



Microsoft Performance Review

Employee: Stefanie C. Reichel

Department: OEM Sales

Job Title: OEM Account Manager

since: October 1991

Manager: Jürgen Hüls

MS Location: Germany

Date of Review Period: 05/16/92 - 11/15/92

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 semiannually.

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.

Rating Definitions:

Rating should be in 0,5 increments. For example, 3.5 is a valid rating but 3.7 is not.

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- (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.
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1. Evaluation of Goals for this Review

Evaluate your performance on the objectives you established in your last review. Make sure the descriptions of your goals and time objectives are precise, concrete, measurable, and attainable. Put objectives in order of priority.

You can distinguish between:

- Objectives company-wide,
- Team/Specific Goals,
- Job Objectives.

1.1 Previous Objective/Goal VOBIS MICROCOMPUTER AG

Description:

- Continue to establish a solid customer relationship.
- Make sure they comply with their contractual obligations i.e. (royalty reports on time, no unbundling of software, enforcement of own brandname and product design).

Action Items:

#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

Assessment:

The relationship with Vobis continues to grow stronger exponentially every day. It has cummulated into one of the most successful relationships we have to date and is a true example of how a relationship can be turned around from what it was a year ago.

In meeting the goals and objectives for this account, the following results have been achieved in the last 6 months:

- New License Agreement signed for an 18 month commitment worth \$18 MM for a per processor, pre-installed contract for 400K annually, MS-DOS and Windows, along with a commitment for the largest single commitment by an OEM for Works for Windows and PC-Works. They also committed to other new products such as Entertainment pack and Test Software. They also gave up Update rights and agreed to place a MS registration card in all packaging. This contract was the largest single OEM license agreement in a commitment period signed in Germany.
- MS-DOS penetration to over 90% of their processors along with them committing to a per processor, contract for 400K units annually and the desire to no longer offer DR-DOS
- Windows penetration of 90% of their processors along with a recent commitment to 25 000 units of Windows for WorkGroups annually prior to the product launch in which they also participated in the product announcement giving complete support and commitment to the product.

- Stefanie was able to establish better communication and relationships with their store managers Europe-wide and letting them know about the Microsoft System Strategy and getting our two companies to work closer together. This was done both by visits to stores in Germany and arranging meetings between my colleagues at our various European subsidiaries and their respective Vobis store in their country. I also was able to organize a WFW and Microsoft presentation at their European wide Sales Manager training in October. This was a huge success and first time ever that an outside company was invited to attend and participate in this Vobis event.
- Stefanie was able to arrange a first time meeting between Bill Gates and Lieven in August in which an agreement for closer cooperation and a "Strategic Alliance" between our two companies was achieved. A press release announcing the alliance and cooperation was distributed internationally and there have also been several follow-up meetings between Bill Gates and Lieven since this meeting in August.
- Lieven also attended the Worldwide Briefing in Redmond in September. This was Lieven's first visit ever to our Headquarters and he was quite impressed with our event as well as his satisfaction with our relationship and the achievements in our working together.
- Stefanie was able to negotiate an exclusive bundling deal with Vobis on a European-wide basis for White Boxes of Excel and Word which would be sold by them with their machines for a 4 month period at a special price. This deal was to counter attempts from our competition to steal market share from us. The price negotiated was the highest price attained in Europe for such a deal and will bring a revenue of more than USD \$6 Million of unforecasted money and higher market penetration for the GmbH alone. Vobis is also actively marketing it in their flyer which has a distribution of 10 million. The deal is also successful in the other countries as well.
- Stefanie was able to put together an exclusive marketing campaign and promotion for the Christmas season which is being advertised by Vobis in their flyers and which has each of their stores in Germany with Microsoft product posters, data sheets and demonstration stations. We also decorated all of their show windows with MS products and arranged for Santa Claus's to give out MS goodies and info on the 4 Saturdays previous to Christmas. It was only 10 months ago that Bill had walked into a Vobis store and saw DR-DOS only posters everywhere.
- At the PC-Windows show in October in Frankfurt, Germany, Vobis participated in our announcement of WFW and were actively showing our products at their stand. In addition Stefanie coordinated a meeting between Bill Gates and Lieven where a photo/press session was taken of Bill being shown the new Colani designed computer and where he met Colani and Lieven and was given a computer as a gift. In addition, Stefanie arranged an exclusive interview for Bill with Highscreen Highlights (which is the magazine that is targeted to the Vobis installed base and sold at newsstands as well). The resulting article from this interview was touting the relationship between Vobis and Microsoft and has pleased Vobis very much and received high visibility for us among vobis users.

