

What's Keeping Channel Chiefs Up at Night?

Results of a research with top
channel leaders



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Intro

In times of economic constraints, businesses often turn to their channel partnerships for growth opportunities. However, you're not alone in seeking your partners' attention when times get tough.

The following slides present the results of research that delves into the challenges faced by channel executives.

We uncover what channel leaders are receiving - or not receiving - from their partners and the actions they are - or aren't-taking in response.

We interviewed 297 channel leaders from mid-sized (US\$100 million - US\$1 billion) and large (over US\$1 billion) companies across technology, manufacturing, and consumer goods industries. Check it out now!

We asked three questions for 297 channel leaders:

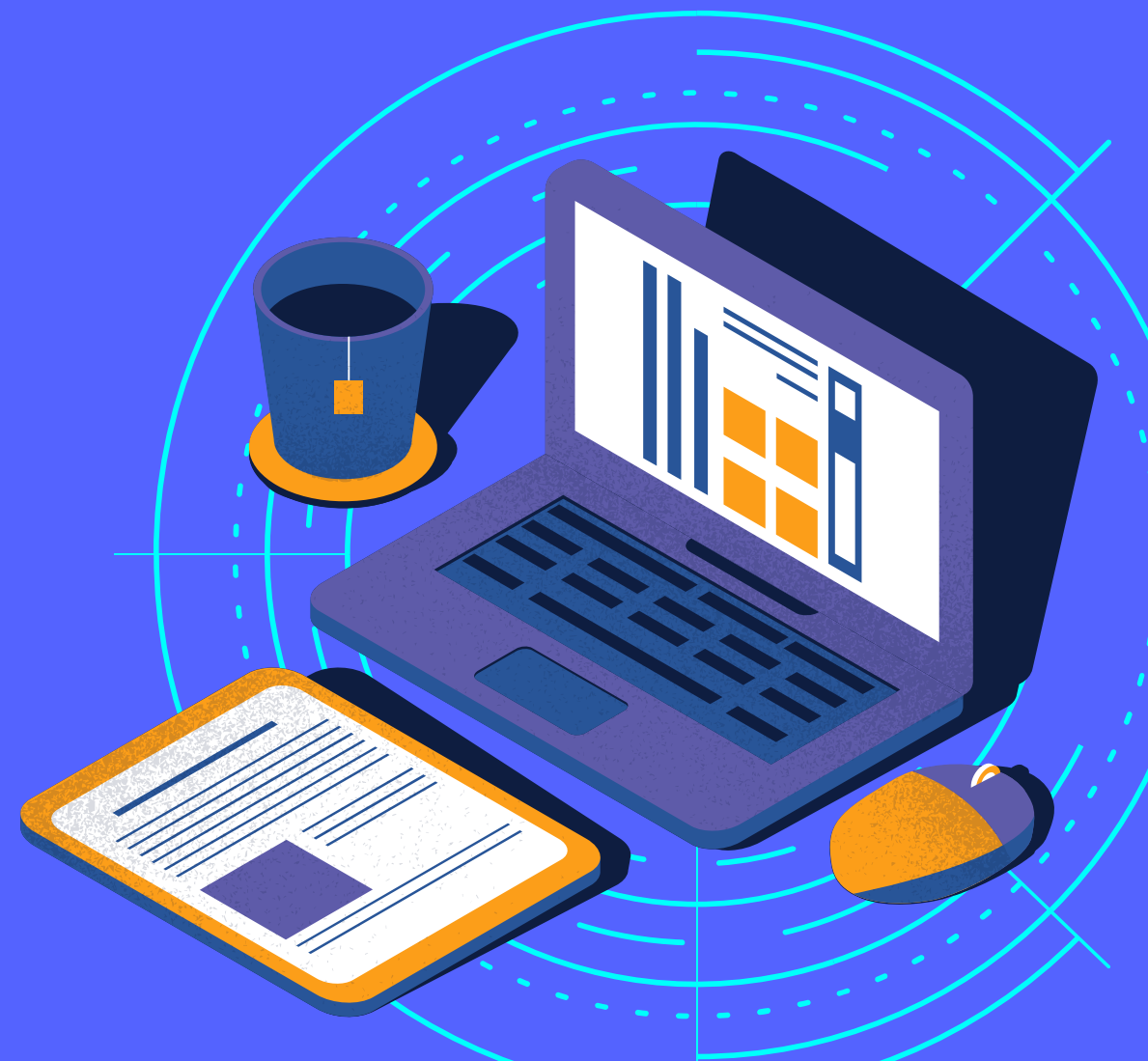
- ① What do you value the most?
- ② What are you most dissatisfied with?
- ③ What do you incentivize?

And their answers grouped by industry...

