

Index

- A/B messaging test, 92
- Account-based marketing (ABM), 242, 247
- Active listening, 96–97
 - strength, 219–220
- Activities supporting strategies, listing, 153
- Activity reviews, 79–80
- Adobe
 - annual revenue, 210
 - Creative Solutions, 210
 - Photoshop features, 209–210
- Adoption life cycles
 - example, 117
 - technology adoption life cycle, 118–121
- Adoption Model, 33
- Ad testing, 92
- Advocacy, scaling, 49
- Affiliate marketing, 247
- Agile
 - marketing, usage, 78, 103–104
 - product marketing, 98
- Agile marketing practices, usage, 246
- Alignment meetings, 79
- Amazon Echo, 244
- Amazon Prime, subscription (launch), 238
- Ambassador (product marketing fundamental), 13, 19–20, 24, 115
 - customer, market insights (connection), 60
 - insights, 29–30
- Analyst relations, 15, 48, 68, 114–115, 247
- Andreessen, Marc, 3, 193
- Anti-patterns, 64–65, 71–74, 78–80, 85–87
- Apple App Store, opening, 14
- Apple TV+, 130
- AppOmni, 169–170
- Arment, Marco, 9–10
- Artificial intelligence (AI), usages, 195
- Atlassian, 62
- Audiences
 - coverage, 174–175
 - messages, designation, 202–203
- Azure, 130
- Bandwidth
 - teams, PGTM kickoff, 156
 - usage, 149
- Bell, John, 149–150
- Benefits, communication, 174
- Best messaging, 177
- Best practices, 72–74, 79, 87
- Bezos, Jeff, 244
- Big-Bang campaigns, 103
- Brainstorming, 16
- Brand, 247–248
 - awareness/loyalty, enhancement, 76
 - emotionality, investment, 142–143
 - lever, 127
 - management, 128
 - manager, career, 209

- Brand (*continued*)
 - message, relationship, 185–186
 - perception test, 94
 - reputation, 127–128
 - strategy
 - impact, 130
 - product naming, relationship, 131–133
- Budget constraints, 224
- Business
 - driving, 138–139
 - goals, 35, 116
 - connection, 163
 - measurable goals, 160
 - models, 135
 - objectives, 35
 - problems, solving, 212
 - savviness, 59, 220–221
 - travel/expense challenges,
 - assistance, 178
- Business Model, 33
- Business-to-business (B2B), 63–64
 - commerce, 113, 115
 - company, 233
 - early-stage B2B company, 139
 - funnel, 247
 - scenario, 122
 - software, market entry, 181
 - transaction, 114
- Business-to-customer (B2C)
 - e-commerce sites, 114
- Buyers, focus areas, 64

- Cagan, Marty, 6
- Call to action (CTA), 248
 - button, 184
- Campaigns
 - coordinated actions, 142
 - customer-centric coordinated
 - campaign, creation, 145–147
 - messaging, 196
 - performance, 78
- Candidates, interview questions, 224

- Canvas, living document, 152
- Category
 - creation, 193–195
 - existence (scenarios), 194t
- Channel marketing, 248, 251, 253
- Channel partners (GTM model), 34
- Channel strategy, 34
- Chief executive officer (CEO),
 - meeting, 199
- Chief financial officer (CFO), cost
 - comparison, 138
- Chief information officer (CIO), 238
- Chief information security officer (CISO)
 - endorsement, 55
 - idea, acceptance, 67
 - persona, 122
- Chief marketing officer (CMO), 213, 231, 248
- Chief product officer (CPO),
 - perspectives, 212–213
- Chief Trust Office (CTO), 169
- Choi, Julie, 190–191
- Clarity, selection, 177–179
- Clear, Authentic, Simple, Tested (CAST)
 - guide, 180
 - guidelines, 204, 245–246
 - usage, 43
- Cloud traffic, 4
- Collaboration
 - impact, 58
 - improvement, 143
- Community
 - activation, 145–148
 - marketing, 248
- Company
 - GTM models, addition, 234
 - mature companies (peak burn), 234–237
 - maturity, product GTM
 - evolution, 37–38

