

Plaut Consulting Inc.

ZEUGNIS

Herr Mag. Ulrich Friedberg, geboren am [redacted] in Wien, wohnhaft in 22 Country Club Drive, Larchmont, NY 10538 USA war in der Zeit vom 01. April 1997 bis 31 Dezember 2002 in der Plaut Consulting Inc., Waltham, MA, USA, zuerst als Senior Consultant und später als Projekt Manager angestellt. Ab September 2000 war Herr Mag. Friedberg innerhalb des Beschäftigungsverhältnisses ausschließlich für die Plaut Aktiengesellschaft als interner Projektleiter tätig und hier direkt dem Vorstand unterstellt und berichtspflichtig.

Im Rahmen dieser Tätigkeit war Herr Mag. Friedberg als Leiter des internen Projektes P.I.S.A. - Plaut International Service Provider Application – eigenverantwortlich beauftragt, in den Konzerngesellschaften der Länder USA, Kanada, Italien, Spanien und Frankreich die internen Systeme für die Bereiche Zeiterfassung, Mitarbeiterabrechnung, Buchhaltung und Controlling auf eine gemeinsame SAP Lösung umzustellen. Zielsetzung dieses Projektes war es, mit einem Kern Team, bestehend aus sechs Mitarbeitern der Spanischen Tochtergesellschaft, die von SAP angebotene Service Provider Solution (R/3 Rel. 4.6c) unter Einbindung von zusätzlichen lokalen Ressourcen möglichst zeitnah in den jeweiligen Landesgesellschaften zu implementieren, die Mitarbeiter vor Ort zu schulen und bei der Anpassung der Organisationsstrukturen maßgebend mitzuwirken. Eines der organisatorischen Hauptziele war es, zu ermöglichen das konzerneinheitliche, monatliche Berichtswesen (Performance Report) direkt aus dem SAP generieren zu können. Hier hat Herr Mag. Friedberg wesentlich bei Konzeption und Implementierung mitgewirkt.

Die Plaut Gruppe hat als weltweit erster Pilotanwender diese „Service Provider Solution“ in ihren nordamerikanischen Tochtergesellschaften mit Ende 2000 eingeführt und damit eine Vorreiterrolle bei der Implementierung dieser SAP Industry Solution eingenommen. Herr Mag. Friedberg konnte diesen Erfolg auch bei der SAPHIRE 2001 und ASUG 2002 als Gastredner der SAP AG präsentieren.

Wesentlicher Erfolgsfaktor bei der großteils äußerst kurzfristig erfolgten Umsetzung dieser Aufgabenstellung war das hervorragende Detailwissen in den Bereichen SAP / R3 Controlling (CO), Finanzwirtschaft (FI), Vertrieb (SD), Projekt System (PS) und Materialwirtschaft (MM), sowie die ausgezeichneten Sprachkenntnisse von Herrn Mag. Friedberg in English, Französisch und Spanisch.

Herr Mag. Friedberg hat in diesem Projekt seine betriebswirtschaftliche Erfahrung aus dem Controlling sowie seine langjährige SAP Projekterfahrung vereint und diese auch hervorragend umgesetzt. Er hatte im Laufe des Projektes nicht nur die Funktion des Projektleiters inne, sondern war auch für die konzeptionelle Seite, die Integration und in den komplexen Bereichen auch für das Customizing zuständig.

Wir haben Herrn Mag. Friedberg als äußerst motivierten und engagierten Mitarbeiter kennen gelernt, der sich durch hohe Einsatzfreude, Flexibilität, Vielseitigkeit und Internationalität auszeichnet. Hervorzuheben sind hier auch die von Seiten Herrn Mag. Friedberg in allen Projektphasen sehr gute und offene Zusammenarbeit und Kommunikation mit dem Vorstand der Plaut Aktiengesellschaft, dem direkt unterstellten Projektteam, sowie allen anderen Mitarbeitern der entsprechenden Konzerngesellschaften.

Herr Mag. Friedberg hat alle ihm übertragenen Aufgaben stets zu unserer vollsten Zufriedenheit erledigt. Die Lösung des Dienstverhältnisses erfolgt auf Wunsch von Herrn Mag. Friedberg um sich auf selbständiger Basis in flexiblerer Art und Weise neuen Herausforderungen stellen zu können.