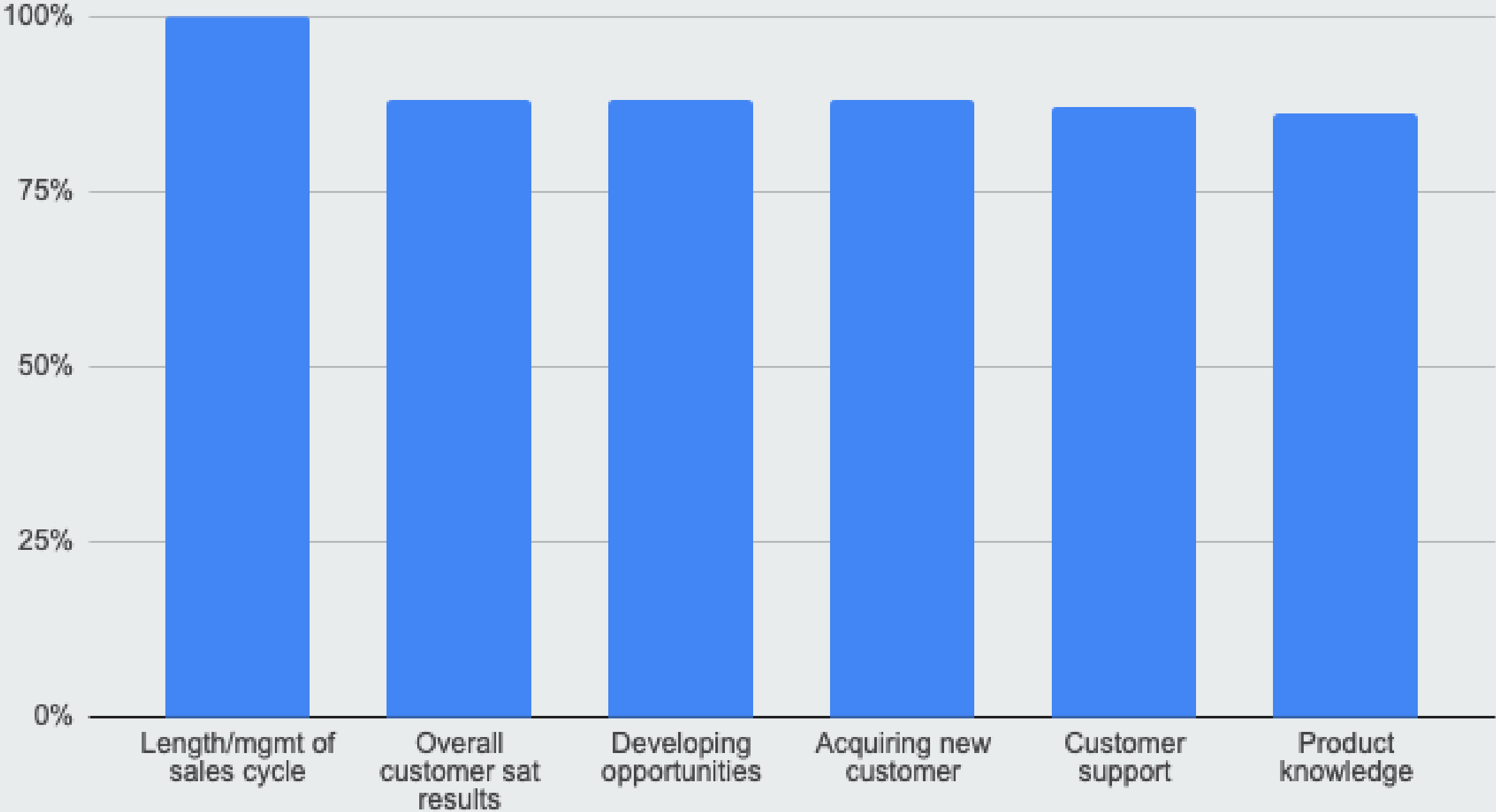
field

Technology

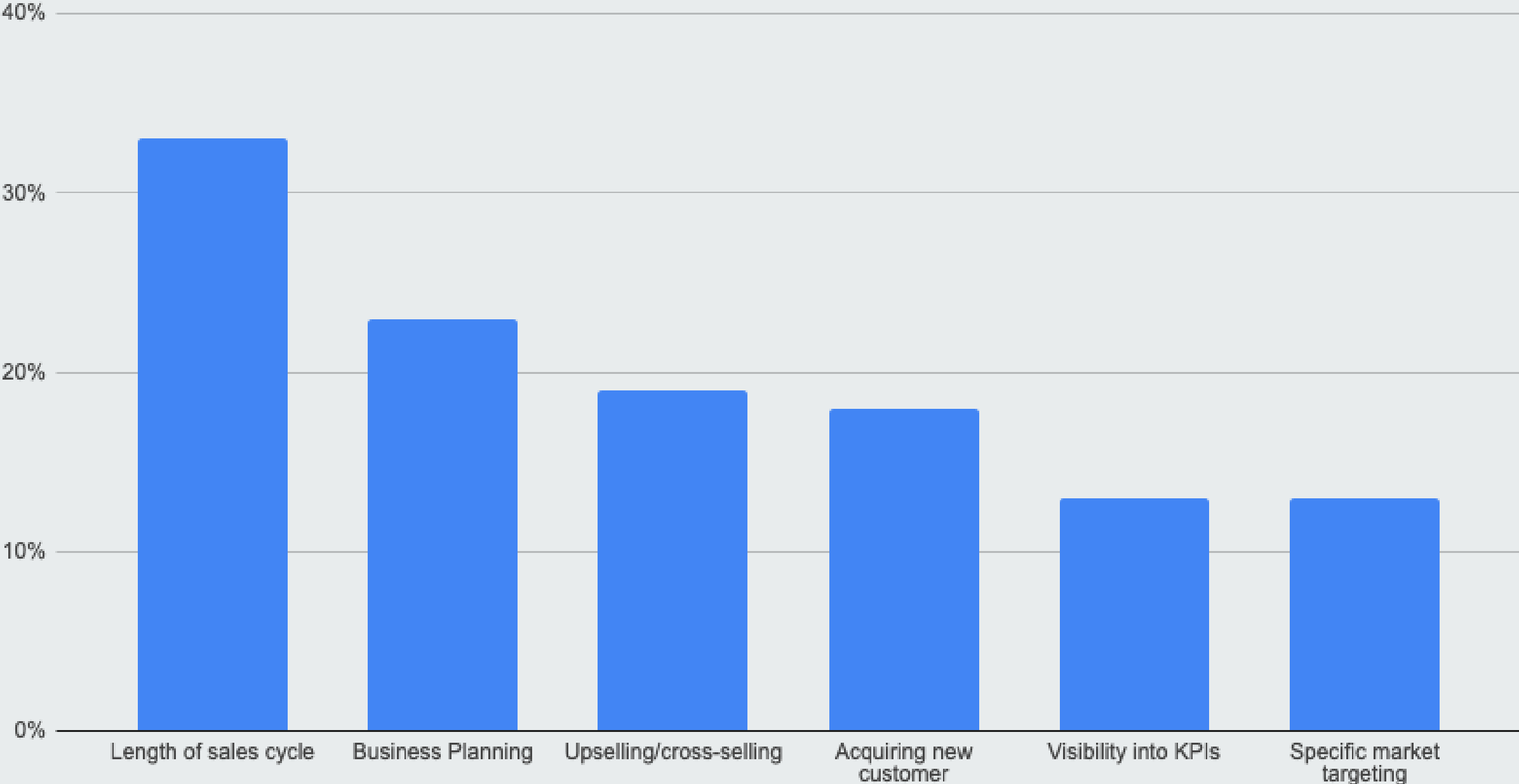
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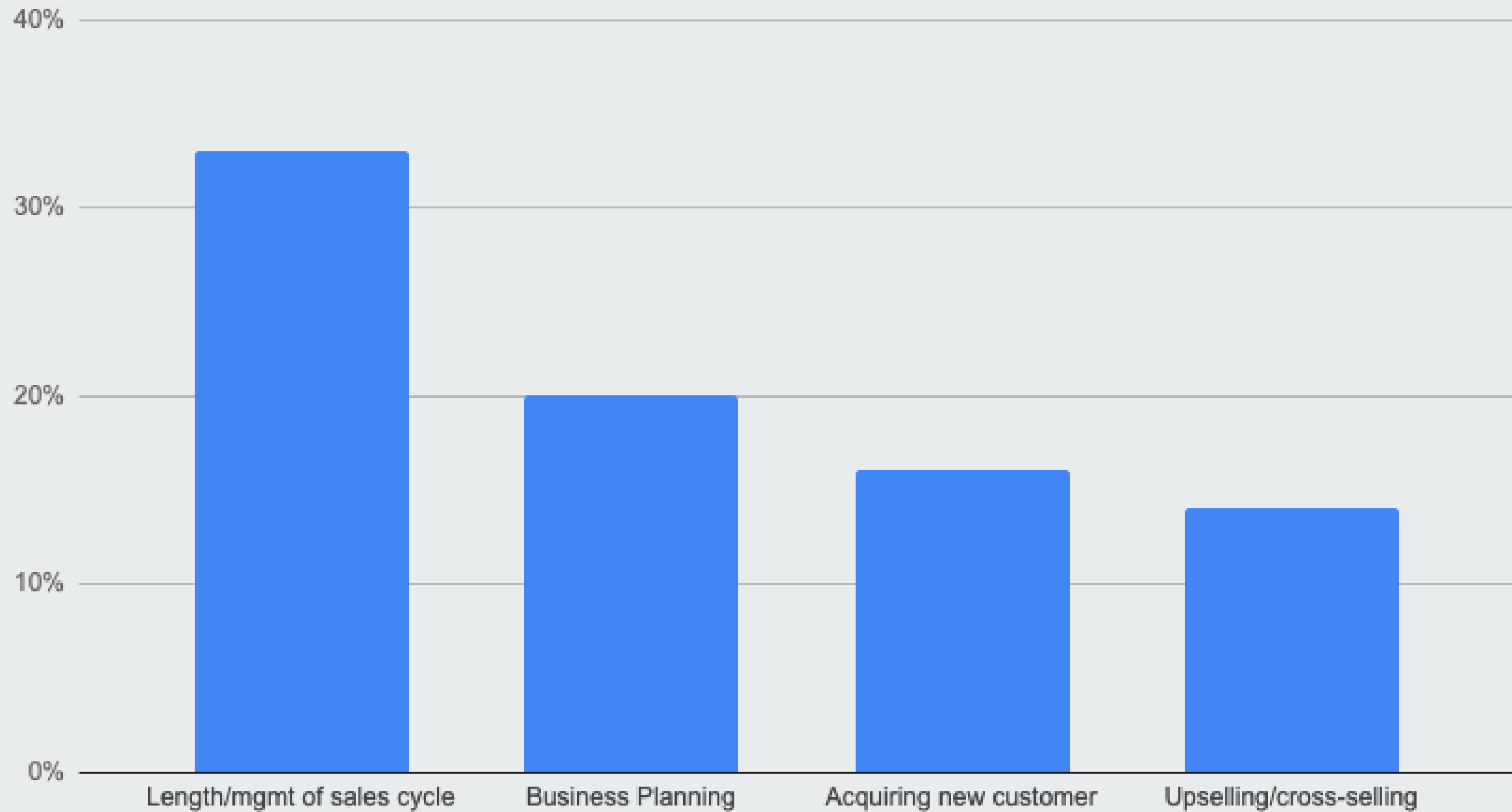
What is most valued



