
HOW TO PARTNER WITH PARTNERS

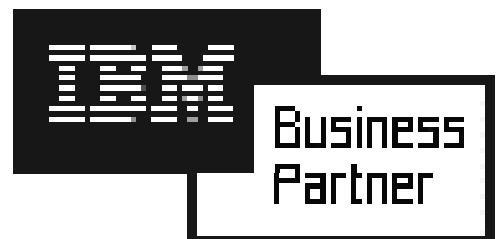
UNCONVENTIONAL
WEAPONS & TACTICS
FOR INCREASING YOUR
SALES™

Presented by:

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What Do You Want From This Session?

What is a Partnership?

An agreement to share, at some level, _____
and _____ to the benefit of all parties.

10 Reasons to Partner

1. Increase _____
2. Increase customer _____
3. Increase _____
4. Increase _____
5. Introduction to new _____ and _____
6. Fill _____ gaps
7. Fill _____ gaps
8. Create _____
9. Create _____
10. Increase _____

Why Do You Want to Partner?

When You Shouldn't Partner

When your prospective partner has a different _____

When you provide substantially _____

When their reputation is _____

When there's no _____ to do so

When it _____

Be aware of how you represent yourself.

“Partner” implies _____.

How to Find Partners

Ask _____

Ask _____

Read publications

Check _____

Peruse the _____

The 10 Characteristics of a Successful Partnership

1. Commitment

“If you’re not 100% committed to your customers, your product, and your partner, you’ll never survive.”

2. Investment

The Law of The Slight Edge: “The difference between a champion and an also-ran, more often than not, is a very slim margin.”

Invest in _____

Invest in _____

Invest in _____

3. Patient

“Your partner may take longer than you to understand the situation... and vice versa.”

4. Subsequent

“Partners are in it for the long haul. What’s the subsequent deal?”

5. Consistent

“Consistency is interpreted as longevity, credibility, and trust.”

6. Confident

Partners believe in their people, their product, and their partner.”

7. Assortment

“The best partnerships come from an assortment of dissimilar abilities, skills, and interests.”

More Marketing

More Sales

More Skills

8. Convenient

“Partners are user friendly. They are in touch, easy to reach, and they do everything immediately.”

Better _____

Faster _____

Win-win-win-win

9. Measurement

“What you measure is what you get. Inspect what you expect.”

