



# Go-to-Market Sales Playbook: Cloud Managed Solutions

June 2019

Introduction

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Step1: Go-to-Market Priorities

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Step 2: What Are Cloud Managed Solutions?

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Step 3: Whom Do We Sell Cloud Managed Solutions To?

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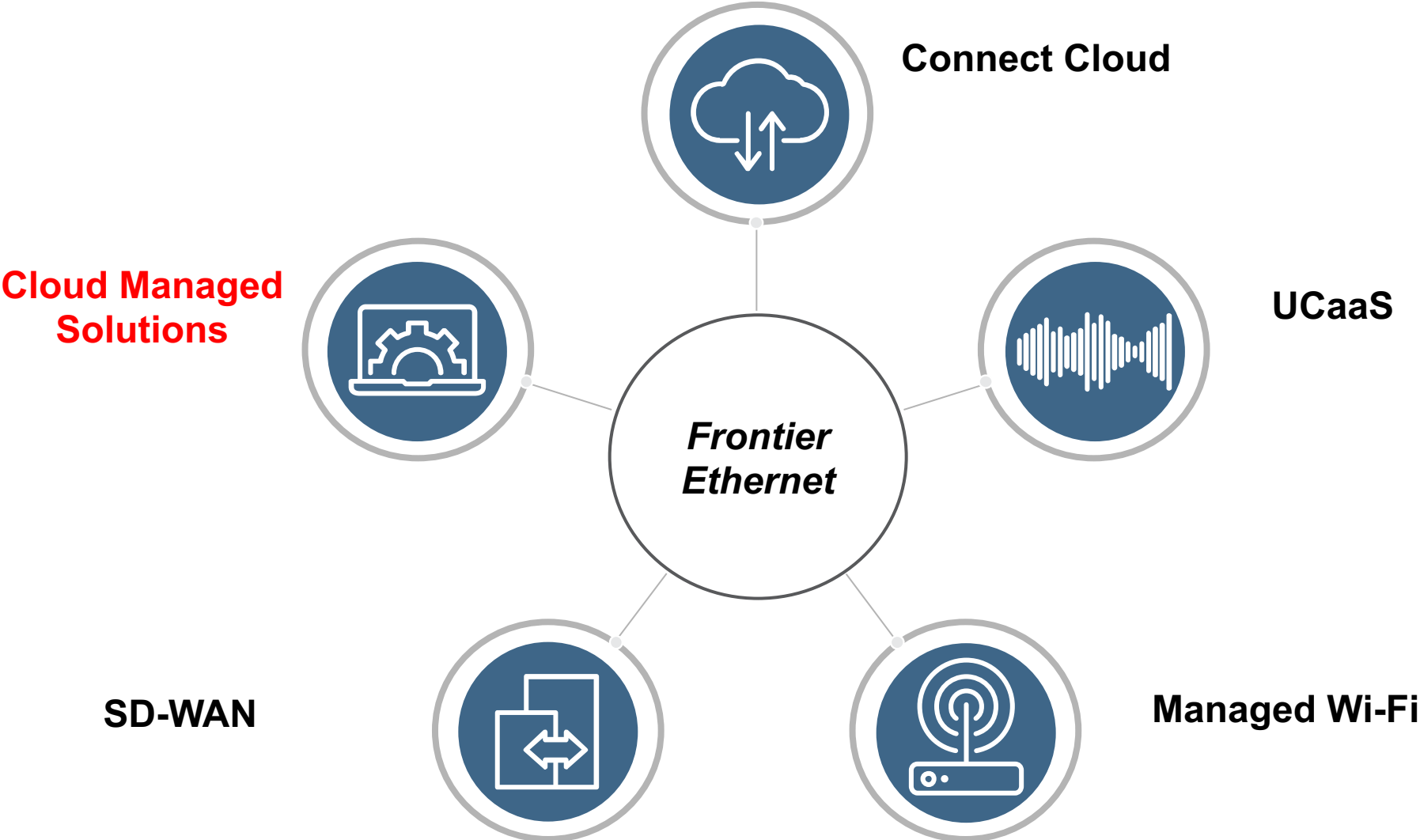
Step 4: How Do I Sell Cloud Managed Solutions?

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Step 5: Metrics & Cloud Managed Solutions Support

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# Cloud-Managed Solutions: Enabled by Frontier Ethernet



# Cloud Managed Solutions: Go-to-Market Imperatives

Cloud managed solutions represent a \$300B+ market opportunity that is expected to grow to \$350B+ by 2022.


Accelerating Frontier Business cloud managed solutions revenue growth could represent the largest individual product for Frontier in five years or less.

Most large customer and prospect accounts are consuming some form of cloud solution, so we need to be prepared to have the conversation to make a continued transition to the cloud.

Many of our traditional competitors do not have robust cloud managed solutions offerings, so we have an opportunity to differentiate ourselves.


# Cloud Managed Solutions: Why It's Good for Frontier & Salespeople

LARGE DEAL SIZE



\$10k–\$50K MRR  
Typical Deal Size

SOLUTION UPLIFT



20–25% Typical  
Networking Revenue  
Uplift From a Cloud  
Managed Solution  
Deal

DEFEND



Stickiest of Solutions  
That Help Us Defend  
Against Traditional  
Competitors

# Cloud Managed Solutions: Purpose of This Playbook

Clear direction on where to spend our selling time and the customer and market segments that offer the most lucrative opportunities

Overview of the Cloud Managed Solutions portfolio



Communicating the Customer Value Proposition (CVP), preparing for customer conversations, and running our sales plays

Cloud Managed Solutions priorities for Frontier and the sales organization

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## Go to Market - FY19 Priorities

- Generate Cloud Managed Solutions revenue from existing Frontier customers or prospective customers with headquarters in our footprint.
- Upsell and cross-sell Cloud Managed Solutions access and connectivity solutions to existing customers
  - Sell Ethernet to multi-location customers
  - Up-sell higher bandwidth to existing customers
  - Cross-sell UCaaS, SD-WAN, and Managed Wi-Fi to Ethernet customers

## New Sales Organization - FY 2019 Priorities

- Calibrate selling time and activities toward 30+ employee-range companies as sales targets can only be met by significantly higher MRR deals
- Focus on high-priority pursuit segment account and prospects
  - In SFCE reports that have been developed by sales operations team (in later section in this document)
  - Leverage existing customer Ethernet connections to cross-sell UCaaS, SD-WAN, Managed Wi-Fi, and Cloud Managed Solutions
- Multi-location accounts often have some of their locations “off-net,” so you will need to get comfortable with Frontier’s E-Reach solution to succeed in growing and penetrating accounts.



# Targeting!

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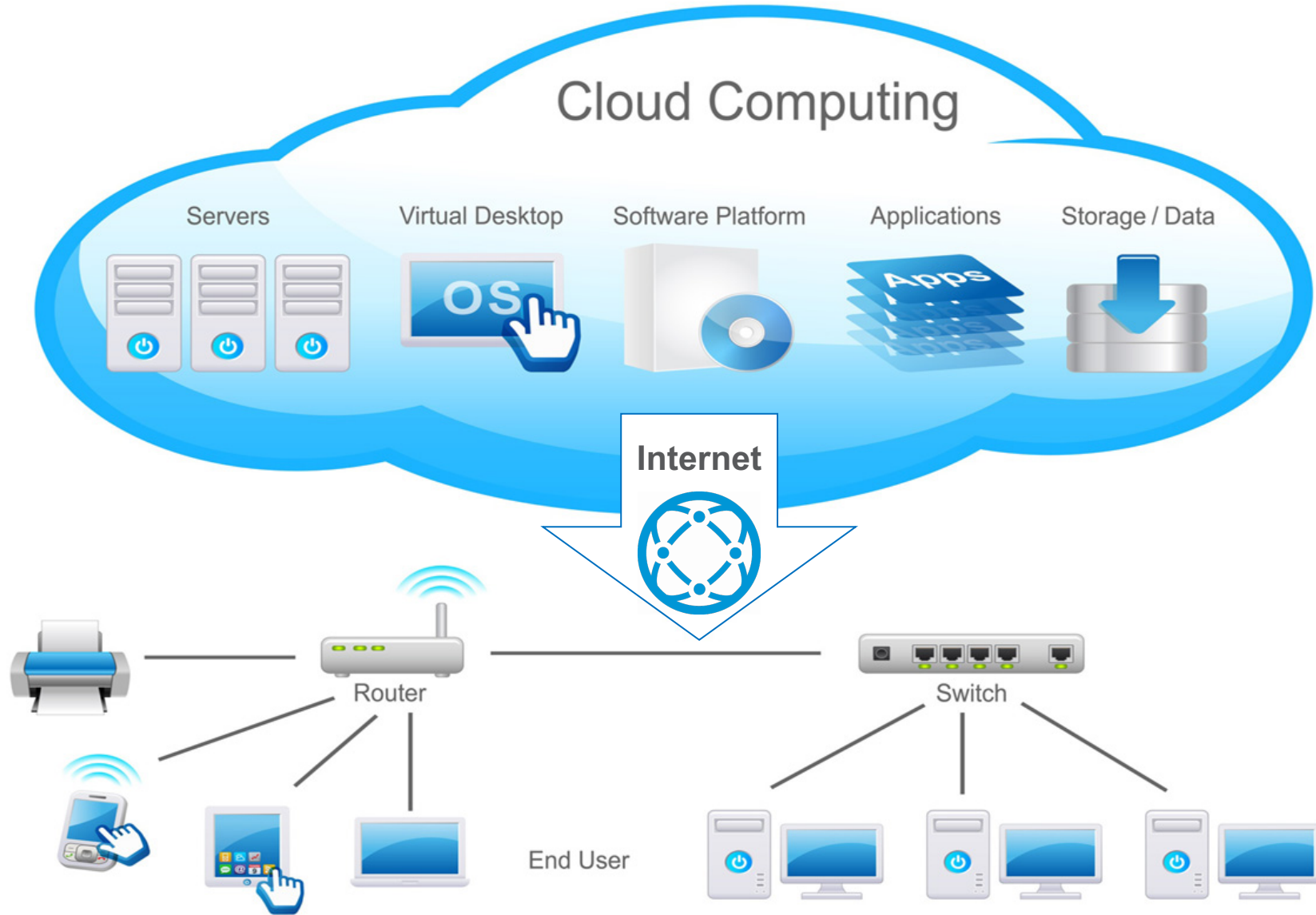
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# Cloud Managed Solutions: What Is the Cloud?

