

The State of Partner Profitability: Managed Services Business Model

Continuing Education for IPED Channel Masters



- **First, a little background**
 - When we talk MSP, what do we mean?

- **MSP Partner Profitability**
 - Revenue
 - Gross Margins
 - SG&A

- **And finally, Vendor Impacts**



First, a little background

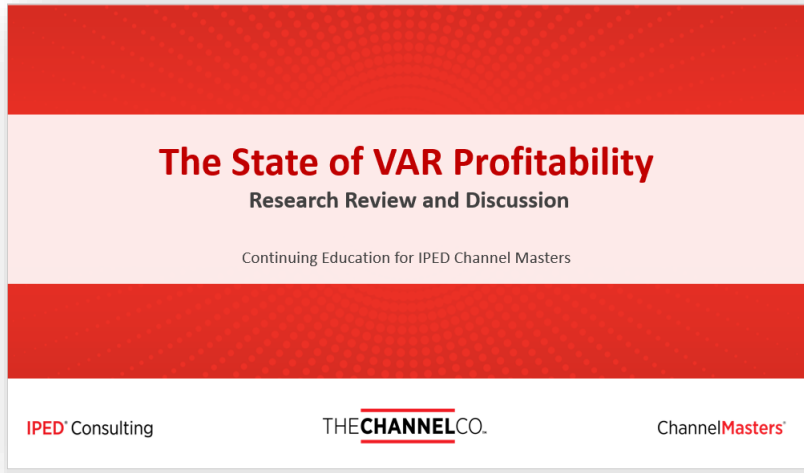
- When we talk MSP, what do we mean?

➤ **MSP Partner Profitability**

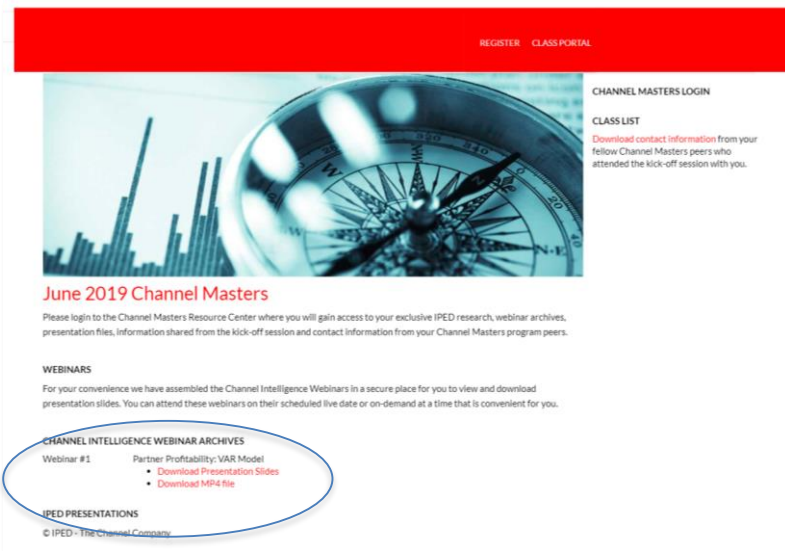
- Revenue
- Gross Margins
- SG&A

➤ **And finally, Vendor Impacts**

The Background



If you missed Part 1 of this series, please refer to your Channel Masters class portal for the session materials.



- ✓ Online Survey with 318 solution provider respondents
- ✓ 23 in-depth partner interviews to deeply explore the quantitative elements of gross margin and SG&A cost structures

The Impact of Profitability: Then and Now

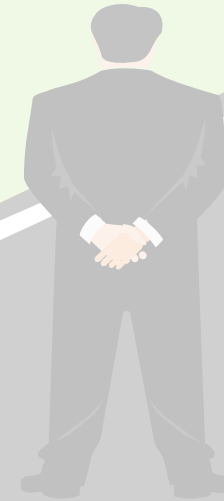
S U C C E S S

THEN – “Profitable”

- Gross margins
- New customers
- Prof. Services growth
- Solvency

NOW – “Valuable”

- Intellectual property
- Monthly recurring revenues
- Customer retention & expansion rates
- Vertical insights & LOB relationships
- Services diversity



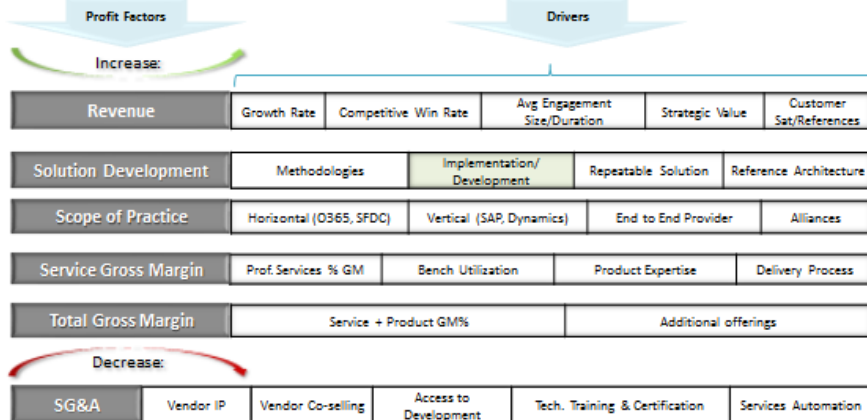
Three pure-play models from which you can have a granular view of profitability and benchmark your program

Partner Profitability

VAR Profitability Drivers (with blended SI/Consultant functions)

MSP Profitability Drivers (with blended partner managed & partner owned model)

Consultant Profitability Drivers (Systems Integrator is apx. 70% Consultant & 30% VAR or MSP)



Vendor Support Needs

Lever of Partner Profitability: VAR

Partner P&L Levers	Type	Vendor Tools / Resources
	Increase Revenue	Streamline on-boarding 22%

Lever of Partner Profitability: MSP

Partner P&L Levers	Type	Vendor Tools / Resources
	Increase Revenue	Offer utility based or consumption based pricing 53%
	Decrease SG&A	More marketing visibility as part of vendors MSP partner ecosystem 38%

