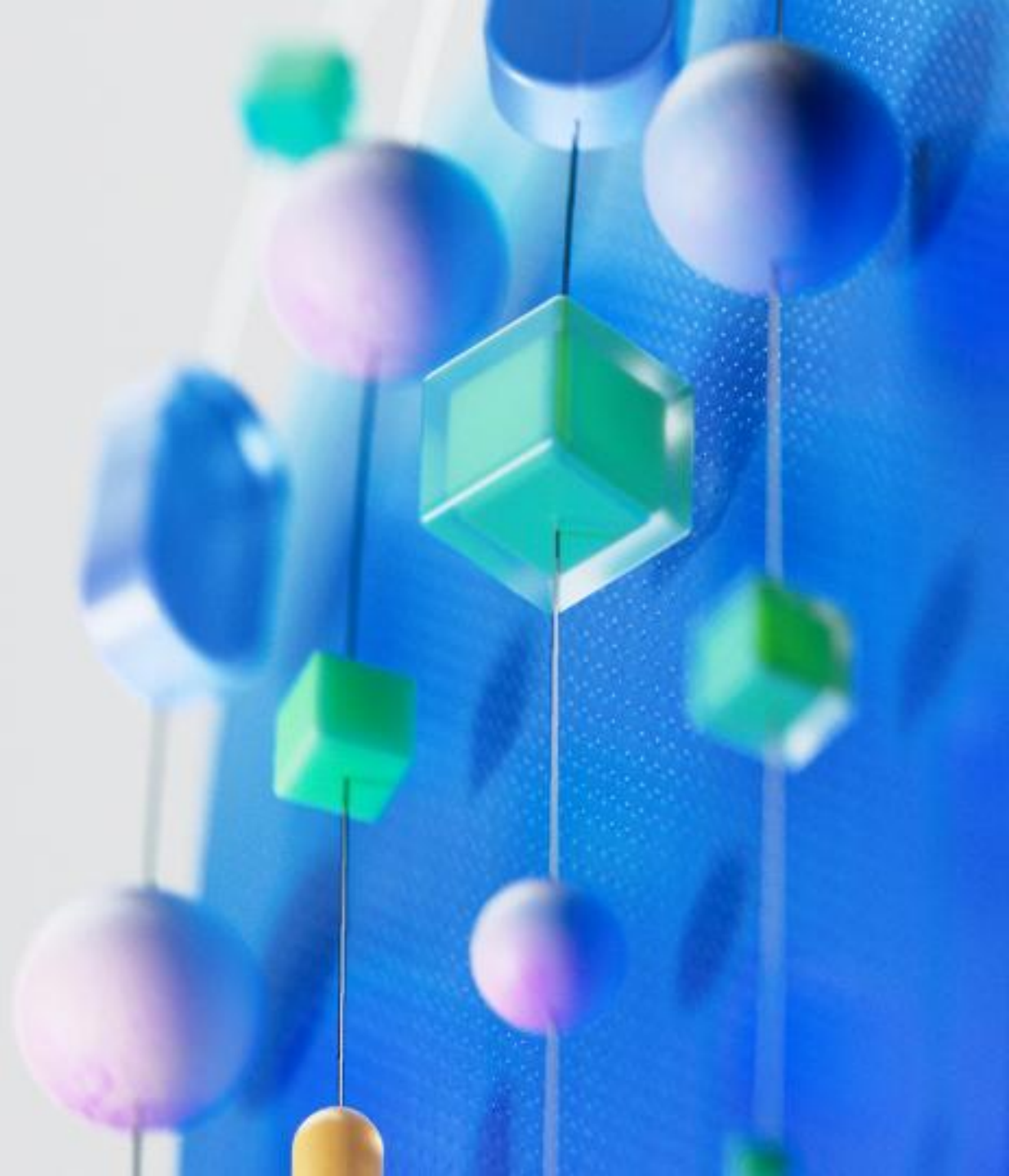




# SDC Partner Growth Sprint Financial Wins with Co-Sell & Marketplace

March 24<sup>th</sup>, 2026





Goal

**Understand how to unlock incentives,  
close bigger deals and increase ROI**

# Agenda and Speakers

## Section 1 The Acceleration Path



**Lucila Oliveira**  
Director, Americas SDC

## Section 2 Marketplace as Business Accelerator



**Kevin R. Libby**  
Director, Americas EPS

## Section 3 Turning Incentives into Financial Impact



**Monika Vohra**  
Senior Business Strategy  
Manager

## Section 4 Marketplace Economics



**Carmen Ferreyra**  
Director, Americas SDC PDM

# Before we start...

? Have you ever heard the word "SDC"?

