

CHANNEL SALES...
...GOOD OR BAD FOR BUSINESS?



Miller Heiman Group™

Agenda



- Introduction to WhiteBridge & Miller Heiman Group
- The state of play
- Typical problems seen when companies are building channels
- Various approaches to resolve those...
- Questions

WHAT MAKES MILLER HEIMAN GROUP UNIQUE?



Miller Heiman Group™

Our Mission



To be the undisputed key resource to sales and service leaders globally and we will do this by bringing expertise and precision to how our clients more effectively engage with their customers.



Depth and Reach



A Rich History



World Class Client
Engagement Methodology



An un-paralleled
suite of solutions

A RICH HISTORY



Miller Heiman Group combines the value and expertise offered by the most successful sales methodologies ever created



Miller Heiman Group's Solutions Have Been
Delivered Extensively And With Exceptional Results.....

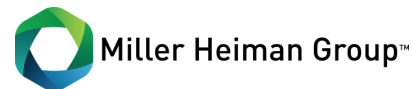


Depth and Reach

....And in a truly global manner



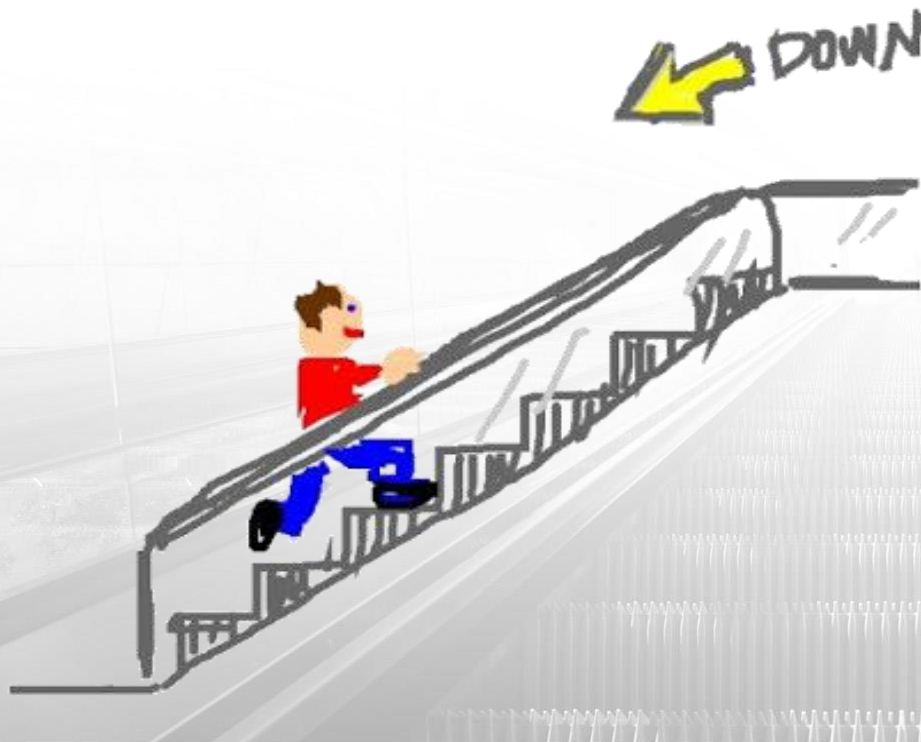
A RICH HISTORY



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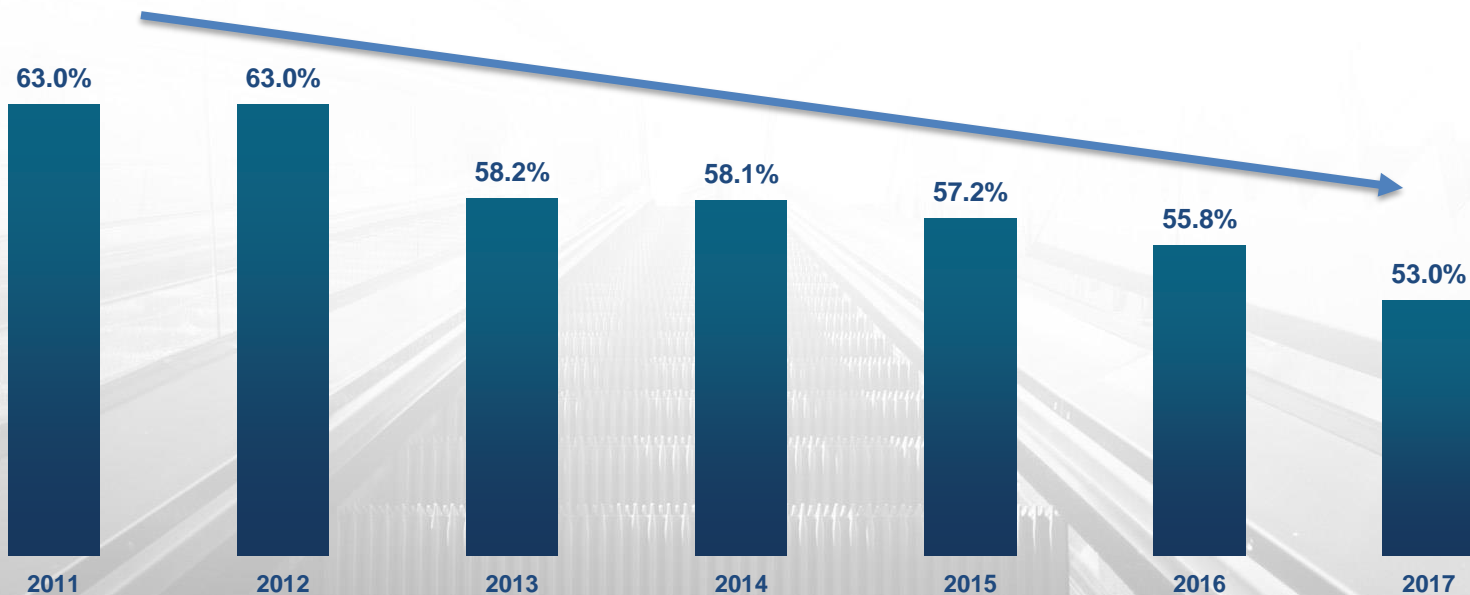
Running Up the Down Escalator...



