

@ Peat Marwick

PERFORMANCE EVALUATION - PROFESSIONAL PERFORMANCE IMPROVEMENT STAFF

Name Ulrich von Friedberg Staff Classification Sr. Consultant Department EPS/WCF

Engagement Akzo Nobel - Functional Chemicals Engagement Number 276-85551-32

Interim XXXXX Final Start Date 1/22/96 Release Date Total Hours 400

Describe work assigned: Ulrich is supporting the FI/CO portion of the SAP implementation in the Functional Chemicals business unit of Akzo Nobel's Chemical Division. Ulrich currently is the only KPMG consultant on the project and is working with a number of other consultants, including a technical project manager from Cap Gemini. Ulrich is reporting directly to the Akzo Project Manager/Controller and is responsible for overall FI/CO module lead as well as detailed configuration of the CO aspects of the module.

Is this person working (above - at - below) his/her current staff classification on this work assignment? ABOVE ☒ AT ☐ BELOW ☐

Comments: Ulrich was put into this project to initially support only the CO configuration. Based on KPMG's expanding role in multiple other Akzo SAP implementations, Ulrich's placement on this project was viewed as a strategic opportunity to reinforce the quality of SAP capabilities KPMG can provide and eventually expand our role as service requirements grew as the project progressed. Ulrich quickly gained the respect of the Akzo Project Manager and was elevated to the role of FI/CO module lead. Also, he has significantly increased KPMG's opportunity to expand our project role into more of a management role.

SELF RATINGS

EVALUATOR RATINGS

ABOVE ☒ AT ☐ BELOW ☐

Quality Service to Clients

ABOVE ☒ AT ☐ BELOW ☐

ABOVE ☒ AT ☐ BELOW ☐

Technical Competence

ABOVE ☒ AT ☐ BELOW ☐

ABOVE ☒ AT ☐ BELOW ☐

Analytical Ability & Decision Making

ABOVE ☒ AT ☐ BELOW ☐

ABOVE ☐ AT ☒ BELOW ☐

Engagement Administration

ABOVE ☐ AT ☒ BELOW ☐

ABOVE ☒ AT ☐ BELOW ☐

Relationship Building & Teamwork

ABOVE ☐ AT ☒ BELOW ☐

ABOVE ☐ AT ☒ BELOW ☐

Human Resources Development

ABOVE ☐ AT ☒ BELOW ☐

ABOVE ☐ AT ☒ BELOW ☐

Communication Skills

ABOVE ☐ AT ☒ BELOW ☐

ABOVE ☒ AT ☐ BELOW ☐

Productivity & Initiative

ABOVE ☒ AT ☐ BELOW ☐

EVALUATOR COMMENTS

Please indicate areas of performance strengths (required):

Demonstrates extensive SAP product knowledge - FI/CO Module.

Self motivated and able to work independently.

Ability to gain respect of client and other consultants in an environment where a competitive consulting firm is represented.

With credibility, Ulrich is able to identify, organize, and present broader project management issues to the project leadership.

Enthusiastic and willing to accept new challenge, especially related to consulting project management and admin.

Please indicate areas for improvement/focus (required):

Ulrich needs to improve his ability to present project issues and problems to the project management and team in a manner that is constructive and presents them as opportunities. Ulrich's enthusiasm and desire to do the job right can in difficult times be perceived as overreaction. We have spoken about this improvement area. Ulrich has become very conscious of the limitation, frequently seeks my advice before communicating anything potentially sensitive. Through my observation, Ulrich has already improved in this area through the course of this project.

Ulrich should continue to work to develop his English communication capability, particularly his writing skills. While his communication skills are very adequate for the project role he is now fulfilling, his opportunities for long-term growth at KPMG will be enhanced by improvements in this area.

Other comments:

Ulrich has demonstrated the ability to operate independently at the project management level. This client has come to rely on Ulrich for project management advice. Based on the and his technical competency, I believe he is capable of functioning at a Manager level at KPMG.

OVERALL EVALUATION

ABOVE ☒ AT ☐ BELOW ☐

SELF-EVALUATION COMMENTS (Not Required)

The project was in a very risky situation before I came on board, due to management problems. The client largely underestimated the complexity of the SAP implementation. I went through a educational process of the client by presenting a evaluation of the project plan and the risks involved. What I brought to the project was the combination of solid SAP knowledge in my area FI/CO and a broad business and SAP project management experience. This gave me the opportunity to evaluate the project plan and to play the role of the integration consultant besides the CO configuration.

I convinced the project management to change the project approach from a module approach to an process oriented approach. KPMG has gained a good reputation in providing experienced consultant with business background. The combination of both is essential for the implementation of the SAP R/3 system.

Akzo is thinking of getting more consultant support from KPMG, which represents a success for my efforts.

Evaluation conducted in person? Yes ☒ No ☐ Evaluation conducted before evaluatee left engagement Yes ☒ No ☐

If no, provide an explanation _____

Signatures:

Staff Member



Date

4/23/96

Evaluator Mark Mazur

Classification Sr. Manager

Date 4/23/96

Eng. Mgr. Mark Mazur

Date 4/22/96

Eng. Ptr. Jerry Blaesing

Date 4/22/96