

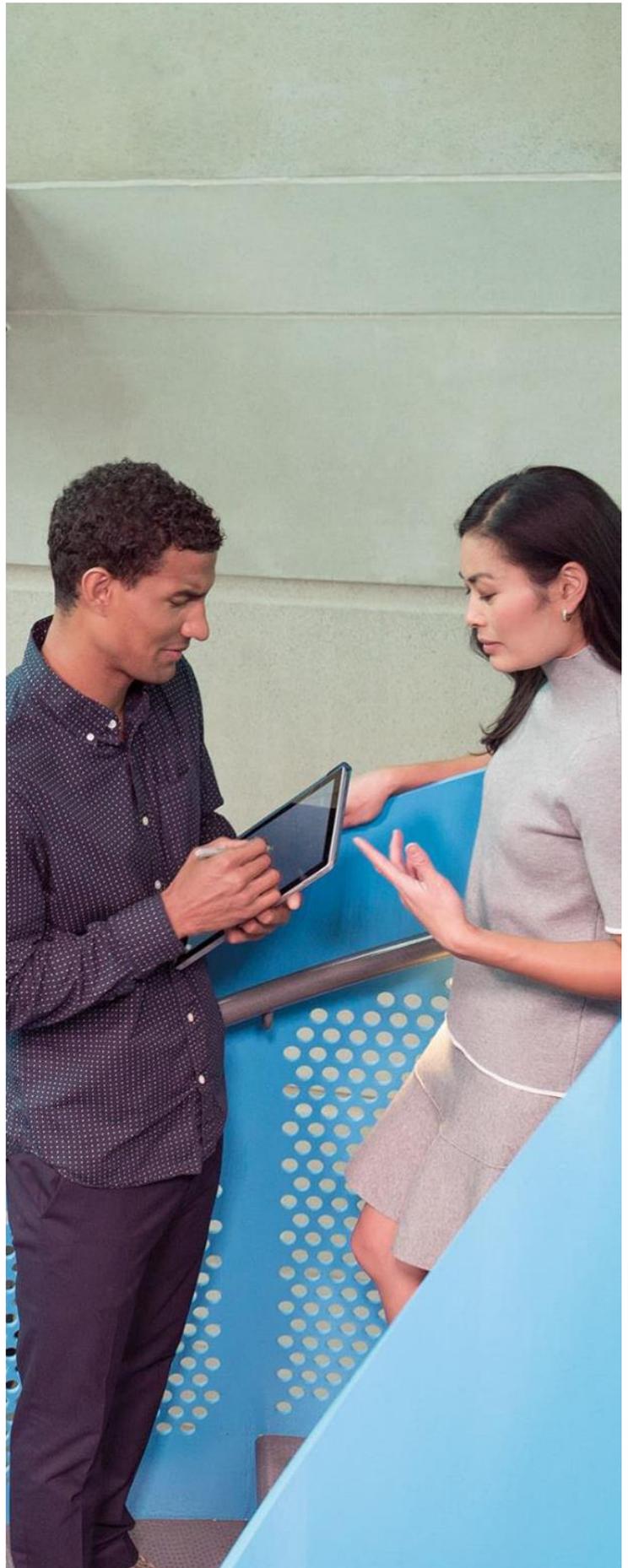


# The power of partnership

How to grow  
and thrive through  
successful partnerships

*Coming together is a  
beginning; keeping  
together is progress;  
working together is  
success.*

*- Henry Ford*



Ready.  
Connect.  
Grow.

## About this playbook:

We believe partners make more possible. Emerging technologies are rapidly changing the world and what it will take for our partners and their customers to succeed. In the Microsoft Partner Network, we are enabling partners to collaborate with each other to deliver integrated solutions that address unique customer needs. We are committed to providing you with guidance, resources, and tools to make connections with qualified and innovative partners and uncover new growth opportunities through partnerships.

The object of this playbook is to help you learn how to develop successful partnerships with others in the Microsoft partner ecosystem to drive efficiency, revenue, and profits. This motion is frequently referred to as "Partner to Partner." We'll give you insider knowledge, best practices, and tools from Microsoft and thought leaders such as Harald Horgen of The York Group, and Per Werngren, who made the International Association of Microsoft Channel Partners (IAMCP) what it is today. In this playbook, you will find the business cases, the guidance, the strategic approach, and the tools to:

Understand the value of partnerships and why to invest

Assess your business and gaps, and get to next steps

Forge successful profitable and sustainable partnerships

Build on industry best practices from the experts

Partner success is our goal. We are committed to help your business to accelerate digital transformation for itself and your customers, and grow profitability.

## Already growing?

This playbook begins with the basics under the assumption that your business is just getting started with partnering. If your expertise in accelerating business through partnerships is more advanced, you can jump to the success formula to see steps and links to resources.

Contributing partners

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# The partner-to-partner success formula: Ready, connect, grow.

## READY



Assess your readiness, discover and refine your value proposition, identify solution gaps, and make a plan for connecting with partners.

## CONNECT



Win strategic partners who can help you get cloud and digital transformation market share, go to market together, and manage your partnerships effectively.

## GROW



Drive deeper penetration in existing customer base and expand customer base with joint offerings and investments.



## Partnership is a journey that starts with you.

Partnering together successfully starts with defining your value as a business and your goals. That means answering questions such as: What's your mission statement regarding partnerships? How will your partners benefit from and monetize the solutions you provide? What gaps do you have in your offerings that could be filled by strategic partners? What steps do you need to take to engage with partners in a structured way?

This guide and framework will take you through the success formula to answer these questions and take the required steps to thrive in partnerships, accelerate business opportunities, and grow profitability.



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Section 1:

# The power of partnership

Why you should prioritize partner-to-partner relationships, what's holding you back, and our step-by-step success formula.

# Transforming together: Why the partner-to-partner relationship matters

## Successful digital transformation for your customers necessitates your own transformation.

Digital transformation is the number-one priority for the majority of business executives. As they seek end-to-end, cloud-based solutions for their key business challenges and differentiated capabilities that enable them to compete more effectively, your role as their technology partner is rapidly changing. Thus, helping customers digitally transform must start with your own transformation.

In 2016 and beyond, it's more important than ever to specialize as an IT solution provider. [...] And that means finding complementary business partners to go to market with to provide complete solutions to your customers.

– IDC Research



By 2020, 60% of all enterprises will have fully articulated an organization-wide digital platform strategy and will be in the process of implementing that strategy



By 2019, all digitally transformed organizations will generate at least 45% of their revenue from "future of commerce" business models

In order to serve these customers effectively and remain relevant, your approach to the marketplace must evolve as well. This could include changing and augmenting your business model, reassessing where your products and services fit in the end-to-end customer digital transformation journey, and determining your gaps. A key strategy to enable digital transformation in this context is finding the right go-to-market partners.

## Achieve scale through partnerships to adapt to the changing business opportunities in a cloud environment.

The pace of change is accelerating and that impacts how you partner and how you collectively add value to your customers. Partnering increases your capacity to scale and accelerates your ability to respond. With the market moving in the direction of specialization and the jack of all trades becoming obsolete, this necessitates leveraging partners, equally specialized, to fill the gaps you'll identify. Some of the areas of change include:

- Changing business model
- Subscription pricing
- Going to market and selling in new ways
- Follow-up services and support
- Filling operational and resourcing gaps

### Helping customers digitally transform:

- Change in customer procurement preferences
- Intelligent edge is unlocking new potential
- Need for speed

### Overcoming the risks of digital transformation:

- New digital frontiers and shedding of legacy concepts
- Trusted advisor(s) needed for a multi-year journey
- Increasing complexity of partner ecosystems within customer environments

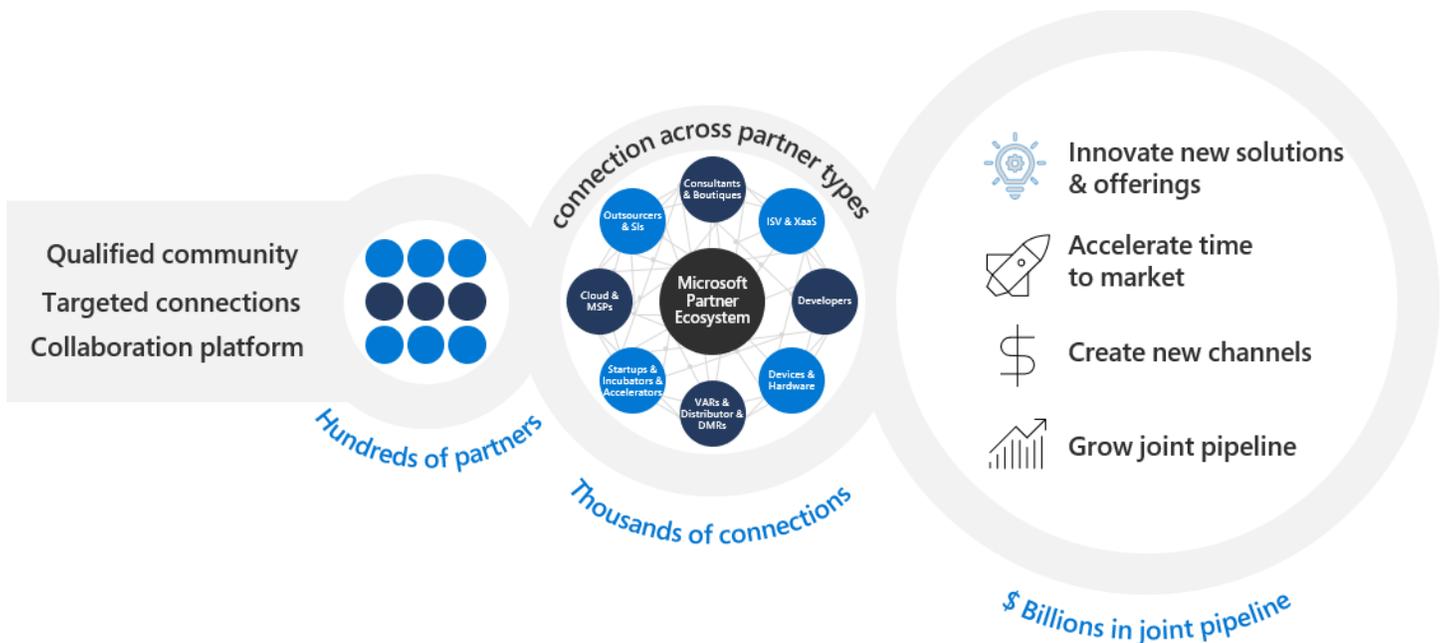
# The bottom line: The partner-to-partner motion drives revenue

## Profitability

As you align to customers' digital transformation goals through effective partnerships, the natural outcome is more revenue for your business. By collaborating on sales and go-to-market activities, you can also reduce the cost of selling in to new markets and increase the efficiency of solution delivery, leading to bigger profits.

## Partner-to-partner links you with the global partner ecosystem and has a multiplier effect

Microsoft has thousands of partners specializing across the technology and industry spectrum. Linking up to this network makes it possible for you to access a vastly greater customer ecosystem, including markets that you might not be able to address on your own. The right partnerships open the door to unlimited opportunity.



<p>Reach more customers <b>3x-5x</b> Increase in joint pipeline</p>	<p>Increase growth <b>10-20%</b> Increase in margin</p>	<p>Joint selling revenue <b>\$8B+</b> Annual IP co-sell partner revenue</p>	<p>Velocity + size IP joint deals <b>3x</b> faster close <b>6x</b> larger</p>	<p>Azure revenue <b>40%</b> of Azure revenue is driven by ISV solutions<sup>1</sup></p>
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# The partner opportunity: Microsoft's partner ecosystem

## Opportunities to build partnerships in the Microsoft ecosystem.

Microsoft will always depend on its partners—95% of our commercial revenue flows through partners and there's a total addressable market of \$4 trillion globally. The resulting opportunities from this mutually beneficial relationship are vast and our partners recognize the enormous power in this network for joint marketing, joint selling, and joint solutioning.