There must be something wrong!

Quota Attainment Is Going Down the Escalator

Percentage of Quota Plan Attainment 2011-2017



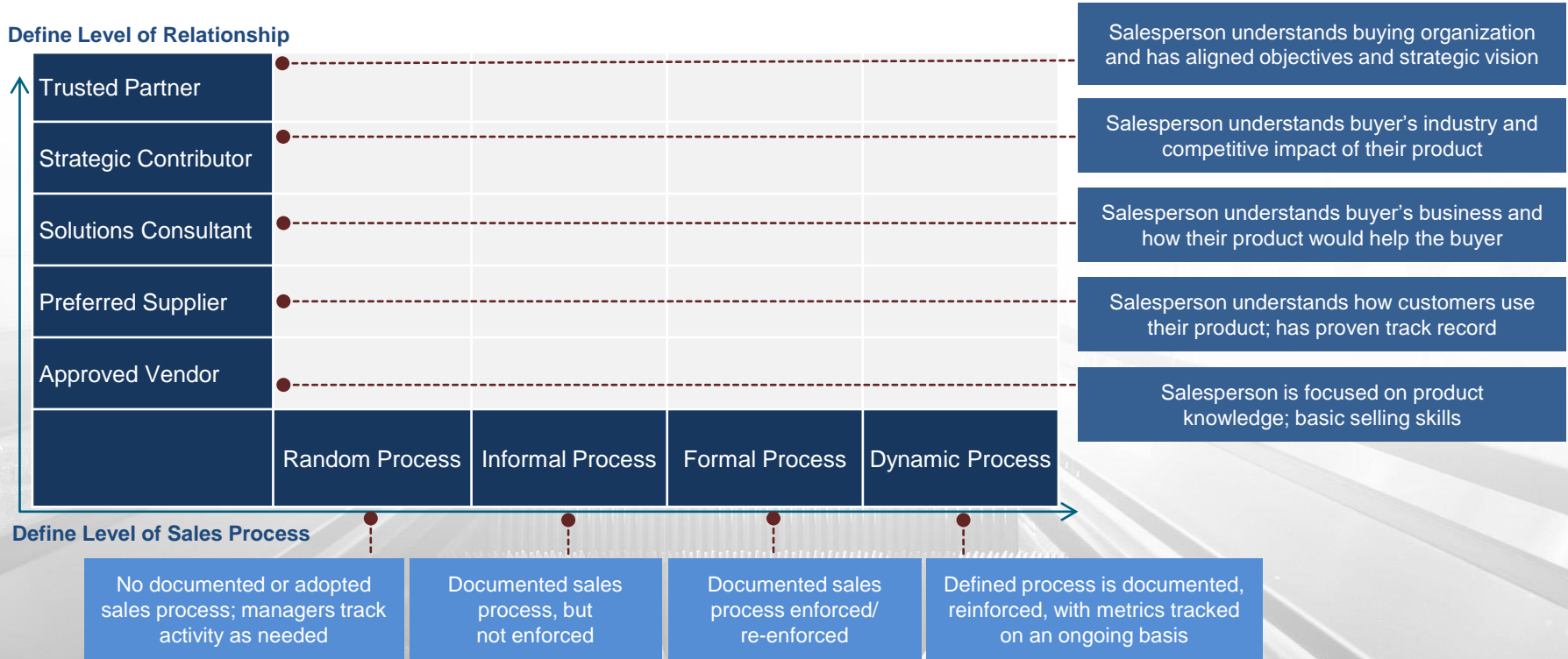
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However, There Are World-Class Performers!

