PARTNERSHIP LEADERS

InSIght

THE SI PARTNERSHIPS REPORT

2026

Featuring SI Profiles from:

BCG EY Deloitte. KEARNEY slalom ZS

PARTNERSHIP LEADERS

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TAI RATTIGAN

Co-Founder & COO

PARTNERSHIP LEADERS

Tai has over 15 years of experience building partnerships & BD teams at:

AMERICAN EXPRESS · Optimizely · GGVCAPITAL · Amplitude · deel.

Partnership Leaders has always been a place where the people building partnerships come together. Over the past few years we've grown to become an organization that can take the questions this industry has carried for a long time and answer them with research and real data. This report is the clearest expression of that evolution so far, and for me it marks a moment I've wanted us to reach for years.

At its core, this report gives SIs and technology companies a shared language. Both sides can look at the same data and understand each other's priorities in the same terms. When everyone is working from the same understanding, they can build together with much more clarity.

This report also puts several pioneering frameworks in the hands of partner leaders. They turn the industry's data into a clear visual picture you can put directly in front of an executive team, so that they can see the urgency of investing in these relationships and make those decisions with confidence.

Our mandate has always been to elevate partnerships into the executive boardroom, and this report on SI partnerships is no different. We've seen first-hand how much these relationships can transform the landscape, changing how companies work together, how they deliver outcomes, and the value they create for customers.

This is the next stage of who we're becoming. More teams are turning to Partnership Leaders for research and counsel, and that trust has pushed us to build deeper research and advisory capabilities than we've ever had. We are only getting started, and I'm glad you're here for it.

We hope this report gives you a clearer view of what these partnerships can become, and the confidence to make the case for them inside your own organization. More than anything, we hope it helps you win these relationships and gain the executive backing they deserve.

Thank you for the work you do to move this industry forward!

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INTRODUCTION

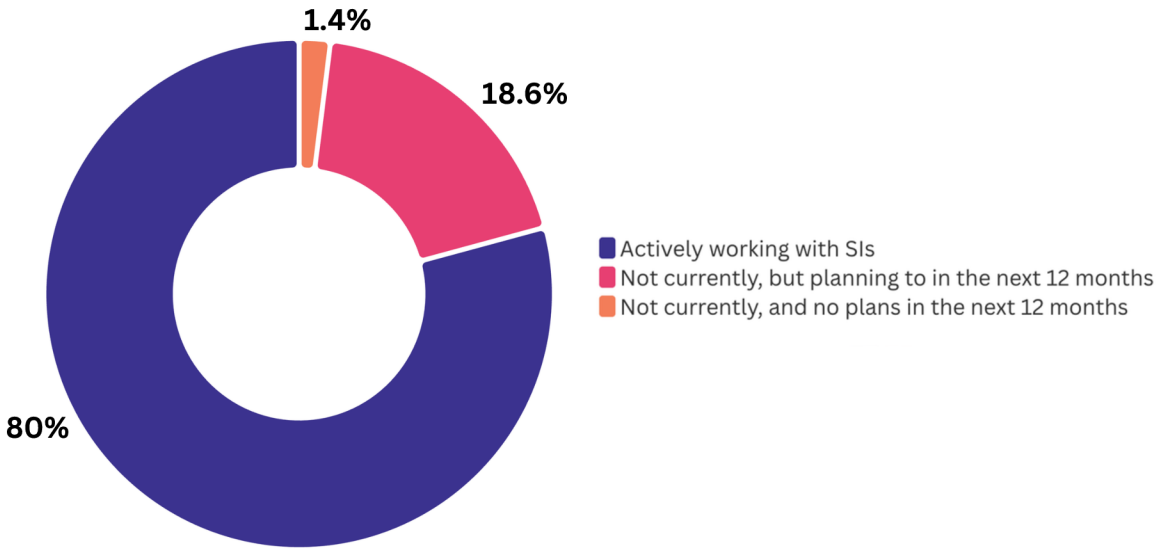
Systems integrators (SI) and advisory firms with material technology practices sit at the cutting edge of enterprise technology adoption. When a large organization decides to change how it operates, these companies are usually involved in shaping the plan and in determining which technologies make the cut. That position makes them one of the most important relationships an independent software vendor (ISV) can invest in.

SIs bring more and bigger enterprise opportunities for tech companies.

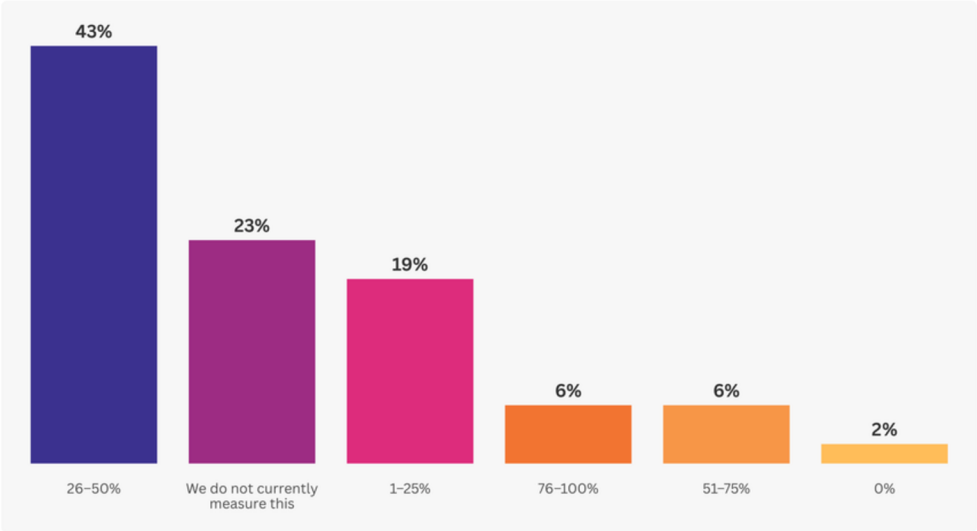
We found that 80% of ISVs are partnering with an SI today, and another 18.6% plan to do so within the next 12 months.

74% of ISVs say SI-involved deals are larger, and 57% say an SI is involved in more than half of their enterprise deals.

