SAMPLE WORK PRODUCT | FORTUNE 500 TECHNOLOGY COMPANY | ANONYMIZED

From Manual to Digital:

Redesigning a Global Partner Ecosystem Program

A case study in partner program strategy, digital transformation, and ecosystem design for a global B2B technology company.

About this document

This is a sample work product developed by Peter Pizzi for a Fortune 500 technology company. It documents the strategic assessment, redesign, and digital transformation of a global partner ecosystem program. Company names, specific partner data, and proprietary details have been anonymized.

Developed by: Peter Pizzi | peterpizzi.com

01 The Context

A partner program that had outgrown its infrastructure

The company had built a meaningful partner ecosystem over several years - more than 180 partner organizations generating more than $100M in annual partner-led revenue across five global regions. But the program infrastructure had not kept pace with that growth.

Everything from application intake to onboarding, activity tracking, and renewal was managed manually - through email workflows, spreadsheets, and ad hoc processes. There was no digital portal, no competency framework, no tiered structure to differentiate high-performing partners from inactive ones, and no systematic way to connect partner capabilities to customer needs.

The result was a program that was large in scale but limited in strategic value. Partners had no clear path to grow their relationship with the company. The company had limited visibility into partner activity or pipeline contribution. And the operational burden of maintaining the program manually was unsustainable as the ecosystem grew.

180+	**59**	**$100M+**	**Manual**
Total Partners	**Active Partners**	**Partner Revenue**	**Program Management**
Across 5 global regions	Only 33% of total base	Annual partner-led revenue	Excel tracking, email workflows

The strategic question: how do you transform a large but underperforming partner ecosystem into a structured, digital, scalable program that drives real commercial outcomes?

02 What Was Broken

A manual program cannot scale - and sends the wrong signal to partners

The current state assessment revealed structural problems across every stage of the partner lifecycle - from application and onboarding through to activity tracking and renewal. These were not execution problems. They were design problems.

Dimension	Current State	Target State
Program structure	Single tier - anyone can apply, no differentiation	Multiple tiers with defined competency requirements and annual thresholds
Application process	Manual intake via email, manual vetting and approval	Digital self-serve portal with automated evaluation workflow
Onboarding	Manual welcome email, manual kickoff scheduling	Self-serve digital onboarding with structured partner dashboard
Activity tracking	Documented in Excel spreadsheets	Partner dashboard with lead entry, pipeline tracking, and activity reporting
Renewal	Manual review, ad hoc communication	Automated renewal workflow with defined activity and revenue thresholds
Partner benefits	Logo license and gated content access for all	Tiered benefits: co-marketing, co-sell support, priority directory listing, technical enablement
Partner accountability	No minimum activity or revenue requirements	Defined annual targets for pipeline, customer adds, and certification completion
Partner visibility	No partner directory or public-facing presence	Searchable partner directory with competency badges and cross-linking

03 The Program Design

A tiered, digital, competency-based partner ecosystem

The redesigned program was built on three foundational principles: structure creates accountability, digital infrastructure enables scale, and partner investment should be proportional to partner commitment. The program design translated these principles into a concrete architecture.

Program tier structure

Tier	Requirements	Key Benefits	Fee
Associate	Sponsor required. Competency self-assessment. NDA verification.	Access to training resources. No logo or marketing materials.	Free - one year, no renewal
Gold	Annual pipeline and customer growth targets. Certification completion. Active engagement requirements.	Program logo and co-branded materials. Partner directory listing. Go-to-market resources. Technical enablement and pre-sales support.	Annual fee
Titanium	Gold requirements plus C-level relationship engagement and elevated pipeline contribution.	All Gold benefits plus priority directory placement, co-sell program access, and executive engagement.	Annual fee

Digital partner lifecycle - from manual to self-serve

Every stage of the partner journey was redesigned around a digital-first model. The goal was to reduce administrative burden, increase partner visibility into their own status and progress, and create a consistent, professional experience that reflected the company's brand.

