Jan 27, 2017

IC Promotion Template
(Product Development)

Employee Name:		███████████	Location:	Redwood Shores HQ
Current Position:	IC5 Product Manager		Proposed Position:	IC6 Product Manager
Previous 3 Performance Ratings:	5, 5, 5		Manager / Group VP:	███████
# of Years in Current Position:	4.7		# of Years in Industry:	15

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

SUMMARY OF EXPERIENCE

██████████ has worked in █████ and █████████████████ since joining Oracle in 2012. He is an integral member of the team that defines the ███████████████████████ for █████, both ██████████ █████. His current role began as the replacement for ████████████████████████████████. Over several years in that role, ███████ has established himself as the go-to ██████████ for development, the field, major customers and other PMs. His current title is ███████████████████████ denoting his close ties to █████ ███████████ and his key role in the technology decisions for each release.

Prior to Oracle, ████████ worked at ███████ for 7 years, as a software developer then as Product Manager, building important expertise in storage and networking. Prior to █████ he developed software for ██████████████ He has a total of 15 years of industry experience.

He holds a BS in Engineering and an MBA from the █████████████████.

SCOPE OF POSITION

███████ role is one of the key positions for defining the ███████████████████████████████████████. █████ is a billion dollar product, thus his contribution is important to the financial results of Oracle. Since the base platform ███████ oversees is the same technology used in the ████████████████████████ ████████████████████████, his work yields much leverage and downstream impact.

He is also tasked with nurturing key ███████ customer relationships globally and, as such, indirectly accountable for a fair amount of ███████ renewal business and goodwill. This role has resulted in an elevated travel schedule over the past year and foreseeable future, as ████████ has made numerous appearances at user groups and customer meetings. He has recently initiated an ███████████████ for engaging more systematically with the most strategic ███████ customers. The *External Visibility* section of this document includes details of ███████ participation in various business events in █████.

This past year ███████ added to his scope a significant amount of field technical training, in recognition of the changing dynamics in the Sales organization, and the need to train a new generation of pre-sales hires. Under the auspices of the ████████████████████ team, he delivered ██████████████ training in ████████████. Separately, in ████ he delivered immersive ████████ training for Systems pre-sales, helping them to over-achieve their ████████ results in the first half of FY17 (see the recommendation from ████████████████ in this document).

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TECHNICAL ABILITY

████████ excels in this area. He came to Oracle with a strong background in storage, networking and virtualization, and has quickly become proficient in how Oracle Database works and interacts with system components. His systems knowledge is rare in the software PM teams. It has enabled him, for example, to be █████████████ ████████████████ and represent the way in which ██████████████████████████████████████.

In areas of the product that were particularly complicated, such as the ████████████████████████, ██████ set up working groups of customers and pre-sales to quickly close down on their requirements. His inputs to the roadmap are highly respected by members of the development teams, and his technical background enables him to contribute to the design of a feature more deeply than most product managers.

Not only does ████████ understand the technology, he is able to explain it and relate it to different audiences at their level. His manner and style of delivery breeds credibility, and he is enthusiastically welcomed and invited to participate. Many of the recommendations included herein testify to his skills in this area.

TEAMWORK AND INFLUENCE WITHIN ORACLE

████████ has a rare ability to seek out and stay connected to a wide network of co-workers. As the ████████ Product Manager he interacts with a large number of diverse teams, from hardware engineering to software development and support to the factory, operations, sales and field support. In a very short time after joining Oracle, he managed to uncover the map of connections that are important, connect with those individuals in a trusting way, and maintain those relationships over time. He is very efficient in the way he remains within the conversations and flow of information that is important. It truly seems effortless and there is rarely an individual of importance he does not know or with whom he has not interacted.

Most Oracle ████████ product managers find it a challenge to have a meaningful influence planning the features of a new release. ████████ is a rare exception, and it is entirely due to his natural fit within development and the trust he has gained with developers. Combine that with his equally strong connections to the Oracle field organizations and ████████ customers, and he is a model example of an outstanding ████████████. Even though he has worked at Oracle a relatively short time (5 years), ████████ easily meets the standards for an IC6 product manager. He has a global reach, has established himself as the go-to guy for ████████ internally and externally, and is a regularly-invited speaker at many venues.

████████ work with the Oracle field stands out as especially effective. He relates well to all levels in our customers' organizations, from lower-level technical to senior IT management. I have received numerous messages praising his meetings with customers. For example, he recently visited ████████ customers in ████████████████████ visiting ████████████████████████████████. Afterwards I received emails from every salesperson involved, praising his contribution (see the Area Regional Manager's comments later).

EXTERNAL VISIBILITY

████ was a very active year of external and internal visibility for ████████. As shown below, he attended ████████ ████████████████████████████████ involving Oracle user groups, internal field training, strategic customer visits and industry conferences on storage and flash technologies. He has rapidly grown his external visibility through pro-active outreach. For ████████ he had ███ ████████████ plus multiple presentations, video recordings and demos.