- proof-of-concept, 45
- single-product company,
 - multi-product company
 - shift, 240–241
- team, relationship, 229
- Competition, role, 28–29
- Competitive repositioning tools,
 - requirement, 236
- Competitive response,
 - over-rotation, 29
- Competitors, impact (examples), 28
- Connecting, process, 174
- Content marketing, 248–249
- Conversations, anchoring, 194–195
- Conversion estimates, 136
- Conversion rates, 109
- Corporate marketing, 249
 - teams, job, 239
- Creative market test ideas, 93–94
- Creativity, impact, 79
- Credibility, selection, 177–179
- Customer acquisition cost (CAC), 109
- Customer-centric movement, 241–242
- Customers
 - adoption, attributes, 30
 - curiosity, 58
 - depth, 219–220
 - customer-centric coordinated
 - campaign, creation, 145–147
 - customer-friendly language,
 - value areas (listing), 202
 - direct interaction, 25
 - discovery work, usage, 26
 - enabling, 64
 - evangelism, enabling, 144
 - focus areas, 63
 - funnels, 249
 - dynamics, 136
 - metrics, 107
 - growth, cessation, 120f
 - impact, identification, 102
 - input, product manager usage, 82
 - journeys, 63
 - engagement, 107–108
 - examination, 143–144
 - lifetime customer value (LTV), 109
 - listening, 58
 - market insights, connection, 19–20, 24, 60
 - medium testing, 203
 - outcomes lead, 188–190
 - point-of-view, request, 245
 - product marketing
 - consideration, 20
 - segmenting, 64, 90
 - segments
 - packaging, usage, 139–140
 - product marketing focus, 71
 - selection, decision, 202
 - sentiment, 96
 - success manager, 128–129
 - team focus, 24
 - Zendesk knowledge, 186–188
- Data sharing, 10
- Decision fatigue, 139
- Deere, John, 239–240
- Demand generation, 15, 33, 61, 75, 227, 249
- Demand test variation, 92
- Demo, 250
- Denogean, Michelle, 231
- Dependability, 216
- Desktop productivity application,
 - usage, 171
- Developers, product marketing, 190–191
- Digital footprint, 45
- Direct-response marketing, 250
- Direct sales (GTM model), 33
 - force, impact, 48
- Direct-to-customer (D2C)
 - businesses, 62–63

- Direct to professional/customer (GTM model), 34
- Discovery work, product baselines, 90–93
- Distribution strategy, 33–34
- DocuSign, 140
- Dreamforce, 115
- Drift, 62
- Dropbox
 - cost, 137
 - customers, perspectives, 25
 - impact, 10, 24
- Early stage (product marketing), 232–233
- Early-stage startup, 218
- Ecolab, 114
- Engineering blog series, creation, 162
- Ernst & Young, 113
- Evangelism, 171
 - effectiveness, 49–50
 - enabling, 49, 144
 - foundation, requirement, 236
 - others, storytelling, 61
 - product marketing-driven evangelism, examples, 51
 - promotion, contrast, 50–51
 - team sport, 52
 - technical evangelism, 254
 - tools, tailoring, 51–52
- Evangelist (product marketing fundamental), 13, 19, 22–23, 47, 114, 115
- Event marketing, 250
- Excel for Mac, performance/features (improvement), 2
- Executive leadership, PMMs (relationship), 215
- Exit surveys, 92
- Expensify, 174–175, 178–179
 - acquisition, 177
 - receipt/expense management process, automation, 179
- Experience, assessment process, 222–224
- Feedback, quality, 230
- Financial metrics, 109
- Firefox (browser), 10
- Formulas, input usage, 40–42
- Foundational skills, 226–228
- Full-scale reorganization, avoidance, 213–214
- Functional skills, 226–228
- Funnel metrics, usage, 79–80, 87, 107
- Gates, Bill, 1–2, 66
- Generalists, role (scope), 213–217
- Gillespie, Penny, 114
- Go-to-Market (GTM)
 - actions, 232–233
 - alignment, 98–99
 - engine, 32–33
 - market meetings, 245
 - Model, 33, 34, 71, 181
 - dependence, 69
 - motion, success (assumptions), 241
 - planning, 74
 - priorities, determination, 65
 - reach, amplifiers, 47–48
 - requirements, 25
 - shift, 118
 - strategy, 33, 178
 - success, 82
 - teams
 - launch, importance, 99
 - product, alignment (creation), 246
 - thinking, 119
 - driving, 212
- Go-to-marketing strategist, identification, 211