→ SDC = Software development Company

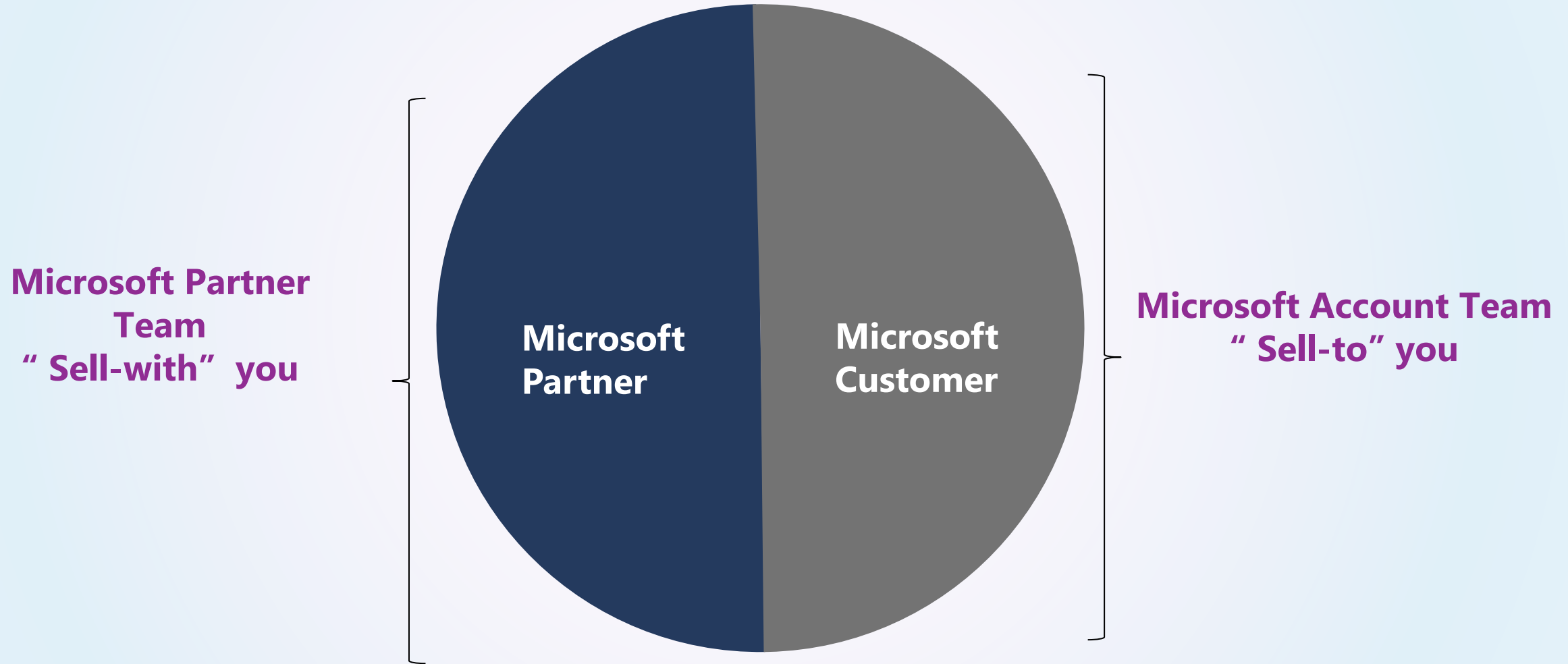
? How about MACC?

→ MACC = Microsoft Azure Consumption Commitment (MACC)

? What is the value of MACC?

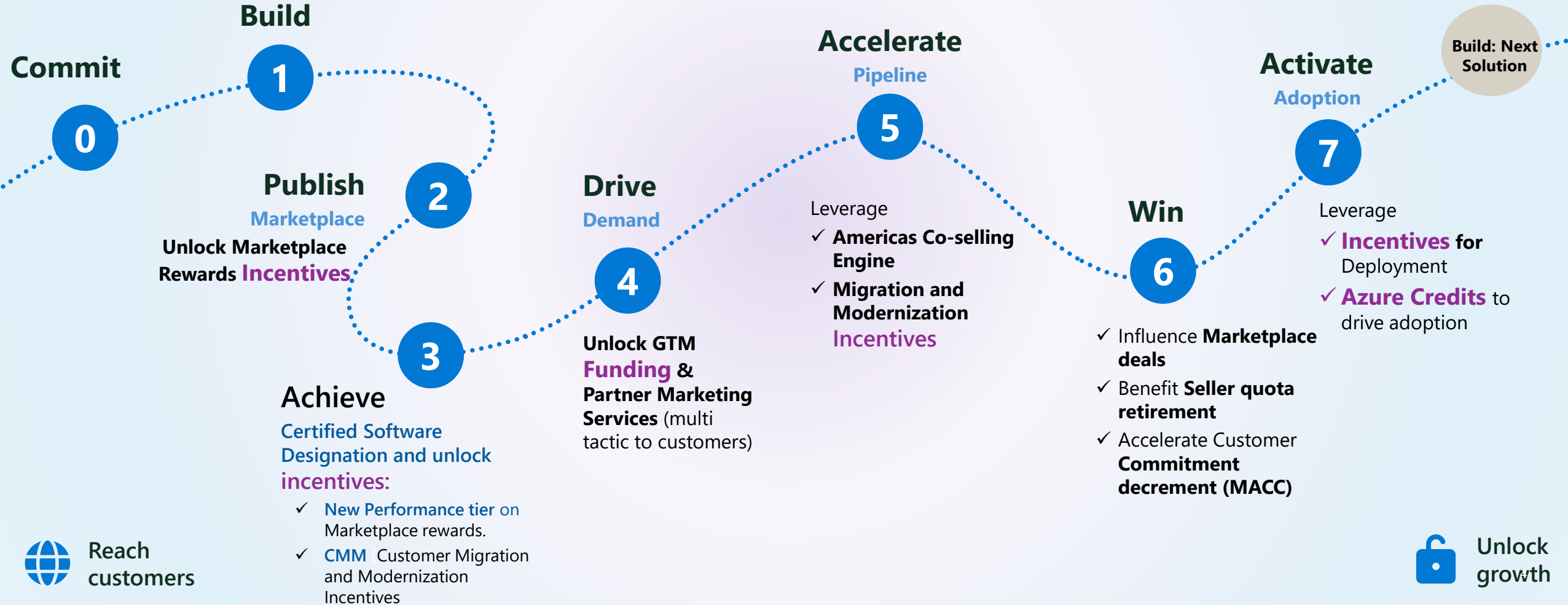
→ Strategic Relationship + unlock funds + realize cost efficiencies

