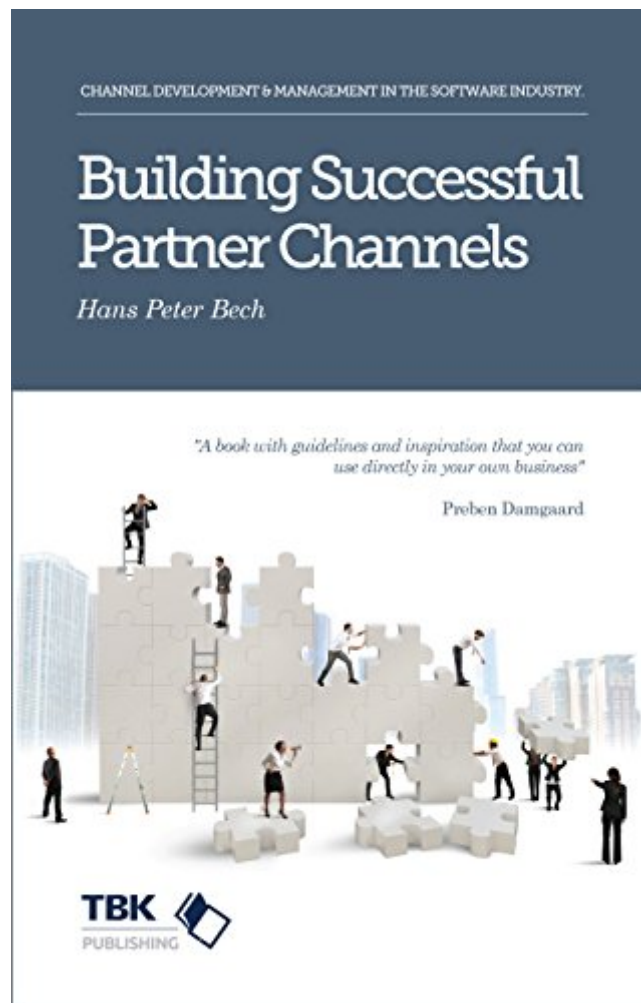




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# Building Successful Partner Channels: In The Software Industry



## Synopsis

"When Microsoft acquired Navision there is no doubt that the price they paid was heavily influenced by the value of our channel partner ecosystem. I can think of no one better suited than Hans Peter Bech to write a book with the title Building Successful Partner Channels." - Preben Damgaard, Co-founder and CEO of Navision

"Predictable growth and market leadership through independent channel partners are on every software industry CEO and sales executives' mind. However, it is rarely achieved. With *Building Successful Partner Channels* Hans Peter Bech provides a great tactical approach toward reaching this goal." Torulf Nilsson, Product Executive, Visma Retail, Oslo, Norway

"Hans Peter Bech has been at the forefront developing indirect channels in the software industry for more than three decades and his track record is impressive. I'd highly recommend this book to anyone searching for the route to global market leadership in the software industry." - Yusuf Soner, School of Management at the Sabanci University, Turkey

"Building Successful Partner Channels provides a powerful, practical approach to building a strong network of independent channel partners, so as to optimize sales and marketing activities. The book helps senior sales and marketing executives understand how to work in concert to achieve global market leadership through the indirect-channel approach." Toke Kruse, Founder and CEO at Billy, San Francisco, USA

*Building Successful Partner Channels* is a book laying out the roadmap for achieving global market leadership through independent channel partners in the software industry. The book applies the business model and business model environment frameworks developed by Alexander Osterwalder and Yves Pigneur and concludes that taking the indirect route to market adds an additional layer of complexity to our business model as we leave the control of finding, winning, making, keeping and growing happy customers to third parties. The book explains that the direct and the indirect go-to-market approach are not options we can choose freely between, independent of the nature of our business model and business model environments and it discusses when the indirect go-to-market approach is applicable and advantageous and when it is not. The book concludes that taking the indirect route to market requires that the channel is an integrated element of our product offering and value proposition. The indirect route to global market leadership requires developing and maintaining a channel partner program and the book lists all the elements of this program including the critical channel partner P&L model. The book concludes that our partner program will change substantially as we move from early stage channel building to the mature mode where most of our revenue comes from existing channel partners. The book describes the process for channel partner recruitment, and concludes that the initial process is very similar to the process of hiring top performing sales people. However, where we pay staff to perform their

