CLOUDLINK

EXECUTIVE SUMMARY

This Global Channel Needs Assessment takes a systematic approach to better identify, understand and prioritize the needs of the Cloudlink channel.

PURPOSE

The more **tailored training** is, the more relevant, memorable and helpful to the users. The partners and carriers within the channel are structured in several ways. For example, the Cloudlink team that works with AT&T (carrier), is structured differently than most resellers. There are several other differences between different types of partners as well as carriers. These include but are not limited to:

- Different go-to-market strategies
- Different verticals: such as healthcare, retail, financial industry, education, and more.
- The way our partners and carriers use our solution varies widely
- Regions/language

Our goal is to identify how they sell, what is relevant to them, their backgrounds, etc. as well as any knowledge gaps. Then we can provide educational content that is relevant to them. The first step to doing that is to get a high-level understanding of each partner type and the gaps that are unique to their specific situation.

The main assessment questions were:

- With the goal of supporting partners to achieve goals, what parts of the Cloudlink curriculum are successful and which parts need improvement?
- What changes can we make to proactively support strategic growth with each type of partner?

PROCESS

Both quantitative and qualitative data collection methods were employed for this needs assessment. Data collection tools used during this assessment primarily included surveys and interviews with stakeholders, SMEs, partners, and carriers, as well as reports on student satisfaction ratings.

The final interviews were originally planned to consist of multiple focus groups involving partners and carriers. However, most potential participants were unable to meet in the timeframe available to conduct the focus groups. However, I did interview 2 partners and 2 carriers. I still plan on conducting focus groups, which will take place in the analysis phase of curriculum development after this assessment. While the final interviews were small in number, they effectively validated the data collected throughout the course of this needs assessment.

For MSPs, I was coincidentally able to attend an MSP strategy session which not only provided more insight on MSPs but validated

information I had already gathered.

RESULTS

More than 40 Cloudlink stakeholders and subject matter experts participated in the initial interview process. The survey had over 150 participants and included internal subject matter experts, partners, and carriers. The final interviews included two partners (both resellers) and two carriers, one from Verizon and one from T-Mobile.

CORE CONCEPTS

It's important to note that this needs assessment provides a high-level source of information. As we travel along the roadmap we will dive deeper to understand specific learner needs and incorporate more detailed data such as:

- The unique gaps that have been identified within each group
- Specific learner data

Overall

The following are the themes or needs that were consistent through all groups included in this assessment.

- **Translating Technical Information into Sales Solutions**

  Although many learners are aware of the solutions Cloudlink provides, many do not know how to apply them to specific situations they encounter. For instance, some partners have expressed interest in selling the service as well as the device, but don't understand which services will address specific customer needs.

  DISCUSSION ITEM: Can more training on business-use cases and verticals sufficiently address this identified need?

- **Business Use-Cases**

  Several learners have identified that although CPUs current curriculum is helpful, they would like more scenarios that apply to their specific situation. For instance, a police officer would like more scenarios involving law enforcement instead of corporations.

  DISCUSSION ITEM: What is the best way to identify use-cases by group?

- **Verticals/Industries**

  Like Business Use-Cases above, learners would like more examples and scenarios that apply to them. This also holds true as it applies to verticals. They want solutions based on the common needs identified within their own market. For instance, often in public safety, the solution must be portable with 0% downtime.

  DISCUSSION ITEM: What industries should we include in the vertical training? We are currently working on 5 courses, but several more have been identified. How do we decide which ones we will use?

- **Microlearning/Microvideos**

  Many learners expressed the desire for shorter, more specific and available learning tools. Microlearning tools are more digestible and can be consumed while someone is on their lunch break or has a short period of downtime. Many users would like performance support tools that can answer specific questions. Also, short, bite-sized courses can be used as a marketing tool to provide top-of-mind awareness.

  DISCUSSION ITEM: What types of microlearning are appropriate to address the needs identified in this assessment? How do we best deliver them?

- **Badges/Prizes**

  A very high percentage of survey participants identified Yep. that badges and prizes motivate them to consume CPU curriculum.

  DISCUSSION ITEM: What badges and prizes make sense for different types of learning types and modalities? For instance, a badge might not be appropriate for completing one or a few microlearning modules.

By Group

There was some overlap between groups and the specializations of the people I interviewed. Based on the stakeholders and subject matter experts and their feedback, I separated the groups into the following categories. I also identified each groups unique needs in addition to the general needs stated above:

CLOUDLINK

CARRIERS

- **Variation in Market Maturity**

  Cloudlink is barely established with some carriers, who tend to lean towards bigger names. In some regions, the carrier program is so immature that there are not systems or best practices established.

