

**PHASE 1**

**Set Your Partner  
Program Budget**

# Phase 1: Simulation Business Problem to Solve

- You are spending money to build your channel budget
- Your **annual budget** is \$2M
- Your **annual revenue goal** to achieve is \$5M
  - *The 3-5 year ramp of this program is expected to deliver a \$30M to \$50M channel in terms of indirect revenues*
- Headcount spend has already been allocated and hired; **you are building the program spend** portion of the budget
- **The Product:** “MacroSoft’s CloudOne Appliance”
  - *Managed Services Offering: ASP \$1,000 per mo./ per appliance*
- **Target market:** SMB, mid market, enterprise customers
- **Competitive landscape:** limited to one major appliance competitive vendor competes but many larger HW & SW vendors claim capabilities via alliance or OEM relationships
- **Single tier channel** of highly productive HW & SW VARs *with solution and managed services capabilities.* Annual revenues \$10M - \$40M and growing.

# IPED Vendor Benchmark Research: Helping Channel Chiefs Justify Spend

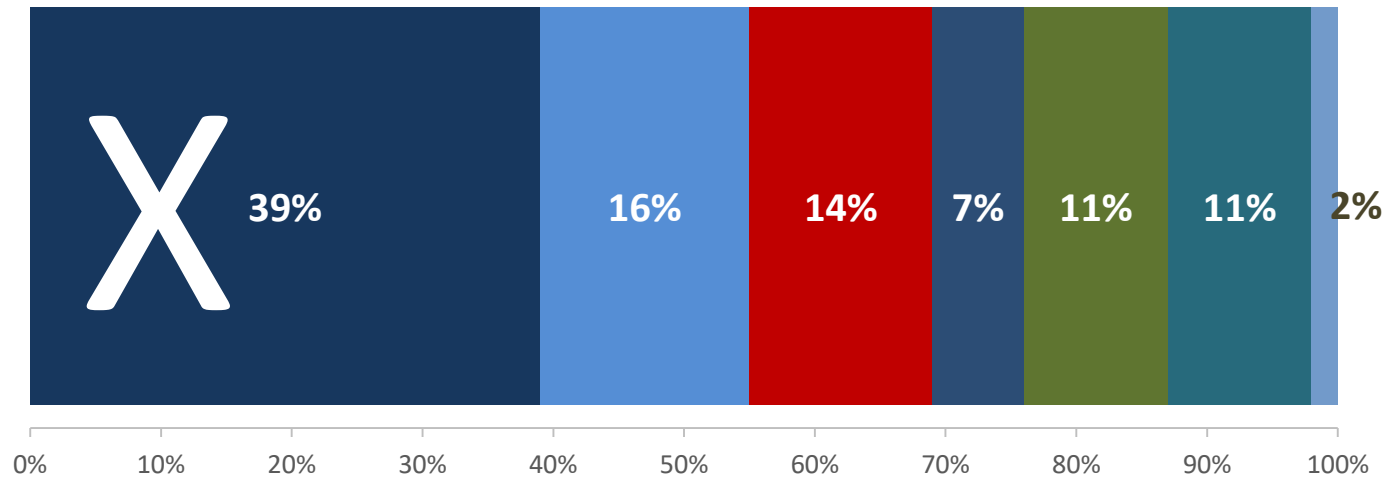
This is a Channel Chief task in real life!



You will allocate budget across these categories in your teams.

There will be no budget targeted to headcount, it has already been allocated for you!

### How is the total channel budget allocated?



All channel-related headcount

Incentives

Demand generation funds

Program or other partner marketing excluding MDF

Infrastructure and operations

Education budget

Other

N=98

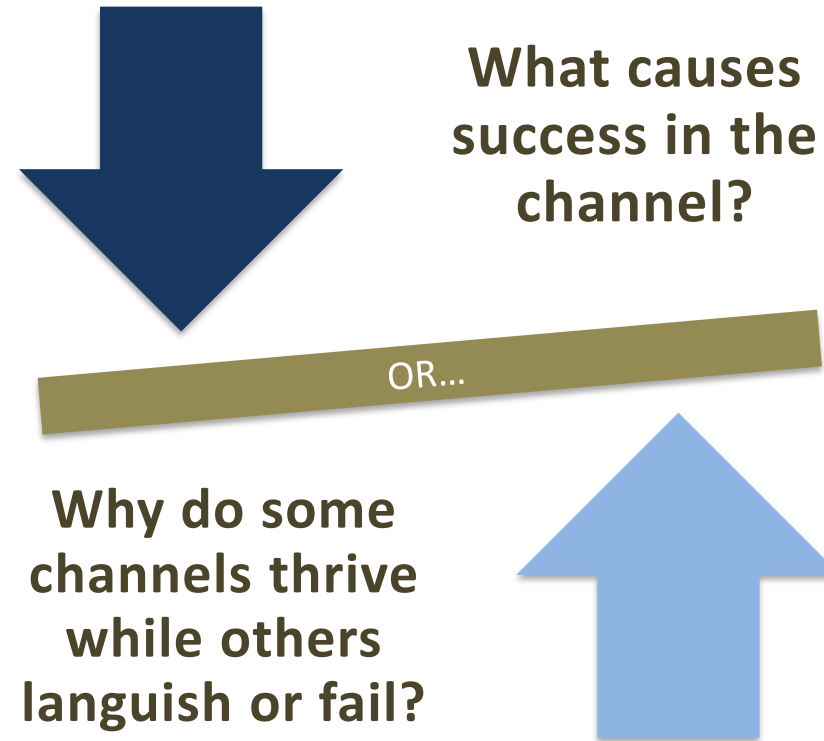
*HC has been hired,  
do not allocate  
budget to headcount*

Source: IPED Channelytics Vendor Benchmark Study

Base = All respondents; by Vendor Type

Now, what is the mix of this investment, by activity type? This should be the % of your total channel spending above, attributable to each type of activity -- not as a % of channel revenues.

# Why Might the Benchmark #s Offer Insight, but Not the Entire Answer?



# The Million Dollar Channel Answer...Channel Context & Strategy is Critical

## Avoid One Size Fits All... What are the Stated Objectives?

Is It Possible To Do All Of  
These At The Same Time?



This is **“Channel Context”** ...  
and there is **NO SUCH THING**  
as a Single Right Answer

- New or Mature Product?
- New or Existing Channel?
- A Program for the Masses or Targeted Few?
- Volume/Commodity versus Complex Solution?
- Customer Target Market Enterprise or SMB?
- Which Routes to Market? Customers they Reach?
- Fulfillment versus Value-Add Channel
- Product and Brand Awareness & Share

# Let's Use a Methodology Based on Context to Solve our Simulation Business Problems



## PRODUCT STRATEGY

### REQUIRED INPUT

- ✓ Product ASP
- ✓ Target Markets
- ✓ Buying Behaviors
- ✓ Competition

## CHANNEL STRATEGY

### RTM

- ✓ Routes to Market Selection
- ✓ Partner Profile Development
- ✓ Value Proposition Development

### Capacity

- ✓ Partner Productivity Assumptions
- ✓ Capacity Planning

## PROGRAM DEVELOPMENT

### Enable

- ✓ Sales & Technical Training
- ✓ Tools & IP Sharing
- ✓ Field Mentoring or teaming

### Market

- ✓ Market to, through, with strategy
- ✓ Demand generation tools
- ✓ Co-marketing funds & rules

### Sell

- ✓ Pre- and post-sale support
- ✓ Incentive structures
- ✓ Pricing and discount models
- ✓ Deal Registration

## FIELD EXECUTION

### Recruit

- ✓ Staffing model
- ✓ Onboarding activities
- ✓ Role of distribution

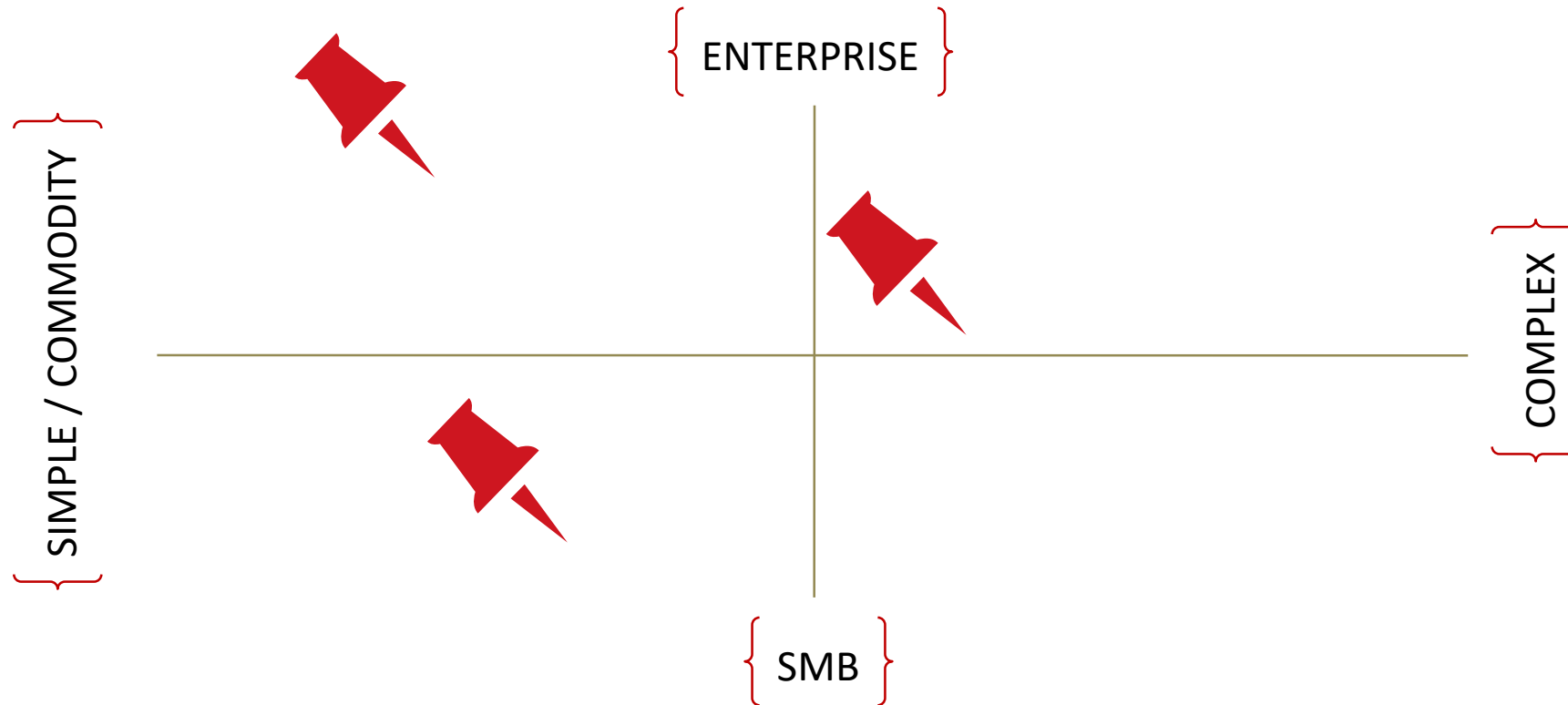
### Manage

- ✓ Program metrics management
- ✓ Joint business planning
- ✓ Rules of engagement



