The Definitive Guide for New Channel Chiefs:

How to DEFY EXPECTATIONS in the FIRST 180 DAYS

defy expectations

2112 twenty one twelve group

IMPARTNER

CONTENTS

1 OVERVIEW

Fast Start, Fast Impact

If you are like most new channel chiefs, you share a similar goal: make a significant contribution to your company's goals, objectives, and growth through indirect revenue generation. You know that if you can achieve that level of contribution, it means your partner program is producing a net-benefit to your corporate performance.

Organizations generally select new channel chiefs based on their past successes and demonstrated ability to execute. Most often you're replacing a predecessor who earned a promotion, left the company, or was removed for performance shortcomings. The program you inherit could be in great shape, or could have significant structural and procedural deficiencies. Your mandate could be to build, rebuild, or simply accelerate to the next level of growth.

Understanding the drivers that led to the change in channel leadership is vital to identifying and prioritizing an initial list of action items. While it's critical for you to establish your authority, you must also resist the urge to automatically go into "fix-it" mode on day one. Taking time to understand the culture and internal cadences of this new world and determining how resources are allocated reduce the risk of being marginalized early in your tenure.

While it's easy to draw upon past experiences to guide the way forward, previous success and tactics don't always translate well in new organizations, technology segments, and channel networks. 2112 and Impartner created this guide – "The Definitive Guide for New Channel Chiefs: How to Defy Expectations in the First 180 Days" – to help you identify and prioritize your focus. It defines the "180-Day Imperative" for understanding, diagnosing, goal setting, prioritizing, planning, and executing in a methodical way that increases the probability of achieving positive and sustained success in your new role as channel chief.

1 OVERVIEW

The 6 Tenets of the 180-Day Imperative

1 Understanding
Learning the company products, channel programs, and partner profiles.

3 Goal-Setting
Defining key objectives for future success, aligned with company goals.

5 Planning
Establishing the means to achieve the goals.

2 Diagnostics
Identifying strengths, weaknesses, shortcomings and opportunities.

4 Prioritization
Establishing a cadence and task order.

6 Execution
Putting plans in motion to achieve strategic objectives.

2 THE STARTING LINE

Approaching the Start Line

The first 180 days start before you even arrive at your new post. The period between accepting the position and starting the job is a prime opportunity to do some research and lay the groundwork for a successful leadership stint. Revisiting interview notes will reveal areas of concern communicated by the interviewers. Before the first day in the office, you should define the start line and initial road map.

Establish a Starting Point

As with any road map, before you can plot your journey, you need to figure out where you are. A bit of research utilizing third-party resources will help you see how the company is viewed from the outside, the relevance of its products in the marketplace, and its place in the competitive landscape.

A lot can be found on your company's website; otherwise, a quick web search can help. If the company is publicly traded, review recent financial statements (10-Ks, 10-Qs, and 8-Ks), as well as analyst commentary, earnings calls, and press releases. And don't overlook the company's blogs and podcasts. These messaging platforms are full of valuable information that leads to greater understanding of the company's vision, mission, target markets, and channel relationships.

2 THE STARTING LINE

Business sites such as Crunchbase and Bloomberg provide solid general information and insight into start-ups, emerging companies, and established organizations. Channel-focused trade publications such as CRN, ChannelNomics, and Channel Partners provide valuable insights about a company's channel program and general perceptions about its relationship with partners.

Other sources include analyst perspectives such as Gartner's Magic Quadrant or Forrester's Wave. These publications can show how well the company's core solutions stack up against the competition and provide a baseline for further internal research and analysis.

Video interviews and podcasts, like 2112's Pod2112 and ChannelMaven's CMCtv, are a great way to experience the nuances of corporate culture and the communication styles of fellow organizational leaders.

Plug In With Key Players

Establish a list of executives to work with as the first step toward building alliances and a better understanding of the company's culture and customs.

Stakeholders identified during the interview process form the foundation for the list of priority executives to connect with early in the tenure. At a minimum, the list should include representatives from:

- Sales
- Engineering
- Finance
- Legal
- Marketing
- Operations
- Product
- Professional/Consulting Services
- Any other team critical to channel success and efficiency

If the former channel chief remains with the organization, call for an informal briefing prior to the first day. If circumstances allow, a former channel chief can be a valuable ally and a great way to build credibility with new peers.

