

## Management Promotion Template (Product Development)

<b>Employee Name:</b>	██████████	<b>Location:</b>	Redwood Shores HQ
<b>Current Position:</b>	Sr. Director, Product Mgmt	<b>Proposed Position:</b>	Vice-President, Product Mgmt
<b>Current # of Directs:</b>	4	<b>Proposed # of Directs:</b>	4
<b>Current # of EEs in Org:</b>	4	<b>Proposed # of EEs in Org:</b>	4
<b>Previous 3 Performance Ratings:</b>	5, 5, 5	<b>Manager / Group VP:</b>	██████████
<b># of Years in Current Position:</b>	4	<b># of Years in Industry:</b>	22

Please address the following factors, including examples when recommending promotions to management positions.

**SUMMARY OF EXPERIENCE**

██████████ has managed the ██████████ in Juan Loaiza’s organization since joining Oracle in 2012. His charter is to remove roadblocks to revenue growth. As such, his projects are generally short-term, often regionally-focused, and vary over time based on priorities and opportunities. Since early 2016 the ██████████ both on-premises and public, has been a top priority. Among other tasks, he is currently leading the commercial readiness aspects of ██████████, including a lead role determining the commercial policies for all ██████████ machines.

Prior to Oracle, ██████████ was a ██████████ for 6 years and prior to that spent 7 years at ██████████ a networking company acquired by ██████████. Early in his career he worked as a software developer at ██████████ and an ██████████. He has a total of 22 years of industry experience.

He holds a BS in Electrical Engineering, MS in Computer Science and an MBA from ██████████.

**MANAGEMENT SKILLS**

██████████ is skilled at working across organizations, titles and personalities. He has a knack for gaining the trust and support of many groups simultaneously, and sharing success fairly. ██████████ tackles the kinds of projects that defy most of his peers, as they require cross-regional working groups and ill-defined processes. For example, he currently chairs a global task force to improve the pipeline and close rate of ██████████ deals. On many occasions he has worked with Oracle business practices and field sales teams to shepherd key deals through approvals. Although ██████████ direct team is only ██████████ people, his management skills extend far in terms of his ability to harness the support and respect of many Oracle organizations globally and numerous Oracle partners.

██████████ has had to perform his duties with a small team that he mostly inherited and has had to mold, while still attending to his many individual projects. He is a manager who puts in the time to meet with and nurture his team through many tasks that have no precedent.

For example, one of his staff is in [REDACTED] working with local partners. He was hired by [REDACTED] to provide support to [REDACTED] and [REDACTED] partners in the region that were without account management due to downsizing of Oracle's partner teams. Through [REDACTED] insistence on focus and results, this individual was personally responsible for closing [REDACTED] in conjunction with our partner [REDACTED] in [REDACTED]. He is now supporting a [REDACTED].

Another of [REDACTED] staff provides special attention to the [REDACTED] region with respect to our organization's products. He is from the region and speaks [REDACTED]. This situation is a way to extend the work started by [REDACTED] in that region and to experiment with ways to leverage HQ support to the sales regions.

The [REDACTED] product is designed for real-time analytics and easy integration into existing Oracle [REDACTED]. Another of [REDACTED] employees has led a targeted outreach to [REDACTED] with such a need, including PoC trials, collateral, and publicity, followed by joint selling to end-users. He is assisting others in repeating this pattern with additional ISVs.

In addition to individual projects, everyone on [REDACTED] team is also assisting with the efforts to investigate, refine, and position the [REDACTED] services more effectively, as that is the primary business objective for the organization.

### SCOPE OF POSITION

[REDACTED] was initially hired to focus on [REDACTED] growth globally, at a time when that growth had declined to single digits year over year. His role was to lead efforts to turn around underserved pockets of revenue opportunity and inhibitors to our regular sales channels. For the first 2 years of his tenure at Oracle he focused on leveraging partners, both [REDACTED] and helping the regions in greatest need. He also established regular interaction with the regional [REDACTED] Program Management Offices (PMOs) to learn and share their best selling practices. At approximately \$1 billion in annual revenue, the [REDACTED] focus was key, as only a small percentage difference translated to millions of dollars.