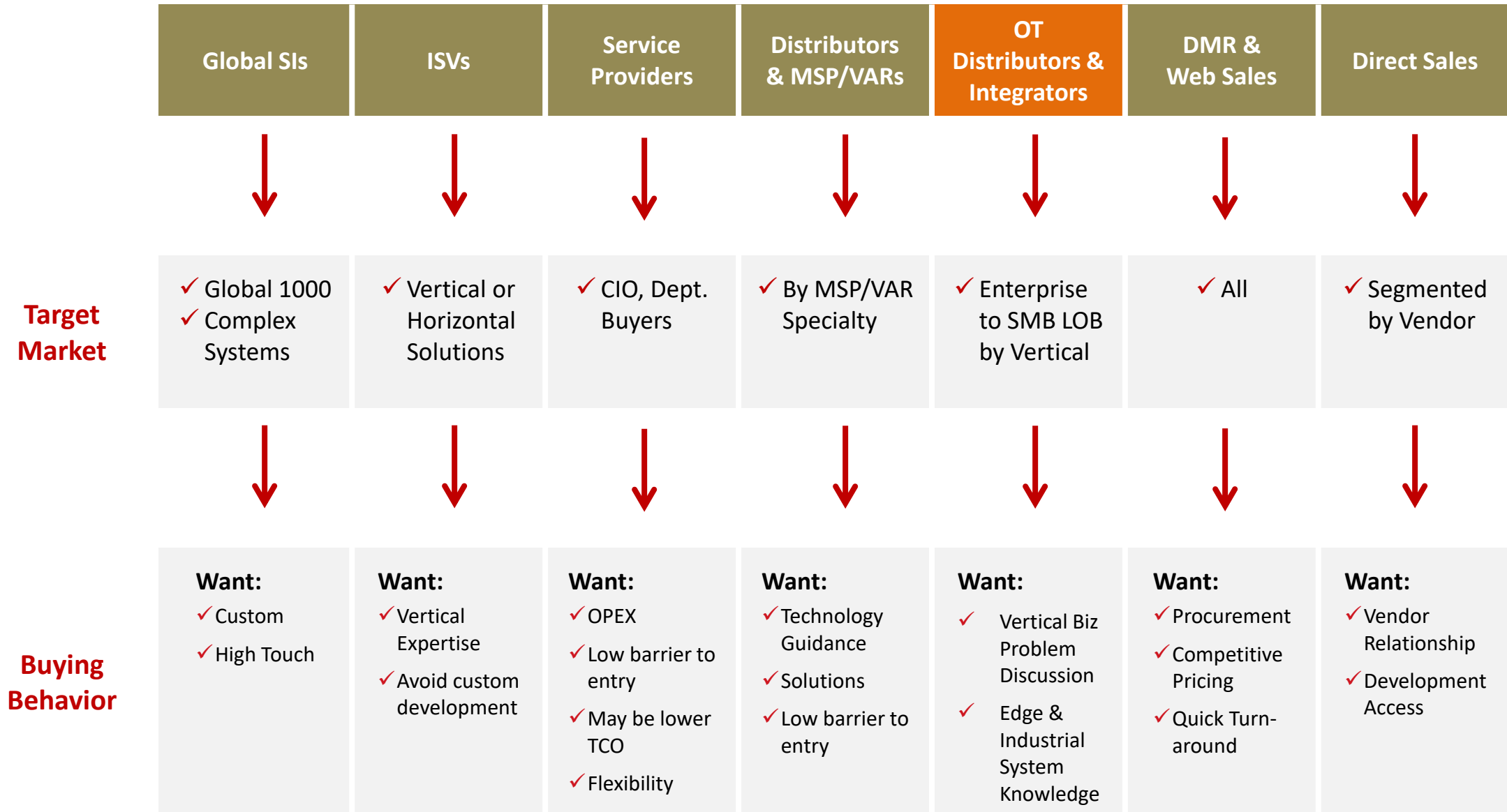
**SUPPORTING INFRASTRUCTURE (PRM, 800#, SUPPORT LINE, PORTAL)**

# Which Target Markets are You Going After?



✓ *Different again for components or embedded software versus whole products*

# Which Partner Business Models have Access to the Target Markets?





# A Solid Partner Profile Is Essential! Sample: Hybrid MSP/VAR Partner Profile

## Partner Potential

**PRODUCT ADOPTION RECORD:** The entire Product Line to enable cross-sell

**ENABLEMENT:** Sales, Operational, Technical Training, Support Capabilities

- Dedicated Sales Staff Trained (Qty.)
- Technical staff trained for both pre-sales design/configure & post-sales implementation
- Operations staff trained for Managed Services Delivery

**CAPABILITIES:** Dedicated Marketing coordinator, matches MDF, tracks leads and reports back on MDF usage

**HW, SW, SERVICES MIX:** 25%-25%-50%

**TOP LINE REVENUE GROWTH:** 10%

## Revenue

### REVENUE/SALES:

- Target: \$10 - \$40M annual revenues
- Vertically targeted customers with specialization in our target markets and products
- Receives high customer satisfaction feedback, has customers ready for be references
- Last FY annual or recurring or product revenue \$XXX,XXX

**SAMPLE SALES CRITERIA:** Customer Target Markets, Industry Verticals, Horizontal Solutions, Customer Satisfaction, References, Average Deal Economics, Transaction Volumes

- Account Alignment: Quantity of accounts in your named territory segmentation
- Access to Whitespace Accounts: Low, Medium, High

**BTW... You will rarely find a partner that meets the profile EXACTLY. Judgment is required.**

**In real life**, as you build your program features, you need to know if you are building for or accommodating 1000s of partners or 100s of partners.

Most channel chief reviews, with management, include an assessment of the number of partners required to achieve annual revenue goals.

Capacity Plans model these numbers.

# Capacity Planning Helps Identify How Many Partners are Required for Recruitment

RESALE Example

INFO REQUIRED	
Product Average Selling Price (ASP) of a deal @ Net Revenue	\$10,000
Number of Deals Average a Typical Partner Can Sell / Year	10 / Year
My Annual Quota	\$1,000,000
Recruitment Failure Rate: <i>(Historically what % of partners recruited do not achieve AT LEAST 80% of the # of deals the Average Partner sells per year?)</i>	30%

Reporting Tools

Tribal Knowledge

## CALCULATIONS

**Average Partner Productivity Per Partner =**

Product average selling price (ASP) \* number of deals partner can sell/year

\$100,000

**Number of Partners Required =**

Quota / average partner productivity/year (round up)

10

**Number of Partners Likely to Fail =**

Recruitment failure rate \* number of partners required (round up)

3

**Final Number of Partners to Recruit =**

Number of partners required + number of partners likely to fail (round up)

13

*In this example, all numbers are net revenue to the vendor.*

# Capacity Planning Worksheet for MRR: Estimate the Number of Partners to Recruit

**From the Navigator we find the following info:**

- Net Revenue Average Selling Prices (ASPs) \$1,000/month
  - less 25% discount

**We chose ACV for Simulation purposes only:**

- **All deals generate 12 months of MRR revenue using Annual Contract Value (ACV) without regard to the month in which they close**

**In real life, there are several options when MRR is involved:**

- One month of MRR is recognized monthly over the life of the contract
- 12 months of MRR is recognized up front with likely auto-renew, aka, the **Annual Contract Value (ACV)**
- In some cases, 36 months or MRR is recognized up front, aka, the **Total Contract Value (TCV)**

**We will use ACV for Capacity Planning purposes and MRR for Partner Value Propositions**

# LAUNCH Year Capacity Planning Worksheet for MRR....**Complete as a Team**



MRR Example

Launch Year Capacity Plan (First Year Revenue for New Program)			
FOR SIMULATION EASE ONLY: <b>ASSUME ALL PARTNERS ARE ON BOARD MONTH ONE</b> and Deals are recognized at ACV			
	Average Selling Price (ASP) at the ACV = (MRR * 12 Months)	Typical # Sold /Year	Sub-total (ASP * # sold/yr)
Year 1: New MRR Deals @ \$1000/month	\$12,000 /year	10	\$120,000
Total = Average Productivity Per Partner / Year 1 (list price)			\$ 120,000 @ list
Less Partner Discount (per Navigator = 25%)			Less \$ 30,000 \$ discount
Equals Net Productivity Per Partner / Year 1 (net to MacroSoft)			\$ 90,000 @ net

**Annual Quota?** \$5,000,000 net (after 25% discount)

**Failure Rate =**  
 (% of partners recruited historically that don't make revenue expectations) 30%

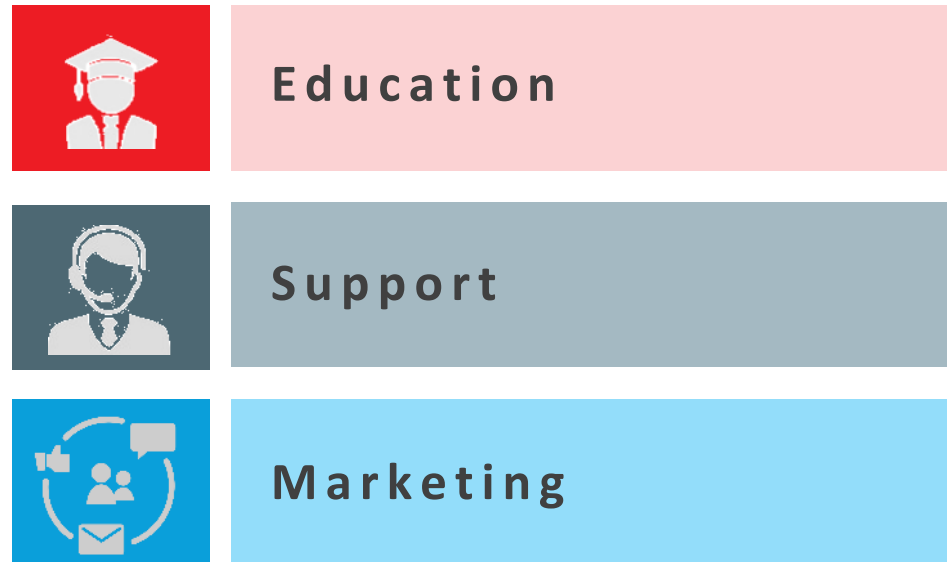
**Number of Revenue Producing Partners Required =**  
 (annual year quota / net average productivity per partner / year (round up)) 56

**Number of Partners Likely to Fail =**  
 (failure rate \* number of partners required (round up)) 17

**Final Number of Partners to Recruit =**  
 (number of partners required + number of partners likely to fail (round up)) **73**

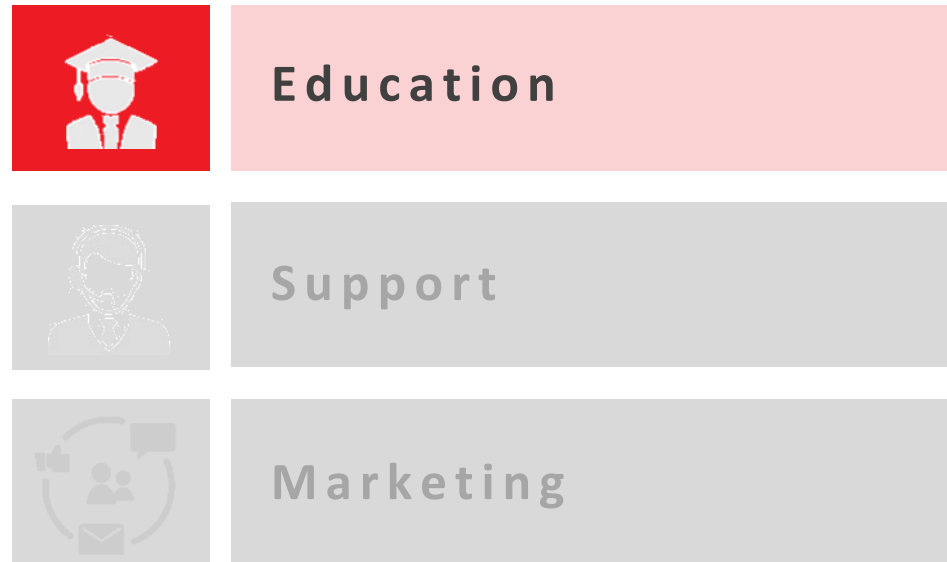
## Based on the Ideal Partner Profile...