Entering 2017, ████████ has initiated a new ████████████████████████ that will enable higher quality input to the planning process and deeper, more regular contact with ████████ strategic customers.

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Date	Purpose	Location	Highlights

███
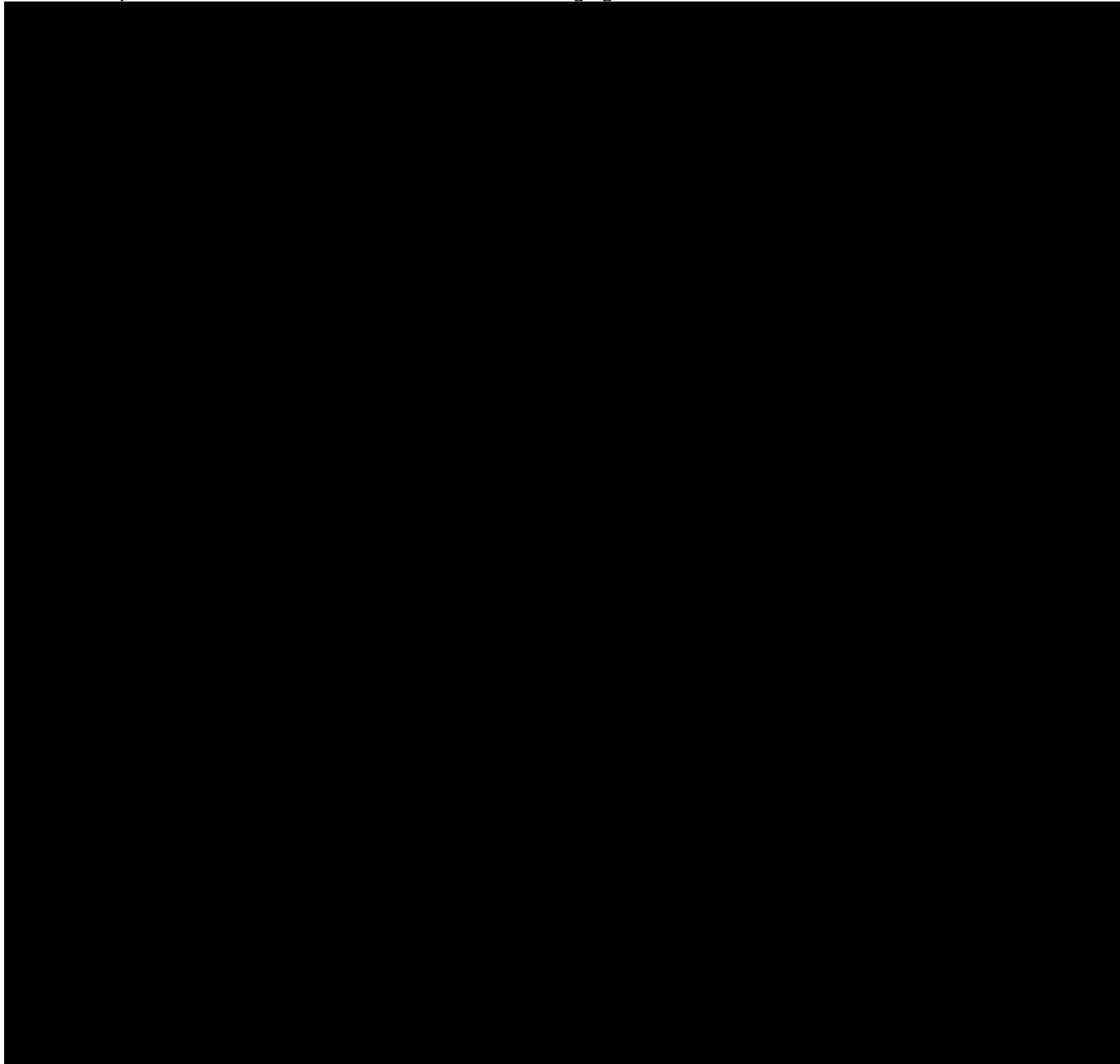
ACHIEVEMENT

██████████ has been the primary PM for ████████ since just before the release of ███████████████████████ Prior to that he helped launch the first release of ███████ conducting extensive training of the field. He has now been a major factor in the launches of ████████████████████████████████. He has also been a major participant in the planning of ████████████████████████. Finally, he has supported other PMs in the launches of ████████
██████████████████████████████

In addition to his work on product planning and launches, his outreach to customers and assistance and training to the Oracle field have undoubtedly contributed to the business success of ████████ in all regions. Many of the following recommendations provide testimony to his impact.

