While reporting a story (http://www.wired.com/wired/archive/15.04/wired40_microsoft.html) about Microsoft's video blogging initiative, Channel 9, and its overall campaign to embrace corporate transparency, Wired Contributing Editor Fred Vogelstein inadvertently received the following executive briefing document in an email from Microsoft. Wired has redacted email addresses and added titles in {brackets}.

Friday afternoon, Charles Fitzgerald {Microsoft's general manager of platform strategy} closed off Fred's reporting on his Wired piece looking at Microsoft and Transparency (via the lens of the Evangelism Network). As expected, Fred spent the majority of the time looking for what the potential back and forth might have been at the GM and below level, looking to see if there were voiced concerns around Channel 9.

Charles reinforced that Fred seems to be assuming there was more to this than there actually was. He walked Fred through the natural progression of Microsoft's outreach to the developer community: from the CompuServ forums to the initial trial of the PDC Bloggers site at PDC 2003, these were aimed at increasing Microsoft's dialogue with developers and the community. Fred argued that this was more of a radical shift that would have required more internal debate (noting the size and scope difference of Channel 9 to the smaller "circulation" of CompuServ forums). Charles' follow-up comments, here, underscored that from his team's perspective this was just a natural extension and the growth and interest have been positive.

Fred also noted that he's heard of additional tension – felt at the team level – around what would happen and whether Channel 9 would come together. He specifically referenced Lenn Prior {*Microsoft's former director of platform evangelism*} being "scared" and receiving "hate mail," around his championing of the Channel 9 initiative. When pushed, Fred didn't offer perspectives but Charles' re-emphasis that the process for Channel 9's creation was natural, normal and not that dramatic positioned Lenn's concerns as overplayed.

Fred tried a few additional times to insinuate that there might be more there and Charles held his position well. Fred did mention, as we discussed, that there was a "review process" for Channel 9 indicating that he will likely bring up the editing channel 9 goes through and that Microsoft still has some limits to the transparency. We should also expect that Fred will say that there were those in the process that saw this as part of the normal Microsoft exchange (Charles / Sanjay {*Parthasarathy, vice president of developer and platform evangelism*}) and others who felt they were more in the firing line. We've also emphasized and we've heard back from Fred that he sees Microsoft

strongly supportive of this effort at the senior levels so while Fred might play up early tension at lower levels we shouldn't see this at the executive ranks. LarryCo {Larry Cohen, Microsoft's general manager of corporate communications} is contacting him as well to reinforce the overall marketing support and emphasize, again, the endorsement of The Evangelism Network.

Under separate conversation, I spoke with the photography editor. As expected, they're doing a package on "transparency" so we'll be included as one of the examples. They're keeping all the pictures standard (head shot on white background). They are requesting a photo session with Jeff Sandquist {Microsoft's director of platform evangelism} so we've secured the focus of our story. I'll be connecting separately to get this scheduled and make sure that the art is correctly positioned – we're anticipating a head shot only with the photography to take place on Tuesday.

Fred will be writing early this week and we expect him to finish mid-week and will be in touch with him throughout the process. We should have a look at it early March and it should run late March for the April issue.

I've included the transcript below as an FYI: 02092007 Wired Charles Fitzgerald.doc

Mark L. Martin | Waggener Edstrom Worldwide | +1.xxx.xxx.xxxx {Waggener Edstrom, a public relations agency based in Seattle, Wash., handles the lion's share of Microsoft's corporate communications}

From: xxxx xxxxxx

Sent: Friday, February 02, 2007 9:35 PM

To: xxxxxxxxx; xxxxxxxxx

Subject: RE: Wired briefing

Sanjay – thank you again for taking the time today to talk to Fred at Wired and help move him along on his Microsoft transparency and the Evangelism Network.

Fred's questions went as expected with no surprises (transcript attached) – focusing primarily on your role in setting up the Evangelism Network and, specifically around how you worked to support the effort and encourage it internally. Your positioning around the grass-roots nature of the initiative and the subsequent cross-company and multi-level support for Channel 9 was what we needed Fred to hear. Further, the downplay of any hint of internal debate or discussion really emphasized that the direction Channel 9 was heading was the right one for the company – helping expand already existing Microsoft outreach.

