Build the Partner Program & On-boarding Plan Phase 2
Your Program Thoughts Should Include Coverage & On-boarding Thoughts

**PRODUCT STRATEGY**

**CHANNEL STRATEGY**

**PROGRAM DEVELOPMENT**

**FIELD EXECUTION**

**REQUIRED INPUT**

- ✓ Product ASP
- ✓ Target Markets
- ✓ Buying Behaviors
- ✓ Competition

**RTM**

- ✓ Routes to Market Selection
- ✓ Partner Profile Development
- ✓ Value Proposition Development

**Capacity**

- ✓ Partner Productivity Assumptions
- ✓ Capacity Planning

**Enable**

- ✓ Sales & Technical Training
- ✓ Tools & IP Sharing
- ✓ Field Mentoring or teaming

**Market**

- ✓ Market to, through, with strategy
- ✓ Demand generation tools
- ✓ Co-marketing funds & rules

**Sell**

- ✓ Pre- and post-sale support
- ✓ Incentive structures
- ✓ Pricing and discount models
- ✓ Deal Registration

**Recruit**

- ✓ Staffing model
- ✓ Onboarding activities
- ✓ Role of distribution

**Manage**

- ✓ Program metrics management
- ✓ Joint business planning
- ✓ Rules of engagement

**SUPPORTING INFRASTRUCTURE** (PRM, 800#, SUPPORT LINE, PORTAL)
How You Manage Your Partners Depends On WHO They Are ..... As Well As “WHERE” They Are

- How much effort / investment?
- How much revenue expected?
- How stable is the relationship?
- Which specific actions / tactics apply?

Each discipline must be adapted to partner types (model / effectiveness / etc.) as well as relationship type & coverage model.
Sample Partner Program Benefits (Typically developed and differ by business model/track)

Partner Program Branding & Portal

Alliances

Partners

Education
Live & Distance by Role
Product Roadshows
Certifications & Specializations

Marketing
Co-Branding Tools, Concierge & Full Service
Co-operative Marketing Funds
Field Marketing Managers
Find-a-Partner

Sales & Support
Pre- & Post-Sales
CAM Coverage
Conflict Rules of Engagement
Special Pricing

Product
Development Access
Product Beta
Developer Blogs, Workrooms

Partner Growth Capabilities
Access to Capital
Rep Development
Transition to Services, MSP, Cloud

Recognition & Spiffs

Discount & Rebate Plans

Distribution Pricing Desk, Configurators, Price Sheets

Product

Simulation Phase 2

NDA, Custom
A Mature Program Would Include Multiple Levels & Tracks by Biz Model

**Program Requirements (Partner GIVEs)**
- ✔ Specialty Requirements
- ✔ Certifications
- ✔ Revenue
- ✔ References
- ✔ Customer Satisfaction
- ✔ To Earn Points or Levels, etc.

**Program Benefits (Partner GETs)**
- ✔ Rebates
- ✔ Deal Registration
- ✔ CAM Coverage
- ✔ Education
- ✔ MDF
- ✔ Logo Usage
- ✔ Etc.

**BUSINESS MODEL OR ROLE BASED TRACKS**
11. Build First 3 Columns for Your Ideal Partner Profile: One Track, No Levels

Deal Reg Goals:
1) Protect from Direct Sales
2) Protect from Partners who are willing to sell on discount
3) Offer view to pipe, incremental discount tied to desired behavior (SMB, new logo, first in, etc.)

Spiffs also valuable for VARs to incentivize education, penetrate new markets or push commodity products
## 11.1 Sales Education: Content Matters

### Easy to Use
- Short and to the point
- Easy, clear and time efficient
- Practical and easy to understand
- It was available when I needed it
- Simple, easy, but accomplished a goal
- Effective and quick
- Well planned, executed and available in multiple formats
- Easy to use, flexible, reliable, credible

### Leads to Sales
- Includes information that leads to customer sales
- It focused on the entire sales cycle
- Drove quick sales
- Enhanced my product knowledge to better close sales
- Taught me how to diagnose a customer situation and build a win, win scenario

### Product Sales
- Taught employees to respond to customer inquiries
- Taught me new features on best of breed product
- Allowed me to leave with a working demo
11.1 New Business Models Require New Education & Support Offerings

THE MSP EDUCATION PROCESS
“The right sales education is hard to find.”

