

# The Share of Heart Framework: Building Influence-Based Channel Partnerships That Drive Results

In today's competitive marketplace, channel partnerships are no longer optional—they're essential for growth. Yet despite their potential, *60-65% of partnerships fail*, according to research from entrepreneur and author Mark Sochan. The difference between channel success and failure often comes down to one critical factor: whether companies rely on authority or build true influence.

For businesses using indirect sales channels—whether you're working with dental distributors, technology resellers, or any other partner network—understanding how to build influence rather than rely on directives is the key to unlocking exceptional growth. This article explores why effective channel strategies matter, the risks of getting it wrong, and introduces the Share of Heart framework that transforms transactional relationships into strategic partnerships.

## The Strategic Importance of Channel Excellence

Channel partnerships represent one of the highest-ROI growth strategies available to businesses today. When managed effectively, channel partners typically demonstrate higher customer retention rates than direct sales teams, largely because partners build long-term trusted advisor relationships with their clients. This translates directly to increased customer lifetime value and more predictable revenue streams.

The financial impact is substantial. Channel partners often deliver lower customer acquisition costs (CAC) and shorter payback periods compared to direct sales efforts. They provide immediate access to established customer networks, reducing the time and investment required to enter new markets. For many technology and B2B companies, channel sales can account for 50-70% of total revenue, making partner relationships mission-critical to business success.

Beyond pure economics, effective channel strategies provide strategic advantages that are difficult to replicate through direct sales alone. Partners offer local market expertise, established customer relationships, and the ability to scale quickly without proportional increases in headcount or infrastructure. They can navigate regional nuances, provide localized support, and represent your solutions alongside complementary offerings that create more complete customer solutions.

## The High Cost of Channel Failure

While the upside of effective channel strategies is significant, the risks of poor channel management are equally substantial. Many executives view channels as a "necessary evil," struggling to understand the ROI and questioning whether the investment justifies the results. This skepticism isn't unfounded—poorly managed channel programs create serious business risks.

Without proper management, channel partners may underperform, fail to prioritize your products, or even damage your brand reputation. Frustrated partners who don't receive adequate support often experience high turnover rates, creating additional costs to

recruit and train replacements while leaving revenue gaps. Research indicates that a significant portion of channel partners feel they don't receive sufficient support from their vendor partners, directly impacting their performance and engagement.

For startups and growing companies, the risks are even more pronounced. Establishing channel partnerships takes 2-5 times longer than expected, with considerable ramp-up and ongoing maintenance requirements. If you don't have sufficient runway and traction, the investment can be fatal. Without direct control over the sales process, you lose critical learning opportunities about what works, what doesn't, and how to improve your go-to-market strategy.

Perhaps most concerning is the strategic risk: inefficient resource allocation and poor communication result in missed market opportunities. Channel partners unable to capitalize on market trends and customer demands leave money on the table—money that often flows directly to competitors with more effective partner strategies. In today's fast-moving markets, these missed opportunities can compound quickly, creating competitive disadvantages that are difficult to recover from.

## **The Fundamental Channel Challenge: Influence Without Authority**

Here's the central paradox of channel sales: you need partners to prioritize and actively sell your solutions, yet you have no formal authority to make them do so. Unlike managing a direct sales team where you can set quotas, assign territories, and direct daily activities, channel relationships require a fundamentally different approach.

Your partners are salespeople themselves—they understand every technique in your playbook. They've heard countless pitches, evaluated hundreds of products, and juggled demands from dozens of vendors competing for their attention. Traditional sales tactics won't work because partners evaluate you with the same critical eye they use when evaluating products for their customers.

As sales trainer David Mattson observes, "People work harder for their reasons than yours." This principle captures the essence of channel success. You cannot simply tell partners to prioritize your products. Instead, you must help them discover their own compelling reasons to do so. When partners work from their own motivation rather than external pressure, their commitment and results multiply exponentially.

This reality forces a critical shift in mindset: from authority to influence. While authority is transactional and temporary, influence is transformational and enduring. Authority creates compliance; influence creates commitment. Authority demands; influence inspires. And in channel sales, influence is the only sustainable path to exceptional results.

## **Introducing Share of Heart Relationships**

Share of Heart goes beyond Share of Wallet. It represents the level of partnership where your channel partners actively champion your solutions, proactively bring you opportunities, and advocate for your products even when easier alternatives exist. These are the relationships where partners don't need to be convinced to prioritize your offerings—they do so naturally because it aligns with their own success.

