

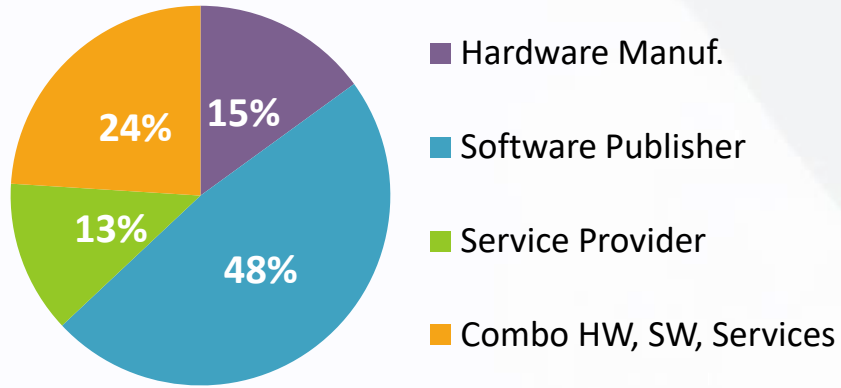
# The “New Normal” in Partner Programs

THE **CHANNEL** CO.™

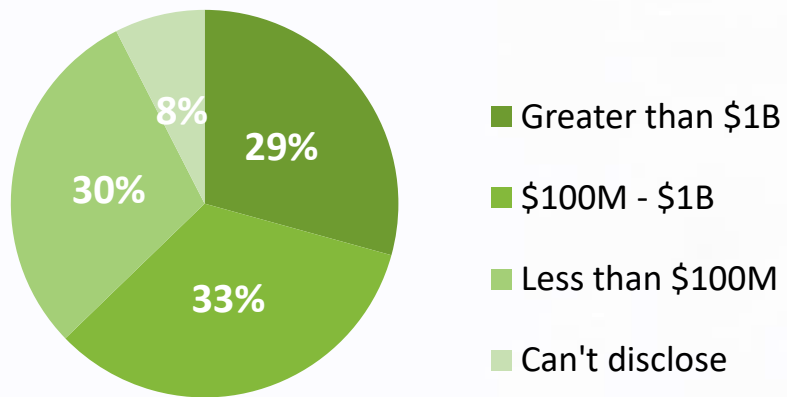
**IPED**® Consulting

# Vendor Respondents (N-239)

## Primary Business Model



## Revenue



**75%** of revenue from indirect channels

**29%** of indirect revenue = channel budget

### Average Program Participation:

5,300 partners in North America (16,000 WW)

10% in top tier of program (4% WW)

30% in top three tiers (20% WW)

70% in the lowest tier (76% WW)

14% of total were new partners in 2019

# What's Top of Mind for Partners?

- ✓ How can I continue to **build my own services that drive customer value and allow me to differentiate?**
- ✓ How do I accelerate my **hybrid and multi-cloud practice?**
- ✓ How do I continue to **optimize my cost structure?**
- ✓ How do I maintain the **best team with the best skills possible?**



# Program Trends



**1** PARTNER TYPES & ENGAGEMENT MODELS



**3** SALES SUPPORT & TOOLS



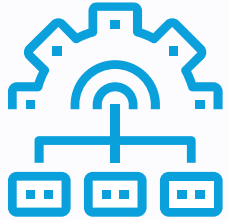
**2** ENABLEMENT & TRAINING



**4** MARKETING FUNDS & SUPPORT



# Program Trends



1

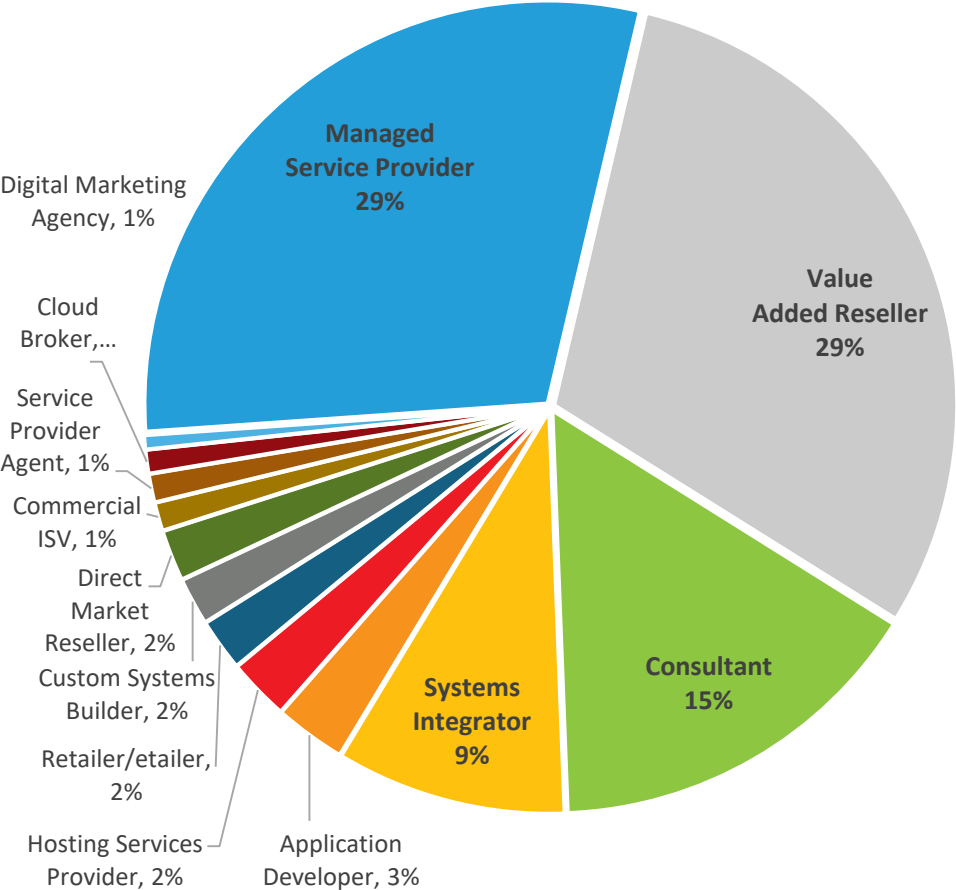
## PARTNER TYPES & ENGAGEMENT MODELS

### Main Ideas:



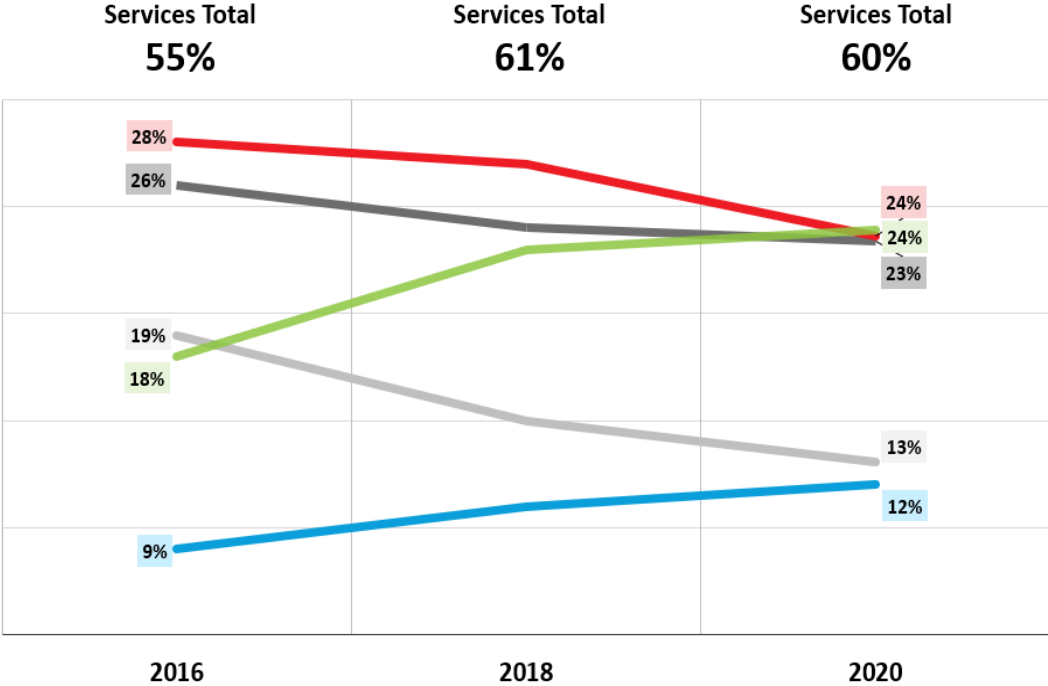
- ✓ Role based programs now dominant
- ✓ Cloud is a product, not a partner type AND Marketplaces are becoming a viable GTM channel for cloud services
- ✓ Programs recognize partners' service-led business models
- ✓ Industry and vertical skills are more important than ever