duties from the day they join, channels partners will have to make substantial investments before they reap the benefits of the cooperation. Channel partner recruitment is therefore initially a long process requiring substantial investments. The dynamics of channel partner recruitment changes as we move from the early mode channel development stage to the mature stage and the book recommends that we should recruit as many channel partners as we possibly can. We then let them demonstrate where they belong in the channel pyramid classifying channel partners and the book discusses how we should manage each group. A full chapter is devoted to discuss adopting the indirect channel approach at a later stage after having applied a direct approach first, introduces some simple sanity checks to verify if switching is feasible and explains how this switch can be accomplished.

## **Book Information**

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## **Customer Reviews**

To me this book was much more than just a "how to" for building partner channels. It's about how to grow and scale for software companies. What some companies do to grow to get to one stage isn't

what will allow them to grow to the next stage. The book has started a large discussion in my company on who we are, what is our model and how do we grow to the next stage. It was a vital discussion that needed to happen and can only help the company now. That said, the "how to" parts, if you create a partner channel strategy, are incredibly helpful and insightful as well. It's just that instead of throwing them at you and telling you that now you can make a million dollars or euros, you start from a point where you can decide for your company what strategy would work best.

This book is a great guide for anyone facing the challenge of starting and building a channel business, even if you have extensive knowledge in that area or you already have a channel you manage, the book pushes you to look at things from a different perspective. The book is well written, simple and easy to navigate and at the same time illustrative and actionable. I would recommend this book to anyone either running a channel or in the midst of creating one, especially in the IT industry. I love that Hans writes this book about the topic and does not spend too much time on fancy text, stating the same things as many business books do. Most sentences are written with care and meaning.

GuÃfÆ'Ã Â mundur - VP of Cloud Channel and Distribution

Fantastic! Hans-Peter does a great job outlining the whys and hows of an indirect channel strategy. I found this book helpful for restructuring our channel strategy in one business line and the creation of a new channel of indirect partners. I would highly recommend this to anyone looking to learn more about the indirect channel strategy.

You will first learn if you don't know what channel partnership is then you will learn what direct and indirect channel partner means. Book is very inspirational especially you're in need of indirect partnership skills. With a very detailed guide you can create an indirect partnership. My favourite quote in the book is "If you have enough money: go direct If you have enough time: go indirect". There is also a great appendix where you can find very detailed information about the terminology and some examples. Definitely recommend to any software company related people.

We needed inspiration to handle some of the channel sales challenges in our sales department and found the inspiration and guidelines in the book. I can highly recommend the book for all in the IT industry dealing with channel sales. Only issue is that the illustrations in the paperback edition is a bit blurry.

Based on his extensive experience in the software industry Hans Peter Bech provides a comprehensive view on channel partnerships for software companies in the B2B sphere. He discusses the if's and how's of channel partnership in relation to the business models involved and gives down-to-earth advice on how to build and manage channel partnerships in different scenarios. The book is easy and fun to read while providing significant value. I can fully recommend it.

I got this book right when it was released and I'm sad I didn't read it sooner making my way through my reading list for the past 3 months. This book is carefully structured and brilliantly pertinent. Many books in this space are overwritten, this is not one of them. Chapters are as little as 4 pages long to keep the information to the point. And each chapter is divided into concise categories with intuitive illustrations. Even experts in this area may find new information or challenging of their own opinions. Ultimately this is a brilliant book and no wonder it became a bestseller!

Using independent channel partners is a very popular go-to-market approach in the software industry, but making it work is far from easy. Hans Peter Bech's book is based on his operational and consulting experience from numerous international channel development projects and offers valuable content. I work together with Hans Peter at TBK Consult and I know from my own experience that the approaches described in this book really work in practical life. I have no reservations recommending this book to anyone working with sales and marketing challenges in the software industry.

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