The intention of the playbook is to empower partners to work with each other directly to mine these opportunities. Microsoft's internal data shows that relevant and immediate opportunities with the Microsoft customer install base arise from relationships with other partners, not solely through direct connections from Microsoft.

With this playbook, you'll get the basics on how to identify and connect with the right partners. If you follow the formula and put in the work, you'll greatly increase your ability to discover new leads and new opportunities.

By 2020, \$4 trillion USD TAM globally. At least \$1 trillion TAM addressable market for ISVs, resellers, and channel partners.

– AMI Research, 2017

95% of Microsoft's commercial revenue flows through partners

– Gaviella Schuster, State of the Channel

Partners transacting via CSP serve more than 2M customers, a 52% increase over the past 12 months.

– Gaviella Schuster, State of the Channel



**"Microsoft has always been a partner-led company, and we'll always be a partner-led company...** What really drives us, what makes it all possible is your passion, your commitment, and your drive to make us better."

[CEO, – Satya Nadella MICROSOFT – WPC 2016]

# Going beyond transactional: Why partnerships fail, and how you can succeed.

Partner relationships seldom last beyond a tactical engagement or two. Fewer than 10% of channel relationships produce repeatable sustainable revenue and most are established on a single transaction. They are marriages of convenience, opportunistic, with little investment or commitment from either party.

Some of the key weaknesses involve the following:

- ISVs expect the value of their solution to speak for itself, and often don't specialize in the relationship sales approach required to build long-lasting partnerships.
- Channel partners and SIs have their go-to technologies already decided upon and may be unwilling to try new things.

By focusing too narrowly on one's own traditional business model, you miss the larger opportunity and risk getting left behind in the environment of digital transformation.

In 2016 and beyond, it's more important than ever to specialize as an IT solution provider. [...] And that means finding **complementary business partners** to go to market with to provide **complete solutions to your customers**.

– IDC Research

## The case for partnering is clear:

If you're reading this playbook, you're either a business that has a solution or IP to sell, or a business that has a market to sell to. When partnering is done correctly, growth and transformation happen for all. Some of the key gaps when looking at the different partner types that will influence the type of partners you're looking for include the following:

### Selling IP

**Channel, Distributors, LSPs, MSPs, and SIs need ISVs to increase:**

- Relevance and competitiveness
- Customer renewals & stickiness
- Accelerate journey to the cloud

### Developing IP

**ISVs need channel partners to:**

- Increase revenue and growth
- Scale sales force
- Close resource gap
- Accelerate cloud adoption



When done right, partnering grows the pie for everyone—for customers, yes, but also for each of the partners.

– Satya Nadella, Hit Refresh

# The partner-to-partner success formula: Ready, connect, grow.

## READY



Assess your readiness, discover and refine your value proposition, identify solution gaps, and make a plan for connecting with partners.

## CONNECT



Win strategic partners who can help you get cloud and digital transformation market share, go to market together, and manage your partnerships effectively.

## GROW



Drive deeper penetration in existing customer base and expand customer base with joint offerings and investments.



## Partnership is a journey that starts with you.

Partnering together successfully starts with defining your value as a business and your goals. That means answering questions such as: What's your mission statement regarding partnerships? How will your partners benefit from and monetize the solutions you provide? What gaps do you have in your offerings that could be filled by strategic partners? What steps do you need to take to engage with partners in a structured way?

This guide and framework will take you through the success formula to answer these questions and take the required steps to thrive in partnerships, accelerate business opportunities, and grow profitability.

Section 2:

# Formula to develop successful partnerships

[Quick Guide: Partnering Success Formula](#)

1. [Prepare: Getting started](#)
2. [Assess and plan: Assess gaps and plan](#)
3. [Identify and connect: Prioritize and identify partners](#)
4. [Engage: Connect and engage](#)
5. [Manage: Manage your partnerships](#)
6. [Grow: Deepen and expand capabilities](#)

[Recap: Partnering Success formula](#)

# Quick guide: Partnering success formula

The Partner Roadmap for developing successful partnerships.

		exit criteria	key resources
READY	 <b>Prepare &amp; Assess</b> <ul style="list-style-type: none"> <li>• What's my value chain?</li> <li>• Gap assessment</li> <li>• What's the value of partnerships?</li> <li>• Where do I want partners?</li> <li>• Assess joint GTM, joint sell</li> </ul>	<ul style="list-style-type: none"> <li>✓ Microsoft Online Assessment</li> <li>✓ Channel Strategy Draft</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Microsoft Partner-to-Partner Home</a></li> <li>• <a href="#">Online Assessment</a></li> <li>• <a href="#">GTM Services</a></li> </ul>
	 <b>Plan</b> <ul style="list-style-type: none"> <li>• Why partner with me—what's my pitch?</li> <li>• Define partner/channel strategy</li> <li>• What's my investment?</li> <li>• GTM partnering plan</li> <li>• Learnings &amp; go-do's</li> <li>• Re-evaluate plan &amp; prioritize</li> </ul>	<ul style="list-style-type: none"> <li>✓ Partnering Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Readiness Workshop</li> <li>• Premium Assets</li> <li>• 90min Consultation</li> <li>• Virtual Workshop</li> <li>• <a href="#">Joint Marketing Templates</a></li> <li>• <a href="#">Joint Sales Enablement Templates</a></li> <li>• <a href="#">Partner Prep Templates</a></li> <li>• <a href="#">GTM Partnering Business Plan Partnership Case Study Partnership Value Prop Deck</a></li> <li>• <a href="#">Business Model Assessment Worksheet</a></li> </ul>
CONNECT	 <b>Identify &amp; Connect</b> <ul style="list-style-type: none"> <li>• Profiling the ideal match</li> <li>• Identifying the preferred partnerships</li> <li>• Who do I want to partner with?</li> <li>• Where do I find them?</li> <li>• How will I resonate with them?</li> <li>• Positioning your solution</li> <li>• Identify barriers to adoption</li> <li>• Identify prospect needs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Target Partner Profile</li> <li>✓ Value Proposition</li> <li>✓ Pitch Materials</li> <li>✓ Partner / Channel GTM Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Partner Profile Score Card</a></li> <li>• <a href="#">Cloud Spider Template</a></li> <li>• <a href="#">Customer Target Market Templates</a></li> <li>• <a href="#">Value Chain Model template</a></li> </ul>
	 <b>Engage</b> <ul style="list-style-type: none"> <li>• Establishing agreement</li> <li>• Laying the operational foundation for partnership</li> <li>• GTM Prep</li> <li>• Joint Market Prep</li> <li>• Joint Sell Prep</li> <li>• Define engagement model</li> <li>• ROB</li> </ul>	<ul style="list-style-type: none"> <li>✓ Letter of Intent</li> <li>✓ Joint Go-to-Market Plan</li> <li>✓ Joint Marketing Plan</li> <li>✓ Joint Selling Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Microsoft Partner-to-Partner Collaboration Platform</a></li> <li>• <a href="#">GTM Services</a></li> <li>• <a href="#">Take your app to market with Microsoft</a></li> </ul>
GROW	 <b>Manage</b> <ul style="list-style-type: none"> <li>• Managing your partnership</li> <li>• Managing and tracking KPIs</li> <li>• Using Data Wisely</li> <li>• Tracking and monitoring tools</li> <li>• Cadence ROBs</li> <li>• Evaluating your partnership</li> <li>• Annual Reviews</li> <li>• Level Setting through score cards</li> <li>• Course Correct and classifying partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ Joint KPIs</li> <li>✓ Rhythm of Business Plan</li> <li>✓ Joint Scorecard</li> <li>✓ Partner Classification &amp; Actions Plan</li> </ul>	
	 <b>Grow</b> <ul style="list-style-type: none"> <li>• Grow capabilities</li> <li>• Expand and penetrate: From ignition to acceleration</li> <li>• Joint marketing</li> <li>• Joint selling</li> <li>• Joint solutioning</li> </ul>	<ul style="list-style-type: none"> <li>✓ Partnership Accelerate Plan</li> <li>✓ Joint Marketing Plan</li> <li>✓ Joint Selling Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">GTM Services</a></li> <li>• Multi-partner PDC campaigns</li> <li>• Multi-partner DMC channels</li> <li>• <a href="#">Grow: Resources Page</a></li> <li>• <a href="#">Microsoft AppSource</a></li> </ul>

# Getting Ready

In a perfect world...

Everyone would want to partner with me



I'd have perfect partners knocking at my door



I'd have the skills and time to recruit, onboard and execute



*The most important question to ask: Can you help another business be more successful?*

## Laying the groundwork for success.

In the partner-to-partner success formula, the Ready step is concerned with the preparation you need to undergo in order to achieve partnerships that are powerful, profitable, and sustainable. If you're like most Microsoft partners, you probably have a few other companies that you work with from time to time. You may even have some close relationships with other technology providers.

However, the partner-to-partner motion is something different: it is about taking an intentional, step-by-step, proven approach that helps you build your partner network quickly with high-quality relationships that deliver mutual value.

At the end of this phase, you should have the following items completed:

- ✓ A clear understanding of your value proposition to your ideal partner, and collateral that communicates it
- ✓ A business model that supports partner/channel strategy
- ✓ A reference architecture and technical overall collateral
- ✓ A partner scorecard you can use in evaluating potential matches

Finding partners willing to sign an agreement is easy, as long as there's no commitment on their part. Finding partners that will invest their own time and resources to drive significant revenues takes a lot more work.

**– Harald Horgen, President and CEO, The York Group**

# Prepare: Getting started

## Partnering is a mindset.

Systematically approaching partnerships requires the right mindset. Focusing on the top and bottom line is key, but to forge successful partnerships, the first question to ask is whether you can make another business more successful than they already are. In preparing for this undertaking, you'll need to do some serious soul searching.

## Define the value of partnerships to your business.

To know the value a partner will provide to you, you have to figure out where and why you need partners. A key consideration is how the move to the cloud is redefining how to transform your business to stay profitable. For example, a successful channel program will produce higher revenues. Good business partners tend to be consistent, year in and year out, and once you are part of their core business, you benefit from increased revenues with little effort or support from you. A strong channel partnership also accelerates time to market and increases an ISV's margins as well.

## Evolving business models and staying.

As mentioned earlier, the rates of change, adoption, and specialization required in the era of digital transformation are accelerating. This changes traditional business models for all partner types—ISVs, channel, services and so on. The business model used to be straightforward: you build a product, you sell the product, and customers buy the product. In our new market reality, automation and partnerships are becoming critical success factors. Subscription pricing, part of the new paradigm, reduces margins upfront, which requires cutting costs across other business operations including development, sales, provisioning, and support.

This new paradigm creates the roadmap that will guide you in terms of defining the value of partnerships to your business. If you're selling IP or solutions, consider how partners can help with competitive differentiation, increase customer stickiness, and accelerate or enhance customers' move to the cloud. If you're developing IP or solutions, you'll want to consider how to shore up your resource gaps in sales and marketing, look at increasing your revenue and growth through the scale that a channel partner provides, and access a readymade cloud customer base.

### Objectives

- Understand the importance of partnerships and the value they can provide.
- Understand the investment required to secure lasting and successful partnerships
- Understand what makes a good partner, what you have to offer, and why partners should invest in you.
- Define your partner / channel strategy

### Key resources

[GTM P2P Business Plan Template](#)

[Partnership Pitch Deck Template](#)

[Partnership Case Study Template](#)

### Pro tip

Automation of day-to-day business processes is a critical step for enabling your offerings to achieve cloud scale while maintaining your margins.

