

2009 Review for Ryan D DeGrote

Employee Information

If this data is incorrect, please work with your manager and/or HR Business partner to have it corrected in the appropriate Human Resources Information System(s).

Last Name: Degrote
 First Name: Ryan
 Title: Marketing Manager
 Manager: Cheryl A Costantini
 Human Resource: Thomas E Kneafsey

Review Period: July 2008 through June 2009

Business Goals

Use this section to evaluate each business goal established for this review period. For each goal, describe performance expectations, how results were measured, and the results that were achieved, using the comment area.

RATINGS SCALE

1.1 Achieve Topline Revenue goal of \$125,877,000 in higher ed, career, school, retail and professional channels

Objective Category: Business Goals

*Goal Name:	*Start:	*Due:	Weight:	Status:
Achieve Topline Revenue goal of \$125,877,000 in higher ed, career, school, retail and professional channels	07/01/2008	06/30/2009	14.0%	In Progress

*Metric:
 Achieve Topline Revenue goal of \$125,877,000 in higher ed, career, school, retail and professional channels

Tasks:

Rating by Cheryl A Costantini:

Rating: Inconsistent

Rating by Ryan D Degrote:

Rating: Inconsistent

Comments by Ryan D DeGrote:

As of June 28, our sales for Course Technology are roughly \$111M. We will not meet our goal of \$125M and this can be directly attributed to SAM-related lost business. With the release of SAM 2007 v. 4.0 and the forthcoming v. 5.0 and Office 2010 suite, we should be able to gain a lot of this lost business back in the next 6-24 months.

Comments by Cheryl A Costantini:

While our business did not reach its revenue goal, what we did accomplish was a significant achievement (nearly flat with last year) and Ryan's efforts contributed greatly. Ryan tirelessly worked to create a compelling and revenue driving campaign for the PVEs, he trained, retrained, and trained again the reps and LSS' on key products, and he personally traveled to over 20 accounts in the past year. He spent hours on the phone with individual reps, helping them understand our courses and products, as well as traveled to our events where he held several presentations and interacted with customers and reps at all times. Additionally, Ryan is constantly on the look out for new opportunities to drive business. He worked several large Career adoptions this past year, including Kaplan, which have yielded several hundred thousand dollars in revenue. Ryan's competitive nature, work ethic, and desire to do what is right for the company compelled him to exhaustively drive every dollar possible.

1.2 Manage to your T&E and Conventions budget (will they get an individual conventions budget?) and help drive reduction of print sampling.

Objective Category: Business Goals

*Goal Name:	*Start:	*Due:	Weight:	Status:
Manage to your T&E and Conventions budget (will they get an individual conventions budget?) and help drive reduction of print sampling.	07/01/2008	06/30/2009	14.0%	In Progress

*Metric:

- a. Optimize integrated marketing mix and spend with focus on establishing and meeting ROI on sampling, print, conventions, events and online marketing and reducing marketing mix from print with a 20% move to digital.
- b. Demonstrate that you moved a print campaign to a more integrated mix.
- c. Increase eMarketing (email, web-based)
- d. Reduce print samples by 10% from January thru June of 2009 by using CourseSmart e-sampling, by 10%.

Tasks:

Rating by Cheryl A Costantini:

Rating: Fully Successful

Rating by Ryan D Degrote:

Rating: Fully Successful

Comments by Ryan D DeGrote:

We researched, built, launched and successfully marketed the Office 2007 Premium Video Edition (PVE) campaign starting in November through the end of this fiscal year. With the release of Office 2007 (originally launched in the fall of 2006) , there was a significant print element to the campaign. With the release of the Office 2007 PVEs, we still had a print element (editorial produced "preview guides" and we produced a piece that showcased our historical innovative leadership position), but we moved to a much more integrated campaign. We had a number of e-updates; including promotion for the forthcoming PVEs, notifications for the webinars, follow up samples and follow up Web Tutor promotions. Additionally, we held 14 webinars to showcase the videos, along with live presentations at the regional one-day Forums and our National Conference. We also built a very robust community site which the sales teams used as a closing sales tool and our customers found to be very informative in lieu of a sample. The community site includes streamed video assets, sample content from the book, links to receive an e-sample and much more. All of these efforts helped drive a traditional print campaign to a more integrated marketing mix.