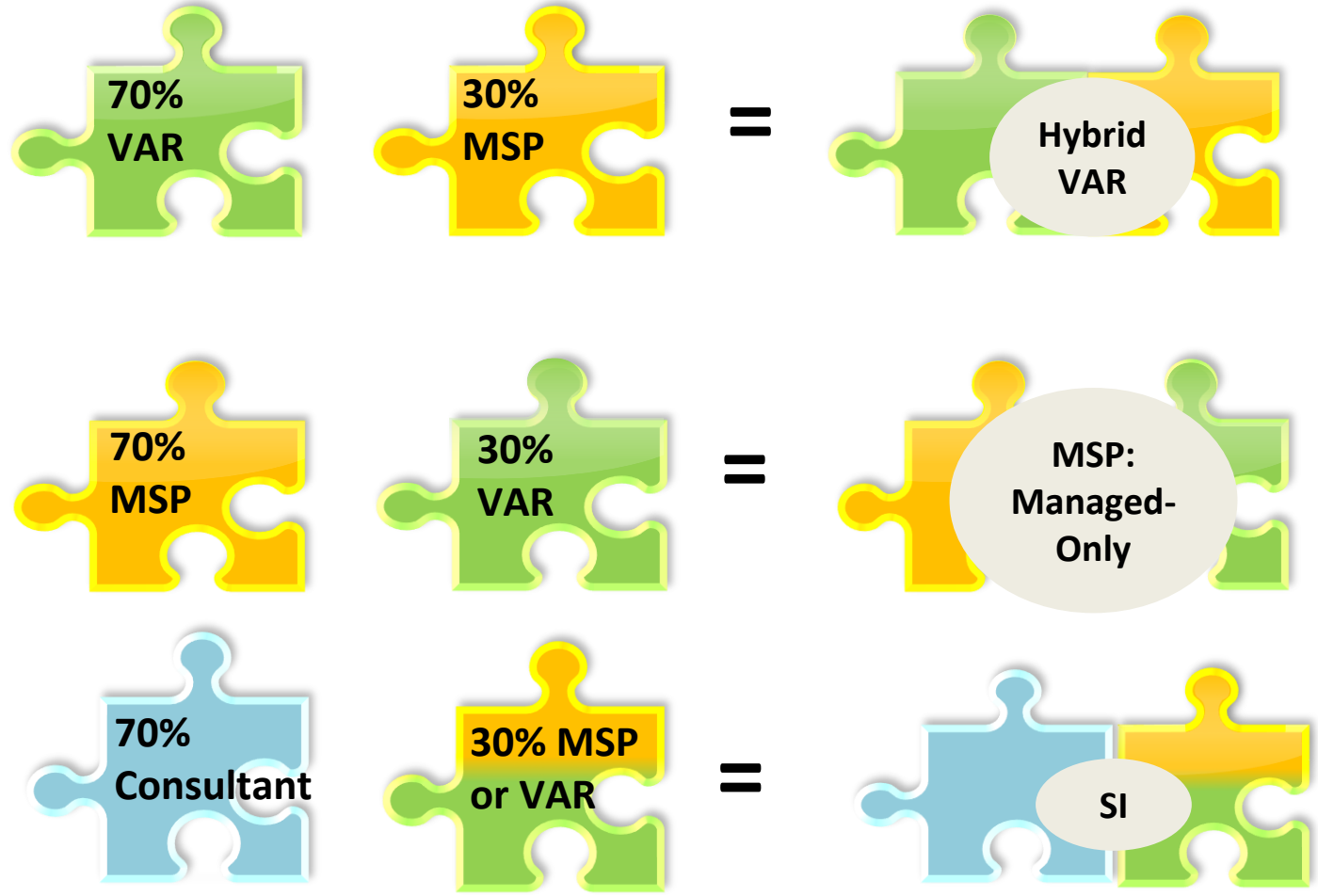
Lever of Partner Profitability: Consultant/Systems Integrator

Partner P&L Levers	Type	Vendor Tools / Resources
SOLUTION DEVELOPMENT		
Intellectual Property	Increase REVENUE	More IP to help us Architect Next-Generation Services 34%
DELIVERY EFFICIENCY		
Service Delivery Tools	Decrease COGS	Better Access to Service Delivery Tools, Best Practices (Architectures, SOWs, Integration Guides) 30%
STAFFING		
Resources and Development	Decrease SG&A	Easier Access to Field SEs for Joint Engagement 43%
	Decrease COGS	Field Mentoring for Consultants 35%
	Increase REVENUE	Access to Field Salespeople for Joint Engagements 26%
Sales Process	Decrease COGS	Help us Get Access to Certified Technical Talent to Expand our Bench 29%
	Decrease COGS	Better Access to Demo Gear 22%
COST OF SALES		
Sales Process	Decrease SG&A	Sales Influence Fees to Reward Co-selling 26%
Program	Decrease SG&A	Reduce/Eliminate Channel/Alliance Program Fees 47%

Why role-based programs matter: hybrid business models

How to Use These Models:

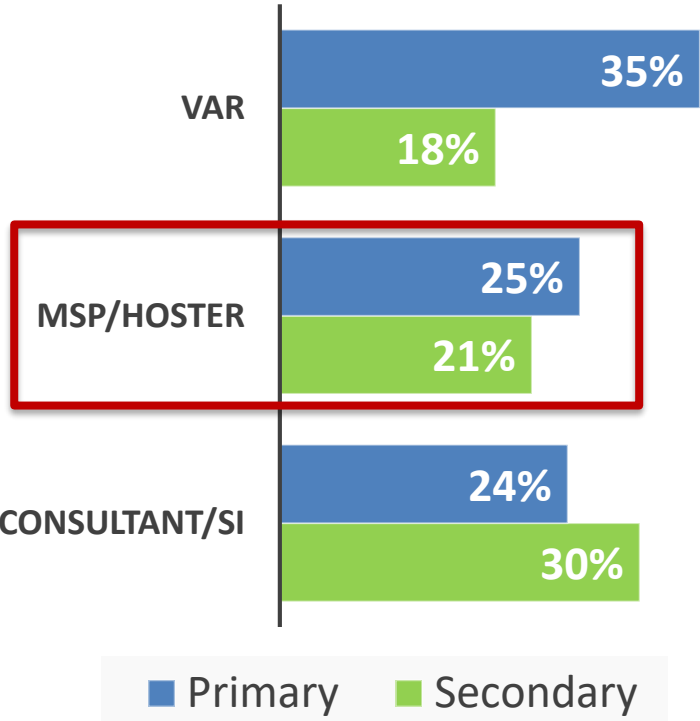
- Dissect your ideal partner profile
- VAR, MSP and Consultant models are the 3 pureplay roles
- Factor in the correct percentage of the 3 pure models to achieve the hybrid mix of your ideal partner profile
- Then benchmark partner needs to your program



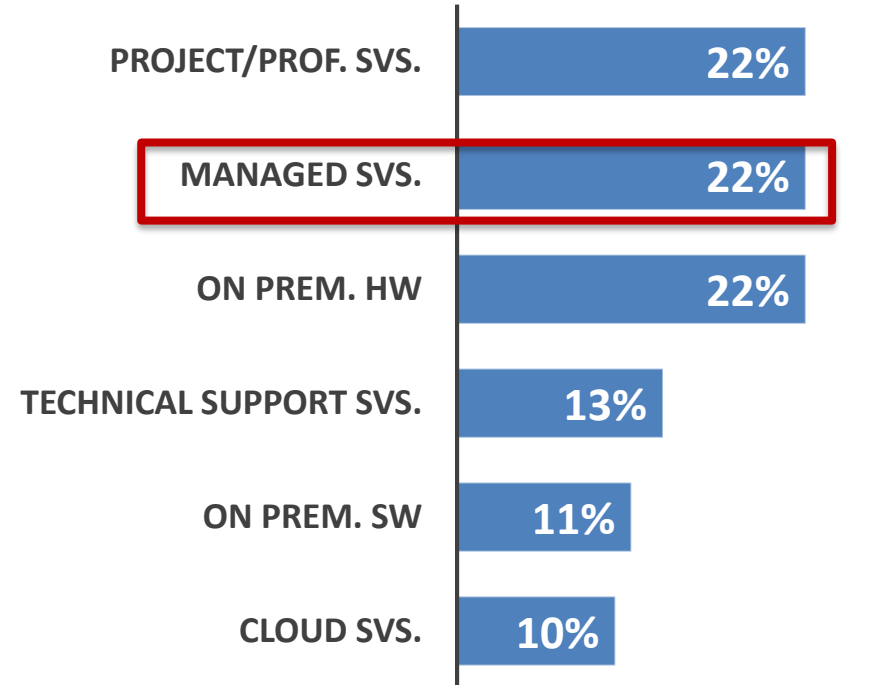
- Illustrative -

Respondents are primarily hybrid VARs and MSP/Consultants selling to a diverse set of end-users, leading with professional and managed services and on-premise hardware

