

P2P Maturity Model Playbook

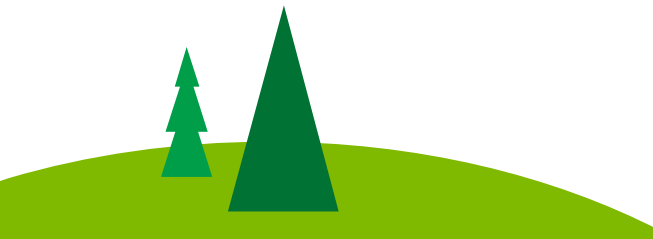


**International Association of
Microsoft Channel Partners**



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What the Experts Say.....

"In 2016 and beyond, it's more important than ever to specialize as an IT solution provider. There are too many choices for customers to try to be a jack of all trades. And that means finding complementary business partners to go to market with to provide complete solutions to your customers. The Partnering Maturity model provides a framework for channel partners to use when considering their own readiness to partner as well as that of an organization with which they want to partner."

- **Darren Bibby**

Program Vice-President, Channels and Alliances Research



Partnerships are Essential to Profitability and Growth

Today more than ever, partnerships are essential to building total solutions, business growth and winning against the competition. However, learning how to build the right partnerships effectively can be challenging, time consuming and costly.

According to IDC research, the benefits of partnering include:

- Increased sales and marketing coverage in current or new geographies
- Access to solution and customer specific knowledge and expertise
- Industry specific expertise

The same research describes higher market share, stronger reputation, competitiveness, profitability and coverage of resource and solution gaps as the value derived from successful partnerships. So why some partners do chose to go it alone? The reason is that it takes time and money to build relationships and develop trust.



IAMCP...

The Opportunity:

1. **\$10 Billion dollars!*** Partner to Partner business transacted each year
2. **International Market Expansion:** Find connections in new markets faster and at a lower cost
3. **New Solutions & Business:** Partner to offer a full solution to existing and new customers
4. **Global, Dynamic Communities:** Over 100 chapters & thousands of members
5. **Unified Partner Voice:** When Microsoft is looking for input on programs and incentives, it turns to IAMCP.

To Make the Most of It:

Join IAMCP Today:

<http://www.joiniamcp.org/index.html>



* According to IDC Research



What do IAMCP Partners Say...

"IAMCP sponsorship accelerated our marketing efforts by at least 6 months and I came away from the Worldwide Partner Conference with solid leads and international opportunities." -EJ Harof, Global Partner Development, Kubisys

"IAMCP represents companies with whom I could form profitable, mutually beneficial partnerships." -Tim Martin, Business Development Manager Action Point

"IAMCP is one of the most efficient things we can do to grow our business—whether it's navigating business shifts, personnel changes at Microsoft or connecting with another trusted Microsoft Partner IAMCP never fails to help us deliver results". -Eran Barlev, Sela Canada



IAMCPC is Taking it to the Next Level...

This P2P Maturity Model Playbook offers a practical 'how-to' approach to mastering skills essential for developing successful partnerships. The playbook features a self-assessment tool and resources designed to help YOU build successful partnerships.

Learn how to use P2P Maturity Model approaches to increase market share and accelerate growth



Understand how to increase capacity to serve customers in other geographical markets



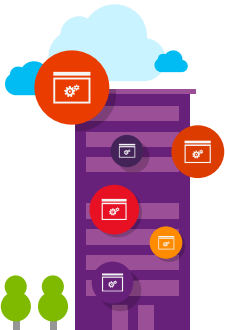
Leverage the P2P Maturity Model to efficiently target the right partnerships for your organization and build a channel program that works



Best Practice and Best in Class Drives Partnering Success

- Based on the research and in collaboration with IDC, IAMCP** created the P2P Maturity Model – a framework of 10 business functions and 4 levels of maturity that must be considered when two or more organizations look to partner on a deal, a campaign, or a business
- The Partnership Maturity Model has been an invaluable tool to help IAMCP partners grow their businesses profitably

“We tried to partner with other partners but quite frankly didn’t get the results we expected. Taking the P2P Maturity Model program taught us everything we needed to put profit into our partnering programs.” **ISV Partner**