- Growth
 - cessation, 120f
 - driving, 91
 - market-oriented question, 91
 - stage (product marketing), 233–234
- Growth marketing, 62
- Gucci, 138
- Happiness, Engagement, Acquisition, Retention, Task success (HEART) metrics, 107
- Herendeen, Julie, 24–25
- Hierarchy, collaboration, 103
- Hiring, quality, 224
- Horowitz, Ben, 4
- Howes, Tim, 4
- Ideal Customer Profile (ICP), 30
- Inbound discovery, 108
- Inclusive team norms, importance, 215–217
- IndexTank
 - business, 204
 - One-Sheet Messaging Canvas, 205f
- Individual product-forward (product marketing focus), 70
- Influencers, 51
 - advance access, 11
 - amplification, 20
 - discovery, 22
 - identification, 239–240
 - marketing, 250
 - social influencers, 250
- Influence, systematic enabling, 47–48
- Information, openness, 223–224
- Innovators, 118, 123, 125
- In-person messaging, 93
- In-person survey, 94
- Inside sales (GTM model), 34
- Insights, ambassador, 29–30
- INSPIRED* (Cagan), 6
- Instapaper, 9–10
 - competition, 11, 12
- Integration API, promotion, 162
- Intent data, 96
- Internal sales decks, 49
- Internet infrastructure, 192
- Intuit, product brands, 130–131
- iOS
 - announcement, 190
 - updates, 153
- iPhone
 - adopters/majority/laggards, 125
 - adoption life cycle example, 117–126
 - premium pricing, 138
- Iterative learning, 170
- Jobs to Be Done (JTBD), 120, 251
 - stories, 29–30
- Joint funnel analysis, 87
- Jones, Michelle, 113–116
- Karp, Grady, 244
- Key performance indicators (KPIs), 106
- Key results (KRs), 106, 161–162
- Keyword audits, 197
- Kickstarter campaign, 251
- Kubota, 239
- Laggards, 118
- Launch presentation, 116
- Leaders, function (assistance), 212–213
- Leadership, impact, 135
- Lead generation, 249
- Lead times, articulation, 102–103
- Learning, usages, 176
- Life-cycle dynamics, application, 121–123
- Lifetime customer value (LTV), 109

Listening, process, 174, 183
 L'Oreal, 114
 Lotus 1-2-3, Microsoft competition,
 2
 Loudcloud, 4, 192

Market

- adoption
 - attributes, 30
 - shaping, 121
- creative market test ideas, 93–94
- dynamics, 197
- geographics, distinction, 242
- insights, customers
 - (connection), 19–20, 24, 60
- market-facing activities,
 - intent/insight, 12
- market-facing teams, 246
- one-sheet product GTM canvas,
 149
- penetration ability
 - (improvement), new brand
 - (impact), 131
- perception, influence, 171
- point-of-view, request, 245
- strategizing, 67
- work, distribution (unevenness),
 236–237

Market fit

- determination, 89–90
- discovery/rediscovery, 88
- dynamics, examination, 92–93
- examination, 72
- understanding, 95–96

Marketing, 141

- achievement, Agile (usage), 99
- channel mix, 34
- corporate marketing teams, job,
 239
- director, talent, 228–230
- elements, orchestration, 33
- excellence, focus
 - (cessation), 229
- function, 14–15

- knowledge, 59
- levers, 36–37
- metrics, 107–108
- Mix, 34
- mix, usage, 75–76
- non-obvious marketing
 - challenges, communication,
 243
- objectives, defining, 102
- organization, 23
- partnering process, 74
- plans, 159
 - creation, 165
- problem, customer
 - awareness, 76
- product marketing-driven
 - evangelism, examples, 51
- qualified leads, 108
- reviews, 87
- sales, collaboration
 - (improvement), 143
- specialties, 75
- strategy, 33, 124f
 - listing, 153
 - questions, 36
 - role, 35–37
- success, 245
- tactics, 124f
- terms, 247
- tool set, breadth, 223