A major part of his agenda during this period was to initiate new sales plays with product marketing and regional business development, focusing on [REDACTED] upgrades, expanding footprint through [REDACTED]. The nascent [REDACTED] program, featuring a [REDACTED] was identified by [REDACTED] as an opportunity of interest to customers, particularly in capital-poor regions such as [REDACTED]. [REDACTED] fixed most of the problems with that program, and helped the regions build an [REDACTED] of over [REDACTED] before the program was terminated as the [REDACTED] came to prominence. Not only did he do this for [REDACTED] but on behalf of the entire [REDACTED] portfolio. In many ways he anticipated the appeal of the [REDACTED] model before much of Oracle did.

At the introduction of [REDACTED], [REDACTED] opened up an [REDACTED] to identify and target real-time application providers, sponsoring PoCs and partnering efforts to encourage adoption and recommendation of [REDACTED]. The initial fruits of that effort have already been realized and that program continues to expand. The initial [REDACTED] has helped to create their first [REDACTED] customer, with a significant pipeline and more [REDACTED] in process.

More recently, [REDACTED] and the newly released [REDACTED] have taken priority for [REDACTED] with pipeline development, close rates, and commercial terms as the focus areas. Since the [REDACTED] is similar to the [REDACTED] he quickly became the lead for all the [REDACTED] products in working with business operations, legal and finance. He and [REDACTED] work closely together on these policies. See [REDACTED] endorsement later in this recommendation.

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This promotion was contingent upon [redacted] completion of the commercial policies and terms for [redacted] and the closing of the first 10 orders, listed below, for which [redacted] contribution was instrumental. This objective has been fully met.

Initial 10 Closed ExaCM Deals

1. [redacted]
2. [redacted]
3. [redacted]
4. [redacted]
5. [redacted]
6. [redacted]
7. [redacted]
8. [redacted]
9. [redacted]
10. [redacted]

**SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY**

Juan Loaiza's organization is responsible for around [redacted] in direct product revenue and, with support added, over [redacted]; more than [redacted] of Oracle corporation revenue and a much higher percentage of profits. This does not include an allocation of [redacted] but only the products and options revenue. This organization is important to the financial health of Oracle and thus the business development role of [redacted] team is vital.

[redacted] impact is difficult to quantify. He works with many partners, internal teams and sales regions, and his actions are mostly indirect. Many of his activities create regional leverage. Some of his work is to hand-hold large deals. As stated by [redacted], *If not for [redacted] there probably would have been 10+ deals that would have been on competitive hardware.* Today, there are [redacted] deals [redacted] is helping with at the moment. By any conservative estimate, [redacted] actions directly and indirectly have generated millions of dollars in incremental revenue for Oracle.

**EXTERNAL VISIBILITY**

The main external interfaces for [redacted] are with partners and customers. His work with the [redacted] brought him regular interactions with [redacted]. He worked closely with the Oracle partner team (since disbanded) to gain acceptance of [redacted] into their practice areas. The SI joint selling revenue for [redacted] exceeded [redacted] in [redacted], from a base of less than [redacted] when he began. The work with [redacted] yielded several closed [redacted] deals for [redacted] applications.

[redacted] has also worked directly with [redacted] such as [redacted] and with [redacted] such as [redacted] in a recent initiative co-sponsored by [redacted] and [redacted] from the [redacted] organization.

[redacted] role does not interface with industry analysts.

**TEAMWORK AND INFLUENCE WITHIN ORACLE**

Most of [redacted] efforts involve teamwork, largely through his initiation. Many of [redacted] promotion recommendations are from the regional Sales PMOs, with whom he has developed go to market efforts and shared best practices. Currently he leads a cross-regional group to resolve issues that are impacting pipeline development and close rates for the [redacted]

[redacted] works closely with [redacted] and his PM team for the [redacted]. He is the lead for all commercial terms and policies and meets regularly with [redacted] and company to propose and finalize terms for

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these new offerings. [REDACTED] was personally responsible for the [REDACTED], working with [REDACTED]

[REDACTED] work with [REDACTED] has been especially effective. That region was struggling in 2012-13 to meet their [REDACTED] targets. By working with them to create focus and championing the [REDACTED] option, which sold particularly well in LAD, and more recently focusing on hosting providers, [REDACTED] helped the region sharpen their targets and create repetitive sales plays. Their [REDACTED] results have improved substantially, and now [REDACTED] generally meets or exceeds their quarterly [REDACTED] targets.

