bitwarden

Accelerating Channel Revenue

Architecting a global partner growth engine that earns seller preference, increases revenue per partner, wins larger deals and scales with precision execution.

Givonn Jones

VP, Channel & Strategic Partnerships / Discussion with Matt Cillis

THE CHANNEL GROWTH CHALLENGE

An active seller can still choose a competitor for their next deal.

Sales & Marketing Excellence: Earn seller preference, generate qualified demand and convert it into larger deals, greater partner wallet share and repeatable growth.

THREE COMMERCIAL RISKS TO VALIDATE

Seller priority

Sellers need a compelling commercial reason to prioritize Bitwarden and confidence they can win.

At stake: partner-sourced pipeline

Confidence in larger deals

Larger opportunities require a credible business case, proof of value, reliable technical support, and deal protection.

At stake: deal size, sales velocity and SE capacity

Profitable expansion

Revenue growth fails to justify the partner's selling and delivery effort.

At stake: expansion revenue and margin

Let's convert existing partner reach into revenue we can plan around.

STATED PARTNER FOOTPRINT	STATED ARPP	REGIONAL SCOPE
≈2,400 partners	≈$1,000–$1,200*	US, Canada, LATAM EMEA, SPIGI, APAC

Source: interview context. *ARPP reporting period, calculation basis and partner mix to confirm.

PROPOSED OPERATING ARCHITECTURE

Build. Activate. Expand.

Three connected workstreams for repeatable global channel revenue and results.

BUILD

A compelling reason to sell Bitwarden

Segment partners and customers. Set economics, sales plays and clear deal ownership.

Proof: named sellers and viable economics

ACTIVATE

Seller commitment and paid customer wins

Coach sellers and technical teams. Convert qualified opportunities into paid wins.

Proof: qualified pipeline and paid wins

EXPAND

More revenue from proven partner motions

Grow adoption and repeat wins. Scale partners and markets with validated demand and economics.

Proof: repeat wins, ARPP and retention

GUIDED BY FOUR LEADERSHIP PRIORITIES

OWN	ACCELERATE	ACTIVATE	INSTITUTIONALIZE
Global number, coverage and regional execution	Partner economics, ARPP and enterprise wins	Strategic alliances and ecosystem reach	Infrastructure, standards and accountability

I own global channel revenue and evidence-led investment. Regional owners drive local execution.

INSTITUTIONALIZE: PARTNER OPERATING SYSTEM

Accelerating Revenue with VaultWorks

A modernized Partner OS designed to turn seller preference into repeatable channel revenue.

Revenue objective	What I own	What VaultWorks puts in motion
Earn seller preference	Partner segmentation, commercial program design and seller engagement.	Finance-approved terms, tier benefits, incentives, deal protection and role-based onboarding.
Marketing Excellence Create qualified demand	Partner participation and joint account plans. Partner-sourced pipeline and seller follow-through.	Partner Marketing: campaigns, buyer proof and MDF. Named sellers accept and follow up on leads. Track qualified pipeline, paid wins and contribution.
Sales Excellence Win larger deals	Partner co-selling, joint opportunity execution and removal of deal barriers.	Sales-led deal plans, Better Together sales kits, digital deal rooms and SE-led validation.
Accelerate deal flow	Partner sales experience, workflow standards and program adoption.	Partner Ops and RevOps: PRM–CRM workflows, deal registration, attribution and easier transaction flows.
Expand proven growth	Global channel performance, regional investment and partner growth plans.	Regional growth plans, adoption and expansion plays, partner success stories and cohort reviews.

I own the partner growth system and channel revenue outcomes.

Proposed operating model. Baseline performance first. Prioritize improvements to existing systems.

BUILD: PROGRAM ARCHITECTURE

Building the VaultWorks Partner Growth Programs

Three partner tracks, supported by shared commercial rules, enablement and revenue operations.