Look Outside the Organization

It takes more than just internal sources to compile a complete picture of an indirect-sales organization. Before the job starts in earnest, identify key partner executives in all relevant routes to market. Contacts can include both executive and operational roles – anyone you believe can give you valuable input on the current state of affairs during the discovery process.

2 THE STARTING LINE

Engaging with external contacts allows you to gain a fuller understanding of the organization you're joining. The external perspective offered by partners can bring into sharper focus both strengths and deficiencies. Those perspectives take into account views and opinions that are tempered by an outsider's viewpoint. Preliminary "voice of the partner" conversations can help uncover internal organizational biases that may not be fully apparent by speaking only to employees.

NEED INSIGHTS?
2112 can help provide industry- and company-specific perspective on vendors and their channel programs. Contact 2112 for complimentary new channel chief consults: **info@the2112group.com**

Although it won't be nearly complete at this stage, the list of internal and external constituents will be a good start for the first 30 to 60 days. The research done before day one informs the questions you will be asking as you move along the first 180 days on the job.

3 FIRST 60 DAYS

Observe and Learn

> Studies have found that more than 40 to 50 percent of senior outside hires fail to achieve desired results.
>
> **— Michael D. Watkins, in "The First 90 Days: Critical Success Strategies for New Leaders at All Levels**

The first 60 days are challenging for every channel chief. Whether a newly minted executive or seasoned veteran, you must navigate the corporate onboarding process, IT systems setup, and your way around the office and organizational chart. The onboarding process is the first speed bump.

The clock is ticking on the need to close the "assimilation gap" – the time necessary to evolve from outsider to an accepted member of the corporate structure with sufficient influence and respect to be effective in the role. The shorter the assimilation gap, the more effective you can be, and the quicker you can begin implementing your vision for success.

Rather than charging in at full speed, the best approach is

3 FIRST 60 DAYS

to slow down, observe, and learn – but with haste. As famed UCLA basketball coach John Wooden once said, “Hurry, but don’t rush.” By doing so, you can better understand the culture, define written and unwritten rules, and identify challenges by analyzing qualitative and quantitative data. This information supports your new vision and strategy, while also defining priorities associated with the original execution.

Making the Most of the First Two Months

Do the following right out of the gate:

01. Set expectations with your new boss:
This is a chance to understand challenges from the boss’s perspective, and to experience their working, communication, and management styles. The goal here is to mutually define success in the role and determine tolerable failures. These metrics will influence your priorities and timelines when executing on the developing plan. They will also be used to measure progress at established milestones.

02. Embrace corporate priorities with peers:
Conversations with peers illuminate channel challenges from a variety of perspectives and offer an opportunity to socialize and establish your personal brand. The meetings also reveal each peer’s role as a potential ally or antagonist. Hold initial meetings with peers in sales, marketing, operations, finance, and legal, and plan to meet with other, less critical departments later. 2112 suggests a finite group of specific questions at the early stage of channel program development. Such questions might include:

- What are three things the channel should start doing?
- What are three things the channel should stop doing?
- Fill in the blanks: By doing X, the channel will increase your team’s ability to do Y
- What can my team and I do to help you succeed in your mission?

03. Examine the product portfolio with product managers:
Understanding solution positioning and value proposition is crucial to identifying channel performance gaps. All of the company’s offerings may be “channel ready,” and future products are being developed with indirect selling motions in mind. Or you might find that solution sets are designed with direct sales in mind and later adapted to indirect-sales models. Knowing product release schedules, development cycles, and solution complexity will help establish execution priorities. Even the most technically astute and business-savvy partner

3 FIRST 60 DAYS

will fail miserably if products aren't optimized for channel distribution. Build strong relationships with the product team to help ensure the channel-friendliness of future product releases.

04. Get onboard with professional services and support: A frictionless channel demands a clear grasp of solutions implementation and support. Spend time with support teams and gather data on partner interactions to get a broader picture of how the solutions are consumed, how the company views partner value and reputation, and how the channel fits into pre-sales technical positioning, implementation, and post-sales support. These conversations also expose gaps and misalignments in vendor support that vex partners. Questions to ask these valuable internal sources include:

- What are your expectations of working with a partner?
- Which partners are doing it right today?
- When they're not doing it right, is there a common theme?
- How can the channel contribute to your team's success?