#### ACHIEVEMENT

When [REDACTED] first joined Oracle, [REDACTED] partners were not engaged in [REDACTED], and he worked with Oracle's partner team and directly with many of the [REDACTED] partners to jump start that business. It quickly grew to over [REDACTED] per year of joint selling revenue for [REDACTED]

When he recognized customer interest in a [REDACTED], [REDACTED] resurrected the [REDACTED] program (pre-cursor to the current [REDACTED] concept) and helped to develop a [REDACTED] pipeline. This required many interactions with Oracle legal, accounting and business practices, and numerous field interactions.

[REDACTED] worked with ACS and support to resolve customer complaints about [REDACTED] when it was initially struggling for acceptance.

[REDACTED] championed the [REDACTED] for [REDACTED] with the [REDACTED] generation. It is now in use by over half of the [REDACTED] customers since then. It has become an essential element of our TCO value proposition, and has been applied to the [REDACTED] as well.

[REDACTED] led the Sales enablement briefings for the [REDACTED] and [REDACTED] releases.

He worked with the regions on the [REDACTED] recognition programs at [REDACTED] and [REDACTED] (the program ended after that).

[REDACTED] was lagging in [REDACTED] business, and now routinely exceeds their quarterly [REDACTED] targets, with much credit due to [REDACTED] attention to the region. He talks monthly with all the regions to gather input, answer questions and share best practices.

The first [REDACTED] to adopt [REDACTED] as part of their applications came under [REDACTED] team. This effort has expanded to additional [REDACTED]

The program to certify third parties for [REDACTED] services (install and configure, etc) was enabled by his involvement.

The commercial terms and policies for [REDACTED] are led by [REDACTED]

[REDACTED] is hand-holding initial [REDACTED] deals as [REDACTED] to the field and operations.

The list is endless and varied, as befits his charter.

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## RECOMMENDATIONS

██████████ – Senior Vice-President, ██████████

I have worked with ██████████ closely for several years and definitely support his promotion to VP. ██████████ is very proactive at working with the field to identify bottlenecks to selling our products and methodically works to eliminate the bottlenecks. He drove our go to market efforts around ██████████ offerings, championed ██████████, and is leading our ██████████ go to market. He also worked closely with the regions on selling ██████████ through hosting providers and partners. I really like the fact that he figures out what needs to get done and then systematically works with all the parties to get it done, and he does this on his own.

██████████ – Vice-President of ██████████

I strongly recommend ██████████ to be promoted to the position of Vice President. A VP of Product Management position within ██████████ organization carries significant responsibilities both around technology and business strategy. ██████████ focus has been specific core areas within outbound Product Management, through which he has been instrumental in creating worldwide sales strategies around ██████████ by working with multiple sales organizations around the world. In that role, he has been very articulate in explaining the technology differentiators and nuances that multiple generations of ██████████ brought to the market, and he has also been very perceptive of the business and market strategies that continue to influence enterprise IT and our market presence.

██████████ has demonstrated exceptional leadership skills as he worked with these multiple sales organizations. This was a very difficult thing to achieve - particularly because each regional sales context is different - e.g. there is marked difference between how business is done in ██████████ vs in ██████████ and sales orgs periodically go through reorg process so there are often new faces. However, over the years, ██████████ has managed to earn the trust of global sales leadership - and they actively seek him out for his opinions and advice on complex business deals.

Another aspect that should definitely be pointed out is how he was able to assist these sales orgs with the transition process towards ██████████. ██████████ quickly realized the nuances of a ██████████ and what Oracle needs to do to grasp the opportunities before it is too late. Since the last year he has been working tirelessly with these global sales organizations around pushing Oracle's ██████████ - specifically ██████████ and ██████████. Many of these ██████████ deals are quite complex. Nevertheless ██████████ has demonstrated exceptional technology and business acumen as he worked with multiple sales teams to structure these deals, and also to provide them with the necessary insights so that they can become self-sufficient for future such deals.

██████████ role over the last several years has been quite unique and indispensable. He acts as the perfect bridge between Development and Global Sales. Through him, we in Development get a deep understanding of what is going on in Oracle's global markets. Through him, global sales orgs get a trustworthy source who can represent the complex product set across on-premises and ██████████

For all his contribution so far, ██████████ has earned this promotion to the VP role.

██████████ – ██████████

It's an absolute pleasure to provide this recommendation for ██████████ I have worked very closely with ██████████ on many engagements and have benefited a lot from his insight, experience and leadership.