MSP / MSSP

Accelerator

Packaged customer offers
Deployment and onboarding kits
Prioritized billing improvements

REVENUE PURPOSE

More customers and paid seats

VAR / VAD

Enterprise Co-Sell

Joint account and co-sell plans
Enterprise value cases and demos
Marketplace kits where eligible

REVENUE PURPOSE

Larger enterprise wins

DEVELOPERS / SIs

Developer & SI

Secrets Manager use-case plays
Integration and deployment kits
Partner service offerings

REVENUE PURPOSE

Paid adoption and expansion

Partner advocacy across all tracks: product experience and approved internal-use access.

SHARED OPERATING FOUNDATION

Commercial rules	Sales Excellence	Marketing Excellence	Partner operations	Performance
Eligibility, incentives Deal protection	Sales kits, technical proof Train-the-trainer	Buyer proof and campaigns MDF playbooks	PRM–CRM, lead routing Deal registration	Owners and scorecards Investment reviews

I own program design and adoption. Greater investment follows paid wins and viable economics.

Proposed programs. Validate benefits, product scope and integrations before launch.

BUILD: INCENTIVES & PARTNER ECONOMICS

Earn Seller Preference. Accelerate Revenue.

Give sellers a stronger reason to lead with Bitwarden through attractive economics and customer value.

PROPOSED GROWTH AMBITION

3× Priority-cohort ARPP
Illustration: $1.2k to $3.6k

15–30% Relative paid-product attach lift
Eligible priority-partner deals

Proposed mechanism	Why sellers & partners care	What Bitwarden measures
Seller SPIFFs	$500 direct cash bonus per net-new 250+ seat Enterprise conversion. 2× payout ($1,000 total) with Secrets Manager or Privileged Controls (PAM).*	Incremental paid wins, repeat seller production and incentive cost.
Protected sourcing	Sourcing benefits and deal protection. AE credit agreed with Sales and Finance.	Partner-sourced wins, conversion and contribution after commercial benefits.
Co-Op MDF Engine *Zero-Trust Champions League*	Performance-based grants for partner-hosted CISO workshops, tabletop exercises and security audits.	Funding hurdle: 5:1 new ARR / MDF. Track sales-accepted pipeline, paid wins and incremental contribution.
Services revenue	Partners grow services revenue from packaged implementation, migration and adoption.	Paid adoption, retention, repeat deployments and support effort.

Financial test: incremental net revenue less incentive, MDF and delivery/support costs. Scale investment when contribution and payback justify it.

Proposed targets and terms. Confirm cohort, baseline, period and timing. *PAM availability and eligibility to validate.

ACTIVATE: VAR/VAD SELLER MOBILIZATION

Mobilizing Partner Sellers to Win More Revenue

Ignite seller enthusiasm. Equip VAR/VAD partner champions to lead with Bitwarden, prove customer value and win larger deals.

Mobilization program	What goes live	Owner and evidence
Open Vault Advocacy	Approved Enterprise and Secrets Manager internal-use access. Champions use the product and demonstrate customer value.	Channel lead + VAR/VAD champion Internal adoption and a customer-ready demonstration.
Transparent Masters Academy	Train the trainer: 1. CAMs/AEs qualify and demonstrate value. 2. Technical champions lead scoped POCs. 3. Lead trainers coach the next cohort.	Enablement + SE technical lead Assessed capability, POC conversion and SE hours per opportunity.
Marketing Excellence Demand Activation	Launch co-branded plays for named accounts. Use buyer proof and customer-led events. Route leads to named sellers for follow-up.	Partner Marketing + Channel Sales-accepted pipeline, paid wins and campaign contribution.
Field Co-Selling & Deal Execution	Apply agreed AE credit and deal ownership. Pair partner sellers with Bitwarden AEs/SEs. Use mutual action plans and weekly deal reviews.	Channel + Sales, with RevOps / SEs Sourced pipeline, POC-to-paid wins, sales cycle and repeat production.

