AVAYA Edge℠

Global Partner Program Guide

Fiscal Year 2017

Published 23 November 2016

This guide explains the benefits, requirements, and policies that govern Avaya's relationship with our channel community, including Value Added Resellers, Service Providers, System Integrators, and Direct Marketing Retailers.

This document is accurate as of the date printed above. For the most current information, please download the electronic version posted on the [Avaya Partner Portal](#).

1   Avaya Edge Overview

Avaya Edge^{SM} is our worldwide channel program designed to support Avaya partners as they grow their business; sell Avaya products, solutions, and services; achieve competency in leading-edge Avaya solutions; and better compete in the marketplace.

This innovative, global program provides an opportunity for partners to differentiate their company in the market, and gives unprecedented access to a comprehensive set of financial, technical, sales and marketing benefits.

The program structure is based on partner tracks, streamlined requirements, country location and three gem levels: diamond, sapphire and emerald. (see diagram below)

The Avaya Edge Program Guide provides an overview of the Avaya partner program framework and associated benefits. Links to additional documentation are included for further details. The Guide should be used to learn about the program competency model and program levels, and the financial, technical and sales and marketing benefits available.

For additional resources, please refer to Appendix A of this document.

1.1   Avaya Edge Program Structure
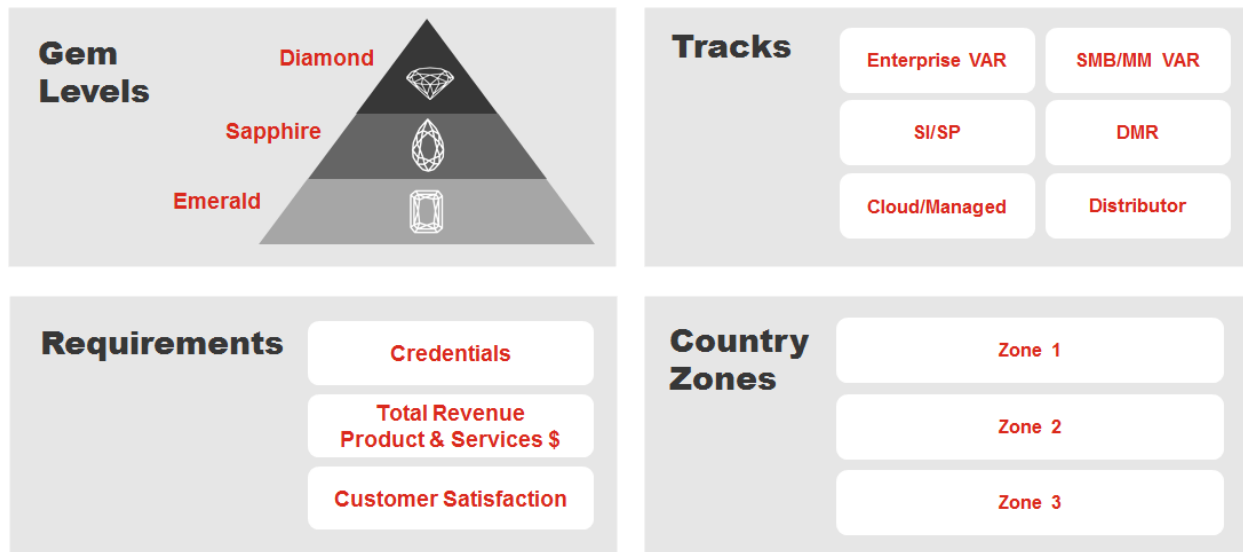
1.2   Program Objectives

Avaya partners are highly valued and critical to our success. That's why we make significant investments in a partner program that rewards partners for their commitment to Avaya and the value our partners deliver to customers.

Avaya Edge is designed to support our partners by:

- Enabling you to deliver an exceptional customer experience
- Rewarding partners for value, competency, growth and customer satisfaction
- Supporting a partner's go-to-market model based on their targeted customer segments and expertise
- Improving Avaya's level of coverage, consideration, and closure
- Streamlining requirements and reducing administrative complexity

AVAYA Edge^{SM}

Avaya.com/Avaya-Edge 〉 **4**

- Simplifying the program
- Helping you grow your business in software, services and cloud- based solutions

1.3 Key Features of Avaya Edge

A single channel partner program with a global brand, Avaya Edge:

- Recognizes specific partner models, including Enterprise Value Added Resellers (VARs), SMB/MM VARS, Direct Market Retailers (DMRs), Systems Integrators (SIs), Service Providers (SPs), and Cloud / Managed Services.
- Offers simplified partnership requirements that ease on-boarding of new partners or new partner personnel.
- Includes a streamlined solution-based competency model that reduces training course counts and hours, and lowers costs.
- Delivers discounts that increase with partner commitment and capability, as measured by partner level achievement.
- Implements aggressive deal and growth incentives to reward the development of new business and customers in certain markets.
- Provides partners with market development funds to improve coverage, consideration, and closure.
- Keeps customers' success and satisfaction at the heart of the program.

2   Partner Levels

Avaya Edge offers three program levels to reward partners for their value and competency. Higher gem levels offer more rewards in terms of resources/benefits to partners.

Partners enter the program at the Emerald level. Higher program/gem levels, Sapphire and Diamond, are available to partners who meet product and service revenue, authorizations and customer satisfaction thresholds. Partners are required to maintain their revenue, authorization and CSAT as outlined in the sections below to maintain their desired gem level and associated program benefits.

Partner requirements vary slightly based on the country group or "Zone" in which the company operates.

Partner Levels are valid for a maximum of six months. Twice per fiscal year, Avaya will evaluate all partners to determine if any adjustments are needed in their program level. In addition to the bi-annual review cycle, Avaya will assess upward movement on a monthly basis, based on the preceding 12 months' revenue and customer satisfaction results, along with current competencies. Benefits begin accruing the month following the one in which the partner level is increased.

For partners who are transitioning from the Avaya Connect Partner Program, a comparison of the Avaya Connect to Avaya Edge partner levels is provided in the table below. Avaya systems may show gem levels or medal levels during the transition to Avaya Edge.
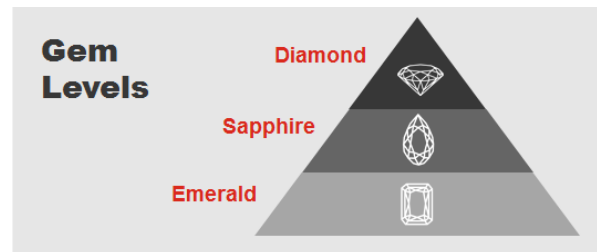
Avaya Connect	Avaya Edge
Platinum	Diamond
Gold	Sapphire
Silver	Retired (Merged into Sapphire)
Authorized	Emerald

Avaya.com/Avaya-Edge   〉 **5**

2.1 Tracks Overview

Avaya is pleased to announce the introduction of tracks as a framework for how partners achieve their desired gem level and associated benefits. We recognize that our channel partners are not "one-size-fits-all", and that partners uniquely serve different customer segments in the market place. We have evolved the partner program to better align with our partners go-to-market business model versus the products they sell.

Tracks

Enterprise VAR	SMB/MM VAR
SI/SP	DMR
Cloud/Managed	Distributor
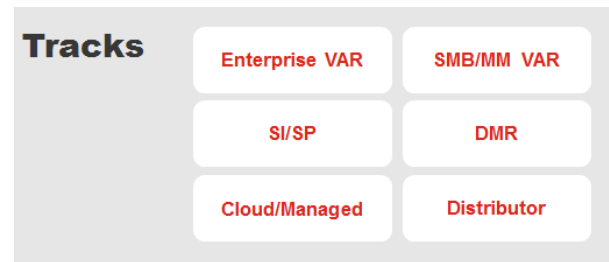
Effective 1 October 2016 through 30 September 2017, Avaya Edge Resellers, Service Providers, System Integrators, and Direct Market Resellers (DMRs) in all theatres will be mapped to a track. Partners will be assigned to a track at the end of Avaya's prior fiscal year which will remain set for the balance of the new fiscal year unless their business model changes. Partners will be assigned to one single track only.

2.2 Tracks Details

The new partner program includes tracks that reflect a partner's overall business model:

- Partners cannot participate in more than one Avaya Edge program track.
- Partners are assessed, typically in October, at the end of the fiscal year when September revenue results are final and available to prepare for the next fiscal-year cycle. Avaya's fiscal year is October of the initial calendar-year through September of the following calendar-year.
- Partners are also assessed for gem level adjustments mid Avaya Fiscal Year (April timeframe).
- Newly on-boarded partners will default to 'Pending Assignment' track classification. Classification will be assigned based on "Target Market Segment" as supplied on the partner application.
- Avaya's partner segmentation process is automatic. No action is required on the part of the partner or the partner's channel account manager to initiate classification.
- Avaya will notify partners of their track in early November. This information will be included in the same email informing them of their FY17 Avaya Edge gem level.