- Marketing materials:
  - position product and customer value prop

- If Complex:
  - we’ll look for tech specs on the web

- If not clear:
  - we Google to see what others are saying, LinkedIn and MSP discussion groups

- If we commit strategically:
  - then I’ll find vendor’s sales education

- We’re an MSP, we just need positioning
  - 20 minutes would be ideal; no more than 1hr

SUPPORT

As a Service Provider

what matters is support

to ensure my SLA is not impacted

“Regarding education, our needs are a bit different. We’re an MSP, web based, free or on-site for our team works. I don’t think I should have to pay to understand how to sell the product.”

“We would pay for post sales support then pass that on to the client in our service level contracts.”

Source: IPED Enablement and Marketing Study
11.1 Vendors Account for 50% of Technical Training Delivered with Distributors Delivering Roughly 12%

<table>
<thead>
<tr>
<th>Category</th>
<th>Product or Service Vendor (e.g. Microsoft, Rackspace, etc.)</th>
<th>Your Distributor</th>
<th>An Association (e.g. CompTIA, HTG, etc.)</th>
<th>Independent Consultant</th>
<th>Don’t know / Don’t Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>50%</td>
<td>12%</td>
<td>14%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Sales</td>
<td>37%</td>
<td>21%</td>
<td>11%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Transforming your business</td>
<td>38%</td>
<td>11%</td>
<td>14%</td>
<td>15%</td>
<td>19%</td>
</tr>
</tbody>
</table>

“Our training is sourced from a combination of distributors and vendors.”

“Best of Breed is efficiency when we need it!
- Basic features
- What business problem it solves or the intended purpose
- Why is it different or better than the alternatives
- Sizing, configuration and model differences”

“Our CEO will not invest in non-technical training... I look at CRN, Infoweek, RSS feeds, network or vendors visiting. I don’t need to pay CompTIA to tell us.”

“What matters is fast and efficient, let me download materials/audio and use while I drive.” (non-major metro area)
11.1 Best of Breed Technical Education includes a “Virtual Sandbox” Lab

Vendor: Citrix

Compelling event: Citrix acquires XenSource

Objective: train global partner ecosystem on the newly acquired Citrix XenServer (virtualization technology)

- In a compressed timeframe
- Requiring a cost effective and on-demand delivery

Solution: Citrix XenServer integrated within the Toolwire “virtual sand box” platform. Provides each user the ability to access physical servers for the labs focusing on a range of technical topics. (e.g., users have the ability to install and configure Citrix XenServer components on a physical server as well as on a virtual machine image, as needed.)

“Working with Toolwire to develop and deliver an experiential training solution to meet our Citrix XenServer global training objectives has enabled us to cost effectively extend our training footprint. We see on-demand, hands-on training as a value add to our partners and a differentiator that will contribute to an increase in our global virtualization market share.”

-Julieann Scalisi, Managing Director of Education for Citrix Systems

11.1 Education Table Stakes

**Provide Content & Learning Paths by Role**
- E.g. Sales, Developer, Implementer, Architect, Service Level Manager, etc.

**More often, Educate for Solutions Rather than Products**
- Private cloud solution versus server & storage

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**Ensure Learning Path Ease of Access, Ease of Use and Personalization**
- Learning paths should facilitate training plans and track progress via dashboards by individual
- Consider which content is available outside firewalls, e.g. YouTube
- Think hard before requiring expensive, in person training requiring travel and time out of territory
- Provide “test outs” and fast path education when a similar or competitive certification is held

**Facilitate Access to Developers & Communities**
- Both inside (authenticated) and Outside (YouTube, LinkedIn, Twitter) of your Partner Portal
11.1 Education Best Practices

Virtual technical labs with continued access after class

Mobile device delivered content

Determine what must be ubiquitous and outside the firewall versus inside

Individual incentives to achieve required learning including, cash/debit cards, points programs for merchandise, access to developer or Vendor Partner forums, individual designations/badges/certification titles

MSP education needs differ.