CURRENT ENGAGEMENT WITH SI PARTNERS

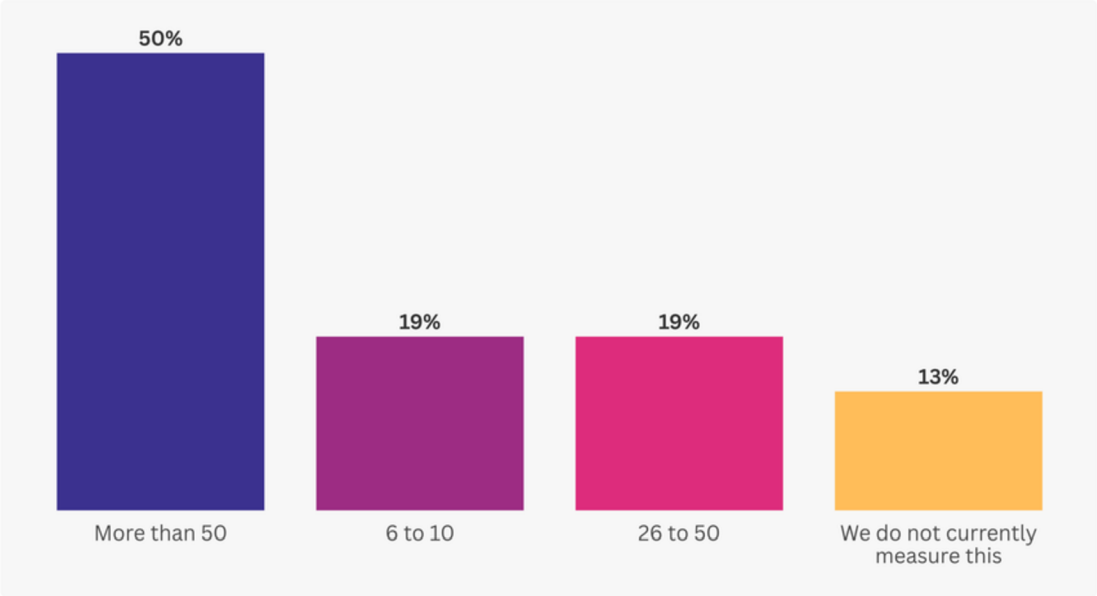


SHARE OF ISVs WITH LARGER DEAL SIZE THROUGH AN SI

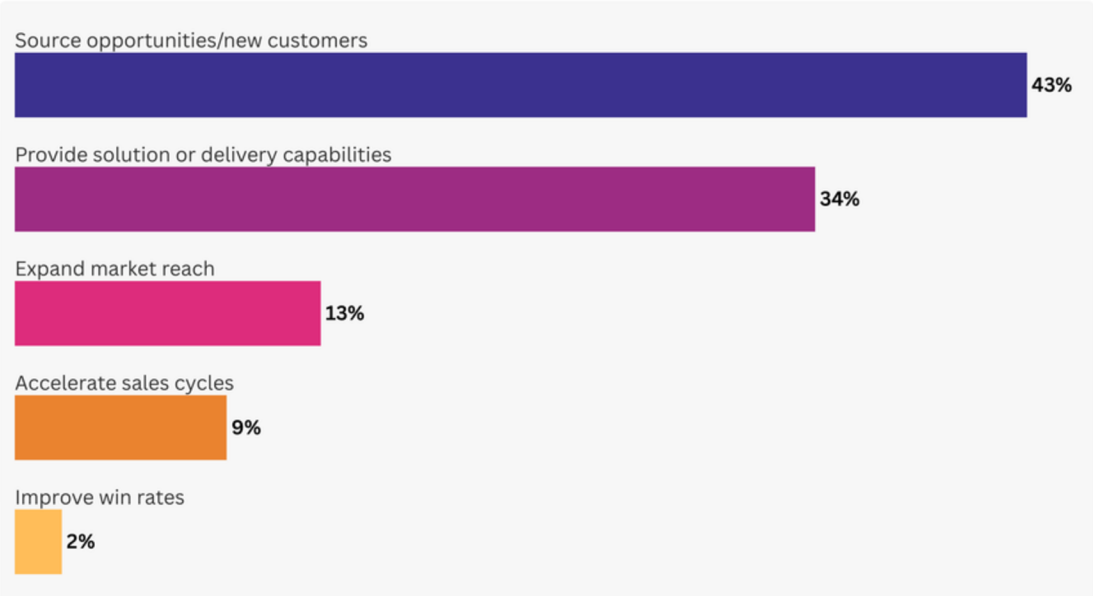


SIs and advisory firms are also crucial in filling the headcount gap of tech companies while improving service delivery. Half of ISVs we surveyed say they would need to hire more than 50 people to replace the delivery work their SIs handle today, and 69% would need at least 26. This matters because 34% of ISVs work with an SI primarily for solution and delivery capabilities.

FTEs REQUIRED TO REPLACE SI SUPPORT



PRIMARY BUSINESS REASONS FOR PARTNERING WITH SIs



It's clear that closing and delivering successful enterprise work often requires help from an SI or advisory firm. However, managing these relationships is complex. They have some of the most intricate organizational structures in business, where a single firm can include dozens of practices, regions, and decision-makers, each with their own priorities. The goals are different, as are the ways they achieve them.

We set out to map the factors and gaps the industry needs to understand to get SI partnerships right, drawing on a combination of quantitative surveys with SI and ISV teams, and qualitative interviews with leading system integrators and Partnership Leaders experts, some of whom will be featured in this report.

What's inside this report:

- Key themes and data on how ISVs and SIs really partner
- Real-world strategies for getting SIs and advisory firms bought in, aligning internal teams, and earning executive investment
- SI and advisory firm profile features and how to partner with them
- Key SI and advisory trends to watch for in 2026

How to use this report:

- A benchmark of where your partnerships stand against peers.
- A strategic guide to activate SI partnerships and align your teams.
- A reference on how the leading SIs and advisory firms operate.

QUALIFIED PIPELINE IS THE NUMBER 1 CO-SELL TRIGGER FOR SIs

Every technology company that partner with SIs has a theory of what SIs and advisory firms want. Most are wrong. In the SI Activation Driver Index below, we lay out the five things that actually earn an SI's commitment, and where vendors most often misjudge them.

SI ACTIVATION DRIVER INDEX

WHAT SIs SAY DRIVES THEM TO CO-SELL		WHAT ISVs BELIEVE DRIVES SIs TO CO-SELL	
1	Qualified customer referrals	Services opportunity	1
2	Executive sponsorship	Strong joint value proposition	2
3	Services opportunity	Executive sponsorship	3
4	Joint GTM / co-selling execution	Enablement / skills investment	4
5	Enablement / skills investment	Joint target account list	5

Appears on both lists Mismatch

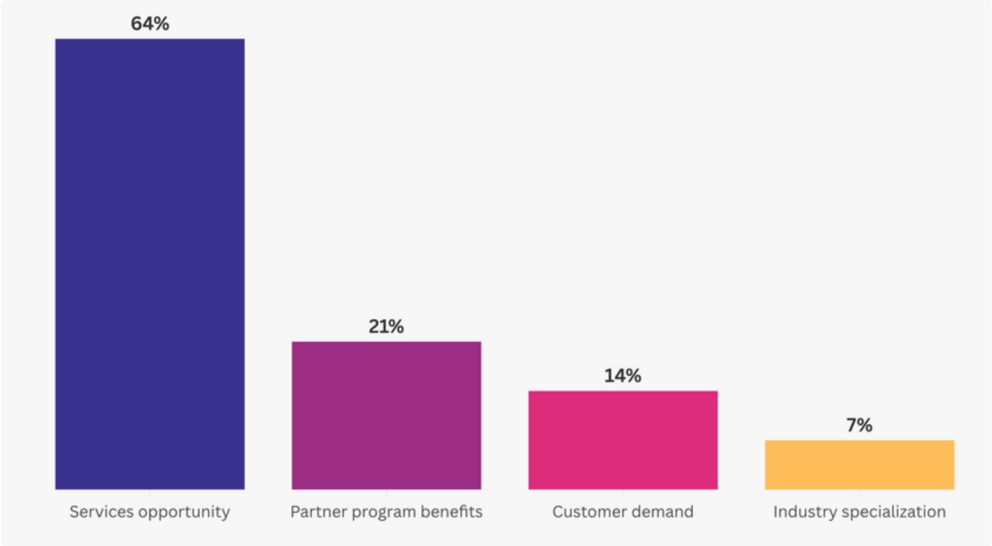
79% of SIs say being brought into more qualified customer referrals is the single most valuable thing a technology company can do.

When we asked ISVs what encourages an SI to co-sell with them, they point instead to the services opportunity, ranking qualified customer referrals outside their top 5. That is a clear gap in expectations between SIs and ISVs.

Executive sponsorship, services opportunity, and enablement all appear on both sides, although they are ranked differently.

Based on our survey, SIs treat services opportunity only as the primary reason for partnering (64%), which leads ISVs to assume it is also what activates co-sell. But while a strong services opportunity makes an ISV an attractive partner, only a qualified pipeline gets SIs and advisory firms actively selling your product.

