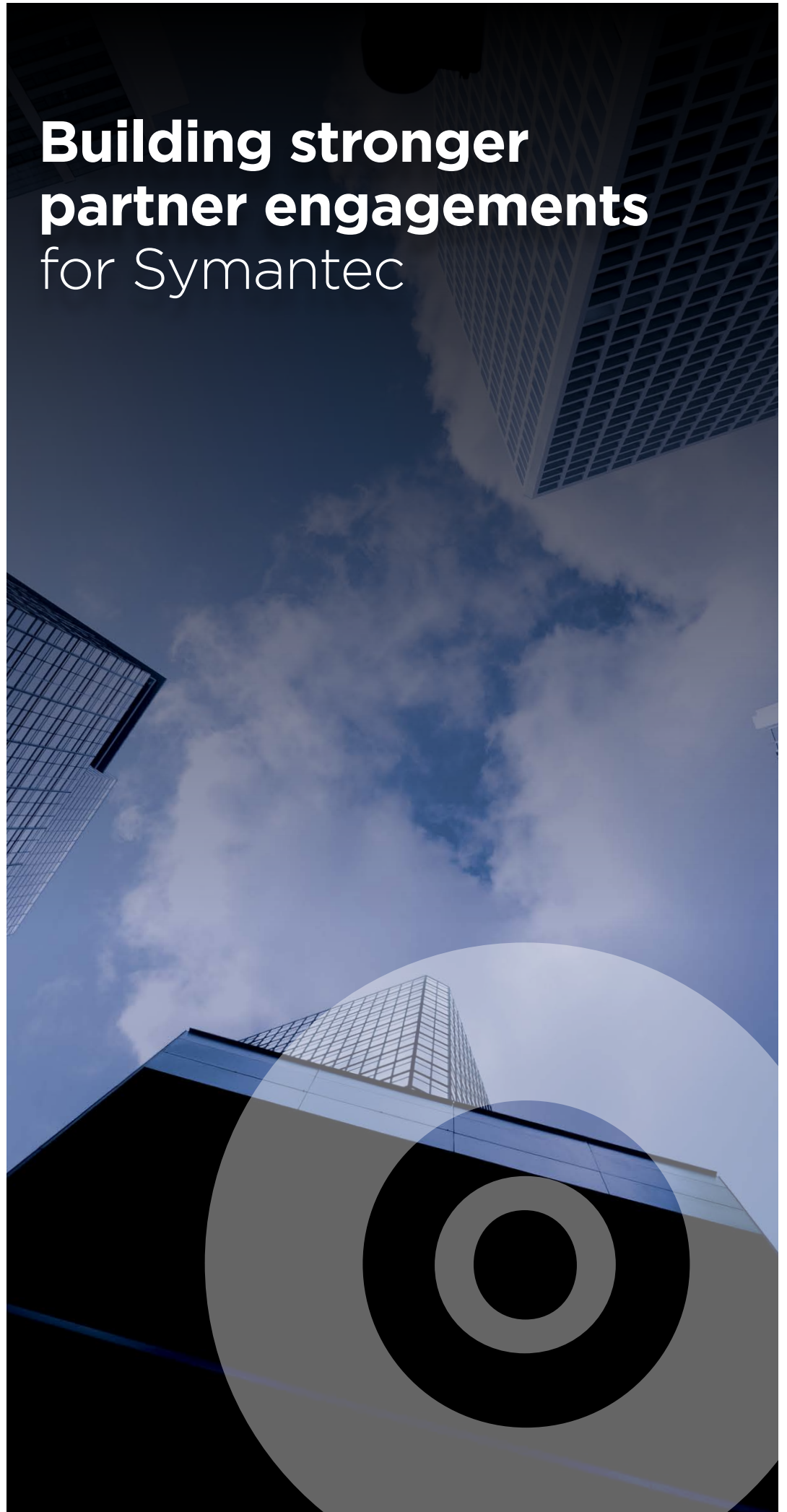




CASE STUDY



# Building stronger partner engagements for Symantec



To succeed in a services-led world, Symantec knew that it needed to work more collaboratively, not just selling through but selling with partners.



### Key points:

- Symantec wanted to build closer, and more collaborative, engagements with partners, particularly in the services space.
- We worked with stakeholders from across Symantec to deliver a wide-ranging programme, including defining a new onboarding process, running Joint Planning Workshops, building a Go-to-market Toolkit, and delivering a sales education programme.
- The programme has been widely praised by Symantec and partners and has contributed to significant growth in key areas of the business.

Attenda



Deloitte.



### The client

Symantec is one of the world's largest software companies and is the leader in helping people, businesses and governments protect and manage their information. Symantec operates the largest civilian threat intelligence platform in the world and holds the number 1 market position in a wide range of information management and threat protection categories.

