

Illustrations for the Audio Version



December 2020

Figure 1

Variable	Level 1	Level 2	Level 3
Company Matureness	Start-up Looking for a profitable and scalable business model	Stable Growth Profitable and growing faster than the market	-> Leadership Domestic market share >20% and global market penetration initiated
Market Matureness	Emerging Market There are only a few, small providers of this type of solution	Fragmented Market Several providers of this type of solution, but none with >20% market share	Mature Market A few clear market leaders with >20% market share
Channel Matureness	Low Less than 25% of the market can be reached through channel partners	Medium 25-50% of the market can be reached through channel partners	High > 50% of the market can be reached through channel partners
Customer Touch and Sales Cycle	Low No field sales required - avg. sales cycles <3 months	Medium Field sales required - avg. sales cycles are <12 months	High Field sales required - avg. sales cycles are >12 months
Value-add Potential	Low Auxiliary products and services are <50% of CLV ¹	Medium Auxiliary products and services are 50-75% of CLV	High Auxiliary products and services are >75% of CLV
Channel Importance	Low <25% of the revenue is from channel partners	Medium 25-50% of the revenue is from channel partners	High >50% of the revenue is from channel partners
Channel Development Stage	Early Mode <25% of the revenue is from current partners	Growth Mode 25-75% of the revenue is from current partners	Mature Mode >75% of the revenue is from current partners

Note: CLV = Customer Lifetime Value

Figure 2

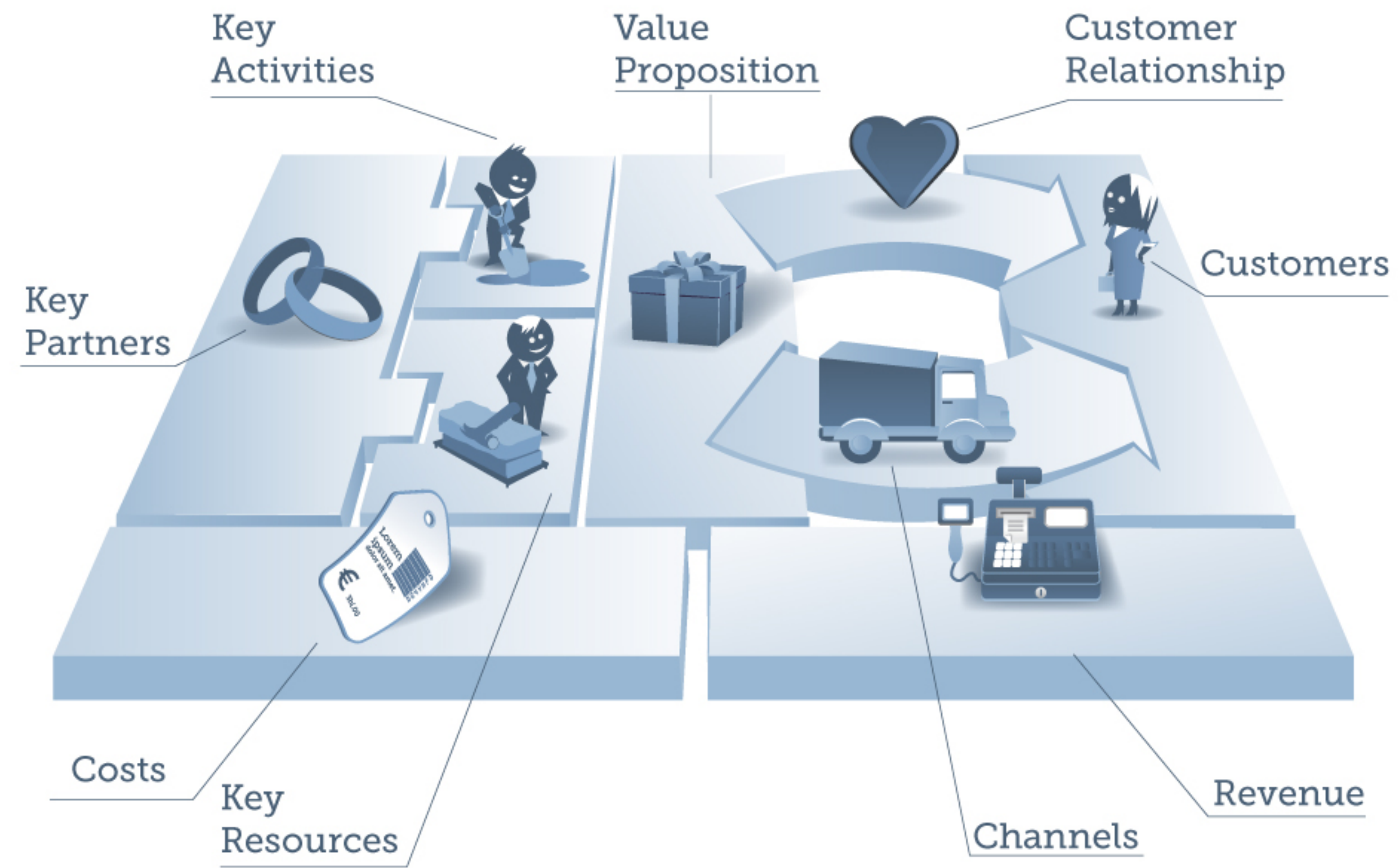


Figure 3

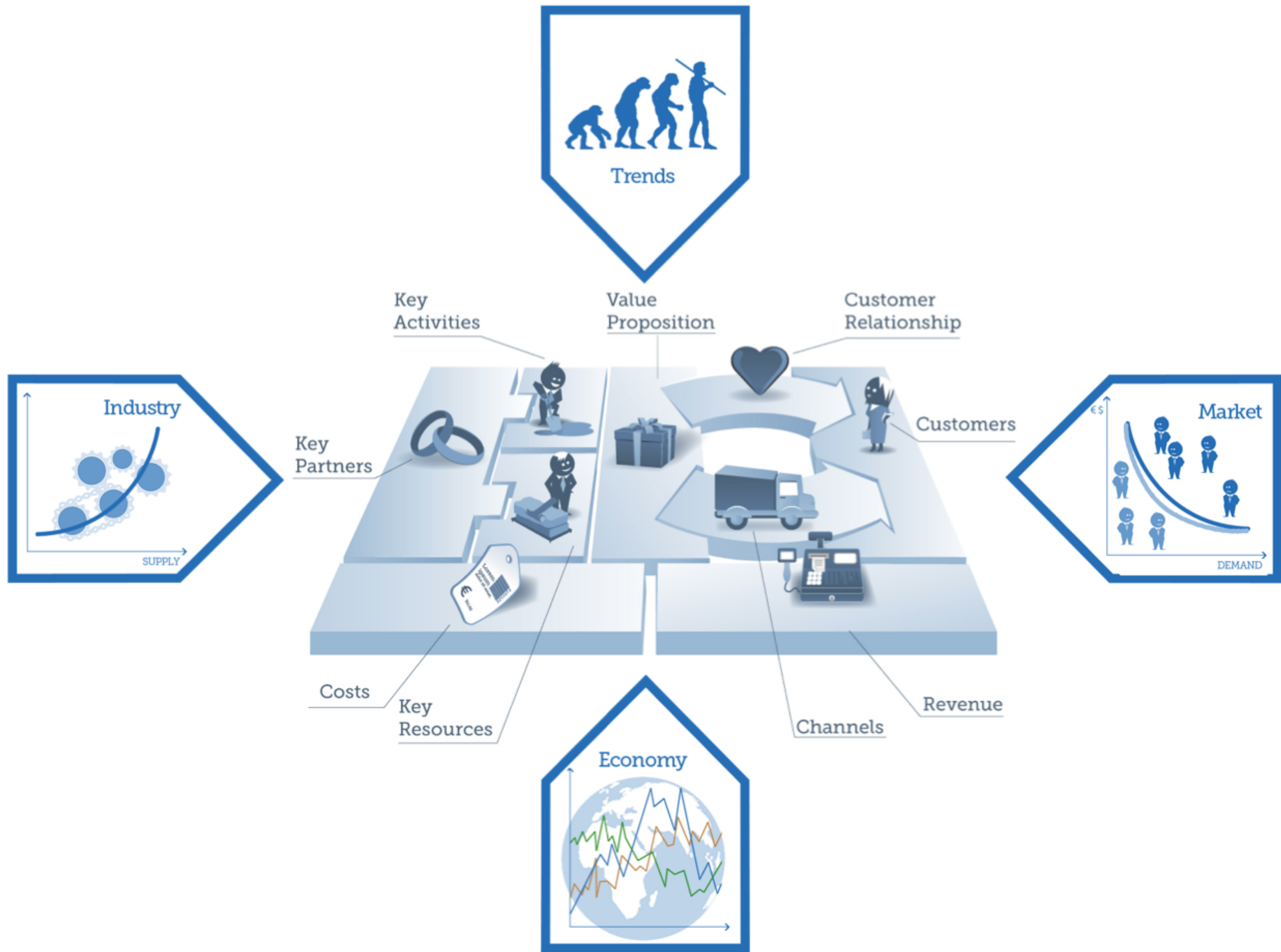


Figure 4

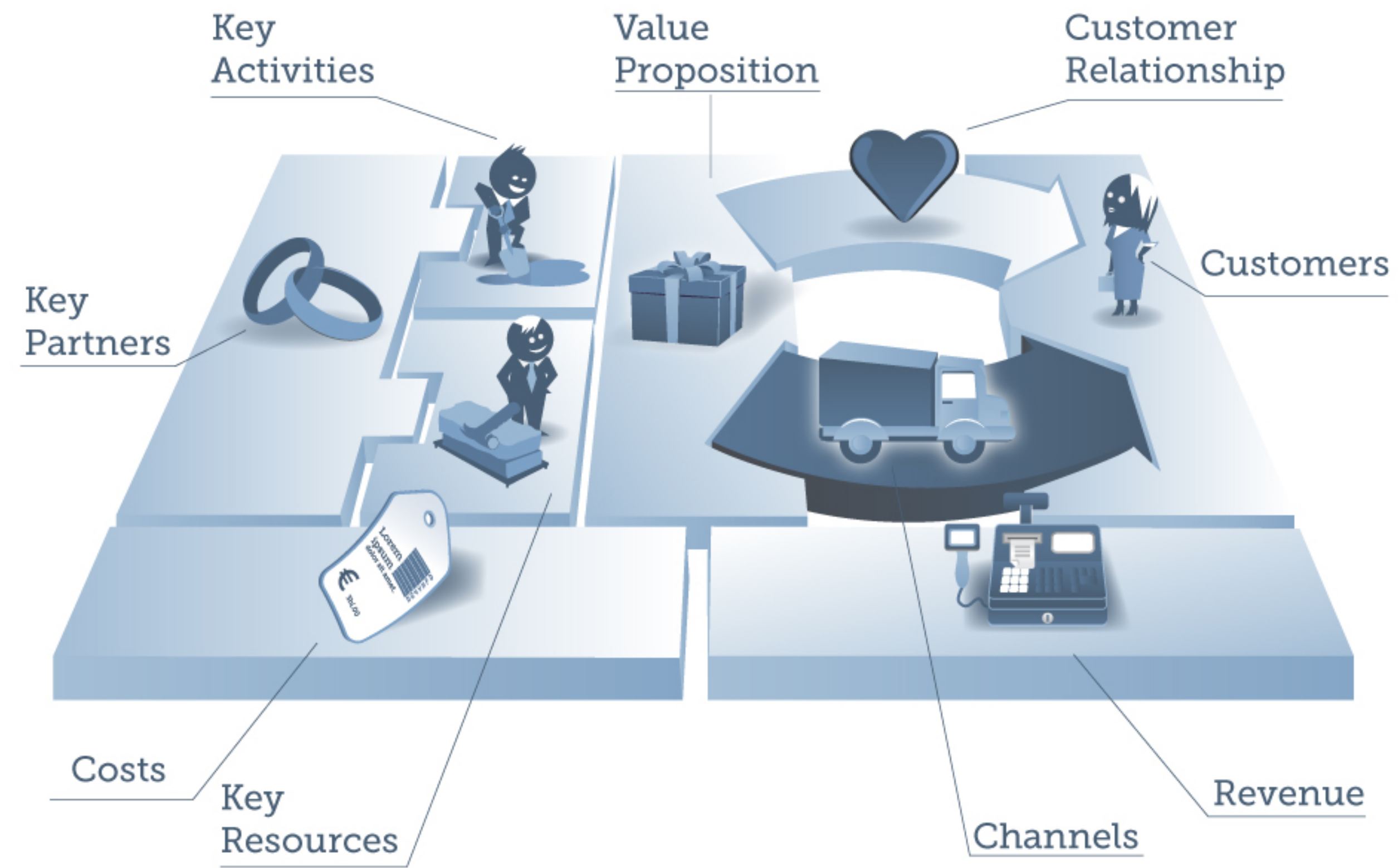
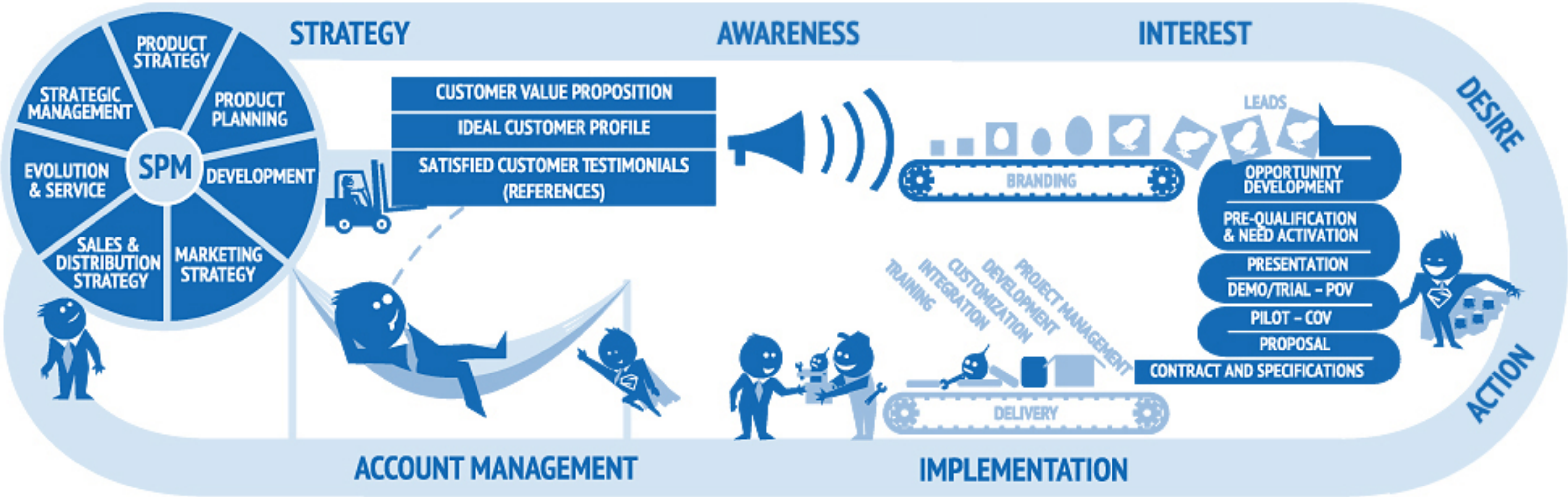