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RECOMMENDATIONS

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

"I have had the pleasure of working with ███████ over the last few years on product features, roadmap and had the opportunity to jointly present to customers and industry analysts. ███████ consistently comes thru as an extremely energetic, very strong technical subject matter expert in the areas of ██████████████████████ use cases and articulate the benefits of the platform. He has terrific answers for tough questions covering ████████████████ ████████ as well as discuss in-depth component level features and roadmap covering both hardware and software. Senior management as well as architect level folks representing customers, partners, analysts as well as internal engineering are consistently left with a very positive impression of the product and a very clear understanding of the value props, thanks to the great interaction with ███████ With his ability he has turned some skeptics into believers. He has been performing at IC6 level and very much deserves to be recognized as one."

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

"I would be super glad to support ███████ promotion to IC6. I have seen him very ably present ████ line (including ██████████) to customers with strong blend of technical and business savvy. ███████ is able to describe complex technical topics in ways that fits the background and perspective of customers he is presenting to. He has the right balance of self-awareness and confidence in what he knows, boundaries of what he knows and is comfortable and confident with himself to ask about what he knows he doesn't know. Additionally, he smoothly deals with Oracle Engineering teams ████████ and Oracle field/support in getting what is required for his product line."

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

"I strongly support ███████ promotion to IC6. He is a stellar product manager who thinks outside the box. He has worked with ██████████ to make the snapshots feature a success at ██████████ He is working with ███ ███████████████████ features that are needed in ██████ and works with the development team to enable this support. He takes initiative and we were represented at ██████████ last year and we are looking forward to formalizing the structure and improving our presence this year. He prepares the pricing presentations for ██████ to present to Larry. Every year, I present with ██████████████████ and he is extremely pleasant to work with. His twitter feed for ████████ is now at over 10,000 impressions and growing. He educates Sales Consultants and has an excellent relationship with all of them. I really like the fact that he takes initiative and thinks out of the box. I strongly recommend him for promotion to IC6."

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

"I've known and worked with ██████████████ for the last couple years in his role as the product manager and later as the ████████████████████████████ product line.

██████ has been instrumental in providing guidance both internally to Development and Sales teams and externally to customers about the value that ██████ product brings and the solutions it offers both on ████████ ████████████ and on the ██████████ He has a very clear and thorough understanding of the ██████ product and the technology components (both hardware and software) that make up the product. He keeps himself up to date on the latest trends in compute/storage/networking technologies and works hard to bring in the applicable ones to development and other engineering teams to enable these in Oracle products to make them more competitive and add value for customers.

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He also constantly evaluates the competitive landscape that includes ██████ like ██████████ ██████ to see where we provide a better value proposition to ██████ customers and where we need to make an effort to provide a compelling commercial model and technology to help place Oracle ██ services in a highly advantageous position. This is an area where ██████ and I have worked together several times and continue to do so.

██████ and I've worked on several CVCs and customer/sales events together and I found him to be a very effective spokesperson for our ██████ product and services and its values. These include working with ██████████ ████████████ and others in relation to both ██.

██████ technical skills and his ability to understand the application of compute/storage/networking technologies to our products is remarkable and I very much enjoy discussing these with him as I think of enhancements and service additions to the ████████████████████.

██████ spends a lot of his time meeting with customers, partners and sales organization communicating the value of ██████ products and services across all global regions. And from my experience working with him, he makes a great case for our products and his opinions and engagements are highly valued by customers, development and field staff.

I find him to be very hands-on, who is not shy to get deep into issues - product architecture or commercial model related -- and look for a resolution working with all key stakeholders.

I support his promotion to IC6."

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

"I support a promotion of ████████████ to Master Product Manager (IC6). ████████ has unique skills, combining both deep technical knowledge with business acumen, and he has managed to maintain and enhance his hardware expertise despite working predominantly amongst software engineers for many years. ████████ is go-to product manager for ██████ strategy, and key customer presentations. For those reasons, the IC6 level is fitting."

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

"I have worked closely with ██████ for over 4 yrs in the following capacities: (1) PM for ██████ (2) Was a key member of the ████████████████ (3) ██████ PM. I have been incredibly impressed with ████████ wide industry knowledge, and deep technical knowledge on a variety of subjects including but not limited to: ██████ ████████████████████. ████████ has a way of quickly working himself into a position where he becomes the default go to guy for the entire product area. He is the most highly sought after PM for any and all technical queries related to ████████. ████████ has also quickly established himself as the primary go to person for a large portion of the Sales Consulting organizations around the world. I have also had the pleasure of traveling with ████████ to many countries and have watched him in action. He is a rare and tremendous talent that Oracle needs to nurture and promote. I highly recommend ████████ for promotion to PM IC6 and recommend that we do everything possible to make Oracle an attractive place for him to thrive."

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

████████████████████ has shown great technical and leadership depth in dealings with customers and the field. In the most recent ████████████████████████ to an audience of top customer CTO's, ████████ led a very engaging discussion on ████████████████████ which brought a lot of positive customer comment and interaction. Furthermore, as a guest speaker at the annual ██

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██████████ ████████was one of the top rated presenters among 35+ for the week. Furthermore ██████ showed he was performing at the same level of the rest of the presenter group which consisted primarily of IC6 engineers/architects, VPs, and SVPs. My personal experience in working with and observing ████████capabilities says that what he does is profoundly positive for his team and the rest of Oracle."

