

From bradsi Mon Feb 18 11:25:55 1991
To: mikehal
Subject: corporate objectives
Date: Mon Feb 18 11:30:50 PDT 1991

Date: Mon Feb 18 11:24:08 1991

Here are my corporate objectives:

* Protect and expand the systems franchise so that Windows is the dominant standard. Windows needs to own both standalone machines as well as client-connected desktops.

There is the potential for the systems market to fragment so that there is no one dominant volume operating system, as there has been for the past ten years with DOS. The list of real and potential competitors includes Unix (in general), Sun (in specific), IBM, Apple, Digital Research, Novell, Apple, Geoworks, and Go. We cannot give competitors a beachhead in new technology areas (multimedia, pen, home, Risc, business workstation).

The measure is 75% penetration of new 386 and above machine sales.

* Achieve #1 or #2 in volume and revenue in the three top applications categories (word processing, spreadsheets, databases) in all hardware platforms with more than 10% market share. Achieve #1 position in two of the three categories.

The apps should form a consistent and integrated suite. Have a complete product line so that customers can Buy Microsoft. Each application product should be Best of Breed.

* Organizationally, we need to maintain efficiency as we grow. This involves growing people, especially at the middle levels; maintaining decentralization and product focus; keeping decision processes well defined and pushing decisions down; and attracting strong new talent. The challenge will be to maintain the aggressiveness of the decentralized business unit structure while achieving more coordinated, integrated overall strategies and public positions.

* Improve localization process so that English, French and German are released simultaneously at initial ship and all others can be released within 3 months.

* "Fix" networking strategy.

* Keep messages and strategies "simple" so people internally can execute and people externally can comprehend. Stick to them.

* Beware of non-economic investments.

* Provide coherent product offerings that are easier to setup and support; and provide superior multilevel post-sales support. Allow customers to depend on us as their strategic partner.

* Choose the appropriate long-term strategic partners whose needs and strengths complement ours.

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mikehal

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