Figure 5



Building Successful Partner Channels

Figure 6

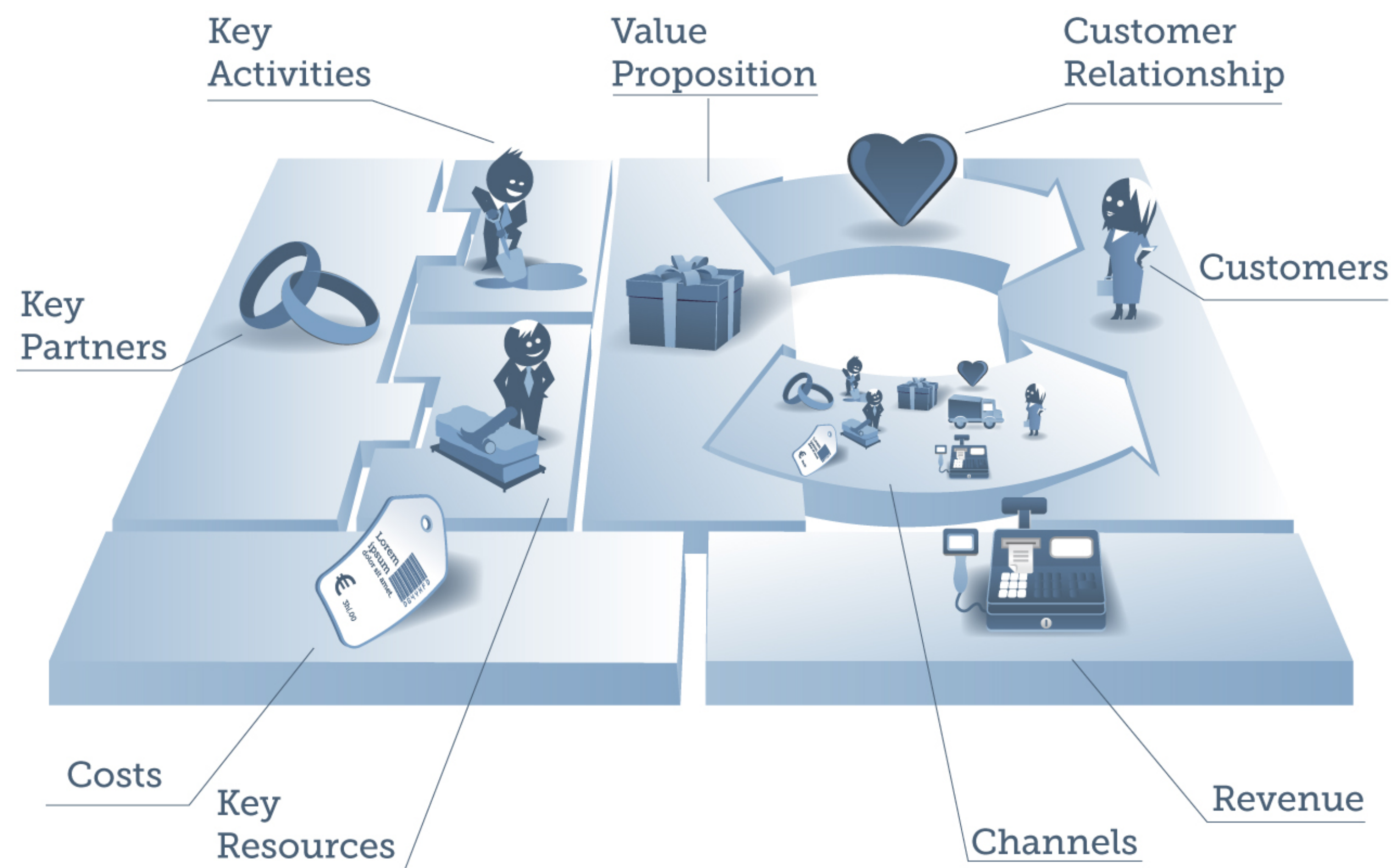


Figure 7

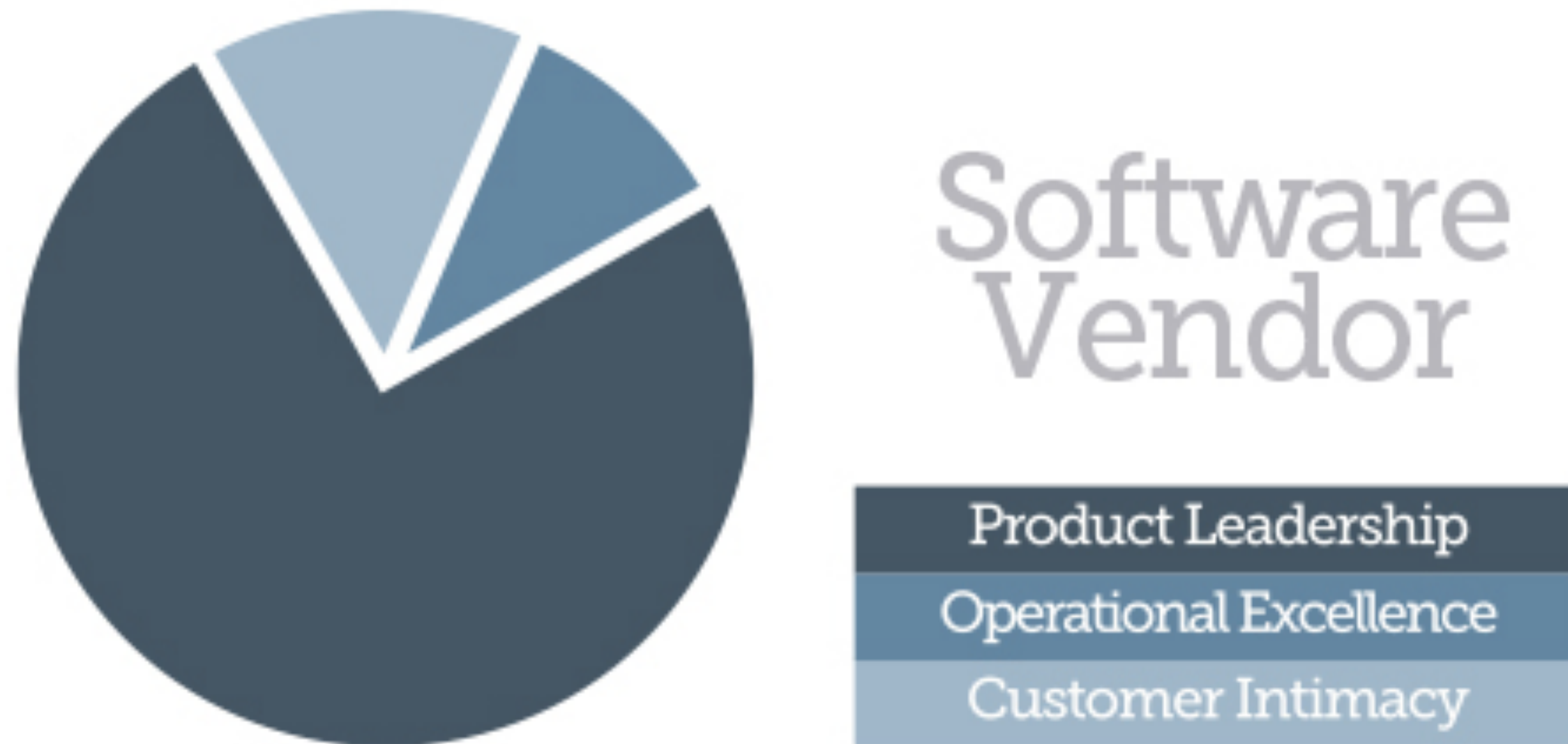


Figure 8



Figure 9

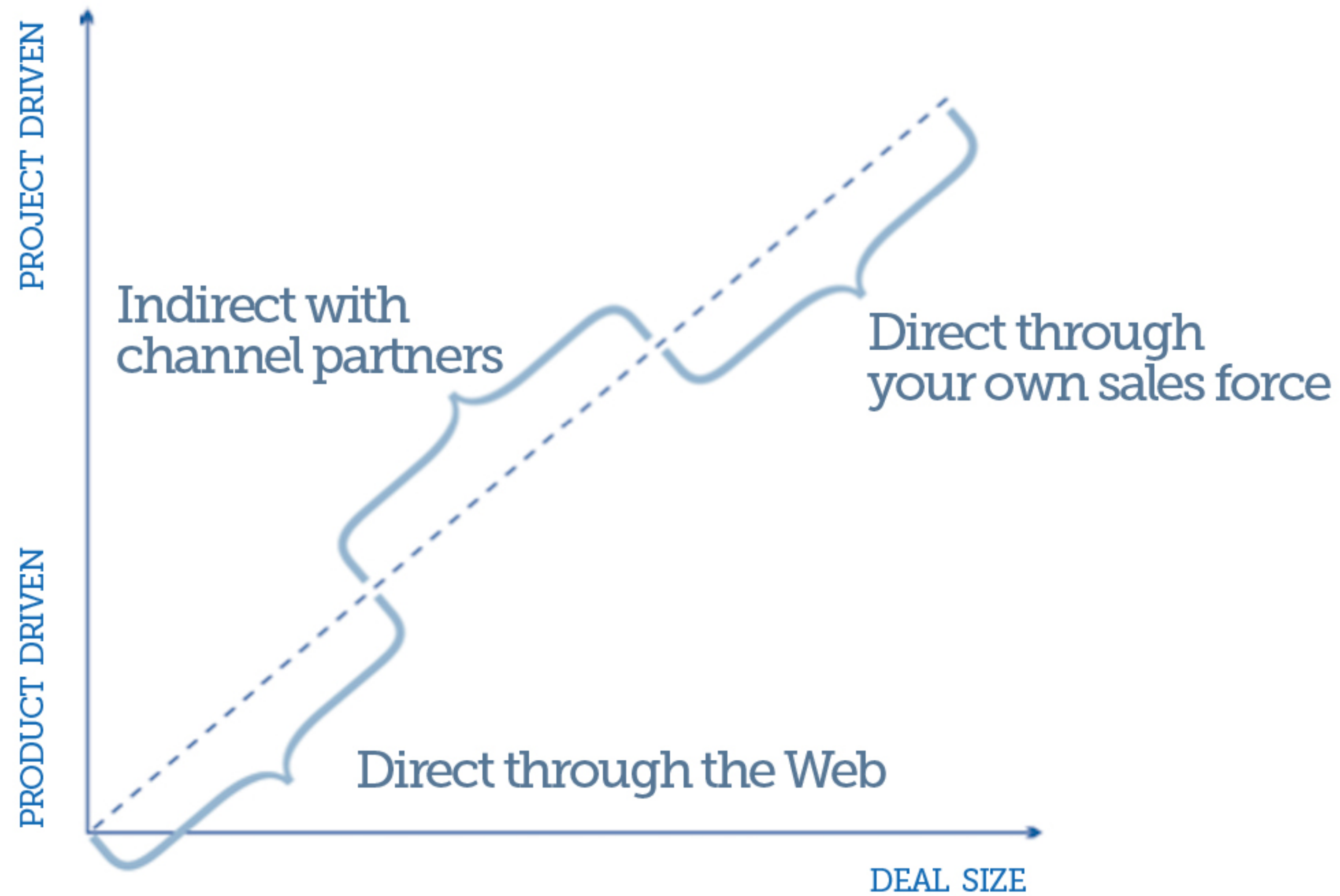


Figure 10

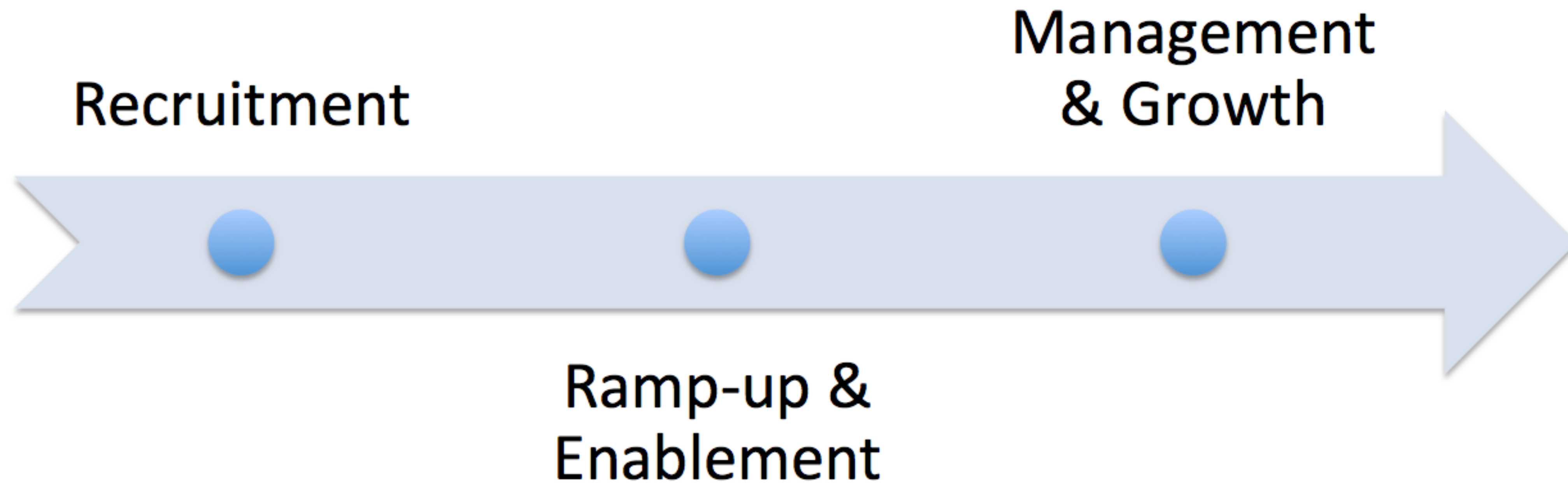


Figure 11

