

Why Customer Experience Matters

TECHNOLOGY VENDORS CAN BOOST THEIR REVENUE BY
HELPING PARTNERS FOCUS ON THE BUYING EXPERIENCE

Alinea Partners

SECRET SHOPPER REPORT

by Jeremy Cox for Alinea Partners

A FOCUS ON THE B2B BUYING EXPERIENCE SIGNIFICANTLY
INCREASES REVENUE AT MINIMAL COST FOR VENDORS
AND PARTNERS

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Introduction



If you are reading this whitepaper, you probably attended the Alinea Partners EvolvingChannels Virtual Summit, where we and a series of industry experts discussed the commercial impact of embracing partner Ecosystems. We had many great interviews and it is worth a view (contact us for a client code to access for free).

I want to call out to Tony J. Hughes for talking about Customer and Buying Experiences at the Summit, and to use this opportunity to share our latest research on B2B buying experiences.

This book details what best practice companies are doing to make sure they are not only mapping their Customer Experiences but holding a mirror up to them to experience what it is really like to buy software, hardware, and services from them.

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How Channel Sales is Evolving by Tony J. Hughes

Tony J. Hughes, is the author of „Tech-Powered Sales“. With more than 35 years of experience in corporate and sales leadership, Tony developed a base of more than 800 000 fans all over the globe. We had the honor of having Tony as one of our guests at the EvolvingChannels Summit, and this is a brief summary.

Holistic preparation: buyers today expect us to already know upfront: their industry, their organization, their role, and the customers or the markets they serve. And then, based on that, they expect us to tailor and also personalize the conversation.

The unknown competition: We all know that for sellers, the biggest thing they're competing against in the marketplace is not traditional competitors. It's the client being interested enough to have a conversation, but if the business and commercial value isn't strong enough to actually carry the day, they chew up lots of time and resources from you but don't buy.

Value of the seller: What customers really want is value in the relationship as opposed to just the relationship.

Meeting expectations: Gartner Group and I, recently did research around the sales challenges. 5,000 decision-makers were surveyed and asked, "When you give your time to an account manager or a salesperson, what percentage of the time did they meet their expectations?" And the result from that research was only 15%! We need to be more effective.

Tony J. Hughes
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Purpose of this white paper

This white paper report will be of interest to CEOs, CROs, Sales VPs, and CMOs, responsible for their company's reseller channels' success. Armed with an independent Secret Shopper benchmarking data analysis, they can take steps to boost channel sales and add differentiated value to their reseller partners.

This white paper examines the business value that major IT and communications vendors can gain by conducting independent Secret Shopping to uncover both positive and adverse experiences of the B2B buyer.

The results of Alinea Partners' Secret Shopper research and benchmarking data reveal that a high proportion of resellers can significantly enhance their success rates by shifting the attention to the buyer experience, generating increased sales at a minimal cost.

The main sponsors of this Secret Shopper research, covering around 700 companies globally, were major IT and communications vendors reliant on channel partners for a significant portion of their revenue and operating in highly competitive markets.

Key Drivers

Missed opportunities are avoidable

Major technology vendors invest tens of millions of dollars in driving sales through reseller channels. While they have a raft of support, enablement, and incentive programs to help resellers succeed, they generally lack insight into the risk of revenue leakage caused by a poor buying experience. When the experience is disappointing, each constituent in the value chain loses out.

- The potential customer fails to receive the anticipated value they seek, or at best, a delay while searching for alternatives,
- the reseller loses potentially profitable sales, and
- the vendor is not only denied revenue but may be associated with the poor experience, suffering damage to their reputation as well.

While vendors continue to invest heavily in their partner recruitment and support programs, they miss out on opportunities to differentiate their programs by failing to appreciate the critical importance of the buying experience, from the initial search to purchase and consumption.

Partner recruitment drives, co-marketing funds, training, certification, access to resources, account management, sales playbooks, and technical support represent significant investments for technology vendors. While this portfolio of enablement and support provides an essential

foundation for most partner programs, the effectiveness of each reseller's marketing and sales approach can only be determined by the rearview mirror of sales figures generated. Where sales cycles can sometimes take months to complete, this is too late.

