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 FROM: Ron Hosogi
 RE: Q1 Fiscal '92 U.S. Focused OEM & Business Development GOKRs
 DATE: August 28, 1991
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FY92 Q1 GOALS/OBJECTIVES

Revenue Outlook

	Budget	Forecast
FYQ1 Total	\$17,162,207	\$18,575,873
FYQ1 U.S. Group Total	\$15,504,826	\$16,707,038
FYQ1 Ted Team Total	\$7,044,659	\$7,948,919
Dell	\$1,200,000	\$1,533,540
DEC	\$ 960,000	\$ 962,000
Intel	\$469,000	\$478,000
Logitech	\$318,000	\$954,000
Phoenix	\$1,000,000	\$1,000,000
Sun Micro	\$0	\$0
Unisys	\$2,690,000	\$2,738,900
Misc.	\$ 485,000	\$ 262,479
FYQ1 JohnJ Team Total	\$8,460,167	\$8,758,119
Gateway 2000	\$1,782,125	\$1,782,125
Packard Bell	\$1,722,000	\$1,472,000
CompuAdd	\$979,998	\$1,300,000
Tandy	\$1,202,500	\$1,202,500
Everex	\$1,187,500	\$1,187,500
Wang	\$755,000	\$778,000
TI	\$325,000	\$491,000
3COM	\$210,200	\$210,200
Grid	\$129,050	\$168,000
Misc.	\$166,794	\$166,794
FYQ1 ICON/LA/AIME Total	\$1,657,381	\$1,868,835

All groups will have a positive quarter and new fiscal year start. In the U.S., CompuAdd, DEC, Dell, TI, and Logitech accounts should make a strong contribution beyond our budget projection. Phoenix, Wang and Unisys are on the watch list. Phoenix's DOS license renewal time is nearing (12/91). We need to ascertain whether to renew or cancel our agreement with them. Wang and Unisys are both in an unhealthy state. Unisys' FY92 min commits total \$ 10 million.

International: ICON consists of Canada, Australia and S.E. Asia (Singapore/Malaysia), Latin America consists of Mexico, Venezuela, Brazil and other Latin American countries. AIME includes India, Africa, middle east and near east areas. For Q1, all areas are expected to meet or exceed budget. AIME and Brazil have some up-side opportunities that will have positive impact on Q1 revenue.

	Budget	Forecast
FYQ1 ICON/LA/AIME Total	\$1,657,381	\$1,868,835
Canada	\$748,425	\$802,300
Australia	\$184,750	\$184,750
Mexico	\$240,250	\$240,250
LatinAm	\$212,081	\$393,125
AIME	\$136,875	\$113,410
S.E. Asia	\$135,000	\$135,000

New Business To Be Signed

Account	Product(s)	Comments
U.S. Group		
Tandy	Windows	Per processor. 10/91 close
Tusk	Pen Windows	Q1 Close
Texas Instruments	Win 3	Per system. 200K commit
DEC	All in One, "Spitfire", Win 3 Preinstall	
DEC	OS/2 2.0	Amendment
Dell	DOS 5, FIDA	FIDA: Factory installed apps
Unisys	OS/2 2.0	Amendment
ICON/LA/AIME		
SID	DOS 5	Brazil account
Itautec	DOS 5	Ex-Sisne DOS OEM
Ashton International	DOS 5/Shell	Customer Sign in Q1
Ogivar	DOS 5 amend, OS/2	
Honeywell Canada	LAN Man 2.0	Adds m/c of \$140,000 in 3 years
Sidus	DOS, Windows, OS/2	
3D	DOS, Windows, OS/2	New agreement 1 M/year

Q1 Overall Management Objectives

1. Revenue: Beat overall budget by 10%
2. Complete organization transition in August
3. Lose no design wins to competition: Emphasis: IBM (OS/2), Go, Novell/DRI and low end Apps
 - Close at least one OEM deal per sales group for Win Works, Voodoo, and/or Barney.
 - Hit list:: PB, Compuadd, Everex
 - Meet with OEMs to present new DOS, Win and OS/2 pricing and sign OS/2 2/0 amendments in Q1 and Q2.
 - Qualify Pen accounts and ensure Go is not winning believers at the accounts.