2.3 Enterprise and SMB/MM Value Added Reseller Tracks Classification

Avaya will assess partners using a number of factors to determine which track best reflects their business model and targeted customer segment. There will be geographic variance on how the criteria are applied. Below is a list of factors that will be used to determine Enterprise and SMB/Midmarket VAR assignments:

- Percentage of Avaya product revenue sold to customers with less than 1000 users in comparison to their total product results (US/CALA/Canada)
- Enterprise Team Engagement (UC)/Enterprise Customer Engagement (CC) Sales Authorizations (EMEA and APAC)
- Focus on Avaya named accounts
- Primarily focused on government entities (varies by state/country)
- Networking only partners carrying Networking Sales Authorization
- Video only partners carrying Video Sales Authorization
- Open portfolio product sales

Note: not all criteria will be used in all theatres

The table below shows the criteria used for the FY17 Enterprise and Mid-Market/SMB partner tracks assessment:

2.3.1 US/Canada/CALA

	Enterprise VAR Track	SMB/MM VAR Track
>50% revenue **over** 1,000 user segment	✔	
>50% revenue **under** 1,000 user segment		✔
Networking only partners carrying Networking Sales Authorization	✔	
Open/ Unrestricted portfolio product sales only		✔
Sells to Avaya Named Accounts	✔	
Services Partners	✔	

- Assignment to track varies by state/country for partners primarily focused on government/education/medical verticals.
- Networking only partners are defined as partners with over 90% of their overall revenue in Avaya defined "Networking" who also carry a Networking Sales Authorization.
- Partners in the Midmarket VAR track whose revenue predominantly moves to the over 1000 user segment will be moved into the Enterprise VAR track by Avaya immediately. The partner gem level will be re-assessed based on that track criteria.
- Services Partners are defined as partners with over 90% of their overall Avaya revenue in Services1. In cases where the partner Link ID is part of a larger partner hierarchy, the parent account must also meet the same criteria having over 90% of their overall Avaya revenue in Services. For purposes of Sapphire or Diamond gem level revenue evaluation, a partner must have greater than 10% of their overall revenue from product sales. If a partner does not meet this requirement, the partner will remain at Emerald level.
- The decision to classify a partner as an Enterprise VAR or MM/SMB VAR is at Avaya's sole discretion.

2.3.2 EMEA/APAC

|	Enterprise VAR Track	SMB/MM VAR Track
Enterprise Team Engagement (UC)/Enterprise Customer Engagement (CC) Sales Authorizations	✔	
SME Sales Authorizations[1]	✔	✔
Networking only partners carrying Networking Sales Authorization	✔	
Open/ Unrestricted portfolio product sales only		✔
Video Only partners carrying Video Sales Authorization		✔
Services Partners	✔	

---

[1] Services revenue includes maintenance plus subscription upgrades on an annualized contract basis.

AVAYA Edge℠

- [1]Partners who hold only Midmarket/SME sales authorizations and who do not hold the Enterprise Sales Authorizations UC/CC will be placed in the SMB/MM VAR Track
- Networking only partners are defined as partners with over 90% of their overall revenue in Avaya defined "Networking" who also carry a Networking Sales Authorization.
- Services Partners are defined as partners with over 90% of their overall Avaya revenue in Services[2]. In cases where the partner Link ID is part of a larger partner hierarchy, the parent account must also meet the same criteria having over 90% of their overall Avaya revenue in Services. For purposes of Sapphire or Diamond gem level revenue evaluation, a partner must have greater than 10% of their overall revenue from product sales. If a partner does not meet this requirement, the partner will remain at Emerald level.
- Twice a year (starting April 2017), partners may move between Midmarket VAR and Enterprise VAR tracks.
- If a partner moves from the Enterprise VAR track to Midmarket track their Enterprise UC/CC sales authorizations will be removed.
- If a partner in the Midmarket VAR track wishes to commence selling Enterprise UC or CC, local approval is required to move tracks. Transition to the Enterprise VAR track will occur the same month the partner receives their Enterprise Sales Authorization. The partner gem level will be re-assessed based on that track criteria.
- The decision to classify a partner as an Enterprise VAR or MM/SMB VAR is at Avaya's sole discretion.

2.4   SI/SP and Direct Market Reseller (DMR) Tracks Classification

- SI/SP and DMR partners are put in the track that reflects their business model and not the products or solutions they sell.

2.5   Tracks Requirements

Requirements

Credentials

Total Revenue Product & Services $

Customer Satisfaction
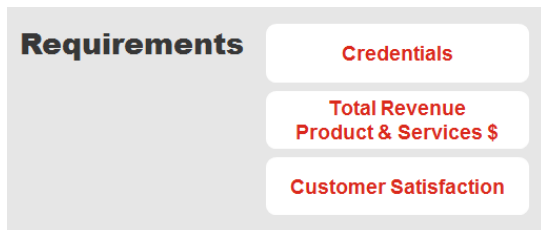
Avaya Edge had three requirement categories: **Credentials, Revenue, and Customer Satisfaction**. Each is described in the following sections.

2.6   Revenue Requirements for all Tracks

In order to earn a higher gem level, partners must meet minimum revenue requirements. These requirements are based on their Product and Services revenue on a rolling 12 month basis. Revenue is stated in Partner Program Value (PPV – details in Appendix B). With Avaya Edge, product revenue as well as service revenue count toward the partner's revenue achievement. Product revenue includes hardware and software. Services revenue includes maintenance plus Subscription upgrades on an annualized contract basis.

Each track has unique revenue requirements as stated in the table below:

---

[2] Services revenue includes maintenance plus subscription upgrades on an annualized contract basis

Country Zone 1 United States

Gem Level	Enterprise VAR	SMB/MM VAR	SI/SP	DMR	Cloud
Diamond	$5,000,000	$2,200,000	$6,000,000	$3,500,000	coming Q1
Sapphire	$1,200,000	$425,000	$2,500,000	$1,600,000	

Country Zone 2 See section 2.9 for country details

Gem Level	Enterprise VAR	SMB/MM VAR	SI/SP	DMR	Cloud
Diamond	$2,500,000	$900,000	$4,000,000	$2,200,000	coming Q1
Sapphire	$600,000	$300,000	$1,600,000	$1,000,000	

Country Zone 3 See section 2.9 for country details

Gem Level	Enterprise VAR	SMB/MM VAR	SI/SP	DMR	Cloud
Diamond	$1,200,000	$500,000	$2,000,000	$1,900,000	coming Q1
Sapphire	$200,000	$150,000	$800,000	$880,000	

"Fiscal Year Product Revenue" is the sum of a partner's Fiscal Year product purchases at partner program value (PPV). The partners' Reporting Link ID is used to capture their revenue. See Appendix B for further details.

Note: Emerald level partners must adhere to the Avaya Edge Minimum Requirements Policy which establishes the minimum level of productivity that Avaya channel partners are required to achieve to continue as an Avaya Partner within the Avaya Edge Program. See section 5 Minimum Requirements for full details*.*

2.7 Customer Satisfaction Surveys (CSAT) Requirements for all Tracks

The Customer Satisfaction Survey is provided to assist our partners in managing their customer relationships. Avaya contracts with a third party research vendor, Walker Information, to solicit feedback from customers who have purchased from our participating partners throughout the year.

Although participation is optional, partners are required to produce a minimum number of customer surveys and achieve stated satisfaction scores in order to earn a Sapphire or Diamond program level. See table below for survey counts and score requirements.

Details on the no-cost Customer Satisfaction Survey program can be found in the Satisfaction Survey Program Guide[3].

---

[3] https://sales.avaya.com/documents/1399572194606

Customer Satisfaction Survey Responses

Partner Level	Number of Survey Responses Required			Average Mean Score Required
	Zone 1	Zone 2	Zone 3	
Diamond	20	12	8	3.5
Sapphire	8	6	5	3.5
Emerald	0	0	0	N/A

Partners who operate in a country that is part of a country sub-group may meet the gem level CSAT requirements by aggregating results across the sub-group.

For details on other satisfaction programs associated with Avaya Service Authorizations such as Implementation/Maintenance Satisfaction, see the Customer Satisfaction Policy Guide[4].

2.8   Sales Authorizations and Competency Requirements

To sell Avaya solutions, there are a minimum number of sales and design credentials required of the partner at a country level. Partner Sales Authorizations or "Right to Sell" is a gem level requirement of Avaya Edge. Sales Authorization is generally achieved by earning two Avaya Professional Sales Specialist (APSS, or "Sales Specialist") credentials in every solution sold, per country and one Avaya Professional Design Specialist (APDS, or "Design Specialist") for every solution sold. Some solutions may not have a design requirement.

Implement credentials certify that a candidate has achieved an enhanced level of proficiency focused on installing, configuring, and troubleshooting a specified Avaya product or product family. Implement credentials ensure that the specialist can implement, validate and troubleshoot the installation of a single product, single system or product family.

Refer to the Avaya Professional Credential Program Overview[5] for details on the credentials available from Avaya Learning and to the Avaya Solutions Authorization Policy Guide[6] for details on how these credentials map to partner authorizations on the various Avaya solutions.

The sales authorizations and implement credential requirements vary by track as outlined in the sections below. Where an implement requirement is in place, it must correspond to one of the Partner Sales Authorizations held.