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Over the past four years [REDACTED] has been my go to person when it comes to analyzing any commercial aspect of the project I'm working on. He probably understands the business practices and processes at Oracle better than anyone else. Apart from his understanding what really makes him unique is that he goes above and beyond to ensure that these are implemented correctly when embarking on a new project.

We have benefited a lot with the relationships [REDACTED] has built across the globe with various Oracle sales teams and partners. This gives us a forum to go to when we are launching new products or are prioritizing work items and features. It also provides a great feedback mechanism on what's working and where we need to improve. Many times he is the only voice who is looking out for our partner's interest, and as partners play an important role in our business this becomes even more critical. One such example is the partner enablement program for ACS services. Not only has this program made our product offering more competitive but also it has improved customer satisfaction.

If I have to single out one quality in [REDACTED] that really separates him from the rest that would be his perseverance. Time and again [REDACTED] has taken projects to completion working with various disparate groups with various divergent interests. One such example would be the [REDACTED]. [REDACTED] worked with the hardware team, sales teams, operations, sales operations and development to get to a closure and basically made up for a forecasting misstep by the [REDACTED] PMO. The deal value was nearly [REDACTED].

I strongly recommend [REDACTED] for the next role.

[REDACTED] – Vice-President, [REDACTED]

I have high respect for [REDACTED]. He has a thoughtful and creative business mind. He appreciates go to market aspects of the business well and is able to blend technical and commercial knowledge to drive projects forward. He is a clear thinker and brings order to complex problems. The most recent example was the definition of business terms for [REDACTED]. He is also well respected in the field for being customer-centric, calm under pressure and knowledgeable about business processes at Oracle. He is able to represent the product and the business to the field, peers and executives effectively. He is an asset to Oracle.

[REDACTED] – Vice-President of [REDACTED]

I would like to reiterate my support for your proposed promotion of [REDACTED]. Since weighing in a year ago on the question, I've watched [REDACTED] broaden the scope of his activities with and for the sales regions with the announcement of the [REDACTED] the [REDACTED] and the upcoming [REDACTED]. These new offerings have created a far more complex landscape in which [REDACTED] and those of us in the field need to operate. Whether with respect to messaging, product positioning, or the development and rollout of tools to support our various sales plays, the past year has challenged all of us — and [REDACTED] in particular — to do two things exceptionally well. First, to quickly identify and decisively address the most critical areas of potential confusion and conflict in our complex portfolio (e.g. compensation treatment, pricing models, feature / function overlap). And second, to find ways to keep things as simple as possible for our sales teams, customers, and partners.

I have the highest appreciation for [REDACTED] contributions over the past year on both fronts. He has been quick to identify potentially major issues with [REDACTED] and the [REDACTED] and to test out possible solutions to those issues with the field well in advance. At the same time, he consistently strives to frame complex matters (think, e.g. the operational complexities of [REDACTED] or the [REDACTED]) into simple, straight-forward terms for a non-technical audience. And somehow he does this while maintaining an unwavering calm and logical demeanor that short circuits the kind of conflict and infighting that regularly characterizes the relationship between field groups and HQ teams. So add this to the strengths I

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noted a year ago — his solid business judgment, his collaborative style, and his domain expertise — and I'm even more convinced that the proposed promotion is warranted, and that losing [REDACTED] would be a serious loss to Oracle.

[REDACTED] – Vice-President of [REDACTED]

[REDACTED] is superlative professional with huge commitment and interest to get the best conditions for products / services in his responsibilities to be the best for [REDACTED] Market, Customer and Prospects, always open to bring ideas, programs and initiatives to enhance and increase Oracle market penetration. His is acting and doing a superb job and ready to get a promotion.

[REDACTED] – Senior Director, [REDACTED]

Let me take this lines to express my gratitude and recognition for the commitment and support that [REDACTED] [REDACTED] has provided to our [REDACTED] Region. He has been a key executive, supporting and executing in a very senior level on the successful development of the [REDACTED] business in [REDACTED]. From getting the input of our regional executives, to bringing back ideas and out of the box approaches on how to leverage our challenges and turn them into opportunities within our region. He had escalated those approaches in HQ with Top Executives in a way that he better supports our region has been a very important asset for us, as we count with a spokesperson within HQ, who understands our challenges and opportunities and who have helped us to develop this growing market. The involvement and level of participation of [REDACTED] in our region with Top Customers, Top Partners, and Top situations, as well as TOP CIO's and customer executives has allowed us to bring new businesses even new market and new customers. We definitely need [REDACTED] to keep supporting our region as a Top Executive he has been working and behaving so far, so we expect to count on him for years.