████████

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

I support ████████ for this promotion...

1) He has been instrumental in establishing relationship with key accounts and keeping them motivated in continued investment in Oracle technology.
2) His key initiative with ████ on educating newly formed ████████████████████████████ team was timely and one of the key pillars that added momentum to ████████████████████████, leading to more than expected performance in ████ in last 2 quarters.
3) He has always been in tune with customer requirements on the technology and has ensured that the newer versions of ████████ are not only in line with market trends but also adapt to specific product changes from the customer feedback.
4) He has been a key proponent of increasing influence on technical community by actively participating in ████ special interest groups, as well as targeting specific high networth customers through ████████
5) Last but not the least he is a technical asset in ████████████████████████ We have been able to leverage his technical expertise in fine tuning the value of our commercial offerings. The foundation of our commercial offerings is a technically strong product.

████████████

Senior Director, ████████████████████

██████████████ is a World Class ████████ Product Management team member at the top of his field. What is truly great about ████████ is that he at one moment is able to evangelize the ██████████████████████████████████ to the most skeptical customer, but at the same time discuss ████████████████ integration and performance at the lowest level of detailed technical functionality. In other words, ████████ can build the product and celebrate its accomplishments at the same time—a truly remarkable ability standing at the top of his class.

Working with ████████ as part of our ████████████ Development team, he is able to discuss, engineer and develop our product at the deepest level of detail. But I can work with some new, novel and different piece of technology for months and then upon discussing this new piece of tech with ████████, he already possesses a deep level of knowledge regarding this new article of tech. I don't know how he does this, but he is already displaying expertise in this new field. I look forward to working with him over the years to come, and he will continue to impress me in this manner.

Bottom Line: I give my highest level of endorsement to promote ████████to the IC6 level!"

████████████

Senior Director, ████████

████████is deserving of an IC6 promotion. His enthusiasm and storage competitive analysis will promote ████████ and ████████████to new heights. His storage based background and experience provide welcome background on our competitors' weaknesses, strengths and trade-offs and how we can capitalize and prioritize. His enthusiasm and persuasive communication is infectious to customers, sales reps and other organizations. He's a great spokesperson for ████████that will help Oracle bridge this cloud transformation and hopefully increase our overall growth. He's been great to collaborate with on ████████████solutions and messaging."

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Senior Director, ████████

"Product Management Skills

██████ is an extremely capable Product Manager engaging with all LOBs to achieve an impressive status as the 'Go To Man' for all things █████. ██████ lays out the foundation for ██████ futures and new functionality with extreme clarity for the field and supports this answering many questions quickly with extreme professionalism. ██████ is always contactable from my perspective. Commercially ██████ is extremely astute and will deliver his guidance on ██████ new releases or indeed requests with a complete understanding of cost, revenue, feasibility and customer satisfaction.

Technical Skills

Impressively, ██████ has a very wide range and detailed knowledge about ████████████████████ ██████████ and will use this to make suggestions and judgments about customers' use of █████. ██████ is also not afraid to gain understanding of very technical aspects of database engineering to assist in support of specific customer situations and product direction.

Personality

██████ is extremely personable and willing to constructively engage and share ideas and opinions. ██████ is extremely interpersonal, which leads him to be a completely engaging personality who can share and discuss ideas leading to extreme satisfaction in the field. ██████ is not contentious – which leads him to work effectively with colleagues. ██████ is very fair and willing to listen to all arguments and formulate a judgment based upon these. ██████ will also go that extra mile to support his colleagues and the field in his core competence or indeed anything in support of the field and customers."

████████

MAA Solutions ████████

"I have been asked to write many promotion referrals over the years but I can honestly say none more deserving than this one for ██████ I typically take some time to decide, but in this case there was no hesitation.

I have been working with ██████ since he joined the ██████ PM team. He has a keen market insight and a unique ability to differentiate our products. I've seen these skills demonstrated in many different ways. Just a few examples are his clear articulation of ██████ features at ████████████ his in-depth explanation of unique selling points to SCs at internal training events, and his to-the-point handling of tough questions from the field over email. These skills have tangible benefits for Oracle. I have no doubt ██████ work was a factor in achieving our recent ██████ █████████████████████.

██████ not only excels at promoting our existing products, he continuously works at improving them for the future. He is very technical and a significant contributor during internal low level discussions. He offers fresh new ideas. He isn't afraid to challenge paradigms, even if they have been successful in the past, just to ensure they still make sense.

██████ has boundless energy and a can-do attitude. It's infectious. He is also kind and humble; traits that are not to be underestimated as they enable the most effective communication between co-workers and customers.

██████ is the epitome of product management. Without any reservation, I recommend his promotion to IC6."