## Make a commitment—investing in partnerships.

Successful partnerships at the scale we're talking about don't happen by accident. They're the result of work and investment. Don't let that scare you—if done right, the payoff can be big. However, if you're waiting for partnerships to fall into your lap, you're likely to be waiting a long time. There's a lot of competition out there. You have to get past the blinders most decision makers wear in their day-to-day jobs.

The time and money you put into perfecting your pitch, networking, and other partner-to-partner activities will make you stand out from the crowd. It shows that you are serious about the relationship and willing to put some skin in the game right from the get-go.

## What's my investment? (Time, resources, money.)

Partner development requires a willingness to invest time, people, money, and resources. Getting started with partnership development in a systematic way may seem overwhelming. It may require a new mindset to move beyond transactional relationships that simply meet the need of the moment. To make this happen, business leadership must thoughtfully define a level of investment and commit to it. Exactly what and how much you'll need to invest in these areas should be revealed through the gap assessment, but here are some ideas:

- Going the extra mile in establishing trust between organizations.
- Time, money, and travel required for in-person meetings with key partner prospects.
- Considerations to make marketing / selling IP and solutions more appealing: Marketing investment funds, sales incentives, and so forth.
- Assets and know-how for digital sales and marketing: Initial prospecting via LinkedIn, email, and calls, follow-up and evaluation and possible email lists for leads.
- Collateral design fees for professionally assets and design.
- Business transformation efforts. As discussed in the first chapter, the cloud mandates new business models. This requires an end-to-end evaluation including platform, distribution, support, and so on
- Role alignment and the hiring of alliance managers.

### Investing time, money, resources

- It takes an average of **8 calls** to reach a prospect.
- It takes an average of **18 months** to go from signing an agreement to launching a joint partnership in market.
- Building trust is critical in establishing partnerships.

### Pro tip

Although your partner prospecting should focus on the business opportunity, be ready to demo your product at a moment's notice.



## **What's my pitch? Build a business case for why others should invest in you.**

The first thing you need is your value proposition to partners, and that doesn't mean the nuts and bolts of how your technology works. Partners are concerned with one thing—how your solution makes them money. They want to know how it fits into their business model and how it will increase their profits. On the flip side, if you're a seller, the stronger channel program you have in place, the more strategic you'll be to them.

## **When are you a strategic partner? If you can help another business be more successful.**

If you can figure out how you can make another business more successful than they already are, you're on your way to becoming strategic.

To win partners over to a level where they are willing to invest time and money in your mutual success, think of them as a customer. They're busy—they won't take the time to figure it out themselves, so connect the dots for them by showing what's in it for them – how will they, as your partner, grow their business.

It is important to consider that you are selling yourself as a service partner, rather than just selling a product. Being strategic, having a competitive differentiator, and being able to sell yourself will help you stand out from the crowd. How your partners will profit depends on how you're leveraging partnerships and the gaps they're filling. And even more, the type of business model and revenue source makes all the difference. You should also consider the needs of the customer base of that prospective partner in addition to the greater market opportunity where that partner operates, for example, industry, country, customer segment, or all of the above. In today's market, ISVs bear more of the burden to become strategic to the channel, and sellers need to focus on how to monetize their Microsoft goals through products and solutions.

# Prepare: Defining a partner strategy

## ISVs: Defining your channel strategy.

As we established in the first section of the playbook, if you're not strategic, your relationships will remain transactional, which does not produce the incremental revenue that strategic partnerships result in. The onus is on the ISV to move beyond a transactional relationship with the channel. To up-level to a strategic partnership, a channel strategy is highly recommended. You'll need a strategy and plan that enables joint selling, a pitch that makes the business case for why partner with you, and you need to transform your business model to adapt and be profitable as a cloud-based business, one that can respond and react to the fast pace of digital transformation.

## Becoming essential.

Two decades ago, sellers were always looking for new partners, they needed new products to meet customer's critical needs and stay relevant. Not anymore. Every channel partner has what they need in terms of strategic accounts, key products, ability to upsell and create revenue streams. While they might look for new products or services that drive their competitive edge or customer stickiness, they don't generally need new business. ISVs need channel partners a lot more than the other way around. To improve your partnering motion and the effort you put into this aspect, it's important to consider the time and resources channel partners have invested in their business.

As the ISV, you must have a compelling solution and offer in place by the time you contact potential channel partners. They are looking for vendors who know how to partner well. Here are some ways to prove this and resonate:

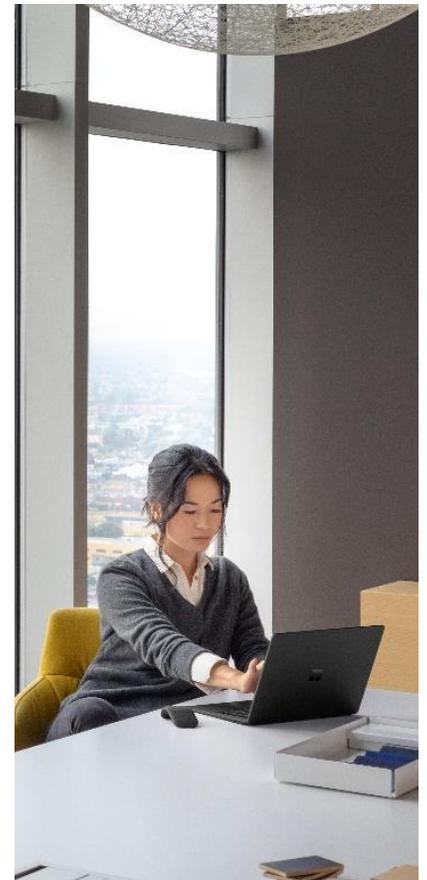
- **Articulate how your solution makes them money.** They want to know how your IP fits into their business model and how it will increase their profits.
- **Margin** is the first revenue source ISVs think of, but it may not be the major source of income for your partner.
- Include **services** such as integration, data migration, customization, training, and so on, to ensure there's follow-on services and product opportunity for the partner.
- Consider **third-party software** or hardware bundling. You want to become part of the reseller's "survival toolkit"
- **Seller's "survival toolkit"**. Become part of their survival toolkit by ensuring you're offering differentiated IP.
- **Bundled to a reseller vs. unbundled.** Consider both the advantages and disadvantages of being bundled to your reseller vs. being unbundled. As appealing as your IP might be, if the channel partner cannot monetize your product to achieve their Microsoft metrics, your opportunities diminish greatly. The advantage to being bundled would arise when your IP drives competitive differentiation with their customer base, in which case they might not want other channel partners to sell your product. If you're trying to get in with a particular channel partner and you both already see the mutual benefits, this may seal the deal.
- **Marketing investment funds, sales incentives** and **contests** can illustrate your partnership potential to prospective partners.

### Key resources

[GTM P2P Business Plan Template](#)

[Partnership Pitch Deck Template](#)

[Partnership Case Study Template](#)



Channel partners also want to see that you have a strong program in place or are able to operationalize and support the channel relationship with them by the time you contact them. They are looking for vendors who know how to partner well.

Here are additional ways in which you will boost your appeal to a channel partner (for more details, see Identify and Connect):

- Build a strong profile and demonstrate your profitability
- Demonstrate shorter time to revenue through your business model—not only will customers want your IP, but that there's opportunity for follow-on services for pull through revenue
- Educate the channel on your pitch so they can clearly articulate this to the customer
- Drive profitability by accelerating sales with incentives and margin programs/discounts
- Ensure you have correct alignment of roles between your business and Microsoft and between your business and your partners



### Key resources

[Margins and incentives](#)

[Success Formula](#)

### Developing a successful partnership

- Assess your business model and ability to go-to-market
- Determine your gaps (your business model based on customer and market needs and expectations)
- Profile the type of partners based on capabilities, market share, customer base, etc. needed to fill those gaps
- Mold prospective partnership offerings to appeal to identified prospective partners

## Define the business opportunity.

### How will the partner make money?

#### Discount on the Subscription

#### Services

- Implementation
- Integration
- Customization
- Training

#### Other Products

- Third-party software?
- Hardware

## Channel strategy considerations: what type of ISV are you?

Your channel requirements will vary based on whether you're delivering products and solutions on premises, in the cloud or born in the cloud.

### Key resources

[Keys to a Successful Cloud Channel Program](#)

[10-Step Partner Recruitment Program](#)

**On-premises ISVs:** ISVs that haven't yet made the decision to move to the cloud nor are they using partners for their on-premises solution. The biggest blocker is often the uncertainty around the impact on their business as they move into new markets.

**Hybrid ISVs:** ISVs that are moving to the cloud and have an existing channel. They may also be a hybrid—keeping some solutions still on-prem. Their questions including knowing what changes to make to their channel program. Can they use the same partners, or do they need to recruit new ones? Do they need to change the discount program?

**Born-in-the-cloud:** These ISVs might not appreciate the power of a good channel. They often think that posting their solution on a marketplace is all they need to do to sell to the enterprise market. They need an end-to-end channel program that covers the internal processes—and they need to determine how to recruit and then manage the right partners once onboard.

## Different ISVs, different questions:



For more detailed channel and partner strategy, review these Channel 9 Webcasts, in particular, module 4, [The Keys to a Successful Cloud Channel Program](#).

## Channel Partner Considerations

For those selling, to the channel partners, while your base and sales engine may be more essential to the ISVs, the ISVs product and solution are likely more essential to your customer than it is to you. In considering how to do partner-to-partner better, your main goal is to monetize your Microsoft goals using partner products and services. Some of your considerations:

- Differentiating in market through a broader portfolio of technologies from ISVs
- Increasing relevance and competitiveness
- Creating customer stickiness and renewals
- Accelerating customer's journey to the cloud
- The value of bundling an ISV in a competitive market

# Assess and plan: Identifying gaps

The next steps are all about taking a hard look at your business to understand where partnerships would be most valuable and building the resources to approach potential partners.

## Assess your gaps. Figure out where your partners fit in.

Nobody's perfect—but when it comes to partnering, your imperfections are your opportunities. The gaps in your business, sales, geographical, and other capabilities are the places where partners can fit in to the equation. To understand your ideal partner relationship, assess those gaps thoroughly and decide where partnerships could have the most impact on your bottom line. Once you figure that out, you can determine your channel strategy and go-to-market plan. By the end of this chapter, you should be ready to take an early pass at those items. You can expand and perfect them as you go.

## What's my value chain?

Your value chain is how you deliver value to your end customers. Begin by asking yourself what the nature of that value is. This should not just be a narrow technology solution. How does it enable their business? How does it help their people work more effectively? What are they able to do better as a result of your solution? The steps in the value chain include:

- **People:** The human resources devoted to creating, selling, implementing, servicing, and supporting your solution.
- **Process:** The tools and IP you bring to the relationship.
- **Technology:** The technologies that enable the customer to derive value.

## Assessing your gaps.

There are several aspects of your value chain where gaps may be present and taking a broad look at them gives you the best chance of identifying fruitful areas for partnership. Here are some key areas to consider.

- Business model gaps
- Resource gaps
- Technology gaps

### Objectives

- Assess gaps and determine where partnerships would be beneficial.
- Evaluate learnings and profile perfect partners.
- Prepare for joint go-to-market planning.

