

Services Growth through Distribution

A practitioner's point of view towards making a shift from transactional/relational to a strategic engagement

Go-to-market strategy

- Build services strategy around the technology lifecycle – cradle to grave services experience
- Identify resellers to be targeted through distribution – existing/acquisition/reactivation
- Assess reseller competency and align your portfolio offering
- Plan the right enablers to help drive demand and distributor profitability
- Assign dedicated services rep with comp plan focused on strategic priorities & KSOs

Key growth enablers

| Programs | Marketing | Enablement | Governance |
|--|---|--|--|
| <p>Org focused:</p> <ul style="list-style-type: none"> • Base & Accelerator rebate; portfolio rebate • Service delivery specialization • Funded headcount - Services Ambassador • Promotional bundles <p>Rep focused:</p> <ul style="list-style-type: none"> • Sales Rep Contest • Sales Rep Bonus | <ul style="list-style-type: none"> • Effective utilization of MDF for marketing & non-marketing activities • Demand generation support for resellers through F2F/digital/telemarketing activities • Content syndication through distribution website • Offerings availability through distributor marketplace | <ul style="list-style-type: none"> • Drive sales readiness around portfolio & customer engagement • On-going learning through web-based/F2F trainings • Leverage tools/automation for driving sales velocity • Build learning checks to drive understanding & adoption | <ul style="list-style-type: none"> • Establish key lead & lag indicators of the business • Build scorecards with sales & operational metrics for on-going tracking • Run regular BMS discussion with distributors • Ensure operational readiness |

Implementation

- Start with C-level alignment on the strategic priorities & proposed approach
- Conduct F2F workshop with distributor to drive alignment & build a services plan
- Regular checkpoint meeting with distributor on the implementation progress

Best practices:

- Build a playbook that outlines the sales plays & enablers
- Share industry trends, market opportunities & growth hotspots
- Create rebate simulation to show earnings potential through services
- Drive greater instrumentation of the business to support portfolio/sales analytics
- Conduct reseller survey to assess the support provided by distributors
- Form a services advisory council to drive strategic engagement
- Develop success stories with distributors on driving services business