- Services and solutions that are delivered and consumed in real time over the Internet are *Cloud Services*.
  - When you store your photos online or use webmail or social networking sites, you are using a Cloud Service.
- *Cloud Computing* is a delivery model of computing services over the internet.
  - It enables real-time development, deployment, and delivery of a broad range of products, services, and solutions.

# Cloud Managed Solutions: Cloud Computing Illustration



## Traditional IT Model

- Dedicated infrastructure for each application
- Purpose-built hardware
- Distinct infrastructure and operating teams
- Customized processes and configurations
- Capex: High upfront costs

## Cloud IT Model

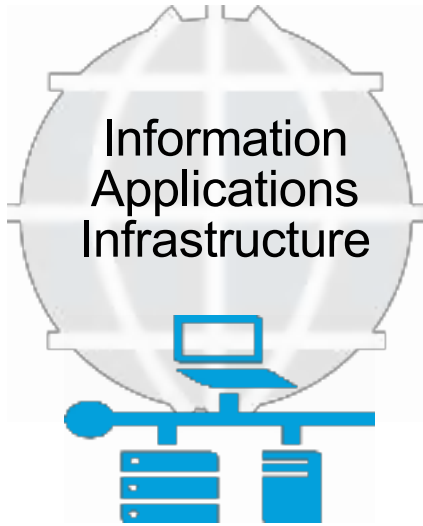
- Loosely coupled applications and services
- Industry-standard hardware
- Service-focused DevOps teams
- Standardized processes and configurations
- Opex: Pay-per-use operational costs

**Hardware Focused**

Transitioning to

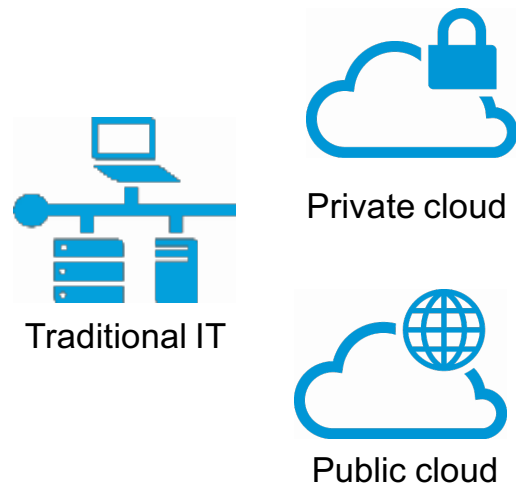
**Services Focused**

## Traditional IT



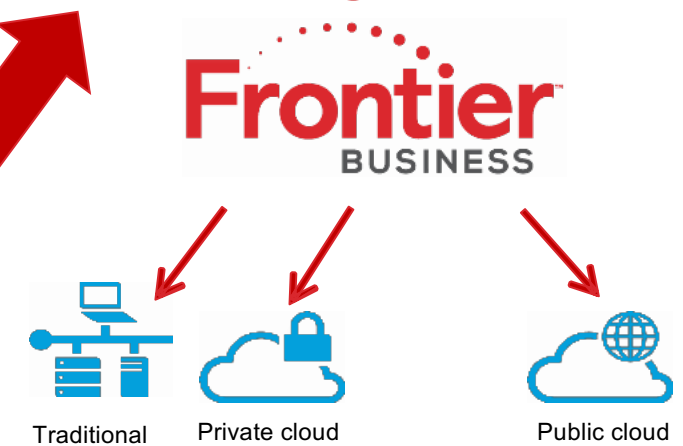
Dedicated, physical, hardware managed in house

## Evolving Current State



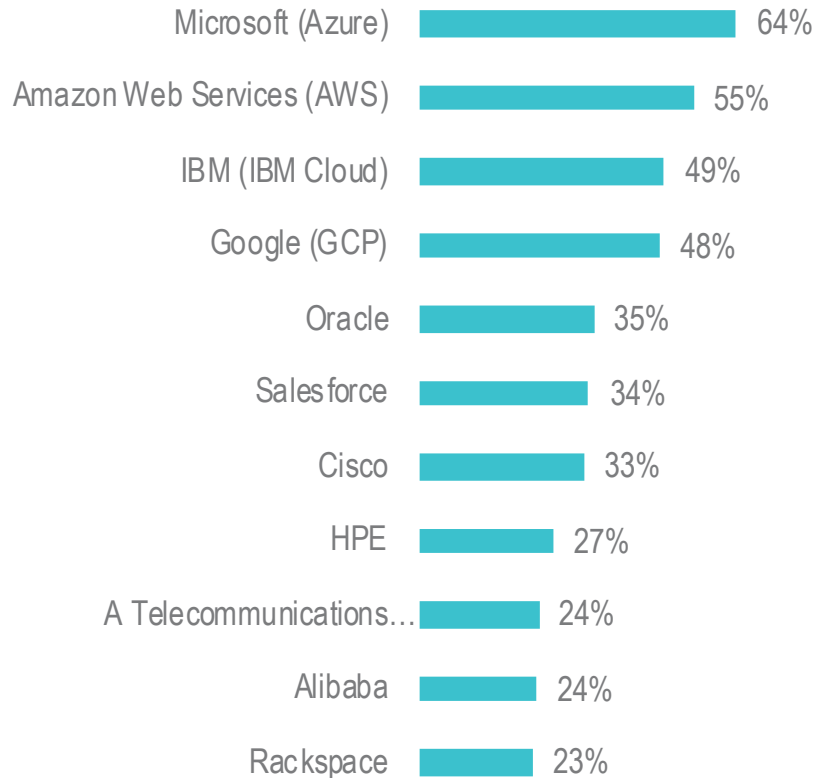
In-house + Cloud models (managed separately)

## Cloud Managed Solutions

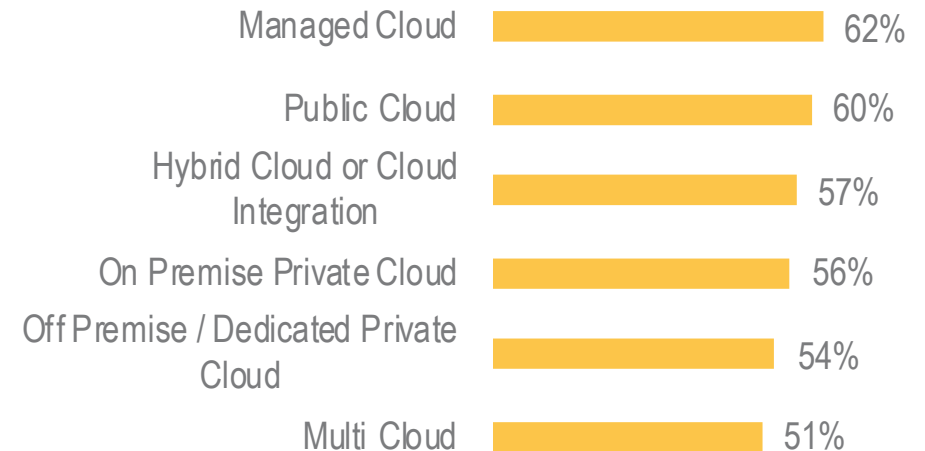


Integrating multiple cloud models in a single hybrid cloud system and customer experience

