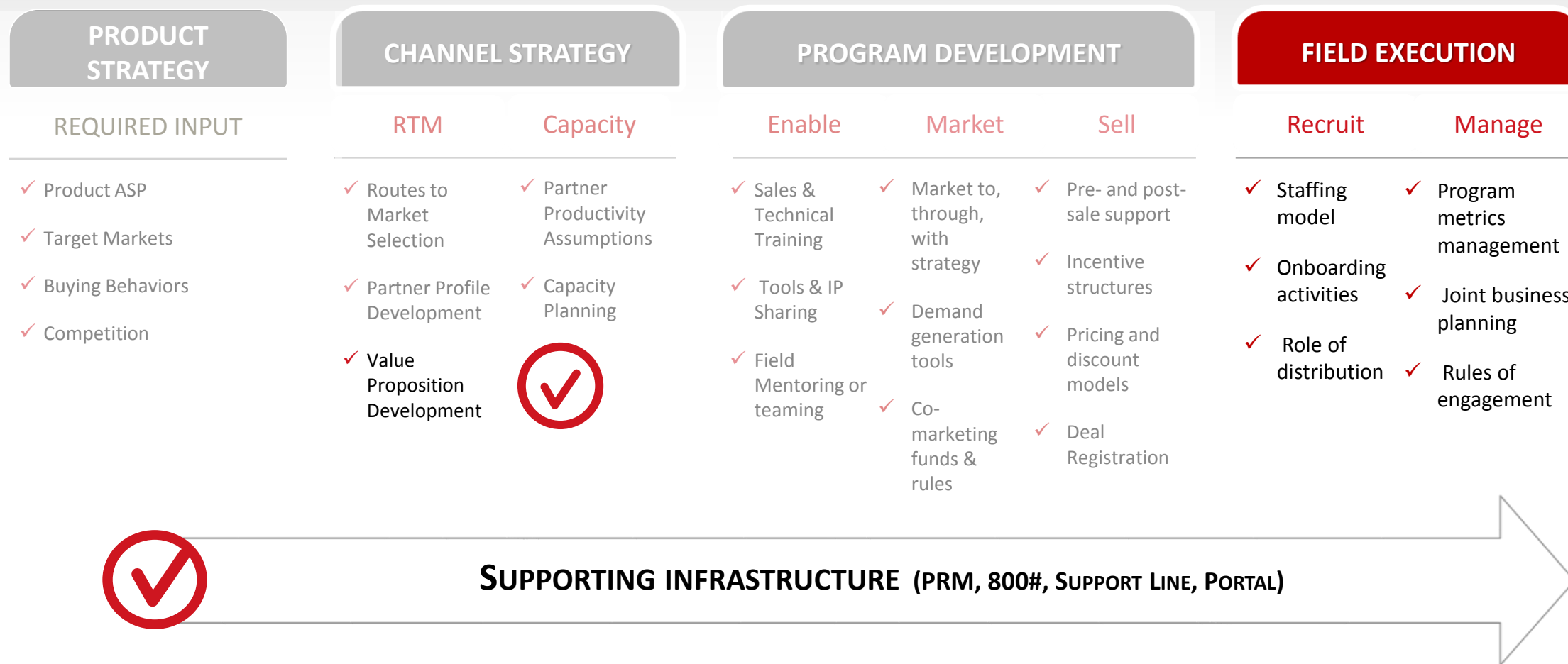


# Recruit a Partner to the Program Phase 3

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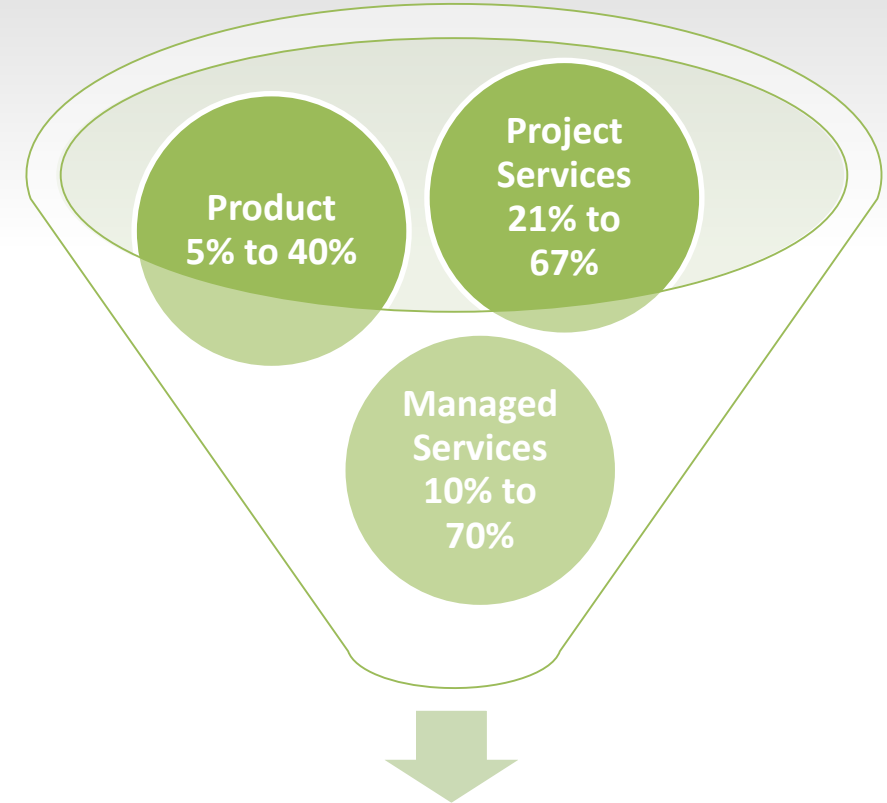
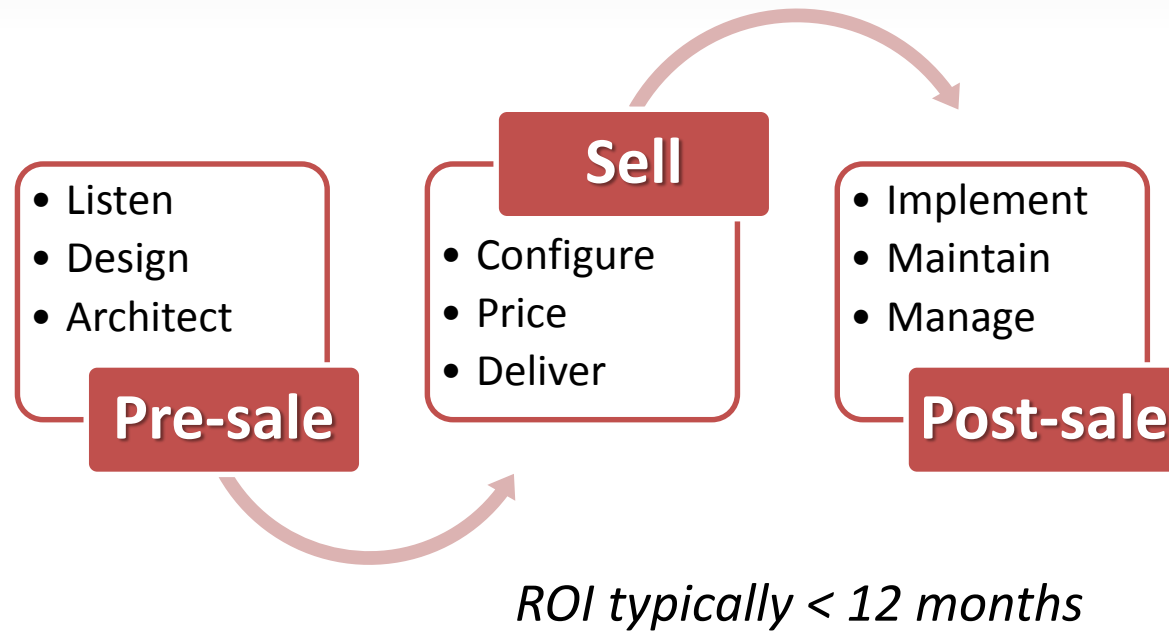
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# Field Recruiting Using the Partner Value Proposition