05. Gain perspective from key partners: Getting an outside-in perspective from key executives in the partner and distribution ecosystem adds important data to the planning process. Pareto's principle states that 80 percent of the effects come from 20 percent of the causes. In most channels, 20 percent or less of the partner base generates 80 percent of channel revenue. (2112's research finds that the ratio is closer to 95/5.) Get feedback from members of that 20 percent, and from up-and-coming partners, to introduce these important players to the new face of the channel organization and to reveal common themes and trends requiring attention. Ask partners the "three start" and "three stop" questions (under "Embrace corporate priorities with peers," above) as a quick way to gather useful data without creating analysis paralysis or scope creep.

3 FIRST 60 DAYS

Engage Direct Reports

Spending time with subordinates is a good next step. These conversations should take two forms: ***informal one-on-one conversations*** and ***formal readouts***.

Informal One-On-One Meetings

These sessions establish work, management, and communication styles and expose subordinates to your expectations. You should instill a sense of "executive urgency" around forthcoming changes.

Formal Sales & Relationship Readouts

Readouts by direct reports should include a large-deal review and 30- 60- and 90-day forecasts on channel opportunities. These sessions should focus on the opportunity pipeline and on deals where channel credibility is at risk if lost. Readouts should also include a list of the top 5 to 10 partners per territory, with both qualitative and quantitative data on the relationships.

Readouts by Operations, Marketing, and Finance

These should focus on data that will help you understand the channel framework, operations processes, and channel budget. You should also request and review data on the past three years of channel performance.

FIRST 60 DAYS

Document the State of the Channel

With data from internal and external sources in hand, begin to identify root causes of poor performance, as well as areas of exceptional return. Both are useful when establishing priorities for changes, remediation, and acceleration strategies. To better understand the state of the program, examine:

People

Collect two years of objective and subjective stack-rank data on current channel team members' performance, business acumen, and effectiveness to identify high performers, valued contributors, and laggards.

Processes

Inventory processes that either directly touch partners or indirectly affect partner efficacy.

Programs

Inventory programs and compare their costs to expected ROI.

Products

Inventory "channel-ready" products with three years of partner sales data as a means of studying channel "fit" by product category and understanding differences in target market, messaging, and function.

Partners

Analyze three years of partner sales data by product category. Develop a 30-60-90 forecast by partner for 80 percent of forecasted channel revenue and identify deals that could have significant effect on quarterly revenue.

Profitability

Gather three years of financial data associated with the current channel model – MDF spending, marketing spending, etc. Review the various routes to market by partner types and their relative value to the organization and customer base.

3 FIRST 60 DAYS

Add Context to the Data

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis will help rationalize information gathered in the first 60 days. SWOT lets you objectively review the program and its efforts, aids in developing channel strategy, and helps prioritize tactical execution. In addition to doing this internal exercise, you can leverage a host of external resources purpose-built to assist with quantifying competitive data.

Create a Preliminary Action Plan

At this juncture, you should have a good idea of the state of the channel organization and the ecosystem you're now leading. You should also have a good understanding of the strength of the brand among the partners and competitors.

Schedule formal 30- and 60-Day Check-Ins With Your Boss

Share a condensed, highlighted version of findings to ensure agreement and buy-in on challenges, and to begin to socialize the strategy to come. The same document becomes the foundation of the internal channel pitchbook and can be used to solicit feedback and share findings and plans with peers and other internal stakeholders as alliances form.

But here's a word of caution: Resist the natural inclination to implement sweeping changes immediately. You may have a solid grasp on what needs to be done, but you haven't yet built sufficient internal capital or secured the buy-in from other parts of the organization necessary to succeed.

4 DAYS 61-120

Review, Plan, and Socialize

> If you can't describe your strategy in twenty minutes, simply and in plain language, you haven't got a plan.
>
> **— Larry Bossidy, in "Execution: The Discipline of Getting Things Done**

During the first 60 days, focus on listening and gathering data from multiple perspectives to get a balanced understanding of the state of the organization. In months three and four, you'll concentrate on setting organizational direction. Information gathering is still important, but the effort now shifts to refining conclusions, updating the channel vision and mission, and developing a plan. During this period, building alliances with stakeholders is also critical to success.

Establish an Updated Vision and Mission

Vision describes why team members should be motivated to work at a higher level, while mission speaks to what will be achieved. Continue to review and analyze the gathered data

4 DAYS 61-120

to formulate informed opinions on organizational strengths and potential areas of improvement. Those informed opinions, plus the challenges already identified in the first month, form the basis for the new organizational vision and mission. Vision must clearly state the desired future state of the channel organization. The mission will define group objectives and approaches for achieving them. It's imperative to make both statements clear and concise.

