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Subject: strategic marketing goals for FY92 to FY94
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Every year in January I send to the subs a "planning kick off memo" which summarizes the twelve top strategic marketing goals for the coming three years. Below is this year's list. Please suggest changes additions and deletions.

1. Lose no MS-DOS royalty business to competitors, whether on disk or ROM media, and achieve 80% penetration onto unlicensed machines with packaged MS-DOS.
2. Ensure that 80% of 386 machines are sold with Windows or OS/2, and mount effective programs to ensure that the 386 installed base upgrades to Windows.
3. Achieve market leadership in PC spreadsheets in each country of the world by July 1993; maintain over 80% share leadership in the Mac market in each country.
4. Achieve market leadership in PC word processing in each country of the world by December 1992; maintain over 70% share leadership in the Mac market in each country.
5. Work with R&D, and improve IPG localization technology, to make it possible to ship to dealers localized products in the top five languages within 30 days of US release and for all other languages including double byte within 90 days, by June 1993.
6. Control the server in corporate situations by the end of FY94. One aspect of this is obtaining higher network operating system market share than Novell by the end of FY93.
7. Make support a respected and valuable part of the Microsoft offer, by improving support, and by using PR as effectively for the support component as we do for the product component.
8. Meet the product support service standards published in the attached support goals statement.
9. Encourage hardware manufacturers (other than Apple) to stick with the Intel architecture. We should partner with Intel in making sure that the OEMs and the market see strong potential in the future of the x86 architecture.
10. Achieve sales of at least \$165 US per Macintosh in each country by the end of FY92. Where we already exceed this goal, increase current values to keep up with annual inflation.
11. Be bold in opening new markets before competitors get to them.
12. Market the Microsoft spectrum of services (SEs, PSS, MSU, ITIS) as an important differentiator for the Microsoft offer, and make sure we deliver on quality service whenever we offer it.

PS. I have not put in anything about "Office Automation" as I don't think there is much actionable for the subs in FY92, even though there will be the year after that.