SI's PRIMARY DRIVERS FOR TECHNOLOGY PARTNER INVESTMENT



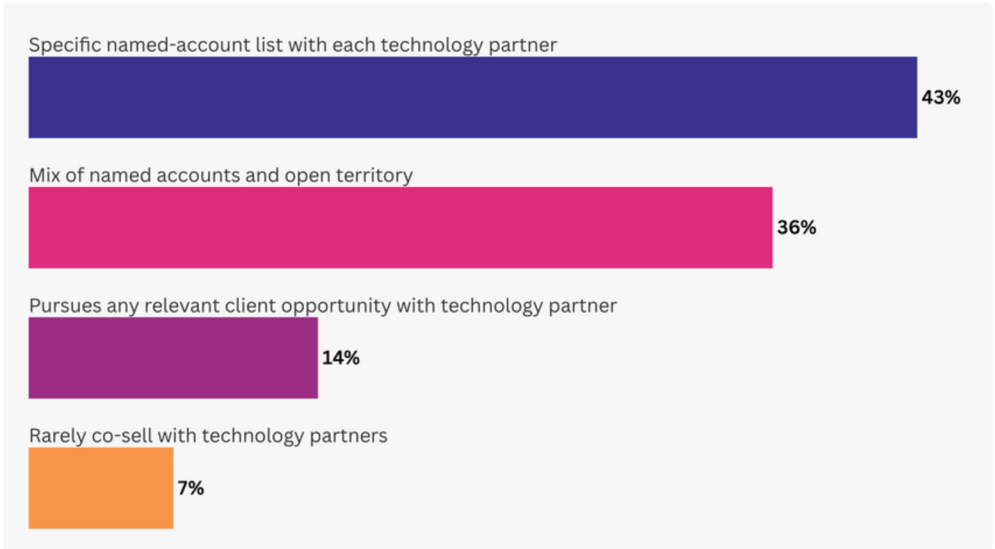


JENNIFER TOTTEN RICHEY
Partnerships, Strategy, & Programs

"SI Partners will prioritize tech partners when customers realize lasting, quantifiable value - and when the partner has real opportunity and genuine support to build a profitable delivery practice around it. Most vendor programs invest on the GTM side: co-marketing, MDF, co-sell mechanics for partner-sourced pipeline but are light on lead sharing. And prioritization is also a delivery-side decision - that runs on a different set of questions: Can my team build and deliver reliable, repeatable solutions on this platform? Can we make money doing it? Do clients who buy it stay and grow?

79% of SIs also prefer to work from a named accounts list to decide which deals to pursue, whether exclusively or alongside open territory. Generally, an SI is not looking for unqualified, broad introductions to a partner's list. In fact, an unqualified pipeline does the opposite of activating an SI. They need a qualified deal that they can actually close to start actively co-selling your product.

SI's APPROACH TO CO-SELLING ACCOUNT SELECTION





RONNIE KHER
AVP Partnerships & Alliances
xceedance

From inside SIs, they will look at these factors when choosing a tech partner: (1) Will you be bringing leads to the SI as well, or is this going to be a one-way relationship? (2) How straightforward is your value prop? (3) What is the average services engagement associated with implementing your product? (4) Is your product a must-have or a nice-to-have?



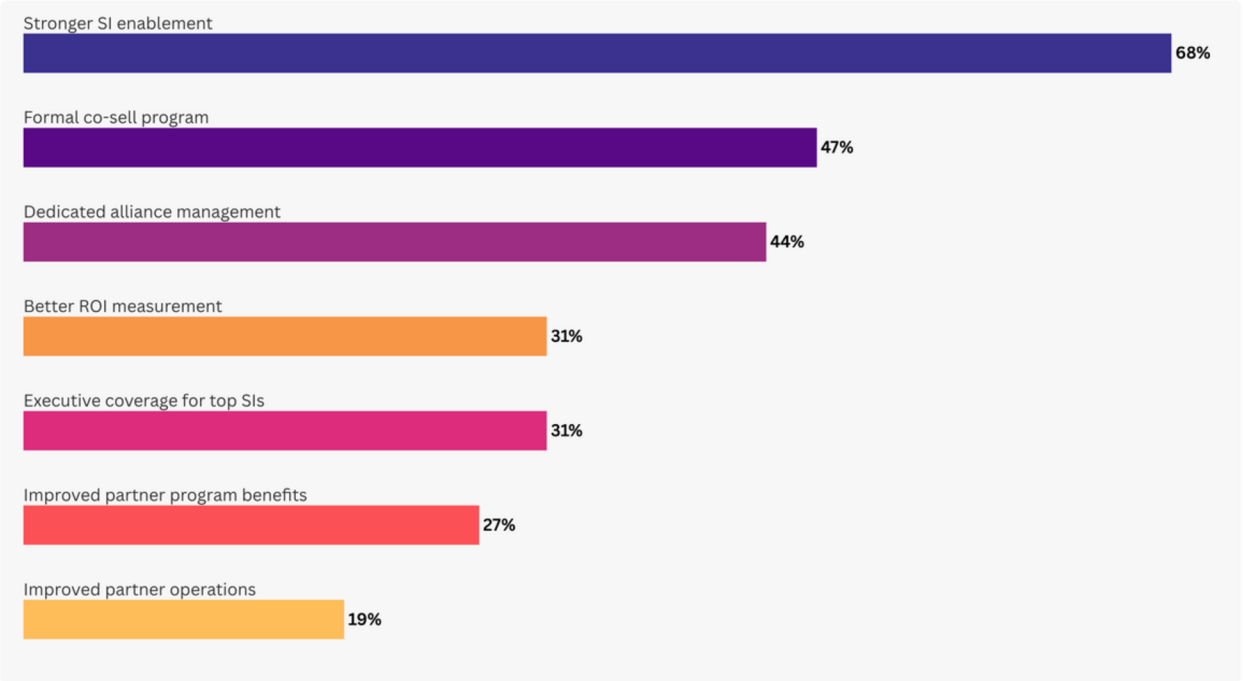
SARITA BAHETY
Strategic Ecosystem & Cloud Alliances Leader, EMEA

The biggest mistake technology partners make is treating partnerships as a pipeline when they're really an investment. A partnership is a handshake built on trust, consistency, and mutual value. Sometimes you're giving, sometimes you're receiving, and understanding that balance takes time and maturity. Show up with qualified opportunities, invest before you expect returns, and be clear about how you help us win together. If you're having the same conversation with five other GSIs, give me a reason to invest in yours. Differentiation earns attention; consistent execution builds lasting partnerships.

We see this disconnect further in an ISV's future investment priorities. ISVs plan to invest more in stronger SI enablement (68%) rather than in building a formal co-sell program (47%) in the next 12 months. But more enablement does little for an SI without qualified deals to work on.

If you want to bring a more qualified pipeline for your SI partners, then you should invest first in a better co-sell program.