If there are systemic weaknesses in marketing and sales, that is down to the reseller to understand and fix. The vendor can only hope that they do.

Get on the front foot through insight

Against a pandemic backdrop, vendors must be proactive to maximize partner sales, now more challenging in the absence or limitation of face-to-face selling. This starts by gaining insight into the buying experience and converting this knowledge into constructive support for partners. Secret Shopper is the essential tool that puts vendors on the front foot. It enables them to differentiate their partner support programs by helping resellers maximize every opportunity and avoid revenue leakage.

Alinea Partners' viewpoint

Take a leaf out of the ABM playbook – focus on the buyer

Many technology vendors have adopted account-based marketing (ABM) initiatives to identify and capitalize on opportunities that match their value propositions in their own direct sales environments. They recognize the crucial element of the buying experience as a precursor to greater success.

However, when it comes to resellers, vendors can only hope that their training, incentives, co-marketing efforts, and playbooks equip resellers with the tools to succeed. Our Secret Shopper benchmarking data reveals that two out of three buyers abandon their buying journeys in frustration as resellers fail to respond as expected.

It doesn't have to be this way.

Resellers that pay attention to the buyer experience across their various buying journeys are rewarded with greater success. While resellers are fiercely independent businesses, they respond positively to a vendor's constructive and practical ideas to boost their sales.

The experience of Motorola Solutions outlined in this report illustrates the value major vendors can bring to their partners, their own companies, and customers by acting on the research findings. By taking a journey-centric approach to prospect and customer engagement, resellers improve their win rates, resulting in more sales for them and the vendor, buyers, and customers are more likely to find suitable solutions that meet their needs.

About the Secret Shopper research

Secret Shopper is used extensively in consumer markets but rarely in B2B environments. The unique approach taken by Alinea Partners is explicitly designed for B2B sales. It seeks to uncover the typical experience across the buyer's journey, from search and discovery through engagement with sales and finally purchase or abandonment. Onboarding and Getting Started Modules are also available.

Alinea Partners conducted the research sponsored by several major vendors. The research team was able to gain a first-hand view of the buying journey experience by acting as potential customers. This extensive Secret Shopper research covered nearly seven hundred companies in six regions and across seven different product categories.

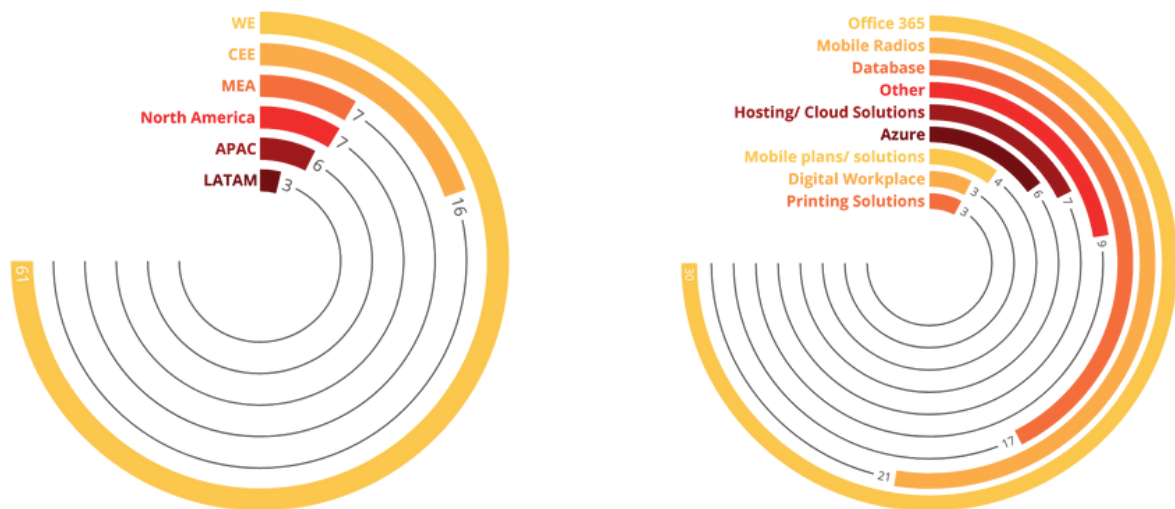


Figure 1: Alinea Partners' Secret Shopper demographics and product categories

The findings examined in the remainder of this report provide a wake-up call to vendors that rely on traditional approaches to assessing the impact of their own and/or partner initiatives. Revenue leakage is endemic, yet with relatively little cost and some constructive guidance, vendors can mitigate the risks and generate significantly more revenue for their partners and themselves.