## 97% of Target Mid-Market Companies Are Currently Using at Least One Cloud Provider



## Multiple Types of Clouds Are Used in the Mid-Market

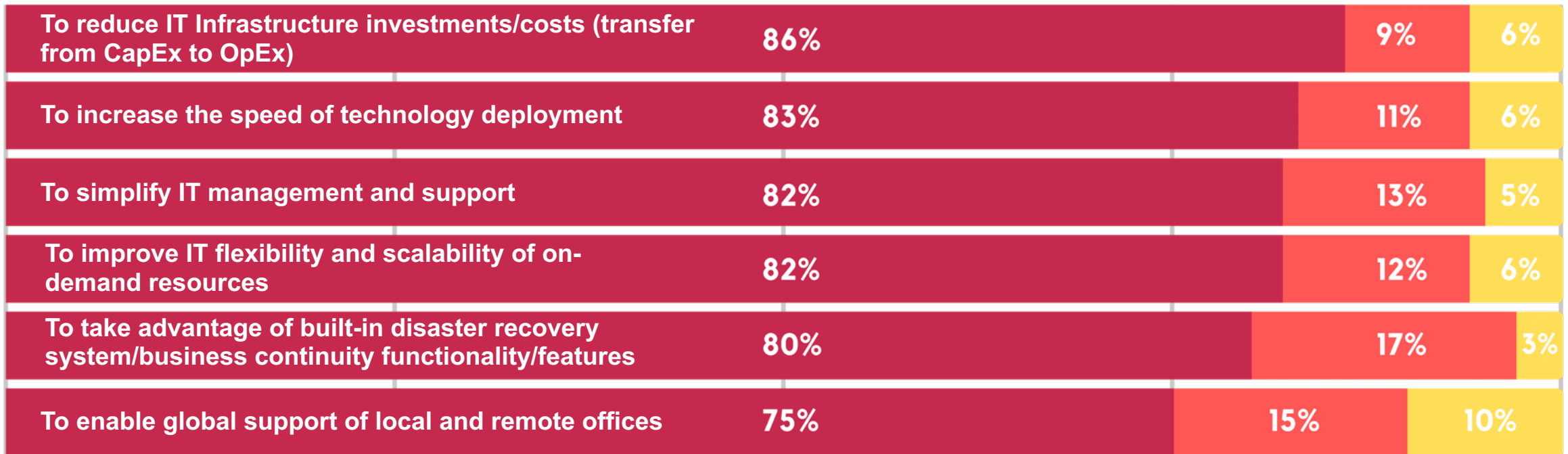


- On average, target companies use 2.4 different cloud providers
- 56% use more than 1 cloud provider vs. 41% using just 1

Source: 1,000 Frontier Customer Survey conducted in 2018

# Cloud Managed Solutions: Which Problems Are Customers Trying to Solve?

**Extremely Important/Important** **Somewhat Important** **Not Important**





# Cloud Managed Solutions: Why Are Companies Investing in It?

## Investment in Business Cloud Managed Solutions is driven by....

### 1 Access to IT Technology & Expertise

- Employing IT specialists is costly, and they are difficult to find due to shortages in the industry. It's also hard to justify a full-time headcount unless they are more of a generalist than specialist. Outsourced IT providers can provide top IT consultants and technical specialists with the expertise companies need.

### 2 Cost Effectiveness & Return on Investment

- Establishing and running a data center is expensive as companies need to purchase equipment and hire technicians to install and manage the center.
- When companies shift to Cloud Managed Solutions, they only pay for the services procured. Instead of large periodic capital investments in IT, companies pay for IT infrastructure and management as a service. IT costs therefore shift from CAPEX to OPEX and to a fixed and predictable amount per month.

### 3 Flexibility & Scalability

- The traditional way of planning for unexpected growth in IT resources is to purchase and reserve additional servers, storage, and licenses, even if it may take months or years before the the resources are used. Companies are therefore paying for resources they aren't using.
- With cloud managed services, companies can add additional computing resources as they need them, often within minutes. Of course, there is an incremental cost for doing so.

### 4 Proactive IT Monitoring & Support

- Too often businesses are reactive to issues with their IT infrastructure, meaning that they are not taking sufficient preventative measures to avoid major incidents. Cloud managed services provide extensive monitoring and maintenance using the best tools available.

### 5 Efficient & Reliable IT Operations

- Lack of employees with the knowledge and skills to handle an entire network and an overburdened IT staff leads to inefficiency and unreliability. While Cloud Managed Solutions don't replace an in-house IT staff, they enhance their capabilities.
- Not only do issues get resolved quickly but businesses have the benefits of the latest technology and innovative solutions to maximize uptime and profitability. The need to keep the entire IT infrastructure efficient and reliable is a big reason for cloud managed services.

### 6 Enhanced Security & Compliance.

- Today, security and compliance are a major concern for all businesses. Cloud managed services help protect businesses from a security breach event and take quick action if one does occur.
- Businesses must also be compliant with regulations specific to their industry, especially the legal and health industries. We can supplement additional policies, protocols, and procedures to ensure compliance.

### 7 IT Innovation

- IT innovation involves using technology in new ways to create a more efficient organization and improve alignment between technology initiatives and business goals.
- In order to innovate, companies need to experiment. Cloud computing allows experimentation. It's easy to spin off servers; if your initiative doesn't work, shut it off. There are no ongoing operating costs or upfront capital costs.

On-Premise

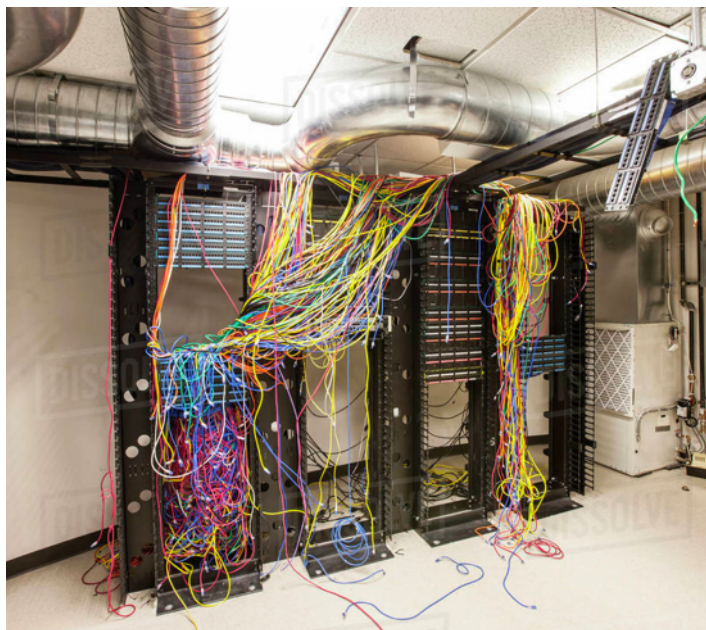
Customer May Be Managing Their IT in Any Combination of Scenarios

They may have IT infrastructure **on premises**

**Server Closet**



**Server Room**



**Co-Located**  
(renting space in an offsite location)

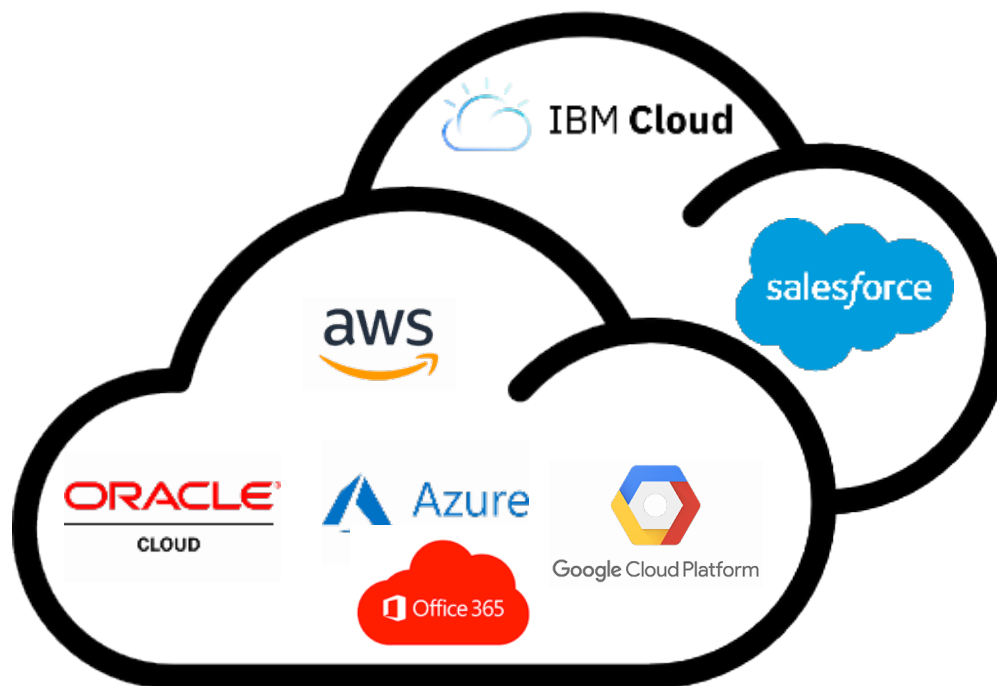


# Cloud Managed Solutions: Customer Situation – Cloud IT



They may have IT infrastructure **in the Cloud.**

Customer May Have One or More Cloud Services



# Cloud Managed Solutions: Customer Situation – Hardware

Old Stuff



They may have **older** IT infrastructure (gear, software, networks, vendors, EOS, EOL).