# Partner Business Models & Revenue Mix Dictate Program Needs

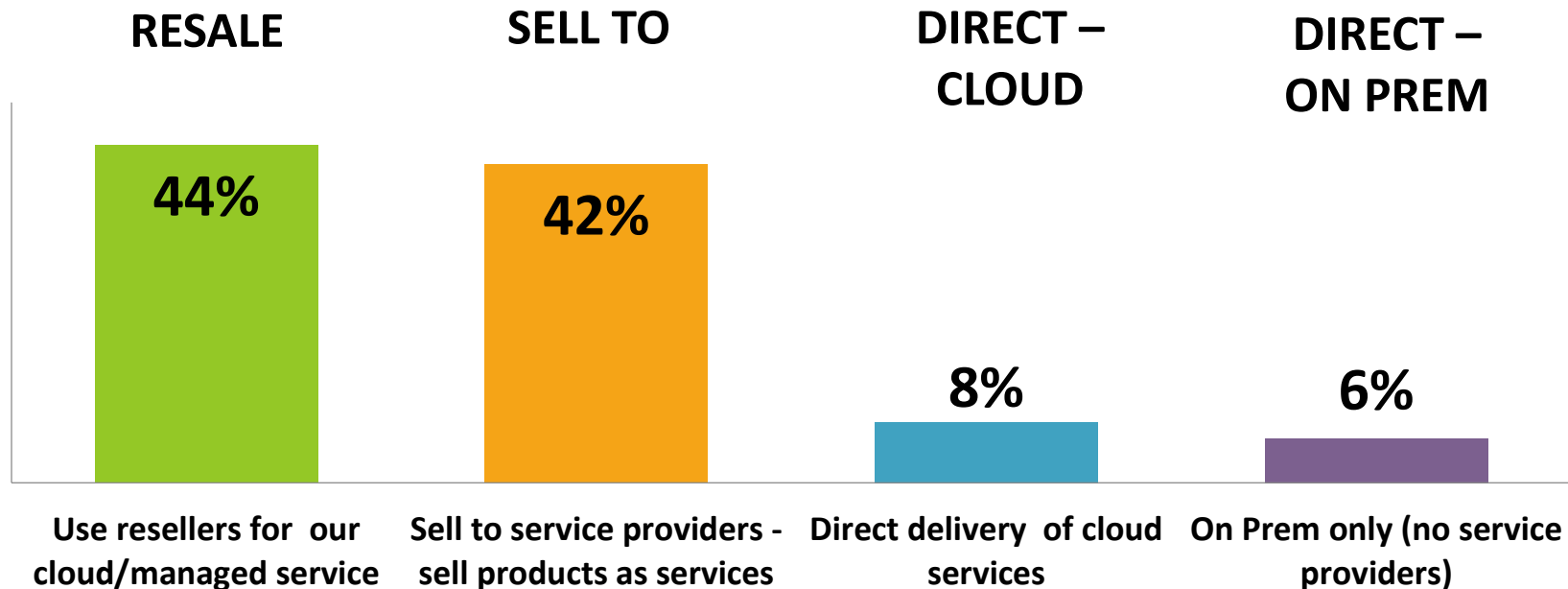


## OVERALL REVENUE MIX

- Project Based Services
- On Prem. Hardware
- On Prem. Software
- Managed Services
- Cloud Services



# Cloud and Managed IT Services are now ubiquitous; programs now use solution providers equally as service resellers and delivery providers



85%

of vendors use their **existing partner program** to support their cloud products and services

**only 6%** have a separate cloud partner program

# Integrated Cloud Marketplaces in Partner Engagement

## Getting Started: It's as Easy as 1-2-3

**1 ENGAGE**  
**Define your level of engagement:** Align our program to your level of experience and the benefits and billings requirements that fit your business.

ADVOCATE	SELECT	ADVANCED	EXPERT
You're interested in starting a relationship with Fortinet. This level has limited requirements and benefits.	You're committed to delivering superior security solutions that best fit small-to-medium business security concerns.	You have proven success delivering the full spectrum of Fortinet's solutions with certified staff to handle various implementation requirements from your customers.	As part of this group of proven Fortinet solution experts, you have demonstrated consistently high revenue and can deliver the full range of Fortinet solutions, with experts on staff to manage complex deployments.

## Partner Declares 1 or More Business Models

**2 EXPAND**  
**Select your business model:** We know you transact in different ways, so we've built that flexibility into our program.

INTEGRATOR	MSSP	MARKETPLACE
 You're primarily reselling to customers on-premises, but offer some managed services.	 Most, if not all, of your billings come from managed security services.	 You were born-in-the-cloud or are a cloud-certified partner.

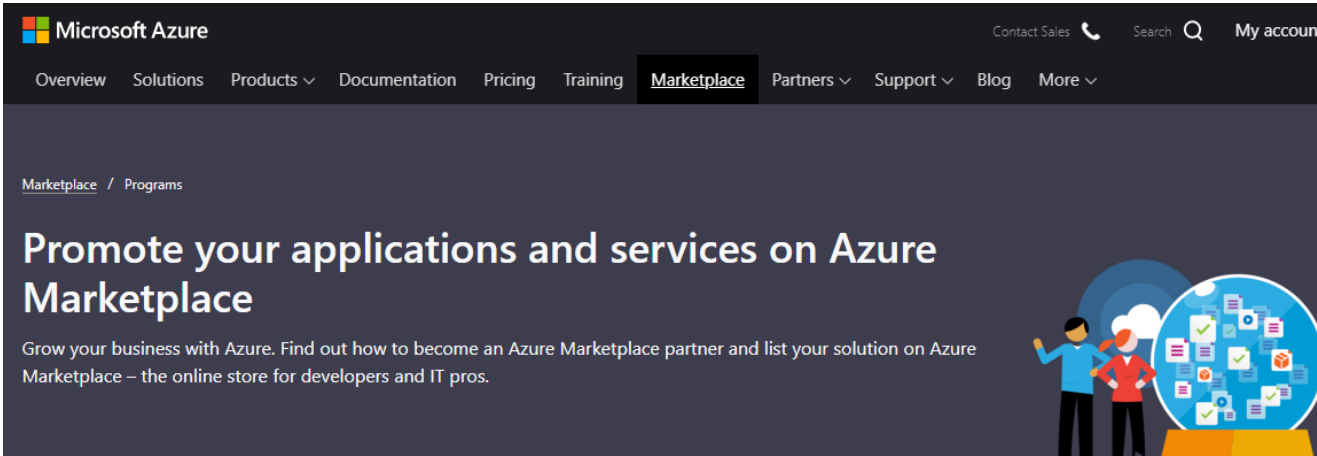
**ENGAGE**  
FORTINET PARTNER PROGRAM

- ✓ Ability to purchase VM solutions via distribution, which can be installed in a public marketplace
- ✓ Ability to purchase directly from a public cloud provider or distributor marketplace
- ✓ AWS: Linkage with Consulting Program Private Offer (CPPO)
- ✓ Dedicated cloud experts to support
- ✓ Access to subscription “pay as you go” pricing model

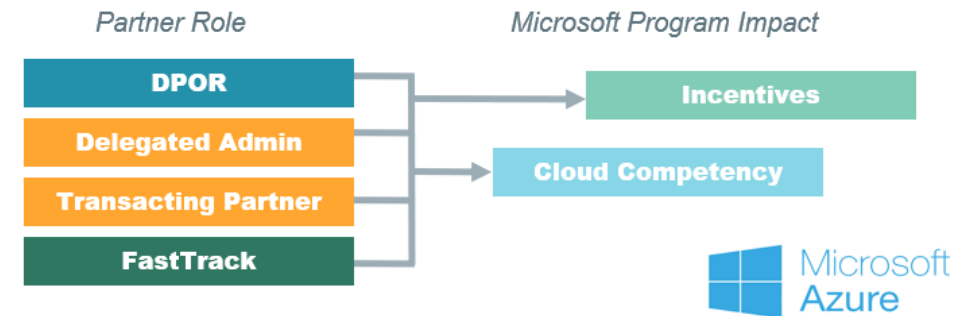


# Integrated Cloud Marketplaces: Partner Apps. & Services

Partners marketing their own unique solutions .....  
(Must be part of the Microsoft Partner Network MPN)



Partners use Azure Marketplace to transact and manage their customers' cloud assets

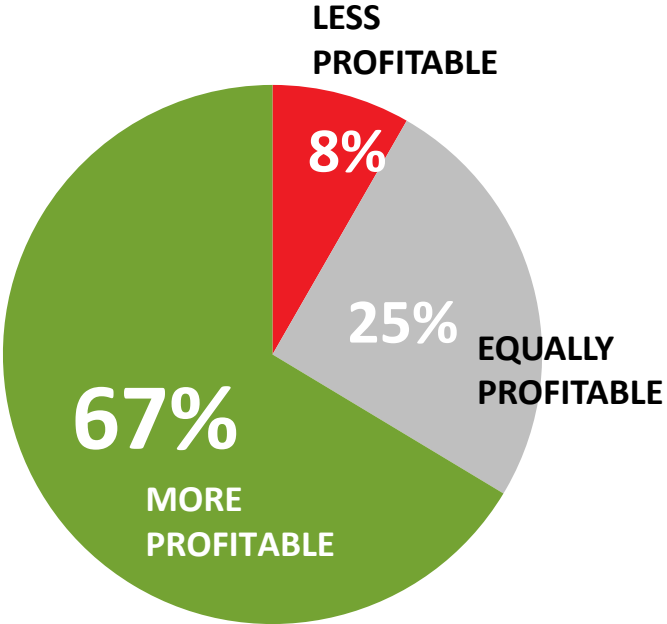


## Process to Track DPOR on Cloud Subscriptions:

- Customer attaches “Digital Partner of Record” (DPOR) during or after transaction (Partner ID)
- Or Partner can send QuickLink email to Customer for approval to add them as DPOR
- Or Partner can ask Customer to designate them as Administrator for this subscription and Azure account (including DPOR)
- Applies to Office 365, Dynamics 365, Azure, etc.,
- All ISVs/Sellers and Partners are automatically eligible – no additional “program” they need to sign up for