Let's prioritize the type of benefits required to make that partner immediately successful in the ROLE he/she is playing with your product, service or solution.

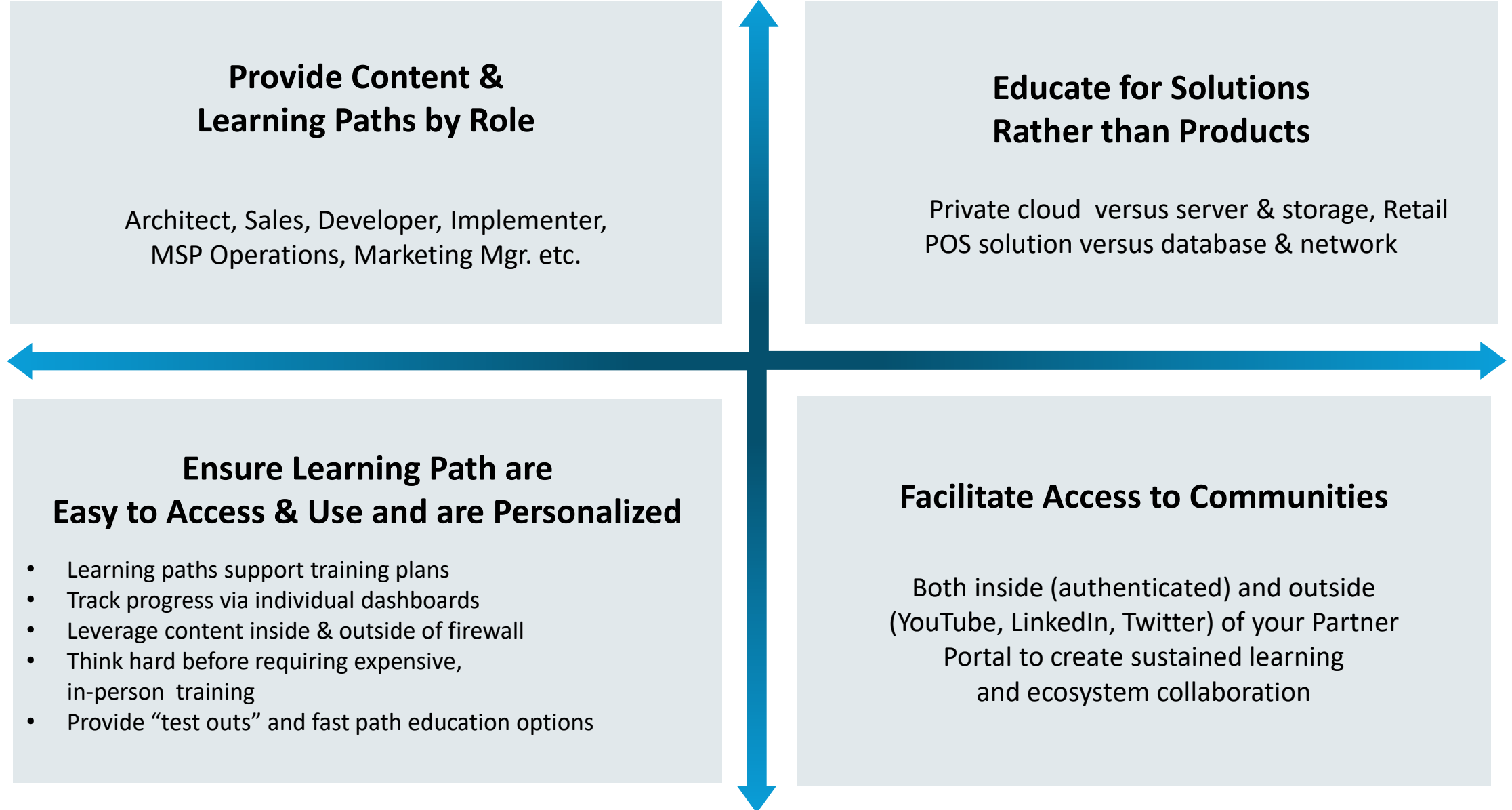


## Based on the Ideal Partner Profile...

Let's prioritize the type of benefits required to make that partner immediately successful in the ROLE he/she is playing with your product, service or solution.



# Start with: Vendor Education Infrastructure Needs





# Add Partner Priorities

Pre-Sales Resources		Post Sales Resources	
1	Technical Product Training	1	Configuration and Integration Training
2	Competitive Training	2	Architecture and Design Training
3	Configuration Training	3	Product Optimization and Tuning Training
4	Vertical Industry/Business Value	4	Project Management
5	Advanced Architecture/Solution Design Training	5	Level 1 Product Support Training

How do your Education offerings map to these?

Source: IPED State of Partner Enablement – Technical

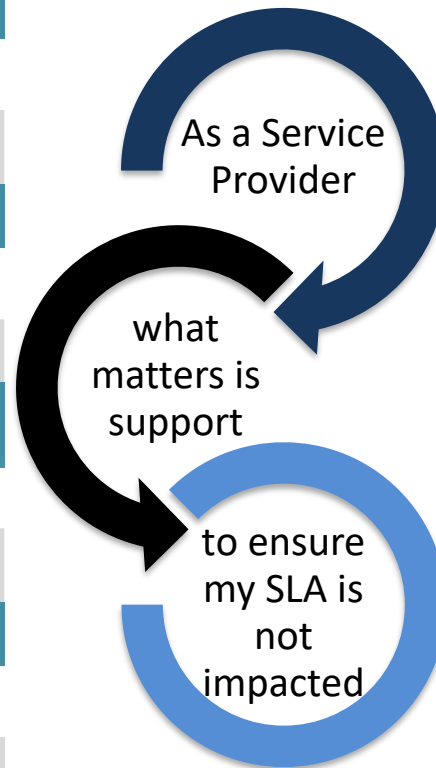
Q: Please rank the most critical skills requirements you need addressed by vendor training for pre-sales resources .

Q: Rank in priority order the most critical skills requirements you need addressed through vendor training for post sales technical services.

# Include As a Service Education & Support Delivery for MSPs

## THE MSP EDUCATION PROCESS

*"The right sales education is hard to find."*



## Pre-sales support through Mentoring Program

### Azure Mentor Program (AMP)

**Program Goals**  
Kick start your Azure Practice with a customized technical plan, help with pre-sales and deployment, and post-deployment support using your MPN benefits

**Accelerate the sales cycle** with deal-specific, pre-sales technical support to confidently close and deploy your first several customer opportunities

**Success**  
Deploy up to 5 Azure solutions deployed within 6 months  
Attain the Silver Cloud Platform Competency  
Ability to build a profitable Azure and/or EMS practice

Interested? Contact your PSE and [USCESMBHelp@microsoft.com](mailto:USCESMBHelp@microsoft.com)

*"Regarding education, our needs are a bit different. We're an MSP, web based, free or on-site for our team works. I don't think I should have to pay to understand how to sell the product."*

*"We would pay for post-sales support then pass that on to the client in our service level contracts."*

# Check for Realistic “Number of Training Days” Goals

## Days of Vendor Training Annually **Across all Vendors** (by role and business model)

e.g. NOC Operators  
NOT back office operations staff

	Days of Vendor Training (avg.)		
	VAR (n=53)	MSP (n=47)	Consultant and SI (n=48)
Pre Sales Technical Staff	10	9	7
Post Sales Technical Staff	10	6	5
Telephone/Help Desk Support	9	10	4
Break/Fix Onsite Support	8	7	5
MSP Operations Staff	9	9	7
Customer Success Team	9	6	5

How do the # of days your program require map to the number above?



How do you balance against complex MSP and IoT Programs based on far greater investments required.

IPED Research Note: # of days have been rounded up as appropriate

Source: IPED State of Partner Enablement Study

Q: Approximately how many days of vendor training annually do the following staff members attend (all delivery methods, online, in-person)?

# Factor in Partner Education Delivery Preferences when Possible

## Vendor Training Delivery Methods

Facilitates weekend training!


SALES		
1	Lunch n' Learns	On-site
2	Distance learning – self-paced	On-line
3	In-person training	On-site
4	In-person training	Off-site/ classroom
5	Distance learning – instructor led	On-line

TECHNICAL		
1	Lunch n' Learns	On-site
2	Distance learning – self-paced	On-line
3	Distance learning – Instructor led	On-line
4	In-person training	Off-site Classroom
5	In person training	On-site

*"What matters is fast and efficient. Let me download materials/audio and use while I drive." (non-major metro area)*

*"Different people learn in different ways; for some people a (recorded) webinar is a waste of time because you can't ask questions." - \$2.8M regional VAR*

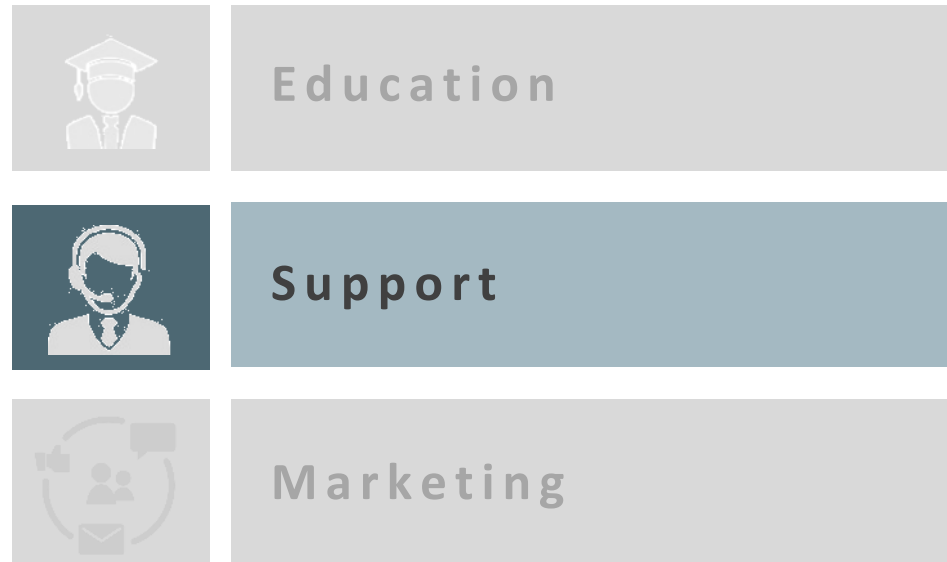
# Education: Biggest Inhibitors...Does the Partner Believe You Understand?