1.2 Previous Objective/Goal ACTEBIS COMPUTER GmbH

Description:

- Continue to establish good relations with the customer
- Make sure they comply with their contractual obligations ie. (royalty reports on time, no "hidden" third party labeling business, enforcement of own brandname and product design).

Action Items:

#1) Coordinate our participation in their Tradeshow in August

- Identify appropriate speakers to give presentations on Microsoft's System Strategy.
- Work together with the business units and Actebis to get a booth exhibit at the tradeshow.

#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.)

Assessment:

The relationship with Actebis grew even stronger in this period and they even assigned a dedicated Account Manager to manage the relationship with us, making us their only software partner with a dedicated Account Manager, just as they have with key hardware and networking partners of theirs such as Seagate, Novell and Intel.

Stefanie was able to increase the Windows penetration in this account to over 65% by working together on activities such as developing their Product Catalog which actively featured Windows everywhere as well as other Microsoft products and a Windows advertisement in the back of it. They also are actively using the Ready-To-Run logo on all of their packaging of product.

On the administrative side, Stefanie made sure that all of their software packaging was appropriately produced and met MS requirements as well as getting them to organize their royalty report tracking system so that they could report in a timely manner - which they now have.

The tradeshow they held in August was a tremendous success for them and we participated in this event with a booth demonstrating our products and especially Windows NT. The Windows NT Specialist from EHQ gave demos and the presentation on our Systems Strategy was one of the best attended speeches Actebis said they received much interest and higher sales as a result of our participation. This type of event was the first time we have participated with a German OEM together in their own event.

They also attended the Worldwide OEM Briefing held in Redmond this fall and had meetings with several Executives and were quite pleased with the relationship and where it can grow. Finally, they signed a commitment for 25,000 units of Windows for Workgroups before the product was launched and they participated in our announcement at PC-Windows in Frankfurt. Stefanie also took this a step further and was able to work together with Actebis in doing a joint advertising campaign with Karstadt AG, the largest Department Store Chain in Germany, to advertise the Actebis machines with Microsoft products, in particular Windows for Workgroups. The ads will be shown on German Television in January over 60 times on major networks at prime times

1.3 Previous Objective/Goal Other Accounts

Description:

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

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

Assessment:

In the last review period Stefanie was able to the Windows penetration up by more than an additional 10% in all of these accounts and to get these accounts to meet their royalty reporting within their contractual obligations. The customer satisfaction in their support from Microsoft is very high. Additionally, she was able get licenses signed for re-nued commitments with each of these accounts and our desired new

T&C's. The exception was CT Comtech which went into Chapter 11 and owes us money. She was also able to hand over two of her accounts in October to another colleague.

1.4 Previous Objective/Goal Other

Description:

- Define and develop a Marketing and Business Plan to be distributed to the Marketing Department on how to work together more effectively in the OEM Channel and with the three categories of OEMs (Store Chains, System Integrators and Manufacturers).