# Vendors acknowledge solution providers' services-led business models; But services-enablement programs haven't kept up

PARTNER SERVICES-ATTACH OPPORTUNITY .....  
(VENDOR VIEW)



**66%** offer programs for resale of vendor services  
**BUT ..... only**

**34%** offer a program track to authorize partners for pre- or post-sale professional services delivery

**49%** offer partners subscription/consumption pricing  
**BUT .... only**

**30%** provide services automation tools

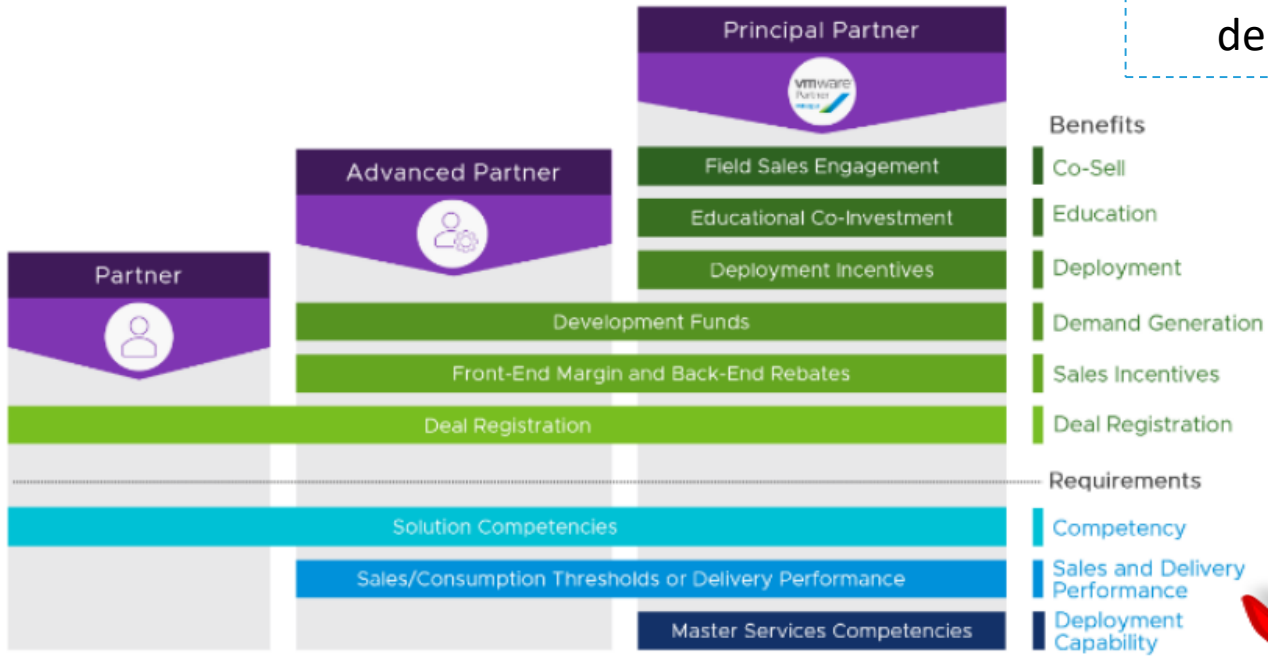
**21%** offer peer benchmarking data on services

# Vendor Program Examples: Role Based Programs



- GOALS**
1. Eliminate silos across partners' most common business models: resell, professional services, cloud hosting, and managed services.
  2. Extend the success of the Master Services Competencies -- validates and rewards partners with high levels of service delivery capability

Aligning Benefits and Requirements to Partner Business Models



## Master Services Competencies:

- Cloud Management & Automation
- Datacenter Virtualization
- Network Virtualization
- Digital Workspace
- VMWare Cloud on AWS



# Vendor Program Examples: Role Based Programs

## GOALS

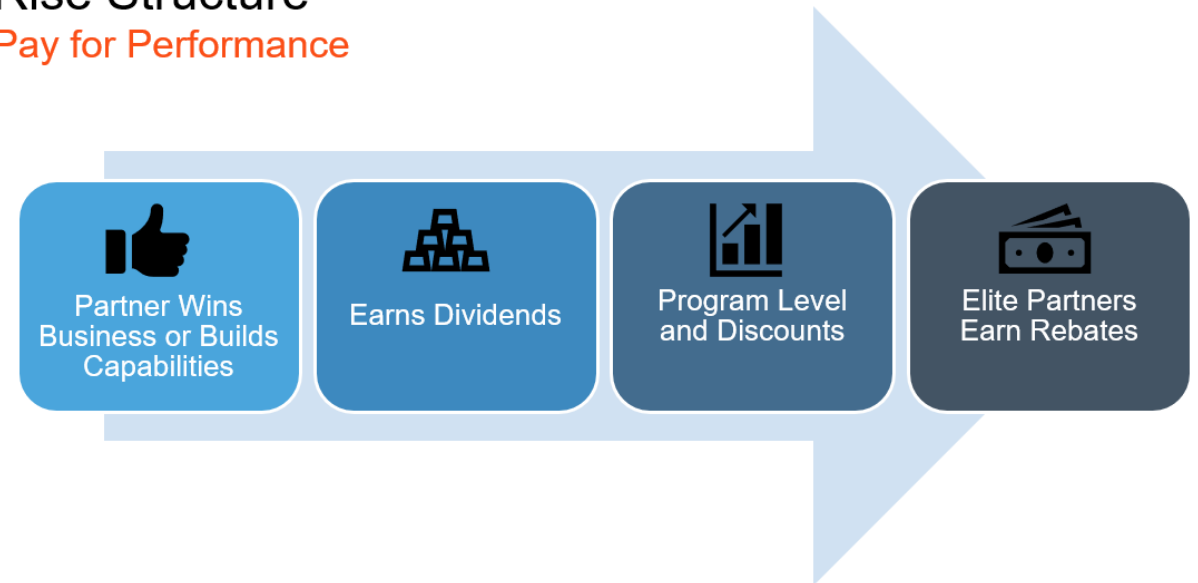
1. Eliminate silos across partners' business models
2. Simplify the partner engagement experience
3. Allow flexible redemption models for benefits

## Structure:

- 3 program levels (Authorized, Premier, Elite)
  - Tiers require training and min. # of dividends
  - Program level drives transactional discounting
- Dividends earned based on value-based criteria
  - Partners earn more for trade up, refresh and net-new deal bookings
- Dividends redemption - cash rebates or Business Investment funds (BIF)
  - BIF pays marketing, training, headcount
  - Eliminated traditional MDF

riverbed | rise

## Rise Structure Pay for Performance



## 2020 – 2021 Plans:

- Fully incorporate subscription pricing
- Fully incorporate service providers

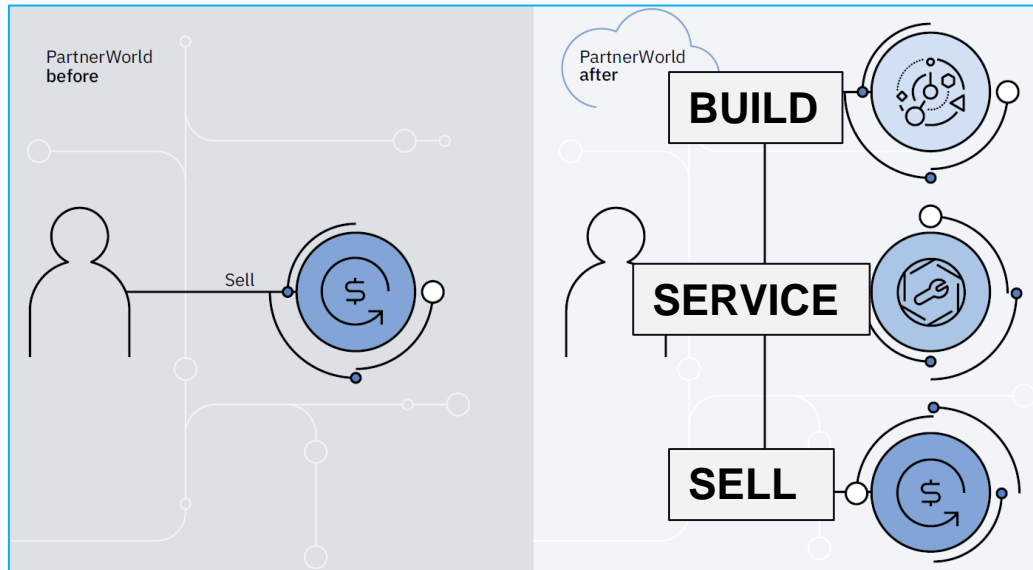
# Vendor Program Examples: Simplified Roles Surrounding the Cloud



\$1 billion incremental investment over three years in its public cloud ecosystem to help IBM Business Partners accelerate clients' digital transformation initiatives & cloud adoption

## Goals -- Help partners:

- Compete in a market driven by cloud adoption
- Compete better with leading hyperscalers
- Help partners develop new revenue streams



## Unify the benefits



### IBM Partner Packages

Use IBM Partner Packages to enhance your partner experience with additional cloud credits, testing vouchers, technical support and more. The packages provide you flexibility and scalability based on your development, testing and learning needs.