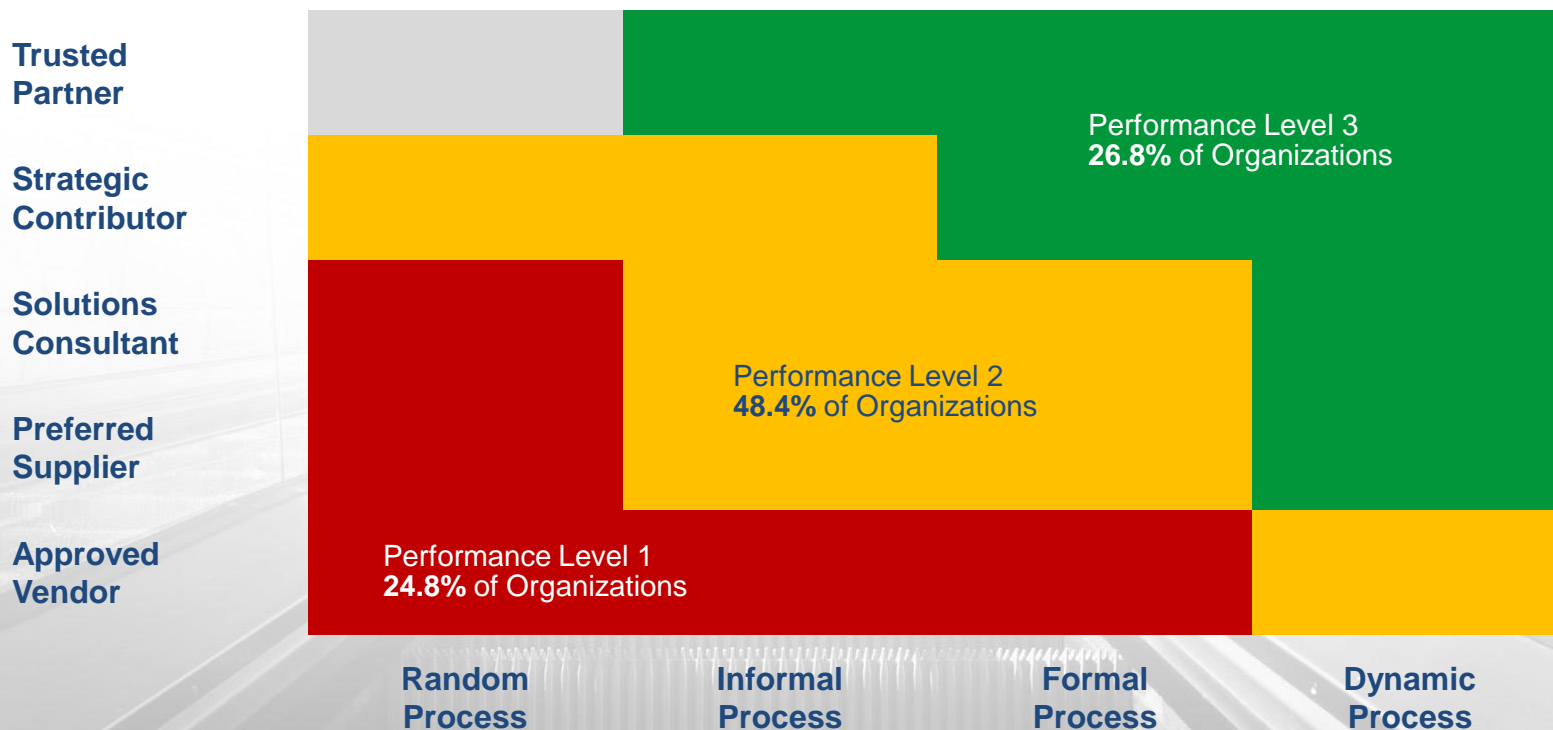


- They don't stand still
- They are running up the down escalator faster and better than others
- What can we learn from them?

The 2017 Sales Relationship Process (SRP) Matrix



Running Up the Down Escalator...2017 Results



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**Truth Is, Most Sales
People Fail Without
Proper Support**



Channel
Enablers

INTRODUCTION TO CHANNEL ENABLERS



Miller Heiman Group™

About Channel Enablers



- Channel Enablers is a division of Miller Heiman Group
- For vendors whose success depends on high-performing multi-channel routes to market, we provide
 - Channel strategy, program, and best practices consulting solutions
 - Channel skills, processes, and knowledge training
- We assist vendors to transform their channel strategies, teams, processes and programs into a source of significant competitive advantage