---

[4] https://sales.avaya.com/documents/1399572194606

[5] https://www.avaya-learning.com/lms/_assets/guides/Credential_Program_Overview.pdf

[6] https://sales.avaya.com/documents/1399552212704

2.8.1 Competency Requirements for Enterprise VAR, SI/SP, and DMR Tracks

The table below illustrates the minimum levels for Enterprise VARs and SI/SP's. DMR's carry the same minimum number of sales authorizations but are exempt from the Implement credential requirements.

Gem Level	Min # of Partner Sales Authorizations	*Min # of Implement Credentials
Diamond	3	2
Sapphire	2	1

- Implement credentials must correlate to sales authorization solution area. See section 2.9 for eligible implementation credentials.
- For the purpose of earning an Avaya gem level, Sales Authorizations and Implement Credentials need to be held in the same country (same PRM Link ID).
- Networking only partners with over 90% of their overall revenue in Avaya defined "Networking" who also carry a Networking Sales Authorization require only one implement credential in Networking for Diamond level.

2.8.2 Competency Requirements for SMB/MM VAR Tracks

In order to earn Sapphire or Diamond gem level, partners in the SMB/MM VAR track are required to carry the Midmarket Team Engagement (SME Communications) sales authorization and the equivalent implementation credential. In addition they must carry at least one more sales authorization to earn Diamond status. See chart below:

Gem Level	Min # of Partner Sales Authorizations	Min # of Implement Credentials
Diamond	2	1
Sapphire	1	1

- For the purpose of earning an Avaya gem level, Sales Authorizations and Implement Credentials need to be held in the same country (same PRM Link ID).

2.8.3 Eligible Sales Authorizations

Below is the list of Sales Authorizations that can be leveraged for to earn a gem level in Avaya Edge.

Sales Authorization	Enterprise VAR	SI/SP	DMR	Midmarket VAR
Enterprise Team Engagement (UC)	✓	✓	✓	✓[1]
Enterprise Customer Engagement (CC)	✓	✓	✓	✓[1]
Midmarket Team Engagement (SME Communications)	✓	✓	✓	✓[2]
OnAvaya-Google Cloud Platform	✓	✓	✓	✓
Avaya IP Office Contact Center	✓	✓	✓	✓
Avaya Contact Center Select	✓	✓	✓	✓
Networking	✓	✓	✓	✓
Pod FX	✓	✓	✓	✓
Video (Scopia Endpoints) [3]	✓	✓	✓	✓

[1] US/Canada/CALA only

[2] Required for SMB/MM VARs Sapphire/Diamond gem levels

[3] Scopia Endpoint sales authorization requirements are a subset of the full Scopia sales authorization requirements. Scopia Endpoint authorization is accepted as an eligible sales authorization for all tracks.

2.8.4 Eligible Implementation Credentials

Implementation Credentials are a Gem Level requirement of Avaya Edge.

Below is the list of implementation credentials leveraged for Gem Level by Avaya Edge. See tracks information for the number of credentials required for partners desired Gem Level. **The implementation credentials leveraged for gem level are required to map to the corresponding Sales Authorization.**

Note: each entry in the table below is a separate implement credential. The list includes some credentials that have retired so can no longer be taken, but are still valid until they retire. It is not necessary to have all of the implement credentials in any section, for example with Enterprise Customer Engagement, some partners may focus on Avaya Aura Contact Center, and others may focus on Avaya Aura Call Center Elite. **Either** of these two implement credentials (6202 or 3304) map to Enterprise Customer Engagement (CC) Sales Authorization.

Enterprise Team Engagement	
Credential Code	**Description**
ACSS – 3101 + ACIS – 6002	ACSS - Avaya Aura® Session Manager and System Manager **PLUS** ACIS - Avaya Aura® Communication Manager and CM Messaging – Embedded (R6.x)
ACIS – 7120	ACIS - Avaya Aura® Core Components
Enterprise Customer Engagement	
Credential Code	**Description**
ACIS – 6202	ACIS - Avaya Aura® Contact Center
ACSS – 3304	ACSS - Avaya Aura® Call Center Elite
Midmarket Team Engagement*	
Credential Code	**Description**
AIPS – 4000	AIPS - Avaya IP Office™ Platform**
OnAvaya-Google Cloud Platform	
Credential Code	**Description**
AIPS – 4000	AIPS - Avaya IP Office™ Platform**
IP Office Contact Centre	
Credential Code	**Description**
ACSS – 3003	ACSS - Avaya IP Office™ Contact Center
ACIS – 7750	ACIS - Avaya IP Office Contact Center
Contact Centre Select	
Credential Code	**Description**
ASPS – 5000	ASPS - Avaya Contact Center Select
Networking	
Credential Code	**Description**
ACIS – 7590	ACIS - Avaya Fabric Networking Solutions
ACIS – 7591	ACIS - Avaya Mobility Networking Solutions
ACIS – 6103	ACIS - Avaya Ethernet Routing Switch 8000 and Avaya Virtual Services Platform 9000
ACSS – 3600	ACSS - Avaya Ethernet Routing Switch

AVAYA Edge℠

ASPS – 5400	ASPS - Avaya Stackable Ethernet Routing Switch and Virtual Services Platform
Pod FX	
Credential Code	**Description**
ACIS - 7593	Avaya Pod Fx™
Video	
Credential Code	**Description**
ACSS – 3103	ACSS - Avaya Scopia® Solution
ASPS – 5102	ASPS - Avaya Scopia® Endpoints

*Required to achieve a gem level in the SMB/MM track

** AIPS 4000 is a pre-requisite for the new ACIS – 7790 Midmarket Team Engagement Solutions which is why the 7790 is not listed.

2.9 Geographic Zones

Based on the size of the local market opportunity, countries are placed into one of three groups, for which requirement conditions differ.

Country Group Definitions

	Country Zone 1	**Country Zone 2**	**Country Zone 3**
North America	US	Canada	
EMEA		Russia, Western Europe	Israel, Middle East, North Africa, South Africa, Sub-Sahara Africa, Pakistan, Central/Eastern Europe, Commonwealth of Independent States (CIS),
CALA			Brazil, Mexico, Southern Cone, Andean Region, Caribbean and Central America
APAC		Japan, India, South Pacific	Greater China, British Indian Ocean Territory, Brunei Darussalam, Cambodia, Indonesia, Korea, Lao People's Democratic Rep., Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, Vietnam

Country Sub-Group Definitions

	Sub-Group	**Countries**
EMEA	Western Europe	Austria, Belgium, France, Germany, Ireland, Italy, Luxembourg, Monaco, Netherlands, Portugal, Spain, Switzerland, UK
	Middle East	Bahrain, Iraq, Jordan, Kuwait, Lebanon, Oman, Palestine Territory, Qatar, Saudi Arabia, United Arab Emirates and Yemen

	Sub-Group	Countries
	Central/Eastern Europe	Adriatic Region, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Greece, Hungary, Iceland, Latvia, Lithuania, Macedonia, Malta, Moldova, Montenegro, Norway, Poland, Romania, Serbia, Slovakia, Slovenia, Sweden
	CIS	Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Ukraine
	North Africa	Algeria, Egypt,Lybia, Morocco, Tunisia, Turkey
	Sub-Sahara Africa	Angola, Benin, Burkina Faso, Botswana, Burundi, Cameroon, Cape Verdi, Chad, Ethiopia, Equatorial Guinea, Kenya, Martinique, Mauritius, Namibia, Nigeria, Rwanda, Senegal, Togo, Uganda, Zambia, Zimbabwe
CALA	Southern Cone	Argentina, Bolivia, Chile, Peru, Paraguay, Uruguay
	Caribbean and Central America	Anguilla, Antigua, Aruba, Bahamas, Barbados, Barbuda, Belize, Bermuda, Bonaire, Cayman Islands, Costa Rica, Curacao, Dominica, Dominican Rep., El Salvador, Grenadines, Grenada, Guadeloupe, Guatemala, Guyanas, Haiti, Honduras, Jamaica, Martinique, Montserrat, Nevis, Nicaragua, Panama, Puerto Rico, St Kitts, St Lucia, St Martin, St Vincent, Suriname, Trinidad, Tobago, Turks and Caicos, Virgin Is.(British), Virgin Is.(US)
	Andean Region	Colombia, Ecuador, Venezuela
APAC	South Pacific	American Samoa, Australia, Cook Islands, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Micronesia, Nauru, New Caledonia, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
	Greater China	China, Hong Kong, Macau, Taiwan
	India	Bangladesh, Bhutan, India, Maldives, Nepal, Sri Lanka

2.10 Geographic Designations

Geographic Coverage Designation (GCD)

Avaya partners operating in multiple countries or theatres may qualify for a uniform gem level across an entire sub-group based on earning it in one country. If their breath of experience extends to theatre level, they may qualify for a theatre designation. And for partners whose breath of reach and experience extends across the globe, they may be able to achieve a global designation, which may give Diamond level benefits worldwide.

If the partner does not qualify for these designations, they receive pricing based on their partner level in each country.

The Geographic Coverage Designation is designed to:

- Promote a partner's breadth of presence and competency within a geography to our Customers. Global GCD indicates a partner's ability to address Customer needs worldwide with a level of credibility, skill and competency.

AVAYA Edge℠

- Allow partners to enjoy benefits across a geography when they have met certain geographic coverage requirements. Global partners can earn extraordinary benefits across a geography when they meet both geographic coverage and volume of business requirements.