Comments by Cheryl A Costantini:

Ryan understands the underpinnings of the business and naturally seeks ways to maximize our resources. He is able to make sounds decisions about campus travel that warrants his involvement, he comes up with innovative ideas on how to consolidate trips amongst he and his colleagues, and he takes sampling costs very seriously. Regarding sampling, he analyzes sampling reports, compares them to previous edition sampling, and provides the team and me with sound analysis of the situation and how we can drive the Sales behavior in the most effective manner, while keeping costs down. He also provided the most helpful analysis and insights for the Marketing Dashboard weekly review on the team. I appreciate the thought and effort that Ryan takes on helping us meet our financial goals.

1.3 Drive growth through new product, sales, marketing and distribution models

Objective Category: Business Goals

*Goal Name:	*Start:	*Due:	Weight:	Status:
Drive growth through new product, sales, marketing and distribution models	07/01/2008	06/30/2009	14.0%	In Progress

***Metric:**

Maximize potential by integrating custom strategies, identifying a value-add custom strategy for one of your key titles.

Determine cross-channel opportunity for your markets, integrate it into the workflow and set goals for penetration and expansion to be revisited with the direct manager quarterly.

Integrate use of iChapters.com, CourseSmart and cross-company eCommerce distribution models into plans.

Drive reps to shift 3 existing adoptions over to the iChapters.com direct channel for next fall

Conduct a bi-annual meeting with channel partners to review and revise plans.

Tasks:

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Inconsistent

Comments by Ryan D DeGrote:

The inclusion of Course Technology content into ichapters in the form of e-chapters is a significant accomplishment for our product line. While I can't take credit for this inclusion, I can take a share of the credit for strongly encouraging a dialogue about the merits of this inclusion. Additionally, I worked with Maureen Staudt to develop enrichment modules for the Soft Skills series by Jeff Butterfield which will be included in the Custom teams cadre of programs. We are also investigating the creation of a "pre-set" for the Cram - New Perspectives Business Communication Portfolio Projects text with the Guffey - Business Communication text; again falling within custom's suite of programs. I'm working with Geoff Heilpern to create a landing page for Soft Skills on ichapters which will drive D2S revenue for non-adoptions and worked with Elana Dolberg last

year to create an Illustrated promotion on i-chapters front page.

Comments by Cheryl A Costantini:

Ryan is an excellent strategist. He is able to take the company's priorities and boil them down to terms that he can control and influence. His knowledge and his ability to formulate strategy are strong. Coupled with a talent at communicating, Ryan is a force to be reckoned with. He was instrumental in getting others in our business to accept other distribution models by his ability to develop compelling reasons as to why they would benefit the business. His rating in this subject suggests that Ryan underestimates this strength of his. I look forward to discussing this area with him more so that we can develop a plan for him to capitalize on this strength.

Additionally, Ryan drove growth through his involvement upstream on shaping products. Ryan is heavily involved with the day to day work with his editors. They rely on him for forecasts and market feedback to the extent that he spends a great deal of time doing this and responding to product proposals. Ryan is also an excellent campaigner and creates excellent, market driving campaigns that utilize new tactics, such as social media. Lastly, he embraces all new distribution models and was the first MM on my team to fully utilize and model CourseSmart at a VCLU.

1.4 Drive upstream marketing activities on 2011CR titles.

Objective Category: Business Goals

*Goal Name:	*Start:	*Due:	Weight:	Status:
Drive upstream marketing activities on 2011CR titles.	07/01/2008	06/30/2009	14.0%	In Progress

***Metric:**

Utilize IPS and additional resources to determine targets, gather information and contribute to market segmentation and budgets.

Demonstrate marketing value-add through your participation, leadership and direction on front-end customer activities, value-creation modeling and collaboration with editorial, L2S, and Marketing Communication Managers.

Collaborate and contribute to modifying process (plan checks, product launches, etc.) in ways that will allow more upstream involvement by marketing, especially pertaining to cross-channel opportunity.

Tasks:

Rating by Cheryl A Costantini:

Rating: Far Exceeds

Rating by Ryan D Degrote:

Rating: Fully Successful

Comments by Ryan D DeGrote:

I worked with my editor, Marie Lee, my author, Ken Baldauf, and Marie's production and development teams to help take an authors' vision and turn it into a real product, ready to be launched as a copyright 2011 this fall. We shaped this product by determining a product mix, price point, market need and then launched it into a brand new, innovative online product tentatively named CT3. We conducted focus groups with students and roughly 90 instructors (on the phone and on campus), demonstrated the product prototype to instructors via webinars and at the one-day regional forums and national conference, worked with the LSS and EAM teams and select senior sales representatives to determine target customers who we successfully targeted for complimentary pilots in the fall (16 schools to date). Additionally, at the Conference in Las Vegas, I scheduled, organized and hosted a breakfast focus group and product demonstration to 15 potential customers (which was taped in a video format) along with two scheduled presentations of this product in the learning center. We had over 300 people learn about this prototype product in a very short window of time, which has helped us build a targeted customer segment and help ensure a successful launch when the product goes live in the fall.

