

CASE STUDY



The P2P Journey
Experience:



Introduction

The [Partner-to-Partner \(P2P\) Journey Experience](#) takes partners on a guided tour of the [P2P Maturity Model](#). The model provides a framework for evaluating readiness across ten functional business areas that are critical for success in building partnerships. The P2P Journey Experience program uses the P2P Maturity Model to facilitate an individualized assessment of a company's current state of partnerships and helps it to prioritize business goals accordingly. The final stop on the journey is a discussion of next steps and recommendations for achieving growth through partnerships.

SELA Canada, a Microsoft Gold competency partner in Application Development, engaged in the P2P Journey Experience in March, 2016 with the goal of understanding what it will take to move from its current service provider business model to that of launching a new ISV-based business. The primary driver for SELA to make this move was the pending release of its new offering, [Bubbles](#). The Azure-based service helps companies get the most out of social media efforts. As an automation tool, Bubbles monitors social sites, schedules content, and tracks conversations. More than that though, Bubbles gets involved in composing optimized content and creating conversations to increase awareness and engagement with key audiences.

At the conclusion of its engagement in the P2P Journey Experience, SELA identified the key success factors of the new business as prioritizing efforts around building the right sales compensation model and messaging its partnership value proposition. Moreover, SELA Canada believed that the P2P Journey Experience has left them with the confidence that they have a clear view as to ongoing activities needed to navigate the path to revenue growth as an ISV.

About SELA

A subsidiary of SELA Group, SELA Canada is a global leader in delivering top level training, consulting and software development services to Fortune 1000 and government clients including Microsoft, RIM, SAP, Motorola, HP, Bell, ECI, Manulife and IBM.

Company Fast Facts	
# of Employees:	201 – 500 (SELA Group)
Location:	Toronto, Ontario
Services:	Training, IT Outsourcing, and Consulting
Specialty:	Application Development & Learning Services
Website:	http://www.selacanada.ca
Microsoft Pinpoint Profile:	https://pinpoint.microsoft.com/en-us/companies/4295473877

Partnership Challenges on the Launch Path

A common mistake existing businesses make in launching a new product is leveraging the same channels for existing products and expecting new results will be achieved. Eran Barlev, Country Manager of SELA Canada, however, knows that the best path for Bubbles is to engage a new set of partners. He has determined that Bubbles fits best with partners who have a digital marketing/advertising competency. The challenge for Eran is that these types of partners are unfamiliar to him and require a completely different approach than what SELA has traditionally offered.

Eran explained the challenge, "SELA has lots of experiences selling services, but being an ISV requires a whole new business plan. I want to maximize conversations with potential partners and be ready to talk about how we will win together. Being super-prepared is important to me".

The P2P Journey Experience

Using the P2P Maturity Model to assess SELA's current state of partnership readiness for launching Bubbles, Eran stated that it was a lot of information to take in and well worth allocating the time to do so.

The insights provided through the assessment proved useful helping SELA to identify priority areas required to successfully launch Bubbles with a new set of partners:

- **Sales and Compensation.** The assessment pinpointed that the top priority is to be able to present potential partners with a clear map of how they will benefit financially by working with SELA and incorporating



Bubbles into their client offerings. "Understanding the right compensation model was always on the list", said Eran, "but after working through the assessment, I moved it to my top priority."

- **Messaging and Value Proposition.** Wanting to be as prepared as possible to engage with a new set of partners, SELA is working on the set of value propositions and messaging appropriate for this new partner audience. The P2P Journey

Insights and Lessons Learned

When asked what he has learned by using the P2P Journey Experience to build a new channel, Eran highlights these lessons:

- **P2P Delivers More than an Assessment.** Reviewing the questions

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it gave us the roadmap to follow for building our channel. I can see using the assessment on a quarterly or yearly basis to help identify priorities and target where to put our time for the highest partner pay off

—Eran Barlev, Country Manager, SELA Canada

Experience has helped SELA zero in on areas of highest importance and raised possibilities such as a “partner portal” for further consideration.

- **The Road to Revenue.** With the results of the P2P Assessment and follow-up recommendations, SELA now has a clear roadmap of priorities and tasks to complete to launch a new business as an ISV.

of the P2P Maturity Assessment benefits a business at any stage. “For SELA it gave us the roadmap to follow for building our channel. I can see using the assessment on a quarterly or yearly basis to help identify priorities and target where to put our time for the highest partner pay off”, stated Eran.

- **Developing Trust.** Sometimes it makes sense to start small in order to go big. When it comes to launching Bubbles, one approach that SELA is going to take is to work with another IAMCP partner it knows well and that will act as the first

Bubbles reseller at launch. This will allow Eran to get much deeper insight into the value propositions that will resonate and pricing models that attract digital marketing partners.

- **Build on Strengths.** An insight that came to Eran as part of the P2P Journey Experience is to reconsider the strategy of having both a B2C and B2B offering for Bubbles, “It occurred to me that focusing strictly on a B2B offer will be a differentiator for SELA and will help us to build trust with partners faster. It also takes best advantage of our strength and experience as a B2B partner”.

Like any initiative where there is considerable investment of time and resources there is also the need to mitigate the risks of missing the mark and incurring more costs than the budget allows. Having a framework that guides the effort and offers best practices allowed SELA to gain confidence up-front that they were mitigating risks of potential cost overruns. Eran shares, “Without the model as a guide, I may have missed important information critical in building new partnerships. Between hard dollar costs of making investments and avoiding lost opportunities, the P2P approach has resulted in a savings for the business”.

Along with keeping costs in check, SELA found that the P2P Experience helped it to

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P2P Experience Benefits

In highlighting the benefits SELA realized through its P2P Journey Experience, two items float to the top of the list: costs savings and faster time-to-market.

focus on minimizing time-to-market. The model kept the company’s efforts centered on the highest priorities for building its new partner channel. “Every day we worry about another competitive product hitting the market widely before we do. Having a plan

that makes us as efficient as possible with our time is of big value”, points out Eran.

Next Steps Post P2P Journey Experience

To help with next steps, Eran is planning to leverage upcoming IAMCP Coaching Webinars as well as the eight-week ISV Accelerator Program to stay in touch with the P2P Experience. He is looking forward to continuing to learn while also connecting with other partners who are building their P2P plans.

Closing Advice on P2P

When asked for final thoughts or reflections on SELA Canada’s Journey Experience, there is no bursting Eran’s bubble of enthusiasm for the P2P approach, “It’s exactly what I needed and I’m excited to keep going. P2P is something every IAMCP Partner should use!”

For more details, read [the blog](#) posts on the IAMCP web site that reported on the beginning, midpoint, and end of SELA Canada’s P2P Journey Experience.