Herr Mag. Friedberg wird dem Hause Plaut auf Basis dieser neugestalteten Rahmenbedingungen auch weiter zur Verfügung stehen und an der Weiterentwicklung der von ihm implementierten Lösung mitwirken.

PLAUT AKTIENGESELLSCHAFT



J. Zwicklhuber
CFO

PLAUT Consulting Inc.

Performance Review

SENIOR CONSULTANT

EMPLOYEE NAME: Ulrich von Friedberg

TYPE OF REVIEW

(PLEASE CHECK ONE): ☒ SEMI - ANNUAL REVIEW ☐ PROJECT REVIEW

REVIEW PERIOD: 07/98 to 12/98

DATE: 12/14/98

REVIEWER: Werner Smolka

TITLE: Director Services / Public Sector

Notes

Complete the relevant sections and provide examples to support the evaluation.
Include attachments when necessary (e.g., training plan).

Performance Rating

- | | |
|-----------------------|-------------------------|
| 1. Below Expectations | 3. Exceeds Expectations |
| 2. Meets Expectations | NA Not Applicable |

1. GENERAL

1 ☐ **2** ☐ **3** ☒ **NA** ☐

Lead, key role, mentoring, supporting

- Ulrich was assigned to UNICEF and Pratt & Whitney as CO senior consultant.
- As CO Lead at Pratt & Whitney, Ulrich was able to lead and direct the Finance Director at Pratt through viable solutions for their business. Even though the client was very difficult to deal with, Ulrich stood strong on his recommendations until the client understood his reasoning and recognized Ulrich as an expert in his field.
- Ulrich plays key role in the definition of approach to project team assignments and facilitates the team decisions/direction as required.
- He requires relatively little support or supervision with respect to project assignment and is able to solve most issues and/or challenges independently.
- Ulrich is seen as primary source of support for other consultants and client project team members within his area.
- Ulrich is able to mentors more junior consultants on team.
- He is recognized by client as a senior level consultant and therefore is able to command the standard billing rate.

PLAUT Consulting Inc.

Performance Review

2. CONSULTING EXPERTISE

1 ☐ 2 ☐ 3 ☒ NA ☐

Area of expertise / knowledge of methodologies and techniques

- Ulrich commands CO. His understanding and demonstration of COPA and PCA, as a specific example, reduced client concern that SAP would not address key internal measurements
- Additionally there is a solid understanding of other module integration with FI/CO
- His breadth of knowledge is sometimes astounding; portraying a long and varied exposure to SAP and implementation process.
- Ulrich's knowledge of SAP is excellent in the area of CO. There seems to be no "stumping" him when it comes to issues.
- Ulrich understands available methodologies and techniques, and can, with minimal direction, select and apply the appropriate techniques to specific assignments

PLAUT Consulting Inc.

Performance Review

3. **Communications**

1 ☐ 2 ☒ 3 ☐ NA ☐

Structure of proposals, reports, preparation/delivery of presentations, Listening skills

- Ulrich can contribute to the structure of proposals and consulting reports. He is able to write moderately complex to complex proposals and reports with little editing required. Ulrich can provide quality control on proposals and reports prepared by others.
- Ulrich structures, prepares and delivers presentations according to the project needs effectively.
- Ulrich has good listening skills and can communicate effectively at middle management levels in specific client situations.

4. **Marketing**

1 ☐ 2 ☒ 3 ☐ NA ☐

Identify and report potential opportunities and contribute

- Ulrich can identify and report potential opportunities within area of expertise, and contribute significantly to closing them.

5. **Project Management**

1 ☐ 2 ☒ 3 ☐ NA ☐

Understanding of concepts, managing of own time /schedule and assignments, handling of unexpected situations, actions

- **Ulrich understands the concepts** of project management and is able to manage **small to medium** projects of **simple to moderate** complexity. Ulrich manages his own time and schedule within an overall project plan.
- Ulrich successfully dealt with multiple, simultaneous projects with responsibilities for different clients and locations.
- Ulrich can get a large volume of work done very quickly. He is also very astute when it comes to understanding business concepts.

PLAUT Consulting Inc.

