

Case Study: Go-to-Market Success in the Cloud

A major Service Provider of Infrastructure as a Service (IaaS), had formed an alliance with a Computer Systems Company to deliver a hosted private cloud solution with a unique feature for bursting peak workloads to the public cloud. The joint offer was a best-of-breed, hosted cloud environment that was elastic, providing enterprise-quality IaaS that dynamically shrinks or scales to meet an enterprise's changing business requirements.

Our client was introducing this offering through a new channel partner and needed the expertise and capacity of Phoenix Consulting Group since they had not yet invested in dedicated channel enablement capabilities. Our project was to serve as template for future enablement programs. Their channel partner was one of the premier solution providers in the industry but was just venturing into the world of selling cloud capacity and needed a complete program to ramp to revenue. We developed a 6-month go-to-market and enablement plan to jumpstart the achievement of a \$1M monthly recurring revenue rate in 18 months.

The PhoenixCG team worked with the Service Provider, the Computer Systems Company and the VAR in developing solution value propositions, messaging and a 6-month go-to-market plan to enable and equip the VAR to become proficient at reselling the joint cloud solution. Our work extended to developing collateral, sales tools, rules of engagement and project management to support the roll-out launch of the offer to the VAR sales organization. Below is a synopsis of the deliverables:

Partner Enablement Deliverables

Deliverable	Description
Value Propositions	Developed value props and message content for Why Cloud, Why IaaS and Why Private Cloud as they related to the joint solution.
Go-to-Market Plan	Created a 6-month GTM Enablement Plan which included target markets, strategic objectives, technical and sales training plan, communications plan for both internal and external customer audiences, sales tools and collateral and lead generation activities.
FAQ	Internal document for the sales organizations that outline the basic framework of the alliance and how to engage.
Cheat Sheet	A 2-page summary of solution, alliance, tools, and contacts.
Solution Briefs	Provided content, messaging and fact checking for the joint solution brief.
Sales Engagement Process	Detailed description of the joint sales process, roles, responsibilities and handoffs coordinated with all the partners.
Sales Incentives	Designed three incentive programs to motivate sales teams to get trained and get selling. Rewarded initial sales to serve as references.
Training Plan & Delivery	Training plan for the joint solution services. Identified training assets by sales role, customized for partner training and scheduled delivery.
Enablement Gaps	Detailed analysis and recommendations for channel enablement describing what assets were in place and where there were critical gaps.



Experts in collaborative business relationships.

We help companies achieve profitable results through their strategic alliances, channels and partner programs.

PhoenixCG brings together seasoned consultants with practical experience to help you accelerate revenue, tap new sources of innovation or open new markets through effective partnerships.

Go-to-Market Enablement at a Glance

Below is a timeline depicting the activities in rolling out the hybrid Private/Public IaaS Solution. This effort served as a template for future channel engagement activities as well as identifying key gaps.

2011	2012		2012		2012		2012	
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Discovery	29 User Conference Vienna	12 Tech Staff Beta Webinar	23 VAR National Sales Meeting	3 All TSA Webinar TSA F2F training	? 2 First Friday Nat'l Sales Training Solution GA	11 Geek Day 2012		

<p>PRE-LAUNCH:</p> <p>DELIVERABLES</p> <ul style="list-style-type: none"> ▪ Solution FAQ ▪ Solution Brief ▪ Hosted Matrix Datasheet ▪ Value Prop/Messaging Platform ▪ White label portal for VAR ▪ Sales Engagement Model ▪ Program Priorities 	<p>WWT NAT'L SALES MTG</p> <p>DELIVERABLES</p> <p>DEC 12</p> <ul style="list-style-type: none"> ▪ TSA (Cloud SMEs) Beta Training ▪ Sales Engagement Cheat Sheet ▪ 6-mo Go to Market Plan <p>JAN 23</p> <ul style="list-style-type: none"> ▪ Sales Kickoff meeting ▪ Sales Incentives ▪ Recorded Webinar e-learning <p>GAPS</p> <ul style="list-style-type: none"> • <i>Joint Partner Presentation</i> • <i>Reseller Playbook</i> 	<p>GA READINESS</p> <p>DELIVERABLES</p> <p>FEB 3</p> <ul style="list-style-type: none"> ▪ All TSA Training ▪ Service line overview <p>FEB TBD</p> <ul style="list-style-type: none"> ▪ Day long Service Line training <p>MAR</p> <ul style="list-style-type: none"> • First Friday Training for Sales <p>Q1 Matrix 7.0 GA</p> <ul style="list-style-type: none"> ▪ SSG ▪ Brochures & Collateral ▪ External Sales Preso <p>GAPS</p> <ul style="list-style-type: none"> • <i>Installed Base Announcement</i> • <i>Success Stories</i> 	<p>SELF-SUFFICIENCY</p> <p>DELIVERABLES</p> <ul style="list-style-type: none"> ▪ Geek Day in Washington, DC <p>GAPS</p> <ul style="list-style-type: none"> • <i>Curriculum Path</i> • <i>Joint Business Planning</i> • <i>Joint Account Planning</i> • <i>Joint Pipeline Management</i> • <i>Add'l Demand gen activities</i> • <i>Lead Handling process</i> • <i>Deal Registration process</i>
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