

# JOE KITTEL

[joe@spibr.org](mailto:joe@spibr.org) | [www.spibr.org](http://www.spibr.org) | +1 970 227-6238 | [joe.kittel@gps.consulting.com](mailto:joe.kittel@gps.consulting.com) | [www.gps-consulting.com](http://www.gps-consulting.com)

## STRATEGIC ALLIANCE MANAGER ~ BUSINESS ECOSYSTEM ARCHITECT

*Focused, Tenacious and Authentic Value-Creating Leader*

Catalyst of transformational change with 17 years of experience, successfully establishing, negotiating, developing and managing global strategic alliances amongst such companies as Capgemini, HP, IBM, Intel, Microsoft and SAP. And, over 14 years, helping others be more value-creative.

Drove initiatives valued in the hundreds of millions of dollars. Established alliances valued in the billions. Fundamentally transformed alliance development – for individuals and teams. Establishes a healthy balance of results and transformation.

**Value-Creation • Complex Negotiations • Team Alignment and Focus  
Executive Relations • International Business • Constructive Confrontation  
Relationship Building • Mentoring and Coaching • Excellent Communications  
Focused Leadership • Organizational Transformation • Collaborative R&D**

- ❖ **SIMPLY TRANSFORMATIONAL** – Brings to an alliance team a powerful and proven methodology that simplifies complex negotiations, establishes finely-focused alignment throughout the team, surfaces unforeseen opportunities, and helps span the cultural chasm that always exists between companies.
- ❖ **FOCUSED ON VALUE-CREATION** – Focused on the fundamentals. Focused on what matters the most, helping alliance teams achieve their full value-creating potential by overcoming value-impediments.
- ❖ **PERSISTENT AND TENACIOUS** – Enthused by challenges, does the impossible. Self-motivated, adaptive and flexible. Comfortable collaborating at any level of an organization and in every functional area.
- ❖ **HIGH INTEGRITY** – Trust starts with personal integrity and ethics. Uses healthy confrontation to help individuals and teams deal with difficult issues, which naturally brings increased trust into the alliance.
- ❖ **STRATEGIC VISIONARY** – Sees simple patterns that others cannot or will not see. Sees future-indicating trends. Naturally shares this inspiring vision with the alliance team.
- ❖ **TRANSFORMATIONAL CHANGE AGENT** – Accomplishes fundamental change and major contributions.

## PROFESSIONAL EXPERIENCE

### **SPIBR.ORG LLC, Santa Fe, New Mexico and Heidelberg, Germany • 2007-Present**

*Only consultancy in the world focused on fundamental transformation of strategic alliance managers.*

**President / CEO:** Built successful consultancy with trailblazing business model and growing worldwide community of alliance managers. High-impact training, coaching and consulting to strategic alliance managers and teams. Focused on fundamental transformation to increase value-creating effectiveness.

### **Selected Achievements**

- Provided training, coaching & consulting services to Intel in Munich (EMEA-wide alliance managers; earned "the best" post-training evaluation) and London (transformed global Intel/Capgemini alliance).
- Wrote and published the book *Spiritual Principles in Strategic Alliances: transform status quo mediocrity into greatness*. Addresses the most fundamental cause of alliance failures – poor relationships, low trust and unhealthy atmosphere. Endorsed by world-leaders in strategic alliances and conscious capitalism. Excerpts endorsed as a *Best Practice* by the Association of Strategic Alliance Professionals (ASAP), e-book made available to all ASAP members.
- Published three whitepapers acclaimed for thought-leadership and endorsed by HP, Intel and strategic alliance managers: (a) *Simply Focus on Incremental Value and Value-Impediments* (the *2-Slide Methodology*<sup>TM</sup> – endorsed by Intel/EMEA, fundamentally transformed Intel/Capgemini global alliance); (b) *Change Your Alliance* (being a transformational alliance manager); and (c) *Self-Obsolescence* (critically-important practice of empowerment, developed in the HP/SAP alliance).

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**GERLACH, PORST UND STEINER GmbH, Bad Homburg v.d.H., Germany • 2006-Present**

*German-based consultancy focused on primary market research, business development and strategic alliances, 50 consultants throughout Europe, the U.S. and China.*

**General Manager / Senior Consultant:** Entrusted with establishing, building and managing company's U.S. subsidiary, GP+S, Inc. from the ground up. Fully accountable for all U.S. based financial, accounting and banking operations. Cultivated and managed procurement relationship with Hewlett-Packard (HP) and oversees international cash flows from HP and SAP.

**Selected Achievements**

- Single-handedly established company's operational presence in the U.S., growing business from zero to profitability in less than two years.
  - Published two whitepapers acclaimed for thought-leadership and endorsed by ASAP, Intel and strategic alliance managers: (a) *Strategic Alliance Manager Role* (basis for training Intel in Munich); and (b) *Building Trust in Strategic Alliances* (selected as ASAP Best Practice);
  - Leveraged expert negotiating and relationship-building skills to earn placement on HP's Approved Vendor List, averting significant revenue loss.
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**HEWLETT-PACKARD, Fort Collins, Colorado and Heidelberg, Germany • 1989-2005**

*World's largest technology company; over \$120 billion in annual revenue and over 330,000 employees.*

**Strategic Alliance Development / Ecosystem Architecting:** Forged and managed 20+ strategic alliances, valued in the \$100s of millions to over \$1 billion. "Alliance CEO" single-point-of-accountability for overall success. Full lifecycle approach for the alliance, from inception-to-rejuvenation; and, for its created products and services, from R&D-to-Sales. Effectively collaborated at every level and area of the business. Made strategic contributions to corporate or division business objectives, from the alliance directly and indirectly from positive ecosystem disruptions. Adaptive, dynamic and flexible; tenaciously overcame value-impediments. Developed highly-collaborative trust-filled culture in teams, focused them on maximal value-creation. Mentored and coached senior management and team members with just-enough and just-in-time training. Led complex and contentious negotiations to their most productive outcomes, in both legal contracts as well as informal teaming agreements.