You did a good job setting context around the legacy of blogging at MS and the goals around it – focusing on scale and reach. Your additional comment on your start as an evangelist at Microsoft and your emphasis on Microsoft's openness to diverse views through a variety of blogs helped to humanize your involvement and support.

Fred did weave in one question about the DOJ- hinting that with the antitrust trial just finishing that there might have those at Microsoft who felt the Channel 9 effort needed to be "extra careful about what [Microsoft] said publicly." You dismissed his questions around this noting that no one pushed back and we'll make sure Fred gets this point in follow-up (emphasizing that it just isn't a point of consideration in the Channel 9 development).

Our next steps:

- We're pushing Fred to finish reporting and start writing. I will connect with him Monday and based on that call we may have Charles provide Microsoft's final, closing comments given Fred's emphasis around Charles' involvement and his question to you today around any discussion that went on below you in the organization. Your emphasis on being connected to your org and the discussion around Channel 9 was ideal and we'll want to emphasize the broad support around the direction.
- We will continue to push Fred to make sure there are no surprises. We'll also be working with him on any art that Wired is likely to use.
- We anticipate an advance draft of the piece by mid-March with the final hitting newsstands at the close
 of March for the April edition.

Again, thank you for your time.

Mark L. Martin | Waggener Edstrom Worldwide | +1.xxx.xxx.xxxx

From: xxxxxxxxxx

Sent: Thursday, February 01, 2007 2:33 PM

To: xxxxxxxxx

Subject: Wired briefing

Briefing for your call with Wired is below. We want to keep it short and not offer any new avenues to him – Fred has done plenty of reporting here and it is time for him to stop and just write the article. The key issue for you is management support. Fred is having a tough time believing that everything at Microsoft isn't initiated by Steve {Ballmer, Microsoft's CEO} or Bill {Gates, Microsoft's Chairman} with Brad Smith {Microsoft's general counsel} reviewing every byte that comes out of the company. So we want credit for decentralized decision-making. But we also want to be clear senior management supports these efforts (repeated appearances, announced Bill's change in

status in C9, positive public comments and they very supportive internally). An anecdote or a memorable comment from the decision to do C9 would go a long way here. He also is trying to make Channel 9 somehow a response to the DoJ. Need to be clear we have been doing developer outreach for a long, long time. You should open and apologize for being so tough to reach but you've been overseas on dawn to dusk business reviews for the last two weeks.

Corp PR is a little uptight about Fred because of his tendency to look for tension and his recent piece on Yahoo which was devastating but pretty much on target. So be careful.

MEDIA BRIEFING
Fred Vogelstein, Wired
Feb 2, 2007
11:00-11:30 a.m. PT (11:00-11:15 prep / 11:15 – 11:30 – call with Fred)

Dial-in:

- Participants: Tim O'Brien {director of platform strategy} will be in your office, Samara Villasenor (WaggEd) will host on the phone
- This call will be recorded and transcribed

Background

- Fred Vogelstein is working on a story for Wired Magazine, showcasing Microsoft as a company who has successfully demonstrated a commitment to transparency (through blogging), highlighting Channel 9 and 10, as well as the broader Evangelism Network and other Microsoft efforts to create transparency with its customers and partners.
- Fred sees Microsoft as the industry leader in terms of "large company" corporate blogging
 and direct to community communication. We expect the story to be similar to a "case study"
 in that Fred noted that the story, in his words, will be "very favorable to Microsoft's efforts."

Your Role

Our objective is to demonstrate how creating a strong connection between Microsoft employees and the community has helped to increase feedback/input in areas like product development and provide a compass for the community to better understand the context behind the company's plans. Further – we aim to show the overwhelming top-down and bottom-up support for this commitment across Microsoft.