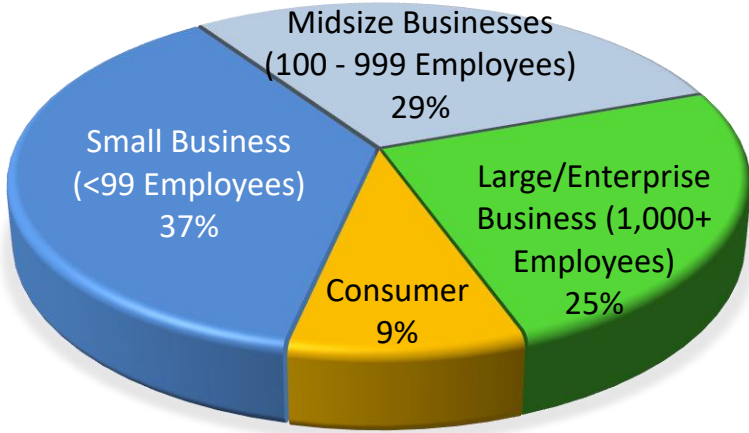
Top 3 Primary and Secondary Business Models



Revenue Breakout By Category



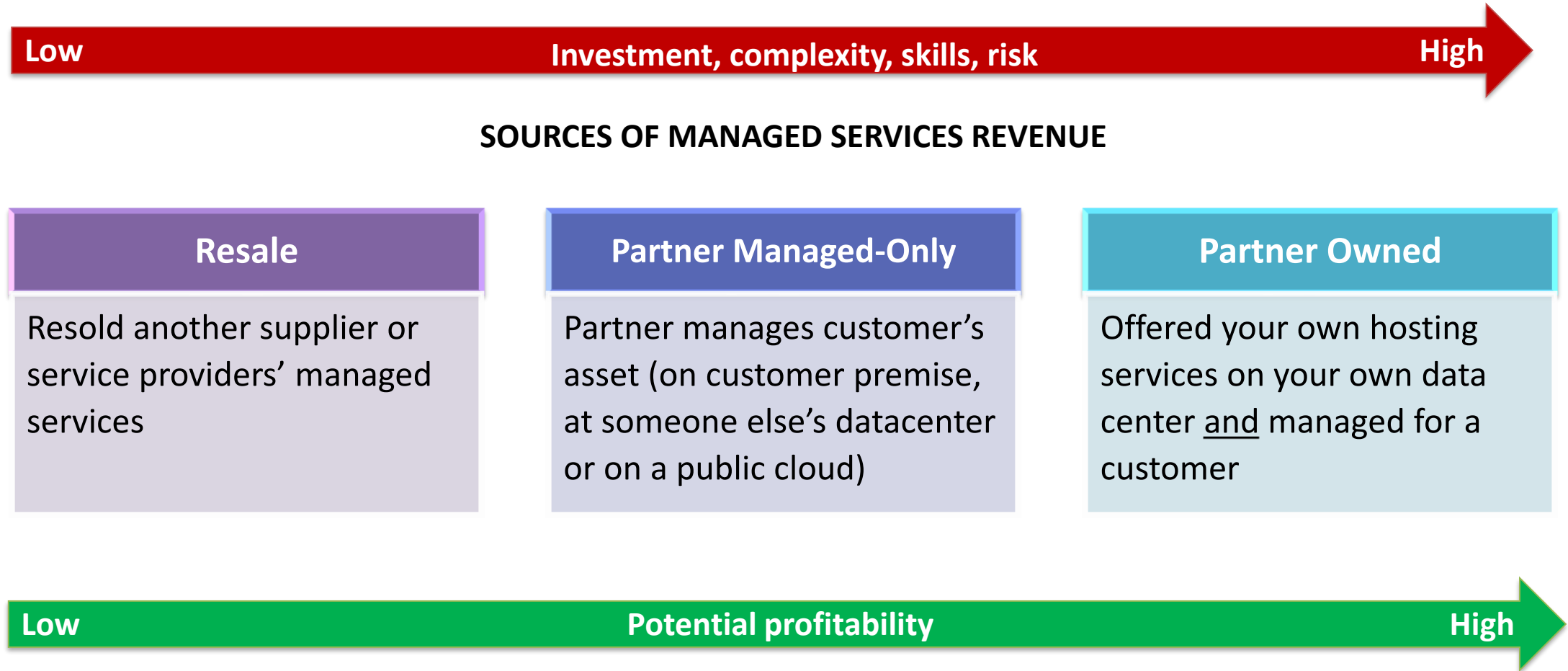
Revenues by End-User Type



15% Growth
of Annual Revenues

Company's Revenue Median: \$6.7M

MSP is a business model not just a partner type and the type of revenue they generate from their MSP business matters





- **First, a little background**
 - When we talk MSP, what do we mean?

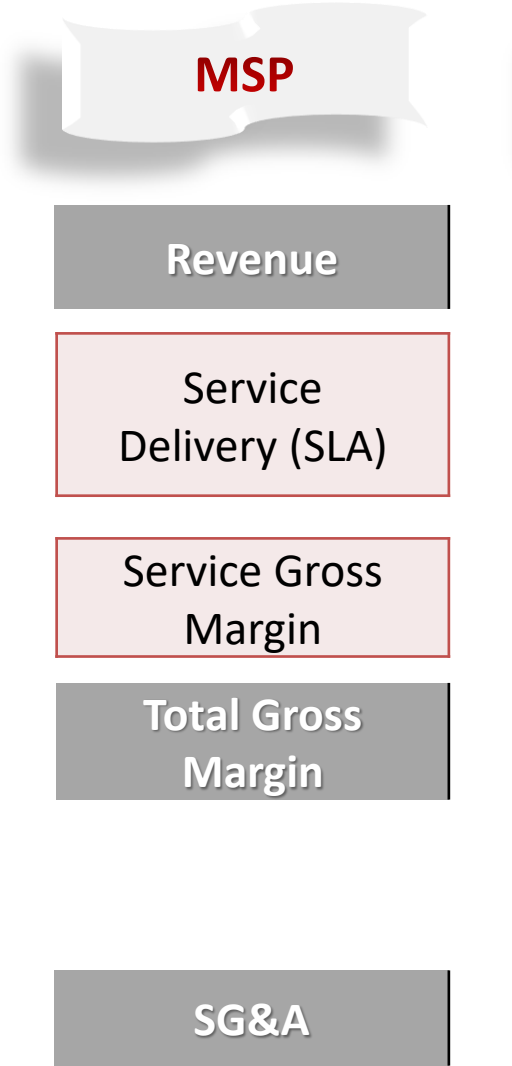
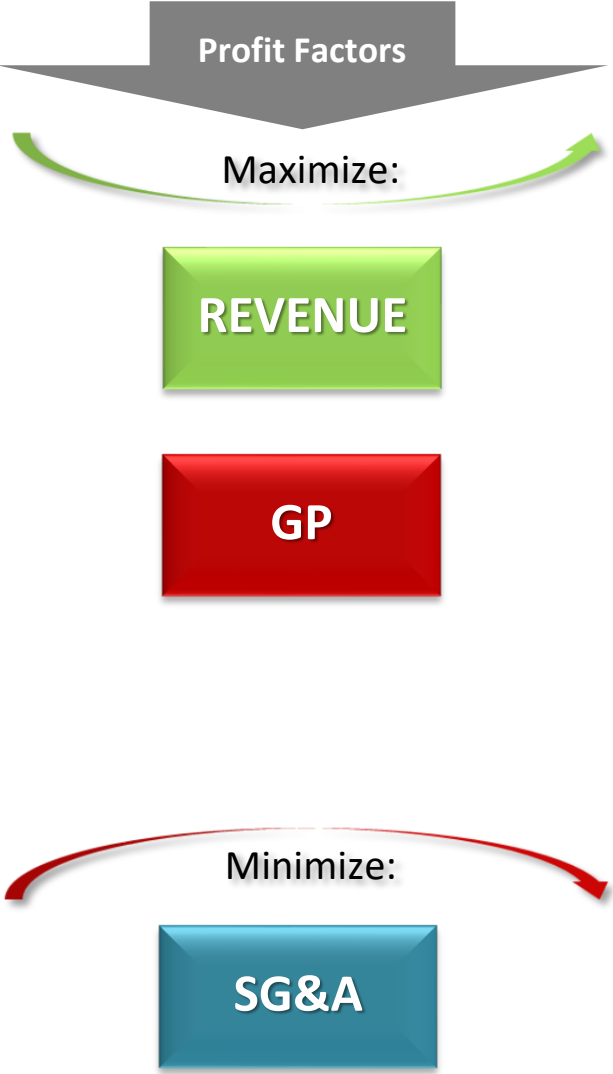


