



Managed Services for Service Providers' Value Propositions

IT departments are facing multiple challenges in operating and maintaining their infrastructure; consequently, to balance the demands of operating efficient networks with limited dollars, IT decision makers have been turning to outside firms to help manage parts of their infrastructure. Understanding the key trends, emerging markets, profitable business models, and methods for rapid service creation is imperative for managed services providers and network equipment vendors, especially if they want to capture and grow this profitable market.

ACG's Managed Network Services Research and Go-to-Market modules provides quantitative data, independent qualitative analysis and expertise to help you and your organization make key decisions about product development, pricing, market entry strategies, and competitive positioning. From basic products/services to go-to-market modules, ACG Research can customize modules and best practices to fit your specific business needs. Design your solution — from premise to hybrid to cloud — to best serve all your customers.

Managed Services Practice

Strategic Planning and Go-to-Market Services Workshops: Starting at \$20,000

Market Research: Custom and specific, pricing based on technologies, architectures and service offerings

Training Services: One-day workshop on Managed Services and business practices supporting your unique needs

Customized Projects: Custom and specific pricing based on need

Strategic Planning Services

ACG Research assists organizations with developing their strategic plans for the managed services businesses, thought leadership and adoption of managed services and robust go-to-market tactics to meet the market opportunity in your area of business. We offer proven campaign tools for service providers to meet capacity targets. Identifying business models and establishing processes and expertise are key criteria for success, and it begins with thought leadership in developing differentiated managed services practices.

ACG Research delivers executive presentations, market landscape reviews, scenario impact modeling, organizational consensus development, vendor selection/negotiation and internal change management, updated sales and channel tool kits as well as services pricing models for monetizing managed services to your customers. Vendors have a tough competitive landscape with their service providers, carriers and telcos, their largest purchasers of technology; therefore, it is imperative that you arm your targets with more than products. Help them sell their services based on your technology.



Workshops

1. Managed Service Thought Leadership

Description: High-level overview provides a detailed picture of managed services and ecosystem, market drivers and challenges through the identification of specific managed services deployed on premise, hybrid or private cloud that could potentially benefit your organization.

Benefits: Increase sales, consultants, and decision makers' knowledge about managed services through thought leadership provided by agents of the industry. Define high-level managed service strategy and roadmap, and new business model opportunities. Improve business monetization.

Deliverables:

- Presentation on business impacts driving change
- White paper leave behind for support of subject



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Why Managed Services with ACG Research?

- Globally respected analyst dedicated to each service; our analysts are experts in their segments, not backend administrators without field knowledge. ACG's analysts have multiple areas of expertise and are able to address technology, strategy, business issues, and key executive issues in the service provider space.
- ACG has worked with service providers in the industry to promote innovative strategy and vision for its largest customers worldwide.
- ACG has several key relationships with and is well respected by major Wall Street financial firms.
- ACG's main focus is on the service provider space, and because of this focus we provide penetrating value.
- Customer service is ACG's top priority and we value your business. We are a responsive team that provides timely answers and solutions.

- Testing for understanding with 10 Q&As
- Article to enlist attendees with value and why attend

1. Service Creation Workshop

Description: Identify the value of managed services and the impact on your customers, infrastructure consumption and monetization. Understand your unique differentiation and the potential for the service in your market. SWOT analysis and other interactive breakout sections to identify strength, areas of growth and next opportunities based on market purchase trends.

Benefits: Define high-level next steps for current services, new services and go-to-market opportunities that support your investments in technology. ACG Research facilitates this workshop to create a thought leadership role of the vendor and service provider.

Deliverables:

- Company visions, strategy and competition assessment
- Current service analysis
- SWOT analysis
- Industry best practices
- High-level requirements to pursue managed services in your market
- Roadmap of next steps

2. Lifecycle Managed Service Assessment Workshop

Description: Understanding of the customer's purchase lifecycle for technology, technology evaluation, and business imperatives to meet the market transition and evaluation of your capabilities in providing the full cycle of services to your customers. Assessing and working with vendors' programs and individual programs to evaluate partners to create a full lifecycle offer to support your customers in evaluation and RFP processes and through management and operations.