Channel Enablers Overview



- Channel Enablers was founded in 1999 and is a recognized global authority on the development of channel competencies
- We have completed more than 2,000+ successful customer projects across 60+ countries working with hundreds of different clients. The majority of our work comes from repeat, referenceable customers
- We have trained more than 70,000+ vendor partnering professionals on proven ways to improve their results and have global delivery and consulting capabilities
- Channel Enablers can improve channel sales productivity and profitability by helping customers:
 - Develop their people, processes, and tools to build and manage successful partnerships
 - Choose the best channels to reach their customers
 - Enable partnerships to fast track results
 - Structure their partner programs to drive partner performance
 - Develop new strategies to improve channel sales results

Sample Channel Enablers Customers



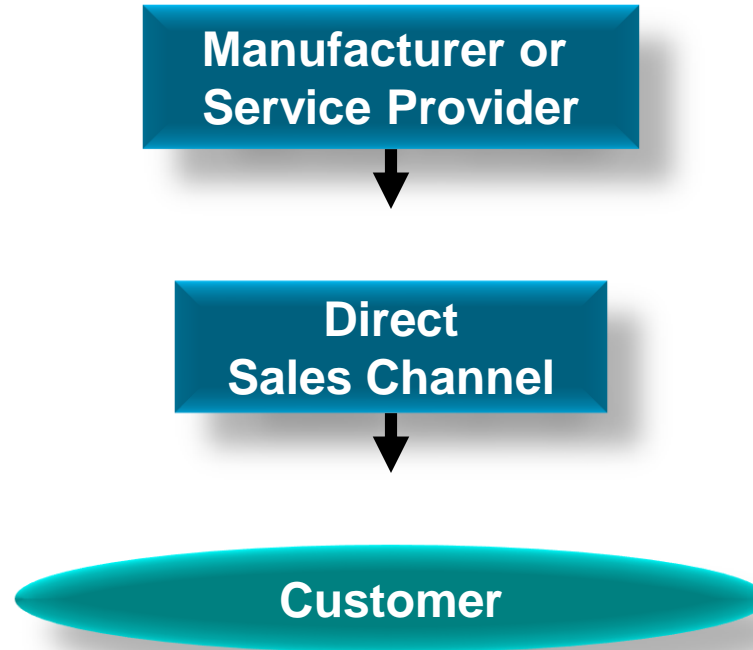
- 3M
- American Medical Systems
- Bio-Rad Labs
- Canon UK
- CenturyLink
- Chubb Insurance – ABA Seguros
- Cigna Health
- Continental Tire
- Crane
- Credential Financial
- Eli Lilly – Elanco
- Google
- Hewlett Packard
- Honeywell
- Microsoft
- Motorola
- MLC Wealth Management
- National Australian Bank
- NetApp
- NCR
- Palo Alto Networks
- Polycom
- Red Hat Inc.
- Ring Central
- SAP
- Telstra Corporation
- Unify
- VeriSign

What's a Channel?



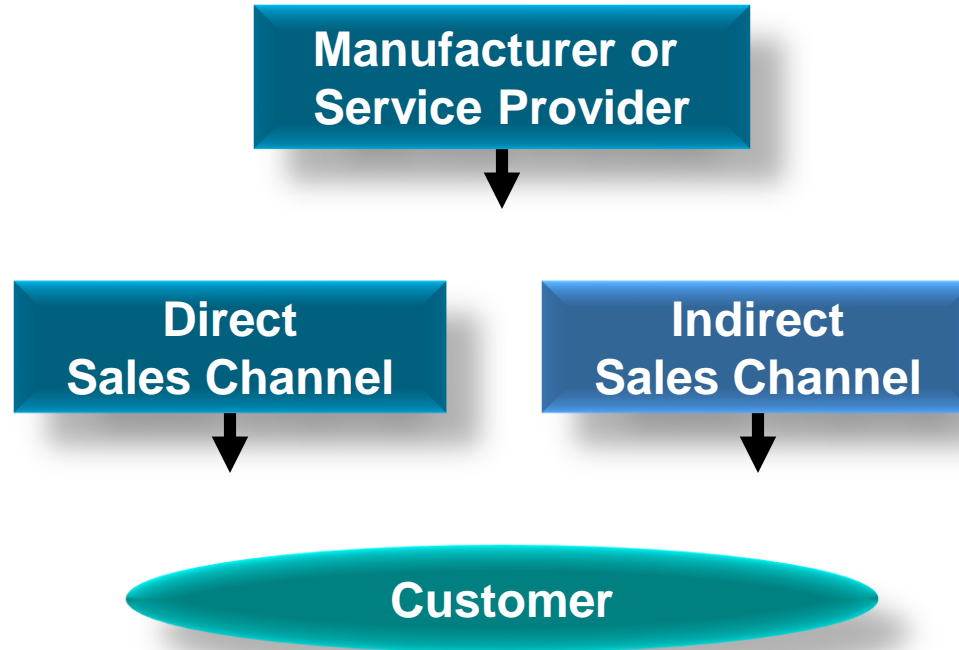
“The path a product or service takes as it moves from the manufacturer or service provider to the end-user consumer”