The Geographic Coverage Designation element of the Avaya Edge Program requires partners to comply with all of the Avaya Edge authorization policies:

- It does not authorize a partner in all countries in the theatre or the globe.

- It does not exempt a partner from any of the Solution Authorization Policies except where noted.

- It does not make any statements about the partner's ability to deliver services across the theatre or globe.

- Partners will be re-certified each year for their GCD.

- Partners must still follow all services policies.

Country Sub-group

Partner Levels are awarded based on **country or country sub-group**. This means that a partner may qualify for a uniform gem level across an entire sub-group based on earning it in one country. In this case, the partner is assigned and can promote their gem level throughout the sub-group in all countries in which they hold a valid Sales Authorization (see Sales Authorization Section). This allows partners to benefit in multiple countries in the sub-group from the gem level earned in one country. (See "Geographic Zones" for information on the Avaya Edge sub-groups.)

Sub-Group Requirements

- Sapphire or Diamond gem level in any country in the sub-group

Sales Authorized in any other countries in the sub-group

Subgroup Benefits

- The highest gem level is awarded in all countries in the sub-group in which the partner is at a minimum sales-authorized on one of the solutions outlined in Section 2.8.3

Theatre Designation

Theatre Designation Requirements

EMEA, CALA, APAC:
- At least 1 Diamond Country AND...
- At least 2 Other Sapphire (or higher) Countries AND...
- At least 3 Other Sales Authorization Countries AND...
- Sales Authorization in 3 separate subgroups (for example, Western Europe/Eastern Europe/Central Europe).

North America (Canada and US):
- At least 1 Diamond country and at least 1 Sapphire in the other country required for Theatre Designation.

Theatre Benefits

- *Theatre Designation* – Partner receives Theatre Geographic Coverage Designation for external usage with our Customers.
- *Theatre-wide Diamond Status* – Awards the partner with Diamond level in all countries in which they are fully Sales Authorized in at least one Avaya solution set (UC, CC, SME, or Networking).

Global Designation

Global Requirements

Partner must be fully Sales Authorized in at least one Avaya solution set (UC, CC, SME, or Networking) in at least 15 countries worldwide spanning all 4 theatres.

Avaya Edge Sapphire or Diamond status in at least 2 subgroups and spanning at least 2 theatres (having achieved such gem status prior to any in-theatre or in-country manual overrides in Salesforce/PRM by Avaya Edge theatre leads).

Global Benefits

Global Designation – Partner receives Global Geographic Coverage Designation for external usage with our Customers.

Global Account Support – Ability to participate in Global Accounts Program.

Walker Process CSAT Exemption – Allows partner to provide their own CSAT surveying capability rather than use the Avaya (Walker) CSAT surveying capability.

Worldwide Diamond Status

Partners who meet the above requirements for a Global Designation and supply $50M in Global Revenue (product + services net) to Avaya will qualify for this final threshold of benefit. Worldwide Diamond Status awards the partner with Diamond Level benefits in all countries in which they are Sales Authorized—including Diamond-level pricing for all purchases.

Please address any queries to AvayaEdge@avaya.com

2.11 Program Level Promotions, Demotions and Suspensions

Promotions and Demotions

Avaya Edge promotions occur on a monthly basis. The cut-off point for data assessment for a promotion is the third Monday of the month. Revenue data examined for promotions is always for the 12 month period up to the last day of the *previous* month. For example, if a partner is aiming to be promoted December 1, the revenue examined for the Dec 1 promotions will be for the 12 months up to October 31. CSAT; Credentials; and Authorizations will be examined as per the third Monday in November.

On December 1 the promotion will be seem first in the PRM system. The second Monday of December is the "effective date" of the new level and is also the date on which Avaya Edge financial benefits associated with that new level are effective and become available to the partner.

The gem level truing-up process occurs twice a year—in the October and April cycles (shown bolded and yellow-highlighted in table below). Promotions take place on a monthly basis; however demotions only take place twice per year with the gem level truing-up process.

Avaya strongly recommends that partners maintain credential and CSAT levels above the minimum requirements to avoid any unforeseen shortfalls. Additionally, it is important to note the processing time for gem entitlement can take several days to update on all applicable systems. Therefore Avaya recommends sufficient time is allowed to ensure this percolation from the system of origin (Avaya Learning/Walker) to the Avaya PRM System. The dates below are the dates by which the credentials and CSAT **must be present in the Avaya PRM system**.

2017 schedule for Avaya Edge gem level assessments:

Date By Which Revenue Must Be Met For Promotion	Date By Which CSAT/Credentials Must Be Met For Promotion (Third Monday)	Date On Which Partner's PRM Account Record Updates With New Gem Level	Date On Which Financial Benefits At New Gem Level Are Effective (Second Monday)
30 September 2016	17 October 2016	1 November 2016	14 November 2016
31 October 2016	21 November 2016	1 December 2016	12 December 2016
30 November 2016	19 December 2016	1 January 2017	9 January 2017
31 December 2016	16 January 2017	1 February 2017	13 February 2017
31 January 2017	20 February 2017	1 March 2017	13 March 2017
29 February 2017	20 March 2017	1 April 2017	10 April 2017
31 March 2017	17 April 2017	1 May 2017	8 May 2017
30 April 2017	15 May 2017	1 June 2017	12 June 2017
31 May 2017	19 June 2017	1 July 2017	10 July 2017
30 June 2017	17 July 2017	1 August 2017	14 August 2017
31 July 2017	21 August 2017	1 September 2017	11 September 2017
31 August 2017	18 September 2017	1 October 2017	9 October 2017

Track Changes

Partners who move tracks will be re-assessed on the month they move tracks based on their new track criteria.

Suspensions

Avaya partners must consistently maintain all requirements for their desired gem level (or program status) during the fiscal year. Failure to maintain these requirements may result in a review of the partner's status as an Avaya Partner in Good Standing and possible suspension. Partner in Good Standing is typically a pre-requisite of eligibility to participate in Avaya's financial incentive programs, so failure to retain Partner in Good Standing may result in suspension of these benefits.

2.12 Program Level of Partner Affiliates

Only the party to the reseller agreement may receive the Avaya Edge partner gem status. In rare instances, Avaya has allowed affiliates, but they must first meet the contractual definition of an "affiliate" and actually be called out as such in the reseller agreement. Typically, if the companies involved are separate legal entities, then each is required to execute their own individual reseller agreement with Avaya. In this case, each company would need to meet the requirements for the Avaya Edge gem status they desire based on their own merits under the program.

For example, in order for the Diamond program status of partner company ABC to flow to their affiliate company DEF, DEF must be included in ABC's reseller agreement as an affiliate. Avaya Edge cannot recognize the affiliate company with Diamond status -- even if there is a legal arrangement or common ownership between the two companies – unless DEF is referenced as an affiliate in the reseller agreement signed by the ABC "parent" company. Avaya Edge treats all parties to a single Avaya reseller agreement as one company.

2.13 Support Select Designations

The Support Select designation recognizes partners that have invested in creating solution-based support services practices. These partners provide quality service delivery and expertise to meet the support requirements of our joint customers.

Support Select is an optional program; it is not required for authorization or partner level achievement for Avaya Edge partners worldwide.

The Support Select designations were created to align with the Co-Delivery areas. To earn a Support Select designation, the partner must meet these criteria:

- **Achieve co-delivery authorization** ("Authorization to Maintain") for all of the products that make up the solution. See the Co-Delivery Compliance Policy[7] guide for full details.

- **Achieve 1 incremental support credential per product**, as outlined in the Support Select Policy Guide[8].

3   Avaya Edge Program Benefits

Avaya Edge is designed to support and reward Avaya partners as they grow their business, demonstrate their expertise to sell Avaya products, solutions and services, and deliver an exceptional experience to customers. Scaling to reward partners for their increasing levels of competency, benefits fall into three broad categories— financial, technical, and sales and marketing. Benefits are cumulative, so partners receive all the benefits of the preceding partner levels. The tables below highlight key benefits and we encourage partners to speak with their Avaya channel team to determine how they can best leverage them.

Program Benefits by Partner Level

Avaya Edge provides several financial benefits that support partners as they build their business and rewards partners as they achieve growth targets. All backed by plan –driven marketing development funds designed to deliver high ROI.

Financial	Emerald	Sapphire	Diamond
Partner Level Discounts	✓	✓	✓
Global Demo Purchase Program GDPP	✓	✓	✓
Deal Registration (Americas and Europe)	✓	✓	✓
Market Development Funds (MDF)	✓	✓	✓
Solution Growth Rebates	✓	✓	✓
New Product Introduction Rebate	✓	✓	✓

---

[7] https://sales.avaya.com/documents/1399552194788

[8] https://sales.avaya.com/documents/1399575932086

Partner Co-delivery Pricing	✓ Co-Delivery partners only	✓ Co-Delivery partners only	✓ Co-Delivery partners only
Retail Maintenance Commissions	✓ US only	✓ US only	✓ US only
Partner Performance Incentive (PPI)			✓ Diamond co-delivery partners only
Partner Growth Performance Rebate			✓

Avaya Edge partners have access to full suite of techncial tools and resources that support partners as they design, propose and support their customers including these benefits in the table below.