Develop the 18-Month Plan and New Operational Strategies

Strategy covers how the mission will be accomplished – the combination of decisions and resources necessary to ensure its successful execution. The 18-month plan should include remedial and incremental strategies for filling the gaps and reaching the desired future state. The activities detailed in the execution plan should be specific, measurable, attainable, relevant, and time-bound.

The plan should cover systems readiness, communications, sponsor activities, and training for leaders, employees, and partners. It's also important to include activities for proactively addressing internal and external resistance to ensure a smooth, accelerated transition.

At the 90-day mark, schedule a formal, all-hands call to share the vision and mission and socialize the proposed new direction. This is an opportunity to gather buy-in and impart a sense of "executive urgency" for the transition.

Define Quick Wins

To maintain momentum while remaking the channel program, identify and prioritize several short-term opportunities to effect organizational change in the first six-to-nine-month period. These wins must be unambiguous, clearly visible through the organization, and tied directly to the 18-month plan.

Inventory and Review Systems and Automated Support Mechanisms

Complex and outdated partner management and support systems make it difficult to measure the overall "health" of the channel and can discourage partners from working with a vendor. Investigate the effectiveness of the company's partner portal, its Partner Relationship Management (PRM) system, its lead management systems, and its partner communication mechanisms. Adding to or improving them helps ensure a strong, positive partner experience.

DAYS 61-120

Review Channel Utilization

These utilization reviews come in two parts: internal reviews examine whether resource deployment is aligned with potential revenue expectations; external reviews look at resource levels on the most important routes to market. Understanding revenue contributions for each route to market by partner type and tier, as well as the relative costs, lets your concentrate resources on routes to market that contribute the most revenue and the most value to customers. Other factors to consider include channel account manager (CAM)-to-partner coverage ratios (i.e., the number of partners managed by each channel manager), named versus unnamed partners, the ratio of technical resources to partner tiers, and the scope of marketing support by partner tier.

Review channel organizational structure with an eye toward optimization and/or consolidation. Determining why the structure was set up in its current form helps you better understand your latitude for later changes.

Assess Distribution and Support Relationships

The company's distribution ecosystem is a key route to market deserving additional scrutiny early in your tenure. Distributors can play a crucial role in the efficiency of the indirect supply chain, but this additional support comes at a price that needs to be managed and measured.

Develop a holistic review of existing distribution relationships as a part of the overall channel utilization review to ensure alignment with future operational strategies.

Metrics can include revenue per distributor, revenue by distributor per product category, and transaction count by distributor, as well as number of transactions by category. This data gives you a clear understanding of each distributor's role and value, which is valuable in devising future channel strategies.

Review third-party support relationships, assessing the value and costs associated with any business process outsourcing, consulting, or sales strategy providers to determine nuances of the overall ecosystem. By having a clear understanding of how third-party resources have been utilized to date, you can decide as to their potential efficacy in supporting the future channel direction. When deployed appropriately, third-party support relationships can be a significant benefit to you as they can provide objective insight into competition, provide industry best practices, and bring an objective perspective to the conversation.

4 DAYS 61-120

Go Over Marketing and Enablement Programs

Understanding the partner journey, from identification and recruitment to establishment as an active and contributing member of the ecosystem, is a critical exercise in the due-diligence process. This includes identifying, validating, and rationalizing each step of the process – identification, recruitment, onboarding, and continued enablement. This step should include a full review of contracts, portal familiarization, product courses, technical and sales enablement, leads management, and access to contracts. In addition to reviewing the partner journey, make a thorough examination of all related marketing activities and campaigns from the perspectives of channel and product focus, concrete metrics, and ROI.

Socialize Results and Build Alliances

Building alliances with key stakeholders outside the channel as the discovery and review process continues is critical to winning corporate buy-in and ultimate success. Socialize review results and courses of action in parallel as the 18-month plan develops. Socializing should be done throughout the channel makeover. Develop positive relationships with the key stakeholders to help smooth the path for significant alterations in channel strategy and direction. To get ahead of plan modifications, identify stakeholders who might be resistant to changes and win them over or craft contingencies to neutralize the detractors' negative influence on the project.

4 DAYS 61-120

Getting a Read on Company Culture and the Unwritten Rules of the Road

Decision-Making Dynamics

Understand the level of collaboration necessary to arrive at a desired outcome. A smaller group of “go-to” decision-makers requires a different presentation and socialization plan than one where broad collaboration and multiple sources of additional input are necessary.