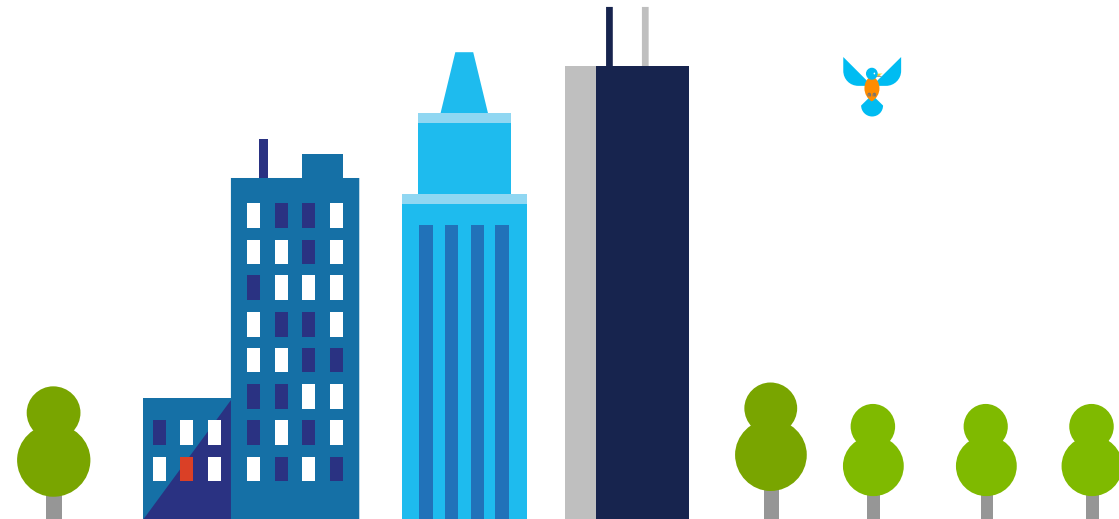


** authors: Christine Dover and Per Werngren

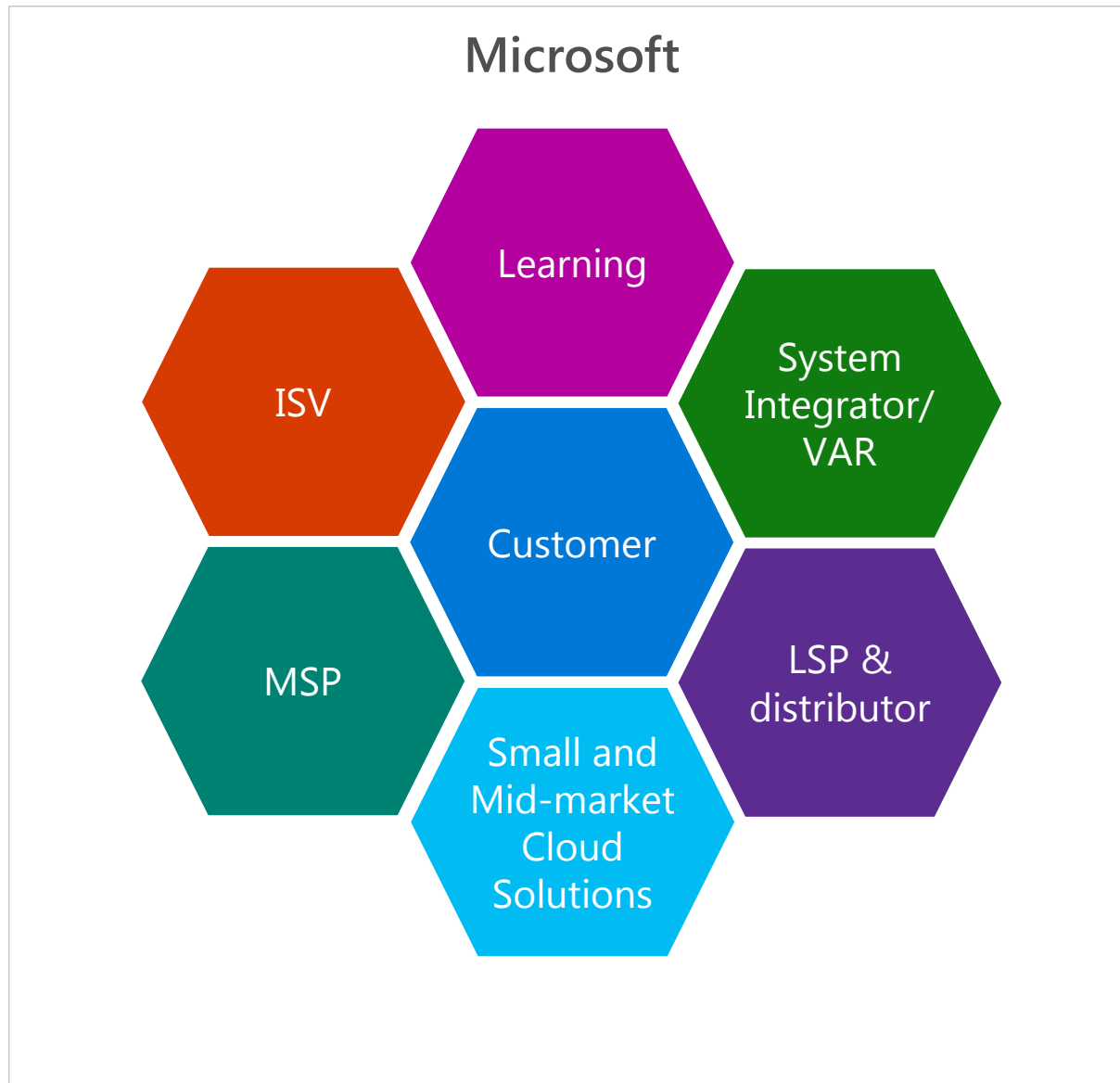


Are Channel Partnerships Appropriate?

- Do I want to grow a professional services practice?
- Do I need new technology capabilities?
- Can I go vertical?
- Do I want to expand geographically?
- Do I need brand recognition?
- Do we have experience managing a partner channel?
- Do I have the investments to manage a channel?
- Do I need more sales people?
- Have I considered sales compensation?



The Partner Ecosystem



Partner Ecosystem

- Independent Software Vendors (ISV) – specialize in making or selling software, designed for mass or niche markets
- Licensing Solution Providers – (LSP) provide licensing expertise to enable cost-effective solutions
- Value Added Resellers (VAR) – distribute the company's products worldwide and advise customers on volume licensing
- Systems Integrators (SI) – recommend, deploy, customize, and manage Microsoft-based solutions for their customers
- Learning Partners – have taught, tested, and certified more than a million people at some level of expertise on Microsoft products
- Managed Service Providers (MSP) – deliver managed services on servers in their own or other's datacenters (i.e. Azure)
- Small and Midmarket Cloud Solutions Partners – address the holistic IT needs of small businesses

The value of the Microsoft Partner Network

The Microsoft Partner Network enables you to

- Be market ready
- Connect with your customers and prospects
- Differentiate your business

Expertise

Better serve your customers

Opportunities

Strengthen your capabilities

Tools





Build a profitable business

Communities

Spark innovation and connection

P2P Maturity Model Framework

P2P Maturity Model Framework

	Basic 	Reactive 	Proactive 	Dynamic 
Joint business planning	None	Ad hoc	Activity based	Annual plan with regular follow-up
Leads and pipeline	No sharing	Ad hoc, no structure	Share specific campaigns, some structure but outcome not measured	Shared process to generate leads, scheduled pipeline reviews, in-person meetings
Agreement	No template	Rely on handshake or deal-specific contract	Letter of intent	Formal contract that defines all aspects of the relationship
Sales compensation	No compensation for partnering	Ad hoc compensation for partnering	Alignment of referral and project-based compensation	Rationalized campaign-based compensation
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Resource utilization	Subcontractor	Opportunity based	Predefined rates for shared resources; access to architects for sales activities	Integrated resource planning covering multiple competencies
Readiness and certification	No plan	Ad hoc, opportunity based	Joint partner training in overlapping areas, joint planning to reduce overlaps	Formal plan to earn certifications, use strength in combined advanced certifications to win customers
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Levels of P2P Maturity Model

Basic

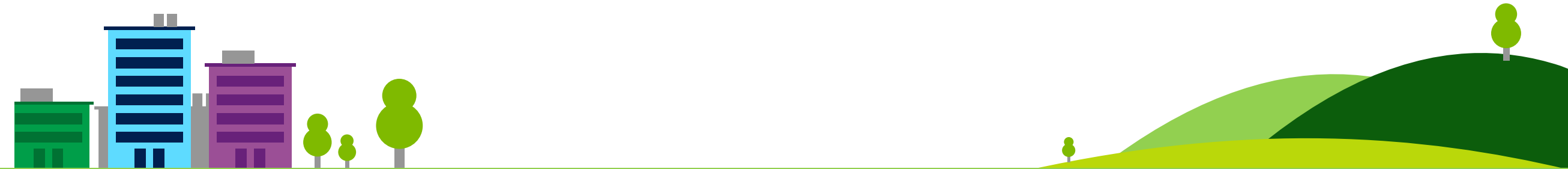


Basic is the lowest level of maturity in the model. At the basic level, organizations are subcontracting on projects if trained and available resources are available. There are no formal agreements or joint plans to target a market together.

Reactive



Reactive partnering is generally opportunistic or deal oriented. The partners generally come together for a specific customer or project and then go their separate ways when the deal or the work is done.