FUTURE INVESTMENT PRIORITIES OF ISVS





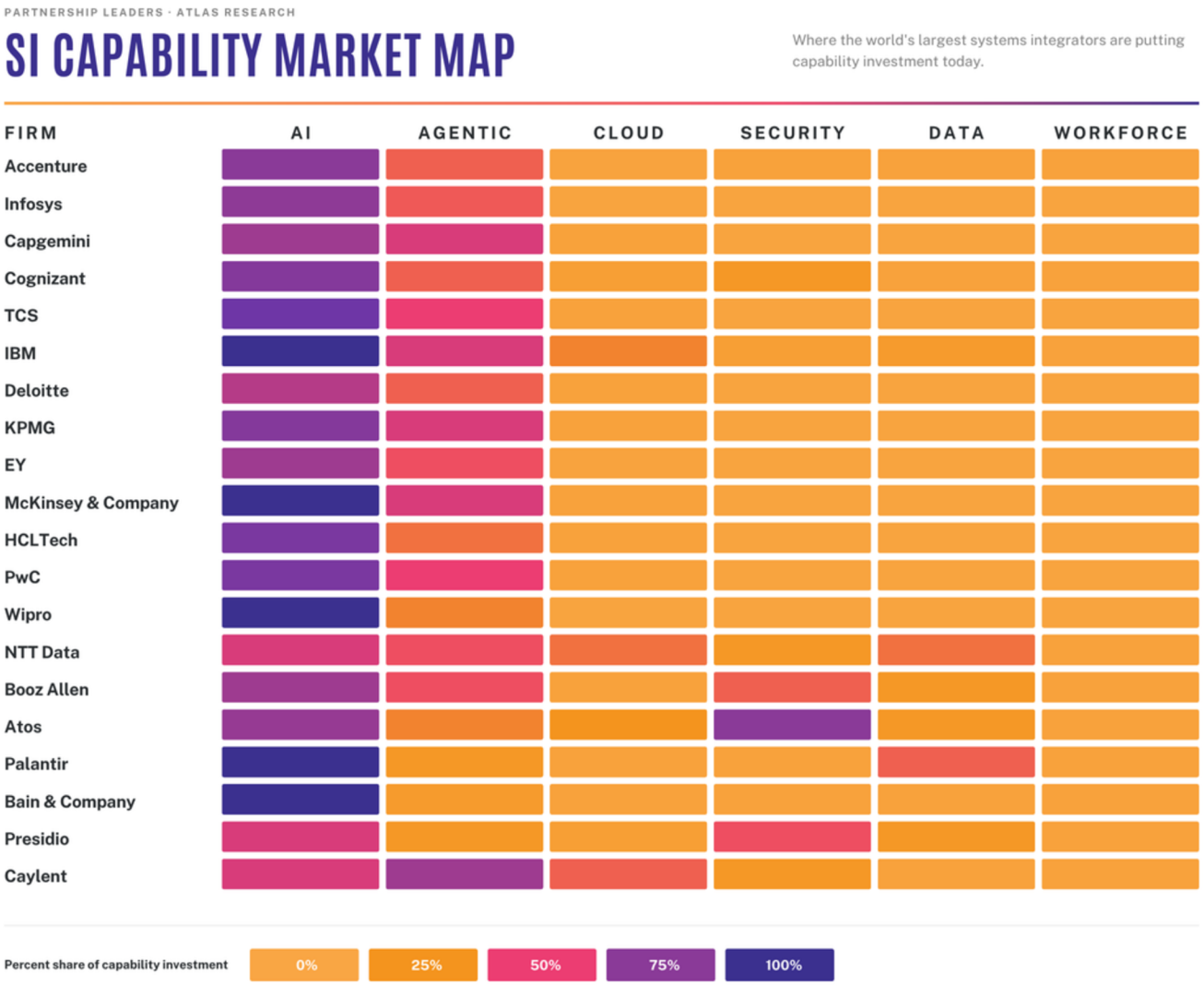
PETER FOGELSANGER
Consultant | Fractional Partnership Leader

Peter Fog

We stopped doing broad enablement and account planning up front. We paused the expensive onboarding until a first deal was actually in the pipeline. Hyper-focusing on first-deal identification got us to real value far faster.

AI IS THE TOP PRIORITY CAPABILITY FOR SIs AND TECH COMPANIES

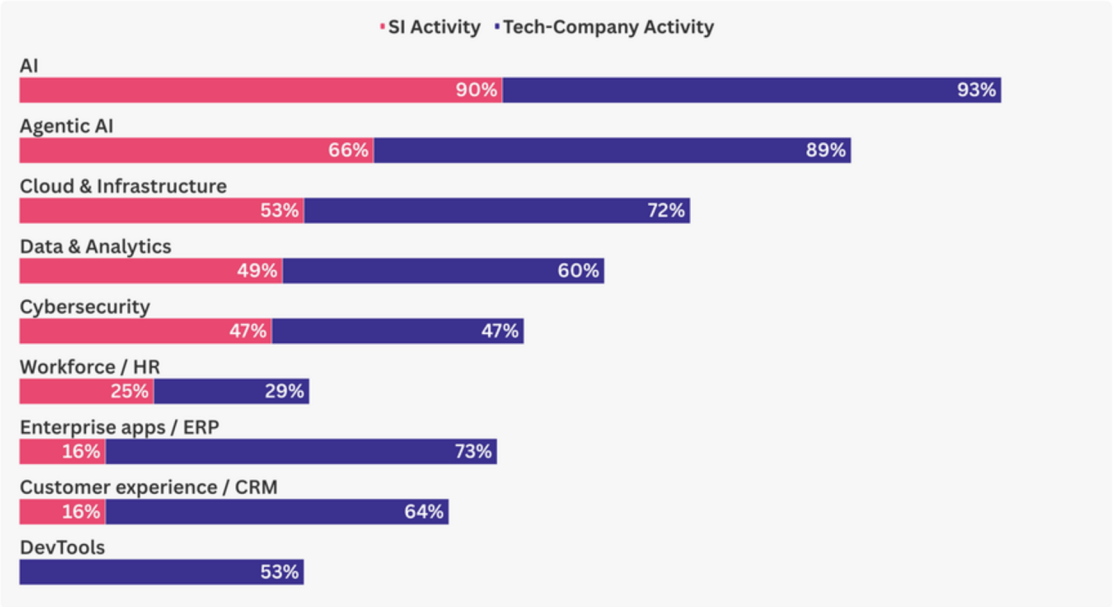
We built the SI Capability Market Map from public signals of the most active SIs, their practice announcements, hiring, case studies, webinars, and press releases, scoring where each places its bets across six capability areas. Agentic AI is the capability nearly every firm is building right now, far ahead of the rest.



We also created the SI-ISV Capability Gap Index to map and compare SI company activity to where ISVs are currently investing. We see that both SIs and ISVs are aligned on prioritizing AI and agentic AI capabilities for their clients.