New Stuff



They may have **newer** IT infrastructure (gear, software, networks, vendors).




# Cloud Managed Solutions: Customer Situation – Change Is Coming



Infrastructure (gear, software, networks, vendors) **will need to change.**

<b>Strategic</b>	Disappearing Data Centers
	Interconnect Fabrics
	Containers and Applications Steams
<b>Tactical</b>	Business Driven IT
	DCaaS – IT Delivers Services, NOT Infrastructure
	Stranded Capacity
<b>Organizational</b>	IoT
	Remote Device (Thing) Management
	Micro and Edge Computing Environments
	New Roles in IT



# Cloud Managed Solutions: Customer Situation Simplified



They may have IT infrastructure **on premises**.



They may have IT infrastructure **in the Cloud**.



They may have **older** IT infrastructure (gear, software, networks, vendors, EOS, EOL).



They may have **newer** IT infrastructure (gear, software, networks, vendors).



Infrastructure (gear, software, networks, vendors) **will need to change**.

➤ All of this is **expensive** and increasingly **complex** to manage.

➤ Hiring and retaining qualified IT people **is a struggle**.

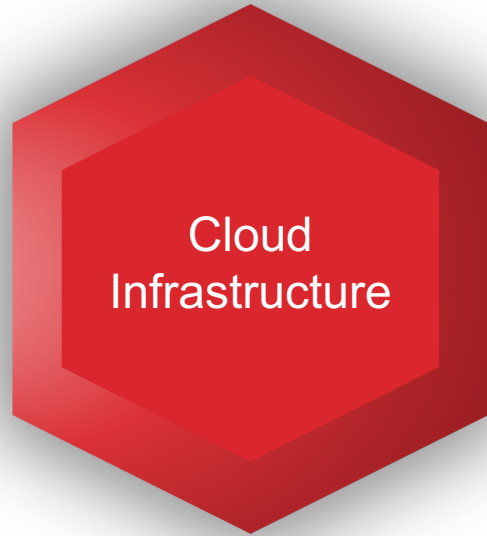
➤ The business needs IT to move **faster and be more responsive**.

➤ They need help from trusted partners and suppliers to catch up, stay ahead, and compete.

**Cloud Managed Solutions** – Helps Manage Their Infrastructure and Prepare for the Future

## Frontier Cloud Managed Solutions

- Sit on Top of the Cloud
- This Top Layer Is Where Our Value and Margin Reside



The hardware, applications, tools & processes to allow production IT to run



A replica of the cloud infrastructure in case something goes horribly wrong and to optimize IT operations, such as development and maintenance

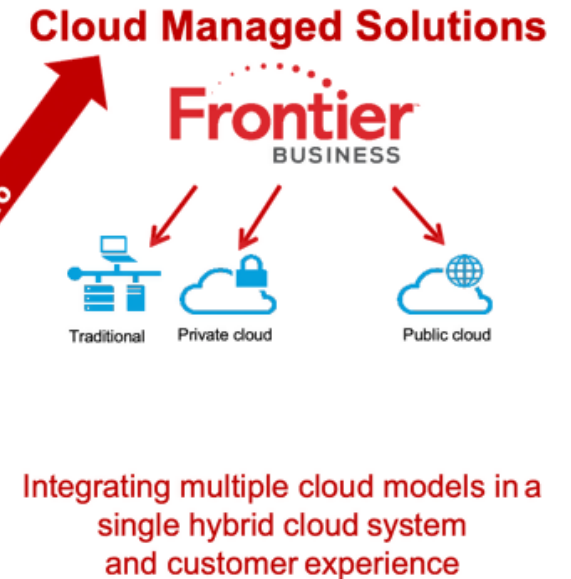
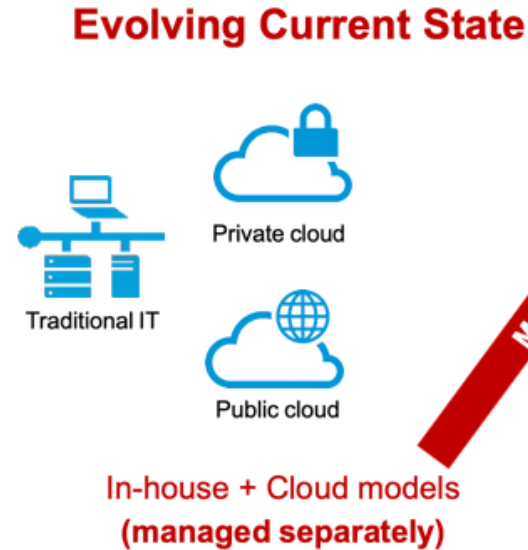


Keeps bad guys and bad things from penetrating or doing damage to the network and the infrastructure & continuity solutions

## FRONTIER CLOUD MANAGED SOLUTIONS PILLARS

### Cloud Infrastructure

- Before cloud computing, companies would have their own physical infrastructure (data rooms, servers, storage, etc.) on premise to enable the use of business applications.
- Cloud infrastructure fully or partially replaces a company's physical infrastructure.
- With the Cloud, there is no longer a physical infrastructure that a firm connects to. Instead, computing resources reside in large data center managed by others that is accessed via Internet or Ethernet connections.





## FRONTIER CLOUD MANAGED SOLUTIONS PILLARS

### Cloud Continuity

- Cloud Continuity allows a business to continue operating in the event of a “disaster.”
- Cloud computing resources (operating systems, data, software) must have a resilient environment to ensure that business operations continue in the event of a cyber attack or other disaster that impacts IT.
- Cloud Continuity is sometimes referred to as Disaster Recovery as a Service (DRaaS).
- **Cloud Continuity or Disaster Recovery is not backup.** Backup is a copy of data or systems, but it will not prevent business operations from shutting down during the disaster.



## FRONTIER CLOUD MANAGED SOLUTIONS PILLARS



### Cloud Security

- Cloud Security protects Cloud Infrastructure and the related systems, software, and data from cyber attacks and hardens privacy and defenses.
- Cloud Security is essential for all businesses, and this is one of the most complex issues that companies deal with today.

# What Are We Talking About When We Say Cloud Managed Solutions?

## Cloud Managed Solutions

- Sit on Top of the Cloud
- This Top Layer Is Where Our Value and Margin Resides

### FRONTIER CLOUD MANAGED SOLUTIONS PILLARS

#### Cloud Infrastructure

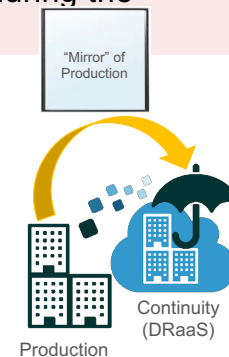
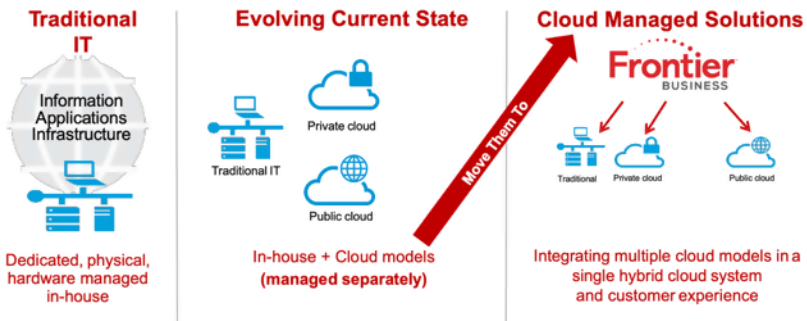
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# Frontier Cloud Managed Solutions Portfolio

