makes up 5.6% of earth’s crust. Properties:
- Shaped, sharpened, welded
- Strong, durable

Accounts for >95% of metals used

Iron ores discovered in 1844 in Michigan’s Upper Peninsula

Soon found other ores in upper Wisconsin and Minnesota

Iron ores make up 5.6% of the earth’s crust and account for 95% of the metals used.

Iron

Iron ore
- Can be shaped, sharpened, and welded
- Is strong and durable

Iron Ore Distribution

Kesler 1994
Cloud architecture service layers

Web developers can begin with foundation layer and build up through “service layers”
Mission & Vision

Our vision of a PC on every desktop is driving our 3-year goals and roadmap

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Mission & Vision
Our vision of a PC on every desktop is driving our 2011-2013 goals and roadmap. In order to achieve our three-year goal of 603 million registered users, we must build a product that appeals to their specific needs.

Vision
By RTM:
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Longer-Term Goals
• 603M AgX/DEF registered users by FY12
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What is our product roadmap over the next three years?

Our vision of a PC on every desktop is driving our 2011-2013 goals and roadmap. In order to achieve our three-year goal of 603 million registered users, we must build a product that appeals to their specific needs.

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Chapter 8

Chunking
### Mission & Vision

**Our vision of a PC on every desktop is driving our 3-year goals and roadmap**

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#### Longer-Term Goals

- 603M AgX/DEF registered users by FY12
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The Law of **Proximity**

The Law of **Similarity**

The Law of **Connectedness**

The Law of **Enclosure**
We have 8 market segments

- Students
- Single professionals
- Families
- Middle-aged
- Single non-working
- Divorced
- DINK’s
- Empty Nesters
We have 8 market segments

**Single**
- Students
- Single professionals
- Single non-working
- Divorced

**Married**
- Families
- Middle-aged
- DINK’s
- Empty Nesters
**Customer Journey**

**Offer Email:** Email sent to prospects on list A, B and C inviting them to register for a special price online.

**Register**

*Email:* 

Registration Page.

Customer enters email address to confirm eligibility for special price.

**Confirmation Email.**

Registration site sends email to customer with promo code and link to purchase page.

**To: Customer**

RE: Confirm!

Promo code

**Register Email:**

**Buy Now!**

Purchase Page (will display promotional price) Click “Add to Cart”

**Shopping Cart** (will display promotional price). Click “Checkout.”

**Billing** Page with credit card form

OR, prospects may see this banner ad, flyer, poster or bookmark

Name _________

Address ________

CC ____________

Name _________

Address ________

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Billing Page with credit card form.

To: Customer RE: Promo
Enter now!

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1. Demand Gen

To: Customer
RE: Promo
Enter now!
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2. Customer Registration

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Confirmation Email.
Registration site sends email to customer with promo code and link to purchase page

3. Purchase

Buy Now!

Purchase Page (will display promotional price) Click “Add to Cart”

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Name __________
Address ________
CC ____________

Billing Page with credit card form

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33% of the market is urban professionals

- Urban professionals: 33%
- Teens/students: 24%
- Mothers: 19%
- SMB&C: 12%
- Other: 12%

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Mission & Vision

Our vision of a PC on every desktop is driving our 3-year goals and roadmap

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<tr>
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<th>2012</th>
<th>Longer-Term</th>
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</table>
We need a strategy to win back lost customers

We are losing share to Rival

Our share has dropped to 30% from 55... While Rival’s share has increased to 40% from 10%

8 potential segments to target

Largest segments: Urban professionals and teens/students

Recommendation: win-back campaign

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Our vision of a PC on every desktop is driving our 3-year goals and roadmap

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By RTM:

*Copenhagen v3 will be the Social Hub on the web and the single destination for consumer end user services*

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• Build loyal customer base
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Chapter 9

Picture-Superiority Effect
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Picture-Superiority Effect
Concrete

3 market segments

50% Social

30% Academic

20% Athletic

Abstract

3 market segments

Social 50%

Athletic 30%

Academic 30%
Students next growth opportunity
Our primary focus should be **Telecom, High Technology and Government** because they show the highest interest in our product.