**Selected Achievements**

- Qwest (then US West) Communications Alliance – Advanced Object-Oriented Technology. Co-resident collaborative-R&D. Elevated HP to Strategic Provider status, on par with IBM and AT&T. Acquired industry-leading OO technology for HP C++ SoftBench (software development tool). Qwest enabled to migrate Billing & Customer Care Systems to C++ with 10x software quality improvement.
- Microsoft Alliances – Corporate-Level, HP-wide. Launched and directed HP-wide Microsoft Alliance Effectiveness team, coordinated strategic initiatives and shared best practices. Briefed HP executives on differences in corporate cultures and strategic decision-making processes. Headed up one-third of the HP-wide negotiations during establishment of corporate-level alliance in 1997, in the strategically contentious areas of UNIX/NT interoperability, object technology and cryptography (encryption). Strategy and negotiating consultant to over 110 Microsoft strategic alliance managers throughout HP, focused on value-creation via R&D collaboration. Requested to present at Wharton School of Business as a Microsoft alliancing expert. Commenced development of *2-Slide Methodology*<sup>TM</sup>.
- SAP Global Alliance, Enterprise Printing. Established SAP Marketplace hosted solution, precursor to Software as a Service (SaaS). Strategically linked HP Services to HP's Global Alliance team. Drove initial groundwork and negotiations to accomplish an "impossible" deal on behalf of HP Imaging & Printing Group. Led executive-level discussions and formal contract negotiations. Deal jointly announced at SAPPHIRE, valued at more than \$200 million by HP in an alliance leveraging over \$1 billion annually in HP products and services. Refined *2-Slide Methodology*<sup>TM</sup>.
- Ecosystems – Computer Industry Landscape, Software Development Tools. Led simultaneous multi-company and consortia-transforming negotiations and initiatives. Drove ecosystem disruptions which contributed to HP's business success (e.g., unifying UNIX for Wal-Mart with IBM). Lead development of HP SoftBench business ecosystem by directly managing alliances or leading team of alliance managers: Fujitsu, Hitachi, IBM, III (Taiwan consortium), Informix, SAIC, Siemens Nixdorf, US West.

**Selected Achievements, *continued***

- **SaaS Alliances** – Microsoft, SAP, i2 Technologies, United Nations. Laid the alliancing ground work for HP's entry into Internet Utility Computing (also called ASP or SaaS). Established HP as Microsoft's first Hosted Exchange ASP. Simultaneously negotiated, announced and launched ASP solutions based on i2 Technologies and SAP Marketplace, effectively balanced the launch of these competitive offerings. Represented HP in the United Nations World Intellectual Property Organization (UN-WIPO) where world-wide IP governance was established for the ASP/SaaS industry. Used finely-honed *2-Slide Methodology*™ to put \$20 million Hosted Exchange deal at American Express back on track, spanned the corporate cultures between HP and Microsoft sales teams (ref: the Harvard Business Review article *Simple Rules for Making Alliances Work*).

**Industry Acknowledgements**

- Selected to represent HP on pre-founding Board of *Association of Strategic Alliance Professionals*.
  - Requested to present at Wharton School of Business as Microsoft alliancing expert.
  - Captured multiple awards and accolades for visionary and transformational leadership including: plaque from Bill Gates (CEO of Microsoft) and Lew Platt (CEO of HP) for contribution in establishing corporate-level HP/Microsoft alliance; 2 custom plaques from HP for Persistence and Tenacity "in the face of incredible odds" for HP/Informix[IBM] alliance and HP/SAP alliance; and, *Special Contributor Award* for HP / US West alliance.
  - Book and publications endorsed by world leaders, corporations and organizations in alliancing and conscious capitalism.
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**HEWLETT-PACKARD, Fort Collins, Colorado • 1985-1989**

*World's largest technology company; over \$120 billion in annual revenue and over 330,000 employees.*

**Software Development / Strategic Business Planning / Enterprise Sales / Product Marketing**

**Selected Achievements**

- *Quality Award* for software development, UNIX systems diagnostics strategy.
  - Strategic Business Plan acknowledged as "the best" throughout HP.
  - *Special Contributor* and *Pride of Neely* awards for sales performance.
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**EDUCATION AND CREDENTIALS**

**Strategic Alliance Development and Management**

Wharton School of Business, Philadelphia, Pennsylvania

**Program on Negotiation**

Harvard Law, MIT and Tufts Universities, Boston, Massachusetts

**Bachelor of Science, Electrical Engineering (magna cum laude)**

***Semiconductor Physics and VLSI Design***

University of Utah, Salt Lake City, Utah

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**AFFILIATIONS**

**Association of Strategic Alliance Professionals (ASAP)** – Member / Pre-Founding Board Member

**Wharton School of Business** – Presenter / Microsoft Alliancing Expert

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*I do the impossible with nothing in the eye of a hurricane.  
This is what strategic alliance managers do.*