Benefits: Assessment of current situation and recommendation of services, partnership strategies and vendor evaluation of vendor professional services to meet your goals.

Deliverables:

- Company analysis and industry best practices
- Business and needs assessment
- Professional services and lifecycle management processes and best practices
- Selection of 3–4 service projects that can benefit your organization
- Strategic roadmap of potential opportunities

3. Marketing Services and GTM Workshop

Description: Workshop provides service provider go-to-market models, bought versus sold strategies and techniques to increase your capacity funnel and close more services business.

Benefits: Ready your organization for GTM initiatives and prioritize steps; create kits and tools service providers and vendors need to sell services.

Deliverables:

- Assessment of services and match of correct mix of relationship versus campaigns needed
- Service value proposition for customers creation
- Campaign and tool creation for SPs, VARs and system integrators to leverage and brand
- Execution of campaigns and metrics management for ROI

4. Capacity Selling Workshop

Description: Sales and channel education tools and business model creation value proposition for monetization for selling capacity in hosted, colocation and datacenter investment.

Benefit: Understanding of go-to-market imperatives and capabilities and sales capabilities by partners and sales teams.

Deliverables:

- Survey worldwide sales force on targeted services
- Establish decision makers state of minds
- Sales SWOT analysis and recommendations
- Establish channel partners needs & sales teams needs
- Channel SWOT analysis and recommendations
- Creation of tools and selling processes to handle competitive differentiation
- Sales tools improvement: relevant case studies, update company presentations & value propositions

Market Research Services

These services provide an overview of the market (drivers, challenges and key players), a detailed understanding of managed services technologies and solutions available, identifying their strengths and weaknesses. We also examine industry best practices and case studies, including efficiency measurements.

1. Managed Service Syndicated Service Numbers Only (Managed LAN/WAN or Predefined Managed Service)

Description: This module provides quarterly reports on the Managed LAN/WAN market and delivers numbers only indicating the trends that the industry is facing and a map of the key players in the market segments. These reports can be also customized according to your needs.

- 4 quarterly market share report for each segment; numbers only in Excel spreadsheet and Executive Look (charts) in PowerPoint
- 2 forecast numbers only in Excel spreadsheet and Executive Look (charts) in PowerPoint
- 4 quarterly regional reports (North America, EMEA, APAC, and Latin America); numbers only in Excel spreadsheet and Executive Look (charts) in PowerPoint

2. Managed Service Syndicated Service Full Report and Services (Managed LAN/WAN or predefined Managed Service)

Description: This module provides quarterly reports on the Managed LAN/WAN market and delivers numbers, forecast, executive presentation, video or audio update, impact reports, CXO/executive interview session and access to analyst. These reports indicate the trends and drivers in the industry and a map of the key players in the market segments. These reports can be also customized according to your needs.

- 4 quarterly market share report; numbers in Excel spreadsheet and Executive Look (charts) PowerPoint and analysis (Word)
- 2 forecast numbers only in Excel spreadsheet and Executive Look (charts) and analysis (Word)
- 4 quarterly regional (North America, EMEA, APAC, and Latin America); numbers only in Excel spreadsheet
- Analyst Access (1 per quarter)
- Two Forecast Reports
- Video or Audio Quarterly Updates (1 per quarter)
- Routing and Switching with LAN/WAN overlay for Managed Service Market Impact Reports
- CXO/Executive Interview Sessions (1 per quarter)

Quarterly Analyst Call: Post quarter call with customer during which ACG reviews market share PowerPoint presentation/Excel sheets, which address market shares, key trends and drivers and TAM. Customer must request the call during the quarter.

Market Impact: Two-page analysis of product, service or industry announcement; number will be negotiated with analyst. Client only has access to market impacts for the service the client is purchasing.

Video/Audio: Quarterly video or audio recording of analyst giving a short synopsis of the market, trends, drivers, numbers and outlook of key applications and economic trends. Video is distributed via YouTube and customers receive e-mail notification from the ACG Distribution Department.

CxO Executive Interview: CXO or VP level interviews for distribution as a HotSeat video. Customer must request a video during the quarter.