Areas to note:

- We have positioned you as the supporter and final decision maker for the Evangelism Network, and Channel 9 and 10 in particular. You will need to articulate the value you saw in these initiatives in terms of broader community engagement, global scale, ultimately creating transparency for customers/partners - and the right direction for MSFT.
- There is an undercurrent to some of Fred's comments around comparing this work to the "old ways" of the company and insinuating there might still be some level of "bureaucracy" questioning this trend of more open, transparent communication. He is digging for tension where it does not exist. We have to be hard core on this point and communicate in no uncertain terms the level of executive commitment and support for Channel 9 and 10. You'll want to directly convey to Fred that it would be a disservice to the Channel 9 and 10 efforts if this story doesn't convey the broad Microsoft support from executives, marketing and the like.
- We also need to reinforce with Fred that these efforts are a natural extension of the
 company's DNA. We've been doing this for years and there are many examples of
 transparency across the company. Microsoft has been using a wide variety of
 communications mechanisms to reach out to developers since the days of yore (think
 Compuserve forums) this is simple the latest manifestation of those efforts.
- Fred will want your perspective on why you pushed these initiatives through: what you saw as the key challenges and what were the risks involved with setting up such an open dialogue.
- Fred will look to you to personalize the Microsoft review processes (not extensive and up the chain of command, but thoughtful and decisive, nonetheless), and seeing the value of interactive dialogue these initiatives brought to customers, partners and the broader community.
- Fred has been asking repeated questions about whether other executives were involved to give the green light on these projects, in particular Brad Smith from a legal review. We have said all along that no such conversations took place, positioning you as the final decision maker. We have continually set expectations that Brad Smith was not involved in these efforts in any way. We can also expect Fred to ask about how BillG and SteveB feel about Channel 9 and 10 (Jeff conveyed SteveB supporting comments to Fred and we are providing Bill's supportive comments from CEO Summit '06).

Key momentum data

- **Channel 9** experiences between 4 to 4.5 million *unique users* per month. Nearly 34,000 of these unique visitors are registered members of the Channel 9 site.
- **10** averages around 500,000 unique visitors per month. Since its launch in March 2006, 10 has garnered a total of over 2,400 members.
- MSDN has grown to over 3000 active bloggers today.

Key messages

Microsoft's culture is highly focused on community and creating opportunities to connect with
its customers. Projects like Channel 9 and 10 are innovative examples of efforts across the
company to better engage with our community, whether it be developers, customers or
simply people who love technology.

- Microsoft's community efforts give customers greater insight into what is going on with key technologies, as well as provide a vehicle for direct and deep interactive conversations.
- Blogging at Microsoft is more than the work of one individual. It's a collective effort of thousands of employees, who together make up a network that reaches a global community of millions.

Expected Q&A

We've outlined below some of the questions and possible answers that we expect from Fred based on our meetings and discussions with him.

Q. What was the level of exec review? Were you nervous? How were Bill and Steve involved?

A. No formal review *per-se*, but was raised as a point of discussion and an opportunity. Others didn't seem challenged. Of course, there was a little something in the back of my head...just a question asking is this the right thing? You do that with every new project, every new initiative. It went away quickly. There was no doubt this was the absolute right thing to do for our customers and partners...and for the community at large.

Q. What about legal review? How was Brad Smith involved? Nervous?

A. No formal review with Brad and his team. This is no different than our communications to customers. This is just more immediate, more transparent more direct and at a global scale.

We say it so often that it sounds cliché but it isn't: the blogging guidelines and the guidelines for C9 and 10 are simple: "don't be stupid" And you know what? People almost always are smart. Sure, there are exceptions and issues and concerns, but people are human and they're passionate – about technology, about this company, about what we can do, and about sharing what they do. This is a great vehicle, and we've never felt the need to question this effort by throwing a legal or process blanket over it. Our employees have conversations with customers and partners and the broader technology community all the time. This was just another opportunity to reach people every day, and we are able to scale globally.

Q. Is this really new? Isn't this just another marketing vehicle, another way to communicate with developers, especially in your eyes at the exec level?

A. It really is new. You'll hear two things from me, and you've probably heard them from Jeff and his team, too. It's hard to do this and it's easy to do this. The hard part is getting over the "whatif" hurdle, the question of the unknown. Will it work? Is it the right thing? The easy bit is just doing it. Any company can do this, but for some, it will take a cultural shift and be able to acknowledge the value. Jeff and his team are low-budget and efficient, and that makes it more real.

