

Channel Manager Playbook

RingCentral[®]



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Channel Overview and Principles

What is a Playbook?

Keep this resource where it is readily available and accessible.

This playbook gives you the core channel sales management tools to help you take a more proactive approach to managing your partners.

Some of the key components include:

- Outlining Channel Manager expectations
- Defining your top 15/30
- Managing your partner portfolio
- Executing partner plans
- Leveraging your dashboard
- Knowing your reporting and processes
- Influencing and motivating partners
- And additional best practices and coaching tips

The goal of this playbook is to help Channel managers select, develop, influence, and manage your partners for optimal revenue.



Zane Long's Vision

Playbook Objective

Establish a sustainable channel leadership and coaching framework aimed at all layers of channel management. Maximize the return on your channel management through...

- Planning Best Practice & Process
- Plan Execution Best Practices
- Pipeline / Forecast Methodology & Best Practices
- Partner Management Best Practices

Change Priorities For Channel Managers

From

To

Inconsistent coaching practices across the team	Repeatable framework of coaching with best practices, tools, and metrics
Unreliable forecasts and limited pipeline visibility	Managing through metrics via fact-based judgment and predictability created by accurate, data-driven information
“Under-leveraged” customer or partner relationships	Strategic development of prioritized accounts and partnerships
Managers are “Super Reps”	Managers are coaches and change leaders who maximize the performance of their partners (activity, qualified leads, sales training)
Individual/random approaches to team development	A defined framework for recruiting, training, supporting, and managing key stakeholders
A lack of a coherent strategy for meetings and interactions across the layers of the partner organization	A consistent planning and coaching cadence across the partner organization is developed, implemented, and followed

Return on Partner Management

RingCentral Channel Managers should strive to increase their individual “return on channel management” or ROPM as defined below:

ROPM

Financial Return on Enhanced Partner Management
Divided by the Time Cost of the Channel Manager

Maximizing ROPM and Influencing Over Time



Management Leadership Framework

The Management Leadership Framework represents the four key areas where a Sales Manager needs to disproportionately focus their time and attention in order to effectively drive improved return on sales leadership (ROSL).



Portfolio Planning

A partner management cadence of activity & partner selection built around a set of best practices & strategies to help prioritize time and focus, enabling long-term success (revenue and value).



Dashboard & Reporting

A comprehensive approach to understanding the dashboards and reports that are leveraged by the channel to better develop, manage & coach partners towards optimal revenue.



Plan Execution

A formal “Channel Enablers” approach to identifying, developing and executing joint-partner plans, along with best practices for managing and reviewing with partners.



Influencing & Managing Partners

A formal coaching, partner management, and influencing model that grows channel management business acumen and stresses models of challenging and holding partners accountable to best-practice behavior.