# Do You Remember What They Do to Make Money?

*The mix of what they do at the corresponding gross margin dictates profitability.*



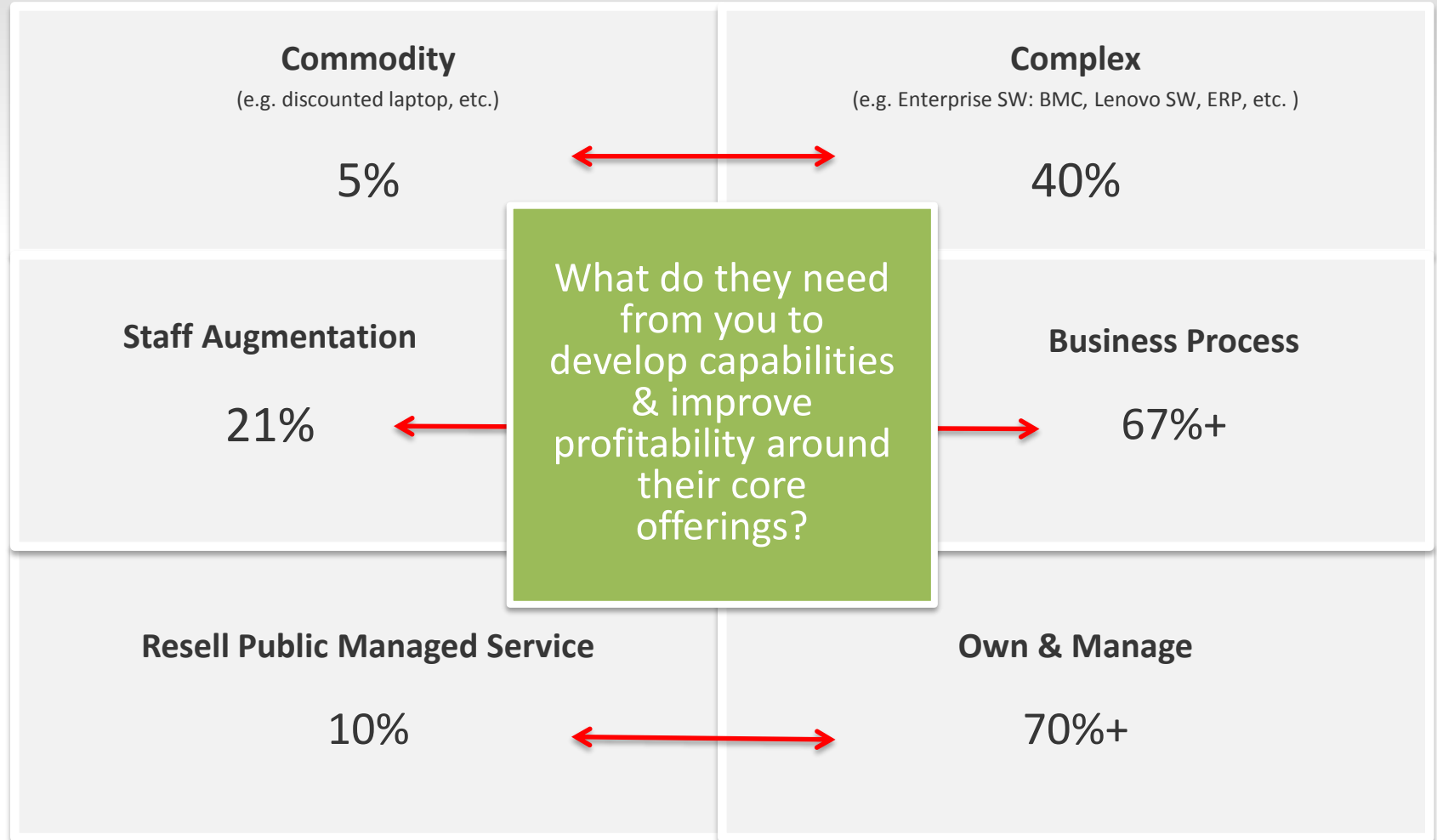
Technology Line of Business  
or Company  
Sample Average Gross Margins\*

# Do You Remember What They Do to Make Money?

**Product Resale**

**Project Services**

**Managed Services**



# Phase 3: Recruit a Partner to the Program

## Workshop Exercise:

- **Develop:** a recruiting presentation
- **Goal:** for your ideal solution provider to join the partner program you have just created
- **Medium:** live presentation to the panel
- **Situation:** you previously met and gained sponsorship for an executive team meeting

*Note: Do not assume your audience understands the Customer or Partner Value Propositions from previous meetings.*

Partner Value Proposition: Detailed View – Pick the Areas You Will Address

Category	The Questions Partners Ask – What's in it for them?
<b>SOLUTION VIABILITY</b>	<ul style="list-style-type: none"><li>• Do my Technicians vouch for it?</li><li>• Does the product work?</li><li>• Is it considered Best of Breed?</li><li>• Is it an open solution with easy integration?</li><li>• Would I bet my business on it?</li></ul>
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<b>PROFIT POTENTIAL</b>	<ul style="list-style-type: none"><li>• How hard is it to ramp up?</li><li>• What are the GMs?</li><li>• What are my costs to sell and support?</li><li>• What investment do I need to make?</li><li>• How long until I break even?</li></ul>
<b>VENDOR CULTURE</b>	<ul style="list-style-type: none"><li>• Can I trust vendor claims?</li><li>• Is the vendor committed to the channel?</li><li>• Does the go to market plan favor the channel?</li></ul>
<b>SYNERGY &amp; DIFFERENTIATION</b>	<ul style="list-style-type: none"><li>• Will it set me apart from my competitors?</li><li>• Will it allow me to become more competitive?</li><li>• Does it offer the next adjacency to my current skills?</li></ul>

Simulation Phase 3

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**Hint: This page matters,  
it is your content!!!**

# Now Articulate Your Value Proposition

## How You Manage Your Partners Depends On WHO They Are ..... As Well As "WHERE" They Are

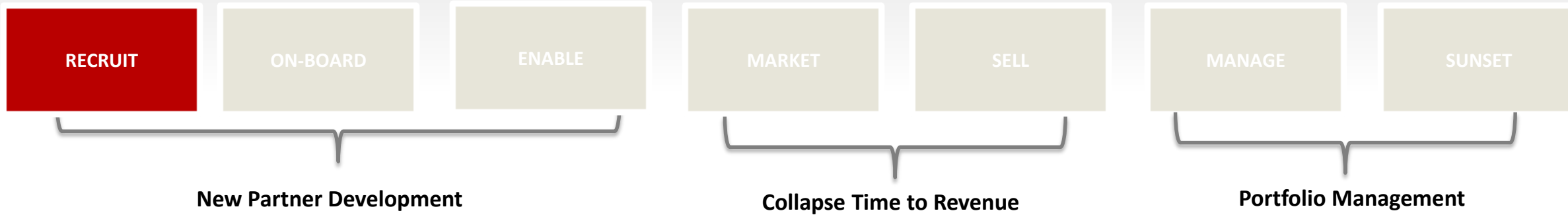


- *How much effort / investment?*
- *How much revenue expected?*
- *How stable is the relationship?*
- *Which specific actions / tactics apply?*

*Each discipline must be adapted to partner types (model / effectiveness / etc.) as well as relationship type & coverage model*

# Now Articulate Your Value Proposition

## How You Manage Your Partners Depends On WHO They Are ..... As Well As “WHERE” They Are



Q:

- How much effort / investment?
- How much revenue expected?
- How stable is the relationship?
- Which specific actions / tactics apply?

*Each discipline must be adapted to partner types (model / effectiveness / etc.) as well as relationship type & coverage model*

Always  
Be Visible

Reinforce  
Your Message

Demonstrate Your  
Value



**1.5 MILLION**  
Solution Providers

**MAKE CHOICES EVERY DAY**



# Recruiting Starts with the Ideal Partner Profile: in this case VAR/MSP

## Where to find partners...

**Who Meet Your Profile**  **Beyond your Profile; you want Well Run Businesses**

- Competitors' best partners?
- Existing technology sales practice is majority of their business?
- Biggest solution providers?
- Partners who are willing to be exclusive?
- Anyone who will say YES?
- Partners who can execute their business models and are accountable for results
- Partners who have mature / effective services practices
- Partners who target specific high-priority vertical segments
- Partners who have effective marketing / demand generation abilities



# **Value Proposition**

# Delivering the Value Proposition VAR-MSP View

## A Partner's Assessment of Your Product & Program versus Other Choices

### Solution Viability:

Would I bet my business on it?