████████

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

"I have worked with ████████ over the last year in developing go-to-market strategies for ██████ He has helped my team in many areas, from strategy to SC technical training. I have found ██████ to be extremely collaborative and

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responsive. Not only is he very capable technically, he also brings a very high level of maturity, strategic thinking, and business acumen which has been very helpful to us. He is definitely very customer centric, always formulating his ideas with the customers in mind and being very open to input. There are many things we could not have done without him."

Vice-President, ██

"I wanted to mention the outstanding collaboration and tremendous support we continue to receive from ████████ As you know Product Marketing works with the Product Management teams from across all of the development teams in hardware, software and cloud. I have found ████████ to be the most knowledgeable, strategic and collaborative of all the PM teams we have worked with.   There are a few things that I find unique about ████████ compared to his peers:

1. He is extremely strategic in his thinking. When we are looking at a situation in the market and the product positioning I have found ████████ always looks at the broader situation. He considers the impact to the business, he considers how it affects the messaging across the portfolio, (not just his own products) and most importantly he thinks about the customer.

2. He is driven. ████████ is extremely responsive, if ████████ says he will do something, you can count on it.

3. He is a natural leader. ████████ encourages the teams he works with. He is clear in his communications and makes sure that the teams around him understand that he wants everyone on the team to succeed.

4. He knows his stuff and is extremely credible. With customers and partners, ████████ is a trusted advisor because he is trustworthy and focused on their needs and business outcomes. ████████ also provides technical analysis of our marketing plans and provides sound advice in terms of how the solutions impact our customers.

I believe that ████████ deep understanding of the business, his ability to manage customer relationships and difficult situations is extremely rare. Finally, as you know we recently brought in a whole new team for ████████ and the ████████████████████. ████████ has been their guide and as a result I have seen the most impactful outcomes from the product marketing team over all of our other product marketing efforts. With his support, we have grown our social network to almost 20,000, built a strong set of sales campaign materials, and are working more efficiently than with any other group. I truly believe that ████████ has been a fabulous guide for them and we have only begun to see the benefits of his work with our team."

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

"In my career there are very few technical leaders/rock stars that have stood out. ████████ is a prime example of these very few. ████████ has shown strength driving the BU strategy, technical direction with a strong sense of enterprise content, demand gen, digital, and social marketing which is lacking within Oracle. He has shown the ability to work and build cross functional relationships among teams to further the goal of product adoption and revenue growth. ████████ has shown an incredible ability to work and partner at all levels of the company both at the executive level to drive/build strategy and working with teams at a tactical level as needed to further corporate and BU goals. He has shown an ability as a leader to think outside the Oracle box to drive a broader market strategy that will not only pull product, drive customer success, but set Oracle up to be a leader in the ████████ The ████████ ████████████████████████████████ values ████████ technical acumen, partnership, and ability to drive the product group and marketing group to a common strategy and goals."

Group Vice-President ████████████████████████

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"I wanted to write this recommendation note on behalf of the ███████████████████████████████████. This letter serves as our collective support of the promotion of ███████████ to IC6.

Over the past 18 months, ██████████ has been an instrumental leader in helping the ████████████ region drive the highest year-over-year (YoY) growth in █████████████████████████████ in the past 4 years. ████████ works tirelessly with the field sales and presales organization, supporting various activities including:

- Serving as a ███████████████████████████
- Leading the ████████████████████████████████
- Co-designing one of the strongest ███████████████████████████████████
- and serving as both a leader and mentor to our customers and field presales through active knowledge transfer

In Q1'FY17 ███████ helped ██ achieve ███ growth in ███████████████████████████████████ growth) and nearly ████ growth in the newly created ███████████████ segment fueled by a strong growth trajectory with ████████. In Q2'FY17 █████████████ continued to be a strong focus area. With ██████ leadership, ████████ sales have continued to grow. In fact, ████████ involvement with our demand generation plan helped yield a ████ pipeline conversion rate in Q2- up by ████

His leadership and ability to operate at all levels within the customer base has helped Oracle and field sales increase the number of new █████████████████████████████████ customers. In addition, the number of over ████ deals had the highest penetration in Q3'FY16 - Q2'FY17 thanks to the support and engagement of ██████ and his team. In fact, ███████ leadership with ████████████████████████████████████ has allowed us to grow Oracle's ██ footprint in our key accounts.

Finally, █████ continues to be a key competitive differentiator. ████████ as a thought leader helped closed a significant ██

██████ has already been functioning as an IC6 and this promotion would accurately reflect his contributions. He spans global marketplaces and virtually mentors and directs our field presales team, our presales alliances team, and many others. He's an active contributor on the ██████████████████████████ and helps set direction on product enhancements and communicates roadmap strategies.

With confidence and the utmost respect, I recommend ████████ to be promoted to IC6."

████████████

Group Vice President, ████████████████████████████████

"I am honored to submit this letter of recommendation for █████████████

As the leader of the ███████████ organization for the last 5 years, I have had the pleasure of interacting with ███████ over a relatively long period of time. As a key technical leader of one of the key product groups ████████ inside Oracle, ████████ has always been on the front lines, always willing to engage with customers and provide best practices, advice and troubleshooting assistance, and always stepping up and leading by example.