Levels of P2P Maturity Model

Proactive



Proactive partnering is when the partners start working together more frequently. They may hold some ad hoc meetings to review market plans and project resourcing. Proactive partners may develop and execute a marketing campaign together and informally share leads and develop a sales pipeline. At most, the partners sign a letter of intent that describes their working relationship.

Dynamic



Dynamic is the highest level of maturity in the model. At the dynamic level, partners work together strategically to expand the scope of their mutual businesses. Partners are developing joint business plans to develop products and solutions, strategically broaden geographic or industry coverage, execute on joint marketing plans, and train or staff resources. There is generally a defined process to resolve customer or product issues. These partners often have a contract or other agreement that clearly defines the relationship between their companies.

Ten Business Functions Defined

Joint Business
Planning



Leads and
Pipeline



Agreement



Sales
Compensation



Market
Messaging



Geography



Resource
Utilization



Readiness and
Certification



Product and
Customer
Support






Customer
Relationships
and Satisfaction



Ten Business Functions

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Joint Business Planning

Joint business planning is the activity of meeting with your potential partner and exploring business opportunities







Identify and discuss gaps in your company's offerings to determine how you and your potential partner can most effectively complement each other



Joint Business Planning Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<ul style="list-style-type: none">• Likely not doing any joint business planning• Opportunistic and deal specific	<ul style="list-style-type: none">• Develop Partnership Plan• Gain Leadership Buy-in• Sales alignment and enablement• Agree to sales/presales training• Joint website/marketing	<ul style="list-style-type: none">• Include joint solution planning and investments required in Partner Plan• Create joint go-to-market strategy and campaigns• Set KPI metrics	<ul style="list-style-type: none">• Conduct annual Executive Briefings• Offer Partner Services and Support agreements• Define Customer Satisfaction KPI



Joint Business Planning Assessment

Which Maturity Model do you fit in?

Joint Business Planning

	Yes	No
Do you have resources to manage and execute partnerships?		
Does your company promote partnerships?		
Do you have partnership inquiries?		
Do you have a joint value proposition defined?		
Do you have a Partnership Business Plan?		
Have you agreed to conduct only opportunity-specific business?		
Do you regularly meet to explore joint opportunities?		
Are you generating joint account plans?		
Do you share sales activities monthly?		
Do you conduct annual executive briefings?		
Have you created a "circle of trust" with your partners?		

0 Yes =
Basic Maturity Model

1-3 Yes =
Reactive Maturity Model

3-5 Yes =
Proactive Maturity Model





6+ Yes =
Dynamic Maturity Model



Are you conducting Joint Business Planning?



P2P Maturity Model Framework

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Leads and Pipeline

To build a business all organizations have a process to gather leads and build a pipeline



Before sharing those leads and pipeline it is very important to trust the team with which you are sharing and have buy-in from the company leadership







Status	Opportunity	Contact Name	Sales Stage	Forecast Amount
	Sales Pipeline 27			\$1,208,000
	Acad Group	Sally Jones	4 - Contracts	\$108,000
	Smith Equipment	John Smith	3 - Proposal	\$120,000
	Significant Solutions Inc	Honore Shackley	4 - Contracts	\$100,000
	Welder Worldwide	Tyler Lopper	Won	\$66,000
	Truck Range	Julia Soke	3 - Proposal	\$60,000
	Harvesta Imports	Jennifer Mowley	3 - Proposal	\$54,000
	Green & Finley	Ralph Finley	2 - Assessment	\$72,000
	Queens Mass Moving	Tracy March	3 - Proposal	\$64,000
	Traveland Shipping	Bob Moore	Won	\$57,000
	National Freight	Hilda Meano	4 - Contracts	\$50,000
	Atlantic Coasting	Blenny Sherman	3 - Proposal	\$48,000



Leads and Pipeline Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<ul style="list-style-type: none">• No sharing of leads and pipeline• Partnering is limited to a specific deal• Little trust developed	<ul style="list-style-type: none">• Some ad-hoc leads and pipeline sharing• No structure or processes in place• Some lead sharing from networking events	<ul style="list-style-type: none">• Leads and pipeline limited to specific joint campaigns• Some structure in place but rarely measured• Difficult to demonstrate success except anecdotally	<ul style="list-style-type: none">• Not only sharing leads, but working together to actively generate leads and pipeline• Scheduled pipeline reviews and in-person meetings• Both sales organizations contribute to successful outcomes



Leads and Pipeline Assessment

Which Maturity Model do you fit in?

Leads and Pipeline Assessment	Yes	No
Do you receive partner leads at random?		
Do you have a process for tracking partner opportunities?		
Do you have buy-in from VP of Sales on both sides?		
Is P2P an agenda item in your internal sales meetings?		
Do you share leads with partners?		
Do you share leads on an ad-hoc basis with no structure?		
Is there a lead sharing process and easily available?		
Do you have a formal process for sharing leads?		
Do you have a joint sales process?		
Do you jointly share demand generation programs?		
Do you have regularly scheduled pipeline account reviews?		
Do you have an automated system to track channel leads?		