Increased business

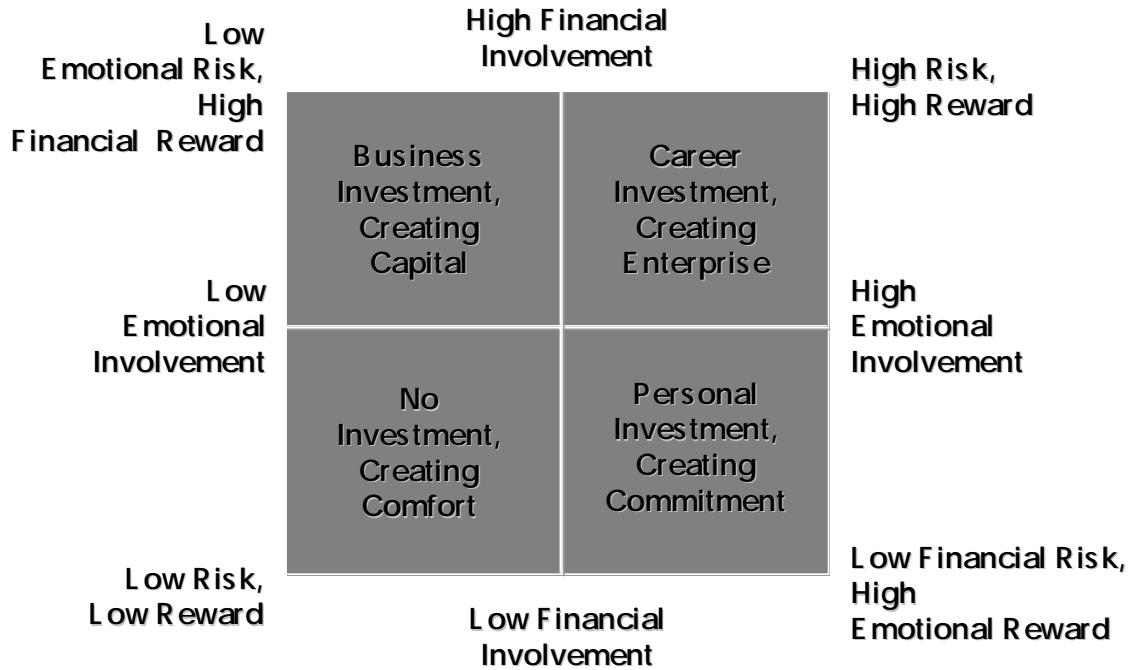
Increased product performance

Increased customer satisfaction

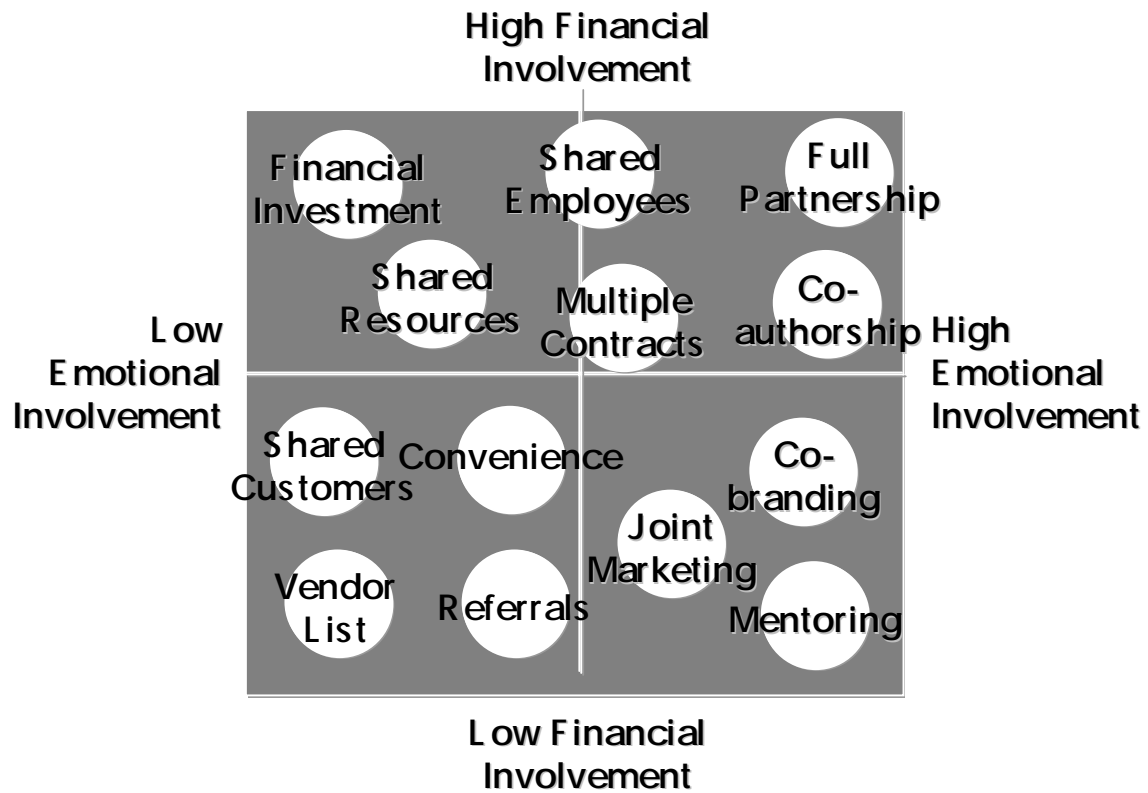
10. Excitement

“Partners are militantly optimistic.”

Levels of Partnership



Types of Partnership



What's Your Opportunity?

Customers

Prospects

Your Dream List

What Outcome Do You Want?