Your company is Microsoft Customer and Microsoft Partner  
and might have a MACC...



...and your customer might have a MACC too

# The Partner Path of Acceleration



**How can you accelerate sales through marketplace and unlock sales incentives?**



# Marketplace as Sales Accelerator

Kevin R. Libby  
Director, Americas EPS



Introducing

# Microsoft Marketplace

Your trusted source for cloud solutions, AI apps, and agents



AI apps and agents  
for every use case.



Comprehensive catalog across  
cloud solutions and industries.



Integrated experience from  
discovery to deployment.

[Marketplace.Microsoft.com](https://Marketplace.Microsoft.com)

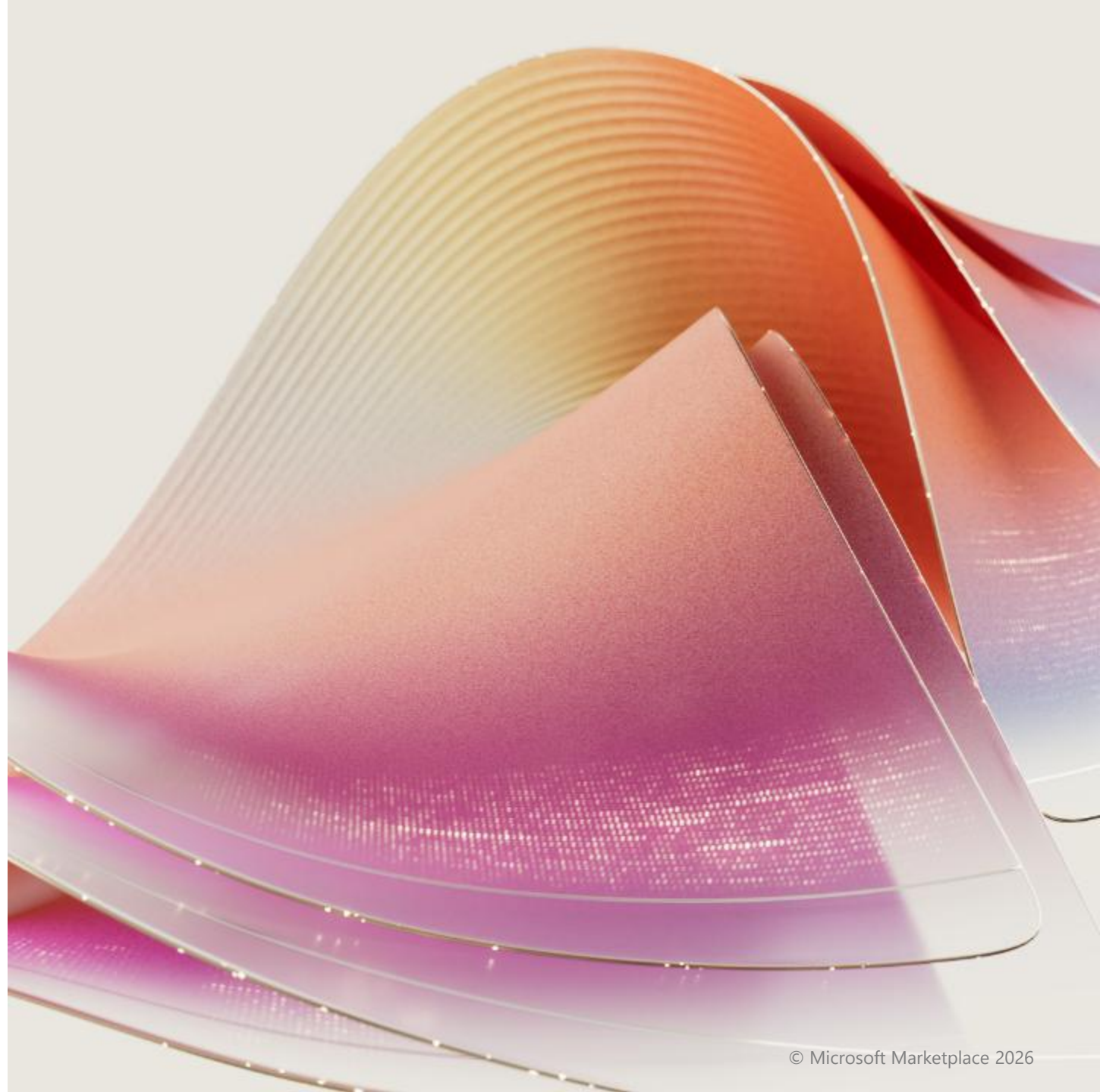
# Microsoft Marketplace framework



*These logos are for representative purposes only, this is not an exhaustive list*

Microsoft Marketplace:

# Value for software companies



# Value for software companies



Reach new customers.



Designed for digital self-service.



Scale with channel-led sales.

Drive growth

# Marketplace momentum

Customers and software companies are rapidly adopting marketplace...