Performance Review

6. Client Management

1 ☐ 2 ☐ 3 X NA ☐

Understanding of concepts, roles & responsibilities of PCI functions, sensitiveness to relationships, identifying where intervention required, generation of confidence

- Ulrich understands the concepts of client management. As well as the roles and responsibilities of all PCI functions as they relate to the client.
- He presents a positive image of PCI to the client.
- Ulrich ensures that the client is well appraised of status, achievements, concerns and issues. Is sensitive to client relationships at all levels, and can identify situations where intervention is required, and recommend appropriate action.
- Ulrich was quickly regarded as the "go to" person on the Pratt project by the Finance Director.
- From the beginning, Pratt had many misconceptions about SAP functionality and the functionality, which they were going to see in a prototype. Ulrich quickly adapted a project manager role in bringing those expectations back to reality and managing the client's expectations.
- Ulrich was requested by program management to be involved in key project decisions. He makes progress in spite of program management and processes.

PLAUT Consulting Inc.

Performance Review

7. People Management **1 ☐ 2 X 3 ☐ NA ☐**

Identifying, attracting, assisting & supervising of people, delegating

-
- Ulrich can supervise and assist in the development of more junior consultants, and is able to provide constructive review of their performance.
 - At times, Ulrich tries to do too much on his own. He needs to learn to delegate some of his workload.
-

8. Achievements **1 ☐ 2 ☐ 3 X NA ☐**

Successful executed assignments (of strategic importance)

-
- Ulrich has, with a low level of supervision, successfully executed his UNICEF assignment and still does so at Pratt & Whitney. Both assignments fall in the category of medium to large and of moderate to high complexity. These assignments involved working with middle to senior management in the client organizations. UNICEF is of strategic importance to PCI.
 - At Pratt & Whitney he was responsible for Prototype (COPA), organization hierarchy, blueprint (CCA, PCA).
-

9. Recognition **1 ☐ 2 ☐ 3 X NA ☐**

Consulting expertise is recognized

Ulrich's consulting expertise is recognized within the practice, and by several clients

10. Attitude **1 ☐ 2 X 3 ☐ NA ☐**

Assignments, team work contribution, limits, extra effort, sharing of knowledge

-
- Ulrich is a team player and team leader. He always maintains a sense of humor and has good judgement. Ulrich get to the critical points quickly. He is tolerant (within Austrian limits) of decision/indecision.
 - Ulrich is people oriented and very easy to work with. He is also very willing to share his knowledge with others. Also, he is eager to learn about other modules.
 - Generally, he is a pleasure to work with and to have as a team member
-

PLAUT Consulting Inc.

Performance Review

11. Judgment and Decision Making

1 ☐ 2 ☐ 3 ☒ NA ☐

Demonstrates good judgment. Can work independently.

Ulrich demonstrated good judgement and he works independently.

12. Reviewer's Comments - Strengths

- Solid knowledge of the CO module.
- Well organized.
- Communicates well.
- Pleasure to be around and to work with.
- Speaks well, authoritatively and convincing with good knowledge transfer skills.

Ulrich has a solid base of SAP CO knowledge including their integration points. The way he handles multiple assignments indicates that he rather tends toward a PL career path than to a PM career.

13. Reviewer's Comments - Areas for Improvement

- Ulrich is a rock solid CO consultant. However, in the area of communication/people skills there is room for improvement. Ulrich needs to entertain more patience (which is against his nature) with the people he is dealing with.

(The only constructive points I can bring up are that he should strive to listen more "sympathetically" to client considerations. He has a tendency to minimize immaterial issues quickly (an essential quality in a consultant, which I respect very much). However, our culture requires handling of such issues carefully, while still eliminating each from consideration.)

PLAUT Consulting Inc.

Performance Review

Note: This page should be omitted when this form is used for collecting coworker or client input.

14. Goals

Recommended training. Types of assignments. Personal development.

- Delta. 4.5 CO, BAPI training class, ABAP/4 overview, SD pricing, CO/PA
- Ulrich wants to lead/manage a smaller project up to five consultants
- Ulrich desires to become CO Practice Lead for Plaut.

15. Employee's Comments

"I want to improve the Plaut CO team and increase the controlling knowledge of the Plaut consultants."

"I appreciate the fact that this is my first comprehensive review that was ever done since I am with PCI."

16. Signatures

Reviewer: _____ Date: _____

Employee:  Date: 1998

Acknowledgment that this evaluation has been read and understood.

Plaut AG Review

Development Plan - This section allows the employee and manager to mutually establish development goals and action plans. The goals and plans outlined here may pertain to the employee's current position and/or they may focus on lateral/vertical movement.