ATTRIBUTE	CLOUD INFRASTRUCTURE	CLOUD CONTINUITY	CLOUD SECURITY
<b>Long Name</b>	Cloud Infrastructure or Infrastructure as a Service (IaaS)	Disaster Recovery as a Service (DRaaS), Recovery as a Service, Cloud Disaster Recovery	Cloud Security
<b>Competitor and other names used in the marketplace</b>	Virtual Data Center, Private Cloud, Cloud Services, Managed Cloud	Disaster Recovery as a Service (DRaaS), Recovery as a Service, Cloud Disaster Recovery, Business Continuity Solutions (BCS)	Cloud Secure, Secure Cloud, Cloud Workload Protection
<b>What is it?</b>	A turn-key IT solution with hardware and software components—servers, storage, a network, and virtualization software—that are needed to support the computing requirements of a company	A replication of production infrastructure and all its data and systems onto a secondary, or recovery, infrastructure so that a firm can transition to a backup environment <b>seamlessly</b> , allowing business services to continue as usual	Cloud Security is IT Security. It is the protection of data, applications, and infrastructures involved in cloud computing. It is designed to prevent physical and virtual attacks.
<b>TAE &amp; BAE Target Market</b>	<ul style="list-style-type: none"> <li>Customers with \$10MM to \$1BB in revenue</li> <li>Minimum employee size 30+</li> <li>Annual IT budget of at least \$750,000</li> </ul>	<ul style="list-style-type: none"> <li>Has formal IT department/function; must have an IT leader and will not be the owner of the company or the office manager; minimum of 5 IT staff</li> <li>Decision influencers include IT Director and above; Finance Role; CXO</li> <li>Has an on-premise server room or co-located hardware with a 3<sup>rd</sup> party</li> </ul>	
<b>EAE Target Market</b>	<ul style="list-style-type: none"> <li>Assigned accounts</li> </ul>	<ul style="list-style-type: none"> <li>Has a formal IT department/function</li> <li>Has an on-premise server room or co-located hardware with a 3<sup>rd</sup> party</li> <li>Decision influencers include IT Director and above; Finance Role; CXO</li> </ul>	
<b>What's Included</b>	<ul style="list-style-type: none"> <li>All IT infrastructure</li> <li>All software (networking, monitoring, operating system, database)</li> <li>All implementation and 24x7 monitoring and management</li> <li>TURN-KEY IT solution</li> <li>Multi/Hybrid-Cloud Support</li> <li>Can include virtualization</li> </ul>	<ul style="list-style-type: none"> <li>A full replica of the production environment that can begin to assume the entire business's workloads within 5 minutes with a click of the mouse</li> </ul>	<ul style="list-style-type: none"> <li>Network and application firewalls</li> <li>Distributed Denial of Services (DDoS) mitigation</li> <li>Data encryption</li> <li>Anti-virus</li> <li>Monitoring &amp; logging</li> <li>Detect and respond</li> </ul>
<b>Typical MRR Range</b>	\$5,000 - \$25,000	\$5,000 - \$25,000	\$2,000 - \$20,000
<b>Sales Cycle</b>	3 to 6 months		

# Cloud Managed Solutions: Solution Features Summary

Managed Service Elements	User Experience Elements	Technical Elements
<ul style="list-style-type: none"><li>• <b>Design of a more efficient Infrastructure to optimize performance and cost</b></li><li>• <b>Migration</b><ul style="list-style-type: none"><li>– Manage all aspects of transition from current state to our managed solution</li><li>– Tools and processes for consistent governance and resilience across Hybrid IT to ensure application availability and avoid loss of control</li></ul></li><li>• <b>Optimization</b><ul style="list-style-type: none"><li>– Continuous improvement on managing workloads, performance, and cost</li></ul></li><li>• <b>Transformation</b><ul style="list-style-type: none"><li>– Enables moving from improving operational efficiency to enabling business agility gained from artificial intelligence, machine learning, and edge computing</li></ul></li><li>• <b>24/7 Monitoring &amp; Support</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Customer Portal</b><ul style="list-style-type: none"><li>– Integrated Cloud Infrastructure and Continuity</li></ul></li><li>• <b>Single Service Level Agreement (SLA):</b><ul style="list-style-type: none"><li>– Connectivity</li><li>– Cloud Infrastructure</li></ul></li><li>• <b>Flexible Customer Billing Options</b><ul style="list-style-type: none"><li>– Pay per consumption, capacity, or combination</li><li>– Fixed, variable, or combination</li></ul></li><li>• <b>Single, End-to-End, Simple Invoice</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Hybrid Infrastructure</b><ul style="list-style-type: none"><li>– Public + Private Cloud</li><li>– Physical + Virtual + Cloud</li><li>– Multi-tenant + Dedicated</li><li>– Windows + Linux + IBM Power</li></ul></li><li>• <b>End-to-End Solution</b><ul style="list-style-type: none"><li>– Production</li><li>– Disaster Recovery</li><li>– Security</li><li>– Networking</li></ul></li><li>• <b>Impressive technical certifications and capabilities here</b></li><li>• <b>Other data here</b></li></ul>

# Cloud Managed Solutions: Sample Credentials Enabled by Our Partners

- Senior Frontier leaders with over 100+ man-years experience in Cloud IT
- Kubernetes Certified - Service Provider and Training Partner (1 of 22 globally)
- Cloud Experts - AWS in 2007, Google App Engine 2009, MSFT Azure 2012
- Hybrid cloud partnerships with Microsoft, Google, and Amazon
- Private cloud + application platform partnership with Red Hat
- Meetups (Docker, K8s, RHUG, DevOps), Ambassadors: CNCF, Tungsten Fabric



# IT & Cloud Computing Terms You Should Know (1 of 2)

- **Public Cloud:** Services available to anyone who wants to purchase the service over the Internet; examples include Amazon Web Services (AWS), Microsoft Azure, and Google Cloud
- **Private Cloud:** Services offered over a secure and dedicated network (Ethernet) to only select users, typically a single company
- **Hybrid Cloud:** The combination of a public cloud provider (such as AWS) with a private cloud. The public and private cloud infrastructures operate independently of each other and integrate using software and processes that allow for the portability of data and applications.
- **Cloud Storage:** A service that allows customers to save data by transferring it over the Internet or another network to an offsite storage system maintained by a third party
- **Infrastructure as a Service (IaaS):** Cloud infrastructure services in which a virtualized environment is delivered as a service by the cloud provider. This infrastructure can include servers, network equipment, and software and management.
- **Software as a Service (SaaS):** Cloud application services, such as Salesforce.com, whereby applications are delivered over the Internet by the provider so the applications don't have to be purchased, installed, and run on the customer's computers.
- **Platform as a Service (PaaS):** A category of cloud computing services that provides a platform allowing customers to develop, run, and manage applications without the complexity of building and maintaining the infrastructure typically associated with developing and launching an application



# IT & Cloud Computing Terms You Should Know (2 of 2)

- **Cloud Service Provider:** The company or organization that provides a public or private cloud service
- **Colocation:** When a company still wants to manage its own infrastructure but wants the physical hardware to reside in a third-party data center
- **Multitenancy:** The existence of multiple clients sharing resources (services or applications) on distinct physical hardware. Due to the on-demand nature of the Cloud, most Cloud services are multi-tenant.
- **DevOps:** DevOps (development and operations) is an enterprise software development phrase used to mean a type of agile relationship between development and IT operations.
- **Containers:** A container consists of an entire runtime environment: an application plus all its dependencies, libraries, and configuration files needed to run it bundled into one package.
- **Kubernetes:** A popular open source platform for container orchestration—that is, for the management of applications built out of multiple, largely self-contained runtimes called containers
- **Automation:** Setting up a single task to run on its own—automating one thing. This single task can be anything from launching a web server to stopping a service or integrating a web app.
- **Orchestration:** Includes the automated arrangement, coordination, and management of computer systems, middleware, and services. It takes advantage of multiple tasks that are automated in order to automatically execute a larger workflow or process.



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# Cloud Managed Solutions: Targeting - What Size Companies Should We Focus On?



	Small		Emergent		Advanced	Enterprise
	Simple (Basic IT/telco needs)	Complex (Complex IT/telco needs)	Simple (Basic IT/telco needs)	Complex (Complex IT/telco needs)		
What do I need?	<ul style="list-style-type: none"> <li>Similar needs as consumer</li> <li>Seeks reliable service and strong customer support</li> </ul>	<ul style="list-style-type: none"> <li>Seeks more than just phone and internet</li> <li>Needs some support in sales process</li> </ul>	<ul style="list-style-type: none"> <li>Needs are fairly basic</li> <li>Buys a few IT services</li> <li>Needs some support in sales process</li> </ul>	<ul style="list-style-type: none"> <li>Wants the newest technology</li> <li>Prefers consultative sales process</li> </ul>	<ul style="list-style-type: none"> <li>Technology/connectivity critical to business</li> <li>Needs high-quality, innovative solutions</li> <li>Prefers consultative sales</li> </ul>	<ul style="list-style-type: none"> <li>Prefers consultative sales</li> <li>Seeks business solutions</li> <li>Desires relationship-based ongoing support</li> </ul>
Typical Firmographics	1 to 9 employees purchased for 1 location purchased for <\$1M of annual revenue		10 to 29 employees purchased for 1-2 locations purchased for \$1M to \$5M of annual revenue		30-99 employees	100+ employees
Wireline MRR (excl. video, CPE)	~\$185	~\$175	~\$175	~\$580	~\$1,490	~\$4,000
Cloud managed services MRR	~\$15	~\$25	~\$75	~\$95	~\$225	\$500+
Top 3 Key Performance Criteria	<ul style="list-style-type: none"> <li>Best network service reliability</li> <li>Solutions with highest level of security</li> <li>Best customer support (technical support)</li> </ul>	<ul style="list-style-type: none"> <li>Best network service reliability</li> <li>Solutions with highest level of security</li> <li>Highly customized solutions to my company</li> </ul>	<ul style="list-style-type: none"> <li>Best network service reliability</li> <li>Solutions with highest level of security</li> <li>Highly innovative tech</li> </ul>	<ul style="list-style-type: none"> <li>Best network service reliability</li> <li>Solutions with highest level of security</li> <li>Highly customized solutions to my company</li> </ul>	<ul style="list-style-type: none"> <li>Best network service reliability</li> <li>Solutions with highest level of security</li> <li>Highly innovative tech</li> </ul>	<ul style="list-style-type: none"> <li>Solutions with highest level of security</li> <li>Highly customized solutions for my company</li> <li>Highly innovative tech</li> </ul>
Advanced solutions currently adopted	<ul style="list-style-type: none"> <li>Network management/monitoring</li> <li>Managed alarm security/surveillance</li> <li>Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>Network management/monitoring</li> <li>Managed alarm security/surveillance</li> <li>Cybersecurity</li> <li>Cloud data backup</li> </ul>	<ul style="list-style-type: none"> <li>Network management/monitoring</li> <li>Managed alarm security/surveillance</li> <li>Cybersecurity</li> <li>Cloud data backup</li> <li>VoIP</li> </ul>	<ul style="list-style-type: none"> <li>Network management/monitoring</li> <li>Managed alarm security/surveillance</li> <li>Cybersecurity</li> <li>Cloud data backup</li> <li>VoIP</li> </ul>	<ul style="list-style-type: none"> <li>Network management/monitoring</li> <li>Managed alarm / security surveillance</li> <li>Cybersecurity</li> <li>Cloud data backup</li> <li>VoIP</li> <li>Cloud / data center colocation / monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Managed alarm / security surveillance</li> <li>Network management/monitoring</li> <li>Cloud data backup</li> <li>Cybersecurity</li> <li>Cloud / data center colocation / monitoring</li> <li>UCaaS</li> </ul>