Percentage of firms who rated our product very or extremely interesting:

<table>
<thead>
<tr>
<th>Region</th>
<th>Telecom</th>
<th>High Tech</th>
<th>Government</th>
<th>Health care</th>
<th>Automotive</th>
<th>Banking &amp; Finance</th>
<th>Media &amp; Entertainment</th>
<th>Retail</th>
<th>Financial services</th>
<th>Education</th>
<th>Tourism &amp; Hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>35</td>
<td>18</td>
<td>19</td>
<td>23</td>
<td>12</td>
<td>12</td>
<td>11</td>
<td>19</td>
<td>18</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>North America</td>
<td>20</td>
<td>20</td>
<td>22</td>
<td>22</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>24</td>
<td>24</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Asia</td>
<td>17</td>
<td>21</td>
<td>19</td>
<td>17</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>17</td>
<td>13</td>
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</table>
Reaching the end customer means working through a maze of channel partners

- Authorized Regional distributors
- Unauthorized Regional distributors
- Local distributors (B2B market)
- Local distributors (retail market)
- Local distributors (edu market)
- Big Box retailers
- Computer stores
- Local retailers
- Campus book stores
- Direct resellers
- System Integrator
- Indirect resellers
- Direct mail
- SMB accounts
- Enterprise accounts
- Consumers
- Students
Segment #1: Social

Average age 20
4% Under age 18
77% 18-22
14% 23-30
5% 31 or older

Average income $17,300/yr
15% Under $10,000/yr
48% $10,000-$20,000/yr
31% $20,000-$30,000/yr
6% Over $30,000/year

Current technology usage
97% cell phone
92% laptop
75% iPod/MP3 player
38% smartphone

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We can appeal to three market segments with a product line strategy:

- **Social**
- **Academic**
- **Athletic**
The Mindworks Presentation Method

1. Story
   - Answer First
   - Above-water argument
   - Evidence
   - Storyboard

2. Slide
   - Title
   - Chunking
   - Picture-superiority
   - Text

3. Design
   - Color
   - Picture & Wallpaper
   - Aesthetics
   - Charts & Tables

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There are three groups involved in the final decision:

Federal → State → Local

Structural information
There are three groups involved in the final decision:

**Federal**
- Federal officials, including those at the senate and congressional levels, create national standards that guide professional credentials.
- Lobbyist groups also influence federal decision making, either through the influence of contributions or the influence of voter power.
- Federal laws and regulations also restrict the range of possible options.

**State**
- State officials must meet federal requirements in order to secure funding. This includes the state governor, the state legislature and state department officials.
- State regulations established also limit the range of potential options considered.
- State ombudsmen and elected state officials represent the views of their own constituents, or their own political agendas, to influence the final decision.

**Local**
- Local officials, including superintendents, department heads and branch managers must meet state requirements to ensure continued funding.
- Local officials may also reinterpret the state requirements and add their own local requirements, based on available funding and the philosophy of the board or local groups.

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Now let’s have a **productive decision-making meeting**
Now let's have a productive decision-making meeting

Coalition support affects the resources available to us

Afghan government must be strong enough to support local war efforts

We must cut off supply lines from insurgent supporters

Support from Afghan citizens will ensure our troops can act effectively
Sales are up
Margins are down

1. Customer trial
2. Convert to sale

Sales
Costs

Channel incentives

• Bullets
• Add
• Drama

“Up/down arrows show negative or positive information”

“Arrows show forces or something causing something else”

“Squares/enclosures make it seem more like a real thing”

“Bullets add drama!”