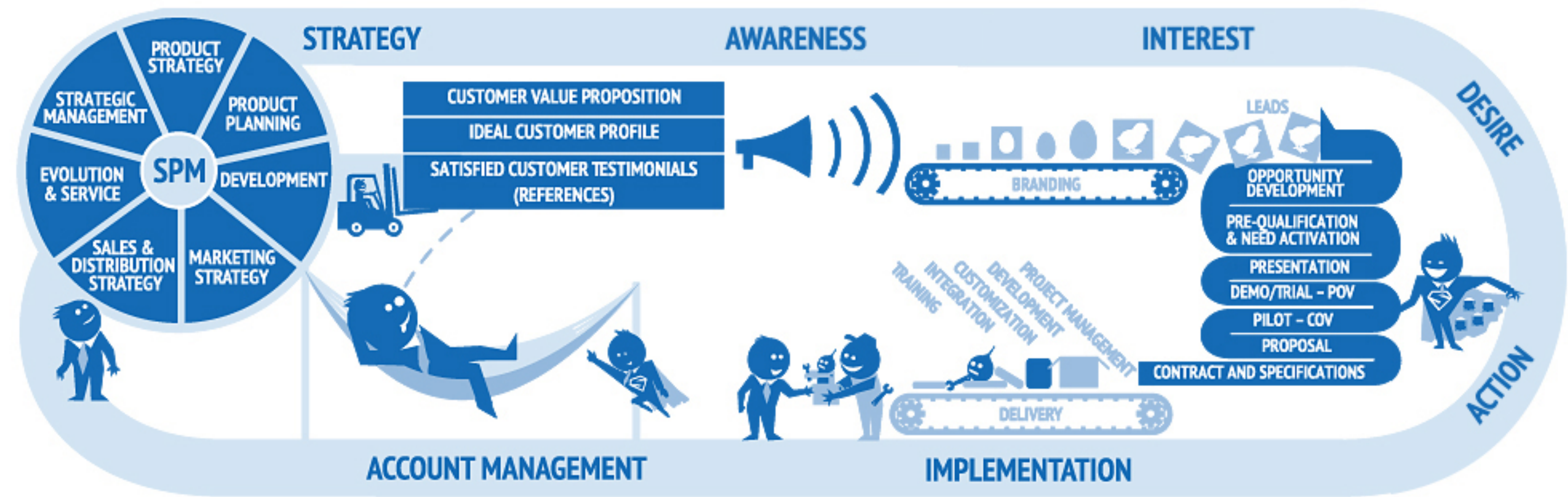


Figure 12

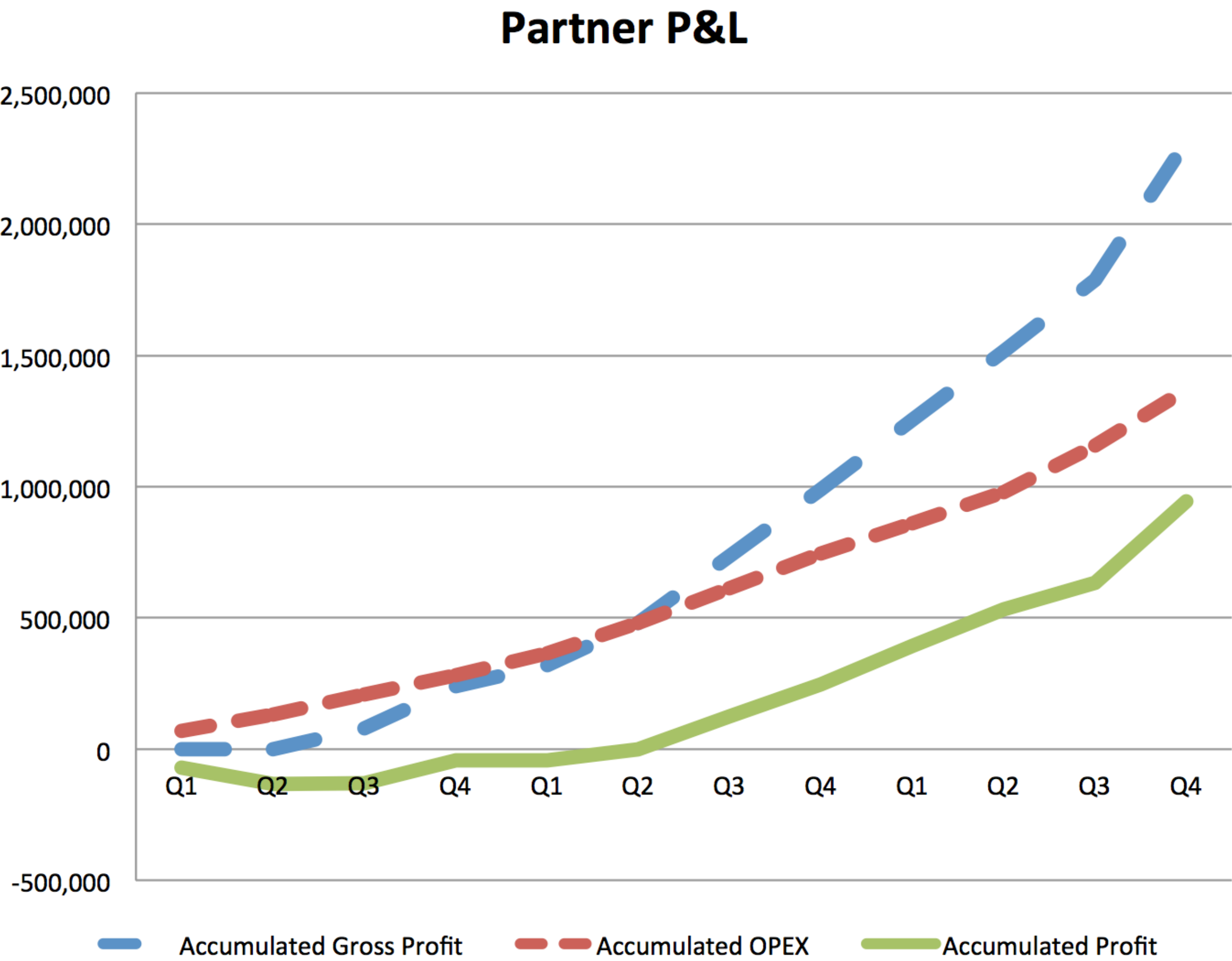
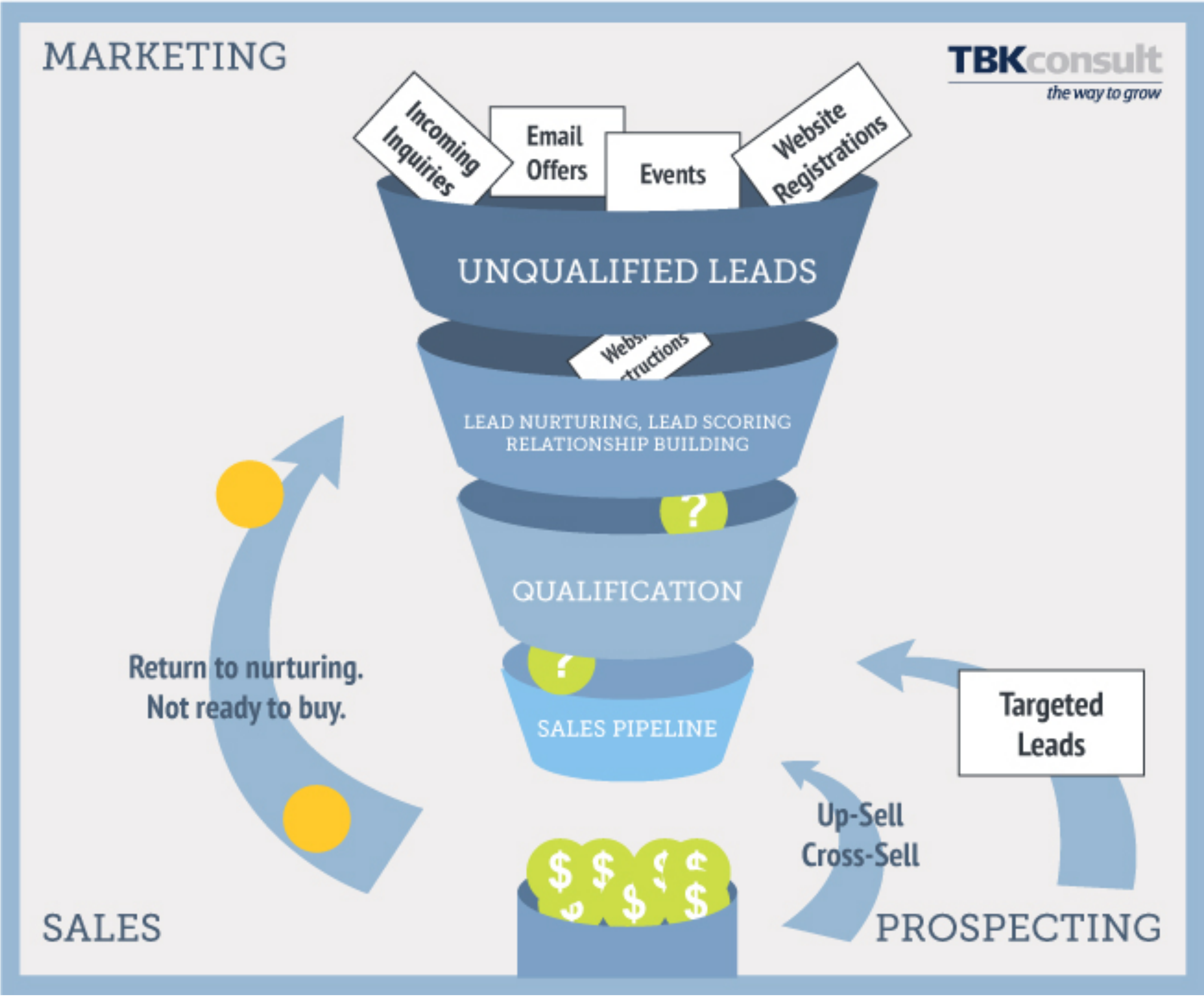


Figure 13



Building Successful Partner Channels

Figure 14

The 3 sets of profile criteria

The properties of the Ideal Partner Profile are divided into 3 sets of criteria:

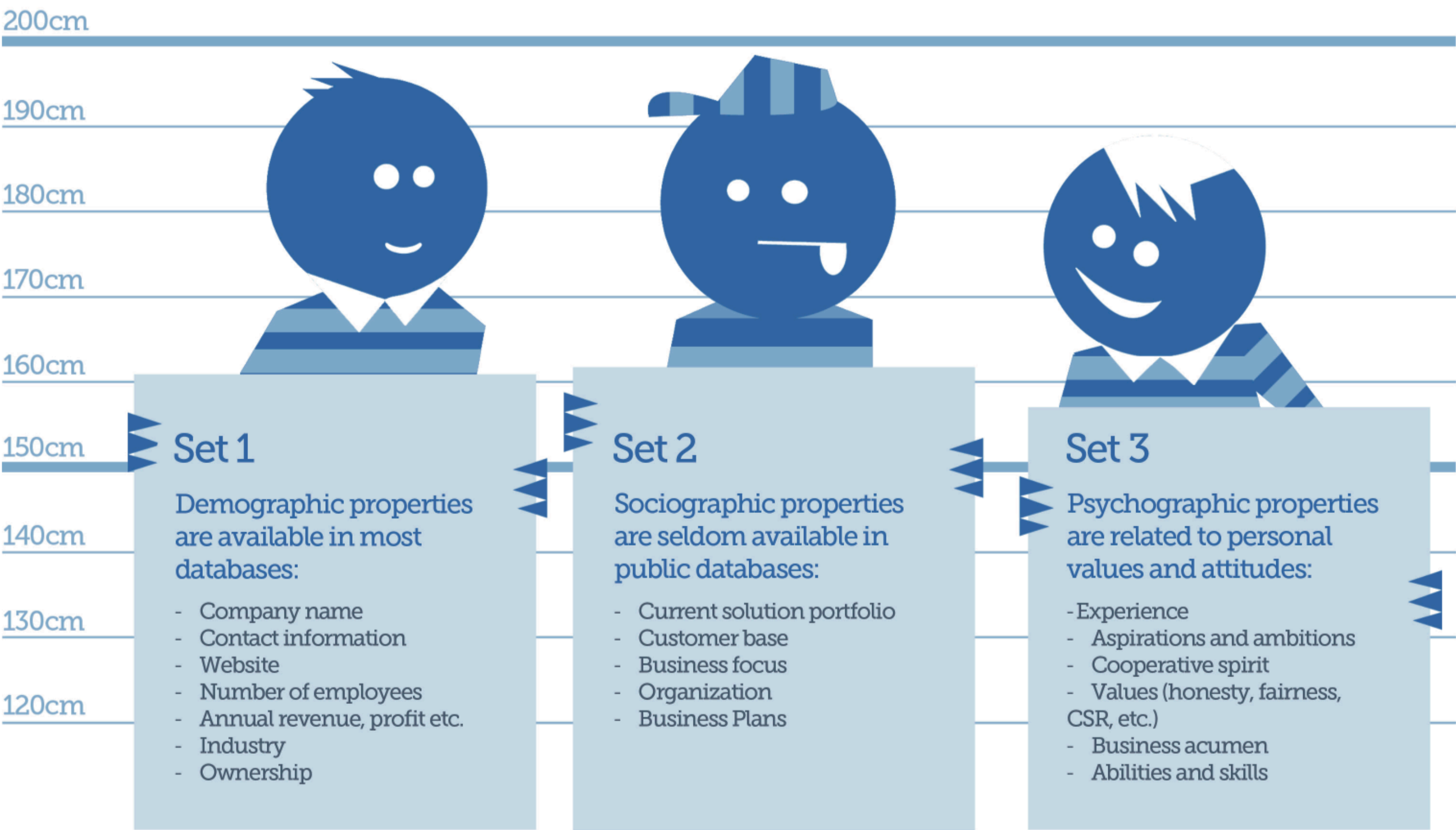


Figure 15

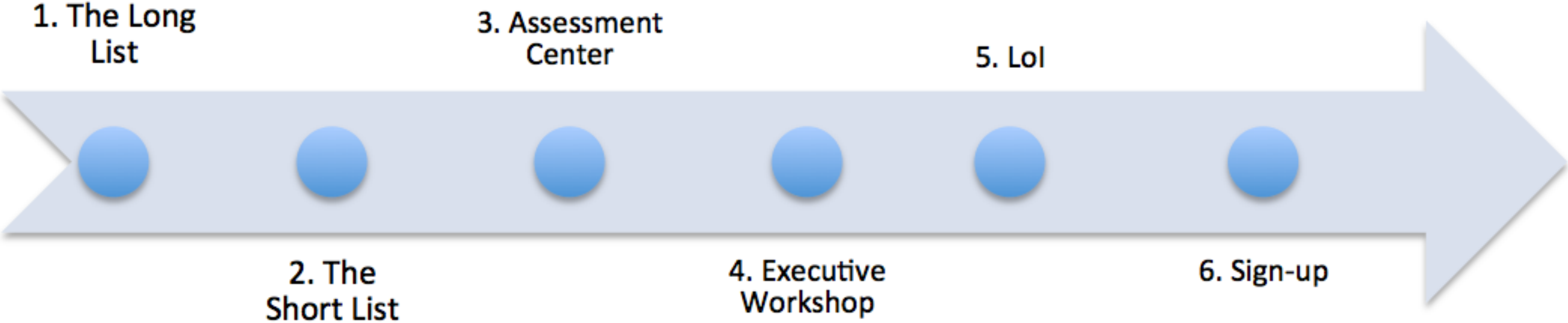


Figure 16

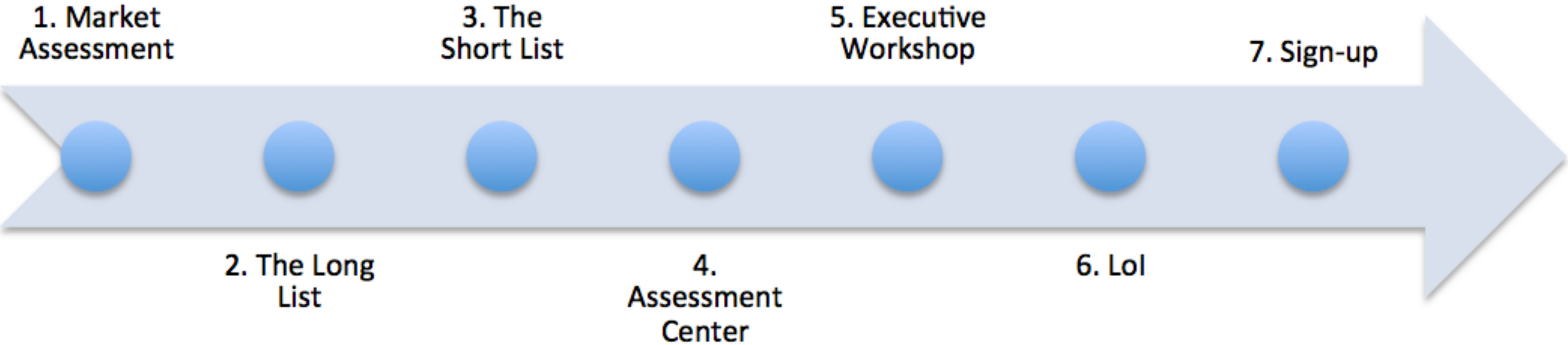


Figure 17



Figure 18

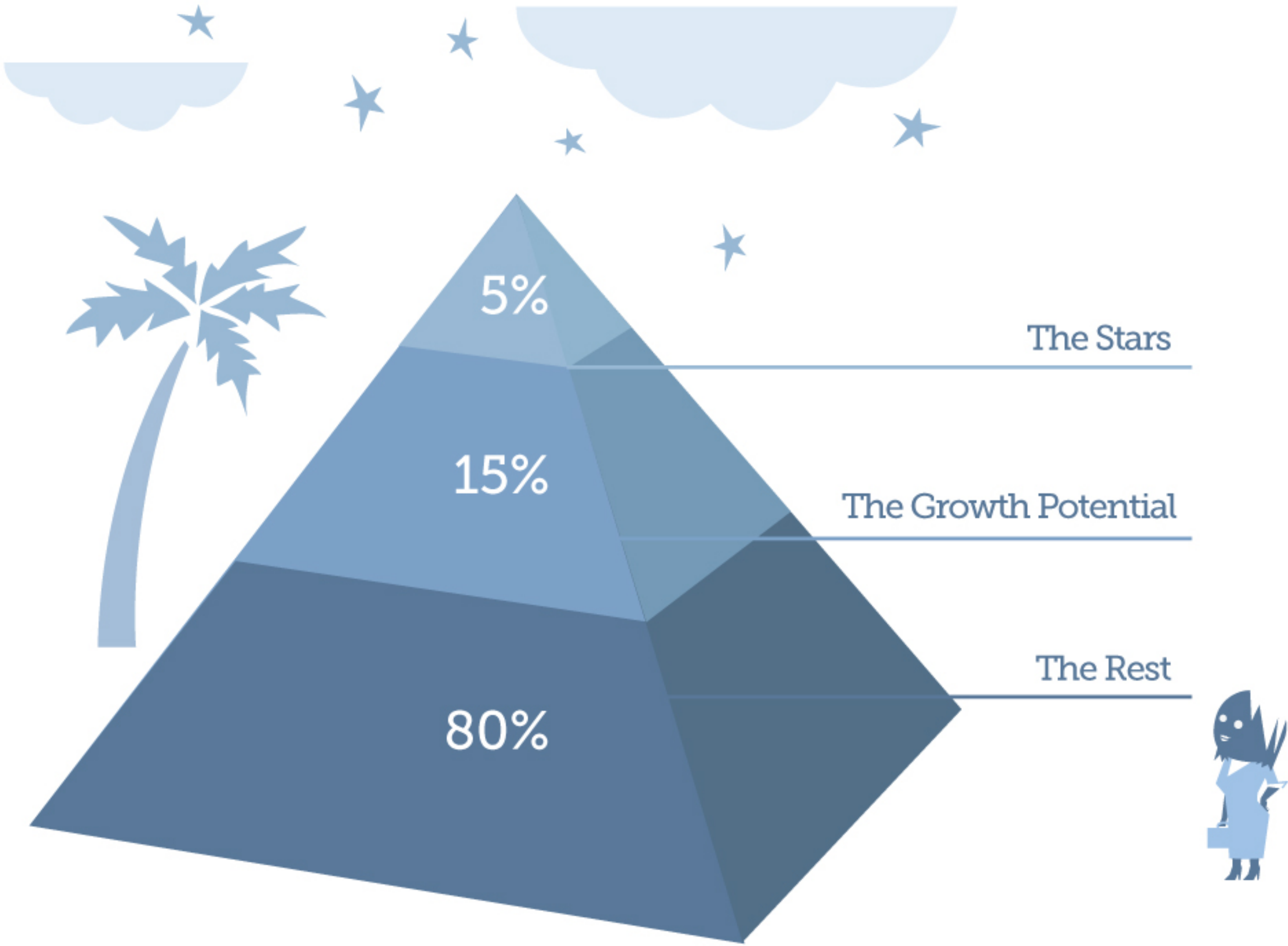


Figure 19

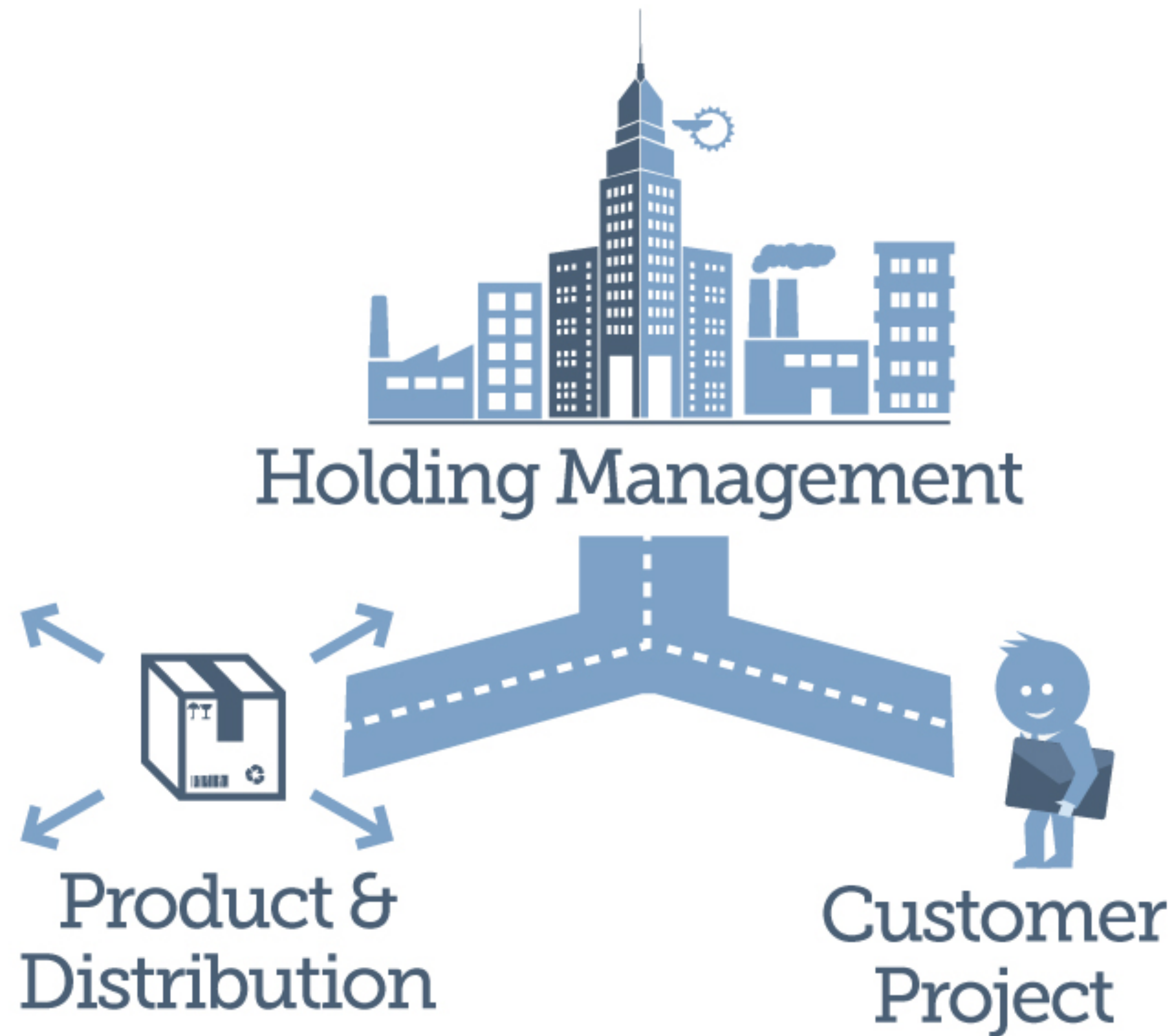
