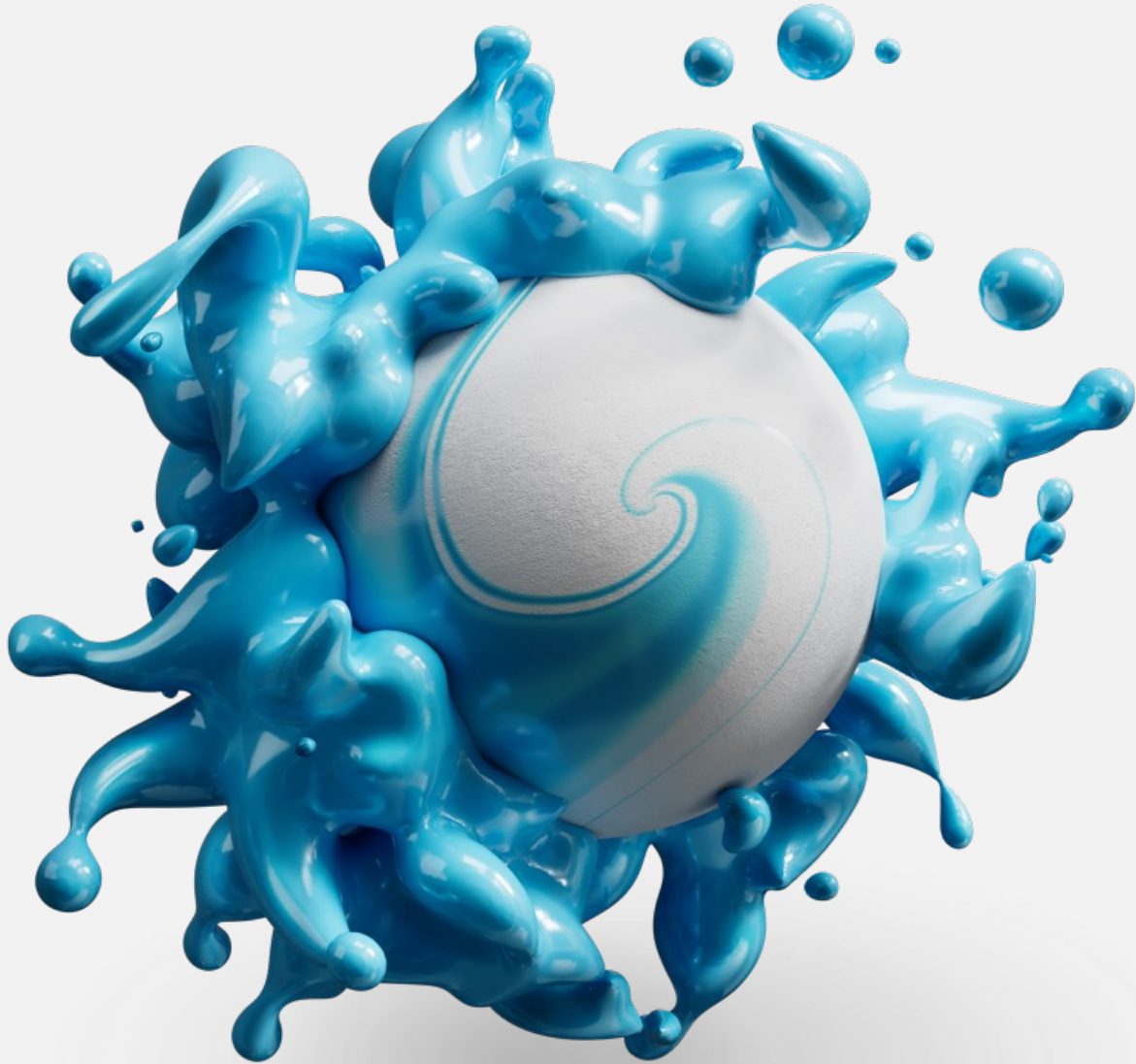


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Digital



*The Imminent Disruption of Indirect Sales Channels:*  
**Embracing an Integrated Ecosystem**

Deloitte Digital *Sales Transformation*  
May 2024

## Understanding the *Distribution Model of the Future...*

Today's complex business landscape challenges organisations to re-evaluate their approaches to distribution networks critically. It's no longer just about growth in traditional terms; organisations must now build resilience against stagnation and combat the inefficiency of siloed operations. The transformation we're witnessing in the distribution model transcends mere operational adjustments, signifying a strategic realignment with core organisational objectives.