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Review of Test Data Indicates Conservatism for Tile Penetration

- The existing SOFI on tile test data used to create Crater was reviewed along with STS-87 Southwest Research data
  - Crater overpredicted penetration of tile coating significantly
    - Initial penetration to described by normal velocity
      - Varies with volume/mass of projectile (e.g., 200ft/sec for 3cu. In)
    - Significant energy is required for the softer SOFI particle to penetrate the relatively hard tile coating
      - Test results do show that it is possible at sufficient mass and velocity
    - Conversely, once tile is penetrated SOFI can cause significant damage
      - Minor variations in total energy (above penetration level) can cause significant tile damage
  - Flight condition is significantly outside of test database
    - Volume of ramp is 1920cu in vs 3 cu in for test

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Motivated audience

**Boardroom-style**

**Reading deck**
- Single reader
- No presenter

**Discussion deck**
- VC pitch
- Sales presentation

**Briefing deck**
- Motivational speaker
- Keynote address
- Large audience
- Presenter

**Ballroom-style**
Less motivated audience

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Sales improving but losing share

- Sales up 110% in four quarters
- But share down 45%
- Market expanding faster than sales
- Inventory and channel problems

Sales improving but losing share

- Sales up 110%
- Share down 45%
Customers want a Loyalty Program that offers product discounts, customer support and trial software

- **Regular product discounts considered most important element**
  - Affordability is primary concern
  - Customer must bear the risk

- **Customers expect vendor support**
  - 24x7 technical support
  - self-help forums
  - native language support

- **Availability of trial or beta versions of software**
  - Can try before they buy
  - Feedback from their own staffs and colleagues before making a purchase decision
Customers want a Loyalty Program that offers product discounts, customer support and trial software

- Regular product discounts are considered as the most important element of a customer retention program. Customers face challenges in terms of the affordability of new technologies. Either the customers have to incur a cost for new technologies or the customer’s colleagues must bear the cost, which affects the overall productivity. The customer’s colleagues are expected to provide technology to their own staffs. This would help in better training of their manpower.

- Customer support is a basic customer expectation. This business should also enable access to self-help forums and especially in their native language.

- Trial or beta software should be available to partners, say customers. The trial versions can help customers try before they buy newly launched technologies. Also customers can get feedback from their own staffs and colleagues prior to making a larger investment.
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**Product discounts encourage trial**

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**Customers value self-support and vendor-provided support**

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**Trial software helps them convince others**

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1. Use slides when you present

The first question is: should you use slides at all when you present? The answer is yes. Slides will make you a more effective communicator and increase your credibility in boardroom settings.

Several studies have found presenters are more effective when they use slides. In a 1986 study by Professor Douglas Vogel, a presenter tried to persuade a roomful of students to attend a time management workshop. When the presenter used slides, students were 43% more likely to register for that workshop than when the presenter used no slides. In fact, when the presenter used no slides, students were less interested in the workshop than they were before they heard the presentation.

In 2005, Professors Andeweg and Blokzijl tested whether students learned more when the instructor used slides. Out of six presentations, the two groups which scored the worst on tests were the students who watched lectures without slides. The researchers repeated the study again in 2007 and found the same result – students learned the least when the presenter used no slides.

In 2008, Kevin Johnson of Nova Southeast University conducted a review of 15 research papers on PowerPoint effectiveness. He concluded that PowerPoint either improves a presentation or has no effect. It was harmful to learning only when used inappropriately, with sound effects, animated text, and graphics not related to the learning material. In all other cases, using PowerPoint either improved learning or had no effect.

The reason is straightforward: slides make your points explicit and provide a structure that helps your audience follow your logic. In fact, learning was improved the most when a below-average presenter used slides, because the audience became even more dependent on the slide content.

In both the Andeweg studies and Vogel studies, the researchers also found that slides increased the credibility of below-average speakers. Above-average speakers’ credibility was not enhanced by using slides, but the credibility of below-average presenters grew to nearly match the above-average speaker’s credibility scores.