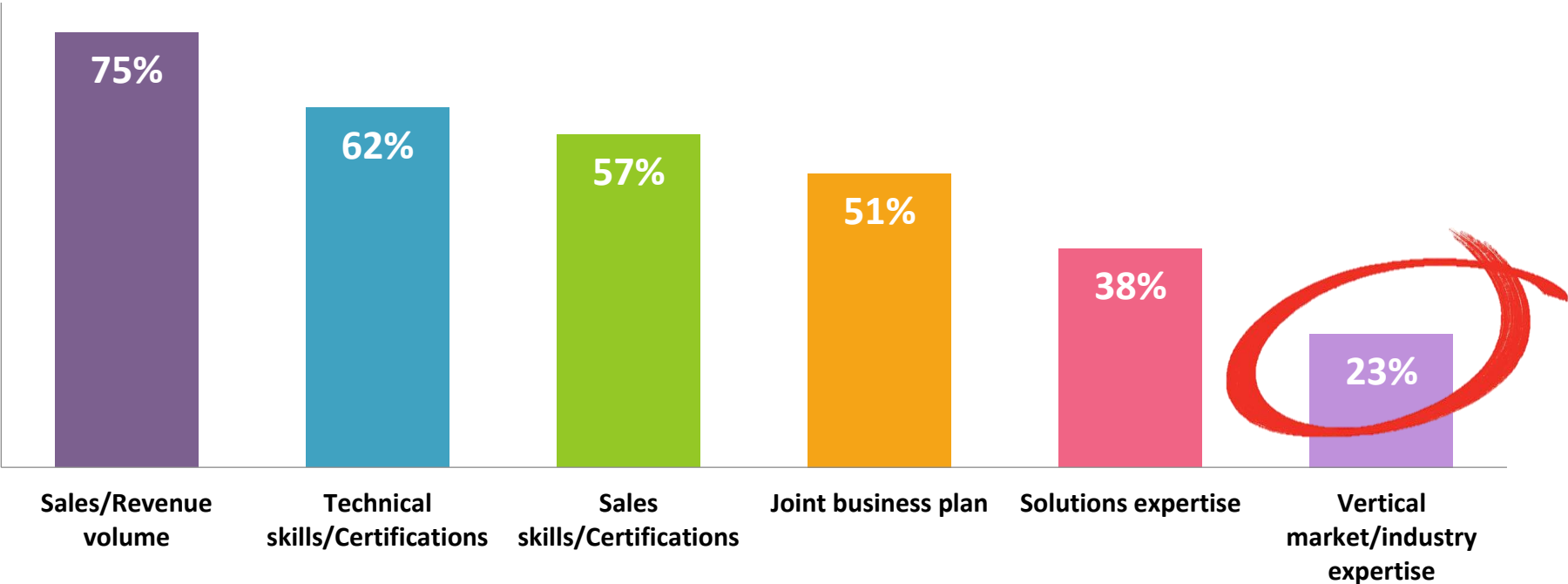
## Competencies across roles:

- ✓ Banking and Financial
- ✓ Industrial & Manufacturing
- ✓ Regulated Workloads
- ✓ Application Modernization

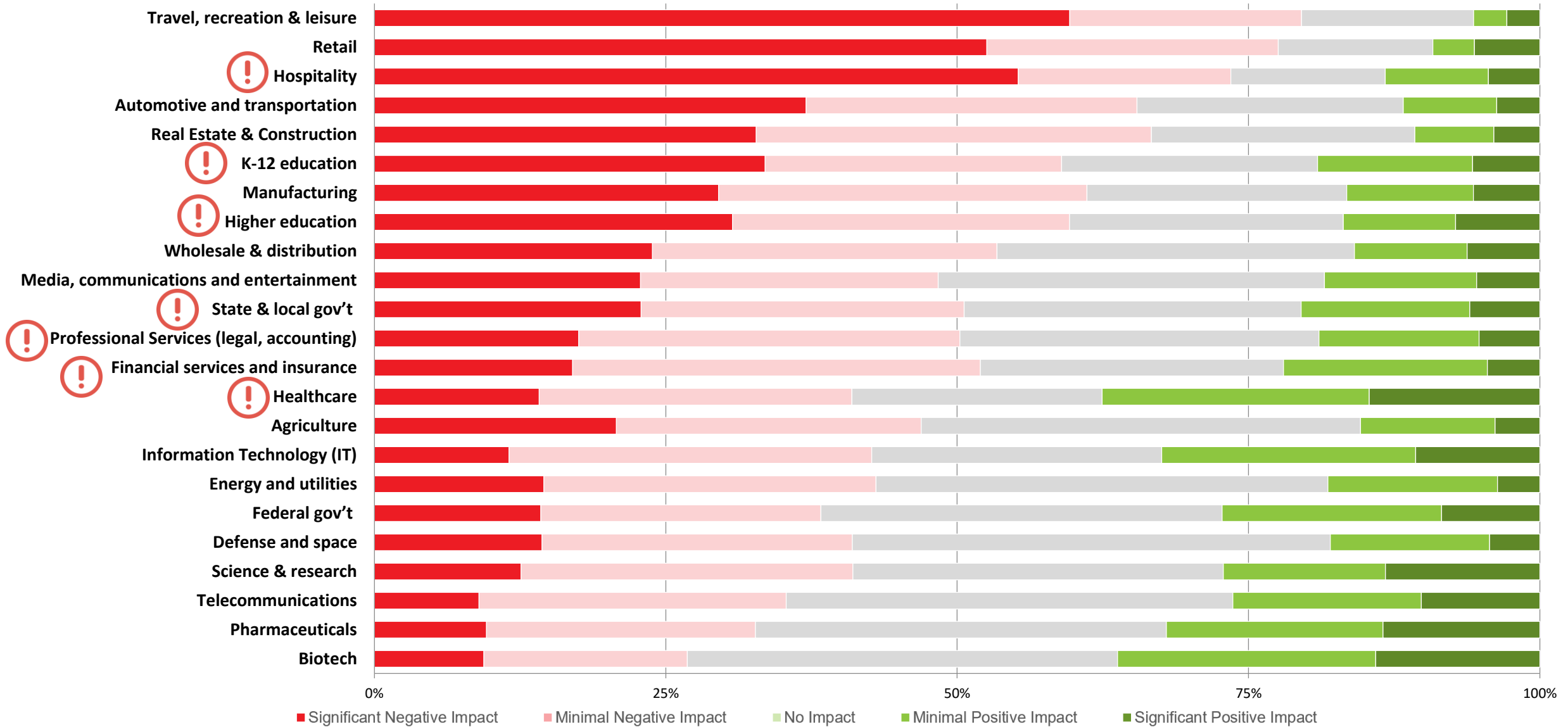
# Industry vertical skills will become increasingly strategic & differentiated; still not ranked high in program “value-add” criteria



Industry expertise not yet driving meaningful program tiered benefits



# Vertical Segmentation Critical to COVID-19 Market Recovery



# Microsoft: Building Vertical Skills & Market Visibility



## Turn business challenges into digital transformation areas for these industries

Learn about the opportunities, needs, and trends within each industry and your opportunity to build solutions, combining Microsoft technology with your IP and services, that will unlock the value that organizations seek.



### Automotive

Help automakers in the auto industry redefine mobility with connected autonomous vehicles and smart mobility services, powered by an intelligent supply chain.

[Start now](#)



### Financial services

Empower financial services organizations to achieve more by reimagining how they run their business, change customer expectations, meet complex regulations, and combat cyber threats.

[Find out more](#)



### Government

Help government organizations to promote citizen well-being, influence positive societal change, and enhance their government services.

[Discover more](#)



### Healthcare

Build innovative solutions that help healthcare organizations enable personalized care, empower care teams, and improve operational outcomes.

[Explore more](#)



## Industry partner guide Healthcare



### Manufacturing and energy

Help manufacturers transform a better future from top floor to shop floor—delivering improved customer outcomes with product-as-a-service.



### Media and communications

Provide innovative solutions that empower media and entertainment and telecommunications organizations to achieve more.



### Retail and consumer goods

Enable retailers and consumer goods companies to unlock their full potential to transform consumer outcomes and build brands that people love.

## Market challenges mean greater partner opportunity

Today, healthcare companies are faced with multiple challenges, including ever-growing demand for services, rising costs throughout their operations, and increasing threats to patient privacy and information security. To meet these challenges, many **healthcare companies are seeking innovative technology solutions to help them streamline services** while improving patient outcomes and enhancing compliance and security.



The United States spends the equivalent of almost **18% of GDP** on healthcare and is projected to exceed **24% of GDP** by 2040.<sup>1</sup>



The global pharmaceutical market could be worth nearly **USD1.6 trillion** by 2020.<sup>2</sup>



By 2020, **1GB of health-related data** will be created per person per day on average.<sup>3</sup>



**93% of patients** identify the ability for providers to easily share and receive information about their medical history as important for receiving personalized care.<sup>4</sup>



**USD6.2 billion** lost due to data breaches in healthcare industry each year.<sup>5</sup>



According to the WHO, providers will suffer from a shortage of more than **14 million healthcare workers** worldwide by 2030.<sup>6</sup>



# ServiceNow: Vertically Aligned and Role-Based



## ServiceNow Transforms Partner Programs to Help Industries Prepare for a New Way of Working

### Partner Programs

Multitier programs provide access to demo instances, marketing tools, customer referrals, and more.