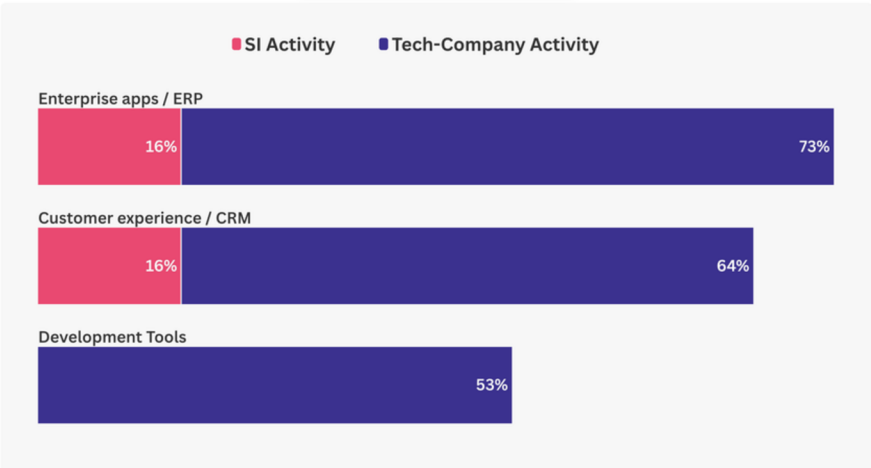
SI-ISV CAPABILITY GAP INDEX

Activity of 20 Most Active SIs vs. Activity of EC75* Technology Companies



EC75 refers to the top 75 technology companies in the Ecosystem Compass report

MISALIGNED SI AND ISV PRIORITIES



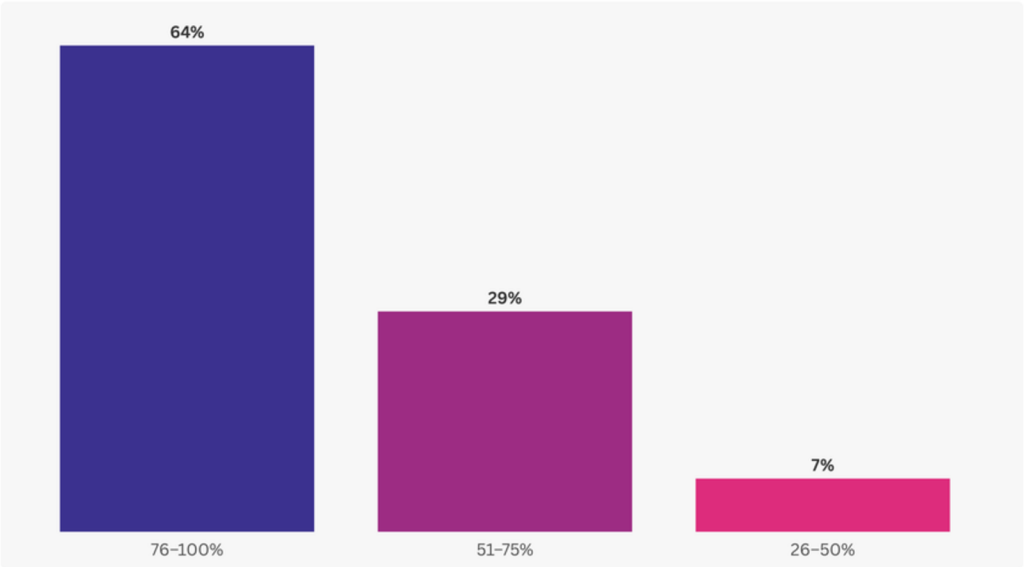


GAUTHAM PANDIYAN
Global Head of Partnerships - Solution Partners, Affiliates & Cloud Alliances
pendo

"The examples from OpenAI and Anthropic creating multi-billion-dollar services-firm JVs show how important services are in realizing the promise of AI. The massive investment of firms like Google and many others in FDEs illustrates the same. No better time to invest in the right services motions and partnerships.

The demand comes directly from clients. For 64% of SIs, almost all of their clients are actively exploring emerging technology in more than 75% of their current opportunities.

PERCENTAGE OF SI CLIENTS EXPLORING EMERGING TECHNOLOGIES



Some of the world's largest SIs are doubling down on these priorities with substantial investments in response to that client demand. EY, for example, is investing $1.4 billion into EY.ai, its agentic platform co-built with NVIDIA, to equip its tax professionals with AI agents that automate millions of compliance tasks a year.

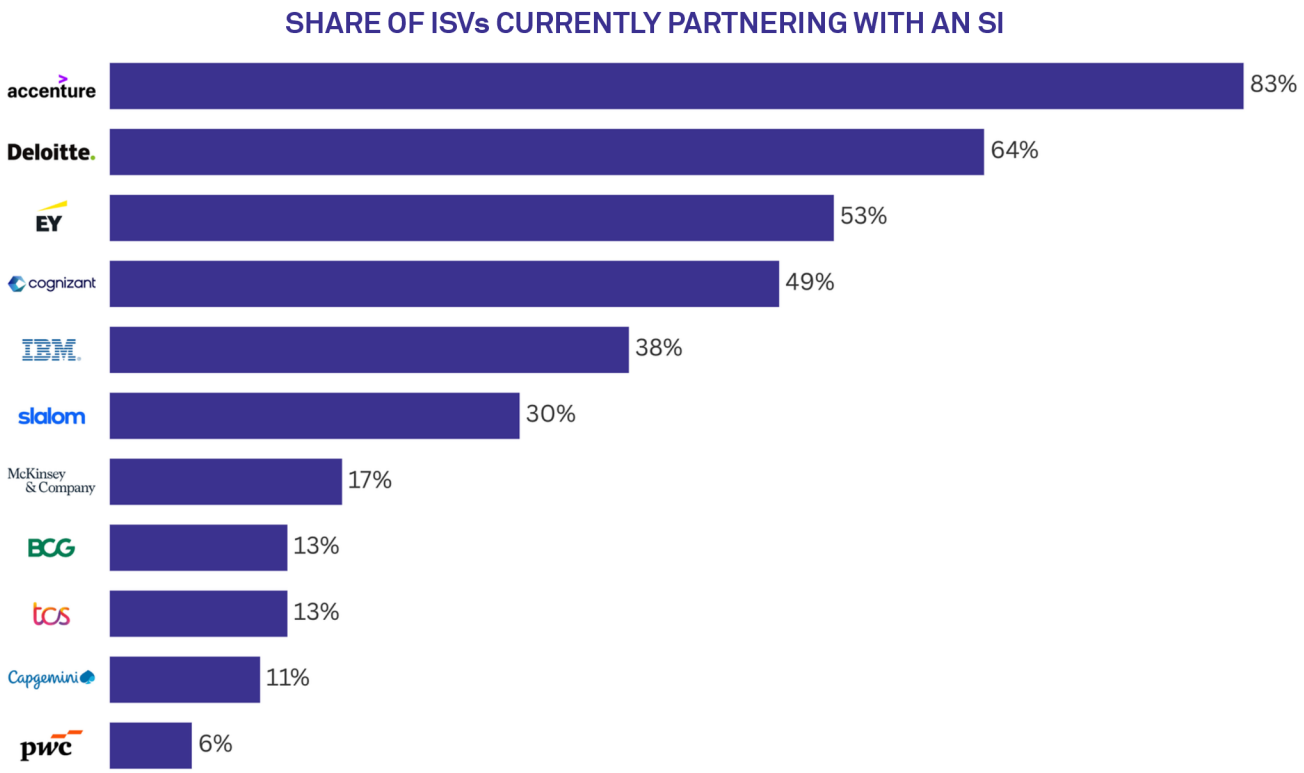
The ISVs likely to succeed with an SI are those that can offer a product well-suited to an industry the SI prioritizes. According to our survey, these are the top industries that SIs are prioritizing for growth over the next 12 months:

1. Financial services
2. Healthcare and life sciences
3. Manufacturing and industrial
4. Retail and consumer products

HOW TO PARTNER WITH THE WORLD'S TOP SIs AND ADVISORY FIRMS

Based on our survey with ISVs, the SIs they currently partner with the most are the following:

1 accenture
2 Deloitte.
3 EY
4 cognizant
5 IBM



As part of our research, we interviewed leaders at six of the world's largest SIs and advisory firms with material technology practices to understand what makes each partnership work.

Throughout these interviews, these leaders said ISVs too often treat them as channel partners and wait for deals to flow back to them. This is a major misconception, as these are professional services firms. Their primary function isn't to resell a product but to build services and deliver customer outcomes on top of them.

Each firm brings different capabilities and preferences to its partnerships. We built the profiles below based on our interviews with these leaders, so you can assess which SIs fit your product and what it takes to earn a partnership with each.