This is in Microsoft's DNA. We've been doing this for years and there are many examples of transparency across the company.

- **MSDN**, a great online resource for developers and customers
- **Imagine Cup**, which provides a forum to encourage creative and technological innovations among university students worldwide
- **Codeplex**, Microsoft's community development web site where projects, applications and feedback can be shared with developers around the world
- Team blogs, such as IE, Security, Xbox (Major Nelson), Windows Mobile and Embedded Devices
- Some of this is the very nature of Microsoft. Some of this is our customers saying, "it would be really great if you..." and some of this is us doing a much better job, in my humble opinion, of actively listening to those customers. C9 and 10 are part of that.

Q. Is this driven by DOJ?

A. No. It's about furthering the dialogue with customers, expanding and encouraging that discussion and making it more two-way. We've been doing this long before the DoJ and will be doing it long after.

Previous meetings

- CharlesF met with Chris Anderson {Wired's editor in chief} during his fall tour in '06, placing
 the idea that Microsoft is thinking differently and creatively around its outreach with a prime
 example being Jeff Sandquist's work with Channel 9 and 10. Our goal was to tell a story
 about the company's work in this area and help raise the visibility of some of the personalities
 working on the community efforts, especially on the heels of Scoble's departure.
- Dan'l Lewin {Microsoft vice president for strategic and emerging business development} met with Chris Anderson in October and also emphasized the company's work in this arena, pushing the story further.
- Jeff Sandquist traveled to the Bay Area to meet with Chris and his editorial team. They were highly engaged in Jeff's conversation seeing this as both a unique side to Microsoft, and looking at it from a best-practice standpoint (with Wired looking to expand staff blogging and evaluating how best to take the next steps).
- Fred Vogelstein was assigned to write the story with the focus on Channel 9 and Channel 10
 as an example of the work Microsoft is doing on the community front and how it is having a
 positive impact on the work the company is doing with customers and the broader online
 communities.
- Fred traveled to CES to shadow the 10 team in action, capturing several on-the-fly interviews from the show floor where he also saw how nimble the team operates and how quickly the production team can upload content.
- Fred also traveled to Redmond for a full day of meetings, including meeting with Jeff's team, shadowing Channel 9 on interviews with PAG and the Women in Technology series.
- Lastly, we know that Fred has reached out to both Robert Scoble {the former blogger at Microsoft} and Len Prior about what their experiences were with Channel 9 in the beginning, specifically asking them if there were other executives involved with the "go" decision, whether they received any pushback from executives and confirming that the effort really was a "grass roots" effort. We are expecting him to also reach out to Dave Winer and Tim O'Reilly, as well as a few select partners (Carillion Corporation and Vertigo Software) who can speak to their experience with the sites.

