

Partner Program Build

A partner list is not a program. A system that turns partners into pipeline is.

LENGTH	FORMAT	YOU GET	BEST FOR
120 days; 90 for two partner types or fewer	Built and launched with your team	Program live, attribution in the CRM, first partners onboarded	Several partner types and no program structure

The situation

Most growth-stage AI and data companies already have partners in their deals, but no program around them: no agreed partner types, no rules for who owns an account, no attribution the CFO accepts. In a 2025 survey of B2B SaaS leaders, mid-market and enterprise companies reported 35% of new pipeline was partner-influenced or sourced, yet only 42% used multi-touch attribution. In 2026 the AI model platforms and the hyperscalers are funding systems integrators to build AI practices, which makes a program that plugs into that services layer more valuable than ever.

What is in place by day 120

- **The program launched:** partner types, value propositions, structure, benefits, and agreements approved.
- **Attribution and deal registration live in the CRM,** on definitions the CRO and CFO signed.
- **A first group of 5 to 12 partners signed and onboarded,** chosen on evidence.
- **First partner-sourced opportunities created and tracked;** the search for the permanent partner leader launched.

Never promised

A partner-sourced bookings figure inside the 120 days, a percentage of revenue through partners, a number of active partners at scale, any platform program status, or a hire date for the permanent partner leader. Partner revenue follows the client’s own sales cycle and is tracked from day one.

How the 120 days run

WEEKS 1 TO 3	WEEKS 4 TO 7	WEEKS 6 TO 10	WEEKS 9 TO 14	WEEKS 13 TO 17
Baseline and segmentation	Program design and economics	CRM, attribution, deal registration	Recruit, onboard, activate	Stabilize and hand off

How it starts

From the Partner Revenue Diagnostic, or directly with a Fit Check inside Weeks 1 and 2. Entry conditions: at least two partner types in motion, a sponsor with authority over compensation, CRM access and RevOps time, a product partners can deliver or resell, and approval to hire a partner leader.

The signature outputs

Partner Segmentation and Priority Model	Who to build for first, scored on reach into target customers and ability to deliver value.
Program Blueprint	Value propositions, structure at launch, benefits, requirements, and the 12-month path.
Rules of Engagement and Deal Registration Playbook	Account ownership, registration windows, conflict resolution, co-selling with the direct team.
Partner Economics Model	Rewards and cost to serve by partner type, with conservative and expected pipeline scenarios.

Six more: Field Alignment and Compensation Recommendations, the Partner Operations and Attribution Model, an Onboarding and Enablement Kit, a Partner Health Scorecard, an Agreement Framework for counsel review, and the Partner Leader Role Spec and 12-Month Plan.

What it takes from you

A sponsor for 1 to 2 hours a week, a sales leader for about 2 hours a week in Weeks 1 to 8, RevOps for 4 to 8 hours a week in Weeks 4 to 12, and an internal partner owner at half time or more from Week 4. Partner outreach is led by the client's team, with Henry Advisory selecting targets, writing the pitch, and joining first conversations.

After day 120

The client owns the dashboards, partner relationships, and a 12-month plan. Where the permanent leader is not yet in seat, Fractional Head of Partnerships runs the program. Every engagement includes the role spec for the permanent partner leader, with hiring support inside the engagement window.

Who does the work

Jason Henry is Founder and Principal of Henry Advisory Group. For more than 20 years he has built partnerships from both sides: as the hyperscaler's top partner, at the negotiating table with AWS, and as the builder of partner organizations from zero. He built a managed AWS business from one customer to \$1B ARR, as AWS's #1 global MSP partner. Henry Advisory Group takes on one to three engagements a year, so every client works with Jason directly.

40%+

Grew partner-influenced revenue from 3% to over 40% of regional revenue.

166%

Built partner organizations from zero more than once; most recently after an acquisition, 5 to 23 people in two quarters, 166% of Q1 forecast.

\$1B

Built a managed AWS business from one customer to \$1B ARR, as AWS's #1 global MSP partner.

Next step: a 60-minute working session on your partners.
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