[Visit Partner Portal](#) →

SANTA CLARA, Calif. - May 28, 2020

#### Sales Partners

Qualify for resale and referrals or offer outsourcing and managed services.

#### Services Partners

Differentiate your services with accreditations, certifications, and our logo.

#### Technology Partners

Build, test, certify, and sell apps or integrations via the ServiceNow Store.

#### Service Provider Partners

Grow your business with integrated, intelligent, and reliable services.

#### Public Sector Partners

Engage customers in the U.S. Federal market with unique benchmarks.

### Explore your industry

Transform your enterprise with digital workflow solutions tailored to your industry.



#### Education

Modernize learning to create amazing experiences for all.



#### Financial Services

Deliver seamless experiences for customers and agents with compliance.



#### Government

Enable better decision-making to deliver optimized government services.



#### Healthcare

Deliver better outcomes now and into the future with health IT.



#### Manufacturing

Set a new standard for manufacturing with truly connected operations.



#### Telecommunications

Elevate your telecom services and operations on one cloud platform.

One of the fastest enterprise SaaS companies in the industry (80% of F500)

ServiceNow Partner Industry Solutions Marketplace

# Program Trends: Partner Enablement & Training



## Main Ideas:



- ✓ Services-led business models driving new requirements in role-based training
- ✓ COVID pandemic driving the “new normal” in virtual training content and delivery options, including the use of Communities
- ✓ Recurring revenue and Customer Success management is new holistic enablement priority

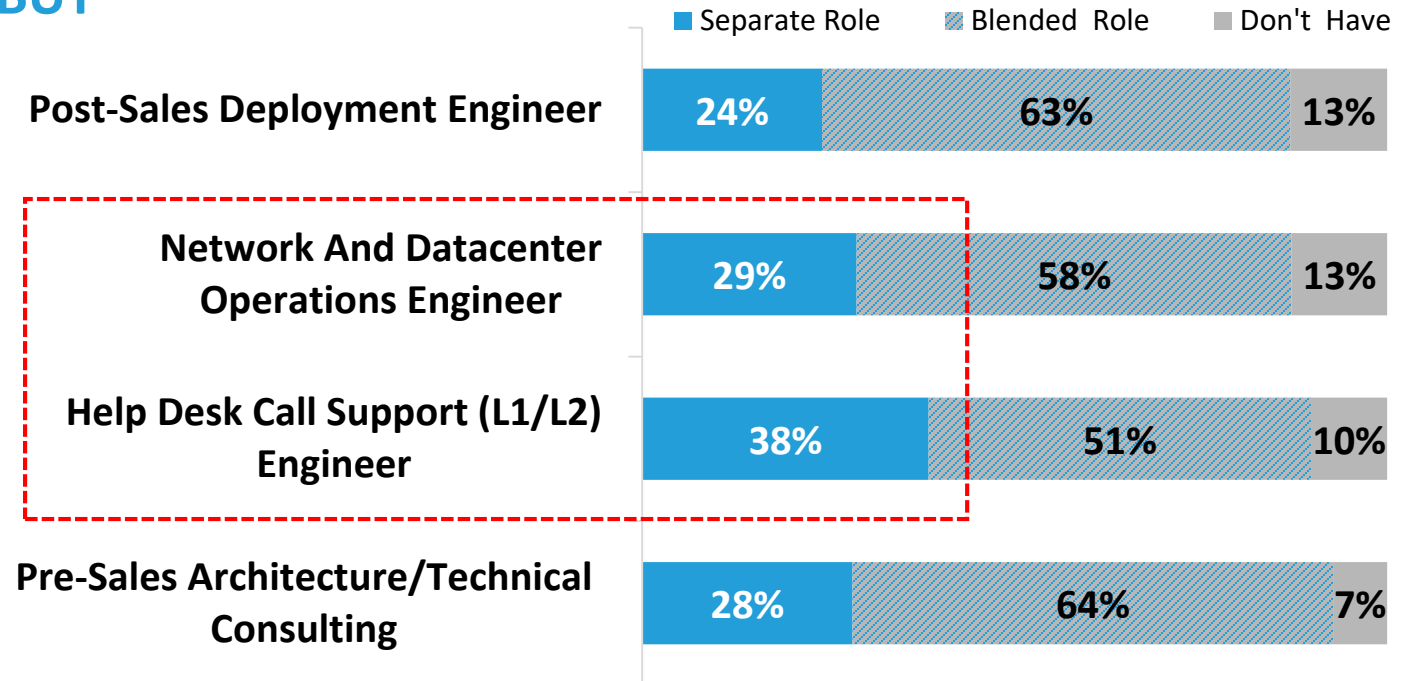
# Technical certifications may not meet MSP needs; Network Engineer and Support Engineer are increasingly separate roles

