

One of the core problems with this memo is the fact that it has about as many instrumental goals as it has receivers. It is attempting to announce layoffs, apprise remaining employees of team restructuring, and underscore company strategies confidently in the wake of an acquisition. Relationally, Elop attempts to frame Microsoft as a boss, resource, industry leader, and booming revenue source. Elop also tries to define its identity as optimistic, sympathetic, sensible, honest, focused, and informative.

Necessarily, some of these goals fall flat to their wide array of receivers, including Microsoft employees, Nokia employees, and investors. Spouses and family members will be in the secondary audience, while competitors, tech media, and government watchdogs will be in the tertiary. Their goals are variously to make a living, to enjoy their daily work as they make a living, to have information needed to keep doing their daily work, and to build their reputation in the tech industry. The company culture this memo is being sent out into is one of a growth mindset, accountability, innovation, inclusion, and social progress.

Because their goals are so diverse in a diverse audience, some will react with excitement, others with boredom, and many with fear. Their audience will need to prepare for a change in the office, but how much information they need depends on how much information has been sent out before this. Receivers will need to overcome critical opinions of their higher-ups, feelings of complacency or inertia, and a natural fear of change. These diverse reactions must be accounted for with a human touch, therefore the memo should only really include an explanation of the need for change, as well as the announcement that there will be changes announced in person.

The information should be presented as the reader expects: an email is usual to announce meetings, but they also expect open acknowledgement, brief messages that allow them to get back to work, and formatting that draws their attention to the most important information. Most receivers will scan and then delete the message, so the most pertinent information needs to be obvious. Any information not relevant to the majority of the group should be saved for later, and information so important that it cannot be missed should, as mentioned above, probably be announced in person.

July 17, 2014

Hello there,

Microsoft's strategy is focused on productivity and our desire to help people "do more." As the Microsoft Devices Group, our role is to light up this strategy for people. We are the team creating the hardware that showcases the finest of Microsoft's digital work and digital life experiences, and we will be the confluence of the best of Microsoft's applications, operating systems and cloud services.

To align with Microsoft's strategy, we plan to focus our efforts. Given the wide range of device experiences, we must concentrate on the areas where we can add the most value. The roots of this company and our future are in productivity and helping people get things done. Our fundamental focus – for phones, Surface, for meetings with devices like PPI, Xbox hardware and new areas of innovation – is to build on that strength. While our direction in the majority of our teams is largely unchanging, we have had an opportunity to plan carefully about the alignment of phones within Microsoft as the transferring Nokia team continues with its integration process.

It is particularly important to recognize that the role of phones within Microsoft is different than it was within Nokia. Whereas the hardware business of phones within Nokia was an end unto itself, within Microsoft all our devices are intended to embody the finest of Microsoft's digital work and digital life experiences, while accruing value to Microsoft's overall strategy. Our device strategy must reflect Microsoft's strategy and must be accomplished within an appropriate financial envelope. Therefore, we plan to make some changes.

We will be particularly focused on making the market for Windows Phone. In the near term, we plan to drive Windows Phone volume by targeting the more affordable smartphone segments, which are the fastest growing segments of the market, with Lumia. In addition to the portfolio already planned, we plan to deliver additional lower-cost Lumia devices by shifting select future Nokia X designs and products to Windows Phone devices. We expect to make this shift immediately while continuing to sell and support existing Nokia X products.

To win in the higher price segments, we will focus on delivering great breakthrough products in alignment with major milestones ahead from both the Windows team and the Applications and Services Group. We will ensure that the very best experiences and scenarios from across the company will be showcased on our products. We plan to take advantage of innovation from the Windows team, like Universal Windows Apps, to continue to enrich the Windows application ecosystem. And in the very lowest price ranges, we plan to run our first phones business for maximum efficiency with a smaller team.

We expect these changes to have an impact to our team structure. With our focus, we plan to consolidate the former Smart Devices and Mobile Phones business units into one phone business unit that is responsible for all of our phone efforts. Under the plan, the phone business unit will be led by Jo Harlow with key members from both the Smart Devices and Mobile Phones teams in the management team. This team will be responsible for the success of our Lumia products, the transition of select future Nokia X products to Lumia and for the ongoing operation of the first phone business.