[REDACTED] – Business Development Manager, [REDACTED]

First I want to thank you for allowing [REDACTED] deliver tremendous value in [REDACTED]. He has been a key executive, creating new campaigns to sell more [REDACTED] in [REDACTED] because his well understanding of our development countries he has helped to solve some challenges we have faced and translated them into business cases for top Executives in HQ to have the opportunity to grow the [REDACTED] Sales.

[REDACTED] was the master mind for the [REDACTED] that was so successful in [REDACTED] helping us since the conception of the program. He helped us to create new pipeline and his expert advice to the Sales executives to work deals in a win-win situation was very important. Because his well understanding of our challenges in LAD he has helped to create the model to sell Eng. systems to the Hosting providers; that allowed us to bring new businesses even new market and new customers.

If we combine all his experience in the subscription model with the new [REDACTED] offering that we are offering and the combination of technical and business knowledge; makes [REDACTED] a key Executive for Oracle and WE need even more to continue having the his support in [REDACTED] for many years.

[REDACTED] – Senior Director [REDACTED]

I understand that [REDACTED] is being considered for promotion to Vice President. I have interacted with [REDACTED] over the years in his tenure at Oracle starting from his initial days. He has played a key role in advancing the [REDACTED] product line as well as the other solutions from the [REDACTED] team like [REDACTED] and [REDACTED]. We have had great support from the [REDACTED] team from a technical perspective. [REDACTED] complemented that with his business acumen and the go-to-market initiatives that he helped roll out across [REDACTED] as well as globally. This is a critical role as it gives the field a conduit for having business discussions with the Development teams.

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██████████ was instrumental in driving several key initiatives such as the ██████████ ██████████ as well as coming up with ██████████ to differentiate ██████████ from the competition, which he presented at ██████████ regularly. He also ensured that product transitions across generations were communicated in advance to the relevant field teams so that sales cycles did not get disrupted. Due to his global coverage, he gained a unique perspective on the approaches taken by each region to grow the ██████████ business. ██████████ ensured that these best practices were shared across the other regions including ██████████ which helped us fine-tune our go-to-market plans.

One of the most recent examples of him leading the way was in working with the HQ support organization and the field to ensure that appropriate hardware support credits were given to the customer when they refreshed their aging ██████████ hardware. This had been a sore point with customers and the work done by ██████████ helped to open up large refresh opportunities across ██████████

██████████ continuously solicits feedback on regular cadence calls with the regions, addresses issues in a timely manner and provides suggestions that help progress the sales cycles.

I fully endorse the proposal for his promotion.

██████████ – Vice-President, ██████████

I strongly recommend to promote ██████████ to M6 VP position, because he has been contributing to promote ██████████ revenue by not only fixing the inhibitors but also generating pipelines/closing strategic deals with field sales/SC/BD team. Then these experiences and skill are now leading ██████████ projects to optimize ██████████ ██████████ to meet real customers/partners in field. So his promotion is mandatory to proceed real business based on ██████████

██████████ – Director, ██████████

Since ██████████ has joined ██████████ team, he has led several important initiatives. One significant outcome was to create industry specific value propositions and customer references of ██████████. It truly accelerated ██████████ penetration with industry specific values. Secondly, he led the ██████████ partners' adoption of ██████████ and we could have closed ██████████. In proceeding the ██████████ deal, he helped to arrange the engagement between ██████████ team in ██████████ and ██████████ so that ██████████ could directly request ██████████ to proceed ██████████. Without his and his team's help, the deal could not have been closed. He always took the standpoint from business value and product strategy on top of the deep understanding fields' need. From those his characteristics and the power to lead the business initiative, I truly recommend ██████████ to be promoted to Vice President and he will provide more values to Oracle Corporation.

██████████ – Senior Director, ██████████

#### ██████████ Business Development

- He contributed to ██████████ business in ██████████ and we almost achieved ██████████ budget and great ██████████ pipeline generation. We had regular conference call and he provided global sales play, reference customer and best practice to ██████████ team.
- And also, ██████████ customer visit in ██████████ and ██████████ which helped to close the ██████████ deals.
- We did joint work to create ██████████ plan in ██████████. We didn't know global business trend and plan then it was very helpful for us.

