MICROSOFT
PERFORMANCE REVIEW FORM
1992

NAME: Stefanie Reichel   POSITION TITLE: OEM Account Manager

GROUP: OEM Sales - Germany   REVIEW PERIOD: May 1992

Microsoft Performance Review System:

The Microsoft performance review system provides a structured environment for regular performance feedback and for planning professional growth. This is a continuous process which is formalized semi-annually.

Throughout the review cycle, the reviewer and employee share feedback during periodic one-on-one meetings. A formal review is a clear and concise summary of these ongoing performance discussions. It also provides an opportunity to acknowledge key accomplishments and plan new performance objectives.

The corporate agenda for individual review discussions includes: assessment of activities during the previous review period; creation of a performance self-management plan; and noting general comments by the employee and the reviewer. The administrative steps of the review process include: completion of review forms; one-on-one meetings; financial reward recommendations; and approval by senior management.

Employees initiate the review process by summarizing their performance on this review form. With constructive feedback from the reviewer, the individual builds a performance self-management plan for the next review cycle. The reviewer should assure the individual plan is compatible with team goals, project schedules, and broad organizational objectives. The reviewer and employee should periodically assess the plan and refresh it as needed. A minimum of two one-on-one feedback sessions during a six month review cycle is recommended.

Instructions to the Employee:

1. Complete the sections entitled _Performance Evaluation_ and _Performance Self-Management Plan_ evaluating your performance since the last review.
2. Return the review form to the reviewer for his/her evaluation.
3. Meet with your reviewer and discuss each section, focusing on your Performance Self-Management Plan.
4. Finalize your performance objectives and goals for the next review period.
5. Determine a schedule of periodic feedback sessions for the following review period.
6. After your review discussion, complete the Manager Feedback Form and forward it to your reviewer.

Instructions to the Reviewer:

1. Ask the employee to evaluate his/her work during the review period by completing the employee sections of this form.
2. When the review is returned, enter your evaluation of his/her performance against objectives noting examples of demonstrated strengths and areas for improvement, and complete the Final Overall Numerical Rating.
3. Meet with the employee, discuss your evaluation, and provide constructive feedback.
4. Jointly establish performance objectives and goals for the next review period.
5. Determine a schedule of periodic feedback sessions for the following review period.
6. Collect the Manager Feedback Forms from your group and attach them to your review form.
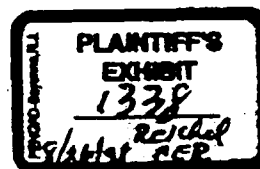
PERFORMANCE EVALUATION

SUMMARY OF ACTIVITIES: In 1 or 2 sentences, describe your overall activities and projects during the last 6 months.

- Managing Vobis, Actebis, Peacock, IPC, Batavia, Borsu and CT Comtech.

- Re-establishing relationships with several key accounts such as Vobis, Actebis and Peacock.

DEMONSTRATED PERFORMANCE STRENGTHS: Provide 2 to 5 specific performance strengths. Support with examples.

EMPLOYEE'S EVALUATION:

- Good Account Management
- Ability to handle sensitive customer situations and difficult customers.
- Improving Customer confidence

REVIEWER'S EVALUATION:

- Customer Relations

- (Same as above list)

AREAS FOR IMPROVEMENT: Provide 2 to 5 areas where you can improve relative to your professional growth.

EMPLOYEE'S EVALUATION:

- Administrative (ie. Meeting Reports, forecasting reports etc.)

REVIEWER'S EVALUATION:

- Being a better "Team Contributor"
  Stefanie has a lot of valuable information and ideas on the OEM business which could provide a valuable contribution to the group if she focuses on communicating and sharing it more with the group.

- Administrative Reporting

SUMMARY OF PREVIOUS GOALS AND OBJECTIVES

Evaluate your performance on objectives established in your last review. Reproduce the following sections if required for additional objectives. Performance rating definitions are listed on the last page of this review form.

PREVIOUS OBJECTIVE/GOAL: Get Peacock Computer committed to shipping Windows per-processor and pre-installed.

- Set-up good relations with the customer; initiate trainings for the Peacock sales and marketing force on Microsofts systems strategy; establish interaction between their ISVs and our ISV BU.