Marketing Qualified Leads

- (MQL), 161

Market-sensing, 25–27

- questions, product marketing
 - answers, 26–27

Mature companies

- inflection points, 238
- peak burn (product marketing),
 234–237

Media relations, 252

Mediocrity, collaboration, 199–200

Mental connectors, creation, 198

Message

- brand, relationship, 185–186

- designation, 202–203
 - key support messages, usage, 202
- Messaging, 21, 39
 - A/B messaging test, 92
 - best messaging, 177
 - canvas
 - action, 204, 206
 - usage, 246
 - concreteness, 44
 - differences, 172–173
 - discovery, 200, 202
 - embedding, 187
 - evidence, 193, 203
 - examination, 245–246
 - foundation, 75
 - Frequently Asked Questions (FAQs), 206
 - grounding test, CAST (usage), 43
 - inference, 175
 - in-person messaging, 93
 - job, 173, 195
 - one-sheet messaging canvas, 199
 - positioning, contrast, 170
 - refinement, 42–43, 233
 - shaping, 202
 - simplicity, 41
 - starter messaging, usage, 202
 - styles, 177t
 - team testing, 42
 - validation, search-based
 - techniques (usage), 197
 - visual, 183
- Metrics
 - funnel metrics, usage, 79–80, 87
 - usage, 105, 137
- Microsoft 365, usage, 241–242
- Microsoft, newsgroup attacks, 1–2
- Microsoft Office
 - features, 192
 - release, 2, 171
- Mid-level supply-chain manager,
 - technology adoption, 122–123
- Modern Hire, customer-centric
 - coordinated campaign (creation), 145–147
- Monetization strategy, 136
- Mossberg, Walt, 18
- Mozilla, Pocket purchase, 10
- Netflix
 - action, understanding, 181
 - brand reputation, 127–128
 - “cancel anytime,” 183, 186, 203
 - DVDs, usage, 182–184, 183f
 - impact, 10
 - messaging, 182, 189–190
 - streaming, strategy bet, 183–184
 - “watch anywhere,” 186
 - website, images, 184f, 185f
- Netscape, 132, 193
 - appearance, 3
 - innovation, inspiration, 3–4
- New markets (product marketing focus), 70–71
- Nike, 138
 - market research, 134–135
- Non-obvious marketing challenges,
 - communication, 243
- Objectives and key results (OKRs), 105–106
- O’Conner, Brendan, 169, 172, 176
- Official materials, usage, 86
- Of-the-moment trends, 196
- Onboarding, monetization, 121
- One-Sheet Messaging Canvas, 199
 - example, 201f
 - function/process, 200–204
- One-sheet product GTM canvas, 149
- Open-ended questions
 - development, 25
 - usage, 96, 176
- Opsware, 4
- Organic evangelism, 47
- Others
 - storytelling, 61

- Others, enabling, 47, 48–50
- Outcomes, factors, 216–217
- Packaging strategy, 136
 - guide, 139t
 - usage, 139–140
- Paid marketing/budgets, caution, 165
- Palo Alto Networks, 122
- Partnering process, 81
- Partner marketing, 251
- Partnership, function (indicators), 68, 77, 84
- Pay-per-use, 137
- Peak burn, 234–237
- Perceived value, 134
- Perceptions, shaping, 29
- Performance marketing, 251
- Performance metrics, 74, 78
- Personas, 29
- Pipeline generation, 249
- Pipeline reviews, 87
- Planning meetings scale (usage), releases (discussion), 103
- Platform ecosystem, 161
- Playbooks, 83
- Playing field, defining, 165
- Pocket, 11–12
 - acquisition, 10
 - ecosystem, press exposure, 36
 - marketing strategies, 31–32
 - product
 - feature, 12
 - marketing challenge, 28
 - scope, expansion, 129–130
- Pocket Hits, 130
- Pocket Matters, 32
- Position, discovery, 169
- Positioning, 21–22, 39–40
 - competitive repositioning tools, requirement, 236
 - enabling, 62
 - evidence, 193
 - frame, requirement, 235
 - long game, 46
 - messaging, contrast, 170
 - reinforcement, 45
 - time, allotment, 171–172
- Possibilities, portfolio, 67
- PowerPoint, usage, 17, 88
- Press relations, 252
- Press release, 45, 252
- Pricing
 - basics, 135–136
 - lever, 134
 - spectrum, 138
 - strategy, 136
 - test, 94
- Product
 - advantages, 236
 - baselines, product manager coverage, 90
 - brand loyalty, leveraging, 130–131
 - building, 39
 - campaigns, 142
 - collateral, 81
 - creation, 12, 56
 - complexity, 135
 - content, change, 82
 - conversion rates, 109
 - creation, 57
 - curiosity, 58, 220
 - desirability/value, misjudgment, 56
 - discovery, 57
 - dividing lines, 240
 - end-of-life, 129
 - enhancements, importance, 11
 - first methods, comparison, 50t
 - focus areas, 63
 - global perception, shaping, 39, 61
 - information, requirement, 239
 - initiative, requirement, 238
 - innovations, 124f
 - launch, importance, 99
 - meetings, market point-of-view (request), 245
 - messaging, 116