*Is the product best of breed?  
Does it integrate easily?*

### Customer Demand:

Pull vs. Push?

*Is there sales momentum and customer desire for the product or service?*

### Profit Potential:

ROI on Education, Demo Sets, etc.

*Is there a compelling case for ROI and profitability?*

### Vendor Culture:

Go to Market with Channel?

*Is the go to market favorable to the channel?*

*Is trust established with the channel?*

*Are rules of engagement trustworthy?*

### Synergy and Differentiation:

Am I the Correct Profile?

*Is there an obvious adjacency with current offerings resulting in synergy with my existing business?*

*Does this solution differentiate me from competitors?*



## *A Partner's Assessment of Your Product & Program versus Other Choices*

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Pull vs. Push?

### Profit Potential:

ROI on Education, Demo Sets, etc.

### Vendor Culture:

Go to Market with Channel?

### Synergy and Differentiation:

Am I the Correct Profile?



The goal is not to convince a partner to sell your product, but to recognize a mutually-beneficial business opportunity... then commit to building the business together.

This is NOT a sales conversation, it's a **business investment conversation**. Your role is to help them see the opportunity and the beneficial synergies it brings to their business objectives.

## Partner Value Proposition

- Describe the **Solution**
- **Customer Value Proposition**
- Show the **Profit Potential**
- Highlight the **Vendor Culture**
- Point to **Synergy & Differentiation**

You will create a PowerPoint presentation to Recruit a Partner

*A Partner's Assessment of Your Product & Program versus Other Choices*

### Solution Viability:

Would I bet my business on it?

### Customer Demand:

Pull vs. Push?

### Profit Potential:

ROI on Education, Demo Sets, etc.

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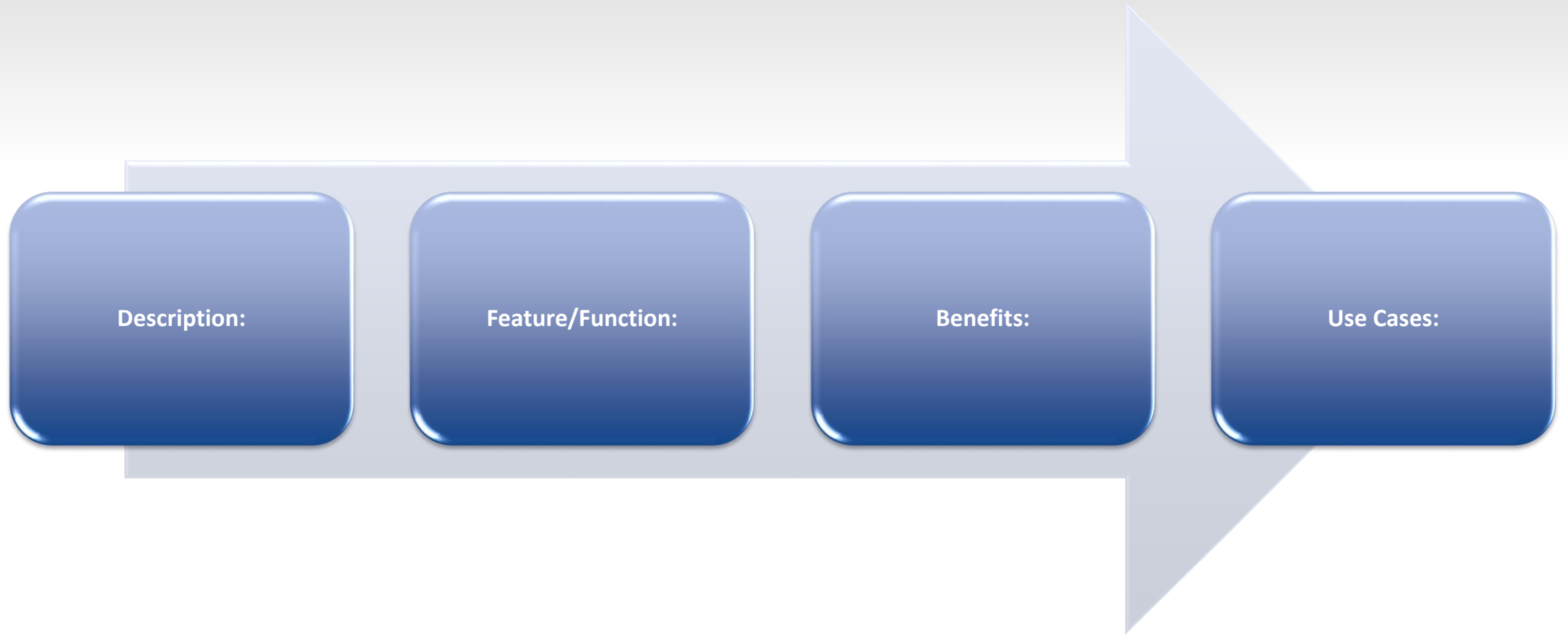
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## Simulation Phase 3

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# Solution Viability - Describe the Solution



## Solution Viability - Describe the Solution

Because Exadata Express runs the newest enterprise database release plus options, it gives you access to exciting new features of Oracle Database 12c Release 2. For enterprise database experience. You do not need to worry about network or storage configuration, patching, upgrade or other DBA tasks. These activities are managed for you by Oracle, so no customer DBA is required. Exadata Express gives you the same

Oracle Database Exadata Express Cloud Service is the ideal entry-level service for running Oracle Database in Oracle Cloud. It delivers an affordable and fully managed Oracle Database 12c Release 2 experience, with enterprise options, running on Oracle Exadata. It is a great fit for small and medium sized production databases as well as development, testing and evaluation environments. For developers, Exadata Express provides easy access to advanced development features of Oracle Database, enabling you to rapidly create modern data-driven applications.



# Solution Viability - Describe the Solution

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## Description:

- An ideal entry level service to run Oracle DB
- An affordable fully managed DB with enterprise options & Exadata

## Feature/Function:

- Oracle DB 12c Release 2

## Benefits:

- No DBA required
- No configuration
- No patching or upgrades

## Use Cases:

- Production databases
- Development
- Test and evaluation environments

enterprise options, running on Oracle Exadata. It is a great fit for small and medium sized production databases as well as development, testing and evaluation environments. For developers, Exadata Express provides easy access to advanced development features of Oracle Database, enabling you to rapidly create modern data-driven applications.

# Partner Value Proposition vs. Customer Value Proposition

What's the Difference



**Partner Value Proposition**



**Customer Value Proposition**

**Audience**

Partner: asses relevance, odds of success and ability to make money.

- Partner: during recruitment visualizes which Customers have the solution/product need.
- Customer: assesses need when the Partner sells solution

**Answers the Questions**

- What is the solution?
- Customer Value Proposition?
- What is the customer demand and market size?
- What must I do to invest?
- What is my likely return? By when?
- Will I differentiate myself from my competitors?
- Do I trust you/your company?

- What is the solution? Capabilities?
- What business problem does it solve?
- What is the demand ?
- What are the use cases?
- Who are the references?

# What is a Customer Value Proposition?



- The **Customer Value Proposition** is required, though not always made clear in communications
  - *Vendors often stop at Feature, Function, Benefit*
- The **Partner Value Proposition** is not complete without a Customer Value Proposition
- Product Marketing is typically the source for Customer Value Propositions
- If you do not provide it; CAMs will make it up!!!

