Industry Value Network (IVN): Frequently Asked Questions
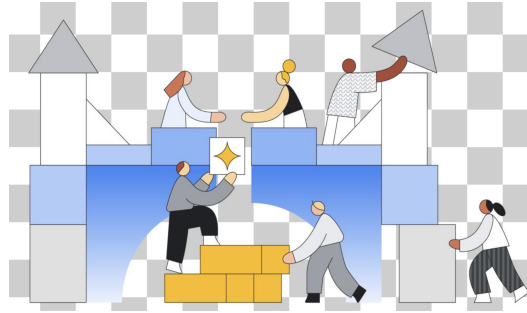
Key Questions for Googlers, Partners & Customers

Disclaimer: The following FAQs cover general aspects of Google's approach to IVN solutions. Each solution will require specifics to be agreed upon by all partners involved.

What is an industry value network (IVN) solution?

Google Cloud's approach to industry solutions has been to provide purpose-built data and AI platforms and an open cloud for our partners, who bring industry domain expertise and offerings. Now, to bring our products, services, and technologies closer together with our partners, we've launched the Industry Value Networks (IVN) initiative.

Industry Value Network solutions combine expertise and offerings from systems integrators (SIs), independent software vendors (ISVs), and content partners to create comprehensive, differentiated, repeatable, and high-value solutions that accelerate time-to-value and reduce risk for customers.

For example, a global SI with an existing supply chain platform could build a more robust solution by integrating data from multiple Google ISV partner offerings. This new, expanded solution is an IVN capable of addressing many supply chain use cases such as: supply chain control tower; demand sensing & forecasting; inventory optimization; increasing first-mile sustainable sourcing validation of commodity suppliers; real-time transportation intelligence for supply chain resilience; and optimized fleet management for mid- and last-mile deliveries to reduce emissions and costs.

Please see our blog HERE to read more about the IVN initiative.

What is not an IVN solution?

A solution is not an IVN solution if clients have to work 1:1 with multiple ISVs and SIs to build custom integrations and applications to solve their business challenges. This has been the historical way of working where it was the client's responsibility to piece together expertise across partners who may not be collaborating with each other. This methodology has been slow and expensive, and projects often failed or the resulting solution was not always supported by ISV partners.

A SI only solution built independently of ISV collaboration would also be an example of a non IVN solution. An ISV re-platforming on Google Cloud also does not qualify to be an IVN solution (e.g., SAP on cloud).

What benefits do IVN solutions provide to customers and to partners?

For customers, the pre-integrated nature of IVN solutions brings accelerated time to value and solutions that leverage industry best practices from our IVN partners. It minimizes the need to build bespoke solutions for each business challenge.

For ISV and content partners, IVNs help magnify the value of solutions to existing and new customers, and ensure the adoption of best practices leading to better customer outcomes and satisfaction.

For system integrators that own the delivery of the IVN solution, IVNs help deliver their domain expertise through deployable accelerators, thereby enabling higher transformational outcomes for customers.

For Google Cloud, these formalized IVN solutions elevate our transformation and open cloud paradigms, helping customers swiftly apply solutions to solve industry challenges.

What are the basic criteria for ISVs, Content Partners and SIs to participate in developing IVN solutions?

For independent software vendors and content partners, their solutions supporting the IVN must be deployable on Google Cloud. Leveraging Google specific differentiation will be an advantage.

For system integrators, we prioritize SIs with a specialization or expertise, an established Google Cloud services practice, proven proficiency, and customer success in the industry for which the IVN solution is being proposed. The ability to leverage Google Cloud to enable a hybrid cloud IVN, where necessary, will be an advantage as an open cloud enables clients to develop software faster, innovate more easily, and scale more efficiently—while also reducing technology risk.

For Google Cloud participation, including any co-investment requests (i.e. funding, credits, executive sponsorship, SME support, etc), the system integrator must orchestrate a business case presentation covering the following aspects of the solution: business need, repeatability and durability, alignment with ISV partners, an addressable market including target clients, a GTM plan, an anchor or pilot customer, and commitment to leverage Google 1P technology and/or industry products.