- metrics, 107
- milestones, listing, 153
- naming, brand strategy (relationship), 131–133
- one-sheet product GTM canvas, 149
- organization, 212
 - reorganization, 239
- partnering, 48
- planning reviews, 74
- PMMs, impact, 69
- positioning, absence, 78
- purpose
 - clarity, 21
 - trends, connection, 10
- releases, 49
- scope, expansion, 129–130
- shift, 241–242
- shipping, 71–72
- strategy, 35
- suites-forward (product marketing focus), 70
- team, 67–68
- teams, operation, 3–4
- user search, 44
- value, metrics (usage), 137
- Product Go-to-Market (PGTM), 27, 33
 - actions, life-cycle dynamics (application), 121–123
 - directing, 20–21, 31, 61
 - evangelism tools, tailoring, 51–52
 - evolution, 37–38
 - GTM teams, working session (example), 157f
 - marketing strategies, role, 35–37
 - plan, 33, 35
 - reason/timing, 36
 - revisiting, 80, 87
- Product Go-to-Market (PGTM)
 - canvas, 150, 152–155
 - action, 156, 158
 - early stage, 159–162
 - mature stage, 164–166
 - objectives/strategies/tactics, 161–162
 - scaling stage, 162–164
 - steps, 152–155
 - template, 151f
 - usage, 246
 - usefulness, 155–156
- Product Go-to-Market (PGTM)
 - strategy
 - agreement, 57
 - brand strategy, relationship, 130
 - building blocks, 37
 - guidance, 113
- Product-led growth (GTM), 252
 - model, 34
- Product management
 - partnering process, 66
 - product marketing, relationship, 25
- Product manager (PM)
 - leveraging, 195
 - product marketer, pairing, 66–67
 - role, 67, 72
- Product market
 - discovery process, 176
 - fit, understanding, 95–96
 - perception, narrowness, 129–130
- Product marketer (PMM)
 - execution strategy/execution, 58
 - executive leadership, relationship, 215
 - focus, 63
 - marketing activities, 83–84
 - product squad meeting, relationship, 72
 - responsibilities, 60–64
 - role, 13, 28, 67
 - skills, 57–60
- Product/market fit, market aspect, 89–90
- Product marketing, 55, 72, 140, 238
 - Agile, relationship, 98
 - alignment, 69

Product marketing (*continued*)

- anti-patterns, 64–65, 71–74
- aspirations, gap, 237
- career
 - early stage, 225–226
 - guidance process, 225
 - mid-level stage, 226–227
 - senior stage, 227–228
- defining, 12–13
- director, hiring (example), 56
- early stage (ignition), 232–233
- fit, 14–15
- focus, 70–71, 100
- foundational responsibilities, 60–61
- foundational skills, 226–228
- functional skills, 226–228
- fundamentals, 13, 16, 245
- growth stage (rapid rise), 233–234
- GTM teams, relationship, 215
- immaturity, 235
- importance, 9, 13–14
- improvement, 5
- insufficiency, 65
- leading/transforming, 209
- marketing-driven evangelism, examples, 51
- mature companies (peak burn), 234–237
- metrics, 107–109
- mindset, 10–11
- objectives, 105–106
- OKRs, 105–106
- practices, 25
- product management, relationship, 214
- relationship, absence, 141
- reports, 77–78
 - location, 211–213
- responsibility, 26
- role, scope (defining), 213–217
- stages, 2345
- talent, hiring process, 218
- team, size (impact), 213

- tools, 19
- translation layer, 242–243
- vision, 211
- work, focus, 62–63
- workshops, 174

Product, price, promotion, place (four Ps), 223

Project Aristotle (Google), 216

Promotional vehicles, defining, 102

Promotion, evangelism (contrast), 50–51

Psychological safety, 216

Public relations, 252

Purchase/renewal, encouragement, 76

QuickBooks, 130–131

Quizlet, usage, 47

Raw ability, assessment process, 222–224

Read It Later, 9–10, 11, 129–130

Rebranding, strategy, 11

Reference customers, function, 82–83

Release Scale

- calibration scale, decision, 102
- creation, 99–103
- example, 101f
- standards, 100
- usage, 246

Resources, defining, 102

Retention, 109

Return on investment (ROI), 188

Rhee, Insik, 4

RSA, 169, 176

SaaS, usage, 181

Sales

- absence, 71
- call shadowing, 95
- cycle time, 106, 108
- enablement, 253
- engagement, awareness (absence), 86