- 
- ✓ **Time and Money**
  - ✓ **Return on Investment**
  - ✓ **True Opportunity Costs:**
    - Keeping the business running while participating in education
    - Pulling people out of the field
    - Project delays if we pull people off projects to train
    - SLA impact if we pull people off the NOC/management to train
  - ✓ **Access to enablement resources, post-training**
    - Demo/lab gear
    - Technical sand-box
    - Access to vendor field technical staff

“ The ideal length of training should be **less than 2 hours.**”


## Based on the Ideal Partner Profile...

Let's prioritize the type of benefits required to make that partner immediately successful in the ROLE he/she is playing with your product, service or solution.



# Support: Access to Product & Field Technical Staff are Critical for Managed Partners

## Prioritized Technical Enablement Resources

- Early access to product highly value
1. Equipment for our lab 
  2. Access to product/solution training pre-product launch
  3. End-customer placed trial and pilot equipment
  4. Access to vendor lab for customer demos
  5. Early release product announcement info
  6. Beta program participation
  7. Access to product developers

# 86%

of solution providers prioritize **access to vendor field technical staff** post-training as critical to technical enablement

“Vendors are missing both the tech side and the sales sides by not offering gear ...

*It lets me get my techs on board with the product – then techs talk it up to sales guys.”*

– Regional VAR

Source: IPED State of Partner Enablement Study

Q: Please rank in terms of importance access to the following technical enablement resources

Q: What are the biggest weaknesses in current vendor (technical) enablement efforts? (rank top 4)

# Pre and Post Sales Support: How do these offerings affect a partner's P&L?

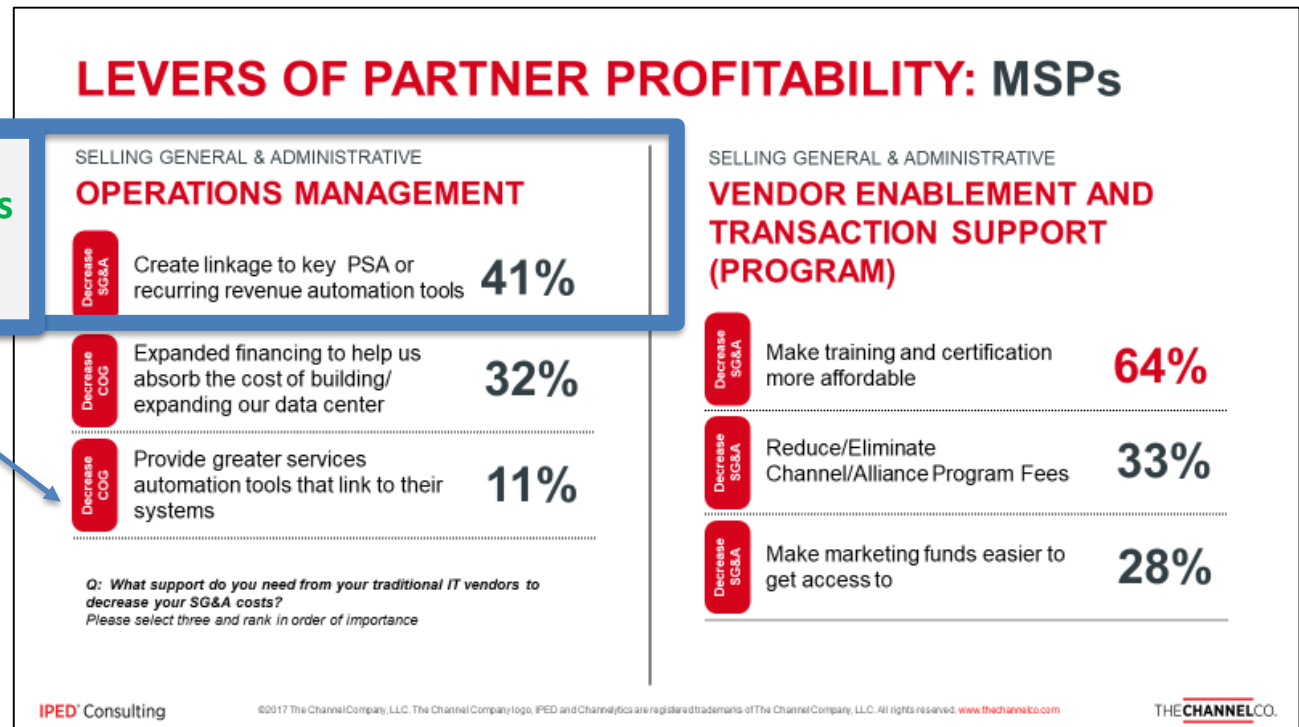
All Partners

## Technical Support Offerings:

- 800# Unlimited
- 800# Limited Calls
- Field based technical staff
- Field based services division mentor
- Distributor technical resources
- Demo Systems, Not For Resale Code

## For MSPs:

- Expedited Support Processes: to Support SLAs
- PSA: Professional Services Automation & RMM: Remote Monitoring & Management Integration
- Customer Success Processes: Service adoption rates and renewal motions, LAER etc.





# MSP PSA Integration & Elevated Levels of Support Samples



Simplify Your Cisco Business


## Streamline Process & Grow Sales with ConnectWise Solutions

ConnectWise solutions are designed to address the unique challenges of managing your Cisco® lines of business. See how our integration with Cisco tools helps you save time, sell more, solve invoicing nightmares with cloud billing software, and gain more insight into your business.

- Quote Anytime, Anywhere**  
By using technology built in the cloud, your quote and proposal process is free of on-premise limitations. Deliver richly branded quotes, attach supporting documents, make changes on the fly, and receive customer approvals via built-in e-signature, no matter where you are.
- Automate Your Cisco Quotes**  
Reduce your Cisco quoting process from hours to minutes when you dynamically import complex spreadsheets such as Cisco CCW BOMs, or quotes from your distributor, with just a few clicks. While importing, you'll calculate your customer's pricing, customize product descriptions, and hide unwanted line items from the quote.
- Drive Smarter Business Decisions**  
ConnectWise Sell Intel – our Microsoft® BI content pack – utilizes your quoting and sales information to track key business metrics and deliver intelligent reporting. Easily build custom dashboards that show your progress towards Cisco rebates, or plan for the future with automatic forecasting.
- Ticket Everything**  
From emails to phone calls to live chats, enhance your help desk ticketing system by automatically tracking and capturing service communication for a history of every issue resolution.
- Ease Billing Pains**  
Automated invoicing allows you to save time, reduce errors, profit from prorating, and deliver your customer a single, consolidated monthly invoice for all services.
- See Everything & Stay Proactive**  
Gain increased visibility into all your Cisco solutions, and monitor proactively for superior productivity and enhanced customer satisfaction.

*“I only work with products that integrate with ConnectWise. Billing, service delivery & management integration allowed me to double revenue while maintaining expense. As a result, my profitability increased!”*

Mid-market MSP




**Hewlett Packard Enterprise**

## Proactive Care Service – Partner Delivery Program

**HP will provide to authorized service partner:**

- HP Remote Support Team for L3/L4 Severity 2+ incidents
- Remote support service coverage window to achieve 24x7
- Accelerated escalation management
- Firmware release and software patching analysis
- Proactive scan of covered HP equipment
- HP Advanced Solution Center technical resources
- Access to electronic support information thru the HP Support Center portal


**Channel Masters MSP Partner Panelist:** *“I need an elevated level of support. You can tie it to certification or other requirements.”*



Read Bio >



Read Bio >



Read Bio >

## Based on the Ideal Partner Profile...

Let's prioritize the type of benefits required to make that partner immediately successful in the ROLE he/she is playing with your product, service or solution.



# Marketing is Strategic to Business Growth but Planning and Skills are Declared Weaknesses



## ▶ MARKETING'S ROLE IN COMPANY'S SUCCESS

**Critical – 49%**  
**Important – 41%**  
**Doesn't Have a Role – 0%**

*Q: How does your company view marketing as it relates to their success in the future? (1 – 7 scale agreement); %'s represent top two agreement categories*

**~70%**  
 say marketing is important or critical to their company's future

## ▶ CREATE A REGULAR MARKETING PLAN?

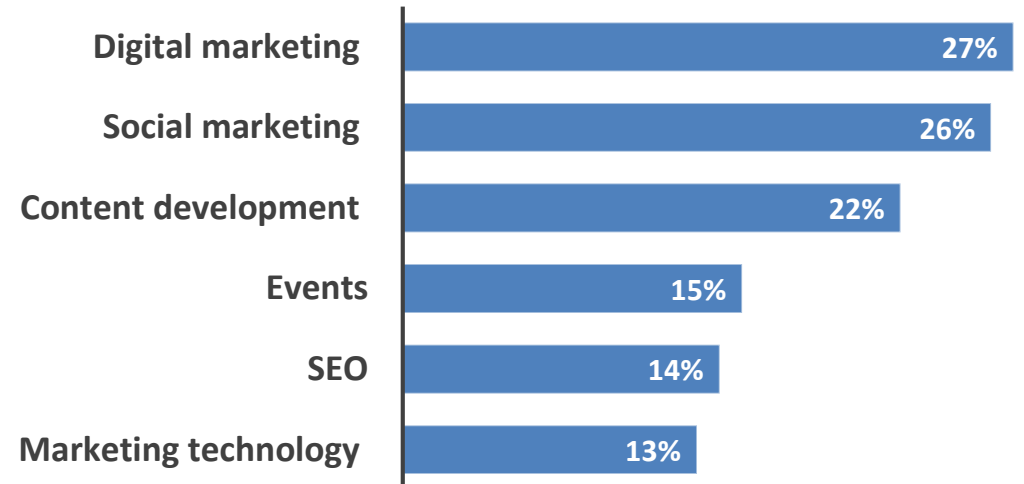
**41%**



**ALWAYS**

SOMETIMES	32%
<b>NO</b>	<b>11%</b>
ONLY AS KEY SUPPLIERS REQUIRE	16%

## ▶ SKILLS DESIRED IN NEW MARKETING EMPLOYEES



Source: IPED State of Partner Marketing

Q: How does your company view marketing as it relates to their success in the future?

Q: Does your company create a regular (annual, quarterly) marketing plan as a key component of your business plan?

Q: In which of the following areas will your company look to focus when hiring these new marketing employees?

# Formal Marketing Certifications Becoming a Common Education Offering

Formal accreditation; required at the Gold program level





- Marketing curriculum and training modules count towards partners' accreditation and program tier eligibility
- Focus on building digital and social marketing skills
  - also tied to Dell's "Four Transformations"



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Welcome to the Cisco Marketing Velocity Hub! Offering you marketing best practices from across the farthest reaches of the Web.

