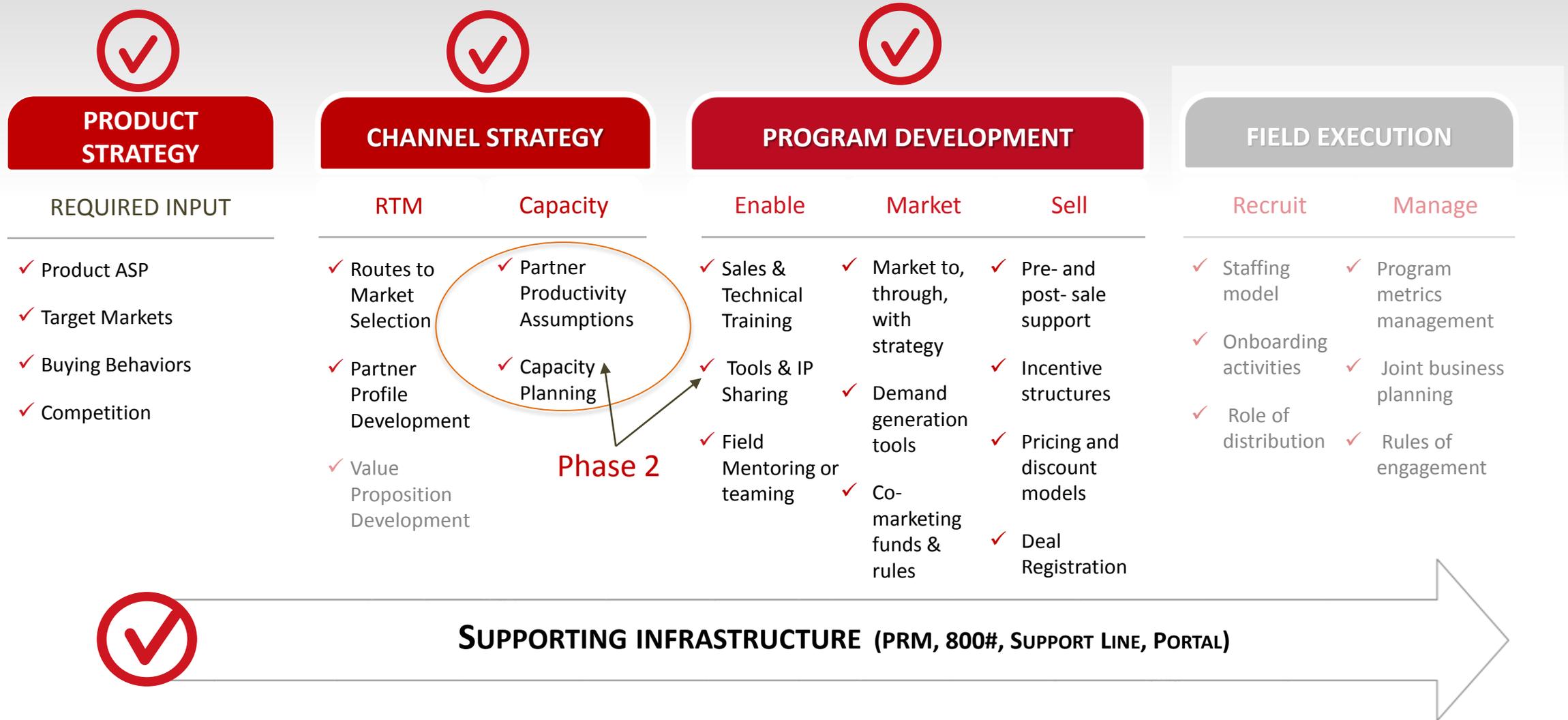


# Build the Partner Program & On-boarding Plan Phase 2

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# Finalize Strategy Based on Product Management Plans



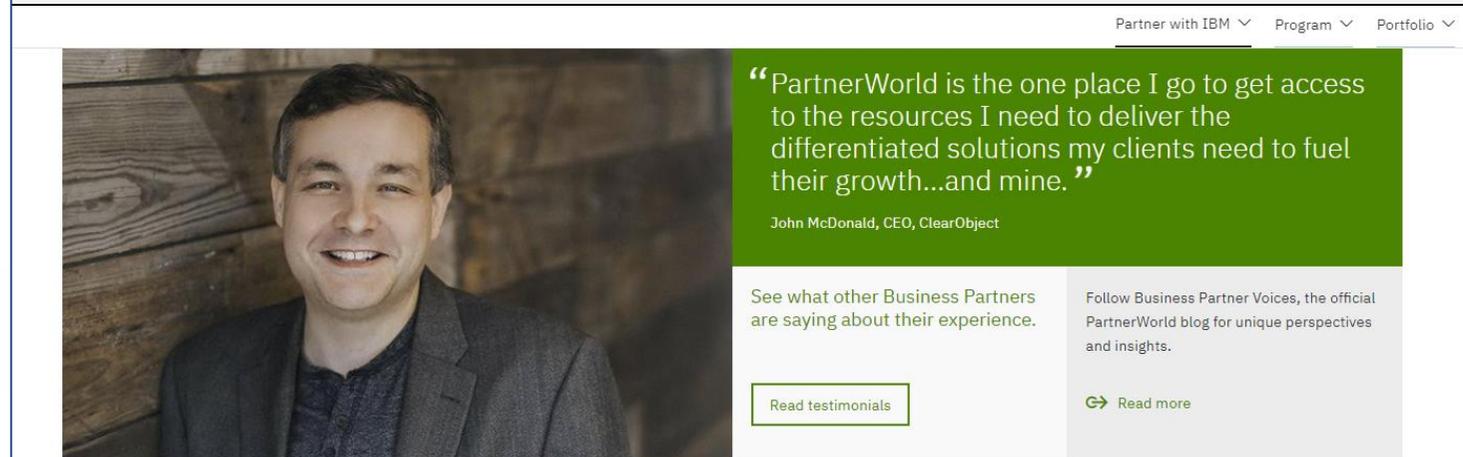
**IN  
REAL  
LIFE**

# Role Based versus Specific Track Program Structures



Choose a relationship that meets your goals.