INSIDE THE TOP SIs: PARTNER PROFILES

BCG

BCG is one of the newer but fastest-growing players in partner ecosystems as a value orchestrator. BCG delivers strategy, transformation design, and value assurance, bridging that work to SIs, technology company delivery organizations, and FDE teams for execution at scale. The earlier BCG is engaged, the more value it delivers, shaping the plan and making sure the people, process, and platform changes transfer through to delivery.

We spoke with Jack Grey, who built BCG's partner ecosystem function and teams to understand how BCG decides where and how to invest to maximize investments as well as outcomes.



JACK GREY

Executive Director, Global Head, Partner Ecosystems and Programs

BCG

> ***Client value is always our North Star. Bring us in early as an interoperable part of the ecosystem, and we shape the outcome from the front. The benefits follow naturally.***

BCG partners seamlessly where it can uniquely coalesce capabilities around existing or new market opportunities tuned to client value.

> ***In collaboration with our partner ecosystem, we can assemble a team no single firm could build alone. Together, we turn a good idea into transformation clients can leverage today, and keep finding and building the next opportunity together.***

BCG commits where there's an opportunity to create something unique that can be delivered repeatedly at scale, and where its own practitioners will reach for the partnership to serve our clients as well as communities. Currently, BCG works to attract and engage partners across four archetypes, bringing the best insights and capabilities to clients across the broadest possible set of opportunities: Technology, Services, Research and Innovation, and Joint Venture.

EY

The EY organization helps clients turn transformation ambition into measurable business outcomes by bringing together business consulting, sector insight, technology alliances and delivery capability. Through the EY Partner Ecosystem, it works with ISVs and hyperscalers to co-create solutions that combine partner technology with the EY organization's business, functional and industry experience.

We interviewed Kelly Stratman, who has built and run the EY Partner Ecosystem for decades, to understand how the firm chooses its partners and decides which to keep investing in.



KELLY STRATMAN

Global Leader, EY Partner Ecosystem Strategy and Operations

EY

EY's top capabilities include the following:

- Enterprise advisory across the CxO agenda
- Alliance-enabled delivery across major platforms, including SAP, Microsoft and other strategic technologies
- Emerging technology and AI scouting
- Co-created industry solutions that combine partner technology with EY methodologies, assets and delivery experience

> ***We don't sell technology; we sell business outcomes. Your product gets pulled through, often more powerfully, because we're selling the outcome that drives consumption.***

EY firms tier technology partners based on strategic fit, client demand, mutual investment and the level of resources allocated to the relationship.

- S360: their top alliances, each with global reach and potential to deliver a billion dollars or more in revenue. This is where the EY organization concentrates its investment. SAP and Microsoft are two examples of S360 partners.
- Alliance: close to 100 firms serving sectors and geographies that meet specific business needs.
- Emerging: these are relationships EY teams collaborate with to test the relationship on a few motions prior to moving toward a major partnership deal.

Kelly explains that EY teams review every alliance each year against a three-year business case and give it two to three years to show revenue. It weighs a partner's own investment, the certified people it is building and the joint solutions in the market. They then scale those targets to a partner's maturity. For example, an emerging AI provider is not measured against the same revenue bar as an established partner like SAP.

> ***If the business case is there, we'll hit the key metrics. We treat tech companies as partners, not vendors.***

For a technology vendor, the way in is to team on a single client, show proof of joint value and demonstrate growth from there. A partner relationship with EY runs on trust, and when it works, it pays three ways: licenses for the vendor, services for EY and a measurable outcome for the client.

Deloitte.

Deloitte runs its largest technology relationships as dedicated alliance practices with global leaders and takes on new ones based on client demand rather than incentives alone.

We interviewed Jason Eichenholz, who runs Deloitte's global Snowflake alliance as well as its alliance with Anthropic, to understand what separates a strategic partner from a transactional one.



JASON EICHENHOLZ

Snowflake Lead Alliance Partner, Applied AI Ecosystem Leader

Deloitte.

Deloitte builds a named practice around each alliance it commits to, staffing it at a scale that reflects how significant that relationship is to them. Those practices cluster around a few deep capabilities:

- Enterprise data and AI delivery
- Salesforce and digital transformation
- Cloud and platform modernization

> ***You have to collaborate early. ISVs Companies shouldn't be calling us after a transformation is underway nor should we wait to engage them only after we've won the business. Both sides need to align early around what can drive the best outcome for the client.***

Deloitte measures alliances on hard numbers and mindshare.

Hard numbers: pipeline, revenue, vendor-sourced share, and certifications, a gauge of how healthy and visible a practice is inside the organization.

Mindshare: field engagement, joint solutions, and preferred access between the two sides.

According to Jason, field engagement is the hardest part to operationalize because co-sell success depends on how effectively account teams understand prior relationships and know when to engage an SI. It works best when a vendor's partner team educates its own sellers on how and why to engage.

> ***Strong alliance programs recognize the value of a deeper strategic relationship. The most effective models invest deliberately in the relationships that matter most.***

What earns Deloitte's commitment is differentiation. Most programs cluster the largest SIs like Deloitte in the same tier as regional players, with no real separation in deal-registration protection, product-roadmap access, or co-marketing. The vendors that team with Deloitte need to provide that separation, shifting the conversation from just the next deal to an actual multi-year relationship.

KEARNEY

Kearney is known as the firm that works hand in hand with clients to deliver impact and value. These outcomes connect strategy, strategic operations, and technology, bringing the best of the firm to each engagement. Kearney teams focus relentlessly on identifying sources of value, designing the processes and operating models to capture it, and driving implementation, adoption, and change until the outcomes are realized.

We spoke with Alanna Klassen Jamjoum, Partner and Global Head of Alliances at Kearney, about what the firm looks for in a technology partner and where it creates the most value for clients.



ALANNA KLASSEN JAMJOUM
Partner and Global Head of Alliances
KEARNEY

A market leader in strategic operations, Kearney is recognized for delivering end-to-end organizational transformation and deep functional strength:

- Supply chain planning
- Procurement
- Manufacturing
- Logistics and network optimization

Kearney's approach is pragmatic: get things done. That means deploying its ecosystem to help clients get more from the technology they've already invested in, and bringing in AI-first solutions where they genuinely accelerate impact.

> ***The best partners measure success the way we do — in the value a client realizes, not in-quarter software sales. That is what earns a place in the transformation from the start.***

Kearney runs a commercially oriented alliance ecosystem built on mutual value creation. Rather than a logo wall, Kearney commercializes alliances by embedding partner solutions and capabilities into distinct client value propositions and two-way deal flow. In practice, Kearney:

- Collaborates to identify and shape new opportunities at joint customers
- Positions partners early in opportunities to augment and strengthen the proposed solutions
- Builds distinctive joint IP and solutions combining Kearney's supply chain depth with leading technologies (e.g. BeroeMax – a procurement intelligence platform powered by Kearney insights)

It's expected that partners surface opportunities where Kearney's strengths are a force multiplier, and Kearney brings partners in upstream to inform technology choices while they can still be shaped. Working with Kearney creates new opportunities, and more importantly, results in deeper platform adoption and stickiness.

> ***Clients come to Kearney for our depth in Strategic Operations and for getting results. When a partner meets our functional depth and conviction, a technology decision becomes an integral part of delivering lasting change – creating mutual value for all parties.***

slalom

Slalom is a global business and technology consulting company that helps organizations solve complex business challenges through strategy, technology, and delivery. Successful technology partnerships are built around delivering measurable customer outcomes through joint innovation, consulting, and technology delivery.

We spoke with Adam Chadderdon, Global Partner Development Leader, Cloud, to understand how Slalom evaluates new technology partnerships and what it takes to build long-term success together.