- Executive Look (charts) and Analysis (Word)
- Market Impact Reports
- Videos

3. Deep Dive on Managed Service Providers

Description: This report outlines a company's profile, its Managed Service strategy and offering, strengths and weakness. We also analyze the business model and pricing. This type of material is ideal if you want to establish a sales strategy on a specific account.

4. Industry Best Practices

Description: This report tracks the best Managed Service practices that have been implemented. You can use this report to attain business efficiency or to generate new business models.

5. Sponsored White Paper

Description: Based on a predefined subject, the white paper will increase your awareness and visibility of products, solutions or services. In addition to our website traffic and our broad reach through our channel, we leverage your public relations company to communicate your vision and products/solutions strategy.

6. Sponsored Case Studies

Description: We bring our expertise and skills to create compelling and relevant case studies. Through different ROI and TCO metrics, we provide measurable data on process and efficiency improvements. These case studies are a must-have sales and PR tool.

7. Managed Services Benchmarking

Description: We benchmark Managed services or solution against your competition. Our methodology includes customers' feedback as well as assessing the solution's robustness against your top competitors' solution.

Service Package Options:

- Company profile, Managed Services strategy, Managed Services offering strengths and weaknesses, business models and pricing
- 2 reports per year on predefined criteria
- Quarterly reports on predefined criteria
- Customized report on targeted industry verticals; how business models have changed by using Managed Services offering or services
- Executive paper focusing on predefined topic
- ROI analysis, TCO analysis and customer testimonies; packages may include 2, 5, 10 studies
- Customized Managed Services benchmarks against competition and published results through PR campaign

Training Services

We offer one-day workshop on managed services and business practices to enhance your ability to share thought leadership. This workshop can be extended as an educational series or a one topic presentation to strategically enhance your relationships with your internal teams, service provider teams or VARs and system integrators. Package options can include the following topics based on your needs:

Training Modules: Description

Module 1: Introduction to Managed Services

- What Do We Mean by Managed Services?
- Top 10 Research Findings about the Current MSP Market
- Why Managed Services?

This module will provide a vendor, service provider, managed service provider or value added reseller with information to understand the market opportunity and why managed services is a valuable, growing market — one

from which businesses want services. The choice is to manage your own IT investments versus access these IT investments as a service. Accessing a third party managed service significantly lowers the risk and cost because the provider, vendor or reseller takes on those risks and investments and offers service level agreements for payment of the service by month or year.

Module 2: Aligning with Customers' IT Drivers

- Customers' IT Spending Priorities in a Recovering Market
- Customer Pain Points and Solution Needs
- Financial Mindset of IT Decision Makers
- Changing Role of Service Providers in Customer Solutions

This module will provide a vendor, service provider, managed service provider or value added reseller with information to understand customers' IT spending priorities and how economic conditions have caused reprioritization of how businesses spend on capital expenses: purchases of PCs and phones; investments such as storage and networking products; and personnel to manage these. Upgrades and refresh that were necessary in the past have been superseded by new choices such as purchasing the transport or services, which include security, reporting, audits for compliance, and storage and bandwidth for productivity. This includes application and access to applications, which provide unique offerings and combinations of offerings from service providers, vendors or VARs, for example, employee records, payroll and other information that can now be purchased per seat.

Module 3: Leveraging the Advantages of Managed Services

- Understanding the Basic Architecture of Managed Services
- Customer Advantages of Managed Services
- Service Provider Benefits from Managed Services
- Building a Managed Services Business Model

This module offers an example of basic architectures of managed services that a vendor or service provider can choose to offer. What does your customer purchase? How do you offer this service? What are the unique benefits you should be highlighting to your customers? Building the business model for the business of managed service requires a change in processes and management of customers. Essentially, a business/customer will outsource what is not core to the business to a provider or vendor whose core offer is technology and application delivery as a service. Customers benefit through a reduction of overall costs, shift of responsibility for technology, increase access to the latest technology, and increase in customer service with a reduction in capital outlay.