Resell & Consult	<p><b>Citrix Solution Advisor</b> - Earn the trust of your customers as an expert in solutions to enable mobile workstyles, and earn incentives recognizing your commitment and success. <a href="#">Learn more</a></p> <p><b>Citrix System Integrator</b> - Help enterprise customers architect, plan and deliver innovative business solutions leveraging the Citrix portfolio of products. <a href="#">Learn more</a></p> <p><b>Independent Software Vendor</b> - Build Citrix technology into your own software solutions to deliver best-in-class features, functionality, performance and ROI. <a href="#">Learn more</a></p>
Host Solutions	<p><b>Citrix Service Provider</b> - Provide Citrix virtualization solutions, including hosted desktops and applications, on a rental, subscription or services basis. <a href="#">Learn more</a></p>
Refer Leads	<p><b>SaaS Advisor</b> - Earn monetary rewards when you refer Citrix SaaS products that convert to sales. <a href="#">Learn more</a></p>
Showcase Compatible Solutions	<p><b>Citrix Ready</b> - Make it easy for customers to find your product, solution or service after testing and verifying its Citrix-compatibility. <a href="#">Learn more</a></p>
Manage & Support Partners	<p><b>Distributor</b> - Provide sales, order fulfillment and support for Citrix Solution Providers and resellers. <a href="#">Learn more</a></p>
Offer Training	<p><b>Citrix Authorized Learning Center</b> - Help customers increase ROI and enhance IT productivity with training and certification on Citrix products. <a href="#">Learn more</a></p>



Partner with IBM | Program | Portfolio

“PartnerWorld is the one place I go to get access to the resources I need to deliver the differentiated solutions my clients need to fuel their growth...and mine.”

John McDonald, CEO, ClearObject

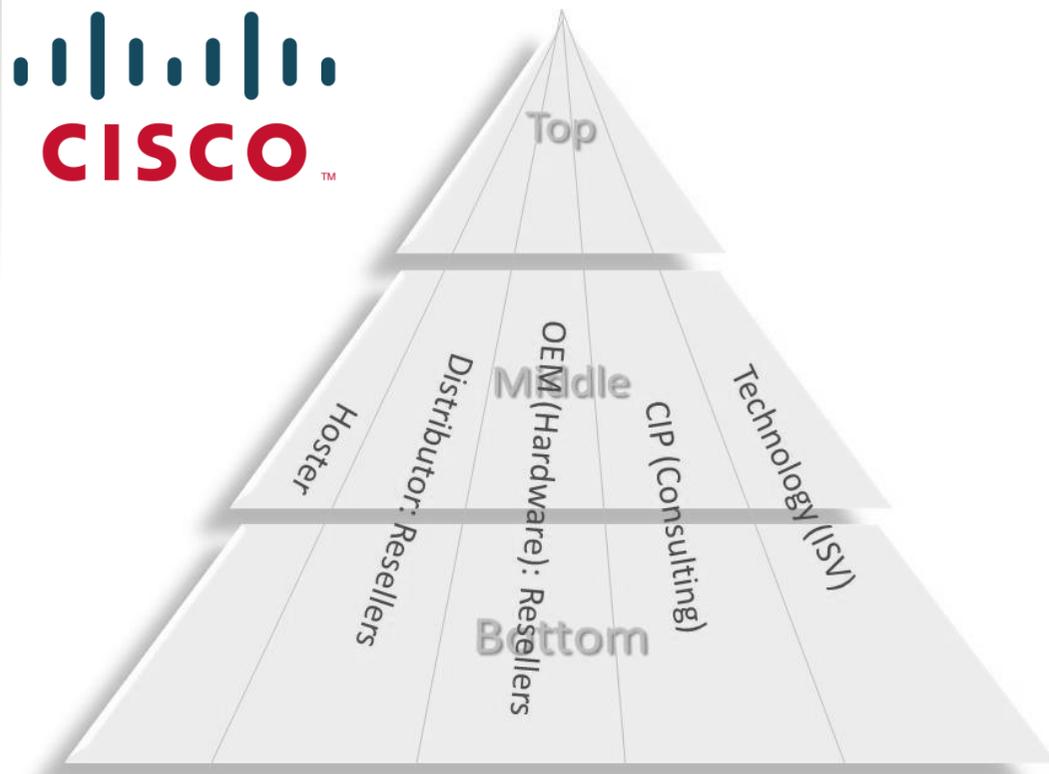
See what other Business Partners are saying about their experience. [Read testimonials](#)

Follow Business Partner Voices, the official PartnerWorld blog for unique perspectives and insights. [Read more](#)

The IBM PartnerWorld program provides multiple, relevant paths to a successful partnership.

<p><b>Do you Resell?</b></p> <p>Design a comprehensive, integrated solution from our vast product portfolio.</p> <p><a href="#">Learn more about the Resell model</a></p>	<p><b>Do you Develop?</b></p> <p>Explore, develop and test on IBM platforms with wide-ranging capabilities.</p> <p><a href="#">Learn more about the Development model</a></p>	<p><b>Do you Implement?</b></p> <p>Implement and deploy your IBM based solutions with our reliable infrastructures.</p> <p><a href="#">Learn more about the Implementation model</a></p>	<p>Don't see an approach that works your way? There are other paths you can take to partner with IBM.</p> <p><a href="#">Learn more</a></p>
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# Next Gen Cisco Partner Program 2014