Check for agreement.

Your Outcome

Your Partner's Outcome

Your Customer's Outcome

How Will You Know When It's a Success?

Check for agreement.

What's Needed to Succeed?

What do you need?

How can your partner help?

What does your partner need?

How can you help?

What does your customer need?

How can you both help?

Business Task Ability

Strategy: Big picture thinking

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Planning: Detail management, forecasting scenarios

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Management: Leading, motivating, and supervising others

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Marketing: Creating and communicating compelling value propositions

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Sales: Creating customer relationships and managing customer expectations

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Customer Development: Growing the market opportunities

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Design: Creating a product that does the job and can be built

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Implementation: Building the product consistently

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Support: Fixing problems rapidly and to customer satisfaction

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

Operations: Managing human resources and physical facilities

Your View	1	2	3	4	5	6	7	8	9	10
Your Partner	1	2	3	4	5	6	7	8	9	10
Partner's View	1	2	3	4	5	6	7	8	9	10

What About Other Partners?

Partnership Interaction

Who does what?

Who gets paid for what?

Is this worth it for me?

Is this worth it for my partner?

Is this worth it for the customer?

How does this make us unique and superior for our customer?

Creating the Action Plan

What are you going to do and when are you going to do it?

What is your partner going to do and when are they going to do it?

**What is your customer going to do
and when are they going to do it?**

What Makes this Work?

Agree on _____

Agree on _____

Agree on _____

Agree on _____

When You Don't Agree...

Is disagreement a real problem?

Can we live with the disagreement?

Is this going to be a problem in the future?

Is this a _____?

Agree to _____

**“You’re view is valid for you. And my view is valid for me.
Let’s accept that and move on.”**

“Do you want to be right, or effective?”

Managing Conflicts

Plan for conflict resolution.

Agree to being _____

Agree to _____ and _____

Agree to _____ by a trusted 3rd party

Agree to _____

Chose arbitration first, _____ dead last

Why are there conflicts?

Not barriers, but _____

Ending the Partnership

Agree how to end the partnership at the start

Splitting _____

Splitting _____

Splitting _____

Update regularly

“Why are we _____?”

Appendix A: Partnering Compatibility Test

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Welcome to the Business Partner “compatibility test,” the first step in figuring out how to work with an IBM Business Partner who has skills complementary to you own. It’s not pop psychology, but this test will help you better define how you approach a new business opportunity with your complementary IBM Business Partner. Please take this test either with your fellow IBM Business Partner or share your results with each other. One of the keys to successful teaming is to have regular honest open communications (just like any other relationship!)*

If you’re an IBM Business Partner considering working with another IBM Business Partner, there are some tough questions you need to answer honestly before the relationship can get off the ground. Consider WHY you want to work with another IBM Business Partner. Yes, of course, it’s to grow revenue. And as customers demand best-of-class solutions, no one vendor can deliver it all. Teaming also means making a COMMITMENT of your company’s time, resources and funds to help it work. If you’re not willing to invest in developing the partnership, just as you would to grow your own business, this kind of teaming may not be right for you.

So...the first questions to answer are about yourself:

Are you prepared to be a good Business Partner?

This set of questions tests your readiness to actively work with another complementary Business Partner.

1. Are you looking for a complementary IBM Business Partner with whom you can build trust and work towards a long-term relationship? It takes time to understand each other and build a working trust. You should be prepared to invest in this relationship and intend to make it last.

2. Do you have the time, or are you willing to make the time, to invest in building this relationship?

3. Is this relationship supported at the top levels of the company? Across departments in the company? Sometimes the most potentially beneficial relationships can fail if the commitment to make it work doesn't exist at top levels in the company. It's that COMMITMENT word again. If top management doesn't support the relationship, what happens when crunch time comes? What gets pushed to the side first?

4. Are you willing to help fill a specific need your Business Partner has, which may require your investment with no initial return, but a greater return a few months later? (e.g. Teach a class on how to sell your product/service to the partner's sales force.)