## Customers

- Shift to modern procurement
- Spend smarter with efficiency
- Govern with agility
- Immense selection of apps
- Leverage cloud commitments



**Cloud marketplace opportunity expected to grow up to \$163B by 2030\***



## Software Companies

- Lower COGS
- Increased deal velocity
- Less deal friction
- Expanded/global reach
- Access to ecosystems

\*Omdia Hyperscaler cloud marketplace spend 2024-30 September 2025

# Why should software companies adopt Microsoft Marketplace?



Access and alignment to **billions of customers** who utilize Microsoft software and services



**1000s of customers with cloud commitments** and millions of customers with cloud solution provider licensing contracts



The **largest partner ecosystem** with deep customer relationships to build with and sell through



Marketplace is the vehicle to **participate in Co-sell** with Microsoft sellers

# Microsoft Marketplace

2X

Revenue  
growth

75%

Increased  
deal size

6M

Monthly active  
shoppers

Revenue projected to 3X in FY26

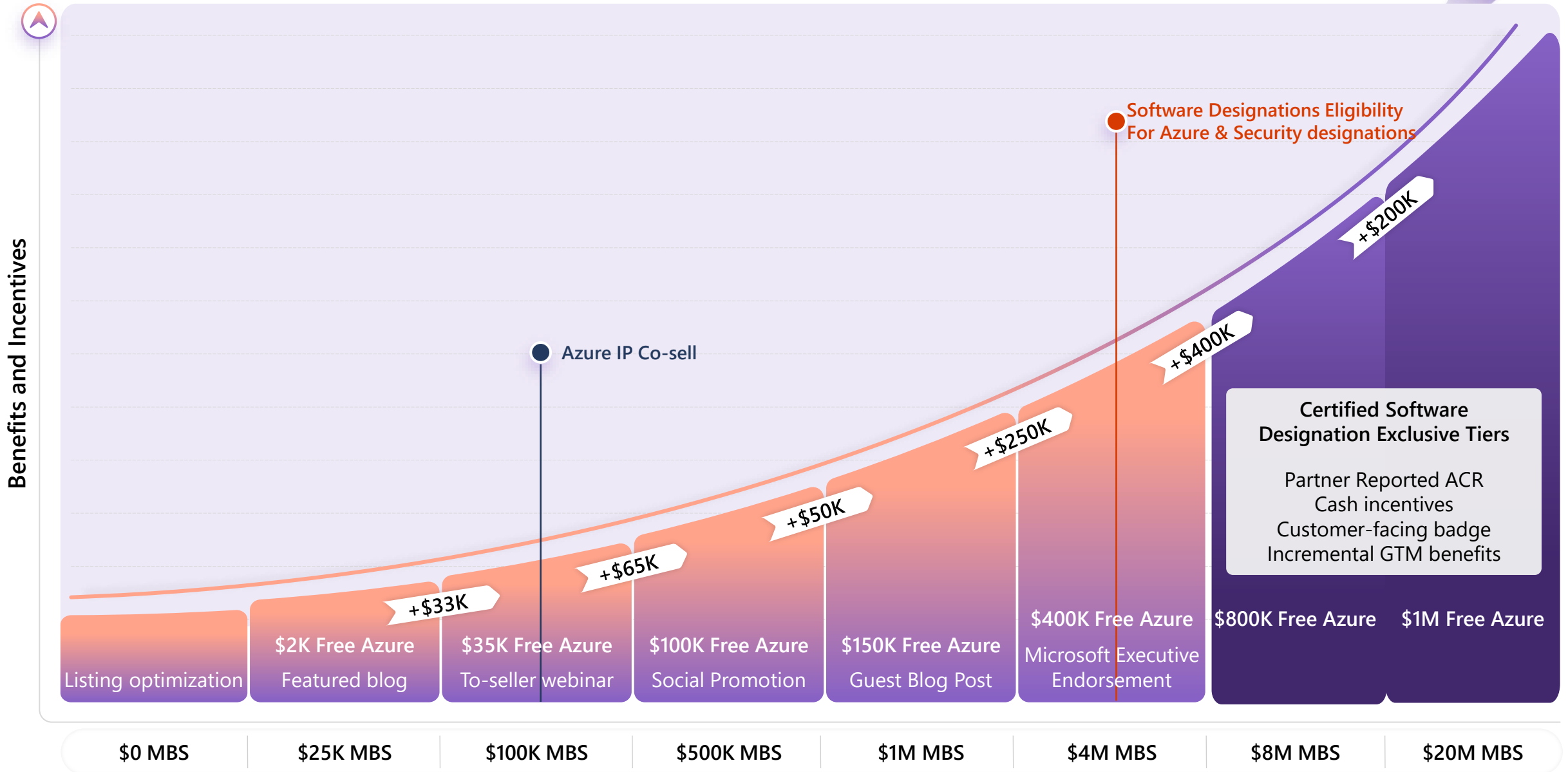
# Partner success with Marketplace Rewards