TAE, BAE AND EAE SHOULD NOT SPEND TIME IN THE MASS SEGMENT

# Cloud Managed Solutions: Targeting - What Solutions Fit With Which Company Size?

● Generally Not a Fit
 ● Good Fit

		CLOUD MANAGED SOLUTIONS		
Frontier Market Segments		CLOUD INFRASTRUCTURE	CLOUD CONTINUITY	CLOUD SECURITY
Employee Range	Name			
1-9	Small			
10-29	Emergent			
30-99	Advanced			
100+	Enterprise			

Not B2B Focus

} B2B\*\* Team Focus

**\*\* TAEs should evaluate each of their accounts for a potential Cloud Managed Solution fit.**

# Cloud Managed Solutions: Targeting - Priority Industries & How to Engage



Industry	Education	Government	Healthcare	Manufacturing	Financial Services	Retail
<b>What Are Customers Thinking About?</b>	“I want to make sure that students and faculty can get <b>connected anywhere</b> on campus.”	“I have to be able to <b>operate in an emergency!</b> ”	“I have to make sure that my <b>patients’ data is secure.</b> ”	“I want all of my machines and plants to be <b>connected</b> and able to <b>share data securely.</b> ”	“I need a supplier that can keep my <b>customers’ data secure.</b> ”	“My guests are less likely to browse/frequent/spend time in my establishment if doing so means they will have slow/poor Internet access”
<b>What New Needs Are Emerging?</b>	More education is shifting online, so I need to be able to host live online classes and post recorded lectures.”	“I’m interested in how new cloud offerings can help reduce my IT costs and help me provide better services to constituents.”	“I need connectivity across my facility for everything from patient sensors to imaging machines as IoT continues to grow.”	“Robotics are sensitive to latency and the amount of data we are collecting and transmitting is growing exponentially.”	“I see a lot of banking moving online and am transforming my branches into more flexible, consultative locations.”	Patrons are less likely to frequent retail locations that do not provide adequate connectivity for their mobile devices.
<b>Industry Dynamics That Salesperson Must Understand</b>	E-rate program rules and spending cap	State contracts for Cloud Managed Solutions services; FedRamp	Securely sharing private patient health records (HIPAA)	Proper mfg. processes & Industrial Cloud Managed Solutions protocols	Federal and state banking regulations, PCI	Omni-channel POS and attribution
<b>Frontier Customer Density</b>	High	High	Medium	Medium	High	Medium

# Cloud Managed Solutions: Education Case Study

## Customer Challenge

- University with 7,500 active students that need to register for classes three times a year
- Existing IT infrastructure was not able to withstand extra compute load required during registration periods. Students and administration were extremely frustrated, and the poor registration experience was beginning to spread on social media.
- The university had a limited capex budget, and they were not able to afford purchasing the infrastructure needed for peak periods and have it sit unused for the balance of the year.
- They evaluated AWS, Azure, and other public cloud options.

## Solution

- Innovative business model that made flexible infrastructure available with no need for fixed payment or expensive unit price of utility-based model
- Managed IaaS
- Managed Load Balancer
- Managed Security
- Incremental Internet bandwidth

## Results

- The bottlenecks during the registration process were eliminated, student and administration satisfaction improved, the registration process was shortened by three days.
- Capex investment requirements were reduced, and operating expenses were easier to budget and manage.

# Cloud Managed Solutions: Financial Services Case Study

## Customer Challenge

- Property & Life Insurance (financial services) company based in the Midwest
- The majority of the IT infrastructure was self-managed and fully depreciated (servers, storage, firewalls, switches, etc.).
- Had begun to use AWS cloud solutions for development operations
- Was utilizing IBM AS400 infrastructure that had limitations on the availability of professionals to manage the operating system. It was also becoming increasingly expensive to manage.
- They did not have a disaster recovery plan or reliable security defenses.

## Solution

- The company retired its self-managed IT infrastructure and transitioned to a Cloud Managed Solution
- Frontier managed the migration of the old infrastructure to the managed environment.
- Added security services to ensure data protection
- Integrated managed WAN for multiple sites in different states

## Results

- Downtime was reduced from 6% to less than 1%.
- Application performance increased by 30%, which improved employee productivity.
- IT systems availability went from 97% to 99.99% in the first month
- Savings from moving to a Cloud Managed Solution allowed the company to increase the number of IT people to work on strategic initiatives by 20%.
- Business continuity was strengthened, and their security defenses were hardened.

# Cloud Managed Solutions: Manufacturing Case Study

## Customer Challenge

- Dairy products manufacturer with several locations across three states, several of which had low bandwidth
- IT infrastructure (servers, storage, etc.) was full depreciated.
- The company had been late to adopt new technology that could positively impact operations as its IT capex budgets had been limited. The company had prioritized capex toward operations investments.
- They had no disaster recovery solution. They had instances that their ERP system were offline for over 4 hours, which would result in the loss of a day of production.
- They had expensive Oracle database licenses.

## Solution

- The firm retired its self-managed IT infrastructure into a Cloud Managed Solution.
- Deployed a Managed SD-WAN solution with upgraded connectivity where needed
- Deployed a Managed DRaaS and Security solution
- Migration to cheaper database fully supported by DRaaS

## Results

- Eliminated system downtime to less than an hour per year instead of 30 plus hours with the old IT infrastructure
- IT department had 30 IT people with the old infrastructure and 50 IT people after outsourcing so the firm could focus on incrementing technology value for the organization
- Hardened its security defenses and strengthened business continuity

# Cloud Managed Solutions: Healthcare Case Study

## Customer Challenge

- IT Infrastructure was split between an on-premise data center and co-located hardware in a third-party data center.
- The co-location contract was up for renewal, and the IT team decided to revisit the rationale for maintaining separate hardware locations.
- Over time, production, development, and testing environments had been deployed at different locations but was done ad-hoc as opposed to strategically.
- IT needed to evaluate where to locate infrastructure; they did not have a disaster recovery plan.
- Managing the infrastructure was becoming burdensome.

## Solution

- The client decided to move all the infrastructure to Frontier's Cloud Managed Solution:
  - All hardware was migrated to a single data center and in the Cloud.
  - The IT department handed most of the infrastructure maintenance and day-to-day operations to Frontier.
- Production and test environments were sized to the needs of the business.
- A full replication environment was deployed to maintain business continuity in case of business disruptions.
- A robust security infrastructure was put in place to protect the network, systems, and data.

## Results

- Infrastructure costs were reduced by 21%, consolidating everything in a single data center,
- 2.5 full-time equivalent IT staff were freed up from infrastructure administration to focus on more strategic IT initiatives.
- The company's business continuity plan was strengthened by deploying a DRaaS solution that replicated the production environment, and a backup solution was also deployed for redundancy.
- Security defenses were hardened by locating all infrastructure in a single enterprise-grade data center and by applying additional security measures that were not affordable in the old infrastructure.



IT knows IT.

Business people do not know  
IT.

IT has to teach business  
people how to use IT.

**Frontier Account Planning efforts should recognize these dynamics and include relationship mapping and action items to strengthen relationships with business and functional leaders beyond IT.**

“I need an IT partner in everything I do.” That's a chief marketing officer, Shelly Stotzer, CMO and VP for publishing company Highlights for Children.

A CMO needs someone who knows what's possible with technology and can help wring out a fix—not someone who waits for the CMO to request a project. "I need you to figure out what I really need," she said.

