

Improving partner capabilities to improve the bottom line

Synopsis: Industrial company Delta wanted to improve its channel partner network in India to improve its top- and bottom-line performance. DuckerFrontier helped Delta identify the gaps in its indirect channel infrastructure so that it could replace ineffective partners and build the capabilities of its other partners to achieve its commercial goals.

The challenge: After several years of underperformance in India, industrial company Delta wanted to increase its top- and bottom-line performance in the market. To do that, Delta decided to focus on its channel partners. It needed support identifying key capability gaps among its distribution partners and determining whether it should replace or add partners in certain geographies.

DuckerFrontier's approach: Using our extensive experience over more than 150 channel management engagements, our library of 80+ channel thought leadership pieces, and primary research and analysis, DuckerFrontier helped assess Delta's partners and optimize its India distribution network. We deployed a three-phased approach for Delta:

Phase I

- **Identify Delta's top opportunities:** We assessed the industry landscape in India, including the total addressable market size for the six customer segments Delta currently serves through distributors, market trends, and customer demand, to pinpoint the geography and customer segments Delta should prioritize to achieve its top- and bottom-line growth mandate.
- **Identify key capabilities:** We worked with Delta to develop an accurate understanding of the capability requirements distributors needed to help Delta increase its market share and customer satisfaction.

Phase II

- **Create an evaluation scorecard:** Based on the capability requirements we identified with Delta in Phase I, we developed a scorecard with a comprehensive set of evaluation criteria.
- **Evaluate Delta's current partners:** We interviewed each of Delta's distributors in person to assess their capabilities against the scorecard criteria to identify their strengths and capability gaps, and to determine whether they could meet customer demand and Delta's growth mandate.
- **Search for potential new partners:** Our team conducted an extensive search for new potential partners and pinpointed top candidates for Delta to examine further.

Phase III

- **Analyze the findings and recommend adjustments:** Using all the information gathered in Phases I and II, we analyzed the gaps in Delta's existing distribution infrastructure both in terms of coverage and quality to recommend which partners Delta needed to replace and which partners and capabilities it should invest more resources in.

Client results: With DuckerFrontier's help, Delta developed an in-depth understanding of the market, customer demand for its products, and the capabilities of its current partners. DuckerFrontier identified and prioritized the capabilities that Delta needed to take its channel partners to the next level of performance. Armed with that knowledge, Delta identified opportunities to improve its partner network—and therefore, improve its growth mandate. Based on DuckerFrontier's recommendations, Delta confidently developed a long-term plan to reform its indirect channels in India to grow its revenue and improve its bottom line.