Comments by Cheryl A Costantini:

Ryan's self-assessment accurately highlights his involvement upstream with one product, but it should be noted that Ryan has a high level of upstream involvement on most AAA products. In the words of one of editor, "Ryan is spectacular. He is a model MM. I've never worked with anyone as good as he is and I don't know what I would do without him." If this quote is any indication of his partnership with Editorial, I'd say he's doing a great job. He makes himself available to his editors at all times, including weekly meetings. They have such a high regard for him that they often do not feel comfortable making decisions without his expert opinion. Ryan has been instrumental in shaping the direction of our biggest products. For the PVEs, he reviewed the videos, helped communicate why and how instructors would or wouldn't use the videos, and started testing the campaign message. And, as Ryan notes in his self-review, he has been involved in shaping CT3 at every step, including focus groups, name and campaign testing, and responding to prototypes, devising sales plans, etc. This is a substantial first edition launch and Ryan has comprehensively worked on the market development for this product - well above and beyond what is typical.

1.5 Goal: Research, develop and implement a successful Office 2007 Premium Video Edition campaign.

Objective Category: Business Goals

*Goal Name: Goal: Research, develop and implement a successful Office 2007 Premium Video Edition campaign.	*Start: 11/03/2008	*Due: 06/30/2009	Weight: 14.0%	Status: In Progress
*Metric: From November 2008 to June 2009, work with all stakeholders to research, develop and launch integrated marketing campaign for the Microsoft Office 2007 Premium Video Edition auto-rolls; including January VNSM launch, a print component, e-updates and announcements, marketing-driven customer and sales rep webinars, national and regional promotional efforts such as The Conference and The Forums, and targeted tracking efforts with the goal of rolling 90% of our Office 2007 XP and Vista customer in the higher education channel to these PVEs for Fall 2009 use				
Tasks:				

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Fully Successful

Comments by Ryan D DeGrote:

The Office 2007 Premium Video Edition (PVE) development and launch has been a huge success. As noted in a previous goal, the campaign had an integrated marketing mix, including a print element (editorial produced "preview guides" and we produced a piece that showcased our historical innovative leadership position), a number of e-updates; including promotion for the forthcoming PVEs, notifications for the webinars, follow up samples and follow up Web Tutor promotions, 14 webinars with 120 unique custom attendees to showcase the videos, along with live presentations at the regional one-day Forums and our National Conference. We also built a very robust community site which the sales teams used as a closing sales tool and our customers found to be very informative in lieu of a sample. The community site included streamed video assets, sample content from the book, links to receive an e-sample and much more. We targeted adoptions and worked hand-in-hand with the LSS team (and via Bill's weekly dashboard calls to the management teams) to ensure the message was resonating with customers and the sales teams. We don't have final numbers available yet, but I believe we will hit the 90% roll rate goal we established.

Comments by Cheryl A Costantini:

Ryan, along with his colleague Tristen, directed everything from concept to execution on this campaign. They knew their goals last June and once the product details were finalized, they quickly mobilized their campaign, launching it at the August sales meeting. In addition to developing the multiple facets of the campaign, they also worked hard to keep the product team's vision for this strategy simple and as consistent as possible. Ryan kept the campaign focused and the message simple. He notes all the key components in his self-review, which he did a great job with across the board. What is not reflected is how much time and effort this massive, broad, campaign took, particularly since it required keeping many people and pieces coordinated and moving in synch. Additionally, his efforts to ensure the reps understood it and were able to execute on it were commendable as it required reaching virtually every rep individually, despite our required VCLU and frequent messages. Ryan also worked to ensure the LSS team were adequately trained through a specialized meeting for them.