My standard: named champions, targeted campaigns, live opportunities and weekly revenue reviews.

Proposed programs. Confirm internal-use rights, certification standards and incentive eligibility before launch.

EXPAND: ECOSYSTEMS & GLOBAL MARKETS

Scaling Revenue Across Ecosystems and Markets

I own global channel revenue results and forecast accuracy.
Evidence guides market selection, ecosystem demand generation and continued partner investment.

Strategic alliances & MSP platforms

Ecosystem	Commercial proof
Malwarebytes	Joint security use case, named accounts and a paid customer win.
Microsoft	Aligned sellers, technical fit and a validated co-sell route.
ServiceNow	Customer workflow, accountable integration owner and paid proof.
MSP platforms	N-able / NinjaOne / Halo / Atera: partner demand and repeat deployment.
Marketplaces	AWS + Azure readiness first. GCP follows qualified demand.

Priority markets

Market	Evidence before investment
US + Canada	MSP expansion + enterprise VARs. Productive sellers and named accounts.
EMEA	Compare UK/Ireland vs. DACH. Buyer demand and local delivery.
SPIGI	Focused VAR/VAD coverage. Confirm boundaries and seller commitment.
LATAM	Country-led distribution. Local commerce and viable economics.
APAC	Demand-led reseller / SI expansion. Customer pull and support readiness.

First 30 days: prioritize one alliance pilot and one international market case, with named owners, budget caps and agreed customer milestones.

Fund pilots on credible customer demand and delivery readiness.
Scale when repeat paid wins and contribution justify further investment.

Proposed priorities. Validate partner commitments, commercial/technical readiness and SPIGI scope before investment.

WHY NOW: THE 90-DAY VALUE CASE

Accelerating Revenue Now, Building Global Scale

From product-led growth to accelerating partner-sourced revenue with VaultWorks.
Prove sales plays on live opportunities, then scale what works across priority partners and markets.

BUILD

Faster time to revenue

Put deal rules, seller-ready kits and lead flow into use on current systems and opportunities.

MEASURE AGAINST BASELINE

Lead response and deal cycle time.
SE / support hours per deal.

ACTIVATE

More sellers producing

Launch campaigns and co-selling on named accounts with mutual action plans and weekly reviews.

MEASURE AGAINST BASELINE

Qualified pipeline and paid wins.
POC conversion and repeat sellers.

EXPAND

Repeatable global growth

Repeat proven plays in priority ecosystems and markets, with local owners and viable economics.

MEASURE AGAINST BASELINE

Validated alliance / market pilots.
Contribution and forecast accuracy.

Delay risk: repeated effort, slower seller momentum and less evidence for the next investment.

Start with a capped pilot, named owners and agreed success thresholds.
Scale when customer outcomes and contribution justify further investment.

Grow channel contribution and recover the investment within an agreed payback period.

By Day 90: a working Partner OS release on live opportunities, a measured revenue scorecard, and a clear recommendation to scale, revise or stop.

Proposed value case. Confirm baseline performance, full program costs and target timing with Sales, RevOps and Finance.

OUR NORTH STAR

The first choice for partners.
The trusted standard for where customers need it most.

Experience building partner revenue and accelerating launches, ready to put to work at Bitwarden.

$5m ACV

SiteLock + GoDaddy

Owned the offer path and partner operations: billing, enablement, forecasting and renewals.

12 → 6 weeks

Kaseya MDR partner launches

Helped 40+ MSSPs annually launch MDR through packaging, enablement and joint execution.

Matt, I'm asking you to back me for this role.

1. Confirm the mandate

Agree 90-day outcomes, decision rights and resources.

2. Resolve final requirements

Identify remaining approvals, references and open concerns.

3. Set the decision date

Name the next step, owner and target start date.

Career results supplied by Givonn Jones. Proposed Bitwarden mandate and resources require alignment with Matt.