████████ has been committed to both the product and the customers. Over the past years, ████████ has assisted us across our customer base, including some of our marquee customers like ███████████████████████████████████████ ████████████████████ and many others. During these engagements, ████████ has not only brought the power of his team, but he has always personally been involved in almost every segment of the request. He brings his knowledge, but also leads and manages the development team, and makes sure that they are being proactive and working directly with customers to keep their satisfaction levels high.

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One example of this this past year has been with ██████████████████████. Not only has ██████ helped proactively but also when they have had issues, ██████ is always there to help provide workarounds or other advice – or be the liaison back to the product development teams to get the issues fixed. When there were issues with compatibility between the ████████████████ versions, ██████ immediately got engaged and brought the full power of his team as well as development to the problem. ██████ was personally involved on the daily calls and ensured that things were moving in the right direction. He also took the time to talk with the executives at the customer, explaining the issues in easy to understand language. ██████ was willing to do what it took to make it happen. His commitment, passion for the product and success, and unbelievable knowledge of technology make him an absolute superstar.

In summary, I wholeheartedly endorse ██████ for roles of increasing responsibility in the organization. ██████ has shown himself to be a great technical leader, and I'm sure with even more responsibility and a promotion, he will continue to grow and benefit Oracle for years to come."

██████

Area Vice President, ██████████████████

"For the last several years, ██████████ has been a vital resource for the ████████████████████ Team. He has been involved in virtually all sales and implementation efforts involving the ████████████ product lines. ██████████ willingness to get involved in the sales process with my reps and SC's as well as his outstanding ability to communicate with the customer both at a technical and program level has resulted in successful sales and increased customer satisfaction.

An example of his value to the team is with the ██████████████████████████. ██ is the largest ██████████████████████████████████ They are also the most demanding customer. Over the years, ██████████ has worked with all levels of ██ from the ████████████████████████████████████ and has gained the confidence and respect of everyone. He provides the in-depth product knowledge and the ability to convey that knowledge at all levels. The ██████████ Team relies on ██████ to provide the link between ██████ ████████████ and this collaboration has resulted in the continuing growth of the largest ██████ footprint in the Public Sector and the sale of the first of many ██████

A second example is with the ██████████████████████████ Dating back to ████████████████ had procured ████████████ that had been sitting in their data center uninstalled and unused since ████ The account team was able to rectify this situation and put the ██████ to good use with ██████ assistance. He made himself readily available as a valued resource in accomplishing this task. ████████████████████████████████ and are operating their entire production ████████████████████████████████. This would not have happened without ██████ support.

I strongly support this well deserved promotion."

██████

Regional Manager, ██████████

██████ visit to ██████ was simply awesome. We tried to "run him ragged" but he excelled! Here is the list of customers ██████ visited:

██████

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All customers want him to revisit and found his insight perhaps the best HQ visitor they have ever met with from ORCL. The conversations focused on ███. The ████ customers left each meeting with high confidence in Oracle's strategy and more specifically Oracle products. His competitive knowledge and marketplace knowledge complimented his Oracle knowledge. Candidly, that competitive and marketplace knowledge are the real differentiators with customers. It's easier to know our products, but takes huge effort to be a student of competitors and marketplace. I personally challenge my team as such: Level One: know Oracle, Level Two; know competitor and juxtaposition for advantage, Level Three: have marketplace financial acumen ████████ hit ALL THREE !! We definitely plan to have him revisit to further our efforts.

I should also note that ██████ was instrumental with customer visits at ████████████ This last ████ was my first interaction and introduction to ████████ I was completely impressed and advocated his travels to ██████ He is an amazing asset to Oracle!!! Keep him happy and keep him moving."

███████████

Senior Director, NA Cloud & Infrastructure Solutions

"I wholeheartedly endorse action to advance ████████████ to the next level. ████████ has proven himself to be the ultimate product expert and ambassador. His demeanor and delivery are unparalleled whether speaking to people internally, or with a customer or partner.

During a recent series of ████████████████████████████████, he was a key factor in the post-survey result of a 100% satisfaction rating. Some survey responses were: "Excellent content, and the instructors were top-notch." "This was the best training I have received at Oracle!" "The instructors were SO VERY GOOD! They knew their products inside out." "VERY knowledgeable and good in front of the class." "The best training I've attended in a while." "The content was very relevant and the instructors were outstanding."

Additionally, we recently staffed up a Sales Engineering team to focus deal support to the Channels and Partners, and it did not take the team long to find ████████ He has been outstanding in providing great response in helping us grow the channel business.

Again, I strongly recommend the promotion of ████████████ to IC6!!"