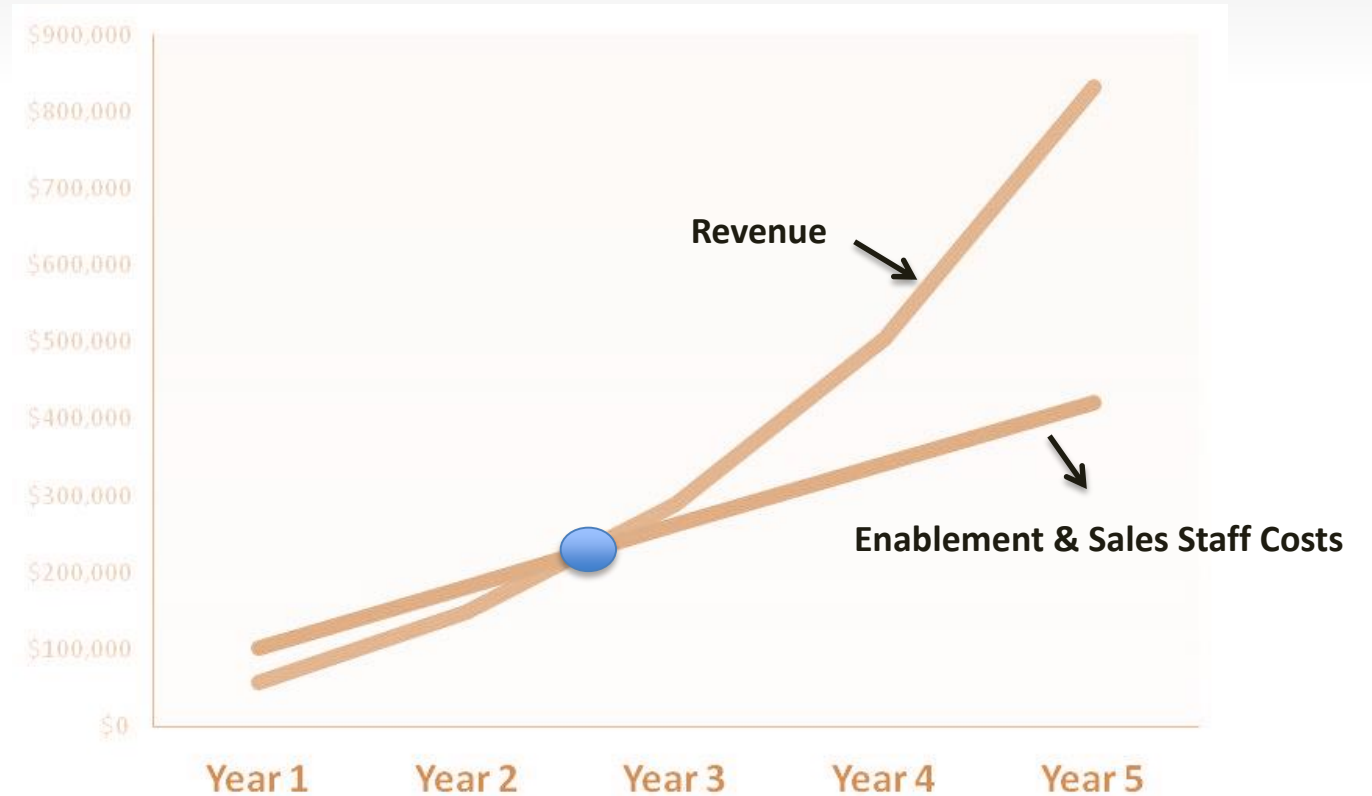
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# In a Perfect World, Break Even Would Accompany the Partner Value Proposition

## Sample Break Even Analysis



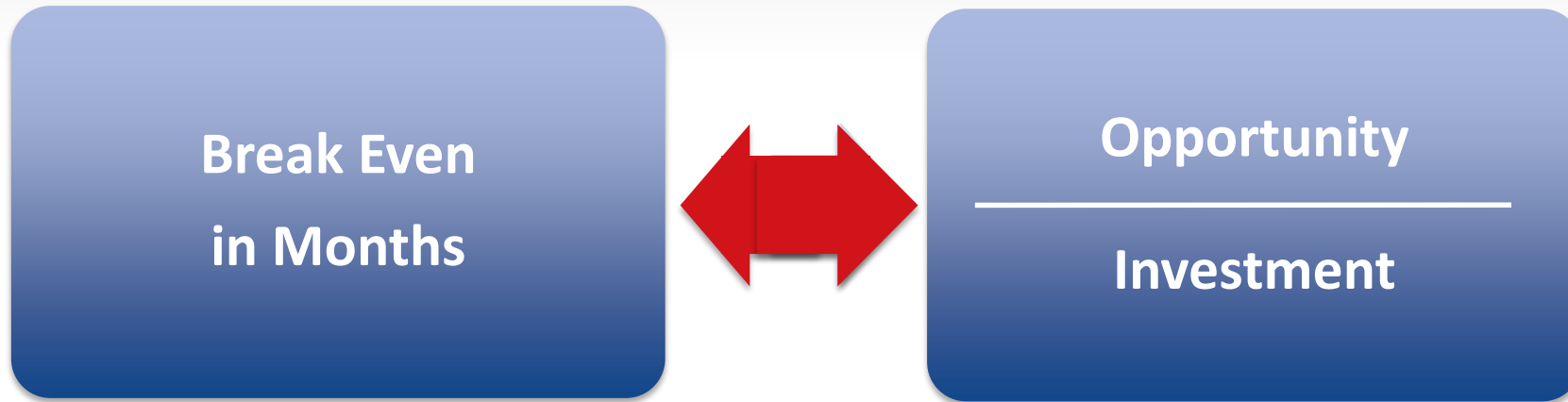
Partners typically invest in technologies where they break even in less than 12 months!



*The data contained in this chart is illustrative*

# Time to Break Even Calculation...It's Simply Math

*"I want you to invest..."*



*"I want you to invest...here's what's in it for you."*



Opportunity

---

Investment

## Qualitative:

- Innovative and reliable technology
- Brand strength & market presence
- Ability to differentiate in their markets
- Relationship with you, the Vendor

## Quantitative:

- **Revenue and profits over a period of time projected by month**
- Incentives
- Program support & cost off-sets (sales, marketing, technical, service program benefits (GETS))

*"I want you to invest..."*

## Opportunity

---



## Investment

- Program fees
- Sales Training
- **Technical Training tuition & travel**
- **Technical Training opportunity cost (technical time lost billing @ maybe \$200/hr)**
- Certification & testing expense
- Marketing
- Demo Sets, etc.
- Incremental staff to be hired

# Service Attach Rates for CloudOne

- Average Sales Price of the Solution
- Partner Services assumptions

Your Services Opportunity	CloudOne on Premise	CloudOne as a Service
Pre-sales consulting, billed as a one time charge:	\$7,500	\$4,500
Implementation services, billed as a one time charge:	\$12,500	\$9,000
Additional Managed Services:	~ \$550 Per month / per system	~ \$550 Per month / per system
Product Resale Available at 25% Discount	CloudOne on Premise	CloudOne as a Service
MacroSoft List Price	\$50,000	\$1,000/month



# Profit Potential - Gross Margin Math: MacroSoft

<b>SMB Service</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	na	0	0			\$0
<u>MacroSoft Service (\$1,000/month)</u>	MRR	\$1,000	0	25%	\$250	
Implementation	OTC	0	\$3,600	32%		\$1,152
Managed Services (\$550 @ 36 mos)	MRR	\$550		42%	\$210	
	Total Rev & Profit Est.	\$1,550	\$3,600		\$460	\$1,152

<b>Mid-market, Dept. Enterprise Service</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	OTC	0	\$5,400	32%		\$1,728
<u>MacroSoft Service (\$1,000/month)</u>	MRR	\$1,000	0	25%	\$250	
Implementation	OTC	0	\$9,000	32%		\$2,880
Managed Services (\$550)	MRR	\$550	0	42%	\$210	
	Total Rev & Profit Est.	\$1,550	\$14,400		\$460	\$4,608

<b>Dept. Enterprise On-premise</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	OTC	0	\$7,500	32%		\$2,400
<u>MacroSoft Appliance</u>	OTC	0	\$50,000	25%		\$12,500
Implementation	OTC	0	\$12,500	32%		\$4,000
	Total Rev & Profit Est.	0	\$70,000			\$18,900

# Profit Potential: Assume 30 Day Lag from Sale to Revenue

Month	Activity	Revenue by Month
January	Hire, Train, Sell	One Time Charge (OTC) or MRR
February	Selling	
March	Sell, Close one SMB	MRR
April	Sell, Close one SMB	MRR
May	Sell, Close one MM	MRR
June	Map the Gross Margins from each monthly deal to spreadsheet →	
July		
August		
September	Example!	
October		
November		
December		
January		

## Modeling Your ROI Scenario

Over 12 months which of these tasks are completed by month?