Guidance

Guidance for technology vendors

By adopting a buyer-centric approach to marketing and sales, resellers can stem the flow of revenue leakage, currently running at two out of three opportunities. By conducting Secret Shopper research, vendors can help their top-tier resellers rapidly fix inherent weaknesses in their existing marketing, offer, and sales approach at minimal cost to the vendor or the reseller.

As the experience of Motorola Solutions shows, top-tier resellers welcome the outside-in attention and the additional support from the vendor. A focus on the top tier provides excellent leverage on the total revenue performance of the channel.

Also, by sharing the common anonymized findings from the research with all resellers - through newsletters and webinars, for example, vendors can raise the performance of every partner. A first step would be to share this paper.

Continue to conduct Secret Shopping to benchmark yourselves, and your resellers' maturity. And look for evidence, and monitor the performance trends, which should substantially improve as more and more companies adopt a buyer-centric focus.

Guidance for resellers

Focus on the buyer experience and ensure that marketing, offers and sales activities are in complete lockstep. Identify the different types of buyer or buyer group members involved throughout the buying journey. Collaborate as a team to identify the moments of truth from initial search through to purchase and how each is currently supported throughout the buying journey. What do you do well, and what can be improved? What vendor support or Coop could you use to accelerate improvement? What training or education needs do you have to enhance marketing, offers and sales capabilities?

By adopting a consistent and disciplined approach with key buyer personas in mind, you can substantially reduce revenue leakage and generate more revenue, and often, faster.

Key findings

- Two out of three buyers abandon their buying journeys in frustration before they even hit the CRM system
- Every step of the buying journey represents an opportunity
- Motorola Solutions primes partners for success
- Wirehive succeeds by centering all activities on the customer
- Revenue leakage can be prevented by adopting better practices throughout the buying journey

Two out of three buyers abandon their buying journeys in frustration before they even hit the CRM System

Throughout the buying journey, there are opportunities to make or break the sale. Alinea Secret Shopper research found that two out of three buyers abandon their buying journey out of frustration which has many causes, a sample of which are outlined below.

The Secret Shopper research provided a buyer's view of their complete buying journey from discovery to purchase, outlined in Figure 2. The buying journey is a continuum, where the cumulative impact of each step controlled by the reseller influences the result.



Figure 2: The buying journey outline

If the reseller fails to show up in searches, the opportunity is lost at the outset of the buying journey. This may be a function of a suboptimal website SEO or a lack of awareness. While marketing may be responsible, the buying process starts here. Therefore sales are a key stakeholder in the success or otherwise of the reseller's web design and search engine optimization capabilities and any campaigns that drive awareness.

However, the onus is on sales to respond effectively and promptly once the customer indicates an interest. Active involvement is key - the website is now part of your Sales Team!

How the company responds impacts the likelihood to buy. If the potential customer evaluates options from competitors (often the case), then the salesperson must provide both the rationale and understanding of the prospective buyer's business context to have any chance of winning the business. These elements must be explicit in the proposal provided. A critical component of the reason to buy must include evidence of success with companies seeking similar business outcomes and any relevant differentiators that provide further reassurance to the buyer.

While this is obvious to most resellers and their best salespeople, our Secret Shopper analysis paints a contrasting picture. In over two-thirds (68%) of cases, the buyer was given cause to abandon their buying journeys. This means that up to two-thirds of opportunities are lost, representing considerable revenue leakage for many resellers and vendors, and considerable revenue upside for savvy companies getting buying journeys right.

The customer experience index highlights broad areas of concern

While just under a third of resellers performed well across the entire buying journey, the majority were deficient at both the discovery and purchasing phases of the buyer journey.

The customer experience index (CXI) provides an overall rating of companies using a scale from plus 100 to minus 100, along similar lines as the Net Promoter Score® Index. This showed that the average score across all resellers was -21%, with the most positive from within the top third, with an overall positive score of +35.