0 Yes =
Basic Maturity Model

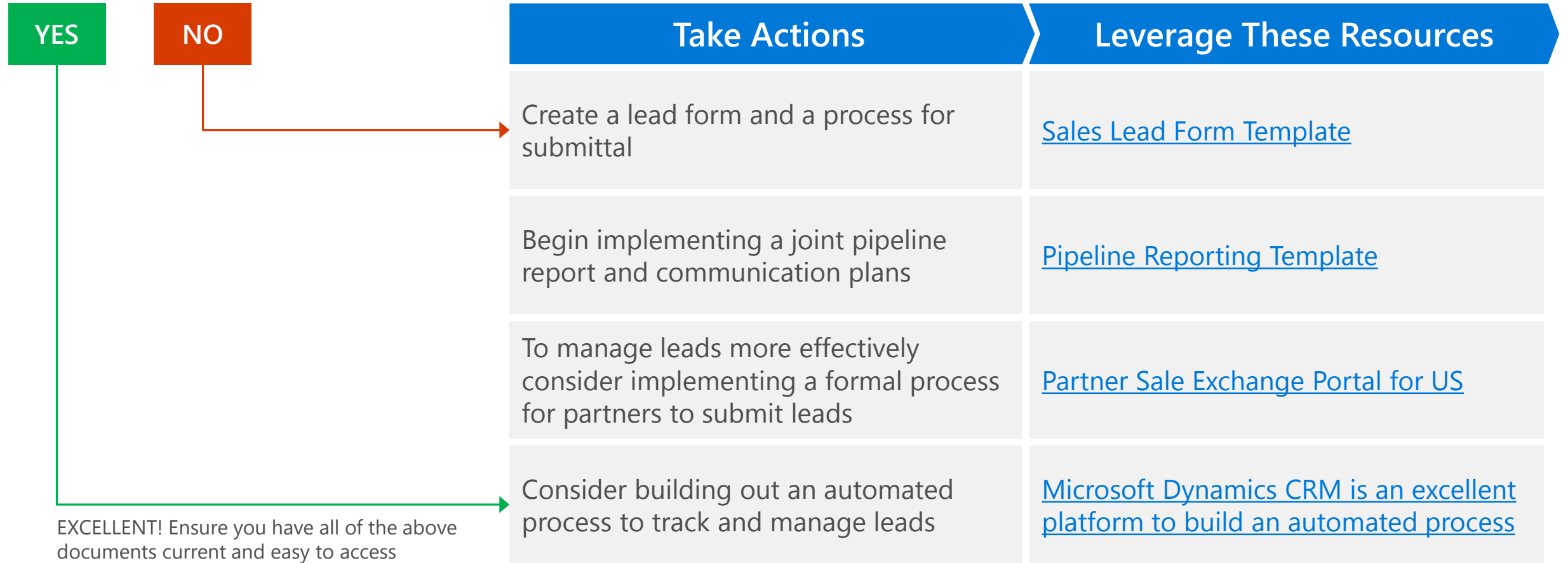
1-3 Yes =
Reactive Maturity Model

3-5 Yes =
Proactive Maturity Model





6+ Yes =
Dynamic Maturity Model



How are you managing Leads and Pipeline?



P2P Maturity Model Framework

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Agreement

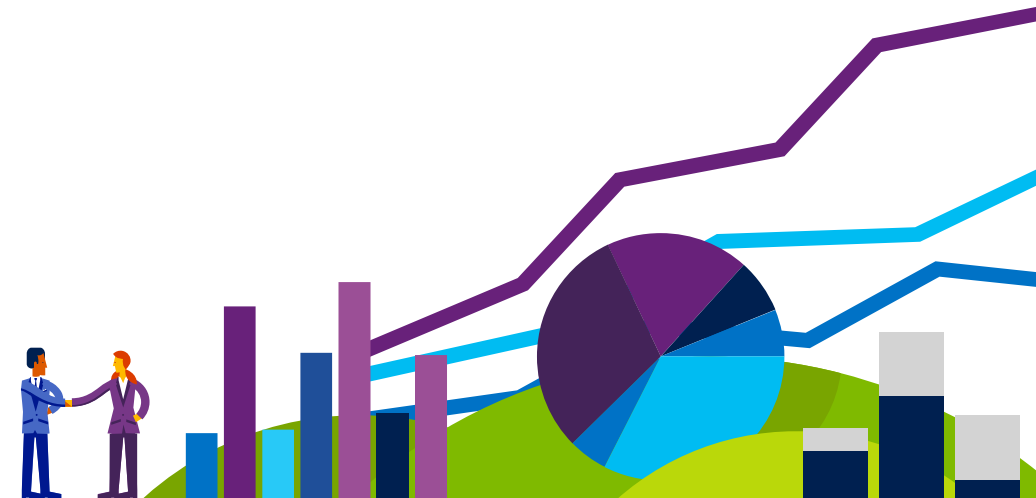
Formal agreements and contracts are not the easiest topic to broach, but they are necessary



It is best to document the relationship and expectations and/or deliverables in writing and agree to what is documented







Develop standard templates for Partnership Agreements to avoid delays that occur when involving legal



Agreement Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<ul style="list-style-type: none">• No Template	<ul style="list-style-type: none">• Rely on handshake or deal specific contract• Start small and draft a memorandum of understanding	<ul style="list-style-type: none">• Letter of Intent• Set up a process to review the agreement on a regular basis	<ul style="list-style-type: none">• Formal contract that defines all aspects of the relationship



Agreement Assessment

Which Maturity Model do you fit in?

Agreements

	Yes	No
Do you have a basic Partner Non Disclosure Agreement (NDA) template?		
Do you have a standard Mutual of Understanding Agreement (MOU) template?		
Do you have a standard Partnership Agreement in place?		
Is it fair in both directions?		
Do you have a Master Services Agreement for Partners?		
Do you have a Subcontractor Agreement?		
Do you have a Support Agreement which outlines Service Level Agreements?		

0 Yes =
Basic Maturity Model

1-3 Yes =
Reactive Maturity Model

4-5 Yes =
Proactive Maturity Model





5+ Yes =
Dynamic Maturity Model



Do you have Partner Agreements?



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Sales Compensation

For partnering to be really successful, it is important that the sales compensation model rewards the behavior



If sales representatives believe they will make more money for themselves by going after a deal alone rather than as a partnership, they will generally opt for going it alone







Build compensation plans that motivates joint selling motions and rewards partnering



Sales Compensation Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<ul style="list-style-type: none">• No compensation for partnering	<ul style="list-style-type: none">• Ad hoc compensation for partnering• Possible deal-specific compensation plan done on an exception basis	<ul style="list-style-type: none">• Alignment of referral and project based compensation• Compensation is published, fair, and equal to the participants	<ul style="list-style-type: none">• Rationalized campaign-based compensation• May be joint incentives that are shared equally across the teams



Sales Compensation

Which Maturity Model do you fit in?

Sales Compensation

	Yes	No
Does your sales plan drive a partner joint selling environment?		
Do your sales people understand how they can get paid for partnering?		
Are they paid well also for P2P?		
Is there a clear compensation plan developed to drive joint selling activities?		
Is it aligned with your partners?		
Have you "monetized" an average deal compensation?		
Can your sales team earn money through selling: software, hardware, services?		
Have you automated your partner sales compensation into your CRM?		
Do you offer Sales Performance Incentive Funding (SPIF)?		
Do you provide a P2P revenue tool?		
Have you developed an internal award process?		

0 Yes =
Basic Maturity Model


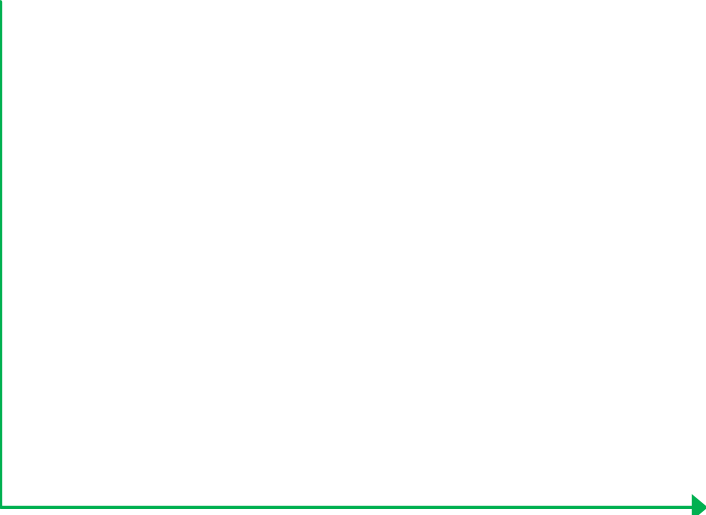
1-3 Yes =
Reactive Maturity Model

3-5 Yes=
Proactive Maturity Model

8+ Yes=
Dynamic Maturity Model







How are you managing Sales Compensation?