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4. Get all OEMs to ship DOS 5 by quarter end. Retain all existing Win 3 licenses and begin active pre-install discussions with OEMs.
5. Complete new OEM systems and apps pricing. Publish new price guideline in Q1.
6. Implement new AM training and hold first 4 day session in September, 1991.
7. Make Fall OEM Briefing a success by conveying a sound systems strategy message.

Sales Group Management Objectives

ALR (Melvin Henderson-Rubio)

Close ALR to a per processor MS-DOS license	9/1
Qualify ALR for Windows.	

CompuAdd (Susan Diamond)

Maintain and develop interest in Multimedia Works Bundle	9/30
Develop interest in Multimedia Bookshelf Bundle	9/30
Qualify Pen Windows opportunity	8/31
Meet (at least) one new management contact.	
Visit CompuAdd (at least) once a month.	
Executive Review	8/9

Dell (Nancy Ritzenthaler)

Establish friendship relationship with 3 people	9/30
Sign OS/2 2.0 Amendment	8/30
Qualify opportunities for Windows and DOS in ROM	9/30
Understand Pen Windows business opportunity	8/30
Sign Worldwide Apps Agreement	9/15
Devise plan to ensure continued shipments of MS Mouse	8/30
Qualify Ballpoint promotion	9/30
Sign Finished Goods License	8/1
Get Dell to ship preinstalled Windows with marketing programs in place	9/30

Digital Equipment Corporation (Kelly Wood)

Sign ALL-IN-1 license	9/1
Qualify Federal Desktop 4 Opportunity	8/15
Orchestrate successful Gates/Digital Exec Meeting	9/31
Orchestrate successful Hallman/Digital Exec Meeting	9/15
Hold successful Exec review around A-1 with MS & Digital Execs	8/30
Drive NT Contact at highest levels as measure by an executive level meeting	9/30
Monitor development of A-1 rules of cooperation	8/15
Continue to strengthen ties between SMSD and Digital field sales organizations as demonstrated by a successful joint NDA presentations to six accounts	9/30
Minimize channel contention by working Steve Kanzler and Digital pres at NSM.	9/30
Attend industry trends or comprehensive personal development course	9/30

MS-PCA 2612936

Digital Equipment Corporation (Greg Anderson)	
Sign Spitfire agreement.	9/28
Ensure the success of the November DEC/MS ISV Conference by developing a sound agenda and lining-up the best MS speakers.	9/30
Drive the addition of key DEC printer support in Win 3.1 and for as many character application products as possible. (in-box support or supplemental disk availability)	9/30
Enhance communication between DEC and NBU to resolve outstanding LMF, RPC and OSF issues and erase DEC complaints.	9/1
Manage a successful DEC/MS "Tech Exchange" meeting via developing a good agenda and lining-up all the key players.	8/28
Organize a productive alexn visit to DEC to train them on Win3 hard disk configuration methods.	8/28
Define/clarify transition of PCSG responsibilities from Kelly in such a way that DEC starts calling me instead of Kelly for assistance. (this includes owning DOS, Windows and LM/U issues)	9/1
Develop a good working relationship with Steve Weiss, George Symula, Elizabeth Ricci, and Ron Ham so they know me/will return calls.	8/31
Attend Negotiation seminar and listen to/study available training tapes.	8/31
Read "Strategic Selling".	8/31
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Everex Systems (Ken Reeves)	
Qualify Lan Manager Unix	9/30
Qualify Pen Window Opportunity	8/30
Qualify Multimedia extensions	9/30
Complete plans for executive review for October review meeting	
Visit customer at least every 6 weeks	
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Gateway 2000 (Dave Wright)	
Extend current license for two additional years	9/30
Hold several strategy, product info & training sessions	9/30
Qualify Gateway on NT	9/30
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Intel (Sheri Vail)	
Meet in Portland at least three times during Q1	Monthly
Discover two new business opportunities	9/91
Make 2 new management contacts in Q1	9/91
Meet with Carl Stork to learn of new contact opportunities	7/91
Sign the refinement to Amendment #6	7/91
Sign amendment #7	7/91
Conduct a Technology Exchange with Intel in Redmond	8/91
Educate the NBU, NT, Windows and DOS groups about Intel shipments and subsequent revenues through Intel OEMs	9/91
Work on agreement to keep the license revenue from shrinking	9/91
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Logitech (Sheri Vail)	
Meet with the customer once during the quarter	8/91
Monitor delivery of Windows 3.1 beta code	7/91
Police new packaging implementations as submitted	9/91
Police distribution geography per their agreement	9/91