Sales education is considered best of breed when the curriculum provides revenue generating direction in the least amount of time, when needed.

Best of breed technical training requires the use virtual labs where work can be saved for reference after class.
11.1 Education: Biggest Inhibitors...Does the Partner Believe You Understand?

- Time and Money
- Cost and ROI
- Opportunity Costs:
  - Keeping the business running while participating in education
  - Pulling people out of the field
  - Project delays if we pull people off projects to train

“Lack of executive support.”

“Lack of proximity (major metropolitan area) and we prefer in person training.”

“Our CEO will not invest in training.”

Almost 80% of respondents expect free (47%) or vendor funded (33%) support and education.
Marketing

✓ Assistance to supplement Partners’ acknowledged poor marketing skills is highly valued

✓ Fewer than 35% of solution providers utilize vendor self service marketing assets.

✓ Some, looking for high touch support, opt for lesser known vendors who will allocate full marketing support.

“Ruckus isn’t necessarily best of breed, but I’m building a pipeline with them. Ruckus is trying to capture share from the big guys, they tailored demand creation to meet our needs.”

“Both Cisco and EMC have invested in Channel Partner Marketing Certification.”
### 11.2 Partners Rank the Value of Marketing Benefits Available from You and Distribution

<table>
<thead>
<tr>
<th>Partner Investments</th>
<th>IT Vendors</th>
<th>Distributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Email/on-line mktg.</td>
<td>1. Web content syndication</td>
<td>1. Video production</td>
</tr>
<tr>
<td>2. Social media platform</td>
<td>2. Email/on-line mktg.</td>
<td>2. Marketing campaign mgmt.</td>
</tr>
<tr>
<td>3. Lead mgmt. &amp; nurturing</td>
<td>3. Mktg. campaign mgmt.</td>
<td>3. Web content syndication</td>
</tr>
</tbody>
</table>

Q: Please tell us the method(s) by which you expect to gain access to these marketing automation tools.
The Question
Can high touch capabilities scale to the masses through a marketing automation investment driving greater participation?

11.2 Self Service Tools Demonstrate A Less Than 35% Adoption Rate. Vendor Support Is Needed To Supplement The Typical Partners’ Capabilities.

**BEST OF BREED OPTIONS**

**SELF SERVICE**
- Enable partners with simple, easy to use, turnkey campaigns
- Allows partners to customize multiple campaign elements for complete end-to-end marketing programs

<35% ADOPTION

**SUPPORTED SERVICE**
- Deliver guidance and direction to partners and assist with planning, setup and execution of campaigns
- Single point of contact for all marketing inquiries
- Leveraged for high value partners

**MANAGED SERVICE**
- Deliver full marketing support to partners from planning through execution
- Offers highest level of automation and integration
- Designed to minimize partner effort
- Focus on highest value marketing activities and partners

**ChannelMasters**
11.2 Best of Breed Partner Marketing is a Supported or Managed Service typically allocated to Strategic Partners

- Lead management: 18%
- Other: 16%
- Social marketing: 14%
- Integrated campaigns: 14%
- Proposal required MDF/BDF: 11%
- Product or Service campaign in a box: 9%
- Earned volume MDF/BDF: 8%
- Vendor product content syndication to your web site: 6%
- Social marketing automation: 3%
- Lead management automation: 2%

Write ins for Other:
- Joint Conferences
- Marketing Support
- Funded position
- Lunch and learn
- Tradeshows

“Complete end to end support, funded through MDF, including mailings, website support (with content syndication) and twitter tie-in.”

“Integrated marketing automation solution with CRM to provide visibility to sales and letting them help provide lead scoring with aggressive tele-follow up by the vendor and distributor.”

Q29: Could you please share some detailed information for the most memorable best of breed experience you have had with marketing support. Type of marketing support: Please select one.