YES	NO	Take Actions	Leverage These Resources
		Explore how Microsoft provides incentives to partners on MPN	Microsoft Incentives
		Leverage training "Driving Profitability with an Optimal Sales Model"	Driving Profitability with an Optimal Sales Model
		Leverage training webinar "Cloud SureStep: Path to Maximizing Profitability"	Cloud SureStep: path to maximizing profitability
		Gain insights and start today to create your partner incentive programs	The-Keys-to-a-Successful-Cloud-Channel-Program

EXCELLENT! Ensure you have all of the above documents current and easy to access

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Market Messaging

Market messaging defines the public identity of the partnership. Declare allegiance to the partnership by including a logo on business cards, web sites, and collateral.



Partnering with another organization enables your company to gain reach without increasing marketing spend. You may be able to jointly develop collateral, share exhibition space at a trade show, or run a joint seminar series.







Ultimately, for the partnership to continue to grow, it is important to have a joint marketing plan that details events, timing, investment, and deliverables.



Marketing Messaging Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• Market messaging is only when asked or in response to an opportunity	<ul style="list-style-type: none">• Ad hoc messaging, recognition of partners and capabilities• Visibility of partnership on websites	<ul style="list-style-type: none">• Fully integrated marketing and consistent• Joint marketing plan in place and measured



Market Messaging

Which Maturity Model do you fit in?

Market Messaging

	Yes	No
Can partners find you on Microsoft Pinpoint?		
Do you have a partner marketing strategy and plan?		
Does your marketing plan include joint partner go-to-market campaigns?		
Do your business cards highlight also your partners?		
Do you have a standard partner "BoM" Bill of Materials?		
Do you offer Marketing Development Fund (MDF) to your partners?		
Do you offer co-branding opportunities for your partners?		
Do you have a partner portal allowing them easy access to marketing materials?		

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Basic Maturity Model

1-3 Yes =
Reactive Maturity Model

4-5 Yes =
Proactive Maturity Model

7+ Yes =
Dynamic Maturity Model



What is your Partner Marketing Messaging?

YES

NO

Take Actions

Leverage These Resources

Provide an overview of your company and solutions so partners can find you

[Microsoft Pinpoint](#)

Explore and leverage Ready to Go Marketing and Logo Builder

[Ready to Go Marketing](#)

The ideas captured are repeatable, scalable and built on the fundamentals of good marketing, with a new twist, digital delivery.

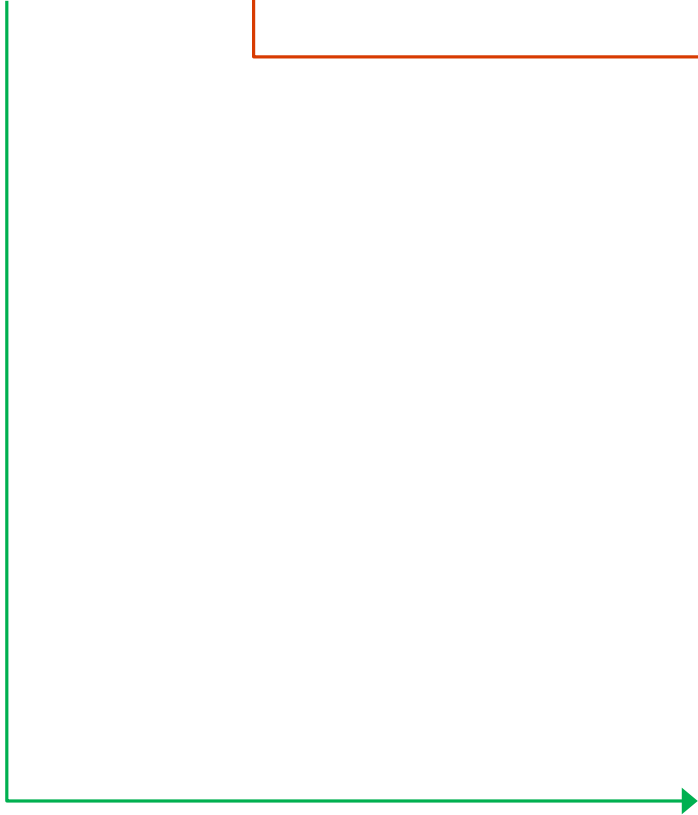
[Smart Partner Marketing](#)

Leverage Microsoft Go-to-Market Services; Azure "Events in a Box" and the Sales Accelerator Toolkit

[Microsoft Go to Market Services](#)





Provide your channel partners with a robust portal to access resources and tools

[Cloud SureStep - Marketing](#)



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Geography

Partnering is a terrific way to expand a business geographically



While the majority of business today is conducted electronically, don't underestimate the value of meeting face to face







When choosing to expand the business, it is important to focus on a particular place that makes sense



Geography Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
<p>Partnering is generally locally based</p>	<p>Locally only, but larger geographically in the local region</p>	<p>Access to markets in other geographies where you have no presence</p>	<p>Strategically use partnering for broader geographical coverage</p>



Geography

Which Maturity Model do you fit in?

Geography

	Yes	No
Do you only sell within a local geography because you have no sales reach?		
Can working with partners in other geographies help you to serve customers that require global reach?		
Do you have a plan developed to grow new revenues outside of your local area?		
Have you identified new geographies where there is "white space" for your offerings?		
Have you researched your market and identified areas where you can provide something unique?		
Have you tried to narrow down exactly which geographies you want to go to?		
Have you identified new geographies where there is "white space" for your offerings?		
Can working with partners in other geographies add value or deliver additional skillsets?		
Do you struggle with multi lingual marketing and sales?		
Do you need help to localize your software and services?		
Do you provide partner support in various geographies?		