**7X**

**Higher marketplace  
billed sales**

\* Based on comparing transactable publishers that used 1 or more program benefits to those that did not use any program benefits.

# The more you perform, the more you earn



Microsoft Marketplace:

# Cloud Commitment Decrement

# Partner MACC

Partner MACC



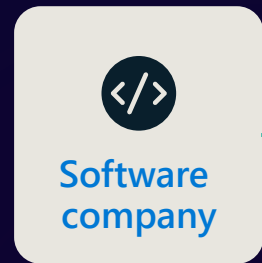
Microsoft Marketplace:

# How application are sold

# How applications are sold through marketplace

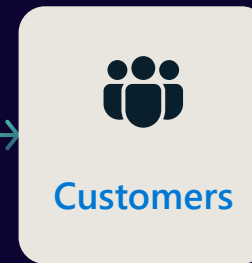
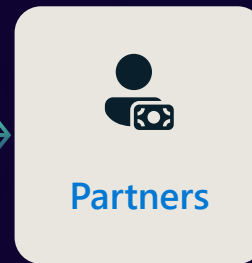


Software companies have three paths to sell their apps to customers through marketplace, two depend on channel partners.



software company to customer

(Global)



software company to channel partner to customer

(CA, UK, US)



software company to CSP partner to CSP customer

(Global)

# What are resale enabled offers?



**Resale enabled offers** give marketplace software companies the ability to allow their channel partners to sell their existing offers on their behalf.

---



Using this capability, software companies grant chosen partners the **ability to sell private offers** in specific markets.

---



Once enabled, **channel partners can create and manage marketplace private offers on the software company's behalf**, without any further action required from the software company.

# Call to Action | Marketplace

## Software Companies



**Call to action**



Build on Azure, Publish transactable offers



Engage & equip your channel



Grow your business with the right marketplace deals for your partners and customers

Resources: [aka.ms/resale-enabled-offers](https://aka.ms/resale-enabled-offers)



# Turning Incentives into Financial Impact

**Monika Vohra**  
Senior Business Strategy Manager



# Investments in Each Stage of SDCs business cycle

Build-with

Sell-with

## Building Solutions

### ISV Build & Publish

**Hero Motion:** Up to \$100K for deploying & publishing an AI app

**Eligibility:** CSD Partners

### Resources

[ISV Partner Incentive Walking Deck](#)

## Pre-Sales Support

### ISV Customer Migrate & Modernize (ISV CMM)

**Hero Motion:** Up to \$25K in pre-sales assessment

**Eligibility:** CSD Partners

### Resources

[ISV Partner Incentive Walking Deck](#)

## Closing on Marketplace

### Marketplace Rewards

**Hero Motion:** Up to **\$1M Azure sponsorship per partner** per year for Marketplace deal closure

**Eligibility:** All partners, allowance based on MBS tier. Amount per oppty based on deal size

### Resources

[Marketplace Rewards](#)

[Benefits-Transact](#)

## Driving Deployment


### ISV Customer Migrate & Modernize (ISV CMM)

**Hero Motion:** Up to \$175k in post-sales deployment

**Eligibility:** CSD Partners

### Resources

[ISV Partner Incentive Walking Deck](#)

 **Guidance:** Present these investment opportunities as complementary options designed to accelerate partner success. *Additional case-by-case opportunities may be available—reach out to discuss specific partner needs.*