Broken down further by phases, the average score for the discovery phase was -19%. Illustrating the difficulty in finding the desired products on most websites or through traditional awareness activities. The score was on average even lower during the purchasing phase, dropping on average to -25%

Joined-up approaches yield better results

The most successful companies exhibited positive scores of 35% in both phases and overall. This indicates that joined-up thinking and execution across phases yields better results and less revenue leakage.

An examination of the detailed analysis across phases reveals weaknesses that can be overcome without major investment, as long as the company acts holistically and systematically across each phase. The following sample findings illustrate the point.

Every step of the buying journey represents an opportunity often missed

Each step of the buying journey is an opportunity to engage with potential and existing customers. Companies must take a holistic approach to ensure a responsive and relevant experience across all phases of the buying journey. The most successful companies already do this, focusing on the buyer experience from beginning to end.

Sample findings across the buying journey from Alinea Partners' Secret Shopper

In this section we examine some of the key findings from each phase of the buying journey based on the Alinea Partners' Secret Shopper research, starting with Discovery.

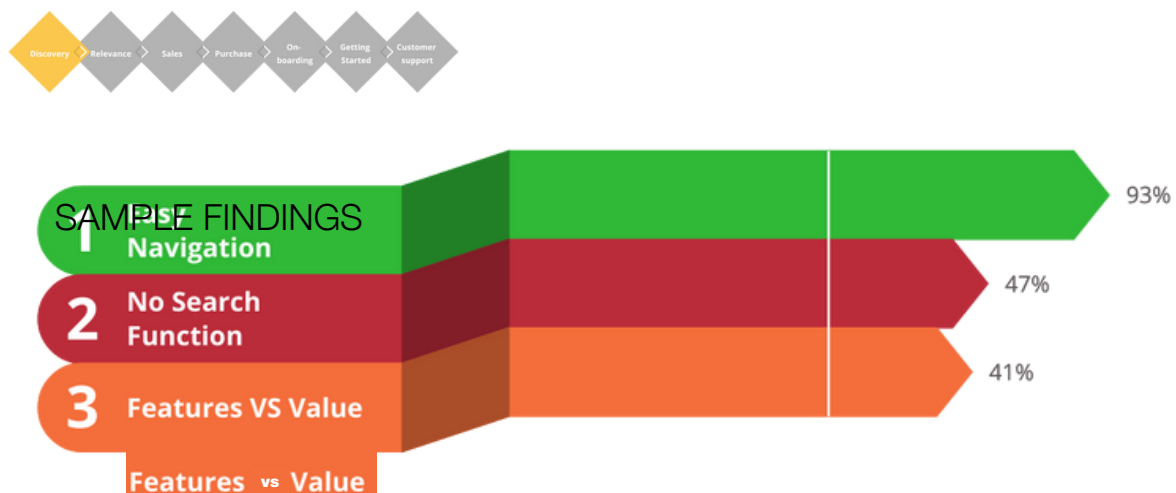


Figure 3: Digital Footprint Sample Findings

Lack of search capabilities creates a frustrating experience

On the positive side, 93% of companies had responsive websites that were easy to navigate. However, 47% still have no search function on their website to help prospects find information on solutions or products they may wish to buy. This is now such an essential requirement. There are plenty of search plugins available at little cost to provide search functionality.

Two in five companies focus on features, not value

Finally, 41% of websites use language about features, not the business value they can provide based on their expertise and not just their product portfolios. If business buyers seek solutions to a business problem or challenge, they will respond more favorably if they have trust and confidence in the differentiated value the company can provide. This is even more important where the buyer lacks familiarity with the product or solution.