**Facebook Audience Insights - A Beginners Guide**  
Audience Insights helps  
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**New Ways to Connect Workspaces**



**Cisco Partner Marketing Professional**

Visit today at [www.cisco.com/go/marketingprofessional](http://www.cisco.com/go/marketingprofessional)

**Dell EMC PARTNER PROGRAM**

**Dell EMC Partner Academy**  
Inspiring excellence. Empowering your business.

**Marketing accreditation:**

> **Partner Academy: Marketing Institute**

Curriculum-based training through required and elective based courses built to redefine a partner's education around available Dell EMC resources and industry trends and behaviors to help with marketing efforts.

	Dell EMC resources and industry trends and behaviors to help with marketing efforts.		Pre-packaged or custom-built campaigns through agencies:
	Define and download marketing strategy and customer-facing content:		> <b>Marketing Concierge</b>
	> <b>Campaign Playbook</b>		Supports partners in the development and execution of Dell EMC initiatives. MDF can be utilized and the agencies can help partners penetrate new markets, customers and/or prospects to potentially uncover new opportunities.
	Partners receive direct access to a wide range of marketing materials including infographics, videos, white papers, ad banners, event presentations, sales activation packs and customer references.		
	Build and execute to activate campaigns:		Merchandise and swag:
	> <b>Marketing Platform</b>		> <b>Dell Event Shop</b>
	NO-COST marketing automation tool that can turn websites into a dynamic sales and marketing platforms. Provides content syndication, automated email marketing and social media marketing.		Partner site to purchase co-branded items from tchoccke items to tablecloths for their activities.

# For Your Un-managed Partners, What % are Utilizing Your Portal Marketing Assets?

## PARTNER MARKETING SUPPORT DELIVERY MODELS

### PARTNER SELF-SERVE

## What % are using portal materials?

### VENDOR SUPPORTED

43%

VENDOR  
MANAGED  
18%

*Vendor and/or partner materials, managed as a complete campaign; managed by vendor on an ongoing basis*

*Vendor supports partner planning, materials and/or execution; partner leads*

*Templated materials & content made available for partners to customize & create campaigns around; partner is autonomous*

### Best of Breed Partner Marketing Programs:

- Offer all three engagement models
- Offer marketing agency support to assist with sustained (portal) utilization and execution
- Build independent skills
- Offer automation that supports access to self-service marketing (ranked #1 automation benefit)

# Partners Claim MDF Program Complexity and Lack of Staffing as Top Inhibitors

## Partner Marketing Inhibitors

### Partners Perceive MDF Program Barriers

Rank	Issue
1	Approval complexity or timing for proposal-based MDF
2	Lack of MDF predictability for 6+ mo. planning
3	Insufficient MDF funds available
4	Complexity of rules for eligible activities
5	Insufficient vendor marketing staff to help plan & execute campaigns

*“Our #1 inhibitor is lack of full time staffing -- we have 2 FTEs, we supplement with outside firms. Lack of funding is 2<sup>nd</sup>, lack of budget is 3<sup>rd</sup>.”*

*“Quarter by quarter approval of funds doesn’t work, as we can’t plan. If you can’t tell me what my 2019 funds are in January, I can’t write a plan with you to execute and staff for the year.”*

# Marketing Best of Breed Vendor Examples: Easy to Access, Turn Key and Digital-Enabled

*“Adobe has great templates and microsites.”*



*“Nutanix content is very good.”*

- easy portal
- list buying through 3<sup>rd</sup> party
- list development

**NUTANIX**

*“Citrix Marketing IQ Portal”*

- Great interface
- Great content
- Proposal based”



*“Datto marketing offerings are superior. By making it simple partners use it, and it works, so partners engage.”*

- They set up webinar to attend; email blast and 5 nurturing emails in between.
- Full product info on portal
- Designated person to help craft healthcare HIPPA campaign
- Datto University teaches us requirements and how to size (medical vs. hospital and how to go after new markets)
- Datto helps do this for \$1,000/year
- We can use MDF to pay for it.

**datto**

*“The best marketing support is from VMware.”*

- Client-facing microsites branded for customer
- Fed by an email lead nurturing campaign (3-5 emails)
- Laid out over 3 – 5 weeks with activity coming from us
- They hired a marketing firm to host drip campaigns



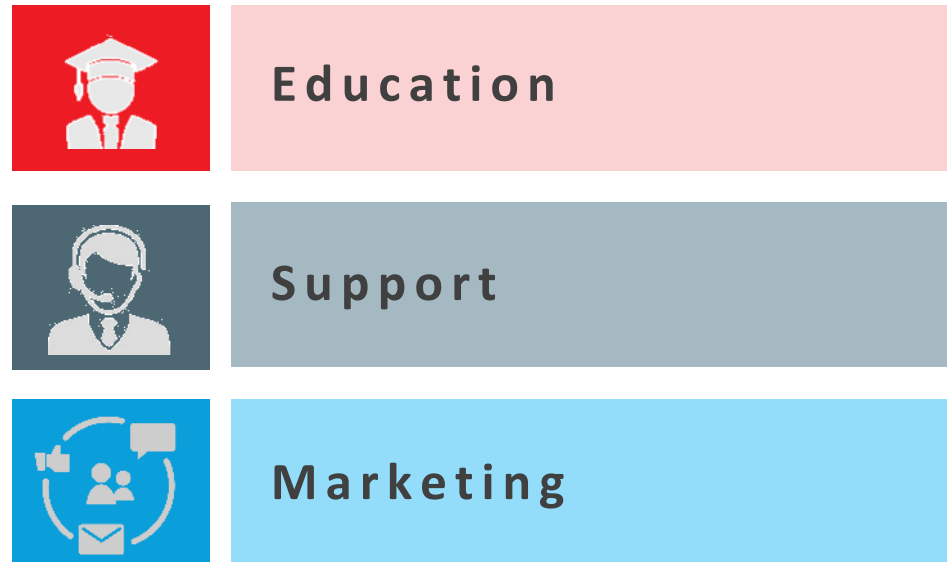
*“Lenovo Campaigns are very good.”*

- Web browser access to see what leads are coming in.
- I can get back to the customer in 5 minutes
- They use OneAffiniti automation platform

**Lenovo**

## Based on the Ideal Partner Profile...

Let's prioritize the type of benefits required to make that partner immediately successful in the ROLE he/she is playing with your product, service or solution.







# **Team Workshop Phase 1**

**Set Your Partner Program Budget**

# Phase 1 Worksheets Required to Complete the Workshop

Please pull from the back pocket of your binder.



## PRODUCT STRATEGY WORKSHEET



Complete the Product Strategy for: MacroSoft CloudOne Appliance

### 1. Target Markets:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### 2. Average Selling Price as Monthly Recurring Revenue (MRR):

\_\_\_\_\_

### 3. Describe the Competition:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### 4. Describe the Typical Buyer:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### 5. For What Use Cases:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### 6. What is the Profile of the Ideal Partner You are Trying to Recruit?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

ChannelMasters<sup>®</sup> Name: \_\_\_\_\_ Company: \_\_\_\_\_



## CAPACITY PLANNING WORKSHEET



### Launch Year Capacity Plan (First Year Revenue for New Program)

FOR SIMULATION USE ONLY:  
 ASSUME ALL PARTNERS ARE ON BOARD MONTH ONE and Deals are Recognized at ACV

	Average Selling Price (ASP) at the ACV = (MRR * 12 Months)	Typical # Sold/Year	Sub-total (ASP * # Sold/Year)
--	--	---------------------	-------------------------------

Year 1:  
 New MRR Deals @ \$1,000/mo.      \$ \_\_\_\_\_ /Year

Total = Average Productivity Per Partner/Year 1 (list price)      \$ \_\_\_\_\_ @ list

Less Partner Discount (per Navigator = 25%)      Less \$ \_\_\_\_\_ \$ discount

Equals Net Productivity Per Partner/Year 1 (net to MacroSoft)      \$ \_\_\_\_\_ @ net

Annual Quota?      \$5,000,000 net (after 25% discount)

Failure Rate =  
 (% of partners recruited historically that don't make revenue expectations)      \_\_\_\_\_ %

Number of Partners Required =  
 (annual year quota/net average productivity per partner/year (round up))      \_\_\_\_\_

Number of Partners Likely to Fail =  
 (failure rate \* number of partners required (round up))      \_\_\_\_\_

Final Number of Partners to Recruit =  
 (number of partners required + number of partners likely to fail (round up))      \_\_\_\_\_

ACV (Annual Contract Value)  
 MRR (Monthly Recurring Revenue)

ChannelMasters<sup>®</sup>



## Match Your Spend Priorities to the Navigator Simulation Buckets



	Incentives (OPEX only and includes business development funds*)	Demand Generation Funds (includes all MCF)	Program or Other Partner Marketing Activities (excluding MCF)
Description	This category includes all of the program elements associated with partner incentives to drive: • Product sales • Education • Training behavior, etc.	This category includes all of the program elements that are related to driving end user demand with and through your partners.  Note: this does not include corporate and user demand generation, advertising, trade shows, etc.	This category includes all of the program elements that relate to marketing your program and all aspects of "marketing" to your partners.
Includes: <small>These are items that may be included in this budget section. This is not an exhaustive list, so other items can be included.</small>	<ul style="list-style-type: none"> <li>Business development funds</li> <li>Sales SPIFFs</li> <li>Rebates</li> <li>Performance incentives</li> <li>Deal registration incentives</li> <li>Special pricing programs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>End-user targeted advertising</li> <li>Promotions</li> <li>Marketing activities designed to generate qualified leads</li> <li>Trade show participation</li> <li>Joint seminars, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Channel based print/web advertising</li> <li>Industry events</li> <li>Emails</li> <li>Newsletters</li> <li>Self-created webinars</li> <li>Partner road shows, etc.</li> </ul>

\*This includes OPEX funds only so do not confuse this with any contra-revenue items or discussion. We will address contra-revenue later in the Channel Masters curriculum.

## Simulation Buckets

Continued...