Evolution of Sales Channels



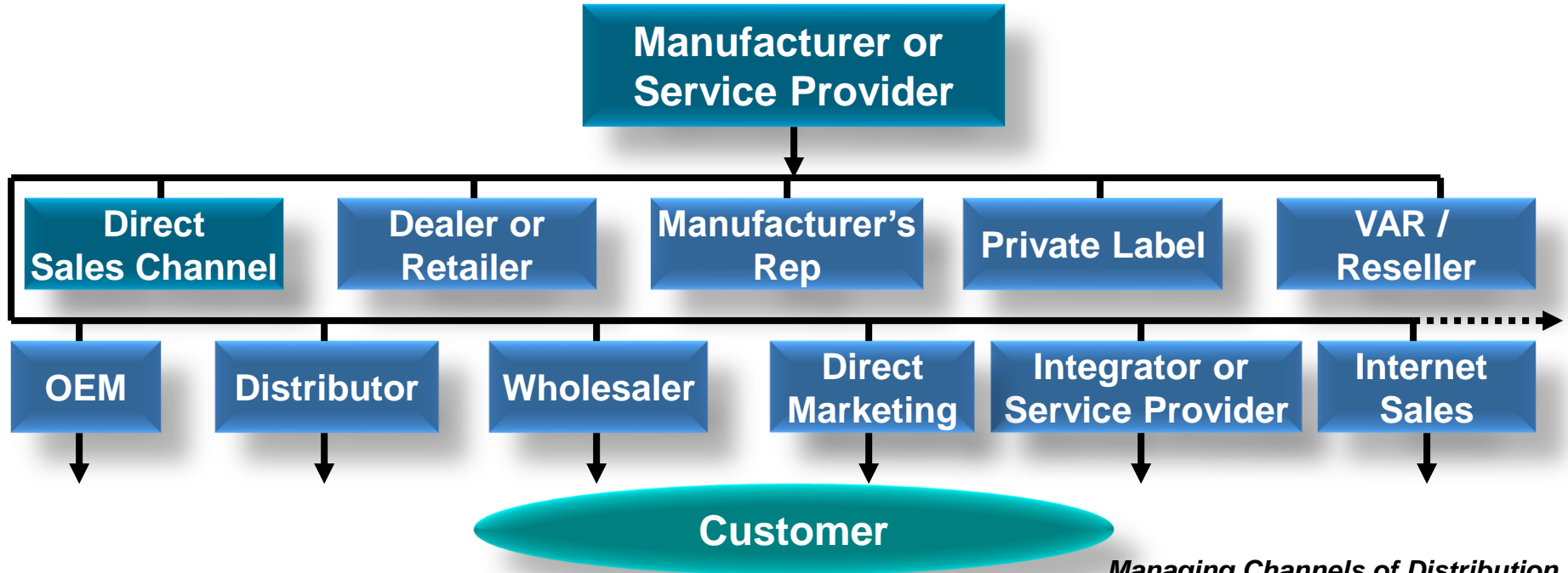
Managing Channels of Distribution
Kenneth Rolnicki