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- He visited [REDACTED] and [REDACTED] in [REDACTED] to support customer relation improvement. After that, we closed the deal and also improved customer satisfaction.
- He provided [REDACTED] sales training to us, that improved to close many [REDACTED] deals in [REDACTED]. And his [REDACTED] sales training was very valuable to all of [REDACTED] sales reps.
- His behavior has had a good effect on [REDACTED] sales reps and presales engineers.
- Thus, I recommend him to promote VP(M6).

**[REDACTED] – Senior Manager, [REDACTED]**

I support it 100%. [REDACTED] was instrumental in partnering with [REDACTED] to ensure partners had full access and support from the [REDACTED] team. His leadership was instrumental in the successful role out of the first [REDACTED]. [REDACTED] was able to identify gaps in our existing partner model and lead the team globally to fix those issues. As a result, we have modeled several additional programs based on his leadership.

**[REDACTED] – Senior Project Manager, [REDACTED]**

I worked closely with [REDACTED] for approximately 2½ years when he joined the [REDACTED] team. [REDACTED] originally joined the team as the [REDACTED]. However, he ended up taking a broader engagement role that also provided support to the other Product Managers associated with the [REDACTED] program. [REDACTED] lead several Sales and Marketing related efforts for the model.

- [REDACTED] was vital to defining the [REDACTED]. This required working with [REDACTED] owners and soliciting feedback from regional sales reps to understand what was required and options.
- [REDACTED] proved himself to be a great resource, not limited to [REDACTED] related issues, but more broadly on product engagement and requirements. It was not uncommon for the other product managers to take his lead as it related to their product line representation in [REDACTED].
- [REDACTED] worked closely with Sales Reps and Sales PMO teams from the various regions on questions and concerns.
- [REDACTED] worked closely with management to review possible options to expand the [REDACTED] sales options.
- He worked with the Marketing reps on the program to develop sales & marketing collateral to re-introduce the sales model to the Sales community. He was vital to this effort and was able to revitalize the interest and awareness of the program.
- [REDACTED] understood the sales model and benefits and options. He took great responsibility in providing guidance and information to Sales & Sales PMO members, and the project team.
- With each [REDACTED] refresh or product release, [REDACTED] provided clarity of product and guidance for appropriate integration to the [REDACTED] program.
- [REDACTED] worked closely with Marketing to help get clarity on the [REDACTED] Compensation model with the [REDACTED] team. There were areas of confusion regarding Comp as we added products and options, and he was instrumental in providing clarity that helped drive some deals to closure.

[REDACTED] showed great dedication to providing any and all support for the [REDACTED] program.

I really appreciated [REDACTED] contribution to the [REDACTED] on premise program. I know many sales deals would not have been closed without his guidance. He showed great support to the various sales teams for sales, comp, marketing and product information & guidance.

**Other comments in support of [REDACTED]**

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██████████ – Oracle SVP, ██████████

I have had good dealings with ██████████ and he seems to have a good handle on the product lines he covers. He also seems to be of great assistance to the field.

██████████ – Former Oracle VP ██████████ – currently Global Partner Executive at ██████████

I enjoy working with ██████████. I believe he has extremely good market knowledge (mix of technology and finance), thinks out of the box and is not afraid to raise issues internally, with the appropriate style. I am never afraid to have ██████████ meet partners as he is safe hands: he will be prepared, will give honest answers (no over selling) and will follow up on commitments. In areas like ██████████ he has helped me a lot with ██████████, to position the program. In short, he delivers and is nice to work with. I would definitely support a VP promotion.

██████████ – ██████████ Managing Director, ██████████

██████████ has been fantastic over the past 2.5 years for our mutual accomplishments in the market focused on ██████████ and unique programs catered for our clients. He's been extremely open to our feedback and has been doing Oracle ██████████ which is typically the case. A good example is the lease back option w/ ██████████. Oracle's initial terms were likely not going to work with F500 clients globally. We provided to ██████████ what clients are seeking and he worked to provide the terms that would sell.

Today, ██████████ continues to help with the pivot from ██████████. His knowledge and understanding is going to be critical to getting it right. He's good people and he does a great job to support us. *If not for ██████████ there probably would have been 10+ deals that would have been on competitive hardware.*

I fully support ██████████ promotion to VP. Please, however, keep him hands on with partners like us as it's extremely valuable to driving incremental demand in the market with Oracle's portfolio of products.

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