### Key resources

[Microsoft Online Assessment](#)

[IAMCP P2P Maturity Model](#)

[Business Model Assessment Worksheet](#)

[Value Chain Model template](#)

[Partner Profile Score Card](#)

[Cloud Spider Template](#)

[Target Market Template](#)

### Pro tip

Three markers that you are a strategic partner:

- There's at least one person dedicated to your product
- They have a concrete marketing plan
- You represent a significant portion of their revenue—10% or more

### Assessing gaps

- Assess your business model and ability to go-to-market
- Determine your gaps (your business model based on customer and market needs and expectations)
- Profile the type of partners based on capabilities, market share, customer base, etc. needed to fill those gaps
- Mold prospective partnership offerings to appeal to identified prospective partners



## Business model gaps.

In an environment of cloud transformation, many businesses are facing gaps in their business models as they transition from a traditional, on-premises world to one of as-a-service technology. When choosing a partner, it can pay to find someone who is already prepared to transact in the ways you are targeting. This will save you time and money setting them up yourself. This can include:

- **Pricing:** Subscription pricing is the future for most IT, but how will you support it?
- **Cash flow:** Cloud solutions have different cash flow than on-prem, how will this affect you?
- **Sales and marketing:** Are you prepared to shift from push marketing to a buyer-centric approach?
- **Target markets:** Do you want to avoid cannibalizing on-prem sales, or focus on opening new markets?
- **Contracts:** How will your customer contracts change—will you support monthly or long-term? Can you deliver on an SLA?
- **Customer support:** Lower transaction value requires increased use of automation in customer support, are you ready?

## Resource gaps.

It's often said that people are your greatest asset—but they're also very expensive. If you can leverage partners to pick up some of the slack, you'll be doing yourself a favor. Look for gaps in the following areas:

- **Technology:** Do you have the technical skills in your organization to break into new markets or transition from on-prem to cloud solutions?
- **Sales and marketing:** Are there experts in your company who can manage various types of sales relationships, whether direct sales, through-partner or through-distributor sales, or marketplace sales?
- **Support:** How robust is your support team, and can you scale it efficiently as you grow?
- **Regional expertise:** Do you have the right people in the right places to meet your strategic goals?
- **Industry expertise:** Are there industry experts on your staff who can help you grow into new areas?

### Key resources

[Microsoft Online Assessment](#)

[IAMCP P2P Maturity Model](#)

[Business Model Assessment Worksheet](#)

[Value Chain Model template](#)

[Partner Profile Score Card](#)

[Cloud Spider Template](#)

[Target Market Template](#)

## Technology gaps.

Chances are, you're excellent in your chosen area of technology—but there are probably many more where you are not differentiated and you'd be wise to work with someone who can do it better. Here, consider:

- Client software development
- Hardware deployment and management
- Cloud deployment and management
- Virtualization
- Software distribution
- Billing and ecommerce
- Digital marketing
- Data and analytics
- Automation

## Leveraging partners to fill the gaps.

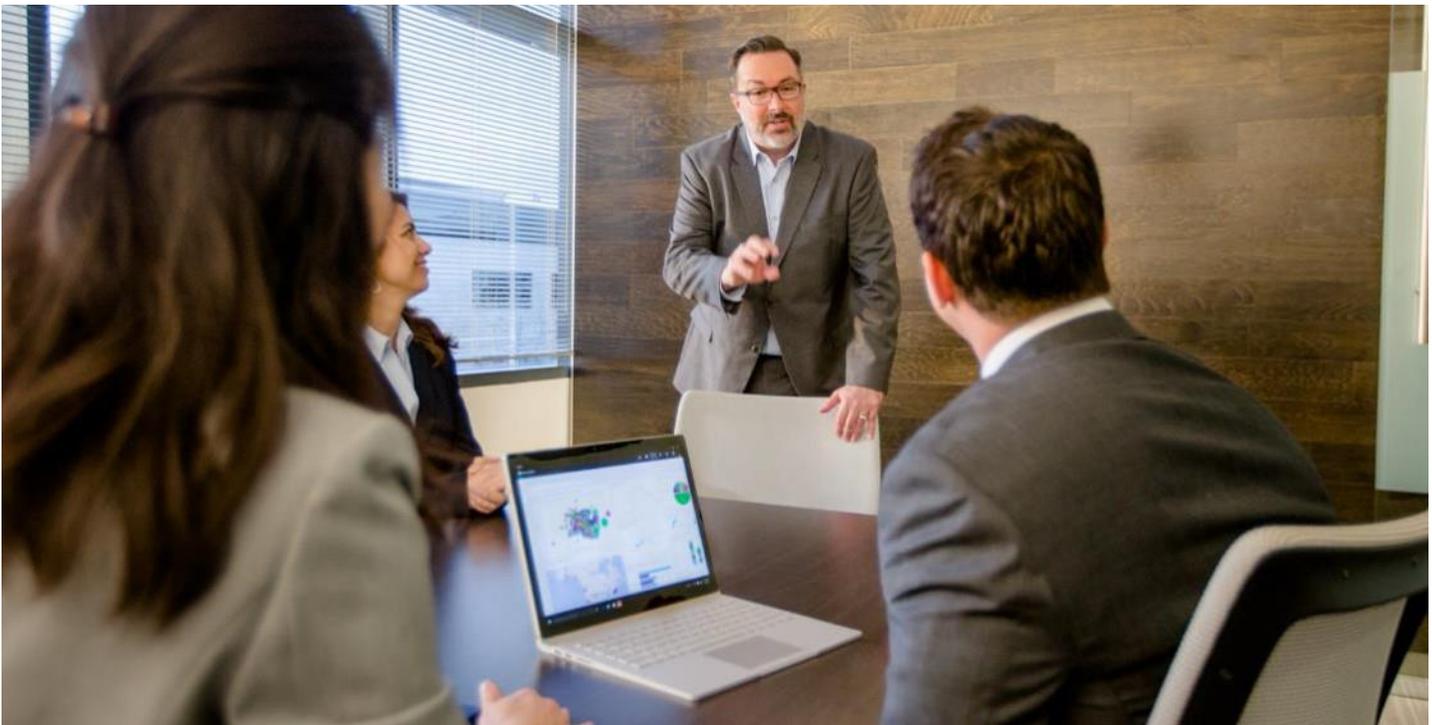
Now it's time to put together your go-to-market partnering plan. Take another look at your pitch and value proposition in light of the gaps you've identified. By putting these things together, the picture of your ideal partner begins to take shape. In the next section of the playbook, we'll get into detail about how to actually identify real-world counterparts to this ideal partner, but for now, just keep that description handy.

### Key resources

[Business Model Assessment Worksheet](#)  
[Target Market Template](#)

### Assessing gaps

- Assess your business model and ability to go-to-market
- Determine your gaps (your business model based on customer and market needs and expectations)
- Profile the type of partners based on capabilities, market share, customer base, etc. needed to fill those gaps
- Mold prospective partnership offerings to appeal to identified prospective partners



# Assess and plan: Leveraging partners

## Prepare for a go-to-market partnering plan.

Now that you've considered your channel strategy, and reviewed your gaps, look back over everything you've done so far, including the goals you set in the beginning. What types of partnerships would best serve those goals? Re-evaluate your plan and prioritize your value propositions and gaps based on those goals. In the next section, you're going to make this plan real by building a partner scorecard and beginning the process of contacting and evaluating potential partners.

Check point—what you should have planned so far:

- Assess gaps and determine where partnerships would be beneficial.
- Business model that supports partner/channel strategy

Going forward, you'll want to now focus on evaluating your learnings and profile perfect partners and early thinking on your joint Go-to-Market partner planning.

## The basics of your partner-to-partner GTM:

Some of the work you'll go through to create a partnership and pull together a joint go-to-market. Essentially, as a partnership, what are you selling, who are you targeting, and where/how are you selling it. Leverage the Microsoft GTM partnering business plan template if you're ready for this, but we'll go into more detail in the Engage section.

- Play overview
- Market opportunity
- Goals and GTM Partnering opportunities
- Target customers ([leverage the target customer worksheet](#))
- Target partners
- Sales scenarios

### Key resources

[GTM P2P Business Plan Template](#)

[Target Market Template](#)

[Partnership Pitch Deck Template](#)

[Partnership Case Study Template](#)

[GTM P2P Services](#)

- 90-minute consultation
- Sales enablement virtual workshop
- P2P readiness workshop



# Connect: Building quality partnerships

## Build a portfolio of quality partnerships.

Now it's time to take the planning you did in the "Ready" step and make it real. We're going to talk about how you build a list of potential partners, narrow the playing field to those who are truly likely to make a good match, and strategies for bringing them into the fold.



### Objectives

- Identify and connect with the right businesses and kick-off your partnerships
- Prepare for a joint Go-to-Market
- Get granular to successfully sell and close
- Understand how to establish a business review cadence, monitor, and course correct

### Key resources

[GTM P2P Business Plan Template](#)

[Sales Enablement Kit](#)

### Pro tip

There's nothing like an in-person meeting to show your commitment, especially if you travel to it. Make the time to make the deal.

# Connect: Identify and connect

## Profiling the ideal match.

Your objective in this section is to identify the ideal partnership, determine where to find them, identify prospect needs and potential barriers to adoption, and position solutions to secure a mutually beneficial partnership. For clarity on the partner profile, be sure to watch the Channel9 webcasts for [Module 4: The Keys to a Successful Cloud Channel Program](#).

## Identify & connect: Who do I want to partner with?

**Assess gaps and determine where partnerships would be beneficial with a score card.**

In the process of creating your pitch and identifying your ideal partner, you'll identify key criteria for your potential partners. You'll need to evaluate your learnings and profile preferred partners.

Capture these on a scorecard you can use to rank potential partners. Here's an example scorecard (use the scorecards in the appendix or create your own).

Remember, you can weight the values to reflect the relative importance of various factors.

### Objectives

- Identify the ideal partnership and determine where to find them
- Identify prospect needs
- Identify potential barriers to adoption
- Position solutions to secure a mutually beneficial partnership

### Key resources

- [Partner scorecard template](#)
- [Module 2: Selecting Target Markets for your Cloud Solution](#)
- [Module 4: The Keys to a Successful Cloud Channel Program](#)
- [Inspire Registration](#)
- [Microsoft Events](#)
- [LinkedIn Sales Navigator](#)
- [Captera.com](#)

	Partner Name				
Complementary Products					
Number of employees					
Geographic location					
Revenue					
Technical skills					
Cloud business model in place					
Vertical markets					
Number of products sold					
Additional Criteria					
Additional Criteria					
Additional Criteria					
Additional Criteria					
Total Points					

Points 1-5

## ISVs: Defining your channel strategy.

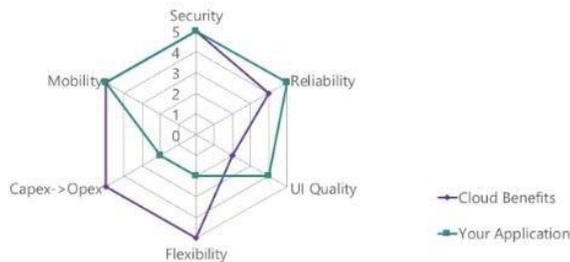
To further identify your ideal partners, you'll need to have clarity on your target markets. Using the "Cloud Spider Worksheet" you can identify top cloud benefits and client requirements for your target markets. For more information, review module 2: [Selecting Target Markets for your Cloud Solution on Channel9](#).

### Key resources

- [Partner Profile Score Card](#)
- [Cloud Spider Template](#)
- [Target Market Template](#)
- [Module 2: Selecting Target Markets for your Cloud Solution](#)
- [Module 4: The Keys to a Successful Cloud Channel Program](#)

### Cloud spider

	Security	Reliability	UI quality	Flexibility	CapEx-OpEx	Mobility
Cloud benefits	5	4	2	5	5	5
Client requirements	5	5	4	2	2	5



## Positioning yourself for success.

In all your tools for connecting, remember the most important thing: You are selling the business opportunity in addition to a technology product or solution. Connect the dots for the partner and demonstrate exactly how they will make money from the relationship. Demonstrate that you are willing to put in the time and investment necessary to make it work for both of you.

