From: Orlando Ayala
Sent: Friday, March 05, 2004 11:04 AM
To: Orlando Ayala; Satya Nadella; Lynne Stockstad; Jeff Young (MBS - FARGO); Ken Mueller; Jodi Uecker-Rust; Dave O'Hara (MBS)
Cc: Doug Burgum; Lindsay Sparks
Subject: MBS GAME PLAN NEXT 3 YEARS - USE THIS VERSION PLEASE

As mentioned I cleared my calendar today for us to engage on the MBS plan for the next 3 years resulting from the work that Doug and I are doing to ensure we really give a real chance of success to this business moving forward. The below has resulted from a framework we put together (with the help of Steveb and JeffR in last meeting we had) to ensure we put boundaries to this business in such a way that we can manage expectations both internally and externally, provide real clarity in with a multi year approach that is well understood from Steveb down and at the same we make it viable within the financial constrains we have and our aspirations to grow this business rapidly. I do believe a real part of the problem today is that there are no boundaries so everyone seems to believe we should go for a lot of things including geo expansion in ALL big markets, multiple lines in more countries that we can afford, etc, etc, etc. As steveb put it "our eyes are bigger than our stomach" less go more gradual!. Our high level conclusion and principles resulting from the meeting:

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