	ChannelMasters <sup>®</sup>	Other
Description	program elements that are necessary to: • Execute and implement your partner program • Support partners during sales engagements	This category includes all of the investments outside of what is listed. This is intended to be a place to add creative ideas that might be outside of the normal investments.
Includes: <small>These are items that may be included in this budget section. This is not an exhaustive list, so other items can be included.</small>	<ul style="list-style-type: none"> <li>Partner portal (content updates)</li> <li>Pre-sales technical support for partners</li> <li>Eval units and proof of concept sessions</li> <li>Post-sales tech support for partners (above normal tech support)</li> <li>Concierge services</li> <li>Professional services support</li> <li>Technical best practices, etc.</li> <li>Automation systems</li> </ul>	<ul style="list-style-type: none"> <li>Technical training programs</li> <li>Product or solution certifications, training webinars/in-person sessions</li> <li>Product training for sales reps</li> <li>Sales webinars</li> <li>Customer education</li> <li>Competitive positioning, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>Focused investments in a targeted competitive partner</li> <li>Ability to make un-budgeted investments (i.e. consulting assistance) in the real world that is not part of standard partner operations, etc.</li> </ul>

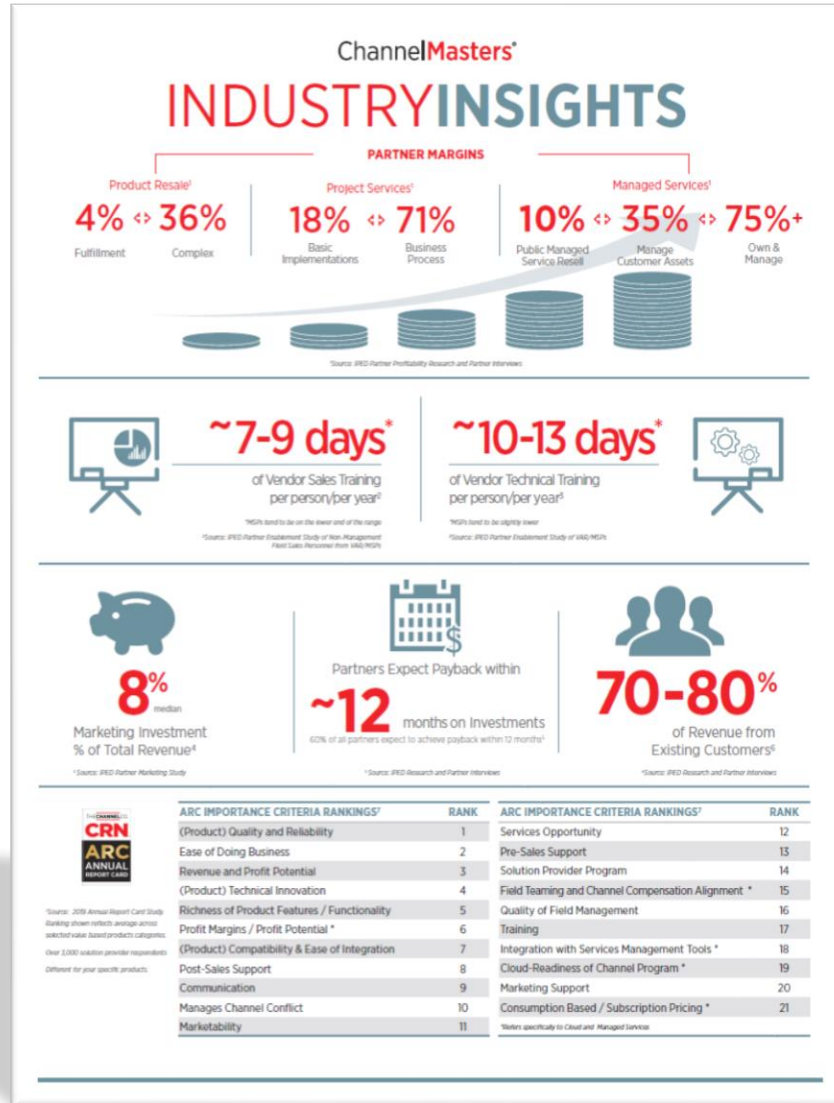
OCTOBER 2019 - PHASE 1

PHASE 1

PHASE 1



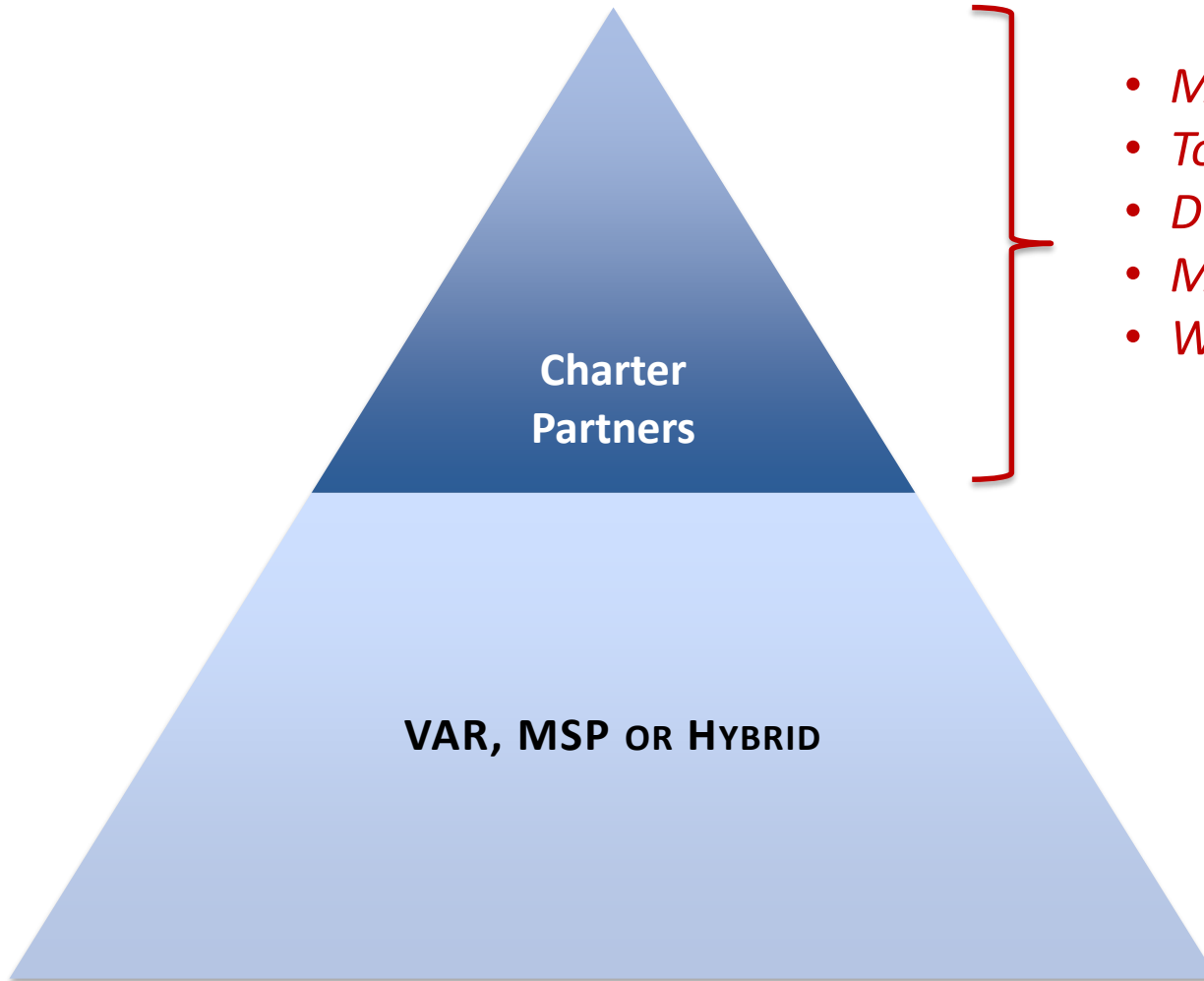
# Posters In Each Team Room Offer Additional Considerations



Note: CRN Annual Report Card (ARC) partners rank vendor evaluation criteria. Ranking shown reflects average across selected value based products categories.

Newer solutions may require different priorities.

# The First Program is One With no Tiers nor Tracks. You Are Recruiting “Managed” Partners.



- *Managed Partners*
- *Top group to start*
- *Designated CAMs*
- *May write business plans*
- *Will have high value contact with MacroSoft*

Partners who join after this charter group will be supported with more programmatic benefits until they earn their way up a new program with levels.

# You Now Have Your Channel Context and Some Best of Breed Program Examples!

Context Factor	Your Simulation Context
<b>COMPANY</b>	Newly established division utilizing direct sales, DMR and National Solution Providers
<b>PRODUCT</b>	MacroSoft's CloudOne Appliance™
<b>CUSTOMER</b>	Small, upper mid market, enterprise departmental who may have the following needs: Backup Disaster Recovery, Web Based Applications, IoT, Etc.
<b>CHANNEL</b>	Single Tier, services capable value added solution providers with managed services
<b>RESOURCES</b>	People, Programs, Budget, etc.
<b>OBJECTIVE</b>	\$5M Revenue on a \$2M budget spend. Set Program Funding to <b>Build out Program... Recruit ... Enable ... Win</b>

## Use Cases

- Managed Security or Networking
- Digital Ready Infrastructure
- Hybrid Cloud Server
- IoT/AI Server
- Backup-Disaster Recovery
- Any LOB or Departmental Enterprise Server

## Key Product Features:

- Cloud management and IoT platform
- Self-contained hardware unit
- Built in security and network
- Pre-integrated access to most major public cloud offerings
- Open APIs

## Customer Business Value:

- Reduced costs
- Faster time to market
- Reduced risks

## Sold as MRR:

- Consumed by MSP or placed with customer in order to offer a service
- Priced as a service

# Now, **Prioritize** Your Budget Spend Priorities for Your Ideal Partner

All are important,  
**RED** Indicates Partner Priorities

## Product Led Resellers

- ✓ Predictable product flow
- ✓ Competitive SRP pricing & Rebates
- ✓ **Strong brand presence**
- ✓ **Clear, stable front-end margins**
- ✓ On-line sales & technical training
- ✓ Deal protection/reg.
- ✓ Affordable training
- ✓ Access to Channel rep
- ✓ Minimal channel conflict

Simplicity & affordability

## Project Based Services

- ✓ **Reference architectures**
- ✓ Technical training, architectures & tools - **Certification/Specializations**
- ✓ Clear rules of engagement (w/vendor, partners & field sales)
- ✓ **Co-marketing/MDF, Incentives/Rebates**
- ✓ Use-cases and references
- ✓ **Prof. Services mentoring & tools**

Services-attach & tech. depth

## Managed Services

- ✓ Deep technical relationship
- ✓ Classroom and lab based training
- ✓ **Utility-based licensing models**
- ✓ **Expedited L3/L4 support**
- ✓ **Creative financing**
- ✓ P2P collaboration program visibility
- ✓ Compensation neutrality for vendor field teams

Solid technology financing/licensing

# Match Your Spend Priorities to the Navigator Simulation Buckets



	<b>Incentives</b> <i>(OPEX only and includes business development funds*)</i>	<b>Demand Generation Funds</b> <i>(includes all MDF)</i>	<b>Program or Other Partner Marketing Activities</b> <i>(excluding MDF)</i>
<b>Description</b>	<p>This category includes all of the program elements associated with partner incentives to drive:</p> <ul style="list-style-type: none"> <li>• Product sales</li> <li>• Education</li> <li>• Training behavior, etc.</li> </ul>	<p>This category includes all of the program elements that are related to driving end user demand with and through your partners.</p> <p>Note: this does not include corporate end user demand generation, advertising, trade shows, etc.</p>	<p>This category includes all of the program elements that relate to marketing your program and all aspects of “marketing to” your partners.</p>
<b>Includes:</b> <i>These are items that may be included in this budget section. This is not an exhaustive list, so other items can be included.</i>	<ul style="list-style-type: none"> <li>• Business development funds</li> <li>• Sales SPIFFs</li> <li>• Rebates</li> <li>• Performance incentives</li> <li>• Deal registration incentives</li> <li>• Special pricing programs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• End-user targeted advertising</li> <li>• Promotions</li> <li>• Marketing activities designed to generate qualified leads</li> <li>• Trade show participation</li> <li>• Joint seminars, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Channel based print/web advertising</li> <li>• Industry events</li> <li>• Emails</li> <li>• Newsletters</li> <li>• Self-created webinars</li> <li>• Partner road shows, etc.</li> </ul>