- **What's in it for me (carrier bandwidth)?**

  Carriers sell many products from many companies and often also have their own required training, so training that we offer must be worth their time and have meaning for them.

SSPs

- **Onboarding**

  Onboarding is an interest shared with all services providers. They would like a course (or courses) on building a partner practice and information on best practices.

- **Mix-and-Match Solutions**

  Service providers mix and match our solutions so it's difficult to identify their needs and train them.

MSPs

- **Onboarding**

  Like the SSPs, MSPs want more resources for onboarding and would like a clear path to getting established with Cloudlink.

- **Mix-and-Match Solutions**

  Service providers mix and match our solutions so it's difficult to identify their needs and train them.

- **Top-of-mind awareness**

  Because Cloudlink Is part of many solutions our MSPs can choose from, it's important for Cloudlink to be at the forefront of their minds.

Resellers

- **Articulating Solutions**

  Resellers tend to have less technical knowledge than other partner types. They sell many products, Cloudlink and other brands, that they will never be experts. Ideally, they would be educated in a way where a few key words can help them identify opportunities.

- **High Turnover**

  High turnover means constant reeducation which poses a challenge when the key is to help them identify Cloudlink solutions.

TAP

- **Maturity of TAPS program**

CLOUDLINK

There is not yet a lot of clarity on what the Technical Alliance Program looks like and where they fit among the other partners. There is also not a lot of clarity on whether the TAP partners have access to or use CPU.

- **Identifying and Articulating Solutions**

Tap partners do so many different things and have to know their own as well as our technology, and how they all work together.

Regions

- **Language**

Taking the courses is much harder for people who have to read the words, then translate the information.

- **Culture differences between countries**

Particularly in EMEA, there is a vast difference in the culture between countries. An example given was the difference between the intensity of Germany and the relaxed culture of France. It makes the certifications feel less relevant in some countries.

- **Market maturity**

Cloudlink's integration into each regional market varies widely. In some regions, CPU has not even come into play.

RECOMMENDATIONS

Training Interventions

These recommendations are based on the identified needs stated above. Some needs identified cannot be addressed with training and are noted below.

Recommendation	Description
Defining Partners	**Ensure each partner type has a definition.**
Vertical Training (In-Process)	**Provide vertical training for each industry affiliated with Cloudlink** We have started on development of 6 Cloudlink verticals courses and have identified 4 more: **Complete** - Retail - Emergency Network Response **In Development (by Sept 1):** - Healthcare - Hospitality - Transportation (May need to be broken down by bus, airports, etc. at later date) **Other Verticals:** - Education - Manufacturing - Public Sector - Federal Government (TBA)

	• Public Safety
Specific Use- Cases	**Provide use-cases that speak to roles and scenarios partners and carriers encounter, increasing knowledge of specific Cloudlink solutions** Providing more use-cases to our partners and carriers will solve many of their specific identified problems. To provide specific use-cases to our partners, we must gain a comprehensive understanding of our learners by performing a full learner analysis within each partner/carrier type. Among other things, we will need to know: • What are the learner roles? • What topics matter to each? • Who (within CP or partner/carrier) can provide us with best practices for topics? • What are the best practices for each topic?
Partner Onboarding	**Several partners stated the need for more resources for onboarding and would like a clear path to getting established with Cloudlink.**
Translation (In-Process)	**Translate current courses into regional languages**

Non-training Interventions

- Resellers have stated that they have a problem with high turnover in salespeople. While this problem cannot be addressed with training, we may be able to create training objects to help new salespeople up and moving quickly.

- Some partners have expressed that market maturity is an issue, often because they are breaking into a new territory. While this problem cannot be addressed with training, we can make future training objects available consistently to provide more top-of-mind awareness.

NEXT STEPS

Solution	Next Steps
Verticals	• Identify and prioritize which vertical courses to build • Identify subject matter experts • Build timeline
Use-Cases	• Prioritize partners and determine order of build • Identify subject matter experts • Build timeline

Partner Onboarding	- Identify who owns partner onboarding - Identify what constitutes partner onboarding - Is it procedural? - Is it knowledge of product and services? - Anything else? - Identify what is already available
Low Hanging Fruit	- Identify what's available - Identify what is useful - Prioritize what to convert to learning objects