Ideally, this is what sellers are looking for and if you're positioning yourself and your product(s) in this light, you increase your likelihood of success:

- Products that meet a clear market demand
- Attaching services to drive additional revenue and margins
- Structured territory definitions and policies to limit channel conflict
- Co-marketing activities and demand generation
- Margins that significantly exceed the customer acquisition cost





## Considerations: Selling and positioning your solution.

Although selling to partners is about the business opportunity, you do need a clear idea of your solution's value to end customers. Identify the most attractive aspects based on your target partner profile. You'll want to think about: The best target markets for your solution including existing clients, how to open new market segments with cloud solutions, considerations for international locations and challenges specific to SaaS into the enterprise market. For a thorough evaluation of these topics, review Module 2 of the Channel 9 webcast series: [Selecting Target Markets for your Cloud Solution](#).

### Identify prospect needs

Using your gap assessment, figure out what needs you will be targeting. In other words, what gaps will your likely partners have that you could fill—and therefore, how does this influence your target market and solutions? Common areas of need can include security, reliability, UI quality, flexibility, CapEx, OpEx, and mobility.

### Identify barriers to adoption

- Security
- Push back from internal IT
- Latency
- Customization
- TCO
- Data lock-in
- Vendor viability
- Patriot act and governmental privacy

### How to identify target markets for your solution

- Leverage existing clients
- Broaden into new market segments
- Select the right international markets
- Position your product for the enterprise market
- Identify the best segments

### New market segments

- The primary reason for adoption in small and mid-sized companies is cash flow. Lower-priced options help to address needs for smaller companies.
- The real opportunity is a larger number of transactions but much smaller sales per transaction.
- Smaller companies are more likely to be all-in as they do not have their own internal infrastructure. This decision is much harder for large business with internal IT and their own data centers.

### New geographies and locations

- Many countries aren't as comfortable with cloud storage due to mistrust of the government or strict privacy laws. US has fewer data-privacy issues (Patriot Act).
- Japan- slow adoption of SaaS
- Latin America fastest growing
- China prefers to buy not rent
- Latency is directly related to distance from a datacenter. Azure has more datacenters in more countries around the world than any other company

## How will I resonate with them?

As discussed in the “Prepare” section, understanding your value and how to become a strategic partner is essential. So, in building out the message and the assets you’ll use to have these discussions is critical. Putting together your optimal profile is key. You need to demonstrate your profitability to the channel and how you will help them achieve shorter time to revenue. We recommend taking a look around on other LinkedIn profiles to help create the optimal one for your business. Here are some links for how to build your LinkedIn Profile and connect.

### Key resources

[Creating your best LinkedIn profile](#)

[Social Marketing Guide](#)

[Sales Battlecard template](#)

[Partnership Pitch Deck Template](#)

[Partnership Case Study Template](#)

## Sales materials for your initial connection.

Your first direct contact with partners might be your only chance to make a good impression. Good opportunities. The way to set yourself apart is not to waste their time.

Here are some key assets to create (or have created for you) before you reach out to partners:

### Pro tip

LinkedIn discussion groups are a great place to find potential partners as they feature highly specialized and relevant content, and people will be talking about the challenges they are trying to solve.

### The one-pager

To do this, create a one-page overview of the opportunity—and we really mean one page. Distill your value proposition down to the essentials, showing them you’ve done the research and are contacting them for a reason. Show them that your opportunity makes sense for their skills and install base or target market.

### The PowerPoint

Next, a short, compelling PowerPoint presentation can help you get your message across. Follow the 10/20/30 rule—ten slides maximum, twenty minutes maximum, and a minimum of 30-point font. By uploading it to an online slide share, you can easily share it without emailing it as an attachment.

### The phone script

Finally, create a phone script based on your one-page overview that helps you stay focused on your message as you call prospective partners. If they’re not the right fit, don’t waste their time—or yours.

## Prospecting—numbers and how to qualify.

If you’re in a big market, as a ballpark, you should begin with a list of 150 to 200 prospects you want to contact. As a general rule of thumb, this will be enough to get you 3 to 5 qualified prospects that fit the profile and are interested in doing business with you.

It’s always a good idea to qualify your prospects by searching online and their LinkedIn profile to ensure you are not wasting your time, before you start trying to contact them directly. Once you contact the partner should consider doing the following during a qualifying conversation:

- Ask for vendor references
- Ask for client references
- Request financial information to show maturity in market and success

# Engage: Agreement and laying the foundation

## Establishing an agreement.

Once you have found your key partners, it's time to begin the go-to-market process with them. That means laying out clear terms for mutual success—and protecting yourself from unnecessary risk. Prior to signing the full contract, it is important to create a letter of intent taking the following key elements into consideration.

**Getting the signed agreement—close the deal in person.** To get the signed agreement, have an in-person meeting with the objective of producing a tangible outcome—an agreement to work together including targets, a marketing plan, training and support.

**Expedite with a letter of intent.** This should be something easy to digest that the partner can sign without an attorney present. It should include between six and eight key business points.

**Before the meeting,** you should obtain general agreement and ensure you have the right parties involved—financial and business decision makers, the relationship/alliance role, and someone with technical expertise, who can sit down and communicate with the partners' technical team, and request that the partner has similar roles in attendance.

### Letter of Intent—suggestions on key elements

#### **Marketing plan**

- Ensure to have this be a mandatory document prior to signing contract if the partner is strategic—responsible for a specific geo or territory.
- Create a 6-month activities-based plan - based on 2 or 3 strategic products that they are currently selling well.
- Communicate the steps, the timing, and expected outcome and leverage this in building your scorecard to track against plans.
- Note - if they don't start executing in the first month or two, they probably never will.

#### **Governing law for regulations**

As a rule of thumb, it should be your (the ISVs) home location

#### **Training**

- Ensure this takes place the ISV partner's office so that you have their focus and commitment.
- This will give them better access to people in your organization and they will be more likely to complete certification/less distracted by interruptions.

### **Objectives**

- Establish a mutually beneficial agreement with quantifiable metrics
- Lay the operational foundation for a successful partnership
- Provide sales training, product education, and support for both customer and seller

### **Key resources**

[GTM P2P Business Plan Template](#)

[Partnership Pitch Deck Template](#)

[Partnership Case Study Template](#)

[Module 5: 10 Step Partner Recruitment Program](#)

### **Pro tip**

Setting metrics in a marketing plan will both ensure that you and your partner have similar expectations and give concrete benchmarks on which to measure success. The timeline is important because if someone does not begin executing in the first month or two, they realistically never will.

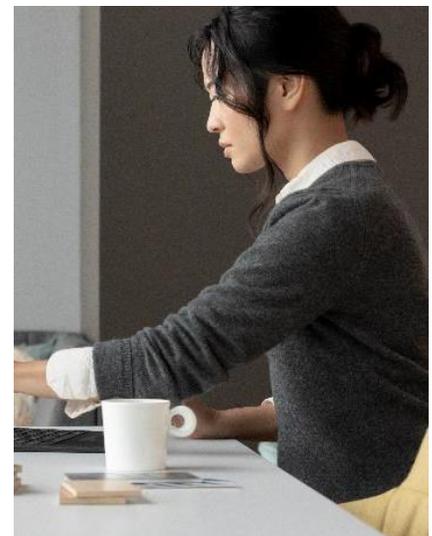
## Laying the operational foundation for partnership.

To create the operational foundation for success, there are several tasks you must accomplish. Additionally, create a marketing plan to ensure that you and your partner have similar expectations. It should include a 1 to 3-year metrics-based plan that touches on steps, timing, and expected outcomes.

<p><b>Joint GTM plan</b></p>	<ul style="list-style-type: none"> <li>• How to identify target markets for your solution:</li> <li>• Leverage existing clients</li> <li>• Broaden into new market segments</li> <li>• Select the right international markets</li> <li>• Position your product for the enterprise market</li> <li>• Identify the best segments</li> </ul>
<p><b>Joint market prep</b></p>	<ul style="list-style-type: none"> <li>• Create customer case studies and collateral, including presentation decks</li> <li>• Build a social marketing plan</li> <li>• Set up metrics and reviews</li> </ul>
<p><b>Joint sell prep</b></p>	<ul style="list-style-type: none"> <li>• Identify roles and responsibilities</li> <li>• Creating joint sales metrics and a joint sales plan</li> <li>• Create sales training materials including battlecard and questionnaire</li> </ul>
<p><b>Define the engagement model</b></p>	<ul style="list-style-type: none"> <li>• Identify who is responsible for each aspect of the solution lifecycle</li> <li>• Identify revenue and cost sharing levels</li> </ul>
<p><b>Rhythm of the business</b></p>	<ul style="list-style-type: none"> <li>• True-ups</li> <li>• Evaluation cadence</li> <li>• Opportunity planning</li> </ul>

### Key resources

- [GTM P2P Business Plan Template](#)
- [Target Market Template](#)
- [Partnership Pitch Deck Template](#)
- [Partnership Case Study Template](#)
- [Customer case study template](#)
- [Customer one-pager template](#)
- [Customer presentation deck Social marketing plan](#)
- [Sales battlecard template](#)



## The basics of your partner-to-partner GTM.

Here is an overview of key elements to include and jointly prepare for in developing your joint GTM. For a basic template, see the key resources box. For more detailed information, see the [success formula](#).

- Partner Profile
- General Information
- Partner Summary
- Contacts and alignment
- Targeted Audience
- Partner Solution Overview
- Line of Business (LOB) Pains Addressed
- Customer Evidence
- Value Propositions
- Sales Commitments
- Goals, Strategy, Metrics
- Twelve (12) Month Strategy and Metrics
- Marketing

# Manage: Managing your partnership

## Monitor, set targets, and evaluate.

In managing a partnership, like any relationship, it's ideal to have parameters and tools by which to do so—and to use your data wisely. If you set parameters and metrics at the start, you'll have a steady stream of insights to monitor to show progress or the lack thereof. This keeps you in a pro-active state vs. being reactive.

## Evaluating activities and partnerships.

Evaluating your partnership activities and successes (or lack thereof) is a critical component for ensuring you're making progress toward your commitments and joint GTM plan. Not every partnership is a match made to last. Some will fail and as an entrepreneur, you need to know when to invest and work harder and when to look at other opportunities.

- **Annual reviews.** These are essential to building long-term relationships. They provide the foundation for your next year's joint business plan. It's important to ensure you're looking at more than whether your partner hit their target. You need to have a holistic approach looking at customer satisfaction, quality, and so forth.
- **Level setting through scorecards.** It's important in any relationship to hold the other party accountable. Scorecards are a key tool to manage this dynamic, allowing you to assess and measure past performance against current, consider the unmet potential—essentially opportunity to drive profitability and growth—and evaluate the level of commitment you currently have in your partnership.
- **Course-correct.** Determining when to make a change is critical to the health of your business. If you don't take advantage of unmet opportunity for growth, you'll have missed out on driving profitability. If you don't make a change when agreed-upon metrics have not been achieved, with no viable explanation or reason, you could be exposing your business to damage.

## Classifying partners.

Through your monitoring activities, keep in mind the idea of classifying your partnerships according to the following categories and related actions to take based on their activities. It's common sense—invest in that which is productive and profitable, and downgrade or get rid of that which is not.

- High potential and low performance: recruit and motivate
- High performance high potential: invest and support
- Low potential and low performance: downgrade and forget
- High performance low potential: manage and maintain

In the end, this is the primary reason to monitor and have mutual accountabilities in partnerships. Otherwise, you may find yourself stuck with a relationship for a year before you realize they haven't been hitting targets consistently.

### Objectives

- Manage and track metrics with KPIs
- Learn about tracking and monitoring tools
- Classifying partnerships

### Pro tip

Knowing a salesperson didn't meet the numbers you agreed upon is useful. What's really useful is knowing why.

### Partner classifications

- High potential and low performance: Recruit and motivate
- High performance high potential: Invest and support
- Low potential and low performance: Downgrade and forget
- High performance low potential: Manage and maintain

# Grow: Expand and penetrate

## Grow capabilities—build on your success.

Once you have the basics in place, continuing to build and grow your partnerships can become a natural part of your rhythm of business. That doesn't mean you should rest on your laurels. Maximizing the partner opportunity means constantly pushing for better results and seeking new and better partnerships. In this section, we'll talk about some strategies for continuing to improve the ROI of partnering.