So, the evidence suggests that you will communicate more clearly and enhance your credibility when you use PowerPoint slides, and especially for average and below-average presenters.


2. Do not combine text and pictures on a slide

We learned in the last chapter that adding pictures to your slides makes your message clearer and more persuasive. But you should avoid presenting a slide with both text and pictures because it will make you a less effective communicator. Slides should contain text or pictures, but not both.

For example, imagine there are two meetings going on at the same time. In one room, Anna is presenting findings from a customer segmentation study and she is showing graphs with limited text. In another room, Brenda is discussing the same segmentation study, but her slides contain graphs and extensive bullet points and body text. Which presenter is communicating more effectively?

You might think Brenda is communicating most effectively because her audience can both hear and read the same information – they are getting the text both verbally and visually.

In fact, Anna is communicating more effectively: about twice as effectively as Brenda!
Our primary focus should be **Telecom, High Tech and Government** because they show the highest interest in our product

Telecom, High Tech and Government showed the highest interest in our product, based on surveys of CIO’s in 10 geographies. Verbatim feedback provides more details on their purchase drivers.

Telecom is interested in reducing their costs by outsourcing technology services to global technology partners. They are not driven by a need to be on the cutting edge, as they are largely mature industries and focused primarily on reducing their operating expenses. In Asia, there was some interest in using outsourcing services as a way to offer differentiated value but it was secondary to their primary driver, reducing costs.

High Tech was interested in outsourcing to reduce the burden on their IT staff and allow them to work on higher-value projects. Technology services is considered a commodity and most effectively outsourced to a technology partner. Small local technology firms were also price sensitive but larger technology firms with complex infrastructures were more interested in service level agreements, privacy and security and they were willing to pay a premium.

Government was also interested in reducing costs by outsourcing commodity technology services. They were extremely price sensitive but willing to purchase in bulk to achieve higher price discounts.
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(Cont’d) Customers want a Loyalty Program that offers product discounts, customer support and trial software

Product Discounts

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Review of Test Data Indicates Conservatism for Tile Penetration

- The existing SOFI on tile test data used to create Crater was reviewed along with STS-87 Southwest Research data
  - Crater overpredicted penetration of tile coating significantly
    - Initial penetration to described by normal velocity
      - Varies with volume/mass of projectile (e.g., 200ft/sec for 3cu. In)
    - Significant energy is required for the softer SOFI particle to penetrate the relatively hard tile coating
      - Test results do show that it is possible at sufficient mass and velocity
    - Conversely, once tile is penetrated SOFI can cause significant damage
      - Minor variations in total energy (above penetration level) can cause significant tile damage
  - Flight condition is significantly outside of test database
    - Volume of ramp is 1920cu in vs 3 cu in for test
We need additional in-orbit photos of the wing

• Crater predicts SOFI penetrated through to aluminum frame

• But these results are inconclusive; the projectile that hit Columbia is 600 times larger than anything in the Crater database

• Damage could be insignificant if it hit the heat tiles, or critical if it penetrated the coating on the wing’s leading edge

• We need photos so we can visually confirm one of these scenarios
We need additional in-orbit photos of the wing

• Crater predicts SOFI completed penetrated wing’s aluminum frame

• Results inconclusive. SOFI is 600 times larger than anything in the Crater database

• Insignificant damage if it hit the heat tiles

• Critical damage if it struck wing’s leading edge
We need additional in-orbit photos of the wing

- Crater predicts SOFI completed penetrated wing’s aluminum frame
- Results inconclusive. SOFI is 600 times larger than anything in the Crater database
- Insignificant damage if it hit the heat tiles
- Critical damage if it struck wing’s leading edge
We need additional in-orbit photos of the wing.

Crater predicts SOFI penetrated through to the aluminum frame.

Best-case scenario
SOFI struck heat tiles and caused insignificant damage

Worst-case scenario
SOFI struck leading edge of wing and completely penetrated to aluminum frame

Results inconclusive. Crater tends to over-estimate damage and the SOFI that hit Columbia is 600 times larger than anything in our test database.