Technical	Emerald	Sapphire	Diamond
TechniCenter	✓	✓	✓
Qvidian Proposal Automation (QPA)	✓	✓	✓
RFP Support	✓	✓	✓
Global Requirements Integration Process (GRIP) Input	✓	✓	✓
No Cost Online Sales & Design Courses	✓	✓	✓
Customer Inventory Reports	✓	✓	✓
Experience Avaya (trials and demos)	✓	✓	✓
No Cost Service Assessment		✓	✓
Design Central			✓

Avaya is committed to supporting our partners throughout the customer journey. Sales and Marketing resources include digital demand generation campaigns, best in class executive briefing centers, and a global partner helpdesk to name a few.

Sales and Marketing	Emerald	Sapphire	Diamond
Partner Helpdesk	✓	✓	✓
Lead Generation	✓	✓	✓
Content Syndication	✓	✓	✓

AVAYA Edge℠

Avaya.com/Avaya-Edge 〉 **19**

Sales and Marketing	Emerald	Sapphire	Diamond
Partner Relationship Manager (PRM) Partner View Tool	✓	✓	✓
Partner in Customer Excellence	✓	✓	✓
Avaya Financial Services	✓	✓	✓
Avaya Customer Gallery	✓	✓	✓
Account Manager Support	✓	✓	✓
Press Releases	✓	✓	✓
Global Branding	✓	✓	✓
Partner Appreciation Kit	✓	✓	✓
Partner Finder/Partner Locator	✓	✓	✓
Opportunity Registration	✓	✓	✓
Executive Briefing Center	✓	✓	✓
Federal & GovEd Agent Program		✓ US only	✓ US only
Briefing Edge Access			✓

3.1 Financial Benefits

Partner Level Discounts
Avaya rewards partner commitment and capability with discounts that increase as partners achieve a higher Avaya Edge partner level. Discounts are applied automatically, whether the partner purchases directly from Avaya or through a distributor.

Note: actual discounts may vary for partners buying through distribution, as these are subject to negotiation with the distributor.

Market Development Funds (MDF)
Discretionary co-investment funds are available to partners on a case-by-case basis for specific marketing and/or business development activities. Eligible activities vary by theater and may include training, demo

equipment, sales incentives, MarketLeaders, seminars/webinars, and other business development or demand generation activities. All partner levels are eligible for MDF investment based on business case evaluation. Partners seeking MDF funding should work with their Avaya Channel Account Manager (CAM).

Global Demo Purchase Program (GDPP)

Partners can purchase Avaya equipment for demonstration purposes at a significant discount. This program offers access to new systems and upgrades for Avaya's strategic solutions, for the purposes of demonstrating Avaya solutions to end customers.

Deal Registration Program

The Deal Registration Program is a partner margin enhancement program that rewards partners with an attractive financial incentive for hunting and closing incremental revenue opportunities with Avaya. It also enables partners to engage Avaya resources earlier in the sales cycle. All Emerald, Sapphire, and Diamond level partners are eligible for this financial incentive program. The first partner to register the opportunity in PRM will be awarded the Preferred Partner status (under the Opportunity Registration Program). The deal registration discount will only be provided to the Preferred Partner. Deal Registration is currently offered in the Americas and Europe. Preferred Partner Status is discussed further under 'Opportunity Registration'.

Growth Performance Rebate

Avaya rewards partners committed to growing their Avaya business in fiscal-year 2017 with a new, easy-to-understand growth rebate program. All Diamond partners are eligible to participate and have multiple opportunities to earn a rebate during the year. Rebates are paid on all partner revenue growth (product and services) year-over-year. Additional rebate programs will get introduced later in the first quarter to reward focused growth with Avaya solutions and new products and will be available to all Avaya Edge partners.

Co-Delivery Pricing

Co-Delivery partners are entitled to favorable Co-Delivery pricing, as long as the partner is compliant with all partner program policy and Co-Delivery requirements.

Retail Maintenance Commissions (US Only)

Avaya will pay Retail Maintenance Commissions (RMC) based on the Net Contract Value (NCV) of the Avaya Retail Global Service Agreement. Partners will earn RMC based on the Net Contract Value, their Avaya Edge gem level, and two performance criteria. For full details see the Retail Commission Policy Guide.

Partner Performance Incentive (PPI) for Co-Delivery

The Partner Performance Incentive (PPI) Rebate is a global maintenance support incentive program for Diamond level co-delivery partners established to reward performance with improved margins. Refer to the Support Advantage PPI Guide for the Americas and EU & AMEA. This rebate is calculated quarterly and applied to the Support Advantage Co-Delivery contract value for that quarter. Partners must be Authorized to Maintain, purchase a Support Advantage co-delivery offer and meet performance requirements to qualify.

3.2 Technical Benefits

Avaya TechniCenter

The Avaya TechniCenter provides technical support from a specialist who can answer feature and functionality questions about any Avaya product or solution. Partners can contact the Avaya TechniCenter via hotline, email, web form, or collaborative web site. Partners receive priority access based on their Avaya Edge level. Learn more using the TechniCenter website[9]

Avaya Design Central

Avaya's ATAC Design Central team provides configuration consultation and tool support, for all Enterprise level offerings from the Avaya Portfolio. They provide this assistance while staffing a hotline, where they answer voice call and email submitted questions, from a presales design perspective.

Avaya Business Partners can call and discuss proper direction to address a customer issue, and advice related to tool use, output questions, and overall configuration best approach tips. In addition, they can create designs specifically for Avaya Distributors; SI/SPs, and Diamond gem level partners.

Qvidian Proposal Automation (QPA)

Qvidian Proposal Automation delivers immediate sales assistance when you need it most. Comprised of proposal tools and easy to search and use RFP answers, this tool helps partners build customized proposals in a matter of minutes. It also provides boilerplate language for RFPs using the latest Avaya portfolio descriptions and content.

RFP Support

Avaya has created many tools to help Avaya and Channel Partners successfully respond to RFPs and win new business. Self-help tools include: an RFP wizard for preparing professional, always-current responses to customer requirements and FAQs; executive summaries; and environmental policy responses. This wizard includes content across the Avaya portfolio: Unified Communications, Contact Center and Networking. In addition, Avaya provides pre-sales Assistance, Advisory or Managed Proposal Support resources for RFPs requiring assistance with size, scope and technology solution. Channel Partners are encouraged to use these resources early in the RFP process.

Post-Sales Support

The Global Support Services organization provides low-cost technical consultation on the post-sale implementation and maintenance of Avaya products, services, and solutions. The Avaya support representative that is assigned to a partner inquiry is determined by the partner's competency level, ensuring partners receive appropriate assistance.

Global Requirements Integration Process (GRIP) Input

GRIP is an online tool that allows partners to provide feedback to Avaya Product Management and Development Groups on product features, functions, and performance, and make product change requests. The feedback is documented and consolidated at a theatre level, so product groups can prioritize suggestions and take action as needed. More information here

---

[9] https://sales.avaya.com/en/general/technicenter-support-engagement

No Cost Online Sales & Design Courses

Avaya provides free online skills and knowledge training to help partners sell and design Avaya solutions. It includes a full curriculum of product and sales-specific sessions, plus classes on sales techniques and technical information.

Customer Inventory Reports (ACSBI)

Partners can access online reports with data on customer solution configurations for most base customers. These reports provide valuable information that can help partners gain a competitive advantage in the sales process. Having this information also saves time during implementation, particularly when upgrading existing Avaya systems.

The Avaya Client Services Business Intelligence (ACSBI) report is a data mining tool that extracts Avaya customer equipment and software configuration information and stores it in a database, for use in equipment upgrades, migrations and/or maintenance renewals.

Experience Avaya (trials and demos)

Avaya offers our customers several options to experience Avaya solutions with short-term trials and demonstrations. Partners can leverage these programs to accelerate sales to Avaya customers. See more info below or contact your Avaya Channel Account Manager.

'Try Avaya Trial Program

The 'Try Avaya' program provides customers with complimentary Avaya hardware or software for evaluations. Visit here[10] for more details.

'Try Scopia' Program

The 'Try Scopia' program provides customers with a complimentary collaboration tool that go where they go. Introduce your customer to the connective world, register them for a Try Scopia trial today at or have your Channel Account Manager register the trial against your SalesForce opportunity. Visit here[11] for more details.

Demo Avaya

We make it easy for you to sell Avaya with Demo Avaya, check out our latest demos and sign up for a free partner account today here[12].

No-Cost Service Assessment

Sapphire and Diamond level partners are entitled to a no-cost Remote Service Assessment. Assessments will become billable if the assessment team deems it necessary to perform an onsite assessment, or if the partner does not satisfactorily complete the remote assessment.

---

[10] https://sales.avaya.com/en/general/try-avaya

[11] https://news.avaya.com/us-fy16-scopia-video-conference-en-reg?PC=BAC-TE-FY16-SCOP-ATI2

[12] www.demoavaya.com

AVAYA Edge℠

Avaya.com/Avaya-Edge 〉 **23**

3.3   Sales and Marketing Benefits

Partner Helpdesk
The Avaya Edge Partner Helpdesk is a single point of contact for Avaya Partners who have questions about Avaya's partner programs, tools and services. This resource offers offer truly global partner assistance, making it easier for partners to do business with Avaya. All Avaya Edge partners have access to the helpdesk, regardless of their level, geography, or portfolio sold. Contact the helpdesk at Partnerhelp@avaya.com

Lead Generation
Avaya Edge provides comprehensive marketing support to assist partners in lead generation efforts. The program offers several different lead-generation tools and resources:

Avaya-provided leads

Avaya will design and execute digital demand generation campaigns to provide partners with qualified leads. Leads are distributed real-time through the Partner Relationship Management system (see PRM Partner View Tool below).