Module 4: Leveraging the Unique Advantages of Vendor Advanced Services

- Managed Service Investments in Partners, Programs, and Technologies
- Vendor Integration Story
- Advanced Services Capabilities and Service Roadmap
- Carrier Case Studies: Success with Vendor Professional or Advanced Services

This module provides examples of programs that will help vendors or managed service providers leverage the blended experiences with your vendor/MSP. We discuss the benefits of blended offers: subcontract or vendor provided services. Other topics include leveraging project life cycle; optimizing network operation with new technologies; and leveraging non-compete offers from system integrators/cable/wiring organizations to complete a project.

Module 5: Managing Your Managed Services Sales Pipeline

- Building a High Performance Sales Process and Tracking System

- Customer Profile/Targeting
- Demand Creation
- Opportunity Engagement
- Customer/Opportunity Qualification
- Solution Design and Proposal
- Negotiation and Close
- Service Initiation/Customer On Boarding
- Initiating Managed Services Sales Opportunities
- Building a Business Case for Managed Services ROI
- Overcoming Customer Objections and Accelerating Time-To-Close

This module offers analysis of your target customers with best practices in setting up your CRM requirements. Tracking and targeting your forecast versus actual customer sales results starts with a firm grasp on the target purchasing customers and how to attract these customers to purchase your service. The metrics of the funnel is critical for the success of your offerings. Understanding the issues the purchasers may have in trading off control to a provider is critical to meet the critical business issues customers are facing. Customers need to be managed well past the sale to create long lasting testimonials.

Module 6: Building a Profitable Service Practice for VARs

- Build a Case for Vendors and MSPs to Extend Their Reach with Value from VARs
- What's in it for the VARs?
- Leveraging the Return on Your Working Capital for Annuities
- Top 8 Practices for VARs
- Programs for MSPs and Vendors to Cultivate the Channel

This module focuses on increasing vendors' or service providers' reach into the market while providing additional offerings and annuity streams for resellers that are already in the market you want to grow. Knowing where your customers are purchasing is critical. If the technical decision maker has outsourced the management of the technical purchase to a local VAR or reseller you need to foster new relationships to leverage a new channel of distribution of your services. This win-win offers VARs and resellers new ways to reach a market that has been created out of economic conditions. The resellers and VARs that partner with you can now enter into an annuity stream of margin that continues after the initial sale. Delivering skills and education to these VARs and resellers is as important as the training you provide your own sales team. They need to understand how to handle objections, reach the customer with the value proposition of the managed service, and manage a whole new line of business that also has opportunities for up sell and cross sell if managed correctly.

Module 7: Building a Vendor, Customer & Channel Loyalty Program for Managed Service

- Technical Influencers You Should Care About or How Developers, VARs, MSPs, Analysts, PR, Technical Administrators Influence Your Technology
- Becoming a Managed Service Partner or VAR Reselling of MSPs' Offers
- Direct Virtually or Direct to Customer: Be Where Your Customers Expect You to Be
- Strategies for Channel Conflict

This module offers best practices and strategies for vendors to create, sell to, and sell through managed service providers. Several key elements change when the infrastructure ingestion creates a service that can be sold to others on an as-you-need basis. This changes how a vendor relates to the MSP delivery team, the technical purchaser, the marketing person delivering the custom value proposition, which includes the vendor's product and service. This blend of value proposition requires the vendor and MSP to create tools that provide total

customization and delivery to a customer base which the vendor has “outsourced” to the MSP. This module will provide best practices for delivery of a program that creates loyalty and long-term value for those recommending next-generation technology decisions, delivering service offers and marketing the unique value of the blended solution.

Module 8: Building a Go to Market Marketing Plan for Managed Service

- Case for Marketing Services Company Support
- Marketing Elements for Successful Marketing Campaigns (Installed Base and New Customer Acquisition)
- Campaign Development

This module focuses on tools, strategies and value propositions that are required for MSPs to penetrate the target market to sell their services. Basic tools include topics such as the value proposition of why select a service over a capital expense; additional elements of a marketing campaign, for example, a script for up selling or cross selling; or determining which graphics and HTML email properties are needed.

