Integrating Partners into Key Go-to-Market Plans and Execution
How We Align to the Benefit of the Partner Audience

Continuing Education for IPED Channel Masters
Today’s Guest

Bridget C. Bisnette

- 36 Years in the IT Industry
- 20 years with Cisco
- Talent Development & Leadership
- Go-to-Market Strategy
- Channel Business Models & VC Analysis
- Channel Programs & Enablement
- Channel Marketing
- Alliance Management & Joint Marketing
Agenda

• Introduction
• Scope and context of Partner Marketing Portfolio Marketing
• Internal Alignment Challenges
• Current “Top of Mind”
• 3 Examples of how we drove collaboration to the benefit of the Partner
  o Aligning Across the Corporation
  o Aligning Across the Marketing Team
  o Aligning Across the Partner Organizations
• Summary
Cisco Global Partner Marketing

Inspire our Partners to Choose, Prefer and Advocate for Cisco.

Be an Innovative Leader in Real-Time, Personalized Partner Marketing Designed to Transform the Partner Ecosystem and Accelerate Profitable Growth.

- Value Exchange Programs
- Partner Product Marketing & Partner Personas
- Engage/Partner Experience
- Strategic Partner Marketing/Sales Acceleration
- Volume Marketing (Distribution/2-Tier/Virtual Sales)
Fast Forward….Current “Hot Topics”

• Shifting channel to Professional Services with resale vs resale only
• Shift to software sales motion including full lifecycle management
• ISV’s gaining more importance
• Getting serious about Consultants
• Shifting Partner Org to Scaling Sales Engine
• Partner Led model standardized globally
• Marketing with a revenue target
Why is it So Hard to Collaborate and Align?

- Multiple business units
- Direct selling mentality
- Functional org structure & funding process
- Empowerment at the country, regional, geo and corporate levels
- Evolving and complex partner ecosystem
Why is it So Hard to Collaborate and Align?

Plan together to create trust.
Align resources to optimize spend.
Agree to mutual metrics.
Aligning Across the Corporation

Vision – Strategy – Execution - Metrics

The Art of Internal Alignment
Vision – Strategy – Execution - Metrics

V
Insert Vision – Aspirational – 2 years + view

S
List 2-4 major strategies planned that will get you to the vision (SVP)

E
What initiatives need to be executed for each strategy this year? (VP/Dir)

M
How will you measure your progress?
# Corporate Marketing VSEM

**Accelerate Cisco’s Growth and Ensure our Position as the #1 IT Company**

**V**

<table>
<thead>
<tr>
<th>Increase Brand Awareness and Thought Leadership</th>
<th>Enable Sales and Drive Demand</th>
<th>Deliver Outstanding Partner &amp; Customer Experience</th>
<th>Accelerate Operational Excellence</th>
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**S**

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<th>Transform Digital Marketing to be personalized, engaging and real time</th>
<th>Compelling experiences to accelerate growth and drive advocacy</th>
<th>Organization operates with one unified Model</th>
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<th>Shift perceptions beyond Networking Giant to a New World Technology Leader</th>
<th>Engaging, relevant content that focuses on “Why Cisco?” and our unique value</th>
<th>Automate with technology</th>
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<th>Awareness</th>
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Transform digital marketing to be personalized, engaging, and real-time. The organization operates with a unified model. Shift perceptions beyond a networking giant to a new world technology leader. Automate with technology.
### Global Partner Marketing VSEM

**Accelerate Cisco’s Growth and Ensure our Position as the #1 IT Company**

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<td>Increase partner sales and loyalty with the industry’s best partner programs</td>
<td>Drive vendor of choice and contribute to revenue growth through innovative co-marketing with/thru Partners</td>
<td>Strength and Streamline Operating Model</td>
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<td>Double down Security, Software, IoT and Analytics</td>
<td>Develop Digital Low Touch Sales Engine</td>
<td>Drive pipeline through partner joint marketing and Leadership Programs</td>
<td>Destination for 21st Century Partner Marketers – Hire, develop, inspire world-class talent</td>
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<tr>
<td>Accelerate Cisco Cloud strategy with Cisco Powered and Intercloud</td>
<td>Increase Partner Marketing capacity to grow Midmarket share</td>
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**Awareness** | **Reach** | **Response** | **Revenue** | **Efficiencies**
Aligning across the Marketing Team

Alignment of Partner Communication Priorities Internally
Alignment through Marketing

**Problem**
- Multiple empowered groups targeting the same buyers and partners

**Stop**
- Wasting money producing content and offers that the customer and partner never see

**Start**
- Prioritizing based on opportunity and strategic profile, pool all marketing funding and plan together
Old Way......Marketing Alignment Process

Product Marketing Proposal

Market and Customer Intelligence

Product/Service Customer Solution Value Prop

Play Summary Document

End customer“ DG assets

End User Offers

Cisco Seller Enablement

Partner Marketing

“Partnerize” Content

Create Partner Offers

Partner Seller Enablement

Customer Launch

Partner Launch

ChannelMasters

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Marketing Alignment Process

Programs team (accountable for overall marketing plan delivery and performance)

