



Channel Assessment for Business Model Transition

BACKGROUND

An established leader in the enterprise software market, Oracle (www.oracle.com) wished to analyze their current channel model in the Caribbean region in order to better support and develop their channel, allowing for indirect sales growth. Oracle needed help in determining the right strategies and tactics required for them to gain a competitive market advantage and drive incremental indirect partner revenues.

THE CHALLENGE: Developing an Indirect Channel

Oracle needed a detailed assessment of their current channel structure, covering such areas as overall and country specific channel models; alternative channels; sales and marketing support programs; channel partner profiles and recommended targets; and related matters pertinent to enhancing Oracle revenue generation in the region. Oracle wanted recommendations that would include, but not be limited to, go-to-market recommendations, assessment of current channel partners, a suggested “target list” of potential partners and a channel map for the region.

To accomplish this, the engagement involved primary and secondary market research with a focus on:

- ✦ Indirect revenue potential
- ✦ Determining the numbers and types of partners and their location, so as to attain the revenue potential
- ✦ Assessment of current channel partners and mix
- ✦ Identification of new channel partners
- ✦ Review and recommendations on channel policies and partner tools

THE SOLUTION: Better Partner Engagement and Marketing Support

Employing a gap-type methodology, performing Oracle partner and competitor partner interviews and reviewing the channel structure of Oracle’s three primary competitors, the project was completed in just one month and resulted in the following recommendations:

- ✦ Re-allocation of the marketing budget and specific tactics on increased marketing through partners
- ✦ Re-classification of partners and creation of programs based on partner business models
- ✦ Changes in partner business and engagement policies
- ✦ A shift from an ISV/VAD focus to that of VARs
- ✦ A comprehensive list of partners, segmented according to type and a detailed recruitment plan to grow the partner base