As part of the effort, we plan to select the appropriate business model approach for our sales markets while continuing to offer our products in all markets with a strong focus on maintaining business continuity. We will determine each market approach based on local market dynamics, our ability to profitably deliver local variants, current Lumia momentum and the strategic importance of the market to Microsoft. This will all be balanced with our overall capability to invest.

Commented [HJ1]: While current megacorporations favor familiarity in the workplace, this may not be appropriate for an email that announces layoffs.

Commented [HJ2]: What does this mean? If this isn't Microsoft-specific terminology, it may need to be cut.

Commented [HJ3]: This word is so high-minded that it lacks some clarity. If left in, I may recommend replacing with "convergence."

Commented [HJ4]: Could this be cut? It may be misread as self-praise and unnecessary clutter.

Commented [HJ5]: This is a good sentiment, but probably not necessary information for your receivers. Consider condensing with the next sentence to retain some sentiment.

Commented [HJ6]: This aside's organization diverts the sentence and disrupts comprehension. I would ... [1]

Commented [HJ7]: Feel free to cut this word for conciseness's sake.

Commented [HJ8]: While I understand the need to introduce these changes delicately, this key sentence ... [2]

Commented [HJ9]: Many of your paragraphs are longer, which will make it difficult for reader retent ... [3]

Commented [HJ10]: Burying this so deeply within the second paragraph obscures the real focus of this email.

Commented [HJ11]: This and a few other words actually obscure more than they clarify. "While" wo ... [4]

Commented [HJ12]: The active voice could work just as well here, while only adding clarity.

Commented [HJ13]: See note above about unclear words. Consider changing to "add."

Commented [HJ14]: The passive voice shows up here as well, so you're aware, but does fit within the exist ... [5]

Commented [HJ15]: Beginning here, many of the coming paragraphs are no longer relevant to all ... [6]

Commented [HJ16]: These could be summarized as, "We don't have a plan for the higher price segments" ... [7]

Commented [HJ17]: If this note is essential, it is so specific that it feels out of place and should probabl ... [8]

Commented [HJ18]: This subtle reference to later layoffs should probably be left for a separate meetin ... [9]

Commented [HJ19]: "Have an impact" can be shortened to "impact."

Commented [HJ20]: This is another essential point that gets swallowed in the bulk of the e-mail.

Commented [HJ21]: This information isn't necessary for all of the readers, especially if they won't be wi ... [10]

Commented [HJ22]: Perhaps these specifics might be best shown to the marketing team itself in a later ... [11]

Our phone engineering efforts are expected to be concentrated in Salo, Finland (for future, high-end Lumia products) and Tampere, Finland (for more affordable devices). We plan to develop the supporting technologies in both locations. We plan to ramp down engineering work in Oulu. While we plan to reduce the engineering in Beijing and San Diego, both sites will continue to have supporting roles, including affordable devices in Beijing and supporting specific US requirements in San Diego. Espoo and Lund are planned to continue to be focused on application software development.

Commented [HJ23]: This is not relevant to everyone and is excessively detailed.

We plan to right-size our manufacturing operations to align to the new strategy and take advantage of integration opportunities. We expect to focus phone production mainly in Hanoi, with some production to continue in Beijing and Dongguan. We plan to shift other Microsoft manufacturing and repair operations to Manaus and Reynosa respectively, and start a phased exit from Komaron, Hungary.

Commented [HJ24]: See above.

In short, we will focus on driving Lumia volume in the areas where we are already successful today in order to make the market for Windows Phone. With more speed, we will build on our success in the affordable smartphone space with new products offering more differentiation. We'll focus on acquiring new customers in the markets where Microsoft's services and products are most concentrated. And, we'll continue building momentum around applications.

Commented [HJ25]: Your e-mail shouldn't be so long that it needs a summary in the middle. The actual details should be enough within departmental meetings.

We plan that this would result in an estimated reduction of 12,500 factory direct and professional employees over the next year. These decisions are difficult for the team, and we plan to support departing team members with severance benefits.

Commented [HJ26]: While clear, this is far too deeply embedded in a memo, and perhaps even too sensitive for a company-wide memo of this nature. A meeting may provide a more personal and respectful touch.

