

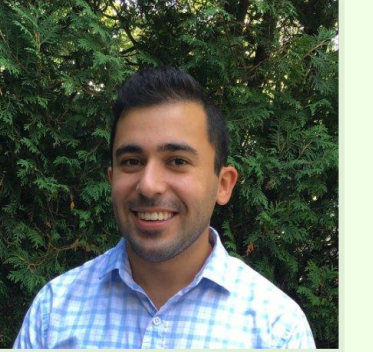
# frogmi

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## Project Goal

Develop a tailored Channel Partner strategy and strengthen the process of acquiring and managing Channel Partners, with a view towards expanding the company's reach outside of Latin America



## Research Questions

1. What are the general types of channel partners and what types of roles does each channel partner perform?
2. What are Frogmi's core strengths and competitive advantage?
3. Which types of channel partners and channel structures are most appropriate for Frogmi?
4. What are the benefits that Frogmi should provide to partners and what is expected from these partners (i.e. requirements)?
5. What is the appropriate pricing structure for each partnership type?

## Business Needs for Channel Partners

In the past year, Frogmi has been able to develop a standardized sales process and establish several customers in Latin America, creating the opportunity to further grow the company through a formalized Partner Program.

### Benefits of Partner Program

- Expand Frogmi's reach and message in both existing and new markets (amplify addressable market)
- Gain access to new clients through partners in a cost efficient manner
- Develop and leverage strategic collaborations to stay ahead of the competition in the CPG and retail industries

### Key Considerations

- Target partners in Frogmi's vertical/market and who have a solid reputation and an attractive client base
- Identify the appropriate revenue-sharing metrics and guidelines (i.e. referrals, discounts, and rebates)
- Align incentives for both parties and produce value on both sides, aiming to develop long-term relationships

### Successful Partner Programs (SaaS Companies)



11x increase in customers over 3 years by gaining accounting firms as partners through a "Recruit, Educate, and Grow" strategy



23% of total revenue through lead generation after 2 years of introducing a referral program, with a total commission payout of \$2.3M in year 2

## SaaS Partner Program Research

- Competitor retail SaaS partner program information
- Types of channel partners
- Tiers of partnerships
- Benefits and requirements of partner programs

## Current Partner Relationships

- Overview of roles and responsibilities
- Service levels provided
- Case studies of current projects
- Opportunities to enhance relationship with Frogmi



## Internal Team Interviews

- Sales cycle incentives for lead-generation & deal closing
- Generic pricing structure
- Ongoing customer support level of effort and complexity
- Customer success data

## Current Pricing Architectures

- Current pricing agreements with different types of partners
- Product discount and rebate incentive structures
- User discounts (volume discounts)

## Findings and Recommendations

Partnership types should align to what Frogmi wants potential partners to be responsible for when selling, using, or supporting Frogmi

Frogmi's Partner Program will be rolled out in two major phases in order to manage the transition of various roles and responsibilities and test certain aspects of the program

Channel Partner webpage should highlight the benefits and requirements of the program and attract new partners to work with Frogmi

### Referral Partner

Referral partners generate sales-qualified leads for Frogmi and earn a referral fee if the lead turns into a customer over a specific time period.

### Solution Partner

Solution partners are industry and domain experts who market and resell Frogmi to their clients, assist them with onboarding and ongoing support, and provide other value-add services.

### Outsourcing Partner

Outsourcing partners use Frogmi to execute proper operations for their clients with activities ranging from performing tasks and audits all the way to leveraging the data and insights into strategic and tactical business actions.

### Phase 1 Basic Partner Program

- Begin with the three types of partnerships (referral, solution, and outsourcing)
- Include only benefits and requirements that are labeled as high priority (as a start)
- Develop and publish partner program webpage for external parties
- Introduce additional benefits and requirements as necessary

### Phase 2 Tiered Partner Program

- Introduce tiered partner program (standard and premier)
- Introduce additional benefits and requirements as necessary - these will most likely be the ones with the highest implementation complexity
- Launch Partner Portal website