MarketLeaders

MarketLeaders is an integrated full-service marketing-on-demand program. It is designed to help increase awareness of the joint Avaya-partner value proposition and generate leads for partners, which can then be managed, cultivated, and moved through the sales cycle. Find out more on the MarketLeaders website[13].

Partner Marketing Central (PMC)

The PMC site is a free self-service program that offers resources to help partners generate brand awareness, increase customer demand, and perform lead generation activities. It is designed to help partners get to market more quickly and save on marketing costs. Email, ad and design templates, telemarketing scripts, posters, and more are available on the site. Find out more on the Partner Marketing Central website.

Marketing Enablement Guides

Starting with "How to Write a Marketing Plan," this series of Quick Start Guides provides free insight into creating a sound marketing strategy, and then implementing that strategy with the latest, most effective tactics.   Access these Guides on the Partner Marketing Central website.

Content Syndication
In an industry where over 90% of buyers claim they use online resources to research products and services, Content Syndication offers Partners a fast and easy way to deliver the latest Avaya information. The Content

---

[13] www.avaya.com/partnermarketing

Syndication program allows Avaya partners around the world to automatically share Avaya content and assets on your websites, while ensuring the accuracy and consistency of the information being published. This program helps you engage customers in a deeper conversation that builds loyalty, opens new opportunities, and nurtures leads, because web visitors do not leave your company site to search for missing content.

This free service is available to all Avaya Edge partners, in 9 languages, and across all theaters. Learn more about the service or sign up to start sharing content with this Content Syndication website.

Partner Relationship Manager (PRM) Partner View Tool

The Partner Relationship Manager (PRM) Partner View Tool enables partners and Avaya to work more collaboratively by providing a single, global source of information across Avaya and the partner ecosystem. The secure, web-based portal provides consolidated views of a partner's profile and sales activity, along with rich dashboards and reporting. Using PRM, partners can gain better access to information, request assistance, and win deals.

Executive Briefing Centers

Win deals by visiting Avaya's Executive Briefing Centers - state-of-the-art venues, staffed by Avaya briefers—trained to offer specific support and advice to partners. Centers offer a customized and personalized solution to a customer based on the partner's perspective of their needs. A briefer works closely with the partner to plan the customer visit and ensure the proposed solution matches the customer's requirements. In addition, briefers can be engaged to support client opportunities at customer locations and via web or video-based technologies. See the Partner EBC flyer for more info.

Briefing Edge

Working with our Avaya Account Manager, partners can use Briefing Edge to schedule your own Executive Briefing Center (EBC) visit and the services of an Avaya EBC Briefer.

Customer Satisfaction Surveys

Avaya contracts with a third party research vendor, Walker Information, to solicit feedback from customers who have purchased from our participating partners throughout the year. The Customer Survey is provided to assist our partners in managing your customer relationships. Survey results provide insights that can help you enhance your customer loyalty, fine tune your business, and be a source for referrals and repeat business – all provided free of charge and with rigorous security through our research vendor. Learn more by downloading the Satisfaction Survey Program Guide[14].

Partner in Customer Excellence

Partners who achieve exceptional customer satisfaction scores are awarded the designation of "Partner in Customer Excellence". This designation is displayed on the Avaya Partner Finder, available for viewing by all users on www.Avaya.com. For more details on this designation and its benefits, consult the Satisfaction Survey Program Guide[15].

---

[14] https://sales.avaya.com/documents/1399572194606

[15] https://sales.avaya.com/documents/1399572194606

Avaya Financial Services

Avaya Financial Services can assist partners in closing deals by helping customers acquire the financing they need. It offers a full range of financial products that can meet each customer's unique requirements, including government and education offers, and is dedicated to promoting end-to-end customer satisfaction—from lease commencement to termination. Financing is available for all Avaya products and solutions.

Because of its experience and comprehensive understanding of Avaya hardware, software, and services, Avaya Financial Services can provide innovative and flexible financial solutions worldwide.

Avaya Customer Gallery

Showcasing Avaya customers, the Avaya Customer Gallery lends credibility to the benefits of Avaya products, solutions, and services and creates confidence in the Avaya brand. A global program, the Avaya Customer Gallery includes a diverse pool of customer success stories that can be leveraged for sales and marketing activities, in-region, and in-country. For sales teams, it provides valuable references that help close sales quickly.

Press Releases

Partners can use press release templates to announce your certification as a Sapphire or Diamond partner and your achievement of competency specializations. Partners simply need to complete and submit the release to Avaya for review and approval. Avaya will post the press release to the Avaya.com newsroom, and partners can distribute it as desired.

Global Branding

Build your brand with Avaya Edge logos showing your relationship with Avaya and your industry expertise. These logos can be used in many places, including business cards, brochures, and presentations. Partners can obtain their logo images and guidelines from their Channel Account Managers.

Partner Appreciation Kit

This Kit is designed to help Avaya Edge partners promote your Avaya relationship and expertise to your customers. Available resources include an award certificate suitable for framing or use in RFPs and proposals; customizable emails; a digital signature containing your partner level; Turnkey social media assets you can use to announce your status via LinkedIn, Facebook, and Twitter; and **Logo artwork** for use in developing your own marketing materials.

Partners can download your customizable kit from the Partner Marketing Central site[16].

Partner Locator / Partner Finder

Partner Locator on Avaya.com allows partners to promote their capabilities to prospective customers, Avaya sales associates, and other partners who might want to collaborate with them. It offers an easy, web-based way to search for a partner based on name, country, product capabilities and other advanced filters such as distance from a site or partner certification.

---

[16] www.avaya.com/partnermarketing

Partner Finder in PRM Partner View allows partners to promote their capabilities to other partners and Avaya sales associates. Avaya sales can search in Salesforce.com to find partners who meet their customer's needs, and partners can search PRM Partner View to find partners who can provide implementation services.

Sales Engagement Principles

These guidelines provide a predictable, objective basis for interaction between Avaya, sales and partners. The principles clarify roles for collaboration in sales efforts across a range of customers, equipping all parties to be more successful.

Opportunity Registration

Opportunity Registration is a program that enables partners to register opportunities with Avaya, track and manage opportunities throughout the lifecycle and qualify for program benefits. This tool is available to all Avaya Edge partners, regardless of the portfolio sold.

Opportunity Registration gives partners and Avaya Associates a common view of their Avaya funnel and facilitates the best possible strategy and decision making for the partnership. The Partner that registers an opportunity first and is approved by Avaya will become the "Preferred Partner" for that opportunity. The "Preferred Partner" is the only Partner that is eligible for Opportunity Registration program benefits, including the Deal Registration financial incentive in the US, Canada, Europe, and LATAM (see the Opportunity Registration Guide[17] for the current benefits).

Federal & GovEd Agency Program [US Only]

The Avaya Agent Program allows an approved Avaya Edge partner to act as an agent for Avaya and resell using an existing end-user agreement between Avaya and a Federal or GovED entity that includes agency language. The partner must execute a reseller amendment and be approved to act as an agent for Avaya. This policy is effective in the United States.

4   Avaya Competency Model Framework

The Avaya Edge competency model enables improved portfolio-selling. It is designed to help partners:

- Build technical competencies in leading-edge Avaya solutions.
- Increase revenue by differentiating in the market.
- Enjoy program benefits such as tiered discounts and technical support.

This model is solution-based, providing partner employees' exposure to the complete Avaya portfolio, as well as competitive solutions and interoperability. Partner employees are educated on the entire solution lifecycle, from design and sales to integration, maintenance, and growth. Credential levels are clearly defined by role, function, and purpose so each partner employee receives the appropriate training.

By focusing on end-to-end, competitive solutions and sales enablement, the competency model gives partners opportunities to:

- Attain deep solution-expertise
- Identify displacement opportunities

---

[17] https://sales.avaya.com/documents/1399552164605

- Improve account control
- Improve cost of sale and support
- Simply manage your training
- Optimize employee education and broaden your resource pool

Partners receive value for their competency investment. Training is streamlined, speeding time to achieve Avaya Professional Credentials. The number of total credentials held by employees at a partner company is a key requirement in determining partner level.

For further details, refer to the Avaya Learning Center; and the Avaya Professional Credential Program Overview[18] for details on the credentials available from Avaya Learning. The Avaya Solutions Authorization Policy Guide[19] explains how these credentials map to partner authorizations on the various Avaya solutions

Note: "Partner Employees" are individuals that partners intend as active employees, and who are treated as such under the applicable employment and tax statutes of their geography. This means, partner Employees are required to hold the credentials that count for the purpose of meeting Avaya Edge program requirements. This requirement excludes independent contractors.