5. Is the Business Partner someone you think you can trust---based on past experiences, reputation, etc.? Being able to trust each other is critical. Trust is built slowly based on experience, but trust also provides the foundation on which you can share valuable business information with your Business Partner and from which you'll find greater opportunities.

If you answered *anything* but “YES” to ALL of these questions, you may not be quite ready to build a relationship with that other IBM Business Partner.

What do you need in an IBM Business Partner?

This set of questions focuses on your business and what kind of skills you think you need from a partner to round out your offerings.

1. What is the ONE core - heart & soul - skill that your company brings to the marketplace? Some possibilities for e-business are: solution consulting, web design, web development, application implementation, software/data integration (products?), hardware integration (platforms?), web hosting, Internet connectivity. Be as specific as you can be.

2. What is the basic core skill that you want in your IBM Business Partner?

3. What are the top one or two solutions that your customers ask for? Is this is the kind of opportunity on which you'll work with your Business Partner?

4. Do you have a concept of what your relationship would bring to the marketplace?

5. Is there opportunity in the marketplace that this relationship would fulfill?

6. Can the opportunity be mutually beneficial for both you and your partner? Remember, your complementary IBM Business Partner is investing in this relationship too. Will he get a fair deal out of the relationship with you?

How do you work together?

Working with other IBM Business Partners to deliver customer solutions is similar to working with a new team within your own company. As you imagine how a customer engagement would progress with the support of your fellow Business Partner, answer these questions. Then compare your answers with your Business Partner's. The differences should provide some interesting conversation starters!

1. Who "owns" or manages the relationship with the customer? What does that mean specifically?
2. How do you manage the initial consulting discussion/sales call? Together? Or does one Business Partner lead? Which one? What contribution does each Business Partner have in this phase of the sale?
3. What kind of sale do you want? A long-term strategic sell, to be delivered in stepped phases, or a quick, specific delivery to book the revenue as soon as possible?
4. Who does the pre-sales technical support? The proposal support?

5. Who's responsible for the actual implementation? Who owns which pieces of the delivery? What kind of schedule would you deliver on?

6. Who handles post-sales and ongoing support, and is their compensation built into the original proposal?

7. How do you follow up when the customer calls back (to you?.....to your Business Partner?) for more work?

8. Now, one last very tough one: Do you feel any hesitation about working with this Business Partner? If so, jot it down, even if only mentally. This kind of worry about potential conflicts can and will eventually undermine a partnership. It's best to discuss these potential issues as soon as possible, but you'll definitely want to address them as your trust in your partner builds, and before you reach a crisis point in the relationship -- and preferably NOT when you're standing in front of your customer together!!!

Whew! Well that was a lot to work through, but if you work through these questions together with your new IBM Business Partner, you'll be much better prepared for the next steps that lead you through some real teaming opportunities in selling e-business solutions. Remember to share your answers with your potential Business Partner and discuss how you're going to close and deliver on that first opportunity.

* The IBM Business Partner compatibility test is a tool only. Application of the test to any relationship between IBM Business Partners does not guarantee a successful relationship. IBM is not a party to and is not responsible for any activity, contracts, delivery, fulfillment or other commitments made between two IBM Business Partners.



Your Presenter, Mark S. A. Smith

Mark S. A. Smith delivers innovative, unconventional strategies for entrepreneurial thinkers, marketing managers, and sales professionals to rope in the customers that looked all but impossible!

Mark co-authored *Guerrilla Trade Show Selling: New Unconventional Weapons and Tactics to Meet More People, Get More Leads, and Close More Sales*, and *Guerrilla TeleSelling: New Unconventional Weapons and Tactics to Close Sales When You Can't Be There in Person*, and *Guerrilla Negotiating: Unconventional Weapons and Tactics to Get What You Want*. He's written over 300 articles on sales and marketing topics.

He's an electrical engineer, computer programmer, hardware salesman, and software marketer who now coaches others how to get more business by being more than "just another salesperson." Mark believes that your sales performance can be every bit as reliable as the performance of your company's products. And after hearing him, his audiences agree.

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