**Driving Change**

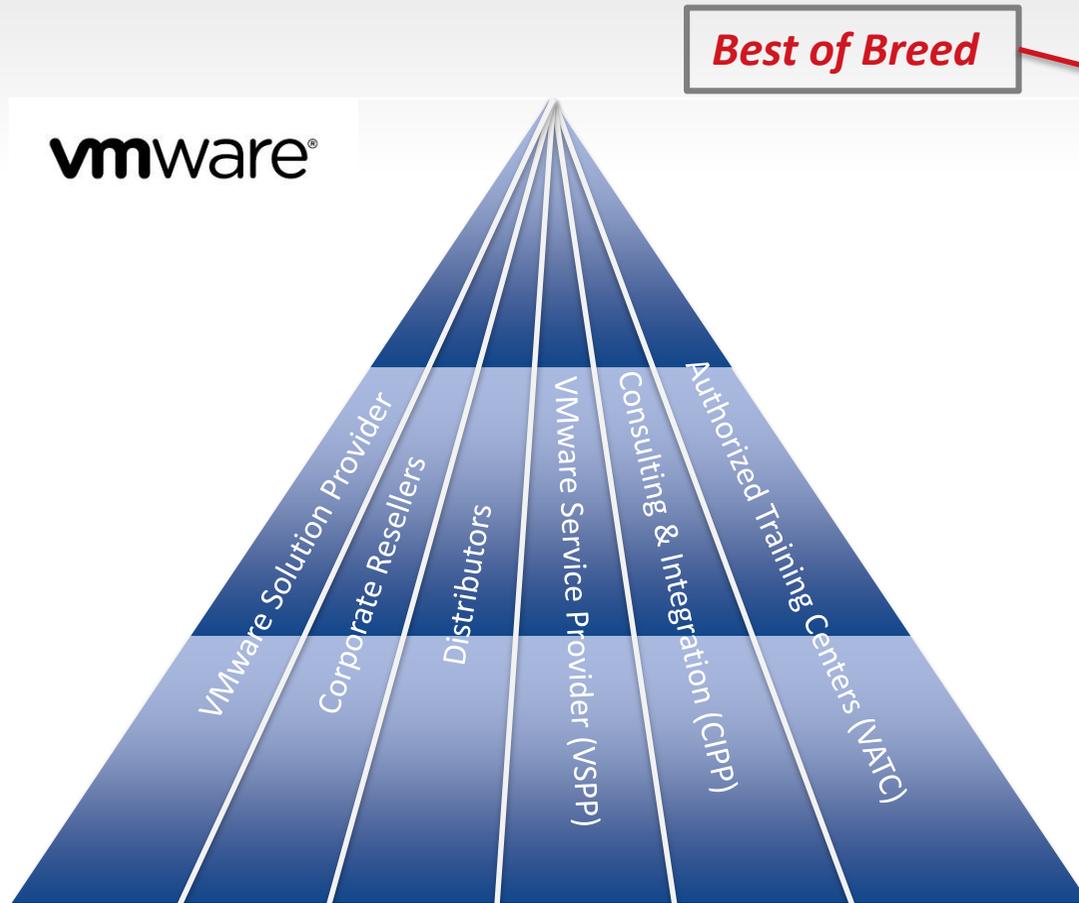
## Driving Cloud Adoption by Role:

- ✓ Cloud Builder – designed for those building clouds (private and public)
- ✓ Cloud Provider – designed for those who want to take an offering to the public
- ✓ Cloud and Managed Services Reseller – designed to connect the traditional Cisco reseller to a public cloud provider

**2014 Cisco enters the Public Cloud Services Space, competes with AWS, VMware, etc.**

Under the new program, partners at the Gold level – still the highest possible tier – need to be actively selling a minimum of four Cisco cloud or managed services offerings, and can only meet that requirement by selling at least one cloud service and at least one managed service.

# Partner Program Trend Examples: VMware



**VMware Best Practices focuses on helping partners build services and service revenue quickly:**



Bundled kit of services wrapped around VMware Software to allow partners the ability to streamline and simplify many repetitive, time-intensive tasks performed in virtualization projects.

*SKU'd solution from distributors or available direct via download from VMware for higher level partners.*

## **Service Kits also available to partners**

Kits that wrap up VMware IP to provide partners with resources and tools to sell services around VMware products.

Includes:

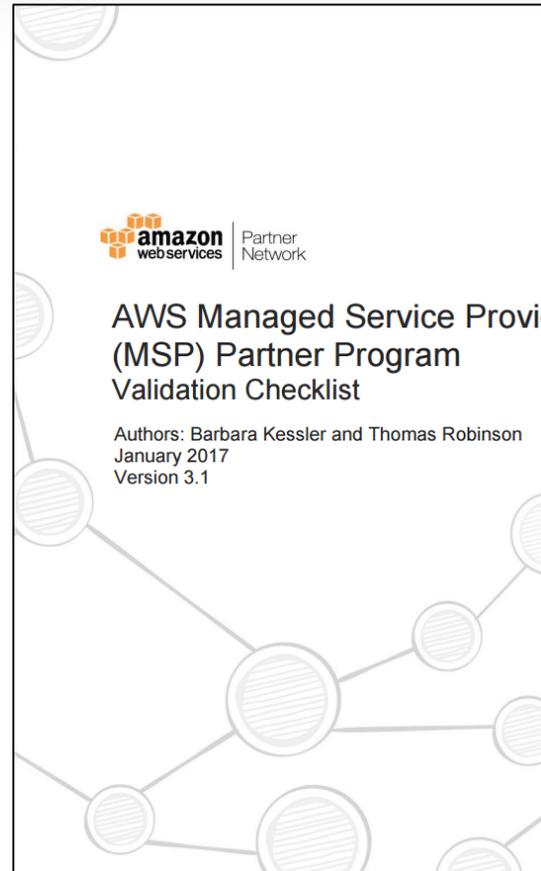
- Checklists
- Best practices
- Spreadsheets