Module 9: Building a Case for Outsourcing Context versus Core Business

- Managing Your Renewal Business: Who Can Help?
- Metrics and Customer List Cleaning: Who Can Help?
- Last Mile Feet on the Street: Increasing Your Leverage: Who Can Help?
- Marketing Demand Generation Services: Who Can Help?
- MDF/Coop/JMF management: Who Can Help?
- Comprehensive Marketing Program Development: Linking Elements Together

This module offers vendors and MSPs the basics of resources needed to scale and provide options to “outsource” what is not primary to building infrastructure and application services. Vendors and MSPs will end up with complex data connection elements that can create duplicate records, incomplete customer history, and bad records of customers’ purchase history. Many companies that have not tied the offer into the billing and CRM end up facing challenges with coordinating the various records for the same customer, sometimes in three or more systems. Several companies are experts in managing the processes of annuity businesses. Depending on how you got into the business this clean-up work is necessary to preserve the assets of your line of business. Additional marketing program elements include adding sales staff to experts in high-tech sales team sourcing, hiring, development and management.

Customized Services

Select those cuts you want and we will quote you a price to meet your unique business opportunities for your managed services initiatives.

Identification & Validation of Market Opportunity for Services

Selection of the market to sell your services, capacity or offering based on monthly, yearly or multi-year services requires due diligence on the changes in the market and how customers are consuming technology. Knowing these trends before building out a service can benefit a vendor, service provider or VAR, thinking of reselling on behalf of a service provider or managed service provider.

Service Opportunity for Services Assessment

Selection of the service to sell and the configuration of that service or bundle the customer may consume is an important step in understanding the service. Is this service differentiated from the

competition? Do you have an edge with your offer? Is it competitive and able to offer value that is not “me too”? This assessment looks at the competition and their configurations with your position and compares your differentiation score.

Service Creation

Breaking out the service creation process provides a step-by-step process for you and your technology vendor to assess the right service to put into market and rally marketing support. We help you break down the value each brings into the configuration, SWOT analysis and market differentiation.

Service Launch for Managed Services

Launching your service is a multistep process. Is your service purchased or sold? Do you need a consumer application differentiation strategy or a relationship and soft benefit company-to-company value proposition? This depends on the product or service, how it will be perceived and what method you will need to reach the target customer. ACG Research has the go-to-market expertise to help you evaluate the right marketing and sales methods, tools and channel to market.

Service Lifecycle for Services

Managing the whole lifecycle of the service to market is highly effective to develop your bench, establish partners to fill the gap and become aware of the processes you need to add to be effective in the evaluation of customer needs, designing the correct solution, delivering technology solutions and services to meet the needs, managing and operating the services and improving the offer, processes and reporting to continue the processes and up-sell the customers on new offers. Do you have all the needs covered?

Business Intelligence Augmentation Services

Do you have gaps? Need help identifying short-term needs and professional expertise for the right place at the right time? Many companies have difficulty justifying resources to meet their on going needs. They require a short-term staff to build the proof of concept to prove the need. ACG Research can hire, target the business requirement and project manage the team or individual needed for short-term sales, technology or system integration demand.

Business Intelligence Information Management for Services

Quarterly and yearly assessment on where you stand in the market to assess if your tactics, strategies and investments are moving the market and if your company is in a position of leadership, which is imperative to your success. ACG can define your service and then monitor your progress toward your goals, providing you with a robust quantitative analysis. ACG Research supports companies on technologies, services, penetration and other primary and secondary methods of analysis to keep you on track.

These customized options can be added to your sales tool kit. We design sales tool kits from surveying your sales force, channel, target customers and through market segment analysis.

Lauren Robinette

Lauren Robinette, principal analyst for ACG Research's managed service business, offers a comprehensive managed services program consisting of training modules, including takeout and strategies to support vendors' and MSPs go-to-market processes based on the industry's best practices.

For more information about ACG Research's Managed Service practice click here www.acgresearch.net or contact Lauren Robinette at lrobinette@acgresearch.net.

ACG focuses on providing market analysis and consulting to help service providers and vendors monetize their existing infrastructures and increase operational efficiency and profitability. Through ROI and TCO analysis, product and service message testing, and business model review, reports and forecasts, ACG gives you strategic and tactical advice, services and products, and timely answers so that you can better understand market dynamics and grow your telecom

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