Discovery phase – Digital Footprint

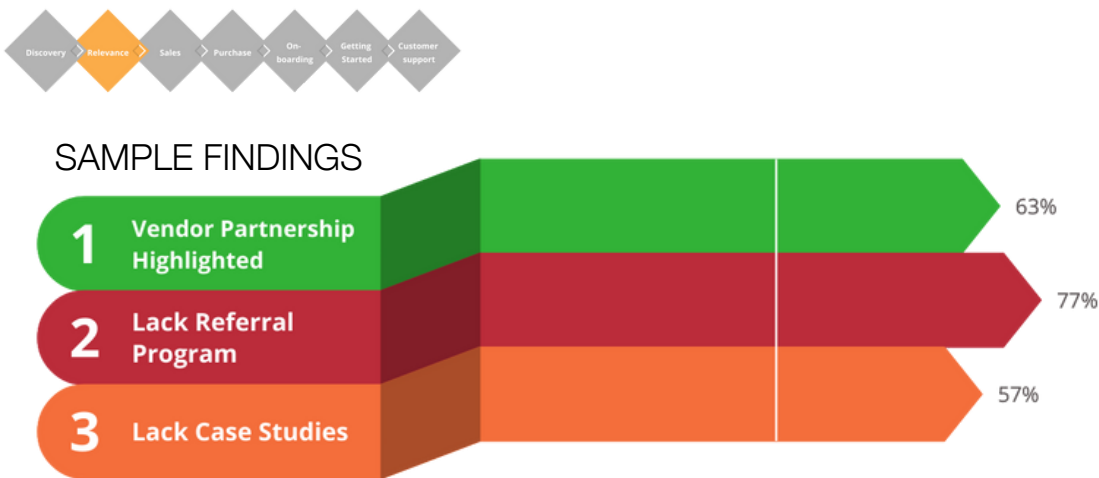


Figure 4: Relevance Sample Findings

Vendor partnerships increase credibility

63% of resellers have highlighted their vendor partnerships, which provides some initial credibility from the buyer's perspective, and reassurance to the vendor.

Encourage referrals to increase sales

Over three-quarters (77%) of resellers do not have any referral program in place, yet referrals are among the best sources of pre-qualified leads.

Case studies underpin credibility

Customer case studies build confidence, yet over half, 57%, do not provide evidence of success on their websites. This could so easily be fixed and should be a routine addition to any website, particularly if the services are expanding into higher-growth areas.

None of the above weaknesses in the potential buyer's Discovery phase are expensive to fix. With a little more thought, planning and possibly training, companies could substantially boost the volume of leads they receive and business they close. While marketing may have the prime responsibility, sales are the primary beneficiaries. Working together as a team focused on the complete buyer journey, marketing and sales could drive more revenue.



SAMPLE FINDINGS

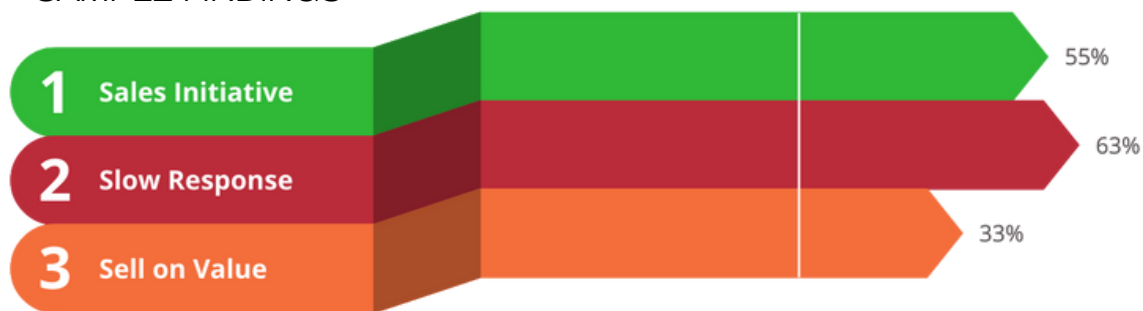


Figure 5: The buyer's experience with sales Sample Findings

Barriers prevent the buyer connecting with sales

Over half (55%) of salespeople took the initiative and led the sales process. While this indicates a natural inclination to take the lead, 63% of buyers wishing to engage sales failed to connect at the first attempt. This may reflect a lack of responsiveness by sales or a communications barrier if messages were not passed on in a timely fashion. Either way, a lack of response will frustrate the buyer and provides an opportunity for more responsive competitors to win the sale.