Hire
  Train
  Sell
  Rev Rec

Can the Partner close 1 deal/month on average? During which months?

Might the closed deals be OTC, MRR and which deals are SMB, MM or Enterprise?

Which Gross Margin assumptions go with the deals by month?

Which Investments will you require: (GET?)

**Half a Sales Rep**      \$0    YOUR EXISTING SALES CAN SELL!

**Tech Education Opp Cost**      \$4,800 (\$200/hour @ 3 day class)

**Marketing**      \$5,000 matching      Map Investments to spreadsheet →

# Profit Potential: MacroSoft CloudOne ROI

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Jan</b> Hire, Train, Sell												
<b>Feb</b> Sell												
<b>Mar</b> Sell, Close												
<b>Apr</b> Sell, Implement, Invoice/SMB Serv, Close				\$1,618	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460
<b>May</b> Sell, Implement, Invoice/SMB Serv, Close					\$1,618	\$460	\$460	\$460	\$460	\$460	\$460	\$460
<b>Jun</b> Sell, Implement, Invoice/MM Serv, Close						\$5,068	\$460	\$460	\$460	\$460	\$460	\$460
<b>Jul</b> Sell, Implement, Invoice/ent on-prem, Close							\$18,900					
<b>Aug</b> Sell, Implement, Invoice/MM serv, Close								\$5,068	\$460	\$460	\$460	\$460
<b>Sep</b> Sell, Implement, Invoice/ MM serv, Close									\$5,068	\$460	\$460	\$460
<b>Oct</b> Sell, Implement, Invoice/Ent on-prem, Close										\$18,900		
<b>Nov</b> Sell, Implement, Invoice/MM sserv, Close											\$5,068	\$460
<b>Dec</b> Sell, Implement, Invoice/Ent on-prem, Close												\$18,900
<b>Jan</b> Sell, Implement, Invoice/SMB Serv, Close												
Monthly Gross Margin \$				\$1,618	\$2,078	\$5,988	\$20,280	\$6,448	\$6,908	\$21,200	\$7,368	\$21,660
Monthly Investment Costs \$	\$4,800	\$5,000	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0
Use existing sales reps												
Education opportunity cost	\$4,800											
MDF Match		\$5,000					\$5,000					
	\$4,800	\$5,000	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0
Cum Gross Margin \$	\$0	\$0	\$0	\$1,618	\$3,696	\$9,684	\$29,964	\$36,412	\$43,320	\$64,520	\$71,888	\$93,548
Cum Investment Cost \$	\$4,800	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800	\$14,800	\$14,800	\$14,800	\$14,800	\$14,800	\$14,800