0 Yes =
Basic Maturity Model

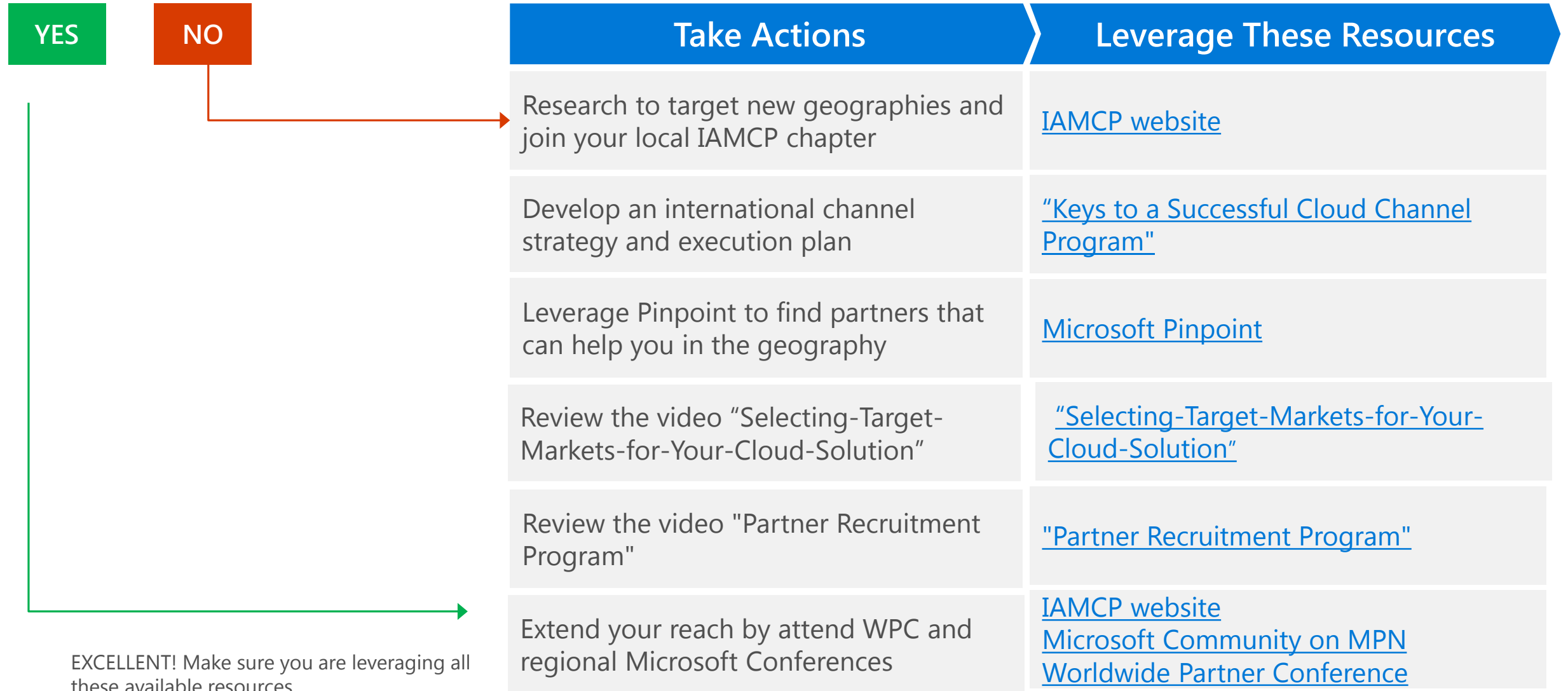
1-3 Yes =
Reactive Maturity Model

3-5 Yes =
Proactive Maturity Model





8+ Yes =
Dynamic Maturity Model



How will you expand into more Geographies?



P2P Maturity Model Framework

	Basic 	Reactive 	Proactive 	Dynamic 
Joint business planning	None	Ad hoc	Activity based	Annual plan with regular follow-up
Leads and pipeline	No sharing	Ad hoc, no structure	Share specific campaigns, some structure but outcome not measured	Shared process to generate leads, scheduled pipeline reviews, in-person meetings
Agreement	No template	Rely on handshake or deal-specific contract	Letter of intent	Formal contract that defines all aspects of the relationship
Sales compensation	No compensation for partnering	Ad hoc compensation for partnering	Alignment of referral and project-based compensation	Rationalized campaign-based compensation
Market messaging	None	Only when asked or in response to an opportunity	Ad hoc messaging; recognition of partners and capabilities	Fully integrated marketing
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Resource Utilization

The ability to share resources and increase the available market opportunity are two of the primary benefits of partnering



Customers today are demanding access to the most competent and talented workforce available to fulfill their needs







Partnering allows companies to expand the quality and the quantity of the available resources to a larger pool of customers and projects



Resource Utilization Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
Subcontractor	Opportunity based	Predefined rates for shared resources; access to architects for sales activities	Integrated resource planning covering multiple competencies



Resource Utilization

Which Maturity Model do you fit in?

Resource Utilization	Yes	No
Do you form account teams with people from both your company and your partners' companies?		
Do you offer shared technical resources?		
Have you tried to really narrow down what type of skillsets you should have in-house?		
Do you have an established sub contractor rate card that goes both ways?		
Have you determined which people should be employed by your partners if they do not have your strategically desired skillsets?		
Do you help out with bench sharing within your "circle of trusted" partners?		

0 Yes =
Basic Maturity Model

1-2 Yes =
Reactive Maturity Model

3-4 Yes =
Proactive Maturity Model

5+ Yes =
Dynamic Maturity Model



What are your Resource Utilization plans?

YES

NO

Take Actions

Leverage These Resources

Build out a joint sales and technical capacity and resource plan

[Practice Plan Template](#)

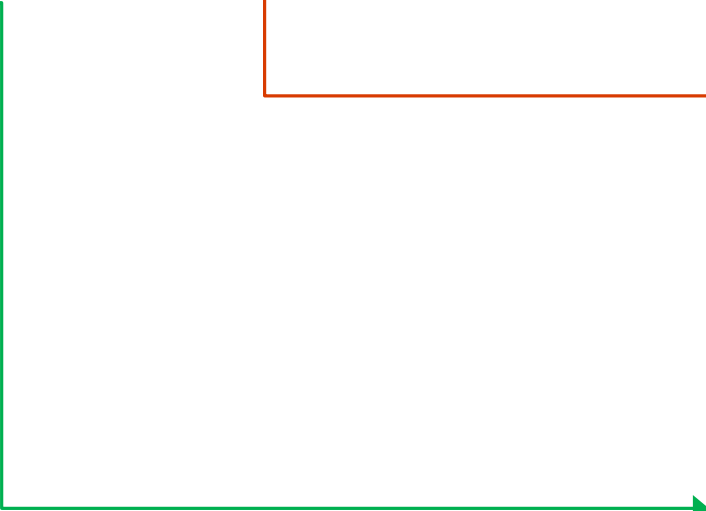
Establish pricing through subcontracting rate cards specific to geographies

[Subcontracting Rate Sheet Template](#)





Take regular inventory of skill sets, identify gaps, and take action to meet future requirements

[Skills Inventory Assessment Template](#)

EXCELLENT! Ensure you have all of the above documents current and easy to access



P2P Maturity Model Framework

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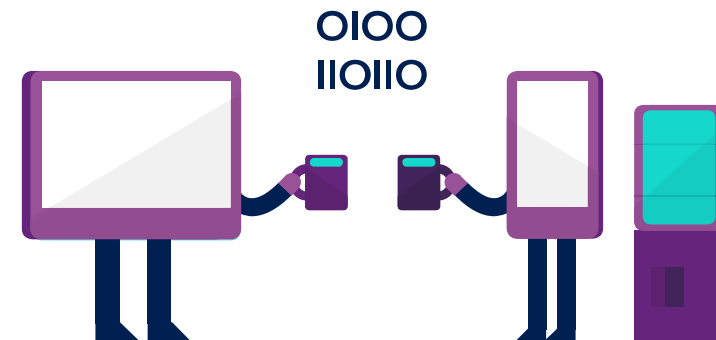


Readiness and Certifications

Many software and hardware vendors have formal readiness and certification programs. The emerging trend is to enable partners to move up the rank of partner tiers based on demonstrated competency.







