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Microsoft

Confidential Memo

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To: Mike Hallman

cc. ExStaff

From: Jeremy Butler 

Date: February 13, 1991

Corporate Priorities 1991 - 1994

This memo responds to your request for our views of the ten most important objectives for Microsoft. They are arranged from most- to least-important. More weight is given to what we must do, than to how we do it, although both are covered. One of the enduring aspects of our culture is that everyone pays attention to *what* we must do, rather than focusing too much on the *how*. I have never been one for too much writing about our culture as the Heisenberg principle applies! That we should continue to understand and foster our mission oriented, open culture goes without saying.

1. Achieve operating system market share large enough to be called a de-facto standard, on all microprocessor based desktop and server computers, blocking competitive entries with all legitimate means.
2. Complete the transition of the world's computer users to use of the Windows graphical interface and its applications, paying particular attention to the huge upgrade market of character based users.
3. By January 1994, develop products that meet global (all countries) requirements and release localized products in the top eight languages within 30 days of US release, and release all other languages including double-byte within 90 days.
4. Achieve PC market share leadership, in every country, in at least two of the three major desktop end user applications categories, by the end of 1994. (The three categories are: first, wordprocessing and mailing; second, spreadsheets and charting; third, database.)
5. Own at least a majority share of every Mac application category in which we currently operate, and get leading market share in database by 1994, in every country.
6. Control the server in corporate situations, especially its electronic mail component, by the end of FY94. One aspect of this is obtaining at least 35% network operating system market share by the end of 1994.
7. Make a wide spectrum of world-class support and services a respected and valuable part of the Microsoft offer.
8. Focus on excellence in management. By end 1992, implement a mandatory management training program that requires all managers including exstaff to improve their skills annually by devoting at least five days per year to appropriate management and supervisory training.
9. Lead the American software industry in making the reduction of software piracy in all the countries of the world a major American diplomatic and industry success story.
10. Change our public image from "arrogant and powerful" to "powerful, but they use their power for the good of the ordinary PC user."

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