DEVELOPMENT GOALS	EMPLOYEE'S ACTION PLANS	TARGET DATE

Please evaluate the following skills and characteristics by highlighting the appropriate rating

UN - unsatisfactory

G - good

OUT - outstanding

NI - needs improvement

VG - very good

NA - Not Applicable

PERFORMANCE FACTORS

1. Job Knowledge and Technical Skills: Demonstrates practical/technical knowledge and effectively transfers knowledge to others.

UN NI G VG ☒ NA

Comments: 7 years of SAP and 13 projects have built up a very good base of expertise in R/3 and became a source of information for Co issues for other consultants within Plaut.

2. Initiative/Attitude: Eagerly seeks new challenges and responsibilities. Self-starter and finisher. Persistent in overcoming obstacles. Creates a positive work environment. Motivates others. Strong desire to achieve and to support others. Viewed as a role model.

UN NI G ☒ OUT NA

Comments: I took over the tasks and finalized the open work that had been left after people in key positions were forced to leave the MDC project. I was filling in for Ryan Evanzcyk on Project Systems / Resource related billing (SD), Joan Padilla in Sales and Distribution and for Dave McElroy Funds Management, Adi Seliman Controlling. Due to my good understanding of the integration of the different modules, I was able to put the puzzle pieces together.

3. Judgement: Consults with others in dealing with difficult situations. Considers alternatives and consequences before making a decision. Acts decisively when required. Thinks of options and makes decisions rather than procrastinating or delegating the decision to someone else.

UN NI G ☒ OUT NA

Comments: I outlined several alternatives and possible solutions in every project, presented their advantages and disadvantages in a clear and structured way in order for the client to be able to make a decision. Example: The MDC project was struggling for over 7 month with two key items: a) Actual

activity revaluation, b) fund split. I outlined several solutions which lead MDC to decide and finally got the endless discussions to stop.

4. Creativity: Develops and applies practical innovative ideas and approaches.

UN NI G VG ☒ NA

Comments: In SAP every process can be mapped in different ways. Therefore it is very important to be able to come up with alternative solutions, that are a result of different combinations of tools available in SAP. Here is where creativity and innovation come into play. I consider this one of my strongest skills. I would like to refer to the many work-around procedures that I designed (Watchtower: Workaround for PP module with internal orders; MDC: Actual activity revaluation and Fund Split ABAP concept; UNICEF: Development costs tracking with CO Production orders.....)

5. Communication Skills: Demonstrates effective listening and questioning skills. Effectively articulates information verbally and in writing to both large and small groups. Can think on one's feet.

UN NI ☒ VG OUT NA

Comments: I have improved my listening skills a lot, although sometimes I get carried away where I should listen more. It is one of my strengths to ask the right questions in order to get the information that I am looking for to accomplish the work.

Ulrich gets quite frustrated at times, especially if the customer does not understand what he is trying to explain to them. This is an area for improvement, which Ulrich needs to work on.

6. Leadership: Provides purpose, values and vision. Willing and able to make tough decisions, and then take responsibility for related actions. Earn trust and loyalty and inspires others to greater performance. Able to plan and prioritizes - exhibits solid time management skills to meet deadlines.

UN NI G ☒ OUT NA

Comments: I am able to draw a project (I was in charge to define the integration test plan).

Able to met deadlines; Helped the project manager by taking over technical and operational issues while he was dealing with political issues. I also supported Remon in getting the change orders finalized.

7. Teamwork: Maintains and encourages effective working relationships throughout the company. Willingly helps and provides resources to others' jobs. Participates in joint goals and projects. Places team before personal interests. Gives credit to others. Avoids "playing politics."

UN NI G ☒ OUT NA

Comments: As integration manager at the MDC I proved my team work skills by being able to bring the different modules team lead to work together and talk between each other. During my 4 1/2 years of consulting I built a considerable network of experienced consultants within Plaut Consulting and other Consulting firms whom I am sharing my experience with.

Unfortunately the cost cutting measure, (bonus calculation method) has unevenly spread the burden between consultants and increased the "playing politics" and spoiled the Plautian spirit of a big team that wants to out perform the consultant giants.

8. Productivity: Produces a significant volume of work efficiently in a specified period of time.

UN NI G VG  NA

Comments: I have successfully managed, under time and volume constraints, four modules at a time (OM, PA, PC, Production order processing) at UNICEF and several Modules at a time (OM, CO, FM, FI, PS, SD(RRB), Integration to CCS, PM) at MDC.