# Partner Program Examples: Amazon



## Emerging vendors are NOT encumbered by the past.

- ✓ Focused on WHY they need partners and offering targeted programs
- ✓ Focused on specific business models that make sense for their product offerings
- ✓ Building programs that meet their needs sometimes contradicting traditional behavior
  - ✓ i.e. AWS Managed Services Program
  - ✓ Requires validation by 3<sup>rd</sup> party audit firm
  - ✓ \$3,000 USD audit fee + related travel expenses if applicable
  - ✓ Represented as Audited Managed Services Partners on AWS website/marketplace
  - ✓ According to AWS Partner finder = 93 MSP partners



		Subtract if Does Not Meet Capability	Add if Does Meet Capability	Partner Self-Assessment	Auditor Validation
<b>1.0 Business Health</b>					
1.1 Financial Health	<p>Partner regularly assesses financial health of their business including Altman's Z-Score, Dun and Bradstreet (D&amp;B) Paydex Score, D&amp;B Rating, D&amp;B Financial Stress Score, D&amp;B Supplier Evaluation Risk Rating, or equivalent.</p> <p>AWS MSPs are trusted advisors to customers of all sizes, helping companies make decisions based on their overall goals. In undertaking customer engagements, AWS MSPs take the lead in ensuring customer data is protected and AWS best practices are followed in all areas including the planning and design, migration, and new solution development. The expectation is that these solutions and workloads will be monitored and maintained on an ongoing basis, with the AWS MSP providing regular touch points with the customer with continual recommendations on ways to increase efficiencies. Due to the importance of the role of the AWS MSP, Partners must also show that they have viable businesses to earn and maintain customer trust.</p> <p>Acceptable evidence includes D&amp;B Company Credit Reports (or equivalent for Partner's region) and proof that Partner is assessing and creating plans when risks are identified. Public securities filings for the most recent period are sufficient evidence for publicly traded companies.</p> <p>Articles in the press about the company, analyst reports, and/or statements made by the company on their website will not be considered sufficient evidence to meet this requirement.</p> <p>Any mergers, acquisitions, or divestitures in-process that materially impact a company's ability to deliver AWS Cloud managed services must be disclosed at the time of the audit.</p>	-200	0		
1.2 Financial Planning and Reporting	<p>Partner has processes in place for financial planning, including forecasting, budgeting, and review of financial metrics and reports.</p> <p>Evidence must be in the form of records of financial planning and reviews, and records of collection and review of financial metrics. Public securities filings for the most recent period are sufficient evidence for publicly traded companies.</p>	-200	0		

# Partner Management Lifecycle

How You Manage Your Partners Depends On WHO They Are .....  
As Well As "WHERE" They Are



- *How much effort / investment?*
- *How much revenue expected?*
- *How stable is the relationship?*
- *Which specific actions / tactics apply?*

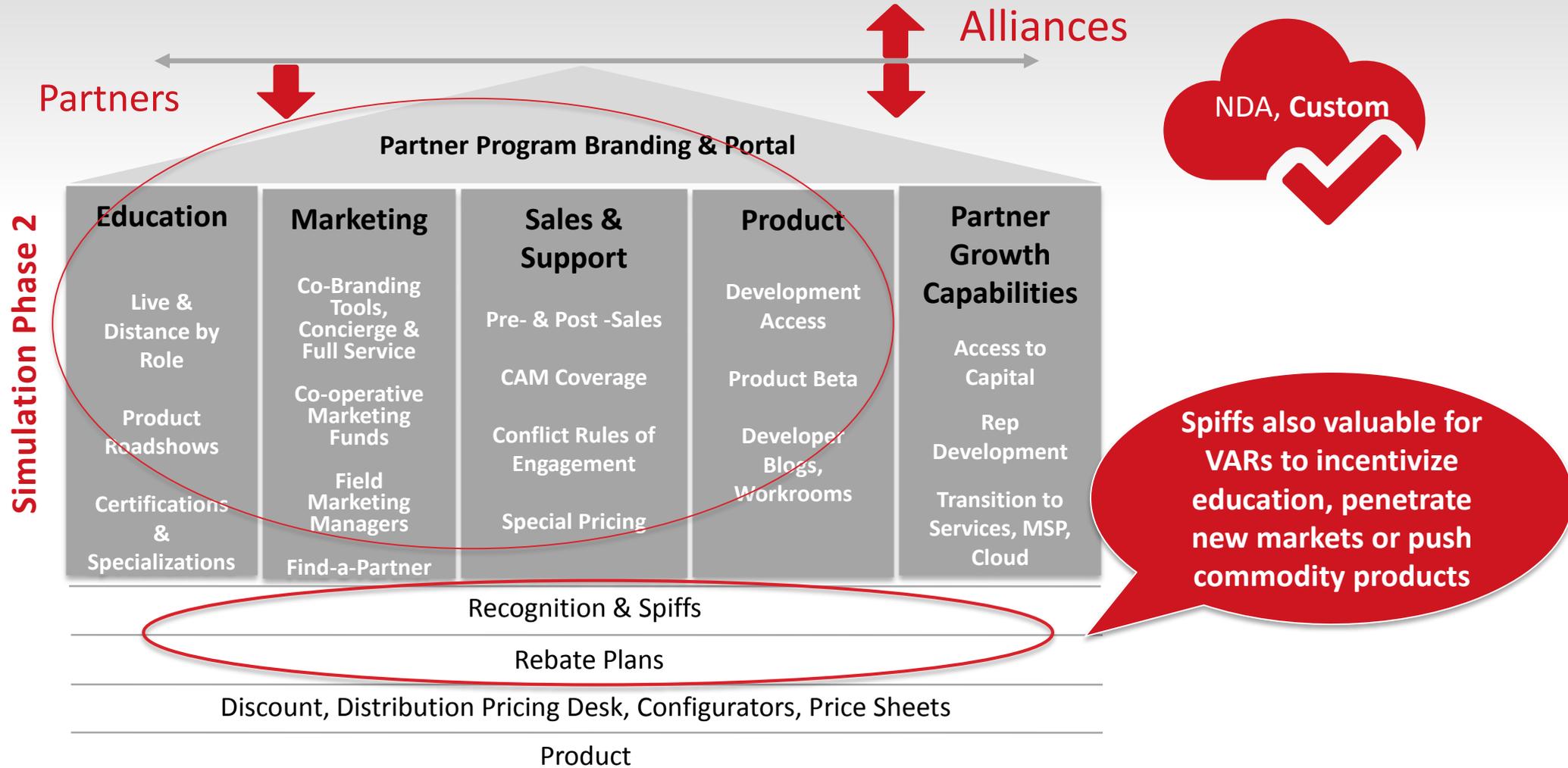
*Each discipline must be adapted to partner types  
(model / effectiveness / etc.)  
as well as relationship type & coverage model*

You've Allocated Budget.....