# Pre-sales investments to drive deal momentum

Investment	Description	Eligibility	When to use	When not to use	Best Practice	Resources
Build & Publish	Up to \$100K in cash for completion building and publishing AI apps	Certified Software Designation (Azure, Industry and Security)	Incentivizing ISVs to use AI and publishing to Marketplace	Not infusing AI, no intention of transacting on the Marketplace.	For SaaS AI net new or modernized solutions with the intent to transact on the marketplace.	<b>Partner facing deck</b> <a href="#">ISV Partner Incentive Walking Deck</a>
ISV Customer Migrate & Modernize	Up to \$25K in cash for completion of Migration or deployment Assessment	Certified Software Designation (Azure, Industry and Security)	<b>Hero program</b> for driving pre-sales assessments	Not to stack with ECIF.	Intent to close the deal on Azure and drive deployment	<b>Partner facing deck</b> <a href="#">ISV Partner Incentive Walking Deck</a>
Marketplace Rewards	MAICPP offer which provides GTM benefits including Azure sponsorship which can be awarded to customers to close deals, or used by partner to offset infra costs from free trials of Marketplace offers.	<ul style="list-style-type: none"> <li>Must be a Microsoft partner and published to Marketplace</li> <li>Amount of sponsorship available varies by tier based on performance (primarily MBS)</li> <li>Policies apply around award amount, duration: <a href="#">MR Azure Sponsorship FAQ</a></li> </ul>	Strategic, must-win deals, compete scenarios	To offset partner's production costs/consumption, Marketplace fees	Ensure all stakeholders (partner, customer, deal team) is aware of sponsorship policies and limitations, and customer is ready to start consuming the sponsorship right away.	<a href="#">Marketplace Rewards Benefits-Transact</a>

# Post-sales investments to unlock deals & accelerate deployments

Investment	Description	Eligibility	When to use	When not to use	Best Practice	Resources
ISV Customer Migrate & Modernize	Up to \$175K in cash for completion of deployment	Certified Software Designation (Azure, Industry and Security)	<b>Hero program</b> for driving post-sales migration and deployment	Intent to close the deal on Azure and accelerate deployment	Deals requiring higher than \$175K funding	<b>Partner facing deck</b> <a href="#">ISV Partner Incentive Walking Deck</a>

# Build and Publish

## What is it?

Up to \$100K in cash to better enables our ISVs infuse AI into solutions and help build custom cloud-native applications that will accelerate business growth.

## How to use it?

Use Build & Publish to subsidize and prioritize publishing solutions to Microsoft Marketplace

Partner Eligibility: Certified Software Designations in Azure, Industry or Security

- Solution Architecture showing qualifying services (**AI + Data or App – Pick 2 model**)

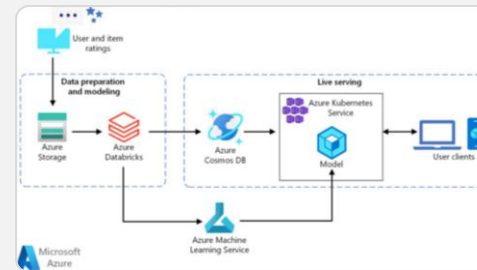
Partner Survey

Marketplace Published Solution URL

Upload invoice in USD

## Real Use Case

Azure Certified Software Designations Partner modernized an existing solution using Azure Machine Learning Service and Azure Databricks (AI + Data). Partner submitted POE with new description of solution



## Resources

Partner facing deck ~ [ISV Partner Incentive Walking Deck](#) hosted on MCI resources page [here](#)

Terms & Conditions document <https://aka.ms/incentivesguide>

Build and Publish PoE Template: [Build and Publish PoE Templates .pptx](#)

Support Alias: [azurepartneroffering@microsoft.com](mailto:azurepartneroffering@microsoft.com)

### Incentive payouts

**\$100K USD** Maximum earning opportunity (L+)

Offer	Project Size per Year (Planned Azure Consumption in year 1)	Partner payment* Market A   B		Duration	Phase
Extra-Extra Small (XXS)	\$5K-\$15K	\$5,000			Build & Publish
Extra Small (XS)	> \$15K-\$50K	\$20,000	\$16,000	120 Days	Build & Publish
Small (S)	> \$50K-\$100K	\$30,000	\$24,000		Build & Publish
Medium (M)	> \$100K-\$250K	\$60,000	\$48,000	200 Days	Build & Publish
Large (L+)	> \$250K	\$100,000	\$80,000	260 Days	Build & Publish

# Customer Migrate & Modernize

## What is it?

Invests up to

- Up to \$25K in cash for POV or Migration assessments AND
- Up to \$175K per deployment for securely and efficiently moving customers onto the ISV's Azure-based solutions.

Supports both **ISVs and SIs** doing deployments for ISV end customers.

