



INTRODUCING THE GLOBAL PARTNER PROGRAMME

FOR SOLUTION PARTNER AND FOCUS PARTNER

GLOBAL PARTNER PROGRAMME OVERVIEW

Our Global Partner Programme offers a partnership and engagement framework that's simple, predictable, consistent and profitable – to help you, our partners, meet your business goals. Through the programme, you can access:

- Our extensive portfolio of world-class services to meet your customers' needs
- Solutions development frameworks to integrate with and build your unique offerings
- Planning, sales collaboration and support to help you win in the marketplace
- Compensation and incentives based on the way you choose to sell and your effort
- Training and enablement to help you understand, integrate and sell our portfolio
- Marketing and funding to help you increase awareness and generate leads
- Post-sale support to deliver an excellent experience to your customers and drive retention

SELLING MODELS

This flexible programme means you can choose how you want to work with us, collaborating in the way best suited to your business:

- **Sell-with:** jointly market and sell Tata Communications' services to customers – with the contractual relationship between the customer and Tata Communications. Partners are engaged throughout the lifecycle of the opportunity – from lead generation and opportunity qualification, through to resolution of sales objections from end-customers, solutioning and deal closure. Following deal closure and contracting, partners continue to play a key role in driving renewal of services contracts and managing the customer lifecycle
- **Sell-through:** resell or integrate Tata Communications' services with the option of co-branding – with the contractual relationship between the customer and partner
- **Sell-through (wholesale):** resell or integrate Tata Communications' services under the partner's brands. Partners have to be authorised and appropriately licensed to sell and resell regulated products
- **Referral from partners:** recommend and refer potential customer and sales leads to Tata Communications

Regardless of collaboration approach, we will provide you with the appropriate compensation and benefits, as well as the resources and support you need to scale your business with us.

SOLUTION PARTNER PROGRAMME AND PARTNER LEVELS

Solution Partners can advance through the Partner Levels – Authorised, Affiliate and Premier – based on you meeting programme requirements. You then enjoy incremental compensation, benefits, resources and support accordingly.

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FOCUS PARTNER PROGRAMME

Enterprises are digitally transforming their companies at an aggressive pace – a phenomenon which is driving the shift towards the usage-based model. This allows companies to pay only for the capacity they need and make multiple investments across the business – since capital is not tied up in large, upfront expenditure. The Focus Partner Programme is designed to support partners who aspire to grow their variable recurring revenue business and to take advantage of this market opportunity. Through close collaboration and joint investment, we help you develop joint solutions or propositions, and provide shoulder-to-shoulder support to market, engage and sell the propositions to your customers.

ADDRESSING PARTNER NEEDS

Our Global Partner Programme provides a host of benefits and support that addresses your needs and those of your end-customers.

Support partners in leveraging the opportunities of your customers' Digital Transformation journey

We have developed the Global Partner Programme to support you in leveraging opportunities along your customers' Digital Transformation journey. We are one of few Service Providers with a complete portfolio of services that addresses most, if not all, aspects of customers' Digital Transformation needs. Our service offerings provide customers with the best coverage and network reach for globalisation. Partnering us enables you to access our portfolio of services to address the needs of your customers by collaborating in the way best suited to your business.

Our training and certifications equip you with the skillsets and knowledge to go-to-market quickly. Regional Partner Engagement Managers will work with you to identify your additional sales enablement and development needs. Partners at certain levels may be able to access the Market Development Fund (MDF) and our marketing support resources to execute marketing activities to generate brand awareness and pipeline.

If you're a Focus Partner, we will invest in resources to support you in solution selling. Based on your business case defined, mutually agreed business objectives, we may co-fund Focus Partners for the development of joint solutions or propositions. Such funding can also facilitate recognised industry accreditations to build on expertise and become your customers' trusted advisers on their Digital Transformation journey. Through close collaboration and joint planning, we will align our strategies, plans and investment with you on marketing, the acquisition of customer accounts and selling approach. Our Partner Success Enablement Manager will be on hand to share our years of experience, learning and best practice in managing a variable recurring business to ensure you succeed.

Reward your efforts in managing the customer lifecycle

Our Global Partner Programme not only ensures you're compensated for the opportunities you win, but also gives you the chance to earn incrementally for the additional effort you put in. This applies throughout the lifecycle of your customer's consumption of our services.

By deal registering customer opportunities with us in the early stage of the sales cycle, as a partner you earn a Deal Registration Incentive. In turn, you will be protected for the deals and the efforts made in the opportunities. Should you bring a deal with a longer contract term, you will earn greater compensation compared to one that's shorter. Partners who overachieve the Performance Incentive target that's defined and mutually agreed as part of the annual business planning process will earn an additional Performance Incentive. Drive your customer to renew the contract when it's due to expire and you'll continue to enjoy the same compensation during the contract term. However, should the customer auto-renew, compensation will be reduced.