**65%** say **technical staffing is their most critical investment (MSP business)** in the coming 12-18 months, **BUT**

**12%** (only) say **training & certif.** is a critical investment

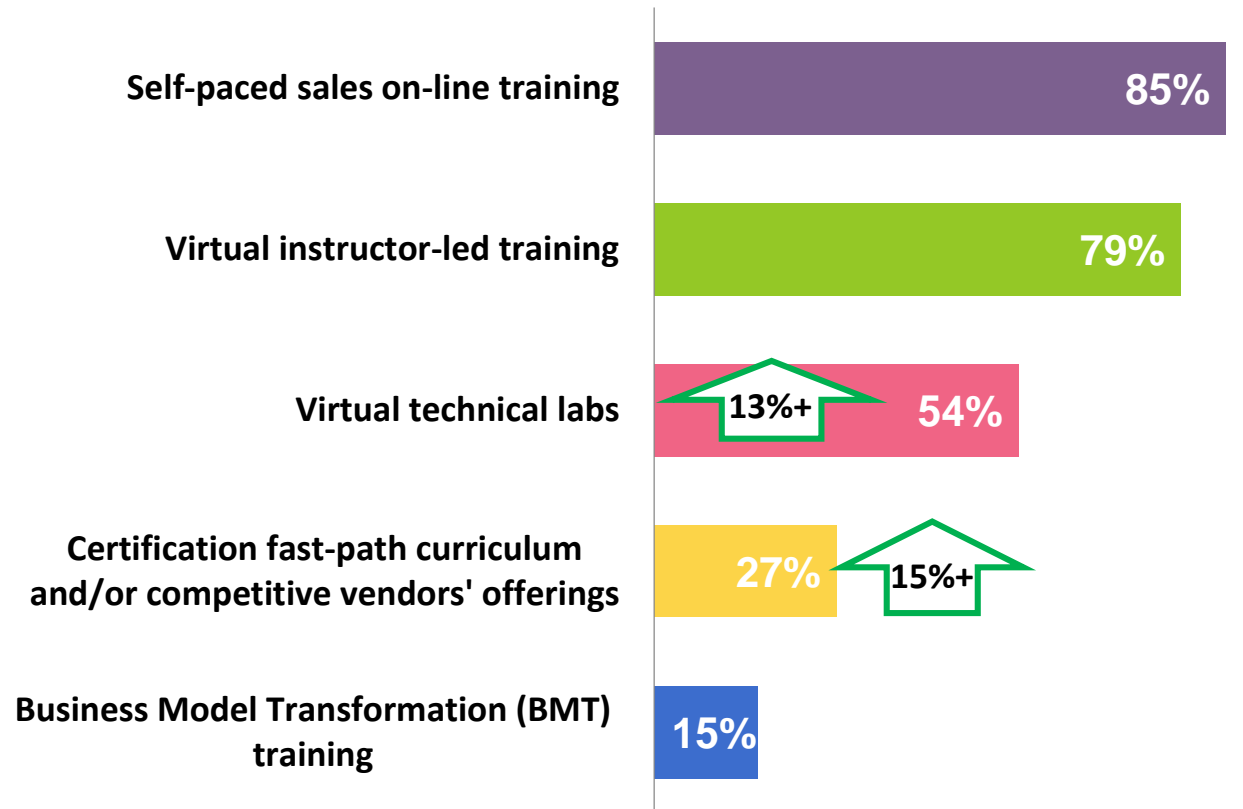


## Because Role-Based Technical Certification Is Lacking for MSPs

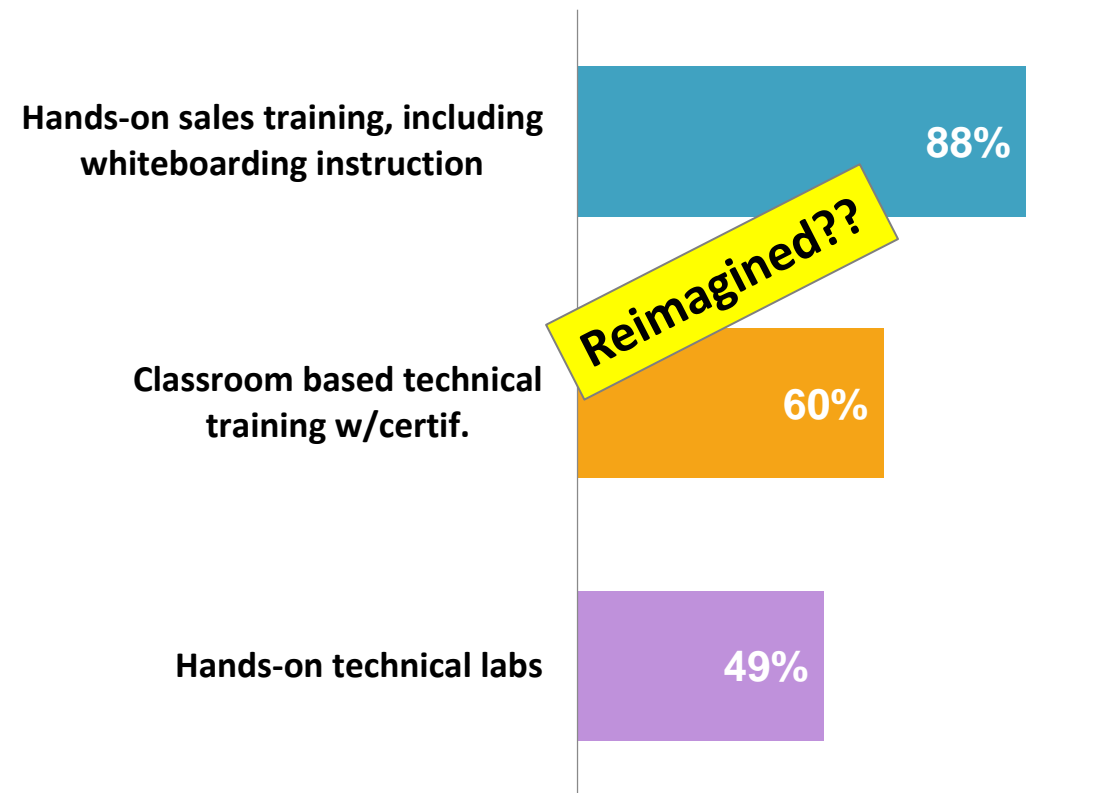


# Virtual and self-paced training already mainstay; expect “new normal” training to favor virtual labs, VIL training

## ON-LINE OR SELF PACED



## CLASSROOM OR HANDS-ON



# COVID creates a catalyst for JIT affordable partner skills development ...

## HPE Tech Pro Community



- ✓ Expanded virtual training content - competitive virtual training, learning paths and virtual exams.
- ✓ New tools for virtual demonstrations and Innovation Center briefings,



- ✓ Selected free training & cloud credits



- ✓ Expanded virtual trainings
- ✓ Digital learning discounts; flexible cancellations
- ✓ Extended exam window; training units



Free Services Deployment training; UnityXT, VxRail, DP440



Free training, bootcamp & support



TrueMethods Training – Manage & Grow through this Crisis



- ✓ Digital selling skills enablement webinar series
- ✓ Remote training tools
- ✓ Digital workshops with the Digital Technical Engagement Team
- ✓ Free 90 SW trials



- ✓ Subsidies available for virtual learning & certif.
- ✓ 20 hours of free SAP S/4HANA consultant training



Free cybersecurity support & training



Free certification training (specializations, cloud and wireless)

# Communities: Emerging as valuable enablement vehicle

## WHY?

- ✓ JIT, modular content
- ✓ Role-based content, continuous
- ✓ Peer access
- ✓ Easier access to vendor SME's

## TechPro Community

- **78%** membership growth since Nov. 1<sup>st</sup>
- **53%** increase in chatter among partner & HPE technical professional on online community forums
- **25x** more technical content consumed in the first 6 months of FY20 vs. all of FY19
- **50%+** members with technical certifications have earned at least one Continuous Learning digital badge

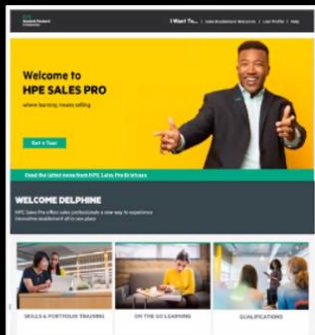
## THE PRO SERIES – SALES PRO, TECH PRO, MARKETING PRO

Sales and Marketing enablement for HPE partners

The HPE PRO SERIES FOR PARTNERS: Personalized enablement experience for each role

### HPE SALES PRO

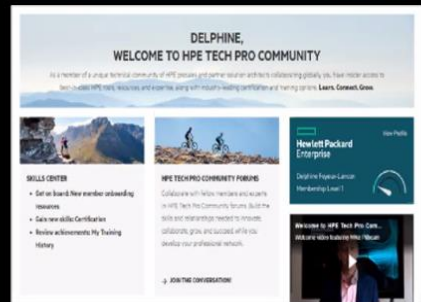
Innovative sales enablement



A new global learning experience and destination that links sellers to **innovative enablement**—all in one place

### HPE TECH PRO

Technical community and resources



A **technical community** of HPE presales and partner solution architects, with access to HPE tools, resources, and expertise

### HPE MARKETING PRO

Digital marketing enablement



Resources and learning opportunities that help partner marketers advance their end-to-end **marketing effectiveness**

# Customer Success Enablement Priority

## CUSTOMER SUCCESS:

“A proactive, holistic and organization-level approach that leverages technology and real-time visibility into customer activities to ensure your customers .... continually and increasingly ..... receive value from your products/ services over the course of their lifetime as a customer.”



## Driving Customer Success Together

### Customer-Centric

Focused recognition in areas of partner expertise - including product, geography and industry - to help customers easily identify partners that will deliver value for their specific business needs.

### Success Driven

Increased investment in enablers - including cloud environments and technical, financial, and targeted go-to-market resources - designed to build expertise to drive customer success, grow partner revenue, and accelerate the path to cloud.

### Simplified

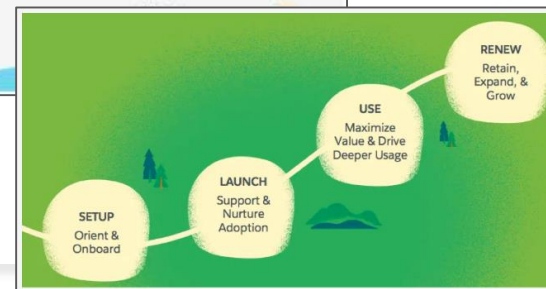
Streamlined program makes it easier to partner with Oracle and leverage the industry's broadest and most integrated cloud and on-premises portfolio.



**Business Practice Specializations**

Focused on Practice Capabilities

**New** Customer Experience Specialization



# Program Trends: Sales Support & Tools



## Main Ideas:



- ✓ Demos/NFRs/trials become a more strategic door-opener
- ✓ XaaS and partner-led services drives growth in the influencer model



# AWS Free Tier

Gain free, hands-on experience with the AWS platform, products, and services

[Create a Free Account](#)

## Types of offers

Explore more than 60 products and start building on AWS using the free tier. Three different types of free offers are available for each product used. See below for details on each product.



### Always free

These free tier offers do not expire and are available to all AWS customers



### 12 months free

Enjoy these offers for 12-months following your initial sign-up date to AWS



### Trials

Short-term free trial offers start from the date you activate a particular service

## Software trials

### Featured software trials

#### IBM Garage

Empower teams with the practices to get work done remotely

[Try virtual IBM Garage free](#)

#### IBM Aspera on Cloud

Share big files across vast distances at high speeds

[Free 90-day subscription](#)

#### IBM QRadar on Cloud

Enable faster attack detection and response with SIEM as a service

[Start your free trial now](#)

## Access Program

Datto's Access Program was built especially for MSPs in the very early stages of evaluating the technology, solutions, services, and overall partnership. Sign up for free to access the Datto Partner Portal for 60 days, where you can explore the manage Platform, Store, Training Academy, Knowledge Base, Community Forum, MarketNow, and much more.

- Risk Free
- No Commitment
- 60 Day Evaluation Period



### Browse apps

#### Get Started

- AI + Machine Learning
- Analytics
- Azure Active Directory
- Blockchain
- Compute
- Containers
- Databases
- Developer Tools
- DevOps
- Integration
- Identity
- Internet of Things
- IT & Management Tools

Trials:  Operating System:  Publisher:  Pricing Model:

Results in All apps (391)

<p><b>Barracuda CloudGen WAF for Azure</b> By Barracuda Networks, Inc. The most deployed WAF in public cloud. ★★★★★ (1) Software plans start at \$1.04/hour Free software trial</p>	<p><b>Official MEAN Machine - Mean.io app out-of-the-box</b> By Linnovate Technologies Ltd. MEAN Machine is the fastest way to have a functional MEAN.IO app. Boot it up, and enjoy your Software plans start at \$0.025/hour Free software trial</p>	<p><b>Netgate pfSense® Firewall/VPN/Router</b> By Netgate pfSense® software from Netgate is the most trusted open source firewall, VPN and routing ★★★★★ (1) Software plans start at Free Free software trial</p>	<p><b>Ethereum Studio - Blockchain Environment</b> By ether.camp Complete package for Ethereum Blockchain development. Software plans start at \$0.001/hour Free software trial</p>
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## Try Microsoft 365 for free

Get a free trial and you'll have access to the latest AI-powered Office apps, 1 TB of cloud storage, and premium mobile features to stay on top of things wherever you are on any device.