What is most unsatisfactory



The PVI for Tech



* Pain Value Index is a scoring method for identifying the most painful/valued functions

Incentive dissonance

Incentivization align with PVIs?



Top incentivized functions

Length/mgmt of sales cycle	3%
Business planning	6%
Acquiring new customers	31%
Upselling/cross-selling	14%

**percentage that incentivize*

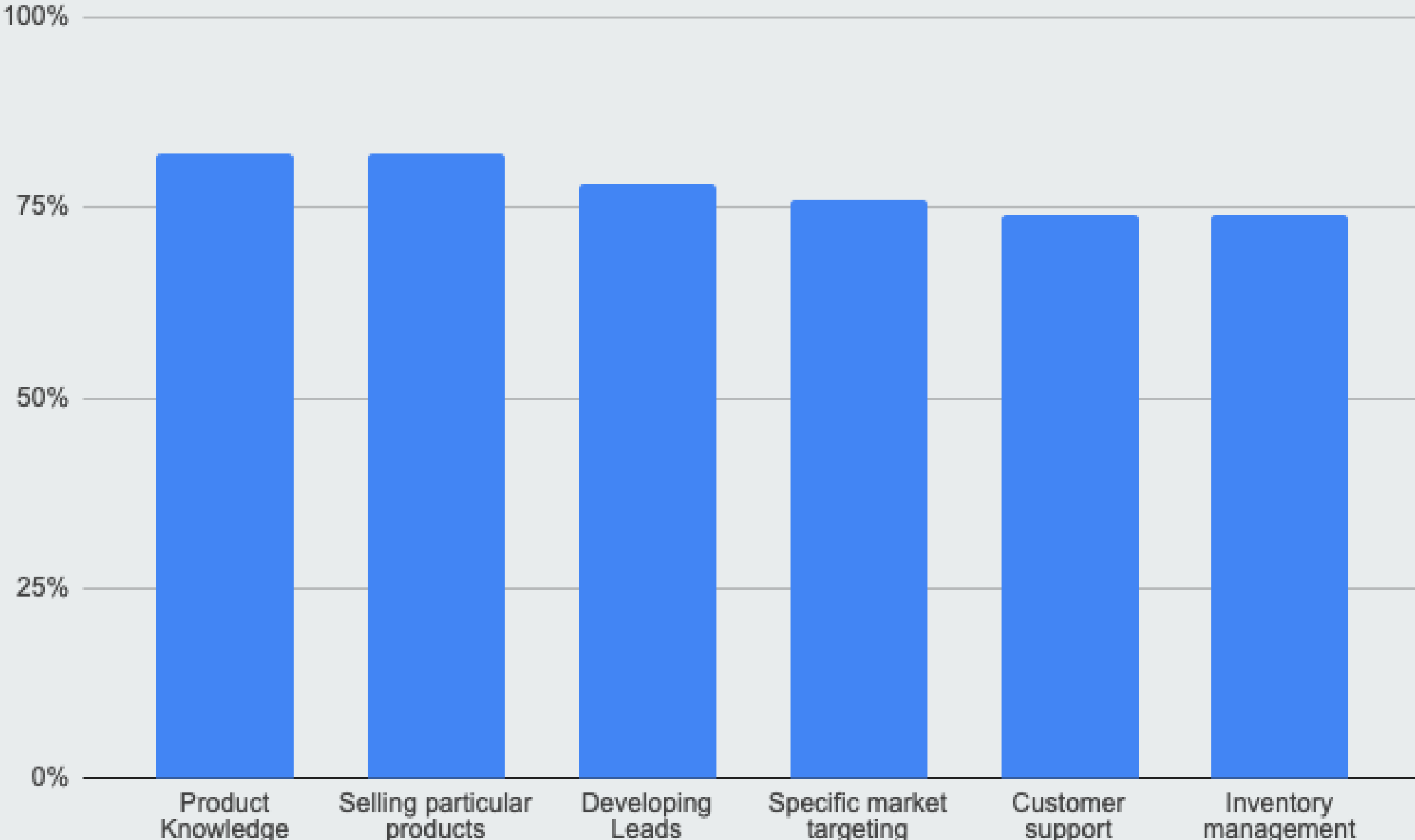
Overall customer sat results	42%
Developing leads	39%
Developing opportunities	39%
Specific market targeting	36%
Acquiring new customers	31%
Marketing activities	31%