A common issue is the lack of contextual understanding

Only a third (33%) sell on business values the potential customer can gain if they select the proposed solution. This indicates that two-thirds lack the forensic skills and/or messaging to understand the business buyer's context and the outcomes and value they seek. If the company is competing with more astute sellers, they can lose the sale even if their offer is technically superior.

Purchase phase – proposal experience



SAMPLE FINDINGS



Figure 6: Proposal experience of the buyer Sample Findings

The better companies submit professional proposals that reflect the buyer's context

The standard of proposals sent by companies meets buyer expectations in 88% of cases. In contrast, if the company is selling a solution, it is essential to provide a proposal that reflects the company's understanding of the buyer's context and evidence of their claimed skills and expertise. Only 38% included the complete value proposition, and the majority of proposals (82%) failed to include any relevant references.

As with the Discovery phase of the buying journey, most of the weaknesses throughout the Purchase phase can be fixed at a minimal cost. Perhaps some additional training and adhering to a more responsive and complete sales process and technology support. Where companies lack the business domain expertise to dig deeper and frame their offer within the buyer's business context, the vendor should consider partnering the reseller with a relevant consulting firm or systems integrator to boost their capabilities. This is a common weakness in resellers that are more oriented towards technical sales approaches.

Motorola Solutions primes partners for success

About Motorola Solutions

Motorola Solutions, headquartered in Chicago, began trading as a separate independent company on January 4, 2011, a successor to Motorola established in 1928. The company makes, sells, and provides mission-critical communications platforms, products, and services for a range of sectors and industries. The integrated product range includes ruggedized communications devices, Command Center Software platform, video security, analytics, and managed and support services.

Government agencies, including law enforcement, emergency, and first responder services, are typically served directly by Motorola Solutions. Its Commercial division uses a two-tier channel approach via distributors and over 1,000 resellers to support enterprise customers, large and small, in over 100 countries. Industries include energy, hospitality, logistics, manufacturing, mining, retail, transportation and utilities.

Its channel partners are therefore critical to the company's success. In 2020, Motorola Solutions' sales revenue exceeded \$7.4bn.

The Motorola Solutions portfolio demands high caliber sales and marketing

Given the need to establish secure and resilient communications in some of the most hostile environments, any business decision is likely to be made after in-depth discussions and potentially include a buyer group consisting of both technical and domain experts and others. Sales cycles can last several months or even years, involving various activities before the customer makes a final and informed decision to buy.

Once the prospect recognizes they have a need, they will typically research the market online to identify and understand the suitability of potential solutions. The reseller's web presence and findability are essential during this early buying phase. Reseller marketing activities, often supported by Motorola Solutions via MDF investments, will typically involve a range of activities over several months to nurture leads and effectively position the reseller to ensure it appears on the eventual shortlist of potential providers.

No opportunity can be allowed to languish, so the reseller's sales teams must be responsive and professional, providing consultative guidance to understand the buyer's business context, needs, and any budget limitations. The reseller's Motorola Solutions certified technical advisors also play a vital part in the sales process. Motorola Solutions' technical experts can also play a role, especially in the early stages of a new solution launch, providing co-selling support or providing additional guidance to the reseller's technical advisors.

As expected, Motorola provides a comprehensive partner support program. This includes partner portals, education and certification, updates and newsletters, a competitive incentives scheme, and a range of pre-negotiated campaign collateral support from approved marketing agencies.

Given the vital contribution to Motorola Solutions' revenue from resellers, they must be equipped to market and sell effectively. Therefore, the Partner program plays an essential role in reseller success. However, Justin Turner, Motorola Solutions International Channels and Commercial Marketing Director, decided to go further.

Secret Shopper differentiates Motorola Solutions' partner support and is welcomed by resellers

Turner was introduced to Alinea Partners in 2017 and felt their Secret Shopper approach would provide valuable and practical insights that would add significant value to the company's partners by helping them optimize their go-to-market capabilities.

Over the last four years, Alinea Partners has conducted Secret Shopper research across most regions of the world to identify the strengths and areas for improvement for Motorola Solutions partners. The participating partner CEOs have responded favorably. Caught in the turmoil of daily business, they often lack time to step back and review existing marketing and sales practices, so they welcomed the chance to stress-test their own capabilities and identify areas for improvement.