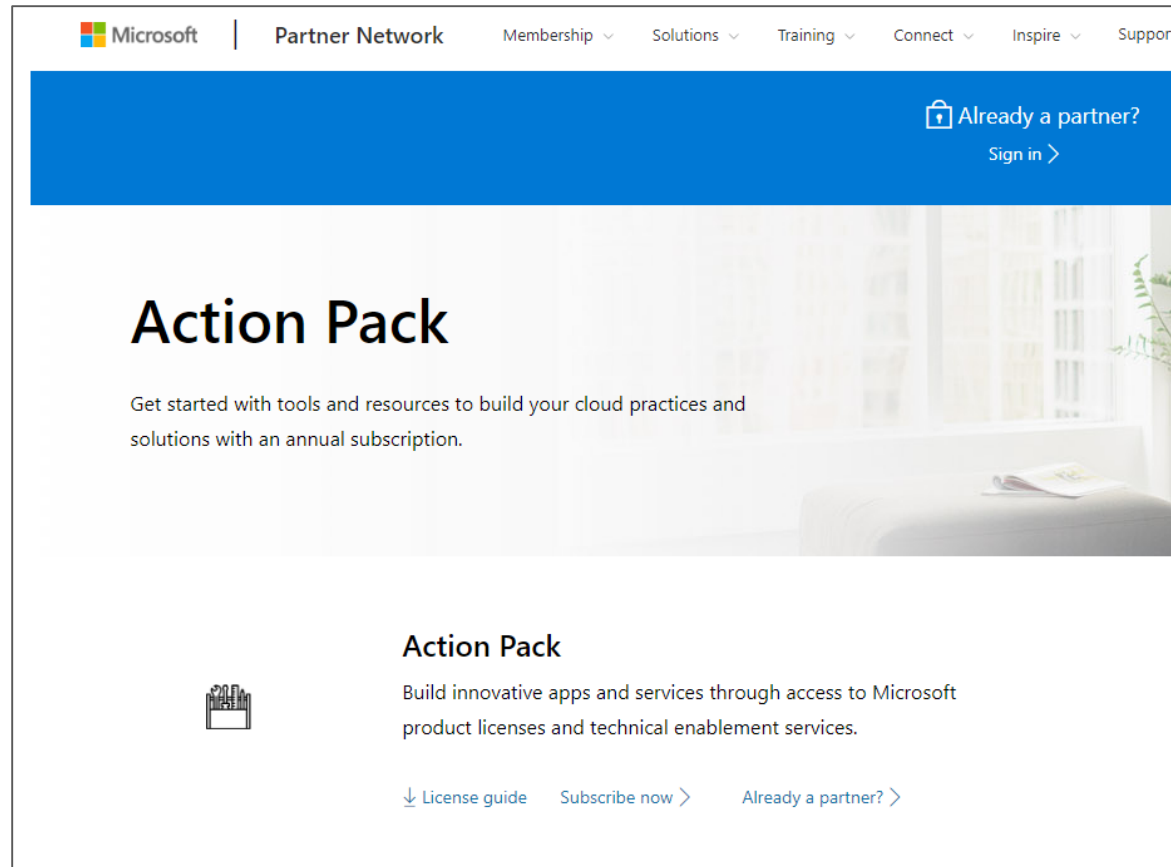
[Try 1 month free](#)

[Ready to buy Microsoft 365?](#)

After your 1-month free trial, Microsoft 365 Family is \$99.99 per year. Credit card required. Cancel anytime to stop future charges.<sup>1</sup>

# Demo & Trial Programs

“Benefits include the latest internal-use software that you can use to **run your business, sell your solutions, develop applications, and train your employees**. These licenses must not be resold or used for direct revenue-generating activities, commercial purposes, personal purposes, or customer training.



**63%**  
of vendors offer discounts of 51% or greater on demo units/eval licenses (46% offer free!)

# The Rising Role of Influencers

## DEAL REGISTRATION PROGRAMS

44%

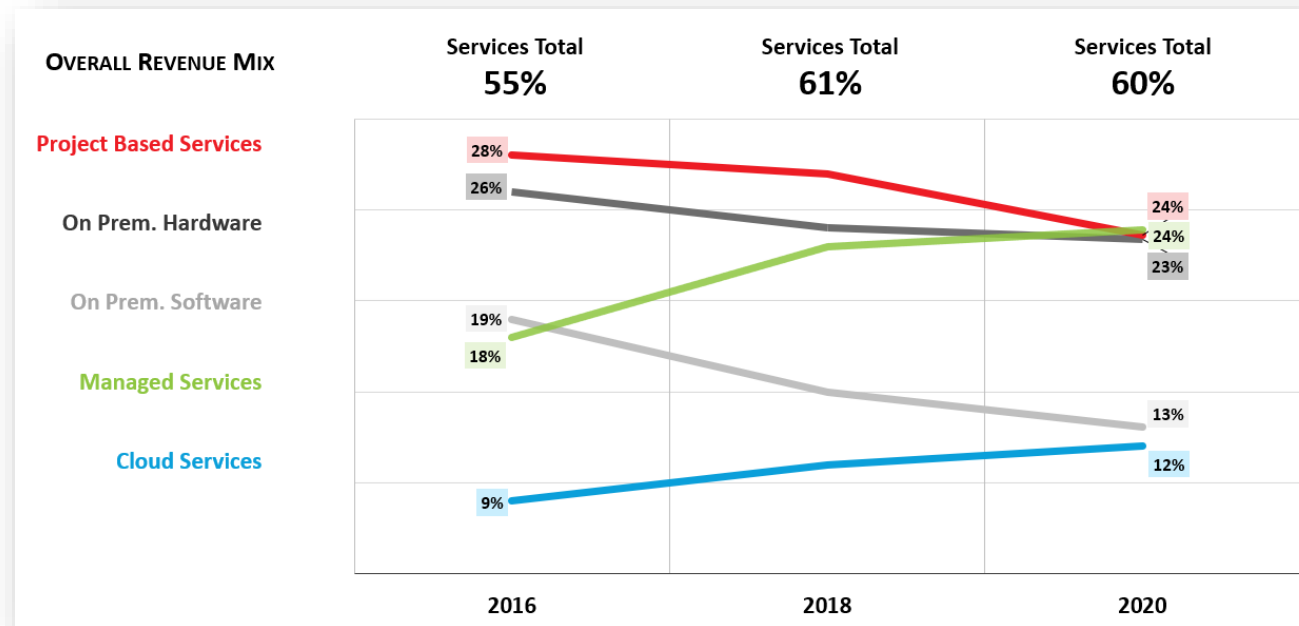
Compensate partners for deals that are fulfilled by direct sales

27%

Compensate partners for deals that are fulfilled by another partner

## WHAT ARE THE INFLUENCE SCENARIOS?

- Teaming with Consultant/SI
- Teaming with MSPs  
*(without their own infrastructure)*
- Direct/indirect fulfillment
- Online marketplaces (public/private)



# Rise of Influencers/Referral Programs



## Why are software vendors using Influencer Models?

1. SaaS software is digital asset – so buy/resell can add customer complexity
2. SaaS consumption model ties customer closer to the ISV (vs. reseller)
3. Cloud/SaaS Software partners tend to be consultants/integrators –
4. Big platform vendors (AWS, Microsoft, Salesforce) have enough market power to change how the model works
5. For SaaS and cloud-based startups, IT IS MUCH EASIER to just pay a referral fee than to build a resale process



*“There is an unprecedented opportunity with our ever-increasing install base.*

*IDC reported that by 2024, for every \$1 of Salesforce revenue, Partners will earn \$5.80.”*

Salesforce.com earnings call

# Program Trends: Marketing Funds & Support



4

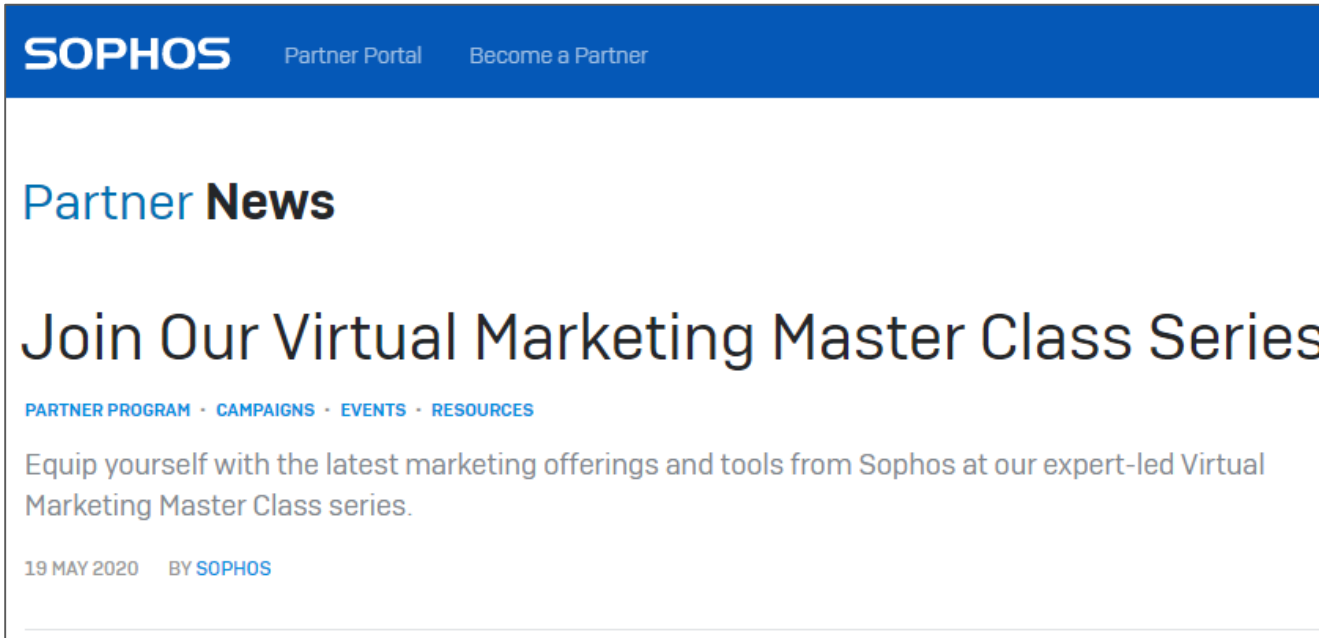
## MARKETING FUNDS & SUPPORT

### Main Ideas:



- ✓ Expanded funding for digital campaigns/events (COVID accelerated)
- ✓ Formal training & certification to enhance digital skills
- ✓ Marketing automation platform access

