*Position Paper for Microsoft Board of Directors*

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**Committee:** Microsoft Board of Directors

**Position:** B. Kevin Turner

The Microsoft Corporation has fallen upon rough times, as per my job as Chief Operating Officer; I must guide the company back into profitability by whatever means necessary. Mr. Ballmer ran Microsoft as a tight ship; unfortunately, he led the company astray. Competing products are feasting on the market share that is rightfully ours. Windows is losing its 90% market share, and we might as well not even exist on the mobile front. While Microsoft remains at the top in some markets; our will and resolve to compete has dulled since the Mr. Nadella became the new Chief Executive Officer. We have become docile while resting at the top.

Mr. Nadella has brought a new vision into Microsoft in hopes we can succeed. The key to restoring Microsoft’s profitability is to reapply our past successes into the future. We both realize that cloud platforms are the future. People want convenience. Using the cloud, we can allow people to use our Office Suite of applications or transfer files anywhere in the world. Our market share is growing, while we may be in second place in some markets, the true competition has yet to begun. To help recover the lost revenue from Windows 10 licensing, we must integrate more services with cloud platforms.

Admittedly, Windows Phones have taken a beating in sales compared to competitors (0.7% market share). I believe we have simply taken the wrong approach. In prior attempts to unify our platforms into one, we tried bring the mobile experience to desktop. We should instead do the opposite. The future of personal computers is smartphones. Being able to do everything on one device is what we should strive for. It is a market we can pioneer, as it is a unique idea no other company has done yet. Companies like Samsung create their own ecosystem with their devices. I see integrating our innovations like HoloLens helpful.

I hope that the board will realize our past contains the key our future. When Mr. Ballmer hired me in 2005 to be the new Chief Executive Officer, I turned the sales division from a shipwreck into a well-oiled machine. The board should be wary about blindly jumping into the newest fad from our competitors. Mr. Nadella is sometimes a bit too focused on the technological side, ignoring the sales and marketing side of our products. No one will buy our products if we just spit out technological buzzwords. We can prove they are worth buying by showing our past. I believe that the members of the board will understand my point of view and are on board with it. Microsoft is a household brand, and I intend to keep it that way.