Manufacturing

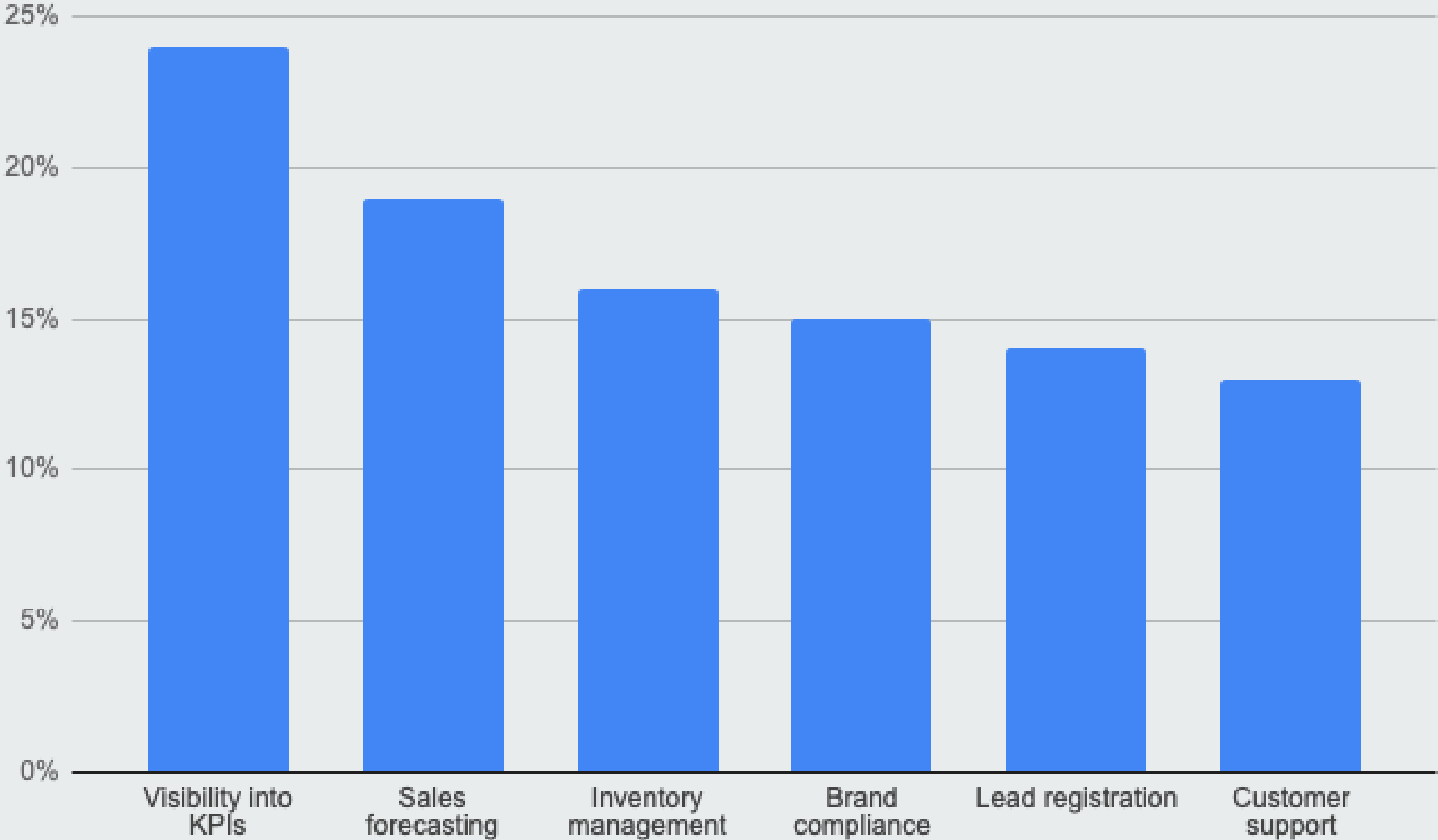
fielo



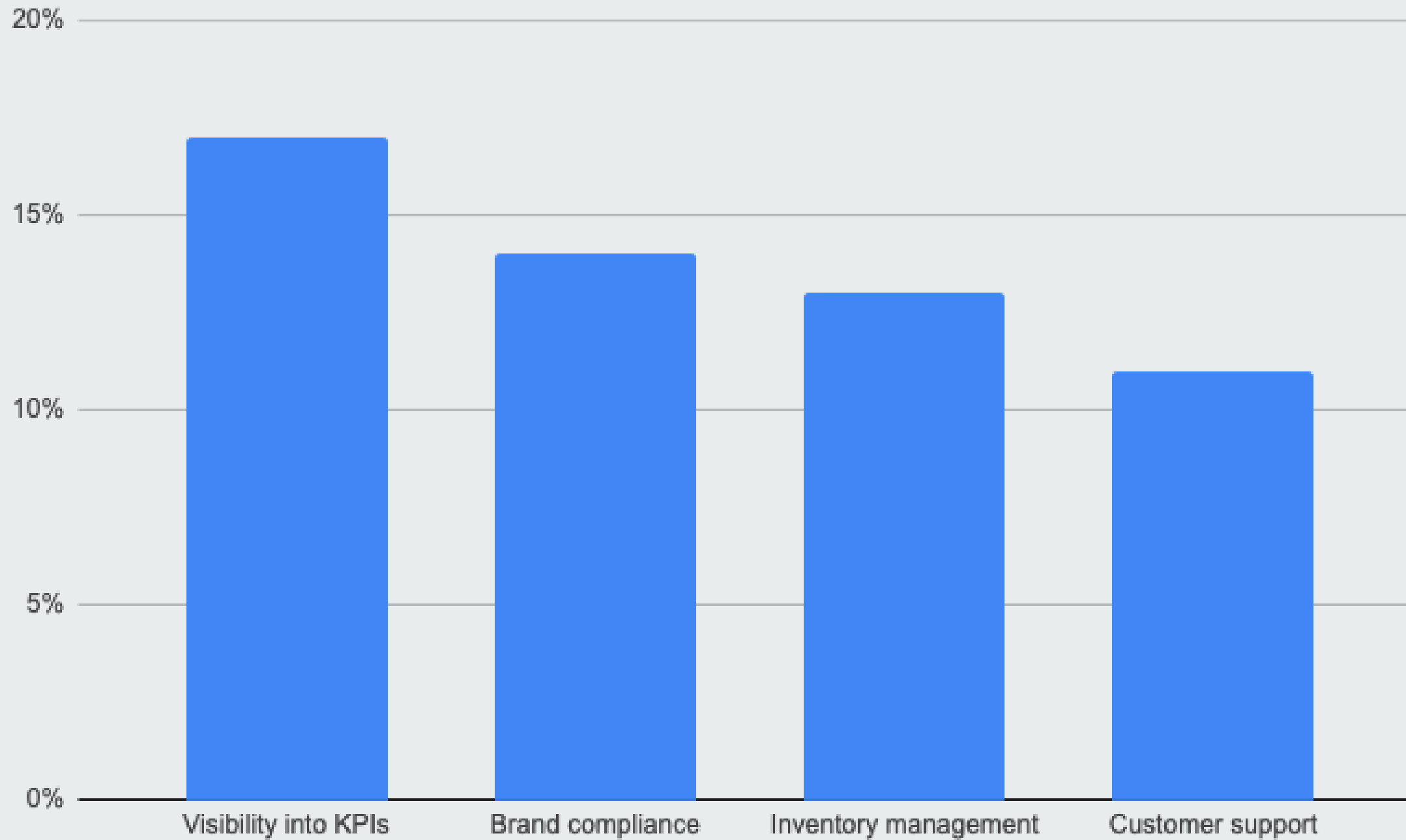
What is most valued



What is most unsatisfactory



The PVI for Manufacturing



Incentive dissonance

Incentivization align with PVIs? Top incentivized functions

Visibility into KPIs	11%
