

Goodmill Partnering Approach

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Goodmill Partnering Strategy

- Partnering and advanced multichannel sales is in the core of our business approach
 - Not only through expansion but also for existing good volume business
- There is a clear pro-active partner search and acquisition approach
 - Criteria of what we need is acknowledged
- We are committed to excellent long term revenue creating possibilities for the partners
- Our partner strategy is flexible, using all variations from agents to OEM partnerships

Guarantee Outstanding Performance with Partners by:

- **STRATEGY**
 - follow corporate /sales *winning* strategy
- **PEOPLE**
 - hire only the *best*
- **EXECUTION**
 - do what you *promise*

Partner Evaluation Template

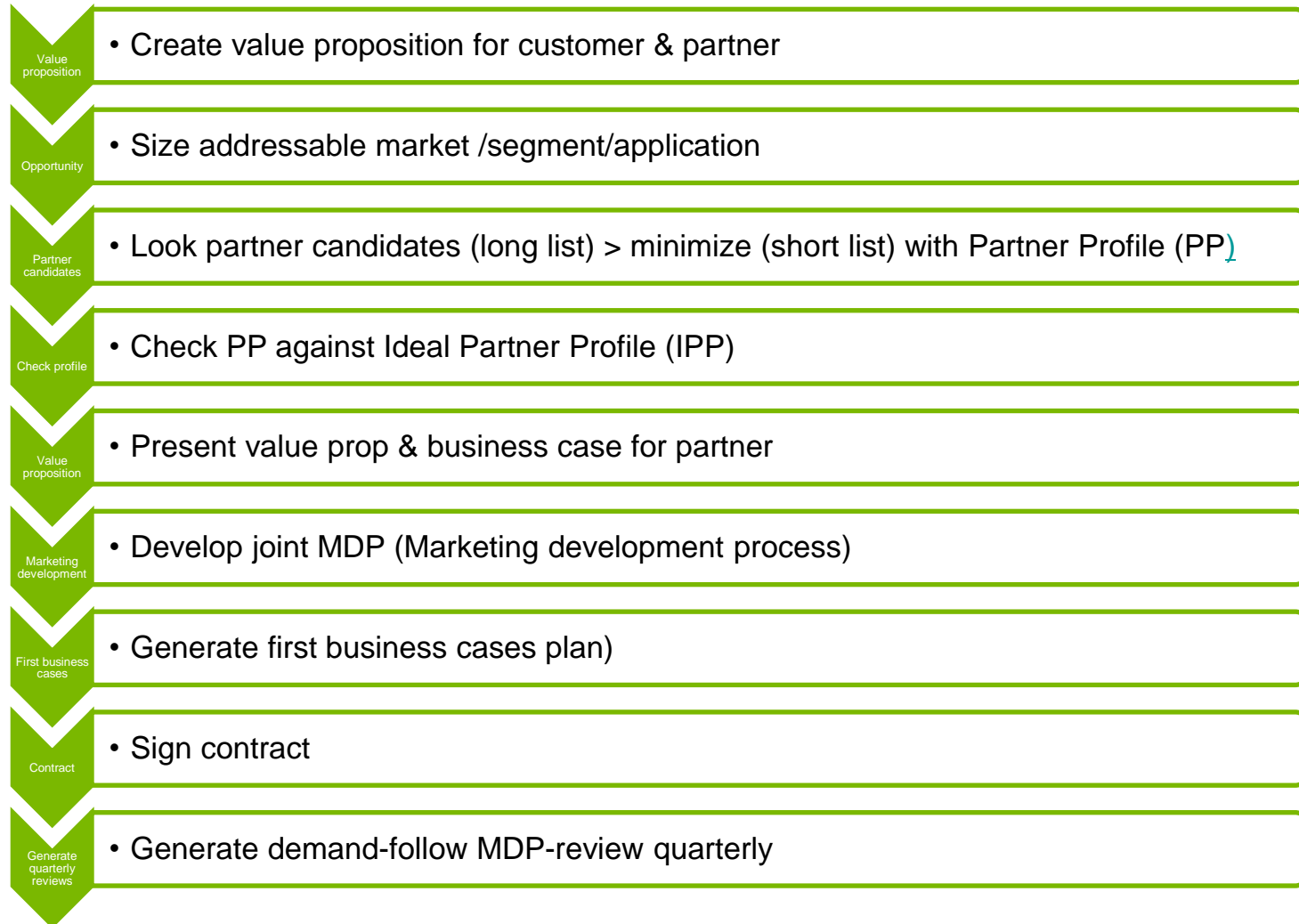
- Partner Selection, Development & Retention
 - Require good match to profile
 - Can have areas of development but must improve over 6-months
 - Goodmill invest a lot of time and effort with right partners
- Some 'critical' success factors:
 - Non-competing products
 - Router / network knowledge
 - Cultural fit
 - Driven, focused sales people and processes
 - 'Mind Share' of senior management
 - Match Goodmill channel strategy