*\*This includes OPEX funds only so do not confuse this with any contra-revenue items or discussion. We will address contra-revenue later in the Channel Masters curriculum.*

# Match Your Spend Priorities to the Navigator Simulation Buckets Continued



	<b>Support</b> <i>(includes program infrastructure AND partner eval units, POCs, Pre/Post sales support items &amp; portal)</i>	<b>Education</b> <i>(Sales and Technical)</i>	<b>Other</b>
<b>Description</b>	<p>This category includes all of the program elements that are necessary to:</p> <ul style="list-style-type: none"> <li>• Execute and implement your partner program</li> <li>• Support partners during sales engagements</li> </ul>	<p>This category includes all of the program elements that are related to enabling your partner’s technical or sales teams.</p>	<p>This category is open ended and designed to be a place to make investments outside of what is listed. This is intended to be a place to add creative ideas that might be outside of the normal investments.</p>
<b>Includes:</b> <i>These are items that may be included in this budget section. This is not an exhaustive list, so other items can be included.</i>	<ul style="list-style-type: none"> <li>• Partner portal (content updates)</li> <li>• Pre-sales technical support for partners</li> <li>• Eval units and proof of concept sessions</li> <li>• Post-sales tech support for partners (above normal tech support)</li> <li>• Concierge services</li> <li>• Professional services support</li> <li>• Technical best practices, etc.</li> <li>• Automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Technical training programs</li> <li>• Product or solution certifications, training webinars/in-person sessions sales education programs</li> <li>• Product training for sales reps</li> <li>• Sales webinars</li> <li>• Customer education</li> <li>• Competitive positioning, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Focused investments in a targeted competitive partner</li> <li>• Ability to make un-budgeted investments (i.e. consulting assistance) in the real world that is not part of standard partner operations, etc.</li> </ul>



# Reading the Navigator Handbook

Four Case Study Sections in the Navigator are each color coded.

Section 1: Company Overview

Section 2: Product Overview

Section 3: Customer Overview

Section 4: Go-to-Market Overview

**CASE STUDY: COMPANY OVERVIEW**

Let's look at the case study information that you will use during the simulation. The company, product and market information is fictional, but is grounded in relevant, real world examples. As always, you will never have all of the information you will need, so you will have to make assumptions that are grounded in what is provided. Good luck and we hope you enjoy the simulation.

**COMPANY BACKGROUND**

Your business organization is a newly formed organization in the process of selling on premise based hardware.

- Channel History:** The company is consistently recognized as a 5-star partner including:
  - DMRs (Direct Marketing Representatives) - local and regional solution
  - to a lesser extent, Managed Services

The company has recently developed new channels since this solution will go to market.

**NEW CHANNEL TEAM CREATED**

In order to drive the appropriate focus on the new solution offering to market, the company has recruited those partners and individuals who are best positioned to drive the solution to market.

- Focus on new partner recruitment:** may be a good fit for the newly developed ideal partner.
- Channel only product:** Managed direct sales force will not have a direct sales force, they do not you'll need to consider the sales channel management team and individuals who are best positioned to drive the solution to market.
- 2-Tier distribution model:** is a table and understands that in the overall go-to-market plan. You be a key part of the plan in the channel management team and individuals who are best positioned to drive the solution to market.

**COMPLEMENTARY PROFESSIONAL SERVICES**

The company has a professional services stage of the product lifecycle. The mission is to ensure customer success. Since the organization to stay involved and partner enablement: The execution of the partner's to funding allocated from channel partner program to mentor and ensure customer success.

- Perfect for your partners to host any customer or managed security contract where an on-premise solution is required.

**CASE STUDY: PRODUCT OVERVIEW (CONTINUED)**

**PRICING AND PARTNER DISCOUNT**

The company has developed two offerings to address the market.

Offering	Price	Discount
Traditional Resell Offering	End customer list price (one time, upfront)	Partner price (25% discount)
Managed Services Offering*	End customer list price (per month)	Partner price (per month-25% discount)

\* (At this time, this option is only available to Solution Provider Partners. MacroSoft does not sell this directly to customers)

**IMPLEMENTATION AND MANAGEMENT SERVICES**

Based on the Pilot Flagship customer program (20% of the amount of professional/managed services needed to implement the solution).

Service	Opportunity
Pre-sales consulting opportunity:	(i.e. requirements development, POC implementation, planning services, etc.)
Implementation services opportunity:	(i.e. installation, configuration, data migration, etc.)
Managed Services opportunity:	(i.e. monitoring, break/fix support, help desk, patch management, backup, DR)

Approximately 1 out of 4 customers have stated they are interested in the advanced capabilities of the appliances by delivering on-site consulting, application integration and development, but that have these capabilities:

- Perfect for your partners to host any customer or managed security contract where an on-premise solution is required.

**CASE STUDY: CUSTOMER OVERVIEW**

**TARGET CUSTOMER USE CASES**

The CloudOne solution has the potential to address our pilot customers, the following are our target use cases:

- Managed Networking
- Enterprise Departmental Server
- Cloud Server
- IoT Application Server
- Any Line-of-Business Application Server
- Backup-Disaster Recovery

**CUSTOMER VALUE PROPOSITION**

CloudOne can be used to solve various customer pain points through the implementation of a solution that provides the following benefits:

- Reduced Costs:** Control over the bill of materials, reduced usage, and optimized allocation.
- Reduced Risk:** Integrated customer support, and support shared.

**Customer Time to Market**

- Improved sales cycle.

**CASE STUDY: GO TO MARKET OVERVIEW**

**COMPETITIVE LANDSCAPE**

Direct competition for CloudOne is limited to one major appliance vendor in the market, but several of the larger hardware and software vendors claim to be able to solve these same customer requirements via alliance or OEM relationships. The partner community is somewhat familiar with both types of vendors, but the following describe the basic competitive situation:

- Appliance vendor:** The only other appliance in the market is from a technology company as equally established as MacroSoft. They have a good technical solution but have limited market visibility. They are just starting to recruit partners, but their sales team is heavily involved in every decision they are just starting to ramp their revenue. Their pricing is similar to CloudOne, but they have been known to cut dealer (and partner) margins in order to get customers. Due to recent announcements, the partner community is concerned with the possibility that the vendor plans to offer a direct-to-customer solution and the role of the partner is ill-defined.
- Larger hardware and software vendors:** Two of the largest technology vendors have stated that they are very nervous about the MacroSoft solution since it will solve the same customer problems that their solutions do at a fraction of the cost. They offer a complete solution by effectively combining their hardware, software and services (directly or through partners), but their market has primarily been in the enterprise. They offer a complete solution but still sell them as standalone hardware, software and services offerings putting the burden of the integration and subsequent cost on either the partner or customer. Additionally they sell both directly and through partners.

**IDEAL PARTNER PROFILE**

The solution described should be an attractive opportunity for a variety of different solution providers, but based on the strategy work completed and the direction from senior leadership, we have determined that the best opportunity for success will lie with solution providers who roughly share the following characteristics:

Characteristic	Details
<b>Partner Type</b>	Regional or local solution provider that has some managed service capabilities (at least 50% of their services revenue, not company revenue, is from a managed service practice). Other capabilities include: <ul style="list-style-type: none"><li>Offer at least two cloud services</li><li>Have a partnership with at least one public cloud provider</li><li>Not a requirement, but partners with application development skills will drive higher ROI due to their ability to capture application as well as infrastructure integration opportunities</li></ul>
<b>Product Adoption Record</b>	These will be new partners, but they should have prior success selling hardware, software and cloud solutions.
<b>Enablement</b>	Sales & technical training, support capabilities: <ul style="list-style-type: none"><li>Dedicated sales staff</li><li>Technical staff trained for both pre-sales design/configure &amp; post-sales implementation</li></ul>
<b>Marketing Capabilities</b>	<ul style="list-style-type: none"><li>Dedicated marketing coordinator or agency relationship</li><li>Have ability to create marketing campaigns with multi-tier MCF, ability to track leads and report back on MDF usage</li></ul>
<b>Revenue Mix</b>	50% - Hardware 25% - Software 25% - Services (50% of the services total from managed services)
<b>Revenue and Revenue Growth</b>	At least \$3M+ with annual growth of 10-15%
<b>Customers</b>	Predominantly sell to SMB, upper mid market and enterprise-departmental customers and have average deal sizes of at least \$25,000 - \$50,000 (Some experience with larger deal sizes \$50,000 - \$100,000 is extremely helpful)

# Team Workshop Phase 1 – Reading the Navigator Handbook

## Navigator (Simulation) Overview

- Pages 4-6

## The Business Environment

- Pages 7-14
- The Product: “MacroSoft’s CloudOne Appliance”
- Managed Services Offering: ASP \$1,000 per mo./per appliance
- Target market: SMB, mid market and enterprise
- Competitive Landscape: limited to one major appliance vendor, but many larger HW & SW vendors claim capabilities via alliance or OEM relationships
- Single tier channel of highly productive HW & SW VARs with solution and managed services capabilities. Annual revenues of \$10M - \$40M and growing.

## Phase 1: Partner Program Budget Planning

- Infrastructure assumptions: Page 13
- Invest in the Right Program Elements: Pages 17-19
- Spend \$2,000,000 to build your program that will achieve a \$5,000,000 revenue contribution in launch year one

### TEAM WORKSHOP PHASE

#### The categories to choose from are:

**Incentives**  
(OPEX only and includes basic development funds)

**Description:** This category includes all of the program elements associated with partner incentives to drive product sales, education and training behavior, etc.

**Includes:** • business development funds  
• sales SPIFFs  
• rebates  
• performance incentives  
• deal registration incentives  
• special pricing programs  
• etc.

**Note:** This includes OPEX funds only so do not confuse this with any contra-revenue items or discussion. We will address contra-revenue later in the Channel Masters curriculum.

### TEAM WORKSHOP PHASE 1

#### ■ SET YOUR PARTNER PROGRAM BUDGET

##### Assignment

As a team your assignment is to complete the following activities:

- Review and discuss the case study provided
- Discuss your basic direction on how you want to allocate your channel budget
- Using the the capacity planning template, estimate the number of partners you will need to achieve your revenue target
- Complete the budget allocation using the spreadsheet provided
- Discuss your position as to why you allocated the budget as you did

##### Time allocation

- Team Presentation: 5 Minutes
- Moderator Review: 5 Minutes

##### Information for your assignment

- Total available funds to allocate: \$2,000,000
- First year revenue expectations: \$5,000,000
- 3-5 year revenue expectations: \$150 - \$250M annual revenue (Management has not set exact future year targets, but we know they believe we can grow at a faster pace than the market. The management team expects revenue to be exponential in the first few years)
- Budget allocation:
  - Your job is to assign a portion of your \$2M to each budget category
  - You should make your allocations based on which categories are most important and require the highest investment
  - You should allocate funds to each category and you are limited to \$750k in any one category

##### Final Deliverable

- Completed spreadsheet with budget allocation emailed to Lisa Sabourin before you leave the work session
- Complete the capacity planning worksheet (paper)
- This will also be used in the workshop Phase II.