The system integrator partner will own the proposed accelerators/connectors, and GTM artifacts (described in a FAQ below). These assets will be leveraged to train/enable Google, ISV, and SI teams to communicate and demonstrate the value of the solution to clients.

If Google Cloud's IVN team considers the proposal to be viable for participation, we will assist in refining the proposal for executive sponsorship, SME support, technical enablement, marketing activities, and GTM activities for the IVN solution(s).

How do I get started on the IVN journey? How can a proposal (or a question) for participation in IVN solutions be submitted to Google Cloud?

Start by browsing Google Cloud solutions HERE to discover our industry vision and offerings.

If you meet the criteria specified in this FAQ, please reach out to us at industry-value-networks@google.com expressing your intent to engage with us. Once an NDA is established or validated to exist between Google Cloud and your organization, we will initiate dialog around the following topics on the proposed IVN solution:

- Innovation and/or efficiencies that the proposed solution brings to our joint clients
- Time to market for this solution
- Google 1st party and ISV partner products that are relevant to the proposed solution
- Solution architecture of the proposed solution
- Business value for each of the IVN solution partners
- Role of Google, our ISV partners and your organization in developing the proposed solution

What does the process of proposal, development, and sales look like for IVN solutions?

After a joint review of your proposal, Google Cloud's IVN team will communicate its decision to participate in the solution or not.

If Google Cloud's IVN team deems your proposal as strategic, we will engage for an accelerated (4-6 weeks) due diligence to ensure alignment across IVN partner leadership to assess if Google Cloud should co-invest.

Co-investment will be potentially considered for solution development, go-to-market, and pipeline generation activities. The specific vehicle for potential co-investment, if any, will be through a legally approved and binding agreement between Google Cloud and the SI partner.
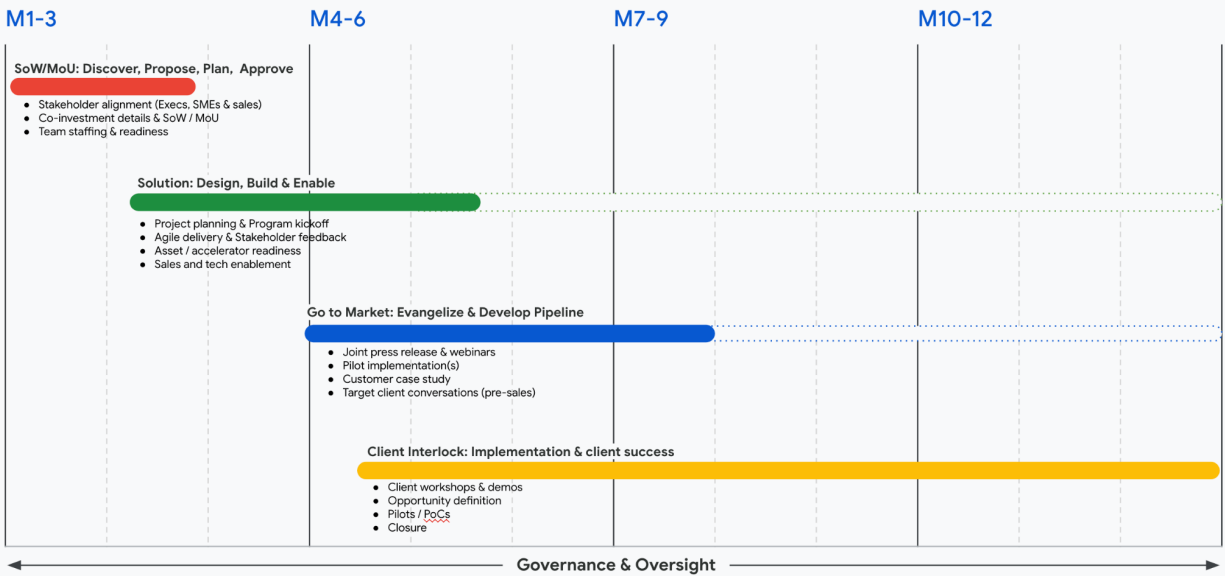
The 4-6 week proposal review and approval process will include:

- Review of Google Cloud and ISV partner differentiators and platform stickiness
- Alignment with stakeholders across Google Cloud, ISV, and SI for a joint commitment
- Validation of anchor client(s) as pilot customer(s)
- Finalizing target clients across the SI, ISV(s), and Google Cloud.
    - Ensuring that all sales teams commit to co-selling
- Alignment on any legal agreements for any potential co-investment, governance, and timelines among Google, SI, and/or ISV partners
- A statement of work or similar legal agreement for initial solution development, timelines, GTM, and governance
- Establishment of a program team including members from the SI, ISV(s), and Google Cloud
- Establishing an SI project manager to run delivery and governance based on a project plan
- Kick-off call with project team, executive stakeholders, and sales teams

After the kick-off call, the SI will establish a cadence for governance for the following:

- Weekly:
    - Solution delivery checkpoint with IVN stakeholders, sales teams and the anchor client
    - Progress on solution artifacts (explained in this FAQ below)
- Bi-Weekly:
    - Enablement of sales teams especially for the identified target clients
    - GTM activities for pipeline and pre-sales activities
- Monthly:
    - Update to IVN sponsor execs (top to top), including anchor clients
- As-needed basis:
    - Technical touchpoints, solution feedback, training needs
    - Support sales cycles, if any, initiated by the account teams

IVN Solution: Conception to Client Success

M1-3   **M4-6**   **M7-9**   **M10-12**

SoW/MoU: Discover, Propose, Plan, Approve
- Stakeholder alignment (Execs, SMEs & sales)
- Co-investment details & SoW / MoU
- Team staffing & readiness

Solution: Design, Build & Enable
- Project planning & Program kickoff
- Agile delivery & Stakeholder feedback
- Asset / accelerator readiness
- Sales and tech enablement

Go to Market: Evangelize & Develop Pipeline
- Joint press release & webinars
- Pilot implementation(s)
- Customer case study
- Target client conversations (pre-sales)

Client Interlock: Implementation & client success
- Client workshops & demos
- Opportunity definition
- Pilots / PoCs
- Closure

← **Governance & Oversight** →

Should we decide to not participate at this time, partner(s) are still welcome and encouraged to continue building solution accelerator(s) on Google Cloud to further their business on Google Cloud and to establish specializations and/or expertise. Partner(s) may leverage Google Cloud's financial incentives for GTM, sales and marketing resources, technical enablement, and more.

Existing Google Cloud partners can review a complete list of benefits offered at the [Partner Advantage Guide](#). Eligible partners may request [Partner Funding](#) to accelerate deals, and to onboard customers.

What will be the role of ISVs, SIs and Google Cloud in the process?

The SI will be responsible for the following, with support from Google Cloud and ISV partners:

- IVN solution proposal development
- Solution development, authoring GTM content and project management
- Maintain a prioritized roadmap to evolve/enhance the IVN solution based on customer feedback
- Orchestrating pursuits for identified target clients; with support from Google Cloud and ISVs
- Submission of requests for Google Cloud funding for deal acceleration, partner success / services and marketing as specified on the [Google Cloud Partner Advantage Portal](#)
    - The SI partner will ensure meeting the eligibility criteria before submitting requests for the above funds

Expectations from Google Cloud and ISV partners are:

- Alignment with named executive sponsors
- Ensure ongoing engagement with the SI partner for
    - Governance
    - SME support and any enablement for the SI partner
    - Access to technology
    - Sales support for co-selling
    - Feedback on and review the solution
    - Promoting the solution to target clients and beyond

What is the investment model for IVN solution development and go to market (GTM)?

Google Cloud expects the SI to be the primary investor in the development of IVN solutions and for GTM. Google Cloud has the following potential investment vehicles should Google Cloud determine that a co-investment is advantageous . Google Cloud's investments will require certain milestones to be met for payment to the SI:

- **Solution Development:**
  - **IVN seed funding** via a Statement of Work (SoW) for co-investment
  - Google Cloud **credits** for solution development and ongoing demos
- **Pipeline Development / GTM**
  - **Partner Marketing Funds (PMF)** for pipeline development
- **Client Opportunities / Pre-Sales**
  - **Deal Acceleration Funds (DAF)** when client opportunities are at Stage 2.
  - Opportunities not yet at Stage 2 are considered on a case-by-case basis.
  - DAF is a % of opportunity size in terms of Y1 ARR for Google Cloud
  - Multiple qualifying opportunities imply a sizeable DAF for the SI
- **Client Onboarding & Partner Success (Post Closure)**
  - **Partner Services Funds (PSF)** for post-sale customer success
  - Similar to DAF, PSF is a % of the post-sale estimated value and multiple client commits may imply a sizeable PSF amount

The SI partner will validate their eligibility for the above funds and submit requests for the incentives. Details on the funds and process is articulated in-depth on Google Cloud's Partner Advantage portal for [marketing activities](#), [deal acceleration and post sale customer success](#)

What are the essential artifacts & deliverables expected of an IVN solution?

Google Cloud has a dedicated sales enablement team that reviews assets from the standpoint of enablement of account teams. Prescribed artifacts are the following:

- Solution pitch deck
- 1-page executive leave behind (sales messaging)
- L200 technical presentation
- Demo environment with narrative for customer engineers
- Recorded demo for non-technical sellers
- Solution FAQ document
- Opportunity sizing and pricing guidelines for ISV and Google Cloud sellers
- Deployment accelerators for the SI solution on Google Cloud, including necessary ISV products
- [Optional] Documentation for deployment from Google Cloud Marketplace (when available)

What will be the sales process for IVN solutions? And how will the pipeline be managed among Google Cloud, the ISV(s) and the SI partner?

During the IVN proposal phase, Google Cloud, working with ISV partners and the SI, will collaborate to:

- Finalize a target client list for the initial release including 1 or more anchor customers
  - Alignment with sales teams from Google, ISV partners, and the SI
    - Commitment among teams to co-sell; and craft customer-specific narratives
  - Anchor customer(s) ensure(s) that we build what customers need
- Target client list to be ratified with executive sponsors and sales leaders
- Craft a joint GTM plan that includes press releases, webinars, sales activation, and enablement
- Produce GTM assets collaboratively with the SI

Often sales teams may want to initiate client interlock prior to solution launch. This is acceptable and IVN partners will support account teams with pre-sales while the solution is under development.

Google Cloud, the SI, and ISV partners will sync pipelines for the IVN solution; SI to maintain governance and enforce accountability for pipeline progression and to activate sales teams for target clients.

At this time, it is not mandated that IVN solutions reside on Google Cloud Marketplace. We are evaluating the best mechanism to streamline contracting. Until then, IVN partners jointly determine the best contracting vehicle on an opportunity-by-opportunity basis.

How can ISV partners and customers leverage IVN solutions that are available now?

For customers and ISV partners that would like to adopt or be included in the IVN offering, please see the IVN launch announcement, connect with us through your Google sales or alliance managers, or email us at industry-value-networks@google.com

Google Cloud's vision is to eventually leverage Google Cloud Marketplace to host IVN solutions. This will enable clients to rapidly explore and adopt those solutions. Additionally, Google sellers currently have incentive to sell solutions from the Google Cloud Marketplace.

Will ISV and SI partners have exclusivity for industry use-cases delivered through an IVN solution?

Several SIs and ISVs have similar accelerators and products for known industry challenges. Example areas are: demand forecasting, inventory visibility, fleet management, sustainability, personalized customer engagement, core banking modernization, clinician productivity, and many more.

In the spirit of open cloud and fair opportunity for our ecosystem partners, Google Cloud encourages partners to showcase and demonstrate differentiated value and thought leadership. The cloud and technology market is highly competitive and clients seek symbiotic value that IVN solutions will bring in solving their business challenges.

Given that many partner solutions may be solving similar challenges, Google Cloud will ensure that for each IVN solution for which we sign an agreement, we will -

- Maintain confidentiality of SI and ISV code, IP and any non-public artifacts of all IVN solutions.
- Make all attempts that IVN solutions that are co-developed bring differentiated value to our clients.

Ultimately, it is the responsibility of the SI partner to own and maintain competitiveness of the IVN solution. This can be through strong differentiation and quality of the IVN solution and compelling assets that accelerate value for our joint clients.