- first-call deck, 116
- function, 15
- issues, 235
- leveraging, 196
- marketing service, 86
- metrics, 108
- partnering process, 81
- playbook, 51, 82–83, 116
 - adherence, absence, 86
- presentation/website,
 - consistency, 56
- qualification, improvement (requirement), 235
- tools, collaborative
 - development, 221
- urgent/important balance, 82–84
- Salesforce, 113–114, 169
 - customers, 114–115
 - products, 131–132
- Sales Qualified Lead (SQL) goals, 161
- SAP, alignment (focus), 177
- Scaffolding, 145
- Scenarios
 - category, existence, 194t
 - forecasting, 136
 - inflection points, 238
- Scrum meetings, 104
- Scrums, usage, 246
- Search engine marketing (SEM), 253
- Search engine optimization (SEO), 44–45, 76, 196, 253
- Search journey testing, 197
- Search trends/techniques, leveraging, 196–197
- Security Chief Technology Officer, 169
- Sentiment probe, 93
- ServiceNow, 169
- Service, shift, 241–242
- Silos, collaboration, 103
- Single-product company,
 - multi-product company shift, 240–241
- Skill set, assessment, 219–222
- Slack, 62
 - evangelists, 49
- Social/customer sentiment, 96
- Social influencers, 250
- Social media marketing, 253
- Software life-cycle team, assistance, 210
- Solution, shift, 241–242
- Sponsorships, 253–254
- Starter messaging, usage, 202
- Startup (product marketing focus), 70
- Stories
 - benefits, 22
 - sharing, 245
- Storyteller (product marketing fundamental), 13, 19, 21–22, 39, 115
 - product, global perception (shaping), 61
- Strategies
 - strength, 220–221
 - tactics, contrast, 163–164
- Strategist (product marketing fundamental), 13, 19, 20–21, 31, 115
 - product GTM, directing, 61
- Strengths, Weaknesses, Opportunities, Threats (SWOT), 154
- Structure/clarity, impact, 216
- Success
 - complexity level, increase, 227
 - markets, impact, 4
 - setup, 68–71, 77–78, 84–85
- Tactical GTM pre-work, 68
- Targeted ad buys, usage, 197
- Teams
 - company, relationship, 229
 - dysfunction, 217
 - focus, formulas (impact), 41
 - puzzle borders, 152
- Technical accuracy, ensuring, 195
- Technical competence, 59–60, 220

- Technical evangelism, 254
- Technical product marketing,
 - precision, 43
- Technology
 - brand, usage, 128–129
 - bubble, 192
 - trends, change, 223
- Technology adoption
 - curve, 118f
 - usage, 123–126
 - life cycle, 118–121
- Third-party insights, 27–28
- Timeboxing, 94–95
- Traditional advertising, 254
- Trial/freemium (GTM model), 34
- Tumblr, sale, 9
- TurboTax, 130–131

- Urgency, creation, 91
- Usability test variation, 93

- Value
 - areas, listing, 202
 - expectations (shift), trends (impact), 140
 - market-oriented question, 91
 - perception test, 94
- Verbal communication
 - skills, usage, 59
 - usage, 221–222
- Verticals (product marketing
 - focus), 70–71
- Vice-President, becoming, 228–230
- Vierling, Jeff, 66
- Vision, selling, 195
- VMWare, 140
- Vohra, Rahul, 121

- Wei, Jenn, 140
- Weiner, Nate, 9–10, 11, 31–32
- Whiteboard, usage, 17, 17f, 31

- White paper
 - articulation, 56
 - usage, 76
- Windows
 - enhancements, categories, 16–17
 - release, delay/frustration, 1–2
- Win/loss analysis, 95
- Win rates, 108
- Word
 - features/enhancements, focus, 16–18
 - Mossberg review, 18
 - review, 48–49
- Word for Mac, performance/
 - features (improvement), 2
- Word of mouth (WOM)
 - marketing, 254
- WordPerfect, Microsoft
 - competition, 2
- Workiva, 128–129
 - marketing team, event production company (interaction), 74–75
- World Wide Web, appearance, 3
- Written communication
 - skills, usage, 59
 - usage, 221–222

- Xbox brand, Microsoft creation, 130–131

- Zendesk, 62
 - action, understanding, 181
 - competitive advantages, 188
 - customer knowledge, 186–188
 - post-IPO web page, 190f
 - pre-IPO web page, 189f
 - website, 187f
 - analytics, 189
- Zoom, usage, 175