More broadly across the Devices team, we will continue our efforts to bring iconic tablets to market in ways that complement our OEM partners, power the next generation of meetings & collaboration devices and thoughtfully expand Windows with new interaction models. With a set of changes already implemented earlier this year in these teams, this means there will be limited change for the Surface, Xbox hardware, PPI/meetings or next generation teams.

Commented [HJ27]: This paragraph falls prey to a lack of organization. It should be grouped with the specific changes, which also means it should be announced in the meeting.

We recognize these planned changes are broad and have very difficult implications for many of our team members. We will work to provide as much clarity and information as possible. Today and over the coming weeks leaders across the organization will hold town halls, host information sharing sessions and provide more details on the intranet.

Commented [HJ28]: This won't be necessary in this email if we announce the layoffs separately.

The team transferring from Nokia and the teams that have been part of Microsoft have each experienced a number of remarkable changes these last few years. We operate in a competitive industry that moves rapidly, and change is necessary. As difficult as some of our changes are today, this direction deliberately aligns our work with the cross company efforts that Satya has described in his recent emails. Collectively, the clarity, focus and alignment across the company, and the opportunity to deliver the results of that work into the hands of people, will allow us to increase our success in the future.

Commented [HJ29]: This kind of apology won't be necessary if we haven't announced the cuts yet.

Regards,

Commented [HJ30]: I think this closes with a very appropriate tone. I can respect that.

Stephen

Commented [HJ31]: Depending on how familiar your audience is with you, consider a last name. However, if this memo merely announces meetings, it is less necessary than if it were to announce layoffs.

July 17, 2014

Hello everyone,

As you know, Microsoft's strategy is focused on productivity and our desire to help people "do more." As the Microsoft Devices Group, our role is to light up this strategy for people by creating hardware that showcases the finest of what Microsoft has to offer. **It is important that we keep our role and goals in mind as we adjust to our latest acquisitions from Nokia.**

Areas of Concentration

To align with Microsoft's strategy, we plan to concentrate on the areas where we can add the most value, given the broad range of device experiences. Our fundamental focus—in all we do—is to build on our strong roots in productivity and helping people get things done.

It is particularly important to recognize that the role of phones within Microsoft is different than it was within Nokia. While the hardware business of phones within Nokia was an end unto itself, within Microsoft we intend that all our devices embody the finest of Microsoft's digital work and digital life experiences, while adding value to Microsoft's overall strategy. Our device strategy must reflect Microsoft's strategy and must be accomplished within an appropriate financial envelope. As such, we recognize that growth and changes will be necessary in the coming months.

Upcoming Changes to Team Structures

While our direction in the majority of our teams is largely unchanging, we have had an opportunity to plan carefully about the alignment of phones within Microsoft as the transferring Nokia team continues its integration process.

We expect these changes to impact our team structure, and we are in the process of making difficult restructuring decisions that will be announced in departmental meetings later today. **Look for meeting information from your department directors before the end of the morning**, as well as further information concerning town halls, host information sharing sessions, and details to be announced on the intranet.

We recognize these planned changes are broad and have very difficult implications for many of our team members. We will work to provide as much clarity and information as possible.

The team transferring from Nokia and the teams that have been part of Microsoft have each experienced a number of remarkable changes these last few years. We operate in a competitive industry that moves rapidly, and change is necessary. Collectively, the renewed clarity, focus and alignment across the company, and the opportunity to deliver the results of that work into the hands of people, will allow us to increase our success in the future.

Regards,

Stephen

An Outline of Points to Be Discussed in Later Meetings:

- Estimated reduction of 12,500 factory direct and professional employees over the next year
 - Support departing team members with severance benefits.
 - Leaders across the organization to hold town halls, host information sharing sessions, and provide more details on the intranet.
- Plan to consolidate the former Smart Devices and Mobile Phones business units into one
 - Phone business unit to be led by Jo Harlow with key members from both the Smart Devices and Mobile Phones teams in the management team.
 - Responsible for success of Lumia products, transition of select future Nokia X products to Lumia, and for ongoing operation of the first phone business.
 - Plan to take advantage of innovation from the Windows team, like Universal Windows Apps, to continue to enrich the Windows application ecosystem.
- Focus on making the market for Windows Phone
 - Near term: drive Windows Phone volume by targeting the more affordable smartphone segments with Lumia.
 - In addition to the already planned portfolio, deliver additional lower-cost Lumia devices by shifting select future Nokia X designs and products to Windows Phone devices.
 - Make shift immediately while continuing to sell and support existing Nokia X products.
 - See further milestones for higher price segments
- Phone engineering efforts expected to be concentrated in Salo, Finland for future, high-end Lumia products and Tampere, Finland for more affordable devices.
 - Develop the supporting technologies in both locations.
 - Ramp down engineering work in Oulu.
 - Reduce engineering in Beijing and San Diego,
 - both sites will continue to have supporting roles, including affordable devices in Beijing and supporting specific US requirements in San Diego.
 - Espoo and Lund to continue to be focused on application software development.
- Right-size manufacturing operations to align to the new strategy and take advantage of integration opportunities.
 - Focus phone production mainly in Hanoi, with some production to continue in Beijing and Dongguan.
 - Shift other Microsoft manufacturing and repair operations to Manaus and Reynosa respectively
 - Start a phased exit from Komaron, Hungary.
- Across the Devices team, continue efforts
 - Goals: complement OEM partners, power the next generation of meetings & collaboration devices, thoughtfully expand Windows with new interaction models.
 - With changes already implemented earlier this year, there will be limited change for the Surface, Xbox hardware, PPI/meetings or next generation teams.
- Plan to select the appropriate business model approach for sales markets while continuing to offer products in all markets
 - Strong focus on maintaining business continuity.
 - Each market approach to be determined based on local market dynamics, our ability to profitably deliver local variants, current Lumia momentum, and the strategic importance of the market to Microsoft.
 - Balanced with our overall capability to invest.

Page 2: [1] Commented [HJ6] Hannah Johnson 10/6/2020 11:00:00 PM

This aside's organization diverts the sentence and disrupts comprehension. I would recommend cutting.

Page 2: [2] Commented [HJ8] Hannah Johnson 10/7/2020 7:35:00 PM

While I understand the need to introduce these changes delicately, this key sentence gets lost in the paragraph. Consider special formatting to draw the eye.

Page 2: [3] Commented [HJ9] Hannah Johnson 10/9/2020 8:21:00 PM

Many of your paragraphs are longer, which will make it difficult for reader retention. Attempt to condense as much as possible, and feel free to separate paragraphs into smaller chunks.

Page 2: [4] Commented [HJ11] Hannah Johnson 10/9/2020 8:46:00 PM

This and a few other words actually obscure more than they clarify. "While" would work just as well here, for example.

Page 2: [5] Commented [HJ14] Hannah Johnson 10/9/2020 8:42:00 PM

The passive voice shows up here as well, so you're aware, but does fit within the existing structure of the sentence nicely. Only change if you feel so inclined.

Page 2: [6] Commented [HJ15] Hannah Johnson 10/9/2020 12:14:00 AM

Beginning here, many of the coming paragraphs are no longer relevant to all audiences, especially investors. Perhaps departmental meetings might prove more appropriate to get focused information to the right places. I would recommend this memo be an announcement of meetings, with an overall focus on larger Devices Teams goals.

I've reformatted this memo accordingly, and included an outline of key points from the first draft that should be covered in departmental meetings, whether joint or segmented by division.

Page 2: [7] Commented [HJ16] Hannah Johnson 10/7/2020 7:41:00 PM

These could be summarized as, "We don't have a plan for the higher price segments yet, but it will be great." Consider deleting.

Page 2: [8] Commented [HJ17] Hannah Johnson 10/7/2020 7:40:00 PM

If this note is essential, it is so specific that it feels out of place and should probably be saved for a meeting.

Page 2: [9] Commented [HJ18] Hannah Johnson 10/7/2020 7:38:00 PM

This subtle reference to later layoffs should probably be left for a separate meeting, besides being redundant. (see above)

Page 2: [10] Commented [HJ21] Hannah Johnson 10/7/2020 7:09:00 PM

This information isn't necessary for all of the readers, especially if they won't be with the company anymore.

Page 2: [11] Commented [HJ22] Hannah Johnson 10/7/2020 7:11:00 PM

Perhaps these specifics might be best shown to the marketing team itself in a later meeting.