9. Interpersonal Skills: Sensitive to the needs of others. Shows integrity, honesty, openness and tact in dealing with others. Successfully wins cooperation of others.

UN NI G  OUT NA

Comments: I still need to work on my way to deal with employees of the public sector. Their work ethics is not in sync with mine. They are using another scale. It needs another type of maturity to work with the public sector mentality. Some times I am to open and direct, which can be wrongly interpreted. This is a fine line.

10. Maturity: Deals with stress and frustration. Projects poise and confidence. Is reliable and follows instructions. Can be counted on to follow through on assignments. Maintains a professional image in all business-related matters.


UN NI G  OUT NA

Comments: I was able to go live with two projects like UNICEF and MDC showing how well I deal with stress and frustration. I was one of the few consultants staying longest at these projects and finalize all the left over work. I always kept the commitment to finish the project. The quality of the configuration is a constant concern for me.

11. Professional Development: Demonstrates functional skills. Evaluates own work objectively. Identifies growth and/or deficiency areas and pursues self-improvement. Manages own time and time of others as well. Provides timely and constructive coaching and feedback to others.

UN NI G VG  NA

Comments: I have been team lead since the beginning of my career at Plaut Consulting.

12. Adaptability:  Flexible in dealing with different viewpoints and styles. Deals well with ambiguity and uncertainty and can change course to meet the demands of the business without too much turmoil.

UN NI G VG  NA

Comments: I have no difficulty to switch between projects, from Public sector to private sector , even between modules (see MDC where I suddenly became SD or FM consultant)

13. Dependability: Is reliable, trustworthy and there when needed.

UN NI G VG ☒ NA

Comments: There was never a need of a manager to control my work. Neither have I ever heard any complaints related to the above.

14. Project Execution: Defines project approach and structure. Defines and gathers required data. Produces quality results. Translates data into meaningful conclusions. Effectively communicates findings and results to others.

UN NI G VG ☒ NA

Comments: One of my strengths is to present the data analysis under a simplified way (mostly power point charts) in order to get the audience to the same page and discuss the details of the solution. MDC team members repeatedly told me that they liked my clear and simple way to present the problems. That's way I was called the "power point King".

15. Administrative Duties: Consistently completes the administrative duties associated with employee's position (i.e. Expense Reports, Activity Reports, etc.), in a timely manner to meet deadlines.

UN NI G ☒ OUT NA

Comments: Never been late on the administrative duties

Manager's Additional Comments:

Ulrich would like to move into an integration management role within PCI. Loves to work with the detail of SAP and is very good at integrating the various modules. Could see himself as part of a selling team, but as the integration expert. Would be able to lead a small team of people for the configuration aspect of an implementation. Ulrich is hoping for a promotion this year, ideally retroactive to January 2000.

Employee's Comments and/or Response:

Robert Luccioni
25 Columbia Heights
Brooklyn, NY 11201
(718) 625-3600
September 15, 1997

Ulrich von Friedberg
Plaut Consulting Inc.
950 Winter Street
Suite 2300
Waltham, MA 02154

To whom it may concern:

Watchtower is in the process of installing SAP with a scope of FI/CO, TR-CM, MM, EIS and a portion of HR. Ulrich von Friedberg has worked as the lead FI/CO consultant on this project since May 1996. His main focus of expertise is in the Controlling module. The Financial Implementation Team was happy with the services provided by Ulrich. We found him to be professional and very competent in the Controlling module. He takes rather complicated concepts and narrows them down to very clear, concise options. Due to his business experience and knowledge of R/3 he also assisted us in finding efficient work-around solutions for functions normally performed in the production system and sales and distribution system.

One of the major goals of the Watchtower implementation was knowledge-transfer. We are very committed to not having to rely on consultants after the completion of the project. This has put more responsibility on the consultants working with us. Ulrich has done a fine job in this regard as well. On an average he worked with us between 2 - 3 days a week starting in May. However, by the middle of August we were able to cut his time down to a day a week with no detriment to the project. A key to being able to do this was Ulrich's ability to transfer his knowledge and understanding of the system to the Watchtower Financial Implementation Team. If the need arose, we would not hesitate to use Ulrich's services again.

Feel free to contact me if you are in need of more information.

Sincerely,



Robert Luccioni
Watchtower
SAP Financial Team Lead

c: Frank Paetzold