MSP Partner Profitability

- Revenue
- Gross Margins
- SG&A

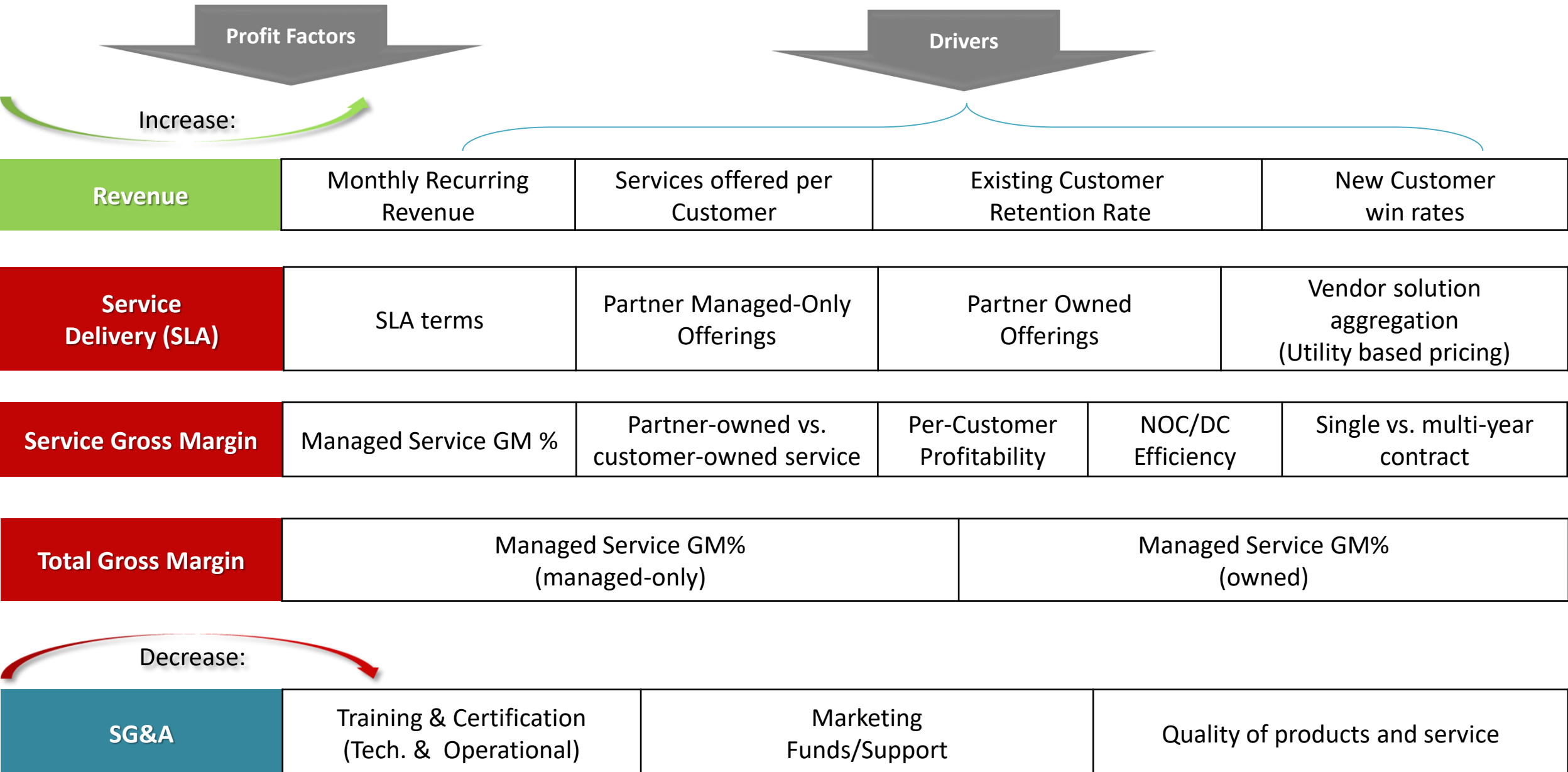
- **And finally, Vendor Impacts**

Profitability Factors Vary Distinctly by Business Model



MSP Profitability Drivers

(with blended partner managed & partner owned model)



Services offered per Customer – the quantity of managed services sold (by any measure -- user, device, server) sold to one customer across their infrastructure

SLA Terms - the MSP's ability to effectively manage the terms of their service-level agreement; includes staffing, help desk access, response times, etc.

Partner Managed-Only Offerings – the MSP's ability to meet SLA commitments and effectively deliver the service when the equipment is owned by the customer, either on their premise or in a colocation facility; the partner's role is that of management only

Partner Owned Offerings – the MSP's ability to meet SLA commitments and effectively delivery the service when the equipment is owned and managed by the MSP

Vendor Solution Aggregation - the extent to which the MSP bundles or incorporates a public MSP offering from another IT vendor or solution provider in their total service

Managed Services GM% - the ultimate measure of the MSP's staff and resource utilization, as applied across whatever unit of measure they use to measure profitability (device, user, customer, etc.)

NOC/DC Efficiency - for partners with their own hosting infrastructure, this is a measure of how scalable and efficiently the infrastructure performs, e.g., uptime, network latency, planned outages, etc.

