

SOFTWARE PARTNERING AND CHANNEL STRATEGY:

SELLING MODELS, REVENUE RATIOS
SOFTWARE MARKET FORECASTS TO 2003

Market Parameters:

Regional sales

Direct sales

National presence

OEM positioning

Dealers

Internet market presence

Resellers / VARs

Partnering represents a way to extend the customer base of a company. Strategic partnering can rapidly extend market share and reach for a new product. The implications of partnering are discussed in the context of more traditional distribution, direct sales, reseller, VAR, and OEM strategies for the software industry.

THE STUDY ADDRESSES:

- **Market strategies for partnering**
- **Strategic positioning of software companies**
- **Strategic market alliances / Market directions**
- **Risk/reward scenarios**
- **Access to customer bases**

You NEED This Study

COMPANIES PROFILED

Aspect	BEA	CHS Electronics
AutoDesk	BMC	CompUSA
	Candle	IBM

Ingram Micro
Inacom
Microsoft
Merisel
Netscape

New Era of
Networks (Neon)
Oracle
Scopus
Technology

Symantec
Tech Data
Wind River

REPORT OUTLINE

EXECUTIVE SUMMARY
MARKET DEFINITION AND DIRECTIONS
 Business Model
MARKET CHANNEL DESCRIPTION
 Indirect Sales Channels
 Resellers
 Distributors
 OEM
 Systems Integrators
 Margins
DIRECT SALES ORGANIZATIONS
 Commissions
 Incentives
 Customer Support
 Number of sales people
 US
 Rest of World
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 The value of partnering
 Selected company partnering
 Extending the customer base
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 Distribution
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IBM E-Business Initiative
Microsoft
 Organization Licenses
 Sales, Marketing Investments.
 Marketing And Distribution
 Distributors, Resellers, OEM
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 Channel Revenue
 Server Applications
 Market Presence
Aspect Product Pricing
Symantec
 Products
 Sales And Marketing
 International Distribution
BEA
 BEA TUXEDO
Autodesk
 Marketing and Sales
 Shipments
SAP Industry Solutions
Aspect
 Aspect Financials

Ingram Micro
Inacom
CHS Electronics
Tech Data Business Strategy
 Balanced Product Mix
 Customer Service
 Sales Force
CompUSA
TECHNOLOGY
APIs
On-line Information System
CTI Technology
Distribution Centers
Technology Planning
Technology Procurement
COMPANY DESCRIPTIONS
Aspect
AutoDesk
BEA
 Direct Sales
 Product Sales
 Implementation Cycle
BMC
Candle
 Candle MQSeries Admin
CHS Electronics
CompUSA
IBM
Ingram Micro
Inacom
Microsoft
Merisel
Netscape
 Marketing
 Marketing On The Internet
 Target Marketing
 Netscape Distribution
 Netscape Direct Sales
 Netscape Telephone Sales
New Era of Networks (Neon)Oracle

Scopus Technology	Autodesk	Customer Focus
Symantec		Customer Feedback Loop
Tech Data	FRAMEWORKS AND	Branding
Wind river	PLATFORMS	Value Of Logo
PARTNERING STRATEGY	Core Business	EAI Frameworks
IBM Innovative Partnering	Marketing and	Candle
Neon MQIntegrator	Distribution	CTI Frameworks
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BEA Strategic Partner	programs	
Relations	Software Customers	

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Microsoft International Subsidiaries	OEM Software Revenue, 1998-2003
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Ratio of Sales and Marketing Costs to Sales and Marketing Employment	AutoDesk Hardware Partners
Ratio of Sales and Marketing Costs to Total Revenue, 1998	CompUSA State Stores
Ratio of Sales and Marketing Costs to Sales and Marketing Employment, Industry, 1998	Candle Partnerships And Relationships
Sales, Distribution and VAR Ratios, 1998	Candle MQSeries Admin Offering
Software Industry Summary Market Forecast, 1996-2003	Core businesses that support software partnering
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	Hardware PC OEM partners
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	Logo designation
	Types of coupling between applications
	Natural Microsystems CTI strategic product positioning
	Natural Microsystems product capabilities

REPORT METHODOLOGY

This is the twentieth in a series of market analysis of software, operating system, middleware, telecommunications, and information services. The project leaders have significant experience preparing industry studies. Forecasts are based on primary research and proprietary data bases. In-depth interviews are conducted with a broad range of key participants in the market. Studies are based on primary research.

ABOUT THE COMPANY

WinterGreen Research, founded in 1985, provides strategic market assessments in telecommunications, communications equipment, health care and advanced computer technology.

Industry reports focus on opportunities that will expand existing markets or develop major new markets. The reports assess new product and service positioning strategies; new and evolving technologies; and technological impacts on products, services, and markets. Market shares are estimated. Leading market participants are profiled, and their marketing strategies, acquisitions, and strategic alliances are discussed. The principals of WinterGreen Research have been involved in analysis and forecasting of international business opportunities in telecommunications and advanced computer technology markets for over 30 years.

ABOUT THE PRINCIPAL AUTHORS

Ellen T. Curtiss, Technical Director, co-founder of WinterGreen Research, conducts strategic and market assessments in technology-based industries. Previously she was a member of the staff of Arthur D. Little, Inc., for 23 years, most recently as Vice President of Arthur D. Little Decision Resources, specializing in strategic planning and market development services. She is a graduate of Boston University and the Program for Management Development at Harvard Graduate School of Business Administration.

Susan Eustis, Vice President, co-founder of WinterGreen Research, has done research in communications and computer markets and applications. She holds several patents in microcomputing and parallel processing. She is the author of recent studies of the Regional Bell Operating Companies' marketing strategies, worldwide telecommunications markets, and of a study of Internet markets. Ms. Eustis is a graduate of Barnard College.

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