What we expect to see in the story

- Every company wants to do this, but very, very few are good at it. Look at Wal-Mart and the blogging fiasco there as an example of wanting to do this, but not knowing how. It isn't as simple as just blogging. Microsoft gets that. Now, that doesn't mean that Microsoft still doesn't stub their toe (we'll likely see him reference the Acer laptop issue and perhaps the Wikipedia issue). But, Microsoft seems comfortable with letting that process happen, recognizing there will be stumbles and still pushing forward. We'll likely see Fred position this as the barrier other companies haven't overcome, not willing to take this risk, but Microsoft said "go for it." And the net result is very positive.
- Credit to Microsoft Evolving and taking risks. Microsoft didn't just "flip a switch" and, poof, its "transparent." He is familiar with other periphery examples, not central to this story, but indicative of the commitment to transparency: increased commitment to licensing, source code access, working with competitors, and education, etc. He'll likely position this as Microsoft moving in the right direction, willing to take that hard step, willing to take the risks, willing to make mistakes. At the same time, we'll likely see Microsoft positioned as thinking hard about giving this the green light. We should expect Fred to call out some company history: Microsoft in 2000 wouldn't have done this. This will come with negatives. We could see the "cancer" comment and we could see a DOJ reference though we've worked hard to look more at the customer dialogue that has driven this evolution vs. regulatory mandates. The company has learned and progressed. Technology is enabling part of this, sure, but Microsoft was willing to take a risk.
- Transparency isn't the Right Word. Fred is using Transparency because his "editors are making him..." but he feels it implies more than it is, more of a "movement" or a "corporate initiative." Its rather a willingness/a dynamic process to interact. He feels it also implies a "transparency scale." We should also expect he'll cite Sun as another example of a company doing this, blogging early, but not pushing any new boundaries like Microsoft.
- Degree of "Exportability?" This is what Fred says he's struggling most with, going back to the first point on "everyone wants to do it, but no one (except a few...Microsoft included) is doing it right. Jeff Sandquist says it's exportable and any company can do it. Jeff says he goes and talks to other companies about this (Fred really wants to talk to one of those other companies even on background). But...w/o the internal freedom to do it can you? Fred acknowledges that MSFT is doing this inexpensively...but that its easier for them to be ahead of the curve because of the focus on technology. He brought up Apple, though and how they're the antithesis of what Microsoft is doing. Our action here is to continue to push Fred to say very exportable...regardless of technology roots companies have to be willing to take risks (getting credit, here, for MSFT taking risks for good of community / customers).
- Other Influencers: Fred, per his MO, is relatively tight-lipped about other interviewees though we know he's talking to Winer, Scoble and he'll be talking to Tim O'Reilly. We also anticipate that he will contact original members of Jeff's team / others involved in the effort: Bryn Waibel, Len Prior, Chris Anderson {a Microsoft blogger; not the Wired editor in chief}, Don Box, David Ornstein, Ray Chen and Larry Osterman. We have outreached to them and will keep an open dialogue to see if we can gain more on the story based on their conversations. We're also trying to get him to talk to Charlene Li at Forrester who just published a positive report for us on the ROI of blogging.

- Fred is a contributing editor with Wired, having joined the publication in June 2006. He covers
 industry trends and the culture of technology, particularly digital culture and the Internet. He
 also contributes to the Wired blog, Epicenter, http://blog.wired.com/business/, and his
 personal blog at http://techblog.typepad.com/
- Prior to joining *Wired*, he was a tech editor at *Fortune* until March 2006. He has a long history with tech -- over his 20-year career, he has covered technology and finance for such publications as *U.S. News and World Report*, *The Wall Street Journal*, *New York Newsday*, *American Banker* and the *New Haven Register*.
- Fred's stories tend to be a bit sensational, though he would consider them to be balanced
 and fair. His writing style tends to be narrative using anecdotes and/or behind the scenes
 looks to tell his story. He doesn't rely much on quotes. In speaking with him, you'll want to
 use examples to illustrate points and create color.
- Fred can be a little tricky in interviews. He looks deeply for any dirt around whatever topic he is focused on and generally is tight lipped about the direction he will take for his stories, sometimes even misleading you to throw you off. It takes him a bit to get his thoughts across, so try to be patient. Be careful not to lead him down a path you would prefer to avoid. He is generally friendly, knows Microsoft quite well, and tends to start off his discussions with softball questions, but they progressively get deeper and deeper until he unearths something he finds interesting. Be careful of his approach.
- Fred has said he follows this process when reporting: he gets the data, he thinks on it, he
 writes the top level, figures out where the holes are, and then he continues to report to raise
 his comfort level as he dives deeper into writing the story. He also likes talking to other
 industry influentials, competitors, as well as current and former Microsoft
 executives/employees for their perspective.

About Wired Magazine

- The publication is written for readers interested in the digital revolution. Regular topics include multimedia, cyberspace, cutting edge technologies, high definition television, virtual reality and the electronic frontier. Coverage focuses on the culture, business, politics and personalities that surround such technologies and push them forward to the 21st century.
- Recent articles from Wired journalists have positioned Microsoft in a somewhat skeptical light including criticism around Vista's graphics card requirements and disadvantages of Soapbox including strict DRM.
- Wired also covered the "void" Robert Scoble's departure in July 2006 left as the "face of Microsoft."

Recent Stories/Blogs

How Yahoo! Blew It!