IT needs time to educate business people how to use IT to:

Create new distribution channels, Products, Modernization – Financial Reporting and Regulatory Requirements, Enhance customer satisfaction, Modernization – Processes, and Systems, Support development of business models

## Persona: Business Executive

- You're a senior business executive, and you're challenged by small start-ups entering the market and delivering new services in new ways at a fraction of your costs.
- What you notice is that these competitors are young—and they've launched themselves in the cloud. With grudging respect, you have to admire (quietly) how they scale and adjust to user demands and quickly change business models to seize new opportunities. *Amazing how public cloud gives them the ability to turn on a dime, you think.*
- At your company, the cloud conversation is moving along at a snail's pace. *Why, you wonder, would anybody put the brakes on leveraging such a source of business agility and innovation?* But then you think about the effort required to launch enterprise applications in the cloud—applications like ERP and a data warehouse. *There's got to be a better way, you think.*

## Persona: CIO & IT Leader

- You're the CIO (or a senior IT leader), and you've gone through many years of cutting IT budgets and staff. At the same time, the solution landscape is not getting any easier to manage.
- Cloud? Sounds promising but hard to implement for business value when you don't have the internal knowledge (knowledge debt) to make it happen. And of course, your business stakeholders are demanding shorter and shorter turnaround on their projects—with some going out and procuring IT and cloud solutions on their own. How can you keep up with new development? Not having time is one thing, but finding qualified experts in these areas is another.

## Persona: IT Architect & Project Manager

- You love your job and love the challenge of delivering projects within scope, on schedule, and under budget. Yet some projects never seem to make it off the ground because initial proof-of-concept (POC) investments are too high—or projects come with such high demands that the chance of delivering against objectives seems exceedingly slim. The common theme in all these projects is that infrastructure—on-premise infrastructure to be precise—is a true bottleneck in delivering cost-effective POCs or speeding up overall project delivery. Couldn't public cloud be the answer to all these challenges?

## Persona: System Administrator

- You've been working on enterprise-class, mission-critical systems and databases for many years. Building and managing them is cool, but lately you find yourself in a situation where internal staff and systems are under ongoing scrutiny. People ask, "Why are we spending so much money on all these systems with so little business value in return?"
- Then you realize where this question is coming from. After all, how many of your ex-colleagues like to gloat on LinkedIn about how magical everything is at the born-in-the-cloud startups they've joined? There, the infrastructure is so much more productive. It's agile, elastic...and utilization is through the roof.
- You decide, "It's either time for me to find a new job or pick up some of these public cloud skills." After all, you need to keep your skills up to date to advance your career and feed your growing family.

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High Priority Segments Are Where Sales Time Should Be Focused

	A Headquarters Location In Your Territory or Assigned Accounts	
	ON-Net or OFF-Net	
	Existing Ethernet Customer	Qualified DSAT
Meets <b>All</b> Target Account Criteria	1 High	3 High
Meets <b>Most</b> Target Account Criteria	2 Medium	4 Low

# Cloud Managed Solutions: Where Do I Find Prioritized Target Account Lists?

To Confirm with John Creswell

- SFCE Attributes – Can They Be Trusted?
  - Duns Industry
  - Duns Number of Employees
  - Duns Revenue
  - Duns HQ Designation
- Ethernet Customers With What Other Attributes?



# Targeting!

1. Target the right company.
2. Find the right contact.
3. Prepare for the conversation.

# Cloud Managed Solutions: Customer Pain Points & What's Behind Them

## Pain Points

## What's Behind the Pain Points

**Growing or complex technology needs that strain IT resources or budgets**

- Enterprise customers struggle with balancing their budgets and implementing new, efficient technology. Cost is a large factor in whether or not certain organizations can adopt the latest and greatest technology. Business growth, increased use of mobile devices, remote workers, an expanding number of applications, and security concerns are stretching IT resources.
- Software and hardware companies are marketing and selling to end users, not just IT, which is driving increased interest in deploying the newest technologies to facilitate growth, better compete, and make the company more efficient. To that end, IT departments are being asked to assess and deploy new technologies while also maintaining and securing the current infrastructure.

**Current infrastructure that is costly, requires intense maintenance and support, or requires capital upgrades**

- Seventy-five percent of IT budgets are directed at maintaining current infrastructure instead of innovation. Historical purchases of expensive hardware, servers, and other costly equipment using capital expenditure and stretching the investment as far as it could go before replacing made financial sense.
- Many companies find themselves managing legacy business critical systems and applications that require specialized hardware, expertise, and management to keep the business running. Often broader IT upgrades needed by the business are postponed due to concerns of impacting legacy systems. Older hardware means complicated breaks, stalling, and lagging, so just to keep the device from completely breaking down, companies will have to keep patching and fixing, which is expensive.

# Cloud Managed Solutions: Customer Pain Points & What's Behind Them

## Pain Points

## What's Behind the Pain Points

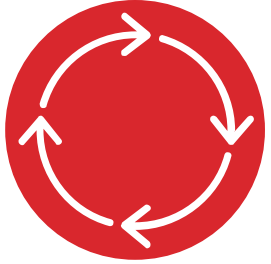
**Challenges in recruiting and retaining talent to properly manage the technology**

- IT has become more complex over time, which has resulted in the need for more IT specialists. Twenty years ago, companies managed only a few systems (typically mainframes) and applications. Today
- Unemployment in the tech industry has been hovering at around 3%, which has caused trouble for many employers looking to increase, replace, and retain their most precious commodity: their IT talent. Skills gaps exist in areas like big data and analytics, security, developers familiar with legacy tech, and more.
- Making matters worse for employers is the reality that in a job market swelling with opportunities, workers feel safer to explore other options. Tech professionals are in high demand, particularly in roles requiring software and Web development skills, which is giving tech employees a strong upper hand in terms of compensation expectations.

**Believes IT is struggling to support evolving business needs, such as application availability, scalability, need for innovation, and time to market**

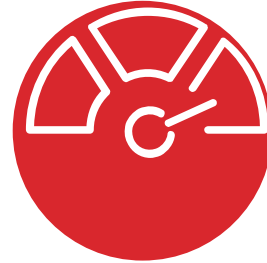
- Technologies and the needs of the the business are evolving so quickly that IT organizations find themselves primarily in a reactive mode instead of planning for growth and leading the innovation discussion within the business. Business leaders become frustrated that IT does not move fast enough to accommodate new or upgraded applications, systems, and devices.

# Cloud Managed Solutions: Messaging Pillars



## Enable IT Innovation

Free up IT resources so they can focus on higher-value activities that support the business growth agenda



## Optimize IT Operations

Reduce infrastructure complexity,; scale faster as business needs change; predictable monthly cost streamlines budgeting



## Strengthen Security & Business Continuity

Harden physical, logical, and networking security and mitigate impact of potential business disruptions

	ENABLE IT INNOVATION
<b>Benefit Statements</b>	<ul style="list-style-type: none"><li>• Free up IT resources from maintaining and supporting legacy platforms (x86, IBM Power) so they can redirect efforts to help the organization leverage and use technology to support business objectives.</li><li>• Allow IT to better support the business planning cycle.</li><li>• Change IT from a cost center to a value-generation center, helping accelerate business priorities.</li><li>• Reduce risk of failed initiatives that require capex investments.</li></ul>
<b>Business Value</b>	<ul style="list-style-type: none"><li>• Convert to an opex-oriented IT infrastructure, providing visibility that allows the organization to invest in IT with higher levels of confidence and initial ROI.</li><li>• Reduce time to market for critical initiatives that require IT leadership and support.</li><li>• Allow IT function to optimize headcount and focus resources on higher-value initiatives.</li><li>• Reallocate capex to higher priority or higher ROI business investments.</li></ul>

	OPTIMIZE IT OPERATIONS
<p><b>Benefit Statements</b></p>	<ul style="list-style-type: none"> <li>• Rapidly scale your IT infrastructure as business needs change.</li> <li>• Refocus your IT team from infrastructure operations to value generation activities.</li> <li>• A transparent, predictable monthly cost enables efficient management of budgets and cash flow.</li> <li>• Pay only for what you need (pay per use or by capacity).</li> <li>• Reduce the complexity of IT by consolidating the management of IT infrastructure to a single provider.</li> <li>• Simplify the IT audit and regulatory compliance process.</li> <li>• Lower facility and infrastructure perimeter security costs (as compared to on-premise operations).</li> <li>• Protect your infrastructure from any combination of public cloud, private cloud, or on-premise, physical, and virtual data centers.</li> </ul>
<p><b>Business Value</b></p>	<ul style="list-style-type: none"> <li>• Minimize the cost of underutilized IT infrastructure capacity.</li> <li>• Generate revenue sooner, or achieve cost savings faster, with expedited time to market of IT-supported initiatives.</li> <li>• Reduce administrative time associated with budgeting and ROI calculations and increase time for value-added activities with IT infrastructure cost transparency.</li> <li>• Get increased levels of protection and hardened security defenses at a lower cost than doing it yourself.</li> <li>• Alleviate the burden of evolving audit and regulatory compliance with Frontier as an extension of your IT staff.</li> <li>• Enhance employee morale and customer satisfaction as a result of a more robust, agile, and stable IT environment.</li> <li>• Get shorter maintenance windows for less downtime and user disruption.</li> <li>• Avoid unnecessary maintenance problems and incompatibilities from updates and patches.</li> </ul>

