

# Globally Consistent, Locally Flexible Channel Coverage for Multinational Technology Company

## OVERVIEW

A global leader in networking solutions was experiencing year-over-year erosion of its SMB market. The company lacked the resources to work with the smaller channel partners face-to-face. And because each geographic region or country had its own local approach to address reseller coverage, it required a solution that would cover SMB sellers worldwide with a globally consistent message, but that would also offer local flexibility.

The client believed that a properly deployed coverage model could more than double its SMB market share through value added resellers, but needed a consistent, cost-effective global execution model. An added challenge was that the client lacked a way of uniquely tracking leading indicators of success or of linking investments to ROI.



## ACTIONS

MarketSource launched a channel coverage model using best practices in the design and deployment of a globally managed program. A team of 50 full-time, channel-facing field sales professionals were rapidly recruited and trained in 14 countries across four continents. The sales team and sales process were integrated into geographic regions and local country sales and marketing processes.

Building relationships with distributors to drive certification of Unique Registered Partners was a main target market. A locally flexible channel coverage model was essential, as partner requirements and needs varied by region and county.

MarketSource developed a global program office with a centralized management team that drove content creation, metrics, reporting and program management. An operations team

managed people and training in the field and monitored profits and efficiency. New content was continually created or modified with global consistency but region-specific.

Dashboard and reporting systems were built and managed by MarketSource's data analytics team. As the program evolved, this maximized return on investment by allowing the necessary transparency to make in-market adjustments, as needed. In addition, the team met weekly with the client to communicate results, to examine the structure of the program, and to analyze goals and determine future direction of the program at a global level.

## RESULTS

The channel coverage model led to significant improvements. In less than a year, the client saw the following results:

- Achieved 30% quarter-over-quarter growth and \$80M in incremental revenue touching over 7,500 resellers through face-to-face meetings.
- Increased average reseller purchase volume by two- to three-fold versus a control group.
- Produced a 10X-plus return on investment globally tracked through pin-point POS reporting and program dashboards.
- Demonstrated that a major technology vendor can deploy a globally consistent, channel coverage model while meeting the flexibility needs of local countries and client subsidiaries.