1.6 Goal: Implement a successful targeting program.

Objective Category: Business Goals

*Goal Name: Goal: Implement a successful targeting program.	*Start: 12/01/2008	*Due: 06/30/2009	Weight: 14.0%	Status: In Progress
*Metric: From December 2008 through June 2009, develop and execute a highly successful targeting program. Identify my top 50 rollovers and top 100 competitive adoptions and use this information to develop travel needs and key adoptions to win to ensure a successful spring selling season. To help ensure that the SAM 2007 and Office PVE marketing campaigns succeed, I will work with the LSS team and utilize Magellan to drive behavior, hold sales reps accountable and "own my business" in the spring 2009 selling season.				
Tasks:				

Rating by Cheryl A Costantini:

Rating: Far Exceeds

Rating by Ryan D Degrote:

Rating: Fully Successful

Comments by Ryan D DeGrote:

I built my targeted adoption lists and travel needs for the Spring 2009 sales season based on historical adoptions that I keep track of, as well as utilizing the weekly Magellan reports. The benchmark totals that we were given we 50 rollovers and 100 competitive takeaway adoptions to keep track of. I tracked roughly 100 rollovers and 150 takeaway adoptions by connecting early and often with the LSS team, new sales reps, veteran sales reps who could easily identify where their opportunities were and key managers to ensure I had a good grasp of the Illustrated and New Perspectives adoptions across the country. My diligent tracking and targeting enabled me to win five of Bill Hendee's "Stay on Target" weekly contest which was the most of any B&C marketer.

Comments by Cheryl A Costantini:

Ryan not only tracked and targeted, he drove it home. His efforts this season surpassed those of everyone else. His spreadsheet was accurate and well defined with only the top targets and his communication around those was impeccable. He was always ready with an update for me and could easily generate a report of his target progress. Additionally, he worked his list thoroughly

with the reps and the LSS'. As a result, Ryan drove a great deal of revenue through such intense focus and collaboration with his sales partners.

1.7 Goal: Utilize the company's investment in our Event strategy to help spur sales and create product awareness.

Objective Category: Business Goals

*Goal Name:	*Start:	*Due:	Weight:	Status:
Goal: Utilize the company's investment in our Event strategy to help spur sales and create product awareness.	01/05/2009	06/30/2009	16.0%	In Progress

***Metric:**
Hold customer-facing webinars, drive attendance and host key product demonstrations at the national multi-day Conference in Las Vegas and regional one-day Forums to help the Computing team succeed in the Spring of 2009.

Tasks:

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Fully Successful

Comments by Ryan D DeGrote:

I held roughly 12 customer-facing, product webinars this spring which was a significant increase on last year's total. I held webinars on the Office 2007 Premium Video Editions and CT3. Additionally, I helped coordinate author-driven webinars for Soft Skills and the Guided Tour of Hot Technologies. In anticipation of the 1 day Forums and National Conference, I built and delivered product-oriented presentations for the Office Premium Video Editions. Additionally, I held product demonstrations for New Perspectives on Computer Concepts 2010 and the Office Premium Video Editions in the Learning Center at the National Conference. The total number of attendees for the webinars and live presentations is roughly 360 unique customers. The total number of customers that attended the Guided Tour of Hot Technologies and Soft Skills webinars that I planned and had author's deliver is roughly 120.

Comments by Cheryl A Costantini:

Ryan knows how to draw a crowd and take advantage of one. And, due to his natural way of knowing how to make priorities and create effective strategies, event execution is a strength of his. Early on, Ryan identified what types of webinars he needed to host, how many, and when. As a result, his webinars were some of the most successful on our team, and I believe within B&C regarding attendance and moving the sales process forward. Additionally, Ryan took advantage of every opportunity at our live events to present his priorities. From the PVEs, NP2010, to CT3, Ryan was hosting a presentation, a demo, or talking to a customer.

Competencies

The following Critical Success Factors, also known as competencies, are the core behaviors designated to drive the success of Cengage Learning. These behaviors are directly linked to the successful completion of all business goals. The "Writing Assistant" provides sample language for assessing the behaviors. View rating scale.

RATINGS SCALE

Drive for Results (Growth)

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Exceeds

Comments by Ryan D DeGrote:

I am a key contributor to our Computing team. I tend to focus on the largest priorities and what will have the most financial impact on our business. I try to utilize all the personnel resources available to me including the LSS team, sales reps and my colleagues within Course Technology to help drive the results we seek. In terms of growth areas, I need to focus on using my newly-hired coordinator more effectively as she begins to fully "ramp up" in her position and also begin to assert myself more in meetings and conference calls.

Comments by Cheryl A Costantini:

Ryan is my main go-to guy on the team. I can always rely on him to drive a big strategy or pinch hit for me in helping get the rest of the team on something. An example of this is the Concepts Marketing Plan. I asked him to lead this with the other two marketing managers. He held meetings, drafted the plan several times, built consensus, and then delivered the plan during our presentations in June.

