

From richmac Mon Feb 18 07:14:14 1991
To: mikehal
Cc: exstaff
Subject: Exec retreat input
Date: Mon Feb 18 07:17:25 PDT 1991

Date: Mon Feb 18 07:14:05 1991

The Richmac ten:

1. Keep and expand the systems "franchise":
 - a). identify the minimum acceptable DOS penetration (ie. 95%) and absolutely attain it and keep it!
 - b). Same in Windows.....identify the objective on Windows acceptable cpus (ie. 10% penetration in 91, 25% in 92, 50% in 93)....could be higher depending upon definition of "acceptable cpus".
 - c). Same with OS/2 (advanced Windows).....identify the objective and attain it.
 - d). On a negative.....identify the Unix attainment quarterly and contain it.
2. On every applications platform worth penetration (10% cpu share in a particular country), attain #1 share.....really! Yes that means beating WP in the US by 1994 and Lotus/Borland by 1993 on the PC platform in the US.
3. Get our networking strategy clear, focused, and attainable from a product and investment perspective.....ie control of the server? client? with Windows? OS/2? and get on with it. Maximum investment/year? Clear goals in terms of penetration....ie. 5% of servers in 91, 12% in 92.
4. Integrated applications is a very very compelling offering to users at almost every level...but particularly in the F1000. We need to keep up the great work and continue to pull away from any competitor....measured by interface consistency, DDE ease, compound document support and user adaptation (programmability)..
5. Make IAFT into an attainable set of objectives. If it is a "Crusade", define it, and make it into a real Crusade. Advertise, get ISVs and partners to support, use it internally. It is not a new concept but to attain it the definition needs to be simple and demonstrable and one we are prepared to use internally. As an example, in the US org, everyone in the field in CA/SE must be able to do a superlative IAFT presentation with their computer, everyone must know how to use SmartPages....we will continue to push these concepts so IAFT becomes real.
6. We need to continue to improve our service and support offering. Given where we and the industry are today we do a fairly good job of service and support....but we can and should change the S & S paradigm. This is a complex objective that has many dimensions from the manner in which we treat routine inquiries to the approach we must have to support a mission critical installation. We should seriously consider qualifying for a "Baldrige" in the non mission critical areas including all the systems that must support our support organization. In the mission critical area, we need a partner or two to help us provide national/int'l support.
7. Corporate wide, we need to have internal training and development that has us prepared to attain the above objectives....all positions (above first line) filled from within, ranking systems to identify fast trackers and developers, a commitment to both the number of

WinMail 1.2

mikehal

Mon Feb 18 07:17:25 1991

Page: 1

MS 0107751
CONFIDENTIAL

MS-PCA 1141992
CONFIDENTIAL

MS-PCA1141992

people and number of courses necessary to accomplish the T & D objectives (use the US group under Dave Staehlin as the model, it is the best in our industry by far, in my humble opinion). Each Divisional VP should be measured upon the number of cross divisional promotions made annually.

ave
what I call "mind numbing exaction" as a creed. We are a large company now and our internal and external messages need to be more systematized so that they meet a clear set of objectives BEFORE they are released.... ie. documentation, exec approval, internal training on integral issues, does it meet the PR test? are our partners briefed, etc. We do this today in one of my groups (Programs Management). It works and hundreds of field personnel and thousands of customers benefit significantly.

9. I'd like to see more financial modeling done of our groups to ensure that we are meeting and exceeding profit goals. I am concerned about the economic future (although not to a point of cautious inaction) and want to make certain that we understand our revenue and expense relationships if the economy "heads south"....ie. expense growth versus revenue growth, headcount growth, share versus revenue/expense ratio. In this category, we need to invest in some "science".....what ARE the matrices? and how do we measure ourselves?

10. Lastly (and probably uniquely mine).....we must own the corporate account marketplace. If we attain #1 thru #4 above we will...but I am not satisfied to be passive about it. We must understand our share and penetration goals in the F1000 (and the subsidiary comparatives) and continue to improve....ie. % of accounts covered, direct account coverage channel profitability maintained while increasing penetration, overall share increasing, etc. In the US in FY92, as an example, we want to identify 1000 accounts that are covered (coverage), increase penetration 10 points (from approx 15% to 25%) and share (by x%).

richmac

MS 0107752
CONFIDENTIAL

WinMail 1.2

mikehal

Mon Feb 18 07:17:25 1991

Page: 2

MS-PCA 1141993
CONFIDENTIAL

MS-PCA1141993