AUTOMATUM

The Cloud Marketplace Launch Playbook

Zero to a live, revenue-ready listing on AWS, Azure, and GCP — in weeks, not quarters.

By
Aein Eskandari, Founder
Automatum · automatum.io

80+
LISTINGS SHIPPED

$120M+
TRANSACTED

~14 days
KICKOFF TO LIVE

CONTENTS

01 — THE PROBLEM

Why most listings never turn into revenue

> Getting listed is the easy part. Getting *paid* through the marketplace is where most ISVs stall — and the gap between the two is wider than anyone admits at kickoff.

Cloud marketplaces stopped being a checkbox. IDC estimates **19.1% of all software purchasing now flows through cloud marketplaces** (IDC), and Canalys and Omdia project the channel growing from roughly **$16B in 2023 to $45B in 2025, and $163B by 2030** — a 29.1% compound annual growth rate (Canalys / Omdia). That is not a trend you opt out of. It is where enterprise budget already sits, pre-committed, waiting to be drawn down.

And yet the results are lopsided. In the 2025 Partner Insight and Clazar research, **89% of companies are listed on at least one marketplace, but only 22% generate more than a fifth of their revenue through it** (Clazar / Partner Insight 2025). Fully **41% pull less than 5% of revenue from the channel** (Clazar / Partner Insight 2025). I call the distance between "we have a listing" and "the marketplace is a real revenue line" the **Listing-to-Revenue Gap**, and closing it is the entire job of this document.

The gap is rarely a listing problem. It is an operations problem. Teams underestimate the **Operations Tax** — the quiet engineering and RevOps drag of building metering, wiring co-sell, reconciling disbursements, and re-doing all of it for the next cloud. Industry benchmarks put a do-it-yourself first listing at **400–700 engineering hours and 13–24 weeks**, with roughly a **1-in-5 submission rejection rate** (Clazar / Labra). That is a quarter of an engineer's year spent on plumbing before a single dollar moves.

WHAT GOOD LOOKS LIKE

The payoff for closing the gap is not subtle. Marketplace deals close about **40% faster** and sellers close **27% more deals** through the channel (Forrester). Add a cloud partner to the motion and deals are **53% more likely to close** and move **46% faster** (Tackle). Multi-cloud sellers pull **29% of revenue** through marketplaces versus **3% for single-cloud** — a 10x gap (Tackle 2025).

This playbook is the sequence my team uses to close the Listing-to-Revenue Gap on AWS, Azure, and Google Cloud. It is deliberately opinionated and deliberately practical. Four parts: a **14-day launch timeline** you can run starting Monday; the **private-offer and co-sell motion** that converts a listing into pipeline; the **metering and packaging patterns** that keep you from rebuilding your billing twice; and the **incentives checklist** of credits and programs that fund the whole thing. Everything here is grounded in real program mechanics — FTR, ISV Accelerate, ACE, CPPO, MACC, MCPO — not brochure language.

Getting listed is a Webflow-grade task. Getting paid is a systems-design task. Confusing the two is why 78% of listings underperform.

02 — EXECUTION

The 14-day launch timeline

> Two weeks, four tracks running in parallel. The mistake teams make is running these steps in series — legal finishes, then content starts, then engineering starts — and a two-week launch balloons into a two-quarter one.

Run four workstreams at once: **Commercial & Legal** (seller registration, tax, banking, agreements), **Listing & Content** (the public-facing offer), **Technical & Metering** (integration and pricing dimensions), and **Partner & Co-Sell** (the relationships that create pipeline the day you go live). The critical path is almost always the technical track, so it starts on Day 5 and finishes just before submission.

Before Day 1: prerequisites

Do not start the clock until these exist. Chasing a missing tax form on Day 9 is the single most common reason a launch slips.

Kickoff prerequisites (all three clouds)

- [ ] Legal entity, business tax information (W-9 / W-8), and bank account ready for disbursement
- [ ] A named executive sponsor and a single directly-responsible individual for the launch
- [ ] Seller-program enrollment started: **AWS Marketplace Management Portal + APN**, **Microsoft Partner Center**, **Google Cloud Partner Advantage**
- [ ] A decision on product type: SaaS, AMI/VM, container, or professional services
- [ ] Draft pricing and a shortlist of target accounts for the first private offers