<u>Goodmill Partner Evaluation</u>		Match	5 - 4
		Limited	3-2-1
		No Match or no info	0
		MAX	130 points
		Partner A	Partner B
Goodmill routers can potentially make up 20-30% of Turnover (or more)		5	2
Business is between \$10 - \$100M		5	0
Sound and proven business to selected segments			
- Public safety		4	2
- Train communication or IT		3	0
- Remote monitoring or similar		0	2
Goals & Objectives and Culture aligned with Goodmill			
- Entrepreneurial		5	4
- Growth searching		3	5
- Responsible		5	2
- Professional		5	1
Margin expectations as low as 5-15% when needed (also higher possible)		2	5
Ready to invest in people, processes, training, stock, demos etc.		3	0
Service strategy aligned with own			
- Service a significant part of the business		2	0
Geographical location that suits our own		5	5
Non-competing products or strategic direction		5	5
Complements existing products or offerings		5	0
Wide sales and marketing knowledge within the target market			
- Large customer base		3	0
- Market knowledge		5	0
- Access to the market		5	0
Transparency of all commercial and sales activities to GS		2	5
Passionate, eggressive, decisive, energetic		3	1
Proven references		5	0
Delighted customers		0	1
Limited channel conflict or transparency on 'go to market' and conflict reso		3	3
Focused passionate and knowledgeable sales force		3	1
Sold, proven sales processes with pipeline reviews and sharing of informa		0	1
Prior router knowledge preferable or willingness to invest in this		3	1
		89	46

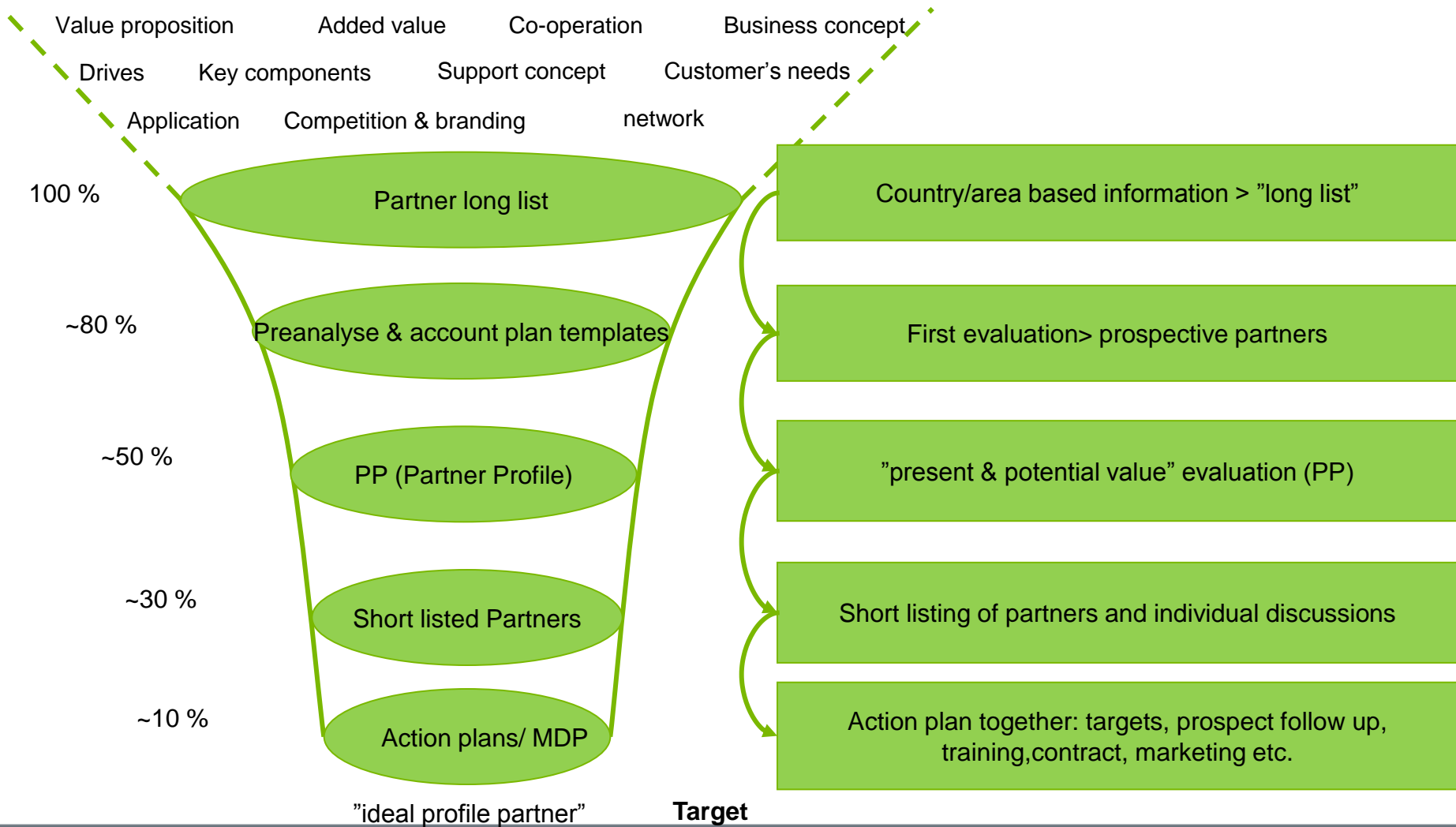
Partners can be responsible for...