Chart spreadsheet →

**Gross Margins** →

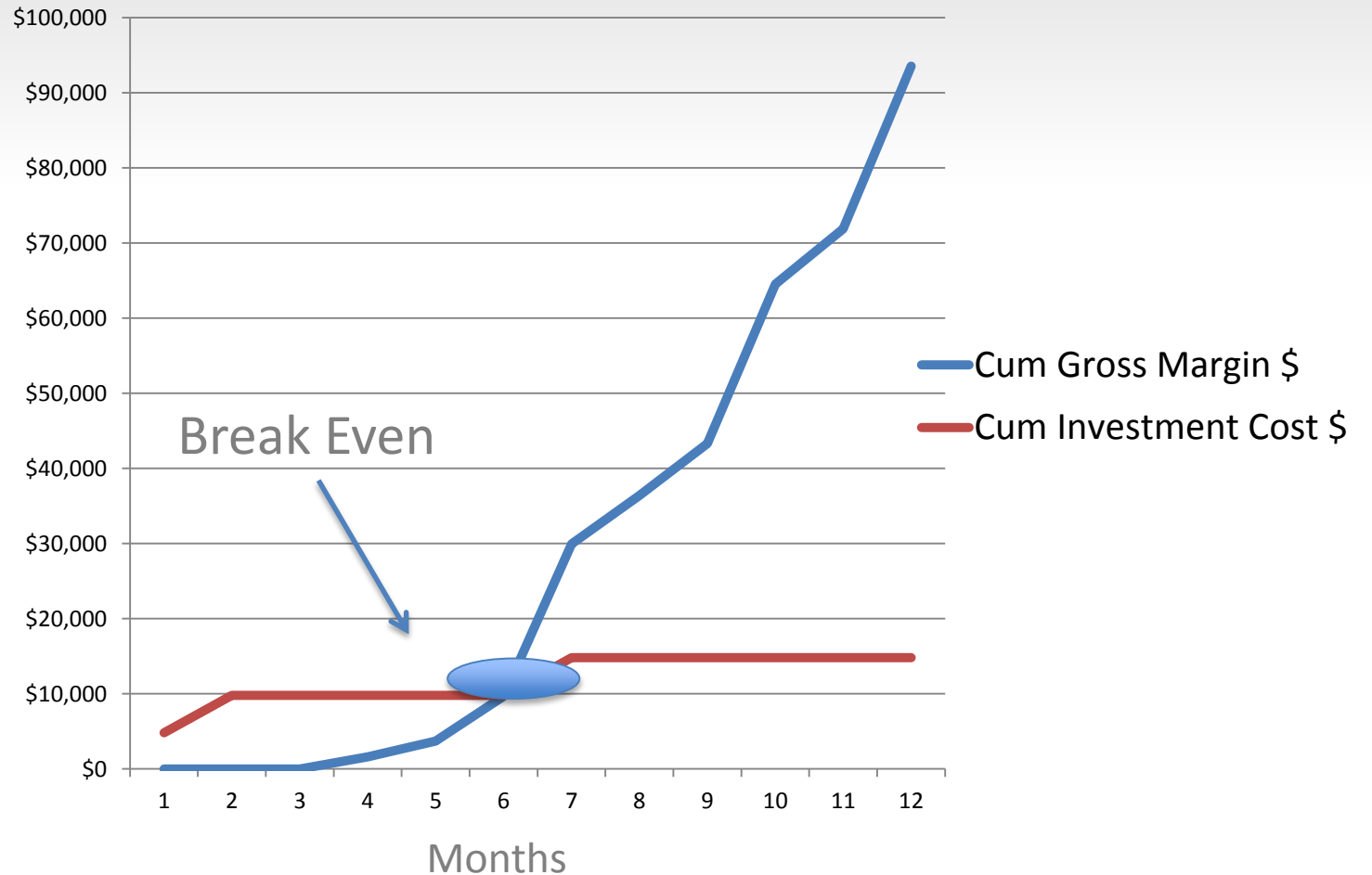
← **Investment**

# In a Perfect World Break Even Would Accompany the Value Proposition

## Sample Break Even Analysis



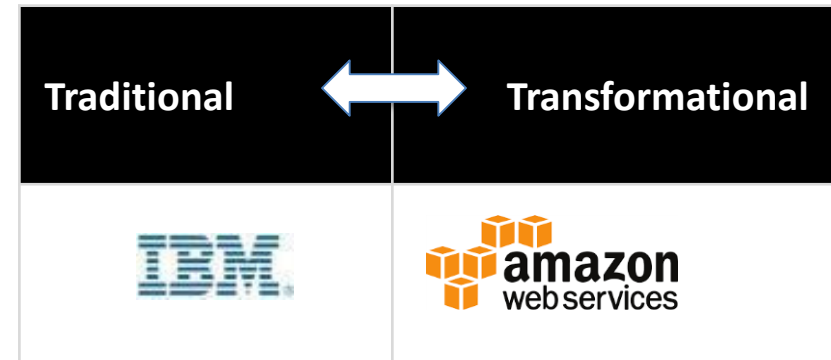
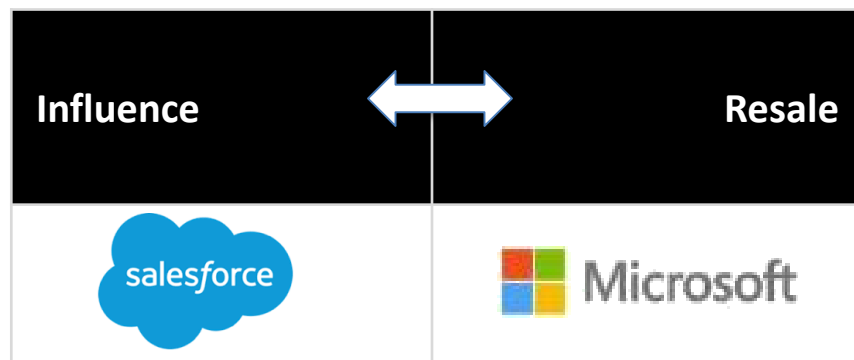
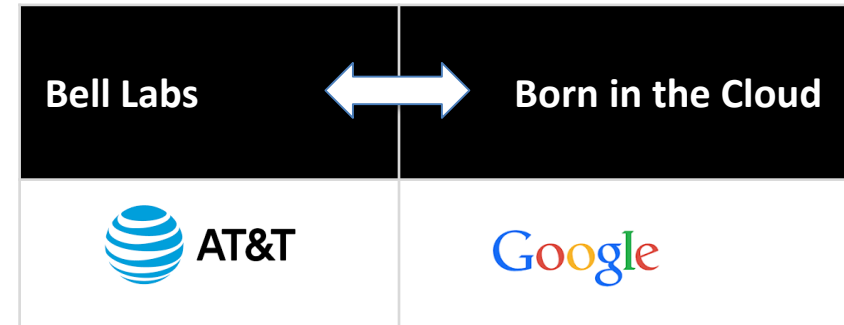
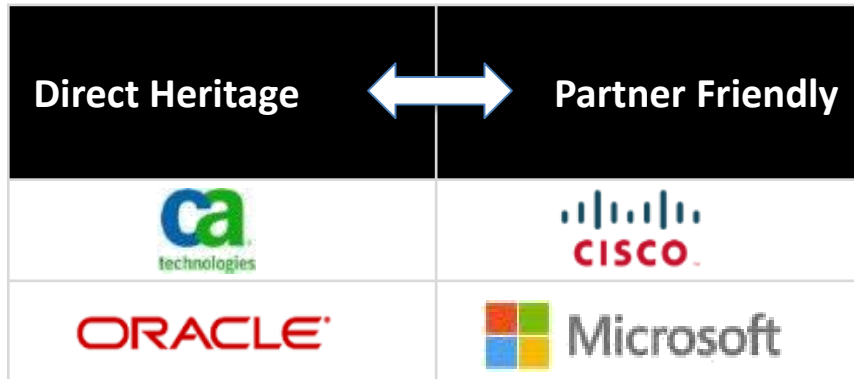
Partners typically invest in technologies where they break even in less than 12 months!



*The data contained in this chart is illustrative*

# Vendor Culture

Category	The Questions Partners Ask = What's in it for them?
<p style="text-align: center;"><b>VENDOR CULTURE</b></p>	<ul style="list-style-type: none"> <li>• Can I trust vendor claims?</li> <li>• Is the vendor committed to the channel?</li> <li>• Does the go to market plan favor the channel?</li> </ul>



# Synergy & Differentiation

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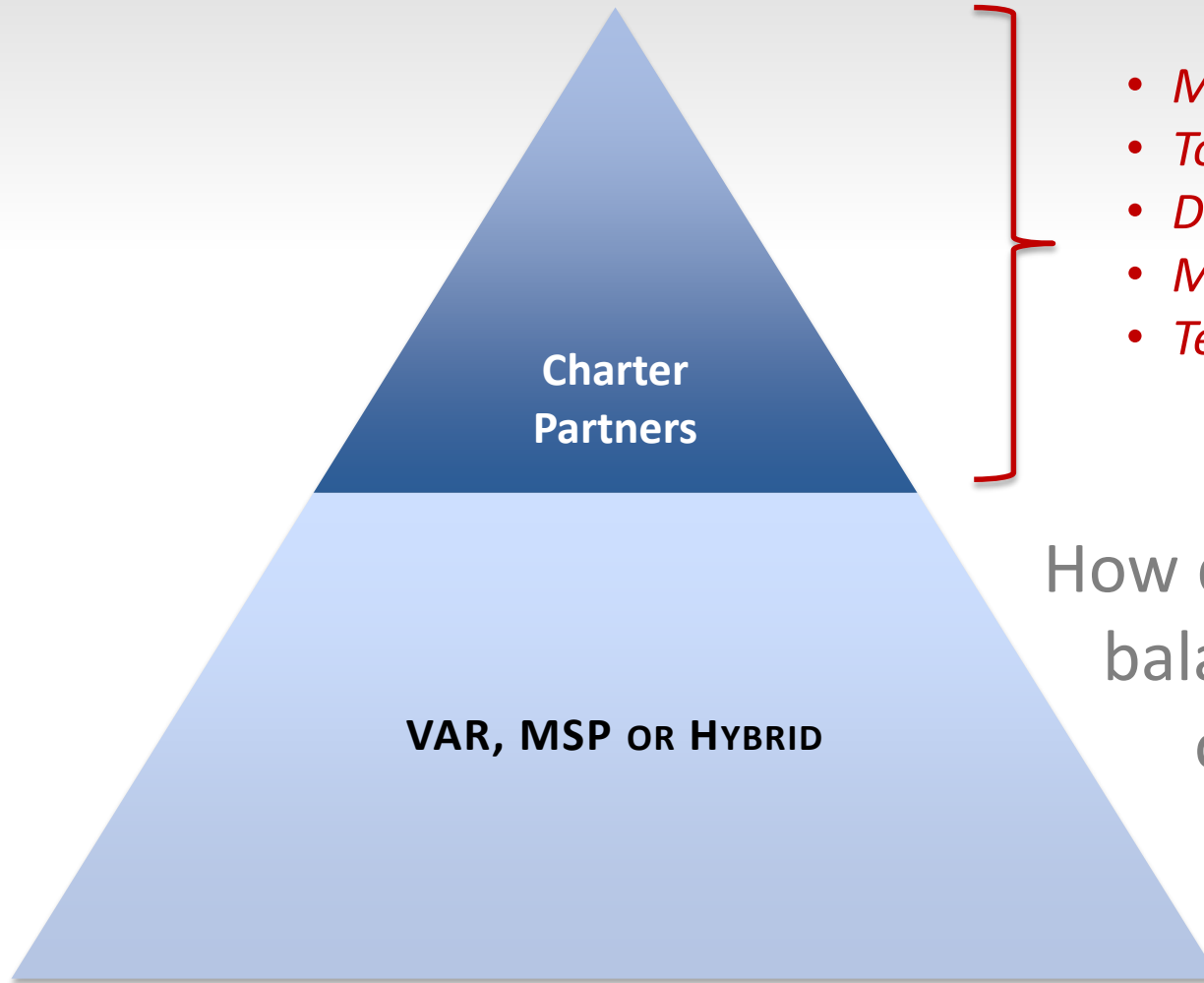
**IPED Adjacencies?**  
*In which programs do your targets participate?*

Telephony	Unified Comm	Networking	Data Center
<input type="checkbox"/> On-prem PBX	<input type="checkbox"/> VOIP	<input type="checkbox"/> Routers, Hubs	<input type="checkbox"/> Servers
<input type="checkbox"/> Cabling	<input type="checkbox"/> Call Center Integration	<input type="checkbox"/> Security	<input type="checkbox"/> Storage
<input type="checkbox"/> Voice & Data	<input type="checkbox"/> UC/Mobility Integration/SkypeBiz	<input type="checkbox"/> Unified Comm	<input type="checkbox"/> Systems Mgt. Software
<input type="checkbox"/> Managed PBX	<input type="checkbox"/> Managed VOIP	<input type="checkbox"/> Comm as a Service	<input type="checkbox"/> IaaS, BDR, etc.
	<input type="checkbox"/> Mobile Device Mgt.		