Action Items:

- Get Peacock committed to participating in our Win 3.1 launch by positioning a pure Windows system.
- Get license agreement changes agreed upon in principle and prepare an amendment.
- Do an advertising campaign with Peacock for their Windows systems.
- Include Peacock in the NT Windows Beta testing.

EMPLOYEE'S EVALUATION: **RATING: __4.0__**

I was able to meet the above objective and its necessary action items in the last review period by getting to know the customer well and signing an Amendment for an additional $13.5 million for a 4 year contract period. They are now one of our most committed customers and I got them to also commit to our Windows strategy and they are pre-installing Windows on all systems as well as the fact that they are a "Ready-to-Run logo licensee" and they appeared in our ad in the Wall Street Journal.

They participated in our Win3.1 launch at Cebit and actively promoted it along with Works for Windows. They also attended our OEM Briefing in Monte Carlo and they are on the list to become a NT Windows Beta test site as soon as Corp is ready to have it beta tested by them.

REVIEWER'S EVALUATION: **RATING: __4.0__**

In addition to the above mentioned items which I totally agree she did well, she was able to sell the customer on Windows for Workgroups and for them to commit to designing a system which has networking hardware on the motherboard.

PREVIOUS OBJECTIVE/GOAL: Convince Actebis to offer Windows systems pre-installed and under their own brandname.

- Establish a solid customer relation; initiate a broader cooperation so that selling by price becomes less important; have them participate in Win 3.1 launch; communicate and present our systems strategy; make them comply with the contractual obligations; (royalty reports on time, no "hidden" third party labeling business, enforcement of own brandname and product design).

Action Items:

- Get Actebis committed to participating in our Win3.1 launch by positioning atleast one dedicated system.
- Get Actebis to offer computer systems with own brandname offered as Windows engines and broadly advertised.

EMPLOYEE'S EVALUATION: RATING: __4.5__

I have been able to do a lot with this customer over the last review period. In addition to establishing a strong relationship, I was able to get them to agree to a contract amendment in which they committed to pre-installing and shipping more Windows and MS-DOS which brought in an additional $4.8 million in extra royalty revenue.

They participated in our Win3.1 launch at Cebit and actively promoted Windows 3.1. In addition, they attended the OEM briefing in Monte Carlo and are also "Ready-To-Run logo licensees" and appeared in our Wall Street Journal ad. We were also able to license them Works for Windows and I have worked closely with them to get them to comply with contract obligations and getting their product package design to meet our approval.

More importantly, I was able to get Actebis to agree to implementing a serialization tracking system in order to help track and prevent unbundling by their resellers. They have also for the first time in the relationship turned in all royalty reports and have assigned a dedicated Account Manager to work directly together with me.

REVIEWER'S EVALUATION: RATING: __4.5__

I agree totally to the above evaluation. One additional comment is the fact that Novell/Digital Research had tried to cut a special deal with Actebis and we were able to prove Actebis that the Microsoft relationship is much more benefitial for their customers.

PREVIOUS OBJECTIVE/GOAL: Win Vobis's commitment to ship all computer systems with MS-DOS, atleast one representative model by the end of May.

- Get a full MS-DOS/Windows system offered; exploit Win3.1 momentum; find a way that does not hurt Lieven's image when Vobis goes MS-DOS; pursue any opportunity for ROM-DOS.

Action Items:

- Make atleast two calls to analyze customer in January.
- Get Windows systems defined and plan for Cebit activities.
- Get Vobis committed to participate in the Windows 3.1 launch in April.
- Get Vobis to have atleast one computer system positioned as pure Windows system shipping without any DR-DOS.

EMPLOYEE'S EVALUATION: RATING: __4.0__

I did not get introduced to the account until end of January, however since then I have been visiting the account on a weekly basis and building the relationship. We are making excellent progress in this relationship and are currently in contract negotiations. Although they are not currently positioning a pure Windows and DR-DOS machine, they are actively promoting the availability of Win3.1 on their computer systems and DR-DOS is not being offered in any of their foreign subsidiary stores.

Most importantly, since taking over the account in January, the ratio of MS-DOS being sold on Vobis machines has increased from 50% to 72% and continues to increase especially with the high demand for Win3.1 currently. Windows penetration has also increased significantly in this account since the last review period, going from 50%-63%.