“Web page optimization and lead generation training are the most valued.”

“$2500 in MDF, not matched, requiring a 40 to 1 ROI. It happened simply across multiple product lines. Yes, it was proposal based. I reported back on a spreadsheet.” - provided by a major HW and SW vendor alliance
11.2 Joint Marketing Inhibitors Range from Business Goal Mismatch to Lack of Willingness to Utilize Self Service Materials

- Small company, limited resources
- Not big enough
- We don’t qualify for vendor co-op and campaigns
  
  We are of Insignificant Size

- Lack of marketing department
  - Lack of manpower
  - Lack of funding, funding, funding
  - Costs and time, time, time

  Lack of Funds, Time & Staff

- Paperwork requirements
- Too complicated, logistics

  Difficult to Use

- We segment the market differently
  - We are too diversified in our offerings to focus on a specific product
  - They sell products, we sell a service with those products

  Business Goal Mismatch

Q28: What is your company’s greatest barrier/inhibitor to joint marketing with your chosen technology vendors including service providers?
Enabling new partners is an intensive activity ... but it can be scaled and systemized for different tiers of partners

**Direct Managed Relationships = CAM Coverage**
- Customized business plans and resource investments
- Detailed ramp expectations and forecast-ability

**Indirect Managed Relationships = ICAM Coverage**
- Semi-customized business plans and resource allocations
- Still detailed enablement calendars; but less forecast-able

**Disti/Un-Managed Relationships = Portal Coverage**
- Standardized business planning templates adjusted for segments
- Standardized resource allocations and conditions
- Automated, Push-email based on-boarding plans and task lists
11.1 – 11.3 Outline Your Program in a GIVE to GET Format

- Go back to worksheet 8 and pull the Ideal Partner profile.
- Is your program screening for this type of partner?
- Ensure your program design and recruitment presentation are directed at a partner who meets the profile.
What Happens After They Say YES?

Just Because They Signed Up Doesn’t Mean They’re Ready to Go … Or Likely to Produce Revenue Anytime Soon

- Vendors invest millions of dollars in recruiting … much of it wasted on partners who never become productive
- Once a partner is in the program, it’s almost entirely up to the Channel Manager to cause that partner to become productive
- The concept of “buyer’s remorse” universally applies once the buzz of the recruiting process wears off

Time Is Critical

- The FIRST 90 DAYS of your relationship directly influence whether the partner will ever become productive
- Even the most effective partners may require intensive support for 1 FULL YEAR
- When sales cycles are longer than 90 days, focus on and measure the activities that lead to revenue
Partner Recruiting – Closing The Deal and Commit to On-board

Once a Channel Partner Agrees to Join Your Program, the Effectiveness and Simplicity of your Sign-up Process is Mission Critical

**Formal Application – Make It Easy!**
- Make a simple checklist of all the paperwork to ensure you don’t miss any details in the process.
- Help them fill out the paperwork ... no matter how short or long it is.

**Authorization – Make It Fast!**
- Provide a specific description of exactly who is involved the approval process, what steps will be taken, and how long each stage of the process will take.
- Notify the partner of progress throughout the process ... even if it’s just a formality.

**Distribution Alignment – Make It Obvious!**
- If it’s necessary for partners to purchase through Distribution, make sure you tell them why ... in terms that add value for the Partner.
- If there’s additional paperwork to be completed ... see the “Application” information above.

**Next Steps – Make It Urgent!**
- No matter how compelling the reasons were to sign up, if you don’t IMMEDIATELY follow up with action that leads to opportunity then “buyer’s remorse” will undo the entire process.
- Be specific – exactly what you’ll do, when, why, and what’s in it for the Partner.
11.4 Building A Partner On-Boarding & Enablement Plan

- Foundation for Performance and Accountability
- Simple, Specific, Repeatable Process
- **Brand It**, Teach It, Own It, Execute It Consistently
- Incorporate Business Plans for “Managed” Partners in either Phase 1 or Phase 2