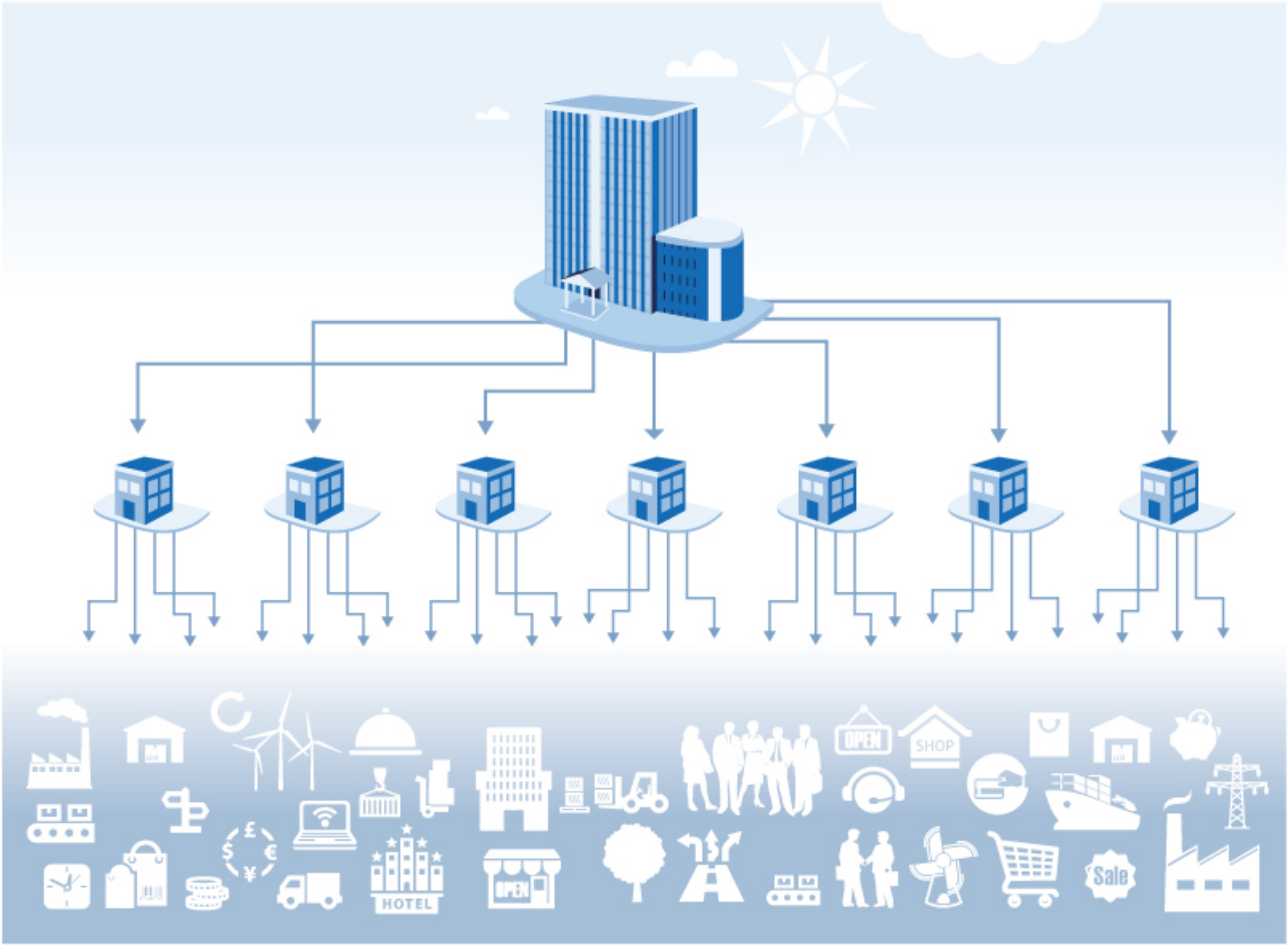


Figure 20



Building Successful Partner Channels

Figure 21

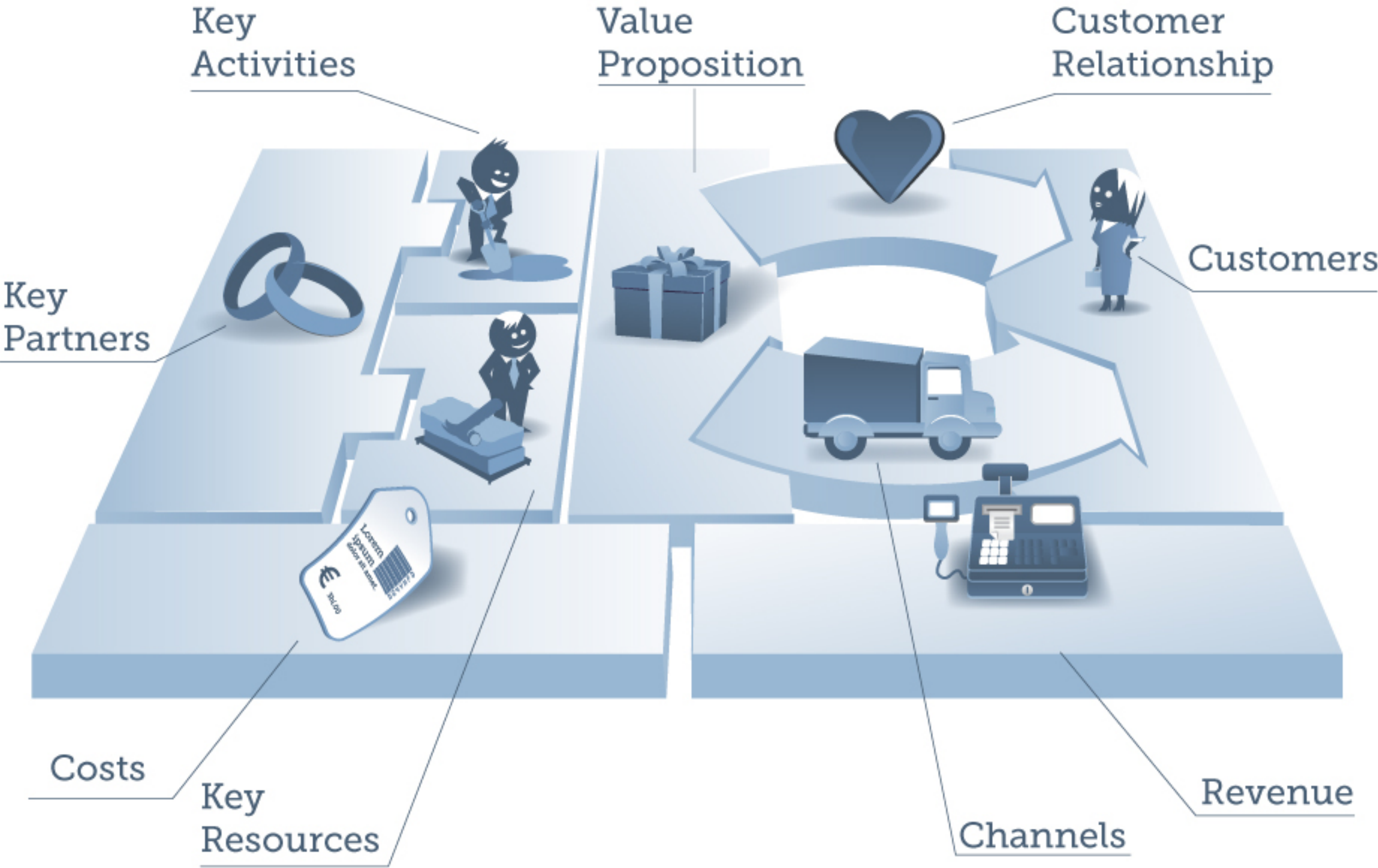


Figure 22

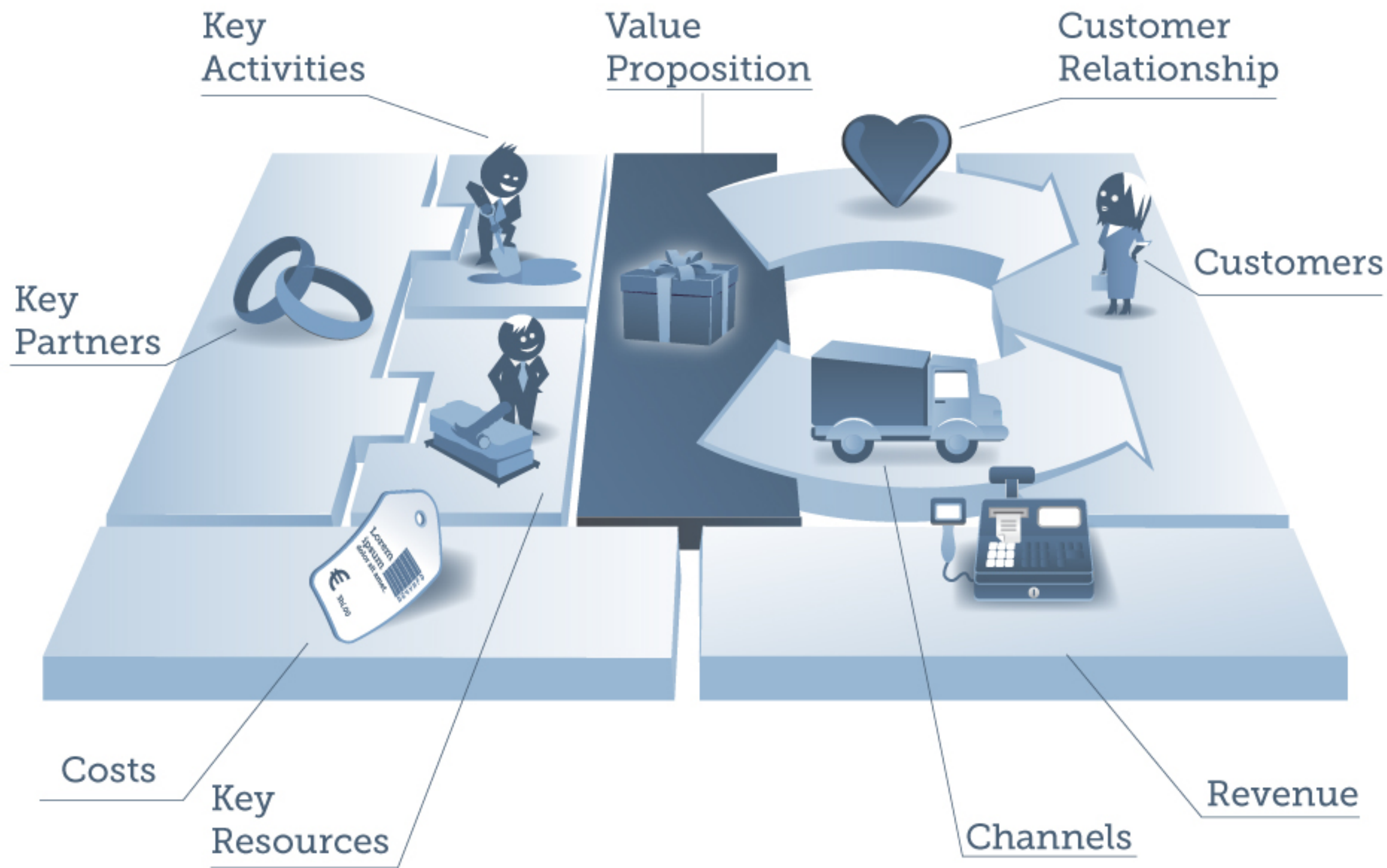
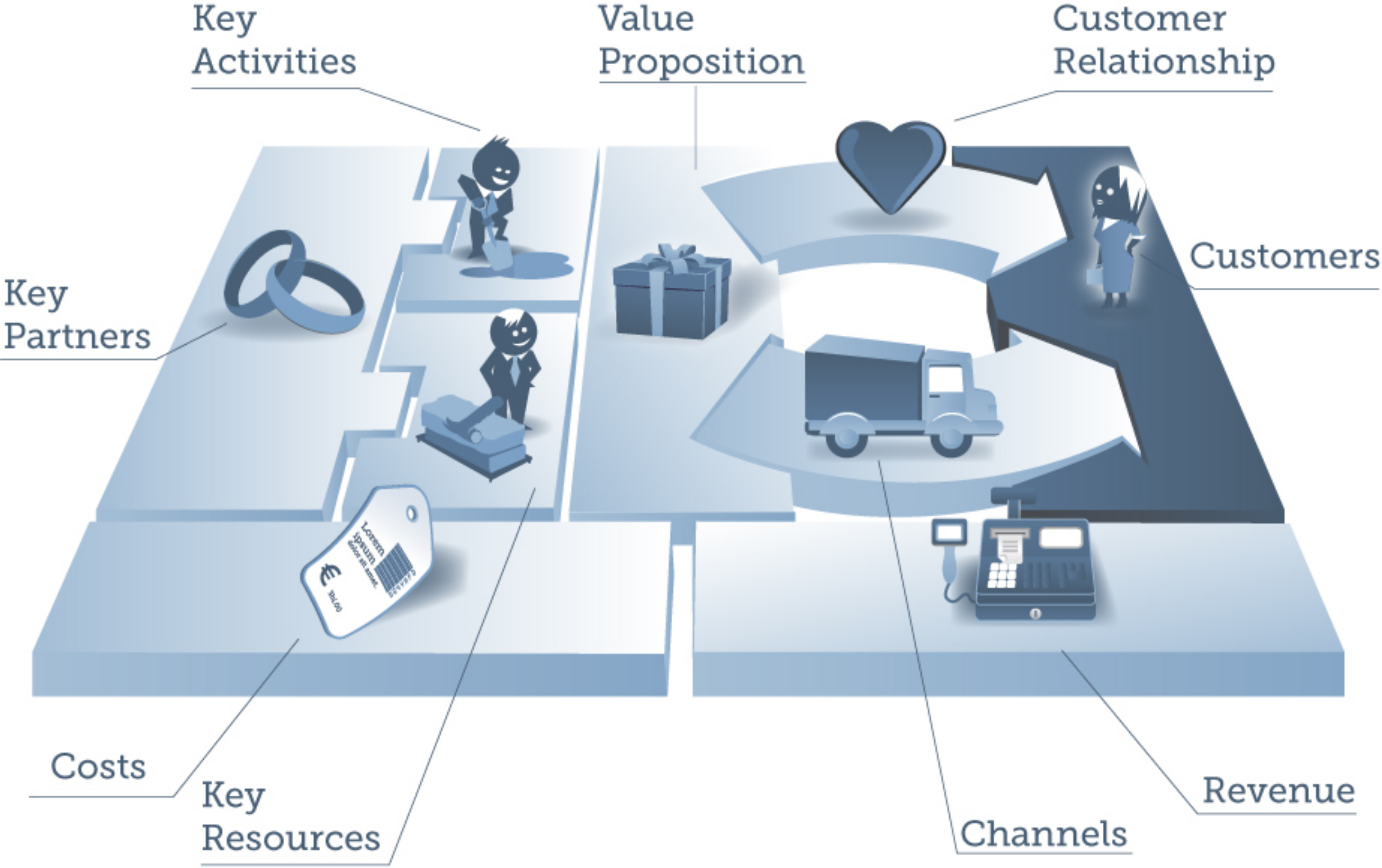