To quote Turner:

"The response has been very positive. Resellers like the outside-in perspective and constructive guidance on where to focus improvement efforts. It shows that Motorola Solutions is investing in their success."

As well as illustrating Motorola Solutions' support for its Partners, the company also shares anonymized findings with all partners. Turner's team provides a monthly marketing best practices newsletter offering suggestions on improving each buying cycle phase. Executive podcasts and webinars are also used to highlight common challenges and how best to overcome them.

Not all partners have dedicated marketing resources, so Turner has negotiated rates with several agencies across a range of disciplines –from websites to SEO to case studies and more. So resellers have the option to choose from a wide range of off-the-shelf marketing services to address any recommendations.

As part of a continuum of support from Motorola Solutions, the proactive Secret Shopper research has helped improve reseller capabilities from the buyer's perspective. It also ensures Motorola Solutions' partner program investments are put to good use. Finally, it differentiates the company's partner program and support from its competitors.

Wirehive succeeds by centering all activities on the customer

When Wirehive does something, it does it well. Their highly experienced partner managers team up with a group of highly skilled cloud engineers to design and build the simplest to the most complex digital infrastructures for agencies.

What makes them good?

Wirehive starts with the customer and they are truly obsessed about providing the right customer experience. Their history started with a laser focus on the digital marketing segment, so they make sure they apply their knowledge to the business objectives of the client, accompanying them through the entire buying journey. Perhaps most importantly, as the results from the Alinea Partners Secret Shopper Experience show, they always want to know how they can do better.

It's tough to stand out in the world of technology. It's tougher to do well all around. When Alinea Partners assessed Wirehive's sales journey they found an engine that was in good shape from beginning to end. Not to say everything was perfect. That's simply never the case. But for every point where Wirehive could improve, there were five more where they were doing well, excellently, or great.

Wirehive has gone from being a specialist web hosting company doing cool things to building a channel that enables partners to generate revenue.

A new outlook, a new company.

And as soon as you click on the link that takes you to their website, you find yourself in a place that flows. Their website shows Wirehive understands the buyer's journey, supporting partners and buyers throughout the process. It makes it easy for potential partners and buyers to get in touch with them through clear contact details placed in well-thought places, a functioning online chat, effective automated messaging, and sales representatives that can be reached with one telephone call.

Wirehive has gone from being a specialist web hosting company doing cool things to building a channel that enables partners to generate revenue. A new outlook, a new company. Since the assessment, they have taken some tactical actions and added resources that they train not only to sell faster but to engage in a whole new way with partners such as Microsoft.

Last but not least, Wirehive knows how to sell. Their sales reps understand buyers and their pain points. They know how to outline offers and options without the need to engage additional resources like technology specialists. They back their conversations with an array of supporting materials and they know how to close the sale. Wirehive has even made sure that their sales reps address the return of investment to the client on different solution options.

After implementing recommendations from the Alinea Partner Secret Shopping exercise, Wirehive was acquired by Pax8, whose mission is: 'to be the world's favorite marketplace for technology professionals to buy cloud products.'

Revenue leakage can be prevented through better practices throughout the buying journey

Customer experience is receiving substantial levels of attention across all industries and sectors. B2B resellers should be no exception. Customers existing or potential expect their buying journeys to be without friction and supported by relevant and informative responses.

Traditional approaches to marketing and sales have lost traction, so many larger B2B companies have turned to account-based marketing (ABM) to provide a more relevant experience. In this environment, marketing and sales work as a team focused on specific accounts. This is crucial, especially when sales cycles are long and before any deep interactions and discussions have even taken place. The pandemic has also brought challenges, driving the need for timely and relevant digital engagement with buyers.

Marketing, offer and sales teams and where complex solutions are concerned, the extended finance, operations, and technical support team must have access to the same account data. They need to keep up to date with each buyer's journey and share insights into their business context and desired outcomes – the reason behind the purchase.

Orient marketing, offer development and sales around customer buying journeys to boost sales and prevent revenue leakage

By focusing on the buyer and their journey from the initial search for solutions through to purchase, companies can substantially enhance their chances of success. As we have seen, two out of three buyers currently abandon their journey due to the inadvertent frustration caused during various moments of truth.

