We’ve gained a lot of momentum in 1987, and as we near its end and begin to prepare for 1988, your group is one of many around the Company meeting to discuss strategic plans. The emphasis in your meeting will be on the plan for your own business group and what has to be done to successfully implement that plan.

You can’t take the time to learn as much about the plans of the other business groups as you do your own. But I wish you could. Because you would see in those plans the tremendous opportunities, great new products and services, and the sheer excitement that is before us in Control Data.

In the next few minutes, we want to share a little of this excitement with you. John Buckner will comment on the financial aspect of the plan. And then each of the Company’s group presidents will provide a capsule description of the strategy for achieving the theme of the plan—renewed growth—in their individual businesses.
CONCLUSION

Almost two years ago—in January 1986—we set four key objectives for the Company. They were:

--To establish a leadership position and a sustainable competitive advantage in each market segment by 1990.

--To provide the highest quality products and services possible.

--To achieve a 15% return on equity by 1990.

--To stabilize the businesses and achieve a revenue growth rate of 10%.

We've made good progress and we're very much on track toward those goals. Clearly, in some areas we are behind where we should be at this point. But there's nothing we can't overcome if we put our minds to it.

The ingredients for renewed growth--for the excitement I mentioned--are in the strategic plan. The challenges are there, too.
One challenge is to be creative in the marketplace—both in marketing and selling. A sign outside Larry Perlman's office best sums up this challenge: "If nobody sell, a terrible thing happens—NOTHING!"

Another challenge we have are the "fence sitters"—people who don't believe in, or are unwilling to aggressively pursue the future. We don't need these people. They are obstacles in the quest for renewed growth.

Finally, we need to abandon the survival mentality that has been prevalent the past two years. There's no room in today's global marketplace for tentative companies, or tentative people. We must be creative, aggressive, and willing to take the necessary risks.

These are the challenges in Control Data's strategic plan. I'm very confident that we will meet these challenges, and I look forward to sharing our renewed growth with you.