Training and Certification - this is not just for the MSP's technical staff but for their NOC/DC and SLA management operational staff; training includes best practices in technical service administration, contract management and NOC/DC performance

Quality of Product or Service – for MSPs that bundle or integrate a 3rd party vendor or service provider's MSP offering within their overall managed service, this is a measure for how well architected that offering is and to what it requires bug fixes, patch management and other technical support services to keep it running smoothly

MSP Profitability Drivers: Key Trends

Increase: 

Revenue

- Primary definition of success is % of MRR vs. topline sales
- For most, cloud services represents little revenue; some white label with wrap around managed services
- Primary focus (65% of revenue) from managing assets vs. owning them
- Retention is paramount to profitability

Service Delivery (SLA)

- Partners are expecting to buy solutions for their datacenters or customers on utility pricing from vendors
- Professional services critical to winning managed services – attach rate can be up to 60%
- Residency / staffing services common offering – can be upwards of 50% with the right long term project
- HaaS created with special financing and leasing; costs rolled into service contract

Service Gross Margin

- Margin stability continues due to quality and SLA improvements (vendor and partner)
- Mentoring relationships common with Service Leadership, True Methods, HTG, Taylor Business Group and Deloitte to benchmark effectiveness
- Targeting 30-40% for Professional services but will squeeze to get long-term managed services contract
- Higher gross margin services trending toward MDM and virtualized desktop; DR/BC remains a staple, but less profitable

Total Gross Margin

- Overall managed services gross margins remain relatively high and stable for those with critical mass
- Key to future profitability is ability to expand additional partner “owned” and partner “managed” services

MSP Profitability Drivers: Key Trends Continued

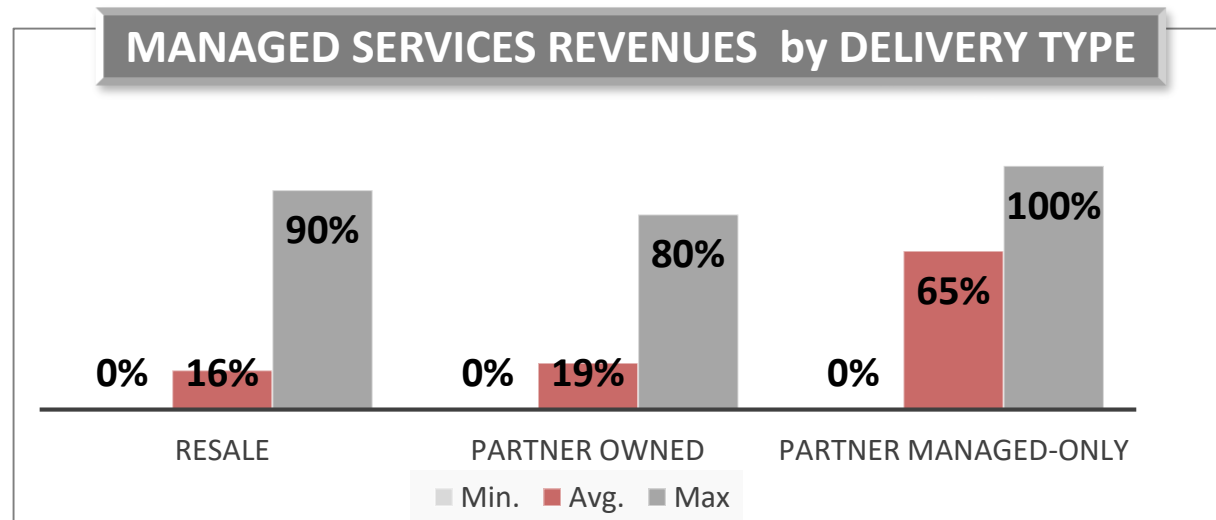
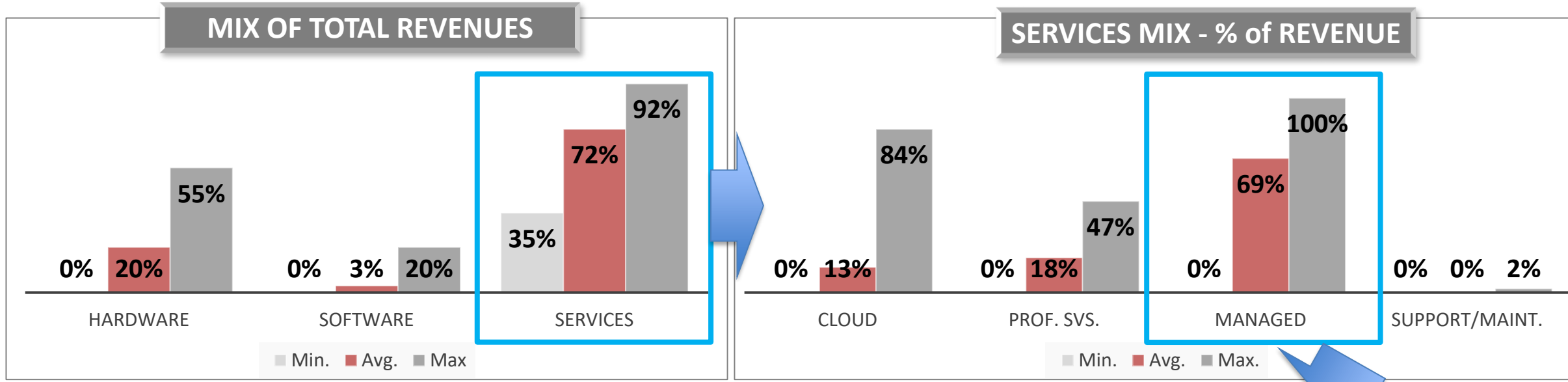
Decrease:



SG&A

- Minimal investment in data centers – more often bank financed HaaS; high facility expense significant factor
 - Low marketing investment across the board; dependent on vendor MDF
 - Help desk staff primarily on payroll, not outsourced; bundled into most managed services
 - Services automation significant investment; seek automation platform that can address multiservice offerings
-

Revenue Mix: MSPs



Majority of MSP revenue generated by partner-managed only

MSP

“Our revenue mix used to be 25% recurring and 75% project services mix; but it’s got to be at least 30%+ recurring. This allows me to cover costs with recurring revenues.”

% of MRR revenues

29%

Resale

- Resold another supplier or service providers’ managed services

41%

Partner Managed-Only

- Partner manages customer’s asset (*on customer premise, at someone else’s datacenter or on a public cloud*)

30%

Partner Owned

- Offered your own hosting services on your own data center and managed for a customer

Partners' Viewpoints on MSP **Revenue** Trends



MSP revenue success tied to MRR growth as the primary measure of revenue success



Professional services important, BUT many claim it's relevant only in the pursuit of a managed services contract