### Phase 1: On-board, Educate, Market, Sell

- **30-DAY FAST START PLAN**
- **90-DAY ENGAGEMENT PLAN**
- **6-MONTH ACCELERATION PLAN**

### Phase 2: Manage

- **12-MONTH BUSINESS PLAN RENEWAL**

*Business Plan should be initiated no later than 12 months after recruitment for “Managed” Partners*
### 11.4 Typical On-boarding Structure – Brand the Program

<table>
<thead>
<tr>
<th>30-Day Fast Start Plan</th>
<th>90-Day Engagement Plan</th>
<th>6-Month Acceleration Plan</th>
<th>12-Month Business Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Basic Connections, Contracts, Forms, etc.</td>
<td>✓ Technical Training Activities</td>
<td>✓ Joint Sales Activities</td>
<td>✓ Accelerating Sales Activity</td>
</tr>
<tr>
<td>✓ Logistics</td>
<td>✓ Sales Planning and Targeting</td>
<td>✓ Customer Assessments</td>
<td>✓ Technical Service Development</td>
</tr>
<tr>
<td>✓ Introductions</td>
<td>✓ Initial Sales Opportunities</td>
<td>✓ Product Demonstrations</td>
<td>✓ Sales Forecasting</td>
</tr>
<tr>
<td>✓ Sales Introductions</td>
<td>✓ Systems Alignment</td>
<td>✓ Initial Customer Wins</td>
<td>✓ Communication Processes</td>
</tr>
<tr>
<td>✓ Initial Technical Training Plan</td>
<td>✓ Executive Alignment</td>
<td>✓ Product Delivery &amp; Logistics</td>
<td>✓ Growth Strategies</td>
</tr>
</tbody>
</table>
11.4 Sample On-boarding Dashboard – Brand the Program
Sample: 30 Day Plan to Success

Check List – 30 Days

- Contracts
- Introductions: Channel Manager / Sales / Technical
- Order / Process Training
- Identify two Sales Reps and schedule training
- Identify two Sales Engineers / Implementation and schedule training
- Joint Meeting with Customer to schedule POC
- Identify Marketing Resources; contact interfaces
- MDF Plans
- Demo Kits on site; and schedule on-site engineer to install, implement and train
Sample: 90 Day Plan to Success

Check List – 90 Days

- Build business plan with CM
- Executive governance and alignment
- Complete training; both sales and technical
- Complete marketing plan with seed money
- Partner Ready On-Demand Marketing Tool Kits
- Complete Initial Customer POCs with WINs
- Partner identifies four potential customers
- Face-to-Face Co-Sell
- Schedule POC
Sample: 180 Day Plan to Sustainable Sales

Check List – 180 Days

- Published Customer References / Press Release
- Execute two “Vendor prime--Partner sub” implementation opportunities
- 6 month review
  - On-boarding & Enablement Plan review
    - 4 Closed Opportunities
  - Establish 90 Day Goals
  - Prepare to move to full Business Plan at 12 months
- Identify additional resources to support growth in implementation requirements
11.5 Dashboard Measures of Success

<table>
<thead>
<tr>
<th>Activity</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners On-boarded</td>
<td>8</td>
<td>20</td>
<td>28</td>
<td>40</td>
</tr>
<tr>
<td>Pipeline</td>
<td>$3M</td>
<td>$6M</td>
<td>$9M</td>
<td>$12M</td>
</tr>
<tr>
<td>Revenue</td>
<td>$1.2M</td>
<td>$3.1M</td>
<td>$4.36</td>
<td>$6.23</td>
</tr>
</tbody>
</table>

### Monthly Dashboard Metrics

Track performance against plans:
- Capacity
- Education
- Marketing
- Revenue

In real life: your company culture and systems support typically dictate how elaborate or simple your tracking dashboard will be.
With the decisions you made in worksheets 11.1, 11.2 and 11.3 in your hand, organize as a team or divide and conquer to brainstorm your:
- on-boarding program and
- measures of success

You are preparing for an internal Management meeting.
Examples

IN REAL LIFE
Role Based versus Specific Track Program Structures
Next Gen Cisco Partner Program 2014