4.1   Credential Transition Rules

Credentials of Employees Changing Companies

Avaya strongly discourages the practice of associates being hired away from existing authorized partners by another Avaya partner. The Avaya credentials of an employee hired away from an existing Avaya-authorized partner in good standing will not count for Avaya Edge gem level purposes by the new employer for a period of six months (180 days) following the date of that credentialed employee's exit. Upon expiration of this six-month moratorium, the employer may then include their new hire's Avaya credentials to meet Avaya Edge gem level requirements. A partner may immediately count the credential of a hired individual that has been laid off by another partner or Avaya.

Regardless of the hiring situation, employee credentials will immediately count toward Solution Authorization for the right to sell, design, implement, and support Avaya products and solutions.

Partner Employee Attrition

Partners must at all times maintain the minimum Solution Authorization credential requirements or else they will immediately lose their ability to sell/service the solution. Therefore Avaya strongly encourages partners to maintain their number of credentialed individuals above the minimum requirement authorization requirements. This helps protect against the risk of losing authorization should the partner lose an associate who has completed a credential. Refer to the Avaya Solutions Authorization Policy Guide[20] for requirements per product and or solution.

It is the partner's responsibility to notify their Avaya CAM immediately when an individual leaves their company. CAMs should deactivate the associate's PRM account by sending an email to partnerhelp@avaya.com (APAC appartnerhelp@avaya.com). CAMs should also request the Avaya Learning Helpdesk un-assign the student from the Company's Link ID by opening an ITSS ticket at http://partner-

---

[18] https://www.avaya-learning.com/lms/_assets/guides/Credential_Program_Overview.pdf

[19] https://sales.avaya.com/documents/1399552212704
[20] https://sales.avaya.com/documents/1399552212704

itss.avaya.com/. For additional information on how to contact Avaya Learning Support, see https://www.avaya-learning.com/lms/#/support

CAMSs should initiate the disabling of the Avaya Single Sign On (SSO) access through Avaya IT Services at http://partner-itss.avaya.com/. These steps are important to ensure the individual's records are no longer associated with the partner company. Partners without a dedicated Avaya CAM may initiate the disassociation of the individual from their company records by emailing the above contacts directly as outlined.

5   Minimum Partner Requirements

5.1   Minimum Channel Requirements

This Avaya Edge Minimum Requirements Policy establishes the minimum level of productivity that authorized Avaya channel partners are required to achieve to continue as an Avaya Partner within the Avaya Edge Program. Channel partners must comply with these Minimum Requirements to maintain channel partner status.

Minimum Channel Requirements to continue as an Avaya Partner are measured by sales authorization and product revenue ("Revenue"). Every Avaya channel partner must achieve:

5.1.1   Newly Activated Avaya Edge Partner – this is an Avaya Edge partner during the first six months of their Avaya relationship, as measured by the effective date of their Avaya Reseller Agreement**:**
   a) **At least one Sales Authorization for the portfolio(s) sold**, when applicable and as outlined in the Avaya Solution Authorization Policy, within the first six months after the effective date of your Reseller Agreement; **OR**,
   b) **Minimum revenue of US $1,000** (any portfolio, e.g. demo kit or open NW portfolio) as measured in Partner NET Revenue value[21], within the first six months after the effective date of the Avaya Reseller Agreement.
   c) Partner will be also required to adhere to the Avaya Edge Minimum Channel Requirements set forth below.

5.1.2   Existing Avaya Edge Partner - channel partners who have passed the first six months of their Avaya relationship, as measured by the effective date of their Avaya Reseller Agreement:
   a) **Sales Authorization for the portfolio(s) sold**, as outlined in the Avaya Solution Authorization Policy; **AND**,
   b) **Minimum revenue of US $5,000**, as measured in Partner NET Revenue value[22], for a 12 month period. This minimum revenue of US $5,000 includes the US $1,000 required in **5.1.1 b)** above.

Review Process
Separate to gem level evaluations, channel partners' performance will be evaluated by Avaya on regularly scheduled intervals to ensure they are meeting the minimum level of productivity as outlined in section 5.1 above that is required to continue as an Avaya Partner.

• Avaya will conduct a semi-annual review for Avaya Edge channel partners to ensure that partners are meeting the minimum level of productivity that they are required to achieve to continue the relationship as an Avaya partner

---

[21] See Appendix– 'Calculation of Partner Net Revenue'

[22] See Appendix– 'Calculation of Partner Net Revenue'

- Avaya, in its sole discretion, will determine if channel partners are below the minimum requirement threshold.
- Minimum requirements are just one of Avaya's channel policies, and partners are expected to comply with all applicable channel policies. Avaya reserves the right to perform other reviews and audits as permitted by the applicable Avaya commercial agreement and channel and offer policies.

Avaya Edge channel partners wishing to review an Avaya termination or non-renewal decision should contact their Avaya Channel Account Manager or chosen distributor who will contact the appropriate individuals in Avaya for further review.

Impact of Failure to Comply

Failure to comply with the Requirement Thresholds may result in newly activated or existing channel partner account deactivation, loss of access to all Avaya resources, loss of channel partner's authorization and program benefits within Avaya Edge program, and termination or non-renewal of the channel partner's reseller agreement with Avaya.

Termination or non-renewal is subject to the terms and conditions of the written agreement. Channel partner applications will not be accepted for a period of 1 year after termination.

5.2   Partner In Good Standing

All Avaya Edge partners must maintain a good standing with Avaya. Partners may have their good standing status revoked if they should neglect to meet these requirements:

- Signed **current** Terms & Conditions with Avaya
- Adherence to Avaya Sales Engagement Principles[23] and Avaya Edge policies
- Positively representing Avaya brand with customers
- Compliance with Solution Authorization Policy[24]
- Credit account in good standing with Avaya (Tier 1 partners)

Partners who do not meet these requirements could risk loss of financial benefits, demotion or contract termination.

5.3   Minimum Requirements to Sell

Generally Sales Authorization is achieved by earning two (2) Avaya Professional Sales Specialist (APSS, or "Sales Specialist") credentials and one Avaya Professional Design Specialist (APDS, or "Design Specialist") for every solution sold. The Avaya Solution Authorization policy has details on all the solutions requirements.

Sales credentials are required in each country the solution is sold. The design credential required can be held at a global, theater or country sub-group level but must be held for each solution sold.

Authorization to Sell is achieved at the country level for each solution the partner intends to sell. In the case of country sub-groups, partners must achieve Authorization to Sell in each country in the sub-group, as authorization in one country of a country sub-group does NOT extend that authorization to other countries within that sub-group.

Refer to the Avaya Solutions Authorization Policy Guide[25] for further details.

---

[23] https://sales.avaya.com/documents/1399552161565
[24] https://sales.avaya.com/documents/1399552212704

5.4 Minimum Requirements to Service

In order to offer implementation and/or maintenance services, partners must become Authorized to Implement and/or Authorized to Maintain. A Sales Office in each country with the appropriate Sales and Design Authorization is required where a partner plans to sell products or services. If a partner plans to implement and maintain Avaya products and solutions then they need to complete the requirements as outlined in the Avaya Solutions Authorization Policy Guide[26].

The service authorization a partner achieves is based on competency and completion of either an Implementation-Only or Implement & Maintain Service Assessment. Additional requirements such as satisfaction surveys and performance metrics may apply, based on product and service performed. These requirements are consistent worldwide. Refer to the Avaya Solutions Authorization Policy Guide[27] and the Co-Delivery Compliance Policy[28] guide for full details.

5.5 Internet Sales Requirements

Avaya encourages partners to use the internet and social media to foster business. End-customers need the ability to make purchases over the internet, and partners should use the internet to meet this end-customer need.

The internet also presents opportunities, however, for unauthorized and gray market sales that harm end-customers who may unknowingly purchase damaged or unsupportable products, damaging the Avaya brand and the businesses and reputations of Avaya and its authorized channel partners. Gray marketers predominately use the internet to sell products to end-customers either in their own name or via an online marketplace website at which their name is not used or is only available after the end-customer searches for the product by name. End-customers need to know that internet purchases are not gray market and are from Avaya-authorized partners.

Therefore, and in order to avoid confusing end-customers as to whether they are buying from a legitimate authorized partner or a gray marketer, any electronic or internet sales conducted via a website or other electronic method of selling products or services **must be conducted in the Partner's Account Name** used on the partner's Avaya Partner Registration Form, and the **Partner's Account Name must also appear on the webpage and in the URL or website address**. A partner using a "Doing Business As" ("DBA") name or the name of an affiliate to conduct business may use the DBA name or the affiliate's name provided the partner has first provided written notice of the DBA name or affiliate name to Avaya pursuant to the Notices provision of the partner's agreement with Avaya. Acceptable websites might be http://www.partnername.com or http://www.spacebook.com/partnername. **Sales via an online marketplace website are not permitted**.

Furthermore, internet sales must only **supplement a partner's non-internet business**. Internet sales may not be used to actively expand a partner's sales beyond the authorized partner territory. For example, a partner authorized in Canada may not use internet sales to actively sell to end-customers in the United States.