Critical mass of revenue of 30%+ required to truly achieve foundational success



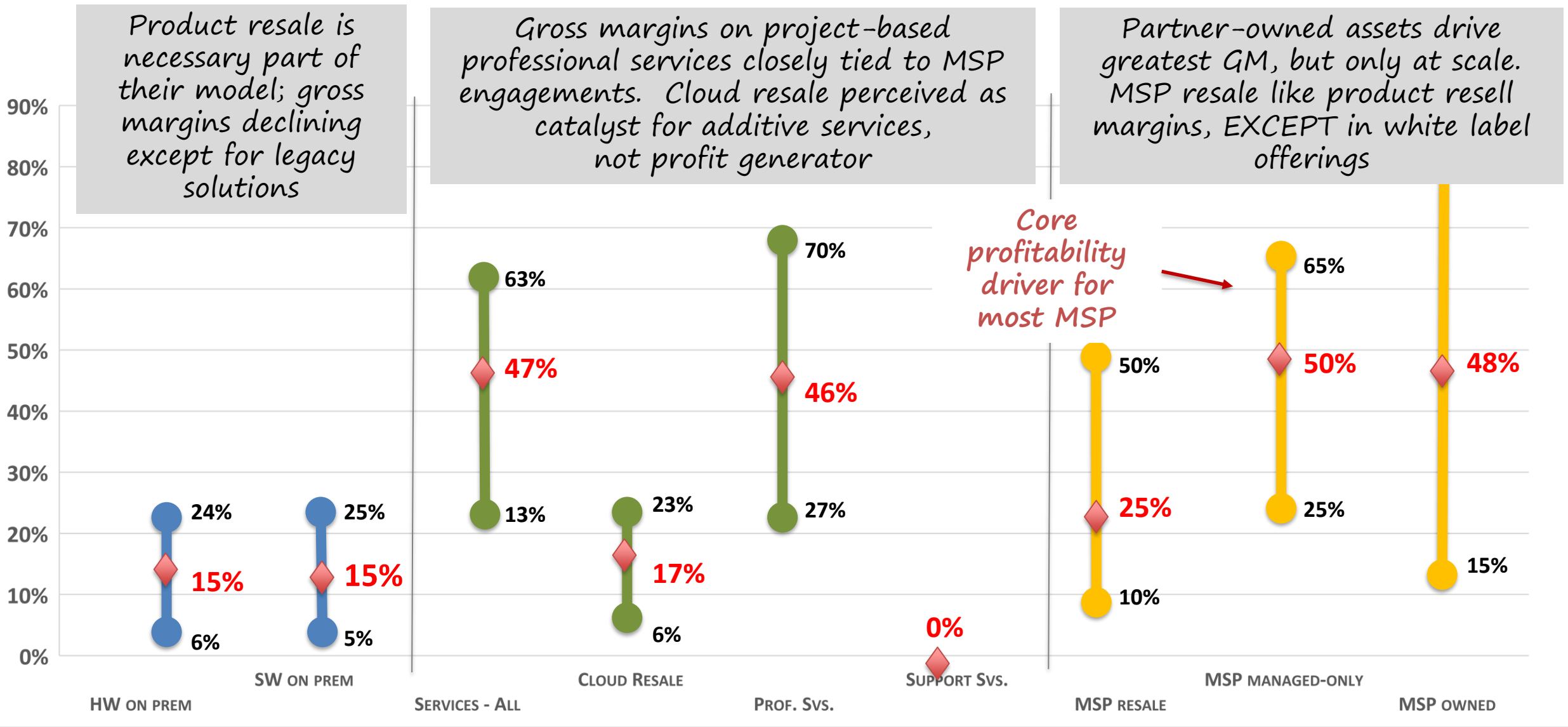
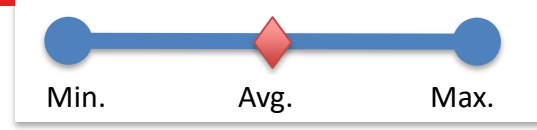
Majority of revenue is partner-managed due to lack of ability to invest in partner-owned assets.

Vendor imperative:

Ability to seamlessly include offerings into managed service contract has become critical to vendor selection



Gross Margin Ranges: MSPs



Product resale is necessary part of their model; gross margins declining except for legacy solutions

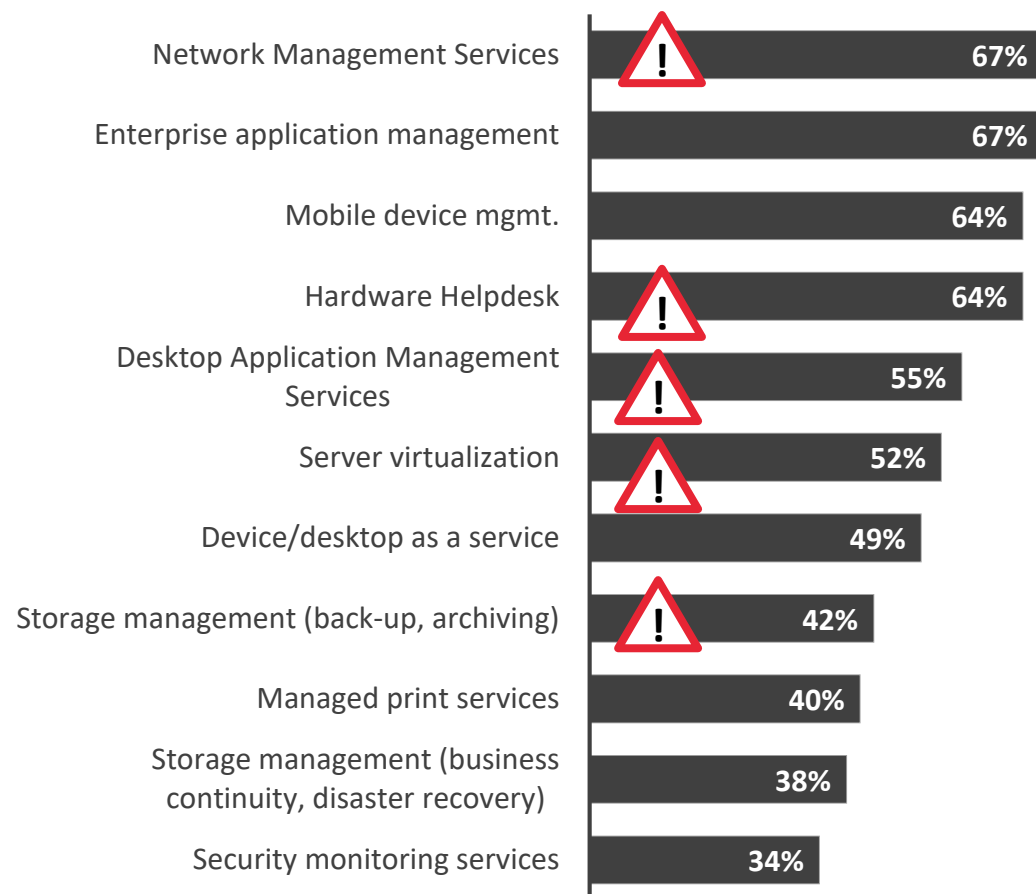
Gross margins on project-based professional services closely tied to MSP engagements. Cloud resale perceived as catalyst for additive services, not profit generator

Partner-owned assets drive greatest GM, but only at scale. MSP resale like product resell margins, EXCEPT in white label offerings

Core profitability driver for most MSP

Today's most profitable services: primarily infrastructure focused with half of top 10 also under the most gross margin pressure

Most Profitable Managed Services Offerings (ranked 1 or 2)



