

International Expansion

Open a subsidiary?

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Distribution Models

- Direct
 - ▶ Inside sales
 - ▶ Field sales
- Indirect
 - ▶ Exclusive distribution
 - Company branded
 - Non branded
 - ▶ Non exclusive distribution
 - ▶ Single tier
 - ▶ Multi tier

Japanese market



Map of Japan is in the public domain.
Source: [Wikimedia Commons](#).

- Tough market to crack
- Home of Sony, Matsushita & others
- Requires localization
- Specific cultural requirements
- Demanding customers

Customer Relationships vary by market

- Broadcasting market unique
- Mission critical
- Very demanding
- Technical expertise required

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Direct

Pros

- Control
- Inspection
- training

Cons

- Expensive
- Little leverage

Direct

Field Sales

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- Good for complex sales
- High base salary for reps
- Likely to sell high ASP
- Uncapped commission plan

Inside sales

- Less expensive
- Training required
- Good for lower asp
- High turnover
- Transactional business

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Opening a subsidiary

- How should you price the product?
- What is the revenue ramp?
- Can it be profitable?
- How long?

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Opening a subsidiary

- Is the subsidiary strategic?
- Where do you put sales reps
- How do you comp them?
- Who do you hire?
 - ▶ Men
 - ▶ women

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Which Sales Culture?

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Indirect

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Indirect

Pros

- Coverage
- leverage

Cons

- Lack of control
- Training
- mindshare

What Makes a good partner?

- Focus
- Market coverage
- Previous experience
- Like product
- Customer relationships
- Technical expertise

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How to recruit partners

The screenshot shows the Citrix website's 'Become a Citrix Partner' page. The header includes the Citrix logo, a search bar, and navigation links for Solutions, Products, Downloads, Buy, Support, and Partners. There are also links for Global Sites and My Account (Log In). The main content area features a sidebar with a list of partnership roles: Solution Advisor, System Integrator, Distributor, Independent Software Vendor, Service Provider, SaaS Advisor, Authorized Learning Center, and Citrix Ready Program. The main content area has a heading 'Become a Citrix Partner' and a sub-heading 'Expand your business. Team up with the leader in mobile workstyle solutions.' Below this is an image of two men in business attire talking in a modern office setting. To the right of the image is a paragraph of text: 'Take advantage of a wide range of partnership opportunities for dynamic organizations like yours. The mobile workstyle market—encompassing solutions for mobility, desktop virtualization, cloud networking, cloud platforms, collaboration and data sharing—is growing exponentially. Establishing a relationship with Citrix is the best and fastest way to build your company's reputation as an innovator in this highly lucrative IT sector. We offer a wealth of resources, programs and incentives to help you succeed and profit.' Below the image and text is a section titled 'Choose a relationship that meets your goals.' with a paragraph of text: 'The first step is determining which Citrix relationship best aligns with your company's products, services, expertise and business goals. Citrix programs are available to help you resell our virtualization solutions or distribute them to resellers; train customers on how to use them; and host them in a cloud environment. You can also validate your products with Citrix technologies to establish compatibility, allowing them to be marketed as a joint offering. Details on Citrix partner relationship opportunities and supporting programs are listed below.' At the bottom of the page, there is a 'Resell' section with a sub-heading 'Citrix Solution Advisor - Earn the trust of your customers as an expert in...'.

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