# Building Marketing Muscle ....



**SOPHOS** Partner Portal Become a Partner

## Partner News

### Join Our Virtual Marketing Master Class Series

[PARTNER PROGRAM](#) · [CAMPAIGNS](#) · [EVENTS](#) · [RESOURCES](#)

Equip yourself with the latest marketing offerings and tools from Sophos at our expert-led Virtual Marketing Master Class series.

19 MAY 2020 BY SOPHOS

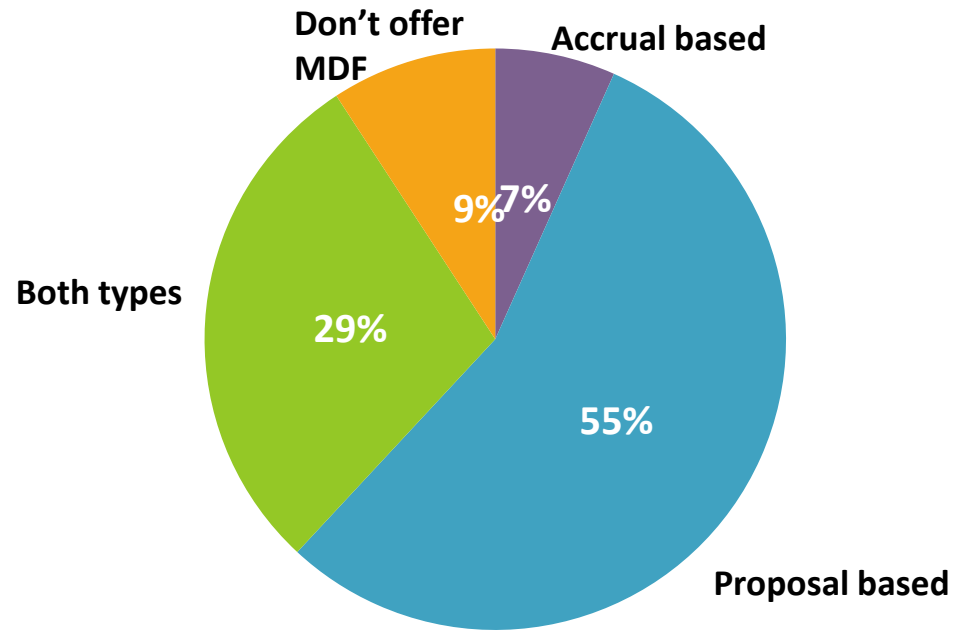
- How You Can Promote & Generate Demand At No Extra Cost
- Your Gateway to Success - Partner Portal Tour
- Generating New Business – Where and How to Find New Customers
- Social Media: Tips for Success



Market like you mean it. Reach new customers, increase profitability, and bring value to your business.

- Seven new marketing **learning paths**
- On-demand, modular, comprehensive trainings
- First path is “*Developing a Successful Digital Marketing Campaign*”
  - includes 7 progressive modules
- Regional Velocity events in all major geos (now virtual)

# Expansion of MDF



Funding criteria increasingly focused on a strong, running, aligned business plan



**51%** of vendors plan to increase MDF pools in 2020 (25% plan increase of >20%)

**55%** plan to make MDF funds available to more partners

# Marketing Automation Platform Access

**41%** of vendors offer their partners some type of marketing automation tool or platform

**DELL**Technologies

OVERVIEW SOLUTIONS FAQ CONTACT VIEW THROUGH THE DELL

## Why use the Dell Technologies digital marketing tool?

You're always seeking new ways of generating leads and growing revenue, and we are always looking for the right marketing tool. This platform helps you hone in on the right prospects to increase your sales success. We supply the content so you don't have to worry about a thing. Sim opportunity. Gone are the days of cold calling!

View through the Dell Technologies Partner Portal

Powered by: **Zift123**

- Syndicated web content
- Email marketing engine
- Website analytics
- Social media syndication

**56%** of vendors track digital metrics as part of their MDF proof of performance or ROI tracking



- Launch lead generation campaigns and nurture leads
- Boost your social media presence
- Co-brand collateral for a custom look
- Get detailed marketing analytics
- Benefit from Lead Scoring - helping you prioritize
- Integration to CRM and RMM platforms

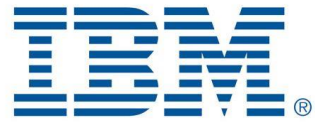


# Marketing Automation Platform Access

## IBM My Digital Marketing

Plan, personalize, execute and measure—running your next marketing campaign just got easier with IBM My Digital Marketing.

[Log in to My Digital Marketing](#)



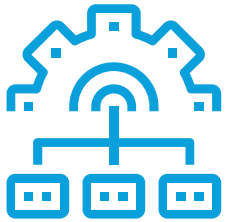
- **My Digital Marketing platform** - market automation engine
- Replaces existing Digital Content Marketing Platform
- End to end platform that allows a partner to plan, personalize, execute and measure marketing efforts
- Execute campaigns and syndicate web content
- No-cost benefit for all registered IBM Business Partners
- Available in 13 languages
- Staffed 24 hours a day, 5 days a week

You may qualify for a cash incentive of up to \$2k for using digital marketing

[View eligibility requirements](#)

COVID offer -- Refunds of 100% of partner funds for approved digital co-marketing activities

# Things to Reimagine or Reinforce ....



1

**PARTNER TYPES  
& ENGAGEMENT  
MODELS**

- ✓ Definition of partner value – services delivery success
- ✓ Shift in incentive structure
- ✓ Flexibility of benefit consumption
- ✓ Modular, affordable enablement
- ✓ **AUTOMATION - PROFILING & METRICS!!**



3

**SALES SUPPORT  
& TOOLS**



2

**ENABLEMENT  
& TRAINING**



4

**MARKETING FUNDS  
& SUPPORT**

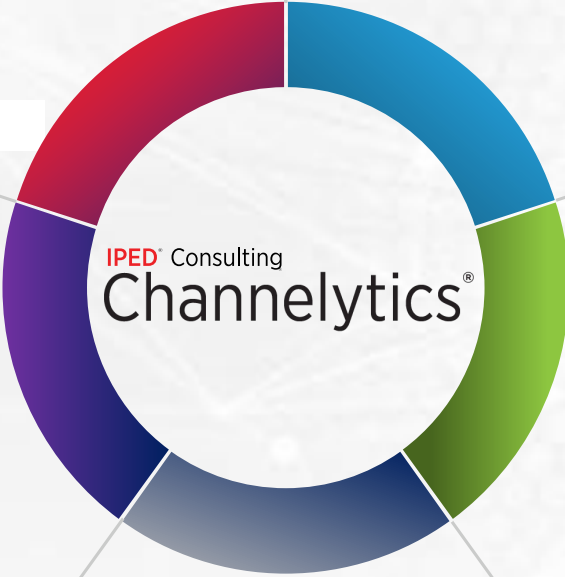
# Channelytics<sup>®</sup>

## PARTNER DATABASES

SP500  
MPS500  
+More Lists & Awards

## RESEARCH

Market Intelligence  
Trending Data  
Vendor Imperatives



## ADVISORY

Research Readouts  
Inquiry Appointments  
Executive Briefings

## INSIGHTS

Expert Perspectives  
Proven Practices  
Operational Guidance

## TOOL SETS

Frameworks & Guides  
Playbooks & Templates  
Channel Primers

# Actionable Intelligence to Grow your Channel

- ✓ Research on topics at the forefront of the channel
- ✓ Actionable insights to fully leverage the data
- ✓ Playbooks and tools for quicker execution
- ✓ Advisory services tailored to your objectives
- ✓ Executive communities to network and collaborate

Vendor Programs & Benchmarks	Partner Marketing	Partner Profitability
Public Cloud Platform Providers	Managed Services	Channel Census
Channel Account Management	Route to Market Playbooks	Professional Services
App Development Services	Partner Enablement	Subscriber Request

**Please contact us if you need help**

**or would like to set up an advisory session or live webinar for your team!**

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