

From paulma Fri Feb 15 16:34:51 1991
To: mikehal
Cc: exstaff
Subject: MS objectives
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Here are my "ten" objectives:

1. Make Windows an overwhelming success - as measured by:
 - (i) 1991: >20% penetration of new desktop machine sales
1992: >50% penetration of new desktop machine sales
1993: >80% penetration of new desktop machine sales
 - (ii) remove all key barriers to corporate acceptance of Windows:
 - make it "industrial strength"
 - make it network client of choice
 - make it development environment of choice
 - (iii) Make Information at Your Fingertips a reality - as measured by:
 - Define it in 1991
 - Ship no later than 1994

2. Be the leader in integrated applications - as measured by:
 - (i) Be #1 or #2 in each key app category on each important platform (>10% market share).
 - (ii) Have our applications offer more integration than any other competitor, as measured by - UI consistency, compound document support, and common "programmability".

3. Do not become a bureaucracy - as measured by:

Implement ways to measure and control the following (and RESIST growth if it means compromising, make it part of our FY planning exercise to take into account impact of growth):

 - (i) depth of organizations
 - (ii) number of people in "staff", "non-product", "non-sales" functions
 - (iii) quality of people we hire
 - (iv) appropriate "content" knowledge of our managers (ie. do we have situations where people have little knowledge of areas they are managing)

I do not have more "key" objectives, as if we make the above objectives, then many other objectives will have been met in doing so:

- become better at execution
- provide better support
- regain leadership in development tools
- ship simultaneously in all countries

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- "solve" networking strategy
 - prevent UNIX, or anyone else from getting hold on dekstop
 - become better at developing innovative technology
- etc.

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