Driving Cloud Adoption by Role:

- **Cloud Builder** – designed for those building clouds (private and public)
- **Cloud Provider** – designed for those who want to take an offering to the public
- **Cloud and Managed Services Reseller** – designed to connect the traditional Cisco reseller to a public cloud provider

*2014 Cisco enters the Public Cloud Services Space, competes with AWS, VMware, etc.*

Under the new program, partners at the Gold level — still the highest possible tier — need to be actively selling a minimum of four Cisco cloud or managed services offerings, and can only meet that requirement by selling at least one cloud service and at least one managed service.
VMware Best Practices focuses on helping partners build services and service revenue quickly:

Bundled kit of services wrapped around VMware Software to allow partners the ability to streamline and simplify many repetitive, time-intensive tasks performed in virtualization projects.

SKUd solution from distributors or available direct via download from VMware for higher level partners.

Service Kits also available to partners

Kits that wrap up VMware IP to provide partners with resources and tools to sell services around VMware products.

Includes:
- Checklists
- Best practices
- Spreadsheets
Emerging vendors are NOT encumbered by the past.

✓ Focused on WHY they need partners and offering targeted programs

✓ Focused on specific business models that make sense for their product offerings

✓ Building programs that meet their needs sometimes contradicting traditional behavior

✓ i.e. AWS Managed Services Program

✓ Requires validation by 3rd party audit firm

✓ $3,000 USD audit fee + related travel expenses if applicable

✓ Represented as Audited Managed Services Partners on AWS website/marketplace

✓ According to AWS Partner finder = 93 MSP partners
Build the Partner Program & On-boarding Plan Phase 2
Use Data and Decisions from Module 1 Decisions to Outline Your Program
Today’s Meeting

Agenda:

Meeting Goal:

- Goal of today’s meeting is to update management on our progress before recruitment of partners commences.
- This meeting is a success if...management understands the partner profile, partner program, program elements, on-boarding program how they will support your revenue goal and measure of success.
$2M Partner Program Budget Background

Capacity to Program Revenue Goal

• # of partners to recruit
• Typical Partner Productivity
• First year revenue goal

Budget Allocations

• $ amount by category amounts

Background...in prior meetings we were granted a $2M budget, this is how we will use the budget to achieve the revenue goal

• Capacity Plan
• Links to Revenue Goal
Program Elements

Highlight the benefits that matter, we likely don’t have the time to build an entire program.

Ideal Partner Profile: ______________________________________
_______________________________________________________
_______________________________________________________

Give (requirements):  Get (benefits):

Education
Support
Marketing
Sales
Other

SAMPLE
# On-boarding Timeline – Brand it

<table>
<thead>
<tr>
<th>Immediate</th>
<th>Near-Term</th>
<th>Longer-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month</td>
<td>Month</td>
<td>Month 9</td>
</tr>
<tr>
<td>Month</td>
<td>Month</td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>Month</td>
<td></td>
</tr>
</tbody>
</table>

## Administrative, Contracts, Meet & Greets
- Text
- Text

## Education
- Text
- Text

## Marketing & Sell
- Text
- Text
- Text
- Text
- Text

## Other
- ✗
- ✗
- ✗
- ✗
- ✗
Measures of Success

<table>
<thead>
<tr>
<th>Activity</th>
<th>Goal</th>
<th>YTD</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners Recruited; 60</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active Partners (made it to Lift Off), 30</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Training (2/partner)</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Sales Tech Training</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Training</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Training</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demo Unit</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Business Plan</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDF ($14K/partner)</td>
<td>$420K</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Activities (40/partner/year)</td>
<td>1200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Sales Calls (1/month/partner)</td>
<td>360</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Wins</td>
<td>$10M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Determine what you will Measure and Track!!
Summary or Close

1. Your agreement
2. Next steps
3. TBD
Build Program Debrief

- On-boarding, in whose organization does this responsibility lie?
  - Which partners get TLC?
- Commodity product vs. complex product enablement plans?
- Templates, processes, branded?
Recruit a Partner to the Program Phase 3