*Blue indicates Recurring Revenue*

*"How am I different than every other Cisco Gold?"*

# The First Program is One Without Tiers nor Tracks. You Are, however, Recruiting “Managed” Partners at this Early Stage.



- *Managed Partners*
- *Top group to start*
- *Designated CAMs*
- *May write business plans*
- *Tend to have high value contact with MacroSoft*

How do these Partners differ from the balance who will join the program over the next several years?

# **Team Workshop Phase 3**

Recruit a Partner to the Program



# Likely Partner Value Proposition Presentation Components (Order)

In the real world, a competitive program is necessary as partners have alternatives.

Selling that program is critical.

Your time is limited; determine how best to present these in a face to face scenario.

Then present it!

**Hint: Introduce yourselves & why you're there!!!**

**MacroSoft  
CloudOne  
Appliance**  
*Define the solution, customer value prop including: customer use cases, key customer benefits*

**The Market**  
*Describe the customer target market, competition and market opportunity*

**Partner Opportunity**  
*Outline the **Partner Value Prop** product, services and managed offering assumptions and opportunities to profit. Given more time calculate Break Even Chart (do the math).*

**Our Investments**  
*Propose a business relationship; outline what the partner is expected to invest and what you will provide as a vendor*  
*Propose your Program Give to Gets*

**Getting Started**  
*Outline next steps*

# How Will Partners Score Your Presentation?



## Solution Viability:

*Would I bet my business on it?  
Is the product best of breed?  
Does it integrate easily?*

## Customer Demand:

*Is the produce sales environment  
"Pull vs. Push"?  
Is there sales momentum and customer  
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**Synergy:** *Is there an obvious adjacency with  
my current offerings resulting in synergy  
with my existing business?*  
**Differentiation:** *Does this solution  
differentiate me from my competitors?*

Cloud One Appliance



MacroSoft

# Today's Discussion

MacroSoft CloudOne  
Appliance

→ The Market

→ Partner  
Opportunity

→ Our  
Investments

→ Getting Started

**SAMPLE**

# Describe the Solution

## Description:

Description:

Feature/Function:

Benefits:

Use Cases:

### KEY SOLUTION FEATURES and/or BENEFITS:

- 
- 
- 
- 
- 
- 

**SAMPLE**

### Do You Have Customers with These Needs?

---

---

---

---

# Describe the Market

## Indicate:

Market size \_\_\_\_\_  
\_\_\_\_\_

Growth rates \_\_\_\_\_  
\_\_\_\_\_

## Describe:

Target buyers \_\_\_\_\_  
\_\_\_\_\_

Competition \_\_\_\_\_  
\_\_\_\_\_

MacroSoft go to market plans \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# The Opportunity

For partners who meet the Ideal Partner Profile, lay out the opportunity.

Describe how the box can be placed on-premise via resale/managed service or how it may be consumed by the partner for a managed service.

CloudOne product revenue and gross margins for both On-premise and As a Service model

Answer how adding offerings that leverage this appliance might differentiate this partner from others who don't offer this appliance or solution? (optional)

Pre- and post-sales project based services, and/or additional managed services when CloudOne is sold as a service

**Please use your skills to  
title appropriately**

**SAMPLE**

# Our Program Investment

## Partner requirements (What we Get):

---

---

e.g. **Requirements:** what you must invest

## Partner benefits (What we Give)

- 
- 
- 

e.g. **Benefits:** what I, the vendor, will provide

## Single-tier channel ready solution: that offers the ability to...

---

---

**Please use your skills to  
title appropriately**

**SAMPLE**



# Financial Summary of Investment & Return to the Partner

Talk gross margin assumptions if you do not have time to build a full financial analysis...make assumptions regarding the # of deals a partner might sell in 12, 18 or 24 months.

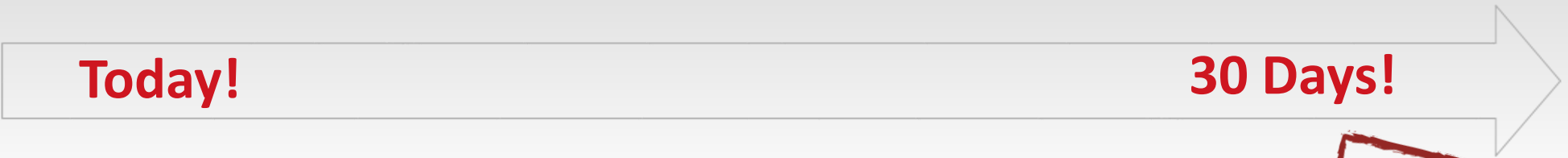
Extend the estimated gross margin math to calculate a Break Even analysis if you have time.

Include an estimate of expenses incurred including education, marketing, staffing and any other costs.

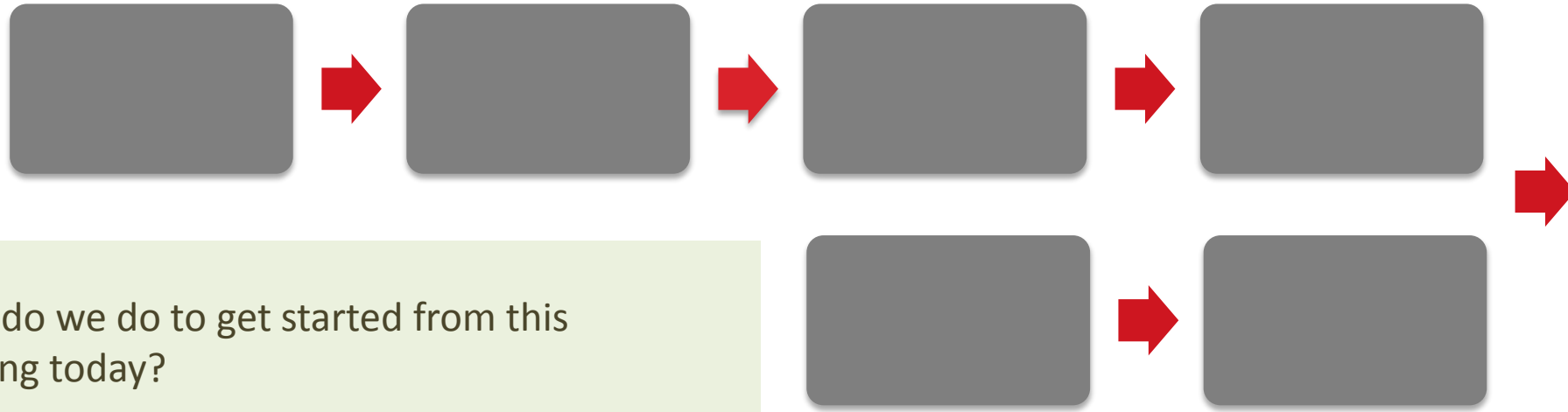
**SAMPLE**

**Please use your skills  
to title appropriately**

# Getting Off to a Fast Start



**SAMPLE**



What do we do to get started from this meeting today?

**Please use your skills to  
title appropriately**

## Keep These in Mind...

- ✓ You are meeting with the Company President/Owner
- ✓ You have 10 minutes to get him or her to “YES”
- ✓ Prioritize on relevant information and get to the point quickly
- ✓ These are real partners, BUT this is a “safe learning environment”



**Credibility & Believability Matter!!!**

- Year round recruiting? or Only when declared?
- Who's responsible for recruiting?
- Who Identifies the Ideal Partner Profile?
- Recruiting few? or Many?
- Who's researching prospective recruits?
  - Targeted: stated profile represents many partners
  - Pinpoint: stated profile representative of a few, critical partners
  - All Who Apply: open to any profile

# Partner Recruiting – Basic Best Practices

## Target / Profile

- ✓ All partners are NOT appropriate for a single vendor program ... but some are
- ✓ The Ideal Partner Profile determines the characteristics a Partner MOST LIKELY TO SUCCEED

## Promote

- ✓ Communicate with targeted Partner with messages customized to attract + repel ... only solicit the IDEAL partner profile
- ✓ Combine MASS media and ONE-TO-ONE media to achieve awareness, credibility, momentum and opportunity

## Engage

- ✓ Utilize a simple, self-service Value Proposition to engage potential partners from mass media campaigns
- ✓ Deliver the human connection @ Channel Manager layer – enabled and empowered to execute program details effectively

For Folks Back Home...