ADAM CHADDERDON

Global Partner Development Leader

slalom

Where Slalom creates value with partners

- AI-powered business transformation: Helping organizations move from AI ambition to measurable business outcomes by combining strategy, data, governance, technology, and delivery to operationalize AI across the enterprise.
- Migration & Modernization: Designing, migrating, modernizing, and scaling technology platforms across AWS, Microsoft, Google Cloud, Snowflake, Databricks, Salesforce, ServiceNow, Adobe, OpenAI, Anthropic and other leading ecosystems.
- Business transformation and digital innovation: Combining strategy, customer experience, engineering, and delivery to help organizations achieve measurable business outcomes.
- Joint go-to-market and co-selling: Collaborating with partner field organizations to identify opportunities, develop solutions, and deliver successful customer engagements.

> ***Our strongest partnerships create value for everyone involved; the customer, the technology partner, and Slalom. We see the greatest success when there's meaningful implementation work to deliver and engaged field teams collaborating on a shared customer opportunity. This lays the foundation for deeper investment, enablement, and long-term collaboration.***

Rather than investing broadly in every new partnership, Slalom focuses on validating relationships through shared customer success and the ability to jointly create new pipeline through co-selling. An initial engagement demonstrates market demand, creates meaningful delivery opportunities, and establishes the foundation for deeper investment, enablement, and long-term collaboration.

> ***The strongest partnerships begin with a shared customer success. Demonstrate value through an initial engagement, then build a partnership that's tailored to how we go to market together and replicate that success. The partners that stand out, invest alongside us, align around shared priorities, and bring bold ideas that create long-term value for our mutual customers, rather than transactional demand generation.***

Successful partnerships with Slalom begin by engaging the alliance's organization around a meaningful customer opportunity. From there, the strongest partners collaborate on a tailored joint business plan, align investments with shared priorities, and execute a coordinated go-to-market strategy. This collaborative, customer-first approach creates the foundation for sustainable co-sell success and long-term growth.

ZS

ZS brings more than 40 years of life sciences experience to strategic alliances, but its partner value is broader than domain depth alone. ZS works with technology partners to turn platforms into outcome-based solutions by combining data, science, technology, and human ingenuity with platform implementation, industry workflows, and change management.

We interviewed Swati Gokhale, Principal and Head of Strategic Alliances & Investments at ZS – who built ZS's partner ecosystem – to understand what a technology vendor needs to partner well with a domain-led consulting and technology firm.



SWATI GOKHALE

Principal (Partner)

ZS

ZS focuses on building value-based partnerships which drive differentiated solutions within its ecosystem, rather than accumulating partners for the sake of volume. ZS does not collaborate with partners as a scale-only systems integrator or reseller but as a co-innovation partner that helps clients move from platform investment to measurable business impact.

Its top capabilities include:

• Domain-centric digital, data and AI-driven transformative solutions
• Data engineering, governance and analytics capabilities that help clients use complex data with more speed and confidence
• Platform consulting and implementation expertise across cloud, data and customer engagement ecosystems
• Regulatory, commercial and operational expertise across life sciences, healthcare, medtech, travel and hospitality

> ***No matter the industry, we bring deep domain expertise and turn it into outcome-based solutions on our partner's platform. That domain is the gap that turns technology solution into real business value.***

Partnerships that succeed include joint solution visioning and delivery for the client, co-innovation between ZS and the partner, and a demonstrated transformational mindset.

ZS is investing in these areas as they enhance their strategic alliances program:

- An expanded partner marketing function that translates alliance proof points into market-ready stories
- Deeper domain-led AI, generative AI and agentic AI workflows for life sciences and other priority industries
- Repeatable solutions and accelerators that help partner platforms solve specific client problems faster
- Expanded alliances such as AI ecosystem partners, alongside existing mature relationships

> ***Partnering with ZS is not about shared goals, it's about shared processes. Clean the process so everyone has low lift and high impact, and take the shortest distance to client impact.***

The vendors that align with ZS lead with a clear industry fit, a platform that can support real client workflows and a willingness to co-create assets that ZS consultants can take into client conversations. They educate the teams closest to client problems, simplify the path from use case to implementation and measure success by how quickly the joint solution creates value.

Get that right, and a focused solution with ZS can create more impact inside the industries ZS knows best.

THE FRAMEWORK FOR SUCCESSFUL SI PARTNERSHIPS

Our data suggest that an SI relationship is a journey that deepens in stages. We created the SI Partnership Progression Framework and the SI Co-sell Activation Playbook to clearly map that journey across four stages as organizational commitment grows from a single advocate to a funded, executive-sponsored alliance.

It lets a partnership leader locate a specific relationship on the framework and see the appropriate activities, what the SI expects based on our Activation Driver Index, and what will move it to the next level.

THE SI PARTNERSHIP PROGRESSION FRAMEWORK

HOW AN SI'S COMMITMENT TO A TECH PARTNER EXPANDS

1. CHAMPION

One advocate inside the SI has a genuine, personal stake in the partnership's success. They make introductions, run casual trainings, and help navigate deals, sometimes because building a Center of Excellence looks like a career opportunity for them.

2. CENTER OF EXCELLENCE

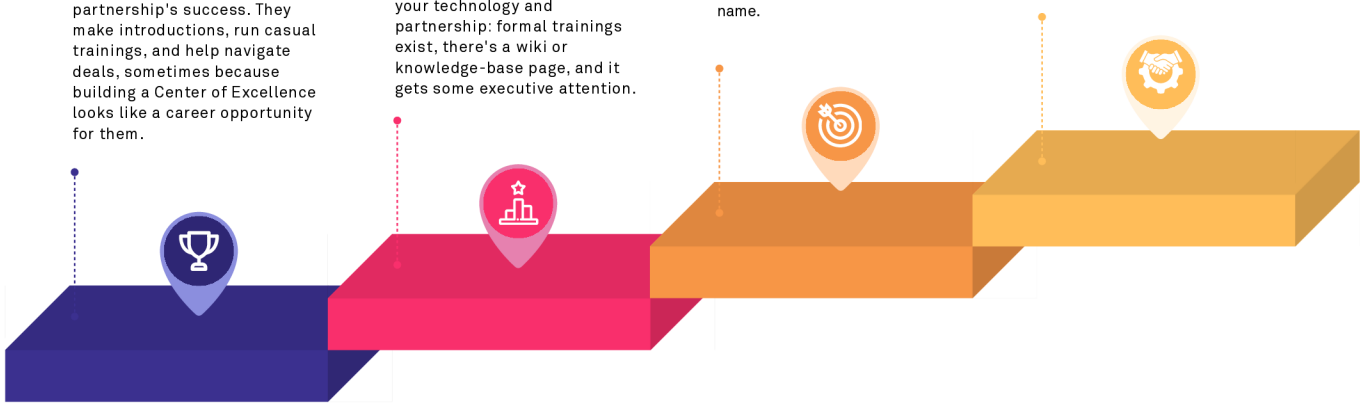
The SI now has an official person or group responsible for the company knowing about your technology and partnership: formal trainings exist, there's a wiki or knowledge-base page, and it gets some executive attention.

3. PRACTICE

The SI has dedicated staff to your technology, with stated goals, a practice leader, and a vested interest in selling it to existing clients. They market it internally, sometimes publicly, but may still not market your partnership by name.

4. STRATEGIC ALLIANCE

The SI's executives have decided to partner. Budget is allocated specifically to accelerate the partnership's growth, marketing and PR happen for your partnership by name, and technical delivery and account management are both easy to reach.



