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## Microsoft Memo

TO: Executive Staff, Paul Allen, Jim Allchin, Mike Murray  
FROM: Mike Hallman  
DATE: February 21, 1991  
RE: 3.5 Year Microsoft Priorities

1. Become the dominant desktop system and individual desktop server software provider by achieving 75% Windows penetration by 1994.
2. Achieve and maintain the #1 market share in the desktop application categories in which we compete. We should have the "best of breed" product in every category and the integrated line of productivity tools should be rated by our customers as the best office solution in the industry.
3. Achieve a 40% share of the Network Operating Systems Business and become the industry leader in Electronic Mail by 1994.
4. Provide a comprehensive and customizable support and service offering that enhances our customers' ability to exploit our technology and is rated by them "best in the industry."
5. Achieve "world class" status with regard to our internal business processes by implementing broad-based total quality programs in every aspect of our business. We should compete for the Malcom Baldrige Award by 1994. Microsoft should become an internal showcase for "IA YF". The measurement would be a dramatic reduction in the amount of paper we generate.
6. Ensure we have the highest quality workforce developed to its fullest potential. This includes not just recruiting the best and the brightest, but also ensuring we have the development, training, and education programs in place to continue individual and departmental development. Develop a feedback system through surveys to determine how we are doing, and focus particular attention on our management development and succession planning.
7. Improve the reputation and image we have with the public and in the marketplace of being arrogant, a bully, or too powerful.
8. Ensure we are a world-wide leader in the industry based on quality and speed of our localization, consistent world-class support anywhere in the world, and the ability to respond selectively to unique local requirements.

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9. Continue to achieve the revenue growth and profitability to allow us to invest in this market. We may have to accept reduced profitability to achieve the market shares implicit above.
10. Maintain the Microsoft Culture while growing dramatically in terms of people and complexity.

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