Informal Departmental Hierarchy

In most company cultures, one or two departments wield outsized influence. It’s important to identify and understand the function of those departments in the decision-making process.

Communication Styles

Figure out how decisions are made and the preferred mechanisms for sharing information. Some decisions are made through formal, face-to-face meetings with structured presentations; others happen through less formal channels such as e-mail, text, or videoconferences. Choose the best medium for the message.

“Pocket-Veto” Owners

Identify and nurture relationships with individuals who have informal influence, even if they have no official role in the decision-making process. Their support, or lack thereof, can accelerate or thwart proposed changes.

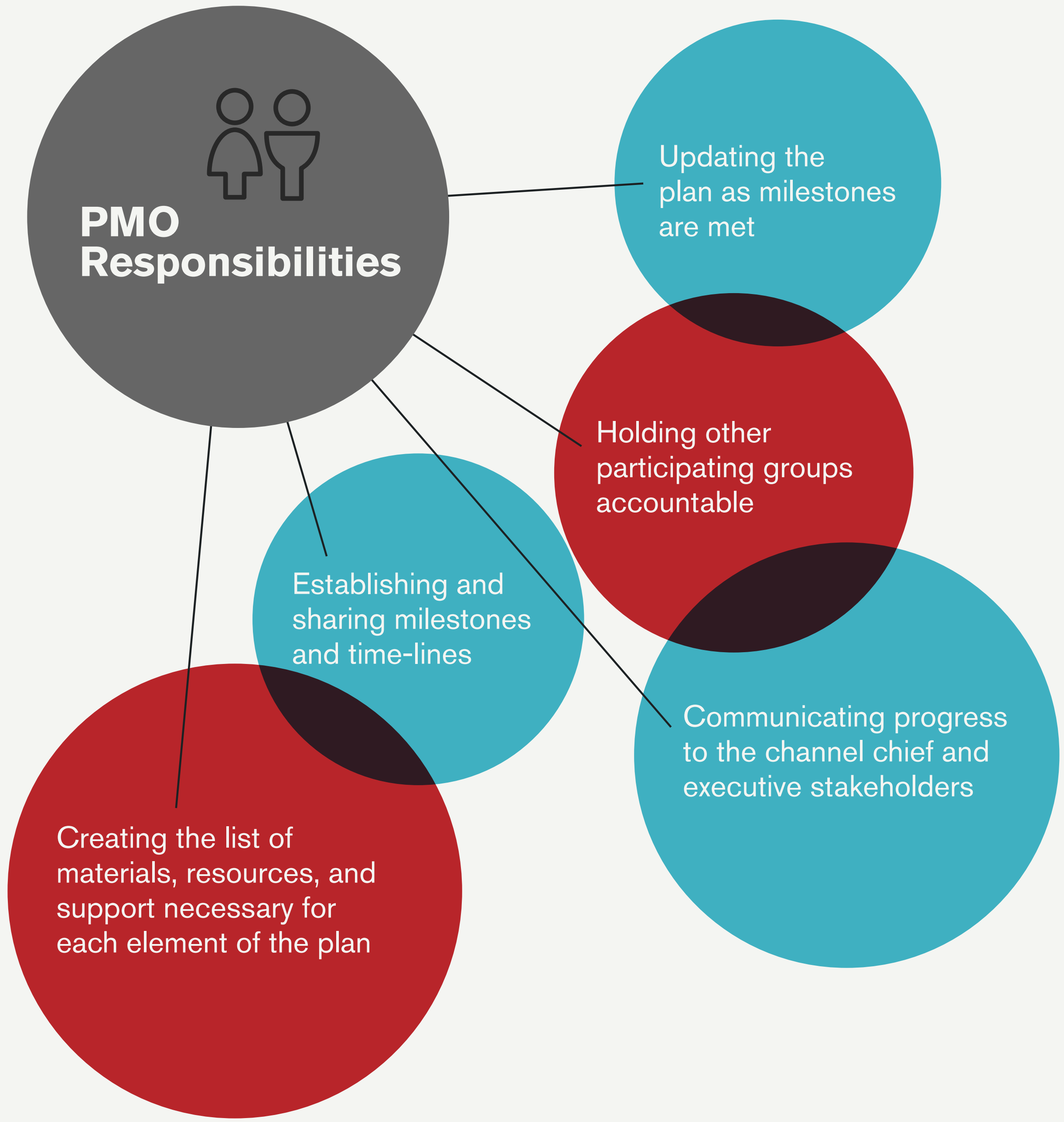
4 DAYS 61-120

Establish a Project Management Office and Name a Project Lead

Vision without focused and directed execution is little more than words. You should establish project management offices (PMOs) or teams, and appoint project leaders to steer and track activities. Solicit volunteers with subject-matter expertise and experience to take charge of the more granular focus areas of the plan. If you are opting to be the project lead, you should partner with an operations representative to share responsibility.