## How to use it?

Use CMM to land and accelerate new customer acquisition, migration, modernization, and expansions

**Partner Eligibly:** Certified Software Designation (Azure, Security, Industry AI)

**Process** (for partner)

- Size the funding by taking ACV and applying average ACV to ACR conversion
- Receive customer consent
- Complete deployment and POE

## Real Use Case

Many top GISV/ISVs are actively using the added investment to scale customer wins to Azure by programmatically passing on the funding to their customers via a deployment subsidy and/or using the funding for their market development efforts

## Resources

Partner facing deck ~ [ISV Partner Incentive Walking Deck](#) hosted on MCI resources page [here](#)

CMM nomination process video ~, direct link is here [View the how-to video](#) (partners can download and view)

For operational questions ~ [azurepartneroffering@microsoft.com](mailto:azurepartneroffering@microsoft.com)

# Let's demystify...common questions about benefits

Can we use these incentives if our business was born in the cloud?

Absolutely!

Isn't "migration" just a customer from on-prem to the cloud?

No. Msft looks at incentives to drive ACR thru competitive moves, footprint expansion, new customers, AND migration.

Can we "stack" funding incentives for a customer deal?

Yes, to a point. Funding incentives can be stacked, but ECIF can NOT be combined with funding incentives.

There are so many MAICPP benefits. How do we know which ones are right for my organization?

Work with your PDM to understand all eligible incentives and determine the right ones for your organization.

Does Microsoft dictate how to use these Incentive dollars?

No. You have full control over the money received from AMM or Build and Publish.

# In summary...



**Partner Marketplace Transactions > \$8MM (life-to-date)  
With deal with expected \$100K Annual Consumption**

Build and Publish	Pre-Sales Support	Closing Deal	Driving Deployment
\$30k	\$15k	\$800k	\$40k

**🔒 \$885k (\*) Do not leave money behind! 📣**

(\*) It is an estimation based on average pay out tranche



# Marketplace Economics

**Carmen Ferreyra**  
Director Partner Development Manager



# Who Cares About Marketplace Economics — and Why

- **Primary Stakeholder: CFO / Finance Leadership**
- **Why this matters :**
  - **Capital Efficiency**  
SDC investments **offset customer budget constraints** without increasing internal sales or marketing spend.
  - **Revenue Quality**  
Larger ACV and multi-year TCV expansion improve **revenue durability** and long-term growth visibility.
  - **Cash Flow**  
Marketplace enables **earlier cash-in** through upfront or accelerated payments, improving liquidity and forecasting predictability.
  - **Margin Transparency**  
Marketplace transaction fees are **clearly defined and predictable**, enabling informed ROI decisions.

# Who Cares About Marketplace Economics — and Why

“Marketplace economics directly **influence cash flow timing, deal size, and ROI** — making CFO alignment critical for scale.”

# Marketplace Economics for Partners

## Capital Efficiency

- + **SDC Investments**(i.e. Marketplace rewards- sponsorship credits, CMM, etc.)
- + **Reduction on vendor onboarding time**
- + **Reduction on new sales headcount or offices**

## Revenue Acceleration

- + **ACV and TCV expansion**
- + Improved cash-in timing (**earlier collections**)
- + **Incremental net-new revenue** via Marketplace public listings and/or MACC alignment

## Cost Considerations

- Marketplace **transaction fee**
- **One-time costs** from integration and onboarding
- *Additional GTM and marketing operating expenses (If applicable)*

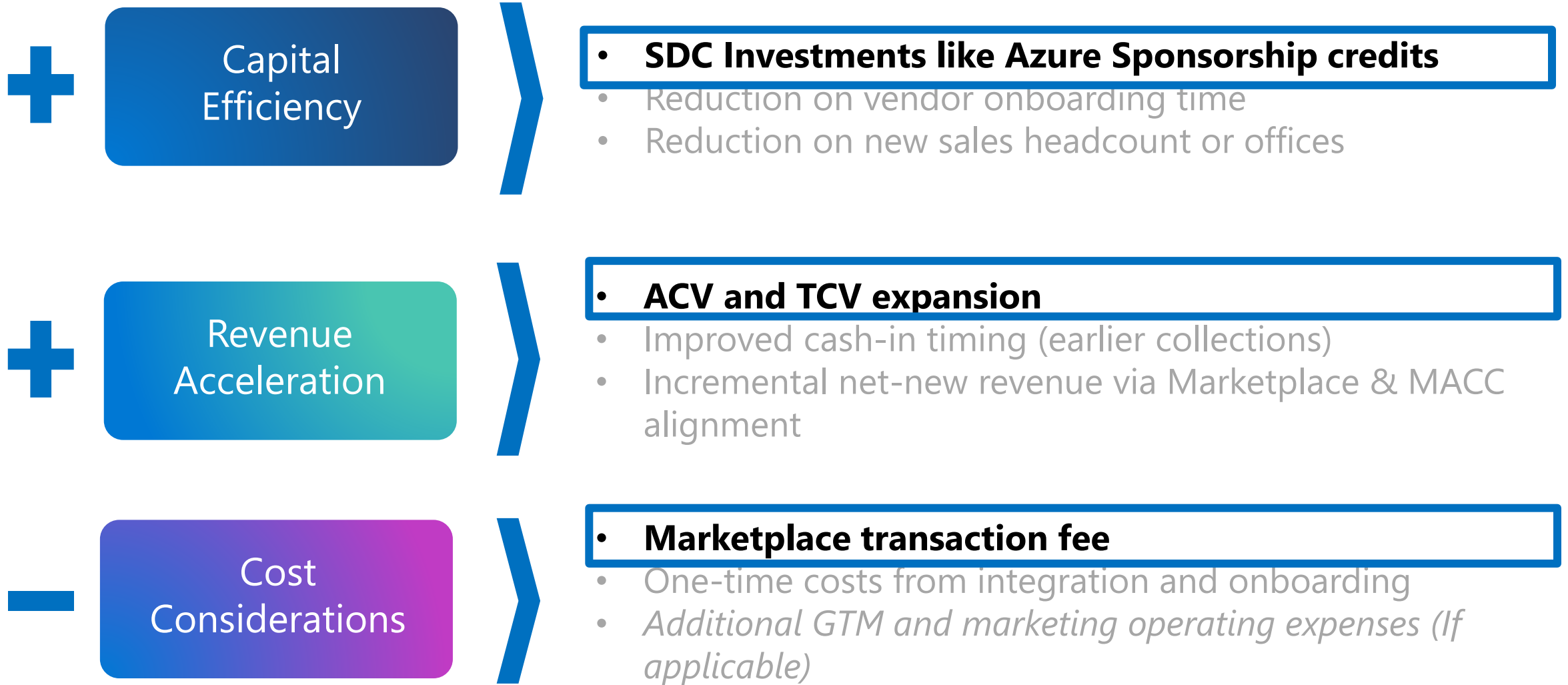
# Marketplace Economics for Partners : Testimony