Customer Focus (Customer)

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer

information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Exceeds

Comments by Ryan D DeGrote:

I've worked with both my editors during the last year to connect with our customers and potential customers more effectively. Marie and I conducted a number of outreach efforts with our sales teams and potential customers around the CT3 product line (see comments about CT3 in goal sections above) and have worked with both Marie and Marjorie's customer advisory boards to learn how we can improve our forthcoming Office 2010 products, along with NP and Illustrated Concepts offerings.

I do believe that I build relationships quickly and effectively, gaining the trust of people I meet. I feel that I have a fiduciary responsibility to my authors and have involved many of them (Jeff Butterfield, Corinne Hoisington, Ken Baldauf to name a few) in product-specific webinars during the past year to ensure that I am promoting their products to the best of my ability.

I truly aim to please all my internal and external customers, so much that sometimes I believe I am labeled as "too nice". One of my goals for the coming year is to be more assertive with ideas and opinions that I have both in on-site meetings and phone-based conference calls. I'll still be "nice", just assertively "nice".

Comments by Cheryl A Costantini:

I like the "assertively nice" Ryan! Ryan does a superb job of focusing on customers. He always puts the customer in the middle and considers their possible point of view in his interactions with them, whoever the customer may be - a rep, an author, an instructor, a student. Ryan builds excellent relationships and gains trust quickly through his ability to listen, connect, and then follow-through. He understands that customers are the reason why we're in business and treats them all with respect and an openness to learning from them, while he throws in a plug or two about our solutions. His style is easy and non-intimidating.

Dealing with Ambiguity (Leading Change)

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Meets

Comments by Ryan D DeGrote:

I have no issue dealing with change or ambiguity. The SAM 2007 situation is a case in point. Obviously, this has been a fairly fluid process and product line during the past 12-18 months. I chose to "roll with the punches" so to speak and not be too concerned with something out of my control. I find that being frank and up front with customers and apologizing as a representative of the organization when something goes wrong has served me well. I try to impart this philosophy on the new sales reps I have worked with who are leery about talking about SAM or entering the offices of these computing professors.

Comments by Cheryl A Costantini:

Ryan has grown in this area greatly over the past year. He is comfortable with ambiguity and is on board with change very quickly. He understands this business and knows what he can control and what he needs to do to be successful. Not only is he comfortable with change, but he also possesses the ability to lead it and has. A good example of this has been the CT3 name and marketing and sales strategy. Both have changed and the latter continues to evolve. Ryan just keeps plugging away and moving his agenda forward, as well as communicating important deadlines. His ease had put others at ease, but his urgency has also rightly given others a sense of urgency. Through it all, Ryan always knows what needs to happen when -- the how he can roll with and has with aplomb.

Creativity (Innovation)

Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Meets

Comments by Ryan D DeGrote:

I am a fairly creative person by nature. Oftentimes, I have a lot of ideas during brainstorming sessions - some which are "right on" and some that are a little "out there". Nonetheless, I believe my experience as a marketing manager has given me insight into what can work, what might not work and what is possible when financial resources are limited or conversely available. The upcoming launch of CT3 will allow me to propose some interesting marketing ideas and the fact that this is a totally new, innovative and 100% online product will allow me to do some really neat and creative marketing.

Comments by Cheryl A Costantini:

Ryan is extremely creative, particularly in problem solving, campaign creation, and presentations. He draws on his

experience and his intuition well and is not afraid to offer his ideas in brainstorming, for his projects or for others. I have many examples of his skill in this area, but one that I think is very telling is his involvement on the Connecting Today. Shaping Tomorrow. campaign. He was instrumental in us coming up with this tagline and his ideas to support the tag through social media, demonstrations of how we connect, and ideas for how our instructors shape tomorrow gave weight to the campaign.

Interpersonal Savvy (People)

Relates well to all kinds of people up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

Rating by Cheryl A Costantini:

Rating: Exceeds

Rating by Ryan D Degrote:

Rating: Exceeds

Comments by Ryan D DeGrote:

I effectively utilize skill and grace when dealing with others - throughout all levels of the organization and also when dealing with our customers. I'm known for being tactful and diplomatic while providing leadership and constructive feedback at the same time. Though I can be perceived as "too nice", I do believe I can communicate my point and be quite assertive if needed. I pride myself on my ability to connect with every person I speak or communicate with as I have a genuine interest in other people's lives, needs and personal life.