Share of Heart relationships are built on genuine alignment of interests, consistent demonstration of value, and authentic care for partner success. As Simon Sinek famously noted, “People don’t buy WHAT you do, they buy WHY you do it.” This principle applies equally to channel relationships. Partners don’t sell your products because you tell them to; they sell your products when they understand and believe in your mission, when their goals align with yours, and when together you can capture market demand.

The transformation from transactional relationships to Share of Heart partnerships doesn’t happen by accident. It requires a systematic approach built on three foundational pillars: Goals, Roles, and Market Demand alignment.

## **The Three Pillars of Share of Heart**

### **Pillar 1: Goals Alignment**

Goals alignment means understanding what your partners are trying to achieve and showing them how your partnership helps them get there. This goes far beyond revenue targets to encompass strategic priorities, operational goals, and the individual motivations of key stakeholders.

Partners have business growth objectives around revenue, market share, and profitability. They have strategic priorities like entering new market segments, expanding service offerings, or strengthening competitive positioning. They face operational goals around efficiency, customer satisfaction, and retention rates. And crucially, the individual stakeholders you work with have personal motivations around career advancement, professional recognition, and expertise development.

Creating goal alignment requires you to articulate clearly how your products help partners achieve their specific objectives. This means providing data and case studies that demonstrate outcome achievement, designing programs and incentives that support partner priorities, and regularly reviewing and adjusting strategies as partner goals evolve.

### **Pillar 2: Roles Definition**

Roles definition clarifies what each party contributes to the partnership and how these contributions create mutual value. Clear roles eliminate confusion, reduce friction, and maximize efficiency. The key is ensuring that roles are complementary, not competitive.

As the vendor, you provide product expertise and technical support, marketing resources and lead generation support, training and enablement programs, deal support and competitive intelligence, and strategic planning and market insights. Your partners contribute customer relationship management and local market presence, solution selling and needs assessment, implementation and ongoing customer support, market feedback and competitive intelligence sharing, and portfolio management across multiple vendor relationships.

When roles are clearly defined, both parties can excel in their respective areas while supporting each other’s success. Partners know exactly what support they can expect from you, and you know what responsibilities partners will handle. This clarity prevents

duplicate efforts, ensures gaps are covered, and creates the foundation for seamless collaboration.

### **Pillar 3: Market Demand Capture**

Market demand alignment ensures that your joint efforts target real, addressable opportunities. Even with perfect goal and role alignment, partnerships fail if they pursue non-existent markets or miss emerging opportunities.

Understanding market demand means identifying current customer pain points and unmet needs, tracking emerging market trends and technology shifts, analyzing the competitive landscape and differentiation opportunities, monitoring economic and regulatory factors affecting purchase decisions, and recognizing geographic and vertical market variations.

Collaboration on demand capture requires sharing market intelligence and customer insights, co-developing go-to-market strategies for specific segments, aligning messaging and positioning for maximum market impact, creating joint value propositions that resonate with target customers, and continuously monitoring and adjusting strategies based on market response.

### **The Virtuous Cycle of Share of Heart**

When Goals, Roles, and Market Demand align, they create a self-reinforcing cycle that defines Share of Heart relationships. Success in capturing market demand helps partners achieve their goals, which validates the effectiveness of your defined roles, which motivates both parties to pursue even more market opportunities.

Partners in this virtuous cycle don't need to be convinced to prioritize your products. They do so naturally because every success reinforces the value of the partnership and creates momentum for more success. They become active advocates who proactively identify opportunities, invest time in learning your solutions, share valuable market intelligence, and prioritize your products over competing alternatives.

This is the fundamental difference between transactional partnerships and Share of Heart relationships. Transactional partnerships require constant effort to maintain partner attention and priority. Share of Heart relationships generate their own momentum, with each success naturally leading to the next.

### **Moving Forward**

Building Share of Heart relationships requires commitment, consistency, and genuine care for your partners' success. It demands that you shift from thinking about what you can get from partners to thinking about how you can help them succeed. It requires deep discovery to understand their goals, clear role definition to enable smooth collaboration, and sharp market focus to ensure your joint efforts target real opportunities.

The investment is worth it. Companies with effective channel strategies don't just grow faster—they grow more sustainably, with higher customer retention, lower acquisition costs, and stronger competitive moats. They create partner ecosystems that actively

champion their success and accelerate market penetration in ways that direct sales alone never could.

In the next article, we'll explore the practical processes for building Share of Heart relationships, including the discovery techniques that uncover partner motivations, the ongoing strategies that maintain influence over time, and the common pitfalls to avoid. The framework is clear—now it's time to put it into action.