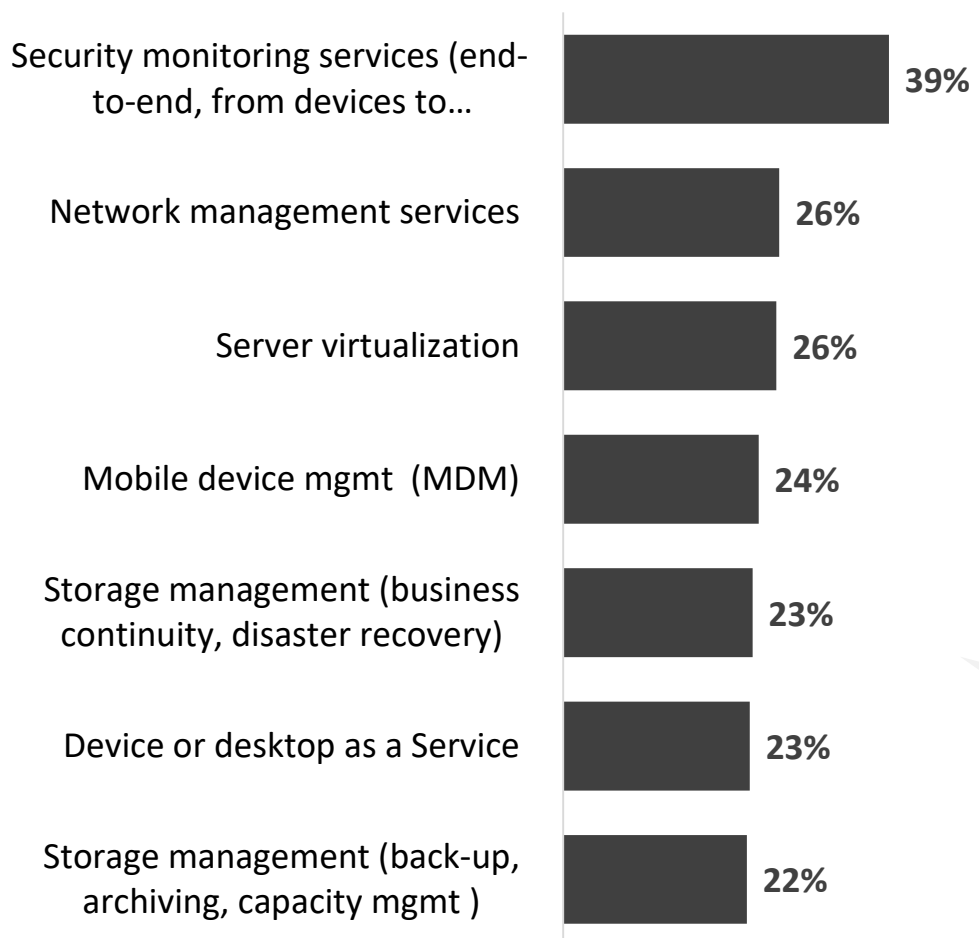
Q: Please rank your company's top 4 most profitable managed services offerings over the last 12 months.

Most Profitable Managed Services: By Customer Focus

Rank	Small Business	Mid-Market	Enterprise
1	Network Mgmt. services	Network Mgmt. services	Enterprise Application Mgmt. (custom apps, ERP)
2	Mobile Device Mgmt.	Desktop/Device as a Service	Network Mgmt. services
3	Hardware Help Desk	Enterprise Application Mgmt.	Hardware helpdesk
4	Unified Commun.	Storage Mgmt. (DR/BC)	Security monitoring services








Future services investment: security and network mgmt. top the list across MSP profiles;
 Mobile device mgmt. a priority for all MSP profiles, providing edge insights



Rank	Small Business	Mid-Market	Enterprise
1	Security monitoring svcs.	Security monitoring	Server virtualization
2	Network mgmt. services	Server virtualization	Mobile device mgmt.
3	Mobile device mgmt.	Storage mgmt. (back-up, archiving)	Desktop/device as a service
4	Unified Communications	Mobile device mgmt.	Security monitoring svcs.

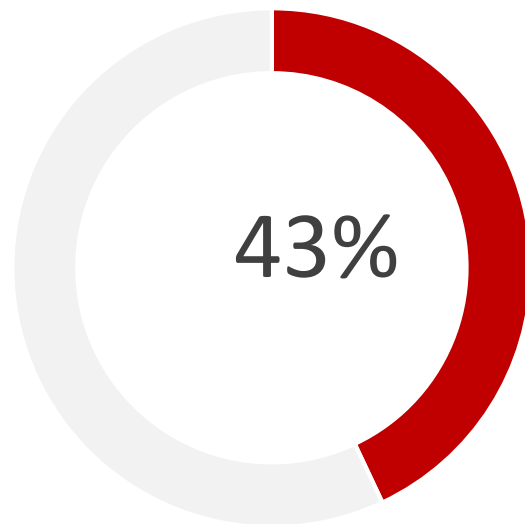
“Security has not made us rich, yet. My customers have a hard time trusting “the phone guy” to be their security specialist. We’re still trying though – we’re white-labeling Sophos now and looking at others.”

Partners' Viewpoints on MSP **Gross Margin** Trends

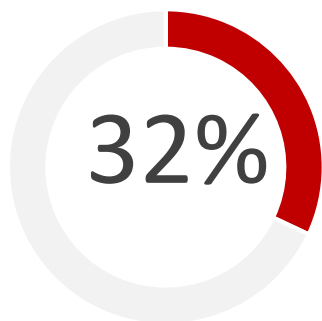
-  MSP Resale often perceived like product resell with GM in the 10-20% range. Exception is white-label offerings and select VoIP/security offerings noted
-  Partner-owned assets drives highest GM for MSP partners, but many unable to achieve scale and differentiation
-  HaaS stated as viable option and provides profit opportunity via contract terms, financing, and packaging integrity
-  Many MSPs incorporating cloud services and operational toolsets are allowing them ability to integrate into a customer offering
-  Customer management continues to be significant driver of overall profitability (i.e. several “not good” customers can cause significant impacts to profitability)



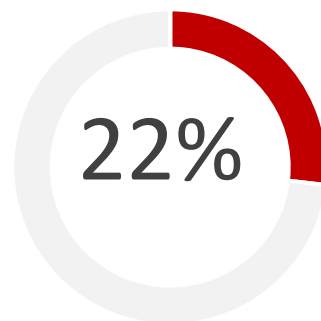
SG&A Expense: Longer Sales Cycles



Say **longer selling cycles** have increased their selling costs most in 2016



selling to **different decision makers**



unpredictable customer demand challenging bench utilization





- **First, a little background**
 - When we talk MSP, what do we mean?

- **MSP Partner Profitability**
 - Revenue
 - Gross Margins
 - SG&A

- **And finally, Vendor Impacts**

Levers Of Partner Profitability: MSP

REVENUE

C.O.G.S.

SG&A

Partner P&L Levers	Type	Vendor Tools / Resources
MRR Sales Velocity	Increase Revenue	Offer utility based or consumption based pricing 53%
	Decrease SG&A	More marketing visibility as part of vendors MSP partner ecosystem 38%
	Increase Revenue	Share best practices among MSPs about pricing and packaging of services 23%
	Increase Revenue	Benchmarking against other MSPs showing successful RR selling models 12%
Service Delivery / SLA Management		
Operations Management		
Vendor Enablement and Transaction Support (Program)		

Levers Of Partner Profitability: MSP

REVENUE

C.O.G.S.

SG&A

Partner P&L Levers	Type	Vendor Tools / Resources
MRR Sales Velocity	Increase Revenue	Offer utility based or consumption based pricing 53%
	Decrease SG&A	More marketing visibility as part of vendors MSP partner ecosystem 38%
	Increase Revenue	Share best practices among MSPs about pricing and packaging of services 23%
	Increase Revenue	Benchmarking against other MSPs showing successful RR selling models 12%
Service Delivery / SLA Management	Increase Revenue	More IP to help us architect next-generation services 13%
	Decrease COGS	Help us get access to certified technical talent for field or preventative maintenance work 16%
	Decrease COGS	Help us get access to certified technical talent to outsource our help desk function 9%
Operations Management		
Vendor Enablement and Transaction Support (Program)		

Levers Of Partner Profitability: MSP

REVENUE

C.O.G.S.