### Objectives

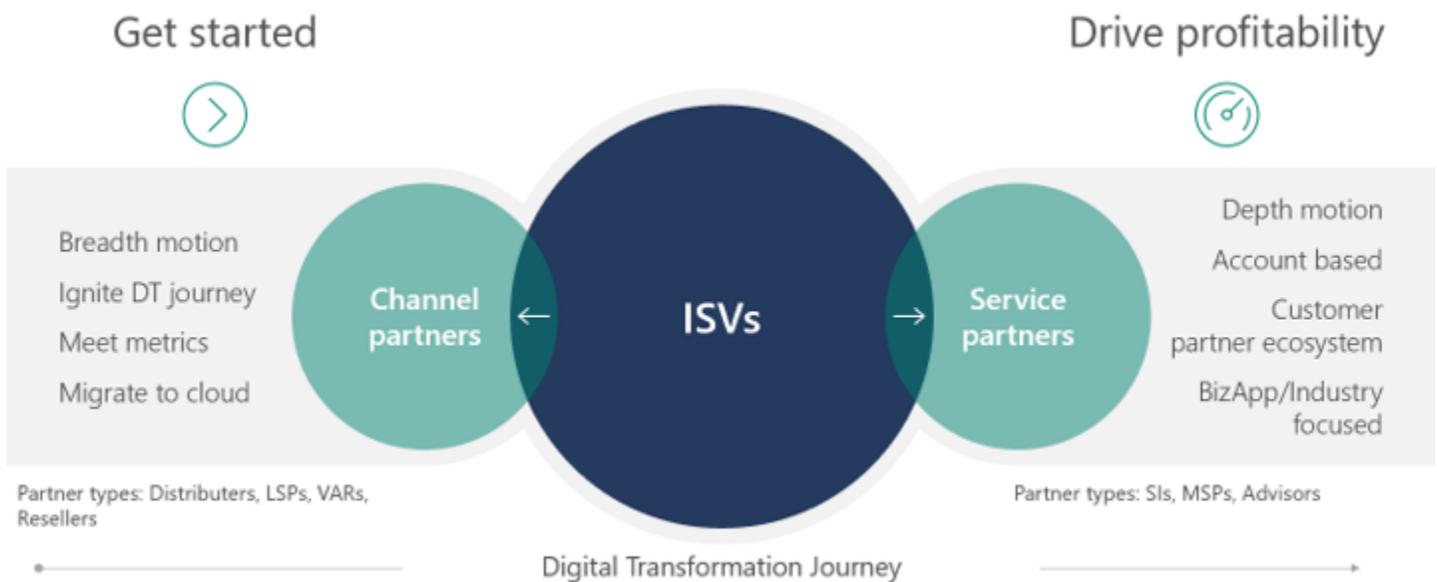
Grow capabilities

- Joint marketing
- Joint selling
- Joint solutioning

## Ignite and then accelerate with service partners.

To systematically grow your business, the recommended ignition for an ISV is to develop strong channel partnerships. The next step is to expand beyond a breadth motion into a depth motion.

A strong channel will help ISVs get their solutions out on the market repeatably and successfully—becoming part of a reseller's toolkit. This helps you start the ignition on the customer's digital transformation journey - which continues to inform your own transformation needs to stay ahead of the curve. To drive profitability, ISVs should consider the opportunity that partnering with services partners provide.



Developing a relationship with reputable services partners with a mature market can empower ISVs to focus on joint solutioning and joint selling. It provides an entrée into the MSPs customer ecosystems that evolves organically when that type of partner is a customer's trusted advisor. They are typically in need of custom business application development—almost always with an industry focus—as well as application integration. All of the above open the door to account penetration positioning you as a strategic partner.

To land these opportunities, you want to look at programmatically scaling through your partner ecosystem with packaged offerings, plays and channel team enablement. This would also involve training your partners—regardless of type—to land your plays with scalable, repeatable framework and enablement.

# Grow: Joint marketing

## Accelerate business through joint marketing, selling and solutioning.

Partnership initiatives can benefit every area of your business from enhancing how you market and sell, to expanding the solutions and capabilities you offer customers.

### Joint marketing.

**Objective:** Create and execute joint marketing strategies to expand market reach, generate leads, and increase customer loyalty and retention.

Examples include:

- **Expansion into new markets:** markets as a way to augment your partner relationships. Review the Channel9 webcast: [Selecting Target Markets for your Cloud Solution](#) to plan how to do this.
- **Telling a compelling story—on your own and with partners:** Leverage the marketing & sales content through the [Microsoft Partner Marketing Center](#) offers you customizable marketing, sales, and readiness materials to create your joint story:
  - Create your joint value proposition and messaging and positioning framework
  - Customer pitch decks
  - Copy blocks for use on websites or social media
  - Professionally developed marketing assets to utilize in campaigns
- **Marketing and partner investment funds:** Take advantage of marketing and partner investment dollars to fund your marketing and customer activities.
- **Joint event presence:** Sign up for joint speaking opportunities or to deliver joint sessions at customer-facing events. For the Microsoft event calendar, <http://events.microsoft.com>.
- **PR and thought leadership promotions:** Building thought leadership through social media is an essential part of standing out—by doing so, you demonstrate third-party credibility to both customers and partners. Becoming a thought leader isn't easy, it takes time and investment. Start by growing your sales leaderships presence on LinkedIn, producing content and gaining followers.
- **Social marketing + email syndication:** Microsoft Digital Marketing Content On-Demand connects with your social media accounts and email lists and enables you to select, customize, and share content.
  - Comprehensive 10-week digital campaigns that include to-customer content (videos, emails, e-books, whitepapers, thought leadership articles) and to-partner resources (demo videos, teleguides, brochures, pitch decks)
  - Gated content enables partners to gather leads directly from engagement on their social media accounts
  - Auto-update allows the tool to push content to your company's social media accounts without action from you

#### Objectives

- Create and execute joint marketing strategies to expand market reach, generate leads, and increase customer loyalty and retention.

#### Key resources

[LinkedIn Social Selling and eBook](#)

[Template: Social marketing guide](#)

[Take your app to market with Microsoft](#)

[Social + Email Syndication](#)

[Marketing & Sales Content](#)

[Marketing Campaign Assets](#)

[Microsoft Events](#)

[Account Based Marketing \(ABM\) eBook](#)

[Partner Incentives Joint Marketing Assets:](#)

- [Customer Case Study Template](#)
- [Customer One Pager Template](#)
- [Customer Value Prop Deck Template](#)

# Grow: Joint selling

## Joint selling.

**Objective:** Augment and expand your sales approaches.

Make sure to consider pre-sales activities, sales, post-sale implementation and utilization

Examples include:

- **Social Selling (on LinkedIn)** Leverage your social network to find great prospects, build trusted relationships, and meet sales metrics. With social selling, you can generate sales leads and manage the prospecting process without any cold calling. Building trusted relationships is also easier within the network that you and your contacts trust.
- **Microsoft sales programs: Sales incentives, contests and discounts:** Leverage Microsoft sales programs to optimize margins for sellers and decrease cost to customer: Whether you're generating awareness, increasing usage, adding new customers, or retaining customers, there's an incentive to reward and support your growth. Microsoft is committed to developing incentives and investments that increase your profitability and help you drive digital transformation. [Sign in](#) or join the Microsoft Partner Network to explore partner incentives.
- Based on your partnership level with Microsoft, you may be eligible to participate in some of the following. If you're not currently a partner, consider how you can create something similar to enhance joint selling with your partners:
  - *Cosell Days*: Microsoft facilitated partner-to-partner selling.
  - *Partner Investment Engine*: Leverage Microsoft investment funds to help drive profitability.
  - *Azure Sponsor Accounts*: Offer customers Azure-sponsored accounts for trial periods.
  - *Leverage Microsoft Venues*: Leverage Microsoft venues to provide customer immersion experiences, datacenter tours, and more.
- **Offer Enablement**
  - Build new offers and practice areas with partners:
    - [Cloud and Enterprise Partner Portal](#)
    - [Modern Workplace Partner Portal](#)
    - [Microsoft AppSource](#): Find the partners for IP or services partners based on your search criteria
- **Lead Generation Activities**
  - GTM Packages: Consider joint lead-generation activities
  - Partner Demand Center
- **Events and Workshops to Close Deals**
  - Co-Sell Days
  - [MTC: Microsoft Technology Centers](#)
  - [Customer Immersion Experience](#) (Microsoft 365)
  - [Partner Investment Engine](#)

### Objectives

- Augment and expand your sales approaches

### Key resources

[Partner Investment Engine](#)

[Social + Email Syndication](#)

[Marketing & Sales Content](#)

[LinkedIn Social Selling and eBook](#)

[Microsoft AppSource](#)

[MTC: Microsoft Technology Centers](#)

[GTM Marketing Site](#)

# Grow: Joint solutions

## Joint solutions.

**Objective:** Expand your solutions and capabilities.

The traditional approach businesses have had around solving for customer pain points in IT has been siloed and therefore inefficient. To grow capabilities and add value to your customer, joint solutioning as a service is an attractive option. In essence, within your partnerships, you're often solving for related customer pain points and therefore trying to fix a common problem. In this situation, managing to achieve the expected outcomes is key.

Some considerations when looking at joint solutioning include:

- Consider new pricing and consumption models (e.g., subscriptions). To learn about pricing considerations, view the following webcast: [Pricing Considerations for Cloud Solutions](#)
- Offering complementary solutions. View the following webcast, [Why Add IP to Your Business Model](#)
- Augmenting your capabilities and moving up or down the value chain: To continue to add value to your customers and to potential partners, review the webcast module: [Selecting Target Markets for your Cloud Solution](#)
- [Microsoft AppSource](#): Find the partners for IP or services partners based on your search criteria
- [Expand and penetrate](#) by developing relationships with new types of partners—such as services partners to access their customer ecosystems where they are trusted advisors
- Build New Offers/Practice Areas with Partners
  - [Cloud and Enterprise Partner Portal](#)
  - [Modern Workplace Partner Portal](#)
  - Create joint proof of concepts
  - Leverage Microsoft black-belt resources / specialists

### Objectives

- Expand your solutions and capabilities

### Key resources

[Partner Investment Engine](#)

[Microsoft AppSource](#)

[MTC: Microsoft Technology Centers](#)

[Cloud and Enterprise Partner Portal](#)

[Modern Workplace Partner Portal](#)

[GTM Marketing Site](#)



# Recap: The success formula

The Partner Roadmap for developing successful partnerships.