Strategic use of **Azure Sponsorship credits** has improved deal economics by **accelerating close rates, expanding deal value,** and **enabling growth** even under tight customer budgets.



# Let's make it real : Example with Azure Sponsorship credits



# Let's make it real : Example with Azure Sponsorship credits

**Baseline:**

**\$1M ACV (Annual Contract Value) deal for 3 years**



**1. Azure Sponsorship credits** (up to 10% ACV): **\$100K**



**2. ACV uplift** (+20%) : **\$200K**



**3. Annual Marketplace transaction fee** (3%) : **\$36K**

---

**Incremental**

**Outcome** (3years) :

✓ **Incremental TCV (3-year): +\$600K**

✓ **ROI (3-years) : 5.6X** (\$600k/\$108k)

# Call to Action | Marketplace

## Software Companies



**Call to action**



Build on Azure, Publish transactable offers



Engage & equip your channel



Grow your business with the right marketplace deals for your partners and customers

Resources: [aka.ms/resale-enabled-offers](https://aka.ms/resale-enabled-offers)

# Marketplace Resources | Partner Ready

Partner Ready Resource	Audience	Description
Resale Enabled Offers Partner Pitch Deck – <b>Coming soon!</b>	External	A visual presentation that explains what Resale Enabled Offers are, why they matter, and how partners can leverage them to scale sales through the Microsoft commercial marketplace.
<a href="#">Resale Enabled Offers   Microsoft Learn</a>	External	Microsoft Learn: Centralized location of REO resources
<a href="#">Resale enabled offers (for offer owners) - Marketplace publisher   Microsoft Learn</a>	External	Microsoft Learn: Describes how to create and manage resale enabled offers as an offer owner.
<a href="#">Resale enabled offers for resale partners - Marketplace publisher   Microsoft Learn</a>	External	Microsoft Learn: Describes how to view resale enabled offers as a resale partner.
<a href="#">Quick start guide for resale partners</a>	External	Quick steps for channel partners to onboard and start using REO in Marketplace
<a href="#">Multiparty private offers overview - Marketplace publisher</a>	External	Microsoft Learn: Multiparty private offers overview
<a href="#">Multiparty private offers (for channel partners) - Marketplace publisher   Microsoft Learn</a>	External	Microsoft Learn: Multiparty private offers (for channel partners)
<a href="#">Manage ISV-to-customer private offers - Marketplace publisher   Microsoft Learn</a>	External	Microsoft Learn: Manage customer private offers
<a href="#">Multiparty private offers (for ISVs) - Marketplace publisher   Microsoft Learn</a>	External	Microsoft Learn: Multiparty private offers (for software partners)
<a href="#">MPO playbook</a>	External	Multiparty private offer channel partner onboarding guide

# Call to Action | Incentives

- **Resources:** [ISV Partner Incentive Walking Deck](#) hosted on MCI resources page [here](#)
- **Terms & Conditions document** <https://aka.ms/incentivesguide>
- **Build and Publish PoE Template:** [Build and Publish PoE Templates .pptx](#)
- **Support Alias:** azurepartneroffering@microsoft.com

If you would like to know more about how to take full advantage of Microsoft offers, go to: **[SDC – Build your Partnership with Microsoft](#)**



Thank you