#	Stage	Designed experience
1	**Application**	Partner completes digital self-assessment against defined competency criteria. Results automatically routed to evaluation panel (Regional Sales, FAE, Business Unit). Approved partners receive immediate portal access; rejected partners receive structured feedback.
2	**Onboarding**	Self-serve digital onboarding through partner portal. Partners complete profile, access training resources, review program requirements, and configure their dashboard - no manual coordination required.
3	**Activity & Pipeline Management**	Partner dashboard enables partners to enter and track leads and opportunities, complete training and certification, manage membership

		status, and monitor progress toward renewal thresholds.
4	**Renewal & Advancement**	Automated renewal workflow triggered by membership anniversary. Partners who meet activity and revenue thresholds renew seamlessly. Partners below threshold receive structured improvement guidance. Inactive partners are retired.

04 The Broader Ecosystem Strategy

Partners as a growth engine, not just a distribution channel

The partner program redesign was one component of a broader ecosystem strategy. The strategic intent was to evolve how the company thought about and engaged with partners - from a passive network of resellers and integrators to an active ecosystem of complementary capabilities that could accelerate customer outcomes and expand market reach.

What partners enable

- Reach new customers and market segments that direct sales cannot cover at scale
- Accelerate customer adoption of complex technology through complementary integration and support capabilities
- Expand the solutions portfolio through partner-built applications and platforms
- Drive design-in opportunities by connecting partner technical expertise to customer engineering teams
- Generate partner-sourced pipeline and revenue that compounds over time as the ecosystem matures

Partner benefit investment areas

- Competency badges and co-branded materials to differentiate qualified partners in the market
- Priority listing in a searchable partner directory to improve customer discoverability
- Go-to-market resources including campaign toolkits, sales playbooks, and joint demand generation support
- Technical enablement, pre-sales support, and practice-building resources
- Investment and incentive programs tied to pipeline contribution and customer outcomes

Customer enablement integration

The partner program was designed in parallel with a broader customer enablement charter focused on the broad market. The integration of these two workstreams was intentional: partners were a primary mechanism for reaching and enabling broad market customers at scale.

- Partners aligned to defined solution areas across both product and system-level categories
- Partner capabilities mapped to customer needs through structured competency assessment
- Partners integrated into customer-facing solution portfolio and GTM motions
- Channel used as primary distribution mechanism for self-serve, high-margin solution offerings

Solution area alignment

Partners were mapped to defined solution areas across two dimensions: product-level solutions (components, modules, evaluation platforms) and system-level solutions (reference designs, application platforms, integrated systems). This alignment ensured that partner capabilities were connected to specific customer problems rather than managed as a generic network.

05 What This Work Demonstrates

The capabilities behind the program redesign

A partner program transformation of this scope requires a specific combination of strategic, operational, and cross-functional capabilities. The following reflects what was required to design and drive this work.

Strategic thinking

- Assessed a complex, multi-region ecosystem and identified structural root causes rather than surface symptoms
- Designed a tiered program architecture that created accountability without creating unnecessary friction
- Connected partner strategy to the broader customer enablement and go-to-market agenda
- Balanced near-term operational improvement with long-term ecosystem investment

Cross-functional leadership

- Coordinated across regional sales, field application engineering, business units, and digital teams
- Built evaluation frameworks that incorporated input from multiple internal stakeholders with different priorities
- Drove alignment on program requirements, benefit structures, and competency definitions across a matrixed organization

Operational design

- Mapped every stage of the partner lifecycle and identified the specific process and technology changes required
- Designed digital workflows that reduced manual burden while maintaining appropriate governance
- Built accountability structures - activity thresholds, renewal requirements, competency certification - that made the program self-regulating over time

Ecosystem and partner expertise

- Deep understanding of what motivates partners to invest in a vendor relationship - and what makes them disengage
- Experience building partner programs at Microsoft informed the design principles applied here
- Ability to translate partner needs into program structures that create mutual value rather than one-sided requirements