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Deliver a good partner experience aligned to customer experience

Any benefits and support in the programme are meaningless if they're difficult or time-consuming to access. We've therefore ensured that relevant services are partner-ready in terms of the availability of the services catalogue, pricing, content, processes, tools and support. Regardless of selling model, you'll have what you need to go to market quickly. We have developed these services with the partner experience in mind, making them easily accessible via the partner portal.

The partner portal is where you can access orientation training. This provides a good overview of our services portfolio and our quote-to-cash processes so you can hit the ground running in the shortest time. In-depth training for each of the services we offer is also available on the portal to learn more about how to design the solution and sell our services at your own pace – anytime and anywhere.

Similarly, you can access a wide range of marketing content on the portal including sales guides, presentations, white papers and case studies – all ready for download to use when engaging customers. Partners at certain levels can further access the Partner Marketing Centre, a campaign tool to execute your campaigns. Once an opportunity has been generated, the sales process continues to be user-friendly. From deal registration, feasibility assessment and getting a quote, to services delivery and ticketing, the portal simplifies and automates processes – making doing business with us easy. Its dashboard is where you can also track your funnel, order status, commissions and incentives earned.

Besides automated systems and tools, we have dedicated human resources focused on supporting you in onboarding, enablement, marketing, solutions design, bid management, service delivery, service management, service assurance – and more. Whenever you require help, our Partner Support Desk is available 24/7 by phone or email.

PARTNER PROGRAMME REVIEW

To deliver the mutual benefits the programme is designed to achieve, partners are expected to satisfy specific requirements and to maintain your status within it. Depending on the Programme Track and Partner Level, where applicable, these requirements can include:

- Agreeing an annual sales plan that aligns our goals, strategies and investment
- Completing training and certifications
- Achieving a programme target in terms of annual contract value of sell-through, sell-with and referred orders booked, less any cancellation and adjustment in the value of previously booked orders
- Providing sales, presales and partner relationship manager resources within your organisation

We also expect Focus Partners to meet the following requirements:

- Developing agreed joint solutions or propositions
- Meeting Managed by Objectives (MBOs) targets
- Designated sales and presales manager resources within your organisation trained on our solution selling framework and methodology

Please refer to the Programme Guide for full details of requirements.



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When partners initially join the programme, participation in the Focus Partner Programme Track will be the outcome of business conversations with your Partner Sales Account Manager. Otherwise, Solution Partners join the programme at Authorised Partner Level and progress up the levels over time. The respective programme requirements and benefits will be agreed and acknowledged as part of your agreement with Tata Communications. Once this is signed and partner is onboarded our system, the programme benefits will become available to you.

For Solution Partners, we will formally review achievements against requirements annually, determining your Partner Level for the following year. We supplement the annual review with a quarterly programme review of the progress, gaps and remedial actions we may jointly take before completing it. The quarterly review will also identify partners eligible to advance to the next higher Partner Level, if the requirements of the next higher level are met so that you can enjoy its associated incremental benefits sooner, rather than waiting for the next annual review. The review schedule is based on our fiscal quarter / year. We then review in the first two weeks of the following quarter and notify partners by the third week of any change in Partner Level.

Partner Level changes

If your Partner Level changes, we will send out an updated Partner Programme Acknowledgement. You'll need to sign and return the Acknowledgement within 14 days.

With any change in Partner Level, the new benefits and requirements will take effect from the start of the following quarter. For example, if a partner is promoted from Affiliate to Premier Level in the Q2 review, that partner will begin to access Premier Level benefits from the start of Q3. Premier level requirements will then apply in subsequent reviews. The same applies to any downgrade in Partner Level following the annual review.

All pricing and sell-with recurring commission rates remain unchanged for any closed sales opportunities or orders booked before a change in Partner Level. Revised partner prices or sell-with recurring commission rates, if applicable, will apply for new opportunities closed from the following quarter.

Certifications

Depending on the Programme Track and Partner Level, you may be required to complete a set number of certifications, as set out in the Partner Programme Requirements and Benefits.

Should a certified member of your team leave your company before your Partner Programme Review, you will have up to six months to replace the lost certifications. During this time, the certifications achieved by the team member who has left the organisation will continue to count towards your requirements.

A partner organisation 'Superuser' is required to deactivate the departing user's access to the partner portal with effect from your employee's last day of employment. Preventing any ex-employee from having access to partner data in the partner portal benefits both the partner and Tata Communications.