THE 14-DAY SEQUENCE — FOUR PARALLEL TRACKS

DAY	COMMERCIAL & LEGAL	LISTING & CONTENT	TECHNICAL & METERING	PARTNER & CO-SELL
1–2	Complete seller registration; submit tax & bank details	Gather logos, screenshots, security & support docs	Confirm product type & deployment model	Identify the cloud PDM / partner manager for your account
3	Accept the marketplace seller agreement	Draft listing copy, categories, and support terms	Map your value metric to pricing dimensions	Open the partner-program application (ISV Accelerate / co-sell)
4	Legal review of standard EULA vs. custom contract	Build the buyer-facing listing page in the portal	Stand up the integration environment	Draft your first-account co-sell narrative
5–7	Finalize refund / cancellation terms	Listing content complete and internally reviewed	**Begin metering integration** (metering API or entitlement webhook)	Begin AWS FTR (Foundational Technical Review) prep
8–9	Prepare private-offer templates	QA the listing against each cloud's content rules	Wire subscribe / entitlement / metering end to end	Register the first opportunity in ACE / Partner Center
10–12	Sign-off on go-live pricing	Final proofread; accessibility & link check	**End-to-end test:** buy, provision, meter, cancel	Confirm co-sell status and field alignment
13	Confirm disbursement schedule	Submit listing for review / certification	Freeze integration; monitor for review feedback	Line up the first private offer to issue on Day 15
14	**Listing live.** Publish, smoke-test a $1 test transaction where supported, notify the field team, and queue the first private offer.			

WHERE THE TWO WEEKS ACTUALLY GO

The technical track is the critical path — not legal, not content. Metering integration and end-to-end testing (Days 5–12) is where a rushed launch ships bugs that surface in front of your first enterprise buyer. Review windows also vary: AWS SaaS listings are typically fast, Azure certification and GCP review can add days. Build a two-day buffer before Day 14 and treat the timeline as "engineering-complete by Day 12."

The three clouds, same shape, different doors

The 14-day arc holds across all three, but the entry points differ. On AWS you register in the **AWS Marketplace Management Portal** and pursue the **Foundational Technical Review (FTR)** to reach Validated status and unlock co-sell. On Azure you enroll in **Partner Center** and publish a **transactable SaaS offer** so purchases can decrement a customer's committed spend. On Google Cloud you enroll in **Partner Advantage** and create a Marketplace listing that supports private offers and committed-use drawdown. Same destination — a live, transactable, co-sell-ready listing — three different front doors.

03 — PIPELINE

The private-offer & co-sell motion

> A public listing is a storefront. Enterprise revenue comes through private offers and co-sell — the motion that turns a URL into a signed, committed-spend-drawing deal.

Almost no meaningful enterprise deal transacts at public list price. It transacts as a **private offer**: a custom-priced, custom-term agreement you extend to a named buyer, which they accept inside their own cloud console so the spend flows onto their existing cloud bill. That last detail is the whole point — the buyer draws the purchase down against money they have *already* committed to the cloud provider, which is why marketplace procurement feels frictionless to them and why deals close faster.

The motion, end to end

1. **Identify a committed-spend account**
   Prioritize buyers with an EDP (AWS), MACC (Azure), or committed-use agreement (GCP). Their incentive to buy through the marketplace is structural, not persuasive.

2. **Register the opportunity for co-sell**
   Log the deal in **AWS ACE**, Microsoft **Partner Center co-sell**, or Google Cloud's co-sell workflow. Registration is what makes the cloud's field team a partner instead of a bystander.

3. **Align with the cloud field team**
   The provider seller has quota tied to marketplace and consumption. A registered, well-framed opportunity gives them a reason to open doors and co-champion internally.

4. **Issue the private offer**
   Send custom pricing, payment schedule, and terms. Use a channel partner path — **CPPO** (AWS), **multiparty offers** (Azure), or **MCPO** (GCP) — when a reseller owns the paper.

5. **Close against committed spend**
   The buyer accepts in-console; the amount decrements their cloud commitment. You get a faster close, a larger deal, and a renewal anchored in the marketplace.

The data on why this works is unambiguous. Co-selling drives **51% higher revenue growth, 65% higher close rates, and 54% larger deals** (Canalys 2024). Top co-sell performers hit a **75% win rate versus 47% for their peers** (Clazar / Partner Insight 2025). And multi-cloud co-sell influences **39% of deals versus 18% for single-cloud sellers** (Tackle 2025). Co-sell is not a nice-to-have bolted onto a listing; it is the mechanism that closes the Listing-to-Revenue Gap.

A listing answers "can I buy this here?" A private offer plus co-sell answers "why would I buy it any other way?"