Assessment:

Although Stefanie was unable to develop a specific Marketing and Business Plan of the above nature due to time constraints and the higher than usual activities with her accounts over the last 6 months, she was able to actually meet this goal through actions and a Business Plan similar in its actual net result. This was demonstrated by her preparing a proposal along with a fellow member of the Marketing Dept. which outlined why and how Marketing should work together as a team in developing a unified strategy targeted at Vobis. At first this proposal was ignored and criticized, but they were able to build support and consensus that this would be the most optimal way for the German subsidiary to increase market visibility and sales, while helping build a stronger relationship with one of Germany's largest and fastest growing OEMs. The current result is a perfect example of how Marketing ended up working together with OEM sales in developing a top notch marketing "Christmas Campaign" which is currently being carried out in Vobis's 100 franchise stores and in Flyers with a distribution of over 10 Million copies, showing Microsoft products. The OEM is selling our Finished Goods and wants as a result to also sign a Finished Goods contract with a net value commitment for more than 10 Million USD annually. Marketing and Sales now work closer together - a first.

2. Additional Contributions/Achievements

In general, Stefanie consistently exceeded her goals and objectives and the position requirements and expectations. In particular, her work with the Vobis account demonstrated this in which she turned around one of the most difficult accounts, achieved tremendous revenue growth and was always looking for ways to benefit both the customer and Microsoft and bringing the relationship closer. Her emphasis was always on Customer support and service. (See Vobis Microcomputer Goal assessment description for actual listing of achievements in this account).

3. Goals for the next Review

Due to the fact that I have accepted another position within Microsoft in another division, there are no future Goals written here for the next 6 months. These goals will be established separately with my new Manager of my next position and will be added to my file later.

4. Final Overall Numerical Rating (to be completed by reviewer. 5 = high; 1 = low)

Employee's Comments:

I have enjoyed my assignment on these accounts very much and have learned a lot and had the opportunity to feel as if I have contributed to Microsoft in a very valuable and important way. I enjoy working at Microsoft very much and am constantly being challenged by new things which help me grow as a manager and businessperson.

Although I would like to think I have contributed in helping solve some of the problems and that some progress has been made, I still see a great need for change and improvement in even 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.

Another area which I find needs improvement in our company is that in our Managements attempt to be cost-conscience that they tend to be penny-wise and pound-foolish. I found that it made it at times difficult for someone like myself to do my job and be productive for my company. An example of this was a lot of hassle that was made about my use of a car phone in a rental car that were high and that went against an order by management which stated that no one may use these. I found that I got more hassle for these costs which did not exceed USDS1000 and complaints that I had gone against the rule, however the reasons for doing it was a judgement call I made in the interest of customer support (with the prior approval of my Manager) and it is what helped me close the \$18 MM deal with Vobis.

Finally, I hope that the work that I and other women sales people have done can show how successful and effective women can be in making valuable contributions to the revenue of the company and customer support and satisfaction. I would like to see more women encouraged and play a bigger and more important role in the organization and in management.

Manager's Comments:

Final Overall Numerical Rating: 4.5 (5 = high; 1 = low)

final decision is 4.0

Manager's Justification:

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Signatures:

Employee: *Stephanie L. Reichel* Date: December 8, 1992
(Your signature does not necessarily mean that you agree, but affirms that this review has been discussed in detail with you.)

Reviewer: _____ Date: _____

5. Professional and Personal Strengths

Professional Strengths: • Good Account Management Skills

- Strong in identifying opportunities for joint marketing and other activities and driving these projects to completion.
- Ability to handle sensitive customer situations and difficult customers.
- Builds and maintains customers confidence and strong Customer Relations

Personal Strengths:

- Enthusiastic
- High Energy
- Team Contributor
- Committed and detail oriented

6. Development Plan (Current Position)

Not applicable due to the fact that I will be starting a new position in January. The development plan will be later added to my file by my new manager.

Explanations: Manager Feedback Form

In the Performance Review, the Manager Feedback Form should be handed to your manager after the review discussion.

The rating values are not numbers but letters from A to G.
The rating criteria are based on important management qualities for the company.