Figure 23



Building Successful Partner Channels

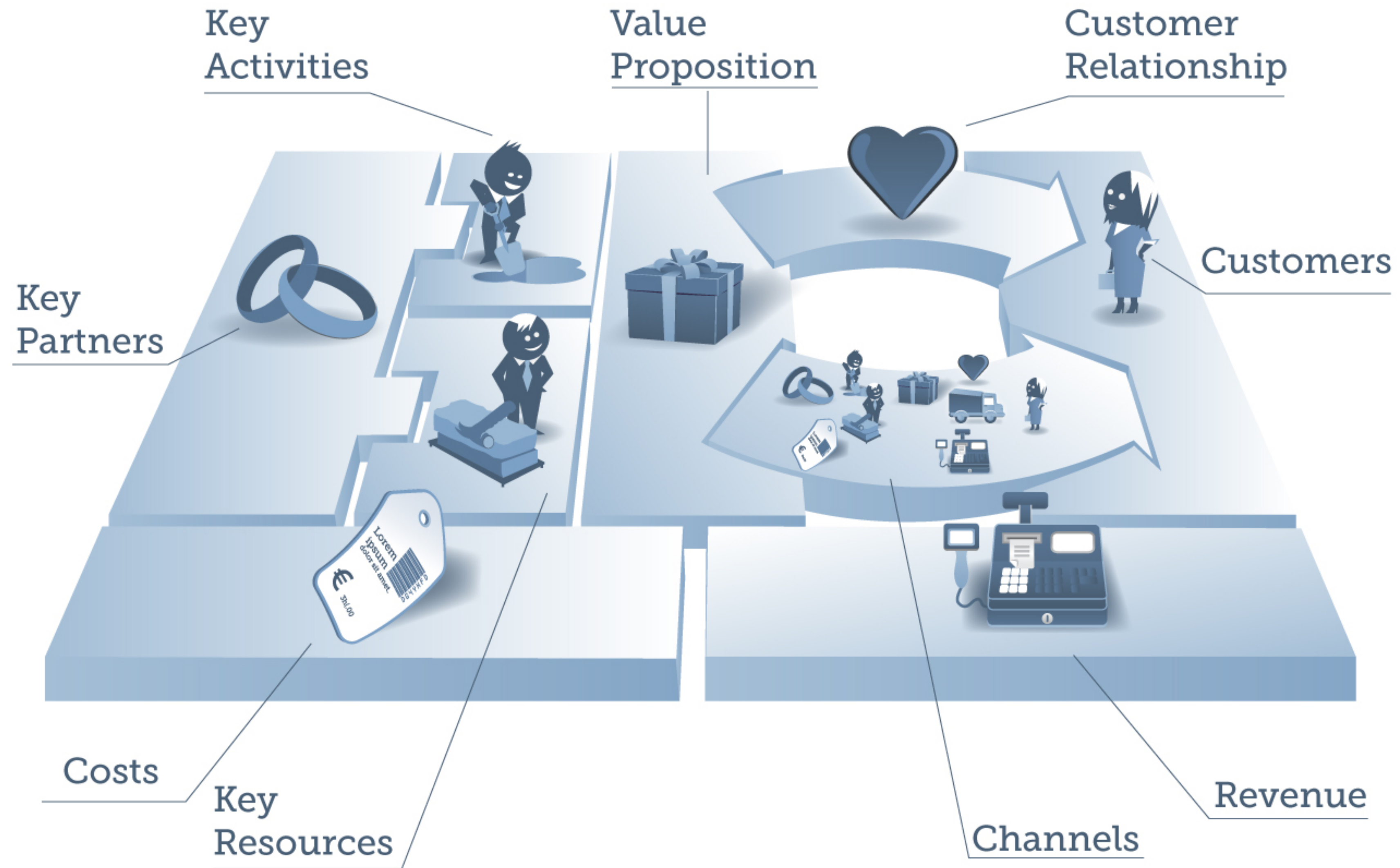


Figure 25

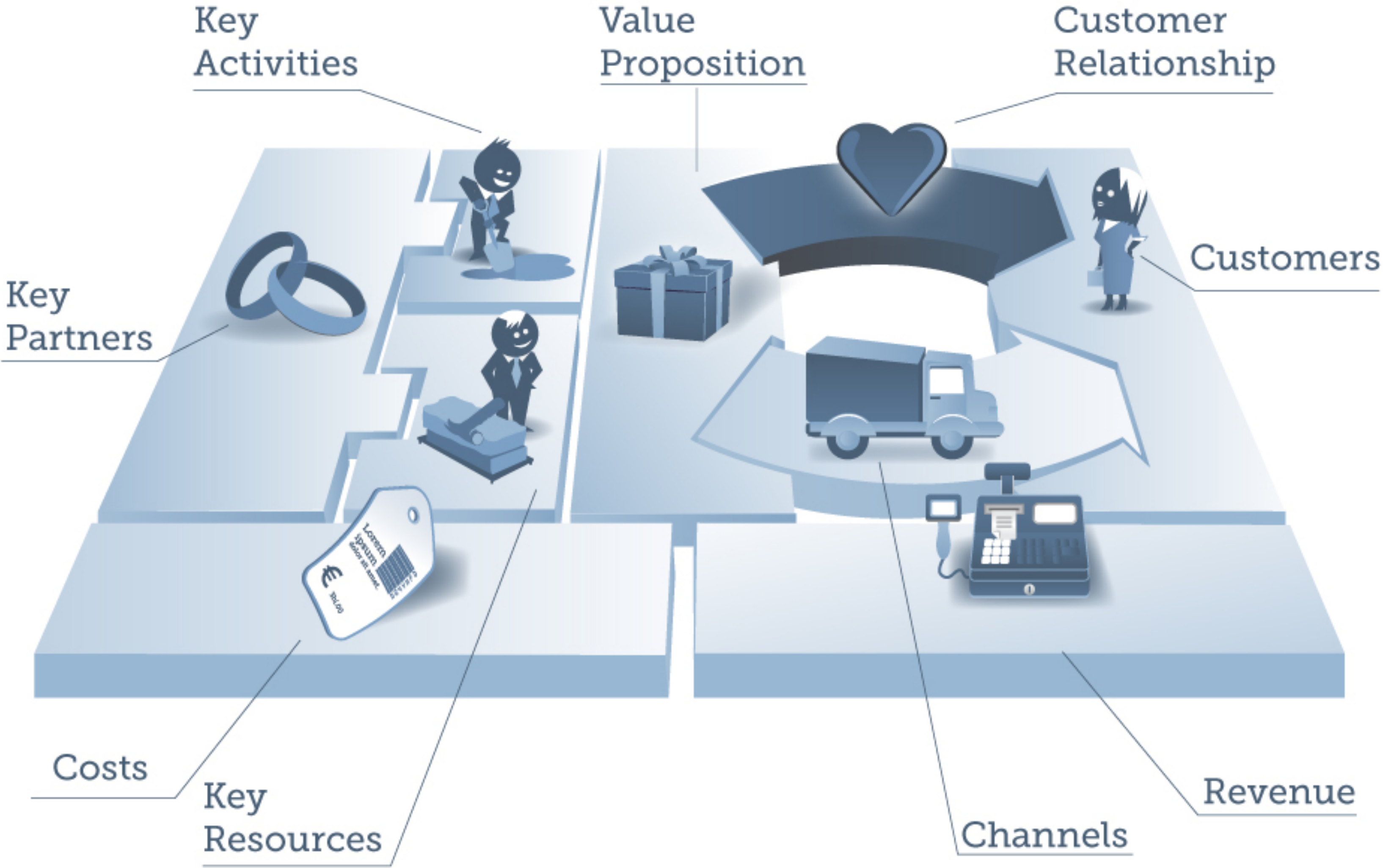


Figure 26

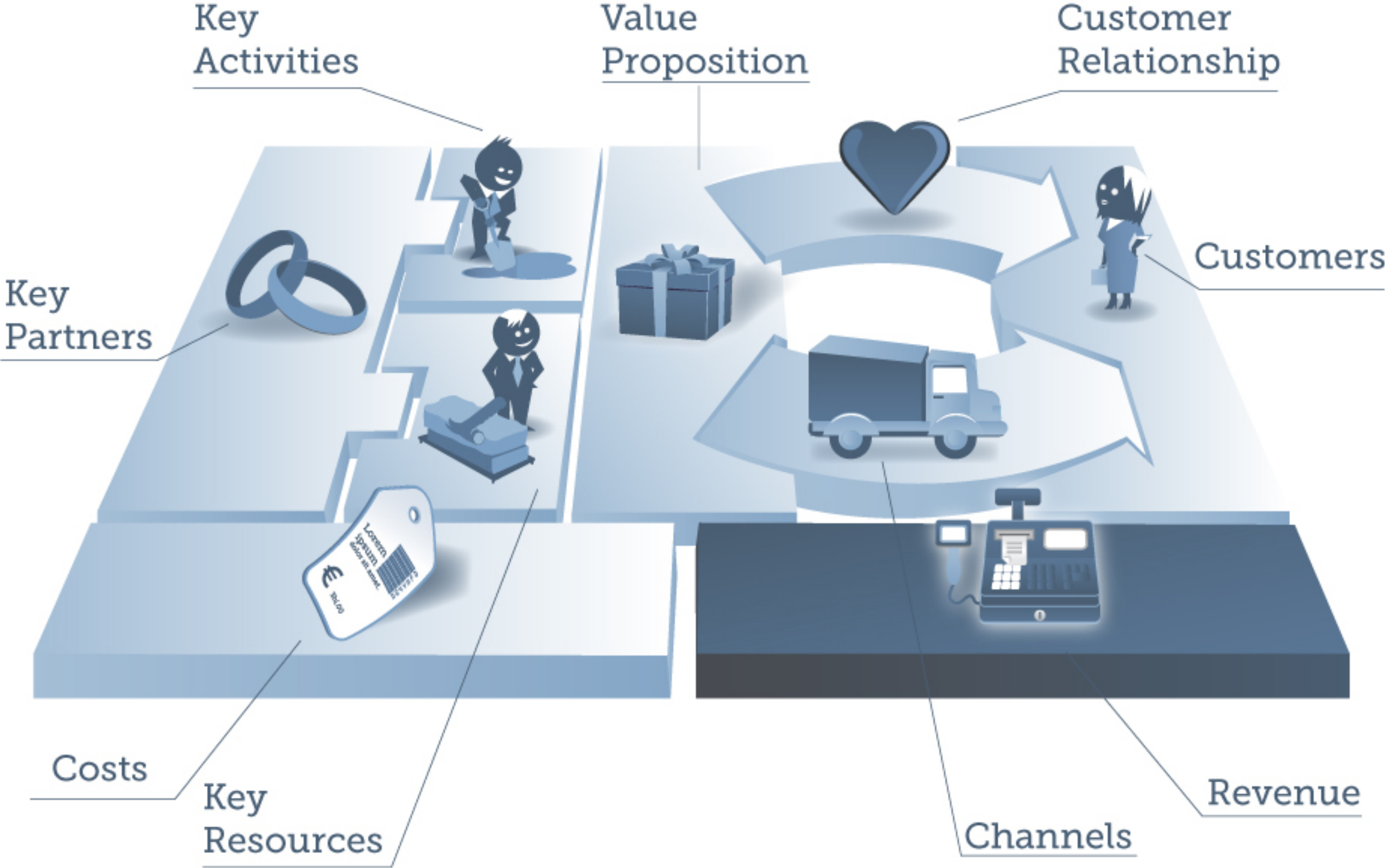


Figure 27

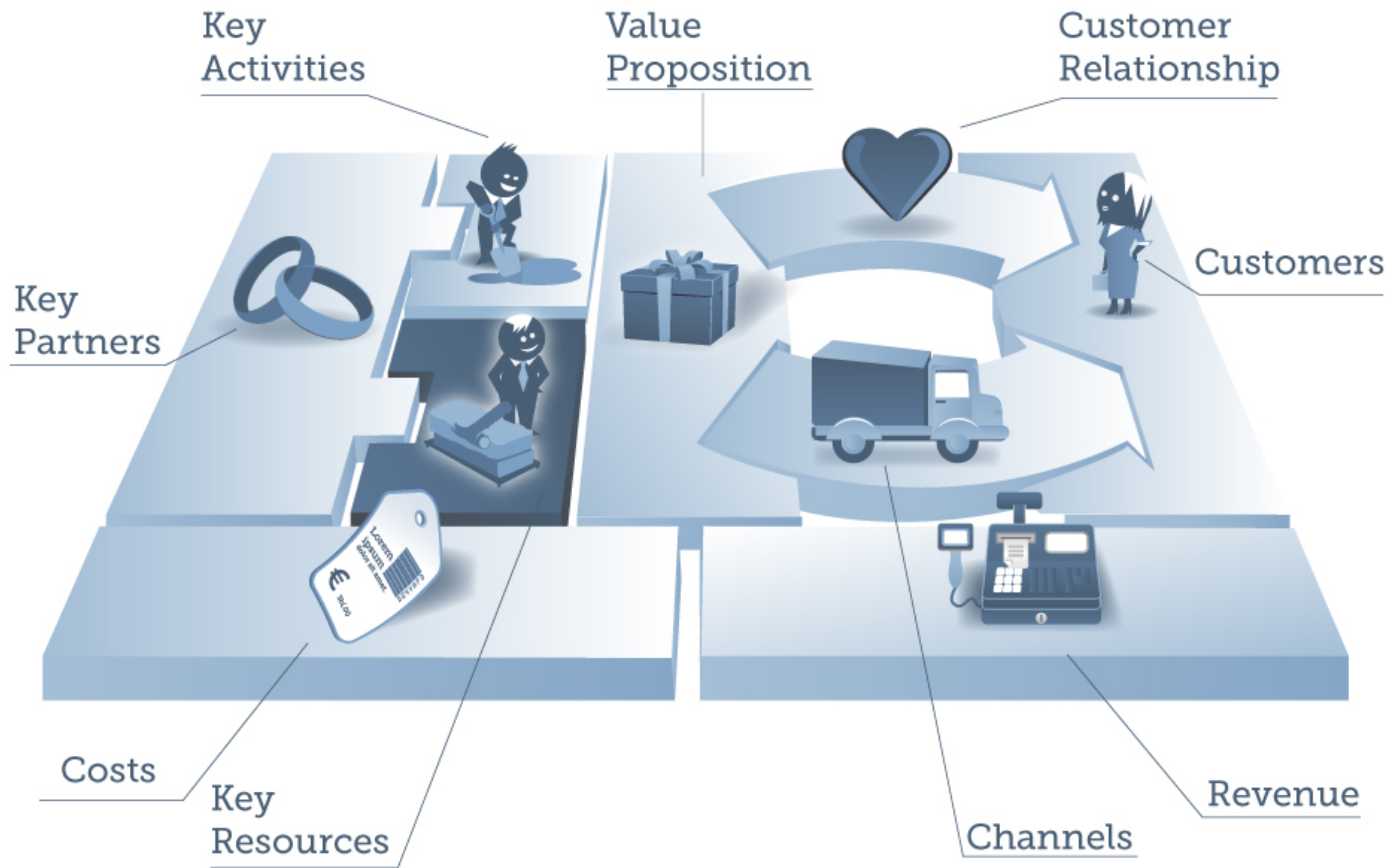


Figure 28

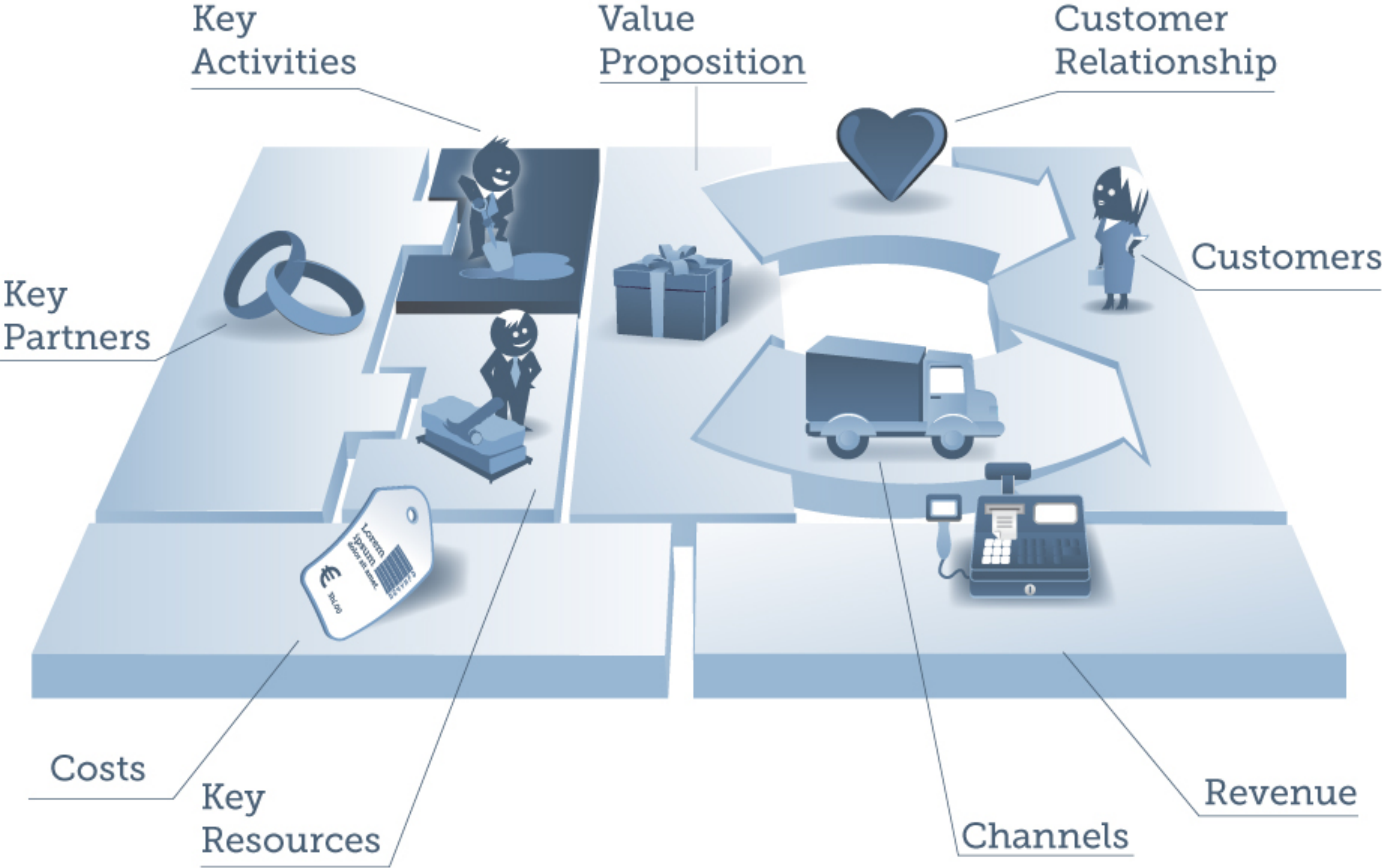


Figure 29



Building Successful Partner Channels

Figure 30

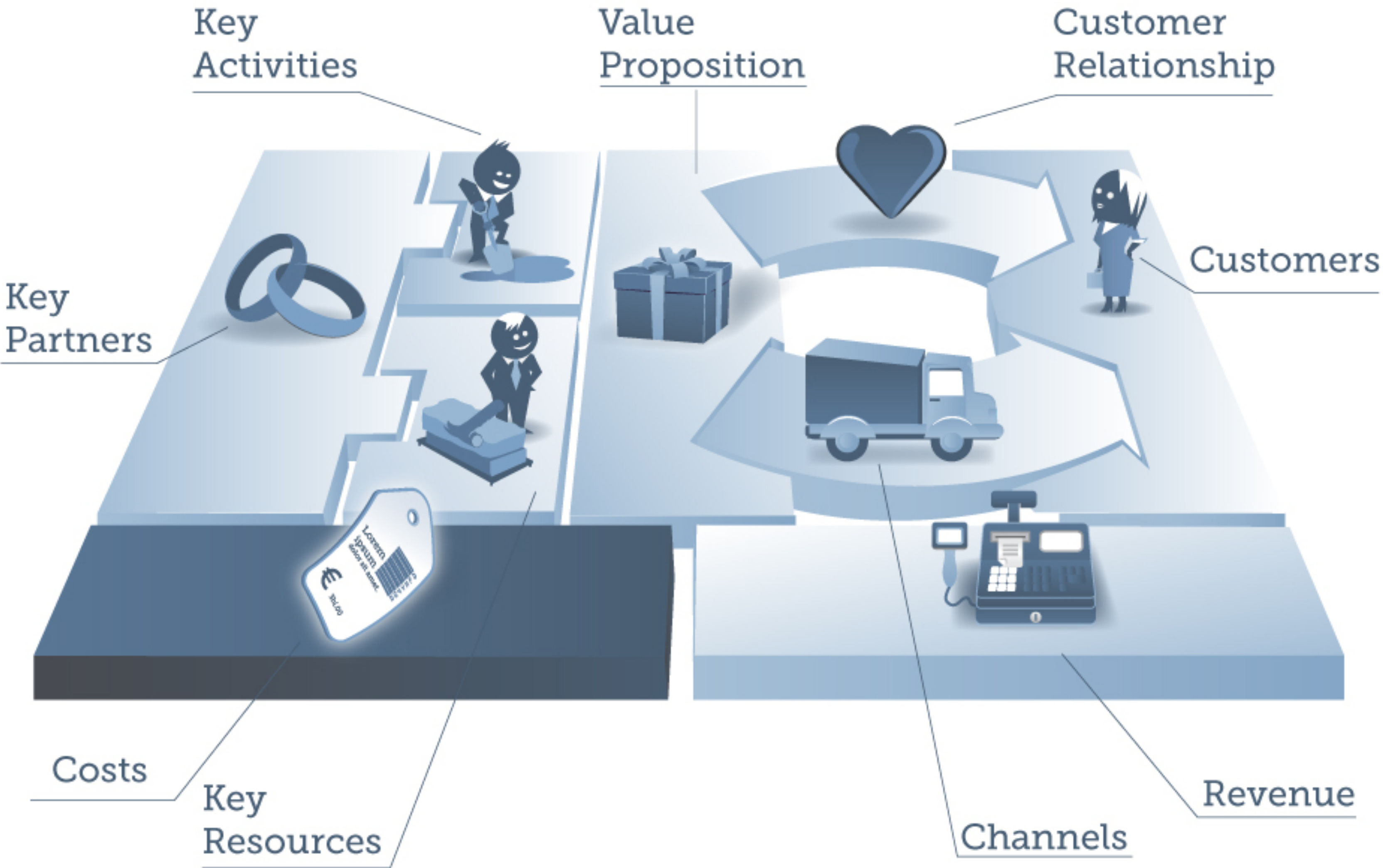


Figure 31

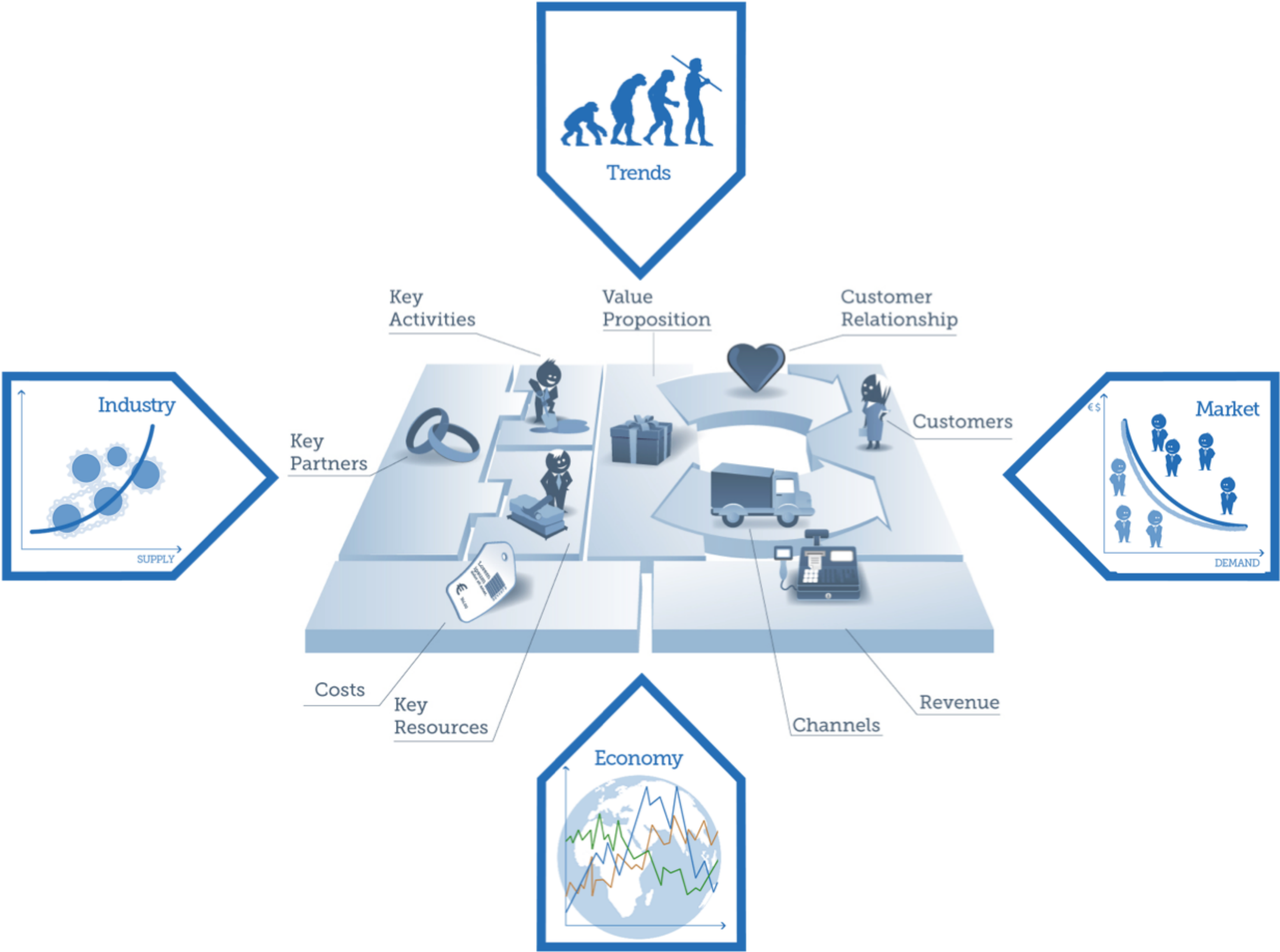


Figure 32

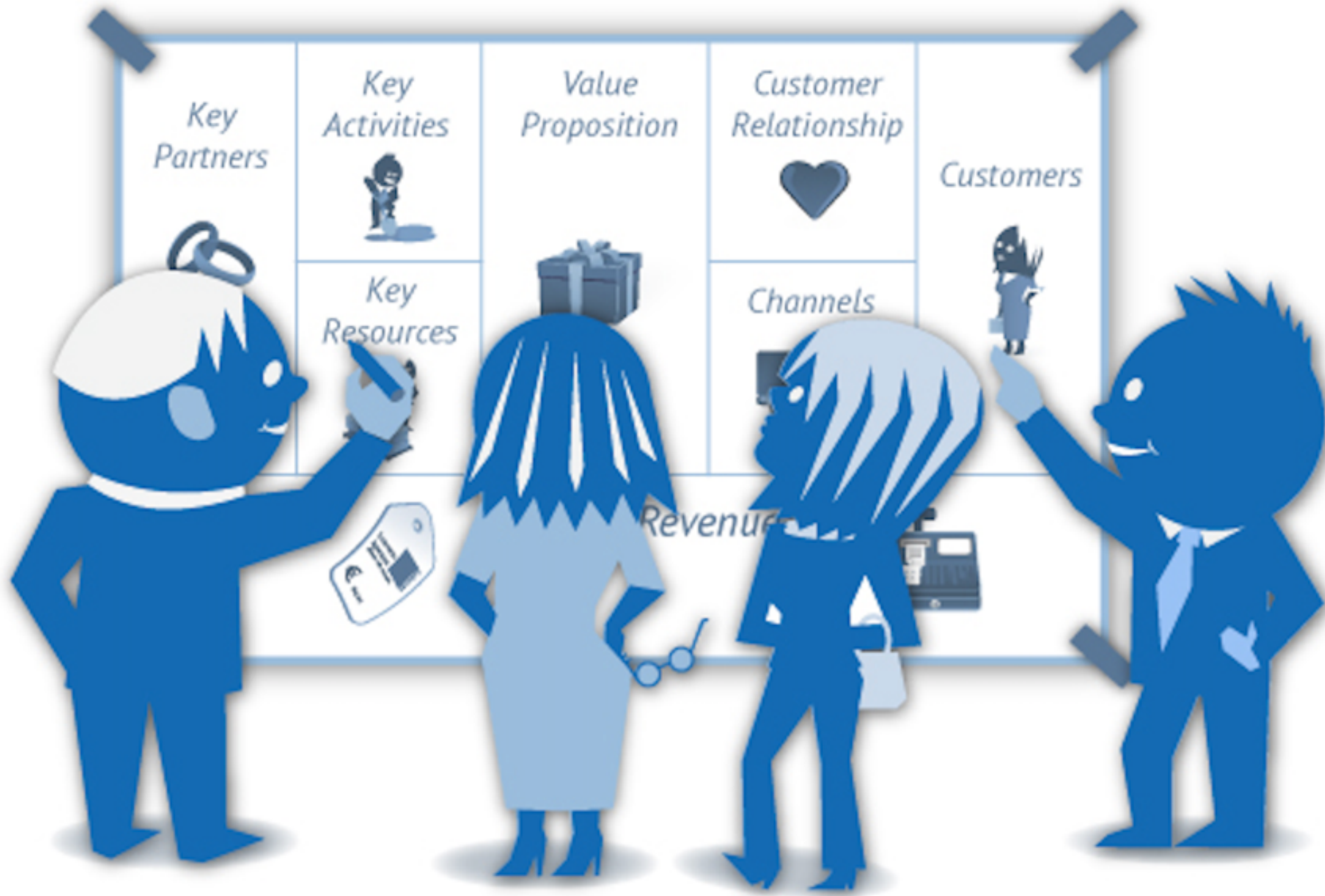


Figure 33

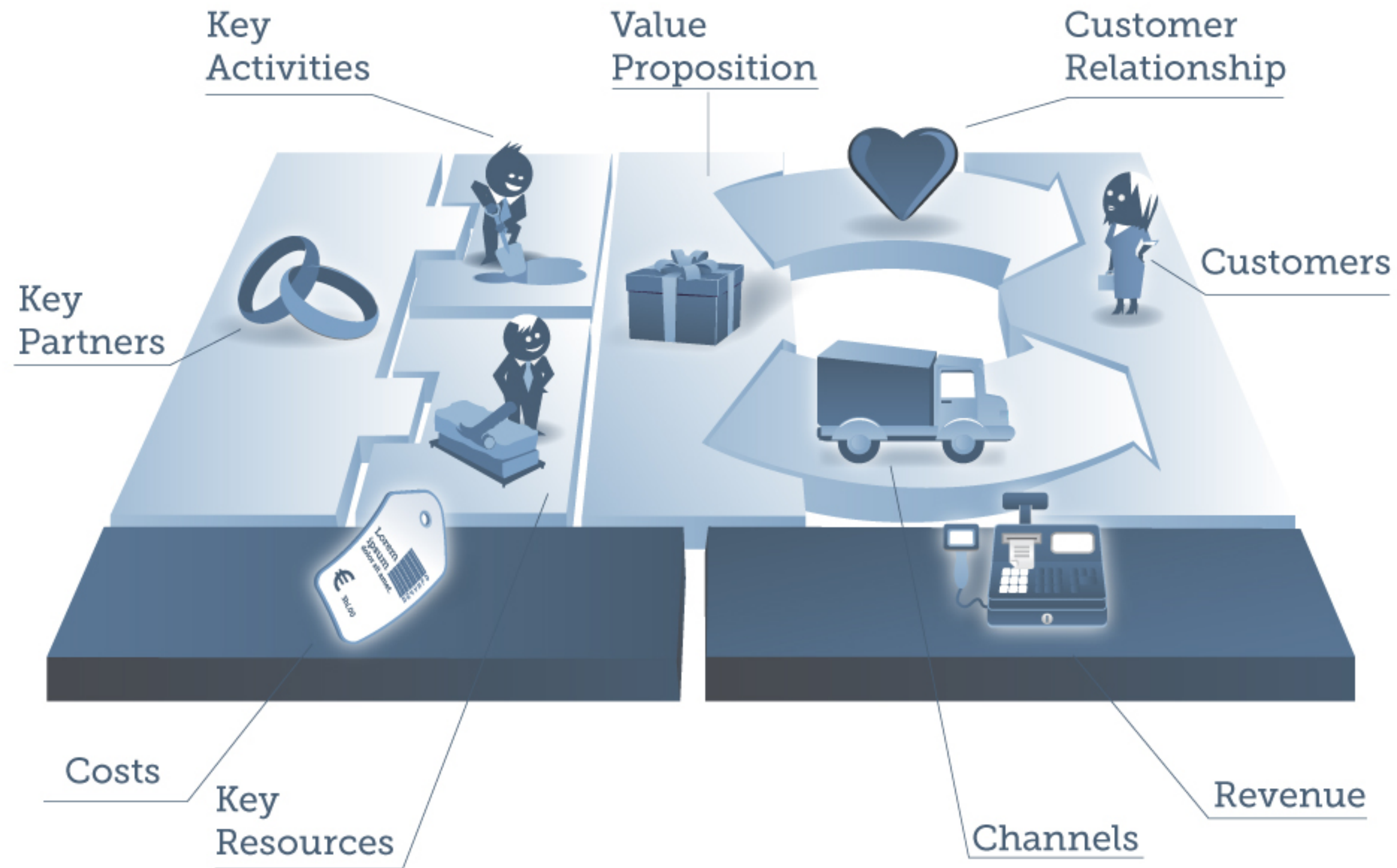


Figure 34

1,000 EUR	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revenue												
License revenue	0	0	100	200	100	200	315	315	330	330	360	660
License maintenance	0	0	0	0	0	0	17	17	34	34	51	51
Service revenue	0	0	100	200	100	200	315	315	315	300	300	630
Total revenue	0	0	200	400	200	400	647	647	679	664	711	1.341
Cost of Goods Sold												
License revenue	0	0	60	120	60	120	189	189	198	198	216	396