The PMO doesn't need to be large and complicated; it could simply be a group of individuals who can add continuity and accountability throughout the change process.

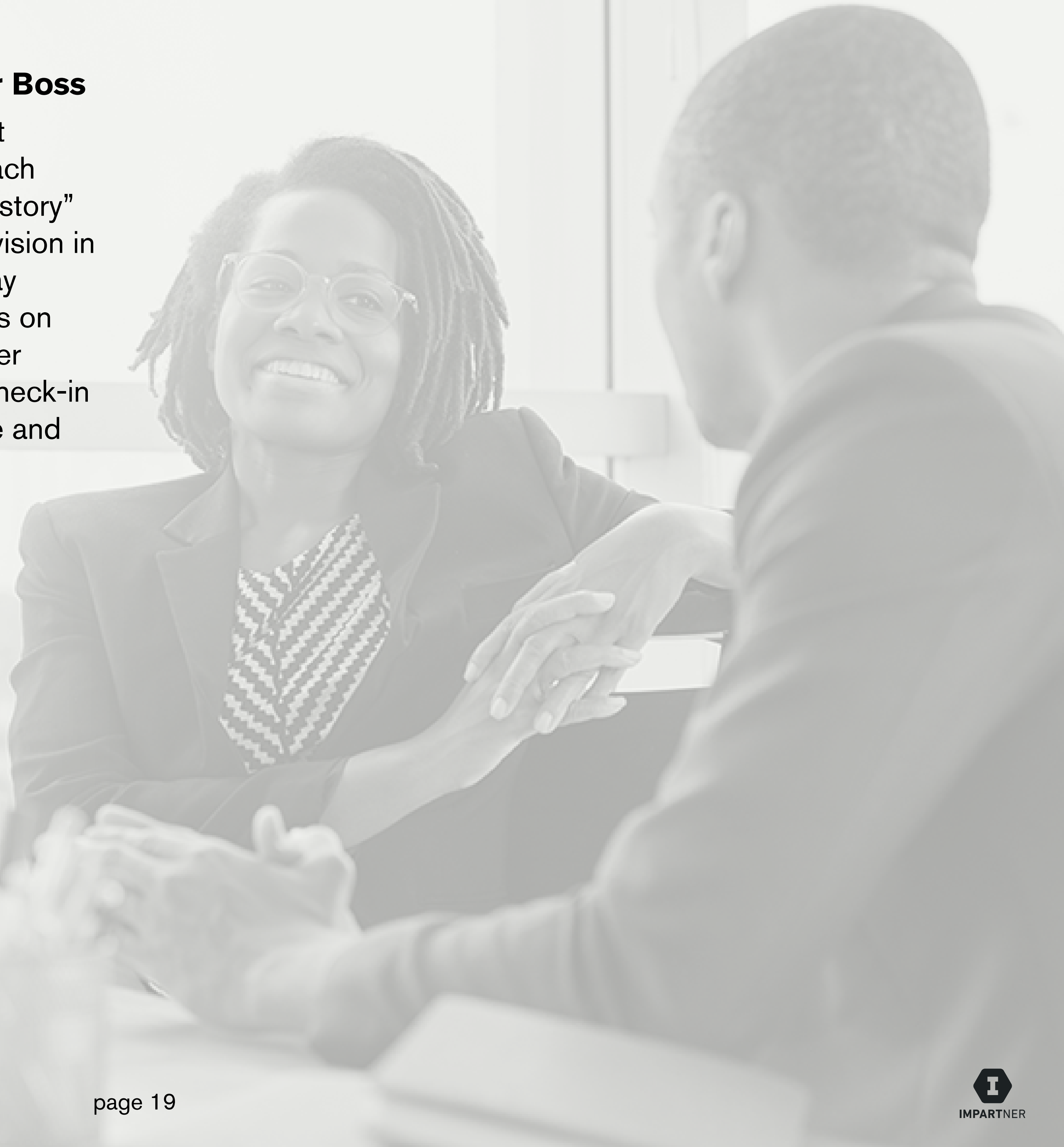
PMO participation can provide additional executive visibility to high-performing channel team members. You should also recruit resources from other departments to participate in the PMO process. Involving assets from outside the channel organization broadens support and allows for a more balanced approach.