Evolution of Sales Channels



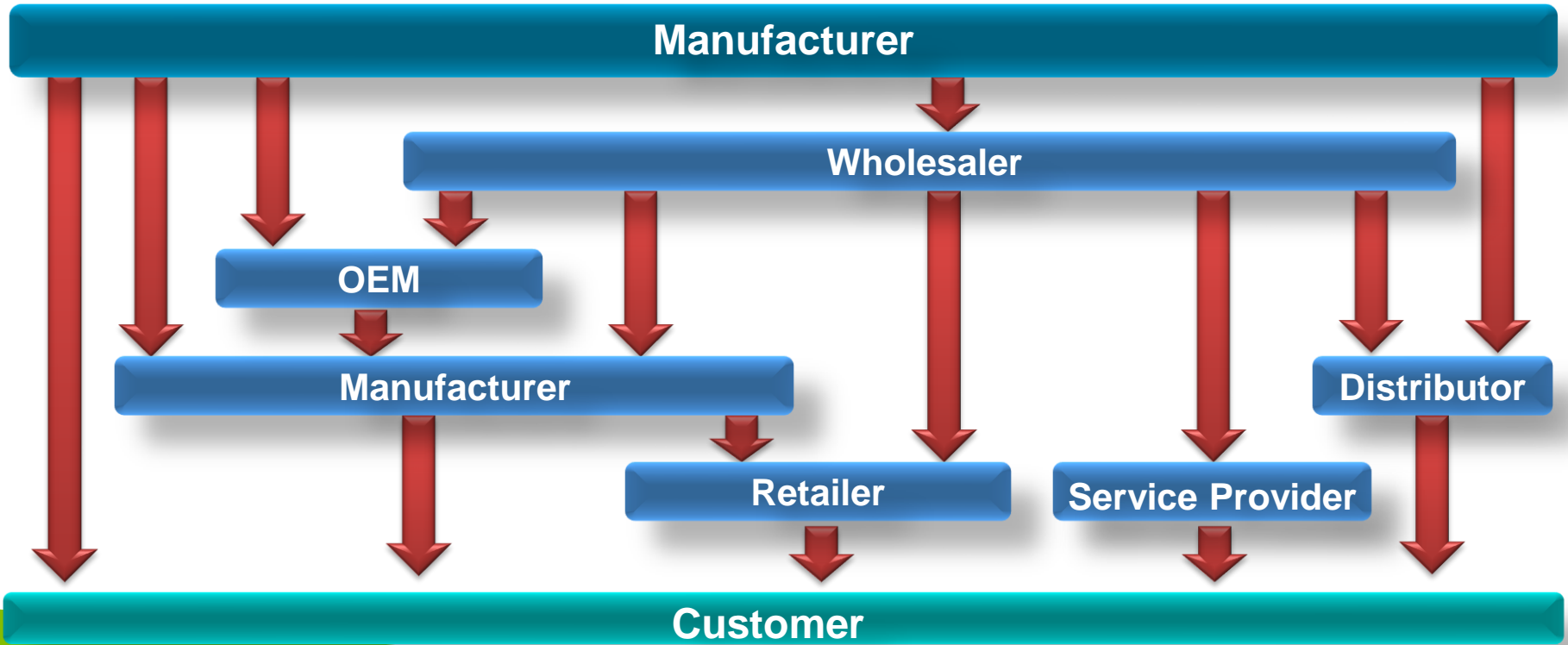
Managing Channels of Distribution
Kenneth Rolnicki

Evolution of Sales Channels



Managing Channels of Distribution
Kenneth Rolnicki

Vertical Channel Development



Channel Partners Primary Value: *To Transfer Costs*

Vendor

Coverage Costs
Lead Creation Costs
Opportunity
Management Costs
Sales Process Costs
Integration Costs
Solution Build Costs
Operational Costs
Support Costs



*Critical sales roles
should be performed by
vendors if they cannot
be transferred
economically.*

Channel

Additional Reasons To Use Partners



- Offer complete solution
- Market access and coverage
- Low value transactions
- Customer buying preferences
- Required skills and capabilities
- Market intelligence
- Competitive intelligence
- Scalability
- Competitive buffer

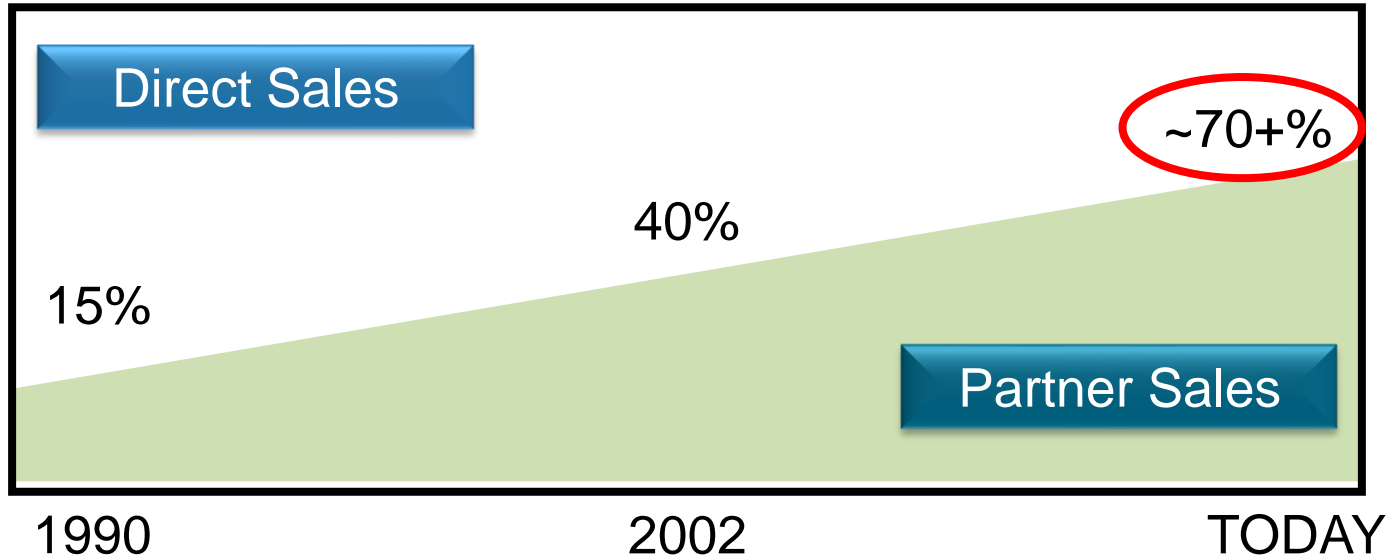


Using Partners Is Very Different Than Direct Sales



	Channel Sales	Direct Sales
Control	Low	High
Time Frame	Longer	Shorter
Results	Process driven	Event driven
Mind Set	Channel may be right	Customer is right
Perspective	Less may be better	More is always better
Offering	Repeatable	Tailored
Relationship Model	Influence	Control