MS-PCA 2612937

Packard Bell (Melvin Henderson-Rubio)	
Close Packard Bell to a per system Windows license on at least their 386 and above systems.	8/31
Qualify Packard Bell for Multi-Media and/or EBU or other regular mainstream apps.	9/30
Qualify the on-going LanManager opportunity.	9/30
Increase working communication with Packard Bell by meeting at least once a month	9/30
Conduct an Exec Review with PB	9/30
Parallan (Ken Reeves)	
Complete OS/2 2.0 amendment	9/30
Qualify SQL server license	9/30
Phoenix (Sheri Vail)	
Get Phoenix on the ESP for foreign documentation	Done
Meet with S. Kalman and H. Marson twice per quarter	Jul/Sept
Establish a working relationship with G. Adams	7/25
Co-own all publishing issues with DaveB during Q1	On-going
Meet with G. Purdy about PenBIOS issues	Done
Sign the DOS 5 source code amendment	8/30
Meet with Phoenix's Director of Engineering to qualify OS/2 Source License Opportunity	Done
Monitor grey market and piracy activity	On-going
Tandy (Ray DiCasparro)	
Jointly execute a cooperative project agreement.	7/30
Have MS and Tandy agree on royalties	9/30
Have Tandy disclose a transition plan from DeskMate to Windows	8/30
Obtain Tandy's agreement for bundling Windows 3.X with hard disk systems	8/30
Continue to develop a closer relationship with Elias and Patterson	9/30
Develop a plan for obtaining Windows/Tandy information at the Windows Discovery Days	7/30
Develop a document as a framework for the Computer City channel study	7/30
Qualify Computer City opportunities for packaged product	7/30
Conduct technical review of DOS 6. and Windows 3.1	7/30
Texas Instruments (Dave Wright)	
Qualify Pen Windows with PPD	9/30
Establish rapport with CSD, CPD, and CSC	9/30
Develop strategy for penetrating additional TI divisions	9/30
Qualify TI on NT	9/30
Tusk (Susan Diamond)	
Close Pen Windows license	9/30

MS-PCA 2612938

Unisys (Pete Peter)

Stay current on Unisys' ability to make timely payments	9/30
Reduce existing pre-paids	8/30
Schedule Executive Review at OEM Briefing	9/30
Design ongoing working relationship with Unisys Sales Organizations	8/15
Execute Apps deal	7/30
Keep the Mouse business	
Support LAN Manager shipments through management of Redirector efforts/ licensing at Round Valley	9/30

Wang (Susan Diamond)

Signed Pen Windows Amendment	8/31
Maintain interest in developing a new master license	9/30
Maintain MS interest in Wang's Document Management being ported to LM	9/30
Qualify Multimedia Windows business	9/30
Meet (at least) one new management contact	9/30
Visit Wang (at least) once a month	Monthly
Mini Executive Review	9/30

OEM Marketing/Business Development Group Management Objectives

Successful planning of the Fall OEM Briefing	9/15
Plan for a Winter and Spring briefing for Europe and Far East	9/30
Assimilate into the business development/area sales management job.	8/30
Ensure ChrisSm's organization is sold on OEM's charter and business plans. Focus areas for Q1 and Q2 are Latin America and ICON.	7/30
Complete OEM Marketing Plan and business development plan.	9/30
Help Barry to complete training plan for FY 92. Begin implementing new WW AM training in mid 9/81.	8/30
Improve and expand marketing information dissemination.	
Fast Facts	9/30
Fax Server Implementation plan	9/30
OEM customer newsletter	On-going
Determine what OEM systems marketing will do in support of us	9/30
Simplify OEM pricing and implement quotation training for new and less experienced AM's.	8/15
Catalog OEM analysis reports and identify quarterly analysis report needs at the area directors' level by end of Q1.	9/30
OEM marketing feedback mechanism into systems product marketing. Devise creative ways for this to happen.	10/31