Assigning a Single Point of Contact (SPOC) is critical in moving to a dynamic partnering model. Having a key contact to resolve issues drives higher customer satisfaction, and stronger partner relationships.



Readiness and Certification Overview

P2P Maturity Model Defined

Basic 	Reactive 	Proactive 	Dynamic 
No plan	Ad hoc, opportunity based	Joint partner training in overlapping areas, joint planning to reduce overlaps	Formal plan to earn certifications, use strength in combined advanced certifications to win customers



Readiness and Certification

Which Maturity Model do you fit in?

Readiness and Certification

	Yes	No
Does your company advocate and provide training to your employees?		
Do you leverage the Microsoft Learning Center?		
Is there an easy way for your partners to obtain training?		
Do you have partner training materials? Do you offer hands on training? Online training, classroom training?		
Do you provide regular partner training?		
Is there a partner training curriculum documented?		
Have you strategically looked at training together with your partners so that you optimize who gets trained?		
Do you have a Learning Management System to leverage partner training?		
Do you offer partner demos and if needed a demo/lab environment?		
Do you have a "certification" program?		
Do you procure training together with your partners in order to optimize cost?		

0 Yes =
Basic Maturity Model

1-3 Yes =
Reactive Maturity Model

3-5 Yes =
Proactive Maturity Model





6+ Yes =
Dynamic Maturity Model



Do you have Readiness and Certification plans?



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Product and Customer Support

Partners need to have a process in place to identify, track, and resolve the customer issues. Having a defined customer and product support process in place will provide you with a path to resolve customer issues quickly and efficiently.







Develop a shared CRM/PSA system to track customer issues, measure key performance indicators, and gain insights on training needs for both employees and customers. You can also begin participating in product reviews or other activities with the development teams.



Product and Customer Support Overview

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Product and Customer Support

Which Maturity Model do you fit in?

Product and Customer Support

	Yes	No
Is Partner support as important as your customer support?		
Have you created service offerings specific for partners?		
Do you have Service Level Agreements (SLA) with your partners?		
Do you offer tiered support offerings for partners?		
Do you have defined customer support service level agreements?		
Do you offer maintenance agreement for upgrades, fixes, bugs etc.?		
Do you have a Single Point of Contact (SPOC) for partner support issues?		
Do partner support issues work within your trouble ticket system?		
Have you identified a process for how to identify/resolve issues together?		
Do you have regular scheduled support meetings?		
Do you share the same CRM?		
Do you honor 'Never blame your partners' and not letting the customer be stuck in between?		

0 Yes =
Basic Maturity Model

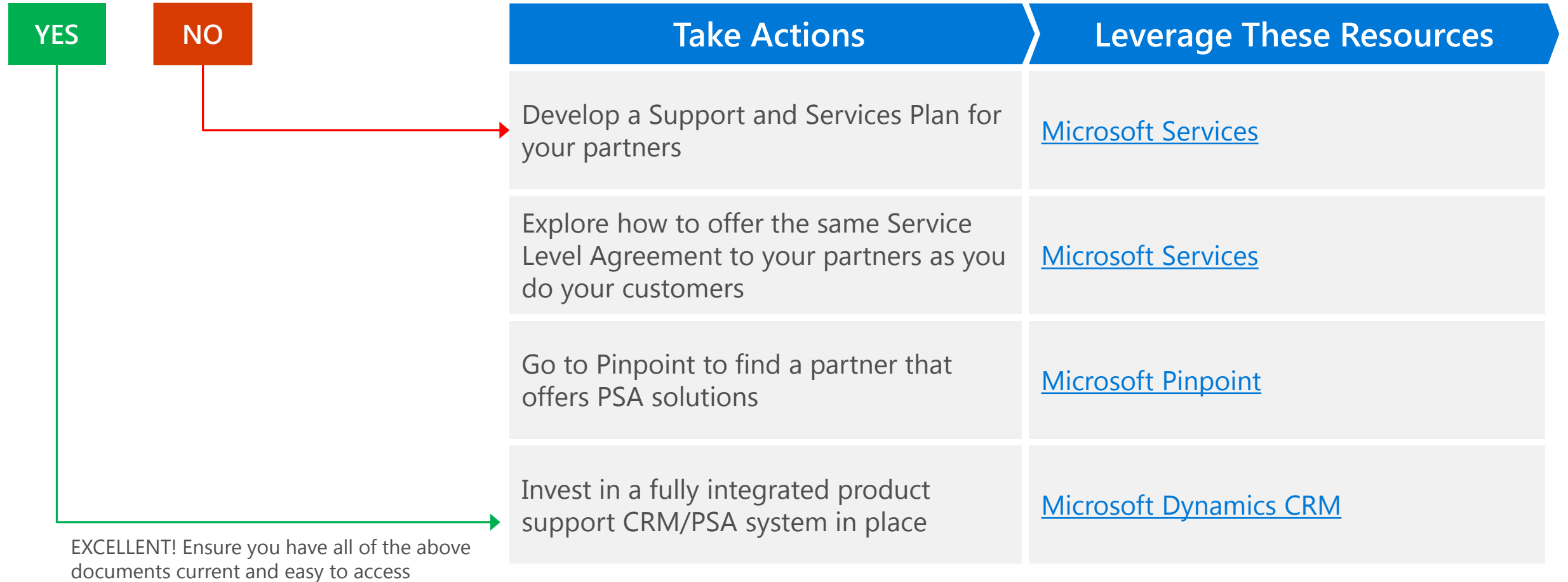
1-3 Yes =
Reactive Maturity Model

3-5 Yes =
Proactive Maturity Model

6+ Yes =
Dynamic Maturity Model



How do you manage Product and Customer Support?







P2P Maturity Model Framework

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Customer Relationships and Satisfaction Overview

P2P Maturity Model Defined

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None	Ad hoc, some 1:1 customer meetings to understand experience with each partner	Proactive management of customer satisfaction; shared references	Shared responsibility and action for customer service regardless of fault



MPN Customer References

- Customer Satisfaction Survey form
- Build into Case Studies
- CSAT Program

Customer Satisfaction Survey

[Company Name]
[Company Address]
[City, ST ZIP Code]

replace with LOGO

[Company Name] requests your help. Please complete the following Customer Satisfaction Survey based on the project we recently completed for your organization. Thank you for your time.