A close-up photograph of a person's hands writing on a document. The person is wearing a light blue button-down shirt. They are holding a black and silver pen in their right hand, writing on a white sheet of paper. Their left hand is resting on the paper. The background is blurred, showing more of the person's shirt and a desk.

Now Build Out the Program and On-Boarding Capabilities

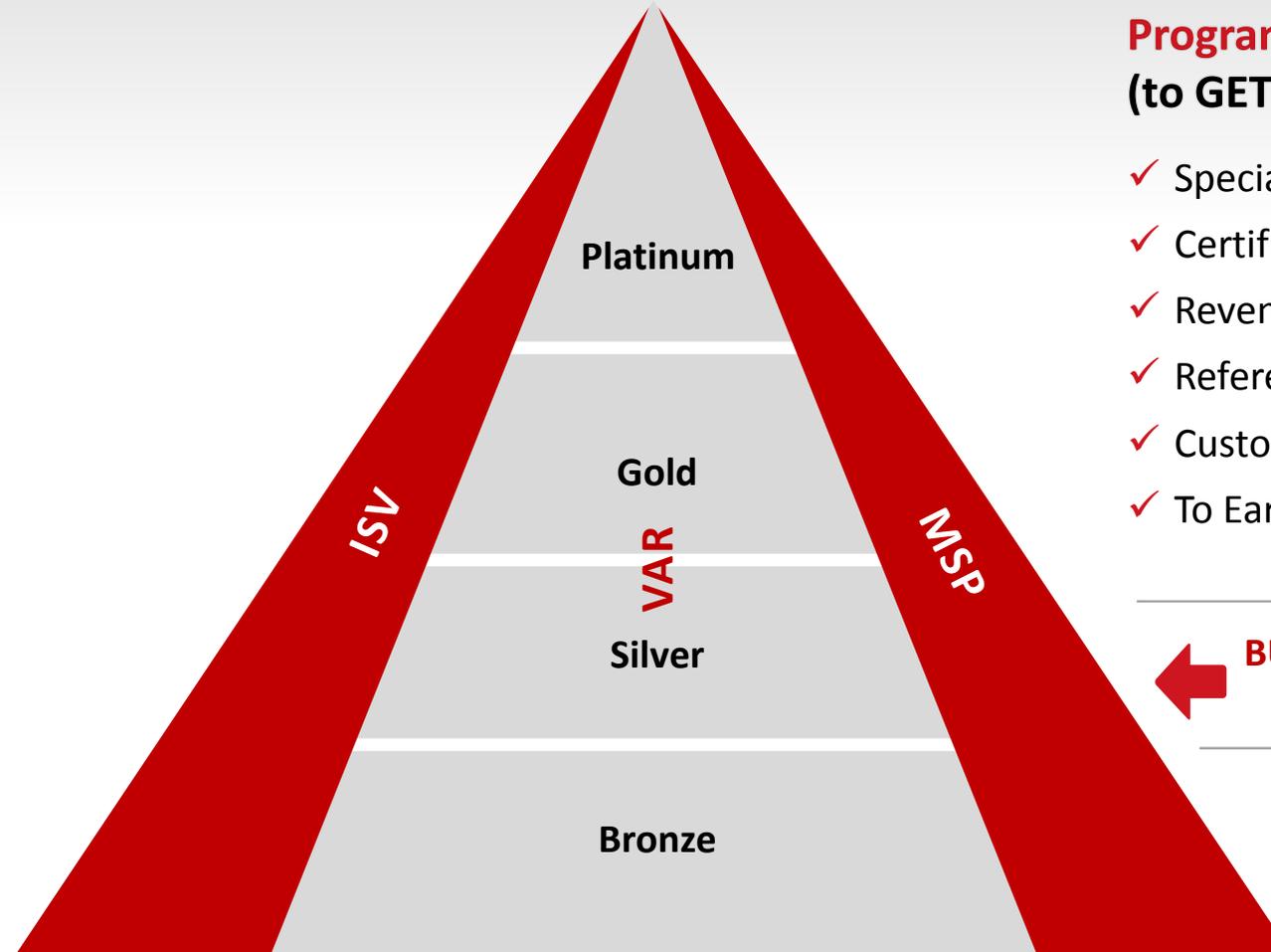
# Sample Partner Program Benefits (Typically developed and differ by business model/track)



# A Mature Program Would Include Multiple Levels & Tracks by Biz Model or Role

## Program Benefits (Vendor GIVES)

- ✓ Rebates
- ✓ Deal Registration
- ✓ CAM Coverage
- ✓ Education
- ✓ MDF
- ✓ Logo Usage
- ✓ Etc.



## Program Requirements (to GET from Partner)

- ✓ Specialty Requirements
- ✓ Certifications
- ✓ Revenue
- ✓ References
- ✓ Customer Satisfaction
- ✓ To Earn Points or Levels, etc.