- Geographical Area
 - Name only one in that particular (defined) area
- Industry = Segment
 - Define the segments in your country/area
- Application or product group
 - E.g. Fixed line remote access connectivity services
- Matrix of mixed Areas

The Main Steps of Channel Development



Selection process is like a "funnel"



Global partner policy

- We need our **partners** to invest into
 - Local **stocking** of routers
 - Good geographical **coverage** & logistic support
 - Skilled & motivated sales & service **people**
- Goodmill Systems provides necessary support
 - Product and segment **know-how**
 - Marketing **material** & sales support
 - Competitive & **simple pricing** model
 - Tier 3 **service center** in Finland
 - **Global** brand building
 - World class **router and telecom network knowledge**

Top 10 issues for Successful Partnership

1. Passion for business (both)
2. Strategic "consulting" & mutual actions (MDP)
3. Common sense in problem solving (nothing beats that)
4. Good sales & service skills (constant training)
5. Committed relationship with(mutually) known clients
6. Transparency for the whole value chain
7. Honesty & trust
8. Healthy portfolio – predictable cashflow / forecasting
9. Constant communication (small talk, too)
10. Fair & square (in good and bad)

In short, the targets are that

- Min **20-30** % of partner's turnover will be from Goodmill products
- Business **Goals & Strategy is well** aligned with Goodmill
- Partners are ready to **Invest** in minimum Stock & Demo units
- **Service business** will be an important part of partners' revenue generation
- Willingness to arrange **After Sales Service**
- **Non-competing** products in chosen segments
- People Sales & Service - **quality & quantity**

We additionally require from partners

1. Passion for Business & know-how
2. Common sense & honesty
3. Good sales & service skills
4. Transparency through value chain
5. Mindshare of our business

Daily work Goodmill + Partners = Customer satisfaction

- **Professionalism** => quality people = quality results
- **Create trust** => keep your promises = \$, time, delivery
- **Transparency** => with bids & calculations = competitive offering
- **Goal setting** => clear, realistic, achievable = predictable and satisfying
- **Help, coach & support** => create winning tools = show the value to customers
- **Systematic** => order/project pipeline = on time delivery
- **Rhythm** => daily to yearly activities = predictability and understanding
- **Rules of the game** => agreements to be clear = flexibility but no surprises

- **Fight together** => **Goodmill + Partner** = **Customer satisfaction**

Still interested? Just get in touch 😊

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