Comments by Cheryl A Costantini:

The way Ryan is able to connect with people is rare. He is kind, sincere, thoughtful, direct, tactful, professional, motivating, funny, educational, and non-intimidating. He has a graceful way of telling people they are wrong without them feeling slighted. He's particularly good with reps. At the sales meeting last summer, a rep went on a negative diatribe. Ryan swiftly not only shut the conversation down, but subtly let the rep and others in the room know that those opinions were untrue and inappropriate through an example and a gentle, yet forceful and believable manner. He then quickly changed focus. I don't believe anyone else handle a situation with such appropriateness, effectiveness, and grace. This example was also enlightening to me because it displayed Ryan's natural ability to lead.

Development Plan

Both individual development and career development strengths and opportunities can be entered into the comments box below. Additional competencies can be added by clicking on the "Add competencies..." button below. Once added, the "Coaching Advisor" offers detailed descriptions of each behavior with suggestions for development.

Strengths:

Presentation skills, strategic nature and numbers analysis of my business, ability to "connect" with customers (sales personnel and professors/decision makers), creativity, ability to deal with change or ambiguity, willingness to travel or make phone calls to help a sales rep when they need it, team-oriented nature especially with Tristen Kendall.

Opportunities:

Continued improvement in product knowledge, delegation of A, B and C priority titles and series (AXZO, Practical for example) to Kristen, becoming more vocal and express my ideas more during meetings and conference calls, impress people outside of our marketing team (i.e.: Jonathan, Nicole, Rich, Bill, Tracy etc.) with my ideas, creativity, leadership skills, demonstration skills for SAM 2007 v. 4.0 and v. 5.0, better and more consistent use of Data Warehouse, opportunity investigation to partner with Business groups marketing and editorial colleagues to promote my products in their channels/to their customers.

Summary

Final overarching comments may be captured in this section. Managers can use this section to synthesize feedback gathered from stakeholders.

RATINGS SCALE

Overall Rating: Exceeds

Business Goals	3.86 / 5.0
Achieve Topline Revenue goal of \$125,877,000 in higher ed, career, school, retail and professional channels	Inconsistent 14.0%
Manage to your T&E and Conventions budget (will they get an individual conventions budget?) and help drive reduction of print sampling.	Fully Successful 14.0%
Drive growth through new product, sales, marketing and distribution models	Exceeds 14.0%
Drive upstream marketing activities on 2011CR titles.	Far Exceeds 14.0%
Goal: Research, develop and implement a successful Office 2007 Premium Video Edition campaign.	Exceeds 14.0%
Goal: Implement a successful targeting program.	Far Exceeds 14.0%
Goal: Utilize the company's investment in our Event strategy to help spur sales and create product awareness.	Exceeds 16.0%
Competencies	3.0 / 3.0
Drive for Results (Growth)	Exceeds
Customer Focus (Customer)	Exceeds
Dealing with Ambiguity (Leading Change)	Exceeds
Creativity (Innovation)	Exceeds
Interpersonal Savvy (People)	Exceeds

Overall Comments

Comments by Cheryl A Costantini:

Ryan is a consistently high level contributor to the Computing team and to APG. His strategic focus, ability to manage and execute large campaigns, and persistence with driving the largest opportunities with Sales makes him the most effective marketing manager I've worked with. He is also a blossoming leader. He has superb instincts about priorities: he knows how to spend his time, whether it's related to travel, upstream marketing efforts, or which campaigns to drive at 100% vs. 50%, Ryan is spot on. It should be noted that he is also very motivated. He likes his work and he likes the business. He calls himself "a company guy" and he's correct in that label. He is a very dedicated employee. He is also very much ready for a promotion. He was hired here as an Executive Marketing Manager nearly 3 years ago. He clearly performs at a higher level than his peers, and worked with me earlier in the year to create a development plan that enabled him to demonstrate and hone key skills. He has successfully completed the plan, which provided him with opportunities to drive more strategic sales behavior at the LSS and DM levels, lead his fellow marketing managers on some campaigns and the creation of a course level marketing plan, and work closely with me to drive a Career channel strategy. Ryan is a self-starter and in whatever role he is in, he will jump on big strategies quickly and be a significant contributor to the APG priorities.

Acknowledgement

The employee's electronic signature indicates that the information contained in this form has been read and that the performance appraisal has been understood. It does not indicate agreement or disagreement.

HR Business Partner: _____
 Thomas E Kneafsey

Manager: _____ 08/26/2009
 Cheryl A Costantini

Employee: _____
 Ryan D Degrote