Damage could be insignificant if it hit the heat tiles, or critical if it penetrated the coating on the wing’s edge.

Crater predicts the SOFI caused damage that was deeper than the depth of the protective shield on the wing edge, indicating complete penetration to the aluminum frame. Significant energy is required for the softer SOFI particle to penetrate the relatively hard tile coating. Test results do show that it is possible at sufficient mass and velocity.

SOFI that hit Columbia is 1920 cu in, while the largest projectile in the test database is 3 cu in. Most of the data in our database is of projectiles of a small mass and velocity than the SOFI that hit Columbia. The larger the projectile, the more likely it is to cause penetration even at low speeds (e.g., 200 ft/sec at 3 cu in).

An angle of impact less than 15% is a glancing blow and would cause little or no damage. An angle of impact greater than 15% increases the damage. Minor variations in total energy (above penetration level) can cause significant tile damage.
We need additional in-orbit photos of the wing

- Crater predicts SOFI completed penetrated wing’s aluminum frame
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Chapter 12

Color
Launch Timeline for Project Copenhagen v3

- Copenhagen v3 on track for late August RTM
- Channel readiness being handled by Ch & All team. See appendix for partner readiness strategy and timelines
- Analyst tour being managed by Becky R. team with input from PMktg

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- CIO sets strategic direction
- IT implements and supports. Approves new district-wide technology investments
- Developers create custom applications or integrate applications using custom code

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Each decision maker plays a different role in technology adoption

- **District IT**
  - CIO
  - IT
  - Developer
  - Curr Director
  - Academic Officer
  - Director
  - IT Specialists
  - Responsible for hardware and infrastructure investments that are district-wide
  - CIO sets strategic direction
  - IT implements and supports. Approves new district-wide technology investments
  - Developers create custom applications or integrate applications using custom code

- **District Curriculum**
  - Responsible for course-specific software and online resources
  - Curriculum Director oversees curriculum planning process and approves new technology purchases related to course objectives
  - Academic Officer provides support to faculty and educators in the selection of new technologies

- **District Instructional Technology**
  - Responsible for the selection and use of technologies in the classroom
  - Director invests in new technologies driven by a strategic vision, such as moving to distance education or exploring podcasting. Also coordinates training
  - Instructional Technology Support Specialists provide in-the-building technical support and training to teachers. Will evaluate new technologies

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My Signature Color

My Color Palette

Find Your Color Palette

http://kuler.adobe.com
Contrast
Really different
Saturation
Adjust saturation from 0% (bottom – basically gray) to 100% (top)

Hue
The colors of the color wheel are arranged from left (red) to right (cool colors) and back to red
Tints

Lighter -50%

Lighter -25%

80% blue

Shades

Darker +25%

Darker +50%
Brightness
(Also called luminosity).
Adjust brightness from tints (top) to shades (bottom).
Motivated readers felt most positive toward the product when the ad used color highlights, or black and white – for complex ads only. Unmotivated readers felt most positive toward the product when the ad used color of any kind.

Source: Understanding the Effect of Color, Joan Meyers-Levy and Laura A. Perracchio, 1994, Experiment 2 (n=166)
Launch Timeline for Project Copenhagen v3

- Copenhagen v3 on track for late August RTM
- Channel readiness being handled by Ch & All team. See appendix for partner readiness strategy and timelines
- Analyst tour being managed by Becky R. team with input from PMktg

