P2P Maturity Model Framework

	Basic <u>Ū</u>	Reactive	Proactive	Dynamic S
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
Geography	Locally only	Locally only	Gain access to markets in other geographies	Strategically use partnering for broader geographical coverage
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
Product and customer support	None	Ad hoc as customers report problems; may have spreadsheet tracking system	Single point of contact (SPOC) for support; scheduled meetings to review customer and product issues	SPOC for support with shared CRM to proactively resolve and track customers and product issues
Customer relationships and satisfaction	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