License maintenance	0	0	0	0	0	0	14	14	27	27	41	41
Service revenue	0	0	60	120	60	120	189	189	189	180	180	378
Total COGS	0	0	120	240	120	240	392	392	414	405	437	815
Gross Margin	0	0	80	160	80	160	255	255	265	259	274	526
Operating Expenses (OPEX)												
Marketing	9	9	9	9	19	19	19	19	25	25	25	25
Sales expenses	20	40	60	60	58	90	105	105	88	89	144	180
Management overhead	11	4	6	6	5	7	8	8	4	4	7	9
Initial training	30	10	1	0	0	0	0	0	0	0	0	0
Total operating expenses	70	63	76	75	81	116	132	132	117	118	176	214
P&L	-70	-63	4	85	-1	44	123	123	147	140	98	312
Accumulated Profit	-70	-133	-128	-43	-44	0	123	247	394	534	632	945
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Accumulated Gross Profit	0	0	80	240	320	480	735	991	1.256	1.514	1.789	2.315
Accumulated OPEX	70	133	208	283	364	480	612	744	862	980	1.156	1.370
Cash Flow	-70	-63	-76	5	79	-36	28	123	138	146	83	60
Accumulate cash flow	-70	-133	-208	-203	-124	-160	-132	-9	129	276	358	418

Figure 35

Assumptions	Units	Number	Comment
Average license order	EUR	100.000	
Average Service order	EUR	100.000	
License add-on	Per year	15%	From year 2
Service add-on	Per year	15%	From year 2
Software maintenance	Per year	17%	From year 2
Margin on license orders		40%	
Margin on Services		40%	
Margin of software maintenance		20%	
Average sales cycle	Months	8	Year 1
Average sales cycle	Months	6	Year 2
Average sales cycle	Months	5	Year 3
Average sales cost in percentage of license revenue	20%	2,5%	Year 1
Average sales cost in percentage of license revenue	18%	2,9%	Year 2
Average sales cost in percentage of license revenue	15%	3,0%	Year 3
Average sales cost in percentage of revenue	20%	2,5%	Year 1
Average sales cost in percentage of service revenue	18%	2,9%	Year 2
Average sales cost in percentage of service revenue	15%	3,0%	Year 3
Management overhead	Of sales	10%	Year 1
		8%	Year 2
		5%	Year 3
Initial training package	EUR	15.000	
Marketing	EUR	35.000	Year 1
	EUR	75.000	Year 2
	EUR	100.000	Year 3

Figure 36



Figure 37