███████████

Master Principal Sales Engineer, ███████████████████████████████

"I would like to offer my highest recommendation for this promotion. I worked closely with ████████ over the last year as he led the very successful effort to conduct ████████████████████████████ to approximately ████████ sales engineers in 4 separate locations. In fact this training was so successful, that our organization now just calls it the "Essentials" training and have mandated that all of our pre-sales engineers go through the training. The clear reason for the success is ████████ Having worked with many Product Managers during the last 14 years at Oracle, I can say that ████████ is the most talented I have had the pleasure of working with. Of course he is an outstanding communicator and very personable, but what really sets him apart is the depth and breadth of his knowledge. His ability to masterfully articulate on topics that range from product features, industry trends, competition, business value, and roadmap is truly impressive. I got to witness ████████ ability to field questions from seasoned sales engineers on all of these topics. Just when I think surely we must have tapped the depths of his knowledge, he just plumbs further with specific examples and ad-hoc whiteboard discussions. Truly impressive. ████████ has my highest recommendation."

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Vice President, ██████████████████████

████████ is a very senior and expierenced product manager. I'm working very closely with him establishing Services for our ████████████████████████████████ He effectively translated our tremendous breadth into a value proposition focused on customers' needs. ████████ is very good in thinking out of the box and encouraging. He has consistently demonstrated enthusiasm, understanding and commitment to Oracle customers, innovation and drive. Also as a colleague he always displays maximum attention for teamwork in a very motivating style. ████████ has focus to drive an opportunity to success without losing the overall picture and understanding of overall strategies. He acts very transparent and open. It is a real pleasure working with him. I strongly support his promotion to IC6!"

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

████████ has provided an astounding level of support to us in the field for a number of years since taking this position. He is always ahead of any issue and forward thinking to ensure we are ready for new products. He acts as a single point of contact when needed and leverages in a totally selfless way his network for us when we need help.

He is one of the hardest working, clever and personable people I have met in a product management position in my career.

The position of IC6 requires depth, breadth in Scale, but, also requires a human touch and strong interpersonal skills to connect and make an impact for engineering and the field. I have no hesitation in supporting his move to IC6.

An outstanding man doing an outstanding job (for Eng and Field)"

Smart Platforms Solutions Director ████████████████████████

"First let me begin by saying that without the request or looking into ████ I would have not known that ████████ isn't already an IC6 or Senior Director equivalent. His approach and dedication to his work is role model behaviour and the quality he produces is outstanding.

████████ is an individual who brings outstanding business acumen, technical gravitas and Social Political understanding to any engagement. He acts as a true leader and connector ensuring that individuals become teams and can work together to drive a greater outcome than working as an individual, cutting through conflict and barriers in a calm and reassuring manner going beyond the behaviours of many. Alongside this ████████ is able to build huge levels of trust between himself the field and the customer enabling a free conversation focused on solving the issues at hand. ████████ is regularly the most requested resource in ████ when we solicit who the regions would benefit from a visit with Sales Teams and customers requesting him directly as well.

████████ has been a mentor and a partner after I had the pleasure of being assigned ████ as part of my responsibility to support technically in ████ His influence and reach into the region has been immense considering the number of other activities he is also driving. Key contributions stand out in this time:

Product feedback ████████ is always keen to solicit feedback from the field either directly from customers when he is visiting in region or from the field in his regular touch point communications. When seeking feedback ████████ doesn't lead the questioning towards anyone particular way of thinking and ultimately is interested in the problem statement and the impact of solving it.

Platform Enablement - ████████ is always ready to try new approaches to field enablement; His work on creating ████████████████████████████████ into the field whilst also soliciting feedback for

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engineering in a trusted manner. The ▮▮▮▮▮▮ worked especially well in terms of ensuring relevant information was shared into the field in a strategic manner ensuring those that required the knowledge had it in a trusted manner (Some was need to know) and then letting that community share information as required wider and further in a trusted manner.

▮▮▮▮▮ also embraced the use of other communities such as ▮▮ where he has regularly been prepared to support myself in arranging calls and driving deliverables where required from the community. Not only does he use the right tools but the feedback from those groups are that he is a trusted Technical advisor who can position both value but also go deep on technical details when required. It is this approach with the field that reinforces his gravitas and impact.

▮▮▮▮ Enablement - ▮▮▮▮▮ is always happy to support enablement however it is required either taking on creating and delivering content himself or ensuring that key resources from the PM group or engineering group can support where required. His approach in enablement delivery has resulted in a number of smooth platform transitions ▮▮▮ etc.. in the field along with also enabling the field to talk about the value of the changes with customers in a simple but effective way that has always resulted in adoption with account teams using the messaging immediately.

Webcasts - ▮▮▮▮▮ has actively been involved in Webcasts hosted by ▮▮▮ that we extend to wider audiences. Conducting those webcasts with ▮▮▮▮ is always a pleasure. He is always prepared with material that is shared prior to the calls and very professional. Feedback from the ▮▮▮ field whenever he presents is extremely positive. Some comments have included "Great to have somebody present who not only knows the answer but how to simplify it." "His presentation style is great in my region where English is our 2nd or 3rd language, we can always understand what ▮▮▮▮ is saying".

