

Partner Economics

What one won audit is worth to the partner over 24 months, in expected value.

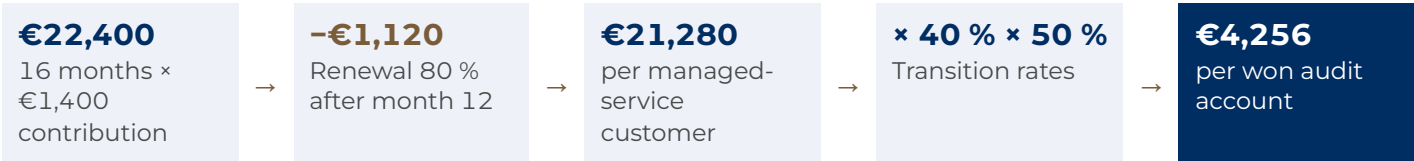
METRIC
Expected partner contribution per acquired audit account, over 24 months. Expected value per won audit account, including sales effort for follow-on offers not won, before the entry investment.

1 · Three scenarios, expected values in EUR

A · Audit, no follow-on conversion No follow-on projects, pursuit effort remains. After 24 months –€1,880 After 12 months –€1,880 of which managed service €0 Run rate, month 24 €0 per month	B · Audit + Remediation Remediation at 40 %, managed service not won. After 24 months €8,816 After 12 months €8,816 of which managed service €0 Run rate, month 24 €0 per month	C · Full lifecycle All three stages at base rates. After 24 months €13,072 After 12 months €9,936 of which managed service €4,256 Run rate, month 24 €224 per month
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Run rate = expected monthly managed-service contribution at the end of month 24. It continues and is not included in the 24-month result. Per active managed-service customer: €1,400 per month. Scenario A is negative because the effort for follow-on offers not won remains.

2 · From managed-service price to expected value



3 · Entry investment €40,000, shown separately

Cumulative, EUR	1	2	3	4	5	6
B before investment	8,816	17,632	26,448	35,264	44,080	52,896
B after investment	–31,184	–22,368	–13,552	–4,736	4,080	12,896
C before investment	13,072	26,144	39,216	52,288	65,360	78,432
C after investment	–26,928	–13,856	–784	12,288	25,360	38,432

Arithmetic: 4.5 account equivalents in B, 3.1 in C

First whole number of accounts
with a positive result: 5 in B, 4 in C

Columns: audit accounts won. Scenario A never recovers the investment.
Payback is an expected value across several accounts, not a guarantee. With few accounts the actual course can differ markedly.

Economics Under Pressure

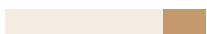
The expected value does not say what a single account delivers. What matters is which assumptions carry it.

1 · Distribution of individual outcomes (scenario C, 24 months)

Path per account	Probability	Individual result	Contribution to expected value
No follow-on project	 60 %	-€1,880	-€1,128
Remediation, no managed service	 20 %	€24,860	€4,972
Remediation + managed service, renewed	 16 %	€47,260	€7,562
Remediation + managed service, not renewed	 4 %	€41,660	€1,666
Expected value (average across many accounts)	100 %	not a single case	€13,072

Six out of ten accounts end in the red. The expected value comes from the few accounts with follow-on projects.

2 · Sensitivity: deviation from base result (scenario C, EUR)

Delivery cost rate ±20 %	-8,277		+8,277
Selling prices ±10 %	-6,880		+6,880
Remediation rate 25 % / 55 %	-5,607		+5,607
Audit win rate 20 / 40 % (base 30 %)	-5,500		+2,750
Sales hours ±30 %	-4,303		+4,303
Remediation reserve 10 % / 0 %	-1,800		+1,800
Managed rate 30 % / 70 %	-1,702		+1,702

Each lever changed on its own, everything else at base. Delivery costs, prices and conversion drive the result.

COMBINED STRESS CASE

-€2,982
Scenario C, 24 months

Rate 25 % instead of 40 %, delivery costs +20 %, sales hours +30 %. All three at once, each plausible on its own.

Stress
C -€2,982
B -€4,844

Base
C €13,072
B €8,816

Upside
C €33,392
B €25,784

3 · Break-even at around €921 per person-day

C, 24 months, EUR	560	630	700	770	840	910
Rate 20 %	11,134	8,365	5,596	2,827	58	-2,712
Rate 30 %	16,242	12,788	9,334	5,880	2,426	-1,027
Rate 40 %	21,349	17,210	13,072	8,934	4,795	657
Rate 50 %	26,456	21,633	16,810	11,987	7,164	2,341
Rate 60 %	31,563	26,056	20,548	15,040	9,533	4,025

€921

Cost rate per person-day at which C falls to zero. Base €700, modelled headroom about 32 %.

At a rate of only 20 %, the limit is around €840: only €58 is left.

Columns: delivery cost rate in € per person-day. Rows: audit-to-remediation rate.

A DACH partner channel can pay off. Whether it does is decided by conversion, delivery costs and sales effort, not by project price alone.