<table>
<thead>
<tr>
<th>Task</th>
<th>J</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
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<tbody>
<tr>
<td>Message testing</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Creative development</td>
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<td>Analyst tour</td>
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<tr>
<td>PR launch event</td>
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<tr>
<td>Print ads</td>
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<td>♦</td>
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<td>Banners</td>
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<td></td>
<td>♦</td>
<td>♦</td>
<td></td>
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<td>Email blasts</td>
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<td>♦</td>
<td>♦</td>
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<td>Social media</td>
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<td></td>
<td>♦</td>
<td>♦</td>
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<tr>
<td>Evaluation</td>
<td></td>
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<td></td>
<td></td>
<td>♦</td>
<td>♦</td>
<td>♦</td>
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</table>
Sept 7 is the marketing launch for Project Copenhagen v3
June-Aug focus is research and creative development

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<thead>
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</table>
Chapter 10

Picture & Wallpaper
Today, CRM is available in 9 languages and Database in 12. This will increase to 35 CRM languages and 37 Database languages in 2011.

- Same language coverage for CRM and DB (but CRM won’t have bi-directional languages)

- In next release, CRM language coverage based on market, not language

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Mission & Vision

Vision
By RTM:
Copenhagen v3 will be the Social Hub on the web and the single destination for consumer end user services

Business Goals
• Build loyal customer base
• Increase relevance of online services offering

Copenhagen v3 will let people around the world:
• Try and buy Copenhagen and other services via tokens/subscription
• Locate and connect with long lost friends
• anytime access with any OS (Windows, Mac, Unix)
• Connect and share with others while having fun at the same time while using the web end online
• access games, entertainment and social activities
• maintain their single online social identity

Roadmap
2011 – v3.3 Begins
Q3 – ABCs: Canada launch
  • DEF: Russian, Polish, Korean, Chinese, Dutch, Italian, Portuguese
Q2 – ABCs: India and Mexico launch
  • DEF: Nordic Languages, Czech, Turkish, Greek
Q3 – DEF: Slavic languages
Q4 – v3 Begins, Agf Beta 1, More languages

2011 Goals
• 700 gross adds
• 50% YOY unique visit increase
• 50% YOY page view increase
• 50% Omnifluo Net Promoter score
• 5K web site designers, developers or elbows developers listed in the marketplace

2012 – v3.4
Q2 – RTM again beta 2, Agf Beta 2
Q2/Q3 – RTM again Availability
  • OROS and BLUR merge into a single site
  • BLUR services available in all 38 Agf languages/14 countries where a fee is charged
  • VPBR (Btr) Rollout in Botswana

2012 Goals
• Trillions of gross adds
• Continued progress in engaging developers for web sites and online fun and games
• Improved NPS > 85
• Increase in Unique Visits and Page Views

2013 – RTM
• OROS/RTM, BLUR and ABCs in a single site
• RTM online services available in all 38 RTM languages
• VPBR (Btr) Rollout in Madagascar

Longer-Term Goals
• 15MM Agf/DEF registered users by FY13
• Substantial trial and cloud performance issues solved
Portland sales flat since Spring promotion

Seattle
Chicago
New York
Portland

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## Expand internationally or refocus on domestic markets?

**Recommend re-focus on domestic markets**

<table>
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<th>Advantage over competitors</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>Access to channel partners</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>Affordable local suppliers</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>High incremental revenue opportunity</td>
<td>Moderate</td>
<td>Yes</td>
</tr>
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Fall marketing expected to give 75% sales lift

Marketing will kick off in the Fall
Marketing the new Copenhagen v3 product will begin with print ads in Hoovers, J&D Quarterly and Uptown magazines, along with banner ads on various home improvement websites. We will also launch social media efforts with a Facebook fan page and YouTube video contest.