Selling ads against search - it seemed like such a simple thing. But while CEO Terry Semel fumbled and bumbled. Google pulled ahead.

Jan 16, 2007

http://www.wired.com/wired/archive/15.02/vahoo.html

Terry Semel was pissed. The Yahoo CEO had offered to buy Google for roughly \$3 billion, but

the young Internet search firm wasn't interested. Once upon a time, Google's founders had come to Yahoo for an infusion of cash; now they were turning up their noses at what Semel believed was a perfectly reasonable offer. Worse, Semel's lieutenants were telling him that, in fact, Google was probably worth at least \$5 billion.

Wired Epicenter Blog: We Make the Whole Widget

Jan. 10, 2007

http://blog.wired.com/business/2007/01/we make the who.html#more

Amid all the hoopla about Apple's iphone and Tivo-box - about how Steve Jobs is changing the world once again - it's worth remembering the following: Jobs, himself, has remained remarkably consistent since he and Steve Wozniak founded Apple 30 years ago. It's the world that has changed around him.

Wired Epicenter Blog: What is the future of marketing?

January 8, 2007

http://blog.wired.com/business/2007/01/what is the fut.html#more

I'm in Vegas for the Consumer Electronics Show - ugh. Me and 150,000 of my closest friends are having a gas - NOT. It's crowded. It's expensive. It's physically grueling. Lines for food, for cabs, for the restroom. It's basically analog overload at the biggest digital celebration on the planet. It made think hard about this fabulous piece in the NYT over the weekend - about the millions of marketing dollars that get pumped into CES every year. The piece estimates that many companies will spend close to a \$1 million on the show this year. My guestion is: For what?

Blog: Even More on Yahoo

December 5, 2006

http://techblog.typepad.com/my weblog/2006/12/even more on ya.html

Lloyd Braun, Yahoo's media chief, apparently has called a meeting of his Santa Monica based executive team tomorrow. The speculation is that he is announcing his resignation - something that has been anticipated inside and outside Yahoo for some time. He has not yet been reached for comment.

Blog: More on Yahoo

http://techblog.typepad.com/my_weblog/2006/12/more_on_yahoo.html

Press release just issued by Yahoo is hard to decipher at first blush. Says the company will be organized around audience segments and advertisers instead of around products and that its structure will be simplified into three divisions - technology, audience, and advertisers and publishers....The question everyone is going to have is whether these changes go far enough. In the past year the company has gotten its clock cleaned by Google in the search related advertising business and seems poised to have its branded advertising business threatened by Google's purchase of You Tube.

Wired Epicenter Blog: Google's Website Traffic

Dec. 1, 2006

http://blog.wired.com/business/2006/12/googles_website.html#more

Lots of chatter about the <u>chart</u> below today. Comes on the heels of Google <u>shuttering</u> Google Answers and no doubt adds fuel to that silly argument about how the only thing Google does well is search.

Blog: The Future of Local News?

November 29, 2006

http://techblog.typepad.com/my_weblog/2006/11/the_future_of_I.html

It's become common among readers to moan about how all news is becoming commoditized. There's some truth to this when it applies to news out of Washington or Iraq. Not true of local news, however. Every publication writing about a place like Huntington Beach thinks about the news there differently. You'd have to check the Independent, the Daily Pilot, the Orange County Register, the LA Times and the Long Beach Press Telegram to really find out what was going on.

Blog: Internet Advertising Through the Roof

November 15, 2006

http://techblog.typepad.com/my_weblog/2006/11/internet_advert.html

think this chart speaks for itself. Note that quarterly ad spending is double what it was during the bubble. How much longer will this ad boom go on? Looking at the curves of radio and television advertising adoption would help me guess, if I could find them.

Rebuilding Microsoft

Bill Gates is on his way out. Now it's up to Ray Ozzie to revive the flagging giant – and get it ready for the post-desktop era

October 2006 issue.

http://www.wired.com/wired/archive/14.10/microsoft pr.html

AT MICROSOFT, IT'S known simply as the Bill Review. At some point in the early stages of any major product or service launch, the richest man in the world would sit in judgment, assessing a team's progress and deciding whether the project should still get the company's backing. Engineers and executives spent days and nights preparing for this session, a grilling that could make or break a career.