The use of personas helps create a buyer-centric orientation

One large value-added reseller of electronic systems and components created a cross-functional team to identify barriers to the buyer's journey. The persona identified was a production manager at a large manufacturing plant. The team created a journey map of the 'typical' buying journey, identifying the specific tasks the buyer and their buyer group members would likely take. They also considered the emotional state of the production manager on the hook for meeting production deadlines. Naturally, any delay in delivering key technology components would raise the frustration level, especially if the buyer was not proactively informed about the delay or mitigating alternatives provided.

By focusing attention on a specific persona, the team comprised of marketing, offer, sales, operations, finance, and pre-sales technical support realized that they all performed tasks that could impact the buyer for better or worse. Rather than looking at the problem from a purely departmental view, they realized that the journey was a continuum, not a collection of discrete departmental interactions from the buyer's perspective. As a result of this new buyer journey view, the team adjusted their work practices to remove causes of friction and ensure that they collaborate effectively to help the buyer achieve their desired aims.

What next?

Any vendor that relies heavily on the success of its resellers can increase the value of existing partner programs by proactively helping resellers stem the flow of revenue leakage. In fact, any company looking to strengthen its Pipeline and improve Close Rates can benefit. The Secret Shopper research carried out by Alinea Partners advisors in over 20 natively spoken languages ensures that multinational IT and Communications vendors can be supported.

To discuss the Secret Shopper approach by Alinea Partners and how it may help your organization, contact us:

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Follow us on LinkedIn:

<https://www.linkedin.com/company/alinea-partners-consulting/>



Or browse our website:

<https://www.alinea-partners.com>



About EvolvingChannels

Alinea Partners created the EvolvingChannels Summit to bring a part of our LinkedIn™ network 'off the page' to discuss, debate, and connect those helping to navigate and orchestrate the evolving high tech channel ecosystem.

Without a doubt, the high-tech industry is moving fast. So, fast, we have to keep asking ourselves - are we really leading, simply catching up, or missing opportunities?

Recently, Microsoft announced it's -- New Commerce Experience - claiming to be a model of what we will be seeing in the industry in the next few years.

Jay McBain (former Forrester) says this is evidence of a number of predictions coming true at once - the impact of subscription/consumption models, marketplaces, the role of distribution, and ecosystem partner programs.

It appears, the time is right and highly relevant for our conversations today.

EvolvingChannels Summit, unpacked the concept of Ecosystems, and brought it down to a very practical level.

We went beyond the trends and predictions, and addressed real-world, commercial implications of embracing Ecosystems!

We gathered some of the industry's biggest experts for frank conversations. We gave our attendees the benefit of our combined knowledge based on rolling up our sleeves and working with 100s of companies every year.

Let's keep in mind today that this is a \$60 TRILLION opportunity. This is sixty million millions of dollars. This is not marketing buzz. This is the point where we will see who will survive and who will suffer from the Cost of Doing Nothing.

Sign up for ongoing (but not too often) updates on the EvolvingChannels platform.

www.evolvingchannels.com



About Us

Alinea Partners consistently assesses and transforms customer experiences, sales journeys, and portfolios for the biggest IT/telco companies - and their channel partners - globally. We give our clients an in-depth view of the strengths and weaknesses across their entire Customer and Sales Journey and support them as they make major transitions from a product to software, software to services, or build funnels for entirely new business models.

We measure the sales moments that matter for hundreds of companies worldwide every year. We can tell you if a buyer will buy or abandon the sale – and why. We know the benchmarks in high tech B2B.

We work with our clients on strategies and programs for sales enablement, channel development, and marketing. We have a European team of multilingual go-to-market experts.

Some clients include: Alcatel-Lucent, ALSO Group, Arrow, Avnet Embedded, BASE (a KPN subsidiary), Bechtle, Cisco, Convergys Corporation, Deutsche Telecom, Dell, Fujitsu Technology Solutions, IBM, Ingram Micro, Intel, Insight, KPN Internet Services, Magenta, Microsoft, Mind Meister, Motorola Solutions, NEC, Prediki, PilotLite Ventures, SaaSPlaza, Sun Microsystems, T-Systems, Tech Data, Telekom Slovenije, UPC, and Xerox.

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