I also completed a thorough business plan and account profile of Vobis which was distributed to Bill Gates and other MS executives in order to inform them on the importance of focusing and working together with this account.

REVIEWER'S EVALUATION: **RATING:** __4.0__

I agree totally with the above evaluation and add that Stefanie has done a good job with improving the customer relationship with Vobis and meeting the goals. I am convinced that her approach to account management will be the tool to handling a difficult customer like Vobis and that she will continue to meet the goals of increasing MS-DOS and Windows penetration in this account.

PERFORMANCE SELF-MANAGEMENT PLAN (Part 2)
FUTURE PERFORMANCE PLANNING AND OBJECTIVES

List specific performance objectives for the next review period. The employee and reviewer should mutually agree upon these goals.

BUSINESS/PROJECT GOALS: Provide 2 to 5 critical performance measures. When possible, quantify goals and set time objectives.

VOBIS:

#1) **Increase MS-DOS penetration of their processors to more than 80%**

- Arrange for influencers at Vobis to attend the OEM event in Redmond in September.

- Visit atleast 30 Vobis stores and establish relationships with their store managers.

#2) **Increase Windows penetration of their processors to 75%**

- Encourage Lieven to advertise more in his circular flyer using and emphasizing the Windows and Microsoft product names.

#3) **Renew License Agreement**

Actebis:

#1) **Participate in their tradeshow in August**

- Identify appropriate speaker to give speech regarding Microsoft's System Strategy.

- Work together with the business units to participate with a Microsoft booth at this event.

#2) **Increase Windows penetration to 65%**

- Define joint marketing activities for Windows promotions.

- Encourage Actebis to use the Ready-To-Run logo on a broader basis (ie. in Marketing collateral, ads, price guides and catalogs etc.)

Other Accounts:

#1) **Increase Windows penetration by atleast 10% more in these accounts.**

#2) **Get each account's royalty reporting within the contractual obligations.**

CREATIVE/INNOVATIVE PROBLEM SOLVING: Provide 1 to 3 items in need of creative solutions.

Develop and define a Marketing and Business Plan to be distributed to the Marketing

Department for how to work together more effectively in the OEM Channel and with the three categories of OEMs (Store Chains, System Integrators and Manufacturers).

PROFESSIONAL DEVELOPMENT: Provide 1 to 3 actions you will take to grow professionally.

- Improve time management (attend a Time Management course)

- Improve technical knowledge (attend FOSA workshop)

Dates of feedback meetings: To Be Determined

GENERAL COMMENTS

EMPLOYEE'S COMMENTS: Feel free to comment on the review itself, your work assignment, or the company as a whole.

I find the review process to be very informative and beneficial as a whole - not just for myself in understanding what I need to improve or what I have done well, but also how I can be more successful, help my manager, my company and my customers.

I enjoy working at Microsoft very much and am constantly being challenged by new things which help me grow as a manager and businessperson. Areas that I would like to see improved are better communications between groups and the management and a stronger committment towards groups working together in order to support the customer and the companies interests, instead of individual interests of groups.

REVIEWER'S COMMENTS: Note any additional comments regarding individual accomplishments or performance trends.

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RATING DEFINITIONS: Ratings should be in 0.5 increments. For example, 3.5 is a valid rating but 3.7 is not.

(5) **EXCEPTIONAL PERFORMANCE:** Consistently exceeds all position requirements and expectations; performance on objectives exceeds quantity, quality, cost, and time standards. Demonstrates the highest standards of performance excellence.

(4) **EXCEEDS PERFORMANCE STANDARDS:** Consistently exceeds most position requirements and expectations; performance on objectives often exceeds standards.

(3) **MEETS PERFORMANCE STANDARDS:** Consistently meets position requirements and expectations; demonstrates successful performance on objectives.

(2) **NEEDS IMPROVEMENT:** Does not consistently meet standards and expectations of the job; inadequate performance on objectives; demonstrates one or more performance deficiencies critical to job performance.

(1) **UNSATISFACTORY:** Falls short of minimum requirements in critical aspects of the job.

FINAL OVERALL NUMERICAL RATING (to be completed by reviewer):
       Remember that 5 is high and 1 is low.   **4.0**