THE SI CO-SELL ACTIVATION PLAYBOOK

WHAT TO DO AT EACH PROGRESSION STAGE

	1. CHAMPION	2. CENTER OF EXCELLENCE	3. PRACTICE	4. STRATEGIC ALLIANCE
SIGNALS FROM THE SI	The SI has one internal advocate with a genuine, personal stake in the partnership's success.	The SI has an official person or group that owns awareness of your technology and partnership: formal trainings, a wiki page, some executive attention.	The SI has dedicated staff, a practice leader, and stated goals, and markets your technology internally. It may not name your partnership yet.	The SI's executives have decided to partner. Budget is allocated to accelerate growth, and marketing and PR now happen for your partnership specifically.
ACTIVITIES TO TAKE	Find the person with a real stake in this succeeding. Help them make internal connections and run casual, informal trainings.	Get the group a wiki page and a formal training slot. Push for a few minutes of genuine executive attention.	Support the practice leader's internal marketing with real content and proof points. Push to get your partnership itself named alongside the technology.	Help build the budget case for accelerating the partnership. Get a marketing or PR moment named to this specific alliance.
WHAT SIs SAY THEY NEED	A reason this helps them personally: a career story, a win, or a skill they get credit for.	Content they can put in a wiki and teach from repeatedly.	Proof this practice can sell and deliver profitably before they'll market it by name.	Executive sponsorship and a dedicated budget line.
STEPS TO MOVE TO THE NEXT STAGE	The champion gets official backing from the SI: a wiki page, a trainer, or a title.	The SI's leadership dedicates staff and names a practice leader.	The SI's executives decide to partner strategically and fund it.	Top of the framework. Hold it with a yearly executive check-in and steady retention numbers.

At the start, the priority is to get the SI qualified customer referrals. A lone advocate commits once winnable deals actually flow to them, so routing early opportunities to your champion is what turns curiosity into a real internal stake and earns the SI's first investment in you.

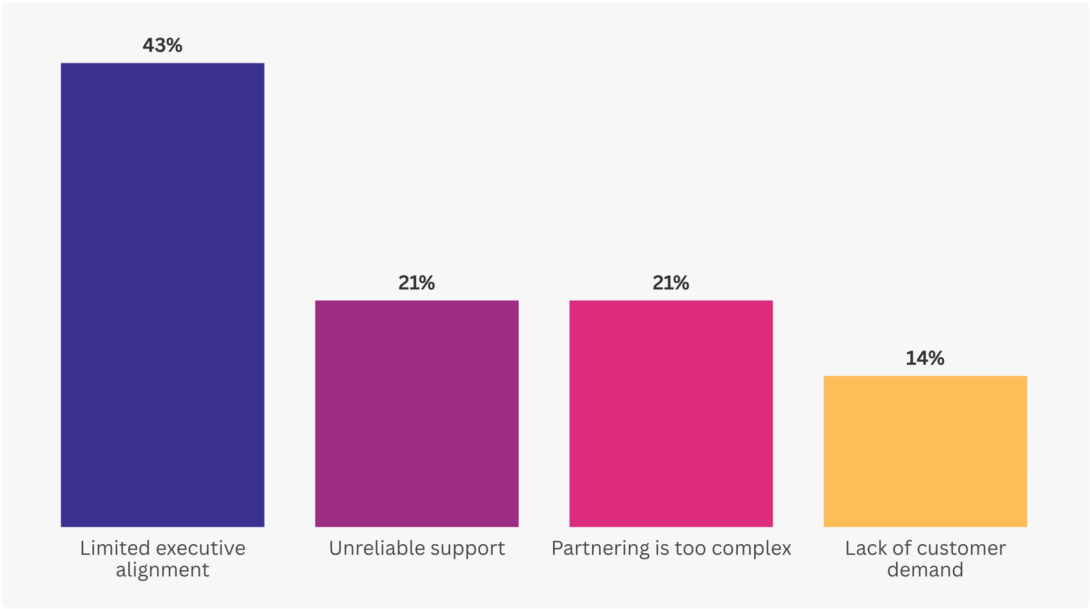


MATT IRVING
Global Ecosystem Consultant | Fractional Partnership Leader

Customer Success is a key stakeholder. I helped teams see the value of having an SI at the table to identify adoption gaps and navigate the parts of the org that controlled AWS infrastructure spend, which let us drive depth, keep the customer, and unlock expansion.

At the highest end of the framework, two things turn a relationship into a Strategic Alliance: executive sponsorship and joint go-to-market. Both are harder to earn, and both depend more on the vendor's own organization than on the SI. In fact, executive alignment is a top challenge for SIs when partnering with an ISV.

TOP TECHNOLOGY PARTNERSHIP CHALLENGES





JONATHAN SHORE
Fractional Partner GTM Strategy

Get executive buy-in for your partner strategy and align every sales leader on it, so they know partners are there to help them hit their goals. Make sure internal and external incentives align with that strategy. A disconnect between your partner strategy and how you incentivize your teams will inhibit your ability to achieve your goals.



RAINIE SPIVA
Director, GSI Partnerships & Alliances

I've had to help leadership understand the Alliance Revenue Flywheel: recruit, enable, align, pipeline, revenue. GSI alliance leaders scale revenue through partners, and it won't be monetary at first. This process can take 9 to 12 months to produce revenue, measured on managed business objectives first, not deals registered.

Joint go-to-market only happens if your own field wants to co-sell. Day-to-day, the individual seller decides whether a partner enters a deal. If they see the SI as one more relationship to manage rather than a shortcut to closing, co-selling never starts.



DAN ELIASI
Global Head of Channel Partnerships
zapier

The biggest thing I've learned is how much SI partnerships are decided upstream. By the time a deal surfaces, the positioning is largely set. If your product isn't already in a consultant's toolkit when they're scoping an engagement, you're not losing late, you're losing early and just finding out late.

Make partner-attach rate a metric for your sellers, give the alliances team real authority over how SIs enter a deal, and involve customer success early, since renewals and expansion increasingly depend on partner-delivered outcomes.

CONCLUSION

SIs are critical partners for technology companies because of their deep client relationships which influence purchasing decisions and the services and capabilities they offer which help customers implement and adopt new technology. Technology companies are critical partners for SIs because they provide the innovative technology which underpins their transformative client work and access to insights which allow them to maintain trusted expert status. Both sides want the other to provide client referrals as a primary value driver of the relationship.

Throughout our research, we identified three challenges that both SIs and ISVs are facing today as they run their partnerships:

- SIs do not want to feel like they are being treated as channel partners or resellers.
- SIs and ISVs both want to co-sell, but most do it far less effectively than they could.
- SIs and ISVs struggle to convince their sellers and executive team to treat their partnership as a strategic priority.

Here's how you can overcome them:

Help SIs sell more services.

SIs build services and deliver customer outcomes. What they need is a clear story of how your capability fits into their services and advisory work. Map your technology to the SI's existing service lines, show their practice leads where it strengthens the outcomes they already sell, and give them a narrative they can take to their own clients.

Build more pipeline for your SI around your product.

Co-selling is reciprocal. Bring named accounts and live opportunities to the SI before asking for their commitment, share where you see demand in their client base, and make introductions into real deals. Pipeline is what earns the attention of their sellers and turns a signed agreement into an active revenue relationship.

Find an executive champion for your SI strategy.

Someone senior has to own the relationship and be accountable for what it delivers, otherwise it never becomes a priority for anyone. Agree on the incentives you will give your partners, the objectives of the partnership, and the solution or outcome you will both sell to clients. Build the partner into account plans and seller compensation so the relationship is core to how your teams hit quota. Getting those right is crucial to make the partnership successful.

If SI partners are a strategic priority for you, connect with the Partnership Leaders team to review your approach and for support with accelerating outcomes with your priority partners.