Indirect Channel Sales Growth

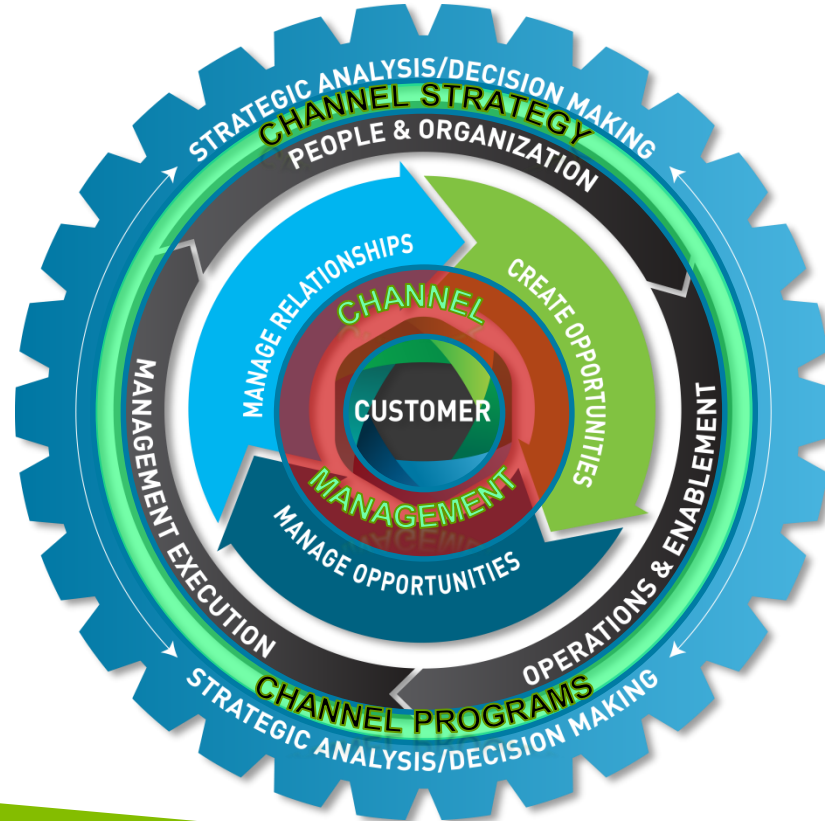


- According to AMR Research, today, indirect sales channels represent between 40% and 70% of most enterprises' revenue
- According to Gartner, Inc. and Booz Allen & Hamilton, 65% of revenue for Global 2000 enterprises will be driven or influenced by indirect demand network partners
- IDC reported worldwide growth of indirect channels' share of technology sales to be over 9% CAGR from 2010-2015

Channel Ready Solutions and Positioning



Channel Strategy Ready
Channel strategy, structure,
and program **consulting** to
achieve corporate objectives



Channel Sales Ready
Field skills, knowledge, and
process **training** to drive
channel sales performance

Typical Channel Issues We Solve



- Not meeting channel sales targets
- Challenges with launching new products or entering new markets
- Inconsistent channel management skills, processes, performance
- Low channel partner or customer satisfaction
- Difficulty driving partner behaviors, preference or investments
- Poor channel visibility
- Misalignment with direct sales
- Inconsistent executive channel acumen
- Can't find sufficient trained channel sales managers
- Lack of channel focused curriculum



Channel Enablers Services



1. Field skills, knowledge, and process **training** to drive sales performance
2. Channel strategy, structure, and program **consulting** to achieve corporate objectives



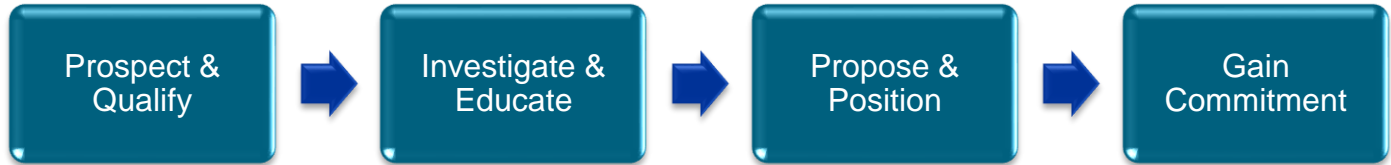
Sales Competency Model



Direct Sales Skills Required:

- Account management
- Solution development
- Presentation
- Prospecting
- Questioning
- Negotiate
- Qualifying
- Call planning
- Opportunity strategy development
- Close
- Executive level selling

Direct Sales Focus
Sales Cycle &
Account Management



Channel Manager Skills Required:

- Partner relationship management
- Business plan development and management
- Market analysis
- Prospecting & selling
- Enablement plan development and management
- Influencing & coaching
- Partner profiling
- Partner qualification
- Facilitation & management

Channel Manager Focus
Channel Sales Capacity
& Capability Management

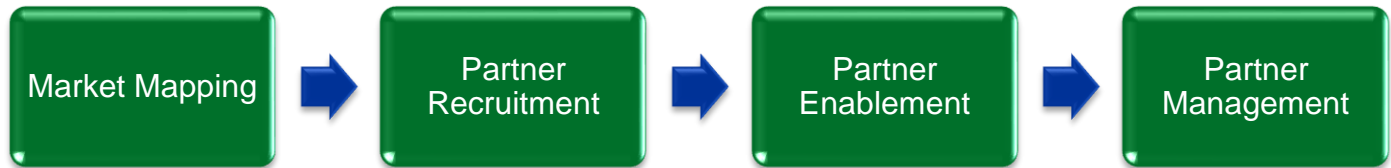


Channel Management Challenges

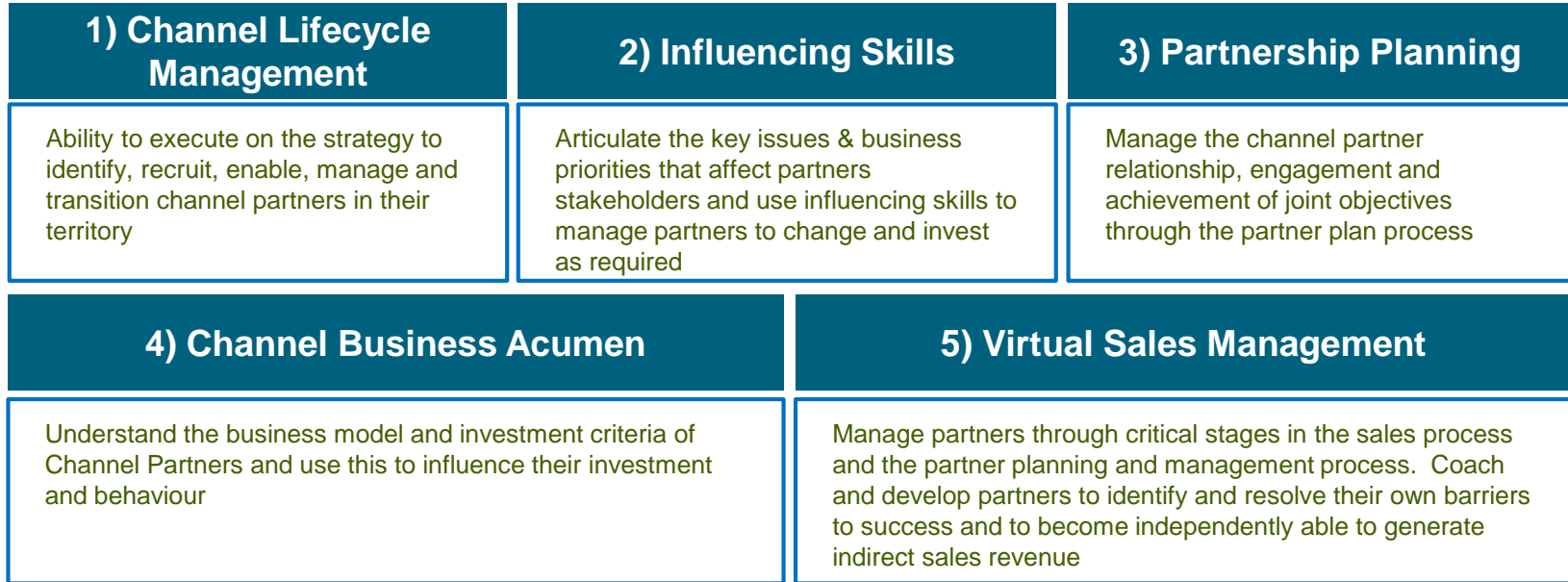


- Few channel managers have formal channel training
- Typical channel manager experience is direct sales which is different
 - Control vs leverage
- Impact of poor channel management is high
- Channel management cycle is often not well documented
- Channel success metrics are often direct sales oriented

Channel Manager Focus
Channel Sales Capacity
& Capability Management



Channel Manager Competency Model



Channel Manager Focus
Channel Sales Capacity
& Capability Management



CHANNEL SALES...
...GOOD OR BAD FOR BUSINESS?



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Questions?

- **David Frew**
- Sales Performance Consultant
- david.frew@whitebridge.no
- +47 468 47 578
- *Oslo, Norway*