Marketing gives a 75% sales boost
In the past, marketing campaigns have increased sales 75% or more, with long periods of sustained high sales as a result of satisfied customers and word of mouth. We anticipate a similar sales lift with the Copenhagen campaign.
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Portland radio promotions caused significant March sales spike

- 200% sales increase vs Jan in Portland due to Feb15-Mar 15 radio spots
- Sales increase was sustained May – Nov because of word of mouth
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Developers can start with the Platform layer and add components for more advanced applications

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<th>Identity management</th>
<th>Enterprise storage</th>
<th>Enterprise database</th>
</tr>
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<tbody>
<tr>
<td>2. Add-ons</td>
<td>DevStore add-ons (e.g., web scraping, forms, mobile upload, photo sharing)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Content mgmt</td>
<td>Blogs</td>
<td>Wiki</td>
<td>Newsgroup</td>
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<tr>
<td>4. Platform layer</td>
<td>Platform services (OS, web server, database, scripting language)</td>
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Developers can start with the Platform layer and add components for more advanced applications

1. Platform layer

2. Content mgmt
   - Blogs
   - Wiki
   - Newsgroup
   - Basic website

3. Add-ons
   - DevStore add-ons (e.g., web scraping, forms, mobile upload, photo sharing)

4. Platform add-ons
   - Identity management
   - Enterprise storage
   - Enterprise database

Platform services (OS, web server, database, scripting language)
Today, CRM is available in 9 languages and Database in 12. This will increase to 35 CRM languages and 37 Database languages in 2011.

Languages today

**CRM**
- US
- UK
- France
- Germany
- Japan
- Mexico (Spanish)
- Canada (Fr & Eng)
- India (English)

**Database**
- WW English
- French
- German
- Japanese
- Spanish
- Italian
- Dutch
- Russian
- Polish
- Brazilian (Port)
- Korean
- Chinese

Languages March 2010

**CRM**
- 35 languages

**Database**
- 37 languages

Languages in 2011

**CRM**
- 35 languages (excluding bi-directional languages like Hebrew, Arabic)

**Database**
- 37 languages (including bi-directional)

Note: CRM is moving to language approach and away from market approach.

CRM and Database will have the same languages except CRM won’t be available in bi-directional languages.

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We will offer product trial to generate leads

**Call Answer?**
- Yes
  - **Correct Contact?**
    - Yes
      - **Interested in trial?**
        - Yes
          - Lead!
        - Maybe/Not sure
          - Send info through email and mark for one-week callback
      - No
        - Voicemail – leave message about free trial
    - No
      - Ask for person responsible for purchasing email and servers (name, title, phone)
  - No Answer, Busy, - mark for non-urgent callback

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Today, CRM is available in 9 languages and Database in 12. This will increase to 35 CRM languages and 37 Database languages in 2011.

Languages today:
- CRM: US, UK, France, Germany, Japan, Mexico (Spanish), Canada (Fr & Eng), India (English)
- Database: WW English, French, German, Japanese, Spanish, Italian, Dutch, Russian, Polish, Brazilian (Port), Korean, Chinese

Languages by RTM:
- CRM: 35 languages (excluding bi-directional languages like Hebrew, Arabic)
- Database: 37 languages (including bi-directional)

Note: CRM is moving to language approach and away from market approach.

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Languages Today
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12 Database

Languages March 2010
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Languages today

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UK
France
Germany
Japan
Mexico (Spanish)
Canada (Fr & Eng)
India (English)

Database
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French
German
Japanese
Spanish
Italian
Dutch
Russian
Polish
Brazilian (Port)
Korean
Chinese

Languages by RTM

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(excluding bi-directional languages like Hebrew, Arabic)

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Note: CRM is moving to language approach and away from market approach

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**Copenhagen Message Framework**

*Copenhagen will be your single web hub to create, organize and schedule your life*

---

**Create**

Express your ideas and create great-looking documents

- Express your ideas more creatively with new and improved *lorem ipsum* and *gargoy lycum*
- Visualize and analyze data faster with new *Sendibot upsome lyceum maxwell ologong*.
- Express your ideas more creatively with new and improved *lorem ipsum* and *gargoy lycum og.*
- Visualize context and see recent activities in and analyze data faster with new *Sendibot upsome lyceum maxwell ologong*.
- Find Express your ideas more creatively with new and improved *lorem ipsum* and *gargoy lycum og.*
- Visualize and analyze presentations and embed theme data faster with new *Sendibot upsome lyceum maxwell ologong*.
- Express your ideas more creatively with new and improved *lorem ipsum* and *gargoy lycum ustom Actions og.*
- Visualize and analyze data faster with new *Sendibot upsome lyceum maxwell ologong*.