SG&A

Partner P&L Levers	Type	Vendor Tools / Resources
MRR Sales Velocity	Increase Revenue	Offer utility based or consumption based pricing 53%
	Decrease SG&A	More marketing visibility as part of vendors MSP partner ecosystem 38%
	Increase Revenue	Share best practices among MSPs about pricing and packaging of services 23%
	Increase Revenue	Benchmarking against other MSPs showing successful RR selling models 12%
Service Delivery / SLA Management	Increase Revenue	More IP to help us architect next-generation services 13%
	Decrease COGS	Help us get access to certified technical talent for field or preventative maintenance work 16%
	Decrease COGS	Help us get access to certified technical talent to outsource our help desk function 9%
Operations Management	Decrease SG&A	Create linkage to key PSA or recurring revenue automation tools 41%
	Decrease COGS	Expanded financing to help us absorb the cost of building/expanding our data center 32%
	Decrease COGS	Provide greater services automation tools that link to their systems 11%
Vendor Enablement and Transaction Support (Program)		

Levers Of Partner Profitability: MSP

REVENUE

C.O.G.S.

SG&A

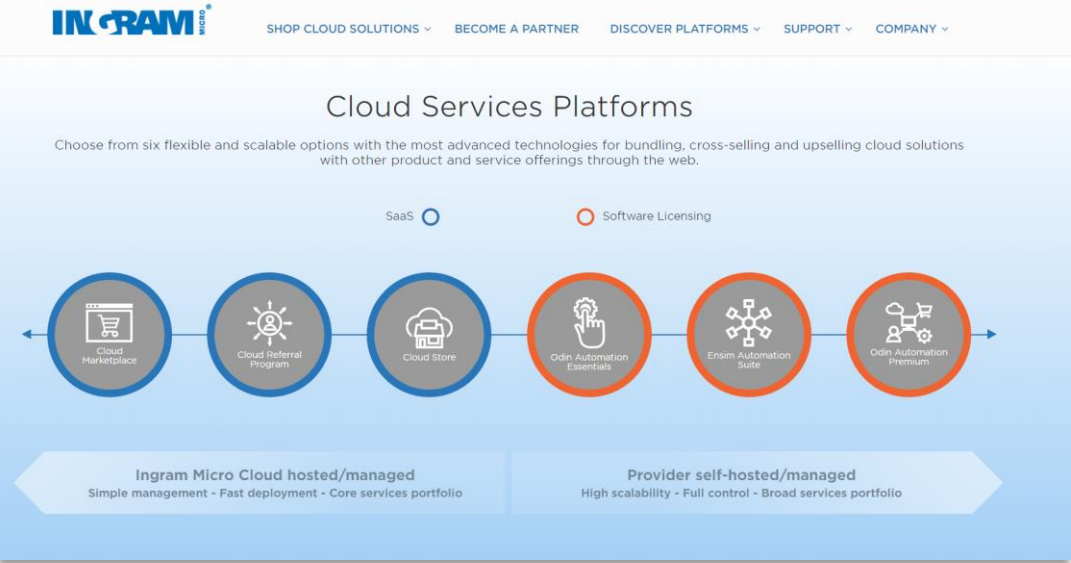
Partner P&L Levers	Type	Vendor Tools / Resources
MRR Sales Velocity	Increase Revenue	Offer utility based or consumption based pricing 53%
	Decrease SG&A	More marketing visibility as part of vendors MSP partner ecosystem 38%
	Increase Revenue	Share best practices among MSPs about pricing and packaging of services 23%
	Increase Revenue	Benchmarking against other MSPs showing successful RR selling models 12%
Service Delivery / SLA Management	Increase Revenue	More IP to help us architect next-generation services 13%
	Decrease COGS	Help us get access to certified technical talent for field or preventative maintenance work 16%
	Decrease COGS	Help us get access to certified technical talent to outsource our help desk function 9%
Operations Management	Decrease SG&A	Create linkage to key PSA or recurring revenue automation tools 41%
	Decrease COGS	Expanded financing to help us absorb the cost of building/expanding our data center 32%
	Decrease COGS	Provide greater services automation tools that link to their systems 11%
Vendor Enablement and Transaction Support (Program)	Decrease SG&A	Make training and certification more affordable 64%
	Decrease SG&A	Reduce/Eliminate Channel/Alliance Program Fees 33%
	Decrease SG&A	Make marketing funds easier to get access to 28%

Cloud-Based Security Study Excerpt: Distribution Cloud Services Platforms provide a single platform for Solution Providers to manage cross vendor cloud environments



Key Takeaway:

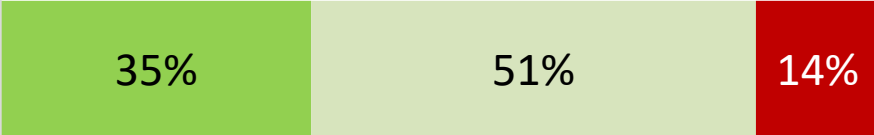
Distributor marketplaces are becoming more important to partners with almost 1 in 3 partners declaring they are important in helping them determine endpoint security solutions



HOW IMPORTANT ARE DISTRIBUTOR MARKETPLACES IN:

■ Important (6,7) ■ Neutral (3,4,5) ■ Not important (1,2)

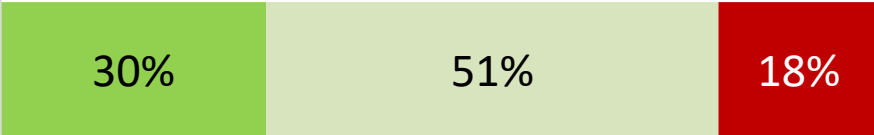
Making you aware of potential endpoint security solutions?



Helping you determining which vendor to partner with for endpoint security solutions?



Deciding which solution to recommend for a customer's endpoint security solutions?



The IPED perspective: Broaden your thinking to include other cross vendor scenarios

The Best and Brightest Aggressively Leverage Peer Groups and Mentors

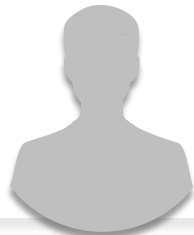
Service Leadership is about long term profit...True Methods is more marketing and sales. We don't pay for either but we read their writings."

\$1.6M VAR/MSP



"Cisco and HPE helped us in terms of profit and volume."

\$171M VAR



"My mentor is a retired CPA. I developed a board of advisors made up of customers and community business leaders to hold me accountable. I am the youngest in my mentor group (EMyth) by a decade."

\$2M MSP



"With Deloitte we got a 1 hour biz review with their analysts. We got ripped. Second year we got ripped again. We were good but not great. We listened, changed and started asking business questions."

\$17M MSP



"Below Average, Average, Best in Class, World Class" are concepts learned and applied. We designed processes to drive efficiencies, priced correctly and I made money."

\$2M MSP



In summary.....MSP Profitability:



Key Vendor Takeaways

Enabling a **utility based consumption model** is increasingly becoming table stakes to compete

The ability to integrate the vendor's offering into the **partners' choice of management tools** is becoming critical to vendor selection (RMM Tools, Distribution Marketplaces, Cloud Provider Marketplaces)

Vendors that can **outline a roadmap of additional managed services** have a decided advantage over their competition

Partner program evolution required to properly address MSP needs (architecture assistance, dedicated support, operational training, etc.)

IPED continues to advocate that vendors view the **MSP model not as a partner type, but as a business model** (most partners of all types are trying to offer some form of managed services)



For More Information Contact:

Lisa Sabourin

Director of Engagements

C 561.339.5517

lsabourin@thechannelco.com

The Channel Company

thechannelco.com