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The Unmarked Path

Michel Clement



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Oracle's journey into Eastern Europe's mid-market businesses through a partner network, a journey of inspiration, frustration and celebration.

Outline: A book to capture the strategy and it's execution for engaging the Oracle partners in the European Eastern & Central region against the mid market during the 2004 / 2007 period.

Purpose: It is intended to o7er an insight into the innovative way in which Oracle approached the SMB market in the region by collaborating with partners and using direct marketing techniques. It is a detailed case study of the business processes that were adopted by the Oracle team to reach their goals.

In contrast to a conventional Best Practice Guide, this book tells the story of the design of the business strategy, the internal buy-in and the implementation of that strategy as a story using fictional characters. The book outlines the strategy and the decision made by senior executives with Oracle to penetrate the market through partners. It identifies the market opportunities, the basis on which Oracle leveraged its position in the market to reach a new market sector, adapting its product portfolio. The book then goes on to explore the challenges within Oracle regarding resourcing and governance, roles and responsibilities. The middle section covers the issues surrounding integration with existing operations, the challenges of motivation and reward/remuneration for multiple teams spread across several di7erent countries, the requirements of the telemarketing and direct sales functions and how they overcame obstacles to achieve success. Finally, the book outlines the rationale for the Partner HUB in detail and how this has been set up.

Authors: This book is being co-written by Michel Clement, Dr Richard Gibbs (academic consultant) and Raphael Cohen (business consultant).

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