Brand compliance	18%
Inventory management	16%
Customer support	26%

**percentage that incentivize*

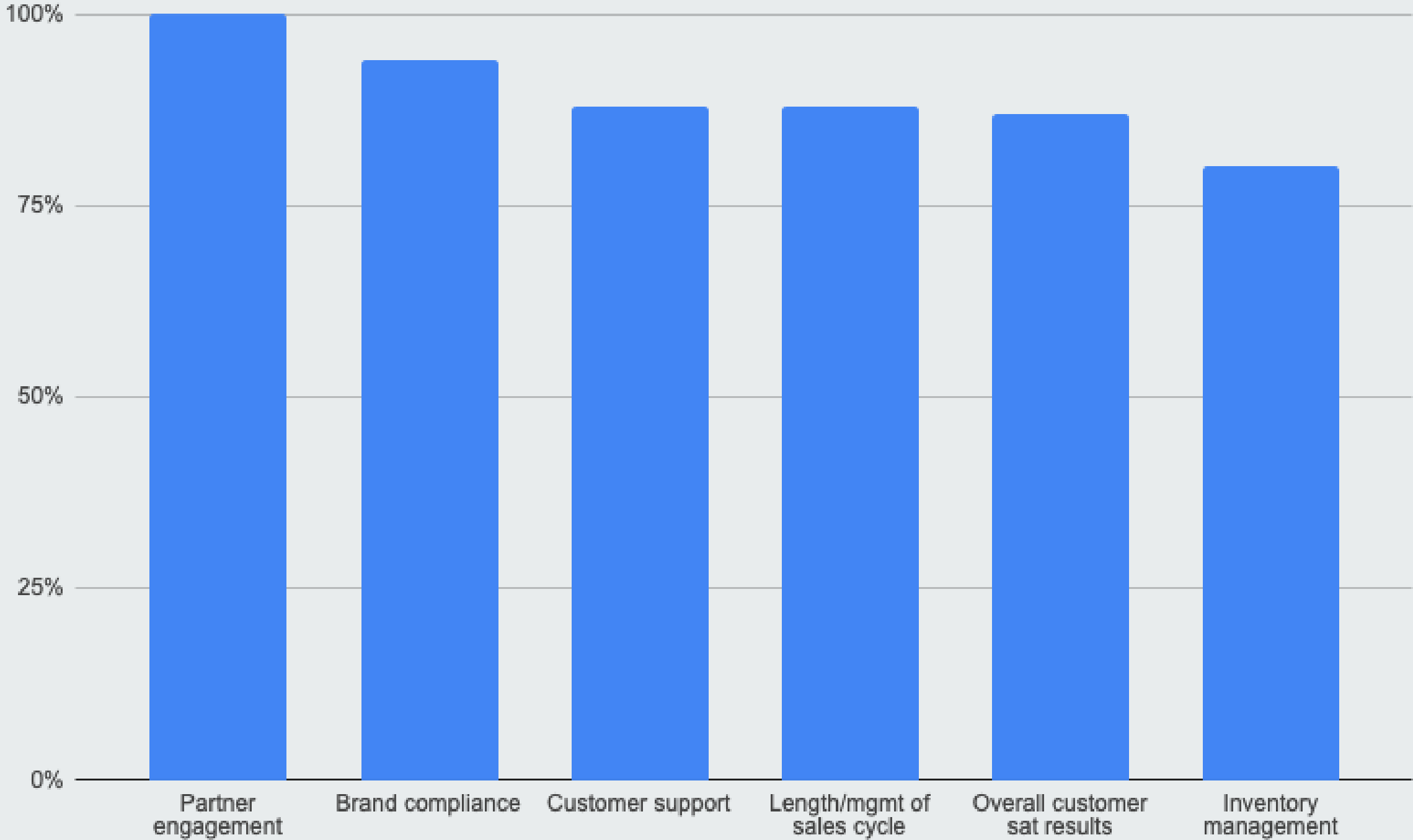
Selling particular products	58%
Developing leads	32%
Customer support	26%
Upselling/cross-selling	26%
Overall customer sat results	24%
Specific market targeting	21%