### The challenge

In common with most software vendors, Symantec has evolved to reflect the transition to managed and cloud-based services. As Symantec expanded its offering beyond traditional on-premise products, it recognised that it needed to work with different types of partners and build different types of relationships with those partners. To succeed in a services-led world Symantec knew that it needed to work more collaboratively, not just selling through but selling with partners, based on joint value propositions and joint go-to-market plans.

However, Symantec's partner engagement model was based on a traditional reseller channel. There was no framework for working with partners in a more collaborative way and no tools to help their channel account managers adopt a new approach. Symantec also identified that there was a lack of understanding within their direct sales teams about the benefits of partnering and a lack of knowledge about how to engage successfully with partners. This presented a significant barrier to success.



The process ensured that for each partner there was an agreed joint go-to-market strategy, a clearly-articulated joint proposition, and a detailed execution plan.



Joint white papers



Sales enablement

## The project

We were engaged by Symantec to help them transform the way they engaged with partners, particularly Managed Services partners and large Consultancies/Systems Integrators. This led to a series of inter-related projects delivered over an extended timeframe.

## Onboarding and enablement framework

Initially we worked with Symantec stakeholders to design a new framework for qualifying and on-boarding new Services partners, intended to ensure that the right partners were brought into the programme, and that a joint go-to-market plan and enablement plan was agreed within the first six weeks. The framework was tiered to ensure that the resources committed by Symantec reflected the potential value of the partner. It included a clearly defined process for the channel team to follow and identified the tools that they should use at each stage.

## Joint Go-to-Market Planning process

We then designed a workshop-based Joint Go-to-Market Planning process which was rolled out to Symantec's top-tier partners. The workshops were facilitated by OneGTM and involved key stakeholders from both Symantec and the partner. They were designed to ensure that for each partner there was an agreed joint go-to-market strategy, which set out which market opportunities they would focus on, a clearly-articulated joint value proposition, and a detailed execution plan with committed actions and owners. The facilitated nature of the workshops also helped to foster a 'one team' mentality across the Symantec and partner teams.

Following the successful roll-out of the Joint Go-to-Market Planning process to top-tier partners we then designed a slimmed-down version of the process that could be delivered by Symantec's Channel Account Managers (CAMs) for the next tier partners, without third-party facilitation. This involved creating training materials and a facilitator's guide for CAMs and running briefing sessions on how to deliver the workshops.

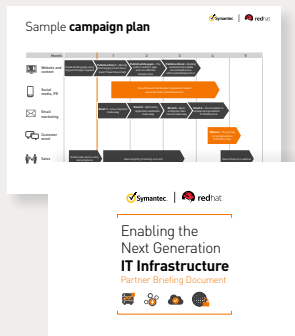
## Go-To-Market Toolkit

To support the enablement process we also helped to build a Go-to-Market Toolkit for Managed Services partners, designed to equip marketing, sales and technical teams with the information and the tools they needed to generate opportunities and close sales. This involved working with subject matter experts within Symantec to consolidate existing materials, and develop new content and tools to address gaps.

## Direct sales education

Another important element of the programme was focused on improving the ability of Symantec's sales teams to collaborate with partners on their accounts and in their territories. We designed an education programme, known as 'Intelligent Partnering', which involved a mix of face-to-face training, video content, frameworks and templates, and follow-up communications. The Intelligent Partnering programme was rolled out to Enterprise and Commercial sales teams across EMEA. Some of the face-to-face training was delivered by OneGTM; other sessions were delivered by local resources using content that we supplied.

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Sales Briefing Deck



Joint Brochure

## The outcome – more successful partnerships

The programme has had a positive impact on Symantec's ability to engage with services partners, and has contributed to significant growth in a number of key areas, including from a number of strategically important partnerships.

The Joint GTM Planning process is ongoing and has been extended across Symantec's partner community, both in the UK and across EMEA. So far a wide range of partners have been through the process, including BT, Attenda, HP, Red Hat, Deloitte, ATEA and PwC. The direct sales education programme was also well received and was subsequently delivered to some of Symantec's channel partners to give them a framework that they could use within their own businesses.

### Client testimonials:

“Partners that have been through the programme are far more effective in driving revenues, and the additional support and the tools they have enable them to be productive far quicker. It's made us a much easier company to do business with for managed services.”

– Cath Hackett, Global Services Partner Program Director, Symantec

“Thanks for a great workshop. We've moved the partnership forward further in 1 day than we had in the previous 12 months.”

– Symantec Alliance Director

“This has been a really valuable exercise and definitely a worthwhile investment of our time. The best workshop of its type that I've been involved in.”

– MD, Managed Services Partner

To find out how  
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your business  
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