CO-SELL & CHANNEL PROGRAMS BY CLOUD

MOTION	AWS	MICROSOFT AZURE	GOOGLE CLOUD
Co-sell registration	ACE (APN Customer Engagements)	Partner Center co-sell	Google Cloud co-sell / Partner Advantage
Co-sell tiers	ISV Accelerate (requires FTR / Validated)	Co-Sell Ready → IP Co-Sell Incentivized	Partner-sell / co-sell engagement
Direct private offer	Private Offer	Private offer / private plan	Private offer
Channel / reseller offer	CPPO (Channel Partner Private Offer)	Multiparty private offer (MPO)	MCPO (Marketplace Channel Private Offer)
Committed-spend drawdown	EDP / PPA — up to 25% of annual commit	MACC — marketplace-billed purchases decrement	CUD — 100% on qualifying software, capped at 25%

TWO MECHANICS WORTH KNOWING COLD

CPPO carries a 0.5% listing-fee uplift (AWS) — trivial next to the deals a reseller unlocks, so never treat CPPO as an afterthought. And on Google Cloud, since **June 9, 2025**, qualifying software bought through an authorized channel partner via MCPO now draws down **100% of the buyer's committed spend**, capped at 25% of the total commitment (Google Cloud) — a genuinely new reason to build a GCP channel motion this year.

Co-Sell Readiness checklist

- [ ] Reached Validated status (AWS FTR) and IP Co-Sell Incentivized (Azure) where eligible
- [ ] Sales reps trained to register deals in ACE / Partner Center — not just "aware" of it
- [ ] A named relationship with your cloud PDM / partner development manager
- [ ] Private-offer templates approved by legal and finance in advance
- [ ] Target-account list tagged by committed-spend agreement (EDP / MACC / CUD)
- [ ] Deal-registration and marketplace attribution wired back into your CRM

Note the gap this checklist attacks: only **58% of companies have trained their AEs to route deals through the marketplace**, and **42% report internal RevOps resistance** to marketplace sales (Clazar 2025). The motion fails on organizational plumbing far more often than on cloud mechanics.

04 — ARCHITECTURE

Metering & packaging patterns

> The rebuild-later trap: you ship a flat annual SaaS listing to hit a date, then a big buyer wants usage-based pricing, and you discover your metering was never designed to be extended — or ported to the next cloud.

Every cloud supports a similar spectrum of pricing models, and each exposes its own metering plumbing: the **AWS Marketplace Metering Service**, Azure's **marketplace metering service**, and Google Cloud's usage-based reporting. The pattern that separates a two-week launch from a two-quarter rebuild is not *which* model you pick — it is designing the underlying value metric and dimensions once, cloud-agnostically, so the same billing events feed all three integrations.

PRICING MODELS AND WHERE THEY FIT

MODEL	BEST FOR	METERING EFFORT	WATCH OUT FOR
Flat / annual subscription	Simple SaaS, fastest launch	Lowest — entitlement only	Leaves usage-based upside and expansion on the table
Per-seat / per-unit	Predictable seat-based products	Low–medium	Seat definitions that don't match how buyers actually grow
Usage / metered dimensions	Consumption-shaped products (API calls, data, events)	Highest — live metering API	Too many dimensions; metrics buyers can't predict or audit
Contract + overage	Enterprise with a committed floor	Medium–high	Reconciling private-offer overrides against metered usage

Five patterns that keep you from rebuilding

1. **Meter on a durable value metric**
   Choose the one unit that tracks the value the customer receives and won't change when the product does. Re-pricing is easy; re-instrumenting is not.

2 **Keep dimensions few and legible**

Two or three metering dimensions a buyer can predict beat eight they can't. Unpredictable bills stall renewals and trigger finance reviews.

3 **Separate entitlement from metering**

"What did they buy" (entitlement) and "what did they use" (metering) are different systems. Coupling them is what forces a rebuild when the model changes.

4 **Design for private-offer overrides from day one**

Every enterprise deal overrides list pricing. Your billing must apply custom rates and committed floors *without* a code change per deal.

5 **Abstract the cloud, emit once**

Build one internal usage event and translate it to each cloud's metering API at the edge. Adding the next cloud becomes an adapter, not a re-platform.

THE TRAP, CONCRETELY

Teams that hardcode the first cloud's metering contract into their billing core pay for it twice: once when a buyer demands a model they didn't build for, and again when they add the second marketplace and have to re-instrument everything. The DIY benchmark of 400–700 hours per listing (Clazar / Labra) roughly *repeats* per cloud when there's no abstraction layer. Design the metric once; make each marketplace an adapter.

Packaging & metering checklist

- [ ] A single, documented value metric chosen before any integration code is written
- [ ] Entitlement and usage stored and versioned as separate concerns
- [ ] ≤ 3 metering dimensions, each one a buyer can predict and audit
- [ ] A cloud-agnostic usage event with per-cloud adapters (AWS / Azure / GCP metering APIs)
- [ ] Private-offer pricing applied by configuration, not by code change
- [ ] An end-to-end test: subscribe → provision → meter → invoice → cancel
- [ ] Renewal and expansion paths modeled before launch, not after the first renewal

05 — FUNDING

The incentives checklist

> The clouds will co-fund your launch, your proofs-of-concept, and your buyers' purchases — but only the programs you actually enroll in. Most teams leave real money on the table simply because nobody owns the incentives track.