Consumer Goods

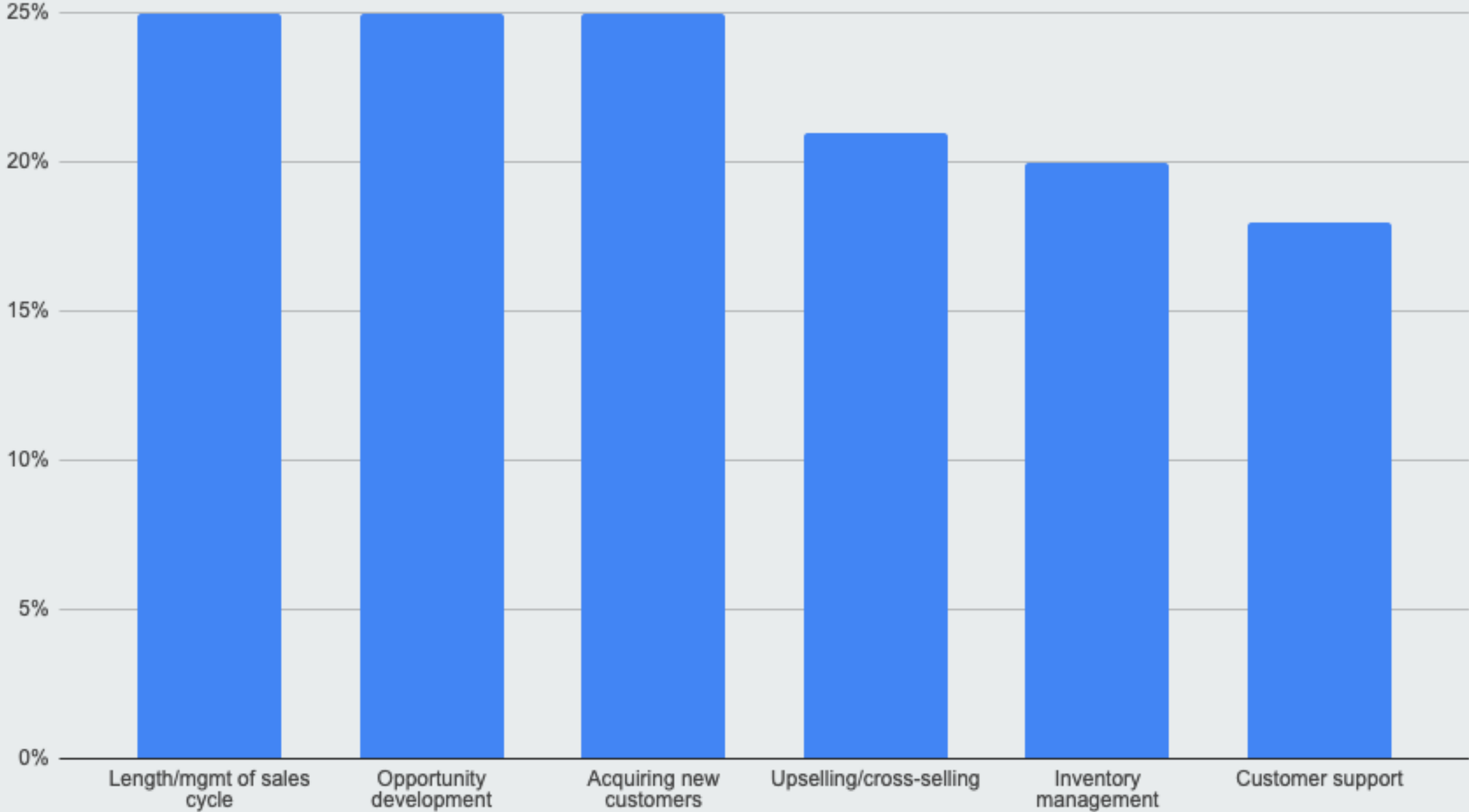


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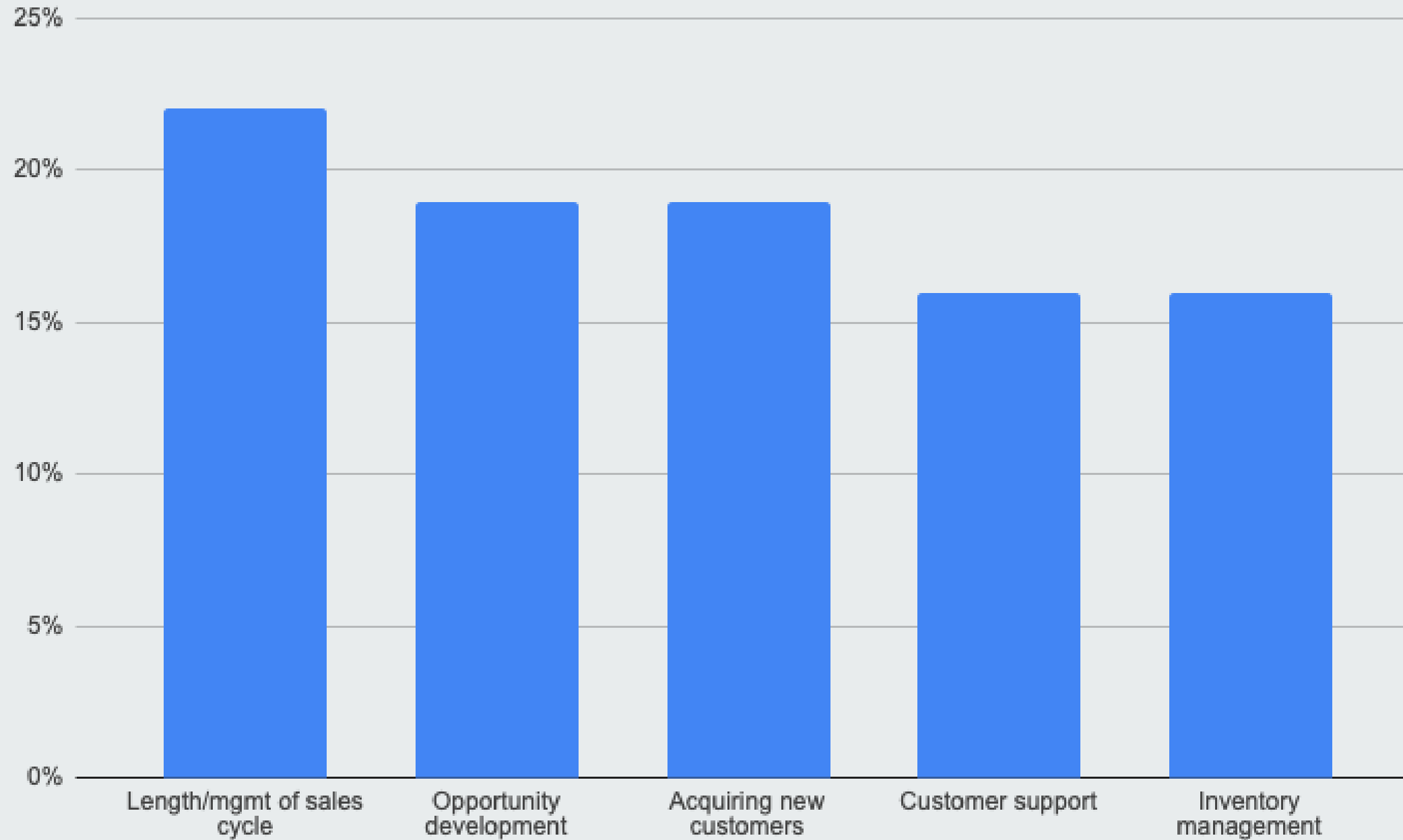
What is most valued



What is most unsatisfactory



The PVI for Consumer Goods



Incentive dissonance