		exit criteria	key resources
READY	 <b>Prepare &amp; Assess</b> <ul style="list-style-type: none"> <li>• What's my value chain?</li> <li>• Gap assessment</li> <li>• What's the value of partnerships?</li> <li>• Where do I want partners?</li> <li>• Assess joint GTM, joint sell</li> </ul>	<ul style="list-style-type: none"> <li>✓ Microsoft Online Assessment</li> <li>✓ Channel Strategy Draft</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Microsoft Partner-to-Partner Home</a></li> <li>• <a href="#">Online Assessment</a></li> <li>• <a href="#">GTM Services</a></li> </ul>
	 <b>Plan</b> <ul style="list-style-type: none"> <li>• Why partner with me—what's my pitch?</li> <li>• Define partner/channel strategy</li> <li>• What's my investment?</li> <li>• GTM partnering plan</li> <li>• Learnings &amp; go-do's</li> <li>• Re-evaluate plan &amp; prioritize</li> </ul>	<ul style="list-style-type: none"> <li>✓ Partnering Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Readiness Workshop</li> <li>• Premium Assets</li> <li>• 90min Consultation</li> <li>• Virtual Workshop</li> <li>• <a href="#">Joint Marketing Templates</a></li> <li>• <a href="#">Joint Sales Enablement Templates</a></li> <li>• <a href="#">Partner Prep Templates</a></li> <li>• <a href="#">GTM Partnering Business Plan</a></li> <li>• <a href="#">Partnership Case Study</a></li> <li>• <a href="#">Partnership Value Prop Deck</a></li> <li>• <a href="#">Business Model Assessment Worksheet</a></li> </ul>
CONNECT	 <b>Identify &amp; Connect</b> <ul style="list-style-type: none"> <li>• Profiling the ideal match</li> <li>• Identifying the preferred partnerships</li> <li>• Who do I want to partner with?</li> <li>• Where do I find them?</li> <li>• How will I resonate with them?</li> <li>• Positioning your solution</li> <li>• Identify barriers to adoption</li> <li>• Identify prospect needs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Target Partner Profile</li> <li>✓ Value Proposition</li> <li>✓ Pitch Materials</li> <li>✓ Partner / Channel GTM Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Partner Profile Score Card</a></li> <li>• <a href="#">Cloud Spider Template</a></li> <li>• <a href="#">Customer Target Market Templates</a></li> <li>• <a href="#">Value Chain Model template</a></li> </ul>
	 <b>Engage</b> <ul style="list-style-type: none"> <li>• Establishing agreement</li> <li>• Laying the operational foundation for partnership</li> <li>• GTM Prep</li> <li>• Joint Market Prep</li> <li>• Joint Sell Prep</li> <li>• Define engagement model</li> <li>• ROB</li> </ul>	<ul style="list-style-type: none"> <li>✓ Letter of Intent</li> <li>✓ Joint Go-to-Market Plan</li> <li>✓ Joint Marketing Plan</li> <li>✓ Joint Selling Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Microsoft Partner-to-Partner Collaboration Platform</a></li> <li>• <a href="#">GTM Services</a></li> <li>• <a href="#">Take your app to market with Microsoft</a></li> </ul>
GROW	 <b>Manage</b> <ul style="list-style-type: none"> <li>• Managing your partnership</li> <li>• Managing and tracking KPIs</li> <li>• Using Data Wisely</li> <li>• Tracking and monitoring tools</li> <li>• Cadence ROBs</li> <li>• Evaluating your partnership</li> <li>• Annual Reviews</li> <li>• Level Setting through score cards</li> <li>• Course Correct and classifying partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ Joint KPIs</li> <li>✓ Rhythm of Business Plan</li> <li>✓ Joint Scorecard</li> <li>✓ Partner Classification &amp; Actions Plan</li> </ul>	
	 <b>Grow</b> <ul style="list-style-type: none"> <li>• Grow capabilities</li> <li>• Expand and penetrate: From ignition to acceleration</li> <li>• Joint marketing</li> <li>• Joint selling</li> <li>• Joint solutioning</li> </ul>	<ul style="list-style-type: none"> <li>✓ Partnership Accelerate Plan</li> <li>✓ Joint Marketing Plan</li> <li>✓ Joint Selling Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">GTM Services</a></li> <li>• Multi-partner PDC campaigns</li> <li>• Multi-partner DMC channels</li> <li>• <a href="#">Grow: Resources Page</a></li> <li>• <a href="#">Microsoft AppSource</a></li> </ul>

Section 3:

# Resources

[Microsoft partner-to-partner home](#)

[Microsoft resources](#)

[Third-party resources](#)

**Templates:**

[Business model assessment worksheet](#)

[IAMCP: P2P maturity model framework](#)

[Partner profile score card](#)

[Cloud spider template](#)

[Target market template](#)

[Value chain model template](#)

[Microsoft partner ecosystem and Microsoft areas](#)

[Take your app to market with Microsoft](#)

# Resources: Microsoft

READY	<a href="#">Microsoft Partner-to-Partner Home</a> <a href="#">Smart Partnering</a> <a href="#">GTM Services—Joint Marketing</a> P2P Readiness Workshop Premium BOM Assets 90min Consultation Sales Enablement Virtual Workshop	Business Opportunities	<a href="#">Digital Transformations</a> <a href="#">Build Apps</a> <a href="#">Managed Services</a> <a href="#">Build a Practice</a> <a href="#">Why Microsoft</a>
CONNECT	<a href="#">Customer Case Study Template</a> <a href="#">Customer One Pager Template</a> <a href="#">Customer Value Prop Deck Template</a> <a href="#">Sales Enablement - Get Started</a> <a href="#">Sales Enablement - Sales Battlecard Template</a> <a href="#">GTM Partnering Business Plan</a> <a href="#">Partnership Case Study Template</a> <a href="#">Partnership Value Prop Deck Template</a>	Reach Customers	<a href="#">Go-To-Market Services</a> <a href="#">Technical Journeys</a> <a href="#">Scale Your Business</a> <a href="#">Publish Your App</a> <a href="#">Market Your App</a>
GROW	<b>Sales &amp; Marketing</b> <a href="#">GTM Services—Joint Marketing</a> Multi-partner PDC campaigns Multi-partner DMC channels <a href="#">Social + Email Syndication</a> <a href="#">Marketing &amp; Sales Content</a> <a href="#">LinkedIn Social Selling and eBook</a> <a href="#">Template: Social marketing guide</a> <a href="#">Social amplification program</a> <a href="#">Marketing Campaign Assets</a> <a href="#">GTM Packages</a> <a href="#">Microsoft Events</a> <a href="#">Partner Incentives</a> <a href="#">GTM Packages</a> <a href="#">Partner Demand Center</a>	Connect	<a href="#">Build Partnerships</a> <a href="#">Follow Microsoft</a> <a href="#">Blogs</a> <a href="#">Case Studies</a> <a href="#">Partner Community</a>
GROW	<b>Solutioning</b> <a href="#">Microsoft AppSource</a> <a href="#">MTC: Microsoft Technology Centers</a> <a href="#">Customer Immersion Experience</a> <a href="#">Azure Sponsor Accounts</a> <a href="#">Cloud and Enterprise Partner Portal</a> <a href="#">Modern Workplace Partner Portal</a>	Solution Areas	<a href="#">Modern Workplace</a> <a href="#">Apps and Infrastructure</a> <a href="#">Business Applications</a> <a href="#">Data and AI</a> <a href="#">Cloud Solution Provider</a> <a href="#">Licensing</a>
GROW		Membership	<a href="#">How It Works</a> <a href="#">Action Pack</a> <a href="#">Competencies</a> <a href="#">Benefits &amp; Requirements</a> <a href="#">Quick Start Guide</a>
GROW		Support	<a href="#">Overview</a> <a href="#">Email GTM Services</a> <a href="#">Compare Support Offerings</a> <a href="#">Partner Center Help</a> <a href="#">Top Partner Questions</a>

## Resources: Third-party

### IAMCP Resources on Partner-to-Partner

- [Maturity Model Training Session Part 1](#)
- [Maturity Model Training Session Part 2](#)
- [Maturity Model Training Session Part 3](#)
- [Business Partner Plan Template](#)
- [Discussion Questions for Partnering](#)
- [Executive Briefing Template](#)
- [Joint Account Planning Template](#)
- [MPN Agreement](#)
- [Mutual NDA Agreement Template](#)
- [Practice Plan Template](#)
- [Sales Lead Form Template](#)
- [Skills Inventory Listing Template](#)
- [Pipeline Reporting Template](#)
- [Subcontracting Rate Sheet Template](#)

### Channel 9 Webcasts

- [1-Changing Business Operations in a Cloud Environment](#)
- [2-Selecting Target Markets for your Cloud Solution](#)
- [3-Pricing Considerations for Cloud Solutions](#)
- [4-Keys to a Successful Cloud Channel Program](#)
- [5-10-Step Partner Recruitment Program](#)
- [6-Partner Program Key Processes and Partner Support](#)
- [7-Legal Issues](#)
- [8-Financial Metrics for Cloud Companies](#)
- [9-How to Support your Offering at Scale](#)
- [10-Why Add IP to Your Business Model](#)

### Account based marketing

- [Account Based Marketing \(ABM\) eBook](#)

### Contributing Partners

- Harald Horgen, The York Group
- Per Werngren, Accelerator AB
- Diana Kreklow, The Kreklow Group
- Shann McGrail, Devreve

Contact [gtm@Microsoft.com](mailto:gtm@Microsoft.com) to connect with these partners.

# Resources: Business model assessment worksheet

Area	Questions	Responses
<p><b>Business model evaluation</b></p> <p>Review your set of protocols and systems that govern how your company generates revenue and earns a profit. Look for gaps in the following:</p>	<p><b>Pricing:</b> Subscription pricing is the future for most IT, but how will you support it?</p>	
	<p><b>Cash flow:</b> Cloud solutions have different cash flow than on-prem, how will this affect you?</p>	
	<p><b>Sales and marketing:</b> Are you prepared to shift from push marketing to a buyer-centric approach?</p>	
	<p><b>Target markets:</b> Do you want to avoid cannibalizing on-prem sales, or focus on opening new markets?</p>	
	<p><b>Contracts:</b> How will your customer contracts change—will you support monthly or long-term? Can you deliver on an SLA?</p>	
	<p><b>Customer support:</b> Lower transaction value requires increased use of automation in customer support, are you ready?</p>	
<p><b>Technology evaluation</b></p> <p>Chances are, you're excellent in your chosen area of technology—but there are probably many more where you are not differentiated and you'd be wise to work with someone who can do it better. Here, consider:</p>	<p><b>Client software development</b></p>	
	<p><b>Hardware deployment and management</b></p>	
	<p><b>Cloud deployment and management</b></p>	
	<p><b>Virtualization</b></p>	
	<p><b>Software distribution</b></p>	
	<p><b>Billing and ecommerce</b></p>	
	<p><b>Digital marketing</b></p>	
	<p><b>Data and analytics</b></p>	
	<p><b>Automation</b></p>	
<p><b>Resources evaluation</b></p> <p>It's often said that people are your greatest asset—but they're also very expensive. If you can leverage partners to pick up some of the slack, you'll be doing yourself a favor. Look for gaps in the following areas:</p>	<p><b>Technology:</b> Do you have the technical skills in your organization to break into new markets or transition from on-prem to cloud solutions?</p>	
	<p><b>Sales and marketing:</b> Are there experts in your company who can manage various types of sales relationships, whether direct sales, through-partner or through-distributor sales, or marketplace sales?</p>	
	<p><b>Support:</b> How robust is your support team, and can you scale it efficiently as you grow?</p>	
	<p><b>Regional expertise:</b> Do you have the right people in the right places to meet your strategic goals?</p>	
	<p><b>Industry expertise:</b> Are there industry experts on your staff who can help you grow into new areas?</p>	



## Resources: IAMCP P2P maturity model framework

How does your company score with regards to the ability to enable successful and dynamic partnerships to accelerate your business?

