

Manager: Kirk Wilkinson
Written: July 29, 2005



Hewlett-Packard Company
11311 Chinden Blvd
Boise, Idaho 83714

Joe Kittel
Performance Evaluation
July 2005

Results

- Established HP / Imaging & Printing Group's first ever truly strategic alliance with SAP – valued at more than \$1B/year
- Built the team, obtained HP-internal alignment and support, prepared for negotiation, program managed, directly led HP's negotiations with SAP which contractually closed on a strategically important deal valued in excess of \$200M over its first 5 years – this was accomplished in the face of significant HP- & SAP-internal challenges and frequent organizational reluctance to change; then led the transition of deal from negotiation to implementation phase
- Established strong HP-internal 'synergistic leverage' – leveraged off of, then linked back into the rest of HP as this new 'leg' of HP's SAP alliance was established – fundamentally contributing the depth of HP's corporate level alliance with SAP

Position

SAP Strategic Alliance Development Manager for HP's Imaging and Printing Group (IPG): Joe led the initial establishment of IPG's first ever strategic alliance with SAP working as an integral, contributing member of HP's Global SAP Alliance team, and uncovering and closing on a strategically significant opportunity with SAP in the area of output and print management. Joe then program managed the lengthy and challenging negotiations (both with SAP as well as internal to HP) resulting in contractual closure. Joe led the entire negotiating and HP team-building process over 9 months of contract exchange and 1.5 years of discussions with SAP. IPG's portion of the overall HP alliance is seen as establishing a fourth strategic leg in HP's corporate-level relationship with SAP, complementing HP's servers, services and storage businesses; the IPG portion is valued at more than \$1B/year, the output and print management deal alone is valued in excess of \$200M over its first 5 years.

Commentary on Joe

Joe has been a tremendous asset to HP and helped set the stage for the business to rally around IPG's SAP relationship and focus their entire enterprise solutions business on the SAP Market. This would not have happened if not for Joe and his approach to and his contribution in this position. Joe brings a unique set of wisdom, experience, knowledge and skills to the role of alliance manager and delivering beyond the scope of this position, increasing the strategic breadth, depth and importance of alliancing within IPG.

Persistent & Tenacious

One of Joe's greatest strengths is his persistence and tenacity. He focuses on the end-point objectives and sticks with it, keep things alive, continuously looks for options around apparent obstacles, driving to completion when others would have given up. His accomplishments within the alliance are significant but become more so when considering that he accomplished this amidst constant HP organizational churn and turmoil, re-structuring and frequent skepticism and nay saying.

Manager: Kirk Wilkinson
Written: July 29, 2005



Hewlett-Packard Company
11311 Chinden Blvd
Boise, Idaho 83714

Joe Kittel
Performance Evaluation
July 2005

Focused

Joe is a focused individual. He has been able to sift through the clutter to remain focused on what matters most and brings the team closer to its objectives. I find Joe to be self-motivating, contagiously enthusiastic and independent. It has been a pleasure to manage someone with his energy level, passion and drive.

Willingness to Pursue and Speak the Truth

Joe speaks his mind, at times causing discomfort within the people with whom he works. I have been supportive of him speaking his mind and in the end it was proven to be the right thing to do because Joe did not criticize nor was he critical of others, he spoke the truth and stuck with it even when other's found it hard to see things his way.

High Trust and Respect

As Joe's manager we had a healthy relationship that was founded in trust and respect. I trust Joe and invite him to work with me again.

Strategic Visionary

Joe is strategic in the sense that he is able to see both the near-term and the longer-term, with an intrinsic sense as to how the short-term supports the achievement of longer-term objectives. Joe is a good person to have on a team that is dealing with strategic partners, who often have large, complex issues. Joe sees things that others don't. He is able to be open, honest and clear while at the same time building and executing a vision.

Communicator

Joe is articulate and a good communicator and his skills have served him well. With the SAP activities there was a need to keep people informed and up to date. This required a high level and quality of communication which Joe was able to accomplish.

Adaptive

Joe became the 'go-to' person for all things SAP. He was 'all-knowing' for the alliance and managed this well. His role required him to work in several capacities: Alliance Manager, negotiator, councilor, cheer leader, point of escalation, program manager, product manager, coach, advisor, sounding board. Joe executed each role well and was able to flow in and out of those roles with effectiveness.

Driver, Change Agent

Joe is a change-agent. He has the personality and the style to affect change in a company, individuals or a group. Several people have commented to me that Joe has positively influenced them both professionally and personally. Without Joe being a change-agent we could not have negotiated the overall alliance and output management deal HP/IPG has today with SAP.

Interpersonal Networker / Community Builder

One of Joe's greatest strengths is his ability to network. He can build and use a network of people effectively. This has been a huge asset to him and to HP as he has worked with SAP.