← **BUSINESS MODEL OR ROLE  
BASED TRACKS**

# Deal Registration: Rightly or Wrongly...vendors have taught partners to expect it...

**Before Building Deal Registration... Be Sure to Understand the Goals of the Program:**

---

Protect partners from Direct Sales

---

Protect partners from those who sell on price rather than value

---

Offer view to pipeline, incremental revenue

---

Incentivize desired behavior (SMB, new logo, first in, etc.) by offering additional discount

---

# Building A Partner On-Boarding & Enablement Plan

- Foundation for Performance and Accountability
- Simple, Specific, Repeatable Process
- **Brand It,** Teach It, Own It, Execute It Consistently
- Incorporate Business Plans for “Managed” Partners in either Phase 1 or Phase 2

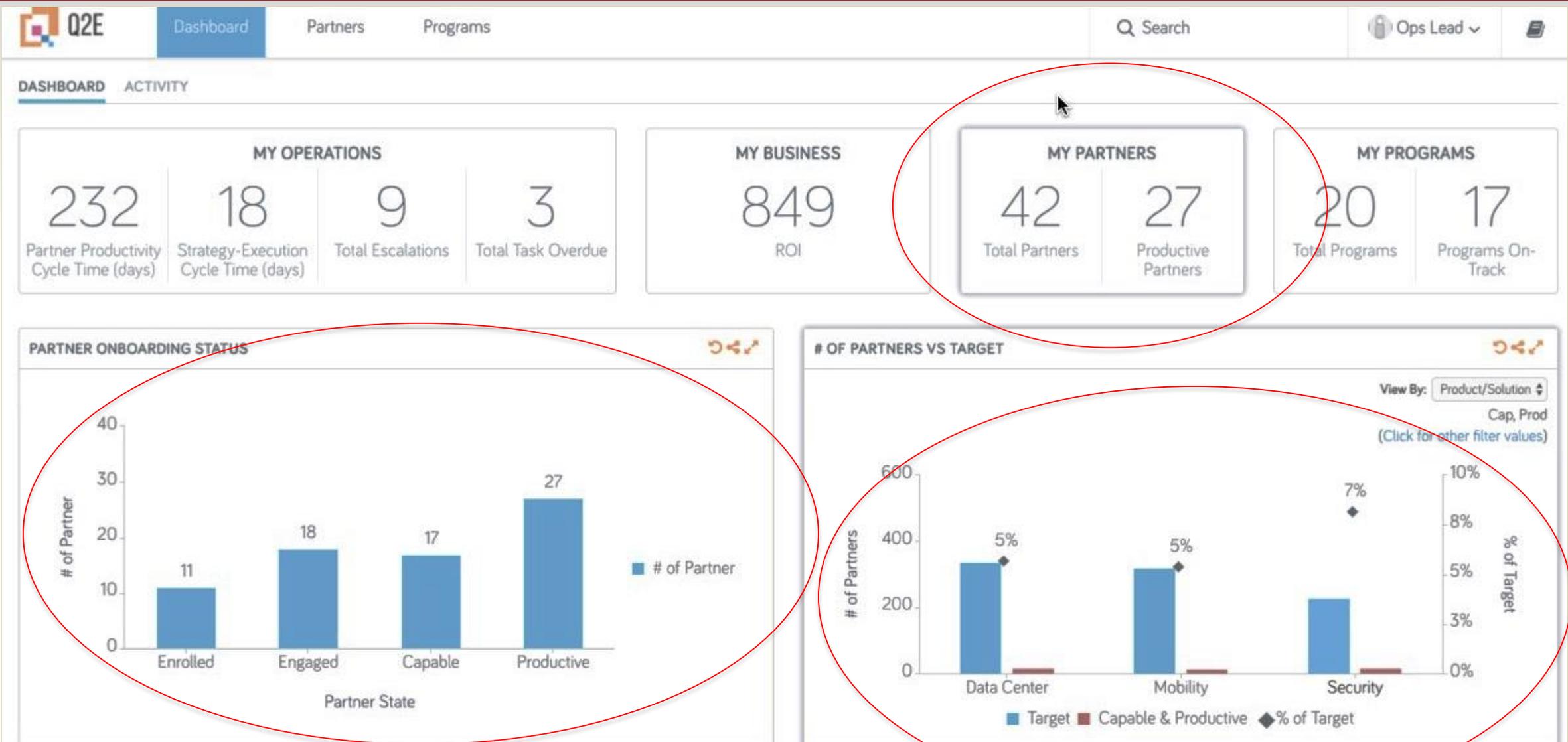


\*Business Plan should be initiated no later than 12 months after recruitment for “Managed” Partners

# Typical On-boarding Structure – Brand the Program



# Sample On-boarding Dashboard – Track Progress Through Phases





## Check List – 30 Days

- Contracts
- Introductions: Channel Manager / Sales / Technical
- Order / Process Training
- Identify two Sales Reps and schedule training
- Identify two Sales Engineers / Implementation and schedule training
- Joint Meeting with Customer to schedule POC
- Identify Marketing Resources; contact interfaces
- MDF Plans
- Demo Kits on site; and schedule on-site engineer to install, implement and train



## Check List – 90 Days

- Build business plan with CM
- Executive governance and alignment
- Complete training; both sales and technical
- Complete marketing plan with seed money
- Partner Ready On-Demand Marketing Tool Kits
- Complete Initial Customer POCs with WINs
- Partner identifies four potential customers
- Face-to-Face Co-Sell
- Schedule POC



## Check List – 180 Days

- Published Customer References / Press Release
- Execute two “Vendor prime--Partner sub” implementation opportunities
- 6 month review
  - On-boarding & Enablement Plan review
    - 4 Closed Opportunities
  - Establish 90 Day Goals
  - Prepare to move to full Business Plan at 12 months
- Identify additional resources to support growth in implementation requirements

# Dashboard Measures of Success

	Q1	Q2	Q3	Q4
Partners On-boarded	8	20	28	40
Pipeline	\$3M	\$6M	\$9M	\$12M
Revenue	\$1.2M	\$3.1M	\$4.36	\$6.23

Activity	Goal	YTD	Notes
Partners Recruited; 60	60		
Active Partners (made it to Lift Off); 30	30		
Sales Training (2/partner)	60		
Pre-Sales Tech Training	30		
Marketing Training	30		
Operations Training	30		
Demo Unit	30		
Joint Business Plan	30		
MDF (\$14K/partner)	\$420K		
Marketing Activities (40/partner/year)	1200		
Joint Sales Calls (1/month/partner)	360		
Customer Wins	\$10M		

## Monthly Dashboard Metrics

Track performance against plans:

- Capacity
- Education
- Marketing
- Revenue

In real life: your company culture and systems support typically dictate how elaborate or simple your tracking dashboard will be.