Incentivization align with PVIs?



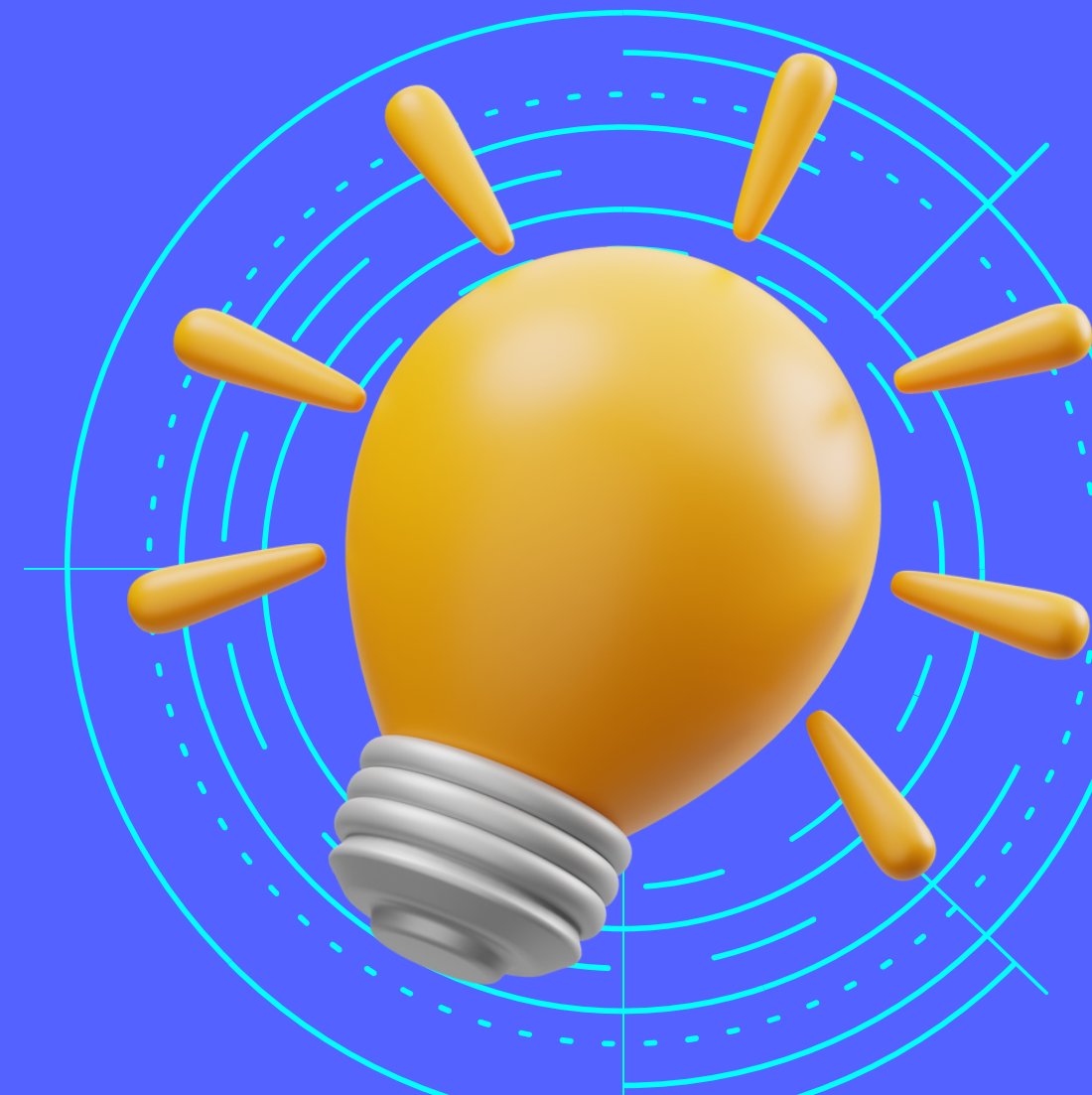
Top incentivized functions

Length/mgmt of sales cycle	16%
Opportunity development	26%
Acquiring new customers	5%
Customer support	37%
Inventory management	26%