	Basic	Reactive	Proactive	Dynamic
Joint business planning	None	Ad hoc	<b>Activity based</b>	Annual plan with regular follow-up
Leads and pipeline	No sharing	Ad hoc, no structure	Share specific campaigns, some structure but outcome not measured	Shared process to generate leads, scheduled pipeline reviews, in-person meetings
Agreement	No template	Rely on <b>handshake</b> or <b>deal-specific</b> contract	Letter of intent	<b>Formal contract</b> that defines all aspects of the relationship
Sales compensation	No compensation for partnering	Ad hoc compensation for partnering	<b>Alignment</b> of referral and project-based compensation	Rationalized <b>campaign-based</b> compensation
Market messaging	None	Only when asked or <b>in response to an opportunity</b>	Ad hoc messaging; <b>recognition of partners and capabilities</b>	Fully integrated marketing
Geography	Locally only	Locally only	Gain <b>access to markets in other geographies</b>	Strategically use partnering for broader <b>geographical coverage</b>
Resource utilization	Subcontractor	Opportunity based	<b>Predefined rates</b> for shared resources; access to architects for sales activities	Integrated <b>resource planning</b> covering multiple competencies
Readiness and certification	No plan	Ad hoc, opportunity based	<b>Joint partner training</b> in overlapping areas, joint planning to reduce overlaps	<b>Formal plan to earn certifications</b> , use strength in combined advanced certifications to win customers
Product and customer support	None	Ad hoc as customers report problems; may have <b>spreadsheet tracking system</b>	Single point of contact (SPOC) for support; scheduled meetings to review customer and product issues	<b>SPOC for support with shared CRM</b> to proactively resolve and track customers and product issues
Customer relationships and satisfaction	None	Ad hoc, some 1:1 customer meetings to understand experience with each partner	<b>Proactive management</b> of customer satisfaction; <b>shared references</b>	<b>Shared responsibility</b> and action for customer service regardless of fault

To review, visit: <http://www.joiniamcp.org/2015-11-13-P2P-Maturity-Model-MOD-1.mp4>

## Resources: Partner profile score card

	Partner Name				
Complementary Products					
Number of employees					
Geographic location					
Revenue					
Technical skills					
Cloud business model in place					
Vertical markets					
Number of products sold					
<i>Additional Criteria</i>					
<i>Additional Criteria</i>					
<i>Additional Criteria</i>					
<i>Additional Criteria</i>					
<i>Total Points</i>					

Points 1-5

To review, visit: <https://channel9.msdn.com/series/ProfitabilityIPServices/2-Selecting-Target-Markets-for-Your-Cloud-Solution>

## Resources: Cloud spider template

Customer Name:	Security	Reliability	UI Quality	Flexibility	CapEx-OpEx	Mobility
Cloud benefits						
Cloud requirements						

Customer Name:	Security	Reliability	UI Quality	Flexibility	CapEx-OpEx	Mobility
Cloud benefits						
Cloud requirements						

Customer Name:	Security	Reliability	UI Quality	Flexibility	CapEx-OpEx	Mobility
Cloud benefits						
Cloud requirements						

Points 1-5

To review, visit: <https://channel9.msdn.com/series/ProfitabilityIPServices/2-Selecting-Target-Markets-for-Your-Cloud-Solution>

## Resources:

### Customer target market templates

Regions	Industry segments, vertical	Company sizes and types	Decision Makers, buying centers	Existing IT, business and IT pain points

### Existing customer base vs. prospects vs. net new potential

Segment A: High Potential	Segment B: Medium Potential	Segment C: Low Potential

To review, visit: <https://channel9.msdn.com/series/ProfitabilityIPServices/2-Selecting-Target-Markets-for-Your-Cloud-Solution>

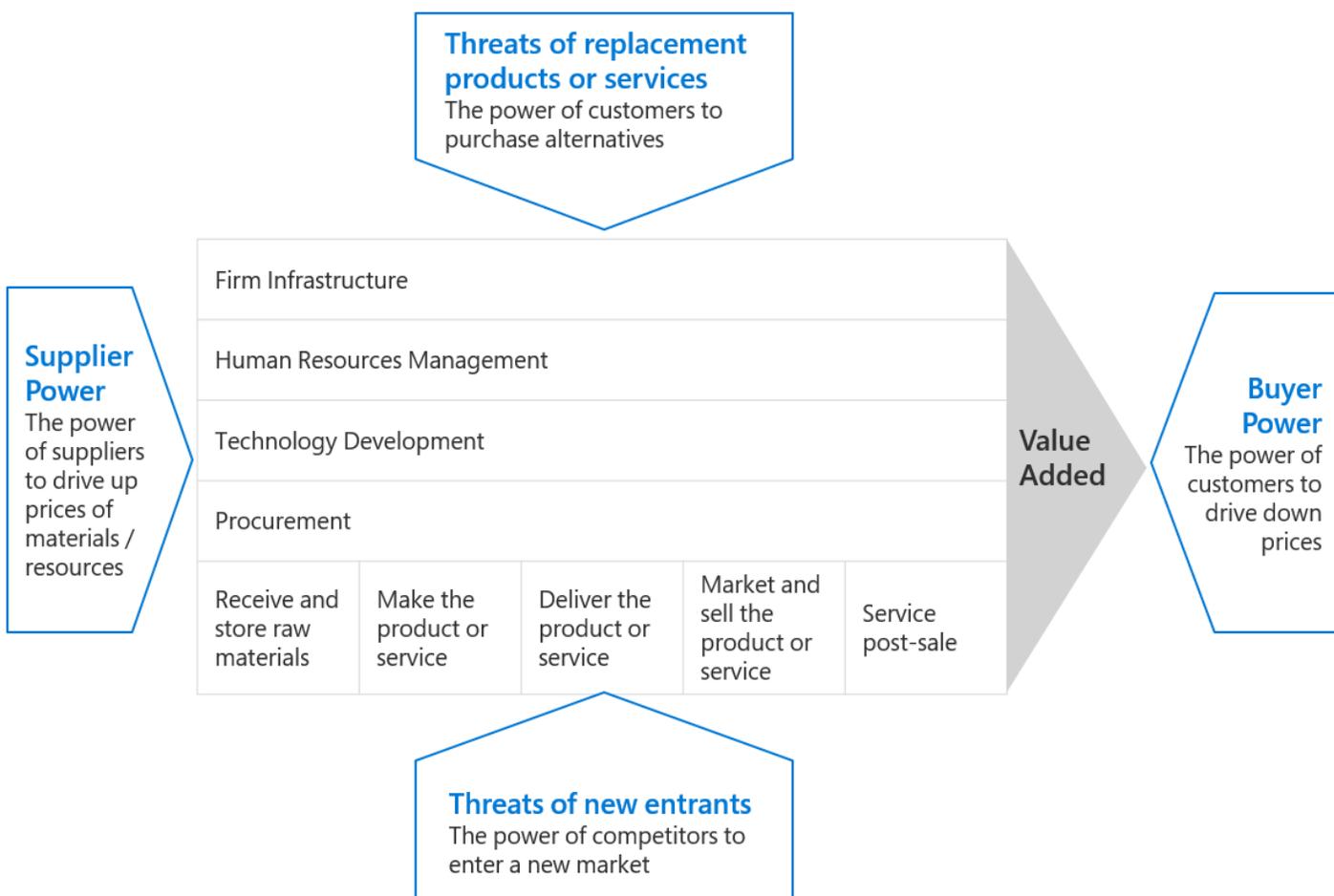
# Resources: Value chain model template

## Value chain model

Here is a sample customer value chain model to help define where and how to add value to your customers and your partners:



An organization's goals and value chain directly impact their ability to stay competitive



# Resources: Microsoft partner ecosystem and Microsoft areas

## Partner Ecosystem

- Independent Software Vendor (ISV): ISVs specialize in making or selling software, designed for mass or niche markets
- Licensing Solutions Providers (LSP): LSPs provide licensing expertise to enable cost-effective solutions
- Value Added Resellers (VAR): VARs distribute the companies' products worldwide and advise customers on volume licensing
- Systems Integrators (SI): SIs recommend, deploy, customize and manage Microsoft-based solutions for their customers
- Cloud Solution Provider (CSP):
- Managed Service Providers (MSP): MSPs deliver managed services on servers in their own or others' datacenters (i.e., Azure)
- Learning Partner: Partners that have taught, tested and certified more than 1 Million people at some level of expertise on Microsoft products
- Small and Midmarket Cloud Solutions Partners: Address the holistic IT needs of small businesses

## Microsoft Areas

- Asia Pacific (APAC)
- Australia (AUS)
- Canada (CAN)
- Central & Eastern Europe (CEE)
- France (FR)
- Greater China (GCR)
- Germany (GER)
- India (IND)
- Japan (JPN)
- Latin America (LATAM)
- Middle East & Africa (MEA)
- United Kingdom (UK)
- United States (US)
- Western Europe (WE)



# Resources: Take your app to market with Microsoft

Promote your business and take your app or service to market with help from Microsoft



## Advice and training

Peer-based research and training designed to support and coach your team throughout your marketing growth



## Content and customizable assets

Ready-to-use customizable marketing, sales, and readiness content to help you promote your business, save time, and grow your customer base



## Go-to-market services

Designed to support you in increasing awareness, generating leads, and improving lead velocity for your app or service

[partner.microsoft.com/reach-customers/promote-your-business](https://partner.microsoft.com/reach-customers/promote-your-business)



# Resources: Access to resources and services by Microsoft Partner Network membership level

## Members with a marketplace listing

Increase awareness and accelerate the success of your app or service in the Microsoft marketplace (AppSource, Azure Marketplace).

 <p><b>All members of the Microsoft Partner Network</b> <i>Optimize your marketing capabilities through modern marketing education and ready-to-go campaign content</i></p>	 <p><b>Members with a silver competency</b> <i>Launch and grow your business through marketing assets and digital optimization</i></p>	 <p><b>Members with a gold competency</b> <i>Generate leads and increase your close rates through joint messaging and lead sharing opportunities</i></p>	
All members	Silver competency	Gold competency	Gold + managed
<ul style="list-style-type: none"> <li>• Education and best practices focused on modern marketing</li> <li>• Customizable marketing, sales and readiness assets</li> <li>• Curated, customizable marketing content provided within an automated syndication platform for social, email, and blog</li> <li>• Access to list of recommended agencies</li> </ul>	<p><i>Member resources +</i> <b>INCLUDED SERVICES</b></p> <ul style="list-style-type: none"> <li>• Partner Listing Optimization*</li> <li>• Marketing Consultation with GTM Resource Desk (choice of one)*</li> <li>• Sales/Marketing Asset Review</li> <li>• Website Review</li> <li>• Value Proposition Review</li> <li>• Templated digital marketing campaign kits</li> </ul> <p><b>PAID SERVICES</b></p> <ul style="list-style-type: none"> <li>• Social Promotion</li> <li>• Mini Case Study</li> <li>• Press Release Support</li> <li>• Customer One Pager</li> <li>• Customer Presentation</li> <li>• Customer Case Study</li> </ul>	<p><i>Silver competency services+</i> <b>INCLUDED SERVICES</b></p> <ul style="list-style-type: none"> <li>• Partner Listing Optimization*</li> <li>• Marketing Consultation Services with GTM Resource Desk*</li> <li>• Selection of one review offered to partners with silver competency</li> <li>• Customized, co-branded digital marketing campaign materials, including landing page in Microsoft PDC to</li> </ul> <p><i>Silver Competency Paid Services +</i> <b>PAID SERVICES</b></p> <ul style="list-style-type: none"> <li>• Lead Generation campaign in the PDC</li> <li>• Mini Commercial</li> <li>• Partner Seller Readiness</li> <li>• Secret Shopper</li> <li>• Sales Enablement</li> <li>• Global Expansion (ISVs only)</li> <li>• Telesales Campaign</li> <li>• Workshops</li> </ul>	<p><i>Gold competency services+</i> <b>INCLUDED SERVICES</b></p> <ul style="list-style-type: none"> <li>• Microsoft Seller Webinar</li> <li>• Press Release Support</li> <li>• Social Promotion</li> <li>• OCP Catalog Listing</li> <li>• Co-sell BOM:</li> <li>• Customer Presentation</li> <li>• Customer One-Pager</li> <li>• Customer Case Study</li> </ul> <p><i>Gold Competency Paid Services+</i> <b>PAID SERVICES</b></p> <ul style="list-style-type: none"> <li>• Multi-partner and P2P lead generation campaign in the Partner Demand Center</li> <li>• Additional Microsoft Seller Webinars</li> </ul>

**ONLINE:** [partner.microsoft.com](https://partner.microsoft.com)

**GTM RESOURCE DESK SUPPORT:** [GTM@Microsoft.com](mailto:GTM@Microsoft.com)