

Use the Channel Strategy Maturity Model to benchmark your current channel capabilities and identify opportunities for growth

Component	Level 1	Level 2	Level 3	Level 4	Level 5
Strategic Alignment - corporate, marketing aligned, goals defined, executive level sponsorship & relationship mapping	Corporate documented	Corporate documented and cascaded to the ELT – ELT can recite the Channel goals and individual responsibilities	Corporate and channel built collaboratively but executed in siloes, marketing aligned	All strategies reflect customer and market insights – internal cross-functional interlock and tracking	Market and customer focused strategies documented, cascaded, and iterated quarterly or on a more frequent cadence
Program – clear, no conflict, single program office	No formal program – or limited to key strategic partners	Multiple programs documented for different partner types, communication limited and siloed – some Channel conflict	Singular Program documented with communication centralized to single program office	Program review process established and listening paths to the marketplace are leveraged in quarterly reviews	Program agile to the changing partner needs & competitive against leading organizations in the industry – recognized as best-in-class Program
Partner Management – business planning, pipeline review, coverage model, relationship mapping, CAM roles defined, ongoing recruitment	Limited Partner management tools and structure in place with haphazard cadence across CSMs and regions	Business planning and pipeline review process documented and executed, with focus on key partners	Planning and pipeline review process across Tier 1 and 2 Partners, execs mapped to key relationships, targeted accounts mapped to Partners	CAMs effectively managing a core book of business (8-10 Partners), recruiting additional Partners (5-10) with clear understanding of IPP	Quarterly business planning across corporate functions, weekly Partner pipeline reviews, predictable bookings and targeted account planning
Processes – quoting, rebates, contracts, deal registration	No defined processes	Some processes defined, but not followed	All Channel processes defined, but not consistently followed	Processes designed across functions and consistently followed	Agile, interlocked processes which result in minimal customer friction
Enablement – defined, events, digital, self-serve	Not documented	Documented, stored in siloed and produced upon request	Documented and available, but not consistently leveraged	Easily accessible to all partners, updated frequently and available self-service	Extensive and exhaustive sales & product support integrated into content management system –usage tracked and managed
Scale – partner universe documented, broad distribution of performance, selling all products, self sufficient, alignment to partner selling needs, digital component	Partner universe tacit, performance dominated by few key partners	Partner universe documented, focused primarily on core product offering	Partner universe documented and leveraged; channel performance well distributed	Partner universe is centralized, and channel partners sell the full breadth of product offering	Partner community is broad and seen as an extension of the team. Core Partners are loyal and part of an internal Advisory Board driving future direction
Revenue Attribution – KPI's, single dashboard, agreed upon definitions	Key KPIs captured, siloed data, not distributed on a frequent basis	Key KPIs captured and available to the CAMs via self-service	Descriptive and diagnostic statistics benchmarked externally, predictive statistics in place	Core exec dashboard built around “metrics that matter” – managed and reviewed on weekly call	Diagnostic and predictive analytics cascaded consistently throughout functions and levels

World class global partner programs have three themes that drive successful outcomes

1

Partner Operating Plan

“How you and your partners go to market together”

Critical Components:

- › Determine what partners to go to market with (outsource, development or both)
- › What accounts/segments are you going after with partner channel?
- › What commercial arrangement makes the most sense for you and the partner (Sell To, Sell Through, Sell With)?
- › What metrics, KPI's and scorecards will be used to define success ?
- › How does your product-market fit align with the partner and their top customers ?
- › How will channel / partner marketing support your partners?
- › What types of partners are best aligned (value-added resellers, system integrators, OEMs, other partner types) ?

2

Partnership Economics

“How Partners make money”

Critical Components:

- › How do you compensate/motivate partners (rebates, discounts, commissions) ?
- › How will you support partner growth (MDF or co-investment) ?
- › Will accelerators be available if revenue or profitability targets are achieved ?
- › Why will partners choose your product over a competitors?
- › Do you motivate partners in tiered fashion based on importance?
- › Does your partner distribution align with best-in-class programs (% of partners: top tier: ~5%; middle tier ~25% , bottom tier: ~70%) ?

3

Partner Enablement

“Knowledge base for partners to leverage that helps them sell your products”

Critical Components:

- › What enablement material will be available to partners ?
- › What is the forum and cadence for product trainings ?
- › What technical training or certifications are available or required for partners
- › What is the product value prop?
- › What level of hands-on support do you provide partners to identify and close deals?
- › What resources support & manage the partner channel?
- › At what cadence are the partner managers engaging with the channel ?

To successfully help clients design & execute global partner programs, SBI's recommended approach involves a 10-step process:

Program Analysis & Benchmarking

"What factors will create a successful program"

Approach:

- 1. Market Competitive Analysis:** Evaluate competitor programs to understand what they are offering to their partners and interview prospective partners to understand what truly drives value
- 2. Program Compensation Analysis:** Analyze compensation and partner performance incentives to create a compensation model that drives value for both the company and the partners
- 3. Partner Selection:** Create an ideal partner profile and segment partners by potential and fit to determine the right partners to Go-To-Market with

Program Design & Validation

"How will partners react to your program"

Approach:

- 4. Program Design:** Design and build a partner program that aligns to company and partner growth objectives
- 5. Program Enablement:** Build an enablement plan that assists partners throughout the partner lifecycle and customer's journey, enabling partners to act as an extension of your salesforce
- 6. Program Compensation:** Build and test compensation models to identify one that uniquely and competitively incentivizes each partner type, rewarding partners for achieving goals aligned to company growth goals
- 7. Program Validation:** Validate your new/updated partner program through partner 1:1's and/or your partner advisory councils to ensure partners are motivated and informed of changes

Program Rollout & Execution

"Successful rollout of program to partners"

Approach:

- 8. Program Rollout:** Build communication and change mgmt. strategy and timeline to rollout program changes to all partners
- 9. Strategic Partner Planning:** Hold QBRs/1:1 with top strategic partners to discuss changes, how the new program will accelerate growth and align on a plan to executive over next 12 – 18 months
- 10. Partner Specific Execution Plans:** Build partner specific (OEM, SI, VAR) business plan templates and execution plans for sales reps to co-create with partners