

Ken's Mtg - 6/12 *ROJ* E.C.
Friday 3 P.M. Ryan

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INTEROFFICE MEMORANDUM

TO: Dick Fishburn
Ilene Jacobs
Bruce Ryan
DATE: 8 JUNE 1992
FROM: Ken Olsen
DEPT: Corporate Administration
M/S: MLO12-1/A50
EXT: 223-2301
CC: Win Hindle
Product Committee
SUBJ: CASH

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If we avoid borrowing money, what things would we do for the next twelve months? What would happen if we cut to the bare minimum our capital equipment, which means making very few products, giving out very few pieces of our equipment to the Field or for our own use, and also, from now, on using very few laptop computers? What if we do very little tooling, capitalize very little equipment, cut back the number of computers we are going to build, and cut out investments to almost zero?

We may or may not be committed to Olivetti, but after that, say zero. This probably would be good for us anyway.

We have a tendency of running in differencnt directions and looking for excuses, instead of concentrating on our businesses and being sure that we make a profit.

How much cash would we generate if we tell our suppliers we are delaying payment?

Using every technique, any other company surviving a cash crunch has used, what else would be on the list?

I would like you to present this as part of Tuesday's, June 9, * 1992 budget meeting and, then, present it to the Board next Thursday, June 18, 1992.

KHO:lp
KO:7291
(DICTATED ON 6/7/92, BUT NOT READ)

KHO:lp
KO:7293
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