### *The next eras will come faster than before...*

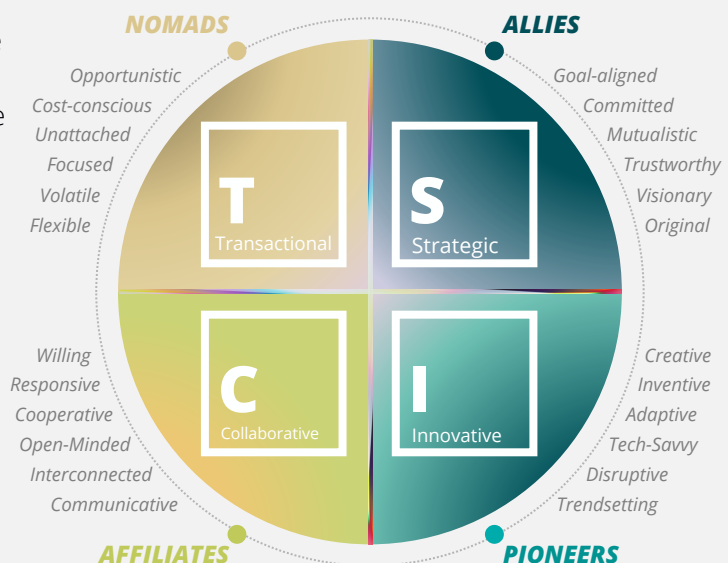
This shift in distribution models is not a new trend but part of an ongoing historical evolution that has seen organisations move from face-to-face interactions to embracing the digital world. Today, the rate of change has accelerated, with organisations needing to be agile enough to anticipate and adapt to 'micro-eras'. These periods of rapid change, driven by technological advances, shifts in consumer behaviour, and market volatility, necessitate a distribution strategy that is flexible and responsive.

Segmentation is equally vital. For example, organisations are recognising diversity within 'Transactional' partners, who are often driven by cost considerations and may exhibit fluctuating loyalty. On the other end of the spectrum, 'Strategic' partners seek and contribute to growth through collaborative efforts and shared visions.

'Collaborative' partners are characterised by their readiness to engage deeply and share responsibilities, are vital for initiatives that require joint efforts, such as co-developing products or entering new market. Whereas, 'Innovative' partners bring cutting-edge technology and creative approaches that are essential for staying ahead in fast-evolving industries.

Engaging with these partners effectively requires a clear understanding of their capacity to drive change and innovate, which can significantly influence the pace and direction of an organisation's growth. This understanding allows organisations to adapt and tailor their partnership strategies, creating symbiotic relationships that thrive on shared goals and mutual achievements.

Segmentation therefore provides a platform from which organisations can deploy more precise resources and strategies, ensuring that each partnership is leveraged to its fullest potential to drive collective advancements and achieve strategic goals. This approach not only sharpens the competitive edge of the organisation but also fosters a dynamic network where innovation and collaboration accelerate mutual success.



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*The shift from traditional, linear business models to an integrated ecosystem represents a profound change in how organisations operate & collaborate...*

Ecosystems promise scalability and the rapid integration of innovations, fostering mutual success and surpassing traditional business relationship boundaries.

An ecosystem consolidates every aspect of how an organisation interacts with its customers and partners alike, and therefore there is no single approach. Tailoring products and services through customer and partner segmentation helps to ensure that offerings meet specific needs and expectations, enhancing the effectiveness of sales and marketing strategies.

For example, an effective pricing strategy needs to balance profitability and attractiveness, employing varied methods that appeal to different segments of customers and partners. This nuanced approach to pricing helps in maximising revenue whilst maintaining competitive structures with varying partners. It's not just about setting the right price – it's also about understanding the value perception among different segments and adjusting pricing strategies accordingly. These nuances are better navigated from within an ecosystem that promotes a higher degree of collaboration and transparency.

Moreover, an ecosystem's strength lies in its collective expertise and resources. By leveraging the distinct capabilities and market insights of various partners, organisations can deliver solutions that are not only innovative but also highly responsive to changing market demands. This approach allows for a more dynamic product development cycle and a more agile marketing strategy that can be adjusted in real-time based on partner feedback and customer data analytics.

Within this collaborative framework, the sharing of risk and reward is a central tenet. Organisations can undertake ambitious projects and ventures, knowing that the ecosystem provides a safety net that distributes the impact of potential market fluctuations. This shared approach to risk not only encourages innovation but also fosters a culture of collective investment in each other's success, leading to more resilient business models.

