



WORKING SESSION

Channel Partner Development & Target Accounts

Assess the channel with an open mind — leave with actions

Team brainstorm · bring candor, no sacred cows

Channel partners by region — FY2024

Country (Americas shown as state/territory) · **Actual** volume · **Adj** = adjusted for CP discount · **Comm** = CP commission *(ex-Shcomer; long lists truncated, figures as entered)*

APAC / ME10 partners

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Americas15 partners

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Europe / Africa11 partners

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Electona Sievert	Sweden	\$310	\$372	\$62
TOTAL		\$911K	\$1.09M	\$182K

Target accounts 2026 — consolidated

104 accounts · many span multiple territories — a coordinated global approach to build interest and relationships

GLOBAL — MULTI-TERRITORY ACCOUNTS (lead with one coordinated team)

ABB	APAC · ME · EU · UK · US	Emerson	APAC · ME · KSA · UK · US	Honeywell	APAC · KSA · UK · US
Yokogawa	APAC · KSA · UK · US	Endress + Hauser	US · EU	Rockwell Automation	US · UK · KSA
Siemens	KSA · EU · UK · US	Schneider Electric	UK · US · EU	De Nora Water Techno...	US · APAC

By region: ■ APAC (10) ■ Middle East (5) ■ Saudi Arabia (25) ■ Europe (23) ■ UK (21) ■ Americas (11)

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Focused Photonics...		Hangzhou, ...		Abdul Karim H. Al...		KSA		H.K. Al- Sadiq So...		KSA		Tecnicas Reunidas		Spain		Capula		UK		UCS – Control Pan...		UK	
Hikvision		Hangzhou, ...		Adage Kanoo Indus...		KSA		HADAF AL AIMS MAN...		KSA		Aker Solutions		Norway		Actemium Automati...		UK		MCS Control Syste...		UK	
Adage Automation		Goa, India		Advanced Precisio...		KSA		INTECH Process Au...		KSA		Billfinger		Germany		inControl Systems		UK		Applied Integrati...		UK	
Phoenix Mecano		Pune, India		AES Arabia Ltd		KSA		Prudent Saudi Ara...		KSA		SPIE		France		RSE Control Syste...		UK		AMERICAS		11	
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Rotating Offshore...		Singapore		ATCO Group Compan...		KSA		Veolia Water		KSA		Wood Group		EU operati...		Cougar Automation		UK		John Zink		Oklahoma	
Hitachi Aqua		Singapore		Baker Hughes		KSA		Yusuf Bin Ahmed K...		KSA		Fluor		EU enginee...		Applied Industria...		UK		LA Turbine		California	
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MIDDLE EAST		5		Control care		KSA		Beckhoff Automati...		Germany		Elcor Group		Denmark		TDC Aberdeen		UK		ProSys		Missouri	
Servomex		Abu Dhabi,...		DIALOGUE Services ...		KSA		B&R Industrial Au...		Austria		Gerbin Control		Netherlands		R Baker (Electric...		UK		Process Insights		Houston, TX	
Aims		Abu Dhabi,...		Eram Power Electr...		KSA		Festo		Germany		Ex-Tech Solutions		France		Grange Industries		UK		Ross Systems & Co...		Georgia	
SWME		Dubai, UAE		FIRE AND HAZARD C...		KSA		WAGO		Germany		Phoenix Automation		Italy		RSE Control Syste...		UK		Sundyne		Colorado	
Delta Controls		Dubai, UAE		Gas Arabian Servi...		KSA		Phoenix Contact		Germany		G.M. International		Italy		Industratech		UK		Zeeco		Oklahoma	
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9 multi-territory + 95 single-territory accounts · source: consolidated tab (specific branch/city detail in source file)

How we'll work today

Look at everything through two lenses



LENS 1

Looks OK — break it anyway

Challenge what seems fine. “Comfortable” is not the same as “optimal.” What could we make better even if nobody’s complaining?



LENS 2

Broken today — how do we fix it

Name it honestly, then redesign it. No defending the status quo — if it’s not working, what replaces it?

GROUND RULES

Open mind · No sacred cows · Every issue ends in an action

Where we're headed

From honest assessment to concrete actions

1

Challenge the channel

Are our partners actually earning their margin?

2

The quoting drain

We feel busy quoting - but on what, and is it worth it?

3

Redesign the small stuff

A better way to handle low-value deals

4

Reinvest in target accounts

Aim reclaimed time at the deals that matter

5

Lock in actions

Owners and timelines before we leave the room

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Challenge the channel: are they earning it?

DISCUSS

We pay partners to drive value - today we test whether they do

Are CPs actually negotiating terms - or are we doing all the work for them?

We paid ~\$182K in commission to European partners last year. Did we get the value - or do the work ourselves?

Can we take certain channels away? Are they bringing value? Did we even work with them?

We expect partners to drive demand. Which ones actually do - and which just collect?

Get specific. Name partners. For each one: do they bring leads, own the negotiation, and add value — or are we the engine?



Tool: challenge each partner

Score every CP on the same five questions - then decide

- 1 Brings us new leads or demand we couldn't reach alone
- 2 Owns the negotiation and the customer relationship
- 3 Adds real technical or service value
- 4 Shares the work - or do we carry the quoting and support?
- 5 Gives us coverage in a market we can't serve directly

THE VERDICT

KEEP & GROW

Earning it — invest more

FIX THE TERMS

Value's there, deal isn't

PHASE OUT

We're doing the work



The quoting drain: busy on what?

Where our selling time actually goes

53%

of our line items are under \$999

What's the conversion rate on those?

We'd rather spend time on a \$50K quote than a \$999 one. Are we actually doing that?

If we are quoting a lot of spares and low-value items. Is there a better way - can the CP own this?

People feel busy when quoting. But busy isn't the same as productive.

Anchor question for the room → "What counts as a non-productive quote?" (next slide)

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What is a “non-productive” quote?

A working definition to react to and sharpen together

“A quote that eats selling time out of proportion to its value or its odds of closing — low value, low margin, low probability, or something the customer could already get serviced elsewhere.

So where do WE draw the line?

\$ Threshold

Below what value isn't it worth our full effort?

Margin

Does thin margin matter more than ticket size?

Probability

How do we spot a quote that won't convert?

Repeat spares

Standard re-orders — should these even be quotes?



A better way to handle small deals

DISCUSS

Options to react to — build on them, kill them, combine them

Hand small quotes to the CP

Make sub-\$1K quoting the partner's job — that's value they can add

Self-serve for spares

Web ordering / catalog for repeat, low-value items - no quote needed

Minimum thresholds

A floor for what gets a full custom quote vs. a fast path

Templates & automation

Pre-built quotes for common sub-\$1K items - minutes, not hours

Tiered response

Fast lane for small; deep effort reserved for strategic deals

Which do we pilot first?

Pick one. Decide who owns it and when we test it.



Reinvest the time: target accounts

Every hour off a \$999 quote is an hour for a \$50K opportunity

Less time on non-productive quotes → more time on the accounts that move the number.

1

Who are our real target accounts?

Name them. What makes each one worth our best time?

2

What would we do with reclaimed time?

If small quotes vanished tomorrow, where does the effort go?

3

Who owns what on these?

What does the CP run vs. what do we run on strategic accounts?



From discussion to actions

Nothing leaves the room without an owner and a date

Theme	Action we'll take	Owner	By when
Challenge the channel			
Fix / exit a partner			
Cut non-productive quotes			
Small-deal pilot			
Target account focus			

What good looks like: fewer non-productive quotes · partners earning their margin · more hours on target accounts.

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