As you build your program, you need to know if you are building for thousands or for 100. Additionally, part of management review will include an indication of how many partners you'll recruit to achieve \$5M in revenue.

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

## INFO REQUIRED:

- ✓ Product ASP \$ 10,000
- ✓ # of Deals an Average Partner can Sell 10/year
- ✓ My annual Quota \$ 1,000,000
- ✓ Recruitment Failure Rate: 30 %

*(Historically what % of partners recruited do not achieve **AT LEAST 80%** of the # of deals the Average Partner sells per year?)*

## CALCULATIONS:

- Average Partner Productivity \$ 100,000  
*(Equals Product ASP \* # of Deals Average Partner Can Sell/year)*
- ✓ # of Partners Required 10  
*(Equals My Annual Quota \$ \ Average Partner Productivity \$; round up)*
- ✓ # of Partners likely to Fail 3  
*(Equals # of Partners Required \* Recruitment Failure Rate %; round up)*
- ✓ Final # of Partners to Recruit 13  
*(Equals # of Partners Required + # of Partners Likely to Fail; round up)*

# Product Revenue & Service Attach Rates from the Navigator



**NOTE: BETA FEEDBACK INDICATES THE \$50K ON PREMISE SOLUTIONS IS TYPICALLY SOLD ONLY INTO THE ENTERPRISE**

**SEE NEXT SLIDE ON REVENUE & PROFIT ASSUMPTIONS**

- Average Sales Price of the Solution
- Partner Services assumptions

Your Services Opportunity	MacroSoft on Premise	MacroSoft as a Service
Pre-sales consulting, billed as a one time charge:	\$7,500	\$4,500
Implementation services, billed as a one time charge:	\$12,500	\$9,000
Additional Managed Services:	~ \$550 Per month / per system	~ \$550 Per month / per system
Product Resale Available at 25% Discount	MacroSoft on Premise	MacroSoft as a Service
MacroSoft List Price	\$50,000	\$1,000/month

# Profit Potential - Gross Margin Math: MacroSoft (ASSUME 6 MOS. OF SERVICES THIS YEAR)



<b>SMB Service</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	na	0	0			\$0
<u>MacroSoft Service (\$1,000/month)</u>	MRR	\$1,000	0	25%	\$250	
Implementation	OTC	0	\$3,600	32%		\$1,152
Managed Services (\$550 @ 36 mos)	MRR	\$550		42%	\$210	
	Total Rev & Profit Est.	\$1,550	\$3,600		\$460	\$1,152

<b>Mid-market, Dept. Enterprise Service</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	OTC	0	\$5,400	32%		\$1,728
<u>MacroSoft Service (\$1,000/month)</u>	MRR	\$1,000	0	25%	\$250	
Implementation	OTC	0	\$9,000	32%		\$2,880
Managed Services (\$550)	MRR	\$550	0	42%	\$210	
	Total Rev & Profit Est.	\$1,550	\$14,400		\$460	\$4,608

<b>Dept. Enterprise On-premise</b>	Monthly or OTC	Monthly Revenue	OTC Revenue	GM	Monthly Profit	OTC Profit
Pre-sales consulting	OTC	0	\$7,500	32%		\$2,400
<u>MacroSoft Appliance</u>	OTC	0	\$50,000	25%		\$12,500
Implementation	OTC	0	\$12,500	32%		\$4,000
	Total Rev & Profit Est.	0	\$70,000			\$18,900



Use the Navigator to find the following info:

- ASPs
- Revenues estimates
- and a 25% partner discount

...as you estimate the number of partners you will recruit.

Assume all CloudOne as a Service deals generate 6 months of MRR revenue.

In real life, for a full 12 month period, the Rule of 78s applies which provides exponential growth.

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

- the MRR is recognized monthly over the life of the contract
- in some cases, 36 months is recognized up front, aka, the Total Contract Value (TCV)

We will use real MRR to calculate and pay revenues and profit for the partner.

## Capacity Planning Worksheet

For Simulation only:  
**ASSUME AS A SERVICE DEALS ARE SOLD IN JUNE**



	ASP (for MRR use TCV)	Typical # Sold /Year	Sub-total (ASP * # sold/yr)
On Premise	\$ /OTC		
Monthly Recurring Revenue (MRR)	\$ /month		
Total = Average Partner Productivity / Year			<div style="font-size: 2em; margin: 0 auto;">0</div>
Partner Discount %			
Net Partner Productivity / Year			

My Annual Quota?     \$5,000,000    

Failure Rate = the % of Partners Recruited Historically that didn't make Revenue Expectations  
\_\_\_\_\_

Number of Partners Required = Quota / Average Partner Productivity / Year (round up)  
\_\_\_\_\_

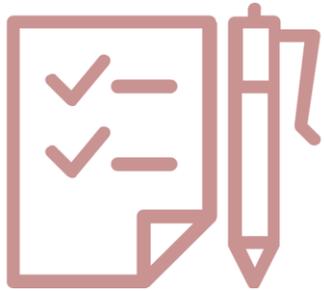
Number of Partners Likely to Fail = Failure Rate \* Number of Partners Required (round up)  
\_\_\_\_\_

Final Number of Partners to Recruit = Number of Partners Required + Number of Partners Likely to Fail (round up)  
\_\_\_\_\_

CAPACITY PLANNING WORKSHEET



# Partner Program and On-boarding Plan with Metrics Scoring Criteria



## Believability

- Has the team been realistic in terms of an Partner Program that will execute resulting in partners that will deliver the committed revenue?
- Might partners execute?
- Can we the vendor execute?