As organisations increasingly operate within these interconnected ecosystems, the integration of customer data becomes integral to continuous improvement. By incorporating real-time customer insights into the ecosystem, organisations can ensure that their offerings remain relevant and that they can pivot swiftly to meet the evolving preferences of the market. This constant refinement cycle is essential for long-term customer retention and is made possible by the close-knit, communicative nature of a well-structured ecosystem.

*Within an ecosystem, relationships are deeper and more synergistic, fostering growth and innovation through shared risks and rewards. This model contrasts sharply with traditional networks, which often prioritise direct control and simplicity over the potential for mutual growth.*

**DIRECT CONTROL**

**SIMPLICITY**

**INDIVIDUAL RISK**



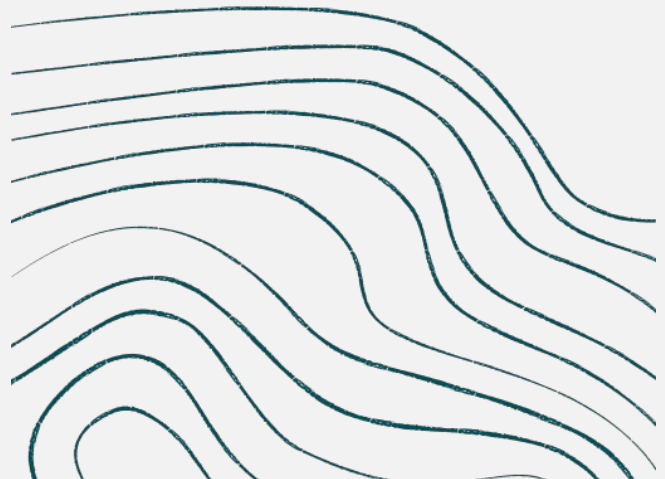
**COLLABORATIVE SYNERGY**

**DEPTH OF RELATIONSHIPS**

**SHARED RISK & INNOVATION**

*Unlock powerful synergies between your existing CRM with BRM...*

Traditional distribution models, which often focus solely on Customer Relationship Management (CRM), are being reimagined to integrate Business Relationship Management (BRM) systems. This shift addresses the challenges posed by outdated models that limit growth and overlook the strategic benefits of a unified data architecture within an ecosystem.

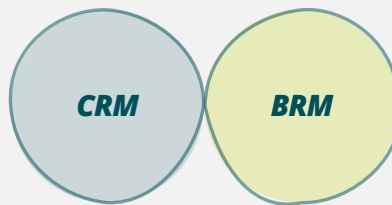


**STANDALONE CRM**



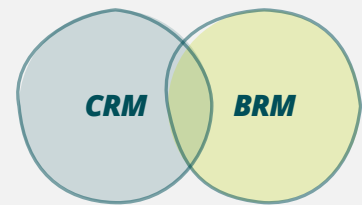
*Captures customer data and manages interactions well. However, while effective for customer campaigns, the limited scope fails to optimise the use of advisors and partnerships.*

**SIDE-BY-SIDE SOLUTIONS**



*Operating CRM & BRM systems side-by-side offers domain-specific advantages. However, the lack of integration results in missed opportunities for shared analytics and advisor alignment.*

**TWO SYSTEMS ONE GOAL**



*This is where synergy happens. An integrated CRM & BRM system captures customer and partner data, providing a holistic view that enables informed decision-making across campaigns.*

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The integration of CRM and BRM systems is strategic, unlocking powerful synergies between customer and partner management. Operating CRM and BRM systems side-by-side, while offering domain-specific advantages, often misses opportunities for shared analytics and advisor alignment. By integrating these systems, organisations can realise the strengths of both to create a seamless, efficient approach to managing both customer and partner relationships.

Starting the conversation with partners based on data-driven insights allows organisations to clarify expectations and align objectives from the outset. Moreover, the ecosystems approach simplifies complexity by identifying the crucial data points faster that drive the most meaningful interactions.

This clarity through simplicity ensures that organisations can focus their resources and strategies on the most impactful areas, enhancing efficiency and effectiveness in partner management.

The convergence of CRM and BRM systems therefore pave a way for a more cohesive strategy, one that appreciates the symbiotic nature of customer and partner relations. By melding the two, organisations gain a broader interpretation of their business landscape, allowing them to identify cross-functional opportunities and enhance the customer journey at every touchpoint. This holistic perspective is crucial in today's market, where customer experience and partner engagement are inexorably linked to business outcomes.