There are two flavors of incentive worth chasing. **Seller-side** programs fund *your* build and go-to-market — engineering credits, marketplace support, and co-sell benefits. **Buyer-side** mechanics make *your customer's* purchase cheaper or easier — chiefly committed-spend drawdown and marketplace credits. The best launches use both: seller programs to fund the work, buyer mechanics to accelerate the close. Committed spend is a big lever here — **75% of companies cite access to committed spend as a major marketplace advantage**, and **74% report significant benefit from it** (Tackle 2025).

PROGRAMS & INCENTIVES MOST TEAMS MISS

PROGRAM	CLOUD	WHAT IT GIVES YOU	WHY TEAMS MISS IT
ISV Accelerate	AWS	Field co-sell, reduced marketplace fees on co-sold deals, seller support	They apply late — FTR isn't done, so Validated status is blocked
Foundational Technical Review (FTR)	AWS	Validated status; the gate to co-sell and ISV Accelerate	Treated as paperwork instead of the unlock it is
EDP / PPA drawdown	AWS	Buyer draws your deal against committed spend — up to 25% of annual commit	Sellers don't ask which buyers have an EDP
Microsoft ISV Success	Azure	Azure credits for dev/test, publishing support, technical benefits	Not enrolled; benefits assumed to be for "bigger" ISVs
Marketplace Rewards	Azure	Co-marketing, GTM support, and promotional placement	Unlocked by transacting — many never publish a transactable offer
MACC drawdown	Azure	Marketplace-billed purchases decrement the buyer's committed spend	Offer isn't marketplace-billed / co-sell eligible, so it doesn't count
Marketplace Customer Credit (MCCP)	GCP	Up to 3% in Google Cloud credits toward first-party services	Newer program; not surfaced to buyers during the deal
CUD drawdown via MCPO	GCP	100% of qualifying software counts toward committed use (from June 2025)	No channel motion, so the 2025 change goes unused

ORDER OF OPERATIONS

On AWS, the sequence is FTR → Validated → ISV Accelerate → co-sell → private offers that draw down EDP. On Azure, it's a transactable, co-sell-eligible offer → Marketplace Rewards → MACC drawdown. On GCP, it's Partner Advantage → private offers → MCPO for channel and CUD drawdown, with MCCP credits surfaced to the buyer. Miss the first step and every downstream benefit is locked.

Incentives you should have claimed by Day 30

- [ ] AWS FTR completed and Validated status achieved
- [ ] AWS ISV Accelerate application submitted
- [ ] Microsoft ISV Success enrollment active; Azure credits applied to dev/test
- [ ] Azure offer published as transactable and co-sell eligible (unlocks Marketplace Rewards + MACC)
- [ ] Google Cloud Partner Advantage enrollment complete; reseller path scoped for MCPO
- [ ] Target accounts tagged by committed-spend agreement, with drawdown framed in every private offer
- [ ] An owner assigned to the incentives track — not left as everyone's part-time job

None of these programs are secret. They are just easy to under-use when a launch is scrambling to hit a date and no single person owns the funding track. Assign it. The credits and co-funding routinely cover more than the cost of doing the launch well.

Sources. Market size and adoption: IDC; Canalys / Omdia; Gartner. Deal and co-sell performance: Forrester; Canalys 2024; Tackle 2025; Clazar / Partner Insight 2025. DIY effort benchmarks: Clazar / Labra. Program mechanics (FTR, ISV Accelerate, ACE, CPPO, EDP; Partner Center, MACC, Marketplace Rewards, ISV Success; Partner Advantage, MCPO, MCCP, CUD drawdown): AWS, Microsoft, and Google Cloud official seller documentation. CPPO 0.5% uplift: AWS. GCP MCPO 100% drawdown, 25% cap, effective June 9, 2025: Google Cloud. Figures are current as of publication and should be re-verified against each provider's live documentation before you rely on them in a contract.

Want this run on your listing?

This is the exact sequence my team uses to take ISVs from zero to a live, revenue-ready listing on AWS, Azure, and GCP — flat pricing, no revenue share, roughly 14 days from kickoff to live. If you'd rather not build the metering, wire the co-sell, and chase the incentives yourself, we'll do it with you.

Bring your product and a target account or two. In 30 minutes we'll map your fastest path across the four tracks in this playbook.

Book a walkthrough →

Automatum helps ISVs list, transact, and co-sell across AWS, Azure, and Google Cloud marketplaces without burning a quarter of engineering time. 80+ listings shipped, $120M+ transacted. By Aein Eskandari, Founder — automatum.io