4 DAYS 61-120

Schedule 90- and 120-Day Check-Ins With Your Boss

As with the 30- and 60-day meetings, this is all about keeping the boss in the loop and ensuring the approach meets expectations. By reinforcing the new “channel story” and highlighting accomplishments, you cement your vision in alignment with the rest of the organization. The 60-day check-in affords the opportunity to share perspectives on the socialization and seek advice on how to gain better alignment with additional stakeholders. The 90-day check-in is a great forum to review results based on the advice and actions discussed during the prior check-in call.



5 DAYS 121-180

Plan and Execute

> Without execution, 'vision' is just another word for hallucination.
>
> **— Oracle CEO Mark V. Hurd**

Being a channel chief can be likened to being a developer designing and building a skyscraper, as you'll spend the first 120 days architecting a plan for mission and vision; surveying the state of the channel program, company culture, and politics; and gathering resources to break ground by aligning peers, enlisting internal support, and establishing a project management structure.

Actually breaking ground requires a balancing act. You should continue to evangelize on strategic aspects of the 18-month plan even as the program shifts more toward the tactical. Changes in corporate reality also require your to remain flexible and prepared to adjust. Strategy can't be separated from execution. It may, in ways, emerge from it.

5 DAYS 121-180

Establishing a Timeline and Milestone Framework

Setting the timeline and milestone framework consists of three related tasks.

1. Establish the timeline necessary to effect prioritized program changes in the 18-month plan as refined by the PMO working groups and dictated by available resources. The timelines should highlight quick wins to foster momentum.

2. Cement key performance indicators (KPIs) and success factors for measuring impact of the program. Early visibility into what matters and how it will be measured is critical to keeping the project on track.

3. Identify, track, and document project milestones.

Before substantive changes are made, it's critical to secure buy-in from legal and finance as existing program commitments (MDF incentives, deal-registration programs, etc.) could require restructuring notifications. The notification requirements must be addressed up front to avoid delays, and limit risk to the project.

5 DAYS 121-180

Collaborate With Communications and Marketing

Timely communication and context are as crucial to success as the actual changes being made. It's critical for you to align with peers in marketing and communications. These are integral players in the channel transformation. Communicating progress to internal and external stakeholders confirms momentum.

Marketing and marcom create the collateral, content, and messaging that will be used to support the channel throughout the transformation.

Create a Timeline for Communicating Changes to Constituents

With the help of marketing, create a parallel timeline for broadcasting changes to stakeholders. Having the right PRM tools makes this communication easier and more effective. The flexibility to tailor messaging by partner type drives understanding and acceptance. If budget priorities permit, consider a robust tool that can accommodate and adapt.

Telegraph to Partners What's Coming

Communicating changes with partners is now a priority. Develop a baseline message and a set of FAQs by route to market. Focus on the positive impact of the changes and their benefit to partners. The communication plan should also include a clear understanding of who in the organization will be communicating the changes and what methods will be used. Enlist the support of other key executives within the organization such as executive staff, sales leadership, and product marketing leaders to broaden the impact of the messaging and show partners that this is a company-wide initiative.

To gain buy-in from key partners, consider direct one-on-one communication with partner counterparts. The right executives delivering the right message to the right people at the right time in the partner ecosystem helps drive acceptance. Tell them what you're going to do, why you're doing it, how it will benefit them, and when it's happening.

Train Internal Teams on Program and Operational Changes

Establish a solid enablement plan to train internal teams on the scheduled changes. All internal channel resources need to be fully aware of their shifting roles and responsibilities as part of the transformation. They should be able to quickly and succinctly highlight the changes being made and the benefits to the various routes to market. These teams are change agents and evangelists both internally and with the partner ecosystem.

5

DAYS 121-180

Train Partners on Program and Operational Changes

Establish a phased cadence of partner training beginning with the most important partners in each route to market and working down the list. Topics should include process and program changes, timelines, new and sunsetting benefits, new requirements, and additional product training. Develop and share positioning abstracts, FAQs, process-flow visualizations, point-of-contact lists, and escalation matrices to bolster awareness and acceptance.