Sidebar "Beyond the Box"

October 2006

http://www.wired.com/wired/archive/14.10/beyondbox.html

Microsoft made billions selling software that runs on the desktop. Now, with the Live initiative, Ray Ozzie and the company are making the shift to selling software that runs over the Internet. Here's a look at the new offerings.

Blog: Interview with Gary Flake

September 29, 2006

http://techblog.typepad.com/my_weblog/2006/09/interview_with_.html

At the end of July I spent two hours with <u>Gary Flake</u> for a recent <u>Wired story about Ray Ozzie</u>. Flake is one of 10 technical fellows at Microsoft, but more importantly he is one of the people on the front lines of the innovation rethink Ozzie et al are pushing at <u>Microsoft</u>. He runs something called Live Labs, and his job is to make sure that the company gets more bang for the buck out of its research arm – something it has come under increasing criticism for.

Carly Fiorina Tells Her Story

October 9, 2006

http://www.wired.com/news/technology/0,71926-0.html?tw=wn index 26

Fred Vogelstein, a *Wired* magazine contributing editor, interviewed Carly Fiorina about the book, her tenure at HP and the spying scandal currently engulfing the company and its board of directors.

Blog post: The Coming Thaw between Old and New Media

July 14, 2006

http://fvogelstein.wordpress.com/2006/07/14/the-coming-thaw-between-old-and-new-media/Saw Jon Fine's piece in Business Week about Yahoo and newspaper publishers mulling a partnership.

I think this is big, big, big. Up until now the publishing industry viewed Yahoo and all the online news outlets as their mortal enemies. I've had lots of conversations with Tom Curley, the president of the AP about this. He sees it first hand because the AP is owned by its newspaper members but is also selling the AP feed to Yahoo. Many of the big publishers are angry at Curley about that and have not been shy about telling him so.

###

Larry – thank you for agreeing to connect with Fred on this piece and reinforcing some key points with him – both to emphasize points made on the record and to emphasize Microsoft's expectations around the story.

Fred should be available Monday (2/12) throughout the day – you can reach him in his office at 415.276.4922. He can also be reached at his mobile, 510.435.9630, and his e-mail is: Fred_Vogelstein@wired.com.

With all of the main reporting finished and Fred now in the writing process there are just two remaining Microsoft interactions – the formal interview (~20-30 min) with Charles Fitzgerald (a second discussion; the bookend), scheduled for Friday afternoon, and your call with Fred. Charles' interview will focus on the "below VP-level" founding of the Evangelism Network, Charles and his team's support of the efforts, and reinforcing the open dialogue and broad support that the broad support that resulted from Microsoft when the idea originated (not to mention the tone of a quick "it's a good idea, go for it," vs. the layers of debate possibly supposed by Fred).

The goal of your call is to do a check in with Fred to get a final gauge on where his head is at and reinforce one last time that we want to avoid any surprises with this story. Points to make below:

- This will be an interesting story. Glad we were able to provide the access you needed in terms of significant time with Jeff Sandquist and the rest of the evangelism teams
- Now that you are done w/ reporting, would like to get a sense for where your head is at with the story in terms of direction, highlights, tension points
- Jeff and team have done amazing work and the company has really rallied around their efforts. It is super important that their story is reflected accurately.
- I would hate for them to feel like the story somehow missed the true essence in which Channel 9 and 10 came to be (very bottoms up, organic nature of this project, the exec support not only in PSG but

- from the broader marketing org, etc.). I know it would be pretty disappointing to them if those elements weren't captured somehow.
- No surprises -- I know you and Chris {Anderson, Wired editor in chief} have spoken with Mark {Martin} and Frank {Shaw, president at Waggener Edstrom in charge of the Microsoft account} but also want to reiterate how important it is that we avoid any surprises here.

Larry, we have a lot more specifics here if you need them to reinforce the points above, but I know you ar
close to this and so kept it short and to the point. The recap for the last call with Sanjay and his briefing
are both below for your reference. Please let us know if you need anything more here.

Thanks,

Mark