## Collapses Time to Revenue

- Does the on-boarding, education and marketing plan, processes and infrastructure either accelerate revenue or decrease investment costs resulting in a shorter time to achieve payback on this technology?

## Reasonable Milestones

- Have I bought into the milestones that track progress toward vendor and partner commitments and goals?
- Are they reasonable within what we, as a company, and the partner could truly accomplish?

## Mutual Business Benefit

- Does the plan represent a balanced and shared investment scenario between the vendor and partner as presented over the short and long term?
- Does the program meet the needs of the Ideal Partner Profile?



**Build the Partner Program  
& On-boarding Plan  
Phase 2**

**SAMPLE**

## **Agenda:**

## **Meeting Goal:**

- Goal of today's meeting is to update management on our progress before recruitment of partners commences.
- This meeting is a success if...management understands the partner profile, partner program, program elements, on-boarding program how they will support your revenue goal and measure of success

# \$2M Partner Program Budget Background



## Capacity to Program Revenue Goal

- # of partners to recruit
- Typical Partner Productivity
- First year revenue goal

## Budget Allocations

- \$ amount by category amounts

Background...in prior meetings we were granted a \$2M budget, this is how we will use the budget to achieve the revenue goal

- Capacity Plan
- Links to Revenue Goal

# Program Elements

Ideal Partner Profile: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Highlight the benefits that matter,  
we likely don't have the time  
to build an entire program.*



**Give** (program benefits):

**Get** (program requirements):



**Education**

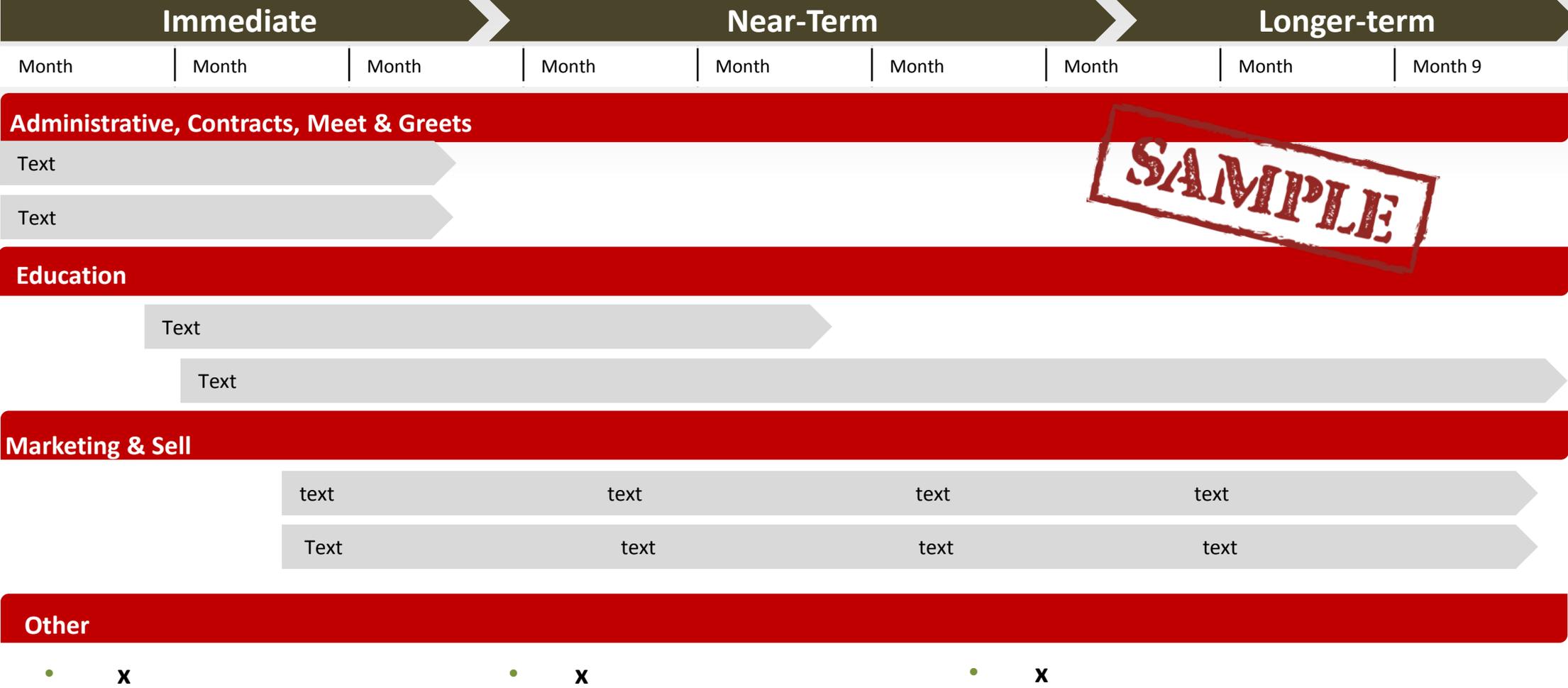
**Support**

**Marketing**

**Sales**

**Other**

# On-boarding Timeline – Brand it



# Measures of Success

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Pipeline	\$3M	\$6M	\$9M	\$12M
Revenue	\$1.2M	\$3.1M	\$4.36	\$6.23

**Determine what you will  
Measure and Track!!**

**SAMPLE**

Activity	Goal	YTD	Notes
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Demo Unit	30		
Joint Business Plan	30		
MDF (\$14K/partner)	\$420K		
Marketing Activities (40/partner/year)	1200		
Joint Sales Calls (1/month/partner)	360		
Customer Wins	\$10M		

# Summary or Close

**SAMPLE**

**1.** Your agreement

**2.** Next steps

**3.** TBD