You will be asked to present your spreadsheet in the case environment

Be prepared to answer questions and be able to defend your positions

The budget allocation will be graded against an "ideal allocation" that the #120 team has developed based on research, vendor input and our consultants own experiences

Your goal will be to get as close as possible to the "ideal" allocation

Other funds (not at MCR)

It is open ended and be a place to make outside of what is. This is intended to add creative ideas outside of the limits.

Investments in a competitive partner make un-budgeted items (i.e. consulting) in the real world, a part of standard operations

As much of your proven ideas might fall on the "Industry Arsons" that we are simulating, BUT received as creative for workshop loose this category

# Phase 1 Build Program Budget: Simulation Logistics

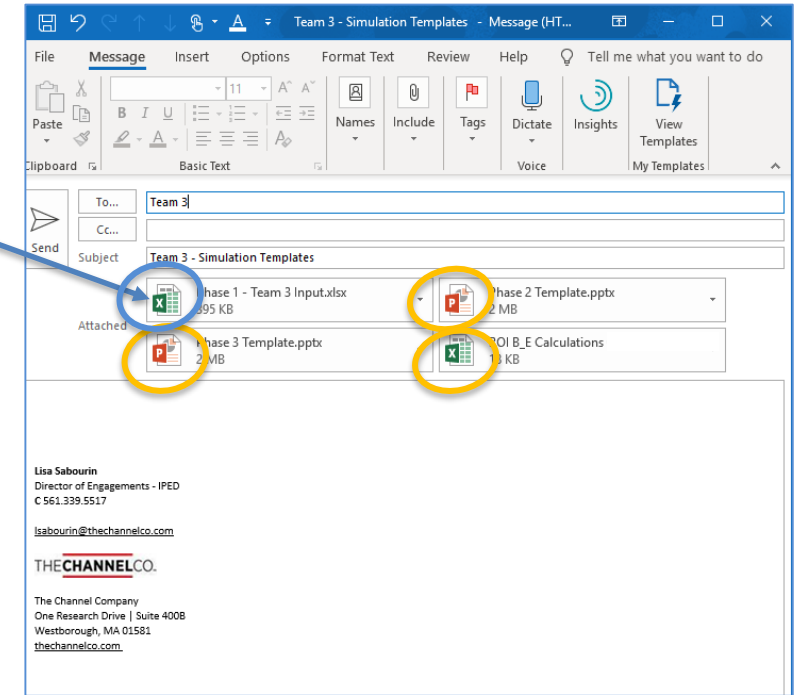
## You are buying program components in the stated increments


Lisa will send each team member an email with:

- Input Spreadsheet for Phase 1: to allocate budget dollars
- PPT Templates/Reference Materials for Phases 2 & 3 (hold onto these for later)

Pull Capacity Planning Template and Budget Allocation Definitions from the back pocket of your binder.

1. Using the Capacity Planning Template, estimate the number of partners you will need to achieve \$5M in revenue.
2. Using the Budget Input Spreadsheet provided, complete your purchase of the program components until you spend your **\$2,000,000** budget to achieve a \$5,000,000 revenue number in Year 1  
*(Note: The 3-5 year revenue expectation is \$30M – \$50M in annual revenue)*
3. Save your Capacity Planning Template (paper) for Phase 2
4. Save your final Budget Allocation (spreadsheet) on your laptop
5. Email a copy of your final Budget Allocation to Lisa [lsabourin@thechannelco.com](mailto:lsabourin@thechannelco.com)



 Once emailed, you may not make any adjustments.



**Debrief  
Team Workshop  
Phase 1**

**Set Your Partner Program Budget**



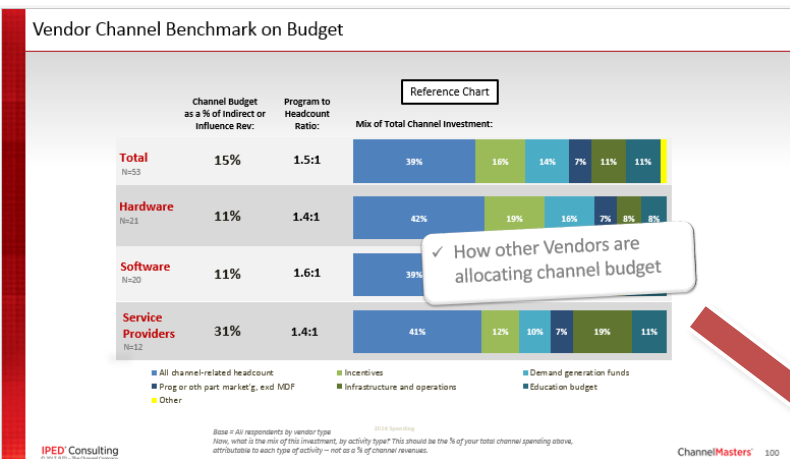
# Simulation Calculation Methodology

## VENDOR INVESTMENT PRIORITY

2019 Annual Report Card Study.  
Ranking shown reflects average  
across selected value based  
products categories.



## PARTNER PREFERENCE



### ARC Importance Criteria Ratings

ARC Importance Criteria Ratings	RANK
(Product) Quality and Reliability	1
Ease of Doing Business	2
Revenue and Profit Potential	3
(Product) Technical Innovation	4
Richness of Product Features / Functionality	5
Profit Margins / Profit Potential *	6
(Product) Compatibility & Ease of Integration	7
Post-Sales Support	8
Communication	9
Manages Channel Conflict	10
Marketability	11
Services Opportunity	12
Pre-Sales Support	13
Solution Provider Program	14
Field Teaming and Channel Compensation Alignment *	15
Quality of Field Management	16
Training	17
Integration with Services Management Tools*	18
Cloud-Readiness of Channel Program *	19
Marketing Support	20
Consumption Based / Subscription Pricing *	21

## CHANNEL EXPERIENCE

Used real world  
experience to  
rationalize  
model to  
simulation  
assumptions

TEAM: 1

Capacity Plan: # of Partners \*

Number	Program Element	Budget Amt (\$)	Budget %
1	Incentives (OPEX only)	\$1	16.7%
2	Demand generation funds (Includes all MDF)	\$1	16.7%
3	Program or other partner marketing excluding MDF	\$1	16.7%
4	Support (includes Infrastructure)	\$1	16.7%
5	Education budget	\$1	16.7%
6	Other	\$1	16.7%
Total Allocated		MAXIMUM	\$2,000
Amt left to allocate:			
% left to allocate:			

\* Refers specifically to Cloud and Managed serviced

## RESULTS

# Partner Priorities. Annual Report Card for Value Based Solutions

## What's Most Important When Evaluating Vendors



- ✓ 2019 Annual Report Card Study. Ranking shown reflects average across selected value-based products categories.
- ✓ Over 3,000 solution provider respondents
- ✓ Different for your specific products.

### ARC Importance Criteria Ratings

	RANK
(Product) Quality and Reliability	1
Ease of Doing Business	2
Revenue and Profit Potential	3
(Product) Technical Innovation	4
Richness of Product Features / Functionality	5
Profit Margins / Profit Potential *	6
(Product) Compatibility & Ease of Integration	7
Post-Sales Support	8
Communication	9
Manages Channel Conflict	10
Marketability	11
Services Opportunity	12
Pre-Sales Support	13
Solution Provider Program	14
Field Teaming and Channel Compensation Alignment *	15
Quality of Field Management	16
Training	17
Integration with Services Management Tools*	18
Cloud-Readiness of Channel Program *	19
Marketing Support	20
Consumption Based / Subscription Pricing *	21

\* Refers specifically to Cloud and Managed serviced

# IPED Vendor Benchmark Research: Helping Channel Chiefs Justify Spend

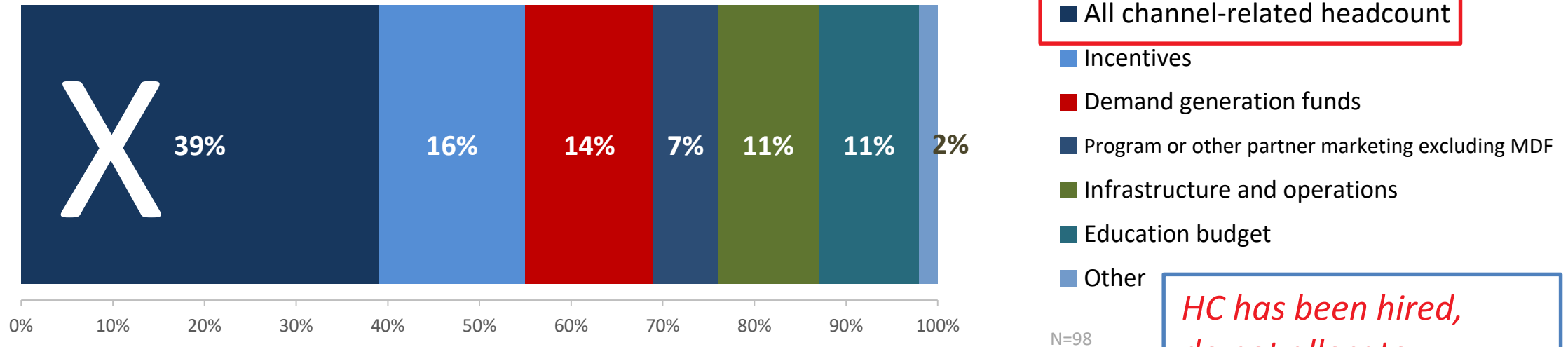
This is a Channel Chief task in real life!



You will allocate budget across these categories in your teams.

There will be no budget targeted to headcount, it has already been allocated for you!

### How is the total channel budget allocated?



*HC has been hired,  
do not allocate  
budget to headcount*

Source: IPED Channelytics Vendor Benchmark Study  
Base = All respondents; by Vendor Type  
Now, what is the mix of this investment, by activity type? This should be the % of your total channel spending above, attributable to each type of activity -- not as a % of channel revenues.



# But Wait, There's More!



# What About Other Routes to Market; Stay Tuned for the IPED Profitability Webinar

Partner Type	Account Management Objectives Requiring Program or Contract Support		
ISVs	Development Design Win	Lead with Your Brand	Potential Royalty, Resale, Influence Revenue
DIRECT MARKETING RESELLERS (DMRs)	Heads on Call Center Floor	Design into Marketing Campaigns	In-bound, Outbound call centers, <b>Spiff Impact is High</b>
SERVICE PROVIDERS	Architectural Design Win	Share of “sell to” Revenue	With “sell to” relationship, investigate opportunity to coordinate reseller recruitment
MSPs	Architectural Design Win	Share of “sell to” Revenue	Influence as existing on-premise workloads move to managed service

# Which Partner Business Models have Access to the Target Markets?

