

Partner Portfolio Management

Version 7.0

Business Issue

As more and more organizations in the business-to-business space turn their focus towards the rapidly growing mid-market, a new partner management model is emerging. Organizations have difficulty cost-effectively covering their market through direct sales — they need partners. However, the cost of sale is often too high to have one channel or alliance manager assigned to each partner selling to the mid-market.

So, a new model, with a portfolio focus, is emerging. Many channel or alliance managers are now tasked with managing not one, but many, partner relationships. This model faces a number of critical issues, including:

- Gaining partner mind-share
- Retaining key partners
- Insulation against competition
- Identification of new markets
- Effective resource allocation

With a finite level of resources available, Partner Portfolio Management (PPM) helps partner portfolio managers direct their efforts toward achieving revenue targets, while identifying, developing, and protecting strategic partnerships.

What is the Partner Portfolio Management Process?

The Partner Portfolio Management (PPM) process is a structured methodology for channel or alliance professionals responsible for growing and managing a portfolio of partners. A typical portfolio contains a selected set of partners, often organized by geography or industry vertical, for which a sales history may or may not exist.

PPM shows channel or alliance professionals how to assess their partners and apply the right strategies to each, resulting in an optimal mix of resource allocation and revenue achievement. One result of PPM is that attendees gain unique insight into their most strategically important partner's business. They begin to understand the partner's business drivers and initiatives that will lead them to identify new joint revenue opportunities attractive to both organizations. The in-depth knowledge gained helps the partner manager create mind-share with the partner.

PPM also enables the channel or alliance professional to:

- Objectively prioritize their portfolio into 'A,' 'B,' and 'C' partners based on current and potential revenue
- Understand and quantify the short- and long-term business potential of the entire portfolio
- Develop new business opportunities with their strategic partners
- Manage the opportunity pipeline across their portfolio
- Maintain and grow key partnerships
- Develop a specific plan for each strategic 'A' partner, with an emphasis on developing new business and critical resource investments
- Build and implement a comprehensive Portfolio Plan for all partners in the portfolio

Who Should Attend?

The program is designed for channel or alliance professionals [and their virtual teams (presales, product, service specialists, and consulting)] with responsibility for managing a portfolio of partners.

How is PPM Implemented in Your Organization?

OnTarget follows a rigorous implementation procedure, which ensures that the PPM process is fully integrated and coordinated with existing technologies, existing processes, other functional areas, as well as other channels. The OnTarget Implementation Architecture is a six phase approach to a complete sales effectiveness implementation designed to help minimize risk while maximizing the initiatives ROI. The six stages of the OnTarget Implementation Architecture include:

- **Business Analysis** – the implementation is mapped to the client's business needs
- **Management Alignment** – top to bottom managers are aligned behind the change initiative to help maximize ROI
- **Integration** – all pieces of the implementation are aligned and "plugged" together to ensure People, Process, and Technology are fully aligned
- **Deployment** – the new approach is deployed to the sales organization
- **Transfer of Ownership** – the client's sales managers and executives take ownership of the new methodology and tools
- **Management Review** – the performance of the initiative is measured based on the metrics identified in the management alignment phase of the implementation

What Are the Business Benefits?

Upon completion of a successful PPM implementation, an organization can expect the following business results:

- A clear view of the portfolio's potential
- A plan that helps prioritize investments in and returns from the portfolio
- A process for managing portfolios of partners that can be regularly applied
- Improved collaboration among the members of the "virtual" sales team.



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