# What We Don't Do at Channel Masters

PRODUCT STRATEGY	CHANNEL STRATEGY		PROGRAM DEVELOPMENT			FIELD EXECUTION 	
REQUIRED INPUT	RTM	Capacity	Enable	Market	Sell	Recruit	Manage
<ul style="list-style-type: none"> <li>✓ Product ASP</li> <li>✓ Target Markets</li> <li>✓ Buying Behaviors</li> <li>✓ Competition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Routes to Market Selection</li> <li>✓ Partner Profile Development</li> <li>✓ Value Proposition Development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Partner Productivity Assumptions</li> <li>✓ Capacity Planning</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sales &amp; Technical Training</li> <li>✓ Tools &amp; IP Sharing</li> <li>✓ Field Mentoring or teaming</li> </ul>	<ul style="list-style-type: none"> <li>✓ Market to, through, with strategy</li> <li>✓ Demand generation tools</li> <li>✓ Co-marketing funds &amp; rules</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pre- and post-sale support</li> <li>✓ Incentive structures</li> <li>✓ Pricing and discount models</li> <li>✓ Deal Registration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staffing model</li> <li>✓ Onboarding activities</li> <li>✓ Role of distribution</li> </ul>	<ul style="list-style-type: none"> <li>✓ Program metrics management</li> <li>✓ Joint business planning</li> <li>✓ Rules of engagement</li> </ul>



*Field Execution is where the Rubber Meets the Road, Beyond the On-boarding and Ramping, Business Planning comes into Play*



## The Partner Business Plan

A jointly developed plan resulting in an understanding of your partner's revenue mix, investment with competitors, enablement plans, marketing plans and organization. Share of wallet and clear revenue commitments are two critical.

## Revenue & Opportunity Planning

Optional: A jointly developed opportunity worksheet identifying the top opportunities for immediate engagement to close.

## The Quarterly Business Review (QBR)

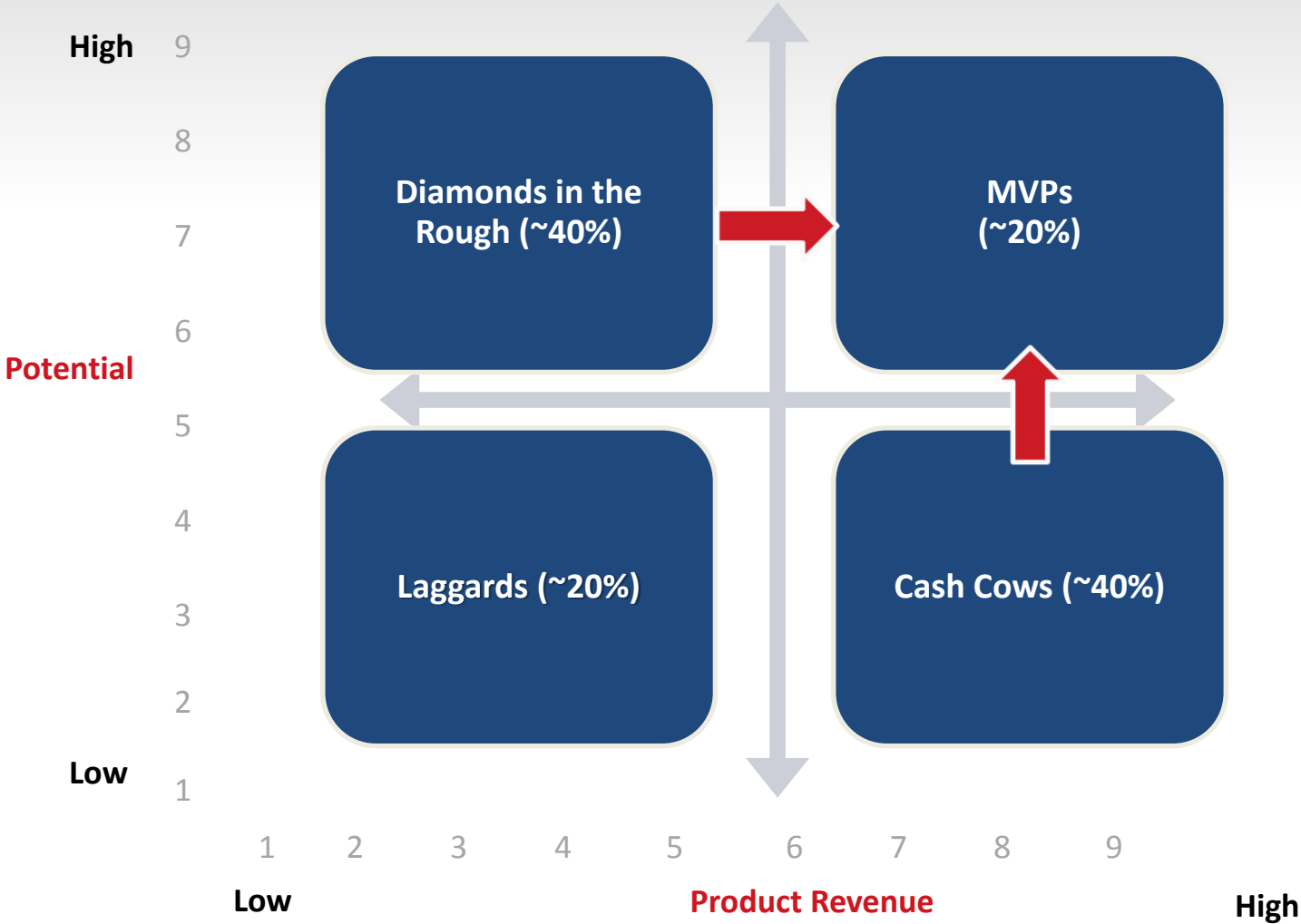
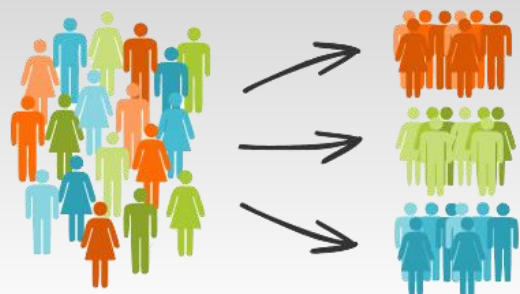
A structured, quarterly meeting to review progress against quarterly goals set out during the annual Business Plan.

## The Call Plan

A structured Partner call preparation template (may be reduced to a checklist) to maximize the effectiveness of your partner call. Clearly prepare your stated goals, anticipate objections, prepare objection handling tactics.



# Segmenting Partners Indicates Which to Prioritize for Business Plans



# Capacity Planning Templates Help Identify How Many Partners are Required for Recruitment

## INFO REQUIRED:

- ✓ Product ASP \$ \_\_\_\_\_
- ✓ # of Deals an Average Partner can Sell \_\_\_\_\_/year
- ✓ My annual Quota/Budget \$ \_\_\_\_\_
- ✓ Recruitment Failure Rate: \_\_\_\_\_%

*(Historically what % of partners recruited do not achieve **AT LEAST 80%** of the # of deals the Average Partner sells per year?)*

## CALCULATIONS:

- Average Partner Productivity \$ \_\_\_\_\_  
*(Equals Product ASP \* # of Deals Average Partner Can Sell/year)*
- ✓ # of Partners Required \_\_\_\_\_  
*(Equals My Annual Quota \$ \ Average Partner Productivity \$; round up)*
- ✓ # of Partners likely to Fail \_\_\_\_\_  
*(Equals # of Partners Required \* Recruitment Failure Rate %; round up)*
- ✓ Final # of Partners to Recruit \_\_\_\_\_  
*(Equals # of Partners Required + # of Partners Likely to Fail; round up)*