Customer focus - Meeting with key customers to continue the engagement and adoption. ▮▮▮▮ is fantastic in meetings at all levels from board down. His Oracle first approach with the absence of blame results in all account teams and customers opening the door to ▮▮▮ wherever he goes. He is a true ambassador of Oracle who not only delivers the key marketing messages but also dives into the customer issues and adds value by mapping back to how we address them. At the same time ▮▮▮▮ always uses the opportunity to not only part with knowledge but also to learn and understand from customers either on how they are using the technology or how the competition is using their technology.

Support in removing roadblocks - ▮▮▮▮ continuously supports the region by contributing himself or using his network to ensure the right person presents the correct answer at the right time. His ability to connect individuals and to observe and guide without the need for the recognition is a true talent. His work to make the platform more flexible whilst not increasing the platforms' configuration tools is a true benefit for the field."

▮▮▮▮▮

Senior Director, ▮▮▮▮▮▮▮▮▮▮▮

"I have worked with ▮▮▮▮ over the years since his initial days at Oracle. He helped the ▮▮▮ business during the ramp-up and launch of ▮▮▮▮ before taking on the role of ▮▮▮▮▮▮▮▮. He conducted ▮▮▮▮▮ for multiple customers in ▮▮▮▮▮▮▮▮▮ He also followed that up with ▮▮▮▮ immediately after launch that was attended by ▮▮ from across ▮▮ which has helped the region to be number 2 in terms of ▮▮ sales.

Since taking on the role of ▮▮▮▮▮▮▮▮▮, ▮▮▮▮ has been very pro-active in helping on the ▮▮▮▮ front by performing 2 important functions.

* Performed the classical PM function by helping drive improvements in the ▮▮▮ feature set and the packaging of the product.
* Participated effectively in various customer and field engagements.

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As part of the product management function, ███████ has helped the ██████ team with the launch of the ████████ generations by keeping us informed ahead of time so that we could plan the transition effectively. In addition, he always solicits and acts on feedback from the field to remove any product feature/packaging roadblocks in selling ████████ Examples include the ███████████████████████████ He has also created ██████████████████████████████ that helps the field in competing better. He is also very helpful on the ██████ mailing list and his responses help address any questions/concerns that are raised by customers. His efforts to expand the ██████ market by making the product configurations flexible are much appreciated by the █████ field teams.

The second area where ██████ has excelled is in the field and customer engagements. He has delivered many ████████████████████████████ to improve the skills in the field. The latest in this area was the enablement provided to about ████████████████ to help them position, articulate the value proposition and handle objections on ███████. He has also initiated the ██████████████ which will roll out in ██████ in █████ This will help provide the strategic customers in ████ a direct voice into █████ development. In his visits to the various regions in ██████ he makes it a point to meet customers to solicit feedback and address their concerns. He also helps with customer escalations when we need additional assistance from Development.

I fully support the proposal for his promotion."

████████████████

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

"I highly recommend to promote ████████ to IC6 because he has been supporting to build ███████customer relationship by technical presentations/roadmap in CVCs with key/major accounts, also to make ██████ sales/SC readiness by Trainings."

████████████████

Director, ██████████████████████████

"It is an honour to provide you the endorsement comment for █████████ promotion to IC6.

█████████ has continuously been helping the field especially technical details on ███████from Product Management stand point. From time to time, he helped to clarify the ████████████technical details including support lifecycle policies so that we could handle the deals in timely manner. Moreover, with his help we could have closed several deals even in HW transition period by controlling customer expectations properly to either newer HW or existing HW. We truly appreciate the accuracy of his information and his prompt responses to be successful in ████████business. Recently he provided the ██████████████████████████████████████ so that they could leverage the valuable knowledge from him. Thus I truly appreciate ████████getting promoted to IC6 and expect he could support███████████business more."

████████████████

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

"Let me take this lines to express my gratitude and recognition for the commitment and support that ███████████ ██████has provide to our █████████ Region. He has been a very valuable resource for our execution on the ████████business in Latin America. He has been able to help us to better understand our customers' requirements and how our███████offerings fit our customers in the best way, as well as he has been able to support some of our more challenging customers and deals in a very professional way and with the highest quality we can get. He has also been proactive with several corporate initiates and practices like the █████████████and working very close with our ████████████████████████████████"

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Director, █████████████████████

████ was always very open to attend calls to support us with customers with difficult questions during the ████ transitions and new product versions that no one in our Sales Consulting team was able to respond. His great product knowledge and the understanding of the whole datacenter requirements gave the customer the trust and allow us to continue the sales cycle.

In addition during the █████ in ████████████████████████, his guidance on 1:1 meetings about Eng. Systems and his great customer interaction helped us to resolve tough questions and allow us to generate new pipeline.

During my role as █████████████████ Mr. █████ was a technical pillar and I want to thank him for his contributions and support to our ████ team. For all this I support his promotion to IC6 and I expect he can continue working with ████ "

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