Avaya, in its sole discretion, may make exceptions to these requirements and may also determine whether a particular website is confusing, misleading, or deceptive to end-customers. Partners will comply with Avaya's

---

[25] https://sales.avaya.com/documents/1399552212704
[26] https://sales.avaya.com/documents/1399552212704
[27] https://sales.avaya.com/documents/1399552212704
[28] https://sales.avaya.com/documents/1399552194788

determination of any actions a partner must make regarding such determinations. Partners are reminded that they **may not use any Avaya Licensed Trademarks in the URL or web address** of their websites. The use of a website to sell products must at all times be a supplement to the other requirements contained in this program guide, including the requirement for Brick-and-Mortar site locations and authorizations.

Appendix A – Additional Resources

Useful Websites

For all registered partners, the online partner portal at www.avaya.com/partnerportal provides additional information on Avaya Edge as well as access to many program benefits:

- **Onboarding materials,** to get new partners and new hires of current partners up to speed on Avaya policies, processes and tools. Use this role-based Partner Basics Site[29] to find the resources you need to get started.
- **Avaya Edge Materials,** including all program brochures, fact sheets, detailed policy guides and forms, are posted at *Partner Portal> Partner Programs> Avaya Edge*[30].
- **Avaya Edge Authorization, Specialization & Program Requirements** are described in detailed policy guides and posted at *Partner Portal> Partner Programs>Avaya Edge> Program Requirements*.[31]
- **Financial Benefits** are described in detailed policy guides and posted at *Partner Portal> Partner Programs>Avaya Edge> Financial Benefits*[32]
- **Avaya Credential Program** credential descriptions, curriculum maps, coursework and course enrollments are located at www.avaya-learning.com.
- **Partner Marketing Central** offers no-cost, self-service marketing tools at http://www.avaya.com/partnermarketing
- **MarketLeaders** provides turn-key, full service partner marketing campaigns that can be funded with Business Development Funds. Go to http://avaya.com/ml.

Ask Questions, Get Information or Provide Feedback

Following are key email addresses for use in asking questions, requesting more information and providing feedback on various Avaya Edge program elements.

Avaya Edge Partner Program - Ask questions or give us feedback on this award-winning channel program at AvayaEdge@avaya.com

Opportunity Registration Program - send questions about the registration program to oppreg@avaya.com

Special Bids or Deals Desk – request assistance at dealassistus@avaya.com

Authentic Avaya Buy Back Program - allows partners to protect your customer's investments by converting legacy equipment into cash, whether Avaya or equipment from other manufacturers. Find out what that vintage equipment is worth at buybacks@ctdi.com

Authentic Avaya Trade In, Trade Up Program – this buyback program targets the replacement of digital equipment with Avaya IP Telephony for even greater cash back. Just email us at tradein@ctdi.com

---

[29] http://www.avaya.com/avayapartnerbasics
[30] http://www.avaya.com/AvayaEdge
[31] https://sales.avaya.com/en/general/program-requirements
[32] https://sales.avaya.com/en/general/financial-benefits

Gray Market Activity - report product serial numbers suspected of gray market origin, companies or websites displaying Avaya trademarks or logos without authorization, or simply to ask questions about gray market at graymarket@avaya.com

Avaya Lead Generation Program - find out more with an email to lead@avaya.com

Partner Basics Site - http://avaya.com/AvayaPartnerBasics

For all outstanding questions, partners should contact your local Channel Account Manager.

Appendix B – Calculation of Partner Net Revenue

Partners will be credited "Partner Net Revenue" (a/k/a "Partner Program Value" or PPV) toward meeting the minimum revenue thresholds required for achieving a Gem level in the Avaya Edge program. Partner Net Revenue will always be represented in US Dollars (USD).

Partner Net Revenue value for products sourced through a distributor is a "proxy" calculated by Avaya and intended to represent the reseller purchase price from the distributor. This proxy includes a revenue offset for all the program claims (rebates or discounts) made by the individual partner. Product purchases placed directly on Avaya will credit at the actual purchase price.

Product Revenue Calculation
Net Revenue is calculated as follows:

- Begin with Avaya Global Price List (NPL) for product purchased
- Subtract:
  - Distributor Standard Discount (based on Material Price Group, or MPG)
  - Special Bids discounts (upfront and back end credits)
  - Enterprise Promotions (upfront and back end credits)
  - SMEC Promotions (upfront and back end credits)
  - Deal Registration Discount (upfront and back end only)
- Multiply this Subtotal by the Uplift Factor (varies by Program Level and Theater)
- Resulting number is Partner Net Revenue

Items ordered outside of published lead times and not shipped from Avaya or reported on POS or POP reports from a Distributor during a calendar year will not be included. No purchases from sources other than directly from Avaya or from Avaya-authorized Distributors will count toward the calculation of Net Revenue.

Services Revenue Calculation
Support services is a global metric comprised of Maintenance plus Subscription Upgrades (e.g., UA, SS Upgrade, and PASS Upgrade) on an annualized contract basis. Moreover, Support services/subscriptions revenue is also stated at "Partner Net Revenue" which means both product and services are on a similar "proxy" basis for standardized tracking and reporting of partner performance.

Currently, APS (or 1x) or any other services-related types of revenue are excluded.

For the purposes of this program, a partner's minimum revenue attainment (product, software, and services) will not be adjusted for any issue related to order shipment, whether Avaya's fault or not. Such issues may be in connection with supply chain order error, Special Bids, or of any other kind stemming from supply chain logistics, order fulfillment, and shipping. Although every effort will have been taken to ensure accuracy and completeness, each partner should review their monthly minimum revenue numbers with their Avaya Channel Account Manager. If any error is detected, the CAM must notify the Avaya Edge program manager in their sales theatre immediately. Avaya will not, however, entertain partner requests for audits of a partner's minimum revenue pursuant to attainment of a Gem level under the 2016 Avaya Edge Partner Program.

Disclaimer
To the degree that a change in the claim (negative or positive) is identified after reporting of "Partner Net Revenue," Avaya reserves the right to adjust Partner results in the following months, and to the degree necessary, adjust the Partner program status and funds accrued off previously reported "Partner Net Revenue."

Appendix C – Additional Terms and Conditions

The terms and conditions outlined herein will be in effect for the duration of this program.

1. Partner must be otherwise authorized for each product line and meet any additional requirements for reselling specific products. The partner is not automatically authorized for a product line by virtue of receiving this documentation.

2. Violation of the terms and conditions of this program may result in the partner being billed for any discount received associated with this program, and possible disqualification from participating in this program and other promotions. In addition, such violation of the terms and conditions of this program may also jeopardize a participant's status as a Partner in Good Standing, which is a basic requirement of Avaya Edge.

3. Without notice, Avaya may in its sole discretion cancel, suspend, amend, modify, revoke, or terminate this program, in whole or in part, for any reason, at any time, for all partners.

4. All sales made from this program are fulfilled under the terms and conditions under which partner has agreed to resell Avaya products and services. This program does not alter or change the terms and conditions under which partner has agreed to resell Avaya products and services unless otherwise specifically stated in this program.

5. Avaya expressly disclaims any and all liability relating to the results of any of its marketing plans or promotions/programs.

6. Avaya Channel Account Managers or other similar Avaya representatives have no authority to interpret or vary the terms of this program.

7. Avaya reserves the sole right to interpret and establish the terms and conditions of this program.

8. This program may not be used in conjunction with any other Avaya promotion unless otherwise explicitly stated within the program-specific terms and conditions of the program or another Avaya promotion.

9. All orders must be placed through Avaya's order management system or an authorized Distributor. Billing, shipment, and payment of equipment purchased under this program follow standard Avaya procedures. Any product obtained in an unauthorized manner **may be considered a material breach of the partner's reseller agreement with Avaya,** and may jeopardize that partner's status as a Partner in Good Standing with Avaya and disqualify the partner from participating in further Avaya Edge benefits.

10. Information contained herein is confidential and proprietary information of Avaya and is provided for the internal use of Avaya and its authorized partners. Except as specifically authorized in writing by Avaya, the partner shall not alter any terms and conditions of this program. Any attempted alteration shall be deemed null and void and of no force or effect. In no event shall Avaya be liable for any errors or omissions resulting from the information contained herein. Any communication of this program or its parameters beyond an authorized partner may jeopardize the participant's status as a Partner in Good Standing with Avaya.

11. Partner's participation in this program is partner's acceptance of the terms and conditions of this program. In the event that partner does not agree with any terms or conditions of this program, partner may not participate in this program.

12. Both Avaya and the Distributor agree that customer information or any other sales-related information provided to Avaya under this program is confidential and proprietary whether marked as such or not. Avaya agrees that it shall use such information solely for the purposes of this program, and for no other purposes.

Document Revision History

Date	Page	Section	Summary
23 November	16	2.11	Updated promotion dates section
17 November 2017	6/7	2.3.2/2.3.2	Added definition of "Services Partner"
	7 7 10	2.3.1 2.3.2 2.8.1	Networking only partners are defined as partners with over 90% of their overall revenue in Avaya defined "Networking". These partners require only one implement credential in Networking for Diamond level.
2 November 2017	11	2.8.4	Updated Implement Credential table
27 October	8/9	2.6/2.7	Update CSAT and Revenue thresholds
	7	2.3.1/2.3.2	Corrected table headers
26 October 2016	All	All	FY17 Avaya Edge Program Guide first edition.

AVAYA Edge℠