**percentage that incentivize*

Selling particular products	58%
Customer support	37%
Overall customer sat results	37%
Product knowledge	32%
Upselling/cross-selling	32%
Planogram compliance	32%

How to solve it?



fielo

A comparative look

	Tech	Manufacturing	Consumer Goods
Consider channel partners not loyal	29%	42%	44%
Not satisfied with channel partners' growth	27%	26%	33%
Incentive program	80%	76%	70%
No. of incentives per year	14	5	22
Less than 60% participation	53%	37%	47%

Tech

Current

- Overall customer sat results
- ~~Developing leads~~
- Developing opportunities
- ~~Specific market targeting~~
- Acquiring new customers
- ~~Marketing activities~~

Reshuffled

- Overall customer sat results
- Length/mgmt of sale cycle
- Developing opportunities
- Business planning
- Acquiring new customers
- Upselling/cross-selling

Manufacturing

Current

- Selling particular products
- Developing leads
- Customer support
- ~~Upselling/cross-selling~~
- ~~Overall customer sat results~~
- Specific market targeting

Reshuffled

- Selling particular products
- Developing leads
- Customer support
- Visibility into KPIs
- Brand compliance
- Specific market targeting

Consumer Goods

Current

- Selling particular products
- Customer support
- Overall customer sat results
- ~~Product knowledge~~
- ~~Upselling/cross-selling~~
- ~~Planogram compliance~~

Reshuffled

- Selling particular products
- Customer support
- Overall customer sat results
- Length/mgmt of sales cycle
- Opportunity development
- Acquiring new customers

Incentive technology used

	Tech	Manufacturing	Consumer Goods
Custom-built system	58%	63%	53%
Spreadsheets	20%	27%	37%
Outsource to agency	19%	5%	10%
Commercial SW product	3%	5%	0

Learnings



Recommendations

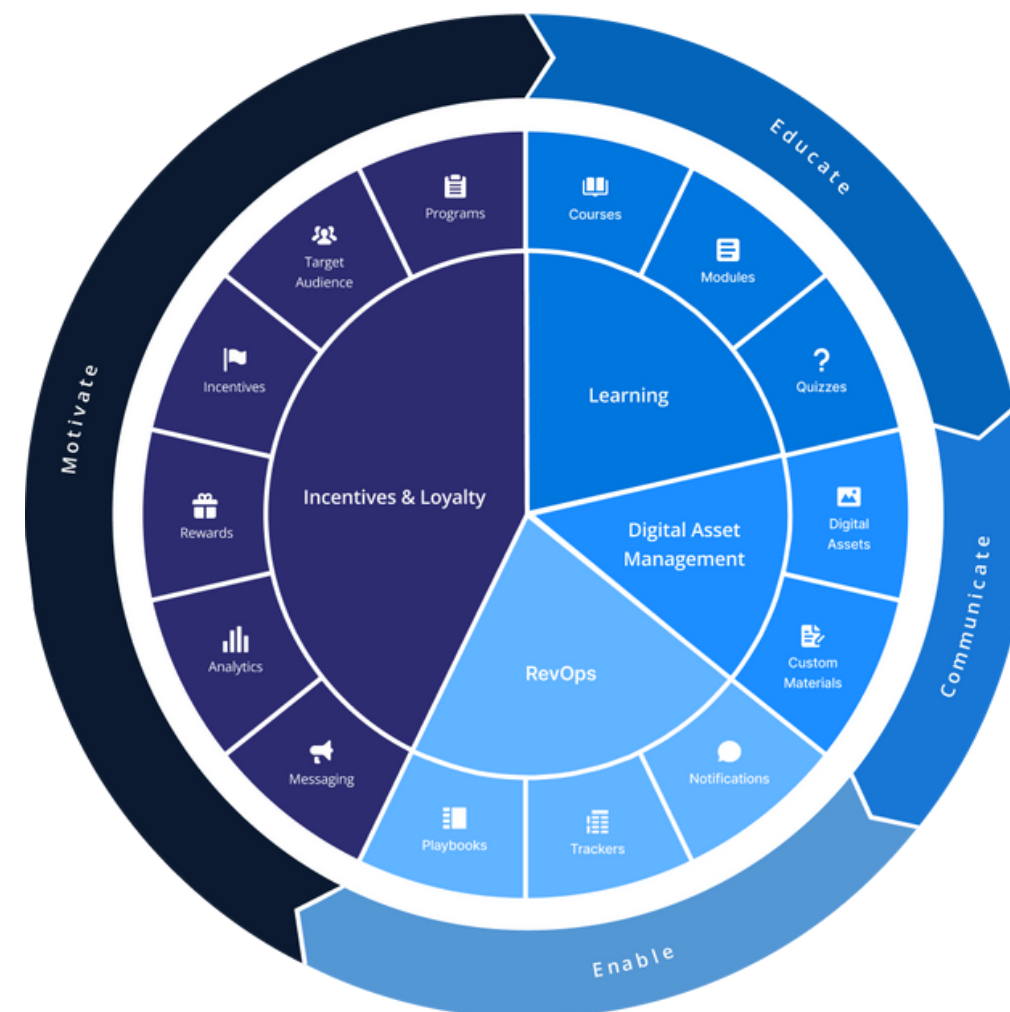
1. Reshuffle your incentive program investments to go where the problem/value is;
2. Want loyalty? Want Growth?
Apply segmentation and dynamic incentives;
3. Don't get ball-and-chain'ed by the spreadsheet.

We help organizations of all sizes to accelerate and expand their channel revenue.

Organizations worldwide, including Google, Audi, Philip Morris International, and many others rely on the Fielo to turn their indirect channels into a powerful competitive advantage.

- Educate - Channel Learning & Readiness
- Communicate - Through-Channel Marketing Automation
- Enable - RevOps
- Motivate - Channel Incentive Management

Software that drives
Engagement | Performance | Revenue



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