Conduct Press Briefings to Amplify the Changes

To create positive external support for the new vision and plan, arrange and conduct industry press briefings, executive interviews, and industry analyst meetings as part of the overall communications strategy. Gaining prior buy-in from key partner executives helps create a positive buzz around any changes and provides the press with third-party sources to quote.

Launch the Program

Once all activities surrounding enablement and promotion of the new program and vision are completed, it’s time to launch the program.

Schedule a Check-In With the Boss

As with the monthly check-in calls to date, formal 120- and 150-day reviews with your boss are necessary in order to help your continue to gauge alignment and support. These check-in meetings now provide a venue to highlight accomplishments and share challenges discovered during the planning and development phases. Maintaining a regular communications cadence builds credibility and influence.

BEYOND 6 MONTHS

Accelerating the Flywheel

> The speed of the boss is the speed of the team.
> — **Auto executive Lee Iacocca, in "Iacocca: an Autobiography**

The first 180 days are crucial for you to learn about your new company and begin putting your stamp on the channel organization. Beyond that, the theme is accelerating the positive motive force created by the transformation. Establish a feedback loop of regular inspection, input, analysis, and course correction to ensure momentum fuels the so-called "flywheel effect" – the tremendous power that exists in constant, incremental improvement.

Gather Information for Periodic Improvements

Regularly review KPIs, conduct team readouts through formal business reviews, schedule formal and informal partner calls, and establish a Partner Advisory Council. Build an "input calendar" and commit to a process for analyzing and applying lessons from feedback data. Build an "output calendar" with regular reports to management and partners on program effectiveness to reinforce the cycle.

Prioritize and Plan the Release of New Program Resources

Accelerating momentum also speaks to outside activities, those that feed the partner community's ability to become more effective evangelists for the company and its solutions. Plan to regularly release collateral such as white papers, case studies, best-practice examples, industry profiles, and executive vision maps to help channel organizations brand and build market exposure.

7 BEYOND 6 MONTHS

Go Forward Together

> If you want to go fast, go alone. If you want to go far, go together.
>
> **— African proverb**

Transition is difficult, not just for you, as a new leader, but also for the organization you join and the subordinates you manage. Change brings uncertainty that can detract from focus and cripple organizational momentum. Listening, communicating, and planning makes the change easier.

Approaching the first 180 days in a systematic fashion through input, analysis, and direction improves your chances of making a meaningful contribution during your tenure. Building internal alliances and identifying roadblocks to change early on minimizes unintended consequences that mar the outcome. Focusing on soft skills like cultural awareness in addition to hard ROI factors creates a balanced approach that will support adoption and acceleration of new directions within the organization and across the partner ecosystem.

Companies want new hires to quickly deliver positive results. Partners look for consistency and predictability when deciding which vendors to invest in. By soliciting input and communicating clearly and transparently, your can mitigate uncertainty brought on by the new direction. This benefits internal and external constituents while cementing your brand as an effective steward of the indirect-sales organization.

The process and suggestions 2112 prescribes are a solid starting point for you to make the journey your own and create that lasting impact you were hired to deliver.

8 ABOUT US

2112 twenty one twelve group

The 2112 Group is a business strategy firm focused on improving the performance of technology companies' direct and indirect channels through our portfolio of market leading products and services. We leverage proprietary intelligence with qualitative research, market analysis, tools, and enablement programs. Our industry experts approach each engagement by applying innovative solutions customized to meet the needs of our clients. By looking at the technology market from the viewpoint of vendors, partners, and end users, 2112 is uniquely positioned to develop go-to-market strategies that are beneficial to all parties from both a channel and enterprise perspective.

Contact 2112 at info@the2112group.com or visit our Website at www.the2112group.com

IMPARTNER

Impartner delivers the industry's most advanced SaaS-based Partner Relationship Management solution, helping companies worldwide manage their partner relationships and accelerate revenue and profitability through indirect sales channels. Impartner PRM is the industry's most award-winning PRM technology and one of the industry's only turnkey solutions that can deploy a world-class Partner Portal in as few as 14 days, using the company's highly engineered Velocity™ onboarding process, which is guided by an individually customized Customer Success Portal.

For more information on Impartner, which is based in Utah's tech hotbed, the Silicon Slopes, visit www.impartner.com or in the United States call +1 801 501 7000, for EMEA general call +33 1 40 90 31 20, for London call +44 0 20 3540 6585, and for LATAM call +1 954 364 7883.