---

**Organize**

Keep your paperwork organized

- Save time editing documents or presentations together real time using the *Lorem Ipsum* features of PC and mobile.
- Express your ideas more creatively with new and improved *lorem ipsum* and *gargoy lycum*
- Visualize and analyze data faster with new *Sendibot upsome lyceum maxwell ologong*.
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**Schedule**

Stay on top of your busy schedule

- Extend your experience – view, create and do light-weight editing documents with the *Lorem Ipsum* solilogqy.
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1. Increase awareness and perceptions
2. Encourage trial sign-ups
3. Increase sales and repeat sales
<table>
<thead>
<tr>
<th>Healthy</th>
<th>Affordable</th>
<th>Made Locally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good for your health</td>
<td>Family packs available</td>
<td>Factories in Kirkland and Bellevue</td>
</tr>
<tr>
<td>All natural ingredients</td>
<td>No price increases for last three years</td>
<td>Employs local families</td>
</tr>
<tr>
<td>Good source of vitamin B and D</td>
<td>Easy on your budget</td>
<td>Pays local taxes</td>
</tr>
<tr>
<td>Organic</td>
<td>Fair price policy</td>
<td>Ship fresh</td>
</tr>
</tbody>
</table>

[Diagram showing Kirkland, Safeway, Albertson’s, Trader Joe’s, Bellevue, Factoria Mall, Whole Foods, TOPS]
1. Raise awareness
2. Increase interest and desire
3. Drive to action and trial
Good for your health
All natural ingredients
Good source of vitamin B and D
Organic

Family packs available
No price increases for last three years
Easy on your budget
Fair price policy

Factories in Kirkland and Bellevue
Employs local families
Pays local taxes
Ship fresh

Kirkland Safeway
Albertson's
Trader Joe's

Bellevue Factoria
Mall
Whole Foods
TOPS

Kirkland Safeway
Albertson's
Trader Joe's

Bellevue Factoria
Mall
Whole Foods
TOPS

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Copenhagen Message Framework
Copenhagen will be your single web hub to create, organize and schedule your life

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<th>Create</th>
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<th>Schedule</th>
</tr>
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<tbody>
<tr>
<td><strong>Express your ideas and create great-looking documents</strong></td>
<td><strong>Keep your paperwork organized</strong></td>
<td><strong>Stay on top of your busy schedule</strong></td>
</tr>
<tr>
<td>• Express your ideas more creatively with new and improved <em>lorem ipsum</em> and <em>gargoy lycum</em></td>
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<td>• Extend your experience – view, create and do light-weight editing documents with the Lorem Ipsum solilogqy.</td>
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Telesales Call Flow

We will offer product trial to generate leads

1. Call Answer?
   - Yes: Correct Contact?
     - Yes: Interested in trial?
       - Yes: Lead!
       - No: Maybe/Not sure
         - Send info through email and mark for one-week callback
     - No: Ask for person responsible for purchasing email and servers (name, title, phone)
   - No: No Answer, Busy - mark for non-urgent callback
2. Voicemail - leave message about free trial
3. No Answer objections
   - No: Offer a technical person to call them
   - Thank and terminate

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Chapter 14

Charts and Tables
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Software
Hardware
Services
Maintenance

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Northern US sales rising all year

European sales slump in the spring

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East: 1,225
North: 875
South: 700
West: 700
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Our primary focus should be **Telecom, High Technology and Government** because they show the highest interest in our product.
Our primary focus should be **Telecom, High Technology and Government** because they show the highest interest in our product.

*Percentage of firms who rated our product very or extremely interesting*

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