

**1994 ANNUAL INCENTIVE AWARD PLAN**  
**PERFORMANCE SUMMARY**

• DML

Name: Diane M. Lewis

Title: Regional Sales Manager

Developed quarterly work plan implementation plans through meetings with DMs and CAMs setting quantities by chain and by rep and time frames. Expanded VAP to include McLane and smaller jobbers, tested Direct shipment of premiums in one division 2nd quarter and expanded to all divisions (approximately 600 calls) 3rd and 4th quarters.

Implemented SR-T programs to penetrate Z99 calls that utilize clubs and covered headquarter controlled chains to free up sales reps for impacting independents. Restructured CAM/SAM accountabilities to include all but two direct accounts and the majority of non-direct clubs. Increased Focus Plan A accounts and worked distributor programs in all.

Through October, 83.3% of the year, utilized 81.9% of Sales managed budgets.

Motivated managers to embrace RJR's new culture and operate as a Team via planning meetings, work-withs (personally averaged 2.4 days/week) and exposure to ROU. All DMs spent a full day in the ROU and Coordinators spent a day each in the field to increase understanding and communication. CAMs met with ROM and Materials Coordinator to work out problems and increase efficiencies.

Tested retailer pick up of premiums in three membership club locations 1st and 2nd quarters. Results were poor to say the least and the test was scratched. Developed carton promotions utilizing Winston premiums and discounting on non-wholesaler priced product that were successful and improved club working relationships.

SCORE: 125%

Diane M. Lewis  
Participant's Signature

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Reviewer

12/12/94  
Date

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Date