Customer Name: [Customer Name] Project Name: [Project Name] Project Number: [Project Number]

Project Manager/ Stakeholder: [Project Manager] Date: [Date]

1. Did the project team deliver the results and quality that were promised?

Less than expected As expected More than expected Consistently more

1a. Were key project deadlines met with a "whatever it takes" attitude?

Less than expected As expected More than expected Consistently more

1b. Was consistent discipline and direction provided on approach, scope, and schedule?

Less than expected As expected More than expected Consistently more

1c. Did the project team guide your staff and project results? Were they "team players"?

Less than expected As expected More than expected Consistently more

2. The project process was ...

Less than desirable As expected Better than expected Consistently better

2a. Was there open and timely communication? Did the project team act as a team?

Less than expected As expected More than expected Consistently more


Customer Satisfaction Survey - [Date]

The British & Irish Lions

Top Global Rugby Team Wins with Cloud Apps That Motivate Fans, Monitor Player Health

Share

August 21, 2014



British & Irish Lions "On the plane" app feature

The British & Irish Lions, a world-renowned touring rugby team, wanted to take along 100 million fans when the team toured Hong Kong and Australia. It succeeded, virtually, with an app for Windows, Apple, and Android devices hosted on Microsoft Azure. Nokia phones and Surface tablets made it easy for the team to upload video, while competitions generated fan enthusiasm. A second Azure app monitored player health and helped optimize rosters and training schedules. For the first time in 16 years, The Lions won the Tour.

We couldn't have done shared video over an app with fans halfway around the world if Microsoft hadn't made it so easy for us.

Situation

It's relatively easy to get the best rugby players in England, Ireland, Scotland, and Wales to the other side of the planet; just put them on a jet. But how do you take along 100 million of their closest fans?

That's a question that plagued The British & Irish Lions as they planned their quadrennial Tour to challenge the best rugby teams in the Southern Hemisphere. 2013 would see them visit both Hong Kong and Australia. The Lions—named Team of the Year at the 2013 BBC Sports Personality Awards—are a unique occurrence in modern sport. The best of the best coming together only once every four years. To be picked for the Lions Tour is the highest accolade a player can receive.

The 2013 Tour—marking the 125th anniversary of the event—was



Customer Relationships and Satisfaction

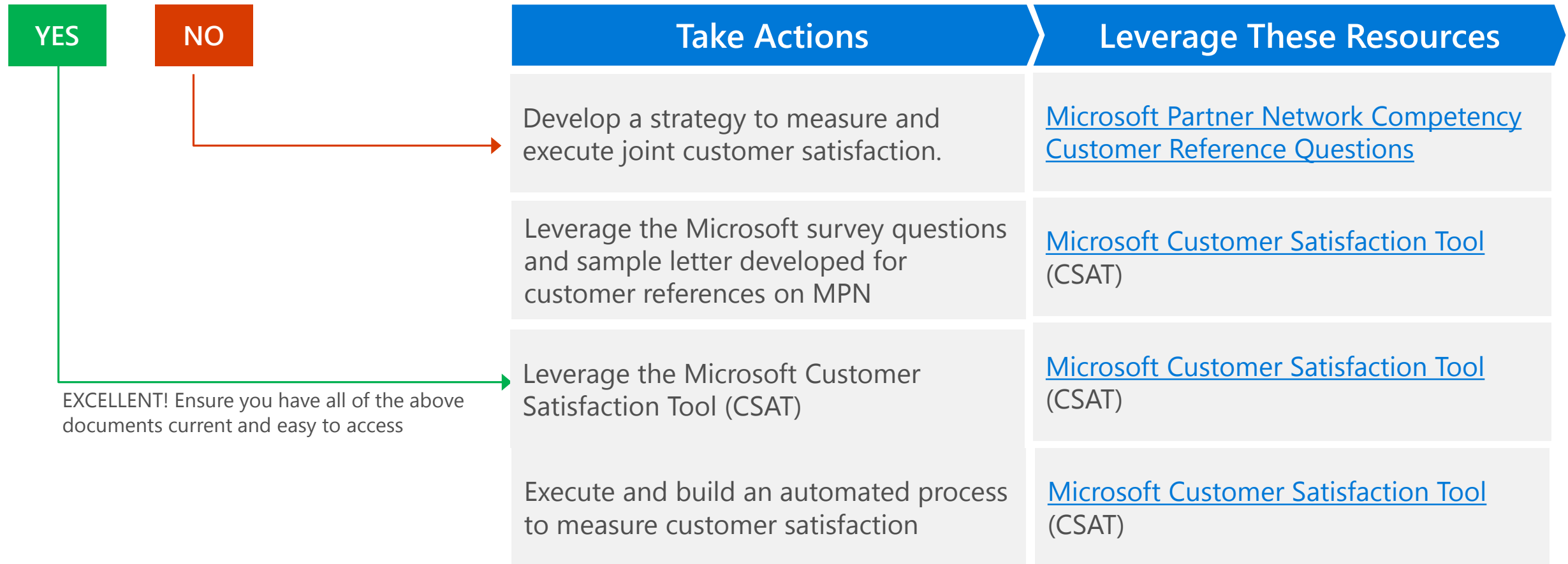
Which Maturity Model do you fit in?

Customer Relationships and Satisfaction	Yes	No
Do you have a standard set of customer satisfaction survey questions established?		
Do you have a standard customer survey process in place?		
Are you only dealing with CSAT when brought to your attention via the client?		
Do you proactively survey your customers on their satisfaction?		
Are you taking actions based on customer satisfaction reviews?		
Do your partners and you share ownership of customer satisfaction?		
Do you have a joint process to measure customer satisfaction?		
Is there a clear line of responsibility as to who owns customer satisfaction?		
Do you review survey results analytics to improve customer satisfaction?		
Is your customer satisfaction survey automated?		

0 Yes = Basic Maturity Model	1-3 Yes = Reactive Maturity Model	3-5 Yes = Proactive Maturity Model	6+ Yes = Dynamic Maturity Model
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How are you managing partner Customer Relationships and Satisfaction?



Call to Action

Register NOW-
P2P Maturity
Model training
sessions



Join your local IAMCP
chapter and learn how
you can build
partnerships in your
region

Network through
various conferences
this year. Plan on
attending Worldwide
Partner Conference



Contributors



The P2P Maturity Model was created by Per Werngren, former worldwide president of the International Association of Microsoft Channel Partners (IAMCP). Werngren has spent the past decade developing the IAMCP as a worldwide association for partnering in the Microsoft ecosystem.



THANK YOU!

For more information:

<http://www.joiniamcp.org/index.html>