## CRM & BRM is the DNA of your organisation...

### CRM

#### ENHANCED CUSTOMER SEGMENTATION

With combined data streams, CRM can enable even more nuanced customer segmentation. By understanding partner performance metrics, teams can create highly targeted customer outreach strategies.

#### RESOURCE OPTIMISATION

CRM can more efficiently allocate marketing budgets and resources based on both customer and partner engagement metrics, ensuring a more effective ROI.

#### DATA VISIBILITY & PRIVACY

Deliver personalised, real-time content at each journey touchpoint to attract, retain, and unlock value from every consumer

### BRM

#### STREAMLINED PARTNER ONBOARDING

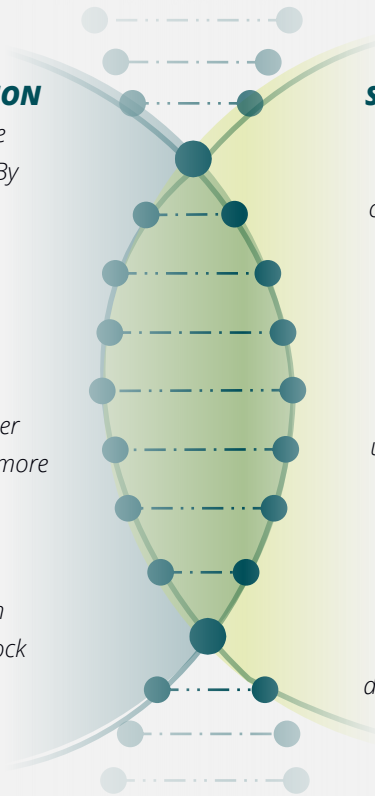
The integrated system allows for quicker onboarding of new partners. Insights from customer data can be directly applied to partner management, saving time and resources.

#### ELEVATED PARTNER EXPERIENCE

By having a seamless flow of data, BRM can provide a better partner experience. Real-time updates on customer preferences and needs can be directly translated into partner strategies.

#### STRATEGIC PARTNER INVESTMENT

Make more informed decisions regarding which partnerships to invest in. By analysing customer data, it becomes easier to identify which partners are likely to bring value.



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Integrating CRM and BRM systems within an organisation isn't just about enhancing capabilities; it's about rewriting the genetic code of business operations. This fusion creates a network akin to an organisation's central nervous system – responsive, intuitive, and essential for survival.

The agility afforded by this integrated approach is the DNA's double helix and allows organisations to adapt customer and partner dynamics alongside changing market demands. As indirect sales channels and partnerships weave into the dynamic ecosystem, the result is a strategic intertwinement of collaborative co-creation with agility. This combination is crucial for organisations, enabling them to not just react to changes but to anticipate and shape them. Embedding CRM and BRM into the organisation's core thus transforms them from a mere participant in the market to an orchestrator of practical and informed change.

This 'champions status' of partner ecosystems is where customer satisfaction and partner prosperity evolve from isolated goals to a cooperative relationship with each fostering the other's success. It's a living business model, where resilient relationships are cultivated with an ease of management and clarity of data.

### Tier 1 Champions of the Ecosystem

The highest level of partner management integration with tools and strategies implemented across all countries and geographies where the organisation operates.

### Tier 4 Team Level

## *Bringing partners and customers together to maximise success...*

An organisation's ability to respond to the needs of the distribution model of the future is underscored by their ability to iterate and adapt swiftly. Indirect sales channels and partnerships, when integrated into a dynamic ecosystem that focuses on collaborative co-creation and agility, set the stage for long-term mutual success. The strategic application of integrated CRM and BRM tooling enhances the coordination and optimisation of partner interactions, reinforcing operational efficiency and overall effectiveness. By being the first to secure a competitive stance in the next era, an organisation positions itself not just to respond to change but to lead it.

In harnessing the potential of these integrated systems, organisations can pivot from traditional, individualistic approaches to a unified strategy that leverages collective strengths. This is the essence of modern business agility – an ecosystem where collaboration, shared insights, and a unified vision drive innovation and market leadership.

As we look to the horizon, the message is clear: the future belongs to champions who embrace the power of ecosystems, who see the value in deep, symbiotic partnerships, and who recognise that the integration of CRM and BRM is more than a technological upgrade – it's a strategic imperative for sustainable growth.



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