	<b>STRENGTHEN IT SECURITY &amp; BUSINESS CONTINUITY</b>
<b>Benefit Statements</b>	<ul style="list-style-type: none"><li>• Improve IT infrastructure and your physical, logical, and networking security profile with built-in enterprise-grade security solutions.</li><li>• Rest assured with 24/7 monitoring that includes proactive infrastructure and security updates, notification of anomalies in data traffic, usage profiles, and resource configurations.</li><li>• Minimize risk of security incidents or breaches</li></ul>
<b>Business Value</b>	<ul style="list-style-type: none"><li>• Lower the total cost of hardening and maintaining security defenses as well as keeping up with evolving threats and technology countermeasures.</li><li>• Minimize the potentially catastrophic legal, financial, regulatory, and business continuity impact of security breaches.</li><li>• Reduce the time and expense associated with developing your organization's technical disaster recovery plan.</li><li>• Accelerate recovery from a disaster with the help of our support team, strengthening business continuity.</li></ul>

**Firms are under intense pressure and they need help.**

Mid-size firms that manage significant portions of their IT infrastructure are under pressure from rising costs and capex requirements, challenges finding qualified and affordable IT staff (there is a “knowledge debt” in IT), keeping up with technology changes, optimizing business operations, and securing their infrastructure.

Most of these firms rely on IT generalists instead of specialists, so they struggle to stay ahead of the business’s needs.

Many companies understand the concept of cloud computing and its benefits, but they don’t have the time or talent to accelerate their journey into the cloud.

**You don’t need to be an expert to sell this.**

If you think you’ve identified a potential Cloud Managed Solution prospect or opportunity, please contact Marcelo Oliveira at 305-934-4686.

The product team will talk through the situation and collaboratively develop a game plan.

We typically will start with a conference call.

It’s okay to say, “I don’t know. I’ll check and get back to you.”

**Don’t pretend you know everything or be scared that you don’t know everything.**

Asking good questions of the right person is the essential effort with this solution.

**Speak with your sales leader first to practice asking questions and understand the potential responses.**

Conversations will be much easier if you have an existing relationship with the person you are speaking with.

The product team will carry most of the load in qualifying, shaping, pricing, and proposing the solution. The better you understand the customer’s business, the more value you will uncover.



# Cloud Managed Solutions: Business/Functional Leader Questions

## Sample C-Level Questions

- What are the most important IT initiatives that your company is working on?
- How innovative is your company and your IT team?
  - What would you like your IT team to be able to do better?
- Is your company adding or consolidating locations due to situations such as acquisitions, divestitures, or organic growth?
- Are there changes in managing Capex or Opex investments?

## Sample IT-Level Questions

- Can you describe your company's efforts to harden IT security defenses and improve their cyber security posture? What types of cyber security attacks or breaches has your company experienced recently or in the past few years?
- Where is your company in its journey of moving some or all of its IT infrastructure to cloud providers such as Amazon Web Services, Microsoft Azure, Salesforce.com, Google Cloud, etc.?
- Do you have a business continuity plan?
  - How often do you test the plan?
  - What were the results of your last disaster recovery test?

# Cloud Managed Solutions: Other Things to Listen For

Organizations going through accelerated growth

Acquisition / Merger

Disaster

Implementation of new (change) business applications (CRM, ERP, ...)

Information Technology infrastructure requires updating / growth

The organization is downsizing

Facing financial hurdles

Organizations facing IT downtime (for whatever reason)

Sabotage / Theft (of equipment or information – often from internal sources)

Terrorism

# Cloud Managed Solutions: Competitive Dynamics

1

Don't worry about competitors, as you won't be the person selling against them. We have experts trained to do this. You'll get a chance to listen in.

2

We aren't trying to compete with cloud providers such as AWS, Microsoft, Google, IBM, etc. We sit on top of their solutions.

3

There are many firms selling what we sell because the market is demanding it. We have a value proposition that works for our target market, not for everybody.

4

If we provide the connectivity, we have a unique value proposition, so we focus on customers that have or need our connectivity.

5

This is not a price game or a commodity offering. It's high-value, high-dollar, and high-reward. You can't sell transactional to win.

6

Most of our traditional competitors are not playing in this space.

7

The conversation is what matters.

# Cloud Managed Solutions: Why Invest Time Trying to Sell This?



# Sales Plays

What You Need to Do to Win

# Cloud Managed Solutions: What Are the Sales Plays We Will Run?



Sales Play	Customer/ Prospect Characteristic	Scenario	Desired Outcomes
<b>#1 - Acquire</b>	<b>Existing Frontier Customer or Prospect</b>	<ul style="list-style-type: none"> <li>• Has formal IT department/function; minimum of 5 IT people</li> <li>• Has an on-premise server room or co-located hardware with a 3rd party</li> <li>• Ideally is an Ethernet customer but not required</li> </ul>	<ul style="list-style-type: none"> <li>• New Cloud Managed Solutions revenue for current customers or prospects</li> </ul>

# Cloud Managed Solutions: Sales Play #1 – Develop

## SALES PLAY #1 (ACQUIRE) – Frontier Cloud Managed Solutions Existing Frontier Customer or Prospect

<p><b>Sales Tools</b></p>	<ul style="list-style-type: none"> <li>Review SFCE Report – xxxxxxx – for your list of <b>Cloud Managed Solutions Target Accounts</b>.</li> <li><b>Discuss your approach with your sales leader before approaching customer!</b></li> </ul>	<ul style="list-style-type: none"> <li>Visit company website to conduct a high-level assessment of their business.</li> <li><b>Reference Industry-specific messaging in earlier section in this document.</b></li> <li><b>Review Cloud Managed Solutions Value Proposition in earlier section in this document.</b></li> </ul>
<p><b>How Do I Know This Is the Play to Run?</b></p>	<ul style="list-style-type: none"> <li>Customer is on <b>Cloud Managed Solutions Growth Target Accounts</b> report or in a target industry (ideal but there are exceptions)</li> </ul>	<ul style="list-style-type: none"> <li>You are engaged with a customer/prospect contact at HQ or a regional office with decision-making or influencing authority. Having a conversation with a low-level contact typically doesn't go very far.</li> </ul>
<p><b>Personas/People You Should Be Engaged With</b></p>	<ul style="list-style-type: none"> <li>IT Infrastructure or Application Director Title and above</li> <li>Line of business leader</li> </ul>	<ul style="list-style-type: none"> <li>CEO, CFO, CIO</li> </ul>
<p><b>Discovery Questions</b></p>	<ul style="list-style-type: none"> <li><b>Reference prior sections - Core elements selling successfully and preparation for the conversation with the customer</b></li> <li>Many companies like yours need locations to connect to data centers (outsourced or insourced), cloud applications, central PBX, or virtual storage. Can you describe at a high level your network topology or design?</li> <li>Can you describe your organization's use of cloud services, desktop video, SaaS applications, data transport, VoIP, and business applications? Has their use expanded or is it expected to grow?</li> </ul>	<ul style="list-style-type: none"> <li>Where is your company in its journey of moving some or all of its IT infrastructure to cloud providers such as Amazon Web Services, Microsoft Azure, Salesforce.com, Google Cloud, etc.?</li> <li>Can you describe your company's efforts to harden IT security defenses and improve their cyber security posture? What types of cyber security attacks or breaches has your company experienced recently or in the past few years?</li> <li>Is your company adding or consolidating locations due to situations such as acquisitions, divestitures, or organic growth?</li> </ul>
<p><b>Up-Sell/Cross-Sell</b></p>	<ul style="list-style-type: none"> <li>Will happen as part of solution development</li> </ul>	
<p><b>When to Engage Resources</b></p>	<ul style="list-style-type: none"> <li>Marcelo or Cloud Managed Solution Specialists should be contacted after you have completed an initial conversation with the client and have determined they meet the qualification criteria and they have expressed an interest to know more.</li> </ul>	

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# Cloud Managed Solutions: Metrics to Be Measured and Managed

Target Account Activity	Meaningful Conversations
<ul style="list-style-type: none"><li>Identify 3–5 Target Accounts</li></ul>	<ul style="list-style-type: none"><li>Meet with your sales leader first to review the Playbook and prepare for the conversation.</li></ul>
Opportunities Generated	Sales & Revenue
<ul style="list-style-type: none"><li>If each salesperson can generate one <b>qualified</b> opportunity this year, we will be in great shape.</li></ul>	<ul style="list-style-type: none"><li>Close one Cloud Managed Solution deal per sales leader.</li></ul>

# Cloud Managed Solutions: Content & Sales Tools to Support Pursuits



Need URLs from Carissa/Aleks

	Cloud Managed Solutions INTERNET ACCESS
Customer-Facing Content Assets	
Internal Sales Tools	

# What's Not Included in This Version of the Playbook

- Solution pricing
- Competitor battle cards
- Competitor assessments
- Industry-specific sales plays
- Summary industry research

# Good Selling!