**Plan**
- Play Proposal (Planning)
  - Play Intelligence
  - Product/Service Solution Value Prop
  - Route to Market, Triggers
  - SQL Targets (Inform/Consult)

**Summary Document**
- Play Summary Document

**Build**
- GPM (Inform/Consult)
  - “End customer” (direct and through partner)
  - DG assets
- Customer and Partner Offers
  - To Reseller/Disti Awareness Assets
- GDC (Inform/Consult)
- RFM (Inform/Consult)

**Execute**
- Finalize Play (assets, offers review, customer journey, region approval)
  - Region GDC (including PDC)

Legend
- Partner Mk
- PM
- IMC (All)
- GDC
- RFM
- SMO

Steps 1 (2-4 weeks)

Step 2 (1 week)

Steps 3 (2-4 weeks)

Step 4 (1-2 Qtrs)
Partner Content Alignment

The **content board** strives to tell a cohesive story to partners.

The story drives an editorial roadmap.

Partner feedback provides information to prioritize stories.

Partner vehicles communicate our priorities to our partners and those that serve them.

The **editorial roadmap** provides guidance for partner communication vehicles.
Aligning across the Partner Teams

Alignment between Partner Org and Partner Marketing
Why Do We Need a Plan and Who is it For?

The Plan is a mechanism to align, document and report results from strategy to execution across the internal value chain. It is the basis for internal quarterly business reviews.

The Plan requires key inputs from internal Partner business stakeholders such as Partner Sales, Programs and Distribution Sales.

Product Marketing teams need this plan as an input to their work and for visibility to strategy, plans and execution of “to” Partner Marketing.

The Country/Regions localize the plan and leverage content. Regional Partner Marketing are approvers of the Plan.
Corporate Alignment Framework

- **BU Prioritization**
  - Security Business Unit

- **Sales & Partner Org Alignment**
  - Seller Org
  - Partner Org

- **Cross Functional Marketing Alignment**
  - End User Product Marketing
  - Partner Product Marketing
  - Partner Program Marketing

- **Partner Go-To-Market Alignment**
  - GTM Plan & QBR’s
Go to Market Plan - Chapters

- Portfolio X - VSEM
- Market and Business insights
- Competitive Highlights
- GPO Strategy & Priorities (3C)
- Partner Marketing Plan
  - Partner Business Value Prop
  - Target Personas and Content Maps
  - Marketing Priorities & Communication Plan
  - Key Activities
  - Marketing Calendar
Partner (insert portfolio here) Strategies
Obtaining “Lift” with Partners

Ease of Doing Business
- Deal Registration
- Software Renewals
- NPI and Product messaging
- Ordering
- Installed base upgrades

Practice Enablement

Partner Selection
- Core (End to End)
- Boutique
- Point Product

Sales and Technical Enablement
- Reduce enablement cost
- Architectural capabilities
- Field Engineer focus

Services Enablement
- Partner Branded Services
- 3rd Party Services
- Brand Services
- Customer Success Initiative

Compelling Business Value Proposition

Profitability
- Best partner driven
- Highest services mix

Promotions
- Align to partner value add
Alignment and Collaboration Results

- Improved Partner Experience
- Delivers Better Results
- Frees Resources to Fund Other Initiatives
- Improves Job Satisfaction
Questions?
Go to Market Plan - Template

- Portfolio X - VSEM
- Market and Business insights
- Competitive Highlights
- Partner Strategy & Priorities
  - Partner Marketing Plan
  - Partner Business Value Prop
  - Target Personas and Content Maps
  - Marketing Priorities & Communication Plan
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Insert Vision – Aspirational – 2 years + view

List 2-4 major strategies planned that will get you to the vision (SVP)

What initiatives need to be executed for each strategy this year? (VP/Dir)

How will you measure your progress?
# Partner Ecosystem

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<th>Primary Focus</th>
<th>Want to</th>
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<tr>
<td>Developer (ISV/IHV)</td>
<td>Design and builds software, solutions, and services</td>
<td>Build &amp; Provide</td>
</tr>
<tr>
<td>Integrator</td>
<td>Combine existing hardware, software, and services</td>
<td>Build &amp; Provide</td>
</tr>
<tr>
<td>Cloud Provider</td>
<td>On-demand cloud based subscription service/software</td>
<td>Build &amp; Provide</td>
</tr>
<tr>
<td>Solution Provider</td>
<td>Deliver services based on technology and services to achieve business outcomes</td>
<td>Build &amp; Provide</td>
</tr>
<tr>
<td>Consultant Services</td>
<td>Recommend and partner technology and services</td>
<td>Consult</td>
</tr>
<tr>
<td>Lifecycle Advisor</td>
<td>Guide customer consumption of software and services to optimize its value</td>
<td>Consult</td>
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<tr>
<td>Distributor</td>
<td>Aggregate, build and sell products, software , services and solutions through resellers</td>
<td>Scale &amp; Resell</td>
</tr>
<tr>
<td>Reseller</td>
<td>Build and sell products, software , services and solutions to end users</td>
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Thank You

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